



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.

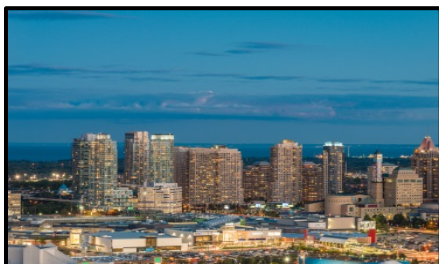
Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40 year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **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

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

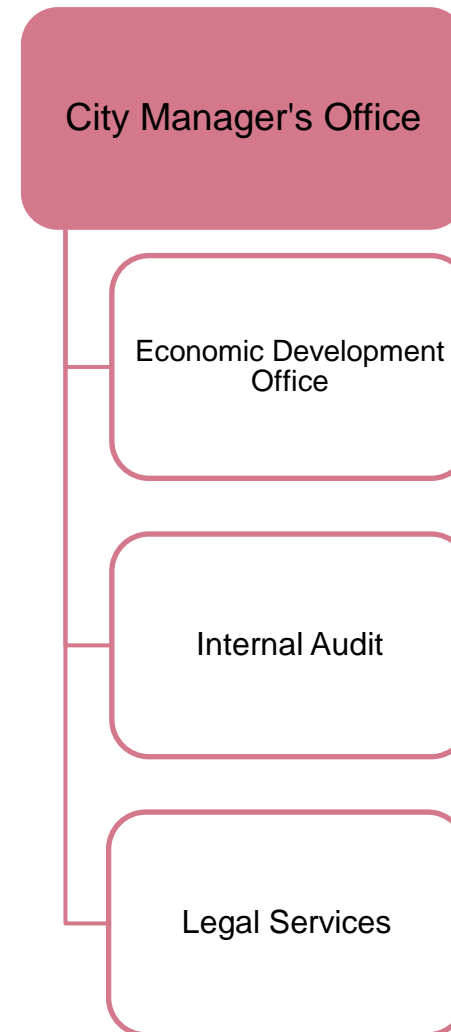
We will champion and inspire strategic leadership in every aspect of The Corporation of the City of Mississauga.

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



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

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

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.



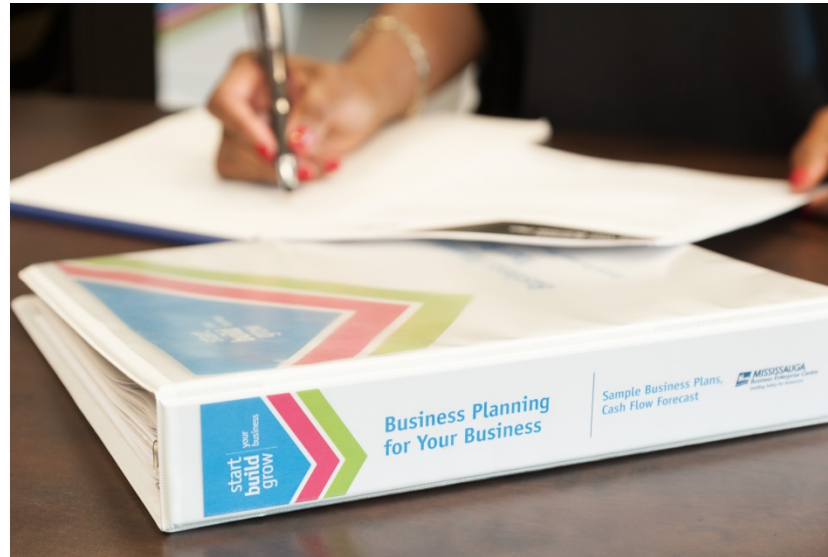
EDO's Mississauga Business Enterprise Centre educating small business owners and entrepreneurs on essential business topics

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



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)
Financial:					
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
Customer:					
Client Satisfaction	N/A	85%	86%	88%	90%
Employees:					
Workplace Culture Maturity	N/A	80%	84%	86%	88%
Internal Business Process:					
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.

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”

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

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

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

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.

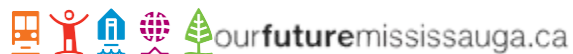
prosper - cultivating creative and innovative businesses

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.



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

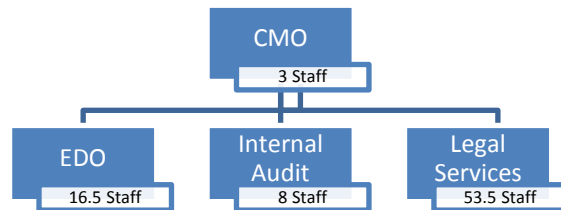


A future view of the Mississauga City Centre

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.

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
Total Service Distribution	81.0	81.0	85.0	87.0	87.0

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

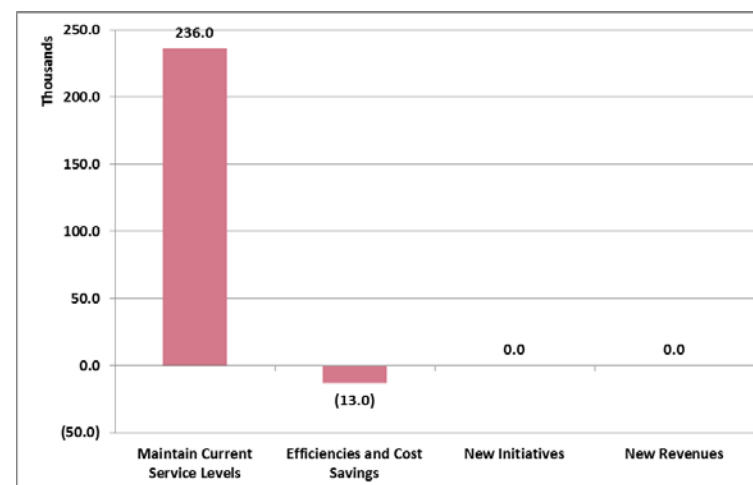
Efficiencies and Cost Savings

- 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)
Expenditures to Deliver Current Services						
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
Total Expenditures	12,524	13,559	13,556	13,593	13,763	14,004
Revenues	(783)	(404)	(390)	(391)	(392)	(394)
Transfers From Reserves and Reserve Funds	(157)	(487)	(275)	(277)	(279)	(371)
New Initiatives and New Revenues			0	641	961	1,035
Proposed Net Budget Including New Initiatives & New Revenues	11,584	12,668	12,891	13,566	14,053	14,275
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%
Total Gross Expenditures	13,559	10	(13)	0	0	0	0	13,556	(3)	(0%)
Total Revenues	(891)	226	0	0	0	0	0	(665)	226	(25%)
Total Net Expenditure	12,668	236	(13)	0	0	0	0	12,891	223	2%

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
Total Gross Expenditures	12,524	13,559	13,556	14,234	14,724	15,040
Total Revenues	(940)	(891)	(665)	(668)	(671)	(765)
Total Net Expenditure	11,584	12,668	12,891	13,566	14,053	14,275

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)
Labour and Benefits	10,164	10,282	118	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	
Subtotal - Other Operating	3,395	3,274	(121)	
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
Subtotal - Revenues	(891)	(665)	226	
Total	12,668	12,891	223	

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)
New Initiative								
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
Total New Initiative		0.0	0	641	961	1,035	7.0	0
New Revenues								
		0.0	0	0	0	0	0.0	0
Total New Revenues		0.0	0	0	0	0	0.0	0
Total New Initiatives and New Revenues		0.0	0	641	961	1,035	7.0	0

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.

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
Total	301	265	90	0	0	656

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

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	301	265	90	0	0	656
Other Reserves & Reserve Funds	0	0	0	0	0	0
Total	301	265	90	0	0	656

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: 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
Total		301	0	301	

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)
Policy Administration			
SP Applications - New	125	0	0
SP Other Studies and Initiatives	140	90	0
Subtotal	265	90	0
Total Expenditures	265	90	0

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