



2017 budget

2017-2020 Business Plan
& 2017 Budget

Foreword

Mississauga City Council approved Our Future Mississauga, the Strategic Plan to achieve our vision over the next 40 years. The strategic vision identified five pillars for change, Move, Belong, Connect, Prosper and Green. The City consulted extensively with residents, staff and stakeholders in developing the Strategic Plan.

The City continues to engage with stakeholders about its programs and services through the City's website, social media, satisfaction surveys and more. This helps ensure citizens have input on the decisions that affect them.

The 2017-2020 Business Plan and 2017 Budget detail how and where the City plans to allocate resources to the programs and services that people rely on every day, while providing good value for taxpayers and supporting the Strategic Plan.



The mark of
responsible forestry

Forest Stewardship Council

Consistent with our Green strategic pillar, the 2017 Budget book has received Forest Stewardship Council (FSC) certification. The paper used for the book comes from forests that are managed in an environmentally and sustainable manner.

The Forest Stewardship Council is an international certification and labelling system that promotes the responsible management of the world's forests.

The City's Print and Mail Services is certified to use the FSC logo and systematically selects FSC paper for its products when economically feasible.

About this document

Mississauga's multi-year approach to business planning enables the City to respond to political, economic, social and environmental circumstances.

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:

1. Deliver the Right Services

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

2. Implement Cost Containment Strategies

- *Demonstrate value for money*

3. Maintain our Infrastructure

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

4. Advance on our Strategic Vision

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

This document is presented in 22 lettered sections. Section B is the overall 2017 City Plan and Executive Summary and proposed 2017 Budget.

Sections **C** through **S** include the individual Business Plans for City Service Areas. Each plan contains:

- An Executive Summary
- Description of Core Services
- Operating and Capital Budgets
- Performance Measures and Balanced Scorecard

All City business plans and related expenditures and revenue are accounted for in the following 17 business areas:

- C. Fire & Emergency Services
- D. MiWay
- E. Roads
- F. Parks & Forestry
- G. Business Services
- H. Mississauga Library
- I. Recreation
- J. Information Technology
- K. Facilities & Property Management
- L. City Manager's Office
- M. Land Development Services
- N. Culture
- O. Mayor & Members of Council
- P. Environment
- Q. Regulatory Services
- R. Legislative Services
- S. Financial Transactions

Section **T** addresses Reserves and Reserve Funds and Section **U**, Financial Policies. Section **V** is a Glossary.

In 2016 the City transferred the Stormwater program from the Roads Service Area to a stand-alone service area. In this document the Stormwater budget is included in a separate tab.

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 proposed plan that emerge during the process of deliberation and voting.

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Approved Budget

2017-2020 Business Plan
& 2017 Budget



City Business Plan and Budget

2017-2020 Business Plan
& 2017 Budget

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Our Vision for the Future

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

A place where people choose to be.



Message from the City Manager

Mayor and Members of Council:

Mississauga's success as a municipal leader relies largely on our people. Through our business planning and budgeting activity, the work we do together during this process sets the course for our vibrant City.



We enter 2017 in sound financial shape. Our Long Range Financial Plan shows that the City is in a strong position to maintain current service levels over the next 10 years. The 2017 - 2020 Business Plan and Budget details the action plans and resources required to meet our City's operational and strategic goals.

The City's four overarching priorities focus our decision-making for 2017: Deliver the Right Services; Implement Cost Containment Strategies; Maintain our Infrastructure; and, Advance on our Strategic Vision. We report on our progress in each of these areas in the following pages.

Through our daily interactions and citizen research, we know that transit and transportation continue to be high priorities. Reliable, available transit and transportation enhance all aspects of City life. They support the five pillars of Mississauga's Strategic Plan - Move, Belong, Connect, Prosper and Green.

The City continues to invest in transit and transportation. To build on our progress and advance on these priorities, the 2017 Business Plan and Budget includes:

- 45,000 additional MiWay service hours
- Completion of the work on the Mississauga Transitway, with four more stations opening in 2017
- Ongoing planning for the Hurontario Light Rail Transit (LRT) project

The capital infrastructure and debt repayment levy will continue into 2017 in order to manage infrastructure funding to keep our foundation strong.

Through our ongoing commitment to fiscal responsibility, the City continues to deliver value for money. Through our corporate Lean initiative, we continue to examine our processes and improve efficiencies. Increasingly, we use technology to help provide better, more efficient customer service. With a constant focus on continuous improvement, we take a systematic look at what we do and how we do it, driving innovation as well as cost savings and efficiencies. The City has saved \$49 million since 2009 by innovating and improving processes.

It is important to remember that we are in the people business. From firefighters and transit operators to librarians and swim instructors, it is the people who deliver the services that residents rely on every day. We are modernizing our talent management systems to ensure we attract, retain and engage the right people.

We face many challenges, as do all municipalities. Our Long Range Financial Plan positions us to handle most of them. However, we cannot manage all of them alone. We continue to seek partnerships, innovative solutions and assistance from other levels of government. Financing future growth, maintaining our infrastructure and managing the impacts of climate change are examples of such challenges.

We welcome resident input through the City's website, Budget Committee meetings and communication with ward Councillors. I look forward to working with our Mayor and Council in 2017 to advance on our Strategic Plan and deliver real service and real value to the people who live, work, play and raise a family in Mississauga.

A handwritten signature in black ink that reads "Janice Baker". The signature is written in a cursive, flowing style.

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

Executive Summary

Our Approach to Planning and Budgeting

The City's Vision and Strategic Plan are the starting point for our annual business plan and budget cycle. The Strategic Plan has five pillars: **move belong connect prosper green**, which guide our activities and progress toward achieving the Vision. The pillars are the basis of several Master Plans and each service area provides an update on how their programs contribute to advancing the Strategic Plan.

The planning and budgeting process is iterative and transparent; City Budget Committee meetings are open to the public and the City hosts numerous open house events throughout the year to engage residents. The business plan and budget provide Council and stakeholders with information about how their tax dollars are being spent to provide City services.

Priorities for this Business Plan

The City strives to demonstrate value for money and sound financial stewardship in the development of the annual business plan and budget. All service areas prepare individual business plans in line with the following four corporate priorities:

1. Deliver the Right Services
2. Implement Cost Containment Strategies
3. Maintain our Infrastructure
4. Advance on our Strategic Vision

Deliver the Right Services

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

In 2015 Environics Research Group surveyed a representative sample of Mississauga residents; 95 per cent of respondents

said they enjoy a positive quality of life in the municipality and almost 70 per cent of residents expressed satisfaction with the local government. These results are consistent with the 2012 survey responses and affirm that the City is meeting residents' expectations.

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 citizens' expectations with fiscal prudence. 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 featured at the end of each Service Area Plan.

Implement Cost Containment Strategies

Demonstrate value for money

The City of Mississauga offers over 200 separate services such as quality recreation programs; current library resources; reliable transit; fire and emergency management; an advanced traffic management system and well-maintained roads, trails and parks. While the City is growing, our infrastructure is aging and the costs to provide services are increasing.

The City is facing these challenges by:

- Reviewing and continuously improving the efficiency of internal processes
- Urging the federal and provincial governments to broaden the scope of revenue generating tools and solicit additional infrastructure funding
- Effectively utilizing reserves to mitigate cost pressures that are caused by diesel price fluctuations, currency exchange and other external factors
- Embedding a Lean culture and practices in every service

Each Service Area Plan includes a description of cost containment strategies that have helped the City achieve over \$49 million in cost savings since 2009. These strategies include Lean process reviews that target and reduce inefficiencies, using technology to improve service delivery and updating internal policies to reflect current best practices.

Maintain our Infrastructure

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

The value of Mississauga's infrastructure is approximately \$8.5 billion. This includes the current replacement cost of our roads, bridges and trails, stormwater system, city buildings, transit systems, street and traffic lights and other equipment. While Mississauga's infrastructure is fairly new and in relatively good shape, it requires significant funding to keep it that way.

Roughly 65 per cent of City buildings are more than 20 years old. Almost one third of these buildings are more than 40 years old. At approximately 20 years of age, a building typically begins to require higher investment in capital life cycle maintenance (e.g., boilers, roofing, heating and cooling systems). If critical building systems are not addressed in a timely manner the demand or emergency maintenance costs will increase, exerting pressure on our preventive maintenance program.

The City relies on sophisticated lifecycle management systems to monitor scheduled repairs, assessments and replacements. A properly funded preventive maintenance and renovation program is less costly in the long term and significantly defers the need for emergency repair or complete replacement, which always costs more. We must anticipate and be prepared for unknown challenges.

A major challenge for the City is the infrastructure gap; the difference between the current replacement value of City

infrastructure and the value of the capital reserves, including current contributions. In order to remain resilient and plan for the future, staff recommend that Council continue 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.

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
- 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.

Advance on our Strategic Vision

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

Mississauga is a city of the future according to fDi Magazine, which ranked Mississauga as one of the top 10 overall Large American Cities of the Future 2015/2016. Indeed, the City's 2050 Vision and Strategic Pillars guide everything that we do. We have included updates on the five strategic pillars throughout the Business Plan and Budget.

move - developing a transit oriented city

- Adding 45,000 hours to MiWay to enhance transit services
- Implementing the Advanced Transportation Management System to respond to changing traffic conditions and adjust traffic signals at busier times to keep our City moving
- Investing over \$20 million for residential and major arterial road rehabilitation
- Building accessible facilities that promote the use of the City transit system

belong - ensuring youth, older adults and new immigrants thrive

- Hosting Environment Earth Markets which are tailored to Mississauga's diverse communities
- Investing \$22.5 million for Central Library redevelopment to create learning spaces and digital hubs where people will want to meet
- Providing discounted fares to ensure affordable and accessible transit for seniors and youth
- Increasing grant support to various groups to enable better quality cultural services, programs and festivals that reach more people

connect - completing our neighbourhoods

- Proposing almost \$8 million for Network Fibre/Wireless infrastructure and equipment lifecycle replacement to enhance the productivity of City staff and community connectivity
- Developing a Climate Change Plan that will contribute to climate change mitigation and a holistic approach to energy efficient and sustainable neighbourhoods
- Implementing community plans such as: Vision Cooksville, My Malton, Inspiration Port Credit, Downtown 21, Inspiration Lakeview and Dundas Connect, which will create walkable streets, enhance parks and open spaces, support small businesses and recognize the City's diversity.

prosper - cultivating creative and innovative businesses

- Optimizing available infrastructure funding – for example, \$58.3 million from Public Transit Infrastructure Fund (PTIF) – to enhance transit infrastructure and create jobs
- Investing in our Creative Industries (e.g., Film & Television, Live Music and Interactive Digital Media) to retain creative talent and increase activity, economic vitality and tourism opportunities

green - living green

- Maximizing the use of technology to support environmentally friendly actions such as phasing out the printed version of the Active Guide; developing a paper reductions strategy for City staff and encouraging staff to tele-commute, thereby reducing travel
- Actively pursuing grants for energy conservation projects and identify new ways to reduce energy usage and GHG emissions City-wide

Highlights of the 2017 Business Plan and Budget

The 2017 Business Plan and Budget is designed to translate the long-term vision and goals into a workable, transparent operating tool that will inform Council and residents about how their tax dollars are being spent. This year's Plan focuses on the following themes:

- Transit service improvements
- Infrastructure management and growth
- Technology optimization
- Other initiatives to support City Services

The City's Plan is delivered through different service groupings located in tabs C to S of this book. Each section begins with an Executive Summary followed by details of accomplishments and future deliverables. Our future includes a progressive plan that will advance all five strategic pillars:

Transit Service Improvement:

- \$58.3 million federal investment via the Public Transit Infrastructure Fund (PTIF). The City will match this contribution and deliver up to \$116.6 million worth of transit enhancements by March 2018 (PTIF projects are included in this budget subject to approval and funding from the Federal government)
- 45,000 additional transit service hours through new and expanded bus routes
- Four new Mississauga Transitway stations open in 2017. The completed Transitway system will move commuters along an 18-kilometre corridor from Renforth Drive in the east to Winston Churchill Boulevard in the west
- Discounted Transit Fare programs will be extended through Spring 2017
- Continued work with Metrolinx and the City of Brampton to prepare the Hurontario Light Rail Transit (LRT) Project for procurement. The project, which is expected to be completed in 2022, envisions a 20-kilometre route of fast, reliable, rapid

transit from Mississauga to Brampton along Hurontario Street



Hurontario Light Rail Transit System will integrate several Mississauga Community Master Plans

Infrastructure Management and Growth:

- Invest over \$74 million for Roadway Rehabilitation
- Develop an Integrated Asset Management Plan that will standardize definitions and plans to ensure a corporate

- strategy to assess, repair and replace the City's roads, bridges, facilities, lighting and equipment
- Invest an additional \$500,000 to repair/enhance sidewalks
- Improve City traffic congestion through continued implementation of the Advanced Transportation Management System
- Replace roofs at Burnhamthorpe Community Centre, Clarkson Community Centre, Malton Community Centre and City Hall as part of regular lifecycle maintenance
- Develop a Business Continuity Program that will augment existing emergency management and critical infrastructure plans and to mitigate natural, technological and human caused threats
- Establish and implement risk specific public education programs, so that the community is aware of potential hazards and can take appropriate measures to respond to early warnings

Technology Optimization:

- Expand the use of ePlans to include rezoning and Official Plan Amendment applications and other development applications to allow clients to interact with the City on a 24/7 basis



- Develop a database online application for the Interactive Zoning By-law to allow residents, businesses and other stakeholders to access relevant information
- Modernize Talent Management in the Corporation by leveraging SAP Success Factors to maximize City workforce potential and enhance business execution

- Use web meeting tools such as live streaming and recorded community meetings to provide residents with information, plans and photos and create better engaged communities
- Create a single, integrated security system solution that consolidates multiple system platforms (currently more than 12) into a single user interface inclusive of access control, intrusion, video surveillance, incident management and dispatch. An integrated system streamlines security operations, increases city-wide situational awareness and provides new business intelligence, risk management and mapping functionality for all City facilities, parks and transit infrastructure
- Modernize the City's corporate website to be citizen-focused and research driven
- Expand Compliance and Licensing-Field Automation to enhance customer service by increasing the amount of time Municipal Law Enforcement Officers spend in the field conducting inspections, performing licence checks and investigating service requests
- Implement Vote Anywhere technology in advance of the 2018 municipal elections. This technology will improve customer service by reducing wait times and line-ups and allow electors to vote at any location in the City on Advance Poll Days and at any location in their Ward on Election Day



Other Initiatives to Support City Services:

- Increase support of local artists/talent, addressing the need for cultural spaces, removing barriers and improving the sustainability of arts and culture through Community Cultural Development
- Expand winter programming on Celebration Square, focusing on encouraging tourism year round
- Support to Culture Groups by adding over \$200,000 in available funding to provide better quality cultural services, programs and festivals that reach more people
- Finalize and seek approval for a Workplace Diversity Strategy
- Train and manage a growing number of Green Leaders across the City who champion environmental action in the workplace
- Enhance the City's internal Agenda Management system to advance the move to paperless agendas for all committees/meetings
- Reduce external legal costs by building the City's Defence Litigation Team. The addition of a lawyer, a law clerk and a legal assistant will increase in-house capacity and expertise
- Recruit a law clerk to the Legal Services collections team to generate additional revenue for the City by tapping into a significant source of uncollected money
- The City is working on an Affordable Housing Plan that will ensure safe, accessible and connected affordable housing for low income households. To this end, the City has completed detailed reviews of Provincial Policy (Long-Term Affordable Housing, Growth Plan, Bill 73) that will impact the next generation of development in Mississauga

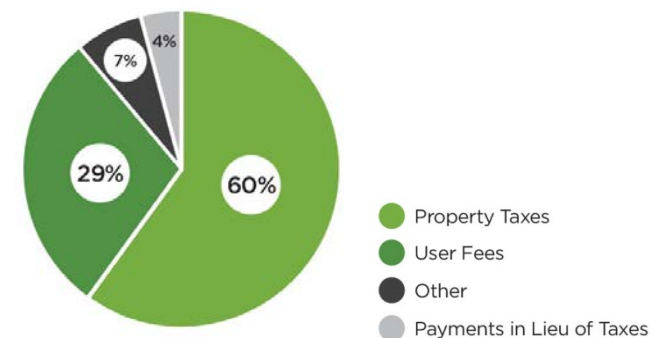
Proposed Operating and Capital Budgets

City of Mississauga received its 13th consecutive 'AAA' credit rating from Standard and Poor's Rating Service (S&P). The service referred to the City's "very strong, diversified economy, exceptional liquidity and very low debt burden" as key success indicators in its assessment.

Standard and Poor's added that the City's financial management, including its policies and approach to transparency, were positive impacts on Mississauga's credit rating. S&P also noted that Mississauga's competitive tax rates, proximity to major markets and an extensive transportation network have aided its economy and helped attract and retain investment.

In June 2016 Council received the City's Long-Range Financial Plan. This comprehensive financial plan will help the City sustain its positive financial health and will assist City management and Council in identifying and assessing the financial implications of major financial decisions.

This Business Plan and Budget outlines the financial and human resources required to deliver services and programs. Property taxes are the primary funding source for City services.



2017 Proposed Tax Bill Impact

The proposed net operating budget for 2017 is \$463 million, which is a 5.9 per cent increase over the 2016 approved operating budget. This change is primarily due to the cost of labour and benefits, required to maintain current service levels in all services areas and new initiatives to expand transit services; repair sidewalks and finance the Churchill Meadows Pool.

The proposed capital budget for 2017 is \$201 million and includes substantial investments in transit and infrastructure. Throughout the next fiscal year the City will continue to assess and identify options to address the 'infrastructure gap' while maintaining quality services and planning for new initiatives.

Property taxes collected by the City of Mississauga are shared among three governments:

- City of Mississauga retains only 34 per cent of property tax collected
- Region of Peel receives 45 per cent
- Province of Ontario, Education receives 21 per cent

The following chart shows the impact on the property tax bill by major cost driver for 2017-2020.

Drivers of Operating Budget Costs	2017 %	2018 %	2019 %	2020 %
Cost to Maintain Current Service Levels	1.6%	2.0%	2.1%	2.4%
Costs Incurred to Operationalize Prior Decisions	0.5%	0.1%	0.0%	0.0%
New Initiatives and Revenues	1.3%	2.0%	1.6%	1.1%
Capital Infrastructure and Debt Repayment Levy	2.0%	2.0%	2.0%	2.0%
Churchill Meadows Pool	0.5%	0.0%	0.0%	0.0%
Impact on Total Residential Tax Bill	1.98%	2.0%	1.9%	1.8%
Impact on Total Commercial Tax Bill	1.18%	1.2%	1.1%	1.1%

Note: Numbers may not balance due to rounding.

The following chart sets out the proposed net operating budget for the City's services areas by cost driver. Additional details are included in the next section: City Budget and Financial Overview.

Service Area	2016 Operating Budget (\$M)	Maintain Current Service Level (\$M)	Operationalize Prior Decisions (\$M)	New Initiatives And New Revenues (\$M)	2017 Proposed Budget (\$M)	Increase from Prior Year
Fire & Emergency Services	101.8	3.1	0.3	0.0	105.1	3.3%
MiWay	67.9	0.4	1.1	3.9	73.3	7.9%
Roads	66.6	(0.5)	0.2	0.7	66.9	0.5%
Parks & Forestry	31.8	0.3	0.1	0.0	32.2	1.2%
Business Services	28.6	0.6	0.4	(0.0)	29.7	3.5%
Mississauga Library	25.9	0.7	0.0	0.3	26.8	3.7%
Recreation	23.4	1.3	0.3	0.3	25.3	8.0%
Information Technology	21.9	0.9	0.1	0.0	22.9	4.5%
Facilities & Property Management	20.2	0.8	0.0	0.0	21.0	4.1%
City Manager's Office	12.2	0.1	0.1	0.3	12.7	4.0%
Land Development Services	8.9	0.6	(0.2)	(0.0)	9.3	4.6%
Culture	7.4	0.1	0.0	0.3	7.9	6.3%
Mayor & Members of Council	4.7	0.1	0.0	0.0	4.8	2.1%
Environment	1.2	0.2	0.0	0.0	1.4	20.0%
Regulatory Services	1.1	0.1	0.0	(0.1)	1.1	(1.4%)
Legislative Services	(3.1)	0.1	0.0	0.0	(2.9)	4.5%
Financial Transactions	14.7	(0.4)	0.0	0.0	14.4	(2.6%)
Assessment Growth						(0.4%)
Total	435.3	8.5	2.4	5.7	451.9	3.4%
Special Purpose Levies*						
Capital Infrastructure and Debt Repayment Levy					8.7	2.0%
Churchill Meadows Pool					2.2	0.5%
Total Proposed Budget	435.3	8.5	2.4	5.7	462.8	5.9%

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

Note: Numbers may not balance due to rounding.

The budget and overview for the City's Stormwater program is included in a separate tab and section at the end of this Plan.

Human Resources

The City has approved 5,276.4 full-time equivalents (FTE) which is comprised of transit operators, mechanics, firefighters, librarians, By-law enforcement and security officers, arborists, engineers, environmentalists, lawyers, financial analysts, art curators, recreation program staff and other business professionals.

This budget proposes 71.8 additional FTE for 2017. Fifty-one new transit operators will be employed to help deliver 45,000 additional transit hours; other staff will be hired to meet service delivery requirements and offset staff attrition.



Conclusion

The City of Mississauga's 2017-2020 Business Plan and 2017 Budget proposes a variety of initiatives that will bring the City closer to its vision.

The Plan also balances the cost of delivering City services and building/maintaining our infrastructure with the need to keep current fees and taxes affordable and stable. Each service area description includes efforts to contain costs and deliver value for money in service delivery. Through Lean and other process improvements, we are reducing waste and striving to increase efficiencies in all areas of the organization.

Our residential and commercial tax rates are among the lowest rates in the Greater Toronto and Hamilton Area.

Throughout the business planning and budget cycle we solicit input from Mississauga residents through town halls and a variety of information sessions. Compared to the national average (20 per cent), more Mississauga residents report having participated in public engagement activities over the past year. Their primary channels for participation include City surveys, public meetings and Open House events*.

In 2017, the City will review current community engagement strategies to better involve all residents. In fact, all Service Areas have described methods they have used and plan to use to engage the public. Whether renovating community centres, creating plans to develop the lakeshore or expanding transit routes, the City encourages residents to share ideas, preferences and stay informed. For more information about City initiatives, programs and meeting schedules, visit our website: www.mississauga.ca.

* ENVIRONICS Research Group, 2015 Mississauga Citizen Satisfaction Survey

Budget by the Numbers

\$8.5 Billion

Current value of City's Infrastructure



Proposed 2017 budget for roads, bridges and sidewalk rehabilitation

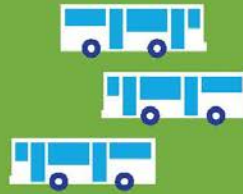
\$3.1 Million

Cost of energy efficiency initiatives and LED bulb upgrades in arenas, parking lots and pathways



45,000

Additional MiWay service hours for 2017



45,000

Number of homes Mississauga Fire staff will visit in 2017 to provide safety information



Automated Self-serve counters means 70% of Library material will be checked out by customers

\$10 Million

Current value of equipment maintained by Mississauga Fire



730

Kilometres of high speed fibre connecting 125 City sites



76

City facilities offering free public access to Wi-Fi



50%

Transit Fare Discount Programs



transitway will be completed in Spring 2017

About Mississauga

Profile of the City of Mississauga

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 86,000 businesses and the home of over 425,000 jobs. Growth in the population base as well as the business environment ensures a strong labour force.

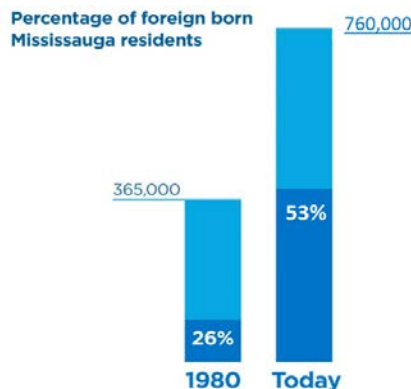
It is the sixth largest city in Canada and the 24th largest in Canada and the United States.

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.

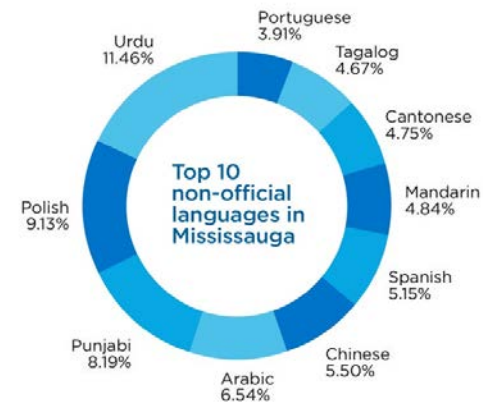
Mississauga is home to Toronto Pearson International Airport, Canada's largest and busiest airport. An inter-regional public transportation hub, Mississauga is strategically located in the heart of the Greater Golden Horseshoe. Mississauga has convenient access to global markets and skilled workers –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

In addition to 17,500 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 & Communications Technologies.

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, Culture, Regulatory, Legislative, and supporting city services.



Statistics Canada, 2011 National Household Survey



Statistics Canada, 2011 National Household Survey

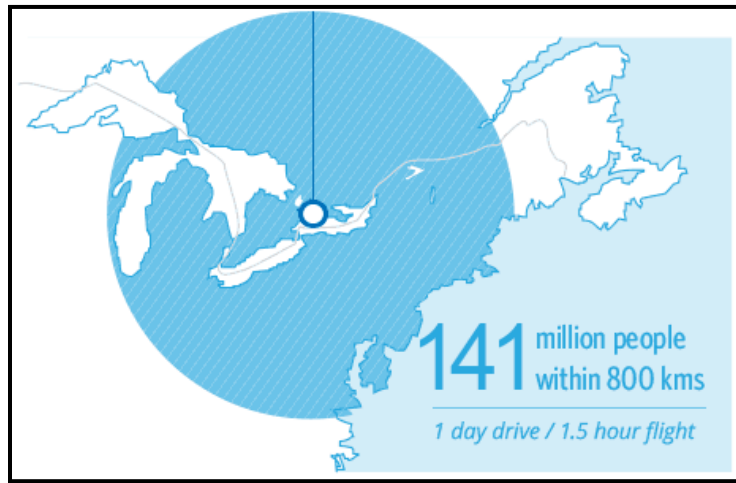
Easy Access to Global Markets

- Home to Canada's largest airport, Pearson International; serving 41 million passengers annually, who travel to more than 180 destinations, including 29 Canadian destinations, 46 US cities and 106 international destinations
- Less than 90-minute drive to the US 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 Health, 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.



Canada Day Celebrations at Celebration Square

Mississauga Residents @ a Glance

- Median age of Mississauga's residents is 38.5 years vs 40.4 years in Ontario
- Median household income in Mississauga is \$75,000, 13 per cent higher than Ontario's median household income
- Mississauga residents speak 130 different languages
- 70.7 per cent of our population 25-64 years of age has a post-secondary certificate diploma or degree versus the Ontario percentage of 64.8
- 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

Organization and Staff

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.

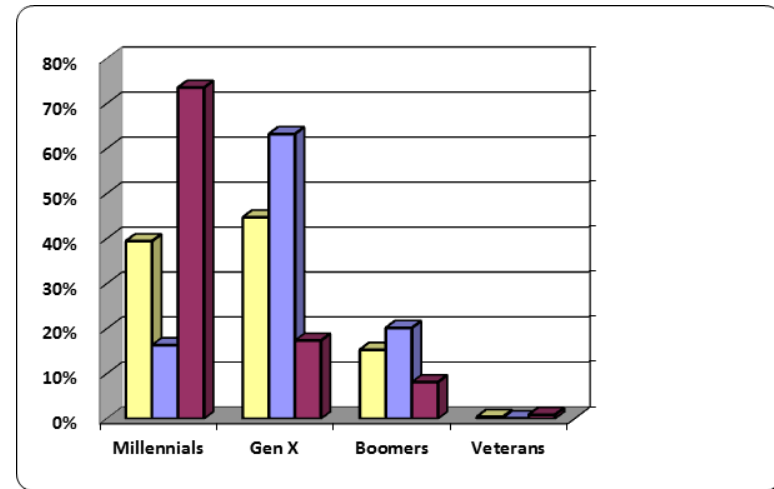


Corporate Structure & City Employee Profile

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 for a City permanent worker is 47 years as of December 31, 2015. This has been stable for the past nine years. The average age of temporary workers has dropped from 32 years in 2007 to 31 years as of July 31, 2015; average service for City permanent workers is 12 years and for temporary employees is four years in 2015
- The City's workforce gender breakdown has not changed significantly since 2007. 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
- Gen X make up 63 per cent of the City's permanent workforce. The Baby Boomer generation is in decline, but is still 20 per cent of the City's permanent workforce. Millennials dominate the temporary workforce (74 per cent); this is generally driven by the high concentration of temporary Recreation and Parks positions. Since 2007, Millennials have increased by 63 per cent, while Boomers have decreased by 44 per cent
- While overall staff turnover remains low at 3.59 per cent in 2015, the highest percentage of voluntary resignations occurred in the 30-39 age range for the time period of 2007-2015
- There continues to be a significant and rising number of staff eligible to retire over the next three years; from 8.43 per cent

in 2016 to 14.12 per cent in 2018. This will continue to pose a significant talent risk to the organization



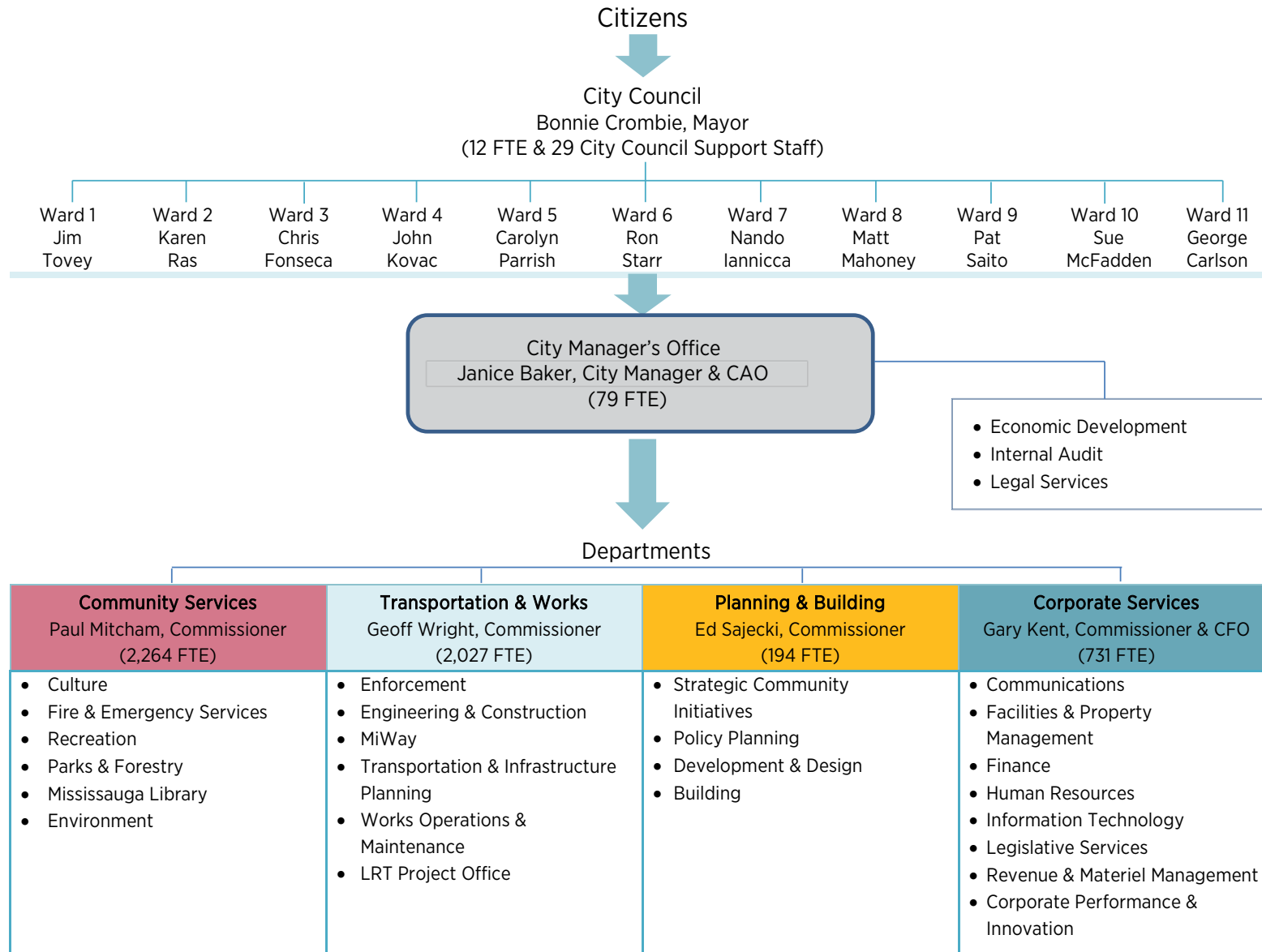
2015 City Staff Generational Breakdown

Definitions

- "Millennials" Born 1980 - 2000
 - "Gen X" Born 1960 - 1979
 - "Boomers" Born 1944 - 1959
 - "Veterans" Born 1922 - 1943
-
- The Millennials have made a significant increase in the last several years. Since 2007, Millennials have increased by 63 per cent, while the Boomers have decreased by 44 per cent
 - Gen X is still the dominant generation
 - For the permanent workforce, the Boomer generation continues to be on the decline

Organization Structure

CITY OF MISSISSAUGA (5,348 FTE*)



*Includes 12 contract FTE's for the Infrastructure Funding Programs

Services Delivered

City Manager's Office	Arts & Culture	Fire & Emergency Services	Recreation	Parks & Forestry	Mississauga Library	Environment	Land Development Services
Economic Development	Culture Heritage Planning	Fire Prevention & Life Safety	North District	Park Planning	Central Library	Strategic Environment Leadership	Strategic Community Initiatives
Internal Audit	Culture Operations	Administration	South District	Park Development	17 Branch Libraries	Environmental Education & Outreach	Policy Planning
Legal Services		Operations and Communications	Sports & Community Development	Parks Operations	Shared Services	Environmental Metrics & Reporting	Development & Design
		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, & Material Management	Capital Planning & Asset Management	
Cycling & Pedestrian Programs			Municipal Elections	Enterprise Business Solutions	Corporate Performance & Innovation	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 Social Responsibility

The City of Mississauga presented the United Way of Peel Region with a cheque for \$211,980.52 in 2015, the total raised during the 2015 United Way Employee Campaign. This is the most the City's annual campaign has ever raised for the United Way.

The City of Mississauga has been involved in the United Way of Peel Region's fundraising campaign for almost three decades and has raised more than \$2.8 million to date.

Janet Hanlon, Business Analyst, received the 2015 Ray Foster Award during the presentation. This internal award, voted on by the United Way Employee Campaign team, recognizes a City of Mississauga United Way canvasser who went above and beyond in demonstrating commitment and dedication to the campaign.



United Way 2015 Ray Foster Award

City of Mississauga has received the United Way 2015 Spirit Award for Leading the Way Campaign Award

The *Leading the Way Award* is presented to a team that organized an impressive Leadership Giving Campaign that motivated their peers to contribute personal gifts of \$1,000 or more.



Mississauga's

Location in the Greater Toronto Area (GTA)



In 2015 Mississauga Fire and Emergency Services, MFES, Chief Beckett was the Co-Chair of the Juvenile Diabetes Research Foundation, JDRF, TELUS Walk to Cure Diabetes fundraising Campaign along with Peel Region Police Chief Evans. Mississauga Fire staff also organized a "server" night where firefighters helped serve customers at a local Boston Pizza to raise both awareness and funds for JDRF. MFES has supported JDRF for 10 years.

The City received \$225,000 from Maple Leaf Sports and Entertainment (MLSE) Foundation, and Canadian Tire Jumpstart Charities to build a multisport court at Colonial Terrace. The outdoor court will provide youth with free access to six different recreational sports: soccer, volleyball, tennis, cricket, basketball and hockey. The City is also partnering with Erin Mills Youth Centre, Peel Living, the Rotary Club of Mississauga West and the Region of Peel Region of Peel, Peel Living and the Ridgeway Community Courts Committee to construct the facility.



Since its start in 1985, the Jerry Love Children's Fund has helped more than 15,000 children participate in sport, art, cultural and social recreation activities. Available to City of Mississauga residents aged 15 or younger, for any program operated by Recreation and Culture, this generous Fund offers young people the means to challenge their abilities, to play, have fun and to make friends.

Learning new skills and cooperation, exercising bodies and minds-nothing offers children as many benefits as recreation. Recreation is essential to the growth and well-being of our youth. Providing positive experiences and supporting children to lead healthy, active lifestyles is the goal of Mississauga Recreation and Culture.

Administered by City of Mississauga Recreation and Culture, the Jerry Love Children's Fund raises thousands of dollars each year to help hundreds of children enjoy the benefits of participating in recreation programs. Making recreation programs available to children who might otherwise be unable to afford them.

Accomplishments and Awards

The Corporation of the City of Mississauga prides itself on the public trust it upholds, the quality of life it provides Mississauga taxpayers and the delivery of excellence in public administration and services.

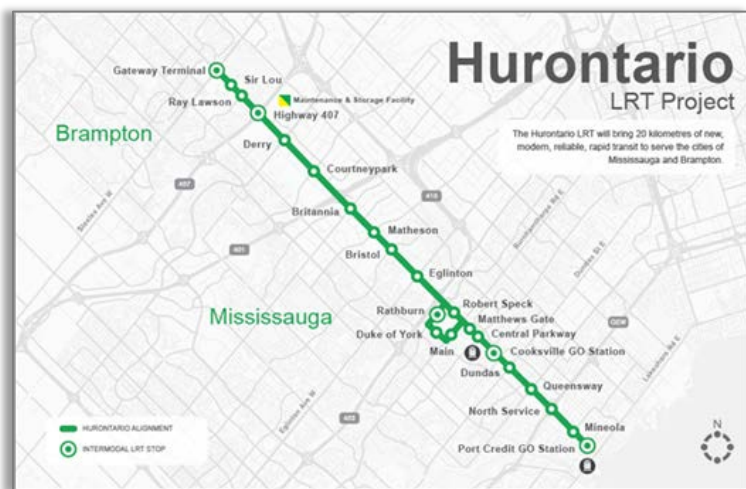
Below are highlights of City accomplishments and awards that our staff have received over the past year:

- Completed renovations and re-opened the Meadowvale Community Centre and Library. The \$37 million capital improvement project provides: improved public accessibility, enlarged programming/athletic spaces, a new therapeutic pool and additional amenities.
- In August 2016 Mississauga hosted the Ontario Summer Games; Ontario's largest multi-sport event, including both team and individual sports



- The Opening Ceremonies showcased local artists to 6,200 live attendees and 5,500 online viewers.
- 2,000 young athletes received medals designed by local artist

- 560 volunteers, most of which were Mississauga residents, jumped in and helped host this event
- 34 sport competitions including archery, basketball, box lacrosse, diving, fencing, karate, rugby, sledge hockey, table tennis and wrestling
- Completed 12 kilometres of the 18 kilometre Mississauga Transitway. Eight stations will be operational by the end of 2016
- Continued work with Metrolinx and City of Brampton to prepare the Hurontario Light Rail Transit (LRT) Project for procurement. The contract will be awarded by early 2018
- The project, which is expected to be completed in 2022, envisions a 20-kilometre route of fast, reliable, rapid transit from Mississauga to Brampton along Hurontario Street



Hurontario Light Rail Transit Project

Partnership Award: This Corporate Award is given to City employees who engage in a joint project or event with an external organization, association, service group or level of government where the outcome has demonstrated mutual benefit. (HR and IT, Sheridan).

Information Technology and Human Resources partnered with Sheridan College and received the Community Partnership Award for the 2015 Corporate Awards. In 2015, the City hired 20 students to support the IT Help Desk as well as day-to-day activities and events such as the Ward 4 by-election, City Manager's Leadership Conference, Pan Am Games and the Transportation Summit.

The City of Mississauga earned its 13th consecutive 'AAA' credit rating from Standard and Poor's Rating Services.



In 2015, the International Economic Development Council (IEDC) awarded the City of Mississauga Gold standing for the **WinTheHumanRace.ca** microsite and Silver standing business videos catered to small business and business attraction. IEDC's Excellence in Economic Development Awards program recognizes the world's best economic development programs and partnerships, marketing materials, and the year's most influential leaders.

Mississauga City Solicitor, Mary Ellen Bench is the recipient of a 2016 Osgoode Hall Law School Gold Key Award in the Public Sector category.



2016 Osgoode Hall Law School Gold Key Award

Mississauga received the Smart Commute Gold Workplace Designation for 2016 from Metrolinx. Smart Commute is a program of Metrolinx and the Greater Toronto and Hamilton Area. The Smart Commute Workplace program recognizes the City's efforts in providing commuter options for its employees.



The University of Guelph awarded the City of Mississauga's Environmental Services Section the National Co-op Employer of the Year Award for 2015.



Representatives from the City's Environmental Services

The City of Mississauga was awarded the Mayor's Megawatt Challenge for the greenest City Hall in Canada. Since 2003, the Mayors' Megawatt Challenge program has been bringing together leading municipalities to achieve exceptional levels of energy and environmental performance in municipal facilities. For 2016 the Gold award was presented to the City of Mississauga for the Civic Centre.

The IABC/Toronto OVATION Awards offers the communications profession an opportunity to present its best work. The award was presented for the City Budget 2015 Communications (Budget Allocator Tool).



Mississauga's Communications Division wins the International Association of Business Communicators (IABC) Ovation Award of Excellence

The City of Mississauga (Shawn Matheson, Karyn Stock MacDonald and Shawn Slack) has been presented the 2016 Facilitation Impact Awards Silver Award from the International Association of Facilitators (IAF) for the Mississauga Fire and Emergency Services Mental Health Strategy. Facilitation Impact Awards recognize excellence in achieving results through facilitation.

Mississauga is the only municipality in Canada to receive for the 26th consecutive year the GFOA Award for our 2015-2018 Business Plan and 2015 Budget. This reflects the commitment of Council and staff to meet the highest principles of government budgeting.



Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award

MiWay awarded the Public Service Impact and/or Benefits Award from MIRA. The Marketing Research and Intelligence Association (MRIA) is a Canadian not-for-profit association representing all aspects of the market intelligence and survey research industry, including social research, competitive intelligence, data mining, insight, and knowledge management.

The Public Service Impact and/or Benefit Award is awarded in recognition of excellence in a research project that results in a demonstrable public service impact and/or benefit.

The City's Central Parkway Rain Garden was completed late 2014 and was built as a Low Impact Development pilot project to enhance run-off water quality discharged to Cooksville Creek. Rain water is filtered through soil in underground units called soil cells. The water is then provided to the trees above.



Central Parkway Rain Garden received the 2015 Friends of Credit Award

Mississauga Fire and Emergency Services is the first major fire department to purchase and use the new SCBA technology. The SCBA is worn by individual firefighters so that their location is known, even inside a burning building. The technology uses rechargeable batteries and a computer that acts like a “black box” to enable tracking and lifecycle maintenance.

In September 2016 Malton Arena and Wildwood Park was officially renamed Paul Coffey Arena and Park. The name change honours the home town hero who grew up in Malton. Coffey played 21 seasons in the National Hockey League (NHL),

where he won four Stanley Cups, played in 14 NHL All-Star Games and is a member of the Hockey Hall of Fame.

With the completion of its \$37 million renovation, the City reopened Meadowvale Community Centre and Library. The 82,200 square foot facility features a new gymnasium, new library space, improved security and control access points and a new therapeutic pool.

Over the past year the City has made significant progress on several strategic community initiatives and hosted a variety of public engagement to solicit input on these initiatives. The key strategies include:

- My Malton
- Vision Cooksville
- Inspiration Lakeview
- Inspiration Port Credit
- Hurontario Light Rail Transit
- Dundas Connects

In March 2016, the Information and Technology Service area partnered with Sheridan College to host the City's first open data hackathon (“Code and the City”). The event, which will be held annually, is designed to generate a greater awareness and interest in how City information and services can be accessed through innovation and the use of technology. Eighty-two post-secondary students participated in the event.

Executive Summaries of Service Areas

The Corporation of the City of Mississauga has multiple lines of business. For business planning purposes, they are organized into distinct services. Each service has developed its plan consistent with corporate direction. The Service Area plans present their proposals 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?

What are the services provided?

❖ **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 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 document used 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 and Emergency Services

Mission: To be a Global Leader in Fire Service and Life Safety Excellence.

Services we provide:

- Fire and life safety education
- Fire safety inspections and code enforcement
- Fire cause determination
- Fire plans examination
- Emergency response
- Emergency dispatch
- Maintenance and updates of emergency plan

Interesting facts about this service (2015):

- Mississauga Fire and Emergency Services (MFES) responded to 28,963 emergency calls
- Fire inspectors conducted 10,713 fire safety inspections
- The Public Education section hosted 349 public fire safety events
- 655 training sessions were delivered at the Garry W. Morden Centre
- On-duty fire crews visited over 44,000 residences to provide fire safety information to our residents as part of the Home Safe Home program

Highlights of the Business Plan include:

- Develop a lifecycle replacement program for fleet, facilities and equipment that will balance operational requirements and financial feasibility
- Develop and deliver community outreach programs that help foster community interest and involvement

- Assess new and existing technology that facilitates effective and efficient service delivery
- Develop a comprehensive community based risk assessment to identify and prioritize risks and threats
- Develop community risk reductions plans for each risk and threat
- Create a long term total health strategy for staff



Home Safe Home Visit

Net Investment (000's)	2017	2018	2019	2020
Operating	105,128	109,870	112,787	114,467
Capital	8,639	11,109	8,886	7,223
Full Time Equivalent	718.5	742.5	744.5	744.5



MiWay

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

Services we provide:

- **Operations** – Responsible for all daily on-street service operations 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** – 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 a total of 81 routes with 468 buses and customers board a MiWay bus over 54 million times per year
- There are approximately 3,400 MiWay bus stops and 930 bus shelters (September 2016)

- Weekday passenger boardings increased from 177,737 in 2014 to 182,422 (annual average including seasonal variation) in 2015 (2.6 per cent growth)
- MiWay service growth will provide an increase of 45,000 service hours in 2017
- Revenue ridership is currently up almost 3 per cent since 2015 (October 2016)
- During peak periods, a maximum of 362 buses are on-street. At off peak periods, a minimum of 189 buses are servicing routes (September 2016)
- MiWay is the third largest municipal transit service in Ontario; after the Toronto Transit Commission (TTC) and OC Transpo in Ottawa

Highlights of the Business Plan include:

- More service through the MiWay 5 Transit Service Plan
- More reliable service with the completion of the Mississauga Transitway in 2017
- Focus on customers through the Customer Experience and Service Strategy
- Improving self-serve options including real-time bus information for customers

Net Investment (000's)	2017	2018	2019	2020
Operating	73,300	80,445	86,700	93,013
Capital	29,532	69,622	10,528	33,467
Full Time Equivalents	1,407.6	1,435.6	1,467.6	1,500.6



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.

Services we provide:

The Roads Service Area is delivered by the following three divisions; Transportation and Infrastructure Planning (TIP), Engineering and Construction (E&C), Works, Operation and Maintenance (WOM) divisions. These areas are responsible for the planning, construction, maintenance and overall management of Mississauga’s roadways, bridges, sidewalks and related infrastructure. 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 (with the exception of transit and fire vehicles).

Through the optimization of technology, and forward thinking initiatives, the Roads Service Area is poised to continue to provide responsible infrastructure maintenance and enhancements.

Interesting facts about this service:

- At a 2017 replacement value of \$4.2 billion, our road and bridge infrastructure is the largest asset owned and operated by the City
- The City has over 5,200 lane kilometres of road network. If laid out end to end this infrastructure would connect the City of Mississauga to Dublin, Ireland
- The City’s cycling network includes approximately 500 kilometres of on-road bike lanes, boulevard multi-use trails, off-road trails

and “bicycle friendly” signed roadway. Through the Cycling Master Plan, the City plans to develop more than 900 kilometres of on and off-road cycling routes in the next 20 years

Highlights of the Business Plan include:

Leveraging technological advances and improving efficiency

- Continued implementation of an Advanced Transportation Management System (ATMS)
- Modernizing field operations through the acquisition of a mobile technology solution for field operators
- Upgrading the T&W Customer Service Counter to an electronic cash handling system

Maintaining and prioritizing our infrastructure

- Sidewalk maintenance enhancements to eliminate the City’s repair backlog
- Cycling Master Plan to improve our multi-modal transportation system through cycling network development
- Increased operational support for Parking Operations
- Creation of the Loreland Works Yard to meet and improve service levels

Net Investment (000's)	2017	2018	2019	2020
Operating	66,938	66,739	67,532	67,307
Capital	74,318	73,607	71,432	71,872
Full Time Equivalents	473.1	473.1	485.1	485.1



Parks & Forestry

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

Services we provide:

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

Interesting facts about this service:

- 375,370 hours of maintenance was performed in 2015 for the care of 7,710 acres (3,120 hectares) of parkland and open space, including 368 sports fields, 263 playgrounds, 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 10,000 annual service requests from the 311 Citizen Contact Centre are received and resolved by Parks and Forestry, along with over 4,000 additional direct inquiries
- 20,276 hours of community service were contributed for community cleanups, naturalization projects, beautification initiatives, tree plantings and community garden plantings in 2015
- 27,000 City-owned trees received maintenance in 2015, including pruning, rejuvenation and watering
- 128,095 hours of outdoor sports fields and 44,030 hours of park permits were booked in 2015
- 51,888 trees were planted through the One Million Trees Mississauga program in 2015

Highlights of the Business Plan include:

- The development of Phase 1 of Northwest Sports Park (interim), Bruce Reynolds Park and Lakeshore Corridor Trail are underway. Danville Park and the Hancock Woodlands are under construction
- Malton Village Park, Union Park and the Lakefront Promenade Ontario Summer Games volleyball courts have been completed
- The development of an artificial turf sports field and all-weather track facility at Clarkson Park in conjunction with the Peel District School Board
- The City was awarded funding as part of the Canada Infrastructure Program 150 including: nine playground redevelopments; 14 trail reconstructions; dock, spray pad and trail renovation at Lake Aquitaine; Riverwood entryway, building renovations and accessibility improvements
- Final development plans for Port Credit Memorial park (West), Lakeshore Road underpass connection, Marina Park and the Rivergate easement are underway
- The former Willow Glen School property, to be acquired from the Peel District School Board in December 2016, will be redeveloped to provide both a Community Park and residential development
- Continued stewardship, conservation, naturalization and education opportunities City-wide

Net Investment (000's)	2017	2018	2019	2020
Operating	32,240	32,588	32,789	33,019
Capital	28,065	82,575	37,139	31,488
Full Time Equivalents	367.0	365.2	366.9	367.9



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.

Services we provide:

- Business Services, which consists of Human Resources (HR), Finance, Communications, Corporate Performance and Innovation (CPI), and Revenue and Material Management, is a team of five interrelated groups within the City of Mississauga that collaborate with all City Service Areas

Interesting facts about these services:

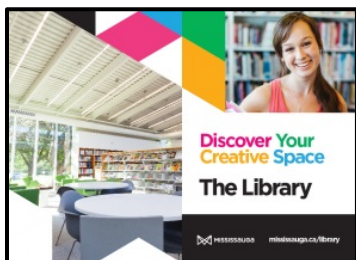
- HR managed 494 job competitions
- Finance processed almost 83,000 Accounts Payable transactions
- The 311 Citizen Contact Centre handled 269,500 telephone and email citizen inquiries
- The CPI division trained over 1,000 staff on ways to improve their work
- There are approximately 225,000 properties in the City and nearly half a million tax bills are issued annually

Highlights of the Business Plan include:

- HR is adding an Employee and Labour Relations Specialist to ensure the City has the necessary resources to manage the increase in Labour-Management activities
- HR is developing a Workplace Diversity and Inclusion Strategy with recommendations going to Council in 2017

- Finance is focused on improving and standardizing financial processes as well as refining long range financial planning
- Communications is modernizing the City's Corporate website to be citizen focused and research driven
- CPI is advancing continuous improvement initiatives and best practices throughout the City with a focus on Lean practices, innovation, risk awareness and mitigation
- Revenue is focused on providing accurate, timely and complete billing, collection and information services for Property Taxes, Provincial Offences Act fines and miscellaneous Accounts Receivable
- Material Management is automating the processes related to receiving and evaluating bids for High Value Acquisitions

Net Investment (000's)	2017	2018	2019	2020
Operating	29,665	30,503	30,585	30,933
Capital	2,584	425	100	0
Full Time Equivalents	285.7	283.7	280.2	280.2



Mississauga Library

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

Services we provide:

The Mississauga Library System operates 18 facilities of varying sizes, including a large Central Library. These facilities provide physical spaces where the Library's services, programs and collections can be used and accessed. For customers unable to come to the Library, arrangements can be made for delivery through its homebound service.

The Library also provides many online services and resources through its website including access to its online catalogue, downloadable and streaming collections, electronic resources and information on a range of Library services and programs.

Interesting facts about this service:

- Visitors – 4.8 million in-person visits
- Circulation – 6.3 million items loaned
- Collection – 1.2 million items available through 18 locations throughout the City

Highlights of the Business Plan include:

- The new Meadowvale Library re-opened in the redeveloped Meadowvale Community Centre
- 85 per cent of residents surveyed express overall satisfaction with Library services in Mississauga, an increase of 10 per cent from 2012

- Investment in the Library Collection has resulted in 83 per cent satisfaction by residents with the quality of materials and 79 per cent satisfaction with online services such as eBooks. These measures are a 12 to 13 per cent improvement from 2012
- Design concepts completed in 2016 for the Central Library Revitalization will inform this important initiative over the next four years
- Implementation of Self-Serve Check-out at all 18 library locations completed. Almost 70 per cent of materials now checked out by customers
- Expansion of Maker Mississauga digital learning and creativity programs and resources to over 10,000 participants in 2015 with plans to provide permanent locations over the next four years

Net Investment (000's)	2017	2018	2019	2020
Operating	26,837	27,435	27,973	28,500
Capital	1,258	6,428	11,087	6,707
Full Time Equivalent	316.6	316.6	316.6	316.6



Recreation

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

Services we provide:

The Recreation Division connects citizens, staff and Mississauga communities to one another through programming, infrastructure and recreational opportunities. The Division prides itself on identifying the diverse needs of residents within Mississauga communities, and builds its service mix in response to those needs.

The Recreation Division provides service to residents and customers through the following structures:

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

Interesting facts about this service:

- 12,000,000 visits a year to Recreation facilities
- Over 166,000 yearly programming hours
- 38,300 yearly hours of Arena rentals
- 155,000 yearly hours of Meeting Room rentals
- Over 72,000 Golf rounds a year
- Over 52,000 Active Memberships
- In 2015, 150 Community-led Celebrations that engage over 650,000 resident

- 45,000 Youth attending after school drop-in sessions

Highlights of the Business Plan include:

- Continued planning and evaluation of our Lines of Business through Lean, business efficiencies and quality improvement initiatives
- Dedication to providing fiscally responsible programs and services which maximize the utilization of existing facilities and infrastructure
- Commitment to providing inclusive programs and services to complement Mississauga's diverse and aging population demographics
- Source, identify and implement technology that will improve customer service, business data needs, and financial reporting

Net Investment (000's)	2017	2018	2019	2020
Operating	25,250	25,789	26,515	27,697
Capital	12,728	16,874	19,045	15,198
Full Time Equivalent	787.7	787.7	800.3	800.3



Information Technology

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

Services we provide:

- The Information Technology (IT) service area 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 tax information, trip plans)
- The City's website was accessed 13.5 million times and accepted \$18.7 million in online transactions in 2015
- Our mobile workforce has over 2,600 field based devices in buses, fire trucks, snow plows, and other City vehicles
- "Wireless Mississauga" is free public access to high speed Wi-Fi available at 76 City facilities including libraries, community centres, marinas and arenas
- The City's network is enhanced through the "Public Sector Network (PSN)" partnership with over 730 kilometres of high speed fibre connecting 125 City sites
- Information Technology supports City services 24 hours a day, 7 days a week, 365 days a year

Highlights of the Business Plan include:

- Design and build a "Smart City" framework to support the increasing demand for connecting City services (i.e. Advanced Traffic Management, transit)
- Continue to expand the availability of free public Wi-Fi access spots throughout the City
- Expand the City's use of broadband technology to support the "Internet of Things" (IoT), expanding the Public Sector Network (PSN) and a proof-of-concept for a secure private cellular network
- Modernize the City's website (Mississauga.ca) by making it easier to use and mobile-friendly
- Enhance enterprise systems that drive analytics, business intelligence and decision support
- Advance the City's position on Open Data and community developed apps
- Continue to invest in cyber security measures that protect the City's critical assets

Net Investment (000's)	2017	2018	2019	2020
Operating	22,879	23,009	23,318	23,359
Capital	11,838	6,585	7,305	7,552
Full Time Equivalents	167.8	168.8	168.8	168.8



Facilities & Property Management

Mission: Facilities & 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.

Services we provide:

Facilities & Property Management (F&PM) optimizes in-house expertise in property management, asset management and project management to sustain the City's infrastructure.

F&PM provides support to the Corporation in the following areas:

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

Interesting facts about this service:

- Responsible for over 330 City owned and leased buildings and site infrastructure amounting to 5.6 million square feet of space and a facility asset replacement value of \$2 billion
- Responsible for over 27,000 facility systems in the City-wide inventory requiring approximately 9,200 facility inspections in accordance with legislation and warranty requirements
- Responds to an average of 5,200 maintenance and operations service calls annually
- Secured over \$120,000 in grant incentives implementing energy management projects in 2016
- In 2015, saved over \$180,000 in energy and water costs
- Provided in-house project management expertise delivering on capital construction projects totalling \$18 million in 2015

- Over \$690,000 in emergency capital repair and renewal construction work performed in 2015
- Over 1,200 agreements are administered and approximately 120 transactions are completed annually by Realty Services

Highlights of the Business Plan include:

Aging Building and Site Infrastructure:

- Identify aging infrastructure needs that require systematic allocation of limited resources
- Prepare for increased maintenance pressures and resources due to aging infrastructure

Energy Management:

- Continue to invest in our energy saving initiatives
- Anticipate greenhouse gas emission reductions of 1,858 tonnes per year by 2019 (equivalent of almost 364 cars off the road per year)

Net Investment (000's)	2017	2018	2019	2020
Operating	21,021	21,363	21,759	22,099
Capital	23,837	22,158	18,654	15,554
Full Time Equivalents	184.6	183.6	183.6	183.6



City Manager's Office

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.

Services we provide:

- Strategic Leadership, the Economic Development Office, Internal Audit Division and the Legal Services Division
- The City Manager's Office ("CMO") 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

Interesting facts about this service:

- The Economic Development Office ("EDO") supports Mississauga's business community of more than 86,000 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) in 2015

Highlights of the Business Plan include:

- Advancing continuous improvement initiatives and best practices throughout the City with a focus on risk awareness and mitigation
- In 2017, the EDO will be implementing an advanced technological solution to improve customer information management's operational and performance efficiencies. Use of data analytic software to allow for increased scope of audits

- Dedicated Youth Entrepreneur Program (2018) and Newcomer Entrepreneur Program (2019) to assist youth and new Canadians starting businesses in Mississauga
- Proposed expansion of the City's in-house insurance defence litigation team to include an additional lawyer, a law clerk, and an administrative assistant in order to bring more work in-house for better quality and value service while saving \$171,645 annually in external legal costs
- Proposed conversion of contract lawyer position for Transportation & Works (T&W) 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
- Proposed addition of another Collections Law Clerk to help collect unpaid fines levied under the *Provincial Offences Act* thereby increasing City revenues

Net Investment (000's)	2017	2018	2019	2020
Operating	12,651	12,929	13,210	13,417
Capital	0	0	0	0
Full Time Equivalents	79.0	81.0	81.0	81.0



Land Development Services

Mission: To provide strategic, long-term planning and quality customer service by facilitating legislated approval processes from the creation of policies and plans and the processing of development applications and building permits to building inspections to ensure the health, safety and well-being of the public.

Services we provide:

- Multi agency partnerships/corporate strategic priorities
- Community Engagement
- Land Use Policy Development
- Planning Information
- Urban Design
- Development Applications
- Building Permits/Inspections

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
- Approximately 4,100 building permit applications are processed annually
- Approximately 73,000 building, plumbing, heating and sign inspections are carried out annually

Highlights of the Business Plan include:

- Preparation of a Housing Strategy Operating Plan
- Development of a 3D digital model of the City for public engagement and information
- Addition of rezoning, official plan amendment and subdivision applications to ePlans
- Development of an interactive Zoning By-law
- Preparation of streetscape criteria and details

Net Investment (000's)	2017	2018	2019	2020
Operating	9,314	9,642	9,963	10,170
Capital	1,580	2,098	1,617	1,550
Full Time Equivalents	194.3	193.3	190.3	188.3



Culture

Mission: To work collaboratively with a wide variety of partners to build strong cultural institutions, complete communities and stimulate a creative economy.

Services we provide:

Culture has two sections: Culture and Heritage Planning and Culture Operations. Culture and Heritage Planning is responsible for heritage planning, culture planning, public art, policy development, research and digital engagement. Culture Operations delivers performing arts, film and television services, arts and culture programs, grants, civic and major events, manages operation of the Meadowvale Theatre, Museums, and Mississauga Celebration Square (Celebration Square).

Interesting facts about this service:

- About 2.5 million people visited Celebration Square since opening in 2011
- Council adopted a new Cultural Policy and approved the City's first Public Art Master Plan, Heritage Management Strategy and Creative Industries Strategy
- Meadowvale Theatre hosted 346 performances/activity days
- Re-animation of museums resulted in 27,500 visitors and program participants in 2015
- There were 1,028 filming days in Mississauga with 174 permits issued
- There are 38 pieces of Public Art in Mississauga; 14 are City-owned

Highlights of the Business Plan include:

- Providing more cultural spaces by using/repurposing existing facilities

- Increasing support of local artists/talent, addressing the need for cultural spaces, removing barriers and improving the sustainability of arts and culture through Community Cultural Development
- Developing a resident-activated tool to guide heritage and museum, guide preservation, conservation and programming, as well as improve heritage planning processes
- Improving access to grants for new organizations; addressing process issues and barriers to allow groups to focus on quality services to the community and to provide a wider range of arts and culture offerings (i.e. Live Music)
- Expanding winter programming on Celebration Square; focusing on driving tourism year-round
- Developing Creative Industries (CIs): Film and Television, Live Music and Interactive Digital Media
- Expanding Public Art
- Expanding programming at Meadowvale Theatre to become a multi-purpose cultural hub

Net Investment (000's)	2017	2018	2019	2020
Operating	7,874	8,441	8,730	8,929
Capital	3,356	630	290	165
Full Time Equivalent	64.3	65.3	65.3	64.3



Environment

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

Services we provide:

The Environment service area drives environmental excellence in Mississauga by providing:

- Climate change risk assessment and planning
- Environmental awareness and outreach, both in the community and internally with City staff
- Corporate waste management
- Environmental leadership
- Environmental metrics and reporting

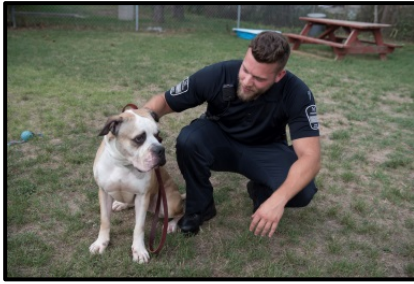
Interesting facts about this service:

- Leading City's response to climate change
- Environmental displays and activities at 70 community events across the City
- Introduced Mississauga Green Facebook page
- Manages the City's environmental employee engagement program (Green Leaders)
- Improved waste diversion at the Civic Centre from 42 per cent to 66 per cent in two years

Highlights of the Business Plan include:

- Developing a City of Mississauga Climate Change Plan in 2017/18, with implementation commencing in 2018
- The environmental outreach program will focus on climate change in 2017 and continue to increase awareness and outreach in the community and internally
- An Earth Market in every ward by the end of 2018 followed by a larger annual Earth Market in 2019/20
- City-wide Green Leaders program developed by 2018 with expanded scope in 2019/20
- Six additional community gardens created by the end of 2018 followed by a broader urban agriculture program
- A Corporate-wide, standardized, cost-effective waste program that achieves an overall 75 per cent diversion rate for City facilities

Net Investment (000's)	2017	2018	2019	2020
Operating	1,438	1,476	1,415	1,429
Capital	250	200	0	0
Full Time Equivalent	10.3	10.3	9.3	9.3



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.

Services we provide:

Regulatory Services responds to service requests from the general public, city staff, and Mayor and Council; service requests involving issues that are addressed through City of Mississauga By-laws. Our responses include investigations of the issues, interpretation of the by-laws and, when required, enforcement of these by-laws.

We provide physical inspections of vehicles licensed by the City, shelter and adoption services for stray pets and wildlife, and parking considerations for property owners requiring temporary additional parking. Regulatory Services also provides research and detailed reporting on issues of significant municipal interest which may be addressed through amendments to existing by-laws or new by-laws.

Interesting facts about this service:

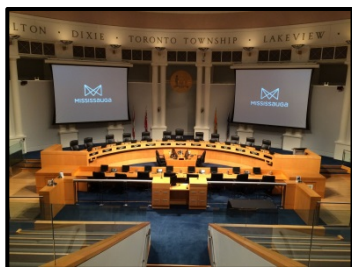
Currently more than 30 by-laws are actively enforced by Regulatory Services staff including the *Zoning By-law*, *Property Standards By-law* and *Animal Care and Control By-law* to name a few.

- In excess of 45,000 service requests are received each year
- Regulatory Services recovers more than 90 per cent of operating costs through revenue generation

Highlights of the Business Plan include:

- Maintaining service levels through an \$867,000 increase in expenditures which is offset by a revenue increase of \$883,000 resulting in a \$16,000 decrease in the proposed net budget in 2017
- Expanding the use of field technology to improve productivity and increase capacity
- Implementing a “Virtual Pound” system for the towing industry to streamline enforcement and improve consumer protection
- Establishing a comprehensive patrol strategy for Animal Services to incorporate best practices in effective community enforcement

Net Investment (000's)	2017	2018	2019	2020
Operating	1,097	1,278	1,467	1,658
Capital	249	12	45	12
Full Time Equivalent	146.5	146.5	147.5	147.5



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.

Services we provide:

- Municipal Elections
- Council and Committee 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 six Committees
- The Committee of Adjustment was the first Committee of Adjustment in Ontario to live stream meetings
- 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 3,700 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:

- One per cent budget reduction achieved for 2017
- Continuing to invest in Electronic Document Records Management system
- Proceeding with "Vote Anywhere" technology for 2018 Election
- Citizenship Program for newcomers begins in 2017

Net Investment (000's)	2017	2018	2019	2020
Operating	(2,916)	(2,800)	(2,669)	(2,646)
Capital	540	872	100	61
Full Time Equivalents	92.2	96.2	89.2	89.2

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 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 year over year stability in this rate shows the City's commitment to deliver value for money and manage resources in a fiscally responsible manner

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 2015 Environics survey, 95 per cent of Mississauga's residents were satisfied with Mississauga as a place to live. This result is consistent with 2012 survey results and affirms the City is meeting customer expectations.

Attendance at City funded festivals and events is an indication of a community's vitality and cultural health. The City provides grants to community and cultural organizations to host a variety of events such as the Southside Shuffle, Waterfront Festival, Bread and Honey Festival, Carassauga, and MuslimFest. Our goal is to provide additional grant funding and spur an overall increase of 10,000 attendees each year.

Employee/Innovation Measures

Overall Employee Engagement Results for The City of Mississauga are above the sector's benchmark. The City of Mississauga ranks higher in 13 of 24 comparable workplace factors than the sector benchmark.

This measure is the overall average of the 53 significant workplace factors that are measured as an indicator of employee engagement. The results are based on a survey that is conducted by Metrics@Work every three years. It should be noted that percentage represents the average level of engagement or satisfaction with the drivers and is not a reflection of the percentage of employees who are engaged.

Internal Business Process Measures

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."

Lean is a continuous improvement methodology that looks to maximize value, minimize waste, simplify processes, reduce costs and complexity, and improve customer satisfaction.

Small Improvements are the number of improvements to an employee's work environment or processes within their span of control. Small improvements are "Just Do It" items that are completed and reported to the Lean Office.

Lean Process Reviews Completed are the number of comprehensive reviews performed on a current process that have been completed across the Corporation. Process reviews include customers, those performing the work and other stakeholders coming together to deliver breakthrough improvements in a process.

Balanced Scorecard

Measures for the City	2013 (Actual)	2014 (Actual)	2015 (Actual)	2016 (Plan)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)
Financial:								
Impact on Total Residential Tax Bill	2.4%	1.9%	1.3%	1.7%	1.98%	2.0%	1.9%	1.8%
Impact on Total Commercial Tax Bill	1.4%	1.7%	1.4%	1.0%	1.18%	1.2%	1.1%	1.1%
Customer:								
Overall Resident Satisfaction with Mississauga as a place to live	96%	96%	95%	95%	95%	95%	95%	95%
Attendance at City-funded festivals and events	631,394	707,543	783,818	790,000	800,000	810,000	820,000	830,000
Employees/Innovation:								
Overall Employee Engagement	68%	68%	66%	66%	66%	70%	70%	70%
Internal Business Process:								
311 First Call Resolution Rate	86%	83%	82%	93%	90%	90%	90%	90%
Lean: Small Improvements*	-	11	94	180	250	300	350	400
Lean Process Reviews Completed*	-	1	9	15	45	45	45	45

*Lean continuous improvement tracking began in 2014

City Budget & Financial Overview

Introduction

The City of Mississauga's proposed 2017-2020 Business Plan and 2017 Budget outlines how and where the City plans to allocate resources to meet service expectations over the next four years. We continue to focus on major issues such as transit, transportation, and our infrastructure.

The proposed 2017-2020 Business Plan and 2017 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:

Maintain 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. Costs to maintain current service levels, excluding Stormwater, add 2.9 per cent 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. For 2017 Budget, staff have identified \$4.1 million in savings – equivalent to reducing the City tax levy by 0.9 per cent.



Operationalize Prior 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 0.5 per cent to the City's tax requirements in 2017.

Overall, the above three drivers total 2.5 per cent to the City's tax levy, prior to adding new initiatives or the special purpose levies. When factoring in growth in assessment of 0.4 per cent, this results in a 2.1 per cent increase.

New Initiatives and New Revenues

Proposals for new initiatives and revenues in 2017 are described in detail within each service area's Business Plan. In this budget, proposals for new initiatives in 2017 support Mississauga's Strategic Plan and primarily are focused on expanding transit service. New initiatives require an increase of 1.3 per cent in the City's tax levy.

Special Purpose Levies

A Special Purpose Levy is required to maintain the \$8.5 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 year till 2022, 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 2017 Budget, no increases are recommended to the Emerald Ash Borer or UTM levies.

On September 30, 2015, Budget Committee approved an additional 0.5 per cent to the tax increase, to begin in 2017, for Churchill Meadows Pool. The design and construction will be completed over a three year period and financed over 10 years. This levy will not be listed separately on the tax bill.



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. 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	2017 (\$M)	Tax Rate Impact	2018 (\$M)	2019 (\$M)	2020 (\$M)
Prior Year Budget	\$435.3		\$462.8	\$492.1	\$521.4
Changes to Maintain Current Service Levels	\$12.6	2.9%	\$13.1	\$14.2	\$16.3
Changes to Efficiencies and Cost Savings	(\$4.1)	(0.9%)	(\$2.7)	(\$2.4)	(\$2.7)
Changes to Operationalize Prior Decisions	\$2.4	0.5%	\$0.3	\$0.0	\$0.0
Assessment Growth		(0.4%)			
Normal Operations	\$10.9	2.1%	\$10.8	\$11.8	\$13.6
New Initiatives	\$5.7	1.3%	\$9.3	\$7.7	\$5.7
Proposed Budget Excluding Special Purpose Levies	\$451.9	3.4%	\$482.8	\$511.6	\$540.7
Special Purpose Levies					
Capital Infrastructure and Debt Repayment Levy	\$8.7	2.0%	\$9.3	\$9.8	\$10.4
Churchill Meadows Pool	\$2.2	0.5%	\$0.0	\$0.0	\$0.0
Proposed Budget with Special Purpose Levies	\$462.8	5.9%	\$492.1	\$521.4	\$551.1
Proposed Budget and Year Over Year % Change	\$462.8	5.9%	6.1%	5.7%	5.4%
Impact on Total Residential Tax Bill		1.98%	2.0%	1.9%	1.8%
Impact on Total Commercial Tax Bill		1.18%	1.2%	1.1%	1.1%

* Assumes a 0.25% assessment growth in years 2018-2020

Note: Numbers may not balance due to rounding.

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 \$0.11 of every tax dollar raised in Ontario, yet own 67 per cent of the capital infrastructure. From that same dollar, the provincial and federal governments receive \$0.35 and \$0.54 respectively, and own a respective 22 per cent and 10 per cent of the capital infrastructure.

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.

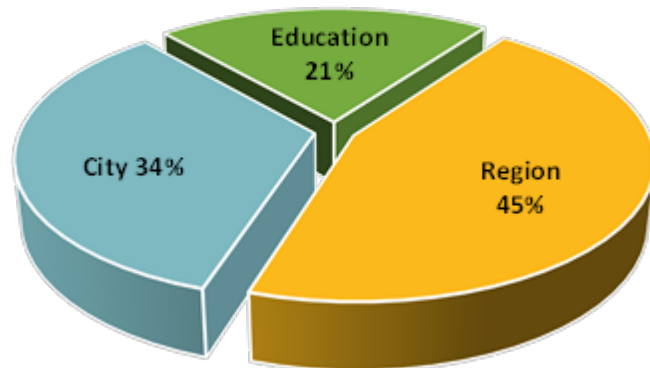
The City's Business Plan and Budget only affects the City portion of the tax bill which is 34 per cent of the residential tax bill and 20 per cent of the non-residential tax bill, as shown in the following pie charts. In order for taxpayers to more easily understand the impact of the City's budget on 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.

Impact on Property Tax Bill

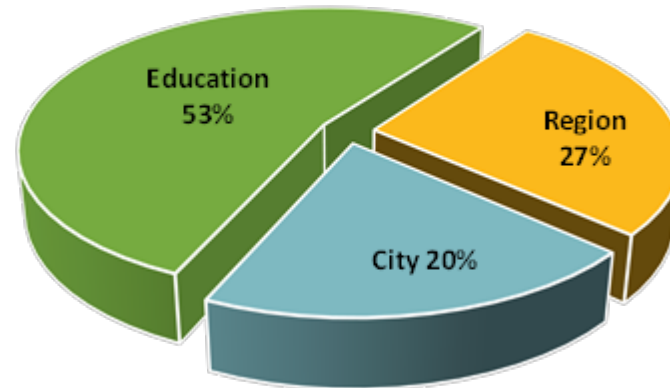
The tax rate from the Region of Peel has not been finalized yet. However, based on budget direction from Regional Council, Peel Region has a target 2017 tax rate increase of 1.23 per cent for the proposed operating budget and an additional one per cent for the Region's infrastructure levy. The Region's forecasted 2.23 per cent increase impacts the residential tax bill by one per cent which is reflected on the next page.

Distribution of the Property Tax Bill

Residential Property Tax Bill



Commercial/Industrial Tax Bill



As has been the case for many years, there is no increase assumed for the Education tax rate. 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 2.98 per cent. Of the 2.98 per cent residential increase, only 1.86 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 1.12 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 1.77 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 (Forecast)	Education	Total
Required to Fund Ongoing Operations & New Initiatives	1.31%	0.55%	0.00%	1.86%
Capital Infrastructure and Debt Repayment Levy	0.67%	0.45%	0.00%	1.12%
Total	1.98%	1.00%	0.00%	2.98%

Impact on Commercial/Industrial Tax Bill

Description	City	Region (Forecast)	Education	Total
Required to Fund Ongoing Operations & New Initiatives	0.78%	0.33%	0.00%	1.11%
Capital Infrastructure and Debt Repayment Levy	0.40%	0.27%	0.00%	0.67%
Total	1.18%	0.60%	0.00%	1.77%

Numbers may not add due to rounding

2017 Budget Process

The proposed 2017 Budget is the result of an extensive process undertaken by staff. Throughout the spring of 2016, Service Areas created their 2017-2020 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 2017-2020 Business Plan.

On June 15, 2016 staff presented a forecast for 2017 to Budget Committee. The challenges and opportunities impacting the 2017 Budget were highlighted, as was the time frame for the 2017-2020 Business Plan and 2017 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.

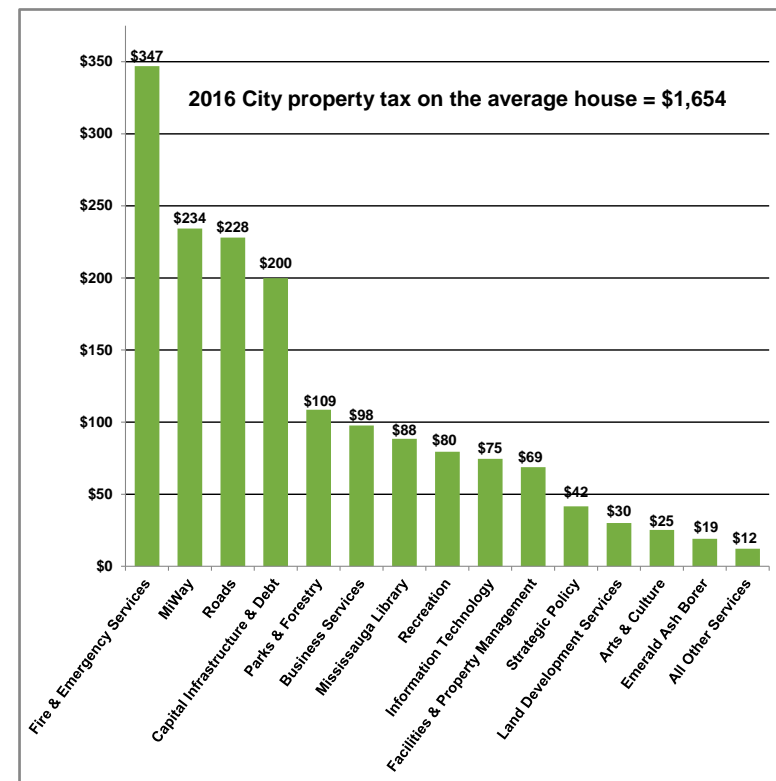
On October 5, 2016 Budget Committee considered increases in fees and charges for 2017.

The process for Council's review of the 2017 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 14, 2016
- Presentation of Business Plan and Budget Overview
 - November 28, 2016 Budget Committee
- Service Area Budget Presentations, Deputations and Deliberations
 - November 29 and 30, 2016
 - December 6, 7, and 12, 2016
- Targeted Council Approval
 - December 14, 2016

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 \$8.5 billion in infrastructure including buildings, parks, playground equipment, buses, roads, streetlights, sidewalks and many other items.

The average house in Mississauga in 2016 had an assessed value of \$564,000. In 2016, this average home paid \$1,654 in City taxes. The major services received and the total annual amounts paid per home for each service are shown below.

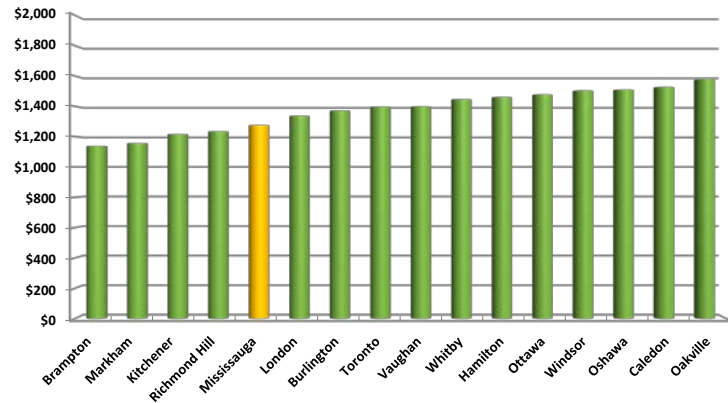


City taxes paid in 2016 by service for an average house

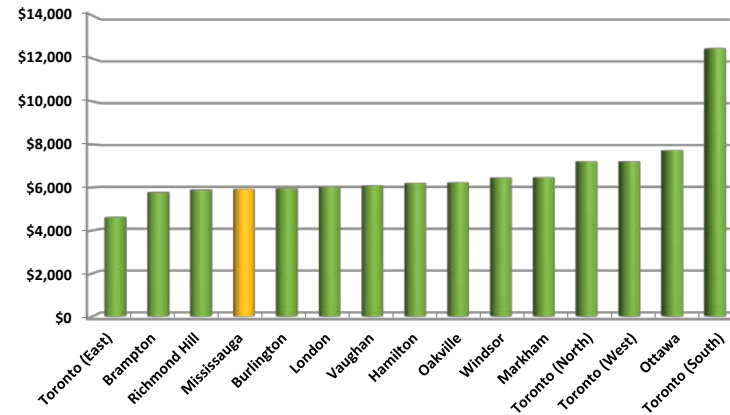
City Tax Rate Is Very Competitive

The following charts provide comparisons of the 2015 taxes per capita (resident only), property tax for a four bedroom executive home, standard industrial and commercial office space 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.

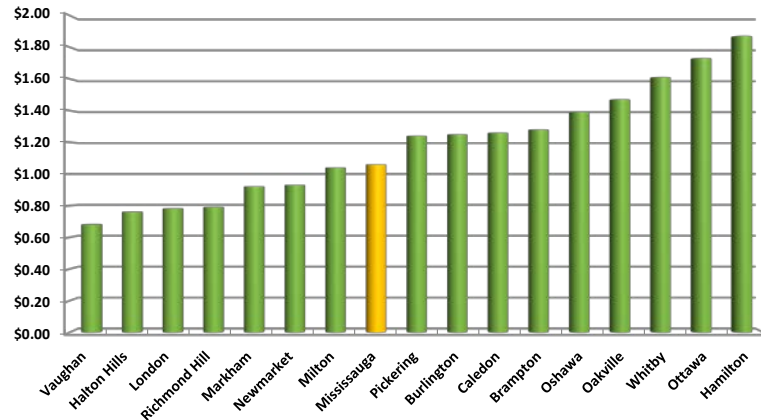
Tax Levy per Capita



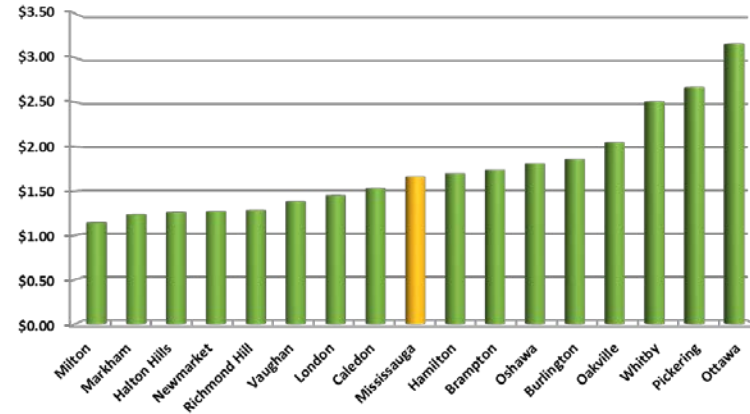
4 bedroom Executive Home



Standard Industrial



Commercial Office Space



On a per capita basis (resident only), 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 charts is from the BMA Management annual Municipal Study database, which allows for the comparison of various municipal property tax related benchmarks as an indicator of the value for money in the current level of services provided by the City.

2015 Tax Levy per Capita

Municipality	Per Capita
Oakville	\$1,577
Oshawa	\$1,509
Windsor	\$1,504
Ottawa	\$1,477
Hamilton	\$1,461
Vaughan	\$1,399
Toronto	\$1,397
Burlington	\$1,372
London	\$1,337
Mississauga	\$1,276
Richmond Hill	\$1,234
Markham	\$1,157
Brampton	\$1,138
Average	\$1,372

2017 Operating Budget

Assumptions

Ontario municipalities are prohibited from budgeting for an operating deficit according to the Municipal Act. As a result, the property tax calculation and associated tax rate increase is based on the net funding requirements of the City's budget.

The operating budget incorporates 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.

Revenues and expenditures are monitored throughout the year. Twice a year, a detailed analysis is prepared comparing the forecasted revenues and expenditures for the year relative to the approved capital and operating budgets. This identifies trends and year-end budget variances.

The information gathered through these reviews forms the basis of the funding requirements for the upcoming year. By combining forecasted performance to date, prior years' trends, estimated rate increases and market indicators, realistic budgets can be developed.

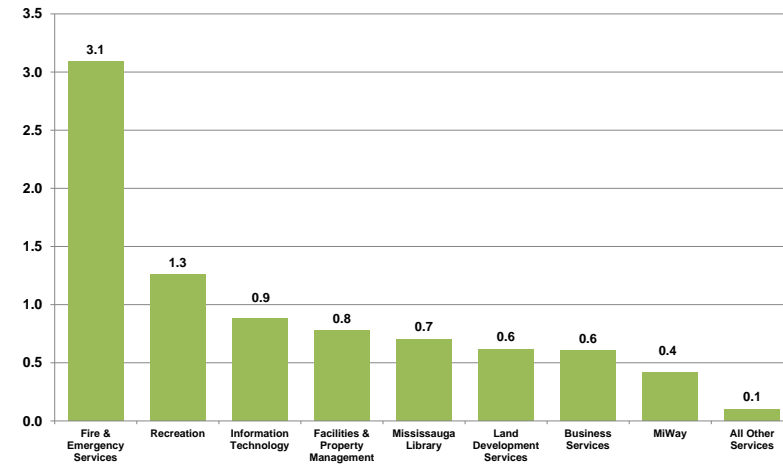
The 2016 assessment growth is estimated at 0.4 per cent. Final confirmation of this number will not be available until after this document has been printed.

Changes to Maintain Current Service Levels, including Efficiencies

The net cost to deliver current service levels in the proposed 2017 Budget requires an increase of \$8.5 million over 2016's net budget. This takes into consideration reduced costs and efficiencies of \$4.1 million.

The following chart presents a breakdown of the \$8.5 million cost increase by service area. Fire & Emergency Services, Recreation 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.

\$Millions



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 \$3.1 million. The largest pressure in this service area is cost of labour which makes up almost 97 per cent of the budget.

Recreation

The cost increase to maintain the current service levels for Recreation is \$1.3 million. This increase mainly comprises of labour adjustments of \$2 million, partially offset by increased revenue.

Information Technology

The Information Technology budget requires an increase of \$0.9 million. This increase is primarily driven by labour of \$0.5 million and maintenance/licensing fee increases of \$0.8 million, offset by \$0.3 million cost reduction as a result of efficiency initiatives.

Other Remaining Areas

Increases for all the remaining service/business areas (Business Services, MiWay, Mississauga Library, Roads, Land Development Services, Legislative Services, Culture, Environment, Regulatory Services, Parks and Forestry, Facilities and Property Management, Strategic Policy, Mayor and Members of Council, and Financial Transactions) total \$3.2 million.

Cost to Maintain Current Service Levels By Cost Category

The following table highlights the main cost categories driving the \$8.5 million increase to maintain current service levels.

Description	2017 (Millions)
Labour & Benefits	13.4
Cost Increases	3.4
Efficiencies	(4.1)
Revenue Changes	(4.2)
Total Changes to Maintain Service Levels	8.5

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 2016, which reflect past decisions and increases. As with previous years, the total labour budget also includes \$5.2 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

MiWay has an increased cost of \$2.9 million from transit vehicle maintenance inventory relief, repairs, PRESTO operation and MiWay security, offset by \$2.8 million cost reduction due to a \$0.15 per litre adjustment in the diesel fuel price. Information Technology systems maintenance and licensing fees increased by \$1.1 million. In addition, there are cost increases for Traffic Signal Maintenance of \$0.5 million, building and facilities, utilities and maintenance of \$0.4 million, and library collections of \$0.3 million, all contributing to total city wide Operating Costs increase of \$3.4 million.

Efficiencies

For 2017, 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 \$4.1 million in savings which is the equivalent of a tax rate impact of 0.9 per cent. These savings were implemented in most service areas of the City.

The Corporate "Lean" business improvement program, permanent in 2016, 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 over \$49 million.

Revenue Changes

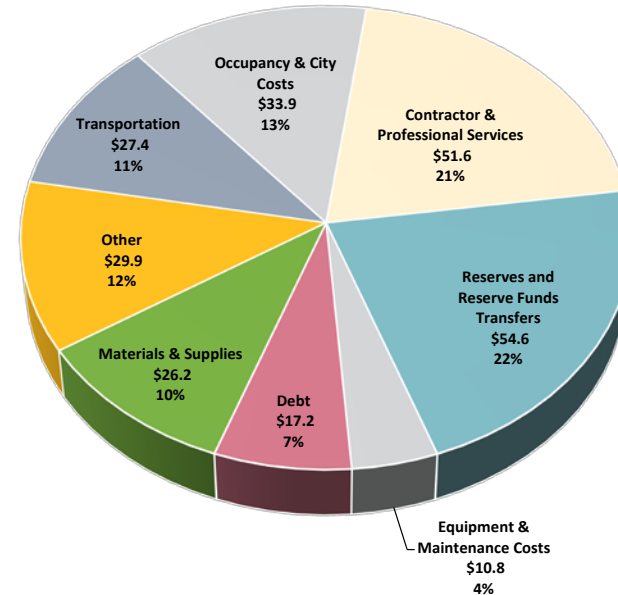
An increase of \$4.2 million in current revenue is mainly due to an increase in MiWay Revenue of \$2.6 million from ridership growth and fare increases, and increase in Payment in Lieu of Taxes and Supplementary Taxes of \$1.5 million.

Summary of Cost to Maintain Current Service Levels

The City's cost increases to maintain current service levels, offset by efficiencies, represent an overall increase of two per cent. This rate is in line with the rate of inflation as measured by Consumer Price Index (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.

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

The following pie chart shows the breakdown of all operating costs in 2017 excluding direct City labour costs.



Changes to Operationalize Prior Decisions

New Initiatives approved in the 2016 Budget and started part way through the year and capital projects completed during 2016 require increased expenditures for full year operations and therefore additional funding in 2017. These increases provide for a full year of costs related to new initiatives and the operating costs of new capital facilities. The proposed 2017 budget includes increased costs of \$2.4 million to operationalize prior operating decisions.

MiWay accounts for approximately 46 per cent or \$1.1 million of the increase due to the annualization of increased service requested by residents that was initiated during 2016. 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 0.5 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



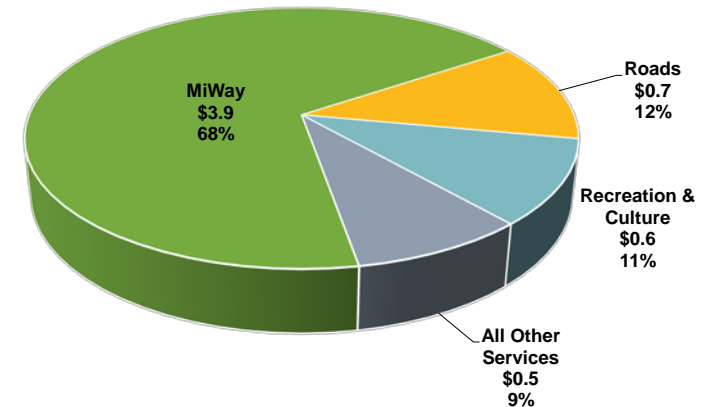
MiExpress

New Initiatives and New Revenues

The proposed 2017 Budget includes \$5.7 million in New Initiatives and New Revenues which is comprised of 26 budget requests. The following chart shows that 68 per cent of these requests are for expansion of MiWay service growth and for the Transitway maintenance and operations. 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

\$5.7 Million



MiWay initiatives include:

- Continuation of the annual MiWay service growth initiative of three per cent including all associated costs including the hiring of 33 transit operators - \$2 million
- Staff, maintenance and other operating costs required to support the additional transitway stations, roadway, parking lots, and ground maintenance; including the hiring of 18 transit operators - \$1.9 million

Roads initiatives include:

- Continued Advanced Transportation Management System (ATMS) Implementation - \$0.1 million
- Sidewalk Improvements - \$0.5 million

Other New Initiatives and New Revenues include:

- Square One Older Adult Centre Relocation - \$0.3 million
- Insurance Defence Litigation Team - \$0.3 million
- Library Collections Strategy - \$0.3 million
- Grant Support to Culture Groups - \$0.2 million
- Employee and Labour Relations Specialist - \$0.1 million
- Mississauga Celebration Square – Winter Experience Program - \$0.1 million
- Low Risk Food Licensing /Donation Bin Licensing - (\$0.1 million)
- Defaulted Provincial Offences Act (POA) Fines Collection Administration Fee - (\$0.1 million)

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 four special purpose levies.

Capital Infrastructure and Debt Repayment Levy

The 2017-2020 Business Plan and 2017 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 half is allocated to increase the transfer from Operating to the Capital Reserves to the amount of \$47 million per year. The remaining half is dedicated to principal and interest payments on debt issued.

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. Until 2022, 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 2017.

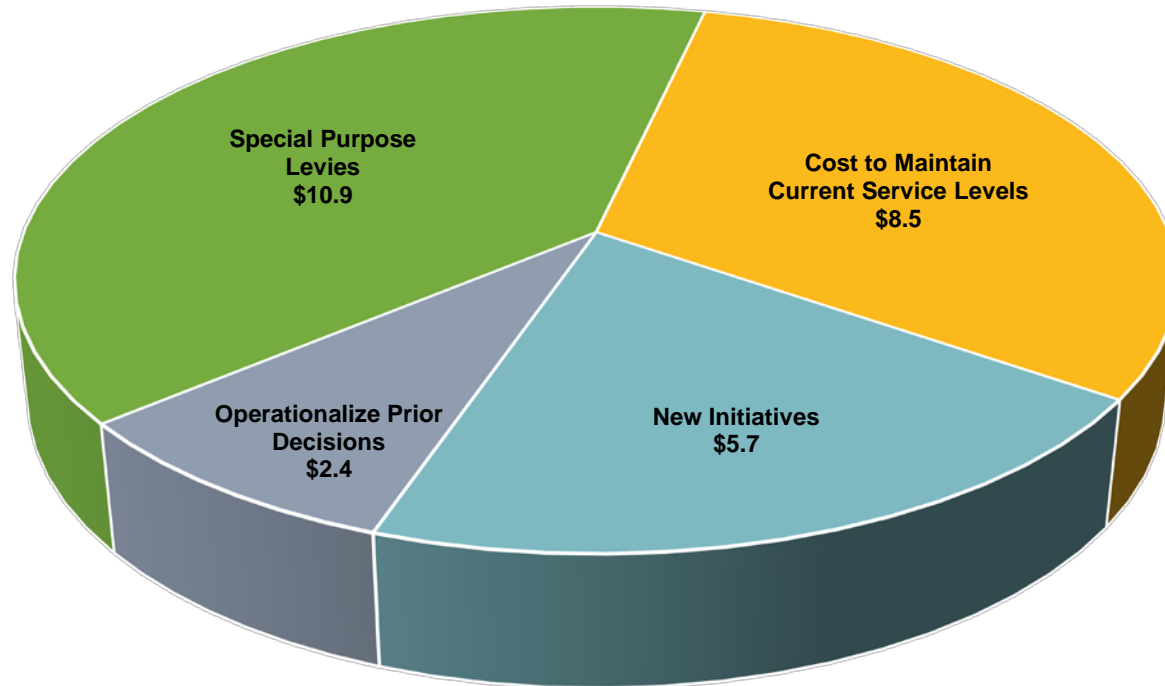
Churchill Meadows Pool Levy

On September 30, 2015, Budget Committee approved an additional 0.5 per cent to the tax increase, to begin in 2017, for Churchill Meadows Pool. The design and construction will be completed over a three year period and financed over 10 years. This levy will not be listed separately on the tax bill.

Summary of 2017 Proposed Operating Budget

The City's 2017 Business Plan and Budget will have a total budget increase of \$27.4 million or 5.9 per cent compared with the 2016 approved budget. As identified in the following chart, the \$27.4 million comprises of \$8.5 million or 1.6 per cent for maintaining current service levels (which includes a negative 0.4 per cent adjustment for assessment growth); \$2.4 million or 0.5 per cent for operationalizing prior decisions; \$5.7 million or 1.3 per cent for new initiatives and new revenues that will be implemented in 2017; and \$10.9 million or 2.5 per cent to fund the capital infrastructure needs of the City, debt repayment for both principal and interest, and Churchill Meadows Pool project.

Allocation of the 2017 Proposed Operating Budget Increase of \$27.4 Million



Numbers may not balance due to rounding

Capital Program & Financing Overview

Capital Budget Assumptions

- All project costs are estimated in 2017 dollars
- Tax-based reserve funds will be used to finance capital infrastructure needs
- Investment returns on the City's Reserve Funds are estimated to range from 2.75 to 3.25 per cent over the next 10 years. Investment returns on Development Charges (DC) reserve funds returns are forecast in the 1.5 to 2.25 per cent range for the same 10 years
- Debt financing has been modeled using various forecasted interest rates but restricting issuance term to 10 years
- Development Charge revenues for the entire 10 year period have been estimated using rates as defined within the new by-law passed on June 25, 2014. The DC rates may change as the City's By-law is under appeal at the Ontario Municipal Board (OMB)



Capital Program Funding

Capital projects are funded from a variety of sources. Some service areas have the ability to use specific funding sources for their high-priority projects. Examples of these 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

Capital projects not funded through these specific funding sources are funded through the tax-funded capital reserve fund and through debt. Staff continues to recommend a two per cent capital infrastructure and debt repayment levy. The 2017 allocation is approximately one per cent to fund capital infrastructure and one per cent to fund debt repayment. This approach does not fully fund all capital requirements, but balances the need to maintain our infrastructure, fund new projects as required and minimize debt.

With this constraint, there are approximately \$600 million of planned project requests in the 2017-2026 capital program that could not be funded. The City's ability to replace aging infrastructure and fund other long-term or major expenditures is limited and can only be accomplished through reliance on funding from senior levels of government, the use of existing reserves, issuance of new debt, or increases to the tax levy. Also, other large-scale projects and initiatives, some which are still not fully scoped, could have significant pressure on future expenditure levels. Future iterations of the Long Range Financial Plan (LRFP) will address these and other, yet unidentified, challenges and opportunities.



City Infrastructure includes roads, sidewalks, pathway/street lights, parks and trees and City buildings

Capital Prioritization

The City employs a capital prioritization model to assist in the decision-making process for allocating limited capital funds. The prioritization ensures a balance of lifecycle projects, enhancements and high priority new services are included in the capital program. The five capital prioritization categories are:

Mandatory

These projects have locked in commitments or vital components associated with cash flowed projects approved by Council in prior years. These projects cannot be deferred or stopped because they 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.



Requests | Benefits | Risk

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 project, due to operational cost savings or cost avoidance.

State of Good Repair

The funding for these projects is 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.



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.



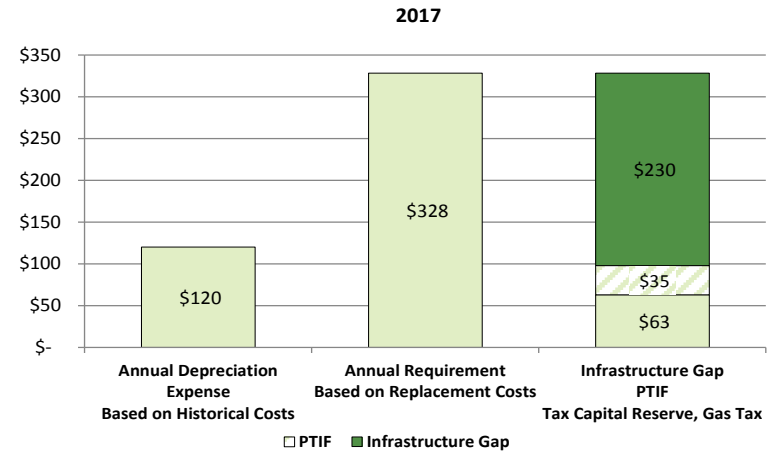
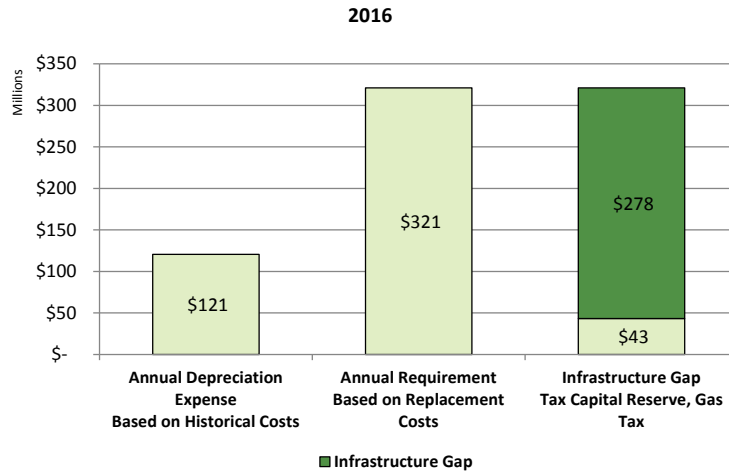
Capital Infrastructure Gap

The City of Mississauga owns infrastructure assets with an estimated replacement cost of \$8.5 billion. The City annually identifies funding required to maintain and replace its infrastructure. There is currently a difference between the estimated annual replacement cost of the City's existing assets (excluding Stormwater) and the capital funding available (from both the city and senior levels of government) to fund these assets. This shortfall in funding is referred to as the infrastructure gap.

The following chart compares the 2016 and 2017 annual depreciation expense (the value of the annual deterioration and aging of assets based on the assets original cost), the depreciation expense adjusted for replacement cost (the approximate amount that should be put aside each year to replace infrastructure in the future), and the funding used from the Capital reserve in the 2017 budget for infrastructure replacement.

Based on estimated replacement costs, the City is providing for 30 per cent of the replacement value of assets in 2017, resulting in an infrastructure gap of \$230 million. The gap has been reduced from 2016 as a result of available Public Transit Infrastructure Fund (PTIF) money that has been applied to accelerated infrastructure replacement.

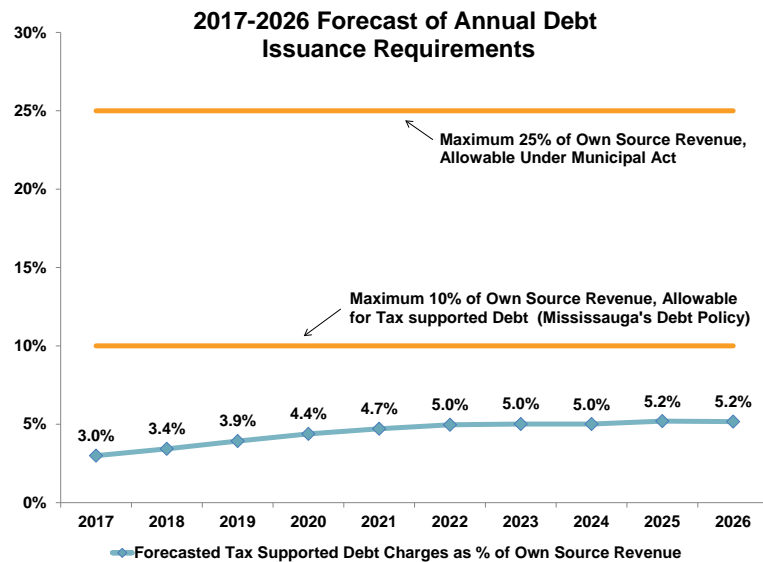
Without sustainable financing, the City would need either to reduce service levels in the long run or let the quality of infrastructure deteriorate. This gap cannot be closed immediately, as this would require an increase in the City's annual tax levy of 53 per cent. The infrastructure gap is being managed 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. The 2017-2020 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.



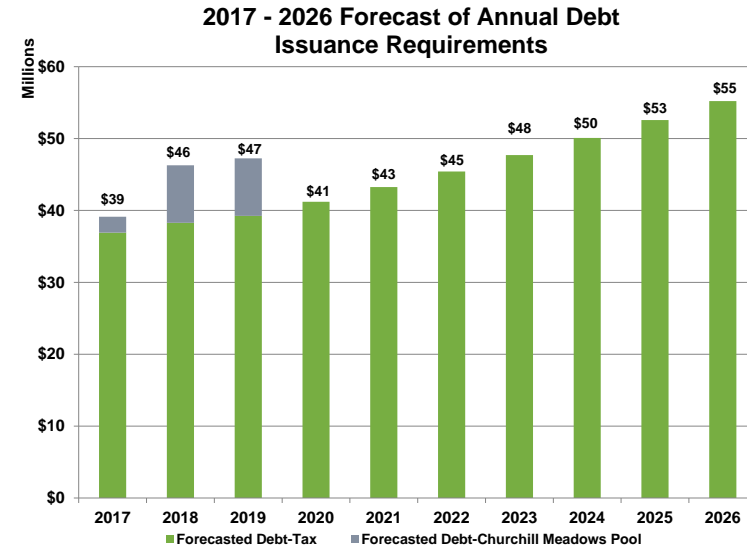
Debt Management

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 five per cent. 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.

The City is well within its prescribed debt limit policy. Careful and conservative spending in the short run ensures that funds are available for longer-term capital initiatives while keeping tax rates manageable.

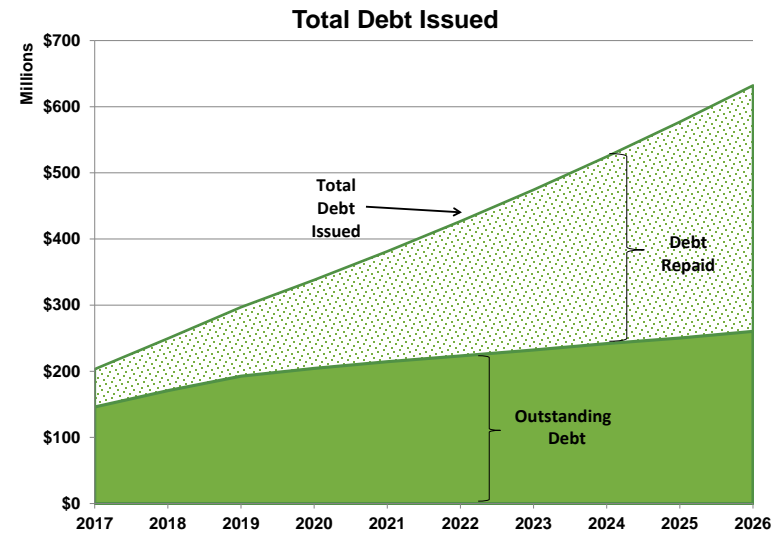
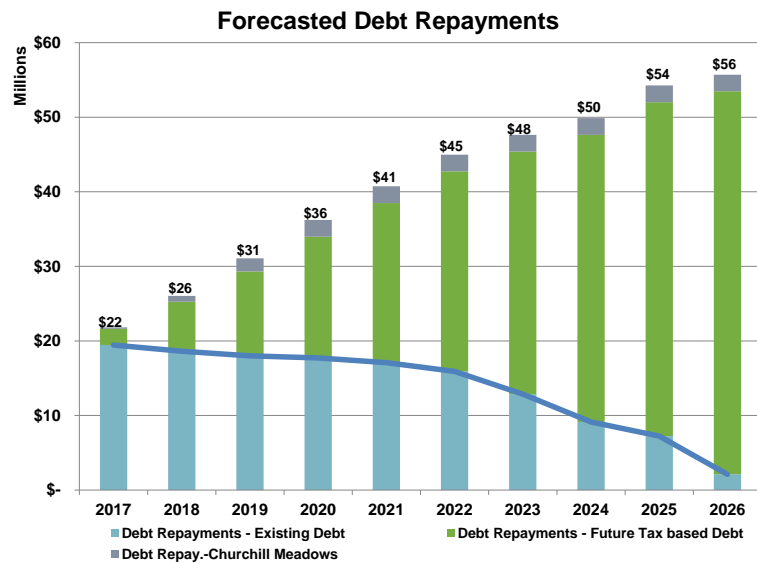


The following chart provides the forecasted annual debt requirements for each of the next 10 years. For 2017, debt will be issued in the amount of \$39.1 million for a number of capital initiatives including roadway rehabilitation, roof replacement at City Hall, replacement of fire vehicles, the Loreland Works Yard, and the Small Arms Building Renovation.



Although debt is being issued each year, debt is also being repaid on an ongoing basis. The following chart shows the forecasted debt repayments of principal and interest over the next 10 years. While debt charges are increasing as new debt is issued (green bars), debt charges are affordable within the policies and guidelines set out by both the City and the Province respectively. The blue portion of the graph below represents debt already issued that is being retired or paid off each year.

The net effect of new debt being issued each year, and previously issued debt being repaid, is illustrated in the following chart. The current capital program sees total outstanding debt increasing from \$146 million in 2017 to \$260 million by 2026.

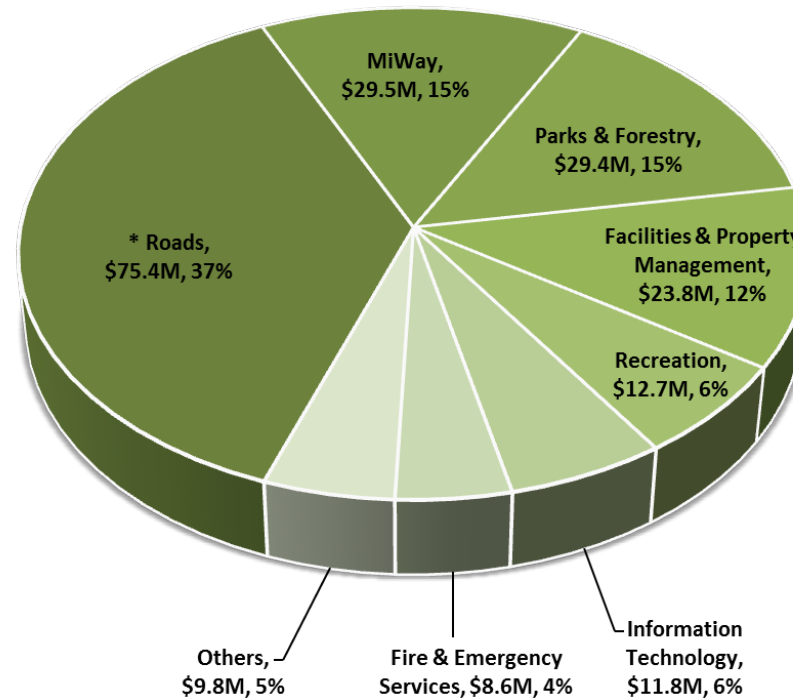


2017 Capital Budget

The total proposed 2017 Gross Capital Budget is \$201.2 million. The allocation by service area is shown below. Transportation-related expenditures account for 52 per cent of the total, with Roads at \$75.4 million or 37 per cent and MiWay at \$29.5 million or 15 per cent. The next largest capital program is Parks and

Forestry service area at \$29.4 million or 15 per cent of the total proposed Capital Budget. The Others category includes various service areas including Mississauga Library, Land Development Services, Culture, Business Services, Legislative, Environment and Regulatory Services.

2017 Proposed Capital Program by Service Area \$201.2 Million



*Includes Stormwater tax funded legacy projects.

Note: Numbers may not balance due to rounding.

Highlights of the 2017 proposed capital program are as follows:

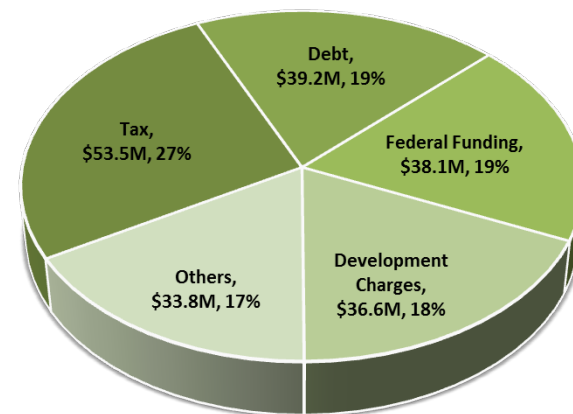
- \$ 20.8 million for Roadway Rehabilitation - Major Arterial, Collector, Industrial and Residential Roads
- \$ 15.9 million for Phase 1 of Churchill Meadows Community Centre and Pool, Northwest Sports Park, including Site Servicing, Infrastructure and Park Amenities
- \$ 6.9 million for Bridge Repairs
- \$ 6.1 million for Road property acquisition
- \$ 6.1 million for Emerald Ash Borer Management Program
- \$5 million for Torbram Road Grade Separation North
- \$4.8 million for Transit Bus Maintenance
- \$4.5 million for Argentia Road Improvement – Tenth Line to Ninth Line
- \$4 million for Pedestrian & Cyclist Access to Transitway & Go Transit
- \$3.3 million for City Hall Roof Replacement
- \$3.1 million for Sidewalks
- \$3 million for Bus Communication Gateway Replacement
- \$2.7 million for Roads Vehicle & Equipment Replacement
- \$2.5 million for Additional bus shelters
- \$2.4 million for Improvement of Creditview Road over the Credit River Bridge
- \$2.3 million for Fire Vehicles Replacement
- \$2.2 million for Design and Construction of New Fire Station 120
- \$2 million for Transit Kipling Subway Inter-Regional Terminal
- \$1.8 million for Server and Storage Lifecycle Replacement
- \$1.8 million for Central Parkway - Lifecycle Mechanical & Electrical upgrades
- \$1.5 million for PC Replacement Lifecycle
- \$1.5 million for Small Arms Building Renovation
- \$1.5 million for Burnhamthorpe Multi-Use Trail Bridge - #3
- \$1.5 million for Loreland Works Yard
- \$1.5 million for Transit South Common Mall Refurbishment

- \$1.5 million for Transit Maintenance Management System Replacement
- \$1.5 million for Mechanic Replacement at Various Recreational Facilities
- \$1.4 million for City Center Transit Terminal Lifecycle Mechanical & Electrical Upgrades
- \$1.4 million for Fibre Network
- \$1.3 million for the Computer Aided Dispatch System Upgrade
- \$1.1 million for Artificial Turf Replacement at P_357 (Iceland)

Also, MiWay Bus Acquisition totaling \$57.2 Million, partially funded by PTIF, was approved by the Corporate Report dated September 30, 2016.

About 65 per cent of the 2017 Capital Budget is financed from taxes, debt, and federal / provincial funding. As the following chart highlights, the City is borrowing a total of \$39 million in 2017 for various projects, previously noted.

**Funding Sources the 2017 Proposed Capital Budget
\$201.2 Million**



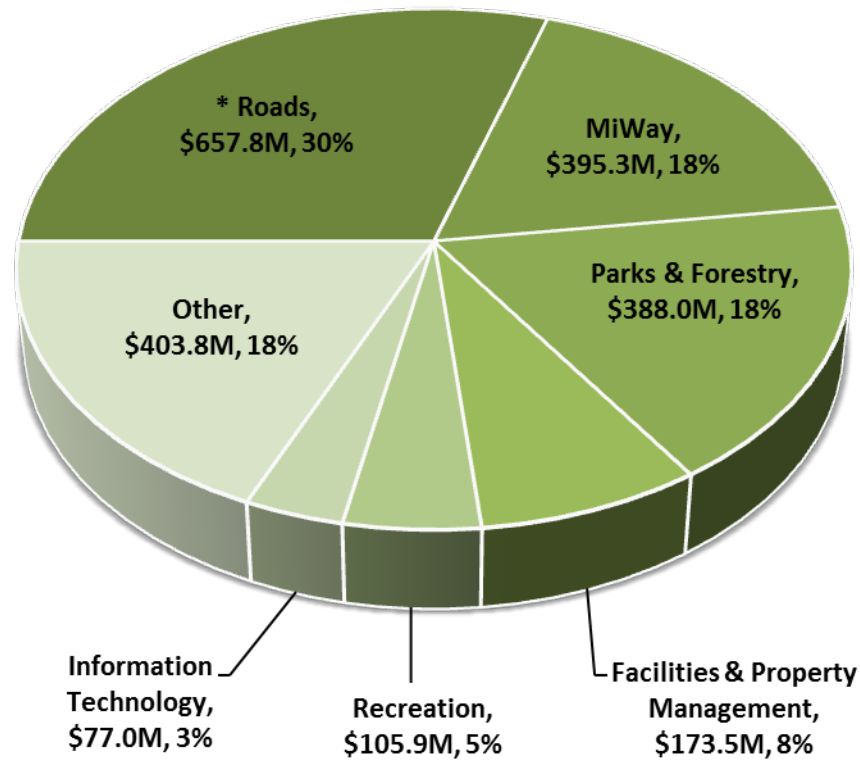
2017-2026 Capital Budget Forecast

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 \$2.2 billion, which is primarily allocated to projects

in MiWay, Roads, and Parks and Forestry. Tax-based capital requests were prioritized through the Capital Prioritization process.

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

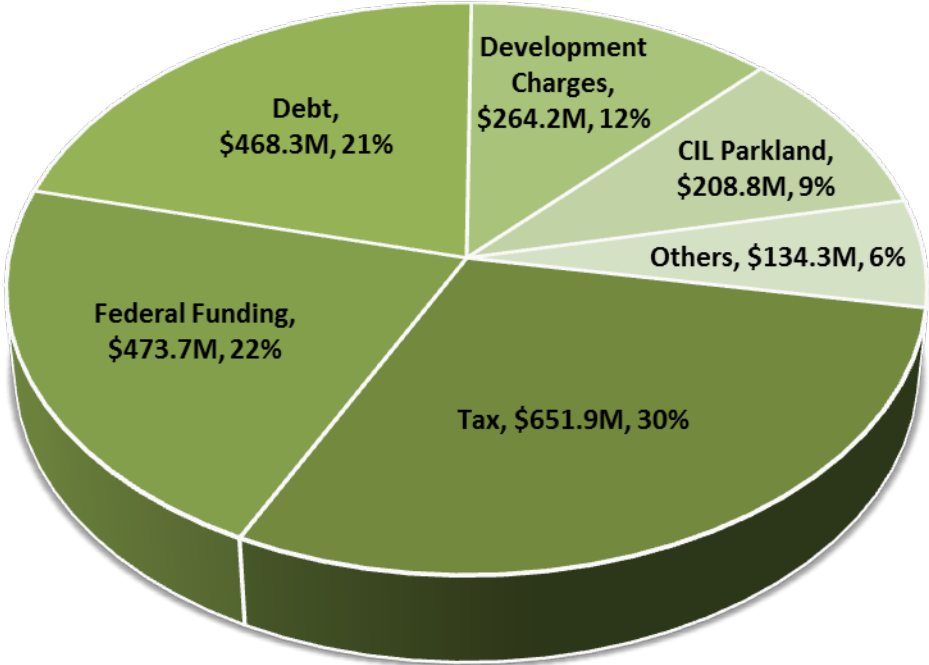
2017-2026 Capital Budget Forecast by Service Area \$2.2 Billion



*Includes Stormwater tax funded legacy projects.

Note: Numbers may not balance due to rounding.

**Financing the 2017-2026 Capital Budget Forecast
\$2.2 Billion**



Note: Numbers may not balance due to rounding.

Highlights of the 2017-2026 Forecast Capital Budget are as follows:

- \$280.1 million for Replacement of Transit Buses
- \$249.2 million for Roadway Rehabilitation - Major Arterial, Collector, Industrial and Residential Roads
- \$179.3 million for Greenbelt, Community Parkland and Urban Parkland Acquisition
- \$141.3 million for Road Improvement Projects
- \$124.4 million for Lifecycle Maintenance for City Wide Facilities
- \$63.2 million for Various Bridge Repairs
- \$50.1 million for Phase 1 of Churchill Meadows Community Centre and Pool, Northwest Sports Park, including Site Servicing, Infrastructure and Park Amenities
- \$46.3 million for Maintenance of Transit Buses
- \$33.9 million for Park Trails, Bridges, and Underpasses
- \$33.7 million for Replacement of Fire Vehicles
- \$32.1 million for Emerald Ash Borer Management Program
- \$28.4 million for Various Traffic Signals Projects
- \$26.9 million for Various Cycling Program Projects
- \$26.3 million for Replacement of Roads Vehicles and Equipment
- \$25.4 million for Development of Various Community Parks
- \$25.3 million for Information Technology Network Infrastructure
- \$23.7 million for Transit Bus Fleet Expansion
- \$22.7 million for Central Library Redevelopment
- \$20.9 million for Various Property Acquisition for Future Road Construction Projects
- \$20.3 million for Sports Fields and Courts Maintenance
- \$20.1 million for Redevelopment of Cawthra Park Indoor Pool
- \$19.6 million for Various IT Applications Replacement and Enhancements
- \$17.4 million for Various Park Improvement Projects
- \$17.3 million for Goreway Drive Rail Grade Separation
- \$16.2 million for Loreland Works Yard
- \$13.7 million for Tree Planting
- \$12.5 million for Iceland Arena Renovation
- \$12.5 million for South Common Community Center Renovation
- \$12.2 million for Sidewalks
- \$11.6 million for Marina Park Development
- \$11 million for PC Lifecycle Replacement
- \$10.9 million for Renovations of Various Fire Stations
- \$10.6 million for Emergency Repairs at Various Facilities
- \$10.3 million for Redevelopment of Various Playgrounds
- \$10 million for Server and Storage Lifecycle Replacement
- \$9.5 million for Various Park Facilities Installation – Outdoor Basketball, Play Equipment, Sports Fields, Spray Pads, BMX Bike Facility, and Washrooms
- \$9.5 million for Transit Service Vehicles and Equipment
- \$9.4 million for Streetlighting
- \$9.1 million for Park Development at City Centre
- \$8.9 million for Replacement of Fire Equipment
- \$8.7 million for Transit On-Street Facilities, such as Mini Terminals, Bus Loops, Shelters, Pads and Signs
- \$7.9 million for Meadowvale Theatre Renovation
- \$7.7 million for Pedestrian & Cyclist Access to Transitway & Go Transit
- \$7.5 million for Transit Presto Equipment Replacement
- \$7.4 million for Roof Replacement at Various Facilities
- \$7.2 million for Mechanical Replacement at Various Facilities
- \$6.9 million for Recreation Program Furniture and Equipment Replacement
- \$5.5 million for MiWay Kipling Subway Inter-Regional Terminal
- \$5.5 million for Parks and Forestry Vehicles and Equipment

Staffing Impacts of Proposed Budget

The City of Mississauga delivers services and services are delivered by people. The new initiatives proposed in the 2017 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	2016 FTE's	2017 BR FTE's	2017 Additions Conversions Transfers FTE's	Total Change in FTE's	2017 FTE's
Fire & Emergency Services	718.5	0.0	0.0	0.0	718.5
MiWay	1,372.6	51.0	(16.0)	35.0	1,407.6
Roads	469.1	3.0	1.0	4.0	473.1
Parks & Forestry	366.6	2.0	(1.6)	0.4	367.0
Business Services	286.7	2.0	(3.0)	(1.0)	285.7
Mississauga Library	316.6	0.0	0.0	0.0	316.6
Recreation	783.0	0.0	4.7	4.7	787.7
Information Technology	169.8	0.0	(2.0)	(2.0)	167.8
Facilities and Property Management	184.6	0.0	0.0	0.0	184.6
City Manager's Office	77.0	3.0	(1.0)	2.0	79.0
Land Development Services	190.3	4.0	0.0	4.0	194.3
Culture	62.1	0.0	2.2	2.2	64.3
Mayor & Members of Council	41.2	0.0	0.0	0.0	41.2
Environment	10.3	0.0	0.0	0.0	10.3
Regulatory Services	140.0	7.5	(1.0)	6.5	146.5
Legislative Services	88.2	4.0	0.0	4.0	92.2
Sub-total Staff Adjustments by Service	5,276.4	76.5	(16.7)	59.8	5,336.2
Infrastructure Funding Programs *	0.0	0.0	12.0	12.0	12.0
Total City-Wide Staff Adjustments	5,276.4	76.5	(4.7)	71.8	5,348.2

* Staff will be allocated to various Services based on project requirements in 2017

Note: Numbers may not balance due to rounding.

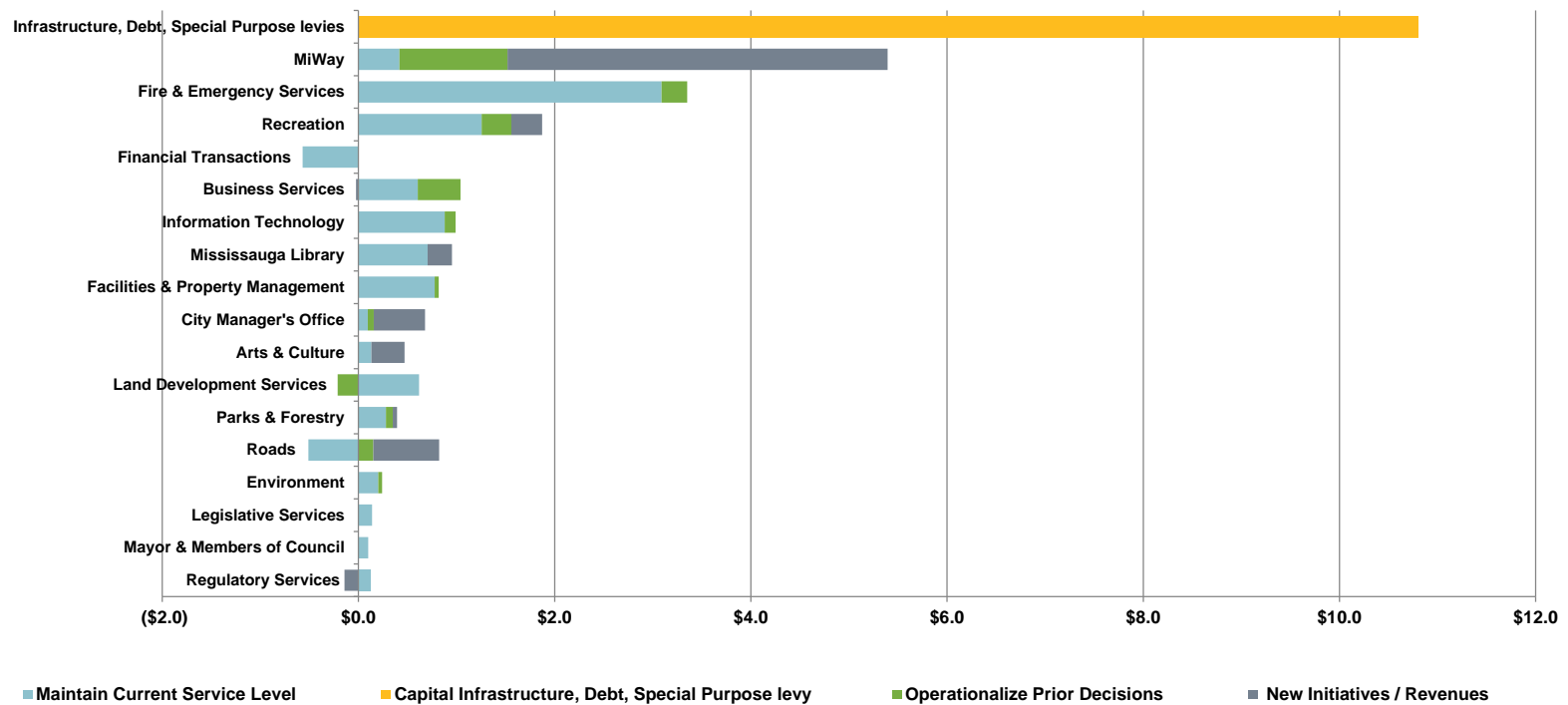
City Property Tax Distribution

Where Your 2017 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 2017 budget increase of \$27.4 million by service area or major initiative. The chart that follows shows the corresponding increase of \$17.31 per \$100,000 of residential assessment, also distributed by service area or major initiative.

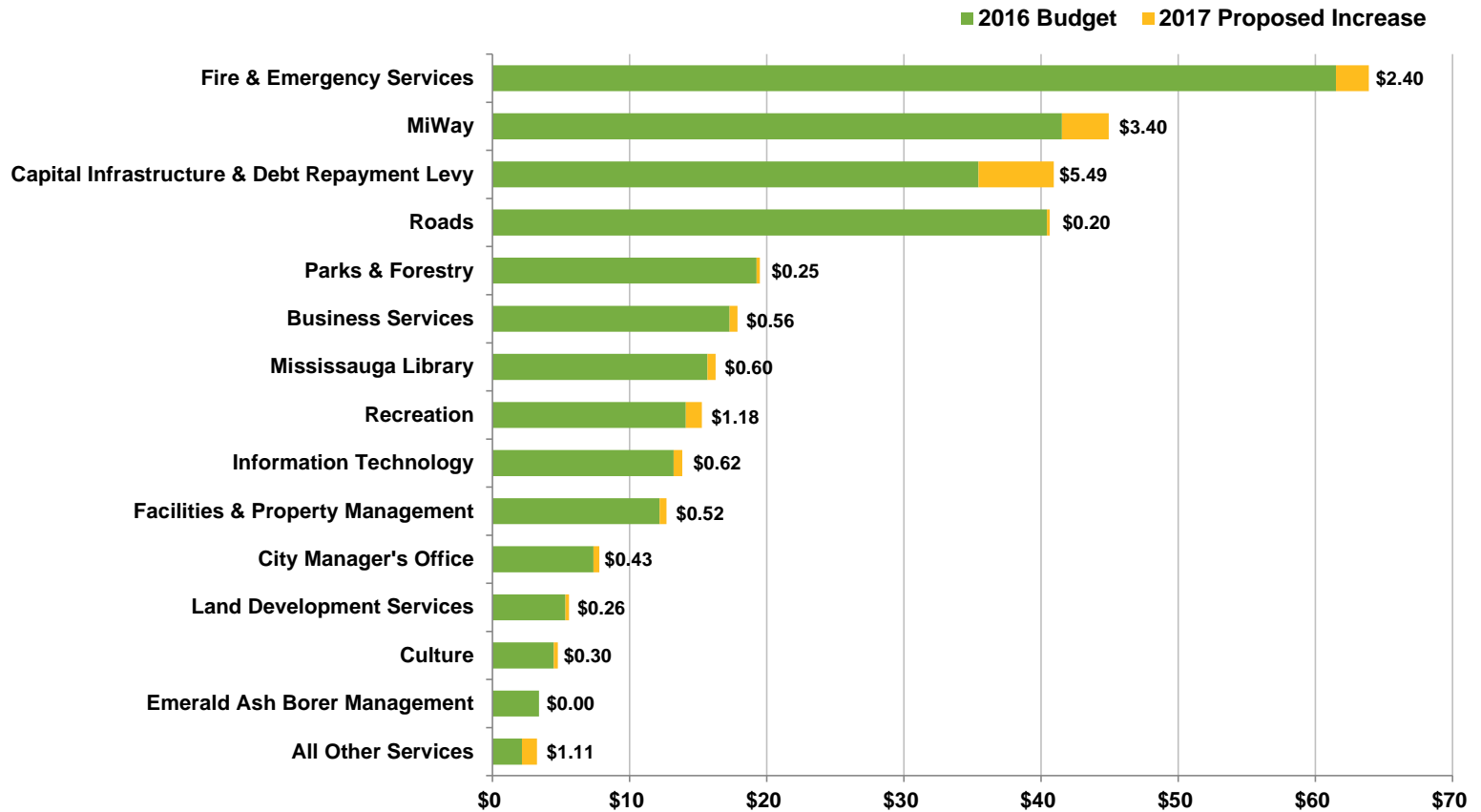
Distribution of 2017 Budget increase by Service Area or Major Initiative

(\$Millions)



In 2016, the City share of property taxes is \$293.37 per \$100,000 of assessment based on an average home. The 2017 Proposed Budget results in an increase of \$17.31 for a total of \$310.68 per \$100,000 of assessment after applying the forecast assessment growth of 0.4 per cent. For illustration purposes, the following chart shows where your city tax dollars go. The green bar represents the 2016 budget and the proposed increase for 2017 is shown by the orange bar.

Distribution of 2017 Budget Increase per \$100,000 of Assessment, by Service Area or Major Initiative (\$)



Property Tax Impacts

The following charts present the estimated annual impact of the City's proposed 2017 Budget on residential, commercial and industrial property types with various assessed property values.

2017 Impact on Residential Tax Bill					
Assessment	\$100,000	\$250,000	\$400,000	\$564,000 *	\$750,000
Proposed Mississauga Budget	\$17.31	\$43.27	\$69.24	\$97.62	\$129.82
Forecast Peel Region Budget	\$8.76	\$21.91	\$35.05	\$49.43	\$65.73
Total	\$26.07	\$65.18	\$104.30	\$147.06	\$195.54

2017 Impact on Commercial Tax Bill					
Assessment	\$100,000	\$500,000	\$1,000,000	\$5,000,000	\$10,000,000
Proposed Mississauga Budget	\$24.40	\$122.01	\$244.02	\$1,220.11	\$2,440.22
Forecast Peel Region Budget	\$12.35	\$61.77	\$123.55	\$617.74	\$1,235.48
Total	\$36.77	\$183.79	\$367.56	\$1,837.85	\$3,675.70

2017 Impact on Industrial Tax Bill					
Assessment	\$100,000	\$500,000	\$1,000,000	\$5,000,000	\$10,000,000
Proposed Mississauga Budget	\$27.19	\$135.94	\$271.88	\$1,359.40	\$2,718.80
Forecast Peel Region Budget	\$13.77	\$68.83	\$137.65	\$688.26	\$1,376.53
Total	\$40.95	\$204.77	\$409.53	\$2,047.66	\$4,095.34

* Average assessment in 2016 for a single family home

Conclusion

The City's proposed Gross 2017 Operating and Capital budgets total \$759.4 million and \$201.2 million respectively, as shown in Appendix 4A. The City continues to face pressures due to inflation, demand to expand transit service, and the need to maintain its capital infrastructure investment. The 2017 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: 2017 Proposed Operating Budget by Service Area

Appendix 1B: 2018 Proposed Operating Budget by Service Area

Appendix 1C: 2019 Proposed Operating Budget by Service Area

Appendix 1D: 2020 Proposed Operating Budget by Service Area

Appendix 2A: City Wide Capital Budget Summary – 2017 Recommended Funding

Appendix 2B: 2017 to 2026 Capital Budget Forecast by Service

Appendix 2C: 2017 to 2026 City Wide Capital Budget Summary – 2017 Recommended Funding

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

Appendix 3A: 2017 Summary of FTE Adjustments by Service Area

Appendix 3B: City Budget Summary of Full Time Equivalents

Appendix 4A: 2017 Proposed Budget by Gross Expenditures and Revenues

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

Service Area	2016 Operating Budget (\$M)	Maintain Current Service Level (\$M)	Operationalize Prior Decisions (\$M)	New Initiatives And New Revenues (\$M)	2017 Proposed Budget (\$M)	Increase from Prior Year
Fire & Emergency Services	101.8	3.1	0.3	0.0	105.1	3.3%
MiWay	67.9	0.4	1.1	3.9	73.3	7.9%
Roads	66.6	(0.5)	0.2	0.7	66.9	0.5%
Parks & Forestry	31.8	0.3	0.1	0.0	32.2	1.2%
Business Services	28.6	0.6	0.4	(0.0)	29.7	3.5%
Mississauga Library	25.9	0.7	0.0	0.3	26.8	3.7%
Recreation	23.4	1.3	0.3	0.3	25.3	8.0%
Information Technology	21.9	0.9	0.1	0.0	22.9	4.5%
Facilities & Property Management	20.2	0.8	0.0	0.0	21.0	4.1%
City Manager's Office	12.2	0.1	0.1	0.3	12.7	4.0%
Land Development Services	8.9	0.6	(0.2)	(0.0)	9.3	4.6%
Culture	7.4	0.1	0.0	0.3	7.9	6.3%
Mayor & Members of Council	4.7	0.1	0.0	0.0	4.8	2.1%
Environment	1.2	0.2	0.0	0.0	1.4	20.0%
Regulatory Services	1.1	0.1	0.0	(0.1)	1.1	(1.4%)
Legislative Services	(3.1)	0.1	0.0	0.0	(2.9)	4.5%
Financial Transactions	14.7	(0.4)	0.0	0.0	14.4	(2.6%)
Assessment Growth						(0.4%)
Total	435.3	8.5	2.4	5.7	451.9	3.4%
Special Purpose Levies*						
Capital Infrastructure and Debt Repayment Levy					8.7	2.0%
Churchill Meadows Pool					2.2	0.5%
Total Proposed Budget	435.3	8.5	2.4	5.7	462.8	5.9%

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

Note: Numbers may not balance due to rounding.

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

Service Area	2017 (\$M)	Maintain Current Service Level (\$M)	Operationalize Prior Decisions (\$M)	New Initiatives And New Revenues (\$M)	2018 Proposed Budget (\$M)	Increase from Prior Year
Fire & Emergency Services	105.1	2.1	0.0	2.6	109.9	4.5%
MiWay	73.3	1.9	0.0	5.2	80.4	9.7%
Roads	66.9	(0.2)	0.0	(0.0)	66.7	(0.3%)
Parks & Forestry	32.2	0.2	0.0	0.2	32.6	1.1%
Business Services	29.7	0.3	0.2	0.3	30.5	2.8%
Mississauga Library	26.8	0.5	0.0	0.0	27.3	1.9%
Recreation	25.3	0.5	0.0	0.0	25.8	2.1%
Information Technology	22.9	0.0	0.0	0.1	23.0	0.6%
Facilities & Property Management	21.0	0.3	0.0	0.0	21.4	1.6%
City Manager's Office	12.8	0.1	0.0	0.1	13.1	2.2%
Land Development Services	9.3	0.3	0.0	0.0	9.6	3.5%
Culture	7.9	0.1	0.0	0.5	8.4	7.2%
Mayor & Members of Council	4.8	0.1	0.0	0.0	4.9	1.2%
Environment	1.4	(0.0)	0.0	0.1	1.5	2.6%
Regulatory Services	1.1	0.2	0.0	(0.0)	1.3	16.5%
Legislative Services	(2.9)	0.0	0.1	0.0	(2.8)	4.0%
Financial Transactions	25.1	4.0	0.0	0.0	29.0	15.9%
Assessment Growth						(0.3%)
Total	462.8	10.4	0.3	9.2	482.7	4.1%
Special Purpose Levies*						
Capital Infrastructure and Debt Repayment Levy					9.3	2.0%
Total Proposed Budget	462.8	10.4	0.3	9.2	492.1	6.1%

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

Note: Numbers may not balance due to rounding.

Appendix 1C: 2019 Proposed Operating Budget by Service Area (\$millions)

Service Area	2018 (\$M)	Maintain Current Service Level (\$M)	Operationalize Prior Decisions (\$M)	New Initiatives And New Revenues (\$M)	2019 Proposed Budget (\$M)	Increase from Prior Year
Fire & Emergency Services	109.9	1.7	0.0	1.2	112.8	2.7%
MiWay	80.4	1.6	0.0	4.6	86.7	7.8%
Roads	66.7	(0.2)	0.0	1.0	67.5	1.2%
Parks & Forestry	32.6	0.0	0.0	0.2	32.8	0.6%
Business Services	30.5	0.1	0.0	0.0	30.6	0.3%
Mississauga Library	27.3	0.5	0.0	0.0	27.9	2.0%
Recreation	25.8	0.5	0.0	0.2	26.5	2.8%
Information Technology	23.0	0.3	0.0	0.0	23.3	1.3%
Facilities & Property Management	21.4	0.3	0.0	0.1	21.8	1.9%
City Manager's Office	13.1	0.1	0.0	0.1	13.4	2.2%
Land Development Services	9.6	0.3	0.0	0.0	10.0	3.3%
Culture	8.4	0.1	0.0	0.2	8.7	3.4%
Mayor & Members of Council	4.9	0.1	0.0	0.0	4.9	1.2%
Environment	1.5	(0.1)	0.0	0.0	1.4	(4.1%)
Regulatory Services	1.3	0.2	0.0	(0.0)	1.5	14.8%
Legislative Services	(2.8)	(0.0)	0.0	0.1	(2.7)	4.7%
Financial Transactions	38.3	6.1	0.0	0.0	44.4	15.9%
Assessment Growth						(0.3%)
Total	492.1	11.8	0.0	7.7	511.5	3.7%
Special Purpose Levies*						
Capital Infrastructure and Debt Repayment Levy					9.8	2.0%
Total Proposed Budget	492.1	11.8	0.0	7.7	521.3	5.7%

* 2018 Special Purpose Levies are grouped with the Financial Transactions Service Area

Note: Numbers may not balance due to rounding.

Appendix 1D: 2020 Proposed Operating Budget by Service Area (\$millions)

Service Area	2019 (\$M)	Maintain Current Service Level (\$M)	Operationalize Prior Decisions (\$M)	New Initiatives And New Revenues (\$M)	2020 Proposed Budget (\$M)	Increase from Prior Year
Fire & Emergency Services	112.8	1.5	0.0	0.1	114.5	1.5%
MiWay	86.7	1.7	0.0	4.6	93.0	7.3%
Roads	67.5	(0.2)	0.0	0.0	67.3	(0.3%)
Parks & Forestry	32.8	0.2	0.0	0.1	33.0	0.7%
Business Services	30.6	0.3	0.0	0.0	30.9	1.1%
Mississauga Library	27.9	0.5	0.0	0.0	28.4	1.9%
Recreation	26.5	0.6	0.0	0.6	27.7	4.5%
Information Technology	23.3	0.0	0.0	0.0	23.4	0.2%
Facilities & Property Management	21.8	0.3	0.0	0.0	22.1	1.6%
City Manager's Office	13.4	0.1	0.0	0.1	13.6	1.6%
Land Development Services	10.0	0.2	0.0	0.0	10.2	2.1%
Culture	8.7	0.1	0.0	0.1	8.9	2.3%
Mayor & Members of Council	4.9	0.1	0.0	0.0	5.0	1.2%
Environment	1.4	0.0	0.0	0.0	1.4	0.9%
Regulatory Services	1.5	0.2	0.0	(0.0)	1.7	13.1%
Legislative Services	(2.7)	0.0	0.0	0.0	(2.6)	0.9%
Financial Transactions	54.2	7.9	0.0	0.0	62.2	14.6%
Assessment Growth						(0.3%)
Total	521.4	13.6	0.0	5.7	540.6	3.4%
Special Purpose Levies*						
Capital Infrastructure and Debt Repayment Levy					10.4	2.0%
Total Proposed Budget	521.4	13.6	0.0	5.7	551.1	5.4%

* 2019 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 – 2017 Recommended Funding (\$millions)

Service	Gross Cost (\$M)	Recovery (\$M)	Net Cost (\$M)
Fire & Emergency Services	\$8.6	\$0.0	\$8.6
MiWay	\$29.5	\$8.6	\$21.0
*Roads	\$75.4	\$8.2	\$67.2
Parks & Forestry	\$29.4	\$1.3	\$28.1
Business Services	\$2.6	\$0.3	\$2.3
Mississauga Library	\$1.3	\$0.0	\$1.3
Recreation	\$12.7	\$0.0	\$12.7
Information Technology	\$11.8	\$1.5	\$10.3
Facilities & Property Management	\$23.8	\$2.0	\$21.8
Land Development Services	\$1.6	\$0.0	\$1.6
Culture	\$3.4	\$0.0	\$3.4
Environment	\$0.3	\$0.0	\$0.3
Regulatory Services	\$0.2	\$0.0	\$0.2
Legislative Services	\$0.5	\$0.0	\$0.5
Total	\$201.2	\$21.9	\$179.3

Note: Numbers may not balance due to rounding.

* Includes Stormwater tax funded legacy projects

Appendix 2B: 2017 to 2026 Capital Budget Forecast by Service (\$millions)

Service Expenditures	2017 Proposed Budget (\$M)	2018 Forecast (\$M)	2019 Forecast (\$M)	2020 Forecast (\$M)	2021-2026 Forecast (\$M)	Total 2017-2026 (\$M)
Fire & Emergency Services	\$8.6	\$11.1	\$8.9	\$7.2	\$23.3	\$59.2
MiWay	\$29.5	\$69.6	\$10.5	\$33.5	\$252.2	\$395.3
*Roads	\$75.4	\$78.1	\$72.0	\$74.2	\$358.1	\$657.8
Parks & Forestry	\$29.4	\$84.7	\$37.3	\$31.5	\$205.1	\$388.0
Business Services	\$2.6	\$0.4	\$0.1	\$0.0	\$0.6	\$3.7
Mississauga Library	\$1.3	\$6.4	\$11.1	\$6.7	\$1.5	\$27.0
Recreation	\$12.7	\$16.9	\$19.0	\$15.2	\$42.0	\$105.9
Information Technology	\$11.8	\$6.6	\$7.3	\$7.6	\$43.7	\$77.0
Facilities & Property Management	\$23.8	\$22.2	\$18.7	\$15.6	\$93.3	\$173.5
Land Development Services	\$1.6	\$2.1	\$1.6	\$1.6	\$8.2	\$15.0
Culture	\$3.4	\$0.6	\$0.3	\$0.2	\$11.2	\$15.7
Environment	\$0.3	\$0.2	\$0.0	\$0.0	\$0.9	\$1.4
Regulatory Services	\$0.2	\$0.0	\$0.0	\$0.0	\$0.1	\$0.4
Legislative Services	\$0.5	\$0.9	\$0.1	\$0.1	\$0.1	\$1.6
Future Anticipated Projects	\$0.0	\$0.0	\$0.0	\$0.0	\$279.9	\$279.9
Total	\$201.2	\$299.8	\$186.9	\$193.1	\$1,320.2	\$2,201.3

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

* Includes Stormwater tax funded legacy projects

Appendix 2C: 2017 to 2026 City Wide Capital Budget Summary – 2017 Recommended Funding (\$millions)

	2017 Proposed Budget (\$M)	2018 Forecast (\$M)	2019 Forecast (\$M)	2020 Forecast (\$M)	2021-2026 Forecast (\$M)	Total 2017-2026 (\$M)
Gross Cost	\$201.2	\$299.8	\$186.9	\$193.1	\$1,320.2	\$2,201.3
Recovery/Subsidy	\$21.9	\$36.4	\$0.1	\$0.0	\$13.9	\$72.3
Net Cost	\$179.3	\$263.4	\$186.8	\$193.1	\$1,306.3	\$2,129.0

Net Cost Funding Source

Tax	\$53.5	\$66.6	\$43.3	\$57.0	\$431.5	\$651.9
Debt	\$39.2	\$46.4	\$47.2	\$41.2	\$294.3	\$468.3
Federal Funding	\$38.1	\$47.9	\$33.5	\$44.8	\$309.4	\$473.7
Development Charges	\$36.6	\$32.7	\$31.4	\$24.1	\$139.3	\$264.2
CIL Parkland	\$1.8	\$53.0	\$20.2	\$20.0	\$113.8	\$208.8
Other - Reserves/ Contributions	\$32.0	\$53.1	\$11.3	\$6.1	\$31.8	\$134.3
Total	\$201.2	\$299.8	\$186.9	\$193.1	\$1,320.2	\$2,201.3

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 (\$)
Business Services	CPBS00004	DC Background Study 2017	2017 to 2019	\$400,000
Environment	CMEV05311	Climate Change Study	2017 to 2018	\$450,000
Facilities & Property Management	CPFP005754	Roof Replacement- City Hall	2017 to 2018	\$6,560,000
Facilities & Property Management	CPFP005759	Mech Replacement- Dehumidification	2017 to 2018	\$318,000
Facilities & Property Management	CPFP005761	Mech Replacement- Rec Facilities (Various)	2017 to 2018	\$986,000
Facilities & Property Management	CPFP005777	Security New-Integrated Security System (BR2550)	2017 to 2018	\$416,000
Facilities & Property Management	CPFP005790	Pneumatic Devices & Building Controls	2017 to 2018	\$98,000
Facilities & Property Management	CPFP005807	Mech Replacement - Transit & Works (Various)	2017 to 2018	\$663,000
Facilities & Property Management	CPFP005821	Elevator/Lift Rplc & Accessibility Prog-Clarke Hall	2017 to 2018	\$211,000
Facilities & Property Management	CPFP005830	Energy Management-Arena & Pool LED Retrofit	2017 to 2018	\$650,000
Facilities & Property Management	CPFP005852	Pathway Lighting - West	2017 to 2018	\$884,000
Facilities & Property Management	CPFP005865	Exterior Door Replacement - Various	2017 to 2018	\$38,000
Facilities & Property Management	CPFP005871	Interior Finishes - Various	2017 to 2018	\$178,000

Appendix 2D: Listing of Projects for Multi-Year Funding (Cont'd)

Service Area	Project Number	Project Name	Periods	Total Amount (\$)
Facilities & Property Management	CPFP005963	City Centre Transit Terminal -Lifecycle Mechanical & Electrical upgrades	2017 to 2018	\$2,480,500
Facilities & Property Management	CPFP005964	Central Parkway - Lifecycle Mechanical & Electrical upgrades	2017 to 2018	\$3,357,500
Facilities & Property Management	CPFP005973	Civic Precinct	2017 to 2019	\$4,600,000
Facilities & Property Management	CPFP005975	Malton Washroom	2017 to 2019	\$1,500,000
Fire & Emergency Services	CMFS00042	Construction Station Renovation 102	2017 to 2018	\$1,100,000
Fire & Emergency Services	CMFS04969	Record Management and Field Automation Technology	2017 to 2018	\$486,000
Fire & Emergency Services	CMFS00083	Replacement of fire vehicles	2017 to 2021	\$22,410,000
Land Development Services	PB5320	Land Development Applications ePlans	2017 to 2018	\$990,000
Land Development Services	PB5650	Housing Strategy Operating Plan	2017 to 2018	\$300,000
Land Development Services	PB5664	3D City Model	2017 to 2020	\$550,000
Legislative Services	CPLS005332	Vote Anywhere - 2018 Election	2017 to 2018	\$817,729
Mississauga Library	CMLS00046	Makerspace Mississauga	2017 to 2019	\$580,000
MiWay	TWTR00086	Transit Maintenance Management System Replacement	2017 to 2018	\$2,000,000
MiWay	TWTR00088	Transit Kipling Subway Inter-Regional Terminal	2017 to 2018	\$5,500,000

Appendix 2D: Listing of Projects for Multi-Year Funding (Cont'd)

Service Area	Project Number	Project Name	Periods	Total Amount (\$)
MiWay	TWTR00117	Transit Change-Off Vehicle Acquisitions - Growth	2017 to 2018	\$20,000
MiWay	TWTR00122	Transit Bus Acquisitions - Replacement	2017 to 2018	\$19,200,000
MiWay	TWTR00123	Transit Capital Bus Maintenance - Major Component Rehabilitation/Replacement	2017 to 2018	\$4,200,000
MiWay	TWTR00124	Transit Bus Acquisitions - Growth	2017 to 2018	\$1,752,000
MiWay	TWTR00125	Transit Mini Terminals/Bays/Bus Loops - Replacement	2017 to 2018	\$100,000
MiWay	TWTR00126	Transit MiWay Signs	2017 to 2018	\$50,000
MiWay	TWTR00127	Transit Bus Stops/Pads (Accessibility Plan) - Growth	2017 to 2018	\$136,000
MiWay	TWTR00128	Transit Bus Stops/Pads (Accessibility Plan) - Replacement	2017 to 2018	\$140,000
MiWay	TWTR00129	Transit Capital Equipment Acquisition - Maintenance Section	2017 to 2018	\$145,000
MiWay	TWTR00131	Transit Facility Repairs (Minor)	2017 to 2018	\$60,000
MiWay	TWTR00132	Transit Change-Off Vehicle Acquisitions - Replacement	2017 to 2018	\$60,000
MiWay	TWTR00135	Transit Bus Acquisitions - Replacement	2017 to 2019	\$37,099,507
MiWay	TWTR00202	Transit Bus Acquisitions - Growth	2017 to 2018	\$1,752,000
MiWay	TWTR00269	Transit Other Vehicles (Vans/Cars/Trucks) Acquisitions - Replacement	2017 to 2018	\$25,000

Appendix 2D: Listing of Projects for Multi-Year Funding (Cont'd)

Service Area	Project Number	Project Name	Periods	Total Amount (\$)
MiWay	TWTR00272	Transit Route Supervisor Vehicle Acquisitions - Replacement	2017 to 2018	\$35,000
MiWay	TWTR00291	Transit Bus Landing Pads	2017 to 2018	\$500,000
MiWay	TWTR00293	Transit Terminal Pavement Treatment	2017 to 2018	\$100,000
Parks & Forestry	CMPF00443	Bridges & Underpasses_BasicDev&Trail_E. of Mclaughlin-N. of Derry - Not Yet Named P_492	2017 to 2018	\$379,000
Parks & Forestry	CMPF00496	CommunityParksPark devCreditRiverParksStrategy-NYN P_505 (Harris Property)Phase1D&C	2017 to 2019	\$5,680,001
Parks & Forestry	CMPF00500	Community Parks - Basic Dev.-F_034(Hwy10, Pinnacle/Eglinton)- Not Yet Named F_034	2017 to 2019	\$3,028,422
Parks & Forestry	CMPF00568	Lit Sports Field Maintenance - Artificial Turf Replacement (2) - Not Yet Named (P_360) (Sports Compl	2017 to 2018	\$1,916,751
Parks & Forestry	CMPF00914	Planning and Development Studies - Future Directions review (Full) - Future Directions (BD_003)	2017 to 2019	\$440,000
Parks & Forestry	CMPF04331	Implement Wi-Fi in Parks	2017 to 2018	\$430,000
Parks & Forestry	CMPF04399	Cooksville Four Corners urban square (P_518) accessibility improvements and art installation link	2017 to 2018	\$175,750
Parks & Forestry	CMPF005960	Etobicoke Creek Trail Reconstruction	2017 to 2018	\$2,417,788
Parks & Forestry	CMPF005961	Waterfront Trail Improvements and trail reconstruction	2017 to 2018	\$525,000
Roads	TWOE00154	Sidewalks	2017 to 2018	\$450,000
Roads	TWMR00119	Square One Drive - Confederation Parkway to Rathburn Road West	2017 to 2019	\$1,600,000

Appendix 2D: Listing of Projects for Multi-Year Funding (Cont'd)

Service Area	Project Number	Project Name	Periods	Total Amount (\$)
Roads	TWOE00326	Loreland Works Yard	2017 to 2019	\$16,200,000
Roads	TWOE00434	Feasibility Study-Port Credit Library Parking Lot	2017 to 2018	\$200,000
Roads	TWOE00462	Sidewalks - Accessible Pedestrian Crossings (AODA)	2017 to 2018	\$4,145,480
Roads	TWEC005957	Pedestrian & Cyclist Access to Transitway & GoTransit	2017 to 2018	\$7,672,000
Roads	TWEC005958	Airport Corporate Centre Pedestrian Sidewalk to Transitway	2017 to 2018	\$620,000
Roads	TWTI005970	Sidewalks	2017 to 2020	\$4,000,000
Culture	CMCL00070	Small Arms Building Renovation	2016 to 2018	\$2,406,800
Total				\$176,185,228

Existing Multi-Year project with funding changes

Service Area	Project Number	Project Name	Periods	Additional Amount (\$)
Mississauga Library	CMLS00054	Self Serve Technology-Automated Materials Sortation	2016 to 2019	\$162,200
Mississauga Library	CMLS00059	Central Library Redevelopment	2016 to 2020	\$200,000
Parks & Forestry	CMPF00199	Washrooms Construction - Erindale Park (P_060)	2013 to 2018	\$1,439,021
Parks & Forestry	CMPF03040	Northwest Sports Park Phase 1 Infrastructure & Park Amenities	2015 to 2018	\$340,000
Roads	TWOE00334	Parking Master Plan and Implementation Strategy	2015 to 2018	\$200,000
Total				\$2,341,221

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

Appendix 3A: 2017 Summary of FTE Adjustments by Service Area

Service	Operating / Capital	Reason	Initiative	Position	Full Time Permanent FTE	Part Time Temporary Contact Transfers FTE	TOTAL
MiWay	Operating	New Initiative	MiWay Service Growth	Transit Operators, Mechanics, General Service Personnel	33.0		33.0
MiWay	Operating	New Initiative	Mississauga Transitway - Maintenance and Operations	Transit Operators, 3 Coordinators	18.0		18.0
MiWay	Operating	Maintain Current Service Level	Hanlan Water Project	Transit Operators, Supervisors	(10.0)	(3.0)	(13.0)
MiWay	Operating	Efficiency and Cost Savings	2017 1%	Transit Operators	(3.0)		(3.0)
MiWay - Total FTE's					38.0	(3.0)	35.0
Roads	Operating	New Initiative	Continued Advanced Transportation Management System (ATMS) Implementation	Traffic Control Officers	2.0		2.0
Roads	Operating	New Initiative	Parking Technician	Parking Technician	1.0		1.0
Roads	Operating	Position Transfer	Operations Information Coordinator	Operations Information Coordinator		1.0	1.0
Roads - Total FTE's					3.0	1.0	4.0
Parks & Forestry	Operating	Efficiency and Cost Savings	HAT-P Update Labour Savings	Part-time staffing		(1.1)	(1.1)
Parks & Forestry	Operating	Efficiency and Cost Savings	Lean Small Improvement Savings	Part-time staffing		(0.5)	(0.5)
Parks & Forestry	Capital	New Initiative	Contractor Mobile Work Order System	2 half year capital contract positions		2.0	2.0
Parks & Forestry - Total FTE's					0.0	0.4	0.4
Business Services	Operating	New Initiative	Defaulted POA Fines Collection Administration Fee	Law Clerk	1.0		1.0
Business Services	Operating	New Initiative	Employee/Labour Relations Consultant	Employee Labour Relations Specialist	1.0		1.0
Business Services	Operating	Efficiency and Cost Savings	2017 1%	2017 1%	(1.0)		(1.0)
Business Services	Operating	Efficiency and Cost Savings	Customer Service Advisor	Communications		(1.0)	(1.0)
Business Services	Operating	Efficiency and Cost Savings	Capital Project	Revenue and Material Management		(1.0)	(1.0)
Business Services - Total FTE's					1.0	(2.0)	(1.0)

Appendix 3A: 2017 Summary of FTE Adjustments by Service Area (Cont'd)

Service	Operating / Capital	Reason	Initiative	Position	Full Time Permanent FTE	Part Time Temporary Contact Transfers FTE	TOTAL
Recreation	Operating	Cost Increase	Meadowvale Community Centre re-opening Impact	Various Part Time Positions		8.5	8.5
Recreation	Operating	Efficiency and Cost Savings	Open Fitness and Pool Facilities on August Civic Holiday	Various Part Time Positions		0.9	0.9
Recreation	Operating	Cost Increase	Reverse 2016 Ontario Summer Games Budget	Communication Intern (4 months contract position)		(1.0)	(1.0)
Recreation	Operating	Efficiency and Cost Savings	Efficiency and Cost Savings initiatives	Various Part Time Positions		(2.3)	(2.3)
Recreation	Operating	Cost Increase	Closure of Iceland ProShop	Various Part Time Positions		(0.9)	(0.9)
Recreation	Operating	Cost Increase	Web Assistant Part Time Conversion	Web Assistant	1.0	(1.5)	(0.5)
Recreation - Total FTE's					1.0	3.7	4.7
Information Technology	Capital	Efficiency and Cost Savings	Capital Projects	IT Business Analyst		(1.0)	(1.0)
Information Technology	Capital	Efficiency and Cost Savings	Capital Projects	IT Project Lead		(1.0)	(1.0)
Information Technology - Total FTE's					0.0	(2.0)	(2.0)
City Manager's Office	Operating	New Initiative	Insurance Defence Litigation Team	Insurance Defence Litigation Lawyer, Municipal Lawyer - Transportation and Works, Litigation/Subrogation Law Clerk	3.0		3.0
City Manager's Office	Operating	Cost Increase	Legal Services required BRT and LRT matters	Municipal Lawyer - Transportation and Works	1.0	(1.0)	0.0
City Manager's Office	Operating	Position Transfer	Position Transfer	Position Transfer		(1.0)	(1.0)
City Manager's Office - Total FTE's					4.0	(2.0)	2.0
Land Development Services	Operating	New Initiative	Infrastructure Support - Max and ePlans	Infrastructure Specialist		1.0	1.0
Land Development Services	Operating	Position Transfer	Position Transfer	Position Transfer		1.0	1.0

Appendix 3A: 2017 Summary of FTE Adjustments by Service Area (Cont'd)

Service	Operating / Capital	Reason	Initiative	Position	Full Time Permanent FTE	Part Time Temporary Contact Transfers FTE	TOTAL
Land Development Services	Capital	New Initiative	Add Land Development Applications to ePlans	Project Manager, Project Lead, Business Analyst		3.0	3.0
Land Development Services	Capital	Efficiency and Cost Savings	Vision Cooksville	Strategic Leader		(1.0)	(1.0)
Land Development Services - Total FTE's					0.0	4.0	4.0
Culture	Operating	Cost Increase	Performing Arts Programs and Camps	Various Positions		2.2	2.2
Culture - Total FTE's					0.0	2.2	2.2
Regulatory Services	Operating	New Initiative	Animal Services Re-organization	Part-time Animal Services Enforcement Officers		3.5	3.5
Regulatory Services	Operating	New Initiative	Transportation Network Company Licensing	Administrative Assistant, Enforcement Officer, Trainer	3.0		3.0
Regulatory Services	Operating	Position Transfer	Operations Information Coordinator	Operations Information Coordinator		(1.0)	(1.0)
Regulatory Services	Capital	New Initiative	Mobile Licensing Vehicle Pound	Project Manager		1.0	1.0
Regulatory Services - Total FTE's					3.0	3.5	6.5
Legislative Services	Operating	New Initiative	Full Time Elections IT Project Lead	IT Project Lead	1.0		1.0
Legislative Services	Capital	Cost Increase	Elections	IT Application Developer, Business Analyst		2.0	2.0
Legislative Services	Capital	New Initiative	Vote Anywhere - 2018 Election	Application Developer		1.0	1.0
Legislative Services - Total FTE's					1.0	3.0	4.0
Infrastructure Funding Programs	Capital	Infrastructure Funding Programs	Project Management Staffing Requirements	Project Leaders and various positions		12.0	12.0
Public Transit Infrastructure Fund (PTIF) - Total FTE's					0.0	12.0	12.0
Total Full Time Equivalent Changes					51.0	20.8	71.8

Appendix 3B: City Budget Summary of Full Time Equivalents

Fire & Emergency Services

Program	2016	2017	2018	2019	2020
Divisional Support Services	3.0	3.0	3.0	3.0	3.0
Building Maintenance	44.5	43.5	45.5	47.5	47.5
Vehicle Maintenance	10.0	11.0	13.0	13.0	13.0
Prevention	46.0	47.0	47.0	47.0	47.0
Suppression	615.0	614.0	634.0	634.0	634.0
Total Service Distribution	718.5	718.5	742.5	744.5	744.5

MiWay

Program	2016	2017	2018	2019	2020
Business Development	80.6	83.6	80.6	80.6	80.6
Business System	20.0	20.0	20.0	20.0	20.0
Transit Maintenance	185.2	189.2	190.2	190.2	190.2
Office of Director	2.0	2.0	2.0	2.0	2.0
Operations	1,080.8	1,107.8	1,138.8	1,170.8	1,203.8
Transportation Project Office Transit	4.0	4.0	3.0	3.0	3.0
Light Rapid Transit (LRT)		1.0	1.0	1.0	1.0
Total Service Distribution	1,372.6	1,407.6	1,435.6	1,467.6	1,500.6

Roads

Program	2016	2017	2018	2019	2020
Cleaning and Litter Pick-up	7.6	7.6	7.6	7.6	7.6
Corporate Fleet Maintenance	27.7	27.7	27.7	27.7	27.7
Crossing Guards	77.1	77.1	77.1	77.1	77.1
Engineering and Construction	57.0	57.0	57.0	57.0	57.0
Maintenance Control	126.6	127.6	127.6	138.6	138.6
Streetlighting	2.0	2.0	2.0	2.0	2.0
Survey & Inspection	57.5	57.5	57.5	57.5	57.5
Municipal Parking	5.0	6.0	6.0	6.0	6.0
Traffic Management	62.3	64.3	64.3	64.3	64.3
Transportation & Infrastructure Planning	44.3	44.3	44.3	45.3	45.3
Winter Maintenance	2.0	2.0	2.0	2.0	2.0
Total Service Distribution	469.1	473.1	473.1	485.1	485.1

Appendix 3B: City Budget Summary of Full Time Equivalents (Cont'd)

Parks & Forestry

Program	2016	2017	2018	2019	2020
CMS Departmental Support Services	4.0	4.0	4.0	4.0	4.0
Divisional Support Services	2.0	2.0	2.0	2.0	2.0
Forestry	52.6	54.6	52.6	52.6	52.6
Park Planning & Development	33.8	33.8	33.8	33.8	33.8
Parks Operations	274.1	272.5	272.7	274.4	275.5
Total Service Distribution	366.6	367.0	365.2	366.9	367.9

Business Services

Program	2016	2017	2018	2019	2020
Communications	64.2	63.2	62.2	60.2	60.2
Corporate Performance & Innovation	13.4	13.4	13.4	13.4	13.4
Finance	70.3	70.3	70.3	70.3	70.3
Human Resources	71.0	72.0	71.0	69.5	69.5
Revenue & Material Management	67.8	66.8	66.8	66.8	66.8
Total Service Distribution	286.7	285.7	283.7	280.2	280.2

Mississauga Library

Program	2016	2017	2018	2019	2020
Central Library Services	71.2	71.2	71.2	71.2	71.2
Public Services	40.0	40.0	40.0	40.0	40.0
Divisional Support Services	205.4	205.4	205.4	205.4	205.4
Total Service Distribution	316.6	316.6	316.6	316.6	316.6

Recreation

Program	2016	2017	2018	2019	2020
Aquatics, Therapeutic and Fitness Programming	227.3	231.6	231.6	231.6	231.6
Hershey Centre	19.3	19.0	19.0	19.0	19.0
Recreation Divisional Support	97.9	97.5	97.5	110.1	110.1
Recreation Facilities & Programs	438.6	439.7	439.7	439.7	439.7
Total Service Distribution	783.0	787.7	787.7	800.3	800.3

Appendix 3B: City Budget Summary of Full Time Equivalents (Cont'd)

Information Technology

Program	2016	2017	2018	2019	2020
IT Administration, Strategy & Innovation	19.0	16.0	16.0	16.0	16.0
IT City Services	42.0	43.0	43.0	43.0	43.0
IT Digital Services & Mobility	17.0	17.0	17.0	17.0	17.0
IT Enterprise Business Solutions	32.5	34.5	34.5	34.5	34.5
IT Infrastructure Planning & Operations	35.0	35.0	36.0	36.0	36.0
IT Services Management	24.3	22.3	22.3	22.3	22.3
Total Service Distribution	169.8	167.8	168.8	168.8	168.8

Facilities & Property Management

Program	2016	2017	2018	2019	2020
Building Services & Operations	40.6	40.6	40.6	40.6	40.6
Capital Plan & Asset Management	8.0	8.0	8.0	8.0	8.0
Energy Management	7.0	7.0	7.0	7.0	7.0
Facilities Development & Accessibility	24.0	24.0	24.0	24.0	24.0
Facilities Maintenance	30.0	30.0	30.0	30.0	30.0
FPM Divisional Support Services	6.3	6.3	6.3	6.3	6.3
Realty Services	11.0	11.0	11.0	11.0	11.0
Security Services	57.7	57.7	56.7	56.7	56.7
Total Service Distribution	184.6	184.6	183.6	183.6	183.6

City Manager's Office

Program	2016	2017	2018	2019	2020
City Manager's Office	4.0	3.0	3.0	3.0	3.0
Economic Development	16.5	16.5	17.5	18.5	18.5
Internal Audit	8.0	8.0	8.0	8.0	8.0
Legal Services	48.5	51.5	52.5	51.5	51.5
Total Service Distribution	77.0	79.0	81.0	81.0	81.0

Appendix 3B: City Budget Summary of Full Time Equivalents (Cont'd)

Land Development Services

Program	2016	2017	2018	2019	2020
Building Division	100.0	102.0	103.1	103.0	101.0
Development and Design	54.0	57.0	57.0	54.0	54.0
Policy Planning Division	24.3	25.3	23.3	23.3	23.3
Strategic Community Initiatives	12.0	10.0	10.0	10.0	10.0
Total Service Distribution	190.3	194.3	193.4	190.3	188.3

Culture

Program	2016	2017	2018	2019	2020
Mississauga Celebration Square	10.6	10.6	10.6	10.6	10.6
Heritage	2.5	2.5	2.5	2.5	2.5
Culture Operations	40.5	42.7	43.7	43.7	42.7
Culture Planning	5.0	5.0	5.0	5.0	5.0
Culture Support Services	3.5	3.5	3.5	3.5	3.5
Total Service Distribution	62.1	64.3	65.3	65.3	64.3

Mayor & Members of Council

Program	2016	2017	2018	2019	2020
Mayor's Office	7.0	7.0	7.0	7.0	7.0
Councillor's Office	34.2	34.2	34.2	34.2	34.2
Total Service Distribution	41.2	41.2	41.2	41.2	41.2

Environment

Program	2016	2017	2018	2019	2020
Environment Management	10.3	10.3	10.3	9.3	9.3
Total Service Distribution	10.3	10.3	10.3	9.3	9.3

Appendix 3B: City Budget Summary of Full Time Equivalents (Cont'd)

Regulatory Services

Program	2016	2017	2018	2019	2020
Animal Services	35.3	38.8	39.8	40.8	40.8
Compliance & Licensing	30.8	30.8	30.8	30.8	30.8
Enforcement Administration	3.0	3.0	3.0	3.0	3.0
Mobile Licensing	19.0	23.0	22.0	22.0	22.0
Parking Enforcement	51.9	50.9	50.9	50.9	50.9
Total Service Distribution	140.0	146.5	146.5	147.5	147.5

Legislative Services

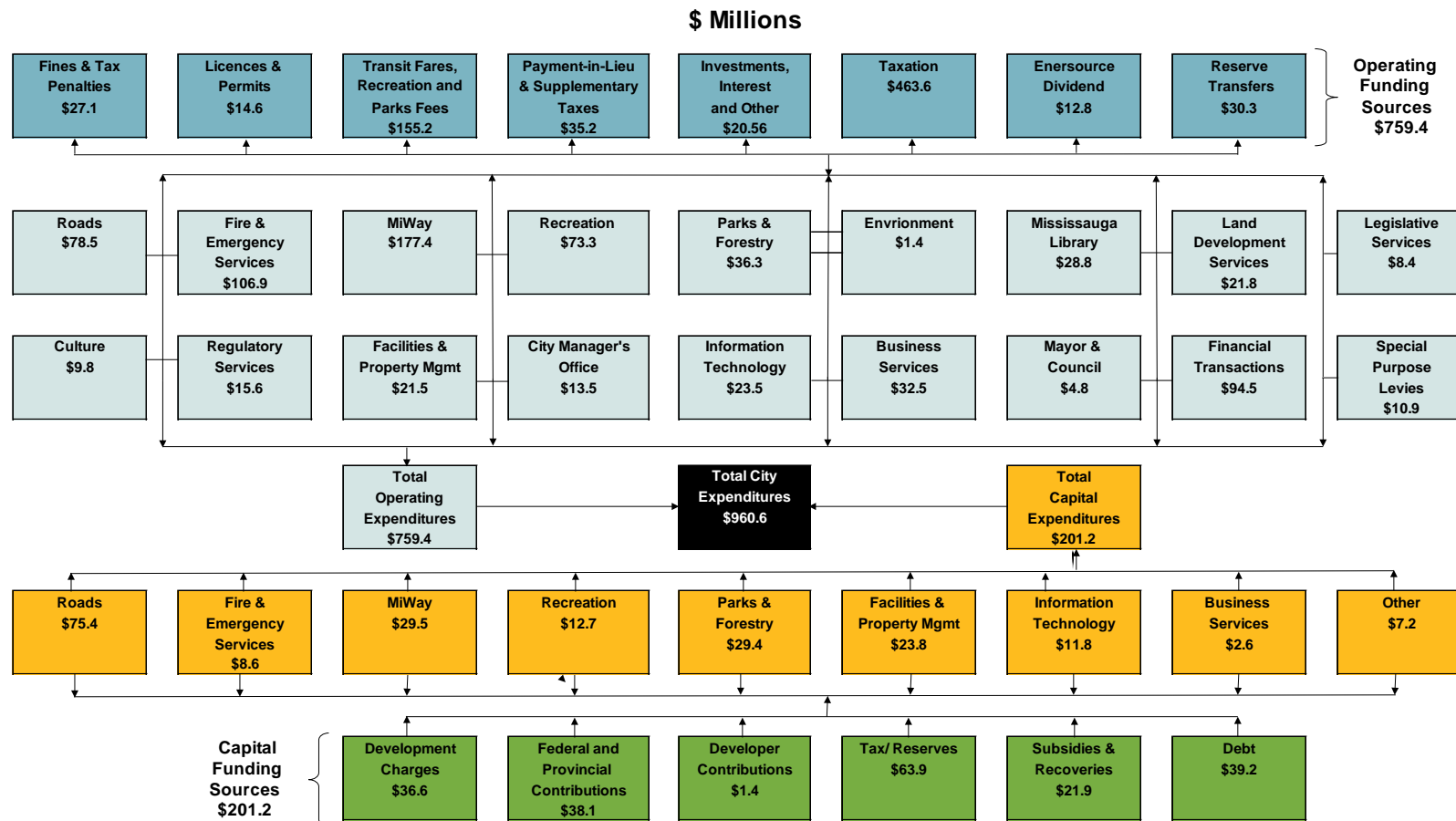
Program	2016	2017	2018	2019	2020
Elections	3.0	7.0	11.0	4.0	4.0
Office of the City Clerk	42.4	42.4	42.4	42.4	42.4
Printing and Mail Services	13.3	13.3	13.3	13.3	13.3
Provincial Offence Act	29.5	29.5	29.5	29.5	29.5
Total Service Distribution	88.2	92.2	96.2	89.2	89.2

Infrastructure Funding Programs

Program	2016	2017	2018	2019	2020
Infrastructure Funding Programs		12.0	12.0		
Total Service Distribution		12.0	12.0		
Total Full Time Equivalents	5,276.4	5,348.2	5,402.5	5,437.3	5,468.3

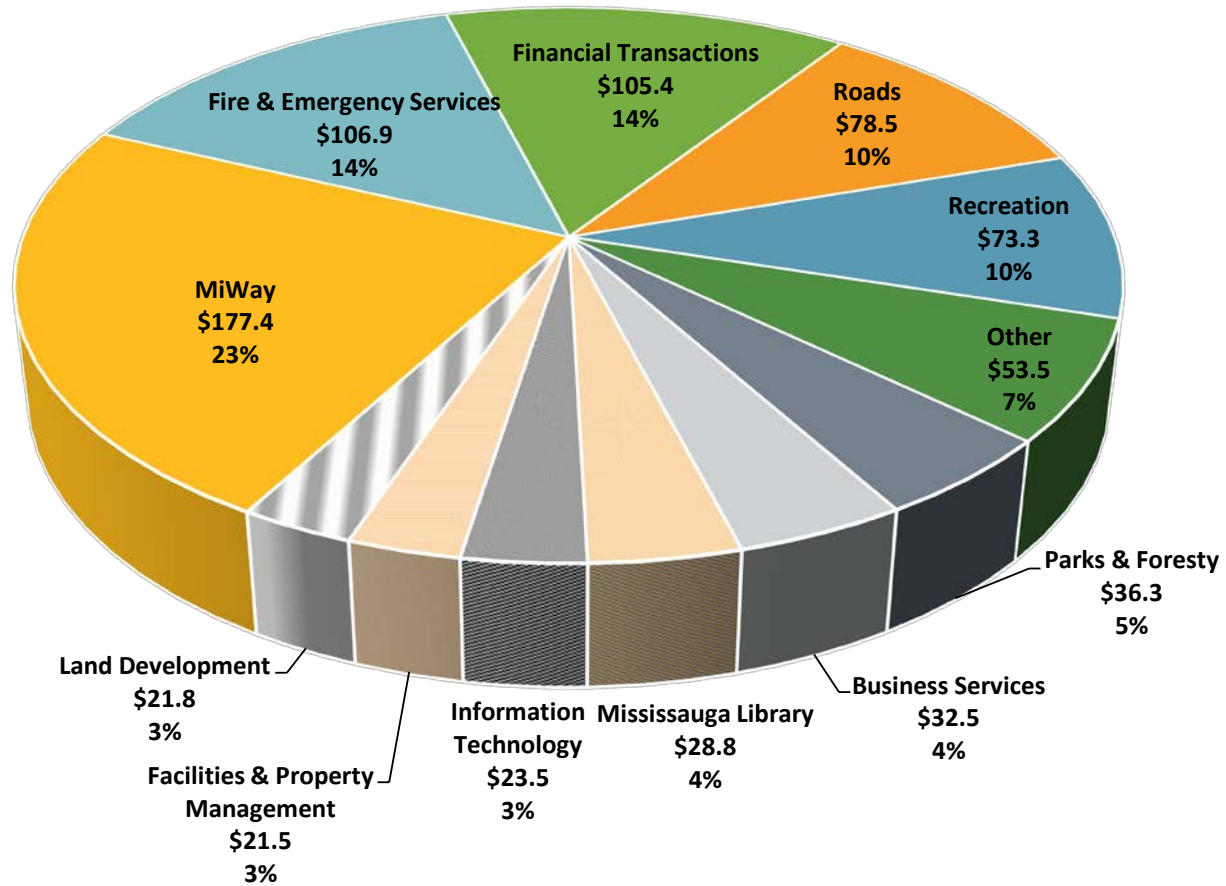
Appendix 4A: 2017 Proposed Budget by Gross Expenditures and Revenues

Mississauga's 2017-2020 Business Plan and 2017 Budget comprises both the operating and capital budgets, totalling \$759.4 million and \$201.2 million, respectively. Below excludes the impact of assessment growth, estimated at 0.4 per cent.

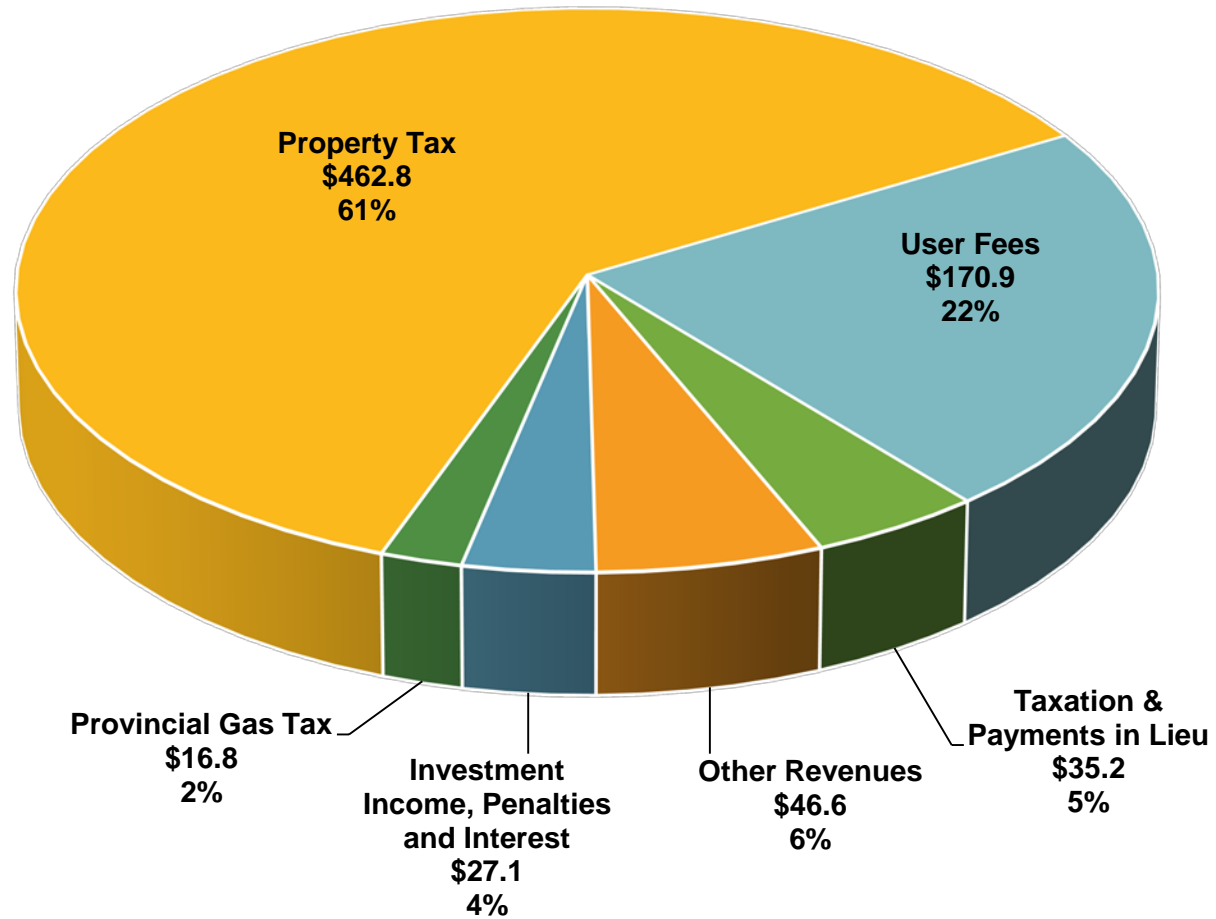


The following charts provide a breakdown of the City's 2017 Operating Budget.

2017 Gross Operating Expenditure \$759.4 Million by service area



2017 Revenue Categories \$759.4 Million



Excludes impact of assessment growth estimated at 0.4 per cent.



Fire & Emergency Services

2017-2020 Business Plan
& 2017 Budget

Foreword

Mississauga City Council approved **Our Future Mississauga**, the Strategic Plan to achieve our vision over the next 40 years. The strategic vision identified five pillars for change, Move, Belong, Connect, Prosper and Green. The City consulted extensively with residents, staff and stakeholders in developing the Strategic Plan.

The City continues to engage with stakeholders about its programs and services through the City's website, social media, satisfaction surveys and more. This helps ensure citizens have input on the decisions that affect them.

The 2017-2020 Business Plan and 2017 Budget detail how and where the City plans to allocate resources to the programs and services that people rely on every day, while providing good value for taxpayers and supporting the Strategic Plan.

Office of Emergency Management and Fire and Emergency Services Business Plans

The Office of Emergency Management and Fire and Emergency Services are represented as Part I and Part II of this document. The Fire Chief is responsible for both service areas. As the Fire Chief, he is responsible for the delivery of fire prevention and life safety and emergency response as well as all of the units within the division that support those services. As the Director of Emergency Management, he is responsible for preparing the community and the Corporation to be better able to respond to and recover from emergencies and large scale disasters. This includes risk based planning, corporate and community preparedness and business continuity.

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Executive Summary of Office of Emergency Management

Mission: The City of Mississauga takes a coordinated approach to reducing the likelihood, effect and consequences of a major emergency.

Services we provide:

- Maintenance and updates of emergency plan
- Development and implementation of risk-based plans and external plan integration
- Development and delivery of municipal training and exercise programs to internal and external stakeholders based on the City's identified risks
- Critical Infrastructure (CI) identification and protection strategy
- Operation of the Emergency Operations Centre (EOC) - event/emergency communications
- Development and delivery of public education programs
- Development and implementation of business continuity program
- Disaster recovery planning
- Annual legislative compliance

Interesting facts about this service:

- The scope of the Office of Emergency Management (OEM) includes risks such as natural, technological, and human caused threats
- Of all potential hazards referenced in the City's Hazard Identification and Risk Assessment (HIRA), 10 hazards

have been prioritized for further analysis as the probability of occurrence is higher

- More than 200 City staff have been trained on the Incident Management System

Highlights of the Business Plan include:

- Implement a process, through risk based plans, for the prevention, mitigation, response and recovery of the top 10 hazards identified in the City's Hazard Identification and Risk Assessment (HIRA)
- Develop and deliver public education programming that provides preparedness and recovery strategies for the public and other stakeholders
- Establish an Emergency Operations Centre (EOC)
- Utilize and leverage available technology to improve connectivity and interoperability
- Create and formalize a business continuity program that will minimize the impact of emergencies on the corporation
- Maintain compliance with legislation, adhere to guidelines and implement best practice
- Evaluate and implement an internal and public mass notification system

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Office of Emergency Management

Vision

To Build a Safe and Resilient Community.

Mission

The City of Mississauga takes a coordinated approach to reducing the likelihood, effect and consequences of a major emergency.

Goals of Service

- Develop risk based plans
- Establish an emergency management governance structure
- Develop a resource management plan
- Leverage technology
- Develop public education programs that support risk based plans
- Develop a business continuity program

Service Delivery Model



Achieving our Goals

- Establishment of an Incident Management Structure (IMS) for the City
- Successful preparation for the 2015 Pan Am and Para Pan Am games
- Successful preparation for the 2016 Ontario Summer games
- Improved process for Hazard Identification and Risk Assessment (HIRA) including an update of the existing HIRA
- Improved process for Critical Infrastructure and Protection Strategy
- Trained over 200 employees in various levels of Incident Management
- Successful implementation of IMS (incident management system) at the Hickory Drive explosion



Hickory Drive Press Conference



Director getting the message out at the City Managers Conference



Staff Training

Existing Service Levels, Trends and Efficiencies

Existing Service Levels

The primary role of the Office of Emergency Management (OEM) is to provide support and prepare the community and the corporation to be better able to respond to and recover from emergencies and large scale disasters.

A comprehensive emergency management program is comprised of four interdependent risk-based functions: prevention/mitigation, preparedness, response and recovery.

Prevention & Mitigation

- Proactively eliminate or reduce the impacts and risks/hazards before an emergency or disaster occurs

Preparedness

- Readiness for response to a disaster and to manage its impacts through training and the development of business continuity, disaster recovery, and crisis management plans

Response

- Actions taken for the provision of emergency service and public assistance during, and immediately after an incident in order to protect people, property, the environment, and the economy/services

Recovery

- Reinstatement of a community to an acceptable level through post-disaster actions, such as return of evacuees and reconstruction

Currently, the OEM for the City of Mississauga is responsible for the development and maintenance of a city wide emergency plan and the development of specific risk based plans that assist with planning and response protocol for various types of emergencies. These emergencies can range from weather

related disasters to human health to man-made disasters such as cyber-attacks. These have all been identified in the HIRA.

One of the other critical components of the OEM is corporate preparedness. This is the ability to develop and deliver a number of municipal training and exercise programs to internal and external stakeholders based on the City's identified risks. The OEM trains City of Mississauga staff in various levels of incident management in order to ensure all divisions within the City are prepared to respond to the needs of the community in any disaster situation.

The City has successfully developed and maintained all of the required fundamental documents to meet legislative requirements and is now in the process of developing risk-based plans. In order to achieve this goal, two risk-based plans will be developed annually. The timing and development of these plans will be based on the risks that have been identified in the HIRA to have the greatest impact to the community.



Ice Storm Source: Google Images

The community must be aware of potential hazards and be able to take appropriate measures to respond to early warnings. In order to further improve community preparedness, the OEM will work to develop and implement risk specific public education programs to coincide with each of the risk based plans.

Business continuity and disaster recovery are important functions of the OEM. Business continuity is a municipality's capability to continue delivering services at acceptable levels following a major incident where services may have been disrupted. The OEM is developing a process whereby all critical city services will be identified and business continuity plans will be developed for each service.

Future Industry Trends and Considerations:

Emergency Management practices and protocols must evolve in order to match the needs and circumstances of the community it serves. There are a number of factors and trends that will impact the OEM over the next four years.

1. Extreme Weather Conditions

In July 2013 the city was hit by heavy rainfall which caused significant flooding and damage to many homes. In December of 2013, the city was subjected to an ice storm which caused significant damage to infrastructure and the environment. In each of these events critical and essential services were impacted. The City faces the increasing likelihood of similar emergencies related to extreme weather occurring in the future. Preparation to address extreme temperatures, precipitation, flooding and other localized climate related disasters is a priority.

2. Public Awareness

A critical component to achieving public safety goals is encouraging public hazard awareness. The public must be made aware of potential hazards and be prepared to respond to early warnings and take appropriate measures.

3. Vulnerability of Critical Infrastructure (CI)

Critical infrastructure refers to physical and information technology networks by which critical services and information are delivered to people. That includes such things as buildings, roads, technology and pipelines. The Corporation must prepare appropriately to be able to provide recovery services to the public in the event of a major disaster.

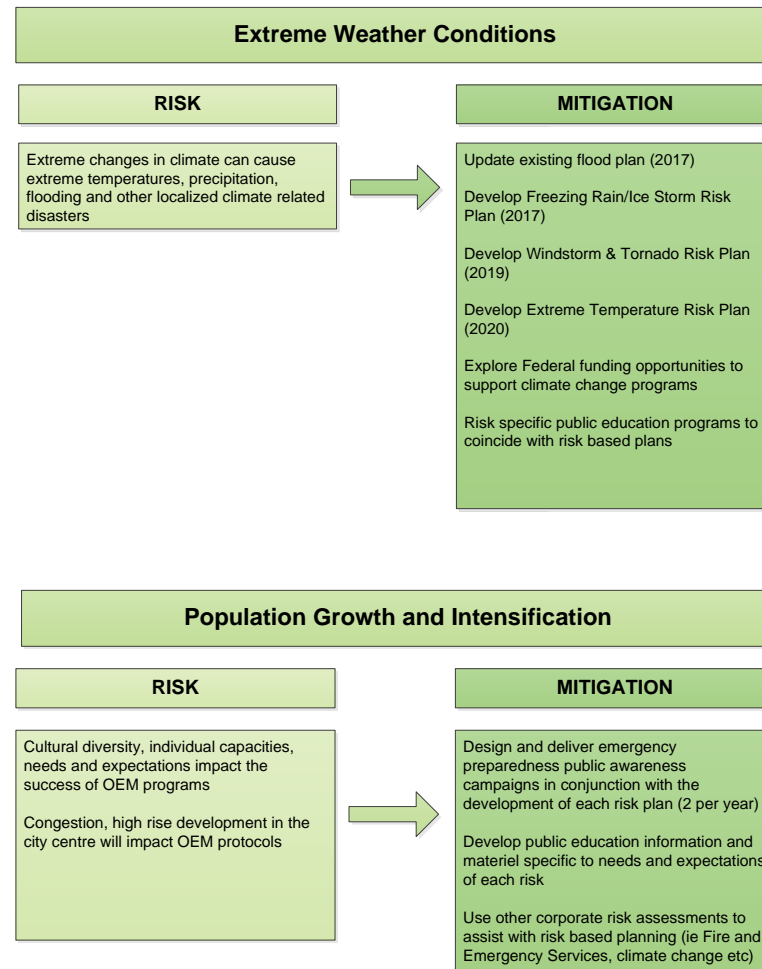
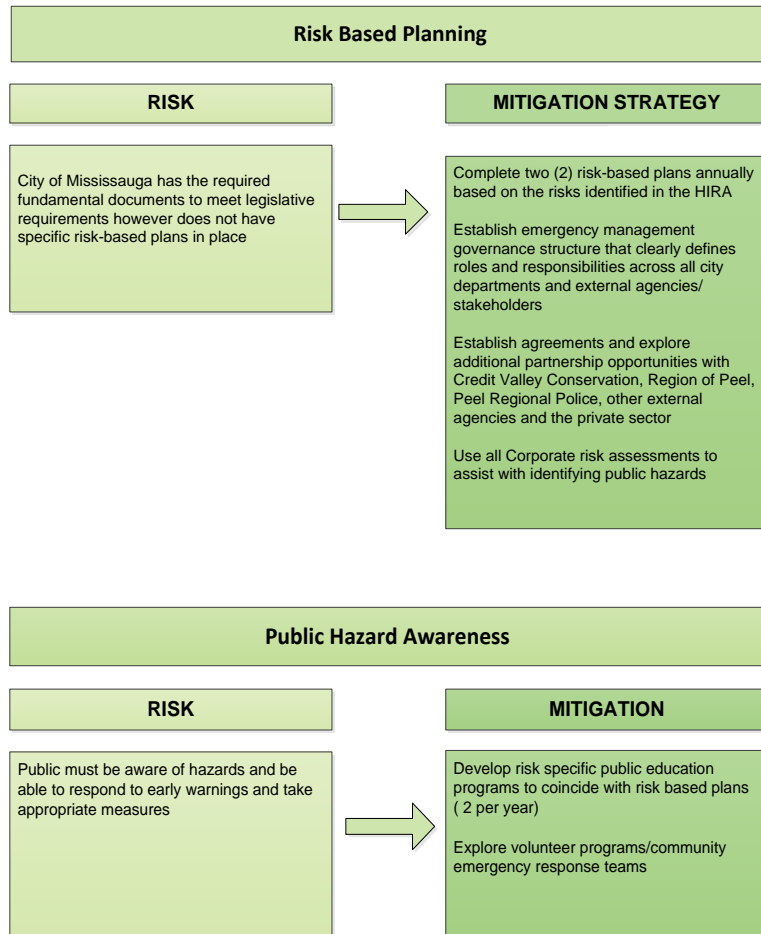
4. Population Growth and Demographics

OEM programming must reflect the demographics, diversity and individual capabilities in order to be successful. The OEM must conduct a regular review of protocols and public information resources in order to ensure they are current, relevant and meet the needs of the community.



Ice StormSource: Google Images

The following illustrates these key issues and associated mitigation strategies:



The 2017-2020 Business Plan Outlook

Planning for the Future

The OEM plans to complete the following over the next four years:

- Complete/update two risk-based plans annually based on identified risks
- Test each risk plan
- Develop a business continuity program
- Improve emergency management governance structure to ensure that it clearly defines roles and responsibilities across all city departments and external agencies/stakeholders
- Establish agreements and explore additional partnership opportunities with Credit Valley Conservation, Region of Peel, Peel Regional Police, other external agencies and the private sector
- Develop and deliver risk specific public education programs to coincide with risk based plans
- Explore volunteer programs/community emergency response teams
- Use Critical Infrastructure (CI) protection strategy to address asset renewal needs, monitor and report on projected asset conditions
- Ensure CI strategy is updated to consider related corporate plans and documents such as the Official Plan, business and master plans, and future capital budget forecasts
- Identify the cause and effect relationship between critical infrastructure sectors and risk

- Ensure effective communication and information sharing between the City and the private sector with respect to CI owned privately in the transportation, health, and public safety sectors
- Ensure effective communication and information sharing between the City and other allied agencies
- Include all stakeholders in the development of specific risk-based plans



IMS Training

Optimizing the Use of Technology

Over this four year planning cycle, the OEM will implement the DisasterLan (DLAN) emergency management technology solution.

DLAN will assist in the tracking, managing, and reporting on all types of incidents and events. It will provide the ability to better communicate with all stakeholders including the public during a large scale emergency.

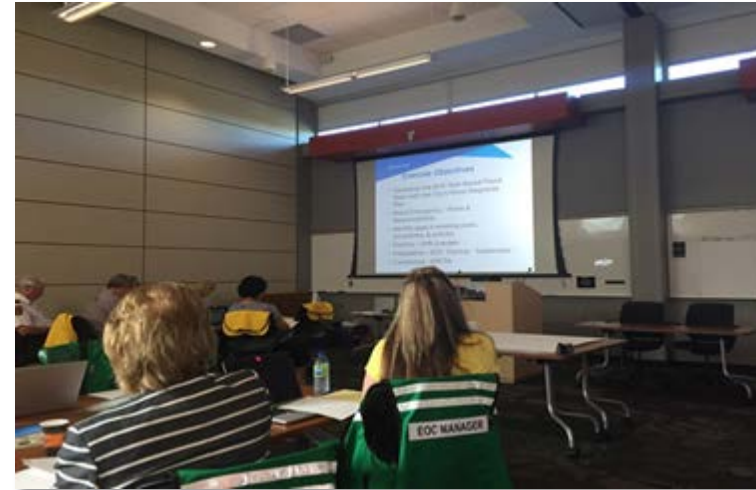
The table below provides the implementation strategy for optimizing the use of technology over the next four years.

Year	Key Initiatives
2017	<ul style="list-style-type: none"> • Configure emergency management software (DLAN) • Evaluate mass notification systems (internal & external) • Deliver software training for OEM Staff • Develop dashboard for EMPC staff
2018	<ul style="list-style-type: none"> • Provide training and access to DLAN dashboard for EMPC staff • Deliver DLAN software training for EOC staff
2019	<ul style="list-style-type: none"> • Deliver DLAN software training for remaining stakeholders • Implement external notification system for EOC Staff
2020	<ul style="list-style-type: none"> • Develop and implement External Notification System (General Public) • Test external notification system

Maintaining Our Infrastructure

Establishment of an Emergency Operating Centre (EOC)

An EOC is a location used by an assigned incident management team to manage planned and unplanned events, emergencies and disasters. The City is currently assessing the existing EOC infrastructure to determine the extent to which it requires modifications or updates. This is expected to determine the merits of both designated and dedicated EOC options. The existing model is designated. This means an EOC is set up as required. A dedicated approach would provide a standalone EOC that would be already set up and available when required.



EOC Training

Update Critical Infrastructure Strategy

Critical infrastructure refers to physical information technology facilities, networks, services and assets that if were destroyed or disrupted would have a significant impact on the public.



Municipalities are increasingly more reliant on technology that is frequently disrupted during disasters. The City of Mississauga currently has a Critical Infrastructure Strategy that protects existing infrastructure. The plan must be updated on a regular basis to meet changing community needs and circumstances.

The table below provides the implementation strategy for maintaining our infrastructure over the next four years.

Initiative	Description/Outcomes	Year
Establishment of EOC	<ul style="list-style-type: none"> EOC requirements analysis Equipment update 	2017
	<ul style="list-style-type: none"> Implement EOC requirements identified in EOC assessment 	2018-2020
Update Critical Infrastructure Strategy	<ul style="list-style-type: none"> Ensure CI strategy is updated to consider related corporate plans and documents such as the Official Plan, business and master plans, and future capital budget forecasts 	2017

Managing Our Human Resources

In 2016, two positions were added to the OEM to bring the total staff complement to four. These additional two positions were added with the goal to develop specific risk based plans for each identified hazard and develop a robust business continuity strategy. The OEM will be utilizing interns from post-secondary programs to assist with analysis.

Succession Planning:

OEM will be working with the City's human resources talent management section to develop a workforce planning initiative which will identify critical roles and functions within the unit. This will assist in identifying key people within the organization to help build the future.



Hickory Drive Explosion



Enbridge Response Training Exercise at the Garry W Morden Centre

Linkages to the City's Strategic Plan

move - developing a transit oriented city

- Develop comprehensive Transportation Risk Plan (2018)
- Develop an evacuation and/or traffic plan associated with each risk-based plan
- Ensure effective communication and information sharing between the City and the private sector with respect to the transportation sector

belong - ensuring youth, older adults and new immigrants thrive

- Develop and deliver a comprehensive public education program that provides preparedness and recovery strategies
- Make information pamphlets and other information available in multiple languages
- Develop and deliver public education information specific to needs and expectations of risk

connect - completing our neighbourhoods

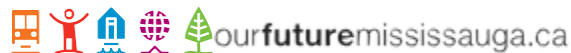
- Update Critical Infrastructure list annually
- Continue to monitor and report on projected asset conditions based on the Critical Infrastructure Strategy
- Develop and update and test risk based plans
- Explore volunteer programs and community emergency response teams
- Explore partnership opportunities with Credit Valley Conservation, Region of Peel, Peel Regional Police, other external agencies and private sector

prosper - cultivating creative and innovative businesses

- Create and formalize a business continuity program that will minimize the impact of emergencies
- Include external stakeholders in the development and implementation of specific risk plans

green - living green

- Continue to develop partnerships to reduce carbon footprint by sharing resources
- Support ongoing green initiatives through public education to help reduce impact of climate induced emergencies
- Explore federal funding opportunities to support climate change programs



Engaging Our Customers

Disaster Response

The OEM is responsible for the emergency preparedness of the City and over the last two years the continued development of this section has produced positive results. This became evident recently when a house explosion escalated into a complex emergency situation that impacted the lives of many people. A Municipal Command Centre was activated and all groups (the City, Police, Paramedics, community groups and utilities) worked under one unified command to mitigate the emergency and ensure that the community's recovery plan was developed and initiated.



Hickory Drive Explosion

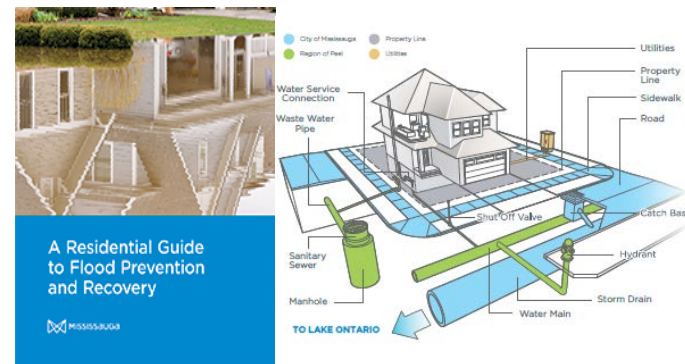
As part of that response the OEM liaised with community groups such as the United Way, the Salvation Army, Red Cross, Peel Region Human Services and others to ensure the community had the resources they required to support them during this very difficult time.



Hickory Drive Public Meeting

Public Education

One of the goals of the OEM over this four year business plan and budget cycle is to develop public education programs to support risk based plans. There will be two per year and they will coincide with the development of risk based plans for hazards that have been identified in the Hazard Identification and Risk Assessment. (HIRA) These programs will provide preparedness and recovery strategies for the public as well as internal stakeholders. For example, the flood risk plan has been developed and to accompany this, the OEM has developed a public education information booklet available online to educate the public in flood preparedness. This booklet identifies the causes and recommends steps for reducing the risks.



Flood Prevention and Recovery guide for residents



Executive Summary of Fire and Emergency Services

Mission: To be a Global Leader in Fire Service and Life Safety Excellence.

Services we provide:

- Fire and life safety education
- Fire safety inspections and code enforcement
- Fire cause determination
- Fire plans examination
- Emergency response
- Emergency dispatch

Interesting facts about this service (2015):

- Mississauga Fire and Emergency Services (MFES) responded to 28,963 emergency calls
- Fire inspectors conducted 10,713 fire safety inspections
- The Public Education section hosted 349 public fire safety events
- 655 training sessions were delivered at the Garry W. Morden Centre
- On duty fire crews visited over 44,000 residences to provide fire safety information to our residents as part of the Home Safe Home program

Highlights of the Business Plan include:

- Develop a lifecycle replacement program for fleet, facilities and equipment that will balance operational requirements and financial feasibility
- Develop and deliver community outreach programs that help foster community interest and involvement
- Assess new and existing technology that facilitates effective and efficient service delivery

- Develop a comprehensive community based risk assessment to identify and prioritize risks and threats
- Develop community risk reductions plans for each risk and threat
- Create a long term total health strategy for staff



Home Safe Home Visit

Net Investment (000's)	2017	2018	2019	2020
Operating	105,128	109,870	112,787	114,467
Capital	8,639	11,109	8,886	7,223
Full Time Equivalent	718.5	742.5	744.5	744.5

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Fire & Emergency Services

Vision

To be a Global Leader in Fire Service & Life Safety Excellence.

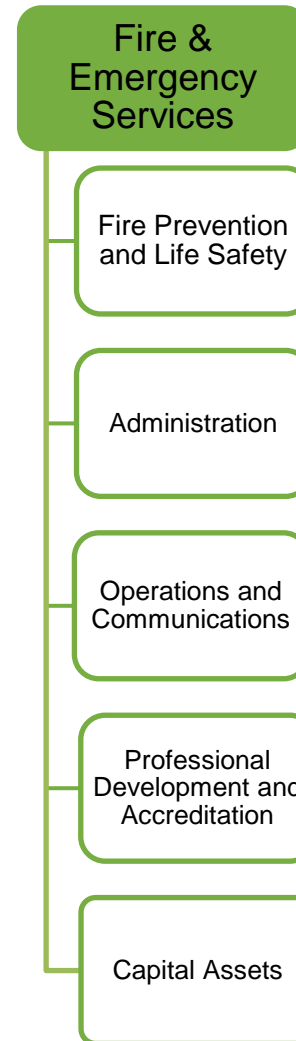
Mission

To protect life, property and the environment in Mississauga from all perils guided by the three lines of defense, public fire safety education, fire safety standards and enforcement and emergency response.

Goals of Service

- Achieve community safety guided by the three lines of defense – Public fire safety education, Fire safety standards and enforcement and Emergency response
- Develop community outreach and public education programs
- Balance resources to identified risk through effective risk based planning
- Foster a healthy, safe, inclusive and respectful culture
- Build leadership capability and create opportunities
- Continue to use and develop practices that promote financial and business sustainability

Service Delivery Model



Achieving our Goals



Total Health Strategy

Leaders in mental health training for staff with the Road to Mental Readiness implementation.



United Way

Participated in many corporate events to raise money for the United Way.



Camp Ignite

Hosted a week long camp for girls ages 15 to 19 to expose them to what a career in the fire service might be like.



Community Foundation of Mississauga - Dancing with the Stars fundraising event raised over \$13,000 for community programs.



Community Fundraising

MFES hosted several community open houses in conjunction with the Red Cross to support the residents of Fort McMurray that have been displaced.



Opening of new Fire Station 119 – Co-location with Peel Regional Paramedic Services.



Public Education

Conducted almost 350 public safety education events across the city.



Lean – Fire Plans Examination

Completed a Lean Review of Fire Plan's Examination with the goal to improve customer service and streamline business processes.

Awards and Recognition

- Received the 2015 Diversity and Inclusion Award from Fire Service Women Ontario in recognition of MFES participation in initiatives that foster a culture of respect, equity, inclusion and diversity in the Fire Service
- As part of Mayor Crombie's city wide food drive, collected 148,900 pounds of food for the Mississauga Food Bank
- MFES auto extrication team received 1st place overall at the 2015 North American Rescue Challenge and 2nd place overall at the 2015 Ontario Vehicle Rescue Challenge
- Firefighter Nelson Anastacio was recognized by the Mississauga Real Estate Board and received the Firefighter of the Year for his tireless fund raising effort to purchase computers and electronic equipment for children at Sick Kids hospital oncology department



Award winning auto extrication team



Nelson Anastacio cheque presentation at Sick Kids



Mayor Crombie's City-Wide Food Drive

Existing Service Levels, Trends and Efficiencies

Existing Service Levels:

Mississauga Fire and Emergency Services is made up of five sections that work together to provide service to the City of Mississauga.

- Fire Prevention and Life Safety
- Administration
- Operations and Communications
- Professional Development and Accreditation
- Capital Assets
- The goal is to provide an approach to service delivery that effectively balances public fire safety education, fire safety standards and enforcement and emergency response

Fire Prevention and Life Safety:

This is a critical component of MFES delivery model. This section performs four very important functions:

- Public fire safety education
- Fire safety inspections and code enforcement
- Fire plans examination
- Fire cause determination

Public Fire Safety Education:

Public education is a legislative requirement under *Fire Protection and Prevention Act*. The Act states that every Fire Department in the Province must have a public fire safety education program. Public education is the preferred way to reduce fire and other emergency incidents. Residents must be

encouraged to take responsibility for their own fire safety and to take the steps necessary to prevent fires. MFES provides many public education opportunities over the course of each year.

There are programs designed for older adults, school aged children, special interest and social and industrial groups. The programming is geared to provide a range of fire prevention, life safety, injury prevention, and fire safe learning behaviors.

MFES has staff that specializes in public education.

Fire crews are also actively involved in providing public education opportunities such as the Home Safe Home program, station tours and truck visits.

In 2015, MFES Fire Prevention and life safety staff delivered 349 education opportunities reaching 19,466 residents.

Fire Safety Inspections

The purpose of a fire inspection is to ensure that home and business owners are fulfilling their obligations and meeting their responsibilities as regulated by the Ontario Fire Code.

Year	Number of Fire Safety Inspections
2013	9,183
2014	10,102
2015	10,713

MFES is legislatively responsible for conducting fire safety inspections to ensure public safety. The frequency of inspections is an important issue and directly impacts the level of fire safety and code compliance of properties. Of particular concern are vulnerable occupancies. These include care and treatment facilities and retirement homes. In 2015 all vulnerable occupancies in the City were inspected and fire drills were conducted to ensure the safety of residents within these facilities. Additionally, a 48 hour customer service standard has been established to validate public and suppression crew complaints.

Fire Plans Examination

Fire plans examination ensures that all assigned fire and life safety requirements of the Ontario Building Code, Ontario Fire Code matters are addressed prior to the issuance of a building permit. These include such things as fire alarm systems, automatic fire sprinkler systems, emergency power systems, emergency lighting systems, hose and standpipe systems, hazardous processes/operations and protection, smoke control systems and high-rise fire safety measures.

The Plans Examination section adopted Lean principles and within the first quarter of 2016 was meeting legislative deadlines 98.4 per cent of the time. Improved customer service and streamlining business processes has enhanced the service delivery in this section.

Year	Number of Complete Applications submitted	Number Completed within deadline	% of time legislated deadline met
2014 (Q1)	258	209	81%
2015 (Q1)	308	284	92%
2016 (Q1)	257	253	98.4%

Fire Cause Determination

Fire investigation is the compilation and analysis of information related to fires and explosions. Investigations are conducted to determine the area of origin and cause. This information is used to determine trends and assists MFES in the prevention of similar incidents as well as developing fire safety education programming. In 2015 Fire Prevention and Life Safety Section conducted 77 major fire investigations.

Administration

The administration section is responsible for strategic planning, business planning, budget, data collection and analysis. The primary function is to ensure that all services are delivered in a superior cost effective way and to anticipate, initiate and manage change effectively.

Operations and Communications

Operations

The section operates 24 hours a day, 365 days a year with 616 full time staff operating on four shifts.

In order to deliver the required services, MFES has 20 strategically placed fire stations throughout the City of Mississauga. There are 30 front line vehicles consisting of 16 pumpers, eight aerials and six squads. MFES is an ‘all hazards’ fire department and responds to many types of emergency incidents such as:

- Fire Response - structure fires including single family detached and semi- detached homes, multi-unit residential, institutional (schools), commercial and industrial buildings and shore based firefighting for boat fires at marinas
- Rescues - automobile extrication, industrial accidents, and home accidents
- Medical Response - calls to 911 are evaluated by dispatchers at the ambulance service and MFES responds in support of Peel Regional Paramedic Services based on a Tiered Response Agreement
- Hazardous Materials Response - specialized training and equipment to analyse and mitigate responses to chemical, biological, radiological, nuclear and explosive incidents
- Technical Rescue – ice, fast water, and rope rescue incidents

Emergency response is measured and assessed against the National Fire Protection Association (NFPA) guidelines. The table below illustrates how often MFES meets the standard for two key performance indicators. Travel time captures how long it takes from the time the truck leaves the station until it arrives on the scene. Total response time captures how long it takes from the call is received to the time the truck reaches the scene.

Measure	Target	2015 Actual % of time met (at Dec 31 2015)
Travel Time	4 min 90% of the time	60%
Total Response Time	6 min 20 sec 90% of the time	73%

Communications (dispatch):

This section also operates 24 hours a day, 365 days a year. The primary focus is answering emergency calls and dispatching fire emergency vehicles to an emergency. This followed by radio support for crews throughout the course of the incident. This may include the dispatching of additional vehicles or securing other resources to assist.



Hose training at the Garry W. Morden Centre

Capital Assets

This section is responsible for fleet, facilities and equipment.

Fleet

MFES fleet consists 80 vehicles, 30 front line apparatus, nine reserve apparatus and seven unstaffed emergency specialty vehicles equipped for, command, technical rescue, hazardous material, water tanker, trench rescue and two response support vehicles. The balance of the fleet is made up of 34 smaller service vehicles. The replacement value of the fleet is estimated at approximately \$40 million.

Currently MFES has a heavy fleet replacement schedule in place that reflects a lifecycle of 15 years as a front line apparatus and five years in reserve. Through appropriate care, maintenance and refurbishment, this schedule has been maintained for over 35 years. During the first half of 2016 an extensive review of the replacement schedule was conducted. As a result of the review it was recommended that the new replacement schedule reflect 12 years front line and three years reserve. This schedule ensures the vehicles remain in good operating condition, are safe and reliable to perform for fire fighters responding to the scene of an emergency and is able to pass the Ministry of Transportation-Ontario (MTO) annual certification inspection.

Facilities

Facilities maintenance staff provides ongoing routine building maintenance and demand repair services for the 23 fire facilities. In conjunction with the addition of new infrastructure, MFES has eight fire stations that require some form of rehabilitation. The renovations for each station vary depending on the age and location. They will include such things as barrier free washroom facilities, female washroom facilities, structural repairs, the addition of a generator, upgrades to meet the accessibility guidelines, and upgrades to meet health and safety requirements.

Most of the fire stations have had no major rehabilitation or significant structural changes since their construction. As the City continues to grow, modifications are required to accommodate changes to both staffing and public accessibility.

Equipment

This unit is responsible for equipment inventory and supply. Required equipment is purchased and distributed by unit staff. Equipment includes items such as personal protective equipment, bunker gear, self-contained breathing apparatus (SCBA), helmets, technical rescue equipment, hoses, nozzles and many other items which are critical to fire operations.

Professional Development and Accreditation

This section is responsible for the development and delivery of training programs to ensure all staff are properly trained in all disciplines. This includes emergency response, inspection and code enforcement, and public education. Guided by identified community risks and using recognized best practices and standards, training professionals will provide programs that enhance staff capabilities. Innovative, safe and efficient solutions will prepare MFES to become global leaders.



LEFT: High Angle Training at the Garry W Morden Centre

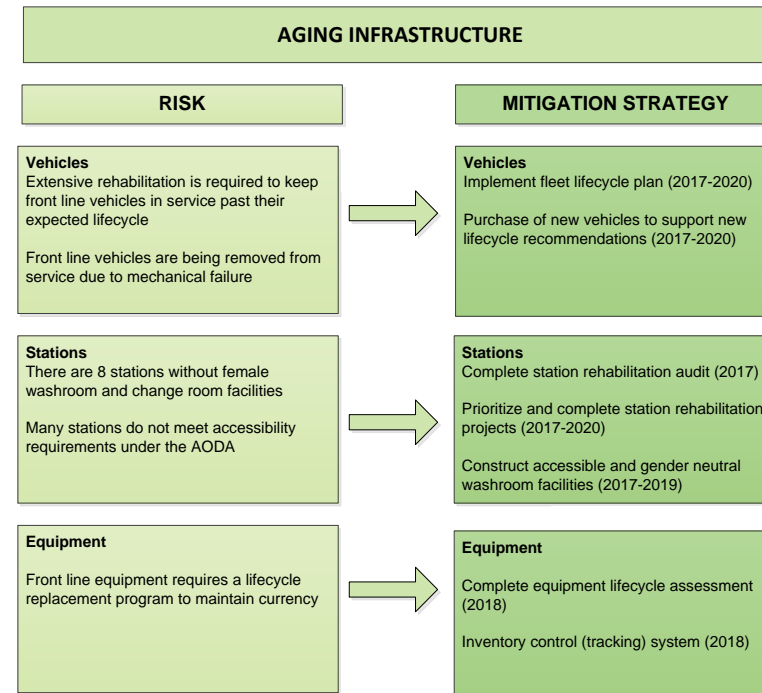
RIGHT: Hose Training

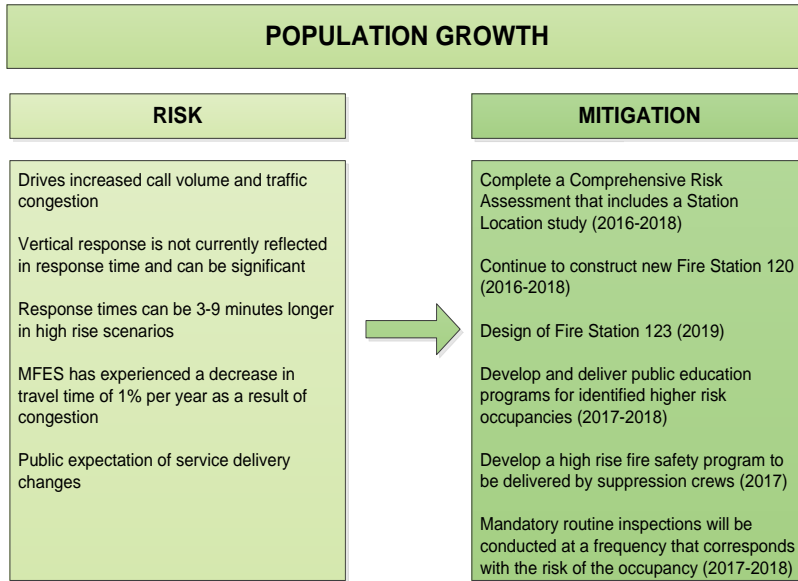
Future Industry Trends and Considerations:

There are five key hot button issues to be addressed over this four year plan which will be critical to meeting the service area goals.

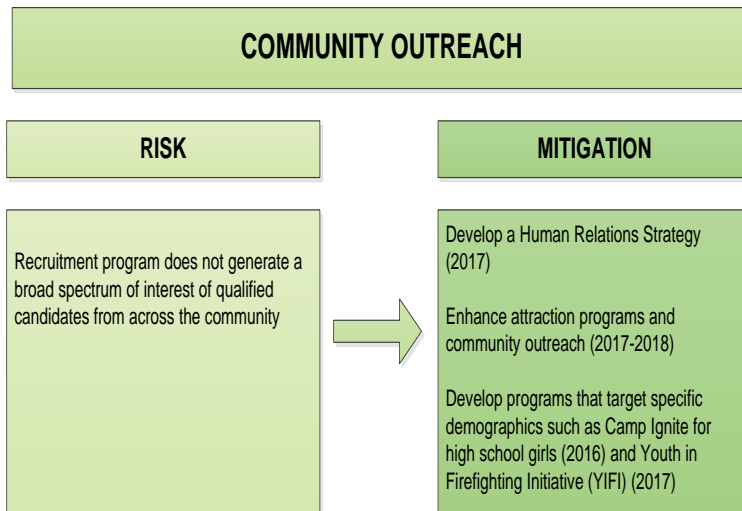
- 1) Aging Infrastructure
- 2) Population Growth
- 3) Community Outreach
- 4) Staff total wellness
- 5) Frequency of fire safety inspections

The following illustrates these key issues and associated mitigation strategies:





Mississauga City Skyline Source: Twitter



Camp Ignite participants with Chief Beckett and Mayor Crombie



Inspecting Building Systems

DEFICIENCY IN INSPECTION FREQUENCY

RISK

Inspections are not conducted at a frequency that reinforces the importance of code compliance

MITIGATION

Implement a more frequent inspection cycle for occupancies that are deemed higher risk (2018-2019)

Mobile field technology hardware implementation (2017)

Mobile field technology software implementation (2018)

Complete all fire safety inspections promptly when required (2017-2020)

Development of formal inspection policy

RISK

First Responders are at the greatest risk of being impacted by some form of mental illness.

MITIGATION

Continue to implement Road to Mental Readiness (R2MR) programming (2017)

Create a long term Mental Health Strategy (2017-2018)

The 2017-2020 Business Plan Outlook

Planning for the Future

The 2014 Future Directions Master Plan for Fire and Emergency Services currently provides a framework that defines service delivery requirements and reflects current community and industry expectations. The goal of this plan was to provide an approach to service delivery that effectively balances fire prevention, public education and emergency response.

It is expected that an update to the Future Directions Master Plan will be completed in 2018. MFES will be embarking on a number of continuous improvement initiatives which will inform Future Directions.

Comprehensive Risk Assessment

The goal of this project is to identify all of the existing community risks and undertake a gap analysis. The objective is to identify risks and vulnerabilities related to the delivery of fire and emergency services in the City of Mississauga. It will also provide recommendations that include risk mitigation strategies and associated resource requirements including technology, staffing and equipment solutions. The risk assessment will be a guide to the strategic planning and management of Fire and Emergency Services programming and community engagement. It will also inform other strategic documents and studies such as Future Directions.

Commission on Fire Accreditation International (CFAI) Accreditation

CFAI has been working with fire departments for over 15 years to provide a set of international performance criteria for communities to be able to evaluate their current level of service. This model relies on self-assessment and evaluation to assess internal performance and compare to industry best practices. There are several other urban fire departments in Ontario who

are either accredited or on their way to being accredited. MFES has committed to be one of those departments.

Lean

MFES has completed two Lean greenbelt projects. The first was in early 2015 and examined the Fire Plans Examination process. The second was in early 2016 and reviewed the equipment inventory and distribution process. Both these projects resulted in significant process improvements, better customer service and engaged staff. MFES is committed to completing additional projects over the course of this business planning cycle.



Plans Examination Lean Greenbelt Kaizen Event

Optimizing the Use of Technology

MFES has considered areas where technology can build capacity, improve processes and create efficiencies. Four major initiatives have been identified for the 2017-2020 budget cycle are:

- Mobile Field Technology
- Automated Staffing and Reporting Technology
- Remote Training and Information Displays
- Computer Aided Dispatch Replacement

Mobile Field Technology

The goal of this initiative is to acquire field automation for MFES front line staff that will enhance the delivery of inspection and enforcement services, increase productivity of staff in the field, facilitate the move toward real time data access and improve service delivery to clients. For operations staff, this technology will supply mission critical information during emergency situations.

Automated Staffing and Reporting Technology

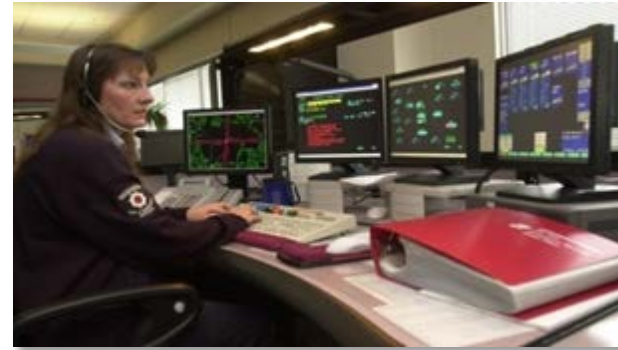
The goal of this initiative is to obtain an automated staffing software system that will more effectively manage the issues associated with staffing across 23 facilities including 20 fire stations and four shifts. This technology will not only assist with staffing and deployment but will also enhance reporting capabilities.

Remote Training and Information Displays

Information displays centrally located within the fire stations will facilitate information dissemination across 23 fire facilities. This will include online training modules and public education information. This initiative will reduce travel time associated with training and allow crews to complete the training modules as a team in their own station.

Computer Aided Dispatch (CAD) Replacement

CAD is an incident management software system which includes call handling and dispatching, intelligent mapping, field communications, data reporting and analysis and application integration. The current system is dated and an upgrade of the system is required to ensure continued reliability of routing, dispatching and data information capture.



Dispatching a call

The table below provides the implementation strategy for optimizing the use of technology over the next four years.

Initiative	Year
Mobile Field Technology <ul style="list-style-type: none"> Provide field automation to MFES front line staff will enhance the delivery of Inspection and Enforcement Hardware purchase and installation (2017) Software installation (2018) 	2017-2018
Automated Staffing and Reporting Technology <ul style="list-style-type: none"> This technology will more efficiently schedule staff over 20 stations and 4 shifts Technology purchase (2017) Implementation (2018) 	2017-2018
Automated Remote Training and Information Displays <ul style="list-style-type: none"> Up-to-date MFES training information, public education and live streaming of data to stations 	2017
CAD Replacement <ul style="list-style-type: none"> This upgrade is critical to ensure continued reliability of routing, dispatching and data information capture. The current system is well past its reasonable lifecycle 	2017-2020

Maintaining Our Infrastructure

Over the next four years MFES will place a high priority on the condition of front line fleet, fire stations and equipment.

Front Line Vehicles

Front line vehicles are being removed from service as a result of mechanical conditions which fail to meet legislative safety requirements. Many of the front line vehicles are past their reasonable lifecycle replacement dates. The age of the vehicles combined with increased call volume has led to vehicles experiencing mechanical deterioration issues at a greater frequency.

After a thorough review MFES recommends a model that includes 12 years front line and three years in reserve for a total lifecycle replacement of 15 years for all heavy frontline emergency response apparatus. Versions of this model are also used by many other urban, full time fire departments.

Further, the Apparatus and Maintenance Unit of the Capital Asset Section will ensure an aggressive preventative maintenance program that will allow a more frequent thorough inspection on each apparatus and will implement improved corrosion prevention treatments.

The assumption is that newer trucks, with shorter 'in service' lifecycles should result in fewer mechanical issues. It will also build capacity within existing staff to proactively inspect and maintain vehicles on a more frequent basis.



Aerial 105

Fire Stations

Fire stations are in operation 24 hours a day, seven days a week, 365 days a year and for this reason are subject to a greater degree of wear and tear.

MFES has eight fire stations that require some form of rehabilitation. The renovations for each station vary depending on the age and location. They include such things as barrier free washroom facilities, female washroom and change room facilities, structural repairs, the addition of a generator, upgrades

to meet the accessibility guidelines, and upgrades to meet health and safety requirements.

Most of these stations have had no major rehabilitation since construction. As the City continues to grow, modifications are required to accommodate changes to both staffing mix and public accessibility.

Equipment

MFES has an inventory of equipment valued at approximately \$10 million. This equipment includes personal protective equipment, technical rescue equipment, hoses, nozzles and many other items.

MFES requires consistent, ongoing investment in fire equipment to maintain items within their recommended lifecycle requirements. Lack of sustainable funding means assets are acquired or replaced as funding becomes available. This results in peaks and valleys in asset acquisitions that result in service delivery gaps. Looking ahead, MFES will consider a full lifecycle review of all equipment and recommend a practice that allows for a more predictable and consistent funding process.

The table below provides that implementation strategy for maintaining MFES infrastructure over the next four years.

Initiative	Description	Year
Station 120 Construction	<ul style="list-style-type: none"> Construction of station at Hurontario and Eglinton (2017) Opening (staffing) (spring 2018) 	2017 - 2018
Fleet Lifecycle Replacement Strategy	<ul style="list-style-type: none"> Purchase stock vehicles to address immediate needs (2016) Complete assessment which will identify the optimal time to replace a vehicle and associated capital costs (2016) Begin purchase of vehicles based on recommended schedule (2017-2020) 	2016-2020
Fire Station Rehabilitation Assessment	<ul style="list-style-type: none"> Complete station audit for all 20 stations (2017) Prioritize rehab projects based on audit recommendation (2017) Begin rehab projects (2017 - 2020) 	2017-2020
Equipment Lifecycle Replacement Strategy	<ul style="list-style-type: none"> Complete assessment which will identify the optimal time to replace equipment and associated capital costs (2018) Prioritize equipment replacement (2018) 	2018-2019

Managing Our Human Resources

One of the long term goals is to continue to provide programs that contribute to the wellbeing of MFES staff. There a number of initiatives that are currently underway and will be a focus of the 2017-2020 Business Plan.

Succession Planning

MFES is working closely with the City's human resources talent management section to complete a workforce planning initiative which will identify critical roles and functions within all sections of MFES. This will assist in identifying key people within the organization to help build the future.

Attraction and Recruitment

MFES will follow inclusive recruitment practices that consider the needs of the community with a goal to attract and select the best and most qualified candidates. With this in mind, MFES has already initiated a series of community outreach programs to help foster community interest and involvement. In August 2016, MFES hosted the first annual Camp Ignite. This is a camp that allowed teenaged girls, ages 15 to 19, experience the basics of firefighting. The camp was a huge success and the expectation is to deliver similar types of community outreach programming over the next four years to encourage community interest and involvement.



Camp Ignite 2016

Officer Development Program

This program will be developed to ensure staff receive the appropriate leadership training prior to being promoted to the Captain rank or higher. It will ensure staff have up to date training in core competencies and will support the development and maintenance of new skill sets.

Mental Health Strategy

MFES was the first career fire department in Ontario to offer the Road to Mental Readiness (R2MR) program to its supervising officers through the Ontario Association of Fire Chiefs. This program deals with the stigma that often surrounds mental illness and increases resiliency. MFES is using the National Standard for Psychological Health and Safety to shape our mental health strategy and programs like the Road to Mental Readiness will enable us to meet our legislated requirements under Bill 163.

The following table provides that implementation strategy for managing our human resources over the next four years.

Initiative	Description	Year
Succession Planning	<ul style="list-style-type: none"> In partnership with the Human Resources Talent Management Section, complete a workforce planning strategy 	2017 - 2020
Attraction and Recruitment	<ul style="list-style-type: none"> Initiate community outreach programs to foster community interest and involvement Host open houses at fire facilities throughout the City to promote recruitment/attraction 	2017-2020
Officer Development Program	<ul style="list-style-type: none"> Develop a program for Captain rank or higher to receive appropriate leadership training prior to promotion 	2017-2018
Mental Health Strategy	<ul style="list-style-type: none"> Continue to deliver R2MR program to all staff in MFES 	2017-2020

The following table provides that implementation strategy for managing our human resources over the next four years.

Initiative	Description	Year
Comprehensive Risk Assessment	<ul style="list-style-type: none">Identify existing community risks and undertake a gap analysis to identify vulnerabilitiesOutcomes will include risk mitigation strategies	2017-2018
Commission on Fire Accreditation International (CFAI) accreditation	<ul style="list-style-type: none">Evaluation of current level of serviceAssess internal performance and compare to industry best practice	2018-2019
LEAN	<ul style="list-style-type: none">Train all staff in LEAN white belt trainingContinue to use LEAN methodology to improve business processes with MFES	2017-2020



Live Fire Training at the Garry W. Morden Centre

Linkages to the City's Strategic Plan

move - developing a transit oriented city

- Plan infrastructure to mitigate travel time and reduce time that emergency vehicles are on the road
- Ensure training programs are in place to address changes to service delivery resulting from the implementation of the LRT and pedestrian friendly design

belong - ensuring youth, older adults and new immigrants thrive

- Fire Safety pamphlets and other information available in multiple languages
- Enhance public education opportunities and educational programs to reflect changing demographics
- Develop outreach attraction/recruitment programs

connect - completing our neighbourhoods

- Balance public fire safety education, fire safety standards and enforcement and emergency response to mitigate increasing response time
- Ensure that all new buildings comply with Ontario Building Code and Fire Code requirements through comprehensive plans examination
- Encourage targeted public education opportunities
- Make changes to service delivery in the City Centre to address, pedestrian friendly design elements, Light Rail Transit (LRT), building stock and legislative requirements

prosper - cultivating creative and innovative businesses

- On duty suppression crews conduct fire safety inspections of mercantile, commercial and industrial occupancies to ensure safety systems are in place and operate as intended
- Targeted public education opportunities for commercial and industrial occupancies
- Implement a more frequent inspection cycle for occupancies that are deemed higher risk

green - living green

- New facilities designed to Leadership in Energy and Environmental Design (LEED) standards
- Consideration given to LEED when retrofitting existing buildings at the time of the renovation
- Continue to develop partnerships to reduce carbon footprint by sharing resources
- Continue to consider flexibility of fuel options as part of the fleet replacement program
- Continue to review and provide Hydrogen Cyanide monitoring, hazardous material mitigation and decontamination practices

Engaging Our Customers

Public Education by Operations Staff:

MFES utilizes all 616 operations personnel to help deliver public fire safety education information to the community. As operations is the largest group in fire, providing all of these programs using on duty operations staff allows MFES to reach a large number of residents quickly and effectively.

Some of these programs are:

In Company Inspections - Fire safety inspections of mercantile, commercial and industrial occupancies within their respective response areas.

Tactical Surveys - Tactical surveys that familiarize crews with higher risk occupancies such as nursing homes, schools and apartment complexes in their response area.

Home Safe Home - Suppression crews visit homes in their assigned response area to provide valuable fire safety information.

Post Fire Community Blitz - Crews distribute public education material and answer questions in neighbourhoods that have had a fire in the immediate vicinity.

Station Visit - Firefighters deliver public education information and tours of the station to visiting groups such as elementary school students, boy scouts, preschool groups and new immigrants.

Vehicle Visit - Front line vehicles can be requested to attend community functions such as school fairs and parades. Elementary schools request truck visits in order to assist with the risk watch program and the firefighter in the community program.

Public Education by Fire Prevention and Life Safety Staff:

MFES Fire Prevention and Life Safety Public Education staff conduct over 300 public education programs to various customers annually. The following are some of those programs.

Evacuation Drill - This program is a mock evacuation drill and is offered to companies who are working to develop an approved Fire Safety Plan.

Fire Extinguisher Training - A hands on training session for employees of industrial, commercial and institutional occupancies to learn the safe and correct procedure for operating a portable fire extinguisher.



Public Education Trailer

Fire Warden Training - This course trains fire wardens in the proper execution of an emergency evacuation as outlined in the Fire Safety Plan.

Firefighter in the Community - This program is designed for the pre-schooler and teaches children about the basic of fire safety.

High Rise Safety - Home fire safety program specialized for residents of high rise buildings. The evacuation procedure for residents is emphasized in this program.

Risk Watch - Risk Watch is an injury prevention program designed for children in preschool through grade eight. Children learn to recognize risks and take appropriate actions to avoid eight preventable injuries, including fires and burns.



Students learning about Auto Extrication Source: Twitter



Open house at Station 106 Source: Twitter

Proposed Operating & Capital Budgets

Office of Emergency Management and Fire and Emergency Services

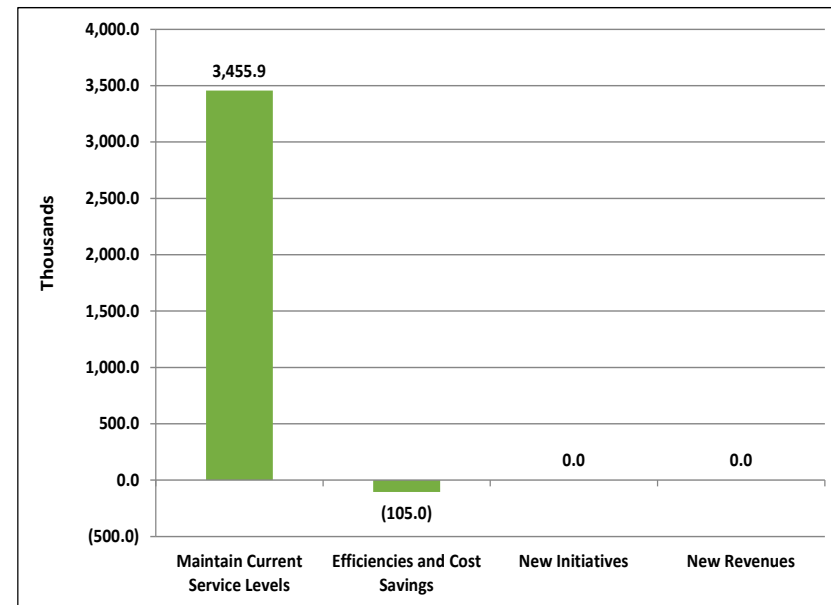
This part of the Business Plan sets out the financial resources required to deliver the proposed 2017-2020 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for Fire and Emergency Services in 2016 was \$101.7 million and the proposed budget for 2017 is \$105.2 million. Included in this amount is \$621,000 related to the operation of the Office of Emergency Management (OEM).

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for Fire and Emergency Services reflects an increase of \$3,455,867 for 2017. Highlights of the proposed budget changes are:

- Labour costs are projected to increase by \$3 million
- Increased cost of bunker gear cleaning and inspections and personal protective equipment as per additional requirements within the Occupational Health and Safety Act
- Increase cost of operating existing programs such as the EPI Pen program (replacement of expire EPI pens) and pet therapy kit equipment
- Cost to implement recommendations related to Ontario Fire Marshal and Emergency Management (OFMEM) Review of Fire Prevention and Life Safety
- Other administrative changes related to staff training
- Annualization costs of \$262,000 for MFES and OEM staff hired in the following areas: Public Fire Safety Education, Fire Plans Examination, Professional Development and Accreditation and Emergency Management Planning and business continuity

Proposed Changes to 2017 Net Operating Budget by Category (000's)



Efficiencies and Cost Savings

MFES is anticipating additional revenue related to external training at the Garry W. Morden Centre as well as cost savings from the termination of the lease at the previous station 119 when it was relocated to a city owned facility.

New Initiatives

There are no new initiatives impacting the operating budget for 2017. MFES will be looking ahead in the four year plan to request funding for new fire station 120. This station is being built in the Hurontario and Eglinton area to support growth and mitigate inadequate response times. Population growth is the driver behind the majority of the funding requests over the next four years. Consideration will be given to the units within MFES that support the front line operations such as mechanical, equipment and training.

Operating

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2017-2020, the 2016 budget as well as 2015 actuals by major program within the service area.

Proposed Budget by Program

Description	2015 Actuals (\$000's)	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Expenditures to Deliver Current Services						
Fire Building Maintenance	1,119	1,347	1,271	1,300	1,320	1,343
Fire Support Services	6,847	7,576	7,846	8,005	8,129	8,241
Fire Vehicle Maintenance	2,882	3,288	3,416	3,452	3,474	3,496
Prevention	5,202	6,157	6,701	6,812	6,902	6,993
Suppression	82,584	85,079	87,693	89,500	90,965	92,262
Total Expenditures	98,634	103,446	106,927	109,069	110,791	112,336
Revenues	(1,704)	(1,669)	(1,799)	(1,799)	(1,799)	(1,799)
Transfers From Reserves and Reserve Funds	0	0	0	0	0	0
New Initiatives and New Revenues			0	2,600	3,795	3,930
Proposed Net Budget Including New Initiatives & New Revenues	96,930	101,778	105,128	109,870	112,787	114,467
Expenditures Budget - Changes by Year			3%	2%	2%	1%
Proposed Net Budget - Changes by Year			3%	5%	3%	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 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	2016 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	2017 Proposed Budget (\$000's)	\$ Change Over 2016	% Change Over 2016
Labour and Benefits	98,666	3,033	0	262	0	0	0	101,961	3,295	3%
Operational Costs	3,968	100	(87)	0	0	0	0	3,980	13	0%
Facility, IT and Support Costs	812	173	0	0	0	0	0	985	173	21%
Total Gross Expenditures	103,446	3,306	(87)	262	0	0	0	106,927	3,481	3%
Total Revenues	(1,669)	(112)	(18)	0	0	0	0	(1,799)	(130)	8%
Total Net Expenditure	101,778	3,194	(105)	262	0	0	0	105,128	3,351	3%

Summary of Proposed 2017 Budget and 2018-2019 Forecast

Description	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Labour and Benefits	98,666	101,961	106,554	109,430	111,072
Operational Costs	3,968	3,980	4,100	4,114	4,130
Facility, IT and Support Costs	812	985	1,015	1,042	1,063
Total Gross Expenditures	103,446	106,927	111,669	114,586	116,265
Total Revenues	(1,669)	(1,799)	(1,799)	(1,799)	(1,799)
Total Net Expenditure	101,778	105,128	109,870	112,787	114,467

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	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
Labour and Benefits	98,666	101,961	3,295	Increase reflects labour and fringe benefit adjustments
Administration and Support Costs	812	985	173	Garry Morden Centre Maintenance cost increase and increase in the departmental support costs to reflect revised allocation.
Advertising & Promotions	41	45	4	
Communication Costs	313	313	0	
Contractor & Professional Services	35	35	0	
Equipment Costs & Maintenance Agreements	339	355	16	
Finance Other	(37)	(37)	0	
Materials, Supplies & Other Services	726	842	116	\$45K - Increased cost of bunker gear cleaning/inspection, \$55K - Annual personal protective equipment lifecycle replacement related to health and safety requirements, \$10K - Increase in central store material costs, \$6K - Support material costs for newly hired staff.
Transportation Costs	1,315	1,260	(55)	City wide diesel budget reduction
Occupancy & City Costs	949	869	(79)	Lease for Station 119 is no longer in effect. Relocated station 119 is a City owned facility.
Staff Development	267	268	1	
Transfers To Reserves and Reserve Funds	20	30	10	
Subtotal - Other Operating	4,780	4,966	186	
Total Revenues	(1,669)	(1,799)	(130)	MTO (Ministry of Transportation) rate increase.
Subtotal - Revenues	(1,669)	(1,799)	(130)	
Total	101,778	105,128	3,351	

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. Over the course of the next four years, MFES is requesting funding for firefighters to staff new fire station 120 which is scheduled for completion in the fall of 2018. This station is being built in the Hurontario and Eglinton area to support growth and mitigate inadequate response times. Population growth is the driver behind the majority of the funding requests over the next four years. Consideration will be also given to the units within MFES that support the front line operations such as mechanical, equipment and training.

Description	BR #	2017 FTE Impact	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2017 to 2020 FTE Impact	2017 to 2020 Capital (\$000's)
New Initiatives								
Fire Station 120- Hurontario and Eglinton Area	2554	0.0	0	2,054	2,852	2,895	20.0	2,200
Stores Clerk	2555	0.0	0	103	143	145	1.0	0
Fleet Mechanic	2556	0.0	0	101	157	159	1.0	0
Training and Development Staffing	2557	0.0	0	237	538	625	4.0	0
Automated Staffing and Reporting System	2647	0.0	0	40	40	40	0.0	300
Mobile Field Automation & Records Management	2648	0.0	0	65	65	65	0.0	486
Total New Initiatives		0.0	0	2,600	3,795	3,930	26.0	2,986
Total		0.0	0	2,600	3,795	3,930	26.0	2,986

Note: Numbers may not balance due to rounding.

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

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	2,053.7	2,852.4	2,895.2
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	2,053.7	2,852.4	2,895.2
* Net Change in \$		2,053.7	798.8	42.8
FTEs	0.0	20.0	20.0	20.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	995.0	2,200.0	0.0	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 per cent being deficient. Almost 50 per cent of those deficient calls are over the total response time target by more than 40 seconds. One of the most significant concerns for emergency response is the impending growth in this area. High density construction is estimated to increase by more than 2,700 new apartment units and 650 row housing units in this area alone. With close to 50 per cent of the calls currently not meeting any recognized standard, the growth will increase the number of deficient calls by approximately 30 per cent in 10 years.

Service Impact

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

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

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	102.7	142.6	144.8
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	102.7	142.6	144.8
* Net Change in \$		102.7	39.9	2.1
FTEs	0.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & 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 per cent, five front line vehicles have been added, four 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 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.

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

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	101.1	156.9	159.2
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	101.1	156.9	159.2
* Net Change in \$		101.1	55.8	2.4
FTEs	0.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & 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.

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 two additional front line apparatus to the fleet over the next five years. Over the next three years generators will be added to eight 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.

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

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	237.2	538.1	625.5
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	237.2	538.1	625.5
* Net Change in \$		237.2	300.9	87.4
FTEs	0.0	2.0	4.0	4.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & 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.

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.

Proposed Initiative	Department	Service Area
Automated Staffing and Reporting System	Community Services Department	Fire & Emergency Services

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	40.0	40.0	40.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	40.0	40.0	40.0
* Net Change in \$		40.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	300.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

This tool is used successfully in other similar shift environments and will improve the timeliness of scheduling and redeploying staff. MFES has committed to investigating opportunities that support the continuous improvement of service delivery and build internal capacity. This is a proven management tools that will promote financial and business sustainability.

Details of Service Change

The scope of this project is focused on the acquisition of an automated staffing and reporting system in order to run operations more efficiently. The program will reduce the time required by management to conduct and oversee staffing requirement in all divisions. In addition, it will provide more extensive and reliable reporting to manage staff availability and the related financial impact.

Service Impact

This initiative will provide automated scheduling and relaying of schedules to appropriate staff and include rules based scheduling. It will automatically notify staff based on complex business rules, eliminating manual phone calls. It will allow for integration with SAP and CAD and will more accurately and effectively track certification expirations and other personnel information. Will provide increased scheduling efficiency allowing platoon and district chiefs to spend more time on other duties. This initiative will eliminate data errors by removing the manual process from the Daily Roster and enable reporting to enhance management's knowledge as to how to better utilize and deploy staff. It will assist in managing overtime and reduce staff time devoted to maintaining a manual daily roster by 64 per cent.

Proposed Initiative	Department	Service Area
Mobile Field Automation & Records Management	Community Services Department	Fire & Emergency Services

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	65.0	65.0	65.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	65.0	65.0	65.0
* Net Change in \$		65.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	411.0	75.0	0.0	0.0

Why Staff Recommend this Initiative

It will provide faster data and information access for crews which will enhance their ability to make quick on scene decisions and will provide centralized digital data will reduce the need for physical space, (paper copies and filing). It will be a key component in the community based fire program (OFMEM Review) and will assist in supporting recommendations within the OFMEM review related to records retention and filing.

Details of Service Change

The scope of this project is the providing of a record management system and field automation to MFES front line staff that will enhance the delivery of Inspection and Enforcement Services, increase productivity of staff in the field, facilitate the move toward real time data access and improved service delivery to clients. For Operations Staff, this technology will supply mission critical information during emergency situations. This initiative will reduce unnecessary travel time, improve the efficiency of conducting inspections and provide the ability to create new inspection programs based on risk. The ability to have MFES staff equipped with field based computer applications linked to a real-time Records Management System and Field Automation (RMSFA) will lead to a more efficient delivery service, reduce duplicate input time and provide a method of capturing data in order to create more detailed records and reports.

Service Impact

Reduction of 307 repeat site visits for violation or and order delivery. (Three per cent of all fire related inspections). Space savings will result in 10 per cent of floor space with the digitization of the file rack storage with an additional 40 per cent space savings as a result of the relocation of fire inspectors to fire stations. Inspector travel time reduction of an average of 28 minutes and 22 kilometres per site where a revisit is required will increase inspector capacity to meet other mandatory requirements.

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2016	2017	2018	2019	2020
Fire Building Maintenance	3.0	3.0	3.0	3.0	3.0
Fire Support Services	44.5	43.5	45.5	47.5	47.5
Fire Vehicle Maintenance	10.0	11.0	13.0	13.0	13.0
Fire Prevention	46.0	47.0	47.0	47.0	47.0
Suppression	615.0	614.0	634.0	634.0	634.0
Total Service Distribution	718.5	718.5	742.5	744.5	744.5

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 or the capital forecast.

Proposed 2017-2026 Capital Budget by Program

Program Expenditures	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
Stations & Auxiliary Buildings	3,200	3,100	264	1,056	5,679	13,299
Vehicles & Equipment	5,439	8,009	8,622	6,167	17,627	45,864
Total	8,639	11,109	8,886	7,223	23,306	59,163

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

2017-2026 Capital Forecast Highlights include the following:

- Lifecycle replacement of front line vehicles and equipment
- Fire Station renovations
- Voice Communications (VCOM) radio system upgrade
- Computer Aided Dispatch (CAD) upgrade
- Emergency Operations Centre telecommunications and equipment
- New technology for record management, mobile updates and automated staffing and reporting

Proposed 2017-2026 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion for each year of the proposed 2017-2020 Business Plan and 2017 Budget and the consolidated forecast for 2021-2026.

Funding	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021- 2026 Forecast (\$000's)	Total 2017- 2026 (\$000's)
Development Charges	2,200	0	0	0	0	2,200
Other	100	0	0	0	100	200
Tax	3,469	3,452	4,191	1,753	3,770	16,635
Debt	2,870	7,657	4,695	5,470	19,436	40,128
Total	8,639	11,109	8,886	7,223	23,306	59,163

Note: Numbers may not balance due to rounding. □

Proposed 2017 Capital Budget Detail

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

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	2,200	0	2,200	DCA -Fire Services Reserve Fund
CMFS00042	Renovation of Fire Station 102	600	0	600	Tax -Capital Reserve Fund
CMFS00051	Fire & Emergency Services Master Plan Review	100	0	100	Reserve for General Contingency
CMFS04968	Other Fire Station Renovation	300	0	300	Tax -Capital Reserve Fund
Total		3,200	0	3,200	

Program: Vehicles & Equipment

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMFS00056	Replacement of Emergency Response Tools and Equipment	400	0	400	Tax -Capital Reserve Fund
CMFS00065	Personal Protective Equipment Replacement	61	0	61	Tax -Capital Reserve Fund
CMFS00074	Refurbish Fire Vehicles	150	0	150	Tax -Capital Reserve Fund
CMFS00083	Replacement of fire vehicles	2,270	0	2,270	Tax -Debt-Other
CMFS00111	VCOM Radio System - Component Upgrade	231	0	231	Tax -Capital Reserve Fund
CMFS00142	Fire Station Emergency Generators	100	0	100	Tax -Capital Reserve Fund
CMFS04969	Record Management and Field Automation Technology	411	0	411	Tax -Capital Reserve Fund
CMFS04970	Purchase of Scheduling Software	300	0	300	Tax -Capital Reserve Fund
CMFS04973	CAD Upgrade	1,250	0	1,250	Tax -Capital Reserve Fund
CMFS05405	EOC Telecommunications	70	0	70	Tax -Capital Reserve Fund
CMFS05408	Office and EOC interior renovations	50	0	50	Tax -Capital Reserve Fund
CMFS05551	On-Line Training	146	0	146	Tax -Capital Reserve Fund
Total		5,439	0	5,439	

Note: Numbers may not balance due to rounding. □

Proposed 2018-2020 Capital Budget by Sub-Program

The following tables provide a detailed listing of proposed capital projects for 2018-2020.

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Stations & Auxiliary Buildings			
FIRE Stations - Renovations	3,100	264	1,056
Subtotal	3,100	264	1,056

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Vehicles & Equipment			
FIRE Equipment New	175	0	0
FIRE Equipment Replacement	2,027	337	332
FIRE Safety Clothing Replacement	122	940	140
FIRE Vehicles	5,685	7,345	5,695
Subtotal	8,009	8,622	6,167
Total Expenditures	11,109	8,886	7,223

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.

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.

Customer Measures

Home Safe Home Inspections

On duty fire crews conducted 44,009 Home Safe Home visits in 2015. Crews provided residents with valuable fire safety information on subjects ranging from smoke alarm, carbon monoxide alarm placement as well as fire escape plans. The goal of this measure is to increase public fire safety awareness by increasing the number of residents engaged by fire crews and promote the value of this program.

Number of People Attending Public Education Sessions

MFES staff deliver public education programming to various audiences. The programming is geared to provide a range of fire prevention, life safety, injury prevention, and fire safe learning behaviors. The goal is to increase the number of overall public engagement by 10 per cent annually.

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 of this measurement is to increase the number

of saves related to the number of applications.

Employee Measures

Strategic Leadership

Based on the 2015 Employee Engagement Survey this measurement identifies how MFES employees rate and/or are satisfied with the strategic leadership of the department. The goal is to increase the percentage over time through employee engagement.

Innovation

This measurement identifies how employees feel about being empowered to try new business processes and the comfort level of management's acceptance to change. The goal is to increase the percentage satisfaction over time through employee engagement.

Business Process Measures

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.

Fire Safety Inspections

The frequency of inspections is an important issue and impacts the level of fire safety and code compliance of properties. The goal of this measurement is to increase the number of fire safety inspections conducted annually. This will ensure that home and business owners are meeting their obligations and responsibilities as regulated by the Ontario Fire Code.

Violation Orders

Violation Orders are placed against properties that are not compliant with the Ontario Fire Code and therefore present public safety concerns. The goal of this measurement is encourage property owners to comply with appropriate legislation. It is expected that the number of violations will increase in the short term.



Learning Confined Space Rescue at the Fire Service Women Ontario Conference

Balanced Scorecard

Measures for Fire & Emergency Services	2013 (Actual)	2014 (Actual)	2015 (Actual)	2016 (Planned)	2017 (Planned)	2018 (Planned)	2019 (Planned)	2020 (Planned)
Financial:								
Cost per Capita for Emergency Services	118.49	123.69	127.15	132.89	137.17	142.51	148.05	150.06
Customer:								
Number of Home Safe Home Visits	32,445	31,820	44,022	44,599	45,099	45,599	45,099	46,599
Number of people attending Public Education Sessions	21,767	16,203	19,466	21,214	25,553	25,888	28,477	31,325
Number of Defibrillator Saves	36	36	38	38	39	39	40	40
Employees/Innovation:								
Employee Engagement Scores: Strategic Leadership	N/A	N/A	59.3	N/A	N/A	74.6	N/A	N/A
Employee Engagement Scores: Innovation	N/A	N/A	62.3	N/A	N/A	70.6	N/A	N/A
Internal Business Process:								
First Unit Travel Time (seconds)(at the 90 th percentile)	340	345	346	349	353	356	360	363
Number of Fire Safety Inspections	9,183	10,102	10,713	11,784	12,962	14,258	15,684	17,252
Number of Violation Orders	10	30	182	218	283	311	327	343



MiWay

2017-2020 Business Plan
& 2017 Budget

Foreword

Mississauga City Council approved **Our Future Mississauga**, the Strategic Plan to achieve our vision over the next 40 years. The strategic vision identified five pillars for change, Move, Belong, Connect, Prosper and Green. The City consulted extensively with residents, staff and stakeholders in developing the Strategic Plan.

The City continues to engage with stakeholders about its programs and services through the City's website, social media, satisfaction surveys and more. This helps ensure citizens have input on the decisions that affect them.

The 2017-2020 Business Plan and 2017 Budget detail how and where the City plans to allocate resources to the programs and services that people rely on every day, while providing good value for taxpayers and supporting the Strategic Plan.

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Executive Summary of MiWay

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

Services we provide:

- **Operations** – Responsible for all daily on-street service operations 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** – 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 a total of 81 routes with 468 buses and customers board a MiWay bus over 54 million times per year
- There are approximately 3,400 MiWay bus stops and 930 bus shelters (September 2016)

- Weekday passenger boardings increased from 177,737 in 2014 to 182,422 (annual average including seasonal variation) in 2015 (2.6 per cent growth)
- MiWay service growth will provide an increase of 45,000 service hours in 2017
- Revenue ridership is currently up almost 3 per cent since 2015 (October 2016)
- During peak periods, a maximum of 362 buses are on-street. At off peak periods, a minimum of 189 buses are servicing routes (September 2016)
- MiWay is the third largest municipal transit service in Ontario; after the Toronto Transit Commission (TTC) and OC Transpo in Ottawa

Highlights of the Business Plan include:

- More service through the MiWay 5 Transit Service Plan
- More reliable service with the completion of the Mississauga Transitway in 2017
- Focus on customers through the Customer Experience and Service Strategy
- Improving self-serve options including real-time bus information for customers

Net Investment (000's)	2017	2018	2019	2020
Operating	73,300	80,445	86,700	93,013
Capital	29,532	69,622	10,528	33,467
Full Time Equivalents	1,407.6	1,435.6	1,467.6	1,500.6

Core Services

Vision, Mission, Goals of Service and 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.

Vision

MiWay: A lifestyle choice to your destination.

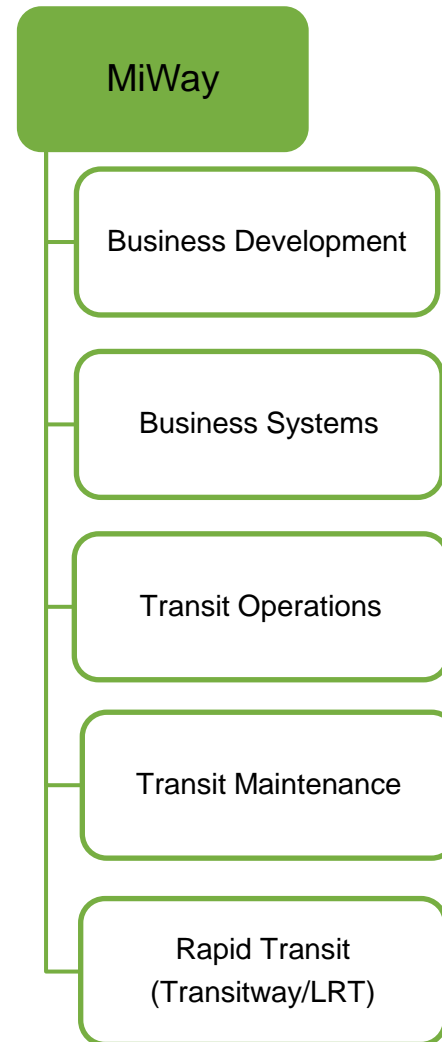
Mission

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

Goals of Service

- Build and maintain a network that meets the needs of residents and supports a transit oriented city
- Integrate higher-order transit services and interregional connections
- Grow ridership by capturing choice riders
- Continued focus on customer service through the Customer Experience Program and the Customer Service strategy
- Develop and improve online self-serve options and technology to operate efficiently and better serve our customers

Service Delivery Model



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 engagement 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 developing a Customer Service Strategy in 2016 (BR# 1274).

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 to 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.



Achieving our Goals

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 has been working to 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 approximately 68,000 hours in service since 2014, a 4.8 per cent increase (September 2016). These additional service hours have addressed overcrowding issues, improved frequency, expanded our MiExpress network, improved connections and prepared services for the Mississauga Transitway (fully complete in 2017).

Growth in Riders

In 2016, MiWay is forecasted to achieve approximately 3 per cent in revenue ridership.

Schedule Adherence (+2/-7 minutes)

MiWay delivered 99.6 per cent of scheduled service and MiWay buses were on time 92.5 per cent in 2015.



Customers boarding a MiExpress bus

Service Improvements

Building a Better MiWay Together: Together with feedback from Mississauga residents and users, MiWay is improving routes and services to deliver 10 transit benefits for customers based on MiWay Five (2016-2020) service changes. MiWay began implementing improvements in January, 2016. Below are some of the improvements to date:

- Route 26 – Burnhamthorpe was streamlined to better service the Burnhamthorpe corridor and improve travel time
- Integration with the transitway continues to be improved with Route 73 – Kamato which provides service to the Northeast Employment Hub (Kamato Loop) from the Dixie Transitway Station
- Changes to Route 65 to provide improved weekday frequencies, and the addition of weekend service
- Weekday service increased on Route 28 – Confederation to service Cooksville GO Station and improve connections
- Improved service frequency on two MiExpress routes Route 107 – Malton and Route 109 – Meadowvale
- Route 29 and 46 revised to provide all day access to the Erin Mills Transitway Station
- New Saturday service every 20 minutes on 101 Dundas Express starting October 2016

Ontario Summer Games

MiWay supported the largest Ontario Summer Games in history by transporting approximately 3500 Athletes to 22 venues around Mississauga from August 11-14, 2016.

MiWay provided approximately 14 buses a day and offered free rides to all accredited participants and volunteers.

MiWay's Outreach Team also attended the volunteer training session and the Opening Ceremony to provide service information to volunteers, participants and attendees.



MiWay staff at the opening ceremony

High Customer Satisfaction Score

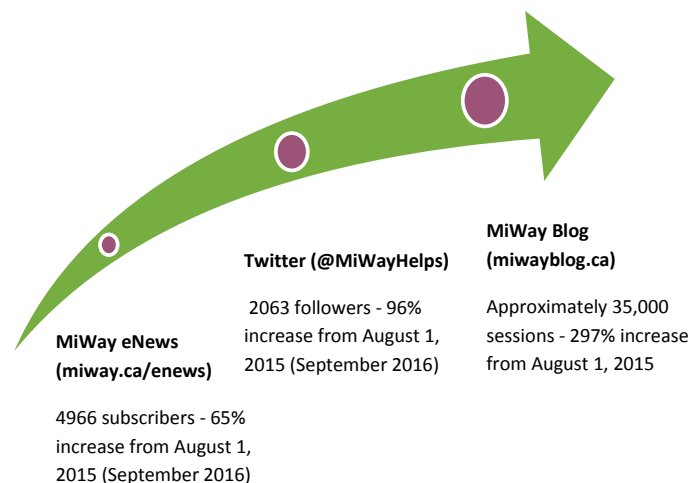
MiWay received a high overall customer satisfaction score of 82 per cent on the bi-annual Customer Satisfaction Survey conducted in 2015. MiWay received a consistent 82 per cent rating for the third time since 2011.

Improving Self-Serve Options

MiWay customers are looking for more self-serve options and digital channels for communication and engagement. Customer calls to our call centre are declining while our self-serve and

mobile options are increasing. Customers are looking for immediate information via online channels

MiWay launched a refreshed 'Plan A Trip' mobile tool in March 2016 that provided schedules and allowed customers to do trip plans on any of their devices (e.g. desktop, tablet, and mobile). Since launch there have been approximately 2.7 million sessions on the Plan A Trip tool (September, 2016).



MiWay staff demonstrating the mobile site

Improving Technology

In November 2016, MiWay launched real-time for its customers. The information is available online and via a mobile device for MiWay customers. In the 2015 Customer Satisfaction Survey 90 per cent of the respondents identified availability of real-time bus schedules online or using mobile device as one of the top three things that would increase transit usage.

The Real time information will be included on the existing “Stop Schedules” webpage and as a new feature “Next Trip” through Plan A Trip.

Don't just wait, Know

 Real-time bus updates
Starting Nov. 1



Get up-to-the-minute times
for your next trip
miway.ca/realtime

Community and Business Engagement

MiWay's Outreach Team and other staff attended approximately 200 community and business events in 2015 to create awareness about evolving MiWay services. Staff had conversations with over 50,000 people about the benefits of riding MiWay.



MiWay staff at Mississauga Celebration Square for Canada Day event



MiWay staff at Bell for business outreach

PRESTO

In the 2015 Customer Satisfaction Survey, PRESTO received a very high satisfaction of 87 per cent which is up six per cent since the 2013 survey.

Currently customers can use cash, paper tickets, PRESTO e-purse or add a pass to their PRESTO card.

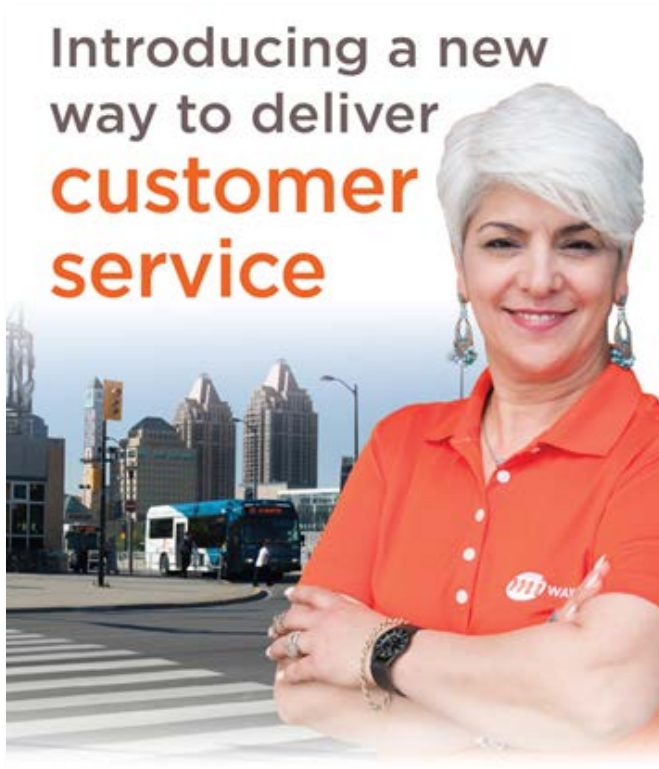
Today approximately 58 per cent (September 2016) of MiWay's revenues come from PRESTO, up from 43 per cent in 2015. MiWay has discontinued all paper passes.

A promotional poster for the 'Go Paperless' campaign. The top half features the text 'Go Paperless' in large green letters. Below this, several small pieces of paper with month names (Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec) are shown falling away from a green PRESTO card. To the left of the card is a 2016 MiWay Monthly Adult pass. The text below the card reads 'Add a MiWay Monthly Pass to your PRESTO card' and 'Starting Feb. 16, 2016'. At the bottom, the slogan 'Convenience. Flexibility. Peace of Mind.' is displayed in green. The website 'miway.ca/presto' and the MiWay and Mississauga logos are at the bottom. A small note at the bottom right states 'All information is subject to change without notice.'

Customer Service Team

Starting in summer 2016, MiWay began providing customer service assistance at terminals, bus stops, and on board MiWay buses. These roaming customer service representatives work at locations throughout the system and are available to answer customer questions from trip planning to feedback inquiries.

The MiWay Customer Service Team are comprised of professionals who answer calls, reply to e-mails, direct customers at our City Centre Transit Terminal Information Booth, respond to tweets, and now available to help customers during their travels in person.



Mississauga Transitway

Tahoe and Etobicoke Creek transitway stations opened in February 2016. Eight stations and 12 kilometres of the 18 kilometre transitway are now complete.

The new 185 Dixie Express route connects customers between Dixie Transitway Station and Bramalea Station in Brampton. The operation of this route is shared with Brampton Transit to improve service integration.

Route 73 provides business commuters with a connection between the Dixie Transitway Station and the Northeast Employment Hub (Kamato Loop), west of the Airport Corporate Centre, south of Highway 401.

MiWay is providing service to the Erin Mills Transitway Station with Route 29 to connect to GO Transit services (May, 2016) and Route 46 – Tenth Line to provide service between Erin Mills Transitway Station and Meadowvale Town Centre via Erin Mills Town Centre (October 2016).

Customers can experience the transitway on MiLocal Route 21 and MiExpress Routes 107 and 109.



MiExpress bus on the transitway

Youth Friendly Transit

Working together with youth to ensure transit is easy is a priority for MiWay. We offer several programs that help educate students on available transit options in Mississauga.

<p>Freedom Pass</p>	<p>Approximately 5,800 Freedom Passes were issued during summer 2016 (August 2016), a 4.6 per cent increase since last year.</p> <p>The Freedom Pass program (lead by Recreation) allows youth (12-14) to ride for free on MiWay within Mississauga and free participation in public swims at City operated pools from July 1 to August 31, 2016.</p>
<p>High school service</p>	<p>MiWay has 15 dedicated school routes that service high schools throughout Mississauga in addition to regular routes. These routes are unique and designed specifically to cater to the needs of high school students.</p>
<p>U-Pass</p>	<p>In 2007, the University of Toronto Mississauga Student Union worked with MiWay to introduce the U-Pass program that provides an economical transit option for students. There are now four times as many U-Pass boardings on MiWay since 2007 (Source: Ridership Count 2015).</p> <p>In 2017, MiWay will work with the University of Toronto Mississauga Student Union to negotiate a new contract for U-Pass rates. Programs such as these continue to provide an economical transit option for students and encourage them to ride MiWay.</p>



Youth riding a MiWay bus, MiWay staff providing service information to students, youth holding a PRESTO card

Youth Friendly Transit

MiWay Student Ambassador Program

Now in its sixth year, **22 schools** took part in the 2015/16 MiWay Student Ambassador Program. This program allows high school students to put together a fun and creative program to educate their school community about MiWay.

This year the Student Ambassadors had an exciting and unique opportunity to design a bus wrap – an advertisement that covers the bus – to promote the benefits of public transit.



Bus wrap designed by MiWay Student Ambassadors



Winning Student Ambassador's display table at her school



Bus Wrap Design Contest winners



Winning MiWay Student Ambassador at Council

Transit Fare Discount Programs

MiWay provides an affordable mode of transportation for all its customers through the fare strategy and special programs.

Senior \$1 Cash Fare – Budget Adjustment

The \$1 cash fare provides seniors (65+) with rides on MiWay for a \$1 during off-peak hours (weekdays from 9:30 a.m. to 3:30 p.m., weekdays after 7:00 p.m. and anytime on weekends or holidays).

The pilot program was extended by Council on May 4, 2016. If the program becomes permanent, MiWay's revenue budget will be adjusted accordingly. The pilot program will run until spring 2017.

Region of Peel's Affordable Transportation Pilot Program

The MiWay Affordable Transportation Pilot Program provides low-income residents living in Mississauga with access to public transit at an affordable rate. In partnership with the Region of Peel, the City of Mississauga is subsidizing the cost of adult and senior monthly passes by 50 per cent.



The pilot will run from June 1, 2016 to February 28, 2017. The deadline for the applications was extended until October 31, 2016 by Council. The monthly pass will provide approximately 2,500 participants with unlimited travel on MiWay across Mississauga.

Recommendations will be presented to Council in 2017 on the structure and funding required for the program. No additional funds are requested for 2017.

Discount Transit Ticket Program Pilot – Mississauga Food Banks

To better understand the transit needs for food bank clients, MiWay will implement a pilot program which will allow six registered food banks (Eden Food for Change, Mt Zion Apostolic Church, Deacons Cupboard, Compass Food bank, ICNA Relief Food bank and Muslim Welfare Centre) to purchase MiWay bus tickets at a 50 per cent discount. The program will begin November 1, 2016 and will be available until December 31, 2017. A report will be brought to General Committee upon completion of the pilot program.



Awards and Recognition

Customer Satisfaction Survey Award

The City of Mississauga (MiWay) and Ipsos received the **2015 Public Service Impact and/or Benefit Award** from MRIA (Marketing Research and Intelligence Association) for the MiWay Customer Satisfaction Survey project. This award recognizes excellence in a research project that results in a demonstrable public service impact and/or benefit. The award was accepted by Ipsos at the MRIA conference in Montreal on June 2, 2016.

MiWay management has used the results of this research as an important input in its decision-making about major initiatives and the services it offers. Results from 2011 served as a benchmark year, several improvements were made based on the 2013 results and an action plan has been developed based on the 2015 results, continuing the continuous improvement cycle.



MiWay staff interacting with public

Safety Award Recipients

Thirteen MiWay employees recognized by Council and received their 25 Year Safe Driving and Safe Working Awards.

For Transit Operators, 25 years of safe driving translates to 1.25 million kilometres driven without a preventable accident – that's three times around the world.



MiWay employees with the Mayor and the Director of Transit to receive the award

Existing Service Levels, Trends and Efficiencies

MiWay operates a family of transit services - a total of **81 routes** during weekdays (Effective, September 2016). MiWay routes also service Mississauga Transitway Stations and GO stations in Mississauga.

	Weekday	Saturday	Sunday
MiExpress Routes Express service, serving limited stops	7	4	1
MiLocal Routes Local service, serving all stops	59	35	28
School Routes Servicing local high schools	15	0	0
Total	81	39	29

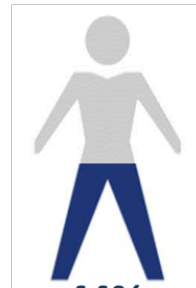


Service Level Trends

Demographic profile of MiWay customers based on the 2015 Customer Satisfaction Survey.



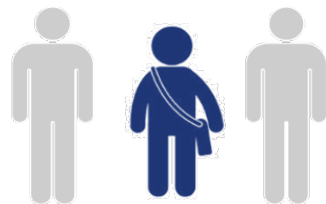
1/4 are new customers in the past year



60% are between ages 18 and 34

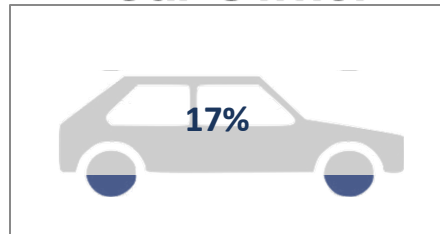


<18	10%	5%	95%
18-24	36%	51%	4%
25-34	24%	19%	-
35-44	13%	11%	-
45-54	10%	9%	-
55+	7%	5%	-



1/3 are students

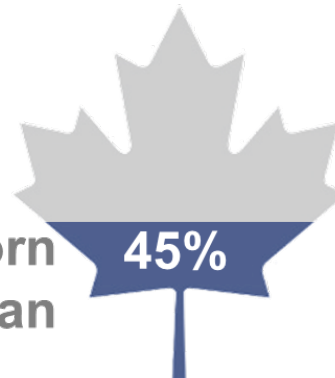
Car Owner



77% live in Mississauga



Born Canadian



40% are new residents (<5 years)



Service Level Trends

- Growth of 3 per cent in MiWay ridership (revenue) forecasted for 2016 based on a 12 month rolling report
- In 2015, MiWay carried 37.4 million riders, displacing approximately 31,219,522 car trips on our roads
- The top three customers' requests for MiWay are: improved service frequencies, reliable service and real-time information
- Mississauga Transitway, Light Rail Transit services and transit priority corridors are necessary to encourage changes in travel behaviour and attract new riders
- PRESTO usage continues to grow. Approximately 58 per cent of MiWay's revenue comes from PRESTO (September 2016)



Customers boarding a MiWay bus



MiExpress bus on the transitway



Customer tapping PRESTO card on a MiWay bus

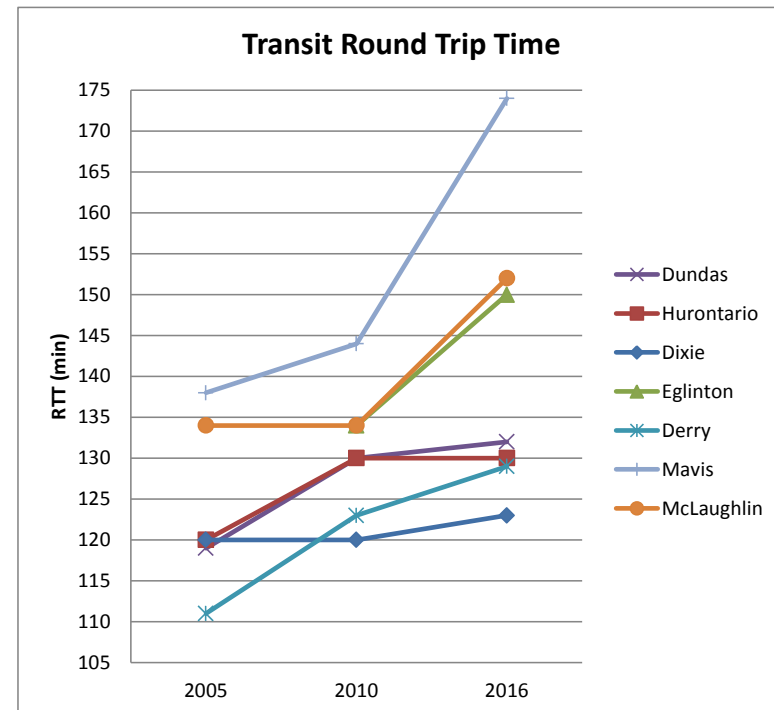


Customers interacting with MiWay staff

Service Level Trends

- Four in 10 MiWay customers live in Central Mississauga, higher than in 2013 (Source: 2015 Customer Satisfaction Survey)
- Cross-boundary travel and GO Transit connections remain important for customers
- Two-way flow of commuter travel both in and out of Mississauga - 61 per cent of customers travel within Mississauga, 26 per cent to and from Toronto, eight per cent to and from Brampton and two per cent to and from Oakville (Source: 2012 Origin Destination Survey)
- Congestion is reducing transit travel speeds. The chart below shows the increase in trip time on major corridors in Mississauga since 2005 due to congestion

Note: Round trip time (RTT) is travel time from A to B and B to A added up together. The graph doesn't include layover times. The graph only illustrates peak hours, Dundas Hurontario and Dixie have been at capacity since 2005 hence there aren't significant changes but traffic from those roads have spilled to other corridors. Mavis and McLaughlin's RTT is doubled for the purpose of this graph.



Current and Projected Service Hours

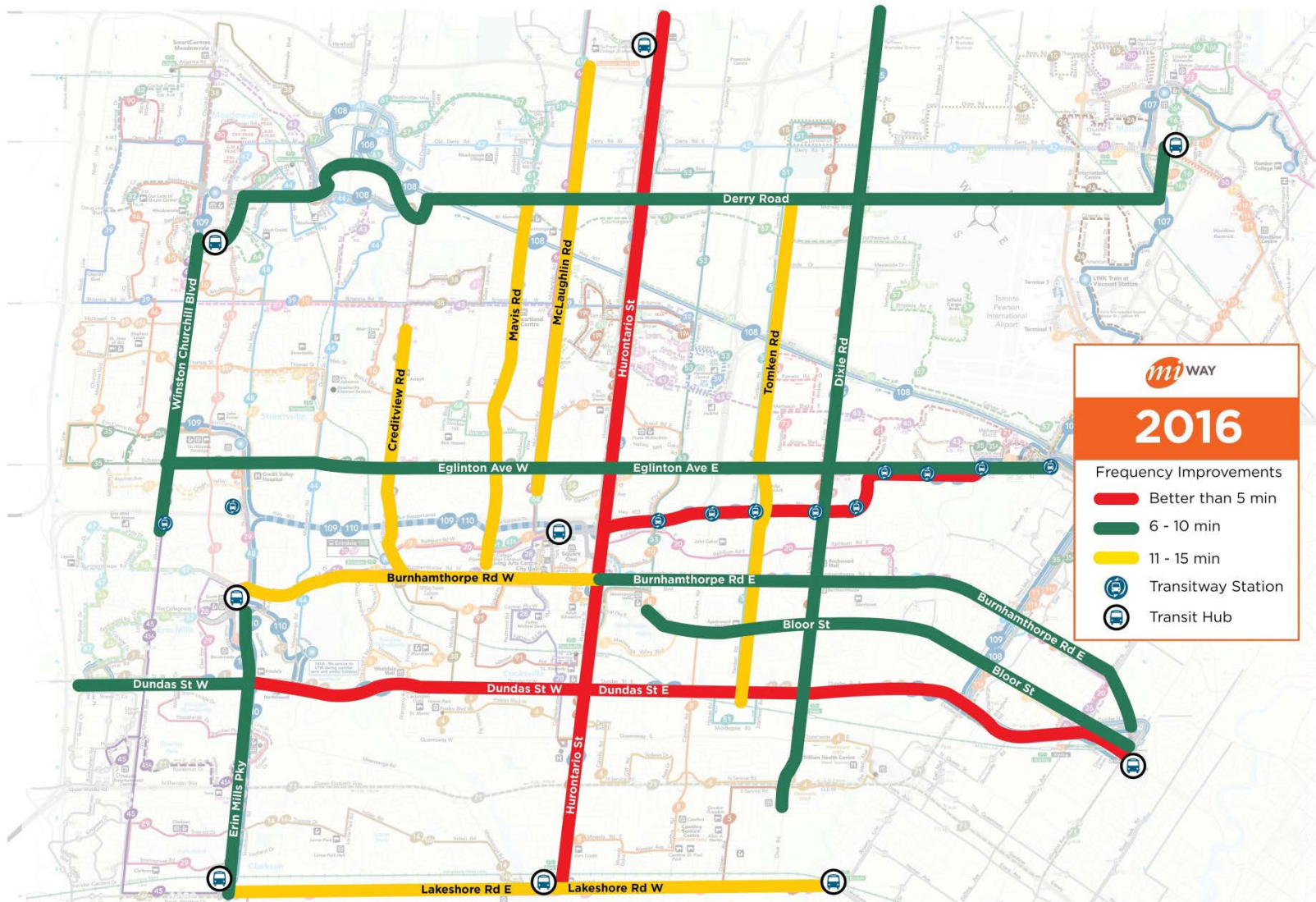
Service Type	2015 Total Service Hours		2016 Service Hours (2% Forecast)		2017 Service Hours (3% Forecast)	
	Hours	%	Hours (28,000)	%	Hours (45,000)	%
Weekday	1,264,843	87%	1,289,270	87%	1,323,590	87%
Saturday	114,867	8%	117,085	8%	117,085	8%
Sunday/Holiday	70,128	5%	71,482	5%	81,162	5%
Total	1,449,839	100.0%	1,477,839	100.0%	1,521,838	100%

Source: Based on September, 2016 sign-up.

Current Service Levels

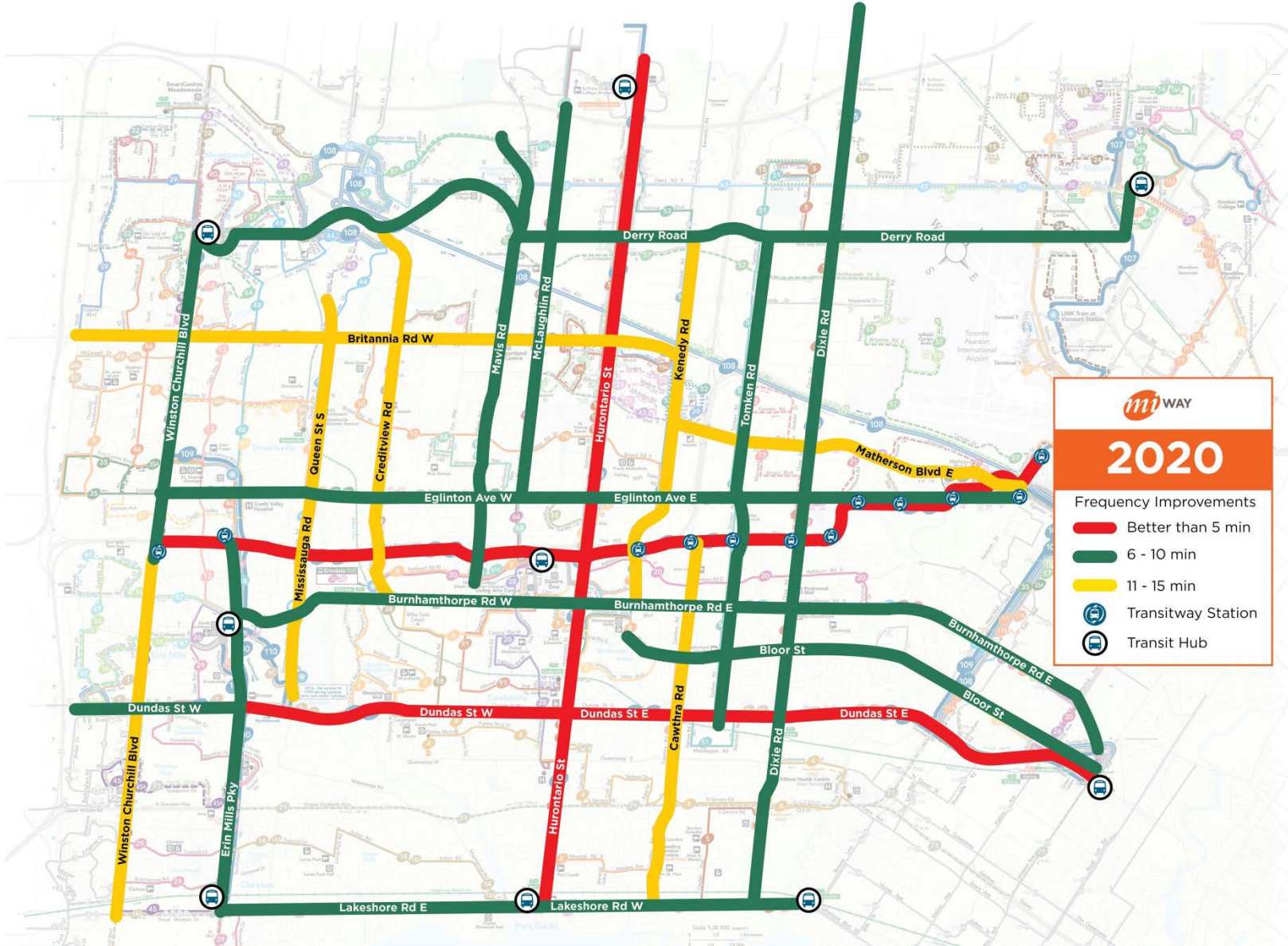
To attract new customers, service frequencies require improvements to bring them in line with recent rider and non-rider surveys that identify frequency as the number one factor to attract new riders and improve overall customer satisfaction.

Current High Frequency Routes



Note: The map shows peak-times only.

2020 High Frequency Network – Proposed



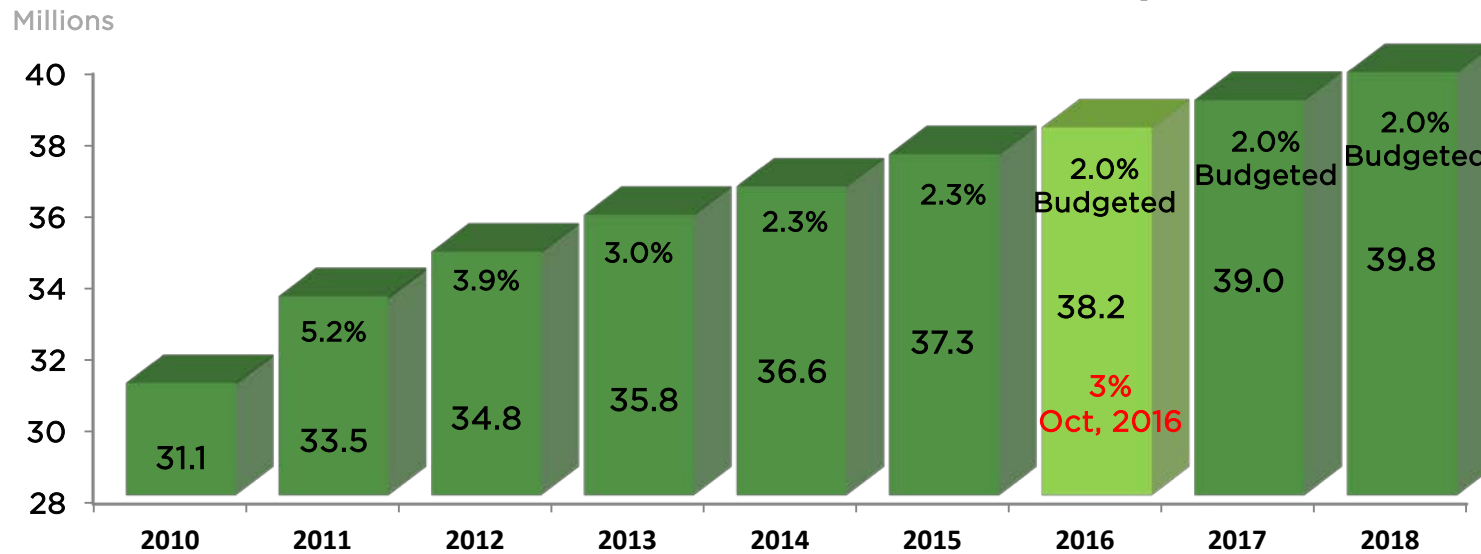
Note: The map shows peak-times only.

Annual Revenue Ridership

Annual revenue ridership levels continue to climb. It is expected to reach approximately 38.2 million by the end of 2016, forecasted increase of 3 per cent from 2015.

Annual revenue ridership is a sum of all linked trips on the transit system (in one year) for which a revenue have been received. A linked passenger trip is a trip from origin to destination. Even if a passenger must make several transfers during a one-way journey, the trip is counted as one linked trip on the system.

Annual Revenue Ridership

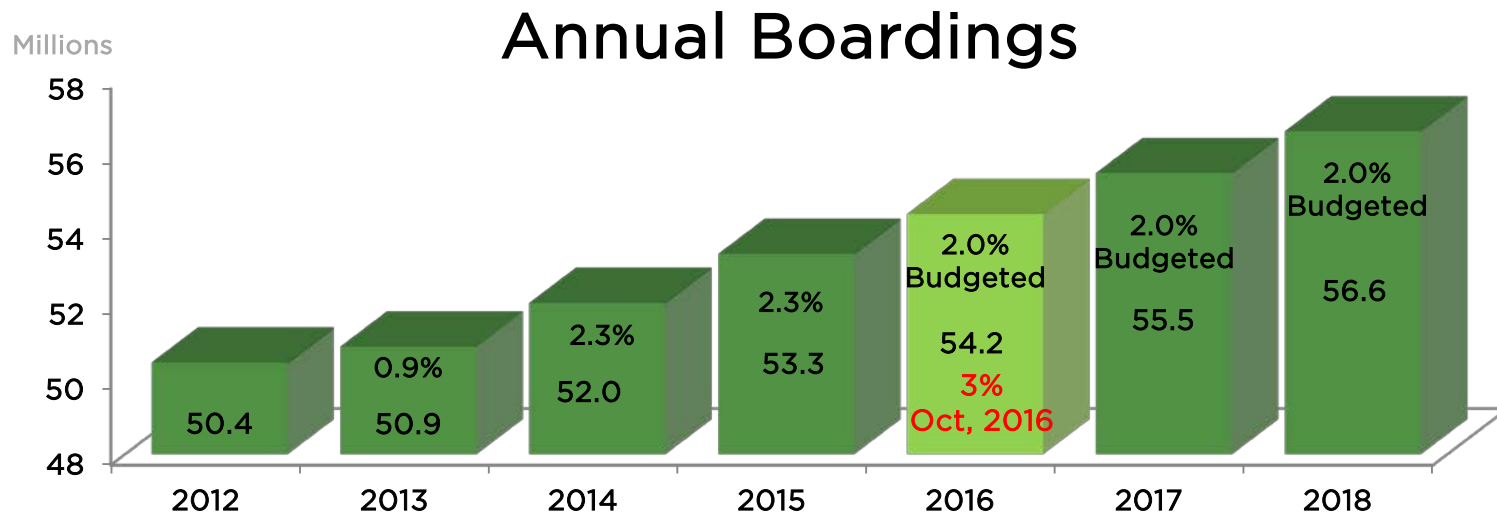


As of October 2016

Annual Passenger Boardings

MiWay's annual customer boardings are forecasted to surpass 54 million in 2016, forecasted increase of 3 per cent.

Annual Passenger Boardings (Unlinked Passenger Trips) is the number of times passengers board public transportation vehicles. Unlinked passenger trips count each boarding as a separate trip regardless of transfers. Passengers are counted each time they board vehicles no matter how many vehicles they use to travel from their origin to their destination and regardless of whether they pay a fare, use a pass or transfer, ride for free, or pay in some other way (also called boardings).

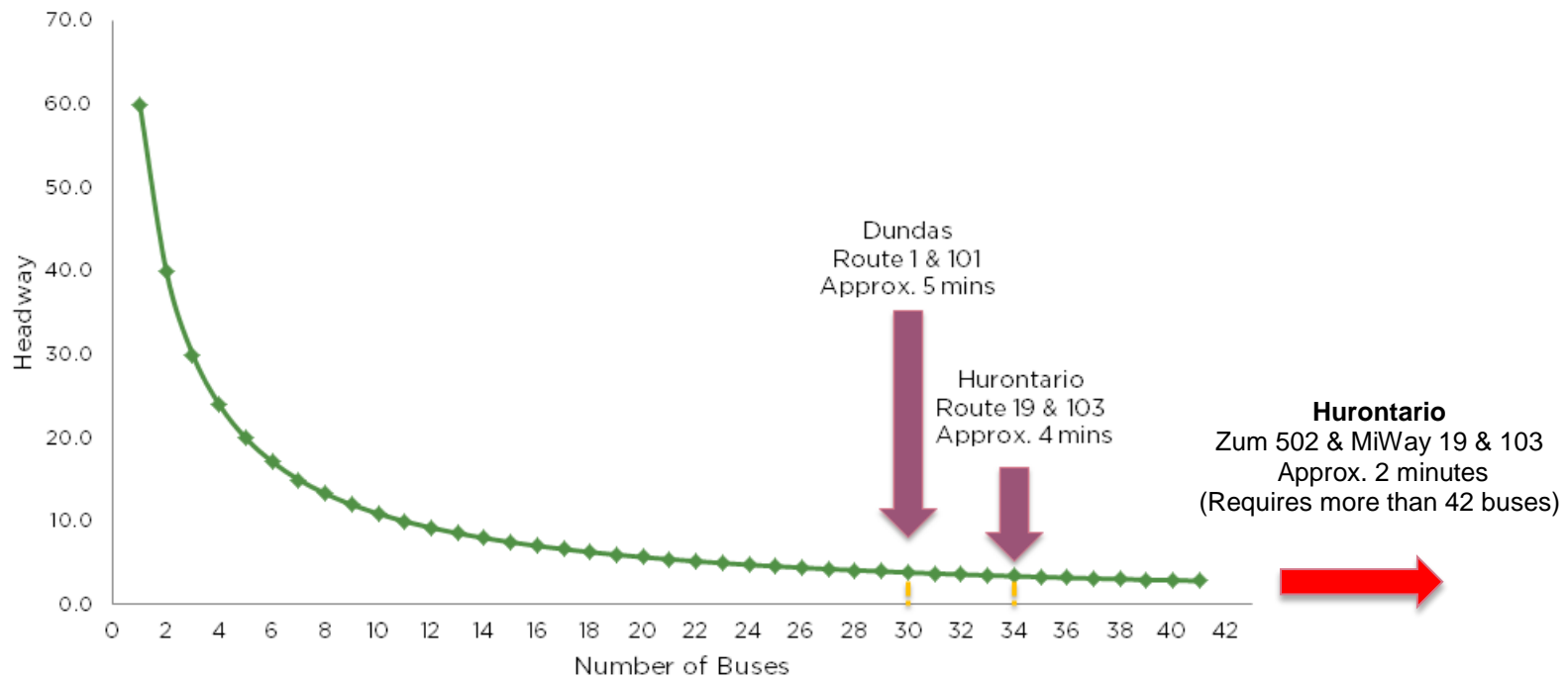


As of October 2016

Comparison - Number of Buses and Service Levels Frequency

The graph below shows the resources required to achieve a certain level of frequency. For example, if the headway is 60 minutes then two buses are required; however, if the headway is changed to five minutes or lower the number of required buses increases exponentially.

Headway is a measurement of the minimum possible distance or time between vehicles in a transit system, without a reduction in the speed of vehicles (source: Wikipedia).

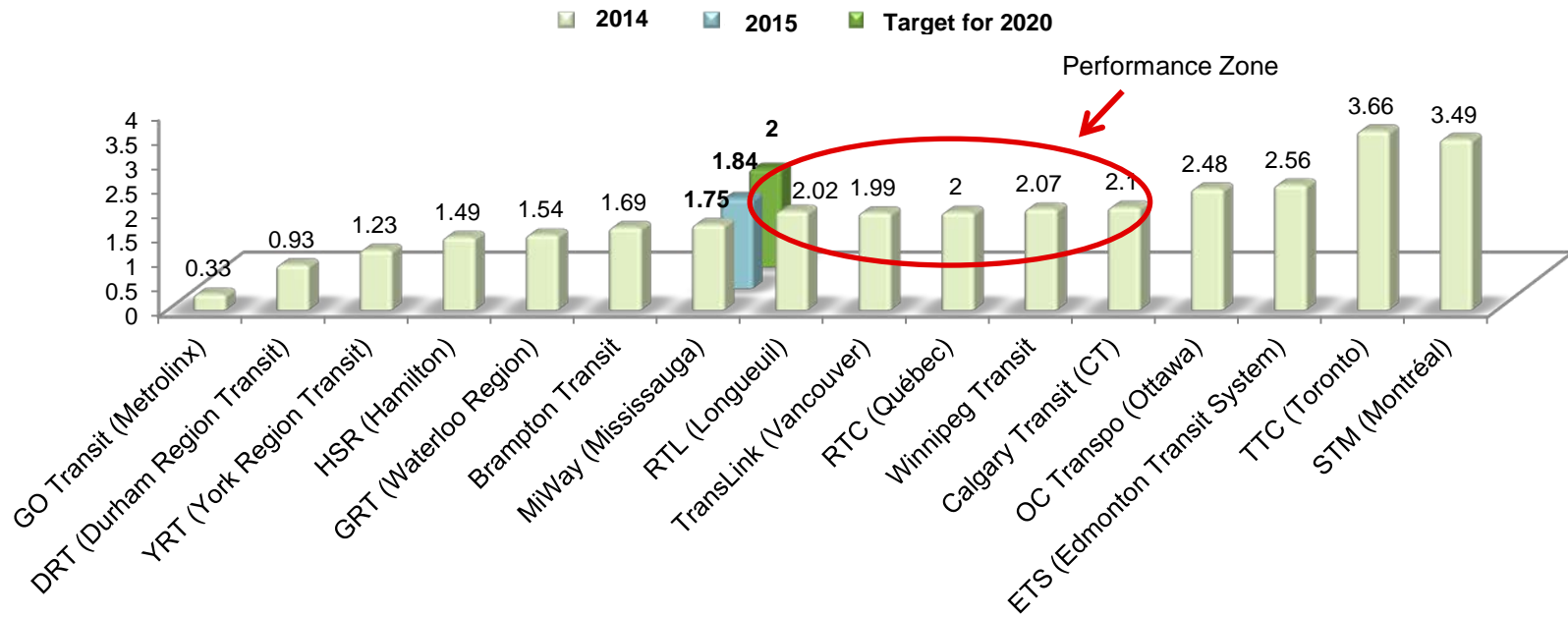


Service Hours per Capita – Benchmark

The graph below shows the 2015 service hours per capita comparison between MiWay and other Canadian transit systems servicing populations greater than 400,000.

The performance zone highlights Canadian transit systems which offer some form of rapid transit and have two or more service hours per capita. MiWay's target is to achieve two service hours per capita by 2020.

Service hour per capita is the sum of annual scheduled hours of bus service available to customers divided by the population of the city.



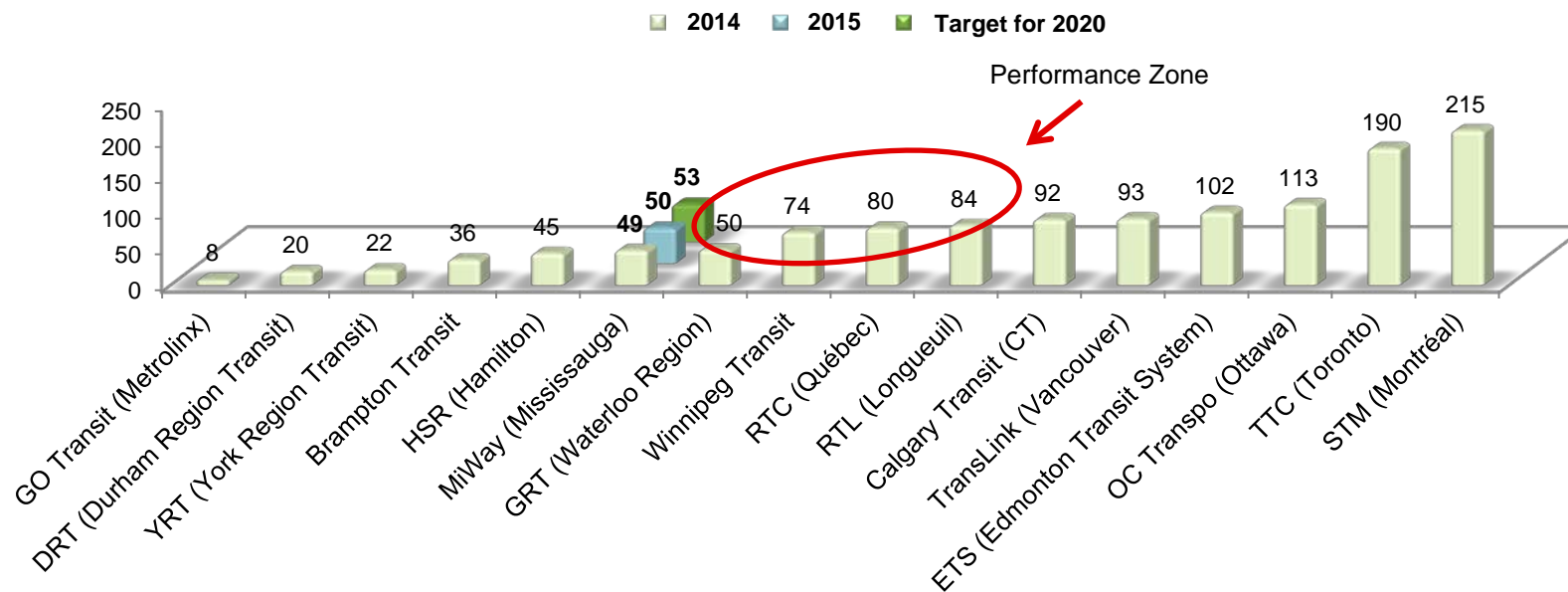
Source: Canadian Urban Transit Association (CUTA fact book 2014)

Rides per Capita - Benchmark

The graph below shows 2015 rides per capita comparison between MiWay and other Canadian transit systems servicing populations greater than 400,000. **Performance Zone** – Transit services which offer some form of rapid transit. For MiWay to deliver on the City's commitment to be a transit-oriented city, movement into the 100 rides per capita zone is required.

Rides hours per capita is the account of total passenger activity (unlinked trips or boardings) divided by population of the city.

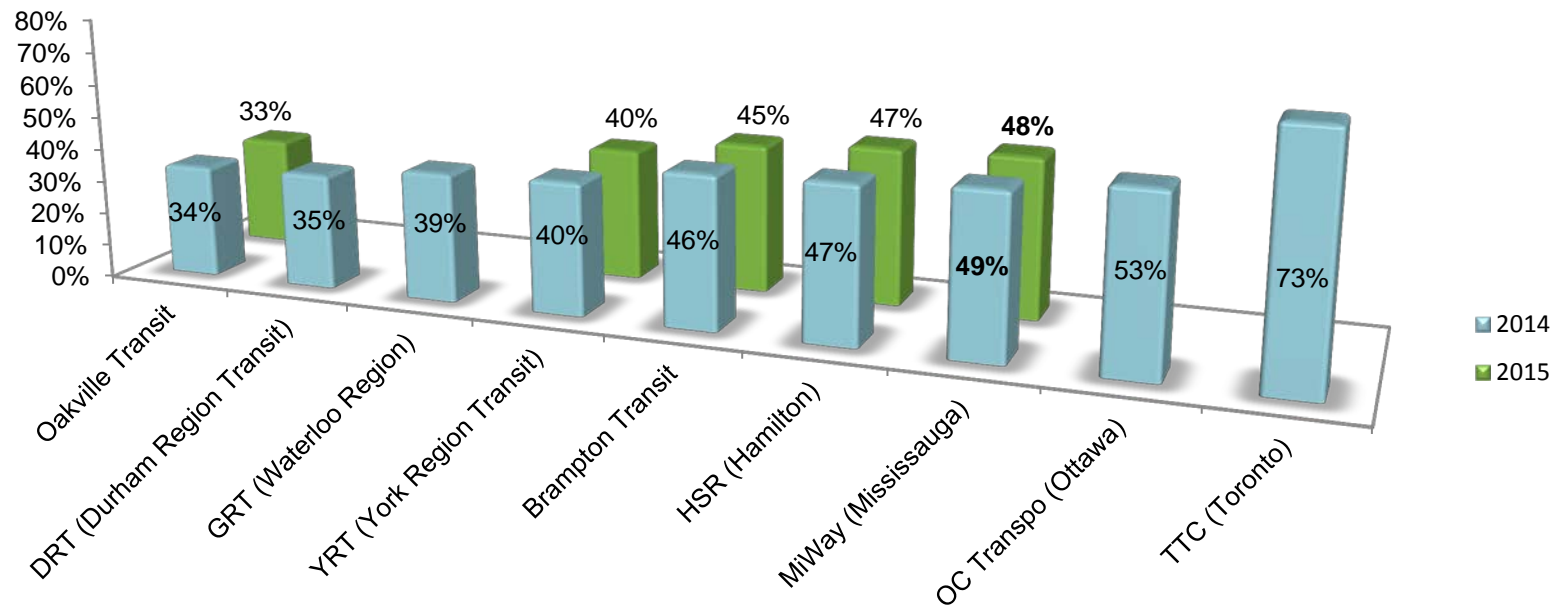
MiWay aims to achieve 53 rides per capita by 2020.



Source: Canadian Urban Transit Association (CUTA fact book 2014)

Revenue / Cost (R/C) Ratio - Benchmark

The graph below shows the revenue / cost (R/C) ratio comparison between MiWay and other Greater Toronto and Hamilton Area (GTHA) transit systems.



Source: Canadian Urban Transit Association (CUTA fact book 2014 and 2015)

The 2017-2020 Business Plan Outlook

Planning for the Future

More service through the MiWay 5 Transit Service Plan

- Building a Better MiWay together. The MiWay 5 Transit Service Plan identifies transit route and schedule improvements over the next five years (2016-2020)
- The plan was built with extensive community feedback as well as a review of service efficiency and effectiveness. To keep the community involved, annual public information sessions will be held to share the planned improvements
- In the 2015 Customer Satisfaction Survey 94 per cent of the 11,000 respondents surveyed asked for more frequent service. Approximately 40 per cent of respondents had lower satisfaction with the frequency of buses arriving at their stop
- Continued investment in service is required to increase ridership. MiWay 5 recommends three per cent annual service growth to meet the future ridership goals (BR# 2531)

Upcoming service improvements

Over the next few years, MiWay will implement improvements to the existing system to achieve the primary objectives of the grid design, including reduced transit travel times, streamlined routes and optimize the use of the Mississauga Transitway.

- Route 109 – Meadowvale Express will be re-routed to service the Winston Churchill and Erin Mills Transitway stations in 2017
- Routes 38, 19 and 45 will be streamlined to provide faster and more efficient service
- New Route 54 to better serve the employment areas in Meadowvale
- MiExpress Routes 107 and 109 will provide improved service including new Sunday service ensuring access to the transitway service is provided seven days a week











- The opening of the Renforth Gateway Transitway station in spring 2017 will create opportunities for the existing local routes servicing the Airport Corporate Centre to be realigned and improve connections with TTC and GO Bus services



MiWay staff and attendees at the MiWay 5 public information session

The **MiWay 5 Transit Service Plan** will deliver **10 benefits to customers** that will be implemented through planned service changes over the next five years (2016-2020). Each of these planned service changes will deliver key benefits that are tied to **streamlined routing**, more **frequent service** schedules, **expanded service hours** and **better connectivity** throughout the network.

The MiWay Five Plan Will Deliver 10 Benefits

<p>1 Stronger corridors to support a grid network</p>  <p style="text-align: center; font-size: small;">Corridors</p>	<p>6 Direct connections between major transit hubs</p>  <p style="text-align: center; font-size: small;">Direct</p>
<p>2 More frequent service on main corridors</p>  <p style="text-align: center; font-size: small;">Frequency</p>	<p>7 Improved connectivity with GO stations</p>  <p style="text-align: center; font-size: small;">Connections</p>
<p>3 More service outside of weekday rush hours</p>  <p style="text-align: center; font-size: small;">Service</p>	<p>8 Improved connectivity with major employment areas</p>  <p style="text-align: center; font-size: small;">Employment</p>
<p>4 More express routes between key destinations</p>  <p style="text-align: center; font-size: small;">Express</p>	<p>9 Improved connectivity with colleges and universities</p>  <p style="text-align: center; font-size: small;">Schools</p>
<p>5 Integration with the Mississauga Transitway</p>  <p style="text-align: center; font-size: small;">Transitway</p>	<p>10 Improved connectivity with neighbouring communities</p>  <p style="text-align: center; font-size: small;">Cities</p>

Reliable Service on the Mississauga Transitway

With the opening of Tahoe and Etobicoke Creek stations in February 2016, there are only four more stations left to go until the transitway is fully completed. The final stations that are set to open throughout 2017 are: Winston Churchill, Spectrum, Orbitor and Renforth Gateway.

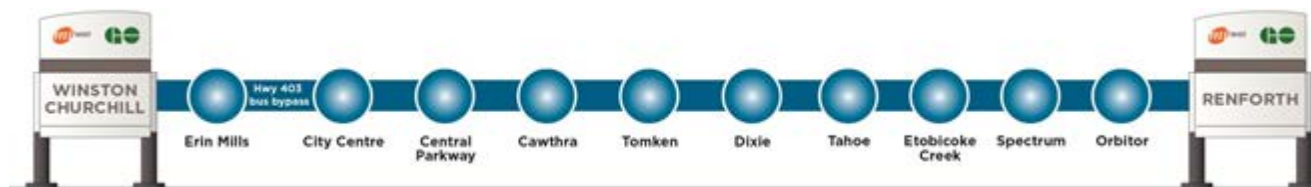
When fully operational in 2017, the Mississauga Transitway will provide east-west service supporting tens of thousands of customers per day, making it faster and easier for commuters to travel to, from and through Mississauga and across the region. The 18 kilometre transitway will have 12 stations beginning 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.

Overall ridership on the transitway routes (Route 107, 109 and 21) has increased by 42 per cent (October 2015) since November 2014.

Results from the 2015 Customer Satisfaction Survey indicate 82 per cent of MiWay customers are satisfied with the Mississauga Transitway. Ninety-four per cent of the respondents identified buses arriving and departing on schedule as one of the top three things that would encourage them to take transit more often.



MiWay bus at Etobicoke Creek Transitway Station

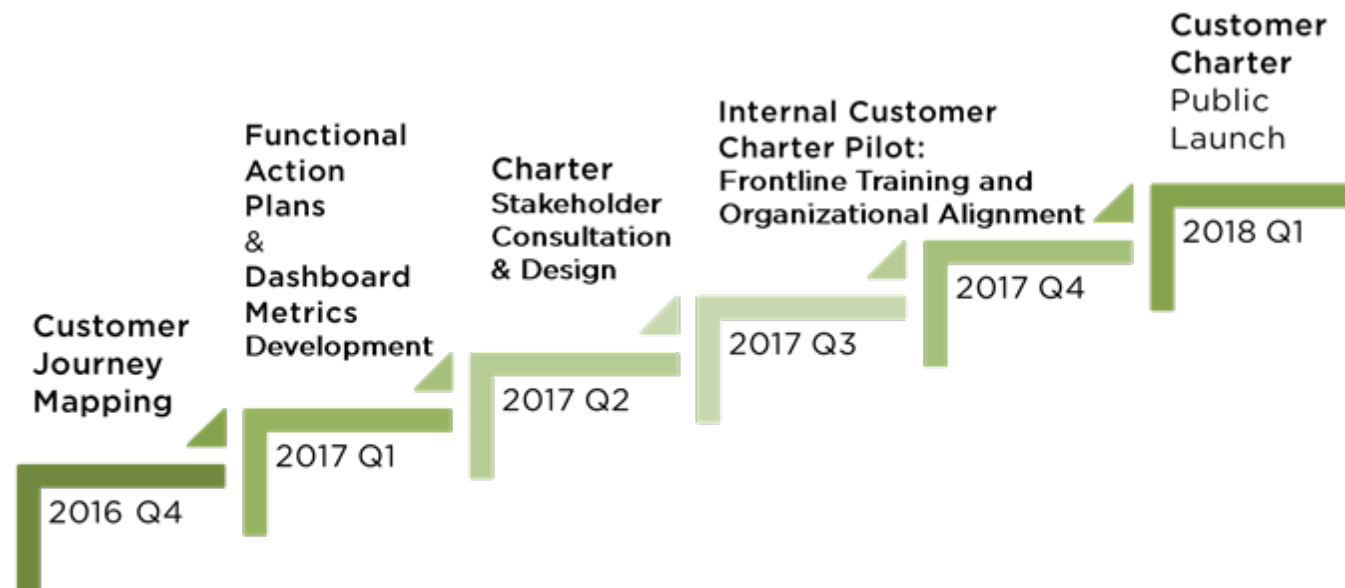


Focus on Customers - Customer Experience Strategy

MiWay is focusing on the customer to improve the overall customer experience and looking at our business through the customer's eyes. The strategy will focus on developing the following:

- **Customer Journey Maps** to capture the total customer experience across all touchpoints when riding MiWay and identifying the gaps
- **Action Plans** to objectively improve the customer journey by improving the internal structures that support it
- **Measure** progress via advanced customer experience metrics, building on existing high satisfaction scores, to deliver on MiWay's service delivery promise
- Developing a **MiWay Customer Charter** to publicly express a commitment to our customers, to which MiWay will be held accountable

The MiWay Customer Experience - Timeline



Improving self-serve options and Technology

Up-to-the-minute next trip information is available on mobile or desktop devices through Plan A Trip, and digital signs installed at City Centre Transit Terminal and Mississauga Transitway stations for MiWay customers. The real-time information is generated by the Global Positioning System (GPS) and iBus (CAD/AVL - computer aided dispatch and automatic vehicle location), technology installed on MiWay buses and passed as open data to MiWay site and also external sites.

In 2017, MiWay Customers will also be able to see their bus location through the new “Bus Tracker” feature integrated in Plan A Trip.



Don't just wait,
Know

Real-time bus updates
Now available!

MiWay Fare Strategy

MiWay remains an affordable transportation option with fares that compare to other GTHA transit systems. To balance the costs between the customer and the taxpayer, fares are adjusted in several categories each year as a part of the annual fare strategy.

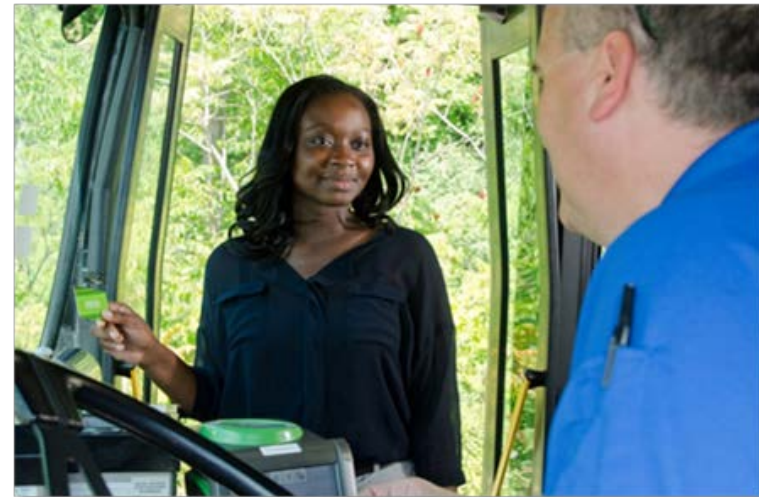
2017 Fares

- Cash (\$3.50) and PRESTO fares will remain the same. Rates are frozen for 2017
- Student and Child fares will remain the same. Rates are frozen at the 2009 rate (PRESTO Student \$ 2.25/Child \$1.65)
- All Adult and Senior paper tickets to increase by \$0.10 to \$3.10 and \$2.10 per ticket (effective Jan 1, 2017) to encourage transition to PRESTO
- Post-Secondary PRESTO fares to increase by \$0.15 to \$3.00 (effective May 1, 2017) bringing them in line with the Adult PRESTO fare

By 2018, PRESTO reloading locations will be expanded in Mississauga. MiWay will discontinue paper tickets and the remaining ticket agent paper fare sales locations. All fares will move to the PRESTO fare card and cash only. Paper monthly passes were eliminated May 1, 2016.

PRESTO

- PRESTO use on MiWay continues to grow as we transition away from paper fare products. Currently 58 per cent (September 2016) of MiWay's revenue comes from PRESTO. Customers now pay by cash, paper tickets or PRESTO (e-purse or monthly pass)
- PRESTO reloading locations are currently available at the City Centre Transit Terminal, Islington Subway, all Mississauga community centres and GO Transit train stations
- A new PRESTO reloading machine (add value machine – AVM) is available at Islington Subway Station – next to the MiWay ticket booth



Customer taping the PRESTO card on a MiWay bus

Hurontario Light Rail Transit (LRT) Project

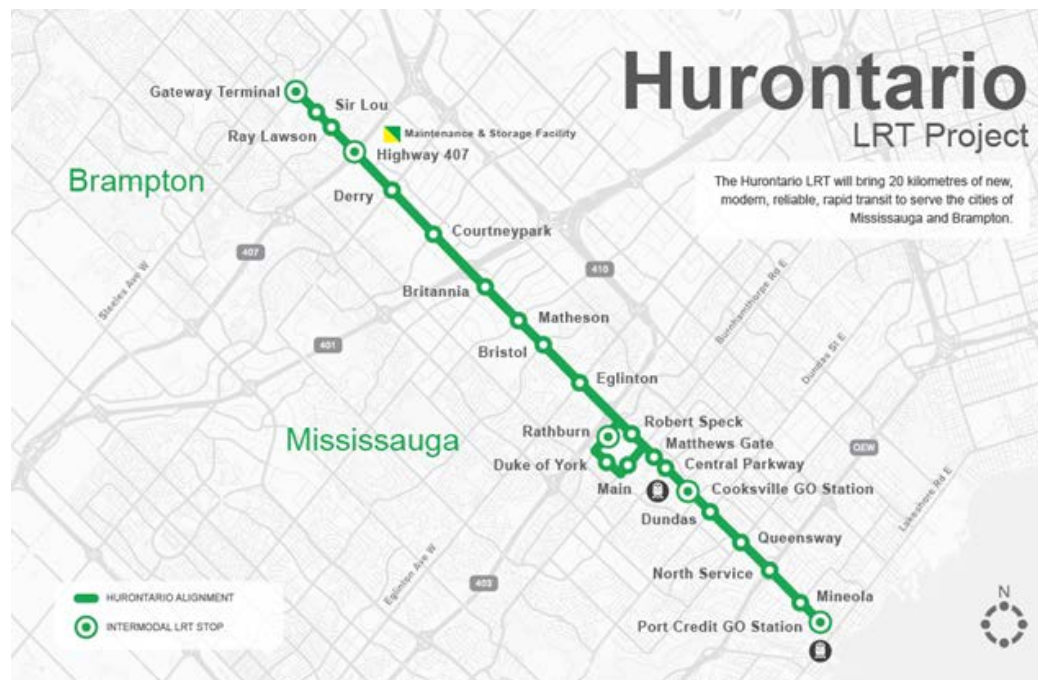
The cities of Mississauga and Brampton with Metrolinx are working on the Hurontario Light Rail Transit (LRT) Project – the largest infrastructure project in the City's history.

The LRT project will grow our economy and provide a new and reliable form of transit. It will transform how our world-class city moves, grows, and thrives. It will create jobs, generate new economic development opportunities, and better position our local economy. The LRT line will become part of the regionally integrated transit system.

Project Update

Both the cities are working with Metrolinx and its project teams on the development of the project scope ahead of a Request for Proposal (RFP) to be issued by early 2017. The contract will be awarded by early 2018.

- ✓ 20 kilometres of fast, reliable, rapid transit to the cities of Mississauga and Brampton along the Hurontario Street corridor
- ✓ 22 stops with connections to various east-west transit linkages such as the Mississauga Transitway and the Lakeshore and Milton GO Transit lines
- ✓ The Hurontario LRT is a Metrolinx project. Construction is expected to begin in 2018, and be completed by 2022



Optimizing the Use of Technology

Technology plays an important role in how MiWay delivers transit to customers. As our systems evolve customers want their information when they want it – immediately, on the go, and on their mobile device.

Over the next four years our focus is on enhanced customer service information, completion of information technology modernization, use of new technology to improve decision-making and increase efficiencies.

Garage Management System

The Garage Management system will assist transit operations and maintenance staff by providing the necessary information for making proper decisions in parking assignments.

By replacing a manual process along with the full integration with the main transit systems, HASTUS (workforce management and daily operations) and iBus (CAD/AVL - computer aided dispatch and automatic vehicle location), the automated Garage Management System will decrease the bus assignment times, which results in better transit service reliability and less service disruptions.

HASTUS/iBus Integration – Real Time Information Exchange

Part of the Integrated Transit System (ITS) Enterprise plan, the HASTUS – iBus integration will ensure the bi-directional exchange of information in real time.

The project will:

- Provide a means for changes to schedules due to unexpected on-road conditions to be sent in real time to the buses and public
- Feed real time data back to the scheduling team so the schedules can be adjusted to provide better on-street performance and also improve the future planning based on trends in performance and ridership

HASTUS Analytics

Part of the HASTUS program, the HASTUS Analytics module will bring the historical, current and planned business operations data to deliver intelligence through Key Performance Indicators (KPIs) reports and graphs. It will allow MiWay to analyze actual vs planned data to identify trends and uncover hidden patterns with the outcome of providing better planning, efficient operations, increase savings and implement cost saving measures.

Integrated Fleet Management System

The new Fleet Management system will provide the following to manage the transit fleet capacity:

- Integration with other transit and corporate systems like Fuel Management, iBus and SAP, as part of the Integrated ITS Enterprise plan
- Compliance with Ministry of Transportation legislation and flexibility to support changes in the business processes
- Improve tracking of work orders between Transit Maintenance, Suppliers and Sub-contractors

PRESTO Next Generation including Self Service Kiosks

PRESTO Next Generation will bring improved service to MiWay customers by providing more self-service options. The Add Value Machines (AVMs) planned to be installed at transit terminals and community centres will provide MiWay customers with convenient access to reload their PRESTO cards at any time. At the same time, the addition of the AVMs will lessen the impact on community centres by allowing Customer Service representatives to focus on the service requests for recreation programs.



Example of an Add Value Machine (AVM)

Maintaining Our Infrastructure

A number of initiatives are currently in progress and planned over the next four years. These include the following:

Improvements to the City Centre Transit Terminal (Completed in 2016)

- Podium Deck repairs
- Retaining wall replacement
- Concrete bus bays
- Public washrooms refurbishment

Infrastructure improvement plan (2017-2020)

- Interior Clean Lane at Malton
- Downtown Transit Terminal
- Pedestrian underpasses at intersections and major terminals
- Cardiff Washroom Construction
- South Common Terminal Refurbishment

Peripheral Terminals and Turnaround Loops

- Cardiff and Lorimar (Routes 5, 15 and 51)
- Laird and Vega (Routes 1 and 101)
- Ninth Line and McDowell (Routes 39, 49 and 50)
- Westwood Mall (Expansion to include customer washrooms)

Bus Stop Infrastructure

- 411 total pads to be constructed in 2016

- New Meadowvale Satellite Garage projected for 2020
- Anchor Terminals and Turnaround Loops at two other locations
- Pavement Treatment at Terminals
- Improve all bus stops to have rear pads



MiExpress and MiLocal buses at City Centre Transit Terminal

Transit Shelter Management

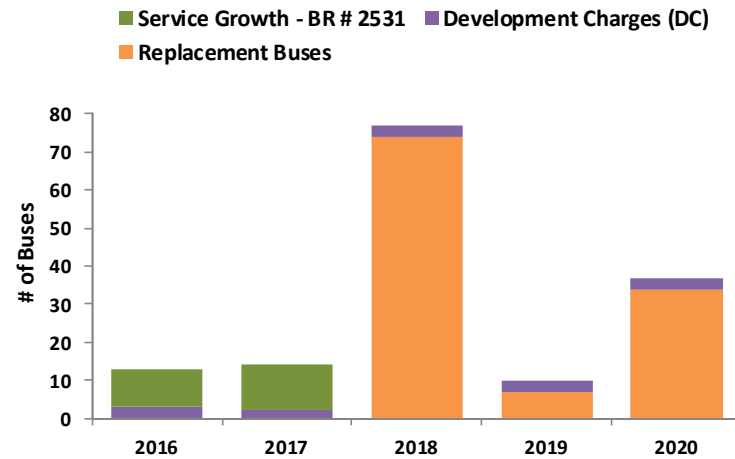
MiWay has a program that enables businesses to sponsor a bus shelter in Mississauga. In 2018 MiWay's contract with CBS Outdoor will expire after 18 years and a consultant will be hired in 2017 to assist with Request for Proposal (RFP) and contract development.



Example of a bus shelter in Mississauga

Bus Replacement/Growth Schedule

Over the next four years MiWay will continue its bus fleet renewal program with buses purchased from 2003 to 2009 being retired from service and replaced with new, state of the art buses to address congestion and service growth (BR#2531).



Managing Our Human Resources

MiWay faces similar challenges to those experienced by large operational environments of attracting and retaining talent to address growth needs and managing the impending retirements and competition for skilled staff. MiWay's organizational structure is evolving to address gaps created by the expansion of service, technology, equipment, and facilities.

MiWay has a training program to ensure the driving credentials of our Transit Operators remain up-to-date, and that customer service training is provided.

- 1,300 MiWay Staff (active)
- 1,110 Union Staff (85 per cent)/190 (15 per cent) Non- Union Staff
- Female: 227 (17 per cent)/Male: 1,073 (83 per cent)
- 14 Co-op students were hired and given job experience opportunity in 2015 from various colleges and Universities in Ontario
- 22 per cent of MiWay staff will be eligible to retire by 2022



MiWay employees (Left to right: Customer Service Representative, Transit Enforcement Officer, Customer Service Representative, Transit Operator and Training Officer)

Linkages to the City's Strategic Plan

move - developing a transit oriented city

Develop Environmental Responsibility – viable alternative to automobile.

Connect our city – express routes that link neighbourhoods and businesses.

Build a Reliable and Convenient System – PRESTO, access to real-time next bus information.

Increase Transportation Capacity – family of services local, core services, express services, accessible buses and routes.

belong - ensuring youth, older adults and new immigrants thrive

Ensure Affordability and Accessibility – network for seniors, youth and immigrants, remain conscious of fare impacts.

The student fares frozen since 2009. Successful programs: U-Pass for University of Toronto (Mississauga) students; \$1 Senior fare; Freedom Pass for 12-14 year olds and Affordable Transit Pass program with Region of Peel for low income riders.

connect - completing our neighbourhoods

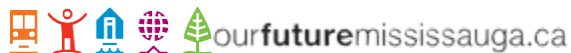
Provide mobility choices – connect neighbourhoods, regions and provide convenient transit to link people to jobs, schools, shopping, and recreation through the MiWay 5 service plan.

prosper - cultivating creative and innovative businesses

Meet Employment Needs – provide transit network infrastructure that allows workers and customers to get to their places of business. Emphasis on working with business parks including Airport Corporate Centre to improve service and awareness.

green - living green

Lead and Encourage Environmentally Responsible Approaches – use hybrid supervisor vehicles and buses, use renewable fuels (bio-diesel) and energy efficient facilities and practices. 33 million less car trips due to the availability of public transit.



Engaging Our Customers

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 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 are looking for more self-serve options. One of our key rider demographics is youth 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 200 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, MiWay eNews and the 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	MiWay's Community Outreach Team attends over 200 events each year including Senior and youth events, community festivals (Canada Day at Celebration Square, Carassauga, Bread and Honey Festival and Waterfront festival) to name a few.
Business Outreach	Continue to build new relationships with businesses to educate their staff on available transit service options (e.g. transitway service near the Mississauga Airport Corporate Centre).
Community Partnerships	Partner with Community Services (e.g. Freedom Pass), Smart Commute (Tour De Mississauga)
Media Relations	All MiWay media relations are coordinated through the City's Corporate Communications team.



Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2017-2020 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 2016 was \$67.9 million and the proposed budget for 2017 is \$73.3 million.

Maintain Current Service Levels

The impact of maintaining current service levels is an increase of \$2.4 million for 2017.

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
- Other operating expense pressures of \$2.9 million relate to requirements for vehicle maintenance inventory relief, after-treatment bus equipment, PRESTO operating costs and MiWay security and are offset by savings of \$2.8 million from a reduction of \$0.15 per litre in the diesel budget
- Increased revenue of \$2.6 million derived from ridership growth, fare increases, bus shelter revenue increases and an increased draw on the Provincial Gas Tax reserve fund
- Labour (19 transit operators), diesel fuel and minor maintenance items are forecasted to increase the operating budget by \$1.1 million for 2016 service improvements

Efficiencies and Cost Savings

Total savings of \$0.83 million are derived from sick relief pool reductions and various other operating expense reductions.

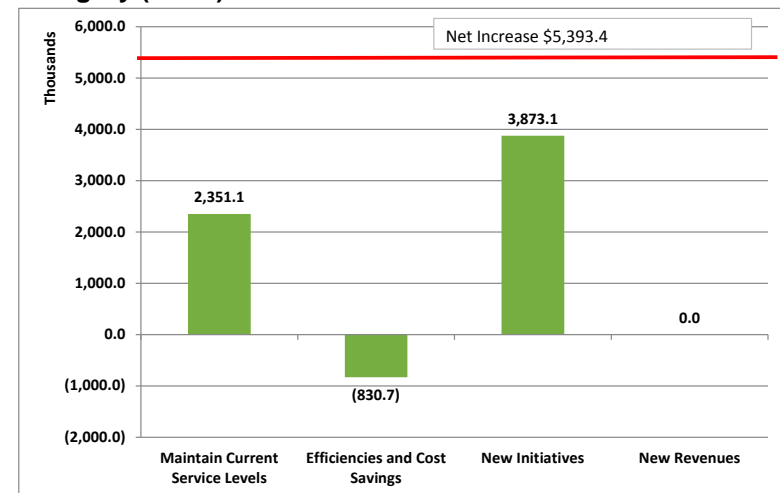
New Initiatives

The impact of new initiatives for the Transit service is an increase of \$3.9 million for 2017.

Highlights of the proposed budget changes are:

- Continuation of the annual MiWay service growth initiative of three per cent including all associated costs including the hiring of 30 transit operators
- Staff, Maintenance and Other operating costs required to support the additional transitway stations, roadway, parking lots, and ground maintenance; including the hiring of 15 transit operators

Proposed Changes to 2017 Net Operating Budget by Category (000's)



Operating

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2017-2020, the 2016 Budget as well as 2015 Actuals by program within the service area.

Proposed Budget by Program

Description	2015 Actuals (\$000's)	2016 Budget (\$000's)	2017 Proposed Budget	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Expenditures to Deliver Current Services						
Business Development	8,890	10,056	10,233	9,953	10,060	10,158
Business System	3,475	3,923	4,446	5,977	6,007	6,039
Office of Director	2,857	1,303	1,428	1,465	1,501	1,538
Operations	97,120	104,205	107,558	107,682	108,749	109,843
Transit Maintenance	44,957	49,482	49,172	49,567	49,967	50,388
Transportation Project Office Transit	21	93	101	(21)	(14)	(8)
Light Rapid Transit	1	0	219	222	224	227
Total Expenditures	157,323	169,062	173,157	174,846	176,493	178,184
Revenues	(81,055)	(84,621)	(86,846)	(87,096)	(87,096)	(87,096)
Transfers From Reserves and Reserve Funds	(14,532)	(16,534)	(16,884)	(16,409)	(16,409)	(16,409)
New Initiatives and New Revenues	0	0	3,873	9,104	13,712	18,333
Proposed Net Budget Including New Initiatives & New Revenues	61,736	67,907	73,300	80,445	86,700	93,013
Expenditures Budget - Changes by Year			2%	1%	1%	1%
Proposed Net Budget - Changes by Year			8%	10%	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, the cost increases arising from prior year decisions, special levies and new initiatives.

Description	2016 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	2017 Proposed Budget (\$000's)	\$ Change Over 2016	% Change Over 2016
Labour and Benefits	128,517	3,772	(379)	830	0	2,369	0	135,108	6,592	5%
Operational Costs	39,569	(118)	(451)	273	0	1,919	0	41,192	1,623	4%
Facility, IT and Support	976	169	0	0	0	0	0	1,145	169	17%
Total Gross	169,062	3,824	(831)	1,102	0	4,288	0	177,445	8,384	5%
Total Revenues	(101,155)	(2,575)	0	0	0	(415)	0	(104,145)	(2,990)	3%
Total Net Expenditure	67,907	1,249	(831)	1,102	0	3,873	0	73,300	5,394	8%

Summary of Proposed 2017 Budget and 2018-2020 Forecast

Description	2016 Approved Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Labour and Benefits	128,517	135,108	140,325	146,175	151,992
Operational Costs	39,569	41,192	42,887	43,284	43,780
Facility, IT and Support	976	1,145	1,153	1,161	1,161
Total Gross	169,062	177,445	184,365	190,620	196,933
Total Revenues	(101,155)	(104,145)	(103,920)	(103,920)	(103,920)
Total Net Expenditure	67,907	73,300	80,445	86,700	93,013

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	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
Labour and Benefits	128,517	132,740	4,223	Increase reflects labour adjustments and other fringe benefit changes and: \$830 for annualization of transit operators for service growth initiative from 2016 (\$668) for savings on transit operators from service reductions for the Hanlan Water project and sick relief pool reductions.
Administration and Support Costs	976	1,145	169	Increased IT costs
Advertising & Promotions	1,642	1,702	60	
Communication Costs	99	99	0	
Contractor & Professional Services	1,299	1,753	454	Presto operating costs
Debt	0	0	0	
Equipment Costs & Maintenance Agreements	1,767	1,827	60	
Finance Other	785	785	0	
Materials, Supplies & Other Services	2,549	2,324	(225)	Paper fare media commissions and supplies costs reductions due to Presto use
Occupancy & City Costs	4,308	4,482	174	\$93 Utility increases \$81 Lease costs increases for Islington subway and LRT office at 201
Staff Development	158	148	(10)	
Transfers To Reserves and Reserve Funds	0	0	0	
Transportation Costs	26,962	26,153	(809)	\$2000 Vehicle maintenance relief and sublet repair cost increases (\$2840) Diesel fuel price decrease of \$0.15 per litre
Subtotal - Other Operating	40,545	40,418	(128)	
Total Revenues	(84,621)	(86,846)	(2,225)	\$1200 3% Ridership growth \$400 Fare increase \$625 Bus shelter revenue
Transfers To/From Reserves and Reserve Funds	(16,534)	(16,884)	(350)	(\$692) Increased gas tax transfer \$342 Bus shelter revenue transfer
Subtotal - Revenues	(101,155)	(103,730)	(2,575)	
Total	67,907	69,427	1,520	

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 #	2017 FTE Impact	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2017 to 2020 FTE Impact	2017 to 2020 Capital (\$000's)
New Initiative								
Mississauga Transitway - Maintenance and Operations	2463	18.0	1,897	2,725	2,859	2,891	18.0	0
MiWay Service Growth	2531	33.0	1,976	6,379	10,853	15,442	130.0	7,908
Total New Initiative		51.0	3,873	9,104	13,712	18,333	148.0	7,908
Total New Revenues		0.0	0	0	0	0	0.0	0
Total New Initiatives and New Revenues		51.0	3,873	9,104	13,712	18,333	148.0	7,908

Note: Numbers may not balance due to rounding.

Proposed Initiative	Department	Service Area
Mississauga Transitway - Maintenance and Operations	Transportation & Works Department	MiWay

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	2,311.7	3,140.3	3,274.5	3,306.2
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	415.0	415.0	415.0	415.0
Tax Levy Requirements	1,896.7	2,725.3	2,859.5	2,891.2
* Net Change in \$		828.6	134.2	31.7
FTEs	18.0	18.0	18.0	18.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Phase I and II of the Mississauga Transitway are now open and fully operational (eight out of 12 stations). In order to maintain and ensure success of the Mississauga Transitway, a comprehensive maintenance and operations program is required to handle infrastructure and operation costs.

Details of Service Change

The 18 kilometre transitway will be fully operational in fall 2017. Once operational, the transitway services will complement and connect with local bus service, inter-regional transit service and the TTC providing a more reliable service travelling east/west in Mississauga. Service Hour Growth: Increase of 11,000 hours in July 2017 with the opening of phases two and three. Maintenance and Operating costs: Roadway: maintenance by the City including winter and grounds maintenance and future roadway repair (cost sharing agreement with GO/Metrolinx for their five kilometre portion (2.5 kilometre/transitway west and 2.5 kilometre/transitway east) is being finalized. Parking lot: maintaining parking lots with cost fully recovered for Metrolinx stations. Custodial: maintaining all electrical and building infrastructures. Landscaping: Turf and horticultural maintenance costs for the 12 stations have been included. Busway horticultural maintenance, Reinforced Steepened slope (RSS) and related staff impacts for turf and horticultural maintenance are being evaluated in 2016 and will be included in the 2018 business plan. The project is utilizing a comprehensive risk management program throughout the design and construction phase of the project. Future capital costs: new PRESTO units for the transitway stations, asset management including bridge condition surveys, and associated capital costs for vehicles for enforcement and security officers. Future revenue will include fare box revenue from new ridership.

Service Impact

Mississauga Transitway is the first dedicated bus corridor to be built within the GTHA with unique station designs which pose challenges and new requirements for asset maintenances requiring specialised support. To operate effectively additional staffs are required. Hire (15 FTE) Transit Operators starting in June 2017 to improve frequency and connections on the transitway. F&PM- Systems Maintenance Coordinator and Contract Coordinator needed as the volume(over a 1,000 assets) and complexity along with extensive maintenance coordination required for 24/7 operation at unstaffed stations can't be met with current staff. City oversees the transitway stations including the three Metrolinx station at their cost. Parks & Forestry-Contract Coordinator required administering the Arboricultural, Horticultural and Turf Maintenance; approx. 55,058 square metres of planting beds containing approx. 31,000 individual plants (including over 2300 trees) and five hectares of turf. To maintain the current service levels on transitway and keep assets in good shape these resources are necessary, which helps transition commuters from individual vehicles to an efficient bus system that will travel on a dedicated corridor.

Proposed Initiative	Department	Service Area
MiWay Service Growth	Transportation & Works Department	MiWay

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	1,976.5	6,378.6	10,852.6	15,442.1
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	1,976.5	6,378.6	10,852.6	15,442.1
* Net Change in \$		4,402.1	4,474.0	4,589.5
FTEs	33.0	65.0	97.0	130.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Additional service hours are requested to maintain existing customers, alleviate overcrowding and improve service reliability. This will allow MiWay to achieve future ridership target (22 per cent transit modal split in 2049) to support City's future strategic plan. "transit oriented city". The increase will enhance frequencies on core corridors to meet customers' expectations, establish a solid base for ridership growth as well as help create a transitway integrated system.

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 1.48 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

The requested three per cent annual increase in transit service hours will translate into 45,000 service hours. New bus allocation of three buses/year (< one per cent) from Development Charges isn't sufficient to sustain current ridership and support requested service hour growth. 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. To maintain the additional buses, MiWay will require three additional staff: two mechanics and one General Service Person (GSP). 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	2016	2017	2018	2019	2020
Business Development	80.6	83.6	80.6	80.6	80.6
Business System	20.0	20.0	20.0	20.0	20.0
Office of the Director	2.0	2.0	2.0	2.0	2.0
Operations	1,079.8	1,107.8	1,138.8	1,170.8	1,203.8
Maintenance	185.2	189.2	190.2	190.2	190.2
Transportation Project Office	4.0	4.0	3.0	3.0	3.0
Light Rail Transit (LRT)	1.0	1.0	1.0	1.0	1.0
Total Service Distribution	1,372.6	1,407.6	1,435.6	1,467.6	1,500.6

Note: Numbers may not balance due to rounding.



MiWay employees (left to right: Transit Operator, Supervisor and Transit Enforcement) interacting with the public

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 or the capital forecast.

Proposed 2017-2026 Capital Budget by Program

Program Expenditures	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
Buses	13,876	60,231	8,073	32,852	244,614	359,646
Higher Order Transit	0	0	0	0	0	0
On-Street Facilities	2,926	3,426	290	290	1,740	8,672
Other Transit	2,400	500	650	0	1,150	4,700
Transit Buildings	6,180	4,160	60	60	2,360	12,820
Transit Vehicles and Equipment	4,150	1,305	1,455	265	2,305	9,480
Total	29,532	69,622	10,528	33,467	252,169	395,318

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

2017-2026 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 three per cent 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.

Proposed 2017-2026 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion for each year of the proposed 2017-2020 Business Plan and 2017 Budget and the consolidated forecast for 2021-2026.

Funding	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
Development Charges	1,128	1,560	0	1,490	9,748	13,926
Federal Funding	11,978	4,820	6,755	31,977	240,815	296,345
Provincial Funding	0	2,700	0	0	0	2,700
Other	8,552	29,751	0	0	0	38,303
Subsidies and Senior Govt. Level Grants	0	0	0	0	0	0
Tax	6,625	30,791	3,773	0	1,606	42,794
Debt	1,250	0	0	0	0	1,250
Total	29,532	69,622	10,528	33,467	252,169	395,318

Note: Numbers may not balance due to rounding. □

Proposed 2017 Capital Budget Detail

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

Program: Buses

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWTR00109	Transit Capital Bus Maintenance - Major Component Rehabilitation/Replacement	4,800	2,400	2,400	Tax -Capital Reserve Fund
TWTR00201	Transit Bus Acquisitions - Growth	1,168	584	584	Tax -Capital Reserve Fund,DCA -Transit Reserve Fund
TWTR00234	Transit Bus Acquisitions - Service Growth	7,908	0	7,908	Gas Tax -Federal Gas Tax-Regional Allocation
Total		13,876	2,984	10,892	

Note: Numbers may not balance due to rounding.

Proposed 2017 Capital Budget Detail (Cont'd)

Program: On-Street Facilities

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWTR00110	Transit Mini Terminals/Bays/Bus Loops - Replacement	100	50	50	Tax -Capital Reserve Fund
TWTR00111	Transit MiWay Signs	50	25	25	Tax -Capital Reserve Fund
TWTR00112	Transit Bus Stops/Pads (Accessibility Plan) - Growth	136	68	68	DCA -Transit Reserve Fund,Tax - Capital Reserve Fund
TWTR00113	Transit Bus Stops/Pads (Accessibility Plan) - Replacement	140	70	70	Tax -Capital Reserve Fund
TWTR00300	Additional bus shelters	2,500	1,250	1,250	Tax -Debt-Other
Total		2,926	1,463	1,463	

Note: Numbers may not balance due to rounding.

Proposed 2017 Capital Budget Detail (Cont'd)

Program: Other Transit

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWTR00086	Transit Maintenance Management System Replacement	1,500	750	750	Tax -Capital Reserve Fund
TWTR00116	Transit Customer Satisfaction Survey	250	0	250	Gas Tax -Federal Gas Tax-Regional Allocation
TWTR00223	Transit Performance Metrics Module (Hastus)	400	200	200	Tax -Capital Reserve Fund
TWTR00253	Marketing Research/Campaign Development	250	0	250	Gas Tax -Federal Gas Tax-City Allocation
Total		2,400	950	1,450	

Note: Numbers may not balance due to rounding.

Proposed 2017 Capital Budget Detail (Cont'd)

Program: Transit Buildings

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWTR00088	Transit Kipling Subway Inter-Regional Terminal	2,000	0	2,000	Gas Tax -Federal Gas Tax-Regional Allocation
TWTR00089	Transit Malton Facility - Expansion & Improvements	500	0	500	DCA -Transit Reserve Fund, Gas Tax -Federal Gas Tax-Regional Allocation
TWTR00115	Transit Facility Repairs (Minor)	80	40	40	Tax -Capital Reserve Fund
TWTR00287	Transit New Facilities - Washrooms (Cardiff)	1,000	500	500	Tax -Capital Reserve Fund
TWTR00288	Transit South Common Mall Refurb	1,500	0	1,500	Gas Tax -Federal Gas Tax-City Allocation
TWTR00289	Transit Anchor Terminals Study	500	250	250	Tax -Capital Reserve Fund
TWTR00290	Transit Bus Landing Pads	500	250	250	Tax -Capital Reserve Fund
TWTR00292	Transit Terminal Pavement Treatment	100	50	50	Tax -Capital Reserve Fund
Total		6,180	1,090	5,090	

Note: Numbers may not balance due to rounding.

Proposed 2017 Capital Budget Detail (Cont'd)

Program: Transit Vehicles and Equipment

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWTR00114	Transit Capital Equipment Acquisition - Maintenance Section	145	73	73	Tax -Capital Reserve Fund
TWTR00118	Transit Other Vehicles (Vans/Cars/Trucks) Acquisitions - Replacement	85	43	43	Tax -Capital Reserve Fund
TWTR00121	Transit Security Vehicles & Equipment - Replacement	40	20	20	Tax -Capital Reserve Fund
TWTR00225	Transit Revenue Equipment - Replacement	20	0	20	Gas Tax -Federal Gas Tax-City Allocation
TWTR00236	Transit Change Off Vehicles	20	10	10	Tax -Capital Reserve Fund
TWTR00275	Transit Change-Off Vehicle Acquisitions - Growth	270	135	135	DCA -Transit Reserve Fund,Tax - Capital Reserve Fund
TWTR00296	Transit Hastus Module	570	285	285	Tax -Capital Reserve Fund
TWTR00301	Bus Communication Gateway Replacement	3,000	1,500	1,500	Tax -Capital Reserve Fund
Total		4,150	2,065	2,085	

Note: Numbers may not balance due to rounding.

Proposed 2018 -2020 Capital Budget by Sub-Program

The following tables provide a listing of capital forecast by sub-program for 2018 -2020.

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Buses			
TRANSIT Bus Equipment	0	0	7,500
TRANSIT Bus Major Maintenance	3,150	4,300	4,400
TRANSIT Bus Replacement	26,264	3,773	19,200
TRANSIT Fleet Expansion	1,752	0	1,752
Subtotal	31,166	8,073	32,852

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
On-Street Facilities			
TRANSIT Mini Terminals, Bay & Bus Loops	3,050	100	100
TRANSIT Passenger Shelters, Pads, Signs	163	190	190
Subtotal	3,213	290	290

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Other Transit			
TRANSIT Information Systems	500	0	0
TRANSIT Surveys	0	650	0
Subtotal	500	650	0

Note: Numbers may not balance due to rounding.

Proposed 2018 -2020 Capital Budget by Sub-Program (Cont'd)

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Transit Buildings			
TRANSIT Minor Improvements	30	60	60
TRANSIT New Construction	3,800	0	0
Subtotal	3,830	60	60

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Transit Vehicles and Equipment			
TRANSIT Equipment	1,093	1,165	165
TRANSIT Vehicles	70	290	100
Subtotal	1,163	1,455	265
Total Expenditures	39,871	10,528	33,467

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.

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 up to 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 option includes Plan a Trip (previously known as Click n' Ride) which is an online trip planning service available through desktop, tablet and mobile devices. The growth rate between 2015 and 2016 (5.93 per cent) has been used as a benchmark for projections. Generally the calls to the call centre have been decreasing as community outreach efforts and digital efforts increase.

Note: These projections do not include the implementation of real time. When real time launches the tool might experience an increase in sessions.

Customer Satisfaction Survey is conducted every two years and collects feedback on MiWay services from over 10,000 riders.

Employee Measure

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 two 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	2013 (Actual)	2014 (Actual)	2015 (Actual)	2016 (Plan)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)
Financial:								
Revenue Ridership	35,789,013	36,607,859	37,463,426	38,212,695	38,976,948	39,756,487	40,551,617	41,362,649
Municipal Operating Contribution per Capita	\$91	\$93	\$97	\$100	\$106	\$114	\$122	\$130
Revenue to Cost Ratio	49%	49%	48%	47%	46%	46%	46%	46%
Customer:								
Customer Contact: Feedback & Information Requests Customer Contact Resolution Rate	47,476 90%	391,402 92%	385,000 92%	377,300 94%	369,750 94%	362,350 94%	344,223 94%	327,011 94%
Self-Service Option Plan a Trip (Previously Click n Ride)	N/A	N/A	2,262,526	2,396,693	2,538,816	2,689,367	2,848,846	3,017,782
Customer Satisfaction Survey	82%	N/A	82%	N/A	82%	N/A	82%	N/A
Employees/Innovation:								
Preventable Accidents/100,000 kms	0.23	0.23	0.19	0.24	0.24	0.23	0.22	0.22
Lost Time Frequency (# of LTI / 200,000 hours)	6.23	6.49	7.33	6.0	6.0	6.0	6.0	6.0
Internal Business Process:								
Schedule Adherence (+2) min. / (-) 7 minutes	N/A	N/A	N/A	92%	90%	92%	93%	94%
Fleet Availability - above daily requirements	1.12	1.07	1.07	1.06	1.06	1.06	1.06	1.06
Boarding per Trip	1.42	1.42	1.44	1.45	1.46	1.48	1.48	1.48



Roads

2017-2020 Business Plan
& 2017 Budget

Foreword

Mississauga City Council approved **Our Future Mississauga**, the Strategic Plan to achieve our vision over the next 40 years. The strategic vision identified five pillars for change, Move, Belong, Connect, Prosper and Green. The City consulted extensively with residents, staff and stakeholders in developing the Strategic Plan.

The City continues to engage with stakeholders about its programs and services through the City's website, social media, satisfaction surveys and more. This helps ensure citizens have input on the decisions that affect them.

The 2017-2020 Business Plan and 2017 Budget detail how and where the City plans to allocate resources to the programs and services that people rely on every day, while providing good value for taxpayers and supporting the Strategic Plan.

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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.

Services we provide:

The Roads Service Area is delivered the following three divisions; Transportation and Infrastructure Planning (TIP), Engineering and Construction (E&C), Works, Operation and Maintenance (WOM) divisions. These areas are responsible for the planning, construction, maintenance and overall management of Mississauga's roadways, bridges, sidewalks and related infrastructure. 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 (with the exception of transit and fire vehicles).

Through the optimization of technology, and forward thinking initiatives, the Roads Service Area is poised to continue to provide responsible infrastructure maintenance and enhancements.

Interesting facts about this service:

- At a 2017 replacement value of \$4.2 billion, our road and bridge infrastructure is the largest asset owned and operated by the City.
- The City has over 5,200 lane kilometres of road network. If laid out end to end this infrastructure would connect the City of Mississauga to Dublin, Ireland.
- The City's cycling network includes approximately 500 kilometres of on-road bike lanes, boulevard multi-use trails, off-road trails, and "bicycle friendly" signed roadway. Through the Cycling Master Plan, the City plans to develop more than

900 kilometres of on and off-road cycling routes in the next 20 years.

Highlights of the Business Plan include:

Leveraging technological advances and improving efficiency

- Continued implementation of an Advanced Transportation Management System (ATMS)
- Modernizing field operations through the acquisition of a mobile technology solution for field operators
- Upgrading the T&W Customer Service Counter to an electronic cash handling system

Maintaining and prioritizing our infrastructure

- Sidewalk maintenance enhancements to eliminate the City's repair backlog
- Cycling Master Plan to improve our multi-modal transportation system through cycling network development
- Increased operational support for Parking Operations
- Creation of the Loreland Works Yard to meet and improve service levels

Net Investment (000's)	2017	2018	2019	2020
Operating	66,938	66,739	67,532	67,307
Capital	74,318	73,607	71,432	71,872
Full Time Equivalent	473.1	473.1	485.1	485.1

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

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

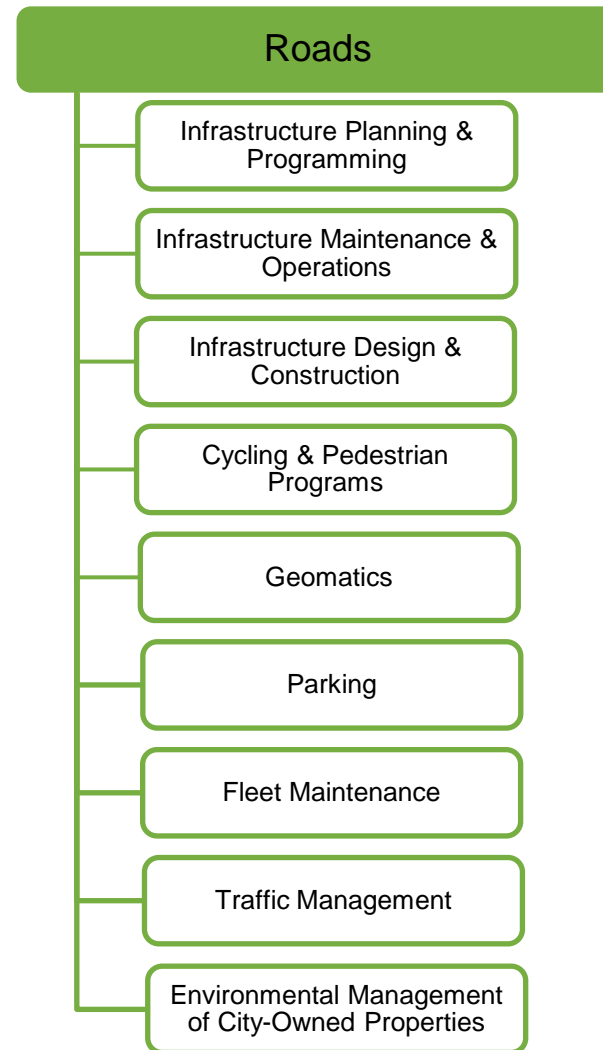
Mission

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.

Goals of Service

- To maintain our infrastructure in a state of good repair and operate a safe and efficient transportation system
- To plan and design roads and corridors that can accommodate all users
- To apply best asset management practices and technologies to demonstrate cost containment and value for money
- To recognize and develop employees and create and empowered employee culture to meet current and future challenges
- To achieve financial and operational targets in a responsible way

Service Delivery Model



Achieving our Goals

The following infrastructure improvements and accomplishments have been achieved over the past year:

- Rehabilitated 67 streets (29 lane kilometres) and four bridge structures at a cost of \$22.9 million



Asphalt Recycling on Central Parkway

- Installed 1,300 metres of new noise barriers
- A roundabout was installed at the intersection of Skymark Avenue and Explorer Drive
- Installed seven new traffic signals
- Completed four Environmental Assessments
- Development Engineering reviewed over 600 development applications
- Development Construction serviced over 1,450 active building permit files and 85 servicing agreements

- Completed the Light Emitting Diodes (LED) Street Lighting Conversion Project (approximately 48,000 Luminaires converted to LED)
- Parking revenues have increased by 11 per cent
- Introduced Paid Parking on Cherokee Drive
- Installed over 19.3 kilometres of new sidewalks, six kilometres of multi-use trail facilities, and one kilometre of on-road cycling facilities



Newly Constructed Sidewalk on Ridgeway Drive

Awards and Recognition

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

- “*Smart Commute Gold Workplace Designation*” for 2016 from Metrolinx and the Smart Commute Program



Source: Smart Commute

- Received the “*Bruce Brunton Award*” from the Ontario Public Works Association (OPWA) and the Large/Metro Centre Category from the Canadian Public Works Association (CPWA) in 2015 for our Public Works Week program
- All four works yards were awarded the “*Safe and Sustainable Snowfighting Award*” in 2015 from the Salt Institute for recognizing environmental consciousness and effective management in the storage of winter road salt
- City's Geomatics division awarded “*Innovative Management Practices Award*” in the Management Practices Category for 2015, from Ontario Good Roads Association (OGRA) and Ontario Research Coalition (ORC) for the development and implementation of an innovative idea, in asset and maintenance management
- Awarded the “*Co-op Employer of the Year (National)*” award for 2015 by the University of Guelph



Representatives from the City's Environmental Services Section, accept their award for Co-op Employer of the Year

Source: recruitguelph.ca

Existing Service Levels, Trends and Efficiencies

The management of infrastructure assets is accomplished through a number of operational activities; the existing service levels for these activities are summarized below.

Infrastructure Programming: Develop an appropriate 10-year Capital Budget in accordance with lifecycle asset management practices and meet budget preparation and construction timelines.

Long-range Planning and Policy Development: Develop and implement appropriate plans and strategies to guide decision making.

Geomatics: Collect and maintain core assets to support service expectations and critical business decision systems.

Traffic Control Signals: Repair and replaced all traffic control signals within the times specified in the Minimum Maintenance Standards.

Pavement Marking Maintenance: Undertake all white pavement lines on streets twice per year and all yellow pavement lines on streets once per year.

Roadway Sign Maintenance: Replace all stop signs that are broken, damaged, illegible, improperly oriented or missing within three hours of being notified.

Active Transportation: Plan annual sidewalk and cycling network programs in accordance with the Cycling Master Plan and transit accessibility priorities. Develop and implement transportation demand management initiatives to encourage and foster sustainable transportation.

Winter Maintenance: Clear all major arterial and collector roads within 12 hours, residential roads within 24 hours, and priority sidewalks and bus stops within 24 hours of an average storm.

Customer Service: Respond to all emergency related service requests as soon as practical and investigate all non-emergency service requests within three days and respond to within 10 days.

Bridges and Culverts: Inspect all bridges and culverts every two years (by a qualified engineer), and maintain in a safe condition.

Average Road Network Condition: Maintain the road network at a “Good to Fair” rating.

Minimum Maintenance Standards: Meet Provincial Minimum Maintenance Standards for road infrastructure.

Traffic Management: Manage traffic operations in accordance with provincial regulations and design standards.

Street Lighting: Maintain and operate the street light network in accordance with established service response times. Respond to malfunctioning lamps within the range of 24 hours to 10 business days based on the location and quantity.

Fleet Services: Ensure that vehicles and equipment are ready when required. Maintain an excellent compliance rating with our Ministry of Transportation (MTO) fleet inspections and Commercial Vehicle Operator’s Registration (CVOR).



Mavis Works Yard

Service Level Trends

Mississauga continues to mature as a city. Aging infrastructure and the need to balance service levels with affordability pose significant pressures and challenges for this Service Area. Through comprehensive condition assessments and asset management plans, the City continues to mitigate potential risks.

Traffic congestion remains high on the public agenda. Growth in surrounding municipalities continues to put additional pressure on Mississauga's road infrastructure.



Increasing traffic congestion will be a pressure moving forward

Implementation of an Advanced Transportation Management System (ATMS) continues, as well as the development and implementation of strategies to encourage the use of transit, walking, and cycling as alternate modes of transportation. The City is working on a comprehensive Transportation Master Plan (TMP) to address all aspects of Transportation in the City of Mississauga over the next 25 years. The TMP aims to develop a consolidated vision for the future of mobility in Mississauga, as well as establish an overarching policy framework to guide and prioritize investments in transportation infrastructure and services. As the demand for multi-modal and higher order transportation systems continues, the City looks towards enhancing or retooling existing infrastructure to maximize effectiveness of what we already have in place.

There is a growing need for the City to provide municipal parking to meet increasing demand and as a tool in city building. To assist with this, the City is undertaking a Parking Master Plan which includes a review of the needs and opportunities for parking.

With the trend towards changing workforce demographics, it is integral for the City to proactively implement talent management and succession planning strategies. There are a number of initiatives underway to attract, develop and retain staff within the Roads Service Area.

Over-arching themes for this Service Area continue to be public safety and the responsible delivery and maintenance of infrastructure, ensuring infrastructure is in a state of good repair.

Efficiencies

The Service Area Divisions (E&C, TIP, and WOM) are focused implementing continuous improvement initiatives to manage assets and resources more efficiently, effectively and economically.

Projected decreases due to operational savings and efficiencies in various programs, and budget reductions identified by staff, account for a savings of \$1.1 million in 2017. This cost savings has increased by \$0.2 million from 2016. Through continuous improvement within the Roads service area, these savings and efficiencies will continue to grow.

Since the implementation of Lean in 2014, the Divisions have had an overall cost savings of \$239,524 and freed capacity of 746 hours as a result of Lean initiatives. The continued implementation of small to large Lean improvements allows the City to capitalize on many business process improvements, saving both time and money for our citizens.

The 2017-2020 Business Plan Outlook

Planning for the Future

The City landscape is changing; future transit and infrastructure demands on the Roads Service Area require planning, creation and implementation of forward thinking Master Plans (i.e. Transportation Master Plan, and the Cycling and Pedestrian Master Plans) to position ourselves as a progressive Service Area and municipality. Regional transit planning with a focus on multi-modal transportation is a key focus in our Master Plans.

The Roads Service Area is actively preparing for the coming changes in our workplace demographics. With a significant portion of our workforce being eligible to retire in the next five years, effective succession planning, and talent management strategies are essential. These strategies will also be an integral part of fostering a culture of employee innovation and satisfaction going forward.

Planning for evolving external environmental factors, such as climate change, is becoming a priority as we look towards the future. The City is in the early stages of a Climate Change Review process, in order to define the impact of climate change on City resources and services. Defining the impact will allow the City to be in an acceptable state of readiness for future climate change related events. As this review process advances, we will be able to define what climate change means for the Roads Service Area, and identify how we can adapt and prepare for these dynamic pressures on our existing service levels.

Optimizing the Use of Technology

Our Technology Road Map encompasses the following strategic directions:

1. **Modernize Mobile Work Force:** The organization is well positioned to advance the current mobile strategy, which will increase productivity and easily connect staff in the field.
2. **Real-Time GIS Mapping Tools:** The City has invested heavily in location based data and GIS capabilities. Through a Geospatial Master Plan initiative, the City will provide recommendations for making cost effective and efficient use of this investment moving forward. Using GIS and Geospatial resources more effectively, will allow the organization to make more informed planning and operational decisions that will impact many facets of City operations from policy, construction, repair, emergency operation, maintenance, collaboration with external organizations and overall delivery of services.
3. **Automation & Asset Management:** In order to meet demands for the City's growth and aging infrastructure, it is essential to have appropriate asset management systems.
4. **Customer Self-Service:** Providing online services, open data and information through social media channels to the public will allow the City to provide services 24/7.
5. **Business Intelligence (BI) for Ease of Use:** The primary goal of BI is to enable the Corporation to react to changing business conditions more quickly by enabling decisions through research and analytics. For example, the creation of data dashboards as an efficient reporting tool for key Service Area analytics.

These strategic directions are being addressed through the following progressive technological solutions implemented by the City.

Advanced Transportation Management System (ATMS): The continued implementation of a pro-active ATMS will allow the City to actively monitor travel conditions, influence the operation of traffic signals, disseminate information and interact with other transportation modes and agencies with an overall view of lessening congestion and its effects on the road network. The ATMS is currently underway and includes improved projects relating to traffic signal control system replacement, traffic signal communication upgrade, a new Traffic Management Centre (TMC), and implementation of Intelligent Transportation System (ITS) initiatives. This system will position Mississauga to be a leader in Transportation Management.



New Traffic Management Centre

Electronic Cash Handling System: Upgrading the current, manual cash handling system at the Transportation and Works Customer Service Counter, will allow for the consolidation of all cash handling activities and the filtering of all transaction data into a single data source. We will be able to generate receipts for fees and deposits which will replace Excel spreadsheets currently being used. This initiative will allow for future online payment integration. It will provide efficiencies for staff processing transactions, better data on cash handling to generate management reports, and overall better customer service.

Mobile Technology Solution for Field Operations: The modernization of field operations through the introduction of mobile connectivity within our field staff, and a partnership with IT, will allow us to improve workflow and overall productivity in the field. Through the purchasing of field tablets, there will be increased efficiency through the elimination of duplicate data entry and improved productivity of employees in the field.



Staff member utilizing mobile technology to enhance productivity and coordination in the field

Maintaining Our Infrastructure

To ensure our infrastructure is responsibly maintained, it is key to both define a reasonable state of good repair, and set priorities to maintain this state of good repair. This involves addressing growth concerns, developing an economic lens for infrastructure.

There are a number of initiatives planned in order to both maintain and support Mississauga's dynamic infrastructure needs.

Sidewalk Repairs: The Sidewalk inspection and inventory program has identified a maintenance and repair backlog that cannot be addressed under the current funding program. To expedite repairs, WOM is proposing to prepare a separate Sidewalk Replacement Contract in 2017 to supplement the existing three contracts. It is expected that this new Service Enhancement, along with existing maintenance contracts, will serve to reduce the increasing backlog as identified by the Maintenance Standards and Permit Section Inspectors.



Sidewalk Repairs on Forestwood Drive

Loreland Works Yard Development: In order to meet operational service levels, the construction of a new works yard in the South East quadrant of the City has been identified and previously approved as a cash-flowed project in the capital budget. The boundaries of the existing yards will be re-established to continue to meet and improve services levels.

Cycling Master Plan: The Roads Service Area supports the Cycling Master Plan through expansion and maintenance of the cycling network, including on-road bike lanes, and "bicycle friendly" signed roadways. The Active Transportation Office has expanded its scope to include sidewalk development and pedestrian movement. As we are at the five year mark since the inception of the Cycling Master Plan, 2016 has served as a year to review and update the plan. This ensures the Plan will meet the changing mobility objectives of the City's Strategic and Official Plans, providing a variety of transportation choices and healthy ways to travel.

Managing Our Human Resources

The Roads Service Area is made up of a mix of highly skilled technical staff with various professional backgrounds, complimented by highly dedicated front-line service delivery staff. In order to adequately manage this team, there are plans in place to manage turnover, obtain the best candidates for future positions, and engage our current workforce.

Develop and Retain Employees: The following is being done to foster a culture of motivated career development and employee innovation:

- WOM has introduced in-house training programs to address the new professional development requirements from the Ontario Association of Certified Engineering Technicians and Technologists (OACETT)
- An Engineer-in-Training (EIT) internship program has been introduced to attract and retain civil engineering skill sets across the Roads Service Area

-
- Roads Service Area staff are trained on continuous improvement and project management best practices i.e., Lean, Project Management Support Office (PMSO)
 - The Roads Service Area continues to leverage co-op student opportunities and build relationships with local technical school communities
 - Our talent management and succession planning programs are targeted at addressing the significant turnover of staff in key areas

New Employees for ATMS: The Traffic Management Section has recently restructured and redeployed staff resources to meet existing and future service levels. The two additional FTE's required in 2017 will oversee the day-to-day operations of the Traffic Signals and Traffic Systems and Intelligent Transportation Systems (ITS) sections. These two full-time positions are critical to the successful and timely completion of the ATMS project and in ensuring that all capabilities of the new traffic control system will be fully utilized.

New Parking Technician: The addition of a parking technician will allow the Municipal Parking section to efficiently operate and maintain the expanding paid parking program. The additional resource will monitor and maintain parking infrastructure assets. There is no tax impact as this position will be funded from Parking Revenues.

Future Employee for Active Transportation Office: In order to adequately encourage active transportation in the City and continue the phased implementation of the Cycling Master Plan, the Active Transportation Office requires a new FTE in 2019 to continue to expand and grow the program.

Linkages to the City's Strategic Plan

move - developing a transit oriented city

The Advanced Transportation Management System (ATMS) will allow us to better respond to changing traffic conditions, and adjust traffic signals at busier times to keep our City moving.

Actively developing and supporting master plans and programs to encourage transit usage, including the Transportation Master Plan and the Transportation Demand Management Master Plan.

belong - ensuring youth, older adults and new immigrants thrive

Provide the Driveway Windrow Snow Clearing Program for seniors and the physically disabled.

Continue to meet and exceed Accessibility for Ontarians with Disabilities Act (AODA) requirements as part of the Multi-Year Accessibility Plan (2012-2017).

connect - completing our neighbourhoods

Environmental assessments are underway to complete our road network.

Sidewalk improvement initiatives keep our existing network in a state of good repair.

Proactive implementation of Accessible Pedestrian Crossings will keep our residents connected in a safe environment for everyone.

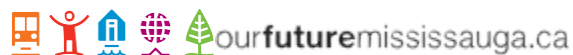
The Active Transportation Office is encouraging multi-modal transportation in the City of Mississauga.

prosper - cultivating creative and innovative businesses

Providing a road and transit network that supports our corporate centres to ensure fast and efficient access to these employment nodes.

green - living green

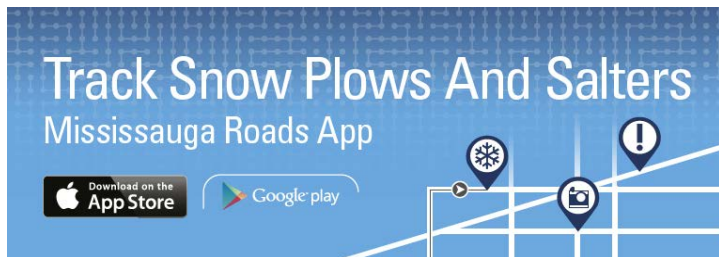
Cycling and walking is embedded in our Strategic Plan. Cycling and pedestrian facilities translates into a healthier, more environmentally friendly, multi-modal city. The phased implementation of the Cycling Master Plan, development of a Pedestrian Master Plan, and sidewalk improvements ensure more green infrastructure and transportation options to come.



Engaging Our Customers

Citizens and stakeholders are engaged in a number of ways:

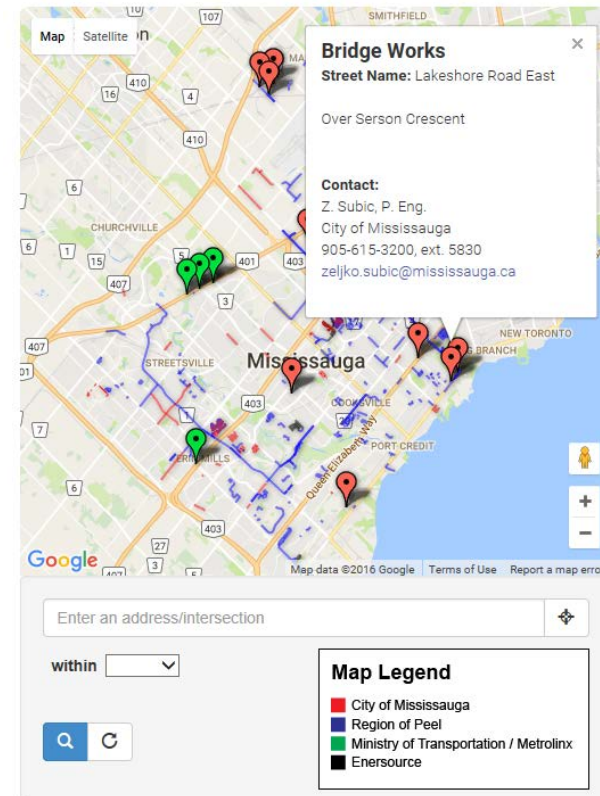
- Public meetings, project websites, and on-line surveys are some of the ways by which we engage stakeholders with respect to projects affecting their community
- Multiple digital communication channels are available for information regarding public works operations, such as the status of snow clearing, capital projects, and road construction activities
- The Mississauga Roads Mobile Application aids residents with route planning, monitoring winter maintenance and staying connected



The Mississauga Roads App is a free download at both the iTunes and Google Play stores

- Web-based plow tracker to monitor the state of snow clearing in the City from any device, not just a smartphone or tablet
- Be a Good Neighbour Campaign to encourage able bodied residents to assist seniors or those with disabilities with snow clearing in the winter months
- Flyers are circulated to inform residents of maintenance and construction works in their immediate area

- Annual National Public Works Week celebration inviting residents and school children to participate in a number of events, including facility tours, equipment displays and a family fun day in the downtown
- Taxpayers are encouraged to contact the City about any concerns they have with respect to the City's services or the condition of infrastructure by calling 311



Mississauga's Road Construction Map – interactive map that allows residents to pinpoint road construction sites at any point of interest within the City

Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2017-2020 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 2016 was \$66.6 million and the proposed budget for 2017 is \$67.0 million.

Total Changes to Maintain Current Service Levels

Highlights of the changes to maintain current service levels are:

- Increase of \$729,000 reflecting labour adjustments and other fringe benefit increases
- Increase in Contract for Traffic Signal Maintenance of \$450,000 to represent actual billings
- Additional transfer to Parking Reserve fund of \$167,000 reflects the net revenue expected for the implementation of additional parking machines in Streetsville and Port Credit
- Decrease in fuel costs of \$97,000 to reflect lower fuel rates
- Increase in recovery revenue from the Region of Peel of \$450,000 to reflect chargebacks associated with the Traffic Signal Services Agreement
- Additional revenues of \$85,000 have been identified by staff

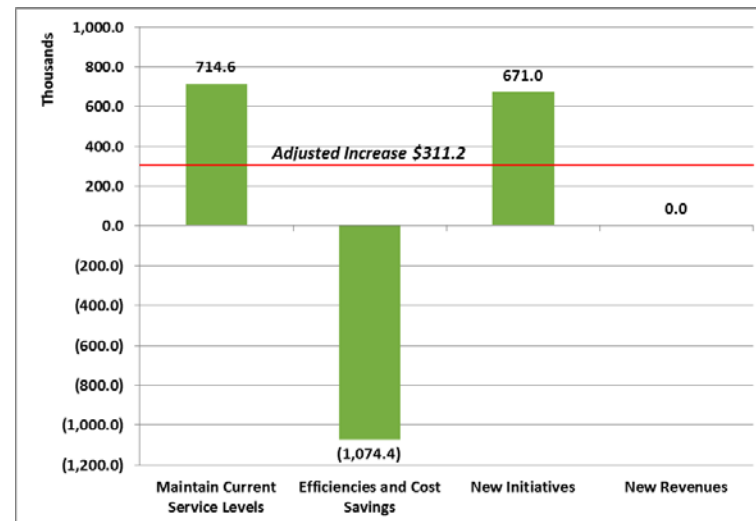
Efficiencies and Cost Savings

- The completed conversion of the City’s street lights to Light Emitting Diode (LED) continue to yield hydro savings with a further \$270,000 estimated in 2017
- Savings in transportation costs of \$278,000 to reflect vehicle rental and lease costs
- Contractor costs savings of \$300,000 for Traffic Line Marking
- An additional \$226,000 in other budget reductions were identified by staff

New Initiatives

Seven new initiatives impact the 2017 operating budget. Details on each initiative can be found later on in this business plan.

Proposed Changes to 2017 Net Operating Budget by Category (000’s)



Operating

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2017-2020, the 2016 Budget as well as 2015 Actuals by program within the Service Area.

Proposed Budget by Program

Description	2015 Actuals (\$000's) ¹	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Expenditures to Deliver Current Services						
Bridges & Watercourses	1,863	237	242	242	242	242
Cleaning and Litter Pick-up	4,020	3,772	3,741	3,747	3,752	3,758
Corporate Fleet Maintenance	1,279	1,676	1,514	1,552	1,590	1,629
Crossing Guards	2,838	3,108	3,156	3,199	3,244	3,288
Engineering and Construction	3,013	4,022	3,990	4,084	4,180	4,277
Maintenance Control	9,080	6,741	6,842	6,230	5,601	4,990
Municipal Parking	1,488	1,312	1,525	1,533	1,541	1,550
Road Sidewalk Maintenance	9,789	8,950	9,030	9,030	9,030	9,030
Streetlighting	6,756	5,740	5,484	5,487	5,491	5,494
Survey & Inspection	944	2,352	2,471	2,550	2,617	2,686
Traffic Management	11,539	11,394	11,460	11,547	11,633	11,723
Transportation & Infrastructure Planning	5,338	4,736	5,033	5,103	5,174	5,177
Winter Maintenance	19,496	23,237	23,254	23,256	23,259	23,261
Total Expenditures	77,443	77,276	77,741	77,561	77,355	77,103
Revenues	(14,183)	(10,499)	(11,324)	(11,324)	(11,324)	(11,324)
Transfers From Reserves and Reserve Funds	(150)	(150)	(150)	(150)	(150)	(150)
New Initiatives and New Revenues			671	652	1,650	1,677
Proposed Net Budget Including New Initiatives & New Revenues	63,110	66,627	66,938	66,739	67,532	67,307
Expenditures Budget - Changes by Year			1%	(0%)	(0%)	(0%)
Proposed Net Budget - Changes by Year			0%	(0%)	1%	(0%)

Note: Numbers may not balance due to rounding.

Note ¹: Includes Stormwater, which was removed from the Roads Service Area for 2016.

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 2017 Budget

Description	2016 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	2017 Proposed Budget (\$000's)	\$ Change Over 2016	% Change Over 2016
Labour and Benefits	32,124	578	(36)	151	0	279	0	33,096	972	3%
Operational Costs	44,999	806	(1,038)	0	0	529	0	45,296	296	1%
Facility, IT and Support	152	5	0	0	0	0	0	157	5	3%
Total Gross	77,276	1,389	(1,074)	151	0	808	0	78,549	1,273	2%
Total Revenues	(10,649)	(825)	0	0	0	(137)	0	(11,610)	(962)	9%
Total Net Expenditure	66,627	564	(1,074)	151	0	671	0	66,938	311	0%

Summary of Proposed 2017 Budget and 2018-2020 Forecast

Description	2016 Approved Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Labour and Benefits	32,124	33,096	33,702	35,293	35,813
Operational Costs	44,999	45,296	44,504	43,707	42,966
Facility, IT and Support	152	157	157	157	157
Total Gross	77,276	78,549	78,363	79,158	78,935
Total Revenues	(10,649)	(11,610)	(11,624)	(11,626)	(11,628)
Total Net Expenditure	66,627	66,938	66,739	67,532	67,307

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	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
Labour and Benefits	32,124	32,818	694	Increase Reflects Labour Adjustments and Other Fringe Benefit Changes
Administration and Support Costs	152	157	5	
Advertising & Promotions	110	108	(2)	
Communication Costs	720	901	181	\$150 - Increase in Traffic Signal Communication to reflect actuals, offset with an increase in revenue. \$23 - Increase in Communication Costs to reflect additional Parking Machines in Streetsville and Port Credit
Contractor & Professional Services	29,624	29,626	2	
Equipment Costs & Maintenance Agreements	545	617	72	\$50 - Increase in Maintenance Agreement to reflect additional Parking Machines in Streetsville and Port Credit \$22 - Implementation of Customer Management System for Parking
Finance Other	66	93	27	\$25 - Increase in Registry Searches for Survey and Inspection to reflect actual \$2 - Increase in Bank charges for additional Parking Machines in Streetsville and Port Credit
Materials, Supplies & Other Services	9,923	9,681	(242)	(\$175) - Savings realized in Fleet Maintenance to reflect lower fuel rates (\$20) - Decrease in Asphalt repairs to reflect actual historical spends (\$50) - Decrease in Sign Shop area to reflect actual historical spends
Occupancy & City Costs	6,805	6,572	(233)	(\$270) - Savings realized in Hydro for Street Lighting LED conversion \$51 - Increase in utilities (Water, Hydro, and Gas) for various facilities
Staff Development	167	161	(6)	
Transfers To Reserves and Reserve Funds	328	495	167	\$167 - Transfer to Parking reserve fund, as a result of the net revenue expected from the implementation of additional parking machines in Streetsville and Port Credit.
Transportation Costs	(3,288)	(3,488)	(200)	(\$200) - Net Savings realized in Vehicle Rental and Lease to reflect historical trends
Subtotal - Other Operating	45,152	44,923	(228)	
Total Revenues	(10,499)	(11,324)	(825)	(\$450) - Increase in Recovery from the Region of Peel to reflect Traffic Signal Services Agreement (\$140) - Increase in Net Revenue due to Streetsville and Port Credit additional Parking Machines (\$235) - Increase in revenues to reflect actual, offset with various expenses above
Transfers To/From Reserves and Reserve Funds	(150)	(150)	0	
Subtotal - Revenues	(10,649)	(11,474)	(825)	
Total	66,627	66,268	(359)	

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 #	2017 FTE Impact	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2017 to 2020 FTE Impact	2017 to 2020 Capital (\$000's)
New Initiative								
Continued Advanced Transportation Management System (ATMS) Implementation	2473	2.0	142	118	70	73	2.0	700
Cycling Master Plan Phased Implementation	2503	0.0	0	0	104	106	1.0	0
Sidewalk Improvements	2504	0.0	500	500	500	500	0.0	0
Electronic Cash Handling System	2509	0.0	5	10	15	20	0.0	60
Mobile Technology Solution for Field Operations	2513	0.0	24	24	24	24	0.0	265
Loreland Works Yard	2514	0.0	0	0	937	955	11.0	16,200
Parking Technician	2516	1.0	0	0	0	0	1.0	0
Total New Initiative		3.0	671	652	1,650	1,677	15.0	17,225
New Revenues								
		0	0.0	0	0	0	0	0.0
Total New Revenues		0	0.0	0	0	0	0	0.0
Total New Initiatives and New Revenues		3.0	671	652	1,650	1,677	15.0	17,225

Note: Numbers may not balance due to rounding.

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

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	203.0	191.6	145.1	148.6
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	61.2	73.4	74.7	76.0
Tax Levy Requirements	141.8	118.2	70.4	72.6
* Net Change in \$		(23.6)	(47.8)	2.2
FTEs	2.0	2.0	2.0	2.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	4,000.0	1,000.0	0.0	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 mitigate congestion and to provide users with what they require to make appropriate trip and mode choices.

Details of Service Change

The ATMS project is a "cash-flowed" project with a phased implementation scheduled. Previous Budget Requests (BR # 46, 222, 562, 1393 and 1905) have outlined the capital and operating budgets requirements involved with the various project components.

Implementation of the ATMS project continues and the following previously identified capital and operating funds are proposed for 2017 and 2018:

1. Capital - For 2017, a "cash-flow" of \$1 million (gross) in capital funding is required to continue with the replacement of traffic signal controllers in the field.
2. Operating - As part of the staff resource planning to support the Traffic Management Centre, a total of eight full-time positions over four years (2014-2017) were identified, and six full-time positions have been previously approved. For 2017, the Traffic Management Centre requires two additional full-time traffic signal/system positions to support operations. In addition, cost saving projections involving the upgrades in traffic signal communication need to be adjusted for 2017 and 2018 to reflect the gradual migration to the new communication system.

Both the Region of Peel and the Ministry of Transportation Ontario are to cost share in the applicable capital and operating costs.

Service Impact

The ATMS will effectively change the City's control of traffic from a programmed passive control to an active and dynamic control. Decisions and actions can be made ongoing and timely. Without this initiative, the service levels for traffic operations will decrease significantly as higher traffic demands, transit priority and conflicting interests erode available road network capacity. Traffic delays and queuing will tend to be longer and complaints will increase.

The two full-time positions proposed for 2017 have been previously identified as part of the staff resource planning for the Traffic Management Centre. Currently, six out of the eight planned full-time positions have been approved over the previous three years (2014-2016). These positions include technical staff to support the overall traffic control system, including traffic signals, intelligent transportation systems, and the Traffic Management Centre. Failure to deploy the remaining compliment of two full-time positions will delay the ATMS project schedule and will lessen the ability of staff to fully utilize the capabilities of the new traffic control system.

Budget Request #: 2503

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

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	0.0	104.0	105.8
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	104.0	105.8
* Net Change in \$		0.0	104.0	1.8
FTEs	0.0	0.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The Cycling Office has expanded its scope to include sidewalk development and pedestrian movement. Additional staff is required to fulfill the new mandate of the Active Transportation (AT) Office. The goal of the AT Office is to implement the mobility objectives of the City's Strategic and Official Plans, providing transportation choices and healthy ways to travel.

Details of Service Change

Cities across Canada are developing programs that encourage cycling and walking as every day activities, increasing their livability and providing transportation choices to their residents. While Mississauga has had success to date in encouraging cycling, with 51 of the 79 recommended actions in the Cycling Master Plan (CMP) underway, more efforts to encourage walking and cycling are necessary. The key limitation to encouraging active transportation is the lack of staff resources. A new staff member in 2019 is therefore considered necessary.

Service Impact

Cycling culture in Mississauga is growing rapidly, as demonstrated by increased participation in community ward rides, the 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 to establish more sidewalks and trails. While the Region has some resources for Active Transportation, 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 requests for new sidewalks and cycling facilities and to lead in the development of Active Transportation facilities. Without new staff, the Active Transportation Office will be unable to provide the service identified in the City's Strategic and Official Plans. These areas are all important in achieving "Silver" status which measures achievements in Engineering (network facilities), Education, Encouragement, Enforcement and Evaluation and Planning.

Budget Request #: 2504

Proposed Initiative	Department	Service Area
Sidewalk Improvements	Transportation & Works Department	Roads

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	500.0	500.0	500.0	500.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	500.0	500.0	500.0	500.0
* Net Change in \$		0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Through the current administration of three annual contracts (Sidewalk Jacking - \$200,000, Emergency and Roadway Maintenance - \$400,000, and City Repair - \$1.1 million), Works Maintenance has a 2016 budget of - \$1.7 million to capture the ever increasing demand for sidewalk repairs City-wide. This budget has been increased from \$1.13 million in 2015. However, this is not sufficient to complete the sidewalk repairs that are deficient City-wide.

Details of Service Change

The last three-year average has identified approximately 21,000 bays (63,000 square metres) of sidewalk that are not being completed/caught-up, representing approximately a \$6.3 million deficit to bring the sidewalk to a state of good repair and the quantity keeps increasing as the City ages. To expedite the repairs, Works Maintenance is proposing to prepare a separate Sidewalk Replacement Contract in 2017 to supplement the existing three contracts but focus efforts on repairing deficiencies in higher volume with the end goal of reducing the 21,000 bays of sidewalk identified as issues over the next 10 years.

The existing three contracts will remain as avenues to deal with service requests, emergency repairs and keep up with the growing demand as infrastructure ages and/or more trips hazards are created.

Service Impact

Additional funding of \$500,000/year for a period of 10 years is being sought to help with the backlog and to be caught-up. It is expected that this new funding, along with existing funding, will serve to eliminate the increasing backlog as identified by the Maintenance Standards and Permit Section Inspectors. This will also be considered to be a service enhancement that will help make our City more walkable, while reducing the insurance liability through claims currently being received.

Budget Request #: 2509

Proposed Initiative	Department	Service Area
Electronic Cash Handling System	Transportation & Works Department	Roads

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	5.0	10.0	15.0	20.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	5.0	10.0	15.0	20.0
* Net Change in \$		5.0	5.0	5.0
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	60.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

An electronic cash handing system which is integrated with the Infor permit system as well as processing transactions on a stand-alone basis. It will reduce staff time for writing manual receipts, double data entry, balance, reconcile, upload to SAP and report on payments, provide better control of monies and audit trails and generate management reports and other reports requested by internal customers.

Details of Service Change

To replace a manual cash handling system, issue electronic receipts, integrate with existing systems (Infor and SAP), collect payment information in one data base and generate custom reports.

Service Impact

Consolidate all cash handling activities at the TW Customer Service Counter into one data source by recording all payment transactions into one system. We will be able to generate receipts for fees and deposits which will replace the various Excel spreadsheets currently being used. With the new system in place, we will be able to increase data accessibility and generate management reports while increasing our analytical ability. The new system will create efficiencies by allowing staff to access historical and current information upon request. The new system will increase our data sharing and data export capability to other business units within the corporation while providing audit trails to facilitate internal and external reviews. This initiative will allow us to prepare for future online payments integration and one stop shopping for payments in other areas within the City, such as development application fees.

Budget Request #: 2513

Proposed Initiative	Department	Service Area
Mobile Technology Solution for Field Operations	Transportation & Works Department	Roads

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	24.0	24.0	24.0	24.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	24.0	24.0	24.0	24.0
* Net Change in \$		0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	265.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

This initiative will modernize our field operations through the introduction of mobile technology. We will gain efficiency through the elimination of duplicate data entry and increase productivity of employee in the field.

Details of Service Change

This initiative includes capital funding for the purchase of tablets. In addition, an ongoing operating budget will also be required to sustain this proposed mobile solution.

The following phases outline the approach required to implement this project in Works Operations and Maintenance:

Phase 1 – Yard Supervisors and Assistant Supervisors.

Phase 2 – Inspectors to Maintenance Contracts.

Phase 3 – Technical Services (Road Technicians, Administration, Sidewalk Inspection).

Phase 4 – Front Line Staff.

Service Impact

The proposed mobile technology solution will realize a profound improvement to our field operations. In particular, mobile connectivity will allow us to improve workflow effectiveness and productivity in the field. Thus, allowing us to provide more efficient and effective service to our citizens. Further to providing improved service, this technology will also allow Works Operations to provide more accurate metrics and performance measures for our business practices.

Proposed Initiative	Department	Service Area
Loreland Works Yard	Transportation & Works Department	Roads

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	0.0	936.9	954.8
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	936.9	954.8
* Net Change in \$		0.0	936.9	17.9
FTEs	0.0	0.0	11.0	11.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	1,500.0	7,950.0	6,750.0	0.0

Why Staff Recommend this Initiative

The City has grown substantially over the last 20 years; this new yard is required to meet operational service levels. The yard will include material and equipment storage, administrative space and possible snow storage capacity.

Details of Service Change

The Loreland works yard has been identified and previously approved as a cash flowed project in the capital budget. The boundaries of the existing yards will be re-established to continue to meet and improve services levels and also disperse equipment and staff for best practices purposes and customer service.

For 2019, three additional full time staff positions are required to support the operations of the yard. This would include one Area Supervisor, one Assistant Area Supervisor and one Administrative Assistant. One Loader Operator (WPII), one Driver (WPIII) and six Labourers (WPIV) to carry out the day to day operations of the yard are required.

This yard will include a mechanics bay, and three mechanics – one Lead hand (Service Centre) and two mechanics (Service Centre).

New equipment will be required for day to day operations. This will include two five- tonne trucks, two crew cabs, one loader, one backhoe, one belt loader and two vehicles. New equipment and tools will be needed for the service centre as well.

Service Impact

The new Loreland Works yard will help service levels for maintenance operations especially in the winter months. Having the Loreland yard will also help alleviate pressures in the existing four yards with congestion as a result of the winter equipment and lack of storage. The realignment of the boundaries of each yard will also have a positive impact on our service levels with this new yard.

Proposed Initiative	Department	Service Area
Parking Technician	Transportation & Works Department	Roads

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	75.7	76.8	77.8	78.9
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	75.7	76.8	77.9	78.9
Tax Levy Requirements	0.0	0.0	0.0	0.0
* Net Change in \$		0.0	0.0	0.0
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The City's paid parking program has grown to the size where the current level of operational support is no longer adequate and requires additional staff support. It is anticipated that over the next two years alone over 100 new parking pay and display machines will be added to the existing inventory of approximately 200 machines. In order to perform preventative maintenance and respond to breakdowns in a timely fashion additional dedicated staff support is required.

Details of Service Change

Currently, the Paid Parking Program is supported by 1.5 FTE Parking Meter Technician positions that are deployed from the Signs & Pavement Markings Unit. Of this complement, the 0.5 FTE is a full-time staff person who splits duties between Municipal Parking and the Signs & Markings Unit.

The current 0.5 FTE that services the Municipal Parking program will be returned to the Signs and Markings Unit for future deployment and 1 FTE, fully dedicated to the Municipal Parking section, will be created.

This position will utilize the operating budget associated with the existing 0.5 FTE and the balance of funding that will be required for the new FTE will be netted from parking revenues and will not impact the tax base.

Service Impact

The increase of 1.5 FTE dedicated staff to the Municipal Parking program to 2 FTE staff dedicated to the Municipal Parking program will allow the Municipal Parking section to more efficiently operate and maintain the expanding paid parking program. The additional resource will monitor and maintain parking infrastructure assets.

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2016	2017	2018	2019	2020
Corporate Fleet Maintenance	27.7	27.7	27.7	27.7	27.7
Crossing Guards	77.1	77.1	77.1	77.1	77.1
Engineering and Construction	57.0	57.0	57.0	57.0	57.0
Maintenance Control *	136.2	137.2	137.2	148.2	148.2
Municipal Parking	5.0	6.0	6.0	6.0	6.0
Streetlighting	2.0	2.0	2.0	2.0	2.0
Survey & Inspection	57.5	57.5	57.5	57.5	57.5
Traffic Management	62.3	64.3	64.3	64.3	64.3
Transportation & Infrastructure Planning	44.3	44.3	44.3	45.3	45.3
Total Service Distribution	469.1	473.1	473.1	485.1	485.1

Note: Numbers may not balance due to rounding.

*Cleaning and Litter Pick-up and Winter Maintenance Programs are included within Maintenance Control.

Staffing changes in 2017 include:

An increase of three FTEs representing two Traffic Control Centre Operators for the continued Advanced Transportation Management System (ATMS) implementation, one Parking Technician to support the Municipal Parking Program and one transfer of an Operations Information Coordinator from Regulatory Service.

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 or the capital forecast.

Proposed 2017-2026 Capital Budget by Program

Program Expenditures	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
Bridge & Structure Rehabilitation	8,500	8,700	6,550	6,500	41,000	71,250
Major Roads	15,511	16,505	26,714	23,057	85,867	167,654
Other Engineering	29,167	26,003	17,968	13,165	71,912	158,214
Roadway Rehabilitation	21,141	22,400	20,200	29,150	159,350	252,241
Total	74,318	73,607	71,432	71,872	358,129	649,359

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

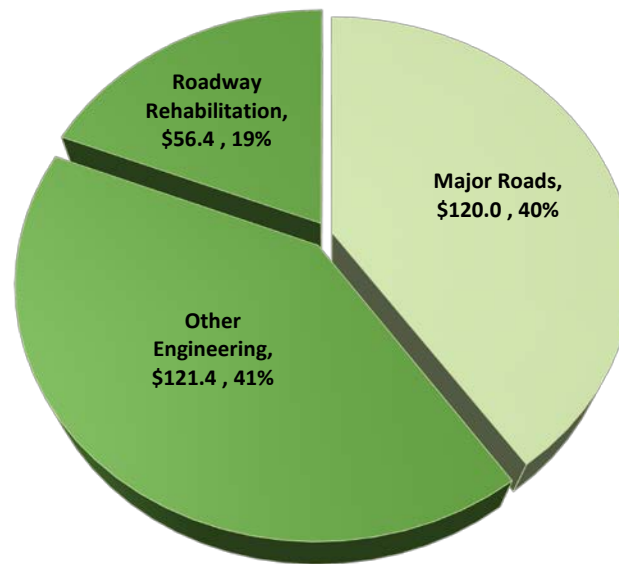
2017-2026 Capital Forecast Highlights include the following:

Priority 2017 Projects Are Funded \$74.3 Million

- Three bridge/culvert structures are scheduled for rehabilitation/repair including both the east and west bound structures along Dundas Street West over the Credit River, Matheson Boulevard East over the Etobicoke Creek and Kingsbridge Garden Circle over Cooksville Creek
- Major road improvement projects include continued funding for the Torbram Road Grade Separation (cash-flow), funding for Argentia Road between Tenth Line West and Ninth Line and the Creditview Road Bridge over the Credit River
- Road rehabilitation projects include the renewal of 36 kilometres of roads (79 Streets)
- Other engineering projects include limited funding for sidewalks, cycling, noise barriers, parking, traffic, streetlighting and City fleet

10-Year Capital Forecast is \$649.4 Million

- Bridge rehabilitation projects fully funded and road rehabilitation is partially funded using federal gas tax funding
- Unfunded pressure for road rehabilitation of \$56.4 million over 10 years
- 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
- 10-year unfunded pressure totalling \$298 million, an increase of \$43 million over last year



Proposed 2017-2026 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion for each year of the proposed 2017-2020 Business Plan and the 2017 Budget and the consolidated forecast for 2021-2026.

Funding	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
Cash In Lieu	1,330	645	0	0	0	1,975
Development Charges	18,161	13,264	21,306	21,494	92,240	166,463
Development Contributions	743	470	470	470	2,820	4,973
Federal Funding	17,110	25,551	13,624	12,800	68,600	137,685
Provincial Funding	0	2,200	0	0	0	2,200
Other	7,900	3,019	0	0	0	10,919
Subsidies and Senior Govt. Level Grants	300	0	0	0	8,109	8,409
Tax	7,910	5,109	9,195	7,079	17,398	46,691
Debt	20,864	23,350	26,838	30,030	168,963	270,045
Total	74,318	73,607	71,432	71,872	358,129	649,359

Note: Numbers may not balance due to rounding. □

Proposed 2017 Capital Budget Detail

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

Program: Bridge and Structure Rehabilitation

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWBR00027	Bridge Repairs	4,850	0	4,850	Gas Tax -Federal Gas Tax-City Allocation
		2,000	0	2,000	Gas Tax -Federal Gas Tax-City Allocation
TWBR00028	Bridge/Culvert Structure Appraisal and Improvement Priority	150	0	150	Gas Tax -Federal Gas Tax-City Allocation
TWBR00029	Bridge Structure Detail Inspections & Design at various locations	500	0	500	Gas Tax -Federal Gas Tax-City Allocation
TWBR00070	Bridge & Structure Renewal - Various Locations	1,000	0	1,000	Gas Tax -Federal Gas Tax-City Allocation
Total		8,500	0	8,500	

Program: Roadway Rehabilitation

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWRR00026	Roadway Infrastructure Review (CASH FLOW)	200	0	200	Gas Tax -Federal Gas Tax-City Allocation
TWRR00031	Crack Sealing	100	0	100	Tax -Capital Reserve Fund
TWRR00032	Roadways Rehabilitation - Major Roads and Industrial Roads	12,000	0	12,000	Tax -Debt-Other,Gas Tax -Federal Gas Tax-Regional Allocation
TWRR00099	Roadways Rehabilitation - Residential Roads	8,841	0	8,841	Tax -Debt-Other,Gas Tax -Federal Gas Tax-City Allocation
Total		21,141	0	21,141	

Note: Numbers may not balance due to rounding.

Proposed 2017 Capital Budget Detail (Cont'd)

Program: Major Roads

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWBR00003	Creditview Road over The Credit River Bridge Improvement (Cash Flow)	2,355	0	2,355	Tax -Debt-Other,DCA -City Wide Engineering Reserve Fund
TWMR00004	Torbram Road Grade Separation North	5,000	0	5,000	DCA -City Wide Engineering Reserve Fund
TWMR00034	Dundas Street West/Ninth Line West - Phase 1	550	0	550	DCA -City Wide Engineering Reserve Fund
TWMR00054	Transportation Master Plan Study	259	130	130	DCA -City Wide Engineering Reserve Fund
TWMR00064	Intersection Capital Program	495	0	495	DCA -City Wide Engineering Reserve Fund
TWMR00066	Preliminary Engineering Studies	100	0	100	DCA -City Wide Engineering Reserve Fund
TWMR00068	Development Charges Update (Major Roads)	400	0	400	DCA -City Wide Engineering Reserve Fund
TWMR00112	Lakeshore Road Movement Study	259	130	130	DCA -City Wide Engineering Reserve Fund
TWMR00113	Downtown Roads	500	0	500	Tax -Debt-Other
TWMR00117	Burnhamthorpe Road West - Living Arts Drive to Mavis Road	500	0	500	Tax -Debt-Other
TWMR00119	Square One Drive - Confederation Parkway to Rathburn Road West	100	0	100	DCA -City Wide Engineering Reserve Fund
TWMR00142	Downtown Master Plan	500	0	500	DCA -City Wide Engineering Reserve Fund
TWMR00150	Argentia Road - Tenth Line to Ninth Line	4,493	3,969	523	DCA -City Wide Engineering Reserve Fund
Total		15,511	4,228	11,282	

Note: Numbers may not balance due to rounding.

Proposed 2017 Capital Budget Detail (Cont'd)

Program: Other Engineering

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWEC005957	Pedestrian & Cyclist Access to Transitway & GoTransit	4,017	1,840	2,177	DCA -City Wide Engineering Reserve Fund,DCA -City Wide Engineering Reserve Fund,Tax - Capital Reserve Fund
TWEC005958	Airport Corporate Centre Pedestrian Sidewalk to Transitway	310	155	155	Tax -Capital Reserve Fund
TWOE00040	Traffic Management Centre (Cash Flow)	1,000	300	700	DCA -City Wide Engineering Reserve Fund,Developer Contributions -Capital and Maintenance Reserve Fund
TWOE00087	Multi-Use Trails along Hanlan Routes	643	322	322	DCA -City Wide Engineering Reserve Fund
TWOE00111	Electronic Cash Handling System	60	0	60	Tax -Capital Reserve Fund
TWOE00112	Mobile Technology Solution for Field Operations	265	0	265	Tax -Capital Reserve Fund
TWOE00126	Field Equipment Replacement - Traffic Controllers	197	99	99	Tax -Capital Reserve Fund
TWOE00134	Noise Wall Program	815	0	815	Gas Tax -Federal Gas Tax-City Allocation
TWOE00137	Salt Management Program	50	0	50	Tax -Capital Reserve Fund
TWOE00138	Sidewalks	450	0	450	DCA -City Wide Engineering Reserve Fund,Developer Contributions -Sidewalks Reserve Fund
TWOE00139	Streetlighting	600	0	600	Tax -Debt-Other
TWOE00140	Survey and Control Network	65	0	65	Tax -Capital Reserve Fund
TWOE00141	Topographical Updating	27	0	27	Tax -Capital Reserve Fund
TWOE00143	Traffic Signal Equipment Enhancements	155	78	78	DCA -City Wide Engineering Reserve Fund

Proposed 2017 Capital Budget Detail (Cont'd)

Program: Other Engineering (cont'd)

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWOE00145	Traffic Signals - New	710	0	710	DCA -City Wide Engineering Reserve Fund,Developer
TWOE00146	Traffic Signals - Rebuild	390	0	390	Tax -Debt-Other
TWOE00147	Traffic System and ITS	78	39	39	DCA -City Wide Engineering Reserve Fund
TWOE00233	Specialized Equipment	70	0	70	Tax -Capital Reserve Fund
TWOE00235	New Vehicles & Equipment	275	0	275	Tax -Capital Reserve Fund,Tax -Capital Reserve Fund,Tax -Capital Reserve Fund,DCA- Public Works Buildings & Fleet Reserve Fund
TWOE00286	Site Assessments and Data Management	370	0	370	Gas Tax -Federal Gas Tax-City Allocation
TWOE00326	Loreland Works Yard	1,500	0	1,500	Tax -Debt-Other
TWOE00328	Streetlighting	700	0	700	Tax -Debt-Other
TWOE00331	Vehicle & Equipment Replacement	2,684	0	2,684	Tax -Capital Reserve Fund
TWOE00334	Parking Master Plan and Implementation Strategy	325	0	325	CIL City Centre Off Street Parking Reserve Fund,CIL City Centre Off Street Parking Reserve Fund
TWOE00355	Property Acquisition	6,100	0	6,100	Tax -Capital Reserve Fund
TWOE00364	Cycling Program	200	0	200	Gas Tax -Federal Gas Tax-City Allocation
TWOE00381	Municipal Parking Development Study	150	0	150	CIL City Centre Off Street Parking Reserve Fund
TWOE00401	Pay&Display Parking Meters-Streetsville	130	0	130	CIL Cash In Lieu Of Parking-Streetsville Reserve Fund
TWOE00404	Traffic Calming Program	200	0	200	Gas Tax -Federal Gas Tax-City Allocation

Proposed 2017 Capital Budget Detail (Cont'd)

Program: Other Engineering (cont'd)

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWOE00432	Pay & Display - Port Credit	400	0	400	CIL Cash In Lieu Of Parking-Port Credit Reserve Fund
TWOE00433	Pay & Display - Streetville	225	0	225	CIL Cash In Lieu Of Parking-Streetville Reserve Fund
TWOE00434	Feasibility Study-Port Credit Library Parking Lot	100	0	100	CIL Cash In Lieu Of Parking-Port Credit Reserve Fund
TWOE00435	At Grade Railway Crossing-Detailed Safety Assessment	104	52	52	Tax -Capital Reserve Fund
TWOE00437	BIA Waste Equipment	100	0	100	Tax -Capital Reserve Fund
TWOE00442	Noise Wall Program	80	0	80	Gas Tax -Federal Gas Tax-City Allocation
TWOE00462	Sidewalks - Accessible Pedestrian Crossings (AODA)	2,073	1,036	1,036	Tax -Capital Reserve Fund
TWOE00465	Burnhamthorpe Multi-Use Trail Bridge - #3	1,500	0	1,500	DCA -City Wide Engineering Reserve Fund
TWOE00470	Cycling Master Plan	104	52	52	Tax -Capital Reserve Fund
TWOE00471	Noise Wall Program	45	0	45	Gas Tax -Federal Gas Tax-City Allocation
TWRR00056	Parking Lot Rehabilitation	100	0	100	Tax -Capital Reserve Fund
TWRR00108	Parking Lot Retaning Wall - Streetville	800	0	800	Tax -Debt-Other
TWTI005970	Sidewalks	1,000	0	1,000	Gas Tax -Federal Gas Tax-City Allocation
Total		29,167	3,972	25,195	

Note: Numbers may not balance due to rounding.

Proposed 2018 - 2020 Capital Budget by Sub-Program

The following tables provide a listing of capital forecast by sub-program for 2018 -2020.

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Bridge & Structure Rehabilitation			
Bridge & Structure Appraisal	0	150	0
Bridge & Structure Evaluation & Design	400	400	400
Bridge & Structure Renewal	8,300	6,000	6,100
Subtotal	8,700	6,550	6,500

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Major Roads			
Grade Separation	1,300	4,000	4,000
Intersection Improvements	495	495	495
Road Improvements	14,710	22,219	18,562
Subtotal	16,505	26,714	23,057

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Roadway Rehabilitation			
Crack Sealing	100	100	100
Road Rehabilitation	22,100	19,900	28,850
Roadways Infrastructure Review	200	200	200
Subtotal	22,400	20,200	29,150

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

Proposed 2018 - 2020 Capital Budget by Sub-Program (Cont'd)

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Other Engineering			
Cycling Program	2,028	1,725	4,525
Environmental Mmgt-City Owned Properties	361	386	414
New Vehicles & Equipment	195	195	195
Parking - Municipal	745	100	100
Property Acquisition	2,190	770	0
Salt Management Program	50	50	50
Sidewalks	2,641	1,450	1,227
Specialized Equipment	75	75	75
Streetlighting	900	900	900
Streetscape	0	0	0
Survey Equipment and Control	65	25	25
Topographical Updating	55	45	45
Traffic Calming	200	200	200
Traffic Signals	2,255	3,355	3,355
Vehicle & Equipment Replacement	2,174	1,942	2,054
Works Yards Space (South East Works Yard)	7,950	6,750	0
Subtotal	22,984	17,968	13,165
Total Expenditures	70,589	71,432	71,872

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.

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 all winter maintenance activities.

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

Customer Measures

The *percentage of customer requests* for service tracked in the 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.

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 three years. It is important to the City that employees continue to participate in this survey and express how they feel about working at the City.

Overall job engagement is a measure 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. Pavement condition surveys are conducted, whereby a condition rating is applied to every City-owned road in Mississauga. The targets for this measure are in line with the minimum service level target of 70 per cent.

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. Mandatory bridge and culvert condition surveys are performed whereby a condition rating is applied to every City-owned bridge and culvert in Mississauga. The targets for this measure are in line with the minimum service level target of 85 per cent.

The *percentage of City-owned intersections that function at or below planned 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 below capacity has not changed in recent years, the delay experienced by vehicles at these intersections has increased. The *number of collisions per thousand people* is a measure that indicates the City's ability to provide safe traffic management programs. We are currently meeting our target and aim to continue to do so.

Balanced Scorecard

Measures for Roads	2013 (Actual)	2014 (Actual)	2015 (Actual)	2016 (Plan)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)
Financial:								
Average road operating cost Per lane Km ¹	\$1,694	\$1,827	\$2,212	\$1,890	\$1,940	\$1,940	\$1,940	\$1,940
Average bridge/culvert maintenance cost per m ² of surface area ¹	\$2.62	\$3.31	\$4.73	\$4.00	\$4.50	\$5.00	\$5.50	\$6.00
Average winter maintenance operating cost per lane Km ¹	\$4,605	\$4,828	\$3,672	\$4,800	\$4,800	\$4,800	\$4,800	\$4,800
Annual gross parking revenues	\$1,327,000	\$1,542,000	\$1,716,000	\$1,432,000	\$1,571,000	\$1,571,000	\$1,571,000	\$1,571,000
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%	75%	75%	75%	75%	75%
Employees/Innovation:								
Overall Employee Engagement Survey participation ²	N/A	N/A	83%	N/A	N/A	78%	N/A	N/A
Overall job engagement ²	N/A	N/A	72%	N/A	N/A	74%	N/A	N/A
Employee Satisfaction ²	N/A	N/A	75%	N/A	N/A	77%	N/A	N/A

Balanced Scorecard (Cont'd)

Measures for Roads	2013	2014	2015	2016	2017	2018	2019	2020
	(Actual)	(Actual)	(Actual)	(Plan)	(Plan)	(Plan)	(Plan)	(Plan)
Internal Business Process:								
Percentage of roads in good condition or better ¹	77%	77%	77%	74%	73%	72%	71%	70%
Percentage of bridges in good condition or better ¹	96%	98%	89%	85%	85%	85%	85%	85%
Percentage of City-owned intersections that function at or below planned capacity	87%	86%	86%	85%	85%	85%	85%	85%
Number of collisions per 1000 population	8	8	8	8	8	8	8	8
Percentage of time that winter response times were met ¹	100%	100%	100%	100%	100%	100%	100%	100%

¹ Municipal Performance Measurement Program (MPMP) definitions were used.

² The Employee Engagement Survey is completed once every three years (2015, 2018).



Parks & Forestry

2017-2020 Business Plan
& 2017 Budget

Foreword

Mississauga City Council approved **Our Future Mississauga**, the Strategic Plan to achieve our vision over the next 40 years. The strategic vision identified five pillars for change, Move, Belong, Connect, Prosper and Green. The City consulted extensively with residents, staff and stakeholders in developing the Strategic Plan.

The City continues to engage with stakeholders about its programs and services through the City's website, social media, satisfaction surveys and more. This helps ensure citizens have input on the decisions that affect them.

The 2017-2020 Business Plan and 2017 Budget detail how and where the City plans to allocate resources to the programs and services that people rely on every day, while providing good value for taxpayers and supporting the Strategic Plan.

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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.

Services we provide:

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

Interesting facts about this service:

- 375,370 hours of maintenance was performed in 2015 for the care of 7,710 acres (3,120 hectares) of parkland and open space, including 368 sports fields, 263 playgrounds, 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 10,000 annual service requests from the 311 Citizen Contact Centre are received and resolved by Parks and Forestry, along with over 4,000 additional direct inquiries
- 20,276 hours of community service were contributed for community cleanups, naturalization projects, beautification initiatives, tree plantings and community garden plantings in 2015
- 27,000 City-owned trees received maintenance in 2015, including pruning, rejuvenation and watering
- 128,095 hours of outdoor sports fields and 44,030 hours of park permits were booked in 2015
- 51,888 trees were planted through the One Million Trees Mississauga program in 2015

Highlights of the Business Plan include:

- The development of Phase 1 of Northwest Sports Park (interim), Bruce Reynolds Park and Lakeshore Corridor Trail are underway. Danville Park and the Hancock Woodlands are under construction
- Malton Village Park, Union Park and the Lakefront Promenade Ontario Summer Games volleyball courts have been completed
- The development of an artificial turf sports field and all-weather track facility at Clarkson Park in conjunction with the Peel District School Board
- The City was awarded funding as part of the Canada Infrastructure Program 150 including: nine playground redevelopments; 14 trail reconstructions; dock, spray pad and trail renovation at Lake Aquitaine; Riverwood entryway, building renovations and accessibility improvements
- Final development plans for Port Credit Memorial park (West), Lakeshore Road underpass connection, Marina Park and the Rivergate easement are underway
- The former Willow Glen School property, to be acquired from the Peel District School Board in December 2016, will be redeveloped to provide both a Community Park and residential development
- Continued stewardship, conservation, naturalization and education opportunities City-wide

Net Investment (000's)	2017	2018	2019	2020
Operating	32,240	32,588	32,789	33,019
Capital	28,065	82,575	37,139	31,488
Full Time Equivalents	367.0	365.2	366.9	367.9

Core Services

Vision, Mission, Goals of Service and 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.

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.

Goals of Service

- To acquire and reclaim lands that protect natural areas, connect the waterfront, complete a continuous trail system and support population growth
- To build great outdoor places in Mississauga, including downtown, waterfront and urban parks, off-road trail systems, playgrounds and outdoor sports facilities
- Build on existing and develop new public and private partnerships

- Support community events and activities that promote social interaction, community engagement and educational opportunities
- Maintain parkland and open space, including 368 sports fields, 263 playgrounds, two marinas and 10 publicly owned cemeteries
- Enhance and protect the Urban Forest while maintaining and growing Mississauga’s urban tree canopy
- Develop and implement Strategies and Master Plans

Service Delivery Model



Achieving our Goals

Parks and Forestry's achievements reflect its goals of service and 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:

Acquisitions and Reclamations

- 7.3 acres (2.9 hectares) of land reclaimed through the City's Encroachment program since 2012
- 81.7 acres (33.1 hectares) of open space (i.e. greenbelt and parkland) acquired since 2012 through dedication and purchase

Funding and Grants

- Securement of \$8.3 million reimbursed to the City through the Ontario Ice Storm Assistance Program for 2013 Ice Storm recovery which included the removal of 2,000 trees and pruning of 8,000
- \$2.1 million awarded in Federal Funding through Canada 150 Community Infrastructure Program for 25 capital infrastructure projects which celebrates Canada's 150th anniversary



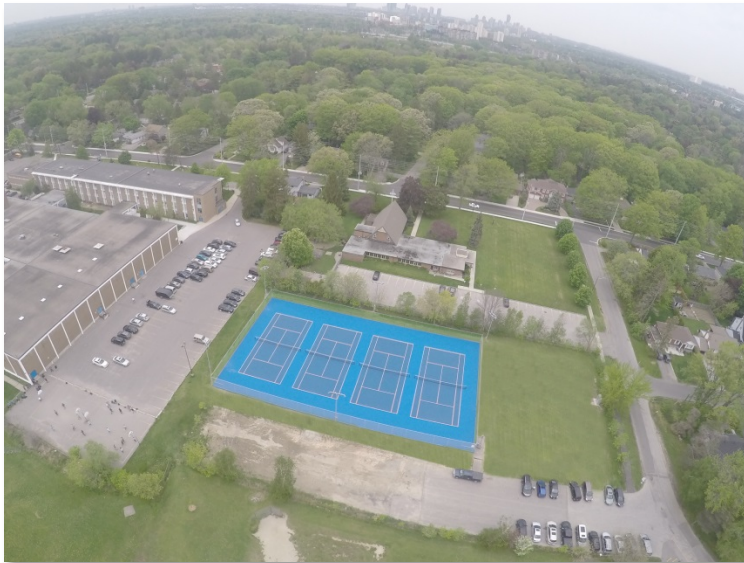
Canada 150 Community Infrastructure Program

- \$1.1 million saved through funding partnership with the Region of Peel for a new bridge at P-505, on the former Harris Lands, completed Summer 2016
- The City was awarded \$50,000 from the Enabling Accessibility Fund to upgrade four park playgrounds
- In partnership with the Mississauga Rotary Club, Meadowvale Rotary Park received \$27,000 in funding to upgrade the park playground

Partnerships

- Collaboration with the Region of Peel for the Greenland Securement Fund and the Peel Region Urban Forest Working Group to protect and preserve our natural assets
- Scholars' Green Phase II Park expansion in conjunction with the expansion of Sheridan College Hazel McCallion Campus Phase II
- Riverwood Conservancy and Ecosource partnership with the City to provide ongoing educational and stewardship initiatives for Hancock Woodlands, including gardening and instructional areas
- Collaboration with the Canadian Food Inspection Agency (CFIA) to eradicate Asian Longhorn Beetle (ALHB) and complete ongoing monitoring in Mississauga for additional invasive insects
- Naturalization partnerships with Credit Valley Conservation, Toronto and Region Conservation Authority and Evergreen to enhance tree planting abilities through resource sharing
- Worked in collaboration with various developers to design and construct vibrant and unique spaces within the Downtown Core, providing POPS (Privately Owned Public Space)
- The City has partnered with Maple Leaf Sports and Entertainment (MLSE) Foundation, Region of Peel, Peel Living and the Ridgeway Community Courts Committee to construct a community multisport court at Colonial Terrace to improve the lives of area youth through sports and recreation

- Partnered with the Peel District School Board to co-fund the development of an artificial turf sport field and all-weather track facility at Clarkson Park, a \$3 million capital project
- The City entered into a new long-term partnership with Leash Free Mississauga for the development and operation of new and existing Leash Free sites across the City



Redeveloped Tennis Courts

- Partnered with the Peel District School Board for the development of four shared-use lit tennis courts at Port Credit Secondary School
- Urban forestry outreach and educational partnership with LEAF (Local Enhancement and Appreciation of Forests) through offering urban forestry workshops for Residents within the City
- Partnership with the GTAA (Greater Toronto Airport Authority) to construct an airplane viewing lookout at Danville

Park and commemorate the Boeing Corporation's history in Malton

- Partnered with several stakeholders including the South Peel Naturalists to build and install an artificial Chimney Swift tower to provide a safe harbour for the local population of Chimney Swifts in Timothy Street Park



Urban Forest

- 8,685 caliper trees planted City-wide in 2015
- 51,888 trees and shrubs planted at City events in 2015 through One Million Tree Program bringing the total number of trees and shrubs planted through this program with City-funds to 104,373



One Million Trees Volunteer Planting at Iceland Arena

- Canopy Cover Reassessment, a recommendation of the Urban Forest Management Plan, was presented in 2015 showing an increase from 15 per cent to 19 per cent since 2007 (more to Urban Forest)

 Grass / Open Space
 Tree Canopy



City of Mississauga Existing Forest Canopy and Grass/Open Space

- The Emerald Ash Borer (EAB) Management Plan was approved in 2013 to mitigate the impact of EAB on City-owned trees. The 2015 EAB program included removals, stumping, replacement plantings and woodlot mitigation and restoration works. From 2013-2015, 4,059 trees were removed and replaced and 5,290 trees were treated
- Development of Invasive Species Management Plan to identify and manage any invasive species, as well as any significant or threatened species requiring additional attention

- Implementation of Young Tree Structural Pruning Program in 2015 to ensure trees recently planted are developing sustainably and to correct any deficiencies that could potentially threaten their long-term survival

Community Engagement

- 5,893 volunteers engaged for 10,320 hours of community tree planting events
- 150 tree planting events hosted by City staff
- 9,960 hours of community cleanups, mural paintings and other stewardship activities were delivered by 2,600 volunteers
- Volunteer hours for Parks and Forestry valued at \$227,561
- Innovative online placemaking survey for the design of Scholars' Green Phase II
- 109 planning applications were reviewed by Park Planning for comment in 2015
- 26 community meetings took place in 2015 for placemaking forums and information sessions
- Commencement of Swiftwatch; a citizen monitoring program for Chimney Swifts, an endangered bird species
- Working with The Riverwood Conservancy and Ecosource to enhance stewardship programs for Hancock Woodlands

New Parks and Park Redevelopments

- Three new parks were opened including Garcia, McCracken and Union Community Parks
- The redevelopment of Malton Village Park is complete
- Development of Park 317 is underway to integrate a storm water pond and construct community park amenities
- New tennis courts are complete at Port Credit Secondary School and Churchill Meadows
- Two new pedestrian bridges were constructed at Lakeview Golf Course and two bridges are underway at Hindhead Park and Rhododendron Gardens

- Port Credit Harbour West Parks Class environmental assessment was complete and holding provision conditions were removed, allowing for the future development of the Marina Park site
- Hosted the Ontario Summer Games Beach Volleyball on the newly constructed courts at Lakefront Promenade



Lakefront Promenade Beach Volleyball Courts

- Plan for implementation of new park signage standard is underway to provide guidelines that incorporate consistent City branding for all park signage. Implementation will commence in 2016 and will be a multi-year program to complete the transition in the City's 505 parks
- Commencement of an Invasive Species Management Plan in 2015 to ensure proactive and sustainable management of the City's Natural Assets
- Implementation underway for Future Directions, Credit River Parks Strategy, Natural Heritage and Urban Forest Strategy
- Expansion of the Provincial Greenbelt, currently under review based on recent changed to provincial legislation



Credit River Parks Strategy

Strategies and Master Plans

- The Downtown Growth Area Parkland Provision Strategy recommend future provision levels and park types in response to the anticipated population growth and the addition of Light Rail Transit (LRT)
- The City Wide Parkland and Greenbelt Growth Strategy identified and prioritized properties to acquire which support Council approved Park Planning strategies and projected population growth

Lifecycle Maintenance

- A City-wide condition assessment of all pedestrian bridges was updated in 2016 to prioritize future life cycle replacement needs
- A city-wide condition assessment for all 263 playgrounds is updated on an annual basis to maintain the inventory current trends and compliance with Canadian Standards Association (CSA) Standards
- Condition assessments of 505 Parks is currently underway to complete the inventory of Park assets on a component level to develop a Capital Replacement model
- 27,000 City-owned trees received maintenance in 2015, including pruning, rejuvenation and watering
- Inventory of Park Trees underway to assess health of trees in parks and establish a lifecycle maintenance program based on results



City of Mississauga Tree Pruning

Continuous Improvement

- Hat-F, mobile technology for Forestry staff, was implemented in 2015 to enhance service to Residents through providing more information for informed decision making
- Ongoing implementation of Lean principles in Parks and Forestry through 46 small improvements submitted since 2015 and the white belt training of over 190 staff
- Implementation of low impact development (LID) technology, which is employed to retain stormwater on site, is in place for park developments
- Implemented a City-wide centralized waste management program to more effectively use resources year-round allowing the redeployment of technical staff



Example of Low Impact Development at O'Connor Park

Awards and Recognition

- O'Connor Park and Scholars' Green were recognized and Cooksville Four Corners for Mississauga Urban Design Awards. Lakeside Park received an Award of Excellence
- Mississauga Celebration Square received the International Making Cities Livable Healthy Cities for All – Neighbourhood Plaza Award
- Mississauga Celebration Square was nominated for the Canadian Institute of Planners "Great Places in Canada" Award
- McEwan Terrace Garden at Riverwood received the CSLA Regional Merit Award
- Streetsville Village Square received Ontario Builders Awards
- The Credit River Parks Strategy was recognized with a Regional Citation by the Canadian Society of Landscape Architects for Planning and Analysis
- Nomination for The Credits – Heritage Mississauga Awards - Natural Heritage and Urban Forest Strategy
- Parks and Forestry staff also received Corporate Awards Nominations for:
 - City Manager's Award of Excellence for the Downtown Growth Area Parks Provision Strategy
 - Excellence in Working Together Corporate Awards Parks and Forestry Two Way Team
 - Excellence in Working Together Corporate Awards - Northwest Sports Park (interim) Final Development Team
 - Excellence in Working Together Corporate Awards- 2013 Ice Storm Submission Team
 - Excellence in Work Together Corporate Awards- Parks and Forestry Divisional Event Planning team
- Parks and Forestry, in partnership with Corporate Services, were the successful recipients of the Excellence in Working Together Corporate Award for the 2013 Ice Storm Submission to the Provincial Government for the reimbursement of \$8.3 million



Streetsville Village Square



Streetsville Village Square

Existing Service Levels, Trends and Efficiencies

Existing service levels provide a balance between maximizing the resources available and delivering value to the community for the provision, preservation and maintenance of the City's 505 parks, two marinas, 10 cemeteries, and over one million City-owned trees. Service levels allow staff to reference delivery of these services against similar providers in neighbouring municipalities, providing a historical context for service delivery and looking for opportunities to be more effective and efficient in our service delivery to Residents. These service levels also identify a measureable and acceptable standard of maintenance and customer service to Residents to ensure expectations are being met.

Park Operations

Park maintenance service levels ensure the continued usability and maintenance of the City's parkland assets to ensure a long lifecycle while maintaining the aesthetic beauty of the City's green spaces. These service levels apply to different types of parks and maintenance activities within those parks to maintain them for regular use.

Service	Level
Lit Sports Fields	
Grass Cutting	3 Times Weekly
Litter Pickup	1 Time Weekly
Aeration/Fertilization	5 Times Annually
Lining	1 Time Weekly
Gilling/Raking	5 Times Weekly
Unlit Sports Fields	
Grass Cutting	1 Time Weekly
Litter Pickup	1 Time Weekly
Aeration/Fertilization	2 Times Annually
Lining	1 Time Bi-Weekly
Gilling/Raking	3 Times Weekly

Service	Level
Destination Parkland	
Grass Cutting	Every 5 Working Days
Litter Pickup	Daily
Aeration/Fertilization	3 Times Annually
Horticulture	3 Times Weekly
Snow Removal	Priority Areas within 24 Hours
Community Parkland	
Grass Cutting	Every 10 Working Days
Litter Pickup	1 Time Weekly
Aeration/Fertilization	N/A
Horticulture	1 Time Weekly
Snow Removal	48 Hour Response

Forestry

Forestry service levels ensure the sustainability, protection, enhancement and restoration of the City's trees, natural areas, woodlots and boulevards.

Forestry operations maintain over one million trees on public lands. Work orders created by inspection staff generate the required maintenance and are completed on a priority basis. Priority one work orders present an immediate risk or hazard and require immediate attention. Priority two work orders do not require immediate attention but cannot be left long-term. Priority three work orders require work but do not present a potential immediate danger.

Boulevard assets along major roadways and medians are preserved and enhanced through adhering to service levels. Grass cutting, turf maintenance, horticulture, litter and hard surface weed removal are performed seasonally by Contractors to maintain the aesthetic beauty of over 300 hectares of boulevards.

Service	Level
Forestry Operations	
Processing of Applications for Private Tree Removal Permits	30 Days
Inspection Service Request Response Time	30 Days
Forestry Operations Response Times	
Priority One	24 Hours
Priority Two	3 Months
Priority Three	6 Months
Street Tree Pruning Cycle	8 Years

Service	Level
Boulevard Maintenance	
Grass Cutting	12 Times Annually
Turf Maintenance	
Gypsum Application	2 Times Annually
Overseeding	1 Time Annually
Fertilization	1 Time Annually
Aeration	1 Time Annually
Leaf Reduction	1 Time Annually
Horticulture Maintenance and Restoration	4,000 Hours Annually
Litter Services	2,200 Hours Annually
Hard Surface Weed Removal	1,800 Hours Annually

Trends

Existing and emerging trends are important to effectively plan Parks and Forestry's needs. The following key highlights are some of the more notable trends that continue to influence service delivery across the City:

Intensification

- With trends suggesting that people will be spending more time in their community, there is increased demands for and usage of existing parks and natural areas, which can impact both the capacity of parks and amenities, the costs to maintain these amenities and the need to acquire more parkland and natural areas
- The City recognizes that there is a growing and increasingly diverse population, challenging the capacity of existing parks and the usage of that limited space
- Introducing large parks in the City's downtown growth area will be challenging. It will require a new urban approach to view public spaces that contribute to social interaction, outdoor recreation and a connected network of green spaces

Protecting our Natural Assets

- Need to protect environmentally sensitive areas and to preserve parks, trees and natural areas for future generations
- Damage to natural assets from excessive and unsustainable use
- Outdoor experiences in the natural environment correlate to mental well-being; studies have shown that people deprived of contact with nature are at greater risk of Attention Deficit Disorder (ADD), depression and anxiety
- Increasing threat of additional invasive pests and plants through increased transportation of goods and impacts of climate change

- Need for development of invasive species management plans and execution of existing plans to manage parkland and conserve and enhance the natural environment



Mississauga Celebration Square

Role of Public Spaces

- Parks provide affordable and enjoyable public spaces for physical activity and fitness for everyone
- Provides opportunities for an aging population to remain physically active and directly improve health
- High demand for creating and enhancing amenities in parks as community gathering places, including alternative shade options, additional seating, wayfinding signage and washrooms, which play an important role in connecting people to the Community, and improving psychological and emotional well-being

-
- Demand for outdoor activities that can be undertaken at people's leisure due to increasingly busy lifestyles, providing a no-cost or reasonable cost activity to enable individuals and families to participate in an active lifestyle

Information Technology

- Need for park usage data collection to quantify park and amenity usage that can better inform maintenance and redevelopments
- Integrating emerging trends and technologies into parks and forestry operations, like improved water, energy and fuel efficiency through enhanced operating practices and the use of new and emerging technologies
- Ensure an up-to-date inventory on all Parks and Forestry assets to allow staff to successfully make long-term decisions regarding City assets and work to be completed
- Increased demand for technology in parks by users, including Wi-Fi, wayfinding through mobile applications, leveraging location based mobile games and geographic information systems to enhance the public experience

Communications

- Residents interested in being involved in design and placemaking for park planning and development, as well as park programming
- Increased demand for promotion and access to information regarding parks and forestry scheduled operational works and events
- Demand for immediate and accessible Forestry information requested by Residents during site-visits or after receiving a notification

Changing Expectations

- Demand for 24 hours and 365 days a year park use to accommodate changing Resident lifestyles
- Increased prioritization to effectively divert waste in parks, especially dog waste, household waste and litter through buy-in from Residents through implementing consistent messaging about waste and promotion of opportunities for education
- Expectations for higher quality amenities and increased maintenance frequency requiring innovative approaches to design and development of facilities and refined maintenance standards
- Increased demand for additional amenities in parks, including alternative shade options, washrooms, supplementary seating and wayfinding signage placing added capital pressures on the City



Dog Park at Totoredaca Park

Aging Infrastructure

- Prioritize capital investments through the lifecycle replacement programs and identify proactive maintenance solutions to minimize capital budget pressures
- Proactively maintain and replace assets to provide safe parkland, healthy natural spaces and tree assets to all users
- Leverage new technology to enhance current tracking and monitoring of parkland usage to better predict lifecycle replacement and maintenance needs of City assets



*Rink Hut painted at Dellwood Park
by Lynnwood Park Community Association*



Glen Erin Park mural refurbishment by volunteers

Changing Climate

- Increasing frequency of extreme weather, including droughts and storms, that cause damage and weaken the long-term sustainability of natural assets like trees, grass sports fields, woodlots, turf and natural areas
- Less predictable seasonal planning of work due to potentially extended or shortened seasons resulting in park usage at non-traditional times and changes to scheduled work in Parks and on City trees
- Unpredictable extreme weather and fluctuating climate potentially places pressure on annual operating costs to maintain assets and meet current service levels

Efficiencies

Mississauga has a reputation as a leader in municipal service provision and quality services. In order to continue providing excellent value for tax dollar, Parks and Forestry annually reviews its base budget to identify areas of cost savings and efficiencies. As costs for fuel, grass seed and other raw materials continue to grow beyond the rate of inflation, identifying areas of cost savings is a challenging task while maintaining core services at acceptable levels. In order to maintain a culture of innovation and continuous improvement, the service area uses a variety of tools, including Lean, to demonstrate fiscal prudence.

Commitment to Lean Business Improvement Process

- All Parks and Forestry staff have been White Belt Trained, resulting in 49 improvements to Parks and Forestry processes and \$40,000 in savings identified in the 2017 budget
- Lean event held at annual Parks and Forestry divisional meeting to engage over 150 staff in using Lean to enhance a Parks and Forestry process
- Initial Parks Waste Management review identified \$138,300 in cost savings while improving service levels. Continuous opportunities for improvement are ongoing
- Customer Service review streamlined Parks and Forestry Operations Councillor inquiry response time by 60 per cent and payment processing by 21 per cent
- Current project underway is reviewing the process for street tree replacement planting with the goal to reduce total time from the previous stump being removed to the new replacement tree being planted by 30 per cent to increase the volume of trees planted within one season
- Improvements to the Parks Seasonal Hiring have been implemented
- Parks maintenance staff participated in a Lean rapid improvement event to examine the current work order process and explore opportunities for improvement



Parks and Forestry Divisional Lean Workshop

Continuous Improvement

- Low impact development (LID) solutions such as permeable pavement zones to reduce the impact on existing storm water infrastructure and improve the resiliency of the overall storm water management program. LID solutions are in place and implemented in new park developments
- The use of technology has provided several opportunities to maximize the effectiveness and efficiency of service delivery. The use of Infor Public Sector 8 system (IPS) databases allows for storage of all assets, service request and work order data
- Additionally, deployment of in-field applications to enhance this data collection for both Parks and Forestry has resulted in improved response times, more accurate entry of work completion information and asset data by automating existing manual and paper-based processes

- Automation of payroll and issuing of service requests has minimized non-value added time and increased staff focus on core services which impact residents
- Winter brine de-icing application reduces the amount of rock-salt required for community facility parking lots and is more effective to de-ice at lower temperatures
- Continuous review of the Parks and Forestry service delivery model and organizational structure is completed to ensure resources are aligned to the needs of the community and delivered effectively through seasonal labour during peak maintenance periods
- Innovative solutions include the purchase of sports liners that reduce the quantity of paint required and lasts twice as long, reducing paint costs to Parks by \$50,000 per year

Performance Measurement and Analytics

- Continue to maximize and expand performance measurement tools to enhance data driven decision making through management dashboards, operational analytics and other quantifiable metrics
- Implement urban forest monitoring programs to track forest health and City-wide tree canopy, and take a proactive response to threats
- Introduce methodologies to quantify and track park, trail, and facility usage to prioritize maintenance and capital investments and inform planning tools
- Work with stakeholders to find planning and design solutions that allow for sustainable, large-canopy trees that maximize the provision of ecosystem services
- Consider the economic benefits of natural capital that parks and open spaces provide



Example of Low Impact Development at Lakeside Park



Dog Park at Garnetwood Park

The 2017-2020 Business Plan Outlook

Planning for the Future

Currently and continuing over the next several years, Parks and Forestry will be exploring a number of possible initiatives and developing plans and strategies to support new and continued implementation of these initiatives going forward.

Asset Management

- Parks and Forestry is completing a comprehensive long-term lifecycle model for all Park assets to help plan and prioritize replacements and maintenance
- Condition assessments have been completed as follows:

Park Asset	Status
Pedestrian Bridges	Complete
Trails	Complete
Tennis Courts	Complete
Sports Fields	Complete
Play Equipment	Complete
Spray Pads	Complete
Picnic Areas	Underway
Multi Use Ramp Facilities	Complete

- A completed condition assessment will improve prioritization of capital asset replacements with detailed investment needs and stronger forecasting for Parks and Forestry capital assets
- Ability to quickly respond to infrastructure grant and alternative funding programs
- The Park trees inventory will be completed by 2019 to collect information to guide maintenance and management

- The City-owned street tree inventory will be updated commence by 2020

Emerald Ash Borer Management Plan

- The nine to 10 year plan includes the treatment, removal and stumping of Ash trees along boulevards and in our parks and natural areas and replanting on streets and in parks
- From 2013 to 2015:
 - 14,934 ash trees were removed
 - 5,300 trees were treated using TreeAzin
 - 4,060 trees were replanted
- Anticipated works for 2016-2020:
 - 16,800 trees to be removed
 - 3,000 trees to be treated
 - 16,100 trees to be replanted
- Ash tree inventory in woodlots was completed in 2016 to prioritize hazardous tree mitigation in approximately 300 City-owned woodlots
- 28 woodlots have received woodlot mitigation works
- There is six to seven years remaining in the management plan and Parks and Forestry is on track to meet the removal, treatment and replanting requirements of the program



Sport Box painting by volunteers at Huron Park

Park Developments

- 19.2 kilometres of new trails are in design and are to be constructed in 2017
- The construction of four new tennis courts is underway at Thorncrest and Brookmeade Parks
- Danville Park is being developed as a premiere cricket site and a park with year round activities including a toboggan hill, trails and airplane viewing lookout. The project is currently underway with Phase 1 complete and park to be opened in 2017
- Development of P-505, the former Harris Lands, to commence in 2017. The bridge was completed through collaboration with the Region of Peel in May 2016
- Development of Northwest Sports Park (interim), an all-season destination sports park, 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. Phase 1 underway with two remaining phases to be constructed pending approved future funding
 - Phase 1 to be completed from 2015-2019 and includes site servicing infrastructure and parking, two lit artificial sports fields and natural areas enhancements
 - Phase 2, may include a cricket pitch, natural heritage areas and supporting amenities
 - Phase 3, may include an additional multi-purpose artificial sports field and parking



Danville Park Design

- Paul Coffey Park Master and Transition Plan (formerly Wildwood Park) will be completed in 2017 and will guide the park's redevelopment having considered the lifecycle of current assets:
 - It includes master plan development, woodlot invasive species management and facility redevelopment and realignment
 - The current uses and functions of the park and its amenities will be evaluated and assessed for its continued use and redevelopment
- The redevelopment of Zonta Meadows Park, which will address the future Square One Drive extension, is planned for 2019-2023 and includes:
 - Improved amenities for the downtown core
 - Playground
 - Public art installation
 - Washrooms
 - Basketball Court
 - Spray pad
 - Multi-use ramp
 - Tennis Court
- Scholar's Green Phase II: 2016-2019, will be developed as an urban park and an expansion to Phase I and includes walkways, tables and seating areas, open lawn areas, urban play and an outdoor fitness space and tree plantings
- Development of Port Credit Harbour West Parks, including Marina Park and J.C. Saddington from 2018-2022, including shoreline works and pathway links
 - Detailed design, approvals and construction for Port Credit Memorial Park (West), Lakeshore Road underpass connection, Marina Park and the Rivergate easement planned for 2017-2019
 - J.C. Saddington Park studies, design and construction to be completed by 2022

Strategies and Master Plans

- 2008 Waterfront Parks Strategy Update:
 - 2008 strategy is being updated and will incorporate current trends in waterfront recreation and design
 - Update will also include integration of Inspiration Port Credit and the Port Credit Heritage District Review, Inspiration Lakeview, the Lake Ontario Integrated Shoreline Study and the Urban Recreational Fishing Master plan
- Update to 2014 Future Directions Master Plan for Parks and Forestry
 - Future Directions guides the direction of service delivery to meet the needs of our growing and diverse community
 - Divisional priorities and hot-button issues have been identified for consideration in the update to Future Directions
 - Will be completed in summer 2018



2014 Future Directions Master Plan

- Implementation Plan for the Credit River Parks Strategy (CRPS)
 - The CRPS is a comprehensive plan to guide the development, management and restoration activities for Parks and Open Space along the Credit River valley
 - 11 hectares (27 acres) were added to the CRPS corridor through the purchase of 0 Creditview and addition to P-505 (the former Harris Lands)
 - Feasibility Study of the potential for a Riverwood Visitor Centre is planned for 2017

Downtown Parkland Acquisition

- The Downtown Growth Area (DGA) is the area identified by the Province as the area to accommodate the majority of Mississauga's growth
- Population of DGA is anticipated to increase by 81 per cent (57,000 people) in the next 25 years
- Three per cent of DGA is parkland (16.9 hectares). Goal of 5.5 per cent parkland is sought, requiring an additional 13.7 hectares of land
- Parkland securement through development applications, amendments to the Official Plan and land acquisitions as opportunity arise
- The public park system is critical to a healthy quality of life in an urban area. Investments in parks, trees and the public realm contribute to the health of a community, particularly in intensification areas

Tree Planting and Naturalization

- Continue one-to-one replacement for all City-owned boulevard trees removed
- Forecasted caliper plantings (60 millimetre diameter tree) includes anticipated plantings for EAB, Street and Park Tree replacement, and new plantings for streets and parks:
 - 2017: 6,700 trees
 - 2018: 6,700 trees
 - 2019: 6,700 trees
 - 2020: 6,700 trees
- Continuation of the very successful One Million Trees Mississauga Program is expected until 2032 with the planting of approximately 50,000 non-caliper trees and shrubs per year
 - The program allows Residents to contribute trees they have planted on their property towards the final count by entering their information online
 - To date, over 200,000 trees and shrubs have been planted through the program



One Million Trees Mississauga Website Homepage

For the most recent update please visit onemilliontrees.ca

Optimizing the Use of Technology

- Parks and Forestry, in alignment with the corporate IT Roadmap, has developed a plan to support IT trends and initiatives. The goal of the strategy is to automate data collection, enhance customer service, interpret planning needs and contribute to operational improvements
 - Contractor Mobile Solution: real-time communication with Contractors to issue work orders and reduce paper-based work
 - Forestry Interactive Mapping: Self-service mapping for Residents with access to service request, work order and asset information
 - Park Utilization Tracking: to quantify park and facility usage to prioritize park redevelopments and tailor operational and maintenance needs
 - Wi-Fi in Parks: Increased customer demand to have access to Wi-Fi while visiting City parks
- Update to in-house mobile work application (Hat-P) for parks to decrease entry time and automate paper based workflows
- Opportunities for interactive technology in parks, including wayfinding through mobile applications and games to enhance the outdoor experience
- Technology to enhance operational maintenance of assets and provide improved customer service to Residents:
 - GPS/AVL technology on vehicles and equipment: to improve travel time through route optimization and improve risk management reporting capabilities

Maintaining Our Infrastructure

- \$2.1 million has been awarded in Federal Funding through Canada 150 Community Infrastructure Program to support 25 capital infrastructure projects including:
 - Nine Playground redevelopment and outdoor exercise equipment installations City-wide
 - 14 Trail redevelopments

- Redevelopment of Lake Aquitaine dock, spray pad and trail reconstruction
- Riverwood and Chappell house improvements
- To date, planned lifecycle replacements from 2017-2020 City-wide are:
 - 43 kilometres of trail reconstructions from 2017-2020
 - 30 playground replacements from 2017-2020
 - Sport field lifecycle maintenance and replacement from 2017-2020
 - Hershey and Iceland Artificial Turf Fields replacement in 2016-2020
 - Pedestrian Bridge reconstruction program from 2017-2020
 - Lakefront Promenade Boardwalk replacement from 2018-2020



Enabling Garden at Riverwood

-
- 27,000 City-owned trees received maintenance in 2015, including pruning, rejuvenation and watering, ensuring their structure is viable for long-term sustainability and to mitigate damage from extreme weather events
 - 375,370 hours of maintenance was performed in 2015 for the care of 7,710 acres (3,120 hectares) of parkland and open space, including 368 sports fields, 263 playgrounds, two marinas and 10 publicly owned cemeteries

Managing Our Human Resources

- Information Technology Capital contract requested to implement Forestry Contractor Mobile Work Order System so it is aligned with current in-house software and Infor Public Sector software
- Continued use of seasonal staff to deliver services while minimizing labour costs and ensuring that resources are available for peak seasonal maintenance periods. Temporary staff are hired each year to conduct seasonal operations such as grass cutting, waste management and horticultural works in conjunction with full-time staff
- Arborist succession planning program ensures qualified, trained staff in place to maintain current service levels
- Use of interns and co-op students in Park Planning, Park Development and Forestry Operations through CareerEdge, School Boards, Region of Peel Summer Job Challenge, Colleges and Universities to contribute high-quality work to the City while gaining valuable work experience
- Portion of staff tied directly to implementation of capital projects such as the development and redevelopment of parkland and maintaining assets in a state of good repair. Labour costs for these projects are partially offset by the Capital program
- The aging workforce requires initiatives that provide training, knowledge sharing and career development to staff to enhance succession planning and talent management. This will ensure that the service area aligns itself with the

necessary staffing resources to deliver its objectives. Continuing to attract multi-disciplinary staff and leveraging the use of organizational development tools and resources are priorities over the course of this business plan

- While maximizing alternative funding sources through grants is a benefit to the City, the ability to react and manage the capacity on staff to deliver these and other scheduled projects is a pressure



City Arborist

Linkages to the City's Strategic Plan

move - developing a transit oriented city

- Provide complete streets that balance land uses and forms
- Improve the transportation network for pedestrians, cyclists and automobiles
- Accommodate the needs of cyclists

belong - ensuring youth, older adults and new immigrants thrive

- Create cool places to attract youth and young adults

connect - completing our neighbourhoods

- Complete neighbourhoods with accessible public squares
- Celebrate the heritage of the Credit River
- Create more bike-friendly facilities
- Focus on infrastructure maintenance and improvement

green - living green

- Plant One Million Trees in Mississauga
- Acquire and enhance land along the waterfront and in natural areas for recreational and ecological value
- Implement the City-wide parkland growth strategy



Engaging Our Customers

Public Information and Awareness

- 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 enable Parks and Forestry to demonstrate the benefits of the services provided and improve public information
- These improvements will also potentially allow for revenue generating opportunities through improved marketing for marina slips, cemetery plots, park photography and picnic permits

Community Engagement and Stewardship

- 20,276 hours of community service were contributed for community cleanups, naturalization projects, beautification initiatives, tree plantings and community garden plantings in 2015
- 51,888 trees were planted at 150 tree planting events in 2015 through One Million Trees Mississauga
- 128,095 hours of outdoor sports fields and 44,030 hours of park permits were booked in 2015
- There is increasing use of parks for regularly scheduled outdoor programs and special events, 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

Placemaking Forums

- Staff led and participated in numerous placemaking forums, community meetings, focus groups and information sessions
- Placemaking activities and consultations are used to engage the public on strategic planning studies as well as on the development and redevelopment of parks
- A range of activities are used to solicit creative opinions while recognizing that traditional community meetings need to be expanded and supplemented with other forms of public engagement
- New methods of public engagement for placemaking includes used of web-based surveys or e-mailed surveys, walking discussions held at park sites, use of social media to solicit input, translation of materials into other languages and outreach to target groups such as older adults, youth, sport groups, special events and multi-cultural groups



Rink hut painting by Volunteers at Buttonbush Park

Linkages with 311 Citizen Contact Centre

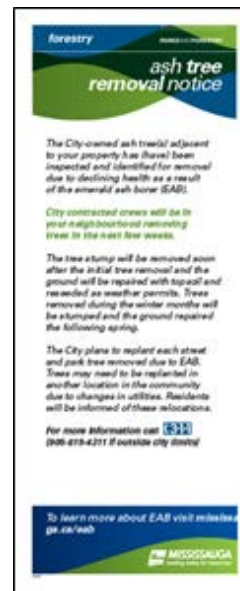
- Over 10,000 annual service requests from the 311 Citizen Contact Centre are received and resolved by Parks and Forestry, along with over 4,000 additional direct inquiries
- 311 is the first line of contact with Residents, providing basic information with follow-up inspections, work orders and technical questions directed to the appropriate staff
- All service requests are tracked for follow-up and information is used to review and mitigate ongoing concerns with residents
- In 2015, Forestry service requests were integrated into 311 online services as well as in their mobile application for Pingstreet
- Parks and Forestry continues to work with 311 to enhance customer service for Residents city-wide

Stakeholder Partnerships

- Parks and Forestry currently has a number of successful and committed partners who are important and necessary to deliver services
- These include various Conservation Authorities, Colleges and Universities, school boards and community groups
- Parks and Forestry continues to seek opportunities for joint developments and agreements for new amenities
- Parks and Forestry thrives on partnerships within the Community that enhance the programs and services delivered to Residents daily



Community Information Night for Clarkson Park Sports fields



EAB Notice and Information Flyer

Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2017-2020 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 2016 was \$31.8 million and the proposed budget for 2017 is \$32.2 million.

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for Parks and Forestry is \$706,882 for 2017.

Highlights of the proposed budget changes are:

- Labour costs are projected to increase by \$429,000 which reflects an inflationary labour budget increase
- Contractor and Professional Services increase of \$114,000 for property surveys, engineered woodchips, young tree maintenance and tree stumping, Utility rate increase of \$222,000, and decreased departmental support costs allocation of \$74,000
- Revenue increase of \$54,000 from user fee rate inflationary increase
- Annualize labour costs of \$70,000 for FTE (full-time equivalent) added in prior year budget

Efficiencies and Cost Savings

Parks and Forestry is committed to annually reviewing its base budget to identify areas of cost savings and efficiencies. For 2017, \$357,000 in savings were identified and included:

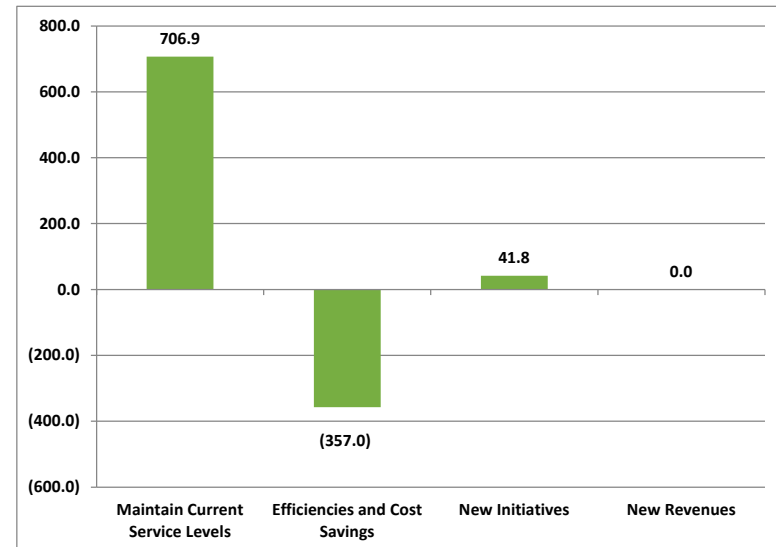
- Vehicle Maintenance cost savings of \$150,000
- Forestry Block Pruning and Clarkson Yard Tipping Fees savings of \$93,100

- HAT-P Upgrade Labour savings of \$47,300
- Lean Small Improvement Savings of \$36,225
- Erin Meadows Standby Savings of \$20,400
- Operating materials savings of \$10,000

New Initiatives

One new initiative for Winter Brine De-Icing Application for Community Centre parking lots requires budget of \$42,000 for 2017.

Proposed Changes to 2017 Net Operating Budget by Category (000's)



Operating

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2017-2020, the 2016 Budget as well as 2015 actuals by major program within the service area.

Proposed Budget by Program

Description	2015 Actuals (\$000's)	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Expenditures to Deliver Current Services						
Forestry	7,724	7,570	7,784	7,847	7,910	7,974
Park Planning & Development	2,981	3,285	3,240	3,294	3,350	3,406
Parks Operations	23,427	24,663	24,841	24,881	24,802	24,846
PF CMS Departmental Support Services	208	(2)	(0)	0	0	0
PF CMS Divisional Support Services	5,438	377	433	437	441	446
Total Expenditures	39,778	35,894	36,298	36,459	36,503	36,672
Revenues	(9,330)	(4,045)	(4,099)	(4,099)	(4,099)	(4,099)
Transfers From Reserves and Reserve Funds	(281)	0	0	0	0	0
New Initiatives and New Revenues			42	229	385	446
Proposed Net Budget Including New Initiatives & New Revenues	30,166	31,849	32,240	32,588	32,789	33,019
Expenditures Budget - Changes by Year			1%	0%	0%	0%
Proposed Net Budget - Changes by Year			1%	1%	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	2016 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	2017 Proposed Budget (\$000's)	\$ Change Over 2016	% Change Over 2016
Labour and Benefits	24,184	429	(101)	70	0	(0)	0	24,582	398	2%
Operational Costs	11,872	336	(256)	0	0	42	0	11,994	122	1%
Facility, IT and Support Costs	(162)	(74)	0	0	0	0	0	(236)	(74)	45%
Total Gross Expenditures	35,894	691	(357)	70	0	42	0	36,340	446	1%
Total Revenues	(4,045)	(54)	0	0	0	0	0	(4,099)	(54)	1%
Total Net	31,849	637	(357)	70	0	42	0	32,240	392	1%

Note: Numbers may not balance due to rounding.

Summary of Proposed 2017 Budget and 2018-2020 Forecast

Description	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Labour and Benefits	24,184	24,582	24,960	25,441	25,866
Operational Costs	11,872	11,994	11,986	11,710	11,521
Facility, IT and Support Costs	(162)	(236)	(241)	(247)	(253)
Total Gross Expenditures	35,894	36,340	36,704	36,904	37,134
Total Revenues	(4,045)	(4,099)	(4,116)	(4,116)	(4,116)
Total Net Expenditure	31,849	32,240	32,588	32,789	33,019

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	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
Labour and Benefits	24,184	24,582	398	\$429K Inflationary labour budget increase \$70K Annualization of prior year decision \$(101K) Labour savings through efficiencies in staff work order entry time from Hat-P upgrade and Lean small improvements.
Labour and Benefits	24,184	24,582	398	
Contractor & Professional Services	3,772	3,886	114	\$60K Increase for engineered woodchips for playgrounds \$30K Increase in property survey costs \$35K Increase in Forestry tree stumping contractor costs \$80K Increase for young tree maintenance for increased number of trees planted \$(93K) Savings from Forestry block pruning savings and Clarkson yard tipping fees.
Occupancy & City Costs	2,503	2,725	222	Increase driven by rate increase for electricity and water consumption determined by FPM.
Transportation Costs	2,288	2,045	(243)	\$151K from 1% cost savings and efficiency for vehicle maintenance due to having a fairly new fleet requiring less repair \$92k fuel budget cut
Materials, Supplies & Other Services	2,489	2,476	(13)	Lean small improvement savings through staffing rationalization for grass cutting crews and the purchase of confined space equipment and training of existing staff to perform works previously completed by a contractor.
Administration and Support Costs	(162)	(236)	(74)	Departmental support cost re-allocation savings.
Subtotal - Other Operating	11,710	11,716	6	
Total Revenues	(4,045)	(4,099)	(54)	
Transfers From Reserves and Reserve Funds	0	0	0	
Subtotal - Revenues	(4,045)	(4,099)	(54)	
Total	31,849	32,199	350	

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 #	2017 FTE Impact	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2017 to 2020 FTE Impact	2017 to 2020 Capital (\$000's)
New Initiative								
Winter Brine De-Icing Application	2628	0.0	42	42	42	42	0.0	0
Parkland Growth	2629	0.0	0	178	214	273	1.9	0
Park Utilization/Visitor Use Metrics	2630	0.0	0	0	121	123	1.0	0
Contractor Mobile Work Order System	2645	0.0	0	9	9	9	0.0	131
Total New Initiative		0.0	42	229	385	446	2.9	0
Total		0.0	0	229	385	446	2.9	0

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

Proposed Initiative	Department	Service Area
Winter Brine De-Icing Application	Community Services Department	Parks & Forestry

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	41.9	41.9	41.9	41.9
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	41.9	41.9	41.9	41.9
* Net Change in \$		0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

An effective de-icing program for the City's Community Centres, Libraries, Arenas and other priority facilities minimizes the disruption caused by winter snow events and reduces the risks of ice accumulation to Community facility users. The use of brine on community facilities prior to a winter event is a cost effective way to improve parking lot conditions and improve facility user safety.

Details of Service Change

This request would support the application of salt brine mixture to be applied by contractors for 21 community facilities City-wide to reduce ice accumulation and improve the safety of vehicles and pedestrians entering and exiting City facilities. Brine applications would be focused to facility parking lots.

Twelve applications are estimated per year for approximately 123,000 metres of lane way at a cost of \$3,485 per event. Brine would be applied approximately 48 hours prior to an event by contractors to form a layer between ice formed and the parking lot surface to reduce ice accumulation faster.

Service Impact

Brine application prior to a winter event will allow ice breakup to commence faster than with the application of dry rock salt along with working at a lower temperature. Less rock salt would be required to ensure safe parking lot use, and minimizes the environmental impacts of rock salt.

Users of City facilities will receive an increased level of winter maintenance services and risks associated with winter events will be reduced with brine application.

Proposed Initiative	Department	Service Area
Parkland Growth	Community Services Department	Parks & Forestry

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	194.6	229.9	288.9
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	16.3	16.3	16.3
Tax Levy Requirements	0.0	178.3	213.6	272.6
* Net Change in \$		178.3	35.3	59.0
FTEs	0.0	0.4	1.8	3.9

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & 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 65.25 Hectares (161.23 Acres) of new parkland entering the City's inventory from 2018 to 2020. Parkland entering the inventory includes:

2018: Lakeshore Corridor Trail, Mississauga Transitway Corridor Trail, Scholars' Green Phase II

2019: Pinnacle Property

2020: Northwest Sports Park (interim) (Ninth Line and Eglinton)

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.

Proposed Initiative	Department	Service Area
Park Utilization/Visitor Use Metrics	Community Services Department	Parks & Forestry

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	0.0	121.4	122.8
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	121.4	122.8
* Net Change in \$		0.0	121.4	1.4
FTEs	0.0	0.0	2.0	2.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The ability to analyze the utilization of the City's parks provides confidence to residents that the City's tax dollars are prioritized towards facilities that are well used and maintained. It also provides the ability for staff to support prospective sponsorship opportunities within parks and enhance stewardship of the City's 490 parks.

Details of Service Change

This initiative would provide for the initial development and execution of park utilization tracking for the City's 490 parks, 367 sports fields and 295 kilometres of pedestrian trails. One temporary FTE is requested for two years to oversee the initial development of the program, which would involve an assessment of information technology resources, trail counters and surveys to determine the most effective means of quantifying park use. Additional costs for mobile data charges for trail counters are also included in this initiative.

Service Impact

This initiative would allow staff to accurately quantify park use across the City's 490 parks. It will allow staff to utilize data on actual park use to determine park development and redevelopment priorities, and the ability to tailor maintenance needs specific to the utilization trends of a facility. This would allow staff to more efficiently deliver maintenance programs that better meet the needs of park users.

Proposed Initiative	Department	Service Area
Contractor Mobile Work Order System	Community Services Department	Parks & Forestry

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	(0.1)	8.6	8.6	8.6
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	(0.1)	8.6	8.6	8.6
* Net Change in \$		8.7	0.0	0.0
FTEs	2.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	131.4	0.0	0.0	0.0

Why Staff Recommend this Initiative

Currently, Contractors do not have the ability to access our internal work order system. This results in delays in work getting completed, particularly related to Tree Planting. Staff recommend this initiative as a Lean Action Item for the Tree Replacement Planting Project. This initiative will reduce the time spent on a heavy administrative work load and increase the time spent in the field for Contract Administrators.

Details of Service Change

There is a requirement to enhance our current system to enable Contractors the ability to be issued work orders electronically, allowing them to respond in real-time while City staff work in the field. It also provides them with a GPS component to easily and accurately locate their work. Since 2013, Forestry has entered 100,918 work orders into the Infor database and of those, 88 per cent are assigned to Contractors. The reduced time Contract Administrators are able to spend in the field due to the immense administrative workload caused by a lack of mobile technology for the contractors creates delays in the planting of trees City-wide as incomplete or incorrect work by Contractors results in work needing to be redone and because staff are delayed in their ability to assign work because they need to rely on being in the office to do so.

Service Impact

Having a mobile application for Contractors to access work orders:

- Reduces the incidence of Contractor error and protects our investment in the tree canopy (e.g. completing work on the wrong tree or incorrectly)
- Ensures the maximum number of trees is planted a year as the process to complete work leading up to planting is more efficient
- Contract managers will have the enhanced capability to track vendor work performance and monitor in real-time
- Costs schedules are available and can be used for forecasting at the time of work order creation. This enables staff to forecast budgets more accurately for future expenditures and work allocation

This request will reduce the time it takes from tree stumping to replanting overall, enabling staff to meet current planting service levels and enhance the planting process to plant more trees per year. By providing this tool for Contractors, Contract Administrators will be able to more closely monitor workloads and schedule work while in the field. This allows staff to ensure the current inventory is being maintained to City standards and that work requests on trees are not duplicated or requiring further attention.

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2016	2017	2018	2019	2020
Parks Operationg	274.1	272.5	272.7	274.4	275.5
Parks Planning & Development	33.8	33.8	33.8	33.8	33.8
Forestry	52.7	54.6	52.6	52.6	52.6
PF CMS Departmental Support Service	4.0	4.0	4.0	4.0	4.0
PF CMS Divisional Support Services	2.0	2.0	2.0	2.0	2.0
Total Service Distribution	366.6	367.0	365.2	366.9	367.9

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 or the capital forecast.

Proposed 2017-2026 Capital Budget by Program

Program Expenditures	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
City Wide Facilities	1,025	4,321	1,748	1,326	26,502	34,922
Park Facility Installation	1,534	2,397	894	89	4,538	9,451
Park Redevelopment	2,775	1,586	1,222	1,958	13,598	21,138
Parkland Acquisition	0	48,938	17,000	12,000	101,326	179,264
Parkland Development	8,551	10,959	3,267	661	13,030	36,467
Parks Operations	4,131	4,204	1,489	7,068	16,329	33,221
Parks Vehicles, Equipment	372	543	543	543	3,478	5,479
Sports Field and Court Maintenance	3,079	1,701	1,355	1,797	12,395	20,326
Urban Forestry	7,930	10,070	9,768	6,047	13,890	47,705
Total	29,397	84,718	37,286	31,488	205,085	387,974

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

2017-2026 Capital Forecast Highlights include the following:

- Northwest Sports Park (interim) Phase 1 development: \$10.7 million (2017-2018)
- Harris Property Phase 1 Park development: \$5.7 million (2017-2019)
- Marina Park development: \$11.6 million (2018-2022)
- City-wide Tree replacements: \$6 million (2017-2026)
- Artificial Turf replacement \$4 million (2017-2019)
- Trail Reconstruction program: \$15.1 million (2017-2026)
- Bridge Redevelopment program: \$5.9 million (2017-2026)

Proposed 2017-2026 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion of the proposed 2017-2020 Business Plan and the 2017 Budget.

Funding	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
Cash In Lieu	973	51,666	17,198	12,964	105,826	188,628
Development Charges	9,355	12,943	5,449	1,162	33,084	61,992
Development Contributions	677	677	677	677	4,953	7,661
Federal Funding	2,322	2,915	650	0	0	5,887
Recoveries from Others	1,476	2,345	158	12	3,172	7,163
Tax	11,387	13,400	13,153	16,474	40,285	94,699
Debt	3,206	773	0	200	17,766	21,945
Total	29,397	84,718	37,286	31,488	205,085	387,974

Note: Numbers may not balance due to rounding. □

Proposed 2017 Capital Budget Detail

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

Program: City Wide Facilities

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMPF00328	Site investigations, appraisals, audits & small value acquisitions	110	0	110	CIL Cash In Lieu Of Parkland Dedication Reserve Fund
CMPF00455	City Centre Development - Park Development - Construction - Scholar's Green (P_507)	250	83	167	DCA -Recreation Reserve Fund, Gas Tax -Federal Gas Tax-City Allocation
CMPF00912	Planning and Development Studies - Future Directions background study	230	0	230	Reserve for General Contingency, DCA - Recreation Reserve Fund
CMPF00914	Planning and Development Studies - Future Directions review (Full) - Future Directions (BD_003)	220	0	220	Reserve for General Contingency, DCA - Recreation Reserve Fund
CMPF04331	Implement Wi-Fi in Parks	215	0	215	Tax -Capital Reserve Fund
Total		1,025	83	942	

Note: Numbers may not balance due to rounding.

Proposed 2017 Capital Budget Detail (Cont'd)

Program: Park Facility Installation

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMPF00199	Washrooms Construction - Erindale Park (P_060)	863	0	863	CIL Cash In Lieu Of Parkland Dedication Reserve Fund
CMPF00604	Outdoor Basketball_Installation of new unlit full court (2 Hoops)-John "Bud" Cleary Park	127	0	127	Tax -Capital Reserve Fund,DCA -Recreation Reserve Fund
CMPF00944	Sports Fields-Design&Construction-Site Grading, Earthworks and Integration-John "Bud" Cleary	231	0	231	Tax -Capital Reserve Fund,DCA -Recreation Reserve Fund
CMPF03023	Outdoor Basketball (2) New Hoops on Community Parkland - Hillside Park	64	0	64	Tax -Capital Reserve Fund,DCA -Recreation Reserve Fund
CMPF04437	SportsFields-DesignandConstruction	157	0	157	Tax -Capital Reserve Fund,DCA -Recreation Reserve Fund
CMPF05656	Play Equipment (New) - Playground - standard - John "Bud" Cleary Park (P_308)	91	0	91	Tax -Capital Reserve Fund,DCA -Recreation Reserve Fund
Total		1,534	0	1,534	

Note: Numbers may not balance due to rounding.

Proposed 2017 Capital Budget Detail (Cont'd)

Program: Park Redevelopment

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMPF00277	Bridges & Underpasses - Repair approaches, decks and railings - Various Community Parks	220	0	220	Gas Tax -Federal Gas Tax-City Allocation
CMPF00443	Bridges & Underpasses_BasicDev&Trail_E. of Mclaughlin-N. of Derry - Not Yet Named	90	0	90	DCA -Recreation Reserve Fund,Tax -Capital Reserve Fund
CMPF00447	Bridges & Underpasses - Boardwalk deck - Adamson Estate Grounds	85	0	85	Tax -Capital Reserve Fund
CMPF00575	Major Redevelopment - Phase 1 Tree Replacement - Paul Coffey Park (P_059)	200	0	200	Gas Tax -Federal Gas Tax-City Allocation
CMPF00621	Park Improvements - Kariya park Main Entry and decking replacements - Kariya Park	131	0	131	Gas Tax -Federal Gas Tax-City Allocation
CMPF03057	Parking Lots - Pave existing gravel lot allow safe access to the Leslie Log House in winter months	89	0	89	Tax -Capital Reserve Fund
CMPF04155	Bridges & Underpasses - Applewood Hills (P_049-07)	126	0	126	Gas Tax -Federal Gas Tax-City Allocation
CMPF04159	Bridges & Underpasses - Lake Aquitaine (P-102-01)	156	0	156	Gas Tax -Federal Gas Tax-City Allocation
CMPF04164	Bridges & Underpasses - Serson Park (P-002-01)	72	0	72	Tax -Capital Reserve Fund
CMPF04197	Major Redevelopment - Phase 2 Master Plan & Transition Plan - Paul Coffey Park P_059	218	0	218	Gas Tax -Federal Gas Tax-City Allocation
CMPF04320	Playground Redevelopment - Replace play equipment and landscape improvement Hillside Park	107	0	107	Tax -Capital Reserve Fund

Proposed 2017 Capital Budget Detail (Cont'd)

Program: Park Redevelopment (Cont'd)

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMPF04341	Paul Coffey Park and Arena Entry Redevelopment and Destination Playground	500	150	350	DCA -Recreation Reserve Fund,Tax -Capital Reserve Fund
CMPF04384	Playground improvements - Accessible trail connection - Syed Jallaluddin Park (P_186)	32	0	32	Tax -Capital Reserve Fund
CMPF04396	Bridges & Underpasses - Malton Greenway Park (P-090-03)	213	0	213	Gas Tax -Federal Gas Tax-City Allocation
CMPF04442	Playground Redevelopment - Replace play equipment and landscape improvement Brentwood Park	107	0	107	Tax -Capital Reserve Fund
CMPF04443	Playground Redevelopment - Replace play equipment and landscape improvement Syed Jallaluddin	107	0	107	Tax -Capital Reserve Fund
CMPF04444	Playground Redevelopment - Replace play equipment and landscape improvement Trapper's Green	107	0	107	Tax -Capital Reserve Fund
CMPF04445	Playground Redevelopment - Replace play equipment and landscape improvement Whitehorn Park	107	0	107	Tax -Capital Reserve Fund
CMPF04467	Playground Redevelopment - Replace play equipment and landscape improvement Allison's Park	107	0	107	Tax -Capital Reserve Fund
Total		2,775	150	2,625	

Note: Numbers may not balance due to rounding.

Proposed 2017 Capital Budget Detail (Cont'd)

Program: Parkland Development

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMPF00496	CommunityParksPark devCreditRiverParksStrategy-NYN P_505 (Harris Property)Phase1D&C	740	0	740	Gas Tax -Federal Gas Tax-City Allocation,DCA - Recreation Reserve Fund
CMPF00500	Community Parks - Basic Dev.- F_034(Hwy10, Pinnacle/Eglinton)- Not Yet Named F_034	325	0	325	Gas Tax -Federal Gas Tax-City Allocation,DCA - Recreation Reserve Fund
CMPF03040	Northwest Sports Park Phase 1 Infrastructure & Park Amenities	7,243	0	7,243	Tax -Debt-Other,DCA - Recreation Reserve Fund
CMPF04173	Park User Counts and Customer Data Collection Study (Future Directions Recommendation #22)	83	0	83	DCA -Recreation Reserve Fund, Reserve for General Contingency
CMPF04176	Washroom Study (Future Directions Recommendation #18)	85	0	85	DCA -Recreation Reserve Fund, Reserve for General Contingency
CMPF04398	Riverwood Visitor Centre - Feasibility Study and Preliminary Design	75	0	75	DCA -Recreation Reserve Fund, Reserve for General Contingency
Total		8,551	0	8,551	

Note: Numbers may not balance due to rounding.

Proposed 2017 Capital Budget Detail (Cont'd)

Program: Parks Operations

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMPF00273	Park Maintenance - Replacement of Park Furnishings - Various	55	0	55	Tax -Capital Reserve Fund
CMPF005960	Etobicoke Creek Trail Reconstruction	967	452	515	Tax -Debt-Other
CMPF005961	Waterfront Trail Improvements and trail reconstruction	263	123	140	Tax -Capital Reserve Fund
CMPF00691	Trail Reconstruction -Kenollie Park (P_197)	10	0	10	Tax -Capital Reserve Fund
CMPF04210	Park Maintenance - Lake Aquitaine Park (P_102)	274	119	155	Tax -Capital Reserve Fund
CMPF04215	Park Maintenance - Retaining Wall Reconstruction - Birch Glen Park	670	0	670	Gas Tax -Federal Gas Tax-City Allocation
CMPF04316	Trail Reconstruction -Deer Wood Park (P_201)	87	0	87	Tax -Capital Reserve Fund
CMPF04317	Trail Reconstruction - Various Trail reconstructions and emergency repairs	28	0	28	Tax -Capital Reserve Fund
CMPF04353	Trail Reconstruction - Gordon Shipp Memorial Park (P_244)	33	0	33	Tax -Capital Reserve Fund
CMPF04399	Cooksville Four Corners urban square (P_518) accessibility improvements	40	0	40	Gas Tax -Federal Gas Tax-City Allocation
CMPF04400	Replacement of Park Waste Receptacles.	270	0	270	Tax -Capital Reserve Fund
CMPF04439	Trail Reconstruction - Various Locations	211	0	211	Tax -Capital Reserve Fund

Proposed 2017 Capital Budget Detail (Cont'd)

Program: Parks Operations (Cont'd)

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMPF04459	Trail Reconstruction - Max Ward Park (P_267)	203	95	108	Tax -Capital Reserve Fund
CMPF04460	Trail Reconstruction Erin Woods (P_315)	47	0	47	Tax -Capital Reserve Fund
CMPF04461	Trail Reconstruction -Crawford Green Park (P_299)	90	42	48	Tax -Capital Reserve Fund
CMPF04468	Trail Reconstruction - Zonta Meadows (P_294)	68	0	68	Tax -Capital Reserve Fund
CMPF04469	Trail Reconstruction - Osprey Marsh (P_466)	248	116	132	Tax -Capital Reserve Fund
CMPF04470	Trail Reconstruction - Pheasant Run Park (P_163)	207	96	110	Tax -Capital Reserve Fund
CMPF04471	Trail Reconstruction - Stonewood Park (P_377)	119	56	63	Tax -Capital Reserve Fund
CMPF04472	Trail Reconstruction - Bell Harbour Park (P_345)	67	0	67	Tax -Capital Reserve Fund
CMPF05652	Landscape repairs, site rehabilitation and emergency maintenance	175	0	175	Tax -Capital Reserve Fund
Total		4,131	1,098	3,033	

Note: Numbers may not balance due to rounding.

Proposed 2017 Capital Budget Detail (Cont'd)

Program: Parks Vehicles, Equipment

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMPF00324	Vehicles & Equipment - Non Growth Related Equipment - Parks and Forestry	172	0	172	Tax -Capital Reserve Fund
CMPF00637	Vehicles & Equipment - Growth Related Equipment - Parks	200	0	200	DCA- Public Works Buildings & Fleet Reserve Fund, Tax -Capital Reserve Fund
Total		372	0	372	

Note: Numbers may not balance due to rounding.

Proposed 2017 Capital Budget Detail (Cont'd)

Program: Sports Field

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMPF00252	Sports Field Maintenance - Design and reconstruction - Various Neighbourhood Parks	225	0	225	Gas Tax -Federal Gas Tax-City Allocation
CMPF00316	Lit Sports Field Maintenance - Various Locations	60	0	60	Tax -Capital Reserve Fund
CMPF00557	Lit Sports Field Maintenance - Artificial Turf Replacement (2)- Not Yet Named (P_357) (Iceland)	1,105	0	1,105	Tax -Debt-Other
CMPF00568	Lit Sports Field Maintenance - Artificial Turf Replacement (2) - Not Yet Named (P_360) (Sports Complex)	861	0	861	Tax -Debt-Other
CMPF04187	Lit Sports Field Maintenance - Not Yet Named (P_357) (Iceland)	55	0	55	Tax -Capital Reserve Fund
CMPF04191	Lit Sports Field Maintenance - South Common Park (P_151)	524	0	524	Tax -Capital Reserve Fund
CMPF04307	Tennis Court Maintenance - Reconstruction of various Tennis Courts	55	0	55	Tax -Capital Reserve Fund
CMPF05651	Sports Field Maint - Reconstruction of Soccer Field, decommissioning of Ball Diamond - Settler's Green	193	0	193	Tax -Capital Reserve Fund
Total		3,079	0	3,079	

Note: Numbers may not balance due to rounding.

Proposed 2017 Capital Budget Detail (Cont'd)

Program: Urban Forestry

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMPF00290	Encroachment Management & Rehabilitation-Surveying and RemovalofEncroachments-VariousLocations	77	0	77	Tax -Capital Reserve Fund
CMPF00299	Emerald Ash Borer - Emerald Ash Borer Management Program - Various Locations	6,070	0	6,070	Tax -Emerald Ash Borer Reserve Fund
CMPF00337	Street Tree Plantings Various Locations	41	0	41	Developer Contributions - Tree Planting Reserve Fund
CMPF00339	Street Tree Plantings Various Locations	636	0	636	Developer Contributions - Tree Planting Reserve Fund
CMPF00354	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
CMPF04271	Forest Management - Street Tree Asset Inventory	188	0	188	Tax -Capital Reserve Fund
CMPF04395	Forestry Contractor Mobile Solution	131	0	131	Tax -Capital Reserve Fund
Total		7,930	0	7,930	

Note: Numbers may not balance due to rounding.

Proposed 2018 -2020 Capital Budget by Sub-Program

The following tables provide a listing of capital forecast by sub-program for 2018 -2020.

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
City Wide Facilities			
PARKS Bicycle/Pedestrian System	857	0	191
PARKS City Centre Development	1,459	504	52
PARKS Parkway Belt Development	0	0	0
PARKS Planning and Development Studies	545	220	229
PARKS Riverwood Park Development	0	88	854
PARKS Streetscape Rehabilitation	0	0	0
PARKS Waterfront Development	461	936	0
Subtotal	3,321	1,748	1,326

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Park Facility Installation			
PARKS Outdoor Basketball	127	0	0
PARKS Play Equipment	91	0	89
PARKS Sports Field	1,216	573	0
PARKS Spray Pads	0	0	0
PARKS Trick/BMX Bike Facility	44	321	0
PARKS Unlit Soccer	0	0	0
PARKS Washrooms	918	0	0
Subtotal	2,397	894	89

Proposed 2018 -2020 Capital Budget by Sub-Program (Cont'd)

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Park Redevelopment			
PARKS Bridges & Underpasses	836	0	275
PARKS Improvements	0	164	665
PARKS Major Redevelopment	0	0	0
PARKS Parking Lots	0	0	0
PARKS Playground Redevelopment	750	910	1,018
Subtotal	1,586	1,074	1,958

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Parkland Acquisition			
PARKS Community Parkland	41,938	17,000	7,000
PARKS Greenbelt Acquisition	7,000	0	5,000
Subtotal	48,938	17,000	12,000

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Parkland Development			
PARKS Community Parks	10,959	3,267	661
PARKS Greenbelt Lands	0	0	0
Subtotal	10,959	3,267	661

Proposed 2018 -2020 Capital Budget by Sub-Program (Cont'd)

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Parks Operations			
PARKS Cemetery Improvements	35	0	0
PARKS Other Park Improvements	859	55	5,388
PARKS Trail Reconstruction	2,167	1,434	1,283
PARKS Water & Irrigation Systems	0	0	265
PARKS Water Services	0	0	132
Subtotal	3,061	1,489	7,068

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Parks Vehicles, Equipment			
PARKS Vehicles & Equipment	543	543	543
Subtotal	543	543	543

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Sports Field and Court Maintenance			
PARKS Sports Field Maintenance	1,701	1,355	1,687
PARKS Tennis Court Maintenance	0	0	110
Subtotal	1,701	1,355	1,797

Proposed 2018 -2020 Capital Budget by Sub-Program (Cont'd)

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Urban Forestry			
PARKS Conservation Authority Planting	0	0	0
PARKS Encroachments	77	77	77
PARKS Forest Management	8,666	8,414	4,467
PARKS Million Trees	50	0	50
PARKS Playground Trees	0	0	0
PARKS Tree Planting	0	0	176
PARKS Tree Planting-Arbor Day/Special Events	0	0	0
PARKS Tree Planting-New Subdivisions	636	636	636
PARKS Tree Planting-Replacement	600	600	600
PARKS Tree Planting-Road Reconstruction	41	41	41
Subtotal	10,070	9,768	6,047
Total Expenditures	82,575	37,139	31,488

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.

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	2013 (Actual)	2014 (Actual)	2015 (Actual)	2016 (Plan)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)
Financial:								
Net Parks Maintenance Cost per Acre	\$2861	\$2806	\$3148	\$3189	\$3253	\$3318	\$3384	\$3452
Net Forestry Operating Cost per Capita	\$9.59	\$9.45	\$9.88	\$9.95	\$10.15	\$10.35	\$10.56	\$10.77
Customer:								
% of Public Open Space	9.85%	9.86%	10.17%	10.25%	10.41%	10.46%	10.50%	10.55%
Demand Service Requests	7,704	9,799	10,172	8,000	8,000	8,000	8,000	8,000
Trees Planted through One Million Trees Mississauga	44,976	47,855	51,888	53,500	55,000	56,500	58,000	59,500
Employees/Innovation:								
Overall Employee Engagement	N/A	N/A	70.8%	N/A	N/A	75%	N/A	N/A
Employee Engagement Survey Participation	N/A	N/A	88%	N/A	N/A	90%	N/A	N/A
Internal Business Process:								
% of Forestry Service Requests Resolved within Service Level	70%	63%	81%	85%	90%	90%	90%	90%
% of Forestry Work Orders Resolved within Service Level	87%	43%	91%	93%	93%	93%	93%	93%
% of Park Operations Service Requests Resolved within Service Level	90%	86%	87%	95%	95%	95%	95%	95%



Business Services

2017-2020 Business Plan
& 2017 Budget

Foreword

Mississauga City Council approved **Our Future Mississauga**, the Strategic Plan to achieve our vision over the next 40 years. The strategic vision identified five pillars for change, Move, Belong, Connect, Prosper and Green. The City consulted extensively with residents, staff and stakeholders in developing the Strategic Plan.

The City continues to engage with stakeholders about its programs and services through the City's website, social media, satisfaction surveys and more. This helps ensure citizens have input on the decisions that affect them.

The 2017-2020 Business Plan and 2017 Budget detail how and where the City plans to allocate resources to the programs and services that people rely on every day, while providing good value for taxpayers and supporting the Strategic Plan.

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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.

Services we provide:

- Business Services, which consists of Human Resources (HR), Finance, Communications, Corporate Performance and Innovation (CPI), and Revenue and Materiel Management, is a Division of five interrelated groups within the City of Mississauga that collaborate with all City Service Areas

Interesting facts about these services:

- HR managed 494 job competitions
- Finance processed almost 83,000 Accounts Payable transactions
- The 311 Citizen Contact Centre handled 269,500 telephone and email citizen inquiries
- The CPI team trained over 1,000 staff on ways to improve their work
- 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:

- HR is adding an Employee and Labour Relations Specialist to ensure the City has the necessary resources to manage the increase in Labour-Management activities
- HR is developing a Workplace Diversity and Inclusion Strategy with recommendations going to Council in 2017

- Finance is focused on improving and standardizing financial processes as well as refining long range financial planning
- Communications is modernizing the City's Corporate website to be citizen focused and research driven
- CPI is advancing continuous improvement initiatives and best practices throughout the City with a focus on Lean practices, innovation, risk awareness and mitigation
- Revenue is focused on providing accurate, timely and complete billing, collection and information services for Property Taxes, Provincial Offences Act fines and miscellaneous Accounts Receivable
- Materiel Management is automating the processes related to receiving and evaluating bids for High Value Acquisitions

Net Investment (000's)	2017	2018	2019	2020
Operating	29,665	30,503	30,585	30,933
Capital	2,584	425	100	0
Full Time Equivalent	285.7	283.7	280.2	280.2

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

To be the service provider of choice.

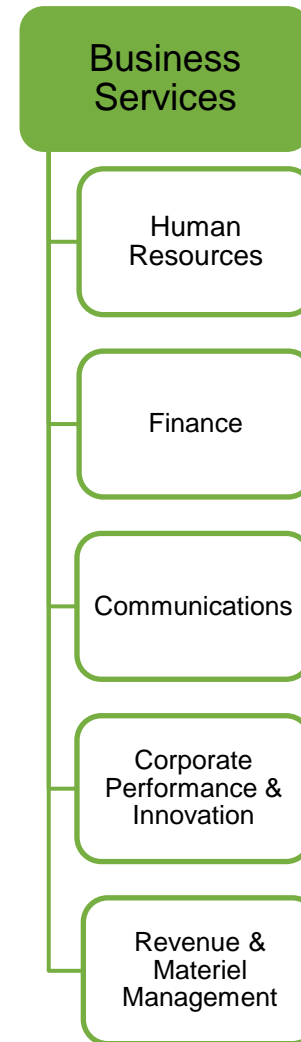
Mission

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:

- The Human Resources Division provides comprehensive human resources management services for the Corporation. It is a multi-disciplinary Division composed of Strategic HR Business Partners, HR Shared Services and HR Centers of Expertise. The main functions include: Strategic HR support to business lines, staffing, talent management, compensation and employee benefits programs, job evaluation, employee and labour relations, safety management, policy development, employee training and development programs, HR administration and initiatives such as employee wellness, employee engagement and diversity

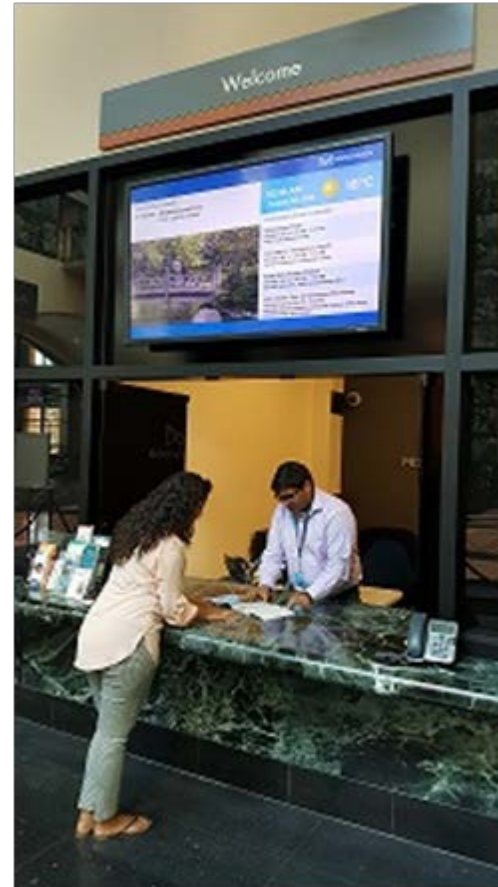
Service Delivery Model



-
- The Finance Division provides financial management advice and stewardship for City-run services and programs to internal customers (i.e. Council, staff) and external customers (i.e. taxpayers, financial stakeholders). They coordinate 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
 - The Communications Division provides strategic communication planning and execution to the Corporation based on research and best practices. The Division connects citizens, customers, staff and the broader community with the City through a multi-channel approach. The Communications Division provides support to the Corporation in the following areas: Public and Community Relations, Media Relations, Citizen Engagement, Internal Communications, Crisis/Issues Management, Digital Content and Governance, Brand Reputation Management and Promotion, Marketing and Promotional Campaigns, Creative Services, and Citizen Inquiries and Customer Service
 - The Corporate Performance and Innovation team provides strategic advice to the City Manager, the Leadership Team and Council, and delivers continuous improvement programs across the organization. Each program is based on research and best practices that have been tailored to the city's environment. The CPI team provides support to the Organization in the following areas: Management Consulting Program, Corporate Policy Program, Project Management Support Program, Business Innovation Program, Lean Program, and Best Practices Research
 - The Revenue and Materiel Management Division is comprised of the Revenue Unit and the Materiel Management Unit. Revenue provides tax billing, rebates, tax appeals, assessment base management, collection and cashing services to residents, businesses and other customers, internal departments and outside agencies such as the Municipal Property Assessment Corporation (MPAC) and the Assessment Review Board (ARB), the Region of Peel and the Boards of Education. Materiel Management partners with internal clients for the procurement of goods and services which are ultimately utilized in the delivery of City services to taxpayers, residents, businesses and others. Warehousing services of bulk items is also provided
- 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.

Goals of Service

- **Human Resources:** To support the Corporation in achieving strategic goals and business objectives, and to deliver HR solutions that meet City business needs, with a focus on resources and effort in three Strategic Priority Areas: Talent Management, Healthy Workplace, and Strategic HR Partnership
- **Finance:** To improve service capacity, product quality and efficiency through: process streamlining through Lean initiatives, automation and more effective use of SAP and Team Budget Software, update of financial policies, procedures and by-laws, standardization of processes and procedures, and benchmarking policies against other municipalities; and to strengthen Mississauga's financial capacity by: refining the long range financial plan, improve financial reporting, research new funding opportunities, identify and implement new financial tools, and update financial by-laws
- **Communications:** To deliver communications that embody the standards and values of the Communications Master Plan and ensure that citizens are: well informed and engaged, have easy access to the information they need and want, and can access information on the channels of their choice
- **Corporate Performance and Innovation:** To improve corporate performance by: providing strategic decision support to senior management, and delivering corporate-wide business improvement programs that equip staff with the tools and knowledge to continuously improve their operations
- **Revenue and Materiel Management:** To provide excellent customer service to internal and external clients; administer the property taxation program and collect defaulted POA fines and Accounts Receivables; create value through strategic procurement; and maintain adequate inventory of essential, high use and specialty items used by City departments



Welcome Desk

Achieving our Goals

Business Services has achieved specific goals and key objectives for each Division:

Human Resources

Strategic Priority Area #1: Talent Management

- Conducted Employee Engagement Survey that drives action planning to improve workplace culture
- Launched LinkedIn as a tool for recruiters to find the best possible talent

Strategic Priority Area #2: Healthy Workplace

- Revised policies and procedures related to disability management to meet business needs, maximize employee health and manage costs
- Developed a new Corporate Health and Safety policy and created a Corporate Health and Safety Management System

Strategic Priority Area #3: Strategic HR Partnership

- Achieved the forecasted target for time-to-fill staffing metric (70 per cent of positions were filled in seven to 12 weeks)
- Leveraged technology and automated processes (e.g. expanded Employee Self-Serve (ESS) to part-time staff and implemented FIORI Leave Request mobile application)

Finance

Over the past year Finance has made some significant modifications in processes as well as staff organization to allow for greater focus on future planning, to enhance quality control and to increase accountability:

- Reorganized the Finance Division in 2016 to better align with future requirements, allowing for a greater ability to provide advisory services and long range planning over routine tasks

- Long Range Financial Plan (LRFP) approved by Council at Budget committee as part of the 2017 budget submission
- Reserve and Reserve Fund Management strategy approved by Council
- Settled the 2009 Development Charges Appeal with development community
- Completed a new audit contract for External Audit Services (2015-2019)
- Developed a process to identify and record liabilities related to contaminated sites in accordance with PS3260 Accounting Standard required for 2015 financial statements
- Implemented a new Lean initiative in Accounts Payable for Facilities & Property Management invoice to pay processes; Lean review identified an opportunity to improve overall process from 48 days to approximately 24 days

Communications

The Communications Division continues to take proactive steps to ensure that it is positioned to deliver communications (both internal and external) that meet and deliver on the standards and values of the Communication Master Plan.

Over the last two years the Communications Division has initiated and/or completed a number of projects to advance our Communications vision and mission, including:

Reaching Citizens on the Device of their Choice

- Launched the City's Pingstreet mobile app in May 2015, providing residents with easy access to City information and services on their mobile device

Improving Experience and Accessibility in Digital Communication

- Initiated, in collaboration with IT, the City's Digital Strategy, to improve the citizen experience on the City's website and digital channels

Supporting Social Media Communication

- Updated and revised social media guidelines for City staff
- Enhanced social media monitoring analytics and reporting

Informing Citizens in a Timely and Memorable Way

- Supported and promoted a wide variety of City services and programs – from Celebration Square events to public art to the new Stormwater charge

Engaging Citizens in a Two-way Dialogue

- Organized and held three virtual town hall sessions, engaging over 19,000 citizens in the budget process
- Supported the City's visioning and planning project, such as My Malton, Dundas Connects, and Shaping Ninth Line

Managing Issues and Crisis Communications

- Supported numerous events/situations requiring messaging, outreach and media relations, including the Hickory Drive incident

Corporate Performance and Innovation

- Completed five major service reviews and provided support on five service improvement projects
- Provided 62 custom innovation sessions and completed 14 external speaking engagements
- Delivered 230 hours of training to over 250 staff
- Completed eight new policies and 10 major policy revisions
- Completed 15 Lean process reviews and are supporting 24 Lean process reviews that are currently in progress
- Provided introductory Lean training on basic tools and methods to over 900 staff

Revenue and Materiel Management

Revenue

- Accurately billed and collected property taxes, provincial offences fines and miscellaneous receivables in a timely manner, in accordance with legislation, by-law and corporate policy
- Maximized the City's property assessment base while maintaining its integrity through review and appeal
- Continued to upgrade TXM Tax Manager to maintain currency with legislation and underlying IT infrastructure
- Implemented more online Tax self-services
- Improved the Collections Module within the TXM Tax Manager system to realize efficiencies and increase effectiveness of staff collection activities

Materiel Management

- Acquired goods and services in a timely manner at competitive costs within the parameters established by Council
- Managed centralized inventory in a cost effective manner
- Implemented procurement work flow management software
- Continued the purchasing by-law review, developed new corporate policies where required and provided additional guidance to staff



Awards and Recognition

Over the last year, the City of Mississauga has been recognized for its achievements. Awards and recognition are listed by Division below.

Human Resources

- City of Mississauga awarded the 2015 *Provincial Partnership Council - Ontario Employer Award*
- City of Mississauga named the 2016 Forbes Canada's Best Employer in Government Services
- Finalist for the 2016 IPAC award of Innovative Management for the HR Services Level Agreements

Finance

- Government Finance Officer Association (GFOA) Distinguished Budget Award for the 2015 Business Plan and Budget, the 26th consecutive year the City has received the award
- Canadian Award for Financial Reporting from the GFOA, one of the highest honours for municipal financial reporting for the 18th consecutive year
- Excellence in Working Together– 2015 Corporate Award as part of the Ice Storm Division
- City Manager's Award of Excellence – 2015 Corporate Award as part of the Stormwater Charge Division
- Frontier Centre Award in Transparency in Financial Reporting in 2013. Awarded in 2015, for the 2013 reporting year, through its completion of Local Government Performance Index (LGPI), Frontier Centre identified Mississauga as one of the Most Transparent Cities in Canada



GFOA Distinguished Budget Award



2015 Corporate Awards - Ice Storm Division

- Canadian Association of Municipal Administrators (CAMA) Environment Award for the Development and Implementation of a Stormwater Charge Program

Communications

- International Association of Business Communicators (IABC) Ovation Award of Excellence for the City Budget 2015 Communications (Budget Allocator Tool)
- Gold Award for the best strategic/creative development of a new City brand at the 2015 Transform Awards North America
- Honourable Mention for the Ragan Content Marketing Awards for the City-wide e-Newsletter "Keep Me Posted" in the Best Electronic Publication/e-Newsletter category
- City Manager's Award of Excellence - Division Award, for the 2015 Corporate Awards, as part of the Stormwater Charge Division
- Brenda Sakauye Environment - Division Award, for the 2015 Corporate Awards, as part of the 2015 Earth Markets Division
- 2015 Government Finance Officers Association (GFOA) Award for Excellence in Financial Reporting



Transform North America Award to the City Brand Project Division



Budget Allocator Project Team with the IABC Ovation Award

Corporate Performance and Innovation

- Jane Gallant, Project Management Support Office Analyst, received the Excellence in Customer Service Award
- Pamela Shanks, Corporate Policy Analyst received the City Manager's Award of Excellence as part of the Storm Water Charge Division
- Environmental Division Spirit Award from the Environment Division
- 2015 Summit Market Effectiveness Award for the 'Lean at the City' video
- Our Business and Innovation Coach, Karyn Stock-MacDonald, is one of the founding members of the Municipal Innovation Network
- Our Business and Innovation Coach, Karyn Stock-MacDonald was invited by other municipalities to share our best practices – 14 engagements in 2015
- The City was recognized in an article in Municipal World Magazine for its Best Practices in Innovation

Revenue and Materiel Management

- City Manager's Award of Excellence – 2015 Corporate Awards as part of the Stormwater Charge Division
- Innovative Business Solutions Award for the Self Contained Breathing Apparatus (SCBA) Procurement



Lean at the City' – Market Effectiveness Award



Pamela Shanks and Jane Gallant winning the Corporate Awards

Existing Service Levels, Trends and Efficiencies

Service Levels

Service levels for each Division are based on 2015 figures.

Finance

- Quarterly reporting on departmental operating results
- Operating Forecast to Council twice per year
- Capital Reporting Works in Progress (WIP) twice per year to Council
- Bi-weekly Payroll deposits and cheques
- Annual T4 slips
- Maximize the return from net investment returns on financial assets on the balance sheet
- Ensure that the City's business plans and annual budget are provided to Council for approval by the beginning of each calendar year except in election years
- Ensure the timely expedition of all Accounts Payable payments within the net 30 days payment terms of the City
- Annual Financial Statements and Annual Report
- Financial advice and guidance to all service area
- Support city wide projects

Communications

Informing City Audiences:

- 1.2 billion recorded reach from traditional media
- 2,600 story mentions
- 442 media pieces issued
- 31 cold, heat and flood outlook alerts issued
- 2,060 Twitter messages
- 577 Facebook posts
- 32,100 hours of communications support, across 238 projects

Engaging Citizens:

- 269,500 citizen interactions received by 311 Citizen Contact Centre
- 213,300 views of City brand videos
- 26,500 online and mobile self-service requests
- 29,500 followers on Twitter (up 50% from 2014)
- 11,200 friends on Facebook (up 41% from 2014)
- 34,000 e-newsletter subscribers
- 132 City-wide surveys deployed
- 68 Official and City partnership events
- Five organizations recognized through lighting of the Civic Centre and Celebration Square

Corporate Performance and Innovation

- Complete 8 to 10 reviews per year as requested by senior management
- Corporate Policy Program will review each policy once every three years
- Provide 30 days of project management classroom training
- Update the project management tool kit with at least one new tool each year
- Business Innovation Outreach – conduct 60 sessions per year
- Support 20 to 25 Lean process reviews annually
- Support 10 -12 staff annually to become Lean Green Belt certified
- Coach six Divisions annually on ways to embed Lean into their daily operations

Revenue and Materiel Management

Revenue

- \$1.5 billion in annual property taxes billed on behalf of the City, Region of Peel and school boards from 225,000 property tax accounts
- 97.6% of taxes billed were collected in 2015
- 14,000+ pieces of correspondence responded to annually within a 5-10 day turnaround time
- 27% of residents on Pre-Authorized Tax Payment Plan (PTP)
- 5,800 accounts receivable invoices issued in 2015 totalling \$18.2 million

Materiel Management

- 569 purchase orders issued in 2015
- 75 day service level for standard contract procurements (tenders)
- 140 day service level for custom contracts (proposals)
- 25 day service level for short form contracts (quotations)
- Two day response time for bidder inquiries
- Two day turnaround target for client orders with a 97% fill rate for Central Stores
- 241 Bidding procurements in 2015

Trends

Trends affecting each Division are outlined below:

Human Resources

- **War for Talent: (Acquire, Develop, Lead and Recognize)**
There are labour market skills shortages particularly in niche and technical jobs. There is a shift from traditional talent acquisition methods to a significant focus on social media and professional networks. Other municipalities and the broader public sector are pursuing the same talent pool. As the economy improves and organizations step up hiring, we can expect higher than normal turnover and loss of talent. Further, there is an increased diversity in the labour market resulting in increased requirement for diversity initiatives.
- **Technology: Automation and Modernization**
The HR technology landscape is changing more rapidly than ever before. The current technology shift is described as the “Consumerization of HR technology” (i.e. more tools for employees and applicants. Key technology trends such as mobile devices/apps, social networking, “cloud technology” and “big data” processing capability are now prevalent.

Communications

New trends and technologies continue to rapidly transform how citizens create, communicate and consume information. The web, digital marketing as well as citizen advocacy are changing the way the City communicates. Citizens expect their City to be responsive, providing them with information that is accurate, memorable and real-time. In today’s world, successful communications need to be customer-centric reaching citizens where, when and on the channel they prefer.

Key Communications Trends include:

- **Integrated Communication** – PR, social media and marketing are becoming seamless and need to be coordinated and consistent
- **City Marketing** – promoting greater awareness for Mississauga’s story and brand reputation for the City
- **Research and Metrics** – making evidence-based decisions and measuring effectiveness
- **Citizen-Centric** – understanding the City’s target audiences, where they are, how they view content and what they value
- **User Experience** – ensuring a high quality and high value citizen experience, in person and online
- **Mobile and Digital** – providing access to relevant information on any device, anywhere and all platforms
- **Rich Content** – creating modern and dynamic content that is visual and tells a compelling story

Corporate Performance and Innovation

- Increasing demand for Lean services
- Increasing demand for Management Consulting services
- Increasing demand for Business Innovation services
- Increasing demand for Project Management Support services

Revenue and Materiel Management

- City growth, increase in resident, client and business inquiries
- Ongoing support and maintenance required for the property tax system, TXM Tax Manager
- Increase to online and self-serve options and capabilities for City Website and E-tax services due to changing customer needs and expectations
- Flexible procurements that focus on value rather than price
- Electronic form of bidding with E-bidding and E-evaluation

Efficiencies

Innovation and continuous improvement are engrained within Business Services. Over the last year a number of initiatives have been initiated, developed and launched to improve the efficiency and effectiveness of services delivered.

Human Resources

Completed Lean initiatives that are being implemented in 2016 and 2017 include:

- Transit Operator Recruitment
- Summer Camp and Summer Parks Student Hiring
- Long Service Awards program

Planned Lean and continuous improvement initiatives include:

- Review of the Performance Management Program (PMP)
- Review of Corporate Awards process

Finance

- Improve advisory and analytic support to the Leadership Division and Departments
- Automate processes with new or enhanced technology
- Enhance and standardize financial processes
- Prepare a succession plan for future vacancies, career development and training opportunities
- Establish a centralized Corporate Asset Management Strategy
- Develop relevant financial metrics
- Introduce Lean Money Belts



Communications

- Project Management Tool

Continue to refine the Division's comprehensive project management tool to improve project intake, project/ time management and reporting.

- News Release Lean Review

Improvements made to workflows and processes related to developing and approving news releases, and moving from a paper to an electronic process.

- Social Media Governance

Partnered with IT to implement a tool to better manage social media channels across the Corporation, including a training program to provide continued support to new and existing users.

- Feedback Automation

Improved and automated elements of the process for internal business unit partners to provide feedback to the 311 Citizen Contact Centre – resulting in a saving of 32 hours annually.

- Hardware Enhancements

Upgraded PC and monitors for 311 Customer Service Advisors to improve system stability, performance and enhance service delivery to citizens.

Revenue and Materiel Management

Two Lean projects were completed in the Revenue and Materiel Management Division:

- Vacancy Rebates Process – A savings of \$26,300 was realized by completing the same amount of work with less employee hours. In addition, staff identified approximately \$35,000 of rebates issued in the two previous years which can be recovered
- Central Stores – Inventory, stock levels, usage, purchasing patterns, and operating costs were reviewed. A successful

procurement process was conducted to obtain a vendor managed solution that included on-line product ordering. The net result will be a reduction of items carried in Central Stores, a 35 per cent reduction of warehouse space and a savings in operating expenses. The one time savings from repurposing warehouse space is approximately \$840,000. The net annual savings of operating expenses will be approximately \$19,000

The 2017-2020 Business Plan Outlook

Planning for the Future

In order to meet service levels, keep up with trends, and continue to be effective and efficient, the Divisions within Business Services must have a strategy. The following section demonstrates how each Division is planning for the future.

Finance

The Finance Division continually looks for policy and procedure improvements to enhance our support to the variety of services areas and to align with future initiatives across the City. New enhancements near completion or upcoming include:

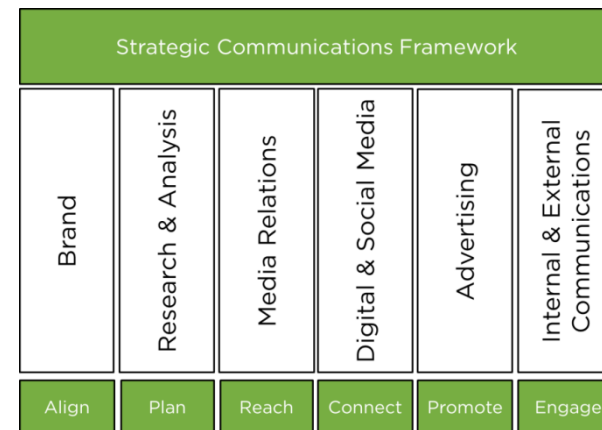
- Payroll Services and Structure Review
- Provide electronic T4's to selected employee groups to view and print at their convenience
- Accounts Payable (A/P) Lean initiative with Facilities and Property Management (FPM) - Invoice to Pay program
- Capital Works-in –Progress (WIP) Lean process to reduce cycle time as well as utilizing technology to reduce administrative burden
- Reviewing financial processes to improve accuracy and accountability in areas such as journal entry processes and labour forecasting

Communications

As Canada's 6th largest city, Mississauga is a big and increasingly urban municipality. Mississauga is changing – the City continues to grow, and in the process, is becoming more diverse and multi-cultural. At the same time, demographic trends mean the city's population is aging. Mississauga citizens are also highly educated – with almost two-thirds holding a college or university degree compared to just over half for Canada overall.

Technology is also rapidly transforming how citizens create, communicate and consume information. The web, digital marketing as well as citizen advocacy are changing citizen expectations and the way we communicate. There is a strong need for rich dynamic content that is timely, transparent and enhances the City's strong reputation. Citizens expect their City to be responsive, providing them with information that is accurate, memorable and real-time.

Together these socio-demographic and technological trends are adding greater complexity to how we communicate with our citizens and provide access to local government. Diverging needs and higher customer expectations requires that the City have a deeper understanding of our citizen's preferences and those of our various audiences. Citizen feedback and analytics must drive channel strategies and tactics to ensure we are reaching our audiences as effectively and efficiently as possible.



By applying a strategic framework, summarized above, the Communications Division is able to adapt and proactively respond to these major trends and changes in preference.

At the heart of the framework, and all City communication, is establishing and maintaining the City's brand voice and reputation, as well as key insights and knowledge of our key audiences. The next step is to develop and articulate the marketing and communication objectives for a given project or initiative. Based on this common understanding, tactics can be identified and a detailed communications plan developed and executed.

Corporate Performance and Innovation

Project Management Support Office

The Project Management Support Office established a five-year plan to expand and customize its services to suit the future needs of projects in the organization. Key features include: expanding the project management methodology, upgrading project sites, introducing in-house project management training and e-learning, establishing a project management tutoring group, and delivering customized project management solutions.

Business Innovation

Business Innovation will continue to develop customized products and services to drive innovation and elevate Mississauga's reputation through external networking and showcasing excellence in innovation.

Lean

Our future plan consists of embedding Lean in all city Divisions within the next two years. The Division will continue to support major process review projects in all departments. The Lean Money Belt Program has been developed with Finance staff to validate and measure the benefits of completed Lean improvements.

Corporate Policy

To ensure all policies remain current each policy is reviewed once every three years. This requirement results in 70 policy

reviews annually varying in scope from minor housekeeping to a complete rewrite of the policy.

To meet the requirement that all policies are accessible to all staff, all policies will be transferred to a new template that complies with the new accessibility standards, meets the plain language guidelines and the corporate branding guidelines, and is easier to view on tablets. The corporate policy web site will be upgraded to the latest version and the search functionality will be enhanced.

Management Consulting

Management Consultants assist senior management with the review of service areas, organizational improvement initiatives, and various projects of strategic or corporate significance. The recommendations / advice provided by Management Consultants are impartial and independent, and recommendations are structures to be forward thinking, while recognizing the need for practical "real life" implementation. The Division is conducting best practice research with the goal of refreshing their service offering going forward.

Revenue and Materiel Management

The tax area has been a leader in automation for many years with the ongoing in-house development of the TXM Tax Manager software for the billing and collection of property taxes. This state of the art system is licensed to four other GTA municipalities and manages \$1.5 billion in tax revenue. TXM has allowed the tax area to minimize the number of staff despite the constant changes and complexity in the Province's property tax regime. There are still areas where further automation is necessary in order to eliminate manual processes, improve timeliness, efficiency and data quality, enrich the customer experience and enhance our ability to market the system. With outside services to provide technical advice and additional resources, an aggressive development schedule can be met which will ultimately better align the system with business processes, eliminate duplication of effort and automate work.

The Revenue section continues to look for ways to improve on the collection of defaulted POA fines that have been assigned to the Collections unit. Staff issues collection notices, contacts offenders, establishes payment arrangements, adds fines to Mississauga property tax accounts and the tax rolls of other municipalities and manages collection agencies. Legal Services may also pursue legal action as an additional collection effort. A new administration fee will provide funding to support these efforts resulting in a higher rate of collection.

Material Management receives approximately 750 bids a year. New software, E-Bidding and E-Evaluation, will automate Material Management's processes related to receiving and evaluating bids for High Value Acquisitions. This new software will result in fully automated procurement processes and will position the City to efficiently comply with the requirements of the Comprehensive Economic and Trade Agreements (CETA), expected to come into effect in 2017.

Optimizing the Use of Technology

Human Resources

HR technology landscape is changing more rapidly than ever before. The current technology shift is described as the "Consumerization of HR technology" (i.e. more tools for employees and applicants). This has been driven by other key technology trends such as mobile devices/apps, social networking, "cloud technology" and "big data" processing capability. This is rapidly changing what's considered to be HR management "best practices" and also what's expected from leading employers.

Future HR Technology Priorities

Modernization of City's Strategic Talent Management and Workforce Management

- Continue to partner with SAP Canada on strategy and solutions
- Implement SAP Success Factors Suite with five modules (Talent Management)
- Implement modern HR technology solutions (social media, cloud platforms, mobile applications) designed to support HR Management best practices
- Bring simplicity and Lean business process design
- Bring next generation interface design, ease of use and positive user experience
- Reduce manual processes and hard copy documents through automation and mobile applications
- Enhance accuracy in metrics and reporting
- Implement HR Measures and Metrics Dashboard to provide access to workforce data and support decision

Potential Future HR Technology Enhancements

- Audit and Compliance Tools – To automate and reduce manual processes that will improve City policy, union collective agreement and policy and legislative requirements
- More Mobile Applications - Mobile technology has grown significantly in recent years and is quickly becoming a primary technology platform

Finance

Finance relies on many information technology systems on a daily basis including the following:

- SAP - For general ledger, financials, material management, and time and labour reporting
- Division Budget - For business planning and budgeting system for operations and capital
- CIBC Online Services - City's online banking system and tool for banking information, bank transfers and wire payments
- CIBC Mellon Online Services - City's investment and treasury management system and tool
- Infor - City's asset management system for Road Networks and Parks
- CLASS - City's ERP system for recreation programs, memberships, and facility booking management

New System Requirement Priorities for 2017 include:

- Enhance Caseware Financial Reporting System
- Enhance Division Budget system and reporting
- Implement a Corporate Asset Management System
- Finance will investigate software and technology opportunities to enhance financial information and implement efficiencies and effectiveness in the respective Finance Areas (e.g. SAP Travel and Expense Management System)

Communications

Communications strives to be clear, relevant, timely and to use plain language in communicating and engaging with citizens. New trends and technologies are constantly transforming the citizen expectations. More and more citizens are demanding instant, 24 hour access to City programs, services and information on the device or channel of their choice. As technology and citizen needs and preferences continue to evolve it is critical that we proactively respond and adjust how we write, produce and share information and content.

To better respond to these changes and achieve the goals of the Communication Master Plan, the Division continues to explore new opportunities to leverage technology and other productivity tools.

In collaboration with Information Technology, the Communications Division has identified seven key technology initiatives:

- Integrated Interface for 311 Citizen Contact Centre
- Citizen-focused Feedback Portal
- Project Collaboration Tool
- Visual Display of Rich Content
- News Release Online Approval Process
- Photo/Video Library (Asset Management)
- 311 Citizen Contact Centre Management of Contact Information

Along with these initiatives, the Communications Division is leveraging new technologies and platforms to enhance our research and media monitoring capabilities.

Corporate Performance and Innovation

The Corporate Performance and Innovation team takes every opportunity to integrate technological solutions into their daily operations. This can be seen through:

- Developing online self-serve knowledge hubs to share tools, templates, and best practices across the organization
- Development of dashboards to report program results across Divisions
- Encouragement of project teams to use SharePoint, a collaboration tool, as a best practice across the organization

Revenue and Materiel Management

Revenue

Technology plays a large part in the delivery of Revenue and Taxation Services to the residents and businesses of Mississauga. Expectations of citizens on how they engage with the City are growing. With a focus on enhancing the web experience, enabling electronic information exchange and providing alternate communication channels, these technological advancements will result in improved operational performance and citizen satisfaction.

Current projects include the TXM Tax Manager Collections solution, TXM Tax Manager Vacancy Rebates enhancements, and electronic bill presentment. Future projects include the automation of the delivery of temporary tax PINs to access tax accounts online, electronic exchange of information for high volume tax agents, partnership with the Municipal Property Assessment Corporation and high volume tax agents, and a mobile tax application.

Materiel Management

Modernization of the procurement process is the focus of Materiel Management's Information Technology roadmap. In today's global economy, vendors extend beyond the borders of

Mississauga. The focus will be on improving access to City procurements through web services and building on the procurement workflow management system to fully automate the procurement process. Technological advancements will increase access to local government, improve business processes, and enhance relationships with clients and vendors.

Currently, a Procurement Centre System is being developed. Future projects include vendor performance and contract life cycle management, document builder, E-Bidding and E-Evaluation, and SAP automation, a document, distribution and document repository.

Maintaining Our Infrastructure

To assist the service areas with maintaining the City's \$8.5 billion worth of infrastructure the Finance Division:

- Provides a capital budget prioritization model to ensure most needed lifecycle projects receive funding
- Establish a Corporate Asset Management Plan
- Created a long term financial plan to address the funding needs of the City's aging infrastructure



Managing Our Human Resources

Business Services is comprised of experienced and knowledgeable staff, many of whom have designations or are certified and actively participate in boards or associations.

Human Resources

- HR Division Staff: 71 staff (Perm and Temp) FTEs
- Average Age: 47 years/Average Length of Services (LOS) - 12 Years
- Gender Breakdown: HR Female 81 per cent / Male 19 per cent
- 31 per cent of HR Staff will be eligible to retire by 2022
- The labour market for specialized HR roles in Labour Relations, Talent Management and Compensation and Benefits has been very competitive
- The Division has been successful in utilizing of the Sheridan College HR Co-op program to bring entry level talent into the HR Division

Engaged Staff

- HR staff are experienced, engaged and educated in various areas. Most have post-secondary degrees and certifications
- The HR Division is actively conducting leadership succession planning; accelerated talent growth development initiatives; and recruitment of new talent from new graduates from various HR programs

HR Staff Certification, Professional Membership & Training

- Human Resources Professional Association Certification
- Ontario Occupational Health Nurse Certification
- International Coaching Federation Certification
- Prosci Change Management Certification

- Predictive Index (PI) Behavioural Assessment Certification
- Certified Health and Consultant - Canadian Society of Safety Engineering
- Workzone Traffic Control Specialist - International Municipal Signals Association
- Advisory Committee Member - Public Services Health and Safety Association
- Member, Ontario Municipal Health and Safety Association
- Member, Municipal Equipment Operators Association
- Fleet Driver Trainer / Signing Authority Ministry of Transportation
- Instructor for Workers Health and Safety Centre
- Infrastructure Health & Safety Association
- Project Management Training
- Ontario Municipal Human Resources Association
- Emergency Services Steering Committee
- Sun Life Insurance Customer Council
- America's SAP Users Group
- Strategic Capability Network
- Human Resources Professional Association of Ontario
- GTA HR Director's Network

Finance

Finance is comprised of engaged, certified and experienced full time employees. Many have accounting designations and participate on a variety of boards and committees:

Employee Certifications

- Chartered Professional Accountants (CPA)

- Masters of Business Administration (MBA)
- Post-secondary degrees

Associations:

- Municipal Finance Officers Association (MFOA)
- Government Finance Officers Association (GFOA)
- Association of Municipal Clerks and Treasurer of Ontario (AMCTO)
- Canadian Payroll Association (CPA)
- Public Sector Accounting Board (PSAB)

Continual opportunities for Finance staff include:

- Career development and training
- Job rotation and secondment to high profile projects
- Recurring review of education and designation training requirements
- Succession planning

Communications

Communications uses a combination of full-time, part-time (primarily in the 311 Citizen Contact Centre), and contract staff, as well as external vendors – when required – to deliver high value communications support to the Corporation.

The Division continues to invest in its people to better align the capabilities and resources of staff with the vision of the Communications Master Plan. Many of the Division’s staff have post-secondary degrees, hold industry specific designations and are highly regarded in their respective fields, holding positions in various industry boards and advisory groups.

Certifications, Accreditations and Designations

- IAP2 Certification, International Association of Public Participation

- Digital Marketing Certification, Canadian Marketing Associations
- UX (User Experience) Certification, Nielson Norman Group
- Registered Graphic Designers

Boards and Advisory Groups

- Member of the Program Advisory Committee, Bachelor of Public Relations Program at Conestoga College
- Advisory Board Member, Media Communications Program at Humber College
- Member of the Board of Directors for the Association of Registered Graphic Designers

Training and Development

- Project Management Courses (Internal and External Instructors)
- Incident Management System Training 100, 200, 250 and 300, Emergency Management Ontario
- Plain Language Training
- Media Training
- Lean White Belt Training

The Communications Division also provides internal training to City leaders and staff, in particular in the areas of media and plain language, to support them in their role as representatives of the City.

Corporate Performance and Innovation

Corporate Performance and Innovation team has 12 FTE and two contract positions.

The team continues to invest in its people by providing learning opportunities and cross training amongst the team members.

Corporate Performance and Innovation Team Building

- Regular monthly meetings that include a team building component

-
- Bi-annual Divisional offsite team building activities

Developing Skills and Competencies

- CPI staff regularly attend training courses, conferences, and webinars to continuously improve and develop their skills and competencies
- Creating cross-disciplinary Divisions within CPI to share knowledge between team members

Developing Skills and Competencies across the Organization

Corporate Performance and Innovation team as part of the continuous improvement programs also provides training and coaching to City staff:

- Project management best practices
- Lean at the White Belt, Green Belt and Money Belt levels
- Facilitation and innovation coaching
- Developing Business Cases

Revenue and Materiel Management

A significant number of experienced and knowledgeable Revenue and Materiel Management staff will be retiring in the next three to five years.

Many staff have post-secondary degrees and are working toward specific designations or have already obtained them:

- Chartered Professional Accountant (CPA)
- Certified Municipal Tax Professional (CMTP)
- Supply Chain Management Professional (SCMP)
- Certified Public Procurement Officer (CPPO)
- Certified Professional Public Buyer (CPPB)

Revenue and Materiel Management staff also participates in various boards and committees:

- Ontario Municipal Tax and Revenue Association
- Ontario Public Buyers Association
- Municipal Property Assessment Corporation (MPAC) Municipal Liaison Group
- Provincial Municipal Reference Group
- Assessment Review Board (ARB) Stakeholders Consultation Committee
- ARB Stakeholders Rules Consultation Group
- Peel Purchasing Co-Operative



Linkages to the City's Strategic Plan

Several Divisions within Business Services provide support to departments in achieving the pillars of the City's Strategic Plan.

Finance supports all aspects of the Strategic plan through:

- Long and short term funding identified through the annual business plan and budget and long term financial plan
- Stewardship of the City's financial resources
- Identification of funding opportunities with senior levels of government
- Review legislation that can impact financial stability
- Provide strategic financial advice and support

The Corporate Performance and Innovation team's advice and continuous improvement programs assist business units to deliver the right services and demonstrate value for money, ultimately playing a vital role in the implementation of the Corporate Strategic Plan.

The Revenue and Materiel Management Division provides support to other departments focusing on:

- Advancing our Strategic Vision:
 - Collect funds to pay for strategic plan initiatives approved in annual budgets
 - Purchase goods and services required to deliver strategic plan initiatives
- Building a Sustainable Business Plan:
 - Assist in developing business cases, business plans and budgets for service areas used as a basis for prioritizing and decision-making

In addition to supporting other departments in achieving the pillars of the City's Strategic Plan, the Divisions within Business Services are specifically linked to the following pillars:

move - developing a transit oriented city

Communications - Supports the City's efforts to better connect communities within Mississauga and the wider region by promoting and communicating key transit initiatives such as the Transitway and Hurontario Light Rail Transit (LRT).

belong - ensuring youth, older adults and new immigrants thrive

Human Resources - People Strategy (2015-2017), which is aligned with the City's Strategic Plan commits to actions that will help us attract, retain and engage high caliber employees, and connect them to our business needs. Also, the City's demographics are changing faster than ever before, increasing the diversity in the population. Development of a Workforce Diversity and Inclusion Strategy will be undertaken in 2016-2017 in order to build a workforce that reflects the City's population. Thereby, a staff resource will be required to coordinate the initiatives that arise from the development of this Strategy.

Communications - Plays a critical role in ensuring all citizens, including youth, older adults, and new immigrants, have access to the information they need, and an opportunity to engage with the City.

Revenue and Materiel Management - Offers a Tax Rebate program for low income seniors and low income persons with disabilities.

connect - completing our neighbourhoods

Communications - Supports the celebration and promotion of the rich diversity of Mississauga, as well as reflecting and responding to that diversity, in both the channel and content we use to communicate information.

prosper - cultivating creative and innovative businesses

Communications - Supports a strong and entrepreneurial business environment by providing citizens and local businesses easy, accessible information, and the ability to communicate with the City when it's convenient for them.

Revenue and Materiel Management – Encourages continuous improvement through Lean initiatives such as Vacancy Rebates and Central Stores Review as well as other processes.

green - living green

Communications - Maximizing the use of technology is key objective of the Communication Division in its efforts to support a green, environmentally sustainable communications approach for the City.

Revenue and Materiel Management – Offers more online services such as Materiel Management's E-bidding and E-Evaluation and the development of Revenue's electronic bill presentment.



Engaging Our Customers

Measures are used to assess the effectiveness of Business Services in satisfying expectations of customers and meeting agreed to service standards. Reviews are undertaken to ensure Business Services is continually improving on the services delivered. Following are the mechanisms used to engage the customers in each area:

Human Resources

- Human Resources enhances candidate experience throughout the recruitment cycle by leveraging technology including the use of social media and professional network sites
- Human Resources use surveys and focus groups to seek feedback/input in the development of City Policies and Strategies
- Human Resources seeks feedback about employee work experience through the Employee Engagement Survey

Finance

Finance communicates and engages customers through a variety of channels:

- Reports on the City's website
- Ratepayer and Budget Committee meetings
- Mayor and Council newsletters
- Market Research
- Professional financial support provided to internal clients and Council
- Public consultation during the budget process
- School Outreach program targeting Mississauga youth to generate interest in City government and the budget process

- Tele-Town Halls to provide forums for residents and other stakeholders
- Budget Allocator Tool to allow the public to see how increasing or decreasing funds could affect a service area or program

Communications

The Communications Division is focused on reaching out to, and engaging with, stakeholders in ways that make sense and are convenient to them. To do this, strategic plans are built based on research with the goal to communicate with a wide variety of audiences and in a range of styles.

Our customers are the citizens (766,000), businesses (86,170), and employees (6,000+) that deliver the City's programs and services.

Mississauga Population at a Glance

- **766,000** total population
- **63%** between the ages of 20-64
- **54%** first generation Canadian
- **65%** have a college or university degree
- **49%** have a mother tongue other than English or French

The citizen is at the centre of what we do. That is consistent in for any initiative that we undertake. What has changed over the years is the variety of channels now available to enable that relationship – not just face-to-face; social media through its various forms continues to shape and allow citizens to dictate how and when they wish to connect with local government.

The role of the Communications Division is to connect people to the organization through words, images and conversations that require crafting, shaping and delivering messages and strategies across multiple channels using a consistent brand voice.

In the Environics Citizen Satisfaction Survey (2015), half of Mississauga residents agreed that the City offers meaningful opportunities to engage with or be consulted on matters important to Mississauga.

Citizens and Businesses are engaged through multi-channel marketing and communication strategies that support Divisional and Business Area work plans. Channels include:

- Web content and email communication
- Media relations
- Social media
- 311 Citizen Contact Centre
- Promotional and informational videos
- Public engagement campaigns and events

City Staff are engaged through internal communications campaigns and strategies that include:

- Inside Mississauga (intranet)
- Email communication
- Videos
- Lync
- Print materials
- Face-to-face meetings/information sessions

Corporate Performance and Innovation

The Corporate Performance and Innovation (CPI) team provide services to internal staff across all business units. We engage our customers through various outlets including surveys, assessments, follow up sessions, trial courses, communities of practice and advisory committees. CPI staff also identify lessons

learned, as well as answer and follow up with any inquiries verbally and in writing. Engaging the customers this way allows CPI to keep programs and services relevant to the corporation.



311 Citizen Contact Centre staff responding to a citizen inquiry

Management Consulting

Management Consultants assist and advise the City Manager, the Leadership Division and City Council with opportunities to improve the performance of City Services through implementation of best practices and innovative business models that deliver more value to the community with existing resources. Management Consultants engage their clients in project intake meetings, kick-off meetings, facilitated workshops, project charters, reports on recommendations and assignment closure reports.

Corporate Policy

Throughout the development or review of a policy, our Policy Analyst ensures that the customers are informed of any major

deadlines or changes, and that they are available to attend all policy meetings. The Policy Analyst will engage with clients over the phone, email, and by attending LT and Council meetings.

Research

Corporate Performance and Innovation's Research Team design and conduct research projects in response to a range of research requests in order to support best practices and informed decision-making. To ensure the clients' information needs are met the Researcher will frequently meet with clients to gather research parameters and then to present research progress and findings.

Project Management Support Office

The Project Management Support Office Analysts are very deliberate in engaging their clients through:

- Training surveys that are used to determine if course materials are relevant and if the trainers' performance is satisfactory. This allows the PMSO to intentionally deliver the right courses that suit the needs of city staff
- Division 300 survey to determine the current state of PMSO services at the management level. The feedback collected allowed the Division to develop a more concise work plan that is effective in identifying gaps and providing new services and tools
- The Project Management Advisory Committee, made up of project leads from across all City departments, is another engagement tool used by the PMSO to gain insight especially when implementing a new tool or service

Business Innovation

The Business Innovation program is customer service focused and delivers customized coaching and facilitation services to help drive innovative change. It utilizes a Division of Business Innovation Coaches-at-large across the organization to foster innovative thinking. The program also runs a Community of

Practice where employees are provided opportunities to network, share knowledge, acquire skills and gain recognition. Staff from across the City as well as neighbouring municipalities are engaged through the annual Fall Innovation Series.

Lean

The Lean Office emphasizes the voice of the customer to deliver sustainable process improvements. As part of the Lean Office's engagement process, customer needs are identified through:

- A variety of methods including interviews, surveys, and talking to customers to identify what customers value in each process review
- Understanding the needs of both the customer and the employee and addressing gaps
- Surveys issued after White Belt and Green Belt training sessions to ensure our training meets the attendee's needs
- Conducting lessons learned sessions semi-annually with the participants of Lean reviews to capture new program improvements



Fall Innovation Series – Panelists 2015

Revenue and Materiel Management

The Revenue and Materiel Management Division receives and responds to letters, e-mail and telephone calls from taxpayers and vendors as well as queries from members of Council and senior management.

Additional feedback is obtained from “Tell Us About Your Visit” survey cards completed by the public at the Cashiers and Tax Customer Service counters.

Materiel Management staff hold regular work-in-progress meetings with their clients to discuss issues of concern between the parties.

Other ways the Revenue and Materiel Management Division communicates and engages the public include:

- Tax information and services on the City’s website
- Purchasing information for staff on Inside Mississauga
- Public bids posted on Biddingo
- Advertise tax sales in the Mississauga News
- Participate in province sponsored semi-annual “How To Do Business With Government” seminars
- Participate as requested at Councillors’ ward meetings



City's Taxes & Assessment Website

Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2017-2020 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 2016 was \$28.6 million and the proposed budget for 2017 is \$29.7 million.

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for Business Services is an increase of \$1.2 million for 2017.

Highlights of the proposed budget changes are:

- Labour costs to increase by \$370,000 and reflects economic adjustment increases, labour adjustments and fringe benefit changes
- Net Increase of \$72,000 due to higher postage and budget realignment for collection agency fees and registry searches, partially offset by revenue increase from final notice fees and budget realignment
- Increase of \$139,000 for budget engagement and enhanced stakeholder communication
- Increase of \$136,000 in Communications to support events that promote the City brand reputation, provide for enhanced media monitoring, expanding our research and analytic capabilities, support increased demand for online surveys, support promotion on digital channels and additional multi-cultural media promotion
- There is a \$250,000 increase in maintenance/licensing for Talent Management System Technology and a \$25,000 increase in promotion/advertising for the Mississauga Employer Brand implementation

- Annualization costs of \$162,000 are included for the previously approved positions hired in Finance and Communications

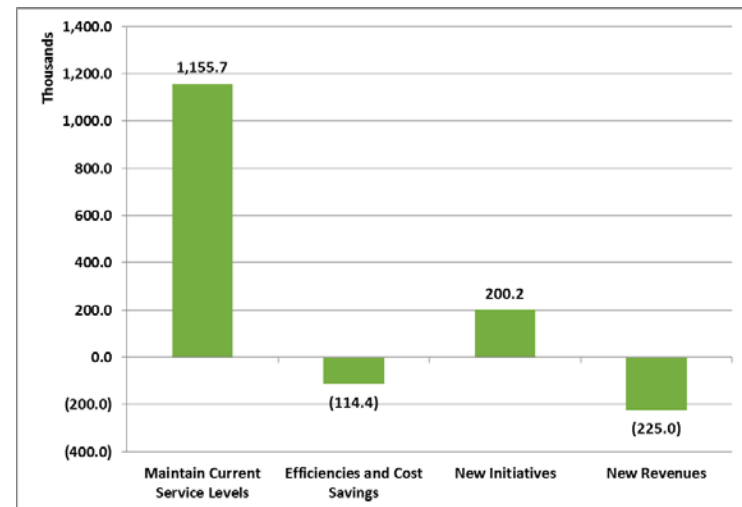
Efficiencies and Cost Savings

- FTE labour reductions of \$83,000
- Reductions of \$25,000 in Contractor and Professional Services
- Other reductions totaling \$6,000 due to outsourcing

New Initiatives

- Two new initiatives impact the 2017 operating budget, Defaulted POA Fines Collection Administration Fee (BR 2624) and Employee/Labour Relations Specialist (BR2781)

Proposed Changes to 2017 Net Operating Budget by Category (000's)



Operating

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2017-2020, the 2016 budget as well as 2015 actuals, by major program within the service area as well as by major expenditure and revenue category.

Proposed Budget by Program

Description	2015 Actuals (\$000's)	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Expenditures to Deliver Current Services						
Communications	5,226	5,904	6,146	6,227	6,136	6,217
Corporate Performance and Innovation	1,644	1,756	1,775	1,798	1,821	1,844
Finance	7,842	8,029	8,362	8,475	8,589	8,705
Human Resources	8,325	8,803	9,262	9,611	9,630	9,740
Revenue & Materiel Management	6,583	6,622	6,708	6,723	6,739	6,757
Total Expenditures	29,620	31,113	32,253	32,834	32,915	33,262
Revenues	(2,485)	(2,095)	(2,195)	(2,274)	(2,274)	(2,274)
Transfers From Reserves and Reserve Funds	(381)	(370)	(368)	(371)	(375)	(379)
New Initiatives and New Revenues			(25)	314	319	324
Proposed Net Budget Including New Initiatives & New Revenues	26,754	28,648	29,665	30,503	30,585	30,933
Expenditures Budget - Changes by Year			4%	2%	0%	1%
Proposed Net Budget - Changes by Year			4%	3%	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.

Description	2016 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	2017 Proposed Budget (\$000's)	\$ Change Over 2016	% Change Over 2016
Labour and Benefits	27,691	370	(84)	162	0	195	0	28,335	644	2%
Operational Costs	3,422	447	(31)	275	0	5	0	4,118	696	20%
Facility, IT and Support Costs	0	0	0	0	0	0	0	0	0	0%
Total Gross Expenditures	31,113	816	(114)	437	0	200	0	32,453	1,339	4%
Total Revenues	(2,465)	(98)	0	0	0	(225)	0	(2,788)	(323)	13%
Total Net Expenditure	28,648	718	(114)	437	0	(25)	0	29,665	1,016	4%

Summary of Proposed 2017 Budget and 2018-2020 Forecast

Description	2016 Approved Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Labour and Benefits	27,691	28,335	28,855	29,011	29,434
Operational Costs	3,422	4,118	4,518	4,448	4,377
Facility, IT and Support Costs	0	0	0	0	0
Total Gross Expenditures	31,113	32,453	33,373	33,459	33,811
Total Revenues	(2,465)	(2,788)	(2,870)	(2,874)	(2,877)
Total Net Expenditure	28,648	29,665	30,503	30,585	30,933

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	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
Labour and Benefits	27,691	28,140	448	\$370 Increase Reflects Labour Adjustments and Other Fringe Benefit Changes \$162 Annualization of Prior Years Budget Decisions \$84 Decrease Relates to FTE Reduction in Revenue and Material Management
Administration and Support Costs	0	0	0	
Advertising & Promotions	271	316	45	\$25 Increase in Human Resources - Mississauga Employer Brand implementation \$20 Increase in Communications - Additional Multi-cultural Media Promotion
Communication Costs	428	520	92	Postage Increase in Revenue and Material Management
Contractor & Professional Services	1,284	1,464	180	\$139 Increase in Finance - Stakeholder Communication Enhancement \$66 Increase in Communications - Media Monitoring, Expanding Research and Analytics Capabilities, Online Surveys, and Promotion on Digital Channels \$25 Decrease from Efficiency and Cost Savings
Equipment Costs & Maintenance Agreements	214	466	252	\$250 Increase in Human Resources - Annual Licensing Fee of Talent Management (Success Factors) \$2 Miscellaneous Other
Finance Other	6	86	80	Increase in Revenue and Material management - Collection Agency Fees-Budget Realignment and Registry Searches-Budget Realignment
Materials, Supplies & Other Services	466	515	48	\$50 Increase to support events and initiatives that promote the City's brand reputation (BR2331) \$2 Decrease from Efficiencies and Cost Savings
Occupancy & City Costs	282	280	(2)	
Staff Development	344	344	0	
Transfers To Reserves and Reserve Funds	73	73	0	
Transportation Costs	53	48	(5)	
Subtotal - Other Operating	3,422	4,113	691	
Total Revenues	(2,095)	(2,195)	(100)	Increase in Revenue and Material management - Final Notice Fee, External Recoveries, General Fees and Tax Certificates
Transfers From Reserves and Reserve Funds	(370)	(368)	2	
Subtotal - Revenues	(2,465)	(2,563)	(98)	
Total	28,648	29,689	1,041	

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 #	2017 FTE Impact	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2017 to 2020 FTE Impact	2017 to 2020 Capital (\$000's)
New Initiative								
Diversity and Inclusion Coordinator	2469	0.0	0	126	128	130	1.0	0
Travel & Expense Management System	2530	0.0	0	150	150	150	0.0	233
E-bidding and E-evaluation	2543	0.0	0	60	60	60	0.0	260
Employee/Labour Relations Specialist	2781	1.0	110	112	113	115	1.0	0
Total New Initiative		1.0	110	448	451	455	2.0	493
New Revenues								
Defaulted POA Fines Collection Administration Fee	2624	1.0	(135)	(134)	(133)	(132)	1.0	0
Total New Revenues		1.0	(135)	(134)	(133)	(132)	1.0	0
Total New Initiatives and New Revenues		2.0	(25)	314	319	324	3.0	493

Note: Numbers may not balance due to rounding.

Proposed Initiative	Department	Service Area
Diversity and Inclusion Coordinator	Corporate Services Department	Business Services

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	126.3	128.4	130.5
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	126.3	128.4	130.5
* Net Change in \$		126.3	2.0	2.1
FTEs	0.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Best practice research shows that to achieve the objectives of the Strategy, a dedicated resource is required for successful implementation. It is common to find a dedicated resource in municipal government as well as the broader public sector. The Cities of Toronto and Markham and the Region of Peel have a dedicated resource. All of these municipalities report that this resource has been the key to making the strategy real, and staff accountable for recommended actions.

Details of Service Change

Work on the Strategy is underway and scheduled to be completed in early 2017. The Strategy will expand on 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. The Diversity and Inclusion Coordinator will be required to coordinate and/or implement the approved recommendations of the Strategy beginning in 2018.

In addition, the Diversity and Inclusion Coordinator will be a corporate resource available for consultation as well as could provide advice and guidance to staff developing and implementing initiatives and programs that support diversity and inclusion in all aspects of City of Mississauga's businesses. Examples of corporate wide assistance include supporting the Diversity and Inclusion Committee of Council, providing advice on policy development and customer service initiatives as well as supporting outreach initiatives and liaising with community groups.

Service Impact

The Diversity and Inclusion Coordinator is budgeted as a grade F technical level position. The request includes funds for compensation, benefits and training/development costs. It is expected the position will be required in early 2018 given the approval of the Strategy in 2017.

Budget Request #: 2530

Proposed Initiative	Department	Service Area
Travel & Expense Management System	Corporate Services Department	Business Services

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	150.0	150.0	150.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	150.0	150.0	150.0
* Net Change in \$		150.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	233.3	0.0	0.0	0.0

Why Staff Recommend this Initiative

There are many objectives for this proposed solution: centralize expense reporting into one system; improve approval and compliance review process; electronically store expense records and backup; expedite reimbursements to employees; simplify the expense preparation and approval process; allow for mobile preparation of expenses and approval; standardize expense descriptions for reporting purposes.

Details of Service Change

Concur is an SAP software program that enables an employee to manage their expenses through one system and one reconciliation. All employee expenses will flow directly into Concur for expense reporting, management, and reimbursement (including Pcard purchases). The employee will no longer log onto the Scotiabank site and generate a separate Pcard expense report for approval or prepare any other manual expense forms. Concur also offers receipt imaging. All supporting documentation/receipts may be attached to each expense in Concur via different formats- pdf, jpeg. The documentation is attached to the appropriate expense and will be visible to the employee, approver, Finance, and Audit. Concur also allows the employee to book their travel arrangements through Concur similar to booking travel through Kayak, Travelocity. The Concur system will integrate the travel bookings into the expense management and reporting system.

Concurs allows for policy criteria, controls, approval thresholds, and GL account numbers to be assigned to each expense type or category. An employee can access Concur through a mobile app or any computer. All expense documents can be electronically stored. Concur expense integrate directly into SAP, eliminating AP review, entry, and paper management. Approval levels are established through SAP Human Resources (HCM) module.

Service Impact

Reduce approval cycle time: expenses are automatically available to the designated approver; electronic approval workflow; approval can be made through an app that is accessible through any mobile device; all receipts associated with the expense are scanned and visible to the approver.

Reduce expense management cycle time: one area to manage all expenses and book travel; general ledger account allocation is automatic; compliance is managed through the system - manual policy interpretation is removed.

Eliminate Accounts Payable paper processing and compliance review: managing paper receipts and supporting documentation is eliminated; eliminate the processing of multiple forms for the same event; eliminate maintenance of sample signatures for manual review; eliminate manual compliance review to policy; eliminates handling of paper documents; AP can oversee the AP process by producing trend reports.

Streamline Record Management: no paper documents to file for reimbursement payments; no file management or storage of expense files; eliminate 1932 employee Accounts Payable payment files.

Proposed Initiative	Department	Service Area
E-bidding and E-evaluation	Corporate Services Department	Business Services

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	60.0	60.0	60.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	60.0	60.0	60.0
* Net Change in \$		60.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	260.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

E-Bidding will improve the efficiency of bid submission. The Comprehensive Economic and Trade Agreement (CETA) expected to be passed in 2017 will require extended bidding periods which can be shortened if bids are received electronically. E-Evaluation will manage the evaluation of proposals by tracking evaluator progress, highlighting areas for discussion and recording comments for vendor debriefings. These tools will improve efficiency and transparency of bidding and evaluation processes.

Details of Service Change

Material Management receives about 750 bids a year. Currently bids must be delivered in person by bidders. Bidders would no longer need to come to City Hall. Bids are generally hand written, leading to errors and omissions. Public bid openings would be eliminated. Bid results information would be available on-line in real-time. Manual distribution of bids for evaluation and review would be eliminated. Staff manually checks price extensions, completeness, etcetera of bids received. E-evaluation tools streamline the evaluation process by automating these tasks and highlighting issues.

About 40 High Value Acquisition processes are conducted per year yielding approximately 200 proposals that require detailed evaluation by Divisions of three staff on average. E-evaluation tools monitor progress of evaluation and consolidate scores and other information.

Service Impact

E-Bidding makes the bidding process more inclusive and efficient for local and international vendors.

E-Evaluation make the bid evaluation process more efficient for staff by streamlining the time and effort required to evaluate proposals and facilitating vendor debriefings.

Receiving bids electronically and then tracking and managing evaluation processes would save the City processing time and administrative cost.

Removing manual processing and non-value adding tasks will improve staff capacity.

Proposed Initiative	Department	Service Area
Employee and Labour Relations Specialist	Corporate Services Department	Business Services

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	110.0	111.5	113.1	114.7
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	110.0	111.5	113.1	114.7
* Net Change in \$		1.6	1.6	1.6
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The City's workforce has grown 26 per cent since 2005. This unit has not grown. In the past year, the Canadian Union of Public Employees unionized two new bargaining units bringing the total number of unions that represent City employees from seven to nine and an increase of 28.6 per cent. The unit will have two first contracts to negotiate which will increase bargaining requirements, grievances, labour management meetings and training. An additional resource is required to support the units strategic work plan.

Details of Service Change

The addition of an Employee and Labour Relations Specialist position would allow the Employee and Labour Relations Unit to increase its emphasis on strategic planning, union/management relationship development and critical issues management, while also increasing its ability to respond to HR staff/Managers/Supervisors in providing daily advice and guidance to resolve issues, and support collective agreement negotiations.

Service Impact

The Employee and Labour Relations Specialist is a professional/ technical level position. It is expected the position will be required in January of 2017.

Proposed Initiative	Department	Service Area
Defaulted POA Fines Collection Administration Fee	Corporate Services Department	Business Services

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	90.2	91.1	92.3	93.5
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	225.0	225.0	225.0	225.0
Tax Levy Requirements	(134.8)	(133.9)	(132.7)	(131.5)
* Net Change in \$		0.9	1.2	1.2
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Defaulted Provincial Offences Act (POA) fines are assigned to the Collections unit. Staff issues collection notices, contacts offenders, establishes payment arrangements, adds fines to Mississauga property tax accounts and the tax rolls of other municipalities and manages collection agencies. Legal Services may also pursue legal action as an additional collection effort. This new revenue will provide funding to support these efforts which will result in a higher rate of collection.

Details of Service Change

A \$30 Defaulted POA Fines Collection Administration Fee will be applied to all defaulted POA fines sent to the Revenue and Materiel Management Division for collection. This initiative is in line with other municipalities such as Brampton, Niagara, and Toronto who apply fees of \$20, \$40, and \$40 respectively.

One Law Clerk (Grade E) is budgeted to be hired as of January 1, 2017 at a cost of \$89,480 which will be funded though the funds generated by the collection administration fee. The addition of this position will expand the City's collections capabilities and allow the Legal Services and Revenue Divisions to better coordinate collection activities and programs.

Service Impact

The Defaulted POA Fines Collection Administration Fee will fund the resources required to support the City's collection efforts. The addition of a law clerk in Legal Services focused on the collection of POA fines through legal action will greatly increase the number of unpaid POA fines the City collects whilst ensuring that the deterrent value of these fines are maintained. The addition of this position will expand the City's collections capabilities and allow the Legal Services and Revenue Divisions to better coordinate collection activities and programs.

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2016	2017	2018	2019	2020
Communications	64.2	63.2	62.2	60.2	60.2
Corporate Performance and Innovation	13.4	13.4	13.4	13.4	13.4
Finance	70.3	70.3	70.3	70.3	70.3
Human Resources	71.0	72.0	71.0	69.5	69.5
Revenue & Materiel Management	67.8	66.8	66.8	66.8	66.8
Total Service Distribution	286.7	285.7	283.7	280.2	280.2

Note: Numbers may not balance due to rounding.

Staffing changes in 2016-2017:

- A decrease of 1 FTE in Communications. This is due to a Customer Service Advisor contract position expiring in December 2016. This contract FTE is part of the Stormwater Charge Implementation Project (BR1278)
- An Increase of 1 FTE in Human Resources. An Employee/Labour Relations Specialist is being added (BR2781)
- Decrease of 1 FTE and one contract capital position in Revenue & Materiel Management as well as an increase of one FTE in Revenue & Material Management. A Law Clerk is being added (BR2624). This results in a net reduction of one FTE.

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 or the capital forecast.

Proposed 2017-2026 Capital Budget by Program

Program Expenditures	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
Communications	190	0	0	0	0	190
Finance	1,138	200	100	0	400	1,838
Human Resources	459	100	0	0	200	759
Revenue & Materiel Management	796	125	0	0	0	921
Total	2,584	425	100	0	600	3,709

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

2017-2026 Capital Forecast Highlights include the following:

- In Communications \$90,000 is funded for a capital contract FTE to coordinate major events and festivals in 2017 for Canada's 150th anniversary. The Digital Strategy program, requiring \$100,000 in 2017, is to enhance the citizen experience on the web and other digital channels
- Finance programs include Development Charges Background Study, SAP Travel and Expense Management System, Asset Management Plan, PTIF Implementation Support and Accounts Payable Lean Process Implementation
- In Human Resources, the Talent Management System Technology project will receive \$459,000 in 2017 for the second year of a two-year project. Employee surveys are budgeted for years 2018, 2021 and 2024
- In Revenue and Materiel Management, the "TXM – Software Improvement Program" project is in year three of a four-year project, requiring \$441,000 in 2017 and \$125,000 in 2018. The "E-Bidding and E-Evaluation" and "SAP Automation – Document Distribution/Repository" projects commence in 2017, requiring \$260,000 and \$95,000, respectively

Proposed 2017-2026 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion for each year of the proposed 2017-2020 Business Plan and the 2017 Budget and the consolidated forecast for 2021-2026.

Funding	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
Development Charges	90	180	90	0	360	720
Federal Funding	120	0	0	0	0	120
Other	293	100	0	0	200	593
Tax	2,081	145	10	0	40	2,276
Total	2,584	425	100	0	600	3,709

Note: Numbers may not balance due to rounding.

Proposed 2017 Capital Budget Detail

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

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPBS00004	DC Background Study 2017	100	0	100	Tax -Capital Reserve Fund,DCA -General Government Reserve Fund
CPBS004202	TXM - Software Improvement Program	441	0	441	Tax -Capital Reserve Fund
CPBS004990	Talent Management System Technology (BR 2005 Yr 2016)	459	0	459	Tax -Capital Reserve Fund
CPBS005035	Digital Strategy	100	0	100	Tax -Capital Reserve Fund
CPBS005291	Communications Support for Canada's 150th Anniversary	90	0	90	Tax -Capital Reserve Fund
CPBS005312	SAP Travel Expense Management System	233	0	233	Tax -Capital Reserve Fund
CPBS005328	E-Bidding and E-Evaluation	260	0	260	Tax -Capital Reserve Fund
CPBS005329	SAP Automation-Document Distribution/Repository	95	0	95	Tax -Capital Reserve Fund
CPFI005966	Asset Management Plan	120	0	120	Gas Tax -Federal Gas Tax-City Allocation
CPFI005967	PTIF Implementation Support	585	293	293	Tax -Capital Reserve Fund
CPFI005976	AP Lean Process Implementation	100	0	100	Tax -Capital Reserve Fund
Total		2,584	293	2,291	

Note: Numbers may not balance due to rounding.

Note: BR2051 was approved in 2016 for a Communications contract position to support Canada's 150th Anniversary Celebrations and BR2131 was approved in 2016 for Digital Strategy.

Proposed 2018 -2020 Capital Budget by Sub-Program

The following tables provide a listing of capital forecast by sub-program for 2018 -2020.

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Business Services			
Applications	125	0	0
DC Studies	200	100	0
Other	100	0	0
Total	425	100	0

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.

Financial Measures

City's Credit Rating measures the financial strength and viability of the municipality. The City has maintained the "AAA" rating for the 13th consecutive year. The "AAA" rating is the highest rating an organization can receive from a bond rating agency. The AAA credit rating enables the City to pay lower borrowing costs because there is less risk.

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. From 2016 and onwards, this measure includes costs from the Corporate Performance and Innovation (CPI) team. 2013-2015 numbers have been re-stated to include CPI.

Total Investment Portfolio Average Blend Yield represents the average percentage return for one year on the City's average daily cash and investment balances.

Total dollar savings resulting from Corporate Performance and Innovation (CPI) initiatives and services is defined as the total savings across the City that are a result of services provided by the Corporate Performance and Innovation programs and services. This measure is a result of Lean improvements as well as savings from the implementation of management consulting recommendations. In 2015, the total savings were a result of small Lean improvements as well as medium sized Lean projects across the City. Total costs saved were \$253,407.

Total dollar avoidance resulting from Corporate Performance and Innovation initiatives and services is defined as the total cost avoidance across the City that are a result of services provided by the Corporate Performance and Innovation programs and services. This measure is a result of Lean improvements as well as savings from the implementation of management consulting recommendations. In 2015, the total savings were a result of small Lean improvements as well as medium sized Lean projects across the City. Total costs avoided were \$215,912.

Customer Measures

City Property Tax Rate Increase from Prior Year is the increase on the average residential tax bill for the City portion only.

311 Service Level measures key service level commitment to answer 80 per cent of calls within 30 seconds or less.

311 Citizen Contact Centre First Call Resolution (FCR) measures the percentage of calls that are addressed and resolved the first time a resident calls 311 (i.e. "one and done").

Employee Measures

Employee Turnover measures the percentage of permanent City employees that leave the City every year. In 2015, staff turnover remained steady with 2014 rate at 4.1 per cent. 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 retirement. This measure does not capture temporary contract turnover, or internal transfers.

Average Total Lost Time Hours per Employee measures the actual total lost time for all employees eligible for the City's Income Replacement Program. Although there was an increase in 2014, the predicted decrease in 2015 was realized. We are anticipating a further decrease by the end of 2016 and a

continuing decline in subsequent years. Managing employee lost-time is an ongoing effort. A new dashboard monitoring system and recent training of people leaders on attendance management should assist in improving results in this area.

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 are 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 Service Level Success Rate measures the percentage of job competitions filled within the 35 to 60 day service level standard established by the Human Resources Division in 2014. In 2015, the "Time to Fill" measure was changed to "Recruitment Service Level Success Rate". This recruitment service level will be subject to review on an annual basis.

Number of Lean Process Reviews is the number of processes reviewed under the guidance of the Lean Division with a goal to be more efficient and to provide improved customer service.



Balanced Scorecard

Measures for Business Services	2013 (Actual)	2014 (Actual)	2015 (Actual)	2016 (Plan)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)
Financial:								
City's Credit Rating	AAA	AAA	AAA	AAA	AAA	AAA	AAA	AAA
Business Services' cost as a percentage of City Wide Operating Costs	4.3%	4.1%	4.2%	4.3%*	4.3%	4.2%	4.1%	3.9%
Total Investment Portfolio Average Blend Yield	3.50%	3.57%	3.10%	3.25%	3.25%	3.25%	3.50%	3.50%
Total Dollar Cost Savings Resulting from CPI initiatives and services	N/A	138,280	215,912	250,000	250,000	250,000	250,000	250,000
Total Dollar Cost Avoidance resulting from CPI initiatives and services	N/A	28,500	253,407	250,000	250,000	250,000	250,000	250,000
Customer:								
City Property Tax Rate Increase from Prior Year	6.8%	6.1%	4.0%	4.9%	Council Established Target	Council Established Target	Council Established Target	Council Established Target
311 Service Level (80% of calls answered within 30 seconds)	80%	79%	82%	81%	80%	80%	80%	80%
311 Citizen Contact Centre First Call Resolution (FCR) - Gross	83%	83%	82%	93%	90%	90%	90%	90%
Employees/Innovation:								
Employee Turnover	3.97%	4.07%	3.59%	5.5%	6.0%	6.5%	6.75%	7.00%
Average Total Lost Time Hours per Employee (all Benefit Streams)	93	95	93.6	88.9	84.5	80.3	76.29	72.48
Succession Program Participants	50	95	150	155	155	155	160	160
Internal Business Process:								
Taxes Receivable Collection Rate	96.8%	97.5%	97.6%	98%	98%	98%	98%	98%
Recruitment Service Level Success Rate	N/A	N/A	70%	75%	80%	85%	90%	90%
Number of Lean Process Reviews	N/A	2	10	15	45	45	45	45

*2013-2015 numbers have been re-stated to include Corporate Performance and Innovation



Mississauga Library

2017-2020 Business Plan
& 2017 Budget

Foreword

Mississauga City Council approved **Our Future Mississauga**, the Strategic Plan to achieve our vision over the next 40 years. The strategic vision identified five pillars for change, Move, Belong, Connect, Prosper and Green. The City consulted extensively with residents, staff and stakeholders in developing the Strategic Plan.

The City continues to engage with stakeholders about its programs and services through the City's website, social media, satisfaction surveys and more. This helps ensure citizens have input on the decisions that affect them.

The 2017-2020 Business Plan and 2017 Budget detail how and where the City plans to allocate resources to the programs and services that people rely on every day, while providing good value for taxpayers and supporting the Strategic Plan.

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Executive Summary of Mississauga Library

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

Services we provide:

The Mississauga Library System operates 18 facilities of varying sizes, including a large Central Library. These facilities provide physical spaces where the Library’s services, programs and collections can be used and accessed. For customers unable to come to the Library, arrangements can be made for delivery through its homebound service.

The Library also provides many online services and resources through its website including access to its online catalogue, downloadable and streaming collections, electronic resources and information on a range of Library services and programs.

Interesting facts about this service:

- Visitors – 4.8 million in-person visits
- Circulation – 6.3 million items loaned
- Collection – 1.2 million items available through 18 locations throughout the City

Highlights of the Business Plan include:

- The new Meadowvale Library re-opened in the redeveloped Meadowvale Community Centre
- 85 per cent of residents surveyed express overall satisfaction with Library services in Mississauga, an increase of 10 per cent from 2012

- Investment in the Library Collection has resulted in 83 per cent satisfaction by residents with the quality of materials and 79 per cent satisfaction with online services such as eBooks. These measures are a 12 to 13 per cent improvement from 2012
- Design concepts completed in 2016 for the Central Library Revitalization will inform this important initiative over the next four years
- Implementation of Self-Serve Check-out at all 18 library locations completed. Almost 70 per cent of materials now checked out by customers
- Expansion of Maker Mississauga digital learning and creativity programs and resources to over 10,000 participants in 2015 with plans to provide permanent locations over the next four years

Net Investment (000's)	2017	2018	2019	2020
Operating	26,837	27,435	27,973	28,500
Capital	1,258	6,428	11,087	6,707
Full Time Equivalent	316.6	316.6	316.6	316.6

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

The Mississauga Library System provides life-long enrichment, education and empowerment.

Mission

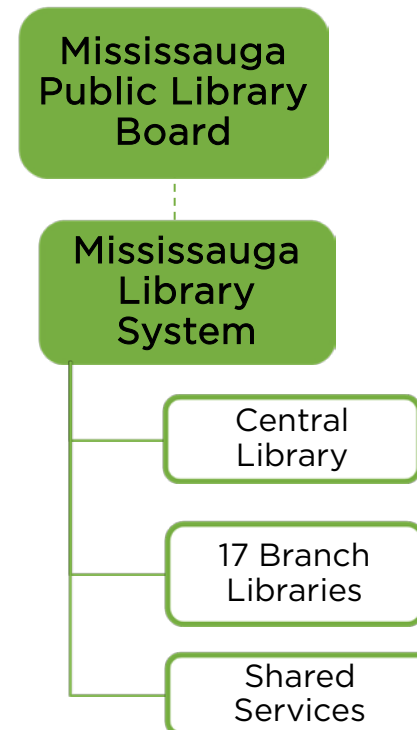
The Mississauga Library System exists to provide library services to meet the life-long informational, educational, cultural and recreational needs for all citizens.

Goals of Service

Library Services are provided through the Library Board Ends:

- To know and engage our community
- To recognize Library as a key learning institution
- To provide inspiring, welcoming and creative spaces
- To deliver service with multi-talented people changing lives
- To provide access to many resources in many ways

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

- 18 locations with a large Central Library and 17 branch locations of varying sizes provide physical spaces where the library's services, programs and collections can be used and accessed
- All libraries have public computers, free WiFi, self check-out
- Homebound Services for customers unable to come to the library

Programs and Services

- A variety of programs and services for target groups including children, youth, older adults, newcomers, families and caregivers and local businesses
- The Library reaches out to:
 - Schools (local school boards, the French school, private schools)
 - Post-secondary institutions (Sheridan College, University of Toronto Mississauga)

- Daycares
- Community agencies (Peel Literacy Guild, Museums, multicultural groups, health agencies)
- 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

- Provide 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

Achieving our Goals

Goal - To know and engage our community

- 85 per cent of residents surveyed express overall satisfaction with Library services in Mississauga (10 per cent increase from 2012)
- Created a new marketing look focused on two key themes: Discover. Learn. Create. THE LIBRARY and Discover Your Creative Space. Youthful, fun, energetic and modern it engages library in-person and online customers

Goal - To recognize Library as a key learning institution

- Library Technology Roadmap plan completed late 2015 informs how the Library plans to use technology to stimulate discovery and creativity
- Expansion of Maker Mississauga and Online Learning resources through Ministry of Tourism, Culture and Sport Technology Grant. Over 10,000 participants in Maker programs in 2015

Goal - To provide inspiring, welcoming and creative spaces

- The new Meadowvale Library re-opened in the redeveloped Meadowvale Community Centre September 2016
- Implementation of Self-Serve Check-out at all 18 library locations completed July 2015

Goal - To deliver service with multi-talented people changing lives

- Library staff delivered over 9,400 programs to 149,400 participants in 2015
- Mississauga Valley Library was an active participant at the citywide Syrian Newcomer Event held outdoors at the Mississauga Valley Community Centre. More than 300 newcomers enjoyed free food, activities and information from a wide range of City departments

- Through translators, library staff promoted the wide range of library services, programs and events to children, teens and adults
- Libraries participated in the 5th annual youth-led Rebel week in 2016, empowering youth ages 13 to 30 to get involved and make a difference within their community through music, film, the arts, culture and sport
- The Mississauga Library System hosted MCX, Mississauga Comic Expo 2016, featuring Canadian artists, exhibitors and performers along with workshops, panels, cosplay shoots, and gaming sessions

Goal - To provide access to many resources in many ways

- Collection expansion including addition of popular print materials and additional downloadable and streaming collections
- Library website homepage redesigned, improving accessibility to online catalogue and ease of navigation to library programs and services. Over 600 per cent improvement in hits
- Online catalogue customer enhancements including launch of the Library's catalogue mobile app, Author Alerts service and Text notifications to customers

Awards and Recognition

- The new Woodlands Library was nominated for both an Ontario Library Association's Library Building Award and a Mississauga Urban Design Award
- The Library celebrated the 25th Anniversary of Central Library in September 2016
- The Ontario Public Library Association's Leadership in Adult Readers' Advisory (RA) award was given to Amy Colson, Manager, Meadowvale Library. The award was presented at the RA in a Day event in October 2016
- Two Library staff received Green Belt Certification in Lean: Katharine Pryma, Manager Material Handling and Project Lead and Amanda French, Manager, Central Science and Business Department, Central Library
- Ontario Library Association 2016 Annual Super Conference – Library staff delivered presentations at the all Ontario conference on "From Lost to Found: Newcomers in Mississauga" and a poster session entry highlighting the Lean experience in new materials processing
- The Library's new marketing look won the Association of Registered Graphic Designers In-house Design Award, acknowledged at the International Design Thinkers Conference in Toronto in November 2016



Woodlands Library Exterior



Woodlands Library Interior

Trends

TECHNOLOGY	<ul style="list-style-type: none">• Technology is changing how Library services delivered• Mobile access to library services is expanding and desired by our customers• Libraries' application of technology has the potential to spur economic development
COLLECTION	<ul style="list-style-type: none">• Demand for multiple formats and languages is growing
SPACES	<ul style="list-style-type: none">• Residential intensification is changing demands• Strengthening role of Libraries as community hubs to improve a community's quality of life
PEOPLE	<ul style="list-style-type: none">• Changing role of staff is occurring within the Library's evolving service delivery



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Lakeview Library Interior

Opportunities

Customer Holds - Cycle Time Review

Customer borrowing activity of the Library's collection is the foundation of library services. With a collection of over a million items and 18 locations, getting library materials into the hands of customers is both a priority and a complex process.

Customers are able to reserve library materials online and request items be sent to a preferred library location for pick up.

A review in 2015 of the processes surrounding the placing and filling of customer holds for library materials resulted in significant customer service improvements and operational efficiencies.

Key Outcomes

- Turnaround time to fill customer holds requests shortened by 22 per cent
- Average fill time now 12 hours earlier than previous cycle time
- 80 per cent holds requests now filled 19 hours faster



Can Stock Photo

The 2017-2020 Business Plan Outlook

Planning for our Future

Over the next four years exploration of a number of future initiatives will be undertaken by the Library.

Library Future Directions Master Plan

- Five-year review will be undertaken during the 2017-2020 business plan period

Express Libraries

- Expand library service points by offering self-service options known as 'express' libraries
- Provide library service in intensifying and/or high traffic areas that are convenient for library users

Expand Online Learning Opportunities

- Develop online tutorials for library services to help customers use the library better
- Provide customers with help for some technology tools
- Host online courses with colleges and universities
- An expanded exam proctoring service could also be developed

Canada 150 Celebration

- The Library is actively involved in the planning and preparation for Mississauga's 2017 celebration of Canada's 150th birthday
- One Book, One Community

Optimizing the Use of Technology

The Library continues to use technology to advance services to customers and provide them opportunities to interact with the library and access services and resources.

The Library's Technology Roadmap provides a strategic framework to balance service delivery through traditional and virtual means. The goal of the plan is to stimulate discovery and creativity through technology. The Roadmap is the Library's commitment to implement innovative technologies that improve convenience, open doors and expand horizons for Mississauga residents and supports several of the Library Board Ends.

The following initiatives have 2017-2019 Technology impacts and represent major components of the Library Technology plan.



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Library Website Redevelopment

GOAL

Know and engage our community.

Provide access to many resources in many ways.

INITIATIVE

- Provide a mobile-friendly full-service website that provides an accessible and interactive customer experience
- The Library's website serves as a digital branch for access to a wide range of collections, information databases and customer account activities
- 2016-2017 – Redevelopment of Library website a key component of the City's Web Modernization Project

Digital Hub & Maker Spaces

GOALS

Recognize the Library as a key learning institution.

Provide inspiring, welcoming and creative spaces.

Provide access to many resources in many ways.

INITIATIVE

- Enables the Library to advance STEAM (science, technology, engineering, art and math) opportunities and programming
- Builds on existing highly successful mobile maker programs launched in 2014
- In 2016 additional maker equipment provided including digital cameras and supplies, fabric steamers and sewing machines, 3D printers, MacBook Pro, Minecraft licences
- 2017-2019 – Expansion of digital equipment, services and programs as part of the development of permanent maker spaces at Burnhamthorpe and Courtneypark libraries



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Automated Materials Handling & Sortation

GOAL

To provide access to many resources in many ways.

INITIATIVE

- Automate customer check-in of library materials and provide sorting machines to direct library materials for shelving or relocation
- Enhanced customer initiative, making materials available for borrowing more quickly and updating customer accounts
- Reduce labour intensive tasks of manually sorting materials
- Automated materials handling will be introduced at large library locations, including Central Library where the volume of returns would result in a suitable return on investment
- 2016 – Multi-year funding (2016-2019) approved by Council for phased implementation

Library Collection Strategy

GOAL

Know and engage our community.

Provide access to many resources in many ways.

INITIATIVE

- Expansion of a balanced Library collection with multiple formats to meet customer expectations
- Focus on building e-collections and e-resources
- Continue to grow the Library's collection towards target of \$4.25 materials expenditure per capita
- Over the last four-year business plan, investment in the collection towards this goal has improved the expenditure per capita from \$3.25 to \$3.44 per capita
- As the majority of the publishing industry is based in the United States of America (USA), funding has been provided to offset the low Canadian dollar



Maintaining Our Infrastructure

The following initiatives are key to the Library maintaining inspiring, accessible, creative spaces for customers.

Central Library Redevelopment

GOALS

Know and engage our community.

To recognize Library as a key learning institution.

To provide inspiring, welcoming and creative spaces.

INITIATIVE

- Central Library is 25 years old and requires significant facility component lifecycle replacement
- Population growth in the downtown area including large increases in families with young children, has impacted the use of space and service delivery
- Current public space footprint not sufficient to serve all areas of the City
- Includes development of a digital innovation centre for the entire City that will foster a culture of learning, discovery and entrepreneurship
- Will allow for expanded strategic partnerships with Culture and Economic Development
- 2013 – Feasibility Study completed recommending structural and accessibility changes, and space utilization options
- 2014 – Library's Future Directions Master Plan recommends implementation of the study findings
- 2016 – Multi-year funding (2016-2020) approved by Council to build on the feasibility study, develop design options and construction

Digital Hub & Maker Spaces

GOALS

To recognize the Library as a key learning institution.

To provide inspiring, welcoming and creative spaces.

To provide access to many resources in many ways.

INITIATIVE

- Repurpose existing library spaces to provide dedicated spaces for digital literacy opportunities, resources and programs
- Creative spaces to house computers, electronics, recording equipment and for users to share supplies, skills, ideas and work together
- These spaces an extension of the successful mobile Maker Mississauga initiative
- 2014 – Launch of Maker Mississauga mobile program and services with 10,000 participants
- 2015-2016 – Expanded program and equipment offerings to all library locations
- 2017-2019 – Development of a Digital Hub in the Central Library and permanent maker spaces at Burnhamthorpe and Courteneypark libraries

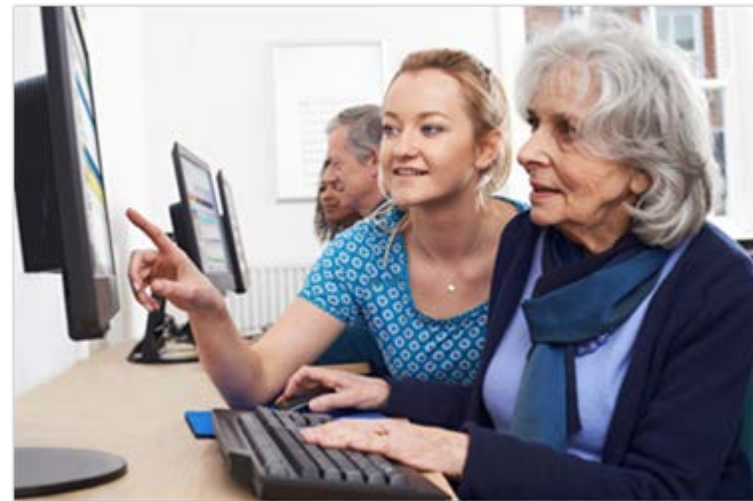
Managing Our Human Resources

GOAL

Deliver service with multi-talented people changing lives.

INITIATIVES

- Leverage talent management, succession planning and staff development to address changing priorities and future vacancies
- Staff Conference September 2016: 775 library staff attendees in 30 informative and innovative sessions over four days
- Library Lean Certifications
 - Green Belt – Two
 - White Belt – 43



Can Stock Photo

Linkages to the City's Strategic Plan

The Library's major initiatives over the next four years support the City's Strategic Pillars.

belong - ensuring youth, older adults and new immigrants thrive

- Central Library Revitalization
- Maker Spaces
- Collection Expansion

connect - completing our neighbourhoods

- Central Library Revitalization
- Technology Investments – Digital Hub
- Collection Expansion

prosper - cultivating creative and innovative businesses

- Central Library Revitalization
- Maker Spaces

green - living green

- Withdrawn library items are given to the Friends of the Library (FOL) for their book sales. Through these sales hundreds of thousands of books have been distributed back into the community and out of landfills over the years



Engaging Our Customers

WHO are our customers?

- Families with children
- School aged children
- Youth/teens
- Millennials
- Adults
- Older adults (particularly women)
- New immigrants and ESL residents
- At risk and vulnerable residents
- Small business owners and entrepreneurs
- Community groups, school boards, service providers and associations

HOW do we communicate with them?

- Word of mouth
- Media and print
- Telephone
- In-house flyers, posters and brochures
- Website
- Digital channels
- Email and social media
- Programs and services
- Speakers bureau and outreach events
- Library Board engages through eports, monthly meetings, town halls and website

HOW do our customers communicate with us?

- Point of contact word of mouth
- Comment forms available at all libraries
- Program evaluation forms (onsite reviews)
- Customer satisfaction surveys
- Purchase suggestion forms
- Social media

- Email (generic and staff addresses)
- Telephone
- Exit interviews

WHAT are our customers saying?

2015 Environics, over eight in 10 residents (85 per cent, up 10 points from 2012) are satisfied with the library services in Mississauga.

- 83 per cent satisfied with Quality of Books (up 12 per cent from 2012)
- 79 per cent satisfied with Online Services such as eBooks (up 13 per cent from 2012)
- Convenience with locations 85 per cent satisfied
- Customer Service 85 per cent satisfied
- Library programs 79 per cent satisfied

The Library receives thousands of comment forms each year from members discussing collections, services, programs, local library facilities and our staff. These not only provide a voice to our members but allows their participation with the Library. And the many positive comments are a barometer of how we are doing.



Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2017-2020 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 2016 was \$25.9 million and the proposed budget for 2017 is \$26.8 million.

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for the Library service is an increase of \$1,006,000 for 2017.

Highlights of the proposed budget changes include:

- Labour costs projected to increase by \$695,000 including adjustments for cost of living
- Increase of \$287,000 to the Collection materials budget to offset the impact of the US exchange rate on the purchase of library materials
- Increase of \$26,000 net impact of utility increase and school board administration fee budget transfer

Efficiencies and Cost Savings

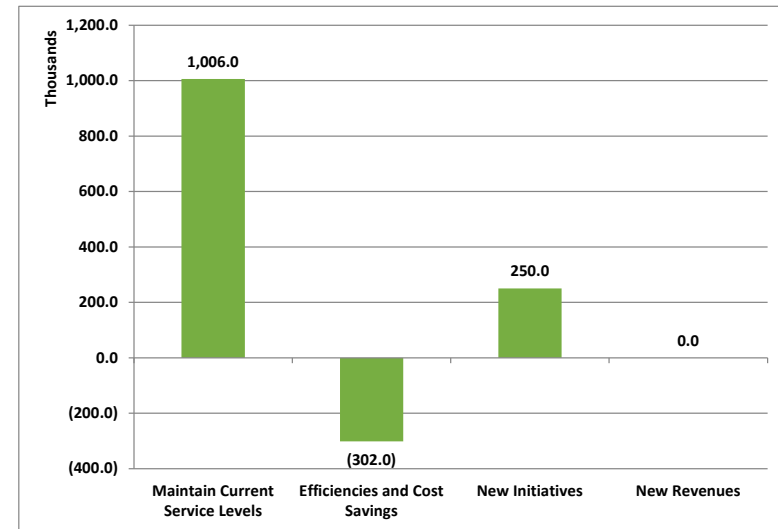
A reduction of \$302,000 reflects operating savings resulting from:

- Elimination of the Meadowvale Library lease \$275,000
- Savings in utilities of \$27,000

Proposed New Initiatives

The addition of \$250,000 in 2017 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

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2017-2020, the 2016 Budget as well as 2015 Actuals by program within the service area.

Proposed Budget by Program

Description	2015 Actuals (\$000's)	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Expenditures to Deliver Current Services						
Central Library Services	4,306	4,956	5,049	5,160	5,268	5,376
Library Support Services	9,539	9,487	9,570	9,679	9,841	10,006
Public Services	12,579	13,389	13,917	14,194	14,463	14,717
Total Expenditures	26,424	27,832	28,536	29,034	29,572	30,099
Revenues	(2,022)	(1,949)	(1,949)	(1,949)	(1,949)	(1,949)
Transfers From Reserves and Reserve Funds	0	0	0	0	0	0
New Initiatives and New Revenues			250	350	350	350
Proposed Net Budget Including New Initiatives & New Revenues	24,403	25,883	26,837	27,435	27,973	28,500
Expenditures Budget - Changes by Year			3%	2%	2%	2%
Proposed Net Budget - Changes by Year			4%	2%	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.

Description	2016 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	2017 Proposed Budget (\$000's)	\$ Change Over 2016	% Change Over 2016
Labour and Benefits	21,428	695	0	0	0	0	0	22,123	695	3%
Operational Costs	5,989	296	(302)	0	0	250	0	6,234	244	4%
Facility, IT and Support	414	16	0	0	0	0	0	429	16	4%
Total Gross	27,832	1,006	(302)	0	0	250	0	28,786	955	3%
Total Revenues	(1,949)	0	0	0	0	0	0	(1,949)	0	0%
Total Net Expenditure	25,883	1,006	(302)	0	0	250	0	26,837	955	4%

Summary of Proposed 2017 Budget and 2018-2020 Forecast

Description	2016 Approved Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Labour and Benefits	21,428	22,123	22,576	23,020	23,443
Operational Costs	5,989	6,234	6,378	6,472	6,575
Facility, IT and Support	414	429	430	431	431
Total Gross	27,832	28,786	29,384	29,922	30,449
Total Revenues	(1,949)	(1,949)	(1,949)	(1,949)	(1,949)
Total Net Expenditure	25,883	26,837	27,435	27,973	28,500

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	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
Labour and Benefits	21,428	22,123	695	Increase Reflects Labour Adjustments and Other Fringe Benefit Changes
Administration and Support Costs	414	429	16	IT Allocation Increase
Advertising & Promotions	48	48	0	
Communication Costs	9	9	0	
Contractor & Professional Services	10	10	0	
Debt	0	0	0	
Equipment Costs & Maintenance Agreements	67	67	0	
Finance Other	53	53	0	
Materials, Supplies & Other Services	3,514	3,800	287	Increased Pressure on Collections from US Dollar
Occupancy & City Costs	2,093	1,801	(291)	\$46 Net Utility Increases (\$275) Meadowdale Library Lease Reduction (\$63) School Board Admin Fee Budget transferred to Recreation
Staff Development	86	86	0	
Transfers To Reserves and Reserve Funds	63	63	0	
Transportation Costs	48	47	(1)	Diesel Decrease
Subtotal - Other Operating	6,403	6,413	10	
Total Revenues	(1,949)	(1,949)	0	
Subtotal - Revenues	(1,949)	(1,949)	0	
Total	25,883	26,587	705	

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 #	2017 FTE Impact	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2017 to 2020 FTE Impact	2017 to 2020 Capital (\$000's)
New Initiative								
Library Collections Strategy	2452	0.0	250	350	350	350	0.0	0
Total New Initiative		0.0	250	350	350	350	0.0	0.0
Total New Initiatives and New Revenues		0.0	250	350	350	350	0.0	0.0

Note: Numbers may not balance due to rounding.

Proposed Initiative	Department	Service Area
Library Collections Strategy	Community Services Department	Mississauga Library

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	250.0	350.0	350.0	350.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	250.0	350.0	350.0	350.0
* Net Change in \$		100.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & 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.

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 \$3.26 to \$4.25 per capita in five years (2019).

2016 is year two of five-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 five per cent 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	2016	2017	2018	2019	2020
Central Library Services	71.2	71.2	71.2	71.2	71.2
Library Support Services	40.0	40.0	40.0	40.0	40.0
Public Services	205.4	205.4	205.4	205.4	205.4
Total Service Distribution	316.6	316.6	316.6	316.6	316.6

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 or the capital forecast.

Proposed 2017-2026 Capital Budget by Program

Program Expenditures	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021- 2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
Library Buildings	999	6,169	10,962	6,562	570	25,261
Library Materials & Equipment	259	259	126	145	960	1,748
Total	1,258	6,428	11,087	6,707	1,530	27,009

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

2017-2026 Capital Forecast Highlights include the following:

- 2017-2020** Central Library Redevelopment
- Automated Material Handling and Sortation
- Dedicated Maker Spaces
- Public Furniture and Equipment Lifecycle Replacement
- Library Future Directions Master Plan Review

Proposed 2017-2026 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion for each year of the proposed 2017-2020 Business Plan and the 2017 Budget and consolidated forecast for 2021-2026.

Funding	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
Other	130	0	0	0	130	260
Tax	928	928	3,887	6,707	1,240	13,689
Debt	200	5,500	7,200	0	160	13,060
Total	1,258	6,428	11,087	6,707	1,530	27,009

Note: Numbers may not balance due to rounding. □

Proposed 2017 Capital Budget Detail

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

Program: Library Buildings

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMLS00042	Library Master Plan	130	0	130	Reserve for General Contingency
CMLS00046	Makerspace Mississauga	195	0	195	Tax -Capital Reserve Fund
CMLS00054	Self Serve Technology-Automated Materials	423	0	423	Tax -Capital Reserve Fund
CMLS00059	Central Library Redevelopment	200	0	200	Tax -Debt-Other
CMLS00083	Renovations to Various Locations	52	0	52	Tax -Capital Reserve Fund
Total		999	0	999	

Program: Library Materials & Equipment

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMLS00019	Public Use Furniture and Equipment	259	0	259	Tax -Capital Reserve Fund
Total		259	0	259	

Note: Numbers may not balance due to rounding.

Proposed 2018 -2020 Capital Budget by Sub-Program

The following tables provide a listing of capital forecast by sub-program for 2018 -2020.

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Library Buildings			
LIB Renovations	6,169	10,962	6,562
Subtotal	6,169	10,962	6,562

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Library Materials & Equipment			
LIB Programme Equipment Replacement	259	126	145
Subtotal	259	126	145
Total Expenditures	6,428	11,087	6,707

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

Performance Measures

The Library's balanced scorecard identifies measures in four key areas of the service area'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 Collection Strategy focusses on investing in this area to improve this measure. At \$3.44 per capita (2015), this measure remains the lowest amongst national comparator libraries. The 2017-2020 business plan includes increased collection funding 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. In recent years the trend has seen increases 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 2015 survey for the Library were 67.5 per cent with the City's overall satisfaction at 64.3 per cent.

Business Processes Measures

Space per capita remains at 0.46 square feet per capita through the course of this plan. The library system as a whole is slightly under the provision standard.



Dreamtimes.com

Balanced Scorecard

Measures for Mississauga Library	2013 (Actual)	2014 (Actual)	2015 (Actual)	2016 (Plan)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)
Financial:								
Expenditure per Capita	\$34.94	\$34.37	\$34.50	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
Expenditure per Capita – library materials	\$3.26	\$3.16	\$3.44	\$3.78	\$4.12	\$4.26	\$4.26	\$4.26
Customer:								
Visits	4,577	4,530	4,758	4,829	4,902	4,975	5,050	5,126
Circulation	6,612	6,071	6,386	6,514	6,644	6,777	6,912	7,051
In-Library Use of Materials	1,373	1,517	1,490	1,416	1,345	1,277	1,214	1,153
Reference Inquiries	223	210	213	202	192	183	173	165
Computer Use	574	599	646	659	672	686	699	713
Electronic Uses (visits to website)	903	794	839	847	856	864	873	882
Electronic Uses (visits to online catalogue)	NA	2,498	2,497	2,522	2,547	2,573	2,598	2,624
Program Attendance	148	149	149	152	155	158	161	165
Employees/Innovation:								
Employee satisfaction – grand average	NA	NA	67.5	N/A	N/A	68.9	NA	NA
Internal Business Process:								
Collection size (000's)	1,266	1,252	1,166	1,303	1,329	1,355	1,382	1,410
Space per Capita	0.54	0.46	0.46	0.46	0.46	0.46	0.46	0.46



Recreation

2017-2020 Business Plan
& 2017 Budget

Foreword

Mississauga City Council approved **Our Future Mississauga**, the Strategic Plan to achieve our vision over the next 40 years. The strategic vision identified five pillars for change, Move, Belong, Connect, Prosper and Green. The City consulted extensively with residents, staff and stakeholders in developing the Strategic Plan.

The City continues to engage with stakeholders about its programs and services through the City's website, social media, satisfaction surveys and more. This helps ensure citizens have input on the decisions that affect them.

The 2017-2020 Business Plan and 2017 Budget detail how and where the City plans to allocate resources to the programs and services that people rely on every day, while providing good value for taxpayers and supporting the Strategic Plan.

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Executive Summary of Recreation

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

Services we provide:

The Recreation Division connects citizens, staff and Mississauga communities to one another through programming, infrastructure and recreational opportunities. The Division prides itself on identifying the diverse needs of residents within Mississauga communities, and builds its service mix in response to those needs.

The Recreation Division provides service to residents and customers through the following structures:

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

Interesting facts about this service:

- 12,000,000 visits a year to Recreation facilities
- Over 166,000 yearly programming hours
- 38,300 yearly hours of Arena rentals
- 155,000 yearly hours of Meeting Room rentals
- Over 72,000 Golf rounds a year
- Over 52,000 Active Memberships

- In 2015, 150 Community-led Celebrations that engage over 650,000 residents
- 45,000 Youth attending after school drop-in sessions

Highlights of the Business Plan include:

- Continued planning and evaluation of our Lines of Business through Lean, business efficiencies and quality improvement initiatives
- Dedication to providing fiscally responsible programs and services which maximize the utilization of existing facilities and infrastructure
- Commitment to providing inclusive programs and services to complement Mississauga's diverse and aging population demographics
- Source, identify and implement technology that will improve customer service, business data needs, and financial reporting

Net Investment (000's)	2017	2018	2019	2020
Operating	25,250	25,789	26,515	27,697
Capital	12,728	16,874	19,045	15,198
Full Time Equivalents	787.7	787.7	800.3	800.3

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

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.

Goals of Service

Increasing participation levels and customer retention are the key measures of success in our Division's ability to respond to the needs of the community. It is important that our offerings continue to be inclusive, high quality, innovative and fiscally responsible. In addition to this the Division strives to:

1. Position Recreation as essential to quality of life in Mississauga
2. Improve resident physical literacy and active lifestyles
3. Advance the ability of Mississauga to attract major sporting events and festivals
4. Strengthen neighbourhoods by supporting residents and community organizations to enhance opportunities for participation in recreation and sport

Service Delivery Model



Achieving our Goals

Each service area of Recreation plays an integral role in keeping Mississauga healthy, active and connected to achieve the division's goals. Recreation's alignment reflects the need to focus on direct delivery of services, facility operations and the business support service areas integral to achieving divisional goals: Namely, technology, customer service, marketing and business planning and development.

District Recreation Services

- Deliver registration and drop-in recreation/community programming 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



Floor hockey, one of many programs offered at our facilities

Awards and Recognition

Recreation maintains an extensive network of recreation facilities well distributed throughout the City. Through these public spaces, Recreation delivers a large complement of community programs and services to local residents, while encouraging and facilitating other agencies, organizations, private sector and volunteer groups to rent space in which they can operate their own programs, host meetings and private functions. In addition to the successful core services provided by the Division each year, 2015-16 was a special year for Recreation highlighted by the following achievements:

- 80 per cent of residents surveyed express overall satisfaction with recreation services provided (up seven per cent from 2012)
- After a \$37 million capital improvement project, Meadowvale Community Centre re-opened its doors in September of 2016
- Over 3,500 young athletes competed in August in Mississauga at the Ontario Summer Games; the largest multi-sport event in Ontario



Hosting multi-discipline sport events that showcase Mississauga's premiere facilities and parks

- The implementation of the design phase for the Churchill Meadows Community Centre began in early 2016



Recreation manages the relationship with community sports groups, through field allocation and supporting their bids for event hosting

- Community Services in partnership with PDSB, hosted a welcome event to connect newcomer families from Syria to City programs. With over 600 people in attendance, we successfully processed 51 Active Assist applications
- The 2016 Older Adult Expo at the Mississauga Sport Zone, hosted 2,600 Older Adults from across the City and attracted 47 vendors and four sponsors

Existing Service Levels, Trends and Efficiencies

Recreation has 11 major community centres and 12 minor centres; 13 arenas; 11 indoor pools (two shared with local school board); seven outdoor pools; 229 soccer fields and 125 ball diamonds.



Recreation is committed to offering programs and services to meet the needs of Mississauga residents

The Future Directions Recreation Master Plan focuses on the following six areas deemed to be the most significant priorities for Recreation to address over the next five years.

- Growth & Intensification
- Access & Inclusion to recreation for all residents
- Aging Demographics
- Maximizing Utilization of Existing Infrastructure & Services
- Positioning Recreation as Essential to Quality of Life
- Sport & Athletic Development

Increasing participation levels and customer retention are the key measures of success in our Division's ability to respond to the needs of the community. It is important that our offerings continue to be inclusive, high quality, innovative and fiscally responsible in the face of Mississauga's changing economic and demographic landscape.

Recreation Division in 2015 - 16

Recreation Infrastructure

- 11 Major Community Centres
- 1 Multi-Purpose Sport Complex
- 25 Ice Pads
- 2 Golf Courses
- 5 Indoor Therapeutic Pools
- 11 Indoor Recreation Pools
- 7 Outdoor Pools
- 15 Concession Locations

Engaging Citizens

- 12,000,000 Visits to our Facilities
- 166,000 Programming Hours
- 38,300 Hours of Arena Rentals
- 155,000 Hours of Room Rentals
- 72,700 Golf Rounds
- 52,019 Active Memberships
- 150 Community-led Celebrations that engaged over 650,000 residents
- 45,000 Youth attending after school drop-in sessions

Recreation trends, threats and opportunities

The growth and diversification of Mississauga's residents has changed the way the Recreation Division staffs, programs, and develops infrastructure. Along with population growth, recent years have seen aging Recreation infrastructure edge closer and closer toward its lifecycle while most divisions, including Recreation, have found difficulty funding infrastructure reinvestment.

Key Recreation Trends & Threats

Changing Demographics – and the need for more inclusive, diverse and responsive services

Affordability of Services – Balance between affordability, access and cost recovery in the face of rising labor and operating costs

Evolving Customer Expectations – the ability to serve while simultaneously streamlining resources and ensuring quality with value

Aging Infrastructure – Recreation infrastructure edges closer toward its lifecycle while funding infrastructure reinvestment has proven difficult

Aging Population – ensuring Recreation meets the need of the increasingly aging Mississauga population with targeted programming and space allocation

Private Competition – competing against private offerings, including moving toward more mobile and digital access of information and registrations

The Recreation Division is structured to identify trends like those mentioned, and proactively respond to them by diversifying offerings, forecasting growth and Recreation needs, as well as continuing to streamline operations in efforts to divert as much funding as possible toward program delivery, growth, and maintaining our infrastructure.

Future Opportunities for the Division

Innovation and continuous improvement are footholds of Recreation excellence. In future the following opportunities are identified for the division to take advantage of:

- Development of programs and services for an aging population and working toward an age friendly designation
- Metrics and Line of Business Plans that quantify the benefits of Recreation as an essential service
- Technology investment in mobile self-service and IOS friendly options for customers
- Leverage additional funding through Recreation partnership opportunities
- Engaged resident population and actively involved community groups
- The continued development of a quality management framework which ensures ongoing compliance of all processes and an improved customer experience

The 2017-2020 Business Plan Outlook

Planning for the Future

Mitigating Threats and Seizing Opportunities

The Recreation Division prides itself on planning for the future, and adapting to current trends, situations and opportunities. Through the 2017-2020 Business Plan, Recreation has requested investments that further solidify some of our great strengths and achievements, which include:

- Positive customer satisfaction rates from Environics
- Effective cross-departmental and community partnerships
- Organizational alignment to support ongoing initiative advancement
- Effective alignment to Community needs and the Strategic Pillars through the Future Direction Master Plan, Sport Plan, Sport Tourism Plan, Youth Strategy and Older Adult Plan



Mississauga Sport League - Dodgeball at the Sports Complex

Recreation is absolutely committed to fiscal responsibility as evidenced by our continued and successful participation in the yearly cost containment exercises where we have identified more than \$2 million in budget cuts over the past four business planning cycles. Considering that, a major challenge for Recreation, and all Service Areas in the City, in recent years has been keeping up with the age of our infrastructure. When considering the development climate of Mississauga, and our commitment to efficiency and financial responsibility, capital and operating funding for infrastructure reinvestment is at a premium.

Strategic Priorities

Alongside providing our core services to residents and customers, Recreation is constantly striving for excellence in service delivery, fiscal responsibility, quality improvement, and customer satisfaction. This is evident through the Division's commitment to the following over the course of the Business Plan:

- Metrics and Line of Business Plans to inform a balance between providing the right services, affordability and cost recovery
- Ongoing commitment to Lean and Quality Management of our programs to streamline resources and ensure value
- Optimizing the use of technology to link our systems, inform lifecycle and enhance our Customer Service
- Maximizing the utilization of existing infrastructure and services through identified new facilities, redevelopments and investment in program equipment

Optimizing the Use of Technology

Recreation has shown flexibility to adapt to the changing frontier of technology and the internet. The Division has also proven its ability to adapt to the technological demands of modern Mississauga residents while maintaining the front-line service expectation that many residents appreciate at our facilities.



Digital wayfinding sign for Huron Park Community Centre

The following outline the contents on our IT road map and positions us for a modern and technologically advanced future:

- 1) **CLASS Replacement** – Recreation is in the process of replacing its registration, programming and facility scheduling software which is anticipated to be implemented in 2018.
- 2) **Real-Time Chat** – Recreation has requested funding to support a new initiative that allows customers on Recreation's websites to seek help, and immediately begin

an electronic chat dialogue with a customer service representative. This is tentatively scheduled for implementation in 2017.

- 3) **Recreation Mobile App** – It is anticipated by 2019, that Recreation will have successfully adapted to the mobile software development trend and begin to operate a fully functioning and dynamic mobile application for Recreation offerings and services.
- 4) **Next Generation Digital Signage** – by the end of 2019, significant strides will be made by Recreation on the lifecycle replacement of digital signage across the City including network enhancements and potential partnerships with media companies and other private entities.

Maintaining Our Infrastructure

The Recreation Division manages and operates; 11 major community centres, 25 ice pads, 1 multi-purpose sports complex, 11 indoor pools and seven outdoor pools, two golf courses, as well as 15 concession locations and 2 banquet facilities. In addition to this, Recreation collaborates closely with the Parks and Forestry Division to permit the use of outdoor sports field and park rentals.

The redevelopment of Meadowvale Community Centre was recently completed and includes the co-location of the Meadowvale library, a new therapy pool, gymnasium and expanded fitness centre.

To ensure our Recreation facilities and equipment are safe, well maintained and meet the needs of our residents the following facility and infrastructure priorities will include:

- The development of Churchill Meadows Community Centre
- Lifecycle replacement of facility program, vehicles and equipment

- Harding Estate noise abatement measures that balance guest enjoyment with impact on the neighbouring residents
- Recreation Future Directions Master Plan and Cooksville Community pre study that will provide the division with recommendations on the utilization of public recreation facilities and infrastructure

Managing Our Human Resources

Recreation uses a combination of full-time, part-time, and contract staff, as well as partners and volunteers to deliver high quality Recreation services to residents and customers.

Recreation continues to invest in people to better align staff resources with the diversity of Mississauga. Re-opening Meadowvale Community Centre, converting a full-time web assistant, and reducing complements to reverse the Ontario Summer Games are all present in this Business Planning ask.



Engaging our customers

Recreation is a high profile and valued City service by Mississauga residents. In 2015, the Recreation Division attracted over 12 million visitors to all of its facilities and offered almost two hundred thousand hours of programming along with countless hours of access to fitness centres, gymnasiums, and indoor and outdoor pools. The diverse range of programs and services offered are enjoyed and valued by residents of all age cohorts, regardless of ability, language preference and ethnicity.

Recreation continues to reach residents with relevant information about programs, services and facilities through:

- Informative and easy to use Recreation website and Facebook pages
- Monthly Recreation e-news, allowing the division to communicate key programming information as well as inform recipients of closures and other important information
- Regular e-evaluation program online surveys administered at the end of each program session, allowing customers to rate their experience and opinions



Mississauga Valleys Community Centre Fitness Staff

Linkages to the City's Strategic Plan

Recreation and its business plan is currently aligned to the Strategic vision for the City of Mississauga in the following ways.

belong - ensuring youth, older adults and new immigrants thrive

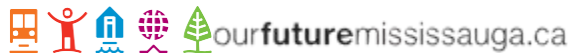
Recreation is committed to and feels vital in helping residents feel they belong in Mississauga. The existing free-to-use Recreation infrastructure is an example of this commitment. In the 2017-2020 Business Plan, alongside the re-opening of Meadowvale Community Centre, Recreation has requested funding for an Older Adult Centre (2017) and Churchill Meadows Activity Centre (2018).

connect - completing our neighbourhoods

The division is critically involved in community building in all areas of Mississauga, and the programs, services and partnerships provided by Recreation play a significant role in ensuring residents feel connected to each other and their neighbourhoods.

green - living green

Maximizing the use of technology to support environmentally friendly initiatives is a crucial aspect of Recreation's future. Examples of Recreation's commitment to living green in this Business Plan are the installation of energy efficient lighting at facilities across the City, phasing out the printed version of the Active Guide, and our dedication to the Green Leaders program which has shown that leaders pushing incremental change toward environmental sustainability can have a profound effect on behaviour.



Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2017-2020 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 2016 was \$23.4 million and the proposed budget for 2017 is \$25.3 million.

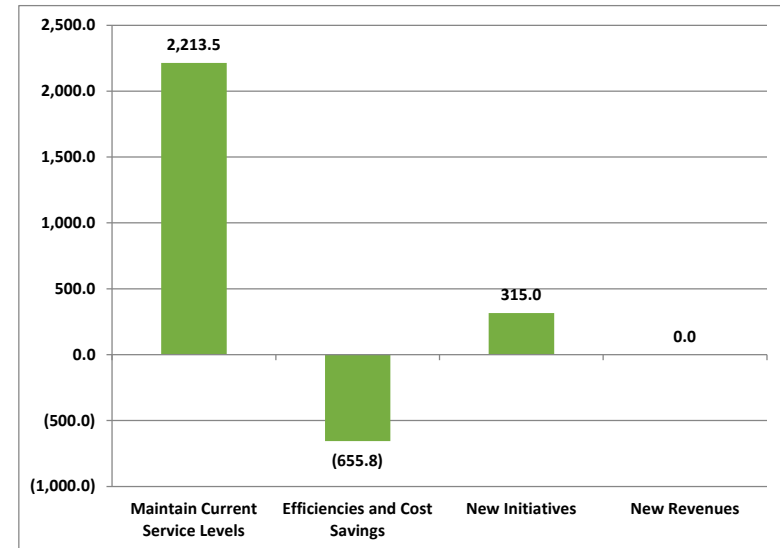
Total Changes to Operating Budget

The net operating impact of the 2017 proposed budget for the Recreation Division is an increase of \$1,873,000.

Highlights of the proposed budget changes are:

- Labour costs are projected to increase \$1.3 million and reflects economic adjustment increases, labour adjustments and other fringe benefit changes
- Utility cost increases of hydro and Water is \$864,000
- Increase of \$203,000 to operationalize the full year of Meadowvale Community Centre's reopening
- \$315,000 has been identified as an increase required for the relocation of the Square One Older Adult Centre
- Recreation has also identified \$655,800 in efficiencies to our budget

Proposed Changes to 2017 Net Operating Budget by Category (000's)



Operating

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2017-2020, the 2016 budget, as well as 2015 actuals by major program within the service area as well as by major expenditure and revenue category.

Proposed Budget by Program

Description	2015 Actuals (\$000's)	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Expenditures to Deliver Current Services						
Aquatics Fitness Therapeutic Programs	9,526	10,269	10,920	11,384	11,530	11,693
Hershey Centre	9,122	8,887	9,346	9,424	9,492	9,572
Divisional Support Services	9,606	12,296	10,885	10,525	10,192	9,810
Recreation Facilities & Programs	39,717	39,641	41,870	42,562	43,229	43,939
Total Expenditures	67,970	71,094	73,022	73,895	74,444	75,014
Revenues	(46,691)	(47,716)	(48,086)	(48,421)	(48,421)	(48,421)
Transfers From Reserves and Reserve Funds	(1)	0	0	0	0	0
New Initiatives and New Revenues			315	315	492	1,105
Proposed Net Budget Including New Initiatives & New Revenues	21,278	23,377	25,250	25,789	26,515	27,697
Expenditures Budget - Changes by Year			3%	1%	1%	1%
Proposed Net Budget - Changes by Year			8%	2%	3%	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	2016 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	2017 Proposed Budget (\$000's)	\$ Change Over 2016	% Change Over 2016
Labour and Benefits	45,848	1,319	(76)	797	0	0	0	47,889	2,040	4%
Operational Costs	25,284	(505)	287	64	0	315	0	25,446	162	1%
Facility, IT and Support Costs	(39)	41	0	0	0	0	0	2	41	(106%)
Total Gross Expenditures	71,094	856	210	862	0	315	0	73,337	2,243	3%
Total Revenues	(47,716)	1,056	(866)	(560)	0	0	0	(48,086)	(370)	1%
Total Net Expenditure	23,377	1,912	(656)	302	0	315	0	25,250	1,873	8%

Summary of Proposed 2017 Budget and 2018-2020 Forecast

Description	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Labour and Benefits	45,848	47,889	48,820	49,885	51,786
Operational Costs	25,284	25,446	25,402	25,385	25,605
Facility, IT and Support Costs	(39)	2	(13)	(25)	(41)
Total Gross Expenditures	71,094	73,337	74,210	75,244	77,350
Total Revenues	(47,716)	(48,086)	(48,421)	(48,729)	(49,653)
Total Net Expenditure	23,377	25,250	25,789	26,515	27,697

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	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
Labour and Benefits	45,848	47,889	2,040	Increase/Decrease Reflects Labour Adjustments and Other Fringe Benefit Changes, Opening of Meadowdale Community Centre and Increased Programming, offset by increased revenue
Administration and Support Costs	(39)	2	41	\$91 Custodial Cost Increases (\$50) Garry W. Morden Allocation to Fire
Advertising & Promotions	556	456	(99)	(\$70) Reduction in printing costs due to online innovation (\$29) Various small efficiencies throughout the division
Communication Costs	124	123	(1)	
Contractor & Professional Services	6,812	7,601	789	\$700 Higher food service volumes, fully offset by additional revenues
Equipment Costs & Maintenance Agreements	770	687	(83)	(\$50) Reversal of 2016 Ontario Summer Games (\$33) Various savings and efficiencies throughout the Division
Finance Other	847	847	(0)	
Materials, Supplies & Other Services	4,400	3,740	(660)	(\$673) Reversal of 2016 Ontario Summer Games
Occupancy & City Costs	11,046	11,122	76	\$864 in Hydro Increases, slightly offset by (\$240) savings in fuel (\$643) Reverse 2016 Ontario Summer Games
Staff Development	111	112	1	
Transfers To Reserves and Reserve Funds	90	60	(30)	
Transportation Costs	529	383	(147)	(\$160) Reversal of 2016 Ontario Summer Games
Subtotal - Other Operating	25,245	25,133	(112)	
Total Revenues	(47,716)	(48,086)	(370)	\$1,681 Reversal of 2016 Ontario Summer Games (\$805) Increase in food services revenue partially offset by operating costs (\$560) Re-opening of Meadowdale Community Centre (\$500) Program Fee and Rental Rate Increase (\$238) Increased program volume \$52 Various revenue pressures, offset by decreased costs
Subtotal - Revenues	(47,716)	(48,086)	(370)	
Total	23,377	24,935	1,558	

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 #	2017 FTE Impact	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2017 to 2020 FTE Impact	2017 to 2020 Capital (\$000's)
New Initiative								
Square One Older Adult Centre Relocation	2545	0.0	315	315	315	315	0.0	0
Churchill Meadows Community Centre	2546	0.0	0	0	177	790	12.6	39,420
Total New Initiative		0.0	315	315	492	1,105	12.6	39,420
Total		0.0	315	315	492	1,105	12.6	39,420

Note: Numbers may not balance due to rounding.

Proposed Initiative	Department	Service Area
Square One Older Adult Centre Relocation	Community Services Department	Recreation

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	315.0	315.0	315.0	315.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	315.0	315.0	315.0	315.0
* Net Change in \$		0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

SOOAC will not be able to accommodate increased lease costs given their current annual operating budget, limited reserves, and limited potential to increase membership fees. Since SOOAC supports 1,800 older adults and is about to be displaced by the expiry of the current lease, it is recommended that Recreation partner with SOOAC to determine an equitable arrangement for a new lease that continues service to Mississauga's older adult and allows their membership to grow.

Details of Service Change

Since 1992, the SOOAC has operated out of the lower level of the Square One Shopping Centre. A Corporate Report (dated December 2, 2015) indicated that the lease will not be renewed at the end of the current term (September 30, 2017). SOOAC members are about to become displaced. A Task Team of SOOAC representatives and staff from Realty Services/Recreation have determined functional requirements to continue service delivery by assessing city facilities and commercial properties on the market.

Service Impact

A potential location for the SOOAC has been identified at the Central Parkway Mall which is estimated to cost approximately \$315,000 annually not include leasehold improvements. This location is central, accessible by public transit, and would represent a physical improvement over the current arrangement at Square One. City staff are proceeding on the premise that the City will assume the costs associated with a new commercial lease and expenses for tenant improvement in order to maintain the level of service to SOOAC members.

Proposed Initiative	Department	Service Area
Churchill Meadows Community Centre	Community Services Department	Recreation

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	0.0	485.2	2,021.5
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	307.9	1,231.7
Tax Levy Requirements	0.0	0.0	177.2	789.8
* Net Change in \$		0.0	177.2	612.6
FTEs	0.0	0.0	12.6	12.6

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	8,682.2	14,668.7	16,069.2	0.0

Why Staff Recommend this Initiative

To meet the City's provision standards, to accommodate population growth, changes in demographics and to address community needs, the Future Directions Master Plans (2009 and 2014) identified the need for a recreational facility in the Churchill Meadows area. The requested funding would support achieving the end goal for a recreational space that meets the needs of residents in the area and supports the City's Strategic Pillars of belong, connect and green.

Details of Service Change

The Churchill Meadows Community Centre will provide a new indoor recreational facility in this area that will include a gymnasium, 25 meter indoor pool and warm water tank, multi-purpose spaces, community meeting space, and various other supporting amenities. This Community Centre will be constructed as part of a larger project in tandem with Parks & Forestry which will provide community residents with two artificial turf soccer pitches, a seasonal dome, natural area enhancements, site servicing, infrastructure and parking as well as other supporting amenities.

Service Impact

It is estimated that the provision of gymnasium, community meeting space, an indoor 25 metre pool and warm water tank, washrooms plus ancillary supporting amenities would require a building of 66,000 square feet and based on design, construction, site servicing of today and contingency costs such a project is currently budgeted at \$37.1 million in capital.

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2016	2017	2018	2019	2020
Aquatic, Therapeutic and Fitness Programming	227.3	231.6	231.6	231.6	231.6
Hershey Centre	19.3	19.0	19.0	19.0	19.0
Recreation Divisional Support	97.9	97.5	97.5	110.1	110.1
Recreation Facilities & Programs	438.6	439.7	439.7	439.7	439.7
Total Service Distribution	783.0	787.7	787.7	800.3	800.3

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 or the capital forecast.

Proposed 2017-2026 Capital Budget by Program

Program Expenditures	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
Recreation Infrastructure Projects	11,088	15,164	17,103	14,334	37,304	94,993
Recreation Vehicles and Equipment	1,640	1,710	1,943	864	4,709	10,865
Total	12,728	16,874	19,045	15,198	42,013	105,857

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

Proposed 2017-2026 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion of the proposed 2017-2020 Business Plan and the 2017 Budget.

Funding	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017- 2026 (\$000's)
Cash In Lieu	834	1,379	3,000	7,000	8,000	20,213
Development Charges	5,713	4,761	4,562	0	3,888	18,924
Federal Funding	375	1,493	1,000	0	0	2,868
Other	38	0	0	0	32	70
Tax	1,595	1,241	1,976	2,698	22,345	29,854
Debt	4,174	8,000	8,507	5,500	7,748	33,928
Total	12,728	16,874	19,045	15,198	42,013	105,857

Note: Numbers may not balance due to rounding. □

Proposed 2017 Capital Budget Detail

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

Program: Recreation Infrastructure Projects

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMPF04255	Community Parks Phase 1 Site Servicing, Park Amenities Churchill Meadows CC	4,932	0	4,932	Tax -Debt-Other, DCA -Recreation Reserve Fund
CMPF04275	Community Parks Phase 1 Site Servicing, Park Amenities Churchill Meadows Pool	2,225	0	2,225	Tax -Debt-Other
CMPF04276	Community Parks Phase 1 Site Servicing, Park Amenities Churchill Meadows CC	1,526	0	1,526	CIL Cash In Lieu Of Parkland Dedication Reserve Fund, DCA - Recreation Reserve Fund, Tax - Capital Reserve Fund
CMRC00005	Meadowvale CC renovation - design & construction	1,200	0	1,200	Tax -Debt-Other, Tax -Debt-Other, CIL Cash In Lieu Of Parkland Dedication Reserve Fund, DCA - Library Reserve Fund, Tax -Capital Reserve Fund
CMRC00042	Various Golf Course Maintenance	105	0	105	Tax -Capital Reserve Fund
CMRC00052	Lakeview GC Large Tree Plantings/Irrigation Pond Dredging	40	0	40	Tax -Capital Reserve Fund
CMRC00077	Renovations and rehabilitation projects	581	0	581	Tax -Debt-Other
CMRC05338	Recreation Future Directions Master Plan	230	0	230	Reserve for General Contingency, DCA -Recreation Reserve Fund
CMRC05680	Harding Estate, Noise Abatement measures	100	0	100	Gas Tax -Federal Gas Tax-City Allocation
CMRC05681	Recreation Future Directions Pre-Study-Cooksville CC	150	0	150	Reserve for General Contingency, DCA -Recreation Reserve Fund
Total		11,088	0	11,088	

Note: Numbers may not balance due to rounding.

Proposed 2017 Capital Budget Detail (Cont'd)

Program: Recreation Vehicles and Equipment

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMRC00039	BraeBen Vehicle and Equipment Replacement Program	40	0	40	Tax -Capital Reserve Fund
CMRC00066	Program Furniture and Equipment	780	0	780	Tax -Capital Reserve Fund
CMRC04633	Emergency Shelter Provision	275	0	275	Gas Tax -Federal Gas Tax-City Allocation
CMRC04966	Hershey Centre - Main Bowl Dasher Board System Replacement	495	0	495	Tax -Capital Reserve Fund
CMRC05343	Real-Time Chat On-line Customer Service Support	50	0	50	Tax -Capital Reserve Fund
Total		1,640	0	1,640	

Note: Numbers may not balance due to rounding.

Proposed 2018 -2020 Capital Budget by Sub-Program

The following tables provide a listing of capital forecast by sub-program for 2018 -2020.

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Recreation Infrastructure Projects			
REC Facilities Improvements	15,059	16,498	12,934
REC Facilities Maintenance	105	605	1,400
Subtotal	15,164	17,103	14,334

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Recreation Vehicles and Equipment			
REC Vehicles & Equipment	1,710	1,943	864
Subtotal	1,710	1,943	864
Total Expenditures	16,874	19,045	15,198

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.

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, or revenue is shrinking faster than expenses. 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, active memberships, total programming hours, as well as the average fill rates percentage.

Employee Measures

The job engagement index is a measure which indicates the extent to which employees value, enjoy and believe in what they do. Employee engagement survey participation is a measure

indicating the percentage of employees participating in the Employee Engagement Survey. The survey is measured every two years. It is important to the City that employees continue to participate in this survey to provide feedback on their job, work area and overall organization.

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.

Business Processes

The measure of total facility rental hours and utilization provides an indication of the general health of our rentable rooms and identifies areas for growing this business. 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 increasing the opportunities for people to be active.

Balanced Scorecard

Measures for Recreation	2013 (Actual)	2014 (Actual)	2015 (Actual)	2016 (Plan)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)
Financial:								
Cost Recovery	69%	66%	67%	67%	67%	67%	67%	67%
Grant Funding Secured	\$660,228	\$649,486	\$650,000	\$660,000	\$670,000	\$680,000	\$690,000	\$700,000
Customer:								
Customer Satisfaction Survey	88%	87%	86%	87%	88%	89%	90%	90%
Membership Sales	\$2.8M	\$2.8M	\$3.1M	\$3.1M	\$3.2M	\$3.2M	\$3.3M	\$3.3M
Active Memberships	52,050	53,226	52,019	53,059	54,121	55,203	56,307	57,433
Programming Hours	150,665	144,316	166,000	166,830	167,664	168,502	169,345	170,192
Program Fill Rates	65%	64%	66%	66%	67%	67%	68%	68%
Resident Satisfaction with Mississauga	82%	84%	96%	90%	90%	90%	90%	90%
Employees/Innovation:								
Training and Development Hours	792	1,249	1,249	1,350	1,400	1,450	1,450	1,450
Employee Engagement Survey (Job Engagement Index)	N/A	N/A	66%	N/A	N/A	68%	N/A	N/A
Employee Engagement Survey Participation	N/A	N/A	86%	N/A	N/A	90%	N/A	N/A
Internal Business Process:								
Facility Rental Utilization	33%	34%	25%	30%	33%	34%	35%	36%
Facility Rental Hours	203,141	211,787	154,510	184,673	203,141	209,297	215,452	221,608
Foot Traffic at Facilities	12.1M	11.0M	12.0M	12.2M	12.4M	12.5M	12.6M	12.7M



Information Technology

2017-2020 Business Plan
& 2017 Budget

Foreword

Mississauga City Council approved **Our Future Mississauga**, the Strategic Plan to achieve our vision over the next 40 years. The strategic vision identified five pillars for change, Move, Belong, Connect, Prosper and Green. The City consulted extensively with residents, staff and stakeholders in developing the Strategic Plan.

The City continues to engage with stakeholders about its programs and services through the City's website, social media, satisfaction surveys and more. This helps ensure citizens have input on the decisions that affect them.

The 2017-2020 Business Plan and 2017 Budget detail how and where the City plans to allocate resources to the programs and services that people rely on every day, while providing good value for taxpayers and supporting the Strategic Plan.

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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.

Services we provide:

- The Information Technology (IT) service area 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 tax information, trip plans)
- The City's website was accessed 13.5 million times and accepted \$18.7 million in online transactions in 2015
- Our mobile workforce has over 2,600 field based devices in buses, fire trucks, snow plows, and other City vehicles
- "Wireless Mississauga" is free public access to high speed Wi-Fi available at 76 City facilities including libraries, community centres, marinas and arenas
- The City's network is enhanced through the "Public Sector Network (PSN)" partnership with over 730 kilometres of high speed fibre connecting 125 City sites
- Information Technology supports City services 24 hours a day, 7 days a week, 365 days a year

Highlights of the Business Plan include:

- Design and build a "Smart City" framework to support the increasing demand for connecting City services (i.e. Advanced Traffic Management, transit)
- Continue to expand the availability of free public Wi-Fi access spots throughout the City
- Expand the City's use of broadband technology to support the "Internet of Things" (IoT), expanding the Public Sector Network (PSN) and a proof-of-concept for a secure private cellular network
- Modernize the City's website (Mississauga.ca) by making it easier to use and mobile-friendly
- Enhance enterprise systems that drive analytics, business intelligence and decision support
- Advance the City's position on Open Data and community developed apps
- Continue to invest in cyber security measures that protect the City's critical assets

Net Investment (000's)	2017	2018	2019	2020
Operating	22,879	23,009	23,318	23,359
Capital	11,838	6,585	7,305	7,552
Full Time Equivalents	167.8	168.8	168.8	168.8

Core Services

Vision, Mission, Goals of Service and 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

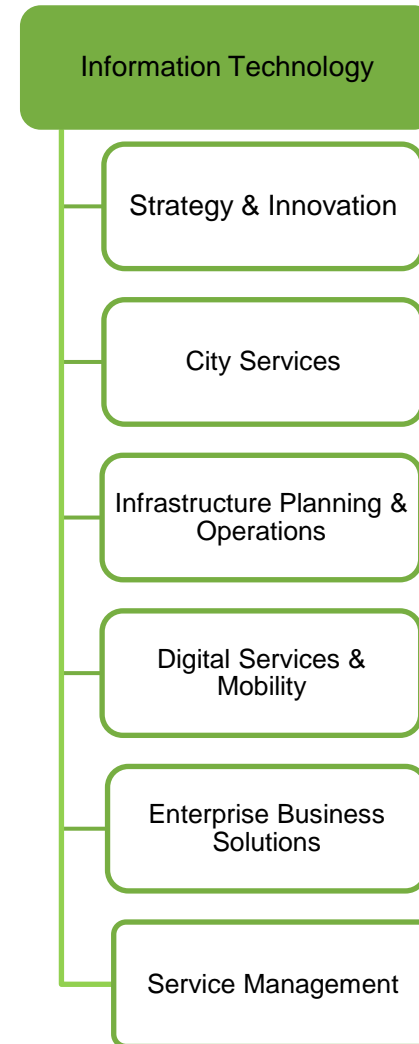
We are committed to providing our clients with innovative, reliable, responsive and secure solutions that align business, process and technology.

Goals of Service

- Foster open and accessible government
- Enable decisions through research and analytics
- Create a connected and engaged workplace
- Improve services through innovation and partnerships



Service Delivery Model



Achieving our Goals

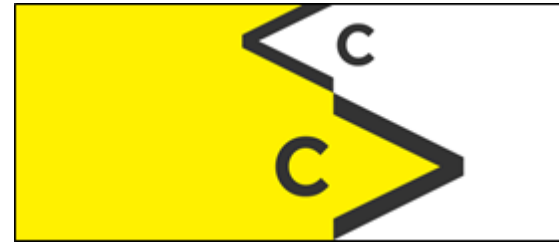
The IT Service was re-organized in January 2014 to better align resources with providing service to the public, enhancing enterprise business solutions and ensuring that effective IT strategies and innovations enhance City services and operations.

Partnerships have been established to improve service, efficiency and cost effectiveness. The Public Sector Network (PSN), VCOM Radio and Wireless Mississauga for Sheridan College are examples.

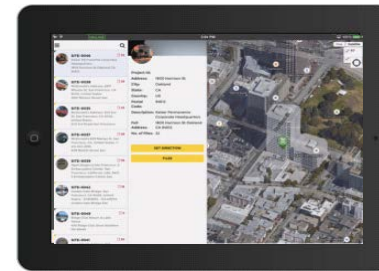
The first “Code and the City” Open Data Idea Jam was held on March 5, 2016 (International Open Data Day). Seventy-five developers, designers, mappers and information analysts shared ideas on the use of Mississauga open data. The event was in partnership with Sheridan College and I-CUBE (University of Toronto Mississauga).

The ePlans Project was completed resulting in a new system that allows submission of electronic plans, online payments, digital review, addition of comments by staff and other agencies, and approvals.

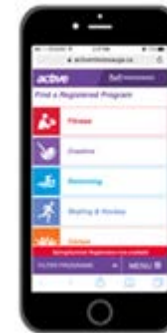
Active Mississauga, the City's new online registration mobile website, opened for registrations on February 20, 2016 and exceeded \$1 million, for the first time ever, on its opening weekend. This mobile device friendly online search tool makes it easier for recreation patrons to find, register and bookmark recreation programs. This application was a collaboration and partnership with Surrey, British Columbia.



The “Code and the City” Event Logo



The “ePlans” Online Application



“Active Mississauga” App

The Public Sector Network is 40,700 kilometres fibre/strand, which is large enough to surpass the circumference of the Earth. The City also appointed a Project Manager - Internet of Things, one of the first municipalities in Canada to do this.

The AirWatch Mobile Device Management (MDM) system was introduced to enable the City to securely manage its growing fleet of smartphones and tablets. The Cisco AnyConnect VPN, Virtual Private Network, was also introduced to simplify remote access for staff laptops.

An Advanced Traffic Management System (ATMS) is replacing the City's older traffic control system. Using state-of-the-art technology, this new system will improve transportation network integration and provide users with information they require to make appropriate trip and mode choices.

An Illegal Sign Reporting feature was launched on the City's website and on the Ping Street mobile app on smart phones. This enables citizens to report public nuisance signs so that City staff can take action towards clean-up and notify by-law offenders. An auto-dialing system will soon be used to notify offenders.

A Tax eBill Solution was launched. It offers property owners the convenience of viewing their interim and final property tax bills online. It will also save postage, paper and processing costs for the City.

The SAP Fiori App was implemented. This app allows staff to complete/approve leave requests and view their paystubs and team calendars "on the go". The app works across all device types including desktop computers, tablets and smartphones. The City of Mississauga was the first municipality in Canada to implement SAP Mobile Apps.



Public Wi-Fi Outdoor Access Point

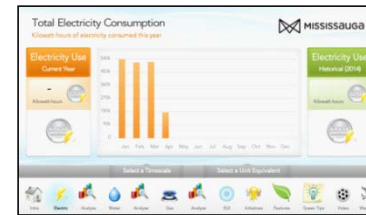


"Professional Sound" magazine article on the new "Advanced Traffic Management System"



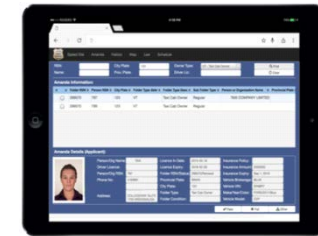
"SAP Fiori" App

An Energy Dashboard was introduced in the Civic Centre to make staff aware of day-to-day energy usage and support the City's green initiative. An interactive Energy Kiosk web application was also introduced to provide access from any internet browser.



Energy Dashboard

An iPad-based Ticketing System was introduced for the City's Enforcement Division. It enables the City's Enforcement Officers to easily issue Administrative Penalties System (APS) tickets in the field.



iPad-based Ticketing System

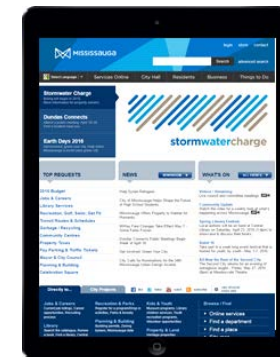
The Modernization of the City of Mississauga Website (www.mississauga.ca) is in progress. The site is currently being renovated to include a new content management system and digital framework. This effort includes public engagement and involvement in an effort to crowd-source the design and incorporate feedback from users.



"Inside Mississauga" Intranet Site

The "Inside Mississauga" Staff Internet Site and Team Sites were upgraded to SharePoint 2013. A new tile-based look was introduced and the sites are now more mobile.

An Online Stormwater Estimator and back-end system was created to support the new stormwater charge; a dedicated source of funding that has been added to the Region of Peel water bill, another innovative partnership using technology. The team that delivered the project won the 2015 City Manager's Award of Excellence.



Online Stormwater Estimator

Numerous Back-end Technologies for Bus Rapid Transit (BRT) stations were implemented (i.e. networking, digital signage, security cameras, Wi-Fi).



"Next Bus" Variable Message Sign

Awards and Recognition

2015 Corporate Award for Community Partnership between City of Mississauga IT Service Management, Human Resources and Sheridan College Co-Op Advisory Office. Every semester, Information Technology hires seven to 10 co-op students from Sheridan, Mohawk and other local educational institutions.

Summit International Marketing Effectiveness Award for audio video production of "Lean at the City". The Summit Marketing Effectiveness Award (MEA) recognizes and rewards companies for innovative and leading-edge creative work that uses strategy and results-based effectiveness to create solutions in today's marketplace.



Winter 2015 IT Co-Op Students



Presentation of the Summit International Marketing Effectiveness Award

Existing Service Levels, Trends and Efficiencies

The Information Technology (IT) service area operates within the Corporate Services Department 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.

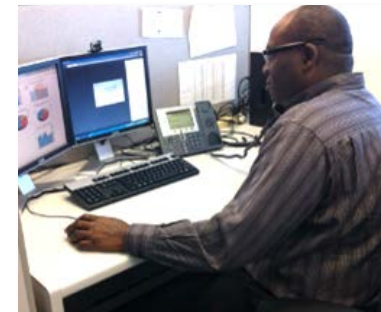
Partnerships have been established to improve service, efficiency and cost effectiveness. The Public Sector Network (PSN), Wireless Mississauga for Sheridan College, and VCOM Radio are examples.

IT Services provided 24 * 7 * 365 support for the following:

- Mississauga.ca website for information and online services
- Business Solutions for public (i.e. Transit, Library, Recreation)
- Financial, Human Capital & City Asset Systems
- Primary and Secondary Data Centres
- Fibre Network for all Voice and Data Communications
- Business Continuity and Disaster Recovery Services
- Intranet, Staff Productivity Tools and Software
- Secure Connect Anywhere VPN Services
- Public, Staff and Call Centre Voice Communications
- Secure Staff Wireless and Internet Access
- Free Public Wi-Fi ("Wireless Mississauga")



Online Service Request System



IT Helpdesk

Where the Information Technology Industry is trending

The City has a new multi-year IT Master Plan developed in partnership with key internal stakeholders and with input from technology sector leaders. The plan reflects the following key technology trends:

- Broadband and free Wi-Fi is expected
- Services driven by mobile customers (mobile apps and sites)
- Everything and everyone is connected
 - Fibre, Wi-Fi, cellular
 - Traffic signals, streetlights, sensors
 - Open data, big data
 - Mobile workforce
- Cloud computing and software as a service
- Social media, online engagement and digital inclusion
- Innovation creates efficiencies
- Technology drives the economy and city building
- Business continuity and disaster preparedness
- Cyber security and threat intelligence

These technology trends have been considered in the development of the City's business plan and budget to ensure that investments in technology are relevant and future-oriented.



*Mississauga IT Director & CIO, Shawn Slack
"Smart City InFocus" Forum - Yinchuan, China*



*"Code and the City" Open Data Idea Jam
Sheridan College - Hazel McCallion Campus*

The 2017-2020 Business Plan Outlook

Planning for the Future

The IT Master Plan dated October 2015, established a three to five year outlook with strategies and actions for investment in technologies that are innovative and continue to improve how City services are provided. The IT Master Plan aligns with corporate priorities and the objectives of the City of Mississauga's Strategic Plan.

Four key strategies were developed as part of the IT Master Plan. These inspire the City to be innovative in how technology is used to enhance and deliver City services and to transform the City of Mississauga into an engaged and connected City:

- Foster Open and Accessible Government
- Enable Decisions through Research and Analytics
- Create a Connected and Engaged Workplace
- Improve Services through Innovation and Partnerships

There are also 21 key actions within the IT Master Plan which provide specific direction on technologies and innovations that will support the overall objectives and transformation of the City through the adoption of technology.

The technology landscape is rapidly changing and the City has developed and grown significantly. Therefore, it is prudent to continually renew the City's IT strategy to ensure alignment with the business and technology trends.

As the worker and the workplace are now heavily influenced by mobile technology, IT Infrastructure has become essential to how City services are connected and operate. Fibre-optic networks, Wi-Fi and cellular networks connect these services and enable the collection of data and the ability to manage these services in real time. The connection of assets and services is known in industry as the "Internet of Things" (IoT) and is an important opportunity for the City as it continues to develop as a Smart City leader. Actions to advance this strategy include:

- Design and build a Smart City framework ensuring that technology initiatives are coordinated and maximize investments to improve services through efficiencies and better customer service
- 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 advanced traffic management
- Create seamless and secure connections anywhere, anytime on any device for staff whether they are in the office, in the field or halfway around the world. Improved access for staff in the field will translate into better customer service and more efficient City operations

Maintaining Our Infrastructure

A critical component of the IT capital budget is to ensure that technology is renewed in line with both industry and operational standards.

The technology required to provide City services is supported by a primary data centre and backup data centre located off-site. All supporting technology including network devices, servers and databases are updated based on a lifecycle program as follows:

- Servers and storage area network - five years
- Desktop computers and laptops - four years
- Minor software upgrades for all City business systems and software - three years, and major - seven to 10 years
- IT standards are reviewed annually and reported to Council for standard software and hardware

Provincial and federal funding programs are also leveraged wherever possible to help fund these programs.

On December 31, 2015 the estimated replacement value of the City's hardware and software assets was \$147 million and annual replacement was \$18.8 million with breakdown as follows:

Asset Type	in 000's	
	Replacement Value	Replacement Cost (Annual Requirement)
Hardware	\$ 65,188	\$ 10,631
Software	\$ 81,860	\$ 8,186
Grand Total	\$ 147,048	\$ 18,817

A fundamental aspect of the City's infrastructure is the Public Sector Network (PSN). Key facts about this network:

- A partnership between Mississauga, Peel, Brampton and Caledon
- 730 kilometres of Cable/40,700 kilometres of Fibre Strand (enough to go around the planet)
- PSN is wholly owned by the municipalities (our asset base is about 22 per cent of the totals above)
- City has 105 buildings connected and 70 nodes (distribution points to connect things like intersections or extend Wi-Fi)

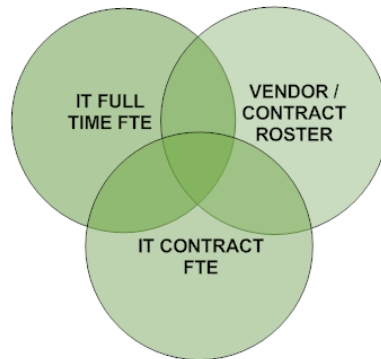
The following table highlights the lifecycle program and state of good repair requirements that are proposed in the 2017 Capital Program Budget:

Project	Program	2017 Budget (\$000's)
Applications - New / Replacement / Enhancements	<ul style="list-style-type: none"> • BOE Application Improvements • CLASS Replacement Project • Desktop Software Licenses • Library Systems • Portal Applications • SAP • SharePoint Enhancement City wide 	2,725
Network Infrastructure	<ul style="list-style-type: none"> • Email Management • Network Fibre/ Wireless Infrastructure • Network Replacement Project (Switches, Routers, Cabling & Upgrade) • Network Security Infrastructure • Phone • Server and Storage Replacement & Expansion • VCOM Mobile Radio 	7,063
PC Replacement / Maintenance	<ul style="list-style-type: none"> • PC/Notebook/Tablet Lifecycle and Staff Adds 	1,500
Security	<ul style="list-style-type: none"> • IT Security Program 	330
Specialized IT Peripheral Equipment	<ul style="list-style-type: none"> • Special IT Equip - Includes Public 	220
Grand Total		11,838

Managing Our Human Resources

Current staffing issues are focused around Information Technology's ability to assign the right resources to the priority initiatives while maintaining a level of capacity to deliver projects and maintain day-to-day operations. A combination of permanent, part-time and contract staff is utilized so that resource demand to deliver on key projects can grow with that demand and be directly funded by the initiative.

This resource model enables IT to meet the technology objectives approved through the Business Planning process by using specific initiative funding to add short-term contract staff as well as Vendor/Contract Roster to bring in external resources where required to provide specific expertise or resources for competing priorities.



“Our Future Corporation” (OFC) Project

With the increase in technology and need for mobility, Information Technology is currently working in partnership with Space Planning to redefine the future staff work experience while addressing space requirements. As such, a pilot project called “Our Future Corporation” is currently underway with the objective to create a modern workplace that supports our business, people and culture now and into the future based on teamwork, collaboration and communication.

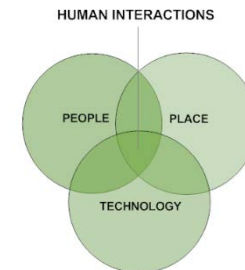
Beginning with a utilization study, statistics were collected on office occupancy levels to measure the current mobility state of each worker. Results indicated that a significant level of mobility already existed in our offices. Next, various Information Technology staff participated in workshops, to brainstorm ideas on how the space should look to best suit their daily work requirements while encouraging a culture of collaboration and innovation.

The identified opportunities are:

- “Create a more engaging and inspirational work experience that stimulates and motivates people to do their best work”
- “Create an active learning environment that leverages every opportunity to engage and challenge everyone”
- “Encourage people to fearlessly approach change and embrace new ways of working”
- “Motivate leaders and employees to communicate authentically in order to increase trust and cohesion”

The Value of Space

physical surroundings can shape the way people interact with one another, with technology and information.



Linkages to the City's Strategic Plan

move - developing a transit oriented city

- Provided IT infrastructure (e.g., network, digital signage, security cameras) for bus Transitway
- Installed video wall and control system for Advanced Transportation Management System (ATMS)
- Participated in planning IT requirements for the Hurontario Light Rail Transit Project (HLRT)

belong - ensuring youth, older adults and new immigrants thrive

- Partnered with Sheridan College to host the City's first open data hackathon ("Code and the City")
- Launched Active Mississauga mobile website

connect - completing our neighbourhoods

- Appointed a "Project Manager, Internet of Things (IoT)" to champion the City's "Smart City" program, including expansion of the City's private fibre network ("Public Sector Network") to include 250 outdoor network nodes
- Expanded the City's private fibre network ("Public Sector Network") to connect 125 sites via 730 kilometres of high speed fibre
- Expanded Public Wi-Fi and now have 607 indoor and 149 outdoor access points

prosper - cultivating creative and innovative businesses

- Exploring design and build of a "Wi-Fi Corridor" to demonstrate how local businesses, the community and City services can be integrated to drive engagement and economic spinoff
- Introduced "Agenda.net" content management system for managing City Council agendas and minutes

green - living green

- Switched from conventional to solid state hard drives in data centre (reduced power consumption)
- Developed IT system for City's new Stormwater program (Stormwater charges fund infrastructure improvements)
- Introduced new collaboration software to enable staff to meet online versus in-person (less travel)
- Storing documents online (e.g., SharePoint, Box) reduces need to print document and saves paper

Engaging Our Customers

Information Technology engages its internal customers by having them actively participate in the development of the IT Master Plan and departmental technology road maps. IT also embeds technology staff within City business units to obtain direct input from clients.

IT engages its external clients including residents and businesses through feedback gathered from the City's website and online surveys. Staff members also keep abreast of technology trends through regular meetings with the vendor community.

There are the nine key themes that emerged from these customer engagement sessions:

- **Easy Citizen Access to Services & Information Anywhere**
 - Citizen access to 311, field and office experts
 - 311 available (24*7) online and chat
 - Fully interactive, integrated mobile website with social media and mobile apps
 - Access to Council, video streaming and engagement
 - Digital innovation in public spaces

- **Easy Access to Data**
 - Open Data and Apps
 - Accurate and accessible data for analytics and business intelligence
 - Big Data including sensor information, traffic data, transit data and other key information to enable effective decision making



- **The Right Work Space for a Mobile Workforce**
 - Office space that works for a mobile workforce
 - Innovation and collaboration touch down spaces with integrated technology for staff
 - Ability to set up temporary work teams anywhere in City for special projects

- **Easily Work from Anywhere Driving Productivity and Effectiveness**
 - Seamless Connectivity and Access from Anywhere
 - Easy access to City Applications
 - Flexibility to work varying hours, where and how an employee is most productive



- **Drone Technology for Remote Automated Operations**
 - Drones to collect data at an incident supporting emergency operation or to preform simple tasks
 - Connected equipment, automation and sensors that interface with City operations

- **Electronic Records Management for Easy Access to Information**
 - No more printing and signing forms supporting a paperless office
 - Robust document management, agenda management and digital engineering systems

-
- **Partnerships that Drive Digital Learning and Innovation**
 - Digital media hub and innovation spaces with partners from IT, Communications + Media
 - Partnerships, grants, environmental, proof of concepts that advance learning and innovation
 - **Fast and Agile Technology Adoption**
 - Proof of concept; innovation and partnerships to try new technology
 - Innovation and learning through partnerships with post-secondary institutions
 - **Enabling Workplace Productivity through Technology**
 - Tablets and mobile devices for staff
 - Mobile apps that provide required functions designed for the users not the enterprise
 - Touch screen technology and voice to text



Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2017-2020 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 2016 was \$21.9 million and the proposed budget for 2017 is \$22.9 million.

Total Changes to Maintain Current Service Levels

- Labour and benefits are projected to increase by \$464,000. Reflected in this is \$110,000 to annualize a 2016 IT Security Specialist position along with labour adjustments and other fringe benefit changes
- Maintenance and Licensing Fees are being increased by \$1.075 million, reflecting inflationary/contractual obligations (e.g., Bentley Graphical Information System, GIS contract renewal, additional buses drove an increase in transit scheduling licenses, software subscriptions, increased storage needs)
- An increase of \$210,000 in IT Support Cost Allocations due to Hastus (Transit), Fire Dispatch and Library support

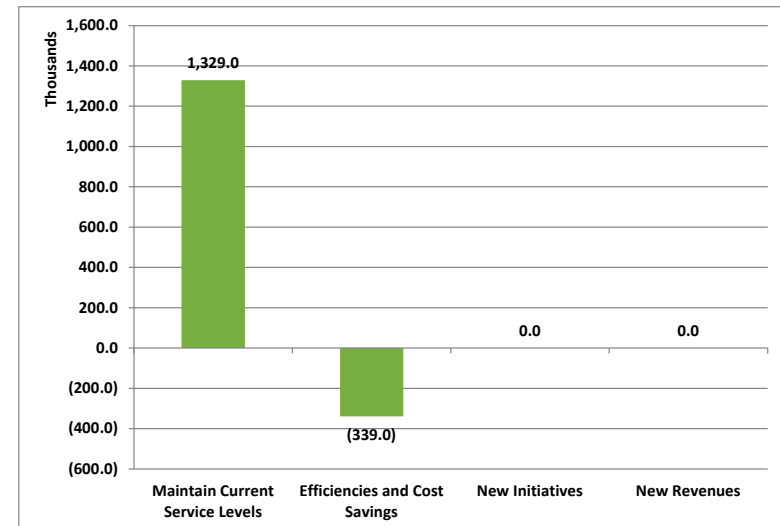
Efficiencies and Cost Savings

- A \$145,000 reduction as a result of the copier contract renewal (year two of three)
- Maintenance and Licensing Fees were reduced by \$137,265 as a result of rationalization
- A decrease of \$50,000 in Phones and Mobile Devices (better pricing due to adoption of provincial voice/data plans and the City's "Bring Your Own Device" program)
- A \$7,000 decrease in the expected use of Building/Facility Rental use

New Initiatives

- There are no new initiatives impacting the 2017 budget – BR 2585 (IT Security Specialists-To Expand City's IT Security Response Capabilities) is planned for 2018

Proposed Changes to 2017 Net Operating Budget by Category (000's)



Operating

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2017-2020, the 2016 Budget as well as 2015 Actuals by program within the service area as well as by major expenditure and revenue category.

Proposed Budget by Program

Description	2015 Actuals (\$000's)	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Expenditures to Deliver Current Services						
IT Admin, Strategy & Innovation	826	573	400	168	224	(8)
IT City Services	5,026	5,781	6,075	6,139	6,203	6,287
IT Digital Services & Mobility	2,739	2,626	2,737	2,768	2,800	2,832
IT Enterprise Business Solutions	4,391	5,021	5,509	5,567	5,627	5,687
IT Infrastructure Planning & Operations	6,469	6,346	6,820	6,884	6,948	7,014
IT Service Management	2,385	2,148	1,945	1,974	2,003	2,033
Total Expenditures	21,836	22,496	23,486	23,499	23,806	23,846
Revenues	(681)	(607)	(607)	(607)	(607)	(607)
Transfers From Reserves and Reserve Funds	0	0	0	0	0	0
New Initiatives and New Revenues				116	118	120
Proposed Net Budget Including New Initiatives & New Revenues	21,155	21,890	22,879	23,009	23,318	23,359
Expenditures Budget - Changes by Year			4%	0%	1%	0%
Proposed Net Budget - Changes by Year			5%	1%	1%	0%

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	2016 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	2017 Proposed Budget (\$000's)	\$ Change Over 2016	% Change Over 2016
Labour and Benefits	18,269	353	0	110	0	0	0	18,732	464	3%
Operational Costs	5,305	1,075	(339)	0	0	0	0	6,041	736	14%
Facility, IT and Support	(1,077)	(210)	0	0	0	0	0	(1,287)	(210)	19%
Total Gross	22,496	1,219	(339)	110	0	0	0	23,486	990	4%
Total Revenues	(607)	0	0	0	0	0	0	(607)	0	0%
Total Net Expenditure	21,890	1,219	(339)	110	0	0	0	22,879	990	5%

Summary of Proposed 2017 Budget and 2018-2020 Forecast

Description	2016 Approved Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Labour and Benefits	18,269	18,732	19,119	19,396	19,677
Operational Costs	5,305	6,041	5,801	5,851	5,612
Facility, IT and Support	(1,077)	(1,287)	(1,305)	(1,323)	(1,323)
Total Gross	22,496	23,486	23,616	23,924	23,966
Total Revenues	(607)	(607)	(607)	(607)	(607)
Total Net Expenditure	21,890	22,879	23,009	23,318	23,359

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	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
Labour and Benefits	18,269	18,732	464	Increase Reflects Labour Adjustments and Other Fringe Benefit Changes \$110 for Annualization of IT Security Specialist
Administration and Support Costs	(1,077)	(1,287)	(210)	Increase in Allocation Costs Related to Hastus (Transit), Fire Dispatch and Library
Advertising & Promotions	0	0	0	
Communication Costs	472	422	(50)	Cost Savings and Efficiencies in Phones and Mobile Devices
Contractor & Professional Services	39	39	0	
Debt	0	0	0	
Equipment Costs & Maintenance Agreements	4,562	5,354	793	\$1,075 Increase for Maintenance/Licensing Fees (\$145) Reduction in Copier Contract Renewal (year 2 of 3) (\$137) Reduction in Maintenance/Licensing Fees
Finance Other	0	0	0	
Materials, Supplies & Other Services	66	66	0	
Occupancy & City Costs	77	70	(7)	Cost Savings and Efficiencies
Staff Development	61	61	0	
Transfers To Reserves and Reserve Funds	0	0	0	
Transportation Costs	29	29	0	
Subtotal - Other Operating	4,228	4,754	526	
Total Revenues	(607)	(607)	0	
Transfers To/From Reserves and Reserve Funds	0	0	0	
Subtotal - Revenues	(607)	(607)	0	
Total	21,890	22,879	990	

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 #	2017 FTE Impact	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2017 to 2020 FTE Impact	2017 to 2020 Capital (\$000's)
New Initiative								
IT Security Specialists - To Expand City's IT Security Response Capabilities	2585	0.0	0	116	118	120	1.0	0
Total New Initiative		0.0	0	116	118	120	1.0	0
New Revenues								
		0.0	0	0	0	0	0.0	0
Total New Revenues		0.0	0	0	0	0	0.0	0
Total New Initiatives and New Revenues		0.0	0	116	118	120	1.0	0

Note: Numbers may not balance due to rounding.

Proposed Initiative

IT Security Specialists - To Expand
City's IT Security Response
Capabilities

Department

Corporate Services Department

Service Area

Information Technology

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	116.3	118.4	120.5
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	116.3	118.4	120.5
* Net Change in \$		116.3	2.0	2.1
FTEs	0.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & 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 becomes 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 IT Security Specialists (Grade F) - one approved for July 1, 2016, one requested for Jan 1, 2018 - 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	2016	2017	2018	2019	2020
IT Admin, Strategy & Innovation	19.0	16.0	16.0	16.0	16.0
IT City Services	42.0	43.0	43.0	43.0	43.0
IT Digital Services & Mobility	17.0	17.0	17.0	17.0	17.0
IT Enterprise Business Solutions	32.5	34.5	34.5	34.5	34.5
IT Infrastructure Planning & Operations	35.0	35.0	36.0	36.0	36.0
IT Service Management	24.3	22.3	22.3	22.3	22.3
Total Service Distribution	169.8	167.8	168.8	168.8	168.8

Note: Numbers may not balance due to rounding.

The Information Technology Division is comprised of:

- Section and Program Managers
- Business Analysts
- Project Managers
- Information Technology Technicians & Specialists
- Database Administrators
- Application Specialists (e.g. SAP, GIS, SharePoint)
- Helpdesk Specialists
- Application Developers
- Communication Specialists
- Audio Video Specialists
- Security Specialists
- System and Network Architects
- Sheridan Student Co-Op Program

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 or the capital forecast.

Proposed 2017-2026 Capital Budget by Program

Program Expenditures	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
Applications	3,425	1,422	2,090	3,115	12,292	22,344
Infrastructure	6,183	3,913	3,405	3,177	20,919	37,597
PC Replacement & Peripherals	2,230	1,250	1,810	1,260	10,510	17,060
Total	11,838	6,585	7,305	7,552	43,721	77,001

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

2017-2026 Capital Forecast Highlights include the following:

- Continuing work on replacing Recreation's booking and registration system (CLASS)
- Network Fibre/Wireless Infrastructure expansion
- Server and storage replacement and expansion
- PC/notebook/tablet lifecycle replacement
- Upgrading/replacing switches and routers, supporting all computer applications, voice systems, data transfer/security systems and video solutions

Proposed 2017-2026 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion for each year of the proposed 2017-2020 Business Plan and 2017 Budget and the consolidated forecast for 2021-2026.

Funding	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
Other	1,523	0	0	0	0	1,523
Tax	10,315	6,585	7,305	7,552	43,721	75,478
Total	11,838	6,585	7,305	7,552	43,721	77,001

Note: Numbers may not balance due to rounding. □

Proposed 2017 Capital Budget Detail

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

Program: Applications

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPIT00189	CLASS Upgrade	350	0	350	Tax -Capital Reserve Fund
CPIT005157	ESS Licenses for Transit Staff	110	0	110	Tax -Capital Reserve Fund
CPIT005318	Continuous Improvement - Public Facing Systems	100	0	100	Tax -Capital Reserve Fund
CPIT005327	Desktop Office Suite Upgrade	210	0	210	Tax -Capital Reserve Fund
CPIT005712	Email Management System to ensure CASL	30	0	30	Tax -Capital Reserve Fund
CPIT005716	Server Applications	340	0	340	Tax -Capital Reserve Fund
CPIT005717	IT Security Program	330	0	330	Tax -Capital Reserve Fund
CPIT005719	SharePoint Upgrades	200	0	200	Tax -Capital Reserve Fund
CPIT005720	eCity Web and Mobile	100	0	100	Tax -Capital Reserve Fund
CPIT005721	EBS SAP Upgrade to ERP on HANA 2017	690	0	690	Tax -Capital Reserve Fund
CPIT005725	Amanda 7 Enhancement and Upgrade	50	0	50	Tax -Capital Reserve Fund
CPIT005726	webChameleon	35	0	35	Tax -Capital Reserve Fund
CPIT005728	BOE Software and Maintenance	600	0	600	Tax -Capital Reserve Fund
CPIT005729	Upgrade to Windows 10	200	0	200	Tax -Capital Reserve Fund
CPIT005730	Voice & Radio Recording System (NICE NRX & Inform)	80	0	80	Tax -Capital Reserve Fund
Total		3,425	0	3,425	

Note: Numbers may not balance due to rounding.

Proposed 2017 Capital Budget Detail (Cont'd)

Program: Infrastructure

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPIT004581	VCOM Radio Network Replacement	1,158	579	579	Tax -Capital Reserve Fund
CPIT005331	District Wi-Fi	75	0	75	Tax -Capital Reserve Fund
CPIT005713	Server and Storage Lifecycle Replacement	1,785	0	1,785	Tax -Capital Reserve Fund
CPIT005714	Network Fibre	1,375	569	806	Tax -Capital Reserve Fund
CPIT005722	Network Security Infrastructure	850	0	850	Tax -Capital Reserve Fund
CPIT005723	Wireless Infrastructure	490	150	340	Tax -Capital Reserve Fund
CPIT005724	Switches and Routers	450	225	225	Tax -Capital Reserve Fund
Total		6,183	1,523	4,660	

Note: Numbers may not balance due to rounding.

Program: PC Replacement & Peripherals

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPIT005715	PC Replacement Lifecycle	1,500	0	1,500	Tax -Capital Reserve Fund
CPIT005718	Special IT Equip - Includes Public	220	0	220	Tax -Capital Reserve Fund
CPIT005727	VoIP Systems & Phones (Web Ex / Soft Phone Jabber)	510	0	510	Tax -Capital Reserve Fund
Total		2,230	0	2,230	

Note: Numbers may not balance due to rounding.

Proposed 2018 -2020 Capital Budget by Sub-Program

The following tables provide a listing of capital forecast by sub-program for 2018 -2020.

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Applications			
IT Applications-New	330	230	250
IT Applications-Replacements/Enhancements	1,092	1,860	2,865
Subtotal	1,422	2,090	3,115

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
IT Network Infrastructure	2,798	2,440	2,512
IT Server Expansion	0	100	200
IT Server Replacement/Maintenance	1,115	865	465
IT Service Management	0	0	0
Subtotal	3,913	3,405	3,177

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
IT PC/Notebook-Replacements/Maintenance	1,100	1,300	1,060
IT Peripherals	0	110	0
IT Specialized Equipment	150	400	200
Subtotal	1,250	1,810	1,260
Total Expenditures	6,585	7,305	7,552

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.

Financial Measures

Total Cost of Ownership (Operating + Capital / #Users) gives an overall cost of providing IT services on a per user (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. 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.

Online Recruiting via Workopolis measures the number of job postings listed for external offer.

Online Recruiting via Workopolis measures the average applications received per job.



Performance Measurement

Balanced Scorecard

Measures for Information Technology	2013 (Actual)	2014 (Actual)	2015 (Actual)	2016 (Plan)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)
Financial:								
Total Cost of Ownership	\$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)	\$10,000 (5,000 users)	\$10,000 (5,000 users)	\$10,000 (5,000 users)
Cost Avoidance – Web Self Service	\$3.83M	\$5.08M	\$5.23M	\$6.11M	\$7.51M	\$8.21M	\$8.91M	\$9.61M
Customer:								
% First Call Resolution Help Desk Calls	27%	45%	47%	50%	50%	50%	50%	50%
Total Help Desk Calls	31,092	28,500	34,776	30,000	30,000	30,000	30,000	30,000
Employees/Innovation:								
Corporate IT Training and Development Days	290	310	295	300	300	300	300	300
Employee Job Engagement (IT Division Rating)	N/A	75%	N/A	75%	N/A	75%	N/A	75%
Internal Business Process:								
City Website Unique Visits	10.9M	12.4M	13.9M	14.4M	15.9M	16.4M	17.9M	18.4M
Online Recruiting via Workopolis (number of jobs posted)	229	266	324	250	250	250	250	250
Online Recruiting via Workopolis (average applications received per job)	159	215	138	175	175	175	175	175



Facilities & Property Management

2017-2020 Business Plan
& 2017 Budget

Foreword

Mississauga City Council approved **Our Future Mississauga**, the Strategic Plan to achieve our vision over the next 40 years. The strategic vision identified five pillars for change, Move, Belong, Connect, Prosper and Green. The City consulted extensively with residents, staff and stakeholders in developing the Strategic Plan.

The City continues to engage with stakeholders about its programs and services through the City's website, social media, satisfaction surveys and more. This helps ensure citizens have input on the decisions that affect them.

The 2017-2020 Business Plan and 2017 Budget detail how and where the City plans to allocate resources to the programs and services that people rely on every day, while providing good value for taxpayers and supporting the Strategic Plan.

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Executive Summary of Facilities & Property Management

Mission: Facilities & 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.

Services we provide:

Facilities & Property Management (F&PM) optimizes in-house expertise in property management, asset management and project management to sustain the City's infrastructure.

F&PM provides support to the Corporation in the following areas:

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

Interesting facts about this service:

- Responsible for over 330 City owned and leased buildings and site infrastructure amounting to 5.6 million square feet of space and a facility asset replacement value of \$2 billion
- Responsible for over 27,000 facility systems in the City-wide inventory requiring approximately 9,200 facility inspections in accordance with legislation and warranty requirements
- Responds to an average of 5,200 maintenance and operations service calls annually
- Secured over \$120,000 in grant incentives implementing energy management projects in 2016
- In 2015, saved over \$180,000 in energy and water costs

- Provided in-house project management expertise delivering on capital construction projects totalling \$18 million in 2015
- Over \$690,000 in emergency capital repair and renewal construction work performed in 2015
- Over 1,200 agreements are administered and approximately 120 transactions are completed annually by Realty Services

Highlights of the Business Plan include:

Aging Building and Site Infrastructure:

- Identify aging infrastructure needs that require systematic allocation of limited resources
- Prepare for increased maintenance pressures and resources due to aging infrastructure

Energy Management:

- Continue to invest in our energy saving initiatives
- Anticipate greenhouse gas emission reductions of 1,858 tonnes per year by 2019 (equivalent of almost 364 cars off the road per year)

Net Investment (000's)	2017	2018	2019	2020
Operating	21,021	21,363	21,759	22,099
Capital	23,837	22,158	18,654	15,554
Full Time Equivalents	184.6	183.6	183.6	183.6

Core Service

Vision, Mission, Goals of Service and 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.

Goals of Service

- Maintain our buildings and site infrastructure
- Provide professional project management services
- Develop long term facility asset management strategy
- Develop highly integrated capital plans
- Strategically manage the acquisition, disposition and leasing of real property
- Ensure the safe use and enjoyment of City facilities
- Support and promote sustainability

Service Delivery Model



Achieving our Goals

Facilities & Property Management continues to ensure that City owned facilities are proactively maintained to extend their useful life and that staff and public feel safe while using these facilities. F&PM manages a diversified capital construction portfolio across the City and coordinates holistically to ensure that each project gets delivered on time and on budget. Highlights of F&PM achievements are listed below:

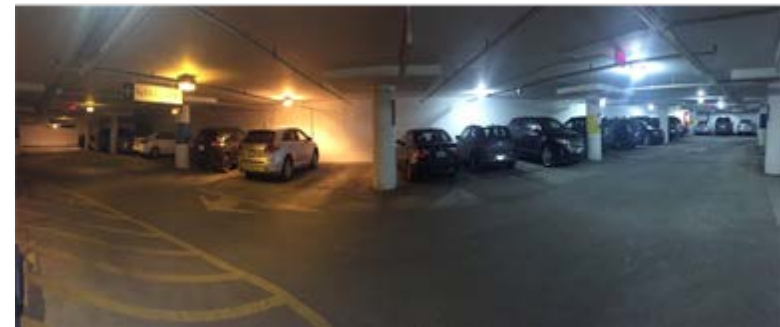
- New Fire Station 119, Leadership in Energy and Environmental Design- LEED Silver Application (\$6.4 million)
- New Meadowvale Community Centre and Library, Leadership in Energy and Environmental Design- LEED Silver Application (\$37 million)
- Central Library front entrance renovation (\$3 million)
- New community park washroom at Lisgar Fields Park (\$940,000)
- New community park washroom at Dr. Martin L. Dobkin Park (\$920,000)
- Chiller and ice plant equipment replacement at Tomken Twin Arena (\$650,000)
- Data centre HVAC system upgrade and cooling unit renewal at Civic Centre (\$700,000)
- Salt domes roofs renewal (four in total - \$400,000)
- Skylight lifecycle replacement of the Central Library (\$860,000)
- LED lighting upgrades at the Civic Centre's garages (\$375,000)
- Over \$690,000 in emergency capital construction work performed in 2015
- Secured over \$120,000 in grant incentives implementing energy management projects in 2015



Fire Station 119



Meadowvale Community Centre and Library



Civic Centre LED Lighting Upgrades

- Solar panel installations at Burnhamthorpe Community Centre and Huron Park Community Centre (part of Feed in Tariff - FIT Program)
- 2015 Facility Accessibility Design Standards launched
- Implemented various accessibility upgrades at City facilities to improve the “visitability” of facilities frequented by the public
- City Centre Transit Terminal - platform renewal project (\$800,000)
- Two properties transferred to Habitat for Humanity to support affordable housing initiative
- Implemented a number of Lean initiatives within Facilities Maintenance and Building Services and Operations
- Transformation of Malton Arena to Paul Coffey Arena (\$530,000)



Community Park Washroom at Dr. Martin L. Dobkin Park



City Centre Transit Platform



Community Park Washroom at Lisgar Fields Park



Tomken Twin Arena – Ice Plant Chiller



Central Library Front Entrance Renovation



Transformation of Malton Arena to Paul Coffey Arena



Security Services Staff assisting public



Facility Maintenance Staff performing emergency repair work

Awards and Recognition

Toronto Regional Conservation Authority's Mayors' Megawatt Challenge (MMC) has been bringing together leading municipalities to achieve exceptional levels of energy and environmental performance in municipal buildings. The Town Hall Challenge (a project under MMC) was conducted from 2012-2016 that invited municipalities across Canada to achieve 20 ekwh/ft² of Energy Use Intensity. Mississauga was declared the winner of the Town Hall Challenge and shared the victory with Town of Moncton.

Toronto Regional Conservation Authority also announced Mississauga as the winner of The Living City Energy Efficiency Leadership Award for achieving the target Energy Use Intensity and exceeding it by 14 per cent. The normalized Energy Use Intensity of Mississauga's Civic Centre at the end of the Challenge was 17.17 ekwh/ft².



Town Hall Challenge Winner Award (shared with Moncton City Hall)



The Living City Energy Efficiency Leadership Award

The Custodial Services Team was awarded “The Excellence in Customer Service Award” for 2015 for consistently "going the extra mile" in delivering the custodial services to earn the respect, support and appreciation of their customers.



2016 Corporate Award of Excellence – Excellence in Customer Service presented to Custodial Services Team

March of Dimes Award of Merit was presented to the City for the construction/renovation Meadowvale Community Centre and Library with special regard to accessibility for people with disabilities.



March of Dimes Award of Merit for Barrier Free Design

Diana Simpson, Supervisor Accessibility Planning and Accessibility Advisory Committee members were awarded “AODA 10th Anniversary Champion Award” for 2015 for her passion and commitment in the promotion of awareness of accessibility and inclusiveness in Mississauga.

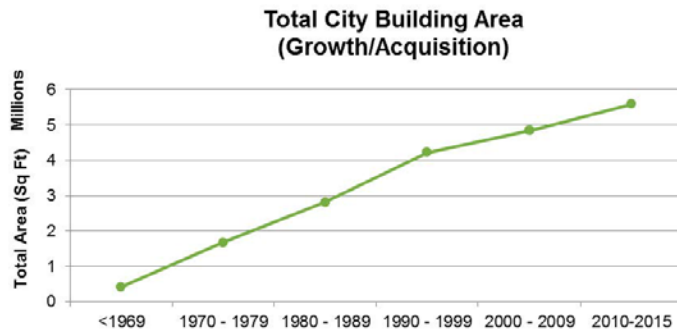


AODA 10th Anniversary Champion Award

Existing Service Levels, Trends and Efficiencies

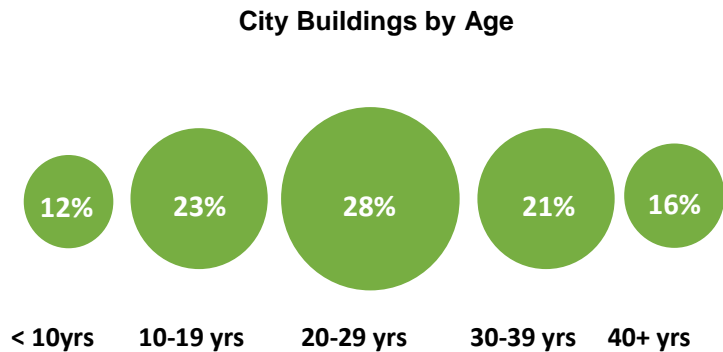
The City owns and operates a portfolio of 330 buildings of various sizes, complexity and usage that contain approximately 5.6 million square feet of space. F&PM is also responsible for the site services (e.g., parking lots, sewer, water, hydro, sports fields lighting and pathway lighting) for 283 parks. The current replacement value of all of these assets is approximately \$2 billion. These assets are the essential infrastructure necessary for the City departments to deliver the services and programs to our residents that significantly impact the quality of life, prosperity and sustainability within the community.

The size of the current City facility portfolio has increased over five times in 42 years (from below one million in 1973 to almost 5.6 million square feet in 2016).



Service	Annually
Buildings maintained and monitored for lifecycle replacements	330
Parks and sports fields monitored for lifecycle replacement	283
Facility asset replacement value	\$2B
Building systems maintained	27,000
Agreements administered	1,200
Realty service transactions	120
In house appraisal reports	225
Facility inspections	9,200
Maintenance & Operations service calls to buildings & parks	5,200
Utility accounts monitored	720

The age profile of existing facilities is depicted in the chart below showing that approximately two thirds of the inventory is more than 20 years old and almost 90 per cent of the inventory is more than 10 years old. The highest proportion of City building area falls within the 20 to 29 age range.

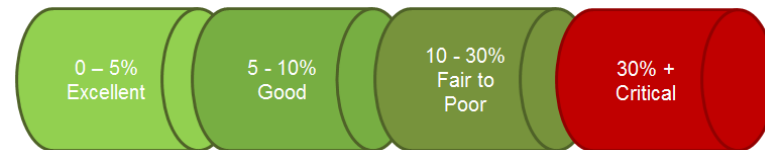


At approximately 20 years of age, a building typically begins to require higher investment in capital lifecycle maintenance and if critical building systems are not addressed in a timely manner then demand for emergency maintenance costs are incurred in order to keep the systems functional. This puts increasing pressure on our preventative maintenance program and/or emergency funding accounts to ensure facilities keep functional until a comprehensive capital lifecycle renewal renovation can be funded. Aging infrastructure requires systematic allocation of limited resources to maintain City-wide services.

Building condition is often defined in terms of the Facility Condition Index (FCI). The FCI is a standard facility management benchmark that is used to objectively assess the current and projected condition of a building or asset. By definition, the FCI is defined as the ratio of total cost of repair/maintenance to current building replacement value.

$$\text{FCI} = \frac{\text{Total Cost of Deferred Capital Maintenance}}{\text{Current Replacement Value}}$$

The industry standard definitions for FCI are as follows:



Lower FCI numbers are a good indicator, whereas a higher FCI number indicates deterioration of a building due to lifecycle renewal stress. Analyzing and using the FCI numbers allow buildings to be compared analytically which highlights the buildings that are in the greatest need for renewals, repairs or lifecycle replacements. It helps in determining which buildings should be considered for major lifecycle renewal renovations or upgrades and it also facilitates comparisons both within and among various institutions. Deferring the funding of capital lifecycle repairs/replacements will result in an increase to FCI values and the real risk of increased emergency situations and increase the probability of system / asset failure impacting the service delivery.

Our computerized asset management program calculates this index based on the age of the facility and its systems. Together with the approved priority rankings and staff validations, F&PM develops and continuously refines capital plan for lifecycle renewal capital projects for the next 10 years.

On an average the City spends approximately \$15 million per year on City wide lifecycle renewal projects. Extensive research and benchmarking of Public and Private sectors indicates that the industry standard to keep the buildings and site infrastructure in a state of good repair requires Annual Lifecycle Renewal Funding Rate of two to 2.5 per cent of total current replacement value (CRV). With this renewal funding rate the buildings will continue to sustain their intended functions with minimum lifecycle induced stress.

Currently there is a gap of \$25 million per year towards buildings and site infrastructure lifecycle renewal investment due to the fact that City's current Annual Lifecycle Renewal Funding Rate is 0.75 per cent of its CRV. This infrastructure deficit definitely poses challenges in keeping our front line service delivery facilities in a state of good repair however F&PM will continue to work with finance to strategize appropriate funding to maintain building/systems infrastructure in a state of good repair without impacting service delivery levels while taking into consideration other City wide funding needs and pressures.

Benchmarking and Industry Standards Based on Current Replacement Value (CRV):

Lifecycle Budget Term	Industry Standard (2.5% of CRV)	F&PM – City wide Requirements (2% of CRV)	Current City wide 10 Year Plan (0.75% of CRV)	Variance
City Wide Annual Lifecycle Requirement	\$50M	\$40M	\$15M	\$25M
10 Year City Wide Annual Lifecycle Requirement	\$500M	\$400M	\$150M	\$250M

The 2017-2020 Business Plan Outlook

Planning for the Future

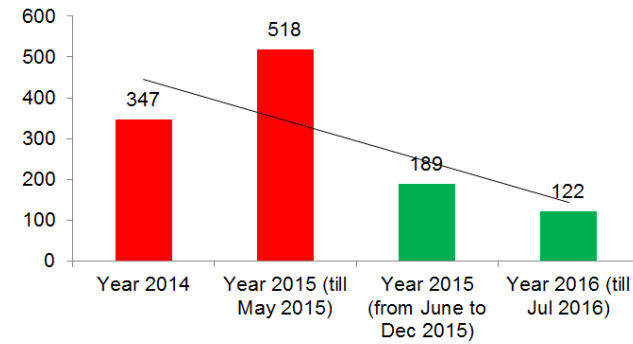
Facilities & Property Management has a strong track record of executing projects and managing assets and remains committed to being innovative and continues to look for new opportunities to add value to the City's infrastructure and realty landscape. F&PM will continue to focus on due diligence, incorporating accessibility standards and energy improvements and enhanced risk management through proactive identification and mitigation of buildings and site infrastructure related risks to the Corporation.

- 1. Facility Condition Assessments:** Facility Condition Assessments (FCAs) are a comprehensive assessment of buildings condition and their sub-systems. These systems include roofing, mechanical, electrical, plumbing, interior and exterior envelope. FCAs are planned on a four year rotating cycle to capture and update system data to develop accurate and highly integrated lifecycle renewal capital plans. A key aspect of the FCA methodology is the use of benchmarking tools which enable us to assess the relative condition of the City owed buildings and gauge the facility performance relative to the organization's mission. While buildings are constructed to last for extended periods of time, systems within a building have different expected life spans, which require replacement often multiple times during the life of a building. FCAs provide information that enables informed decisions to be made regarding where funds are best spent to provide safe assets and extend operating life. The FCA program provides the platform that is to be used to implement on going system of identification and prioritization of capital lifecycle renewal projects. A critical consideration in the process relates to the maintenance of condition data quality. If the data is not captured and updated on a regular basis then there would be no long term value for capital planning.
- 2. Asset Management Strategy:** Research, benchmark, and improve the asset management strategy to optimize the lifecycle value and performance of facilities while continuously improving service delivery and customer satisfaction.
- 3. Accessibility Audits:** As a co-leader in the City's commitment to barrier free City-wide buildings, conduct accessibility audits of all City buildings to ensure that City of Mississauga - Facility Accessibility Design Standards are incorporated into the designs for renovations to existing facilities and new construction projects. Conducting accessibility audits help in prioritizing the accessibility related requirements of planned capital projects.
- 4. Energy Audits and Awareness:** Conducting energy audits will help develop and implement energy and water efficiency programs. Continuing to monitor energy consumption and reporting, along with promotional tactics will increase energy awareness and benchmarking metrics.
- 5. Infrastructure Funding Opportunities:** F&PM will continue to proactively seek Federal / Provincial Infrastructure funding for our buildings and sites lifecycle renewal and replacement to maintain the infrastructure in the state of good repair.
- 6. Project Management:** F&PM will continue to provide in-house professional project management services for project planning, design, budgeting, scheduling, procurement, and construction. Highly skilled Project Managers provide project management and contract administration services. Effectiveness is key to provide expertise knowledge, guidance and the ability to work and collaborate with business units to support their business continuity. F&PM looks forward to the design and construction of Churchill Meadows Community Centre, the next new facility to be added to the City's portfolio.

7. **Space Planning:** Continue to work with all City departments to improve and effectively manage space strategy, addressing identified requirements, maximizing efficiencies, and managing growth demands. F&PM is currently pursuing a pilot project known as Our Future Corporation (OFC) and this project will help to relieve space pressures, however the main purpose for the project is to create a dynamic workplace that supports our business, people and culture now and into the future. The objectives are to provide employees the choice and control over how and where they work, foster teamwork, collaboration and communication, enhance productivity, efficiency and well-being, and reinforce our belief in Trust, Quality and Excellence.
8. **Processes, Policies Review and Lean Initiatives:** F&PM continues to review internal processes and policies to streamline business practices and align operations to meet current and future customer and business demands. The Division will continue the strategic review of Security policies, Facilities Maintenance processes (Work Order Process Lean Review) in 2016. In addition, F&PM will continue to build its capacity and expertise around continuous improvement while better leveraging existing data to proactively identify opportunities for service delivery improvement.

Facility Work Order Process Lean Review and Implementation Objectives

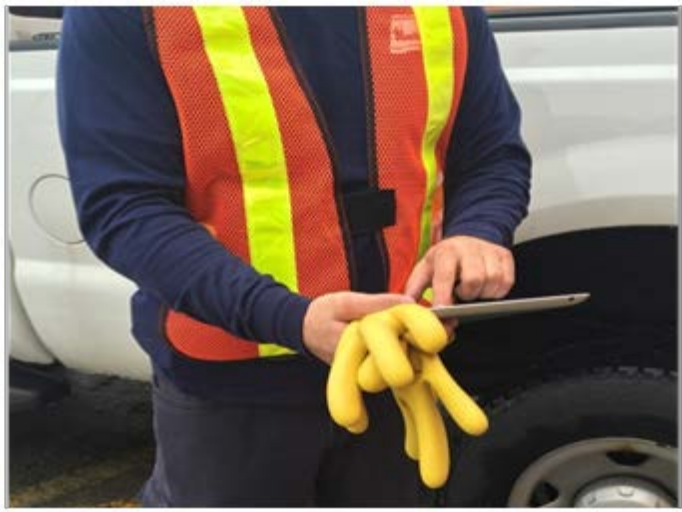
Yearly Backlog (Number)



Optimizing the Use of Technology

Advancements in technology have played a crucial role in the continued success of service delivery by F&PM. By leveraging technology to enhance our “partnering for success” philosophy, over the next three years, F&PM will continue to focus on increasing efficiencies, further alignment to our strategic Green pillar and enhanced end user interfaces that increase stakeholder satisfaction. F&PM will look to implement the following within the next three years:

1. **Computerized Vendor Maintenance Management System:** A mobile-friendly app, or web based solution, to connect with our inventory management system will allow vendors to receive Infor work requests, and update task performed status. Real-time task reporting will enable City Staff to monitor vendor work performance.

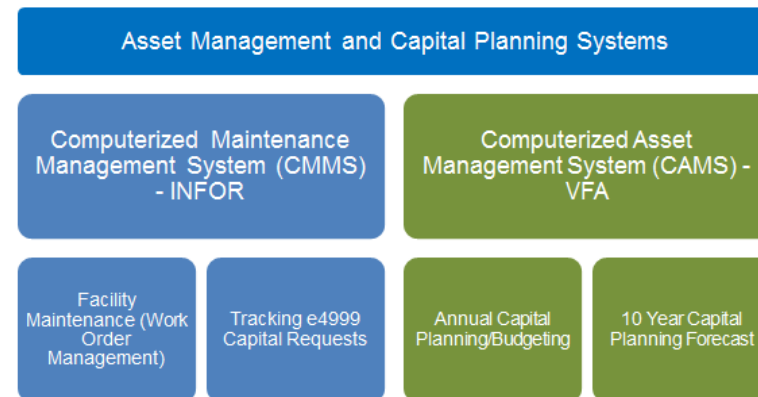


Development of a mobile-friendly app, or web based solution, to connect with our inventory management system

2. **Mobile Service Request App:** A mobile-friendly app for requesting services from F&PM will promote the self-service model for both internal staff and external stakeholders, while improving connectivity, communication, collaboration and reduce duplication. This app will be available on multiple devices and will interface with other existing applications.
3. **Integrated Security System:** A single, integrated security system solution that consolidates multiple system platforms (currently more than 12) into a single user interface inclusive of access control, intrusion, video surveillance, incident management, dispatch and more will streamline security operations, increase City wide situational awareness, provide new business intelligence, risk management and mapping functionality for all City facilities, parks and transit infrastructure.

Maintaining Our Infrastructure

F&PM will continue to maintain our buildings and site infrastructure with a robust and reliable asset management and capital planning systems to forecast lifecycle pressures.



Computerized Maintenance Management System (CMMS) is used for inventory tracking, work order management for Preventive and Demand maintenance, and Warranty management. Computerized Asset Management System is used for developing annual capital budget as well as for Long term capital planning. The database of this system contains useful lifecycle details of all assets and systems, as well as renewal costs which are updated annually. The system has mathematical modules which do datamining and processing to generate prioritized system renewal list with associated budget costs. Buildings/systems that are in the greatest need for renovations, repairs or lifecycle replacements are ranked and recommended for capital funding based on the risk and impact analysis.

For 2016, there are a number of initiatives planned in order to maintain and support the City's infrastructure needs.

- Energy Management – Arena & Pool LED Retrofits
- Hershey Sportszone - Pump/Motor Replacements
- Parking Lot LED Lighting - Various Locations
- Elevator/Lift Replacement and Accessibility Program - Clarke Hall
- Roof Replacements - Burnhamthorpe Community Centre, Clarkson Community Centre, Malton Community Centre
- Mechanical Replacement-Roof Top Units - Burnhamthorpe Community Centre, Malton Community Centre, Fire Station #101

Managing Our Human Resources

F&PM is made up of a mix of highly skilled technical staff with various professional backgrounds, complimented by highly dedicated front line service delivery staff. In order to adequately manage this team, manage turnover, obtain the best candidates

for future positions, and engage our current workforce we have developed the following strategies:

Staff development, training, accreditation:

- On regular basis staff are trained on continuous improvement and project management best practices i.e., Lean, Project Management Support Office (PMSO)
- In house training is provided to all newly hired staff on the Facility Asset Maintenance and Management related systems
- Providing effective learning and growth opportunities to staff, particularly experiential learning through special projects, feasibility studies and developmental assignments
- Staff receives support to obtain and retain their professional accreditations from various professional institutions
- Staff are encouraged and supported to attend various professional development webinars, seminars and workshops

Succession Planning - knowledge transfer:

- Our talent management and succession planning programs are targeted to address the turnover of staff in key high risk areas

Strategies to obtain and/or retain talent:

- F&PM continues to leverage Co-op students, Career Bridge students and intern opportunities to build relationships with local technical education communities
- In partnership with Human Resources, F&PM has implemented a talent management strategy to identify and retain high performing and high potential staff for career development opportunities

Linkages to the City's Strategic Plan

move - developing a transit oriented City

Build Reliable and Convenient Systems

- Provide maintenance and security enforcement to Transit facilities that see a lot of public use
- Build accessible facilities that promote the use of City transit system

belong - ensuring youth, older adults and new immigrants thrive

Ensure Affordability and Accessibility

- Continue to implement accessibility upgrades to improve universal "visit-ability" of City facilities
- Continue to build awareness of accessibility through the Accessible Plan
- Build facilities that appeal to the diverse needs of all of our residents

connect - completing our neighbourhoods

Build and Maintain Infrastructure, Maintain a Safe City

- Commit to building and maintaining infrastructure with Facility Asset Management and Facilities Maintenance Programs
- Develop vibrant facilities that serve the public needs but also become a destination of choice
- Commit to developing crime prevention and awareness programs to reduce risks associated with security matters

prosper - cultivating creative and innovative businesses

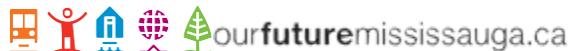
Responsible Spending

- Adopt and implement best practices to get the best value for taxpayers' money while maintaining respect for the public dollar
- Deliver projects on time and on budget

green - living green

Promote a Green Culture

- Actively pursue grants for energy conservation projects City-wide
- Actively review and implement ways to reduce energy usage and Green House Gas emissions City-wide
- F&PM champions the implementation of sustainable technologies in our new and redeveloped facilities



Engaging Our Customers

F&PM is committed to the sound management of the City's buildings and site infrastructure by continuously engaging our customers. F&PM connects with our customers and stakeholders through various avenues but the key to our engagement is regular and reliable two way communication. This provides a solid foundation to allow for collaboration between all our partner divisions for decision making that is in the best interests of the City.

- Our Facilities Maintenance section extensively utilizes online one-stop service requests form as a primary means of communication with front line service providers in the facilities. This system facilitates the reporting and tracking of progress on any maintenance issues with equipment or buildings. The work order system allows for integrated communication with various different sections within F&PM to better deliver services for our front line partners
- The public is also considered one of our partners and as such, signage on park pathway lights give residents a direct line into our maintenance staff for reporting any maintenance related issues (i.e. non-functional light poles, outages, etc.) so issues can be dealt with in a timely manner
- Our Security Services section continues to support the safety and security of public and staff on City property (i.e. Buildings, Parks and Transit). One of our most successful programs has been the Community Outreach Program which engages our City's citizens by fostering good relations with our security professionals as well as participating in special events that connects us with our community

- Successful energy management depends on the integration of energy efficient practices into the "business as usual" conduct of the organization, is based on a regular assessment of energy performance, and requires the implementation of procedures and measures to reduce energy waste and increase efficiency. The engagement of our customers is vital in managing our energy costs across the City. The Energenius site on the Intranet provides internal staff with access to advice and solutions to manage the consumption of utilities with a view to reduction of greenhouse gas emissions. Further the Energy Dashboard display at the City Hall is an engagement tool help staff and the public to visualize real time building energy performance online for our building (i.e. City Hall). The purpose of this tool is twofold: to raise awareness on energy consumption within the staff and community and to enable F&PM identify issues in the building as they arise and address them more precisely and rapidly. Through this initiative, F&PM intends to raise awareness about energy consumption and environment stewardship

F&PM promotes equitable access to facilities and services as well as safety in buildings and energy efficiency. It provides a variety of services that touch citizens' lives on a daily basis and is dedicated to meeting or exceeding the public's expectations in operating, maintaining, and renewing existing infrastructure, being environmentally friendly and leaving a positive legacy for future generations.

Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2017-2020 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 2016 was \$20.2 million and the proposed budget for 2017 is \$21.0 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 \$908,000 for 2017.

Highlights of the proposed budget changes are:

- Labour costs are projected to increase by \$518,000 and reflects labour adjustments and other fringe benefit changes
- Other operating increases \$347,000 including utilities cost and facilities maintenance materials cost increase
- The following budget change is proposed to operationalize prior decision for 2017: \$43,000 annualization of labour cost of an Accessibility Specialist

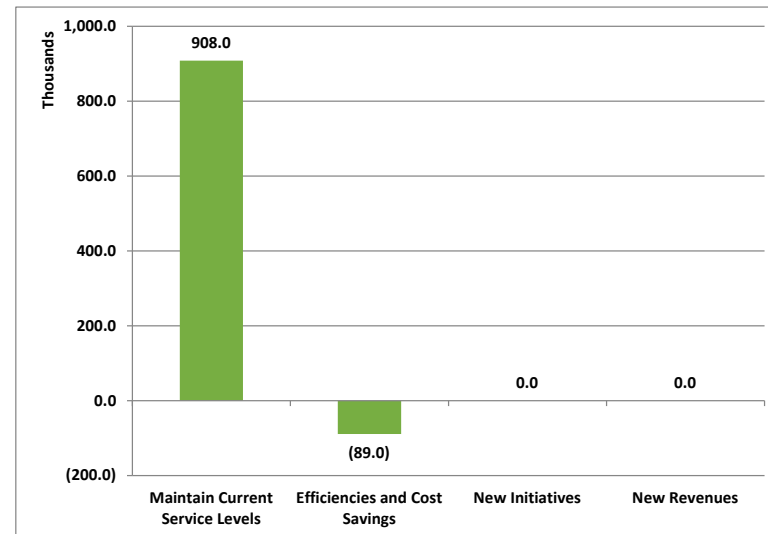
Efficiencies and Cost Savings

The operating budget is being reduced by \$89,000 to reflect decrease in vehicle maintenance cost and energy saving initiatives at F&PM administered facilities.

New Initiatives

No new initiatives impact the 2017 operating budget.

Proposed Changes to 2017 Net Operating Budget by Category (000's)



Operating

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2017-2020, the 2016 budget as well as 2015 actuals by major program within the service area as well as by major expenditure and revenue category.

Proposed Budget by Program

Proposed Budget By Program

Description	2015 Actuals (\$000's)	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Expenditures to Deliver Current Services						
Building Services & Operations	3,460	3,231	3,316	3,361	3,407	3,454
Capital Planning & Asset Management	791	832	863	875	888	900
Energy Management	2,897	2,898	3,110	3,218	3,313	3,426
Facilities Development & Accessibility	1,730	1,488	1,581	1,623	1,666	1,710
Facilities Maintenance	6,674	6,270	6,412	6,456	6,500	6,545
FPM Divisional Support Services	827	685	702	709	717	724
Realty Services	1,562	1,307	1,348	1,367	1,386	1,405
Security	3,396	3,956	4,155	4,204	4,256	4,308
Total Expenditures	21,336	20,667	21,487	21,814	22,132	22,472
Revenues	(733)	(466)	(466)	(466)	(466)	(466)
Transfers From Reserves and Reserve Funds	0	0	0	0	0	0
New Initiatives and New Revenues			0	15	93	93
Proposed Net Budget Including New Initiatives & New Revenues	20,604	20,202	21,021	21,363	21,759	22,099
Expenditures Budget - Changes by Year			4%	2%	1%	2%
Proposed Net Budget - Changes by Year			4%	2%	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 2017 Budget

Description	2016 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	2017 Proposed Budget (\$000's)	\$ Change Over 2016	% Change Over 2016
Labour and Benefits	13,945	518	0	43	0	0	0	14,507	562	4%
Operational Costs	7,966	462	(89)	0	0	0	0	8,339	373	5%
Facility, IT and Support	(1,243)	(115)	0	0	0	0	0	(1,359)	(115)	9%
Total Gross	20,667	865	(89)	43	0	0	0	21,487	819	4%
Total Revenues	(466)	0	0	0	0	0	0	(466)	0	0%
Total Net Expenditure	20,202	865	(89)	43	0	0	0	21,021	819	4%

Summary of Proposed 2017 Budget and 2018-2020 Forecast

Description	2016 Approved Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Labour and Benefits	13,945	14,507	14,736	14,972	15,211
Operational Costs	7,966	8,339	8,451	8,612	8,713
Facility, IT and Support	(1,243)	(1,359)	(1,359)	(1,359)	(1,359)
Total Gross	20,667	21,487	21,828	22,225	22,565
Total Revenues	(466)	(466)	(466)	(466)	(466)
Total Net Expenditure	20,202	21,021	21,363	21,759	22,099

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	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
Labour and Benefits	13,945	14,507	562	Increase/Decrease Reflects Labour Adjustments and Other Fringe Benefit Changes
Administration and Support Costs	(1,243)	(1,359)	(115)	Increase in allocations to Community Services and T&W for additional service contract cost
Advertising & Promotions	3	3	0	
Communication Costs	40	40	0	
Contractor & Professional Services	1,581	1,697	115	Increase for service contract cost -recovered from Community Services and T&W
Equipment Costs & Maintenance Agreements	908	908	0	
Finance Other	(19)	(19)	0	
Materials, Supplies & Other Services	194	194	0	
Occupancy & City Costs	4,893	5,173	280	\$266 utilities cost increase, (\$9) savings from Diesel (\$66) utilities efficiencies \$89 Maintenance materials cost increase
Staff Development	104	104	0	
Transfers To Reserves and Reserve Funds	20	20	0	
Transportation Costs	242	219	(23)	Efficiencies Vehicle maintenance
Subtotal - Other Operating	6,722	6,980	257	
Total Revenues	(466)	(466)	0	
Subtotal - Revenues	(466)	(466)	0	
Total	20,202	21,021	819	

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 #	2017 FTE Impact	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2017 to 2020 FTE Impact	2017 to 2020 Capital (\$000's)
New Initiative								
Integrated Security System	2550	0.0	0	0	73	73	0.0	416
Mobile Service Request App	2551	0.0	0	0	5	5	0.0	85
Computerized Vendor Maintenance Management System	2552	0.0	0	15	15	15	0.0	92
Total New Initiative		0.0	0	15	93	93	0.0	593
New Revenues								
		0.0	0	0	0	0	0.0	0
Total New Revenues		0.0	0	0	0	0	0.0	0
Total New Initiatives and New Revenues		0.0	0	15	93	93	0.0	593

Note: Numbers may not balance due to rounding.

Budget Request #: 2550

Proposed Initiative	Department	Service Area
Integrated Security System	Corporate Services Department	Facilities & Property Management

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	0.0	73.0	73.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	73.0	73.0
* Net Change in \$		0.0	73.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	305.5	110.0	0.0	0.0

Why Staff Recommend this Initiative

The Integrated Security System will streamline security operations, increase City wide situational awareness, enhance our internal customers' operations and provide added value through a more efficient deployment of resources. The system enhances F&PM security services ability to effectively coordinate opportunities with other business line operations and dispatch centers including Emergency Management, Traffic Control, Transit and Maintenance.

Details of Service Change

An Integrated Security System (ISS) is a single, end-to-end solution that uses existing technologies currently in use such as access control, intrusion and video surveillance, replaces the existing incident management and dispatch software and amalgamates all of the platforms on one user interface for the Security Operations Centre. The system will act as a business enabler with enhanced system reporting and analytics such as customer heat mapping. Additionally there will be a minimal offset of cost in not renewing the annual software license and services agreement for Report Exec which is approximately \$6,000.

Service Impact

Service Impacts include:

1. Decreased response times.
2. Enhanced performance management tools.
3. Increased data collection, analysis and reporting products.
4. Decreases in resolution times achieved through a more efficient end to end process
5. Increases in security audits that examine and verify accounts.
6. Enhance real-time event tracking.

Budget Request #: 2551

Proposed Initiative

Department

Service Area

Mobile Service Request App

Corporate Services Department

Facilities & Property Management

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	0.0	5.0	5.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	5.0	5.0
* Net Change in \$		0.0	5.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	85.0	0.0	0.0

Why Staff Recommend this Initiative

A mobile-friendly app for requesting services from Facilities & Property Management will promote the self-service model for both internal staff and external stakeholders, while improving connectivity, communication, collaboration and reduce duplication. This app will be available on multiple devices and will interface with other existing applications.

Details of Service Change

To develop Mobile Service Request App for Facilities and Maintenance section that will promote the self-service model, while improving connectivity, communication, collaboration and reduce duplication. Currently there is no out of box solution to meet these requirements and a custom application would be required to be developed. This strategy would include the following actionable deliverables:

- Develop a Mobile Service Request App that will be available on multiple devices
- Upgrade the current interface with INFOR application to provide automatic feedback on the status of service requests

Service Impact

Service impacts include:

- Provide real-time updates on application identifying service level and status for all stakeholders
- Remove all email and phone requests from the 4999 service desk

Budget Request #: 2552

Proposed Initiative	Department	Service Area
Computerized Vendor Maintenance Management System	Corporate Services Department	Facilities & Property Management

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	14.7	14.7	14.7
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	14.7	14.7	14.7
* Net Change in \$		14.7	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	92.2	0.0	0.0	0.0

Why Staff Recommend this Initiative

This innovative initiative creates a connected and engaged environment that will allow Contract Managers and Vendors to collaborate and work efficiently. The initiative provides F&PM with the ability to partner with other City departments like Community Services to combine and improve Contract Management processes.

Details of Service Change

To develop a mobile-friendly app, or web based solution, to connect with Infor to allow vendors to receive Infor work requests, and update task performed status. Real-time task reporting will enable City Staff to monitor vendor work performance. The initiative aligns with F&PM current business process and technologies. Infor is being used by F&PM to receive SR from internal clients and to issue work orders to internal F&PM staff.

Service Impact

Service impacts include:

1. Real-time ability for coordinators to monitor vendor tasks.
2. Eliminate requirements for tracking packing slips.
3. Contract Coordinators will be aware when contractors arrive onsite and remotely monitor work completion.
4. Two-way communication with stakeholders.
5. Streamline work order processes.
6. Tracking and verification work pm (preventative maintenance) requirements under contract in Infor – Currently only 50 per cent of work is being tracked by Infor.
7. Single login for vendors' task requirements.
8. More accurate and timely service level measurements.

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2016	2017	2018	2019	2020
Building Services & Operations	40.6	40.6	40.6	40.6	40.6
Capital Planning & Asset Management	8.0	8.0	8.0	8.0	8.0
Energy Management	7.0	7.0	7.0	7.0	7.0
Facilities Development & Accessibility	24.0	24.0	24.0	24.0	24.0
Facilities Maintenance	30.0	30.0	30.0	30.0	30.0
FPM Divisional Support Services	6.3	6.3	6.3	6.3	6.3
Realty Services	11.0	11.0	11.0	11.0	11.0
Security	57.7	57.7	56.7	56.7	56.7
Total Service Distribution	184.6	184.6	183.6	183.6	183.6

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 or the capital forecast.

Proposed 2017-2026 Capital Budget by Program

Program Expenditures	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
Capital Construction & Improvement	792	2,400	3,100	0	0	6,292
Facility Services	3,344	568	100	100	600	4,712
Lifecycle	19,701	19,190	15,454	15,454	92,724	162,523
Total	23,837	22,158	18,654	15,554	93,324	173,526

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

2017-2026 Capital Forecast Highlights include the following:

- For 2017, Lifecycle projects make up 83 per cent (\$19.7 million) of F&PM's capital budget request of \$23.8 million broken down as follows:
 - Mechanical Replacement - \$10.2 million
 - Roof Replacement - \$4.1 million
 - Parking Lot Renewal - \$1.4 million
 - Emergency Repairs - \$1.1 million
 - Other Lifecycle Projects including Escalators and Elevators, Security and Structural replacement and repairs - \$2.9 million
- Facility Services and Capital Construction and Improvement make up the balance at \$4.1 million with major projects focusing on Energy Efficiency and LED upgrades
- The capital budget request for the remaining nine years (2018-2026) reflects F&PM's need to further fund lifecycle and emergency projects

Proposed 2017-2026 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion for each year of the proposed 2017-2020 Business Plan and 2017 Budget and the consolidated forecast for 2021-2026.

Funding	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
Cash In Lieu	0	0	0	0	0	0
Federal Funding	6,178	13,064	11,458	0	0	30,700
Recoveries from Others	2,001	1,445	0	0	0	3,445
Tax	10,525	6,544	7,196	15,554	13,145	52,964
Debt	5,134	1,105	0	0	80,179	86,418
Total	23,837	22,158	18,654	15,554	93,324	173,526

Note: Numbers may not balance due to rounding. □

Proposed 2017 Capital Budget Detail

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

Program: Capital Construction & Improvement

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPFP005780	Roof access railing-Mississauga Central Library	150	0	150	Gas Tax -Federal Gas Tax-City Allocation
CPFP005781	Working platform -Erin Mills Twin Arena	21	0	21	Gas Tax -Federal Gas Tax-City Allocation
CPFP005782	Trench Drains - Trip hazard-Edward J. Dowling Transit Facility	21	0	21	Gas Tax -Federal Gas Tax-City Allocation
CPFP005973	Civic Precinct	500	0	500	Tax -Capital Reserve Fund
CPFP005975	Malton Washroom	100	0	100	Gas Tax -Federal Gas Tax-City Allocation
Total		792	0	792	

Note: Numbers may not balance due to rounding.

Proposed 2017 Capital Budget Detail (Cont'd)

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	202	0	202	Gas Tax -Federal Gas Tax-City Allocation
CPFP005073	LED Lighting - Hershey Sportszone	305	0	305	Tax -Debt-Other
CPFP005074	2016 Recommissioning	48	0	48	Tax -Capital Reserve Fund
CPFP005075	Citywide Energy Audit Projects Implementation	467	0	467	Gas Tax -Federal Gas Tax-City Allocation
CPFP005076	LED Lighting Retrofits- LAC & Central Library	319	0	319	Tax -Debt-Other
CPFP005777	Security New-Integrated Security System (BR2550)	306	0	306	Tax -Capital Reserve Fund
CPFP005778	FM-Computerized Vendor Maintenance Management System (BR2552)	92	0	92	Tax -Capital Reserve Fund
CPFP005779	FM-Mobile e4999 App (BR2551)	85	0	85	Tax -Capital Reserve Fund
CPFP005795	Furniture New-Health & Safety Furniture	100	0	100	Tax -Capital Reserve Fund
CPFP005826	Energy Management-Pilot Solar LED Parking Lights	66	0	66	Gas Tax -Federal Gas Tax-City Allocation
CPFP005828	Energy Management-Parking Lot Block Heater Controls	46	0	46	Gas Tax -Federal Gas Tax-City Allocation
CPFP005830	Energy Management-Arena & Pool LED Retrofit	455	0	455	Gas Tax -Federal Gas Tax-City Allocation
CPFP005833	Furniture New-Furniture Relocations	90	0	90	Tax -Capital Reserve Fund
CPFP005834	Furniture New-2017 New Hires	100	0	100	Tax -Capital Reserve Fund
CPFP005974	City Hall modifications	400	0	400	Tax -Capital Reserve Fund
CPFP04196	Arena and Pool LED Lighting - Cash Flowed	263	0	263	Tax -Debt-Other
Total		3,344	0	3,344	

Proposed 2017 Capital Budget Detail (Cont'd)

Program: Lifecycle

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPFP005044	Mechanical Replacement-Generators-Variou	41	0	41	Gas Tax -Federal Gas Tax-Regional Allocation,Tax -Capital Reserve Fund
CPFP005045	Mechanical Replacement - Cooling Tower	612	0	612	Tax -Capital Reserve Fund
CPFP005046	Mechanical Replacement-RTU-Variou	489	0	489	Tax -Capital Reserve Fund
CPFP005047	Mechanical Replacement- Rec Facilities (Various)	276	0	276	Tax -Capital Reserve Fund
CPFP005048	Mechanical Replacement- Various	624	0	624	Tax -Capital Reserve Fund
CPFP005050	Roof Replacements- Major Rec CC (Various)	311	0	311	Gas Tax -Federal Gas Tax-City Allocation
CPFP005051	Roof Replacement- Various	444	0	444	Gas Tax -Federal Gas Tax-Regional Allocation,Tax -Capital Reserve Fund
CPFP005056	Hershey Sportszone (Pump/Motor Replacements)	126	0	126	Tax -Capital Reserve Fund
CPFP005058	Escalator and Elevator Modernization	575	0	575	Gas Tax -Federal Gas Tax-Regional Allocation,Tax -Capital Reserve Fund
CPFP005059	Parking Lot - various Central Locations	363	0	363	Tax -Debt-Other
CPFP005060	Parking Lots - various North Locations	110	0	110	Tax -Capital Reserve Fund
CPFP005081	Structural & Facade Repairs - Civic & Central Library	132	0	132	Tax -Capital Reserve Fund
CPFP005082	Structural Repairs - various	75	0	75	Tax -Capital Reserve Fund
CPFP005754	Roof Replacement- City Hall	3,280	0	3,280	Tax -Debt-Other
CPFP005757	Roof Replacement- Vic Johnson	59	0	59	Gas Tax -Federal Gas Tax-City Allocation
CPFP005758	Electrical Replacement- Corporate (UPS)	276	0	276	Tax -Capital Reserve Fund
CPFP005759	Mech Replacement- Dehumidification	96	0	96	Tax -Capital Reserve Fund
CPFP005761	Mech Replacement- Rec Facilities (Various)	1,473	0	1,473	Tax -Capital Reserve Fund
CPFP005766	Mech Replacement- Corporate (LAC)	591	0	591	Gas Tax -Federal Gas Tax-City Allocation
CPFP005767	Mech Replacement-RTU- Rec (Various)	719	0	719	Gas Tax -Federal Gas Tax-City Allocation
CPFP005783	Various Emergency Repairs	1,060	0	1,060	Tax -Capital Reserve Fund

Proposed 2017 Capital Budget Detail (Cont'd)

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPFP005784	Lifecycle Security-Mississauga City Hall	129	0	129	Tax -Capital Reserve Fund
CPFP005785	Lifecycle Security-Mississauga Central Library	44	0	44	Tax -Capital Reserve Fund
CPFP005786	Lifecycle Security-Variou s - other	45	0	45	Tax -Capital Reserve Fund
CPFP005787	Lifecycle Security-Security Equipment	212	0	212	Tax -Capital Reserve Fund
CPFP005788	Electrical Replacement- Rec	56	0	56	Tax -Capital Reserve Fund
CPFP005790	Pneumatic Devices & Building Controls	20	0	20	Tax -Capital Reserve Fund
CPFP005791	City Hall Entrance Doors	265	0	265	Gas Tax -Federal Gas Tax-City Allocation
CPFP005792	Lifecycle Inspections	40	0	40	Tax -Capital Reserve Fund
CPFP005793	Lifecycle Inspections-Harris Farm Main House-comprehensive investigation	120	0	120	Tax -Capital Reserve Fund
CPFP005794	Structrual Repair - City Hall	186	0	186	Gas Tax -Federal Gas Tax-City Allocation
CPFP005807	Mech Replacement - Transit & Works (Various)	744	0	744	Gas Tax -Federal Gas Tax-Regional Allocation, Gas Tax - Federal Gas Tax-City Allocation
CPFP005809	Electrical Replacement - Transit (Various)	61	0	61	Gas Tax -Federal Gas Tax-Regional Allocation, Tax - Capital Reserve Fund
CPFP005811	Parking Lot - Fire	585	0	585	Tax -Debt-Other
CPFP005815	Parking Lots -R.K. MCMillan Park	159	0	159	Tax -Debt-Other
CPFP005816	Parking Lots -Streetsville Kinsmen Hall	111	0	111	Tax -Debt-Other
CPFP005817	Parking Lots - Culture	104	0	104	Tax -Capital Reserve Fund
CPFP005820	Structural Repairs and Replacement- Rec	106	0	106	Tax -Capital Reserve Fund
CPFP005821	Elevator/Lift Rplc & Accessibility Prog-Clarke Hall	148	0	148	Gas Tax -Federal Gas Tax-City Allocation
CPFP005822	Elevator/Lift Rplc & Accessibility Prog-Clarkson Community Centre	141	0	141	Gas Tax -Federal Gas Tax-City Allocation
CPFP005831	Lifecycle Inspections-Hershey Sportzone-Community Rinks - consulting only	10	0	10	Tax -Capital Reserve Fund
CPFP005832	Lifecycle Inspections-Mississauga Valley CC Library Pool & Arena - consulting only	20	0	20	Tax -Capital Reserve Fund

Proposed 2017 Capital Budget Detail (Cont'd)

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPFP005836	Lifecycle Equipment-FM New Truck	45	0	45	Tax -Capital Reserve Fund
CPFP005837	Lifecycle Furniture 2017	150	0	150	Tax -Capital Reserve Fund
CPFP005852	Pathway Lighting - West	265	0	265	Tax -Capital Reserve Fund
CPFP005872	Interior Finishes - Various	47	0	47	Gas Tax -Federal Gas Tax-City Allocation
CPFP005879	Door Replacement - Various	69	0	69	Gas Tax -Federal Gas Tax-City Allocation
CPFP005938	Structural Repairs - OCJ Canopy	85	0	85	Tax -Capital Reserve Fund
CPFP005963	City Centre Transit Terminal -Lifecycle Mechanical & Electrical upgrades	1,408	704	704	Tax -Capital Reserve Fund
CPFP005964	Central Parkway - Lifecycle Mechanical & Electrical upgrades	1,758	879	879	Tax -Capital Reserve Fund
CPFP005965	Malton Satellite - Lifecycle Mechanical & Electrical upgrades	836	418	418	Tax -Capital Reserve Fund
Total		19,701	2,001	17,700	

Note: Numbers may not balance due to rounding.

Proposed 2018-2020 Capital Budget by Sub-Program

The following tables provide a listing of capital forecast by sub-program for 2018-2020.

Proposed 2018-2020 Capital Budget Detail

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Capital Construction & Improvement			
FPM Accessibility	0	0	0
FPM Capital Construction & Improvement	2,400	3,100	0
FPM Relocation & Office Accommodation	0	0	0
Subtotal	2,400	3,100	0

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Facility Services			
FPM Energy Management	458	0	0
FPM Equipment New	0	0	0
FPM Furniture New	0	0	0
FPM Security New	110	100	100
Subtotal	568	100	100

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Lifecycle			
FPM LC Emergency	1,060	1,060	1,060
FPM LC Equipment	0	0	0
FPM LC Furniture	0	0	0
FPM LC Inspections	0	0	0
FPM LC Maintenance	16,685	14,394	14,394
FPM LC Security	0	0	0
Subtotal	17,745	15,454	15,454
Total Expenditures	20,713	18,654	15,554

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.

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 computerized asset management system, we can analyze 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.

Security Services continues to support the safety and security of City staff, customers and property with onsite and mobile response services. The target onsite response time for any call for service anywhere in the City is 30 minutes or less and five minutes or less for facilities that have an onsite security presence (Civic Centre, Central Library, Living Arts Centre, City Centre Transit Terminal and Celebration Square). This 30 minute target time at a 95 per cent success rate was determined based on a time and space analysis of Security Services' ability to reach any location with the two to three available mobile response units. 30 minutes is also a typical industry standard for third party guards services.

Employee Measures

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. Employee survey is conducted every three years.

Business Process Measures

Electricity Consumption per Square Meter (KWH), Water Consumption per Square Meter, Natural Gas Consumption per Square Meter all measure the utility consumption for City facilities and is reported annually. This allows staff to look into the trends and correct issues as required. These measurements can be benchmarked with other similar facilities internally. 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 CO₂ to demonstrate the impact of our energy saving initiatives on the environment.

Balanced Scorecard

Measures for Facilities and Property Management	2013 (Actual)	2014 (Actual)	2015 (Actual)	2016 (Plan)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)
Financial: □								
Average Maintenance Cost per Square Meter	\$13.4	\$13.5	\$13.4	\$13.3	\$13.1	\$13.0	\$13.0	\$13.0
Customer:								
Buildings in Fair to Good / Better FCI Band ((Based on current 10 year capital budget forecast)	64%	65%	64%	65%	65%	65%	65%	65%
30 minutes or Less Security response time for City wide security related service calls	N/A	80%	85%	95%	95%	95%	95%	95%
Employees/Innovation:								
Employee Satisfaction with Physical Work Environment (Corporate Services)	N/A	85%	N/A	80%	N/A	85%	N/A	85%
Employee Satisfaction with Technical Training and Development (FPM)	N/A	80%	N/A	82%	N/A	80%	N/A	80%
Internal Business Process:								
Electricity Consumption per Square Meter (KWH)	158.9	155.5	155.8	154.2	152.7	151.1	149.6	148.1
Water M3 Consumption per Square Meter	1.7	1.8	1.8	1.8	1.8	1.7	1.7	1.7
Natural Gas M3 Consumption per Square Meter	20.1	21.1	19.1	18.9	18.7	18.5	18.3	18.2



City Manager's Office

2017-2020 Business Plan
& 2017 Budget

Foreword

Mississauga City Council approved **Our Future Mississauga**, the Strategic Plan to achieve our vision over the next 40 years. The strategic vision identified five pillars for change, Move, Belong, Connect, Prosper and Green. The City consulted extensively with residents, staff and stakeholders in developing the Strategic Plan.

The City continues to engage with stakeholders about its programs and services through the City's website, social media, satisfaction surveys and more. This helps ensure citizens have input on the decisions that affect them.

The 2017-2020 Business Plan and 2017 Budget detail how and where the City plans to allocate resources to the programs and services that people rely on every day, while providing good value for taxpayers and supporting the Strategic Plan.

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Executive Summary of City Manager’s Office

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.

Services we provide:

- Strategic Leadership, the Economic Development Office; Internal Audit Division and the Legal Services Division
- The City Manager’s Office (“CMO”) 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

Interesting facts about this service:

- The Economic Development Office (“EDO”) supports Mississauga’s business community of more than 86,000 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) in 2015

Highlights of the Business Plan include:

- Advancing continuous improvement initiatives and best practices throughout the City with a focus on risk awareness and mitigation
- In 2017, the EDO will be implementing an advanced technological solution to improve customer information management’s operational and performance efficiencies. Use of data analytic software to allow for increased scope of audits

- Dedicated Youth Entrepreneur Program (2018) and Newcomer Entrepreneur Program (2019) to assist youth and new Canadians starting businesses in Mississauga
- Proposed expansion of the City’s in-house insurance defence litigation team to include an additional lawyer, a law clerk, and an administrative assistant in order to bring more work in-house for better quality and value service while saving \$171,645 annually in external legal costs
- Proposed conversion of contract lawyer position for Transportation & Works (T&W) 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
- Proposed addition of another Collections Law Clerk to help collect unpaid fines levied under the *Provincial Offences Act* thereby increasing City revenues

Net Investment (000's)	2017	2018	2019	2020
Operating	12,651	12,929	13,210	13,417
Capital	0	0	0	0
Full Time Equivalents	79.0	81.0	81.0	81.0

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Effective and progressive change takes strategic thought, solid policies, insight, creativity, great communication and time. 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.

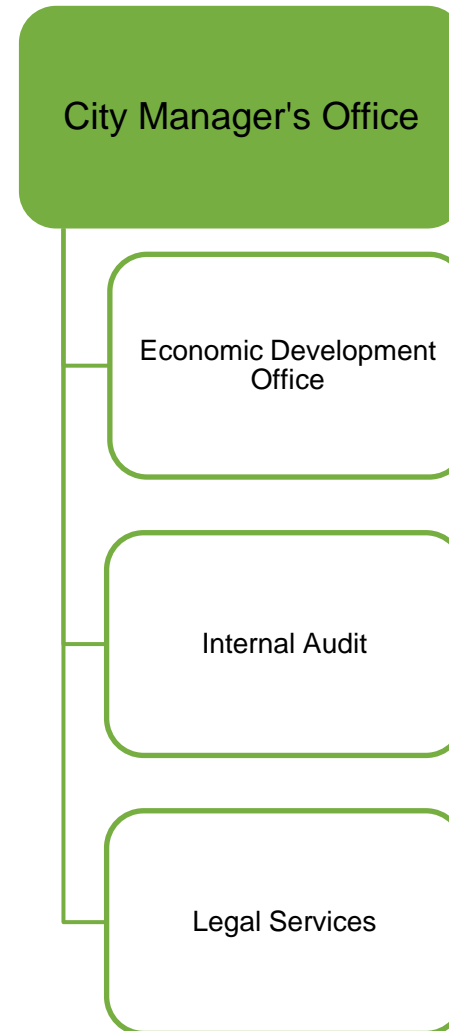
Vision

We will champion and inspire strategic leadership in every aspect of the Corporation of the City of Mississauga.

Mission

The CMO 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



Achieving our Goals

- The CMO sets the highest standards for its teams and strives to always lead the City by example
- Each Division within the CMO also strives to provide the maximum value on behalf of the citizens and ratepayers of Mississauga by seeking out new ways to reduce costs, increase revenues, and identify new and more efficient ways of doing business
- Indeed, all groups within the CMO are expected to take a business-minded approach to their functions which translate into a positive and fiscally-sound workplace
- Annual work-plans are developed and adhered to by each Division to provide objective performance measures
- New to 2016, Legal Services has also undertaken to create an annual 'Key Performance Indicator' Report outlining key data pertaining to the work being done by Legal Services and the overall value to the City

Economic Development Office

- The EDO will continue its focus on cluster development strategies that support our Life Sciences, Financial Services, Advanced Manufacturing and Information Communications and Technology Sectors
- The EDO will also be increasing its focus on workforce development in economic development in the City's key sectors, and identifying talent gaps and opportunities whilst working to address increasing pressure for youth and newcomer entrepreneur support



Mississauga's Dynamic and Growing City Centre

Internal Audit

- Internal Audit Completed a significant portion of the Work Plan despite staffing constraints and increased demand for special assignments and consulting services
- This resulted in 100 per cent acceptance of Audit Recommendations and whilst providing value added advice regarding risk management, control and governance processes
- Several Internal Audit staff members also achieved Certified Internal Auditor (CIA), Certified Government Auditing Professional (CGAP), Project Management Professional (PMP) and Lean Green Belt designations

Legal Services

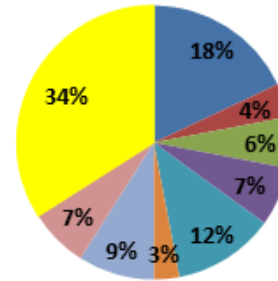
Legal Services is constantly seeking to provide the best possible legal advice and representation to the City and the following is a list of the key achievements of the Division over the past year:

- Negotiated and arrived at multiple high profile settlements in Human Rights Tribunal matters
- Filed a comprehensive Response to a Human Rights Application involving allegations of racist names and logos associated with certain youth hockey organizations operating in Mississauga
- Entered defences for multiple transit claims and claims arising from alleged non-repair of roads and sidewalks
- Successfully defended against a claim for \$7.5 million in a matter related to the enforcement of the City's Mobile Sign By-law
- Achieved settlement in an appeal seeking an Official Plan and Zoning By-law Amendment to allow for residential development of condominium towers and townhomes
- Mississauga Transitway – provide ongoing legal advice to staff for the construction of all three segments and future operations and maintenance
- Shared Economy Regulation (e.g. Uber, AirBnB) – provide legal advice and draft applicable regulatory by-laws
- Construction Lien Act Review – made submissions to the Province on behalf of the City on recommended changes to the lien legislation
- Stormwater Fees & Charges Bylaw – drafted by-law and provide ongoing advice to staff on the design and implementation of the Stormwater charges regime
- Procurement templates review – working closely with Materiel Management to implement templates for City procurements, including an update of the T&W construction and maintenance tender templates
- Participated as key members of the policy development staff team on Inspiration Lakeview and provided legal advice on important strategic and technical considerations on an ongoing basis
- Provincial Offences Collections - Legal staff undertook legal research and in partnership with staff in the Revenue Division and Administration, developed a framework to improve the process by which outstanding Provincial Offences fines are collected
- Insurance claims requirements decreased by \$7.5 million from \$29 million at the end of 2014, to \$21.6 million at the end of 2015. Nearly \$3.3 million of the decrease was related to the resolution of 2010 claims

Controlling Legal Costs

As the following graphs demonstrate, by far the largest portion of the City's external legal costs stems from **insurance defence litigation which cost the City \$1,619,258.76 in 2015**. For this reason, Legal has been working for the past several years on strategies to reduce this cost burden. Since 2011 the Risk Management team within Legal has been aggressively managing these claims resulting in a \$300,000+ reduction in external legal costs in 2014. With the addition of the City's first in-house insurance defence lawyer in 2015, these files now comprise four per cent of all in-house hours. What is clear is that insurance defence litigation represents the most obvious means by which Legal can bring more work in-house whilst concurrently reducing the external legal costs to the City. For this reason, Legal has submitted one Budget Request for 2017 asking for the addition of a full time junior lawyer, law clerk, and a legal assistant to the insurance defence team. It is projected that the 47 per cent figure in chart #2 will be significantly reduced for 2017 should this budget request be approved:

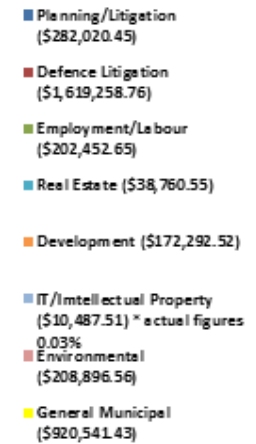
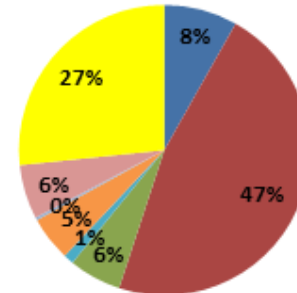
1. BREAKDOWN OF HOURS WORKED BY AREA OF LAW (2015)



TOTAL HOURS: 28,327.70

***The Defence Litigation practice group did not exist prior to June, 2015, when the City's first in-house insurance defence lawyer was hired.**

2. BREAKDOWN OF EXTERNAL LEGAL FEES BY AREA OF LAW (2015)



TOTAL EXTERNAL FEES: \$3,454,710.43

Awards and Recognition

Economic Development Office

- Mississauga is a city of the future according to fDi Magazine who ranked Mississauga as a top 10 overall Large American City of the Future 2015/2016
- The City of Mississauga also ranked third for connectivity and fourth for business friendliness and fifth for FDI Strategy. This recognition will reinforce Mississauga's value proposition for return on investment and help to build Mississauga's profile as a global business destination
- Mississauga's Economic Development Office received honourable mention as a Top Canadian Local Economic Development group in Site Selection Magazine's
- "Canada's Best Locations 2015" feature
- Economic Developers Association of Canada presented Mississauga with a top marketing award for the business attraction and investment videos
- International Economic Development Council awarded the City of Mississauga Silver standing for business videos catered to small business and business attraction
- International Economic Development Council awarded the City of Mississauga Gold standing for WinTheHumanRace.ca microsite
- 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



Mayor Crombie Joins the EDO Team in formally receiving the International Development Council Gold Standing Award

Legal Services

- Mary Ellen Bench was awarded the prestigious Gold Key Award in the Public Sector by the Osgoode Hall Law School Alumni Association. This distinction is only granted to a very small number of individuals each year and it is intended to "...honour outstanding Osgoode alumni for their exceptional professional achievements and significant contributions to the Law School and the community."



Mississauga City Solicitor Mary Ellen Bench and her co-winners of the prestigious Osgoode Hall Law School Gold Key Award

Internal Audit

- Two staff members who completed and were awarded their CIA designation – Certified Internal Auditors from the Institute of Internal Auditors (IIA)
- One staff member who earned the CGAP designation – Certified Government Auditing Professional from the IIA
- One staff member who earned their PMP designation – Project Management Professional from the Project Management Institute as well as their Lean Green Belt certification

- Several members of the Legal Services Division were nominated for City of Mississauga Corporate Awards and several received awards including Mary Ellen Bench who was part of a team that received the City Manager's Award for Excellence

Existing Service Levels, Trends and Efficiencies

Legal Services

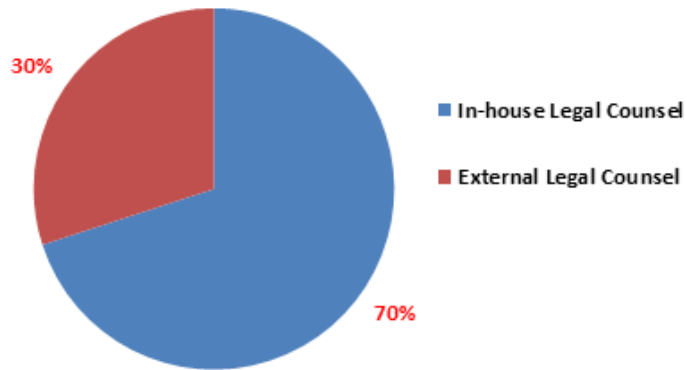
The need for legal support continues to grow within the City. Some of the trends that have impacted legal support in the last few years include:

- The City is responding to development pressures from population growth, intensification, and brownfield development and the need for responsive legal advice and detailed agreements has grown. Changes to the *Development Charges Act* and the *Planning Act* and regulations, add to this complexity. Legal is working to address some of these pressures by reviewing and updating the agreements required for development to proceed. Legal Services has seen an increase in the number and complexity of matters being appealed to the OMB as well, as developers are looking to challenge our vision for the City more, for a variety of reasons
- We are seeing a trend toward increased litigation, both general and in the number of insurance claims. We are also seeing a higher number of matters being referred to the human rights tribunal, while the number of matters brought to our attention through the Integrity Commissioner or Whistleblower avenue, has remained relatively constant. New for 2016 is the role of the oversight role of the Provincial Ombudsman
- Legal Services is present to provide advice on matters facing Council at its meetings. The City Solicitor attends all meetings of Council, General and Governance Committees while other lawyers attend all meetings of the Planning and Development, Diversity, and Election Campaign Finances Committees. Lawyers are called on to attend at a number of other committee meetings as well whenever legal input is required, and have often been called upon to explain changes in legislation that impact our committees
- Legal works closely with our clients who are engaged in increasingly unique and complex transactions that require an understanding of the fundamental objectives of the project to properly assess risk and provide appropriate support. Recent trends show a greater complexity and volume of matters related to technology, construction, environmental issues, administrative penalties (AMPs), real estate, the LRT, funding sources (development charges and the storm water charge) and the shared economy in particular
- Legal Services is organized into the following six practice areas: Municipal Section; Planning, Development, Real Estate and Litigation Section; Labour and Employment Section; Defence Litigation Section; Prosecutions Section and Risk Management Section. Legal services are provided primarily by specialized in-house lawyers, law clerks and prosecutors, whose services are supplemented by external counsel retained for specific projects when required
- Every five years the Division issues an RFP for external counsel in a variety of specialized areas to ensure that rates are kept low, and our files are handled by lawyers who are competent but not over-qualified, again to ensure quality, cost effective services. Although there will always be a need to retain external legal counsel, the goal is to ideally increase Legal Services' capacity to handle routine work in-house. This will effectively ensure quality legal services and legal training, and will aid in controlling overall legal costs to the City

-
- In 2015, \$3,454,710.43 was spent on external legal services. Based on an average hourly external legal fee of \$450.00, the total external hours was 7,237 hours. In 2015, in-house legal counsel billable hours totalled 24,037.25 hours*. As a result, in-house legal counsel delivered 70 per cent of the total hours of legal services in 2015

Many of these matters will have long term workload impacts, and Legal continuously strives to assess these trends and ensure we have the right mix of in-house and external legal counsel to respond to the City's projects and priorities in a timely, supportive and the most cost-effective way.

2015 HOURS DELIVERED (IN-HOUSE V. EXTERNAL)



The 2017-2020 Business Plan Outlook

Planning for the Future

- The EDO will continue with its sector development work in City key sectors whilst supporting the implementation of regional organization to support foreign direct investment
- The EDO will also provide support of entrepreneurship and innovation and enhancement of programs and services
- Legal Services is constantly striving to find new ways to control the City's costs. Two areas in particular that we have been focussing on include insurance defence litigation and the collection of unpaid provincial offences fines
- Indeed this year the City is seeking to add a lawyer, a law clerk, and a legal assistant to the insurance defence litigation team and a law clerk to the collections team. The intent with the former is to significantly reduce the City's costs relating to external legal representation whilst the intent with the latter is to generate additional revenue for the City by tapping into a significant source of uncollected money
- Internal Audit will undertake a Lean initiative with respect to the Audit Process
- An External Quality Assurance Review is planned for 2017 to confirm adherence to the Professional Standards for Internal Auditing (IIA)

Optimizing the Use of Technology

- The EDO will implement an enhanced technological solution to improve customer information management's operational and performance efficiencies
- Legal Services has introduced a new 'e-discovery' software for use by the insurance defence litigation team. This will allow the team to handle more matters in-house thereby reducing the external legal costs to the City
- Legal Services has also expanded its use of SharePoint for the storage and organization of data and the Division is currently undertaking a complete reorganization of its electronic data storage procedures in preparation for an expected increase in the use of this new format
- Internal Audit will continue to use data analytical software to allow for increased scope of audits
- Utilize the use of SharePoint for Internal Audit reporting and information sharing
- Implement automation of Audit working papers and reporting



A future view of the Mississauga City Centre

Managing Our Human Resources

- All divisions of the CMO strive to create the best possible workplaces for their employees. The intent is to harness the talent of our highly skilled workforce whilst providing them with a positive and nurturing environment in which they feel encouraged and empowered to bring their ideas forward and to think critically about our existing systems where efficiencies may be found
- At the centre of the CMO's strategy for the management of human resources is to ensure that every employee is properly placed, equipped, and mentored to provide the best possible value to the citizens of Mississauga

Linkages to the City's Strategic Plan

move - developing a transit oriented city

Legal Services has been a key part of all transit project teams including the high-profile BRT and LRT projects providing timely and sound legal advice and working with client groups to proactively identify and avoid potential legal issues.

belong - ensuring youth, older adults and new immigrants thrive

All groups within the CMO are not only reflective of the wonderful diversity of the citizens of Mississauga but each division also strives to create a welcoming and accommodating environment.

connect - completing our neighbourhoods

The divisions within the CMO provide some of the best advice and support to those teams within the City that are building and improving the Mississauga neighbourhoods, civic and cultural centres, and parks of tomorrow.

prosper - cultivating creative and innovative businesses

The Economic Development 10-year Master Plan which was endorsed by Council in 2010, supports the Prosper Pillar of the City's Strategic Plan. The goals and objectives of the plan will develop talent, attract innovative business, meet employment needs, strengthen arts and culture, and create partnerships for innovation. Both Legal Services and Internal Audit also strive to improve their business models constantly to reduce the demand on the citizens and ratepayers wherever possible.

green - living green

All divisions within the CMO strive to conduct business in a manner that is environmentally sensitive and efficient .

Engaging Our Customers

Economic Development Office

- The EDO distributes two client satisfaction surveys annually and holds roundtable meetings with local business in key sectors to support business and advance the sector
- The EDO also seeks to promote awareness and community building through social media including Twitter feeds of business events and information and dedicated Linked In Groups specifically for each key sector

Internal Audit

- The Internal Audit team seeks to constantly engage City departments in the formulation of the multi-year Internal Audit Work Plan including an annual refresh process
- This plan also supports ongoing communication with audit clients during the course of each audit

Legal Services

- The Legal Services Division is part of the Strategic Initiatives [group] at the City and assists our clients to achieve their goals by providing timely, quality and cost-effective legal and risk support
- Legal Services also provides service to the Mayor and Council, the City Manager and Leadership Team, and staff across the Corporation, on large or high-risk projects to everyday support, allowing us to have a good city-wide perspective when assisting our clients
- Legal Services seeks to provide the best possible support to our clients in order to achieve their goals when we are engaged early in projects, allowing us to provide pro-active advice and support
- Legal Services also provides the full range of legal, risk and insurance support services required to meet the needs of the

City and is comprised of lawyers, law clerks, legal assistants, prosecutors and risk and insurance claims specialists who are highly trained professionals in their practice areas. This allows the Division to provide excellent legal advice in a timely manner, and meet our client needs

- Most importantly, Legal Services always seeks to provide the best possible advice and support to its clients by leveraging the corporate knowledge and in depth understanding of the City and our internal clients that only in-house counsel can provide
- Our lawyers and legal professionals not only provide outstanding legal advice and representation but they also have the ability to work with client groups to proactively avoid legal issues by developing legally sound strategies, policies and procedures
- Finally, Legal Services is constantly searching for new ways to maximize the value of our team to the City whilst reducing the burden on the citizens and ratepayers of Mississauga



From the Civic Centre Great Hall peering out into Celebration Square

Proposed Operating Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2017-2020 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 2016 was \$12.2 million and the proposed budget for 2017 is \$12.7 million.

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for CMO is an increase of \$265,000 for 2017 including labour annualization.

- Highlights of the proposed budget changes are: Labour costs are projected to increase by \$439,000 and reflects economic adjustment increases, labour adjustments and other fringe benefit changes; plus contract conversion cost
- Annualization of \$61,000 from 2016 approved new initiative
- Other operating cost increase of \$75,000
- Cost increase is partially offset by \$309,000 transferred from Reserve and Reserve Funds

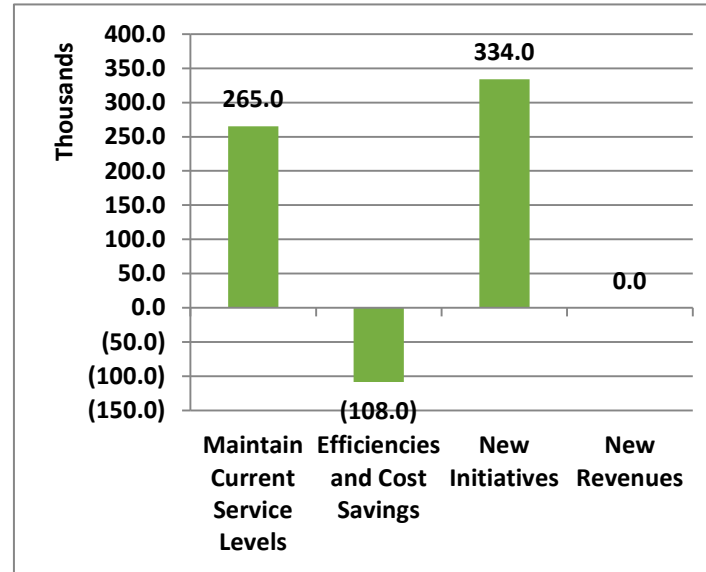
Efficiencies and Cost Savings

Labour savings of \$108,000 due to efficiencies derived from re-structuring.

New Initiatives

Two new initiatives impact the 2017 operating budget. Details of the initiatives can be found later on in this business plan. Total budget increase is \$334,000.

Proposed Changes to 2017 Net Operating Budget by Category (000's)



Operating

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2017-2020, the 2016 budget as well as 2015 actuals, by major program within the service area as well as by major expenditure and revenue category.

Proposed Budget by Program

Description	2015 Actuals (\$000's)	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Expenditures to Deliver Current Services						
City Manager's Office	961	754	658	666	674	682
Economic Development	3,156	3,655	3,850	3,788	3,815	3,843
Internal Audit	1,139	1,222	1,269	1,255	1,272	1,288
Legal Services	7,109	7,026	7,157	7,240	7,325	7,410
Total Expenditures	12,366	12,657	12,934	12,949	13,085	13,224
Revenues	(487)	(334)	(334)	(334)	(334)	(334)
Transfers From Reserves and Reserve Funds	(158)	(163)	(283)	(163)	(163)	(163)
New Initiatives and New Revenues			334	477	621	690
Proposed Net Budget Including New Initiatives & New Revenues	11,720	12,160	12,651	12,929	13,210	13,417
Expenditures Budget - Changes by Year			2%	0%	1%	1%
Proposed Net Budget - Changes by Year			4%	2%	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.

Description	2016 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	2017 Proposed Budget (\$000's)	\$ Change Over 2016	% Change Over 2016
Labour and Benefits	9,412	255	(108)	61	0	276	0	9,895	483	5%
Operational Costs	3,245	70	0	0	0	58	0	3,373	128	4%
Facility, IT and Support Costs	0	0	0	0	0	0	0	0	0	0%
Total Gross Expenditures	12,657	324	(108)	61	0	334	0	13,268	611	5%
Total Revenues	(497)	(120)	0	0	0	0	0	(617)	(120)	24%
Total Net Expenditure	12,160	204	(108)	61	0	334	0	12,651	491	4%

Note: Numbers may not balance due to rounding

Summary of Proposed 2017 Budget and 2018-2020 Forecast

Description	2016 Budget Approved (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Labour and Benefits	9,412	10,079	10,316	10,580	10,790
Operational Costs	3,245	3,378	3,302	3,322	3,322
Facility, IT and Support Costs	0	0	0	0	0
Total Gross Expenditures	12,657	13,457	13,618	13,902	14,112
Total Revenues	(497)	(806)	(689)	(692)	(695)
Total Net Expenditure	12,160	12,651	12,929	13,210	13,417

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	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
Labour and Benefits	9,412	9,803	391	Increase/Decrease Reflects Labour Adjustments and Other Fringe Benefit Changes
Advertising & Promotions	240	240	0	
Communication Costs	34	35	1	
Contractor & Professional Services	1,585	1,655	70	\$30 Quality Assurance Review \$40 Economic Development Marketing Campaign
Equipment Costs & Maintenance Agreements	21	21	0	
Finance Other	1,012	1,012	0	
Materials, Supplies & Other Services	121	121	0	
Staff Development	145	149	4	
Transfers To Reserves and Reserve Funds	63	63	0	
Transportation Costs	25	25	0	
Subtotal - Other Operating	3,245	3,320	75	
Total Revenues	(334)	(334)	0	
Transfers To/From Reserves and Reserve Funds	(163)	(472)	(309)	(\$30) Reserve Transfer to offset Quality Assurance Review Cost (\$90) Reserve and Reserve Funds Transfer to offset Labour and Professional Services cost for Economic Development Marketing Campaign (\$189) Reserve Fund Transfer to offset contract conversion cost
Subtotal - Revenues	(497)	(806)	(309)	
Total	12,160	12,317	157	

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 #	2017 FTE Impact	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2017 to 2020 FTE Impact	2017 to 2020 Capital (\$000's)
New Initiative								
Youth Entrepreneur Program	2477	0.0	0	78	138	140	1.0	0
Newcomer Entrepreneur Program	2479	0.0	0	0	79	140	1.0	0
Client Information Management System	2535	0.0	48	17	17	17	0.0	0
Human Resources Law Clerk	2644	0.0	0	93	94	96	1.0	0
Insurance Defence Litigation Team	2821	3.0	286	288	292	296	3.0	0
Total New Initiative		3.0	334	476	620	689	6.0	0
New Revenues								
		0.0	0	0	0	0	0.0	0
Total New Revenues		0.0	0	0	0	0	0.0	0
Total New Initiatives and New Revenues		3.0	334	476	620	689	6.0	0

Note: Numbers may not balance due to rounding.

Budget Request #: 2477

Proposed Initiative	Department	Service Area
Youth Entrepreneur Program	City Manager's Department	City Manager's Office

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	78.4	138.4	140.5
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	78.4	138.4	140.5
* Net Change in \$		78.4	59.9	2.1
FTEs	0.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Although the success and demand for young entrepreneur programming continues to grow, there is a lack of sustainable funding. Through a dedicated Young Entrepreneur Program, EDO will grow its capabilities to support the development of business opportunities for young entrepreneurs across various industries including those in the knowledge based industries, fostering innovation and leverage partnerships and opportunities for young entrepreneurs, secondary and post-secondary institutions.

Details of Service Change

This is a new service initiative. This program will provide a dedicated resource to drive and support new and existing young entrepreneur development initiatives with enhancement in area of innovative and digital based programming. One full time staff person is required to develop a strategy, and drive necessary programs and partnerships to build a cohesive young entrepreneur strategy and action plan. This is a new hire and therefore will require support from Human Resources, IT, Finance and Facilities and Property Management divisions. Additional program related funding is also required.

Service Impact

The Young Entrepreneur Program will provide EDO with the ability to increase the engagement of youth, foster entrepreneurship and innovation, and help to strengthen relationships between business, education and youth, and contribute to overall prosperity of the City. The program will enable staff to expand programming and outreach capabilities currently unable to be accommodated due to limited resources. The Program will require hiring one additional staff resource, funding program related costs and redesign of workspace to accommodate and commence mid-year in 2018.

Budget Request #: 2479

Proposed Initiative

Newcomer Entrepreneur
Program

Department

City Manager's Department

Service Area

City Manager's Office

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	0.0	79.5	140.5
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	79.5	140.5
* Net Change in \$		0.0	79.5	61.0
FTEs	0.0	0.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & 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. Support for newcomer entrepreneurs is needed to continue to advance our global position and increase local tax assessment.

Details of Service Change

As identified in the Economic Development Master Plan, the City's support of newcomer talent and integration 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 entrepreneur 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. This is a new hire and will require support from Human Resources, IT, Finance and Facilities and Property Management divisions. Additional program related funding is also required.

Service Impact

The Newcomer Entrepreneur Program will support local business, newcomer entrepreneurs, foreign trained professionals to increase entrepreneurship, leveraging international talent and connections, that will 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 2019.

Budget Request #: 2535

Proposed Initiative	Department	Service Area
Client Information Management System	City Manager's Department	City Manager's Office

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	48.0	17.1	17.1	17.1
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	48.0	17.1	17.1	17.1
* Net Change in \$		(31.0)	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Due to the specialized function of EDO, which aligns more with sales and customer relationship management activities, the ACT! platform used corporate-wide has revealed limitations, inefficiencies and ineffectiveness of the platform and its performance requirements is inadequate for EDO's operational and analytical purposes. Staff recommend integration of an enhanced CRM solution, moving from a server-based application to cloud based with supporting technology.

Details of Service Change

The Client Information Management System improvement project for EDO is to implement an advanced technological solution to improve its customer information management's operational and performance efficiencies. This will be achieved through the engagement of an external vendor to support and facilitate EDO's acquisition and implementation of a central integrated Customer Relationship Management System (CRM) application with additional technology that will be efficient in capturing, tracking, managing, sharing and reporting client information and EDO initiatives. The solution must align and be functional within the City's economic development environment and the City of Mississauga's IT environment and requirements. The new system will move from a City server-based application to a cloud-based application and acquire additional technology to support EDO's client interaction, management of client information, and stakeholder reporting and integrated client information management system that meets the business process, operational and analytical requirements within an economic development environment.

Service Impact

The acquisition of a new integrated robust CRM and associated technology in the EDO Division will:

- Streamline the capture, tracking and reporting of client information and economic impact data
- Enhance and expand in-house marketing capabilities to increase client, community and stakeholder engagement
- Allow staff to access, view and update client information from any device and any location to enhance customer service and strengthen communications
- Streamline, improve CRM business process efficiency (i.e. Lean) to capture, track and manage client information
- Enhance measurement and reporting of key performance indicators and economic impact for real-time, on-demand stakeholder reporting
- Improve staff collaboration and sharing of client information capabilities across all business units
- Reduce reliance on IT and/or external vendors to update and/or upgrade CRM, as needed

Budget Request #: 2644

Proposed Initiative	Department	Service Area
Human Resources Law Clerk	City Manager's Department	City Manager's Office

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	93.0	94.3	95.7
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	93.0	94.3	95.7
* Net Change in \$		93.0	1.3	1.3
FTEs	0.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

This position is recommended to reduce the City's significant annual expenditures on external legal advice and representation whilst concurrently improving the overall value of the legal counsel to the City by hiring in-house counsel. Experience has demonstrated that in-house counsel possess a level of corporate knowledge, loyalty, and economy that allows them to provide a level of service that is much higher than even the most skilled and capable external lawyers.

Details of Service Change

This initiative will greatly improve the level of service on the City's employment, human rights, and privacy files whilst concurrently reducing costs significantly. By hiring an employment and labour law clerk to support in-house counsel Legal Services can also increase the level of complexity of the files that are handled in-house.

Service Impact

For an employer as dynamic and divers as the City of Mississauga, there are always going to be a significant number of issues that require legal advice and/or representation. This includes standard employee relations issues, grievance arbitrations in the context of unionized workplaces, human rights applications, City policy development, and key projects involving human resources and City employees. The addition of a law clerk to support the existing employment and labour law practice group would greatly increase the volume and the quality of the services that Legal Services is able to provide.

Budget Request #: 2821

Proposed Initiative	Department	Service Area
Insurance Defence Litigation Team	City Manager's Department	City Manager's Office

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	286.1	288.5	292.2	296.2
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	286.1	288.5	292.2	296.2
* Net Change in \$		2.4	3.8	3.9
FTEs	3.0	3.0	3.0	3.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Currently, the City spends over \$1.5 million per year on the services of external legal counsel in respect of general liability and other types of insurance claims. By adding a new litigation junior lawyer, a law clerk, and a legal assistant to the insurance defense litigation team at a cost of \$286,000, including salary and benefits, the City stands to save approximately \$81,000 in external legal costs plus an estimated \$90,000 cost avoidance, for a total of \$171,000.

Details of Service Change

This initiative will greatly improve the level of service on the City's litigated claims whilst concurrently reducing costs significantly. By hiring an insurance defence litigation team, the City will benefit from the corporate knowledge, increased efficiency and political awareness that a City staff member can provide. Indeed, the Corporation will, in turn, receive more informed and dedicated legal representation throughout the claims litigation process.

Service Impact

The City receives over 500 new liability and insurance claims each year of which roughly 60 proceed to litigation. Each of these claims, which can last for several years, results in an annual expenditure of roughly \$1.5 million dollars on external legal representation. The addition of a litigation lawyer, a litigation law clerk, and a litigation legal assistant to the Legal Service Division will not only reduce these costs by an estimated \$81,000 and recover damage claims estimated at \$90,000 annually, but the Corporation will receive improved and more efficient legal representation.

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2016	2017	2018	2019	2020
City Manager's Office	4.0	3.0	3.0	3.0	3.0
Economic Development	16.5	16.5	17.5	18.5	18.5
Internal Audit	8.0	8.0	8.0	8.0	8.0
Legal Services	48.5	51.5	52.5	51.5	51.5
Total Service Distribution	77.0	79.0	81.0	81.0	81.0

Note: Numbers may not balance due to rounding.

Staffing changes in 2016-2017

City Manager's Office: Reduction of 1 FTE due to efficiencies derived from re-structuring

Legal Services: Increase in 3 FTEs due to proposed new initiative BR 2821:

1 FTE Insurance Defence Litigation Lawyer,

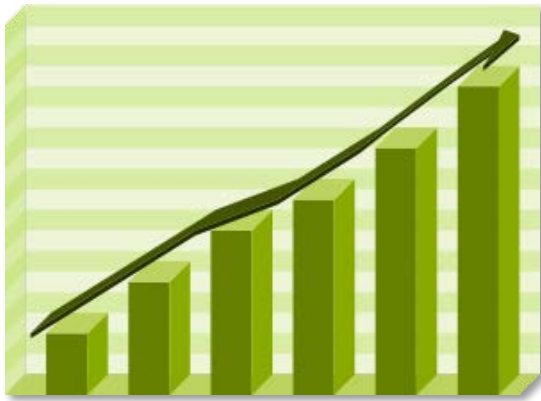
1 FTE Litigation/Subrogation Law Clerk

1 FTE Legal Assistant: Litigation

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 the CMO:

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 CMO 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 CMO 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.

City Manager Department Leadership Index: Inspiring strategic leadership and guiding the CMO are main purposes of this service area. The results are based on the bi-annual Employee Engagement Survey. The City Manager Department 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 CMO Staff: is a measure of the various workshops/training events held for City employees by the CMO staff. These examples include Innovation Workshops, Legal training on By-laws among others.

Number of Internal Audit assignments completed: 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 per cent 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.



The Iconic Absolute Avenue Towers

Balanced Scorecard

Measures for City Manager's Office	2013 (Actual)	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)
Financial (City Wide):								
Infrastructure Gap**	\$39M	\$56M	\$49M	\$77M	\$22M	TBD	TBD	TBD
Revenues/Annual Total Net Budget	39%	37%	37%	39%	38%	37%	TBD	TBD
Customer (City Wide):								
Number of public/industry speaking engagements/ Board memberships*	117	93	139	137	137	137	140	140
Resident satisfaction with Mississauga	90%	90%	95%	95%	95%	95%	95%	95%
Employees/Innovation:								
Employee engagement scores: City Manager Department Leadership	57.2%	57.2%	60%	86%	88%	90%	90%	90%
Employee engagement scores: Innovation	63.7%	63.7%	64%	73%	75%	75%	75%	75%
Internal Business Process:								
Number of training/learning opportunities offered by City Manager staff	120	97	211	215	212	212	220	220
Number of Internal Audit assignment completed	15	15	16	14	15	15	16	16
Annual Efficiencies Found (City Wide)	5.9M	7.9M	6.2M	4.7M	TBD	TBD	TBD	TBD

*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.



Land Development Services

2017-2020 Business Plan
& 2017 Budget

Foreword

Mississauga City Council approved **Our Future Mississauga**, the Strategic Plan to achieve our vision over the next 40 years. The strategic vision identified five pillars for change, Move, Belong, Connect, Prosper and Green. The City consulted extensively with residents, staff and stakeholders in developing the Strategic Plan.

The City continues to engage with stakeholders about its programs and services through the City's website, social media, satisfaction surveys and more. This helps ensure citizens have input on the decisions that affect them.

The 2017-2020 Business Plan and 2017 Budget detail how and where the City plans to allocate resources to the programs and services that people rely on every day, while providing good value for taxpayers and supporting the Strategic Plan.

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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 and plans and the processing of development applications and building permits to building inspections to ensure the health, safety and well-being of the public.

Services we provide:

- Multi agency partnerships/corporate strategic priorities
- Community Engagement
- Land Use Policy Development
- Planning Information
- Urban Design
- Development Applications
- Building Permits/Inspections

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
- Approximately 4,100 building permit applications are processed annually
- Approximately 73,000 building, plumbing, heating and sign inspections are carried out annually

Highlights of the Business Plan include:

- Preparation of a Housing Strategy Operating Plan
- Development of a 3D digital model of the City for public engagement and information
- Addition of rezoning, official plan amendment and subdivision applications to ePlans
- Development of an interactive Zoning By-law
- Preparation of streetscape criteria and details

Net Investment (000's)	2017	2018	2019	2020
Operating	9,314	9,642	9,963	10,170
Capital	1,580	2,098	1,617	1,550
Full Time Equivalents	194.3	193.3	190.3	188.3

Core Services

Vision, Mission, Goals of Service and 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.

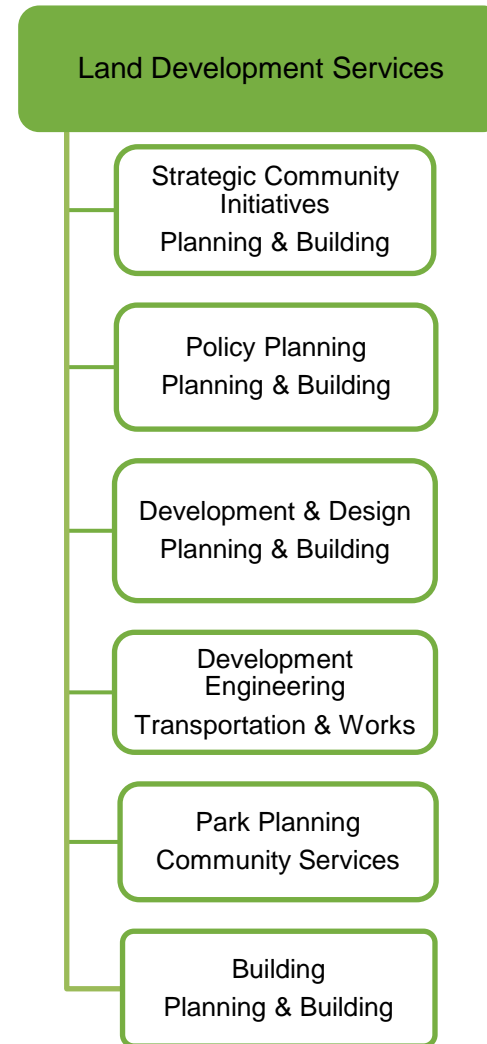
Mission

To provide strategic, long-term planning and quality customer service by facilitating legislated approval processes from the creation of policies and plans and the processing of development applications and building permits to building inspections to ensure the health, safety and well-being of the public.

Goals of Service

- Ensure decisions are in the public interest consistent with legislation
- Ensure the health, safety and well-being of our citizens
- Promote collaborative, cost effective and integrated service delivery
- Seek innovative and creative solutions for a better built and natural environment
- Be stewards of the Strategic Plan
- Advance corporate priorities by building relationships with senior levels of government
- Keep pace with current communication and technology trends

Service Delivery Model



Service Delivery Model

Strategic Framework

Led by Strategic Community Initiatives:

- Identifying and driving strategic initiatives to advance the Strategic Plan
- 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
- Researching best practices and providing expertise on multi-departmental and cross jurisdictional projects



Strategic Initiatives graphic

Policy Framework

Led by Policy Planning:

- Preparing and maintaining the Official Plan, city-wide land use policy studies
- Conducting community planning studies and area
- specific land use studies
- Advising on planning initiatives of adjacent area municipalities, and Federal, Provincial and Regional governments
- Providing departmental and corporate data support



Mississauga Official Plan cover



Mississauga Plan for Dundas Corridor

Design Framework

Led by Development & Design:

- 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

Led by Development & Design:

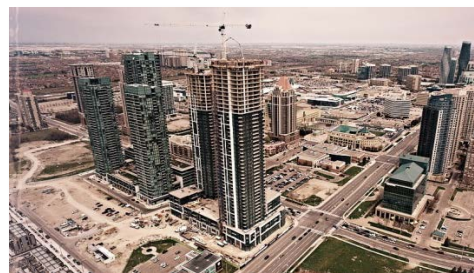
- Reviewing, processing and approving applications
- Providing advice on applications before formal submission
- Reviewing development engineering plans to ensure compliance
- Reviewing and finalizing Development and Servicing Agreements
- Identifying, reviewing, negotiating, and aiding in the implementation of Section 37

- Undertaking special studies that guide development
- Maintaining the Zoning By-law and ensuring conformity with the Official Plan (in conjunction with Policy Planning)
- 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

Led by Building:

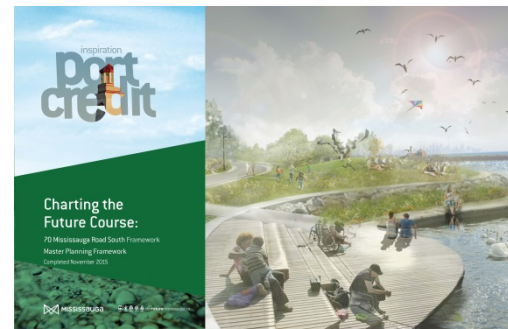
- Ensuring compliance with the *Building Code Act*, the Ontario Building Code, the City's Zoning By-law, Sign By-law, and other applicable law
- Reviewing zoning, architectural, structural and mechanical components of building permit applications
- Operating the Planning and Building Customer Services Centre
- Processing applications for Zoning Certificates and sign permits
- Performing building permit and sign permit inspections
- Supporting and developing the Mississauga Approval Express (MAX) system



Amacon Development Corp (City Centre)
Source: Jason Zytynsky via Urbantoronto.ca

Achieving our Goals

- Master Plan Framework for 70 Mississauga Road South (Imperial Oil Lands) endorsed by Council. This proactive Framework will guide the development of a Master Plan for this key waterfront site
- Completed the preparation of a Comprehensive Review of Employment Lands. This important study identifies areas of the City for potential conversions from employment uses to other uses
- Completed detailed reviews of Provincial Policy (Long-Term Affordable Housing, Growth Plan, Bill 73) that will impact the next generation of development in Mississauga
- Prepared Healthy by Design Criteria (Phase 1), which will help shape healthier Mississauga communities
- Second Units Licensing Review resulted in Council adopting a number of next steps to support, document and simplify the Second Unit Implementation Strategy
- Built Form Standards approved by Council to support Lakeview Local Area Plan and promote high quality urban form, site development and public realm within this transitioning community
- Port Credit GO Station Southeast Area Master Plan approved by Council. This Master Plan will shape the transformation of this important mobility hub through detailed land use, height and design policies
- Open Data Policy approved by Council, which will lead to improvements in information accessibility, transparency, accountability, research, collaboration and community engagement, among a broad range of Mississauga stakeholders. There are more than 400 publications now available in open formats
- Completed the Sheridan Park Corporate Centre Land Use Master Plan, which will encourage the Park to grow as a science and technology hub in the years ahead
- Successfully launched ePlans, which uses today's technology as a tool to improve communication and efficiency in the processing of building permits and site plan applications
- Updated Design Reference Notes
- The following were also achieved:
 - Issued nearly \$1.3 billion in building permits
 - Undertook 73,345 building inspections
 - More than 45,000 page views on the Planning and Building website
 - 23,376 Planning and Building Customer Service Centre visits
 - 75 reports were considered by Planning and Development Committee
 - 55 Community Meetings held



Master Plan Framework for 70 Mississauga Road South cover

Awards and Recognition

- Co-hosted Town and Gown Association of Ontario - 2015 Symposium
- Ontario Building Officials Association - arranged Technical Sessions
for Annual Meeting and Training Session
- Ontario Professional Planners Institute (OPPI) Conference Presentation - Zoning By-law
- Science Technology Engineering and Math Conference - Speaker
- Many staff have volunteered their time in leadership roles and provided assistance within several associations related to their professions. Examples include: various building advisory committees including Toronto Area Chief Building Official Committee (TACBOC) and Ontario Building Officials Association, Ontario Association of Architects, Ontario Association of Landscape Architects, Ontario Professional Planners Institute, Council for Canadian Urbanism and Governor General of Canada Leadership Conference



Town and Gown Association of Ontario 2015 Symposium co-hosted by Mississauga

Existing Service Levels, Trends and Efficiencies

- Provincial requirement for growth management planning
- Renewed focus on affordable housing
- Increase public engagement to address complex development proposals, legislative requirements and community expectations
- Continued focus on downtown development
- Need to ensure cost recovery for planning applications and building permits
- GO Mobility Hubs - Port Credit and Cooksville
- Focus on funding growth with new tools
- Increased pressure to implement planning tools (Section 37, Community Improvement Plans, Development Permit System)
- In the first half of 2016, surpassed target with an average of 14.3 days for receipt of comments on Site Plan Infill Applications (target is 20 days)
- In the first half of 2016, surpassed target with an average of 14.8 days for release of comments to the applicant on Site Plan Infill Applications (target is 25 days)
- In the first half of 2016, achieved target of three submissions for Site Plan Infill Applications (target is to reduce number of submissions from four to three per application)



ePlans (Online Submission of Applications)

- In the first half of 2016, a 34 per cent reduction in average review time for all major building permit types, from application acceptance to completion of the first review of building permits (number of days)
- In the first half of 2016, a 19 per cent reduction in average review time for all alteration building permit types, from application acceptance to full building permit issuance (number of days)
- The above efficiencies have enabled staff to further improve customer service through increased support to applicants who are less familiar with the building permit process

The 2017-2020 Business Plan Outlook

Planning for the Future

- Maximize technology to improve the customer experience by expanding ePlans
- Provide interactive digital tools to staff and residents
- Continue to invest in staff development and succession planning
- Keep pace with legislative changes (e.g. Growth Plan, Bill 73)

Optimizing the Use of Technology

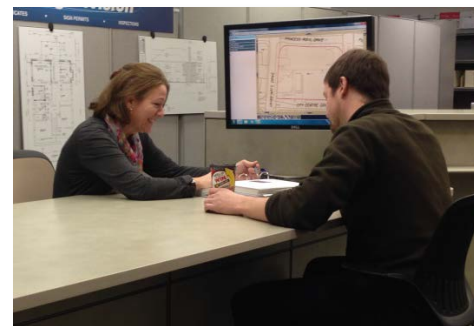
Our Technology Road Map encompasses the following strategic directions:

- Digital City Strategy: acquire and develop a 3D digital model to create new tools to foster engagement with the residents of Mississauga
- Modernization of Planning and Building Geographic Information Systems (GIS): expand the use of ESRI software for report and development application maps, official plan mapping and other mapping requests
- ePlans: expand the use of ePlans to include rezoning and official plan amendment applications and other development applications to allow clients to interact with the City on a 24/7 basis (BR#2459)
- Interactive Zoning By-law: develop a database online application to allow residents, businesses and other stakeholders to access relevant information (BR#2465)
- Mississauga Approvals Express (MAX): modify/enhance support applications used by internal and external stakeholders

- Citizen Engagement: use web meeting tools such as streaming live and recorded community meetings to provide residents with information, plans and photos

Managing Our Human Resources

- Additional contract support for MAX, ePlans, and future implementation of field mobility for inspections and additional applications (BR#2485)
- Leverage talent management, succession planning and staff development to address changing priorities and future vacancies
- New version of the Ontario Building Code and Regulation which may require recertification and/or qualification of staff
- Identify opportunities to strengthen and maintain employee engagement through action planning
- Increase internal skills in communication, presentation and community engagement
- Continue to monitor resource allocation through comprehensive time tracking



*Interactive Customer Experience
Planning and Building Customer Services Centre*

Linkages to the City's Strategic Plan

move - developing a transit oriented city

- Dundas Connects
- Cooksville Mobility Hub
- Parking Standards Review Study
- HLRT Station Design

belong - ensuring youth, older adults and new immigrants thrive

- Housing Strategy Operating Plan
- Vision Cooksville

connect - completing our neighbourhoods

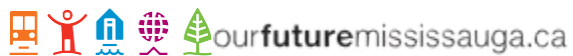
- Healthy by Design Criteria Study
- Inspiration Port Credit
- Malton Area Plan Review and Infill Housing Review
- Growth Management and Capacity Analysis
- Ninth Line Lands Study
- Imagining - Outreach and Neighbourhood Engagement
- Community Node and Commercial Plaza Redevelopment Analysis
- Major Transit Station Area Land Use and Capacity Analysis
- Streetscape/Public Realm Strategy
- Mississauga Scenic Road Route Policies Review
- 3D Digital Model

prosper - cultivating creative and innovative businesses

- Employment Opportunities in Intensification Areas Study
- Inspiration Lakeview - Western Pier and Innovation Corridor
- Refresh Downtown21 Plan
- Community Improvement Plans
- Exchange Street Development Extension
- Online Electronic Plan Submission and Review (additional applications)
- Sheridan Park Corporate Centre Master Plan
- Interactive Zoning By-law

green - living green

- Tree Protection Review
- Natural Areas Survey
- Cooksville Floodplain Mitigation Review and Parkland Securement Strategy



Engaging Our Customers

This section highlights legislative and other mechanisms in place to engage our customers.

- Public consultation is not only a legislated requirement of the planning process, it is a key and integral component of projects, occurring at the beginning, middle and end of the process, resulting in a better product
- Public input is actively encouraged through formal and informal public meetings, written and electronic correspondence, education and the provision of information. For instance, Inspiration Port Credit stakeholder and community engagement website reached 13,000 site visits in 2015
- Planning and Building Customer Services Centre consolidation provides one stop personal service regarding general property inquiries, development applications and building permits
- Online services and information are provided through the ePlan and Build Services Centre and Mississauga Data web pages which has been expanded to 24/7 access for information. Examples include:
 - Planning and Building eSigns - Online Portable Sign Application
 - Interactive Development Applications Mapping tool
 - Natural Areas Survey online mapping and brochure
 - Planning Information Hub Online tool
- ePlans implementation is improving communication with applicants and commenting departments and agencies for preliminary meetings and development applications
- Professional advice and statistical data and research provided to internal and external customers

- Continually updating the Planning and Building website to provide increased choices for communication and accessing information
- New and innovative engagement strategies continue to be explored to address the changing nature of public participation objectives, deliverables, methodologies and venues. Methods that have been used include 24/7/365 online community meetings, bus tours, workshops, kitchen table discussions and family story times



Planning and Building Customer Services Centre



Vision Cooksville Public Engagement

Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2017-2020 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 2016 was \$8.9 million and the proposed budget for 2017 is \$9.3 million.

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for Land Development Services is an increase of \$435,000 for 2017.

Highlights of the proposed budget changes are:

- Labour costs are projected to increase by \$447,000 and reflects labour adjustments and other fringe benefit changes
- Other increases of \$200,000 mainly for licensing costs and various software maintenance costs
- The following budget change is proposed to operationalize prior decisions for 2017:
 - Budget reduction of \$212,000 from annualized prior year budget decisions

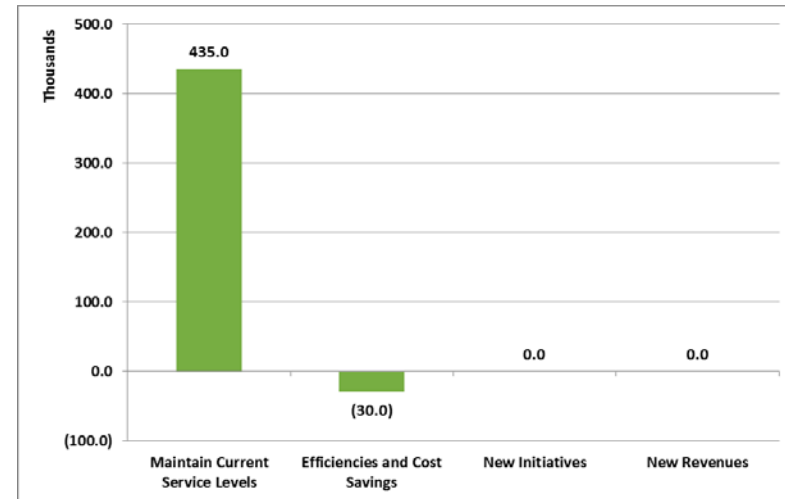
Efficiencies and Cost Savings

The operating budgets are being decreased by \$30,000 to reflect reduction in staff development and operating materials.

New Initiatives

No new initiatives impact the net 2017 operating budget.

Proposed Changes to 2017 Net Operating Budget by Category (000's)



Operating

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2017-2020, the 2016 Budget as well as 2015 Actuals by major program within the service area as well as by major expenditure and revenue category.

Proposed Budget by Program

Description	2015 Actuals (\$000's)	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Expenditures to Deliver Current Services						
Building	10,422	10,714	11,158	11,294	11,448	11,604
Development & Design	5,602	5,989	6,121	6,205	6,293	6,381
Policy Planning	2,462	2,765	2,773	2,863	2,901	2,845
Strategic Community Initiatives	1,294	1,883	1,619	1,636	1,654	1,672
Total Expenditures	19,779	21,351	21,671	21,998	22,296	22,502
Revenues	(13,336)	(12,356)	(12,356)	(12,356)	(12,356)	(12,356)
Transfers From Reserves and Reserve Funds	(55)	(87)	0	0	0	0
New Initiatives and New Revenues			0	0	23	23
Proposed Net Budget Including New Initiatives & New Revenues	6,388	8,909	9,314	9,642	9,963	10,170
Expenditures Budget - Changes by Year			1%	2%	1%	1%
Proposed Net Budget - Changes by Year			5%	4%	3%	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	2016 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	2017 Proposed Budget (\$000's)	\$ Change Over 2016	% Change Over 2016
Labour and Benefits	19,344	447	0	158	0	102	0	20,050	707	4%
Operational Costs	2,008	114	(30)	(370)	0	0	0	1,722	(286)	(14%)
Facility, IT and Support	0	0	0	0	0	0	0	0	0	0%
Total Gross Expenditures	21,352	561	(30)	(212)	0	102	0	21,772	421	2%
Total Revenues	(12,443)	87	0	0	0	(102)	0	(12,458)	(15)	0%
Total Net Expenditure	8,909	647	(30)	(212)	0	0	0	9,314	405	5%

Summary of Proposed 2017 Budget and 2018-2020 Forecast

Description	2016 Approved Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Labour and Benefits	19,344	20,050	20,290	20,586	20,793
Operational Costs	2,008	1,722	1,708	1,733	1,733
Facility, IT and Support	0	0	0	0	0
Total Gross	21,352	21,772	21,998	22,319	22,526
Total Revenues	(12,443)	(12,458)	(12,356)	(12,356)	(12,356)
Total Net Expenditure	8,909	9,314	9,642	9,963	10,170

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	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
Labour and Benefits	19,344	19,948	605	Increase/Decrease Reflects Labour Adjustments and Other Fringe Benefit Changes
Administration and Support Costs	29	29	0	
Communication Costs	93	194	101	Annual licensing costs associated with field inspection for Building Division
Contractor & Professional Services	508	301	(207)	(\$87) Deletion of one-time professional budget as work completed (\$120) Annualization of prior year initiatives. Various studies and review completed
Equipment Costs & Maintenance Agreements	61	159	98	Maintenance for various software: ePlans, ESRI, Orderline
Finance Other	21	21	0	
Materials, Supplies & Other Services	252	242	(10)	Efficiencies and cost savings
Staff Development	255	235	(20)	Efficiencies and cost savings
Transfers To Reserves and Reserve Funds	550	300	(250)	Deletion of one-time transfer to Reserve Fund for Refresh Downtown21 Plan
Transportation Costs	239	241	2	
Subtotal - Other Operating	2,008	1,722	(286)	
Total Revenues	(12,356)	(12,356)	0	
Transfers To/From Reserves and Reserve Funds	(87)	0	87	Deletion of transfer for one-time professional budget as work completed
Subtotal - Revenues	(12,443)	(12,356)	87	
Total	8,909	9,314	405	

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 #	2017 FTE Impact	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2017 to 2020 FTE Impact	2017 to 2020 Capital (\$000's)
New Initiative								
Add Land Development Applications to ePlans	2459	3.0	0	0	23	23	0.0	990
Interactive Zoning By-law	2465	0.0	0	0	0	0	0.0	500
Infrastructure Support - Max and ePlans	2485	1.0	0	0	0	0	0.0	0
Total New Initiative		4.0	0	0	23	23	0.0	1,490
New Revenues								
		0.0	0	0	0	0	0.0	0
Total New Revenues		0.0	0	0	0	0	0.0	0
Total New Initiatives and New Revenues		4.0	0	0	23	23	0.0	1,490

Note: Numbers may not balance due to rounding.

Note: BR#2485 Infrastructure Support - MAX and ePlans is funded from Reserve for Building Permit Revenue Stabilization.

Budget Request #: 2459

Proposed Initiative	Department	Service Area
Add Land Development Applications to ePlans	Planning & Building Department	Land Development Services

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	0.0	23.4	23.4
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	23.4	23.4
* Net Change in \$		0.0	23.4	0.0
FTEs	3.0	3.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	400.0	590.0	0.0	0.0

Why Staff Recommend this Initiative

To build on the successful implementation of ePlans Phase 1. Processing other types of development applications would benefit from online application submission, review and approval. Streamlining to one process would resolve confusion for the public by eliminating paper application submissions. It would also reduce operating costs and the City's environmental footprint, and promote transparency and public participation with the development approval process.

Details of Service Change

Applicants would have the ability to access ePlans anywhere with an internet connection, 24/7, to submit application requests, check status, make payments and resubmissions for all types of development applications. It would improve customer service, making it seamless for applicants to do business with the City.

ePlans would be fully integrated with the MAX system and include an online fee payment service.

Applications would be managed through a defined workflow making the process task oriented for both applicants and staff. A defined workflow provides an opportunity to pre-screen application requests to ensure quality and complete submissions before the application is accepted for circulation and review. This process assists in reducing the number of review cycles for an application, thereby reducing the overall application processing times.

ePlans is a collaboration tool that provides reviewers (staff) the option of adding graphical mark-ups on the electronic drawings to clearly communicate comments to applicants. When processing resubmissions, reviewers also have a powerful tool to compare the original plan with the revised plan. This overlay comparison tool allows staff to quickly and accurately identify changes.

Service Impact

By adding Land Development Applications to ePlans it would:

- Resolve confusion for the public by eliminating paper application submissions for certain application types and streamlining to one process
- Reduce overall processing times and improve customer service, making it seamless for the public to do business with the City
- Build on the successful implementation of Phase 1

Budget Request #: 2465

Proposed Initiative	Department	Service Area
Interactive Zoning By-law	Planning & Building Department	Land Development Services

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	0.0	0.0
* Net Change in \$		0.0	0.0	0.0
FTEs	0.0	2.0	2.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	233.2	266.8	0.0

Why Staff Recommend this Initiative

The current practice contributes to an increasing number of direct requests for zoning information, as well as impacts on the timing of the overall building/development application process. This initiative will enable communication in a more effective manner, to better suit the needs of our clients.

Details of Service Change

This initiative involves the development or procurement of a document oriented database solution to contain the contents of the Zoning By-law and zoning related information. This can be easily integrated into current technology services such as ProjectDox (ePlans), digital mapping (GIS) and information services. During 2016, research is being carried out regarding what solutions are available and a business case will be prepared.

Service Impact

This initiative will allow for the provisions of detailed, project specific information which could be customized to the needs of the client. With this ability, staff can facilitate development through application review that complies with current zoning by-law regulations. In conjunction with our current zoning information web solution, we can expect a more informed client which should result in reduced general inquiry call volumes and better development application submissions. As a database driven solution, it will simplify current processes such as by-law updates, by-law research, as well as the ability to create custom queries.

Proposed Initiative	Department	Service Area
Infrastructure Support - Max and ePlans	Planning & Building Department	Land Development Services

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	101.8	0.0	0.0	0.0
Reserves & Reserve Funds	101.8	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	0.0	0.0
* Net Change in \$		0.0	0.0	0.0
FTEs	1.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

With the implementation of ePlans, there has been a corresponding increase in support demands for the Planning and Building Department and other departments. This is a sustainable demand that is not going away. The implementation of field mobility for inspections and the expansion of additional applications to ePlans (Budget Request 2459), will increase the demands for support, which will become untenable.

Details of Service Change

The Department currently has one Infrastructure Specialist, who is responsible for user based maintenance and support of MAX, and acts as a business technical lead on new projects such as ePlans and field mobility. Working in conjunction with the IT Departmental Team, this person responds to all MAX help desk inquiries from staff.

With the implementation of ePlans (in addition to MAX), there has been and will continue to be a large demand to provide a similar level of support to all of our external clients. Public facing systems such as ePlans require dedicated support for clients. Web based self-serve applications provide great benefits in terms of building staff capacity. The key to success is in supporting our clients who have many combinations of browsers and operating systems.

This additional resource will meet the support demands of ePlans as well as field mobility. In addition, this resource will provide long-term sustainability in terms of staff succession.

Service Impact

This position will not only make a positive impact from a support and maintenance perspective, but will serve as a valuable resource for future ePlans projects (such as Development Applications, Committee of Adjustment, Pool Permits, etc.).

In 2015, the Business and Customer Service Section have worked almost 750 hours in overtime (equivalent to 0.4 FTE) plus almost 100 hours in the first quarter of 2016. This overtime is directly related to ePlans. Staff are spending hours during the day dealing with clients and other support issues related to the normal operation of ePlans resulting in the need for overtime. All of the overtime is directly attributed to infrastructure support.

This position is requested as a one year contract at a Grade 'F'. The funding for this position will be taken from the Building Permit Reserves, since this function is directly related to the delivery of the building permit service.

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2016	2017	2018	2019	2020
Building	100.0	102.0	103.0	103.0	101.0
Development & Design	54.0	57.0	57.0	54.0	54.0
Policy Planning	24.3	25.3	23.3	23.3	23.3
Strategic Community Initiatives	12.0	10.0	10.0	10.0	10.0
Total Service Distribution	190.3	194.3	193.3	190.3	188.3

Note: Numbers may not balance due to rounding.

Staffing changes in 2016-2017:

Building: 1 FTE transferred from Strategic Community Initiatives; 1 FTE (only for one year) from BR#2485 Infrastructure Support - MAX and ePlans.

Development & Design: 3 FTE from BR#2459 Add Land Development Applications to ePlans.

Policy Planning: 1 FTE transferred from City Manager's Office.

Strategic Community Initiatives: 1 FTE transferred to Building, 1 FTE to be deleted (project completed).

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 or the capital forecast.

Proposed 2017-2026 Capital Budget by Program

Program Expenditures	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
Building	30	233	267	0	0	530
Development & Design	580	590	100	100	600	1,970
Policy Planning	770	925	800	1,075	5,750	9,320
Strategic Community Initiatives	200	350	450	375	1,800	3,175
Total	1,580	2,098	1,617	1,550	8,150	14,995

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

2017-2026 Capital Forecast Highlights include the following:

- 2017 Building: Digitization of Building permits \$30,000
- 2017 Development & Design: Land Development Applications ePlans \$400,000, Streetscape/Public Realm Strategy \$150,000, Reconfiguration of 6th floor for ePlans collaboration \$30,000
- 2017 Policy: Municipal Growth Management \$300,000, Housing Strategy Operating Plan \$150,000, Review of land use surrounding Clarkson GO \$150,000, Imagining (A Planning Outreach and Neighbourhood Engagement Pilot Project) \$120,000, Developing 3D Digital Model of the City \$50,000
- 2017 Strategic Community Initiatives: Strategic Waterfront Implementation \$200,000
- 2018-2020 initiatives include: Building: Interactive Zoning By-law, Development & Design: Land Development Applications ePlans, Policy: Municipal Growth Management, Housing Strategy Operating Plan, Imagining (A Planning Outreach and Neighbourhood Engagement Pilot Project), 3D Digital Model, Innovative Planning Tools, Planning and Building Digital Strategy, Strategic Waterfront Implementation
- 2021-2026 initiatives include: Special Planning Studies, Municipal Growth Management, Imaging (Neighbourhood engagement Pilot Project), ePlans maintenance, Strategic Waterfront Implementation

Proposed 2017-2026 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion for each year of the proposed 2017-2020 Business Plan and 2017 Budget and the consolidated forecast for 2021-2026.

Funding	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
Other	230	583	717	375	1,800	3,705
Tax	1,350	1,515	900	1,175	6,350	11,290
Total	1,580	2,098	1,617	1,550	8,150	14,995

Note: Numbers may not balance due to rounding. □

Proposed 2017 Capital Budget Detail

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

Program: Building

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
PB5658	Digitization of Building permits	30	0	30	Reserve for Building Permit Revenue Stabilization
Total		30	0	30	

Note: Numbers may not balance due to rounding.

Program: Development & Design

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
PB5663	Streetscape/Public Realm Strategy	150	0	150	Tax-Capital Reserve Fund
PB5320	Land Development Applications ePlans	400	0	400	Tax-Capital Reserve Fund
PB5645	Reconfiguration of 6th floor for ePlans collaboration	30	0	30	Tax-Capital Reserve Fund
Total		580	0	580	

Note: Numbers may not balance due to rounding.

Proposed 2017 Capital Budget Detail (Cont'd)

Program: Policy Planning

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
PB5650	Housing Strategy Operating Plan	150	0	150	Tax -Capital Reserve Fund
PB5662	Imagining (A Planning Outreach & Neighbourhood Engagement Pilot Project)	120	0	120	Tax -Capital Reserve Fund
PB5664	3D City Model	50	0	50	Tax -Capital Reserve Fund
PB5665	Clarkson GO	150	0	150	Tax -Capital Reserve Fund
PBLD004248	Municipal Growth Management	300	0	300	Tax -Capital Reserve Fund
Total		770	0	770	

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
COSP004412	Strategic Waterfront Implementation	200	0	200	Reserve for General Contingency
Total		200	0	200	

Note: Numbers may not balance due to rounding.

Proposed 2018 -2020 Capital Budget by Sub-Program

The following tables provide a listing of capital forecast by sub-program for 2018 -2020.

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Building			
LDS Building - Applications	233	267	0
Subtotal	233	267	0
Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Development & Design			
LDS DD - Applications	590	100	100
Subtotal	590	100	100
Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Policy Planning			
LDS PP - Applications	400	350	350
LDS PP - Studies	525	450	725
Subtotal	925	800	1,075
Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Strategic Community Initiatives			
LDS Strategic Studies	350	450	375
Subtotal	350	450	375
Total Expenditures	2,098	1,617	1,550

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 measure 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 first 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 first review is a measure of applications that are reviewed within prescribed time frames.

Employee Measures

Employee engagement survey participation is a measure that shows the percentage of employees participating in the Employee Engagement Survey conducted by Metrics@Work. The survey is conducted every three years and the most recent survey was completed in 2015. It is important that employees continue to participate in this survey and express how they feel about working at the City.

Overall job engagement is a measure which indicates the extent to which employees value, enjoy and believe in what they do. When benchmarked with the City index, Planning and Building is 7.9 per cent higher than the City average and 3.8 per cent higher than other comparable organizations.

Business Process Measures

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.



Balanced Scorecard

Measures for Land Development Services	2013 (Actual)	2014 (Actual)	2015 (Actual)	2016 (Plan)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)
Financial:								
Cost Recovery	74%	75%	75%	75%	75%	75%	75%	75%
Customer:								
Percentage of Complete Building Permits issued after 1 st review	29%	28%	33%	35%	35%	35%	35%	35%
Percentage of Complete Building Permit Applications meeting legislative time frames for 1 st review	69%	68%	82%	80%	85%	90%	90%	90%
Employees/Innovation:								
Employee Engagement Survey participation	N/A	N/A	86.1%	N/A	N/A	86.1%	N/A	N/A
Overall Job Engagement	N/A	N/A	76.5%	N/A	N/A	76.5%	N/A	N/A
Internal Business Process:								
Percentage of Building Permits submitted through ePlans	N/A	N/A	15%	100%	100%	100%	100%	100%
Percentage of Site Plan applications submitted through ePlans	N/A	N/A	10%	100%	100%	100%	100%	100%
Public Open Space	9.85%	9.86%	10.17%	10.25%	10.41%	10.46%	10.50%	10.55%



Culture

2017-2020 Business Plan
& 2017 Budget

Foreword

Mississauga City Council approved **Our Future Mississauga**, the Strategic Plan to achieve our vision over the next 40 years. The strategic vision identified five pillars for change, Move, Belong, Connect, Prosper and Green. The City consulted extensively with residents, staff and stakeholders in developing the Strategic Plan.

The City continues to engage with stakeholders about its programs and services through the City's website, social media, satisfaction surveys and more. This helps ensure citizens have input on the decisions that affect them.

The 2017-2020 Business Plan and 2017 Budget detail how and where the City plans to allocate resources to the programs and services that people rely on every day, while providing good value for taxpayers and supporting the Strategic Plan.

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Executive Summary of Culture

Mission: To work collaboratively with a wide variety of partners to build strong cultural institutions, complete communities and stimulate a creative economy.

Services we provide:

Culture has two sections: Culture and Heritage Planning and Culture Operations. Culture and Heritage Planning is responsible for heritage planning, culture planning, public art, policy development, research and digital engagement. Culture Operations delivers performing arts, film and television services, arts and culture programs, grants, civic and major events, manages operation of the Meadowvale Theatre, Museums, and Mississauga Celebration Square (Celebration Square).

Interesting facts about this service:

- About 2.5 million people visited Celebration Square since opening in 2011
- Council adopted a new Cultural Policy and approved the City's first Public Art Master Plan, Heritage Management Strategy and Creative Industries Strategy
- Meadowvale Theatre hosted 346 performances/activity days
- Re-animation of museums resulted in 27,500 visitors and program participants in 2015
- There were 1,028 filming days in Mississauga with 174 permits issued
- There are 38 pieces of Public Art in Mississauga; 14 are City-owned

Highlights of the Business Plan include:

- Providing more cultural spaces by using/repurposing existing facilities

- Increasing support of local artists/talent, addressing the need for cultural spaces, removing barriers and improving the sustainability of arts and culture through Community Cultural Development
- Developing a resident-activated tool to guide heritage and museum, guide preservation, conservation and programming, as well as improve heritage planning processes
- Improving access to grants for new organizations; addressing process issues and barriers to allow groups to focus on quality services to the community and to provide a wider range of arts and culture offerings (i.e. Live Music)
- Expanding winter programming on Celebration Square; focusing on driving tourism year-round
- Developing Creative Industries (CIs): Film and Television, Live Music and Interactive Digital Media
- Expanding Public Art
- Expanding programming at Meadowvale Theatre to become a multi-purpose cultural hub

Net Investment (000's)	2017	2018	2019	2020
Operating	7,874	8,441	8,730	8,929
Capital	3,356	630	290	165
Full Time Equivalents	64.3	65.3	65.3	64.3

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

A new Culture Master Plan is being developed by Culture and the process is underway; the final draft will come forward for approval to City Council in 2017. This new document will build on the City's first Culture Master Plan approved in 2009 and guide service delivery and priorities.

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

It is Culture's mission to work collaboratively with a wide variety of partners to build strong cultural institutions, complete communities and stimulate a creative economy.

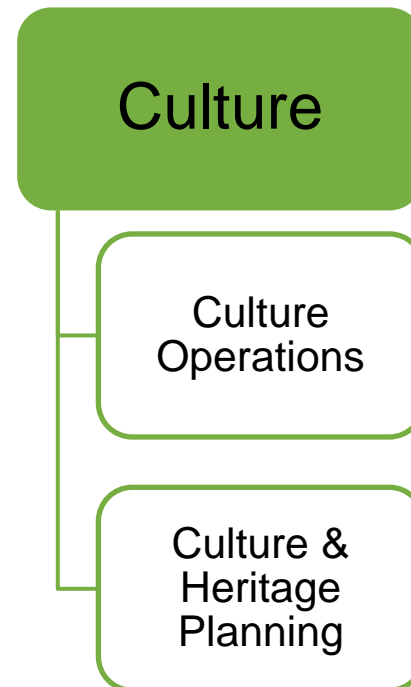
Goals of Service

As staff develop annual work plans and deliver projects they keep the following three goals of service in mind:

- Drive Cultural Identity and Celebrate Traditions
- Stimulate the Creative Economy
- Improve Quality of Life and Space

Service Delivery Model

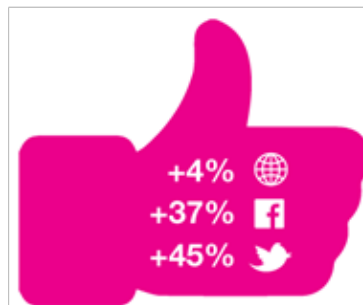
Culture is organized into two sections: Culture Operations and Culture and Heritage Planning; 43 full-time and 186 part-time staff are employed to deliver services.



Achieving our Goals

Since 2009, Culture has completed and made significant progress implementing the 44 recommendations in the Cultural Master Plan. The following highlights past activities and accomplishments:

- Provided 153 Event Days at Celebration Square with 600,000 people/year attending; almost 2.5 million people have visited since opening in 2011
- Issued 174 Film Permits/year through the Film Office which includes 1,028 Filming Days in 2015
- Offered 371 classes in Digital, Literary and Performing Arts; 14 educational programs
- Had 27,500 visitors and program participants at Museums in 2015
- Manage 17,284 cultural artifacts and 127,271 archaeological artifacts as part of the Museums' collection
- Designated 281 heritage properties in Mississauga
- Have almost 500,000 million Web Views Annually
- Have 50,000 Social Media Followers
- Had 346 Performance and activity days at Meadowvale Theatre and sold 54,000 tickets in 2015
- Administered \$2.2 million in Arts and Culture (A&C) grants and CFC to 34 grant recipients; \$75,000 in Heritage Grants in 2016
- Managed 38 pieces of Public Art; 14 of which are city-owned



Awards and Recognition

Over the past year, Culture has received recognition for various projects and initiatives including the following:

Grant Funding

Five of Ontario's Top 100 Festivals and Events received grants from Culture: Southside Shuffle, Waterfront Festival, Bread and Honey, Carassauga, and MuslimFest.

Mississauga Celebration Square

- Added seven new events on Celebration Square in 2016/2017 including: Latinfest, Ukrainian Festival, Diwali RazzMatazz, Halloween, MACArts Festival, Japan Festival and Polish Festival
- Won the Architectural Heritage Award from the Credits Heritage Mississauga
- Mississauga Celebration Square was one of seven finalists in the Public Spaces category for the Great Places in Canada Award

PanAm/ParaPan Am Games/Ontario Summer Games

- Presented the One and Two Year PanAm Countdown events
- Hosted the PanAm Torch Relay: Sunday, June 14 at Celebration Square
- Hosted ParaPan Torch Relay: Wednesday, August 5, Lakeside Park – unveiled Art of Sport (temporary public art installation)
- Created a robust calendar of community events to celebrate PanAm spirit over the summer (Where's Patchi, Share the Love)
- Presented the Ontario Summer Games Countdown Event (OSG 101) and Official Opening Ceremony program for more than 4,000 athletes, coaches, managers, and major officials who participated in more than 32 different sport events



"The Art of Sport" with Patchi – PanAm/ParaPan Am Games, Lakeside Park

Social media "wins"

Launched three new social media accounts: Culture Instagram and Museums Facebook and Twitter.

Culture Programs

Introduced new performing arts programs: "Recital Competitive Team" and "Meadowvale Theatre Young Company" offering another level of training, skill-development and performance for young City performers.

Existing Service Levels, Trends and Efficiencies

Driving the City's cultural development is accomplished through a number of operational activities that celebrate our traditions, stimulate the creative economy and improve our quality of life and place for residents.

The existing service levels for these activities are summarized as follows:

Civic and major Events – Mississauga Celebration Square -

Offers 153 free event days and festivals throughout the year. The summer season offers an eclectic variety of events, including weekly fitness classes and movie nights, concerts, a Canada Day Celebration, food truck rallies, and community festivals. The winter season includes an annual Tree Lighting event, New Year's Eve Celebration as well as free public skating.

Creative Industries Office – Allows filming on City-owned streets, property, parks and facilities through a permitting process. Staff work with local film scouts to find suitable locations for producers, filmmakers and location managers who are considering Mississauga for filming.

Museums and Traditions - With a focus on Living Heritage, the Museums tell Mississauga's stories by interpreting 17,284 artifacts and 127,271 archaeological artifacts; offering 130 educational and community programs; and presenting 20 events/exhibitions per year.

Performing Arts - Meadowvale Theatre – Is home to *Meadowvale Theatre Presents* programming and community-produced performing arts. In 2015, Meadowvale Theatre hosted 346 performance and activity days for 54,000 ticket patrons.

Grant Program - Supports 37 organizations under two grant programs: Arts and Culture and Cultural Festivals and Celebrations. In 2016, \$2.2 million in funding was provided to the community as well as \$75,000 in Heritage Grants.



Mississauga offers cultural programs and camps in Literary, Digital, Visual and Performing Arts

Culture Programs - Offers 371 classes to more than 3,600 participants in: Literary Arts (Creative Writing, Blogging, Poetry), Digital Arts (Photography, Graphic Design, Animation) Performing Arts (Dance, Drama, Music), and Visual Arts (Painting, Drawing, Sewing). Fourteen educational programs and creative summer and March Break camps are also offered in various city facilities.

Cultural Research and Planning - Supports the growth of Mississauga's culture sector by informing City policy and strategy through: an annual report card; best practice research; resource mapping; performance measurement, and development of three to five studies and master plans annually.

Heritage Planning - Identifies, protects, conserves and celebrates Mississauga's cultural heritage by: managing the Ontario Heritage Act process locally; maintaining the register of listed heritage properties in Mississauga (3,000+); managing 281 designated properties and issuing Heritage Plaques, Heritage Permits and Clearances.

Digital Engagement - Finds new ways for citizens to connect; raises awareness about culture and culture-related activities; and works with internal and external partners to promote two-way engagement using the following channels: 430,307 web views annually; 50,000 social media followers and three to four Digital projects per year.

Public Art - Supports the curation, planning and execution of public art projects throughout the city. Includes maintenance and management of 38 Public Art pieces; 14 are City-owned.

Trends:

As Mississauga continues to grow and mature, Culture will continue to monitor, react to current cultural trends, and play an important role in developing Mississauga's cultural identity. There are many trends in Culture that will affect the services provided today and in the future.

Drive Cultural Identity and Celebrate Traditions

Museums worldwide are creating meaningful engagement with their audiences through story-telling and "Living Heritage". Looking ahead, Museums will continue to modernize, use technology creatively and use "pop-up" locations to bring heritage to the people. Museums will need to be more inclusive to attract new and diverse audiences. There is greater emphasis on interactive exhibition programming, interpretation and collections.

Similarly, community theatres are also expanding their scope to become multi-purpose cultural hubs providing various arts and culture programs, events and networking opportunities.

And with the continued growth in demand for programs and events on Celebration Square, staff will be looking for opportunities to expand year-round programming into the winter months to build year-round vibrancy and continue to retain and attract new visitors and tourists to the City's downtown.

Stimulate the Creative Economy

Overall, trends show an increased demand for City support for artists and community arts groups.

This is most evident in the increasing demand for Culture's grant programs. Demand has exceeded the current funding envelope for the past two years. There are also a number of new organizations and festivals that are not aware of the City's grant programs or do not qualify based on the current qualifications.

More and more, municipalities are using grants to attract programming that fills service gaps. Looking ahead, staff will need to determine how grant funding can be improved to better support the arts and culture community to diversify cultural offerings, improve quality of programs, improve access to more groups and support groups that provide alternative services.

Staff research and feedback from the arts community also shows the need for more cultural spaces by using and repurposing existing facilities.

At the same time, the creative industry (CI) cluster has emerged as a major, and growing, source of GDP in Ontario. Creative Industries are key economic drivers. Neighbouring communities (Brampton, Hamilton and Kitchener-Waterloo) have identified CIs as vital to their economies and growth. Three sectors have been identified with the greatest potential and benefit to the City: Film and Television, Live Music and Interactive Digital Media. Looking ahead, to be able to compete in this sector, Mississauga will need to remove barriers and provide access for increased filming as well as provide an environment where live music performers and producers, and young digital creatives can thrive.

Improve Quality of Life and Space

With a growing understanding of how public art plays a critical role in city-building and building great public places, comes the desire to animate more public space. Looking ahead, the City's recently approved Public Art Master Plan will provide the design and curatorial guidelines needed to plan, select, and maintain public art for the City of Mississauga and its residents for the next five years.

Service gaps were also identified when partnering with Policy Planning Division to implement the City's community urban planning engagement such as My Malton and Vision Cooksville. Culture's Digital Engagement and Marketing strategies will focus on improving quality of life by using new techniques and channels to reach more targeted audiences and to capture and share Mississauga's unique stories.

Efficiencies:

Culture staff continue to look for small business process improvements to manage resources more efficiently, effectively and economically. In addition, Celebration Square is currently undergoing a LEAN review of its Event Services and Technical Operations portfolios. Results of the LEAN process may lead to recommended process and operational changes in 2017-2018.

The 2017-2020 Business Plan Outlook

Planning for the Future

Over the last two years, City Council has approved several strategic plans and policies developed by Culture including: Cultural Policy, Mississauga Celebration Square Strategic Plan, Meadowvale Theatre Strategic Plan, Public Art Master Plan, Heritage Management Strategy, and Creative Industries Strategy.

The Cultural policy provides the over-arching principles of nurturing cultural development throughout all City divisions and businesses and the strategies and will be used to inform the new Culture Master Plan in 2017. Feedback and research from these strategic plans indicate the need to focus Culture's efforts on initiatives that promote collaboration with a wide variety of partners to:

- Build Mississauga's unique cultural identity and celebrate traditions
- Build the Creative Economy
- Enhance quality of life and place

Cultural Identity and Celebration of Traditions Grant Review

Currently the City of Mississauga is seeing an increased demand for funding, increased operating budgets among cultural organizations and festivals, and an increase in the number of new organizations asking for funding.

Over the past three years, the grant programs have been oversubscribed and the organizations receiving these funds have shown an average increase in programming of 30 per cent, while leveraging the City's investment to net \$7.33 for every dollar provided in funding. The grant program has also seen an increase in the number of new organizations requesting additional funding; this resulted in a \$144,968 increase in funding for 2016.



Mississauga is seeing an increased demand for funding from cultural organizations and festivals

To address funding and service gaps, Culture undertook a Grant Review in 2016. With engagement from current grant applicants, Culture and Recreation Division staff, research and benchmarking from 15 Canadian municipalities, 14 recommendations were developed to meet the following goals: diversifying cultural offerings, improving program quality, growing accessibility and addressing service gaps to support alternative service delivery.

A phased approach will be used to implement the recommendations, ensuring stakeholder engagement and administrative needs.

In addition, a funding request of \$1.50 per capita over the next six years will bring the total funding for culture grants to \$4.50/capita by the year 2022 from its current \$3/capita (which has been in place since 2010).

Proposed Vision for Heritage Management

According to the City's first Heritage Management Strategy, Mississauga is one of the world's most diverse communities.

Through research, the study found there is an increased interest in Mississauga's heritage. The strategy will help the City connect with all residents in a meaningful way.

The research highlights that Mississauga's cultural diversity is, in part, due to the number of residents that have moved here from all over the world and brought with them their cultural experiences and traditions.

The goals of the strategy are:

- Establish a more unified approach to heritage management
- Protect Mississauga's heritage
- Interpret, gather and tell the stories of Mississauga
- Involve all communities
- Promote awareness and understanding of heritage initiatives
- Integrate heritage management throughout the City



Museums engage the public in Mississauga's evolving story

Most importantly, through the development of this strategy, Culture has defined its role in Heritage Planning.

Heritage planning enables Mississauga residents to identify, protect, conserve and celebrate Mississauga's cultural heritage. *Museums* engage the public in Mississauga's evolving story.

A key recommendation from the strategy was the need to develop a *Thematic Heritage Outline for Mississauga* - a fundamental tool that will shape many of the initiatives noted. A highly consultative, City-wide, and City-led effort, the development of this tool represents a strategic approach to identify the long list of potential narratives that make up Mississauga's collective history. The stories that best reflect the unique physical and cultural place that is Mississauga will then be selected. The tool will be designed to grow over time so that the unique stories of Mississauga will be added year after year.

Living Heritage

Once developed, the tool will be used to express and interpret information about heritage through multiple media and venues, including museums, galleries, archives, heritage conservation districts, cultural landscapes, historic sites, designated properties, signage, City facilities, as well as with digital, interactive components. This integrated approach will ensure that Mississauga's stories are accessible to all citizens and stakeholders.

It is an innovative and ground-breaking approach that will position Mississauga as a leader in municipal heritage management.

The strategy also focuses on using digital technologies more effectively – at individual heritage sites and on the City's website - and making information about City heritage projects and properties available through various platforms.

City staff from Culture worked with TCI Management Consultants to prepare the report which includes 31 recommendations, which will be implemented over the next five to seven years.

Mississauga Celebration Square – Increase year-round programs and drive tourism

As Celebration Square enters its sixth year, there is increased demand for expanding to year-round programming and attracting tourism to continue building vibrancy in the downtown. In an effort to attract 20,000 more visitors per year, the following winter initiatives will be undertaken:

Light up Celebration Square: will include: an interactive digital element celebrating Winter Canadiana; New Year's Eve 2017 Canada's 150th Anniversary launch with fireworks and laser light show; and enhanced innovative programming and marketing.

Winter Lighting Placemaking Program – Family Day Weekend – February 2018:* will expand the traditional one-day Family skate

party to two days of family fun including interactive lighting activities and food trucks.

**Placemaking is a multi-faceted approach to the planning, design and management of public spaces. Placemaking capitalizes on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and well-being (from Wikipedia).*



Family Fun Skate, Mississauga Celebration Square

Canada's 150th Anniversary

In 2017, Canada will be celebrating its 150th anniversary of Confederation. The Government of Canada is encouraging Canadians and Municipalities to celebrate in meaningful ways through programming that supports and promotes activities that align with the Canada 150 vision. Culture will create a Canada 150 legacy through collaborative city-wide programs and celebrations that are related to the overarching and inclusive theme of *"Brilliance Together – Many Communities, Many Lights."*

Highlights include:

- Public Art - A public art initiative with legacy and Placemaking components that will inspire pride of place and community
- Museums - Aboriginal Collaboration and public gathering
- Meadowvale Theatre – Artist in Residence
- Project Grant for Canada 150 initiatives
- Canada 150 Theming of Major Events including New Year's Eve 2017, Canada Day, and Tree Lighting
- Library Services – “One Book, One Community”
- Environment– Earth Market - an outreach program
- Recreation – neighbourhood block party kit
- Parks & Forestry – 25 Canada 150 Infrastructure Program (CIP) funded projects for the development and rehabilitation of city-owned parks
- A comprehensive Marketing and Communications plan that will tie all components together to strengthen and support the overarching theme

Creative Cities National Summit

In 2018, Mississauga will host a national conference for the Creative City Network of Canada (CCNC); this not-for-profit organization was established to provide support for professionals in the field by tapping into the expertise of peer municipalities across the country. Hosting the conference positions Mississauga as an industry leader and encourages participants to visit local cultural facilities; it can also strengthen the support for culture within the community and highlight local achievements.

Build the Creative Economy

With the creative industries (CI) as a major, and growing, source of GDP in Ontario, three sectors have been identified to have the greatest potential and benefit to Mississauga: Film and

Television, Live Music and Interactive Digital Media. Through the Council approved Creative Industries Strategy, staff will work to:

- Remove barriers and increase number of filming days by 20 (by 2018)
- Attract one major music festival between 2018- 2020 and increase the number of live music performances in the City
- Provide the environment where young digital creatives can thrive (i.e. space, networking opportunities and increased programming)

Similarly, a need to develop, re-purpose and promote affordable cultural spaces has emerged. As noted in the Cultural Infrastructure Strategy, this could be achieved through local community partnerships and improved use of City-owned facilities for cultural purposes. Staff is currently working on acquiring the Small Arms Building for re-development in Port Credit and will partner with Recreation and groups such the Small Arms Society and others to create and animate a vibrant new cultural hub in the Lakeview area.



Supporting local artists through busking program

Enhance Quality of Life and Space

Supporting local artists and groups, addressing the need for cultural spaces, removing barriers and providing more opportunities for residents to engage in cultural experiences will be the main focus for Culture's new Community Development section; this section will deliver programs such as:

- Implementing a city-wide busking permitting system
- Creating new exhibition spaces in city facilities dedicated to Mississauga artists
- Adding liaison support for individual artists and for organizations dedicated to capacity building
- Creating "artist-in-schools" program in identified at risk neighbourhoods
- Providing free workshops for youth with successful artists
- Creating apprenticeship/co-op opportunities for youth to work on city events will enhance quality of life for our residents and provide much needed space
- Activating cultural recommendations for recently developed area plans in Malton and Cooksville

Public Art

Public art helps to develop a unique sense of place, create a beautiful, thought provoking and energetic vibe that ultimately enhances the quality of life for residents and visitors. Public art is art created by a professional artist or in collaboration with artists, through a formal process; it is accessible to the public and free for all to enjoy. This work can be in any media and take on any shape, form or scale. Public art can be permanent or temporary; stand-alone, site-specific or be integrated into other design elements such as street furniture, architecture and/or landscape architecture.

Since 2010, the City's Public Art Collection has grown to 14 permanent pieces with several temporary installations happening throughout each year. There are plans to expand the collection

by installing at least one-to-two new pieces of public art each year.

Optimizing the Use of Technology

Innovation, a focus on customer service and a need to be more efficient, drives Culture's Digital Strategy.

The division is looking for new ways citizens can connect with their City to raise awareness about culture and culture-related activities. The division has worked with Information Technology (IT) Division to develop an *IT Roadmap* to clearly identify projects that require technology over the next four years. These projects include:

Digital Placemaking

To continue to retain and attract new visitors, digital projects will be developed that connect to programs at Museums and Celebration Square to provide unique and engaging experiences.



State-of-the-Art technology @ Mississauga Celebration Square

Creative Public Engagement Tools – Celebration Square, Museums

As part of IT's *Internet of Things* (refer to IT Business Plan/Strategy), Culture will use inexpensive, creative technologies to enhance on-site experiences in a series of small pilots over the next four years.

For example, using Beacons (small Bluetooth devices that connect to mobile), GeoLocative Tools (location-based technologies) and Apps used to tell stories related to Mississauga's past, present and future.

Online Applications - Heritage, Film Office, Celebration Square

New online application processes with user-friendly intake and integrated back-ends for Heritage, Film and Television and Celebration Square applications are needed.

Modernization – Hardware Upgrades

To share information consistently and promote activities efficiently, an integrated screen system is required for Celebration Square's large screens, Meadowvale Theatre's Lobby Display Screens and Museums' display screens; this would create a consistent identity across all Culture venues as well as create staff efficiencies by moving to a shared model.

As part of the re-animation and modernization of the City's museums, new radios, iPads, and digital screens will also be required for events, education and customer service purposes.

Maintaining Our Infrastructure

Surrounding GTA cities are investing significantly in arts space, placing Mississauga at a competitive disadvantage for retaining talent and attracting creative industries to locate here.

According to Culture's Infrastructure and Cultural Spaces Study, the following needs were noted:

- A need for affordability and accessibility—groups look elsewhere when space availability is limited
- Individuals and organizations often go to Toronto for their space needs
- Lack of central hub(s) for activities and disciplines
- Lack of creative space outside of LAC
- Desire for co-op, gallery/exhibition, and rehearsal space
- Desire for exciting, non-traditional arts spaces
- Readiness to communicate and interact with the City of Mississauga and other organizations

It is for this reason that maintaining the City's current arts space in a state of good repair is critical. There are several projects planned to ensure the City's arts and culture spaces – Meadowvale Theatre, Museums, Celebration Square, Clarke Memorial Hall, and Small Arms Inspection Building – are maintained to ensure continued delivery of the events and programming our residents have come to enjoy.



Meadowvale Theatre, opened in 1989

Meadowvale Theatre Re-development – 2018

Meadowvale Theatre is located in north-west Mississauga. It was opened in 1989 and is in need of modernization. A renovation is identified within the 10-year capital forecast with a Feasibility Study currently underway. Renovation of the Meadowvale Theatre would expand access, create broader performing arts opportunities and provide new revenue options for the Theatre.

Heritage Facility Maintenance – Ongoing

Maintaining the integrity of the City's heritage facilities is a priority and a responsibility in accordance with the Ontario Heritage Act. Capital maintenance and up-keep for museum interiors (Bradley, Benares, and Leslie Log House) are identified within the 10-year capital forecast, (\$30,000 per annum).

Celebration Square – Life-cycle Replacement

The A/V Equipment for Celebration Square was originally purchased by the City in 2007 to support the My Mississauga program. For example, some of this equipment such as video cameras that are required to operate the Digital Video Screens

and audio will be 10 years old in 2017 and at the end of their useful lifecycle. The useful life expectancy of this equipment is approximately six to eight years.

Managing Our Human Resources

As the new Culture Master Plan is developed, the division's current staffing model and resources will be reviewed as part of a workforce planning exercise in late 2016. This new staffing plan will ensure efficiency and effective alignment of the divisions' staffing resources to support service mandates.

As part of the Creative Industries Strategy that was approved by Council in 2016, a new (FTE equivalent) contract position will be required in 2018 to grow the emerging Live Music sector in Mississauga.

Staff with high potential will continue to be identified and developed as part of the division's succession planning.

Culture continues to extensively leverage co-op students, interns and volunteers to complement paid staffing; build relationships with local colleges and universities, and to create partnership opportunities. Students and interns have proven successful at Celebration Square, Meadowvale Theatre, Museums, and Cultural Planning.



Culture Division Team, 2016

Linkages to the City's Strategic Plan

belong - ensuring youth, older adults and new immigrants thrive

Canada's 150th Anniversary (2017)

- Provide opportunities for residents/visitors to learn more about Mississauga's history
- Celebrate heritage and develop a deeper understanding of what it means to be a Canadian living in Mississauga

connect - completing our neighbourhoods

Celebration Square's Winter Experience (2017-18)

- Provide year-round programming
- Increase the caliber and quality of winter programs/events
- Attract greater tourism
- Improve economic impact and city profile

Develop a strong Marketing Communications Plan (2017-18)

- Increase cultural awareness and consciousness
- Increase public engagement
- Build reputation

Public Art Master Plan (2017-18)

- Increase Public Art Capital investment for Permanent and Temporary Art Installations
- Explore new funding tools and remove of barriers

Heritage Management Strategy (2017-2019)

- Develop a resident-activated tool – a Thematic Heritage Outline of Mississauga - to focus and expand events, programs, collections and exhibitions

- Activate Mississauga as a global city with its own story and will build community relevancy through collaboration with multiple City departments, community groups and residents in all Wards



Tree Lighting, Mississauga Celebration Square



Living Heritage @ Bradley Museum - Kyle LaForme, Alexandra Bipatnath Kim Wheatley, and Garry Sault

Digital Engagement Strategy (2017-2020)

- Increase cultural awareness/consciousness
- Increase public engagement
- Build reputation

Creative Cities Conference 2018

- Host National conference
- Recognized as an industry leader

prosper - cultivating creative and innovative businesses

Creative Industries Strategy (2017-2020)

- Establish Film and Television, Live Music and Interactive Digital Media businesses
- Retain creative talent
- Increase activity, economic vitality, vibrancy of neighbourhoods, tourism opportunities and the overall profile of Mississauga



Rebel 2015 event – Youth Tech Workshop @ Metalworks Studio



Creative industries are a major and growing source of GDP in Ontario

Engaging Our Customers

Connecting, communicating and collaborating with residents and stakeholders will ensure Culture's success. All initiatives include plans to engage residents and stakeholders by providing opportunities for meaningful two-way dialogue. In fact, the Digital Engagement Strategy combined with proactive marketing campaigns, has already proven successful. The following projects highlight examples of Culture's creativity, commitment and focus on community engagement:

Story of M: Cooksville Changemakers

The Story of M is a collaboration that includes Culture, Planning and Building, and Strategic Initiatives teams; staff is finding new ways to engage the public in major projects throughout Mississauga.

In 2016, Culture worked with Planning's Vision Cooksville and Dundas Connects teams to develop Cooksville Changemakers with local youth. Through a series of five workshops, youth developed six Big Ideas to create change in their neighbourhood. Five of these projects were developed by the youth, with support of Culture Planning staff. The sixth will be developed in 2017 in partnership with Public Art. Looking ahead, the Story of M will continue as Culture engages with residents on various projects.

Tale of a Town

Tale of a Town is a creative engagement project employed by the Culture Planning and Dundas Connects teams to engage a broader set of residents than usually attend public meetings. Information gathered from this project will be used to inform the Dundas Connects project, materials (podcasts, photos, videos) will be used to engage residents at public events and to promote the Dundas Connects project.



Ward 3 Councillor Chris Fonseca attends Tale of Town as part of the Dundas Connects project

The *Tale of a Town – Canada* is a site-specific theatre and media project developed in collaboration with The National Arts Centre of Canada; it is capturing the collective community memory of our country's main streets, one story at a time, while preserving local heritage and promoting neighbourhood culture. This national venture will culminate in a multi-platform celebration of the country's main street culture in commemoration of Canada's 150th anniversary in 2017.

Art on the Screens

Summer 2016 was the second year of Art on the Screens. Programming was expanded into three categories: Juried Public Art, Partner Exhibits and Community Events. Through these streams the work of Partner organizations was showcased giving local Community groups the opportunity to connect with their communities, and exhibit stunning artworks from renowned artists from across Canada. Partners included CBC, Vice, Lunch Inc., AGM, Inhabit Media, Imaginative, InterAccess, and Vector Festival.



Art on the Screens provides a Placemaking experience for visitors to Celebration Square

As part of this program, National Aboriginal Month was celebrated with national programming. During the month of June, juried artists, who are indigenous filmmakers from Winnipeg and are part of the Winnipeg Film Collective, showcased animation from Baffin Island-based and Inuit-owned, Inhabit Media. Two

indigenous films – Wapos and Reel Injun were also featured and presented in collaboration with the Imaginative Film Festival and Art Gallery of Mississauga.

Art on the Screens provides a Placemaking experience for visitors to Celebration Square. Through this program, residents of Mississauga do not need to travel to neighbouring cities to see contemporary art programming. Locals are given an opportunity to experience new art and ideas close to home.

Gaming on the Screens

Gaming on the Screens provides an opportunity to engage the community in playful and engaging ways, as well as to take full advantage of the technical abilities of the digital screens. It creates opportunities for partnerships with interesting and contemporary organizations that support gaming initiatives. With gaming now being a bigger industry in North America than film, it is a great opportunity to connect with the community in a relevant and contemporary fashion. In 2016, six Gaming on the Screens events included two new events this year: eSports showcase, and Minecraft. Partners included Microsoft, Sheridan College and Mississauga Libraries.

Marketing Communications Strategy

Culture's marketing goal is to showcase and promote cultural projects, events, exhibits and programs to build Mississauga's reputation and *Vibe* - as the place to be. Once the new Culture Master Plan is approved by Council in 2017, a new Marketing Communications Strategy will also be developed. This new plan will maximize the use of all the City's digital and print channels, target audiences to ensure they are receiving information that is relevant to them, and continue to raise cultural awareness through various initiatives. The Strategy will also include performance measures to ensure success of the plan over the next four years.

Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2017-2020 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 2016 was \$7.4 million and the proposed budget for 2017 is \$7.9 million.

Total Changes to Maintain Current Service Levels

In 2017, the impact of maintaining current service levels for the Culture service area is an increase of \$147,000 is needed. Highlights of the proposed budget changes include:

- Labour costs are projected to increase by \$242,000. This reflects economic adjustment increases and other fringe benefit changes as well as additional temporary labour for Meadowvale Theatre. Some of this increase in labour is offset by additional revenues of \$119,000 in the areas of dance programming, vendor permit fees and room rentals.
- Other minor adjustments for allocations (i.e. FPM custodial and departmental services) and utilities (water and hydro)

Efficiencies and Cost Savings

The operating budget is being reduced by \$15,000 to reflect Gas Utility savings.

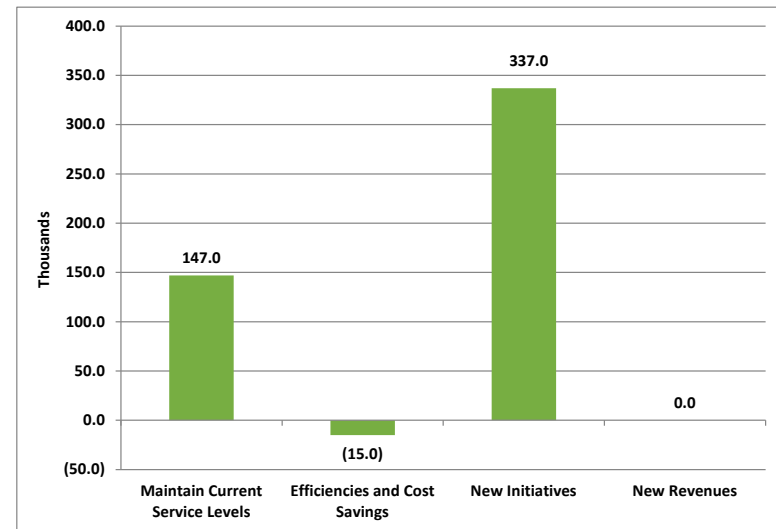
New Initiatives

Five new initiatives impact the 2017 operating budget by \$337,000 as follows:

- Grant Support to Culture Groups: Addresses current service gaps to provide better quality cultural services, programs and festivals that reach more people. The goal is to increase arts spending per capita from \$3 to \$4.50 over the next six years (Budget \$212,000)

- Celebration Square – Winter Experience Program: As Celebration Square enters its sixth year, there is demand for expanding year-round programming to attract tourism and continue vibrancy in the downtown through the winter. The goal is to attract 20,000 new visitors through enhanced winter events and programs (Budget - \$60,000)
- Cultural Community Development - Focus is on supporting local artists/groups by addressing the need for cultural spaces, liaising with groups to remove barriers and providing more opportunities for residents to engage in cultural experiences (Budget - \$25,000)
- Creative Industries Strategy - In Mississauga three sectors have been identified with the greatest potential and benefit to the City: Film and Television, Live Music and Interactive Digital Media (Budget - \$40,000). Focus will be on marketing, workshops, creating networking opportunities and removing barriers to industry development in these sectors.

Proposed Changes to 2017 Net Operating Budget by Category (000's)



Operating

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2017-2020, the 2016 Budget as well as 2015 Actuals by program within the service area.

Proposed Budget by Program

Description	2015 Actuals (\$000's)	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Expenditures to Deliver Current Services						
Culture-Celebration Square	1,733	1,707	1,712	1,726	1,740	1,754
Culture-Heritage	267	336	353	357	361	365
Culture-Operations	6,044	5,840	6,035	6,083	6,131	6,180
Culture-Planning	428	646	636	642	649	656
Culture-Support Services	748	687	730	737	743	750
Total Expenditures	9,219	9,216	9,467	9,545	9,624	9,705
Revenues	(2,119)	(1,811)	(1,930)	(1,930)	(1,930)	(1,930)
Transfers From Reserves and Reserve Funds	0	0	0	0	0	0
New Initiatives and New Revenues			337	826	1,036	1,154
Proposed Net Budget Including New Initiatives & New Revenues	7,100	7,405	7,874	8,441	8,730	8,929
Expenditures Budget - Changes by Year			3%	1%	1%	1%
Proposed Net Budget - Changes by Year			6%	7%	3%	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	2016 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	2017 Proposed Budget (\$000's)	\$ Change Over 2016	% Change Over 2016
Labour and Benefits	4,965	242	0	0	0	0	0	5,206	242	5%
Operational Costs	4,212	32	(15)	0	0	337	0	4,567	354	8%
Facility, IT and Support Costs	39	(8)	0	0	0	0	0	31	(8)	(21%)
Total Gross Expenditures	9,216	266	(15)	0	0	337	0	9,804	588	6%
Total Revenues	(1,811)	(119)	0	0	0	0	0	(1,930)	(119)	7%
Total Net Expenditure	7,405	147	(15)	0	0	337	0	7,874	469	6%

Summary of Proposed 2017 Budget and 2018-2020 Forecast

Description	2016 Approved Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Labour and Benefits	4,965	5,206	5,370	5,446	5,429
Operational Costs	4,212	4,567	4,970	5,183	5,398
Facility, IT and Support Costs	39	31	31	32	32
Total Gross Expenditures	9,216	9,804	10,371	10,660	10,859
Total Revenues	(1,811)	(1,930)	(1,930)	(1,930)	(1,930)
Total Net Expenditure	7,405	7,874	8,441	8,730	8,929

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	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
Labour and Benefits	4,965	5,206	242	\$145 Increase Reflects Labour Adjustments and Other Fringe Benefit Changes \$97 Recital and Instructional Dance Temporary Labour offset by Additional Revenues
Administration and Support Costs	39	31	(8)	Allocation Decrease
Advertising & Promotions	219	220	0	
Communication Costs	16	16	0	
Contractor & Professional Services	291	295	5	Artists for Dance Program
Debt	0	0	0	
Equipment Costs & Maintenance Agreements	188	188	0	
Finance Other	2,292	2,292	0	
Materials, Supplies & Other Services	582	599	17	\$17 Operating Materials, Uniforms and Awards for Recital and Instructional Dance Program
Occupancy & City Costs	418	413	(5)	\$10 Water and Hydro Increases (\$15) Savings in Fuel Costs
Staff Development	27	27	0	
Transfers To Reserves and Reserve Funds	163	163	0	
Transportation Costs	16	16	1	
Subtotal - Other Operating	4,251	4,260	9	
Total Revenues	(1,811)	(1,930)	(119)	(\$119) Increase in Revenue for Recital and Instructional Dance Program
Subtotal - Revenues	(1,811)	(1,930)	(119)	
Total	7,405	7,537	132	

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 #	2017 FTE Impact	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2017 to 2020 FTE Impact	2017 to 2020 Capital (\$000's)
New Initiative								
Grant Support to Culture Groups	2453	0.0	212	415	624	834	0.0	0
Mississauga Celebration Square - Winter Experience Program	2454	0.0	60	120	120	120	0.0	0
Cultural Community Development	2455	0.0	25	50	50	50	0.0	0
Heritage Management Strategy- Implementation	2456	0.0	0	70	70	70	0.0	150
Creative Industries Strategy	2559	0.0	40	171	172	80	0.0	0
Total New Initiatives		0.0	337	826	1,036	1,154	0.0	150
Total New Initiatives and New Revenues		0.0	337	826	1,036	1,154	0.0	150

Note: Numbers may not balance due to rounding.

Proposed Initiative	Department	Service Area
Grant Support to Culture Groups	Community Services Department	Culture

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	212.2	415.2	623.5	833.7
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	212.2	415.2	623.5	833.7
* Net Change in \$		203.0	208.3	210.2
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Addresses increased pressures: increase in demand for funding, increased operating budgets among cultural organizations and festivals; and an increase in the number of new organizations asking for funding. Addresses current service gaps (better quality services, programs and festivals that reach more people). Supports community groups to provide an alternative service delivery model (culture-related services/programs/festivals by a third party).

Details of Service Change

As a result of growth in Mississauga's cultural sector, demands continue to increase and new pressures emerge. The grant review has identified that to strengthen social and economic growth there will need to be an additional investment of \$1.2 million over the next six years (increasing \$3 per capita to \$4.50); this accounts for growth in Mississauga's population from 766,000 (2016) to 789,000 (2020). The increase in grants per capita will require an increase in funding of 212,200 in 2017 (\$3.25 per capita), 203,000 in 2018 (\$3.5 per capita), \$208,300 in 2019 (\$3.75 per capita), \$210,200 in 2020 (\$4 per capita), \$212,300 in 2021 (\$4.25 per capita) and \$214,200 in 2022 (4.50 per capita).

Service Impact

Culture is committed to improving not only the diversity of the City's cultural products but also the quality and access to them; this will have positive social and economic impacts on the City. With an increase in funding of \$1.2 million over the next four years, current arts and culture organizations and festivals will be able to develop higher quality programs and increased outreach to more areas of Mississauga. This investment will also encourage new festivals and organizations with more diversity, innovation, new perspectives, and programming to come forward.

Proposed Initiative	Department	Service Area
Mississauga Celebration Square - Winter Experience Program	Community Services Department	Culture

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	60.0	120.0	120.0	120.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	60.0	120.0	120.0	120.0
* Net Change in \$		60.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Over 600 public surveys indicated that residents felt strongly about increasing winter activity on the Square. This initiative supports the Square's Strategic Plan directions to grow the status of civic events and produce a winter program that positions it as a resident and tourist destination. By leveraging increased reach and impact of the official 2017 Canada 150 activities at Celebration Square, this initiative will generate awareness of Mississauga and the Square beyond the City's borders.

Details of Service Change

Light Up the Square - A unique digital programming element that celebrates winter Canadiana will be incorporated into the 2017 event, marking the end of the City's sesquicentennial celebrations. This event will include increased marketing investment beyond Mississauga and potential partnerships with Downtown stakeholders. Increased programming activities, site and lighting décor.

New Year's Eve celebration - will see a higher quality of production, resulting in increased reach and awareness to residents, visitors and sponsors. New programming will focus on family and young children to expand this market and provide a tailored NYE experience. New programming includes a laser light show and an earlier "Countdown to the New Year" for children.

Winter Lighting Placemaking Program - will introduce a new interactive lighting placemaking program in 2018; held over the Family Day weekend, building off the success of the existing Family Day skate event. This event encourages visitor engagement through unique and interactive lighting activities paired with skating and delicious food truck treats.

With all increased programming will require part-time event and technical labour on-site. Increased quality of technical production to match programming requires rental of more and/or better equipment.

Service Impact

With increased marketing and enhanced programming attendance is projected to grow by 20,000 visitors per year. 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.

Proposed Initiative	Department	Service Area
Cultural Community Development	Community Services Department	Culture

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	25.0	50.0	50.0	50.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	25.0	50.0	50.0	50.0
* Net Change in \$		25.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Service gaps have been identified when implementing the City's Cultural Policy and neighbourhood cultural plans (i.e. My Malton and Vision Cooksville); focus is on supporting local artists/groups, addressing the need for cultural spaces, removing barriers and providing more opportunities for residents to engage in cultural experiences.

Details of Service Change

The Cultural Policy, adopted by Council on September 15, 2015, identifies guiding principles and strategic goals that show the City's commitment to strengthening, developing and growing culture in Mississauga. The work plan for the Supervisor, Events and Promotions has been changed to reflect a new focus on cultural community development to support this policy.

In this portfolio, a series of pilot projects and new initiatives will be developed to enhance the quality of life and place as well as build the creative economy. Initiatives include:

- Accessible and available space for creative activity
- Liaison support for individual artists
- Capacity building support for arts, culture and heritage organizations
- Opportunities for artists to increase sustainability
- Activation of neighbourhood cultural plans (My Malton, Vision Cooksville, Inspiration Lakeview and Port Credit, DT21)

Key stakeholders include:

- Residents affected by neighbourhood cultural plans
- Youth in higher risk communities
- Individual artists
- Arts, culture and heritage organizations

Initiatives will be designed to create an environment in which creatives thrive. In 2017, an increase of \$25,000 to Culture's operating budget is proposed. The new budget will enable the division to focus on cultural community development as a portfolio with initiatives that are meaningful and impactful.

Service Impact

Creating a Cultural Community Development portfolio improves our ability to provide excellence in customer service to artists and arts, culture and heritage focused groups. Providing a dedicated resource to act as a liaison for individual artists and groups fills an existing service gap. Partnering with various agencies (school boards, businesses, individual artists and cultural organizations) will grow and strengthen the cultural sector without duplicating services. There will be more opportunities for residents to engage in cultural experiences. There will be more opportunities for artists to live, work and stay in Mississauga.

Additional Deliverables include:

- Implementing a city-wide busking program
- Creating new exhibition spaces in city facilities dedicated to Mississauga artists
- Create "artist-in-schools" program in identified at-risk neighbourhoods
- Free programs and workshops for youth with professional, high profile artists
- Create apprenticeship/co-op opportunities for youth to work on city events/projects

Proposed Initiative	Department	Service Area
Heritage Management Strategy-Implementation	Community Services Department	Culture

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	70.0	70.0	70.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	70.0	70.0	70.0
* Net Change in \$		70.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	150.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The strategic tool (THOM) will guide heritage and museum priorities; this tool will guide artifact collection, programming, interpretation, heritage designations, exhibitions and events. The tool will also support the remaining 31 recommendations.

Details of Service Change

Development of a resident-activated tool - Thematic Heritage Outline of Mississauga (THOM) will activate Mississauga as a global city with its own story; it will build community relevancy through collaboration with multiple City departments, community groups and residents in all Wards. The tool will be used strategically to focus and expand events, programs, collections and exhibitions.

In addition, this initiative will:

- Increase our level of resident engagement and knowledge of Heritage
- Increase the level of engagement with Mississauga's diverse global communities
- Engage residents via "grassroots" means of engagement to sustain and feed into the THOM
- Create more opportunities for residents to participate in arts and culture
- Create opportunities for intergenerational knowledge to be shared - access and understanding heritage
- To overall strengthen and grow the Heritage sector in the city with relevant projects and programs
- Create meaningful engagement and opportunities for all residents to be reflected in the THOM
- The THOM is simultaneously a marketing/communication tool for the Museums and Heritage Planning

Service Impact

Deliverables:

- A tool that documents Mississauga's key stories – a Thematic Heritage Outline of Mississauga (THOM)
- Community engagement and increased programming through: City-wide resident/stakeholder workshops
- New Museum programs, exhibits, events, tours and experiences that are more relevant; increase attendance by 20 percent over four years
- Alignment with Peel School Board curriculum, Universities, community groups and other cultural institutions
- Digital records bringing collections to modern industry standards
- A more effective plan for designating properties

Proposed Initiative	Department	Service Area
Creative Industries Strategy	Community Services Department	Culture

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	40.0	170.7	172.0	80.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	40.0	170.7	172.0	80.0
* Net Change in \$		130.7	1.4	(92.0)
FTEs	0.0	1.0	1.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

In Mississauga, three sectors have been identified with the greatest potential and benefit to the City: Film and TV, Live Music and Interactive Digital Media. Supports: Strategic Plan, Culture Master Plan, Cultural Policy to ensure a vibrant city for residents, businesses and visitors. Currently there are no resources to advise, liaise, remove barriers/coordinate, promote and give assistance to venues, promoters or producers of live music.

Details of Service Change

As outlined in the new Creative Industries Strategy, this new funding will provide resources required to implement the CI Strategy recommendations to support film and television, live music, and interactive digital media. The funding will provide promotion and marketing for the three CI sectors as well as outreach in the form of networking and educational workshops. The staffing resource will facilitate creating a single point of contact for music similar to the current film office.

Support of the creative industry sector is a key element in the retention of young talent that the City is seeking to grow.

Service Impact

Grows the Creative Industry Sectors and is a key to retaining youth and cultural workers in Mississauga.

Deliverables include:

Film and TV – Remove barriers and increase # of filming days by 20 (by 2018).

Live Music – Attract one major music festival between 2018- 2020; increase the # of live music performances in the City; connect to organizations, such as Canadian Independent Music Association (CIMA) and Music Ontario, to assist in advocating, educating and informing; would also include networking with live music venues/producers to expand live music events year round; new Live Music Coordinator (Grade E Contract in 2018); marketing for music opportunities and events would be increased. These tactics will give greater exposure to Mississauga live music venues, emerging artists and related businesses; will also promote Mississauga in this sector and grow tourism opportunities.

Interactive Digital Media – provide the environment where young digital creatives can thrive (space, networking opportunities and increased programming).

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2016	2017	2018	2019	2020
Culture-Celebration Square	10.6	10.6	10.6	10.6	10.6
Culture-Heritage	2.5	2.5	2.5	2.5	2.5
Culture-Operations	40.5	42.7	43.7	43.7	42.7
Culture-Planning	5.0	5.0	5.0	5.0	5.0
Culture-Support Services	3.5	3.5	3.5	3.5	3.5
Total Service Distribution	62.1	64.3	65.3	65.3	64.3

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 or the capital forecast.

Proposed 2017-2026 Capital Budget by Program

Program Expenditures	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
Culture Buildings & Assets	2,981	530	30	30	8,380	11,951
Culture Materials & Equipment	225	100	260	135	2,850	3,570
Heritage Planning	150	0	0	0	0	150
Total	3,356	630	290	165	11,230	15,671

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

2017-2026 Capital Forecast Highlights include funding the following initiatives:

- Civic Centre Lighting Enhancements
- Expansion of Public Art Program
- AV Equipment – Celebration Square – various lifecycle replacements
- Ongoing Heritage Facilities Maintenance
- Small Arms Building Renovation
- Streetsville Heritage Conservation District Plan
- Thematic Heritage Outline of Mississauga – Heritage Management Strategy
- Art Gallery of Mississauga Design and Construction
- Clarke Memorial Hall Renovation
- New Museum Concept Plans, Feasibility Study
- Life-Cycle Renovation of Meadowvale Theatre

Proposed 2017-2026 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion of the proposed 2017-2020 Business Plan and the 2017 Budget.

Funding	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
Development Contributions	0	500	0	0	0	500
Federal Funding	30	30	0	0	0	60
Other	250	100	100	100	3,540	4,090
Tax	1,576	0	190	65	7,690	9,521
Debt	1,500	0	0	0	0	1,500
Total	3,356	630	290	165	11,230	15,671

Note: Numbers may not balance due to rounding. □

Proposed 2017 Capital Budget Detail

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

Program: Culture Building & Assets

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMCL00062	Heritage Facilities Maintenance	30	0	30	Gas Tax -Federal Gas Tax-City Allocation
CMCL00070	Small Arms Building Renovation	1,500	0	1,500	Tax -Debt Other
CMCL00111	Civic Centre Lighting Enhancements	1,451	0	1,451	Tax -Capital Reserve Fund
Total		2,981	0	2,981	

Program: Culture Materials & Equipment

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMCL00048	Public Art Program-City Centre	100	0	100	Reserve for the Arts
CMCL00050	Video Equipment - Digital Screens Control	65	0	65	Tax -Capital Reserve Fund
CMCL00051	Audio Equipment - Monitor Console	60	0	60	Tax -Capital Reserve Fund
Total		225	0	225	

Program: Heritage Planning

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMCL00112	Thematic Historical Outline of Mississauga	150	0	150	Reserve for the Arts
Total		150	0	150	

Note: Numbers may not balance due to rounding.

Proposed 2018 -2020 Capital Budget by Sub-Program

The following tables provide a listing of capital forecast by sub-program for 2018 -2020.

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Culture Buildings & Assets			
CUL Facilities Maintenance	30	30	30
CUL Facilities Renovations	500	0	0
CUL Studies	0	0	0
Subtotal	530	30	30

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Culture Materials & Equipment			
CUL Artifact, Material & Equip. New	100	260	135
Subtotal	100	260	135
Total Expenditures	630	290	165

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.

Financial

In 2009, a national average of \$6.23 per capita in arts and culture grant funding was established. Culture uses this measure to establish and maintain a budget value for the arts and culture granting programs. The division will increase the current \$3 per capita funding rate for arts and culture organizations to \$4.50 over the next six years.

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.

Culture 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 greater focus on newly launched website, 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 done every two years.

Business Process

As an indicator of business process efficiency, Culture 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.



Public Art – "The Book", Mississauga Celebration Square

Balanced Scorecard

Measures for Culture	2013 (Actual)	2014 (Actual)	2015 (Actual)	2016 (Plan)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)
Financial:								
Per capita funding for Cultural Organizations	\$2.69	\$2.77	\$2.77	\$3.00	\$3.25	\$3.50	\$3.75	\$4.00
Customer:								
Number of Publicly owned Public Art Pieces	17	19	21	23	25	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	830,000
Number of Social Media Followers	1,180	10,766	50,000	61,000	80,000	100,000	120,000	150,000
Employees/Innovation:								
Number of Volunteer Hours provided by Cultural Organizations	547,327	557,135	591,906	600,000	605,000	610,000	615,000	620,000
Employee Engagement Scores: Overall Job Satisfaction	81.2%	N/A	82.5%	N/A	N/A	83%	N/A	N/A
Internal Business Process:								
Number of Heritage Permits Issued per Year	30	39	33	35	40	40	40	40



Mayor & Members of Council

2017-2020 Business Plan
& 2017 Budget

Foreword

Mississauga City Council approved **Our Future Mississauga**, the Strategic Plan to achieve our vision over the next 40 years. The strategic vision identified five pillars for change, Move, Belong, Connect, Prosper and Green. The City consulted extensively with residents, staff and stakeholders in developing the Strategic Plan.

The City continues to engage with stakeholders about its programs and services through the City's website, social media, satisfaction surveys and more. This helps ensure citizens have input on the decisions that affect them.

The 2017-2020 Business Plan and 2017 Budget detail how and where the City plans to allocate resources to the programs and services that people rely on every day, while providing good value for taxpayers and supporting the Strategic Plan.

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Core Services

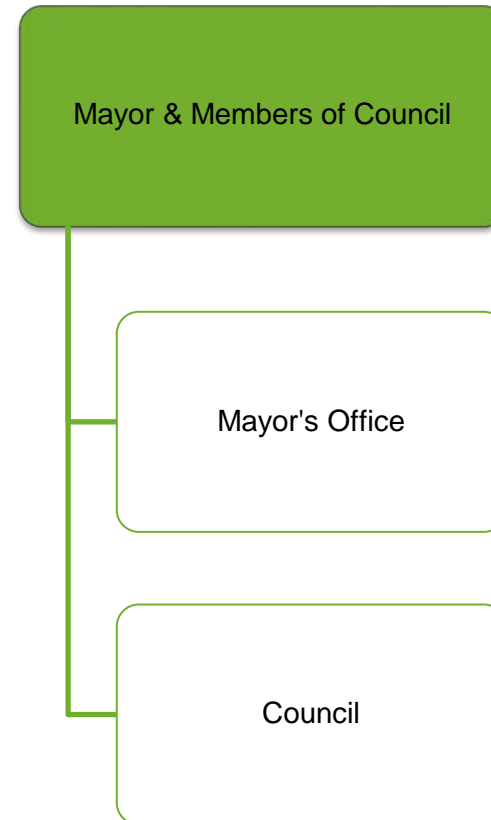
The Council Budget is comprised of the Mayor's Office as well as Council. This includes the 12 elected officials and their support staff. In Ontario, elections take place every four years. The next election year is 2018.

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 & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2017-2020 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 2016 was \$4.7 million and the proposed budget for 2017 is \$4.8 million.

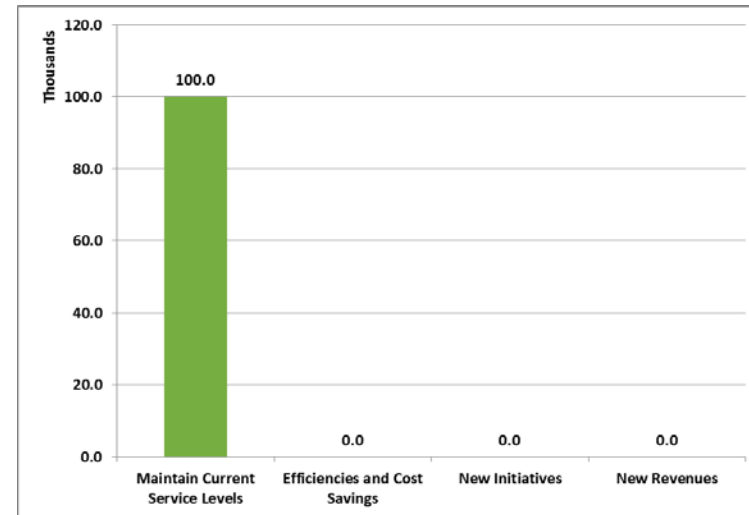
Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for the Mayor and Members of Council is an increase of \$100,000 for 2017.

Highlights of the proposed budget changes are:

- Labour costs are projected to increase by \$100,000 and reflects economic adjustment increases and fringe benefit changes

Proposed Changes to 2017 Net Operating Budget by Category (000's)



Operating

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2017-2020, the 2016 budget as well as 2015 actuals, by major program within the service area as well as by major expenditure and revenue category.

Proposed Budget by Program

Description	2015 Actuals (\$000's)	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Expenditures to Deliver Current Services						
Mayor's Office	785	954	962	971	980	990
Councillors' Offices	3,645	3,826	3,836	3,882	3,929	3,977
Total Expenditures	4,430	4,780	4,798	4,853	4,909	4,966
Transfers From Reserves and Reserve Funds	0	(82)	0	0	0	0
New Initiatives and New Revenues			0	0	0	0
Proposed Net Budget Including New Initiatives & New Revenues	4,430	4,698	4,798	4,853	4,909	4,966
Expenditures Budget - Changes by Year			0%	1%	1%	1%
Proposed Net Budget - Changes by Year			2%	1%	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	2016 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	2017 Proposed Budget (\$000's)	\$ Change Over 2016	% Change Over 2016
Labour and Benefits	3,987	100	0	0	0	0	0	4,087	100	3%
Operational Costs	793	(82)	0	0	0	0	0	710	(82)	(10%)
Facility, IT and Support	0	0	0	0	0	0	0	0	0	0%
Total Gross	4,780	18	0	0	0	0	0	4,798	18	0%
Total Revenues	(82)	82	0	0	0	0	0	0	82	(100%)
Total Net Expenditure	4,698	100	0	0	0	0	0	4,798	100	2%

Summary of Proposed 2017 Budget and 2018-2020 Forecast

Description	2016 Approved Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Labour and Benefits	3,987	4,087	4,143	4,199	4,256
Operational Costs	793	710	710	710	710
Facility, IT and Support	0	0	0	0	0
Total Gross	4,780	4,798	4,853	4,909	4,966
Total Revenues	(82)	0	0	0	0
Total Net Expenditure	4,698	4,798	4,853	4,909	4,966

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	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
Labour and Benefits	3,987	4,087	100	Increase Reflects Labour Adjustments and Other Fringe Benefit Changes
Other Operating and Revenues	710	710	0	
Total	4,698	4,798	100	

Note: Numbers may not balance due to rounding.

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2016	2017	2018	2019	2020
Mayor's Office	7.0	7.0	7.0	7.0	7.0
Councillors' Offices	34.2	34.2	34.2	34.2	34.2
Total Service Distribution	41.2	41.2	41.2	41.2	41.2

Note: Numbers may not balance due to rounding.



Environment

2017-2020 Business Plan
& 2017 Budget

Foreword

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Executive Summary of Environment

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

Services we provide:

The Environment service area drives environmental excellence in Mississauga by providing:

- Climate change risk assessment and planning
- Environmental awareness and outreach, both in the community and internally with City staff
- Corporate waste management
- Environmental leadership
- Environmental metrics and reporting

Interesting facts about this service:

- Leading City's response to climate change
- Environmental displays and activities at 70 community events across the City
- Introduced Mississauga Green Facebook page
- Manages the City's environmental employee engagement program (Green Leaders)
- Improved waste diversion at the Civic Centre from 42 per cent to 66 per cent in two years

Highlights of the Business Plan include:

- Developing a City of Mississauga Climate Change Plan in 2017/18, with implementation commencing in 2018
- The environmental outreach program will focus on climate change in 2017 and continue to increase awareness and outreach in the community and internally
- An Earth Market in every ward by the end of 2018 followed by a larger annual Earth Market in 2019/20
- City-wide Green Leaders program developed by 2018 with expanded scope in 2019/20
- Six additional community gardens created by the end of 2018 followed by a broader urban agriculture program
- A Corporate-wide, standardized, cost-effective waste program that achieves an overall 75 per cent diversion rate for City facilities

Net Investment (000's)	2017	2018	2019	2020
Operating	1,438	1,476	1,415	1,429
Capital	250	200	0	0
Full Time Equivalent	10.3	10.3	9.3	9.3

Core Services

Vision, Mission, Goals of Service and 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 people in **environmental action** and implementation of environmental **best practices**.

Goals of Service

Outreach: to empower and engage employees and the community in environmental action, implementation of environmental best practices, and to raise awareness of the City's environmental priorities and initiatives.

Waste: to deliver a standardized, cost-effective Corporate waste program that achieves an overall 75 per cent diversion rate.

Climate Change: to reduce greenhouse gas emissions, position the city competitively in the transition to a low carbon economy and reduce climate change risks, liabilities and costs to the City and its residents.

Service Delivery Model



Achieving our Goals

Outreach (2016)	Waste (2015)	Climate Change (2016)
<p>COMMUNITY</p> <ul style="list-style-type: none"> • Environmental displays and activities at 70 community events • 1,800 Twitter followers • Hosted three Earth Markets • Established eight new community gardens through environmental community grant • Community gardens engaged 4,400 residents in 2015 • 44 projects recognized at community recognition event <p>CITY STAFF</p> <ul style="list-style-type: none"> • Second annual Green Fest with 250 participants • 50 per cent of employees have a Green Leader • Green Leader actions saved \$22,000 in energy costs in 2015 • Green Leaders diverted 18 tonnes of used library books from landfill in 2015 • 90 per cent of City facilities with Green Leaders received "Green Facility" recognition in 2015 	<ul style="list-style-type: none"> • Reduced contamination of recyclables on Celebration Square by 85 per cent • Established Downtown Exchange District equipment standards and implemented at Square One expansion • Increased waste diversion rate at Hershey Centre from 10 per cent in 2015 to 49 per cent in 2016 • 25 tonnes of confidential paper recycled through shredding program • Diverted 3.7 tonnes of single use batteries from landfill • Diverted 5.5 tonnes of organic waste at BraeBen from landfill • Increased participation in the community and employee 20-Minute Makeover by 30 per cent in 2016 with 2,000 registrants at over 50 locations • Established standards for equipment, signage and service for parks, roads and facilities • Established four year City-wide waste plan (including bins, communication, standards) • Increased number of waste audits from eight garbage audits in 2014 to 17 full waste audits in 2015 • Delivered waste training program to 10 per cent of City staff 	<ul style="list-style-type: none"> • Climate Change Risk Assessment of City infrastructure and services • Prioritized actions to minimize climate change risk, liabilities and costs to the City and its residents • Inventory of City actions which contribute to climate change mitigation or adaptation • Insurance Bureau of Canada study "<i>The Economic Impacts of the Weather Effects of Climate Change</i>" provided essential information for future climate change adaptation planning

Awards and Recognition

Environment is committed to ensuring the City of Mississauga becomes a world-class green city by providing leadership that empowers and engages people in environmental action and implementation of environmental best practices.

Over the past year, Environment and its programs have been recognized for their achievements.

Environment received *Best Contribution* recognition at the 2016 City Manager's Leadership Conference Showcase.



April, 2016 Leadership Conference

Mississauga Corporate Awards:

- 2015 *Kirk French Spirit Award* awarded to Christopher Pyke, Waste Management Coordinator
- 2015 *Brenda Sakauye Environment Award* (Individual) awarded to Paul Craveiro, Green Leader, for energy conservation
- 2015 *Brenda Sakauye Environment Award* (Team) awarded to Earth Markets Team



Kirk French Spirit Award



Brenda Sakauye Environment Award

Existing Service Levels, Trends and Efficiencies

Outreach

The 2015 Residents Survey showed that 73 per cent of the community feels that expanding public environmental outreach is very important. The environmental outreach program is expanding to reach communities in every ward through community events and engaging residents and inspiring sustainable living choices through information provided about City environmental programs and services. The program is supported by volunteers that are trained on a range of environmental topics such as climate change, sustainable transportation, stormwater management, energy efficiency, and waste reduction. Both face-to-face and online tactics are used to reach the community and staff. Internally, the outreach program continues to expand through the growth of the Green Leaders program focussing on waste and energy related actions combined with targeted employee engagement such as lunch and learns, staff events and leadership on various committees.

COMMUNITY

Environment uses the following online outreach tools:

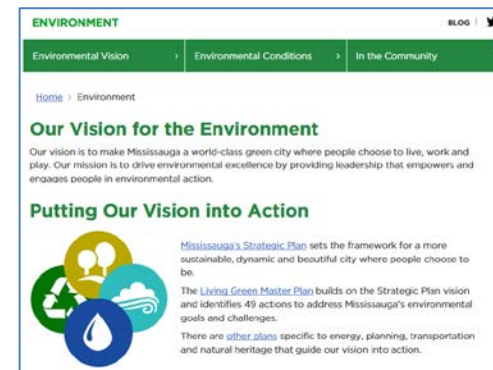
- Facebook – launched August 2016
- Twitter – in its third year and has consistently increased with over 1,800 followers



- Storify:
 - Peel municipalities outreach – “Your Home, Your Commute, Your Community, Your Health”
 - “Mitigation Monday” provides weekly energy tips on how to reduce energy consumption and live green all year long



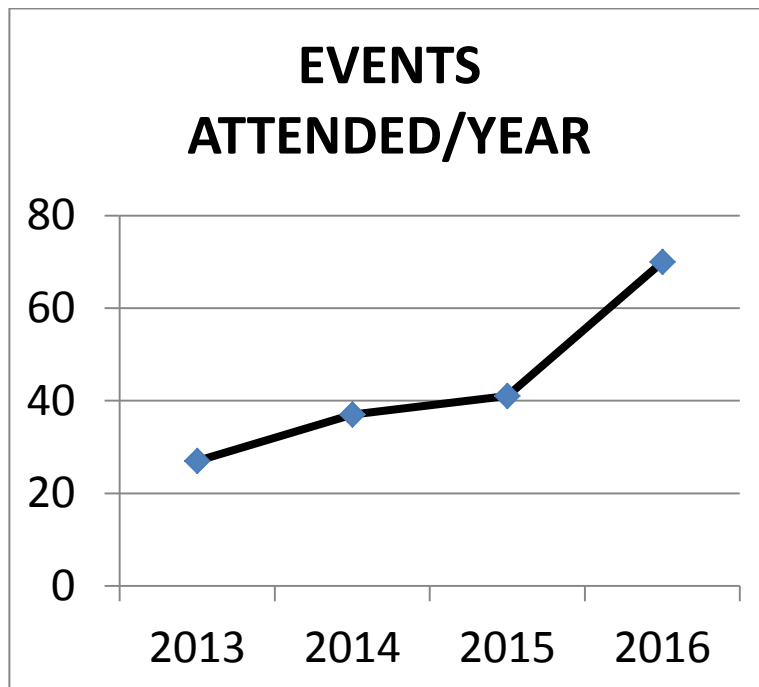
- Webpages – Mississauga Environment webpages provide environmental conditions reporting and opportunities for the community to get involved and take action



COMMUNITY

Face-to-face interaction is a critical component for engaging people to learn about the environment and take action. In 2016, Environment provided face-to-face outreach through the following:

- Environmental displays and activities in every ward, at 70 community events, with 867,000 people in attendance



- Three Earth Markets providing a fun and interactive opportunity to learn and engage in environmental activities



- Expanded Earth Days topics and activities and updated marketing to reflect the broader scope
- Environmental Community Grant to Ecosource to establish three new community gardens per year, with a total of eight new community gardens by the end of 2016, and provide programming to teach residents of all ages about local food growing and preserving ecosystem health
- Environment leads a team of community volunteers who provided 200 volunteer hours in 2016 delivering the environmental outreach program

CITY STAFF

Environment's goal is to create a green culture within the City of Mississauga by:

- Empowering Green Leaders across the City who lead their team in environmental action and facility eco-recognition. The program has expanded from 40 Green Leaders in 2014 to 90 Green Leaders in 2016, representing 2,500 staff
- Bringing the environmental lens to over 40 City projects and committees
- Delivering environmental education at Corporate orientation sessions
- Greening the City Manager's Leadership Conference
- Leading the City's participation in Sweater Day
- Delivering lunch and learns across the Corporation
- Hosting second Green Fest in the Civic Centre



August 2016 - Green Fest

EFFICIENCIES

Environment's outreach team creates efficiencies and savings by:

- Leveraging 60 community volunteers to deliver education and outreach in the community
- Phasing out the City's first blog and moving to Facebook to reach more people
- Leveraging a team of 90 Green Leaders to help staff take environmental action and create a green culture
- Reducing loading and unloading times for outreach materials by 50 per cent by securing a storage unit which provides easy access to vehicles
- Leveraging Ecosource's expertise, a local not-for-profit, by funding them to establish and program community gardens



Hillside Park Community Garden

Waste Management

Environment's Corporate waste management program is creating a standardized, cost-effective City waste program to reduce the amount of waste going to landfill. The waste management program establishes standards for waste equipment and signage (right equipment/right place/right time) and establishes an equipment maintenance and replacement program. In 2016, specific actions and results include:

- Putting more standardized equipment and signage in the Civic Centre which has reduced contamination of recyclables
- Increasing the diversion rate at Civic Centre, from 42 per cent in 2014 to 51 per cent in 2015, moving towards the goal of 83 per cent diversion by 2020 (higher goal than City average due to the type of facility)
- One hundred and two per cent increase in recyclable material captured on Celebration Square during Canada Day
- Achieving 37 per cent waste diversion rate in Transit Central (goal 65 per cent)
- Adding organics collection to BraeBen Golf Course
- Conducting five full waste audits to meet regulatory requirements
- Conducted 12 garbage audits in parks, plus equipment inventory and mapping
- Inventory of roadside waste equipment in four Business Improvement Areas, providing baseline data for program improvement
- Producing waste report cards for the Civic Precinct and 950 Burnhamthorpe
- Implementing a new waste program on the 9th floor of 201 City Centre Drive with new bins, signage, training and a monthly newsletter with results and tips



Waste Bins at 201 City Centre Drive, 9th Floor

EFFICIENCIES

The waste management program has not only diverted more waste from landfill, it has also resulted in efficiencies and savings by:

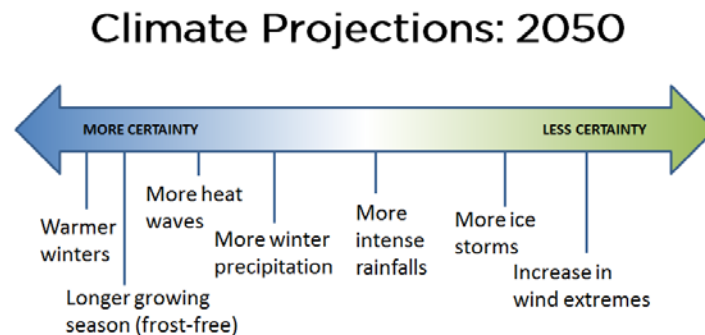
- Leveraging Green Leaders to assist with implementation of the waste program. Green Leaders task list includes six mandatory waste reduction actions
- Utilizing students to conduct 20 garbage audits (litter, equipment, signage, bulk waste) which provides data for continuous improvement of the waste management program

Climate Change

Climate change is one of the most pressing issues municipalities are facing today and is a critical issue internationally, federally and provincially. The Federal and Provincial governments have new action plans and legislation which require municipalities to address climate change. Funding is becoming available for municipalities to implement climate change actions.

Cities have a large role in climate change mitigation and adaptation. Seventy per cent of global greenhouse gas (GHG) emissions come from cities and 50 per cent of the global population live in cities.

Mississauga has already experienced a one degree average temperature increase over the last 60 years. More extreme weather events are predicted for the future with more intense rainfall and wind; and increased ice storms, precipitation and heat events.



Mississauga has experienced three extreme weather events over the past seven years which has resulted in substantial costs to the City. Financial impacts due to climate change will continue to increase. The recent Insurance Bureau of Canada study found the increased impact of a severe ice storm in the City of Mississauga due to climate change will be \$200 million in 2040.

More than 180 Canadian municipalities have a climate change plan or community energy plan. Environment will develop a Mississauga Climate Change Plan in 2017/18.

Environment is participating in ICLEI - Local Governments for Sustainability's *Train-the-Trainers* program for engaging stakeholders on climate change. This will assist with engagement during the development of the Climate Change Plan.

Environment is also monitoring and reporting on GHG emissions:

- Corporate – The City's power consumption has been increasing in order to keep up with growing service demands, but GHG emissions have been off-set by factors such as the Province's closing of the coal-fired power plants and the City's installation of Light Emitting Diode (LED) street lights. The City's GHG emissions have remained relatively constant since 2012
- Community – There was a 28 per cent reduction in community GHG emissions from 2006 to 2012

The 2017-2020 Business Plan Outlook

Planning for the Future

Climate change is a key priority for Environment over the next four years. A City of Mississauga Climate Change Plan will be developed in 2017/18.



*Spring 2014
Downtown Mississauga*

Climate change will be the theme for education and outreach in 2017 in order to assist with the development of the plan. Moving forward, environmental outreach will help advance climate change actions and continue to increase outreach with displays, online engagement, Earth Markets and Green Leaders.

The waste program will align with the Climate Change Plan and continue to work towards zero-waste through the development of standards and metrics for program improvement and efficiencies.

A Mississauga Climate Change Plan is required now for a number of reasons:

- To accelerate the reduction of greenhouse gas emissions in Mississauga and position the city competitively in the transition to a low carbon economy
- To reduce climate change risks, liabilities, and costs to the City and its residents
- To increase resilience to future changes in our climate
- To leverage Federal and Provincial climate change funding
- To respond to Federal and Provincial climate change action plans
- To determine whether to join the Compact of Mayors
- To respond to other levels of government, organizations and the public about the City's position, plans and role to address climate change
- To consolidate City climate change actions and reporting



*June 28, 2010
Cooksville Creek*

The Mississauga Climate Change Plan will be a plan for both the Corporation of the City of Mississauga and the community. It will look at the time horizon of 2018-2030 to align with Federal and Provincial greenhouse gas reduction targets.

Implementation of the plan will achieve the following goals:

Mitigation:

- Reduce Corporate and community GHG emissions and position the city competitively in the transition to a low carbon economy

Adaptation:

- Improve the City's ability to plan for and deal with future climate change impacts; and make the city more resilient to future extreme weather events



July 8, 2013 North Service Road



December 2013 Ice Storm

Maintaining Our Infrastructure

Actions identified in the Climate Change Plan will:

- Help adapt and reduce impacts of climate change
- Increase the City's ability to recover from climate change events (resiliency)



July 2013 - Wind Storm

Ten-year Corporate-wide waste equipment plan will:

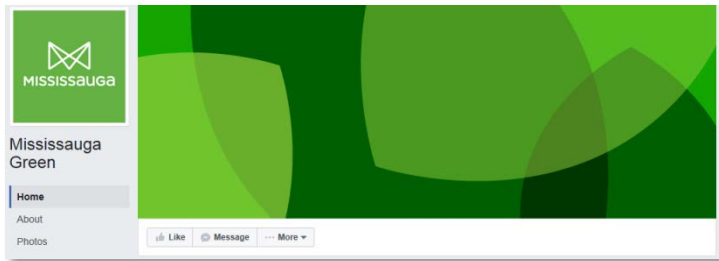
- Support implementation of standards for waste equipment and signage (the right equipment, in the right place and the right time)
- Improve equipment maintenance and replacement program



Hershey Centre

Optimizing the Use of Technology

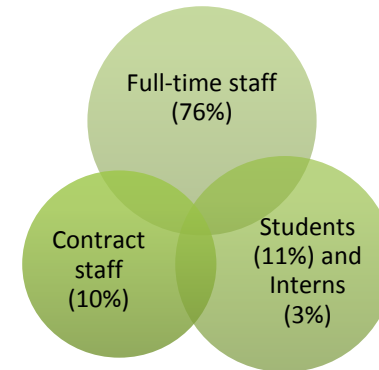
- Online engagement tools will be utilized during the development of the Climate Change Plan
- The Climate Change Plan will be web-based and have reporting functionality
- Environment has its own online and social media channels: Twitter, Facebook, Storify, webpages



- Utilizing mobile access to Wi-Fi during events in remote locations
- Using People Power Challenge app to motivate staff behaviour
- Environment staff utilizing mobile technologies
- Obtaining data from radio frequency identification on all Region of Peel provided waste equipment to monitor individual facility performance and identify opportunities for continuous improvement

Managing Our Human Resources

- The Environment Division has a combination of full-time and contract staff, students and university interns



- Environment continues to invest in its staff in order to keep skills and expertise current and be prepared for the future
- Environment trains and manages a growing number of Green Leaders across the City who champion environmental action in the workplace



2015 Green Leaders

Linkages to the City's Strategic Plan

move - developing a transit oriented city

Environment's outreach program promotes the use of public transit and active modes of transportation.

belong - ensuring youth, older adults and new immigrants thrive

Environment provides an Environmental Community Grant to support the creation and programming of community gardens which provides community spaces where neighbours of all ages and diverse cultures connect.

Environment hosts Earth Markets which are tailored to Mississauga's diverse communities.

Environment delivers environmental outreach at many multicultural festivals and events.

connect - completing our neighbourhoods

Environment is leading the City towards environmental sustainability and mitigating the impacts of climate change.

Through the Climate Change Plan, community energy planning will contribute not only to climate change mitigation, but also a holistic approach to complete neighbourhoods to ensure they are energy efficient and sustainable.

Actions identified in the Climate Change Plan will help the city adapt and reduce impacts of climate change on infrastructure.

The environmental outreach program helps residents appreciate the natural environment and engage in active transportation.

Community gardens help improve neighbourhood security.

prosper - cultivating creative and innovative businesses

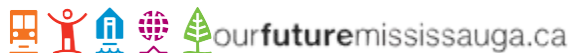
Environment is positioning the City of Mississauga to be competitive in the transition to a low carbon economy and resilient to climate change.

green - living green

Environment promotes a green culture through community outreach and the Green Leader program, the City's employee environmental awareness program.

Environment coordinates implementation of the Corporate zero-waste program.

Environment is developing a Mississauga Climate Change Plan which will help transition Mississauga towards a net-zero carbon city.



Engaging Our Customers

Environment engages the community and staff, and collaborates with partners to achieve the City's environmental goals.

COMMUNITY

The environmental outreach program is delivered by:

- Environment staff and community volunteers at community events using displays and engagement activities
- Active social media – Twitter, Facebook, Storify
- Utilizing the Freedom Pass Green Challenge campaign to engage youth
- Delivering neighbourhood Earth Markets
- Supporting community gardens
- Coordinating Earth Days activities
- Hosting annual community appreciation event to recognize and profile community projects/groups
- Collaborating with Business Improvement Areas to provide appropriate waste equipment and signage



Mississauga Block Party, 2016

Environment works with the Environmental Action Committee (advisory committee of Council) to:

- Champion environmental action
- Advise and comment on environmental issues and policies
- Provide a forum for the public to share information

CITY STAFF

The Green Leaders program is an internal environmental awareness program that engages staff to take environmental action. The program aims to achieve environmental sustainability in the workplace by providing information and incentives to staff.



*20-Minute Makeover, 2016
Communications Division*

Environment chairs the Environmental Stewardship Committee (team of directors) and the Environmental Network Team (staff) to ensure implementation of the Living Green Master Plan and advance the City's environmental priorities.

Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2017-2020 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 2016 was \$1.2 million and the proposed budget for 2017 is \$1.4 million.

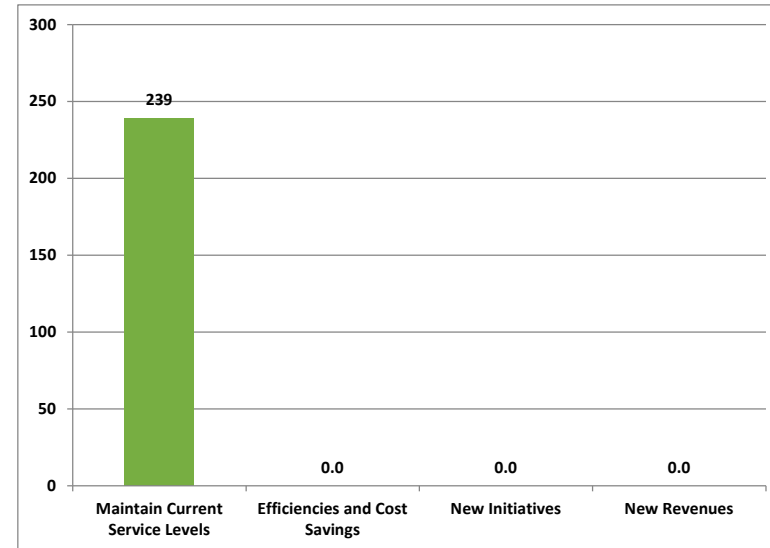
Total Changes to Maintain Current Service Levels

The cost of maintaining current service levels for Environment is an increase of \$239,000 in 2017.

Highlights of the proposed budget changes are:

- Continuing to build a reserve for conducting environmental plans and strategies with an increase of \$150,000 to fund development of the Climate Change Plan
- Additional \$10,000 for waste audits
- Labour cost increase of \$39,000 which reflects annualization of previously approved 1.6 full time equivalent (FTE) for outreach and 1.0 contract FTE for waste management
- Labour cost increase of \$29,000 for inflation

Proposed Changes to 2017 Net Operating Budget by Category (000's)



Operating

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2017-2020, the 2016 Budget as well as 2015 Actuals by program within the service area.

Proposed Budget by Program

Description	2015 Actuals (\$000's)	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Expenditures to Deliver Current Services						
Environmental Management	943	1,294	1,438	1,406	1,345	1,359
Total Expenditures	943	1,294	1,438	1,406	1,345	1,359
Revenues	0	0	0	0	0	0
Transfers From Reserves and Reserve Funds	0	(95)	0	0	0	0
New Initiatives and New Revenues			0	70	70	70
Proposed Net Budget Including New Initiatives &	943	1,199	1,438	1,476	1,415	1,429

Expenditures Budget - Changes by Year			11%	(2%)	(4%)	1%
Proposed Net Budget - Changes by Year			20%	3%	(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	2016 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	2017 Proposed Budget (\$000's)	\$ Change Over 2016	% Change Over 2016
Labour and Benefits	906	29	0	39	0	0	0	974	68	7%
Operational Costs	388	70	0	0	0	0	0	458	70	18%
Facility, IT and Support Costs	0	7	0	0	0	0	0	7	7	0%
Total Gross Expenditures	1,294	106	0	39	0	0	0	1,438	144	11%
Total Revenues	(95)	95	0	0	0	0	0	0	95	(100%)
Total Net Expenditure	1,199	201	0	39	0	0	0	1,438	239	20%

Summary of Proposed 2017 Budget and 2018-2020 Forecast

Description	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Labour and Benefits	906	974	942	931	944
Operational Costs	388	458	528	478	478
Facility, IT and Support Costs	0	7	7	7	7
Total Gross Expenditures	1,294	1,438	1,476	1,415	1,429
Total Revenues	(95)	0	0	0	0
Total Net Expenditure	1,199	1,438	1,476	1,415	1,429

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	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
Labour and Benefits	906	974	68	\$39K from annualization of 2016 Outreach Assistant (1.6 FTE) and Waste Management Assistant (1.0 Contract), both starting April 1, 2016. \$29K from labour inflationary increase.
Administration and Support Costs	0	7	7	
Advertising & Promotions	55	55	0	
Communication Costs	3	3	0	
Contractor & Professional Services	121	41	(80)	\$10K for waste audit \$5K for shredding services (\$95K) for climate change work.
Finance Other	75	75	0	
Materials, Supplies & Other Services	15	15	0	
Occupancy & City Costs	28	28	0	
Staff Development	36	36	0	
Transfers To Reserves and Reserve Funds	50	200	150	Contribution to reserve to fund development of the Climate Change Plan.
Transportation Costs	5	5	0	
Subtotal - Other Operating	388	464	77	
Transfers From Reserves and Reserve Funds	(95)	0	95	Completion of initial climate change work in 2016 and funding is no longer required for 2017.
Subtotal - Revenues	(95)	0	95	
Total	1,199	1,438	239	

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 #	2017 FTE Impact	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2017 to 2020 FTE Impact	2017 to 2020 Capital (\$000's)
New Initiative								
Climate Change Plan and Implementation	2538	0	0	70	70	70	0.0	450
Total New Initiative		0	0	70	70	70	0.0	450
Total New Initiatives and New Revenues		0	0	70	70	70	0.0	450

Note: Numbers may not balance due to rounding.

\$70,000 is the operating cost of implementing the Climate Change Plan starting in 2018.

Proposed Initiative	Department	Service Area
Climate Change Plan and Implementation	Community Services Department	Environment

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	70.0	70.0	70.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	70.0	70.0	70.0
* Net Change in \$		70.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	250.0	200.0	0.0	0.0

Why Staff Recommend this Initiative

A Mississauga climate change plan will consolidate climate change action and reporting; and leverage available funding. The plan will accelerate the reduction of GHG emissions and increase resilience to climate change which will reduce risks, liabilities, and costs to the City and community. Implementing climate change actions will allow the City to respond and engage with other organizations, other levels of government and the public. Presently, the City is lagging on the climate change issue.

Details of Service Change

The City currently has no plan or strategy with respect to climate change. Staff are recommending the City develop a climate change action plan.

The proposed climate change plan will focus on both mitigation and adaptation actions. The plan will be in online/website form with reporting capabilities built in.

The plan will have two high level goals:

- 1) Mitigation: Reduce greenhouse gas emissions in the city
- 2) Adaptation: Increase city resilience and adaptive capacity (the capacity to deal with and the ability to respond to future climate events)

A comprehensive engagement strategy will be executed to educate, outreach to, and gather feedback from Council, internal staff, and the community. A number of studies will be done that will provide information to inform the actions in the final plan.

\$450,000 (capital) is requested in 2017-18 to complete preliminary studies and create the plan. \$70,000 (operating) is requested for ongoing implementation, monitoring and reporting.

Service Impact

Because of the recent activity at the federal and provincial levels, and the fact that many other municipalities have plans in place, the initiative is timely.

The climate change plan will likely look at the time horizon of 2018-2030. The plan will do two things:

- 1) Consolidate existing climate change actions and reporting
- 2) Propose new actions that the city should be doing to address climate change

By implementing the plan, benefits to the City and the community will include:

- Reduction of corporate and community greenhouse gas emissions
- Improving the City's ability to plan for and deal with future climate change impacts
- Making the city more resilient to future extreme weather events

The participation of all City departments will be required in the development of the plan and in the implementation of actions. The actions may have future budget implications in addition to the operating funds being requested. The actions in the plan will influence activities in the community, and will engage partners, including other municipalities and conservation authorities, to collaborate with the City on climate change actions.

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2016	2017	2018	2019	2020
Environmental Management	10.3	10.3	10.3	9.3	9.3
Total Service Distribution	10.3	10.3	10.3	9.3	9.3

Note: Numbers may not balance due to rounding.

Environment Division:

- Established in 2012 with four FTEs
- Grown to nine FTEs, four summer students and one university intern
- Multi-generational, culturally diverse group of professionals



Environment Division, 2016

Specialists in:

- Environmental Sustainability
- Education
- Employee Engagement
- Community Outreach
- Public Relations
- Customer Service
- Social Media
- Waste Management
- Climate Change
- Energy Management
- Sustainability Reporting
- Urban and Regional Planning
- Project Management
- Contract Management
- Regulatory/Environmental Compliance
- Lean (seven white belts)

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 or the capital forecast.

Proposed 2017-2026 Capital Budget by Program

Program Expenditures	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
Environmental Study	250	200	0	0	900	1,350
Total	250	200	0	0	900	1,350

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

2017-2026 Capital Forecast Highlights include the following:

\$450,000 in 2017/18 to:

- Complete preliminary studies (\$250,000)
- Conduct public engagement (\$100,000)
- Develop the Climate Change Plan (\$100,000)

Proposed 2017-2026 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion for each year of the proposed 2017-2020 Business Plan and 2017 Budget and the consolidated forecast for 2021-2026.

Funding	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
Other	250	200	0	0	900	1,350
Total	250	200	0	0	900	1,350

Proposed 2017 Capital Budget Detail

The following table provides a detailed listing of proposed capital projects for 2017.

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMEV05311	Climate Change Study	250	0	250	Reserve for General Contingency
Total		250	0	250	

Proposed 2018-2020 Capital Budget by Sub-Program

The following table provides a listing of capital forecast by sub-program for 2018-2020.

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Environmental Study			
ENVIR Studies	200	0	0
Subtotal	200	0	0
Total Expenditures	200	0	0

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.

Financial Measures

Cost of Environmental Community Grant Per Capita is the amount of money provided per capita for the creation, programming and maintenance of community gardens.

Number of Community Gardens Funded by Environmental Community Grant is the total number of community gardens created using funding from the Environmental Community Grant. The goal is to have at least one community garden in every ward with 15 new gardens by 2018.

Customer Measures

Environmental Outreach is the number of people who have attended events where there has been environmental outreach presence; plus the number of times Environment's content has been viewed on various online and social media locations.

This measure demonstrates the level of environmental outreach being delivered in the community by Environment and the opportunity to deliver key environmental messages and engage directly with large numbers of the community.

The calculation changed in 2015 to include more online tactics.

There is a big increase projected in 2017/18 with the Climate Change Plan engagement and an Ontario 150 Earth Market.

Face-to-Face Engagement is the number of people that Environment staff and volunteers directly interacted with at community events. Interactions may take the form of conversations or participation in display activities such as the trivia wheel, button making, and waste sorting.

In 2016, face-to-face engagement more than doubled as a result of additional Environment staff which allowed greater opportunity to attend more events and host three Earth Markets.

Online Engagement is the number of "interactions" as a result of Environment online and social media tactics (including Twitter, Facebook, Storify, blog, Environment website and Residents Survey).

Employees that have a Green Leader is the number of City of Mississauga employees who have access in their workplace to a Green Leader. Green Leaders are a team of staff volunteers, led by Environment, who champion environmental awareness and action. This measure demonstrated Environment's ability to reach out to and affect behaviour change amongst all City employees.

Employee Measures

Staff who Completed Employee Engagement Survey is the percentage of Environment staff who completed the survey. The survey is conducted every three years. This metric demonstrates Environment staff's commitment to the City's engagement and improvement process.

Employee Overall Satisfaction is the overall satisfaction score for Environment from the Employee Engagement Survey. The 2015 Environment Division score is consistent with the City's score.

Square Footage of Office Space per Environment Employee is the amount of office space used by each Environment employee. This measure demonstrates Environment's commitment to continued innovation, efficiency and savings by creating a more efficient work area and taking advantage of alternative work arrangements. Since 2013, Environment has continued to occupy the same amount of office space despite an increase in staff, and has reduced space per employee by half.

Business Process Measures

Living Green Master Plan Actions Implemented is the percentage of actions in the Living Green Master Plan that are complete or on-track. This measure demonstrates Environment's influence and collaboration in ensuring actions are taken towards 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 effectiveness of waste management techniques such as focused education, sustainable procurement, improved programs and employee/patron engagement. The Civic Centre has the potential to have a much higher diversion rate than other City facilities.

Corporate Greenhouse Gas Emissions is the amount of GHGs in tonnes of equivalent carbon dioxide that is produced from the City's Corporate emission sources. This is a common environmental performance measure municipalities use to show their contribution to global GHG emissions. The City of Mississauga's power consumption has been increasing in order to keep up with increasing service demands, but GHG emissions have been off-set by factors such as the closing of the coal-fired power plants and the installation of LED street lights. The City's GHG emissions have remained relatively constant.

Balanced Scorecard

Measures for Environment	2013 (Actual)	2014 (Actual)	2015 (Actual)	2016 (Plan)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)
Financial:								
Cost of Environmental Community Grant Per Capita	N/A	\$0.10	\$0.10	\$0.10	\$0.11	\$0.11	\$0.11	\$0.11
Number of Community Gardens Funded by Environmental Community Grant	N/A	2	6	9	12	15	TBD	TBD
Customer:								
Environmental Outreach	320,000	875,000	1.2 M	2.1 M	3 M	2.5 M	2.5 M	2.5 M
Face-to-Face Engagement	N/A	3,200	5,000	12,000	14,500	12,500	13,000	13,500
Online Engagement	4,700	4,800	8,000	22,000	30,000	35,000	40,000	45,000
Employees that have a Green Leader	N/A	900	1,500	2,500	3,500	5,000	5,000	5,000
Employees/Innovation:								
Staff who Completed Employee Engagement Survey	N/A	N/A	100%	N/A	N/A	100%	N/A	N/A
Employee Overall Satisfaction	N/A	N/A	68%	N/A	N/A	75%	N/A	N/A
Square Footage of Office Space per Environment Employee	189	135	124	92.6	92.6	92.6	92.6	92.6
Internal Business Process:								
Living Green Master Plan Actions Implemented	65%	75%	85%	87%	90%	95%	100%	100%
Waste Diversion Rate at Civic Centre	41%	42%	51%	66%	72%	76%	80%	83%
Corporate Greenhouse Gas Emissions	74,643	72,654	73,072	73,000	73,000	73,000	73,000	73,000



Regulatory Services

2017-2020 Business Plan
& 2017 Budget

Foreword

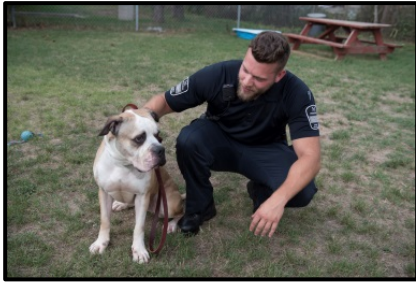
Mississauga City Council approved **Our Future Mississauga**, the Strategic Plan to achieve our vision over the next 40 years. The strategic vision identified five pillars for change, Move, Belong, Connect, Prosper and Green. The City consulted extensively with residents, staff and stakeholders in developing the Strategic Plan.

The City continues to engage with stakeholders about its programs and services through the City's website, social media, satisfaction surveys and more. This helps ensure citizens have input on the decisions that affect them.

The 2017-2020 Business Plan and 2017 Budget detail how and where the City plans to allocate resources to the programs and services that people rely on every day, while providing good value for taxpayers and supporting the Strategic Plan.

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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.

Services we provide:

Regulatory Services responds to service requests from the general public, city staff, and Mayor and Council; service requests involving issues that are addressed through City of Mississauga By-laws. Our responses include investigations of the issues, interpretation of the by-laws and, when required, enforcement of these by-laws.

We provide physical inspections of vehicles licensed by the City, shelter and adoption services for stray pets and wildlife, and parking considerations for property owners requiring temporary additional parking. Regulatory Services also provides research and detailed reporting on issues of significant municipal interest which may be addressed through amendments to existing by-laws or new by-laws.

Interesting facts about this service:

Currently more than 30 by-laws are actively enforced by Regulatory Services staff including the *Zoning By-law*, *Property Standards By-law* and *Animal Care and Control By-law* to name a few.

- In excess of 45,000 service requests are received each year
- Regulatory Services recovers more than 90 per cent of operating costs through revenue generation

Highlights of the Business Plan include:

- Maintain service levels through an \$867,000 increase in expenditures which is offset by a revenue increase of \$883,000 resulting in a \$16,000 decrease in the proposed net budget in 2017
- Expand the use of field technology to improve productivity and increase capacity
- Implement a “Virtual Pound” system for the towing industry to streamline enforcement and improve consumer protection
- Establish a comprehensive patrol strategy for Animal Services to incorporate best practices in effective community enforcement

Net Investment (000's)	2017	2018	2019	2020
Operating	1,097	1,278	1,467	1,658
Capital	249	12	45	12
Full Time Equivalent	146.5	146.5	147.5	147.5

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

Regulatory Services will be seen as leaders and the model for success in municipal law enforcement.

Mission

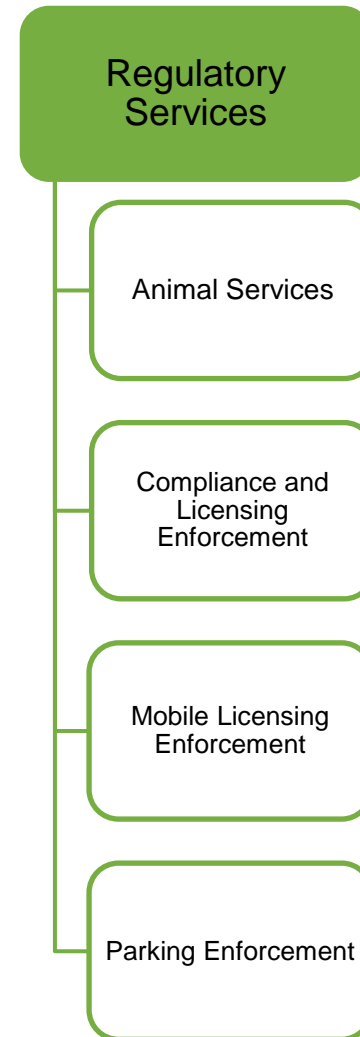
We achieve compliance with municipal by-laws and provide services in a safe and professional manner to maintain order, safety and community standards in the City.

Goals of Service

The objective of Regulatory Services is:

- 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
- 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 an effective municipal by-law infrastructure is in place

Service Delivery Model



Achieving our Goals

Regulatory Services has achieved a significant number of successes that demonstrate our commitment to service, excellence and continuous improvement. As a result, we are recognized as leaders by external associations, agencies and government bodies.

Mobile Licensing Enforcement

- Implemented Administrative Penalty System (APS)
- Implemented field technology for mobile officers

Parking Enforcement

- Defensive tactics training for all officers
- Vehicle lights updated enhancing the safety of staff and passing motorists

Animal Services

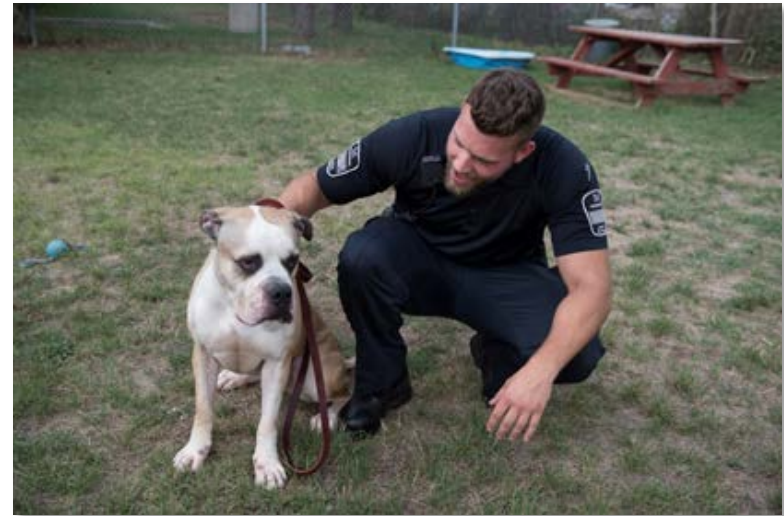
- Implemented APS for pet licensing
- Introduced Awareness and Responsibility Campaign for pet owners (ARC)

Compliance and Licensing Enforcement

- Medical marijuana production facility licensing by-law enacted
- Adequate Heat By-law Review

Enforcement Division

- Continued commitment to Sheridan College through student field placements throughout all sections, which also assists in growing and attracting new talent to the division



Animal Services Officer and Dog

Existing Service Levels, Trends and Efficiencies

Animal Services

Regular Services: Seven days a week, 7:30 a.m. to 9:30 p.m.

Shelter Hours: Monday to Friday, 10:00 a.m. to 6:00 p.m.,
Saturdays 10:00 a.m. to 5:00 p.m.

Emergency Services: On-call after 9:30 p.m. and on statutory holiday.

Compliance and Licensing Enforcement

Regular Services: Monday to Friday, 8:30 a.m. to 4:30 p.m.

After 4:30 p.m. on-call for emergency response and construction noise complaints.

Weekend coverage and statutory holidays: Officer on duty and available to take calls.

Counter service: Monday to Friday 8:30 a.m. to 4:00 p.m.

Mobile Licensing Enforcement

Regular Services:

Monday to Friday 7:00 a.m. to 11:00 p.m.

Saturdays and Sundays 9:00 a.m. to 7:00 p.m.

Limited Coverage on Statutory Holidays.

Counter Service: Monday to Friday 9:30 a.m. to 4:00 p.m.

Parking Enforcement

Regular Services: Seven days a week, 24 hours a day.



Tow Truck Inspection

Trends

- High expectation to solve by-law related issues in a timely manner
- Public pressure for the City to immediately address their issues through new regulatory efforts and new or revised by-laws
- Public vehicle industries reluctance to embrace regulatory efforts to improve customer service, consumer protection and public safety
- Unlicensed public vehicles affecting existing industry and public safety
- Aging housing stock resulting in an increased number of properties developing significant property standards issues
- Demand to provide regulatory enforcement for new services offered through the sharing economy including transportation network companies (TNCs) and short term online accommodations

Efficiencies

- Improvements in staff communications through internal “huddle board” installations
- Develop mobile application for inspections by compliance and licensing staff
- Review of Parking Enforcement scheduling process
- Updating and review of Standard Operating procedures in Parking Enforcement



Property Standards Inspection

The 2017-2020 Business Plan Outlook

Planning for the Future

A number of continuous improvement initiatives are slated to be undertaken during the 2017-2020 period including:

- Establishing a comprehensive patrol strategy for Animal Services to establish best practices in effective community enforcement
- Online Licence renewal to improve service level to business owners choosing to renew licences through a web based application
- Tow truck chasing review to enhance public safety and consumer protection
- Uniform Lifecycle Management to reduce unplanned spending
- Implementation of field inspection software for Compliance and Licensing Enforcement staff

Optimizing the Use of Technology

Regulatory Services will continue to leverage information technology in order to maximize the presence of Municipal Law Enforcement Officers in the field, minimize the need for physical office space, and increase capacity within the existing staff complement.

The Compliance and Licensing Enforcement section is currently developing software that will permit the issuance of Administrative Penalties in the field for contraventions of the Business Licensing By-law.

Compliance and Licensing Enforcement is also developing an INFOR application for the investigation of by-law service requests. The application evolved out of a LEAN review and will streamline almost every facet of the enforcement process.



Mobile Enforcement Field Technology

Managing Our Human Resources

Staff in Regulatory Services continued to receive on-going training opportunities including:

- Parking Enforcement Officers - defensive tactics and first aid
- Supervisors - first aid and leadership training
- Professional development training for property standards and hoarding
- Diversity Training

Regulatory Services management continues to build bench strength through temporary secondments as well as assignments to special projects within the division to foster talent and address attrition within the ranks of staff.



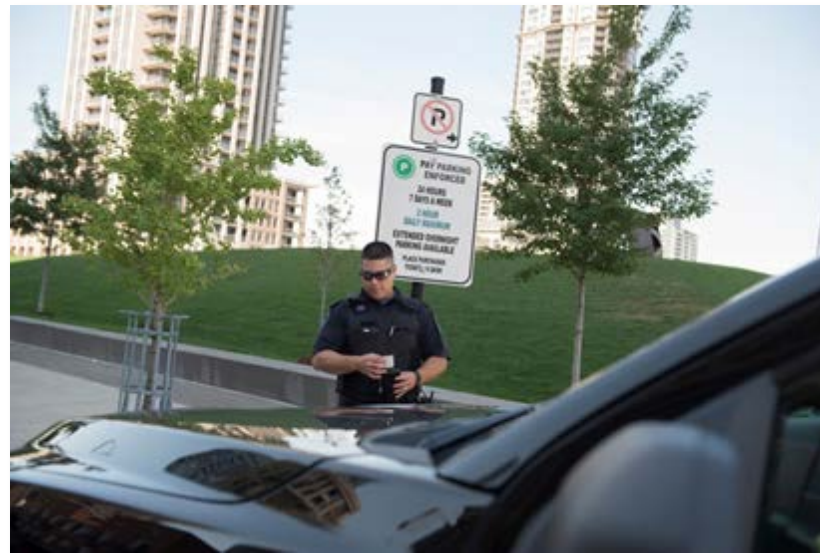
Tracking Key Performance Indicators

Linkages to the City's Strategic Plan

connect - completing our neighbourhoods

The “connect” pillar of the Strategic Plan includes maintaining Mississauga as the safest large city in Canada. Regulatory Services provides a critical component to this pillar by helping to maintain order and encourage the maintenance of infrastructure:

- Compliance and Licensing - supports the maintenance of infrastructure by enforcing a minimum standard for all properties in the city
- Mobile Licensing - through regulating the activities of businesses that operate on public roadways public safety is enhanced
- Parking Enforcement - promotes public safety and the smooth flow of traffic through proactive fire route and disabled parking enforcement, and through enforcement of the Traffic By-law
- Animal Services - addresses issues related to animals in the city, domestic and wild, promotes safe interactions with both, and cares for and returns lost pets



Issuing APS penalty notice

Engaging Our Customers

Regulatory Services engages the public by providing information related to the City's by-laws through:

- The maintenance of a website identifying the particular by-laws enforced and methods through which a complaint may be filed
- Staffed walk-up counters where information can be provided and the requirements of the by-law explained in person
- Presentations of by-law information within the City through community events such as Neighbourhood Night Out and All about Pets Show
- Presentations to Neighbourhood Associations and Service Groups
- Distribution of brochures containing by-law related information
- Door-to-door inspections by Animal Services Officers to promote pet licensing requirements
- Effectively responding to concerns of Council and the public in accordance with approved service levels

Regulatory Services communicates with the public with the assistance of the Corporate Communications Division through:

- Social media channels such as Facebook and Twitter
- 311 documents
- Media Advisories and Releases
- Media Relations (responding to inquiries, providing information)
- Newsroom Postings
- Roger's City Report
- Print Newspaper (Paid Advertising)
- Printed Notices and Mobile Signs



Customer Service Counter- City Hall

Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2017-2020 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year net budget for 2016 was \$1.1 million and the proposed net budget for 2017 is \$1.1 million.

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 \$127,000 for 2017.

New Initiatives

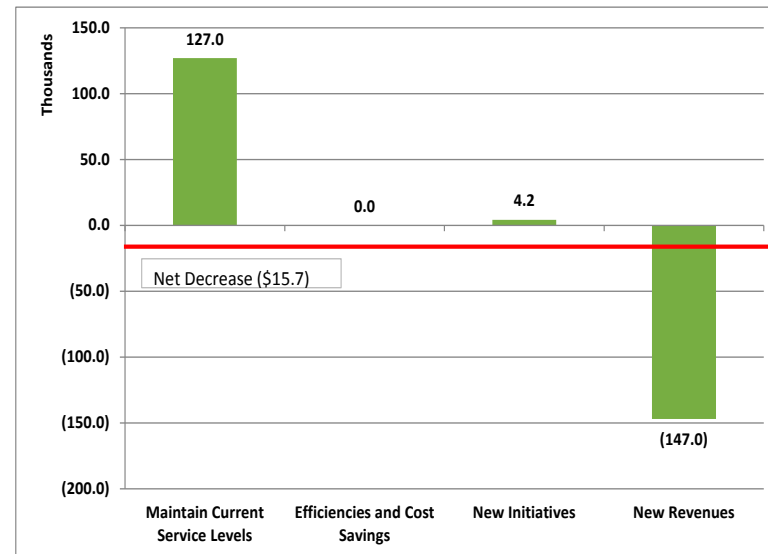
Five new initiatives impact the 2017 operating budget. Details on each initiative can be found later on in this business plan.

New Revenues

New Revenues are being derived from the licensing of clothing donation bins and low risk food establishments as indicated in

Budget Request #2565.

Proposed Changes to 2017 Net Operating Budget by Category (000's)



Operating

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2017-2020, the 2016 Budget as well as 2015 Actuals by program within the service area.

Proposed Budget by Program

Description	2015 Actuals (\$000's)	2016 Budget (\$000's)	2017 Proposed Budget	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Expenditures to Deliver Current Services						
Animal Services	3,014	3,148	3,217	3,258	3,299	3,341
Compliance & Licensing Enforcement	3,193	3,285	3,392	3,437	3,482	3,528
Enforcement Administration	494	292	324	329	335	340
Mobile Licensing	1,770	1,843	1,905	1,931	1,957	1,984
Parking Enforcement	5,893	6,157	6,264	6,334	6,405	6,477
Total Expenditures	14,365	14,725	15,102	15,289	15,479	15,671
Revenues	(14,465)	(13,613)	(13,863)	(13,863)	(13,863)	(13,863)
Transfers From Reserves and Reserve Funds	(54)	0	0	0	0	0
New Initiatives and New Revenues	0	0	(143)	(148)	(149)	(151)
Proposed Net Budget Including New Initiatives & New Revenues	(154)	1,112	1,097	1,278	1,467	1,658

Expenditures Budget - Changes by Year			3%	1%	1%	1%
Proposed Net Budget - Changes by Year			(1%)	17%	15%	13%

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 2017 Budget

Description	2016 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	2017 Proposed Budget (\$000's)	\$ Change Over 2016	% Change Over 2016
Labour and Benefits	12,522	381	0	0	0	483	0	13,386	864	7%
Operational Costs	2,075	(2)	0	0	0	7	0	2,081	6	0%
Facility, IT and Support	128	(3)	0	0	0	0	0	125	(3)	(2%)
Total Gross	14,725	377	0	0	0	490	0	15,592	867	6%
Total Revenues	(13,613)	(250)	0	0	0	(633)	0	(14,495)	(883)	6%
Total Net Expenditure	1,112	127	0	0	0	(143)	0	1,097	(16)	(1%)

Summary of Proposed 2017 Budget and 2018-2020 Forecast

Description	2016 Approved Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Labour and Benefits	12,522	13,386	13,718	13,995	14,196
Operational Costs	2,075	2,081	2,084	2,067	2,090
Facility, IT and Support	128	125	125	125	125
Total Gross	14,725	15,592	15,927	16,188	16,412
Total Revenues	(13,613)	(14,495)	(14,650)	(14,721)	(14,754)
Total Net Expenditure	1,112	1,097	1,278	1,467	1,658

Note: Numbers may not balance

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	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
Labour and Benefits	12,522	12,903	381	
Administration and Support Costs	128	125	(3)	Custodial Savings
Advertising & Promotions	28	28	0	
Communication Costs	168	168	0	
Contractor & Professional Services	797	797	0	
Equipment Costs & Maintenance Agreements	64	64	0	
Finance Other	134	134	0	
Materials, Supplies & Other Services	329	329	0	
Occupancy & City Costs	82	86	5	Utility Cost Increase
Staff Development	36	36	0	
Transportation Costs	437	431	(6)	Gasoline Cost Reduction
Subtotal - Other Operating	2203	2199	(4)	
Total Revenues	(13,613)	(13,863)	(250)	Increased Administrative Penalty Revenue
Transfers From Reserves and Reserve Funds	0	0	0	
Subtotal - Revenues	(13,613)	(13,863)	(250)	
Total	1,112	1,239	127	

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 #	2017 FTE Impact	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2017 to 2020 FTE Impact	2017 to 2020 Capital (\$000's)
New Initiative								
Mobile Licensing Vehicle Pound	2521	1.0	0	0	0	0	0.0	189
Animal Services Re-organization	2522	3.5	0	(0)	(0)	(0)	5.5	0
Compliance and Licensing Field Automation	2527	0.0	7	7	7	7	0.0	96
Transportation Network Company Licensing	2532	3.0	(3)	(9)	(10)	(11)	3.0	0
Total New Initiative	0	7.5	4	(1)	(2)	(4)	8.5	285
New Revenue								
Low Risk Food Licensing / Donation Bin Licensing	2565	0.0	(147)	(147)	(147)	(147)	0.0	0
Total New Revenue	0.0	0.0	(147)	(147)	(147)	(147)	0.0	0
Total	0	7.5	(143)	(148)	(149)	(151)	8.5	285

Note: Numbers may not balance due to rounding.

Budget Request #: 2521

Proposed Initiative	Department	Service Area
Mobile Licensing Vehicle Pound	Transportation & Works Department	Regulatory Services

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	0.0	0.0
* Net Change in \$		0.0	0.0	0.0
FTEs	1.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	189.5	0.0	0.0	0.0

Why Staff Recommend this Initiative

Staff recommend this service change as an effective initial step to implement the decision of Council with regards to an alternative to central vehicle pound facility identified in the report from staff in 2016. This is to address the concerns of stakeholders and improve the protection for consumers provided in the by-law.

Details of Service Change

Mobile Licensing Enforcement currently licences 22 private vehicle pound facilities and is responsible for the issuance of the appropriate licences and inspections of the licensed businesses. Widespread complaints from stakeholders regarding industry practices initiated a request from Council to report on the feasibility of a centralized vehicle pound facility. This report was reviewed by Council in 2016, who recommended that staff develop a system that will incorporate a “virtual” pound through mandated software. This would allow for the tracking of vehicles from their initial pick up at an accident scene to their return to the owner or owner’s representative.

The implementation of the Council recommendation will require a one year contract project coordinator to identify appropriate software solutions, coordinate the acquisition of software, integrate the application into the enforcement protocol, consult with regional and provincial police and other stakeholders, and identify required amendments to existing by-laws. It will also require the review and selection of the appropriate software package.

Service Impact

The impact of the initiative will be a mechanism through which the City may establish a “virtual” pound to address the concerns of the various stakeholders and to ensure that the City has provided its due diligence with respect to consumer protection and adherence to by-law requirements. A significant reduction in the number of complaints related to vehicle pound facilities; including overcharging for storage, inclusion of additional charges and issues of coercion in signing work orders will free up staffing resources for improved on-road enforcement. A project manager with experience in the tow truck industry and vehicle storage fields will develop and implement the directive of Council. The project costs are included in the Regulatory Services capital budget.

Budget Request #: 2522

Proposed Initiative	Department	Service Area
Animal Services Re-organization	Transportation & Works Department	Regulatory Services

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	281.3	356.5	423.1	450.9
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	281.3	356.5	423.1	450.9
Tax Levy Requirements	0.0	0.0	0.0	0.0
* Net Change in \$		0.0	0.0	0.0
FTEs	3.5	4.5	5.5	5.5

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

As part of the Animal Services re-organization initiative, staff recommends this service change in response to increasing service demands and responsibilities required of field staff, and more effective enforcement of the Animal Care and Control By-law. The addition of part-time enforcement, sanitation (dead animal pick-up), and community outreach staff is key to an effective strategy for the section to meet business objectives in field enforcement, licensing compliance and outreach.

Details of Service Change

In 2017 five part-time staff (2.5 FTE) are required to cover open work for Animal Services road officer absences. At present, open work is not covered and service levels for complaint investigations, proactive patrols, education outreach and pet licensing, cannot be met. In addition service requests have increased 19 per cent over 2013 levels.

Two part-time animal carcass recovery staff (1.0 FTE) are required from April to November. This is an opportunity to use A grade staff to undertake work currently undertaken by D grade officers, which will also create additional required capacity in the road officer team to address higher value work.

In 2018 a contract community engagement officer is added to provide education, outreach and a concerted licensing compliance effort to improve and sustain pet licensing compliance.

In 2019 a permanent community engagement officer is added to build further capacity in education, outreach and further improve and sustain pet licensing compliance.

Service Impact

The added capacity in the Animal Services road officer team will allow for service levels to be maintained for complaint investigations, proactive patrols, education, outreach and pet licensing.

The community engagement officers, will improve and sustain pet licensing compliance. Pet licensing compliance contributes to higher animal return-to-owner rates, reduced duration of animal shelter stays, reduced euthanasia rates from fewer unclaimed pets, higher revenues and reduced shelter operating costs. The costs associated with this request will be offset through increased revenues from licensing fees and APS Revenue.

Budget Request #: 2527

Proposed Initiative	Department	Service Area
Compliance and Licensing Field Automation	Transportation & Works Department	Regulatory Services

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	7.2	7.2	7.2	7.2
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	7.2	7.2	7.2	7.2
* Net Change in \$		0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	60.0	12.0	12.0	24.0

Why Staff Recommend this Initiative

Staff recommend this service change as an effective measure to deliver enhanced customer service, address service requests that are increasing both in quantity and complexity, maximize the effectiveness of Municipal Law Enforcement Officers (MLEOs) in the field and provide increased capacity to meet a rising demand for enforcement services.

Details of Service Change

Compliance and Licensing Enforcement currently assigns 18 MLEOs to the enforcement of the Property Standards, Zoning, and Licensing By-laws as well as a number of other by-laws enacted by the City. Through the application of field automations these Officers will be able to significantly increase the amount of time actually in the field conducting inspections, performing licence checks and investigating service requests. Field automation will eliminate duplication of notes currently required to be made on site and again in the office through the creation of a single set of digital notes made onsite.

The substantive increase of personnel resources in the field will allow Compliance and Licensing Enforcement to keep pace with the increasing demand for service generated by multiple service request platforms including Mayor and Council, Customer contact centre, 311, Phone apps and online complaints.

The project will require the acquisition of sufficient licences from the software manufacturer and an increase in expenditures for equipment from the standard "laptop" to a tablet selected as appropriate for this use. The associated costs will be offset through new revenue in the form of Administrative Penalty System charges that will now be issued for violations of the Licensing By-law.

Service Impact

The impact of the initiative will be to significantly increase the availability of MLEOs in the field, reduce the average response time to service requests through live updates of requests while the MLEO is "in field". The program will also provide mapping applications to improve efficiency and control mileage expenses. The software will also provide a reporting feature that will provide management staff with detailed information regarding trends in service requests, localized peak demands, which will provide for a more effective deployment of the current complement. The implementation of field automation will also reduce the requirement for MLEO office space by creating "mobile Offices."

Proposed Initiative	Department	Service Area
Transportation Network Company Licensing	Transportation & Works Department	Regulatory Services

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	201.5	274.8	278.7	282.6
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	204.5	283.4	288.4	293.4
Tax Levy Requirements	(3.0)	(8.6)	(9.6)	(10.8)
* Net Change in \$		(5.5)	(1.1)	(1.1)
FTEs	3.0	3.0	3.0	3.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Staff recommend this service change as an effective strategy, subject to the approval of Council, to enforce the mobile licensing by-laws related to the changing public vehicle industry resulting from the emergence of Transportation Network Companies (TNCs).

Details of Service Change

Mobile Licensing Enforcement (MLE) currently licences the public vehicle industry and a variety of mobile based businesses. MLE is responsible for licensing, training, inspections and enforcement. Staff are also responsible for investigations related to violations of the by-laws on a reactive basis in response to complaints to ensure on-going consumer protection and public safety.

Currently MLE operates with eight officers, one trainer, five admin staff and two supervisors who are responsible for ensuring that the approximately 7,500 mobile licences issued annually are held to high City standards and remain compliant with all relevant legislation. Currently staff are operating at capacity, while providing a high level of service to all customers, to ensure public safety and consumer protection.

The implementation of TNC Licensing will result in the licensing, training and enforcement of TNCs as will TNC drivers and vehicles. Industry sources indicate that an additional 5,000 drivers and vehicles may be active and require regulation. MLE will require staff for licensing, enforcement, and training of the additional business licences.

The cost of staffing will be offset by new revenue generated through licensing fees for TNCs, TNC vehicles and TNC drivers.

Service Impact

This initiative will assure that TNCs, TNC drivers and TNC vehicles are held to the same high standards as the traditional taxi and limousine industries and will instill confidence in the public that the City is performing its due diligence to ensure consumer protection and public safety. Staff will ensure that the new licence types are maintained in accordance with all relevant legislation.

Additional 1 FTE Grade E Mobile Licensing Officer, 1 FTE Grade E Trainer and 1 FTE Grade C administration staff complement may be required to ensure TNCs and their drivers meet by-law requirements related to licensing requirements and training, operating conditions, fleet size restrictions, rate setting, brokerage affiliation, and vehicle markings. The costs associated with these positions will be fully offset by new licensing fees for TNCs, TNC drivers and TNC Vehicles.

Budget Request #: 2565

Proposed Initiative	Department	Service Area
Low Risk Food Licensing / Donation Bin Licensing	Transportation & Works Department	Regulatory Services

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	147.0	147.0	147.0	147.0
Tax Levy Requirements	(147.0)	(147.0)	(147.0)	(147.0)
* Net Change in \$		0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

That the licensing of clothing donation bins and low risk food establishments be undertaken as a means to improve public safety and consumer protection.

Details of Service Change

Through a report brought before Council, the Business Licensing By-law will be amended to require the licensing of clothing donation bins in order to address the concerns of stakeholders regarding the use of these bins by unregistered charities, their locations on private property within the city, their care and upkeep and their adherence to the Zoning By-law.

The Business Licensing By-law will also be amended to require the licensing of low risk food establishments. This was identified by the Peel Region Health department, who are supportive of a licensing initiative for these businesses to enhance public safety and improve consumer protection.

There are a projected 130 Clothing Donation Bins that will be eligible for licensing, with a proposed licensing fee of \$200 for initial application and \$100 for renewal. The number of low risk food establishments is estimated to be 700 and the licensing fee for this category will be approximately \$200 for initial and renewal.

Service Impact

The revenue derived from the new licenses will assist in offsetting the costs associated with the administration and enforcement of regulatory by-laws.

This initiative will have a positive impact by regulating and restricting the use of clothing donation bins and by providing inspection staff with accurate contact information through which to address complaints from the public involving condition of the bins themselves and their location.

The initiative will also address food safety concerns posed by low risk food establishments by creating a licensing framework that will provide regulatory authorities with information regarding businesses, consumer protection by identifying all sources selling low risk food items and by equalizing the licensing environment among businesses that sell similar goods but have differing licensing requirements.

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2016	2017	2018	2019	2020
Animal Services	35.3	38.8	39.8	40.8	40.8
Compliance & Licensing Enforcement	30.8	30.8	30.8	30.8	30.8
Enforcement Administration	3.0	3.0	3.0	3.0	3.0
Mobile Licensing	19.0	23.0	22.0	22.0	22.0
Parking Enforcement	51.9	50.9	50.9	50.9	50.9
Total Service Distribution	140.0	146.5	146.5	147.5	147.5

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 or the capital forecast.

Proposed 2017-2026 Capital Budget by Program

	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
Vehicles, Equipment and Other	249	12	45	12	78	396
Total	249	12	45	12	78	396

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

Proposed 2017-2026 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion for each year of the proposed 2017-2020 Business Plan and 2017 Budget and the consolidated forecast for 2021-2026.

Funding	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
Tax	249	12	45	12	78	396
Total	249	12	45	12	78	396

Note: Numbers may not balance due to rounding. □

Proposed 2017 Capital Budget Detail

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

Program: Vehicles, Equipment and Other

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWRG00007	Compliance and Licensing Field	60	0	60	Tax -Capital Reserve Fund
TWRG00008	Mobile Licensing Vehicle Pound	189	0	189	Tax -Capital Reserve Fund
Total		249	0	249	

Note: Numbers may not balance due to rounding.

Proposed 2018 -2020 Capital Budget by Sub-Program

The following tables provide a listing of capital forecast by sub-program for 2018 -2020.

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Vehicles, Equipment and Other			
REGUL Applications & Enhancements	12	12	12
REGUL Radios	0	33	0
Subtotal	12	45	12
Total Expenditures	12	45	12

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.

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.

Service Requests 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.

Business Process Measures

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.



Taxicab Inspection

Balanced Scorecard

Measures for Regulatory Services	2013 (Actual)	2014 (Actual)	2015 (Actual)	2016 (Plan)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)
Financial:								
Revenue to cost ratio (%)	84.8%	88.4%	100%	92%	93%	94%	95%	96%
Revenue Target (%)	92%	93.6%	112%	100%	100%	100%	100%	100%
Customer:								
Parking Consideration Provided	27,168	31,872	44,855	33,000	34,000	35,000	35,000	36,000
Service Request Received	45,344	48,103	50,272	53,000	55,000	57,000	59,000	59,000
Employees/Innovation:								
Employee Engagement Survey/Job Satisfaction	N/A	N/A	58.8%	N/A	N/A	77%	N/A	N/A
Employee Engagement Survey/Employee Satisfaction with City	N/A	N/A	70.3%	N/A	N/A	74%	N/A	N/A
Internal Business Process:								
Licences Issued	36,522	38,298	41,353	39,000	39,000	39,000	39,000	39,000
Council Requests Meeting Turnaround Targets (%)	87.5%	86.3%	88.9%	92.5%	93%	94%	95%	96%



Legislative Services

2017-2020 Business Plan
& 2017 Budget

Foreword

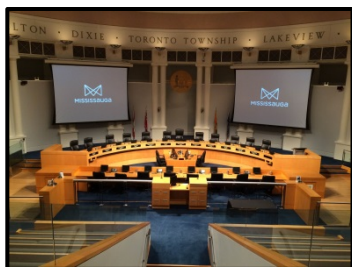
Mississauga City Council approved **Our Future Mississauga**, the Strategic Plan to achieve our vision over the next 40 years. The strategic vision identified five pillars for change, Move, Belong, Connect, Prosper and Green. The City consulted extensively with residents, staff and stakeholders in developing the Strategic Plan.

The City continues to engage with stakeholders about its programs and services through the City's website, social media, satisfaction surveys and more. This helps ensure citizens have input on the decisions that affect them.

The 2017-2020 Business Plan and 2017 Budget detail how and where the City plans to allocate resources to the programs and services that people rely on every day, while providing good value for taxpayers and supporting the Strategic Plan.

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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.

Services we provide:

- Municipal Elections
- Council and Committee 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 24 Committees and quasi-judicial tribunals
- Streaming of Council meetings and six Committees
- The Committee of Adjustment was the first Committee of Adjustment in Ontario to live stream meetings
- 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 3,700 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:

- One per cent budget reduction achieved for 2017
- Continuing to invest in Electronic Document Records Management system
- Proceeding with "Vote Anywhere" technology for 2018 Election
- Citizenship Program for newcomers begins in 2017

Net Investment (000's)	2017	2018	2019	2020
Operating	(2,916)	(2,800)	(2,669)	(2,646)
Capital	540	872	100	61
Full Time Equivalents	92.2	96.2	89.2	89.2

Core Services

Vision, Mission, Goals of Service and 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.

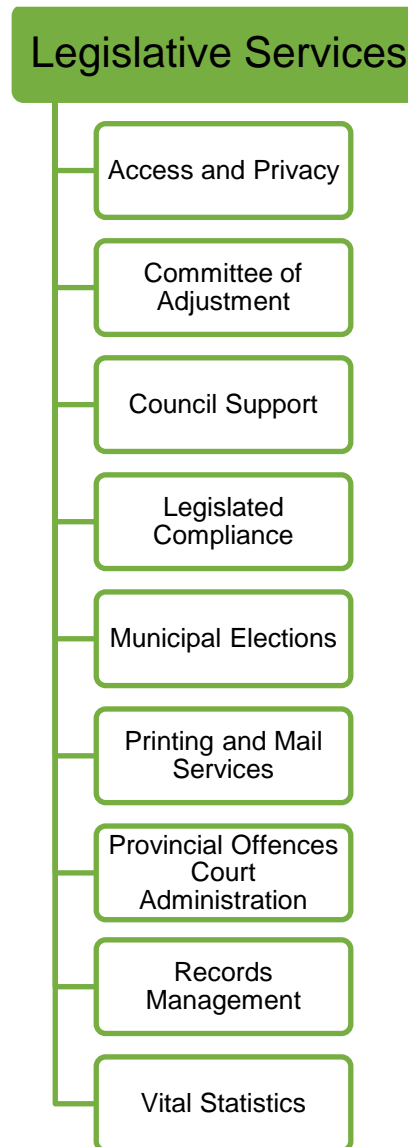
Mission

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.

Goals of Service

- Provide access to information about municipal government 24/7 through a variety of service channels
- Deliver on time efficient services to internal and external customers
- Ensure impartial administration of the Provincial Offences Act Court System
- Provide opportunities to conduct a review of infractions under the Administrative Penalties System
- Provide impartial administration of Municipal Elections

Service Delivery Model



Achieving our Goals

- Ward 4 By-Election was successfully conducted in 2015 and utilized the Vote Anywhere Technology as a Pilot Project. Vote Anywhere Technology is proposed to be implemented in the 2018 Municipal Election
- Administrative Penalties System was successfully implemented and has resulted in an objective, fair and efficient process where disputed penalty notices are reviewed
- Agenda Management System for Council and Committees was successfully implemented for five Council Committees and nine advisory Committees
- Freedom of Information requests achieved 99.5 per cent compliance with the Information and Privacy Commission response timelines
- On-time Printing Delivery achieved a 95 per cent on time printing delivery rate
- Diversity and Inclusion Advisory Committee (DIAC) was successfully implemented to make recommendations on matters related to diversity and inclusion to Council
- Council Governance Workshop was successfully planned and completed



Courtroom - POA Courts

Existing Service Levels, Trends and Efficiencies

Service Levels

Access and Privacy

- MFIPPA requires decisions to be communicated within 30 days. It is the responsibility of the division to provide guidance to City operations to ensure that personal information in the City's care and control is appropriately, effectively and securely managed.

Committee of Adjustment

- Minor Variance hearings are held within 30 days of application and Consent application decisions made within 90 days

Council and Committee Support

- Agendas are prepared for Council, committees and subcommittees in accordance with corporate standards to provide consistency, fairness, openness, and transparency. The division provides support to Council and 24 other committees and subcommittees

Legislative Compliance

- The City Clerk is a corporate signatory and undertakes the Clerk's responsibilities outlined in the *Planning Act*, *Expropriation Act*, *Liquor License Act*, *Marriage Act*, *Livestock, Poultry and Honey Bee Protection Act*, *Ontario Heritage Act* and *Municipal Act*. Public commissioning of documents is offered daily

Municipal Elections

- Elections conducted in accordance with the *Municipal Elections Act*, *Education Act* and *Municipal Act*
- Meeting all legislative deadlines
- 'Vote Anywhere' technology will be utilized using the Election Program Information Centre software (EPIC) in 2018. This will allow voters to vote anywhere in the City at Advanced Polls or Anywhere in the Ward on Election Day

POA - Courts Administration

- The Judiciary has established nine month time-to-trial guidelines for minor traffic and by-law offences. The POA Court in Mississauga regularly hears these matters within seven to nine months. Transcript requests are meeting the guidelines set by the Ministry of the Attorney General of three months
- Screening and Hearing Officer appointments are being provided within 60 days

Records Management

- Records Management ensures that all City records are managed through a lifecycle. This includes long term preservation of all Council records. With the advancement of electronic document management technology, policies and procedures are currently in development

Vital Statistics

- All death registrations are sent weekly to the Ontario Registrar General

Printing and Mail Services

- Deliver print services on time in a cost effective manner

Trends

- Declining issuance of marriage licences and increasing issuance of burial permits
- Decrease in Provincial Offences Act matters and requests for trials and increase in Provincial Offences Act Early Resolution meetings
- Increasing number of Administrative Penalty System screening requests and hearings
- Increasing number of views of streamed Council and Committee meetings

Efficiencies

- Continued review and refinement of processes as new phases of Administrative Penalties System are introduced
- Meeting the increased interest from the public about accountability and transparency of government by providing information through various service channels
- Lean review conducted for Early Resolution scheduling process to find efficiencies and reduce the processing time for scheduling hearings and reducing mailing costs. As a result, 40% of matters are now scheduled in person.



Marriage Services

The 2017-2020 Business Plan Outlook

Planning for the Future

The Legislative Service Technology Roadmap identifies opportunities available to further evolve and modernize the delivery of services and provide greater on-line access to information and services such as:

- Exploring how Elections could be run differently taking advantage of technology to improve the voting experience for voters and streamline the election administration
- Development of web services and access for Marriage Licences and Freedom of Information requests
- Developing an Interpreter Scheduling and Tracking Tool to enable court to schedule more efficiently

Optimizing the Use of Technology

Technology has changed the way the systems and processes previously used by Legislative Services to deliver services are delivered. Moving away from paper based processes, technology optimizes service delivery through:

- Continued growth and enhancement of the Agenda Management system will continue to advance the change to paperless agendas for all committees
- Electronic Document and Records Management System (EDRMS) continues to be developed and rolled out during this business plan
- Vote Anywhere Technology used in the 2014 Municipal Election will be used in the 2018 Municipal Election and will reduce the printing of voter poll books and improve voter wait times

Maintaining Our Infrastructure

- Updating of the Election Program Information Centre (EPIC) will be completed prior to the 2018 Municipal Election
- Updating of the Audio Visual technology in the POA Courtrooms will allow video evidence to be readily available for trials from various formats

Managing Our Human Resources

- Support from Human Resources will be required to recruit staff for the Electronic Document and Records Management initiative and 2018 Municipal Election
- The Election office will increase activity in 2017 with the addition of an I.T. Project Lead, two I.T. Application Developers and an I.T. Business Analyst. In 2018, 3.5 Election Assistants and a 0.5 Communications Assistant will be brought in to support Election activities. With the exception of the I.T. Project Lead, these positions will conclude at the end of 2018

Linkages to the City's Strategic Plan

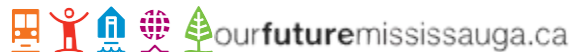
Legislative Services is aligned to the Strategic vision for the City of Mississauga through initiatives that provide greater openness, accessibility to information and transparency to Municipal Government.

belong - ensuring youth, older adults and new immigrants thrive

- Implementation of the Mississauga Citizenship Program in 2017 will better prepare citizen participants for the opportunities available on various City committees, boards, agencies and/or commissions following the 2018 Municipal Election and in the future
- Support for the Diversity and Inclusion Advisory Committee (DIAC)

green - living green

- Implementation of the New Marriage License System in 2017 will provide an electronic solution
- Implementation of Electronic Information and Tablets for Committee of Adjustment in 2018 will reduce paper printed for agendas and meetings and result in cost savings
- Increasing awareness and use of Forest Stewardship Council (FSC) certified printing jobs, such as the printing of the 2017-2020 Business Plan



Engaging Our Customers

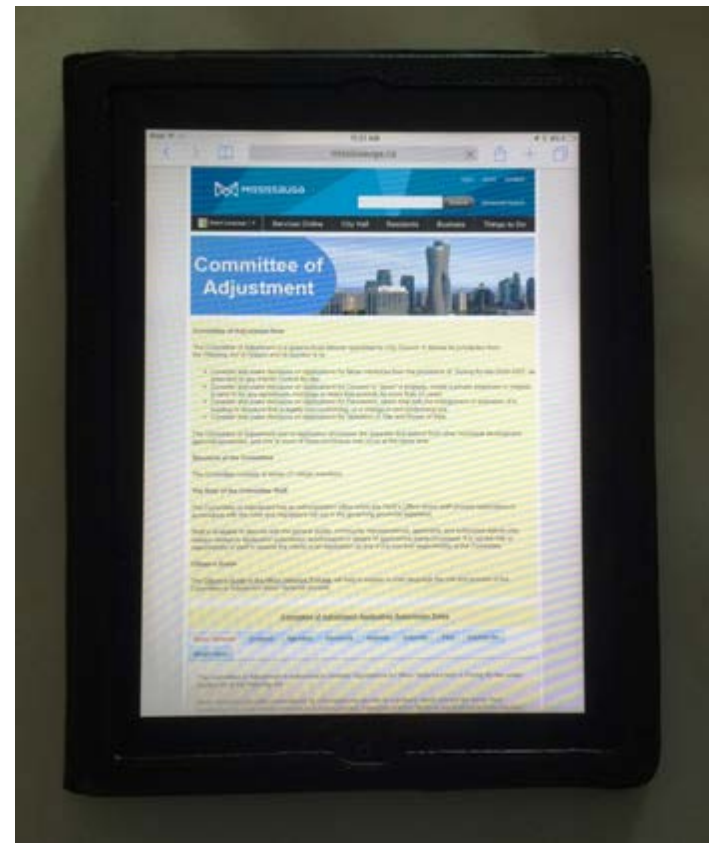
Legislative Services receives a number of diverse queries on the services offered. Legislative Services uses a wide variety of service channels to respond to letters, e-mail and telephone calls from taxpayers as well as queries from members of Council, senior management and other municipalities.

Feedback is obtained from “Tell Us About Your Visit” survey cards completed by the public at the Clerk Office service counter.

Other ways Legislative Services communicates and engages the public include:

- Information and services on the City’s website such as Online Deputation Form for Council and Committee Deputations and Online Civil Marriage Ceremony requests
- Video Streaming - Live and On Demand for Council, General Committee, Planning and Development Committee, Budget Committee, Audit Committee, Governance Committee and Committee of Adjustment meetings
- Two public services counters, one at Civic Centre and the other at the POA Courthouse
- In addition to being live streamed, Council and Committee meetings are open to the public
- Mail notices to residents in accordance with the *Planning Act* and/or *Heritage Act* requirements advising of Committee of Adjustment meetings, Council’s decisions and opportunities to appeal the decisions to the Ontario Municipal Board (OMB)
- Engaging Newcomers to Mississauga Program will be starting in 2017

- Participate as requested at Resident Association Meetings and Community Groups providing information on the Committee of Adjustment role and processes



Online Services

Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2017-2020 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 2016 was (\$3.1 million) and the proposed budget for 2017 is (\$2.9 million).

Total Changes to Maintain Current Service Levels

The \$218,000 is a combination of increases in labour adjustments, other fringe benefit changes and increases in operating costs. Two staff (\$156,095) will commence work for the 2018 election (plus \$15,000 for operating materials). A transfer of \$171,095 is to be processed from the Election Reserve.

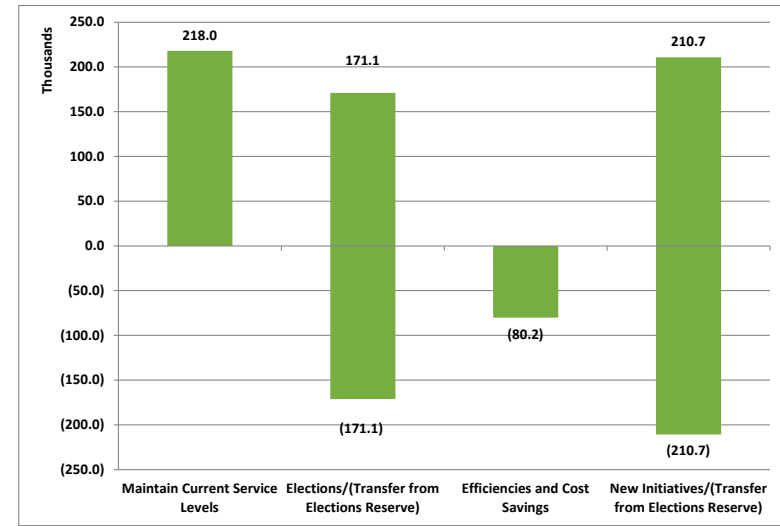
Efficiencies and Cost Savings

There is a reduction of \$60,000 in Administrative Penalty Systems (APS) operating expenses and an accounting re-alignment that transferred budget for the Committee of Adjustment members from temporary staff to honorariums for a savings of \$20,000.

New Initiatives

There are two Budget Requests for 2017: Vote Anywhere-2018 Election (BR #2510) and Elections IT Project Lead (BR #2616) which are outlined in detail later in this document.

Proposed Changes to 2017 Net Operating Budget by Category (000's)



Operating

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2017-2020, as well as the 2016 budget and 2015 actuals by major program within the service area as well as by major expenditure and revenue category.

Proposed Budget by Program

Description	2015 Actuals (\$000's)	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Expenditures to Deliver Current Services						
Council Committees, Committee of Adjustment	118	143	170	170	170	170
Elections	447	290	471	2,928	308	312
Office of the City Clerk	3,665	3,895	3,878	3,952	3,926	3,902
Printing and Mail Services	498	543	600	615	631	647
Provincial Offence Act	2,571	3,080	3,083	3,108	3,133	3,158
Total Expenditures	7,299	7,950	8,202	10,773	8,168	8,189
Revenues	(11,173)	(10,937)	(10,916)	(10,916)	(10,946)	(10,946)
Transfers From Reserves and Reserve Funds	(326)	(67)	(203)	(2,656)	(32)	(32)
New Initiatives and New Revenues			0	0	140	142
Proposed Net Budget Including New Initiatives & New Revenues	(4,200)	(3,054)	(2,916)	(2,800)	(2,669)	(2,646)
Expenditures Budget - Changes by Year			3%	31%	(24%)	0%
Proposed Net Budget - Changes by Year			(5%)	(4%)	(5%)	(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	2016 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	2017 Proposed Budget (\$000's)	\$ Change Over 2016	% Change Over 2016
Labour and Benefits	6,422	359	(87)	0	0	211	0	6,905	483	8%
Operational Costs	1,527	(26)	7	0	0	0	0	1,508	(19)	(1%)
Facility, IT and Support	0	0	0	0	0	0	0	0	0	0%
Total Gross	7,950	333	(80)	0	0	211	0	8,413	463	6%
Total Revenues	(11,003)	(115)	0	0	0	(211)	0	(11,329)	(326)	3%
Total Net Expenditure	(3,054)	218	(80)	0	0	0	0	(2,916)	137	(5%)

Summary of Proposed 2017 Budget and 2018-2020 Forecast

Description	2016 Approved Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Labour and Benefits	6,422	6,905	7,473	6,876	6,979
Operational Costs	1,527	1,508	3,538	1,432	1,352
Facility, IT and Support	0	0	0	0	0
Total Gross	7,950	8,413	11,011	8,309	8,331
Total Revenues	(11,003)	(11,329)	(13,810)	(10,977)	(10,977)
Total Net Expenditure	(3,054)	(2,916)	(2,800)	(2,669)	(2,646)

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	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
Labour and Benefits	6,422	6,695	272	Increase Reflects Labour Adjustments and Other Fringe Benefit Changes \$156 for Two (2) Staff, 2018 Election
Communication Costs	142	143	1	
Contractor & Professional Services	1,546	1,558	12	\$66.7 in Honorariums (Council Committees Budget Re-distribution) \$5 for Committee of Adjustment Streaming (\$60) Reduction in Administrative Penalties System (APS) Expenses - 1% Reduction
Equipment Costs & Maintenance Agreements	294	294	0	
Finance Other	(1,237)	(1,237)	0	Internal Recoveries-Print Shop
Materials, Supplies & Other Services	727	694	(33)	Council Committees Budget Re-Distribution offset by \$15 Increase for Materials Relating to the 2018 Election and \$10 Increase for Council Committees Food/Beverage budget.
Staff Development	27	27	0	
Transportation Costs	28	28	(0)	
Subtotal - Other Operating	1,527	1,508	(20)	
Total Revenues	(10,937)	(10,916)	21	Eliminate Cycling Jersey and T-shirt Revenue (Budget Re-distribution)
Transfers To/From Reserves and Reserve Funds	(67)	(203)	(136)	\$171.1 Transfer from Election Reserve - 2018 Election preparation (\$35) Council Committees Budget Re-Distribution
Subtotal - Revenues	(11,003)	(11,118)	(115)	
Total	(3,054)	(2,916)	137	

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 #	2017 FTE Impact	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2017 to 2020 FTE Impact	2017 to 2020 Capital (\$000's)
New Initiative								
Vote Anywhere - 2018 Election*	2510	1.0	0	0	0	0	0.0	818
Elections IT Project Lead*	2616	1.0	0	0	140	142	1.0	0
Total New Initiative		2.0	0	0	140	142	1.0	818
New Revenues								
		0.0	0	0	0	0	0.0	0
Total New Revenues		0.0	0	0	0	0	0.0	0
Total New Initiatives and New Revenues		2.0	0	0	140	142	1.0	818

Note: Numbers may not balance due to rounding.

*Expenditures offset by transfers from Election Reserve

Proposed Initiative	Department	Service Area
Vote Anywhere - 2018 Election	Corporate Services Department	Legislative Services

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	93.5	124.6	0.0	0.0
Reserves & Reserve Funds	93.5	124.6	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	0.0	0.0
* Net Change in \$		0.0	0.0	0.0
FTEs	1.0	1.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	93.5	724.2	0.0	0.0

Why Staff Recommend this Initiative

Staff recommend Vote Anywhere because it improves customer service by reducing wait times and line-ups and allows Deputy Returning Officers to access an electronic Voters' List, eliminating the need to re-print the lists following Advance Poll Days. Electors have options regarding where to vote and are no longer restricted to one polling location.

Details of Service Change

Vote Anywhere (VA) allows electors to vote at any location in the City on Advance Poll Days and at any location in their Ward on Election Day. The main purpose is to increase customer service and streamline ballot issuing on voting days. VA utilizes the Election Program Information Centre (EPIC), allowing election workers to access an online Voter's List so Deputy Returning Officers (DRO) across the City can instantly see which electors have voted. The Elections Office piloted the project during the 2015 Ward 4 By-Election and VA was proven to reduce line-ups and wait times. Customer service was increased as electors were no longer limited to one voting location and one DRO.

Traditionally some DROs may have processed disproportionate numbers of electors depending on which polling subdivision they are responsible for and how many electors from that polling subdivision vote. With VA, any DRO can process any elector so all of the DROs at a location can manage the line-up.

Following Advance Poll Days, Elections Office staff were required to manually update and re-print the Voters' List. VA will eliminate this requirement as the Voters' List is automatically updated as electors vote.

To roll out VA, tablet devices and associated accessories and equipment will be required.

A significant amount of Information Technology and Legislative Services staff time will be required.

Service Impact

The estimated cost to implement Vote Anywhere is \$808,800 (assuming tablets are purchased and then distributed to other City Divisions following the election). This includes the purchase of tablet devices and associated equipment, Mobile Device Management Licensing, equipment and service associated with internet connectivity, a temporary IT Application Developer, IT support, testing, additional communications and additional election worker training.

External service impacts will be seen at polling locations as it is anticipated that line-ups and wait times will be reduced. In addition, electors will have many voting location options.

Proposed Initiative	Department	Service Area
Elections IT Project Lead	Corporate Services Department	Legislative Services

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	136.1	138.1	140.1	142.1
Reserves & Reserve Funds	136.1	138.1	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	140.1	142.1
* Net Change in \$		0.0	140.1	2.0
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Staff recommend this full time position so that there is a full time dedicated IT elections resource to research, plan and implement the technological pieces of the elections project. The FTE would be an increase to the elections budget of \$298,763 over four years as \$240,000 is already allocated to pay for the two years of temporary service associated with the elections project.

Details of Service Change

The FTE would be responsible for administering contracts and RFPs related to elections equipment and software. The individual would also be responsible for researching new technologies, identifying areas for improvement from a technological perspective and initiating changes, planning IT activities and procedures related to the election, ensuring all major IT deadlines are met, working with the vendor to test equipment and leading new/ special projects as they relate to elections.

Service Impact

Hiring an FTE would add \$298,763 to the four year elections budget as \$240,000 is already allocated to cover the cost of an Elections IT Project Lead for the current two year cycle. Annual cost is \$129,620.

Human Resources

Support from Human Resources will be required to recruit staff for the Electronic Document and Records Management initiative and with Municipal Elections. 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	2016	2017	2018	2019	2020
Elections	3.0	7.0	11.0	4.0	4.0
Office of the City Clerk	42.4	42.4	42.4	42.4	42.4
Printing and Mail Services	13.3	13.3	13.3	13.3	13.3
Provincial Offences Act	29.5	29.5	29.5	29.5	29.5
Total Service Distribution	88.2	92.2	96.2	89.2	89.2

Note: Numbers may not balance due to rounding.

Engaged Staff

Legislative Services staff are experienced, engaged and educated. Many staff have post-secondary degrees, certifications and professional designations. Staff are also active members with various associations including:

- Association of Municipal Clerks and Treasurers of Ontario (AMCTO)
- Ontario Association of Committees of Adjustment and Consent Authorities (OACA)
- Ontario Professional Planners Institute (OPPI)
- Canadian Institute of Planners (MCIP)
- Canadian Association of Certified Planning Technicians (CACPT)
- Municipal Court Managers Association (MCMA)

Ongoing investments in training and development include:

- One staff person has received Lean Green Belt Certification and another is finalizing the Green Belt training
- The process to embed Lean into all our services has begun
- Opportunities to participate in special projects
- Agenda Management 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 or the capital forecast.

Proposed 2017-2026 Capital Budget by Program

Program Expenditures	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
City Clerk's	310	50	0	0	0	360
Elections	94	724	0	0	0	818
POA	90	25	0	0	0	115
Print Shop	46	73	100	61	58	338
Total	540	872	100	61	58	1,631

Note: Numbers may not balance due to rounding.

2017-2026 Capital Forecast Highlights include the following:

In 2017, the Electronic Document and Records Management System (EDRMS) will receive its final year of funding of \$219,000. Capital spending will total \$864,000 for the 2018 Municipal Election with the enhancement of the "Vote Anywhere" software. The Provincial Offences Act (POA) courtrooms will have televisions installed to allow for video evidence to be presented in court trials, Vital Statistics will develop a new Online Marriage Licence Application System and Printing and Mail Services will undertake a Lean Loading Dock operations Project to create a number of efficiencies.

Proposed 2017-2026 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion of the proposed 2017-2020 Business Plan and the 2017 Budget and the consolidated forecast for 2021-2026.

Funding	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
Other	94	120	0	0	0	213
Tax	446	753	100	61	58	1,418
Total	540	872	100	61	58	1,631

Note: Numbers may not balance due to rounding. □

Proposed 2017 Capital Budget Detail

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

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPLS004191	Electronic Document & Records Mgmt System	219	0	219	Tax -Capital Reserve Fund
CPLS005333	On-Line Marriage License System	91	0	91	Tax -Capital Reserve Fund
Total		310	0	310	

Note: Numbers may not balance due to rounding.

Program: Elections

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPLS005332	Vote Anywhere - 2018 Election	94	0	94	Reserve for Election
Total		94	0	94	

Note: Numbers may not balance due to rounding.

Program: POA

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPLS005702	Courtroom TV Installation project	90	0	90	Tax -Capital Reserve Fund
Total		90	0	90	

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
CPLS005685	Lean-Dock operation, stationery inventory & mail service	46	0	46	Tax -Capital Reserve Fund
Total		46	0	46	

Note: Numbers may not balance due to rounding.

Proposed 2018 -2020 Capital Budget by Sub-Program

The following tables provide a listing of capital forecast by sub-program for 2018 -2020.

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
City Clerk's			
LEG Clerks Applications & Infrastructure	50	0	0
Subtotal	50	0	0

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Elections			
LEG Elections Applications & Infrastructure	724	0	0
Subtotal	724	0	0

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
POA			
LEG POA Applications & Infrastructure	25	0	0
Subtotal	25	0	0

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Print Shop			
LEG Print Shop Equipment & Other	73	100	61
Subtotal	73	100	61
Total Expenditures	872	100	61

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.

Financial Measures

Print Shop Cost per page is the cost in cents per page printed/produced.

Customer Measures

The number of Freedom of Information (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 number of Mississauga committee meetings publicly streamed is a measure of how many Council Committee meetings are streamed via the City's website.

The number of streamed meeting views is reflective of the number of clients viewing Council and committee meetings live or archived.

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.

Employee Measures

The percentage of employees who received Lean White Belt Training is a measure of the number of employees who have

received their basic Lean training versus the total number of staff in the division.

Satisfaction with the City is measured through the Employee Engagement Survey which is conducted every three years a measure of employee engagement and level of job satisfaction.

Business Process Measures

The number of Committee meetings supported refers to the number 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 processed annually per POA court administrative support staff.

The number of Administrative Penalty System Requests per Screening Officer is a measure to the number of requests for consideration through the Administrative Penalties System process per Screening Officer.

The number of Forest Stewardship Council (FSC) print jobs is a measure of the number of these types of print jobs completed per year.



Print Shop staff at work

Balanced Scorecard

Measures for Legislative Services	2013 (Actual)	2014 (Actual)	2015 (Actual)	2016 (Plan)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)
Financial:								
Print Shop – Cost per page (cents)	4.6	4.7	4.85	5.0	5.1	5.2	5.3	5.4
Customer:								
# of FOI inquires received	640	650	756	770	780	790	800	810
IPC Compliance Rate (%)	99.5	99.5	99	99.5	99.5	99.5	99.5	99.5
# of Committee meetings publicly streamed	5	5	5	7	7	7	7	7
# of Committee streamed meeting views	5,288	5,500	14,432	18,000	19,000	20,000	21,000	22,000
% of print jobs delivered on time	91	95	95	95	95	95	95	95
Employees/Innovation:								
% of employees received Lean White Belt training	N/A	N/A	N/A	56	70	80	90	100
Employee Engagement score: Satisfaction with City	N/A	N/A	80.3	N/A	N/A	82.0	N/A	N/A
Internal Business Process:								
# of Committee meetings supported	191	200	200	200	200	200	200	200
# of POA Charges processed per administrative employee	6,990	6,820	6,690	6,600	6,600	6,600	6,600	6,600
# of Requests per Screening Officer (APS)	N/A	4,243	6,093	3,066	3,333	3,333	3,333	3,333
# of Forest Stewardship Council (FSC) print jobs produced annually	42	30	16	25	35	45	50	50



Financial Transactions

2017-2020 Business Plan
& 2017 Budget

Foreword

Mississauga City Council approved **Our Future Mississauga**, the Strategic Plan to achieve our vision over the next 40 years. The strategic vision identified five pillars for change, Move, Belong, Connect, Prosper and Green. The City consulted extensively with residents, staff and stakeholders in developing the Strategic Plan.

The City continues to engage with stakeholders about its programs and services through the City's website, social media, satisfaction surveys and more. This helps ensure citizens have input on the decisions that affect them.

The 2017-2020 Business Plan and 2017 Budget detail how and where the City plans to allocate resources to the programs and services that people rely on every day, while providing good value for taxpayers and supporting the Strategic Plan.

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What Financial Transactions Includes

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 reserve. 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

Payments-in-Lieu

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 for 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 legislation
- Interest and 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 vacancies
- Rebates to charitable organization occupying commercial and industrial properties
- Tax grants to low income seniors and persons with disabilities

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 adjustments due to:

- Reductions in assessed property values through the assessment appeal, tax appeal and reconsideration processes
- Write-off of uncollectible taxes

Provides for expenses associated with taxes payable on City owned/leased properties.

Citywide Sources of Revenue

Enersource Dividend

Recognizes the dividend from Mississauga's investment in Enersource Mississauga.

Investment Income

Represents the operating budget portion of 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 two 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, ending in 2022, 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 million 10 year annual levy (2014 to 2023), for the university's Institute of Management and Innovation. This is included in the City Manager's Office Business Plan and there is no budget increase in 2017

Churchill Meadows Pool Financing

- A 10 year annual contribution of \$2.2 million, beginning in 2017, to repay the debenture used to fund the capital cost of the Churchill Meadows Pool (2017-2026)

Proposed Operating Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2017-2020 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 2016 was \$14.7 million and the proposed budget for 2017 is \$25.2 million.

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for Financial Transactions is a decrease of \$0.4 million for 2017.

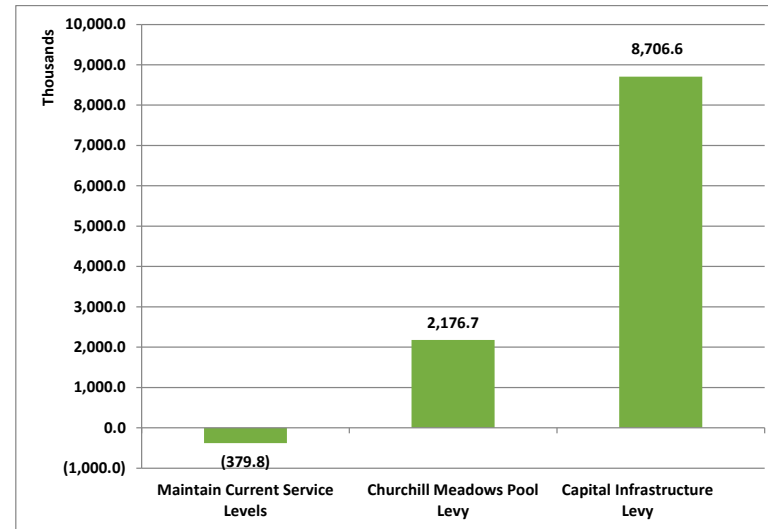
Highlights of the proposed budget changes are:

- The payment-in-lieu of taxes revenue has been increased by \$1 million and supplementary tax revenue has been increased by \$0.5 million to reflect actual forecasts

Special Purpose Levies

A two per cent annual levy to fund the City's capital infrastructure and debt repayment over the next 10 years continues as a strategy to maintain the City's infrastructure. Debt charges for the 2013-2017 debentures have been increased by \$3.4 million, the contribution to capital has been increased by \$5.3 million and the ten year, \$2.2 million contribution for the Churchill Meadows Pool begins in 2017.

Proposed Changes to 2017 Net Operating Budget by Category (000's)



Operating

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2017-2020, the 2016 budget, as well as 2015 actuals by major program within the service area as well as by major expenditure and revenue category.

Proposed Budget by Program

Description	2015 Actuals (\$000's)	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Expenditures to Deliver Current Services						
Bank & External Audit Charges	1,504	1,488	1,546	1,546	1,546	1,546
Benefits and Labour Package	3,370	3,751	5,294	10,614	18,025	27,254
Contribution to Capital	37,572	41,285	46,794	52,418	58,188	63,952
Debt	12,099	17,229	22,979	27,219	32,259	37,419
Insurance	10,867	9,375	10,386	10,604	10,910	11,229
Miscellaneous Revenues and Expenditures	7,198	7,062	7,382	7,363	7,377	7,329
Taxation	7,254	8,495	8,668	8,718	8,768	8,818
Transfer To and From Reserves	28,524	2,241	600	1,731	4,505	7,370
Workers' Compensation and Rehabilitation	3,307	2,678	1,714	1,320	1,112	963
Total Expenditures	111,694	93,604	105,362	121,533	142,689	165,879
Revenues	(80,291)	(69,295)	(68,248)	(73,398)	(77,648)	(81,898)
Transfers From Reserves and Reserve Funds	(10,662)	(9,566)	(11,869)	(9,645)	(10,615)	(11,180)
Proposed Net Budget Including New Initiatives & New Revenues	20,741	14,742	25,245	38,490	54,426	72,801
Expenditures Budget - Changes by Year			13%	15%	17%	16%
Proposed Net Budget - Changes by Year			71%	52%	41%	34%

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	2016 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	2017 Proposed Budget (\$000's)	\$ Change Over 2016	% Change Over 2016
Labour and Benefits	5,686	332	0	0	0	0	0	6,018	332	6%
Operational Costs	87,918	356	0	0	0	0	11,070	99,344	11,426	13%
Total Gross Expenditures	93,604	688	0	0	0	0	11,070	105,362	11,758	13%
Total Revenues	(78,862)	(1,068)	0	0	0	0	(187)	(80,117)	(1,255)	2%
Total Net Expenditure	14,742	(380)	0	0	0	0	10,883	25,245	10,503	71%

Summary of Proposed 2017 Budget and 2018-2020 Forecast

Description	2016 Approved Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Labour and Benefits	5,686	6,018	10,939	18,134	27,208
Operational Costs	87,918	99,344	110,595	124,555	138,671
Total Gross Expenditures	93,604	105,362	121,533	142,689	165,879
Total Revenues	(78,862)	(80,117)	(83,043)	(88,263)	(93,078)
Total Net Expenditure	14,742	25,245	38,490	54,426	72,801

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	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
Labour and Benefits	5,686	6,018	332	Increase Reflects Labour Adjustments and Other Fringe Benefit Changes
Advertising & Promotions	81	81	0	
Communication Costs	26	26	0	
Contractor & Professional Services	659	713	54	\$40 Executive Search \$8 External Audit Fees \$6 Medical Consultant
Debt	17,229	20,803	3,574	\$3,387 Capital Infrastructure \$187 Churchill Meadows Pool
Finance Other	15,764	17,173	1,410	\$1,011 Insurance Claims and Premiums \$145 Bank Charges and Other Expenses \$96 Business Improvement Areas Expenses \$91 Places of Worship Grants for Development Charges \$73 Stormwater Grants for Low Income \$4 Stormwater Grants for Places of Worship
Materials, Supplies & Other Services	218	216	(2)	
Occupancy & City Costs	216	293	77	Taxes City Owned Properties
Staff Development	116	144	28	Memberships
Transfers To Reserves and Reserve Funds	53,609	59,894	6,285	\$5,319 Contribution to Capital Reserve Fund \$2,177 Contribution to Churchill Meadows Pool (\$1,400) Contribution not required for Workers Compensation
Subtotal - Other Operating	87,918	99,344	11,426	
Total Revenues	(69,295)	(68,248)	1,048	(\$1,500) Payment-In-Lieu of Taxes and Supplementary Taxes (\$96) Business Improvement Areas Taxes (\$6) Various Rebates \$2,650 Enersource Dividend Adjustment to Forecast
Transfers From Reserves and Reserve Funds	(9,566)	(11,869)	(2,303)	(\$2,650) Transfer for Enersource Dividend (\$187) Transfer for Churchill Meadows Pool Debt Payment \$425 Transfer for Insurance and Workers Compensation \$109 Miscellaneous Decreases
Subtotal - Revenues	(78,862)	(80,117)	(1,255)	
Total	14,742	25,245	10,503	

Note: Numbers may not balance due to rounding.

Details of Proposed Budget Changes

Description	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
Labour Costs	5,686	6,018	332	Increase reflects labour adjustments and other fringe benefit changes
Debt	17,229	20,616	3,387	Debt charges for 2013-2017 capital program as part of the 2% yearly transfer
Debt	0	187	187	Debt charges for Churchill Meadows Pool debentures
Vacancy Rebate Expense	1,500	1,500	0	
Other Tax Rebates and Cancellations	450	450	0	
Tax Appeals	3,750	3,750	0	
Snow/Yard Maintenance Grants	200	190	(10)	Decrease of grants to reflect actual spending
Stormwater Grants	325	402	77	Low income \$73 and places of worship \$4
Development Charges Grants	0	90	90	Offsets development charges in places of religious assembly for area of worship per GC-0098-2016
Insurance Claims and Premiums	6,938	7,949	1,011	Adjusted to reflect actual spending
Bank Charges	1,370	1,420	50	Credit cards use has increased
Business Improvement Area Transfers	1,226	1,322	96	Increase to match historical expenditures and is offset by transfer from reserve
Finance Other	5	100	95	Provision for various costs
Transfer to Contingency Reserve	1,309	1,309	0	Transfer for assessment appeals
Transfer to Contingency Reserve	1,000	1,000	0	Transfer for diesel fuel
Transfer to Employee Benefits Reserve Fund	1,400	0	(1,400)	Transfer not required for Workers Compensation
Transfer to Insurance Reserve Fund	2,337	2,337	0	
Transfer to Election Reserve	600	600	0	
Transfer to Capital Reserve Fund	41,285	46,605	5,319	Contribution to capital-part of the 2% yearly transfer
Transfer to Churchill Meadows Pool Reserve Fund	0	2,177	2,177	Ten year contribution for debenture funding
Transfer to Emerald Ash Borer Reserve Fund	5,600	5,600	0	
Other Costs	1,394	1,741	347	
Subtotal - Other Operating	87,918	99,344	11,426	

Note: Numbers may not balance due to rounding.

Details of Proposed Budget Changes (Cont'd)

Description	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
Business Improvement Area Transfers	(1,226)	(1,322)	(96)	Offsets Increased historical expenditures (above)
Enersource Dividend	(12,750)	(12,750)	0	Dividend forecast adjusted by transfer from reserve
PILT-City Owned Properties	(782)	(782)	0	Payment in lieu of taxes (PILT) adjusted to reflect previous year's expenditures and future forecasts.
PILT-GTAA	(24,600)	(25,500)	(900)	
PILT-Municipal Tax Assistance Act	(625)	(625)	0	
PILT-Post Secondary Education and Health	(586)	(586)	0	
PILT-Ontario Power Generation Corporation	(1,500)	(1,600)	(100)	
PILT-Other	(1,707)	(1,707)	0	
Tax Interest and Penalties Earned	(8,000)	(8,000)	0	
Investment Interest	(14,465)	(14,465)	0	
Discounts, Rebates and Recoveries	(455)	(461)	(6)	P-card rebate increase
Supplementary Taxes	(1,500)	(2,000)	(500)	Reflects backlog in condo assessment
Hydro Corridor Taxes	(1,100)	(1,100)	0	
Transfer from Reserves-Variou	(49)	(40)	9	Transfers to offset associated expenses
Transfer from Insurance Reserve Funds	(5,540)	(6,079)	(539)	Transfers to offset associated insurance expenses
Transfer from Employee Benefits Reserve Fund	(3,978)	(2,914)	1,064	Transfer to offset sick leave and Workers Compensation expenses
Transfer from Churchill Meadows Pool Reserve Fund	0	(187)	(187)	Transfer to offset debt expense
Subtotal - Revenues	(78,862)	(80,117)	(1,255)	
Total	14,742	25,245	10,503	

Note: Numbers may not balance due to rounding.



Reserves & Reserve Funds

2017-2020 Business Plan
& 2017 Budget

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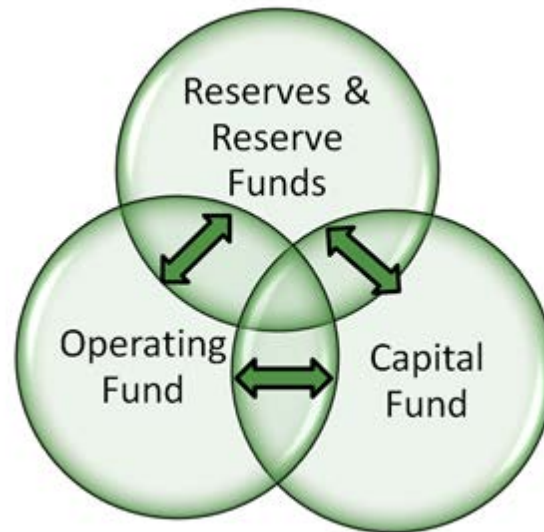
Executive Summary of Reserves and Reserve Funds

Reserves and reserve funds are established by Council to assist with long-term financial stability and financial planning in the City.

Reserves and reserve funds are an important element of the City’s financial plan. By maintaining reserves, the City can accumulate funds for expected and unexpected future liabilities – a key component of sound long-term financial planning practices.

Reserves and reserve funds also provide a level of protection against unexpected shifts in revenues and expenditures, funding of one-time expenditure requirements, and minimizing fluctuations in taxes caused by cyclical conditions. Credit rating agencies consider municipalities with higher reserves to be more advanced in their financial planning.

The City maintains operating and capital reserves and reserve funds. Details of all reserve activity for the City are summarized in the following pages.



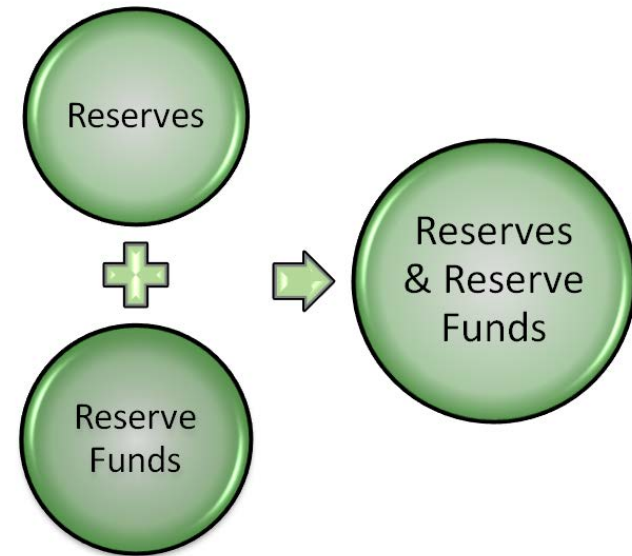
Overview

Reserves and reserve funds are created to assist with long-term financial stability and financial planning. By maintaining reserves, the City can accumulate funds for future needs or contingent liabilities, a key element of sound long-term financial planning practices. Reserves and reserve funds also provide stability in times of unexpected shifts in revenues and expenditures.

The City has recently undertaken a comprehensive review of all of its reserve and reserve funds (report approved by Budget Committee on June 15, 2016). Today the City of Mississauga has approximately 100 reserve and reserve fund accounts.

Reserves are generally used to mitigate the impact of fluctuations in operating costs and revenue. In Mississauga, interest is not allocated to reserves. **Reserves** are allocated at the discretion of Council, often as part of an overall strategy for funding programs or special projects. Examples of reserves currently used to mitigate budgetary fluctuations include Reserve for Winter Maintenance and Reserve for Contingency.

Reserve Funds are established by Council for a specific purpose. They contain funds that have been set aside as directed by a requirement of provincial or federal legislation, or by a decision of Council, to allocate the monies to a specific fund. Examples include: conducting major repairs, renovations or rehabilitation of buildings or large equipment, acquiring new assets and the lifecycle replacement of older City assets. Interest earned on these reserve funds must be allocated to the reserve fund that earned the interest.



Summary of all City of Mississauga Reserves & Reserve Funds (excluding Storm Water)

The following table provides a summary of all operating and capital reserves and reserve funds.

Reserves and Reserve Funds	Balance January 01, 2016 (\$000)	2016 Projected Contributions (\$000)	2016 Projected Interest (\$000)	2016 Projected Expenditures (\$000)	Projected Balance December 31, 2016 (\$000)	2017 Projected Contributions (\$000)	2017 Projected Interest (\$000)	2017 Projected Expenditures (\$000)	Projected Balance December 31, 2017 (\$000)
Total Operating Reserve Funds	66,144	39,784	1,662	(45,506)	62,083	2,415	1,629	(9,013)	57,115
Total Operating Reserves	52,482	26,921	0	(24,626)	54,778	4,021	0	(4,623)	54,175
Total Operating Reserves and Reserve Funds	118,626	66,705	1,662	(70,131)	116,861	6,436	1,629	(13,636)	111,290
Total Development Related Reserve Funds	165,105	44,289	4,154	(56,542)	157,006	39,779	4,359	(44,847)	156,297
Total Capital Tax & Related Reserve Funds	144,066	126,191	4,155	(117,963)	156,449	55,849	3,490	(60,411)	155,376
Total Gas Tax Reserve Funds	96,360	56,141	2,457	(63,146)	91,812	56,189	2,763	(54,897)	95,868
Total Capital Program Specific Reserve Funds	1,541	78	36	(307)	1,348	0	35	(163)	1,220
Total Capital Reserve Funds	407,072	226,699	10,802	(237,959)	406,614	151,817	10,648	(160,318)	408,762
Total Reserves/Reserve Funds	525,699	293,403	12,464	(308,091)	523,476	158,253	12,278	(173,954)	520,052

Note: Numbers may not add due to rounding.

The following pages provide additional detail on each reserve and reserve fund category.

Operating Reserves and Reserve Funds

Operating reserves are generally used to mitigate operating budget fluctuations. For example, an unusually severe winter might result in higher-than-average winter maintenance costs. Rather than maintaining an unnecessarily high annual budget for winter maintenance, these one-time extraordinary expenditures would be funded from the Winter Maintenance reserve.

The following table provides a detailed listing of all operating reserves and reserve funds. Projected contributions represent planned transfers from the operating budget; projected expenditures represent planned transfers to the operating budget. Several reserves and reserve funds have zero balances at the end of 2016; these are the reserves and reserve funds that were consolidated in 2016, as discussed in the overview section of this chapter. These reserves and reserve funds are now closed.

A total of \$6.4 million will be transferred from the operating budget to these reserves and reserve funds in 2017, to ensure reserve balances are maintained at appropriate levels. A total of \$13.6 million is anticipated to be transferred from these reserves to fund expenditures in the operating budget. In most cases, these budgeted amounts will be adjusted to reflect actual experience:

RESERVE / RESERVE FUND	Balance January 01, 2016 (\$000)	2016 Projected Contributions (\$000)	2016 Projected Interest (\$000)	2016 Projected Expenditures (\$000)	Projected Balance December 31, 2016 (\$000)	2017 Projected Contributions (\$000)	2017 Projected Interest (\$000)	2017 Projected Expenditures (\$000)	Projected Balance December 31, 2017 (\$000)
Operating Reserve Funds									
Early Retirement	500	0	0	(500)	0	0	0	0	0
Vacation Pay	5,820	0	0	(5,820)	0	0	0	0	0
Group Insurance Benefit Reserve	5,920	0	0	(5,920)	0	0	0	0	0
Insurance Reserve Fund	30,175	2,337	742	(5,540)	27,714	2,337	716	(6,079)	24,688
Sick Leave - Non-Union and Union	6,996	0	0	(6,996)	0	0	0	0	0
WSIB	16,733	0	0	(16,733)	0	0	0	0	0
Employee Benefits	0	37,447	920	(3,998)	34,369	78	914	(2,934)	32,427
Total Operating Reserve Funds	66,144	39,784	1,662	(45,506)	62,083	2,415	1,629	(9,013)	57,115
Operating Reserves									
Labour Settlements	6,466	0	0	(6,466)	0	0	0	0	0
Assessment Appeals	4,688	0	0	(4,688)	0	0	0	0	0
Legal Settlements	1,740	0	0	(1,740)	0	0	0	0	0
Commitments	113	0	0	(113)	0	0	0	0	0
Commodity - Hydro, Diesel, Natural Gas	9,546	0	0	(9,546)	0	0	0	0	0
Reserve for General Contingencies	12,325	25,927	0	(1,443)	36,809	3,258	0	(3,735)	36,332
Building Permit Revenue Stabilization	2,774	0	0	0	2,774	0	0	(132)	2,642
Bus Shelter Advertising	342	0	0	(342)	0	0	0	0	0
Elections	1,470	750	0	(32)	2,189	600	0	(507)	2,282
Winter Maintenance	11,613	0	0	0	11,613	0	0	0	11,613
Meadowdale Theatre Capital Improvement	78	0	0	(78)	0	0	0	0	0
Heritage C.C. Donations	3	0	0	(3)	0	0	0	0	0
Reserve for the Arts	1,324	244	0	(175)	1,393	163	0	(250)	1,306
Total Operating Reserves	52,482	26,921	0	(24,626)	54,778	4,021	0	(4,623)	54,175
Total Operating Reserves/Reserve Funds	118,626	66,705	1,662	(70,131)	116,861	6,436	1,629	(13,636)	111,290

Capital Reserves and Reserve Funds

Capital reserve funds are established to set aside funds for specific purposes (such as Emerald Ash Borer) and to help the municipality plan for its long-term infrastructure expenditures. The following pages provide a detailed listing of all capital reserve funds. Projected contributions represent anticipated revenue from various sources (specific to each reserve fund); projected expenditures represent planned transfers to specific capital projects. Several funds have zero balances at the end of 2016; these are the reserve funds that were consolidated in 2016, as discussed in the overview section of this chapter. These reserve funds are now closed.

Development Related Reserve Funds

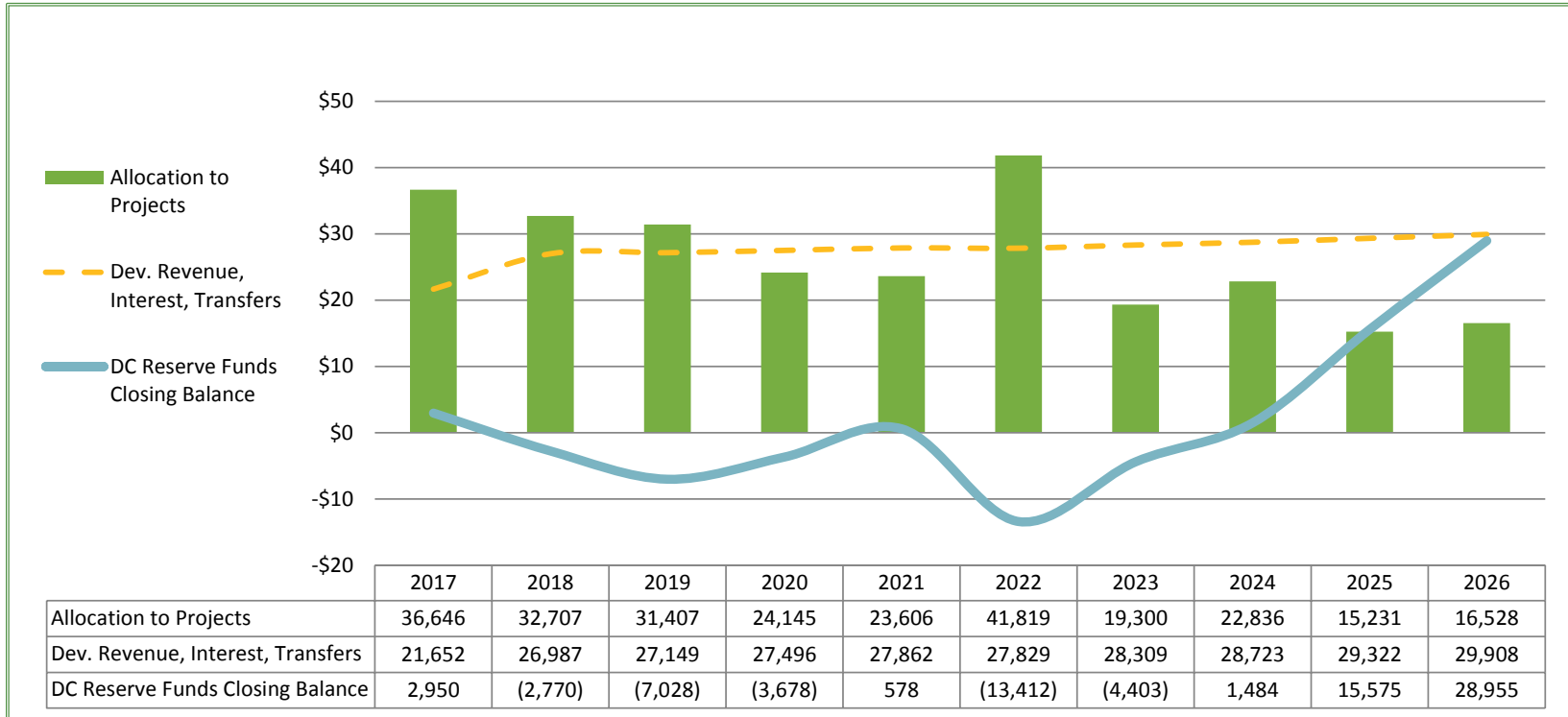
There are several development-related reserve funds. These reserve funds have been, or continue to be, funded through developer contributions under several specific City By-Laws. Anticipated activity in these reserve funds is summarized in the table below. Specific additional detail follows for the Development Charges and Cash-in-lieu of Parkland reserve funds.

RESERVE FUND	Balance January 01, 2016 (\$000)	2016 Projected Contributions (\$000)	2016 Projected Interest (\$000)	2016 Projected Expenditures (\$000)	Projected Balance December 31, 2016 (\$000)	2017 Projected Contributions (\$000)	2017 Projected Interest (\$000)	2017 Projected Expenditures (\$000)	Projected Balance December 31, 2017 (\$000)
Development Charges Reserve Fund	38,343	26,154	265	(46,818)	17,944	25,000	46	(40,040)	2,950
Cash In Lieu of Parkland	58,397	14,500	1,863	(5,136)	69,624	13,890	2,276	(1,807)	83,983
Cash in Lieu of Parking	5,594	329	147	(573)	5,498	495	118	(1,330)	4,781
Developer Contributions Reserve Fund	18,042	3,300	649	(4,015)	17,976	394	639	(1,670)	17,339
Bonus Zoning	646	5	18	0	669	0	19	0	688
Lot Levy Reserve Fund	44,083	0	1,212	0	45,295	0	1,262	0	46,557
Total Development Related Reserve Funds	165,105	44,289	4,154	(56,542)	157,006	39,779	4,359	(44,847)	156,297

Note: Numbers may not add due to rounding.

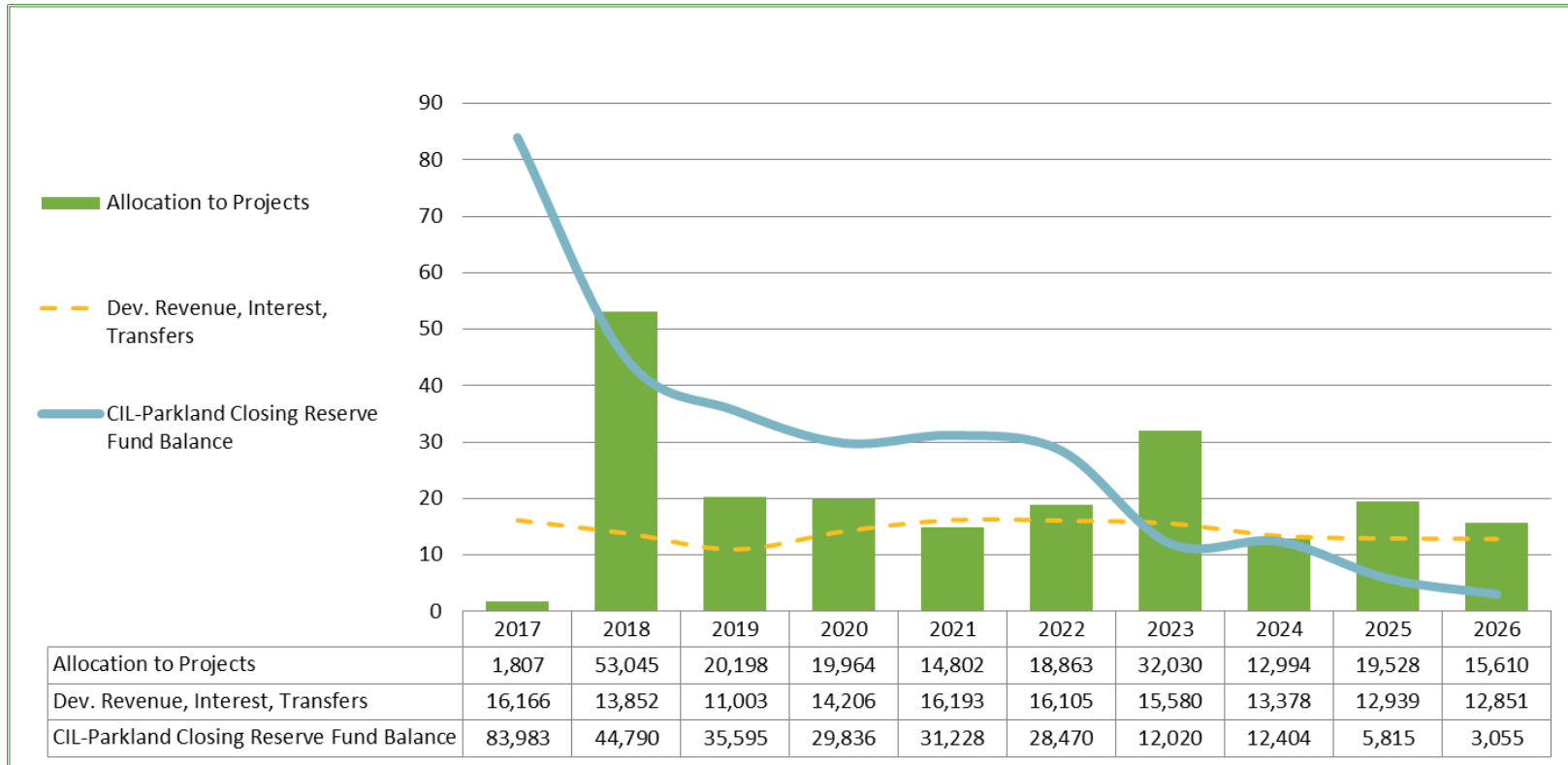
Development Charges

Development charges are fees collected from developers; the fees help pay for the cost of the infrastructure required to provide municipal services to the new development (for example, transit, community centres, libraries and fire facilities). Development Charge revenues and costs are closely monitored. Projects in the medium and longer term are re-evaluated during the annual prioritization process of all DC-funded projects. (The following chart excludes Stormwater development charges revenues and projects).



Cash in Lieu of Parkland

The *Planning Act* allows for a cash contribution to be provided in lieu of conveying parkland as a condition of development. These cash contributions are accumulated in the Cash-in-Lieu of Parkland Reserve Fund, and allow the City to make strategic land acquisitions to fulfill the objectives of the Parks Future Directions Master Plan.



Capital Tax and Related Reserve Funds

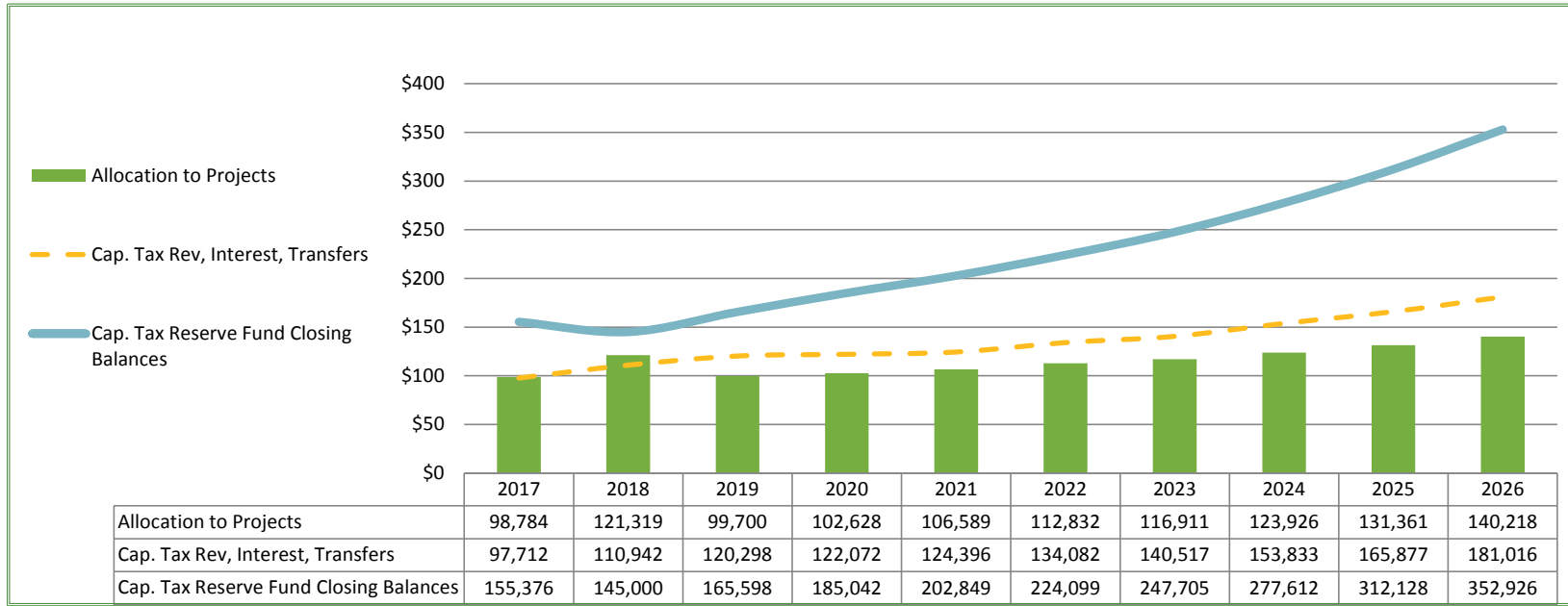
Capital tax and related reserve funds are the category of reserves that have been originally, or continue to be, funded through the operating budget or through debt. Many of these reserves have now been consolidated into the main Capital Reserve Fund, which is the primary source of funding for the majority of the City's infrastructure projects (construction, renovation or replacement of facilities and equipment).

Anticipated activity in these reserve funds is summarized in the table below and the following chart.

RESERVE FUND	Balance January 01, 2016 (\$000)	2016 Projected Contributions (\$000)	2016 Projected Interest (\$000)	2016 Projected Expenditures (\$000)	Projected Balance December 31, 2016 (\$000)	2017 Projected Contributions (\$000)	2017 Projected Interest (\$000)	2017 Projected Expenditures (\$000)	Projected Balance December 31, 2017 (\$000)
Capital Reserve Fund	75,139	120,365	4,042	(48,514)	151,032	47,906	3,427	(54,155)	148,210
Roadway Infrastructure Maintenance	5,277	0	0	(5,277)	0	0	0	0	0
Facility Repairs & Renovations	5,972	0	0	(5,972)	0	0	0	0	0
Comm Facility Redevelopment Fund	429	0	0	(429)	0	0	0	0	0
Main Fleet Vehicle & Equipment	881	0	0	(881)	0	0	0	0	0
Transit Vehicle & Equipment	2,284	0	0	(2,284)	0	0	0	0	0
Fire Vehicle & Equipment Replacement	428	0	0	(428)	0	0	0	0	0
Aircraft Noise Warning Sign (35564)	2,650	0	0	(2,650)	0	0	0	0	0
Roads Unallocated (35201)	28,410	0	0	(28,410)	0	0	0	0	0
Ontario Bus Replacement	2	0	0	(2)	0	0	0	0	0
Provincial Road & Bridge Infrastructure	8	0	0	(8)	0	0	0	0	0
Ontario Transportation Demand Mgt	0	0	0	(0)	0	0	0	0	0
Sodding/Seeding-Unallocated	209	0	0	(209)	0	0	0	0	0
Subdiv Works o/s-Unallocated	9,210	0	0	(9,210)	0	0	0	0	0
Village of Sherwoodtown	130	0	0	(130)	0	0	0	0	0
CP Pymts per agreements	36	0	0	(36)	0	0	0	0	0
City Centre Promotion Campaign	44	0	0	(44)	0	0	0	0	0
PCC-90-VGR Investments	36	0	0	(36)	0	0	0	0	0
Community Donations-Unalloc	124	0	0	(124)	0	0	0	0	0
Donations - Traffic Safety Council	4	0	0	(4)	0	0	0	0	0
Reserve for Development Stabilization	2,280	0	0	(2,280)	0	0	0	0	0
Reserve for Planning Process Update	795	0	0	(795)	0	0	0	0	0
Other Eng-Unallocated	3,755	0	0	(3,755)	0	0	0	0	0
2009 Special Project CRF	1,215	0	0	0	1,215	0	0	0	1,215
Britannia Hills Golf Course	109	60	5	0	174	0	4	0	178
Emerald Ash Borer Fund	3,271	5,600	66	(6,486)	2,451	5,600	(17)	(6,070)	1,965
Churchill Meadows Pool	0	0	0	0	0	2,177	30	(187)	2,020
Courtneypark Turf/Synthetic	1,003	65	29	0	1,098	166	33	0	1,296
Debt Management - Tax	7	0	0	0	7	0	0	0	8
Loyola Artificial Turf Soccer Field/Track	358	101	13	0	472	0	13	0	485
Total Capital Tax and Related Reserve Funds	144,066	126,191	4,155	(117,963)	156,449	55,849	3,490	(60,411)	155,376

Note: Numbers may not add due to rounding.

Ten-Year Continuity Graph for Capital Tax and Related Reserves



Note: the activity in this continuity graph includes debt funding and debt financing of projects, which is not included in the Reserve tables.

Provincial and Federal Contribution Reserve Funds

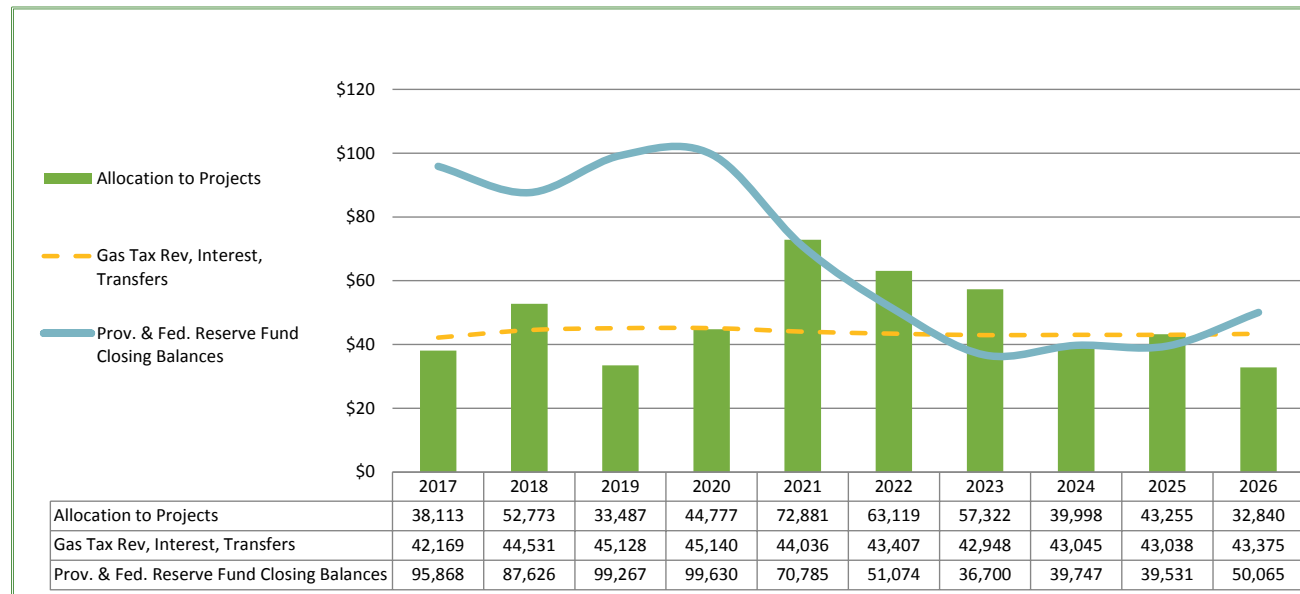
The City receives funding from both the provincial and the federal governments. There are specific guidelines and parameters that the City must adhere to when spending this money. Anticipated activity in these reserve funds is summarized in the table below. Specific additional detail follows for the Capital Reserve Fund specifically.

RESERVE FUND	Balance January 01, 2016 (\$000)	2016 Projected Contributions (\$000)	2016 Projected Interest (\$000)	2016 Projected Expenditures (\$000)	Projected Balance December 31, 2016 (\$000)	2017 Projected Contributions (\$000)	2017 Projected Interest (\$000)	2017 Projected Expenditures (\$000)	Projected Balance December 31, 2017 (\$000)
Provincial Transit Grant	2,663	0	73	0	2,736	0	76	0	2,813
Metrolinx BikeLinx Reserve	64	0	2	0	65	0	2	0	67
Bus Rapid Transit - Provincial	3,462	0	5	(3,275)	192	0	5	0	197
Move-Ontario 2020 Higher Order Reserve	10,908	0	300	0	11,208	0	312	0	11,520
Public Transit Fund	1,844	0	37	(485)	1,396	0	39	0	1,435
Gas Tax Reserve Fund-Provincial	17,941	16,452	79	(31,525)	2,947	16,500	244	(16,784)	2,907
Gas Tax Reserve Fund-Federal	6,753	21,690	321	(16,775)	11,989	21,691	355	(20,920)	13,115
Regional Gas Tax Reserve Fund	52,726	17,999	1,640	(11,086)	61,279	17,999	1,729	(17,193)	63,813
Total Provincial / Federal Contribution Reserve Funds	96,360	56,141	2,457	(63,146)	91,812	56,189	2,763	(54,897)	95,868

Note: Numbers may not add due to rounding.

Provincial and Federal Gas Tax Reserves

The Federal Gas Tax is used primarily for facilities, roads and bridges, and the Provincial Gas Tax is used primarily for Transit.



Program-Specific Reserve Funds

Program-specific reserve funds have been established as a result of specific donations or segregated funding. The anticipated activity in these reserve funds is summarized below.

RESERVE FUND	Balance January 01, 2016 (\$000)	2016 Projected Contributions (\$000)	2016 Projected Interest (\$000)	2016 Projected Expenditures (\$000)	Projected Balance December 31, 2016 (\$000)	2017 Projected Contributions (\$000)	2017 Projected Interest (\$000)	2017 Projected Expenditures (\$000)	Projected Balance December 31, 2017 (\$000)
Gymnastics Mississauga Capital	52	0	1	0	54	0	1	0	55
Economic Development Advisory Council	75	0	0	(73)	3	0	(0)	(20)	(17)
Scarf Donations	215	0	6	0	221	0	6	0	227
Donations - Stroke Breakers	3	0	0	0	3	0	0	0	3
Enterprise Centre	(8)	78	0	(65)	4	0	(2)	(143)	(140)
Mississauga Garden Park Dev (B)	214	0	6	0	220	0	6	0	226
Mississauga Garden Park Maint (B)	84	0	2	0	86	0	2	0	89
Benares House Endowment	123	0	3	0	126	0	4	0	130
Donations - Vic Johnston Redevelopment	455	0	13	0	467	0	13	0	480
Boeing Airport Mem-Donations	47	0	1	0	48	0	1	0	49
Aircraft Noise Warning Sign	112	0	3	0	115	0	3	0	118
Reserves Closed / Transferred to Capital Projects	169	0	0	(169)	0	0	0	0	0
Total Program Specific Reserve Funds	1,541	78	36	(307)	1,348	0	35	(163)	1,220
Total Capital Reserve Funds	407,072	226,699	10,802	(237,959)	406,614	151,817	10,648	(160,318)	408,762

Note: Numbers may not add due to rounding.

Reserves and Reserve Funds Descriptions

Reserve Name	Purpose of the Reserve / Reserve Fund
2009 Special Project Capital Reserve Fund	Provides funds, made available from re-allocated grant funded projects, set aside for special capital projects throughout the City
Aircraft Noise Warning Sign Reserve Fund	Consists of contributions from developers for aircraft noise warning signs
Arts Reserve	Provides funds to support the Arts in Mississauga
Benares House Endowment Reserve Fund	Funding conveyed to the City is to be used for Benares House improvement/ maintenance work
Boeing Airport Memorial-Donations Reserve Fund	Donation to be used for commemorative feature to be constructed on the Boeing lands in the future
Bonus Zoning (Section 37s) Reserve Fund	For funds given by developers as per agreement(s) under Section 37 of the Planning Act; related to the rezoning applications for the increases in height and/or density in the City in accordance with the Official Plan and the guiding principles given in the Corporate Policy "Bonus Zoning"
Britannia Hills Golf Course Reserve Fund	Provides funds for the construction and maintenance of the Britannia Hills Golf Course
Capital Reserve Fund	Provides funds for capital projects including: <ul style="list-style-type: none"> (a) the study, design, construction or improvement of any municipal public works; (b) the acquisition or expropriation of land required for municipal purposes; (c) the acquisition of vehicles or equipment for municipal purposes; and (d) the payment of debentures of the Corporation for any of the aforementioned purposes
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
Debt Management Reserve Fund - Tax Capital	Debt surplus funds to be re-allocated for future debt projects or reallocate funding where a deficit exists on similar projects
Developer Contributions Reserve Funds	Consists of contributions for specific municipal infrastructure collected as a condition of land development
Development Charges Reserve Funds	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

Reserve Name	Purpose of the Reserve / Reserve Fund
Donations - Stroke Breakers Reserve Fund	Donations to be used for "Sauga Stroke Breakers" program which is a partnership program with Trillium Health Centre, Credit Valley Hospital and the City of Mississauga with sponsorship from the Mississauga Central Lions Club
Donations - Vic Johnston Redevelopment Reserve Fund	For the recovery to be funded by a promissory note over 20 years @ \$50,000 per year by Vic Johnston Community Centre. Vic Johnston was to contribute \$1M towards the arena renovation, \$50K annually for 20 years collected through donations
EDAC (Economic Development Advisory Council) Reserve Fund	Board consists of business and education leaders who are elected by the Mayor to advise the Economic Development Office on business and education needs; funds are used for any events or marketing materials that may be required and are billed on an as-needed basis
Emerald Ash Borer Reserve Fund	For the funds collected through the special tax rate levied that is dedicated for costs incurred in the Emerald Ash Borer Program
Employee Benefits Reserve Fund	Provides funds related to Early Retirement, Vacation Pay, Group Insurance Benefit, Sick Leave and Work's Compensation
Enterprise Centre Reserve Fund	Established to fund any annual deficit and collect any annual surplus for the Enterprise Centre
Federal Gas Tax - Regional Reserve Fund	Revenues are intended to support expenditures for municipal public transportation services
Federal Gas Tax Reserve Fund	Revenues are intended to support expenditures for municipal public transportation services
Federal Public Transit Reserve Fund	Revenues are intended to support expenditures for municipal public transportation services
Gymnastics Mississauga Capital Reserve Fund	Funds a portion of the major capital equipment replacement costs projected over the next ten years.
Insurance Reserve Funds	Provides funds for losses, damages, costs and expenses as incurred by or assessed to the City from time to time, through insurance claims. Provides funds for actuarial services to establish the appropriate level
Lot Levy – Development Reserve Funds	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.
Loyola Artificial Turf Soccer/Football Field and Track Reserve Fund	Provides funds for the replacement and future maintenance of the Loyola artificial turf soccer/football field, synthetic track and its related facilities and equipment
Metrolinx Bikelinx Reserve Fund	Provides funds for the purchase and installation of bicycle racks on transit vehicles and secured and safe bicycle parking

Reserve Name	Purpose of the Reserve / Reserve Fund
Mississauga Garden Park Development Reserve Fund	Provides funds solely for the purpose of the Mississauga Garden Park Development
Mississauga Garden Park Maintenance Reserve Fund	Provides funds for the long term maintenance costs of the Mississauga Garden Park
Mississauga Rapid Transit (Mississauga Transitway) Reserve Fund	Provides for the construction and maintenance of the Mississauga Transitway busway system and services
Move Ontario 2020 Higher Order Transit Reserve Fund	Provides funds for to be used for the MoveOntario 2020 Dundas and Hurontario Higher-Order Transit Corridor Development
Parkland Dedication Reserve Fund (or Cash-in-Lieu of Parkland)	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 used for parkland acquisition and other recreational purposes
Payment-in-lieu of Off and On Street Parking Reserve Fund (or Cash-in-Lieu Parking Reserve Fund)	Pursuant to the Planning Act, R.S.O., 1990, c.P. 13, as amended, Section 40, monies received in lieu of exemption from requirement to provide parking are to be set aside in this reserve fund
Provincial Gas Tax Reserve Fund	Pursuant to a Letter of Agreement Dated October 22, 2004 between the City of Mississauga and the Province of Ontario represented by the Minister of Transportation, monies received by the City under the new Provincial Dedicated Gas Tax Funds for Public Transportation Program shall be placed into a dedicated gas tax reserve fund to be used only in accordance with the Guidelines and Requirements of the Program and the Letter of Agreement
Provincial Transit Grant Reserve Fund	Provincial Funding provided to improve and expand public transit
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 Bus Shelter Advertising	Holds the advertising revenue payments from CBS Outdoors, before being utilized in future years
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 such as; labour settlements, assessment appeals, legal settlements, commitments and commodities
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

Reserve Name	Purpose of the Reserve / Reserve Fund
Scarf/Animal Control Donations Reserve Fund	Provides funds from donations to Animal Control Services

Appendix 1: Reserves and Reserve Funds Transfers

This appendix provides detail on specific transfers from the operating budget to reserves and reserve funds, and from reserves and reserve funds to the operating budget.

Transfers from the Operating Program to Reserves and Reserve Funds

Amount	Transfer from Operating Program:
\$ 47,793,942	To the Capital RF
\$ 5,600,000	To the Emerald Ash Borer RF
\$ 3,257,900	To the Reserve for General Contingency
\$ 2,336,800	To the Insurance RF
\$ 2,176,656	To Churchill Meadows Pool RF
\$ 600,000	To the Reserve for Elections
\$ 495,300	To the CIL Parking RF
\$ 165,900	To the Courtney Park Turf / Synthetic RF
\$ 163,000	To the Reserve for the Arts
\$ 78,000	To the Employee Benefits RF
\$ 62,667,498	TOTAL

Transfers to and from Reserves and Reserve Funds will be based on the actual expenditures throughout the year of 2017:

- Arts and Culture initiatives
- Assessment appeals and tax cancellations charges
- City Center Off-Street Parking
- Employee benefits (early retirement, group benefits, sick leave payments, workers' compensation payments) 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, and Courtney Park Turf/Synthetic
- One-time costs associated with reviews, studies, master plans, election-related expenditures, and employee survey
- Ongoing Transit bus shelter advertising
- Operating expenses in excess of budget or revenue shortfalls compared to budget (winter maintenance, building permits, Enersource dividends)
- Debt repayment with respect to Churchill Meadows Pool
- Transfers to operating with respect to Provincial Gas Tax-funded transit expenses



Financial Policies

2017-2020 Business Plan
& 2017 Budget

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City of Mississauga's Financial Information

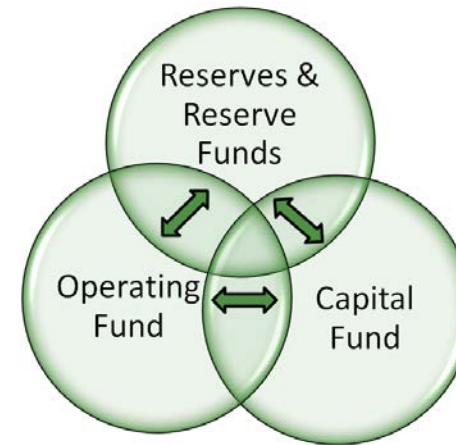
The City's Business Plan and Budget is comprised of revenue and expenses for the Operating and Capital Funds for the City of Mississauga.

All financial information is prepared in accordance with Generally Accepted Accounting Principles (GAAP) for local governments as recommended by the Public Sector Accounting Board (PSAB).

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 any diversion to other uses. 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. With appropriate approvals, transfers are made to and from the City's reserves and reserve funds in order to finance operating and capital needs. Financial transactions related to Reserves and Reserve Funds are found in Section T.

The following diagram provides an example of the relationships between the funds:



Operating Fund (Budget)

The Operating Fund or Budget provides for the normal operating expenditures and revenues associated with the day-to-day provision of services.

Capital Fund (Budget)

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 result in the acquisition of, enhancement to or extension of the normal useful life of a fixed asset. Annual maintenance costs related to capital assets are included in the operating budget.

The capital budget is prepared on a project-commitment basis with actual budget spending often occurring over one or more fiscal years. Large projects requiring several years to complete have been budgeted over multiple years. Cash-flowed projects are identified in the budget recommendations.

Reserves and Reserve Funds

The Budget also provides information related to the Reserve and Reserve Fund balances. Reserves and reserve funds are an important element of the City's financial plan. By maintaining reserves, the City can accumulate funds for expected and unexpected future liabilities – a key component of sound long-term financial planning practices.

Reserves are generally used to mitigate the impact of fluctuations in operating costs and revenue. Reserves do not earn interest and they are not associated with any specific asset. Reserves are allocated at the discretion of Council, often as part of an overall strategy for funding programs or special projects. Examples of reserves currently used to mitigate budgetary fluctuations include: Reserve for Winter Maintenance, Reserve for Contingency and Reserve for Elections.

Reserve Funds are established by Council for a specific purpose. They contain funds that have been set aside as directed by a requirement of provincial or federal legislation, or by a decision of Council, to allocate the monies to a specific fund. Examples include: conducting major repairs, renovations or rehabilitation of buildings or large equipment, acquiring new assets and the lifecycle replacement of older City assets. Interest earned on these reserve funds must be allocated to the reserve fund that earned the interest.

Reserves and reserve funds also provide a level of protection against unexpected shifts in revenues and expenditures, funding of one-time expenditure requirements, and minimizing fluctuations in taxes caused by cyclical conditions. Credit rating agencies consider municipalities with higher reserves to be more advanced in their financial planning.

The Reserves and Reserve Fund section of this budget book provides additional detailed information on reserves and reserve funds.

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.

Financial Planning Policies:

- Fiscal Policy
- Reserves and Reserve Funds
- Budget Control (By-law 0262-1997)
- Development Charges (By-law 0342-2009)
- Surplus/Deficit Management (long standing practice)
- Tangible Capital Assets

Accounting Policies:

- Accounts Payable Policies
- Accounts Receivable Policies
- 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

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.

Long Range Financial Planning

In 2016, the City published its first comprehensive Long Range Financial Plan (LRFP), 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. The LRFP provides a summary of the key challenges being faced by the municipality, a financial condition assessment for the City, and a snapshot of the City's anticipated financial position over the next ten years.

The key objectives of the City's LRFP are to:

- Ensure the current range and level of service provision can be maintained
- Identify the City's capacity to grow
- Ensure the City is maintaining a strong cash position in its reserves and reserve funds to sustain funding during unforeseen or unusual circumstances

The LRFP indicates that the City will continue to be in a financially stable position over the next ten years. The LRFP will be updated on a regular basis.

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 when considering the impact of new facilities and infrastructure. The Capital Program is built using capital prioritization guidelines. A project should only proceed if the City has the ability to afford to operate the new facility or infrastructure.

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.

One Time Revenues:

Major one-time revenues and operating surpluses are transferred to capital and other reserves or reserve funds. One-time revenues are not used to fund ongoing expenditures, as this results in unfunded annual expenditure obligations.

Reserves and Reserve Funds

The City has a long history of prudently managing its reserves and reserve funds. The City's reserve and reserve fund report makes recommendations for amalgamating and/or closing specific reserves and reserve funds, and identifies targets for reserve balances going forward, based on municipal best practice. Today, the City of Mississauga has approximately 100 reserve and reserve fund accounts. By-law 0160-2016 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.

On June 15, 2016, Council approved recommended target levels or ranges for specific reserve and reserve funds based on best practice with the Government Finance Officers' Association (GFOA). Reserve and reserve fund targets are monitored regularly by City staff and, if required, targets will be revised or funding recommended through the annual budget or works-in-progress reports. Further details related to the City's reserve and reserve fund balances are included in the Reserve and Reserve Fund section of this document.

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*.

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 Reserves and Reserve Funds section.

Surplus/Deficit Management

The City's surplus/deficit management 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. Any surpluses are transferred to Reserves, including the Capital Reserve Fund, to provide for future infrastructure needs, as approved by Council.

Tangible Capital Assets

The City has calculated the value of its Tangible Capital Assets (TCA) at **\$8.5 billion**.

Mississauga uses the following criteria for estimating long-term capital maintenance requirements:

1. Facilities maintenance:
 - buildings: 40 years
 - furniture: 15 years
2. Information Technology (IT)
 - replacement of major applications: 10 year
 - replacement of major IT hardware: 10 years
 - personal computer replacements: four years
3. Roads:
 - 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.

Accounting Policies

The Financial Strategies area within the Finance Division prepares and monitors these policies. All policies are created in consultation with the Internal Audit Division and are reviewed on a regular basis to ensure they are up to date and in alignment with the City's current practices. Policies of this nature are included in the *Corporate Policies and Procedure Manual*. Examples of the accounting policies included are: preparation of journal entries and authorization requirements, preparation of the Council Remuneration Statements and Council expense statements. In compliance with 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 and provide for the administration of handling cash floats and petty cash, corporate credit cards and investments.

Debt Management

The City of Mississauga's policy 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 Financial Policy Review

The City has a robust and disciplined set of financial policies. This is reflected in our AAA credit rating from Standard and Poor's. These policies continue to be reviewed on an ongoing basis.

Reconciliation of Budget to Consolidated Financial Statements

Budget data presented in the Budget Book reflects proposed values based on the cash basis of accounting. The City's financial statements are prepared in accordance with the *Municipal Act* and based on the reporting standards set by the Chartered Professional Accountants (CPA) Canada Public Sector Accounting Board. This information is prepared on an accrual basis.

The following chart adjusts the basis of accounting for the proposed 2017 Operating Budget, to reflect generally accepted accounting principles.

	TAX BASE (\$000s)	STORMWATER (\$000s)	CONSOLIDATED (\$000s)
Proposed 2017 Net Operating Budget	462,761	0	462,761
REVENUE			
Proposed 2017 Operating Budget	296,684	38,416	335,100
Adjustments:			
Property Tax Revenue	462,761		462,761
Contributions from reserves and reserve funds	(30,258)		(30,258)
Enersource dividend	(10,100)		(10,100)
Adjusted Operating Budget	719,087	38,416	757,503
Proposed 2017 Capital Budget	200,106	33,123	233,229
Adjustments for transfers from reserve funds	(178,206)	(24,032)	(202,238)
Adjusted Capital Budget	21,900	9,091	30,991
Reserve funds interest	12,290	1,200	13,490
Total Revenue	753,277	48,707	801,984
EXPENSES			
Proposed 2017 Operating Budget	759,445	38,416	797,861
Adjustments:			
Transfers to own	(61,847)	(28,553)	(90,400)
Amortization	120,230	10,411	130,641
Debt principal repayments	(15,847)	(879)	(16,726)
Adjusted Operating Budget	801,981	19,395	821,376
Proposed 2017 Capital Budget	200,106	33,123	233,229
Adjustments: Eliminate capital expense budget	(200,106)	(33,123)	(233,229)
Adjusted Capital Budget	0	0	0
Total Expenses	801,981	19,395	821,376
Annual Surplus / (Deficit)	(48,704)	29,312	(19,392)



Glossary

2017-2020 Business Plan
& 2017 Budget

Term	Acronym (if appl.)	Description
Accrual Basis of Accounting		<ul style="list-style-type: none"> 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		<ul style="list-style-type: none"> 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
Amortization		<ul style="list-style-type: none"> Accounting process of allocating the cost less the residual value of a tangible capital asset to operating periods as an expense over its useful life in a rational and systematic manner appropriate to its nature and use; “depreciation accounting” is another commonly used term
Annualization		<ul style="list-style-type: none"> Cost of a full year of operation
Appropriation		<ul style="list-style-type: none"> Amount of money devoted to a special purpose
Approved Budget		<ul style="list-style-type: none"> The final budget passed by Council with detail, adjusted by departments, to show how the departments will operate within the numbers approved in that budget
Assessment		<ul style="list-style-type: none"> Nominal value assigned by the MPAC to each property in the province as a basis for property taxation
Assessment Roll		<ul style="list-style-type: none"> Record of taxable persons and property in a jurisdiction; prepared by MPAC and used for the determination of the basis of the allocation of taxes
Automatic Passenger Counter	APC	<ul style="list-style-type: none"> Used in transit vehicles to count the number of passenger trips
Balanced Budget		<ul style="list-style-type: none"> The <i>Municipal Act, 2005</i> states in Section 290 (2) that the budget shall provide that the estimated revenues are equal to the estimated expenditures
Base Budget		<ul style="list-style-type: none"> 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
Benchmarking		<ul style="list-style-type: none"> Exercise whereby one organization's results are compared to those of another comparable organization providing the same or similar services based on similar methods of calculation
Budget		<ul style="list-style-type: none"> Planned expenditures for a specified time period along with the proposed means of financing these expenditures
Budget Committee of Council		<ul style="list-style-type: none"> Standing Committee of Council established to deliberate on the budget
Budget Request	BR	<ul style="list-style-type: none"> 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

Term	Acronym (if appl.)	Description
Budgetary Control		<ul style="list-style-type: none"> 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
Bus Shelter		<ul style="list-style-type: none"> Shelter provided at a bus stop or station for the comfort and weather protection of waiting passengers
Bus Stop		<ul style="list-style-type: none"> Designated point along a route identified by a special sign at which a bus stops for passenger boarding and alighting; may be of the “compulsory stop” or “request stop” type
By-Law		<ul style="list-style-type: none"> Municipal, local or corporate rule or regulation
Canadian Institute of Chartered Accountants	CICA	<ul style="list-style-type: none"> Public governance body which oversees and supports the setting of accounting, auditing and assurance standards for business, not-for-profit organizations and government
Canadian National Railway Company	CN or CNR	<ul style="list-style-type: none"> Canada’s largest railway, and currently Canada’s only transcontinental railway company
Canadian Pacific Railway	CPR	<ul style="list-style-type: none"> Historic Canadian railroad, stretching from Montreal to Vancouver and as far north as Edmonton; primarily freight
Canadian Radio-Television Telecommunications Commission	CRTC	<ul style="list-style-type: none"> Independent agency responsible for regulating Canada’s broadcasting and telecommunications systems
Canadian Union of Public Employees	CUPE	<ul style="list-style-type: none"> Canada’s largest union with over half a million members across Canada
Canadian Urban Transit Association	CUTA	<ul style="list-style-type: none"> Organization that acts as the voice for enhancing the public transit industry in Canada
Capital		<ul style="list-style-type: none"> <i>(specifically in a municipal context)</i> used to describe the transactions of the capital fund, including both long-term expenditures and long-term financing
Capital Budget		<ul style="list-style-type: none"> 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		<ul style="list-style-type: none"> 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		<ul style="list-style-type: none"> Fund to account for all capital expenditures and the financing of capital expenditures
City		<ul style="list-style-type: none"> Corporation of the City of Mississauga

Term	Acronym (if appl.)	Description
Climate Change		<ul style="list-style-type: none"> Change in global or regional climate patterns, in particular a change apparent from the mid to late 20th century onwards; climate change trends related to stormwater focus on greater extreme weather events occurring, including more frequent intense storms
Communication Costs		<ul style="list-style-type: none"> 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
Consumer Price Index	CPI (Consumer)	<ul style="list-style-type: none"> Indicator of changes in consumer prices experienced by Canadians, obtained by comparing, through time, the cost of a fixed basket of commodities purchased by consumers
Consumer Price Index - Construction	CPI (Construction)	<ul style="list-style-type: none"> Sub-index of the CPI that measures changes specifically in the price of construction
Contingency		<ul style="list-style-type: none"> Appropriation of funds available to cover unforeseen events that occur during the fiscal year
Contractors & Professional Services		<ul style="list-style-type: none"> 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
Conveyance		<ul style="list-style-type: none"> Structure or feature used for transferring water from one location to another; includes storm sewers, watercourses, road surfaces and other overland flow routes
Cost		<ul style="list-style-type: none"> Amount of resources required for a business program, product, activity or service to produce an output
Cost Centre		<ul style="list-style-type: none"> 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		<ul style="list-style-type: none"> Program consisting of one or more cost centres with related objectives
Cost Element		<ul style="list-style-type: none"> Organizational unit used to classify the organization's service delivery costs within a cost centre. A cost element corresponds to an account in the City's chart of accounts
Cost Element Group		<ul style="list-style-type: none"> 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 full-time salaries, part-time salaries, overtime, standby pay, acting pay, etc.).
Council		<ul style="list-style-type: none"> Main governing body for the City of Mississauga Comprised of the Mayor and 11 Councillors
Current Budget		<ul style="list-style-type: none"> Budget for general revenues and expenditures such as salaries, utilities and supplies; also referred to as the operating budget

Term	Acronym (if appl.)	Description
Current Operation		<ul style="list-style-type: none"> Sum of all program budgets
Current Value Assessment	CVA	<ul style="list-style-type: none"> Amount of money the property would realize if sold at arm's length by a willing seller to a willing buyer
Debenture		<ul style="list-style-type: none"> Medium to long-term debt instrument used to borrow money at a fixed rate of interest
Debt Repayment		<ul style="list-style-type: none"> Principal and interest payments necessary to retire debentures issued for City purposes
Deficit		<ul style="list-style-type: none"> Excess of liabilities over assets, or expenditures over revenues
Department Head		<ul style="list-style-type: none"> Commissioner of any City Department
Destination		<ul style="list-style-type: none"> Point or zone at which a trip terminates
Developer Contributions		<ul style="list-style-type: none"> Monies collected from developers for specific municipal infrastructure to be constructed by the City. Examples include, but are not limited to, traffic signals, tree planting and sidewalks
Development Charges (Revenue)	DCs	<ul style="list-style-type: none"> Fees collected from developers, generally at the time a building permit is issued; fees help pay for the cost of infrastructure required to provide municipal services to new development, such as roads, transit, water and sewer infrastructure, community centres and fire and police facilities
Development Charges Act	DCA	<ul style="list-style-type: none"> <i>Development Charges Act, 1997</i> and its regulations lay out Ontario's regulatory and legislative framework for municipalities to follow to levy development charges
Donations & Contributions		<ul style="list-style-type: none"> Cash or in-kind, from individuals and organizations
Drainage		<ul style="list-style-type: none"> Removal of excess surface water or ground water from land by means of surface or subsurface drains
Drainage Study		<ul style="list-style-type: none"> Technical report or study that comprises all the information and specifications for the programs, drainage systems, structures, BMPs, concepts, and techniques intended to manage stormwater. Also referred to as Master Drainage Plan or Stormwater Study
Dredging		<ul style="list-style-type: none"> Removal of accumulated sediments and/or deposits to improve water quality and/or flow capacity; typically performed to improve water quality of stormwater management facilities or increase flow capacity of watercourses
E3 Review	E3	<ul style="list-style-type: none"> Program to evaluate service economy, efficiency and effectiveness with a view to improving the value of our services
Economic Adjustment		<ul style="list-style-type: none"> Cost-of-living adjustment

Term	Acronym (if appl.)	Description
Emerald Ash Borer	EAB	<ul style="list-style-type: none"> Green jewel beetle native to eastern Asia but highly destructive to ash trees native to North America
Employment Insurance	EI	<ul style="list-style-type: none"> Program sponsored and administered by the Government of Canada that offers financial assistance when unemployed; both employers and employees pay EI premiums
Enersource		<ul style="list-style-type: none"> Electric utility company in Mississauga; City of Mississauga is a 90% stakeholder
Enterprise Resource Planning System	ERP	<ul style="list-style-type: none"> Business management system that integrates all facets of business including planning, manufacturing, sales and marketing
Environmental Assessment	EA	<ul style="list-style-type: none"> Study/review of the impact public sector undertakings, usually infrastructure, will have on the environment
Equipment Costs		<ul style="list-style-type: none"> Tangible property costs other than land or buildings that are used in the operations of the City's day-to-day business
Erosion		<ul style="list-style-type: none"> Removal of soil or rock fragments by the action of water, wind, ice, gravity, or other geological agents, whether naturally occurring or acting in conjunction with or promoted by man-made activities or effects
Exemption (Legal) (stormwater)		<ul style="list-style-type: none"> Freedom from payment of a stormwater fee based on legal authority of property owner
Exemption (Technical) (stormwater)		<ul style="list-style-type: none"> Freedom from payment of a stormwater fee based on the drainage of a property outside the City's stormwater management system
Expenditures		<ul style="list-style-type: none"> Disbursement of appropriated funds to purchase goods and/or services; 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
Express Service		<ul style="list-style-type: none"> Operates between widely separated points with no, or only a few, intermediate stops; most common applications include pick-up at a small number of suburban stops, travel to a commercial centre on a freeway and drop-off at a terminal or a small number of closely spaced stops in a commercial centre
Fare		<ul style="list-style-type: none"> Required payment for a ride on a passenger vehicle, whether in the form of cash, pass, ticket or transfer
Fines		<ul style="list-style-type: none"> Revenue received from the payment of penalties and fines
Fiscal Year		<ul style="list-style-type: none"> Period for which budgets are prepared and financial records are maintained Fiscal year for the City of Mississauga is January 1st to December 31st

Term	Acronym (if appl.)	Description
Fleet		<ul style="list-style-type: none"> Total number of public transit vehicles owned by a transit company
Flood Control		<ul style="list-style-type: none"> See <i>Peak Flow Reduction</i>
Flood Relief		<ul style="list-style-type: none"> See <i>Peak Flow Reduction</i>
Flooding		<ul style="list-style-type: none"> Storm event where stormwater covers or submerges a place or area, and places people, property and/or infrastructure at risk
Freedom of Information and Protection of Privacy Act	FIPPA / FOI	<ul style="list-style-type: none"> <i>Freedom of Information and Protection of Privacy Act</i> provides individuals with a right of access to records and personal information under the custody or control of Ontario government ministries and agencies
Fringe Benefits		<ul style="list-style-type: none"> Statutory or supplementary plans to which participants may be entitled including Employment Insurance, pension, medical or dental benefits
Full-time Equivalent	FTE	<ul style="list-style-type: none"> Measure of staffing, equivalent to that produced by one person working full-time for one year
Fund Accounting		<ul style="list-style-type: none"> Accounting system emphasizing accountability rather than profitability; “fund” is a complete set of accounts set up in separate records and providing separate and distinct reports
Garage		<ul style="list-style-type: none"> Place where vehicles are stored and maintained and from where they are dispatched and recovered for the delivery of scheduled service; also referred to as Barn, Base, Depot, Yard
Gas Tax		<ul style="list-style-type: none"> Share of Provincial and Federal gas tax that is transferred to municipalities to fund public transit system and other infrastructure
General Revenue Fund		<ul style="list-style-type: none"> 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; also includes some revenues earmarked for specific uses but not segregated
Generally Accepted Accounting Principles	GAAP	<ul style="list-style-type: none"> Nationally recognized uniform principles, standards and guidelines for financial accounting and reporting, governing the form and content of many financial statements of an entity; encompasses the conventions, standards and procedures that define accepted accounting principles at a particular time, including both broad guidelines and detailed practices and procedures
GO Transit		<ul style="list-style-type: none"> 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

Term	Acronym (if appl.)	Description
Goals		<ul style="list-style-type: none"> • Specific, well-defined objectives to be accomplished within specific time frames; should be in support of key business services; each goal should have at least one objective
Government Finance Officers Association	GFOA	<ul style="list-style-type: none"> • Professional association of state/provinces and local finance officers in the US and Canada dedicated to sound management of government financial resources
Grant		<ul style="list-style-type: none"> • Contribution from a level of government to support a particular function, service, or program
Grants & Subsidies		<ul style="list-style-type: none"> • Government grants, subsidies, and payments-in-lieu of taxes
Greater Toronto Airports Authority	GTAA	<ul style="list-style-type: none"> • Organization that operates Toronto Pearson International Airport
Greater Toronto Area	GTA	<ul style="list-style-type: none"> • Comprises the Municipality of Metropolitan Toronto and the four surrounding regional municipalities of Durham, Halton, Peel, and York; covers approximately 7,200 square kilometres and contains a total of 30 local-area municipalities
Greater Toronto Transit Authority	GTTA	<ul style="list-style-type: none"> • Organization that is responsible for developing a long-range, integrated transportation plan for local transit, GO Transit and major roads for the GTA
Gross Expenditures		<ul style="list-style-type: none"> • Total expenditures of the city prior to the netting of any external revenues and/or recoveries
Growth Project		<ul style="list-style-type: none"> • Capital project which, once constructed, will service new growth areas within the City; funded by development charges and developer contributions whenever possible
Harmonized Sales Tax	HST	<ul style="list-style-type: none"> • Consumption tax; federal goods and services tax (GST) and regional provincial sales tax (PST) have been combined into a single value added sales tax effective July 1, 2010; tax is currently at 13%
Headway		<ul style="list-style-type: none"> • Time interval between successive vehicles moving along the same route in the same direction
Healthy City Stewardship Centre	HCSC	<ul style="list-style-type: none"> • Aimed at bettering the health of the people of Mississauga; organizations from diverse sectors work together to foster the physical, social and environmental health of a community
Impervious Area		<ul style="list-style-type: none"> • total area of paved surfaces, building rooftops, compacted gravel, artificial turf, compacted soil stripped of vegetation and other surfaces on a property which are considered highly resistant to the infiltration of water
Infrastructure		<ul style="list-style-type: none"> • Basic installations and facilities necessary for the continuance and growth of the City, such as roads, parks, transportation and similar systems
Infrastructure Gap		<ul style="list-style-type: none"> • The difference between capital investment needs and past/current expenditures
Infrastructure Renewal Program (Stormwater)		<ul style="list-style-type: none"> • Comprised of the Transfers to Stormwater Capital Reserve Fund and Transfer to the Stormwater Pipe Reserve Budget Programs

Term	Acronym (if appl.)	Description
Infrastructure Stimulus Funding	ISF	<ul style="list-style-type: none"> 2009 program established as part of the federal government's "Canada's Economic Action Plan," providing \$4 billion to provincial, territorial, municipal, community and private sector construction-ready infrastructure projects (closed)
Integrated Court Offences Network	ICON	<ul style="list-style-type: none"> Province-wide computer system used in the administration of the Provincial Offences Act
Integrated Road Safety Program	IRSP	<ul style="list-style-type: none"> Program committed to reducing traffic injuries/fatalities and collisions
Intelligent Transportation System	ITS	<ul style="list-style-type: none"> Initiative to add information and communications technology to transport infrastructure and vehicles in order to reduce congestion
Interest Income		<ul style="list-style-type: none"> Revenue associated with the City's activities of investing cash balances
Investment Income		<ul style="list-style-type: none"> Interest received from investments
Labour Costs		<ul style="list-style-type: none"> Salary and wages for 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	<ul style="list-style-type: none"> All City Department Heads and the City Manager
Lean		<ul style="list-style-type: none"> Philosophy and methodology to maximize customer value and staff engagement while minimizing waste
Levy (Tax)		<ul style="list-style-type: none"> Represents the property and business taxation funding which must be raised by the taxpayers
Liabilities		<ul style="list-style-type: none"> Financial obligations of the City to others
Library Board		<ul style="list-style-type: none"> Mississauga Public Library Board; made up of citizens appointed by City Council for a four-year term
Licences & Permits		<ul style="list-style-type: none"> Revenue from the issuance of licences and permits
Light Emitting Diodes	LED	<ul style="list-style-type: none"> Electronic indicator light display that uses electricity in a much more efficient manner than standard light bulbs
Light Rapid Transit	LRT	<ul style="list-style-type: none"> Above-ground light rail line used for public transit
Limited Stop Service		<ul style="list-style-type: none"> Bus route with a limited number of stops, located mostly at major intersections, intended to reduce trip time

Term	Acronym (if appl.)	Description
Local Improvements		<ul style="list-style-type: none"> • <i>Local Improvement Act</i> authorizes municipalities to install services such as sewers, drains, water mains, street lighting, and sidewalks and to recover the costs from the benefiting landowners
Local Storm Sewers		<ul style="list-style-type: none"> • Storm sewer with an inside diameter equal to or less than 1500mm of a typical round shaped sewer that receives runoff from the surrounding tributary; can be shaped as elliptical or a box culvert subject to the above sizing criteria to an equivalent round shape
Loop		<ul style="list-style-type: none"> • Closed, continuous route, such as a circle or approximate rectangle
Low Impact Development	LID	<ul style="list-style-type: none"> • Stormwater management strategy that seeks to mitigate the impacts of increased runoff and stormwater pollution by managing runoff as close to its source as possible; minimize runoff and mimic natural or predevelopment hydrology through the processes of infiltration, evapotranspiration, harvesting, filtration and detention of stormwater; these practices can effectively remove nutrients, pathogens and metals from runoff, and reduce the volume and intensity of stormwater flows
Lower Tier Municipality		<ul style="list-style-type: none"> • Local municipality where there is another level of municipal government involved in providing services to residents
Materials & Supplies and Other Services		<ul style="list-style-type: none"> • 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
Metrolinx		<ul style="list-style-type: none"> • Agency of the Government of Ontario under the Metrolinx Act, 2006; created to improve the coordination and integration of all modes of transportation in the Greater Toronto and Hamilton Area
Ministry of Labour	MOL (Ontario)	<ul style="list-style-type: none"> • Ministry responsible for occupational health and safety, employment rights and responsibilities and labour relations
Mississauga Accessibility Design Handbook	MADH	<ul style="list-style-type: none"> • Booklet designed to make Mississauga buildings more accessible

Term	Acronym (if appl.)	Description
Mississauga Approval Xpress	MAX	<ul style="list-style-type: none"> • A system used to process building permit applications
Mississauga Transitway		<ul style="list-style-type: none"> • Dedicated bus rapid-transit corridor spanning Mississauga (west-east), shared by GO Transit and MiWay Services (formerly Bus Rapid Transit, or BRT)
MiWay		<ul style="list-style-type: none"> • Public transport agency serving Mississauga (branded name change of Mississauga Transit)
Modified Accrual Basis		<ul style="list-style-type: none"> • 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
Municipal Finance Officers' Association of Ontario	MFOA	<ul style="list-style-type: none"> • 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
Municipal Performance Measurement Program	MPMP	<ul style="list-style-type: none"> • Collects municipal services data on an annual basis as a part of the Financial Information Return
Municipal Property Assessment Corporation	MPAC	<ul style="list-style-type: none"> • Independent, not-for-profit corporation whose role is to accurately assess and classify all properties in Ontario in compliance with the <i>Assessment Act</i> and regulations set by the Government of Ontario
Net Budget		<ul style="list-style-type: none"> • Represents the total budget expenditures less total budgeted revenues; the budgeted amount required to be raised by city taxes
Net Cost		<ul style="list-style-type: none"> • Total expenditures less total revenues; the amount required to be raised by city taxes
Net Expenditures		<ul style="list-style-type: none"> • Expenditures of the City after any external revenues and/or recoveries are applied
Non-Departmental		<ul style="list-style-type: none"> • Refers to activities, revenues and expenditures that are not assigned to a specific department
Non-Growth Projects		<ul style="list-style-type: none"> • Capital projects for the replacement of existing infrastructure within the City; usually funded from tax-based sources
Objectives		<ul style="list-style-type: none"> • Linked directly to Program goals; specified, quantified, time-based statements of accomplishments or outcomes
Obligatory Reserve Funds		<ul style="list-style-type: none"> • Compulsory/binding reserve funds

Term	Acronym (if appl.)	Description
Occupancy Costs		<ul style="list-style-type: none"> • 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)
Official Plan		<ul style="list-style-type: none"> • Policy document which sets out the goals, objectives and direction for long-term growth and development in the City; required by the provincial Planning Act
Official Plan Amendment	OPA	<ul style="list-style-type: none"> • Document outlining amendments to the City's official plan; required where new zoning or land usage does not conform to the Official Plan
Off-Peak		<ul style="list-style-type: none"> • Non-rush periods of the day when travel activity is generally lower and less transit service is scheduled
Ontario Municipal Board	(OMB)	<ul style="list-style-type: none"> • Provincial board which provides an appeal forum for planning and assessment decisions made by the City
Ontario Municipal Employees Retirement System	(OMERS)	<ul style="list-style-type: none"> • Local government pension plan funded from employee and employer contributions
Operating Budget		<ul style="list-style-type: none"> • Budget for general revenues and expenditures such as salaries, utilities and supplies
Operating Expenditure		<ul style="list-style-type: none"> • goods or services that are consumable generally within the current fiscal year
Operating Program		<ul style="list-style-type: none"> • Provides funding to departments for short-term expenditures
Operator		<ul style="list-style-type: none"> • Person responsible for the safe operation of vehicle and adherence to schedule on the original key or run
Optical Transit Network	OTN	<ul style="list-style-type: none"> • Product designed to monitor, collect, analyze and manage public traffic and transportation
Parks and Recreation Ontario	PRO	<ul style="list-style-type: none"> • Non-profit association that advances the health, social and environmental benefits of quality recreation and parks through evidence-based practices, resources and collaborative partnerships
Pass		<ul style="list-style-type: none"> • Means of public transit fare prepayment; usually in the form of a card that may carry some identification displayed to the driver or conductor in lieu of paying a cash fare
Passenger(s)		<ul style="list-style-type: none"> • Person who travels on public transit vehicles and who is neither the driver nor a member of the vehicle crew

Term	Acronym (if appl.)	Description
Payment in Lieu of Taxes	PILT	<ul style="list-style-type: none"> • Set amount of funding paid for by hospitals, universities and colleges located in the municipality, to compensate for municipal services; rate established by province
Peak		<ul style="list-style-type: none"> • Period with the highest ridership during the entire service day, generally referring to either the peak hour or peak several hours (peak period)
Peak Flow		<ul style="list-style-type: none"> • Maximum instantaneous rate of flow of water at a particular point
Peak Flow Reduction		<ul style="list-style-type: none"> • Planning, design, construction, operation, maintenance and renewal of infrastructure to manage peak stormwater runoff rates to mitigate the potential and severity of flooding impacts on “downstream” property and persons • May also be referred to as Flood Control or Flood Relief
Pearson International Airport	PIA	<ul style="list-style-type: none"> • Canada’s largest airport, located in Mississauga
Performance Measurement		<ul style="list-style-type: none"> • 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
Place of Religious Assembly		<ul style="list-style-type: none"> • Specifically designed structure or consecrated space where individuals or a group of people perform acts of devotion or veneration; • Property recognized as such by MPAC
Pre-Authorized Tax Payment Program	PTP	<ul style="list-style-type: none"> • Automatically withdraws taxes from a customer’s bank account
PRESTO		<ul style="list-style-type: none"> • Cashless payment system for Transit within the GTA
Procurement / Purchasing Card	PCard	<ul style="list-style-type: none"> • Type of commercial card that allows staff to purchase goods and services that staff would otherwise purchase as a low value acquisition (LVA) and request reimbursement
Program		<ul style="list-style-type: none"> • Work of a department and each separate departmental function identified in the current budget; includes functional services provided in Non-Departmental
Property		<ul style="list-style-type: none"> • A parcel or multiple parcels as classified by the MPAC and assigned an Assessment Roll Number(s)
Provincial Offences Act	POA	<ul style="list-style-type: none"> • 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.
Public Sector Accounting Board	PSAB	<ul style="list-style-type: none"> • Independent accounting body with the authority to set accounting standards for the public sector
Ratepayers		<ul style="list-style-type: none"> • People who pay taxes to the municipal corporation

Term	Acronym (if appl.)	Description
Recreation & Park Fees		<ul style="list-style-type: none"> User fees collected for City-run parks and recreation services
Recreation Infrastructure Canada	RInC	<ul style="list-style-type: none"> 2009 program established as part of the federal government's "Canada's Economic Action Plan," providing \$500 million to support upgrading and renewal of recreational facilities in communities across Canada (closed)
Regulated Price Plan	RPP	<ul style="list-style-type: none"> Price that the Ontario Electricity Board has set per kWh that local electricity utilities charge for electricity use
Rehabilitation		<ul style="list-style-type: none"> Restoring of stormwater infrastructure to its former condition; may include general repairs to control device structures
Replacement Cost		<ul style="list-style-type: none"> Cost of replacing the original asset on the basis of current prices (cost); unrelated to the original asset cost
Requested Budget		<ul style="list-style-type: none"> Budget proposal recommended by city staff for the operating program
Reserve		<ul style="list-style-type: none"> Amount of revenue earmarked for a particular purpose; has no reference to any specific assets and therefore no investment income is attributed More detailed listing of the City's reserves and their purpose is contained in the Reserves and Reserve Funds Section
Reserve Fund		<ul style="list-style-type: none"> Similar to a reserve, but the money is set aside and 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 More detailed listing of the City's reserves and their purpose is contained in the Reserves and Reserve Funds Section
Revenue		<ul style="list-style-type: none"> Income received by the City for the fiscal year; includes tax revenues, user fees, transfers from reserves and interest income
Revenue to Cost ratio	R/C	<ul style="list-style-type: none"> Efficiency metric defined as expenses as a percentage of revenue
Revised Budget		<ul style="list-style-type: none"> Prior year's budget provided for comparison purposes; budget may be adjusted in accordance with the City's Budget By-law with no net impact to the city's overall cost
Schedule		<ul style="list-style-type: none"> List of all trip times to be performed on a given route
Schedule Adherence		<ul style="list-style-type: none"> On-time performance for all trips in the schedule
Scheduling		<ul style="list-style-type: none"> Planning of vehicle arrivals and departures and the operators of these vehicles to meet consumer demand along specified routes

Term	Acronym (if appl.)	Description
Service		<ul style="list-style-type: none"> Detailed account of key offerings that are associated with each program currently delivered by a division
Service Level		<ul style="list-style-type: none"> Measure of core service delivery of a system; goals are quantified and the service level gives the percentage to which those goals should be achieved
Service Life		<ul style="list-style-type: none"> Expected lifetime, or the acceptable period of use in service
Sign-Up		<ul style="list-style-type: none"> Process of selecting work assignments by operators before a new board period begins
Staff Development Costs		<ul style="list-style-type: none"> Cost of courses, conferences, membership fees, dues, and periodical subscriptions
Storm Sewer (Sewer, Pipe)		<ul style="list-style-type: none"> Hollow cylinder or tube for the conveyance of stormwater, ultimately discharging to Lake Ontario Underground box culvert may also be considered a storm sewer
Storm Sewer Lining		<ul style="list-style-type: none"> Rehabilitation process where a length of material is introduced to extend the life of the existing storm sewer and restore original performance qualities to the extent practical
Storm Sewer Use By-law		<ul style="list-style-type: none"> City by-law which regulates the discharge of matter to municipal and private storm sewer systems and protects water quality by preventing the discharge of harmful substances to stormwater infrastructure
Stormwater		<ul style="list-style-type: none"> That portion of liquid precipitation generated during rain storms or by snow and ice melt that does not naturally soak into the ground or evaporates
Stormwater Administration Costs		<ul style="list-style-type: none"> Provides for Region of Peel costs for stormwater charge billing and customer service support as well as any incremental costs for the City to administer the stormwater charge
Stormwater Billing Unit		<ul style="list-style-type: none"> Equivalent to the average total impervious area (267 m²) found on a detached single family property in Mississauga; each property is assigned a number of Stormwater Billing Units as the result of a stormwater charge assessment
Stormwater Charge		<ul style="list-style-type: none"> Fee assessed on developed properties with impervious areas within the City
Stormwater Drainage System		<ul style="list-style-type: none"> Various drainage works, including but not limited to inlets, conduits, energy dissipation structures, channels, outlets, retention/detention basins, and other structural components of this nature designed to manage (convey, withhold or divert) the flow of water at the surface and/or subsurface to a suitable outlet (component of Stormwater Management)
Stormwater Exemptions and Credits		<ul style="list-style-type: none"> Technical exemptions and credits which reduces the amount of stormwater revenue

Term	Acronym (if appl.)	Description
Stormwater Infrastructure		<ul style="list-style-type: none"> • Basic installations and facilities necessary for the continuance and growth of the City's stormwater system, including storm sewer pipes, stormwater management facilities and watercourses
Stormwater Management (SWM)		<ul style="list-style-type: none"> • Techniques, methods, and policies for control planning, maintenance, and regulation of stormwater runoff to reduce the potential for flooding and erosion, to ensure the safety of the public will not be threatened, and to achieve water quality and quantity objectives
Stormwater Management Facility		<ul style="list-style-type: none"> • Structure that stores stormwater runoff and is designed to eliminate subsequent surface discharges; effective in reducing downstream flooding because they do not allow discharge of stormwater runoff to downstream locations except in extreme flood events where the storage volume of the facility is exceeded; retention facilities can also be effective in reducing stormwater pollution since the pollutants contained in stormwater are not released downstream
Stormwater Rate		<ul style="list-style-type: none"> • Amount of money per billing unit charged over a prescribed period of time
Strategic Plan		<ul style="list-style-type: none"> • 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; starts with examining the present, envisioning the future, choosing how to get there and making it happen
Subsidy (Stormwater)		<ul style="list-style-type: none"> • Payment made by City Council on behalf of a property owner for the partial or complete cost of the stormwater charge assessed to that property.
Supplementary, Railway Rights of Way & Hydro Corridors Taxation		<ul style="list-style-type: none"> • 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		<ul style="list-style-type: none"> • Results from expenditures at year end being lower than budgeted and/or revenues being higher than budgeted
Tax Levy		<ul style="list-style-type: none"> • Total tax dollars assessed on property, calculated by multiplying the tax rate by the tax base • Can also refer to the tax rate itself
Tax Manager 2000	TXM 2000	<ul style="list-style-type: none"> • Municipal property tax computer system
Tax Penalties and Interest		<ul style="list-style-type: none"> • Revenue received from the penalty and interest charges on overdue taxes
Tax Rate		<ul style="list-style-type: none"> • Percentage of assessed property value; current value property assessment is multiplied by the tax rate to equal the amount of a taxpayer's property taxes

Term	Acronym (if appl.)	Description
Taxation		<ul style="list-style-type: none"> • Process by which a municipality raises money to fund its operation
Tax-Based Sources		<ul style="list-style-type: none"> • Funding sources generated through taxation; examples include tax-based reserve funds, internal or external debt; federal and provincial gas tax; includes funds generated by way of the current fund via the operating program
Total Cost or Gross Cost		<ul style="list-style-type: none"> • The actual cost to the corporation of all expenditures (prior to applying any revenues)
Traffic Safety Council	TSC	<ul style="list-style-type: none"> • Advisory committee of Council; makes recommendations designed and intended to protect students from the dangers of vehicular traffic
Traffic Signal Priority	TSP	<ul style="list-style-type: none"> • Equipment that provides traffic signal priority for transit vehicles
Transfer from Reserves		<ul style="list-style-type: none"> • 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		<ul style="list-style-type: none"> • City grants to outside agencies • Contributions to city reserves and reserve funds including the contribution to capital financing
Transit Revenues		<ul style="list-style-type: none"> • Income generated by transit fares
Transitway		<ul style="list-style-type: none"> • 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
Transportation Costs		<ul style="list-style-type: none"> • 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
Trunk Storm Sewers		<ul style="list-style-type: none"> • Storm sewer with an inside diameter greater than 1500mm of a typical round-shaped sewer that receives runoff from the surrounding tributary; local storm sewers can be shaped as elliptical or a box culvert subject to the above sizing criteria to an equivalent round shape
Trust Fund		<ul style="list-style-type: none"> • Funds raised or supplied for a particular purpose which cannot be used for any other purpose

Term	Acronym (if appl.)	Description
University of Toronto Mississauga	UTM	<ul style="list-style-type: none"> University of Toronto Mississauga is a campus of University of Toronto located in Mississauga
Upper-Tier Municipality		<ul style="list-style-type: none"> Counties and other upper-tier municipalities that do not tax directly but apportion their revenue requirements over their supporting municipalities Region of Peel is the upper level of a two-tier system of municipal government with three area municipalities – City of Mississauga, City of Brampton, and the Town of Caledon
User Fees, Rents, & Service Charges		<ul style="list-style-type: none"> Revenue from user fees on City services Rent received on city-owned property All service charges
Value for Money	VFM	<ul style="list-style-type: none"> Assurance that products and services that the City acquires and provides are strategically aligned to the City's vision; obtaining maximum benefit from the resources provided; receiving the most from the resources we use
Variance		<ul style="list-style-type: none"> The difference between budgeted and actual expenses or revenues
Veterans' Organization Property		<ul style="list-style-type: none"> Properties recognized by the City as being used and occupied by the three Mississauga Legion Clubs and the Army, Navy & Air Force Veterans' Club.
Water Quality		<ul style="list-style-type: none"> Measure of how suitable water is for a particular type of use (such as drinking and bathing) based on physical, chemical, and biological characteristics such as temperature, turbidity, mineral content, and the presence of bacteria
Water Quality Control		<ul style="list-style-type: none"> Planning, design, construction, operation, maintenance and renewal of infrastructure to remove suspended solids and other contaminants from stormwater, either actively or passively
Watercourse		<ul style="list-style-type: none"> Open channel, either natural or manmade or a combination thereof, which gathers or carries surface water with some degree of regularity
Watercourse Erosion Control		<ul style="list-style-type: none"> Measures employed to prevent or control the loosening and removal of soil from the bank and/or bed of a watercourse by running water; may include bank or bed protection, grading modifications, watercourse realignment and capacity improvements
Watershed		<ul style="list-style-type: none"> Topographically defined land area in which all stormwater runoff drains to the same point; separated from other watersheds by a divide
Windrow		<ul style="list-style-type: none"> Build up of material (e.g. leaves, snow) left at the bottom of a driveway, or along a curb



Stormwater

2017-2020 Business Plan
& 2017 Budget

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Executive Summary of Stormwater Business Plan

Mission: To be a leader in the delivery and management of a safe, functional stormwater system, and to plan, develop, construct, maintain and renew a stormwater system which protects property, infrastructure and the natural environment from erosion and flooding and enhances water quality.

This service is delivered with key support provided by:

- Engineering and Construction
- Parks and Forestry
- Region of Peel for stormwater charge billing purposes
- Transportation and Infrastructure Planning
- Works Operations and Maintenance

Interesting facts about this service:

- The City has over 2,100 kilometres of storm sewer pipes in its stormwater drainage system. If laid out end-to-end these pipes would connect the City of Mississauga to the territory of Nunavut
- The stormwater drainage system also includes over 51,000 catch basins, over 250 kilometres of ditches, 31 creeks and 62 stormwater management facilities across the City that help to collect, drain and clean the City's rain water runoff before it enters Lake Ontario
- At a 2017 replacement value of \$2.04 billion, the stormwater drainage system is the 2nd largest asset owned and operated by the City
- Our changing climate with more extreme weather events including more frequent, intense storms are placing significant stress on this service

Highlights of the Business Plan include:

- The dedicated stormwater charge funds the increasing stormwater management needs including infrastructure renewal and pressures as a result of flooding events
- An annual rate of \$102 per stormwater billing unit is proposed for 2017
- Further developing the service area and initiating the transition from an 'interim' to a 'sustainable' service level
- In 2017, the ongoing development of a comprehensive asset management plan will ensure the cost-effective management of all Stormwater infrastructure
- An enhanced residential Outreach and Education program will be launched in 2017 together with a Residential Home Visit Program
- Mitigation measures continue to be implemented for the Lisgar community to address basement water infiltration
- Cooksville Creek flood relief and improvement projects continue to move forward to implementation
- Federal and provincial infrastructure funds (Clean Water and Wastewater Fund) will support the Capital Budget

Net Investment (000's)	2017	2018	2019	2020
Operating	12,083	12,521	12,592	12,635
Capital	33,123	33,188	36,800	44,200
Full Time Equivalents	22.4	22.4	22.4	22.4

Focus of the Business Plan

The Business Plan for the Stormwater service area focuses on improving stormwater conveyance, quality and flow control targets to address the pressures of aging stormwater infrastructure and climate change resulting in greater frequency of extreme storm events.

The Stormwater service area was established as a standalone service area in 2016 with the introduction of the stormwater charge. The impetus for the stormwater charge was the need to increase the City's investment in its stormwater infrastructure and supporting programs with a fair and dedicated source of funding. During the development of the stormwater charge program it was recognized that the charge would initially be set at a point to provide an "interim" service level and that over time the charge would increase to attain a sustainable service level that would allow for all Stormwater program needs to be fully funded. The 2017-2020 Business Plan starts this transition from an interim to a sustainable service level.

The transition begins with the ongoing development of a comprehensive asset management plan to better manage all stormwater infrastructure. This plan will include the development of inventories and assessment programs for storm sewers and technology to manage all stormwater infrastructure effectively and efficiently. The addition of an Infrastructure Management System (IMS) Specialist in 2017 is crucial to the successful development of effective data management systems and to support asset management programming for stormwater pipes, ponds and watercourses. While this plan was initiated in 2016, it is a long-term strategy with a phased approach. Contribution to the storm pipe renewal reserve fund will also increase.

Other aspects of the Business Plan include the delivery of several key infrastructure projects. The Cooksville Creek flood remediation projects continue to move forward including several above and below-ground stormwater management facilities. Construction of the Cooksville Creek stormwater pond on the

north side of Matheson Boulevard West, between Hurontario Street and McLaughlin Road, will continue in 2017.

Several infrastructure projects and related initiatives to address basement water infiltration issues in the Lisgar community are included in the Stormwater capital program, based on the recommendations of the 2015 Lisgar District Basement Water Infiltration Investigation Summary Report. The prioritized action plan has commenced and will continue into 2017 with storm sewer lining, the installation of dewatering works for the utility trench and monitoring. These projects will be funded from property tax.



The stormwater asset management plan includes managing the City's storm sewer network effectively and efficiently

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

To be a leader in the delivery and management of a safe, functional stormwater system.

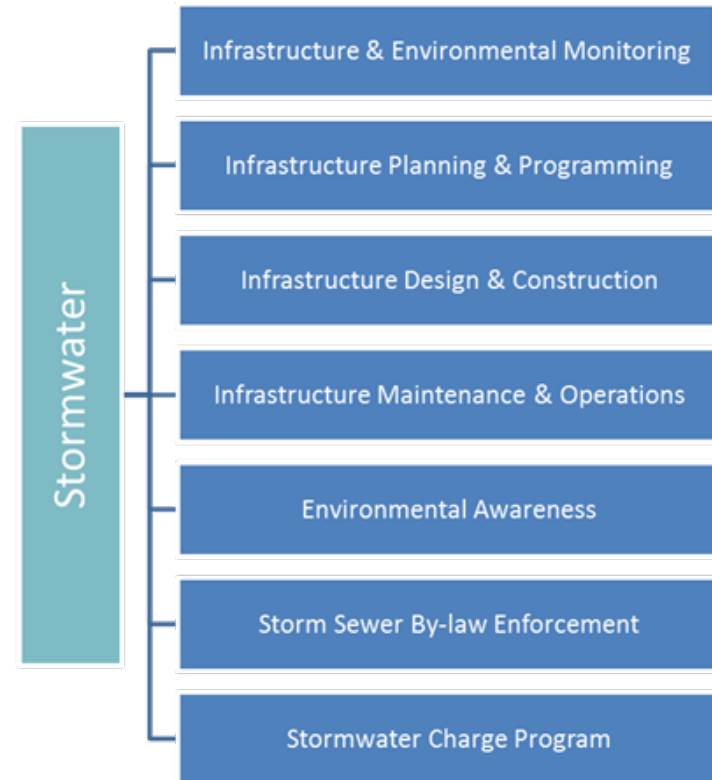
Mission

The Stormwater service area plans, develops, constructs, maintains and renews a stormwater system which protects property, infrastructure and the natural environment from erosion and flooding and enhances water quality.

Goals of Service

- Establish a sustainable service level for Stormwater through:
 - Development of a comprehensive asset management plan to better manage all stormwater infrastructure
 - Increased contribution to Pipe Renewal Reserve Fund
 - Enhanced Storm Sewer By-law enforcement
- Delivery of flood relief, mitigation measures and improvement projects

Service Delivery Model



Achieving our Goals

As the City faces the increasing pressures of aging infrastructure and climate change, the need to protect property, infrastructure and the natural environment from erosion and flooding and enhance water quality is essential for the Stormwater service area. The following is a list of accomplishments made over the past year (2016):

Stormwater Charge Program

- Successfully implemented the Stormwater Charge with an effective date of January 1, 2016
- Responded to over 1,000 phone and e-mail inquiries regarding the Stormwater Charge Program
- Processed and approved over 150 technical exemptions and credit applications
- Undertook a review of Stormwater Residential Programs which included hosting two workshops that were attended by approximately 200 residents
- Introduced new Stormwater Charge subsidy programs for low income seniors and persons with disabilities as well as for properties that are a working farm

Stormwater Management Facilities

- Continued construction of the Cooksville Creek stormwater pond located on the north side of Matheson Boulevard West and between Hurontario Street and McLaughlin Road
- Initiated the retrofit of the Collegeway stormwater pond to provide water quality control
- Completed design of Low Impact Development (LID) bioretention feature on Alpha Mills Road

Storm Sewers

- Completed replacement of the Cooksville Creek trunk storm sewer along Elm Drive
- Initiated the storm sewer lining mitigation measures in the Lisgar community

Creek Erosion Control and Flood Relief Projects

- Initiated flood protection works along Cooksville Creek behind the homes on Rhonda Valley
- Completed watercourse maintenance at several sites along Cooksville; Little Etobicoke and Levi Creeks

Outreach and Education

- Improved online resources related to the Municipal stormwater system and the Stormwater Charge
- Engaged residents at over 80 outreach and education events to inform the public on the Stormwater Charge and to provide environmental awareness

Storm Sewer By-law Enforcement

- Investigated nearly 80 requests related to spills, sanitary cross connections and enforcement of the Storm Sewer By-law

Awards and Recognition

The Stormwater service area has received recognition and been the recipient of the following awards over the past year:

- Friends of the Credit Award - Central Parkway Low Impact Development (LID) rain garden installation
- Ontario Public Works Association (OPWA) Technical Innovation Award - Lisgar Basement Water Infiltration Investigation
- 2015 National Co-op Employer of the Year, University of Guelph – Environmental Services Section
- Canadian Association of Municipal Administrators (CAMA) Environment Award – Stormwater Charge Program
- Stormwater Charge Program Team – winner of City Manager's Award of Excellence, nominated for six other Corporate Awards



The Environmental Services Section award for 2015 National Co-op Employer of the Year – University of Guelph



Central Parkway Rain Garden shown before installation (top) and after (bottom)

Existing Services and Trends

The Stormwater service area provides the following services annually:

Infrastructure Planning and Programming

- Regular inspections and condition assessments of stormwater infrastructure assets (e.g. watercourses and stormwater facilities)
- Timely completion of district, watershed or City-wide studies to inform infrastructure needs to support growth and maintain expected levels of service
- Annual development of the 10-year Capital Plan for infrastructure investments

Infrastructure Maintenance and Operations

- Regular inspections and maintenance of stormwater infrastructure assets (e.g. catch basins, ditches and storm sewer outfalls)

Infrastructure Design and Construction

- Timely delivery of stormwater capital projects

Environmental Monitoring

- Management of the City's rain gauge network
- Water quality monitoring

Stormwater and Environmental Awareness

- Delivery of outreach and education programs for residents
- Development and maintenance of the online and print resources for stormwater and environmental awareness

Storm Sewer By-law Enforcement

- Investigation of inquiries, spills and sanitary cross connections and enforcement of By-law

Stormwater Charge Program

- Administration of the Stormwater Charge and processing of technical exemptions and credit applications

Several trends are putting pressure on our ability to deliver the above services such as aging infrastructure, greater frequency of extreme storm events and the need for additional resources to support asset management, public outreach, Storm Sewer By-law enforcement and the delivery of infrastructure projects.



*Flooding of rail underpass during an extreme storm event
(source: Credit Valley Conservation)*

The 2017-2020 Business Plan Outlook

Planning for the Future

The Stormwater service area is planning for the future by recognizing the pressures and challenges ahead resulting from aging stormwater infrastructure and greater frequency of extreme storm events.

The basis of the stormwater charge was realizing the need to increase the City's investment in its stormwater infrastructure and supporting programs. During the development of the stormwater charge program it was recognized that the charge would initially be set at an "interim" service level and that over time the charge would increase to attain a sustainable service level, that would allow for all stormwater program needs to be fully funded. The 2017-2020 Business Plan starts this transition from an interim to a sustainable service level.

The transition includes the ongoing development of a comprehensive asset management plan to better manage and renew all stormwater infrastructure assets. This will include the development of inventories and assessment programs for storm sewers and technology to manage all stormwater infrastructure effectively and efficiently. The addition of an Infrastructure Management System (IMS) Specialist in 2017 is crucial to the successful development of effective data management systems and to support asset management programming for stormwater pipes, ponds and watercourses.

In addition, increased contribution to the storm pipe renewal reserve fund is proposed to allow for large storm sewer replacement projects to be undertaken, as necessary, in future years.

Maintaining and Improving Our Infrastructure

To maintain stormwater infrastructure now and in the future, the 2017-2020 Stormwater Business Plan proposes new initiatives and additional resources for the development of a storm pipe asset management plan, enhancement of existing asset management plans and integration of all storm assets into a comprehensive system, increased investment in capital and pipe reserves and enhanced enforcement of the Storm Sewer by-law.

Optimizing the Use of Technology

As the Stormwater service area develops, optimizing the use of technology will provide an opportunity to realize efficiencies and cost savings in the delivery of our services through:

- Implementation of an infrastructure management system to support inventories and condition assessments for all stormwater assets
- New technologies or tools for field data collection that enhance our ability to proactively identify issues and prioritize work accordingly
- Application of innovative engineering products and technologies (e.g. sewer lining, soil cells bank stabilization and green infrastructure)
- Enhanced asset management practices allowing for improved coordination between road and storm sewer rehabilitation programs

Linkages to the City's Strategic Plan

connect - completing our neighbourhoods

"Build and Maintain Infrastructure – to deliver infrastructure in a sustainable way."

- The ongoing development of a comprehensive asset management plan will ensure the cost-effective management of all stormwater infrastructure
- Implementation of Cooksville Creek flood relief and improvement projects, including stormwater management facilities
- Implementation of mitigation measures for the Lisgar community to address basement water infiltration

green - living green

"Conserve, Enhance and Connect Natural Environments – to be responsible stewards of the land by conserving, enhancing and connecting natural environments."

- Development of an enhanced residential Outreach and Education program with a Residential Home Visit Program
- Completion of Low Impact Development (LID) projects such as the Central Parkway Rain Garden that mimic natural processes and improve water quality to the receiving drainage system
- Initiation of the Collegeway stormwater pond retrofit to provide water quality control to Loyalist Creek

Engaging Our Residents

The Stormwater service area has introduced a Residential Outreach and Education Program with the following goals:

- Educate homeowners about stormwater, how the City manages stormwater, the relationship between private property and the municipal stormwater management system, and the stormwater charge
- Educate homeowners on stormwater best management practices for their properties
- Direct homeowners to education and/or incentive programs offered by other levels of government, local conservation authorities, public agencies and not-for-profit organizations

The program focuses on providing information that helps homeowners understand how their properties drain, common issues that can put homes at risk of flooding, and actions that can be taken to reduce flooding risks and benefit the environment. Such actions include disconnecting downspouts, clearing debris from eaves troughs, choosing environmentally friendly alternatives to fertilizers, pesticides and winter salt, using native groundcover and plant species, improving lot grading conditions, proper disposal of pet waste, introducing permeable paving materials, rain gardens and rain barrels, tree planting and other best practices.

Face-to-face interactions, training and demonstrations are key features of the outreach program. Other channels may include direct mail, online information including illustrations and videos, brochures, flyers, displays, billboards and outreach events.

At the core of the program is a comprehensive website (www.mississauga.ca/stormwater), featuring links to stormwater incentives and programs offered by local partners such as Credit Valley Conservation, Toronto and Region Conservation Authority and the Region of Peel.

Engaging our residents and future generations is an integral part of the Stormwater service area. In 2016, staff attended over 80 events and workshops to discuss the Stormwater Charge with residents and promote environmental awareness. The 2017-2020 Business Plan expands our engagement with residents through:

- Implementation of an enhanced Residential Stormwater Outreach and Education Program
- Implementation of a Residential Stormwater Home Visit Service for a two year trial period
- Continued development and expansion of online support (e.g. social media) and website information



Stormwater information booth at community outreach and education event

Stormwater Budget & Financial Overview

2017 Stormwater Rate and Future Adjustments

The Stormwater service area, like other service areas in the City, depends on safe and reliable infrastructure to operate successfully. While some of Mississauga's stormwater infrastructure is relatively new, many of the assets are aging and require significant maintenance or renewal and therefore require dedicated funding to maintain a state of good repair. In addition, assets that were built many years ago, such as storm sewer pipes, are approaching the end of their service life and will require replacement in the near future. With increased frequency of extreme storm events, the need to invest in our infrastructure to ensure we have a resilient stormwater system is more apparent than ever. This investment in our stormwater infrastructure will provide for properly funded maintenance and capital improvement programming, to mitigate flooding, enhance water quality and allow the Stormwater service area to continue to provide safe and reliable infrastructure moving forward.

To determine the stormwater rate, service levels and operating/capital needs are set to reflect infrastructure priorities, inflationary pressure and reserve fund contributions needed now to plan for funding challenges foreseen with replacing costly assets (e.g. pipes) in the future. Furthermore, service level changes and the resulting stormwater rate increase reflects a balance between fiscal responsibility and resident expectations.

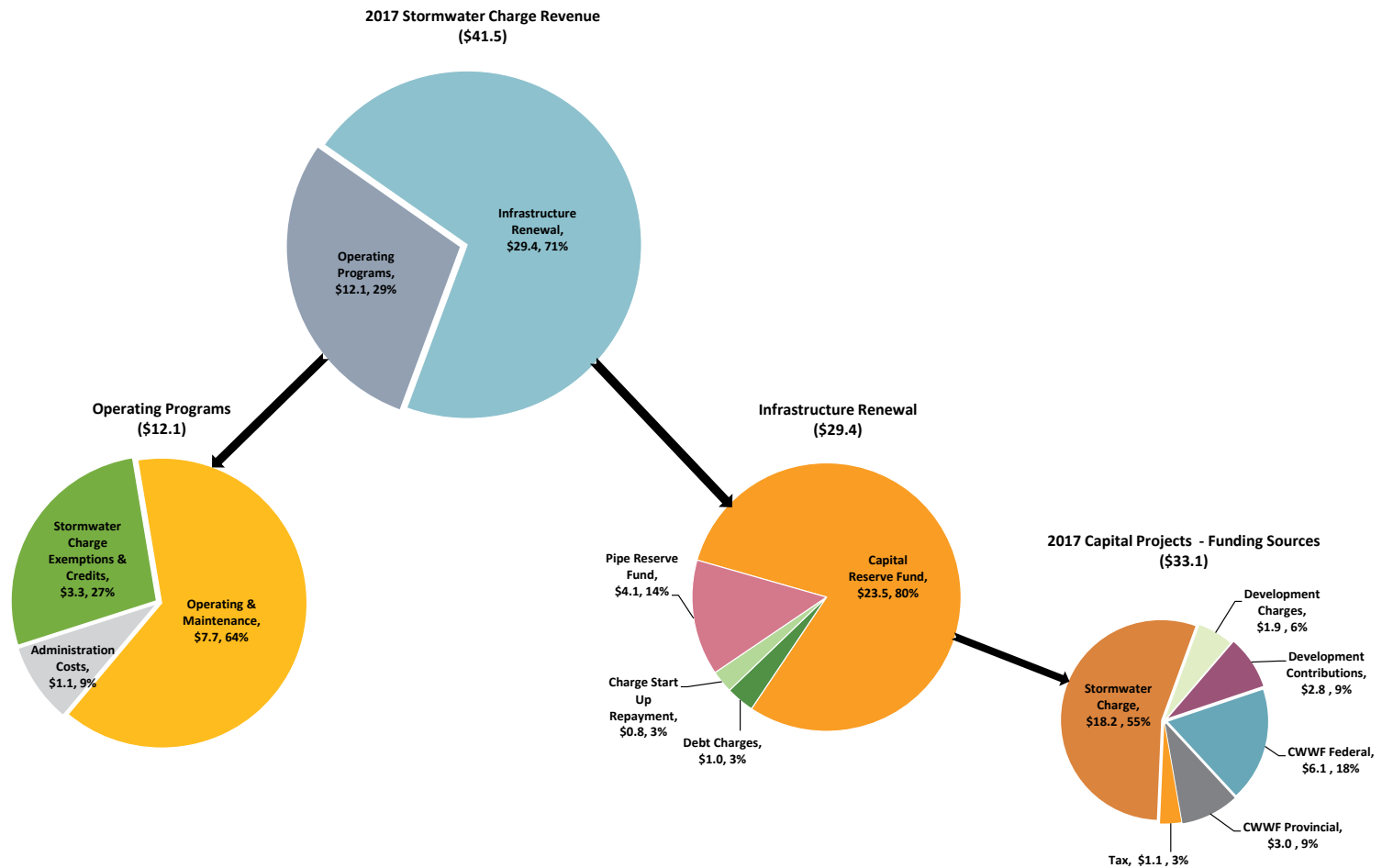
The stormwater rate is established on an annual basis, during the budget approval process, through a fees and charges by-law subject to Council approval. An increase to the stormwater rate, from the initial 2016 rate that funded an interim level of service, will allow future stormwater capital and operational needs to be addressed. An annual rate of \$102.00 per stormwater billing unit is proposed for 2017. The table below forecasts future adjustments to the stormwater rate to account for inflation and increased investment into the program to approach a sustainable level of service.

	2016	2017	2018	2019	2020
Stormwater Rate (per billing unit)	\$100	\$102	\$104	\$106	\$108

To learn more about the stormwater charge please visit:
www.stormwatercharge.ca

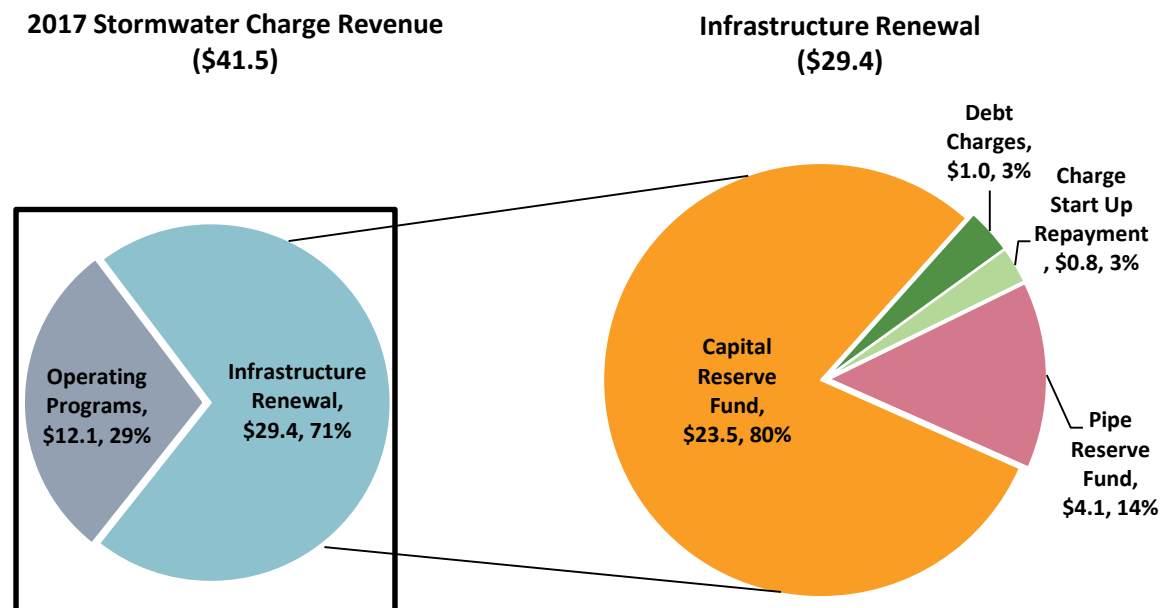
Distribution of Stormwater Charge Revenue (\$ Millions)

The pie charts below provide an overview of Stormwater Charge Revenue segregated by the Operating and Infrastructure Renewal Programs for 2017. Furthermore, the 2017 Capital Budget is distributed by funding source.



Note: Numbers may not balance due to rounding.

The following pie charts provide an overview of Stormwater Charge Revenue segregated by Infrastructure Renewal Programs for 2017.



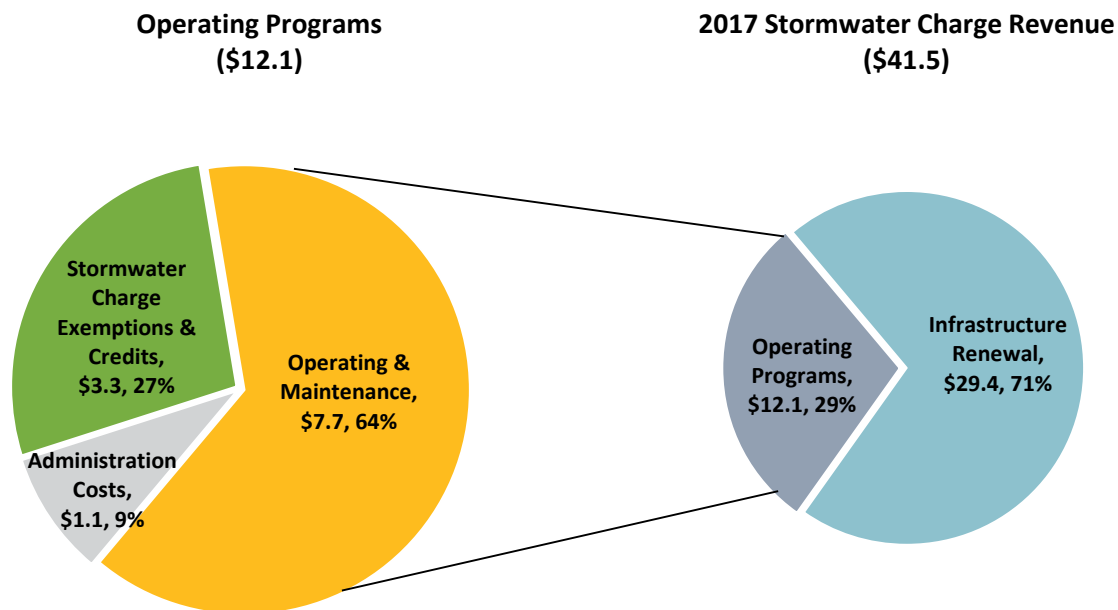
Note: Numbers may not balance due to rounding.

Description of Stormwater Infrastructure Renewal Allocations

Infrastructure Renewal – 71 per cent of the total stormwater revenue is to be allocated for infrastructure renewal items as follows:

- (i) Capital Reserve Fund (\$23.5 million)
- (ii) Debt charges associated with the financing of capital projects from previous years (\$1 million)
- (iii) Repayment to the tax base for investment in the stormwater charge start-up costs (\$0.8 million)
- (iv) Stormwater Pipe Reserve Fund for future pipe replacement needs (\$4.1 million)

The following pie charts provide an overview of Stormwater Charge Revenue segregated by Operating Programs for 2017.



Note: Numbers may not balance due to rounding.

Description of Stormwater Operating Programs:

Operations and Maintenance – Provides for the city-wide direct and allocated costs associated with providing the stormwater service. Examples include watercourse maintenance, catch basin cleaning, storm sewer inspection and repair and enhanced residential outreach and education program (\$7.7 million).

Administration Costs – Provides for Region of Peel costs for stormwater charge billing and customer service support as well as costs for the City to administer the stormwater charge (\$1.1 million).

Stormwater Charge Exemptions and Credits – Provides for credits and technical exemptions to recognize properties with stormwater management best practices or which drain directly to Lake Ontario or an adjacent municipality (\$3.3 million).

Proposed Budget Changes Excluding New Initiatives and New Revenues

The following table provides detailed highlights of Stormwater budget changes from 2016 to 2017 by major cost and revenue category. It provides an overview of the 2017 Budget.

Description	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
Labour and Benefits	3,604	4,092	488	Increase reflects labour adjustments and other fringe benefit changes
Contractor & Professional Services	4,098	3,803	(295)	Decrease of \$364 for Region of Peel costs for customer service post stormwater charge implementation with the remainder increase for storm sewer repairs and catchbasin cleaning
Transportation, Equipment Costs & Maintenance	526	546	20	
One Call Program	207	160	(47)	Reduction in fees for OneCall centralized program
Materials, Supplies & Other Services	72	92	20	
Occupancy & City Costs	101	50	(52)	
Transfers To Reserves	600	100	(500)	Decrease due to \$500 one time provision setup for Stormwater Reserve Contingency in 2016
Stormwater Charge Exemptions & Credits	3,300	3,300	0	
Other Revenues	(165)	(170)	(5)	
Total Operating Programs	12,343	11,973	(370)	
Infrastructure Renewal	19,891	28,453	8,562	\$7,562 increase funding for capital projects \$1,000 increase transfers to the Stormwater Pipe Reserve Fund
Debt	812	1,010	198	Increase in debt repayment associated with the construction of a stormwater pond
Total Infrastructure Renewal	20,703	29,463	8,760	
Stormwater Revenue Accrual	7,254		(7,254)	2016 Stormwater Charges that were billed in 2017
Total	40,300	41,436	1,136	

Note: Numbers may not balance due to rounding.

Proposed Budget by Program

The following table identifies the budgeted and forecasted Stormwater Charge revenue for 2017-2020, as well as the 2016 Budget, allocated by program within the Service Area.

Description	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Expenditures to Deliver Current Services					
Operations and Maintenance	7,671	7,597	7,940	7,969	7,999
Administration Costs	1,234	1,076	1,084	1,092	1,100
Stormwater Charge Exemptions & Credits	3,300	3,300	3,300	3,300	3,300
New Initiatives	138	110	197	231	235
Total Operating Programs	12,343	12,083	12,521	12,592	12,635
Capital Reserve Fund Contributions	16,791	24,353	23,885	23,674	23,510
Pipe Reserve Fund Contributions	3,100	4,100	5,100	6,100	7,100
Debt Charges	812	1,010	1,000	990	978
Total Infrastructure Renewal	20,703	29,463	29,985	30,764	31,588
Stormwater Revenue Accrual	7,254				
Stormwater Program	40,300	41,546	42,506	43,356	44,223

Note: Numbers may not balance due to rounding.

Provisions for infrastructure renewal (e.g. transfers to pipe reserve fund) have been increased in keeping with the transition to a sustainable funding model. Moderate increases have also been included for operating expenses associated with maintaining service levels and enhancing stormwater asset management planning.

2017 Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2017-2020 Business Plan.

It will identify changes in costs and revenues associated with the:

- Operations and Maintenance
- Administration

The proposed 2017-2020 Business Plan and 2017 Budget provides a balance between financial pressures and meeting the service demands of the community.

Maintaining Current Service Levels

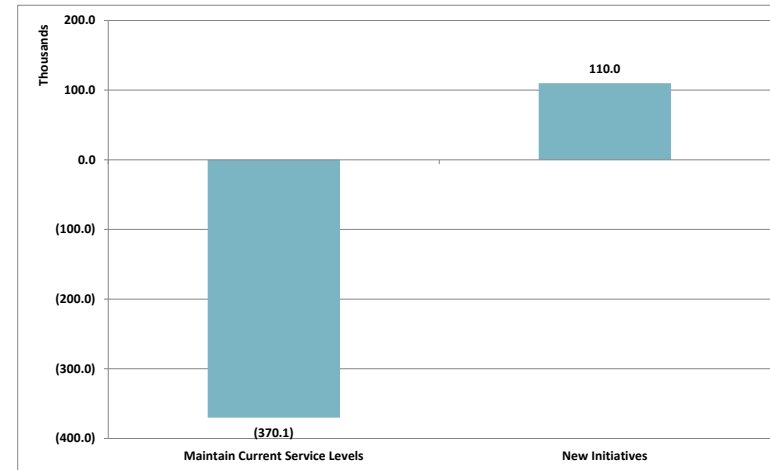
The City aims to keep cost increases needed to maintain current service levels, in line with inflation. Each year, City staff identifies efficiencies and streamline processes through continuous improvement while maintaining service levels and managing additional costs associated with administering the Stormwater Charge. In 2017, savings of \$370,000 will be realized in comparison to 2016, in part due to the completion of the Stormwater Charge implementation initiative.

New Initiatives

Proposals for new initiatives in 2017 are described in the following section and in Appendix 1. In this budget, proposed 2017 initiatives support the *Connect – Maintain Infrastructure* pillar of Mississauga’s Strategic Plan and are primarily focused on delivering the stormwater infrastructure asset management program.

The sections below outline the areas which impact the proposed 2017 operating budget.

Proposed Changes to 2017 Net Operating Budget by Category (\$000's)



The Operating Budget is presented in two different components:

- The cost to maintain current service levels
- The cost to implement new initiatives

Total Changes to Maintain Current Service Levels

The following table provides the total cost (\$12 million) to maintain current service levels for the Stormwater service area which is a net operating budget decrease of \$0.3 million over the 2016 Budget.

Increases to the 2017 proposed budget include:

- \$0.2 million increase resulting from the shift in recovery of labour costs from the Stormwater Charge implementation project to the operating budget
- \$0.3 million in operating increases, including cleaning and repair budgets for sewers, ditches and culverts, and rain gauge network costs

Decreases to the 2017 proposed budget include:

- \$0.5 million savings realized as no additional contribution to the Stormwater Contingency is required in 2017
- \$0.3 million savings associated with the expected decrease in Region of Peel costs related to the administration of the Stormwater Charge

Category	Changes to 2017 budget from 2016 (\$000's)
2016 Base Budget	12,343
Operating Decreases:	
Region of Peel Costs for billing and customer service	(364)
Contribution to Stormwater Reserve Contingency	(500)
Operating Increases:	
Increased rain gauge network costs	15
Increased catchbasin and inlet/outlet cleaning costs	20
Increased watercourse maintenance costs	50
Increased ditch, culvert and headwall maintenance costs	19
Decrease in labour recovery post stormwater charge implementation	227
Other Increases	163
Total Changes to Maintain Current Service Levels	11,973
New Initiatives	110
Total 2017 Operating Budget	12,083

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 in Appendix 1.

Description	BR #	2017 FTE Impact	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2017 to 2020 FTE Impact	2017 to 2020 Capital (\$000's)
New Initiative								
Asset Management Plan for Stormwater Infrastructure	2500	1.0	110	112	113	115	1.0	0
Enhanced Storm Sewer By-law Enforcement	2525	0.0	0	85	118	120	1.0	0
Total New Initiatives		1.0	110	197	231	235	2.0	0

Note: Numbers may not balance due to rounding.

Asset Management Plan for Stormwater Infrastructure

With a 2017 replacement value of \$2.04 billion, the City's storm drainage infrastructure is the second largest asset owned and operated by the City and asset management is crucial to programming maintenance and capital improvements to prevent costly repairs and potential system failures.

As a result, the preparation of a comprehensive asset management plan to manage all stormwater infrastructure that was initiated in 2016 will continue in 2017. This will include the development of inventories and assessment programs for storm sewers and technology to manage stormwater infrastructure effectively and efficiently. The addition of an Infrastructure Management System (IMS) Specialist in 2017 is crucial to the successful development of effective data management systems and to support asset management programming for stormwater pipes, ponds and watercourses. While this plan was initiated in 2016, it is a long-term strategy with a phased approach.

Enhanced Storm Sewer By-law Enforcement

The City's stormwater system allows for rain water and snowmelt to drain into our watercourses and to Lake Ontario. However, any contaminants such as oils, grease, paint and other toxic discharges which are accidentally or deliberately released into the stormwater system will also be conveyed to our watercourses and Lake Ontario, impacting the quality of our water resources and our source of drinking water. Therefore, it is imperative that we do what we can to prevent the discharge of contaminants to our stormwater system, through enhanced enforcement of the Storm Sewer by-law, to protect the quality of our water resources, including Lake Ontario, and the integrity of our stormwater drainage system.

Staff will design and implement an enhanced Storm Sewer By-law Enforcement Program to proactively identify problem areas and issues and apply the appropriate tools to address them. Specific objectives include: investigation and response to complaints initiated within 24 hours; monitoring of sites at the appropriate frequency; investigation and correction of potential cross-connections; regular updating of the City's Oil and Grit Separator (OGS) database; regular inspection and maintenance of all OGS units; successful implementation and maintenance of pollution prevention plans (PPP's).

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2016	2017	2018	2019	2020
Administration	3.0	3.0	2.0	2.0	2.0
Planning & Operations	18.4	19.4	20.4	20.4	20.4
Total Service Distribution	21.4	22.4	22.4	22.4	22.4

Note: These FTEs are directly funded by the Stormwater Program.

Note: Numbers may not balance due to rounding.

Staffing changes for 2017

- Total of 22.4 full time equivalents (FTEs):
 - An increase of one permanent FTE represents the Infrastructure Management System (IMS) Specialist to assist in the development of the comprehensive asset management program (BR 2500)

Staffing changes for 2018

- No net change in total FTEs:
 - One contract position that supports the Stormwater Charge ends in 2017
 - An increase of one permanent FTE for a Storm Sewer By-law Enforcement Coordinator (BR 2525)

Capital Program & Financing Overview

Infrastructure

The City of Mississauga is committed to providing quality stormwater services through safe, reliable infrastructure. **Build and Maintain Infrastructure** is a key strategic goal in the City of Mississauga's Strategic Plan as well as a top priority of the City's Business Plan. These principles are key concepts underlying the stormwater charge. When the charge was initially approved at \$100 per stormwater billing unit, it was based on the "interim" funding level. It was anticipated that funding available would increase in the future to respond to increasing infrastructure requirements.

At the core of the City's need to achieve a sustainable stormwater business model is the need to implement sound asset management practices involving:

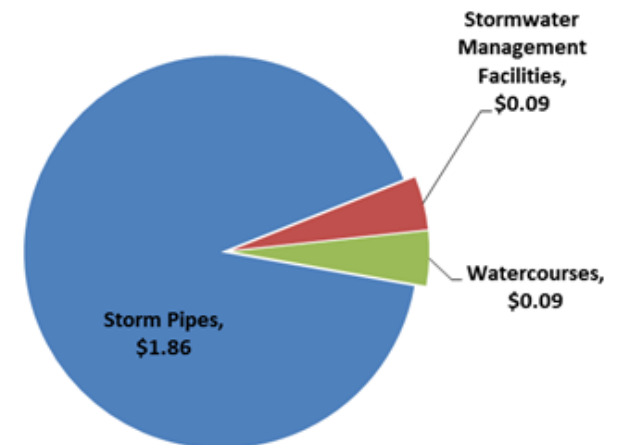
- An inventory of Municipally-owned assets
- Monitoring and reporting of infrastructure condition
- Preparing appropriate asset renewal and maintenance programs
- Developing financial strategies to effectively manage those programs over the lifecycle of stormwater infrastructure

As previously mentioned, the 2017 Stormwater capital budget includes a new initiative to improve asset management practices as they pertain to storm pipes and all stormwater assets. Budget Request 2500, an *Asset Management Plan for Stormwater Infrastructure*, is proposed to improve inventory data, monitoring, capital and maintenance planning and the financing of storm sewer infrastructure with the development of an asset management system.

Repairing and rehabilitating aging stormwater infrastructure requires an increased focus on the funding needed to renew the City's long-term assets. As such, enhanced infrastructure funding strategies and mechanisms are being developed to assist the City in addressing these challenges.

A critical part of the City's stormwater charge is the need to provide adequate and sustainable funding for the renewal of the storm pipes, in addition to stormwater management ponds and watercourse erosion control.

**Stormwater Infrastructure 2017 Replacement Costs
(\$2.04 billion)**



Capital Infrastructure Gap

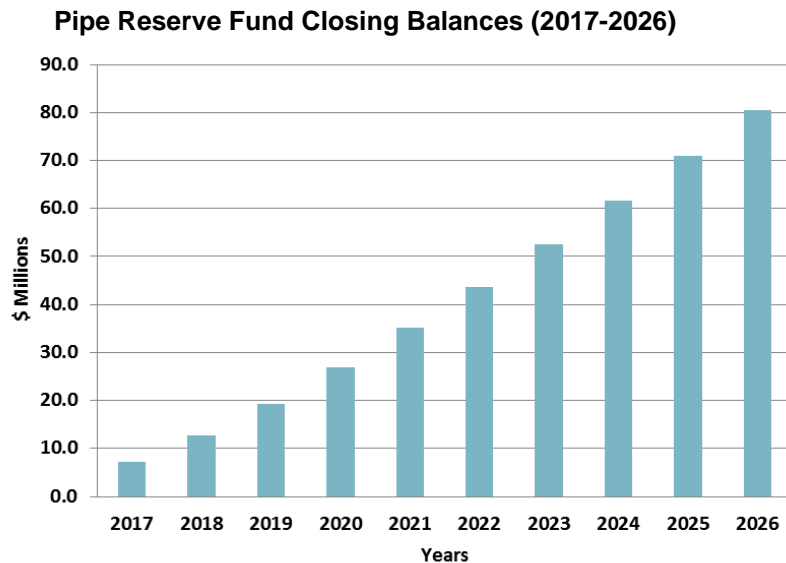
The stormwater charge includes a provision of \$4.1 million in 2017 for future pipe replacement needs. This budget assumes it will increase to an annual provision of \$7.1 million over the next four years, starting in 2020.

The following chart reflects the projected annual closing balances of the Stormwater Pipe Reserve Fund, with a balance of \$80.6 million in 2026.

Work is underway to assess the condition of storm sewers, program any future repair and rehabilitation needs and identify funding pressures. The resources required to continue this work and deliver a comprehensive asset management plan are included in this budget. This body of work will provide more accurate information to determine the appropriate level of annual funding required to fund the Pipe Reserve Fund moving forward.



Renewal of storm sewers is a major focus of the Business Plan



Corroded metal storm sewers require replacement

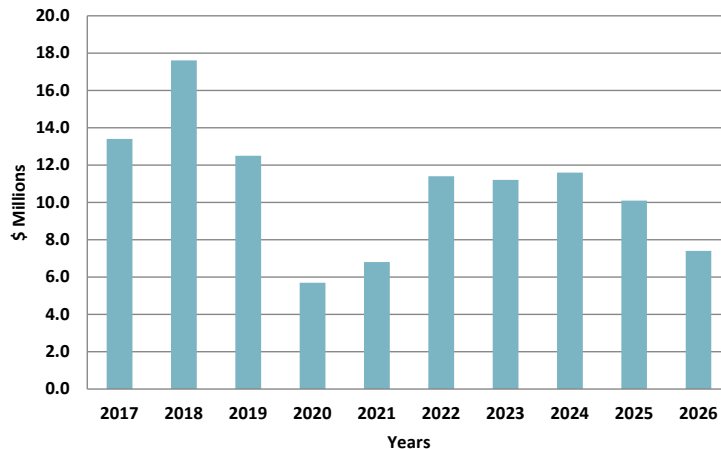
Capital Program Funding

In addition to the funding required for the City's pipe infrastructure, the Stormwater service area must address present and future needs that include stormwater ponds, flood relief, watercourse erosion control and drainage studies.

Revenues from the 2017 stormwater charge will be \$41.5 million and are estimated to increase to \$44.2 million by 2020. As shown in the chart below, the charge is expected to fund the Stormwater Capital Reserve Fund. The closing balances for the Reserve Fund will range between \$5.7 million and \$17.6 million over the 10-year period. Careful planning will ensure that capital priorities will be funded throughout the forecast to 2026, with a positive balance remaining in the reserve fund.

Maintaining adequate balances will allow flexibility to address infrastructure needs that arise as the City moves to implement the asset management plan, recommendations from future studies and to fund projects which are currently unfunded.

Stormwater Capital Reserve Fund Balance (2017-2026)

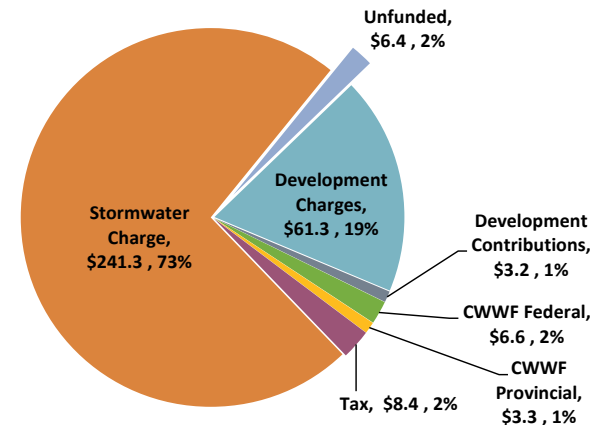


2017-2026 Total Gross Capital Requests

The following chart shows the total gross proposed 10-year capital program for 2017-2026. The unfunded amount of \$6.4 million is related to a project forecasted in 2026 dealing with the retrofit of a stormwater outfall to provide water quality treatment. This project was identified in the 2014 Development Charges Background Study Stormwater Component as growth-related and eligible for 100 per cent funding from the Development Charges Reserve Fund. Given the decreasing amount of development charges revenue to be collected by the City over the next several years, the available funding for projects such as this will be reduced, applying funding pressures on the Stormwater program.

2017-2026 Total Gross Capital Requests \$330.5 million

(Funded Capital Requests \$324.1 million)



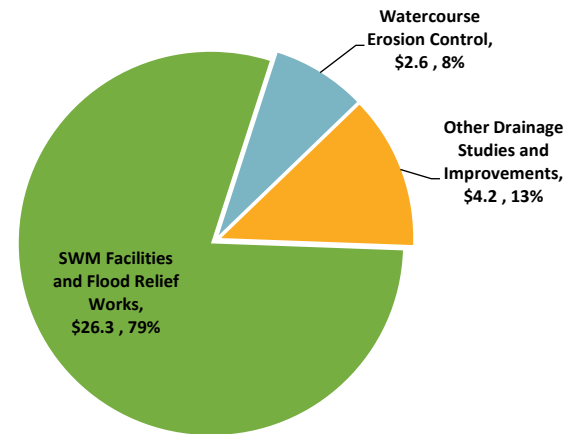
Additional funding sources, other than the Stormwater Charge, for 2017-2026 include:

- Development Charges used to fund projects required due to growth
- Development Contributions used for stormwater drainage improvements
- Property Tax based funding
- Federal and Provincial infrastructure funding (Clean Water and Wastewater Fund)

2017 Capital Budget

The proposed 2017 Gross Capital budget is \$33.1 million. The allocation by major program is shown below. Stormwater Management (SWM) facilities and flood relief works comprise the majority of projects at \$26.3 million or 79 per cent and the combination of erosion control and other drainage studies follow with \$6.8 million or 21 per cent of the total funding.

Proposed 2017 Capital Budget by Program \$33.1 Million



Highlights of the 2017 proposed capital program are as follows:

The Stormwater Charge enables full funding and an increased delivery of the stormwater capital program. Cooksville Creek flood relief projects and storm sewer improvement initiatives are the focus of 2017.

Stormwater management facility projects in 2017 include progressing with the design of facilities recommended in the **Cooksville Creek Flood Mitigation Master Plan EA** along with rehabilitation projects to improve water quality. This includes the continuation of construction of the **Cooksville Creek**

stormwater facility located north of Matheson Boulevard West (\$5.8 million) and planning for construction of a new **Cooksville Creek stormwater facility near Eglinton Avenue and Kennedy Road, Eastgate Park** (\$6.4 million). Further, **dredging and rehabilitation of existing stormwater management facilities** in several watersheds (\$2.4 million) will occur based on their priority for sediment removal.

Several watercourse erosion control and maintenance projects will be undertaken in 2017 most notably construction on **Cooksville Creek from Mississauga Valley Boulevard to Central Parkway** (\$1.5 million).

As part of establishing a comprehensive asset management plan for stormwater infrastructure, the design and construction for the **rehabilitation of corrugated metal pipe trunk sewers** will be prioritized and programmed upon completion of the conditions assessment in 2016.

Research and development of a **Storm Sewer Asset Management System** (\$0.6 million) will also commence in 2017.

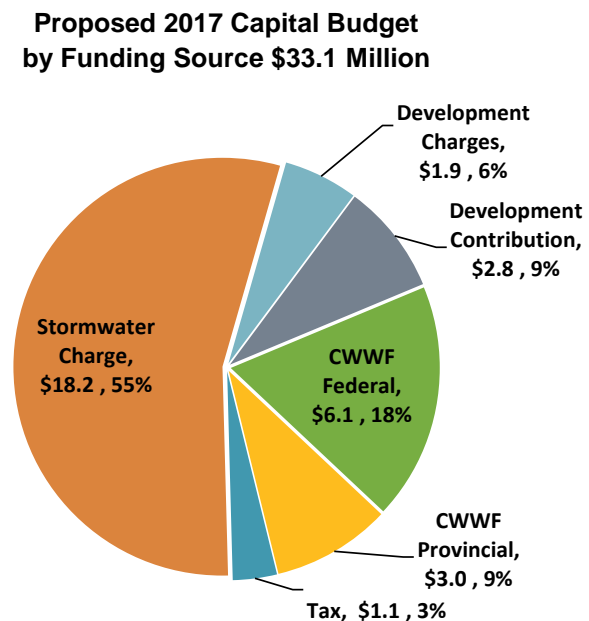
Improvement **projects to address basement water infiltration in the Lisgar community** will continue in 2017 with Phase 2 of design and construction of storm sewer lining, dewatering of the utility trench and monitoring activities (\$2 million). High priority projects that began in the Black Walnut Trail area continue to progress.



Construction of the Cooksville Creek stormwater facility located north of Matheson Boulevard West will continue into 2017

The following chart shows the funding sources for the 2017 Capital Budget.

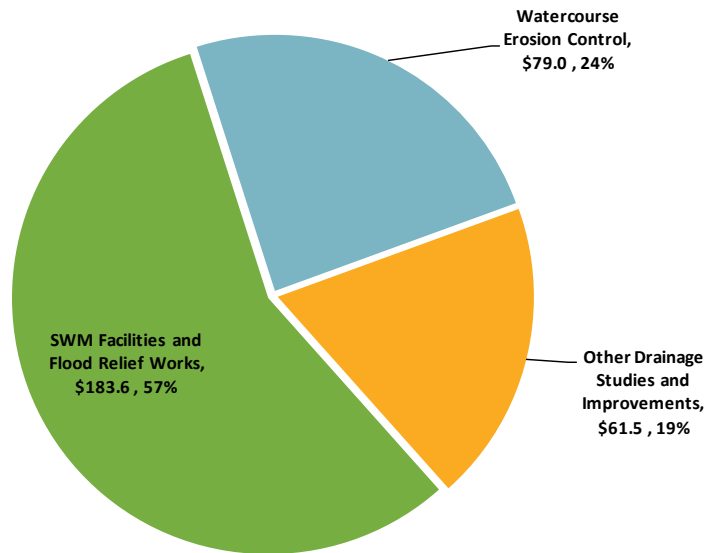
Nearly 55 per cent of the 2017 Capital Budget is financed from the stormwater charge. This is followed by \$6.1 million or 18 per cent of funding from Clean Water and Wastewater Fund (CWWF) Federal and \$3 million or nine per cent will be funded from CWWF Provincial (CWWF projects are included in this budget subject to approval and funding from the federal and provincial governments).



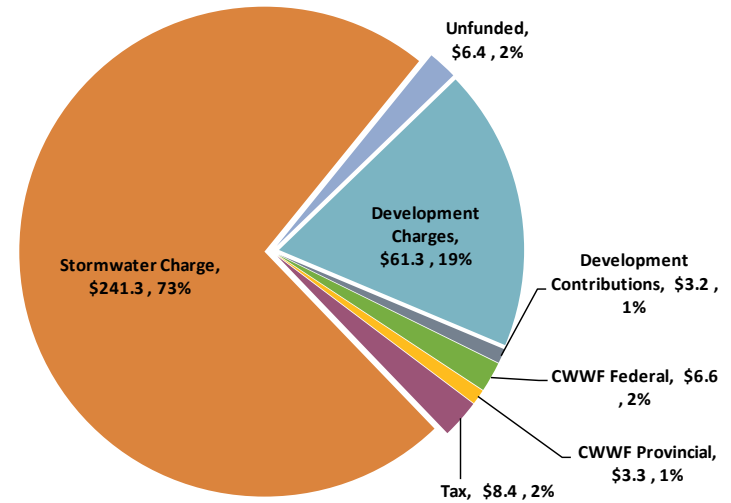
2017-2026 Capital Budget Forecast

The 10-year Capital Budget provides for investments in the City's stormwater infrastructure to maintain it in a state of good repair and in the development or improvement of infrastructure required to adequately manage the City's stormwater. The 10-year capital budget totals \$324.1 million which is primarily allocated to stormwater management facilities and flood relief works. The following charts show the forecasted 10-year capital program and the source of funding for this program.

Proposed 2017-2026 Capital Budget by Program \$324.1 Million



Proposed 2017-2026 Capital Budget by Funding Source \$324.1 Million



Highlights of the 2018-2026 Capital Budget are as follows:

- \$81.6 million for land acquisition, design and construction of Cooksville Creek stormwater management facilities to mitigate flood risk
- \$76.4 million for watercourse erosion control projects including design and construction
- \$18.8 million for new stormwater management facilities identified in the 2014 Development Charges Study to support development within the Ninth Line corridor
- \$17.8 million for renewal of trunk and local storm sewers
- \$11.5 million for inspections and assessments of storm sewers
- \$9.1 million for implementation of mitigation measures to address basement infiltration issues in the Lisgar community
- \$4.1 million in 2018 for crossing improvements to Applewood Creek at QEW
- \$3.6 million in 2018 to rehabilitate and dredge accumulated sediment from stormwater management facilities
- \$2.3 million for new projects that incorporate LID design techniques into roadways
- \$720,000 in 2018 for the Port Credit and Lakeview Master Drainage Plans
- \$250,000 in 2021 for the Mary Fix Creek Flood Evaluation Study



Watercourse erosion control projects that ensure public safety while protecting property and infrastructure are a key component of the 2018-2026 Capital Budget forecast

Performance Measures

A Balanced Scorecard identifies and measures key areas of an organization's performance: Asset Management, 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.

With the Stormwater service being segregated from the former Roads, Storm Drainage and Watercourses service area in 2016, applicable performance measures will be considered as the service area matures. In the interim, several key indicators relevant to the Stormwater service are provided.

Asset Management

The replacement cost of stormwater infrastructure is a measure that highlights the present value of the future renewal of all the City's storm sewers, stormwater management facilities and creek works. This measure is an indicator of the financial pressures the City will face to maintain service levels as its stormwater infrastructure ages into the future.

Average service life remaining of stormwater infrastructure is a measure that highlights the need for the ultimate replacement of stormwater assets.

Customer Measures

Citizen satisfaction is a measure that indicates how satisfied residents are with the Stormwater service area. As this is a newly established service area this type of performance measurement data is not available at this time.

Beginning in 2016, data from outreach activities, such as the number of events, number of interactions with the public and number of storm drains painted as part of the 'Yellow Fish Road' program, have been collected and is displayed in the Scorecard.

The Stormwater service area will be initiating an enhanced Residential Outreach & Education program in 2017.

Employee Measures

The Employee engagement survey has not been conducted since the implementation of the Stormwater Charge and creation of a separate service area for Stormwater. As a result, no performance measures are available at this time.

Business Process Measures

The stormwater rate per billing unit is a measure of how the stormwater program costs are shared by properties in Mississauga and collected through the Stormwater Charge. These revenues will be exclusively utilized to fund stormwater capital, operations and maintenance, stormwater pipe reinvestment and administration costs.

The resolution of Requests for Review and review of Credit applications, within their respective service levels, demonstrates performance as it relates to administering the Stormwater Charge effectively.

Balanced Scorecard

Measures for Stormwater		2013 (Actual)	2014 (Actual)	2015 (Actual)	2016 (Plan)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)
Asset Management:									
Replacement cost of stormwater infrastructure (\$ billions) ¹	<i>Storm Pipes</i>	1.68	1.73	1.77	1.82	1.86	1.91	1.96	2.01
	<i>Stormwater Management Facilities</i>	0.08	0.08	0.09	0.09	0.09	0.09	0.09	0.10
	<i>Watercourses</i>	0.07	0.07	0.08	0.08	0.09	0.09	0.10	0.10
	TOTAL REPLACEMENT COST	1.83	1.89	1.94	1.99	2.04	2.09	2.15	2.20
Average service life remaining of stormwater infrastructure (years)	<i>Storm Pipes</i>	66.2	65.2	64.2	63.2	62.2	61.2	60.2	59.2
	<i>Stormwater Management Facilities</i>	20.7	19.7	18.7	17.7	16.7	15.7	14.7	13.7
	<i>Watercourses</i>	21.0	20.0	19.0	18.0	17.0	16.0	15.0	14.0
	AVERAGE SERVICE LIFE	36.0	35.0	34.0	33.0	32.0	31.0	30.0	29.0
Customer:									
Number of stormwater outreach & education events ²	--	--	--	83	100	100	100	100	100
Number of interactions/participants at stormwater outreach & education events ³	--	--	--	3585	4300	4515	4741	4978	4978
Number of painted storm drains at Yellow Fish Road events ⁴	158	116	318	429	450	450	450	450	450
Employees:									
No data available at this time	--	--	--	--	--	--	--	--	--
Internal Business Process:									
Stormwater Rate (per billing unit)	--	--	--	\$100	\$102	\$104	\$106	\$108	\$108
Stormwater Charge - Requests for Review resolved within 60-day service level	--	--	--	90%	95%	95%	95%	95%	95%
Stormwater Charge - Credit Applications reviewed within 30-day service level	--	--	--	82%	85%	90%	90%	90%	90%

¹ Replacement costs updated for 2015; forecasted values based on average year-to-year percent increase.

² Number of outreach events (Community Events, Information Booths, Yellow Fish Road, etc.) completed/scheduled in 2016. Forecasted increase resulting from Enhanced Outreach & Education Program.

³ Number of interactions/participants at events projected to year-end. Forecasted increase due increasing number of events and new methods of interaction (e.g. social media).

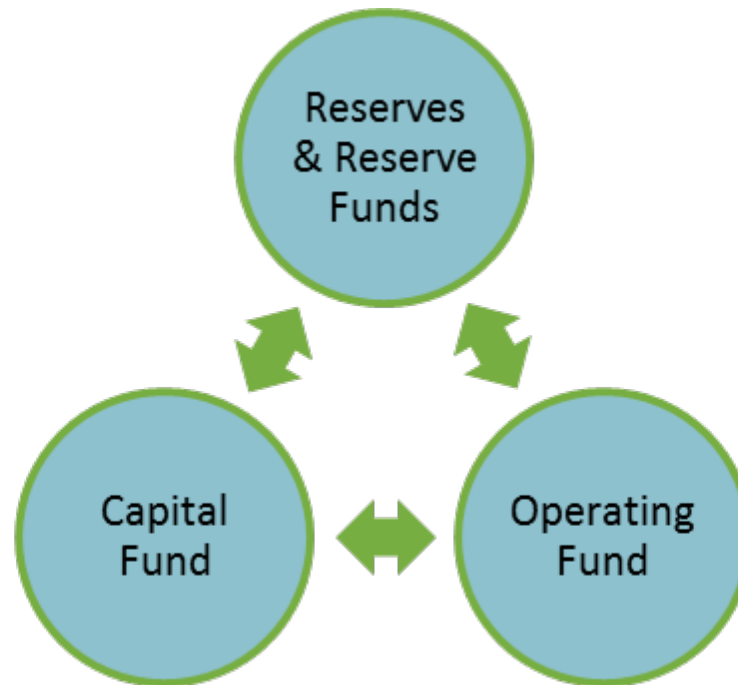
⁴ Number of storm drains painted during Yellow Fish Road events projected to year-end. Minor overall increase forecasted.

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Reserves and Reserve Funds

Reserves and Reserve Funds are established by Council to assist with long term financial stability and financial planning. These funds are set aside to help offset future capital needs, obligations, pressures and costs. They are drawn upon to finance specific purpose capital and operating expenditures as designated by Council, to minimize stormwater charge fluctuations due to unanticipated expenditures and revenue shortfalls, and to fund ongoing projects and programs.

The following chart shows the relationship between the different funds:



Existing Core Services

Reserves

The Stormwater Reserve for Contingency is funded entirely from the Stormwater Operating Budget. If needed, these funds will offset any unanticipated fluctuations in revenue or expenses which occur during the year. Also, it will provide for costs associated with the implementation of the new Regional water billing system.

Reserve Funds

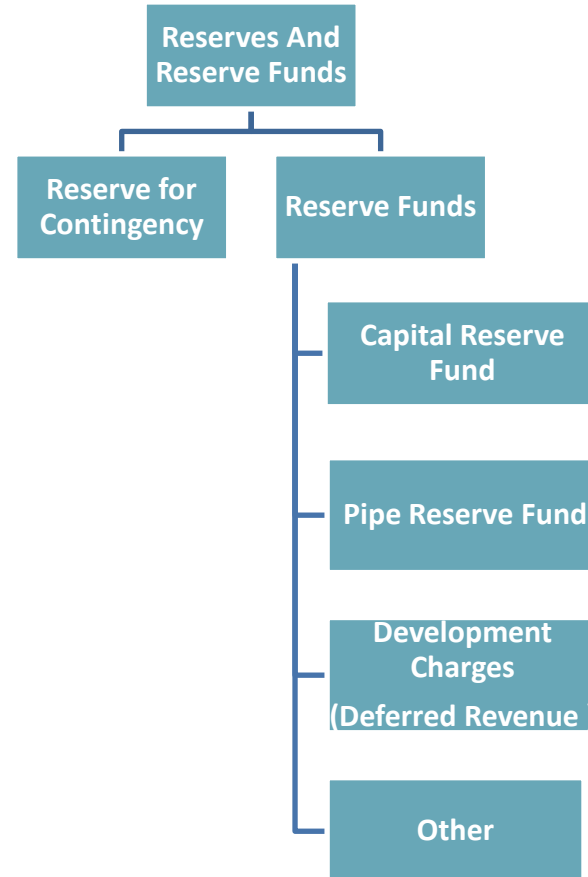
Reserve Funds are segregated, restricted and provide for capital emplacements.

The Stormwater **Capital Reserve Fund** will provide funding for infrastructure needs related to ponds and erosion control along waterways. The Stormwater **Pipe Reserve Fund** provides for the renewal of the City's pipe infrastructure.

The **Development Charges Reserve Fund** accumulates funds collected under the City's Development Charges By-law as permitted under the *Development Charges Act, 1997* and funds growth related projects. These funds are obligatory in nature and reported as deferred revenue on the City's Financial Statements.

Additional Reserve Funds included in this Section are:

- Developer Contributions
- Lot levies
- General Municipal Development
- Excess Debt



Forecast Change

The following table provides a summary of the projected 2017 Reserve and Reserve Funds as compared to 2016. Detailed descriptions of each Reserve and Reserve Fund can be found at the end of this section.

Reserve and Reserve Funds Summary

2017 Operating and Capital Reserve Funds	2016 Projected Balance (\$000's)	2017 Projected Balance (\$000's)	Change (\$000's)	% Change
Reserve for Contingency	600	700	100	17%
Capital Reserve Fund	7,935	13,363	5,428	68%
Pipe Reserve Fund	3,182	7,380	4,198	132%
Deferred Fund (Development Charges)	29,382	31,351	1,969	7%
Other Reserve Funds	22,911	20,897	(2,014)	(9%)
Total	64,010	73,692	9,682	15%

Note: Numbers may not add due to rounding.

Transfers to Stormwater Reserve and Reserve Funds:

The 2017 Stormwater Operating Program recommends transfer to the Reserve and Reserve Funds totalling \$28.7 million as follows:

- \$23.5 million to Stormwater Capital Reserve Fund
- \$4.1 million to the Stormwater Pipe Reserve Fund
- \$0.1 million to the Stormwater Reserve for Contingency which will provide for potential costs associated with the Region of Peel's billing system

Transfers from Reserve Funds:

The 2017 Stormwater Capital Program recommends transfer from the Reserves and Reserve Funds to capital totalling \$22.7 million as follows:

- \$18.2 million from the Stormwater Capital Reserve Fund
- \$2.6 million from the Developer Contributions – Stormwater Drainage
- \$1.9 million from the Development Charges Reserve Fund

Continuity Schedule of Stormwater Reserve and Reserve Funds

Reserves and Reserve Funds	Projected Balance Dec 31, 2016	2017 Projected Contributions	2017 Projected Expenditures	2017 Projected External Sources	2017 Projected Interest	Projected Balance Dec 31, 2017
Total Stormwater Operating Reserve						
Reserve for Contingency	600	100	0	0	0	700
Total Stormwater Operating Reserve	600	100	0	0	0	700
Total Storm Water						
Capital Reserve Fund	7,935	23,533	-18,173	0	68	13,363
Pipe Reserve Fund	3,182	4,100	0	0	98	7,380
Total Storm Water	11,117	27,633	-18,173	0	166	20,743
Total Deferred Funded						
Development Charges Reserve Fund	29,382	0	-1,897	3,400	466	31,351
Total Deferred Funded	29,382	0	-1,897	3,400	466	31,351
Total Other Funded						
Excess Debt Financing	504	0	0	0	14	518
Developer Contributions Reserve Fund	2,976	0	-2,580	0	11	407
General Mun. Dev. Reserve Fund-Lot Levy	19,431	0	0	0	541	19,973
Total Other Funded	22,911	0	-2,580	0	566	20,897
Total Non-Tax Supported Reserve Funds	64,010	27,733	-22,650	3,400	1,199	73,692

Note: Numbers may not add due to rounding.

10 Year Forecast Schedule

The following tables summarize the Stormwater Capital Reserve Fund opening balances, contributions, withdrawals, allocation to projects and closing balance. It is based on committed funds in 2016 dollars for the 2017 to 2026 capital forecast.

Stormwater Capital Reserve Fund

	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)	2026 (\$000's)	2017-2026 Total (\$000's)
Opening Balance	7,935	13,363	17,648	12,494	5,688	6,817	11,365	11,180	11,648	10,069	7,935
Infrastructure Contribution	23,533	23,065	22,844	23,510	24,300	24,300	24,300	24,300	24,300	24,300	238,752
Interest Income (Charge)	68	207	63	(164)	218	363	357	372	322	236	2,041
Total Available Balance	31,536	36,635	40,554	35,840	30,206	31,480	36,022	35,852	36,269	34,605	248,728
Allocation to Projects	18,173	18,988	28,060	30,152	23,388	20,115	24,842	24,204	26,200	27,218	241,341
Closing Balance	13,363	17,648	12,494	5,688	6,817	11,365	11,180	11,648	10,069	7,387	7,387

Note: Numbers may not add due to rounding.

This reserve fund is used to fund stormwater infrastructure capital repair and replacement costs as well as investments required to ensure that the infrastructure continues to operate effectively especially in light of recent large rain storms (i.e. climate change). The infrastructure contribution will be fully funded from the stormwater charge and fund \$241 million in projects over the 10 year period. The annual stormwater charge will be \$102 per billable unit in 2017, and will need to increase to maintain the proposed capital spending included in this plan.

The closing balances range between approximately \$6 and \$18 million. The target for the closing balance is approximately \$24 million which equates to an annual average project funding over the 10 years.

Stormwater Pipe Reserve Fund

The following tables summarize the new Stormwater Pipe Reserve Fund. It reflects the opening balances, contributions, interest earnings and closing balances. No projects are currently planned for the pipe infrastructure which will change with the completion of the City's asset management plan initiative.

This reserve fund will be used to fund the eventual replacement of the City's stormwater pipe network. The estimated replacement cost of the pipe inventory is \$1.9 billion. In the 2012 Stormwater Financing Study, the sustainable level of recommended funding was \$16 million annually. With annual contributions in 2017 of \$4.1 million and increasing to \$7.1 million, the annual stormwater charge, at \$102 per billable unit in 2017, will need to increase to maintain the proposed capital spending included in this plan.

The estimated closing balance at the end of the 10 year period is \$80.6 million with \$65 million from contributions and \$12.4 million from interest.

	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)	2026 (\$000's)	2017-2026 Total (\$000's)
Opening Balance	3,182	7,380	12,718	19,254	27,008	35,233	43,729	52,506	61,572	70,937	3,182
Infrastructure Contribution	4,100	5,100	6,100	7,100	7,100	7,100	7,100	7,100	7,100	7,100	65,000
Interest Income (Charge)	98	237	436	654	1,125	1,396	1,677	1,966	2,265	2,574	12,429
Closing Balance	7,380	12,718	19,254	27,008	35,233	43,729	52,506	61,572	70,937	80,611	80,611

Note: Numbers may not add due to rounding.

Stormwater Development Charges – Stormwater Management

The following tables summarize the Stormwater Development Charges – Stormwater Management Reserve Fund opening balance, contributions, withdrawals, allocation to projects and closing balance. It is based on committed funds in 2016 dollars for the 2017 to 2026 capital forecast.

In keeping with the City Development charges policy, Development Charges revenues and costs are closely monitored. Projects in the medium and longer term will be re-evaluated as part of the annual budget process.

	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)	2026 (\$000's)	2017-2026 Total (\$000's)
Opening Balance	29,382	31,351	26,298	22,382	14,469	9,468	8,775	2,894	5,026	6,799	29,382
Development Revenue	3,400	3,426	3,486	3,513	3,540	2,787	2,802	2,817	2,832	2,832	31,435
Interest Income (Charge)	466	456	498	322	210	195	64	112	151	44	2,518
Total Available Balance	33,248	35,233	30,282	26,217	18,220	12,450	11,641	5,822	8,009	9,675	63,336
Allocation Projects	1,897	8,934	7,900	11,748	8,752	3,675	8,748	796	1,210	7,678	61,338
Closing Balance	31,351	26,298	22,382	14,469	9,468	8,775	2,894	5,026	6,799	1,997	1,997

Note: Numbers may not add due to rounding.

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Appendices

Appendix 1 – Listing of Budget Requests

Budget Request #: 2500

Proposed Initiative	Department	Service Area
Asset Management Plan for Stormwater Infrastructure	Transportation & Works Department	Stormwater

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019
Gross Expenditures	110.0	111.5	113.1
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	110.0	111.5	113.1
* Net Change in \$		1.6	1.6
FTEs	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

With a 2016 replacement value of \$1.99 billion, the City's stormwater drainage infrastructure is the second largest asset owned and operated by the City. The development of an asset management plan, supported by the resources required to design, implement and maintain an asset inventory database system, is crucial to facilitate the programming of maintenance and capital improvement needs for this important infrastructure to prevent costlier repairs and potential system failures in the future.

Details of Service Change

This updated request identifies the need for a new resource in 2017 to support the design, implementation and maintenance of an asset data management system, in support of the asset management plan, for the City's stormwater pipe infrastructure. This resource will also provide much needed support to the coordinators of the other asset database systems within the Stormwater Service Area, including those associated with the stormwater charge assessment data, the watercourse management program and the stormwater management facilities. A goal of the Stormwater Service Area is to develop, implement and maintain the inventories and assessment programs for all Municipal stormwater infrastructure in a comprehensive and consistent manner.

The requested resource is an Infrastructure Management System (IMS) Specialist. Starting in 2017, this position will initially focus on providing support to the Storm Drainage Asset Coordinator with business process mapping, data management needs analysis, and the design, testing and implementation of the IT data management system for the stormwater pipe asset information. The position will then shift its focus to supporting the development of reports and on-going maintenance and improvements to the system. The position will provide similar support for the data management system recently developed and implemented in-house to support the stormwater charge - a critically important data set for the residents and businesses of Mississauga.

Service Impact

With this asset management plan, the City is moving away from a cursory review of its storm sewer infrastructure by deploying a more rigorous inventory and assessment program along with the necessary technology to ensure that the City does so as effectively and efficiently as possible. This program will improve the City's ability to manage and maintain its storm sewer assets and support decision-making for future infrastructure investments. The requested resource will provide specialized support to the asset coordinators within the program to ensure the design of the data management system for these assets will be robust and meet the business needs for effective asset management. The long term integrity of the stormwater charge assessment database will also rely on specialized support provided by this resource.

This resource will represent an operating pressure of \$114,000 in 2017.

Proposed Initiative	Department	Service Area
Enhanced Storm Sewer By-law Enforcement	Transportation & Works Department	Stormwater

Required Annual Operating Investment

Impacts (\$000s)	2017	2018	2019
Gross Expenditures	0.0	85.4	118.4
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	85.4	118.4
* Net Change in \$		85.4	33.0
FTEs	0.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The percentage of the Environmental Engineering Technologist's time devoted to Storm By-law activities has dropped from 50 per cent to 30 per cent, due to increasing development application review pressures. At the same time, the need for additional resources allocated to enforcement activities has continued to increase. Effective enforcement of the Storm By-law requires dedicated staff that can focus on the protection of our water resources and stormwater drainage system.

Details of Service Change

A new FTE is proposed for 2018, to be dedicated to Storm By-law enforcement. The objective is to provide an enhanced level of service for the enforcement of the City's Storm By-law and protect the quality of our water resources and our stormwater drainage system. Dedicated staff will be able to provide not only a prompt response to complaints, but will be able to design and implement a Storm By-law Program to proactively identify problem areas and apply the appropriate tools to address them. Specific objectives include: complaints are investigated and appropriate action initiated within 24 hours; sites requiring monitoring are monitored at the appropriate frequency; potential cross-connections are investigated in a timely manner and proven cross-connections are rectified; the City's Oil and Grit Separator (OGS) database is kept up to date and all OGS units are properly inspected and maintained as required; sites that would benefit from a pollution prevention plan are requested to prepare a plan and, once accepted by the City, the plan is successfully implemented and maintained; sites that undertake a Pollution Prevention Plan as part of the Stormwater Credit program will have their reports reviewed and their implementation inspected in a timely manner; and problem areas are proactively identified, specific contaminants are tracked to their source and appropriate actions are taken to achieve compliance. Details on the work plan for this position will be developed in 2017.

Service Impact

This resource, a Storm By-law Enforcement Coordinator, will represent an operating budget increase of \$85,000 starting in April, 2018. Without this resource, it is anticipated that response times to investigate complaints and cross-connections will not meet expected levels of service, and adequate protection for our stormwater drainage system from illicit discharges may not be provided. Furthermore, we will not be in a position to respond to any increased expectations on the part of residents with respect to water quality issues related to the implementation of the Stormwater Charge or to review and inspect any pollution prevention plans submitted under the Stormwater Credit Program. In the absence of a demonstrated commitment to the protection of our water resources, the City may be put at some risk of litigation and loss of reputation in the eyes of residents, environmental organizations and the media.

Appendix 2 – Proposed Operating Budgets

Program Description	2016 Budget		2017 Budget		2018 Forecast		2019 Forecast		2020 Forecast	
	Gross Cost	Net Cost	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Operations and Maintenance	7,977	7,812	7,877	7,707	8,307	8,137	8,371	8,201	8,404	8,234
Administration Costs	1,231	1,231	1,076	1,076	1,084	1,084	1,092	1,092	1,100	1,100
Capital Reserve Fund Contributions	17,603	17,603	25,363	25,363	24,885	24,885	24,664	24,664	24,488	24,488
Pipe Reserve Fund Contributions	3,100	3,100	4,100	4,100	5,100	5,100	6,100	6,100	7,100	7,100
Stormwater Charge Exemptions & Credits	0	3,300	0	3,300	0	3,300	0	3,300	0	3,300
Total	29,911	33,046	38,416	41,546	39,376	42,506	40,226	43,356	41,093	44,223

Note: Numbers may not balance due to rounding.

Appendix 3 – Proposed 2017 Capital Budget Detail

Program: SWM Facilities and Flood Relief Works

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWMR00180	Condition Assessments Trunk Storm Sewers	320	0	320	Stormwater - Capital Reserve Fund
TWSD00199	New Facility - Cooksville Creek Pond #2101 - Mississauga Valley Boulevard and Cntrl Pkwy	166	0	166	DCA -Stormwater Management Reserve Fund,Stormwater - Capital Reserve Fund
TWSD00203	New Facility - Cooksville Creek Pond #3702 - North of Matheson Boulevard (Park 317)	5,750	0	5,750	DCA -Stormwater Management Reserve Fund,Developer Contribution-Stormwater Reserve Fund,Developer Contribution-Stormwater Reserve Fund,Developer Contributions -Parks Reserve Fund,Stormwater - Capital Reserve Fund
TWSD00204	Cooksville Creek Flood Storage Facility - Eglinton Avenue East and Kennedy Road (Eastgate Park)	6,380	4,785	1,595	DCA -Stormwater Management Reserve Fund,Stormwater - Capital Reserve Fund
TWSD00207	Land/Cooksville Creek SWM Pond#3702/N of Matheson Blvd (Cash Flow)	5,680	0	5,680	Stormwater - Capital Reserve Fund

Appendix 3 – Proposed 2017 Capital Budget Detail (Cont'd)

Program: SWM Facilities and Flood Relief Works

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWSD00208	Land/Cooksville Creek SWM Pond#2101/City Centre Outlet	3,500	0	3,500	DCA -Stormwater Management Reserve Fund,Stormwater - Capital Reserve Fund
TWSD00211	Cooksville Creek Flood Storage Facility - McKenzie Park, Mississauga Valley Boulevard	1,200	0	1,200	DCA -Stormwater Management Reserve Fund,Stormwater - Capital Reserve Fund
TWSD00244	SWM Pond Rehabilitation – Various Locations	680	0	680	Developer Contribution-Stormwater Reserve Fund
TWSD00277	Cooksville Creek Flood Protection-Dyking downstream of Central Pky E, behind Rhonda Valley (Phase 2)	650	0	650	DCA -Stormwater Management Reserve Fund,Tax - Capital Reserve Fund
TWSD00343	SWM Pond Rehabilitation – Various Locations	1,715	1,286	429	Stormwater - Capital Reserve Fund
TWSD00376	Pinnacle SWM Facility (#37##) - near Hurontario & Eglinton	250	0	250	DCA -Stormwater Management Reserve Fund,Stormwater - Capital Reserve Fund
Total		26,291	6,071	20,220	

Note: Numbers may not balance due to rounding.

Appendix 3 – Proposed 2017 Capital Budget Detail (Cont'd)

Program: Other Drainage Studies and Improvements

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWSD00105	Culvert Capacity Analysis - Various Locations	100	0	100	Stormwater - Capital Reserve Fund
TWSD00127	Monitoring and minor modification of Storm Water Management Facilities - Various Locations	80	0	80	DCA -Stormwater Management Reserve Fund
TWSD00136	Development Charges Update	80	0	80	DCA -Stormwater Management Reserve Fund
TWSD00307	Southdown Master Drainage Plan	350	0	350	DCA -Stormwater Management Reserve Fund
TWSD00320	Storm Sewer Oversizing - Various Locations	270	0	270	DCA -Stormwater Management Reserve Fund
TWSD00335	Trunk Storm Sewer Renewal	640	0	640	Stormwater - Capital Reserve Fund
TWSD00383	Lisgar Improvements - Storm Sewer Lining & Dewatering Utility Trench - Phase II	2,000	1,500	500	Tax -Capital Reserve Fund
TWSD00441	Corrugated Metal Pipe Rehab - Various	655	0	655	Stormwater - Capital Reserve Fund
TWSD00445	CWWF Implementation Support	65	49	16	Stormwater - Capital Reserve Fund
Total		4,240	1,549	2,691	

Note: Numbers may not balance due to rounding.

Appendix 3 – Proposed 2017 Capital Budget Detail (Cont'd)

Program: Watercourse Erosion Control

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWSD00122	Minor Erosion Control Works - Various Locations	80	0	80	DCA -Stormwater Management Reserve Fund,Stormwater - Capital Reserve Fund
TWSD00192	Cooksville Creek Erosion Control - Queen Elizabeth Way to Elaine Trail	219	164	55	Stormwater - Capital Reserve Fund,DCA - Stormwater Management Reserve Fund
TWSD00251	Cooksville Creek - Meadows Blvd. to Rathburn Rd. E.	143	107	36	Stormwater - Capital Reserve Fund,DCA - Stormwater Management Reserve Fund
TWSD00316	Cooksville Creek Erosion Control - Mississauga Valley Blvd to Downstream of Central Parkway East	1,470	1,103	368	Stormwater - Capital Reserve Fund,DCA - Stormwater Management Reserve Fund
TWSD00329	Moore Creek erosion control - Lakeshore Road West (EA/Design)	340	0	340	DCA -Stormwater Management Reserve Fund,Stormwater - Capital Reserve Fund
TWSD00370	Little Etobicoke Creek Erosion Control	60	0	60	Stormwater - Capital Reserve Fund,DCA - Stormwater Management Reserve Fund

Appendix 3 – Proposed 2017 Capital Budget Detail (Cont'd)

Program: Watercourse Erosion Control

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWSD00371	Levi Creek watercourse realignment, upstream of Old Derry Road (60m)	44	33	11	DCA -Stormwater Management Reserve Fund, Stormwater - Capital Reserve Fund
TWSD00372	Mary Fix Creek erosion control, downstream of Dundas Street West (175m)	87	65	22	Stormwater - Capital Reserve Fund, DCA - Stormwater Management Reserve Fund
TWSD00373	Credit River erosion control ice dam repair (40m)	150	0	150	Stormwater - Capital Reserve Fund, DCA - Stormwater Management Reserve Fund
Total		2,592	1,472	1,121	

Note: Numbers may not balance due to rounding.

Appendix 4 – Summary of Full Time Equivalents

Program	2016	2017	2018	2019	2020
Administration	3.0	3.0	2.0	2.0	2.0
Planning & Operations	18.4	19.4	20.4	20.4	20.4
Total Service Distribution	21.4	22.4	22.4	22.4	22.4

Note: These FTEs are directly funded by the Stormwater Program.

Note: Numbers may not balance due to rounding.

Appendix 5 – Multi-year Funded Capital Projects

Project Number	Project Name	Periods	Comments	Total Amount (\$000's)
TWSD00208	Cooksville Creek SWM Pond#2101 Land /City Centre Outlet (Land Acquisition)	2017 to 2018	New	\$9,300
TWSD00335	Storm Sewer Asset Management System (Construction)	2017 to 2019	New	\$1,450
TWSD00209	Cooksville Creek Flood Storage Facility - Frank McKechnie Park (#330) (Design)	2017 to 2018	New	\$558
TWSD00213	Cooksville Creek Flood Storage Facility - Mississauga Valley (Design)	2017 to 2018	New	\$471
Total				\$11,779

Note: Numbers may not balance due to rounding.

- TOTAL - Capital Project Listing – multi-year funded for cash flowed projects

Appendix 6 – Summary of Reserve and Reserve Fund Transfers (000's)

Transfers from the Operating Program to the following Reserve and Reserve Funds in 2017 are:

- \$23,533 to Stormwater Capital Reserve Fund
- \$4,100 to Stormwater Pipe Reserve Fund
- \$820 to Tax Capital Reserve Fund
- \$100 to Stormwater Reserve for Contingency

Transfers from the Stormwater Reserve for Contingency for the billing system implemented in conjunction with the Region of Peel and fluctuations in revenues and expenses, will be based on the actual amounts incurred.

Glossary

Term	Description
Administration Costs	<ul style="list-style-type: none"> Provides for Region of Peel costs for stormwater charge billing and customer service support as well as any incremental costs for the City to administer the stormwater charge.
Base Budget	<ul style="list-style-type: none"> This represents the net operating budget in the previous year (2016).
Best Management Practice (BMPs)	<ul style="list-style-type: none"> Physical, structural, and managerial practices that singly or in combination have been proven to be the most effective, practical and reliable means of achieving desired water quality or quantity outcomes. With regard to stormwater, the same that temporarily store or treat stormwater runoff in order to mitigate flooding, erosion, threat to public safety, reduce pollution and provide other amenities.
Budget	<ul style="list-style-type: none"> Planned expenditures for a specified time period along with the proposed means of financing these expenditures.
Budget Request	<ul style="list-style-type: none"> 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.
Capital	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 onetime expenditures for capital assets.
Capital Expenditure/Project	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Fund to account for all capital expenditures and the financing of capital expenditures.

Term	Description
Capital Reserve Fund	<ul style="list-style-type: none"> • Provides funds, including capital cash receipts not required for the retirements of debenture debts as prescribed by Section 413 (2) of the <i>Municipal Act, 2001 S.O 2001, c.25</i>. Funds may be used for : <ul style="list-style-type: none"> ○ The construction and improvement of any municipal works; ○ The acquisitions or expropriation of land required for Municipal purposes; ○ The acquisitions of vehicles or equipment for Municipal purposes; and ○ The payment of debentures of the Corporate for any aforementioned purposes
Climate Change	<ul style="list-style-type: none"> • A change in global or regional climate patterns, in particular a change apparent from the mid to late 20th century onwards. Climate change trends related to stormwater focus on greater extreme weather events occurring including more frequent, intense storms.
Contingency	<ul style="list-style-type: none"> • An appropriation of funds available to cover unforeseen events that occur during the fiscal year.
Conveyance	<ul style="list-style-type: none"> • A structure or feature used for transferring water from one location to another. Examples include storm sewers, watercourses, road surfaces and other overland flow routes.
Cost	<ul style="list-style-type: none"> • The amount of resources required for a business program, product, activity or service to produce an output.
Council	<ul style="list-style-type: none"> • City of Mississauga Council is comprised of the Mayor and 11 Councillors.
CWWF	<ul style="list-style-type: none"> • The Clean Water and Wastewater Fund (CWWF) is a federal program designed to accelerate short-term community investments, while supporting the rehabilitation and modernization of drinking water, wastewater and stormwater infrastructure, and the planning and design of future facilities and upgrades to existing systems. The Province of Ontario is cost-matching recipient contributions up to a maximum of 25% of total eligible costs within the specified allocations.
DCA	<ul style="list-style-type: none"> • <i>Development Charges Act</i>. 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	<ul style="list-style-type: none"> • Principal and interest payments necessary to retire debentures issued for City purposes.

Term	Description
Development Related Revenue	<ul style="list-style-type: none"> Revenue collected from developers for city services constructed in new residential and non-residential areas.
Drainage	<ul style="list-style-type: none"> The removal of excess surface water or ground water from land by means of surface or subsurface drains.
Drainage Study	<ul style="list-style-type: none"> The technical report or study that comprises all the information and specifications for the programs, drainage systems, structures, BMPs, concepts, and techniques intended to manage stormwater. See Stormwater Management (SWM) for additional details. May also be referred to as Master Drainage Plan or Stormwater Study.
Dredging	<ul style="list-style-type: none"> The removal of accumulated sediments and/or deposits to improve water quality and/or flow capacity. Typically performed to improve water quality of stormwater management facilities or increase flow capacity of watercourses.
EA	<ul style="list-style-type: none"> Environmental Assessment. A study/review of the impact public sector undertakings, usually infrastructure, will have on the environment.
Erosion	<ul style="list-style-type: none"> The removal of soil or rock fragments by the action of water, wind, ice, gravity, or other geological agents, whether naturally occurring or acting in conjunction with or promoted by man-made activities or effects.
Exemption (Legal)	<ul style="list-style-type: none"> Freedom from payment of a stormwater fee based on legal authority of property owner.
Exemption (Technical)	<ul style="list-style-type: none"> Freedom from payment of a stormwater fee based on the drainage of a property outside the City's stormwater management system.
Expenditures	<ul style="list-style-type: none"> 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.
Flood Control	<ul style="list-style-type: none"> See Peak Flow Reduction
Flood Relief	<ul style="list-style-type: none"> See Peak Flow Reduction
Flooding	<ul style="list-style-type: none"> A storm event where stormwater covers or submerges a place or area, and places people, property and/or infrastructure at risk.

Term	Description
Full-time Equivalent (FTE)	<ul style="list-style-type: none"> A measure of staffing, equivalent to that produced by one person working full-time for one year.
Grant	<ul style="list-style-type: none"> A contribution from a level of government to support a particular function, service, or program.
Gross Expenditures	<ul style="list-style-type: none"> Total expenditures of the city prior to the netting of any external revenues and/or recoveries.
Impervious Area	<ul style="list-style-type: none"> The total area of paved surfaces, building rooftops, compacted gravel, artificial turf, compacted soil stripped of vegetation and other surfaces on a property which are considered highly resistant to the infiltration of water.
Infrastructure Renewal Program	<ul style="list-style-type: none"> Comprised of the Transfers to Stormwater Capital Reserve Fund and Transfer to the Stormwater Pipe Reserve Budget Programs.
Labour and Benefit	<ul style="list-style-type: none"> 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.
Levy (Tax)	<ul style="list-style-type: none"> Represents the property and business taxation funding which must be raised by the taxpayers.
Local Storm Sewers	<ul style="list-style-type: none"> A storm sewer with an inside diameter equal to or less than 1500mm of a typical round shaped sewer that receives runoff from the surrounding tributary. Local storm sewers can be shaped as elliptical or a box culvert subject to the above sizing criteria to an equivalent round shape.
Low Impact Development (LID)	<ul style="list-style-type: none"> Low Impact Development (LID) is a stormwater management strategy that seeks to mitigate the impacts of increased runoff and stormwater pollution by managing runoff as close to its source as possible. LID strategies minimize runoff and mimic natural or predevelopment hydrology through the processes of infiltration, evapotranspiration, harvesting, filtration and detention of stormwater. These practices can effectively remove nutrients, pathogens and metals from runoff, and reduce the volume and intensity of stormwater flows.
Municipal Performance Management Program (MPMP)	<ul style="list-style-type: none"> Municipalities are required to report municipal performance data in the Financial Information Return (FIR) and submit to the Province of Ontario by May 31st annually. The data can be used in the calculation of performance measures for services provided.

Term	Description
Operating Budget	<ul style="list-style-type: none"> • A budget for general revenues and expenditures such as salaries, utilities and supplies.
Operating Program	<ul style="list-style-type: none"> • Program to maintain current Stormwater service levels, comprised of the following: <ul style="list-style-type: none"> ○ Operations and Maintenance, ○ Administration Costs, and ○ Stormwater Exemptions and Credits
Operations and Maintenance	<ul style="list-style-type: none"> • Provides for the city-wide direct and allocated costs associated with providing the Stormwater service. Examples include street sweeping, catch basin cleaning and the woody debris management program.
Peak Flow	<ul style="list-style-type: none"> • The maximum instantaneous rate of flow of water at a particular point.
Peak Flow Reduction	<ul style="list-style-type: none"> • The planning, design, construction, operation, maintenance and renewal of infrastructure to manage peak stormwater runoff rates to mitigate the potential and severity of flooding impacts on “downstream” property and persons. • May also be referred to as Flood Control or Flood Relief
Performance Measurement	<ul style="list-style-type: none"> • 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.
Pipe Reserve Fund	<ul style="list-style-type: none"> • Provides for transfers to a Stormwater Pipe Reserve Fund that is used to fund the capital projects as well as providing for the future pipe replacement needs.
Property	<ul style="list-style-type: none"> • A parcel or multiple parcels as classified by the Municipal Property Assessment Corporation (MPAC) and assigned an Assessment Roll Number(s).
Rehabilitation	<ul style="list-style-type: none"> • The restoring of stormwater infrastructure to its former condition. Rehabilitation for stormwater management facilities may include general repairs to control device structures.
Reserve	<ul style="list-style-type: none"> • 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.

Term	Description
Reserve Fund	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Income received by the City for the fiscal year. Includes tax revenues, user fees, transfers from reserves and interest income.
Service Level	<ul style="list-style-type: none"> The measure of core service delivery by the Stormwater service area that includes infrastructure planning and programming, maintenance and operations, design and construction, monitoring, environmental awareness, spills management and enforcement, and management of the stormwater charge program.
Service Life	<ul style="list-style-type: none"> The expected lifetime, or the acceptable period of use in service for stormwater infrastructure.
Storm Sewer (Sewer, Pipe)	<ul style="list-style-type: none"> A hollow cylinder or tube for the conveyance of stormwater, ultimately discharging to Lake Ontario. An underground box culvert may also be considered a storm sewer.
Storm Sewer Lining	<ul style="list-style-type: none"> A rehabilitation process where a length of material is introduced to extend the life of the existing storm sewer and restore original performance qualities to extent practical.
Storm Sewer By-law	<ul style="list-style-type: none"> City by-law which regulates the discharge of matter to municipal and private storm sewer systems and protects water quality by preventing the discharge of harmful substances to stormwater infrastructure.
Stormwater	<ul style="list-style-type: none"> That portion of liquid precipitation generated during rain storms or by snow and ice melt that does not naturally soak into the ground or evaporate.
Stormwater Billing Unit	<ul style="list-style-type: none"> A single "Stormwater Billing Unit" is equivalent to the average total impervious area (267 m²) found on a detached single family property in Mississauga. Each property is assigned a number of Stormwater Billing Units as the result of a stormwater charge assessment.

Term	Description
Stormwater Capital Reserve Fund	<ul style="list-style-type: none"> • Provides for transfers to a Stormwater Capital Reserve Fund that is used in four ways: <ul style="list-style-type: none"> ○ (i) to fund capital projects; ○ (ii) to repay debt associated with the financing of capital projects from previous years; ○ (iii) to repay the tax base for investment in the stormwater charge start-up costs; and ○ (iv) to provide for transfers to the Stormwater Pipe Reserve Fund for future pipe replacement needs.
Stormwater Charge	<ul style="list-style-type: none"> • A fee authorized by ordinance(s) established to pay operations and maintenance expenses, extension and replacement costs, and debt service. The fee assessed on developed properties with impervious areas within the City. The utility service fee established under this ordinance and levied on parcels serviced by the City stormwater management system to fund the costs of stormwater management and of operating, maintaining, and improving the stormwater system in the municipality.
Stormwater Charge Expenditures	<ul style="list-style-type: none"> • The disbursement of appropriated funds to purchase goods and/or services specifically related to the delivery of Stormwater 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.
Stormwater Drainage System	<ul style="list-style-type: none"> • Various drainage works, including but not limited to inlets, conduits, energy dissipation structures, channels, outlets, retention/detention basins, and other structural components of this nature designed to manage the flow of water (convey, withhold or divert) at the surface and/or subsurface to a suitable outlet. A component of Stormwater Management.
Stormwater Exemptions and Credits	<ul style="list-style-type: none"> • Provides for technical exemptions and credits which reduces the amount of stormwater revenue
Stormwater Infrastructure	<ul style="list-style-type: none"> • The basic installations and facilities necessary for the continuance and growth of the City's stormwater system, including storm sewer pipes, stormwater management facilities and watercourses.
Stormwater Management (SWM)	<ul style="list-style-type: none"> • Techniques, methods, and policies for control planning, maintenance, and regulation of stormwater runoff to reduce the potential for flooding and erosion, to ensure the safety of the public will not be threatened, and to achieve water quality and quantity objectives.

Term	Description
Stormwater Management Facility	<ul style="list-style-type: none"> A structure that stores stormwater runoff and is designed to eliminate subsequent surface discharges. These facilities are effective in reducing downstream flooding because they do not allow discharge of stormwater runoff to downstream locations except in extreme flood events where the storage volume of the facility is exceeded. Retention facilities can also be effective in reducing stormwater pollution since the pollutants contained in stormwater are not released downstream.
Stormwater Rate	<ul style="list-style-type: none"> The amount of money per billing unit charged over a prescribed period of time.
Stormwater Service	<ul style="list-style-type: none"> Comprised of two main programs that include the Operating Program and Infrastructure Renewal Program. A number of sub-programs exist within these programs which include Operations and Maintenance, Administration Costs, Stormwater Credit and Exemption Program, Transfers to Stormwater Capital Reserve Fund and Transfer to the Stormwater Pipe Reserve Budget Programs. Refer to Operating Program and Infrastructure Renewal Program for additional details.
Stormwater Service Area	<ul style="list-style-type: none"> The Stormwater Service area is defined as the group of services and programs that plan, develop, construct, maintain and renew a stormwater system which protects property and infrastructure from erosion and flooding and enhances water quality. This service area has a number of funding sources that include the Stormwater Charge, Tax, Development Charges and Development Contributions.
Strategic Plan	<ul style="list-style-type: none"> 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.
Subsidy	<ul style="list-style-type: none"> A payment made by City Council on behalf of a property owner for the partial or complete cost of the stormwater charge assessed to that property.
Tax Based Sources	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 Rate	<ul style="list-style-type: none"> 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.

Term	Description
Taxation	<ul style="list-style-type: none"> The process by which a municipality raises money to fund its operation.
Total Gross Capital Requests	<ul style="list-style-type: none"> The actual cost to the corporation of all capital expenditures
Transfers	<ul style="list-style-type: none"> City grants to outside agencies. Contributions to city reserves and reserve funds including the contribution to capital financing.
Trunk Storm Sewers	<ul style="list-style-type: none"> A storm sewer with an inside diameter greater than 1500mm of a typical round shaped sewer that receives runoff from the surrounding tributary. Local storm sewers can be shaped as elliptical or a box culvert subject to the above sizing criteria to an equivalent round shape.
Water Quality	<ul style="list-style-type: none"> A measure of how suitable water is for a particular type of use (such as drinking and bathing) based on physical, chemical, and biological characteristics such as temperature, turbidity, mineral content, and the presence of bacteria.
Water Quality Control	<ul style="list-style-type: none"> The planning, design, construction, operation, maintenance and renewal of infrastructure to remove suspended solids and other contaminants from stormwater, either actively or passively.
Watercourse	<ul style="list-style-type: none"> An open channel, either natural or manmade or a combination thereof, which gathers or carries surface water with some degree of regularity.
Watercourse Erosion Control	<ul style="list-style-type: none"> Measures employed to prevent or control the loosening and removal of soil from the bank and/or bed of a watercourse by running water. These measures may include bank or bed protection, grading modifications, watercourse realignment and capacity improvements. Refer to Erosion and Watercourse for additional details.
Watershed	<ul style="list-style-type: none"> A topographically defined land area in which all stormwater runoff drains to the same point. It is separated from other watersheds by a divide.