



# City Manager's Office

2017-2020 Business Plan  
& 2017 Budget

# Foreword

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

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

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

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## Executive Summary of City Manager's Office

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

### Services we provide:

- Strategic Leadership, the Economic Development Office; Internal Audit Division and the Legal Services Division
- The City Manager's Office ("CMO") coordinates efforts across all five City departments to ensure alignment with all of the City's key plans, including the Strategic Plan, the City Business Plan, the Economic Development Strategy and Corporate Policies

### Interesting facts about this service:

- The Economic Development Office ("EDO") supports Mississauga's business community of more than 86,000 businesses and works to promote investment and job creation in Mississauga
- The Legal Services team handled over 70,000 POA in-court appearances, and 207 days in Court/OMB and other tribunals (arbitrations, human rights, WSIB) in 2015

### Highlights of the Business Plan include:

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

- Dedicated Youth Entrepreneur Program (2018) and Newcomer Entrepreneur Program (2019) to assist youth and new Canadians starting businesses in Mississauga
- Proposed expansion of the City's in-house insurance defence litigation team to include an additional lawyer, a law clerk, and an administrative assistant in order to bring more work in-house for better quality and value service while saving \$171,645 annually in external legal costs
- Proposed conversion of contract lawyer position for Transportation & Works (T&W) into a permanent position (starting in 2017) to provide procurement and construction legal advice for T&W capital projects on an ongoing basis, and to provide ongoing legal services on other T&W areas including licensing
- Proposed addition of another Collections Law Clerk to help collect unpaid fines levied under the *Provincial Offences Act* thereby increasing City revenues

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

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## Core Services

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

Effective and progressive change takes strategic thought, solid policies, insight, creativity, great communication and time. Our plans, and many strategic actions and policies that arise out of them, help guide our services for the public and also focuses the City on meeting future needs in a well thought-out, proactive manner.

Strategic planning has always been a way of life at the City of Mississauga. Considerable effort is put into developing new strategies and revamping existing plans through a coordinated and innovative planning approach for the future of Mississauga to ensure that Mississauga is a leading municipality.

#### Vision

We will champion and inspire strategic leadership in every aspect of the Corporation of the City of Mississauga.

#### Mission

The CMO exists to lead, support and promote innovation, collaboration, accountability and partnerships. We drive performance excellence, lead by example in strategic risk taking and ensure the City's long term prosperity is protected.

#### Service Delivery Model



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## Achieving our Goals

- The CMO sets the highest standards for its teams and strives to always lead the City by example
- Each Division within the CMO also strives to provide the maximum value on behalf of the citizens and ratepayers of Mississauga by seeking out new ways to reduce costs, increase revenues, and identify new and more efficient ways of doing business
- Indeed, all groups within the CMO are expected to take a business-minded approach to their functions which translate into a positive and fiscally-sound workplace
- Annual work-plans are developed and adhered to by each Division to provide objective performance measures
- New to 2016, Legal Services has also undertaken to create an annual 'Key Performance Indicator' Report outlining key data pertaining to the work being done by Legal Services and the overall value to the City

### Economic Development Office

- The EDO will continue its focus on cluster development strategies that support our Life Sciences, Financial Services, Advanced Manufacturing and Information Communications and Technology Sectors
- The EDO will also be increasing its focus on workforce development in economic development in the City's key sectors, and identifying talent gaps and opportunities whilst working to address increasing pressure for youth and newcomer entrepreneur support



*Mississauga's Dynamic and Growing City Centre*

### Internal Audit

- Internal Audit Completed a significant portion of the Work Plan despite staffing constraints and increased demand for special assignments and consulting services
- This resulted in 100 per cent acceptance of Audit Recommendations and whilst providing value added advice regarding risk management, control and governance processes
- Several Internal Audit staff members also achieved Certified Internal Auditor (CIA), Certified Government Auditing Professional (CGAP), Project Management Professional (PMP) and Lean Green Belt designations

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## Legal Services

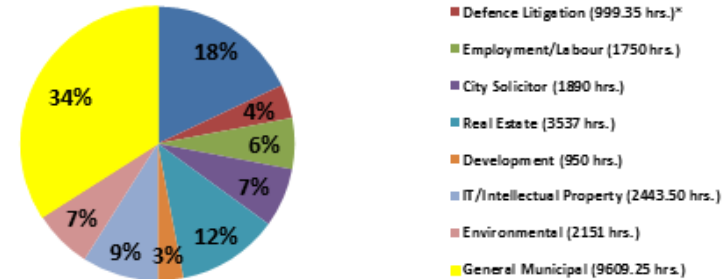
Legal Services is constantly seeking to provide the best possible legal advice and representation to the City and the following is a list of the key achievements of the Division over the past year:

- Negotiated and arrived at multiple high profile settlements in Human Rights Tribunal matters
- Filed a comprehensive Response to a Human Rights Application involving allegations of racist names and logos associated with certain youth hockey organizations operating in Mississauga
- Entered defences for multiple transit claims and claims arising from alleged non-repair of roads and sidewalks
- Successfully defended against a claim for \$7.5 million in a matter related to the enforcement of the City's Mobile Sign By-law
- Achieved settlement in an appeal seeking an Official Plan and Zoning By-law Amendment to allow for residential development of condominium towers and townhomes
- Mississauga Transitway – provide ongoing legal advice to staff for the construction of all three segments and future operations and maintenance
- Shared Economy Regulation (e.g. Uber, AirBnB) – provide legal advice and draft applicable regulatory by-laws
- Construction Lien Act Review – made submissions to the Province on behalf of the City on recommended changes to the lien legislation
- Stormwater Fees & Charges Bylaw – drafted by-law and provide ongoing advice to staff on the design and implementation of the Stormwater charges regime
- Procurement templates review – working closely with Materiel Management to implement templates for City procurements, including an update of the T&W construction and maintenance tender templates
- Participated as key members of the policy development staff team on Inspiration Lakeview and provided legal advice on important strategic and technical considerations on an ongoing basis
- Provincial Offences Collections - Legal staff undertook legal research and in partnership with staff in the Revenue Division and Administration, developed a framework to improve the process by which outstanding Provincial Offences fines are collected
- Insurance claims requirements decreased by \$7.5 million from \$29 million at the end of 2014, to \$21.6 million at the end of 2015. Nearly \$3.3 million of the decrease was related to the resolution of 2010 claims

## Controlling Legal Costs

As the following graphs demonstrate, by far the largest portion of the City's external legal costs stems from **insurance defence litigation which cost the City \$1,619,258.76 in 2015**. For this reason, Legal has been working for the past several years on strategies to reduce this cost burden. Since 2011 the Risk Management team within Legal has been aggressively managing these claims resulting in a \$300,000+ reduction in external legal costs in 2014. With the addition of the City's first in-house insurance defence lawyer in 2015, these files now comprise four per cent of all in-house hours. What is clear is that insurance defence litigation represents the most obvious means by which Legal can bring more work in-house whilst concurrently reducing the external legal costs to the City. For this reason, Legal has submitted one Budget Request for 2017 asking for the addition of a full time junior lawyer, law clerk, and a legal assistant to the insurance defence team. It is projected that the 47 per cent figure in chart #2 will be significantly reduced for 2017 should this budget request be approved:

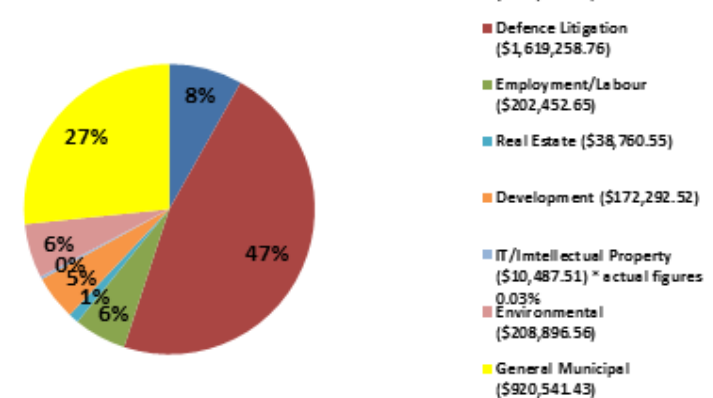
1. BREAKDOWN OF HOURS WORKED BY AREA OF LAW (2015)



**TOTAL HOURS: 28,327.70**

**\*The Defence Litigation practice group did not exist prior to June, 2015, when the City's first in-house insurance defence lawyer was hired.**

2. BREAKDOWN OF EXTERNAL LEGAL FEES BY AREA OF LAW (2015)



**TOTAL EXTERNAL FEES: \$3,454,710.43**



## Awards and Recognition

### Economic Development Office

- Mississauga is a city of the future according to fDi Magazine who ranked Mississauga as a top 10 overall Large American City of the Future 2015/2016
- The City of Mississauga also ranked third for connectivity and fourth for business friendliness and fifth for FDI Strategy. This recognition will reinforce Mississauga's value proposition for return on investment and help to build Mississauga's profile as a global business destination
- Mississauga's Economic Development Office received honourable mention as a Top Canadian Local Economic Development group in Site Selection Magazine's
- "Canada's Best Locations 2015" feature
- Economic Developers Association of Canada presented Mississauga with a top marketing award for the business attraction and investment videos
- International Economic Development Council awarded the City of Mississauga Silver standing for business videos catered to small business and business attraction
- International Economic Development Council awarded the City of Mississauga Gold standing for WinTheHumanRace.ca microsite
- As part of Site Location Magazine's "**Canada's Best Locations 2015 Award**", the City of Mississauga's Economic Developments Office has been given an Honorable Mention as a Top Canadian local economic development group



*Mayor Crombie Joins the EDO Team in formally receiving the International Development Council Gold Standing Award*

### Legal Services

- Mary Ellen Bench was awarded the prestigious Gold Key Award in the Public Sector by the Osgoode Hall Law School Alumni Association. This distinction is only granted to a very small number of individuals each year and it is intended to "...honour outstanding Osgoode alumni for their exceptional professional achievements and significant contributions to the Law School and the community."



*Mississauga City Solicitor Mary Ellen Bench and her co-winners of the prestigious Osgoode Hall Law School Gold Key Award*

#### **Internal Audit**

- Two staff members who completed and were awarded their CIA designation – Certified Internal Auditors from the Institute of Internal Auditors (IIA)
- One staff member who earned the CGAP designation – Certified Government Auditing Professional from the IIA
- One staff member who earned their PMP designation – Project Management Professional from the Project Management Institute as well as their Lean Green Belt certification

- Several members of the Legal Services Division were nominated for City of Mississauga Corporate Awards and several received awards including Mary Ellen Bench who was part of a team that received the City Manager's Award for Excellence

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## Existing Service Levels, Trends and Efficiencies

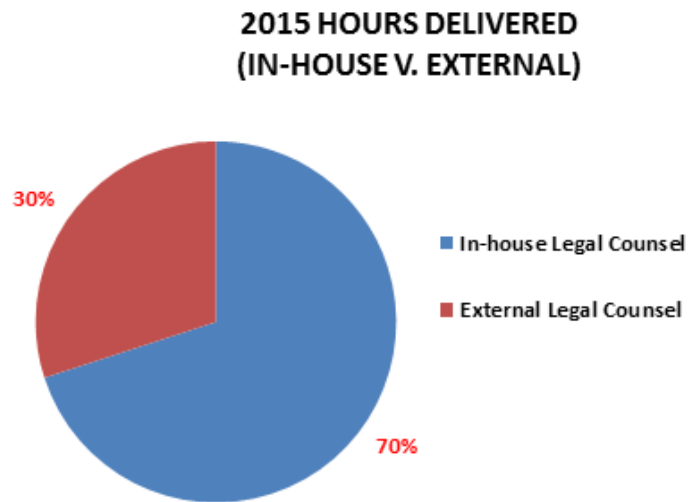
### Legal Services

The need for legal support continues to grow within the City. Some of the trends that have impacted legal support in the last few years include:

- The City is responding to development pressures from population growth, intensification, and brownfield development and the need for responsive legal advice and detailed agreements has grown. Changes to the *Development Charges Act* and the *Planning Act* and regulations, add to this complexity. Legal is working to address some of these pressures by reviewing and updating the agreements required for development to proceed. Legal Services has seen an increase in the number and complexity of matters being appealed to the OMB as well, as developers are looking to challenge our vision for the City more, for a variety of reasons
- We are seeing a trend toward increased litigation, both general and in the number of insurance claims. We are also seeing a higher number of matters being referred to the human rights tribunal, while the number of matters brought to our attention through the Integrity Commissioner or Whistleblower avenue, has remained relatively constant. New for 2016 is the role of the oversight role of the Provincial Ombudsman
- Legal Services is present to provide advice on matters facing Council at its meetings. The City Solicitor attends all meetings of Council, General and Governance Committees while other lawyers attend all meetings of the Planning and Development, Diversity, and Election Campaign Finances Committees. Lawyers are called on to attend at a number of other committee meetings as well whenever legal input is required, and have often been called upon to explain changes in legislation that impact our committees
- Legal works closely with our clients who are engaged in increasingly unique and complex transactions that require an understanding of the fundamental objectives of the project to properly assess risk and provide appropriate support. Recent trends show a greater complexity and volume of matters related to technology, construction, environmental issues, administrative penalties (AMPs), real estate, the LRT, funding sources (development charges and the storm water charge) and the shared economy in particular
- Legal Services is organized into the following six practice areas: Municipal Section; Planning, Development, Real Estate and Litigation Section; Labour and Employment Section; Defence Litigation Section; Prosecutions Section and Risk Management Section. Legal services are provided primarily by specialized in-house lawyers, law clerks and prosecutors, whose services are supplemented by external counsel retained for specific projects when required
- Every five years the Division issues an RFP for external counsel in a variety of specialized areas to ensure that rates are kept low, and our files are handled by lawyers who are competent but not over-qualified, again to ensure quality, cost effective services. Although there will always be a need to retain external legal counsel, the goal is to ideally increase Legal Services' capacity to handle routine work in-house. This will effectively ensure quality legal services and legal training, and will aid in controlling overall legal costs to the City

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- In 2015, \$3,454,710.43 was spent on external legal services. Based on an average hourly external legal fee of \$450.00, the total external hours was 7,237 hours. In 2015, in-house legal counsel billable hours totalled 24,037.25 hours\*. As a result, in-house legal counsel delivered 70 per cent of the total hours of legal services in 2015

Many of these matters will have long term workload impacts, and Legal continuously strives to assess these trends and ensure we have the right mix of in-house and external legal counsel to respond to the City's projects and priorities in a timely, supportive and the most cost-effective way.



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# The 2017-2020 Business Plan Outlook

## Planning for the Future

- The EDO will continue with its sector development work in City key sectors whilst supporting the implementation of regional organization to support foreign direct investment
- The EDO will also provide support of entrepreneurship and innovation and enhancement of programs and services
- Legal Services is constantly striving to find new ways to control the City's costs. Two areas in particular that we have been focussing on include insurance defence litigation and the collection of unpaid provincial offences fines
- Indeed this year the City is seeking to add a lawyer, a law clerk, and a legal assistant to the insurance defence litigation team and a law clerk to the collections team. The intent with the former is to significantly reduce the City's costs relating to external legal representation whilst the intent with the latter is to generate additional revenue for the City by tapping into a significant source of uncollected money
- Internal Audit will undertake a Lean initiative with respect to the Audit Process
- An External Quality Assurance Review is planned for 2017 to confirm adherence to the Professional Standards for Internal Auditing (IIA)

## Optimizing the Use of Technology

- The EDO will implement an enhanced technological solution to improve customer information management's operational and performance efficiencies
- Legal Services has introduced a new 'e-discovery' software for use by the insurance defence litigation team. This will allow the team to handle more matters in-house thereby reducing the external legal costs to the City
- Legal Services has also expanded its use of SharePoint for the storage and organization of data and the Division is currently undertaking a complete reorganization of its electronic data storage procedures in preparation for an expected increase in the use of this new format
- Internal Audit will continue to use data analytical software to allow for increased scope of audits
- Utilize the use of SharePoint for Internal Audit reporting and information sharing
- Implement automation of Audit working papers and reporting



*A future view of the Mississauga City Centre*

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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 where efficiencies may be found
- At the centre of the CMO's strategy for the management of human resources is to ensure that every employee is properly placed, equipped, and mentored to provide the best possible value to the citizens of Mississauga

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## Linkages to the City's Strategic Plan

### move - developing a transit oriented city

Legal Services has been a key part of all transit project teams including the high-profile BRT and LRT projects providing timely and sound legal advice and working with client groups to proactively identify and avoid potential legal issues.

### belong - ensuring youth, older adults and new immigrants thrive

All groups within the CMO are not only reflective of the wonderful diversity of the citizens of Mississauga but each division also strives to create a welcoming and accommodating environment.

### connect - completing our neighbourhoods

The divisions within the CMO provide some of the best advice and support to those teams within the City that are building and improving the Mississauga neighbourhoods, civic and cultural centres, and parks of tomorrow.

### prosper - cultivating creative and innovative businesses

The Economic Development 10-year Master Plan which was endorsed by Council in 2010, supports the Prosper Pillar of the City's Strategic Plan. The goals and objectives of the plan will develop talent, attract innovative business, meet employment needs, strengthen arts and culture, and create partnerships for innovation. Both Legal Services and Internal Audit also strive to improve their business models constantly to reduce the demand on the citizens and ratepayers wherever possible.

### green - living green

All divisions within the CMO strive to conduct business in a manner that is environmentally sensitive and efficient .



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## Engaging Our Customers

### Economic Development Office

- The EDO distributes two client satisfaction surveys annually and holds roundtable meetings with local business in key sectors to support business and advance the sector
- The EDO also seeks to promote awareness and community building through social media including Twitter feeds of business events and information and dedicated Linked In Groups specifically for each key sector

### Internal Audit

- The Internal Audit team seeks to constantly engage City departments in the formulation of the multi-year Internal Audit Work Plan including an annual refresh process
- This plan also supports ongoing communication with audit clients during the course of each audit

### Legal Services

- The Legal Services Division is part of the Strategic Initiatives [group] at the City and assists our clients to achieve their goals by providing timely, quality and cost-effective legal and risk support
- Legal Services also provides service to the Mayor and Council, the City Manager and Leadership Team, and staff across the Corporation, on large or high-risk projects to everyday support, allowing us to have a good city-wide perspective when assisting our clients
- Legal Services seeks to provide the best possible support to our clients in order to achieve their goals when we are engaged early in projects, allowing us to provide pro-active advice and support
- Legal Services also provides the full range of legal, risk and insurance support services required to meet the needs of the

City and is comprised of lawyers, law clerks, legal assistants, prosecutors and risk and insurance claims specialists who are highly trained professionals in their practice areas. This allows the Division to provide excellent legal advice in a timely manner, and meet our client needs

- Most importantly, Legal Services always seeks to provide the best possible advice and support to its clients by leveraging the corporate knowledge and in depth understanding of the City and our internal clients that only in-house counsel can provide
- Our lawyers and legal professionals not only provide outstanding legal advice and representation but they also have the ability to work with client groups to proactively avoid legal issues by developing legally sound strategies, policies and procedures
- Finally, Legal Services is constantly searching for new ways to maximize the value of our team to the City whilst reducing the burden on the citizens and ratepayers of Mississauga



*From the Civic Centre Great Hall peering out into Celebration Square*



## Proposed Operating Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2017-2020 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2016 was \$12.2 million and the proposed budget for 2017 is \$12.7 million.

### Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for CMO is an increase of \$265,000 for 2017 including labour annualization.

- Highlights of the proposed budget changes are: Labour costs are projected to increase by \$439,000 and reflects economic adjustment increases, labour adjustments and other fringe benefit changes; plus contract conversion cost
- Annualization of \$61,000 from 2016 approved new initiative
- Other operating cost increase of \$75,000
- Cost increase is partially offset by \$309,000 transferred from Reserve and Reserve Funds

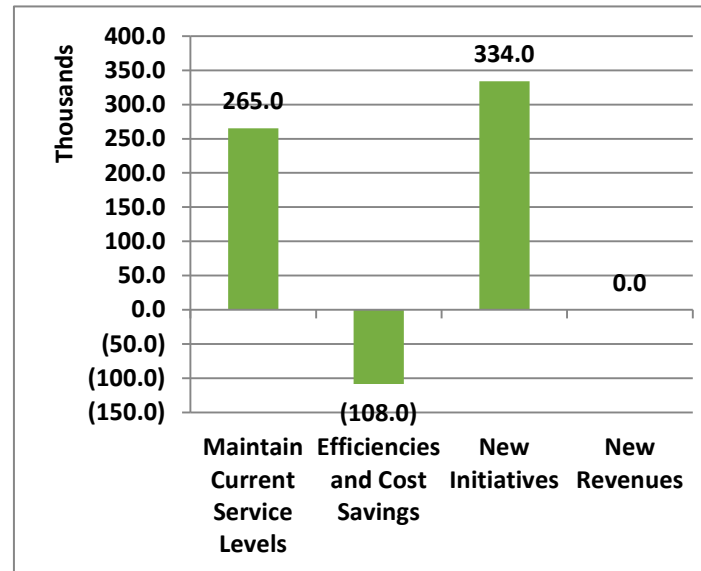
### Efficiencies and Cost Savings

Labour savings of \$108,000 due to efficiencies derived from re-structuring.

### New Initiatives

Two new initiatives impact the 2017 operating budget. Details of the initiatives can be found later on in this business plan. Total budget increase is \$334,000.

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



## Operating

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

### Proposed Budget by Program

Description	2015 Actuals (\$000's)	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>						
City Manager's Office	961	754	658	666	674	682
Economic Development	3,156	3,655	3,850	3,788	3,815	3,843
Internal Audit	1,139	1,222	1,269	1,255	1,272	1,288
Legal Services	7,109	7,026	7,157	7,240	7,325	7,410
<b>Total Expenditures</b>	<b>12,366</b>	<b>12,657</b>	<b>12,934</b>	<b>12,949</b>	<b>13,085</b>	<b>13,224</b>
<b>Revenues</b>	<b>(487)</b>	<b>(334)</b>	<b>(334)</b>	<b>(334)</b>	<b>(334)</b>	<b>(334)</b>
Transfers From Reserves and Reserve Funds	(158)	(163)	(283)	(163)	(163)	(163)
New Initiatives and New Revenues			334	477	621	690
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>11,720</b>	<b>12,160</b>	<b>12,651</b>	<b>12,929</b>	<b>13,210</b>	<b>13,417</b>
Expenditures Budget - Changes by Year			2%	0%	1%	1%
Proposed Net Budget - Changes by Year			4%	2%	2%	2%

Note: Numbers may not balance due to rounding.

## Summary of Proposed Budget

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

Description	2016 Approved Budget (\$000's)	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Years Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	2017 Proposed Budget (\$000's)	\$ Change Over 2016	% Change Over 2016
Labour and Benefits	9,412	255	(108)	61	0	276	0	9,895	483	5%
Operational Costs	3,245	70	0	0	0	58	0	3,373	128	4%
Facility, IT and Support Costs	0	0	0	0	0	0	0	0	0	0%
<b>Total Gross Expenditures</b>	<b>12,657</b>	<b>324</b>	<b>(108)</b>	<b>61</b>	<b>0</b>	<b>334</b>	<b>0</b>	<b>13,268</b>	<b>611</b>	<b>5%</b>
<b>Total Revenues</b>	<b>(497)</b>	<b>(120)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(617)</b>	<b>(120)</b>	<b>24%</b>
<b>Total Net Expenditure</b>	<b>12,160</b>	<b>204</b>	<b>(108)</b>	<b>61</b>	<b>0</b>	<b>334</b>	<b>0</b>	<b>12,651</b>	<b>491</b>	<b>4%</b>

Note: Numbers may not balance due to rounding

## Summary of Proposed 2017 Budget and 2018-2020 Forecast

Description	2016 Budget Approved (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Labour and Benefits	9,412	10,079	10,316	10,580	10,790
Operational Costs	3,245	3,378	3,302	3,322	3,322
Facility, IT and Support Costs	0	0	0	0	0
<b>Total Gross Expenditures</b>	<b>12,657</b>	<b>13,457</b>	<b>13,618</b>	<b>13,902</b>	<b>14,112</b>
<b>Total Revenues</b>	<b>(497)</b>	<b>(806)</b>	<b>(689)</b>	<b>(692)</b>	<b>(695)</b>
<b>Total Net Expenditure</b>	<b>12,160</b>	<b>12,651</b>	<b>12,929</b>	<b>13,210</b>	<b>13,417</b>

Note: Numbers may not balance due to rounding.

## Proposed Budget Changes Excluding New Initiatives and New Revenues

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

Description	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
<b>Labour and Benefits</b>	<b>9,412</b>	<b>9,803</b>	<b>391</b>	Increase/Decrease Reflects Labour Adjustments and Other Fringe Benefit Changes
Advertising & Promotions	240	240	0	
Communication Costs	34	35	1	
Contractor & Professional Services	1,585	1,655	70	\$30 Quality Assurance Review \$40 Economic Development Marketing Campaign
Equipment Costs & Maintenance Agreements	21	21	0	
Finance Other	1,012	1,012	0	
Materials, Supplies & Other Services	121	121	0	
Staff Development	145	149	4	
Transfers To Reserves and Reserve Funds	63	63	0	
Transportation Costs	25	25	0	
<b>Subtotal - Other Operating</b>	<b>3,245</b>	<b>3,320</b>	<b>75</b>	
Total Revenues	(334)	(334)	0	
Transfers To/From Reserves and Reserve Funds	(163)	(472)	(309)	(\$30) Reserve Transfer to offset Quality Assurance Review Cost (\$90) Reserve and Reserve Funds Transfer to offset Labour and Professional Services cost for Economic Development Marketing Campaign (\$189) Reserve Fund Transfer to offset contract conversion cost
<b>Subtotal - Revenues</b>	<b>(497)</b>	<b>(806)</b>	<b>(309)</b>	
<b>Total</b>	<b>12,160</b>	<b>12,317</b>	<b>157</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 budget request can be found on the pages following the table.

Description	BR #	2017 FTE Impact	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2017 to 2020 FTE Impact	2017 to 2020 Capital (\$000's)
<b>New Initiative</b>								
Youth Entrepreneur Program	2477	0.0	0	78	138	140	1.0	0
Newcomer Entrepreneur Program	2479	0.0	0	0	79	140	1.0	0
Client Information Management System	2535	0.0	48	17	17	17	0.0	0
Human Resources Law Clerk	2644	0.0	0	93	94	96	1.0	0
Insurance Defence Litigation Team	2821	3.0	286	288	292	296	3.0	0
<b>Total New Initiative</b>		<b>3.0</b>	<b>334</b>	<b>476</b>	<b>620</b>	<b>689</b>	<b>6.0</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>3.0</b>	<b>334</b>	<b>476</b>	<b>620</b>	<b>689</b>	<b>6.0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

**Proposed Initiative**

Youth Entrepreneur Program

**Department**

City Manager's Department

**Service Area**

City Manager's Office

**Required Annual Operating Investment**

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	78.4	138.4	140.5
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	78.4	138.4	140.5
* Net Change in \$		78.4	59.9	2.1
FTEs	0.0	1.0	1.0	1.0

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

**Required Capital Investment**

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

**Why Staff Recommend this Initiative**

Although the success and demand for young entrepreneur programming continues to grow, there is a lack of sustainable funding. Through a dedicated Young Entrepreneur Program, EDO will grow its capabilities to support the development of business opportunities for young entrepreneurs across various industries including those in the knowledge based industries, fostering innovation and leverage partnerships and opportunities for young entrepreneurs, secondary and post-secondary institutions.

### **Details of Service Change**

This is a new service initiative. This program will provide a dedicated resource to drive and support new and existing young entrepreneur development initiatives with enhancement in area of innovative and digital based programming. One full time staff person is required to develop a strategy, and drive necessary programs and partnerships to build a cohesive young entrepreneur strategy and action plan. This is a new hire and therefore will require support from Human Resources, IT, Finance and Facilities and Property Management divisions. Additional program related funding is also required.

### **Service Impact**

The Young Entrepreneur Program will provide EDO with the ability to increase the engagement of youth, foster entrepreneurship and innovation, and help to strengthen relationships between business, education and youth, and contribute to overall prosperity of the City. The program will enable staff to expand programming and outreach capabilities currently unable to be accommodated due to limited resources. The Program will require hiring one additional staff resource, funding program related costs and redesign of workspace to accommodate and commence mid-year in 2018.

**Proposed Initiative**

Newcomer Entrepreneur  
Program

**Department**

City Manager's Department

**Service Area**

City Manager's Office

**Required Annual Operating Investment**

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	0.0	79.5	140.5
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	79.5	140.5
* Net Change in \$		0.0	79.5	61.0
FTEs	0.0	0.0	1.0	1.0

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

**Required Capital Investment**

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

**Why Staff Recommend this Initiative**

The Economic Development Master Plan was approved in 2010 and the Newcomer Entrepreneur Program supports the short term objectives. Globally, there is a competition for talent; locally, there is increasing enrollment of international students at UTM and Sheridan, demand from newcomers seeking entrepreneurship options and pressure to ensure talent remains in Mississauga. Support for newcomer entrepreneurs is needed to continue to advance our global position and increase local tax assessment.



### **Details of Service Change**

As identified in the Economic Development Master Plan, the City's support of newcomer talent and integration into the City's business environment is integral to attracting, facilitating and driving economic activity in Mississauga. This program will provide a dedicated resource to drive and support newcomer entrepreneur integration into the business community. One full time staff person is required to develop a strategy and drive necessary programs and partnerships to leverage and integrate newcomer talent in entrepreneurship. This is a new hire and will require support from Human Resources, IT, Finance and Facilities and Property Management divisions. Additional program related funding is also required.

### **Service Impact**

The Newcomer Entrepreneur Program will support local business, newcomer entrepreneurs, foreign trained professionals to increase entrepreneurship, leveraging international talent and connections, that will contribute to the overall prosperity of the city. The Program will require hiring one additional staff, funding for program related costs and redesign of workspace to accommodate and commence mid-year 2019.

**Proposed Initiative**

Client Information Management  
System

**Department**

City Manager's Department

**Service Area**

City Manager's Office

**Required Annual Operating Investment**

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	48.0	17.1	17.1	17.1
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	48.0	17.1	17.1	17.1
* Net Change in \$		(31.0)	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

**Required Capital Investment**

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

**Why Staff Recommend this Initiative**

Due to the specialized function of EDO, which aligns more with sales and customer relationship management activities, the ACT! platform used corporate-wide has revealed limitations, inefficiencies and ineffectiveness of the platform and its performance requirements is inadequate for EDO's operational and analytical purposes. Staff recommend integration of an enhanced CRM solution, moving from a server-based application to cloud based with supporting technology.

### **Details of Service Change**

The Client Information Management System improvement project for EDO is to implement an advanced technological solution to improve its customer information management's operational and performance efficiencies. This will be achieved through the engagement of an external vendor to support and facilitate EDO's acquisition and implementation of a central integrated Customer Relationship Management System (CRM) application with additional technology that will be efficient in capturing, tracking, managing, sharing and reporting client information and EDO initiatives. The solution must align and be functional within the City's economic development environment and the City of Mississauga's IT environment and requirements. The new system will move from a City server-based application to a cloud-based application and acquire additional technology to support EDO's client interaction, management of client information, and stakeholder reporting and integrated client information management system that meets the business process, operational and analytical requirements within an economic development environment.

### **Service Impact**

The acquisition of a new integrated robust CRM and associated technology in the EDO Division will:

- Streamline the capture, tracking and reporting of client information and economic impact data
- Enhance and expand in-house marketing capabilities to increase client, community and stakeholder engagement
- Allow staff to access, view and update client information from any device and any location to enhance customer service and strengthen communications
- Streamline, improve CRM business process efficiency (i.e. Lean) to capture, track and manage client information
- Enhance measurement and reporting of key performance indicators and economic impact for real-time, on-demand stakeholder reporting
- Improve staff collaboration and sharing of client information capabilities across all business units
- Reduce reliance on IT and/or external vendors to update and/or upgrade CRM, as needed

**Proposed Initiative****Department****Service Area**

Human Resources Law Clerk

City Manager's Department

City Manager's Office

**Required Annual Operating Investment**

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	93.0	94.3	95.7
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	93.0	94.3	95.7
* Net Change in \$		93.0	1.3	1.3
FTEs	0.0	1.0	1.0	1.0

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

**Required Capital Investment**

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

**Why Staff Recommend this Initiative**

This position is recommended to reduce the City's significant annual expenditures on external legal advice and representation whilst concurrently improving the overall value of the legal counsel to the City by hiring in-house counsel. Experience has demonstrated that in-house counsel possess a level of corporate knowledge, loyalty, and economy that allows them to provide a level of service that is much higher than even the most skilled and capable external lawyers.

### **Details of Service Change**

This initiative will greatly improve the level of service on the City's employment, human rights, and privacy files whilst concurrently reducing costs significantly. By hiring an employment and labour law clerk to support in-house counsel Legal Services can also increase the level of complexity of the files that are handled in-house.

### **Service Impact**

For an employer as dynamic and divers as the City of Mississauga, there are always going to be a significant number of issues that require legal advice and/or representation. This includes standard employee relations issues, grievance arbitrations in the context of unionized workplaces, human rights applications, City policy development, and key projects involving human resources and City employees. The addition of a law clerk to support the existing employment and labour law practice group would greatly increase the volume and the quality of the services that Legal Services is able to provide.

**Proposed Initiative**

Insurance Defence Litigation  
Team

**Department**

City Manager's Department

**Service Area**

City Manager's Office

**Required Annual Operating Investment**

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	286.1	288.5	292.2	296.2
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	286.1	288.5	292.2	296.2
* Net Change in \$		2.4	3.8	3.9
FTEs	3.0	3.0	3.0	3.0

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

**Required Capital Investment**

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

**Why Staff Recommend this Initiative**

Currently, the City spends over \$1.5 million per year on the services of external legal counsel in respect of general liability and other types of insurance claims. By adding a new litigation junior lawyer, a law clerk, and a legal assistant to the insurance defense litigation team at a cost of \$286,000, including salary and benefits, the City stands to save approximately \$81,000 in external legal costs plus an estimated \$90,000 cost avoidance, for a total of \$171,000.

### **Details of Service Change**

This initiative will greatly improve the level of service on the City's litigated claims whilst concurrently reducing costs significantly. By hiring an insurance defence litigation team, the City will benefit from the corporate knowledge, increased efficiency and political awareness that a City staff member can provide. Indeed, the Corporation will, in turn, receive more informed and dedicated legal representation throughout the claims litigation process.

### **Service Impact**

The City receives over 500 new liability and insurance claims each year of which roughly 60 proceed to litigation. Each of these claims, which can last for several years, results in an annual expenditure of roughly \$1.5 million dollars on external legal representation. The addition of a litigation lawyer, a litigation law clerk, and a litigation legal assistant to the Legal Service Division will not only reduce these costs by an estimated \$81,000 and recover damage claims estimated at \$90,000 annually, but the Corporation will receive improved and more efficient legal representation.

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## Human Resources

### Proposed Full Time Equivalent Staffing Distribution by Program

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

Note: Numbers may not balance due to rounding.

### Staffing changes in 2016-2017

City Manager's Office: Reduction of 1 FTE due to efficiencies derived from re-structuring

Legal Services: Increase in 3 FTEs due to proposed new initiative BR 2821:

- 1 FTE Insurance Defence Litigation Lawyer,

- 1 FTE Litigation/Subrogation Law Clerk

- 1 FTE Legal Assistant: Litigation

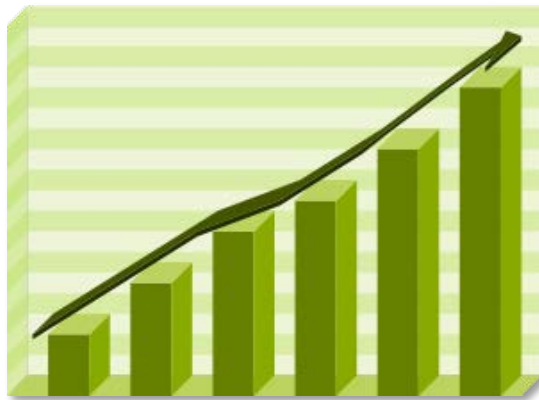


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# Performance Measures

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

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



About the Measures for the CMO:

## Financial Measures

*Infrastructure Gap* is defined as the difference between the estimated annual replacement cost of all the city's existing assets (excluding Stormwater) and the sum of the transfer to capital for the replacement of the City's existing assets and reserve funding available to fund the capital program.

*Revenues/Annual Total Net Budget*: Measures the percentage of revenues (including dividends, user fees, and grants) minus federal/provincial contributions and internal reserve transfers, as a percentage of the City's annual total net budget.

## Customer Measures

*Number of public speaking engagements/board memberships*: shows the quantity of outreach the CMO is participating in outside of City Hall. This includes public forums, seminars, conferences and special presentations, to name a few. This number does not include reports being presented.

*Resident Satisfaction with Mississauga as a place to live*: measures the overall satisfaction of Mississauga residents with their city. These results are based on a poll conducted by Environics Research, featuring an analysis of public attitudes and issues of concern in the province of Ontario. Since most of the divisions within the CMO Service Area (including the City Manager's Office) influence, lead and/or set direction for the overall Corporation, it seems appropriate to use overall resident satisfaction as an outcome measure.

## Employee Measures

Overall employee engagement is a measure which indicates the extent to which employees value, enjoy and believe in what they do. The Employee Engagement Survey is conducted every two years by Metrics@Work.

*City Manager Department Leadership Index*: Inspiring strategic leadership and guiding the CMO are main purposes of this service area. The results are based on the bi-annual Employee Engagement Survey. The City Manager Department Leadership Index measures Strategic Leaders' (City Manager, Commissioners, and Directors) provision of vision, guidance, planning, decision making and commitment to quality.

*Innovation Index*: This measure represents the average of all responses to the three innovation construct questions included in the biannual Employee Engagement Survey. The questions assess employees' perception of the degree to which innovative approaches are encouraged in their work environment.

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## Business Process Measures

*Number of training/learning opportunities offered by CMO Staff:* is a measure of the various workshops/training events held for City employees by the CMO staff. These examples include Innovation Workshops, Legal training on By-laws among others.

*Number of Internal Audit assignments completed:* Internal Audit conducts both assurance (audits) and consulting assignments. The purpose of these assignments is to evaluate and improve the effectiveness of risk management, control and governance processes of the City. Up to 20 per cent of Internal Audit staff time is spent on consulting, policy review and investigations.

*Annual Efficiencies Found:* Ensuring efficiency within the Corporation is an important function of this service area. The figures quoted are based on the efficiencies category used by Financial Services during budget preparation.



*The Iconic Absolute Avenue Towers*

## Balanced Scorecard

Measures for City Manager's Office	2013 (Actual)	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)
<b>Financial (City Wide):</b>								
Infrastructure Gap**	\$39M	\$56M	\$49M	\$77M	\$22M	TBD	TBD	TBD
Revenues/Annual Total Net Budget	39%	37%	37%	39%	38%	37%	TBD	TBD
<b>Customer (City Wide):</b>								
Number of public/industry speaking engagements/ Board memberships*	117	93	139	137	137	137	140	140
Resident satisfaction with Mississauga	90%	90%	95%	95%	95%	95%	95%	95%
<b>Employees/Innovation:</b>								
Employee engagement scores: City Manager Department Leadership	57.2%	57.2%	60%	86%	88%	90%	90%	90%
Employee engagement scores: Innovation	63.7%	63.7%	64%	73%	75%	75%	75%	75%
<b>Internal Business Process:</b>								
Number of training/learning opportunities offered by City Manager staff	120	97	211	215	212	212	220	220
Number of Internal Audit assignment completed	15	15	16	14	15	15	16	16
Annual Efficiencies Found (City Wide)	5.9M	7.9M	6.2M	4.7M	TBD	TBD	TBD	TBD

\*In 2014, a re-organization resulted in the Strategic Community Initiatives division joining the Land Development service area, thereby reducing the number of public speaking engagements significantly.

\*\*Based on new methodology from 2016 onwards.