



# 2018 budget

2018-2021 Business Plan  
& 2018 Budget

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# Approved Budget

2018-2021 Business Plan  
& 2018 Budget



# City Business Plan and Budget

2018-2021 Business Plan  
& 2018 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.**



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# Message from the City Manager

## Mayor and Members of Council:

Mississauga is a thriving municipality where residents tell us they receive great value for their tax dollars. Our business planning and budgeting activity, together with the expertise and dedication of our people, helps set the course for building our dynamic city.



We approach 2018 in stable 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 2018- 2021 Business Plan and Budget details the action plans and resources required to meet our operational and strategic goals.

Transit and transportation continue to be high priorities. We have also heard about housing affordability. We are taking on the challenge through our policies and partnerships to help keep and increase the City's supply of housing that's affordable. This is critical to a healthy community and the local economy.

These priorities support the five pillars of Mississauga's Strategic Plan – Move, Belong, Connect, Prosper and Green.

To build on our progress and advance on our priorities, the 2018 Business Plan and Budget includes increased MiWay service, improvements to roadways and additional transportation enhancements. The capital infrastructure and debt repayment levy will continue into 2018 in order to manage infrastructure funding to keep our foundation strong.

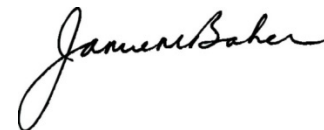
The City continues to deliver value for money through fiscal responsibility. We examine our processes and improve efficiencies through our corporate Lean initiative. We use technology to provide better customer service. Focusing on continuous improvement, we look at what we do and how we do it, driving innovation, cost savings and efficiencies. The City has saved \$52 million since 2009 by innovating and improving processes.

The City is all about our people. From security officers, firefighters and transit operators to librarians and parks maintenance staff, it is the people who deliver the services residents expect. Our recent Citizen Satisfaction Survey results highlighted in many areas the excellent customer service our front line employees provide. We are grateful to all our employees for their dedication to the customer experience and continuous improvement.

We face many challenges, as do all municipalities. Costs are increasing, and we have new budget pressures from workplace legislative rate increases. We have to pay for the quality programs and services that make Mississauga a place where people choose to be. Our Long Range Financial Plan enables us to handle most of them.

However, we cannot manage all of our challenges alone. Financing future growth, maintaining our infrastructure and managing the impacts of climate change are examples of such challenges. For these we continue to seek partnerships, innovative solutions and assistance from other levels of government. We gratefully acknowledge contributions through the federal government's Public Transit Infrastructure Fund (PTIF) and the federal and provincial Clean Water and Wastewater Fund (CWWF) for stormwater infrastructure improvements. We also welcome the opportunity from the provincial government to explore a hotel tax.

We encourage 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 2018 to advance on our Strategic Plan to deliver real service and value to the people who live, work, play and raise a family in Mississauga.



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

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# Executive Summary

## The Planning Horizon

Mississauga plans activities and programs through three planning horizons: the current budget year, in this case 2018; the four year plan, 2018-2021; and the ten-year forecast 2018-2027. Effective planning through all horizons ensures that the City:

- Delivers value for tax dollars, with a focus on continuous improvement
- Is fiscally responsible; manages resources efficiently and effectively
- Invests in the City's future to enhance the high quality of life that residents enjoy today

## 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 plans such as the Cycling Master Plan; the Future Directions Recreation Master Plan; the Transportation Demand Management Master Plan; the Climate Change Action Plan; the Future Directions Master Plan for Parks and Forestry; and the City's Long Range Financial 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 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.*

Roughly 97 per cent of the City's annual operating budget is allocated to deliver existing services at current levels, and maintain our facilities, transportation systems and other infrastructure to industry standards. City services include public transit, libraries, recreation programs, snow clearing, parks, street tree maintenance, fire and emergency services, and much more. The operating budget also supports engagement initiatives to enable the City to hear directly from residents about the services that they want or need.

Based on the 2017 Citizen Satisfaction Survey, the majority of residents surveyed (76 per cent) agree the City is moving in the right direction. And our residents (82 per cent) express overall satisfaction with the services that are provided. As compared to the 2015 Survey results, citizen satisfaction rates have increased for transit services, road maintenance, library and recreation services, and land development projects.

To ensure that we continue to meet and exceed citizen expectations, we continue to review and enhance the methods used to evaluate our programs. The 2018 Plan includes new performance measures for the City as well as the individual service areas. Where possible, we have benchmarked our performance against other jurisdictions to give context to results.

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## **Implement Cost Containment Strategies**

*Demonstrate value for money.*

In late 2016, the City undertook a thorough examination of its various services and lines of business and identified 334 unique service offerings to the public and internal clients. These offerings have been bundled into 16 “service areas” in the City’s 2018 Business Plan and Budget. The strategies used to contain costs are as varied as the service offerings; however, there are two common approaches:

### Lean Program

Lean is a continuous improvement methodology that looks to maximize value and minimize waste, delivering exactly what the customer wants, when they need it, correctly. The City’s Lean Program focuses on strengthening the City’s culture of continuous improvement, and has built significant momentum since the development of a permanent program in 2016.

To date, over 2,100 staff have received introductory White Belt training; 29 staff have received or are completing the more hands-on Yellow Belt training; and 46 staff have received or are completing the more advanced Green Belt training. The Lean Program provides a wide range of benefits beyond traditional cost savings and freed up staff capacity. Improvements also include enhancements to customer experience, improved quality, increased safety for both customers and those performing the work, and environmental benefits. Some recent project highlights include:

- Improving the response time for IT hardware requests by 55 per cent and freeing up over 1,500 staff hours per year for other value added work
- Reducing backlogs for facility maintenance work orders by 70 per cent and identifying annual cost savings of \$119,400
- Improving the response time for Parks General Maintenance work orders by 30 per cent

- Reducing paper consumption for the annual employment survey by 40 per cent and improving the time taken to complete the survey by 17 per cent

### Technology

The City continues to optimize the use of technology to increase productivity, enhance information for decision making and improve customer experiences. In 2018 and beyond, the City will continue to implement the Advanced Transportation Management System; increase ways that residents can vote in municipal elections; assess utilization and enhance wayfinding in city parks; and improve the online application process for film and television permits, grant funding requests, Freedom of Information queries and marriage licenses.

The City continues to manage costs through energy reduction targets, self-service options and various human resource management practices. Details are included in the individual service area plans.

## **Maintain our Infrastructure**

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

In 2018 the City will invest in a variety of projects to build, maintain and rehabilitate our infrastructure. A sample of major projects include:

- \$13.8 million for Churchill Meadows Community Centre and Pool, and Northwest Sports Park, including Site Servicing, Infrastructure and Park Amenities
- \$7.0 million for Emerald Ash Borer Management Program
- \$6.4 million for Burnhamthorpe Road East Reconstruction
- \$1.3 million for Goreway Drive Grade Separation
- \$1.2 million for Design and Construction of Bicycle/Pedestrian system at Lakeshore Royal Windsor Trail

The value of Mississauga's infrastructure is approximately \$8.9 billion. This includes, for example, the current replacement cost of our roads, bridges, trails, stormwater system, City buildings, transit system, street and traffic lights, and other equipment. The City maintains these assets in accordance with industry standards, legislative requirements and citizen expectations. But the City's infrastructure is aging and maintenance costs are increasing – especially lifecycle costs such as roof replacements, boilers, heating and cooling systems, elevators, and even parking lots.

At approximately 20 years of age, a building typically begins to require higher investments in capital lifecycle maintenance. If critical building systems are not addressed in a timely manner, emergency maintenance costs are incurred. This is often more costly than routine or preventative maintenance. During the period 2018-2021 the City will increase funding for infrastructure maintenance while improving internal systems to integrate and improve asset management.

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:

- Focusing on the critical components of infrastructure with safety as a priority
- Continuing to produce accurate and up to date information on the City's infrastructure

- Continuing to develop and implement asset management strategies for various asset classes
- Issuing debt financing to invest in infrastructure
- Increasing our transfers to the capital reserve to provide funding for asset replacement and rehabilitation
- Assessing opportunities through agencies such as Infrastructure Ontario and P3 Canada to incorporate alternative financing approaches
- Improving accessibility inventory tracking and updating based on pending Accessibility legislation to drive strategic facility accessibility upgrades
- Working, with partners throughout Canada, to continue to tell the infrastructure challenge story that faces all municipalities across the nation, to help conceive sustainable funding and revenue solutions with the federal and provincial governments

For more information on the City's infrastructure, visit <http://www.mississauga.ca/portal/cityhall/budget-infrastructure>.



*Mississauga City Hall Building*

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## **Advance on our Strategic Vision: 2018 to 2021 Plan**

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

### **move - developing a transit oriented city**

- Adding 46,000 new service hours to MiWay in 2018, and targeting a three per cent service hour increase each year
- Ongoing implementation of the Advanced Transportation Management System, which continues to improve response to traffic conditions and adjust traffic signals at busier times to keep the City moving
- Providing timely and sound legal advice to all transit project teams, including the Light Rail Transit project, to proactively identify and avoid potential legal issues
- Developing master plans that encourage transit usage (e.g., Transportation Demand Management Master Plan, Lakeshore Connecting Communities)

### **belong – ensuring youth, older adults and new immigrants thrive**

- Implementing accessibility upgrades to improve universal “visit-ability” of City facilities and building awareness of accessibility
- Expanding the calibre and quality of winter programs/events at Celebration Square’s Winter Experience and attracting greater tourism
- Tailoring Earth Markets to Mississauga’s diverse communities
- Hosting annual Hackathons like those held in 2016 and 2017 with University of Toronto Mississauga (UTM) and Sheridan
- Rolling out the new Community Engagement Strategy to enhance consultation with residents

### **connect – completing our neighbourhoods**

- Expanding the Proactive Fire Safety Inspection Program to ensure compliance with the Ontario Fire Code
- Expanding public education programs on fire safety to target higher risk demographics
- Continuing the Smart City District Wi-Fi implementation in the Business Improvement Areas and Downtown Mississauga
- Developing Short Term Accommodation Study (i.e., options for regulation of short term rentals such as Airbnb)
- Implementing the My Malton plan which will shape the look and feel of the Malton Community

### **prosper - cultivating creative and innovative businesses**

- Cultivating creative and innovative businesses (e.g., introducing Live Music coordination; removing barriers to filming; continued promotion of film, television, and interactive digital sectors)
- Refining and implementing the Climate Change Action Plan to position Mississauga competitively in the transition to a low carbon economy and make the city resilient to climate change

### **green - living green**

- Reducing printing across the Corporation
- Actively pursuing grants for energy conservation projects City wide
- Championing the implementation of sustainable technologies in our new and redeveloped facilities
- Implementing the Cycling Master Plan, in phases, and developing the Pedestrian and Transportation Demand Management Master Plans to ensure more green infrastructure and transportation options to come



## City Building and Partnerships

The City of Mississauga's vision is to be a place where people choose to be. To build a great city requires investments in transit and roads, street lighting and parks, recreation and cultural facilities and well planned communities. To build a great city, Mississauga must build partnerships with other levels of government, neighbouring communities, resident and multi-national businesses, and educational institutions. Throughout the 2018-2021 business cycle the City will continue to rely on existing partnerships and develop new relationships to help realize our vision.

The City receives approximately \$58 million annually in federal and provincial gas tax funding. These funds are used primarily to grow and support transit and transportation infrastructure, including road repavement, bridge reconstruction, sidewalk maintenance and cycle path development. Last year the federal and provincial governments provided an additional \$73.9 million to support municipal infrastructure projects. As required in the grant agreements, the City matched the contributions and allocated funds to 122 capital projects including:

- Purchase of new buses and replacement of bus shelters
- Replacement of washroom facilities at Erindale Park
- Renovations at the City Centre Transit Terminal and the Central Parkway and Malton maintenance buildings
- Modernization of lighting at the Civic Centre
- Redevelopment of the Small Arms Building/cultural hub
- Acquisition of new artwork for the Riverwood park

These funds will also impact 2018 as the City will take delivery of new buses; continue the installation of bus shelters; and plan, design and construct/renovate facilities.

In 2018 the City will continue to work with Metrolinx to design and plan the Hurontario Light Rail Transit project, which will connect Port Credit Go Station in Mississauga to the Gateway Terminal in Brampton via 20 kilometres of new, dedicated rapid transit.



*City Centre Transit Terminal*



*Small Arms Inspection Building was a munitions plant during World War II*



The City also partners with educational institutions and was instrumental in acquiring the almost nine acre parcel of land for the construction of Sheridan College in downtown Mississauga. Phase II, the Hazel McCallion Campus, was officially opened in March 2017. In addition to providing \$1 million in annual grant funding to the University of Toronto Mississauga, the City also collaborates with the University and Sheridan to host the annual Hackathon and Edu-roam/virtual campus, connecting the City with 170 post-secondary institutions from around the world. Given that roughly two thirds of Mississauga's workforce have post-secondary education, the City will continue to partner and support the growth and development of the education sector.



*Sheridan College Hazel McCallion Campus*

The City's 'AAA' credit rating from Standard and Poor's Rating Service is affirmation of the City's financial stability, sound budgeting and fiscal prudence, and may help explain why more than 70 Fortune 500 companies are located here. Growing Mississauga's business sector is an intentional and strategic effort. The City's Economic Development Office has a new Life Sciences Cluster Strategy; successful trade relations have resulted in Mississauga's being chosen as the new Canadian headquarters for a large pharmaceutical company. Once operational the company will inject some \$56 million into the local economy, creating at least 40 new jobs.

Over the next four years, the City will continue to:

- Join other municipalities to lobby the federal and provincial governments to secure sustainable infrastructure funding
- Advance the [\*Making Room for the Middle: A Housing Strategy for Mississauga\*](#) to encourage the development of more affordable housing options
- Petition Metrolinx to expand all day, two-way GO transit service on the Milton and Kitchener lines
- Develop the Climate Change Action Plan and having already joined the Global Covenant of Mayors for Climate and Energy – an international alliance of cities with a shared long term vision to protect the environment

Over the next 10 years, the City will:

- Work with Metrolinx to help them open the Hurontario Light Rail Transit system
- Continue to work with Canada Lands Company on making progress on the new communities envisioned in the Inspiration Port Credit plan
- Continue to work with the Province to execute the Inspiration Lakeview Plan and build a thriving mix-use community



*Rendering for the Hurontario Light Rail Transit*

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# Performance Measures and Results

## City-wide Performance Measures and Results

Our City-wide Balanced Scorecard – like those created for all the service areas – identifies and measures performance in four key organizational realms: Financial, Customer, Employee, and Business Process. 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.

Each service area business plan includes a Balanced Scorecard. Some overarching measures that reflect the operations of the entire City are highlighted below, and the detailed City-wide Balanced Scorecard appears on page B-12.

### What we are measuring

- Tax Levy increase – we measure the overall increase to the tax levy each year
- Citizen satisfaction – citizens determine what we do, and use the services we provide. Their feedback about how we are doing is critical
- Attendance at City-funded festivals and events – measuring the extent to which people are responding to their City's cultural programming
- 311 First Call Resolution rates – measures how efficiently we respond to 311 calls on every City subject
- Lean Process Reviews Completed – measures the number of reviews to improve business processes that were completed

### Why these measures are important

City-wide measures are designed to assess how well we are meeting taxpayer expectations in terms of delivering value for money, providing the appropriate type and frequency of services and programs, and responding to questions and comments. The results of these measures help guide activities, inform decisions (i.e., the addition of new bus routes), and help City staff to stay current with the unique needs of communities served. Performance measurement is also a cornerstone of the City's Lean process reviews.

### How we are improving results

The City uses performance measurement to identify issues and opportunities, act on them, and measure the effectiveness of action.

For example, by measuring the number of working days it takes to provide the first set of site plan comments to land development applicants, Land Development Services was able to identify a target for improvement. They created e-Plans, an electronic plans submission process. E-Plans improved the quality of applications and in its first year yielded a 42 per cent decrease in the median number of working days it took to provide the first set of site plan comments. This performance improvement delivered internal efficiency and quality, as well as faster turnaround for customers.

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## About the City-wide Balanced Scorecard

The measures shared here have overarching breadth. Performance measures shared by each City service area in their individual plans are generally more specific to the business of that area.

### Financial Measures

*City's Tax Increase on Total Tax Bill (residential and commercial)* is the actual or forecasted percentage increase in the property tax bill as a result of City operations. The total tax bill includes levies from the Region of Peel, the Provincial Education cost and City of Mississauga; the City's portion of the total is 34 per cent. The City of Mississauga has one of the lowest tax rates in the Greater Toronto Area (source: BMA Management Consulting Inc.). 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

*Overall Satisfaction with the Services Provided by the City* is based on the results of the [2017 Citizen Satisfaction Survey](#). The majority of Mississauga residents (82 per cent) are satisfied with the services provided by the City. The goal is to continue to improve operations, customer service and ultimately citizen satisfaction over time.

*Attendance at City-funded cultural events* is a number that indicates people's use of our cultural events and services. An increase in engagement numbers demonstrates that residents' needs are being met and that they want to participate in our events and activities.

## Employee Measures

*Overall Employee Engagement Results* for The City of Mississauga are above 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 information that yields this measurement is gathered via an employee survey that is conducted by an outside company every three years. The City of Mississauga ranks higher in 13 of 24 comparable workplace factors than the sector benchmark.

### 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 a 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 Small Improvements* is the number of improvements made 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.

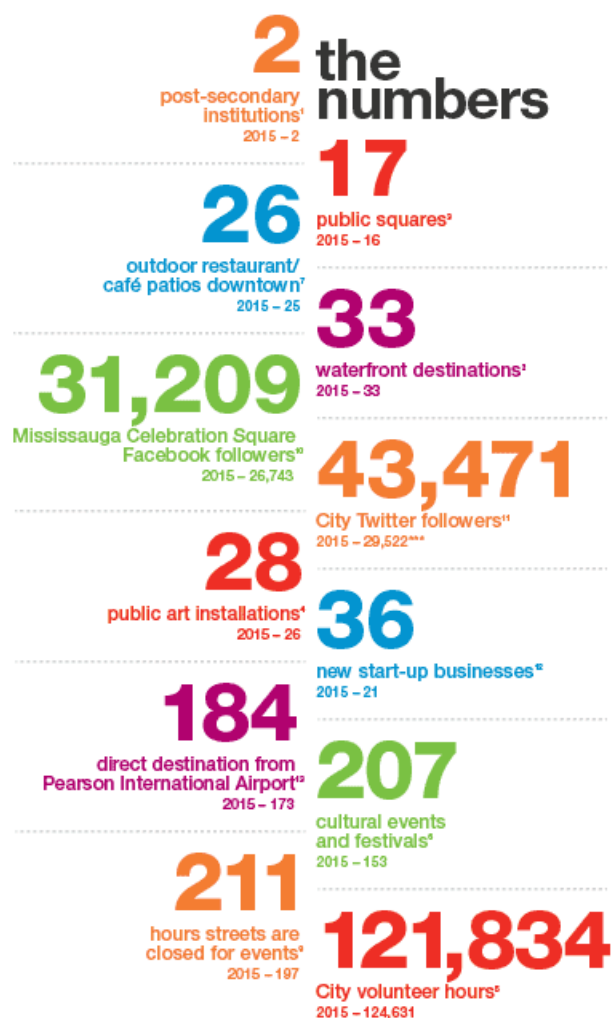
*Lean Process Reviews Completed* is the number of comprehensive reviews performed on a current process that have been completed across the Corporation. Process reviews include customers, those performing the work and other stakeholders coming together to deliver breakthrough improvements in a process.

## City-wide Balanced Scorecard

City-wide Performance Measures	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)	2021 (Plan)
<b>Financial:</b>								
City's Tax Increase on Total Residential Tax Bill	1.9%	1.3%	1.7%	1.9%	1.6%	1.9%	1.7%	1.5%
City's Tax Increase on Total Commercial Tax Bill	1.7%	1.4%	1.0%	1.2%	1.0%	1.1%	1.0%	0.9%
<b>Customers:</b>								
Overall Satisfaction with the Services Provided by the City	N/A	N/A	N/A	82%	N/A	82%	N/A	82%
Attendance at City-funded festivals and events	783,818	803,576	911,750	930,000	950,000	975,000	1,000,000	1,100,000
<b>Employees:</b>								
Overall Employee Engagement	N/A	66%	N/A	N/A	66%	N/A	N/A	66%
<b>Internal Business Process:</b>								
311 First Call Resolution Rate	83%	82%	93%	90%	90%	90%	90%	90%
Lean Small Improvements	12	98	215	400	400	400	400	400
Lean Process Reviews Completed	2	10	15	40	45	45	45	45

## Report on the Strategic Plan

Each year we publish a [Report on the Strategic Plan](#) to highlight programs, activities and achievements that will move our city forward. Our progress is a result of many factors that our residents agree are important to making Mississauga a vibrant and diverse community. Here's a snapshot of our success indicators:



We continue to evaluate existing measures and develop new indicators that will help us measure our success and indicate where outcomes need to be improved. Here are examples of the kinds of measures we are considering for future business plans:

### move

How many residents are using MiWay transit? MiWay and other transit agencies measure their population's transit usage by dividing the annual number of paid rides (from origin to destination) by the population, to get Rides per Capita (Revenue Ridership/Population).

### belong

How many residents are attending City-funded cultural festivals? This is a measure of cultural engagement and provides an indication of resident satisfaction and sense of belonging in the community.

### connect

How does annual sidewalk construction/rehabilitation compare against targets? This measure, and similar measures related to roads and cycling paths may be useful indicators for assessing progress on this pillar.

### prosper

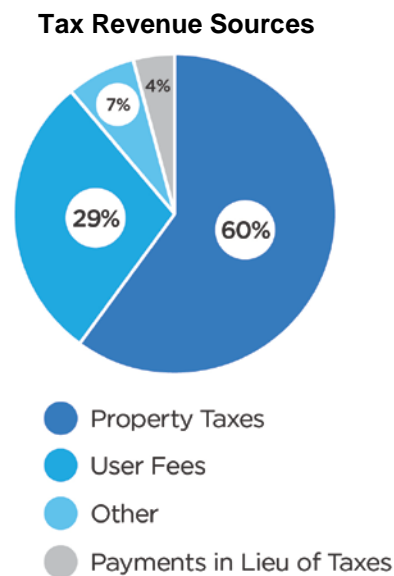
To what extent is employment in Mississauga growing? By encouraging more businesses to open in Mississauga, providing and maintaining infrastructure and proposing competitive commercial and industrial tax rates, the City creates a climate for business development and employment.

### green

How are City activities and programs affecting waste diversion rates? At the Civic Centre, the amount of waste that City staff have diverted from landfill has been improving due to focused education, sustainable procurement, improved waste diversion programs, and employee/patron engagement.

## Highlights of the 2018 Business Plan and Budget

City services and programs are paid for by funds collected from residential, commercial and industrial property taxes; user fees such as transit fares; other revenues such as provincial gas tax; by-law enforcement fines, and payments in lieu of taxes. These funds address costs to maintain and build roads, traffic lights and bridges; pay for firefighting services; deliver swimming and various recreation programs; sustain city parks and trees; improve transit services, and run the City government.



This year's Plan focuses on the following themes:

- Transit service and transportation improvements
- Infrastructure management and growth
- Transforming our business with technology
- Other initiatives to support City services

## Transit service and transportation improvements

- Adding 46,000 MiWay service hours
- Improving service along Lakeshore Road and Derry Road
- Adding the new Airport Express route to Pearson International Airport
- Ongoing collaboration with Metrolinx and the City of Brampton to plan and construct the 20 kilometre Hurontario Light Rail Transit project, with expected completion in 2022

In 2018, MiWay will receive delivery of 12 new buses that were purchased in 2017 with funding support from the Public Transit Infrastructure Fund program.

## Infrastructure management and growth

- Completing the Fire Station Facility Audit for all 20 stations to inform and prioritize rehabilitation projects
- Completing the Fire Equipment Lifecycle Replacement Strategy assessment, which will identify the optimal time to replace equipment
- Ongoing implementation of transit bus shelters
- Proceeding with bridge reconstructions and road rehabilitation projects including the renewal of 31 kilometres of roads (63 streets)
- Planning the development of the Loreland Works Yard in order to meet future operational needs
- Installing tactile sidewalk plates to ensure compliance with the Accessibility for Ontarians with Disabilities Act
- Providing ongoing inspections and maintenance of the City's Information Technology infrastructure, which includes voice, wireless access switches, core switches, firewalls, routers, the Advanced Transportation Management System, security software and tools, and server capacity and backups

- Enhancing security for City office buildings and community centres; the City facility portfolio of space is approximately 5.6 million ft<sup>2</sup>
- Renewing parking lots and managing lifecycle projects for escalators and elevators, security and structural replacement, energy efficiency and LED upgrades
- Redeveloping playgrounds, outdoor exercise equipment, park trails, and spray pads
- Replacing roofs, mechanical systems (e.g., boilers, heating/cooling, lighting)

### **Transforming our Business with Technology**

- Modernizing candidate sourcing and assessment tools to improve the efficiency and effectiveness of Human Resources recruitment processes
- Advancing the City's Digital Strategy with new tools and techniques to measure customer satisfaction
- Acquiring a customer relationship management (CRM) system to enhance communication between the City and residents
- Replacing/updating the Computer Aided Dispatch (CAD) system, an incident management software system used by Mississauga Fire and Emergency Services. The CAD system 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 will be completed to ensure continued reliability of routing, dispatching and data capture
- Implementing Mobile Field Technology for Fire and Emergency Services staff to improve the delivery of inspection and enforcement services. Inspection staff will be provided with mobile technology that will allow them to access and update files, maps and building data remotely
- Integrating City security systems into a single solution that consolidates multiple system platforms (currently more than 12)

into a distinct user interface. The interface will be inclusive of access control, intrusion detection, video surveillance, incident management, and dispatch. This will streamline security operations, increase City-wide situational awareness, and provide new business intelligence, risk management and mapping functionality for all City facilities, parks and transit infrastructure

### **Other Initiatives to Support City Services**

- Implementing a promotion/education campaign about Mississauga's Cycling Master Plan with the goal of raising awareness and increasing the number of cycling trips in Mississauga
- Enhancing learning and development opportunities for employees and leaders
- Investing in the labour and materials required to maintain service levels for new and existing parkland
- Purchasing new library material to continue the multi-year plan to increase the per capita resources to meet industry standards
- Recruiting new staff and resources to provide additional security to the City's Information Technology infrastructure, physical assets and public spaces
- Providing additional grant support to culture groups
- Hosting the 2018 Ontario 55+ Summer Games, which will showcase the City and provide volunteer opportunities for residents
- Recruiting new staff and renovating work spaces to improve service delivery of the Animal Protection Services team
- Launching the new Sustainable Procurement Policy which will incorporate social, ethical and environmental considerations in the procurement of goods and services



## 2018 Budget Summary

The City of Mississauga budget has two components: the budget for property tax supported services and the budget for Stormwater Charge supported services.

	Property Tax Supported Services	Stormwater Charge Supported Services	Total
Gross Operating Budget (\$M)*	\$819.2	\$42.5	\$861.7
Net Operating Budget (\$M)*	\$485.1	\$42.5	\$527.6
2018 Capital Budget (\$M)	\$164.6	\$15.6	\$180.2
10-Year Capital Plan (\$M)	\$2,424.7	\$341.1	\$2,765.8
Proposed City Tax Increase	4.6%		
Impact on Residential Tax Bill	1.58%		
Proposed Stormwater Rate Increase		2.0%	

\* Including contribution to Capital Reserve Funds

For property tax supported services, the proposed net operating budget for 2018 is \$485.1 million, which is a 4.6 per cent increase over the 2017 approved operating budget. This change is primarily due to the cost of labour and benefits and other operating costs required to maintain current service levels in all services areas, new initiatives to expand transit services, and the Capital Infrastructure and Debt Repayment levy.

For property tax supported services, the proposed capital budget for 2018 is \$164.6 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. For 2018 the distribution remains as follows:

- 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 over each previous year by major cost driver for 2018-2021.

Drivers of Operating Budget Costs	2018	2019	2020	2021
Changes to Maintain Current Service Levels	1.4%	1.8%	1.5%	1.4%
Changes Incurred to Operationalize Prior Decisions	0.5%	0.0%	0.0%	0.0%
New Initiatives and Revenues	0.6%	1.6%	1.6%	1.1%
Capital Infrastructure and Debt Repayment Levy	2.0%	2.0%	2.0%	2.0%
<b>Impact on Total Residential Tax Bill</b>	<b>1.58%</b>	<b>1.9%</b>	<b>1.7%</b>	<b>1.5%</b>
<b>Impact on Total Commercial Tax Bill</b>	<b>0.95%</b>	<b>1.1%</b>	<b>1.0%</b>	<b>0.9%</b>



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

Service Area	2017 Operating Budget (\$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	105.2	1.1	0.0	0.0	106.3	1.1%
MiWay	71.7	3.0	2.3	1.7	78.7	9.7%
Roads	66.8	0.4	0.0	0.1	67.3	0.8%
Parks & Forestry	32.6	0.5	0.0	0.0	33.1	1.6%
Business Services	29.4	0.7	0.0	0.3	30.5	3.5%
Mississauga Library	26.8	0.6	0.0	0.1	27.5	2.5%
Recreation	25.2	1.6	0.1	0.1	27.0	7.2%
Information Technology	23.3	0.9	0.0	0.1	24.2	3.9%
Facilities & Property Management	21.2	0.6	0.0	0.1	21.9	3.3%
City Manager's Office	12.7	0.2	0.0	0.0	12.9	1.8%
Land Development Services	8.7	0.8	0.0	0.0	9.5	8.7%
Culture	7.9	0.1	0.0	0.3	8.3	5.6%
Mayor & Members of Council	4.8	0.1	0.0	0.0	4.9	1.3%
Environment	1.4	0.1	0.0	0.0	1.5	3.7%
Regulatory Services	1.0	(0.7)	0.1	0.0	0.4	(64.9%)
Legislative Services	(2.9)	(0.5)	0.0	0.0	(3.4)	(15.9%)
Financial Transactions	25.7	(0.6)	0.0	0.0	25.1	(2.2%)
Assessment Growth						(0.5%)
<b>Total</b>	<b>461.7</b>	<b>8.8</b>	<b>2.5</b>	<b>2.8</b>	<b>475.8</b>	<b>2.6%</b>
<b>Special Purpose Levies*</b>						
Capital Infrastructure and Debt Repayment Levy					9.2	2.0%
<b>Total Proposed Budget</b>	<b>461.7</b>	<b>8.8</b>	<b>2.5</b>	<b>2.8</b>	<b>485.1</b>	<b>4.6%</b>

\* 2017 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 stand alone as a separate section at the end of this Plan.

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## Human Resources

Our human resources are our strength and advantage for delivering quality services and programs. Therefore, we focus on attracting and retaining talented and motivated people who are dedicated to making a positive difference in the lives of the people who live and work in Mississauga. To serve this goal, over the next four years the City will:

- Invest in new tools to remain competitive in recruiting, screening and assessing potential employees
- Increase investment in training and wellness initiatives for current staff
- Continue to identify and develop high potential staff to prepare and assume future leadership opportunities

The City employs over 5,000 full-time and part-time staff. This number peaks at almost 7,000 in the summer months with the addition of students in Recreation, Parks & Forestry and other areas in the City. The City comprises a broad range of leaders, technical professionals and employees providing front line service delivery. While the overall number of staff has remained fairly consistent in recent years, the demographics are changing: the percentage of Millennials (people born 1980-2000) working for the City has almost doubled over the last decade and the ratio of Baby Boomers and Veterans (born 1944-1959, and pre-1943) has declined dramatically in recent years.

This change in employee demographics has influenced the way we recruit new staff and engage existing employees. The City's Talent Acquisition Strategy promotes the use of social media and cloud platforms, video interviews and mobile technologies to improve the efficacy of the recruitment process both for the City and the potential employee. New apprenticeship and intern programs will help train the new staff particularly in specialized and highly competitive jobs such as arborists, mechanics and engineers.

Redesigned workspaces to remove cubicles and enhance collaboration and more mobile devices will provide flexibility for our changing workforce. In 2016 more than 400 employees

participated in the annual Health, Wellness and Safety Fair and another 500 employees received vaccines at one of 24 flu clinics. In 2018, the City will build on these activities and will provide more flexibility in employee health benefits and extend benefits to part-time employees.

In 2016, the City developed its Workforce Diversity and Inclusion Strategy with a vision to create a respectful and supportive workplace that fosters a culture of diversity and inclusion, and to attract, retain, and develop a talented, diverse workforce which broadly reflects the City's communities and citizens. A Diversity and Inclusion Co-ordinator will be hired to lead the implementation of the Strategy.

Over the next four years, approximately 200 of the City's leaders (supervisors, managers, directors and commissioners) are eligible to retire: this knowledge exodus will be significant. To mitigate the impacts, more than 160 employees have been identified in succession plans to compete for vacant positions that result from retirement and attrition. Succession planning includes mentoring, secondments/acting assignments, and a variety of training opportunities. The City is well positioned to compete for new talent, develop and retain existing staff, and cultivate the next generation of leaders.



*Mentoring Meeting at the 2017 Leadership Conference*

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## Conclusion

This Business Plan and Budget outlines the financial and human resources required to deliver City services and programs. To ensure effective service delivery at the quality and level that our residents expect, we will invest in our staff; provide more training and leadership opportunities; and acquire new recruitment tools so that we can hire candidates that best fit our needs.

The City will continue to use Lean principles to identify cost savings and efficiency improvements. Moreover, we will strive to embed Lean into the organizational culture so that staff at all levels are engaged and empowered to enhance programs and services. We expect that investments in technology and security will also enhance operational efficiency and effectiveness. Sixty-three per cent of Mississauga residents surveyed say they receive good value for their tax dollars (source: Forum Research Inc., [2017 Citizen Satisfaction Survey](#)).

Mississauga's residential and commercial tax rates are among the lowest rates in the Greater Toronto Area. The 2018 proposed increase to commercial and residential tax rates, including the Region of Peel, are 1.6 per cent and 2.7 per cent.

We are partnering with other levels of government, multi-national firms and educational institutions to build a city that will entice more businesses to set up here. This will create more jobs and opportunities for our residents and provide additional revenue streams to support growth. We will also work with the Region of Peel and developers to create more affordable housing units so that people can live where they work. Improvements to transit services, traffic management and cycling paths will make the commute to work easier.

The City's infrastructure, buildings, roads and facilities are aging, which places additional pressures on emergency repair budgets and spending. To mitigate the pressures, the City will continue its strategy to build an infrastructure reserve that can be used to keep these assets in good repair.

Finally, the City is providing more ways for residents to engage with their City, regarding new community development plans, City budget initiatives, cultural and environment festivals and various activities. Whether by email, phone, Facebook, Twitter or in person, we welcome and encourage input from residents. To learn more or provide comments/questions visit our website: [www.mississauga.ca/budget](http://www.mississauga.ca/budget).



*Canada Day 150 at Mississauga Celebration Square*



## 2018 Budget Highlights

**\$5.1 Million**

Investment in Roof Replacement  
for City-owned buildings



**46,000**

Additional MiWay  
service hours for 2018



**\$8 Million**

Phase 1 of new Churchill Meadows  
Community Centre

**1**

Small Arms Inspection Building –  
Heritage site redevelopment project

**+12**

MiWay buses to  
be received in 2018



**31km** of roads to be  
rehabilitated

**1**

Library Renovation  
Design project



Summer Freedom Pass –  
Free transit and swimming  
for youth (Ages 12-14)



**+1300**

participants  
including  
athletes,  
coaches and  
officials



**500**

volunteers



**2000**

Mobile staff connected

**+500**

buses  
connected



**+200**

electronic  
signs

**800**

traffic and security  
cameras connected



**700**

traffic lights  
connected



The City is investing in  
security to protect IT  
infrastructure and information



**\$2 Million**

potential economic impact

Ontario 55+ Summer Games  
Jeux d'été de l'Ontario 55+



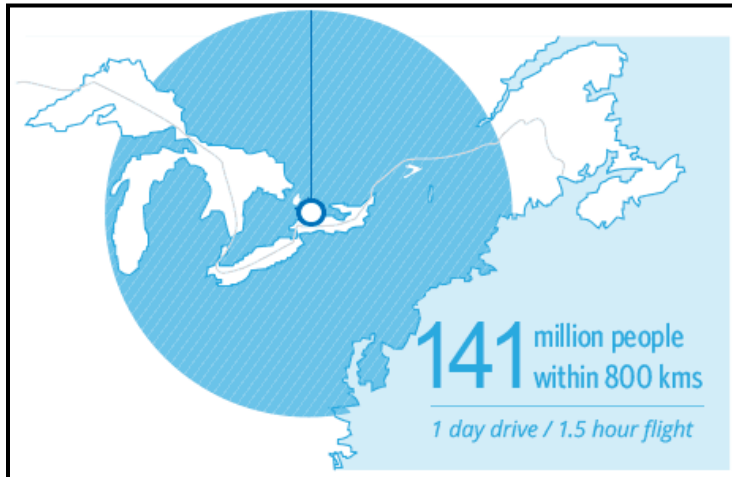
**20**

team and  
individual  
competitions

# About Mississauga

## Location

Mississauga is a young, vibrant and diverse community that more than 766,000 people call home. It is the sixth largest City in Canada, located just 30 minutes' drive from downtown Toronto and 90 minutes from the U.S. border. The City is a prosperous urban centre with a small town charm. The City boasts 22 kilometres of waterfront on Lake Ontario and numerous parks, recreation facilities and bicycle paths. The recently completed 18 kilometre Transitway provides affordable and efficient options for commuters and augments the MiWay bus service, which continues to grow. Mississauga is home to Toronto Pearson International Airport, Canada's largest and busiest airport, where 75 airlines provide easy access to worldwide travel.



## Our Residents

Our residents speak over 200 languages, including Urdu, Arabic, Polish, Mandarin and Tagalog. Of Mississauga's population 15 years and older, 57.5 per cent are married or living common law, and a larger number of families have children as compared to the Ontario average. The majority, 66 per cent, of the City's workforce population have post-secondary education and the

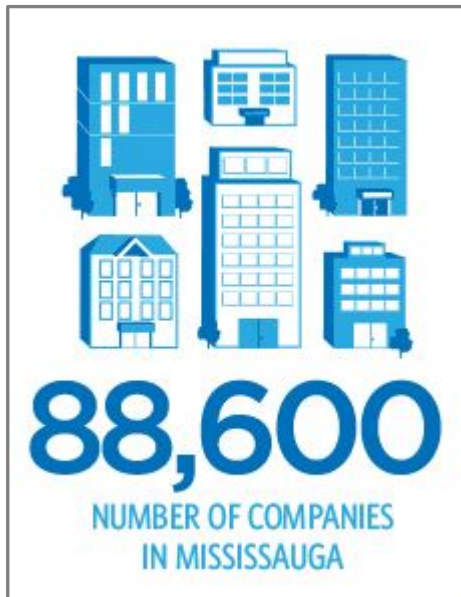
employment rate is above the national average. In 2016 Mississauga proudly hosted the Ontario Summer Games for athletes aged 13 to 17. In 2018 the City will host the Ontario Games for people aged 55 and over; hundreds of residents of all ages volunteer to support these events.



*Canada 150 Celebrations at Celebration Square*

## Business Profile

For the past 14 years, the City has received bond rating agency Standard & Poor's highest credit rating: 'AAA'. This indicates that the City's financial management, debt policies and long range financial plans are sound. Seventy-one Fortune 500 companies and 1,400 multinational firms are resident in Mississauga. There are more than 88,000 businesses in Mississauga of which approximately 75 per cent are home-based businesses (source: Statistics Canada, June 2016). The key sectors represented here are Life Sciences; Advanced Manufacturing; Finance, Insurance & Real Estate; and Information & Communications Technologies.



Standard & Poor's rating

### City Governance

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 & Forestry, Environment, Libraries, Recreation, Land Development Services, Culture, Regulatory, Legislative, Stormwater, and supporting city services.

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](http://www.mississauga.ca).



**2/3** of Mississauga's workforce possess post-secondary education

# 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 provide that constant. They are fundamental to the relationships we have with all our stakeholders, and form the basis of how we act.

### Trust

Upholding the public's trust in the City and promoting a climate of trust within our teams, across the organization and with Council. With trust we can achieve anything.

### Quality

Continuing to provide valuable services and programs that enhance the quality of life for residents and businesses; and building a balanced work life quality for employees.

### Excellence

Ensuring the citizens of Mississauga receive value for money; and delivering excellence internally through innovation and the services we provide.

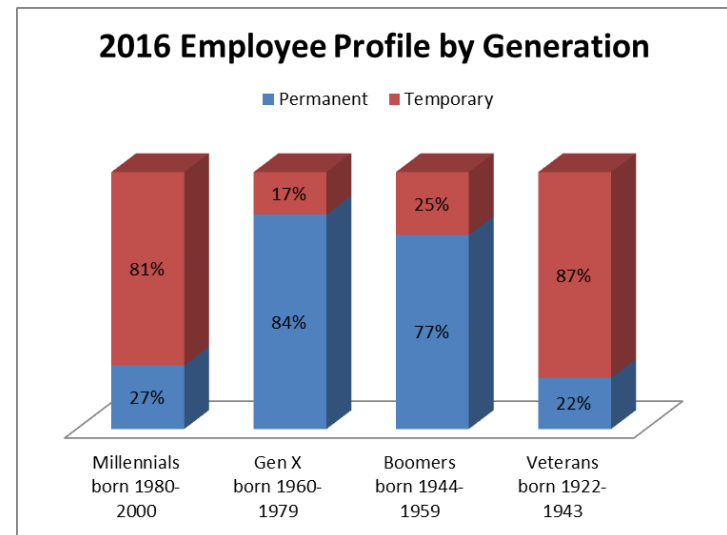


## Employee Profile & Organization Structure

Employees are an important asset in any organization. As an employer, the City monitors a number of trends and emerging issues to ensure we have the right staff to effectively deliver programs and services.

The following statistics describe the City's workforce as of December 31, 2016:

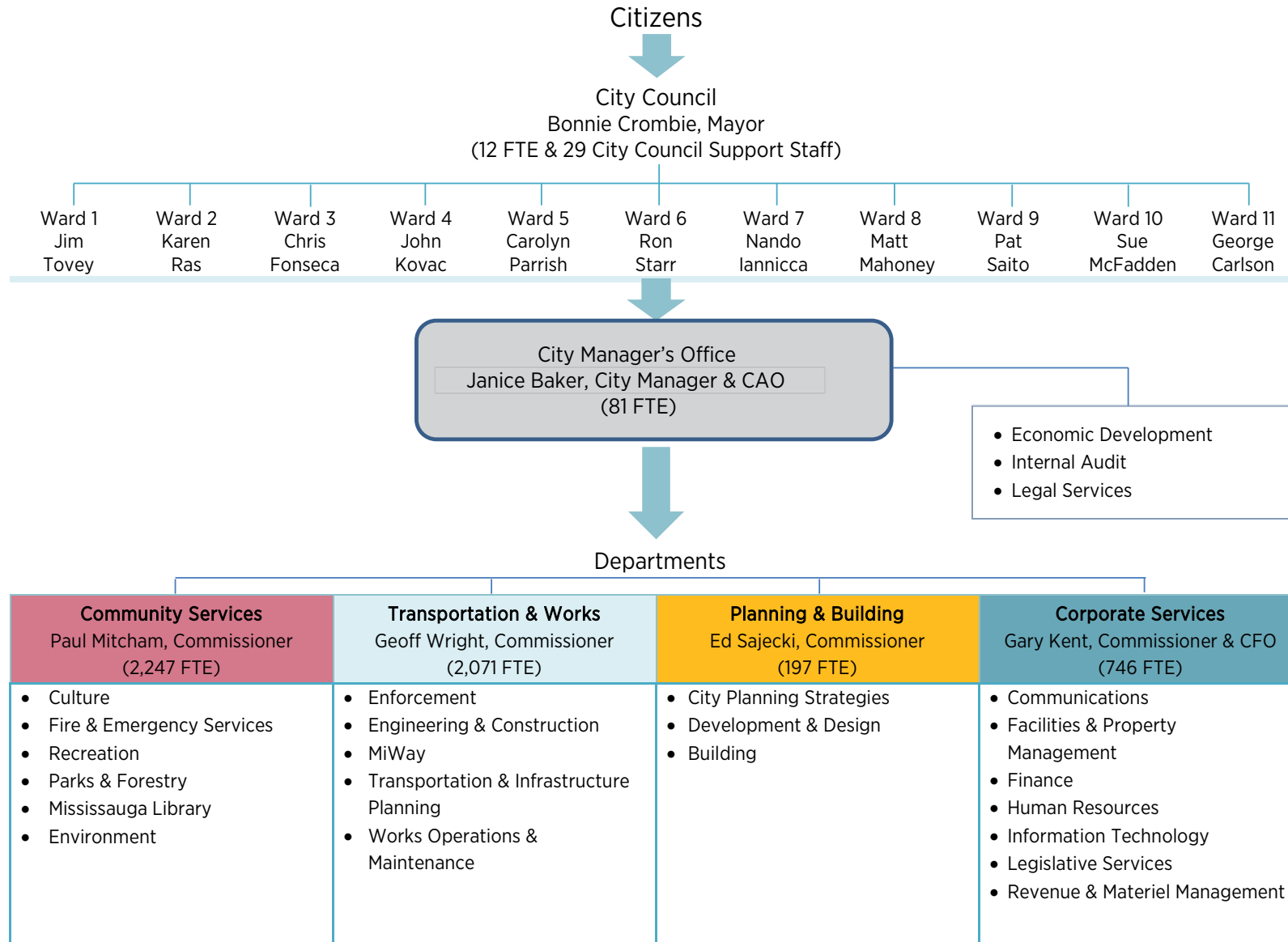
- The average age for a City permanent worker is 46 years. This has been stable for the past decade. The average age of temporary workers is 35 years as of July 31, 2016 (July being when the volume of temporary workers peaks)
- The ratio of male to female employees is 60:40 and the majority of staff (79 per cent) are non-union



- Over the next four years approximately 900 staff and 200 leaders at the supervisor and above level are eligible to retire

## Organization Structure

CITY OF MISSISSAUGA (5,383 FTE)





## Services Delivered

City Manager's Office	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	City Planning Strategies
Internal Audit	Culture Operations	Administration	South District	Park Development	17 Branch Libraries	Environmental Education & Outreach	Development & Design
Legal Services		Operations and Communications	Sports & Community Development	Parks Operations	Shared Services	Environmental Metrics & Reporting	Development Engineering
		Professional Development and Accreditation	Aquatics, Therapeutic and Fitness	Forestry		Environmental Projects	Parks Planning
		Capital Assets	Business Planning				Building
			Client Services				
Roads	Regulatory Services	MiWay	Legislative Services	Information Technology	Business Services	Facilities & Property Management	
Streetlighting	Animal Services	Business Development	Access & Privacy	Strategy & Innovation	Human Resources	Facilities Maintenance	
Infrastructure Planning & Programming	Compliance & Licensing Enforcement	Business Systems	Committee of Adjustment	City Services	Finance	Building Services & Operations	
Infrastructure Maintenance & Operations	Mobile Licensing Enforcement	Transit Operations	Council Support	Infrastructure Planning & Operations	Communications	Facilities Development & Accessibility	
Infrastructure Design & Construction	Parking Enforcement	Transit Maintenance	Legislated Compliance	Digital Services & Mobility	Revenue & Materiel Management	Capital Planning & Asset Management	
Cycling & Pedestrian Programs			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 is committed to developing leaders that will drive City services and programs. Whether volunteering at a tree planting event, contributing to the United Way, hosting a community Earth Market, or participating in Firefighters Without Borders, City staff are involved.

The City of Mississauga has been involved in the United Way of Peel Region's fundraising campaign for almost three decades. In 2016 City staff contributed \$225,890 to the campaign, bringing their total contributions to date to more than \$3 million.



The City of Mississauga has received an award from the Canadian Forces Liaison Council (CFLC) for being the **Most Supportive Employer in Ontario**. The CFLC is a volunteer organization made up of business and government leaders dedicated to supporting Canadian Armed Forces Reservists and building better relations between Canada's military and civilian employers. Every two years, the CFLC recognizes employers who have gone above and beyond in their support for the Canadian Armed Forces including hiring reservists and providing leave to allow them to carry out their part-time duties.



*Mayor Crombie and City Leaders Receiving Most Supportive Employer in Ontario Award*

In March 2017 the City of Mississauga received platinum status as a **Youth Friendly Community** from Play Works – a group of provincially recognized youth organizations that work together to encourage communities to open doors and reinvest in youth play. The City was recognized for its outstanding commitment to providing youth with opportunities to be active contributors to their community. The City successfully met all 16 key criteria established to obtain the designation, including, for example:

- Providing options, facilities and funding for play
- Formally connecting youth to the community
- The community celebrates and recognizes youth
- Support of youth volunteerism
- Youth activism and advocacy for play

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## Awards and Achievements

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:

- The City of Mississauga received its **HIGH FIVE® Accreditation** from Parks and Recreation Ontario (PRO). HIGH FIVE is Canada's only national accreditation framework that promotes quality standards for children's sports and recreation. It offers a holistic approach to child development based on years of research and validated by experts in related fields.

The HIGH FIVE framework identifies four areas of organizational effectiveness that include: Training and Development for all staff levels; Program Assessment tools and practices; Policies and Procedures; and, Branding and Promotion campaigns to inform parents



*Mayor Crombie and the Recreation team showing Recreation's HIGH FIVE® Accreditation, Council Chambers May 2017*

- The City received the Government Finance Officer Association (GFOA) **Distinguished Budget Award** for the **2016 Business Plan and Budget**, the 27<sup>th</sup> consecutive year the City has received this award
- The City also received the **2016 Canadian Award for Financial Reporting** from the GFOA, one of the highest honours for municipal financial reporting, for the 19<sup>th</sup> consecutive year



- The City of Mississauga's Planning and Building Division received **Silver** for the **Best Web GIS** award in May 2017 from the Urban and Regional Information Systems Association (URISA) Ontario. A Geographic Information System (GIS) is a computerized system for storing and manipulating geographical information. The Best Web GIS award is presented to organizations that have demonstrated advanced internet/intranet mapping services that enable publishing and sharing of geographic information through the integration of multiple business systems

- The City of Mississauga's Staff Accessibility Resource Team (StART) has won the **Municipal Accessibility Award** from the Ontario Municipal Social Services Association (OMSSA). The award recognizes individuals or groups who have shown great leadership in helping to improve accessibility in their city. This includes raising accessibility awareness through activities and programs



*Members of Council and Resource Team with the Municipal Accessibility Award*

In 2016, StART members were successful in maintaining the City's accessibility commitments through the following achievements:

- Face-to-face training of more than 535 volunteers and staff on providing effective, accessible customer service
- Supporting 157 families that have a member with a disability through the Summer Recreation Inclusion Support Program

- Constructing three new accessible trails and repaving nine existing trails
- Hosting a High School ParaSport Try It Event, featuring games like wheelchair rugby, wheelchair basketball, sledge hockey and sitting volleyball
- Installing 365 new MiWay bus pads to make transit more convenient and accessible



- Mississauga Celebration Square has been recognized as one of five national winners of the **Rick Hansen Foundation Accessible Cities Award Circle of Excellence Venue**. The award is given to an organization whose space or place showcases best practices in accessibility. Some of the many accessible features at Mississauga Celebration Square include:

- Fully accessible main stage with ramp, accessible backstage washrooms and change facilities
- Designated specialized TransHelp stop area
- Sloped ramps throughout the area to deal with surface grade differences
- Wayfinding in underground parking with colour coding and themes
- Fully accessible splash pad and ice rink
- Universal washrooms
- LED lighting



- The City of Mississauga's Communications Division won two International Association of Business Communicators (IABC) OVATION awards this year: an **Award of Excellence** in the category of **Media Relations** for the Camp Ignite 2016 campaign; and, an **Award of Merit** in the category of **Marketing Communications** for their work on the **2016 Ontario Summer Games**. IABC Toronto Chapter has over 1,200 members from the Greater Toronto Area and serves professionals committed to improving organizational effectiveness through strategic communication
- MiWay received the **2016 Public Service Impact and/or Benefit Award** from the Marketing Research and Intelligence Association (MRIA). The 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. MiWay and Ipsos jointly won this award for a joint project



- **Mississauga's Economic Development Office Ranks in Canada's Top 10** by Site Selection magazine. The recognition is based on April 2016 to March 2017 project data. Specific criteria used in the selection process include:
  - The number of new facilities and expansions per capita
  - Project capital investment per capita
  - Job creation per capita
  - Subjective analyses of website resources, programming and outreach efforts



*Mississauga's Dynamic and Growing City Centre*

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# 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 service areas. Each service area has developed its proposed plan consistent with corporate direction. The service areas create their proposed plans using the structure below.

❖ **Executive Summary of Service Area**

❖ **Core Services**

*Why does this service exist?*

*What are the services provided?*

*How do we measure performance?*

❖ **The 2018-2021 Business Plan Outlook**

*How are we planning for the future?*

*What are we doing to find efficiencies?*

*How do programs and initiatives advance the City's Strategic Plan?*

*How are we managing our Human Resources?*

❖ **Proposed Operating & Capital Budgets**

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

*What is the cost required to maintain current service levels?*

*How will capital projects be funded?*

## Budget Requests

Throughout this document, references are made to a type of document called a Budget Request (BR). This is the document used by service areas to propose new initiatives, recognize 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 a change, regardless of organizational responsibilities. A service area plan will refer to a BR and contain a summary of each BR where they have been proposed.

The following pages compile the Executive Summary pages from the service area business plans.



## Fire & Emergency Services

**Mission:** To protect life, property and the environment in Mississauga from all perils guided by the three lines of defense: public education, prevention and emergency response.

### Services we provide:

- Public Education
- Code Enforcement
- Fire Plans Examination
- Emergency Dispatch
- Emergency Response
- Fire Cause Determination

### Interesting facts about this service:

- 65.9 per cent of structure fires occur in residential occupancies
- 100 per cent of all fire related fatalities occur in residential occupancies
- 83 per cent of all fire related injuries occur in residential occupancies
- 33 per cent of fires are caused by careless smoking, candles and other misuse of ignition sources
- 61 per cent of reported fires are unintentional
- 14 per cent of all fires are caused by mechanical or electrical failure

### Highlights of the Business Plan include:

- Ongoing operations
- Fleet replacement and maintenance
- Maintenance, testing and evaluation of equipment
- Investment in technology for field operations
- Station renovations
- Lifecycle replacement of front line equipment
- Land acquisition for future station locations
- Staff training, certification and development

Net Investment (000's)	2018	2019	2020	2021
Operating	106,290	110,500	113,259	115,366
Capital	11,559	9,522	6,897	3,058
Full Time Equivalents	718.5	744.5	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:

As Ontario's third largest municipal transit service provider, MiWay serves a growing population of roughly 766,000 across 179 square kilometres in Mississauga. MiWay routes create economical and efficient transportation connections between popular destinations throughout the city and our services connect with neighbouring transit systems including GO Transit, TTC, Brampton Transit and Oakville Transit.

MiWay provides customers with two types of service:

- **MiExpress** for express travel on blue buses servicing limited-stop routes
- **MiLocal** for local travel on orange buses along regular and school routes

### Interesting facts about this service:

- The City of Mississauga purchased the local transit service in 1974. At that time only eight routes operated with 54 buses that were boarded four million times that year. Today MiWay operates a total of 82 routes with 499 buses and customers board a MiWay bus over 56 million times per year
- There are 3,675 MiWay bus stops and 930 bus shelters (September 2016) across Mississauga. One hundred additional shelters will be added as a result of funding through the Public Transit Infrastructure Fund
- Weekday passenger boarding increased 5.6 per cent from 177,737 in 2014 to 187,689\* (annual average including seasonal variation) in 2016 \*Ridership Reporting Model

- Daily ridership on the Mississauga Transitway has grown from 8,022 in November 2014 to 16,631 in November 2016 – a 70 per cent increase
- Revenue ridership is up three per cent since 2016
- During peak periods, MiWay plans for 356 buses and 201 buses during off peak to deliver the required service to meet customer demand

### Highlights of the Business Plan include:

- MiWay service growth will provide an additional 46,000 service hours in 2018
- Continued commitment to growing MiWay service hours will result in service improvements along two key corridors – Lakeshore Road and new express service on Derry Road
- The new Route 100 – Airport Express will support ridership growth on the Mississauga Transitway and provide a new express service for MiWay customers travelling to and from Toronto Pearson International Airport – Terminal 1

Net Investment (000's)	2018	2019	2020	2021
Operating	78,692	84,128	89,233	94,665
Capital	9,795	17,885	28,647	64,671
Full Time Equivalents	1,443.4	1,474.4	1,508.4	1,541.4





## Roads

**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 21<sup>st</sup> Century city and serves the municipality's social, economic and physical needs.

### Services we provide:

The Roads Service Area is within the Transportation and Works (T&W) department. The services of this area are delivered by the following three divisions: Transportation and Infrastructure Planning (TIP), Engineering and Construction (E&C), and Works Operations and Maintenance (WOM). These areas are responsible for the planning, design, construction, operation, 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).

With a continued focus on urban mobility, asset management, service delivery, and our people and culture, the Roads Service Area is poised to continue to provide responsible road-related infrastructure services.

### Interesting facts about this service:

At a replacement value of \$4.4 billion (2017), our road and bridge infrastructure is the largest asset owned and operated by the City.

The City has 5,290 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 480 kilometres of multi-use trails, park paths, bicycle lanes and signed bike routes. Through the 2010 Cycling Master Plan, the City planned

to develop more than 900 kilometres of on and off-road cycling infrastructure by 2030. This plan is currently being updated.

### Highlights of the Business Plan include:

- Continued focus on urban mobility, asset management, service delivery, and our people and culture
- Capital investments in facilities and new technologies to help guide the Roads Service Area through the next four years
- Capital investments in major road rehabilitation such as the Burnhamthorpe Road East reconstruction, and Mavis Road improvements
- Funding of corridor enhancements and other provisions needed to support the Hurontario Light Rail Transit (HuLRT) Project
- Operating investments to help maintain service levels and provide improved customer service
- Ongoing commitment to planning, developing and improving our multi-modal transportation system

Net Investment (000's)	2018	2019	2020	2021
Operating	67,345	67,521	68,825	68,790
Capital	47,087	82,045	91,316	62,580
Full Time Equivalents	480.0	480.6	494.6	493.6



## Parks & Forestry

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

### Services we provide:

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

### Interesting facts about this service:

- 383,048 hours of maintenance was performed in 2016 for the care of 8,991 acres (3,639 hectares) of parkland and open space, including 362 sports fields, 263 play sites, two marinas and 11 publicly owned cemeteries
- There are over 300 publicly owned woodlands and natural areas covering 2,777 acres (1,124 hectares)
- Over 12,000 annual service requests from the 311 Citizen Contact Centre are received and resolved by Parks & Forestry, along with approximately 4,000 additional direct inquiries
- 21,710 hours of community service were contributed for community cleanups, naturalization projects, beautification initiatives, tree plantings and community garden plantings in 2016
- 22,500 City-owned trees received maintenance in 2016, including pruning, rejuvenation and watering
- 135,096 hours of outdoor sports fields and 54,048 hours of park permits were booked in 2016
- Over 587 permits and applications were reviewed to protect and enhance parks and natural areas
- 63,213 trees were planted through the One Million Trees Mississauga program in 2016

### Highlights of the Business Plan include:

- Condition assessments of all park assets to be completed in 2018 which will improve prioritization of capital asset replacements with detailed investment needs and stronger forecasting for Parks & Forestry capital assets
- Development and redevelopment of parks City-wide between 2018-2021 including P-459 (Ninth Line), Scholars Green Phase II, Danville Park and Zonta Meadows Park
- Parks & Forestry continues to assess plans for a future marina at 1 Port Street East based on the Marina Business Case, the Council-approved Master Plan, and ongoing discussions with Canada Lands Company
- Continued stewardship, conservation, naturalization and education opportunities City-wide
- Long term planning for the Urban Forest and update on planting

Net Investment (000's)	2018	2019	2020	2021
Operating	33,144	34,032	34,390	34,561
Capital	27,580	82,895	61,249	27,109
Full Time Equivalents	360.0	360.0	361.0	360.0



## 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 includes five interrelated teams within the City of Mississauga. These teams all collaborate with and support every City service area. The group consists of Human Resources (HR), Finance, Communications, Corporate Performance and Innovation (CPI), and Revenue and Materiel Management.

### Interesting facts about this service:

- Human Resources posted 510 jobs in 2016 and filled 73 per cent of positions within seven to 12 weeks
- Finance managed reserves worth \$613.5 million, and achieved a 3.4 per cent gross investment return across the City's balance sheet
- Communications handled 309,100 telephone, email and online citizen inquiries via the 311 Citizen Contact Centre and 3,187 inquiries via the Pingstreet Citizen App
- Staff across the organization received 35,990 hours of training from Corporate Performance and Innovation to improve performance
- Revenue billed \$1.57 billion in property taxes for the City, Region and School Boards with a collection rate of 97.3 per cent

### Highlights of the Business Plan include:

- HR is modernizing Talent Management by leveraging technology. HR will also advance the Diversity and Inclusion Strategy and enhance learning and development
- Finance is initiating corporate asset management planning, a Development Charges study, and investing in financial system tools to improve internal business processes
- Communications will continue implementing the Digital Strategy and will begin to implement year one key recommendations of the Corporate Customer Service Strategy, while supporting priority projects (i.e., 2018 municipal election, Ontario 55+ Summer Games, Hurontario LRT)
- Corporate Performance and Innovation is supporting the organization to improve efficiency and effectiveness, strengthening the culture of continuous improvement across the corporation
- Revenue is developing online services such as e-bidding to improve efficiency and e-evaluation to enable the City to evaluate bids electronically and implement a sustainable procurement policy

Net Investment (000's)	2018	2019	2020	2021
Operating	30,456	30,827	31,447	31,873
Capital	1,396	1,406	150	260
Full Time Equivalents	289.4	283.4	279.4	276.4



## 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 (MLS) 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 – 4.862 million in-person visits
- Circulation – 6.041 million items loaned
- Collection – 1.06 million items available through 18 locations throughout the City
- Participation – More than 135,000 program attendees and 2,100 outreach initiatives
- Access – More than 930,000 visits to the Library website
- 88 per cent of residents surveyed express overall satisfaction with Library services in Mississauga

### Highlights of the Business Plan include:

- An exciting reorganization began in 2017 that will position the Library to be focussed on co-ordinated programming, responsive collections and digital services in a customer centred environment
- Design concepts completed in 2017 for the Central Library Revitalization will inform this important initiative over the next three years
- Expansion of Maker Mississauga digital learning and creativity programs and resources
- Development of permanent makerspaces at Burnhamthorpe and Courtney Park branches began in 2017

Net Investment (000's)	2018	2019	2020	2021
Operating	27,521	28,075	28,605	29,025
Capital	1,795	11,187	11,207	225
Full Time Equivalents	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 structure:

- North and South District Recreation Services
- Aquatics, Therapeutic and Fitness Centralized Programs Unit
- Sport, Community Development and Hershey Centre Unit
- Client Services Unit
- Business Planning Unit

### Interesting facts about this service:

- 12,600,000 visits a year to Recreation facilities
- Over 175,000 yearly Program hours
- 50,000 yearly hours of Arena rentals
- 143,000 yearly hours of Facility Room usage
- Over 80,000 Golf rounds a year
- Over 48,000 Active Memberships

### Highlights of the Business Plan include:

- Continued planning toward establishing the City as a sport event and tourist friendly City
- Dedication to providing fiscally responsible programs and services which maximize the use of existing facilities and infrastructure
- Commitment to providing inclusive programs and services to complement Mississauga's diverse and aging population
- Development of more partnership opportunities to leverage additional funding and grants

Net Investment (000's)	2018	2019	2020	2021
Operating	27,036	30,377	31,573	32,389
Capital	15,588	18,451	14,121	20,922
Full Time Equivalents	776.8	784.8	801.2	801.2



## 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 has six sections that focus on technology planning, service delivery, support, and operations to enable City services and drive efficiencies.

### Interesting facts about this service:

- The City provides online services and information including 311 online service requests and items for purchase, with over 20 million digital visits and \$20.3 million in online transactions in 2016 (an increase of eight per cent from 2015)
- “Wireless Mississauga” is free public access to high speed Wi-Fi available at 95 City facilities including libraries, community centres, marinas, and arenas. In 2016, the total number of hours of free City Wi-Fi used by the public would translate into 407 years’ worth of service
- The City’s network is a state of the art fibre network. The “Public Sector Network” (PSN) is a fibre network co-owned by Peel, Mississauga, Brampton and Caledon with over 800 kilometres of high speed fibre connecting 291 City sites and critical City infrastructure
- Our mobile workforce has over 3,300 field based workers and smart vehicles (e.g., buses, fire trucks, snow plows)
- IT operates seven days a week, 365 days a year

### Highlights of the Business Plan include:

- Create a Smart City Master Plan that provides a three to five year vision for the City to provide key objectives and initiatives that improve people’s lives and support the submission for funding to the federal Smart Cities Challenge
- Continue to expand the availability of free public Wi-Fi throughout the City, in our small business districts, the downtown and in public spaces and parks
- Expand the City’s use of broadband technology to support the “Internet of Things” (IoT); expand the Public Sector Network (PSN); develop a proof-of-concept for a secure private cellular network for Public Safety and First Responders
- Improve Customer Service and deliver innovative and efficient services through the use of Artificial Intelligence (AI) and Augmented Reality (AR) known as the emerging channel “voice first”
- 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)	2018	2019	2020	2021
Operating	24,215	24,947	25,072	25,091
Capital	14,998	14,517	10,950	10,320
Full Time Equivalents	168.8	168.8	167.8	167.8





## 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 provides expertise in property, asset and project management to maintain the City's infrastructure and support the safety and security of the public and City staff.

We provide 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 334 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 15,800 annual facility work requests related to building maintenance and operations
- Secured over \$165,000 in pre-approved grant incentives to implement energy management projects in 2017
- In 2016, saved over \$200,000 in energy and water costs
- Provided in-house project management expertise delivering on capital construction projects totalling \$30.5 million in 2016

- Approximately \$1.1 million in emergency capital repair and renewal construction work performed in 2016
- Approximately 100 transactions are completed annually by Realty Services

### Highlights of the Business Plan include:

- Identifying aging infrastructure needs that require systematic allocation of limited resources
- Preparing for increased maintenance pressures and resources due to aging infrastructure
- Continuing to invest in our energy savings initiatives
- Anticipating greenhouse gas emission reductions of 1,858 tonnes per year by 2019 (equivalent of almost 364 cars off the road per year)
- Supporting the safety and security of the public and staff on City properties with enhanced security services

Net Investment (000's)	2018	2019	2020	2021
Operating	21,944	22,812	23,605	24,608
Capital	26,850	30,249	26,986	25,554
Full Time Equivalents	190.4	191.7	194.5	197.3



## 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, Economic Development, Internal Audit and Legal Services
- The City Manager's Office (CMO) co-ordinates 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 88,600 businesses
- The Legal Services team handled over 78,000 POA in-court appearances in 2016 and provided on time legal advice and guidance to over 350 Councillor requests
- Internal Audit has a unique reporting structure that allows them to operate independently and reinforces impartiality when conducting audits

### Highlights of the Business Plan include:

- Legal Services is requesting two IT capital funded software solutions (eDiscovery software and document management software) to increase efficiency, streamline services and allow more litigation to be handled in-house
- EDO will help activate the Downtown Master Plan by initiating the City Centre Promotion Campaign
- Internal Audit has reduced its operating budget by one per cent while maintaining current service levels
- In 2019, Legal Services will add new Commercial Litigation staff. They will convert the role of IT Legal Counsel into a permanent position and add an Articling Student to allow Legal Services to meet the City's needs for legal support in the most cost effective manner
- In 2019/2020 EDO will implement youth and newcomer entrepreneur programs

Net Investment (000's)	2018	2019	2020	2021
Operating	12,891	13,566	14,053	14,275
Capital	301	265	90	0
Full Time Equivalents	81.0	85.0	87.0	87.0



## 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:

- Strategic plan development
- Long range and community land use planning
- Population and employment forecasting
- Establishment of urban design and built form vision for the city
- Conducting development and design studies
- Providing planning opinion and customer information
- Reviewing and approving development applications
- Reviewing building permit applications and issuing permits
- Carrying out building permit inspections and enforcement

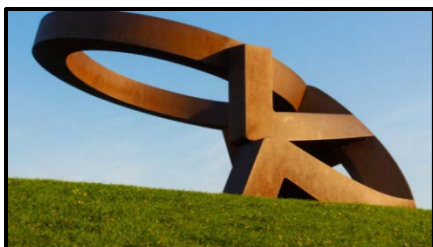
### Interesting facts about this service:

- The Land Development Services Area co-ordinates planning efforts across the Corporation to ensure alignment with the Provincial Growth Plan, Strategic Plan, Mississauga Official Plan and Zoning By-law
- Approximately 4,400 building permit applications are processed annually
- Approximately 79,000 building, plumbing, heating and sign inspections are carried out annually
- 115 community meetings were held in 2016

### Highlights of the Business Plan include:

- Continued dedication to developing vibrant, walkable and connected neighbourhoods
- Increasing the level of engagement with residents, developers and other stakeholders in the land use planning and building process through multiple methods
- Facilitate the land use vision and community improvement by optimizing new tools and incentives
- Prioritizing the provision of affordable housing for middle income families
- Expanding the use of digital technology in creative and innovative ways to interact with clients
- Development of an online interactive zoning by-law solution that will allow users to generate custom information to answer their zoning questions
- Completion of Phase 2 of ePlans, which will implement software and equipment in the field for inspection staff

Net Investment (000's)	2018	2019	2020	2021
Operating	9,480	9,903	10,418	10,847
Capital	3,982	3,393	1,727	1,350
Full Time Equivalents	197.3	195.3	193.3	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:

The Culture Division 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:

- Almost 3.5 million people visited Celebration Square since its 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 347 performances/activity days in 2016
- Re-animation of museums resulted in 30,200 visitors and 4,445 program participants in 2016; that's a 10 per cent increase from 2015 and a 27 per cent increase since 2010
- There were 533 filming days in Mississauga with 196 permits issued in 2016
- There are 38 pieces of Public Art in Mississauga; 14 are City-owned

### Highlights of the Business Plan include:

- Addressing increased demand for programs, events, and City support for artists and community arts groups by:
  - Providing additional investment in Arts, Culture, Festival & Events grant support
  - Streamlining process issues and eliminating barriers to allow cultural groups to focus on quality services and a wider range of offerings; improving access to new groups
  - Building capacity for individual artists and cultural groups through community development programs i.e. busking program, workshops
- Repurposing existing facilities to address the need for more cultural spaces
  - The City acquired the Small Arms Industrial Building and is investing in its redevelopment; it will become a unique cultural community hub when it opens in 2018
- Stimulating Creative Industry (CI)/Raising reputation by:
  - Focusing efforts to grow Mississauga's live music sector
  - Hosting a national Creative Cities Network Summit in 2018 in Mississauga
- Expanding the Public Art program across the city

Net Investment (000's)	2018	2019	2020	2021
Operating	8,319	8,597	8,898	9,155
Capital	795	440	635	4,210
Full Time Equivalents	64.3	64.3	64.3	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 Division drives environmental sustainability in Mississauga by providing:

- Environmental strategic planning to develop plans, policies and programs that advance the City's environmental priorities
- A framework for the City of Mississauga and the community to take action on climate change
- An efficient waste program for City of Mississauga facilities
- Awareness and education for residents and City staff to take environmental action

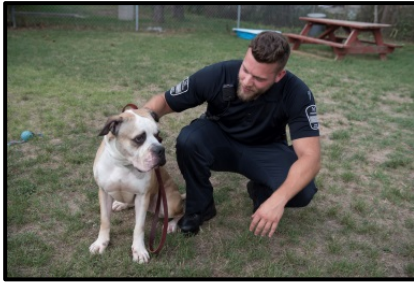
### Interesting facts about this service:

- Leading the City's response to climate change
- Engaged 14,000 people in environmental education and outreach at 60 community events throughout Mississauga
- Managing 120 Green Leaders across the City in environmental action
- Improved waste diversion at the Civic Centre by 25 per cent
- Greening the City's culture by infusing environmental considerations into City projects

### Highlights of the Business Plan include:

- Developing a City of Mississauga Climate Change Action Plan in 2017/18 with implementation commencing in 2019
- Developing and implementing a Corporate waste diversion plan which will achieve an overall 75 per cent diversion rate for City of Mississauga facilities
- Developing the Living Green Master Plan update
- Continued growth of education and outreach programs
- Environment employee engagement program will be City-wide in 2018
- Developing an Urban Agriculture Plan
- Developing an Electric Vehicle Charging Stations Strategy

Net Investment (000's)	2018	2019	2020	2021
Operating	1,491	1,564	1,578	1,593
Capital	250	370	0	0
Full Time Equivalents	10.3	10.3	10.3	10.3



## 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.

Physical inspections are provided 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 three.

- More than 50,000 service requests are received each year
- Regulatory Services recovers more than 95 per cent of operating costs through revenue generation

### Highlights of the Business Plan include:

- Improved customer service for Administrative Penalty System Fees (APS) through increased screening resources
- A commitment to pet licensing and public education via a full time Community Engagement Officer
- Continued focus on in-field computing technology to maximize productivity

Net Investment (000's)	2018	2019	2020	2021
Operating	362	423	452	484
Capital	316	33	0	0
Full Time Equivalents	147.5	148.5	148.5	148.5





## 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:

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

### Interesting facts about this service:

- Supports Council and 24 Committees of Council and quasi-judicial tribunals
- Provides live-streaming and on-demand videos for Council and six Committees, including the Committee of Adjustment
- Ninety-nine per cent of the decisions related to Freedom of Information requests are made within 30 days
- A Municipal Election Campaign Contribution Rebate Program has been established for the 2018 Election
- The 2018 Municipal Election will include the election of a Regional Chair

- Provincial Offences Act (POA) transcripts are produced within 90 days

### Highlights of the Business Plan include:

- One per cent budget reduction achieved for 2018 through a review of all budget items and services
- Implementation of the Electronic Document Records Management System (EDRMS) in 2018
- Modernizing the Municipal Elections through the use of technology
- Continued improved access and transparency related to Council and Committees through live-streaming and on-demand videos
- Ensure Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) compliance

Net Investment (000's)	2018	2019	2020	2021
Operating	(3,374)	(3,461)	(3,446)	(3,286)
Capital	872	0	70	66
Full Time Equivalents	97.2	90.2	90.2	87.2

# City Budget & Financial Overview

## Introduction

The City of Mississauga's proposed 2018-2021 Business Plan and 2018 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 2018-2021 Business Plan and 2018 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 2.6 per cent to the City's net expenditure.

### Efficiencies and Cost Savings

Each year, City staff are challenged to reduce costs by identifying efficiencies and streamlining processes through continuous improvement. For the 2018 Budget, staff have identified \$3.1 million in savings – equivalent to reducing the City's net costs by 0.7 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 2018.

Overall, the above three drivers total a 2.4 per cent addition to the City's net expenditure, prior to adding new initiatives or the special purpose levies. When factoring in growth in assessment of 0.457 per cent, this results in a 2.0 per cent increase.

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

Proposals for new initiatives and revenues in 2018 are described in detail within each service area's Business Plan. In this budget, proposals for new initiatives in 2018 support Mississauga's Strategic Plan and primarily are focused on expanding transit service. New initiatives require an increase of 0.6 per cent to the City's net expenditure.

### **Special Purpose Levies**

A Special Purpose Levy is required to maintain the \$8.9 billion of 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 until 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 subsequent 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 2018 Budget, no increases are recommended to the Emerald Ash Borer or UTM levies.

## **MAINTAINING OUR INFRASTRUCTURE**



## 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 the commercial/industrial impact is lower than the 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	2018 (\$M)	Tax Rate Impact	2019 (\$M)	2020 (\$M)	2021 (\$M)
<b>Prior Year Budget</b>	<b>\$461.7</b>		<b>\$485.1</b>	<b>\$512.5</b>	<b>\$540.0</b>
Changes to Maintain Current Service Levels	\$11.9	2.6%	\$12.1	\$11.2	\$11.2
Changes to Efficiencies and Cost Savings	(\$3.1)	(0.7%)	(\$2.2)	(\$2.2)	(\$2.2)
Changes to Operationalize Prior Decisions	\$2.5	0.5%	\$0.1	\$0.0	\$0.0
Assessment Growth		(0.46%)			
<b>Normal Operations</b>	<b>\$11.3</b>	<b>2.0%</b>	<b>\$10.0</b>	<b>\$9.0</b>	<b>\$9.0</b>
New Initiatives	\$2.8	0.6%	\$7.7	\$8.1	\$5.7
<b>Proposed Budget Excluding Special Purpose Levies</b>	<b>\$475.8</b>	<b>2.6%</b>	<b>\$502.7</b>	<b>\$529.6</b>	<b>\$554.7</b>
<b>Special Purpose Levies</b>					
Capital Infrastructure and Debt Repayment Levy	\$9.2	2.0%	\$9.7	\$10.3	\$10.9
<b>Proposed Budget with Special Purpose Levies</b>	<b>\$485.1</b>	<b>4.6%</b>	<b>\$512.5</b>	<b>\$540.0</b>	<b>\$565.6</b>
<b>Proposed Budget and Year Over Year % Change</b>	<b>\$485.1</b>	<b>4.6%</b>	<b>5.4%</b>	<b>5.1%</b>	<b>4.5%</b>
<b>Impact on Total Residential Tax Bill</b>		<b>1.58%</b>	<b>1.9%</b>	<b>1.7%</b>	<b>1.5%</b>
<b>Impact on Total Commercial Tax Bill</b>		<b>0.95%</b>	<b>1.1%</b>	<b>1.0%</b>	<b>0.9%</b>

\* Assumes a 0.457% assessment growth in year 2018, and 0.25% growth in years 2019-2021

Note: Numbers may not balance due to rounding.

## Property Tax Bill

According to the Federation of Canadian Municipalities (FCM), 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 \$0.08 to \$0.10 of every tax dollar raised in Ontario, yet own approximately 60 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

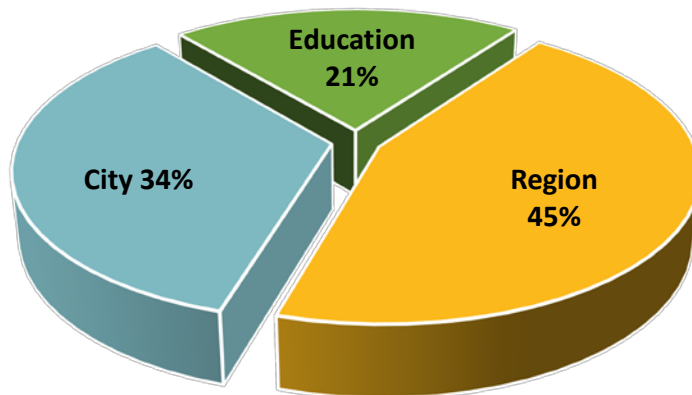
bill and 21 per cent of the non-residential tax bill, as shown in the following pie charts. In order for taxpayers to more easily understand the impact of the City's budget on their taxes, we calculate the impact on the total tax bill. Expressing the change in this way also makes it easier to compare to other large, single-tier cities such as Toronto, Ottawa, Hamilton and London.

## Impact on Property Tax Bill

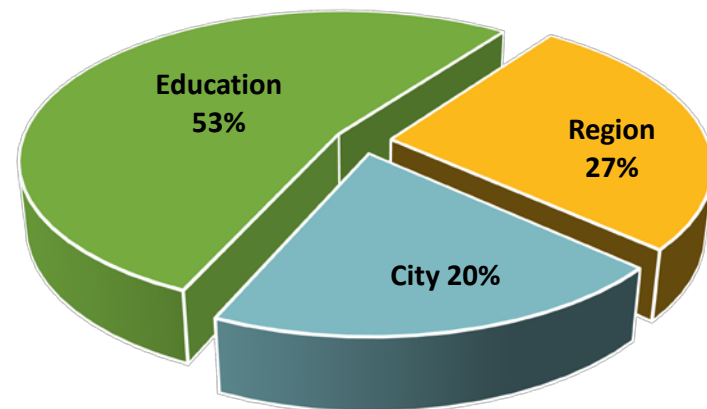
The tax rate from the Region of Peel has not been finalized yet. However, based on budget direction from Regional Council, Peel Region has a target 2018 tax rate increase of 1.6 per cent for the proposed operating budget and an additional one per cent for the Region's infrastructure levy. The Region's forecasted 2.6 per cent increase impacts the residential tax bill by 1.16 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 2.74 per cent. Of the 2.74 per cent residential increase, only 1.61 per cent is for ongoing operations and new initiatives. Essential funding to support both the City's and Region's capital forecasts and to help address infrastructure needs has a 1.13 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 1.64 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	0.89%	0.71%	0.00%	1.61%
Capital Infrastructure and Debt Repayment Levy	0.69%	0.45%	0.00%	1.13%
<b>Total</b>	<b>1.58%</b>	<b>1.16%</b>	<b>0.00%</b>	<b>2.74%</b>

#### Impact on Commercial/Industrial Tax Bill

Description	City	Region (Forecast)	Education	Total
Required to Fund Ongoing Operations & New Initiatives	0.54%	0.43%	0.00%	0.96%
Capital Infrastructure and Debt Repayment Levy	0.41%	0.27%	0.00%	0.68%
<b>Total</b>	<b>0.95%</b>	<b>0.70%</b>	<b>0.00%</b>	<b>1.64%</b>

Numbers may not add due to rounding

NOTE: Region of Peel forecasted increase is 2.6%



## 2018 Budget Process

The proposed 2018 Budget is the result of an extensive process undertaken by staff. Throughout the spring of 2017, service areas created their 2018-2021 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 2018-2021 Business Plan.

On June 28, 2017 staff presented a forecast for 2018 to Budget Committee. The challenges and opportunities impacting the 2018 Budget were highlighted, as was the timeframe for the 2018-2021 Business Plan and 2018 Budget process. Service areas prepared their detailed operating and capital budgets, incorporating the Business Plan adjustments approved by the Leadership Team, from July to mid-August. Budget submissions were reviewed by the Leadership Team throughout September and October and the proposed budget was finalized for Council review.

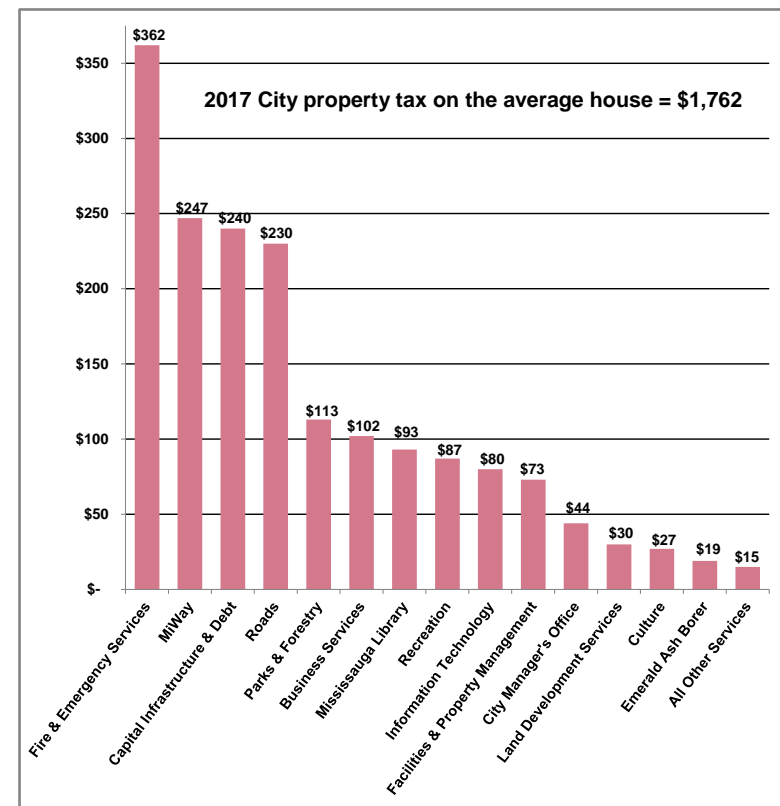
On September 20, 2017 Budget Committee considered increases in fees and charges for 2018.

The process for Council's review of the 2018 Budget is set out below. All Budget Committee meetings are open to the public. They are also live-streamed by the City.

- Distribution of the Budget Document to Council
  - By November 6, 2017
- Presentation of Business Plan and Budget Overview
  - November 20, 2017 Budget Committee
- Service Area Budget Presentations, Deputations and Deliberations
  - November 21, 2017
  - November 27, 28 and 29, 2017
- Targeted Council Approval
  - December 13, 2017

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 \$8.9 billion in infrastructure including buildings, parks, playground equipment, buses, roads, street lights, sidewalks and many other items.

The average house in Mississauga in 2017 had an assessed value of \$604,000. In 2017, this average home paid \$1,762 in City taxes. The major services received and the total annual amounts paid per home for each service are shown below.

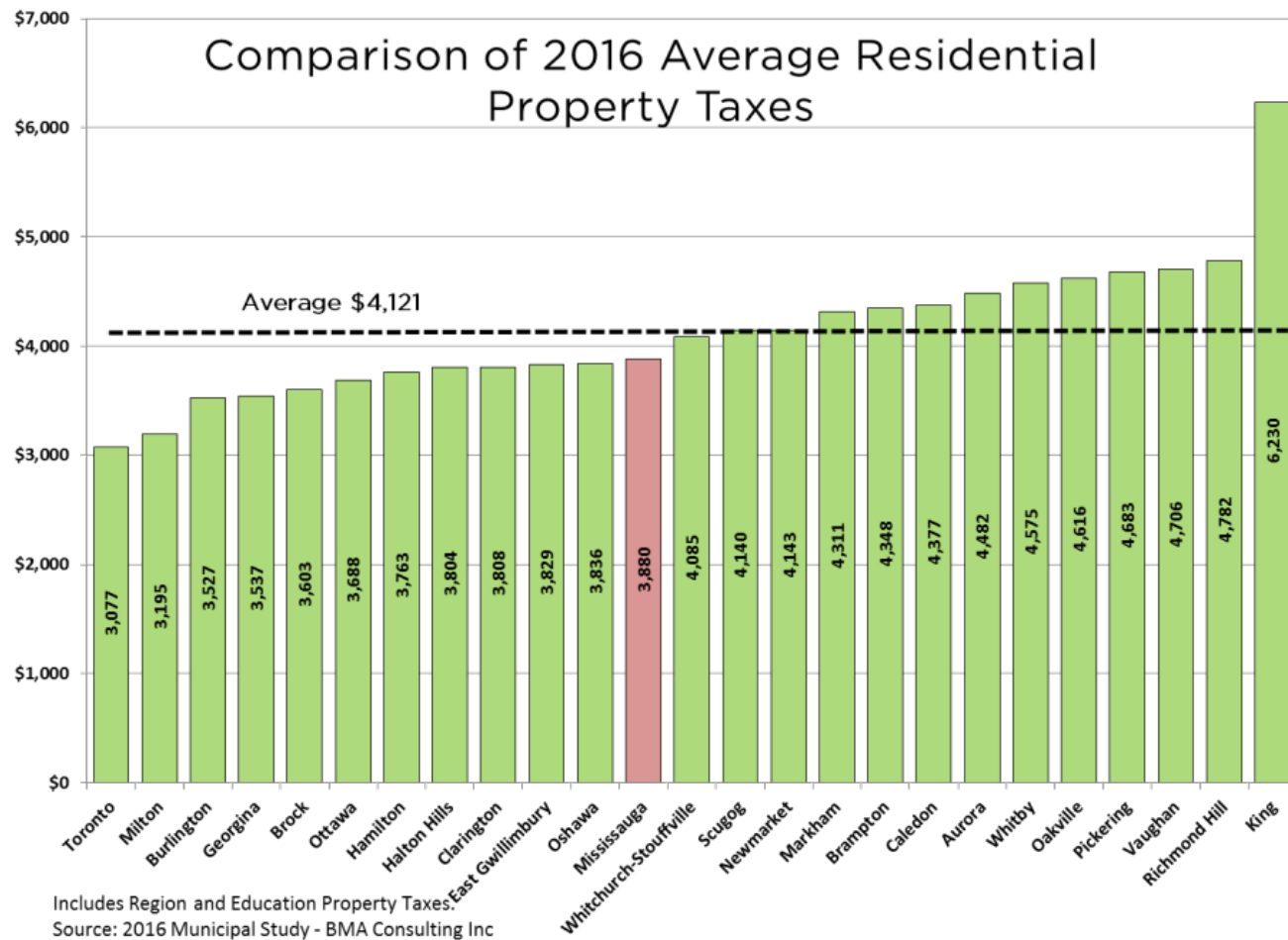


City taxes paid in 2017 by service for an average house

## City Tax Rate Comparison

The information in the following charts is from the BMA Management Consulting Inc. annual Municipal Study database, which compares various municipal property tax related benchmarks as an indicator of value for money in the current level of services provided by municipalities.

When comparing the 2016 weighted average of seven residential property types, Mississauga is below the average at \$3,880.



The chart on the right provides a comparison 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.

This measure indicates the total net municipal levy needed to provide services to the municipality per capita.

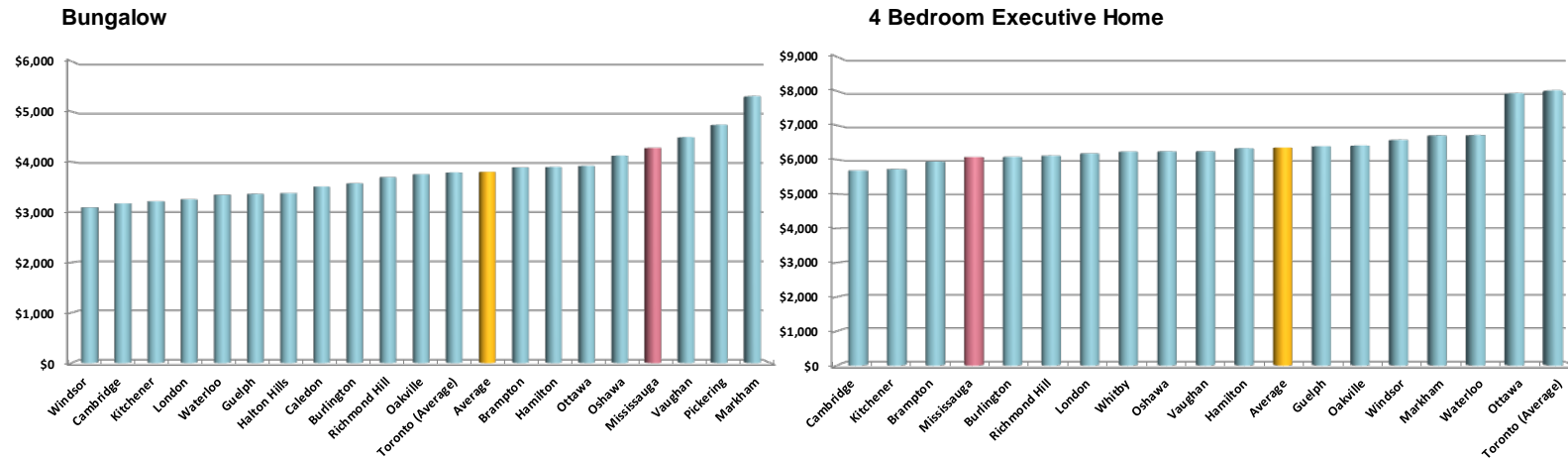
**GREATER TORONTO AREA**  
REGIONAL AND LOCAL BOUNDARIES



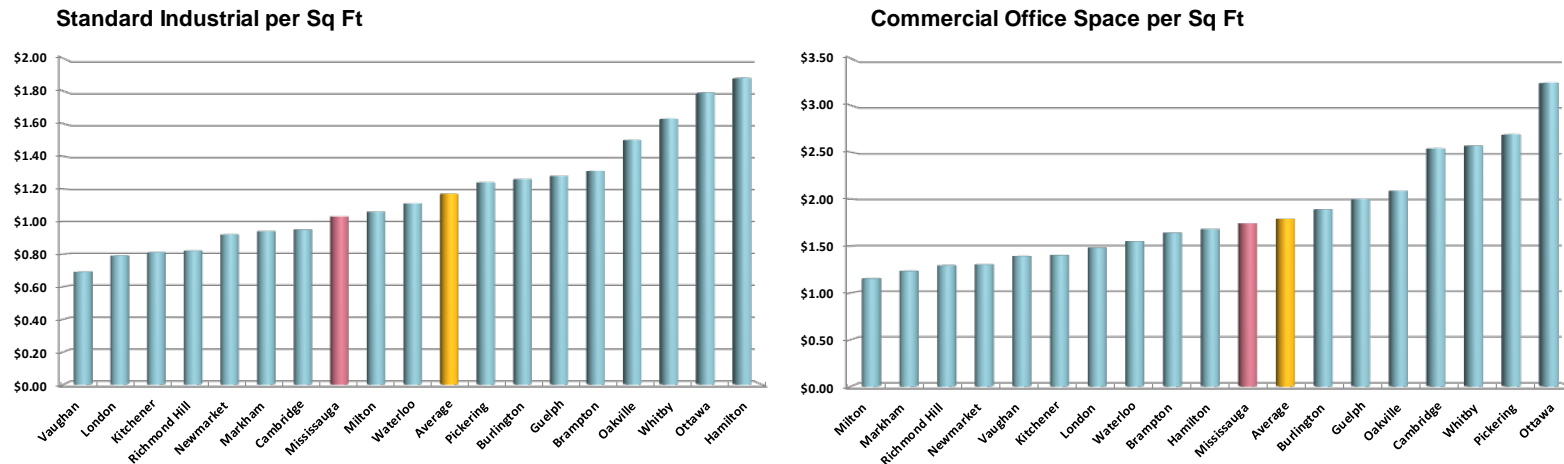
**2016 Tax Levy per Capita**

Municipality	Per Capita
Brampton	\$1,172
Markham	\$1,189
Halton Hills	\$1,224
Kitchener	\$1,251
Richmond Hill	\$1,272
Mississauga	\$1,311
London	\$1,378
Burlington	\$1,407
Cambridge	\$1,408
Vaughan	\$1,408
Toronto	\$1,422
Average	\$1,449
Whitby	\$1,488
Ottawa	\$1,507
Hamilton	\$1,509
Windsor	\$1,540
Oshawa	\$1,552
Caledon	\$1,592
Oakville	\$1,617
Guelph	\$1,645
Pickering	\$1,742
Waterloo	\$1,796

The following four charts provide comparisons of property taxes in various municipalities, primarily in the GTA, with populations greater than 100,000.



The charts above show total property tax comparisons, including both upper and lower tier municipal responsibilities and education, for a bungalow and for a four bedroom executive home. The charts below compare standard industrial property taxes and commercial office space property taxes for the lower tier portion only, using the same set of municipalities.



# 2018 Operating Budget

## Assumptions

The Municipal Act prohibits operating budget deficits for Ontario municipalities. 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 budget is prepared using a cash basis of accounting. A reconciliation between the proposed 2018 budget and the budget in accordance with Public Sector Accounting Board (PSAB) standards can be found in Appendix 5 of this section and Section U, Financial Policies.

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 form 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 2017 assessment growth is estimated at 0.457 per cent. Final confirmation of this number will not be available until after this document is printed. Any necessary adjustments will be done following the budget approval.

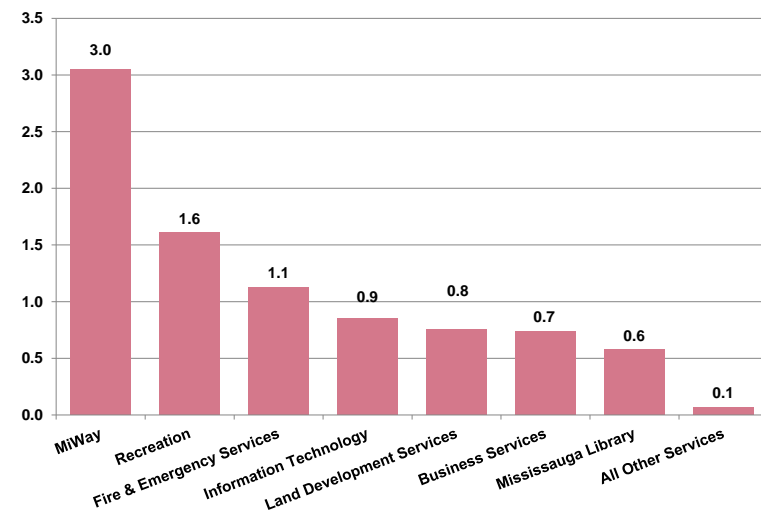
## Changes to Maintain Current Service Levels, including Efficiencies

The net cost to deliver current service levels in the proposed 2018 Budget requires an increase of \$8.8 million over 2017's

net budget. This takes into consideration reduced costs and efficiencies of \$3.1 million.

The following chart presents a breakdown of the \$8.8 million cost increase by service area. MiWay, Recreation and Fire & Emergency Services 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:

## MiWay

The MiWay budget is the largest driver of the cost increase required to maintain current service levels with a proposed increase of \$3.0 million, including higher labour costs of \$1.4 million, and higher operating expenses of \$1.7 million, primarily due to increased vehicle maintenance parts cost, PRESTO operating costs, and diesel fuel costs, offset by the efficiency savings.

## Recreation

The cost increase to maintain current service levels for Recreation is \$1.6 million. This increase mainly comprises labour adjustments of \$1.4 million due to a minimum wage increase in 2018 and utility cost increase of \$0.6 million, partially offset by increased revenue and efficiency savings of \$0.4 million.

## Fire & Emergency Services

The Fire & Emergency Services budget requires an increase of \$1.1 million to maintain current service levels, and the majority of the increase is labour costs.

## Other Remaining Areas

Increases for all the remaining service/business areas (Information Technology, Land Development Services, Business Services, Mississauga Library, Facilities & Property Management, Business Services, Mississauga Library, Roads, Legislative Services, Culture, Environment, Regulatory Services, Parks & Forestry, Strategic Policy, Mayor and Members of Council, and Financial Transactions) total \$3.1 million.

## Cost to Maintain Current Service Levels By Cost Category

The following table highlights the main cost categories driving the \$8.8 million increase to maintain current service levels.

Description	2018 (Millions)
Labour & Benefits	11.0
Cost Increases	10.1
Efficiencies	(3.1)
Revenue Changes	(9.1)
<b>Total Changes to Maintain Service Levels</b>	<b>8.8</b>

Note: Numbers may not balance due to rounding.

## 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 2017, which reflect past decisions and increases.

On May 30, 2017, the provincial government announced the decision to raise Ontario's general minimum wage to \$14 per hour in 2018 and to \$15 in 2019. As a result an estimate of \$1.7 million higher labour costs has been included in 2018 budget.

The total labour budget also includes \$5.6 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 increase of \$2.0 million from increased vehicle maintenance parts cost, PRESTO operating costs, and diesel fuel costs. Legislative Service sees a one-time increase of \$2.0 million operating costs due to the 2018 Election, fully offset by the transfer from the Election Reserve. Information Technology systems maintenance and licensing fees increased by \$1.2 million. Roads has an increase of \$1.2 million, mainly from higher contract costs for Traffic Management Regional work and for Waste Haulage, Works Sodding, Street Sweeping and Bridge Repairs.

In addition, there are cost increases for building and facilities, utilities and maintenance, and for Fire and Emergency Services equipment and technologies, all contributing to total City-wide Operating Costs increase of \$10.1 million.



## Efficiencies

For 2018, City staff were again 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 \$3.1 million in savings which is the equivalent of a tax rate impact of 0.7 per cent. These savings were implemented in most service areas of the City.

The Corporate Lean business improvement program, made 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 \$52 million.

## Revenue Changes

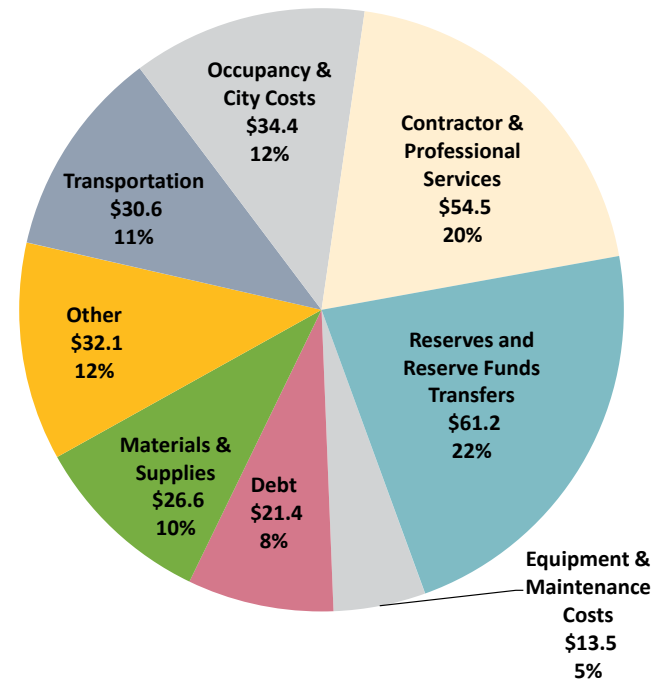
The total City-wide increase in current revenue is \$9.1 million. Contributing to this are: MiWay revenue increase of \$2.2 million due to ridership growth and fare increases; Provincial Offences Act (POA) revenue increase of \$0.5 million; Roads higher recovery of \$0.8 million from Region and third party to cover higher costs; \$0.8 million higher Administrative Penalty System (APS) Fees; and an increase in Payment in Lieu of Taxes of \$1.25 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 1.9 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 2018 excluding direct City labour costs.



## Changes to Operationalize Prior Decisions

New Initiatives approved in the 2017 Budget and started part way through the year and the operating impacts of capital projects completed during 2017 require increased expenditures for full year operations and therefore additional funding in 2018.

The proposed 2018 budget includes increased costs of \$2.5 million to operationalize prior operating decisions. MiWay accounts for \$2.3 million of the increase due to the annualization of increased service requested by residents and initiated during 2017. 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

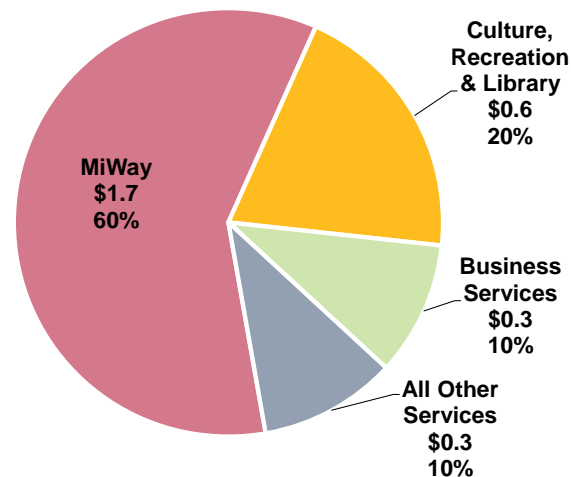


*MiExpress bus*

## New Initiatives and New Revenues

The proposed 2018 Budget includes \$2.8 million in New Initiatives and New Revenues which is comprised of 20 budget requests.

The following chart shows that 60 per cent of the dollars relating to these requests are for transit, supporting the expansion of MiWay service and transit security. Details of the New Initiatives and New Revenues are provided within each of the service area business plans.



MiWay initiatives include:

- Continuation of the annual MiWay service growth initiative of three per cent including all associated costs, including the hiring of 30 transit operators – \$1.6 million
- Staffing costs of three Transit Enforcement officers required to support the growth of MiWay routes and ridership and the evolved needs of transit system security – \$0.1 million

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Other New Initiatives include:

- Grant Support to Culture Groups - \$0.2 million
- Enhancing Learning and Development Opportunities for Employees and Leaders - \$0.15 million
- Small Arms Building - Lakeview Community Creative Hub - \$0.15 million
- Ontario 55+ Summer Games - \$0.1 million
- Library Collections Strategy - \$0.1 million
- Enhanced Security Services - \$0.1 million
- Active Transportation Marketing and Education Implementation Program - \$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 responsibility to provide these services the City is faced with three significant issues outlined below that drive special funding requirements over and above normal budget pressures. To address these issues the budget includes three special purpose levies.

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

The 2018-2021 Business Plan and 2018 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 to increase the transfer from Operating to the Capital Reserves to approximately \$50 million per year. The remaining half is dedicated to principal and interest payments on debt issued.

#### *Emerald Ash Borer Management Plan*

The 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 subsequent 10 years to support the capital funding request from the University of Toronto Mississauga (UTM) for its new Institute of Management and Innovation Complex.

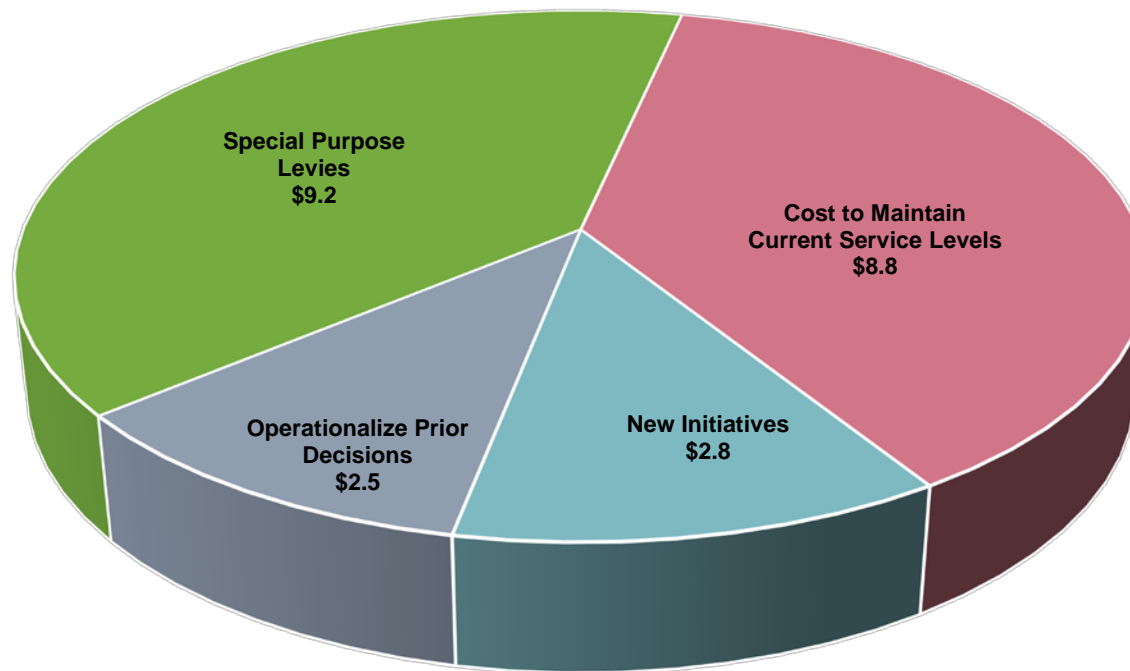
The special purpose levies for the Emerald Ash Borer and University of Toronto at Mississauga are built into the base budget and do not increase in 2018.

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### Summary of 2018 Proposed Operating Budget

The City's 2018 Business Plan and Budget will have a total budget increase of \$23.4 million or 4.6 per cent compared with the 2017 approved budget. As identified in the following chart, the \$23.4 million comprises \$8.8 million or 1.5 per cent for maintaining current service levels (which includes a negative 0.457 per cent adjustment for assessment growth); \$2.5 million or 0.5 per cent for operationalizing prior decisions; \$2.8 million or 0.6 per cent for new initiatives and new revenues that will be implemented in 2018; and \$9.2 million or 2.0 per cent to fund the capital infrastructure needs of the City, and debt repayment for both principal and interest.

**Allocation of the 2018 Proposed Operating Budget Increase of \$23.4 Million**



Numbers may not balance due to rounding

## Staffing Impacts of Proposed Budget

The City of Mississauga delivers services and services are delivered by people. The new initiatives proposed in the 2018 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)**

<b>Service</b>	<b>2017 FTEs</b>	<b>2018 BR FTEs</b>	<b>2018 Additions Reductions Transfers</b>	<b>Total Change FTEs</b>	<b>2018 FTEs</b>
Fire & Emergency Services	718.5	0.0	0.0	0.0	718.5
MiWay	1,415.6	33.0	(5.2)	27.8	1,443.4
Roads	481.1	0.0	(1.1)	(1.1)	480.0
Parks & Forestry	369.0	0.7	(9.6)	(8.9)	360.0
Business Services	289.4	3.0	(3.0)	0.0	289.4
Mississauga Library	316.6	0.0	0.0	0.0	316.6
Recreation	787.7	0.4	(11.3)	(10.9)	776.8
Information Technology	167.8	1.0	0.0	1.0	168.8
Facilities and Property Management	188.6	2.8	(1.0)	1.8	190.4
City Manager's Office	81.0	0.0	0.0	0.0	81.0
Land Development Services	192.3	5.0	0.0	5.0	197.3
Culture	64.3	0.0	0.0	0.0	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	146.5	2.0	(1.0)	1.0	147.5
Legislative Services	92.2	2.0	3.0	5.0	97.2
<b>Total City-wide FTE Adjustments</b>	<b>5,361.9</b>	<b>49.9</b>	<b>(29.3)</b>	<b>20.6</b>	<b>5,382.6</b>

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# 2018 Capital Budget

## Introduction

The City of Mississauga's proposed 2018-2027 Capital Program outlines how and where the City plans to allocate resources to address capital project requirements for the next 10 years.

## Assumptions

- All project costs are estimated in 2018 dollars
- Service areas have prioritized their capital projects within available funding envelopes
- State of Good Repair projects, for the maintenance and replacement of our existing infrastructure, are the City's first priority

## Capital Prioritization

The City employs a capital prioritization model to assist in the decision making process for allocating limited capital funds. The prioritization ensures that 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 are projects that cannot be deferred or stopped without a high risk of costly legal action, fines, penalties, or other significant liabilities. They may have legally binding commitments such as signed contracts, or have legal, safety, regulatory or other mandated minimum requirements to meet.

### *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.

### *State of Good Repair*

These projects ensure our existing infrastructure is maintained in good condition, or replaced when necessary.

**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.

### *Efficiency or Cost Savings*

This category includes 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.

### *Improve*

These projects provide for service enhancements that increase current service levels or provide for new capital initiatives.

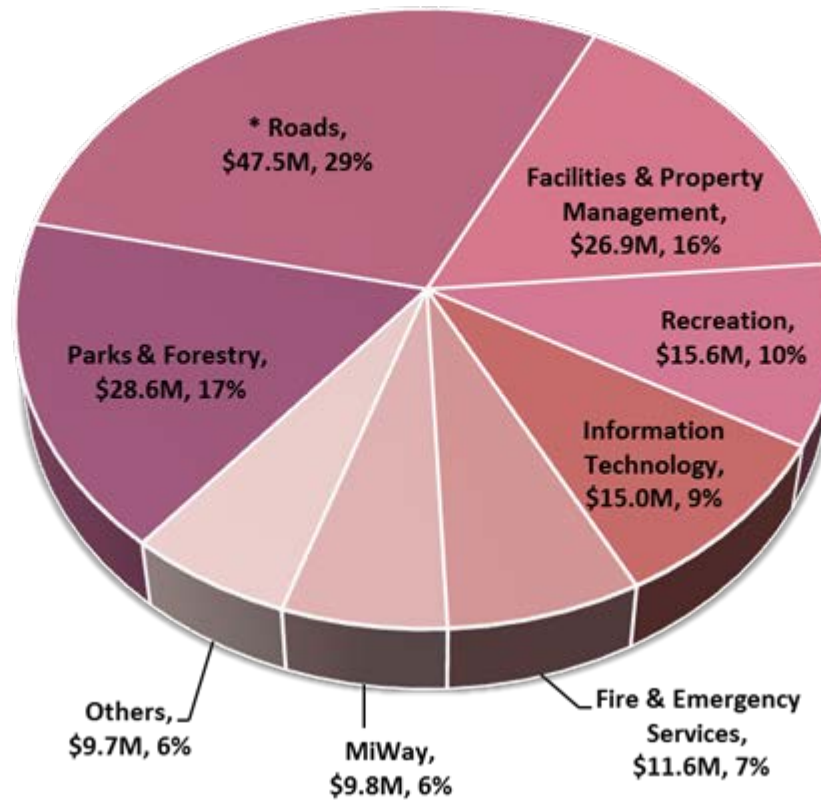




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The total proposed 2018 Gross Capital Budget is \$164.6 million. The allocation by service area is shown below, and highlights are provided on the following page.

**2018 Proposed Capital Program by Service Area \$164.6 Million**



\*Includes Stormwater tax-funded legacy projects

Note: Numbers may not balance due to rounding.

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**Highlights of the 2018 proposed capital program are as follows:**

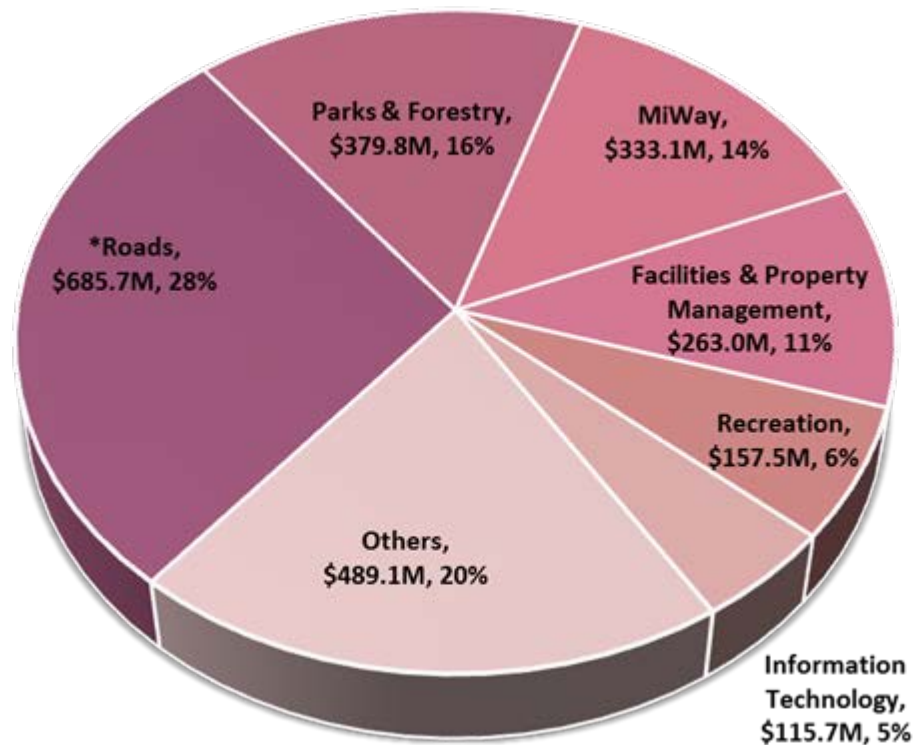
- \$19.0 million for Roadway Rehabilitation - Major Arterial, Collector, Industrial Roads, and Residential Roads
- \$13.8 million for Churchill Meadows Community Centre and Pool, and Northwest Sports Park, including Site Servicing, Infrastructure and Park Amenities
- \$7.0 million for Emerald Ash Borer Management Program
- \$6.4 million for Burnhamthorpe Road E Reconstruction - East of Dixie to Etobicoke Creek Bridge
- \$5.5 million for Replacement of Fire Vehicles
- \$5.5 million for Transit Capital Bus Maintenance - Major Component Rehabilitation/Replacement
- \$3.3 million for City Hall Roof Replacement
- \$3.3 million for Roads Vehicle & Equipment Replacement
- \$2.2 million for Noise Wall Program
- \$2.0 million for Civic Precinct
- \$2.0 million for Downtown Parkland Acquisition
- \$2.0 million for Mavis Rd from Courtneypark Drive to North City Limits
- \$1.8 million for SAP Upgrade to ERP Enterprise Resource Planning on HANA
- \$1.7 million for Transit Kipling Subway Inter-Regional Terminal
- \$1.5 million for sidewalks

- \$1.5 million for Living Arts Drive - Rathburn Rd W to Centre View Dr
- \$1.5 million for Sport Field Maintenance Program
- \$1.5 million for Outdoor Lighting Renewal
- \$1.4 million for PC, Notebook and Tablet lifecycle replacement
- \$1.4 million for Replacement of Emergency Response Tools and Equipment
- \$1.2 million for City Center Transit Terminal Lifecycle Mechanical Renewals
- \$1.2 million for Design and Construction of Bicycle/Pedestrian system at Lakeshore Royal Windsor Trail
- \$1.3 million for Interactive Zoning By-Law
- \$1.3 million for Goreway Drive Grade Separation
- \$1.3 million for Fiber Network
- \$1.3 million for Computer-Aided Design (CAD) Upgrade
- \$1.2 million for Development of Future Park F\_034
- \$1.1 million for Park Improvements Program
- \$1.1 million for Server and Storage Replacement & Expansion
- \$1.1 million for UPS Replacements at City Hall
- \$1.1 million for Various Emergency Repairs

About 53 per cent of the 2018 Capital Budget is financed from tax and debt.

The 10-year Capital Budget provides for investments to maintain the City's existing infrastructure in a state of good repair, and for the development of new infrastructure required to implement the Strategic Plan and related Master Plans. The following chart shows the forecasted 10-year capital program (total of \$2.4 billion) by service area. The capital program is primarily allocated to projects in Roads, MiWay and Parks & Forestry. The large "others" category represents allocated spending for later years of the program, still to be distributed to specific service areas.

**2018-2027 Capital Budget Forecast by Service Area \$2.4 Billion**



\*Includes Stormwater tax funded legacy projects

Note: Numbers may not balance due to rounding.

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**Highlights of the 2018-2027 Forecast Capital Budget are as follows:**

- \$294.6 million for Roadway Rehabilitation - Major Arterial, Collector, Industrial and Residential Roads
- \$250.6 million for Lifecycle Maintenance of City Wide Facilities
- \$226.9 million for Replacement of Transit Buses
- \$165.6 million for Greenbelt, Community Parkland and Urban Parkland Acquisition
- \$148.8 million for Road Improvement Projects
- \$68.0 million for Various Bridge and Structure Repairs
- \$61.8 million for Maintenance of Transit Buses
- \$49.0 million for IT Application Replacements and Enhancements
- \$43.2 million for Renovation of South Common Community Centre and Library
- \$38.0 million for Various Park Trails, Bridges and Underpasses
- \$36.5 million for Replacement of Fire Vehicles
- \$36.4 million for IT Network Infrastructure
- \$34.2 million for Churchill Meadows Community Centre and Pool, Northwest Sports Park
- \$29.7 million for Replacement of Roads Vehicle and Equipment
- \$29.3 million for Various Park Improvements and Redevelopments
- \$28.1 million for Emerald Ash Borer Program
- \$28.0 million for Various Traffic Signals Projects
- \$28.0 million for Burnhamthorpe Community Center Indoor Pool Redevelopment
- \$28.0 million for Carmen Corbasson Community Center Indoor Pool Redevelopment
- \$22.5 million for Central Library Redevelopment
- \$22.3 million for Development of Various Community Parkland
- \$20.4 million for Sports Field and Court Maintenance
- \$18.9 million for Cycling Program
- \$17.3 million for Goreway Drive Grade Separation
- \$16.9 million for PC Replacements and Peripherals
- \$15.2 million for Various Property Acquisition for Future Road Construction Projects
- \$14.7 million for Tree Planting
- \$14.7 million for Loreland Works Yard
- \$14.5 million for Marina Park (P\_112) Development
- \$13.5 million for Fire and Emergency Services Equipment
- \$12.1 million for Transit Bus Equipment, such as Fareboxes and Presto Equipment
- \$11.8 million for Transit Bus Fleet Expansion
- \$11.4 million for IT Server & Storage Replacement & Expansion
- \$10.9 million for Park Development at City Centre
- \$10.2 million for Various Recreation Program Equipment, Furniture and Vehicles
- \$9.6 million for Renovation of Huron Park Community Centre
- \$9.4 million for Installation of Various Park Facilities, such as Outdoor Basketball, Play Equipment, Sports Fields, Spray Pads, BMX Bike Facility and Washrooms
- \$9.1 million for Noise Wall Program
- \$9.0 million for Street lighting
- \$9.0 million for Redevelopment of Paul Coffey Park
- \$7.4 million for Sidewalks
- \$7.0 million for Various Recreational Renovations and Rehabilitation Projects

# Capital Financing

## Introduction

The City of Mississauga's Capital Program is financed through recoveries from other levels of government, various Reserve Funds, and debt. The amount of funding projected to be available determines the size of the capital program over the next 10 years.



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.

## Assumptions

- Investment returns on the City's Reserve Funds are estimated to range from 3 to 3.75 per cent over the next 10 years. Investment returns on Development Charges (DC) reserve funds are forecast in the 1.65 to 2.25 per cent range for the same 10 years
- Debt financing assumes 3.75 to 4.25 per cent financing costs over the 10 years. Debt issuance has been restricted to 10 years or less

- DC revenues for the entire 10-year period have been estimated using rates as defined within the DC by-law passed on June 25, 2014. The current DC rates may change as the City's By-law is under appeal at the Ontario Municipal Board (OMB). Future DC rates will change with new by-laws (the current DC by-law expires June 25, 2019)
- The Capital Infrastructure and Debt Repayment Levy of two per cent on the prior year's tax levy will continue for at least the next 10 years



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

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## Recoveries

The City of Mississauga benefits from Federal and Provincial grant funding. Grants are generally one-time and project-specific funding. In 2017, the federal and Ontario governments provided an additional, one-time \$73.9 million to support municipal transit infrastructure projects. As required in the grant agreements, the City matched the contributions and allocated funds to 122 capital projects.

Only formally approved grant funding is included in the budget. At this time, the Federal government has announced Public Transit Infrastructure Funding (PTIF) phase II. However, details on specific funding for the next ten-year period are not yet available. As such, this ten-year capital budget does not assume any new federal or Ontario government funding, but has been structured to ensure the City is in a position to respond to any new details.

## Reserve Funds

Capital projects are funded through a variety of Reserve Funds. Some reserve funds have been established for very specific purposes, and capital projects can draw on these reserves for funding.

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

Tax-based reserve funds are used to finance capital infrastructure needs. The tax-funded Capital Reserve Fund provides the majority of funding for capital projects. The Capital Reserve Fund is funded, in turn, through contributions from the

operating budget. These contributions grow annually through the Infrastructure Levy.

Section T of this book provides specific details on all reserves and reserve funds.

## Infrastructure Levy

The Capital Infrastructure and Debt Repayment Levy of two per cent on the prior year's tax levy is planned to continue for at least the next 10 years. The allocation is approximately one per cent to fund capital infrastructure directly, 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.

The total unfunded capital projects request is \$810 million for the 10 year period of 2018 – 2027.

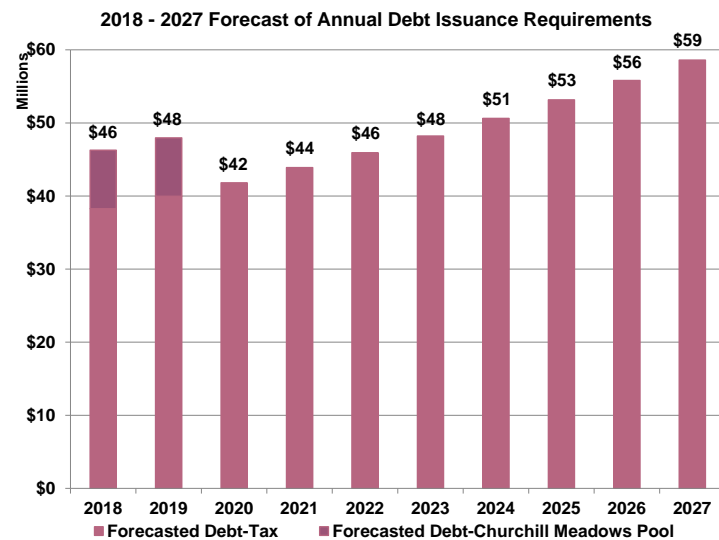




## Debt Management

Long term financing is a critical component in funding new construction, and to replace and upgrade capital assets for the City of Mississauga. The amount of debt the City issues each year is determined by how much approximately one percent of the levy will fund.

The following chart provides the forecasted annual debt requirements for each of the next 10 years. For 2018, debt will be issued in the amount of \$46 million for a number of capital initiatives including roadway rehabilitation, roof replacement at City Hall, fire station renovations, replacement of fire vehicles, and parks and sports facility improvements.

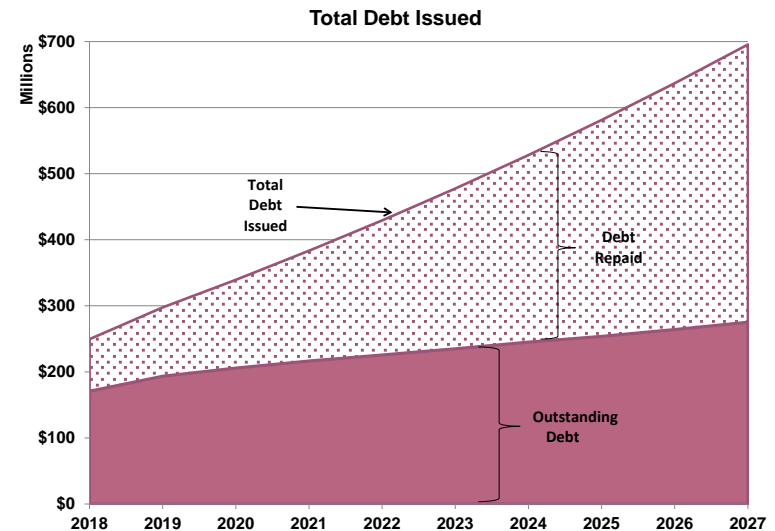


The City determines the total amount of debt that can be issued and then identifies which capital projects are eligible for this debt funding. This in turn relieves the tax Capital Reserve Fund.

Throughout this book, the “funding source” for capital projects funded through the Capital Reserve Fund or debt is identified as “tax/debt.” Appendix 2 in the Reserves and Reserve Fund section of this book (Section T) specifies which 2018 capital projects are fully or partially funded from debt.

As of the end of 2017, the City has issued about \$200 million in debt. The City is planning on issuing almost \$500 million in debt over the next 10 years. This does not mean that the City will have almost \$700 million in debt by the end of 2027, because we also repay debt each year.

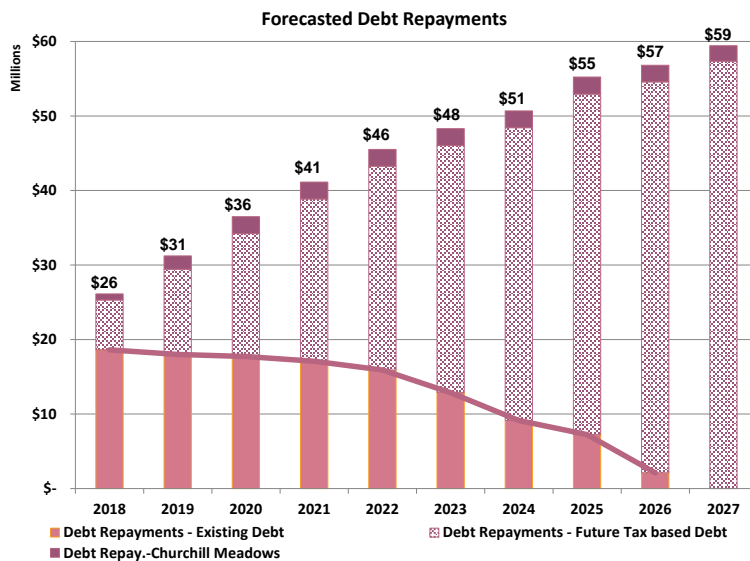
The net effect of new debt being issued each year, and previously issued debt being repaid, is illustrated in the following chart. The current capital program sees total outstanding debt increasing from \$170.8 million in 2018 to \$275.2 million by 2027.



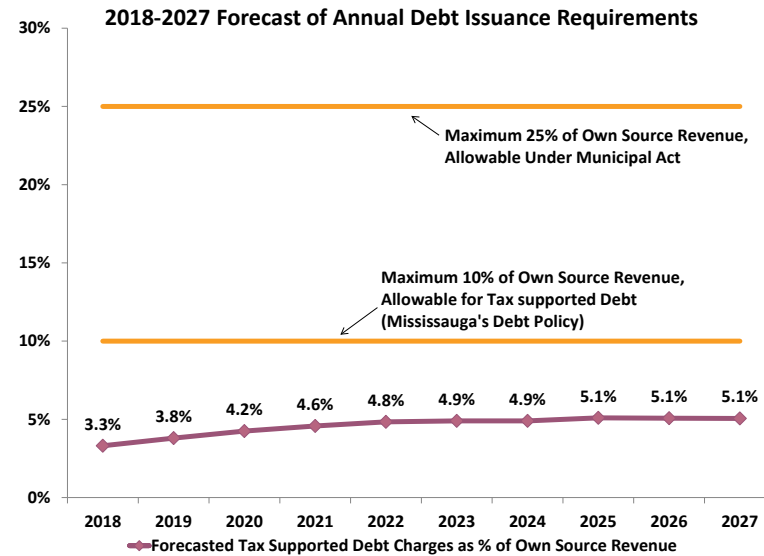
The Province limits the amount of debt that any City can hold. Debt repayment costs must remain within 25 per cent of own-source revenues (that is, those revenues that are determined by the City directly, such as the tax levy, and not revenues like provincial or federal grant funding).

The City of Mississauga's debt policy is even more conservative. The City's debt policy states that the annual debt repayment is limited to 15 per cent of own-source revenues. Of this 15 per cent calculation, tax-supported debt repayment is capped at 10 per cent. Non-tax supported debt repayment is capped at five per cent.

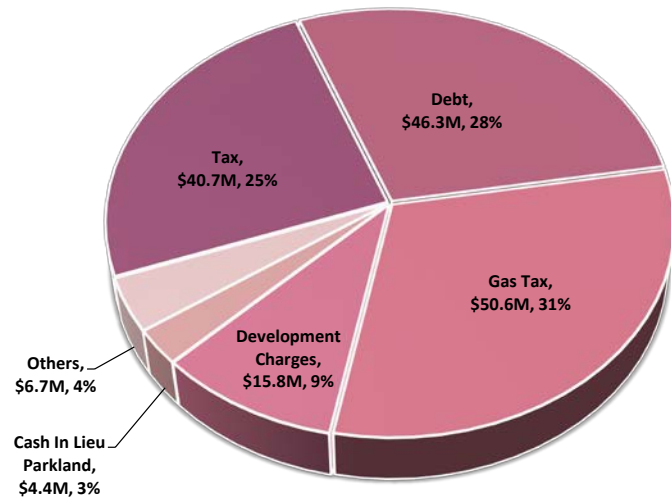
The forecasted annual debt requirements (from the previous chart) result in the following forecast level of principal and interest payments over the next 10 years. The line portion of the graph below represents payments for debt already issued that is being retired or paid off each year.



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

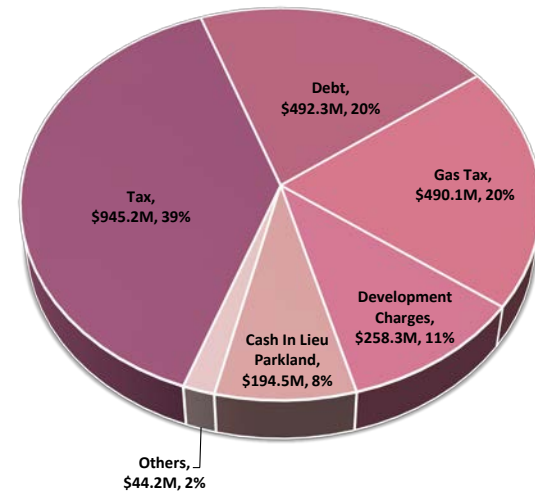


**Funding Sources for the 2018 Capital Budget**  
**\$164.6 Million**



Note: Numbers may not balance due to rounding.

**Funding Sources for the 2018-2027 Capital Budget Forecast**  
**\$2.4 Billion**



Note: Numbers may not balance due to rounding.

## Long Range Outlook

The Long Range Financial Plan (LRFP) is an essential tool for long term planning for the City. The City uses this to ensure that assumptions made in the current year's Business Plan and Budget are sustainable for the future. A LRFP model has been developed to provide an indication of the City's future operating, capital, debt, and reserves and reserve fund (R&RF) requirements, given current conditions. The strength of the model lies in its ability to identify implications of future strategies and initiatives as they are proposed, to confirm the financial impacts of these strategies, and determine affordability and impacts on the City's financial position.

Each year, the foundation data for the model is updated to reflect the current Business Plan and Budget, with informed projections for operating expenditures post 2021. City staff use this model to ensure projected funding levels for R&RFs are sufficient to finance the capital program as presented.

### Assumptions

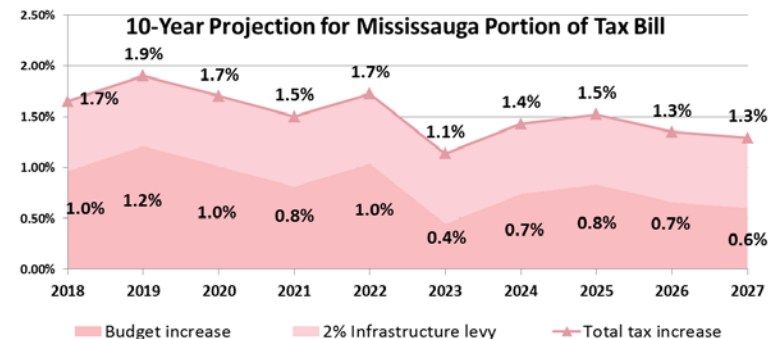
- Service levels will be maintained as identified in the current Business Plan and Budget – no changes to service levels, or addition or deletion of services, have been assumed
- New initiatives beyond the first four years of the program are assumed to be at average historical levels
- Compensation increases will be consistent with past experience, and inflation will remain at approximately current levels
- The two per cent capital infrastructure and debt repayment levy will continue
- Although the City operating budget and tax levy represent best estimates for anticipated annual expenditures, operating budget surpluses are often recognized. The LRFP assumes operating budget surpluses based on historical trends

### The Forecast

The 2018-2027 capital program provides the forecast capital expenditures for the City, and specific forecasts for the R&RFs have been identified in the R&RF chapter of this book.

All decisions related to revenue generation, capital expenditures, debt-issuance decisions and R&RF management are interrelated and ultimately impact the City's operating budget.

As discussed earlier, the City of Mississauga property taxpayer is impacted by the decisions of the City of Mississauga, the Region of Peel, and the Ministry of Education. Assuming the City of Mississauga's proportion of the tax bill is maintained for the next 10 years (i.e., making no assumptions with respect to the Region of Peel or Education portions of the tax bill), Mississauga's impact on the tax levy is anticipated to be relatively stable over the next 10 years. 2023 shows a one-time reduction of approximately one per cent due to the cessation of the Emerald Ash Borer special levy.



*Relative anticipated changes in Mississauga portion only;  
not to be considered a forecast*

## Infrastructure Gap

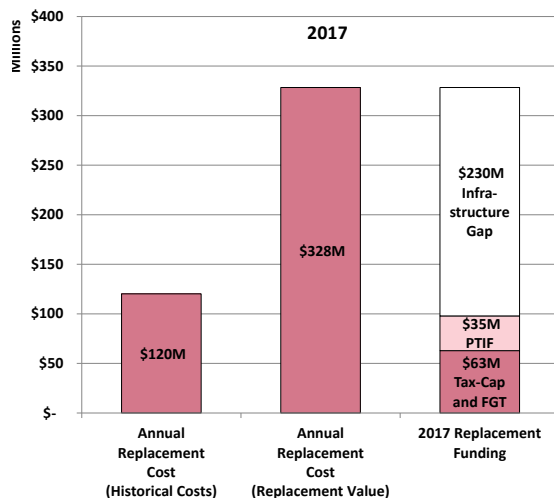
The 2018-2021 Business Plan and 2018 Budget represents an operating and capital budget that ensures the City can continue to maintain current service levels. The majority of the capital expenditures are required to ensure we maintain or replace our current infrastructure.

Continuing with this approach, the LRFP indicates the City is projected to be in a financially stable position over the next ten years. There continues to be, however, an infrastructure gap.

The City of Mississauga owns infrastructure assets with an estimated replacement cost of \$8.9 billion (excluding any land and including stormwater assets). The City annually identifies funding required to maintain and replace its infrastructure. Stormwater asset replacement is excluded from this infrastructure gap calculation, as those assets are replaced through the Stormwater budget.

The charts below compare, for 2017 and 2018:

- The annual depreciation expense – the value of the annual deterioration and aging of assets *based on their original cost*

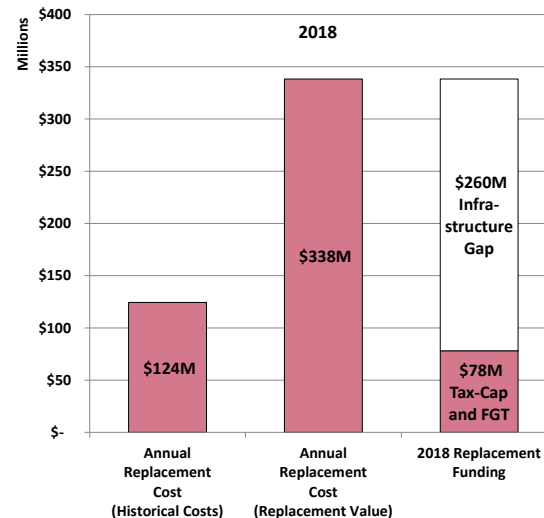


- The depreciation expense adjusted for replacement cost – the value of the annual deterioration and aging of assets *based on their current replacement cost*; this is the prudent amount to put aside each year for future infrastructure replacement
- The funding available in the current budget year for infrastructure replacement

The difference between the annual current replacement cost, and the funding available in the current year, is the *infrastructure gap*.

The 2018 infrastructure gap is \$260 million. Excluding the one-time PTIF funding included in the 2017 budget, the infrastructure gap is \$5 million less than last year.

The continued application of the infrastructure levy funds and sustained funding from our federal and provincial partners (e.g., Gas Tax funding) provides the City with funding that can be applied to manage our infrastructure replacement. Through prudent asset management, service areas ensure that these funds are applied in a prioritized manner, to manage the infrastructure gap.



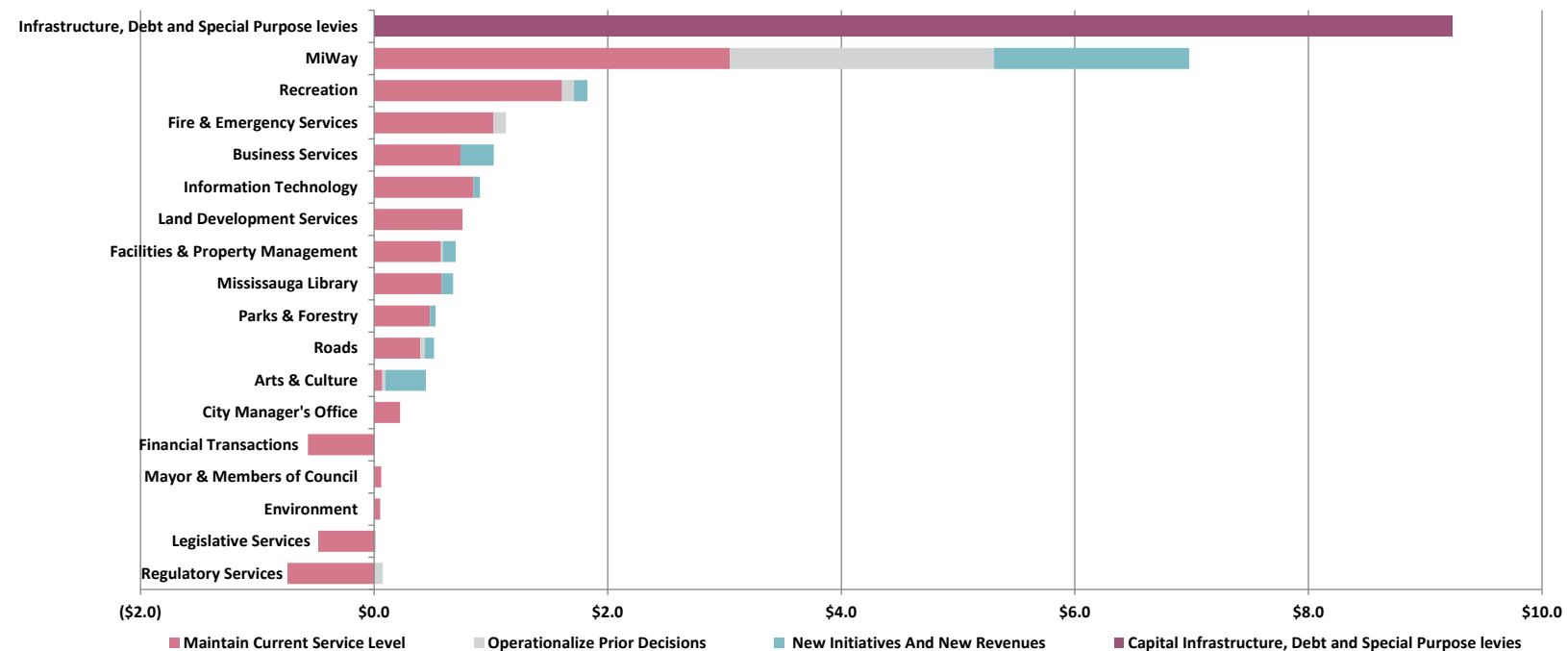
# City Property Tax Distribution

## Where Your 2018 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 2018 budget increase of \$23.4 million by service area or major initiative. The chart that follows shows the corresponding increase of \$13.42 per \$100,000 of residential assessment, also distributed by service area or major initiative.

Distribution of 2018 Budget increase by Service Area or Major Initiative

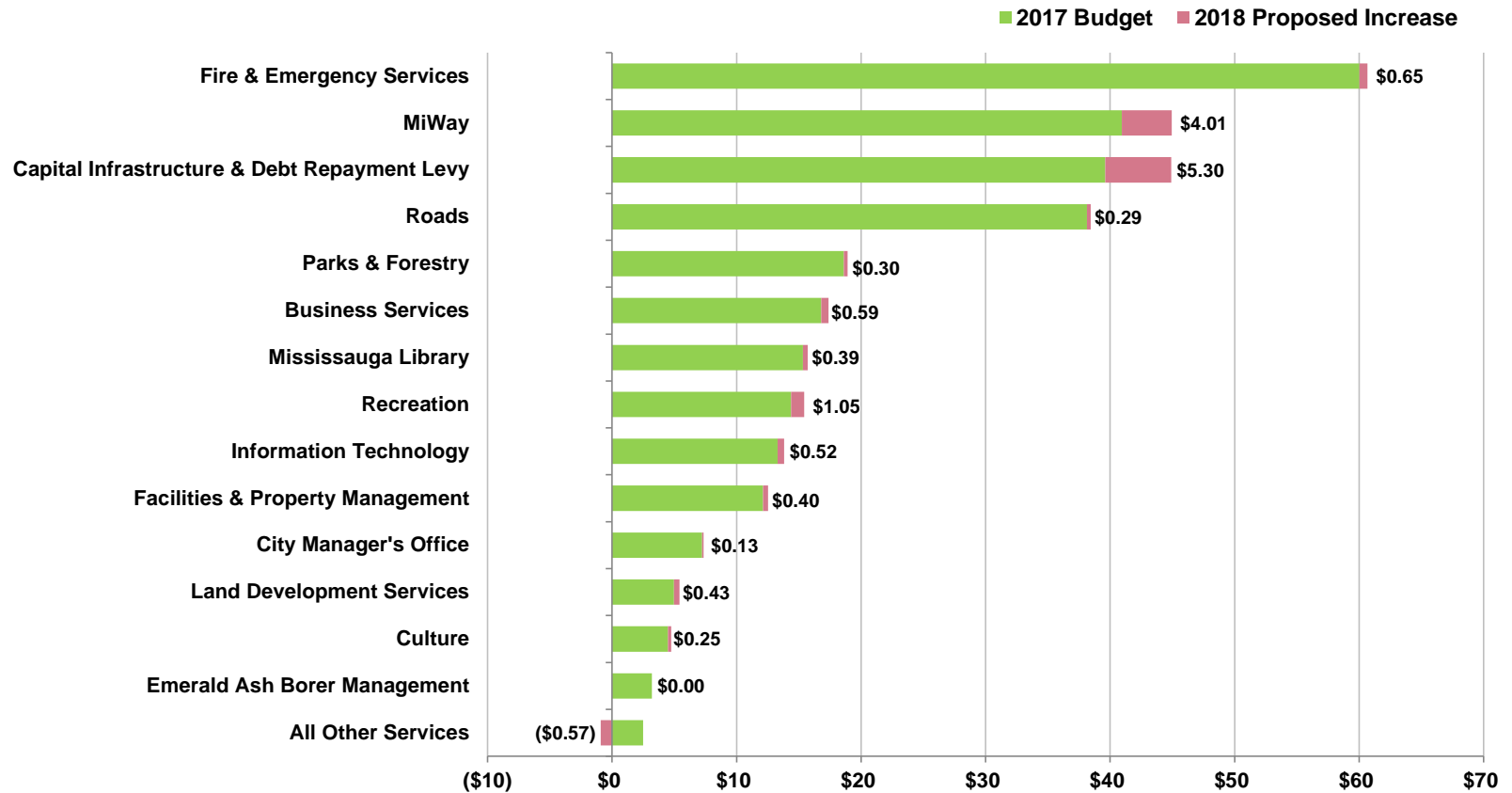
(\$Millions)





In 2017, the City share of property taxes is \$291.65 per \$100,000 of assessment based on an average home. The 2018 Proposed Budget results in an increase of \$13.42 for a total of \$305.07 per \$100,000 of assessment after applying the forecast assessment growth of 0.457 per cent. For illustration purposes, the following chart shows where your city tax dollars go. The green bar represents the 2017 budget and the proposed increase for 2018 is shown by the pink bar.

**Distribution of 2018 Budget Increase per \$100,000 of Assessment, by Service Area or Major Initiative (\$)**



## Property Tax Impacts

The following charts present the estimated 2018 impact of the City's proposed 2018 Budget on residential, commercial and industrial property types with various assessed property values.

2018 Impact on Residential Tax Bill					
Assessment	\$100,000	\$250,000	\$400,000	\$604,000 *	\$750,000
Proposed Mississauga Budget	\$13.42	\$33.54	\$53.66	\$81.03	\$100.62
Forecast Peel Region Budget	\$9.85	\$24.62	\$39.39	\$59.47	\$73.85
<b>Total</b>	<b>\$23.26</b>	<b>\$58.16</b>	<b>\$93.06</b>	<b>\$140.52</b>	<b>\$174.47</b>

2018 Impact on Commercial Tax Bill					
Assessment	\$100,000	\$500,000	\$1,000,000	\$5,000,000	\$10,000,000
Proposed Mississauga Budget	\$19.48	\$97.38	\$194.77	\$973.83	\$1,947.65
Forecast Peel Region Budget	\$14.29	\$71.47	\$142.95	\$714.73	\$1,429.47
<b>Total</b>	<b>\$33.78</b>	<b>\$168.86</b>	<b>\$337.70</b>	<b>\$1,688.56</b>	<b>\$3,377.12</b>

2018 Impact on Industrial Tax Bill					
Assessment	\$100,000	\$500,000	\$1,000,000	\$5,000,000	\$10,000,000
Approved Mississauga Budget	\$21.38	\$106.89	\$213.78	\$1,068.88	\$2,137.76
Forecast Peel Region Budget	\$15.69	\$78.45	\$156.90	\$784.50	\$1,569.00
<b>Total</b>	<b>\$37.07</b>	<b>\$185.34</b>	<b>\$370.68</b>	<b>\$1,853.38</b>	<b>\$3,706.77</b>

The table assumes a 2.6 per cent Regional operating budget increase.

\* Average assessment in 2017 for a single family home

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## Conclusion

The City's proposed gross 2018 Operating and Capital budgets total \$819.2 million and \$164.6 million respectively, as shown in Appendix 4.

The City continues to face pressures due to inflation, demand to expand transit service, and the need to maintain its capital infrastructure investment. The 2018 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: 2018 Proposed Operating Budget by Service Area

Appendix 1B: 2019 Proposed Operating Budget by Service Area

Appendix 1C: 2020 Proposed Operating Budget by Service Area

Appendix 1D: 2021 Proposed Operating Budget by Service Area

Appendix 2A: City Wide Capital Budget Summary – 2018  
Recommended Funding

Appendix 2B: 2018 to 2027 Capital Budget Forecast by Service

Appendix 2C: 2018 to 2027 City Wide Capital Budget Summary  
– 2018 Recommended Funding

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

Appendix 3A: 2018 Summary of FTE Adjustments by Service  
Area

Appendix 3B: City Budget Summary of Full Time Equivalents

Appendix 4: 2018 Proposed Budget by Gross Expenditures and  
Revenues

Appendix 5: 2018 Budget in accordance with PSAB

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

Service Area	2017 Operating Budget (\$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	105.2	1.1	0.0	0.0	106.3	1.1%
MiWay	71.7	3.0	2.3	1.7	78.7	9.7%
Roads	66.8	0.4	0.0	0.1	67.3	0.8%
Parks & Forestry	32.6	0.5	0.0	0.0	33.1	1.6%
Business Services	29.4	0.7	0.0	0.3	30.5	3.5%
Mississauga Library	26.8	0.6	0.0	0.1	27.5	2.5%
Recreation	25.2	1.6	0.1	0.1	27.0	7.2%
Information Technology	23.3	0.9	0.0	0.1	24.2	3.9%
Facilities & Property Management	21.2	0.6	0.0	0.1	21.9	3.3%
City Manager's Office	12.7	0.2	0.0	0.0	12.9	1.8%
Land Development Services	8.7	0.8	0.0	0.0	9.5	8.7%
Culture	7.9	0.1	0.0	0.3	8.3	5.6%
Mayor & Members of Council	4.8	0.1	0.0	0.0	4.9	1.3%
Environment	1.4	0.1	0.0	0.0	1.5	3.7%
Regulatory Services	1.0	(0.7)	0.1	0.0	0.4	(64.9%)
Legislative Services	(2.9)	(0.5)	0.0	0.0	(3.4)	(15.9%)
Financial Transactions	25.7	(0.6)	0.0	0.0	25.1	(2.2%)
Assessment Growth						(0.5%)
<b>Total</b>	<b>461.7</b>	<b>8.8</b>	<b>2.5</b>	<b>2.8</b>	<b>475.8</b>	<b>2.6%</b>
<b>Special Purpose Levies*</b>						
Capital Infrastructure and Debt Repayment Levy					9.2	2.0%
<b>Total Proposed Budget</b>	<b>461.7</b>	<b>8.8</b>	<b>2.5</b>	<b>2.8</b>	<b>485.1</b>	<b>4.6%</b>

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

Note: Numbers may not balance due to rounding.

**Appendix 1B: 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	106.3	2.2	0.0	2.0	110.5	4.0%
MiWay	78.7	1.7	0.0	3.8	84.1	6.9%
Roads	67.3	(0.2)	0.0	0.3	67.5	0.3%
Parks & Forestry	33.1	0.8	0.0	0.1	34.0	2.7%
Business Services	30.5	0.2	0.0	0.1	30.8	1.2%
Mississauga Library	27.5	0.6	0.0	0.0	28.1	2.0%
Recreation	27.0	3.3	0.0	0.0	30.4	12.4%
Information Technology	24.2	0.7	0.0	0.1	24.9	3.0%
Facilities & Property Management	21.9	0.4	0.1	0.4	22.8	4.0%
City Manager's Office	12.9	0.0	0.0	0.6	13.6	5.2%
Land Development Services	9.5	0.4	0.0	0.0	9.9	4.5%
Culture	8.3	0.1	0.0	0.1	8.6	3.3%
Mayor & Members of Council	4.9	0.1	0.0	0.0	4.9	1.2%
Environment	1.5	0.0	0.0	0.1	1.6	4.9%
Regulatory Services	0.4	0.1	0.0	0.0	0.4	16.9%
Legislative Services	(3.4)	(0.1)	0.0	0.0	(3.4)	(2.1%)
Financial Transactions	34.4	(0.4)	0.0	0.0	34.0	(1.2%)
Assessment Growth						(0.3%)
<b>Total</b>	<b>485.1</b>	<b>9.9</b>	<b>0.1</b>	<b>7.7</b>	<b>502.7</b>	<b>3.4%</b>
<b>Special Purpose Levies*</b>						
Capital Infrastructure and Debt Repayment Levy					9.7	2.0%
<b>Total Proposed Budget</b>	<b>485.1</b>	<b>9.9</b>	<b>0.1</b>	<b>7.7</b>	<b>512.5</b>	<b>5.4%</b>

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

Note: Numbers may not balance due to rounding.

**Appendix 1C: 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	110.5	1.8	0.0	0.9	113.3	2.5%
MiWay	84.1	1.0	0.0	4.1	89.2	6.1%
Roads	67.5	(0.1)	0.0	1.4	68.8	1.9%
Parks & Forestry	34.0	0.3	0.0	0.1	34.4	1.1%
Business Services	30.8	0.4	0.0	0.2	31.4	2.0%
Mississauga Library	28.1	0.5	0.0	0.0	28.6	1.9%
Recreation	30.4	0.8	0.0	0.4	31.6	3.9%
Information Technology	24.9	0.1	0.0	0.0	25.1	0.5%
Facilities & Property Management	22.8	0.4	0.0	0.4	23.6	3.5%
City Manager's Office	13.6	0.2	0.0	0.3	14.1	3.6%
Land Development Services	9.9	0.4	0.0	0.1	10.4	5.2%
Culture	8.6	0.1	0.0	0.2	8.9	3.5%
Mayor & Members of Council	4.9	0.1	0.0	0.0	5.0	1.2%
Environment	1.6	0.0	0.0	0.0	1.6	0.9%
Regulatory Services	0.4	0.0	0.0	0.0	0.5	6.9%
Legislative Services	(3.4)	0.0	0.0	0.0	(3.4)	0.4%
Financial Transactions	43.8	2.9	0.0	0.0	46.7	6.6%
Assessment Growth						(0.3%)
<b>Total</b>	<b>512.5</b>	<b>9.0</b>	<b>0.0</b>	<b>8.1</b>	<b>529.6</b>	<b>3.1%</b>
<b>Special Purpose Levies*</b>						
Capital Infrastructure and Debt Repayment Levy					10.3	2.0%
<b>Total Proposed Budget</b>	<b>512.5</b>	<b>9.0</b>	<b>0.0</b>	<b>8.1</b>	<b>540.0</b>	<b>5.1%</b>

\* 2019 Special Purpose Levies are grouped with the Financial Transactions Service Area

Note: Numbers may not balance due to rounding.



**Appendix 1D: 2021 Proposed Operating Budget by Service Area (\$millions)**

Service Area	2020 (\$M)	Maintain Current Service Level (\$M)	Operationalize Prior Decisions (\$M)	New Initiatives And New Revenues (\$M)	2021 Proposed Budget (\$M)	Increase from Prior Year
Fire & Emergency Services	113.3	1.6	0.0	0.5	115.4	1.9%
MiWay	89.2	1.0	0.0	4.4	94.7	6.1%
Roads	68.8	(0.1)	0.0	0.0	68.8	(0.1%)
Parks & Forestry	34.4	0.3	0.0	(0.1)	34.6	0.5%
Business Services	31.4	0.4	0.0	0.0	31.9	1.4%
Mississauga Library	28.6	0.4	0.0	0.0	29.0	1.5%
Recreation	31.6	0.8	0.0	0.0	32.4	2.6%
Information Technology	25.1	0.0	0.0	0.0	25.1	0.1%
Facilities & Property Management	23.6	0.3	0.0	0.7	24.6	4.2%
City Manager's Office	14.1	0.1	0.0	0.1	14.3	1.6%
Land Development Services	10.4	0.4	0.0	0.0	10.8	4.1%
Culture	8.9	0.1	0.0	0.2	9.2	2.9%
Mayor & Members of Council	5.0	0.1	0.0	0.0	5.0	1.2%
Environment	1.6	0.0	0.0	0.0	1.6	0.9%
Regulatory Services	0.5	0.0	0.0	0.0	0.5	6.9%
Legislative Services	(3.4)	0.2	0.0	(0.0)	(3.3)	4.7%
Financial Transactions	57.0	3.2	0.0	0.0	60.2	5.6%
Assessment Growth						(0.3%)
<b>Total</b>	<b>540.0</b>	<b>9.0</b>	<b>0.0</b>	<b>5.7</b>	<b>554.7</b>	<b>2.5%</b>
<b>Special Purpose Levies*</b>						
Capital Infrastructure and Debt Repayment Levy					10.9	2.0%
<b>Total Proposed Budget</b>	<b>540.0</b>	<b>9.0</b>	<b>0.0</b>	<b>5.7</b>	<b>565.6</b>	<b>4.5%</b>

\* 2020 Special Purpose Levies are grouped with the Financial Transactions Service Area

Note: Numbers may not balance due to rounding.

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**Appendix 2A: City Wide Capital Budget Summary – 2018 Recommended Funding (\$millions)**

Service	Gross Cost (\$M)	Recovery (\$M)	Net Cost (\$M)
Fire & Emergency Services	11.6	0.0	11.6
MiWay	9.8	0.0	9.8
* Roads	47.5	0.0	47.5
Parks & Forestry	28.6	1.0	27.6
Business Services	1.4	0.0	1.4
Mississauga Library	1.8	0.0	1.8
Recreation	15.6	0.0	15.6
Information Technology	15.0	0.0	15.0
Facilities & Property Management	26.9	0.0	26.9
City Manager's Office	0.3	0.0	0.3
Land Development Services	4.0	0.0	4.0
Culture	0.8	0.0	0.8
Environment	0.3	0.0	0.3
Regulatory Services	0.3	0.0	0.3
Legislative Services	0.9	0.0	0.9
<b>Total</b>	<b>164.6</b>	<b>1.0</b>	<b>163.6</b>

Note: Numbers may not balance due to rounding.

\* Includes Stormwater tax funded legacy projects

**Appendix 2B: 2018 to 2027 Capital Budget Forecast by Service (\$millions)**

Service Expenditures	2018 Proposed Budget (\$M)	2019 Forecast (\$M)	2020 Forecast (\$M)	2021 Forecast (\$M)	2022-2027 Forecast (\$M)	Total 2018-2027 (\$M)
Fire & Emergency Services	11.6	9.5	6.9	3.1	25.6	56.7
MiWay	9.8	17.9	28.6	64.7	212.1	333.1
* Roads	47.5	84.9	93.6	62.6	397.2	685.7
Parks & Forestry	28.6	84.0	62.7	28.2	176.3	379.8
Business Services	1.4	1.4	0.2	0.3	0.9	4.1
Mississauga Library	1.8	11.2	11.2	0.2	6.2	30.6
Recreation	15.6	18.5	14.1	20.9	88.5	157.5
Information Technology	15.0	14.5	11.0	10.3	64.9	115.7
Facilities & Property Management	26.9	30.2	27.0	25.6	153.3	263.0
City Manager's Office	0.3	0.3	0.1	0.0	0.0	0.7
Land Development Services	4.0	3.4	1.7	1.4	7.8	18.3
Culture	0.8	0.4	0.6	4.2	2.7	8.8
Environment	0.3	0.4	0.0	0.0	0.5	1.1
Regulatory Services	0.3	0.0	0.0	0.0	0.1	0.4
Legislative Services	0.9	0.0	0.1	0.1	0.1	1.1
Future Anticipated Projects	0.0	0.0	0.0	0.0	368.2	368.2
<b>Total</b>	<b>164.6</b>	<b>276.6</b>	<b>257.8</b>	<b>221.5</b>	<b>1,504.2</b>	<b>2,424.7</b>

Note: Numbers may not balance due to rounding.

\* Includes Stormwater tax funded legacy projects

**Appendix 2C: 2018 to 2027 City Wide Capital Budget Summary – 2018 Recommended Funding (\$millions)**

<b>Funding</b>	<b>2018 Proposed Budget (\$M)</b>	<b>2019 Forecast (\$M)</b>	<b>2020 Forecast (\$M)</b>	<b>2021 Forecast (\$M)</b>	<b>2022-2027 Forecast (\$M)</b>	<b>Total 2018-2027 (\$M)</b>
Gross Cost	164.6	276.6	257.8	221.5	1,504.2	2,424.7
Recoveries	1.0	1.1	1.5	1.1	1.8	6.5
Net Cost	163.6	275.5	256.4	220.3	1,502.5	2,418.2

**Net Cost Funding Source**

Tax/Debt	87.0	107.0	119.3	156.0	968.2	1,437.5
Cash In Lieu	5.1	62.8	37.7	7.3	82.3	195.2
Development Charges	15.8	33.7	34.1	22.2	152.6	258.3
Developer Contributions	2.5	1.1	1.2	1.5	7.7	14.0
Gas Tax	50.6	69.2	63.1	31.9	275.1	490.1
Other Reserves & Reserve Funds	2.6	1.6	1.0	1.5	8.4	14.9
Subsidies and Senior Govt. Level Grants	0.0	0.0	0.0	0.0	8.1	8.1
<b>Total</b>	<b>163.6</b>	<b>275.5</b>	<b>256.4</b>	<b>220.3</b>	<b>1,502.5</b>	<b>2,418.2</b>

Note: Numbers may not balance due to rounding.

\* Includes Stormwater tax funded legacy projects

## 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	Total All Years	Periods
Business Services	CPB006352	Customer Service Strategy	2,406,628	2018 to 2021
Culture	CMCL00123	Cultural Landscapes	200,000	2018 to 2019
Facilities & Property Management	CPFP005939	City Hall Ground Floor - Accessibility and Signage Improvements	1,010,000	2018 to 2019
Facilities & Property Management	CPFP006427	Door & Floor Renewals- CC Transit	1,117,700	2018 to 2019
Facilities & Property Management	CPFP006918	Doors & Elevators Renewal-Various Locations	470,100	2018 to 2019
Facilities & Property Management	CPFP006430	Elevators Renewal-Various Locations	3,180,000	2018 to 2020
Facilities & Property Management	CPFP006444	Lighting Renewal-LAC	1,447,200	2018 to 2019
Facilities & Property Management	CPFP006460	Mechanical Upgrades-Erin Mills Twin Arena	609,500	2018 to 2019
Facilities & Property Management	CPFP006464	Outdoor Lighting, Security & Parking Lot Renewal-Mavis	2,645,200	2018 to 2019
Facilities & Property Management	CPFP006482	Structural & Mechanical Renewals-City Hall	2,073,400	2018 to 2019
Facilities & Property Management	CPFP006485	Structural Monitoring-Port Credit Library	43,200	2018 to 2019
Facilities & Property Management	CPFP006509	Enhanced Security Service (BR4086)	265,200	2018 to 2020
Facilities & Property Management	CPFP006560	City Hall Ground Floor - Security Desk Improvements	500,000	2018 to 2020
Facilities & Property Management	CPFP006561	City Hall Ground Floor - Technology and Wayfinding Improvements	1,500,000	2018 to 2020

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

Service Area	Project Number	Project Name	Total All Years	Periods
Information Technology	CPIT006537	Vacancy Rebates Legislative Changes	160,000	2018 to 2020
Information Technology	CPIT006539	TXM Software Improvements	1,076,000	2018 to 2020
Land Development Services	PB5672	Planning and Building Digital Strategy	350,000	2018 to 2020
Land Development Services	PB5678	Interactive Zoning By-Law	2,736,636	2018 to 2020
Land Development Services	PB5681	ePlan Field Inspection	750,214	2018 to 2020
Parks & Forestry	CMPF00248	Park Amenity Maintenance Program - Streetscape Furniture	115,000	2018 to 2020
Parks & Forestry	CMPF00882	Trail Reconstruction Program	645,000	2018 to 2020
Parks & Forestry	CMPF00410	Bicycle/Pedestrian System Development - Lakshore Royal Windsor Trail - Credit River Crossing (ORT 02C)	8,100,000	2018 to 2022
Parks & Forestry	CMPF00337	Tree Planting (New)	300,000	2018 to 2020
Parks & Forestry	CMPF00943	Park Development - Not Yet Named (F_408) (Pheasant Run Addition) New Soccer	21,000	2018 to 2019
Parks & Forestry	CMPF01005	Park Development - Harbour West - Marina Park (P_112)	14,525,603	2018 to 2025
Parks & Forestry	CMPF04146	Park Amenity Maintenance Program - Lakefront Promenade Boardwalk	2,447,000	2018 to 2020
Parks & Forestry	CMPF04312	Park Development - Not Yet Named (F_408) (Pheasant Run Addition)	908,600	2018 to 2019
Parks & Forestry	CMPF006296	Park Development - Not Yet Named (F_408) New Basketball (Pheasant Run Addition)	127,000	2018 to 2019



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

Service Area	Project Number	Project Name	Total All Years	Periods
Parks & Forestry	CMPF006299	City Centre Development - Park Expansion - Zonta Meadows - New Spray Pad (P_294)	404,400	2018 to 2019
Parks & Forestry	CMPF006366	Marina Development - Not yet Named (F_304) (Port Street) - EA & Pre-Design Studies	950,000	2018 to 2019
Roads	TWSD00370	Leveraging Technology to Inventory and Inspect Assets	280,000	2018 to 2019
Roads	TWOE00487	City Entrance Signs	1,100,000	2018 to 2020
Roads	TWMR00103	Creditview Road Widening from Bancroft Road to Old Creditview Road	25,900,000	2018 to 2023
Roads	TWMR00147	Mavis Road from Courtneypark Drive to North City Limits	13,375,000	2018 to 2021
<b>Total</b>			<b>91,739,581</b>	

### Existing Multi-Year Projects with additional funding requests

Service Area	Project Number	Project Name	Additional Amounts (\$)	Periods
Parks & Forestry	CMPF00455	Park Development - Scholars' Green (P_507) (Downtown 21)	1,964,160	2016 to 2020
Parks & Forestry	CMPF03012	Park Development - Not Yet Named (F_410) (Willow Glen)	312,388	2016 to 2019
Roads	TWMR00119	Square One Drive - Confederation Parkway to Rathburn Road West	400,000	2017 to 2019
Fire & Emergency Services	CMFS00033	Design and Construction of New Fire Station 120	700,000	2012 to 2018
<b>Total</b>			<b>3,376,548</b>	

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

### Appendix 3A: 2018 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	2018 MiWay Service Growth - 3%	Transit Operators	30.0	0.0	30.0
MiWay	Operating	New Initiative	Transit Enforcement Staff	Transit Enforcement Officers	3.0	0.0	3.0
MiWay	Operating	Choose Reason Code	Hanlan Final Service Reduction	2 Transit Operators & 2 Route Supervisors	(2.0)	(2.0)	(4.0)
MiWay	Capital	Budget Adjustment	Downtown Transitway Connection	Elimination of 2 year Contract Project Manager	0.0	(1.0)	(1.0)
MiWay	Operating	Budget Adjustment	Budget Adjustment	Removal of Part Time FTE totals for budget adjusted (BA#1966)	0.0	(0.2)	(0.2)
				<b>Total FTE's - MiWway</b>	<b>31.0</b>	<b>(3.2)</b>	<b>27.8</b>
Roads	Operating	Efficiency and Cost Savings	Reduction in part-time budget	Various Part Time Hours	0.0	(1.3)	(1.3)
Roads	Operating	Budget Adjustment	Budget Adjustment	Addition of Part Time FTE totals for budget adjusted in 2017 (BA#2757)	0.0	0.2	0.2
				<b>Total FTE's - Roads</b>	<b>0.0</b>	<b>(1.1)</b>	<b>(1.1)</b>
Parks and Forestry	Operating	New Initiative	Parkland Growth	Part-time parks staff	0.0	0.7	0.7
Parks and Forestry	Operating	Efficiency and Cost Savings	1% Efficiency	Part-time parks staff	0.0	(7.6)	(7.6)
Parks and Forestry	Operating	Choose Reason Code	2 contracts end June 2017	Infor Project Managers (IT)	0.0	(2.0)	(2.0)
				<b>Total FTE's - Parks and Forestry</b>	<b>0.0</b>	<b>(8.9)</b>	<b>(8.9)</b>
Business Services	Capital	New Initiative	New Customer Relationship Management System and Knowledge Base to Modernize Customer Service	Project Leader, Business Manager	0.0	2.0	2.0
Business Services	Operating	New Initiative	Asset Management (AM) Project Lead	Project Leader	1.0	0.0	1.0
Business Services	Operating	Efficiency and Cost Savings	Central Stores	Inventory Controller, Storekeeper	(2.0)	0.0	(2.0)
Business Services	Capital	Operating Impact of Capital	LRT Project	Communications Advisor Contract	0.0	(1.0)	(1.0)
				<b>Total FTE's - Business Services</b>	<b>(1.0)</b>	<b>1.0</b>	<b>0.0</b>
Recreation	Operating	New Initiative	Ontario 55+ Summer Games	Intern	0.0	0.4	0.4
Recreation	Operating	Efficiency and Cost Savings	Through various efficiencies, cost savings and budget realignments.	Various Positions	0.0	(11.3)	(11.3)
				<b>Total FTE's - Recreation</b>	<b>0.0</b>	<b>(10.9)</b>	<b>(10.9)</b>

### Appendix 3A: 2018 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
Information Technology	Operating	New Initiative	IT Security Specialist - To Expand City's IT Security Response Capabilities	IT Security Specialist	1.0	0.0	1.0
				<b>Total FTE's - Information Technology</b>	<b>1.0</b>	<b>0.0</b>	<b>1.0</b>
Facility and Property Management	Operating	New Initiative	Enhanced Security Service	Security Officers	2.0	0.8	2.8
Facility and Property Management	Capital	Maintain Current Service Level	Key Tracking Software project completed in 2017	Key Control Assistant	0.0	(1.0)	(1.0)
				<b>Total FTE's - Facilities and Property Management</b>	<b>2.0</b>	<b>(0.2)</b>	<b>1.8</b>
Land Development Services	Capital	New Initiative	Interactive Zoning By-law	Project Leader, Business Analyst, Business Project Leader	0.0	3.0	3.0
Land Development Services	Capital	New Initiative	Completion of ePlans Phase 2 - Field Inspections	Project Leader, Business Leader	0.0	2.0	2.0
				<b>Total FTE's - Land Development Services</b>	<b>0.0</b>	<b>5.0</b>	<b>5.0</b>
Regulatory Services	Operating	New Initiative	New Staff and Screening Room Related to APS	Screening Officer	1.0	0.0	1.0
Regulatory Services	Operating	New Initiative	Animal Services Re-organization	Community Engagement Officer	0.0	1.0	1.0
Regulatory Services	Capital	Choose Reason Code	Mobile Licensing Vehicle Pound	Elimination of 1 year Contract Project Manager	0.0	(1.0)	(1.0)
				<b>Total FTE's - Regulatory Services</b>	<b>1.0</b>	<b>0.0</b>	<b>1.0</b>
Legislative Services	Operating	New Initiative	Election	Election Assistants	0.0	3.0	3.0
Legislative Services	Operating	New Initiative	Election	Election Assistant	0.0	0.5	0.5
Legislative Services	Operating	New Initiative	Election	Communications Election Assistant	0.0	0.5	0.5
Legislative Services	Operating	Budget Adjustment	Electronic Document Records Management System (EDRMS)	Contract Project Leader	0.0	(1.0)	(1.0)
Legislative Services	Capital	New Initiative	Electronic Document Records Management System (EDRMS)	Records Analysts	0.0	2.0	2.0
				<b>Total FTE's - Legislative Services</b>	<b>0.0</b>	<b>5.0</b>	<b>5.0</b>
				<b>TOTAL FULL-TIME EQUIVALENT (FTE) CHANGES</b>	<b>34.0</b>	<b>(13.4)</b>	<b>20.6</b>

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

#### Fire & Emergency Services

Program	2017	2018	2019	2020	2021
Divisional Support Services	3.0	3.0	3.0	3.0	3.0
Building Maintenance	43.5	44.5	48.5	48.5	48.5
Vehicle Maintenance	11.0	10.0	12.0	12.0	12.0
Prevention	47.0	47.0	47.0	47.0	47.0
Suppression	614.0	614.0	634.0	634.0	634.0
<b>Total Service Distribution</b>	<b>718.5</b>	<b>718.5</b>	<b>744.5</b>	<b>744.5</b>	<b>744.5</b>

#### MiWay

Program	2017	2018	2019	2020	2021
Business Development	80.6	80.6	78.6	78.6	78.6
Business System	20.0	20.0	20.0	20.0	20.0
Office of Director	2.0	5.0	7.0	9.0	9.0
Operations	1,107.8	1,133.6	1,164.6	1,196.6	1,229.6
Maintenance	189.2	189.2	189.2	189.2	189.2
Transportation Project Office	4.0	3.0	3.0	3.0	3.0
Light Rail Transit	12.0	12.0	12.0	12.0	12.0
<b>Total Service Distribution</b>	<b>1,415.6</b>	<b>1,443.4</b>	<b>1,474.4</b>	<b>1,508.4</b>	<b>1,541.4</b>

#### Roads

Program	2017	2018	2019	2020	2021
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	61.0	61.2	59.2	59.2	59.2
Maintenance Control	127.6	127.6	128.6	142.6	142.6
Streetlighting	2.0	2.0	2.0	2.0	2.0
Survey & Inspection	59.5	59.5	57.5	57.5	57.5
Municipal Parking	6.0	7.0	7.0	7.0	7.0
Traffic Management	66.3	65.3	65.3	65.3	65.3
Transportation & Infrastructure Planning	44.3	43.0	46.6	46.6	45.6
Winter Maintenance	2.0	2.0	2.0	2.0	2.0
<b>Total Service Distribution</b>	<b>481.1</b>	<b>480.0</b>	<b>480.6</b>	<b>494.6</b>	<b>493.6</b>

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

<b>Program</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
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	55.6	54.6	54.6	54.6	54.6
Park Planning & Development	34.8	34.8	33.8	33.8	33.8
Parks Operations	272.5	264.6	265.6	266.5	265.5
<b>Total Service Distribution</b>	<b>369.0</b>	<b>360.0</b>	<b>360.0</b>	<b>361.0</b>	<b>360.0</b>

**Business Services**

<b>Program</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Communications	64.2	65.2	62.2	60.2	60.2
Corporate Performance & Innovation	13.4	13.4	13.4	13.4	13.4
Finance	72.0	73.0	72.0	72.0	72.0
Human Resources	72.0	72.0	72.0	70.0	70.0
Revenue & Materiel Management	67.8	65.8	63.8	63.8	60.8
<b>Total Service Distribution</b>	<b>289.4</b>	<b>289.4</b>	<b>283.4</b>	<b>279.4</b>	<b>276.4</b>

**Mississauga Library**

<b>Program</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
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
<b>Total Service Distribution</b>	<b>316.6</b>	<b>316.6</b>	<b>316.6</b>	<b>316.6</b>	<b>316.6</b>

**Recreation**

<b>Program</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Aquatics, Therapeutic and Fitness Programming	231.6	227.8	227.8	227.8	227.8
Hershey Centre	19.0	18.7	18.7	18.7	18.7
Recreation Divisional Support	97.1	97.5	105.5	121.9	121.9
Recreation Facilities & Programs	440.1	432.9	432.9	432.9	432.9
<b>Total Service Distribution</b>	<b>787.7</b>	<b>776.8</b>	<b>784.8</b>	<b>801.2</b>	<b>801.2</b>

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

#### Information Technology

Program	2017	2018	2019	2020	2021
IT Administration, Strategy & Innovation	16.0	16.0	16.0	15.0	15.0
IT City Services	49.0	49.0	49.0	49.0	49.0
IT Digital Services & Mobility	19.0	22.0	22.0	22.0	22.0
IT Enterprise Business Solutions	26.5	24.5	24.5	24.5	24.5
IT Infrastructure Planning & Operations	35.0	36.0	36.0	36.0	36.0
IT Services Management	22.3	21.3	21.3	21.3	21.3
<b>Total Service Distribution</b>	<b>167.8</b>	<b>168.8</b>	<b>168.8</b>	<b>167.8</b>	<b>167.8</b>

#### Facilities & Property Management

Program	2017	2018	2019	2020	2021
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	26.0	26.0	24.0	24.0	24.0
Facilities Maintenance	32.0	32.0	32.0	32.0	32.0
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	59.5	62.8	65.6	68.4
<b>Total Service Distribution</b>	<b>188.6</b>	<b>190.4</b>	<b>191.7</b>	<b>194.5</b>	<b>197.3</b>

#### City Manager's Office

Program	2017	2018	2019	2020	2021
City Manager's Office	3.0	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	53.5	53.5	56.5	56.5	56.5
<b>Total Service Distribution</b>	<b>81.0</b>	<b>81.0</b>	<b>85.0</b>	<b>86.0</b>	<b>86.0</b>

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

<b>Program</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Building Division	101.0	106.0	107.0	105.0	100.0
City Planning Strategies	35.3	36.3	36.3	36.3	36.3
Development and Design	56.0	55.0	52.0	52.0	52.0
<b>Total Service Distribution</b>	<b>192.3</b>	<b>197.3</b>	<b>195.3</b>	<b>193.3</b>	<b>188.3</b>

**Culture**

<b>Program</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
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	42.7	42.7	42.7	42.7	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
<b>Total Service Distribution</b>	<b>64.3</b>	<b>64.3</b>	<b>64.3</b>	<b>64.3</b>	<b>64.3</b>

**Mayor & Members of Council**

<b>Program</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
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
<b>Total Service Distribution</b>	<b>41.2</b>	<b>41.2</b>	<b>41.2</b>	<b>41.2</b>	<b>41.2</b>

**Environment**

<b>Program</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Environment Management	10.3	10.3	10.3	10.3	10.3
<b>Total Service Distribution</b>	<b>10.3</b>	<b>10.3</b>	<b>10.3</b>	<b>10.3</b>	<b>10.3</b>



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

<b>Program</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Animal Services	38.8	39.8	40.8	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	23.0	22.0	22.0	22.0	22.0
Parking Enforcement	50.9	51.9	51.9	51.9	51.9
<b>Total Service Distribution</b>	<b>146.5</b>	<b>147.5</b>	<b>148.5</b>	<b>148.5</b>	<b>148.5</b>

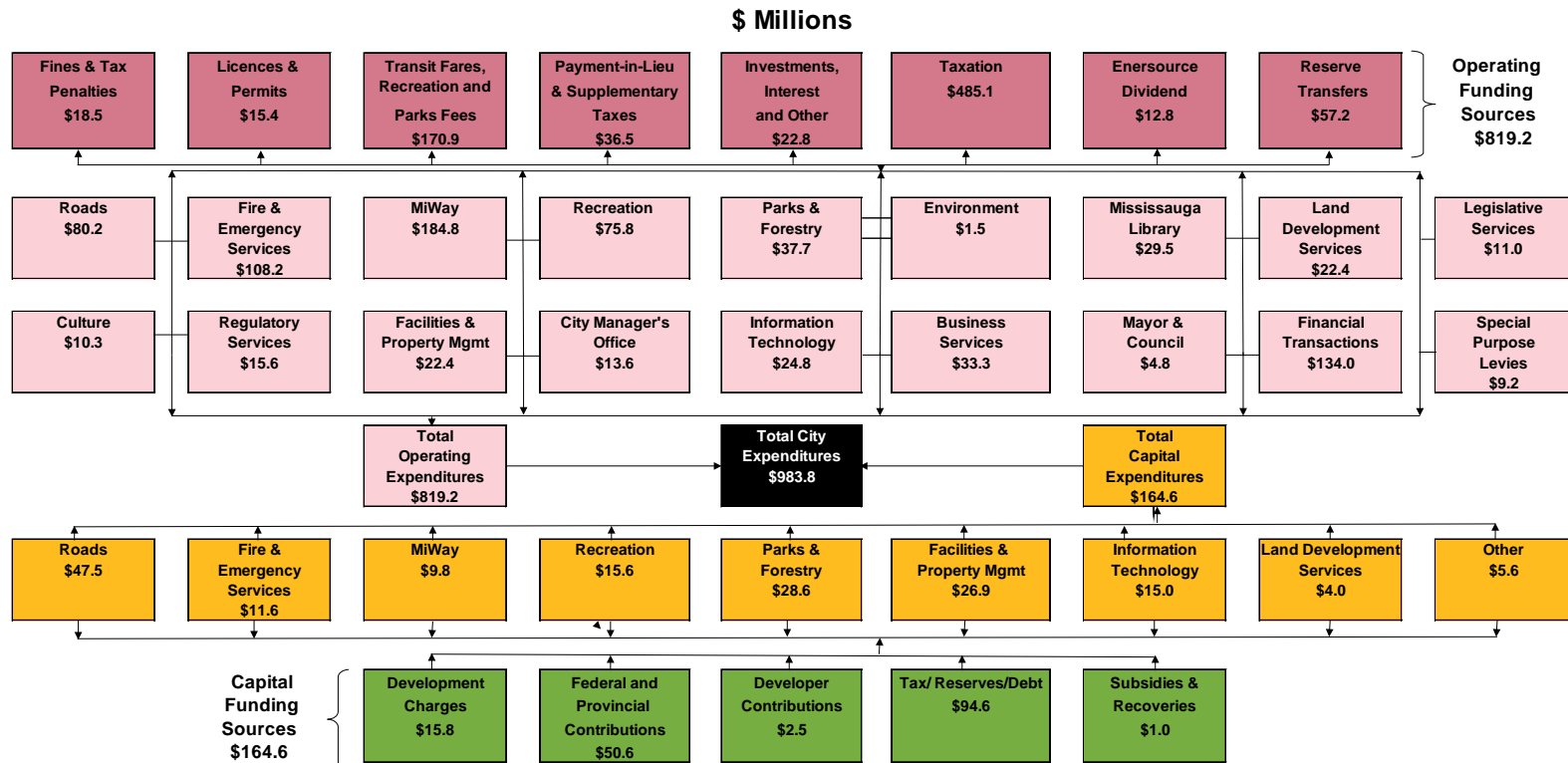
**Legislative Services**

<b>Program</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Elections	7.0	11.0	4.0	4.0	4.0
Office of the City Clerk	42.4	43.4	43.4	43.4	40.4
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
<b>Total Service Distribution</b>	<b>92.2</b>	<b>97.2</b>	<b>90.2</b>	<b>90.2</b>	<b>87.2</b>

<b>Total Full Time Equivalents</b>	<b>5,361.9</b>	<b>5,382.6</b>	<b>5,439.5</b>	<b>5,501.6</b>	<b>5,524.4</b>
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## Appendix 4: 2018 Proposed Budget by Gross Expenditures and Revenues

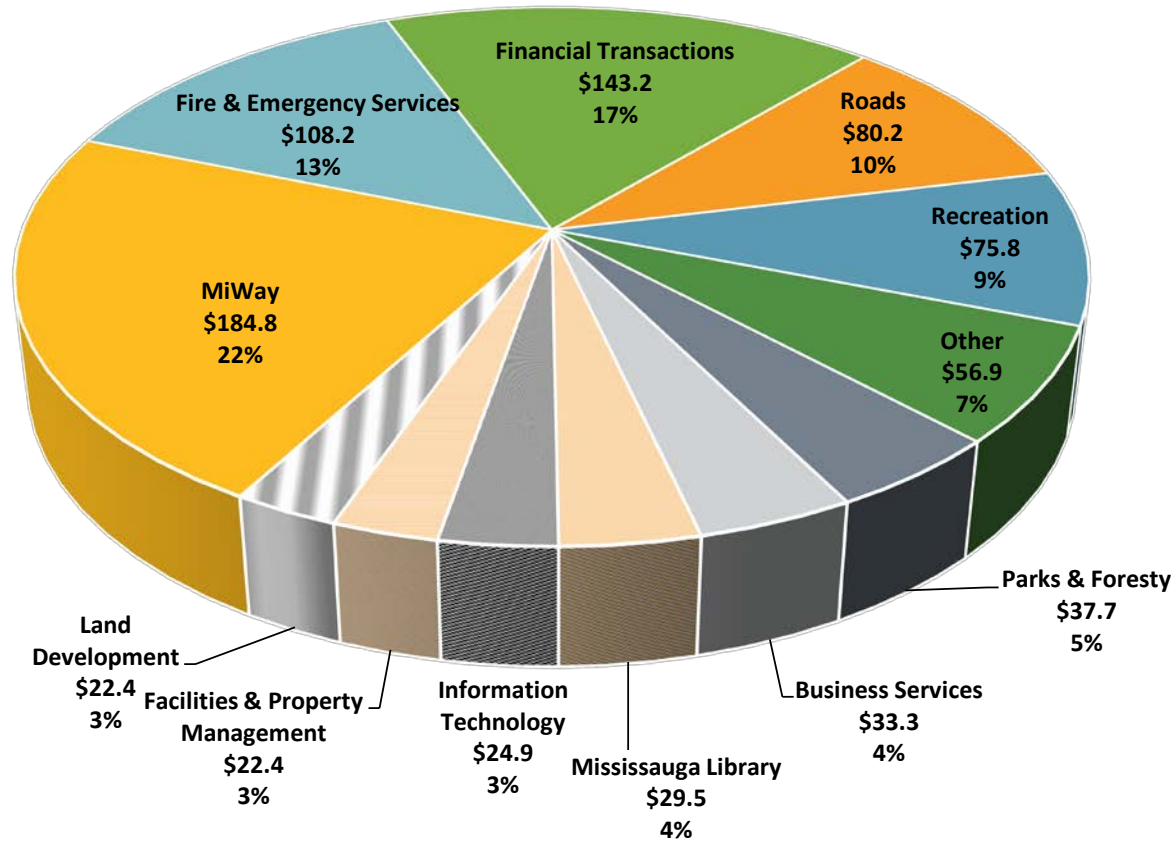
Mississauga's 2018-2021 Business Plan and 2018 Budget comprises both the operating and capital budgets, totalling \$819.2 million and \$164.6 million respectively. Below excludes the impact of assessment growth, estimated at 0.457 per cent.



The following charts provide a breakdown of the City's 2018 Operating Budget.

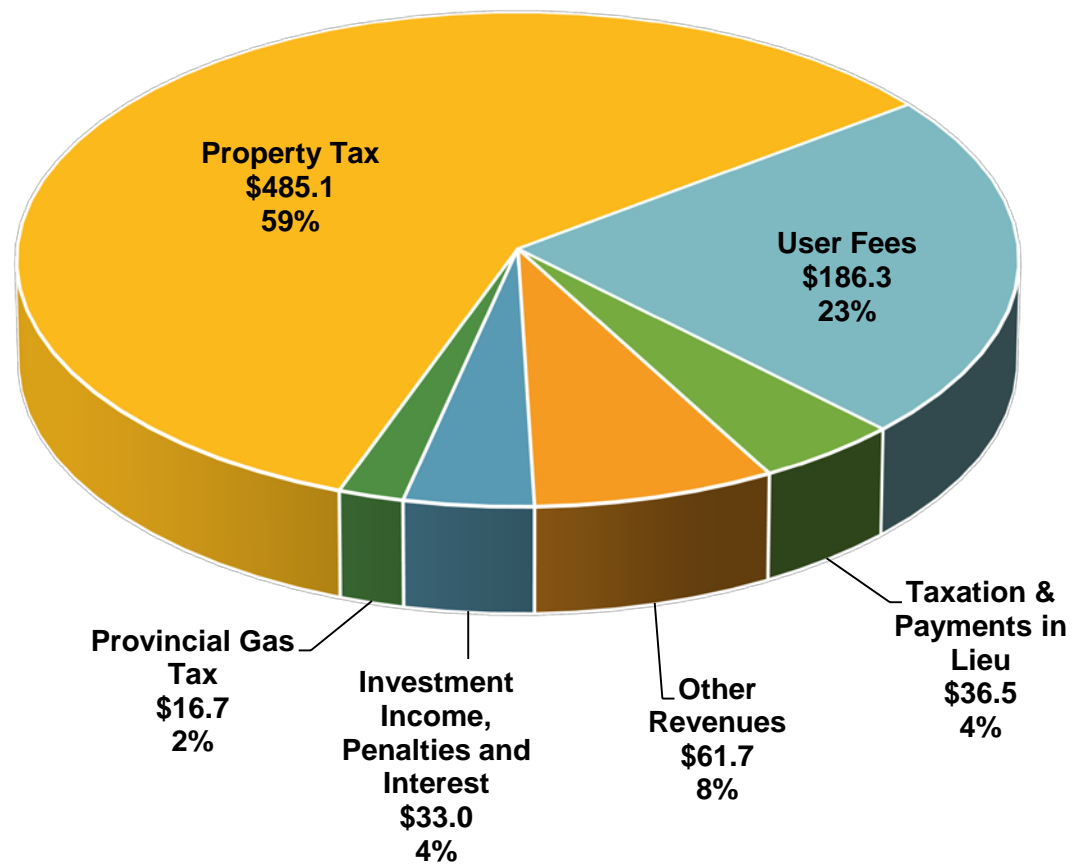
**2018 Gross Operating Expenditure \$819.2 Million by Service Area**

**\$ Millions**



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**2018 Revenue Categories \$819.2 Million**



Excludes impact of assessment growth estimated at 0.457 per cent.

## Appendix 5: 2018 Budget in accordance with PSAB

Budget data presented in the Budget Book reflects proposed values based on the cash basis of accounting. The chart below reconciles the proposed 2018 Net Operating Budget with the budget figures as presented in the consolidated financial statements, reflecting projected values based on the full accrual basis of accounting. The following chart adjusts the basis of accounting for the proposed 2018 Net Operating Budget, to reflect generally accepted accounting principles. It shows a net deficit of \$50.5 million which would require an increase of 3.75 per cent on the total tax bill. Section U of the 2018-2021 Business Plan & 2018 Budget provides a more detailed discussion on this reconciliation.

(\$000s)	Property Tax Base	Stormwater	Consolidated
<b>Proposed 2018 Net Operating Budget</b>	<b>485,052</b>	<b>0</b>	<b>485,052</b>
<b>REVENUE</b>			
<b>Proposed 2018 Operating Revenue</b>	<b>334,153</b>	<b>40,215</b>	<b>374,368</b>
<b>Add:</b>			
Property Tax Revenue	485,052		485,052
Reserve funds interest	11,230	2,036	13,266
Recoveries	1,000		1,000
<b>Less:</b>			
Contributions from reserves and reserve funds	(57,382)		(57,382)
Enersource dividend	(12,750)		(12,750)
City budgeted levy for Business Improvement Associations (BIA)	(1,371)		(1,371)
<b>Full Accrual Revenue Budget</b>	<b>759,932</b>	<b>42,251</b>	<b>802,183</b>
<b>EXPENSES</b>			
<b>Proposed 2018 Operating Expenses</b>	<b>819,205</b>	<b>40,215</b>	<b>859,420</b>
<b>Add:</b>			
Amortization (Depreciation Expense)	124,418	10,718	135,136
<b>Less:</b>			
Contributions to reserve and reserve funds	(91,021)	(29,655)	(120,676)
Debt principal repayments	(18,942)	(879)	(19,821)
BIA budget on City's books	(1,371)		(1,371)
<b>Full Accrual Expense Budget</b>	<b>832,289</b>	<b>20,399</b>	<b>852,688</b>
<b>Net Surplus/ (Deficit)</b>	<b>(72,357)</b>	<b>21,852</b>	<b>(50,505)</b>



# Fire & Emergency Services

2018-2021 Business Plan  
& 2018 Budget

# Foreword

## 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, historic villages, Lake Ontario and the Credit River Valley. A place where people choose to be.

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40 year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into 16 Services Areas that are outlined in this Plan. The 2018-2021 Business Plan and 2018 Budget detail how and where the City plans to allocate resources to deliver programs and services.

The City is committed to providing programs and services cost effectively. In this Plan we have outlined measures that will help us assess the quality, efficiency and customer satisfaction that our services achieve. The results help inform decisions on resource allocation, direct program offerings and improve service delivery to ensure our vision is efficiently realized.





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## Executive Summary of Fire & Emergency Services

**Mission:** To protect life, property and the environment in Mississauga from all perils guided by the three lines of defense: public education, prevention and emergency response.

### Services we provide:

- Public Education
- Code Enforcement
- Fire Plans Examination
- Emergency Dispatch
- Emergency Response
- Fire Cause Determination

### Interesting facts about this service:

- 65.9 per cent of structure fires occur in residential occupancies
- 100 per cent of all fire related fatalities occur in residential occupancies
- 83 per cent of all fire related injuries occur in residential occupancies
- 33 per cent of fires are caused by careless smoking, candles and other misuse of ignition sources
- 61 per cent of reported fires are unintentional
- 14 per cent of all fires are caused by mechanical or electrical failure

### Highlights of the Business Plan include:

- Ongoing operations
- Fleet replacement and maintenance
- Maintenance, testing and evaluation of equipment
- Investment in technology for field operations
- Station renovations
- Lifecycle replacement of front line equipment
- Land acquisition for future station locations
- Staff training, certification and development

Net Investment (000's)	2018	2019	2020	2021
Operating	106,290	110,500	113,259	115,366
Capital	11,559	9,522	6,897	3,058
Full Time Equivalents	718.5	744.5	744.5	744.5

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## Core Services

### Vision, Mission, Goals of Service and Service Delivery Model

#### Vision

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

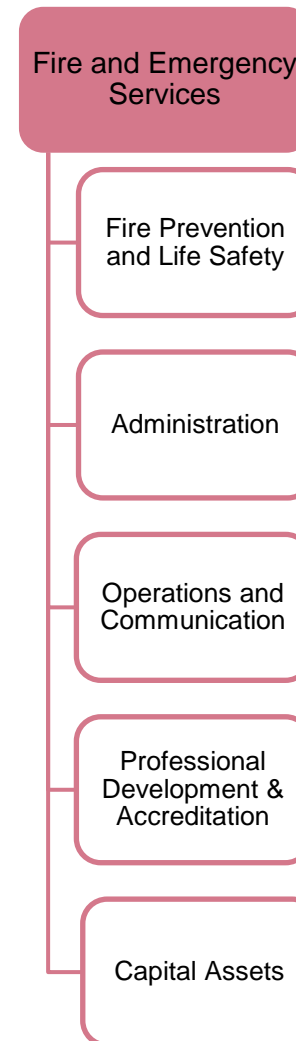
#### Mission

To protect life, property and the environment in Mississauga from all perils guided by the three lines of defense: public education, prevention 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
- Balance resources to identified risk through effective risk based planning
- Continue to use and develop practices that provide financial and business sustainability
- Foster a healthy, safe, inclusive and respectful culture
- Build leadership capability and create opportunity

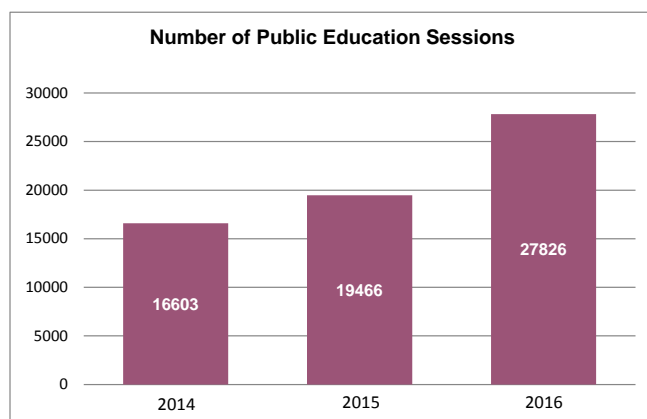
#### Service Delivery Model



## Current Service Levels and Trends

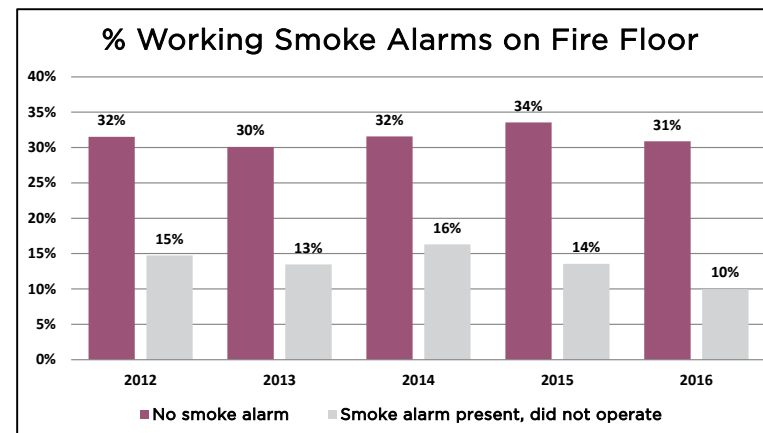
The **Fire Prevention and Life Safety** Section provides Public Education, Code Enforcement, Fire Plans Examination and Fire Cause Determination services.

Public education is a legislative requirement under *the Fire Protection and Prevention Act*. Residents are encouraged to take responsibility for their own fire safety and take the necessary steps to prevent fires. In 2016 Mississauga Fire & Emergency Services (MFES) was able to reach 27,826 residents.



By law, smoke alarms are required on every storey of a dwelling in the Province of Ontario. As a result, smoke alarm programs and compliance are a key component of public education and fire prevention activities provided by municipal fire departments across the province.

Data for the City of Mississauga over the past five years indicates that 40 per cent of fire calls do not have a working smoke alarm on the fire floor.



**Fire Plans Examiners** review all building permit applications to ensure that the fire and life safety requirements are in compliance with the Ontario Building Code and Ontario Fire Code. These requirements include smoke and 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 safety measures.

### Completed Applications by Fire Plans Examiners

Year	# of Complete Applications submitted	# of Completed within deadline	% of time legislated deadline met
2014	1,285	972	75.6
2015	1,269	1,145	90.2
2016	1,245	1,226	98.5

**Fire Inspectors** conduct fire safety inspections to ensure buildings are safe and comply with Ontario Fire Code. MFES is legislatively responsible for conducting fire safety inspections to ensure public safety. The frequency of inspections directly impacts the level of fire safety and code compliance of properties. Of particular concern are vulnerable occupancies (retirement homes and care and treatment facilities). In 2016 all vulnerable occupancies within Mississauga were fully inspected and mock fire drills were conducted to ensure compliance. A total of 9,757 fire safety inspections were completed in 2016.

Fire Inspectors are also responsible for fire investigations. 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 in developing fire safety education programming. In 2016 Fire Prevention and Life Safety Section conducted 168 major fire investigations, four of which resulted in prosecutions.

**Emergency Operations Personnel** respond to emergency and non-emergency calls. These include medical emergencies, motor vehicles accidents, public hazard situations, elevator rescues and water rescues. Both call volume and response time continue to rise as the population density increases.

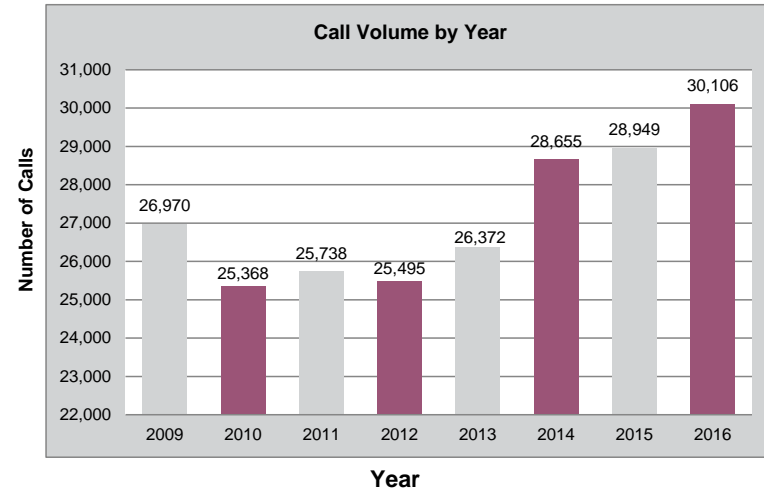


*Motor Vehicle Rescue*

The *National Fire Protection Association* (NFPA) identifies a travel time target of four minutes (240 seconds) 90 per cent of the time. Travel time is defined as the time it takes from when the truck leaves the station to the time it arrives on scene. In 2016 MFES actual travel time was four minutes (240 seconds) 60 per cent of the time. The actual 90<sup>th</sup> percentile travel time was 348 seconds. With the opening of Station 120 in 2019 and other additional infrastructure in future years, travel times are expected to decrease.

**911 Communications Operators and call takers** answer emergency calls and dispatch fire emergency vehicles 24 hours per day 365 days per year. Communications staff provide radio support to crews throughout the course of an incident and are responsible for the timely dispatch of additional vehicles or resources as required.

The staff that provide resources and support to the front line service are critical to the delivery of excellent customer service.



**Fleet and building mechanics** are responsible for the repair and maintenance of front line fire apparatus and fire stations across the city. The MFES fleet consists of 80 vehicles, 30 front line emergency response apparatus, nine reserve apparatus and seven unstaffed emergency specialty vehicles equipped for specialty rescue operations. MFES has 20 fire stations located across the City to provide service to the community. Front line equipment for 700 personnel (such as personal protective gear, Self-Contained Breathing Apparatus (SCBA) as well as hose and other tools required for emergency operations) is the responsibility of an **equipment officer**.



*New Aerial 105*

**Training officers** provide operational training to front line staff to ensure staff are properly trained in all disciplines. This includes emergency response, inspection and code enforcement, and public education. The requirement is to meet Ministry of Labour guidelines and ensure the service meets Council expectations.



*High Angle Training at Garry W. Morden Centre*

## Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's Performance Measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability. The following section describes the measures that we use and provides context for results. The Balanced Scorecard shows trends since 2014 and expected outcomes up to 2021.

### What we are measuring

**Total Operating Cost Per Capita Municipality Comparison** is a measure that calculates the total operating cost for all fire services divided by the population to provide the estimated cost per capita.

### Why this measure is important

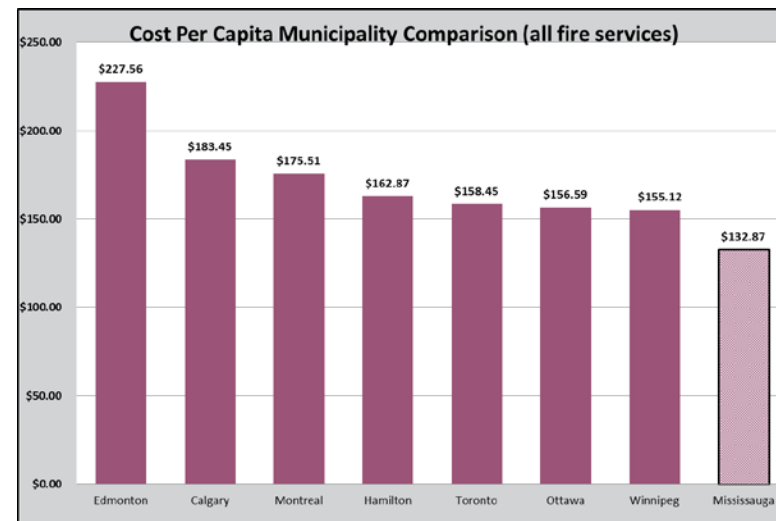
This measure illustrates the cost to the taxpayer for fire and emergency services in comparison to other fire services in municipalities that provide similar programs and services.

### How we are improving results

As the cost of providing effective service increases, staff are always looking for ways to improve customer service. MFES has completed two Lean projects and is in the process of completing a third (see details under Finding Efficiencies). These projects have improved customer service and identified service improvements in the Plans Examination and equipment inventory areas. A comprehensive community risk assessment is underway that will provide recommendations for improvement.



*Public Education Trailer*



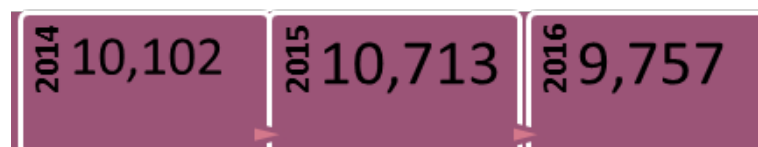
*Source: 2016 Calgary Fire Survey*



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### What we are measuring

We measure the number of Fire Safety Inspections completed each year to ensure compliance with the Ontario Fire Code. Inspection orders are issued for non-compliance with the Fire Code.



*Number of Fire Safety Inspections Completed*

### Why this measure is important

The number and frequency of inspections is an important issue as it directly impacts the level of fire safety and code compliance of properties across the City. Regular mandatory inspections are the most effective way of ensuring that properties achieve an effective level of safety. The mandatory inspection process will ensure properties are inspected on a regular basis related to the level of risk they present to occupants and the community.

### How we are improving results

MFES is in the process of conducting a Comprehensive Community Risk Assessment. As part of this study a building stock profile has been compiled that identifies the type, size and age of all of the buildings in the City of Mississauga. This will assist MFES to further assess the inspection requirements based on the level of risk associated with each property. The risk assessment is expected to be completed by the end of 2017.



*City Centre Skyline*

## What we are measuring

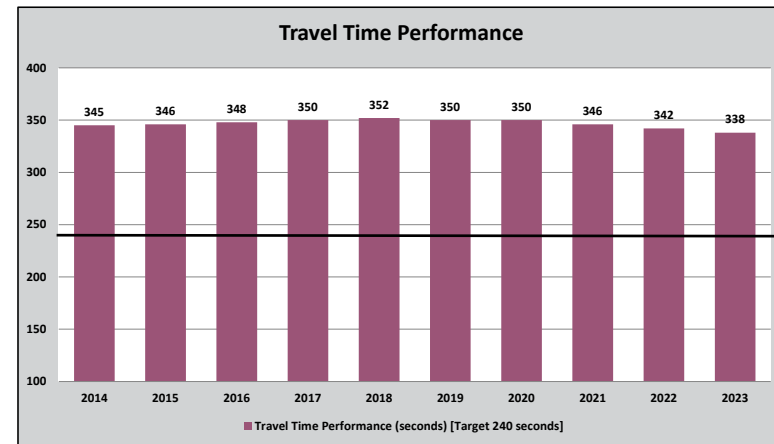
*First Unit Travel Time Performance* captures how long it takes from the time the truck leaves the station until it arrives on the scene. National Fire Protection Association identifies a target of 240 seconds 90 per cent of the time.

## Why this measure is important

Travel time is the largest component of total response and is the most difficult to control in a growing municipality with significant urban intensification. An increase in travel time may have a negative impact on outcomes in an emergency situation such as medical, fire and rescue incidents. The chart on the right illustrates actual and projected city wide travel time. The introduction of a new fire station or additional resourcing has a much greater impact in the immediate response area than it does when it is aggregated at a city wide level.

## How we are improving results

Population growth, density and other risk based factors are being assessed. MFES is currently working on an infrastructure renewal strategy that will consider deployment, resourcing and infrastructure options to best mitigate increasing travel times. Where significant changes in response and deployment are not warranted, additional mitigation factors such as public fire safety education and fire safety inspections will be considered.



*Station 120 becomes operational*



---

## Balanced Scorecard

A Balanced Scorecard identifies and measures four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. 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.

*Dollar Loss related to Structure Fires* is a measure that indicates the estimated dollar loss related to fire damage. The goal is to decrease the average fire loss annually.

### Customer Measures

*Incidents where No Working Smoke Alarm on Fire Floor* – This measure helps illustrate how effective MFES public education programming is with respect to fire safety. Based on data collected over the past five years, 40 per cent of fire calls do not have a working smoke alarm on the fire floor. The goal is improve public fire safety education and decrease this measure to zero.

*Number of People Attending Public Fire Safety Education Programs* – This measure captures the number of people that have attended a public fire safety education event or have had a visit from MFES staff delivering a program or message. The goal is to increase the number of people reached annually through targeted public fire safety education.

### 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 their perception of management's acceptance of change. The goal is to increase the percentage satisfaction over time through employee engagement.

### Business Process Measures

*First Unit Travel Time* (90<sup>th</sup> Percentile) captures how long it takes from the time the truck leaves the station until it arrives on the scene. 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.

*Number of Inspection Orders Issued* – this measure is a way of determining how effective the fire safety inspection program is as well as how well Fire Code compliance issues are understood and addressed. In 2014 MFES changed the process used to track and record this information.

## Balanced Scorecard (Cont'd)

Measures for Fire & Emergency Services	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Planned)	2018 (Planned)	2019 (Planned)	2020 (Planned)	2021 (Planned)
<b>Financial:</b>								
Cost per Capita for Emergency Services (\$)	123.69	127.15	132.87	137.23	140.15	146.16	148.96	151.45
Dollar Loss Related to Structure Fires (\$ Millions)	14.3	19.8	101.3	20.0	15.0	10.0	5.0	5.0
<b>Customer:</b>								
Number of people attending Public Education Sessions	16,203	19,466	27,876	32,880	37,880	42,880	47,880	52,880
Number of Fire Safety Inspections	10,102	10,713	9,757	11,708	14,050	15,455	17,000	18,700
Number of incidents – no working smoke alarm on fire floor	135	139	127	121	115	110	105	100
<b>Employee:</b>								
Employee Engagement Scores: Strategic Leadership (%)	N/A	59.3	N/A	N/A	74.6	N/A	N/A	80.0
Employee Engagement Scores: Innovation (%)	N/A	62.3	N/A	N/A	70.6	N/A	N/A	75.0
<b>Internal Business Process:</b>								
First Unit Travel Time (sec at the 90th percentile)	345	346	348	350	352	350	350	346
Number of Fire Safety Inspection Orders Issued	30	182	218	283	311	327	311	296

---

## Awards and Achievements



*Fire Station 119 received Leadership in Energy and Environmental Design (LEED) Gold Certification. It is the first building in the City of Mississauga to receive this distinction*



*C Shift Crews received the Firefighter of the Year award from the Mississauga Real Estate Board and the Mississauga News. They rescued four people from a house fire in March of 2016*



*MFES auto extrication team were 1st overall at the 2016 North American Vehicle Rescue Challenge*



*Camp Ignite Week for teenage girls aged 15-19 to experience firefighting and future career opportunities*

---

# The 2018-2021 Business Plan Outlook

## Planning for the Future

### Priorities for 2018-2021

- Implement Risk Reduction Plans as identified through the Comprehensive Risk Assessment (2018-2019)
- Infrastructure Renewal Strategy (2018-2021)
- Implement new technology initiatives – Records Management and Field Automation & Automated Staffing Solution (2018-2020)
- Fleet Management – Purchase of new vehicles and maintenance of existing (2018-2021)
- Equipment Management – Development, implementation and maintenance of equipment lifecycle plan (2018-2021)
- Grow community outreach (2018-2021)
- Continue to leverage business efficiencies through Lean, technology improvements and workforce strategic planning. (2018-2021)

### Comprehensive Risk Assessment (CRA)

MFES has embarked on a risk assessment designed to gather and assess data relevant to the delivery of fire and emergency services within the community. This data will be used to determine current and potential future risk and associated mitigation strategies.

The two primary objectives of this project are:

- 1) Phase One – Identify and assess the risks that currently exist within the community as well as how they impact future service delivery

- 2) Phase Two – Develop risk reduction strategies to address all of the community risks identified in Phase One

The study will consider demographics, geography of the city, types of occupancies, current and historical emergency data, and economic/financial impacts.

Phase One is complete. Based on preliminary findings from Phase One, three programs have been identified as critical to future service delivery:

- A risk based comprehensive fire station location/ infrastructure program
- A detailed proactive fire safety inspection program
- Targeted fire safety education programs

To address these preliminary findings and meet the needs of the community, MFES will undertake a number of key initiatives.

### Infrastructure Renewal Strategy

This project will provide the framework for infrastructure planning for MFES over the next 30 years. The strategy will consider both the results of the CRA and existing facility condition reporting to determine a long term infrastructure plan. Fire station locations for both new and existing stations as well as optimizing deployment models to best mitigate potential risk will be explored. This plan will inform the 10 year capital budget process.

---

### **Proactive Fire Safety Inspection Program**

Based on the number of high risk and high value occupancies identified across the city a proactive fire safety inspection program will be an important mitigation strategy. This would identify appropriate inspection cycles for each property type based on its risk. The higher the risk, the more often it should be inspected to ensure compliance with the Ontario Fire Code. The existing annual inspection program includes vulnerable occupancies and hotels/motels.

### **Targeted Fire Safety Education Programs**

An analysis of the demographic make-up of the City combined with historical emergency data clearly illustrates the need for targeted fire safety education programs. These programs will be aimed at the most vulnerable residents as well as those in high risk and high volume areas.

### **Fire Station Facility Audit**

Of the 20 existing fire stations, eight are scheduled for renovation over the next 10 years. To be able to accurately gauge each station's condition and rehabilitation requirements, an assessment of each station must be conducted. This assessment will inform the infrastructure renewal strategy and consequently the 10 year capital budget.



*Fire Station 104*

### **Total Wellness Strategy**

One of the main focuses of this strategy will be Post Traumatic Stress Disorder (PTSD) along with other mental health challenges that impact first responders at a higher rate than many other professions. MFES has a Peer Support Team that is made up of front line firefighters that are trained to provide counselling and support to their colleagues, either in the wake of a traumatic incident or as needed. This team requires annual training and recertification to ensure ongoing support for front line staff and meet the requirements of the mandatory Provincial Government PTSD plan.



## Finding Efficiencies

Initiative	Results/Expected Results
Continued success from the Lean Fire Plans Examination (Lean Project)	<ul style="list-style-type: none"> <li>98.5% of all complete submissions meet legislated deadlines – increase of 23% from 2014.</li> </ul>
Implementation of Stores inventory Lean Review recommendations (Lean Project)	<ul style="list-style-type: none"> <li>Station supply delivery time reduced by 50%</li> <li>40% reduction in station supply processing time</li> <li>89% reduction in processing of personal protective equipment replacement/delivery</li> </ul>
Mobile Self-contained breathing air (SCBA) repairs (Small Improvement)	<ul style="list-style-type: none"> <li>Productivity increase of approximately 40% due to decreased travel time</li> <li>Reduction in the time an SCBA is out of service for repair</li> </ul>
Initiation of Mechanical Ministry of Transportation (MTO) Lean Review (Lean Project)	<ul style="list-style-type: none"> <li>Decrease turnaround time for legislated MTO repairs</li> <li>Turnaround time reduction of up to 80% for Pumpers/Squads and 90% for aerial apparatus</li> <li>Balance the workflow to improve productivity</li> <li>Productivity increase <math>\geq 10\%</math> related to shop floor/tool layout improvements</li> <li>Reduce the amount of time front line apparatus are out of service</li> <li>10% overall reduction in apparatus taken out of service</li> </ul>

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## Advancing the City's Strategic Plan

### move - developing a transit oriented city

- Infrastructure Renewal Plan will consider station locations that reduce travel time and consequently the amount of time vehicles are on the road
- Introduce training programs 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

- Offer fire safety pamphlets and other information in multiple languages
- Target fire safety education programs to meet the needs of a diverse community

### connect - completing our neighbourhoods

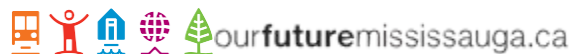
- Expand the Proactive Fire Safety Inspection Program to ensure compliance with the Ontario Fire Code
- Expand public education programming to target higher risk demographics based on results of the Comprehensive Risk Assessment

### 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

### green - living green

- Consideration given to LEED when retrofitting existing buildings at the time of the renovation



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## Transforming our Business with Technology

### Mobile Field Technology

The goal of this initiative is to implement field automation technology for fire inspection staff to improve the delivery of inspection and enforcement services. Inspection staff will be provided with mobile technology that will allow them to access and update files, maps and building data remotely. It is expected to reduce the amount of office space required by this section by 41 per cent as the inspectors will be mobile and community based. It will also allow each inspector to process more inspections annually.

### Automated Staffing and Records Management

The goal of this initiative is to more effectively manage staffing across 23 facilities including 20 fire stations and four shifts. This technology will be dependent on changes to the dispatching technology.

### 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 will be completed to ensure continued reliability of routing, dispatching and data information capture.



*Computer Aided Dispatch*

### 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.

---

## Maintaining Our Infrastructure

### Equipment Lifecycle

As part of an overall review of the Capital Assets Section, MFES will undertake a full lifecycle review of all major equipment. This will assist in the development of a more rigorous lifecycle replacement plan that will inform the 10 year capital budget process.

### Major Equipment Testing, Evaluation and Replacement

Annual testing and evaluation is to be completed on all front line apparatus and equipment. It is critical for the safety of staff as well as to ensure operational reliability that legislative requirements and manufacturer recommendations are met. This includes the testing of such things as ground and aerial ladders, pumps, generators, hose and other equipment used for auto extrication and other rescues. A robust lifecycle replacement model will be developed for all major equipment that will allow MFES to create a baseline standard for equipment replacement. This plan will inform the 10 year capital budget process.

### Front Line Vehicles

After a thorough review of appropriate lifecycle replacement models for front line fire apparatus, MFES has implemented a lifecycle model that is 12 years front line and three years in reserve for a total lifecycle replacement of 15 years. MFES Capital Assets section is in the process of replacing the fleet based on the new lifecycle program.

A fleet preventative maintenance program has been executed which will include scheduled maintenance for all front line vehicles. This is expected to reduce the time a vehicle is out of service for demand maintenance.

### Fire Stations

MFES has eight fire stations that require rehabilitation. The amount and type of alterations varies from station to station. They include but are not limited to barrier free washroom facilities, female washroom and change room facilities, structural repairs, upgrades to meet the accessibility guidelines, and upgrades to meet health and safety and code requirements.

This project will be dependent on the completion of the Infrastructure Renewal Strategy and Fire Station Facility Audit. These two projects will provide direction as to the scope of the renovations required.



*MFES Fleet Maintenance*

The table below provides the implementation strategy for the maintenance of MFES infrastructure over the next four years.

Initiative	Description	Year
<b>Equipment Lifecycle Replacement Strategy</b>	<ul style="list-style-type: none"> <li>• Complete assessment which will identify the optimal time to replace equipment and associated capital costs (2018)</li> <li>• Prioritize equipment replacement (2018)</li> </ul>	2018-2019
<b>Fire Station Facility Audit</b>	<ul style="list-style-type: none"> <li>• Complete station audit for all 20 stations (2018)</li> <li>• Prioritize rehab projects based on Infrastructure Renewal Strategy and audit recommendations (2018)</li> <li>• Begin rehab projects (2018-2021)</li> </ul>	2018-2021
<b>Fleet Lifecycle Replacement Strategy</b>	<ul style="list-style-type: none"> <li>• Continue to replace existing vehicles based on lifecycle schedule (2018-2021)</li> </ul>	2018-2021
<b>Major Equipment Testing, Evaluation and Replacement</b>	<ul style="list-style-type: none"> <li>• Ground and Ladder Aerial Testing</li> <li>• Pump Testing</li> <li>• Nozzle maintenance and Hose Testing</li> <li>• Extrication equipment</li> <li>• Small engine testing and maintenance</li> <li>• SCBA Filling Station Maintenance</li> </ul>	Annually

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## Managing Our Human Resources

Of the total staff complement in MFES, 97 per cent are unionized. This includes all of the front line operations, Fire and Life Safety inspectors, public educators and plans examiners, training, mechanical and the majority of the administration staff. Of the 718 staff there are 614 suppression (front line firefighting) staff. Suppression staff are hired in spring or fall recruit classes each year to replace vacancies as a result of retirement.

Succession planning will be critical as nearly 20 per cent of staff are eligible for retirement in the next four years. MFES is working closely with the City's Human Resources talent management section to complete a workforce planning initiative.

### Our Structure

#### ACHIEVE COMMUNITY SAFETY THROUGH EDUCATION, ENFORCEMENT AND EMERGENCY RESPONSE

**Who:** Public Educators, Fire Inspectors, Plans Examiners, Mechanics Dispatchers and Firefighters

Targeted public education programs

Proactive fire safety inspections and plans examination for compliance

Maintenance and repair of front line apparatus and equipment

Emergency dispatch and response

#### BALANCE RESOURCES TO RISK THROUGH RISK BASED PLANNING

**Who:** Senior Administration

Implement recommendations from Comprehensive Risk Assessment

React to changing demographics and population growth

Ensure front line apparatus and equipment are maintained

Implement recommendations from the Infrastructure Renewal Strategy

#### PROMOTE FINANCIAL AND BUSINESS SUSTAINABILITY

**Who:** Senior Administration

Become a CFAI\* Accredited Fire Service

Develop and monitor meaningful Key Performance Indicators

Identify Lean projects and small improvements

Implement internal and external communications plans

#### FOSTER A HEALTHY, SAFE, INCLUSIVE AND RESPECTFUL WORKPLACE

**Who:** All

Improve Community Outreach Programming

Develop a total wellness strategy

Improve attraction and recruitment programs

Support a respectful and positive workplace

Critical Function	Requirements of Function
Business Analytics	Development, implementation and maintenance of key performance indicators (KPIs) and other sectional data
Data Management & Reporting	Maintenance and quarterly/annual reporting of data against risk assessment recommendations and KPIs
Curriculum Development	Officer development, succession planning
Inventory Management and Logistics	Fleet and equipment purchasing, inventory and lifecycle replacement
Fire Inspections and Public Education	Proactive Fire Safety Inspections, targeted public education programming based on recommendations from risk assessment

### Our Talent

Training is a critical component of MFES service delivery. MFES is committed to delivering services that educate the public, ensure code compliance and respond to emergencies when required. In order to do all of those things safely and effectively, appropriate training is essential.

In **Emergency Operations**, there are 614 staff at various levels that require ongoing skills development and upgrade. The Professional Development and Accreditation section, in conjunction with 'on shift' training instructors, develop and deliver training programs that ensure both the development of new skills along with the maintenance of existing skills.

These include such programs as:

- Fire Ground Operations
- Medical
- Auto Extrication
- Specialty Rescue (Confined Space/Trench/Hazmat)
- Apparatus Operation
- IT and Communications

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MFES uses the Ontario Fire Administration Inc. (OFAI) Candidate Testing Services to test potential recruits. Through the OFAI, potential candidates complete a three stage testing program that includes written testing, psychological profiling, medical and physical testing, and a skills evaluation. The skills evaluation tests candidates to ensure they have a basic skillset required to be a fire fighter.

**Fire Prevention and Life Safety** staff consists of public educators, plans examiners and fire safety inspectors. Specialty training consists of:

- Fire Inspector (levels 1-3)
- Public Educator (levels 1 and 2)
- Building Code and Fire Protection
- Fire Investigator

Staff are encouraged to apply for other related courses to improve their skills in each area as well as upgrade to react to changing codes, building stock and new technologies.

**Fleet mechanics** for emergency vehicles require ongoing training to ensure they maintain their existing skills and upgrade to adapt to emerging technologies. All mechanics are required to have their heavy vehicle mechanic license, lift truck and sky jack training. Within this business cycle, MFES fire fleet mechanics will be focussing on completing specialty Emergency Vehicle Technician (EVT) training and specialty manufacturer training.

### **Leadership**

As the industry, technology and legislation change, MFES continues to evolve and look at future opportunities to build leadership capability and create opportunities for all levels of staff across the division. One of the areas within the Employee

Engagement Survey that MFES is working to improve is ensuring leadership opportunities. Front line supervisors have been provided the opportunity to participate in a Team Leadership course to provide them foundations of leadership and coaching.

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.

### **Talent Needs**

**Emergency Operations** staff are hired through a recruiting process once or twice a year depending on the number of existing vacancies. These new recruits are to fill existing vacancies as a result of retirements and/or long term absences. There is a high demand for these jobs: therefore, there is no difficulty attracting qualified candidates. Firefighters and Captains are promoted based on an internal competitive examination process.

In 2019 MFES is requesting 20 new firefighters to staff new fire station 120 currently under construction at Hurontario and Eglinton.

**Capital Assets** is in the process of completing an internal review and will be evaluating operating requirements and procedural changes throughout this business planning cycle.



**Professional Development and Accreditation** will play a key role in fulfilling the commitment to building leadership capacity and providing learning opportunities for staff. As mentioned above, this will include the development of a formal Officer Development Program. A priority will be placed on 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.

#### **Proposed Full Time Equivalent Staffing**

Staffing change in 2018 includes the transfer of one staff from the fire vehicle maintenance section to fire support services. In 2019 there is a request to add 20 new firefighters in suppression for the operation of new fire station 120 at Hurontario and Eglinton which is currently under construction (BR# 2883) and expected to be operational in fall 2019.

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

Program	2017	2018	2019	2020	2021
Fire Building Maintenance	3.0	3.0	3.0	3.0	3.0
Fire Support Services	43.5	44.5	48.5	48.5	48.5
Fire Vehicle Maintenance	11.0	10.0	12.0	12.0	12.0
Prevention	47.0	47.0	47.0	47.0	47.0
Suppression	614.0	614.0	634.0	634.0	634.0
<b>Total Service Distribution</b>	<b>718.5</b>	<b>718.5</b>	<b>744.5</b>	<b>744.5</b>	<b>744.5</b>

Note: Numbers may not balance due to rounding.

# Proposed Operating Budget

## 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 2018-2021 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 budget for 2017 was \$105.2 million and the proposed budget for 2018 is \$106.3 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 & Emergency Services reflects an increase of \$1.1 million for 2018. Highlights of the proposed budget changes are:

- Labour Costs are projected to increase by \$868,172
- Annual testing and evaluation of equipment \$160,600
- Radio Base Station Maintenance for the VCOM system and portable radio technology change \$130,000
- Recertification of Peer Support staff \$13,280
- Technology improvements including mobile field technology, automated staff and records management \$105,000

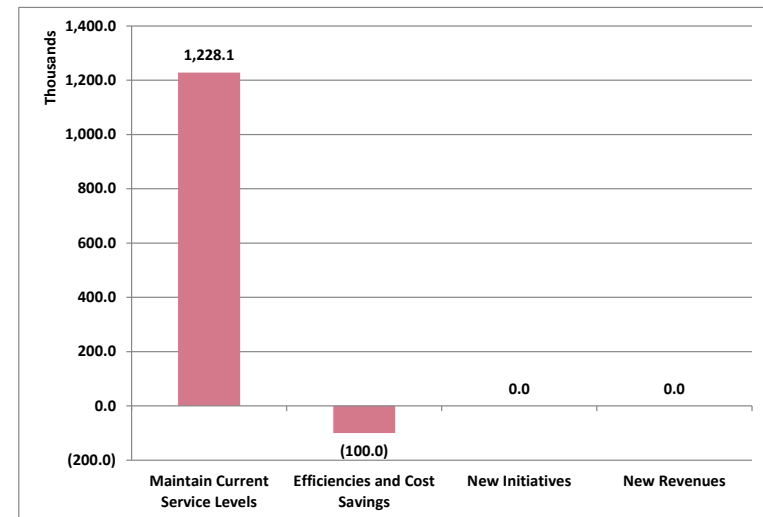
### Efficiencies and Cost Savings

MFES expects a reduction in the cost of maintenance and parts of front line apparatus which is a result of the implementation of a fleet lifecycle replacement program. The savings is estimated to be \$100,000.

### New Initiatives

It is anticipated that MFES will be opening a new Fire Station at Hurontario and Eglinton in fall 2019. The staffing for this station will be \$1.4 million in 2019 then annualized in the following year.

### Proposed Changes to 2018 Net Operating Budget by Category ('000's)



## Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2018-2021, as well as the 2017 Budget and 2016 Actuals by major program within the Service Area.

### Proposed Budget by Program

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>						
Fire Building Maintenance	983	1,271	1,271	1,309	1,331	1,351
Fire Support Services	7,218	7,881	8,252	8,425	8,543	8,656
Fire Vehicle Maintenance	3,186	3,416	3,464	3,485	3,506	3,527
Prevention	5,443	6,700	6,740	6,913	7,042	7,144
Suppression	86,479	87,693	88,515	90,345	91,867	93,189
<b>Total Expenditures</b>	<b>103,309</b>	<b>106,961</b>	<b>108,243</b>	<b>110,478</b>	<b>112,290</b>	<b>113,868</b>
<b>Revenues</b>	<b>(1,531)</b>	<b>(1,799)</b>	<b>(1,952)</b>	<b>(1,952)</b>	<b>(1,952)</b>	<b>(1,952)</b>
Transfers From Reserves and Reserve Funds	0	0	0	0	0	0
New Initiatives and New Revenues			0	1,974	2,921	3,449
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>101,778</b>	<b>105,162</b>	<b>106,290</b>	<b>110,500</b>	<b>113,259</b>	<b>115,366</b>
Expenditures Budget - Changes by Year			1%	2%	2%	1%
Proposed Net Budget - Changes by Year			1%	4%	2%	2%

Note: Numbers may not balance due to rounding.

## Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour, operational costs, facility, IT and support) and revenues are shown by category with the approved 2017 budget for comparison. The three columns to the far right of the table show the totals proposed for 2018 and their dollar and percentage changes over 2017.

### Summary of Proposed 2018 Budget

Description	2017 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	2018 Proposed Budget (\$000's)	\$ Change Over 2017	% Change Over 2017
Labour and Benefits	102,009	868	0	0	0	0	0	102,877	868	1%
Operational Costs	3,966	379	(100)	0	105	0	0	4,351	384	10%
Facility, IT and Support	985	29	0	0	0	0	0	1,015	29	3%
<b>Total Gross</b>	<b>106,961</b>	<b>1,277</b>	<b>(100)</b>	<b>0</b>	<b>105</b>	<b>0</b>	<b>0</b>	<b>108,243</b>	<b>1,282</b>	<b>1%</b>
<b>Total Revenues</b>	<b>(1,799)</b>	<b>(154)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,952)</b>	<b>(154)</b>	<b>9%</b>
<b>Total Net</b>	<b>105,162</b>	<b>1,123</b>	<b>(100)</b>	<b>0</b>	<b>105</b>	<b>0</b>	<b>0</b>	<b>106,290</b>	<b>1,128</b>	<b>1%</b>

### Summary of Proposed 2018 Budget and 2019-2021

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
Labour and Benefits	98,432	102,009	102,877	106,979	109,699	111,771
Operational Costs	4,162	3,966	4,351	4,416	4,432	4,447
Facility, IT and Support	715	985	1,015	1,057	1,080	1,100
<b>Total Gross</b>	<b>103,309</b>	<b>106,961</b>	<b>108,243</b>	<b>112,452</b>	<b>115,211</b>	<b>117,318</b>
<b>Total Revenues</b>	<b>(1,531)</b>	<b>(1,799)</b>	<b>(1,952)</b>	<b>(1,952)</b>	<b>(1,952)</b>	<b>(1,952)</b>
<b>Total Net</b>	<b>101,778</b>	<b>105,162</b>	<b>106,290</b>	<b>110,500</b>	<b>113,259</b>	<b>115,366</b>

Note: Numbers may not balance due to rounding.

## Proposed Cost Increase Required to Maintain Current Service Levels

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, taking into account efficiencies, cost savings, and cost increases arising from prior year decisions.

Category	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
<b>Labour and Benefits</b>	<b>102,009</b>	<b>102,877</b>	<b>868</b>	Increase reflects labour adjustments & fringe benefits
Administration and Support Costs	985	1,015	29	Increased departmental administration cost allocation
Advertising & Promotions	45	45	0	
Communication Costs	313	443	130	\$115 cost increase for VCOM and JFCC Maintenance \$15 cell phone/mobile devices
Contractor & Professional Services	35	35	0	
Equipment Costs & Maintenance Agreements	341	446	105	Operating impact of prior budget request for equipment rental & lease
Finance Other	(37)	0	37	Utility recovery from shared facility with Region of Peel
Materials, Supplies & Other Services	842	862	20	Station wear for new staffing at station 120
Occupancy & City Costs	869	857	(12)	Utility budget reduction mainly for Hydro cost
Staff Development	268	292	24	Increase budget for staff training need
Transfers To Reserves and Reserve Funds	30	50	20	Increase annual transfer to reserve to fund the one time study
Transportation Costs	1,260	1,320	61	\$160 budget increase for testing and evaluation of front line apparatus and equipment, offset by \$100 reduction in truck supplies budget.
<b>Subtotal - Other Operating</b>	<b>4,952</b>	<b>5,365</b>	<b>413</b>	
Total Revenues	(1,799)	(1,952)	(154)	(\$84) Lease revenue from Peel Paramedics joined use of facility (\$37) Utility recovery from shared facilities (\$33) Increased revenue from MTO rate increase
<b>Subtotal - Revenues</b>	<b>(1,799)</b>	<b>(1,952)</b>	<b>(154)</b>	
<b>Total</b>	<b>105,162</b>	<b>106,290</b>	<b>1,128</b>	

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 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 2019. 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.

## Proposed New Initiatives and New Revenues

Description	BR #	2018 FTE Impact	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2018 to 2021 FTE Impact	2018 to 2021 Capital (\$000's)
<b>New Initiatives</b>								
Fire Station 120- Hurontario and Eglinton Area	2883	0.0	0	1,394	2,088	2,552	20.0	0
Stores Clerk	2891	0.0	0	68	103	126	1.0	0
Fleet Mechanic	2892	0.0	0	97	148	159	1.0	0
Training and Development Staffing	2893	0.0	0	414	583	613	4.0	0
<b>Total New Initiatives</b>		<b>0.0</b>	<b>0</b>	<b>1,974</b>	<b>2,921</b>	<b>3,449</b>	<b>26.0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>1,974</b>	<b>2,921</b>	<b>3,449</b>	<b>26.0</b>	<b>0</b>

**Proposed Initiative**

Fire Station 120 – Hurontario and  
Eglinton Area

**Department**

Community Services Department

**Service Area**

Fire & Emergency Services

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	0.0	1,394.3	2,087.5	2,551.6
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	0.0	1,394.3	2,087.5	2,551.6
* Net Change in \$		1,394.3	693.2	464.1
FTEs	0.0	20.0	20.0	20.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	995.0	0.0	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**

Stores Clerk

**Department**

Community Services Department

**Service Area**

Fire & Emergency Services

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	0.0	68.1	102.7	125.8
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	68.1	102.7	125.8
* Net Change in \$		68.1	34.6	23.2
FTEs	0.0	1.0	1.0	1.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & 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 dollars of equipment. This includes personal protective equipment, (bunker gear, SCBA, helmets, face pieces etc.) technical rescue equipment, hoses, nozzles and many other items which are critical to fire operations. Corporate purchasing changes have downloaded acquisition responsibilities to this section. Stores section provides critical support for maintaining daily operations across 20 remote stations from building supplies to personal protective equipment.

**Service Impact**

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

**Proposed Initiative**

Fleet Mechanic

**Department**

Community Services Department

**Service Area**

Fire &amp; Emergency Services

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	0.0	97.3	148.1	158.5
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	97.3	148.1	158.5
* Net Change in \$		97.3	50.7	10.5
FTEs	0.0	1.0	1.0	1.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & 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**

Training and Development  
Staffing

**Department**

Community Services Department

**Service Area**

Fire & Emergency Services

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	0.0	414.4	583.1	613.5
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	414.4	583.1	613.5
* Net Change in \$		414.4	168.8	30.4
FTEs	0.0	4.0	4.0	4.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & 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 co-ordinate 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 four 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.

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## Proposed Capital Budget

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast.

### Proposed 2018-2027 Capital Budget by Program

Program Expenditures	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022-2027 Forecast (\$000's)	Total 2018-2027 (\$000's)
Stations & Auxiliary Buildings	1,900	0	0	0	1,010	2,910
Vehicles & Equipment	9,659	9,522	6,897	3,058	24,580	53,716
<b>Total</b>	<b>11,559</b>	<b>9,522</b>	<b>6,897</b>	<b>3,058</b>	<b>25,590</b>	<b>56,626</b>

### Proposed 2018-2027 Capital Forecast Highlights include the following:

- VCOM Radio System Upgrade
- Replacement of Fire Vehicles
- Field Automation Technology
- Personal Protective Equipment
- Fire Station renovations to accommodate gender related washroom facilities
- Replacement of Emergency Tools and Equipment
- Computer Aided Dispatch (CAD) Upgrade
- Laptop Replacement in Fire Vehicles

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**Proposed 2018-2027 Capital Budget by Funding Source**

The following table provides the funding sources proposed to fund the capital portion of the proposed 2018-2021 Business Plan and 2018 Budget and the consolidated forecast for 2022-2027.

<b>Funding</b>	<b>2018 Proposed Budget (\$000's)</b>	<b>2019 Forecast (\$000's)</b>	<b>2020 Forecast (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022-2027 Forecast (\$000's)</b>	<b>Total 2018-2027 (\$000's)</b>
Tax/Debt	11,259	9,522	6,897	3,058	25,490	56,226
Other Reserves & Reserve Funds	300	0	0	0	100	400
<b>Total</b>	<b>11,559</b>	<b>9,522</b>	<b>6,897</b>	<b>3,058</b>	<b>25,590</b>	<b>56,626</b>

Note: Numbers may not balance due to rounding.



---

**Proposed 2018 Capital Budget Detail**

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

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	700	0	700	Tax/Debt
CMFS00042	Construction Station	500	0	500	Tax/Debt
CMFS006329	Fire Station Facility Audit	300	0	300	Other Reserves & Reserve Funds
CMFS04968	Fire Station Renovation	400	0	400	Tax/Debt
<b>Total</b>		<b>1,900</b>	<b>0</b>	<b>1,900</b>	

Note: Numbers may not balance due to rounding.

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**Proposed 2018 Capital Budget Detail (Cont'd)**

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

Program: Vehicles & Equipment

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMFS00066	Personal Protective Equipment Replacement	122	0	122	Tax/Debt
CMFS00075	Refurbish Fire Vehicles	250	0	250	Tax/Debt
CMFS00083	Replacement of fire vehicles	5,535	0	5,535	Tax/Debt
CMFS00097	Replacement of Emergency Response Tools and Equipment	1,400	0	1,400	Tax/Debt
CMFS00100	Laptops in Fire Trucks Replacements	440	0	440	Tax/Debt
CMFS00110	Upgrade to Backup Fire Communications Centre	450	0	450	Tax/Debt
CMFS00111	VCOM Radio System - Component Upgrade	137	0	137	Tax/Debt
CMFS04969	Record Management and Field Automation Technology	75	0	75	Tax/Debt
CMFS04973	CAD Upgrade	1,250	0	1,250	Tax/Debt
<b>Total</b>		<b>9,659</b>	<b>0</b>	<b>9,659</b>	

Note: Numbers may not balance due to rounding.

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**Proposed 2019-2021 Capital Budget by Sub-Program**

The following tables provide a listing of capital forecast by sub-program for 2019-2021.

<b>Sub-Program</b>	<b>2019 Forecast (\$000's)</b>	<b>2020 Forecast (\$000's)</b>	<b>2021 Forecast (\$000's)</b>
<b>Vehicles &amp; Equipment</b>			
FIRE Equipment Replacement	1,137	1,137	1,000
FIRE Safety Clothing Replacement	940	140	118
FIRE Vehicles	7,445	5,620	1,940
<b>Subtotal</b>	<b>9,522</b>	<b>6,897</b>	<b>3,058</b>
<b>Total Expenditures</b>	<b>9,522</b>	<b>6,897</b>	<b>3,058</b>

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



# MiWay

2018-2021 Business Plan  
& 2018 Budget

# Foreword

## 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, historic villages, Lake Ontario and the Credit River Valley. A place where people choose to be.

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a forty year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into sixteen Services Areas that are outlined in this Plan. The 2018-2021 Business Plan and 2018 Budget detail how and where the City plans to allocate resources to deliver programs and services.

The City is committed to providing programs and services cost effectively. In this Plan we have outlined measures that will help us assess the quality, efficiency and customer satisfaction that our services achieve. The results help inform decisions on resource allocation, direct program offerings and improve service delivery to ensure our vision is efficiently realized.



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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:

As Ontario's third largest municipal transit service provider, MiWay serves a growing population of roughly 766,000 across 179 square kilometres in Mississauga. MiWay routes create economical and efficient transportation connections between popular destinations throughout the city and our services connect with neighbouring transit systems including GO Transit, TTC, Brampton Transit and Oakville Transit.

MiWay provides customers with two types of service:

- **MiExpress** for express travel on blue buses servicing limited-stop routes
- **MiLocal** for local travel on orange buses along regular and school routes

### Interesting facts about this service:

- The City of Mississauga purchased the local transit service in 1974. At that time only eight routes operated with 54 buses that were boarded four million times that year. Today MiWay operates a total of 82 routes with 499 buses and customers board a MiWay bus over 56 million times per year
- There are 3,675 MiWay bus stops and 930 bus shelters (September 2016) across Mississauga. One hundred additional shelters will be added as a result of funding through the Public Transit Infrastructure Fund
- Weekday passenger boarding increased 5.6 per cent from 177,737 in 2014 to 187,689\* (annual average including seasonal variation) in 2016 \*Ridership Reporting Model

- Daily ridership on the Mississauga Transitway has grown from 8,022 in November 2014 to 16,631 in November 2016 – a 107 per cent increase
- Revenue ridership is up three per cent since 2016
- During peak periods, MiWay plans for 356 buses and 201 buses during off peak to deliver the required service to meet customer demand

### Highlights of the Business Plan include:

- MiWay service growth will provide an additional 46,000 service hours in 2018
- Continued commitment to growing MiWay service hours will result in service improvements along two key corridors – Lakeshore Road and new express service on Derry Road
- The new Route 100 – Airport Express will support ridership growth on the Mississauga Transitway and provide a new express service for MiWay customers travelling to and from Toronto Pearson International Airport – Terminal 1

Net Investment (000's)	2018	2019	2020	2021
Operating	78,692	84,128	89,233	94,665
Capital	9,795	17,885	28,647	64,671
Full Time Equivalents	1,443.4	1,474.4	1,508.4	1,541.4

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## Core Service

### Vision, Mission, Goals of Service and Service Delivery Model

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

#### Vision

By 2028 MiWay will provide a reliable customer experience for 50 million revenue rides annually as part of the City's integrated urban mobility network by:

- Listening to our customers, staff, partners and stakeholders
- Working together as a team
- Leveraging data and technology

In doing so, we will achieve a Revenue/Cost ratio of 52 per cent.

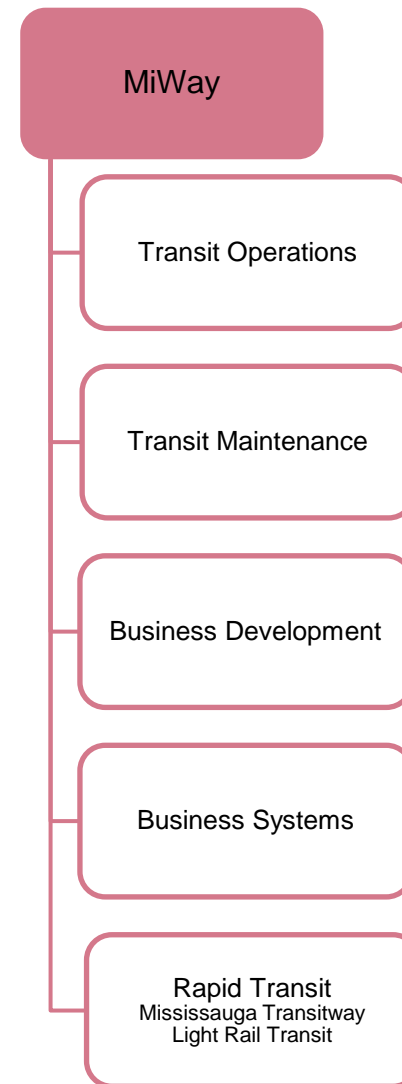
#### Mission

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 the customer through the Customer Experience Program
- Continue to develop and improve online self-serve options and technology to operate efficiently and better serve our customers

### Service Delivery Model





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## 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 business are our existing and potential customers of MiWay. Our goal is to deliver daily an excellent customer experience with MiWay 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 strategies. In an era where the customer's experience 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. Customer loyalty is more than being loyal to a brand; it's about being loyal to the experience that the brand provides and how an organization makes them feel. A

good customer experience is created through a series of touchpoints or interactions with our product, our people and our services. MiWay's Customer Experience program is about bringing all of the teams in transit together to deliver a positive experience to the people that use our services. This transformation will be accomplished by getting input from our customers on the areas we need to improve on and then by working together internally to improve processes, communication and service delivery.

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. Local service frequency improvements will also support the expansion to higher order services and attract choice customers as we continue to grow our network options. 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. Maintenance is responsible for 499 buses and 66 support vehicles to ensure on-street service delivery is met.



## Current Service Levels and Trends

MiWay operates a total of 82 routes:

- Mississauga Transitway services
- MiExpress 107 & 109 | MiLocal 21
- MiExpress (seven routes) – Express service, serving limited stops
- MiLocal (53 routes) – Local service, serving all stops
- GO Bus/Train station shuttles (four routes)
- School routes (18 routes) – High School specific

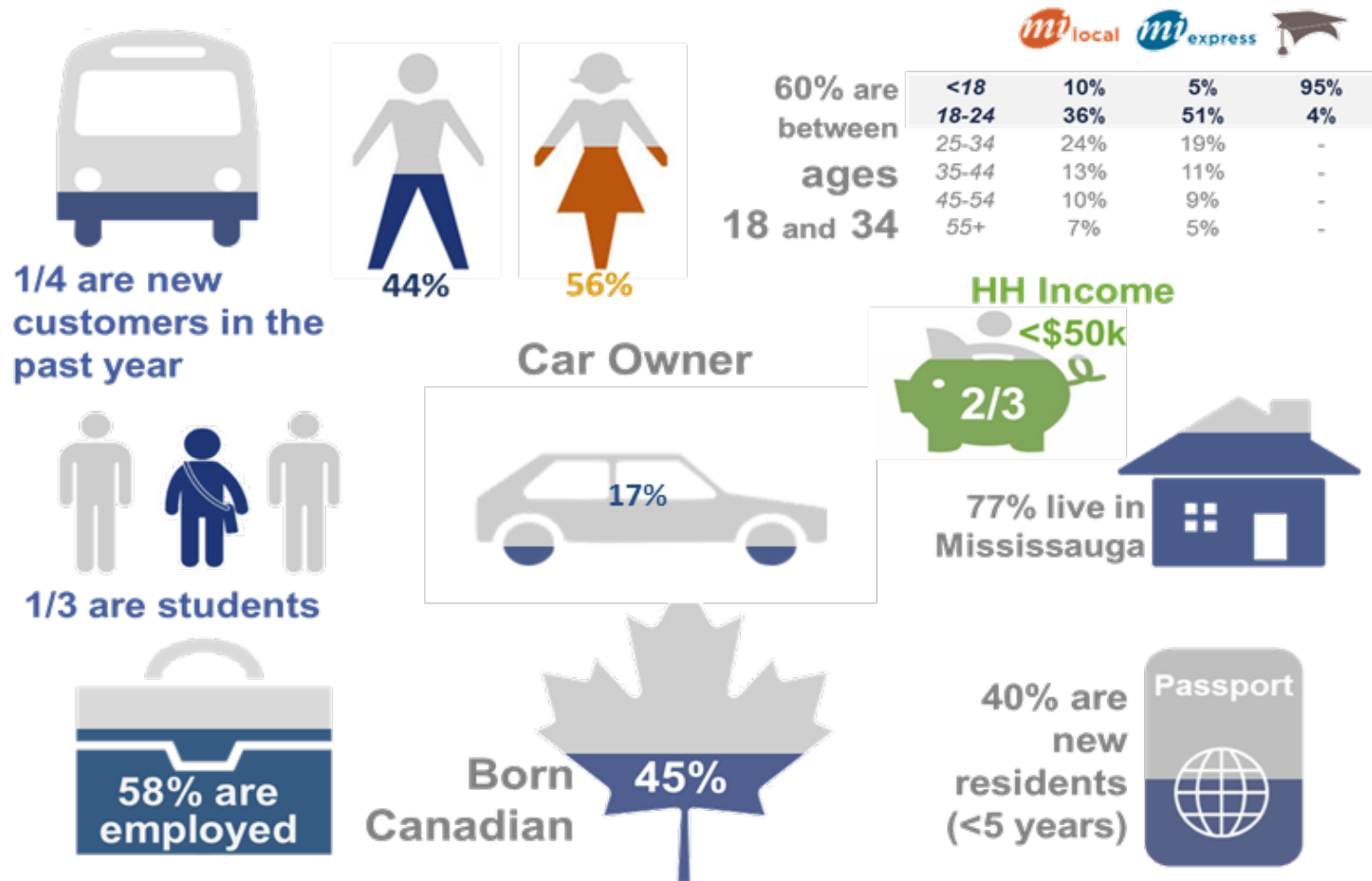


## Service Level Trends

- Continued stable growth in MiWay ridership
- Transit agencies nationally and in the GTHA are experiencing lower ridership growth – MiWay's ridership is above average comparatively
- Congestion and long term construction projects are reducing transit travel speeds
- The top three customers' requests from MiWay are improved service frequencies, reliable service and real-time schedule information
- Mississauga Transitway, Light Rail Transit services and transit priority corridors are necessary to encourage changes in travel behaviour and attract new riders
- Cross-boundary travel and GO Transit connections remain important for customers
- Two-way flow in 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
- PRESTO usage continues to grow – 64 per cent of MiWay's revenue comes from PRESTO and this will continue to grow as we implement strategic fare pricing

## Service Level Trends

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



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## Current Service Levels

Service Type	2016 Service Hours		2017 Service Hours		2018 Service Hours 3% Growth Forecast	
	Hours	%	Hours	%	Hours	%
Weekday	1,287,022	87%	1,321,695	86%	1,360,885	86%
Saturday	122,414	8%	122,948	8%	122,948	8%
Sunday/Holiday	71,977	5%	92,211	6%	99,127	6%
Total	1,481,412	100.0%	1,536,854	100.0%	1,582,960	100.0%

2017 Service Hour allocation is based on ridership demand and distribution.

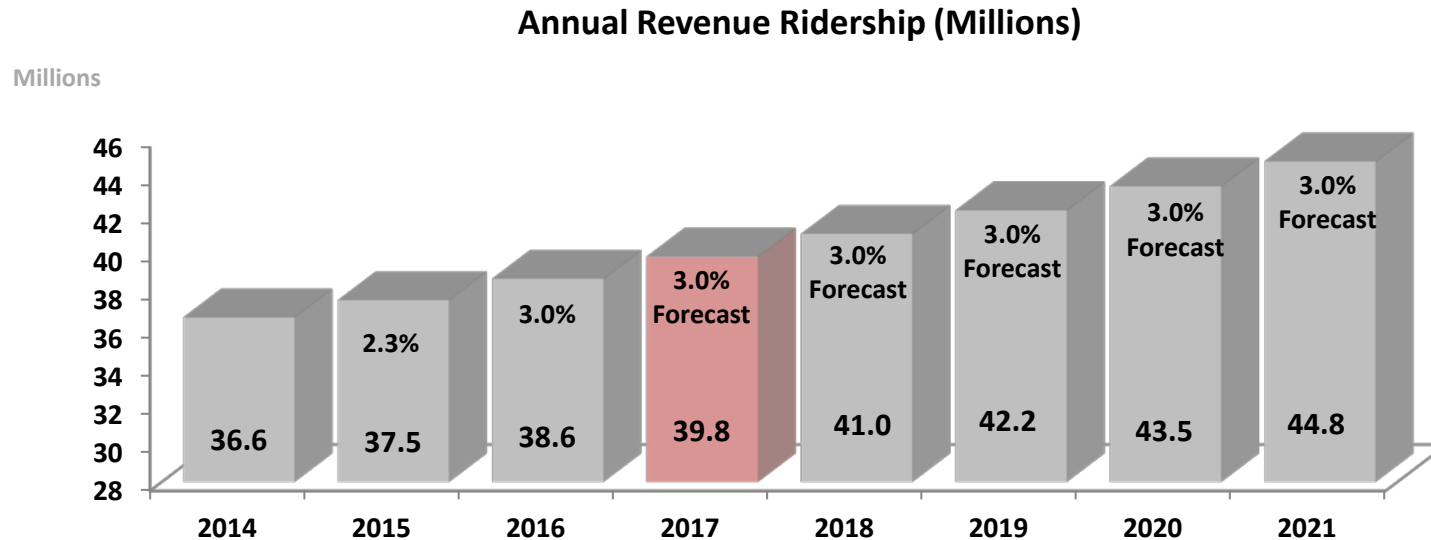
2018 Service Hours are estimates based on MiWay Service Growth Budget Request calculation at three per cent with 46,000 new service hours.

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## Annual Revenue Ridership

Annual revenue ridership levels continue to climb. It is expected to reach almost 40 million by the end of 2017, a forecasted increase of three per cent from 2016.

Annual revenue ridership is a sum of all linked trips on the transit system (in one year) for which a fare has 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.



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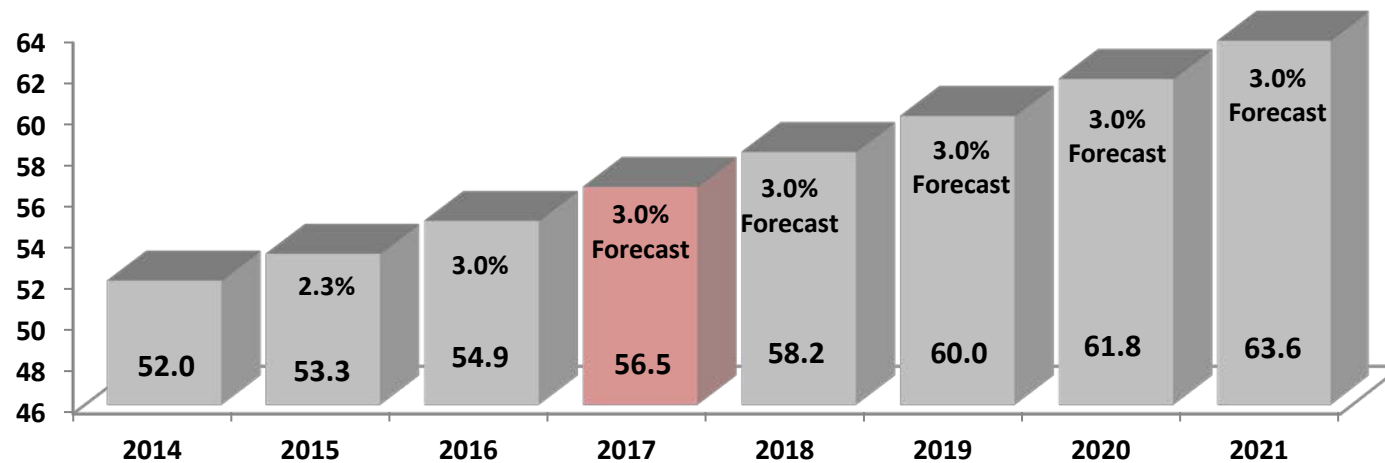
## Annual Passenger Boardings

MiWay's annual customer boardings are forecasted to surpass 56 million in 2017, a forecasted increase of three per cent from 2016.

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).

**Annual Boardings (Millions)**

Millions



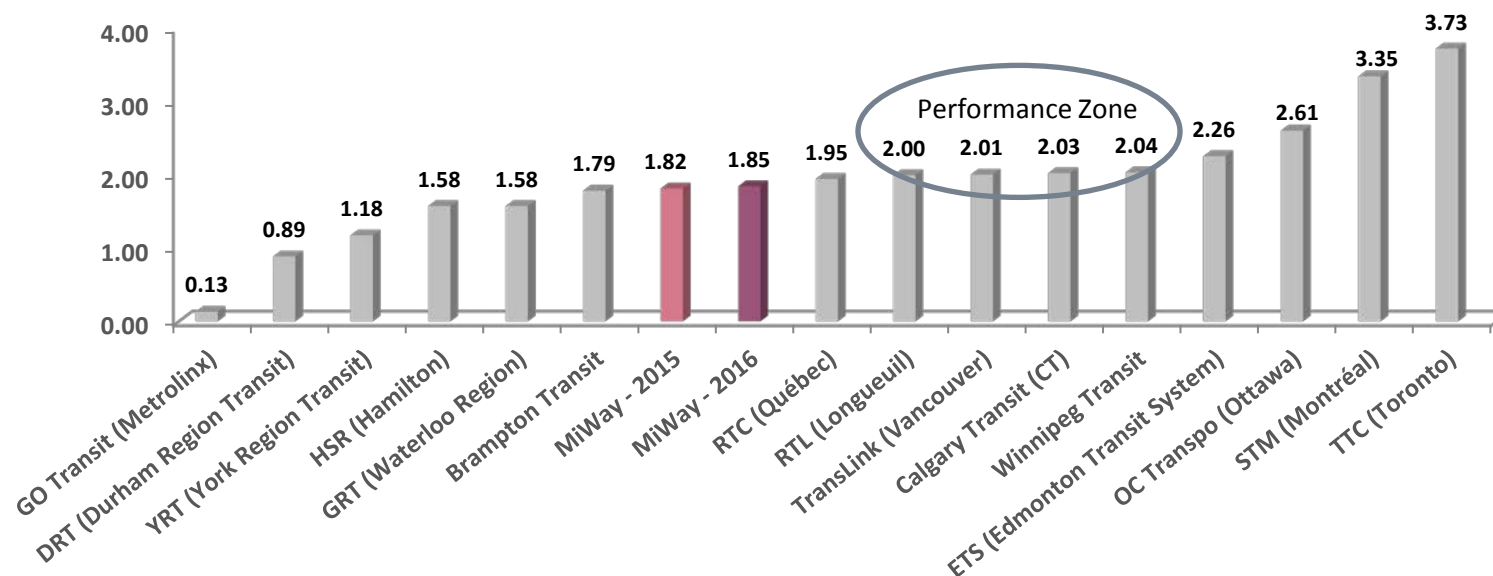
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## Service Hours per Capita – Benchmark

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 that 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 hours 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 2015)

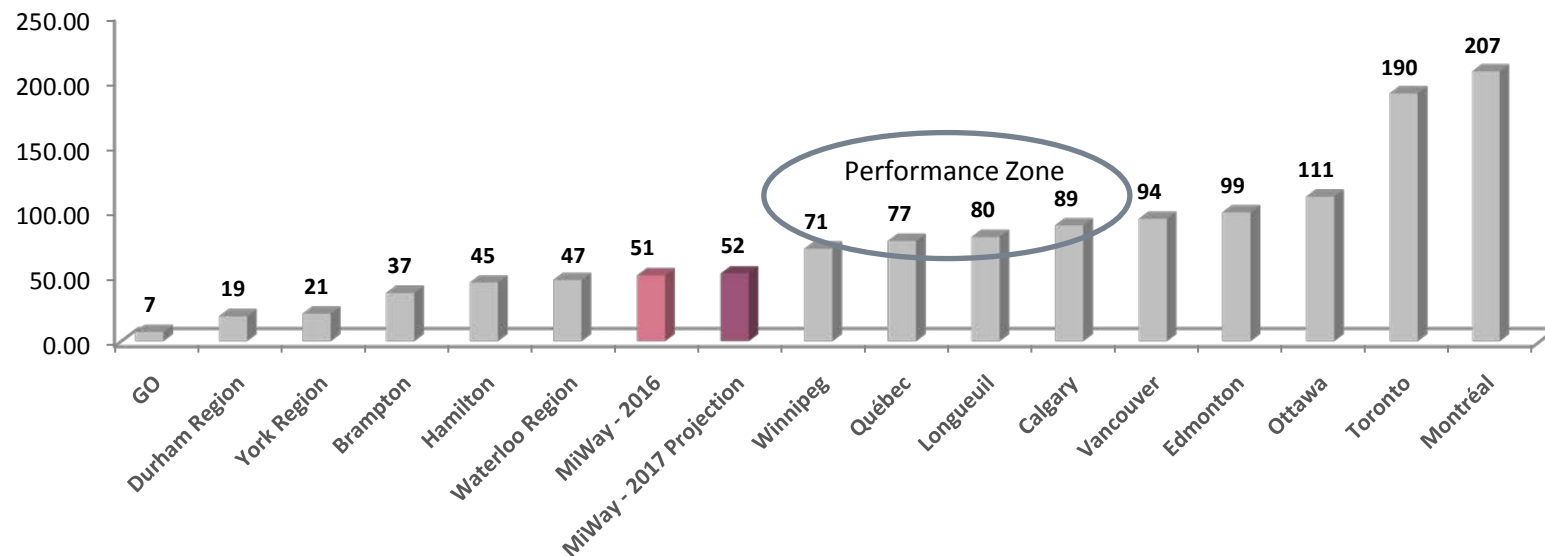
## Rides per Capita – Benchmark

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

MiWay aims to achieve 55 rides per capita by 2021.



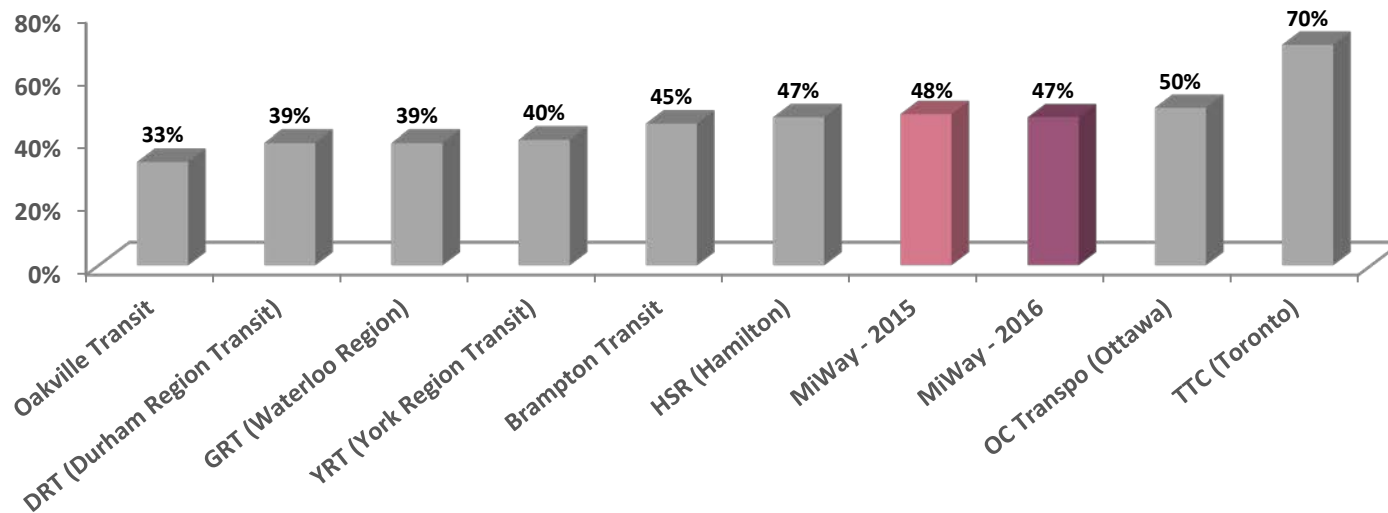
Source: Canadian Urban Transit Association (CUTA Fact Book 2015)



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### Revenue/Cost (R/C) Ratio – Benchmark

The graph below shows the revenue/cost (R/C) ratio comparison between MiWay and other comparable transit systems in Ontario.



Source: Canadian Urban Transit Association (CUTA Fact Book 2015)

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## 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.

### 2018 Fares

Currently 64 per cent of revenue is coming through PRESTO as a form of payment. By 2018, PRESTO reloading machines and third party locations will load PRESTO cards for customers in Mississauga. At that time MiWay will discontinue paper tickets and the remaining ticket agent paper fare sales locations.

Fares will then be the paid through the PRESTO fare card and cash only. Paper monthly passes were eliminated May 1, 2016.

Effective January 29, 2018 the fares will change as follows:

- Cash fare increase from \$3.50 to \$3.75 (last increased in 2015)
- Ticket prices: Adults, Seniors and Students +10 cents
- PRESTO fares:
  - Adult/Senior remain frozen at 2015 rates
  - Child/Youth remain frozen at 2009 rates

## PRESTO

PRESTO use on MiWay continues to grow as we transition away from paper fare products. Customers now pay by cash, paper tickets or PRESTO (single fare or monthly pass).

PRESTO reloading locations are currently available at the City Centre Transit Terminal, Islington Subway, all Mississauga community centres and GO Transit stations.

A PRESTO reloading machine (add value machine – AVM) is available at Islington Subway Station – next to the MiWay ticket booth.



## Focus on the Customer

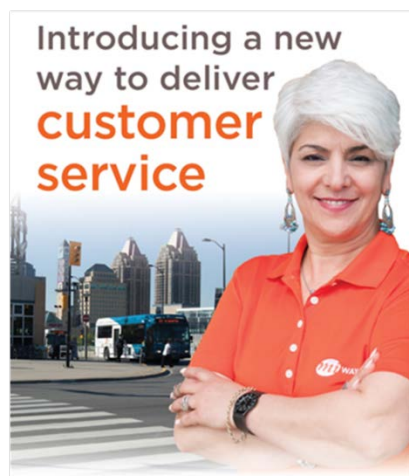
The customer is at the core of MiWay's business model. We are delivering on our commitments to providing superior customer service through the following:

### Customer Service Team

The MiWay Customer Service Team is comprised of professionals, available seven days a week, who answer calls, reply to emails, and provide customer assistance on street and at our City Centre Transit Terminal Information Booth.

MiWay's Customer Service Ambassadors provide in-person customer assistance at terminals, bus stops, and on board MiWay buses. These Customer Service Ambassadors are available to answer customer questions from trip planning to feedback inquiries at locations where our customers travel.

From January 1, 2017 to July 31, 2017 the Customer Service Ambassadors spent 2,753 hours assisting customers with 35,789 customer interactions.



## 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 in-person and online options.

In 2016 MiWay launched real time trip information through the Plan a Trip website (miway.ca/planatrip or m.miway.ca) and at the City Centre Transit Terminal and all Mississauga Transitway stations.

In March 2017 MiWay launched the bus tracker feature through Plan a Trip which allows customers to see where their bus is on a map.

As of July 2017 there were 1,332,926 sessions on Plan a Trip this year.

A graphic with a dark blue header containing a white bus icon and the text "Get Real-Time Bus Updates". Below the header, on the left, is a woman in a black jacket holding a smartphone. To her right is a large smartphone displaying the Plan a Trip app interface. Further right, there are two icons: a black circle with a white signal icon and the text "Get up-to-the-minute times for your next trip", and a red bus icon with the text "See where your bus is on a map starting March 1". At the bottom right, the URL "miway.ca/planatrip" is displayed.

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## Improving the Customer Experience

MiWay is focusing on the customer to improve the overall customer experience and looking at our business through the customer's eye.

In 2017 we:

- Developed a customer journey map to create a detailed vision of the customer experience
- Used Voice of the Customer Metrics to objectively identify opportunities for improvement in the customer journey and the internal structures that support those
- Defined the Customer Experience Vision for MiWay and identified the key tactical programs required to meet the needs of a larger workforce and increasing complexities of the business

We continue to:

- **Focus** on developing advanced customer experience metrics, building on existing high satisfaction scores, to deliver on MiWay's customer promise
- **Develop** a MiWay Customer Charter – a transparent promise of what our customers can expect from us and measure progress via advanced customer experience metrics, building on existing high satisfaction scores, to deliver on MiWay's service delivery promise
- **Implement** an expanded Voice of the Customer toolkit to gather feedback from customers on changes and improvements at MiWay

## Building Customer Champions

Equally important to the work we are doing to improve the external customer experience, MiWay's Customer Experience Team is developing new tools and programs to build internal brand champions to ensure our front line and administrative staff are up to date on all business initiatives – arming staff with the knowledge and training to provide the best possible customer experience.

In 2017, the Customer Experience Team developed and rolled out a series of strategic tools to guide MiWay on its customer focus journey:

### **MiWay's New Mission, Vision and Values and Basics –**

Created through a series of in-depth staff consultations from across the organization. These directional identifiers strategically align MiWay with the City's culture while addressing the unique history, culture and customer segments that are serviced by the transit system. These tools provide focus for a changing employee base and support employee engagement strategies as well as shape the onboarding and training programs.

### **"Mi" suite of learning and knowledge training tools**

**MiBusiness** – New format of employee learning sessions to build business knowledge and engage in meaningful face to face dialogue on a cyclical basis with a mobile workforce.

**MiProject** – Online tool created with project management best practices for employees to more effectively track and manage projects at MiWay.

**Mildea** – Online tool that allows employees to share ideas and report on insights shared by customers with frontline staff.

**MiVoice** – Online platform that will allow MiWay to regularly connect with a base of customers who have registered with us to participate on an "E-panel". Staff will be able to efficiently gather inputs on a variety of topics to assist with business decision making.

## Engaging Our Customers

### Continued Emphasis on Customer Engagement

Customers board MiWay buses over 56 million times per year, contact our customer service line over 260,000 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, Customer Ambassadors 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 Experience Strategy work 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 must continue to invest in and implement relevant trip planning and digital communication channels 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.

Channel Summary	
<b>Digital Communications</b>	@MiWayHelps (Twitter), MiWay eNews and the MiWay blog have strengthened our online presence.
<b>Service Change Communications</b>	Support board period changes with extensive in-market communication including print, digital and outreach components.
<b>Community Outreach</b>	MiWay's Community Outreach Team attends over 200 events each year including senior and youth events, and community festivals.
<b>Business Outreach</b>	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).
<b>Community Partnerships</b>	<p>MiWay is building partnerships with local school boards, post-secondary schools to strengthen their awareness and knowledge of MiWay.</p> <p>On the business side MiWay is building partnerships with Economic Development, local business leaders, and the Mississauga Board of Trade to grow support and work together with these groups to build a transit network that meets their needs.</p>

## Youth Friendly Transit

Youth today are very transit friendly and open to using transit as their way of having freedom to move around to school, work and for social activities. MiWay has developed an extensive youth program that begins in their early years with the Freedom Pass program. During the high school years we are working closely with the school boards and have the Student Ambassador Program that uses peer to peer promotion. As students move on to post-secondary schools, MiWay works closely with school councils and leaders to meet their transit travel needs including the ongoing U-Pass program with UTM.

### Freedom Pass

The Freedom Pass program (in partnership with Recreation) allows youth, aged 12-14, to ride free on MiWay within Mississauga and participate free in public swims at City operated pools from July 1 to August 31.

Approximately 7,000 Freedom Passes were issued in 2017 – up from 5,900 in 2016. The program is now in its fourth year.



*2017 Freedom Pass campaign*

## High School Service

MiWay has **18 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.

### MiWay Student Ambassador Program

In 2016/17, **22 high schools** took part in the MiWay Student Ambassador Program, now in its seventh year. This program allows students to put together a fun and creative program to educate their peers about the benefits of transit and MiWay.

Building on the success of last year's initiative, the Student Ambassadors had the opportunity to design a bus wrap to promote the benefits of public transit. This year's theme was "MiWay through the Community".



*2017 Bus Wrap Design Contest Winner*

### U-Pass

In 2007, the University of Toronto Mississauga Student Union and MiWay introduced the U-Pass program, which provides an economical transit option for students. In 2016, U-Pass holders boarded a MiWay bus an estimated 3 million times. Programs such as these continue to provide an economical transit option for students and encourage them to ride MiWay.

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## **Making Transit Accessible – 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**

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



### **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 runs from June 1, 2016 to December 31, 2017. The monthly pass will provide approximately 1,200 participants with unlimited travel on MiWay across Mississauga.

In October 2017, City of Mississauga Council approved the permanent implementation of the program, starting in January 2018. The program will continue to be administered through the Region of Peel.

### **Discount Transit Ticket Program Pilot – Mississauga Food Banks**

To better understand the transit needs of food bank clients, MiWay implemented a pilot program which will allow registered food banks to purchase MiWay bus tickets at a 50 per cent discount. The program began on 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.



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## Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's Performance Measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability. The following section describes the measures that we use and provides context for results. The Balanced Scorecard shows trends since 2014 and expected outcomes up to 2021.

### Financial Measures

**What we are measuring** – The cost of operating transit in the City of Mississauga compared to the revenue received from passengers.

**Why this measure is important** – Indicates the efficiency of our services in terms of cost to taxpayers and resource utilization, as well as affordability to customers.

**How we are improving results** – Growing ridership is a key initiative for MiWay with growth targets explicitly defined under MiWay Five; constant improvements to service and matching supply to demand will improve efficiency.

### Customer Satisfaction Measures

**What we are measuring** – Customer usage of self-service options, customer satisfaction and feedback, and sheltered stops in the City.

**Why these measures are important** – Measures the level of customer engagement and satisfaction with services, and shelters, a commonly requested amenity at stops.

**How we are improving results** – As MiWay's customer service strategy reaches maturity, customer satisfaction is expected to improve. New shelters are installed annually, with federal funding for additional shelters available in 2017 and 2018.

### Employee Measures

**What we are measuring** – Safety, staffing, and MiWay's ability to deliver services as advertised.

**Why these measures are important** – Indicate MiWay's overall ability to meet demand, while maintaining a safe working environment for operators.

**How we are improving results** – Training programs are being refreshed to reflect new health and safety protocols, while additional service hours and operators are being reserved to manage impending construction impacts.

### Business Process Measures

**What we are measuring** – System on-time performance, fleet reliability, MiWay Five delivery, and the performance of the Mississauga Transitway.

**Why these measures are important** – Various measures that indicate the health of transit services and initiatives and usage on the Mississauga Transitway.

**How we are improving results** – Transit travel times are constantly being updated to reflect actual travel conditions; new vehicles and higher maintenance standards will reduce vehicle failure frequency; weekend service improvements have been implemented with more planned in the future; Transitway promotion and additional service will boost ridership on major transit corridor.



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## Balanced Scorecard

A Balanced Scorecard identifies and measures four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. 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 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. MiWay targets an annual increase of three per cent through the duration of its five year service plan (2016-2020).

**Revenue to cost (R/C) ratio** is the percentage of cost recovered through the fare box. To keep costs to taxpayers balanced with fare box revenues, the target R/C ratio is 50 per cent.

**Service Productivity** is calculated by dividing the total revenue boardings by the number of revenue service hours operated. This metric determines the efficiency of MiWay services. A low value means that services are inefficient, while high value means that service may be overcrowded. MiWay targets 27 boardings per hour.

**Service Utilization** is calculated by dividing the annual revenue boardings by the population of the City. Service utilization measures transit usage of the general populace. As per the MiWay Five Service Plan, MiWay targeted 79 rides per capita by 2049, with a short-term goal of 55 rides per capita by 2021. MiWay is currently on track to surpass this goal by 2020, coinciding with the end of the five year plan cycle.

**PRESTO Uptake** is PRESTO revenue as percentage of total revenue. By 2021, all paper fare media and passes will be eliminated in favour of PRESTO and cash. PRESTO payments will consist of 80 per cent of all fares.

**Average Fare** indicates how costly a transit ride is to an average customer. It is calculated by dividing the annual revenue collected by the revenue ridership. MiWay targets an average fare of \$2, increasing at the rate of inflation. The average fare is not expected to change drastically, unless major changes are made to the fare structure (e.g., regional fare integration).

### Customer Measures

**Plan a Trip** is an online trip planning service available through desktop, tablet and mobile devices (miway.ca/planatrip or m.miway.ca). The usage growth rate between 2015 and 2016 (5.93 per cent) has been used as a benchmark for projections.

**Feedback/100,000 Riders** indicates feedback provided to MiWay's Customer Service Team, not including compliments. The feedback provided indicates possible areas of improvement for MiWay. This metric has increased significantly and will continue to for this year, until plateauing in 2018 and beyond as MiWay's Customer Service Strategy matures. By 2018, MiWay targets 22 contacts/100,000 riders.

Reasons for the increases from 2014 to 2017 are as follows:

- In 2015, a new record keeping methodology was implemented, resulting in more customer feedback recorded than previously
- In 2016, the customer service call centre introduced longer hours, customer ambassadors were assigned to major terminals, and customer interactions via Twitter were recorded as feedback, creating more opportunities for customer contact
- For 2017, the customer ambassador program is being expanded to include more terminals and locations, and further reporting features will be implemented

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**Sheltered Stops** is the percentage of transit stops within the City of Mississauga that include transit shelter infrastructure. Based on MiWay Five, MiWay targets for 32 per cent shelter coverage by 2020, and 40 per cent by 2025. One hundred new shelters will be installed in the City of Mississauga in 2017 and 2018 under the Public Transit Infrastructure Fund.

### Employee Measures

**Accidents per 100,000 kilometres** measures preventable on-street accidents by 100,000 kilometres.

**Drivers Hired Per Year** measures the number of transit operators hired annually to meet service growth needs.

**Delivered Service** is the percentage of planned service actually operated on street. MiWay targets 99.5 per cent of planned service to operate on street, which equates to approximately 15,000 hours of annual missed service (in 2016 hours). Reasons for undelivered service may include bus breakdowns, major traffic congestion causing excessive lateness, and construction and traffic accident delays. MiWay's ability to deliver service is expected to decrease slightly due to long term major construction projects planned for 2018 to 2022, such as Hurontario Light Rail Transit and the Burnhamthorpe watermain project.

### 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. MiWay targets for 95 per cent schedule adherence to ensure reliable service.

**Weekday to Weekend Delivery** refers to the service coverage of Saturday and Sunday to weekday coverage. MiWay targets for 65 per cent of the weekday network to operate on weekends as part of the five year plan (2016-2020). At the end of 2017, Saturday network coverage would have reached 65 per cent of weekday network coverage. It is unrealistic to operate 100 per cent of the weekday network due to different customer demands.

### Mississauga Transitway Measures

**Transitway Ridership** is the number of annual customers travelling on the Mississauga Transitway between Winston Churchill and Renforth Station. The Transitway is expected to carry five million MiWay and GO customers in the first year of full operation (expected 2018). MiWay expects ridership to increase significantly (>10 per cent) until Transitway services reach maturity in 2019. Afterwards, ridership is expected to grow at a rate closer to system ridership growth of three per cent.

**Transitway Service Hours** is the number of hours of service operating on the Mississauga Transitway between Winston Churchill and Renforth Station. Currently, three routes utilize the Transitway. Service hours are expected to increase significantly until 2019 as customer demand increases and more trips are scheduled on the Transitway. Afterwards, service hours will grow at a slower rate to maintain stable ridership on the Transitway.

## Balanced Scorecard (Cont'd)

Measures for MiWay	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)	2021 (Plan)
<b>Financial:</b>								
Revenue Ridership (Millions)	36.6	37.4	38.6	39.8	41.0	42.2	43.5	44.8
Revenue to Cost Ratio	49%	48%	47%	46%	45%	45%	45%	45%
Service Productivity (Boardings per Hour)	27.9	27.6	27.7	26.7	26.8	26.8	26.8	26.8
Service Utilization (Rides per Capita)	48	49	50	52	53	54	56	57
PRESTO Uptake	37%	44%	57%	64%	68%	72%	76%	80%
Average Fare	\$2.02	\$2.00	\$1.98	\$2.00	\$2.04	\$2.08	\$2.12	\$2.16
<b>Customer:</b>								
Plan a Trip Visits (Millions)	N/A	2.26	2.38	2.54	2.68	2.85	3.00	3.19
Feedback/100,000 Riders	11.8	14.1	17.8	22.1	23.2	22.7	22.3	21.9
Sheltered Stops	28%	28%	28%	29%	31%	31%	32%	33%
<b>Employees:</b>								
Accidents/100,000 km	0.23	0.19	0.24	0.24	0.23	0.22	0.22	0.22
New Drivers Hired per Year	58	41	39	40	30	TBD	TBD	TBD
Delivered Service	99.6%	99.6%	99.8%	99.7%	99.5%	99.5%	99.5%	99.5%

## Balanced Scorecard (Cont'd)

Measures for MiWay	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)	2021 (Plan)
<b>Business Process:</b>								
Schedule Adherence +2 minutes / -7 minutes	N/A	N/A	92%	90%	92%	93%	94%	94%
Weekday to Saturday Service Delivery	58%	56%	63%	65%	65%	65%	65%	N/A
Weekday to Sunday Service Delivery	41%	41%	47%	55%	56%	60%	65%	N/A
<b>Mississauga Transitway:</b>								
Transitway Ridership	227,000	2,466,000	2,894,000	3,403,000	3,913,000	4,305,000	4,563,000	4,700,000
Transitway Service Hours	9,700	77,500	82,800	93,500	103,800	124,500	132,000	138,500

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## Awards and Achievements

### 2017 Citizen Satisfaction Survey

MiWay received the largest rise in satisfaction, increasing 17 per cent to 68 per cent; 14 per cent of Mississauga residents surveyed take MiWay.

All specific services have demonstrated significant improvements.

Source: [2017 Citizen Satisfaction Survey](#)

### 2017 Corporate Awards – Excellence in Customer Service Team Award Recipients

Presented to the City Centre Transit Terminal Rehabilitation Project Team.



*CCTT Rehabilitation Project Team*

### Safe Driving and Safe Working Awards

Fourteen 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.



*25 Year Safe Driving and Safe Working Award Recipients*

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## The 2018-2021 Business Plan Outlook

### Planning for the Future

As MiWay continues to grow its service offerings to meet the needs of the customer, we will deliver:

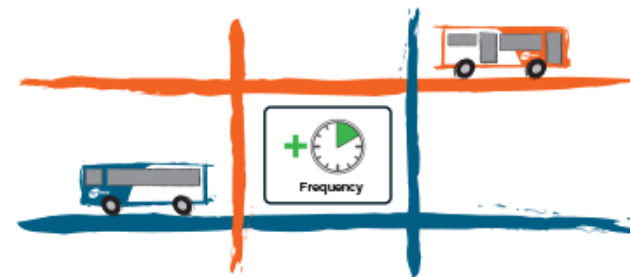
- Reliable service on the Mississauga Transitway
- Continued service improvements through the MiWay Five Transit Service Plan
- Continued service growth to meet customer demand
- Focus on the customer – Internal & External Customer Charter
- Public Transit Infrastructure Fund – Enhanced services and facilities including new buses, bus stop and facility improvements
- Downtown Transitway Connection
- Integrated Light Rail Transit service offerings

### More service through the MiWay Five Transit Service Plan

The MiWay Five Transit Service Plan (2016-2020) is moving Mississauga's transit system from a design that radiates from the city centre to a grid network that will allow for more frequent buses along main corridors.

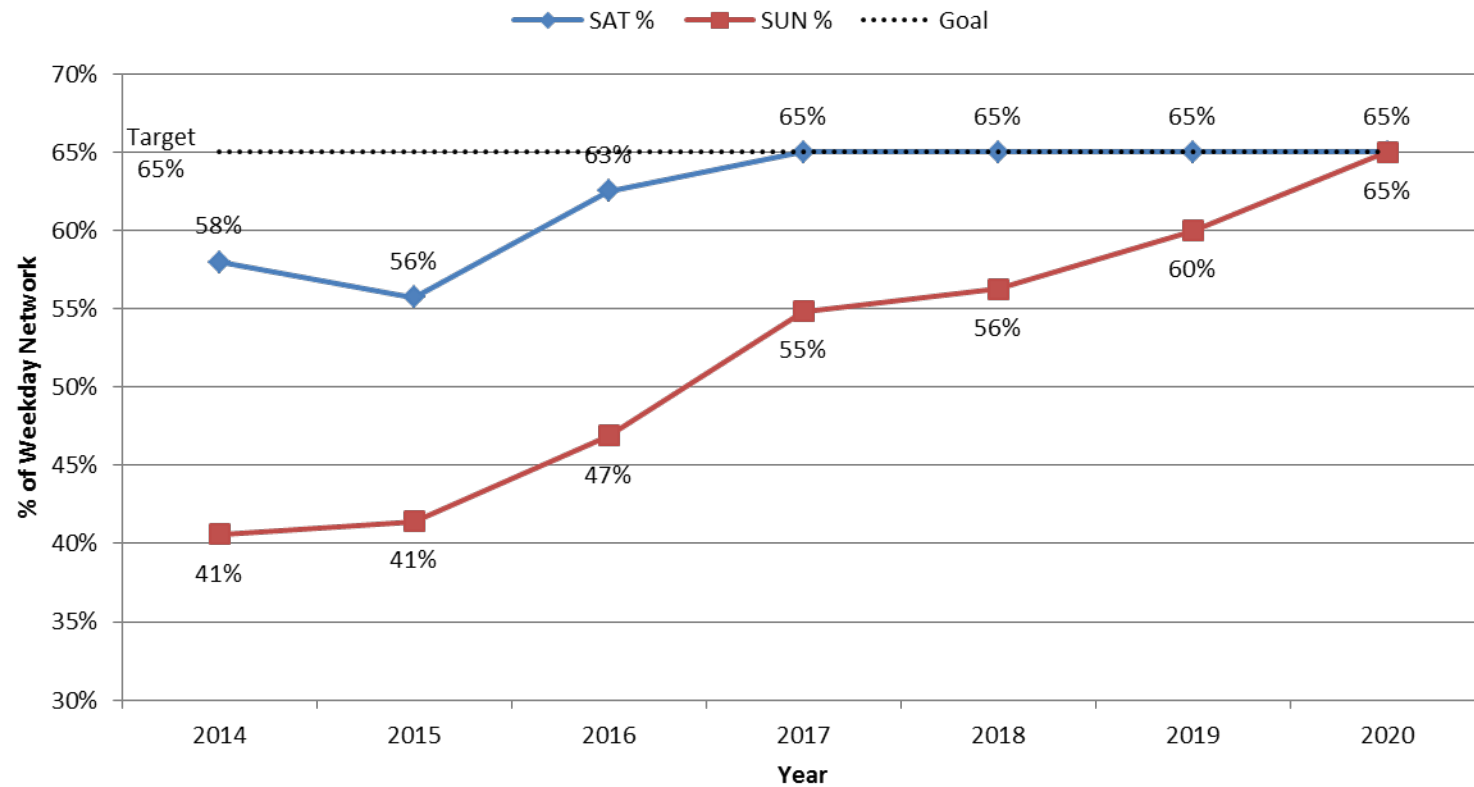
Over the next few years, through the ongoing investment in transit service, MiWay will continue to improve frequency and connections on key routes, while making key adjustments to improve our grid network design, improve service frequency and eliminate route duplication.

 **Information Sessions - Sept. 25 to 30**



## MiWay Five – Weekend Service Improvements

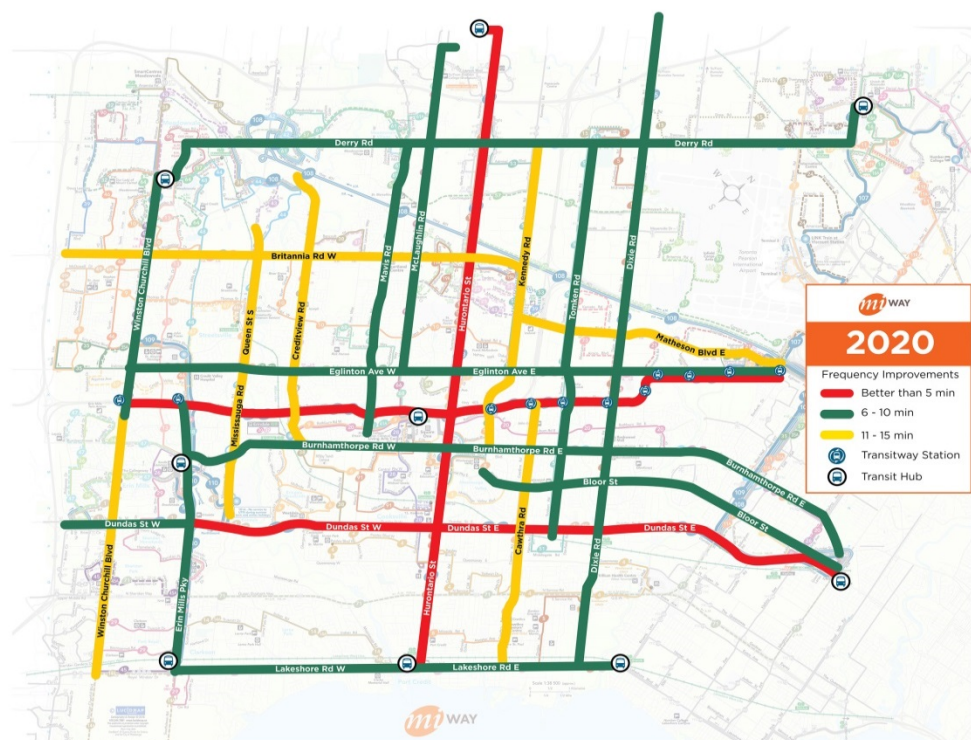
One goal of MiWay Five is to improve weekend service offerings to a level closer to the transit services offered on weekdays. Before the implementation of MiWay Five, the Saturday transit network was less than 60 per cent of Weekday, while the Sunday transit network was close to 40 per cent. By year end 2017, that number will improve to 65 per cent of the Weekday network on Saturdays, and 55 per cent of the Weekday network on Sundays. This year, four more routes have been added to provide Sunday service (MiLocal route 35 | MiExpress routes 103, 107, and 109).



## MiWay 5 – High Frequency Corridor Improvements

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.

Under MiWay Five, a network of high frequency routes was proposed for Mississauga, focusing service investments on major transit corridors. The network consists of 20 major transit corridors throughout the city, including Hurontario, the Mississauga Transitway, Lakeshore, and Derry. Service frequency was targeted at better than 15 minute service during peak periods. By the end of 2017, 57 per cent of the frequent transit network will be in place, and we are on track to implement 86 per cent of it by 2020. It is expected that all identified corridors will meet the 15 minute target by 2022, after Hurontario LRT.



Note: The map shows peak-times only.



## Mississauga Transitway

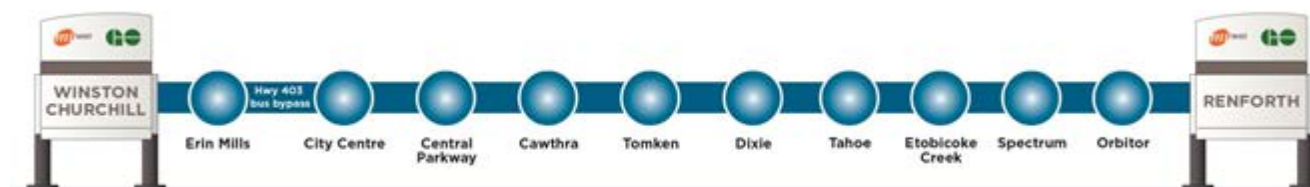
In fall 2017 the final station on the Mississauga Transitway will open for service. The final station at Renforth brings together three bus services – MiWay, GO Transit and the Toronto Transit Commission – in one transit facility and is the first of its kind in Mississauga. Renforth Station will provide transit riders with more travel options to connect to and from Toronto, Pearson Airport and across the region.

The Mississauga Transitway provides 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. The 18 kilometre Transitway has 12 stations beginning at Winston Churchill Boulevard in the west and ending at Renforth Drive in the east.

### Transitway Service Growth

Since the first four stations opened in November 2014 (Central Parkway, Cawthra, Tomken and Dixie), transit ridership has grown by 126 per cent and is due to the MiWay's commitment to service frequency improvements. The opening of Renforth Station sets the stage for more Transitway service in 2018 and beyond.

Transitway Routes	2014 Annualized Service Hours	2017 Annualized Service Hours	2018 Projected Service Hours
MiLocal Route 21	5,507	6,331	6,331
MiExpress Route 107	22,236	35,544	35,544
MiExpress Route 109	26,384	51,593	51,593
MiExpress Route 100			10,300 **Effective September 2018
<b>Total</b>	<b>54,127</b>	<b>93,468</b>	<b>103,768</b>
Percent of All Service	4.1%	6.5%	7.0%



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## Hurontario Light Rail Transit

The Hurontario Light Rail Transit (HuLRT) project will bring 20 kilometres of new dedicated rapid transit between Port Credit GO Station in Mississauga to the Gateway Terminal in Brampton.

New, modern light rail vehicles will travel in a dedicated right-of-way and serve 22 stops with connections to GO Transit's Milton and Lakeshore West rail lines, Brampton Züm, and MiWay services including the Mississauga Transitway. A maintenance and storage facility for vehicles will be located at Hurontario and Highway 407.

The HuLRT 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 HuLRT line will become part of the regionally integrated transit system.

Funded through a \$1.4 billion commitment from the Province of Ontario, the Hurontario LRT is a signature project of Metrolinx's Moving Ontario Forward plan. Construction is scheduled to begin in 2018, with anticipated completion in 2022.

### Transit Management During Construction

MiWay is preparing for construction along this major transportation corridor by being actively involved in the planning process – ensuring the maintenance of transit service is at the forefront of construction consideration. With an undertaking of this scale, an impact to transit services is anticipated. MiWay teams are preparing for service impacts and building route plans that will ensure our customers can travel along the corridor with as limited impact as possible. More information about transit service will be made available as construction plans are released.



*Hurontario LRT Station Renderings (L to R) Britannia, Duke of York and Robert Speck*

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## Finding Efficiencies

As MiWay continues to offer new transit services and enhance the overall customer experience, balancing the needs of the business and the expectations from our customers is critical. As we continue to evolve our services through the MiWay Five Transit Service Plan (2016-2020) service utilization is the most effective, and efficient way to balance the needs of the business, the City and our customers.

In 2018 MiWay will deliver close to 1.5 million service hours. The route planning and scheduling process is comprehensive, ensuring that the right size bus (30, 40, 60 foot) is placed on the most appropriate route with sufficient frequency to meet demand. Driver productivity is paramount as this is the largest component of the operating cost.

Keeping buses on street while replacing drivers with change-off cars ensures that non-revenue kilometres on expensive buses are minimized. Spare drivers stand by to ensure service reliability but this is carefully controlled. Service hours are adjusted nine times a year, introducing new services and adjusting to seasonal demand. Crewing, vehicle allocation and spare board allocation is optimized to deliver the most service at the lowest cost.



## 2018 Efficiencies

To meet a target a reduction to on-street service would be required.

In 2018 Transit efficiencies will be delivered through:

- Uniforms – budget reduction
- Fare Media Paper – supplies reduction
- Farebox Dumping – internally processed
- Fare Media Commissions – reductions

**\$325,000 in planned  
efficiencies for 2018**

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## Advancing 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 fare has been 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 Transportation Pilot program with Region of Peel for low income riders.

### connect - completing our neighbourhoods

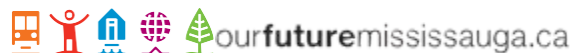
**Provide mobility choices** – connect neighbourhoods, regions and provide convenient transit to link people to jobs, schools, shopping, and recreation through the MiWay Five Transit Service Plan.

### 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. Fifty million less car trips due to the availability of public transit.

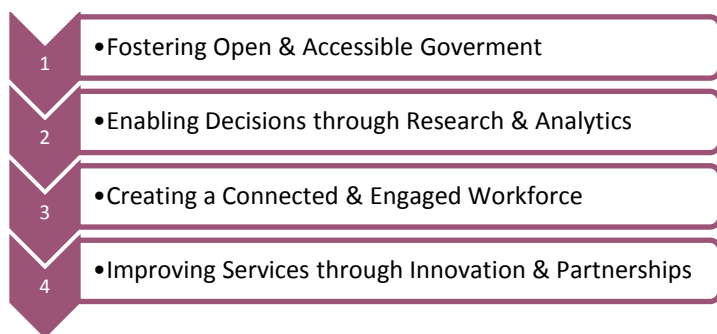


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## Transforming our Business with Technology

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

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



### 2017 Project Highlights & Accomplishments

**Mobile Next Bus Map** – Launched map view to MiWay’s real-time next trip section of the mobile site and trip planner, to provide an alternative view for customers – allowing customers to see where their bus is on the map.

**Gateway** – Upgraded the communications protocol to buses with LTE cellular capabilities and radio frequency option, to update iBus and transfer to the City’s network.

**Hastus Payroll** – Integrated bus operator workforce management to SAP payroll without interfaces, to enable real time attendance reports and to speed up transaction times.

**Automated Passenger Counter (APC)** – Installed on all buses to measure ridership by route, city area, and time of day. This information will be used to improve bus planning reducing excess capacity, support Presto audits and help track emissions per capita as per new carbon emissions legislation.

**Front Facing Cameras** – Installed on buses to record video on the outside periphery of the bus to offer proof on whether or not an accident claim is real.

**Remote Diagnostics** – Performed on bus equipment to confirm good working order as radios and bus cameras must be operational for a bus to be placed in service.

**GFI RFID** – An addition to current fareboxes to track their location, particularly when removed from a bus. This measure reinforces asset custody protocols.

**Hastus Comments** – Replaces current customer contact application with an integrated platform that provides real time visibility to Operations, Service Development and call centre agents. This will allow MiWay to enhance reporting on feedback received through all call centre and online channels.

### 2018 – 2021 Projects

**Enterprise Asset Manager** – Replacement of current fleet management system to allow MiWay to consolidate bus information, automate payments, and transition to paperless environment.

**Garage Management** – Integrate and automate the assignment of buses to Operators, replacing a manual task.

**Automatic Vehicle Location** – Technology to automate tracking of buses, integrates real time bus availability information, and provides automated statistics for Transit Maintenance.

**Automatic Dispatch** – Bus assignments and its location will be provided to Operator upon presentation of its ID card.

**Employee Performance Management** – Provides a consolidated location that is updated automatically of all activities and communications related to Operators.

**NetPlan** – A schedule optimizer capable of adding GPS and APC information to automatically determine bus frequency and seating capacity for each route by day and time.

**Workforce Management Analytics** – An automated dashboard that provides real time feedback on status of workforce and predicts potential gaps that translate into lost service.

**Real-Time Maintenance Output Feedback** – An automated “score board” that provides frequent updates throughout every shift on progress made on fleet availability.

**Information Kiosks** – Use of third party screens and City-owned electronic signs to provide real time information on next bus arrival.

**PRESTO Next Generation** – Implementation of new PRESTO bus and point of sale devices.

**PRESTO Retail Network** – Introduction of PRESTO card sales and reloading services through a private provider to decrease fare distribution costs and increase reload convenience.

**PRESTO Add Value Machines** – Installation of additional stand-alone, self-service devices for reloading of PRESTO cards to increase fare sales coverage and decrease dependency on counter services at Community Centres.



*Example of an Add Value Machine (AVM)*

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## Maintaining Our Infrastructure

MiWay is investing in transit infrastructure improvements to improve both operational functions and overall customer experience.

### Infrastructure Improvements (2018-2021):

- Interior clean lane at Malton Satellite Garage
- Downtown Transit Terminal – Planning & Design
- Cardiff washroom construction
- Westwood Mall terminal refurbishment with addition of public washrooms
- South Common Terminal refurbishment
- Churchill Meadows Community Centre bus turn around
- New Meadowvale Satellite Garage – Design 2028
- Anchor Terminals and Turnaround Loops Study
- Pavement treatment at terminals
- Improve all bus stops to allow for rear door exit
- Bus landing pads on major corridors (Replacement of asphalt road with concrete at bus stops to prevent rutting)
- Kipling Subway Inter-Regional Terminal (scheduled for completion by 2019)
- 110 new shelters to be installed by March 2018

### Transit Shelter Management

- In 2018 MiWay's contract with CBS Outdoor will expire after 18 years
- Consultant to be hired in 2017 to assist with RFP and contract development
- MiWay has a program that enables businesses to sponsor 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. As new buses come online MiWay will retire older model buses – bringing customers a more modern transit system.

- In 2017 MiWay will receive 94 new buses (27 MiExpress/67 MiLocal)
- In 2018 MiWay will receive 12 new MiLocal buses

### Public Transit Infrastructure Fund

In March 2017 the Government of Canada announced \$58 million for transit services in Mississauga through the Public Transit Infrastructure Fund (PTIF).

Funding will be used in Mississauga to:

- Buy 80 of 2017's 94 new buses
- Add 100 new transit shelters
- Rehabilitate and maintain up to 280 buses
- Improve pedestrian and cyclist access to transit
- New IT and communications equipment to better manage fleet
- Increased accessibility
- Plan for future expansion

The PTIF program is an equal cost-share funding program that will see the Government of Canada and the City of Mississauga each contributing \$58 million to complete the 51 approved Mississauga projects.

The PTIF program is part of the first phase of Investing in Canada, the Government of Canada's \$120 billion plan to support public infrastructure across Canada over the next 10 years.

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## 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.

### Our Structure

MiWay represents one of the largest Divisions in the City with over 1,300 staff in four key sections. Jobs range from bus operations, mechanical and maintenance experts, engineers, planners, administration and system analysts. Our structure is organized into the following teams:

**Operations:** Leads daily on-street operation of MiWay with almost 1,000 bus operators, training team, Supervisors and management staff. The team works diligently to ensure that our services are reliable and on time for our customers every day.

**Maintenance:** Maintains and manages the 499 buses and 66 support vehicles in the MiWay fleet as well as the 25 acre E.J. Dowling Transit Campus and Storage, Maintenance and Administration buildings, plus Terminals including City Centre Transit Terminal, 3,675 bus stops and electronic infrastructure to provide real-time information. The team works 24/7/365 to ensure that parts are available for repairs, fuel is available for service and that the buses provide a clean and comfortable experience for our customers.

**Business Systems:** This team is comprised of Business Analysts that build and support the technology and systems MiWay uses to manage the business. This includes Hastus scheduling software and associated modules, real time technology, IBus, PRESTO devices and garage management.

**Business Development:** Under this group there are five teams aligned to build and develop business for MiWay. This includes:

*Marketing* – Manages our website, customer communication, building partnership in the community, tactics to encourage new riders and maintain loyalty and engagement and outreach.

*Customer Service* – Our call centre, Info Booth at the City Centre Transit Terminal and our roaming Customer Service Ambassadors all provide assistance to thousands of customers a day, helping them get where they want to go easily.

*Service Development* – This is a larger team which plans our routes and services, schedules the routes/buses, manages the metrics including ridership and oversees all of MiWay's infrastructure (terminals, shelters, stops etc.).

*Revenue* – All aspects related to fare revenue which includes the annual fare strategy, fare collection, financial reporting and analytics and fare sales at City Centre Transit Terminal, Islington, Community Centres and Ticket Agents.

*Customer Experience* – The CX team is working with all MiWay teams and Corporate partners to build an internal focus on our customers by implementing cultural initiatives, performance metrics at the macro and functional levels and aligning all initiatives to the Voice of the Customer and Voice of the Employee as related to the Customer Journey Map.



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## **Our Talent**

MiWay is made up of a mix of highly skilled technical staff with various professional backgrounds, financial and technical analysts, marketing and customer service professionals, planners and engineers, complimented by highly dedicated front line service delivery staff.

At MiWay the customer is at the centre of our business and delivers on almost 50 per cent of our overall transit revenue through the farebox. Focusing on our customers and building a workforce that supports the customer will be important to our future City goals.

Investing in our staff knowledge and training is important to ensure that at MiWay we can deliver a positive customer experience at all customer touch points. That requires ongoing training and investment to support our front line/customer facing staff that work in various locations such as Bus Operators, customer service staff and fare sales staff.

To meet the growing workforce training requirements MiWay needs to review the training team needs to update and expand the education program for all MiWay staff. There is currently a gap just with our Transit Bus Operator refresher training that does not allow for keeping staff knowledge up to date. As the service has grown and additional Bus Operators added MiWay has not expanded the Training staff needs to match. This is a critical future need to meet the goals for MiWay.

## **Critical Roles/Functions to Achieve Business Goals**

To meet the City's role of becoming a transit oriented city, one of MiWay's key goals is to attract new riders and get people out of cars. To achieve this growth over the next four years transit must continue to expand service (frequency and reliability), build a strong network which includes higher order transit (Express service and rapid transit options – Mississauga Transitway and Light Rail Transit) and monitor the customers journey to ensure that their experience with MiWay is positive and they remain loyal customers.

The MiWay Five Transit Service Plan addresses the expansion of the service and has already shown incredibly positive results. The operational delivery of that plan on a daily basis needs support to ensure that the growth of service hours matches with the human resource supports internally and externally for the customers.

Service growth requires Bus Operators, Maintenance staff, additional training support and on-road supervision. Over the years MiWay has lagged behind on balancing the staffing support needs and will need to consider these critical roles for the future.

MiWay has established a Customer Experience team to assist with understanding, monitoring and measuring the customers experience with MiWay. Just as important as growing and improving our service options are also understanding and delivering on our customers' expectations of our services. This program is helping us internally to define our future critical roles and future talent needs.

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## **Talent Needs**

MiWay operates a fast-paced environment that needs to respond to the needs of the customer daily. Our recruitment needs to invest in people who are customer focused, flexible and can manage change.

Over the next five year almost 19 per cent of our workforce will retire (full-time and part-time employees). MiWay is working to build talent and succession planning program to address the significant staff turnover expected.

With a growing and intensifying city, it is integral to expand the workforce accordingly so we can continue to provide the growth and improvements necessary to support a transit oriented city. Within the four year budget cycle, the following requests for new full-time staff are included:

- 126 Transit Operators to meet the annual growth in service hours (BR#3947)
- Seven Transit Enforcement officers to support critical security functions (BR#4009)

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

Program	2017	2018	2019	2020	2021
Business Development	80.6	80.6	78.6	78.6	78.6
Business System	20.0	20.0	20.0	20.0	20.0
Office of the Director	2.0	5.0	7.0	9.0	9.0
Operations	1,107.8	1,133.6	1,164.6	1,196.6	1,229.6
Maintenance	189.2	189.2	189.2	189.2	189.2
Transportation Project Office	4.0	3.0	3.0	3.0	3.0
Light Rail Transit	12.0	12.0	12.0	12.0	12.0
<b>Total Service Distribution</b>	<b>1,415.6</b>	<b>1,443.4</b>	<b>1,474.4</b>	<b>1,508.4</b>	<b>1,541.4</b>

Note: Numbers may not balance due to rounding.



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

## Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2018-2021 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 budget for 2017 was \$71.7 million and the proposed budget for 2018 is \$78.7 million.

### Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels is an increase of \$5.6 million for 2018.

Highlights of the proposed budget changes are:

- Labour costs are projected to increase by \$1.4 million related to labour adjustments and other fringe benefit changes offset by savings with the elimination of the Hanlan Water project
- Other operating expense pressures of \$2.1 million primarily relate to requirements for vehicle maintenance inventory relief, PRESTO operating costs and increased fuel costs from an increase of \$0.05 per litre in the diesel budget offset by a reduction in scope to the Affordable Transportation Pilot Program
- Increased revenue of \$0.2 million primarily derived from ridership growth and fare increases offset by Hanlan Water recovery elimination
- Labour (30 transit operators), diesel fuel and minor maintenance items are forecasted to increase the operating budget by \$2.3 million for annualization of 2017 service improvements

### Efficiencies and Cost Savings

- Total savings of \$0.3 million are derived from various other operating expense reductions

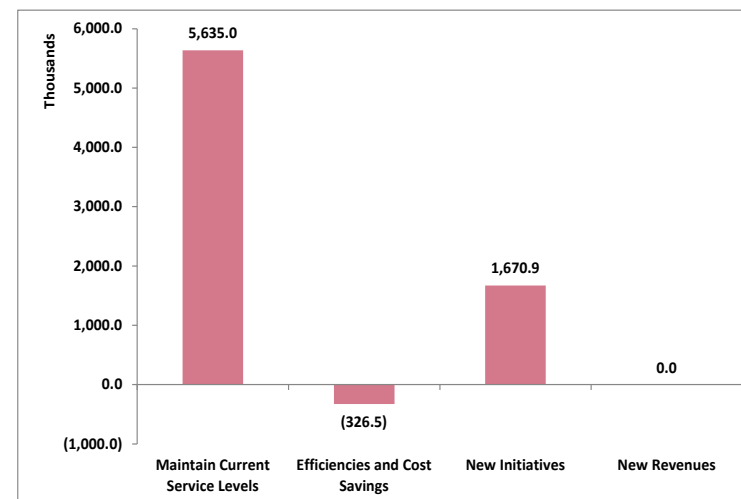
### New Initiatives

The impact of new initiatives for Transit is an increase of \$1.7 million for 2018.

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
- One per cent of the requested growth is to manage three major construction projects occurring in 2018 (non-LRT related)
- Hiring of three Transit Enforcement Officers

### Proposed Changes to 2018 Net Operating Budget by Category (000's)



## Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2018-2021, as well as the 2017 Budget and 2016 Actuals by major program within the Service Area.

### Proposed Budget by Program

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>						
Business Development	9,179	10,885	10,817	10,643	10,747	10,858
Business System	3,780	4,446	5,314	5,145	5,176	5,208
Light Rail Transit	1,312	1,570	1,524	1,524	1,524	1,524
Office of Director	3,503	751	404	449	489	528
Operations	101,760	109,609	112,145	114,286	116,283	118,320
Transit Maintenance	45,218	50,019	52,674	54,110	54,527	54,938
Transportation Project Office Transit	0	101	(15)	(9)	(3)	3
<b>Total Expenditures</b>	<b>164,752</b>	<b>177,381</b>	<b>182,863</b>	<b>186,148</b>	<b>188,743</b>	<b>191,379</b>
<b>Revenues</b>	<b>(84,539)</b>	<b>(88,785)</b>	<b>(89,182)</b>	<b>(90,807)</b>	<b>(92,407)</b>	<b>(94,007)</b>
Transfers From Reserves and Reserve Funds	(16,434)	(16,884)	(16,660)	(16,660)	(16,660)	(16,660)
New Initiatives and New Revenues			1,671	5,447	9,556	13,954
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>63,779</b>	<b>71,713</b>	<b>78,692</b>	<b>84,128</b>	<b>89,233</b>	<b>94,665</b>
Expenditures Budget - Changes by Year			3%	2%	1%	1%
Proposed Net Budget - Changes by Year			10%	7%	6%	6%

Note: Numbers may not balance due to rounding.

## Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour, operational costs, facility, IT and support) and revenues are shown by category with the approved 2017 budget for comparison. The three columns to the far right of the table show the totals proposed for 2018 and their dollar and percentage changes over 2017.

## Summary of Proposed 2018 Budget

Description	2017 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	2018 Proposed Budget (\$000's)	\$ Change Over 2017	% Change Over 2017
Labour and Benefits	135,482	1,418	0	1,797	0	1,395	0	140,093	4,611	3%
Operational Costs	40,660	2,023	(327)	464	0	576	0	43,396	2,736	7%
Facility, IT and Support	1,240	105	0	0	0	0	0	1,345	105	8%
<b>Total Gross</b>	<b>177,381</b>	<b>3,547</b>	<b>(327)</b>	<b>2,261</b>	<b>0</b>	<b>1,971</b>	<b>0</b>	<b>184,834</b>	<b>7,452</b>	<b>4%</b>
<b>Total Revenues</b>	<b>(105,669)</b>	<b>(173)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(300)</b>	<b>0</b>	<b>(106,142)</b>	<b>(473)</b>	<b>0%</b>
<b>Total Net Expenditure</b>	<b>71,713</b>	<b>3,374</b>	<b>(327)</b>	<b>2,261</b>	<b>0</b>	<b>1,671</b>	<b>0</b>	<b>78,692</b>	<b>6,979</b>	<b>10%</b>

## Summary of Proposed 2018 Budget and 2019-2021 Forecast

Description	2016 Actuals (\$000's)	2017 Approved Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
Labour and Benefits	128,149	135,482	140,093	145,652	151,488	157,566
Operational Costs	35,628	40,660	43,396	45,290	46,557	47,905
Facility, IT and Support	976	1,240	1,345	1,353	1,355	1,361
<b>Total Gross</b>	<b>164,752</b>	<b>177,381</b>	<b>184,834</b>	<b>192,295</b>	<b>199,400</b>	<b>206,833</b>
<b>Total Revenues</b>	<b>(100,973)</b>	<b>(105,669)</b>	<b>(106,142)</b>	<b>(108,167)</b>	<b>(110,167)</b>	<b>(112,167)</b>
<b>Total Net Expenditure</b>	<b>63,779</b>	<b>71,713</b>	<b>78,692</b>	<b>84,128</b>	<b>89,233</b>	<b>94,665</b>

Note: Numbers may not balance due to rounding.

## Proposed Cost Increase Required to Maintain Current Service Levels

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, taking into account efficiencies, cost savings, and cost increases arising from prior year decisions.

Description	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
<b>Labour and Benefits</b>	<b>135,482</b>	<b>138,698</b>	<b>3,216</b>	Increase/Decrease Reflects Labour Adjustments and Other Fringe Benefit Changes and: \$ 825 Annualization of Transit Operators for Service Growth/Hanlan Reduction from 2017 \$ (439) Hanlan Service Full Removal \$ (674) Labour Gapping
Administration and Support Costs	1,240	1,345	105	IT Allocation
Advertising & Promotions	1,689	789	(900)	\$(850) Affordable Transit Pilot Scope Reduction \$ (50) Hanlan Water Project Closure
Communication Costs	93	93	0	
Contractor & Professional Services	2,167	2,054	(112)	\$(117) Farebox Dumping
Debt	0	0	0	
Equipment Costs & Maintenance Agreements	1,830	2,589	759	Presto Maintenance & Support Costs
Finance Other	785	1,085	300	Presto Commissions
Materials, Supplies & Other Services	2,408	2,210	(198)	\$(100) Operator Uniforms \$ (59) Fare Media Commissions \$ (51) Fare Media paper Supplies \$ 12 Other
Occupancy & City Costs	4,632	4,466	(166)	\$(252) Hydro Costs \$ 100 Property Taxes on Miway Facilities \$ 33 Other
Staff Development	172	190	18	CUTA Membership, Forklift Training
Transfers To Reserves and Reserve Funds	0	125	125	Contribution to Reserves - Customer Satisfaction Survey
Transportation Costs	26,885	29,219	2,334	\$1,066 Diesel Increase of \$0.05 per litre \$ 944 Vehicle Parts \$ 180 Tires \$ 147 Bus Licenses
<b>Subtotal - Other Operating</b>	<b>41,899</b>	<b>44,166</b>	<b>2,265</b>	
Total Revenues	(88,785)	(89,182)	(397)	\$(1,700) Ridership Growth \$( 500) Fare Increase \$( 275) Bus Shelter Revenue \$ 2,078 Hanlan Recovery removal
Transfers To/From Reserves and Reserve Funds	(16,884)	(16,660)	224	Reduced Gas Tax Transfer
<b>Subtotal - Revenues</b>	<b>(105,669)</b>	<b>(105,842)</b>	<b>(173)</b>	
<b>Total</b>	<b>71,713</b>	<b>77,021</b>	<b>5,308</b>	

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 Request can be found on the pages following the table.

Description	BR #	2018 FTE Impact	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2018 to 2021 FTE Impact	2018 to 2021 Capital (\$000's)
<b>New Initiative</b>								
2018 MiWay Service Growth - 3%	3947	30.0	1,558	5,142	9,089	13,400	126.0	0
Transit Enforcement Staff	4009	3.0	113	305	468	554	7.0	0
<b>Total New Initiative</b>		<b>33.0</b>	<b>1,671</b>	<b>5,447</b>	<b>9,556</b>	<b>13,954</b>	<b>133.0</b>	<b>0</b>
<b>New Revenues</b>								
		0.0	0	0	0	0	0.0	0
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>33.0</b>	<b>1,671</b>	<b>5,447</b>	<b>9,556</b>	<b>13,954</b>	<b>133.0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.



**Proposed Initiative**

2018 MiWay Service Growth –  
3%

**Department**

Transportation & Works  
Department

**Service Area**

MiWay

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	1,858.2	5,841.9	10,188.6	14,899.7
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	300.0	700.0	1,100.0	1,500.0
Tax Levy Requirements	1,558.2	5,141.9	9,088.6	13,399.7
* Net Change in \$		3,583.7	3,946.7	4,311.1
FTEs	30.0	61.0	93.0	126.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

To effectively meet the City's future growth and development projections, as well as the changing dynamics of demand and increasingly complex travel patterns within the city, further growth and re-shaping of the transit systems route network and enhanced service levels is required. Additional funding will support the City's investment in the Mississauga Transitway and LRT projects and meet the customer demand for more frequency and service.

### **Details of Service Change**

The City's Strategic Plan, supported by the MiWay Five Transit Service Plan, sets the 2049 goal of achieving transit modal split of 22 per cent. The projected path to achieve this goal is three per cent annual service growth. This allows MiWay to address overcrowding, improve service, support the Mississauga Transitway and manage construction projects. Major improvements are:

- Rouet 23 Lakeshore frequency improvement
- New Derry Express Route
- New Transitway Airport Express Route

The requested growth (46,000hrs) will bring total service hours to 1.58 million and supports the City's strategic plan by attracting new riders and building attractive transit services that meets community needs. It aligns MiWay with systems that operate rapid transit services such as Ottawa, Calgary and Edmonton.

30 Operators are required to support growth.

Continuous communication and targeted education programs to ensure awareness is required to support growth in riders from service investments. To support expanded communication and outreach program success, MiWay requests an additional \$100,000.

### **Service Impact**

The City's Strategic Plan and MiWay Five Transit Service Plan support three per cent growth in transit service annually. This growth improves the customer experience by reducing overcrowding on routes, supports more frequent services and builds a network that includes more express routes and rapid transit services which gets people to their destinations faster. These are the number one requests from residents and businesses to make MiWay a better and more attractive option for riders and non-riders. MiWay has experienced a strong growth of 3.1 per cent in new riders in 2016 and some of this growth can be attributed to the annual three per cent growth in service which is directed towards making MiWay more efficient, comfortable and frequent for customers.

**Proposed Initiative**  
Transit Enforcement Staff

**Department**  
Transportation & Works  
Department

**Service Area**  
MiWay

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	113.0	305.3	467.6	554.3
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	113.0	305.3	467.6	554.3
* Net Change in \$		192.4	162.3	86.6
FTEs	3.0	5.0	7.0	7.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Over the past 10 years, the functions of Transit Enforcement have grown organically, enabling safe and secure transit services, in the support of MiWay's mission. Continued evolution to incorporate other critical security functions is needed as new threats and risks emerge along with new technological and management approaches to the provision of security services by Transit Enforcement officers.

### **Details of Service Change**

Strengthening front line operations through enhanced incident response, mobile patrolling, static posts and systems monitoring will effectively prevent, detect and respond to security situations involving MiWay staff, customers, facilities and assets. The provision of collaborative and proactive, risk-based security services to support the delivery of safe and reliable MiWay services will further enable business operations and opportunities.

As transit service expands, MiWay will require three new Transit Enforcement Officers to support growth. Transit Enforcement service delivery analysis indicates that an increased mobile response presence is required to achieve targeted response times to calls for service. These additional Officers will support the safe delivery of services and help achieve by-law compliance.

### **Service Impact**

With the continued growth of MiWay routes and ridership, transit system security needs continue to evolve and the demand for high quality services will increase. To become a modern, best in class organization that delivers the optimal level of security services to MiWay, enhancement to the front line transit enforcement services are required.

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## Proposed Capital Budget

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast.

### Proposed 2018-2027 Capital Budget by Program

Program Expenditures	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022-2027 Forecast (\$000's)	Total 2018-2027 (\$000's)
Buses	6,060	10,575	27,857	63,476	204,638	312,606
Higher Order Transit	0	0	0	0	0	0
On-Street Facilities	0	3,790	290	290	1,740	6,110
Other Transit	650	1,300	150	400	1,300	3,800
Transit Buildings	1,700	1,860	60	60	2,360	6,040
Transit Vehicles and Equipment	1,385	360	290	445	2,090	4,570
<b>Total</b>	<b>9,795</b>	<b>17,885</b>	<b>28,647</b>	<b>64,671</b>	<b>212,128</b>	<b>333,126</b>

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

### Proposed 2018-2027 Capital Forecast Highlights include the following:

**Buses** – The timely replacement of buses at the end of their service life ensures reliable service, allows for the introduction of new technology (cleaner engines, better fuel economy) and results in lower ownership costs over the life cycle of the equipment.

**On-street Facilities** – This is customer facing facilities such as terminals, bus stops, shelters and information systems that enhance the rider experience and require maintenance and enhancement.

**Other Transit** – Support equipment to assist revenue process and manage information systems.

**Transit Buildings** – Support our equipment and must be maintained in a state of good repair.

**Transit Vehicles and Equipment** – These are supervisor, security, maintenance and change-off vehicles that require periodic replacement to achieve lowest cost of ownership over the life of the asset.

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**Proposed 2018-2027 Capital Budget by Funding Source**

The following table provides the funding sources proposed to fund the capital portion of the proposed 2018-2021 Business Plan and 2018 Budget and the consolidated forecast for 2022-2027.

**2018-2027 Capital Budget by Funding Source**

<b>Funding</b>	<b>2018 Proposed Budget (\$000's)</b>	<b>2019 Forecast (\$000's)</b>	<b>2020 Forecast (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022-2027 Forecast (\$000's)</b>	<b>Total 2018-2027 (\$000's)</b>
Tax/Debt	560	500	0	40,000	746	41,806
Development Charges	0	54	1,580	2,110	8,128	11,872
Gas Tax	9,235	17,081	27,067	22,311	202,504	278,198
Recoveries	0	0	0	0	0	0
Other Reserves & Reserve Funds	0	250	0	250	750	1,250
Subsidies and Senior Govt. Level Grants	0	0	0	0	0	0
<b>Total</b>	<b>9,795</b>	<b>17,885</b>	<b>28,647</b>	<b>64,671</b>	<b>212,128</b>	<b>333,126</b>

Note: Numbers may not balance due to rounding. □

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## Proposed 2018 Capital Budget Detail

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

Program: Buses

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWTR00123	Transit Capital Bus Maintenance - Major Component	5,500	0	5,500	Gas Tax
TWTR00315	Transit Mobile Workforce-Route Supervisors	60	0	60	Tax/Debt
TWTR00326	Transit Hybrid Midlife Rehab - Batteries and Motors	500	0	500	Gas Tax
<b>Total</b>		<b>6,060</b>	<b>0</b>	<b>6,060</b>	

Note: Numbers may not balance due to rounding.

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	500	0	500	Tax/Debt
TWTR00314	Transit Remix Planning Software	150	0	150	Gas Tax
<b>Total</b>		<b>650</b>	<b>0</b>	<b>650</b>	

Note: Numbers may not balance due to rounding.

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**Proposed 2018 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	1,700	0	1,700	Gas Tax
<b>Total</b>		<b>1,700</b>	<b>0</b>	<b>1,700</b>	

Note: Numbers may not balance due to rounding.

Program: Transit Vehicles and Equipment

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWTR00130	Transit Revenue Equipment - Replacement	20	0	20	Gas Tax
TWTR00215	Presto Self Service Kiosk	1,000	0	1,000	Gas Tax
TWTR00277	Transit Security Vehicles & Equipment - Replacement	40	0	40	Gas Tax
TWTR00324	Transit Change Off Vehicles Acquisition-Replacement	180	0	180	Gas Tax
TWTR00325	Transit Capital Equipment Acquisition - Maintenance	145	0	145	Gas Tax
<b>Total</b>		<b>1,385</b>	<b>0</b>	<b>1,385</b>	

Note: Numbers may not balance due to rounding.



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**Proposed 2019-2021 Capital Budget by Sub-Program**

The following tables provide a listing of capital forecast by sub-program for 2019-2021.

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Buses</b>			
TRANSIT Bus Equipment	0	0	10,000
TRANSIT Bus Major Maintenance	6,000	5,600	5,800
TRANSIT Bus Replacement	4,575	20,400	45,200
TRANSIT Fleet Expansion	0	1,857	2,476
<b>Subtotal</b>	10,575	27,857	63,746

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>On-Street Facilities</b>			
TRANSIT Mini Terminals, Bay & Bus Loops	3,600	100	100
TRANSIT Passenger Shelters, Pads, Signs	190	190	190
<b>Subtotal</b>	3,790	290	290

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Other Transit</b>			
TRANSIT Information Systems	150	150	150
TRANSIT Surveys	1,150	0	250
<b>Subtotal</b>	1,300	150	400

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**Proposed 2019-2021 Capital Budget by Sub-Program (Cont'd)**

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Transit Buildings</b>			
TRANSIT Minor Improvements	60	60	60
TRANSIT New Construction	1,800	0	0
<b>Subtotal</b>	1,860	60	60

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Transit Vehicles and Equipment</b>			
TRANSIT Equipment	165	165	165
TRANSIT Vehicles	195	125	280
<b>Subtotal</b>	360	290	445
<b>Total Expenditures</b>	<b>17,885</b>	<b>28,647</b>	<b>64,671</b>

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



# Roads

2018-2021 Business Plan  
& 2018 Budget

# Foreword

## 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, historic villages, Lake Ontario and the Credit River Valley. A place where people choose to be.

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40 year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into 16 Services Areas that are outlined in this Plan. The 2018-2021 Business Plan and 2018 Budget detail how and where the City plans to allocate resources to deliver programs and services.

The City is committed to providing programs and services cost effectively. In this Plan we have outlined measures that will help us assess the quality, efficiency and customer satisfaction that our services achieve. The results help inform decisions on resource allocation, direct program offerings and improve service delivery to ensure our vision is efficiently realized.



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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, supports the development of Mississauga as a 21<sup>st</sup> Century city and serves the municipality's social, economic and physical needs.

### Services we provide:

The Roads Service Area is within the Transportation and Works (T&W) department. The services of this area are delivered by the following three divisions: Transportation and Infrastructure Planning (TIP), Engineering and Construction (E&C), and Works Operations and Maintenance (WOM). These areas are responsible for the planning, design, construction, operation, 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).

With a continued focus on urban mobility, asset management, service delivery, and our people and culture, the Roads Service Area is poised to continue to provide responsible road-related infrastructure services.

### Interesting facts about this service:

At a replacement value of \$4.4 billion (2017), our road and bridge infrastructure is the largest asset owned and operated by the City.

The City has 5,290 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 480 kilometres of multi-use trails, park paths, bicycle lanes and signed bike routes. Through the 2010 Cycling Master Plan, the City planned to develop more than 900 kilometres of on and off-road cycling infrastructure by 2030. This plan is currently being updated.

### Highlights of the Business Plan include:

- Capital investments in facilities and new technologies to help guide the Roads Service Area through the next four years
- Capital investments in major road rehabilitation such as the Burnhamthorpe Road East reconstruction, and Mavis Road improvements
- Funding of corridor enhancements and other provisions needed to support the Hurontario Light Rail Transit (HuLRT) Project
- Operating investments to help maintain service levels and provide improved customer service
- Ongoing commitment to planning, developing and improving our multi-modal transportation system

Net Investment (000's)	2018	2019	2020	2021
Operating	67,345	67,521	68,825	68,790
Capital	47,087	82,045	91,316	62,580
Full Time Equivalents	480.0	480.6	494.6	493.6

## Core Services

### Vision, Mission, Goals of Service and Service Delivery Model

#### Vision

To deliver a world-class transportation network while upholding community standards and enhancing quality of life.

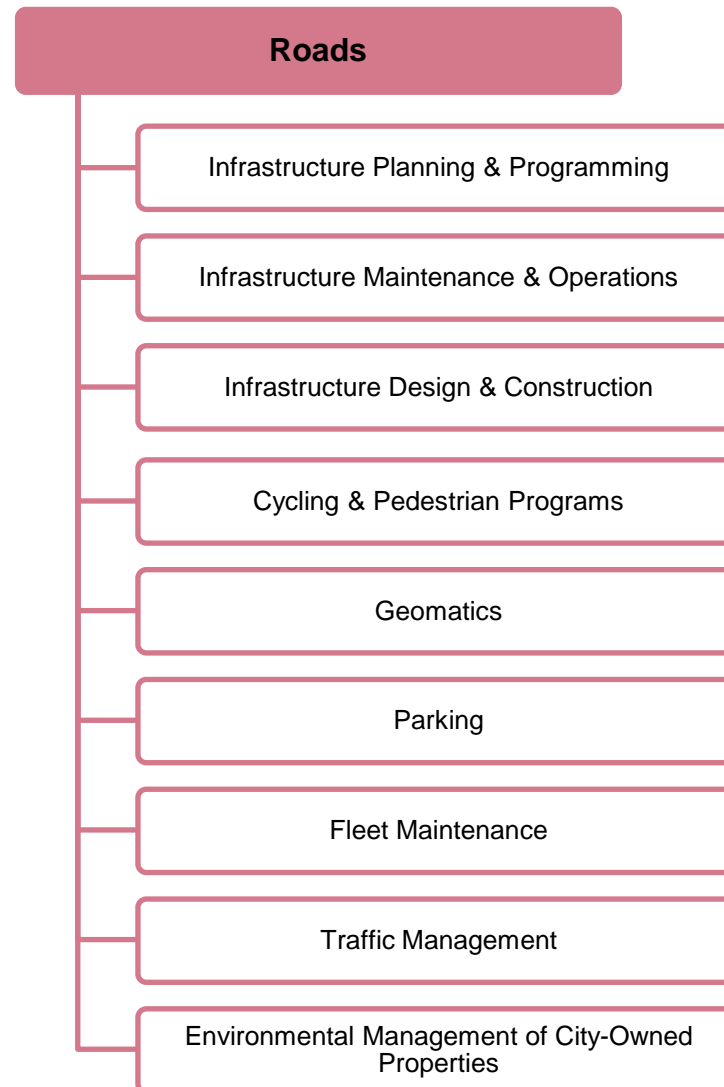
#### Mission

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 21<sup>st</sup> century city and serves the municipality's social, economic and physical needs.

#### Goals of Service

- **Maintain** our infrastructure in a state of good repair, with focus on a safe and efficient urban mobility system
- **Plan, design, and construct** an adaptable transportation network for all users and modes of transport
- **Deliver** quality and timely departmental services
- **Apply** progressive asset management practices to achieve cost containment and value for money
- **Recognize and develop** employees and create an empowered employee culture to meet current and future challenges

#### Service Delivery Model



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## Current Service Levels and Trends

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 data assets to support service expectations and critical business decision systems.

**Traffic Control Signals:** Repair and replace all traffic control signals within the times specified in the Minimum Maintenance Standards.

**Pavement Marking Maintenance:** Re-application of 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.



*Mississauga roads*

**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 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, based on Ontario Ministry of Transportation standards.

**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.

**Capital Construction:** Adhere to all provincial standards and codes for construction and safety.

**Fleet Services:** Ensure that vehicles and equipment are ready when required. Maintain an excellent compliance rating with our Ministry of Transportation fleet inspections and Commercial Vehicle Operator’s Registration.



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### 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 within our City and surrounding municipalities, along with increased demand for the delivery of goods, continues to put additional pressure on Mississauga's road infrastructure.



*Rush hour traffic on Hurontario Street (source: insauga.com)*

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 and action plan to guide investment in stewardship of transportation infrastructure and services. As more people travel to, from, around and through Mississauga without driving their own cars, the City looks for new ways to enhance our existing infrastructure, so that past investments continue to serve present needs well into the future.

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 and Implementation Strategy (PMPIS), which includes a review of the needs and opportunities for parking.

With changing trends in 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. These include internship programs, in-house training opportunities, and divisional support resources.

As a result of increasing public demand for accessible infrastructure, coupled with legislative requirements, Mississauga is becoming a more accessible City. There is pressure on the Roads Service Area to design, operate and maintain accessible road-related infrastructure. Meeting and exceeding these accessibility standards, and providing mobility options for everyone, is an evolving practice for this service area.

Overarching themes for this service area continue to be public safety, responsible delivery and maintenance of infrastructure, and ensuring infrastructure is in a state of good repair.



*Marked bus bay on Burnhamthorpe Road East, looking towards the Cooksville Creek Bridge and Burnhamthorpe multi-use trail*

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## Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's Performance Measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability. The following section describes the measures that we use and provides context for results. The Balanced Scorecard shows trends since 2014 and expected outcomes up to 2021.

### ***Financial Measures***

**What we are measuring** – The operation and maintenance costs for City roads, bridges/culverts, and winter services obtained from the annual reported Financial Information Return (FIR). The FIR is a standard set of year-end reports which capture financial and statistical information for each Municipality in the Province.

**Why this measure is important** – Evaluating the costs to deliver our key services allows us to monitor and maintain a reasonable balance between spending and service level delivery, without compromising public safety. This measure is also used by other municipalities, allowing us to compare how we are doing relative to other municipalities.

**How we are improving results** – Continuing to apply best practices and finding operating efficiencies wherever possible, while providing consistent service levels ensures responsible spending and service delivery.

### ***Customer Satisfaction Measures***

**What we are measuring** – Results from a biennial citizen satisfaction survey, evaluating how the residents of Mississauga view the state and safety of our roads and how they feel about the services we provide.

**Why this measure is important** – How residents feel about road safety, maintenance and services is at the forefront of service delivery; they are the customers to whom we are

accountable to meet service levels.

**How we are improving results** – From 2015 to 2017, the satisfaction percentages have increased by between three and six per cent. Consistent increases in resident satisfaction can continue to be seen as we maintain service delivery and expand and enhance our multi-modal transportation arteries.

### ***Employee Satisfaction Measures***

**What we are measuring** – Results from an employee engagement survey completed every three years, evaluating how employees within the Roads Service Area feel about the work they do and their engagement within the organization.

**Why this measure is important** – Maintaining a culture of employee engagement and innovation is crucial to the success of our organization.

**How we are improving results** – Overall job engagement and employee satisfaction is up two per cent since 2015. Dedication to employee engagement and fostering career development will ensure increasingly positive results now and in the future.

### ***Internal Business Process Measures***

**What we are measuring** – Results of condition surveys, and modelled condition percentages, depicting how we are managing our lifecycle asset management programs for roads and bridges.

**Why this measure is important** – Long term maintenance of roads and bridges brings about unique challenges as our infrastructure ages. Maintaining these assets in a state of good repair is critical. Condition surveys allow for monitoring and prioritization of infrastructure improvements.

**How we are improving results** – Responsible and cost-effective management of road-related assets will ensure service level targets are met. As the road and bridge infrastructure ages, condition ratings may decrease and rehabilitation and maintenance priorities will have to be managed effectively.

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## Balanced Scorecard

A Balanced Scorecard identifies and measures four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. 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 road and bridge/culvert operating cost* is a measure of the City's ability to manage cost pressures associated with aging infrastructure, while providing consistent services levels.

*Average winter maintenance operating cost* is a measure of the City's ability to balance winter maintenance operating costs with defined service levels.

*Annual gross parking revenue* is a measure that indicates the City's ability to fund new parking management initiatives and adjust parking rates. Any surplus parking revenues are transferred to the parking reserves and funds from the reserves are used for parking improvements, initiatives and capital projects.

### Customer Measures

*Citizen satisfaction with road services* indicates how satisfied residents are with road maintenance, traffic flow and environmental planning.

*Citizen satisfaction with road safety* indicates how satisfied residents are with their perceived level of safety while using the roads for various modes of transportation and leisure.

### Employee Measures

*Overall job engagement* indicates the extent to which employees feel engaged in decision making at the City.

*Employee satisfaction* measures the extent to which employees value, enjoy, and believe in what they do.

### Internal Business Process Measures

*Percentage of roads in good condition or better* measures the City's ability to manage lifecycle asset management programs for roads. Pavement condition surveys are conducted every four to five years, whereby a condition rating based on Ontario Ministry of Transportation standards is applied to every City-owned road in Mississauga. For this measure, there is a minimum service level target of 70 per cent.

*Percentage of bridges 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 every two years whereby a condition rating is applied to every City-owned bridge and culvert in Mississauga. For this measure, there is a minimum service level target of 85 per cent.

*Percentage of City-owned intersections that function at or below planned capacity* is a measure of the efficiency with which traffic moves through intersections within the City.

*Percentage of time that winter maintenance response times are met* measures the frequency with which the City meets its service level objectives for winter operations.

## Balanced Scorecard (Cont'd)

Measures for Roads	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)	2021 (Plan)
<b>Financial:</b>								
Average road operating cost per lane km <sup>1</sup>	\$1,827	\$2,212	\$2,170	\$1,940	\$1,940	\$2,037	\$2,139	\$2,246
Average bridge/culvert maintenance cost per m <sup>2</sup> of surface area <sup>1</sup>	\$3.31	\$4.73	\$5.20	\$4.50	\$5.00	\$5.78	\$6.06	\$6.37
Average winter maintenance operating cost per lane km <sup>1</sup>	\$4,828	\$3,672*	\$4,189	\$4,800	\$4,800	\$5,040	\$5,292	\$5,557
Annual gross parking revenue (\$000's)	\$1,542	\$1,716	\$1,929	\$1,735	\$1,735	\$1,785	\$1,835	\$1,885
<b>Customer:</b>								
Citizen satisfaction with road services <sup>2</sup>	N/A	64%	N/A	70% (Actual)	N/A	72%	N/A	74%
Citizen satisfaction with road safety <sup>2</sup>	N/A	73%	N/A	79% (Actual)	N/A	85%	N/A	88%
<b>Employees:</b>								
Overall job engagement <sup>3</sup>	N/A	72%	N/A	N/A	74%	N/A	N/A	76%
Employee satisfaction <sup>3</sup>	N/A	75%	N/A	N/A	77%	N/A	N/A	79%

## Balanced Scorecard (Cont'd)

Measures for Roads	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)	2021 (Plan)
<b>Internal Business Process:</b>								
Percentage of roads in good condition or better <sup>1</sup>	77%	77%	77%	73%	72%	71%	70%	70%
Percentage of bridges in good condition or better <sup>1</sup>	98%	89%	90%	85%	85%	85%	85%	85%
Percentage of City-owned intersections that function at or below planned capacity	86%	86%	87%	85%	85%	85%	85%	85%
Percentage of time that winter maintenance response times are met	100%	100%	100%	100%	100%	100%	100%	100%

<sup>1</sup> Municipal Performance Measurement Program (MPMP) definitions are used.

<sup>2</sup> The Mississauga Citizen Satisfaction Survey is completed once every two years (2015, 2017, 2019, 2021).

<sup>3</sup> The Employee Engagement Survey is completed once every three years (2015, 2018, 2021).

\* Cost anomaly due to the seasonality of winter maintenance.

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## Awards and Achievements

### Awards

All four works yards were awarded the **Safe and Sustainable Snowfighting Award** in 2016 from the Salt Institute, for excellence in environmental consciousness and effective management in the storage of winter road salt.



*Salt storage dome at the Mavis Works Yard*

**2016 Retrofit Energy Savings Champions Award** from Enersource for success in improving energy efficiency and implementing energy saving projects in Mississauga through Ontario's Save on Energy Retrofit Program.

**Smart Commute Gold Workplace Designation** for 2016 from Metrolinx and the Smart Commute Program.

**The Brenda Sakauye Environment Award** presented to the Light Emitting Diode (LED) Street Lighting Conversion Project as part of the 2016 Corporate Awards.

### Achievements

Initiated the update of the City's **Cycling Master Plan** and the development of a **Pedestrian Master Plan**.

Initiated the **PMPIS** with comprehensive stakeholder consultation and benchmarking.

Implemented **Phase I Parking Strategy** in Port Credit.

Completed the **Traffic Management Centre (TMC)**, which is the central hub for continued implementation of the ATMS, as well as completion of the **Traffic Control System** installation (iNET).



*Mayor Bonnie Crombie, Members of City Council and Leadership Team with ATMS Staff at the new TMC*

### Emergency and Unplanned Projects:

Jaguar Valley **Emergency Storm Sewer Replacement** in 2016.

Dundas Street West Proudfoot Street **Emergency Slope Stabilization** in 2016.

Support on **Hickory Drive** for explosion emergency in 2016.

Support on **Lake Ontario High Water Hazard 2017**.

Dundas Street West and Clayhill Road **Emergency Slope Stabilization** in 2017.



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# The 2018-2021 Business Plan Outlook

## Planning for the Future

### Urban Mobility

The City landscape is changing, future transit and infrastructure demands on the Roads Service Area require planning, development and implementation of forward-thinking Master Plans (for example, the Transportation, 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. Phased implementation of the Cycling Master Plan, along with additional funding for the Active Transportation Office's marketing and education strategy, will allow the City to continually improve our multi-modal transportation system and resources available to residents.



*Cyclists in Celebration Square*

Additionally, in response to emerging technologies such as autonomous vehicles, the City of Mississauga is partnering with the University of Toronto's Centre of Automated and Transformative Transportation Systems.

With the implementation of the Hurontario Light Rail Transit (HuLRT) Project, there will be additional long term operations and maintenance costs associated with the enhanced streetscape and "Complete Street" requirements of the project that will have to be accommodated within future operating budgets. Additional operations and maintenance costs will arise from wider sidewalks, boulevard cycling facilities, decorative paving treatments, and enhanced cross walk paving treatments; street furniture including benches, bike racks, and waste receptacles; and bollards, retaining walls and noise walls. Additional snow removal will also be required within the boulevard areas to address the cycling facilities, wider sidewalks and general lack of snow storage opportunities with the enhanced streetscape elements.



*Rendering of the HuLRT Robert Speck Parkway stop*

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## People and Culture

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. With the success of the Engineer Internship Program, the establishment of a Technologist Internship Program is proposed for 2019. The program will allow the Department to develop trained and knowledgeable technologists that will be qualified to take on permanent vacant positions that become available due to retirements.

## Service Delivery

The City has grown substantially over the last 20 years and development continues to intensify. In order for the Roads Service Area to meet maintenance and operational service levels in the coming years, investment in an additional works yard is required.



*Salt storage at the existing Mavis Works Yard*

Given the more urban and congested environment of the City, the review of development applications and the transportation-related components have become more complex in nature. Investment in an additional Traffic Planning Technologist is planned for 2019 in order to meet service levels for the review of

these applications and the associated Transportation Impact Studies.

## Asset Management

To meet the demands of the City's aging infrastructure, it is essential to have appropriate asset management systems in place. The Roads Service Area operates and maintains the City's largest owned asset (roads and bridges); therefore, we must continually invest in and build on a system to manage these assets. Through partnerships with the Information Technology (IT) Division, Roads plans to implement progressive mobile technology to inventory and inspect assets in the field and have that data integrate with all other City systems. With linkages to the City's Geospatial Master Plan, there is an opportunity to implement improved tools to manage and maintain road-related asset data in a spatial environment. Streamlined asset management within the Roads Service Area ensures that staff can efficiently gather, integrate and use road-related asset data, in order to ensure that these assets remain in a state of good repair.



*Asphalt Recycling on Central Parkway*



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## Finding Efficiencies

The Service Area Divisions (E&C, TIP, and WOM) are focused on cost containment strategies and implementing continuous improvement initiatives to manage assets and resources more efficiently, effectively and economically.

Staff have identified operational savings and efficiencies in various programs, resulting in a savings of \$644,000 in 2018.

### Lean

Since the implementation of Lean in 2014, the Roads Divisions have submitted and verified 70 Small Lean Improvements and three Lean Greenbelt Projects. The Lean Small Improvements include a number of small-scale initiatives, leading to a variety of process improvements. The three Lean Greenbelt Projects are detailed below.

#### *Payment Certification Process for Maintenance Contracts*

Improved workflows for the Maintenance Contract process in the WOM Division, to deliver timely, efficient and accurate completion of work, progress payment certificates and account recovery. Construction lead time has been reduced by 54 per cent, payment processing lead time reduced by 60 per cent and recovery lead time reduced by 64 per cent.

#### *Customer Inquiry Process for Municipal Parking*

Reviewed processes for intaking parking inquiries from residents and customers. The project has resulted in streamlined processes and fewer redirected service requests, thereby reducing staff lead time and resulting in a more consistent customer service experience.

#### *Infor Roadway Asset Management Project*

Reviewed the Infor Roadway data management cycle to create a standard process, improve the flow of data between departmental systems, and improve the accuracy, timeliness and reliability of Infor Roadway asset information. Roadway data errors have been reduced by 97 per cent; overall lead time to add spatial data to Infor Roadway reduced by 99 per cent; and level of effort to update Roadways reduced by 89 per cent.

Automated notification and error reports have also been created to ensure the ongoing accuracy of the data.

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.

### Recent and Future Initiatives

- Since the completion of the LED Street Lighting Conversion Project in mid-2016, the City has attained a 50 per cent reduction in street lighting maintenance costs and has realized an average reduction of 63 per cent in energy consumption to date – representing approximately \$5 million in cost avoidance from January 2013 to May 2016
- The gradual movement towards modernized mobile technology continues to improve workflow and overall productivity in the field
- The Budget Request for a streamlined asset inventory and inspection solution will allow City staff to collect, manage and maintain road-related data more effectively and efficiently



*Staff member using mobile technology to enhance productivity and co-ordination in the field*

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## Advancing the City's Strategic Plan

### move - developing a transit oriented city

- Actively developing and supporting master plans, programs and projects that encourage transit usage, including the TMP, the Transportation Demand Management Master Plan, Lakeshore Connecting Communities and other various Metrolinx initiatives
- The ATMS will allow us to better respond to changing traffic conditions, and adjust traffic signals at busier times to keep the City moving
- Municipal Parking is currently undertaking the development of a City-wide PMPIS, to provide recommendations for future parking policy and operations that will support the City's Strategic Plan

### belong - ensuring youth, older adults and new immigrants thrive

- Continue to meet and exceed Accessibility for Ontarians with Disabilities Act requirements as part of the Multi-Year Accessibility Plan (2012-2017)

### connect - completing our neighbourhoods

- Environmental assessments are underway to complete our road network
- Proactive implementation of Accessible Pedestrian Crossings will keep our residents connected in an environment made safer for everyone
- The Active Transportation Office is encouraging cycling and walking in the City of Mississauga by improving our sidewalk and cycling infrastructure

### prosper - cultivating creative and innovative businesses

- Providing a road, transit, and pedestrian network that supports our corporate centres to ensure fast and efficient access to these employment nodes

### green - living green

- Cycling and walking are embedded in our Strategic Plan; cycling and pedestrian facilities translate into a healthier, more environmentally friendly, multi-modal city
- The phased implementation of the Cycling Master Plan and the development of Pedestrian and Transportation Demand Management Master Plans ensure more green infrastructure and transportation options to come
- Implementation of a robust marketing and education strategy around cycling will help build a culture of cycling in Mississauga



[ourfuturemississauga.ca](http://ourfuturemississauga.ca)

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## Transforming our Business with Technology

The five strategic directions below, derived from the IT Road Map, are guiding the Roads Service Area through the coming years in a progressive and efficient manner.



### Recent Highlights

The Advanced Transportation Management Systems (ATMS) has reached a milestone as the **Traffic Management Centre** has been completed.

Research and implementation are underway for an **electronic cash handling system**, to replace the current manual system at the T&W service counter. This will provide efficiencies for staff processing transactions and better data on cash handling.

A **mobile technology solution for field operations** is being planned and implemented, to provide field staff within Works and Technical Services with tablets to modernize field operations and improve workflows.

### Future Plans

Implementation of the **ATMS** continues, with planned completion for 2019. The development of a proactive 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 includes projects related to the traffic signal control system replacement, traffic signal communication upgrades, and implementation of Intelligent Transportation System initiatives. This system will position Mississauga to be a leader in Transportation Management.

The development of a **Geospatial Master Plan** is currently underway, in which the City will provide recommendations for making cost effective and efficient use of location based data and Geographic Information System (GIS) capabilities. Using geospatial resources effectively, will allow for 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.

The **PMPIS** is currently being developed to provide direction on the purpose and intent of parking policy and operations. This plan will include a technology component, which will consider the technological impacts of and opportunities relating to smart parking, mobile payment, demand responsive pricing, peer-to-peer parking and future autonomous vehicle parking.

Budget Request 3934, **Leveraging Mobile Technology to Inventory and Inspect Assets**, plans to prepare the City to manage and maintain road-related asset inventory information in a spatial environment. The proposed application would ultimately replace all existing custom-made asset management related applications and consolidate all T&W asset data sources.

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## Maintaining Our Infrastructure

To ensure our infrastructure is responsibly maintained, we must define a reasonable state of good repair and set priorities to maintain this state of good repair. This involves addressing growth concerns and developing an economic lens for infrastructure.

There are a number of initiatives planned in order to both maintain and support Mississauga's infrastructure needs. Some of these initiatives include the following planned and proposed Budget Requests.

**Loreland Works Yard Development:** In order to meet future operational service levels, planning is underway for a new works yard in the South East quadrant of the City.

**Cycling Master Plan:** The Roads Service Area supports the Cycling Master Plan through expansion and maintenance of the cycling network. In 2017 the review and update of the Cycling Master Plan was initiated, and 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.

**Leveraging Mobile Technology to Inventory & Inspect Assets:** Acquiring a solution that will allow for improved management and maintenance of road-related asset inventory will help the Roads Service Area to continue to maintain our infrastructure efficiently and cost effectively.

### What have we done?

The following infrastructure improvements and accomplishments have been achieved over the past year in order to maintain our infrastructure in a state of good repair:

- Rehabilitated 86 streets (29 lane kilometres) and six bridge structures
- Installed 764 metres of new noise barriers
- Completed one intersection improvement at Goreway Drive and Zahavy Way
- Installed six new traffic signals
- Installed Accessible Pedestrian Crossings at 120 intersections
- Completed five Class Environmental Assessments, two of which were in partnership with the Region of Peel
- Development Engineering reviewed over 800 development applications
- Development Construction serviced over 1,575 active building permit files and 90 servicing/municipal works/development/condominium agreements
- Completed the LED Street Lighting Conversion Project (approximately 48,000 Luminaires converted to LED)
- Expanded Paid Parking on Grand Park Drive, Parkside Village Drive, Brickstone Mews and Curran Place
- Installed over four kilometres of new sidewalks, eight kilometres of multi-use trail facilities, four kilometres of bicycle lanes, and 12 kilometres of signed bicycle routes



*Mississauga cyclists, road and sidewalk construction*

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# Managing Our Human Resources

## Our Structure

The Roads Service Area is made up of three divisions, which in tandem provide effective and efficient planning, design, construction, operation, maintenance and overall governance of Mississauga's roadways, bridges, sidewalks and related infrastructure.

- **Transportation and Infrastructure Planning (TIP)**
- **Engineering and Construction (E&C)**
- **Works, Operations and Maintenance (WOM)**



## Our Talent

The Roads Service Area is made up of a mix of highly skilled technical staff with various professional backgrounds, complemented by highly dedicated front line service delivery staff. The following is being done to foster a culture of motivated career development and employee engagement and innovation:

- Roads Service Area staff are trained on continuous improvement and project management best practices; i.e., Lean, Project Management
- 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)
- Divisional support in gaining and maintaining other relevant accreditation; i.e., Professional Engineer (P.Eng.), Project Management Professional (PMP)

## Critical Roles/Functions to Achieve Business Goals

The City's infrastructure is aging, the population is growing, and development is not slowing down. Balancing timely rehabilitation of infrastructure, service levels, and affordability is an ongoing challenge for the Roads Service Area.

Mitigating the potential risks of aging infrastructure requires an increase in thorough condition assessments and sound asset management planning. A growing population makes the need for traffic management planning and initiatives (such as the ATMS), an important work stream in the coming years. Increased development in Mississauga means an increase in the complexity and volume of development applications. Arming ourselves with adequate and qualified staff to take on these challenges is integral to meeting the goals and objectives of the Roads Service Area.

## Talent Needs

As workforce demographics continue to change, the Roads Service Area has introduced initiatives to address turnover and obtain the best candidates for future positions. The following initiatives have been put in place to manage the future changes to our workforce:

- Talent management and succession planning programs targeted at addressing the significant turnover of staff in key areas
- Leveraging of co-op student opportunities and relationship building with local technical school communities

- Engineer-in-Training Internship Program has been introduced to attract and retain civil engineering skill sets across the Roads Service Area
- The Technologist Internship Program, requested for 2019, aims to produce trained, experienced and certified Technologists that are qualified to take on permanent positions that become available due to retirements

In addition to fostering excellence in our current dynamic workforce, there are also coming needs for additional people and talent. With a growing and intensifying City, it is integral to expand the workforce accordingly so we can continue to provide the services necessary to design, construct, operate and maintain the City's road-related assets. Within the four-year budget cycle, the following requests for new full time staff are included:

- One new Traffic Planning Technologist in 2019 in order to meet service level expectations in addressing the increased complexity and staff effort associated with processing development applications
- Fourteen new full time staff positions in 2020 for the Loreland Works Yard to carry out the day to day operations of the new yard
- One new staff member in 2019 for the Active Transportation Office, in order to address the Office's expanded scope (sidewalk development and pedestrian movement), and continue to implement the mobility objectives of the City's Strategic and Official Plans
- Three Technologists on a three-year rotating term starting in 2019 are requested in order to fulfill the succession planning goals of the Technologist Internship Program

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

Program	2017	2018	2019	2020	2021
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	61.0	61.2	59.2	59.2	59.2
Maintenance Control *	137.1	137.1	138.1	152.1	152.1
Municipal Parking	6.0	7.0	7.0	7.0	7.0
Streetlighting	2.0	2.0	2.0	2.0	2.0
Survey and Inspection	59.5	59.5	57.5	57.5	57.5
Traffic Management	66.3	65.3	65.3	65.3	65.3
Transportation and Infrastructure Planning	44.3	43.0	46.6	46.6	45.6
<b>Total Service Distribution</b>	<b>481.1</b>	<b>480.0</b>	<b>480.6</b>	<b>494.6</b>	<b>493.6</b>

Note: Numbers may not balance due to rounding.

\* Cleaning and Litter Pick-Up and Winter Maintenance Programs are included within Maintenance Control.



## Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2018-2021 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 budget for 2017 was \$66.8 million and the proposed budget for 2018 is \$67.3 million.

### Total Changes to Maintain Current Service Levels

Highlights of the changes to maintain current service levels are:

- Increase in \$647,000 reflecting labour adjustments and other fringe benefit increases
- Increase of \$500,000 in Contract costs for Traffic Management Regional work to reflect actual billing – this increase is offset by an equivalent increase of recovery revenue of \$500,000 from the Region of Peel to reflect chargebacks associated with the Traffic Signal Services Agreement
- Increase of \$405,000 in Contractor costs to reflect current contract bid pricing for Waste Haulage, Works Sodding, Street Sweeping and Bridge Repairs
- Increase of \$150,000 for third party damages to Traffic Utilities
- Increase of \$100,000 in Fleet Maintenance for various vehicle diagnostic tools, equipment and licencing
- Additional revenues of \$222,000 have been identified by staff

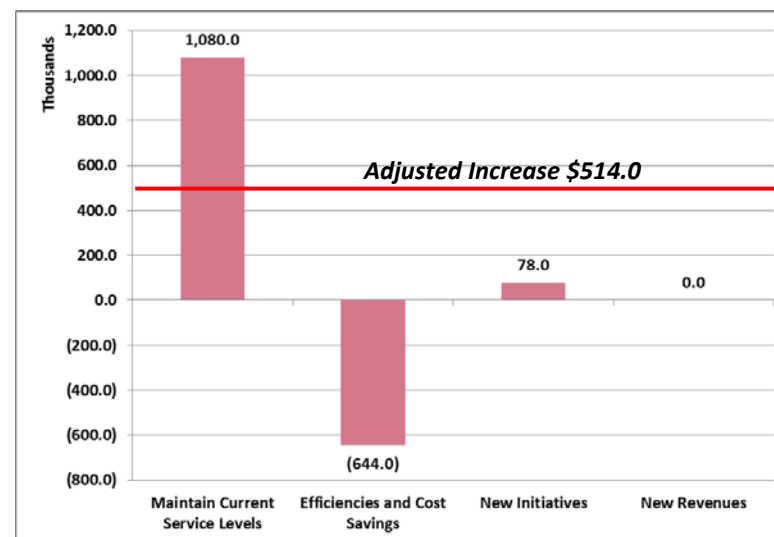
### Efficiencies and Cost Savings

- Contractor costs savings of \$509,000 have been identified within Winter Maintenance, Graffiti Cleaning, Litter Pickup and Street Flushing programs
- Savings of \$50,000 in Traffic Management for communications service provider migration
- An additional \$85,000 in other budget reductions were identified by staff

### New Initiatives

One new initiative, costing \$78,000, impacts the 2018 operating budget. Details on the initiatives impacting the 2018 to 2021 operating budget can be found later on in this business plan.

### Proposed Changes to 2018 Net Operating Budget by Category (000's)



*Adjusted Increase = cost to maintain current services + new initiatives - efficiencies and cost savings*

## Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2018-2021, as well as the 2017 Budget and 2016 Actuals by major program within the Service Area.

### Proposed Budget by Program

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>						
Bridges & Watercourses	337	242	307	307	307	307
Cleaning and Litter Pick-up	3,090	3,741	3,670	3,676	3,681	3,687
Corporate Fleet Maintenance	1,318	1,514	1,670	1,709	1,748	1,788
Crossing Guards	2,953	3,156	3,231	3,275	3,321	3,367
Engineering and Construction	2,878	4,162	4,192	4,248	4,306	4,365
Maintenance Control	8,105	6,866	7,221	6,702	6,180	5,656
Municipal Parking	1,646	1,601	1,688	1,699	1,710	1,721
Road Sidewalk Maintenance	10,444	9,530	9,550	9,550	9,550	9,550
Streetlighting	5,598	5,484	5,598	5,596	5,754	5,902
Survey & Inspection	884	2,471	2,554	2,633	2,708	2,782
Traffic Management	11,995	11,806	12,312	12,406	12,497	12,589
Transportation & Infrastructure Planning	4,369	5,031	5,069	5,090	5,041	5,025
Winter Maintenance	22,808	23,209	23,013	23,015	23,017	23,020
<b>Total Expenditures</b>	<b>76,424</b>	<b>78,813</b>	<b>80,074</b>	<b>79,905</b>	<b>79,819</b>	<b>79,759</b>
<b>Revenues</b>	<b>(13,862)</b>	<b>(11,831)</b>	<b>(12,656)</b>	<b>(12,656)</b>	<b>(12,656)</b>	<b>(12,656)</b>
Transfers From Reserves and Reserve Funds	(150)	(150)	(150)	(150)	(150)	(150)
New Initiatives and New Revenues			78	422	1,812	1,837
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>62,413</b>	<b>66,832</b>	<b>67,345</b>	<b>67,521</b>	<b>68,825</b>	<b>68,790</b>
Expenditures Budget - Changes by Year			2%	(0%)	(0%)	(0%)
Proposed Net Budget - Changes by Year			1%	0%	2%	(0%)

Note: Numbers may not balance due to rounding.



## Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour, operational costs, facility, IT and support) and revenues are shown by category with the approved 2017 budget for comparison. The three columns to the far right of the table show the totals proposed for 2018 and their dollar and percentage changes over 2017.

### Summary of Proposed 2018 Budget

Description	2017 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	2018 Proposed Budget (\$000's)	\$ Change Over 2017	% Change Over 2017
Labour and Benefits	33,407	609	(44)	38	0	0	0	34,010	603	2%
Operational Costs	45,249	1,229	(600)	0	0	78	0	45,955	706	2%
Facility, IT and Support Costs	157	29	0	0	0	0	0	186	29	19%
<b>Total Gross</b>	<b>78,813</b>	<b>1,867</b>	<b>(644)</b>	<b>38</b>	<b>0</b>	<b>78</b>	<b>0</b>	<b>80,152</b>	<b>1,339</b>	<b>2%</b>
<b>Total Revenues</b>	<b>(11,981)</b>	<b>(825)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(12,806)</b>	<b>(825)</b>	<b>7%</b>
<b>Total Net Expenditure</b>	<b>66,832</b>	<b>1,041</b>	<b>(644)</b>	<b>38</b>	<b>0</b>	<b>78</b>	<b>0</b>	<b>67,345</b>	<b>514</b>	<b>1%</b>

### Summary of Proposed 2018 Budget and 2019-2021 Forecast

Description	2016 Actuals (\$000's)	2017 Approved Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
Labour and Benefits	30,959	33,407	34,010	34,935	36,820	37,399
Operational Costs	45,313	45,249	45,955	45,206	44,625	44,011
Facility, IT and Support Costs	152	157	186	186	186	186
<b>Total Gross</b>	<b>76,424</b>	<b>78,813</b>	<b>80,152</b>	<b>80,327</b>	<b>81,631</b>	<b>81,596</b>
<b>Total Revenues</b>	<b>(14,012)</b>	<b>(11,981)</b>	<b>(12,806)</b>	<b>(12,806)</b>	<b>(12,806)</b>	<b>(12,806)</b>
<b>Total Net Expenditure</b>	<b>62,413</b>	<b>66,832</b>	<b>67,345</b>	<b>67,521</b>	<b>68,825</b>	<b>68,790</b>

Note: Numbers may not balance due to rounding.

## Proposed Cost Increase Required to Maintain Current Service Levels

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, taking into account efficiencies, cost savings, and cost increases arising from prior year decisions.

Description	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
<b>Labour and Benefits</b>	<b>33,407</b>	<b>34,010</b>	<b>603</b>	Increase reflects labour adjustments and other Fringe Benefit changes.
Administration and Support Costs	157	186	29	Increase in IT allocation Support Costs
Advertising & Promotions	108	109	1	
Communication Costs	925	905	(20)	\$30k - Increase to reflect actual which is offset by Revenues (\$50k) - Savings realized in Traffic Management for communication migration
Contractor & Professional Services	30,126	30,522	396	\$330k - Increase to reflect Contract Bid Pricing for: Waste Haulage \$145k, Works Sodding \$40k and Street Sweeping of \$100k \$500k - Increase in Contractor cost for Traffic Management Regional work which is directly correlated/offset with increase in Recoveries from the Region. \$75k - Increase in Bridge Repairs, fully offset by recoveries (\$509k)-Savings realized in Winter Maintenance of \$200k, Graffiti Cleanup of \$45k, Liter Pickup \$257k and Street Flushing of \$7k, to reflect current contract pricing
Equipment Costs & Maintenance Agreements	570	581	11	Increase to reflect actual 3 year trend, offset fully by Revenues.
Finance Other	93	83	(10)	(\$10k) - Savings in Registry Services to reflect actual
Materials, Supplies & Other Services	9,412	9,322	(90)	(\$60k) - Decrease to reflect actual 3 year trend, offset by increase in various other operating Expenses (\$30k) - Efficiencies realized in various material supplies
Occupancy & City Costs	6,572	6,735	163	\$150k - Increase for third party Damages to Traffic Utilities, partially offset by recoveries below \$49k - Increase in Stormwater charges for City Facilities (\$38k) - Net decrease in utilities (Water, Hydro and Gas) for various facilities
Staff Development	161	166	5	
Transfers To Reserves and Reserve Funds	495	495	0	
Transportation Costs	(3,214)	(3,041)	173	\$100k - Increase to reflect actual, offset by Revenues \$75k - Increase in Fleet Maintenance for Diagnostic tools, equipment and licensing (\$2k) - Savings in mileage to reflect 3 year trend
<b>Subtotal - Other Operating</b>	<b>45,406</b>	<b>46,064</b>	<b>658</b>	
Total Revenues	(11,831)	(12,656)	(825)	(\$500k) - Increase in Regional Recoveries, offset by Contractor costs above (\$255k) - Increase in Fees/Recoveries offset by Cost increases above (\$70k) - Increase in recoveries for third party damages, offset by Occupancy cost above
Transfers From Reserves and Reserve Funds	(150)	(150)	0	
<b>Subtotal - Revenues</b>	<b>(11,981)</b>	<b>(12,806)</b>	<b>(825)</b>	
<b>Total</b>	<b>66,832</b>	<b>67,267</b>	<b>436</b>	

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 Request can be found on the pages following the table.

Description	BR #	2018 FTE Impact	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2018 to 2021 FTE Impact	2018 to 2021 Capital (\$000's)
<b>New Initiative</b>								
Cycling Master Plan Phased Implementation	2917	0.0	0	103	105	106	1.0	0
Loreland Works Yard	2918	0.0	0	0	1,233	1,251	14.0	14,700
Leveraging Mobile Technology to Inventory and Inspect Assets	3934	0.0	0	0	20	20	0.0	280
Active Transportation Marketing and Education Implementation Program	3937	0.0	78	100	100	100	0.6	0
Technologist Internship Program	3968	0.0	0	142	249	253	3.0	0
Traffic Planning Technologist	3971	0.0	0	76	105	106	1.0	0
<b>Total New Initiative</b>		<b>0.0</b>	<b>78</b>	<b>422</b>	<b>1,812</b>	<b>1,837</b>	<b>19.6</b>	<b>14,980</b>
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>0.0</b>	<b>78</b>	<b>422</b>	<b>1,812</b>	<b>1,837</b>	<b>19.6</b>	<b>14,980</b>

Note: Numbers may not balance due to rounding.

**Proposed Initiative**

Cycling Master Plan Phased  
Implementation

**Department**

Transportation & Works  
Department

**Service Area**

Roads

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	0.0	103.3	104.9	106.4
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	103.3	104.9	106.4
* Net Change in \$		103.3	1.5	1.6
FTEs	0.0	1.0	1.0	1.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & 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 57 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 needed.

### **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 & Planning.

**Proposed Initiative**

Loreland Works Yard

**Department**Transportation & Works  
Department**Service Area**

Roads

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	0.0	0.0	1,232.5	1,251.0
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	1,232.5	1,251.0
* Net Change in \$		0.0	1,232.5	18.5
FTEs	0.0	0.0	14.0	14.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	1,500.0	0.0	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 areas served by the existing yards will be re-established to continue to meet and improve services levels and also disperse equipment and staff for optimum efficiency and customer service.

For 2020, 14 additional full time staff positions are required to support the operations of the yard, three non-union and 11 union positions. This includes one Area Supervisor, one Assistant Area Supervisor and one Administrative Assistant. One Loader Operator (WP11), one Driver-DZ (WP13), two Drivers (WP14), and four Labourers to carry out the day to day operations of the yard.

This yard will include a mechanic's bay which requires 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 (stacker) and two 1/2 ton pickups or Sport Utility Vehicles (SUV) vehicles. New equipment and tools will be needed for the Service Centre as well.

**Proposed Initiative**

Leveraging Mobile Technology to  
Inventory and Inspect Assets

**Department**

Transportation & Works  
Department

**Service Area**

Roads

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	0.0	0.0	20.0	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	0.0	0.0	20.0	20.0
* Net Change in \$		0.0	20.0	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)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	200.0	80.0	0.0	0.0

**Why Staff Recommend this Initiative**

The City requires better tools to manage and maintain road related asset inventory information in a spatial environment. Current methods used do not allow spatial information to flow seamlessly between various systems like INFOR and GIS. The acquisition of a tool that will allow the City to create asset inventory and manage inspection programs more effectively is required so that staff can be more efficient in gathering, integrating and using road-related asset data.



### **Details of Service Change**

There are currently eight custom built applications that enable Transportation & Works to create asset inventory and inspection information. Many of the applications are not integrated with the City's core asset inventory system INFOR. Over time, these custom built data collection tools will be replaced with a common solution that will be tailored to that specific asset and the inspector's data collection requirements. The collected field information will be able to seamlessly integrate with back office applications like INFOR and the City's GIS data. A streamlined solution like this will allow business processes, workflows and information gathered to be aligned and ensure the most current information is available. This budget request proposes to acquire a solution that will allow users to create and maintain asset and inspection information to suit the specific needs of the business unit and asset type while seamlessly integrating that information with all major technology systems.

### **Service Impact**

City staff will be able to collect, manage and maintain asset data in the field more efficiently, and reduce both information processing time and reduce the risk of error. This will result in more cost effective programming of infrastructure maintenance and rehabilitation activities and thereby keep the City's road-related assets in a state of good repair.

**Proposed Initiative**

Active Transportation Marketing  
and Education Implementation  
Program

**Department**

Transportation & Works  
Department

**Service Area**

Roads

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	78.0	100.3	100.3	100.3
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	78.0	100.3	100.3	100.3
* Net Change in \$		22.3	0.0	0.0
FTEs	0.0	0.6	0.6	0.6

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

This initiative will help realize the vision of Mississauga's Official Plan, Strategic Plan and Cycling Master Plan to encourage cycling in Mississauga, enhancing our overall health and quality of life.

With this funding, the promotion/education strategies of Mississauga's Cycling Master Plan will be implemented. A campaign (based on international best practices and unique to Canada) will be launched with the goal of increasing the number of cycling trips in Mississauga by 50 per cent by 2028.

### **Details of Service Change**

The Cycling Office, now called the Active Transportation Office, was established in 2010 and staffed by a Manager and Technologist. A small operating budget was established to address initial growth of the office.

As planned in the Cycling Master Plan that was adopted by City Council in 2010, the office grew in 2016 with the addition of a Marketing/Education Co-ordinator, who is piloting low-budget initiatives in 2017 and developing a marketing/education strategy. In order to advance this strategy sufficiently and continue to implement the strategies of Mississauga's Cycling Master Plan, a \$100,000 increase in the operating budget of the Active Transportation Program is necessary. Proposed initiatives include:

- Launching the "Mississauga Bike Challenge", to get 2,500 Mississauga residents, school children and municipal employees to cycle a collective 500,000 kilometres annually
- Hiring "Bike Ambassadors" to teach 2,500 Mississauga youth to cycle safely and 50,000 Mississauga adults to share the trail and road
- Providing 10,000 Mississauga residents with free cycling information, including a new Mississauga Cycling Map
- Staging cycling events that attract 5,000 people to cycle
- Teaching 1,000 people to cycle safely and confidently
- Promoting cycling with an e-newsletter sent to 2,500 people, and enhanced website and social media promotions

### **Service Impact**

With an increased operating budget the Active Transportation Office will be able move beyond its singular focus of developing infrastructure to deploying a more diversified strategy to build a culture of cycling in Mississauga. This will develop awareness of the cycling infrastructure that now exists, to promote its use and allow the value of the investment to be more fully realized.

Costs related to this Budget Request include:

- Cycling Safety and Skills Education (instructors and supplies)
- Bike Ambassador Program (staff and supplies)
- Website and Mississauga Bike Challenge (website & software development, promotion, prizes)
- Events
- Cycling Network Map (design, cartography, printing)

**Proposed Initiative**

Technologist Internship Program

**Department**Transportation & Works  
Department**Service Area**

Roads

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	0.0	142.4	249.5	253.2
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	142.4	249.5	253.2
* Net Change in \$		142.4	107.1	3.7
FTEs	0.0	3.0	3.0	3.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

The demographics of the Transportation & Works Department indicate that 24 per cent of our Technologists are eligible to retire in the next five years. The retirement of these skilled and knowledgeable individuals will result in a significant gap within the Department, which has the potential to impact the services we deliver. To leverage existing staff knowledge and expertise, and reduce the risks associated with a potential knowledge gap, the Department is proposing a Technologist Internship Program.

### **Details of Service Change**

The objective of the Technologist Internship Program is to produce at the end of a three-year term trained, experienced and certified Technologists that are qualified to take on permanent vacant positions that become available due to retirements.

The Internship Program involves the recruitment of recent graduates from an accredited Canadian civil engineering technology program for a three-year term and rotation of the interns through various positions in the Engineering & Construction, Transportation & Infrastructure Planning and Works, Operations & Maintenance Divisions. This rotation will provide the interns with a 'big picture' perspective of the Department and allow them to develop working relationships across multiple Divisions and produce Technologists with a multi-disciplinary skill set.

The Program allows interns to accumulate up to 36-months of work experience that meets the Ontario Association of Certified Engineering Technicians and Technologist (OACETT) requirements for obtaining professional certification as a Certified Engineering Technologist. This Certification is a key qualification for permanent Technologist positions within the Department.

### **Service Impact**

The establishment of the Technologist Internship Program requires the approval of three full-time contract positions -Technologist Intern at a proposed grade level of D.

The establishment of the program will ensure that an effective succession planning strategy is in place, providing the Department with a supply of candidates who are qualified for key Technologist positions when these become vacant, and allowing knowledge transfer to take place between Technologists approaching retirement and the Technologist Interns.

**Proposed Initiative**

Traffic Planning Technologist

**Department**Transportation & Works  
Department**Service Area**

Roads

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	0.0	75.8	104.9	106.4
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	75.8	104.9	106.4
* Net Change in \$		75.8	29.1	1.6
FTEs	0.0	1.0	1.0	1.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

As the City is intensifying, development applications are becoming more complex in nature given the more urban and congested environment. This complexity extends to the transportation-related components of the applications, leading to more staff time required to review these applications and their associated Transportation Impact Studies. The current staff complement is not able to meet the service level expectations for application review, resulting in this request for one new FTE.

### **Details of Service Change**

The complexity and staff effort associated with processing applications has increased and is expected to continue to increase as the City grows. This has been demonstrated with recent applications such as the Roger's Master Site Plan and is expected for future sites such as the development of Inspiration Lakeview, Inspiration Port Credit, Imperial Oil Ltd. (IOL) Lands and sites along the Hurontario Street Light Rail Transit Corridor. The two current Traffic Planning Technologists are not able to meet the service level expectations for review and comment on the various development applications due to the high demands of the submitted applications.

The need to meet service level expectations for the review of development applications is critical from both a customer service perspective and in order to meet the City's planning objectives. Increasing capacity to review will ensure that the Transportation & Works Department continues to provide high quality comments while striving to ensure that it is done in a timely manner.

Development application fee revenues have increased from \$423,601 in 2014 to \$643,990 in 2016. Between 2016 and 2017 the revenue budget was increased by \$370,540. However, it should be noted that this increase was made after the Roads 2017 Budget was approved. As a result, an additional Traffic Planning Technologist is being requested as part of the 2019 budget, the cost of which being offset by the \$370,540 revenue increase.

### **Service Impact**

With the addition of one Traffic Planning Technologist, the Transportation & Works Department will be better positioned to review the increasingly complex development applications that are being submitted. This includes improved compliance with the review timelines as set out by the City for submitted development applications, and improved customer service to both internal and external stakeholders.

## Proposed Capital Budget

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast.

### Proposed 2018-2027 Capital Budget by Program

Program Expenditures	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022-2027 Forecast (\$000's)	Total 2018-2027 (\$000's)
Bridge & Structure Rehabilitation	1,500	6,500	7,500	7,500	45,000	68,000
Major Roads	13,536	19,769	30,840	19,964	86,077	170,186
Other Engineering	12,951	23,890	21,776	12,516	73,975	145,108
Roadway Rehabilitation	19,100	31,886	31,200	22,600	192,123	296,909
<b>Total</b>	<b>47,087</b>	<b>82,045</b>	<b>91,316</b>	<b>62,580</b>	<b>397,175</b>	<b>680,203</b>

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

### Proposed 2018-2027 Capital Forecast Highlights include the following:

#### Priority 2018 Projects Are Funded \$47 Million

- Tomken Road Bridge over the West Branch of the Etobicoke Creek Tributary is scheduled for rehabilitation
- Major road improvement projects include:
  - Goreway Drive Grade Separation (Cash-Flow)
  - Square One Drive between Confederation Parkway and the future Amacon Driveway (Phase One: Design/Construct Cash-Flow, Phase Two: between the future Amacon Driveway and Rathburn Road West to be completed at a later date)
  - Living Arts Drive between Rathburn Road West and Centre View Drive (Design/Construct)
  - Reconstruction of Burnhamthorpe Road East, just east of Dixie Road to the Etobicoke Creek Bridge (Construct)
  - Mavis Road between Courtneypark Drive and the North City limits (Design/Construct Cash-Flow)
  - Creditview Road between Bancroft Drive to Old Creditview Road (Design/Construct, Cash-Flow)
- Road rehabilitation projects include the renewal of 31 kilometres of roads (63 streets)
- Other engineering projects include funding for sidewalks, cycling, noise barriers, parking, traffic, street lighting and City fleet

#### 10-Year Capital Forecast is \$680.2 Million

- Corridor enhancements to support the HuLRT Project
- Bridge rehabilitation projects fully funded and road rehabilitation is partially funded using Federal Gas Tax funding
- 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



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**Proposed 2018-2027 Capital Budget by Funding Source**

The following table provides the funding sources proposed to fund the capital portion of the proposed 2018-2021 Business Plan and 2018 Budget and the consolidated forecast for 2022-2027.

<b>Funding</b>	<b>2018 Proposed Budget (\$000's)</b>	<b>2019 Forecast (\$000's)</b>	<b>2020 Forecast (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022-2027 Forecast (\$000's)</b>	<b>Total 2018-2027 (\$000's)</b>
Tax/Debt	12,440	20,541	29,604	39,682	217,506	319,771
Cash In Lieu	645	0	0	0	0	645
Development Charges	7,821	22,651	25,303	12,925	96,534	165,233
Developer Contributions	470	470	470	470	2,820	4,700
Gas Tax	25,712	38,384	35,940	9,503	72,206	181,745
Recoveries	0	0	0	0	0	0
Subsidies and Senior Govt. Level Grants	0	0	0	0	8,109	8,109
<b>Total</b>	<b>47,087</b>	<b>82,045</b>	<b>91,316</b>	<b>62,580</b>	<b>397,175</b>	<b>680,203</b>

Note: Numbers may not balance due to rounding.

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**Proposed 2018 Capital Budget Detail**

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

Program: Bridge & Structure Rehabilitation

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWBR00030	Bridge Repairs	1,000	0	1,000	Gas Tax, Tax/Debt
TWBR00031	Bridge Structure Detail Inspections & Design at various locations	500	0	500	Gas Tax
<b>Total</b>		<b>1,500</b>	<b>0</b>	<b>1,500</b>	

Note: Numbers may not balance due to rounding.

Program: Roadway Rehabilitation

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWRR00035	Crack Sealing	100	0	100	Tax/Debt
TWRR00036	Roadway Rehabilitation - Major Roads	11,000	0	11,000	Gas Tax, Tax/Debt
TWRR00100	Roadway Rehabilitation - Residential Roads	8,000	0	8,000	Gas Tax, Tax/Debt
<b>Total</b>		<b>19,100</b>	<b>0</b>	<b>19,100</b>	

Note: Numbers may not balance due to rounding.

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**Proposed 2018 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
TWMR00047	Goreway Drive Grade Separation	1,300	0	1,300	Development Charges
TWMR00067	Intersection Capital Program	825	0	825	Development Charges
TWMR00069	Preliminary Engineering Studies	100	0	100	Development Charges
TWMR00103	Creditview Road Widening from Bancroft Road to Old Creditview Road	500	0	500	Development Charges, Tax/Debt
TWMR00119	Square One Drive - Confederation Parkway to Rathburn Road West	950	0	950	Development Charges
TWMR00128	Living Arts Drive - Rathburn Rd W to Centre View Dr	1,501	0	1,501	Gas Tax, Tax/Debt
TWMR00147	Mavis Road from Courtneypark Drive to North City Limits	2,000	0	2,000	Development Charges, Gas Tax, Tax/Debt
TWMR00192	Burnhamthorpe Road E Reconstruction - East of Dixie to Etobicoke Creek Bridge	6,360	0	6,360	Development Charges, Gas Tax, Tax/Debt
<b>Total</b>		<b>13,536</b>	<b>0</b>	<b>13,536</b>	

Note: Numbers may not balance due to rounding.

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**Proposed 2018 Capital Budget Detail (Cont'd)**

Program: Other Engineering

<b>Project Number</b>	<b>Project Name</b>	<b>Gross Cost (\$000's)</b>	<b>Recovery (\$000's)</b>	<b>Net Cost (\$000's)</b>	<b>Funding Source</b>
TWOE00153	Salt Management Program	50	0	50	Tax/Debt
TWOE00154	Sidewalks	450	0	450	Developer Contributions, Development Charges
TWOE00155	Survey and Control Network	65	0	65	Tax/Debt
TWOE00156	Topographical Updating	55	0	55	Tax/Debt
TWOE00157	Field Equipment Replacement - Traffic Controllers	190	0	190	Tax/Debt
TWOE00159	Traffic Signal Equipment Enhancements	150	0	150	Development Charges
TWOE00161	Traffic Signals - New	710	0	710	Developer Contributions, Development Charges
TWOE00162	Traffic Signals - Rebuild	390	0	390	Gas Tax
TWOE00163	Traffic System and ITS	75	0	75	Development Charges
TWOE00225	Vehicle & Equipment Replacement	3,341	0	3,341	Tax/Debt
TWOE00236	Specialized Equipment	120	0	120	Tax/Debt
TWOE00237	Noise Wall Program	618	0	618	Gas Tax, Tax/Debt
TWOE00238	Streetlighting	600	0	600	Gas Tax
TWOE00241	New Vehicles & Equipment	195	0	195	Development Charges, Tax/Debt
TWOE00287	Site Assessments and Data Management	365	0	365	Tax/Debt
TWOE00334	Parking Master Plan and Implementation Strategy	425	0	425	Cash In Lieu
TWOE00363	Cycling Program	200	0	200	Gas Tax
TWOE00393	Streetlighting	300	0	300	Gas Tax

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**Proposed 2018 Capital Budget Detail (Cont'd)**

Program: Other Engineering (continued)

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWOE00401	Pay & Display Parking Meters-Streetsville	120	0	120	Cash In Lieu
TWOE00405	Traffic Calming Program	200	0	200	Gas Tax
TWOE00434	Feasibility Study-Port Credit Library Parking Lot	100	0	100	Cash In Lieu
TWOE00436	At Grade Railway Crossing-Deficiency Correction	400	0	400	Gas Tax
TWOE00438	BIA Waste Equipment	25	0	25	Tax/Debt
TWOE00443	Noise Wall Program	1,082	0	1,082	Tax/Debt
TWOE00475	Survey & Equipment Upgrade	80	0	80	Tax/Debt
TWOE00486	Pedestrian Crossover Pilot Project	100	0	100	Tax/Debt
TWOE00487	City Entrance Signs	100	0	100	Tax/Debt
TWOE00495	Property Acquisition	75	0	75	Development Charges
TWOE00496	Property Acquisition	250	0	250	Development Charges
TWOE00497	Noise Wall Program Retrofit	520	0	520	Development Charges
TWOE00501	Cycling Program (Structures)	300	0	300	Development Charges
TWRR00441	Parking Lot Rehabilitation	100	0	100	Tax/Debt
TWSD00370	Leveraging Technology to Inventory and Inspect Assets	200	0	200	Tax/Debt
TWTI005970	Sidewalks	1,000	0	1,000	Gas Tax
<b>Total</b>		<b>12,951</b>	<b>0</b>	<b>12,951</b>	

Note: Numbers may not balance due to rounding.

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**Proposed 2019-2021 Capital Budget by Sub-Program**

The following tables provide a listing of capital forecast by sub-program for 2019-2021.

<b>Sub-Program</b>	<b>2019 Forecast (\$000's)</b>	<b>2020 Forecast (\$000's)</b>	<b>2021 Forecast (\$000's)</b>
<b>Bridge &amp; Structure Rehabilitation</b>			
ROADS Bridge & Structure Appraisal	200	0	200
ROADS Bridge & Structure Evaluation & Design	500	500	500
ROADS Bridge & Structure Renewal	5,800	7,000	6,800
<b>Subtotal</b>	<b>6,500</b>	<b>7,500</b>	<b>7,500</b>

<b>Sub-Program</b>	<b>2019 Forecast (\$000's)</b>	<b>2020 Forecast (\$000's)</b>	<b>2021 Forecast (\$000's)</b>
<b>Major Roads</b>			
ROADS Grade Separation	4,000	12,000	0
ROADS Intersection Improvements	500	495	450
ROADS Road Improvements	15,269	18,345	19,514
<b>Subtotal</b>	<b>19,769</b>	<b>30,840</b>	<b>19,964</b>

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

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**Proposed 2019-2021 Capital Budget by Sub-Program (Cont'd)**

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Other Engineering</b>			
ROADS Cycling Program	1,725	4,625	1,725
ROADS Environmental Mmgt-City Owned Properties	375	375	375
ROADS New Vehicles & Equipment	195	195	195
ROADS Noise Wall Program	2,960	1,100	875
ROADS Parking - Municipal	100	100	100
ROADS Property Acquisition	100	0	0
ROADS Salt Management Program	50	50	50
ROADS Sidewalks	2,450	1,227	227
ROADS Signs	500	500	0
ROADS Specialized Equipment	155	75	50
ROADS Streetlighting	900	900	900
ROADS Streetscape	0	0	0
ROADS Survey Equipment and Control	105	25	25
ROADS Topographical Updating	45	45	45
ROADS Traffic Calming	200	200	200
ROADS Traffic Signals	3,355	3,555	4,755
ROADS Vehicle & Equipment Replacement	2,725	2,054	2,994
ROADS Works Yards Space	7,950	6,750	0
<b>Subtotal</b>	23,890	21,776	12,516

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Roadway Rehabilitation</b>			
ROADS Crack Sealing	100	100	100
ROADS Road Rehabilitation	31,786	31,100	22,500
ROADS Roadways Infrastructure Review	0	0	0
<b>Subtotal</b>	31,886	31,200	22,600
<b>Total Expenditures</b>	<b>82,045</b>	<b>91,316</b>	<b>62,580</b>

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



# Parks & Forestry

2018-2021 Business Plan  
& 2018 Budget



# Foreword

## 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, historic villages, Lake Ontario and the Credit River Valley. A place where people choose to be.

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40 year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into 16 Services Areas that are outlined in this Plan. The 2018-2021 Business Plan and 2018 Budget detail how and where the City plans to allocate resources to deliver programs and services.

The City is committed to providing programs and services cost effectively. In this Plan we have outlined measures that will help us assess the quality, efficiency and customer satisfaction that our services achieve. The results help inform decisions on resource allocation, direct program offerings and improve service delivery to ensure our vision is efficiently realized.



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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 works co-operatively to meet and deliver the open space and outdoor recreational needs of the community.

### Interesting facts about this service:

- 383,048 hours of maintenance were performed in 2016 for the care of 8,991 acres (3,639 hectares) of parkland and open space, including 362 sports fields, 263 play sites, two marinas and 11 publicly owned cemeteries
- There are over 300 publicly owned woodlands and natural areas covering 2,777 acres (1,124 hectares)
- Over 12,000 annual service requests from the 311 Citizen Contact Centre are received and resolved by Parks & Forestry, along with approximately 4,000 additional direct inquiries
- 21,710 hours of community service were contributed for community cleanups, naturalization projects, beautification initiatives, tree plantings and community garden plantings in 2016
- 22,500 City-owned trees received maintenance in 2016, including pruning, rejuvenation and watering
- 135,096 hours of outdoor sports fields and 54,048 hours of park permits were booked in 2016

- Over 587 permits and applications were reviewed to protect and enhance parks and natural areas
- 63,213 trees were planted through the One Million Trees Mississauga program in 2016

### Highlights of the Business Plan include:

- Condition assessments of all park assets to be completed in 2018 which will improve prioritization of capital asset replacements with detailed investment needs and stronger forecasting for Parks & Forestry capital assets
- Development and redevelopment of parks City-wide between 2018-2021 including P-459 (Ninth Line), Scholars Green Phase II, Danville Park and Zonta Meadows Park.
- Parks & Forestry continues to assess plans for a future marina at 1 Port Street East based on the Marina Business Case, the Council approved Master Plan, and ongoing discussions with Canada Lands Company
- Continued stewardship, conservation, naturalization and education opportunities City-wide
- Long term planning for the Urban Forest and update on planting

Net Investment (000's)	2018	2019	2020	2021
Operating	33,144	34,032	34,390	34,561
Capital	27,580	82,895	61,249	27,109
Full Time Equivalents	360.0	360.0	361.0	360.0

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## Core Services

### Vision, Mission, Goals of Service and Service Delivery Model

The Parks & 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 leader in the stewardship of the natural environment.

#### Mission

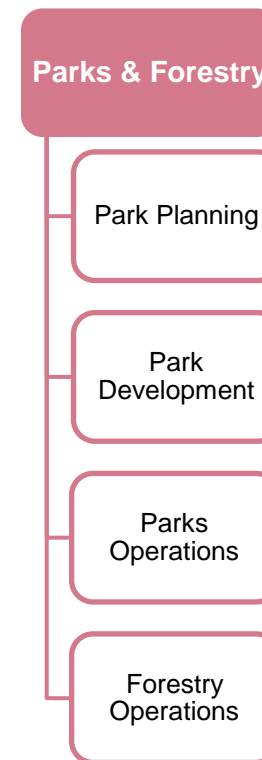
We are a dynamic team that protects the natural environment and creates great public spaces to make healthy and happy communities.

#### Objectives

- To acquire new lands 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, play sites and outdoor sports facilities
- To build on existing and develop new public and private partnerships
- To support community events and activities that promote social interaction, community engagement and educational opportunities

- Maintain parkland and open space, including 362 sports fields, 263 play sites, two marinas and 11 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



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# Goals of Service

*“Create memorable outdoor experiences”*

An aerial photograph of a city, likely San Francisco, showing a dense urban grid with numerous green parks and open spaces. The city is situated along a body of water, with a prominent bridge visible in the lower right. The image is used as a background for the goals of service.

Provide Safe, Accessible  
and Connected Parkland

Create and Maintain Great  
Outdoor Public Spaces

Conserve, Enhance and  
Connect Natural  
Environments

Promote and Invest in a  
Green Culture

Meet the outdoor active  
and passive needs of our  
Diverse Community

Support Community  
Group Partnerships,  
Events and Engagement

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## Current Service Levels and Trends

As we provide the services described on page F-3, existing and emerging trends are important to effectively plan for Parks & Forestry to adapt to changing environments and usage. The following highlights are some of the more notable trends that continue to influence service delivery across the City and future planning for Parks & Forestry.

### Intensification

- With trends suggesting that people will be spending more time in their communities, there is increased demand for parks and natural areas and an increased need to acquire more parkland and natural areas
- Only 5.5 per cent of the Downtown Growth Area is parkland; comparable municipalities average 11 per cent. 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
- The population of the Downtown Growth Area is anticipated to increase by 50,000 people by 2041
- 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
- It is an ongoing challenge to maintain and grow the downtown urban parkland and forest in a hardscape environment

### Role of Public Spaces

- There is high demand for creating and enhancing amenities in parks as community gathering spaces, which play an important role in connecting people and improving psychological and emotional well-being

- There is demand for low- or no-cost outdoor activities that can be undertaken at people's leisure, to enable individuals and families to participate in an active lifestyle
- Public spaces provide opportunities to remain physically active and directly improve physical, psychological and emotional well-being
- Outdoor experiences in the natural environment correlate to mental health; studies have shown that people deprived of contact with nature are at greater risk of depression and anxiety



*Jack Darling Park Beach and Waterfront*

### Parkland Growth

- The increased demand for parks and natural areas also impacts the capacity of existing parks and amenities and the costs associated with maintaining these amenities
- There are increased Capital and Operational impacts of future developments and *INSPIRATION* projects, including but not limited to:
  - Ontario Power Generation (OPG)/Lakeview
  - 1 Port Street



- Imperial Oil
- Vision Cooksville
- Dundas Connects
- Britannia Farm
- Light Rapid Transit and Bus Rapid Transit
- Ninth Line
- Additional increased operational impacts are anticipated as abandoned Cemeteries become the legislated responsibility of the City



*Queenippenon Leash Free Area*

### **Changing Expectations**

- There are changing expectations for service and maintenance, including consideration of 24-hour downtown park use and early and late seasonal use, e.g., Family Day weekend in February
- Increased park usage also means increased waste in parks and waste management challenges
- There is a low diversion rate of recyclable material due to contamination (e.g., dog waste, coffee cups) within the same receptacles; there is an increased prioritization to effectively divert waste and ensure consistent messaging to residents about waste and promotion of opportunities for education

- There is an expectation for increased and high quality amenities, including an obligation to meet accessibility requirements, and increased maintenance frequency requiring innovative design and development and refined maintenance standards
- Requests for various types of In Memoriam recognition, including trees, plaques and an assortment of benches are increasing

### **Demand for recreational boating slips**

- The 2015 Recreational Boating Study concluded that the number of recreational boaters in Mississauga will continue to grow along with boat sizes
- This generates a need for an additional 770 boat slips by 2035

### **Increasing Complexity of Utility Locates Requirements**

- There is a requirement to locate any underground infrastructure prior to digging for tree stumping or tree planting
- Locates take an increased amount of time due to the volume of requests, administration and cost to retrieve utility locates
- This significantly challenges Forestry's ability to meet service levels and provide timely and schedule work

### **Demand for New and Replacement Street and Park trees**

- There is an increased volume of replacement trees to be planted due to Emerald Ash Borer (EAB) Removals and increased Operational removals as our tree canopy matures
- Lean process improvements have been implemented for replacement tree planting, pending tree stock and resource availability; results to date have exceeded targets
- Desire to plant trees in new locations in boulevards and in parks; particularly in parks to provide shade around heavily used areas

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### **Downtown Tree Canopy**

- There is an ongoing challenge to grow the downtown urban forest in a hardscape environment
- Competing priorities challenge the ability to increase the number of trees in the downtown, i.e., Light Rail Transit (LRT)
- Complex growing conditions in largely hardscaped surroundings not only challenge our ability to plant these trees but also to maintain them with hardscape infrastructure surrounding them
- The impact of these challenges can be mitigated through the use of various tree planting technologies to provide a more suitable environment for long term success, i.e., silva cells

### **Tree Stock Shortage**

- Tree stock in Ontario is a concern that may affect our capacity to continue to increase the number of tree plantings City-wide
- Due to unprecedented demand, a tree shortage has officially been declared by Landscape Ontario
- Forestry will continue to use its strong relationships with vendors and ongoing observation of market conditions to monitor this situation
- Tree diameters may be reduced and varied as a result of the shortage (<60 mm diameter) to plant at the current pace

### **Communication**

- There is increased interest from residents to be involved in the design, development and programming of parks
- There is a demand for immediate, accessible and transparent information regarding Parks & Forestry scheduled operational works and events
- There is a need to reach and engage users through a variety of platforms, including web and social media as well as traditional platforms including print and push communication

- Continued need to improve resident awareness of park amenities and Parks & Forestry programming



*Park Users are invited to help Parks & Forestry monitor the Tall Grass Prairie at Jack Darling Park by posting photos on Social Media*

### **Information Technology**

- 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
- There is a need to quantify park and amenity usage that can better inform maintenance and redevelopments
- Integrating emerging trends and technologies into Parks & Forestry operations, such as 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 & Forestry assets to allow staff to make strategic and well informed long term decisions regarding City assets and work to be completed



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## Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's Performance Measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability. The following section describes the measures that we use and provides context for results. The Balanced Scorecard shows trends since 2014 and expected outcomes up to 2021.

### What We Are Measuring

Parks & Forestry offers many diverse services and it is essential that we monitor them to ensure they are being delivered effectively. Parks & Forestry measures a variety of things related to each business section's objectives, efficiency and effectiveness. These measures relate to performance in the financial, customer service, employee and business process realms to ensure the right services are being delivered effectively at a favorable value to the City.

In addition to measuring specific items within the City, Parks & Forestry also measures our success against specific targets, and where possible, benchmarks our performance against that of other municipalities to ensure our service levels are aligned with industry standards.

### Why These Measures Are Important

These measures are important for Parks & Forestry to understand the business performance of the services being delivered to customers and to identify areas for performance improvement. By measuring our performance we also can identify certain trends in services and demand, and quantify targets for future successes. Given the variety of services and the high standards to which Parks & Forestry holds itself, using these performance measures helps us ensure that the division is evolving in new and innovative ways and with continuous improvement.

### How We Are Improving Results

Results gathered through performance measures are used to drive strategic decision making. These results assist leadership in making decisions related to short and long term planning to meet current service levels and anticipate future demand. Once results are known, the division responds to these results by examining the "why," from environmental reasons to changing demand, and based on the reasoning can develop a responsive plan. The ultimate goal of the division is to deliver the best services for residents: the measures are designed to inform plans for improvement.

### Progress of One Million Trees project

**241,367**

as of year-end 2016

**1 Million**

by 2032

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## Balanced Scorecard

A Balanced Scorecard identifies and measures four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. 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 cost is the total cost after recoveries and user fees of delivering the service. This measure is essential to understanding value for money.

*Net Forestry Operating Cost per Capita* is the net cost of delivering Forestry services across the City per resident, calculated by dividing net expenditures by population, and captures Forestry services that are supported by user fees and tax based funding. Measuring Forestry Cost per Capita helps us to ensure Forestry is responsibly using tax dollars to effectively deliver services.

### Customer Measures

*Percentage of Public Open Space* measures the percentage of public open space versus the total area of the City. This measure shows the balance between development and public spaces for outdoor experiences.

*Demand Service Requests* measures the number of service requests initially received by Parks & 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: well-maintained infrastructure is less likely to generate requests than assets in need of repair.

*Caliper Trees Planted City Wide* is a reflection of the success of the planting program and demand City-wide to grow the urban tree canopy.

*Percentage of One Million Trees Mississauga Completed* represents the percentage of progress achieved against the goal of the One Million Trees campaign. This includes any trees entered through the website, which includes any public or private trees planted to contribute to the City's tree canopy.



*One Million Trees Mississauga Planting Event*

### Employee Measures

*Overall Employee Engagement* is a measure that indicates the extent to which employees value, enjoy and believe in what they do. The employee engagement survey is conducted every three years.

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*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**

*Percentage of Forestry Service Requests Resolved within Service Level* is the percentage of requests and an inspection performed by Forestry staff within published timeframes, and reflects the commitment to responding to resident inquiries as quickly and efficiently as possible.

*Number of Forestry Service Requests Received* provides context to understanding a variance in the percentage of service requests being resolved within service levels. There is a correlation between the number of service requests and the percentage that is within service level given that existing resources remain static.

*Percentage of Forestry Work Orders Resolved within Service Level* measures 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.

*Number of Forestry Work Orders Received* provides context to understanding a variance in the percentage of work orders being completed within service level. There is a correlation between the number of work orders and the percentage that is within service level given that existing resources remain static.

*Percentage of Parks Operations Service Requests Resolved within Service Levels* represents the percentage of service requests received by the 311 Citizen Contact Centre resolved by Parks Operations within the established timeframe. This measure demonstrates a commitment to maintain park assets in a safe, efficient and timely manner.

*Number of Parks Service Requests Received* provides context to understanding a variance in the percentage of service requests being resolved within service levels. There is a correlation between the number of service requests and the percentage accomplished within service level.



*Culham Trail shaded lookout*

## Balanced Scorecard (Cont'd)

Measures for Parks & Forestry	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)	2021 (Plan)
<b>Financial:</b>								
Net Parks Maintenance Cost per Acre	\$2806	\$3148	\$3167	\$3189	\$3206	\$3298	\$3323	\$3348
Net Forestry Operating Cost per Capita	\$9.45	\$9.88	\$9.76	\$10.15	\$11.35	\$11.42	\$11.49	\$11.56
<b>Customer:</b>								
% of Public Open Space	9.86%	10.17%	10.25%	10.25% <sup>1</sup>	10.72%	10.73%	10.76%	10.76% <sup>1</sup>
Demand Service Requests	9,799	10,172	12,000	10,000	8,000	7,000	6,000	5,000
Caliper Trees Planted City-Wide	6,673	8,685 <sup>2</sup>	6,977	7,200	7,400	7,600	7,800	8,000
% of One Million Trees Mississauga Completed	14.4%	17.9%	24.1%	30.1%	35.8%	41.7%	47.5%	54.3%
<b>Employees:</b>								
Overall Employee Engagement <sup>3</sup>	N/A	70.8%	70.8%	70.8%	75%	75%	75%	77%
Employee Engagement Survey Participation <sup>3</sup>	N/A	88%	88%	88%	90%	90%	90%	92%
<b>Internal Business Process:</b>								
% of Forestry Service Requests Resolved within Service Level	63%	81%	70.8% <sup>4</sup>	75%	80%	85%	90%	92%
# of Forestry Service Requests Received	8,568	7,759	9,212 <sup>4</sup>	8,600	8,400	8,200	8,000	7,800
% of Forestry Work Orders Resolved within Service Level	43% <sup>5</sup>	91%	68% <sup>4</sup>	75%	80%	85%	90%	92%

## Balanced Scorecard (Cont'd)

Measures for Parks & Forestry	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)	2021 (Plan)
# of Forestry Work Orders Received	9,629 <sup>5</sup>	14,697	18,541 <sup>4</sup>	18,500	18,500	12,000 <sup>6</sup>	12,000	12,000
% Park Operations Service Requests Resolved within Service Level	86%	87%	99%	99%	99%	99%	99%	99%
# of Park Operations Service Requests Received	1,129	1,212	1,322	1,200	1,100	1,000	900	800

<sup>1</sup> No additional parkland planned for opening this year

<sup>2</sup> 2015 planting number was significantly increased due to Ice Storm Tree Replacements

<sup>3</sup> Measured every three years through a survey emailed to all City staff

<sup>4</sup> Significant increase in the number of SRs & WOs related to EAB as trees deteriorate City-wide

<sup>5</sup> Increased residual work orders for the 2013 Ice Storm impacted 2014 Work Order Service Levels

<sup>6</sup> Decrease in anticipated work orders due to majority of EAB removals being completed



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## Awards and Achievements

### Awards

- Festivals and Events Ontario (FEO) **2017 Municipality of the Year Award**
- Awarded the **Platinum Youth Friendly Designation** within our communities from Play Works, a group of provincially recognized youth organizations
- Received the **Award of Excellence** from the Mississauga Urban Design awards for the Streetsville Village Square



*Streetsville Village Square*

### Grants

- Maple Leaf Sports and Entertainment (MLSE) Foundation, funded with support from Canadian Tire Jumpstart Charities and the Rotary Club of Mississauga to construct a new multisport court at Colonial Terrace

- Ontario Tire Stewardship's Community Renewal Fund, providing 50 per cent of the cost of rubber safety surfacing at the Paul Coffey playground
- Canada 150 Community Infrastructure Program (CIP 150) has provided grants through their first and second intake of applications:
  - The first, to be completed mid-2017 includes 25 Project Sites. These include rehabilitation of 14 trails and eight community play sites, one fully accessible playground, and two specific renovation projects at Lake Aquitaine and Riverwood Park
  - The second, to be completed Spring 2018, includes 28 Project Sites. These include rehabilitation of five trails, 19 community play sites, Jon Clipperton Park (North) Retaining Wall, and three specific projects in Transportation & Works and Recreation
- The Public Transit Infrastructure Fund (PTIF) has allowed for 10 Trail Reconstruction and Improvement Project Sites and includes rehabilitation of 22 kilometers of key network trails that provide connections to transit corridors
- The Enabling Accessibility Fund from Employment & Social Development Canada (ESDC) has enabled staff to improve playground accessibility at five play sites City-wide



*Canada 150 Community Infrastructure Program*

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### Acquisitions and Reclamations

- 8.67 acres (3.51 hectares) of land have been reclaimed through the City's Encroachment program since 2012
- 91.1 acres (36.87 hectares) of open space (i.e. greenlands and parkland) have been acquired since 2012 through dedication and purchase

### New Parks and Redevelopments

- With Transportation and Works, naturalization of P-317 (Matheson & Amesbury) is underway to integrate a stormwater pond and naturalized environment
- Completion of the P-505 (Harris Property) bridge in conjunction with the Region of Peel
- Bruce Reynolds Park redevelopment involved reconstruction of lit tennis courts, two soccer pitches, lighted trail system, community playground and improved parking
- Zonta Linear Park is complete featuring outdoor public space, public art installation, horticultural displays and walking trails
- Development of Hancock Woodlands is complete and features community gardens, trails, natural play facility, picnic area, rain garden, shade structure, horticulture displays and natural heritage area
- Official opening of Ridgeway Multi-purpose Courts, Union Park and renaming of Paul Coffey Park
- Completion of Huron Park picnic shelter and picnic area
- Thirteen Playground redevelopments were completed, eight of which were part of the Canada 150 Community Infrastructure Fund
- Park Trail reconstruction totaled four kilometres (2.5 miles)
- Sport Field renovations and redevelopments at five sites
- Tennis court reconstruction at Dellwood Park
- Box Soccer facility was introduced at Community Common as a pilot program

- Two new community park washrooms were constructed at Doctor Martin Dobkin and Lisgar Parks
- Paul Coffey Arena exterior and surrounding landscaping renovations were completed
- Columbarium was completed at Erindale Public Cemetery



*2016 Boxed Soccer Pitch Pilot Project*

### 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 design in conjunction with the expansion of Sheridan College Hazel McCallion Campus Phase II
- Partnership with Daniels Group to purchase one new fixed in place with artificial turf boxed soccer pitch system after success of initial pilot project in 2016
- Riverwood Conservancy and Ecosource partnership with the City to provide ongoing educational and stewardship initiatives for Hancock Woodlands, including gardening and instructional areas

- 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's partners, MLSE Foundation, Region of Peel, Peel Living and the Ridgeway Community Courts Committee have constructed 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 long term partnership with Leash Free Mississauga for the development and operation of new and existing Leash Free sites across the City
- Partnered with the Peel District School Board for the development of four shared-use lit tennis courts at Port Credit Secondary School



*LEAF offers urban forest workshops for Residents of Mississauga*

- Urban forestry outreach and educational partnership with Local Enhancement and Appreciation of Forests (LEAF)
- Ongoing partnership with the Greater Toronto Airports Authority (GTAA) to construct an airplane viewing lookout at Danville Park and commemorate the Boeing Corporation's history in Malton, estimated completion in late 2017

- Community Services worked directly with award winning Cavalia to construct a Mississauga venue across from the Hershey Centre

### **Community Engagement**

- 6,063 volunteers engaged for 12,966 hours of community tree planting events
- 100 tree planting events hosted by City staff resulting in the planting of 63,213 trees through volunteer groups
- 8,744 hours of community cleanups, mural paintings and other stewardship activities delivered by 2,649 volunteers
- Volunteer hours for Parks & Forestry valued at \$245,284 in 2016
- Ward 5 constituents and members of the Business Improvement Association collaborated to raise funds to assist in the refurbishment of the CF-100 at Paul Coffey Park
- 587 planning applications were reviewed by Park Planning for comment in 2016
- Port Credit Harbour West community meeting held by Park Development for public consultation
- Commencement of Swiftwatch; a citizen monitoring program for Chimney Swifts, an endangered bird species



*Albert McBride Mural Painting*



# The 2018-2021 Business Plan Outlook

## Planning for the Future

Currently and continuing over the next several years, Parks & Forestry will be exploring a number of possible initiatives and developing plans and strategies to support their implementation. This planning is also meant to adapt and evolve our services to address changes and trends that Parks & Forestry anticipates.

### Asset Management

- Parks & 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
Retaining Walls	2018
Park Benches	Complete
Horticultural Displays	Complete
Garden Park Vegetation	Underway

- A completed condition assessment will improve prioritization of capital asset replacements with detailed investment needs and stronger forecasting for Parks & Forestry capital assets
- A system is being developed to continually inspect and update these assets to maintain database integrity
- 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 by 2021



*Lakeside Accessible Playground*

### User Metrics

- The 2014 Future Directions Master Plan for Parks & Forestry identified a need to develop a means to track visitors to track and understand resident's experiences in parks and on trails
- Various options for collecting this information based on technology available and benchmarking with other municipalities collecting similar information are being reviewed to ensure the most accurate results are achieved
- Metrics will inform staff for future capital planning and park developments to directly meet the needs of the community

- The availability of the information related to usage will also support asset management lifecycle modelling for replacement and staff will utilize the data for targeted operation resource management

### **Marina Enhancements**

- Parks & Forestry continues to assess plans for a future marina at 1 Port Street East based on the Marina Business Case, the Council approved Master Plan, and ongoing discussions with Canada Lands Company
- Updates to existing marinas will be required to repair aging infrastructure and provide enhanced customer service to remain competitive with surrounding marinas. Some of these include:
  - Lifecycle replacement of docks and slips at both Credit Village and Lakefront Promenade Marinas
  - Outdoor seating
  - Boardwalk replacement
  - Cement repairs
  - Patio furniture and kitchen equipment



*Lakefront Promenade Marina Docks and Licensed Patio*

### **Downtown Parkland Acquisition**

- Update to processes including rates, continuity schedule and projections
- 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 50,000 people by 2041
- 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 is through development applications, amendments to the Official Plan and land acquisitions as opportunities 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

### **Park Development**

- Paul Coffey Park Master and Transition Plan will be completed in early 2018 and will guide the park's redevelopment having considered the lifecycle of current assets and the natural cultural heritage
- The redevelopment of Zonta Meadows Park, which will address the future Square One Drive extension, is planned for 2020-2023 and includes:
  - Improved amenities for the downtown core
  - Playground
  - Public art installation
  - Washrooms
  - Basketball Court
  - Spray pad
  - Multi-use ramp

- Tennis Court
- Picnic area/community garden
- Leash free zone
- Scholar's Green Phase II: by 2020 will be developed as an urban park and an expansion to Phase I and includes walkways, games tables, seating areas, multi-purpose artificial turf field, open lawn areas, urban play and outdoor fitness
- Design of Port Credit Harbour West including shoreline works and pathway links:
  - Detailed design and approvals for Port Credit Memorial Park (West), Lakeshore Road underpass connection, Marina Park and the Rivergate easement planned for 2017-2019
- 19 kilometres (12 miles) of new trails are in design and are to be constructed in 2017
- Danville Park is being developed as a premiere cricket site and year round park including a toboggan hill, trails and airplane viewing lookout (Final Approach Danville terminal), anticipated completion and opening in 2018
- Development of P-459, an all-season destination sports park, a 51.1 acre (20.7 hectare) undeveloped park property located at the City's western boundary on Ninth Line, north of Erin Centre Boulevard in Ward 10:
  - Phase 1 to be completed in 2020 and includes site servicing infrastructure and parking, two lit artificial sports fields and natural area enhancements surrounding the community centre
  - Phase 2 may include a cricket pitch, multi-purpose artificial sport field, natural heritage area, additional parking and supporting amenities
- Development of a new community park at Eglinton and Hurontario (Pinnacle) in 2019 including a new soccer pitch, tennis courts, outdoor basketball, community gardens, play

facility and naturalized meadows with a lookout and seating area

- Development of the former Willow Glen Public School into a new community park including a new soccer pitch, walking loop, picnic area and play facility
- Development of the former Pheasant Run Public School into a new community park including a soccer pitch, spray pad, walking loop, outdoor basketball and picnic area



*Bocce Courts at Huron Park*

#### **Innovative tree planting techniques in a hardscape environment**

- Difficulty in growing trees that are sustainable long term due to complex growing conditions in hardscaped surroundings
- Impact of these challenges can be mitigated by tree planting technologies (i.e., silva cells) and maintenance practices to grow a mature canopy
- Young tree pruning and watering contracts to mitigate impacts of extreme weather will be essential in hardscape environments



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## **Emerald Ash Borer**

- \$5.6 million special purpose levy for program – expenditure on track for 10 year program
- In 2016, 5,290 treated trees reassessed for treatment, of those 3,000 were good candidates for treatment
- Total of 5,940 trees replaced from 2013 to 2016; tree planting prioritized based on land use
- Hazardous tree mitigation in woodlands and natural areas:
  - Twenty-six Woodlots received mitigation works in 2016 and 48 Woodlots have in total since 2013
  - Evaluating remainder of woodlots with ash trees to prioritize mitigation works for 2018-2021



*Community Tree Planting being led by Parks & Forestry staff*

## **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:
  - 2018: 7,200 trees
  - 2019: 7,400 trees
  - 2020: 7,600 trees
  - 2021: 7,800 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 250,000 trees and shrubs have been planted through the program



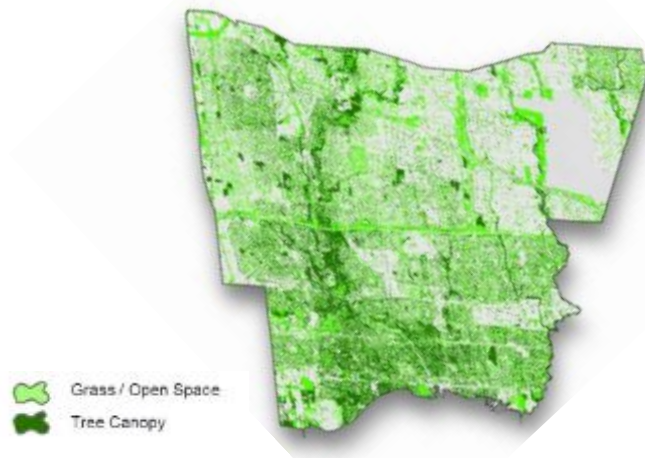
*Street Tree Replacement Planting*

## **Urban Forest Protection and Planning**

- Development of Invasive Species Management Plan to identify and manage over the long term any invasive species

(i.e., gypsy moth, cankerworm), as well as any significant or threatened species requiring additional attention

- Ability to quickly address immediate needs as they arise in relation to invasive pests such as cankerworm and gypsy moth which if not mitigated can have a devastating impacts on the tree canopy
- Four year update on the Urban Forest Management Plan to take place early 2018 to evaluate progress of implementation plan and action items and to evaluate next steps
- Implementation of Young Tree Maintenance Program to ensure trees recently planted are developing sustainably and to correct any deficiencies that could potentially threaten their long term survival
- 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). The Canopy Cover Reassessment takes place every four years and the next reassessment will take place in 2019

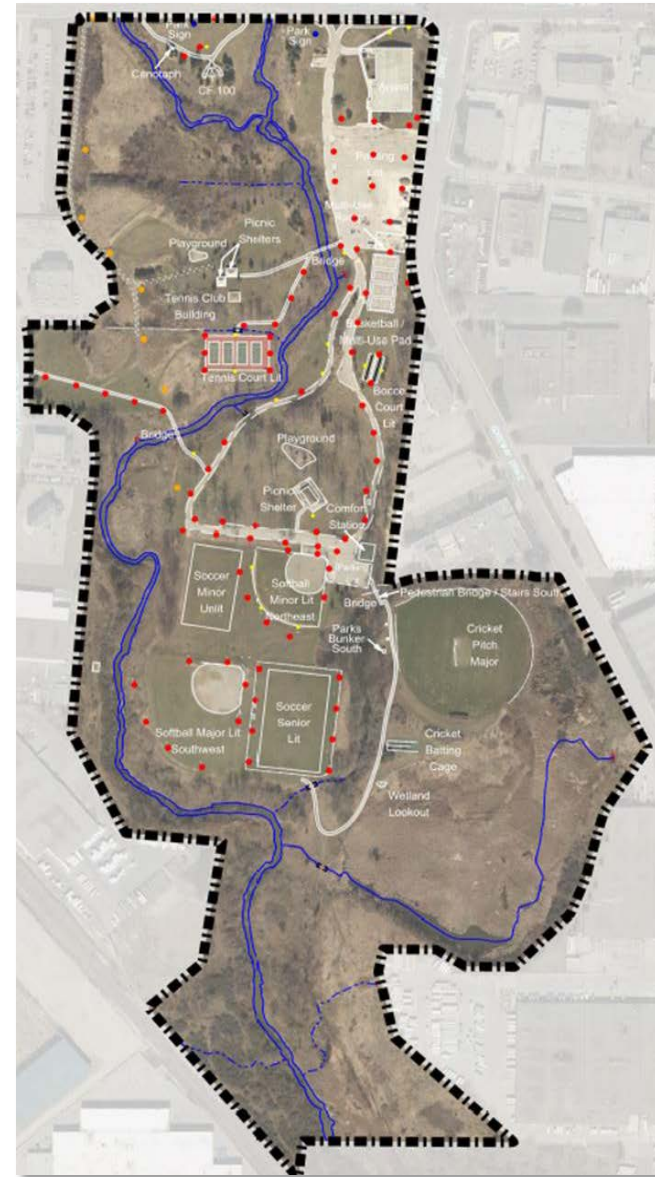


*City of Mississauga Existing Forest Canopy and Grass/Open Space*

## Strategies and Master Plans

- 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
  - Feasibility Study for the Riverwood Visitor Centre begins fall 2017
  - Ongoing negotiations with the University of Toronto Mississauga (UTM) for donations of greenlands
  - Completion of the Arboretum and Memorial Forest Master Plan in P-505 (Harris Property)
  - Construction of park works within P-505 (Harris Property) scheduled for 2019
- 2008 Waterfront Parks Strategy Update:
  - The Strategy is a comprehensive, long term plan to guide future parkland uses, development and programming of the City's 25 waterfront parks as well as criteria for park expansion
  - This ongoing study is the first comprehensive update of the Strategy since it was first approved in 2008
  - Updating the Strategy ensures that it remains current to the needs and trends in waterfront park planning
  - The objectives of this project are to confirm and update the Strategy's vision, principles and recommendations for each individual waterfront park as well as the five priority parks identified for development in 2008
  - Progress to date: Comprehensive analysis of the study area, internal staff consultations, confirmed strategy vision and guiding principles have been completed with ongoing analysis integrating existing waterfront parks with future parks

- 2018 Future Directions Parks & Forestry Master Plan Update:
  - Future Directions guides the direction of service delivery to meet the needs of our growing and diverse community
  - Phase 1 of the project involving extensive consultation with staff and the public has now been completed
  - The Phase 2 analysis involves a provision level review, socio-demographic study, market assessment and environmental scan which are all currently underway and planned to be completed in mid-2017
  - Phase 3, set to commence in late 2017, involves development of the Draft Master Plan. An investigation into our key park and forestry issues and subsequent City review of the draft document will take place during this time
  - The final Master Plan is anticipated to be completed and brought to Council for review in June 2018
- Paul Coffey Park Master Plan:
  - Paul Coffey Park and its facilities will be evaluated for its continued use and redevelopment
  - The natural and cultural features within the park are being reviewed to understand their current conditions and the best way to protect and enhance them in a way that complements the park's recreational uses
  - The Master Plan will include a Transition Plan to guide the Park's redevelopment in the short term and as facilities reach the end of their lifecycle in the long term
  - Plan components completed to date include first phase of engagement sessions, subsurface utility engineering, archaeological assessment and Phase II Environmental Site Assessment. The Master Plan is scheduled to be completed in January 2018



*Paul Coffey Park current features*

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## Finding Efficiencies

For 2018, \$370,000 in cost savings and efficiencies were identified in the Parks & Forestry budget through the Business Planning process:

- \$65,000 in Parks & Forestry Vehicle maintenance due to a young fleet requiring reduced maintenance
- \$305,000 through Parks Refresh, an operational re-alignment to ensure the services are being delivered effectively and maximizing existing resources. Priorities of the re-alignment include:

*“Deliver the right services, at the right time, with the right resources.”*

Role Clarity	•Clarify and define roles and responsibilities
Hybrid Model	•Design service portfolios that are structured either centrally or geographically depending on the service demand and scope
Accountability	•Set clear expectations of delivery through standard operating procedures, compliance and role clarity
Performance Measurement	•Ensure all activities are measureable and include benchmarking •Standard reporting to the Parks Leadership Team, Director and Commissioner
Data supported Decision Making	•Use the right information to make the right decisions •Utilize computerized maintenance management software to support decision making



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**Commitment to Lean:**

Since commencement of the Lean program in 2015, Parks & Forestry has been a leader in encouraging Lean principles and implementing the program. Over 90 per cent of Parks & Forestry staff, including seasonal staff, are White Belt trained, and there are three staff who are Green Belt trained. The Green Belt projects to date have generated savings of \$138,000 and cost avoidance of \$58,000. Details of these projects are as follows:

- Implementation of parks waste management Lean initiative to more effectively use resources to maximize pickup frequency:
  - 12 per cent increase in pickup frequency
  - 25 per cent reduction in Service Requests
- Completion of Infill Tree Planting reviewing the process from tree removal to tree replacement to enable staff to complete additional tree plantings with existing resources:
  - 50 per cent reduction in time from tree removal to tree replacement
  - 26 per cent increase in number of trees planted per hour
- Review of parks seasonal hiring process:
  - Reduce staff administrative time required during the recruitment process by 30 per cent

In addition to the Green Belt projects completed, there are two Yellow Belt projects and two Rapid Improvement events planned for 2017:

- Yellow Belt projects:
  - Special Events Parks Support: Review process to reduce time taken to deliver requested service
  - Forestry Inspections: Review process to enable staff to address an increased number of service requests in a reduced timeframe
- Rapid Improvement events:
  - Memorial Tree & Bench Program Review: to streamline the application process from accepting the application to installation
  - Maintenance Work Orders: streamline centralized maintenance process to reduce resolution time and improve quality of information in Work Orders and reduce rework

In order to communicate changes, successes and lessons learned, Parks & Forestry has developed a team within the Division with individuals whose role is to act as a liaison and take on a leadership role within their individual teams. This team will monitor, track and use these results to work with their teams on reaching specific goals and targets for success within the Division and when working on projects across the Corporation.



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## Continuous Improvement

There is an ongoing effort to develop performance measurement tools, dashboards to improve data driven decision making, and process reviews to identify cost reduction opportunities. Some projects currently underway to achieve these goals are:

### Current Initiatives:

- Review Parks Operations organizational model *"Parks Refresh"* to deliver the right services, at the right time with the right staff:
  - Centralized services including Waste Management, General maintenance, Trails, Special Events and Playground inspection while maintaining decentralized geographic parks turf, sports fields and horticultural maintenance services
  - Updated city-wide standards for specific portfolios (horticulture, sport field maintenance, urban parks and general maintenance)
- Develop a Forestry Contractor Mobile Application in 2017 to reduce time from tree removal to tree replacement by 30 per cent
- Upgrade Parks Operations Maintenance Management Application (HATP) to reduce front line staff input time by 20 per cent and improve quality of in-field data
- Integrate asset management plan to include inventory, condition audit and proactive maintenance requirements for all parks assets, trees, pavement and bridge management systems, playground, sports fields and courts



*Volunteers completing a mural at Union Park*

### Planned Initiatives:

- Streamline the process of addressing resident and Councillor requests through standardization (e.g., templates, response repository) to manage volume and timelines
- Develop a program to monitor and understand park use patterns to align and proactively perform Parks Maintenance through traffic counting technology
- Enhance the Forestry Growth Model and Lifecycle program to align resources and maintain the tree canopy long term
- Develop a stewardship and volunteer strategy
- Review and adjust Parks operations services delivery needs through data and metrics created through the *"Parks Refresh"* model
- Managing parks operational resources to mitigate inconsistent weather patterns while meeting resident expectations

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## Advancing the City's Strategic Plan

### move - developing a transit oriented city

- Off-road trail network developments
- Implementation of Park sign study and wayfinding in parks
- Connections to Transit and mobility nodes
- Beautification along major transit corridors such as Bus Rapid Transit, Light Rail Transit

### belong - ensuring youth, older adults and new immigrants thrive

- Variety of sport and park amenities
- Paul Coffey Park Master and Transition Plan
- Park redevelopment and placemaking
- Port Credit Harbour West Parks Development Plan

### connect - completing our neighbourhoods

- Community partnerships
- Credit River Parks Strategy implementation
- Asset Management Program
- Building new parks and amenities
- Planting trees along boulevards and in parks
- Off-road trail network
- Downtown Growth Area Park Provision Strategy

### green - living green

- One Million Trees Mississauga campaign underway
- Protection and enhancement of woodlots and natural areas
- Ongoing expansion of urban tree canopy
- City-wide parkland growth strategy
- Master Plan updates
- Parkland acquisition priorities
- Protection of parkland and natural areas through development review and permitting







*Streetsville Village Square Community Event*

## Transforming our Business with Technology

- Parks & 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 foster open and accessible government, enable decisions through research and analytics, create a connected and engaged workplace and improve services through innovation
- There are opportunities for interactive technology in parks, including wayfinding through mobile applications and games to enhance the outdoor experience
- Technology can help enhance operational maintenance of assets and provide improved customer service to Residents

### Highlights of Parks & Forestry IT Roadmap

Foster Open and Accessible Government	Enable Decisions through Research and Analytics	Create a Connected and Engaged Workplace	Improve Services through Innovation
 <ul style="list-style-type: none"> <li>• Forestry Interactive Mapping: Self-service mapping for Residents with access to service request, work order and asset information</li> <li>• Open Source Park asset Data: available on Mississauga Data</li> </ul>	 <ul style="list-style-type: none"> <li>• Park user counting technologies: to quantify park usage to prioritize park redevelopments and tailor operational and maintenance needs</li> <li>• Park Vehicle GPS: to optimize routing and time management</li> <li>• Park Asset Management Plan: electronic inventory to support lifecycle planning</li> </ul>	 <ul style="list-style-type: none"> <li>• HatP Upgrades: Enhance current software for parks to decrease entry time and automate paper based workflows</li> <li>• Contractor Mobile Solution: Real-time communication with Contractors to issue work orders and reduce paper-based work</li> </ul>	 <ul style="list-style-type: none"> <li>• Implementation of Wi-Fi in Parks: there is increased customer demand to have access to Wi-Fi while visiting City parks</li> <li>• Increase opportunities for “smart” parks and community engagement tools, including interactive tours and educational opportunities</li> </ul>

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## Maintaining Our Infrastructure

- 22,500 City-owned trees received maintenance in 2016, including pruning, rejuvenation and watering, ensuring their structure is viable for long term sustainability and to mitigate damage from extreme weather events
- 383,048 hours of maintenance was performed in 2016 for the care of 8,991 acres (3,639 hectares) of parkland and open space, including 362 sports fields, 263 play sites, two marinas and 11 publicly owned cemeteries
- Public Transit Infrastructure Funding has provided funding for 10 trail reconstructions and improvements, including 22 kilometers of key network trails that provide connections to transit corridors
- Federal Funding has been awarded through Canada 150 Community Infrastructure Program to support 53 capital infrastructure projects including:
  - 28 playground redevelopment and outdoor exercise equipment installations City-wide
  - 19 Trail redevelopments
  - Redevelopment of Lake Aquitaine dock, spray pad and trail reconstruction
  - Riverwood and Chappell house improvements
  - Improvements to Jon Clipperton Park (North) retaining wall
- Parks is in the final steps of collecting all information on assets within parks and will be completing a comprehensive long term lifecycle model for all Park assets to help plan and prioritize replacements and maintenance
- A completed condition assessment of all Park assets will improve prioritization of capital replacements with detailed investment needs
- The Park trees inventory will be completed by 2019 to collect information to guide maintenance and management of

Forestry assets and create a maintenance model for these assets

- The City-owned street tree inventory will be updated by 2020 and will include additional and more comprehensive information to guide Forestry in proactive maintenance programs and lifecycle management
- To date, planned lifecycle replacements from 2018-2021 City-wide are:
  - 25 kilometres (16 miles) of trail reconstructions from 2018-2021
  - 15 playground replacements from 2018-2021
  - Seven sport field lifecycle maintenance and replacement from 2018-2021
  - Hershey Artificial Turf Field replacement in 2020
  - Seven pedestrian bridge replacements from 2018-2021
  - Lakefront Promenade Boardwalk replacement from 2018-2020



*Hershey Centre Sportzone South Multi-use Ramp Park*

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## Managing Our Human Resources

### Our Structure

Parks & Forestry is a collaborative and cohesive team of technical and experienced staff with the aligned goals of providing excellent customer service while effectively delivering services to residents and creating memorable outdoor experiences. Parks & Forestry is made up of four sections which all contribute to these goals at different points within the process of planning for, developing, creating and maintaining parks and a generous urban forest canopy. The unique objectives of each section are as follows:

#### Park Planning

- **Co-ordinate** city-wide parkland studies and master plans
- **Identify** land acquisitions to support population shifts and natural areas
- **Protect** existing parkland and natural areas through the development review process

#### Forestry

- **Enhance**, maintain and protect the Urban Forest
- **Grow** the City's tree canopy
- **Increase** public awareness to promote stewardship of Mississauga's Urban Forest
- **Mitigate** the effects of existing and future invasive species, including gypsy moth and cankerworm

#### Park Development

- **Design** connected, vibrant outdoor public spaces, and amenities to create memorable outdoor experiences
- **Link our communities** through the creation of new trails
- **Plan** the long term lifecycle needs of parkland assets to ensure state of good repair

#### Park Operations

- **Maintain** safe, clean and accessible parks and open spaces for active play and passive use
- **Provide customer** oriented and publicly accessible cemeteries and marina services
- **Support** parkland stewardship and community group engagement

### Our Talent

Parks & Forestry consist of a combination of qualified and skilled professionals complemented by highly trained technical staff in the field to deliver a wide range of services. Staff development, education and continuous learning and training is a priority for this division to ensure staff have all tools available them to more effectively deliver services and make informed and strategic decisions. The following summarizes some initiatives Parks & Forestry has undertaken to ensure staff are in an environment which supports continuous formal and informal education:

- Continuous improvement education: 90 per cent of staff are Lean White Belt trained, with goal of 100 per cent by December 2017
- Divisional support for attaining and maintaining technical credentials, some of which include those for Professional Arborists and Planning credentials



- 
- Furthering formal education through workshops, courses and degree and diploma programs to enhance the skills of the Parks & Forestry workforce

### **Critical Roles/Functions to Achieve Business Goals**

In order to continue delivering services across our various technical fields it is essential that Parks & Forestry continues to:

- Use 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
- Employ 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
- Have a 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
- Maximize alternative funding sources through grants while ensuring the division is able to react and manage the capacity on staff to deliver these and other scheduled projects
- Ensure staff are provided with opportunities to grow leadership skills and expand their knowledge base to address staff turnover and continuity of work
- Develop park services portfolios (lines of business)
- Develop standard operating procedures for staff roles and responsibilities

### **Talent Needs**

Gaps that have been identified or flagged for future consideration for Parks & Forestry talent needs include:

- Arborist succession planning program to ensure qualified, trained staff are in place to maintain current service levels; arborists have been identified as a hot spot given the current demand in this industry
- 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



*City Arborist - an identified hiring hot spot*

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## Proposed Full Time Equivalent Staffing

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2017	2018	2019	2020	2021
Parks Operations	272.5	264.6	265.6	266.5	265.5
Parks Planning & Development	34.8	34.8	33.8	33.8	33.8
Forestry	55.6	54.6	54.6	54.6	54.6
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
<b>Total Service Distribution</b>	<b>369.0</b>	<b>360.0</b>	<b>360.0</b>	<b>361.0</b>	<b>360.0</b>

Note: Numbers may not balance due to rounding.



*Parks & Forestry Staff completing trail restoration at Silverfox Forest*



*City Arborists completing tree work at Ben Machree Park*

## Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2018-2021 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 budget for 2017 was \$32.6 million and the proposed budget for 2018 is \$33.1 million.

### Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for Parks & Forestry is an expenditure increase of \$850,200 for 2018.

Highlights of the proposed budget changes are:

- Labour costs are projected to increase by \$751,600 which reflects an inflationary labour and benefit budget increase including minimum wage and fringe benefit increase for temporary labour
- Operating material and equipment increase of \$295,000 for aggregates, invasive species, and personal safety equipment.
- Stormwater rate increase totalling \$111,000, utility rate decrease totalling \$74,800 and an increase of support costs allocation of \$40,400
- Revenue increase of \$273,000 from user fee rate inflationary increase and increase due to historical trends

### Efficiencies and Cost Savings

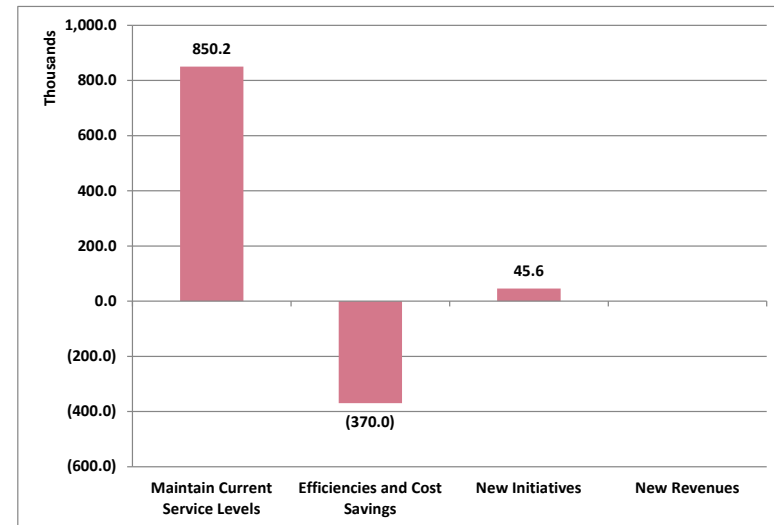
Parks & Forestry is committed to annually reviewing its base budget to identify areas of cost savings and efficiencies. For 2018, \$370,000 in savings were identified and included:

- Labour savings of \$305,000
- Vehicle Maintenance cost savings of \$65,000

### New Initiatives

One new initiative for Parkland Growth requires budget of \$45,600 for 2018.

### Proposed Changes to 2018 Net Operating Budget by Category (000's)





## Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2018-2021, as well as the 2017 Budget and 2016 Actuals by major program within the Service Area.

### Proposed Budget by Program

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>						
Forestry	7,517	8,304	8,762	8,833	8,905	8,978
Park Planning & Development	3,197	3,242	3,362	3,418	3,476	3,534
Parks Operations	25,067	24,893	25,015	25,634	25,798	25,967
PF CMS Departmental Support Services	0	0	0	0	0	0
PF CMS Divisional Support Services	436	430	484	488	493	497
<b>Total Expenditures</b>	<b>36,218</b>	<b>36,870</b>	<b>37,623</b>	<b>38,373</b>	<b>38,671</b>	<b>38,976</b>
<b>Revenues</b>	<b>(4,562)</b>	<b>(4,251)</b>	<b>(4,524)</b>	<b>(4,524)</b>	<b>(4,524)</b>	<b>(4,524)</b>
Transfers From Reserves and Reserve Funds	0	0	0	0	0	0
New Initiatives and New Revenues			46	183	244	109
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>31,656</b>	<b>32,618</b>	<b>33,144</b>	<b>34,032</b>	<b>34,390</b>	<b>34,561</b>
Expenditures Budget - Changes by Year			2%	2%	1%	1%
Proposed Net Budget - Changes by Year			2%	3%	1%	0%

Note: Numbers may not balance due to rounding.

## Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour, operational costs, facility, IT and support) and revenues are shown by category with the approved 2017 budget for comparison. The three columns to the far right of the table show the totals proposed for 2018 and their dollar and percentage changes over 2017.

### Summary of Proposed 2018 Budget

Description	2017 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	2018 Proposed Budget (\$000's)	\$ Change Over 2017	% Change Over 2017
Labour and Benefits	24,678	752	(305)	0	0	33	0	25,158	480	2%
Operational Costs	12,427	331	(65)	0	0	13	0	12,706	279	2%
Facility, IT and Support	(236)	40	0	0	0	0	0	(195)	40	(17%)
<b>Total Gross</b>	<b>36,870</b>	<b>1,123</b>	<b>(370)</b>	<b>0</b>	<b>0</b>	<b>46</b>	<b>0</b>	<b>37,668</b>	<b>799</b>	<b>2%</b>
<b>Total Revenues</b>	<b>(4,251)</b>	<b>(273)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(4,524)</b>	<b>(273)</b>	<b>6%</b>
<b>Total Net</b>	<b>32,618</b>	<b>850</b>	<b>(370)</b>	<b>0</b>	<b>0</b>	<b>46</b>	<b>0</b>	<b>33,144</b>	<b>526</b>	<b>2%</b>

### Summary of Proposed 2018 Budget and 2019-2021 Forecast

Description	2016 Actuals (\$000's)	2017 Approved Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
Labour and Benefits	24,498	24,678	25,158	25,964	26,400	26,706
Operational Costs	11,933	12,427	12,706	12,794	12,721	12,591
Facility, IT and Support	(213)	(236)	(195)	(201)	(207)	(213)
<b>Total Gross</b>	<b>36,218</b>	<b>36,870</b>	<b>37,668</b>	<b>38,556</b>	<b>38,914</b>	<b>39,085</b>
<b>Total Revenues</b>	<b>(4,562)</b>	<b>(4,251)</b>	<b>(4,524)</b>	<b>(4,524)</b>	<b>(4,524)</b>	<b>(4,524)</b>
<b>Total Net</b>	<b>31,656</b>	<b>32,618</b>	<b>33,144</b>	<b>34,032</b>	<b>34,390</b>	<b>34,561</b>

Note: Numbers may not balance due to rounding.

## Proposed Cost Increase Required to Maintain Current Service Levels

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, taking into account efficiencies, cost savings, and cost increases arising from prior year decisions.

Description	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
<b>Labour and Benefits</b>	<b>24,678</b>	<b>25,125</b>	<b>447</b>	Increase/Decrease Reflects Labour Adjustments and Other Fringe Benefit Changes including efficiencies of \$305 and temporary labour increases due to increased minimum wage and benefits
Administration and Support Costs	(236)	(195)	40	\$47 IT Allocation Increase (\$7) Divisional Support Reduction
Advertising & Promotions	31	31	0	
Communication Costs	142	142	0	
Contractor & Professional Services	4,361	4,396	35	\$25 Invasive Species Management \$10 Community Tree Planting
Equipment Costs & Maintenance Agreements	67	137	70	\$70 Equipment Repair Costs
Finance Other	(3)	(3)	0	
Materials, Supplies & Other Services	2,476	2,596	120	\$80 Aggregates and Horticultural Increase \$40 Personal Protective Equipment Increase
Occupancy & City Costs	2,725	2,831	106	\$111 Stormwater Charge Increase \$70 Lakefront Promenade Lease Increase (\$75) Utility Reduction
Staff Development	94	94	0	
Transfers To Reserves and Reserve Funds	486	486	0	
Transportation Costs	2,049	1,984	(65)	(\$65) Vehicle Maintenance Reduction
<b>Subtotal - Other Operating</b>	<b>12,191</b>	<b>12,498</b>	<b>307</b>	
Total Revenues	(4,251)	(4,524)	(273)	(\$122) General Fee Increase (\$70) Restaurant Land Lease (\$66) External Recoveries (\$15) Recovery from Region of Peel
Transfers To/From Reserves and Reserve Funds	0	0	0	
<b>Subtotal - Revenues</b>	<b>(4,251)</b>	<b>(4,524)</b>	<b>(273)</b>	
<b>Total</b>	<b>32,618</b>	<b>33,099</b>	<b>480</b>	

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 Request can be found on the pages following the table.

Description	BR #	2018 FTE Impact	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2018 to 2021 FTE Impact	2018 to 2021 Capital (\$000's)
<b>New Initiative</b>								
Park Utilization/Visitor Use Metrics	2920	0.0	0	133	135	0	0.0	0
Parkland Growth	2922	0.7	46	50	109	109	1.6	0
<b>Total New Initiatives</b>		<b>0.7</b>	<b>46</b>	<b>183</b>	<b>244</b>	<b>109</b>	<b>1.6</b>	<b>0</b>
<b>New Revenues</b>								
		0.0	0	0	0	0	0.0	0
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>0.7</b>	<b>46</b>	<b>183</b>	<b>244</b>	<b>109</b>	<b>1.6</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

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**Proposed Initiative**

Park Utilization/Visitor Use  
Metrics

**Department**

Community Services Department

**Service Area**

Parks & Forestry

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	0.0	133.2	134.6	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	133.2	134.6	0.0
* Net Change in \$		133.2	1.4	(134.6)
FTEs	0.0	1.0	1.0	0.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & 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 more than 500 parks.

### **Details of Service Change**

The iParks initiative was approved in the 2017 Capital Budget which will introduce public-use Wi-Fi and park user tracking technologies at a number of locations throughout the city. Also, traffic counters will be included in the redevelopment of the Waterfront and Etobicoke Creek Trails under the PTIF infrastructure grant program. New park developments/redevelopments will include user counting technologies through the budget process.

This program will require staff to co-ordinate the collection, validation, analysis and interpretation of data to prepare detailed usage reports. One Contract FTE is requested for 2 years to oversee the program, report on results and summary of findings.

### **Service Impact**

This initiative will allow staff to accurately quantify park use across the City's more than 500 parks. It will allow staff to utilize data on actual park use to determine park redevelopment priorities and give the ability to tailor maintenance needs specific to the utilization trends of a facility. This will allow staff to more effectively manage operating resources that better meet the needs of park users and aid in planning asset lifecycle replacements based on usage levels. In addition, this data will be used in planning future park developments to best meet user needs.

**Proposed Initiative**

Parkland Growth

**Department**

Community Services Department

**Service Area**

Parks &amp; Forestry

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	45.6	49.6	108.9	108.9
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	45.6	49.6	108.9	108.9
* Net Change in \$		4.0	59.3	0.0
FTEs	0.7	0.7	1.6	1.6

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & 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 amenities are maintained to current service levels for the appropriate amenity type. It provides Parks and Forestry with the necessary resources to ensure that services are delivered in a cost effective manner.

**Details of Service Change**

This initiative provides the operating costs for 55.94 acres (22.64 hectares) of new parkland entering the City's inventory from 2018 to 2021. Parkland entering the inventory requiring maintenance includes:

2018: Willowglen Property, Pinnacle Property, addition to Mary Fix Park and various green land trail connections.

2019: Fletcher's Creek green land trail connections.

2020: Scholar's Green Phase II, Northwest Sports Park and Elm Street and Kariya Drive parkland connection.

**Service Impact**

Funding for labour, materials, contractors and supplies are required for service levels to be maintained at a level suitable for the park amenity. If resources are not made available City standards will not be met and it may lead to a reduction in service levels for other park land City-wide in order to absorb the service required at the newly acquired open space.



# Proposed Capital Budget

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast.

## Proposed 2018-2027 Capital Budget by Program

Program Expenditures	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022-2027 Forecast (\$000's)	Total 2018-2027 (\$000's)
City Wide Facilities	3,726	4,330	3,676	4,515	30,947	47,194
Park Facility Installation	1,213	1,087	179	1,669	5,205	9,353
Park Redevelopment	1,092	893	6,209	2,230	25,993	36,417
Parkland Acquisition	2,000	59,645	35,000	7,000	62,000	165,645
Parkland Development	3,905	6,820	1,873	692	12,418	25,709
Parks Operations	4,563	2,850	5,213	3,014	9,474	25,114
Parks Vehicles, Equipment	558	558	558	565	3,563	5,802
Sports Field and Court Maintenance	2,681	435	2,781	2,769	11,713	20,380
Urban Forestry	8,874	7,347	7,237	5,787	14,947	44,192
<b>Total</b>	<b>28,613</b>	<b>83,965</b>	<b>62,725</b>	<b>28,243</b>	<b>176,260</b>	<b>379,806</b>

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

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**Proposed 2018-2027 Capital Forecast Highlights include the following:**

- 2018 and 2019 Parks and Forestry is requesting \$2.7 million to construct a new Community Park in Ward 5, Not Yet Named (F-034) located at Hurontario and Eglinton (Pinnacle Property)
- 2018 and 2019 Parks and Forestry is requesting \$1.1 million to construct new park amenities in Ward 8, Not Yet Named (F-408) adjacent to Pheasant Run Park
- \$7 million in funding will be used to manage the 2018 Emerald Ash Borer management program for the treatment, removal and replacement of ash trees City-wide
- \$1.3 million in funding requested for new and replacement street trees and park trees City-wide
- \$2.4 million in funding will be requested for the 2018 Sport Field Maintenance Program which will rehabilitate and renovate eight sport fields and courts
- Starting from 2018 and going through to 2025, Parks and Forestry is requesting \$14.5 million to develop a destination waterfront park, Marina Park, located at Port Credit Harbour West



*Jack Darling Biking Trail*



*Mississauga Celebration Square*

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**Proposed 2018-2027 Capital Budget by Funding Source**

The following table provides the funding sources proposed to fund the capital portion of the proposed 2018-2021 Business Plan and 2018 Budget and the consolidated forecast for 2022-2027.

<b>Funding</b>	<b>2018 Proposed Budget (\$000's)</b>	<b>2019 Forecast (\$000's)</b>	<b>2020 Forecast (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022-2027 Forecast (\$000's)</b>	<b>Total 2018-2027 (\$000's)</b>
Tax/Debt	15,693	14,551	20,530	13,366	64,368	128,508
Cash In Lieu	3,028	59,843	37,664	7,302	66,308	174,146
Development Charges	5,488	7,035	2,186	5,319	38,425	58,452
Developer Contributions	1,498	677	725	1,027	4,912	8,839
Gas Tax	1,639	778	131	95	436	3,079
Recoveries	1,034	1,070	1,477	1,134	1,768	6,482
Other Reserves & Reserve Funds	234	11	12	0	44	301
<b>Total</b>	<b>28,613</b>	<b>83,965</b>	<b>62,725</b>	<b>28,243</b>	<b>176,260</b>	<b>379,806</b>

Note: Numbers may not balance due to rounding.

## Proposed 2018 Capital Budget Detail

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

Program: City Wide Facilities

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMPF00248	Park Amenity Maintenance Program - Streetscape Furniture	70	0	70	Tax/Debt
CMPF00329	Parkland Acquisition Program - Site Investigations	110	0	110	Cash In Lieu
CMPF00410	Bicycle/Pedestrian System Development - Lakshore Royal Windsor Trail - Credit River Crossing (ORT 02C)	1,215	486	729	Development Charges, Tax/Debt
CMPF00428	Bicycle/Pedestrian System Development - Applewood Trail (ORT 12A)	281	0	281	Development Charges, Tax/Debt
CMPF00455	Park Development - Scholars' Green (P_507) (Downtown 21)	125	50	75	Development Charges, Gas
CMPF006366	Marina Development - Not yet Named (F_304) (Port Street) - EA & Pre-Design Studies	400	0	400	Tax/Debt
CMPF006367	Port Credit Harbour West Paddling course Study	350	0	350	Tax/Debt
CMPF00913	Planning and Development Studies - Communications Strategy	110	0	110	Other Reserves & Reserve Funds
CMPF00914	Planning and Development Studies - Future Directions	110	0	110	Development Charges, Other Reserves
CMPF00959	Streetscape Rehabilitation and Repairs	165	0	165	Tax/Debt
CMPF01005	Park Development - Harbour West - Marina Park (P_112)	575	0	575	Development Charges, Tax/Debt
CMPF04331	Implement Wi-Fi in Parks	215	0	215	Tax/Debt
<b>Total</b>		<b>3,726</b>	<b>536</b>	<b>3,190</b>	

Note: Numbers may not balance due to rounding.

## Proposed 2018 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	Washroom Construction - Erindale Park (P_060)	918	0	918	Cash In Lieu
CMPF006296	Park Development - Not Yet Named (F_408) New Basketball (Pheasant Run Addition)	42	0	42	Development Charges, Tax/Debt
CMPF006297	Park Development - Not Yet Named (F_410) (Willow Glen) New Playground	91	0	91	Development Charges, Tax/Debt
CMPF006298	Park Development - Not Yet Named (F_410) (Willow Glen) New Playground	21	0	21	Development Charges, Tax/Debt
CMPF006299	City Centre Development - Park Expansion - Zonta Meadows - New Spray Pad (P_294)	134	0	134	Development Charges, Tax/Debt
CMPF00943	Park Development - Not Yet Named (F_408) (Pheasant Run Addition) New Soccer	7	0	7	Development Charges, Tax/Debt
<b>Total</b>		<b>1,213</b>	<b>0</b>	<b>1,213</b>	

Note: Numbers may not balance due to rounding.

Program: Park Redevelopment

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMPF00387	Playground Redevelopment Program	248	0	248	Gas Tax, Tax/Debt
CMPF00448	Bridge Rehabilitation Program	536	0	536	Gas Tax, Tax/Debt
CMPF006091	Park Improvements Program - Building Improvements	150	0	150	Tax/Debt
CMPF03058	Park Amenity Maintenance Program - Castle Green Parking lot paving (P_371)	158	0	158	Tax/Debt
<b>Total</b>		<b>1,092</b>	<b>0</b>	<b>1,092</b>	

Note: Numbers may not balance due to rounding.

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**Proposed 2018 Capital Budget Detail (Cont'd)**

Program: Parkland Acquisition

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMPF00280	Parkland Acquisition Program	2,000	0	2,000	Cash In Lieu
<b>Total</b>		<b>2,000</b>	<b>0</b>	<b>2,000</b>	

Note: Numbers may not balance due to rounding.

Program: Parkland Development

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMPF00496	Park Development - Credit River Park Development (Harris)	275	0	275	Development Charges, Gas Tax, Tax/Debt
CMPF00500	Park Development - Not Yet Named (F_034) (Pinnacle)	1,245	0	1,245	Development Charges, Gas Tax, Tax/Debt
CMPF03012	Park Development - Not Yet Named (F_410) (Willow Glen)	359	0	359	Development Charges, Tax/Debt
CMPF03040	Northwest Sports Park Phase 1 Infrastructure & Park Amenities	1,644	0	1,644	Development Charges, Gas Tax, Tax/Debt
CMPF04173	Park User Count & Customer Data Collection Study	83	0	83	Development Charges, Other Reserves & Reserve Funds
CMPF04312	Park Development - Not Yet Named (F_408) (Pheasant Run Addition)	300	0	300	Development Charges, Tax/Debt
<b>Total</b>		<b>3,905</b>	<b>0</b>	<b>3,905</b>	

Note: Numbers may not balance due to rounding.

## Proposed 2018 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
CMPF00451	Cemetery maintenance Program	56	0	56	Tax/Debt
CMPF005960	Etobicoke Creek Trail Reconstruction	95	0	95	Tax/Debt
CMPF005961	Waterfront Trail Improvements and trail reconstruction	34	0	34	Tax/Debt
CMPF00598	Park Amenity Maintenance Program - Park Furniture	293	0	293	Tax/Debt
CMPF006106	Spray pad Rehabilitation	545	0	545	Tax/Debt
CMPF006108	Park Amenity Maintenance Program - Retaining Wall Condition Assessments	118	50	68	Other Reserves & Reserve Funds
CMPF006336	Park Improvements - Ward 9 - Locations to be Determined	399	0	399	Tax/Debt
CMPF006337	Park Improvements - Ward 7 - Locations to be Determined	815	0	815	Tax/Debt
CMPF00882	Trail Reconstruction Program	728	0	728	Gas Tax, Tax/Debt
CMPF03054	Park Improvements Program	1,133	0	1,133	Developer Contributions, Tax/Debt
CMPF04146	Park Amenity Maintenance Program - Lakefront Promenade Boardwalk	300	0	300	Tax/Debt
CMPF04441	Trail Reconstruction - South Common Park (P_151)	18	0	18	Tax/Debt
CMPF04465	Trail Reconstruction - Garnetwood Park	22	0	22	Tax/Debt
CMPF04466	Trail Reconstruction - Quenippenon Meadows	8	0	8	Tax/Debt
<b>Total</b>		<b>4,563</b>	<b>50</b>	<b>4,513</b>	

Note: Numbers may not balance due to rounding.

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**Proposed 2018 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
CMPF00638	Vehicles & Equipment - Growth Related Equipment	180	0	180	Development Charges, Tax/Debt
CMPF00639	Vehicles & Equipment - Non Growth Related Equipment	378	0	378	Tax/Debt
<b>Total</b>		<b>558</b>	<b>0</b>	<b>558</b>	

Note: Numbers may not balance due to rounding.

Program: Sports Field and Court Maintenance

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMPF00316	Sport Field Maintenance Program	60	0	60	Tax/Debt
CMPF00400	Tennis Court Rehabilitation	367	51	316	Tax/Debt
CMPF00567	Sport Field Maintenance Program	1,500	0	1,500	Gas Tax, Tax/Debt
CMPF006107	Basketball Court Reconstruction - Paul Coffey Park - Basketball - MLSE Proposal	396	263	133	Tax/Debt
CMPF006132	Tennis Court Lighting - Churchill Meadows Community Common Proposal	298	134	165	Tax/Debt
CMPF04438	Sport Field Maintenance Program - Irrigation system replacement	60	0	60	Tax/Debt
<b>Total</b>		<b>2,681</b>	<b>448</b>	<b>2,234</b>	

Note: Numbers may not balance due to rounding.



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**Proposed 2018 Capital Budget Detail (Cont'd)**

Program: Urban Forestry

<b>Project Number</b>	<b>Project Name</b>	<b>Gross Cost (\$000's)</b>	<b>Recovery (\$000's)</b>	<b>Net Cost (\$000's)</b>	<b>Funding Source</b>
CMPF00291	Encroachment Management & Rehabilitation	77	0	77	Tax/Debt
CMPF00300	Emerald Ash Borer Management Program	7,045	0	7,045	Tax/Debt
CMPF00340	Tree Planting (New)	777	0	777	Developer Contributions, Tax/Debt
CMPF00355	Tree Replacements	700	0	700	Tax/Debt
CMPF04178	Forest Management - Park Tree Asset Inventory	88	0	88	Tax/Debt
CMPF04271	Forest Management - Street Tree Asset Inventory	188	0	188	Tax/Debt
<b>Total</b>		<b>8,874</b>	<b>0</b>	<b>8,874</b>	

Note: Numbers may not balance due to rounding.

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**Proposed 2019-2021 Capital Budget by Sub-Program**

The following tables provide a listing of capital forecast by sub-program for 2019-2021.

<b>Sub-Program</b>	<b>2019 Forecast (\$000's)</b>	<b>2020 Forecast (\$000's)</b>	<b>2021 Forecast (\$000's)</b>
<b>City Wide Facilities</b>			
PARKS Bicycle/Pedestrian System	0	0	2,016
PARKS City Centre Development	1,402	1,778	1,255
PARKS Parkway Belt Development	0	0	0
PARKS Planning and Development Studies	220	229	110
PARKS Riverwood Park Development	88	854	0
PARKS Waterfront Development	1,716	0	0
<b>Subtotal</b>	<b>3,426</b>	<b>2,861</b>	<b>3,381</b>

<b>Sub-Program</b>	<b>2019 Forecast (\$000's)</b>	<b>2020 Forecast (\$000's)</b>	<b>2021 Forecast (\$000's)</b>
<b>Park Facility Installation</b>			
PARKS Outdoor Basketball	267	0	0
PARKS Play Equipment	91	0	461
PARKS Sports Field	459	179	1,016
PARKS Spray Pads	271	0	0
PARKS Washrooms	0	0	192
<b>Subtotal</b>	<b>1,087</b>	<b>179</b>	<b>1,669</b>

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**Proposed 2019-2021 Capital Budget by Sub-Program (Cont'd)**

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Park Redevelopment</b>			
PARKS Bridges & Underpasses	166	1,745	1,074
PARKS Improvements	562	1,912	283
PARKS Parking Lots	0	1,087	0
PARKS Playground Redevelopment	0	803	874
<b>Subtotal</b>	<b>727</b>	<b>5,547</b>	<b>2,230</b>

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Parkland Acquisition</b>			
PARKS Community Parkland	59,645	35,000	7,000
<b>Subtotal</b>	<b>59,645</b>	<b>35,000</b>	<b>7,000</b>

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Parkland Development</b>			
PARKS Community Parks	6,820	1,873	692
<b>Subtotal</b>	<b>6,820</b>	<b>1,873</b>	<b>692</b>

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**Proposed 2019-2021 Capital Budget by Sub-Program (Cont'd)**

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Parks Operations</b>			
PARKS Other Park Improvements	1,681	2,252	853
PARKS Spray Pad and Ramp Maintenance	0	604	87
PARKS Trail Reconstruction	1,169	1,416	2,074
PARKS Water & Irrigation Systems	0	876	0
PARKS Water Services	0	66	0
<b>Subtotal</b>	2,850	5,213	3,014

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Parks Vehicles, Equipment</b>			
PARKS Vehicles & Equipment	558	558	565
<b>Subtotal</b>	558	558	565

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Sports Field and Court Maintenance</b>			
PARKS Court Maintenance	55	310	0
PARKS Sports Field Maintenance	380	2,471	2,769
<b>Subtotal</b>	435	2,781	2,769

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**Proposed 2019-2021 Capital Budget by Sub-Program (Cont'd)**

<b>Sub-Program</b>	<b>2019 Forecast (\$000's)</b>	<b>2020 Forecast (\$000's)</b>	<b>2021 Forecast (\$000's)</b>
<b>Urban Forestry</b>			
PARKS Encroachments	77	77	77
PARKS Forest Management	5,793	5,595	4,333
PARKS New Tree Planting	777	777	677
PARKS Replacement Tree Planting	700	788	700
<b>Subtotal</b>	7,347	7,237	5,787
<b>Total Expenditures</b>	<b>82,895</b>	<b>61,249</b>	<b>27,109</b>

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



# Business Services

2018-2021 Business Plan  
& 2018 Budget

# Foreword

## 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, historic villages, Lake Ontario and the Credit River Valley. A place where people choose to be.

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40 year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into 16 Services Areas that are outlined in this Plan. The 2018-2021 Business Plan and 2018 Budget detail how and where the City plans to allocate resources to deliver programs and services.

The City is committed to providing programs and services cost effectively. In this Plan we have outlined measures that will help us assess the quality, efficiency and customer satisfaction that our services achieve. The results help inform decisions on resource allocation, direct program offerings and improve service delivery to ensure our vision is efficiently realized.



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## Executive Summary of Business Services

**Mission:** To enable the delivery of excellent public service, Business Services provides quality advice and essential support to front line service areas within the City, as well as direct services to residents and businesses of Mississauga.

### Services we provide:

Business Services includes five interrelated teams within the City of Mississauga. These teams all collaborate with and support every City service area. The group consists of Human Resources (HR), Finance, Communications, Corporate Performance and Innovation (CPI), and Revenue and Materiel Management.

### Interesting facts about this service:

- Human Resources posted 510 jobs in 2016 and filled 73 per cent of positions within seven to 12 weeks
- Finance managed \$613.5 million in reserves, and achieved a 3.4 per cent gross investment return across the City's balance sheet
- Communications handled 309,100 telephone, email and online citizen inquiries via the 311 Citizen Contact Centre and 3,187 inquiries via the Pingstreet Citizen App
- Staff across the organization received 35,990 hours of training from Corporate Performance and Innovation to improve performance
- Revenue billed \$1.57 billion in property taxes for the City, Region and School Boards with a collection rate of 97.3 per cent

### Highlights of the Business Plan include:

- HR is modernizing Talent Management by leveraging technology. HR will also advance the Diversity and Inclusion Strategy and enhance learning and development
- Finance is initiating corporate asset management planning, a Development Charges study, and investing in financial system tools to improve internal business processes
- Communications will continue implementing the Digital Strategy and will begin to implement year one key recommendations of the Corporate Customer Service Strategy, while supporting priority projects (i.e., 2018 municipal election, Ontario 55+ Summer Games, Hurontario LRT)
- Corporate Performance and Innovation is supporting the organization to improve efficiency and effectiveness, strengthening the culture of continuous improvement across the corporation
- Revenue is developing online services such as e-bidding to improve efficiency and e-evaluation to enable the City to evaluate bids electronically and implement a sustainable procurement policy

Net Investment (000's)	2018	2019	2020	2021
Operating	30,456	30,827	31,447	31,873
Capital	1,396	1,406	150	260
Full Time Equivalents	289.4	283.4	279.4	276.4

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## Core Services

### Vision, Mission, Goals of Service and Service Delivery Model

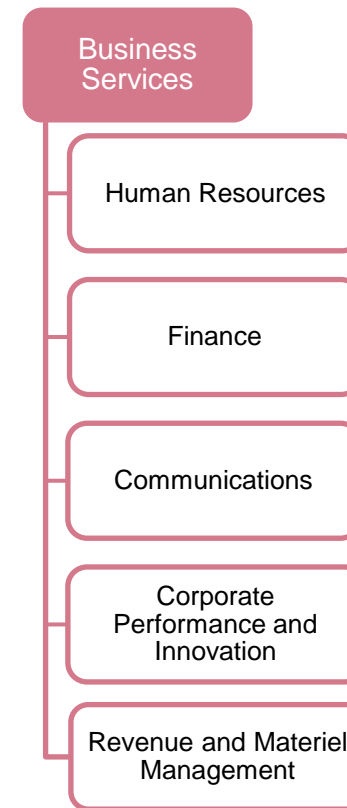
#### Vision

To be the service provider of choice.

#### Mission

- To enable the delivery of excellent public service, Business Services provides quality advice and essential support to front line service areas within the City, as well as direct services to residents and businesses of Mississauga
- Human Resources – To promote excellence in people by delivering innovative Human Resources strategies and programs that enable clients to successfully achieve their business goals
- Finance – To provide reliable, comprehensive advice, reports and policies that enhance our stakeholders' decision making and management of resources
- Communications – To enhance citizen self-service and access to local government. To invest in our people and technology to enrich what and how we communicate
- Corporate Performance and Innovation – To work collaboratively with our clients to improve business operations and to deliver sustainable value to their clients
- Revenue and Materiel Management – To administer the property taxation program and collect revenues to sustain City, Region and Education services and to create value through strategic procurement

#### Service Delivery Model



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## Goals of Service

- **Human Resources:** To support the Corporation in achieving its strategic goals and business objectives through innovative HR strategies; 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 Business Partnership, and to modernize and enhance HR processes and practices by leveraging technology and social media platforms
- **Finance:** To deliver accurate, timely, and relevant information to stakeholders; to develop and administer policies and processes that enhance financial reporting, manage assets and facilitate compliance with legislation and accounting standards; to collaborate with City staff to deliver projects and services efficiently, and to develop our human resources through succession planning and recognition of performance excellence
- **Communications:** To deliver communications that embody the standards and values of the Communications Master Plan and ensuring that citizens:
  - Are well informed and engaged
  - Have easy access to the information they need and want
  - Can access information on the channels of their choice
- **Corporate Performance and Innovation:** To support the organization to improve strategic and operational efficiency and effectiveness by collaborating with staff and senior management to identify and implement achievable cost saving and revenue generating opportunities; to strengthen the culture of continuous improvement through Lean and other processes across the organization by giving staff the training and support required to deliver improvements and

innovation on projects, processes, and team collaborations, and to assure policies are current and relevant by creating new policies and revising existing ones in accordance with the Policy Program timelines and criteria, and through continuous communication with City staff

- **Revenue and Materiel Management:** To ensure accuracy and integrity when administering and collecting property taxes; to enhance web experience by enabling electronic information exchange and alternate communication channels; to grow value through sustainable procurement strategies such as e-evaluation and e-bidding; to continue to provide excellent customer service to internal and external clients; to develop and improve online self-serve options, and to continuously update the TXM Tax Manager software to operate more efficiently



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## Current Service Levels and Trends

Each of the five teams within Business Services provides an array of different services at different levels. Below are some examples of services provided, as well as some of the trends that will affect service provision going forward.

### Human Resources Examples

- Service Level Agreements (SLAs) have been developed for some HR services
- Response time for Requests and Inquiries target is to respond on the same day and, if not resolved, follow up within two days
- In 2016, HR Shared Services received approximately 11,300 emails and 3,000 calls
- HR supported 510 job competitions in 2016

### Key Trends in HR

#### War for Talent: (Acquire, Develop, Lead and Recognize)

- Labour market skills shortages particularly in niche, technical and leadership jobs
- Shift from traditional talent acquisition and assessment methods to a significant focus on social media and professional networks, e.g., professional network platforms, video interviewing, objective behavioural assessments
- Heightened candidate expectations and needs
- Other municipalities and the broader public sector are pursuing the same talent pool
- Expect higher than normal turnover and loss of talent in the future

- Increased diversity in the labour market resulting in increased requirement for diversity initiatives

### Technology: Automation and Modernization

- 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



## Finance Examples

- Supports the administration of a \$1-billion gross City budget, connecting with 16 service areas
- Monitors 270 capital projects in progress
- Processes 77,000 accounts payable transactions annually
- Co-ordinates the production of the annual Business Plan and Budget; oversees the Business Planning and Operating/Capital budget process; produces the Annual Financial Report, quarterly forecasts and year-end results
- Provides strategic corporate financial planning, financial management and control services to Council and senior management. Prepares the City's long term financial plan, Development Charge By-law updates and maintains the City's financial policies



*Mississauga City Centre*

## Key Trends in Finance

- Innovations in Information Technology continue to influence the way business is done. The new analytical tools are providing more insights and trends that assist in improved decision making
- The dynamics of human resources in the Finance sector are changing, and the changes are driving a need to continuously develop, rotate, second, and advance staff
- Development and ongoing maintenance of policies and standard operating procedures that ensure business processes are current, effective, reliable and conveyable
- Financial reporting and procedural efficiencies through Lean training and embedding that leads to project implementations which meet financial service excellence goals





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## Communications Examples

- In 2016, Communications issued 221 media releases featuring news about City programs and services. These resulted in 3,691 mentions in stories online, on television, on radio or in print
- Twitter followers numbering 47,000 saw 2,276 tweets from the City Corporate account
- The City's 538 Facebook posts helped inform its 17,000 Facebook followers about important City issues, upcoming events and project updates
- The 311 Citizen Contact Centre had 309,100 citizen interactions and 3,187 inquiries via the Pingstreet App
- Communications supported 96 official and City partnership events



## Key Trends in Communications

As communicators we are faced with the challenge of connecting with citizens in a world that is becoming ever more complex and cluttered. The web, digital marketing and citizen advocacy are changing the way we communicate. As communication vehicles and audience preferences evolve, so must we. Today, successful communications need to be integrated and aligned and most importantly, customer-centric, reaching citizens where, when and how they prefer.

The Communications Division is well positioned to proactively respond to these service and communication level trends. Comprised of a centralized team of professionals with specialized skills, and an in-depth knowledge of the organization and its business operations, the Division develops innovative and engaging communication content strategies.

Over the last year a number of initiatives have been started, developed or launched to respond to these trends, including:

- **Digital Strategy Project:** Will provide high quality self-service experiences that make the City's Website the preferred choice of citizens and businesses who want to engage with the City
- **Project Management Tool:** Refining the Division's comprehensive project management tool to improve project intake, project/time management, and reporting
- **Customer Service Strategy Project:** Will modernize customer interactions with the City providing residents with a satisfying end to end experience
- **Citizen Community Engagement Software:** This tool will provide online public engagement to allow more people to be involved in our City conversations

## Corporate Performance and Innovation Examples

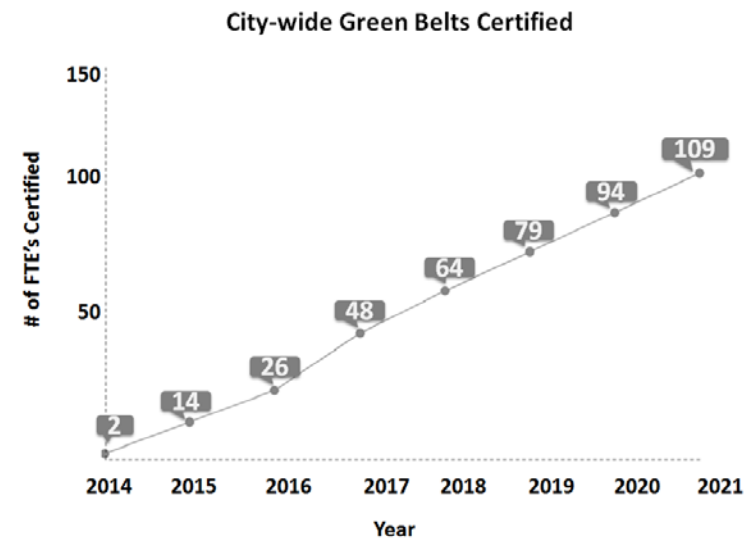
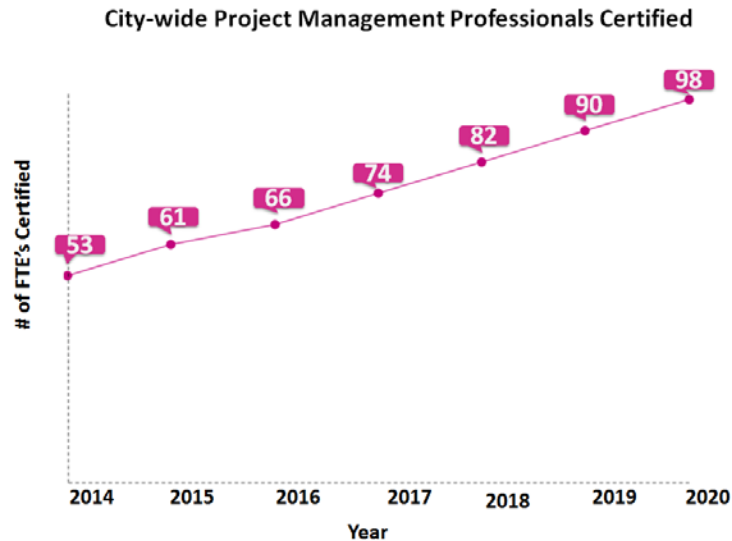
CPI is experiencing increasing demand for management consulting services, business innovation services, project management support services, and Lean services.

### Key Trends in Corporate Performance and Innovation

The demand for the following CPI services is increasing:

- Value Optimization, i.e., service reviews, capacity studies and business cases
- Program and Strategy Development, i.e., new and existing program design, and strategy development

- Consensus workshops and customized strategy development sessions
- Customized project management solutions
- Support for the Project Management Professional Certification
- Training and obtaining Yellow and Green Belt Certifications
- Coaching and support in process improvement initiatives



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## Revenue and Materiel Management Examples

### Revenue

- \$1.57 billion in annual property taxes billed on behalf of the City, Region of Peel and school boards from 226,000 property tax accounts
- 97.3 per cent of taxes billed were collected in 2016
- 5,510 accounts receivable invoices issued in 2016 totaling \$24.5 million
- Over 15,000 pieces of correspondence responded to within a 10 day turnaround time
- Over 66,000 in-person public inquiries or payments at the Tax Counter, Cashiers and Welcome Desk

### Materiel Management

- 552 Purchase Orders issued
- 75 day service level for standard contract procurements
- 140 day service level for custom contracts (proposals)
- 25 day service level for short form contracts (quotations)
- Two day response time for bidder inquiries
- 166 Bidding procurements in 2016

## Key Trends In Revenue and Materiel Management

- City growth: increase in resident, client and business inquiries
- Ongoing support and improvements to modules required for TXM Tax Manager
- Increase to online and self-serve options on the City's Website and E-tax services due to changing customer needs and expectations
- Increase in procurements to meet the needs of service areas
- Flexible procurements that focus on value rather than price
- Focus on sustainable procurement



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## Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's Performance Measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability. The following section describes some of the measures that we use and provides context for results. The Balanced Scorecard shows trends since 2014 and expected outcomes up to 2021.

### What we are measuring - examples

- Human Resources Division employs key HR industry metrics such as employee satisfaction with the City of Mississauga, employee turnover, succession program participants, and recruitment service level success rate
- Finance uses metrics such as credit rating, investment yield, and percentage of projects completed. Finance undertook a review of its performance measures for the 2018 budget. This review resulted in the introduction of some new metrics which include feedback from Council and clients, Finance employee engagement, and the number of process improvement projects completed
- Communications regularly reviews and monitors a number of related performance indicators, broadly categorized into the following areas:
  - Audience Reach
  - Content Effectiveness
  - Channel Management
  - Customer Service & Satisfaction

- CPI uses metrics such as training hours delivered, customer satisfaction with training, repeat business, and the number and dollar value of City-wide Lean initiatives
- Revenue and Materiel Management measures taxes billed and collected, customers served either in person or through correspondence, PCard spending, overall employee satisfaction and engagement, and volume of tax bills, purchase orders and appeals

### Why these measures are important - examples

Tracking investment yield allows us to compare how our investment management strategies and actions perform against those of other municipalities and the economy in general.

In Communications, audience reach measures the extent to which City information actually reaches its intended audience(s). Content effectiveness measures tell us about the extent to which content is engaging, accessible and written in plain language.

CPI's measurement of repeat business provides an indicator of the extent to which clients are satisfied with service and find value in the solutions provided.

### How we are improving results - examples

The Recruitment Service Level Success Rate, for example, has allowed HR to identify and resolve bottlenecks in the recruitment process. This led in 2016 to a three per cent improvement in the number of positions filled within expected timelines.

A collection module was implemented in TXM Tax Manager to automate the collection process, thereby improving the Taxes Receivable Collection Rate.

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## Balanced Scorecard

A Balanced Scorecard identifies and measures four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. 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.

Each group within Business Services has its own set of metrics that fall into each of the four scorecard categories. The Business Services Balanced Scorecard includes examples from each group.

### Financial Measures

- *Credit Rating* – this third party measure demonstrates the financial strength and viability of the municipality along with the ability to secure lower borrowing costs. 'AAA' is the highest rating conferred by a bond rating agency
- *Lean Cost Savings* – measures the City-wide reduction in the cost of delivering service as a result of process changes
- *Lean Cost Avoidance* – measures the difference between costs that would have been incurred without a Lean process change and costs after the Lean process change has been made
- *Taxes Receivable Collection Rate* – measures the percentage of taxes receivable that are collected by the City. This measure allows us to gauge cash flow and meet payment requirement for the Region and school boards. The City's collection rate is favorable for a large Ontario municipality

### Customer Measures

- *First Call Resolution (FCR)* – for 311 measures the percentage of calls addressed and resolved the first time a resident calls 311 (i.e., "one and done")

- *311 Service Level* – measures key service level commitment to answer 80 per cent of calls within 30 seconds

### Employee Measures

- *Employee Turnover* – has a significant operational and financial impact on the organization. It is measured to address and plan for attrition and talent retention, and as an indicator of how effective our recruitment practices are in selecting best fit candidates
- *Leadership Succession Program Participants* – this measure is reviewed on a regular basis as part of the City's Succession Program. The program allows the organization to build an internal talent pool and to develop that talent. With the predicted increase in turnover, especially with retirements and skill shortages in the external labour market monitoring this program is particularly important

### Business Process Measures

- *Recruitment Service Level Success Rate (Time-to-Fill)* – measures the rate of success the Division achieves in meeting the 12-week time-to-fill target. The metric allows the Division to evaluate the efficiency of the recruitment process, and to identify and address bottlenecks
- *Target Plain Language* – measures the plain language readability level of all corporate communications (target is within grade 10-12 range)

## Balanced Scorecard (Cont'd)

Measures for Business Services	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)	2021 (Plan)
<b>Financial:</b> □								
Credit Rating	AAA	AAA	AAA	AAA	AAA	AAA	AAA	AAA
Cumulative Lean Cost Savings	\$138,280	\$540,187	\$1.2M	\$2.1M	\$3M	\$4.2M	\$5.4M	\$6.7M
Cumulative Lean Cost Avoidance	\$38,186	\$373,293	\$1.1M	\$2.5M	\$4.3M	\$6.5M	\$8.9M	\$11.4M
Taxes Receivable Collection Rate	98%	98%	97%	98%	98%	98%	98%	98%
<b>Customer:</b>								
311 Citizen Contact Centre First Call Resolution (FCR) - Gross	83%	82%	93%	90%	90%	90%	90%	90%
311 Service Level (80% of Calls Answered within 30 seconds)	79%	82%	80%	80%	80%	80%	80%	80%
<b>Employees:</b>								
Employee Turnover	4.1%	3.6%	4.3%	4.5%	4.7%	4.9%	5.1%	5.3%
Leadership Succession Planning Program Participants	95	150	178	180	180	185	185	190
<b>Internal Business Process:</b>								
Recruitment Service Level Success Rate	n/a	70%	73%	80%	80%	85%	85%	85%
Target Plain Language	40%	63%	63%	70%	75%	80%	80%	80%

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# Awards and Achievements

## HUMAN RESOURCES

### Achievements

- Developed Talent Acquisition Strategy incorporating the new Employer Brand
- Developed Workplace Diversity and Inclusion Strategy
- Increased participation in the succession planning program. In 2016 participation in the program was 178 (an increase from 150 in 2015)
- Launched the insight learning platform in June 2016 to enhance e-learning and leadership training. It has been accessed 10,272 times
- Implemented mobile pay statements by leveraging current technology
- Recruitment Service Level Success Rate has allowed HR to identify and resolve bottle necks as part of Lean and continuous improvement efforts

### Awards

- Forbes 2016 Canada's Best Employer in the Government Services category
- Finalist for the Institute of Public Administration of Canada (IPAC) 2016 award for Innovative Management for the HR Service Level Agreements



*City wins Canadian Forces Liaison Council (CFLC) Award, Most Supportive Employer 2017*

## FINANCE

### Achievements

Financial systems enhancements in 2016:

- Questica budgeting system
- Employee Self Service (ESS)
- Fiori system for time off requests
- ESS Electronic T4s (approximately 3,800)
- Work In Progress (WIP) reporting and dashboard for project managers
- Caseware for financial statement presentation and auditing

- Implemented expense card receipt imaging, reducing the paper flow and cycle time of approval of expense reports
- Implemented a new automated expense card audit tool, replacing manual audit process
- SharePoint for file management and collaboration (won the Corporate Award for Innovation)

#### Business process reviews in 2016:

- Reserve review resulting in cleaner balance sheet for financial reporting purposes
- Lean reserve cheque deposit process efficiencies
- Lean accounts payable invoice turnover process efficiencies

#### Awards

- Government Finance Officer Association (GFOA) Distinguished Budget Award for the 2016 Business Plan and Budget, the 27<sup>th</sup> consecutive year the City has received this award
- Canadian Award for Financial Reporting from the GFOA, one of the highest honours for municipal financial reporting, for the 19<sup>th</sup> consecutive year
- Twenty-six Finance nominations for Corporate Awards



*GFOA Award for Excellence in Financial Reporting*



*GFOA Distinguished Budget Award*

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## COMMUNICATIONS

### Awards

- International Association of Business Communicators (IABC) 2017 Ovation Award of Excellence for Camp Ignite Media Relations
- International Association of Business Communicators (IABC) 2017 Ovation Award of Merit for the 2016 Ontario Summer Games
- Place Marketing Forum 2017 Laureate Award for City of Mississauga Branding
- 2017 Summit International Bronze Award in the category of Government Video for the Ontario Summer Games Video
- 2017 Government Finance Officers Association (GFOA) Award for Excellence in Financial Reporting (with Finance)
- 2016 Association of Registered Graphic Designers (RGD) In House Design Award for "City of Mississauga Branding"
- 2016 RGD In House Design Award for "City of Mississauga Library Marketing Creative"



*International Association of Business Communicators Awards*



*Council presentation of the Place Marketing Forum 2017 Award to the City Brand Project Team*

### Internal

- Community Partnership – Team Award for the 2016 Corporate Awards as part of the Ridgeway Community Courts Project Team
- Community Partnership – Team Award for the 2016 Corporate Awards as part of the Sweat Lodge and Healing Circle Installation at the Museums of Mississauga
- Excellence in Working Together – Team Award for the 2016 Corporate Awards as part of the Hickory Drive Incident Management Team
- The Brenda Sakauye Environment – Team Award for the 2016 Corporate Awards as part of the LED Street Lighting Conversion Project



## CORPORATE PERFORMANCE AND INNOVATION

### Awards

- International Association of Facilitators (IAF) Impact Award for Excellence in Facilitation – Awarded to the City of Mississauga and Karyn Stock-McDonald, who is a rare two-time recipient of this award
- Excellence in Project Management Award – Project Team Category - Received for the Life Science Cluster Strategy Report
- Excellence in Project Management Honorary Award – Project Team Category – Received for the Graffiti Project



*Karyn Stock-McDonald receiving IAF Award*



*Honorary Excellence in Project Management Award – Project Team Category*

### Nominations in Partnership with clients

- City Manager's Award of Excellence for the Life Science Cluster Strategy Report in collaboration with the Economic Development Office
- Community Partnership Award for the Project Management Public Sector Forum held at Sheridan College Mississauga Campus alongside several vendors
- City Manager's Award of Excellence – Developing Stormwater Charge policies
- Excellence in Working Together - Redesign Mobile Responsive – recognition for introducing a new way to access information



*Corporate Performance and Innovation and the Economic Development Office Receiving the Excellence in Project Management Award – Project Team Category*

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## REVENUE

### Achievements

Revenue and Materiel Management staff completed two Lean belt projects and 26 small improvements. Some of the improvements include:

- Digitization of electronic payments
- Implemented a dashboard for tracking of counter customers
- Procurement kits modified to include compliance checklist
- Consolidated the process of creating multiple journal vouchers to one, reducing effort and avoiding errors
- By applying Lean tools and principles, front line staff streamlined the enrolment process for pre-authorizing automatic tax payments and completely eliminated a backlog of applications. Enrolment, which used to happen only twice a year, now occurs 'on the spot'. The streamlined process has increased the number of people using pre-authorized payments for their taxes, and takes 94 per cent less time

### Awards

- Recipients of the Outstanding Agency Accreditation Achievement Award from the National Institute of Governmental Purchasing (NIGP)
- 2016 Corporate Awards for Excellence in Customer Service – Individual, Excellence in Working Together
- The Brenda Sakauye Environment Award



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# The 2018-2021 Business Plan Outlook

## Planning for the Future

The right policies, processes, services and service management will guide Business Services to meet the needs of its internal and external customers. Advances in Information Technology will increasingly help Business Services fulfill its responsibilities efficiently.

### HUMAN RESOURCES

Human Resources will continue to leverage technology to modernize and automate HR business processes and practices. The Division will implement initiatives to create an environment that supports diversity and inclusion. The business plan includes:

- **Modernizing HR technology** to implement and optimally utilize solutions designed to support best HR Management practices. This includes social media and cloud platforms; mobile applications, and a Talent Management System. The new Talent Management System will transform all HR business processes in three years (2017-2019)
- **Enhancing learning and development opportunities** for employees and leaders at all levels. This will enable development of talent at all levels in the organization, increase job satisfaction and lower employee turnover
- **Enhancing audit and compliance tools** to automate and reduce manual processes that will improve City policy, union collective agreement and policy and legislative requirements
- **Utilizing more mobile applications** since mobile technology has grown significantly in recent years and is quickly becoming a primary technology platform (e.g., mobile applications for Time and Labour tracking)
- **Ensuring the City has the necessary resources** to implement the initiatives from the Workplace Diversity and

Inclusion Strategy, thereby one new staff (1 FTE) for 2019 - Diversity and Inclusion Co-ordinator is being requested

### FINANCE

The Finance business plan includes:

- **Modernizing Corporate Asset Management** – Corporate Asset Management is critical to City's long term financial plan and strategic direction. This initiative supports departments' continued delivery of asset management functions, through the development of corporate Asset Management policies and plan implementation to ensure standardization of data management and practices. It will provide staff and Council with the information required to objectively and systematically assess the overall condition of City infrastructure. Future government infrastructure funding will require corporate asset management plans before any funding is granted
- **Automating Energy Management Billings** - The City processes close to 7,000 utility bills annually, worth approximately \$22 million. The City also maintains energy management systems that monitor and regulate usage and efficiency opportunities. Integration of billings from utility companies with energy management systems and financial payment systems will reduce manual workflow and automate usage validation and payment approval
- **Managing Development Charges** - As the City enters a redevelopment phase by transforming from green fields to infill development, development charges (DC) are collected from this new type of development. These DC funds are used to construct new infrastructure related to the increased growth occurring within the City. Assessment and prioritization of growth-related projects are critical to ensure the timely delivery of services to the residential and business

communities. The current DC By-law was approved by Council on June 25, 2014 and has a five year lifespan. A new DC By-law must be enacted by Council by June 25, 2019 to continue to allow the City to collect fees related to new development. Work will commence in 2018 in preparation for a new DC Background Study and By-law in 2019. The work to be undertaken will include a review of existing policies and incorporate changes from Bill 73 affecting the *DC Act* and its Regulations

- **Implementing the final phase of Long Range Financial Planning** - this includes development of reserve and reserve fund corporate policy and documenting the standard operating procedures
- **Automating Accounts Payable** - The Accounts Payable (AP) system is currently a paper-based system with opportunities to automate manual processes. There are two phases to the AP automation project. The first phase, currently in progress, is to consolidate all employee expenses into one monthly expense report. The expense report will include scanned supporting documents and embed workflow for payment approval. The second phase, scheduled for 2018, is to further automate AP processing through an Optical Character Recognition (OCR) program and embed approval workflows. Both solutions are web-based and easy to use from any mobile device or computer. Accompanying both of these automated processes are improved reporting and analytics

## COMMUNICATIONS

Citizens continue to say that Mississauga is a great place to call home. Results from the 2017 citizen satisfaction survey indicate that over 89 per cent of residents rate the overall quality of life as excellent or good while 84 per cent indicate they are 'Proud to say they are from Mississauga'.



*Mississauga, a great place to call home*

As Mississauga continues to grow into a large urban municipality, with a population that is projected to reach 824,000 by 2021, understanding and delivering upon our citizens' needs, preferences, and values will be critical.

In the Communications Division, the citizen is at the heart of everything that we do. We ensure that we listen and respond to the voice of the citizen today and in the future, including:

- **Providing accurate information, on a timely basis, on the channels, devices and platforms** that our citizens prefer

- **Delivering high quality and consistent experiences** with all citizen touch points to ensure high levels of customer satisfaction and to promote a positive City reputation
- **Creating opportunities for our citizens to become more engaged** with topics that are important to them and the community and creating actionable insights from the learnings

By applying a strategic communications framework that is research and evidence based and forward looking, the Communications Division has identified four key initiatives to deliver upon our citizen centric mandate in 2018. They are:

- Continued implementation of the **Digital Strategy**
- Implementing key recommendations from the **City-wide Customer Service Strategy**
- Continued focus on citizen information including a **City-wide advertising strategy and partnerships**
- Updating the **Communications Master Plan**

## CORPORATE PERFORMANCE AND INNOVATION

Corporate Performance & Innovation will continue to plan for the future by:

- **Continuing to review and enhance service offerings** to meet changing organizational needs
- **Expanding shared services partnerships** throughout the Corporation
- **Project Management Support Program** - In 2016, the Project Management Support program established a five-year plan to expand and customize its services to suit the future needs of project leads in the organization. Input from the training and customer satisfaction surveys and Project Management Advisory Committee members provides us with

insight into the needs and unique challenges of delivering projects in each department. This allows us to build custom tools and services. Key features include:

- Expanding the project management methodology, training, and tutoring group
  - Developing a framework for a mentorship program
  - Upgrading project sites
  - Continuing to deliver customized project management solutions
- **Business Innovation Program** - The Business Innovation program will continue to develop customized products and services to drive innovation. The program will continue to share and showcase its excellence in innovation through external networking. The program focus is customer engagement through customized coaching and facilitation services to help drive innovative change. It utilizes a team 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
- **Lean Program** - The Lean Program's plan consists of embedding Lean and supporting major process review projects in all City divisions within the next two years. The Lean Money Belt Program has been developed with Finance staff to validate and measure the benefits of completed Lean improvements. In order to achieve the current and future goals, Lean continues to emphasize 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
  - Customer and employee interviews and surveys to address gaps

- Training surveys issued after White and Green Belt sessions to ensure training meets the attendees' needs
  - Lessons Learned sessions held semi-annually with the participants of Lean reviews to capture new program improvements
- **Corporate Policy Program** - Corporate Policy Program will continue to ensure all policies remain current by reviewing policies once every three years. There are on average 70 policy reviews annually varying in scope from minor housekeeping to a complete rewrite. The program has introduced a new service level target to complete 85 per cent of policies that are scheduled for review within the timelines set by the Leadership team
- **Management Consulting** - Management Consultants assist senior management with the review of service areas, organizational improvement initiatives, and various projects of strategic and corporate significance. The recommendations/advice provided by Management Consultants is impartial and independent, and recommendations are structured to be forward thinking while recognizing the need for practical "real life" implementation

## REVENUE AND MATERIEL MANAGEMENT

- **TXM improvements** - 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 \$1.57 billion in tax revenue. TXM has allowed the tax area to minimize the number of staff despite 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, 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

- **Improving POA Fines Collection** - 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 issue collection notices, contact offenders, establish payment arrangements, add fines to Mississauga property tax accounts and the tax rolls of other municipalities and manage collection agencies. Legal Services may also pursue legal action as an additional collection effort
- **Sustainable Procurement Policy** - The City is committed to continuously improve the social and environment impacts of its procurement of goods and services in a transparent and accountable way that balances responsibility, social equity and environmental stewardship. Materiel Management is implementing a Sustainable Procurement Policy that will incorporate social, ethical and environmental considerations in the procurement of goods and services. To facilitate this cultural shift, a robust communication and training program will be implemented



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## Finding Efficiencies

Cost containment and efficiency are core principles of service across the Corporation. In this section are examples of some of the activities that the teams in Business Services are undertaking to make the work they do more efficient, in order to maximize the value achieved by the resources the City manages on behalf of its citizens and businesses.



- **Review of the Performance Management program**, to modernize the program, make it more efficient, user-friendly and automated
- **Review of the Corporate Awards process**, to streamline the process and decrease staff hours required
- **Review of key HR business processes through the implementation of Talent Management System**, to modernize, make more efficient and automate all HR business processes. The intent is to review all HR processes in the next three years
- **Review new hire process for temporary positions City-wide**, to streamline the administrative process of temporary staff hired in the field by Managers, e.g., staff in Community Services
- **Assessment of Finance Systems**, to identify and

document key existing processes, challenges, issues and concerns related to processes and systems and opportunities and make recommendations

- **Assessment Appeal Tracking Project**, to develop a tracking system to meet deadlines as prescribed by the Assessment Review Board (ARB) new Rules of Practice and Procedure and manage appeals more effectively
- **Streamlining workflow**, for a more efficient use of the current staff complement with the Communications Intake Project Module
- **Multiplying value** by applying an existing solution (insight) to internal CPI course registrations, to eliminate process duplication (complete)



- **Lean Green Belt project - Work In Progress (WIP) Process**, to reduce WIP cycle time, enhance access to information and improve data quality (complete)
- **Lean Green Belt Revenue Inquiry Handling**, to improve response times and ensure efficient distribution of inquiries with an aim to have one point of contact
- **Lean Green Belt Bus Parts Purchasing Review**, to reduce the number of blanket orders and examine more efficient ways to buy

- 
- **Lean Yellow Belt Capital budget process review**, to enhance data quality and standardize processes between departments
  - **Lean Yellow Belt Tangible Capital Asset (TCA) process review**, to leverage data gathering in the budget planning process and move this information to approved budgets in order to eliminate manual processes that will reduce lead time and administrative effort
  - **Lean Yellow Belt Electronic Funds Transfer review**, to review the increasingly-used process and streamline payment tracking, sourcing, and accounting
  - **Lean Yellow Belt Pre-Authorized Tax Payment Plan Improvements**, to streamline the internal process allowing for more flexibility for enrollment and enhancing customer service (complete)
  - **Lean Yellow Belt Vendor Name Change**, to streamline the process for changing purchase orders and contracts when a vendor has changed names (complete)
  - **Lean Yellow Belt Senior Rebate Process**, to streamline the process and improve lead times related to processing of seniors tax rebates
- **Central Stores Closure** - The City has operated a Central Stores facility for many years, procuring, warehousing and delivering goods to over 100 City facilities. Central Stores has a large indoor storage facility, offices and an outdoor storage facility. There is a significant cost to operating a warehouse including staff, and building maintenance and operation. Additionally, the stocking of many different items based on a wide variety of requirements has caused expensive write offs over time as needs change and stock becomes obsolete. The Central Stores operation was reviewed and it was determined that the business model was no longer viable. Many more options exist such as outsourcing the supply and delivery of items and procuring vendor managed solutions. Through alternate sourcing, Materiel Management was able to reduce inventory by 80 per cent. The significant reduction in inventory items, space utilization and staff workload has led to the current Central Stores model being unsustainable. As a result Central Stores will be closed in Q1 of 2018. Savings of \$188,000 including two (2) FTE positions will be realized in 2018. Additionally, savings from the elimination of the operation will arise from repurposing the warehouse space for other uses. By repurposing the Central Stores facility, space will not have to be acquired which will result in savings of \$3.4 million

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## Advancing the City's Strategic Plan

All teams in Business Services support and contribute to the advancement of Mississauga's Strategic Plan.

### move - developing a transit oriented city

- HR supports the City's efforts to develop a transit oriented community by partnering with the business in the staffing and training of Transit staff and continuously improving recruitment strategies to hire the best people
- Finance provides an integral role in securing one-time incremental funding from the federal and provincial government for public transit infrastructure. These efforts have allowed for funding on projects such as the Mississauga Transitway and the acquisition of MiWay buses
- 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 Advanced Transportation Management System, completion of the Transitway and Hurontario LRT

### belong - ensuring youth, older adults and new immigrants thrive

- 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 in a supportive work environment and connect them to our business needs. The City's demographics are changing faster than ever before, increasing the diversity in the population. The Workplace Diversity and Inclusion Strategy will be implemented in order to create a respectful and supportive workplace
- Communications plays a critical role in ensuring all citizens, including youth, older adults, and new immigrants, have access to the information they need, and opportunity to engage with the City. The new City Information Advertising Strategy will further solidify how we achieve this
- Revenue offers a Tax Rebate for low income seniors and low income persons with disabilities that occupy their home. The rebate is applied to offset property taxes for those who qualify

### 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 to citizens. The new Diverse Communities Promotion Campaign as well as the annual Mississauga Welcome Day are just a few of the examples of how we align with this pillar
- Finance facilitates periodic Development Charge studies which shape the City's future addressing issues like land-use intensification and rapid transit planning through Official Plan Amendments and development permit systems

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- Revenue is developing a Tax Policy Future Strategy to determine if changes could enhance housing affordability. If the strategy is implemented, at the end of the three years, the multi-residential property tax class would be taxed at the same level as all other residential properties

### prosper - cultivating creative and innovative businesses

- By providing citizens and local businesses with easy, accessible information, and the ability to communicate with the City when it's convenient for them, the Communications Division supports a strong and entrepreneurial business environment
- CPI'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

### green - living green

- Partnerships with senior levels of government to secure funding for environmental sustainability projects such as the Port Credit Harbour Marina, Inspiration Lakeview and the Mississauga Cycling Master Plan help green our city
- Financial monitoring of overhead costs ensures efficiency goals are achieved such as the integration of billings for utilities with the supplier, the City's energy management system and the City's financial payment processing system
- Online services such as e-Bidding will improve the submission and receipt of bids and e-Evaluation with enable the City to evaluate the bids electronically which will make the entire process more efficient
- Partnership with the Municipal Property Assessment Corporation (MPAC) to exchange information between our systems
- Maximizing the use of technology is a key objective of the Communications Division in its efforts to support a green, environmentally sustainable communications approach for the City
- The Human Resources Division strives to maximize the use of technology and automation of business processes in its efforts to support a green, environmentally sustainable workplace



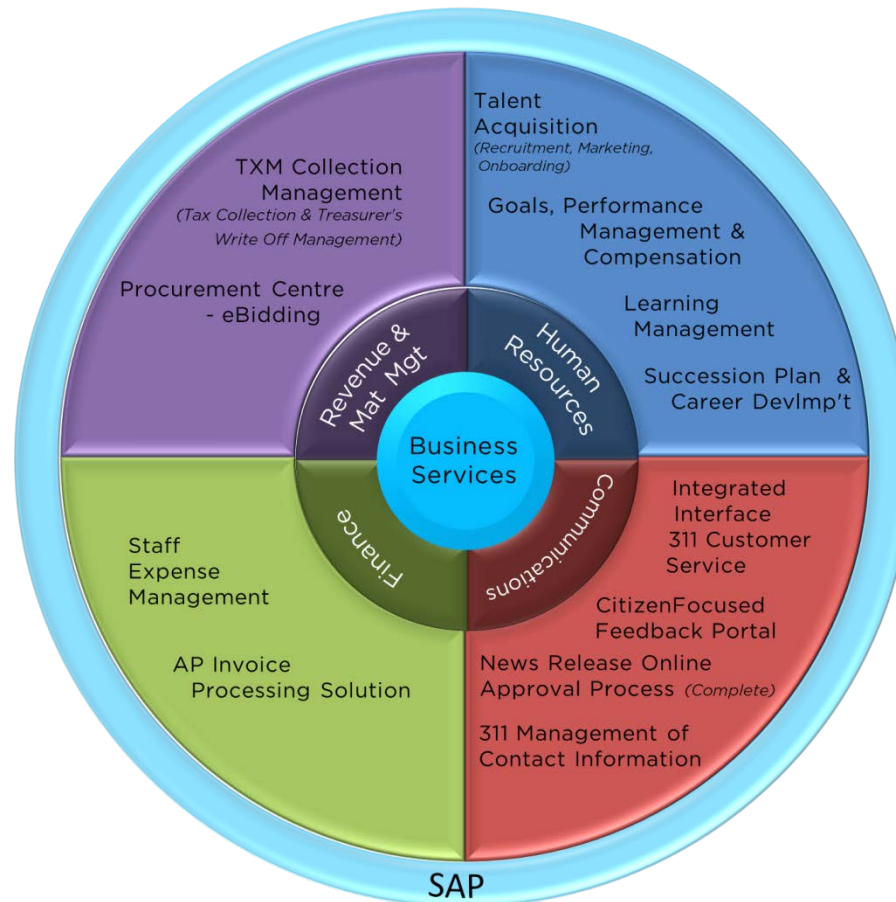


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## Transforming our Business with Technology

Information Technology is playing a significant role in transforming all City business. Technology-based changes within Business Services help all business areas: the benefits of the information technology innovations we make here often have a multiplier effect throughout the entire Corporation.

The graphic below summarizes the major highlights from the Information Technology Roadmap for Business Services.



## Maintaining Our Infrastructure

Finance assists all City service areas to maintain tangible capital assets with a net book value of over \$8 billion through:

- Capital budget prioritization that ensures lifecycle projects receive adequate funding
- Establishment of a corporate asset management plan that defines lifecycle requirements
- Long range financial planning to address the funding needs of aging infrastructure

Finance's investment in financial systems is worth \$9.3 million, with continuous requirements to upgrade and maintain a variety of modules such as annual payroll income tax table updates. We have engaged the City's Information Technology Division and external consultants to road map a major upgrade of our financial systems. This upgrade will change the underlying data architecture of our financial systems and provide a much more user-friendly environment for finance staff and reporting.

Communications manages many of the corporate channels, tools and guidelines that enable the City of Mississauga to effectively communicate with its key audiences, both internal and external. Our infrastructure also consists of specialized software technology.

### Management and Content Curation of Corporate Channels

- City Website
- Facebook
- Twitter
- LinkedIn
- YouTube

### Overseeing of Divisional Channels

- 21 Facebook accounts

- 15 Twitter accounts
- 4 Instagram accounts
- 1 LinkedIn account

### Specialized Software Technology

Specialized software tools help Communications manage and monitor traditional, digital and social media allowing for more effective and targeted distribution of information. The Division maintains **survey software** that allows City Departments to determine citizen sentiment and opinions on a number of City related topics. **Media monitoring software** enables the City to monitor, report and analyze City news coverage. City-wide **customer service relationship management (CRM)** and **knowledge base (KB) technology** will support effective and efficient customer service operations. It will result in measurable outcomes such as shorter wait time for citizens, faster and more comprehensive knowledge base search, improved caller satisfaction, and reduced staff training time.



*Social Media monitoring report excerpt*

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## Managing Our Human Resources

Good workplaces are satisfying to the employees and productive for the enterprise. In Business Services, all groups strive to inspire our highly skilled and talented workforces, supporting and empowering them to accomplish their goals.

### Our Structure

Business Services includes four divisions (HR, Finance, Communications, Revenue and Materiel Management) and one business section (Corporate Performance and Innovation), all within the Corporate Services Department.

### Our Talent

Staff in Business Services have a variety of skills, education and certifications. A high proportion of staff have post-secondary education. Some of the types of certifications and affiliations held by staff include:

- Human Resources Professional Association Certification
- Ontario Occupational Health Nurse Certification
- International Coaching Federation Certification
- Prosci Change Management Certification
- Ontario Municipal Human Resources Association
- Certified Health and Safety Consultant - Canadian Society of Safety Engineering
- Lean Certification
- Certified Municipal Manager
- Chartered Professional Accountants (CPA)
- Masters of Business Administration (MBA)
- Canadian Payroll Association (CPA)
- Municipal Finance Officers Association (MFOA)

- Association of Municipal Clerks and Treasurers (AMCTO)
- Government Finance Officers Association (GFOA) Project Management Institute
- International Association of Business Communicators (IABC)
- Association of Registered Graphic Designers (RGD)
- International Association of Facilitators of North America
- Strategic Initiatives Roundtable
- Lean in the Public Sector
- Certified Municipal Tax Professional (CMTP)
- Supply Chain Management Professional (SCMP)
- Certified Public Procurement Officer (CPPO)
- Certified Professional Public Buyer (CPPB)

Succession planning and talent growth development initiatives take place in all areas of Business Services. Staff are offered rotation opportunities to broaden their skills and experience. There are several in-house training opportunities offered to staff, facilitated by internal subject matter experts and external vendors. Appropriate continuing education, external seminars and conferences are also made available to staff.

### Critical Roles/Functions to Achieve Business Goals

HR functions that are critical to achieving the Division's business goals are HR Technology, Learning and Organizational Development, Labour and Employee Relations, Wellness, Recruitment and Compensation. These functions are critical as they align with the strategic priorities and initiatives in the People Strategy and support HR's business model.

To ensure that HR Consultants within the Strategic Business Partnership possess the competencies relating to the critical functions and effectively broker the services of staff in the

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Centres of Expertise, in 2017 we have developed competencies for the HR Consultants and are putting together development plans in relation to those competencies where gaps have been identified.

Critical roles and functions within Finance include accounting, treasury, payroll, policy management, business planning and budgeting, public financial reporting, long term financial planning, controllership, and strategic advising.

In Communications, critical roles and functions include strategic communications planning, marketing, graphic design, a variety of digital media roles, customer service and research based marketing and communications.

Corporate Performance and Innovation's critical roles and functions include management consulting, business innovation expertise, corporate policy expertise, and Lean research, analysis and training.

The work of Revenue and Materiel Management requires critical roles and functions to be performed such as tax ratio and tax rate determination; bill issuing; collection services; counter, cashier and welcome desk service; tax rebate processing; procurement policy, strategy and plan development and implementation; and, appeals processing.

### **Talent Needs**

All groups in Business Services have a focus on supporting their staff to develop Lean expertise.

In all groups, significant numbers of experienced and knowledgeable staff will be eligible for retirement in the coming few years. The current work of active succession planning, labour market research, and documentation of operating procedures will assist staff who are taking on new roles, whether from within or outside the Corporation, to become effective quickly. Business Services had 18 people enrolled in the leadership succession planning program at December 31, 2016.

HR developed the Workplace Diversity and Inclusion Strategy in 2016. The Division currently does not have the resources or the expertise to operationalize the recommended actions from the strategy. To ensure the Division has the resources and expertise to co-ordinate the effective implementation of the Strategy, Budget Request # 4034 includes one new staff request (2019): Diversity and Inclusion Co-ordinator.

The 2018 budget introduces one staff complement in Finance, fully funded through the federal gas tax program, to support the development of asset management planning in conjunction with anticipated legislative change requirements. See Budget Request # 4095 for further details.

In Communications, when needed, recruitment of new talent from new graduate pools from various communications programs is considered. Immediate talent needs for 2018 include two Capital tax funded positions to lead the Customer Service Technology Review and Feasibility Study.

No new staff are proposed at this time in Corporate Performance and Innovation or Revenue and Materiel Management.



*The Corporate Performance and Innovation Team*

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## Proposed Full Time Equivalent Staffing

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2017	2018	2019	2020	2021
Human Resources	72.0	72.0	72.0	70.0	70.0
Finance	72.0	73.0	72.0	72.0	72.0
Communications	64.2	65.2	62.2	60.2	60.2
Corporate Performance and Innovation	13.4	13.4	13.4	13.4	13.4
Revenue & Materiel Management	67.8	65.8	63.8	63.8	60.8
<b>Total Service Distribution</b>	<b>289.4</b>	<b>289.4</b>	<b>283.4</b>	<b>279.4</b>	<b>276.4</b>

Note: Numbers may not balance due to rounding.

#### 2018 FTE changes include:

Two (2) capital-funded positions in Communications: Project Business Manager and IT Project Leader. This is offset by one (1) capital-funded position removed in 2018.

One (1) Asset Management Project Lead in Finance.

Two (2) positions removed in Central Stores.

#### 2019-2021

The declining trend is due to capital contract positions expiring.

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## Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2018-2021 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 budget for 2017 was \$29.43 million and the proposed budget for 2018 is \$30.45 million.

### Total Changes to Maintain Current Service Levels

The total increase required to maintain current service levels is \$946,000. The cost of \$867,000 reflects the increase in labour and other fringe benefits. Cost increase has remained minimal at \$79,000.

- Communications requested an amount of \$5,000 to increase purchase of City corporate promotional materials
- An increase of \$60,000 is targeted to support an increase in resident communications initiatives that have been identified as key 2018 City priorities
- Human Resources requires \$10,000 for staff development
- The remaining \$4,000 covers various operational expenses

### Efficiencies and Cost Savings

Business Services has achieved a total of \$207,000 reduction in its overall budget, broken down as follows:

- Cost savings of \$9,000 in Communications. This savings consists of a reduction to temporary labour and internal supplies and printing
- A decrease of \$7,000 in the Finance budget due to a review of staff development costs where savings were recognized under subscriptions and seminars/workshops that are no longer required

- A reduction in CPI operational costs of \$3,000
- A total of \$188,000 savings in Central Stores which includes labour and other operating expenses

### New Initiatives

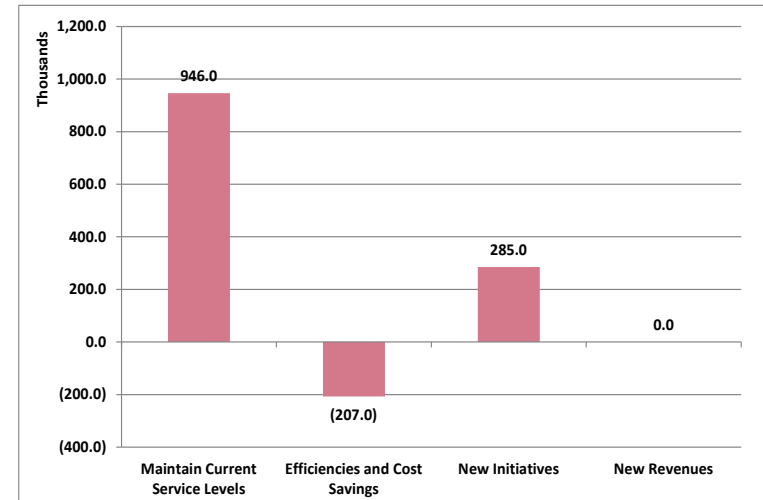
For 2018, the total amount for New Initiatives is \$285,000.

- BR 3980: Modernize Candidate Sourcing and Assessment Tools for Recruitment (2018) - Sourcing and assessment were identified in the Talent Acquisition Strategy as areas where the City lags compared to the overall public sector. Sourcing subscriptions and automated screening tools will enhance outreach and the quality of hires by improving objectivity in matching identified competence with candidate profiles (\$60,000)
- BR 4096: Enhanced Learning and Development Opportunities for Employees and Leaders (2018) - The "Develop" Strategic Driver from the approved Talent Management Strategy focuses on building talent at all levels in the organization. There has been no new investment in learning for 12 years despite increases in the number of employees and changes in the best practices for learning. As a result of increased demand for classes and the addition of more courses, Human Resources is requesting operating funds to invest in learning to allow for higher job satisfaction levels, lower employee turnover, and manage the transitions related to so many retirements (\$150,000)
- BR 4055: Digital Strategy - Measuring Customer Satisfaction (2018) – City-wide technology to measure the performance of the City's Web experience in meeting the need and expectations of our citizens (\$75,000)
- BR 2926: New Customer Relationship Management and Knowledge Base to Modernize Customer Service (2018) –

Involves implementing key recommendations from the Corporate Customer Service Strategy including a feasibility study for CRM and KB technology (\$0 operating impact in 2018 as the FTE is funded from the capital budget)

- BR 4095: Asset Management Project Lead (2018) - Finance will recruit an Asset Management Project Lead in early 2018 to assist with the development of anticipated legislation requirements. The costs associated with this new initiative are offset 100 per cent by new revenues through funding under the Federal Gas Tax program which supports and endorses asset management planning
- BR 4034: Diversity and Inclusion Co-ordinator (2019) - The Diversity and Inclusion Co-ordinator will be responsible for operationalizing the Strategy, implementing the 22 recommended actions and ensuring integration of diversity and inclusion initiatives throughout the organization

**Proposed Changes to 2018 Net Operating Budget by Category (000's)**



## Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2018-2021, as well as the 2017 Budget and 2016 Actuals by major program within the Service Area.

### Proposed Budget by Program

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>						
Human Resources	8,754	9,182	9,371	9,494	9,609	9,725
Finance	8,129	8,366	8,552	8,668	8,786	8,905
Communications	5,415	6,149	6,312	6,219	6,300	6,383
Corporate Performance and Innovation	1,815	1,775	1,817	1,840	1,864	1,888
Revenue, Materiel Management & Business Service	6,504	6,718	6,817	6,895	6,980	7,065
<b>Total Expenditures</b>	<b>30,617</b>	<b>32,190</b>	<b>32,870</b>	<b>33,117</b>	<b>33,539</b>	<b>33,966</b>
<b>Revenues</b>	<b>(2,029)</b>	<b>(2,330)</b>	<b>(2,330)</b>	<b>(2,330)</b>	<b>(2,330)</b>	<b>(2,330)</b>
Transfers From Reserves and Reserve Funds	(365)	(428)	(369)	(372)	(376)	(379)
New Initiatives and New Revenues			285	413	614	616
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>28,223</b>	<b>29,432</b>	<b>30,456</b>	<b>30,827</b>	<b>31,447</b>	<b>31,873</b>
Expenditures Budget - Changes by Year			2%	1%	1%	1%
Proposed Net Budget - Changes by Year			3%	1%	2%	1%

Note: Numbers may not balance due to rounding.



## Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour, operational costs, facility, IT and support) and revenues are shown by category with the approved 2017 budget for comparison. The three columns to the far right of the table show the totals proposed for 2018 and their dollar and percentage changes over 2017.

### Summary of Proposed 2018 Budget

Description	2017 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	2018 Proposed Budget (\$000's)	\$ Change Over 2017	% Change Over 2017
Labour and Benefits	28,278	868	(165)	0	0	103	0	29,084	805	3%
Operational Costs	3,911	20	(42)	0	0	285	0	4,174	262	7%
Facility, IT and Support Costs	0	0	0	0	0	0	0	0	0	0%
<b>Total Gross Expenditures</b>	<b>32,190</b>	<b>887</b>	<b>(207)</b>	<b>0</b>	<b>0</b>	<b>388</b>	<b>0</b>	<b>33,258</b>	<b>1,068</b>	<b>3%</b>
<b>Total Revenues</b>	<b>(2,758)</b>	<b>59</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(103)</b>	<b>0</b>	<b>(2,802)</b>	<b>(44)</b>	<b>2%</b>
<b>Total Net Expenditure</b>	<b>29,432</b>	<b>946</b>	<b>(207)</b>	<b>0</b>	<b>0</b>	<b>285</b>	<b>0</b>	<b>30,456</b>	<b>1,024</b>	<b>3%</b>

Note: Numbers may not balance due to rounding.

### Summary of Proposed 2018 Budget and 2019 - 2021 Forecasts

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
Labour and Benefits	27,308	28,278	29,084	29,462	29,885	30,315
Operational Costs	3,309	3,911	4,174	4,190	4,392	4,394
Facility, IT and Support Costs	0	0	0	0	0	0
<b>Total Gross Expenditures</b>	<b>30,617</b>	<b>32,190</b>	<b>33,258</b>	<b>33,652</b>	<b>34,277</b>	<b>34,708</b>
<b>Total Revenues</b>	<b>(2,394)</b>	<b>(2,758)</b>	<b>(2,802)</b>	<b>(2,825)</b>	<b>(2,830)</b>	<b>(2,836)</b>
<b>Total Net Expenditure</b>	<b>28,223</b>	<b>29,432</b>	<b>30,456</b>	<b>30,827</b>	<b>31,447</b>	<b>31,873</b>

Note: Numbers may not balance due to rounding.

## Proposed Cost Increase Required to Maintain Current Service Levels

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, taking into account efficiencies, cost savings, and cost increases arising from prior year decisions.

Category	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
<b>Labour and Benefits</b>	<b>28,278</b>	<b>28,981</b>	<b>702</b>	Increase Reflects Labour Adjustments and Other Fringe Benefit Changes
Advertising & Promotions	316	319	3	Cost Increase in Promotional Materials
Communication Costs	520	518	(2)	Efficiencies and Cost Savings
Contractor & Professional Services	1,524	1,522	(2)	Operating Budget Request forwarded from 2016 to 2017 reversed in 2018 (\$60K) offset by Communications Support Costs \$60K; Efficiencies and Cost Savings (\$2K)
Equipment Costs & Maintenance Agreements	205	203	(2)	Efficiencies and Cost Savings
Finance Other	86	94	8	Recovery Adjustment for Investment Group
Materials, Supplies & Other Services	515	500	(15)	Efficiencies and Cost Savings
Occupancy & City Costs	280	274	(6)	Lower Utilities Consumption in Central Stores
Staff Development	344	348	4	Additional Funding Requirement in HR offset by Savings in Finance & CPI
Transfers To Reserves and Reserve Funds	73	73	0	
Transportation Costs	48	38	(11)	Efficiencies and Cost Savings
<b>Subtotal - Other Operating</b>	<b>3,911</b>	<b>3,889</b>	<b>(23)</b>	
Total Revenues	(2,330)	(2,330)	0	
Transfers From Reserves and Reserve Funds	(428)	(369)	59	Operating Budget Request forwarded from 2016 to 2017 reversed in 2018 under Professional Services
<b>Subtotal - Revenues</b>	<b>(2,758)</b>	<b>(2,699)</b>	<b>59</b>	
<b>Total</b>	<b>29,432</b>	<b>30,171</b>	<b>739</b>	

Note: Numbers may not balance due to rounding.

## Proposed New Initiatives and New Revenues

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

Description	BR #	2018 FTE Impact	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2018 to 2021 FTE Impact	2018 to 2021 Capital (\$000's)
<b>New Initiatives</b>								
New Customer Relationship Management System and Knowledge Base to Modernize Customer Service	2926	2.0	0	0	200	200	0.0	1,927
Modernize Candidate Sourcing and Assessment Tools for Recruitment	3980	0.0	60	60	60	60	0.0	50
Diversity and Inclusion Coordinator	4034	0.0	0	128	129	131	1.0	0
Digital Strategy - Measuring Customer Satisfaction	4055	0.0	75	75	75	75	0.0	0
Asset Management (AM) Project Lead	4095	1.0	0	0	0	0	1.0	0
Enhance Learning and Development Opportunities for Employees and Leaders	4096	0.0	150	150	150	150	0.0	0
<b>Total New Initiatives</b>		<b>3.0</b>	<b>285</b>	<b>413</b>	<b>614</b>	<b>616</b>	<b>0</b>	<b>1,977</b>
<b>Total New Initiatives and New Revenues</b>		<b>3.0</b>	<b>285</b>	<b>413</b>	<b>614</b>	<b>616</b>	<b>2.0</b>	<b>1,977</b>

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

The two (2) FTEs for BR 2926 are capital funded.

The Asset Management Project Lead is funded from Federal Gas Tax.

**Proposed Initiative**

New Customer Relationship Management System and Knowledge Base to Modernize Customer Service

**Department**

Corporate Services Department

**Service Area**

Business Services

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	0.0	0.0	200.0	200.0
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	200.0	200.0
* Net Change in \$		0.0	200.0	0.0
FTEs	2.0	2.0	0.0	0.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	670.8	1,255.8	0.0	0.0

**Why Staff Recommend this Initiative**

Co-ordinated and consistent service delivery requires the ability to track requests and provide status updates through to their completion. To provide these capabilities, a customer relationship management (CRM) system is required. A CRM would improve interactions, provide new features to customers and improve the overall customer experience. A centralized Knowledge Base would allow for greater ease of maintenance of information and ensure residents always receive the most accurate information.

### **Details of Service Change**

A CRM solution would greatly improve the City's customer service capabilities providing more options to self-serve and track the status of requests. The solution will:

- Allow creation of customer accounts
- Enable more web self-service
- Provide tracking numbers to track progress
- Send notification messages
- Produce improved metrics

Creating one knowledge base would allow all City staff to access and provide the most accurate and current information to customers across all channels. Currently there are three separate knowledge bases, with limited staff access. Leading practice recommends a single common source for information, documents and operating procedures to establish one 'version of the truth'.

Implementing a single sign-on for 311 agents would improve operational efficiency in the following ways:

- Simplify the login process by eliminating the need to manually enter credentials into 12 separate applications
- Boost 311 agent productivity and enable them to be ready quicker to handle calls
- Reduce Help Desk support to manage and reset passwords

Together, these enhancements provide the foundation to respond to customer expectations for accurate, timely and responsive service delivery.

Two Capital funded FTEs (one IT Project Leader for 18 months and one Business Advisor for two years) will manage the project with an external vendor being retained to complete a feasibility study in 2018. Capital funding in 2019 will be dedicated to implementation efforts.

### **Service Impact**

Modernizing the technological infrastructure for customer service delivery will significantly improve customer experience and result in a number of internal and external benefits.

A new CRM solution will allow staff to have an enterprise view of the customer, providing greater insight into the needs of different customer segments. This will allow the City to better understand the particular preferences and requirements for various segments and enable continuous improvement in customer service delivery. The one knowledge base will improve the quality of information and the effort required to manage and maintain information – by reducing duplication and inconsistencies in the information.

Customers are likely to experience higher satisfaction by reducing the 'customer effort' and improving the ease of doing business with the City. They can also be more confident that they will receive more current, accurate and consistent information from the City as a result of the centralized knowledge base as the 'single version of the truth'. Capital funding in 2018 will be to carry out feasibility studies for both solutions, with 2019 capital funding dedicated to implementation efforts.

**Proposed Initiative**

Modernize Candidate Sourcing and  
Assessment Tools for Recruitment

**Department**

Corporate Services Department

**Service Area**

Business Services

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	60.0	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	60.0	60.0	60.0	60.0
* 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)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	50.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Sourcing and assessment were identified in the Talent Acquisition Strategy as areas in which the City is lagging compared to the public sector overall. Sourcing subscriptions and automated screening tools will enhance outreach especially to equity seeking groups as well as the quality of hires because they assist in improving objectivity by matching identified competence with candidate profiles. They save time and enhance a hiring manager's ability to assess candidate's skills and behaviours.

**Details of Service Change**

Current sourcing and assessment tools are limited to a subscription to Equitek (a subscription for outreach to equity seeking groups), Predictive Index (an on line behavioral assessment tool) and LinkedIn (a subscription for recruiter tools to search out passive candidates and post job opportunities) in the amount of \$121,000 annually. As turnover rates and the percentage of staff eligible to retire continually increase the City must become more intentional in its sourcing and assessment efforts to ensure the right candidates are hired at the right time with the right skills. With advances in technology there are a variety of tools available to more effectively and efficiently source and assess candidates including outreach subscriptions, on line assessments, behavioural testing and analysis tools, social recruitment networks and video interviewing technology. These tools will significantly enhance hiring manager's ability to source and assess candidates to ensure they have the skills and behaviours required to successfully perform the work that is required in their role.

**Service Impact**

In order to modernize candidate sourcing and assessment tools Human Resources is requesting \$60,000 annually to purchase subscriptions and/or licenses to a variety of sourcing tools such as outreach subscriptions, on line assessments, behavioural testing and analysis tools, social recruitment networks and video interviewing technology, and one time capital cost of \$50,000 for integration with SuccessFactors (SAP Talent Management software).

**Proposed Initiative**

Diversity and Inclusion  
Co-ordinator

**Department**

Corporate Services Department

**Service Area**

Business Services

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	0.0	127.6	129.4	131.1
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	0.0	127.6	129.4	131.1
* Net Change in \$		127.6	1.8	1.8
FTEs	0.0	1.0	1.0	1.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Best practice research indicates that having a dedicated resource to drive the rollout of a strategy is essential to ensure success and sustainment. The cities of Toronto, Markham and the Region of Peel all have a dedicated resource. Without this resource many strategies quickly fail and employees perceive that the organization is not truly committed. Not dedicating resources can actually exacerbate feelings of disengagement for employees who took the risk to contribute to the strategy.



**Details of Service Change**

The Diversity and Inclusion Co-ordinator will be responsible for operationalizing the Strategy, implementing the 22 recommended actions and ensuring integration of diversity and inclusion initiatives throughout the organization. Specific duties would include ensuring that employment legislation and the diversity and inclusion lens are applied to all policies and procedures; managing communications related to diversity and inclusion; managing rollout of training initiatives; integration of diversity and inclusion content into other learning programs and developing a scorecard to measure and report on progress on all diversity and inclusion initiatives.

**Service Impact**

The expected outcome of this strategy is to create a respectful and supportive workplace that fosters a culture of diversity and inclusion, and to attract, retain, and develop a talented diverse workforce which broadly reflects the communities and citizens we serve. Our goal is to create an organization which leverages diverse talents and ways of thinking to create innovative programs and services that meet the diverse needs of our citizens.

**Proposed Initiative**

Digital Strategy - Measuring  
Customer Satisfaction

**Department**

Corporate Services Department

**Service Area**

Business Services

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	75.0	75.0	75.0	75.0
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	75.0	75.0	75.0	75.0
* 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)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

To modernize the City's approach to managing our website and digital channels, online performance indicators need to be as accurate and reliable as the financial, operational, and other metrics the City uses to make key business decisions. This program will measure the "Voice of the Customer" to drive the decisions of City digital staff, which is a key recommendation in the governance model outlined in the Communications Digital Strategy.

### **Details of Service Change**

This initiative involves the procurement of an online survey tool, and value added services for regularly monitoring, reporting and interpreting the results. The data collected will provide a measurement of 'the voice of the customer' by intercepting people during their online interactions with the City. It is immeasurably more valuable to obtain this information while the customer is interacting with the City on a digital channel than to obtain it by other surveying options that would require them to recall past behaviour and impressions.

The data will be analyzed to provide a satisfaction score that will be measured and benchmarked against other public sector organizations. It will allow the City to measure progress over time and establish trends as well as prescribe specific high impact actions for improving our score.

### **Service Impact**

Overall, the benefits of implementing this initiative include:

- Building greater value in the City's measurement of online channels
- Aligning the City's digital workforce around decisions that are customer-centric
- Improving websites in a way that is meaningful for the City's customers

High customer satisfaction is linked to higher business performance on transactions, commerce, and channel shift from telephones to online. This initiative builds on the past City pilot investment in software. The results of this pilot to date have provided invaluable insight and helped establish a Corporate baseline for what customers experience today across the City's digital channels. A reinvestment will allow the City to measure and report on progress as it continues to modernize its approach to public facing websites.

**Proposed Initiative**

Asset Management (AM) Project  
Lead

**Department**

Corporate Services Department

**Service Area**

Business Services

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	102.9	122.5	124.3	126.1
Reserves & Reserve Funds	102.9	122.5	124.3	126.1
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	1.0	1.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Anticipated amendments to existing legislation will require a strategic asset management policy and a framework for the development of asset management plans, identifying how these align with municipal plans and long term financial plans and budgets, taking into consideration Council's and the public's feedback. Development Charge (DC) legislation and Gas Tax agreements require detailed AM plans.

### **Details of Service Change**

Recent benchmarking with other municipalities has identified centralized co-ordination of asset management as a best practice. There is no available resource in Finance for this role. One full-time permanent position is being requested, beginning in March 2018. The addition of this position would begin the process of (1) ensuring prioritization of state of good repair projects between departments; (2) establishing lifecycle replacement funding requirements, and integrating these requirements into the long range financial plan; (3) providing capacity within Finance to ensure (anticipated) legislative requirements can be met and appropriate responses to provincial and federal infrastructure funding opportunities. The position is being funded through Federal Gas Tax, as this funding source allows for Asset Management planning implementation.

### **Service Impact**

The incumbent will work closely with departmental asset-management subject matter experts (SMEs) and ensure that asset management information is fully co-ordinated. This in turn will allow the City's limited infrastructure replacement dollars to be focused where they are needed most, and ensure the City is armed with appropriate information to plan for its infrastructure replacement dollars into the future. The work performed in this position will ensure compliance with legislative requirements and ensure the City maximizes any potential federal and provincial funding.

**Proposed Initiative**

Enhance Learning and  
Development Opportunities for  
Employees and Leaders

**Department**

Corporate Services Department

**Service Area**

Business Services

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	150.0	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	150.0	150.0	150.0	150.0
* 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)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

The "Develop" Strategic Driver from the approved Talent Management Strategy focuses on building talent at all levels in the organization by implementing effective programs and practices. However, there has been no new investment in learning for 12 years despite increases in the number of employees and changes in the best practices of learning. As a result of increased demand for classes and the addition of more courses, Human Resources is requesting operating funds to enhance learning.

### **Details of Service Change**

In 2018, Human Resources is offering new courses for employees and leaders, begins mandatory learning for High Potential (HiPo) employees in the Leadership Succession Planning program and introduces intact team learning for the Extended Leadership Team (ExLT). These new offerings align with the following corporate initiatives:

- Recommendations from the Business Planning Committee for improving business acumen
- Master plans in Communications and Human Resources
- Approved recommendations from Leadership Succession Planning program

Currently, there is a \$90,000 annual corporate budget to train 4,000 employees and 500 leaders at an investment of only \$11 per employee and \$90 per leader, well below the best practice benchmark of \$1,200 and \$2,000, respectively. Funds requested would increase the budget by \$55,000 providing classes for an additional 385 employees and leaders annually.

For HiPos there is a budget of \$33,100 established when there were 30 HiPos. There are now 178 HiPos with 185 projected by 2020. This represents an investment of \$186 per HiPo, well below the best practice benchmark of \$4,000 per HiPo. The requested funds would increase this budget by \$33,000 annually for four years ensuring each HiPo completes the mandatory learning.

There are no identified funds for intact team learning for ExLT. The best practice benchmark for learning for this group is \$4,000 per leader. The requested funds of \$62,000 would provide for two learning initiatives annually.

### **Service Impact**

Human Resources is requesting funds in the amount of \$150,000 in operating funds required for employee, leader, HiPo and ExLT learning in 2018. These funds will pay for external facilitator costs and learning materials.

The investment in learning drives significant benefits for the City including improving employees' competency, skills and performance. This translates into improved customer service, decision making and resiliency. Best practice research proves that organizations that invest in learning have higher job satisfaction and morale levels and lower employee turnover. An investment in learning is also a strong motivator for attracting new talent to the City which is becoming increasingly challenging with current and projected demographic and labour market trends. These investments move the City closer to the best practice benchmark for all employees i.e., employees, leaders, HiPos and ExLT. This will assist in the transfer of knowledge and expertise as we continue to experience so many retirements.

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## Proposed Capital Budget

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast.

### Proposed 2018-2027 Capital Budget by Program

Program Expenditures	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022-2027 Forecast (\$000's)	Total 2018-2027 (\$000's)
Administration	1,396	1,406	150	260	860	4,072
<b>Total</b>	<b>1,396</b>	<b>1,406</b>	<b>150</b>	<b>260</b>	<b>860</b>	<b>4,072</b>

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

### Proposed 2018-2027 Capital Forecast Highlights include the following:

The City's Customer Service Strategy project is requesting a budget of \$2.4 million cash flow over a four-year period. The project will provide measurable outcomes such as shorter wait times for citizens, faster and more comprehensive knowledge base searches, improved resident caller satisfaction, and reduced City staff training time, via modernized customer service operations and technology. The enterprise-wide customer service strategy will have a positive impact on the City's reputation and future customer interactions. The request is detailed in BR2926 – New Customer Relationship Management System and Knowledge Base to Modernize Customer Service.

The DC Background Studies require a budget of \$1 million for this 10-year period covering three studies. The study occurs every five years and is a legislated requirement.



### Proposed 2018-2027 Capital Budget by Funding Source

The following table provides the funding sources proposed to fund the capital portion of the proposed 2018-2021 Business Plan and 2018 Budget and the consolidated forecast for 2022-2027.

Funding	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022-2027 Forecast (\$000's)	Total 2018-2027 (\$000's)
Tax/Debt	1,026	1,316	150	130	60	2,682
Development Charges	270	90	0	0	540	900
Gas Tax	0	0	0	0	0	0
Other Reserves & Reserve Funds	100	0	0	130	260	490
<b>Total</b>	<b>1,396</b>	<b>1,406</b>	<b>150</b>	<b>260</b>	<b>860</b>	<b>4,072</b>

Note: Numbers may not balance due to rounding.

### Proposed 2018 Capital Budget Detail

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

Program: Administration

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPB 006359	Social Procurement Policy implementation	50	0	50	Tax/Debt
CPB006023	Integration of Candidate Sourcing and Assessment	50	0	50	Tax/Debt
CPB006351	Energy Management and A/P Interface	75	0	75	Tax/Debt
CPB006352	Customer Service Strategy	821	0	821	Tax/Debt
CPB006360	DC Background Study - Consulting	100	0	100	Development Charges, Tax/Debt
CPBS00004	DC Background Study 2017	200	0	200	Development Charges, Tax/Debt
CPBS00020	Employee Survey-2018	100	0	100	Other Reserves & Reserve Funds
<b>Total</b>		<b>1,396</b>	<b>0</b>	<b>1,396</b>	

Note: Numbers may not balance due to rounding.

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**Proposed 2019-2021 Capital Budget by Sub-Program**

The following tables provide a listing of capital forecast by sub-program for 2019-2021.

<b>Sub-Program</b>	<b>2019 Forecast (\$000's)</b>	<b>2020 Forecast (\$000's)</b>	<b>2021 Forecast (\$000's)</b>
<b>Administration</b>			
Business Services Applications	0	0	0
Business Services DC Studies	100	0	0
Business Services Other	1,306	150	260
<b>Subtotal</b>	1,406	150	260
<b>Total Expenditures</b>	<b>1,406</b>	<b>150</b>	<b>260</b>

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



# Mississauga Library

2018–2021 Business Plan  
& 2018 Budget

# Foreword

## 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, historic villages, Lake Ontario and the Credit River Valley. A place where people choose to be.

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40 year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into 16 Services Areas that are outlined in this Plan. The 2018-2021 Business Plan and 2018 Budget detail how and where the City plans to allocate resources to deliver programs and services.

The City is committed to providing programs and services cost effectively. In this Plan we have outlined measures that will help us assess the quality, efficiency and customer satisfaction that our services achieve. The results help inform decisions on resource allocation, direct program offerings and improve service delivery to ensure our vision is efficiently realized.



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## Executive Summary of Mississauga Library

**Mission:** The Mississauga Library System exists to provide library services to meet the life-long informational, educational, cultural and recreational needs of all citizens.

### Services we provide:

The Mississauga Library System (MLS) 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 – 4.862 million in-person visits
- Circulation – 6.041 million items loaned
- Collection – 1.06 million items available through 18 locations throughout the City
- Participation – More than 135,000 program attendees and 2,100 outreach initiatives
- Access – More than 930,000 visits to the Library website
- 88 per cent of residents surveyed express overall satisfaction with Library services in Mississauga

### Highlights of the Business Plan include:

- An exciting reorganization began in 2017 that will position the Library to be focused on co-ordinated programming, responsive collections and digital services in a customer centred environment
- Design concepts completed in 2017 for the Central Library Revitalization will inform this important initiative over the next three years
- Expansion of Maker Mississauga digital learning and creativity programs and resources
- Development of permanent maker spaces at Burnhamthorpe and Courtneypark branches began in 2017

Net Investment (000's)	2018	2019	2020	2021
Operating	27,521	28,075	28,605	29,025
Capital	1,795	11,187	11,207	225
Full Time Equivalents	316.6	316.6	316.6	316.6

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## Core Services

### Vision, Mission, Goals of Service and Service Delivery Model

#### Vision

The Mississauga Library System provides life-long enrichment, education and empowerment.

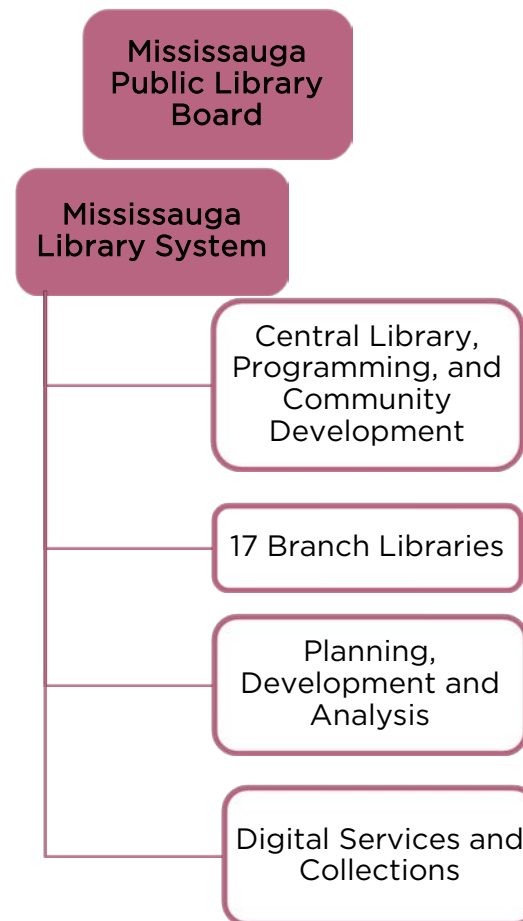
#### Mission

The Mississauga Library System exists to provide library services to meet the life-long informational, educational, cultural and recreational needs of all citizens.

#### Goals of Service

- We know and engage with our community
- We recognize the Library as a key learning institution
- We aim 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



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## Current Service Levels and Trends

### Service Levels

The Library system currently consists of one Central Library and 17 branch libraries which are open for a combined 54,350 hours a year. The system offers a collection of more than six million items of which more than 875,000 are electronic. The Library and its branches are visited almost five million times a year. The system delivers more than 9,400 programs and 2,100 outreach initiatives a year which are attended by 135,000 participants.



### Trends

#### Technology

Library customers are consuming more digital resources and using mobile technology to access them. It is important that the system remains relevant to new users by investing in the proper technology.

### Collections

To meet customer demand, the MLS continues to expand its physical and digital collections in a variety of formats – many of them purchased from the United States with Canadian currency. The Library system will continue to improve its collection and keep an eye on changing consumer preferences as well as the value of the Canadian dollar.

### Infrastructure

Mississauga libraries have become areas for community gatherings, hubs for digital and physical learning tools, supportive learning institutions, and the bridge between home and school. The pressure on capital funding is making it challenging for MLS to keep up with demand for these needs.

### People

The evolution of Library services results in a simultaneous evolution of the role of library staff. Staff development is crucial to meet the expectations of customers. The Library recognizes the evolution of Library services within the community and has begun a reorganization to become focussed on co-ordinated programming, responsive collections and digital services in a customer centered environment



## Performance Measures and Results

The Mississauga Library System exists to provide library services to meet the life-long informational, educational, cultural and recreational needs of all citizens. The Library's Performance Measures are used to help assess how well we are achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability. The following section describes the measures that we use and provides context for results. These statistics are based on the 2015 Provincial Survey, as the 2016 statistics are not available as of the date of this document's printing.

### What we are measuring

To understand how well we are achieving our goals, the Library system measures the following in addition to the metrics found on our Balanced Scorecard.

### Percentage of residents who have library cards

	2015	2016	2017	2018
Registered Users	427,097	458,854	470,325	482,083
Penetration Rate	56%	60%	62%	63%

### Operating Costs and Collections Spending per capita

	2015	2016	2017	2018
Total Operating Costs	\$24,402,357	\$26,445,274	\$26,841,953	\$27,244,582
Per Capita	\$31.94	\$34.61	\$35.13	<b>\$35.66</b>

	2015	2016	2017	2018
Collections Spending*	\$2,665,810	\$2,855,120	\$2,970,000	\$3,070,000
Per Capita	\$3.49	\$3.96	\$4.12	<b>\$4.25</b>

### Benchmarking for per capita spending

	Population	Operating Cost	Operating \$ Per Capita	Collections Cost	Collection \$ Per Capita
Brampton	580,600	\$14,188,551	\$24.44	\$1,655,791	\$2.85
Mississauga	764,000	\$24,402,357	<b>\$31.94</b>	\$2,665,810	<b>\$3.49</b>
Ottawa	960,754	\$41,718,909	\$43.42	\$5,109,966	\$5.32
London	381,310	\$19,195,376	\$50.34	\$1,997,398	\$5.24
Hamilton	550,700	\$28,576,020	\$51.89	\$3,273,638	\$5.94
Toronto	2,826,498	\$175,738,082	\$62.18	\$18,444,049	\$6.53

### Customer Use Benchmarking

	Total Collections	Circulation Total	Circulation per Collection	Population	Collections Per Resident
Brampton	498,318	5,062,877	10.16	580,600	0.86
Hamilton	669,710	6,473,602	9.67	550,700	1.22
London	677,284	3,869,642	5.71	381,310	1.78
Mississauga	1,105,983	6,385,679	<b>5.77</b>	764,000	<b>1.45</b>
Ottawa	2,021,585	11,425,711	5.65	960,754	2.10
Toronto	5,424,770	32,505,963	5.99	2,826,498	1.92

### Why these measures are important

These measures give us an idea of how well we are being accessed by Mississauga residents, and how well our comparators are doing. If we see a comparator surpassing our success, we can potentially look to their system or services to learn how we might improve.

### How we are improving results

We are constantly looking internally and externally to develop ideas which could raise the rate of registered card users and circulation. The City of Mississauga has been a fantastic supporter of the Library system's operational needs.

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## Balanced Scorecard

The Library's balanced scorecard identifies measures in four key areas of performance: Financial, Customer Service, Employee, and Business Process.

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 process of moving to outcome based measures, to focus more on the value-add of 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 \$4.23 per capita (2016), this measure remains second lowest among national and provincial comparator libraries.

### 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 we have 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 Process 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 Master Plan recommended provision standard, and the planned growth will coincide with anticipated population growth.



*Dreamtimes.com*

## Balanced Scorecard (Cont'd)

Measures for Mississauga Library	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)	2021 (Plan)
<b>Financial:</b>								
Expenditure per Capita	\$34.37	\$31.94	\$34.61	\$35.13	\$35.66	\$36.20	\$36.74	\$36.65
Expenditure per Capita – library materials	\$3.16	\$3.49	\$3.96	\$4.12	\$4.25	\$4.25	\$4.25	\$4.25
<b>Customer:</b>								
Visits (000s)	4,530	4,758	4,862	4,902	4,975	4,500	4,500	5,100
Circulation (000s)	6,071	6,386	6,041	6,644	6,777	6,912	7,051	7,100
In-Library Use of Materials (000s)	1,517	1,490	1,205	1,345	1,277	1,000	1,000	1,500
Reference Inquiries (000s)	210	213	137	137	130	130	120	120
Computer Use (000s)	599	646	625	650	660	670	680	690
Electronic Uses (visits to websites) (000s)	794	839	932	950	975	1,000	1,025	1,050
Electronic Uses (visits to online catalogue)	2,498	2,497	2,600	2,547	2,573	2,598	2,624	2,600
Program Attendance (000s)	149	149	136	155	165	175	185	195
<b>Employees:</b>								
Employee Satisfaction	N/A	67.5	N/A	N/A	68.9	N/A	N/A	70.4
<b>Internal Business Process:</b>								
Collection Size (000s)	1,252	1,166	1,061	1,111	1,161	1,211	1,261	1,311
Space per Capita	0.46	0.46	0.46	0.46	0.46	0.46	0.46	0.46

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## Awards and Achievements

### Awards

- The new Woodlands Library was nominated for both an Ontario Library Association's Library Building Award and a Mississauga Urban Design Award
- The Ontario Public Library Association's Leadership in Adult Readers' Advisory (RA) award was given to Amy Colson, Manager, Meadowvale Library
- 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

### Achievements

- The Library celebrated Lakeview, Lorne Park and Streetsville's 50th anniversaries in 2017
- The Library System received grant funding from the Federal government for a homelessness prevention outreach worker and Provincial Grant funding to expand our technology footprint through the OLCF-IT program
- 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 2017 Annual Super Conference – Library staff delivered presentations at the all Ontario conference on "Get Your Conference On: Running a Staff Conference for Public Libraries" and a poster session entry highlighting the Lean experience in new materials processing



*Woodlands Library Exterior*



*Woodlands Library Interior*

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## The 2018-2021 Business Plan Outlook Planning for the Future

Over the next four years exploration of a number of future initiatives will be undertaken by the Library.

### Library Future Directions Master Plan

- A master plan review will be undertaken during the 2018-2021 business plan period to help guide the next five years of Mississauga Library Service

### Express Libraries

- We will expand library service points by offering self-service options known as 'express' libraries
- This option will be located in intensifying and/or high traffic areas that are convenient for library users

### Expanding Online Learning Opportunities

- Developing online tutorials for library services to help customers use the library better
- Providing customers with help for some technology tools
- Hosting online courses with colleges and universities
- An expanded exam proctoring service could also be developed

### Central Redevelopment

- Central Library is 25 years old and requires significant facility component lifecycle replacement
- The current footprint is not sufficient to serve all the City and its changing Library needs

- Includes development of a digital innovation centre for the entire City that will foster a culture of learning, discovery and entrepreneurship
- Detailed design to begin in 2018 with construction beginning in 2019

### A New Path Forward

- In 2014, the Library Board and City Council approved an organizational review for the Library system within the Future Directions Master Plan
- The resulting new organization will begin to roll out in late 2017 and early 2018 and is aimed at building Centres of Expertise in a customer centred library focused on co-ordinated programming, responsive collections and digital services
- Changes include increased groupings of library locations, and changes to the roles and responsibilities of some of our managers
- The new roles will focus on forward thinking, analytics, digital library services, innovation, technology and social engagement





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## Finding Efficiencies

Maintaining an efficient library system while providing the highest level of library services to the citizens of Mississauga is a priority of the Mississauga Library System. As the role of libraries within the community continues to change, it becomes more difficult to provide the services that are in demand while meeting the City's target for budget reductions. The library is committed to providing value for taxpayer money and operating at the highest level with the lowest amount of tax impact. The following are areas where we are striving to find efficiencies:

### Budget Saving

- Savings of \$800,000 in the operating budget since 2015, due to better business practices
- Maximized efficiencies in labour and materials, further reductions will affect service levels
- Least impactful budget reduction of \$23,000 from equipment repair budget

### Lean

- Library staff have two Green Belts and 45 White Belts, with plans to train two more Green and Yellow Belts in 2018 and 80 more White Belts before the end of 2017
- We have successfully implemented two Green Belt projects, one of which resulted in more than \$30,000 of cost avoidance in our materials processing section, as well as a 27 per cent increase in the number of materials that are processed in a day. The other project resulted in a 24 per cent reduction in the amount of time it takes for customers to receive holds, as well as cost avoidance of more than \$6,000 a year for the courier system
- The Library is also committed to continuous improvement through participation in the Lean program. To date the library has completed more than 27 small improvements at our branches and business units which have resulted in significant time savings and cost avoidance



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## Advancing the City's Strategic Plan

The Library's major initiatives over the next four years support the City's Strategic Plan pillars.

### belong - ensuring youth, older adults and new immigrants thrive

- Central Library Revitalization – developing a modern and welcoming Central Library to better serve the residents of Mississauga
- Makerspaces - providing dedicated space for Mississauga residents to build their science, technology, engineering, art and math skills
- Collection Expansion – continuing to invest in both our physical and digital collection to ensure that the library can provide something for all Mississauga residents

### connect - completing our neighbourhoods

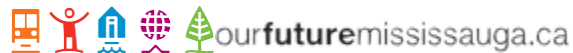
- Central Library Revitalization – providing the downtown core with a modern library with flexible spaces for all residents
- Technology Investments – a new technology-focused digital hub with facilities for events, lectures and seminars; and active creation space
- Collection Expansion – investing in new collection materials that provide Mississauga residents opportunities for lifelong learning and skill development

### prosper - cultivating creative and innovative businesses

- Central Library Revitalization – designing the new central library to be cutting edge, dynamic and reflective of the importance of this community institution
- Maker Mississauga - brings new opportunities for learning to children, teens, and adults. Making means sharing ideas, exploring new technologies, developing new skills

### 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 kept out of landfills over the years



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## Transforming our Business with 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 enhance and extend delivery of library services. 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 2018-2021 Technology impacts and represent major components of the Library Technology plan.

### 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
- 2016-2018 – Redevelopment of Library website a key component of the City's Web Modernization Project

### Digital Hub & Makerspaces

#### 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 2018 additional maker equipment will be 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 makerspaces at Burnhamthorpe and Courtneypark libraries



*Watching 3-D printing (stock photo)*



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## **Automated Materials Handling & Sorting**

### **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 at Central Library
- 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 Central Library where the volume of returns would result in a suitable return on investment

## **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

## **Wi-Fi Hotspots**

### **GOAL**

Know and engage our community.

Provide access to many resources in many ways.

### **INITIATIVE**

- Expansion of resources on loan to include mobile Wi-Fi hotspots. Mobile hotspot device connects computers, tablets, or cell phones to the Internet
- Enables customers without home internet to access learning and information 24/7

## **Virtual Reality**

### **GOAL**

Recognize the Library as a key learning institution.

Provide inspiring, welcoming and creative spaces.

Provide access to many resources in many ways.

### **INITIATIVE**

- Creation of virtual reality space at library locations. Virtual reality technology uses software to generate realistic images and sounds that replicate a real environment
- Customers able to book in-house virtual reality station to explore, learn, create and play

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## 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
- Detailed design to begin in 2018 with construction beginning in 2019

### Digital Hub & Makerspaces

#### 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 other branch libraries

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# Managing Our Human Resources

## Our Structure

### 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

### Central Library, Programming and Community Development

This team is responsible for the large Central library as well as

- Community Development
- Centralized Programming
- Customer Experience

### Facility Operations

Eighteen locations of varying sizes currently provide physical spaces where the library's services, programs and collections can be used and accessed.

- All libraries have public computers, free Wi-Fi and self check-out
- Also provide homebound services for customers unable to come to the library

### Planning, Development and Analysis

This team monitors governance and compliance issues regarding the Library Board and provides recommendations to the Director.

- Drives divisional Budget, Work-in-Progress (WIP) and forecast processes
- Provides strategic support, input and recommendations to the Director and the Library Leadership Team for the development of the annual Divisional Business Plan and Budget
- Drives productivity and Division wide continuous improvement

### Digital Services and Collections

The primary functions of this team are:

- Leading the strategic development of the Library's print and digital collections
- Providing leadership for developing and expanding the Library's digital presence to foster a culture of innovation for the whole Division
- Leading the social media and website team
- Being responsible for all public service components of the Integrated Library System (ILS) including overseeing the library's ongoing technical support needs, as well as maintenance and software upgrades in conjunction with the Community Services IT team



*Using a computer (stock photo)*

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## Our Talent

The Mississauga Library System is comprised of a diverse workforce of unionized and non-unionized staff with special accreditations, degrees and certifications in disciplines such as information science, public policy, business and Lean. The Library system is committed to providing staff with lifelong learning opportunities such as conferences, courses, and training which grow with the ever changing roles of library staff and municipal employees.

## Critical Roles/Functions to Achieve Business Goals

In 2017 the Library system began rolling out a reorganization to align our structure to achieve its mission and service goals. These changes include increased groupings of library locations, and changes to the roles and responsibilities of some of our managers. The new roles will focus on forward thinking, analytics, digital library services, innovation, technology and social engagement.

## Proposed Full Time Equivalent Staffing

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2017	2018	2019	2020	2021
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.

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## Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2018-2021 Business Plan. Information is provided by major expenditure and revenue categories as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The budget for 2017 was \$26.8 million and the proposed budget for 2018 is \$27.5 million.

### Total Changes to Maintain Current Service Levels

- \$440,000 increase reflects labour adjustments and part-time labour and fringe benefit rate increase set out by the Provincial Labour Law
- \$100,000 budget for Radio Frequency Identification programmable tags purchase for the books using self check-out system
- \$31,000 budget for cell phones for Library Managers
- \$28,000 utility cost increase

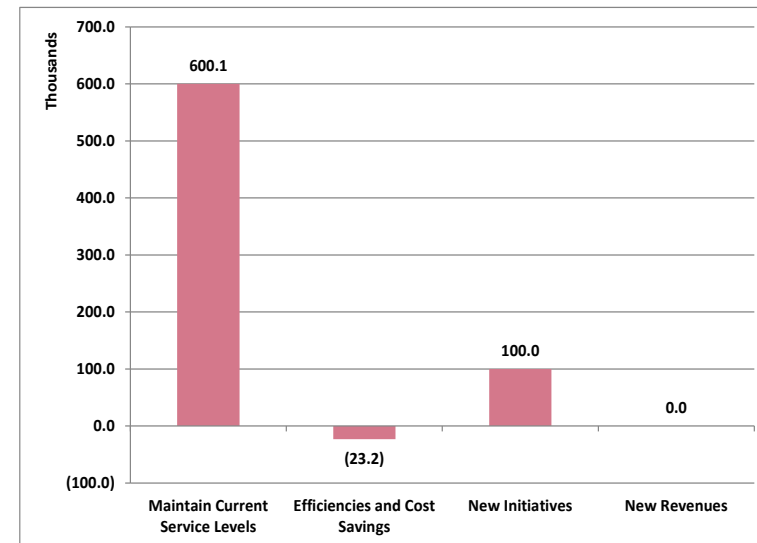
### Efficiencies and Cost Savings

We were able to identify some savings of \$23,000 within Building Maintenance and Equipment Rental & Repairs budget.

### New Initiatives

In order to implement the Collection Strategy laid out in the Master Plan Study, we request to add another \$100,000 of collection budget to meet the per capita rate gradually.

### Proposed Changes to 2018 Net Operating Budget by Category (000's)



## Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2018-2021, as well as the 2017 Budget and 2016 Actuals by major program within the Service Area.

### Proposed Budget by Program

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>						
Central Library Services	4,253	5,049	5,178	5,286	5,393	5,484
Library Support Services	10,109	9,827	9,985	10,162	10,330	10,428
Public Services	12,506	13,917	14,208	14,476	14,731	14,962
<b>Total Expenditures</b>	<b>26,867</b>	<b>28,793</b>	<b>29,370</b>	<b>29,924</b>	<b>30,454</b>	<b>30,874</b>
<b>Revenues</b>	<b>(1,911)</b>	<b>(1,949)</b>	<b>(1,949)</b>	<b>(1,949)</b>	<b>(1,949)</b>	<b>(1,949)</b>
Transfers From Reserves and Reserve Funds	0	0	0	0	0	0
New Initiatives and New Revenues			100	100	100	100
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>24,956</b>	<b>26,845</b>	<b>27,521</b>	<b>28,075</b>	<b>28,605</b>	<b>29,025</b>
Expenditures Budget - Changes by Year			2%	2%	2%	1%
Proposed Net Budget - Changes by Year			3%	2%	2%	1%

## Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour, operational costs, facility, IT and support) and revenues are shown by category with the approved 2017 budget for comparison. The three columns to the far right of the table show the totals proposed for 2018 and their dollar and percentage changes over 2017.

### Summary of Proposed 2018 Budget

Description	2017 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 Revenue s	Special Purpose Levies	2018 Proposed Budget (\$000's)	\$ Change Over 2017	% Change Over 2017
Labour and Benefits	22,140	440	0	0	0	0	0	22,580	440	2%
Operational Costs	6,224	159	(23)	0	0	100	0	6,460	235	4%
Facility, IT and Support	429	1	0	0	0	0	0	430	1	0%
<b>Total Gross</b>	<b>28,793</b>	<b>600</b>	<b>(23)</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>29,470</b>	<b>677</b>	<b>2%</b>
<b>Total Revenues</b>	<b>(1,949)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,949)</b>	<b>0</b>	<b>0%</b>
<b>Total Net Expenditure</b>	<b>26,845</b>	<b>600</b>	<b>(23)</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>27,521</b>	<b>677</b>	<b>3%</b>

### Summary of Proposed 2018 Budget and 2019-2021 Forecast

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
Labour and Benefits	19,957	22,140	22,580	23,023	23,446	23,823
Operational Costs	6,488	6,224	6,460	6,570	6,676	6,719
Facility, IT and Support	422	429	430	431	432	432
<b>Total Gross</b>	<b>26,867</b>	<b>28,793</b>	<b>29,470</b>	<b>30,024</b>	<b>30,554</b>	<b>30,974</b>
<b>Total Revenues</b>	<b>1,911</b>	<b>(1,949)</b>	<b>(1,949)</b>	<b>(1,949)</b>	<b>(1,949)</b>	<b>(1,949)</b>
<b>Total Net Expenditure</b>	<b>24,956</b>	<b>26,845</b>	<b>27,521</b>	<b>28,075</b>	<b>28,605</b>	<b>29,025</b>

Note: Numbers may not balance due to rounding.

## Proposed Cost Increase Required to Maintain Current Service Levels

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, taking into account efficiencies, cost savings, and cost increases arising from prior year decisions.

Category	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
<b>Labour and Benefits</b>	<b>22,140</b>	<b>22,590</b>	<b>440</b>	<b>Increase Reflects Labour Adjustments and Part Time labour Fringe Benefit rate increases.</b>
Administration and Support Costs	429	430	1	
Advertising & Promotions	48	48	0	
Communication Costs	9	39	30	Budget increase for cell phone cost due to increased cell phone units
Contractor & Professional Services	10	10	(0)	
Equipment Costs & Maintenance	57	50	(7)	Budget cut for equipment rental and repair
Finance Other	53	53	0	
Materials, Supplies & Other Services	4,050	4,150	100	Purchase Radio Frequency Identification (RFID) programmable tags for the books using self check-out system
Occupancy & City Costs	1,801	1,814	13	\$28 Utility cost increase offset by \$15 savings in building maintenance
Staff Development	86	86	0	
Transfers To Reserves and Reserve	63	63	0	
Transportation Costs	47	47	(0)	
<b>Subtotal - Other Operating</b>	<b>6,653</b>	<b>6,790</b>	<b>137</b>	
Total Revenues	(1,949)	(1,949)	0	
<b>Subtotal - Revenues</b>	<b>(1,949)</b>	<b>(1,949)</b>	<b>0</b>	
<b>Total</b>	<b>26,845</b>	<b>27,421</b>	<b>577</b>	



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## Proposed New Initiatives and New Revenues

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

Description	BR #	2018 FTE Impact	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2018 to 2021 FTE Impact	2018 to 2021 Capital (\$000's)
<b>New Initiatives</b>								
Library Collections Strategy	3931		100	100	100	100	0.0	0
<b>Total New Initiatives</b>		<b>0.0</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>0.0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>0.0</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>0.0</b>	<b>0</b>

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

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**Proposed Initiative**

Library Collections Strategy

**Department**

Community Services Department

**Service Area**

Mississauga Library

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	100.0	100.0	100.0	100.0
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	100.0	100.0	100.0	100.0
* 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)	2017 & Prior	2018	2019	2020	2021 & 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 lifelong learning and literacy.

Expenditures per capita 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 a 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 \$4.25 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.

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## Proposed Capital Budget

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast.

### Proposed 2018-2027 Capital Budget by Program

Program Expenditures	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022-2027 Forecast (\$000's)	Total 2018-2027 (\$000's)
Library Buildings	1,669	11,062	11,062	65	4,800	28,657
Library Materials & Equipment	126	126	145	160	1,360	1,916
<b>Total</b>	<b>1,795</b>	<b>11,187</b>	<b>11,207</b>	<b>225</b>	<b>6,160</b>	<b>30,573</b>

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

### Proposed 2018-2027 Capital Forecast Highlights include the following:

- Central Library Redevelopment
- The Express Libraries Pilot project in 2018
- Continued planning for the future through the Library's Future Direction Master Plan
- Expanding the Maker Mississauga program with more dedicated space

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## Proposed 2018-2027 Capital Budget by Funding Source

The following table provides the funding sources proposed to fund the capital portion of the proposed 2018-2021 Business Plan and 2018 Budget and the consolidated forecast for 2022-2027.

Funding	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022-2027 Forecast (\$000's)	Total 2018-2027 (\$000's)
Tax/Debt	1,795	11,187	11,207	225	4,770	29,183
Development Charges	0	0	0	0	1,260	1,260
Other Reserves & Reserve Funds	0	0	0	0	130	130
<b>Total</b>	<b>1,795</b>	<b>11,187</b>	<b>11,207</b>	<b>225</b>	<b>6,160</b>	<b>30,573</b>

Note: Numbers may not balance due to rounding.

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## Proposed 2018 Capital Budget Detail

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

Program: Library Buildings

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMLS00046	Makerspace Mississauga	195	0	195	Tax/Debt
CMLS00054	Self Serve Technology-Automated Materials Sortation	423	0	423	Tax/Debt
CMLS00059	Central Library Redevelopment	1,000	0	1,000	Tax/Debt
CMLS00084	Renovations to various locations	52	0	52	Tax/Debt
<b>Total</b>		<b>1,669</b>	<b>0</b>	<b>1,669</b>	

Note: Numbers may not balance due to rounding.

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMLS00073	Public Use Furniture and Equipment	126	0	126	Tax/Debt
<b>Total</b>		<b>126</b>	<b>0</b>	<b>126</b>	

Note: Numbers may not balance due to rounding.

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## Proposed 2019-2021 Capital Budget by Sub-Program

The following tables provide a listing of capital forecast by sub-program for 2019-2021.

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Library Buildings</b>			
LIB Renovations	10,962	11,062	65
LIB Studies	100	0	0
<b>Subtotal</b>	11,062	11,062	65

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

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Library Materials &amp; Equipment</b>			
LIB Programme Equipment Replacement	126	145	160
<b>Subtotal</b>	126	145	160
<b>Total Expenditures</b>	<b>11,187</b>	<b>11,207</b>	<b>225</b>

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



# Recreation

2018-2021 Business Plan  
& 2018 Budget



# Foreword

## 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, historic villages, Lake Ontario and the Credit River Valley. A place where people choose to be.

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40 year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into 16 Services Areas that are outlined in this Plan. The 2018-2021 Business Plan and 2018 Budget detail how and where the City plans to allocate resources to deliver programs and services.

The City is committed to providing programs and services cost effectively. In this Plan we have outlined measures that will help us assess the quality, efficiency and customer satisfaction that our services achieve. The results help inform decisions on resource allocation, direct program offerings and improve service delivery to ensure our vision is efficiently realized.



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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 District Recreation Services
- Aquatics, Therapeutic and Fitness Centralized Programs Unit
- Sport, Community Development and Hershey Centre Unit
- Client Services Unit
- Business Planning Unit

### Interesting facts about this service:

- 12,600,000 visits a year to Recreation facilities
- Over 175,000 yearly Program hours
- 50,000 yearly hours of Arena rentals
- 143,000 yearly hours of Facility Room usage
- Over 80,000 Golf rounds a year
- Over 48,000 Active Memberships

### Highlights of the Business Plan include:

- Continued planning toward establishing the city as a sport event and tourist friendly city
- Dedication to providing fiscally responsible programs and services which maximize the use of existing facilities and infrastructure
- Commitment to providing inclusive programs and services to complement Mississauga's diverse and aging population
- Development of more partnership opportunities to leverage additional funding and grants

Net Investment (000's)	2018	2019	2020	2021
Operating	27,036	30,377	31,573	32,389
Capital	15,588	18,451	14,121	20,922
Full Time Equivalents	776.8	784.8	801.2	801.2

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## 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, Recreation strives to:

- Position Recreation as essential to quality of life in Mississauga
- Improve resident physical literacy and active lifestyles
- Advance Mississauga's ability to attract major sporting events
- Provide an efficient and responsive supply of indoor and outdoor recreation facilities
- Deliver high value, affordable programs and services to residents through quality management

#### Service Delivery Model



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## Current Service Levels and Trends

### Current Service Levels

Recreation has 11 major community centres and 12 minor centres; 13 arenas representing 25 ice pads; 11 indoor pools (two shared with local school board); seven outdoor pools; 229 soccer fields and 125 ball diamonds. In addition, Recreation provides oversight to the Hershey Centre facilities.

Recreation's primary service is the delivery of various recreation programs. Recreation also provides the following services:

- Community Partnerships & Affiliations
- Recreational Facilities Operations & Facility Rentals
- Food Vending Operations
- Food Catering & Restaurant Services
- Grants Administration – (e.g., Active Assist)
- Sports Tourism Development
- Promotion & Awareness Campaigns
- Corporate Sponsorship Management
- Federal & Provincial Grants Application Processing
- Business Operations (Analytics, Forecasts, Budget)
- Standards, Compliance & Training
- Service Delivery Reviews

### Service Level Trends

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
- Delivery of Inclusive Services to All
- 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 2016

#### Recreation Infrastructure

- 11 Major Community Centres
- 1 Multi-Purpose Sport Centre
- 25 Ice Pads
- 6 Therapeutic Pools
- 11 Indoor Recreation Pools
- 7 Outdoor Pools
- 13 Concessions Locations

#### Engaging Citizens

- 12,600,000 visits to our Facilities
- 175,000 Program hours
- 50,000 hours of Arena rentals
- 143,000 hours of Facility Room usage
- 80,000 Golf rounds a year
- 48,000 Active Memberships

## Recreation trends, threats, and opportunities

The growth and increasing diversity of Mississauga's residents has changed the way the division staffs, programs, and develops infrastructure. Recreation faces a number of challenges in the future including changing demographics, affordability of services, evolving customer expectations, aging infrastructure, aging population, and private competition.

## Future Opportunities for the Division

Innovation and continuous improvement are footholds of Recreation excellence. The following have been identified as future opportunities:

- 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 for mobile self-service
- Leveraging additional funding through Recreation partnership opportunities
- Growing engagement of 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

## Key Recreation Trends and Threats

### Changing Demographics

- 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 labour and operating costs

### Evolving Customer Expectations

- Ability to serve while simultaneously streamlining resources and ensuring quality with value

### Aging Infrastructure

- Recreation infrastructure edges closer toward its lifecycle end while funding infrastructure reinvestment has proven difficult

### Aging Population

- Ensuring Recreation meets the needs of the increasingly aging Mississauga population with targeted programming and space allocation

### Private Competition

- Benchmarking against private offerings, including moving toward more mobile and digital access of information and registrations

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## Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's Performance Measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability. The following section describes the measures that we use and provides context for results. The Balanced Scorecard shows trends since 2014 and expected outcomes up to 2021.

### What We Are Measuring

Recreation offers services in many forms. Recreation services include programs, memberships, facility rentals and more. In Recreation we use performance measures which show the efficiency, effectiveness, and quality of these services.

Recreation's effectiveness is shown through quantity measures such as *Membership Sales, Active Memberships, Programming Hours, Facility Rental Hours, & Foot Traffic*.

Recreation's efficiency is demonstrated through percentage measures such as *Program Fill Rate, and Facility Rental Utilization*.

Recreation strives to offer high quality services; we measure *customer and resident satisfaction*.

In an effort to be fiscally responsible, Recreation measures *Cost Recovery, Grant Funding, and our Part-time labour to Revenue ratio*.

In Recreation, our business is driven by staff. It is important that staff is engaged and constantly improving. We measure *Training and Development Hours and Employee Engagement* to ensure that we are focused on learning and improving as a division.

### Why These Measures Are Important

These measures are important to ensure that Recreation is fiscally responsible, offers quality services that residents want, and offers enough services for all residents to enjoy.

### How We Are Improving Results

Every five years, Recreation produces eight line of business plans. These plans include an analysis of the current status, key performance indicators specific to the line of business, and objectives for the future. Meeting these objectives is critical to the improvement of our performance metrics.



*Learn to swim, one of many programs offered at our facilities*

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## Balanced Scorecard

A Balanced Scorecard identifies and measures four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. 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 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. Increasing grant funding offsets greater portions of Recreation's expenses, thus increasing Cost Recovery. In 2016, Recreation received increased Grant funding for Ontario Summer Games and will return to normalized levels in the years to follow.

*Revenue to Part-Time Labour* is the ratio of all revenues to part-time labour expenses. With much of Recreation's services dependent on part-time labour, this is an important metric to show the efficiency with which programs are offered across the city.

With the increase to minimum wage, cost recovery and revenue to part-time labour will be impacted as expenses will increase and fees will need to continue being affordable for residents.

### Customer Measures

*Customer Satisfaction* is a percentage obtained through the exit surveys sent to Recreation customers. *Resident satisfaction* is a

percentage obtained through the biennial citizen satisfaction survey of city residents. Recreation is committed to achieving optimal satisfaction among its customers, users, and all city residents.

The other key customer category for Recreation is customer growth and retention. This is measured through City-wide membership sales, active memberships, total programming hours, and the average program fill rate percentage.

### Employee Measures

The *job engagement index* is a measure that 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 administered every three years.

*Training and Development Hours* measures total hours Recreation employees spend improving their credentials and attending workshops and conferences. This metric monitors Recreation's commitment to its employee's development. The implementation of the HIGH FIVE® program increased training hours in previous years. The decrease seen in 2016 is a return to a more normal level of service.

### Business Process Measures

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 (Cont'd)

Measures for Recreation	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)	2021 (Plan)
<b>Financial:</b>								
Cost Recovery	67%	66%	66%	65%	65%	65%	65%	65%
Grant Funding Secured	\$478,200	\$724,500	\$1,808,900	\$747,191	\$754,663	\$762,210	\$769,833	\$777,532
Revenue to Part-time Labour Ratio	\$3.02:1	\$2.87:1	\$2.89:1	\$2.85:1	\$2.90:1	\$2.95:1	\$3.01:1	\$3.07:1
<b>Customer:</b>								
Customer Satisfaction	87%	86%	87%	88%	89%	90%	90%	90%
Membership Sales	\$2.5M	\$2.8M	\$3.3M	\$3.3M	\$3.4M	\$3.4M	\$3.5M	\$3.5M
Active Memberships	47,337	46,887	48,882	49,371	49,865	50,364	50,868	51,377
Programming Hours	145,966	168,489	175,582	179,094	182,676	186,330	190,057	193,858
Program Fill Rate	66%	67%	66%	67%	68%	69%	70%	70%
Resident Satisfaction with Recreation	N/A	80%	N/A	86%	N/A	90%	N/A	90%
<b>Employees:</b>								
Training and Development Hours	1,249	1,249	1,016	1,027	1,038	1,049	1,060	1,071
Employee Engagement Survey (Job Engage Index)	N/A	66%	N/A	70%	N/A	70%	N/A	70%
Employee Engagement Survey Participation	N/A	86%	N/A	90%	N/A	90%	N/A	90%
<b>Internal Business Process:</b>								
Facility Rental Utilization	36%	37%	36%	37%	38%	39%	40%	41%
Facility Rental Hours	148,996	152,476	152,119	153,641	155,178	156,730	158,298	159,881
Foot Traffic at Facilities	11.0M	11.7M	12.6M	12.7M	12.9M	13.0M	13.1M	13.2M

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## Awards and Achievements

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 where they can operate their own programs, host meetings and private functions. In addition to the successful core services provided, 2016-17 was a special year for Recreation highlighted by the following achievements:



### **HIGH FIVE® Accreditation**

The City of Mississauga is the largest municipality to achieve this accreditation. Organizations that achieve this status represent the highest standard of excellence in children's recreation and sport programming.

### **FEO's Municipality of the Year**

The City has been recognized by Festivals and Events Ontario (FEO) as the 2017 Municipality of the Year. This award acknowledges the best in municipal leadership, festivals and event partnerships in Ontario. FEO offers this award in three population categories: less than 50,000; 50,000 to 150,000; and more than 150,000. The City won in the 150,000+ category.

### **Canada 150 - South Common Front Desk Renovation**

Recreation was awarded nearly \$200,000 in federal grant funding through the Canada 150 Community Infrastructure Program to renovate the customer service desk in the front lobby of South Common Community Centre.

### **Awarded 2018 Ontario 55+ Summer Games**

The City of Mississauga was awarded the Ontario 55+ Summer games. The City will host more than 1,400 participants and officials from across Ontario in addition to welcoming visitors and spectators to Mississauga. The Games will showcase a variety of events throughout Mississauga over three days. Events include cycling, slo-pitch, pickleball, swimming, golfing, tennis, bocce, lawn bowling and dart competitions. Recreation will lead the planning and execution of the Games to commence in August 2018.

### **March of Dimes Canada Award of Merit for Barrier-Free Design**

In 2016, Meadowvale Community Centre and Library was awarded the March of Dimes Canada Award of Merit for Barrier-Free Design.

### **Youth Friendly - Platinum Designation**

City of Mississauga received platinum status as a Youth Friendly Community from Play Works – a group of provincially recognized youth organizations that work together to encourage communities to open doors and reinvest in youth play. The City was awarded the platinum designation after successfully meeting all 16 key criteria.

Key criteria include (but are not limited to):

- Providing options and facilities for play
- Formally connecting youth to the community
- The community celebrates and recognizes youth
- Funding for youth play
- Support of youth volunteerism
- Youth activism and advocacy for play
- Adults champion the cause for youth play

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# The 2018-2021 Business Plan Outlook

## Planning for the Future

Recreation prides itself on planning for the future and adapting to current trends, situations and opportunities. Currently, Recreation is in the process of developing the Future Directions Master Plan which will guide service by setting both short term and long term priorities. In addition, Recreation ensures alignment to community needs and the City's strategic pillars through:

- Sport Plan
- Sport Tourism Plan
- Youth Strategy
- Older Adult Plan
- Eight Line of Business Plans

### Future Directions Master Plan

In 2018, the Future Directions Master Plan for Recreation will be available for public review and feedback. The goal of this study is to develop a sustainable and fiscally responsible master plan that will guide the strategic direction in both the short term (five years) and long term (ten years and beyond). The master plan will include actionable recommendations that address current and future needs of Mississauga residents.

The main objectives of the master plan include:

- To develop a proactive, innovative and synergistic strategy for planning and managing the evolution of services, programs, amenities and infrastructure
- To identify a sustainable approach to the delivery of programs, amenities, services and facility provision

- To provide an understanding of programs, services and facility assets and identify opportunities for future needs
- To reflect Mississauga's community services outlook in the face of the culturally and demographically diverse population residing in the City today and tomorrow with changing mobility and accessibility needs
- To foster an engaged and committed public in regards to future Recreation programs, infrastructure and service delivery



*Recreation is committed to offering programs and services to meet the needs of Mississauga residents*

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## Engaging Our Customers

Recreation is a high profile City service valued by Mississauga residents. In 2016, the Recreation Division attracted 12.6 million visitors to all of its facilities and offered 175,000 hours of programming along with countless hours of access to fitness centres, arenas, and indoor and outdoor public swimming. The diverse range of programs and services offered are enjoyed and valued by residents of all ages, regardless of ability, language preference and ethnicity.

Recreation continues to reach residents in a variety of ways:

- Informative websites that provide residents with programming and service details
- Use of social media sites to engage, interact, expand reach and build community
- Monthly e-newsletters that provide program information on recreation services, news and events to 110,000 subscribers
- Surveys that generate customer feedback (over 100,000 survey responses)
- Over 25 youth and older adult advisory committees across the city
- Support for approximately 300 community groups that provide a variety of programs, services and events
- Grants provision that empowers and supports the delivery of activities

## 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:

- 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

## Finding Efficiencies

Recreation has identified over \$400,000 in cost savings and efficiencies in the 2018 Budget.

Key Initiatives include:

- A Lean principle review of cash handling standards that focused on increased standardization, elimination of non-core processes and streamlining of processes
- New Operating Model for Banquet Services
- Various divisional support reductions and streamlining of processes to reduce budget expenses and increase revenue

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## Advancing the City's Strategic Plan

### move - developing a transit oriented city

Recreation continues to support a transit oriented city through the Freedom Pass. The Freedom pass is offered in partnership with Transportation & Works and gives youth aged 12-15 free admission to all Outdoor Pools and Public Transit during the summer months.

### belong - ensuring youth, older adults and new immigrants thrive

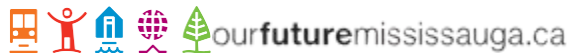
Recreation is committed to ensuring youth, older adults and new immigrants thrive in Mississauga. The existing free-to-use infrastructure is an example of this commitment. In the 2018-2021 Business Plan, Recreation has requested funding for the Ontario 55+ Summer Games (2018).

### connect - completing our neighbourhoods

The Division is critically involved in community building in all areas of Mississauga. The programs, services, and partnerships provided by Recreation play a significant role in ensuring residents feel connected to each other and their neighbourhoods. In the 2018-2021 Business Plan, Recreation has requested ongoing funding for the development of Churchill Meadows Community Centre.

### 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 include 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.



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## Transforming our Business with Technology

Technology is integral to connecting Mississauga residents with our programs and services. The following outlines the contents of our IT road map and positions us for a modern and technologically advanced future:

- **Real-Time Chat** – Recreation received funding to support a new initiative that allows customers on Recreation's website to seek help and immediately begin an electronic chat dialogue with a customer service representative. This is scheduled for implementation in 2017
- **Part-Time Hour Management System** – Recreation employs approximately 1,980 part-time employees representing 466 full-time equivalents. This system will link scheduling, payroll and auditing to improve efficiency and accuracy of our part-time payroll
- **Self-Service Technology** – Recreation is seeking alternative ways to engage with our customers on the front line. Recreation has begun to explore the use of self-serve technology at Community Centres in an effort to reduce wait times and increase efficiency at the point of sale
- **CLASS (software) Replacement** – Recreation is in the process of replacing its registration, programming and facility scheduling software which is anticipated to be implemented in 2020
- **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



*Digital wayfinding signage for our Community Centres*

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## Maintaining Our Infrastructure

The Recreation division manages and operates 11 major community centres, 25 ice pads, one multi-purpose sports complex, 11 indoor pools, seven outdoor pools and two golf courses, as well as 13 concession locations and two banquet facilities. Additionally, Recreation collaborates with Parks & Forestry to permit the use of outdoor sports field and park rentals.

To ensure our Recreation facilities and equipment are safe, well maintained, and meet the needs of our residents we have identified the following priorities over the next 10 years:

- The opening of Churchill Meadows Community Centre (2020)
- Lifecycle replacement of facility program, vehicles, and equipment
- Completion of Recreation Future Directions Master Plan and initiation of Community Centre design study that will provide the Division with recommendations on the utilization of public recreation facilities and infrastructure
- Lifecycle replacement and functional improvements at Iceland Arena
- Major facility Infrastructure projects include: Burnhamthorpe Community Centre and Pool relocation; Carmen Corbasson Community Centre and Pool relocation; South Common Community Centre; Huron Park Community Centre; Mississauga Valley Community Centre; Cooksville Community Centre; and pre-planning for shared space in the newly developed Lakeview site



*In 2016, Meadowvale Community Centre and Library was awarded the March of Dimes Canada Award of Merit for Barrier-Free Design*



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## Managing Our Human Resources

### Our Structure

Recreation delivers our services through the following business units:

- North & South District Recreation Services
- Aquatic, Therapeutic and Fitness Programming
- Sport, Community Development & Hershey Complex
- Business Planning
- Client Services

### Our Talent

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 is composed of 317 full-time staff members as well as part-time staff representing 466 full-time equivalents. Quite frequently, a part-time job in recreation is a person's first employment experience. As an employer of our city's youth, we strive to set them up with the professional, social, and leadership skills required for success in the future.

**Critical Roles/Functions to Achieve Business Goals** are further explained through our structure.

*District Recreation Services* is critical to the operation to ensure delivery of registration and drop-in recreation/community programming as well as managing resident and community group facility utilization. These employees ensure all buildings and equipment are safe and well maintained as well as further supporting facility liaisons, rentals and banquet services.

*Sport and Community Development* serves as the primary point of contact for all sport related activities and opportunities in Mississauga. Responsible for the management and allocation of indoor/outdoor sport facilities; advice to and advocacy for community sport groups; sport program development; and facilitation of sport related events.

*Business Planning* provides support to all Divisions within the Community Services Department to provide avenues of cost reduction, opportunities to generate revenue, and overall aims for optimal efficiency.

*Aquatics, Therapeutic, and Fitness* employees provide programs and services in support of our vision "more people, connected more often, through programs and services that reflect our communities' needs." Aquatics services provide lifelong learning opportunities for all residents in swimming and water incident prevention, as well as aquatic fitness and leisure opportunities. Fitness services encourage active living and a healthy lifestyle through various programs and training. Therapeutic services will meet the physical and social needs of our diverse community through direct post rehabilitative programming for those living with chronic or acquired conditions and limited mobility and through indirect program delivery that adds value and maximizes the use of the City's specialized amenities.

*Client Services* provides support to our operations in the following areas: standards and compliance, centralized training, volunteer management, and customer services centre operations.



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

<b>Program</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>Aquatic, Therapeutic and Fitness Programming</b>	231.6	227.8	227.8	227.8	227.8
<b>Hershey Centre</b>	19.0	18.7	18.7	18.7	18.7
<b>Recreation Divisional Support</b>	97.1	97.5	105.5	121.9	121.9
<b>Recreation Facilities &amp; Programs</b>	440.1	432.9	432.8	432.8	432.8
<b>Total Service Distribution</b>	<b>787.7</b>	<b>776.8</b>	<b>784.8</b>	<b>801.2</b>	<b>801.2</b>

Note: Numbers may not balance due to rounding.

## Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2018-2021 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 budget for 2017 was \$25.2 million and the proposed budget for 2018 is \$26.9 million.

### Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for Recreation is an expenditure increase of \$2.1 million for 2018.

Highlights of the proposed budget changes are:

- Labour costs are projected to increase \$1.4 million and reflects minimum wage increase, economic adjustment, labour adjustments and other fringe benefit changes
- Utility cost increases of hydro and water is \$624,000, offset by Stormwater credit of \$58,000
- Increase of \$50,000 to host the FIRST Robotics Canada Provincial Championships at the Hershey Centre
- Increase of \$103,000 to operationalize the full year of Square One Older Adult Centre

### Efficiencies and Cost Savings

Recreation is committed to annually reviewing its base budget to identify cost savings and efficiencies. For the 2018 Budget, Recreation has identified a reduction of \$407,900. Projects include:

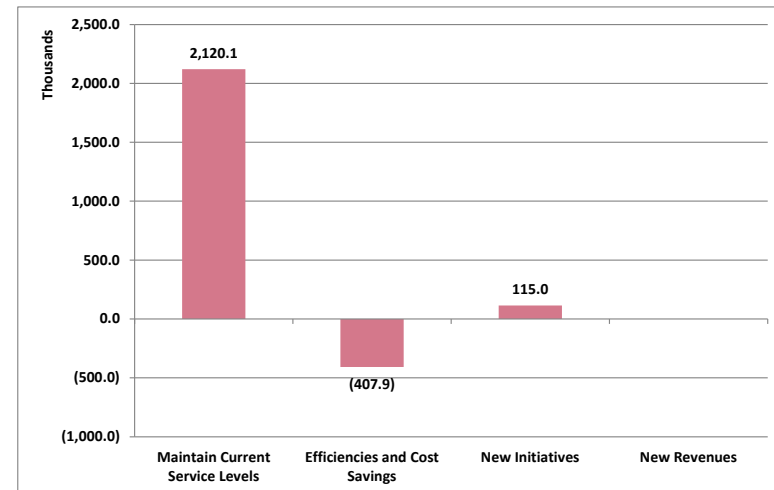
- Lean principle review of cash handling standards that focused on increased standardization, elimination of non-core processes and streamlining of processes
- Revisions to the operating model for Banquet Services

- Various divisional support reductions and streamlining of processes to reduce budget expenses and increase revenue

### New Initiatives

- One new initiative for the 2018 Ontario Summer Games 55+ requires a budget of \$115,000 for 2018

### Proposed Changes to 2018 Net Operating Budget by Category (000's)



## Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2018-2021, as well as the 2017 Budget and 2016 Actuals by major program within the Service Area.

### Proposed Budget by Program

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>						
Aquatics Fitness Therapeutic Programs	10,043	10,920	11,189	12,003	12,157	12,313
Hershey Centre	9,290	9,354	9,859	9,974	10,061	10,140
REC Divisional Support Services	11,743	11,128	11,283	11,105	10,928	10,753
Recreation Facilities & Programs	41,366	41,893	42,834	45,425	46,202	46,949
<b>Total Expenditures</b>	<b>72,443</b>	<b>73,295</b>	<b>75,165</b>	<b>78,506</b>	<b>79,348</b>	<b>80,156</b>
<b>Revenues</b>	<b>(48,822)</b>	<b>(48,086)</b>	<b>(48,244)</b>	<b>(48,244)</b>	<b>(48,244)</b>	<b>(48,244)</b>
Transfers From Reserves and Reserve Funds	0	0	0	0	0	0
New Initiatives and New Revenues			115	114	468	477
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>23,620</b>	<b>25,209</b>	<b>27,036</b>	<b>30,377</b>	<b>31,573</b>	<b>32,389</b>
Expenditures Budget - Changes by Year			3%	4%	1%	1%
Proposed Net Budget - Changes by Year			7%	12%	4%	3%

Note: Numbers may not balance due to rounding.

## Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour, operational costs, facility, IT and support) and revenues are shown by category with the approved 2017 budget for comparison. The three columns to the far right of the table show the totals proposed for 2018 and their dollar and percentage changes over 2017.

### Summary of Proposed 2018 Budget

Description	2017 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 Revenue s	Special Purpose Levies	2018 Proposed Budget (\$000's)	\$ Change Over 2017	% Change Over 2017
Labour and Benefits	47,912	1,367	(182)	0	0	125	0	49,222	1,311	3%
Operational Costs	25,381	856	(270)	103	0	523	0	26,593	1,212	5%
Facility, IT and Support	2	(5)	0	0	0	0	0	(2)	(5)	(198%)
<b>Total Gross</b>	<b>73,295</b>	<b>2,219</b>	<b>(452)</b>	<b>103</b>	<b>0</b>	<b>648</b>	<b>0</b>	<b>75,813</b>	<b>2,518</b>	<b>3%</b>
<b>Total Revenues</b>	<b>(48,086)</b>	<b>(202)</b>	<b>44</b>	<b>0</b>	<b>0</b>	<b>(533)</b>	<b>0</b>	<b>(48,777)</b>	<b>(691)</b>	<b>1%</b>
<b>Total Net</b>	<b>25,209</b>	<b>2,017</b>	<b>(408)</b>	<b>103</b>	<b>0</b>	<b>115</b>	<b>0</b>	<b>27,036</b>	<b>1,827</b>	<b>7%</b>

### Summary of Proposed 2018 Budget and 2019-2021

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
Labour and Benefits	45,204	47,912	49,222	52,366	54,153	54,883
Operational Costs	27,139	25,381	26,593	26,416	26,940	27,041
Facility, IT and Support	100	2	(2)	(27)	(45)	(60)
<b>Total Gross</b>	<b>72,443</b>	<b>73,295</b>	<b>75,813</b>	<b>78,755</b>	<b>81,048</b>	<b>81,864</b>
<b>Total Revenues</b>	<b>(48,822)</b>	<b>(48,086)</b>	<b>(48,777)</b>	<b>(48,378)</b>	<b>(49,476)</b>	<b>(49,476)</b>
<b>Total Net</b>	<b>23,620</b>	<b>25,209</b>	<b>27,036</b>	<b>30,377</b>	<b>31,573</b>	<b>32,389</b>

Note: Numbers may not balance due to rounding.

## Proposed Cost Increase Required to Maintain Current Service Levels

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, taking into account efficiencies, cost savings, and cost increases arising from prior year decisions.

Category	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
<b>Labour and Benefits</b>	<b>47,912</b>	<b>49,097</b>	<b>1,186</b>	Increase/Decrease Reflects Labour Adjustments and Other increases. 1.5% Part Time labour Fringe Benefit rate increases and \$1.1 M due to Minimum Wage and Benefits increases.
Administration and Support Costs	2	(2)	(5)	
Advertising & Promotions	456	420	(37)	
Communication Costs	123	96	(27)	(\$25) Various Efficiencies and Cost Savings Initiatives
Contractor & Professional Services	7,601	7,877	276	Various Budget realignments that are fully offset in labour reductions and revenue increases
Equipment Costs & Maintenance Agreements	677	678	1	
Finance Other	997	944	(53)	(\$45) Various Efficiencies and Cost Savings Initiatives (\$8) Transfer Grants to Environment Division
Materials, Supplies & Other Services	3,740	3,796	56	\$50 to host the First Robotics Canada Provincial Championships
Occupancy & City Costs	11,233	11,707	475	\$624 Utility Increases \$103 Annualization of Square One Older Adult Centre Relocation (\$58) Storm Water Reduction (\$194) Various Budget Realignments.
Staff Development	112	113	1	
Transfers To Reserves and Reserve Funds	60	60	0	
Transportation Costs	383	379	(4)	
<b>Subtotal - Other Operating</b>	<b>25,384</b>	<b>26,068</b>	<b>684</b>	
Total Revenues	(48,086)	(48,244)	(158)	(\$500) Program Fee and Rental Rates increases \$290 Fitness Budget Realignment and Revenue Pressure, partially offset by savings in labour and operating expenses \$50 Various small Realignments throughout the Division
<b>Subtotal - Revenues</b>	<b>(48,086)</b>	<b>(48,244)</b>	<b>(158)</b>	
<b>Total</b>	<b>25,209</b>	<b>26,921</b>	<b>1,712</b>	

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 Request can be found on the pages following the table.

Description	BR #	2018 FTE Impact	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2018 to 2021 FTE Impact	2018 to 2021 Capital (\$000's)
<b>New Initiatives</b>								
Ontario 55+ Summer Games	3972	0.4	115	0	0	0	0.4	0
Churchill Meadows Community Centre	3954	0.0	0	114	468	477	24.4	30,738
<b>Total New Initiatives</b>		<b>0.4</b>	<b>115</b>	<b>114</b>	<b>468</b>	<b>477</b>	<b>24.8</b>	<b>30,738</b>
<b>Total New Initiatives and New Revenues</b>		<b>0.4</b>	<b>115</b>	<b>114</b>	<b>468</b>	<b>477</b>	<b>24.8</b>	<b>30,738</b>

Note: Numbers may not balance due to rounding.

Amounts are net.

**Proposed Initiative**

Ontario 55+ Summer Games

**Department**

Community Services Department

**Service Area**

Recreation

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	648.0	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	533.0	0.0	0.0	0.0
Tax Levy Requirements	115.0	0.0	0.0	0.0
* Net Change in \$		(115.0)	0.0	0.0
FTEs	0.4	0.4	0.4	0.4

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Hosting the 2018 Ontario 55+ Summer Games satisfies the recommendation in the Sport Tourism Strategy to seek 'multi-discipline sport events that showcase Mississauga's premiere facilities and parks. The Ontario 55+ Summer Games provides Mississauga a unique opportunity to showcase the competitive spirit and volunteer power of the City's growing older population.

### **Details of Service Change**

The Ontario 55+ Summer Games provides adults 55+ with a venue to participate in a healthy, active lifestyle through friendly competition and is the province's largest multi-sport event for the age group. With up to 20 team and individual competitions, approximately 1,300-1,500 participants including athletes, coaches and officials will visit Mississauga. The Games consist of a multi-day sport competition with opening ceremonies held on the day prior to competition. The Games are a program of the Ministry of Tourism, Culture and Sport in collaboration with host communities every two years. The direct economic impact of the Ontario 55+ Summer Games is estimated by the Ministry to be approximately \$2 million. The event requires approximately 500 volunteers to plan and deliver.

### **Service Impact**

The City of Mississauga Council approved the 2018 Ontario 55+ Summer Games bid submission in April 2016. As part of the approved bid process the City committed to supporting the Games operating budget by contributing \$80,000. Additional support service costs totalling \$35,000 are included in this Budget Request.

The planning and delivery of these Games will provide for new volunteer opportunities for older persons and will build deeper relationships between leaders of the City's sport and social clubs and City staff. This is one of the most important legacies that a multi-sport event provides the host city. It will position Mississauga to compete for opportunities to host national and international events and sporting competitions for person 55+ and will compellingly demonstrate our desire to be an age friendly City.



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Budget Request #: 3954

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**Proposed Initiative**

Churchill Meadows Community  
Centre

**Department**

Community Services Department

**Service Area**

Recreation

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	0.0	248.4	1,699.7	1,708.6
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	134.2	1,231.7	1,231.7
Tax Levy Requirements	0.0	114.2	468.0	476.9
* Net Change in \$		114.2	353.8	8.9
FTEs	0.0	8.0	24.4	24.4

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	12,168.7	15,346.2	3,223.0	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, 25m 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 25m 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.

---

## Proposed Capital Budget

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast.

### Proposed 2018-2027 Capital Budget by Program

Program Expenditures	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022- 2027 Forecast (\$000's)	Total 2018- 2027 (\$000's)
Recreation Infrastructure Projects	13,808	16,771	13,441	19,642	83,645	147,307
Recreation Vehicles and Equipment	1,780	1,680	680	1,280	4,820	10,240
<b>Total</b>	<b>15,588</b>	<b>18,451</b>	<b>14,121</b>	<b>20,922</b>	<b>88,465</b>	<b>157,547</b>

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

### Proposed 2018-2027 Capital Forecast Highlights include the following:

- The opening of Churchill Meadows Community Centre (2020)
- Lifecycle replacement of facility program, vehicles, and equipment
- Completion of Recreation Future Directions Master Plan and initiation of Community Centre design study that will provide the division with recommendations on the utilization of public recreation facilities and infrastructure
- Lifecycle replacement and functional improvements at Iceland Arena
- Major facility Infrastructure projects include: Burnhamthorpe Community Centre and Pool relocation; Carmen Corbasson Community Centre and pool relocation; South Common Community Centre; Huron Park Community Centre; Mississauga Valley Community Centre; Cooksville Community Centre; and pre-planning for shared space in the newly developed Lakeview site

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**Proposed 2018-2027 Capital Budget by Funding Source**

The following table provides the funding sources proposed to fund the capital portion of the proposed 2018-2021 Business Plan and 2018 Budget and the consolidated forecast for 2022-2027.

<b>Funding</b>	<b>2018 Proposed Budget (\$000's)</b>	<b>2019 Forecast (\$000's)</b>	<b>2020 Forecast (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022- 2027 Forecast (\$000's)</b>	<b>Total 2018- 2027 (\$000's)</b>
Tax/Debt	10,455	10,612	9,098	19,122	64,745	114,032
Cash In Lieu	1,379	3,000	0	0	16,000	20,379
Development Charges	2,261	3,839	5,023	1,800	7,688	20,611
Gas Tax	1,493	1,000	0	0	0	2,493
Other Reserves & Reserve Funds	0	0	0	0	32	32
<b>Total</b>	<b>15,588</b>	<b>18,451</b>	<b>14,121</b>	<b>20,922</b>	<b>88,465</b>	<b>157,547</b>

Note: Numbers may not balance due to rounding. □

## Proposed 2018 Capital Budget Detail

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

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	2,432	0	2,432	Development Charges, Gas Tax
CMPF04275	Community Parks Phase 1 Site Servicing, Park Amenities Churchill Meadows Pool	8,000	0	8,000	Tax/Debt
CMPF04276	Community Parks Phase 1 Site Servicing, Park Amenities Churchill Meadows CC	1,737	0	1,737	Cash In Lieu, Development Charges, Tax/Debt
CMRC00043	Various Golf Course Maintenance	105	0	105	Tax/Debt
CMRC00078	Renovations and rehabilitation projects	600	0	600	Tax/Debt
CMRC006243	Various Golf Course Maintenance	114	0	114	Tax/Debt
CMRC006264	Iceland Concession and Front Desk Renovation	500	0	500	Tax/Debt
CMRC006372	Community Centre Design Study	320	0	320	Tax/Debt
<b>Total</b>		<b>13,808</b>	<b>0</b>	<b>13,808</b>	

Program: Recreation Vehicles and Equipment

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMRC00067	Program Furniture and Equipment	780	0	780	Tax/Debt
CMRC04633	Stand-By Generator	1,000	0	1,000	Gas Tax
<b>Total</b>		<b>1,780</b>	<b>0</b>	<b>1,780</b>	

Note: Numbers may not balance due to rounding.

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**Proposed 2019-2021 Capital Budget by Sub-Program**

The following tables provide a listing of capital forecast by sub-program for 2019-2021.

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Recreation Infrastructure Projects</b>			
REC Facilities Improvements	16,446	12,686	18,787
REC Facilities Maintenance	325	755	855
REC Studies	0	0	0
<b>Subtotal</b>	16,771	13,441	19,642

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Recreation Vehicles and Equipment</b>			
REC Vehicles & Equipment	1,680	680	1,280
<b>Subtotal</b>	1,680	680	1,280
<b>Total Expenditures</b>	<b>18,451</b>	<b>14,121</b>	<b>20,922</b>

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



# Information Technology

2018-2021 Business Plan  
& 2018 Budget

# Foreword

## 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, historic villages, Lake Ontario and the Credit River Valley. A place where people choose to be.

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40 year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into 16 Services Areas that are outlined in this Plan. The 2018-2021 Business Plan and 2018 Budget detail how and where the City plans to allocate resources to deliver programs and services.

The City is committed to providing programs and services cost effectively. In this Plan we have outlined measures that will help us assess the quality, efficiency and customer satisfaction that our services achieve. The results help inform decisions on resource allocation, direct program offerings and improve service delivery to ensure our vision is efficiently realized.





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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 has six sections that focus on technology planning, service delivery, support, and operations to enable City services and drive efficiencies.

## Interesting facts about this service:

- The City provides online services and information including 311 online service requests and items for purchase, with over 20 million digital visits and \$20.3 million in online transactions in 2016 (an increase of eight per cent from 2015)
- “Wireless Mississauga” is free public access to high speed Wi-Fi available at 95 City facilities including libraries, community centres, marinas, and arenas. In 2016, the total number of hours of free City Wi-Fi used by the public would translate into 407 years’ worth of service
- The City’s network is a state of the art fibre network. The “Public Sector Network” (PSN) is a fibre network co-owned by Peel, Mississauga, Brampton and Caledon with over 800 kilometres of high speed fibre connecting 291 City sites and critical City infrastructure
- Our mobile workforce has over 3,300 field based workers and smart vehicles (e.g., buses, fire trucks, snow plows)
- IT operates seven days a week, 365 days a year

## Highlights of the Business Plan include:

- Create a Smart City Master Plan that provides a three to five year vision for the City to provide key objectives and initiatives that improve people’s lives and support the submission for funding to the federal Smart Cities Challenge
- Continue to expand the availability of free public Wi-Fi throughout the City, in our small business districts, the downtown and in public spaces and parks
- Expand the City’s use of broadband technology to support the “Internet of Things” (IoT); expand the Public Sector Network (PSN); and develop a proof-of-concept for a secure private cellular network for Public Safety and First Responders
- Improve Customer Service and deliver innovative and efficient services through the use of Artificial Intelligence (AI) and Augmented Reality (AR) known as the emerging channel “voice first”
- 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)	2018	2019	2020	2021
Operating	24,215	24,947	25,072	25,091
Capital	14,998	14,517	10,950	10,320
Full Time Equivalents	168.8	168.8	167.8	167.8

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## 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 the strategies and action items defined in the IT Master Plan to create a connected and engaged City.

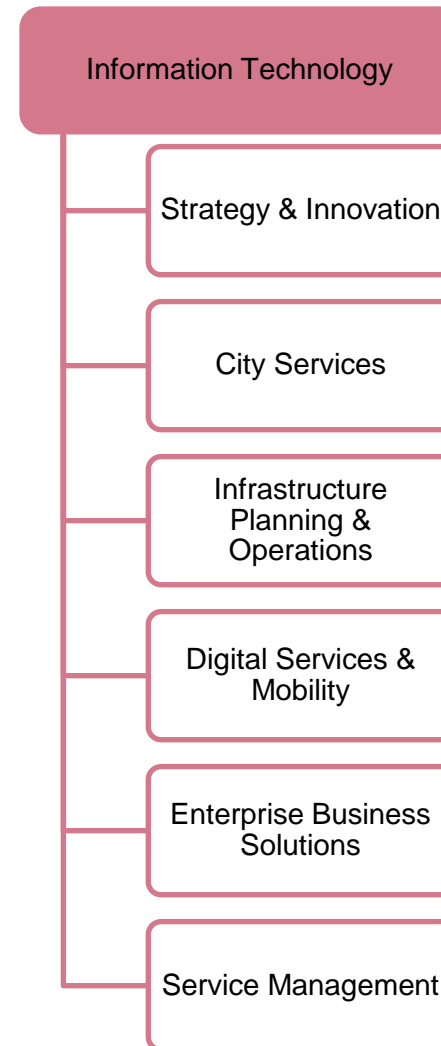
#### Mission

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
- Enable a connected and engaged City

#### Service Delivery Model



## Current Service Levels and Trends

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 seven days a week, 365 days a year.

Partnerships have been established to improve service, efficiency and cost effectiveness. The Public Sector Network (PSN), Wireless Mississauga for Sheridan, and Voice Communication, VCOM Radio are examples.

Smart City and Internet of Things initiatives are in demand through public transit initiatives, Wi-Fi expansion and other direct public services through Open Data and sensor technology. There are emerging pressures to deliver service using augmented reality and artificial intelligence in our public spaces where citizens, visitors, and businesses are more likely to access our services and interact with the City.

IT Services are provided 24/7/365 support for the following:

- Mississauga.ca for information and online services
- Business Solutions for public (e.g., Transit, Library, Recreation, Culture and Economic Development)
- 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"



*Heat map shows the potential downtown Wi-Fi coverage if public access were fully enabled. Current coverage supports communications for signalized intersections and public Wi-Fi to Celebration Square and Scholar's Green.*



## Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's Performance Measures are used to help assess how we are achieving our goals and where we need to improve. The results also inform decision making and strengthen accountability. The following section describes the measures that are used. The Balanced Scorecard shows trends since 2014 and expected outcomes up to 2021.

### What we are measuring

Information Technology introduced new measures this year aimed at managing a modern and more efficient service. These new indicators were designed to showcase financial prudence, customer focus, employee effectiveness and business process efficiency.

### Why these measures are important

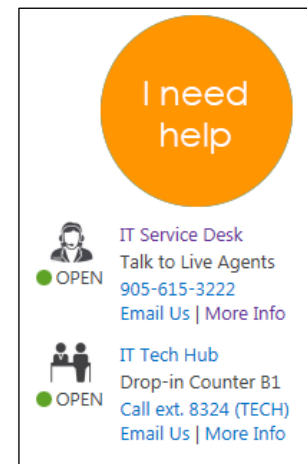
Measures are important to properly manage and report on progress. Information Technology is accountable for its spending and project outcomes, and so needs to accurately track actual spends and outcomes against what was planned to make adjustments and improve outcomes.



### How we are improving results

IT is improving results by:

- Centrally managing the IT project portfolio for all City Services with an objective to deliver on objectives and derive value with time and resources as efficiently as possible, in line with the best practices of the Project Management Support Office
- Using a pre-qualified vendor roster for professional services when necessary to complete projects with the right skill sets and on time
- Partnering with vendors and/or other municipalities sharing code and best practices to find mutual benefits, reduce costs and foster innovation (e.g. Public Sector Network, Active Guide, TXM Tax Manager)
- Offering more support options for staff with a growing demand for mobility, real-time access and remote secure access



*IT Support Options for Staff*

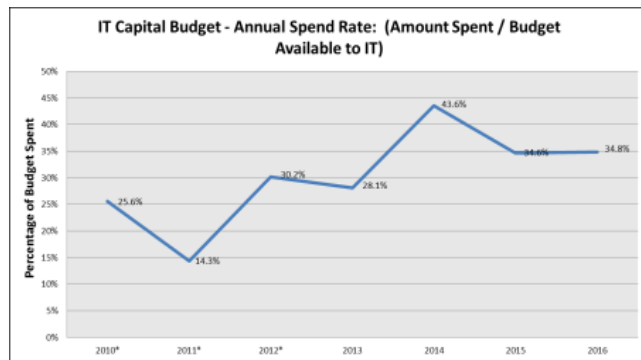
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## Balanced Scorecard

A Balanced Scorecard identifies and measures four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. 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

*Capital Spend Rate (Spending Efficiency)* shows the rate at which IT is spending its capital funding. IT is attempting to increase this rate (spend money in a more timely way) by utilizing an IT Roster for Professional Services. IT is targeting a two year turn around for capital spending (a target spend rate of approximately 40 per cent).



*Chart depicting the annual IT capital spend rate*

*Optimization of Voice & Data Communications* measures the percentage of employees that are using a software phone versus a traditional phone. The City expects to increase this percentage as more office staff adopt mobile workforce strategies.

### Customer Measures

*Wi-Fi Service Hours per Access Point* demonstrates the public and overall demand for Wi-Fi services. Expectations are for continuous growth as the City adds Smart City initiatives. This means hours per point will increase (unless more points added).

***In 2016, the total number of hours of free City Wi-Fi used by the public would translate into 407 years' worth of service***

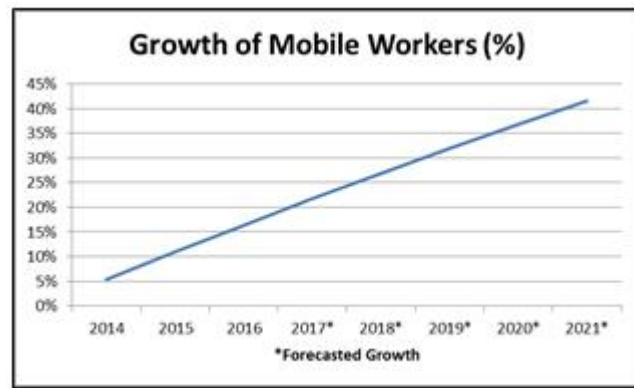
*Number of Open Datasets* provides the number of publicly available datasets that can be used for app development or reports. The City was recognized as most improved in this area this year by The Public Sector Digest. In 2016, a new portal was created and some old datasets were retired.

*Number of Self-Serve Web Applications* counts the number of City web applications. Efficiencies in processes and costs of service are usually made when a service is available online. Approximately one to three new services are added annually.



## Employee Measures

*Percentage of Mobile Workers* shows how the City's modernization strategy is working as it is an indicator of the mobility of the City's workforce. Mobile work is contemporary and cost effective, and potentially enticing to new talent.



*Chart showing trend of increasing number of mobile workers*

*Number of Connected Things* exhibits the growing infrastructure requirements and how progressively Mississauga is becoming more of a Smart City.



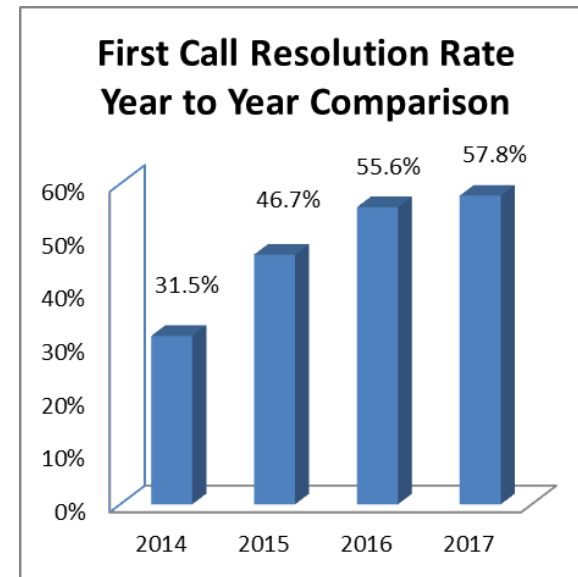
*Number of Real-Time Dashboard Measures demonstrate how IT is using automation increasingly for building reports and for monitoring City services*

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### Business Process Measures

*City Website Unique Visits* measures the volume of use by citizens and businesses on the City's website.

*IT Help Desk First Call Resolution Rate* is the rate that calls are resolved in one phone call. Strategies to improve includes enhancing the IT knowledgebase management process, expanding the IT Service Desk staff training and continuous learning program, and by live transferring calls to "Service Management- Hardware Support Services".



*Chart showcasing a constantly improving first call resolution rate for the IT Service Desk*



## Balanced Scorecard (Cont'd)

Measures for Information Technology	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)	2021 (Plan)
<b>Financial:</b>								
Capital Spend Rate (Spending Efficiency)	43.6 %	34.6 %	34.8 %	35 %	37.5 %	40 %	40 %	40 %
Optimization Of Voice & Data Communications	0 %	0 %	3 %	6 %	32 %	36 %	40 %	45 %
<b>Customer:</b>								
Wi-Fi Service Hours per Access Point	6,480	8,070	8,435	8,900	9,400	9,900	10,300	11,000
# of Open Datasets	59	75	31	105	125	150	175	200
# Self-Serve Web Applications	55	66	68	70	72	74	76	78
<b>Employees:</b>								
Percentage of Mobile Workers	5 %	11 %	16 %	22 %	27 %	32 %	37 %	42 %
# of Connected Things	N/A	N/A	11,315	11,715	12,000	12,500	13,000	13,500
# of Real-Time Dashboard Measures	21	25	41	81	115	150	210	220
<b>Internal Business Process:</b>								
City Website Unique Visits	12.4 M	13.9 M	20.3 M	24 M	27 M	30 M	33 M	37 M
IT Help Desk First Call Resolution Rate	45 %	47 %	56 %	57 %	58 %	59 %	60 %	62 %

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## Awards and Achievements

The City of Mississauga was awarded the 2016 Open Cities Index (OCI) "Most Improved Open Data Program" for moving up 25 spots from 2015 to land in the Top 20.



*Award for 2016's Most Improved "Open Data" Program presented at Council with Public Sector Digest (2016 Open Cities Index)*

**2016 City Manager's Award of Excellence for the 2016 Ontario Summer Games Organizing Committee.** IT provided technology to support the events, including a mobile-friendly website, live streaming of the opening and closing ceremonies, and Wi-Fi at various events.



**2016 Corporate Award for Innovative Business Solutions** was awarded to the ePlans Project Team. This project involved collaboration between the Planning & Building Department and IT Division that has enabled submission of electronic plans, online payments, digital review, addition of comments by staff and other agencies, and approvals.



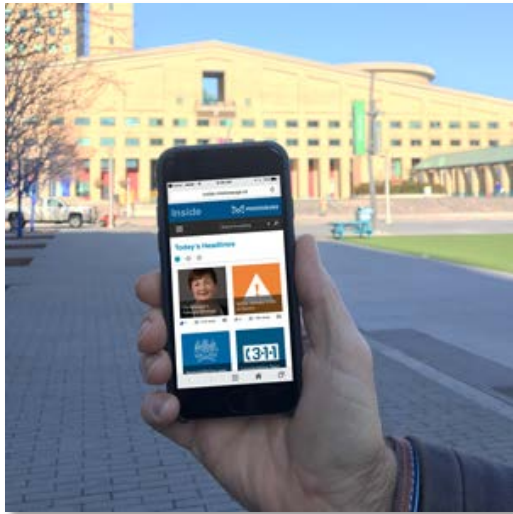
Convenient Online Services and Payment  
Anywhere, Anytime.

**2016 Brenda Sakauye Environment Award** was given to the LED Street Lighting Conversion Project team. IT provided the infrastructure technology to support the street light technology.



*LED Street Lighting Conversion Project team*

**A mobile-friendly version of the City's intranet site** was introduced in February 2017 so that City staff could easily acquire internal news and information via their mobile devices.



*City of Mississauga's Mobile-Friendly Intranet app*

**Business Review Magazine** recognized the **City of Mississauga** as a “connected and engaged workplace”.

Many cities round the world  
aspire to be called ‘smart’:  
very few have adopted  
enabling technology as  
well or as thoroughly  
as Mississauga

**The first live-streamed and recorded vendor information session** was held in 2017 in the Council Chamber using technology and resources already in place for council and committees. This enabled vendors to participate worldwide or watch later at their convenience.



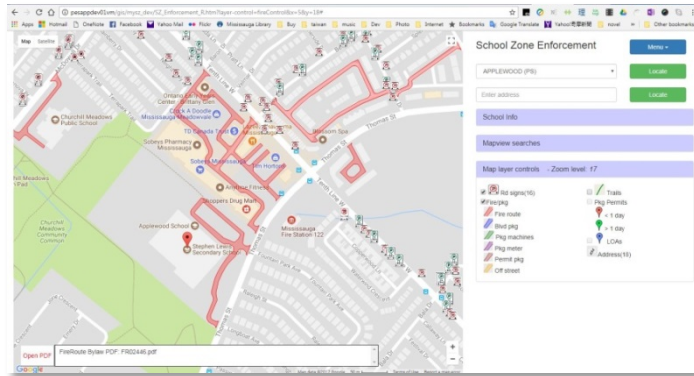
*Live Streaming of IT Roster Vendor Information Session*

**IT continues to install fibre** to connect more Internet of Things devices, such as new digital signs.



*Installing infrastructure for the digital sign at Meadowvale Community Centre*

IT developed a **School Zone Parking Enforcement map** using Google Maps and responsive web components.



*Screen Capture of the Parking Enforcement map*

IT supplied the **back-end technologies** required for new transit requirements and transit buildings.

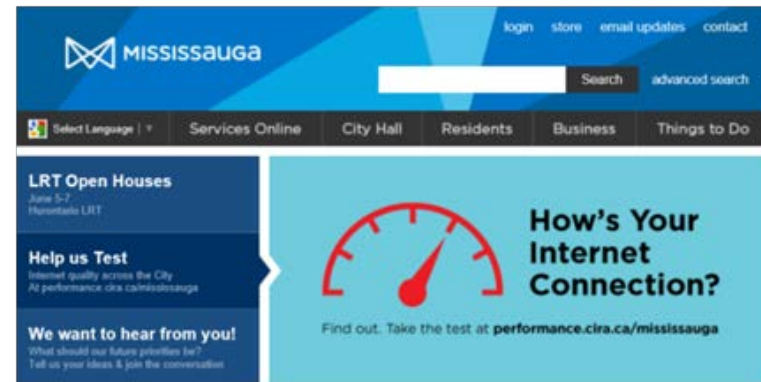


*Installing conduits under road to bring the Internet and City IT services to Go Transit/TTC/MiWay's Renforth Gateway Terminal*

IT is undergoing a **Cyber Security Assessment**, which includes a plan to implement the National Institute of Standards and Technology (NIST) IT Security standard by year end. This plan will also include an assessment of current capabilities and strategy for the next three years.



IT provided a service in Feb 2017 so that citizens could help test **Internet Performance around the City**.



*Web Page to check Internet Connection*



"Mississauga ... a Smart City? Yes We Are! How the City is Making the "Internet of Things" (IoT) Happen" was presented by staff to students at the **Canadian Youth Science Technology Engineering Math (STEM) Conference** (April).

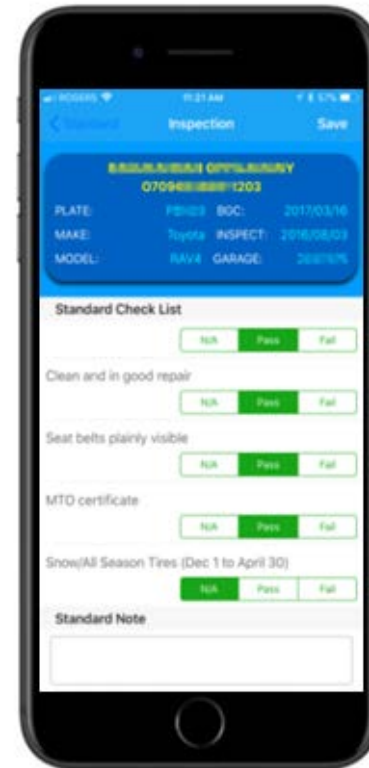


*City Staff discuss Mississauga Smart City at STEM Conference*

**City of Mississauga was the first city in Canada to become a Virtual Campus!** Eduroam (international roaming service) was implemented at the City. This internet portal allows post-secondary students around the world to access university resources at City Hall, Celebration Square, libraries, community centres, transit terminals and parks, making Mississauga the first city in Canada to have a "virtual campus". Over 30,000 students from 170 post-secondary institutions from around the world accessed the service in the first three months it was made available.



**An iOS app for Uber Driver Inspections** was developed internally. This app allows Mobile Enforcement Officers to conduct inspections and collect compliance data for Transportation Network Companies drivers, vehicles, and trips.



*Uber Driver Inspection Mobile App*

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# The 2018-2021 Business Plan Outlook

## Planning for the Future

IT is looking to expand many programs in the future including:

- Developing a Smart City Master Plan that will create a Smart City vision for the next three to five years and support the submission for funding through the federal Smart Cities Challenge program
- Adding more Open Data data sets and continuing to support HackerNest Mississauga, the coding community and deliver another Tech and the City Hackathon
- Improving data and information to provide better situational and operational awareness through analytics, business intelligence and decision support
- Continuing to implement online services, introduce innovative uses of augmented reality and artificial intelligence to provide City services in our public spaces where people need access
- Supporting citizen engagement by providing technology and tools that integrate with City planning processes, communications and public consultation on important issues such as the City Budget
- Engaging youth and post-secondary students to drive innovation, community-developed apps and the startup community
- Ongoing deployment of new technology that supports staff mobility and a mobile strategy for office staff
- Continuing to develop the City's Cyber Security program to provide steadfast protection against an increasing level of cyber threats globally

The future will also mean network expansion (PSN) to support the growth of the outdoor infrastructure such as:

- Advanced Traffic Management System (ATMS) will introduce new capabilities that require real time sensor data and advanced sensor communications
- Continuing to implement District Wi-Fi in the downtown and four business improvement areas
- Private cellular network proof-of-concept in partnership with the Region of Peel, Peel Police and Mississauga, Brampton and Caledon Fire
- Continuing to implement iParks introducing sensor based technology to measure environmental indicators, participation in the parks and also provide Wi-Fi for public access, staff, and parks operations



*Installing fibre for new MiWay building  
(at Transitway/Renforth Station)*

---

## Finding Efficiencies

IT is finding efficiencies through three key Lean projects:



### 1. Optimization of IT Helpdesk call handling procedures

- The Official launch was in January 2017 and the first half results were
  - 100 per cent of calls received “Live answer”
  - 1,467 calls were answered (evening/weekends) and 816 were resolved on first contact
  - 56 per cent of calls were resolved that would have normally gone to voicemail or emails waiting for next business day response

### 2. User Provisioning – System and Security Access

- Will decrease the time it takes to provide software
- Included a Lean process review of IT’s security access requests to streamline the process and provide a new user-friendly and trackable form

### 3. IT Hardware Inventory Management & Distribution Control

- To review the computer hardware provisioning process to make it more efficient
- Will reduce the time to deploy a computer

IT also found efficiencies by:

### Implementing a standardized IT Road Map and technology planning process

- Centralizing all departmental requirements has helped IT better understand and support each service area
- IT now has better ability to report on resource capacity and do scheduling

### Live streaming and recording a vendor information session in Council Chambers (a City first!)

- Used technology already in place for Council and Committees
- Enabled worldwide participation from interested vendors
- Avoided creating a lengthy written addendum as recording was shared with vendors

---

## Opening its first ever “Tech Hub” storefront

- Enabled City staff to drop-in for IT services in a convenient “one-stop” environment
- New hours of operation to match the needs/pressures of a mobile workforce outside of regular business hours at no additional cost



*The IT Tech Hub located at City Hall*

### Tech Hub Hours

Mon – Fri  
7:30 am – 10 pm

Sat & Sun  
9 am – 5 pm

## Undergoing “Our Future Corporation” project

- Enabled IT staff to work from anywhere/anytime by rationalizing existing office space. Over 90 per cent of the staff are mobile workers with no dedicated seating and work off the secure wireless network as their primary network
- Vacated leased space at 201 City Centre Drive as well as office space at the Central Library
- Modernized the workplace to support a future based on teamwork, collaboration and communication
- Included a Lean process to improve the control and management of all computer and mobile inventory. This Lean review achieved a reduction of storage requirements by 50 per cent and reduced staff touch times by one hour per day for each of the six staff involved

## Submitting the revised 10 year IT Capital Budget requirements via an InfoPath form

- Impacted an IT internal process prior to final submission to Finance
- Process used to include a submission via an Excel form and manual creation of a master summary report
- New process involves carrying over details for annual budgets, form version control, real-time reporting and a simplified prioritization process as form information is available via a SharePoint list



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## Advancing the City's Strategic Plan

### move - developing a transit oriented city

- IT is providing the technology services for the Light Rail Transit and Advanced Traffic Management System (ATMS)
- IT supports transit initiatives including MiWay technology, real-time bus tracking and advanced analytics

### belong - ensuring youth, older adults and new immigrants thrive

- The City's second Hackathon held in partnership with UTM, Sheridan and Soti Inc. (to be hosted by UTM in October 2017)
- Eduroam allows post-secondary students around the world to access university resources at City Hall, Celebration Square, libraries, community centres, transit terminals and parks, making Mississauga the first city in Canada to have a "virtual campus". Over 30,000 students from 170 post-secondary institutions from around the world accessed the service in the first three months it was made available
- Attendance at the Canadian Youth Science, Technology, Engineering, and Math (STEM) 2017 Conference in May (held to encourage and expose students to the educational and career pathways in the STEM fields)

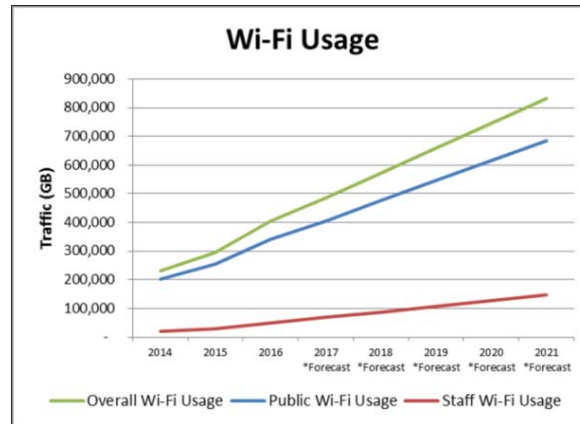


*Canadian Youth STEM 2017 Conference poster*

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## connect - completing our neighbourhoods

- Smart City District Wi-Fi implementation in the City of Mississauga 2017 through to 2019 in the areas defined by the Business Improvement Areas and Downtown Mississauga



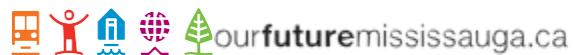
*Chart showing how Wi-Fi usage is increasing*

## prosper - cultivating creative and innovative businesses

- Smart City District Wi-Fi will provide
  - Free access to Wi-Fi and Smart City sensor technology tailored to meet the needs of each local community
  - Opportunity for local business, innovation and learning while ensuring free access to broadband for those that may not have reliable access at home or elsewhere

## green - living green

- IT's data centre has reduced energy consumption and expenses by leveraging modern technology and using Cloud based services to grow our data and computing requirements in a smart way



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## Transforming our Business with Technology

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



*Fibre contractor pulling new fibre cable into Fire Station #114 to support information technology at this new building*

There are 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.

### **The plan reflects these key technology trends:**

- Broadband and free Wi-Fi is expected
- Services driven by consumers (mobile apps and sites)
- Everything and everyone is connected
  - Traffic signals, streetlights, sensors
  - City fleet and mobile workforce
- Fibre, Wi-Fi, cellular
  - Open data, big data, hackathons
- Cloud computing and software as a service
- Social media, online engagement and digital inclusion
- Innovation and partnerships
- Disruptive technologies
- Technology drives the economy and city building
- Business continuity and disaster preparedness
- Cyber security and threat intelligence
- City building/Smart City

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## 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. IT Security is also vital, so with growing infrastructure and diverse requirements, the City will require another IT Security Specialist to expand the IT security response capabilities. This also aligns with the new implementation of the NIST IT Security standard and three-year IT Security work plan.

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 ten 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.

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 (Mississauga owns about 22 per cent)
- 800 kilometres of high speed fibre connect 291 City sites and nodes (distribution points to connect things like intersections or extend Wi-Fi)

As of December 31, 2016 the estimated replacement value of the City's hardware and software assets was \$115 million and annual replacement was \$14.5 million.



*Construction Crew repairs underground fibre conduits at Dixie & Eglinton*

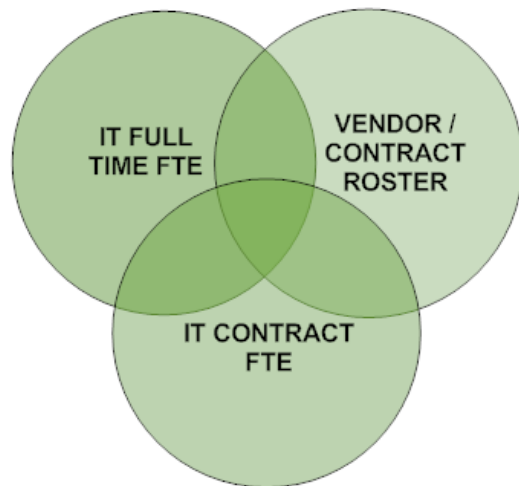
### **2018 - \$1.7 million Operating Budget Pressure:**

- “Software as a Service” products (\$435,000)
- Infrastructure - voice, wireless access switches, core switches, firewalls, routers, ATMS switches, security software & tools, server capacity & backups (\$380,000)
- Microsoft contract renewal and additional maintenance requirements (\$280,000)
- Additional SAP cloud and on premise services (\$265,000)
- Region of Peel Radio/VCOM (\$225,000)
- eCity/Mississauga.ca (\$115,000)
- “Software as a Service” products (\$435,000)

# Managing Our Human Resources

## Our Structure

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 are examples.



*The IT Resource Model*

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

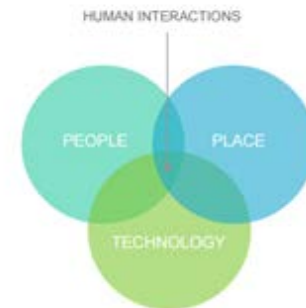
well as Vendor/Contract Roster to bring in external resources where required to provide specific expertise or resources for competing priorities.

To complement this structure, a new modern workplace (“Our Future Corporation”) was implemented this year. This fully mobile workforce concept was designed to:

- 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 to increase trust and cohesion

## The Value of Space

physical surroundings  
can shape the way  
people interact with  
one another, with  
technology and  
information.





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## Our Talent

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
- Students, Sheridan Co-Op Program

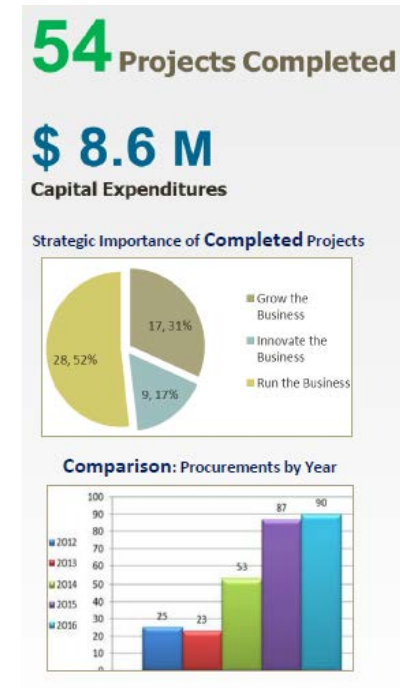
## Critical Roles/Functions to Achieve Business Goals

Current staffing issues are focused around Information Technology's ability to assign the right resources to 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 resources to deliver on key projects can grow with demand and be directly funded by the initiative.

Lean training has also been encouraged for all IT Staff. At this time 61 per cent have participated. (Ninety-eight employees have White Belts, one employee has a Green Belt, and two employees are in the Green Belt certification process.)

## Talent Needs

To keep up with today's ever changing needs of Information Technology, a pre-qualified IT Roster for Professional Services is being implemented so that unique skill sets can be acquired on an as-needed basis. Immediate talent needs for 2018 are for one IT Security Specialist to expand the City's IT security response capabilities required to close gaps identified in Cyber Resilience Program and NIST Framework. Seventeen employees are also currently enrolled in the leadership succession planning program and seven leaders are eligible for retirement within the next four years, so IT is providing development experiences to those that can move into key roles.



*2016 Accomplishments by IT Staff*

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

<b>Program</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>IT Admin, Strategy &amp; Innovation</b>	16.0	16.0	16.0	15.0	15.0
<b>IT City Services</b>	49.0	49.0	49.0	49.0	49.0
<b>IT Digital Services &amp; Mobility</b>	19.0	22.0	22.0	22.0	22.0
<b>IT Enterprise Business Solutions</b>	26.5	24.5	24.5	24.5	24.5
<b>IT Infrastructure Planning &amp; Operations</b>	35.0	36.0	36.0	36.0	36.0
<b>IT Service Management</b>	22.3	21.3	21.3	21.3	21.3
<b>Total Service Distribution</b>	<b>167.8</b>	<b>168.8</b>	<b>168.8</b>	<b>167.8</b>	<b>167.8</b>

Note: Numbers may not balance due to rounding.

Staff changes in 2018: One (1) IT Security Specialist, Grade F, July 1, 2018.

## Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2018-2021 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 budget for 2017 was \$23.3 million and the proposed budget for 2018 is \$24.2 million.

### Total Changes to Maintain Current Service Levels

Total amount to maintain current service levels is \$1.2 million.

Labour and benefits are projected to increase by \$328,000. Reflected in this are labour adjustments and other fringe benefit changes. Maintenance and Licensing fees are being increased by \$1.17 million, reflecting inflationary/contractual obligations (e.g., e-City portal, accounts payable invoicing, virtual communication (VCOM), and security software).

An increase in IT Support Cost allocations to other departments is due mainly to voice and radio communications (VCOM) to support City Services and First Responders. This will reduce the budget by \$219,000. Additional revenue of \$50,000, as a result of increased revenues from the TXM system, will also reduce cost pressure.

### Efficiencies and Cost Savings

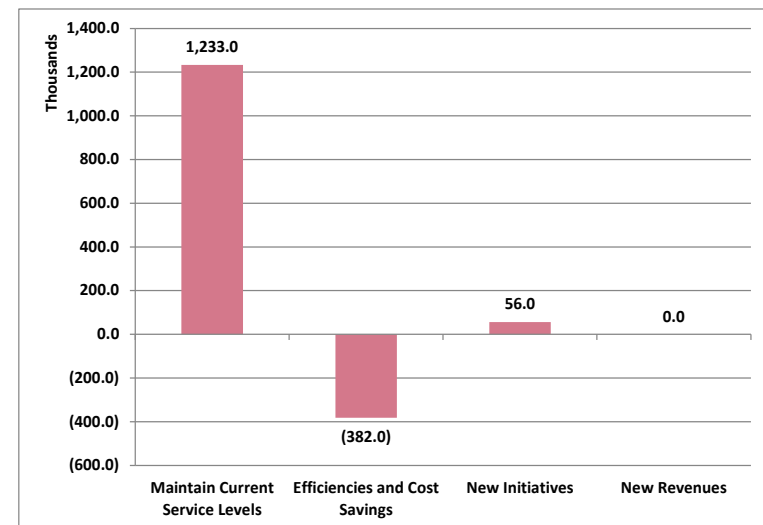
Total cost savings for IT is \$382,000.

A reduction of \$144,000 is due to better pricing negotiated during the copier contract renewal (year three of three). Maintenance and Licensing Fees were reduced by \$238,000 as a result of rationalization.

### New Initiatives

There is one new initiative impacting the 2018 budget – BR 2897 (IT Security Specialist - To Expand City's IT Security Response Capabilities). Expected hiring date is July 1, 2018. Budgeted cost is \$56,000.

### Proposed Changes to 2018 Net Operating Budget by Category (000's)





## Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2018-2021, as well as the 2017 Budget and 2016 Actuals by major program within the Service Area.

### Proposed Budget by Program

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>						
IT Admin, Strategy & Innovation	927	562	407	163	(81)	(325)
IT City Services	5,497	7,128	7,139	7,378	7,501	7,591
IT Digital Services & Mobility	2,949	3,669	4,146	4,185	4,226	4,267
IT Enterprise Business Solutions	4,714	3,761	3,686	4,093	4,209	4,257
IT Infrastructure Planning & Operations	6,490	6,761	7,458	7,614	7,686	7,753
IT Service Management	2,147	2,032	1,979	2,072	2,101	2,130
<b>Total Expenditures</b>	<b>22,724</b>	<b>23,915</b>	<b>24,815</b>	<b>25,506</b>	<b>25,641</b>	<b>25,673</b>
<b>Revenues</b>	<b>(714)</b>	<b>(607)</b>	<b>(657)</b>	<b>(670)</b>	<b>(683)</b>	<b>(697)</b>
Transfers From Reserves and Reserve Funds	0	0	0	0	0	0
New Initiatives and New Revenues			56	112	113	115
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>22,010</b>	<b>23,308</b>	<b>24,215</b>	<b>24,947</b>	<b>25,072</b>	<b>25,091</b>
Expenditures Budget - Changes by Year			4%	3%	1%	0%
Proposed Net Budget - Changes by Year			4%	3%	0%	0%

Note: Numbers may not balance due to rounding.

## Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour, operational costs, facility, IT and support) and revenues are shown by category with the approved 2017 budget for comparison. The three columns to the far right of the table show the totals proposed for 2018 and their dollar and percentage changes over 2017.

Description	2017 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	2018 Proposed Budget (\$000's)	\$ Change Over 2017	% Change Over 2017
Labour and Benefits	18,751	328	0	0	0	56	0	19,135	384	2%
Operational Costs	6,451	1,174	(382)	0	0	0	0	7,243	792	12%
Facility, IT and Support	(1,287)	(219)	0	0	0	0	0	(1,506)	(219)	17%
<b>Total Gross</b>	<b>23,915</b>	<b>1,283</b>	<b>(382)</b>	<b>0</b>	<b>0</b>	<b>56</b>	<b>0</b>	<b>24,872</b>	<b>957</b>	<b>4%</b>
<b>Total Revenues</b>	<b>(607)</b>	<b>(50)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(657)</b>	<b>(50)</b>	<b>8%</b>
<b>Total Net Expenditure</b>	<b>23,308</b>	<b>1,233</b>	<b>(382)</b>	<b>0</b>	<b>0</b>	<b>56</b>	<b>0</b>	<b>24,215</b>	<b>907</b>	<b>4%</b>

Description	2016 Actuals (\$000's)	2017 Approved Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
Labour and Benefits	18,297	18,751	19,135	19,469	19,754	20,043
Operational Costs	5,504	6,451	7,243	7,708	7,563	7,313
Facility, IT and Support	(1,077)	(1,287)	(1,506)	(1,560)	(1,562)	(1,568)
<b>Total Gross</b>	<b>22,724</b>	<b>23,915</b>	<b>24,872</b>	<b>25,617</b>	<b>25,754</b>	<b>25,787</b>
<b>Total Revenues</b>	<b>(714)</b>	<b>(607)</b>	<b>(657)</b>	<b>(670)</b>	<b>(683)</b>	<b>(697)</b>
<b>Total Net Expenditure</b>	<b>22,010</b>	<b>23,308</b>	<b>24,215</b>	<b>24,947</b>	<b>25,072</b>	<b>25,091</b>

Note: Numbers may not balance due to rounding.

## Proposed Cost Increase Required to Maintain Current Service Levels

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, taking into account efficiencies, cost savings, and cost increases arising from prior year decisions.

Description	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
<b>Labour and Benefits</b>	<b>18,751</b>	<b>19,078</b>	<b>328</b>	Increase/Decrease Reflects Labour Adjustments and Other Fringe Benefit Changes
Administration and Support Costs	(1,287)	(1,506)	(219)	(\$206) Virtual Communications (VCOM) (\$13) Other Minor Increases
Communication Costs	422	422	0	
Contractor & Professional Services	39	39	0	
Equipment Costs & Maintenance Agreements	5,765	6,557	792	\$1,174 Maintenance/Licensing (\$238) Maintenance/Licensing Rationalization (\$144) Copier Contract Reduction (year three of three)
Materials, Supplies & Other Services	66	66	0	
Occupancy & City Costs	70	70	0	
Staff Development	61	61	0	
Transfers To Reserves and Reserve Funds	0	0	0	
Transportation Costs	29	29	0	
<b>Subtotal - Other Operating</b>	<b>5,164</b>	<b>5,737</b>	<b>573</b>	
Total Revenues	(607)	(657)	(50)	Increase in TXM Revenue
<b>Subtotal - Revenues</b>	<b>(607)</b>	<b>(657)</b>	<b>(50)</b>	
<b>Total</b>	<b>23,308</b>	<b>24,159</b>	<b>851</b>	

Note: Numbers may not balance due to rounding.

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**Proposed New Initiatives and New Revenues**

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

Description	BR #	2018 FTE Impact	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2018 to 2021 FTE Impact	2018 to 2021 Capital (\$000's)
<b>New Initiative</b>								
IT Security Specialist - To Expand City's IT Security Response Capabilities	2897	1.0	56	112	113	115	1.0	0
<b>Total New Initiatives</b>		<b>1.0</b>	<b>56</b>	<b>112</b>	<b>113</b>	<b>115</b>	<b>1.0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>1.0</b>	<b>56</b>	<b>112</b>	<b>113</b>	<b>115</b>	<b>1.0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

**Proposed Initiative**

IT Security Specialist - To  
Expand City's IT Security  
Response Capabilities

**Department**

Corporate Services Department

**Service Area**

Information Technology

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	56.4	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	56.4	111.5	113.1	114.7
* Net Change in \$		55.1	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)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

A growing number of the City's services are now being provided directly to the public, on a self-serve basis, via the Internet. As more of the City's systems and data become accessible online from anywhere in the world, the risk to the City of hackers gaining unauthorized access to data and systems grows. Government privacy legislation and increased security requirements by credit card companies also mandate that personal information and credit card transaction data be kept secure.

### **Details of Service Change**

The City of Mississauga's technology environment consists of thousands of computers, tablets, phones, databases and systems, connected via hundreds of kilometres of high speed fibre optics, 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 July 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; and delivering user-education campaigns. There is also an increasing need to respond to IT security incidents which may occur 24/7/365.

### **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.

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## Proposed Capital Budget

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast.

### Proposed 2018-2027 Capital Budget by Program

Program Expenditures	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022-2027 Forecast (\$000's)	Total 2018-2027 (\$000's)
Applications	7,098	8,222	6,025	2,630	25,030	49,005
Infrastructure	5,960	4,950	3,570	5,955	29,380	49,815
PC Replacement & Peripherals	1,940	1,345	1,355	1,735	10,530	16,905
<b>Total</b>	<b>14,998</b>	<b>14,517</b>	<b>10,950</b>	<b>10,320</b>	<b>64,940</b>	<b>115,725</b>

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

### Proposed 2018-2027 Capital Forecast Highlights include the following:

- \$13.9 million for PC/Notebook/Tablet lifecycle replacement and staff additions
- \$11.4 million for server storage expansion and replacement
- \$9.9 million for network fiber expansion and replacement
- \$7.6 million for eCity hosting and expansion of online services
- \$7.4 million for routers and switches
- \$6.0 million for VoIP systems and phones
- \$5.7 million for TXM application redesign
- \$5.4 million for IT system security programme
- \$4.4 million for wireless infrastructure
- \$4.2 million for network infrastructure

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**Proposed 2018-2027 Capital Budget by Funding Source**

The following table provides the funding sources proposed to fund the capital portion of the proposed 2018-2021 Business Plan and 2018 Budget and the consolidated forecast for 2022-2027.

<b>Funding</b>	<b>2018 Proposed Budget (\$000's)</b>	<b>2019 Forecast (\$000's)</b>	<b>2020 Forecast (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022-2027 Forecast (\$000's)</b>	<b>Total 2018-2027 (\$000's)</b>
Tax/Debt	14,298	14,517	10,950	10,320	64,940	115,025
Recoveries	0	0	0	0	0	0
Other Reserves & Reserve Funds	700	0	0	0	0	700
<b>Total</b>	<b>14,998</b>	<b>14,517</b>	<b>10,950</b>	<b>10,320</b>	<b>64,940</b>	<b>115,725</b>

Note: Numbers may not balance due to rounding. □



## Proposed 2018 Capital Budget Detail

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

Program: Applications

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPIT006539	TXM Software Improvements	128	0	128	Tax/Debt
CPIT006537	Vacancy Rebates Legislative Changes	65	0	65	Tax/Debt
CPIT005736	GeoSpatial Master Plan and Implementation	500	0	500	Tax/Debt
CPIT005741	MAX - Online Services	75	0	75	Tax/Debt
CPIT005748	IT Security Enhancements	300	0	300	Tax/Debt
CPIT005753	CPS-CMO Application Improvements	80	0	80	Tax/Debt
CPIT005899	EBS SAP Upgrade to ERP on HANA	1,800	0	1,800	Tax/Debt
CPIT005989	Parks Infor Business Enhancement	160	0	160	Tax/Debt
CPIT006378	eCity Web and Mobile	600	0	600	Tax/Debt
CPIT006379	eCity Hosting and Online Services Hosting and Services	825	0	825	Tax/Debt
CPIT006381	IT Security Program	360	0	360	Tax/Debt
CPIT006383	Desktop Software Licenses	350	0	350	Tax/Debt
CPIT006387	Server Applications	605	0	605	Tax/Debt
CPIT006392	Desktop Office Suite Upgrade	450	0	450	Tax/Debt
CPIT006393	Continuous Improvement - Public Facing Systems	120	0	120	Tax/Debt
CPIT006394	Enterprise Engagement Platform	30	0	30	Tax/Debt
CPIT006395	Bentley Connect Upgrade	40	0	40	Tax/Debt
CPIT006396	FASTER major upgrade (Windows to Web version)	280	0	280	Tax/Debt
CPIT006398	Riskmaster Upgrade	70	0	70	Tax/Debt
CPIT006399	AirWatch System Upgrade and Staff Training	65	0	65	Tax/Debt
CPIT006400	Professional Services for Amanda 7	50	0	50	Tax/Debt
CPIT006401	Golf Operations Management Software System (GEN) Lifecycle	40	0	40	Tax/Debt
CPIT006417	Pingstreet App Additional Features	20	0	20	Tax/Debt
CPIT006421	Functional Testing Software	60	0	60	Tax/Debt
CPIT006422	Legal Docketing Software Procurement	15	0	15	Tax/Debt
CPIT006423	Additional Teranet Datasets	10	0	10	Tax/Debt
<b>Total</b>		<b>7,098</b>	<b>0</b>	<b>7,098</b>	

Note: Numbers may not balance due to rounding.

## Proposed 2018 Capital Budget Detail (Cont'd)

Program: Infrastructure

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPIT006380	VCOM Radio Network Replacement	860	0	860	Tax/Debt
CPIT006384	Wireless Infrastructure	650	0	650	Tax/Debt
CPIT006386	VoIP Systems & Phones	685	0	685	Tax/Debt
CPIT006388	Server and Storage Replacement & Expansion	1,100	0	1,100	Tax/Debt
CPIT006389	Switches and Routers	590	0	590	Tax/Debt
CPIT006390	Network Security Infrastructure	300	0	300	Tax/Debt
CPIT006391	Network Fibre	1,300	0	1,300	Tax/Debt
CPIT006397	Special IT Equip - Includes Public	250	0	250	Tax/Debt
CPIT006420	District Wi-Fi	225	0	225	Tax/Debt
<b>Total</b>		<b>5,960</b>	<b>0</b>	<b>5,960</b>	

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
CPIT005733	AV Meeting Room Upgrades	310	0	310	Tax/Debt
CPIT006382	PC/Notebook/Tablet Lifecycle and Staff Adds	1,420	0	1,420	Other Reserves & Reserve Funds, Tax/Debt
CPIT006416	Network Services UPS Business Continuity	210	0	210	Tax/Debt
<b>Total</b>		<b>1,940</b>	<b>0</b>	<b>1,940</b>	

Note: Numbers may not balance due to rounding.

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**Proposed 2019-2021 Capital Budget by Sub-Program**

The following tables provide a listing of capital forecast by sub-program for 2019 -2021.

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Applications</b>			
IT Applications-New	2,228	1,350	840
IT Applications-Replacement/Enhancements	5,994	4,675	1,790
<b>Subtotal</b>	8,222	6,025	2,630

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Infrastructure</b>			
IT Network Infrastructure	3,525	2,725	4,635
IT Server Expansion	0	0	0
IT Server Replacement/Maintenance	1,200	620	1,120
IT Service Management	225	225	200
<b>Subtotal</b>	4,950	3,570	5,955

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>PC Replacement &amp; Peripherals</b>			
IT PC/Notebook-Replacement/Maintenance	1,000	1,060	1,500
IT Peripherals	10	10	160
IT Specialized Equipment	335	285	75
<b>Subtotal</b>	1,345	1,355	1,735
<b>Total Expenditures</b>	<b>14,517</b>	<b>10,950</b>	<b>10,320</b>

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



# Facilities & Property Management

2018-2021 Business Plan  
& 2018 Budget

# Foreword

## 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, historic villages, Lake Ontario and the Credit River Valley; a place where people choose to be.

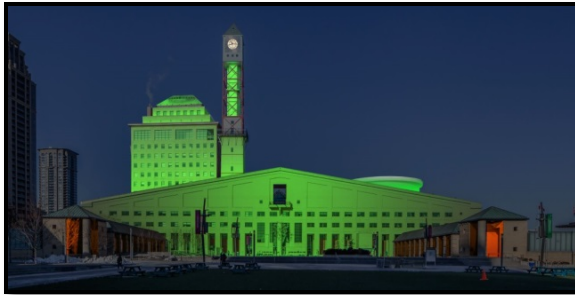
Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40 year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into 16 Services Areas that are outlined in this Plan. The 2018-2021 Business Plan and 2018 Budget detail how and where the City plans to allocate resources to deliver programs and services.

The City is committed to providing programs and services cost effectively. In this Plan we have outlined measures that will help us assess the quality, efficiency and customer satisfaction that our services achieve. The results help inform decisions on resource allocation, direct program offerings and improve service delivery to ensure our vision is efficiently realized.



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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 provides expertise in property, asset and project management to maintain the City's infrastructure and support the safety and security of the public and City staff.

We provide 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 334 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 15,800 annual facility work requests related to building maintenance and operations
- Secured over \$165,000 in pre-approved grant incentives to implement energy management projects in 2017
- Saved over \$200,000 in energy and water costs in 2016

- City utilities budget was approximately \$21 million in 2016
- Provided in-house project management expertise delivering on capital construction projects totalling \$30.5 million in 2016
- Approximately \$1.1 million in emergency capital repair and renewal construction work performed in 2016
- Approximately 100 realty service transactions completed annually

### Highlights of the Business Plan include:

- Identifying aging infrastructure needs that require systematic allocation of limited resources
- Preparing for increased maintenance pressures and resources due to aging infrastructure
- Continuing to invest in our energy savings initiatives
- Anticipating greenhouse gas emission reductions of 1,858 tonnes per year by 2019 (equivalent to almost 364 cars off the road per year)
- Supporting the safety and security of the public and staff on City properties with enhanced security services

Net Investment (000's)	2018	2019	2020	2021
Operating	21,944	22,812	23,605	24,608
Capital	26,850	30,249	26,986	25,554
Full Time Equivalents	190.4	191.7	194.5	197.3

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## Core Services

### Vision, Mission, Goals of Service and Service Delivery Model

#### Vision

Facilities & Property Management Division fully embraces the Corporate Services vision of “Partnering for Success” - we work together with the other departments of the City to provide excellent service to our common customer – the taxpayer.

#### 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.

#### Goals of Service

- Maintain our buildings and site infrastructure
- Provide professional project management services
- Develop a long term facility asset management strategy
- Develop highly integrated capital plans
- Strategically manage the acquisition, disposition and leasing of real property
- Ensure the secure, safe use and enjoyment of City facilities, parks and transit systems
- Support and promote environmental sustainability

#### Service Delivery Model





## Current Service Levels and Trends

The City owns and operates a portfolio of 334 buildings of various sizes, complexity and usage that contain approximately 5.6 million square feet of space. Facilities & Property Management is also responsible for the site services (e.g., parking lots, sewer, water, hydro, sports fields lighting and pathway lighting) for 298 parks and 229 parking lots. The current replacement value of all of these assets is approximately \$2 billion. These assets are the essential infrastructure necessary for City departments to deliver the services and programs to our residents that significantly impact the quality of life, prosperity and sustainability within the community. We continue to collaborate with our partners and provide expertise in property, asset and project management.

Since 2000, the size of the City facility portfolio has increased by approximately 1.2 million square feet, which is 21 per cent of the current portfolio size. An expanding portfolio requires resources to support and manage the existing service level expectations to sustain the City infrastructure and support the safety and security of the public and staff.



Responsible for  
maintaining over  
**5.6 million ft<sup>2</sup>**  
of space in 2017  
increase of 1.2 million ft<sup>2</sup>  
since 2000 a  
total of 21%

Service	Annually
Buildings maintained and monitored for lifecycle replacements	334
Parks and sports fields monitored for lifecycle replacement	298
Parking lots maintained and monitored for lifecycle replacements	229
Building systems maintained	27,000
Work requests for building maintenance, repair and operations	15,800
Realty services transactions	100
Utility accounts monitored	755
Responsible for City utilities budget (gas, water, hydro)	\$21 million
Capital emergency funding – dollars spent	\$1.1 million

The age profile of the City facility portfolio indicates that over 50 per cent of the inventory area is more than 30 years old, compared to 12.2 per cent in the year 2000.



In 2017, there were a number of facilities that celebrated their 50 year anniversary; this includes Lakeview Library, Lorne Park Library, Streetsville Library, and Huron Park Community Centre, Pool and Arena. At around 35-40 years of age these buildings were renewed and continue to serve the public, reaching the 50 year milestone. Listed in Table 1 is a sample of buildings within the City facility portfolio which have upcoming lifecycle requirements based on the age of the facility infrastructure.

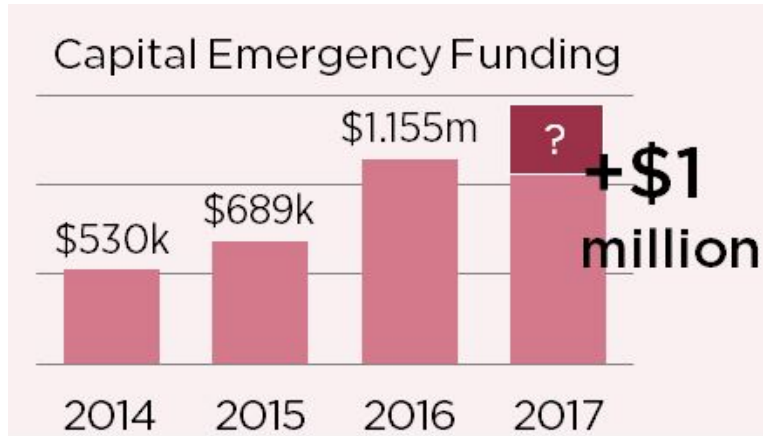
At approximately 20 years of age, a building typically begins to require higher investments in capital lifecycle maintenance and if critical building systems are not addressed in a timely manner, then demand for emergency maintenance costs are incurred in order to keep the systems functional. This puts increasing pressure on our maintenance program and/or emergency funding accounts to ensure facilities keep functioning until a comprehensive capital lifecycle renewal renovation can be

funded. Typically at 25 years of age functional loss occurs and prompts the requirement for a major redevelopment.

Table 1

Building	Age
<b>Buildings 20-29 years old</b>	
Malton Satellite Terminal	26
Mississauga Central Library	27
Tomken Twin Arena	27
<b>Buildings 30-39 years old</b>	
Mississauga City Hall	30
Animal Services Centre	30
South Common Community Centre, Library and Pool	36
<b>Buildings 40+ years old</b>	
Ontario Court of Justice	40
Mississauga Valley Community Centre, Library, Pool and Arena	40
Meadowvale Four Rinks	40
Clarkson Depot	40
Malton Depot	40
Clarkson Community Centre, Library, Pool and Arena	47
Paul Coffey Arena	49
Vic Johnston Community Centre and Arena	56
Mavis South – Building and Site	61

As shown in the graph below, since 2014 our need for capital emergency funding has been increasing to address infrastructure lifecycle failures that were not funded through the capital lifecycle budget.



Research 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. With this renewal funding rate the buildings will continue to sustain their intended functions.

For 2018, the budget for City wide lifecycle renewal projects increased from \$19 million in 2017 to \$22 million to help address pressures. Compared to industry standard there still remains a gap of approximately \$15 million per year due to the fact that the City's current Annual Lifecycle Renewal Funding Rate is 1.25 per cent of the current replacement value. Even with the increased funding, this infrastructure gap continues to grow making it a challenge to keep our buildings in a state of good repair. We will continue to strategize for 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.

The budget for 2018 has allowed us to recommend funding for all critical and mandatory requirements, and most of our state of good repair requirements received for the 2018 budget submission.

Our expanding portfolio requires resources to maintain the condition of the City's facilities and site infrastructure. We also require resources to manage the existing service level expectations to support the safety and security of the public and staff.

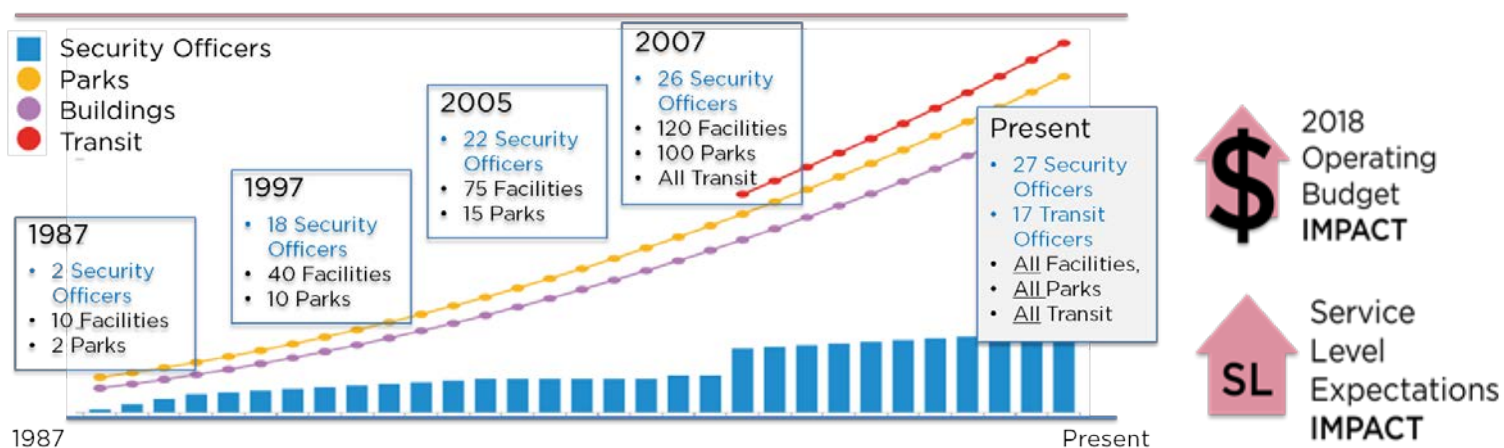
Over the past 30 years, the functions of Security Services have grown organically to include a Transit Enforcement Unit, provide a City wide mobile response capability and a Security Operations Centre responsible for the 24/7/365 monitoring of all City property. However, the manner in which the section grew has resulted in significant service gaps from a Corporate wide perspective. Limited consideration was given to critical security functions such as security risk management and prevention programs and the result is that public and staff safety issues have not been fully addressed.

The City and its security needs continue to evolve as new threats and risks emerge along with new technological and management approaches to Security Services. Demand for services has been increasing from Council, the public, business lines and staff. Issues of public and staff safety have also become more prevalent and Security Services have been unable to satisfy these stakeholder demands and meet response times due to resource constraints and service gaps.

There is a need to address numerous service gaps in order to become a modern, efficient organization that delivers the optimal level of security services to the City. Enhancements to the front line services as well as corporate policies and programs are required to protect public, staff and City assets. Our plan is to address these concerns within the coming years with security service enhancements and leveraging technology.

### 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 (1.25% of CRV)	Variance
City Wide Annual Lifecycle Requirement	\$50M	\$40M	\$25M	<b>\$15M</b>
10 Year City Wide Annual Lifecycle Requirement	\$500M	\$400M	\$250M	<b>\$150M</b>



Timeline – Security Services Functions 1987 to Present

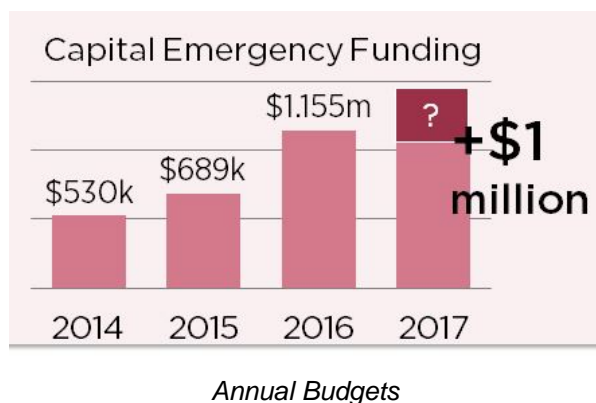
## Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's Performance Measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability. The following section describes the measures that we use and provides context for results. The Balanced Scorecard shows trends since 2014 and expected outcomes up to 2021.

### What we are measuring

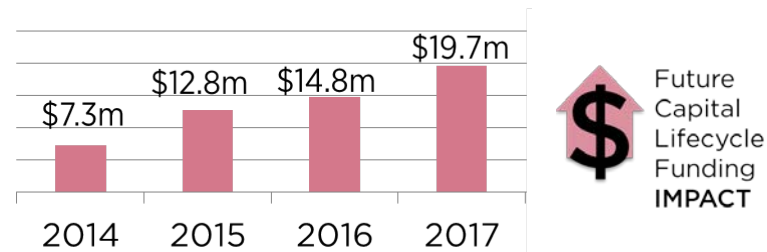
Facilities & Property Management introduced a few new measures this year.

A new measure is the review of *Capital Emergency Spending*. *Capital Emergency Spending* is a year to year trend of our spending related to capital emergency work. This measure used together with the *Facilities Maintenance Cost per Area* and the Facility Condition Index for our City facility portfolio assets will provide a better understanding of our Capital Lifecycle Budget requirements.



We anticipate budget pressures within the next five years related to lifecycle requirements of ice rink pads, pools and City Hall building envelope and skylight. Capital lifecycle budget funding has been increasing over the past four years. We also continue to spend emergency and maintenance funding on systems that fail or require maintenance to address concerns until capital funding can be provided for renewal or replacement. Continuing to measure our cost for maintenance and emergency funding spends year over year will indicate if we have projected appropriate funding of the capital lifecycle budget.

### Capital Lifecycle Budget



The *Facilities Maintenance Cost per Area* is a measure used to determine the maintenance costs associated with services provided by Facilities Maintenance and is compared year over year. We can assume that as buildings age and lifecycle requirements are deferred, it will impact our maintenance costs per area. More pressures would require us to plan for increased costs. As the City facility portfolio grows, we should also plan for increases in our maintenance budget. Benchmarking with others is difficult. With inconsistencies in how different municipalities and organizations track and report their facility maintenance dollars and the varying types of facilities in their portfolios, the variance is too large for the data to be useful as a comparator.



**30 Minutes or Less Security Response Time for City Wide Security Related Service Calls** - Security Services continues to support the safety and security of City staff, the public and property with onsite and mobile response services. In 2015, Security Services began to measure and report onsite response times. The current target is that 95 per cent of all calls are responded to within 30 minutes or less anywhere in the City. Given that each front line unit (Security Operations and Transit Enforcement) have one dedicated mobile response vehicle available at any given time, the response time target has not been achieved to date.

An analog clock face with two hands. The hour hand is positioned between the 1 and 2 o'clock marks, closer to the 2. The minute hand is pointing exactly at the 10 o'clock mark.

- Hate – removal within two business days
- Offensive – removal within two business days
- Gang – removal within five business days
- Tagging – removal within five business days
- Mural – removal within five business days
- Inoffensive – removal within five days

The diagram illustrates a spatial layout with a central grey building footprint. Surrounding it are various activity zones defined by colored shapes and icons:

- Blue Zones:** Represent areas for social interaction or discussion, indicated by icons of groups of people.
- Green/Yellow Zones:** Represent individual work or study areas, indicated by icons of people sitting at desks or tables.
- Yellow/Green Zones:** Represent collaborative or meeting spaces, indicated by icons of people sitting around a table.
- White/Circular Zones:** Represent specific functional areas like a kitchen (cup icon), a library or research area (book/magnifying glass icon), and a lounge area (fireplace icon).

2018-2021 Business Plan &amp; 2018 Budget

*Square Footage of Office Space per Employee* is another new measure for this year. Since 2014, we have been developing a strategy for managing space that supports our business needs, technology and culture. Measuring the space per person allows us to gauge how well staff at City Hall are embracing these new strategies that introduce desk sharing and increased collaborative spaces for meeting. We plan to reach a target of 150 square foot per person, which is comparable to others in the industry. There are a number of other municipalities that have introduced and embraced similar strategies.

Comparables:	Target
City of Toronto	<b>130 sqft/person</b>
Town of Oakville	<b>150 sqft/person</b>
Canadian Federal Government	<b>150 sqft/person</b>

Sharing ratios introduced at the City are conservative. Based on comparison with others in the industry, we understand that we should expect our goal to fall within the top range compared to others. As a result, 150 square foot per person is our target to achieve.

The office space strategy initiative was launched in 2014. Comparing year over year results show that we are gradually reaching our set target.

*Percentage of Employees Lean Belt Certified* measures percentage of employees that have completed their Lean White Belt training. This is a new measure and our commitment is to reach and maintain 100 per cent of staff Lean White Belt certified at a minimum by end of 2018. Facilities & Property Management is committed to continuous improvement and encourages a culture of continuous learning. Multiple initiatives underway in our team require innovative solutions and thinking and the

success of these projects can affect how staff handle and manage each solution.



Electricity Consumption per Square Metre (KWH), Water Consumption per Square Metre, Natural Gas Consumption per Square Metre all measure the utility consumption for City facilities and is reported annually. This allows staff to look into trends and correct issues as required. These measurements can be benchmarked with other similar facilities internally and can be shared as a combined energy intensity rating for electricity and gas.

*Energy Intensity Reduction* is our commitment to reach a five per cent reduction by 2020. The Energy Management section continues to explore ways of conserving our energy. This measure is shown as cumulative and indicates that we have reached our five per cent target in 2016.

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. Similar to the glass of a greenhouse that restricts the warm air from escaping, greenhouse gases such as carbon dioxide, methane, nitrous oxide trap the heat in the Earth's atmosphere. The energy consumed by buildings and their assets contribute to greenhouse gas emissions through the burning of fossil fuels like oil, coal (used for electricity production) and natural gas. Therefore, the City can position itself as a climate change leader by improving energy efficiency in building assets,

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implementing innovative alternatives and striving to eliminate our dependence on high-carbon fuel sources. These activities will contribute to achieving the stringent federal, provincial and regional greenhouse gas reduction goals.

*Waste Diversion Rate at City Hall* is the percentage of waste generated at City Hall that is diverted from landfill. This measure demonstrates the effectiveness of waste diversion techniques such as focused education, sustainable procurement, improved programs and employee/patron engagement. City Hall has the potential to have a much higher diversion rate than other City facilities.

### **How we are improving results**

Building condition assessments of all of the City facility portfolio assets is scheduled to begin in 2017. The assessments will inform the condition of our buildings and will allow us to update the computerized asset management system for data integrity. We are also looking at improvements to integrate the data to provide clarity on our asset needs. This information can be used to help plan and forecast our capital budget and will help to improve these measurements.

To provide an understanding of the graffiti removal process and improve response times, cross-departmental and cross-divisional staff met in the summer of 2015 to map the current process for graffiti notification, reporting and removal, to identify inefficiencies and opportunities for improvements in the process and to create an action plan to address the inefficiencies. The action plan developed by the team consisted of 27 action items which will help reach our target response times.

The implementation of the office space strategy pilot project will provide us insights into the needs of staff to help them embrace new space strategies. The findings assessment from the pilot project will be completed over the remainder of 2017 and ready

for consideration in 2018. This report will provide direction that will inform our next steps.

The City and its security needs continue to evolve and the demand for high quality services will continue to increase. In order to become a modern and efficient organization that delivers the optimal level of security services to the City, enhancements to the front line services as well as corporate policies and programs are required. An analysis concluded that during high activity periods, the optimal model would see Security Operations with three mobile vehicles and Transit Enforcement with two. During low activity periods, the numbers would decrease to two and one. To reach our response time targets for 2018, we are requesting additional resources to support the required enhanced services. This includes the addition of 2.8 FTE for Facilities & Property Management starting July 2018 as well as maintenance cost for an additional security mobile patrol car on the road to provide 24 hours per day coverage.



Continuous collaboration and supporting initiatives that raise awareness will help to improve many of our measures. Examples of initiatives include the *Race to Reduce* program, *Energenius* website, *Energy Dashboard* and the waste diversion techniques and programs.



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## Balanced Scorecard

A Balanced Scorecard identifies and measures four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. 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

*Facilities Maintenance Cost per Square Foot* identifies the cost to take care of a building envelope, mechanical, electrical and site services per square foot of floor. This measurement assists in identifying capital priorities as well as current level base budget requirements.

*Capital Emergency Budget Spends* identifies the demand for spending on unforeseen maintenance costs incurred in order to keep systems functional.



2018 Capital  
Emergency  
Funding  
**IMPACT**



Facility  
Condition  
**IMPACT**

### Customer Measures

*Buildings in Fair to Good/Better FCI Band* identifies the current condition of the City facility portfolio based on a 10 year capital budget forecast and reports on the total percentage of buildings that fall within the proposed range.

*30 Minutes or Less Security Response Time for City Wide Security Related Service Calls* - Security Services continues to support the safety and security of City staff, the public and property with onsite and mobile response services. The target

onsite response time for any service call anywhere in the City is 30 minutes or less. For Civic Precinct buildings that have an onsite security presence (City Hall, Central Library, Living Arts Centre, City Centre Transit Terminal and Celebration Square) the response time is five minutes or less. The 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 only one or two available mobile response units.

Security City  
Response  
Time  
**IMPACT**



*Graffiti Removal Response Time City Wide* will allow us to track and monitor our ability to reach our graffiti removal target within the specified time.

### Employee Measures

*Square Footage of Office Space per Employee* is a measurement of our commitment to introduce a new work space strategy that will create a dynamic workplace that supports our business, people and culture now and into the future. Facilities & Property Management continues to be innovative when it comes to planning office spaces for all 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 and can result in cost savings associated with lease space, new hire furniture and furniture relocations. The measure establishes the average area per person within City Hall. To determine this

measure, the total office space area and the total staff headcount are used. Transient staff like security, operations or custodial services are not part of the headcount as work surface space is not required for the services they provide.

*Percentage of Employees Lean Belt Certified* measures percentage of employees that have completed their Lean White Belt training. Facilities & Property Management encourages continuous improvement and our commitment is to have staff complement reach and maintain 100 per cent by the end of 2018.

### Business Process Measures

Electricity Consumption per Square Metre (KWH), Water Consumption per Square Metre, Natural Gas Consumption per Square Metre all measure the utility consumption for City facilities and is reported annually. This allows staff to look into trends and correct issues as required. These measurements can be benchmarked with other similar facilities internally and can be shared as a combined energy intensity rating for electricity and gas. The *Energy Intensity Reduction* measure is a cumulative value, providing total savings to date.

*Energy Intensity Reduction* is a commitment to reach and maintain a five per cent reduction by 2020 with 2014 as the base year.

In addition to tracking cost savings, staff are also measuring the *Annual Greenhouse Gas Reductions* in tonnes CO<sub>2</sub> to demonstrate the impact of our energy saving initiatives on the environment.

Both the *Energy Intensity Reduction* and the *Annual Greenhouse Gas Reductions* measure the performance of the City facility

portfolio, including the park lighting and in addition street lighting. It excludes buildings that have been shut down or newly built to avoid skewing or impacting the results. The measures shown are cumulative from the starting base year 2014.

*Waste Diversion Rate at City Hall* is the percentage of waste generated at City Hall that is diverted from landfill. This measure demonstrates the effectiveness of waste diversion techniques such as focused education, sustainable procurement, improved programs and employee/patron engagement.

	Energy intensity reduction compared with previous year	GHG reduction compared with previous year (tonne CO <sub>2</sub> )	Houses removed from grid	Cars removed from road
2014	2.1%	412.6	290	81
2015	3.0%	651.7	366	128
2016	2.8%	381.8	356	75
Total 2014-2016		1,446	1,013	284

#### Progress towards our long term goal

- 5% energy intensity reduction by 2020

## Balanced Scorecard (Cont'd)

Measures for Facilities & Property Management	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)	2021 (Plan)
<b>Financial:</b>								
Facilities Maintenance Cost/Area	\$1.27	\$1.23	\$1.07	\$1.20	\$1.23	\$1.24	\$1.25	\$1.25
Capital Emergency Budget Spends	\$0.8M	\$0.8M	\$1.1M	\$1.1M	\$1.1M	\$1.1M	\$1.1M	\$1.1M
<b>Customer:</b>								
Buildings in Fair to Good/Better FCI Band	65%	64%	61%	65%	65%	65%	65%	65%
30 Minute or Less Security Response Time for City Wide Security Related Service Calls	80%	85%	85%	85%	95%	95%	95%	95%
Graffiti Removal Response Time City Wide	N/A	N/A	77%	95%	95%	95%	95%	95%
<b>Employees/Innovation:</b>								
Square Footage of Office Space/Employee for City Hall	185	N/A	159	159	159	150	150	150
% of Employees Lean Belt Certified	N/A	N/A	N/A	54%	100%	100%	100%	100%
<b>Internal Business Process:</b>								
% Energy Intensity Reduction by (Cumulative)	-	3%	6%	7%	8%	9%	9%	10%
Corporate Greenhouse Gas Emissions Reductions	-	4%	6%	7%	8%	9%	10%	10%
Waste Diversion Rate at City Hall	42%	51%	51%	60%	75%	80%	85%	85%

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## Awards and Achievements

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 when using these facilities. We manage a diversified capital construction portfolio across the City and coordinate holistically to ensure that each project gets delivered on time and on budget.

Many of our projects involve all sections from Facilities & Property Management. Starting with real property acquisitions, negotiations or agreements then leading into design and construction. Once the project is complete, the focus shifts to maintenance and the safety and security of the public and staff. Continuous collaboration with key stakeholders and our partners contribute to the success of each project. Highlights of projects completed or scheduled for completion include:

- Celebration Square Lighting Enhancements
- Small Arms Building
- New community washroom at Fallingbrook Park
- New community washroom at Garnetwood Park
- Riverwood – Chappell House Improvements
- Older Adult Centre Relocation
- Office Space Strategy – Pilot Project
- Fire Station 112 Renovations
- City Hall Roof Replacement (Phase 1 and Phase 2)
- Canada 150 CIP and PTIF funded projects
- Approximately \$1.1 million in emergency capital repair and renewal construction work performed in 2016

Projects include integrated energy efficient upgrades & practices to reduce energy waste. Highlights include:

- LED lighting upgrades at Hershey Sports Zone
- LED lighting upgrades at Living Arts Centre garage
- LED lighting upgrades at Malton Community Centre Pool and Clarkson Community Centre Pool

- LED lighting upgrades at Huron Park
- Over \$165,000 in pre-approved grant incentives implementing energy management projects in 2017
- Over \$200,000 in energy and water costs saving in 2016



*Celebration Square Lighting Enhancements*



*Small Arms Building - Interior Rendering*





*Fallingbrook Community Park Washroom (anticipated completion 2017)*



*Garnetwood Community Park Washroom (anticipated completion 2017)*



*City Hall Roof Replacement*



*Riverwood - Chappell House Improvements*

Our continuous collaboration with key stakeholders and partners contribute to the success of each project. Awards received for our contribution are highlighted below:

- City Manager's Award of Excellence - 2016 Ontario Summer Games Organizing Committee
- Community Partnership Award - Ridgeway Community Courts Project Team
- The Brenda Sakauye Environment Award - LED Street Lighting Conversion Project
- Excellence in Working Together Award - Hickory Drive Incident Management Team
- Enersource Conservation Heroes
- 2017 Municipal Accessibility Award from the Ontario Municipal Social Services Association
- Rick Hansen Foundation's 2017 Accessible Cities Award Circle of Excellence
- Retrofit Energy Savings Championship Award



*Community Partnership Award Ridgeway Community Courts Project Team*



*Mississauga Celebration Square has been recognized as one of five national winners of the Rick Hansen Foundation Accessible Cities Award Circle of Excellence Venue. The award is given to an organization whose space or place showcases best practices in accessibility*



*City of Mississauga's Staff Accessibility Resource Team (StART) won the Municipal Accessibility Award from the Ontario Municipal Social Services Association for showing leadership in helping to improve accessibility in our City. This includes raising accessibility awareness through activities and programs*





*Enersource Conservation Hero - Mississauga's Civic Centre, leading by example in energy conservation*



*The Brenda Sakauye Environment Award for our contributions on the LED Street Lighting Conversion Project*



*Excellence in Working Together Award awarded to the Hickory Drive Incident Management Team*



*City Manager's Award of Excellence for our contributions on the 2016 Ontario Summer Games Organizing Committee*

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# The 2018-2021 Business Plan Outlook

## Planning for the Future

Facilities & Property Management has a strong track record of executing projects and managing assets. We remain committed to being innovative and continue to look for new opportunities to add value to the City's infrastructure and realty landscape. We will continue to focus on due diligence, incorporating accessibility standards, energy improvements, enhanced risk management through proactive identification and mitigation of buildings and site infrastructure related risks to the Corporation.



### Facility Condition Assessments

Facility Condition Assessments (FCAs) are a comprehensive assessment of building condition and their sub-systems. These systems include roofing, mechanical, electrical, plumbing, interior and exterior envelopes. 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. This information enables informed decisions to be made regarding

allocation of funds best spent to provide safe assets and extend operating life.

### Asset Management Strategy

Research, benchmark and improve the asset management strategy to optimize the lifecycle value and performance of facilities while improving service delivery and customer satisfaction. Engage client groups and key stakeholders to have them participate in the development of strategies and outcomes.

### Accessibility Audits

We are conducting accessibility audits of 97 City buildings to ensure that City of Mississauga – Facilities 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 in existing buildings. A thorough accessibility review during the design stage of all new capital projects ensures that accessibility is captured early on in the process.

### 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 metrics.

Energy management depends on the integration of energy efficient practices into the “business as usual” conduct of the organization. Customer engagement is vital in managing our energy costs across the City. We continue to raise awareness with initiatives like *Race to Reduce*, *Energenius* website and the *Energy Dashboard*.



Expertise in **property, asset and project management** to sustain the City's infrastructure and support **safety & security** of public & staff

#### **Infrastructure Funding Opportunities**

Continue to proactively seek funding and strategize for funding to maintain our buildings and sites' infrastructure in the state of good repair and to consider opportunities for accessibility and energy related improvements.

#### **Project Collaboration**

Continue to provide in-house professional property, asset and project management services. This includes project planning, space planning, accessibility, energy management, budgeting, procurement, construction and maintenance. We also provide expertise in negotiations, acquisitions and agreements for real property, which is required on many of our projects. We provide business units with expert knowledge to support their business continuity.

We look forward to the design and construction of Churchill Meadows Community Centre, the next new facility to be added to the City's portfolio.

#### **Office Space Strategy**

Continue to work with all City departments to manage space, addressing identified requirements, maximizing efficiencies, and managing growth demands. An office space strategy pilot project

is underway to relieve space pressures and provide insights to develop a space strategy. The main purpose of the project is to create a dynamic workplace that supports our business, people and culture now and into the future.



*Office Space Strategy Pilot Project – Neighbourhood*



*Office Space Strategy Pilot Project – Connection Zone*

#### **Enhanced Security Services and Integrated Security System**

In order to become a modern and efficient organization that delivers the optimal level of security services to the City, Security Services will continue to address numerous service gaps. The Enhanced Security Services initiative and the Integrated Security System will proactively help manage our business and continuously improve service delivery.

## Finding Efficiencies

Facilities & Property Management is committed to maintaining high standards and continuously improving its methods of service delivery.

### Integrated Security System

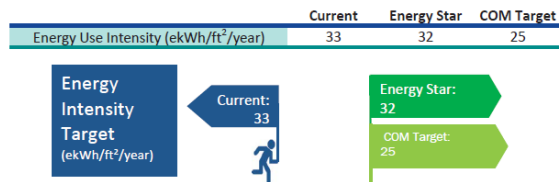
We proactively adopt technology to manage our business and continuously improve service delivery. Leveraging the existing security system platforms and adding new capabilities to the incident management and the dispatch processes provide new business intelligence, risk management and mapping functionality for our Security Services team.

### Office Space Strategy

We encourage strong collaborative partnerships with our internal/external stakeholders focused on creating value for money. We will review staff office areas and develop a workplace strategy to address technological advancements and trends towards mobile work places to optimize the City's space needs Corporate wide.

### Energy Audits

Energy audits were conducted on 100 City facilities and recommendations provided to implement energy efficiencies which reach our one per cent target for energy consumption reduction.



Sample Chart - Utility Analysis Energy Audit

## Processes, Policies Review and Lean Initiatives

We continue 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 2017. In addition, we will continue to build our capacity and expertise around continuous improvement while better leveraging existing data to proactively identify opportunities for service delivery improvement.

We will also continue to research and explore solutions for data integration for our various services. Capital Planning and Asset Management, Realty Services and Facilities Maintenance will look at methods to manage their asset databases and continue to look for opportunities and solutions to integrate software.

INITIATIVE #1: ENHANCED FRONT LINE SERVICES	
Incident Response	
Mobile Patrolling	
Static Posts	
Precinct Security	
Security Operations Centre	
Building Control Desk	
INITIATIVE #2: ENHANCED CORPORATE POLICIES AND PROGRAMS	
Policy Framework and Procedures	
Security Risk Management Program	
Physical Security Program	
Staff Training and Awareness Program	
Investigations	
Community Outreach Program	

2018  
Operating  
Budget  
IMPACT

Enhanced Security Review

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## Advancing the City's Strategic Plan

### move - developing a transit oriented city

- Provide maintenance and security to transit facilities that see a lot of public use
- Build accessible facilities that promote the use of the developing City transit system
- Acquire property interests in support of the various transit initiatives

### belong - ensuring youth, older adults and new immigrants thrive

- 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

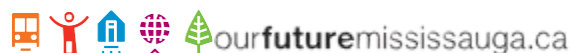
- Commit to building and maintaining infrastructure with Facility Asset Management Strategy and a Facilities Maintenance Program
- Continue to connect with the public through the Community Outreach program and public meetings for our projects
- Develop vibrant facilities that serve the public needs but also become a destination of choice
- Develop approaches to reduce the risks associated with crime and victimization with a crime prevention and awareness program
- Acquire property to support expansion of parks and road networks

### prosper - cultivating creative and innovative businesses

- Strive to get the best value for taxpayers' money while maintaining respect for the public dollar

### green - living green

- Actively pursue grants for energy conservation projects City wide
- Actively review and implement ways to reduce energy usage and GHG emissions City wide
- Champion the implementation of sustainable technologies in our new and redeveloped facilities
- Acquire property to support expansion of our park network



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## Transforming our Business with Technology

Advancements in technology have played a crucial role in the continued success of our service delivery. By leveraging technology to enhance our “partnering for success” philosophy, over the next few years, we will continue to focus on increasing efficiencies, further alignment to our strategic Green pillar and enhanced end user interfaces that increase stakeholder satisfaction. We will look to implement the following initiatives within the next three years:

### **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.



*Computerized Vendor Maintenance Management System*

### **Mobile Service Request App**

A mobile-friendly app for requesting services will promote the self-service model for both internal 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.



*Mobile Service Request App*

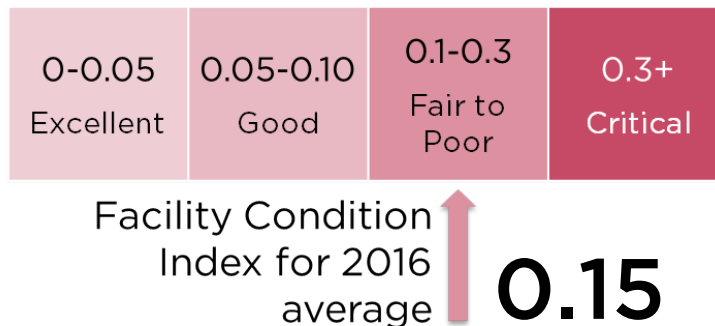
### **Integrated Security System**

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 detection, 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

Facilities & Property Management will continue to maintain our buildings and site infrastructure with a robust and reliable asset management and capital planning system to forecast lifecycle pressures. Aging infrastructure requires systematic allocation of limited resources to maintain City wide services.

Building condition is defined in terms of 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. Lower FCI numbers are a good indicator, whereas a higher FCI number indicates deterioration of a building due to lifecycle renewal stress. The average FCI for the City facility portfolio in 2016 was within the fair to poor range.



Analyzing and using the FCI numbers allow buildings to be compared analytically and highlight 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. Deferring the funding of capital lifecycle repairs/replacements will result in an increase to FCI values and the real risk of increased emergency situations as well as increase the probability of system or asset

failure impacting the service delivery. Our computerized asset management program calculates this index based on age of the facility and its systems.

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 perform data mining and processing to generate a prioritized system renewal list with associated budget costs. Building and systems that are in the greatest need for renovations, repair or lifecycle replacements are ranked and recommended for capital funding based on the risk and impact analysis.

Together with the approved priority rankings and scope validations, we develop and continuously refine capital plans for lifecycle renewal capital projects for the next 10 years.

For 2017, there are a number of initiatives planned in order to maintain and support the City's infrastructure needs.

- 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

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# Managing Our Human Resources

## Our Structure

Facilities & Property Management is a mix of highly skilled technical staff with various professional backgrounds, complemented by highly dedicated front line service delivery staff. The team works collaboratively to provide support to all City facilities, parks and transit systems. The Division is made up of seven sections:

- Facilities Maintenance – Administer maintenance for site services, electrical services and HVAC/mechanical services
- Building Services and Operations – Responsible for Civic Precinct, custodian services, event support and space planning
- Facilities Development and Accessibility – Administer project management for capital projects and accessibility services
- Capital Planning and Asset Management – Responsible for the Facility Asset Management Program and long range capital plan
- Security Services - Responsible for City wide security operations, transit enforcement and security awareness
- Realty Services - Conduct negotiations, acquisitions, disposals, land exchanges, leases and appraisal of property
- Energy Management - Develop and implement energy and water efficiency programs, monitor energy consumption and reporting

## Our Talent

The team is comprised of engaged, certified and experienced professionals, with specialties in:

- |  |                             |                                    |                                |
|--|-----------------------------|------------------------------------|--------------------------------|
| • Project Management   | • Contract Management       | • Property Management              | • Environmental Sustainability |
| • Asset Management   | • Negotiations              | • Energy Management                | • Stakeholder Engagement       |
| • Architecture/Engineering   | • Policy Review             | • Building Operations              | • Accessibility                |
| • Trades staff (electricians, plumbers, gas fitters, carpenters, HVAC, mechanical) | • Land and Lease Agreements | • Customer Service                 | • Risk Management              |
|  | • Appraisals                | • Security Services and Operations | • Business Analysis            |
|  |                             |                                    | • Workplace Space Strategy     |

Professional accreditations and designations: Architects, Engineers, Chartered Professional Accountants, Master of Business Administration, Post-secondary Degrees, Project Management Professionals, LEED Certified, Senior Right of Way Professionals, Fellow of the Real Estate Institute, Canadian Residential Appraisers, Certified Property Managers, Certified Energy Managers, Passive House, BOMI - System Maintenance Administrator, Air Conditioning and Refrigeration Technicians, Environmental Systems Technologist, Membership in Institute of Asset Management and Canadian Network of Asset Managers.

## Critical Roles/Functions to Achieve Business Goals

Current staffing issues focus on a skill shortage and the right combination of qualifications, experience and technical expertise. In order to adequately obtain the best candidates and engage our current workforce, we have developed the following strategies:

- Succession planning programs targeted to address the turnover of staff in key high risk specialized areas



- Obtain and/or retain talent by leveraging co-op students, career bridge students and intern opportunities to build relationships with local technical education communities
- Talent management strategy to identify and retain high performing and high potential staff for career development opportunities
- Invest in staff to keep skills and expertise current and prepared for the future by attending training sessions, conferences and workshops as well as support to obtain and retain their professional accreditations from various professional institutions
- Provide effective learning and growth opportunities to staff, particularly gaining experience by learning through special projects, feasibility studies and developmental assignments
- Identify the right skill set and qualifications to perform job functions and to reflect competencies accordingly

### **Talent Needs**

Each section has specialized roles. As staff retire, positions become vacant and new hires are required. Immediate talent needs include filling these positions with the right skill set. Some sections have a roster routine to build the competencies of existing part-time staff. Other sections have specialized skill sets that are difficult to fill and other companies can offer better compensation packages. We continue to build upon our strategies listed above to hire the right people.

Eight employees are currently enrolled in the leadership succession planning program and seven leaders are eligible for retirement within the next four years, so development experiences are being provided to staff moving into key roles.

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

<b>Program</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>Building Services &amp; Operations</b>	40.6	40.6	40.6	40.6	40.6
<b>Capital Planning &amp; Asset Management</b>	8.0	8.0	8.0	8.0	8.0
<b>Energy Management</b>	7.0	7.0	7.0	7.0	7.0
<b>Facilities Development &amp; Accessibility</b>	26.0	26.0	24.0	24.0	24.0
<b>Facilities Maintenance</b>	32.0	32.0	32.0	32.0	32.0
<b>FPM Divisional Support Services</b>	6.3	6.3	6.3	6.3	6.3
<b>Realty Services</b>	11.0	11.0	11.0	11.0	11.0
<b>Security</b>	57.7	59.5	62.8	65.6	68.4
<b>Total Service Distribution</b>	<b>188.6</b>	<b>190.4</b>	<b>191.7</b>	<b>194.5</b>	<b>197.3</b>

Note: Numbers may not balance due to rounding.

## Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2018-2021 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 budget for 2017 was \$21.2 million and the proposed budget for 2018 is \$21.9 million.

### Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels within Facilities & Property Management is a net increase of \$607,000 for 2018.

Highlights for the proposed budget changes are:

- Labour costs are projected to increase by \$409,000 and reflects labour adjustments and other fringe benefit changes
- Other operating increases include \$183,000 for utilities cost and software maintenance cost for new applications
- \$15,000 from annualization of prior year budget decisions for the maintenance of the Computerized Vendor Maintenance Management System

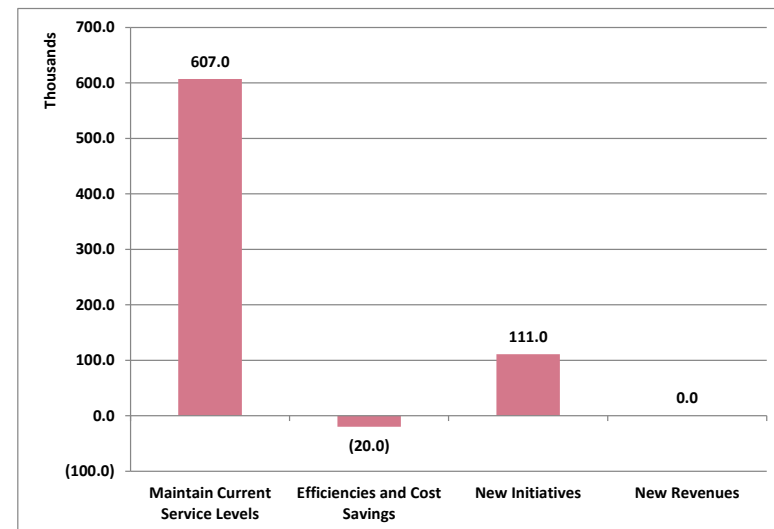
### Efficiencies and Cost Savings

The operating budget is being reduced by \$20,000 to reflect a decrease in uniforms and other supplies in Security Services.

### New Initiatives

**BR 4086:** Enhanced front line security services to provide increased staff and public safety. This includes the addition of 2.8 FTE for Facilities & Property Management starting July 2018 and maintenance cost for an additional security mobile patrol car on the road providing 24 hours per day coverage (**Budget: \$111,000**).

### Proposed Changes to 2018 Net Operating Budget by Category (000's)





## Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2018-2021, as well as the 2017 Budget and 2016 Actuals by major program within the Service Area.

### Proposed Budget by Program

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>						
Building Services & Operations	3,459	5,744	5,949	6,132	6,289	6,434
Capital Planning & Asset Management	729	864	885	898	910	923
Energy Management	3,262	834	852	884	896	908
Facilities Development & Accessibility	1,580	1,583	1,698	1,742	1,787	1,833
Facilities Maintenance	5,873	6,576	6,711	6,764	6,813	6,842
FPM Divisional Support Services	639	701	725	733	740	748
Realty Services	1,232	1,465	1,461	1,484	1,507	1,509
Security	3,839	3,945	4,016	4,141	4,194	4,288
<b>Total Expenditures</b>	<b>20,613</b>	<b>21,711</b>	<b>22,298</b>	<b>22,776</b>	<b>23,136</b>	<b>23,484</b>
<b>Revenues</b>	<b>(717)</b>	<b>(466)</b>	<b>(466)</b>	<b>(466)</b>	<b>(466)</b>	<b>(466)</b>
Transfers From Reserves and Reserve Funds	0	0	0	0	0	0
New Initiatives and New Revenues			111	501	935	1,589
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>19,896</b>	<b>21,246</b>	<b>21,944</b>	<b>22,812</b>	<b>23,605</b>	<b>24,608</b>

Expenditures Budget - Changes by Year			3%	2%	2%	2%
Proposed Net Budget - Changes by Year			3%	4%	3%	4%

Note: Numbers may not balance due to rounding.

## Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour, operational costs, facility, IT and support) and revenues are shown by category with the approved 2017 budget for comparison. The three columns to the far right of the table show the totals proposed for 2018 and their dollar and percentage changes over 2017.

## Summary of Proposed 2018 Budget

Description	2017 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	2018 Proposed Budget (\$000's)	\$ Change Over 2017	% Change Over 2017
Labour and Benefits	14,694	409	0	0	0	103	0	15,206	512	3%
Operational Costs	8,471	183	(20)	15	0	8	0	8,657	186	2%
Facility, IT and Support Costs	(1,454)	0	0	0	0	0	0	(1,454)	0	0%
<b>Total Gross Expenditures</b>	<b>21,711</b>	<b>592</b>	<b>(20)</b>	<b>15</b>	<b>0</b>	<b>111</b>	<b>0</b>	<b>22,409</b>	<b>698</b>	<b>3%</b>
<b>Total Revenues</b>	<b>(466)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(466)</b>	<b>0</b>	<b>0%</b>
<b>Total Net Expenditure</b>	<b>21,246</b>	<b>592</b>	<b>(20)</b>	<b>15</b>	<b>0</b>	<b>111</b>	<b>0</b>	<b>21,944</b>	<b>698</b>	<b>3%</b>

## Summary of Proposed 2018 Budget and 2019 - 2021 Forecasts

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
Labour and Benefits	13,827	14,694	15,206	15,680	16,166	16,642
Operational Costs	8,029	8,471	8,657	9,052	9,358	9,885
Facility, IT and Support Costs	(1,243)	(1,454)	(1,454)	(1,454)	(1,454)	(1,454)
<b>Total Gross Expenditures</b>	<b>20,613</b>	<b>21,711</b>	<b>22,409</b>	<b>23,277</b>	<b>24,071</b>	<b>25,073</b>
<b>Total Revenues</b>	<b>(717)</b>	<b>(466)</b>	<b>(466)</b>	<b>(466)</b>	<b>(466)</b>	<b>(466)</b>
<b>Total Net Expenditure</b>	<b>19,896</b>	<b>21,246</b>	<b>21,944</b>	<b>22,812</b>	<b>23,605</b>	<b>24,608</b>

Note: Numbers may not balance due to rounding.

### Proposed Cost Increase Required to Maintain Current Service Levels

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, taking into account efficiencies, cost savings, and cost increases arising from prior year decisions.

Description	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
<b>Labour and Benefits</b>	<b>14,694</b>	<b>15,103</b>	<b>409</b>	Increase/Decrease Reflects Labour Adjustments and Other Fringe Benefit Changes
Administration and Support Costs	(1,454)	(1,454)	0	
Advertising & Promotions	3	3	0	
Communication Costs	40	40	0	
Contractor & Professional Services	1,837	1,837	0	
Equipment Costs & Maintenance Agreements	1,336	1,379	43	\$43 Increase in software maintenance cost
Finance Other	(19)	(19)	0	
Materials, Supplies & Other Services	194	174	(20)	(\$20) reduction in uniforms and other supplies in Security Services
Occupancy & City Costs	4,746	4,901	155	\$166 increase for hydro due to higher rates and consumption \$8 increase in Storm Water Charges \$7 increase for Water/Waste Water due to higher consumption (\$26) decrease in Natural Gas due to lower rates and consumption
Staff Development	104	104	0	
Transfers To Reserves and Reserve Funds	20	20	0	
Transportation Costs	210	210	0	
<b>Subtotal - Other Operating</b>	<b>7,017</b>	<b>7,195</b>	<b>178</b>	
Total Revenues	(466)	(466)	0	
<b>Subtotal - Revenues</b>	<b>(466)</b>	<b>(466)</b>	<b>0</b>	
<b>Total</b>	<b>21,246</b>	<b>21,832</b>	<b>587</b>	

Note: Numbers may not balance due to rounding.

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**Proposed New Initiatives and New Revenues**

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

Description	BR #	2018 FTE Impact	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2018 to 2021 FTE Impact	2018 to 2021 Capital (\$000's)
<b>New Initiative</b>								
Enhanced Security Service	4086	2.8	111	501	935	1,589	11.7	265
<b>Total New Initiative</b>		<b>2.8</b>	<b>111</b>	<b>501</b>	<b>935</b>	<b>1,589</b>	<b>11.7</b>	<b>265</b>
<b>Total New Initiatives and New Revenues</b>		<b>2.8</b>	<b>111</b>	<b>501</b>	<b>935</b>	<b>1,589</b>	<b>11.7</b>	<b>265</b>

Note: Numbers may not balance due to rounding.

Proposed Initiative	Department	Service Area
Enhanced Security Service	Corporate Services Department	Facilities & Property Management

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	111.3	501.0	934.8	1,589.0
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	111.3	501.0	934.8	1,589.0
* Net Change in \$		389.7	433.8	654.3
FTEs	2.8	6.1	8.9	11.7

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	132.6	90.0	42.6	0.0

**Why Staff Recommend this Initiative**

Over the past 30 years, the functions of Security Services have grown organically in scope to include a City wide mobile response capability, Transit Enforcement Unit and a Security Operations Centre. Continued evolution is needed to incorporate other critical security functions as new threats and risks emerge along with new technological and management approaches to provision of security services.

**Details of Service Change**

The service enhancement includes strengthening front line operations through enhanced incident response, mobile patrolling, static posts and building control. A renewed emphasis on Corporate wide security risk management functions, including physical security and training and awareness and outreach programs will also add value for all customers. The provision of collaborative and proactive, risk-based security services to support the delivery of safe and reliable City services will further enable business operations and opportunities.

**Service Impact**

The addition of 2.8 FTE staff for year one will allow the addition of a mobile patrol car on the road for 24 hours per day coverage. The City and its security needs continue to evolve and the demand for high quality services will continue to increase. To become a modern, best in class organization that delivers the optimal level of security services to the City, enhancement to the front line services as well as corporate programs are required.

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## Proposed Capital Budget

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast.

### Proposed 2018-2027 Capital Budget by Program

Program Expenditures	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022-2027 Forecast (\$000's)	Total 2018-2027 (\$000's)
Capital Construction & Improvement	3,440	4,865	1,310	0	0	9,615
Facility Services	1,702	190	143	100	600	2,735
Lifecycle	21,709	25,194	25,534	25,454	152,724	250,614
<b>Total</b>	<b>26,850</b>	<b>30,249</b>	<b>26,986</b>	<b>25,554</b>	<b>153,324</b>	<b>262,964</b>

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

### Proposed 2018-2027 Capital Forecast Highlights include the following:

- For 2018, lifecycle projects make up 81 per cent (\$21.7 million) of Facilities & Property Management's capital budget request of \$26.8 million broken down as follows:
  - Mechanical Replacement - \$6.4 million
  - Roof Replacement - \$5.1 million
  - Lighting Replacements and Renewal - \$3.1 million
  - Parking Lot Renewal - \$1.3 million
  - UPS Replacement and Renewal - \$1.3 million
  - Emergency Repairs - \$1.1 million
  - Other Lifecycle Projects including Elevators, Doors, Security and Structural renewal - \$3.4 million
- Facility Services and Capital Construction and Improvement make up the balance at \$5.1 million with major projects focusing on Civic Precinct and City Hall improvements
- The capital budget request for the remaining nine years (2019-2027) reflects Facilities & Property Management's need to further fund lifecycle and emergency projects

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**Proposed 2018-2027 Capital Budget by Funding Source**

The following table provides the funding sources proposed to fund the capital portion of the proposed 2018-2021 Business Plan and 2018 Budget and the consolidated forecast for 2022-2027.

<b>Funding</b>	<b>2018 Proposed Budget (\$000's)</b>	<b>2019 Forecast (\$000's)</b>	<b>2020 Forecast (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022-2027 Forecast (\$000's)</b>	<b>Total 2018-2027 (\$000's)</b>
Tax/Debt	14,330	18,247	26,986	25,554	153,324	238,441
Cash In Lieu	0	0	0	0	0	0
Gas Tax	12,520	12,002	0	0	0	24,522
Recoveries	0	0	0	0	0	0
<b>Total</b>	<b>26,850</b>	<b>30,249</b>	<b>26,986</b>	<b>25,554</b>	<b>153,324</b>	<b>262,964</b>

Note: Numbers may not balance due to rounding. □



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**Proposed 2018 Capital Budget Detail**

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

**Program: Capital Construction & Improvement**

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPFP005939	City Hall Ground Floor - Accessibility and Signage Improvements	110	0	110	Tax/Debt
CPFP005973	Civic Precinct	2,000	0	2,000	Tax/Debt
CPFP005975	Malton Washroom	400	0	400	Gas Tax, Tax/Debt
CPFP006511	Accessibility Improvements-Variou s Locations	310	0	310	Tax/Debt
CPFP006513	Office Space Strategy	530	0	530	Tax/Debt
CPFP006560	City Hall Ground Floor - Security Desk Improvements	50	0	50	Tax/Debt
CPFP006561	City Hall Ground Floor - Technology and Wayfinding Improvements	40	0	40	Tax/Debt
<b>Total</b>		<b>3,440</b>	<b>0</b>	<b>3,440</b>	

Note: Numbers may not balance due to rounding.

**Program: Facility Services**

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPFP005777	Security New-Integrated Security System (BR2550)	110	0	110	Tax/Debt
CPFP005830	Energy Management-Arena & Pool LED Retrofit	195	0	195	Gas Tax, Tax/Debt
CPFP006437	Furniture & Relocations-City Wide	672	0	672	Tax/Debt
CPFP006480	Standards Review-City Wide	330	0	330	Tax/Debt
CPFP006509	Enhanced Security Service (BR4086)	133	0	133	Tax/Debt
CPFP04196	Arena and Pool LED Lighting - Cash Flowed	263	0	263	Gas Tax, Tax/Debt
<b>Total</b>		<b>1,702</b>	<b>0</b>	<b>1,702</b>	

Note: Numbers may not balance due to rounding.

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**Proposed 2018 Capital Budget Detail (Cont'd)****Program: Lifecycle**

<b>Project Number</b>	<b>Project Name</b>	<b>Gross Cost (\$000's)</b>	<b>Recovery (\$000's)</b>	<b>Net Cost (\$000's)</b>	<b>Funding Source</b>
CPFP005754	Roof Replacement- City Hall	3,280	0	3,280	Gas Tax,Tax/Debt
CPFP005759	Mech Replacement- Dehumidification	222	0	222	Gas Tax,Tax/Debt
CPFP005761	Mech Replacement- Rec Facilities (Various)	887	0	887	Tax/Debt
CPFP005790	Pneumatic Devices & Building Controls	78	0	78	Tax/Debt
CPFP005807	Mech Replacement - Transit & Works (Various)	464	0	464	Gas Tax,Tax/Debt
CPFP005821	Elevator/Lift Rplc & Accessibility Prog-Clarke Hall	63	0	63	Gas Tax,Tax/Debt
CPFP005852	Pathway Lighting - West	619	0	619	Gas Tax,Tax/Debt
CPFP006425	Arena Boards Replacement-Huron Park CC	324	0	324	Gas Tax,Tax/Debt
CPFP006426	CO Monitoring System Replacement-Central Library	44	0	44	Gas Tax,Tax/Debt
CPFP006427	Door & Floor Renewals- CC Transit	56	0	56	Gas Tax,Tax/Debt
CPFP006430	Elevators Renewal-Various Locations	530	0	530	Gas Tax,Tax/Debt
CPFP006435	Fire Alarm System Replacement-Fire Station 101	291	0	291	Tax/Debt
CPFP006440	Heritage Facilities Renewal & Replacement-Various Locations	107	0	107	Tax/Debt
CPFP006443	Inspections-City Wide	150	0	150	Tax/Debt
CPFP006444	Lighting Renewal-LAC	212	0	212	Gas Tax,Tax/Debt
CPFP006446	Lighting Upgrades-Various Locations	667	0	667	Gas Tax,Tax/Debt
CPFP006451	Mechanical Renewal-Clarkson Depot	657	0	657	Tax/Debt
CPFP006452	Mechanical Renewals-River Grove CC	675	0	675	Gas Tax,Tax/Debt
CPFP006453	Mechanical Renewal-Various Locations	677	0	677	Gas Tax,Tax/Debt
CPFP006459	Mechanical Replacement-Vic Johnston CC	865	0	865	Gas Tax,Tax/Debt
CPFP006460	Mechanical Upgrades-Erin Mills Twin Arena	159	0	159	Gas Tax,Tax/Debt

**Proposed 2018 Capital Budget Detail (Cont'd)**

**Program: Lifecycle**

<b>Project Number</b>	<b>Project Name</b>	<b>Gross Cost (\$000's)</b>	<b>Recovery (\$000's)</b>	<b>Net Cost (\$000's)</b>	<b>Funding Source</b>
CPFP006461	Outdoor Lighting Renewal-Various locations	1,470	0	1,470	Tax/Debt
CPFP006464	Outdoor Lighting, Security & Parking Lot Renewal-Mavis	843	0	843	Tax/Debt
CPFP006466	Parking Lot Renewal-Lakefront Promenade	593	0	593	Tax/Debt
CPFP006467	Roof Renewal-Various Locations	914	0	914	Gas Tax, Tax/Debt
CPFP006471	Roof system Renewal-Various Locations	70	0	70	Tax/Debt
CPFP006474	RTU Replacement-Various Locations	715	0	715	Gas Tax, Tax/Debt
CPFP006476	Security Replacements-City Wide	644	0	644	Tax/Debt
CPFP006479	Sewer Connection-Richards Memorial	86	0	86	Tax/Debt
CPFP006482	Structural & Mechanical Renewals-City Hall	642	0	642	Tax/Debt
CPFP006485	Structural Monitoring-Port Credit Library	22	0	22	Tax/Debt
CPFP006486	Structural Renewal-Malton Satellite	51	0	51	Gas Tax, Tax/Debt
CPFP006487	Structural Renewal-Various Locations	167	0	167	Tax/Debt
CPFP006488	UPS Renewal-Various Locations	123	0	123	Tax/Debt
CPFP006489	UPS Replacements-City Hall	1,138	0	1,138	Tax/Debt
CPFP006490	Various Emergency Repairs 2018	1,060	0	1,060	Tax/Debt
CPFP006491	Various Systems Renewal-LAC	149	0	149	Gas Tax, Tax/Debt
CPFP006494	Various Systems Renewal-Mississauga Valley CC & Malton CC	558	0	558	Gas Tax, Tax/Debt
CPFP006514	Mechanical Renewals-CC Transit	1,242	0	1,242	Gas Tax, Tax/Debt
CPFP006918	Doors & Elevators Renewal-Various Locations	195	0	195	Gas Tax, Tax/Debt
<b>Total</b>		<b>21,709</b>	<b>0</b>	<b>21,709</b>	

Note: Numbers may not balance due to rounding.

## Proposed 2019-2021 Capital Budget by Sub-Program

The following tables provide a listing of capital forecast by sub-program for 2019-2021.

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Capital Construction &amp; Improvement</b>			
FPM Accessibility	0	0	0
FPM Capital Construction & Improvement	4,600	1,310	0
FPM Relocation & Office Accommodation	265	0	0
<b>Subtotal</b>	<b>4,865</b>	<b>1,310</b>	<b>0</b>

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Facility Services</b>			
FPM Energy Management	0	0	0
FPM Equipment New	0	0	0
FPM Furniture New	0	0	0
FPM Security New	190	143	100
<b>Subtotal</b>	<b>190</b>	<b>143</b>	<b>100</b>

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Lifecycle</b>			
FPM LC Emergency	1,060	1,060	1,060
FPM LC Equipment	0	0	0
FPM LC Furniture	0	0	0
FPM LC Inspections	172	150	150
FPM LC Maintenance	23,962	24,324	24,244
FPM LC Security	0	0	0
<b>Subtotal</b>	<b>25,194</b>	<b>25,534</b>	<b>25,454</b>
<b>Total Expenditures</b>	<b>30,249</b>	<b>26,986</b>	<b>25,554</b>

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



# City Manager's Office

2018-2021 Business Plan  
& 2018 Budget

# Foreword

## 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, historic villages, Lake Ontario and the Credit River Valley. A place where people choose to be.

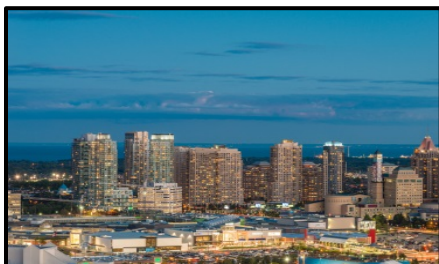
Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40 year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into 16 Services Areas that are outlined in this Plan. The 2018-2021 Business Plan and 2018 Budget detail how and where the City plans to allocate resources to deliver programs and services.

The City is committed to providing programs and services cost effectively. In this Plan we have outlined measures that will help us assess the quality, efficiency and customer satisfaction that our services achieve. The results help inform decisions on resource allocation, direct program offerings and improve service delivery to ensure our vision is efficiently realized.



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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, Economic Development, Internal Audit and Legal Services
- The City Manager's Office (CMO) co-ordinates 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 88,600 businesses
- The Legal Services team handled over 78,000 *Provincial Offences Act* (POA) in-court appearances in 2016 and provided on time legal advice and guidance to over 350 Councillor requests
- Internal Audit has a unique reporting structure that allows them to operate independently and reinforces impartiality when conducting audits

### Highlights of the Business Plan include:

- Legal Services is requesting two IT capital funded software solutions (eDiscovery software and document management software) to increase efficiency, streamline services and allow more litigation to be handled in-house
- EDO will help activate the Downtown Master Plan by initiating the City Centre Promotion Campaign
- Internal Audit has reduced its operating budget by one per cent while maintaining current service levels
- In 2019, Legal Services will add new Commercial Litigation staff. They will convert the role of IT Legal Counsel into a permanent position and add an Articling Student to allow Legal Services to meet the City's needs for legal support in the most cost effective manner
- In 2019/2020 EDO will implement youth and newcomer entrepreneur programs

Net Investment (000's)	2018	2019	2020	2021
Operating	12,891	13,566	14,053	14,275
Capital	301	265	90	0
Full Time Equivalents	81.0	85.0	87.0	87.0



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## Core Services

### Vision, Mission, Goals of Service and Service Delivery Model

#### Vision

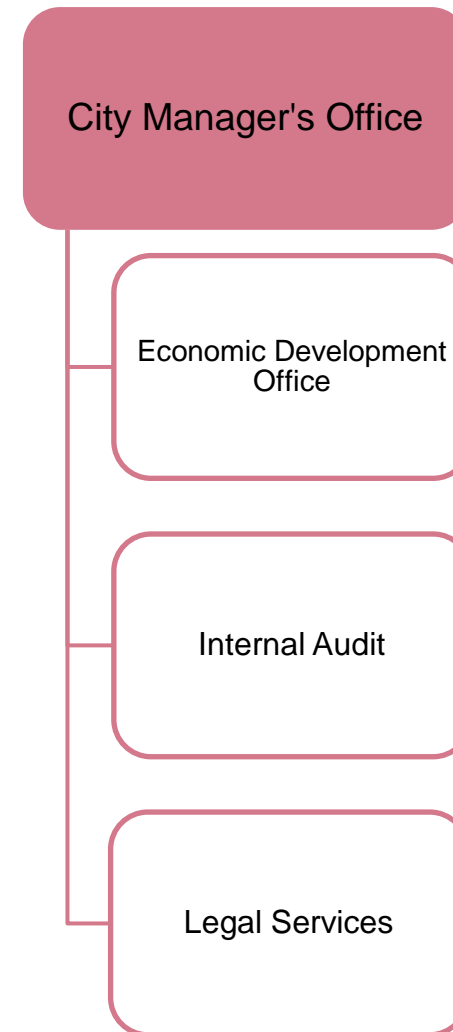
We will champion and inspire strategic leadership in every aspect of The Corporation of the City of Mississauga.

#### Mission

The City Manager's Office exists to lead, support and promote innovation, collaboration, accountability and partnerships. We lead by example in strategic risk taking and ensure the City's long term prosperity is protected.

#### Goals of Service

- Foster a prosperous and sustainable economy that attracts business investment in key knowledge-based sectors and that supports talent development and entrepreneurship, in an effective and efficient manner
- Assist the City in accomplishing its objectives by bringing a systematic approach to evaluate and improve the effectiveness of risk management, control and governance processes. This reporting relationship emphasizes that Internal Audit is independent of any City Department and is intended to promote the objectivity of internal audit operations
- The Legal Services Division is committed to providing expert, cost effective and timely legal and strategic advice on issues leveraging the unique position of in-house legal counsel, risk, insurance and prosecutors



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## Current Service Levels and Trends

- The CMO sets the highest standards for its Divisions and strives to always lead the City by example
- Each Division within the CMO strives to provide the greatest value to 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
- Emphasis on performance measurement helps the CMO to stay focused on the areas where divisions can have the greatest impact

### Economic Development Office

#### Current Service Levels

- Small Business Start Up & Development
- Youth Entrepreneurship
- Entrepreneurship Training
- Business Investment (new, retention and expansion)
- Business Solutions
- Economic Partnerships
- Sector Development
- Workforce Development
- Research and Analysis
- Marketing
- Client services

#### Trends

- Growing need to focus on workforce development, including youth and newcomer entrepreneur support
- Need to implement the Downtown Master Plan
- Growing demand to support existing and new business investment
- Increased focus on cluster development that supports our key business sectors



*Mississauga's Dynamic and Growing City Centre*

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## **Internal Audit**

### **Current Service Levels**

- Primary responsibility is to complete the audit work plan with a focus on promoting risk awareness, assurance and improving the effectiveness of risk management, control and governance processes

### **Trends**

- Time spent on consulting and special assignments is increasing. This is due to an increase in management requests, policy reviews, corporate initiatives and the Whistleblower Program
- Maintaining competencies and technical literacy (data analytics, financial, business process analysis, etc.) is essential to complete the Audit work plan

## **Legal Services**

### **Current Service Levels**

Legal Services provides a wide range of legal, risk and insurance support services:

- Negotiate and draft agreements to meet the needs of the City
- Prepare by-laws, template agreements, standard forms, litigation documents and correspondence
- Interpret case law, by-law legislation and agreements
- Appear before tribunals, boards and all levels of Court including acting as prosecutor on Provincial Offences Act matters
- Advise on enforcement and compliance matters
- Identify, mitigate, manage, transfer and monitor risk to City
- Secure and advise on insurance policies

- Participate and advise on internal investigations under the City's Whistleblower program, insurance claims and Human Resource matters
- Advocate for legislative changes and advise internal stakeholders of changes which may impact their business
- Provide support on City-wide procurements

### **Trends**

- Increase litigation complexity, both general and the number of insurance claims
- Increase in the number of disputes referred to boards and tribunals
- Construction matters are growing more complex and contentious resulting in an increase in the level of legal support required
- Increased volume of complex matters being appealed to the Ontario Municipal Board
- Changes to legislation impacting Ontario Municipal Board reform and changes to the Construction Lien Act will lead to further demands on Legal Services
- IT procurements which increase demand for legal counsel
- The Provincial government will transfer responsibility for prosecutions of Part III Highway Traffic Act offences to municipalities
- By-law prosecution are more complex
- The legal real estate group is conducting more title (property) searches and electronic registrations of title documents
- Legal Services is providing more strategic legal services for a growing number of City initiatives

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## Performance Measures and Results

The City is committed to delivering services economically and efficiently. The City's Performance Measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability. The following section describes the measures that we use and provides context for results. In 2018, CMO will initiate new measures in an effort to streamline, simplify and consolidate reporting across its three divisions.

The CMO continues to increase what is measured, year over year. Here are just three examples, out of hundreds of performance measures that are presently being tracked.

- Client satisfaction
- Positive workplace culture
- Work plan commitments completed

### Why these measures are important

- An understanding of client needs and expectations is necessary to deliver the right service the right way
- A positive workplace culture leads to improved productivity, increased employee morale and increases our ability to attract and keep skilled and experienced workers
- Work plans help ensure that staff and management commit to and complete specific work projects annually. They help ensure accountability and transparency in the public service

### How we are improving results

By carefully analyzing results, CMO can assess and identify areas for improvement. Assessing whether strategies, goals, work plans, processes, outcomes, etc. are aligned and whether CMO is delivering the right services in the right way.

The CMO sets the highest standards for its teams and strives to lead the City by example.

### Economic Development Office

EDO tracks over 60 performance measures, including jobs created, new businesses started, number of workshops delivered and participant numbers, social media views, business interactions, sector growth, number of new international subsidiaries and website visits. These are tracked and tabulated using surveys, data analytics and a variety of other means.



*EDO's Mississauga Business Enterprise Centre educating small business owners and entrepreneurs on essential business topics*

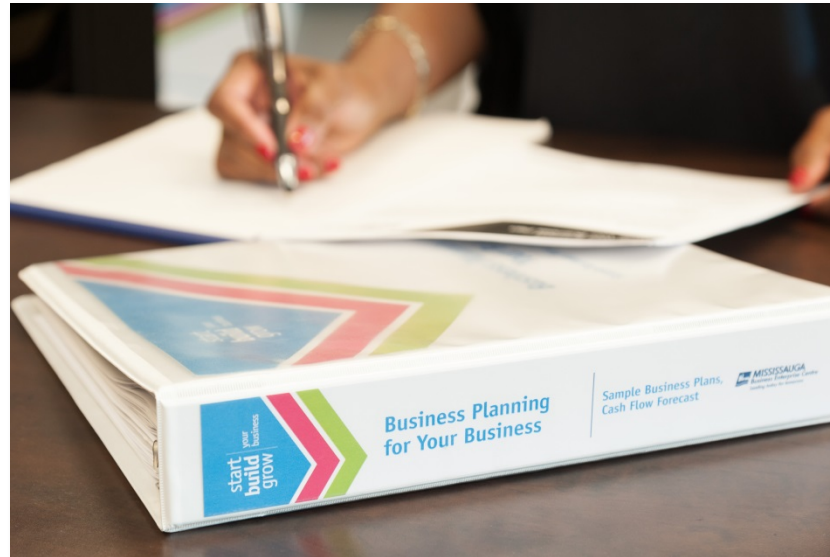
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### Internal Audit

- Internal Audit's objective is to complete the Audit Work Plan on time and within budget
- Time spent on individual audits and other assignments is tracked and summarized to better understand the individual audits and identify areas for improvement
- Engaging with clients to understand their business needs, limitations and risk appetite ensures that recommendations are specific, measurable, attainable, realistic, add value and are time bound

### Legal Services

- Legal Services has internal key performance indicators to assess work completed, internal versus external legal costs, time spent on assignments, among others
- Time tracking allows Legal Services to ensure that work carried out by in-house counsel and law clerks is done in an efficient and effective manner



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## Balanced Scorecard

A Balanced Scorecard identifies and measures four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. By paying attention to all four areas, an organization can retain balance in its performance and ensure that it is moving towards achieving its goals.

As CMO is initiating new common measures across its three divisions, the Balanced Scorecard will establish a new baseline in 2018. The strength of these measures will create a solid baseline going forward.

### Financial Measures

Each Division within CMO is assigned an annual operating and capital budget. Each Division is expected to complete their work plans within their individual budget allocations. EDO and Internal Audit will measure their financial performance by assessing their budgets against actual annual expenditures.

Legal Services will measure the ratio of internal legal service costs against the costs of using external legal counsel. This will allow CMO to determine which approach is more cost effective year over year and make appropriate adjustments.

### Customer Measures

Customer satisfaction will be measured by all three divisions starting in 2018. Internal Audit and Legal Services serve internal customers, while EDO serves both internal and external client groups.

By measuring client satisfaction, CMO will improve its ability to put the needs of the client first and improve the overall customer experience.

Starting next year, Customer Satisfaction will be measured by each division in CMO.

### Employee Measures

Every three years, the City undertakes a corporate wide employee engagement survey.

In 2018, each division will undertake an annual Positive Workplace Culture Assessment, to determine whether the organizational culture continues to mature and improve. Staff will assess whether they believe that their division is a collaborative and learning environment or whether their workplace is a hierarchical or institutional organization. With this annual feedback, CMO can identify which areas require further attention in order to allow employees to continue to grow and be satisfied working for the City.

Starting next year, Workplace Culture Maturity will be assessed by all divisions, by asking staff in various ways how close we are to becoming a learning organization.

### Business Process Measures

Public service has a responsibility to reduce red tape and ensure that resources are spent on key priorities. Activities and procedures are continually evaluated, in the CMO. Those that are considered low value, hinder or prevent resources to be spent on key priorities, will be streamlined or removed.

All divisions will measure time spent on core business activities. The systematic observation, analysis, measurement and review will lead to process improvements and increased productivity.

In 2018, Core Business Ratio will be measured in CMO.

## Balanced Scorecard (Cont'd)

Measures for City Manager's Office	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)	2021 (Plan)
<b>Financial:</b>					
On Budget (EDO and Internal Audit)	N/A	98%	99%	100%	100%
Ratio of Internal Legal Services Costs to External	N/A	5:01	5:01	5:01	5:01
<b>Customer:</b>					
Client Satisfaction	N/A	85%	86%	88%	90%
<b>Employees:</b>					
Workplace Culture Maturity	N/A	80%	84%	86%	88%
<b>Internal Business Process:</b>					
Core Business Ratio	N/A	75%	78%	80%	80%

In 2018, CMO will establish three common divisional performance measurement baselines. These common benchmarks will become a standard for comparison, an indicator of past success and assist in understanding areas for future improvement.

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## Awards and Achievements

### Economic Development Office

- According to fDi magazine, Mississauga was ranked first as overall mid-sized City of the Future for 2017/2018. Mississauga also ranked first for business friendliness, fifth for connectivity, seventh for FDI strategy and ninth for economic potential
- fDi magazine also identifies Mississauga as one of the “Cities Getting It Right” in the Aerospace sector
- Mississauga’s EDO received honorable mention as Top Canadian Economic Development Group in Site Selection Magazine in 2016
- The International Economic Development Council award presented to EDO with a Gold Standing for WinTheHumanRace.ca microsite and key sector profiles and Silver Standing for business videos for small business and business attraction
- Business Facilities Magazine rates Mississauga 5th in its Annual Rakings Report



*EDO Director, Susan Amring receives Gold Award from International Economic Development Council (IEDC) for “Sector Profiles”*



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**Legal Services**

- Six members of the Legal Services Division were recipients of 2016 Corporate Awards of Excellence
- Mary Ellen Bench was elected President of the International Municipal Lawyers Association (IMLA) for 2017/2018 and will host the annual conference in Niagara Falls in October 2017
- Contributed submissions to the Province on the proposed changes to the Construction Lien Act amendments
- Following the release of the proposed draft legislation, Legal Services provided training to City staff impacted by these changes
- Led an inter-departmental consultation on the Province's proposed Bill 139 impacting Ontario Municipal Board reform Established new procedures for Provincial Offences Act debt collection and in 2016, resulting in the collection of an estimated \$96,489.30 recovered on behalf of the City

**Internal Audit**

- Started and completed 14 of 16 planned audits despite the growing number of requests to perform consulting and special assignments
- One hundred per cent acceptance of Audit Recommendations by Management with a majority implemented in a timely manner

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# The 2018-2021 Business Plan Outlook

## Planning for the Future

### EDO

- Activate Life Sciences and Advanced Manufacturing sector plans and strategies, based on stakeholder feedback and input
- Implement program to develop business opportunities for young entrepreneurs
- Implement program to support local newcomer entrepreneurs, leveraging international talent and connections
- Complete EDO Strategic Plan (2019-2020), where stakeholders will have input into plans, goals and objectives for the next 10 years
- Continue customer engagement, through interviews and surveys to understand which business supports are needed
- Lead marketing initiatives to fulfill the Downtown Master Plan

### Legal Services

- Lead City-wide project teams to consult stakeholders on key changes to legislation (Construction Lien Act, etc.) Provide additional support for City procurements, including IT procurement, to ensure the City is protected against risks and liabilities
- Create and implement new and updated templates to streamline processes and make agreements and other documents more user-friendly
- Establish new procedures to increase the City's ability to collect debts under the Provincial Offences Act

- Address impacts of the Provincial Offences Act modernization project
- Use external legal counsel where necessary to increase Legal Service's capacity to handle routine in-house matters. Legal Services issued an RFP for external counsel in a variety of specialized areas to ensure that rates are kept low
- The Risk Management team continues to work on new initiatives to mitigate risk and loss and to assist in the claims process

### Internal Audit

- Internal Audit has initiated a Corporate Risk Assessment that will gauge risk across the Corporation, improve the understanding of risk within the City and assist in developing the three year Internal Audit Work Plan
- An External Quality Assurance review will be performed to ensure conformity with the Institute of Internal Auditors' standards and also identify opportunities for the Internal Audit to add value to its services

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## Finding Efficiencies

### EDO

- Continue to leverage technology to improve customer service, performance measurement and productivity, by moving EDO business information to Mississauga Open Data, enhancing customer relationship management systems/software and completing a Lean technology project
- To achieve our goals, partners like the educational and training institutions, other levels of government and sector groups will work closely with EDO, thereby reducing the need to assign further resources to accomplish common economic development goals and objectives
- By tracking performance measures, EDO is able to improve effectiveness and efficiency. Examples include changes to investment sales processes, changing social media practices and increased focus on key sectors to support Mississauga business growth

### Legal Services

- To improve the accuracy of reporting, new docketing software will be implemented. This will also assist staff in preparing accurate cost summaries for litigation
- Create electronic Work in Progress (WIP) lists containing all relevant file information in a centralized location
- Legal Services will research contract automation software which will help create a more user-friendly and efficient legal agreement development process
- By implementing “iHub”, an internal Legal Service platform, staff can now submit new and innovative ideas and identify ways to improve service

### Internal Audit

- Conduct a Lean review to identify opportunities to streamline and identify efficiencies in the audit process
- Identify opportunities to implement automation of Audit working papers and reporting
- Internal Audit has reduced its annual operating budget by one per cent

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## Advancing the City's Strategic Plan

### move - developing a transit oriented city

Legal Services provides vital support to of all transit project teams including the high-profile LRT project, 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

Divisions within the CMO reflect the diversity of the citizens of Mississauga. Each division also strives to create a welcoming and accommodating environment for all stakeholders.

EDO will implement a youth entrepreneurship program and newcomer entrepreneur program.

### connect - completing our neighbourhoods

By participating on committees, direct client servicing, providing written input and other means CMO divisions provide 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.

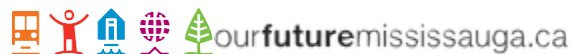
### prosper - cultivating creative and innovative businesses

The Economic Development 10-year Master Plan supports the Prosper Pillar of the City's Strategic Plan.

Legal Services and Internal Audit adjust internal procedures and business models with the intent on reducing the demand on citizens and ratepayers wherever possible.

### green - living green

All three divisions continue to implement corporate environmental programs and support corporate green initiatives directly and indirectly.



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## Transforming our Business with Technology

- EDO IT Roadmap Update: EDO's Client Information Management System Improvement project with the implementation of a new customized and integrated Customer Relationship Management (CRM) system is in progress
- EDO continues to implement mobile work technologies and use cloud based services increasing productivity in and away from the office
- Complete EDO's Lean project to improve lead times, quality of client interactions and Mississauga's Business Enterprise Centre's (MBEC) client intake process
- In partnership with the Library and in collaboration with Culture and IT, EDO's MBEC will contribute to the development the Digital Hub/Digital Transformation of the Central Library
- Migration of the business directory to Open Data allows residents and local businesses to access public data, while creating new value including new business opportunities
- EDO marketing continues its migration to digital platforms (social media, digital video, mobile apps, web tools, etc.) to enhance its reach, reduce costs and allow for more dynamic exchange of information
- Legal Services will add e-Discovery review software allowing the City to collect and organize data to meet the litigation requirements for courts
- Legal Services will implement specialized legal document management software to enhance efficiency and productivity
- Internal Audit will continue to utilize data analytical software to improve analysis and scope of audits
- Increase use of SharePoint for Internal Audit reporting and administration
- Implement automation of Audit working papers and reporting
- Conduct the Corporate Risk Assessment through electronic means



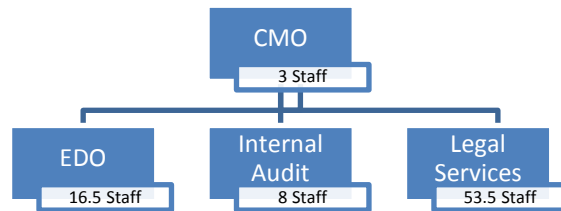
*A future view of the Mississauga City Centre*

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## 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 and where efficiencies may be found
- At the centre of the CMO's Human Resources management plan is to ensure that every employee is properly placed, equipped, and mentored to provide the best possible value to the citizens of Mississauga

### Our Structure



### Our Talent

EDO, Internal Audit and Legal Services are comprised of engaged, professional and accredited full time employees. Many have job-specific designations and participate in professional development/training to maintain their designations and accreditations.

- Economic Developer Certification (Ec.D)
- Certified Economic Developer (CEcD) (International)
- Registered Professional Planner (RPP)
- Member of Canadian Institute of Planning (MCIP)
- Chartered Professional Accountants (CPA)
- Internal Audit Certifications (i.e. CIA, CGAP, CRMA, CISA)
- Project Management Professional (PMP)
- Lean Green Belt Certification
- Members of the Law Society of Upper Canada
- Certified Specialists by the Law Society of Upper Canada in specialized legal fields
- Members of the Prosecutors Association of Ontario
- Certified Insurance Professionals
- Certified Risk Managers

Annual professional development plans are created for all CMO staff, to assist and support career and professional development. Each Division has an active succession and high potential identification program. As all three divisions are staffed with highly technical professionals, special attention is paid to retaining these skilled and experienced employees. Positions are challenging, satisfying and employees have career development pathways. Positive workplace culture initiatives, employee engagement surveys, ongoing training, special assignments are just a few examples of the CMO's commitment to staff development and employee satisfaction.

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**Critical Roles/Functions to Achieve Business Goals**

Goals of service, divisional trends and budget requests point to an increase need of specialized talent in the CMO. In the coming years, EDO and Legal Services will require niche market staff to accomplish their work plan commitments and service the needs of the corporation's strategic plan. Critical roles include Litigators, Prosecutors, Youth Entrepreneurship and Newcomer Entrepreneurship Specialists.

**Talent Needs**

The labour market for CMO staff continues to be competitive and tight. In some areas, staff retention is a challenge due to retirements and highly competitive labour markets for niche expertise (industry sector specialists, IT lawyers, etc.). It can be difficult to attract private sector talent to the public sector due to differences in workplace culture, etc. External hiring remains the primary means for hiring staff whose positions require subject matter expertise, professional designations and accreditations. Internal career progression remains a viable talent source.

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

Program	2017	2018	2019	2020	2021
City Manager's Office	3.0	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 Service	53.5	53.5	56.5	57.5	57.5
<b>Total Service Distribution</b>	<b>81.0</b>	<b>81.0</b>	<b>85.0</b>	<b>87.0</b>	<b>87.0</b>

Note: Numbers may not balance due to rounding.

## Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2018-2021 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 budget for 2017 was \$12.7 million and the proposed budget for 2018 is \$12.9 million.

### Total Changes to Maintain Current Service Levels

The impact of maintaining current services levels for City Manager's office is an increase of \$236,000 for 2018.

### Highlights of the proposed budget changes are:

- Labour costs are projected to increase by \$118,000 and reflects economic adjustment increases, labour adjustments and other fringe benefits changes
- Other operating costs decrease by \$108,000 mainly due to the reduction in the Professional Services budget as one-time projects were completed
- Less Revenues, leading to an increase in operating budget of \$226,000, is mainly due to the deletion of the Reserve transfer as one-time projects were completed

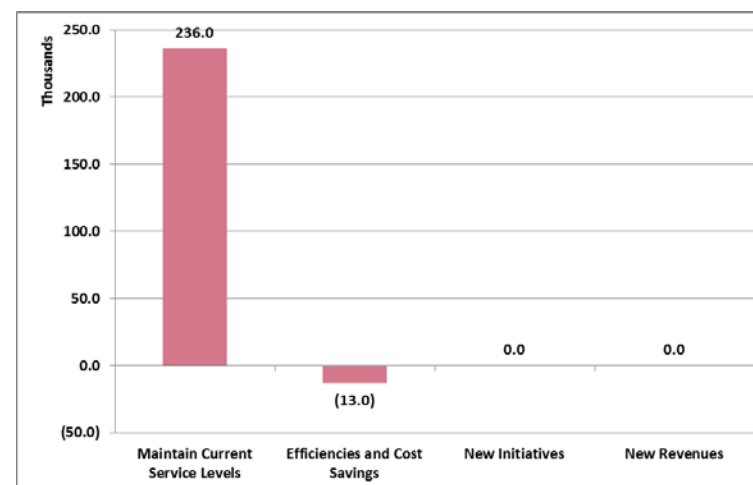
### Efficiencies and Cost Savings

- Savings of \$13,000 through operational efficiencies

### New Initiatives

No impact on 2018.

### Proposed Changes to 2018 Net Operating Budget by Category (000's)





## Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2018-2021, as well as the 2017 Budget and 2016 Actuals by major program within the Service Area.

### Proposed Budget by Program

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>						
City Manager's Office	604	658	650	659	668	677
Economic Development	3,739	3,913	3,850	3,879	3,908	4,028
Internal Audit	1,079	1,268	1,215	1,231	1,247	1,264
Legal Services	7,102	7,720	7,841	7,824	7,939	8,035
<b>Total Expenditures</b>	<b>12,524</b>	<b>13,559</b>	<b>13,556</b>	<b>13,593</b>	<b>13,763</b>	<b>14,004</b>
<b>Revenues</b>	<b>(783)</b>	<b>(404)</b>	<b>(390)</b>	<b>(391)</b>	<b>(392)</b>	<b>(394)</b>
Transfers From Reserves and Reserve Funds	(157)	(487)	(275)	(277)	(279)	(371)
New Initiatives and New Revenues			0	641	961	1,035
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>11,584</b>	<b>12,668</b>	<b>12,891</b>	<b>13,566</b>	<b>14,053</b>	<b>14,275</b>
Expenditures Budget - Changes by Year			0%	0%	1%	2%
Proposed Net Budget - Changes by Year			2%	5%	4%	2%

Note: Numbers may not balance due to rounding.

## Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour, operational costs, facility, IT and support) and revenues are shown by category with the approved 2017 budget for comparison. The three columns to the far right of the table show the totals proposed for 2018 and their dollar and percentage changes over 2017.

### Summary of Proposed 2018 Budget

Description	2017 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	2018 Proposed Budget (\$000's)	\$ Change Over 2017	% Change Over 2017
Labour and Benefits	10,164	118	0	0	0	0	0	10,282	118	1%
Operational Costs	3,395	(108)	(13)	0	0	0	0	3,274	(121)	(4%)
Facility, IT and Support	0	0	0	0	0	0	0	0	0	0%
<b>Total Gross Expenditures</b>	<b>13,559</b>	<b>10</b>	<b>(13)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,556</b>	<b>(3)</b>	<b>(0%)</b>
<b>Total Revenues</b>	<b>(891)</b>	<b>226</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(665)</b>	<b>226</b>	<b>(25%)</b>
<b>Total Net Expenditure</b>	<b>12,668</b>	<b>236</b>	<b>(13)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,891</b>	<b>223</b>	<b>2%</b>

### Summary of Proposed 2018 Budget and 2019-2021 Forecast

Description	2016 Actuals (\$000's)	2017 Approved Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
Labour and Benefits	9,177	10,164	10,282	10,862	11,306	11,532
Operational Costs	3,347	3,395	3,274	3,372	3,417	3,507
Facility, IT and Support	0	0	0	0	0	0
<b>Total Gross Expenditures</b>	<b>12,524</b>	<b>13,559</b>	<b>13,556</b>	<b>14,234</b>	<b>14,724</b>	<b>15,040</b>
<b>Total Revenues</b>	<b>(940)</b>	<b>(891)</b>	<b>(665)</b>	<b>(668)</b>	<b>(671)</b>	<b>(765)</b>
<b>Total Net Expenditure</b>	<b>11,584</b>	<b>12,668</b>	<b>12,891</b>	<b>13,566</b>	<b>14,053</b>	<b>14,275</b>

Note: Numbers may not balance due to rounding.

### Proposed Cost Increase Required to Maintain Current Service Levels

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, taking into account efficiencies, cost savings, and cost increases arising from prior year decisions.

Description	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
<b>Labour and Benefits</b>	<b>10,164</b>	<b>10,282</b>	<b>118</b>	Increase Reflects Labour Adjustments and Other Fringe Benefit Changes
Administration and Support Costs	240	240	0	
Advertising & Promotions	0	0	0	
Communication Costs	38	38	0	
Contractor & Professional Services	1,710	1,613	(97)	(\$12K) Efficiency and cost savings (\$85K) Reduction in Professional Services budget as one-time projects were completed
Debt	0	0	0	
Equipment Costs & Maintenance Agreements	25	25	0	
Finance Other	1,012	1,012	0	
Materials, Supplies & Other Services	121	120	(1)	Efficiency and cost savings
Occupancy & City Costs	0	0	0	
Staff Development	160	160	0	
Transfers To Reserves and Reserve Funds	63	40	(23)	(\$53K) Transfer to Reserve for Workforce Development Strategic Plan was removed as the project was completed. \$30K Transfer to Reserve required for marketing initiative program.
Transportation Costs	26	26	0	
<b>Subtotal - Other Operating</b>	<b>3,395</b>	<b>3,274</b>	<b>(121)</b>	
Total Revenues	(404)	(390)	14	
Transfers To/From Reserves and Reserve Funds	(487)	(275)	212	Reserve transfer no longer required mainly due to the completion of one-time projects
<b>Subtotal - Revenues</b>	<b>(891)</b>	<b>(665)</b>	<b>226</b>	
<b>Total</b>	<b>12,668</b>	<b>12,891</b>	<b>223</b>	

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 Request can be found on the pages following the table.

Description	BR #	2018 FTE Impact	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2018 to 2021 FTE Impact	2018 to 2021 Capital (\$000's)
<b>New Initiative</b>								
Commercial Litigation Legal Counsel	3969	0.0	0	206	209	212	1.0	0
Articling Student	3970	0.0	0	47	95	96	1.0	0
IT Legal Counsel	3986	0.0	0	206	209	212	1.0	0
Litigation Law Clerk	4033	0.0	0	103	105	106	1.0	0
Prosecutor	4060	0.0	0	0	124	126	1.0	0
Youth Entrepreneur Program	4070	0.0	0	79	139	141	1.0	0
Newcomer Entrepreneur Program	4073	0.0	0	0	80	141	1.0	0
<b>Total New Initiative</b>		<b>0.0</b>	<b>0</b>	<b>641</b>	<b>961</b>	<b>1,035</b>	<b>7.0</b>	<b>0</b>
<b>New Revenues</b>								
		0.0	0	0	0	0	0.0	0
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>641</b>	<b>961</b>	<b>1,035</b>	<b>7.0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

**Proposed Initiative**

Commercial Litigation Legal  
Counsel

**Department**

City Manager's Department

**Service Area**

City Manager's Office

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	0.0	206.1	209.1	212.2
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	206.1	209.1	212.2
* Net Change in \$		206.1	3.0	3.1
FTEs	0.0	1.0	1.0	1.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Currently the City spends over \$630,000 per year on the services of external legal counsel in respect of general civil litigation. By adding a new civil litigation lawyer and a law clerk at a cost of \$309,000, including salary and benefits, the City could save a significant amount in external legal fees.

**Details of Service Change**

The nature of actual and potential disputes and claims faced by the City are increasing and becoming more complex. The benefit of an in-house litigation lawyer means a better chance of mitigating claims or risks to the City and keeping costs down while keeping this work in house.

**Service Impact**

This initiative will improve the current/projected situation by avoiding expensive external legal counsel, ensure adequate turn-around times, avoid bottlenecks for legal services, and provide an increased ability to meeting today's expectation by being more effective and efficient to address the needs of the Corporation.

**Proposed Initiative**

Articling Student

**Department**

City Manager's Department

**Service Area**

City Manager's Office

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	0.0	46.8	94.6	96.0
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	46.8	94.6	96.0
* Net Change in \$		46.8	47.8	1.4
FTEs	0.0	1.0	1.0	1.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

With the continued growth of the legal services team, the demands on the one articling student have risen. The articling student provides tremendous value for money being able to provide thorough research on complex matters and handle small claims and POA matters. The current articling student does not have the capacity to meet the increased demands of the legal services team.

**Details of Service Change**

This initiative will improve the current/projected situation by providing support to legal counsel thus avoiding expensive external legal counsel, ensure adequate turn-around times, avoid bottlenecks for legal services, and provide an increased ability to meeting today's expectation by being more effective and efficient to address the needs of the Corporation.

**Service Impact**

The addition of another articling student provides a benefit to the Prosecutions staff by having an extra staff member who can appear before court and handle POA matters. Further, this student can provide research beneficial to lawyers who fall in a higher pay range thus making the articling student a valuable and cost effective resource.



**Proposed Initiative**

IT Legal Counsel

**Department**

City Manager's Department

**Service Area**

City Manager's Office

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	0.0	206.1	209.1	212.2
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	206.1	209.1	212.2
* Net Change in \$		206.1	3.0	3.1
FTEs	0.0	1.0	1.0	1.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

At present, there is one full time permanent position and one full time contract position (funded by IT capital budget) dedicated to IT procurements; however, the demands in this area continue to increase. This BR is to request conversion of the current contract position into a permanent second IT legal counsel position thus maintaining the current service levels.

**Details of Service Change**

There will be no changes in the service levels if the current IT lawyer contract position is converted to a permanent position. However, if the position is discontinued, then it is expected that the number of completed IT procurements will decrease, unless the City increases its use of external counsel. The latter option is not recommended as external counsel are significantly more costly than utilizing internal resources.

**Service Impact**

This initiative will improve the current/projected situation by avoiding expensive external legal counsel, ensure adequate turn-around times, avoid bottlenecks for legal services, and provide an increased ability to meeting today's expectation by being more effective and efficient to address the needs of the Corporation.

**Proposed Initiative**

Litigation Law Clerk

**Department**

City Manager's Department

**Service Area**

City Manager's Office

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	0.0	103.3	104.9	106.4
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	103.3	104.9	106.4
* Net Change in \$		103.3	1.5	1.6
FTEs	0.0	1.0	1.0	1.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Currently the City spends over \$630,000 per year on the services of external legal counsel in respect of general civil litigation. By adding a new civil litigation law clerk at a cost of \$103,000, including salary and benefits, the City could save a significant amount of money on external legal fees.

**Details of Service Change**

All litigation and Construction disputes in particular, are extremely heavy in documentary evidence. An additional litigation law clerk is necessary to assist with documentation preparation and organization; review transcripts; search for undertakings, etc. A litigation law clerk will reduce the pressure on a commercial litigator and free up time for that lawyer to be able to handle a higher file load, reducing overall costs.

**Service Impact**

This initiative will improve the current/projected situation by avoiding expensive external legal counsel, ensure adequate turn-around times, avoid bottlenecks for legal services, and provide an increased ability to meeting today's expectation by being more effective and efficient to address the needs of the Corporation.

**Proposed Initiative**

Prosecutor

**Department**

City Manager's Department

**Service Area**

City Manager's Office

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	0.0	0.0	124.4	126.1
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	0.0	0.0	124.4	126.1
* Net Change in \$		0.0	124.4	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)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Prosecutors are fully utilized with their existing case load and court appearances. The addition of Part III Highway Traffic Act charges will put a significant strain on existing resources and will result in compromised service delivery. The addition of one Prosecutor will allow a seamless transition in the transfer from the province without compromising existing service levels.

**Details of Service Change**

This initiative will improve the current and projected situation by providing additional resources to handle both the current case and work load but also the additional work which will occur with the download of Part III HTA matters by the Province. This will ensure POA court runs smoothly and avoids bottlenecks.

**Service Impact**

The volume of Part III Highway Traffic charges currently requires a dedicated courtroom that runs daily, all day, five days a week. With the transfer from MAG to the City this additional courtroom must be staffed by the Prosecution Unit with a Prosecutor. In addition, the assumption of responsibility for these matters will result in a significant increase in the volume of disclosure requests to be processed, subpoena preparation, counter/telephone inquiries and docket preparation.

**Proposed Initiative**

Youth Entrepreneur Program

**Department**

City Manager's Department

**Service Area**

City Manager's Office

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	0.0	79.0	139.4	141.1
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	0.0	79.0	139.4	141.1
* Net Change in \$		79.0	60.3	1.8
FTEs	0.0	1.0	1.0	1.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & 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.



**Proposed Initiative**

Newcomer Entrepreneur  
Program

**Department**

City Manager's Department

**Service Area**

City Manager's Office

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	0.0	0.0	79.9	141.1
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	0.0	0.0	79.9	141.1
* Net Change in \$		0.0	79.9	61.2
FTEs	0.0	0.0	1.0	1.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & 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.

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## Proposed Capital Budget

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast.

### Proposed 2018-2027 Capital Budget by Program

Program Expenditures	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022-2027 Forecast (\$000's)	Total 2018-2027 (\$000's)
Policy Administration	301	265	90	0	0	656
<b>Total</b>	<b>301</b>	<b>265</b>	<b>90</b>	<b>0</b>	<b>0</b>	<b>656</b>

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

### Proposed 2018-2027 Capital Forecast Highlights include the following:

- 2018 City Centre Promotion Campaign \$26,000, Legal Files \$175,000, eDiscovery Software \$100,000
- 2019-2020 Contract Automation software, Economic Development Strategy, Support of Life Sciences Industry-led Consortium

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**Proposed 2018-2027 Capital Budget by Funding Source**

The following table provides the funding sources proposed to fund the capital portion of the proposed 2018-2021 Business Plan and 2018 Budget and the consolidated forecast for 2022-2027.

<b>Funding</b>	<b>2018 Proposed Budget (\$000's)</b>	<b>2019 Forecast (\$000's)</b>	<b>2020 Forecast (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022-2027 Forecast (\$000's)</b>	<b>Total 2018-2027 (\$000's)</b>
Tax/Debt	301	265	90	0	0	656
Other Reserves & Reserve Funds	0	0	0	0	0	0
<b>Total</b>	<b>301</b>	<b>265</b>	<b>90</b>	<b>0</b>	<b>0</b>	<b>656</b>

Note: Numbers may not balance due to rounding. □

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### Proposed 2018 Capital Budget Detail

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

Program: Policy Administration

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMO6265	City Centre Promotion Campaign	26	0	26	Tax/Debt
CMO6356	Legal Files	175	0	175	Tax/Debt
CMO6357	eDiscovery Software	100	0	100	Tax/Debt
<b>Total</b>		<b>301</b>	<b>0</b>	<b>301</b>	

Note: Numbers may not balance due to rounding.

### Proposed 2019-2021 Capital Budget by Sub-Program

The following tables provide a listing of capital forecast by sub-program for 2019 -2021.

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Policy Administration</b>			
SP Applications - New	125	0	0
SP Other Studies and Initiatives	140	90	0
<b>Subtotal</b>	265	90	0
<b>Total Expenditures</b>	<b>265</b>	<b>90</b>	<b>0</b>

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



# Land Development Services

2018-2021 Business Plan  
& 2018 Budget

# Foreword

## 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, historic villages, Lake Ontario and the Credit River Valley. A place where people choose to be.

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40 year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into 16 Services Areas that are outlined in this Plan. The 2018-2021 Business Plan and 2018 Budget detail how and where the City plans to allocate resources to deliver programs and services.

The City is committed to providing programs and services cost effectively. In this Plan we have outlined measures that will help us assess the quality, efficiency and customer satisfaction that our services achieve. The results help inform decisions on resource allocation, direct program offerings and improve service delivery to ensure our vision is efficiently realized.



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## Executive Summary of Land Development Services

**Mission:** To provide strategic long term planning within a legislated planning policy framework. This involves the creation of policies, plans, processing development applications and building permits and undertaking building inspections to ensure the health, safety and well-being of the public while ensuring high quality customer service.

### Services we provide:

- Strategic plan development
- Long range and community land use planning
- Population and employment forecasting
- Establishment of urban design and built form vision for the city
- Conducting development and design studies
- Providing planning opinion and customer information
- Reviewing and approving development applications
- Reviewing building permit applications and issuing permits
- Carrying out building permit inspections and enforcement

### Interesting facts about this service:

- The Land Development Services Area co-ordinates planning efforts across the Corporation to ensure alignment with the Provincial Growth Plan, Strategic Plan, Mississauga Official Plan and Zoning By-law
- Approximately 4,400 building permit applications are processed annually
- Approximately 79,000 building, plumbing, heating and sign inspections are carried out annually
- 115 community meetings were held in 2016

### Highlights of the Business Plan include:

- Continued dedication to developing vibrant, walkable and connected neighbourhoods
- Increasing the level of engagement with residents, developers and other stakeholders in the land use planning and building process through multiple methods
- Facilitate the land use vision and community improvement by optimizing new tools and incentives
- Prioritizing the provision of affordable housing for middle income families
- Expanding the use of digital technology in creative and innovative ways to interact with clients
- Development of an online interactive zoning by-law solution that will allow users to generate custom information to answer their zoning questions
- Completion of Phase 2 of ePlans, which will implement software and equipment in the field for inspection staff

Net Investment (000's)	2018	2019	2020	2021
Operating	9,480	9,903	10,418	10,847
Capital	3,982	3,393	1,727	1,350
Full Time Equivalents	197.3	195.3	193.3	188.3

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## Core Services

### Vision, Mission, Goals of Service and Service Delivery Model

#### Vision

To be a leader in community planning and building services which foster an innovative city where people choose to be.

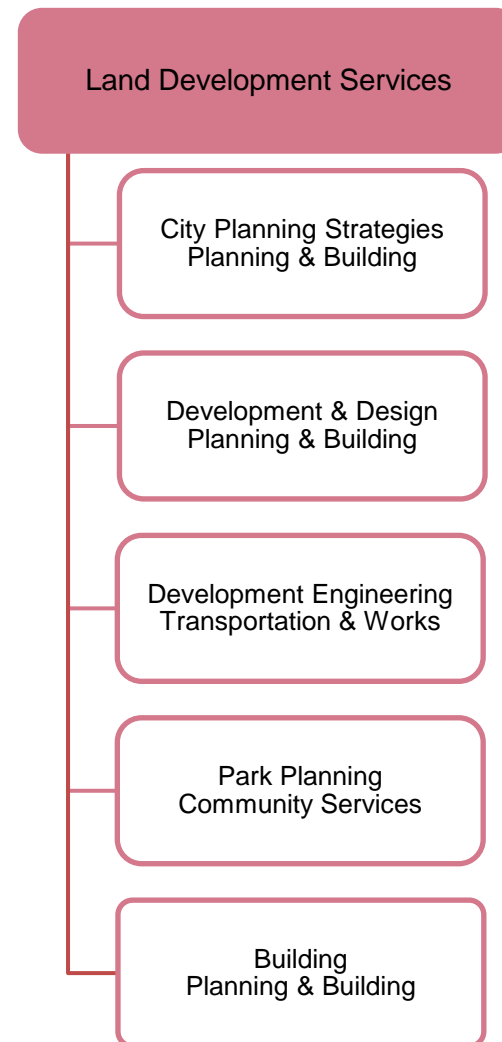
#### Mission

To provide strategic long term planning within a legislated planning policy framework. This involves the creation of policies, plans, processing development applications and building permits and undertaking building inspections to ensure the health, safety and well-being of the public while ensuring high quality customer service.

#### Goals of Service

- Ensure land development decisions are in the public interest and consistent with legislation
- Develop vibrant, walkable and connected neighbourhoods
- Adhere to landscape, streetscape, built form and urban design requirements
- Engage community and other stakeholders in land use planning decisions
- Inform customers of policies and other requirements related to land development
- Encourage planning activities that contribute to environmental protection, housing affordability and economic development
- Ensure buildings and structures are safe and in compliance with legislation

#### Service Delivery Model



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## Service Delivery Model

### City Building and Community Relations

Led by City Planning Strategies:

- Execute specific actions and initiatives identified in the Strategic Plan, divisional plans and strategies
- Creation of partnerships and management of stakeholder and governmental relations
- Comprehensive and innovative engagement policy, protocol and techniques



*Community Engagement - Dundas Connects*

### Planning Innovation

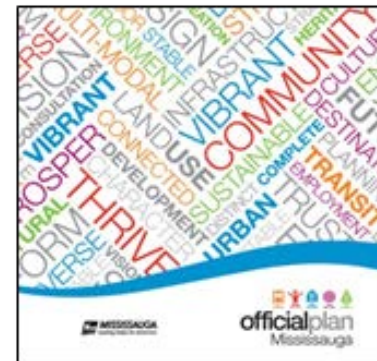
Led by City Planning Strategies:

- Implement strategies with a focus on incentive programs, innovative financial planning policies, other planning tools, lead market analysis and emerging trends and strategies
- Provide quality research, geographic information analysis and data support

### Planning Strategies and Programs

Led by City Planning Strategies:

- Establish the land use vision and strategically guide growth through the Official Plan and strategies
- Develop community visioning and plans with a focus on intensification, corridors, greyfields and brownfields



*Mississauga Official Plan cover*

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## 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 the Mississauga Urban Design Awards

## 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 City Planning Strategies)
- Conducting landscape inspections
- Co-ordinating planning comments and providing clearances to Committee of Adjustment for land severances and variances
- 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 & 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



*M City Development*

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## Current Service Levels and Trends

- Increasing public engagement (425 per cent increase in number of community meetings between 2014 and 2016 – from 27 to 115)
- Increasing demand for online information/open source data (9.4 per cent increase in Planning & Building website page views between 2014 and 2016)
- Increasing building permit applications (14 per cent increase between 2014 and 2016)
- Implementation of affordable housing strategies
- Impact of disruptive technologies on communities (e.g., short-term accommodations/Airbnb)
- Review of major transit station areas for intensification opportunities
- Pressure for more intensive development (e.g., stacked back to back townhouses)
- Use of planning tools to enhance City building goals
- Changes in Provincial Legislation and Plans (e.g., Bill 73 amending the *Planning Act*; Bill 139 proposing Ontario Municipal Board (OMB) Reform; new Growth Plan; Regional Transportation Plan)



*Above Left Clockwise: Affordable Housing Program graphic; Downtown CIP cover and Shaping Ninth Line Planning Framework*

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## Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's Performance Measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability. The following section describes the measures that we use and provides context for results. The Balanced Scorecard shows trends since 2014 and expected outcomes up to 2021.

### What We Are Measuring

Land Development Services measures key performance indicators including: cost recovery; complete building permit applications meeting legislative timeframes for first review; total number of community meetings; median number of working days to provide first set of site plan application comments; overall job engagement; staff with at least one professional designation; green area per 100,000 population; and annual walk-in customers at the Planning & Building Customer Service Centre.

### Why These Measures Are Important

*Cost recovery* measures revenues collected from building permits and development applications as a percentage of the gross costs of providing these legislated services. A higher recovery percentage means a greater proportion of permit and application approval costs are being paid by those developing their lands. It helps us evaluate to what degree development is "paying for itself".

*Percentage of complete building permit applications meeting legislated timeframes for the first review* measures the extent to which prescribed timeframes for first reviews are being met.

*Annual walk-in customers at the Planning & Building Customer Service Centre* help us understand annual trends in the demand

for walk-in assistance. As the City increases the range of land development services with 24/7 electronic access, this metric should decrease over time.

*Total number of community meetings* identifies community meetings that Land Development Services staff have participated in during the course of each year. These numbers and their multi-year trend are one measure of this service area's level of engagement and dialogue with the community.

*Median number of working days to provide first set of site plan application comments* tracks turnaround to provide initial comments to site plan applicants.

*Overall job engagement* is a measure that shows the extent to which employees value, enjoy and believe in what they do. It is measured every three years through the City's Employee Engagement Survey. This measure can assist in understanding issues such as productivity, quality of services provided, employee turnover and absenteeism.

*Staff with at least one professional designation* is a measure of employee capacity to provide a high level of competency in a service area requiring multi-disciplinary specialized knowledge.

*Green Area per 100,000 population* is a broad measure of public and private green spaces in the city related to population size, which includes public parks, school grounds, cemeteries and golf courses. This is a standard ISO indicator which is used as an international measure of quality of life within urban areas through the World Council on City Data.

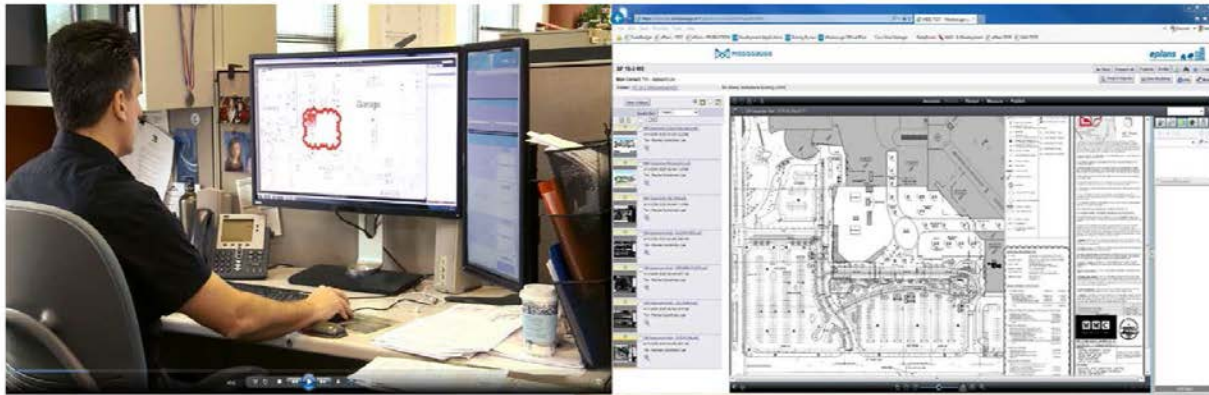


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### How We Are Improving Results

These performance indicators support decision making related to this service area's business process improvements and also establish targets. They also tell us if we are on the right track when changes are made. For example, these metrics show that

the implementation of ePlans (electronic plans submission) has significantly reduced site plan review times for initial comments and has led to a noticeable reduction in demand for walk-in counter service primarily related to building permits.



*ePlans Demonstration*



*Planning & Building Customer Service Centre*

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## Balanced Scorecard

A Balanced Scorecard identifies and measures four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. 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

- In 2016 Cost Recovery was 76 per cent, which remained almost unchanged from 2015 (75 per cent)

### Customer Measures

- In 2016 Complete Building Permit Applications meeting legislative timeframes for first review remained almost unchanged from the previous year (81 per cent in 2016 vs. 82 per cent in 2015)
- The total number of community meetings has been rising significantly over the past three years (27 in 2014; 55 in 2015; 115 in 2016) due to increased community engagement efforts and the number and complexity of development applications being processed by Development & Design
- In 2016, there was a 42 per cent decrease from the previous year in the median number of working days it took to provide the first set of site plan comments to applicants. This corresponds with the implementation of the first year of ePlans (electronic plans submission)

### Employee Measures

- In 2015, Overall Job Engagement was 76.5 per cent, which is 7.9 per cent higher than the City average and 3.8 per cent higher than other comparable organizations
- Almost half (46 per cent) of all employees in Land Development Services had at least one professional designation in 2016

### Business Process Measures

- In 2016, there were 533 hectares [ha] (1,317 acres [ac]) of green area per 100,000 population. This is greater than Toronto (446 ha in 2015) and Vaughan (349 ha in 2015) but less than Oakville (1,457 ha in 2016)
- There was a 42 per cent decrease in the number of walk-in customers at the Planning & Building Customer Service Centre in 2016 compared to 2015. This can be largely attributed to the full implementation of ePlans for building permit and site plan submissions



*Shaping Ninth Line Community Open House - June 2017*



## Balanced Scorecard (Cont'd)

Measures for Land Development Services	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)	2021 (Plan)
<b>Financial:</b>								
Cost Recovery	75%	75%	76%	75%	75%	75%	75%	75%
<b>Customer:</b>								
Complete Building Permit Applications meeting legislative timeframes for 1st review	68%	82%	81%	80%	80%	80%	80%	80%
Number of community meetings	27	55	115	N/A	N/A	N/A	N/A	N/A
Median # of working days to provide 1st set of site plan application comments	N/A	48	28	28	27	27	27	26
<b>Employees:</b>								
Overall Job Engagement	N/A	76.5%	N/A	N/A	77%	N/A	N/A	78%
Staff with at least one professional designation	N/A	N/A	46%	46%	47%	47%	48%	48%
<b>Internal Business Process:</b>								
Green Area per 100,000 population	N/A	N/A	533 ha	533 ha	530 ha	530 ha	525 ha	525 ha
Walk-in customers at the Planning & Building Customer Service Centre	19,817	23,366	13,586	13,000	13,000	13,000	12,000	12,000

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## Awards and Achievements

- 2016 Mississauga Urban Design Awards Transformation By Design award
- 2016 Corporate Award for Innovative Business Solutions awarded to the ePlans Project Team
- 2016 Corporate Award for Excellence in Working Together awarded to the Hickory Drive Incident Management Team



*Mississauga Urban Design Awards poster*



*Corporate Awards - ePlans Project Team*



*Corporate Awards - Hickory Drive Incident Management Team*

# The 2018-2021 Business Plan Outlook

## Planning for the Future

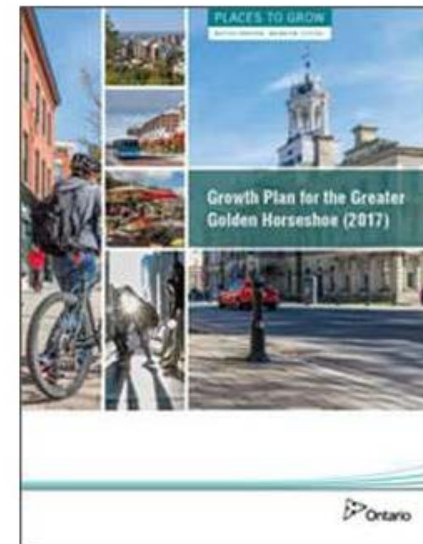
To address the City's Land Development administration needs, Land Development Services will:

- Maximize technology to improve the customer experience
- Provide interactive digital tools to staff and residents
- Continue to invest in staff development and succession planning
- Implement legislative changes (e.g., Growth Plan and proposed OMB reform)
- Improve community engagement
- Investigate new tools to achieve city building objectives



*Planning Information  
Hub graphic*

*3D City Model*



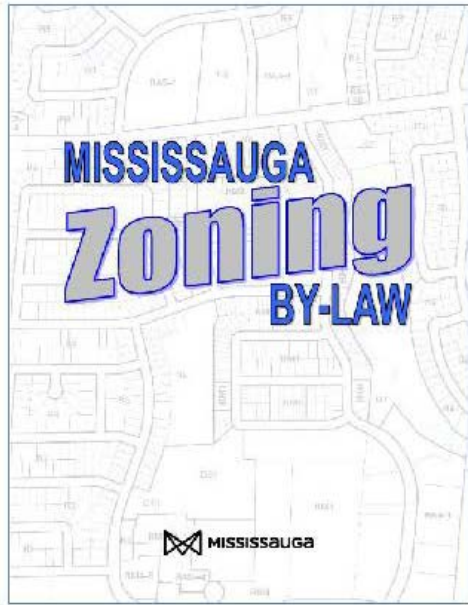
*Places to Grow - Growth Plan for the Greater  
Golden Horseshoe (2017) cover*

*Source: Ministry of Municipal Affairs, Province of Ontario*

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## Finding Efficiencies

- The Interactive Zoning By-law Project (BR #2923) will provide information in a way that will reduce the volume of zoning related enquiries and staff research time
- The Section 37 (Bonus Zoning) Process Review will make recommendations on how to improve and streamline the existing community benefits negotiation process under Section 37 of the *Planning Act*
- Lean projects include: streamlining the pre-application process; reviewing committee of adjustment commenting procedures; and consolidating fee payments
- The next phase of ePlans implementation will increase processing efficiencies for official plan and zoning by-law amendment applications



*Zoning By-law cover*



*Lean graphic*

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## Advancing the City's Strategic Plan

### move - developing a transit oriented city

- Dundas Connects (land use, urban design and transit plan for the Dundas Street corridor)
- Major Transit Station Area Reviews (e.g., Clarkson GO Station)

### belong - ensuring youth, older adults and new immigrants thrive

- Indigenous Community Relations Plan
- Affordable Housing Strategy
- Community Engagement Strategy (new strategy to guide how we consult with residents on city planning and services)

### connect - completing our neighbourhoods

- Design Guidelines for Back to Back and Stacked Townhouses
- Healthy by Design Criteria Study
- Mansard Roofs Review
- Mississauga Road Scenic Route Design Guidelines
- My Malton Implementation (implementation of new planning policies that will shape the look and feel of the Malton Community)
- Reimagining the Mall: Realizing Healthy and Complete Communities
- Shaping Ninth Line (developing a land use planning framework for the Ninth Line Lands to guide future growth)
- Short Term Accommodation Study (developing options for regulation of short-term rentals such as Airbnb)
- Streetscape Strategy

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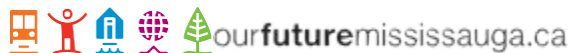
## Advancing the City's Strategic Plan (Cont'd)

### prosper - cultivating creative and innovative businesses

- Downtown Master Plan Update
- Community Improvement Plans
- Electronic Field Inspections Implementation (implementing software and equipment in the field for inspection staff through ePlans)
- Inspiration Lakeview
  - Innovation Corridor Feasibility Study (market analysis and economic feasibility study for the Serson Place Innovation Corridor and Serson Campus)
  - Lakeview Official Plan Amendment (land use policy review)
- Online Interactive Zoning By-law Solution (developing an online tool that will answer a client's zoning questions for specific properties)
- Online Electronic Plan Submission and Review (adding to ePlans a range of development applications including Official Plan Amendments, Rezoning and Plan of Subdivisions)

### green - living green

- Hazardous and Noxious Uses Study
- Tree Protection Review



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## Transforming our Business with Technology

The Planning & Building Department Technology Roadmap identified eight initiatives:

- Digital City Strategy 3D City Model (started Summer 2017)
- Modernization of Planning & Building Geographic Information Systems (GIS) (started)
- Interactive Zoning By-law  
(BR #2923 for funding beginning in 2018)
- Expansion of ePlans to include additional Land Development Applications (starting September 2017)
- Employee Time Tracking (Corporate Initiative)
- Internal Photo Gallery (Corporate Initiative)
- Mississauga Approvals Express (MAX) System (major upgrade scheduled for Fall 2017)
- Improve Citizen Engagement using Web Meeting Tools (Corporate Initiative)



*ePlans graphic*



*3D City Model image*



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# Managing Our Human Resources

## Our Structure

The core service provision in Land Development Services is within the Planning & Building Department, which is comprised of three divisions. City Planning Strategies provides long term policy and strategic planning, and obtains input through comprehensive community and stakeholder engagement. Development & Design is responsible for reviewing, processing and making recommendations on development applications under the *Planning Act* and undertaking proactive landscape and urban design work as well as authoring and updating the city-wide Zoning By-law. The Building Division is responsible for reviewing and approving building permit applications and ensuring compliance with the *Building Code Act*, the *Ontario Building Code*, the City's Zoning By-law, and other applicable law.

## Our Talent

Our multi-disciplinary team of professionals consists of 192 employees who are passionate about helping to build an innovative city where people choose to be. The varied and specialized work that we do requires experts spanning a range of disciplines including architecture, urban planning, urban design, landscape architecture, engineering, statistics and geographic information systems. Employee certifications include:

- Association of Architectural Technologists of Ontario (AATO)
- Certified Engineering Technologists (CET)
- Ontario Association of Architects (OAA)
- Ontario Association of Landscape Architects (OALA)
- Professional Engineers (P. Eng)
- Registered Professional Planners (RPP)

Leadership succession development and planning initiatives are in place, as are other training opportunities for staff. These include in-house workshops, external seminars and conferences throughout the year.

## Critical Roles/Functions to Achieve Business Goals

The ability to effectively engage residents, developers and other stakeholders in the land use planning and building process through multiple ways will become increasingly critical over the next few years. In particular, employees will need to expand their use of digital technology in creative and innovative ways to interact with clients. Also, the increase in special project work and emphasis on electronic submissions in Development & Design will be reflected in a modified staff organizational model to be launched late in 2017. City Planning Strategies will also be implementing organizational changes that respond to the evolving needs of their stakeholders and utilize innovative planning tools to advance city priorities.



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### **Talent Needs**

Seventeen staff are currently enrolled in the leadership succession planning program initiative, which will position Land Development Services well in the next few years as retirement eligibility numbers increase. In 2018 our talent needs include five Capital tax funded contract positions to lead two important projects that will use technology to better serve our clients (Online Interactive Zoning By-law Solution and ePlans Field Inspections).

### **Proposed Full Time Equivalent Staffing**

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

<b>Program</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>Building</b>	101.0	106.0	107.0	105.0	100.0
<b>City Planning Strategies</b>	35.3	36.3	36.3	36.3	36.3
<b>Development &amp; Design</b>	56.0	55.0	52.0	52.0	52.0
<b>Total Service Distribution</b>	<b>192.3</b>	<b>197.3</b>	<b>195.3</b>	<b>193.3</b>	<b>188.3</b>

Note: Numbers may not balance due to rounding.

#### **2018 FTE changes include:**

Building: Two Contract positions (Business Lead and Project Leader) funded from Capital recovery (BR 3983); three contract positions (Business Project, IT Business Analyst, IT Project Lead) funded from Capital recovery (BR 2923).

City Planning Strategies: one position (Web Specialist) transferred from Development & Design.

Development & Design: one position (Web Specialist) transferred to City Planning Strategies.

## Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2018-2021 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 budget for 2017 was \$8.7 million and the proposed budget for 2018 is \$9.5 million.

### Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for Land Development Services is an increase of \$772,000 for 2018.

Highlights of the proposed budget changes are:

- Labour costs are projected to increase by \$398,000 and reflects labour adjustments and other fringe benefit changes
- Other increases of \$374,000 mainly for transfers to Reserves for Capital projects required, plus licensing costs for field automation mobile device network

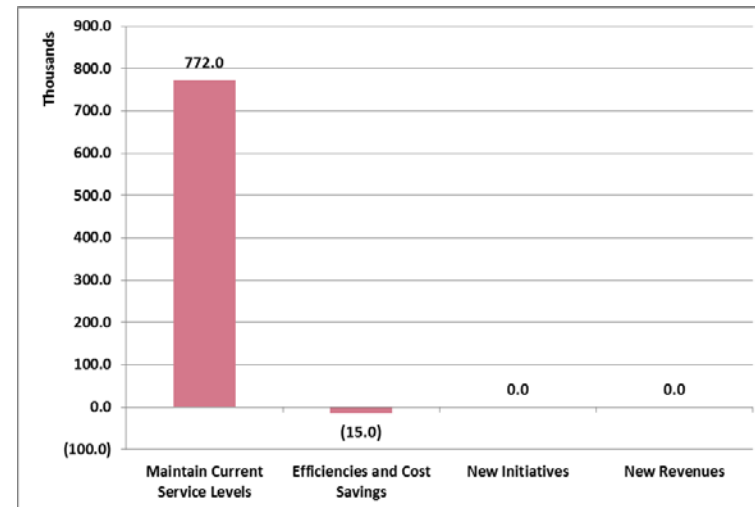
### Efficiencies and Cost Savings

The operating budgets are being decreased by \$15,000 to reflect reduction in staff development and communication costs.

### New Initiatives

No new initiatives impact the net 2018 operating budget.

### Proposed Changes to 2018 Net Operating Budget by Category (000's)



## Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2018-2021, as well as the 2017 Budget and 2016 Actuals by major program within the Service Area.

### Proposed Budget by Program

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>						
Building	10,719	11,182	11,454	11,528	11,684	11,843
City Planning Strategies	4,301	4,534	4,846	5,002	5,184	5,366
Development & Design	6,002	6,050	6,096	6,179	6,265	6,353
<b>Total Expenditures</b>	<b>21,022</b>	<b>21,767</b>	<b>22,396</b>	<b>22,709</b>	<b>23,133</b>	<b>23,562</b>
<b>Revenues</b>	<b>(13,828)</b>	<b>(12,807)</b>	<b>(12,836)</b>	<b>(12,836)</b>	<b>(12,836)</b>	<b>(12,836)</b>
Transfers From Reserves and Reserve Funds	(41)	(237)	(80)	(0)	(0)	(0)
New Initiatives and New Revenues			(0)	30	120	120
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>7,154</b>	<b>8,723</b>	<b>9,480</b>	<b>9,903</b>	<b>10,418</b>	<b>10,847</b>
Expenditures Budget - Changes by Year			3%	1%	2%	2%
Proposed Net Budget - Changes by Year			9%	4%	5%	4%

Note: Numbers may not balance due to rounding.

## Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour, operational costs, facility, IT and support) and revenues are shown by category with the approved 2017 budget for comparison. The three columns to the far right of the table show the totals proposed for 2018 and their dollar and percentage changes over 2017.

### Summary of Proposed 2018 Budget

Description	2017 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	2018 Proposed Budget (\$000's)	\$ Change Over 2017	% Change Over 2017
Labour and Benefits	19,938	398	0	0	0	0	0	20,337	398	2%
Operational Costs	1,829	245	(15)	0	0	0	0	2,059	230	13%
Facility, IT and Support	0	0	0	0	0	0	0	0	0	0%
<b>Total Gross</b>	<b>21,767</b>	<b>644</b>	<b>(15)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,396</b>	<b>629</b>	<b>3%</b>
<b>Total Revenues</b>	<b>(13,044)</b>	<b>128</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(12,916)</b>	<b>128</b>	<b>(1%)</b>
<b>Total Net</b>	<b>8,723</b>	<b>772</b>	<b>(15)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,480</b>	<b>757</b>	<b>9%</b>

### Summary of Proposed 2018 Budget and 2019-2021 Forecast

Description	2016 Actuals (\$000's)	2017 Approved Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
Labour and Benefits	19,345	19,938	20,337	20,550	20,849	21,153
Operational Costs	1,677	1,829	2,059	2,189	2,404	2,529
Facility, IT and Support	0	0	0	0	0	0
<b>Total Gross</b>	<b>21,022</b>	<b>21,767</b>	<b>22,396</b>	<b>22,739</b>	<b>23,253</b>	<b>23,682</b>
<b>Total Revenues</b>	<b>(13,868)</b>	<b>(13,044)</b>	<b>(12,916)</b>	<b>(12,836)</b>	<b>(12,836)</b>	<b>(12,836)</b>
<b>Total Net</b>	<b>7,154</b>	<b>8,723</b>	<b>9,480</b>	<b>9,903</b>	<b>10,418</b>	<b>10,847</b>

Note: Numbers may not balance due to rounding.

## Proposed Cost Increase Required to Maintain Current Service Levels

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, taking into account efficiencies, cost savings, and cost increases arising from prior year decisions.

Description	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
<b>Labour and Benefits</b>	<b>19,938</b>	<b>20,337</b>	<b>398</b>	Increase Reflects Labour Adjustments and Other Fringe Benefit Changes
Administration and Support Costs	0	(0)	(0)	
Advertising & Promotions	29	29	0	
Communication Costs	194	189	(5)	Efficiencies and cost savings
Contractor & Professional Services	436	301	(135)	Reduction in Professional services
Debt	0	0	0	
Equipment Costs & Maintenance Agreements	135	225	90	Annual licensing costs and subscription for Field automation mobile device network
Finance Other	21	21	0	
Materials, Supplies & Other Services	242	262	20	\$20K convert microfiched building plans to PDF and into ePlans
Occupancy & City Costs	0	0	0	
Staff Development	235	225	(10)	\$10K efficiencies and cost savings-staff training cost not required as changes to the new Provincial building codes pending
Transfers To Reserves and Reserve Funds	300	600	300	\$300K transfers to Reserves for Capital projects required
Transportation Costs	236	207	(29)	Vehicle rental and supplies budget not required due to Sign Litter Program transferred to T&W
<b>Subtotal - Other Operating</b>	<b>1,829</b>	<b>2,059</b>	<b>230</b>	
Total Revenues	(12,807)	(12,836)	(29)	\$30K Revenue increase for Mobile Signs based on trends \$1K Revenue budget deletion due to Sign Litter Program transferred to T&W
Transfers To/From Reserves and Reserve Funds	(237)	(80)	157	Deletion of operating budget reserve requirement as various studies completed
<b>Subtotal - Revenues</b>	<b>(13,044)</b>	<b>(12,916)</b>	<b>128</b>	
<b>Total</b>	<b>8,723</b>	<b>9,480</b>	<b>757</b>	

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 Request can be found on the pages following the table.

Description	BR #	2018 FTE Impact	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2018 to 2021 FTE Impact	2018 to 2021 Capital (\$000's)
<b>New Initiative</b>								
Interactive Zoning By-law Digital Solution	2923	3.0	0	0	90	90	0.0	2,737
Phase 4 ePlans-Replacement of eCity Online Service (eSigns/Compliance Report)	3982	0.0	0	0	0	0	0.0	750
Completion of ePlans Phase 2-Field inspections	3983	2.0	0	30	30	30	0.0	750
<b>Total New Initiative</b>		<b>5.0</b>	<b>0</b>	<b>30</b>	<b>120</b>	<b>120</b>	<b>0.0</b>	<b>4,237</b>
<b>New Revenues</b>								
		0.0	0	0	0	0	0.0	0
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>5.0</b>	<b>0</b>	<b>30</b>	<b>120</b>	<b>120</b>	<b>0.0</b>	<b>4,237</b>

Note: Numbers may not balance due to rounding.

**Proposed Initiative**

Interactive Zoning By-law Digital Solution

**Department**

Planning & Building Department

**Service Area**

Land Development Services

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	0.0	0.0	90.0	90.0
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	90.0	90.0
* Net Change in \$		0.0	90.0	0.0
FTEs	3.0	3.0	3.0	0.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	1,305.0	1,294.2	137.5	0.0

**Why Staff Recommend this Initiative**

To provide all clients better access to the zoning information they require, when they require it, staff recommend the development of an online, interactive digital solution for the information in the zoning by-law. This initiative will provide fast, convenient, 24/7 access to authoritative zoning by-law information.

### **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. Preliminary research has been carried out regarding available solutions.

### **Service Impact**

This initiative will create an online tool to allow for project specific zoning 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 allow for custom queries as well as simplifying current processes such as by-law updates and by-law research.



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Budget Request #: 3982

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**Proposed Initiative**

Phase 4 ePlans - Replacement of  
eCity Online Service  
(eSigns/Compliance Report)

**Department**

Planning & Building Department

**Service Area**

Land Development Services

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
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)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	0.0	685.7	64.6	0.0

**Why Staff Recommend this Initiative**

This is the fourth phase of an ongoing project to integrate e-services within the new ePlans portal. The existing eSigns and Compliance Report applications need to be integrated into the new ePlans service to continue with a convenient online self-serve channel for clients. Doing this allows us to maintain service levels with minimal staff intervention. Without it, self-service would not be available for users and the requirement for staff involvement in service delivery would increase.

**Details of Service Change**

Staff would execute a contract amendment to the master agreement with Avolve Software as the vendor of record for ePlans. Staff would provide a detailed statement of work and negotiate a professional services amount. Until such time as this new ePlans version is in production, the existing eSigns application and Compliance Report would need to remain operational. There will be two back fill positions created to maintain services levels during implementation, with operating costs recovered from Capital, starting April 2019 until March 2020 (Grade F and Grade H).

**Service Impact**

This initiative will allow the continuation of convenient, automated self-service for users. During implementation staff will maintain service levels.

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Budget Request #: 3983

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**Proposed Initiative**

Completion of ePlans Phase 2 -  
Field Inspections

**Department**

Planning & Building Department

**Service Area**

Land Development Services

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	0.0	30.0	30.0	30.0
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	30.0	30.0	30.0
* Net Change in \$		30.0	0.0	0.0
FTEs	2.0	2.0	0.0	0.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	686.6	63.6	0.0	0.0

**Why Staff Recommend this Initiative**

Additional functionality will be required in e-Plans for the Inspector to increase field autonomy. In addition to the capacity benefits of an Inspector's being able to complete all aspects of the job in the field, the added functionality may ultimately allow for the decommissioning of the MAX inspection module. This would eliminate the cost of a MAX replacement, otherwise required by 2021.

### **Details of Service Change**

The additional functionality will include:

- A client web interface to schedule inspections, track inspection status, and respond to requests for engineering construction reports
- The ability for Inspection staff to create and track violations in the enforcement of the Building Code and Fire Code
- The ability to capture and respond to illegal construction complaints

There will be an estimated cost of \$30k in the Building Division operating budget for 2019 and out years to address maintenance and support costs.

There will be (2) back fill positions created to maintain services levels, operating costs recovered from Capital, starting April 2018 until March 2019 (Grade F and Grade H).

### **Service Impact**

The full implementation of these technologies will provide the infrastructure for Inspection staff to work autonomously from the office. The corresponding gains in time/capacity could reduce the need to hire additional staff in the case of an increase in development activity and/or a loss of staff through normal attrition. The City is legislatively obligated to provide sufficient inspectors to administer and enforce the Ontario Building Code Act and Regulations, as well as the Fire Code (where portions of the building code inspections has been deferred to Fire Prevention). These efficiencies will help to minimize expenses required as a result of legislative and regulatory compliance.

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## Proposed Capital Budget

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast.

### Proposed 2018-2027 Capital Budget by Program

Program Expenditures	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022-2027 Forecast (\$000's)	Total 2018-2027 (\$000's)
Building	2,042	2,143	302	100	300	4,887
City Planning Strategies	1,350	1,250	1,425	1,250	7,500	12,775
Development & Design	590	0	0	0	0	590
<b>Total</b>	<b>3,982</b>	<b>3,393</b>	<b>1,727</b>	<b>1,350</b>	<b>7,800</b>	<b>18,252</b>

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

### Proposed 2018-2027 Capital Forecast Highlights:

- 2018 Building: ePlan Field Inspection \$687,000, Interactive Zoning By-law \$1,305,000, ePlans Upgrades \$50,000
- 2018 City Planning Strategies: Strategic Waterfront Implementation \$300,000, Housing Strategy Operating Plan \$150,000, 3D City Model \$250,000, Municipal Growth Management \$300,000, Innovative Planning Tools \$100,000, Planning & Building Digital Strategy \$50,000, Special Planning Studies \$125,000, Community Engagement Strategy \$75,000
- 2018 Development & Design: Land Development Applications ePlans \$590,000
- 2019-2027 Various Building initiatives, and City Planning Strategies initiatives

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**Proposed 2018-2027 Capital Budget by Funding Source**

The following table provides the funding sources proposed to fund the capital portion of the proposed 2018-2021 Business Plan and 2018 Budget and the consolidated forecast for 2022-2027.

**2018-2027 Capital Budget by Funding Source**

<b>Funding</b>	<b>2018 Proposed Budget (\$000's)</b>	<b>2019 Forecast (\$000's)</b>	<b>2020 Forecast (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022-2027 Forecast (\$000's)</b>	<b>Total 2018-2027 (\$000's)</b>
Tax/Debt	3,382	2,693	902	400	2,100	9,477
Other Reserves & Reserves Funds	600	700	825	950	5,700	8,775
<b>Total</b>	<b>3,982</b>	<b>3,393</b>	<b>1,727</b>	<b>1,350</b>	<b>7,800</b>	<b>18,252</b>

Note: Numbers may not balance due to rounding. □

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**Proposed 2018 Capital Budget Detail**

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

Program: Building

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
PB5677	ePlans Upgrades	50	0	50	Tax/Debt
PB5678	Interactive Zoning By-Law	1,305	0	1,305	Tax/Debt
PB5681	ePlan Field Inspection	687	0	687	Tax/Debt
<b>Total</b>		<b>2,042</b>	<b>0</b>	<b>2,042</b>	

Program: City Planning Strategies

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
COSP004412	Strategic Waterfront Implementation	300	0	300	Other Reserves & Reserve Funds
PB5650	Housing Strategy Operating Plan	150	0	150	Tax/Debt
PB5664	3D City Model	250	0	250	Tax/Debt
PB5671	Innovative Planning Tools	100	0	100	Other Reserves & Reserve Funds
PB5672	Planning and Building Digital Strategy	50	0	50	Tax/Debt
PB5674	Special Planning Studies	125	0	125	Other Reserves & Reserve Funds
PB5675	Municipal Growth Management	300	0	300	Tax/Debt
PB5679	Community Engagement Strategy (Imagining the Future)	75	0	75	Other Reserves & Reserve Funds
<b>Total</b>		<b>1,350</b>	<b>0</b>	<b>1,350</b>	

Program: Development & Design

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
PB5320	Land Development Applications ePlans	590	0	590	Tax/Debt
<b>Total</b>		<b>590</b>	<b>0</b>	<b>590</b>	

Note: Numbers may not balance due to rounding.

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## Proposed 2019-2021 Capital Budget by Sub-Program

The following tables provide a listing of capital forecast by sub-program for 2019 -2021.

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Buildings</b>			
LDS Building - Applications	2,143	302	100
LDS Building - Other	0	0	0
<b>Subtotal</b>	2,143	302	100

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>City Planning Strategies</b>			
LDS CTPS - City Building Studies	350	400	100
LDS CTPS - Planning Studies	900	1,025	1,150
<b>Subtotal</b>	1,250	1,425	1,250
<b>Total Expenditures</b>	<b>3,393</b>	<b>1,727</b>	<b>1,350</b>

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





# Culture

2018-2021 Business Plan  
& 2018 Budget

# Foreword

## 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, historic villages, Lake Ontario and the Credit River Valley. A place where people choose to be.

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40 year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into 16 Services Areas that are outlined in this Plan. The 2018-2021 Business Plan and 2018 Budget detail how and where the City plans to allocate resources to deliver programs and services.

The City is committed to providing programs and services cost effectively. In this Plan we have outlined measures that will help us assess the quality, efficiency and customer satisfaction that our services achieve. The results help inform decisions on resource allocation, direct program offerings and improve service delivery to ensure our vision is efficiently realized.



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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:

The Culture Division 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:

- Almost 3.5 million people visited Celebration Square since its 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 347 performances/activities in 2016
- Re-animation of museums resulted in 30,200 visitors and 4,445 program participants in 2016; that's a 10 per cent increase from 2015 and a 27 per cent increase since 2010
- There were 533 filming days in Mississauga with 196 permits issued in 2016
- There are 38 pieces of Public Art in Mississauga; 14 are City-owned

### Highlights of the Business Plan include:

- Addressing increased demand for programs, events, and City support for artists and community arts groups by:
  - Providing additional investment in Arts, Culture, Festival & Events grant support
  - Streamlining process issues and eliminating barriers to allow cultural groups to focus on quality services and a wider range of offerings; improving access to new groups
  - Building capacity for individual artists and cultural groups through community development programs i.e., busking program, workshops
- Repurposing existing facilities to address the need for more cultural spaces
  - The City acquired the Small Arms Inspection Building and is investing in its redevelopment; it will become a unique cultural community hub when it opens in 2018
- Stimulating Creative Industry (CI)/Raising reputation by:
  - Focusing efforts to grow Mississauga's live music sector
  - Hosting a national Creative Cities Network Summit in 2018 in Mississauga
- Expanding the Public Art program across the city

Net Investment (000's)	2018	2019	2020	2021
Operating	8,319	8,597	8,898	9,155
Capital	795	440	635	4,210
Full Time Equivalents	64.3	64.3	64.3	64.3

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## Core Services

### Vision, Mission, Goals of Service and Service Delivery Model

A new Culture Master Plan process is well underway with a final draft coming forward for approval to City Council in 2018. This new document will build on the City's first Culture Master Plan approved in 2009 and will guide service delivery and priorities for the division.

#### 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.

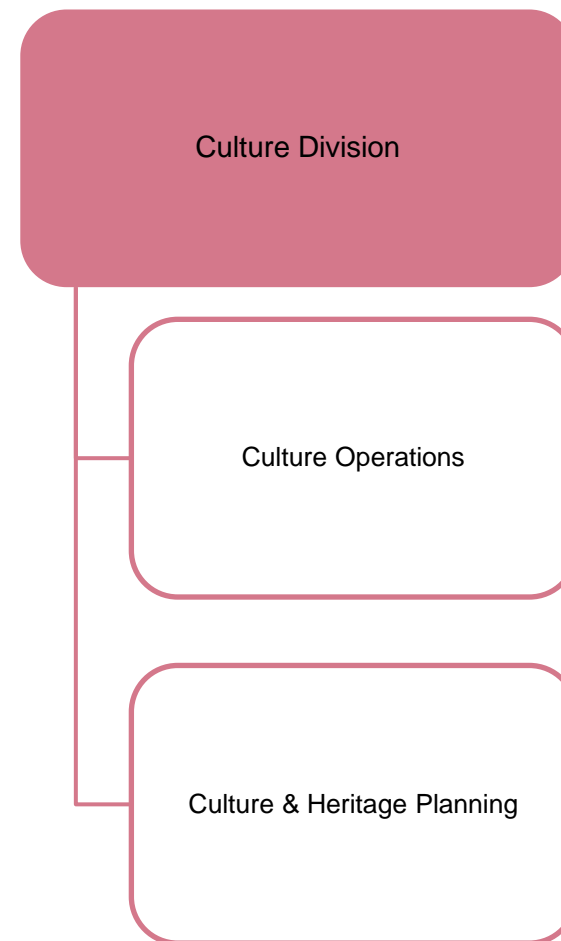
#### Goals of Service

**Drive** activities that express our cultural identity and celebrate our traditions.

**Stimulate** the Creative Economy.

**Enhance and improve** the quality of life and our public places.

#### Service Delivery Model



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## Current Service Levels and Trends

The Culture Master Plan, Cultural Policy and other Culture strategies drive the City's cultural agenda.

These guiding documents are “brought to life” through a number of priority services that celebrate our traditions, stimulate the creative economy and improve our quality of life and public places for residents.

The following services raise the profile and reputation of arts, culture, and heritage in Mississauga:

### **Civic and major Events – Mississauga Celebration Square –**

Offers more than 150 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 the annual *Light up the Square* event, *New Year's Eve* celebration as well as free public skating.

**Museums and Traditions** - With a focus on *Living Heritage*, the Museums of Mississauga create meaningful engagement through story-telling by interpreting and protecting 17,797 artifacts and 127,271 archaeological artifacts, 143 educational and community programs, and presenting 15 events/exhibitions per year.

**Performing Arts - Meadowvale Theatre** – Is home to *Meadowvale Theatre Presents* programming and community-produced performing arts. In 2016, Meadowvale Theatre hosted 347 performance and activity days for 44,883 ticket patrons.



*Canada Day at Mississauga Celebration Square*

**Creative Industries Office** – *Stimulates the Creative economy* by supporting filming activity on City-owned streets, property, parks and facilities through a permitting process. Staff works with local film scouts to find suitable locations for producers, filmmakers and location managers who are considering Mississauga for filming. In 2016, 196 filming permits were issued which included 533 filming days.

**Grant Program** – Is addressing the increased demand for programs, events and City support for artists and cultural groups through the support of 37 organizations under two grant programs: Arts and Culture and Cultural Festivals and Celebrations. In 2016, \$2.4 million in funding was provided to the community as well as \$75,000 in Heritage Grants.

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**Culture Programs** - Offers 428 classes to more than 4,447 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 Policy Development, 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 various studies, research reports and strategies annually.

**Public Art** – Mississauga's Public Art Program contributes to *city-building* by enhancing the public realm and creating a unique sense of place within Mississauga. Public art has the ability to boost local industry and tourism and can lead to a sense of ownership and pride within the community. A variety of permanent and temporary public art installations enhance the quality of life for Mississauga's residents and create great experiences for visitors. To date, there are 38 pieces of Public Art in Mississauga; 14 are City-owned.



*"The Book" at Celebration Square*

**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+); protecting 283 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: 441,852 web views annually; 63,331 social media followers and three to four digital projects per year.

**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.

**Culture as a platform for telling the City's stories**

Museums worldwide are creating meaningful engagement with their audiences through story-telling and *Living Heritage*. 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.

**Building Identity and a sense of Community through the Arts**

Similarly, community theatres are also expanding their scope to become multi-purpose cultural hubs providing various arts and culture programs, events and networking opportunities.



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### **Celebration of Traditions and Unique Heritage**

With the continued growth in demand for programs and events on Celebration Square, staff will continue to expand year-round programming into the winter months to retain and attract new visitors and tourists to the City's downtown.

### **Increased Support Required for a Growing Cultural Sector**

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. More and more, municipalities are using grants to attract programming that fills service gaps. With City Council's approval of the *Grant Review* recommendations in 2016, an additional investment of \$202,000 was included in Culture's 2017 grant budget. Staff will continue to streamline the application process and work with cultural groups to focus on the quality of their services as well the type of offerings provided to ensure a wider range of programs within our community.

Staff research and feedback from the arts community also shows the need for more cultural spaces by using and repurposing existing facilities. The City's acquisition and redevelopment of the Small Arms Inspection Building in the Lakeview area is a project that addresses this need and has the potential to become a unique cultural hub.

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. As part of the City's Creative Industry Strategy, 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, the City will need to continue to remove barriers and provide access for increased

filming and focus on providing an environment where live music performers and producers, and young digital creatives can thrive.



*City Busker provides live music in city park*

### **Public Space plays a key role in cultural development for cities**

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 Public Art Master Plan will continue to 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 implementing the City's community urban planning engagement projects such as My Malton, Vision Cooksville and Dundas Connects. Culture's new digital engagement initiatives and marketing strategies will focus on using new techniques and channels to reach more targeted audiences and to capture and share Mississauga's unique stories.



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## Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's Performance Measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability. The following section describes the measures that we use and provides context for results. The Balanced Scorecard shows trends since 2014 and expected outcomes up to 2021.

### #1: Culture Engagement

#### What We Are Measuring

The Culture Division measures cultural engagement per year by tracking various measures such as attendance at events, enrollment in registered programs, and digital engagement through social media and web.

#### Why This Measure Is Important

*Cultural engagement* numbers are important to show that people are in need of and using our cultural events and services. An increase in engagement numbers demonstrates that residents' needs are being met and that they want to participate in our events and activities.

#### How We Are Improving Results

Event attendance, program registration, and digital engagement numbers continue to grow. It is safe to assume that this trend and growth in these services are good indicators of increasing cultural engagement.

- Attendance at the City's cultural venues and events has increased by 24 per cent since 2014
- Attendance at City-funded events: 1,494,895 attendees in

2017; a four per cent increase since 2014

- Enrollment in Culture's pre-registered Programs has increased by 39 per cent since 2014
- Digital engagement (social media followers across all Culture channels) has increased by 89 per cent since 2014

With guidance from City Council, Culture's approved strategic plans, and feedback from the community, programming will continue to result in higher attendance at events, enrollment in registered programs and connections through the digital realm. These are all touch-points that contribute to an increase in the cultural engagement.

### #2: Satisfaction with Culture

#### What We Are Measuring

*Satisfaction with Culture* measures resident's overall satisfaction with the City's cultural services. There is currently a 71 per cent satisfaction level (Citizen Satisfaction Survey 2017).

#### Why This Measure Is Important

The satisfaction level is an important indicator - it identifies the overall level of satisfaction our residents have with the services provided by the Culture Division.

#### How We Are Improving Results

The new Culture Master Plan, to be released in 2018, will guide the growth of the arts and cultural services provided in Mississauga. With a five-year horizon and 10 year outlook, the Plan will inform the priorities and short and long term plans for the Culture Division.

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## Balanced Scorecard

A Balanced Scorecard identifies and measures four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. 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

Culture uses a per capita measure to establish and maintain a budget value for the arts and culture granting programs; this is an industry standard. As noted in the Grant Review, approved by City Council in 2016, staff recommended an increase to the \$3 per capita funding rate for arts and culture organizations to \$4.50 over the next six years. The per capita calculation is based on the actual grant funding provided to groups divided by the number of residents. The per capita calculation does not include the City's support for the Living Arts Centre.

In 2017, City Council approved raising the per capita funding rate for arts and culture organizations to \$3.25 per capita.

Culture also measures its *return on investment* in grants by using data from the applications and evaluations received from the groups. For every \$1 the City invests in community cultural organizations and festivals, an additional \$7.27 is leveraged from a variety of different sources.

### Customer Measures

- 911,750 event attendees at festivals and events
- 583,145 participants in arts and culture programs and initiatives

### Employee Measures

The City of Mississauga values its employees and volunteers. A good indicator of a city's overall cultural development is its level of civic engagement, and the amount of volunteer activity. The division monitors the number of volunteer hours dedicated by individuals and organizations in support of local cultural programs and services. We also monitor employee satisfaction as part of the employee engagement surveys done every two years and the number of our employees that have completed Lean White Belt training.

- Based on the City's 2015 Employee Engagement Survey, overall Employee Engagement in our Division is: 72 per cent with 91 percent of our staff responding
- In 2016, a total of 12,202 volunteers participated in City-funded arts and culture organizations and festival and celebration groups (which are an average increase of 28.5 per cent since 2012) for a total of 630,453 hours
- To date, 42 per cent of Culture's employees received Lean White Belt training

### Business Process Measures

- In 2016, Culture Planning staff reviewed approximately 1,000 applications and studies and processed 34 heritage permits
- Although the filming days decreased in 2016, it is important to note that the number of filming permits issued increased. This means there is actually more filming activity and interest in Mississauga as more companies choose it as their location

## Balanced Scorecard (Cont'd)

Measures for Culture Division	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)	2021 (Plan)
<b>Financial:</b>								
Per capita funding	\$2.69	\$2.77	\$2.77	\$3.00	\$3.25	\$3.50	\$3.75	\$4.00
ROI from grant funding(for every City \$ spent = X invested in the community) <i>based on actuals</i>	\$7.51	\$7.33	\$7.27	N/A	N/A	N/A	N/A	N/A
<b>Customer:</b>								
Resident's overall satisfaction with the City's cultural services	N/A	73%	N/A	71%	N/A	N/A	N/A	N/A
Attendees at City-funded Festivals & Events	783,818	803,576	911,750	930,000	950,000	975,000	1,000,000	1,100,000
Social Media Followers	33,556	47,735	63,331	73,000	80,000	100,000	120,000	150,000
Web views	412,220	430,307	441,852	450,000	465,000	475,000	487,000	500,000
<b>Employees:</b>								
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	N/A	72%	N/A	N/A	N/A	N/A	N/A	N/A
White Belts Trained	N/A	N/A	42%	45%	48%	50%	52%	54%
<b>Internal Business Process:</b>								
Heritage Permits Issued per Year	30	39	28	35	36	37	38	40
Number of Filming Days	653	1,028	533	N/A	N/A	N/A	N/A	N/A
Number of Publicly-owned Public Art Pieces ( <i>includes Permanent &amp; Temporary installations</i> )	23	27	29	36	38	40	42	44

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## Awards and Achievements

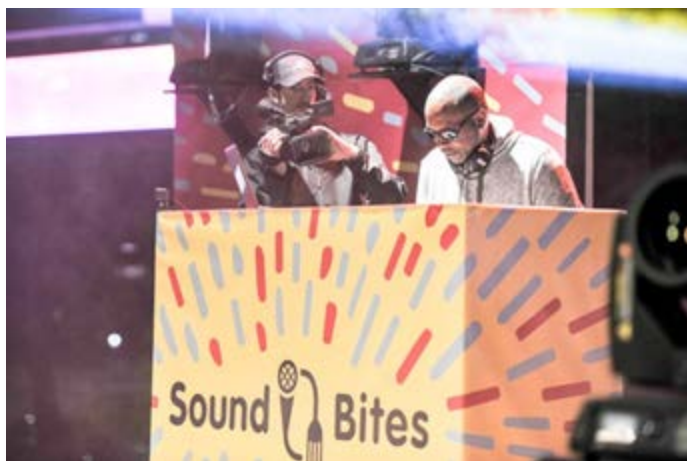
Over the past year, Culture has received recognition for various projects and initiatives including the following:

### Celebration Square

- Festival & Events Ontario 2017 Municipality of the Year
- SoundBites recognized as a Top 100 Event by Festival & Events Ontario
- Discover Mississauga's 2017 Top 50 'Must See & Do' list

### Culture Division

- 2016 Corporate Awards – City Manager's Award of Excellence –Ontario Summer Games Organizing Committee members



*DJ Jazzy Jeff performing at Soundbites Festival at Celebration Square*

### Museums

- Lord Cultural Resources - Nomination for international Museums award
- CONTACT Photography Festival, Morris Lum, finalist for Best GTA Exhibition
- Selected partner with Royal Ontario Museum pilot project on Diversity, Equity and Inclusion in Museums+
- 2016 Corporate Awards - Community Partnership: Sweat Lodge and Healing Circle Installation



*Sweat Lodge and Healing Circle at Bradley Museum*



*Artist paints live at a public performance*

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# The 2018-2021 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. The strategies are being used to inform the new Culture Master Plan and will work cohesively with one another to provide a foundation and focus for a 10-year plan that will grow the arts in Mississauga. The Culture Master Plan will be completed in 2018 and implemented in 2019. 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

In addition, Community Services department is developing a Future Directions Master Plan document that will also guide the provision of facilities, service delivery and programs for Culture, Recreation, Library, Parks & Forestry and Fire & Emergency Services. With a five-year horizon and 10 to 25 year outlook, the Plans inform the priorities and short and long term plans of these service areas. Master Plans are reviewed every five years with a comprehensive review every 10 years, to remain relevant and ensure the right choices are made as we continue to build our community. The last major review was conducted in 2009.

These updated Master Plans will reflect accomplishments, current service delivery and infrastructure needs, emerging trends, and revised population and socio-demographics. The Master Plan outcomes inform the service areas' Business Plans and the City's Development Charges Study.

### **Cultural Identity and Celebration of Traditions:**

#### **Grant Review Implementation**

Over the last few 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 \$7.27 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 \$128,000 increase in funding for 2017.

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.

In 2017, a phased approach is being 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).

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### 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

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 this strategy was the need to develop a thematic heritage outline for Mississauga – *The Story of M* - will be a foundational tool that will shape many of the initiatives noted. *The Story of M* is currently underway and is a highly consultative, city-wide process; it will 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.



*Art Express Camp at Bradley Museum*

### *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 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



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- and making information about City heritage projects and properties available through various platforms.

Overall the Strategy includes 31 recommendations, which will be implemented over the next five to seven years.

### **Mississauga Celebration Square – increase year-round programming & drive tourism**

As Mississauga Celebration Square enters its seventh 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:

*New Skate Rental Unit & Amenities* Set to be installed in winter 2017, the new skate rental unit will create a winter experience that is welcoming and functional for visitors, increasing the use of the Square. An improved skate rental unit will not only complement the existing infrastructure at the Square but will also include an indoor, heated skate change space. Enhanced amenities such as new heaters and furniture will maximize the use of the space, and its function.

*Enhanced Lighting* New LED lighting will be installed around the Square as part of the Civic Lighting Project; this will allow for increased flexibility in lighting designs as well as create an immersive experience for visitors, especially during Celebration Square events. To be installed in 2017.

### **Creative Cities National Summit**

From November 6-8, 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; it will encourage participants to visit local cultural facilities, strengthen support for culture within the community and highlight local achievements.



*Live music at Celebration Square attracts tourists*

### **Build Creative Industries**

The value and need to focus attention on the Creative Industries Sector is supported by the Economic Development Strategy and is noted in Mississauga's Strategic Plan, the Culture Master Plan, and Cultural Policy. The Creative Industries Strategy, approved in 2016, provides a framework to enhance the City's economic and social vibrancy and will help to place the City in a competitive position to compete for this sector within the Greater Toronto Hamilton Area.

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.

According to data provided by Nielsen – the consumer analyst company - almost half of all spending on music in Canada in 2015 was on live concert events and festivals. A thriving cultural

scene driven by music not only generates revenue through music tourism but more importantly, serves to create ideal conditions to retain and attract a young, highly skilled work force. This in turn creates an attractive environment for job creation, specifically in the high tech industry.

Culture staff will continue to 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, repurpose and promote affordable cultural spaces continues to be an issue that needs to be addressed.

The Cultural Infrastructure and Creative Spaces Study, undertaken in 2016, found that between the seven major Mississauga venues evaluated (Living Arts Centre, Meadowvale Theatre, Maja Prentice Theatre, Celebration Square, Sampradaya Theatre and UTM – Erindale and MiST) approximately 31 per cent of the total potential audience for performing arts programming (theatre/dance, classical music, popular music) was being captured. The study concluded that more high quality facilities and programming are required to capture the market for popular music which is currently either undeveloped or is being attracted by other regional venues.

As noted in this study, this could be achieved through local community partnerships and improved use of City-owned facilities for cultural purposes. Staff continues to look for these types of opportunities and to foster relationships within the community to address this need. The new Culture Master Plan and Future Directions Master Plan will identify infrastructure needs and emerging trends in this area.



*Small Arms Inspection Building - new cultural facility to be opened in 2018*



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### **Small Arms Inspection Building – Redevelopment**

In 2018, the City will open its newest cultural facility in the Lakeview area – the Small Arms Inspection Building. As a designated heritage building, the Small Arms Inspection Building is one of Mississauga's most significant heritage assets, reflecting the contributions of thousands of local women and men who joined the WWII war effort. The newly redeveloped space culinary arts, community, non-profit and commercial use. This new facility will provide the opportunity to nurture community cultural development and diversity as part of the urban renewal efforts being undertaken in the Lakeview community.

The City of Mississauga officially acquired the Small Arms Building on April 19, 2017. The rehabilitation project has been awarded a grant through the Federal Economic Development Agency for up to \$1 million in funding through the Canada 150 Community Infrastructure Program.

The building will be managed by the Culture Division, with operational support from Carmen Corbasson Community Centre staff.

The Small Arms Society (SAS) will be the priority partner for delivering programming and helping the building achieve its vision. SAS is a non-profit corporation committed to representing the community and partnering with the City on the adaptive reuse, management and programming of the Small Arms Inspection Building as a creative hub for arts, culture, heritage, environmental sciences and technology.

This facility will have a significant impact on the Lakeview community bringing additional visitors from beyond Mississauga's borders. It will be anchored to the Inspiration Lakeview Innovation Corridor, as it has strong potential to become a cultural hub with uses that could support arts, creative industry development, environment, science and innovation.

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### **Pre-Registered Culture Programs**

With an increase of 39 per cent in Culture program registration since 2014, staff recognized the need to develop a strategic Line of Business Plan (LOB) for the next five years (2017-2021); this plan will guide and drive this LOB and ensure its ongoing success.

The current service delivery model includes a variety of programs in visual, digital, literary and performing arts for ages three to adult. Entry-level programming provides an introduction to the arts, while exposing participants to professionally instructed arts courses and practices. More advanced classes are also offered if participants are inspired to take their learning to the next level and/or choose more specialized training.

Programs are offered at City facilities across the city and consist of camps for children and youth, sessional classes that are between five and 13 weeks in length, or 26 to 30 week long intensive dance programs that culminate with a final performance at the Living Arts Centre.

There is a Fee Assistance Program for qualifying residents.

Action items and objectives are focused on:

- Ensuring accessibility to culture programs
- Building awareness of the City's cultural programs and increasing participation
- Identifying spaces that are suitable for programming
- Ensuring the right services are delivered to our residents that demonstrate value for money
- Ensuring appropriate staffing is place to meet community needs
- Building external partnerships and programming opportunities
- Meeting the needs of older adults in Mississauga by providing relevant culture programs

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## 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. Staff continues to expand the collection by installing at least one to two new permanent pieces of public art each year.

In 2017, two permanent public art pieces were commissioned to commemorate and celebrate Canada's 150<sup>th</sup> Anniversary:

- *Pine Sanctuary* - Artist Marc Fornes and his studio THEVERYMANY were selected to install a permanent public art sculpture at the entrance of Riverwood as part of the overall rehabilitation of this City park. This installation and Riverwood upgrades were supported with a grant from the Federal Economic Development Agency for Southern Ontario's Canada 150 Community Infrastructure Program (CIP 150)
- *Conference at the Council House* - Hadley Howes & Maxwell Stephens (Studio of Received Ideas) was commissioned to create a public art installation on Mississauga Celebration Square. This piece will draw attention to the rich Indigenous history of the area and region that is now known as Mississauga. The artwork will feature an artistic replica of the tower that tops the historic Council House, built 132 years ago, on the Mississaugas of the New Credit First Nation

Reserve in Hagersville. Thirty birds cast in bronze and painted in vivid colours will be placed on and around the tower to signify the diverse community that inhabits the area today

## Finding Efficiencies

Finding efficiencies and improving customer service is a focus for the Culture Division. As we grow and develop our services and programs, we are continually looking for ways to provide easy, user-friendly access. The following are examples of initiatives staff are currently working on:

### Mississauga Celebration Square Event Services Process

- Streamline event application, permitting and planning is underway; to be completed in 2018
- Increase customer satisfaction, by reducing process steps for event organizers
- Reduce non-value-added work and ensure the best allocation and use of City resources

### Meadowvale Theatre

- Find efficiencies and cost reductions in operations
- Improve flow of patrons and customer service
- Standardize and document Meadowvale Theatre's processes/operations

### Creative Industries

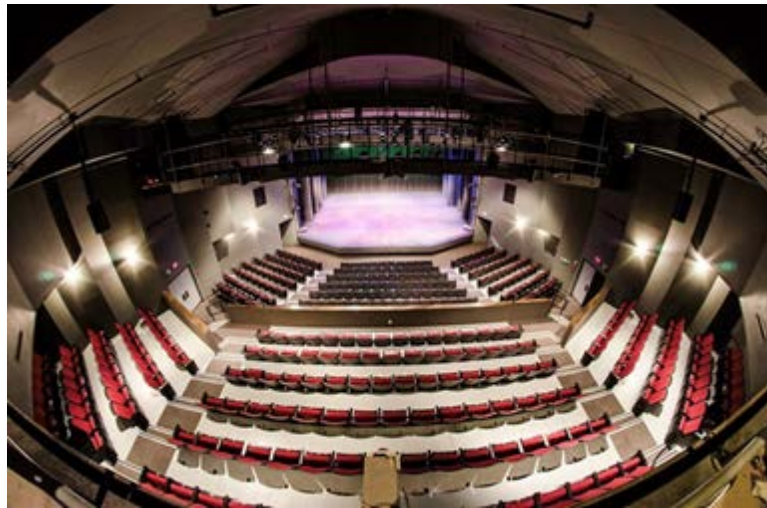
- Update the Film/TV online application process making it more user-friendly based on customer feedback

### Grant Program

- Streamline the application process for applicants



*Filming crew live on location in Mississauga*



*Meadowvale Theatre – potential to become a cultural hub in the northwest*

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## Advancing the City's Strategic Plan

### belong - ensuring youth, older adults and new immigrants thrive

#### Programs, Festivals, Events and Exhibits

- Providing access to affordable pre-registered programs
- Offer city-produced and community-run festivals, events, and exhibits

#### Heritage Management Strategy

- Develop a resident-activated tool – the Story of M - to tell Mississauga's stories; will provide the focus and become the foundation to expand events, programs, collections and exhibits

#### Digital Engagement Strategy

- Increase cultural awareness/consciousness
- Increase public engagement
- Build reputation

#### Develop a strong Marketing Communications Plan

- Increase cultural awareness and consciousness
- Increase public engagement

### connect - completing our neighbourhoods

#### Celebration Square's Winter Experience

- Expand the caliber and quality of winter programs/events
- Attract greater tourism
- Improve economic impact and city profile
- Build reputation

#### Public Art Master Plan

- Increase Public Art Capital investment for Permanent and Temporary Art Installations
- Explore new funding tools and remove of barriers

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## Advancing the City's Strategic Plan (Cont'd)

### prosper - cultivating creative and innovative businesses

#### **Creative Industries Strategy**

Cultivating creative and innovative businesses through the implementation of the Creative Industries Strategy:

- Introduce a Live Music Co-ordinator
- Continue to remove barriers to filming
- Promote the three CI sectors (Film & TV, Live Music, Interactive Digital)
- Organize educational workshops

#### **Creative Cities Network Summit 2018**

- Host national conference; build reputation as an industry leader



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## Transforming our Business with Technology

The Culture division has recently completed *Activate! Culture*, a four-year digital strategy developed to bring the Culture Division's digital tools, processes and services in line with contemporary digital practices, both inside and outside of government organizations. Through this initiative, the Culture Division has become a benchmark for other arts and culture divisions across the country.

This project has also put the Culture Division in a good position to move forward with our new Culture Master Plan; it will support the culture community in Mississauga by providing contemporary, efficient and innovative digital tools and services.

This year, the Culture Division will develop a new digital strategy - SPARK. The focus of this strategy will be to:

- Support Mississauga's cultural community
- Provide enriching experiences for our audiences
- Enhance our current systems
- Focus on innovation

The development of this strategy includes engagement and input from the Culture Division staff and IT.

Staff continues to work closely with Information Technology (IT) staff on its *IT Roadmap* which clearly identifies projects that require technology over the next four years (starting in 2019).



*Culture Division continues to advance its digital channels to meet residents' needs*

The following projects were identified through *Activate! Culture* and the *IT Roadmap* process and will be implemented in 2018. These include:

### **Digital Placemaking**

Digital placemaking has become a standard for both events and museums. Celebration Square and the Museums of Mississauga will continue to offer unique and engaging digital experiences on site to retain and attract new visitors.



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## 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 other tools used for storytelling related to Mississauga's past, present and future.



*Check out [culture.mississauga.ca](http://culture.mississauga.ca) for more information on all services, programs and events*

## Online Applications - Film Office, Celebration Square

A new iteration of the Film & TV online application will be developed. Through customer feedback, it was determined that the frontend requires a UX (User Experience Design) upgrade. This process is underway and will be completed in 2018.

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## Modernization – Hardware Upgrades

For the third year in a row, grant applications will be submitted through the City's Grants Portal. This system has been streamlined and the grants process made easier for applicants through various upgrades. Culture staff led this initiative which has now been adopted by several divisions.

## Agile Design

Agile Design is process developed in the software industry that encourages flexibility and speed in responding to change. It requires collaboration and continual feedback and ensures the Culture Division's digital tools and processes are being used efficiently and effectively. As part of this process:

- The online grants system will be evaluated and upgraded yearly
- Social media channels will be reviewed and evaluated to ensure they are appropriate for our residents
- Culture's website will be evaluated and upgraded yearly to ensure it is working for our customers and our business units
- All of Culture's digital tools will be assessed for use, efficiency and effectiveness as part of the SPARK project - the new digital strategy process

## 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 of Mississauga, and Celebration Square* are maintained to ensure continued delivery of the events and programming our residents have come to enjoy.

### **Small Arms Inspection Building – City's new cultural facility**

In April 2017, the City acquired the Small Arms Inspection Building from the Toronto Region Conservation Area and construction began on the redevelopment of the back-end of the facility. Substantial completion of construction is expected in March 2018 (to meet the requirements of the Canada Infrastructure Program grant funding) with the opening expected in the fall. Staff is working with the Small Arms Society to establish a working agreement to determine a program model.



*The Small Arms Inspection Building is one of the City's most significant heritage buildings*

### **Meadowvale Theatre Redevelopment – 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 the completion of a Feasibility Study expected in 2017. Renovation of the Meadowvale Theatre would expand access, create broader performing arts opportunities and provide new revenue options for the Theatre.



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### 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 with a \$30,000 budget per year. This amount will increase to \$50,000 per year in 2019 once the Small Arms Inspection building – *one of the City's most significant heritage buildings* – is open and fully operational.



*Art on the Digital Screen at Celebration Square*

### Celebration Square – Life-cycle Replacement

The A/V Equipment at Celebration Square is heavily used during the summer event season and is exposed to a higher degree of weather conditions given its location and the inability to cover the equipment. Life cycle replacement is recommended to ensure equipment is always available to clients as well as City-produced events. As a way to maintain service levels, Equipment that is due for replacement in 2019 includes rigging equipment, audio and video equipment.

### Cultural Landscapes

The City adopted the Cultural Landscape Inventory in 2005 to identify cultural landscapes worthy of conservation and simultaneously added all of the properties to the City's Heritage Register (then known as the Heritage Inventory). The Inventory is twelve years old and needs to be re-evaluated and updated. What is required is an effective implementation plan, including alternative heritage and planning tools in order to effectively preserve landscapes, where warranted and with impacted communities engaged. The two-year capital cost is \$200,000, divided over 2018 and 2019.

## Managing Our Human Resources

### Our Structure

The Culture Division 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.

### Critical Roles/Functions to Achieve Business Goals

This year, while developing the City's new Culture Master Plan, the division's current staffing model was reviewed as part of a workforce planning exercise. This new staffing plan will ensure efficiency and effective alignment of the divisions' staffing resources to support service mandates. This new model will be launched early in 2018.

### Our Talent

Today, Culture Division has 43 staff educated in various disciplines; effectively uses of 980 volunteers; employs 186 P/T staff; and several student interns. Employee Certifications and Accreditations include:

- Museums & Collections, Ontario Museums Association
- RK-Rohan, Optocore, Working at Heights (Tech Services)
- International Association of Business Communicators (IABC)
- Ontario Professional Planners Institute
- Canadian Institute of Planners
- Canadian Association of Heritage Planners
- Lean Belts (White & Green)

### Talent Needs

In 2019, as a result of the Creative Industries Strategy that was approved by Council in 2016, a new (FTE equivalent) contract position will be required to grow the emerging Live Music sector in Mississauga.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2017	2018	2019	2020	2021
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	42.7	42.7	42.7	42.7	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
<b>Total Service Distribution</b>	<b>64.3</b>	<b>64.3</b>	<b>64.3</b>	<b>64.3</b>	<b>64.3</b>

Note: Numbers may not balance due to rounding.

## Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2018-2021 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 budget for 2017 was \$7.9 million and the proposed budget for 2018 is \$8.3 million.

### Total Changes to Maintain Current Service Levels

In 2018, the impact of maintaining current service levels for the Culture Service Area is that an increase of \$225,000 is needed. Highlights of the proposed budget changes include:

- Labour costs are projected to increase by \$188,000. This reflects economic adjustment increases and other fringe benefit changes. This also includes increases to address the increase in minimum wage and addition fringe benefits to temporary labour
- One time increase of \$35,000 for the Creative Cities Network Summit; funded through the Arts Reserve
- Annualization of \$25,000 for the Community Development program approved in 2017 is also included
- Increased revenues of \$21,000 to reflect an inflationary increase

### Efficiencies and Cost Savings

Improvements to staffing structure have resulted in a \$130,000 saving in labour budget.

### New Initiatives

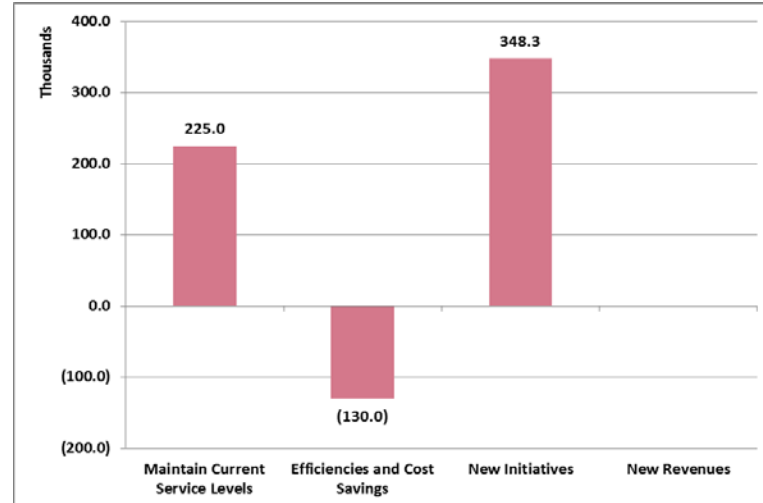
Two new initiatives impact the 2018 operating budget by \$348,300 as follows:

- 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 \$3.25 to \$4.50 over the next five years (Budget \$203,000)

- The Small Arms Inspection Building is one of Mississauga's most significant heritage assets, reflecting the contributions of thousands of local women and men who joined the WWII war effort. The redeveloped space will accommodate: events, exhibitions, performances, studios, culinary arts, community, non-profit and commercial use; it will also nurture community cultural development and diversity efforts being undertaken in the Lakeview community to create a more vibrant, livable and connected neighbourhood. Official Opening - September 2018 (Budget \$145,300)

### Proposed Changes to 2018 Net Operating Budget by Category (000's)



## Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2018-2021, as well as the 2017 Budget and 2016 Actuals by major program within the Service Area.

### Proposed Budget by Program

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>						
Culture-Celebration Square	1,819	1,772	1,797	1,811	1,825	1,840
Culture-Heritage	333	353	362	366	370	374
Culture-Operations	6,290	6,364	6,326	6,467	6,519	6,571
Culture-Planning	624	636	689	661	668	675
Culture-Support Services	653	730	747	754	761	768
<b>Total Expenditures</b>	9,720	9,855	9,921	10,060	10,144	10,229
<b>Revenues</b>	(2,214)	(1,930)	(1,951)	(1,951)	(1,951)	(1,951)
Transfers From Reserves and Reserve Funds	0	(50)	0	0	0	0
New Initiatives and New Revenues			348	488	705	877
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>7,506</b>	<b>7,875</b>	<b>8,319</b>	<b>8,597</b>	<b>8,898</b>	<b>9,155</b>
Expenditures Budget - Changes by Year			1%	1%	1%	1%
Proposed Net Budget - Changes by Year			6%	3%	4%	3%

Note: Numbers may not balance due to rounding.

## Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour, operational costs, facility, IT and support) and revenues are shown by category with the approved 2017 budget for comparison. The three columns to the far right of the table show the totals proposed for 2018 and their dollar and percentage changes over 2017.

### Summary of Proposed 2018 Budget

Description	2017 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	2018 Proposed Budget (\$000's)	\$ Change Over 2017	% Change Over 2017
Labour and Benefits	5,206	188	(130)	0	0	0	0	5,265	58	1%
Operational Costs	4,618	(18)	0	25	0	407	0	5,032	414	9%
Facility, IT and Support	31	0	0	0	0	0	0	31	0	0%
<b>Total Gross</b>	<b>9,855</b>	<b>171</b>	<b>(130)</b>	<b>25</b>	<b>0</b>	<b>407</b>	<b>0</b>	<b>10,328</b>	<b>472</b>	<b>5%</b>
<b>Total Revenues</b>	<b>(1,980)</b>	<b>29</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(58)</b>	<b>0</b>	<b>(2,009)</b>	<b>(29)</b>	<b>1%</b>
<b>Total Net</b>	<b>7,875</b>	<b>200</b>	<b>(130)</b>	<b>25</b>	<b>0</b>	<b>348</b>	<b>0</b>	<b>8,319</b>	<b>443</b>	<b>6%</b>

### Summary of Proposed 2018 Budget and 2019-2021 Forecast

Description	2016 Actuals (\$000's)	2017 Approved Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
Labour and Benefits	5,235	5,206	5,265	5,390	5,468	5,547
Operational Costs	4,445	4,618	5,032	5,335	5,558	5,782
Facility, IT and Support	40	31	31	32	32	32
<b>Total Gross</b>	<b>9,720</b>	<b>9,855</b>	<b>10,328</b>	<b>10,756</b>	<b>11,057</b>	<b>11,362</b>
<b>Total Revenues</b>	<b>(2,214)</b>	<b>(1,980)</b>	<b>(2,009)</b>	<b>(2,159)</b>	<b>(2,159)</b>	<b>(2,207)</b>
<b>Total Net</b>	<b>7,506</b>	<b>7,875</b>	<b>8,319</b>	<b>8,597</b>	<b>8,898</b>	<b>9,155</b>

Note: Numbers may not balance due to rounding.

## Proposed Cost Increase Required to Maintain Current Service Levels

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, taking into account efficiencies, cost savings, and cost increases arising from prior year decisions.

Description	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
<b>Labour and Benefits</b>	<b>5,206</b>	<b>5,265</b>	<b>58</b>	Increase/Decrease Reflects Labour Adjustments and Other Fringe Benefit Changes
Administration and Support Costs	31	31	0	
Advertising & Promotions	275	233	(42)	\$8 Annualization of Community Development Program (\$50) Reduction of One Time Operating Budget Reserve for Canada 150 Banners
Communication Costs	16	16	0	
Contractor & Professional Services	351	368	17	\$17 Annualization of Community Development Program
Equipment Costs & Maintenance Agreements	123	123	0	
Finance Other	2,505	2,505	0	
Materials, Supplies & Other Services	717	717	0	
Occupancy & City Costs	421	418	(3)	(\$3) Utility Decrease
Staff Development	32	32	0	
Transfers To Reserves and Reserve Funds	163	198	35	\$35 Creative Cities Network Summit
Transportation Costs	16	16	0	
<b>Subtotal - Other Operating</b>	<b>4,649</b>	<b>4,657</b>	<b>8</b>	
Total Revenues	(1,930)	(1,951)	(21)	(\$21) General Fees and Program Registration Increase
Transfers To/From Reserves and Reserve Funds	(50)	0	50	\$50 Reduction of One Time Operating Budget Reserve Transfer
<b>Subtotal - Revenues</b>	<b>(1,980)</b>	<b>(1,951)</b>	<b>29</b>	
<b>Total</b>	<b>7,875</b>	<b>7,970</b>	<b>95</b>	

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 Request can be found on the pages following the table.

Description	BR #	2018 FTE Impact	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2018 to 2021 FTE Impact	2018 to 2021 Capital (\$000's)
<b>New Initiative</b>								
Grant Support to Culture Groups	2881	0.0	203	411	622	834	0.0	0
Small Arms Inspection Building - Lakeview Community Creative Hub	3929	0.0	145	77	84	43	0.0	0
<b>Total New Initiative</b>		<b>0.0</b>	<b>348</b>	<b>488</b>	<b>705</b>	<b>877</b>	<b>0.0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>0.0</b>	<b>348</b>	<b>488</b>	<b>705</b>	<b>877</b>	<b>0.0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

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**Proposed Initiative**

Grant Support to Culture Groups

**Department**

Community Services Department

**Service Area**

Culture

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	203.0	411.3	621.5	833.8
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	203.0	411.3	621.5	833.8
* Net Change in \$		208.3	210.3	212.3
FTEs	0.0	0.0	0.0	0.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & 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 conducted in 2016, identified that to strengthen social and economic growth there will need to be an additional investment of \$1.2M 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 (\$4.00 per capita), \$212,300 in 2021 (\$4.25 per capita) and \$214,200 in 2022 (\$4.50 per capita).

### **Service Impact**

The Culture Division 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 \$1.2M over the next four years, current arts & 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.

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Budget Request #: 3929

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**Proposed Initiative**

Small Arms Inspection Building -  
Lakeview Community Creative  
Hub

**Department**

Community Services Department

**Service Area**

Culture

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	203.5	285.0	292.1	299.4
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	58.2	208.4	208.4	256.1
Tax Levy Requirements	145.3	76.6	83.7	43.3
* Net Change in \$		(68.8)	7.1	(40.4)
FTEs	0.0	0.0	0.0	0.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

The City of Mississauga officially acquired the Small Arms Building on April 19, 2017. The rehabilitation project has been awarded a grant through the Federal Economic Development Agency for up to \$1 million in funding through the Canada 150 Community Infrastructure Program. The funding agreement stipulates construction must reach substantial completion by March 2018.

### **Details of Service Change**

The building will be managed by the Culture Division, with operational support from the Carmen Corbasson Community Centre. The Small Arms Society (SAS) will be the priority partner for delivering programming in the building. SAS is a non-profit corporation committed to representing the community in partnering with the City on the adaptive reuse, management and programming of the Small Arms Inspection Building as a creative hub for arts, culture, heritage, environmental sciences and technology. Negotiations are currently underway to finalize a Relationship Agreement with the group.

Additional revenue will be generated through rentals and an educational field trip program that is an extension of current programming at the Museums of Mississauga. The facility has a capacity of 400 people, making it the largest in the City's inventory for indoor cultural events, corporate rentals, meetings and private functions. The Museums of Mississauga will expand its educational programming, currently at capacity, to this new space.

Operating costs for the first year of operation (approx. six months) are estimated at \$225,000 with revenue targeted at \$60,000 (net impact of \$145,000). A full year of operation is estimated at \$340,000. It is anticipated that revenues will increase to \$1.01 million over five years with a net of \$150,000 over the same time period.

### **Service Impact**

The building will have a significant impact on the Lakeview community bringing additional visitors from beyond Mississauga's borders. It will be anchored to the Inspiration Lakeview Innovation Corridor, as it has strong potential to become a cultural hub with uses that could support arts, creative industry development, environment, science and innovation. No new FTEs are being requested. The Culture Division is currently undergoing a Workforce Planning exercise; staff will be redeployed from other units.

New Fees & Charges will be introduced for Education and Rental Programs. Education Programs currently at the Museums are at capacity; programs will be added to meet demand. Fifteen programs will be added in the first year, moving to 65 by the fifth year of operation impacting over 40,000 students from Peel, Halton and the GTA. The rental program will provide much needed event, rehearsal and meeting space to 31 affiliated Cultural organizations based in Mississauga.

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## Proposed Capital Budget

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast.

### Proposed 2018-2027 Capital Budget by Program

Program Expenditures	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022-2027 Forecast (\$000's)	Total 2018-2027 (\$000's)
Culture Buildings & Assets	665	150	470	3,830	430	5,545
Culture Materials & Equipment	130	290	165	380	2,280	3,245
<b>Total</b>	<b>795</b>	<b>440</b>	<b>635</b>	<b>4,210</b>	<b>2,710</b>	<b>8,790</b>

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

### Proposed 2018-2027 Capital Forecast Highlights include the following:

- Small Arms Building Renovation
- Life-Cycle Renovation of Meadowvale Theatre
- Public Art Program
- Audio/Video and Lighting Equipment – Celebration Square – various lifecycle replacements
- Culture Future Directions Master Plan
- Heritage Facilities Maintenance
- Cultural Landscapes
- Creative Cities Network Summit

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**Proposed 2018-2027 Capital Budget by Funding Source**

The following table provides the funding sources proposed to fund the capital portion of the proposed 2018-2021 Business Plan and 2018 Budget and the consolidated forecast for 2022-2027.

<b>Funding</b>	<b>2018 Proposed Budget (\$000's)</b>	<b>2019 Forecast (\$000's)</b>	<b>2020 Forecast (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022-2027 Forecast (\$000's)</b>	<b>Total 2018-2027 (\$000's)</b>
Tax/Debt	0	210	505	4,080	1,800	6,595
Developer Contributions	500	0	0	0	0	500
Gas Tax	30	0	0	0	0	30
Other Reserves & Reserve Funds	265	230	130	130	910	1,665
<b>Total</b>	<b>795</b>	<b>440</b>	<b>635</b>	<b>4,210</b>	<b>2,710</b>	<b>8,790</b>

Note: Numbers may not balance due to rounding. □

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**Proposed 2018 Capital Budget Detail**

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

**Culture Buildings & Assets**

<b>Project Number</b>	<b>Project Name</b>	<b>Gross Cost (\$000's)</b>	<b>Recovery (\$000's)</b>	<b>Net Cost (\$000's)</b>	<b>Funding Source</b>
CMCL00064	Heritage Facilities Maintenance	30	0	30	Gas Tax
CMCL00070	Small Arms Building Renovation	500	0	500	Developer Contributions
CMCL00122	Creative Cities Network Summit	35	0	35	Other Reserves & Reserve Funds
CMCL00123	Cultural Landscapes	100	0	100	Other Reserves & Reserve Funds
<b>Total</b>		<b>665</b>	<b>0</b>	<b>665</b>	

**Culture Materials & Equipment**

<b>Project Number</b>	<b>Project Name</b>	<b>Gross Cost (\$000's)</b>	<b>Recovery (\$000's)</b>	<b>Net Cost (\$000's)</b>	<b>Funding Source</b>
CMCL00106	Public Art Program	130	0	130	Other Reserves & Reserve Funds
<b>Total</b>		<b>130</b>	<b>0</b>	<b>130</b>	

Note: Numbers may not balance due to rounding.

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**Proposed 2019-2021 Capital Budget by Sub-Program**

The following tables provide a listing of capital forecast by sub-program for 2019 -2021.

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Culture Buildings &amp; Assets</b>			
CUL Facilities Maintenance	50	50	50
CUL Facilities Renovations	0	420	3,780
CUL Studies	100	0	0
<b>Subtotal</b>	150	470	3,830

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Culture Materials &amp; Equipment</b>			
CUL Artifact, Material & Equip. New	290	165	380
<b>Subtotal</b>	290	165	380

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Heritage Planning</b>			
CUL Heritage Survey & Material	0	0	0
<b>Subtotal</b>	0	0	0
<b>Total Expenditures</b>	<b>440</b>	<b>635</b>	<b>4,210</b>

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



# Mayor & Members of Council

2018-2021 Business Plan  
& 2018 Budget



# Foreword

## 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, historic villages, Lake Ontario and the Credit River Valley. A place where people choose to be.

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a forty year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into sixteen Services Areas that are outlined in this Plan. The 2018-2021 Business Plan and 2018 Budget detail how and where the City plans to allocate resources to deliver programs and services.

The City is committed to providing programs and services cost effectively. In this Plan we have outlined measures that will help us assess the quality, efficiency and customer satisfaction that our services achieve. The results help inform decisions on resource allocation, direct program offerings and improve service delivery to ensure our vision is efficiently realized.



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## Core Services

The Council Budget includes the Mayor's Office and 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

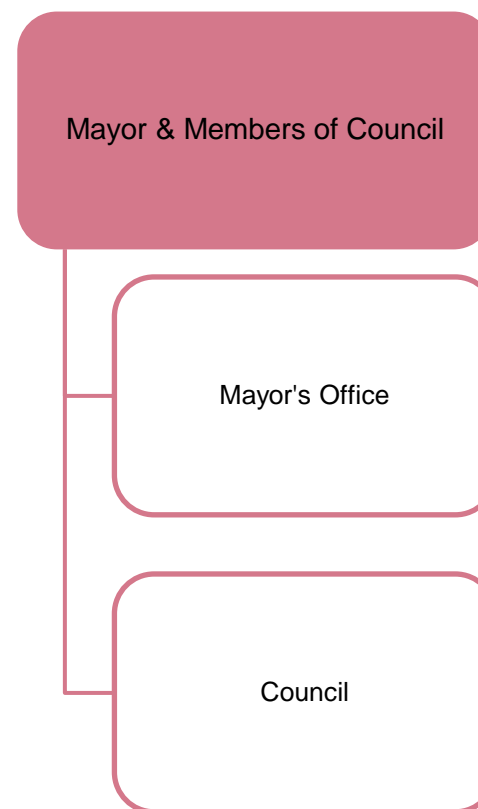
The Mayor's salary, vehicle, office expenses and support staff are included in this program.

### Council

The salaries, car allowances, other operating expenses for eleven members of Council and their support staff are included in this program.

Net Investment (000's)	2018	2019	2020	2021
Operating	4,859	4,915	4,972	5,030
Capital	0	0	0	0
Full Time Equivalents	41.2	41.2	41.2	41.2

### Service Delivery Model



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## Managing Our Human Resources

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2017	2018	2019	2020	2021
Mayor's Office	7.0	7.0	7.0	7.0	7.0
Councillor's Offices	34.2	34.2	34.2	34.2	34.2
<b>Total Service Distribution</b>	<b>41.2</b>	<b>41.2</b>	<b>41.2</b>	<b>41.2</b>	<b>41.2</b>

Note: Numbers may not balance due to rounding.

## Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2018-2021 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 budget for 2017 was \$4.8 million and the proposed budget for 2018 is \$4.9 million.

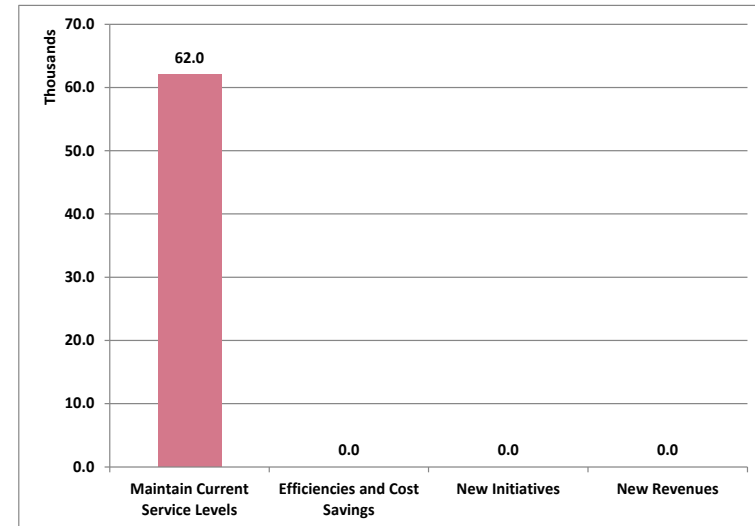
### Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for the Mayor & Members of Council is an increase of \$62,000 for 2018.

Highlights of the proposed budget changes:

- Labour costs are projected to increase by \$62,000 and reflects economic adjustment increases and fringe benefit changes

### Proposed Changes to 2018 Net Operating Budget by Category (000's)



## Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2018-2021, as well as the 2017 Budget and 2016 Actuals by major program within the Service Area.

### Proposed Budget by Program

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>						
Councillors' Offices	3,894	3,991	3,902	3,949	3,997	4,046
Mayor's Office	894	962	957	966	976	985
<b>Total Expenditures</b>	<b>4,789</b>	<b>4,952</b>	<b>4,859</b>	<b>4,915</b>	<b>4,972</b>	<b>5,030</b>
Transfers From Reserves and Reserve Funds	(82)	(155)	0	0	0	0
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>4,706</b>	<b>4,797</b>	<b>4,859</b>	<b>4,915</b>	<b>4,972</b>	<b>5,030</b>
Expenditures Budget - Changes by Year			(2%)	1%	1%	1%
Proposed Net Budget - Changes by Year			1%	1%	1%	1%

Note: Numbers may not balance due to rounding.

As per Council decision December 9, 2015, a carry forward of unspent operating budget for Councillors' was approved to be transferred to their next year's budget during their four year term of Council.

## Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour, operational costs, facility, IT and support) and revenues are shown by category with the approved 2017 budget for comparison. The three columns to the far right of the table show the totals proposed for 2018 and their dollar and percentage changes over 2017.

## Summary of Proposed 2018 Budget

Description	2017 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	2018 Proposed Budget (\$000's)	\$ Change Over 2017	% Change Over 2017
Labour and Benefits	4,087	62	0	0	0	0	0	4,149	62	2%
Operational Costs	865	(155)	0	0	0	0	0	710	(155)	(18%)
Facility, IT and Support Costs	0	0	0	0	0	0	0	0	0	0%
<b>Total Gross Expenditures</b>	<b>4,952</b>	<b>(94)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,859</b>	<b>(94)</b>	<b>(2%)</b>
<b>Total Revenues</b>	<b>(155)</b>	<b>155</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>155</b>	<b>(100%)</b>
<b>Total Net Expenditure</b>	<b>4,797</b>	<b>62</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,859</b>	<b>62</b>	<b>1%</b>

## Summary of Proposed 2018 Budget and 2019 – 2021 Forecasts

Description	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
Labour and Benefits	4,087	4,149	4,205	4,262	4,320
Operational Costs	865	710	710	710	710
Facility, IT and Support Costs	0	0	0	0	0
<b>Total Gross Expenditures</b>	<b>4,952</b>	<b>4,859</b>	<b>4,915</b>	<b>4,972</b>	<b>5,030</b>
<b>Total Revenues</b>	<b>(155)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Net Expenditure</b>	<b>4,797</b>	<b>4,859</b>	<b>4,915</b>	<b>4,972</b>	<b>5,030</b>

Note: Numbers may not balance due to rounding.

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**Proposed Cost Increase Required to Maintain Current Service Levels**

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, taking into account efficiencies, cost savings, and cost increases arising from prior year decisions.

Category	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
Labour and Benefits	4,087	4,149	62	Increase Reflects Labour Adjustments and Other Fringe Benefit Changes
Other Operating and Revenue	710	710	0	
Total	4,797	4,859	62	

Note: Numbers may not balance due to rounding.





# Environment

2018–2021 Business Plan  
& 2018 Budget

# Foreword

## 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, historic villages, Lake Ontario and the Credit River Valley. A place where people choose to be.

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40 year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into 16 Services Areas that are outlined in this Plan. The 2018-2021 Business Plan and 2018 Budget detail how and where the City plans to allocate resources to deliver programs and services.

The City is committed to providing programs and services cost effectively. In this Plan we have outlined measures that will help us assess the quality, efficiency and customer satisfaction that our services achieve. The results help inform decisions on resource allocation, direct program offerings and improve service delivery to ensure our vision is efficiently realized.



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## Executive Summary of Environment

**Mission:** To lead environmental sustainability in Mississauga by empowering people to take environmental action.

### Services we provide:

The Environment Division drives environmental sustainability in Mississauga by providing:

- Environmental strategic planning to develop plans, policies and programs that advance the City's environmental priorities
- A framework for the City of Mississauga and the community to take action on climate change
- An efficient waste program for City of Mississauga facilities
- Awareness and education for residents and City staff to take environmental action

### Interesting facts about this service:

- Leading the City's response to climate change
- Engaged 14,000 people in environmental education and outreach at 60 community events throughout Mississauga
- Managing 120 Green Leaders across the City in environmental action
- Improved waste diversion at the Civic Centre by 25 per cent
- Greening the City's culture by infusing environmental considerations into City projects

### Highlights of the Business Plan include:

- Developing a City of Mississauga Climate Change Action Plan in 2017/18 with implementation commencing in 2019
- Developing and implementing a Corporate waste diversion plan which will achieve an overall 75 per cent diversion rate for City of Mississauga facilities
- Developing the Living Green Master Plan update
- Continued growth of education and outreach programs
- Environment employee engagement program will be City-wide in 2018
- Developing an Urban Agriculture Plan
- Developing an Electric Vehicle Strategy

Net Investment (000's)	2018	2019	2020	2021
Operating	1,491	1,564	1,578	1,593
Capital	250	370	0	0
Full Time Equivalents	10.3	10.3	10.3	10.3

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## Core Services

### Vision, Mission, Goals of Service and Service Delivery Model

#### Vision

To transform the City of Mississauga into an environmentally sustainable community.

#### Mission

To lead environmental sustainability in Mississauga by empowering people to take environmental action.

#### Goals of Service

- Provide environmental strategic leadership to the City of Mississauga by developing policies, strategies and programs, such as the Living Green Master Plan and the Climate Change Action Plan, and monitoring and reporting on implementation and results
- Reduce greenhouse gas (GHG) emissions, position the city competitively in the transition to a low carbon economy and reduce climate change risks, liabilities and costs
- Deliver a standardized, cost effective Corporate waste diversion program that achieves an overall 75 per cent diversion rate
- Raise awareness for people to take environmental action

#### Service Delivery Model



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## Current Service Levels and Trends

### Environmental Strategic Planning

Environment provides environmental strategic leadership to the City of Mississauga in order to ensure all departments have clear direction for their contribution to the City's environmental sustainability and to influence the City's environmental values and outcomes through:

- Development of the Living Green Master Plan update
- Monitoring and reporting on implementation and progress of the Living Green Master Plan and other environmental plans and strategies
- Development and implementation of an Urban Agriculture Plan
- Development of an Electric Vehicle Strategy
- Providing the environment lens to City projects and plans
- Development of environmental policies
- Leading the Environmental Network Team
- Providing guidance and support to the Environmental Action Committee



### Climate Change

In 2017 and 2018, the Environment Service Area is leading the development of a Climate Change Action Plan, including six background studies and a corporate risk assessment. The Climate Change Action Plan will:

- Help reduce greenhouse gas emissions
- Position the city competitively in the low carbon economy
- Increase the city's resilience to climate change impacts
- Increase the capacity to deal with climate events



*Downtown Mississauga, Spring 2014*

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## Current Service Levels and Trends

### Waste Diversion

The Environment Service Area leads the City of Mississauga's Corporate waste diversion programs and training, including:

- Conducting waste audits, equipment mapping and inventories to identify opportunities for continuous improvements in managing the City's waste, reducing costs and making waste diversion more efficient and easier for the user. In 2017, 224 waste and equipment audits were conducted in City of Mississauga facilities and parks: third party professionals conducted five waste audits; summer students conducted 123 waste and equipment audits; and Green Leaders conducted 96 waste audits
- Delivering waste training to 10 per cent of City staff resulting in reduced waste, increased diversion and financial savings
- Increased participation in the 20-Minute Makeover by 30 per cent, resulting in decreased litter in parks and on streets



*20-Minute Makeover, Environment Division, April 2017*

- Leading and administering six Corporate waste diversion programs including confidential paper shredding, battery collection and fluorescent bulb recycling, resulting in 121 tonnes (266,759 pounds) of additional waste diverted from landfill in 2016
- Leading the development of a Corporate waste diversion plan to achieve 75 per cent diversion from landfill
- Standardized waste equipment and signage in the Civic District, resulting in nine per cent improvement in diversion from landfill

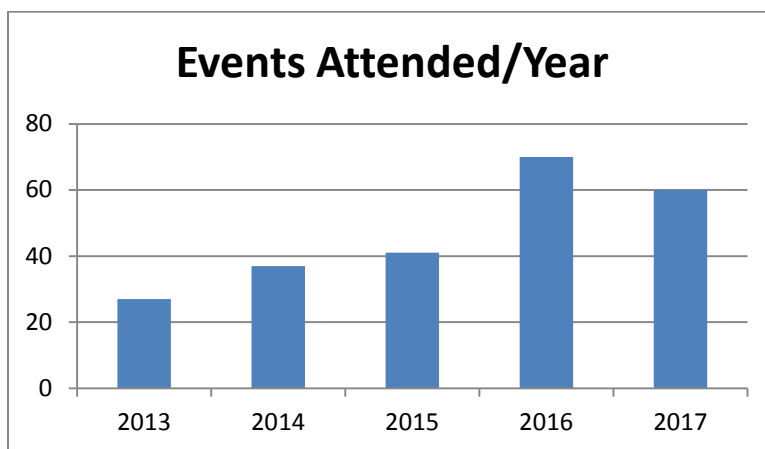


*Civic Centre refurbished waste equipment*

## Current Service Levels and Trends

### Environmental Education and Outreach

The Environmental Education and Outreach program has been expanding since 2013.



Based on experiences at events since 2013, the events attended in 2017 were chosen more strategically. As a result, although environmental education and outreach staff and volunteers were at less events in 2017, more interactions were achieved with higher quality engagement; 14,000 people were directly engaged at 60 events.

In 2017, Environment trained and led 29 volunteers who contributed 300 hours delivering community environment education and outreach at events across the city.

Three Earth Markets were held in 2016 and two in 2017. The September 23, 2017 Earth Market, held on Celebration Square, was the largest to date.



*Earth Market, May 2016*

Mississauga Environment has several social media channels reaching large numbers of residents in the community. In 2017, Environment's social media channels had the following activity:



- Twitter @MiLivingGreen: 2,200 followers, 164,000 impressions, 4,000 engagements
- #MitigationMonday: 17,000 impressions, 250 engagements
- Facebook @SaugaGreen: 900 followers, 75,000 impressions
- mississauga.ca/environment: 4,000 views

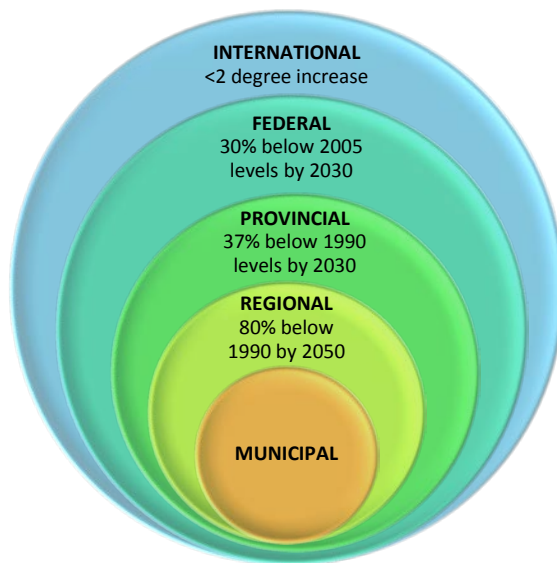


## Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's Performance Measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability. The following section describes the measures that we use and provides context for results. The Balanced Scorecard shows trends since 2014 and expected outcomes up to 2021.

### Climate Change

Climate change is now one of the most pressing issues facing cities. There are climate change plans and targets at the United Nations, Federal, Provincial and Regional levels.



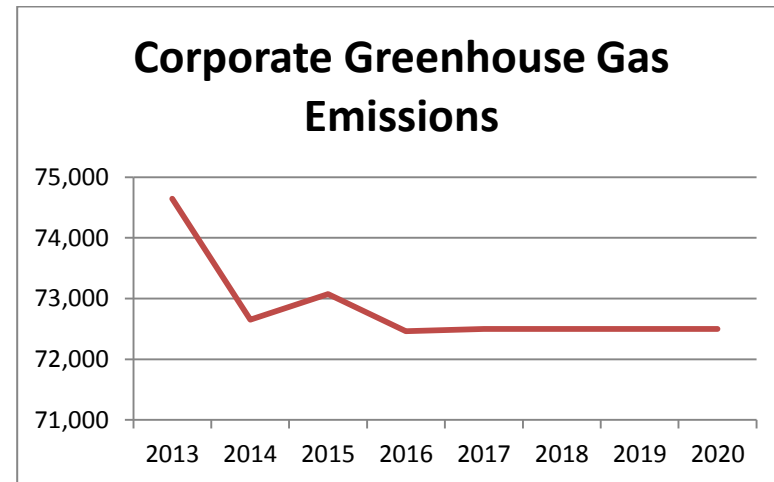
*Climate change targets*

The Mississauga community has also expressed growing concerns regarding climate change. Seventy-eight per cent of residents surveyed said that funding initiatives to reduce greenhouse gas emissions is very important.

Three hundred eighty-four Canadian municipalities have or are developing a Climate Change Plan. Toronto, Montreal, Ottawa, Hamilton, Vancouver already have mitigation and adaptation plans.

Environment is developing a Mississauga Climate Change Action Plan in 2017/18 that will address mitigation and adaptation for both the Mississauga community and the Corporation of the City of Mississauga.

The reduction of greenhouse gas emissions helps mitigate climate change. The City of Mississauga's Corporate greenhouse gas emissions have been reduced since 2013.

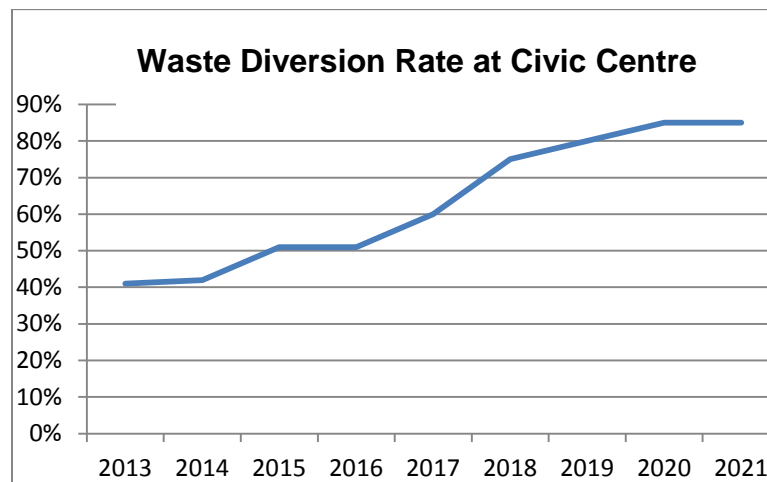


Although the City's power consumption has been increasing in order to keep up with increasing service demands, greenhouse gas emissions have been off-set by factors such as the closing of the coal-fired power plants and the installation of Light Emitting Diode (LED) street lights.

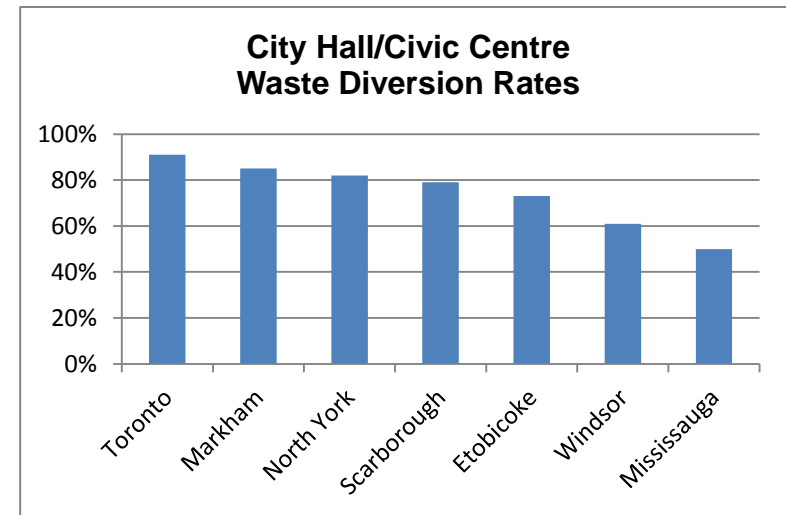
### Waste Diversion

Waste diversion from landfill has been improved across the City by conducting robust waste audits at strategic locations, increasing staff and visitor awareness, and adding new and replacing waste containers in strategic locations.

At the Civic Centre, since 2013, the amount of waste being diverted from landfill has increased by 25 per cent due to increased awareness and more user-friendly waste containers and signage.



However, Mississauga is lagging behind other municipalities' waste diversion rates.



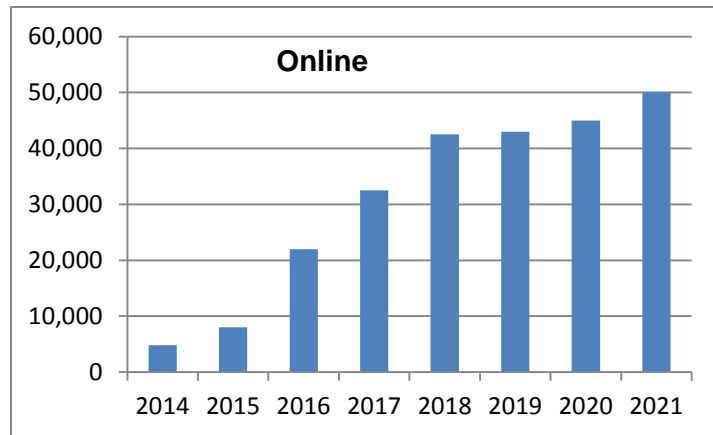
The Waste Diversion program is being improved by formalizing a City-wide four-year waste diversion plan to achieve an overall 75 per cent diversion rate. At the Civic Centre, the waste diversion goal is 85 per cent, since facilities which are primarily office uses are capable of achieving higher diversion rates.

## Education and Outreach

Seventy-three per cent of the Mississauga community feels that expanding public environmental outreach is very important and they expect immediate and easy access to information.

Environment more than doubled outreach efforts in the community in 2016 with additional Environment staff and volunteers which allowed greater opportunity to attend more events and host three Earth Markets. Moving forward, Environment will focus its face-to-face community outreach efforts at events that provide more meaningful engagement opportunities.

Environment also uses a variety of social media channels (including Twitter, Facebook, Storify, website and Residents Survey) to reach and engage large numbers of people. Online engagement almost tripled in 2016 due to the addition of Facebook and has been steadily increasing in 2017. The Climate Change Project community engagement will use online tactics in 2018, in addition to face-to-face methods, to engage the community in the development of the plan. Moving forward, Environment will continue to increase online interactions to engage the community in environment and climate change actions.

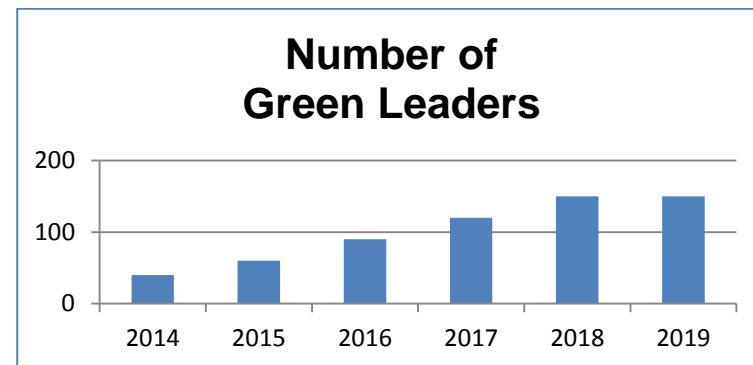


As a Corporation with over 5,000 employees, the City of Mississauga is leading by example. Environment trains and manages a growing number of Green Leaders across the City who champion environmental action in the workplace.



*2016 Green Leaders*

Since 2014, Environment has expanded the Green Leader program, the City's employee engagement program, each year and it will be City-wide by the end of 2018.



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## Balanced Scorecard

A Balanced Scorecard identifies and measures four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. 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

*Value of Community Environment Volunteers* is the dollar value of the time contributed by the Community Green Leader volunteers to deliver environmental education and outreach. This measure shows how volunteers help Environment reach out to more people in the community in a cost effective manner.

*Costs saved from Energy Conservation Actions through Green Leaders program* is the amount of money saved by employees implementing energy saving actions which are prioritized in the Green Leaders program, such as; turning off lights and computers, and unplugging devices when not in use. This measure shows the effectiveness of the Green Leaders program in not only making the City of Mississauga more environmentally sustainable, but also saving money.

### Customer Measures

*Online Engagement* is the number of "interactions" as a result of Environment online and social media tactics (including Twitter, Facebook, Storify, website and Residents Survey). Online engagement compliments face-to-face engagement and provides the ability to reach larger numbers of people in the community.

*Employees that have a Green Leader* are 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

*Employee Overall Satisfaction* is the overall satisfaction score for Environment from the Employee Engagement Survey, which is conducted every three years. 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.

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**Business Process Measures**

*Living Green Master Plan Implementation* 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 diversion 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.

*Number of Waste Audits* is the total number of waste and equipment audits conducted by Environment students and staff, Green Leaders and third party professionals. Audits identify opportunities for continuous improvements in managing the City's waste, reducing costs and making waste diversion more efficient and easier for the user. Since 2014, Environment has been conducting more waste and equipment audits which has provided baseline data and will continue to do audits at key representative locations to monitor performance.

*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	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)	2021 (Plan)
<b>Financial:</b>								
Value of Community Environment Volunteers	\$3,768	\$5,880	\$3,842	\$5,163	\$5,241	\$5,310	\$5,370	\$5,430
Costs saved from Energy Conservation Actions through Green Leaders program	N/A	\$22,335	\$29,268	\$35,000	\$40,000	\$42,000	\$44,000	\$46,000
<b>Customer:</b>								
Online Engagement	4,800	8,000	22,000	32,500	42,500	43,000	45,000	50,000
Employees that have a Green Leader	900	1,500	2,500	3,500	5,000	5,000	5,000	5,000
<b>Employees:</b>								
Employee Overall Satisfaction	N/A	68%	N/A	N/A	75%	N/A	N/A	80%
Square Footage of Office Space per Environment Employee	135	124	92.6	84.4	84.4	84.4	84.4	84.4
<b>Internal Business Process:</b>								
Living Green Master Plan Implementation	75%	86%	87%	90%	95%	100%	100%	100%
Waste Diversion Rate at Civic Centre	42%	51%	51%	60%	75%	80%	85%	85%
Number of Waste Audits	20	26	46	224	170	170	170	170
Corporate Greenhouse Gas Emissions	72,654	73,072	72,464	72,500	72,500	72,500	72,500	72,500

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## Awards and Achievements

The Environment Service Area won *Best Contribution* at the 2016 City Manager's Leadership Conference Showcase.



*Leadership Conference Environment Showcase*

Environment staff and Green Leaders were nominated for three 2016 City of Mississauga Corporate Awards:

- *Community Partnership Award* for the Blue Trees Team
- *Brenda Sakauye Environment Individual Award* nomination for two Green Leaders



A Green Leader from a City of Mississauga recreation facility won the *Brenda Sakauye Environment Individual Award* for outstanding achievement as a Green Leader.

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# The 2018-2021 Business Plan Outlook

## Planning for the Future

### Climate Change Action Plan

Environment is leading the development of the Climate Change Action Plan (completion scheduled for 2019) which will provide a blueprint for Mississauga, both the Corporation and the community, to mitigate and adapt to the impacts of climate change.



### Electric Vehicle Strategy

There is increasing demand for electric vehicle charging stations and this will increase with the rise of electric vehicles on the market. In 2019, the provision of electric vehicle charging stations will be examined. It will determine where the City should provide charging stations and how to encourage the private sector and developments to install them.

### Litter Program

Environment will develop a comprehensive City of Mississauga litter program that encourages people to put waste in the right place, thereby reducing litter on streets and in parks.

### Corporate Waste Diversion Plan

Environment is leading the development and implementation of a Corporate waste diversion plan with the goal of achieving 75 per cent waste diversion from landfill by 2022.

### Education and Outreach

Environment will continue to expand education and outreach by offering more opportunities for community involvement in environmental action through the development of new initiatives and partnerships including outdoor environmental education, youth and business focussed programs, investing in new environment displays and building more community capacity.

### Green Leaders

Environment's Green Leaders employee engagement program will be in all City departments and divisions by the end of 2018. Moving forward, the program will expand to increase environmental awareness and action in the workplace in an effort to continue to green City operations and corporate culture.

### Urban Agriculture Plan

Environment is developing an Urban Agriculture Plan in 2018 to guide planning and investment to increase urban-scale food production. United Nations research shows the percentage of food consumed in cities (which is grown in cities) is rapidly increasing due to increasing urbanization, need, food insecurity and grassroots interest. An Urban Agriculture Plan will determine the City's role and examine City properties for their feasibility for food production.



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## Finding Efficiencies

### Waste Diversion Program

Environment is leading the Corporate Waste Diversion program with the goal of 75 per cent waste diversion from landfill for City of Mississauga facilities.

Waste audits, waste equipment mapping, and waste equipment inventories identify opportunities for continuous improvements in standardizing and managing the City's waste, reducing costs and making waste diversion more efficient and easier for the user. Regulatory waste audits are conducted by third party professionals at prescribed locations. Additional waste audits at subsequent and/or strategic locations are completed by summer students and Green Leaders to achieve similar data, at a lower cost, using existing resources, to monitor program performance.



*Waste audit*

In 2016, Environment conducted a Lean project to ensure appropriate waste bins are situated in the right location, resulting in reduced litter, reduced costs and streamlined processes.

In 2017 and 2018, Environment is:

- Developing a Corporate waste diversion plan to achieve 75 per cent diversion from landfill for City facilities
- Standardizing waste signage to ensure proper use of waste containers to increase waste diversion from landfill
- Leveraging Region of Peel waste services
- Testing waste innovations such as dog waste disposal and a highway ramp clean-up program

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## Advancing the City's Strategic Plan

### move - developing a transit oriented city

Environmental outreach promotes public transit and active transportation in the community.

Climate change actions will seek to decrease gas powered vehicle trips.

### belong - ensuring youth, older adults and new immigrants thrive

Environmental Community Grant supports the creation and programming of community gardens which provides community spaces.

Earth Markets are tailored to Mississauga's diverse communities. Environmental outreach is at multicultural festivals and events.

### connect - completing our neighbourhoods

Environment is leading the City towards environmental sustainability and mitigating the impacts of climate change. Climate change actions will improve neighbourhood energy efficiency and sustainability, and reduce impacts of climate change on infrastructure.

Environmental outreach helps residents appreciate the natural environment.

Community gardens improve neighbourhood security.

### prosper - cultivating creative and innovative businesses

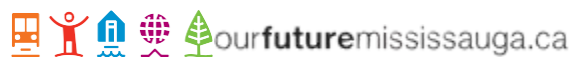
The Climate Change Action Plan will position Mississauga competitively in the transition to a low carbon economy and make the city resilient to climate change.

### green - living green

Environment promotes a green culture through community outreach and the Green Leaders employee engagement program.

The Corporate Waste Diversion program reduces waste going to landfill.

The Climate Change Action Plan will transition Mississauga towards a net-zero carbon city.



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## Transforming our Business with Technology

### Climate Change

Online engagement is being used during the development of the Climate Change Action Plan - [yoursay.mississauga.ca/climate-change](https://yoursay.mississauga.ca/climate-change).



In addition, the Climate Change Action Plan will be Web-based.

### Waste

Waste data is obtained from radio frequency identification on all Region of Peel waste equipment to monitor individual facility performance and identify opportunities for continuous improvement.



*Region of Peel waste equipment radio frequency identification*

### Environment Education and Outreach

Environment uses its own online and social media channels to reach large numbers of people in the community via: Twitter, Facebook, Storify and webpages.



Environment also uses mobile devices to engage residents and conduct surveys.

---

## Maintaining Our Infrastructure

### Climate Change

The Climate Change Action Plan will:

- Help adapt to and reduce impacts of climate change
- Increase the City's ability to recover from climate change events (resiliency)
- Examine three parks to understand the risk to infrastructure from climate change and gain recommendations to reduce those risks



*December 2013 ice storm*

### Waste Diversion

The Corporate waste diversion 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*

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## Managing Our Human Resources



*Environment Division 2017*

The Environment Division was formed in 2012 and has been growing to meet requirements for environmental strategy planning, waste diversion, climate change and an expanding outreach program.

In 2017, in addition to eight full-time staff, two contract staff and four summer students, Environment also utilized a university intern to assist with projects, and managed 29 volunteers who help deliver the outreach program in the community.

### Our Structure

The Environment Division is comprised of four units:

1. Environmental Initiatives – Develop environmental strategy and policy
2. Environmental Education and Outreach – Community awareness and Green Leaders internal staff engagement program
3. Corporate Waste Diversion – Implement Corporate Waste Diversion Plan
4. Climate Change – Develop and implement Climate Change Action Plan

### Our Talent

The team is a multi-generational, culturally diverse group of professionals, with specialties in:

- |                                |                               |                                       |
|--------------------------------|-------------------------------|---------------------------------------|
| • Environmental Sustainability | • Social Media                | • Project Management                  |
| • Education                    | • Waste Management            | • Contract Management                 |
| • Employee Engagement          | • Climate Change              | • Regulatory/Environmental Compliance |
| • Community Outreach           | • Energy Management           | • Lean (Seven White Belts)            |
| • Public Relations             | • Sustainability Reporting    |                                       |
| • Customer Service             | • Urban and Regional Planning |                                       |

Professional accreditations: Project Management Professional, Registered Professional Planner.

Environment continues to invest in its staff to keep skills and expertise current and prepared for the future by attending training sessions, conferences and workshops.

---

**Critical Roles/Functions to Achieve Business Goals**

- Strategy/Policy development for: the Climate Change Action Plan, Living Green Master Plan update, Corporate Waste Diversion Plan, Urban Agriculture Plan and Electric Vehicle Strategy
- Waste diversion expertise to implement the Corporate Waste Diversion Plan
- Climate change expertise, particularly for adaptation, will be required to implement the Climate Change Action Plan
- Education and outreach for community outreach and Green Leaders internal engagement programs

**Talent Needs**

In order to continue to provide an efficient, cost effective Corporate Waste Diversion program that will divert 75 per cent of waste from landfill within four years, the existing waste management assistant contract will be converted to permanent in 2019 (BR 3928).

In 2019, the Climate Change Action Plan will be Council approved and implementation will commence. As the plan is developing in 2017/18, future skills and resources to implement the actions will be assessed.

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

Program	2017	2018	2019	2020	2021
Environmental Management	10.3	10.3	10.3	10.3	10.3
Total Service Distribution	10.3	10.3	10.3	10.3	10.3

Note: Numbers may not balance due to rounding.

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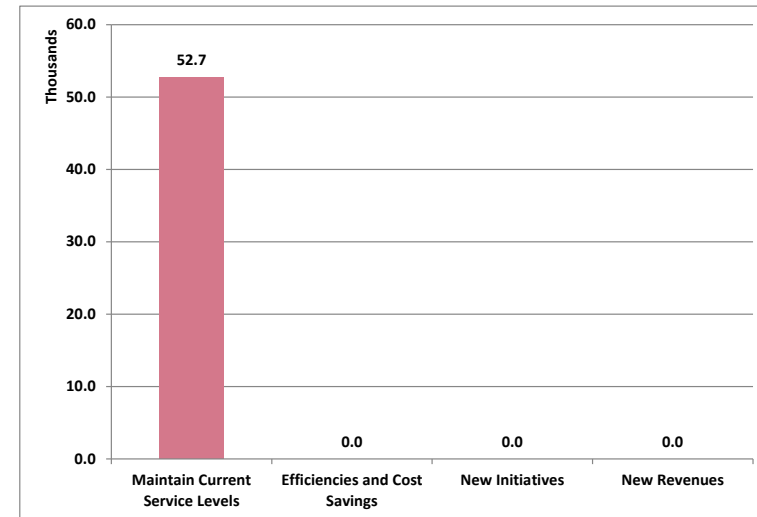
## Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2018-2021 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 budget for 2017 was \$1.4 million and the proposed budget for 2018 is \$1.5 million.

### Total Changes to Maintain Current Service Levels

The cost of maintaining the 2017 service level for Environment is estimated to be \$53,000, which includes one contract staff extension (waste management assistant) and increased digital promotion for environment programs and campaigns.

**Proposed Changes to 2018 Net Operating Budget by Category (000's)**



## Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2018-2021, as well as the 2017 Budget and 2016 Actuals by major program within the Service Area.

### Proposed Budget by Program

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>						
Environmental Management	1,166	1,438	1,491	1,503	1,517	1,531
<b>Total Expenditures</b>	<b>1,166</b>	<b>1,438</b>	<b>1,491</b>	<b>1,503</b>	<b>1,517</b>	<b>1,531</b>
<b>Revenues</b>	<b>(8)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers From Reserves and Reserve Funds	0	0	0	0	0	0
New Initiatives and New Revenues			0	60	61	62
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>1,159</b>	<b>1,438</b>	<b>1,491</b>	<b>1,564</b>	<b>1,578</b>	<b>1,593</b>
Expenditures Budget - Changes by Year			4%	1%	1%	1%
Proposed Net Budget - Changes by Year			4%	5%	1%	1%



## Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour, operational costs, facility, IT and support) and revenues are shown by category with the approved 2017 budget for comparison. The three columns to the far right of the table show the totals proposed for 2018 and their dollar and percentage changes over 2017.

Description	2017 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	2018 Proposed Budget (\$000's)	\$ Change Over 2017	% Change Over 2017
Labour and Benefits	974	30	0	0	0	0	0	1,004	30	3%
Operational Costs	458	23	0	0	0	0	0	480	23	5%
Facility, IT and Support	7	0	0	0	0	0	0	7	0	0%
<b>Total Gross</b>	<b>1,438</b>	<b>53</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,491</b>	<b>53</b>	<b>4%</b>
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Total Net Expenditure</b>	<b>1,438</b>	<b>53</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,491</b>	<b>53</b>	<b>4%</b>

## Summary of Proposed 2018 Budget and 2019-2021

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
Labour and Benefits	887	974	1,004	1,006	1,021	1,036
Operational Costs	280	458	480	550	550	550
Facility, IT and Support	0	7	7	7	7	7
<b>Total Gross</b>	<b>1,166</b>	<b>1,438</b>	<b>1,491</b>	<b>1,564</b>	<b>1,578</b>	<b>1,593</b>
<b>Total Revenues</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Net Expenditure</b>	<b>1,159</b>	<b>1,438</b>	<b>1,491</b>	<b>1,564</b>	<b>1,578</b>	<b>1,593</b>

Note: Numbers may not balance due to rounding.

### Proposed Cost Increase Required to Maintain Current Service Levels

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, taking into account efficiencies, cost savings, and cost increases arising from prior year decisions.

Category	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
<b>Labour and Benefits</b>	<b>974</b>	<b>1,004</b>	<b>30</b>	Increase reflects labour adjustments and other fringe benefit changes plus one contract staff extension.
Administration and Support Costs	7	7	0	
Advertising & Promotions	55	72	18	Increase digital promotion for environment programs and campaigns
Communication Costs	3	3	0	
Contractor & Professional Services	41	41	0	
Finance Other	75	83	8	Transfer third party environment grant of \$7.5 from Recreation budget.
Materials, Supplies & Other Services	15	16	0	
Occupancy & City Costs	28	25	(3)	Reduce budget for internal facility rental cost
Staff Development	36	36	0	
Transfers To Reserves and Reserve Funds	200	200	0	
Transportation Costs	5	5	0	
<b>Subtotal - Other Operating</b>	<b>464</b>	<b>487</b>	<b>23</b>	
Transfers From Reserves and Reserve Funds	0	0	0	
<b>Subtotal - Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total</b>	<b>1,438</b>	<b>1,491</b>	<b>53</b>	

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 Request can be found on the pages following the table.

Description	BR #	2018 FTE Impact	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2018 to 2021 FTE Impact	2018 to 2021 Capital (\$000's)
<b>New Initiatives</b>								
Waste Management Assistant	3928	0.0	0	60	61	62	1.0	0
<b>Total New Initiatives</b>		<b>0.0</b>	<b>0</b>	<b>60</b>	<b>61</b>	<b>62</b>	<b>1.0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>60</b>	<b>61</b>	<b>62</b>	<b>1.0</b>	<b>0</b>

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

\$60,000 in 2019:

- Contract conversion for the waste management assistant to continue implementation of the Corporate waste diversion plan and conduct audits

---

Budget Request #: 3928

---

**Proposed Initiative**

Waste Management Assistant

**Department**

Community Services Department

**Service Area**

Environment

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	0.0	60.1	61.0	61.9
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	0.0	60.1	61.0	61.9
* Net Change in \$		60.1	0.9	0.9
FTEs	0.0	1.0	1.0	1.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Environment will be implementing a four-year Waste Management Action Plan that will move the City to our 75 per cent waste diversion goal. Along with strategic planning, there is administrative work, research, contract administration, tracking/measuring plan performance that must also be completed. Maintaining traction on implementation of waste management actions will ensure resources are spent efficiently, alleviate risks and improve waste diversion and litter control.

### **Details of Service Change**

Converting the current Waste Assistant contract position to permanent will continue to provide support to complete actions directed by the Waste Management Leadership Team. The Waste Assistant: allows for the core operational functions to be completed; assists with key waste projects; prepares and manages consistent internal/external correspondence; completes waste diversion reports and documents; ensures web-presence; and serves as a central point for customer service requests.

### **Service Impact**

The Waste Assistant is imperative for execution of the City's four-year Waste Management Action Plan. Significant time is required to deliver the following results:

#### Streamlined Process and Cost efficiency

- Streamline current waste processes for optimization
- Prioritize actions with accurate and appropriate program requests, impact and justification
- Ongoing planning and budgeting for waste programs including equipment, maintenance, signage
- Pursue revenue generation opportunities
- Green procurement opportunities that reduce landfill waste

#### Improved Customer Service

- Increase vendor management and accountability
- Waste program executed in a timely and effective manner
- Communication, visual marketing, and social media
- Improved and compliant program execution

#### Reporting and Accountability

- 60+ ongoing audits that provide baseline information, program performance and decision making data (3-5 days per audit)
- Accurate data entry and integrity from multiple 3rd party sources
- Regular and accurate progress reports by facility type, area, and overall city performance
- Transparent and accountable corporate waste management spending and information

# Proposed Capital Budget

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast.

## Proposed 2018-2027 Capital Budget by Program

Program Expenditures	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022-2027 Forecast (\$000's)	Total 2018- 2027 (\$000's)
Environmental Study	250	370	0	0	450	1,070
<b>Total</b>	<b>250</b>	<b>370</b>	<b>0</b>	<b>0</b>	<b>450</b>	<b>1,070</b>

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

## Proposed 2018-2027 Capital Forecast Highlights:

- 2018 Climate Change Action Plan \$200,000  
Urban Agriculture Plan \$50,000
- 2019 Living Green Master Plan update \$300,000  
Electric Vehicle Strategy \$70,000
- 2022-2027 Climate Change Action Plan and Living Green Master Plan updates \$450,000

## Proposed 2018-2027 Capital Budget by Funding Source

The following table provides the funding sources proposed to fund the capital portion of the proposed 2018-2021 Business Plan and 2018 Budget and the consolidated forecast for 2022-2027.

Funding	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022- 2027 Forecast (\$000's)	Total 2018- 2027 (\$000's)
Other Reserves & Reserve Funds	250	370	0	0	450	1,070
<b>Total</b>	<b>250</b>	<b>370</b>	<b>0</b>	<b>0</b>	<b>450</b>	<b>1,070</b>

Note: Numbers may not balance due to rounding. □

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### Proposed 2018 Capital Budget Detail

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

Program: Environmental Study

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMEV006240	Urban Agriculture Study	50	0	50	Reserve for General Contingency
CMEV05311	Climate Change Study	200	0	200	Reserve for General Contingency
<b>Total</b>		<b>250</b>	<b>0</b>	<b>250</b>	

Note: Numbers may not balance due to rounding.

### Proposed 2019-2021 Capital Budget by Sub-Program

The following tables provide a listing of capital forecast by sub-program for 2019 -2021.

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Environmental Study</b>			
ENVIR Studies	370	0	0
<b>Subtotal</b>	370	0	0
<b>Total Expenditures</b>	<b>370</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

Numbers are net.

2019   Living Green Master Plan update \$300,000  
        Electric Vehicle Strategy \$70,000



# Regulatory Services

2018-2021 Business Plan  
& 2018 Budget



# Foreword

## 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, historic villages, Lake Ontario and the Credit River Valley. A place where people choose to be.

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40 year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into 16 Services Areas that are outlined in this Plan. The 2018-2021 Business Plan and 2018 Budget detail how and where the City plans to allocate resources to deliver programs and services.

The City is committed to providing programs and services cost effectively. In this Plan we have outlined measures that will help us assess the quality, efficiency and customer satisfaction that our services achieve. The results help inform decisions on resource allocation, direct program offerings and improve service delivery to ensure our vision is efficiently realized.



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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.

Physical inspections are provided 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 three.

- More than 50,000 service requests are received each year
- Regulatory Services recovers more than 95 per cent of operating costs through revenue generation

### Highlights of the Business Plan include:

- Improved customer service for Administrative Penalty System, APS through increased screening resources
- A commitment to pet licensing and public education via a full time Community Engagement Officer
- Continued focus on in-field computing technology to maximize productivity

Net Investment (000's)	2018	2019	2020	2021
Operating	362	423	452	484
Capital	316	33	0	0
Full Time Equivalents	147.5	148.5	148.5	148.5

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## 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

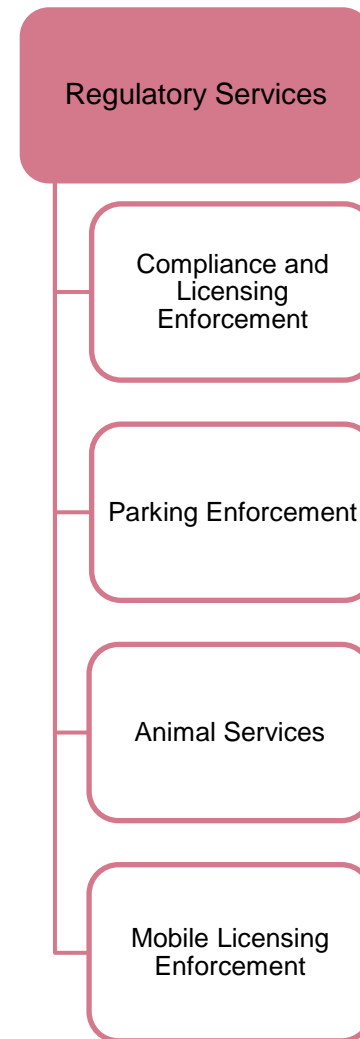
We achieve compliance with municipal by-laws and provide services in a safe and professional manner to maintain order, safety and community standards in the City.

#### Goals of Service

The objectives of Regulatory Services are:

- To achieve compliance with municipal by-laws through awareness, education and enforcement
- To provide enforcement services in a safe and professional manner to maintain order, safety and community standards in the City
- 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



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## Current Service Levels and Trends

### Animal Services

Regular Services: Seven days a week, 7:30 a.m. – 9:30 p.m.

Shelter Hours: Monday to Friday, 10:00 a.m. – 6:00 p.m., and  
Saturdays 10:00 a.m. – 5:00 p.m.

Emergency Services: On-call after 9:30 p.m. and on statutory  
holidays.

### Compliance and Licensing Enforcement

Regular Services: Monday to Friday, 8:30 a.m. – 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. – 4:00 p.m.

### Mobile Licensing Enforcement

Regular Services:

Monday to Friday 7:00 a.m. – 11:00 p.m.

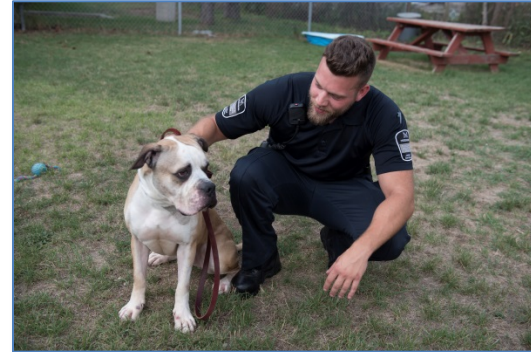
Saturdays and Sundays 9:00 a.m. – 7:00 p.m.

Limited Coverage on Statutory Holidays.

Counter Service: Monday to Friday 9:30 a.m. – 4:00 p.m.

### Parking Enforcement

Regular Services: Seven days a week, 24 hours a day.



*Animal Services Officer with dog up for adoption*



*Officer taking photos of derelict property*

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## Trends

- High expectation to solve by-law related issues in a timely manner
- Public pressure for the City to immediately address issues through new regulatory efforts and new or revised by-laws
- Public vehicle industry's reluctance to embrace regulatory efforts to improve customer service, consumer protection 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



*Ride Sharing Apps versus traditional taxi service*



*Hoarding on Residential Property*



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## Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's Performance Measures are used to help assess how well we are doing in achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability. The following section describes the measures that we use and provides context for results. The Balanced Scorecard shows trends since 2014 and expected outcomes up to 2021.

### What we are measuring:

Parking Considerations – Parking Enforcement grants residents of the City temporary on street parking permits. Parking Permits are granted for a variety of reasons such as overnight guests, driveway repairs, and parties.

### Why this measure is important:

Currently residents can request 14 parking considerations per calendar year per municipal address, with a five day maximum per consideration. In 2017, 56,000 Parking Considerations were granted. Year over year, there has been a 25 per cent growth in the number of requested parking considerations.

### How we are improving results:

With the rapid growth in the number of requested parking considerations, Parking Enforcement is looking to identify more efficient ways to monitor the process and reduce abuse of the system while maintaining customer service.

### What we are measuring:

Service Requests – Regulatory Services measures the total number of service requests received through the 311 Customer Call Centre, Councillor Log, and email correspondence.

### Why this measure is important:

In 2017, 55,000 service requests were received. Regulatory Services has seen a five per cent growth in the number of Service Requests year over year.

### How we are improving results:

Regulatory Services uses this measure to monitor growth in complaint areas and to better allocate resources to maintain service level standards.



*Parking Enforcement Officer issuing Penalty Notice to illegally parked vehicle*

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## Balanced Scorecard

A Balanced Scorecard identifies and measures four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. 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 jobs and with the City.

### Business Process Measures

*Licences Issued* is a reflection of ongoing regulatory activity and helps to identify future staffing requirements.

*Council Requests Meeting Council Correspondence Protocol* is a percentage measure that indicates the Service Area's ability to respond to Council service requests according to established timeframes and service levels.



*Animal Services shelter staff holding dog awaiting adoption*



## Balanced Scorecard (Cont'd)

Measures for Regulatory Services	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)	2021 (Plan)
<b>Financial:</b>								
Revenue to cost ratio (%)	88.4%	100%	101%	93%	94%	95%	96%	97%
Revenue Target (%)	93.6%	112%	108%	100%	100%	100%	100%	100%
<b>Customer:</b>								
Parking Considerations	31,872	44,855	59,783	34,000	35,000	35,000	36,000	37,000*
Service Requests Received	48,103	50,272	53,000	55,000	57,000	59,000	59,000	60,000
<b>Employees:</b>								
Employee Engagement Survey/Job Satisfaction	N/A	58.8%	N/A	N/A	77%	N/A	N/A	N/A
Employee Engagement Survey/Employee Satisfaction with City	N/A	70.3%	N/A	N/A	74%	N/A	N/A	N/A
<b>Internal Business Process:</b>								
Licences Issued	38,298	41,353	20,714	39,000	39,000	39,000	39,000	39,000
Council Requests Meeting Council Correspondence Protocol (%)	86.3%	88.9%	92%	93%	94%	95%	96%	97%

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## Awards and Achievements

### Awards

#### Lean Certification

- Green Belt certification presented to Supervisor Administrative Service, Compliance and Licensing

#### 2016 Excellence in Project Management Award

- Team Award-Graffiti Reporting and Removal Process

### Achievements

- Compliance and Licensing Enforcement moved to APS Penalty Notice System for Business Licensing and launched Field Technology using iPad tablets
- Animal Services introduced 'Take the Lead' outreach campaign and materials to support education around the opportunities of leashing, stoop and scoop and pet licensing
- Animal Services achieved Gold Standard for Shelter save-rate of animals
- Parking Enforcement launched new mapping software on mobile technology



*Supervisor, Administrative Services holding Lean Green Belt Certificate*



*Field Technology deployed to improve service*

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# The 2018-2021 Business Plan Outlook

## Planning for the Future

A number of continuous improvement initiatives are scheduled to be undertaken during the 2018-2021 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
- Deployment of the virtual pound for Mobile Licensing
- Implementation of field technology hardware for Parking Enforcement Officers
- New Mobile Technology for Animal Services
- Evaluate results of TNC pilot project and make recommendations for a permanent TNC program

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 has initiated software that permits the issuance of Administrative Penalties in the field for contraventions of the Business Licensing By-law. This software has allowed staff to consolidate several applications into one system.

Animal Services is developing new tablet-based technology which will allow officers to work more efficiently in the field.

Parking Enforcement is developing new Field Technology that will update current handheld ticketing devices.



*Mobile Licensing Officer using iPad for inspection*

---

## Finding Efficiencies

Regulatory Services is seen as a leader in the field of municipal law enforcement and continues to implement policies, procedures, and technologies that are cutting-edge and cost efficient. A number of Lean initiatives have been undertaken to reduce waste and create a more efficient environment, while continuing to provide exceptional customer and client service.

- Improvements in staff communications through internal “huddle board” installations
- Development of mobile application and software for inspections by Compliance and Licensing and Animal Services
- 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
- Implementation of a Virtual Pound for the tow industry to improve consumer protection
- Uniform Lifecycle Management to reduce unplanned spending



*Animal Services Officer using iPad in field to make investigative notes*



*Compliance and Licensing Officer conducting inspection of property in disrepair*

---

## Advancing the City's Strategic Plan

### connect - completing our neighbourhoods

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 - regulates the activities of businesses that operate on public roadways to enhance public safety
- 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

### belong - ensuring youth, older adults and new immigrants thrive

Animal Services recently introduced reduced pet licensing and surrender fees for low income residents. By discounting such fees for these services, the likelihood of abandoning pets will be greatly reduced.

### green - living green

Regulatory Services has committed to maximizing mobile technology through all our units in order to provide effective service in an environmentally sustainable manner.

- Compliance and Licensing Enforcement recently implemented Business Licensing Inspection software which all allows all investigative documents to be stored electronically, eliminating the need for paper files



*Animal Services Officers in the field with new iPad technology*



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## Transforming our Business with Technology

Regulatory Services has identified four major initiatives in the area of technology:

- Modernizing Mobile Workforce
- Real Time GIS Mapping Tools
- Customer Self-Service
- Improved Business Intelligence ease of use

### Modern Mobile Workforce

The goal of this initiative is to maximize an officer's field capacity and reduce downtime created by using desktop computers and travel time back and forth to the office. Compliance and Licensing Enforcement staff recently moved to iPad tablets with mobile software which allows the officer to receive complaints in real time and correspond via email more effectively.

### Real-time GIS Mapping Tools

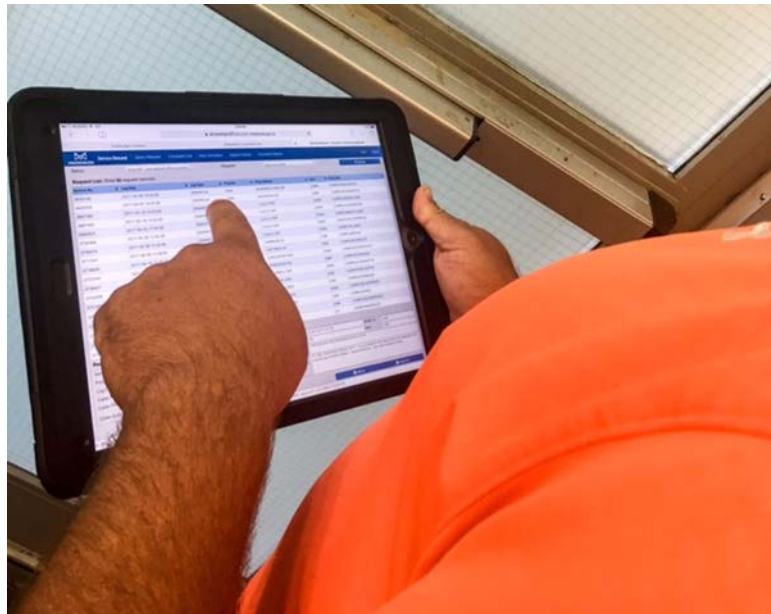
The goal of this initiative is to reduce travel time and provide accurate, usable data to track and monitor investigative practices. This will allow officers to move between investigations in a much more efficient manner, enhancing customer service.

### Customer Self-Service

The goal of this initiative is to enhance customer service and increase the rate of compliance. The development of online license renewals will reduce processing time and allow customers a more efficient way to renew business licenses, which will encourage on-time renewal.

### Business Intelligence

The goal of this initiative is to improve the collection of metrics related to enforcement in order to identify trends and future needs. Compliance and Licensing Enforcement recently implemented Business Licensing Inspection software which tracks all business licensing complaints and services requests. The software will allow for the collection of key metrics which will be used to better allocate resources and provide better customer service.



*Compliance and Licensing Officer creating inspection notes on iPad*

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# Managing Our Human Resources

## Our Structure

Regulatory Services is comprised of 140 full and part-time staff working in four distinct sections:

- Parking Enforcement
- Animal Services
- Mobile Licensing Enforcement
- Compliance and Licensing Enforcement

Staffing consists of front line Municipal Law Enforcement Officers and administrative support staff working together to maintain order and safety in the community.

## Our Talent

The enforcement staff within the division are all accredited members of the Municipal Law Enforcement Officers Association.

Compliance and Licensing Enforcement Officers are all members of the Ontario Association of Property Standards Officers and certified Property Standards Officers.

The majority of Parking Enforcement Officers are certified First Aid and CPR providers. Ongoing training is provided to staff to ensure certification is current. Officers also receive training in tactical communication and self-defence.

Animal Services staff are members of the Association of Animal Shelter Administrators of Ontario.

## Critical Roles/Functions to Achieve Business Goals

Our goal is to achieve compliance with the regulations established in the City while maintaining safety and security for the general public. In order to achieve these goals staff need to maintain a high level of competency through continuing education and up to date training. As new technologies are implemented, staff need to be engaged to ensure they have the tools necessary to conduct day to day operations. At Animal Services, training is essential due to the ever-changing nature of animal welfare and inherent risks of working with live animals, as well as the emotional impact on staff due to this type of work.

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## Talent Needs

The majority of our Municipal Law Enforcement Officers come from Police Foundations and Public and Private Investigation programs that focus on investigation and communication skills. Several of the Animal Services staff have backgrounds as veterinary technicians. Regulatory Services is currently working with Sheridan College Investigation Public and Private Program to provide placement opportunities to students in all four sections.

With the increased demand in screening requests for Administrative Penalty Notices, more staffing is required to reduce wait times and maintain customer service levels. The addition of a full-time screening officer will assist in ensuring the public is serviced in a timely manner.

In order to maintain our commitment to public education and licensing of pets in the City, the addition of a full-time Community Engagement Officer at Animal Services will permit a concerted licensing compliance effort to improve and sustain the licensing initiatives that will provide revenue support to the enforcement function.

## Proposed Full Time Equivalent Staffing

Program	2017	2018	2019	2020	2021
Animal Services	38.8	39.8	40.8	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	23.0	22.0	22.0	22.0	22.0
Parking Enforcement	50.9	51.9	51.9	51.9	51.9
Total Service Distribution	146.5	147.5	148.5	148.5	148.5

Note: Numbers may not balance due to rounding.



## Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2018-2021 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The net budget for 2017 was \$1.03 million and the proposed budget for 2018 is \$362,000.

### Total Changes to Maintain Current Service Levels

This service area works towards balancing uncontrollable cost pressures with efficiencies and cost saving measures and the development of new revenue streams.

The impact of maintaining current service levels for Regulatory Services is a net decrease of \$513,000 for 2018. Highlights of the proposed budget changes are:

- Labour \$52,000, increase reflects labour adjustments and other fringe benefits changes
- Revenues are projected to increase by \$601,000, an increase of \$845,000 related to Administrative Penalty System Fees (APS) partially offset by a decrease of \$168,000 in Taxicab Driver Training

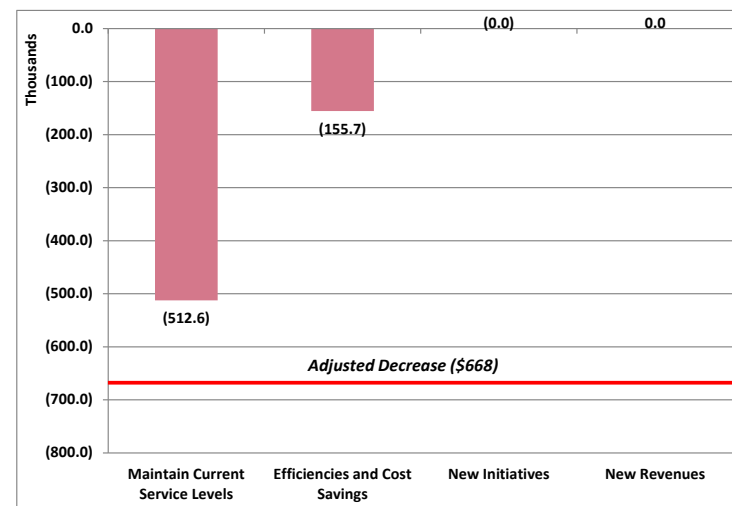
### Efficiencies and Cost Savings

Regulatory Services is expected to see efficiencies and cost savings of \$156,000 for 2018.

### New Initiatives

Two new initiatives have no impact on the 2018 net operating budget, as their expenses are totally offset by revenue. Details on each initiative can be found later on in this business plan.

### Proposed Changes to 2018 Net Operating Budget by Category (000's)



## Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2018-2021, as well as the 2017 Budget and 2016 Actuals by major program within the Service Area.

### Proposed Budget by Program

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>						
Animal Services	3,157	3,497	3,404	3,478	3,519	3,560
Compliance & Licensing Enforcement	3,190	3,397	3,402	3,447	3,492	3,538
Enforcement Administration	536	323	215	220	225	229
Mobile Licensing	1,901	2,105	2,206	2,236	2,267	2,298
Parking Enforcement	5,968	6,203	6,231	6,138	6,046	5,954
<b>Total Expenditures</b>	<b>14,751</b>	<b>15,526</b>	<b>15,458</b>	<b>15,519</b>	<b>15,548</b>	<b>15,580</b>
<b>Revenues</b>	<b>(14,862)</b>	<b>(14,495)</b>	<b>(15,096)</b>	<b>(15,096)</b>	<b>(15,096)</b>	<b>(15,096)</b>
Transfers From Reserves and Reserve Funds	0	0	0	0	0	0
New Initiatives and New Revenues			0	(0)	(0)	0
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>(111)</b>	<b>1,030</b>	<b>362</b>	<b>423</b>	<b>452</b>	<b>484</b>
Expenditures Budget - Changes by Year			(0%)	0%	0%	0%
Proposed Net Budget - Changes by Year			(65%)	17%	7%	7%

Note: Numbers may not balance due to rounding.

## Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour, operational costs, facility, IT and support) and revenues are shown by category with the approved 2017 budget for comparison. The three columns to the far right of the table show the totals proposed for 2018 and their dollar and percentage changes over 2017.

### Summary of Proposed 2018 Budget

Description	2017 Approved Budget (\$000's)	Maintain Current Service Levels	Efficienci es and Cost Savings	Annualized Prior Years Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	2018 Proposed Budget (\$000's)	\$ Change Over 2017	% Change Over 2017
Labour and Benefits	13,386	(22)	0	74	0	138	0	13,576	191	1%
Operational Costs	2,014	18	(156)	0	0	0	0	1,877	(137)	(7%)
Facility, IT and Support Costs	125	17	0	0	0	0	0	143	17	14%
<b>Total Gross Expenditures</b>	<b>15,526</b>	<b>14</b>	<b>(156)</b>	<b>74</b>	<b>0</b>	<b>138</b>	<b>0</b>	<b>15,596</b>	<b>71</b>	<b>0%</b>
<b>Total Revenues</b>	<b>(14,495)</b>	<b>(601)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(138)</b>	<b>0</b>	<b>(15,234)</b>	<b>(739)</b>	<b>5%</b>
<b>Total Net Expenditure</b>	<b>1,030</b>	<b>(587)</b>	<b>(156)</b>	<b>74</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>362</b>	<b>(668)</b>	<b>(65%)</b>

### Summary of Proposed 2018 Budget and 2019 - 2021 Forecasts

Description	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
Labour and Benefits	13,386	13,576	13,826	14,010	14,197
Operational Costs	2,014	1,877	1,727	1,575	1,422
Facility, IT and Support Costs	125	143	175	175	175
<b>Total Gross Expenditures</b>	<b>15,526</b>	<b>15,596</b>	<b>15,728</b>	<b>15,760</b>	<b>15,794</b>
<b>Total Revenues</b>	<b>(14,495)</b>	<b>(15,234)</b>	<b>(15,305)</b>	<b>(15,308)</b>	<b>(15,311)</b>
<b>Total Net Expenditure</b>	<b>1,030</b>	<b>362</b>	<b>423</b>	<b>452</b>	<b>484</b>

Note: Numbers may not balance due to rounding.

## Proposed Cost Increase Required to Maintain Current Service Levels

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, taking into account efficiencies, cost savings, and cost increases arising from prior year decisions.

Description	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
<b>Labour and Benefits</b>	<b>13,386</b>	<b>13,438</b>	<b>52</b>	<b>Increase reflects labour adjustments and other fringe benefits changes.</b>
Administration and Support Costs	125	143	17	\$17 Increase in IT Allocations
Advertising & Promotions	28	16	(12)	(\$12) Decrease in Promotional Materials
Communication Costs	175	160	(15)	(\$10) Decrease in Mobile Communications
Contractor & Professional Services	797	737	(60)	(\$46) Decrease in Professional Services (\$14) Decrease in Contractor Costs
Equipment Costs & Maintenance Agreements	58	49	(8)	
Finance Other	74	74	0	
Materials, Supplies & Other Services	329	285	(44)	(\$25) Decrease in Operating Material Expenses (\$15) Decrease in Office Supplies, Printing and Uniforms
Occupancy & City Costs	86	79	(7)	
Staff Development	36	40	4	
Transportation Costs	431	436	6	
<b>Subtotal - Other Operating</b>	<b>2,140</b>	<b>2,020</b>	<b>(120)</b>	
Total Revenues	(14,495)	(15,096)	(601)	(\$845) Increase in Administrative Penalty System (APS) Fees \$168 Decrease in Taxicab driver training as result of Transportation Network Companies (TNC) Licensing Pilot
<b>Subtotal - Revenues</b>	<b>(14,495)</b>	<b>(15,096)</b>	<b>(601)</b>	
<b>Total</b>	<b>1,030</b>	<b>362</b>	<b>(668)</b>	

Note: Numbers may not balance due to rounding.

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## Proposed New Initiatives and New Revenues

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

Description	BR #	2018 FTE Impact	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2018 to 2021 FTE Impact	2018 to 2021 Capital (\$000's)
<b>New Initiatives</b>								
New Staff and Screening Room Related to APS	3964	1.0	0	0	0	0	1.0	76
Animal Services Re-organization	3965	1.0	0	0	0	0	2.0	0
<b>Total New Initiatives</b>		<b>2.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3.0</b>	<b>76</b>
<b>Total New Initiatives and New Revenues</b>		<b>2.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3.0</b>	<b>76</b>

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

The expenses for the positions created in these new initiatives are fully offset by revenues.

**Proposed Initiative**

New Staff and Screening Room  
Related to APS

**Department**

Transportation & Works  
Department

**Service Area**

Regulatory Services

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	67.3	68.2	69.1	70.1
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	67.3	68.2	69.1	70.1
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)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	76.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Staff recommend this initiative as an effective response to an increasing demand for screening services that is being driven by recipients seeking to dispute or delay penalties and an expansion of APS into other by-law areas. The addition of a full time screening officer in conjunction with the construction of a third screening office will address the wait times for screening appointments and improve the customer service experienced by those disputing APS penalties.

### **Details of Service Change**

In that APS has been implemented for parking enforcement matters for over three years there would be no significant change to the type of service currently being provided. There would however be a significant increase in the capacity to deliver these services through the addition of a third screening room in conjunction with a third full time Grade C screening officer. There would be minimal risk involved with the service change in that the associated costs of the Budget Request are offset by the increase in the proposed budget revenue generated by APS which has been built into the proposed Regulatory Service 2018 operating budget.

### **Service Impact**

The Budget Request will provide significant improvements to the service level currently being experienced by members of the public seeking to dispute a penalty notice. It is projected that the impact would be a reduction in current waiting time of approximately 50 per cent. The additional resources directed towards the resolution of disputes will also speed penalty collection. Currently each screening room, in conjunction with a screening officer, recovers approximately \$350,000 in penalties, fees and additional penalties for failure to appear at a screening appointment. The additional screening room and officer should experience similar results, which will more than offset the capital and staffing costs in the first year.

Improved levels of customer service through decreased waiting times will positively affect public perception that the City is committed to making the APS process fair and responsive to the customer's needs.

**Proposed Initiative**

Animal Services Re-organization

**Department**

Transportation & Works  
Department

**Service Area**

Regulatory Services

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	70.9	140.4	142.5	144.6
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	70.9	140.4	142.5	144.6
Tax Levy Requirements	0.0	0.0	0.0	0.0
* Net Change in \$		0.0	0.0	0.0
FTEs	1.0	2.0	2.0	2.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & 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 recommend 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) were added to cover open work for Animal Services road officer absences. Previously, open work was not being covered and service levels for complaint investigations, proactive patrols, education outreach and pet licensing were not being met. This was due in part to service requests having increased 19 per cent over 2013 levels.

Two part-time animal carcass recovery staff (1.0 FTE) are now provided for from April to November. This is an opportunity to use Grade A staff to undertake work that had previously been undertaken by Grade D officers, which also creates 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 allows 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.

The Community Engagement Officers will also enhance public education initiatives through public events, support provided to Councillor's offices and overall increased community engagement which improves compliance and further improves revenue needed to offset shelter costs.

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## Proposed Capital Budget

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast.

### Proposed 2018-2027 Capital Budget by Program

Program Expenditures	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022-2027 Forecast (\$000's)	Total 2018-2027 (\$000's)
Vehicles, Equipment and Other	316	33	0	0	66	415
<b>Total</b>	<b>316</b>	<b>33</b>	<b>0</b>	<b>0</b>	<b>66</b>	<b>415</b>

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

### Proposed 2018-2027 Capital Budget by Funding Source

The following table provides the funding sources proposed to fund the capital portion of the proposed 2018-2021 Business Plan and 2018 Budget and the consolidated forecast for 2022-2027.

Funding	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022-2027 Forecast (\$000's)	Total 2018-2027 (\$000's)
Tax/Debt	316	33	0	0	66	415
<b>Total</b>	<b>316</b>	<b>33</b>	<b>0</b>	<b>0</b>	<b>66</b>	<b>415</b>

Note: Numbers may not balance due to rounding.

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### Proposed 2018 Capital Budget Detail

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

Program: Vehicles, Equipment and Other

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWRG00009	Additional Screening Room	76	0	76	Tax -Capital Reserve Fund
TWRG00011	Removal & Repurposing of Crematorium	90	0	90	Tax -Capital Reserve Fund
TWRG00012	Removal & Repurposing of Crematorium	150	0	150	Tax -Capital Reserve Fund
<b>Total</b>		<b>316</b>	<b>0</b>	<b>316</b>	

Note: Numbers may not balance due to rounding.

### Proposed 2019-2021 Capital Budget by Sub-Program

The following tables provide a listing of capital forecast by sub-program for 2019 -2021.

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Vehicles, Equipment and Other</b>			
REGUL Applications & Enhancements	0	0	0
REGUL Radios	33	0	0
<b>Subtotal</b>	<b>33</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>33</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

Numbers are net.



# Legislative Services

2018-2021 Business Plan  
& 2018 Budget

# Foreword

## 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, historic villages, Lake Ontario and the Credit River Valley. A place where people choose to be.

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40 year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into 16 Services Areas that are outlined in this Plan. The 2018-2021 Business Plan and 2018 Budget detail how and where the City plans to allocate resources to deliver programs and services.

The City is committed to providing programs and services cost effectively. In this Plan we have outlined measures that will help us assess the quality, efficiency and customer satisfaction that our services achieve. The results help inform decisions on resource allocation, direct program offerings and improve service delivery to ensure our vision is efficiently realized.



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## Executive Summary of Legislative Services

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

### Services we provide:

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

### Interesting facts about this service:

- Supports Council and 24 Committees of Council and quasi-judicial tribunals
- Provides live-streaming and on-demand videos for Council and six Committees, including the Committee of Adjustment
- Ninety-nine per cent of the decisions related to Freedom of Information requests are made within 30 days
- A Municipal Election Campaign Contribution Rebate Program has been established for the 2018 Election
- The 2018 Municipal Election will include the election of a Regional Chair

- Provincial Offences Act (POA) transcripts are produced within 90 days

### Highlights of the Business Plan include:

- One per cent budget reduction achieved for 2018 through a review of all budget items and services
- Implementation of the Electronic Document Records Management System (EDRMS) in 2018
- Modernizing the Municipal Elections through the use of technology
- Continued improved access and transparency related to Council and Committees through live-streaming and on-demand videos
- Ensure Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) compliance

Net Investment (000's)	2018	2019	2020	2021
Operating	(3,374)	(3,461)	(3,446)	(3,286)
Capital	872	0	70	66
Full Time Equivalents	97.2	90.2	90.2	87.2

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## 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.

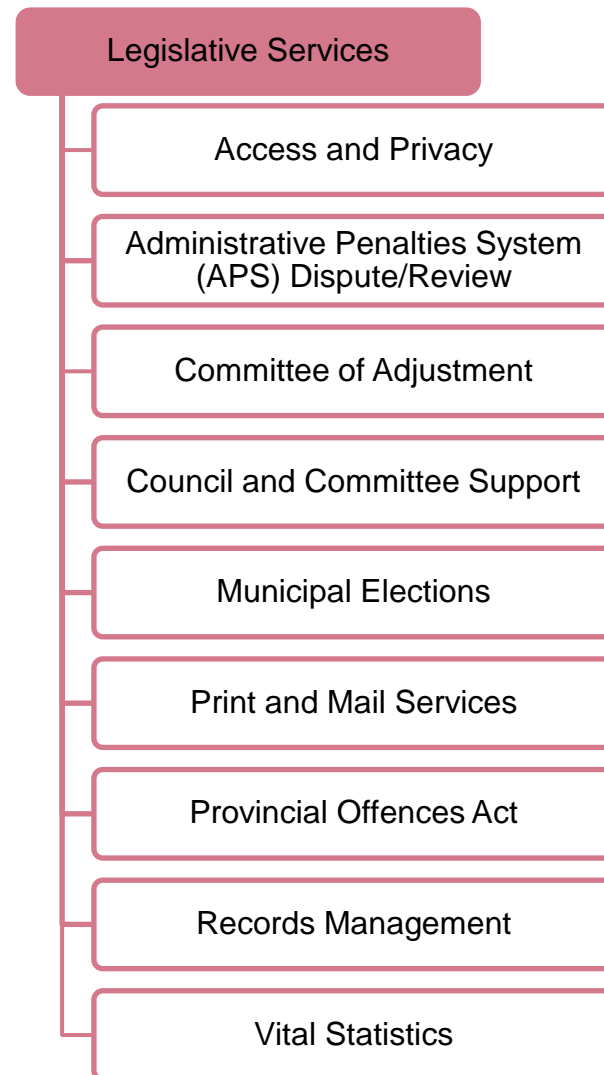
#### Mission

To meet customers' diverse 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
- Ensure open and transparent government
- Deliver on-time and efficient services to internal and external customers
- Administer the Provincial Offences Act (POA) Court system
- Offer the review of Penalty Notices under the City's Administrative Penalty System
- Conduct an open, fair and impartial Municipal Election
- Ensure compliance with legislation
- Deliver provincially delegated services such as marriage licenses and burial permits in accordance with legislation and high customer service standards

#### Service Delivery Model





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## Current Service Levels and Trends

### Access and Privacy

- MFIPPA requires decisions to be communicated within 30 days. It is the responsibility of this division to provide guidance to the City's divisions to ensure requests are responded to while ensuring any personal information that is in the City's care and control is appropriately and securely managed

### Committee of Adjustment

- Minor variance application hearings are held within 30 days of the application submission and Consent applications are dealt with within 90 days of submission

### Council and Committee Support

- Agendas, minutes and correspondence are prepared for Council, committees and subcommittees in accordance with corporate standards to provide openness and transparency to the Council and Committee decision making process

### Court Administration – Provincial Offences Act (POA)

- A nine month time to trial guideline has been established for minor traffic and by-law offences. The Mississauga POA Court hears these matters within seven to nine months
- Transcript requests are meeting the three month turnaround guidelines set by the Ministry of the Attorney General

### Vital Statistics

- Marriage licenses and death registrations are processed within the same day of application/submission

### Legislative Compliance

- The City Clerk is the corporate signatory and undertakes the Clerk's responsibilities as outlined in various different legislative acts such as: the Planning Act, Expropriations Act, Liquor License Act, Marriage Act, Livestock, Poultry and Honey Bee Protection Act, Ontario Heritage Act and the Municipal Act
- Public commissioning of documents is also offered daily

### Municipal Elections

- Elections are conducted in accordance with the Municipal Elections Act, Education Act and the Municipal Act
- "Vote Anywhere" technology will be utilized for the 2018 municipal election to allow voters greater flexibility for casting their ballots on advance poll or on election day
- The City's own Election Program Information Centre (EPIC) software will be expanded to provide greater access to information and efficiency in the operation of the election

### Printing and Mail Services

- Mail is delivered and sent out twice daily
- Print jobs are delivered on time and in a cost effective manner

### Records Management

- Records Management ensures that all City records are managed during a lifecycle, including the long term preservation of all Council records
- In 2018, an electronic documents records management system will be implemented to formally deal with electronic records

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**The most significant priorities for Legislative Services to address over the next five years are:**

- Manage increased public participation and interest in local government
- Increased number of live stream viewers and on demand web views of Council and Committee meetings
- Efficiently process the increased number of Freedom of Information applications seeking records held by the City
- Implement changes to provincial legislation such as Municipal Act and Municipal Elections Act that will require changes to existing practices and procedures
- Address increased pressure on the Elections reserve and increases in the operating cost of the election to address staffing and technological needs
- Address variations in the revenues generated by Provincial Offences Act infractions
- Address demand for greater access and transparency related to local government and the decision making process
- Implement an Electronic Document Records Management System (EDRMS) modernizing the City's records management system
- Manage need to continue to provide efficient, timely and cost effective delivery of services to internal and external clients
- Modernization of the Municipal Election process through the use of technology
- Manage the increasing number of Administrative Penalty System screening requests and hearings



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## Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's Performance Measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability. The following section describes the measures that we use and provides context for results. The Balanced Scorecard shows trends since 2014 and expected outcomes up to 2021.

### What we are measuring

Legislative Services measures key performance indicators including: cost per capita of providing the service; cost/revenue; compliance response rates; number of committees streamed and number of views of the meeting and on-demand views, staff/committees; staff/APS hearing; staff/POA offence processed, and overall employee engagement.

### Why these measures are important

Cost per capita identifies the average net cost per Mississauga resident of providing the full range and some specific services within Legislative Services. The costs are provided for the service as a whole, the election, and the POA court. These measures allow the tracking and greater understanding of the financial costs associated with these services for the residents of Mississauga.

The Information and Privacy Commission (IPC) compliance rate identifies the City's compliance with the recommended response rate to FOI requests and demonstrates the level of customer service provided to requestors.

The number of Council and Committees streamed and the number of views identifies the City's desire to make the government decision making process accessible and transparent to the residents.

The staff employee engagement results and number of employees with Lean White Belt training identifies that the employees in Legislative Services are committed to their jobs and the City and strive for continuous improvement and means of streamlining their operations.

The number of hearings, meetings and charges processed per staff person measures productivity and the quality of the services provided.

### How we are improving results

As a result of greater use of technology by Council members, staff and the public who attend Council and Committee meetings, the printing of agendas has been reduced significantly over the years. The performance indicators support decision making related to the Service Area's business improvements and also helps establish targets. The indicators also demonstrate that business improvements are achieving their goals.

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## Balanced Scorecard

A Balanced Scorecard identifies and measures four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. 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 election/eligible elector*

- Every four years a municipal election is held. This measure breaks down the cost of the election on a per capita basis

*Revenue/Cost ratio for POA Court*

- This ratio measures the revenue earned per \$1 of POA administration expense

*Operating costs per capita for Legislative Services (excluding POA service)*

- In removing the POA net revenue operation, we can measure the per capita cost of Legislative Services

### Customer Measures

*Information and Privacy Commission (IPC) Compliance Rate*

- *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

*Percentage of Council/Committee meetings streamed*

- The percentage of Mississauga committee meetings publicly streamed is a measure of the proportion of Council Committee meetings that 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

### Employee Measures

- *Overall Employee Engagement*
- *The number of employees that participated in the Employee Engagement Survey*
- *Percentage of Employees received Lean White Belt Training*
- *The percentage of total staff in the division that have received White Belt training*

### Business Process Measures

*Number of Provincial Offences Act charges processed per administrative employee*

- *The number of POA charges per POA administrative employee* is the number of POA charges processed annually per POA court administrative support staff

*Number of requests per Screening Officer (APS)*

- *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

*Number of Council/Committee meeting hours supported*

- *The number of Committee meetings supported* refers to the number of committee meetings which are supported by legislative services staff

## Balanced Scorecard (Cont'd)

Measures for Legislative Services	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)	2021 (Plan)
<b>Financial:</b>								
Cost of election/eligible elector	\$5.01	N/A	N/A	N/A	\$5.40	N/A	N/A	N/A
POA revenue earned/\$ cost of administration	\$3.61	\$3.80	\$3.34	\$3.00	\$3.16	\$3.17	\$3.14	\$3.12
Operating costs per capita for Legislative Services excluding POA	\$9.06	\$6.21	\$6.19	\$6.91	\$10.19	\$6.60	\$6.54	\$6.50
<b>Customer:</b>								
IPC Compliance Rate %	99.5	99	99.5	99	99	99	99	99
% of Council/Committee meetings streamed	29%	29%	29%	35%	35%	40%	40%	40%
# online views per Council /Committee meeting	5,500	14,132	18,000	19,000	20,000	21,000	22,000	23,000
<b>Employees:</b>								
Overall Employee Engagement	75.1%	75.1%	N/A	N/A	77%	N/A	N/A	78%
% Employees with Lean White Belt training	N/A	N/A	56%	100%	100%	100%	100%	100%
<b>Internal Business Process:</b>								
#POA charges processed/administrative employee	4,243	6,093	6,600	6,600	6,600	6,600	6,600	6,600
# of Requests/Screening Officer (APS)	4,243	6,093	3,066	3,400	3,400	3,400	3,400	3,400
# of Council/Committee hours supported	249	382	372	375	250	375	375	375

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## Awards and Achievements

- An updated Records Retention By-law has been approved to ensure best practices related to City records
- Vote Anywhere – a new and more efficient way of managing poll locations and providing greater flexibility to voters has been approved for implementation in the 2018 election
- A rebate program has been approved and will be implemented for the 2018 election
- Electronic recorded votes are being used for Council and standing committees
- Consent agendas have been implemented to improve the efficiency of council and General Committee meetings



*Legislative Services staff participated in the Mayor's One Bag Challenge and collected over 2,500 pounds of food for the needy*



*The Accessibility Advisory Committee participated in the City's National Access Awareness Week event*

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# The 2018-2021 Business Plan Outlook

## Planning for the Future

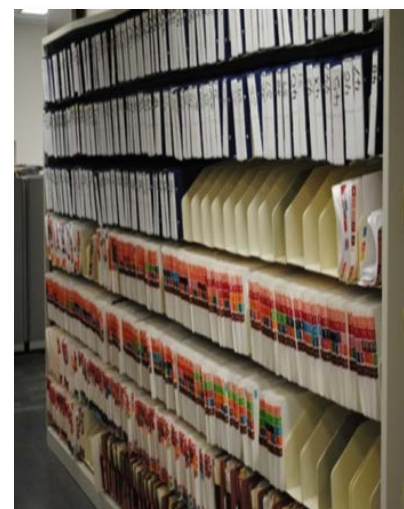
The public is becoming more engaged and interested in their local level of government. Municipal government is the level of government that impacts people's lives on a daily basis; therefore, people want to know what is happening and why, and want to provide input into the decision making process. The modernization of our services includes the implementation of the electronic records management system, the increased use of technology to organize and run the election, and greater access to our services online, such as marriage licences and freedom of information requests.



*Provincial Offences Courthouse staff*



*Diversity and Inclusion Advisory Committee in session*



*Moving from paper to electronic records*



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## Finding Efficiencies

- Implementation of an Agenda Management System that has streamlined and made the agenda workflow process paperless
- A 25 per cent reduction in the number of printed agendas created for Council and Committee meetings (since 2013)
- Customer service improvements made with the creation of online petition and request to speak forms
- Print Shop has made small improvements in their space layout and processes to find efficiencies in the operation workflow
- For the 2018 Municipal Election, Vote Anywhere will be implemented, allowing voters to visit any polling location in their ward to cast a ballot. This will improve the flow of voters at voting locations and improve the voter experience by providing location options and an improved customer experience at locations

A number of Lean small improvements have been undertaken by the division. These include:

- Creation of an electronic translator scheduling tool for the courts
- Reduction in the number of paper agenda printed for Council and Committee meetings
- Implementation of online deputation and presentation forms to streamline the process
- Sharing of spare confidential shredding bins to avoid cost of placing special requests
- Printing of court dockets internally rather than special orders
- Transcripts stored electronically rather than creating paper copies



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## Advancing the City's Strategic Plan

### belong - ensuring youth, older adults and new immigrants thrive

- Streaming of Council, Committees and Committee of Adjustment meetings
- Creation of the Mississauga Citizenship program through Diversity and Inclusion Advisory Committee (DIAC)
- Using technology to streamline and provide flexibility to voters in the 2018 municipal election

### green - living green

- Increase the number of Forest Stewardship Council print jobs produced annually



*In-house large format printing*

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## Transforming our Business with Technology

### Foster Open and Accessible Government

- EDRMS (Electronic Document and Records Management System) to manage electronic records
- Online service requests for Marriage Licenses and Freedom of Information Requests to provide more efficiency in the service delivery and options for clients
- Additional live-streaming and archiving of Council and Committee meetings to ensure access and transparency related to government decision making



*Council Chambers*

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# Managing Our Human Resources

## Our Structure

The Legislative Services Division is led by the City Clerk and Director of Legislative Services. The division is made up of the following sections:

- Court Administration
- Legislative Services
- Vital Statistics/Committee of Adjustment
- Records Management
- Elections
- Print Shop

Each section works independently to achieve the business goals of the section; however, the teams work together on projects such as the election when resources are required across the division. The management team provides the strategic direction and sets the work plans for the division as a whole.

## Our Talent

Legislative Services staff have a diverse skill set, ranging from professional to technical. Those involved in the administrative functions are members of professional associations such as Association of Municipal Clerks and Treasurers of Ontario (AMCTO), the Ontario Association of Committees of Adjustment (OACA). Where professional associations do not exist, staff participates in ad-hoc committees comprised of staff from other municipalities to share ideas and information related to specific subject matters. Given the legislative requirements of many of the positions, staff are required to be up to date on all related legislation and ensure any changes are implemented within the prescribed timelines of the legislation.

Lean has been embedded into the division, through the training of all staff and the creation of Sectional Lean Plans outlining work plans for each section of the division.

## Critical Roles/Functions to Achieve Business Goals

As the division continues to work towards modernization through projects such as the Electronic Document and Records Management System (EDRMS) implementation, greater emphasis will be placed on staff cross-training to achieve the overall goals of the project.

## Talent Needs

Over the next five years, almost a quarter of the employees in the division will be eligible for retirement. Competition for similar skills and experience may make it more difficult to replace staff. Needs may also evolve over that period given the continued modernization of the services provided.

Two contract staff are being sought through the business plan (BR #3933) to implement the EDRMS. The staff will function as facilitators to ensure all departments are properly trained and supported through the transition to ensure the success of the project.

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## Proposed Full Time Equivalent Staffing

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2017	2018	2019	2020	2021
Office of the City Clerk	41.4	43.4	43.4	43.4	40.4
Elections	7.0	11.0	4.0	4.0	4.0
Provincial Offence Act	29.5	29.5	29.5	29.5	29.5
Printing and Mail Services	13.3	13.3	13.3	13.3	13.3
<b>Total Service Distribution</b>	<b>91.2</b>	<b>97.2</b>	<b>90.2</b>	<b>90.2</b>	<b>87.2</b>

Note: Numbers may not balance due to rounding.

Staff changes in 2018, all contract positions: Two (2) Grade D, EDRMS implementation; three (3) election assistants, one (1) part-time (6 months) election assistant and one (1) part-time (6 months) communications election assistant.

## Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2018-2021 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 budget for 2017 was \$2.91 million and the proposed budget for 2018 is \$3.37 million.

### Total Changes to Maintain Current Service Levels

The \$382,000 net reduction is a combination of increases in labour adjustments, other fringe benefit changes and an increase of \$500,000 in POA revenue. Election expenses have been fully offset by transfers from the Election Reserve.

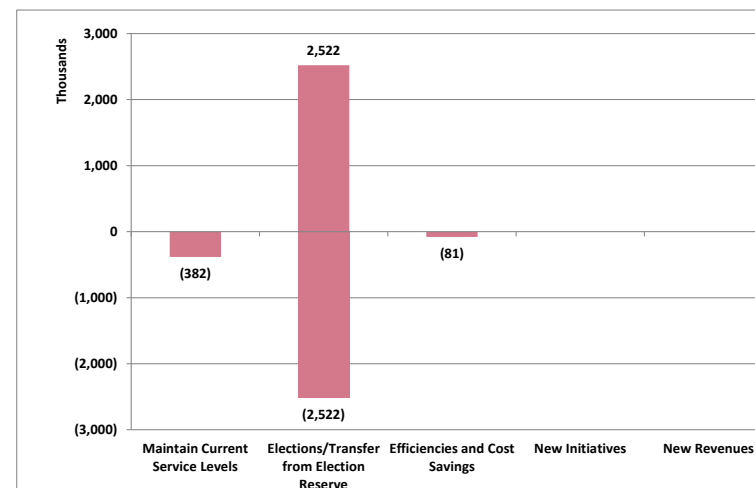
### Efficiencies and Cost Savings

The one per cent reduction target of \$81,000 was met for 2018. There is a reduction of \$5,000 in part-time labour, which was no longer required. Among the remaining reductions, the most notable include: \$15,000 in office supplies/operating materials, \$14,000 in Administrative Penalty Systems (APS) operating expenses, \$14,000 in professional services, \$10,000 in ICON (POA operating system) charges and \$10,000 in postage.

### New Initiatives

There is one Budget Request for 2018: Electronic Document Records Management System (EDRMS), BR #3933. This BR is requesting two (2) capital funded contract staff – there is no increase in funding requested as current funding in the capital project has been repurposed.

### Proposed Changes to 2018 Net Operating Budget by Category (000's)



## Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2018-2021, as well as the 2017 Budget and 2016 Actuals by major program within the Service Area.

### Proposed Budget by Program

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>						
Council Committees	47	85	85	85	85	85
Elections	229	682	3,217	481	478	484
Office of the City Clerk	3,796	3,964	3,975	3,944	3,914	3,884
Printing and Mail Services	669	590	603	618	634	650
Provincial Offence Act	3,031	3,144	3,145	3,170	3,196	3,221
<b>Total Expenditures</b>	<b>7,772</b>	<b>8,466</b>	<b>11,025</b>	<b>8,298</b>	<b>8,306</b>	<b>8,324</b>
<b>Revenues</b>	<b>(11,653)</b>	<b>(10,963)</b>	<b>(11,463)</b>	<b>(11,563)</b>	<b>(11,563)</b>	<b>(11,563)</b>
Transfers From Reserves and Reserve Funds	0	(413)	(2,936)	(196)	(189)	(47)
New Initiatives and New Revenues			0	0	0	0
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>(3,880)</b>	<b>(2,911)</b>	<b>(3,374)</b>	<b>(3,461)</b>	<b>(3,446)</b>	<b>(3,286)</b>
Expenditures Budget - Changes by Year			30%	(25%)	0%	0%
Proposed Net Budget - Changes by Year			16%	3%	(0%)	(5%)

Note: Numbers may not balance due to rounding.

## Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour, operational costs, facility, IT and support) and revenues are shown by category with the approved 2017 budget for comparison. The three columns to the far right of the table show the totals proposed for 2018 and their dollar and percentage changes over 2017.

Description	2017 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	2018 Proposed Budget (\$000's)	\$ Change Over 2017	% Change Over 2017
Labour and Benefits	6,914	575	(5)	16	0	(0)	0	7,500	586	8%
Operational Costs	1,552	2,049	(76)	0	0	0	0	3,525	1,973	127%
Facility, IT and Support	0	0	0	0	0	0	0	0	0	0%
<b>Total Gross</b>	<b>8,466</b>	<b>2,624</b>	<b>(81)</b>	<b>16</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>11,025</b>	<b>2,559</b>	<b>30%</b>
<b>Total Revenues</b>	<b>(11,376)</b>	<b>(3,022)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(14,399)</b>	<b>(3,022)</b>	<b>27%</b>
<b>Total Net Expenditure</b>	<b>(2,911)</b>	<b>(398)</b>	<b>(81)</b>	<b>16</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>(3,374)</b>	<b>(463)</b>	<b>16%</b>

Description	2016 Actuals (\$000's)	2017 Approved Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
Labour and Benefits	6,384	6,914	7,500	6,900	6,988	7,088
Operational Costs	1,388	1,552	3,525	1,398	1,317	1,236
Facility, IT and Support	0	0	0	0	0	0
<b>Total Gross</b>	<b>7,772</b>	<b>8,466</b>	<b>11,025</b>	<b>8,298</b>	<b>8,306</b>	<b>8,324</b>
<b>Total Revenues</b>	<b>(11,653)</b>	<b>(11,376)</b>	<b>(14,399)</b>	<b>(11,759)</b>	<b>(11,752)</b>	<b>(11,610)</b>
<b>Total Net Expenditure</b>	<b>(3,880)</b>	<b>(2,911)</b>	<b>(3,374)</b>	<b>(3,461)</b>	<b>(3,446)</b>	<b>(3,286)</b>

Note: Numbers may not balance due to rounding.

## Proposed Cost Increase Required to Maintain Current Service Levels

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, taking into account efficiencies, cost savings, and cost increases arising from prior year decisions.

Description	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
<b>Labour and Benefits</b>	<b>6,914</b>	<b>7,500</b>	<b>586</b>	Increase/Decrease Reflects Labour Adjustments and Other Fringe Benefit Changes; Includes Contracted/Part-time Election Staffing
Advertising & Promotions	34	188	154	Election Advertising/Promotion
Communication Costs	109	421	312	\$320 Election Postage (\$10) Efficiencies/Cost Savings
Contractor & Professional Services	1,558	2,461	903	\$700 Election Workers \$231 Election Voter Cards/Interpreters/Ballot Printing (\$28) Efficiencies/Cost Savings
Equipment Costs & Maintenance Agreements	277	622	345	\$367 Election Tabulators, Election Rental Equipment (\$22) Efficiencies/Cost Savings
Finance Other	(1,177)	(1,177)	0	
Materials, Supplies & Other Services	694	941	247	\$120 Election Printing \$108 Election Operating Expenses \$25 Inauguration Expenses \$10 Election Office Supplies (\$16) Efficiencies/Cost Savings
Occupancy & City Costs	0	2	2	2018 Election
Staff Development	28	30	2	2018 Election
Transportation Costs	29	37	8	2018 Election
<b>Subtotal - Other Operating</b>	<b>1,552</b>	<b>3,525</b>	<b>1,973</b>	
Total Revenues	(10,963)	(11,463)	(500)	Increase in POA Revenue
Transfers From Reserves and Reserve Funds	(413)	(2,936)	(2,522)	Transfer from Election Reserve
<b>Subtotal - Revenues</b>	<b>(11,376)</b>	<b>(14,399)</b>	<b>(3,022)</b>	
<b>Total</b>	<b>(2,911)</b>	<b>(3,374)</b>	<b>(463)</b>	

Note: Numbers may not balance due to rounding.



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**Proposed New Initiatives and New Revenues**

This table presents the costs by Budget Request (BR#) for proposed new initiatives. A detailed description of this Request can be found on the pages following the table.

Description	BR #	2018 FTE Impact	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2018 to 2021 FTE Impact	2018 to 2021 Capital (\$000's)
<b>New Initiative</b>								
Electronic Document Records Management System (EDRMS) Implementation	3933	2.0	0	0	0	0	0.0	0
<b>Total New Initiatives</b>		<b>2.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>2.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

**Proposed Initiative**

Electronic Document Records  
Management System (EDRMS)  
Implementation

**Department**

Corporate Services Department

**Service Area**

Legislative Services

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
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	2.0	2.0	2.0	0.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	1.5	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

This initiative fulfills part of the original business case and plan for the rollout of the Electronic Document Records Management System (EDRMS). Deficiencies in the management of electronic records must be addressed and typical end users are not experts in records management best practices and a "one size fits all" solution is not viable. To properly roll out the EDRMS, two Records Analysts are needed to assist users to understand, configure and adopt the new tool and processes.

### **Details of Service Change**

The requested contracted Records Analysts will be part of the EDRMS project core team and belong to the Records Management Services (RMS) section for a period of 24 months. The contract Records Analysts will focus on the EDRMS implementation while RMS works on both the EDRMS project and other initiatives to modernize our records keeping practices (e.g., rolling out and assisting business units adopt a new Records Retention By-law).

A successful EDRMS implementation will need designated resources and the skills and knowledge that Records Analysts would bring. They will represent information management best practices, and collaborate heavily with IT partners and stakeholders in the following areas:

- Business and Gap Analysis - Determine current and future state and what tasks, processes and deliverables are needed to reach future goals
- Configuration and Deployment – Determine and configure solution to match requirements. Also, set up and test some basic workflows and requirements
- Training – Assist in development of standard training material. Deliver appropriate training
- Consultation and Guidance – Support users with various issues such as migration, records management best practices, opportunities in utilization of the EDRMS, manage change and adoption of new tool and processes
- Communication – Bring awareness and understanding to users as well as develop and deliver information sessions as needed

### **Service Impact**

The EDRMS implementation is complex; however, with two additional Records Analysts who can respond to the business and technical requirements of stakeholders, Records Management and IT, the project will move forward more quickly, have a higher rate of adoption and be able to better fulfill the business objectives of the project and the needs of different groups.

Two devoted resources designated to implementation will be more effective than staff trying to implement the change while fulfilling their existing responsibilities. This request is a one-time request for a 24 month period. The cost is offset by the Professional Services capital budget which was unspent during the first phase of the project.

The additional staff will report to and be located with Legislative Services' Records Management Services unit. They are budgeted to start April 2018 until March 2020 at a grade D salary. The request for two additional desks and standard IT equipment (e.g. laptops and phones) will be needed.

Both positions were part of the initial business case and plan and are required to successfully implement this transformational project.

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## Proposed Capital Budget

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast.

### Proposed 2018-2027 Capital Budget by Program

Program Expenditures	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022-2027 Forecast (\$000's)	Total 2018-2027 (\$000's)
City Clerk's	10	0	0	0	0	10
Elections	724	0	0	0	0	724
POA	100	0	25	0	0	125
Print Shop	38	0	45	66	63	212
<b>Total</b>	<b>872</b>	<b>0</b>	<b>70</b>	<b>66</b>	<b>63</b>	<b>1,071</b>

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

### Proposed 2018-2027 Capital Forecast Highlights include the following:

\$724,200 for Vote Anywhere – 2018 Election

\$212,000 for various Print Shop capital items (cutter/coiling equipment replacement, postage meter replacement, three hole drill punch)

\$100,000 for Court Interpreter Scheduling Tool

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**Proposed 2018-2027 Capital Budget by Funding Source**

The following table provides the funding sources proposed to fund the capital portion of the proposed 2018-2021 Business Plan and 2018 Budget and the consolidated forecast for 2022-2027.

<b>Funding</b>	<b>2018 Proposed Budget (\$000's)</b>	<b>2019 Forecast (\$000's)</b>	<b>2020 Forecast (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022-2027 Forecast (\$000's)</b>	<b>Total 2018-2027 (\$000's)</b>
Tax/Debt	753	0	70	66	63	952
Other Reserves & Reserve Funds	120	0	0	0	0	120
<b>Total</b>	<b>872</b>	<b>0</b>	<b>70</b>	<b>66</b>	<b>63</b>	<b>1,071</b>

Note: Numbers may not balance due to rounding. □

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## Proposed 2018 Capital Budget Detail

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

Program: City Clerk's

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPLS004191	Electronic Document & Records Mgmt System	0	0	0	see note #2
CPLS005683	eAgendas for Committee of Adjustment meetings	10	0	10	Tax/Debt
<b>Total</b>		<b>10</b>	<b>0</b>	<b>10</b>	

Note: Numbers may not balance due to rounding.

Note 2: no new funding required - reallocating existing project funding to fund two (2) grade D contract staff.

Program: Elections

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPLS005332	Vote Anywhere - 2018 Election	724	0	724	Other Reserves & Reserve Funds, Tax/Debt
<b>Total</b>		<b>724</b>	<b>0</b>	<b>724</b>	

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
CPLS006373	Interpreter Scheduling Tool	100	0	100	Tax/Debt
<b>Total</b>		<b>100</b>	<b>0</b>	<b>100</b>	

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
CPLS003526	Digital Postage/Meter Equipment	38	0	38	Tax/Debt
<b>Total</b>		<b>38</b>	<b>0</b>	<b>38</b>	

Note: Numbers may not balance due to rounding.

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**Proposed 2019-2021 Capital Budget by Sub-Program**

The following tables provide a listing of capital forecast by sub-program for 2019 -2021.

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>City Clerk's</b>			
LEG Clerks Applications & Infrastructure	0	0	0
<b>Subtotal</b>	0	0	0

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Elections</b>			
LEG Elections Applications & Infrastructure	0	0	0
<b>Subtotal</b>	0	0	0

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>POA</b>			
LEG POA Applications & Infrastructure	0	25	0
<b>Subtotal</b>	0	25	0

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Print Shop</b>			
LEG Print Shop Equipment & Other	0	45	66
<b>Subtotal</b>	0	45	66
<b>Total Expenditures</b>	<b>0</b>	<b>70</b>	<b>66</b>

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



# Financial Transactions

2018-2021 Business Plan  
& 2018 Budget



# Foreword

## 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, historic villages, Lake Ontario and the Credit River Valley. A place where people choose to be.

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40 year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into 16 Services Areas that are outlined in this Plan. The 2018-2021 Business Plan and 2018 Budget detail how and where the City plans to allocate resources to deliver programs and services.

The City is committed to providing programs and services cost effectively. In this Plan we have outlined measures that will help us assess the quality, efficiency and customer satisfaction that our services achieve. The results help inform decisions on resource allocation, direct program offerings and improve service delivery to ensure our vision is efficiently realized.



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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 payment 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 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 service areas such as:

- Discounts earned
- Commodity tax compensation
- Non-sufficient Funds (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.

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### *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 Area (BIA) and Local Area Improvements funding raised via special assessment taxation:

- Meeting requirements of four established BIAs 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.

### **City-wide 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.

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## **Special Purpose Levies**

### *Capital Infrastructure and Debt Repayment Levies*

- A two per cent annual levy to fund the City's capital infrastructure 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 2018

### *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 Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2018-2021 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 budget for 2017 was \$25.7 million and the proposed budget for 2018 is \$34.4 million.

### Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for Financial Transactions is a budget decrease of \$316,315 for 2018.

Highlight of the proposed budget changes is:

- The payment-in-lieu of taxes revenue has been increased by \$1.25 million to reflect actual forecasts

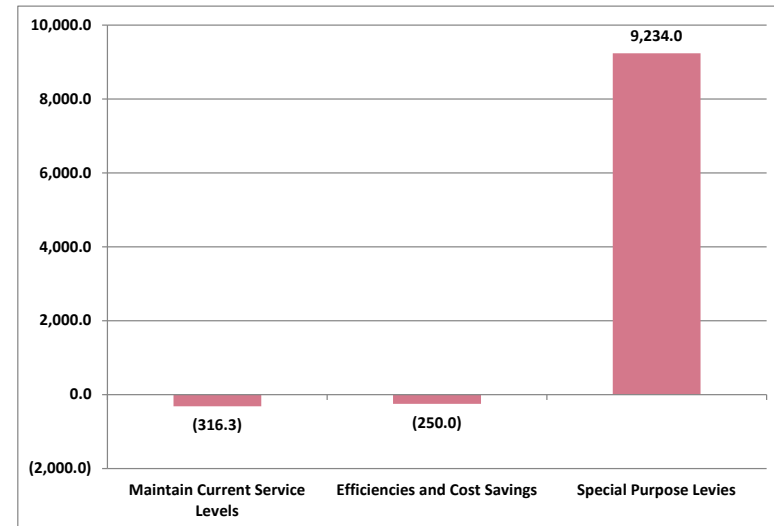
### Efficiencies and Cost Savings

The vacancy rebate expense has been reduced by \$0.25 million in 2018. The Vacancy Rebate Program is being phased out by 2021 and the budget has been adjusted to reflect the changes to the program.

### 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 2013-2018 debentures have been increased by \$3.7 million; the contribution to capital has been increased by \$5.5 million.

### Proposed Changes to 2018 Net Operating Budget by Category (000's)



## Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2018-2021, as well as the 2017 Budget and 2016 Actuals by major program within the Service Area.

### Proposed Budget by Program

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Programs To Deliver Current Services</b>						
Bank & External Audit Charges	1,639	1,546	1,740	1,740	1,740	1,740
Benefits and Labour Package	4,410	4,542	6,342	7,262	11,380	15,926
Contribution to Capital and Debt	56,934	67,221	76,455	86,200	96,546	107,434
Contribution to Capital and Debt-Churchill Meadows Pool	0	2,177	2,177	2,177	2,177	2,177
Insurance	3,822	4,307	4,347	4,442	4,563	4,569
Workers' Compensation and Rehabilitation Expenses	4,143	1,714	2,418	2,517	2,668	2,775
Workers' Compensation and Rehabilitation Transfers from Reserve Funds	(4,143)	(1,714)	(2,418)	(2,517)	(2,668)	(2,775)
Enersource Dividend	(12,750)	(12,750)	(12,750)	(12,750)	(12,750)	(12,750)
Miscellaneous Revenues and Expenditures	9,691	(6,775)	(7,875)	(7,855)	(7,783)	(7,737)
Taxation	(34,866)	(34,554)	(36,054)	(37,454)	(38,854)	(40,254)
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>28,881</b>	<b>25,713</b>	<b>34,381</b>	<b>43,762</b>	<b>57,017</b>	<b>71,104</b>
Proposed Net Budget - Changes by Year			34%	27%	30%	25%

Note: Numbers may not balance due to rounding.

## Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour and operational costs and revenues) are shown by category with the approved 2017 budget for comparison. The three columns to the far right of the table show the totals proposed for 2018 and their dollar and percentage changes over 2017.

### Summary of Proposed 2018 Budget

Description	2017 Approved Budget (\$000's)	Maintain Current Service Levels	Efficiencies and Cost Savings	Special Purpose Levies	2018 Proposed Budget (\$000's)	\$ Change Over 2017	% Change Over 2017
Labour and Benefits	6,486	2,556	0	0	9,042	2,556	39%
Operational Costs	99,344	1,557	(250)	33,543	134,194	34,850	35%
<b>Total Gross</b>	<b>105,830</b>	<b>4,113</b>	<b>(250)</b>	<b>33,543</b>	<b>143,236</b>	<b>37,407</b>	<b>35%</b>
<b>Total Revenues</b>	<b>(80,117)</b>	<b>(4,430)</b>	<b>0</b>	<b>(24,309)</b>	<b>(108,856)</b>	<b>(28,739)</b>	<b>36%</b>
<b>Total Net</b>	<b>25,713</b>	<b>(316)</b>	<b>(250)</b>	<b>9,234</b>	<b>34,381</b>	<b>8,668</b>	<b>34%</b>

### Summary of Proposed 2018 Budget and 2019-2021 Forecast

Description	2016 Actuals (\$000's)	2017 Approved Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
Labour and Benefits	6,859	6,486	9,042	10,054	14,317	18,964
Operational Costs	103,703	99,344	134,194	155,457	177,017	198,307
<b>Total Gross</b>	<b>110,562</b>	<b>105,830</b>	<b>143,236</b>	<b>165,511</b>	<b>191,335</b>	<b>217,271</b>
<b>Total Revenues</b>	<b>(81,680)</b>	<b>(80,117)</b>	<b>(108,856)</b>	<b>(121,749)</b>	<b>(134,317)</b>	<b>(146,167)</b>
<b>Total Net</b>	<b>28,882</b>	<b>25,713</b>	<b>34,381</b>	<b>43,762</b>	<b>57,017</b>	<b>71,104</b>

Note: Numbers may not balance due to rounding.



## Proposed Cost Increase Required to Maintain Current Service Levels

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, taking into account efficiencies, cost savings, and cost increases arising from prior year decisions.

Description	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
<b>Labour and Benefits</b>	<b>6,486</b>	<b>9,042</b>	<b>2,556</b>	Increase/Decrease Reflects Labour Adjustments and Other Fringe Benefit Changes
Advertising & Promotions	81	81	0	
Communication Costs	26	26	0	
Contractor & Professional Services	713	720	6	\$6 Medical Consultant
Debt	20,803	25,109	4,306	\$3,693 Capital Infrastructure \$613 Churchill Meadows Pool
Finance Other	17,173	18,961	1,787	\$1,868 Insurance Claims and Premiums \$94 Bank Charges and Other Expenses \$66 Stormwater Grants \$49 Business Improvement Areas Expenses (\$250) Vacancy Rebate Expense Reduction (\$30) Places of Worship Grants for Development Charges (\$10) Snow/Yard Maintenance Grants
Materials, Supplies & Other Services	216	215	(1)	(\$1) Miscellaneous Expenses
Occupancy & City Costs	293	329	36	\$36 Stormwater Charges for City Facilities
Staff Development	144	144	0	
Transfers To Reserves and Reserve Funds	59,894	88,610	28,716	\$29,850 Contribution to Capital Reserve Fund (\$134) Various Adjustments (\$1,000) Reduction of One Time Contribution for Diesel Fuel
<b>Subtotal - Other Operating</b>	<b>99,344</b>	<b>134,194</b>	<b>34,850</b>	
Total Revenues	(68,248)	(72,202)	(3,954)	(\$2,650) Enersource Dividend Alignment (\$1,250) Payment-In-Lieu of Taxes (\$49) Business Improvement Area Taxes (\$5) Various Rebates
Transfers From Reserves and Reserve Funds	(11,869)	(36,654)	(24,785)	(\$24,309) Transfer for Capital Infrastructure Debt Payment (\$1,828) Transfer for Insurance Expenses (\$704) Transfer for Workers Compensation Expenses (\$613) Transfer for Churchill Meadows Pool Debt Payment \$2,650 Transfer for Enersource Dividend Eliminated \$20 Transfer for Retirement Life Insurance Eliminated
<b>Subtotal - Revenues</b>	<b>(80,117)</b>	<b>(108,856)</b>	<b>(28,739)</b>	
<b>Total</b>	<b>25,713</b>	<b>34,381</b>	<b>8,668</b>	

Note: Numbers may not balance due to rounding.

## Details of Proposed Budget Changes

Description	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
<b>Labour Costs</b>	<b>6,486</b>	<b>9,042</b>	<b>2,556</b>	Increase/Decrease Reflects Labour Adjustments and Other Fringe Benefit Changes
Bank Charges	1,420	1,614	194	Credit card use has increased
Business Improvement Area Transfers	1,322	1,371	49	Increase to match historical expenditures and is offset by transfer from reserve
Debt	20,616	24,309	3,693	Debt charges for 2013-2018 capital program offset by 2% yearly transfer to capital reserve
Debt	187	799	613	Debt charges for Churchill Meadows Pool debentures
Development Charges Grants	90	60	(30)	Decrease of grants to reflect estimated spending. Offsets development charges in places of religious assembly for area of worship per GC-0098-2016.
Finance Other	590	433	(157)	Provision for various costs
Grants to Seniors and Disabled	190	180	(10)	Decrease of grants to reflect actual spending
Insurance Claims and Premiums	8,049	9,917	1,868	Adjusted to reflect actual spending
Stormwater Grants	402	468	66	Places of worship/low income/working farms \$458K and low income condos \$10K
Tax Rebates and Cancellations	1,950	1,700	(250)	Vacancy rebate expense reduction
Tax Appeals	3,750	3,750	0	
Taxes on City Owned Properties	187	187	0	
Transfer to Capital Reserve Fund	46,605	76,455	29,850	Contribution to capital-2% yearly transfer
Transfer to Churchill Meadows Pool Reserve Fund	2,177	2,177	0	Second year of 10 year contribution for debenture funding.
Transfer to Contingency Reserve	2,309	1,309	(1,000)	Reduction of one time diesel fuel contribution
Transfer to Election Reserve	600	600	0	
Transfer to Emerald Ash Borer Reserve Fund	5,600	5,600	0	
Transfer to Employee Benefits Reserve Fund	78	0	(78)	Transfer for early retirement life insurance not required
Transfer to Insurance Reserve Fund	2,337	2,337	0	
Workers' Compensation Program	244	250	6	Costs offset by transfer from Employee Benefits Reserve Fund
Other Costs	642	677	35	
<b>Subtotal - Other Operating</b>	<b>99,344</b>	<b>134,194</b>	<b>34,850</b>	

Note: Numbers may not balance due to rounding.

### Details of Proposed Budget Changes (Cont'd)

Description	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
Business Improvement Area Transfers	(1,322)	(1,371)	(49)	Offsets increased historical expenditures (above)
Discounts, Rebates and Recoveries	(461)	(466)	(5)	
Enersource Dividend	(12,750)	(12,750)	0	
Hydro Corridor Taxes	(1,100)	(1,100)	0	
Investment Interest	(14,465)	(14,465)	0	
PILT-Canada	(1)	(1)	0	Payment in lieu of taxes (PILT) adjusted to reflect previous year's expenditures and future forecasts
PILT-City Owned Properties	(782)	(782)	0	
PILT-GTAA	(25,500)	(26,750)	(1,250)	
PILT-LCBO	(6)	(6)	0	
PILT-Ontario Power Generation Corporation	(1,600)	(1,600)	0	
PILT-Other Municipalities and Enterprises	(1,700)	(1,700)	0	
PILT-Municipal Tax Assistance Act	(625)	(625)	0	
PILT-Post Secondary Education and Health	(586)	(586)	0	
Supplementary Taxes	(2,000)	(2,000)	0	
Tax Interest and Penalties Earned	(8,000)	(8,000)	0	
Transfer from Capital Reserve Fund	0	(24,309)	(24,309)	Transfer to offset capital program debt expense (above)
Transfer from Churchill Meadows Pool Reserve Fund	(187)	(799)	(613)	Transfer to offset debt expense (above)
Transfer from Employee Benefits Reserve Fund	(2,914)	(3,618)	(704)	Transfer to offset sick leave and Workers' Compensation expense
Transfer from Insurance Reserve Funds	(6,079)	(7,907)	(1,828)	Transfers to offset associated Insurance expenses
Transfer from Reserves-Variou	(40)	(20)	20	Transfers to offset associated expenses
<b>Subtotal - Revenues</b>	<b>(80,117)</b>	<b>(108,856)</b>	<b>(28,739)</b>	
<b>Total</b>	<b>25,713</b>	<b>34,381</b>	<b>8,668</b>	

Note: Numbers may not balance due to rounding.



# Reserves & Reserve Funds

2018-2021 Business Plan  
& 2018 Budget

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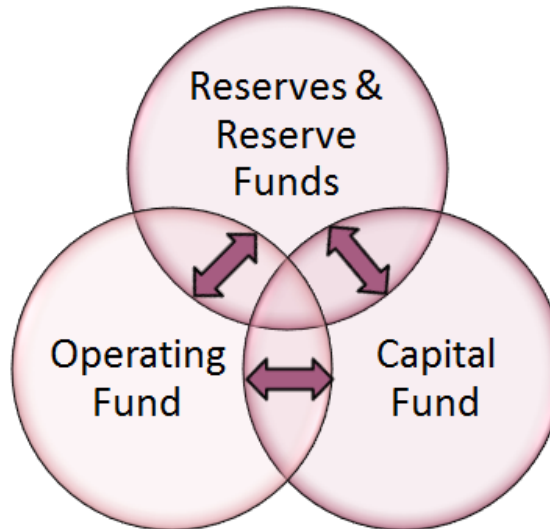
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## Executive Summary of Reserves and Reserve Funds

Reserves and Reserve Funds (R&RFs) are established by Council to assist with long term financial stability and financial planning in the City. R&RFs are an important element of the City's financial plan. By maintaining reserves, the City can accumulate funds for future needs or contingent liabilities, a key element of sound long term financial planning practices.

R&RFs provide stability in times of unexpected shifts in revenues and expenditures, provide funding for one-time expenditure requirements, and minimize fluctuations in taxes caused by cyclical conditions. Credit rating agencies consider municipalities with higher reserves to be more advanced in their financial planning.

The City maintains operating and capital Reserves and Reserve Funds. Details of all reserve activity for the City are summarized in the following pages.



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## Overview

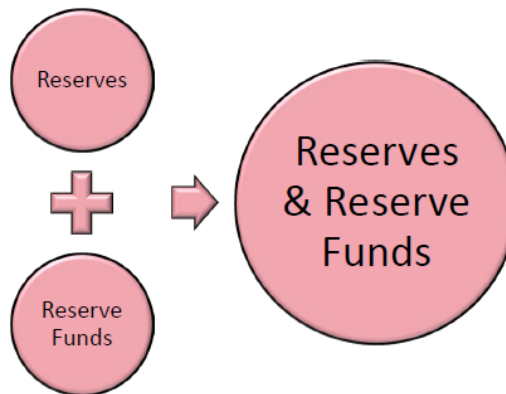
The City undertook a comprehensive review of all of its R&RFs (a report and accompanying by-law was approved by Council on July 6, 2016). The report provided an overview of the City's reserves and reserve funds, made recommendations for amalgamating and/or closing specific R&RFs and identified targets for R&RF balances going forward, based on municipal best practice. The gains achieved through this thorough review are now being sustained through ongoing review, analysis, and policy and procedure development.

Throughout 2017, the development of the 2018-2027 Business Plan & Budget and other financial reporting has relied on the R&RF work. Further revisions to the R&RF By-law, refinements to targets, and the establishment of a Standard Operating Procedure for R&RF management are currently underway (a report was presented to Budget Committee on June 28, 2017 outlining the planned governance model). The City's approach of continuous improvement with respect to R&RFs will assist in the City's long term planning strategies.

### Reserves & Reserve Funds – Definition

**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 established 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 Stormwater)

The following table provides a summary of all operating and capital Reserves and Reserve Funds.

RESERVE/RESERVE FUND	Balance January 01, 2017 (\$000)	2017 Projected Contributions (\$000)	2017 Projected Expenditures (\$000)	2017 Projected Interest (\$000)	Projected Balance December 31, 2017 (\$000)	2018 Projected Contributions (\$000)	2018 Projected Expenditures (\$000)	2018 Projected Interest (\$000)	Projected Balance December 31, 2018 (\$000)
Total Operating Reserve Funds	67,731	2,415	(8,316)	1,855	63,685	2,337	(11,525)	1,635	56,131
Total Operating Reserves	59,508	4,021	(5,414)	0	58,114	3,478	(5,604)	0	55,988
<b>Total Operating Reserve and Reserve Funds</b>	<b>127,239</b>	<b>6,436</b>	<b>(13,730)</b>	<b>1,855</b>	<b>121,799</b>	<b>5,815</b>	<b>(17,130)</b>	<b>1,635</b>	<b>112,120</b>
Total Development Related Reserve Funds	153,017	40,918	(49,047)	4,320	149,207	40,591	(24,974)	4,789	169,612
Total Capital Tax and Related Reserve Funds	151,499	62,008	(105,289)	2,863	111,082	65,504	(41,526)	3,855	138,915
Total Gas Tax Reserve Funds	107,161	57,100	(50,999)	2,902	116,164	58,479	(67,391)	914	108,165
Total Capital Program Specific Reserve Funds	1,486	35	(144)	41	1,418	0	(143)	38	1,314
<b>Total Capital Reserve Funds</b>	<b>413,163</b>	<b>160,061</b>	<b>(205,479)</b>	<b>10,126</b>	<b>377,871</b>	<b>164,574</b>	<b>(134,034)</b>	<b>9,596</b>	<b>418,007</b>
<b>Total Reserve/Reserve Funds</b>	<b>540,401</b>	<b>166,497</b>	<b>(219,210)</b>	<b>11,981</b>	<b>499,670</b>	<b>170,389</b>	<b>(151,163)</b>	<b>11,230</b>	<b>530,126</b>

Note: Numbers may not add due to rounding

The following pages provide additional detail on each R&RF 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.

A total of \$5.8 million will be transferred from the operating budget to these Reserves and Reserve Funds in 2018, to ensure reserve balances are maintained at appropriate levels. A total of \$17.1 million is anticipated to be transferred from these reserves to fund expenditures in the operating budget.

RESERVE/RESERVE FUND	Balance January 01, 2017 (\$000)	2017 Projected Contributions (\$000)	2017 Projected Expenditures (\$000)	2017 Projected Interest (\$000)	Projected Balance December 31, 2017 (\$000)	2018 Projected Contributions (\$000)	2018 Projected Expenditures (\$000)	2018 Projected Interest (\$000)	Projected Balance December 31, 2018 (\$000)
Insurance Reserve Funds	33,134	2,337	(6,079)	882	30,274	2,337	(7,907)	741	25,445
Employee Benefit Reserve Funds	34,597	78	(2,237)	973	33,411	0	(3,618)	894	30,687
<b>Total Operating Reserve Funds</b>	<b>67,731</b>	<b>2,415</b>	<b>(8,316)</b>	<b>1,855</b>	<b>63,685</b>	<b>2,337</b>	<b>(11,525)</b>	<b>1,635</b>	<b>56,131</b>
<b>Operating Reserves</b>									
Winter Maintenance	11,613	0	0	0	11,613	0	0	0	11,613
Reserve for General Contingencies	38,692	3,258	(4,144)	0	37,806	2,680	(1,504)	0	38,983
Elections	3,720	600	(507)	0	3,813	600	(3,755)	0	658
Building Permit Revenue Stabilization	3,730	0	(132)	0	3,598	0	(80)	0	3,518
Reserve for the Arts	1,752	163	(632)	0	1,283	198	(265)	0	1,216
<b>Total Operating Reserves</b>	<b>59,508</b>	<b>4,021</b>	<b>(5,414)</b>	<b>0</b>	<b>58,114</b>	<b>3,478</b>	<b>(5,604)</b>	<b>0</b>	<b>55,988</b>
<b>Total Operating Reserve and Reserve Funds</b>	<b>127,239</b>	<b>6,436</b>	<b>(13,730)</b>	<b>1,855</b>	<b>121,799</b>	<b>5,815</b>	<b>(17,130)</b>	<b>1,635</b>	<b>112,120</b>

Note: Numbers may not add due to rounding

# Capital Reserves and Reserve Funds

## Development-Related Reserve Funds

There are several development-related reserve funds. These reserve funds have been, or continue to be, funded through developer contributions or development charges, governed by 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.

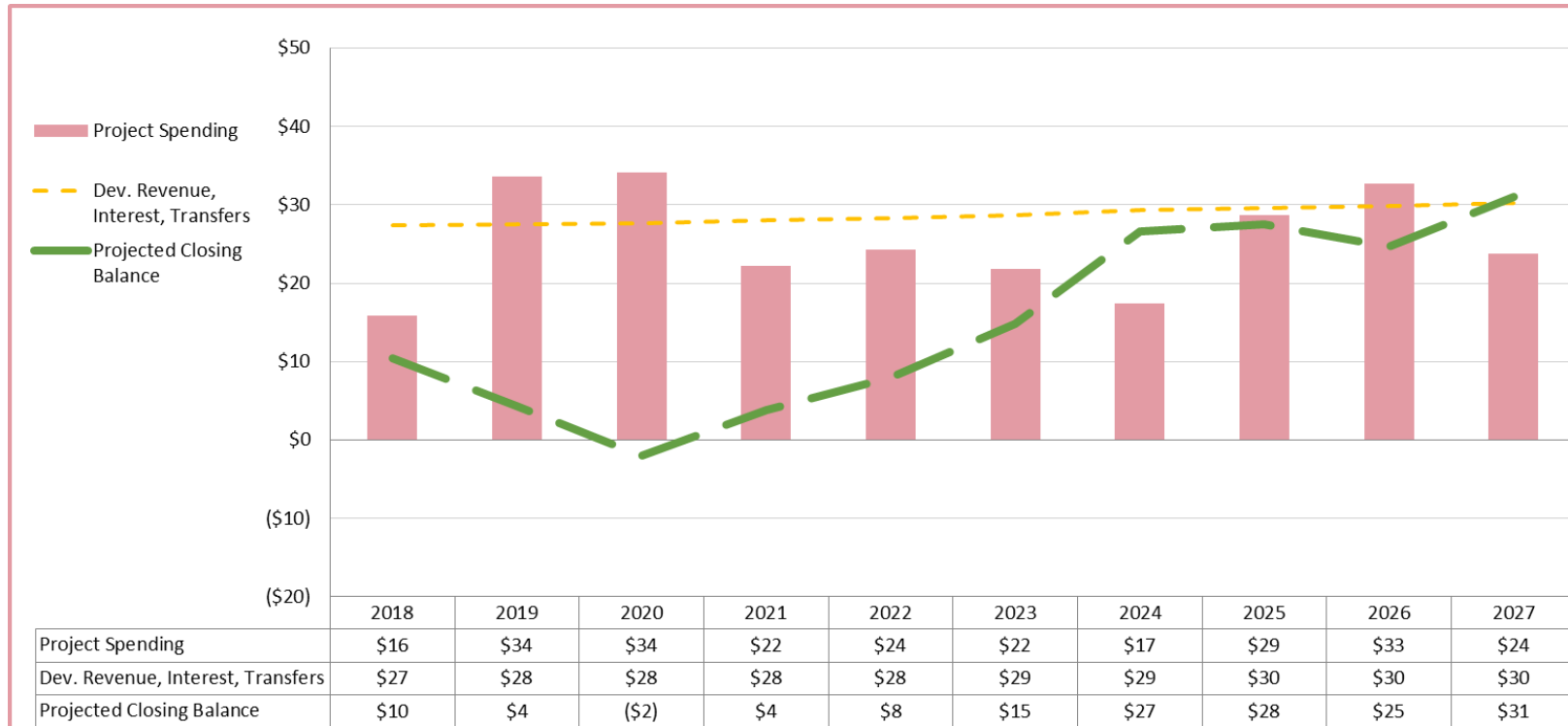
RESERVE/RESERVE FUND	Balance January 01, 2017 (\$000)	2017 Projected Contributions (\$000)	2017 Projected Expenditures (\$000)	2017 Projected Interest (\$000)	Projected Balance December 31, 2017 (\$000)	2018 Projected Contributions (\$000)	2018 Projected Expenditures (\$000)	2018 Projected Interest (\$000)	Projected Balance December 31, 2018 (\$000)
Development Charges Reserve Funds	16,991	26,209	(41,394)	27	1,833	27,183	(17,454)	191	11,753
Lot Levy Reserve Funds	43,099	0	(2,202)	1,227	42,124	0	0	1,264	43,388
CIL Parking Reserve Funds	6,144	425	(1,706)	146	5,008	495	(645)	146	5,004
CIL Parkland and Bonus Zoning Funds	67,017	13,890	(2,303)	2,358	80,962	12,530	(4,907)	2,658	91,243
Developer Contributions Reserve Funds	19,767	394	(1,443)	562	19,279	383	(1,968)	531	18,225
<b>Total Development Funds</b>	<b>153,017</b>	<b>40,918</b>	<b>(49,047)</b>	<b>4,320</b>	<b>149,207</b>	<b>40,591</b>	<b>(24,974)</b>	<b>4,789</b>	<b>169,612</b>

Note: Numbers may not add due to rounding

## Development Charges

Development Charges (DCs) are fees collected from developers. DCs 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). DC 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.

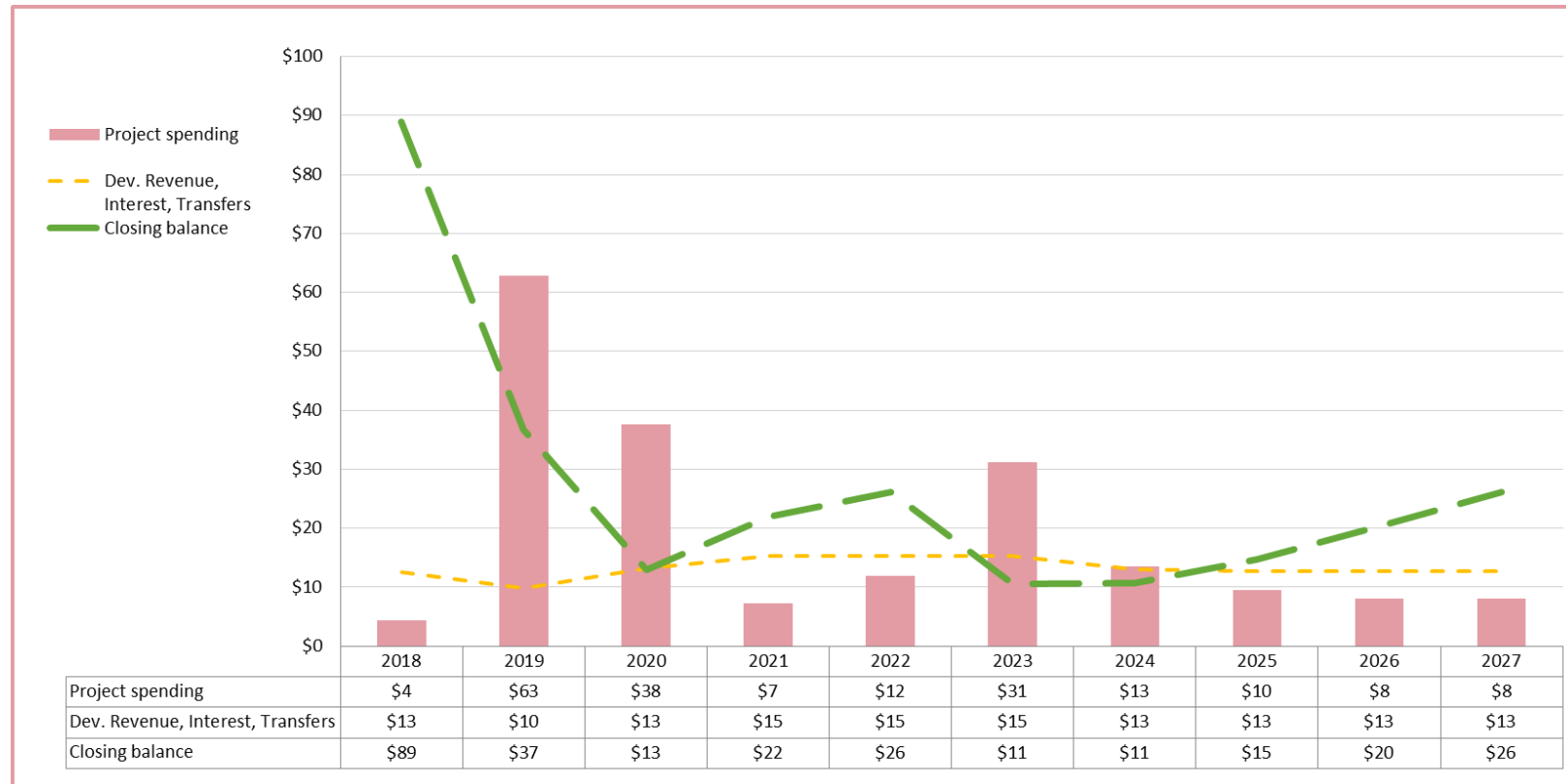
**Development Charges Reserve Funds (excluding stormwater) (millions)**



## 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.

**Cash-in-Lieu of Parkland Reserve Fund (millions)**



## Tax Capital and Related Reserve Funds

Capital reserve funds are established to set aside funds to help the City plan for its long term infrastructure expenditures. The Capital and related reserve funds are generally funded through the operating budget or through the capital infrastructure and debt repayment levy. Many of these reserve funds 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).

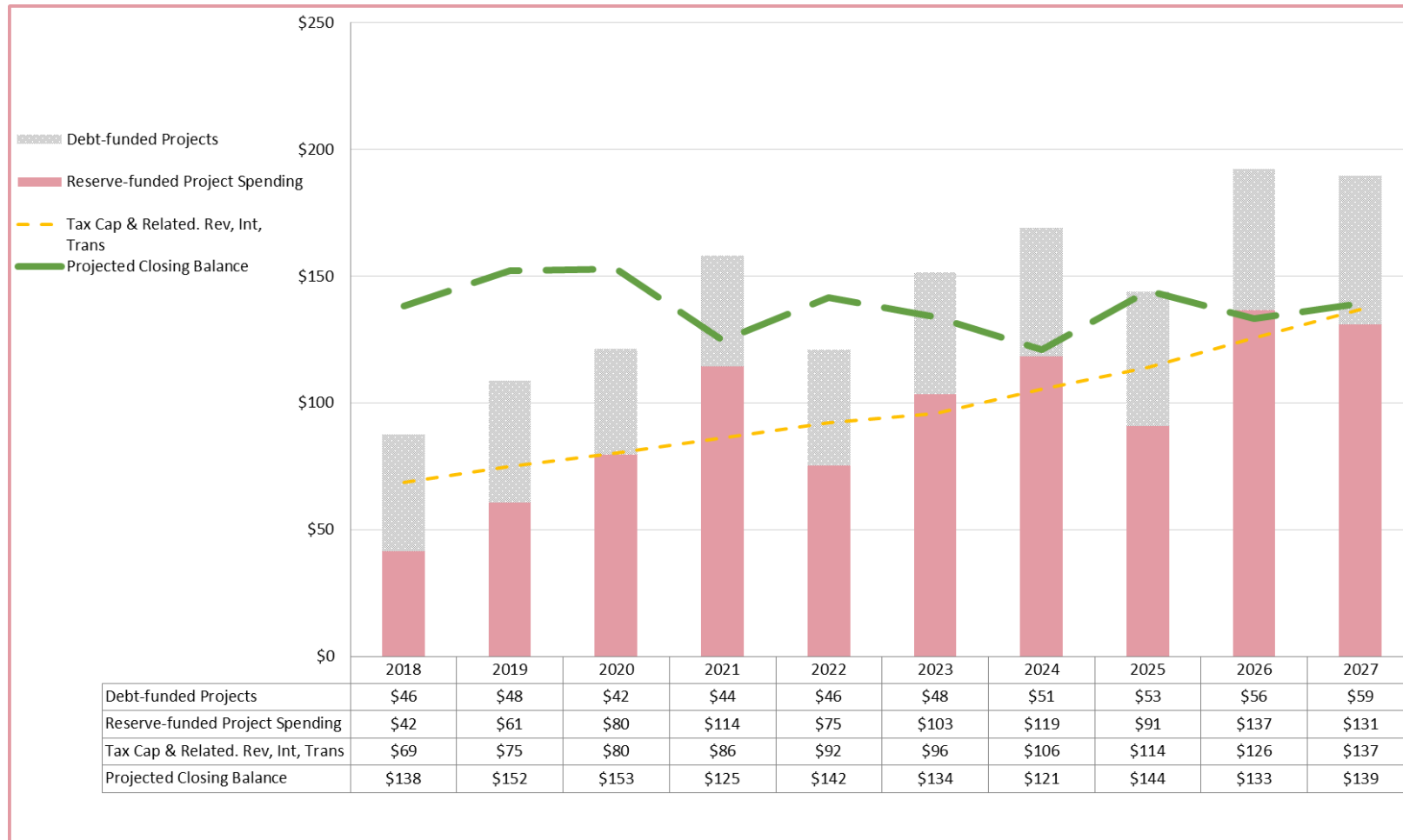
Projected contributions represent anticipated revenue from various sources (specific to each reserve fund); projected expenditures represent planned transfers to specific capital projects.

Anticipated activity in these reserve funds is summarized in the table below and the following chart.

RESERVE/RESERVE FUND	Balance January 01, 2017 (\$000)	2017 Projected Contributions (\$000)	2017 Projected Expenditures (\$000)	2017 Projected Interest (\$000)	Projected Balance December 31, 2017 (\$000)	2018 Projected Contributions (\$000)	2018 Projected Expenditures (\$000)	2018 Projected Interest (\$000)	Projected Balance December 31, 2018 (\$000)
Capital Reserve Fund	145,495	47,794	(98,817)	2,684	97,156	57,561	(31,378)	3,700	127,040
Courtneypark Turf/Synthetic	1,186	166	0	41	1,392	166	(975)	17	600
Loyola Artificial Turf Soccer Field/Track	494	0	0	15	509	0	0	15	524
2009 Special Project CRF	1,215	3	0	0	1,217	0	(1,214)	0	3
Britannia Hills Golf Course	114	0	0	3	118	0	(114)	0	3
Emerald Ash Borer Fund	2,503	5,600	(6,072)	61	2,091	5,600	(7,045)	19	665
Energy Rebate Reserve Fund	213	0	(213)	(0)	(0)	0	0	(0)	(0)
NW Park Pool Reserve Fund	(5)	2,177	(187)	60	2,045	2,177	(799)	103	3,525
Debt Management - Tax	284	6,269	0	0	6,553	0	0	0	6,553
<b>Total Capital Tax Funds</b>	<b>151,499</b>	<b>62,008</b>	<b>(105,289)</b>	<b>2,863</b>	<b>111,082</b>	<b>65,504</b>	<b>(41,526)</b>	<b>3,855</b>	<b>138,915</b>

Note: Numbers may not add due to rounding

### Ten-Year Continuity Graph for Tax Capital and Related Reserves (in Millions)



Note: debt-funded projects are included in this graph to identify total capital spending (debt-funded projects are not included in the Reserve tables)

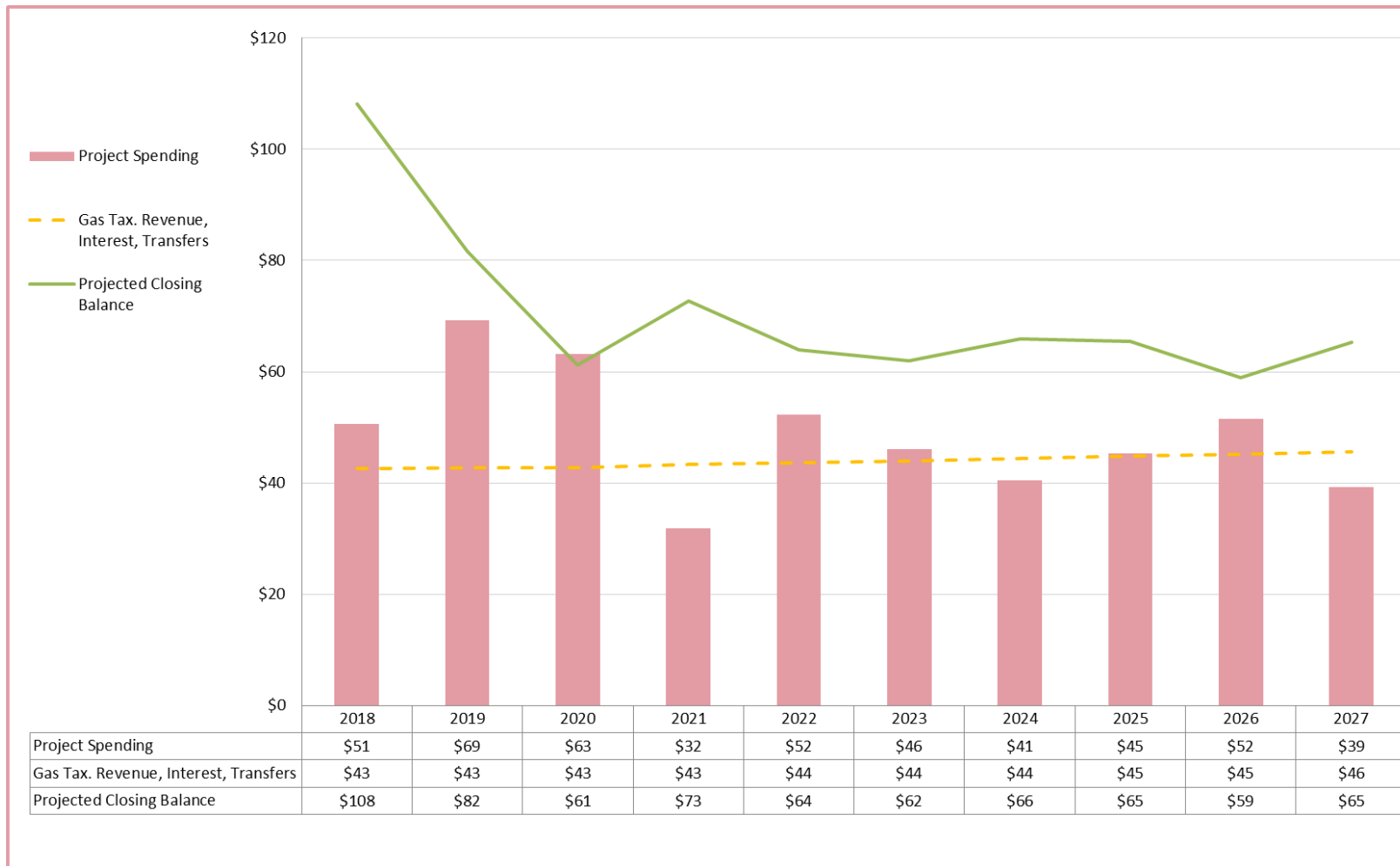
## Provincial and Federal Contribution Reserve Funds

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 utilizing these funds. Anticipated activity in these reserve funds is summarized in the table below. The Federal Gas Tax Reserve Fund is used primarily for facilities, roads and bridges. The Provincial Gas Tax Reserve Fund is used primarily for Transit operating expenditures.

RESERVE/RESERVE FUND	Balance January 01, 2017 (\$000)	2017 Projected Contributions (\$000)	2017 Projected Expenditures (\$000)	2017 Projected Interest (\$000)	Projected Balance December 31, 2017 (\$000)	2018 Projected Contributions (\$000)	2018 Projected Expenditures (\$000)	2018 Projected Interest (\$000)	Projected Balance December 31, 2018 (\$000)
Public Transit Fund	1,426	487	0	57	1,970	0	(220)	52	1,802
Gas Tax Reserve Fund-Provincial	18,730	16,924	(22,917)	886	13,623	16,900	(16,660)	416	14,278
Gas Tax Reserve Fund-Federal	72,512	39,689	(28,082)	1,524	85,643	41,579	(50,511)	(3)	76,709
Bus Rapid Transit - Provincial	209	0	0	6	215	0	0	6	221
Provincial Transit Grant	2,790	0	0	84	2,874	0	0	86	2,960
Move-Ontario 2020 Higher Order Reserve	11,428	0	0	343	11,771	0	0	353	12,124
Metrolinx BikeLinx Reserve	67	0	0	2	69	0	0	2	71
<b>Total Gas Tax and Transit Reserve Funds</b>	<b>107,161</b>	<b>57,100</b>	<b>(50,999)</b>	<b>2,902</b>	<b>116,164</b>	<b>58,479</b>	<b>(67,391)</b>	<b>914</b>	<b>108,165</b>

Note: Numbers may not add due to rounding

### Provincial and Federal Contribution Gas Tax Reserves (in Millions)





## 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/RESERVE FUND	Balance January 01, 2017 (\$000)	2017 Projected Contributions (\$000)	2017 Projected Expenditures (\$000)	2017 Projected Interest (\$000)	Projected Balance December 31, 2017 (\$000)	2018 Projected Contributions (\$000)	2018 Projected Expenditures (\$000)	2018 Projected Interest (\$000)	Projected Balance December 31, 2018 (\$000)
Aircraft Noise Warning Sign	191	0	0	6	197	0	0	6	203
Benares House Endowment	129	30	0	5	164	0	0	5	169
Boeing Airport Mem-Donations	49	0	0	1	50	0	0	2	52
Donations - Stroke Breakers	3	0	0	0	3	0	0	0	3
Donations - Vic Johnston Redevelopment	426	0	0	13	439	0	0	13	452
Economic Development Advisory Council	24	0	(20)	0	4	0	0	0	5
Enterprise Centre	37	0	(124)	(3)	(90)	0	(143)	(7)	(240)
Gymnastics Mississauga Capital	75	5	0	2	83	0	0	2	85
Mississauga Garden Park Dev (B)	224	0	0	7	231	0	0	7	238
Mississauga Garden Park Maint (B)	88	0	0	3	90	0	0	3	93
SCARF Donations	239	0	0	7	246	0	0	7	254
<b>Program Specific Reserve Funds</b>	<b>1,486</b>	<b>35</b>	<b>(144)</b>	<b>41</b>	<b>1,418</b>	<b>0</b>	<b>(143)</b>	<b>38</b>	<b>1,314</b>

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, 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 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	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: (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 to 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
Donations - Stroke Breakers Reserve Fund	Donations to be used for "Sauga Stroke Breakers" program, a partnership program with Trillium Health Centre, Credit Valley Hospital and the City of Mississauga with sponsorship from the Mississauga Central Lions Club

Reserve Name	Purpose of the Reserve/Reserve Fund
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	Funds are used for any events or marketing materials that may be required and are billed on an as-needed basis; Board consists of business and education leaders who are elected by the Mayor to advise the Economic Development Office on business and education needs
Emerald Ash Borer Reserve Fund	Dedicated for costs incurred in the Emerald Ash Borer Program; funds are collected through the special tax levy
Employee Benefits Reserve Fund	Provides funds related to Early Retirement, Vacation Pay, Group Insurance Benefit, Sick Leave and Worker's Compensation
Enterprise Centre Reserve Fund	Established to fund any annual deficit and collect any annual surplus for the Enterprise Centre
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, and reflects current liabilities.
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
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

<b>Reserve Name</b>	<b>Purpose of the Reserve/Reserve Fund</b>
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	Funds 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
Scarf/Animal Control Donations Reserve Fund	Provides funds from donations to Animal Control Services

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## 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:
\$ 76,767,546	To the Capital RF
\$ 5,600,000	To the Emerald Ash Borer RF
\$ 2,680,400	To the General Contingency RF
\$ 2,336,800	To the Insurance RF
\$ 2,176,656	To the Churchill Meadows Pool RF
\$ 600,000	To the Elections RF
\$ 495,300	To the CIL Parking RF
\$ 198,000	To the Reserve for the Arts
\$ 165,900	To the Courtney Park Turf/Synthetic RF
<b>\$ 91,020,602</b>	<b>TOTAL</b>

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**Transfers to and from Reserves and Reserve Funds will be based on the actual expenditures throughout the year of 2018:**

- 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, including Churchill Meadows Pool
- Transfers to operating with respect to Provincial Gas Tax-funded transit expenses

## Appendix 2: Debt-Funded Projects

The City determines the total amount of debt that can be issued and then identifies which capital projects are eligible for this debt funding. This in turn relieves the tax Capital Reserve Fund. The table below provides a summary of all 2018 capital projects fully or partially funded from debt.

Project Number	Project Name	Gross Cost (\$000s)	Amount of Debt Funding (\$000s)	Funding Source
CMPF04275	Community Parks Phase 1 Site Servicing,Park Amenities Churchill Meadows Pool	\$8,000	\$8,000	Tax/Debt
CMFS00083	Replacement of fire vehicles	\$5,535	\$5,535	Tax/Debt
TWRR00036	Roadway Rehabilitation - Major Arterial, Collector,Industrial Roads	\$11,000	\$4,695	Gas Tax, Tax/Debt
TWOE00225	Vehicle & Equipment Replacement	\$3,341	\$3,341	Tax/Debt
CPFP005973	Civic Precinct	\$2,000	\$2,000	Tax/Debt
CPIT005899	EBS SAP Upgrade to ERP on HANA	\$1,800	\$1,800	Tax/Debt
CPFP006461	Outdoor Lighting Renewal-Various locations	\$1,470	\$1,467	Tax/Debt
CPIT006391	Network Fiber	\$1,300	\$1,300	Tax/Debt
CPFP006489	UPS Replacements-City Hall	\$1,138	\$1,138	Tax/Debt
TWOE00443	Noise Wall Program	\$1,082	\$1,082	Tax/Debt
CPFP006490	Various Emergency Repairs 2018	\$1,060	\$1,060	Tax/Debt
CMLS00059	Central Library Redevelopment	\$1,000	\$1,000	Tax/Debt
CPFP005761	Mech Replacement- Rec Facilities (Various)	\$887	\$887	Tax/Debt
CPIT006380	Vehicle Communication (VCOM) Radio Infrastructure for Transit iBus Communications	\$860	\$860	Tax/Debt
TWRR00100	Roadway Rehabilitation - Residential Roads	\$8,000	\$800	Gas Tax, Tax/Debt
CMRC00067	Program Furniture and Equipment	\$780	\$780	Tax/Debt
CPFP006464	Parking Lot Renewal-Mavis	\$711	\$710	Tax/Debt
CPIT006386	VoIP Systems & Phones	\$685	\$685	Tax/Debt
CPFP006451	Mechanical Renewal-Clarkson Depot	\$657	\$657	Tax/Debt
CPIT006384	Network Wireless Infrastructure	\$650	\$650	Tax/Debt

Project Number	Project Name	Gross Cost (\$000s)	Amount of Debt Funding (\$000s)	Funding Source
CMRC00078	Renovations and rehabilitation projects	\$600	\$600	Tax/Debt
TWMR00192	Burnhamthorpe Road E Reconstruction - East of Dixie to Etobicoke Creek Bridge	\$6,360	\$600	DC, Gas Tax, Tax/Debt
CPFP006466	Parking Lot Renewal-Lakefront Promenade	\$593	\$593	Tax/Debt
CPIT006389	Switches and Routers	\$590	\$590	Tax/Debt
CPFP006482	Structural & Mechanical Renewals-City Hall	\$583	\$583	Tax/Debt
CMPF006106	Spray pad Maintenance - Replace surface - McKechnie Woods (P_362)	\$545	\$545	Tax/Debt
CPFP006476	Security Lifecycle Replacements-City Wide	\$530	\$530	Tax/Debt
CMFS00042	Construction Station Renovation 102 (Lakeview)	\$500	\$500	Tax/Debt
CMRC006264	Iceland Concession and Front Desk Renovation	\$500	\$500	Tax/Debt
CMFS00110	Upgrade to Backup Fire Communications Centre	\$450	\$450	Tax/Debt
CMLS00054	Automated Materials Sortation	\$423	\$422	Tax/Debt
CMFS04968	Fire Station renovation to accommodate gender related washroom facilities	\$400	\$400	Tax/Debt
CMPF00639	Vehicles & Equipment - Non Growth Related Equipment - Parks and Forestry	\$378	\$341	Tax/Debt
CMPF04146	Park Maintenance - Boardwalk Replacement-Design & Construction - Lakefront Promenade	\$300	\$300	Tax/Debt
CPFP006435	Fire Alarm System Replacement-Fire Station 101	\$291	\$291	Tax/Debt
CPFP006437	Furniture New-City Wide	\$265	\$265	Tax/Debt
CMFS00075	Refurbish Fire Vehicles	\$250	\$250	Tax/Debt
CMPF00400	Tennis Court Maintenance - Tennis court Reconstruction - McKechnie Woods (P_362)	\$216	\$63	Tax/Debt
		<b>\$65,729</b>	<b>\$46,270</b>	





# Financial Policies

2018–2021 Business Plan  
& 2018 Budget

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## City of Mississauga's Financial Information

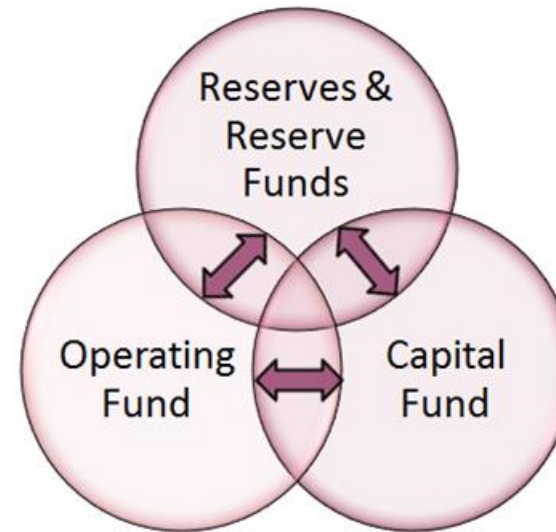
The City's Business Plan and Budget is comprised of revenue and expenses for the Operating and Capital Funds for the City of Mississauga.

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:



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### **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 (R&RF) balances. R&RFs 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.

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# Financial Planning and Accounting 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 & Practices:**

- Fiscal Policy
- Reserves and Reserve Funds
- Budget Control (By-law 0262-1997)
- Development Charges (By-law 0161-2014)
- 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 10 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 10 years. The LRFP will be updated on a regular basis.

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***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 a 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 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 tax capital 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 would result in unfunded annual expenditure obligations.

***Reserves and Reserve Funds***

The City has a long history of prudently managing its R&RFs. In 2016, the City undertook a comprehensive review of all of its R&RFs (a report and accompanying by-law was approved by Council on July 6, 2016). The report provided an overview of the City's R&RFs, and made recommendations for amalgamating and/or closing specific R&RFs. The report also identified recommended target levels or ranges for specific R&RFs, based on best practice with the Government Finance Officers' Association (GFOA). R&RF 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.

The gains achieved through this thorough review are now being sustained through ongoing review, analysis, and policy and procedure development. Throughout 2017, the development of the 2018-2027 Business Plan & Budget and other financial reporting has relied on the R&RF work. Further revisions to the R&RF By-law, refinements to targets, and the establishment of a Standard Operating Procedure for R&RF management are currently underway (a report was presented to Budget Committee on June 28, 2017 outlining the planned governance model). The City's approach of continuous improvement with respect to R&RFs will assist in the City's long term planning strategies.

Today, the City of Mississauga has approximately 100 Reserve and Reserve Fund accounts. By-law 0160-2016 and any amendments thereto, defines each R&RF as well as the reporting requirements, including the necessary authority levels for opening, closing, or reorganizing reserve or reserve funds.

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Further details related to the City's R&RF 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.

### **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 **\$8.9 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.

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## 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 a 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.



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## Ontario Regulation 284/09 of the *Municipal Act*

The City prepares two main financial documents. The **budget** is a spending control document, a revenue rate-setting document and the means to calculate a property tax levy, as specified in sections 290 and 312 of the *Municipal Act*. The budget is prepared on a cash basis of accounting.

The *Municipal Act* requires that municipalities prepare **annual financial statements** that are in accordance with generally accepted accounting principles (GAAP) for local governments as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada (CPA Canada).

Ontario Regulation 284/09 was introduced as an attempt to reconcile the major differences between the annual financial statements and the budget. The main differences include:

- In the budget, revenues and expenses are recorded when received or spent; in the financial statements, revenues and expenses are accrued in the year in which they are earned or measured
- In the budget, there is no amortization or depreciation of assets
- Reserves may be increased or decreased through transfers between funds and not accounted for as a revenue or expense
- Liabilities are fully recognized in the financial statements, but are not fully funded in the budget, as these are an estimate of future possible expenditures. Levying an amount to fully fund liabilities would be unnecessarily onerous on taxpayers
- The budget does not provide for amortization, although it does set aside funds through its reserves to pay for future renewal of its infrastructure

Regulation 284/09 requires the City to identify the impacts of not including amortization expenses, post-employment retirement benefits and solid waste landfill closure and post-closure expenses in the budget.

The table on the following page provides a reconciliation of the budget as proposed to Council, and the budget if it were to be presented on a PSAB basis.

As can be seen from the following table, various estimates would change significantly if the budget were to be prepared in accordance with PSAB requirements.

For example, the estimated amortization expense based on the historical cost of our assets is \$135 million (\$124 million for the tax-funded assets, and \$11 million for stormwater assets). The City provides for the replacement or renovation costs of its assets through contributions to its reserve funds, funding available through other levels of government, and the issuance of debt. The 2018 budget proposes that \$78 million be spent on infrastructure renewal in the tax-funded budget, and \$9.6 million in the stormwater-rate funded budget.

In a second example, the estimated post-employment benefit liability is \$62.9 million. The budget provides for the estimated cost in 2018 (\$2.7 million). The City also maintains a balance in the Employee Benefits Reserve Fund (\$33.4 million).

If amortization and post-employment benefits expenses were not included in the City's financial statements, the accumulated surplus at the end of the year would be \$135.5 million higher.

As shown in the table, on a PSAB basis, the tax levy would need to be increased by \$50.5 million or 3.75 per cent on the total tax bill.

**2018 Budget in accordance with PSAB requirements**

<b>(\$000s)</b>	<b>Property Tax Base</b>	<b>Stormwater</b>	<b>Consolidated</b>
<b>Proposed 2018 Net Operating Budget</b>	<b>485,052</b>	<b>0</b>	<b>485,052</b>
<b>REVENUE</b>			
<b>Proposed 2018 Operating Revenue</b>	<b>334,153</b>	<b>40,215</b>	<b>374,368</b>
<b>Add:</b>			
Property Tax Revenue	485,052		485,052
Reserve funds interest	11,230	2,036	13,266
Recoveries	1,000		1,000
<b>Less:</b>			
Contributions from reserves and reserve funds	(57,382)		(57,382)
Enersource dividend	(12,750)		(12,750)
City budgeted levy for Business Improvement Associations (BIA)	(1,371)		(1,371)
<b>Full Accrual Revenue Budget</b>	<b>759,932</b>	<b>42,251</b>	<b>802,183</b>
<b>EXPENSES</b>			
<b>Proposed 2018 Operating Expenses</b>	<b>819,205</b>	<b>40,215</b>	<b>859,420</b>
<b>Add:</b>			
Amortization (Depreciation Expense)	124,418	10,718	135,136
<b>Less:</b>			
Contributions to reserve and reserve funds	(91,021)	(29,655)	(120,676)
Debt principal repayments	(18,942)	(879)	(19,821)
BIA budget on City's books	(1,371)		(1,371)
<b>Full Accrual Expense Budget</b>	<b>832,289</b>	<b>20,399</b>	<b>852,688</b>
<b>Net Surplus/ (Deficit)</b>	<b>(72,357)</b>	<b>21,852</b>	<b>(50,505)</b>



# Glossary

2018-2021 Business Plan  
& 2018 Budget

Term	Acronym (if appl.)	Description
<b>Accrual Basis of Accounting</b>		<ul style="list-style-type: none"> <li>Recognizes revenues as they become measurable; expenditures are the cost of goods and services acquired in the period whether or not payment has been made or invoices received</li> </ul>
<b>Administration Costs</b>		<ul style="list-style-type: none"> <li>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 charges</li> </ul>
<b>Advertising &amp; Promotions</b>		<ul style="list-style-type: none"> <li>Cost for advertising in newspapers and journals for tenders, public notices, special events, job vacancies, and City services</li> <li>Cost of other promotional expenses such as souvenirs</li> </ul>
<b>Alectra</b>		<ul style="list-style-type: none"> <li>Electricity distributor for the City of Mississauga (Enersource and three other electricity distributors amalgamated)</li> </ul>
<b>Amortization</b>		<ul style="list-style-type: none"> <li>Accounting process of allocating cost less 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</li> </ul>
<b>Annualization</b>		<ul style="list-style-type: none"> <li>Cost of a full year of operation</li> </ul>
<b>Appropriation</b>		<ul style="list-style-type: none"> <li>Amount of money devoted to a special purpose</li> </ul>
<b>Approved Budget</b>		<ul style="list-style-type: none"> <li>Final budget passed by Council with detail, adjusted by departments, to show how departments will operate within the numbers approved in that budget</li> </ul>
<b>Assessment</b>		<ul style="list-style-type: none"> <li>Nominal value assigned by MPAC to each property in the province as a basis for property taxation</li> </ul>
<b>Assessment Roll</b>		<ul style="list-style-type: none"> <li>Record of taxable persons and property in a jurisdiction; prepared by MPAC and used as the basis of allocation of taxes</li> </ul>
<b>Automatic Passenger Counter</b>	APC	<ul style="list-style-type: none"> <li>Used in transit vehicles to count the number of passenger trips</li> </ul>
<b>Balanced Budget</b>		<ul style="list-style-type: none"> <li><i>Municipal Act, 2001</i> Section 290 sets out that the estimated revenues are equal to the estimated expenses with Reserves and Reserve Fund adjustments</li> </ul>
<b>Base Budget</b>		<ul style="list-style-type: none"> <li>Reflection of budget resources (financial, human and other) are required to maintain service levels at the level provided in the previous year's Operating Budget</li> </ul>
<b>Benchmarking</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Best Management Practice (BMPs)</b>		<ul style="list-style-type: none"> <li>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</li> </ul>

Term	Acronym (if appl.)	Description
<b>Budget</b>		<ul style="list-style-type: none"> <li>Planned expenditures for a specified time period along with the proposed means of financing these expenditures</li> </ul>
<b>Budget Committee of Council</b>		<ul style="list-style-type: none"> <li>Standing Committee of Council established to deliberate on the budget</li> </ul>
<b>Budget Request</b>	BR	<ul style="list-style-type: none"> <li>Major initiatives to provide for growth, enhanced service levels, new service and efficiencies. These are requests above existing service levels. Provides description of benefits of proposed initiatives to assist Council in making informed decisions</li> </ul>
<b>Budgetary Control</b>		<ul style="list-style-type: none"> <li>Control or management of an organization in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenue</li> </ul>
<b>Bus Shelter</b>		<ul style="list-style-type: none"> <li>Shelter provided at a bus stop or station for the comfort and weather protection of waiting passengers</li> </ul>
<b>Bus Stop</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>By-Law</b>		<ul style="list-style-type: none"> <li>Municipal, local or corporate rule or regulation</li> </ul>
<b>Canada 150 Community Infrastructure Program</b>	C150 (1) C150 (2)	<ul style="list-style-type: none"> <li>Federal grant program for investments in community infrastructure projects that celebrate our shared heritage, create jobs, and improve the quality of life for Canadians. Funding is used for repairing, rehabilitating and expanding existing community infrastructure assets</li> <li>Program has been funded in two phases to date</li> </ul>
<b>Canadian National Railway Company</b>	CN or CNR	<ul style="list-style-type: none"> <li>Canada's largest railway, and currently Canada's only transcontinental railway company</li> </ul>
<b>Canadian Pacific Railway</b>	CPR	<ul style="list-style-type: none"> <li>Historic Canadian railroad, stretching from Montreal to Vancouver and as far north as Edmonton; primarily freight</li> </ul>
<b>Canadian Union of Public Employees</b>	CUPE	<ul style="list-style-type: none"> <li>Canada's largest union with over half a million members across Canada</li> </ul>
<b>Canadian Urban Transit Association</b>	CUTA	<ul style="list-style-type: none"> <li>Organization that acts as the voice for enhancing the public transit industry in Canada</li> </ul>
<b>Capital</b>		<ul style="list-style-type: none"> <li><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</li> </ul>
<b>Capital Budget</b>		<ul style="list-style-type: none"> <li>Multi-year program adopted by Council comprised of an approved capital program for the current year and a planned program for the succeeding nine years. The multi-year plan covers longer-term and one-time expenditures for capital assets</li> </ul>

Term	Acronym (if appl.)	Description
<b>Capital Expenditure/ Project</b>		<ul style="list-style-type: none"> <li>Results in the acquisition of an asset of a permanent nature or which improves an existing asset, extending the useful life of such an asset. Projects in the 10-year annual forecast advance from year to year in an orderly fashion</li> </ul>
<b>Capital Fund</b>		<ul style="list-style-type: none"> <li>Fund to account for all capital expenditures and the financing of capital expenditures</li> </ul>
<b>Capital Reserve Fund</b>		<ul style="list-style-type: none"> <li>Provides funds, including capital cash receipts not required for the retirements of debenture debts as prescribed by Section 413 (2) of the Municipal Act, 2001 S.O 2001, c25. Funds may be used for: <ul style="list-style-type: none"> <li>Construction and improvement of any municipal works;</li> <li>Acquisitions or expropriation of land required for Municipal purposes;</li> <li>Acquisitions of vehicles or equipment for Municipal purposes; and</li> <li>Payment of debentures of the Corporate for any aforementioned purposes</li> </ul> </li> </ul>
<b>City</b>		<ul style="list-style-type: none"> <li>Corporation of the City of Mississauga</li> </ul>
<b>Clean Water and Wastewater Fund</b>	CWWF	<ul style="list-style-type: none"> <li>Federal grant program designed to accelerate short-term community investments relating to the rehabilitation and modernization of drinking water, wastewater and stormwater infrastructure. The federal government provides up to 50 per cent of this funding for projects; the provincial government provides up to 25 per cent, and the City covers the remaining costs. City projects are limited to stormwater projects.</li> </ul>
<b>Climate Change</b>		<ul style="list-style-type: none"> <li>Change in global or regional climate patterns, in particular a change apparent from the mid to late 20th century onwards; includes greater extreme weather events</li> </ul>
<b>Communication Costs</b>		<ul style="list-style-type: none"> <li>Expenses for the City's telephone system, long distance calls, maintenance of the base radio stations and fax charges</li> <li>Postage charges for the distribution of City mail</li> </ul>
<b>Consumer Price Index</b>	CPI (Con- sumer)	<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Consumer Price Index - Construction</b>	CPI (Con- struction)	<ul style="list-style-type: none"> <li>Sub-index of the CPI that measures changes specifically in the price of construction</li> </ul>
<b>Contingency</b>		<ul style="list-style-type: none"> <li>Appropriation of funds available to cover unforeseen events that occur during the fiscal year</li> </ul>
<b>Contractors &amp; Professional Services</b>		<ul style="list-style-type: none"> <li>Cost of services which have been purchased on a contract basis such as road maintenance, tree planting, and snow removal</li> <li>Cost of professional and consulting services such as auditors, architects, and consultants</li> </ul>

Term	Acronym (if appl.)	Description
<b>Conveyance</b>		<ul style="list-style-type: none"> <li>Structure or feature used for transferring water from one location to another; includes storm sewers, watercourses, road surfaces and other overland flow routes</li> </ul>
<b>Cost</b>		<ul style="list-style-type: none"> <li>Amount of resources required for a business program, product, activity or service to produce an output</li> </ul>
<b>Council</b>		<ul style="list-style-type: none"> <li>Main governing body for the City of Mississauga</li> <li>Comprised of the Mayor and 11 Councillors</li> </ul>
<b>Current Operation</b>		<ul style="list-style-type: none"> <li>Sum of all program budgets</li> </ul>
<b>Current Value Assessment</b>	CVA	<ul style="list-style-type: none"> <li>Amount of money a property would realize if sold at arm's length by a willing seller to a willing buyer</li> </ul>
<b>Debenture (or debt)</b>		<ul style="list-style-type: none"> <li>Medium to long term debt instrument used to borrow money for a capital project at a fixed rate of interest</li> <li>Also known as Debt or Debt Financing</li> </ul>
<b>Debt Charges</b>		<ul style="list-style-type: none"> <li>Amount of principal and interest payments on borrowed funds</li> </ul>
<b>Debt Repayment</b>		<ul style="list-style-type: none"> <li>Principal and interest payments necessary to retire debentures issued for City purposes</li> </ul>
<b>Deficit</b>		<ul style="list-style-type: none"> <li>Excess of liabilities over assets, or expenditures over revenues</li> </ul>
<b>Department Head</b>		<ul style="list-style-type: none"> <li>Commissioner of any City Department</li> </ul>
<b>Destination</b>		<ul style="list-style-type: none"> <li>Point or zone at which a trip terminates</li> </ul>
<b>Developer Contributions</b>		<ul style="list-style-type: none"> <li>Monies collected from developers for specific municipal infrastructure to be constructed by the City (for example, traffic signals, tree planting and sidewalks)</li> </ul>
<b>Development Charges (Revenue)</b>	DCs	<ul style="list-style-type: none"> <li>Fees collected from developers, generally at the time a building permit is issued, to 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, fire and police facilities</li> </ul>
<b>Development Charges Act</b>	DCA	<ul style="list-style-type: none"> <li><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</li> </ul>
<b>Development Related Revenue</b>		<ul style="list-style-type: none"> <li>Revenue collected from developers for City services constructed in new residential and non-residential areas</li> </ul>
<b>Donations &amp; Contributions</b>		<ul style="list-style-type: none"> <li>Cash or in-kind, from individuals and organizations</li> </ul>
<b>Drainage</b>		<ul style="list-style-type: none"> <li>Removal of excess surface water or ground water from land by means of surface or subsurface drains</li> </ul>

Term	Acronym (if appl.)	Description
<b>Drainage Study</b>		<ul style="list-style-type: none"> <li>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</li> <li>Also referred to as Master Drainage Plan or Stormwater Study</li> </ul>
<b>Dredging</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Economic Adjustment</b>		<ul style="list-style-type: none"> <li>Cost-of-living adjustment</li> </ul>
<b>Emerald Ash Borer</b>	EAB	<ul style="list-style-type: none"> <li>Green jewel beetle native to eastern Asia but highly destructive to ash trees native to North America</li> </ul>
<b>Employment Insurance</b>	EI	<ul style="list-style-type: none"> <li>Program sponsored and administered by the Government of Canada that offers financial assistance when unemployed; both employers and employees pay EI premiums</li> </ul>
<b>Enersource</b>		<ul style="list-style-type: none"> <li>Previous name for electric utility company in Mississauga (now known as Alectra)</li> </ul>
<b>Environmental Assessment</b>	EA	<ul style="list-style-type: none"> <li>Study/review of the impact public sector undertakings, usually infrastructure, will have on the environment</li> </ul>
<b>Equipment Costs</b>		<ul style="list-style-type: none"> <li>Tangible property costs other than land or buildings that are used in the operations of the City's day to day business</li> </ul>
<b>Erosion</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Exemption (Legal) (stormwater)</b>		<ul style="list-style-type: none"> <li>Freedom from payment of a stormwater fee based on legal authority of property owner</li> </ul>
<b>Exemption (Technical) (stormwater)</b>		<ul style="list-style-type: none"> <li>Freedom from payment of a stormwater fee based on the drainage of a property outside the City's stormwater management system</li> </ul>
<b>Expenditures</b>		<ul style="list-style-type: none"> <li>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</li> </ul>



Term	Acronym (if appl.)	Description
<b>Express Service</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Fare</b>		<ul style="list-style-type: none"> <li>Required payment for a ride on a passenger vehicle, whether in the form of cash, pass, ticket or transfer</li> </ul>
<b>Federal Economic Development Agency for Southern Ontario</b>	FedDev Ontario	<ul style="list-style-type: none"> <li>Federal agency that seeks to address the key economic challenges of southern Ontario, including strengthening economic capacity for innovation, entrepreneurship and collaboration</li> </ul>
<b>Fines</b>		<ul style="list-style-type: none"> <li>Revenue received from the payment of penalties and fines</li> </ul>
<b>Fiscal Year</b>		<ul style="list-style-type: none"> <li>Period for which budgets are prepared and financial records are maintained; fiscal year for the City of Mississauga is January 1<sup>st</sup> to December 31<sup>st</sup></li> </ul>
<b>Fleet</b>		<ul style="list-style-type: none"> <li>Total number of public transit vehicles owned by a transit company</li> </ul>
<b>Flood Control</b>		<ul style="list-style-type: none"> <li><i>See Peak Flow Reduction</i></li> </ul>
<b>Flood Relief</b>		<ul style="list-style-type: none"> <li><i>See Peak Flow Reduction</i></li> </ul>
<b>Flooding</b>		<ul style="list-style-type: none"> <li>Storm event where stormwater covers or submerges a place or area, and places people, property and/or infrastructure at risk</li> </ul>
<b>Freedom of Information and Protection of Privacy Act</b>	FIPPA/ FOI	<ul style="list-style-type: none"> <li>Provides individuals with a right of access to records and personal information under the custody or control of Ontario government ministries and agencies</li> </ul>
<b>Fringe Benefits</b>		<ul style="list-style-type: none"> <li>Statutory or supplementary plans to which participants may be entitled including Employment Insurance, pension, medical or dental benefits</li> </ul>
<b>Full-time Equivalent</b>	FTE	<ul style="list-style-type: none"> <li>Measure of staffing, equivalent to that produced by one person working full-time for one year</li> </ul>
<b>Fund Accounting</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Garage</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Gas Tax</b>		<ul style="list-style-type: none"> <li>Share of Provincial and Federal gas tax that is transferred to municipalities to fund public transit system and other infrastructure</li> </ul>

Term	Acronym (if appl.)	Description
<b>General Revenue Fund</b>		<ul style="list-style-type: none"> <li>Fund used to account for all revenues and resources which are not otherwise accounted for separately; includes revenues which are unrestricted in use, such as general taxation revenue of a municipality, and revenues earmarked for specific uses but not segregated</li> </ul>
<b>Generally Accepted Accounting Principles</b>	GAAP	<ul style="list-style-type: none"> <li>Nationally recognized uniform principles, standards and guidelines for financial accounting and reporting, governing the form and content of many financial statements of an entity; encompasses the conventions, standards and procedures that define accepted accounting principles at a particular time, including both broad guidelines and detailed practices and procedures</li> </ul>
<b>GO Transit</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Goals</b>		<ul style="list-style-type: none"> <li>Specific, well-defined objectives to be accomplished within specific timeframes; should be in support of key business services; each goal should have at least one objective</li> </ul>
<b>Government Finance Officers Association</b>	GFOA	<ul style="list-style-type: none"> <li>Professional association of state/provinces and local finance officers in the US and Canada dedicated to sound management of government financial resources</li> </ul>
<b>Grant</b>		<ul style="list-style-type: none"> <li>Contribution from a level of government to support a particular function, service, or program</li> </ul>
<b>Grants &amp; Subsidies</b>		<ul style="list-style-type: none"> <li>Category representing government grants, subsidies, and payments-in-lieu of taxes</li> </ul>
<b>Greater Toronto Airports Authority</b>	GTAA	<ul style="list-style-type: none"> <li>Organization that operates Toronto Pearson International Airport</li> </ul>
<b>Greater Toronto Area</b>	GTA	<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Greater Toronto Transit Authority</b>	GTTA	<ul style="list-style-type: none"> <li>Organization that is responsible for developing a long-range, integrated transportation plan for local transit, GO Transit and major roads for the GTA</li> </ul>
<b>Gross Expenditures</b>		<ul style="list-style-type: none"> <li>Total expenditures of the City prior to the netting of any external revenues and/or recoveries</li> </ul>
<b>Growth Project</b>		<ul style="list-style-type: none"> <li>Capital project which, once constructed, will service new growth areas within the City; funded by development charges and developer contributions whenever possible</li> </ul>
<b>Harmonized Sales Tax</b>	HST	<ul style="list-style-type: none"> <li>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%</li> </ul>

Term	Acronym (if appl.)	Description
<b>Headway</b>		<ul style="list-style-type: none"> <li>Time interval between successive vehicles moving along the same route in the same direction</li> </ul>
<b>Healthy City Stewardship Centre</b>	HCSC	<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Impervious Area</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Infrastructure</b>		<ul style="list-style-type: none"> <li>Basic installations and facilities necessary for the continuance and growth of the City, such as roads, parks, transportation and similar systems</li> </ul>
<b>Infrastructure Canada</b>	INFC	<ul style="list-style-type: none"> <li>Canadian federal department responsible for public infrastructure</li> </ul>
<b>Infrastructure Gap</b>		<ul style="list-style-type: none"> <li>Difference between capital investment needs and past/current expenditures</li> </ul>
<b>Infrastructure Renewal Program (Stormwater)</b>		<ul style="list-style-type: none"> <li>Comprised of the Transfers to Stormwater Capital Reserve Fund and Transfer to the Stormwater Pipe Reserve Budget Programs</li> </ul>
<b>Infrastructure Stimulus Funding</b>	ISF	<ul style="list-style-type: none"> <li>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 (program is now closed)</li> </ul>
<b>Integrated Court Offences Network</b>	ICON	<ul style="list-style-type: none"> <li>Province-wide computer system used in the administration of the Provincial Offences Act</li> </ul>
<b>Integrated Road Safety Program</b>	IRSP	<ul style="list-style-type: none"> <li>Program committed to reducing traffic injuries/fatalities and collisions</li> </ul>
<b>Intelligent Transportation System</b>	ITS	<ul style="list-style-type: none"> <li>Initiative to add information and communications technology to transport infrastructure and vehicles in order to reduce congestion</li> </ul>
<b>Interest Income</b>		<ul style="list-style-type: none"> <li>Revenue associated with the City's activities of investing cash balances</li> </ul>
<b>Investment Income</b>		<ul style="list-style-type: none"> <li>Interest received from investments</li> </ul>
<b>Labour Costs</b>		<ul style="list-style-type: none"> <li>Salary and wages for full-time, part-time, contract, temporary or overtime employment including holiday pay</li> <li>City's share of employee's fringe benefits, clothing and food allowances and any other benefits paid through payroll, both taxable and non-taxable</li> </ul>
<b>Leadership Team</b>	LT	<ul style="list-style-type: none"> <li>All City Department Heads and the City Manager</li> </ul>

Term	Acronym (if appl.)	Description
<b>Lean</b>		<ul style="list-style-type: none"> <li>Philosophy and methodology to maximize customer value and staff engagement while minimizing waste</li> </ul>
<b>Levy (Tax)</b>		<ul style="list-style-type: none"> <li>Represents the property and business taxation funding which must be raised by the taxpayers</li> </ul>
<b>Liabilities</b>		<ul style="list-style-type: none"> <li>Financial obligations of the City to others</li> </ul>
<b>Library Board</b>		<ul style="list-style-type: none"> <li>Mississauga Public Library Board; made up of citizens appointed by City Council for a four-year term</li> </ul>
<b>Licences &amp; Permits</b>		<ul style="list-style-type: none"> <li>Revenue from the issuance of licences and permits</li> </ul>
<b>Light Emitting Diodes</b>	LED	<ul style="list-style-type: none"> <li>Electronic indicator light display that uses electricity in a much more efficient manner than standard light bulbs</li> </ul>
<b>Light Rapid Transit</b>	LRT	<ul style="list-style-type: none"> <li>Above-ground light rail line used for public transit</li> </ul>
<b>Limited Stop Service</b>		<ul style="list-style-type: none"> <li>Bus route with a limited number of stops, located mostly at major intersections, intended to reduce trip time</li> </ul>
<b>Local Improvements</b>		<ul style="list-style-type: none"> <li><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</li> </ul>
<b>Local Storm Sewers</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Loop</b>		<ul style="list-style-type: none"> <li>Closed, continuous route, such as a circle or approximate rectangle</li> </ul>
<b>Low Impact Development</b>	LID	<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Lower Tier Municipality</b>		<ul style="list-style-type: none"> <li>Local municipality where there is another level of municipal government involved in providing services to residents</li> </ul>

Term	Acronym (if appl.)	Description
<b>Materials &amp; Supplies and Other Services</b>		<ul style="list-style-type: none"> <li>• Cost of materials and supplies purchased for the administration of the City</li> <li>• Books and materials for the Library Division</li> <li>• Personal equipment such as uniforms, overalls, and protective clothing for City employees</li> <li>• Materials and supplies purchased for the maintenance and operation of City services and facilities (excluding vehicles and buildings), including gravel, salt, sand, asphalt, paint, cleaning materials, agricultural supplies, and other road maintenance supplies</li> <li>• Registration expense of sub-divisions, by-laws, and associated expenses Includes any expense of a minor nature for which no other expenditure classification applies</li> </ul>
<b>Metrolinx</b>		<ul style="list-style-type: none"> <li>• Agency of the Government of Ontario under the Metrolinx Act, 2006; created to improve the co-ordination and integration of all modes of transportation in the Greater Toronto and Hamilton Area</li> </ul>
<b>Ministry of Labour</b>	MOL (Ontario)	<ul style="list-style-type: none"> <li>• Ministry responsible for occupational health and safety, employment rights and responsibilities and labour relations</li> </ul>
<b>Mississauga Accessibility Design Handbook</b>	MADH	<ul style="list-style-type: none"> <li>• Booklet designed to make Mississauga buildings more accessible</li> </ul>
<b>Mississauga Approval Xpress</b>	MAX	<ul style="list-style-type: none"> <li>• A system used to process building permit applications</li> </ul>
<b>Mississauga Transitway</b>		<ul style="list-style-type: none"> <li>• Dedicated east-west bus rapid-transit corridor spanning Mississauga (from Winston Churchill Boulevard to Renforth Avenue), shared by GO Transit and MiWay Services (formerly Bus Rapid Transit, or BRT)</li> <li>• 18 kilometre transitway with 12 stations</li> </ul>
<b>MiWay</b>		<ul style="list-style-type: none"> <li>• Public transport agency serving Mississauga (branded name change of Mississauga Transit)</li> </ul>
<b>Modified Accrual Basis</b>		<ul style="list-style-type: none"> <li>• Basis of accounting in which revenues are recognized when they become both measurable and available to finance expenditures of the current period, and expenditures are recognized when incurred</li> </ul>
<b>Municipal Finance Officers' Association of Ontario</b>	MFOA	<ul style="list-style-type: none"> <li>• Professional association of municipal finance officers in the Province of Ontario that promotes the interests of its members and assists in carrying out their statutory and financial responsibilities</li> </ul>

Term	Acronym (if appl.)	Description
<b>Municipal Performance Measurement Program</b>	MPMP	<ul style="list-style-type: none"> <li>Collects municipal services data on an annual basis as a part of the Financial Information Return</li> </ul>
<b>Municipal Property Assessment Corporation</b>	MPAC	<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Net Budget</b>		<ul style="list-style-type: none"> <li>Represents the total budget for expenditures, less total budgeted revenues; the budgeted amount required to be raised by city taxes</li> </ul>
<b>Net Cost or Net Expenditures</b>		<ul style="list-style-type: none"> <li>Total expenditures less total revenues and/or recoveries</li> </ul>
<b>Non-Departmental</b>		<ul style="list-style-type: none"> <li>Refers to activities, revenues and expenditures that are not assigned to a specific department</li> </ul>
<b>Non-Growth Projects</b>		<ul style="list-style-type: none"> <li>Capital projects for the replacement of existing infrastructure within the City; usually funded from tax-based sources</li> </ul>
<b>Objectives</b>		<ul style="list-style-type: none"> <li>Linked directly to Program goals; specified, quantified, time-based statements of accomplishments or outcomes</li> </ul>
<b>Obligatory Reserve Funds</b>		<ul style="list-style-type: none"> <li>Compulsory/binding reserve funds</li> </ul>
<b>Occupancy Costs</b>		<ul style="list-style-type: none"> <li>Cost of housing departments in the Civic Centre and other municipal buildings</li> <li>Rental expense of office space, maintenance depots, and storage facilities</li> <li>Repairs and supplies relating to City buildings and facilities</li> <li>Cost of heating, lighting, and sanitary services to City properties including heating fuels, gas, hydro, sewer surcharge, user rates (water)</li> </ul>
<b>Official Plan</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Official Plan Amendment</b>	OPA	<ul style="list-style-type: none"> <li>Document outlining amendments to the City's official plan; required where new zoning or land usage does not conform to the Official Plan</li> </ul>
<b>Off-Peak</b>		<ul style="list-style-type: none"> <li>Non-rush periods of the day when travel activity is generally lower, and less transit service is scheduled</li> </ul>
<b>Ontario Municipal Board</b>	OMB	<ul style="list-style-type: none"> <li>Provincial board which provides an appeal forum for planning and assessment decisions made by the City</li> </ul>

Term	Acronym (if appl.)	Description
<b>Ontario Municipal Employees Retirement System</b>	OMERS	<ul style="list-style-type: none"> <li>Local government pension plan funded from employee and employer contributions</li> </ul>
<b>Operating Budget</b>		<ul style="list-style-type: none"> <li>Budget for general revenues and expenditures such as salaries, utilities and supplies</li> </ul>
<b>Operating Expenditure</b>		<ul style="list-style-type: none"> <li>Goods or services that are consumable generally within the current fiscal year</li> </ul>
<b>Operating Program</b>		<ul style="list-style-type: none"> <li>Provides funding to departments for operating expenditures</li> </ul>
<b>Operator</b>		<ul style="list-style-type: none"> <li>Person responsible for the safe operation of vehicle and adherence to schedule on the original key or run</li> </ul>
<b>Optical Transit Network</b>	OTN	<ul style="list-style-type: none"> <li>Product designed to monitor, collect, analyze and manage public traffic and transportation</li> </ul>
<b>Own-Source Revenues</b>		<ul style="list-style-type: none"> <li>Revenue that a municipal government raises through its own sources, including property taxes and user charges, but excluding grants or government funding, such as the gas tax</li> </ul>
<b>Parks and Recreation Ontario</b>	PRO	<ul style="list-style-type: none"> <li>Non-profit association that advances the health, social and environmental benefits of quality recreation and parks through evidence-based practices, resources and collaborative partnerships</li> </ul>
<b>Pass</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Passenger(s)</b>		<ul style="list-style-type: none"> <li>Person who travels on public transit vehicles and who is neither the driver nor a member of the vehicle crew</li> </ul>
<b>Payment in Lieu of Taxes</b>	PILT	<ul style="list-style-type: none"> <li>Set amount of funding paid for by hospitals, universities and colleges located in the municipality, to compensate for municipal services; rate established by province</li> </ul>
<b>Peak</b>		<ul style="list-style-type: none"> <li>Period with the highest ridership during the entire service day, generally referring to either the peak hour or peak several hours (peak period)</li> </ul>
<b>Peak Flow</b>		<ul style="list-style-type: none"> <li>Maximum instantaneous rate of flow of water at a particular point</li> </ul>
<b>Peak Flow Reduction</b>		<ul style="list-style-type: none"> <li>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</li> <li>May also be referred to as Flood Control or Flood Relief</li> </ul>
<b>Pearson International Airport</b>	PIA	<ul style="list-style-type: none"> <li>Canada's largest airport, located in Mississauga</li> </ul>

Term	Acronym (if appl.)	Description
<b>Performance Measurement</b>		<ul style="list-style-type: none"> <li>Planning and management system which sets goals and measures accomplishments for the provision of services; establishes specific planned service levels for each major service and monitors the degree of success of achieving those levels</li> </ul>
<b>Pipe Reserve Fund</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Place of Religious Assembly</b>	PRA	<ul style="list-style-type: none"> <li>Specifically designed structure or consecrated space where individuals or a group of people perform acts of devotion or veneration;</li> <li>Property recognized as such by MPAC</li> </ul>
<b>Pre-Authorized Tax Payment Program</b>	PTP	<ul style="list-style-type: none"> <li>Automatically withdraws taxes from a customer's bank account</li> </ul>
<b>PRESTO</b>		<ul style="list-style-type: none"> <li>Cashless payment system for Transit within the GTA</li> </ul>
<b>Procurement/ Purchasing Card</b>	PCard	<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Program</b>		<ul style="list-style-type: none"> <li>Work of a department and each separate departmental function identified in the current budget; includes functional services provided in Non-Departmental</li> </ul>
<b>Property</b>		<ul style="list-style-type: none"> <li>A parcel or multiple parcels as classified by the MPAC and assigned an Assessment Roll Number(s)</li> </ul>
<b>Provincial Offences Act</b>	POA	<ul style="list-style-type: none"> <li>Provincial statute that sets out procedures for the prosecution of offences under other provincial statutes and regulations and municipal by-laws; through a Memorandum of Understanding, municipalities in Ontario are now responsible for the administration and prosecution of provincial offences, including infractions under the Highway Traffic Act, Liquor Licence Act, etc.</li> </ul>
<b>Public Sector Accounting Board</b>	PSAB	<ul style="list-style-type: none"> <li>Independent accounting body with the authority to set accounting standards for the public sector</li> </ul>
<b>Public Transit Infrastructure Fund – Phase One</b>	PTIF (I) PTIF (II)	<ul style="list-style-type: none"> <li>Federal grant program designed to promote the rehabilitation, optimization and modernization of new and existing public transit infrastructure</li> <li>For phase I, the federal government is providing 50 per cent of funding for PTIF-eligible projects, while the City will cover the remaining costs. Projects include the acquisition of new buses, upgrades to transit equipment and facilities, technology, cycling lane construction and park trail improvements</li> <li>Phase II has been recently announced (details pending)</li> </ul>
<b>Ratepayers</b>		<ul style="list-style-type: none"> <li>People who pay taxes to the municipal corporation</li> </ul>



Term	Acronym (if appl.)	Description
<b>Recreation &amp; Park Fees</b>		<ul style="list-style-type: none"> <li>User fees collected for City-run parks and recreation services</li> </ul>
<b>Recreation Infrastructure Canada</b>	RInC	<ul style="list-style-type: none"> <li>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 (program now closed)</li> </ul>
<b>Regulated Price Plan</b>	RPP	<ul style="list-style-type: none"> <li>Price that the Ontario Electricity Board has set per kWh that local electricity utilities charge for electricity use</li> </ul>
<b>Rehabilitation</b>		<ul style="list-style-type: none"> <li>Restoring of stormwater infrastructure to its former condition; may include general repairs to control device structures</li> </ul>
<b>Replacement Cost</b>		<ul style="list-style-type: none"> <li>Cost of replacing the original asset on the basis of current prices (cost); unrelated to the original asset cost</li> </ul>
<b>Requested Budget</b>		<ul style="list-style-type: none"> <li>Budget proposal recommended by city staff for the operating program</li> </ul>
<b>Reserve</b>		<ul style="list-style-type: none"> <li>Amount of revenue earmarked for a particular purpose; has no reference to any specific assets and therefore no investment income is attributed</li> <li>More detailed listing of the City's reserves and their purpose is contained in the Reserves and Reserve Funds Section</li> </ul>
<b>Reserve Fund</b>		<ul style="list-style-type: none"> <li>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</li> <li>More detailed listing of the City's reserves and their purpose is contained in the Reserves and Reserve Funds Section</li> </ul>
<b>Revenue</b>		<ul style="list-style-type: none"> <li>Income received by the City for the fiscal year; includes tax revenues, user fees, transfers from reserves and interest income</li> </ul>
<b>Revenue to Cost ratio</b>	R/C	<ul style="list-style-type: none"> <li>Efficiency metric defined as expenses as a percentage of revenue</li> </ul>
<b>Revised Budget</b>		<ul style="list-style-type: none"> <li>Budget may be adjusted in accordance with the City's Budget By-law with no net impact to the city's overall cost</li> </ul>
<b>Schedule</b>		<ul style="list-style-type: none"> <li>List of all trip times to be performed on a given route</li> </ul>
<b>Schedule Adherence</b>		<ul style="list-style-type: none"> <li>On-time performance for all trips in the schedule</li> </ul>
<b>Scheduling</b>		<ul style="list-style-type: none"> <li>Planning of vehicle arrivals and departures and the operators of these vehicles to meet consumer demand along specified routes</li> </ul>

Term	Acronym (if appl.)	Description
<b>Service</b>		<ul style="list-style-type: none"> <li>Detailed account of key offerings that are associated with each program currently delivered by a division</li> </ul>
<b>Service Level</b>		<ul style="list-style-type: none"> <li>Measure of core service delivery of a system; goals are quantified and the service level quantifies how those goals should be achieved</li> </ul>
<b>Service Life</b>		<ul style="list-style-type: none"> <li>Expected or acceptable period an asset can be used in service</li> </ul>
<b>Sign-Up</b>		<ul style="list-style-type: none"> <li>Process of selecting work assignments by operators before a new board period begins</li> </ul>
<b>Staff Development Costs</b>		<ul style="list-style-type: none"> <li>Cost of courses, conferences, membership fees, dues, and periodical subscriptions</li> </ul>
<b>Storm Sewer (Sewer, Pipe)</b>		<ul style="list-style-type: none"> <li>Hollow cylinder or tube for the conveyance of stormwater, ultimately discharging to Lake Ontario</li> <li>Underground box culvert may also be considered a storm sewer</li> </ul>
<b>Storm Sewer By-law</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Storm Sewer Lining</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Stormwater</b>		<ul style="list-style-type: none"> <li>Portion of liquid precipitation generated during rain storms or by snow and ice melt that does not naturally soak into the ground or evaporates</li> </ul>
<b>Stormwater Administration Costs</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Stormwater Billing Unit</b>		<ul style="list-style-type: none"> <li>Equivalent to the average total impervious area (267 m<sup>2</sup>) 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</li> </ul>
<b>Stormwater Capital Reserve Fund</b>		<ul style="list-style-type: none"> <li>Reserve Fund used to: <ul style="list-style-type: none"> <li>(i) fund capital projects;</li> <li>(ii) repay debt associated with the financing of capital projects from previous years;</li> <li>(iii) repay the tax base for investment in the stormwater charge start-up costs; and</li> <li>(iv) provide for transfers to the Stormwater Pipe Reserve Fund for future pipe replacement needs.</li> </ul> </li> </ul>

Term	Acronym (if appl.)	Description
<b>Stormwater Charge</b>		<ul style="list-style-type: none"> <li>Fee authorized by ordinance(s) established to pay operations and maintenance expenses, extension and replacement costs, and debt service, and assessed on developed properties with impervious areas within the City; this revenue is used to fund the costs of stormwater management and of operating, maintaining, and improving the stormwater system in the municipality</li> </ul>
<b>Stormwater Charge Expenditures</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Stormwater Drainage System</b>		<ul style="list-style-type: none"> <li>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)</li> </ul>
<b>Stormwater Exemptions and Credits</b>		<ul style="list-style-type: none"> <li>Technical exemptions and credits which reduce the amount of stormwater revenue</li> </ul>
<b>Stormwater Infrastructure</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Stormwater Management (SWM)</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Stormwater Management Facility</b>		<ul style="list-style-type: none"> <li>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</li> </ul>

Term	Acronym (if appl.)	Description
<b>Stormwater Operating Program</b>		<ul style="list-style-type: none"> <li>Program to maintain current Stormwater service levels, comprised of: <ul style="list-style-type: none"> <li>Operations and Maintenance,</li> <li>Administration Costs, and</li> <li>Stormwater Exemptions and Credits</li> </ul> </li> </ul>
<b>Stormwater Operations and Maintenance</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Stormwater Rate</b>		<ul style="list-style-type: none"> <li>Amount of money per billing unit charged over a prescribed period of time</li> </ul>
<b>Stormwater Service</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Stormwater Service Area</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Stormwater Service Level</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Strategic Plan</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Subsidy (Stormwater)</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Supplementary, Railway Rights of Way &amp; Hydro Corridors Taxation</b>		<ul style="list-style-type: none"> <li>Supplementary taxes, local improvement, Business Improvement Areas, railway rights of way taxes and hydro corridor taxation</li> <li>Excludes residential, commercial/industrial, and business taxes which are included in the Net Levy Classification</li> </ul>

Term	Acronym (if appl.)	Description
<b>Surplus</b>		<ul style="list-style-type: none"> <li>Results from expenditures at year end being lower than budgeted and/or revenues being higher than budgeted</li> </ul>
<b>Tax Levy</b>		<ul style="list-style-type: none"> <li>Total tax dollars assessed on property, calculated by multiplying the tax rate by the tax base</li> <li>Can also refer to the tax rate itself</li> </ul>
<b>Tax Manager 2000</b>	TXM 2000	<ul style="list-style-type: none"> <li>Municipal property tax computer system</li> </ul>
<b>Tax Penalties and Interest</b>		<ul style="list-style-type: none"> <li>Revenue received from the penalty and interest charges on overdue taxes</li> </ul>
<b>Tax Rate</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Taxation</b>		<ul style="list-style-type: none"> <li>Process by which a municipality raises money to fund its operation</li> </ul>
<b>Tax-Based Sources</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Total Cost or Gross Cost</b>		<ul style="list-style-type: none"> <li>Actual cost to the corporation of all expenditures (prior to applying any revenues)</li> </ul>
<b>Traffic Safety Council</b>	TSC	<ul style="list-style-type: none"> <li>Advisory committee of Council; makes recommendations designed and intended to protect students from the dangers of vehicular traffic</li> </ul>
<b>Traffic Signal Priority</b>	TSP	<ul style="list-style-type: none"> <li>Equipment that provides traffic signal priority for transit vehicles</li> </ul>
<b>Transfer from Reserves</b>		<ul style="list-style-type: none"> <li>From City reserves and reserve funds; to cover the cost of current operating expenses such as insurance claims, election expenses and accumulated sick leave payment and capital projects such as road construction, land acquisition, and major repairs and renovations to facilities</li> </ul>
<b>Transfers</b>		<ul style="list-style-type: none"> <li>City grants to outside agencies</li> <li>Contributions to City reserves and reserve funds, including contribution to capital financing</li> </ul>
<b>Transit Revenues</b>		<ul style="list-style-type: none"> <li>Income generated by transit fares</li> </ul>
<b>Transportation Costs</b>		<ul style="list-style-type: none"> <li>Travel costs of employees on city business, excluding courses and conferences</li> <li>Car and mileage allowances, taxis, and parking fees</li> <li>Cost of materials, supplies, and services for the maintenance and operation of City vehicles and mobile equipment including gas, diesel fuel, lubricants, oil, tires, parts, repairs, and servicing costs and the rental and maintenance of in-vehicle radio systems</li> <li>Cost of insurance, permits, licenses and rental rates for vehicles and related equipment</li> </ul>

Term	Acronym (if appl.)	Description
<b>Trunk Storm Sewers</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Trust Fund</b>		<ul style="list-style-type: none"> <li>Funds raised or supplied for a particular purpose which cannot be used for any other purpose</li> </ul>
<b>University of Toronto Mississauga</b>	UTM	<ul style="list-style-type: none"> <li>Campus of University of Toronto located in Mississauga</li> </ul>
<b>Upper-Tier Municipality</b>		<ul style="list-style-type: none"> <li>Counties and other upper-tier municipalities that do not tax directly but apportion their revenue requirements over their supporting municipalities</li> <li>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</li> </ul>
<b>User Fees, Rents, &amp; Service Charges</b>		<ul style="list-style-type: none"> <li>Revenue from user fees on City services</li> <li>Rent received on city-owned property</li> <li>All service charges</li> </ul>
<b>Value for Money</b>	VFM	<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Variance</b>		<ul style="list-style-type: none"> <li>Difference between budgeted and actual expenses or revenues</li> </ul>
<b>Veterans' Organization Property</b>		<ul style="list-style-type: none"> <li>Properties recognized by the City as being used and occupied by the three Mississauga Legion Clubs and the Army, Navy &amp; Air Force Veterans' Club.</li> </ul>
<b>Water Quality</b>		<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Water Quality Control</b>		<ul style="list-style-type: none"> <li>Planning, design, construction, operation, maintenance and renewal of infrastructure to remove suspended solids and other contaminants from stormwater, either actively or passively</li> </ul>
<b>Watercourse</b>		<ul style="list-style-type: none"> <li>Open channel, either natural or manmade or a combination thereof, which gathers or carries surface water with some degree of regularity</li> </ul>
<b>Watercourse Erosion Control</b>		<ul style="list-style-type: none"> <li>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</li> </ul>

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Term	Acronym (if appl.)	Description
<b>Watershed</b>		<ul style="list-style-type: none"><li>• Topographically defined land area in which all stormwater runoff drains to the same point; separated from other watersheds by a divide</li></ul>
<b>Windrow</b>		<ul style="list-style-type: none"><li>• Build-up of material (e.g. leaves, snow) left at the bottom of a driveway, or along a curb</li></ul>



# Stormwater

2018–2021 Business Plan  
& 2018 Budget



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## Executive Summary of the Stormwater

**Mission:** To deliver world class stormwater networks while upholding community standards and enhancing quality of life 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.

### Services we provide:

- Storm sewer, pond and watercourse inspections and maintenance
- Dredging and rehabilitation of Stormwater Management (SWM) facilities to maintain water quality and quantity controls
- Stormwater asset management, capital programming and project delivery
- Storm Sewer By-law enforcement
- Rainfall monitoring
- Enhanced Outreach and Education program

### 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, 32 creeks and 62 stormwater management facilities that help to collect, drain and clean the City's rain water runoff before it enters Lake Ontario
- At an estimated 2017 replacement value of \$2.06 billion, the stormwater drainage system is the 2nd largest asset owned and operated by the City

### 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 \$104 per stormwater billing unit is proposed for 2018
- Further developing the Service Area and continued transition from an interim to a sustainable service level
- Ongoing development of a comprehensive asset management plan will ensure the cost effective management of all Stormwater infrastructure
- An enhanced Storm Sewer By-law enforcement program is proposed for 2018
- Continuation of an enhanced residential Outreach and Education program including the Home Visit Pilot Program
- Mitigation measures continue to be assessed and implemented for the Lisgar community to address basement water infiltration issues
- Cooksville Creek flood relief and improvement projects continue to move forward to implementation

Net Investment (000's)	2018	2019	2020	2021
Operating	11,936	12,061	12,143	12,098
Capital	16,014	47,560	52,460	52,110
Full Time Equivalents	24.4	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 to address the pressures of aging stormwater infrastructure and the increasingly frequent extreme storm events resulting from climate change.

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 fund 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 2018-2021 Business Plan continues this transition from an interim to a sustainable service level.

The transition continues 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. Contribution to the storm pipe renewal reserve fund will also increase.

In 2018, an enhanced Storm Sewer By-law enforcement program is proposed to protect the quality of our water resources and remain in compliance with provincial legislative requirements. The Business Plan also proposes the continued development and implementation of an enhanced stormwater Outreach and Education program.

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 stormwater pond on the north side of Matheson Boulevard West, between Hurontario Street and McLaughlin Road, is anticipated to be completed in 2018.

Several infrastructure projects and related initiatives to address basement water infiltration issues in the Lisgar community are included in the Stormwater capital program. In response to recent storm events, the previous schedule of works has been reviewed and an updated 'Action Plan' has been prepared. The updated plan will continue to include the design of dewatering works for the utility trench and ongoing monitoring.



*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 deliver world class stormwater networks while upholding community standards and enhancing quality of life.

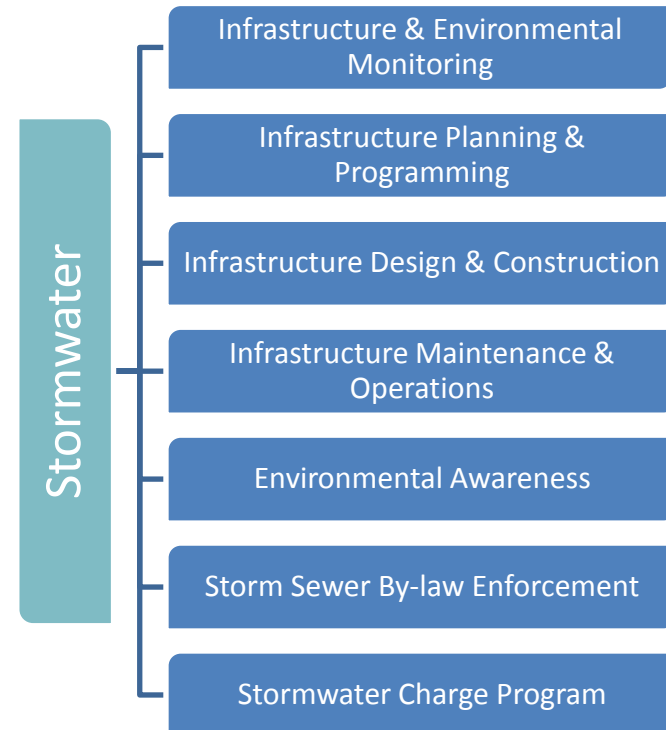
### Mission

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
  - Develop and maintain an integrated asset management plan to better manage all stormwater infrastructure
  - Increase contribution to Pipe Renewal Reserve Fund
  - Enhance Storm Sewer By-law enforcement
- **Deliver** mitigation and improvement projects
  - Flood relief
  - Erosion control
  - Water quality enhancement

### Service Delivery Model



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## Current Service Levels and Trends

The Stormwater Service Area provides the following services annually:

### Infrastructure and Environmental Monitoring

- Regular inspections and condition assessments of stormwater infrastructure assets (e.g., watercourses, stormwater facilities and storm pipes)
- Management of the City's rain gauge network
- Water quality monitoring

### Infrastructure Planning and Programming

- 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 Design and Construction

- Timely delivery of stormwater capital projects

### Infrastructure Maintenance and Operations

- Regular inspections and maintenance of stormwater infrastructure assets (e.g., catch basins, ditches and storm sewer outfalls)

### Environmental Awareness

- Delivery of outreach and education programs for residents and businesses
- 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 proactive 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:

- Greater frequency of extreme storm events results in added pressure to improve stormwater conveyance, quality and flow control
- Aging stormwater infrastructure and the need to balance service levels with affordability
- Increased operating pressures due to legislative compliance
- Need for enhanced Storm Sewer By-law enforcement to manage increasing issues and ensure legislative compliance



*Flooding of rail underpass during an extreme storm event  
(source: Credit Valley Conservation)*

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## Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's Performance Measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability. The following section describes the measures that we use and provides context for results. The Balanced Scorecard shows trends since 2014 and expected outcomes up to 2021.

### What we are measuring

Financial – *Unit cost of catchbasin cleaning* and *cost to maintain Watercourses per kilometre* are new performance measures and expenditures that comprise 12 per cent of our operating budget.

Customer – *Number of outreach and education events* and *number of Stormwater operations and maintenance inquiries per 1,000 people* relate to Outreach and Education engagement. *Requests for review resolved within service level* and *credit applications reviewed within service level* relate to the administration of the Stormwater Charge program.

Employee – *Overall Job Engagement*, *Overall Team Engagement* and *Job Satisfaction* are measures obtained from the most recent Employee Engagement Survey.

Business Process – *Watercourses and quality control ponds in 'fair' or better condition* are new performance measures that provide an overall condition rating for creek and pond assets. Progress towards achieving a sustainable Service Level is a measure defined by contributions to the pipe reserve fund to reach one per cent of storm pipes asset replacement value.

### Why these measures are important

Financial – Catchbasins are an integral component of the stormwater pipe network and require regular cleaning. Watercourses are a significant asset maintained by the Stormwater Service Area and preserving their function and health are critical for drainage and the environment. Both measures support our business goals of maintaining infrastructure.

Customer – The number of Outreach and Education events demonstrates our commitment to engage our residents about Stormwater. The number of stormwater inquiries per 1,000 people demonstrates how engaged residents are with the Service Area. Both measures support our plans for enhanced outreach and education. The percentage of Requests for Review and credit applications that are reviewed within their service level targets demonstrates how well customers are being served.

Employee – Results from the Employee Engagement Survey provide insights into staff engagement and the pride and ownership they take in their day to day work.

Business – Condition assessments of creeks and ponds assist in prioritizing maintenance activities and capital projects as well as long term planning. These performance measures demonstrate our progress in achieving our business goals of maintaining infrastructure and delivery of mitigation and improvement projects. Progress towards achieving a sustainable Service Level also supports the above goals.

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### **How we are improving results**

Financial –These measures help to identify operational pressures, impacts to maintain service levels and allow us to compare to other municipalities.

Customer – Regarding outreach and education, new opportunities are being explored to engage residents more effectively and in return we anticipate more engagement from residents. As for Requests for Review and credit applications, we strive to maintain a high level of service.

Employee – Within the Stormwater Service Area, we continue to maintain a positive work environment by providing opportunities for training, skill development and career growth.

Business – Through the development of comprehensive asset management plans that allow for the effective planning of priority works, staff are able to maintain assets in an increasingly good state of repair. Annual increases to the Pipe Reserve Fund allow the fund to grow and reach a sustainable level.



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## Balanced Scorecard

A Balanced Scorecard identifies and measures four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. 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

*Unit cost of catchbasin cleaning* is the total cost, including labour, contracts and equipment, for catchbasin cleaning divided by 1/3 the number of catchbasins estimated in the City's asset inventory. The existing service level is to clean 1/3 of all catchbasins annually. Significant increase in costs in 2017 is due to previous low prices on a multi-year contract and rising prices at contract renewal. As the largest Stormwater operating account, the internal target is to remain competitive with other municipalities and in line with inflation (estimated two per cent annual increase). Planned 2017 costs (\$35/unit) are close to the municipal average (\$33/unit) provided by the 2015 National Water & Wastewater Benchmarking Initiative - Stormwater (NWWBIS).

*Cost to maintain Watercourses per kilometre* is the total cost, including labour, contracts and equipment, assigned to the watercourse maintenance account divided by total estimated length of watercourses in the City's asset inventory. Watercourse maintenance is an important operating service and costs have been rising steadily in recent years as staff complete more maintenance with greater complexity. An internal target has been set to keep cost increases in line with inflation but this measure is subject to fluctuation due to storm event impacts.

### Customer Measures

*Number of outreach and education events* is the total number of information booths, community events and presentations. Staff have proposed to maintain their participation in approximately 100 events per year pending continued budget for the enhanced Outreach and Education program.

*Number of Stormwater inquiries per 1,000 people* is derived from the total number of stormwater-explicit inquiries (including operation and maintenance) from 311 calls and service requests divided by total population expressed per 1000 people. The internal target is to achieve modest increases in this ratio as it represents public engagement with our Service Area. Significant increases attributed to extreme storm events need to be considered in future results. There was a noticeable spike in inquiries in 2016 attributed to the implementation of the Stormwater Charge. Projected for 2017, however, is a 34 per cent decrease in Stormwater Charge related inquiries, a 28 per cent increase in non-charge stormwater inquiries and a 27 per cent increase in operations and maintenance inquiries suggesting overall engagement is rising. This measure (3.3 inquiries, 2017) can also be compared to the municipal average (1.9 inquiries) provided by NWWBIS (2015).

The *Requests for Review and credit application* measures are the percentage of time that these applications were resolved/reviewed within our service level timelines. The internal target is to maintain service levels at 90 per cent or better.

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## Employee Measures

*Overall Job Engagement* is measured by 20 distinct factors that are considered 'Drivers' of Job Related Engagement'. *Job Satisfaction* is one of the 20 distinct factors that comprise the overall job engagement measure above. *Overall Team Engagement* is measured by 15 distinct factors that are considered 'Drivers of Team Related Engagement'. All the results are derived from the Employee Engagement Survey customized for staff dedicated to the Stormwater Service Area. The internal target is to achieve modest improvements in each measure.

## Business Process Measures

*Watercourses in fair or better condition* is derived from a condition rating assessed during field inspection of a defined length of watercourse and dividing the number in fair or better condition by the total inspected. *Quality control stormwater ponds in fair or better condition* is derived in a similar manner in that a condition rating is assigned to ponds based on the need for sediment removal and those in fair or better condition are divided by the total that have been inspected. The internal target is to improve each measure by one per cent annually as the current backlog of sites in 'poor' condition is reduced. The long term goal is to approach 100 per cent in 'fair' or better condition. The comprehensive asset management plan for all Stormwater infrastructure will also shape these targets.

*Progress towards achieving a sustainable Service Level* is determined by dividing the annual contribution to the Pipe Reserve Fund by one per cent of the total pipe asset replacement value. Within the Stormwater Service Area, a sustainable Service Level is defined as fully funding the operating and capital programs, and having an annual contribution to the Pipe Reserve Fund that is equal to one per cent of the pipe replacement value. The asset replacement value is increased annually for inflation to forecast future costs.

## Balanced Scorecard (Cont'd)

Measures for Stormwater	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)	2021 (Plan)
<b>Financial:</b>								
Unit cost of catchbasin cleaning	--	\$17	\$17	\$35	\$35.7	\$36.4	\$37.1	\$37.9
Cost to maintain Watercourses per kilometre	--	\$473	\$1,719	\$2,181	\$2,225	\$2,269	\$2,314	\$2,361
<b>Customer:</b>								
Number of outreach and education events	--	45	101	110	100	100	100	100
Number of Stormwater inquiries per 1,000 people	--	--	3.6	3.3	3.35	3.4	3.45	3.5
Requests for review resolved within service level	N/A	N/A	87%	95%	90%	90%	90%	90%
Credit applications reviewed within service level	N/A	N/A	84%	90%	90%	90%	90%	90%
<b>Employees:</b>								
Overall Job Engagement <sup>1</sup>		75%			76%			77%
Job Satisfaction <sup>1</sup>		77%			78%			79%
Overall Team Engagement <sup>1</sup>		84%			85%			86%
<b>Internal Business Process:</b>								
Watercourses in fair or better condition	75%	76%	77%	78%	79%	80%	81%	82%
Quality control stormwater ponds in fair or better condition	76%	77%	80%	81%	82%	83%	84%	85%
Progress towards achieving a sustainable Service Level (through contributions to Pipe Reserve Fund)	N/A	N/A	17%	22%	27%	31%	36%	40%

<sup>1</sup> Results obtained from the Employee Engagement Survey which is completed once every three years (2015, 2018, 2021).

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## Awards and Achievements

- **Excellence in People Leadership**, Corporate Award – Manager of Environmental Services
- Nominated for “**Friends of the Credit**” **Conservation Award** - permeable pavement maintenance initiative, CVC Head Office
- Successful launch of the **Stormwater Home Visit Pilot Program** – high demand to register exceeded the initial 100 visits allowing for an additional 20 visits while remaining under budget
- Stormwater staff developed and hosted **ArtworkX**, a unique event in association with National Public Works Week. The event showcased live art, activities and documentary screenings to engage the public about hidden infrastructure that supports their community



*Engaging residents at Outreach and Education events such as ArtworkX*

- Engaged residents at **over 100 outreach and education events** to inform the public on the Stormwater Charge and to provide environmental awareness
- **Matheson Boulevard Stormwater Pond, Cooksville Creek** – construction of the pond moved forward with the installation of large storm pipe infrastructure



*Installation of new storm pipe infrastructure*

- Completed the retrofit of the **Collegeway Stormwater Pond** for water quality control



*Stormwater pond constructed to enhance water quality*

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# 2018-2021 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.



*A greater frequency of extreme storm events drives the need to invest in stormwater infrastructure*

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 to fund 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 2018-2021 Business Plan continues 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 pipes and technology to manage all stormwater infrastructure effectively and efficiently.

Additionally, an increase in the 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.



*The storm pipe renewal reserve fund allows for large storm pipe replacement projects*

Several drainage studies are proposed in the first year of the 2018-2027 Capital Budget. These studies include Master Drainage Plans and Flood Evaluation Studies for several watersheds that will identify Capital improvement needs now and pressures to be prioritized for the latter part of the 10-year Capital Program.

## Engaging Our Residents

The Stormwater Service Area continues to develop the 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

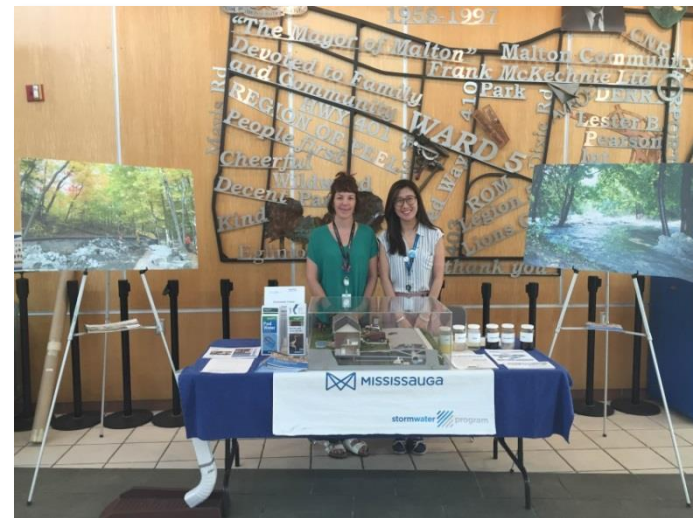
The program focuses on providing information that helps homeowners understand how their properties drain, common issues that can put homes at risk of flooding, and actions that can be taken to reduce flooding risks and benefit the environment. Such actions include disconnecting downspouts; clearing debris 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 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](http://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 2017, staff are on pace to attended over 100 events to discuss the Stormwater Program with residents and promote environmental awareness. The 2018-2021 Business Plan continues our engagement with residents through:

- Development of new ways to enhance the Stormwater Outreach and Education Program
- Continuation of the Residential Stormwater Home Visit Program
- Continued development and expansion of online support (e.g., social media) and website information



*Stormwater information booth at community outreach and education event*

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## Finding Efficiencies

### Lean Initiatives

- 2017 Projects
  - Improvements to the Watercourse Management Program planning and maintenance processes
- 2016 accomplishments
  - Erosion and Sediment Control Permit renewal program improvement to enhance by-law compliance and cost recovery
  - Improvements to creek inspection schedule and reporting processes
  - Digital review of creek inspection reports to reduce paper waste

### Proposed Efficiencies

- Storm Sewer By-law Compliance and Servicing Inquiries
  - To date, the review of these environmental compliance inquiries, and associated fee collection, has been partly administered by an incorrect division. It is planned to consolidate the services and fees for these inquiries as well as to clarify the process for customers to avoid unnecessary administration between divisions
- Streamline Service Request process utilizing Infor
  - Develop a digital process whereby staff are able to assign Service Requests (Infor) to the appropriate staff person responsible for the asset or program, making the existing process paperless. Work towards better collaboration/co-ordination between staff to enhance operation and maintenance works reporting
- Inlet and Outlet Inspection Program
  - In co-ordination with Works, Operations and Maintenance staff, undertake the review of the existing program to reconcile assets currently not included in the inspection program and identify redundancies with other Stormwater inspection programs. Formalize inventory and inspection reporting of inlets and outlets and process for adding new assets to program



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## Advancing 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 Alpha Mills Rain Gardens that mimic natural processes and improve water quality to the receiving drainage system
- Completion of the Collegeway Stormwater Pond retrofit to provide water quality control to Loyalist Creek



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## Transforming our Business with Technology

The Stormwater Service Area has initiated the development of an IT Road Map in alignment with the strategic directions of the Transportation and Works Technology Road Map. A summary of current and future initiatives appears below.

### Modernized Mobile Workforce (Strategic Direction 1)

Streamline Service Request (S/R) process:

- Develop digital process to assign S/Rs to staff, and make it paperless
- Better collaboration and co-ordination between staff to enhance operation and maintenance works reporting

Future – Identify mobile technology opportunities after implementation of asset management system and opportunities related to inspections and enforcement of Storm Sewer By-law.

### Real-Time GIS Mapping Tools aligned to a Centralized Data Repository of City Information (Strategic Direction 2)

Currently participating and providing input into the Geospatial Master Plan (Corporate IT).

Future – Conduct an inventory of all existing data sets, for example, review existing CCTV records for the potential to consolidate/leverage existing spatial data.

### Automation & Asset Infrastructure (Strategic Direction 3)

Development of sewer pipe asset management program/system:

- Research into other municipalities' asset management plans/programs
- Benchmarking, lessons learned
- Participation in Federation of Canadian Municipalities (FCM) Asset Management guidance program

Future – Develop an integrated asset management system for all Stormwater assets including Watercourse and Pond asset inventories currently in other databases.

### Customer Self-Service (Strategic Direction 4)

Employing several methods for customer self-service:

- Dynamic Portal (online) – applicants can submit an application for a Stormwater Credit, Technical Exemptions and Requests for Review
- Web-tool estimator for Stormwater Charge
- Providing new ways for public to connect to staff (e.g., social media)

Future – Improve Service Request process and reporting in Infor. Consider other self-service processes such as online permit applications and improvement to website resources.

### Business Intelligence for Ease of Use (Strategic Direction 5)

Standardize reporting for metrics/performance measures and participation in the National Water & Wastewater Benchmarking Initiative - Stormwater.

## Maintaining Our Infrastructure

To maintain stormwater infrastructure now and in the future, the 2018-2021 Stormwater Business Plan continues the development of a storm pipe asset management plan; the enhancement of existing asset management plans and integration of all storm assets into a comprehensive system; and, the increased investment in capital and pipe reserves. The plan proposes a new initiative to provide enhanced enforcement of the Storm Sewer by-law.

Several drainage studies are proposed in the first year of the 2018-2027 Capital Budget, including Master Drainage Plans and Flood Evaluation Studies. These studies will help to identify additional Capital needs and pressures within the 10-year capital program and assist staff in planning for and maintaining our infrastructure. Stormwater infrastructure is also maintained through inspection and maintenance programs.

A Flood Evaluation Study for the Little Etobicoke Creek watershed is currently underway to identify Capital improvement needs to address nuisance flooding.

Achievements over the past year include:

- Initiated several **Pond forebay dredging** projects to remove sediment and reinstate water quality performance
- Jaguar Valley **Emergency Storm Sewer Replacement** and Dundas Street West at Proudfoot Street **Emergency Slope Stabilization** in 2016

- Investigated over 100 requests related to spills, sanitary cross connections and **enforcement of the Storm Sewer By-law** in 2017 (30 per cent increase from 2016)



*Storm Sewer dye test to confirm sanitary cross connections*

- Completed several **Watercourse maintenance projects** – including the Levi Creek Road Embankment, Cooksville Creek Storm Outfall Reconstruction



*Watercourse slope stabilization at failed road embankment*

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## Managing Our Human Resources

### Our Structure

Stormwater services are delivered with key support provided by multiple departments, divisions and an external partner (Region of Peel):

- Engineering and Construction
- Finance
- Information Technology
- Parks and Forestry
- Region of Peel (Stormwater Charge billing)
- Transportation and Infrastructure Planning
- Works Operations and Maintenance

Having a team of staff making key contributions to the Service Area requires strong internal relationships and communication to effectively organize and deliver our services. Working together, our Service Area structure supports Stormwater business goals to establish a sustainable service level for Stormwater and deliver mitigation and improvement projects.

### Our Talent

The Stormwater team is comprised of individuals that bring a wealth of expertise and experience from across Canada and around the world, supporting our vision to be a leader in the delivery of stormwater services. The table below provides some of the roles that are dedicated to the Stormwater Service Area and their membership in professional associations:

Our Service Area staff includes:	Staff are active members with various associations including:
Engineers: Storm Drainage/Environmental/Water Resources	
Environmental Services Specialist	American Public Works Association (APWA)
Infrastructure Management Specialist	Municipal Engineers Association (MEA)
Outreach Assistants	Ontario Association of Certified Engineering Technicians and Technologists (OACETT)
Storm Drainage Coordinators	Professional Engineers of Ontario (PEO)
Storm Drainage/Environmental Technologists & Technicians	
Stormwater Charge Program Coordinator	

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### Critical Roles/Functions to Achieve Business Goals

Multiple staff working together provides support to deliver critical roles for Stormwater. The following functions are critical to achieving the 2018-2021 Stormwater business goals:

- Continued development of a storm sewer asset management plan
- Development of an asset management system to monitor and manage all stormwater assets
- Development of an enhanced Storm Sewer By-law enforcement program
- Enhanced outreach and education programming

Roles and functions are anticipated to change when more project management and program planning is required to support delivery of large drainage studies and Capital projects. Additionally, with the development of new and refined asset management plans and enhanced programs, critical roles and functions may also evolve from 2018 through to 2021.

### Talent Needs

Service Area talent is supplied from internal promotions and external hires. Qualified applicants from the labour market as well as co-op students, engineers in training (EIT) and the proposed technologist in training internship program (shared with Roads Service Area) contribute to Stormwater. Historically, our seasonal staff and students have proven to be a good source for candidates for full time positions. Through these assignments, the students and contract staff gain the necessary experience to qualify for full time positions. For 2018, a Co-ordinator position is requested to develop and implement an enhanced Storm Sewer By-law enforcement program.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2017	2018	2019	2020	2021
Administration	3.0	2.0	2.0	2.0	2.0
Planning & Operations	21.4	22.4	20.4	20.4	20.4
<b>Total Service Distribution</b>	<b>24.4</b>	<b>24.4</b>	<b>22.4</b>	<b>22.4</b>	<b>22.4</b>

Note: Numbers may not balance due to rounding.

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 Co-ordinator (BR# 3960)

Staffing changes for 2019:

- Two Clean Water & Wastewater Fund (CWWF) positions end

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# Stormwater Budget & Financial Overview

## 2018 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. Additionally, 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 reflect a balance between fiscal responsibility and resident service expectations.

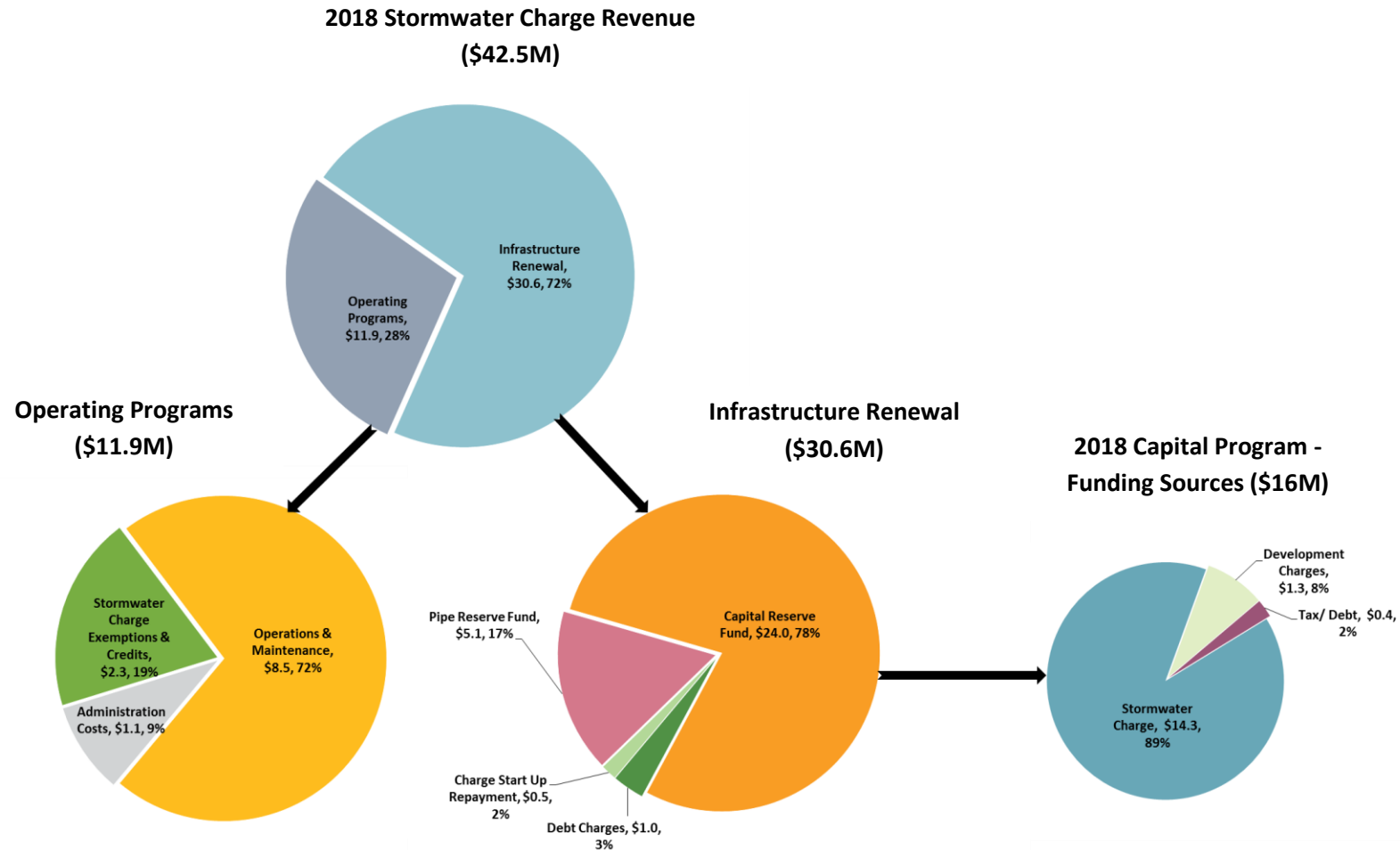
The stormwater rate is established on an annual basis during the budget approval process, through a fees and charges by-law subject to Council approval. An increase to the stormwater rate, from the initial 2016 rate that funded an interim level of service, will allow future stormwater capital and operational needs to be addressed. As shown in the table below an annual rate of \$104 per stormwater billing unit is proposed for 2018.

	2016	2017	2018
Stormwater Rate (per billing unit)	\$100	\$102	\$104

To learn more about the Stormwater Charge please visit:  
[www.stormwatercharge.ca](http://www.stormwatercharge.ca)

## Distribution of Stormwater Charge Revenue (\$ Millions)

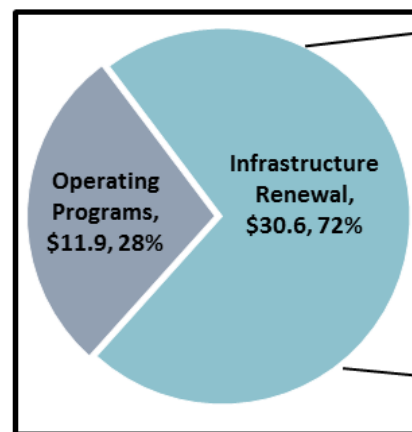
The pie charts below provide an overview of Stormwater Charge Revenue segregated by the Operating and Infrastructure Renewal Programs for 2018. Furthermore, the 2018 Capital Program is distributed by funding source.



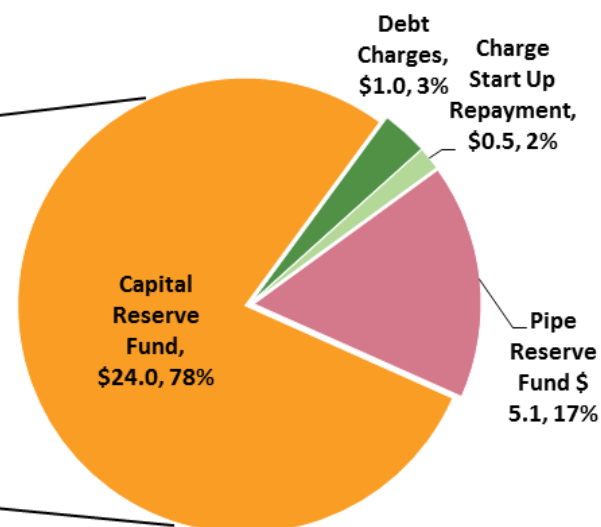
Note: Numbers may not balance due to rounding.

The following pie charts provide an overview of Stormwater Charge Revenue allocated to Infrastructure Renewal Programs for 2018.

**2018 Stormwater Charge Revenue  
(\$42.5M)**



**Infrastructure Renewal  
(\$30.6M)**



Note: Numbers may not balance due to rounding.

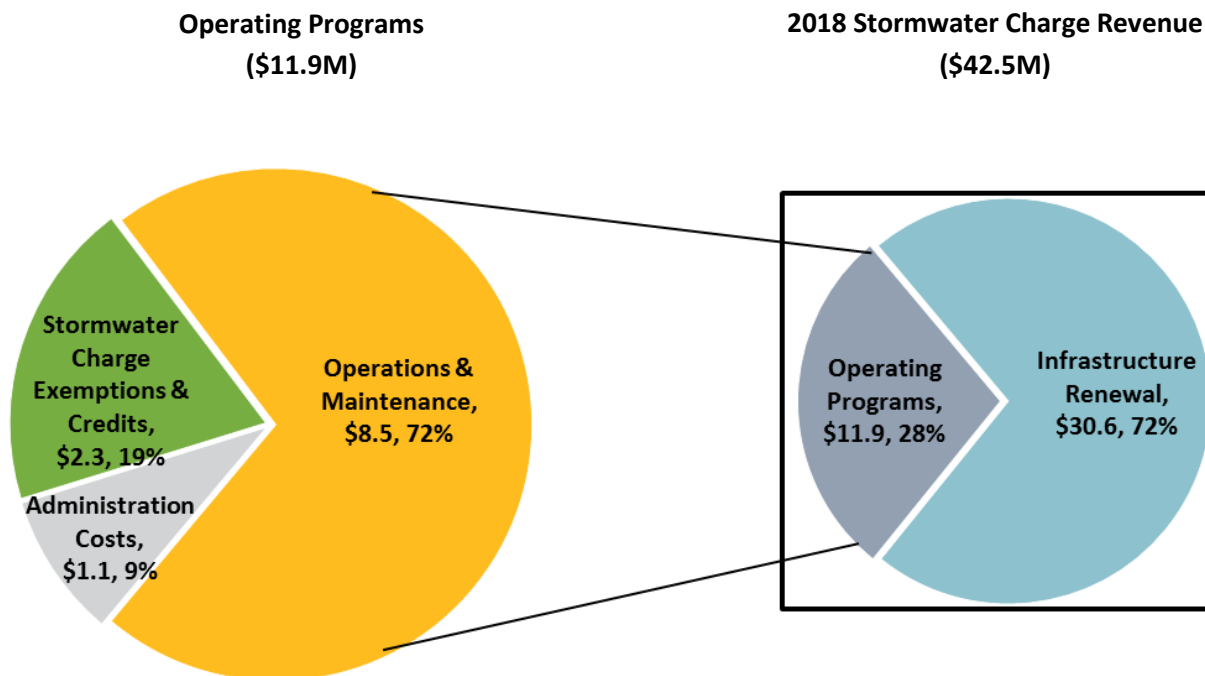
#### **Description of Stormwater Infrastructure Renewal Allocations**

Infrastructure Renewal – 72 per cent of the total stormwater revenue is to be allocated for infrastructure renewal items as follows:

- (i) Capital Reserve Fund (\$24.0 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 (\$0.5 million)
- (iv) Stormwater Pipe Reserve Fund for future pipe replacement needs (\$5.1 million)

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The following pie charts provide an overview of Stormwater Charge Revenue allocated to Operating Programs for 2018.



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 (\$8.5 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 (\$2.3 million).



## Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2018-2021 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 budget for 2017 was \$12.1 million and the proposed budget for 2018 is \$11.9 million.

### Maintain Current Service Levels

The City aims to keep cost increases needed to maintain current service levels in line with inflation. Each year, City staff identify efficiencies and streamline processes through continuous improvement while maintaining service levels and managing additional costs associated with administering the Stormwater Charge.

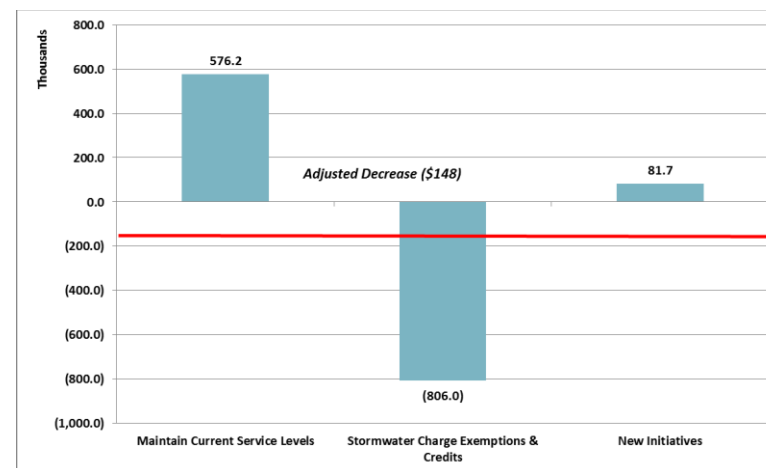
### Stormwater Charge Exemptions and Credits

The 2018 budget proposes a decrease in technical exemptions and program credits based on latest analysis indicating a decreased volume of applications.

### New Initiatives

Enhanced Storm Sewer By-law Enforcement (BR# 3960) is proposed in 2018 and is detailed further in the 'Proposed New Initiatives and New Revenues' section. The proposed initiative supports the *Connect – Maintain Infrastructure* pillar of Mississauga's Strategic Plan and is primarily focused on protecting the quality of our water resources and the source of our drinking water.

### Proposed Changes to 2018 Net Operating Budget by Category (000s)



### Total Changes to Maintain Current Service Levels

The following table breaks down the total cost (\$11.9 million) to maintain current service levels for the Stormwater Service Area, which is a net operating budget decrease of \$0.2 million over the 2017 Budget.

Increases to the 2018 proposed budget include:

- \$0.6 million cost allocation budget re-alignment between Other Expenses and Labour costs
- \$0.4 million in operating increases, including catch basin and inlet/outlet cleaning and watercourse maintenance
- \$0.2 million in new programs and other increases

Decreases to the 2018 proposed budget include:

- \$0.6 million cost allocation budget re-alignment between Other Expenses and Labour costs
- \$0.8 million decrease associated with the expected application of technical exemptions and credits

Category	Changes to 2018 budget from 2017 (\$000's)
<b>2017 Base Budget</b>	<b>12,083</b>
<b>Operating Decreases:</b>	
Technical Exemptions and Credits	-806
Cost allocation budget re-alignment between Other Expenses and Labour costs	-600
<b>Operating Increases:</b>	
Cost allocation budget re-alignment between Other Expenses and Labour costs	600
Increased catchbasin and inlet/outlet cleaning costs	310
Increased watercourse maintenance costs	100
Increase for CVC Greening Corporate Grounds Program	130
Other Increases	37
<b>Total Changes to Maintain Current Service Levels</b>	<b>11,854</b>
New Initiatives	82
<b>Total 2018 Operating Budget</b>	<b>11,936</b>

Note: Numbers may not balance due to rounding.

## Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2018-2021, as well as the 2017 Budget and 2016 Actuals by major program within the Service Area.

### Proposed Budget by Program

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>						
Storm Operations and Maintenance	7,209	7,877	8,460	8,502	8,529	8,427
Storm Administration Costs	1,237	1,076	1,083	1,086	1,089	1,092
Storm Exemptions & Credits	958	3,130	2,310	2,361	2,411	2,464
New Initiatives and New Revenues			82	112	113	115
<b>Total Expenditures</b>	<b>9,404</b>	<b>12,083</b>	<b>11,936</b>	<b>12,061</b>	<b>12,143</b>	<b>12,098</b>
Capital Reserve Fund Contributions	18,670	24,353	24,489	24,230	24,021	23,976
Pipe Reserve Fund Contributions	5,832	4,100	5,100	6,100	7,100	8,100
Debt Charges	1,020	1,010	1,000	990	978	964
<b>Total Infrastructure Renewal</b>	<b>25,522</b>	<b>29,463</b>	<b>30,589</b>	<b>31,320</b>	<b>32,099</b>	<b>33,040</b>
Stormwater Revenue Accrual	5,746					
<b>Stormwater Program</b>	<b>40,672</b>	<b>41,546</b>	<b>42,525</b>	<b>43,380</b>	<b>44,241</b>	<b>45,138</b>

Expenditures Budget - Changes by Year			(1%)	1%	1%	(0%)
Proposed Net Budget - Changes by Year			2%	2%	2%	2%

Note: Numbers may not balance due to rounding.

Budget forecast assumes 2% annual inflation to Stormwater Program.

## Proposed Cost Increase Required to Maintain Current Service Levels

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, taking into account efficiencies, cost savings, and cost increases arising from prior-year decisions.

Category	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
Labour and Benefits	4,202	4,884	682	\$600 Increase is re-alignment of labour cost allocation budget transferred from Contractor & Professional Services resulting in no increase in net budget. \$83 Increase reflects labour adjustments and other fringe benefit changes.
Contractor & Professional Services	3,803	3,756	(47)	(\$600) Decrease is re-alignment of labour cost allocation budget transferred to Labour and Benefits resulting in no increase in net budget. \$310 Increase in Catchbasin Cleaning \$130 Increase in CVC Greening Corporate Grounds Program \$100 Increase in Watercourse Maintenance
Transportation, Equipment Costs & Maintenance	546	519	(27)	
Materials, Supplies & Other Services	91	86	(5)	
Occupancy & City Costs, Advertising & Promotions Communication Costs	51	58	7	
Finance Other	160	140	(20)	
Transfers To Reserves and Reserve Funds	100	100	0	
Stormwater Charge Exemptions & Credits	3,300	2,494	(806)	Decrease in technical exemptions and program credits based on latest analysis
Other Revenues	(170)	(184)	(14)	
<b>Total Operating Programs</b>	<b>12,083</b>	<b>11,853</b>	<b>(230)</b>	
Infrastructure Renewal	28,453	29,589	1,136	\$1,000 Increase transfer to the Stormwater Pipe Reserve Fund \$455 Increase transfer to the Capital Reserve Fund (\$320) Decrease repayment cost for stormwater rate implementation
Debt	1,010	1,000	(10)	
<b>Total Infrastructure Renewal</b>	<b>29,463</b>	<b>30,589</b>	<b>1,126</b>	
<b>Total</b>	<b>41,546</b>	<b>42,443</b>	<b>897</b>	

Note: Numbers may not balance due to rounding.

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## Proposed New Initiatives and New Revenues

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

Description	BR #	2018 FTE Impact	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2018 to 2021 FTE Impact	2018 to 2021 Capital (\$000's)
<b>New Initiatives</b>								
Enhanced Storm Sewer By-law Enforcement	3960	1.0	82	112	113	115	1.0	0
<b>Total New Initiatives</b>		<b>1.0</b>	<b>82</b>	<b>112</b>	<b>113</b>	<b>115</b>	<b>1.0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>1.0</b>	<b>82</b>	<b>112</b>	<b>113</b>	<b>115</b>	<b>1.0</b>	<b>0</b>

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

## Enhanced Storm Sewer By-law Enforcement

A Storm Sewer By-law Enforcement Co-ordinator is proposed to develop and implement an enhanced enforcement program. Increasing issues and expected level of service demonstrates the need to proactively protect our water resources and stormwater system. This new initiative allows the Stormwater Service Area to ensure the necessary due diligence to remain in compliance with legislative requirements (i.e., Ontario's Water Resources Act and Environmental Protection Act). Further, demand on existing resources supports the need for dedicated staff to co-ordinate the enforcement program.

**Proposed Initiative**

Enhanced Storm Sewer By-law Enforcement

**Department**

Transportation & Works Department

**Service Area**

Stormwater

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	81.7	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	81.7	111.5	113.1	114.7
* Net Change in \$		29.8	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)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Storm Sewer By-law enforcement is carried out by the Environmental Technologist who also has development application review duties. Due to workload pressures, this staff person can devote just 30 per cent of her time to by-law enforcement. The need for additional resources allocated to enforcement activities to ensure compliance with provincial legislation and protect water quality has continued to increase. Effective enforcement of the by-law requires dedicated staff resources focused on the program.

### **Details of Service Change**

A new FTE is proposed for 2018 to be dedicated to the Storm Sewer By-law enforcement program. The objective is to enhance the program with resources needed for the City to effectively do its due diligence to remain in compliance with provincial legislation regulating the operation of the stormwater pipe network and to protect water quality. A dedicated staff resource will allow for prompt responses to complaints as well as the design and implementation of a program that proactively identifies problem areas and applies the appropriate tools to address them. Specific objectives include: complaints are investigated and appropriate action initiated within 24 hours; problem sites are monitored at the appropriate frequency; potential sewer cross-connections are investigated in a timely manner and confirmed 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 Charge 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.

### **Service Impact**

This resource, a Storm Sewer By-law Enforcement Co-ordinator, 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 sewer cross-connections will not meet expected levels of service, and adequate protection for our storm drainage system from illicit discharges may not be provided. This would also put the City at risk of being out of compliance with provincial legislation which regulates the operation of the City's storm sewers and the water and contaminants they discharge to the environment. Furthermore, the City will not be in a position to respond to any increased expectations on the part of residents with respect to water quality issues or to review and inspect an increasing number of 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 non-compliance with provincial legislation and/or litigation should environmental degradation or property damages arise from contaminated storm sewer discharges.

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# 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 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:

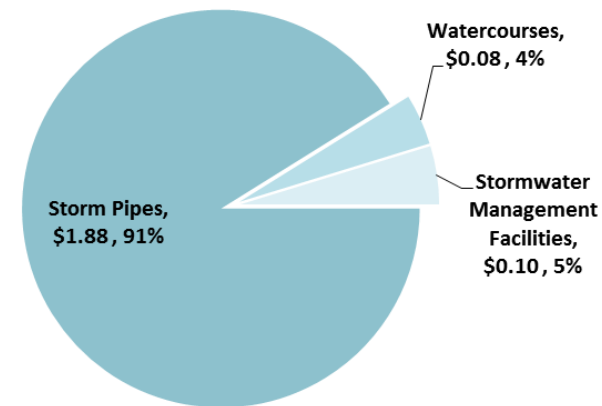
- Developing an inventory of City-owned assets
- Monitoring and reporting of infrastructure condition
- Preparing appropriate asset renewal and maintenance programs
- Developing financial strategies to effectively manage those programs over the lifecycle of stormwater infrastructure

As previously mentioned, one of the business goals of the 2018-2021 plan is to continue to improve asset management practices as they pertain to storm pipes and all stormwater assets. This includes the improvement of 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  
(Estimated \$2.1 billion)**

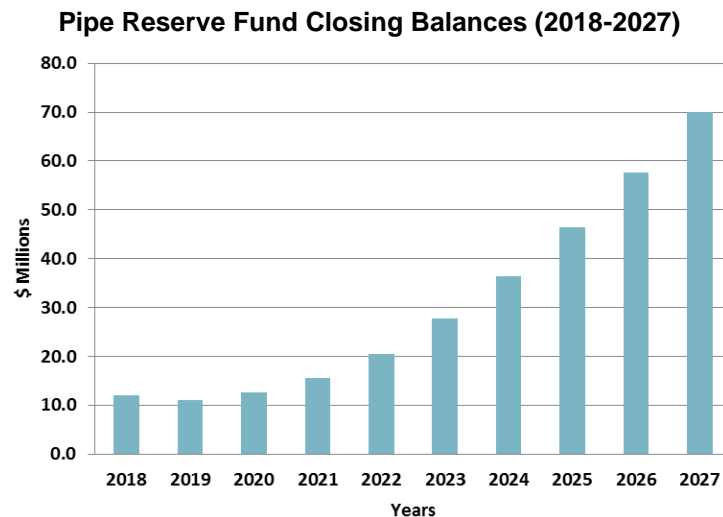




## Pipe Program Financing

The stormwater program includes a provision of \$5.1 million in 2018 for future pipe replacement needs. The 2018-2021 Business Plan and Budget assumes this provision will increase in each of the next four years, reaching an annual provision of \$8.1 million in 2021. This increase is necessary as part of the Service Area's goal to reach a sustainable service level.

The following chart reflects the projected annual closing balances of the Stormwater Pipe Reserve Fund, with a balance of \$70.1 million in 2027.



Work is underway to assess the condition of storm sewers, program any future repair and rehabilitation needs and identify funding pressures. Continuation of this work to deliver a comprehensive asset management plan is included in this Business Plan. 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*

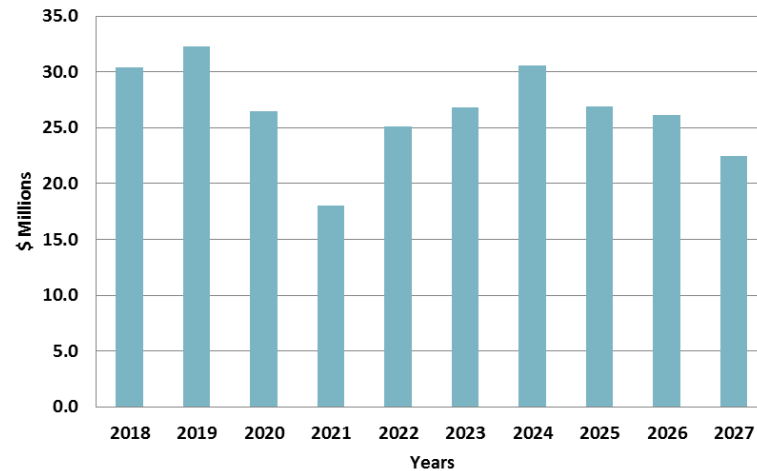
## Capital Program Financing

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 2018 Stormwater Charge will be \$42.5 million and are estimated to increase to \$45 million by 2021. This revenue also funds the Stormwater Capital Reserve Fund. As shown in the following chart, the closing balances for the Reserve Fund will range between \$18 million and \$32 million over the 10-year period. Careful planning will ensure that capital priorities will be funded throughout the forecast to 2027, 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 Stormwater asset management plan, recommendations from future studies and to fund projects that are currently unfunded.

**Stormwater Capital Reserve Fund Balance (2018-2027)**



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## Proposed Capital Budget

This section summarizes the forecast 10-year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast.

### Proposed 2018-2027 Capital Budget by Program

Program Expenditures	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022- 2027 Forecast (\$000's)	Total 2018- 2027 (\$000's)
Drainage Studies and Improvements	6,790	14,680	8,790	6,260	36,200	72,720
SWM Facilities and Flood Relief Works	4,570	25,480	32,210	32,580	69,220	164,060
Watercourse Erosion Control	4,654	7,400	11,460	13,270	73,120	109,904
<b>Total</b>	<b>16,014</b>	<b>47,560</b>	<b>52,460</b>	<b>52,110</b>	<b>178,540</b>	<b>346,684</b>

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

The proposed 2018 budget is lower relative to years 2019 through to 2021 due to the advancement of several projects in 2017 enabled by CWWF funding.

### Proposed 2018-2027 Capital Forecast Highlights include the following:

- Storm Sewer Condition Assessment, Rehabilitation and Asset Management System (2018, ongoing)
- Lakeview Master Drainage Plan (2018)
- Applewood Creek and Serson Creek Flood Evaluation Studies (2018)
- Lisgar Community Monitoring and Improvements (2018, ongoing)
- Storm Pond Rehabilitation and Dredging – various locations (2018, ongoing)
- Cooksville Creek Flood Storage Facilities, McKenzie Park and Mississauga Valley Boulevard (2019)
- Cooksville Creek Erosion Control, Meadows Boulevard to Rathburn Road East (2019)
- Little Etobicoke Creek Channel Widening and Dixie Road Culvert Assessment (2021)

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**Proposed 2018-2027 Capital Budget by Funding Source**

The following table provides the funding sources proposed to fund the capital portion of the proposed 2018-2021 Business Plan and 2018 Budget and the consolidated forecast for 2022-2027.

<b>Funding</b>	<b>2018 Proposed Budget (\$000's)</b>	<b>2019 Forecast (\$000's)</b>	<b>2020 Forecast (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022-2027 Forecast (\$000's)</b>	<b>Total 2018-2027 (\$000's)</b>
Tax/Debt	390	2,840	2,310	0	0	5,540
Development Charges	1,325	14,123	12,354	12,270	18,670	58,742
Developer Contributions	0	475	750	750	0	1,975
Recoveries	0	0	750	750	0	1,500
Subsidies and Senior Govt. Level Grants	0	0	0	0	0	0
Stormwater Charge	14,299	30,122	36,297	38,340	159,870	278,927
<b>Total</b>	<b>16,014</b>	<b>47,560</b>	<b>52,460</b>	<b>52,110</b>	<b>178,540</b>	<b>346,684</b>

Note: Numbers may not balance due to rounding.

## Proposed 2018 Capital Budget Detail

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

Program: Drainage Studies and Improvements

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWSD00113	Storm Sewer Network Modelling - City-wide Model	250	0	250	Stormwater Charge
TWSD00137	Monitoring and minor modification of Stormwater Management Facilities - Various Locations	80	0	80	Development
TWSD00229	Low Impact Development Roads and Stormwater and Sustainable Practices - Various Locations	250	0	250	Stormwater Charge
TWSD00306	Lakeview Master Drainage Plan	380	0	380	Development
TWSD00308	Port Credit Master Drainage Plan	380	0	380	Development
TWSD00321	Storm Sewer Oversizing - Various Locations	270	0	270	Development
TWSD00334	Local Storm Sewer Assessment Enhancements - Various	1,000	0	1,000	Stormwater Charge
TWSD00335	Storm Sewer Asset Management System	660	0	660	Stormwater Charge
TWSD00375	STM Pond Rehabilitation – Various Locations	230	0	230	Stormwater Charge
TWSD00402	Lisgar Improvements - Ongoing monitoring, Report & Implementation Plan	390	0	390	Tax/Debt
TWSD00450	Drainage Improvements - Various Locations	500	0	500	Stormwater Charge
TWSD00462	Serson Creek & Applewood Creek Flood Evaluation Study	250	0	250	Stormwater Charge
TWSD00463	Corrugated Metal Pipe Trunk Sewer Rehabilitation - Various Locations	550	0	550	Stormwater Charge
TWSD00486	Storm Sewer Cross-Connection Rehabilitations - Various Locations	100	0	100	Stormwater Charge
TWSD00487	Stavebank Creek, culvert and erosion control works - behind Pinetree Crescent	1,500	0	1,500	Stormwater Charge
<b>Total</b>		<b>6,790</b>	<b>0</b>	<b>6,790</b>	

Note: Numbers may not balance due to rounding.

Program: SWM Facilities and Flood Relief Works

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWSD00104	SWM Pond Rehabilitation – Various Locations	700	0	700	Stormwater Charge
TWSD00236	Cooksville Creek Flood Protection Berm Improvement - Helen Molasy Memorial Park	350	0	350	Development
TWSD00332	Detailed Design Works to Renew Trunk Storm Sewers	100	0	100	Stormwater Charge
TWSD00336	Condition Assessments Trunk Storm Sewers	320	0	320	Stormwater Charge
TWSD00345	SWM Pond Rehabilitation – Various Locations	600	0	600	Stormwater Charge
TWSD00376	Pinnacle STM Facility (#3704) - near Hurontario & Eglinton	2,000	0	2,000	Development
TWSD00449	Little Etobicoke Creek Channel Improvements and Dixie Road Culvert Upgrades	500	0	500	Stormwater Charge
<b>Total</b>		<b>4,570</b>	<b>0</b>	<b>4,570</b>	

Note: Numbers may not balance due to rounding.

## Proposed 2018 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
TWSD00095	Cooksville Creek Erosion Control - Canadian Pacific Railway to Kirwin Avenue	480	0	480	Development
TWSD00133	Minor Erosion Control Works - Various Locations	80	0	80	Development
TWSD00179	Mimico Creek Erosion Control - Etude Drive to Derry Road East	110	0	110	Development
TWSD00206	Applewood Creek Erosion Control - Lakeview Golf Course	450	0	450	Development
TWSD00246	Sheridan Creek Erosion Control - Lushes Ave. to behind Fletcher Valley Cres.	530	0	530	Development
TWSD00250	Little Etobicoke Creek Erosion Control - Dundas Street to Dixie Road	150	0	150	Development
TWSD00318	Etobicoke Creek Erosion Control - Behind Pony Trail Drive to Bloor Street	1,200	0	1,200	Development
TWSD00371	Levi Creek watercourse realignment, upstream of Old Derry Road	320	0	320	Development
TWSD00372	Mary Fix Creek erosion control, downstream of Dundas Street West	480	0	480	Development
TWSD00374	Mimico Creek erosion control, upstream and downstream of Rena Rd	210	0	210	Development
TWSD00446	Etobicoke Creek Erosion Control, upstream of Eglinton Avenue -contributions to T.A.M.	384	0	384	Development Charges, Stormwater
TWSD00447	Credit River erosion control and ice dam repair, Erindale Park	170	0	170	Development
TWSD00448	Credit River erosion control at Barbertown Bridge - contributions to CMS	90	0	90	Development
<b>Total</b>		<b>4,654</b>	<b>0</b>	<b>4,654</b>	

Note: Numbers may not balance due to rounding.

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**Proposed 2019-2021 Capital Budget by Sub-Program**

The following tables provide a listing of capital forecast by sub-program for 2019 -2021.

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Drainage Studies and Improvements</b>			
STM Drainage	3,190	3,160	910
STM Storm Sewer	6,950	5,280	5,000
STM Storm Sewer Oversizing	270	270	270
STM Studies	4,270	80	80
<b>Subtotal</b>	<b>14,680</b>	<b>8,790</b>	<b>6,260</b>

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>SWM Facilities and Flood Relief Works</b>			
STM Channelization	0	0	0
STM Culvert Improvement	0	0	0
STM Flood Relief	12,400	21,140	22,090
STM SWM Facilities	13,080	10,320	9,740
<b>Subtotal</b>	<b>25,480</b>	<b>31,460</b>	<b>31,830</b>

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Watercourse Erosion Control</b>			
STM Erosion Control	7,400	11,460	13,270
<b>Subtotal</b>	<b>7,400</b>	<b>11,460</b>	<b>13,270</b>
<b>Total Expenditures</b>	<b>47,560</b>	<b>51,710</b>	<b>51,360</b>

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

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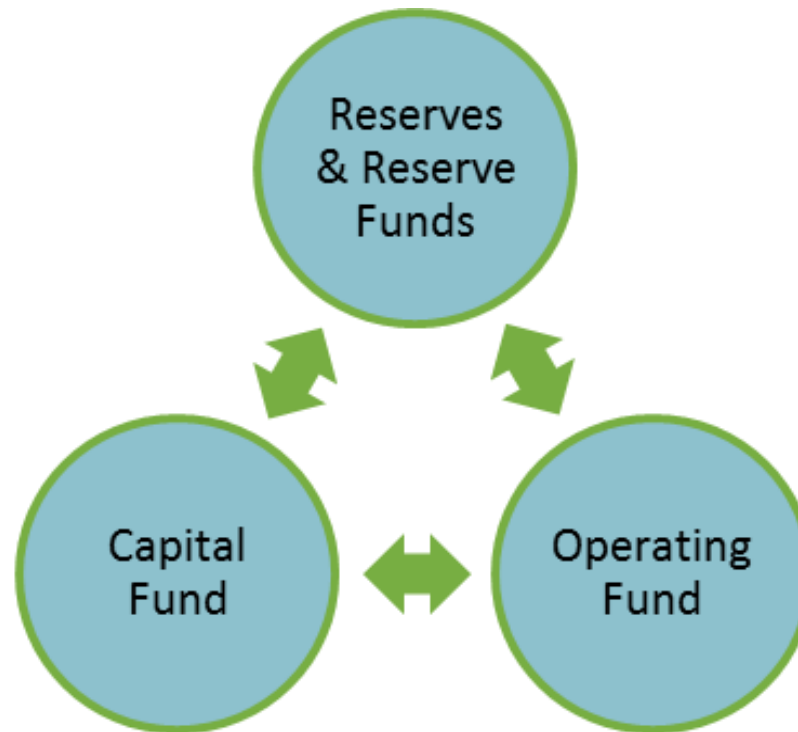


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## Reserves and Reserve Funds

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:



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## 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. It will also provide for costs associated with the implementation of the new Regional water billing system.

### Reserve Funds

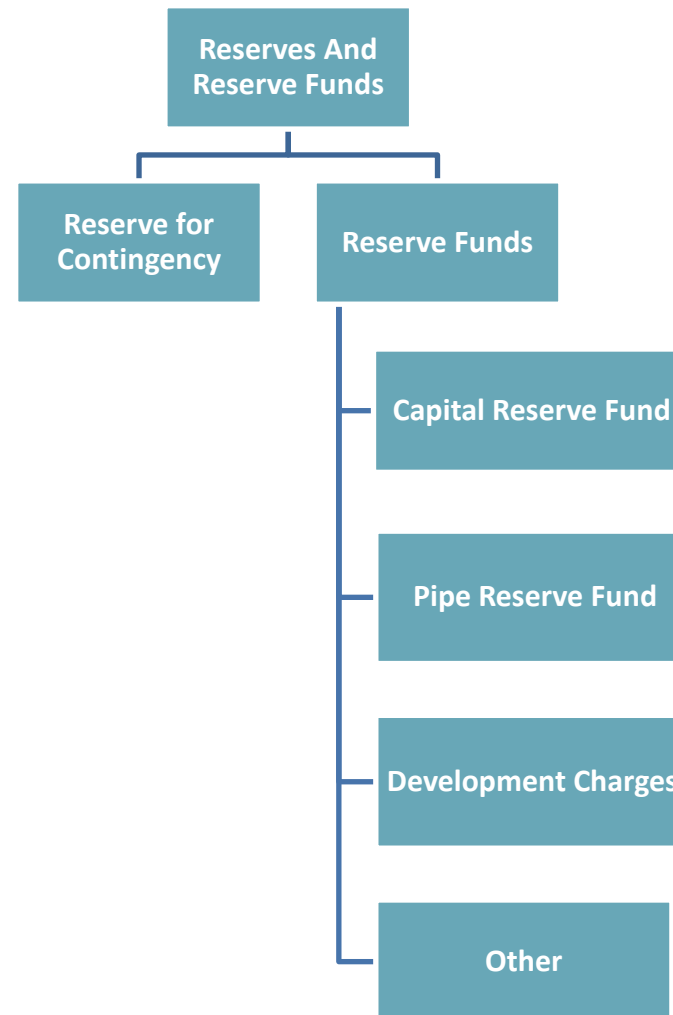
Reserve Funds are segregated, restricted and provide for capital emplacements.

The Stormwater **Capital Reserve Fund** will provide funding for infrastructure needs related to ponds and erosion control along watercourses. 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



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## Forecast Change

The following table provides a summary of the projected 2018 Reserve and Reserve Funds as compared to 2017. Detailed descriptions of each Reserve and Reserve Fund can be found at the end of this section.

### Reserve and Reserve Funds Summary

2018 Operating and Capital Reserve Funds	2017 Projected Balance (\$000's)	2018 Projected Balance (\$000's)	Change (\$000's)	%Change
Reserve for Contingency	6,500	6,500	0	0.00%
Capital Reserve Fund	16,370	30,416	14,046	85.81%
Pipe Reserve Fund	10,107	11,936	1,829	18.10%
Deferred Fund (Development Charges)	29,622	32,675	3,053	10.31%
Other Reserve Funds	23,969	24,688	719	3.00%
<b>Total</b>	<b>86,567</b>	<b>106,214</b>	<b>19,647</b>	<b>23%</b>

Note: Numbers may not add due to rounding

### Transfers to Stormwater Reserve and Reserve Funds:

The 2018 Stormwater Operating Program recommends transfers to the Reserve and Reserve Funds totalling \$29.2 million as follows:

- \$24.0 million to Stormwater Capital Reserve Fund
- \$5.1 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 2018 Stormwater Capital Program recommends transfer from the Reserves and Reserve Funds to capital totalling \$15.6 million as follows:

- \$10.8 million from the Stormwater Capital Reserve Fund
- \$3.5 million from the Stormwater Pipe Reserve Fund
- \$1.3 million from the Development Charges Reserve Fund

## Continuity Schedule of Stormwater Reserve and Reserve Funds

RESERVE/RESERVE FUND	Balance January 01, 2017 (\$000)	2017 Projected Contribution s (\$000)	2017 Projected Expenditure s (\$000)	2017 Projected Interest (\$000)	Projected Balance December 31, 2017 (\$000)	2018 Projected Contribution s (\$000)	2018 Projected Expenditure s (\$000)	2018 Projected Interest (\$000)	Projected Balance December 31, 2018 (\$000)
<b>Total Stormwater Operating Reserve</b>									
Reserve for Stormwater Contingency	6,345	100	55	0	6,500	0	0	0	6,500
<b>Total Stormwater Operating Reserve</b>	<b>6,345</b>	<b>100</b>	<b>55</b>	<b>0</b>	<b>6,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,500</b>
<b>Total Storm Water</b>									
Capital Reserve Fund	9,346	23,533	(16,986)	477	16,370	23,989	(10,829)	886	30,416
Pipe Reserve Fund	5,832	4,100	0	175	10,107	5,100	(3,470)	199	11,936
<b>Total Storm Water</b>	<b>15,177</b>	<b>27,633</b>	<b>(16,986)</b>	<b>652</b>	<b>26,476</b>	<b>29,089</b>	<b>(14,299)</b>	<b>1,085</b>	<b>42,351</b>
<b>Total Deferred Funded</b>									
Development Charges Reserve Fund	25,859	3,400	(500)	863	29,622	3,426	(1,325)	952	32,675
<b>Total Deferred Funded</b>	<b>25,859</b>	<b>3,400</b>	<b>(500)</b>	<b>863</b>	<b>29,622</b>	<b>3,426</b>	<b>(1,325)</b>	<b>952</b>	<b>32,675</b>
<b>Total Other Funded</b>									
Debt Management - Storm Water	870	0	0	26	896	0	0	27	923
Major Storm Improvement	17,337	0	0	520	17,858	0	0	536	18,393
Major Watercourses	3,080	0	0	92	3,173	0	0	95	3,268
Stormwater	4,474	82	(2,572)	59	2,042	0	0	61	2,104
<b>Total Other Funded</b>	<b>25,761</b>	<b>82</b>	<b>(2,572)</b>	<b>698</b>	<b>23,969</b>	<b>0</b>	<b>0</b>	<b>719</b>	<b>24,688</b>
<b>Total Non-Tax Supported Reserve Funds</b>	<b>73,143</b>	<b>31,214</b>	<b>(20,003)</b>	<b>2,213</b>	<b>86,567</b>	<b>32,515</b>	<b>(15,624)</b>	<b>2,756</b>	<b>106,214</b>

Note: Numbers may not add due to rounding

# 10-Year Forecast Schedule

## Stormwater Capital Reserve Fund

The following table summarizes the Stormwater Capital Reserve Fund opening balances, contributions, withdrawals, allocation to projects and closing balance. This Reserve Fund is used to fund stormwater infrastructure capital repair and replacement costs as well as investments required to ensure that the aging infrastructure continues to operate effectively, especially in light of the increasingly frequent extreme storm events resulting from climate change. The infrastructure contribution will be fully funded from the Stormwater Charge and fund \$237 million in projects over the 10-year period. The annual Stormwater Charge is forecasted to increase to maintain the proposed capital spending included in this plan.

Stormwater Capital Reserve Fund	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)	2027 (\$000's)	2018-2027 TOTAL (\$000's)
Opening Balance	16,370	30,416	32,274	26,469	18,052	25,100	26,816	30,533	26,893	26,150	16,370
Infrastructure Contribution	23,989	23,970	24,021	23,976	23,615	23,320	23,028	22,732	23,337	23,053	235,041
Interest Income (Charge)	886	940	771	526	731	781	889	783	762	654	7,723
Total Available Balance	41,245	55,326	57,066	50,972	42,397	49,201	50,733	54,048	50,992	49,856	259,134
Allocation to Projects	10,829	23,052	30,597	32,920	17,297	22,384	20,201	27,155	24,843	27,390	236,667
<b>Closing Balance</b>	<b>30,416</b>	<b>32,274</b>	<b>26,469</b>	<b>18,052</b>	<b>25,100</b>	<b>26,816</b>	<b>30,533</b>	<b>26,893</b>	<b>26,150</b>	<b>22,466</b>	<b>22,466</b>

Note: Numbers may not add due to rounding

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## Stormwater Pipe Reserve Fund

The following table summarizes the Stormwater Pipe Reserve Fund opening balances, contributions, withdrawals, allocation to projects and closing balance. Over the next ten years, \$42 million in capital projects are planned for the pipe infrastructure. This estimate is most likely to change with the completion of the City's asset management plan initiative.

This reserve fund will be used to fund the replacement of the City's stormwater pipe network. The estimated replacement cost of the pipe inventory is \$1.88 billion. In the 2012 Stormwater Financing Study, the sustainable level of recommended funding was \$16 million annually. The annual contributions will amount to \$5.1 million in 2018 and increase to \$14.1 million by 2027. The annual Stormwater Charge will need to increase to maintain the proposed capital spending included in this plan.

Pipe Reserve Fund	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)	2027 (\$000's)	2018-2027 TOTAL (\$000's)
Opening Balance	10,107	11,936	11,112	12,674	15,572	20,401	27,817	36,455	46,353	57,548	10,107
Infrastructure Contribution	5,100	6,100	7,100	8,100	9,100	10,100	11,100	12,100	13,100	14,100	96,000
Interest Income (Charge)	199	146	162	218	329	516	739	998	1,295	1,630	6,231
Total Available Balance	15,406	18,182	18,374	20,992	25,001	31,017	39,655	49,553	60,748	73,278	112,338
Allocation to Projects	3,470	7,070	5,700	5,420	4,600	3,200	3,200	3,200	3,200	3,200	42,260
<b>Closing Balance</b>	<b>11,936</b>	<b>11,112</b>	<b>12,674</b>	<b>15,572</b>	<b>20,401</b>	<b>27,817</b>	<b>36,455</b>	<b>46,353</b>	<b>57,548</b>	<b>70,078</b>	<b>70,078</b>

Note: Numbers may not add due to rounding

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### 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. In keeping with the City's 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.

<b>DCA-Stormwater Management Reserve Fund</b>	<b>2018 (\$000's)</b>	<b>2019 (\$000's)</b>	<b>2020 (\$000's)</b>	<b>2021 (\$000's)</b>	<b>2022 (\$000's)</b>	<b>2023 (\$000's)</b>	<b>2024 (\$000's)</b>	<b>2025 (\$000's)</b>	<b>2026 (\$000's)</b>	<b>2027 (\$000's)</b>	<b>2018-2027 Total (\$000's)</b>
Opening Balance	29,622	32,675	22,699	14,275	5,712	4,775	(2,419)	(403)	1,446	3,306	29,622
Development Revenue	3,426	3,486	3,513	3,540	2,787	2,802	2,817	2,832	2,832	2,832	30,867
Interest Income (Charge)	952	661	416	166	139	(70)	(12)	42	96	124	2,514
Total Available Balance	34,000	36,822	26,629	17,982	8,638	7,507	386	2,471	4,374	6,262	63,004
Allocation Projects	1,325	14,123	12,354	12,270	3,863	9,926	789	1,025	1,068	2,000	58,742
<b>Closing Balance</b>	<b>32,675</b>	<b>22,699</b>	<b>14,275</b>	<b>5,712</b>	<b>4,775</b>	<b>(2,419)</b>	<b>(403)</b>	<b>1,446</b>	<b>3,306</b>	<b>4,262</b>	<b>4,262</b>

Note: Numbers may not add due to rounding.

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## Appendix 1: 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:

Project Number	Project Name	Total All Years	Periods
TWSD00104	STM Pond Rehabilitation – Various Locations	1,040,000	2018 to 2019
TWSD00206	Applewood Creek Erosion Control - Lakeview Golf Course	3,300,000	2018 to 2020
TWSD00250	Little Etobicoke Creek Erosion Control - Dundas Street to Dixie Road	990,000	2018 to 2020
TWSD00345	STM Pond Rehabilitation – Various Locations	850,000	2018 to 2019
TWSD00374	Mimico Creek erosion control, upstream and downstream of Rena Rd	1,390,000	2018 to 2020
TWSD00375	STM Pond Rehabilitation – Various Locations	3,420,000	2018 to 2019
TWSD00449	Little Etobicoke Creek Channel Improvements and Dixie Road Culvert Upgrades	6,500,000	2018 to 2021
TWSD00462	Serson Creek & Applewood Creek Flood Evaluation Study	500,000	2018 to 2019
TWSD00463	Corrugated Metal Pipe Trunk Sewer Rehabilitation - Various Locations	1,100,000	2018 to 2019
<b>Total</b>		<b>19,090,000</b>	

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

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## Existing Multi-Year Projects with additional funding requests

Project Number	Project Name	Additional Amounts (\$)	Periods
TWSD00192	Cooksville Creek Erosion Control - Queen Elizabeth Way to Elaine Trail	1,060,000	2017 to 2019
TWSD00199	New Facility - Cooksville Creek Pond #2101 - Mississauga Valley Boulevard and Cntrl Pkwy	360,000	2015 to 2021
TWSD00208	Land/Cooksville Creek SWM Pond#2101/City Centre Outlet	1,060,000	2017 to 2020
TWSD00251	Cooksville Creek - Meadows Blvd. to Rathburn Rd. E.	2,080,000	2017 to 2019
<b>Total</b>		<b>4,560,000</b>	

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

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## Appendix 2 – Summary of Reserve and Reserve Fund Transfers

Transfers from the Operating Program to the following Reserve and Reserve Funds in 2018 are:

- \$23,989,091 to Stormwater Capital Reserve Fund
- \$5,100,000 to Stormwater Pipe Reserve Fund
- \$500,000 to Tax Capital Reserve Fund
- \$100,000 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.

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## **Glossary**

Please refer to section “V - Glossary” for corporate and Stormwater related definitions.