



Executive Summary

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

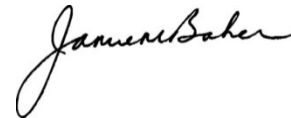
The capital infrastructure and debt repayment levy will continue into 2017 in order to manage infrastructure funding to keep our foundation strong.

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, reading "Janice M. Baker".

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:

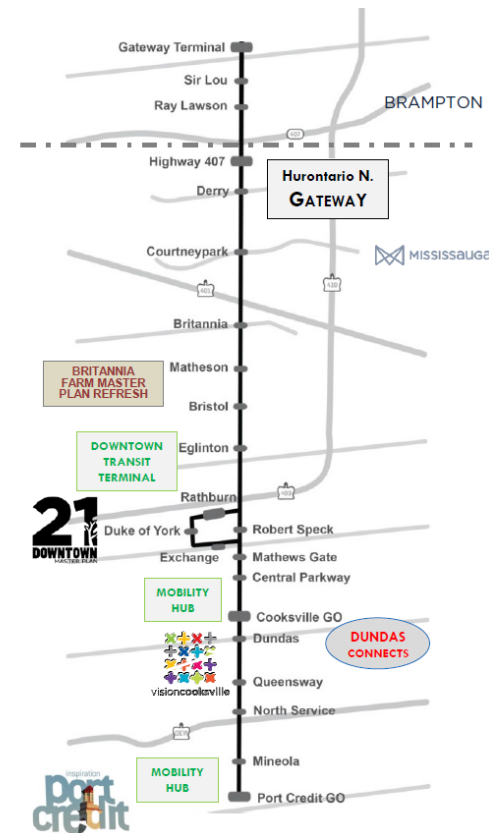
- Transit service improvements
- Infrastructure management and growth
- Technology optimization
- Other initiatives to support City Services

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

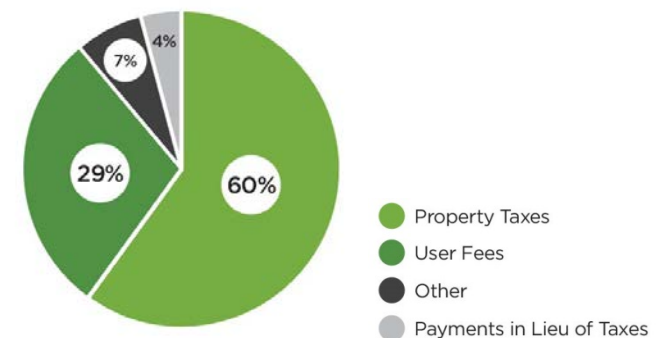
Proposed Operating and Capital Budgets

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

