

 **MISSISSAUGA**  
Leading today for tomorrow

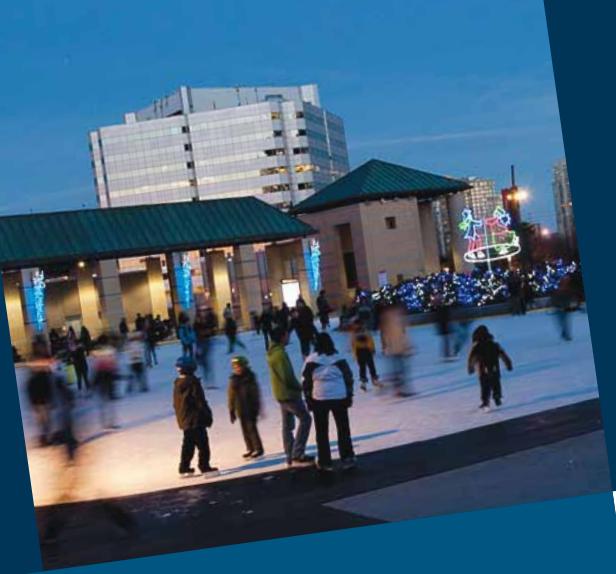


6,700 ACRES OF PARKS AND OPEN SPACES  
5,210 KM OF ROADS  
823 RECREATION FACILITIES  
24/7, 365 DAYS A YEAR ACCESS TO FIRE & EMERGENCY SERVICES  
\$8 BILLION INFRASTRUCTURE  
SNOW CLEARED FROM 5,210 KM OF ROADS AND 2,204 KM OF SIDEWALKS  
POWER SUPPLIED TO 49,234 STREET LIGHTS AND 511 TRAFFIC LIGHTS  
244 KM OF BICYCLE LANES AND BOULEVARD MULTI-USE TRAILS  
56 KM OF NOISE BARRIERS  
223 BRIDGES AND CULVERTS

# 2013-2016 Business Plan & 2013 Budget

City of Mississauga, Ontario, Canada

1.3 MILLION LIBRARY ITEMS IN MULTIPLE LANGUAGES AND FORMATS AT 18 LIBRARIES  
GRASS CUT ON 530 SPORTS FIELDS  
EQUIPMENT MAINTAINED ON 255 PLAYGROUNDS  
23,314 RECREATION PROGRAMS  
530 SPORTS FIELDS  
511 SIGNALIZED INTERSECTIONS  
25 ICE RINKS, 18 POOLS AND 11 COMMUNITY CENTRES  
93 TRANSIT ROUTES, 1.3 MILLION HOURS OF SERVICE  
102 EVENT DAYS AT CELEBRATION SQUARE AND 505,000 VISITORS IN 2011  
6,700 ACRES OF PARKS AND OPEN SPACES  
5,210 KM OF ROADS  
823 RECREATION FACILITIES  
24/7 FIRE & EMERGENCY SERVICES



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# City Business Plan

## 2013-2016 Business Plan

City of Mississauga, Ontario, Canada

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# Our Values

As we move forward in these changing times, and set new goals, it is important to be able to have a consistent frame of reference for decision-making. Our three corporate values are that constant. They are fundamental to the relationship we have with all our stakeholders, and form the basis of how we act.

## Trust

The public trust we uphold. The open and responsive manner in which the City is governed. The City clearly holds the trust of the public at present and this allows us to effectively work with our citizens to achieve our goals. For staff, we understand how important it is; with trust we can achieve anything.

## Quality

The quality of life we provide Mississauga taxpayers. Delivering the right services that add value to our citizens' lives. For staff, we are judged by the public on the quality of service we provide. We also need to stay focused on employees' quality of work life.

## Excellence

The delivery of excellence. Mississauga will achieve excellence in public administration and deliver services in a superior way, at a reasonable cost.



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# Our Vision for the Future

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

**A place where people choose to be.**



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# Message from the City Manager

## Mayor and Members of Council:

It has been said “the achievements of an organization are the results of the combined effort of each individual”. I truly believe this and with a strong Council, an engaged community and talented staff, we are positioned to deliver exceptional services to our residents for the best possible value. It is for that reason, and with great pride that I present our proposed Business Plan.



The City of Mississauga is committed to providing quality services and infrastructure while continuing to build our City for the future in a fiscally responsible manner. We have tough choices to make in order to deliver the services that make this a great city, as there is no desire to cut the programs or services our residents have come to value.

The cost to provide our services and maintain our aging infrastructure is increasing at a faster rate than our revenues. Access to new revenue sources is limited which puts more pressure on property taxes. Although Mississauga has been a debt-free city for many years, in order to repair and rehabilitate our infrastructure it will be necessary to issue debt.

Continuous improvement and finding innovative new solutions are critical as we plan for the future. We have developed our Business Plan using the following four Strategic Priorities: ***Deliver the Right Services; Implement Cost Containment Strategies; Maintain our Infrastructure; and Advance on our Strategic Vision.***

Each of our service areas has worked hard to review their services, look for efficiencies and plan for the city's future. This Business Plan and Budget provides Council with options to consider service levels and funding for the next four years.

Perhaps one of our more challenging issues over the next four years is the potential infestation of the Emerald Ash Borer. This highly invasive insect has the potential to destroy the city's Ash trees. We are proposing a special purpose levy to help fund this initiative. As well, a two percent infrastructure levy is being recommended to help with aging infrastructure. Implementation of a capital prioritization model has assisted us in ensuring we are funding the right projects at the right time.

Thanks to our collective hard work, the City of Mississauga was ranked 3<sup>rd</sup> out of 30 of Canada's largest cities for satisfaction with municipal services, as well as one of Canada's top employers for young people for a 3<sup>rd</sup> year in a row. This is a great achievement for the City. We also continue to advance strategically through our plans for the waterfront, downtown, culture, economic development and the environment.

Our stakeholders can visit the City's website, view our video, attend a Budget Committee meeting or contact their local Councillor to become engaged in the Business Plan process. We look forward to Council's deliberations.

A handwritten signature in black ink that reads "Janice Baker".

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

# Executive Summary

The City of Mississauga has before it many opportunities to continue to evolve as a place where people choose to be. It is a modern, vibrant 21<sup>st</sup> century community that is still growing culturally and in its service provision.

Council and the community worked hard to develop a Strategic Plan - *Our Future Mississauga* - that outlines the strategic interventions required to be made over the coming decades to achieve this vision. That plan will be implemented in a thoughtful way, leveraging partnerships throughout the community and beyond. Property taxes alone will not be able to fund the plan.

In recent years, the City has developed more detailed master plans around culture, the environment, our downtown, cycling, recreation, parks, our library system, higher order transit, older adults, youth and economic development and others.

It is a challenge to find the balance that will meet Council and the community's expectations on services and taxation. Our Business Plan and Budget affords us an opportunity to annually step back, evaluate our external environment and internal processes, and adjust goals, service levels and programs in the context of our Strategic Plan and progressive financial planning. It outlines how and where the City plans to allocate resources to provide good value for taxpayers in a disciplined, coordinated and transparent way.

A significant focus of this plan is on maintaining existing services, including infrastructure. Additional service investments focus mostly on transit expansion and a new special purpose levy to tackle the Emerald Ash Borer insect to protect our city-owned urban forest.

## The City of Mississauga is a global urban centre by any measure:

- With a population of 741,000, it is the sixth largest city in Canada and the 24<sup>th</sup> largest in Canada/United States;
- Mississauga's total land area of almost 30,000 hectares is larger than Paris, Boston and Seattle;
- Environics recently reported that 96 percent of citizens are truly satisfied with Mississauga as a place to live;
- Mississauga has the third largest municipal transit system in Ontario and the largest international airport in Canada, Toronto Pearson;
- Mississauga has a beautiful waterfront, resting on the shores of Lake Ontario, as well as a thriving downtown;
- Mississauga is home to over 55,000 businesses, of which 67 are Canadian head offices of Fortune 500 corporations, providing approximately 416,000 jobs;
- The City is home to many cultures and faiths, with over 70 languages spoken;
- The services delivered by The Corporation of the City of Mississauga are highly valued by residents and businesses and funded with one of the lowest tax rates in the Greater Toronto Area, on an infrastructure base valued at over \$8 billion; and
- Mississauga was ranked fourth overall in the Large Cities of the Future category in Foreign Direct Investment magazine's ranking of cities across the American continents. The City also ranked 6<sup>th</sup> for economic potential and 9<sup>th</sup> for infrastructure in the large cities category.

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Like most municipalities in the world, the City faces challenges. Residents and businesses continue to face economic uncertainty. The cost to provide services is rising while revenues are not keeping pace. City infrastructure is aging, and will require increased funding to maintain a state of good repair. Tough decisions need to be made to ensure we continue to deliver the services our residents value in a fiscally responsible manner. Options that require consideration include: increasing or introducing new user fees; deferring new initiatives; reducing service levels or eliminating services; letting our infrastructure deteriorate; or raising property taxes.

Mississauga operates in a complex environment and each of our lines of business is impacted differently by the economy and our funding partners. Continuing to achieve efficiencies in existing programs through on-going process reviews has been critical while responding to the increasing demand for services.

The 2013-2016 Business Planning Process engaged all service leaders in the city and challenged them to bring forward their best thinking on how to resource and carry out the right business plans, plans that strike a balance between meeting service expectations and achieving fiscal restraint.

Through a process of reviewing existing service levels, continuous improvement and examining past performance we feel we have proposed a fiscally responsible Business Plan and Budget for Council's consideration that resources the right things in the right way, in the right sequence, with the right co-ordination.

This is an exciting, but demanding time, and staff remain flexible to adjust these plans in any way that Council directs.

## Priorities for this Plan

This Business Plan lays out detailed plans for Council's consideration around four priorities:

- *Deliver the Right Services;*
- *Implement Cost Containment Strategies;*
- *Maintain our Infrastructure; and*
- *Advance on our Strategic Vision.*

### **Deliver the Right Services:**

*Balance citizen expectations with fiscal reality*

Mississauga has a reputation as a leader in municipal service provision.

Mississauga was ranked third overall out of 30 of Canada's largest cities for satisfaction with municipal services by Forum Research Inc. Ninety-six percent of citizens are truly satisfied with their city as a place to live (Environics). The services that the City provides are important to our stakeholders and the foundation for our quality of life.

The focus on preserving existing services while delivering new ones is a challenge. In balancing citizen's expectations with fiscal reality, this business plan explains the delivery model for each service, current service levels, how the service engages customers, the service area's goals and objectives, the resources required to deliver the plan, and a balanced scorecard to measure performance.

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## **Implement Cost Containment Strategies:**

### *Demonstrate value for money*

Staff continually review services to identify and capture new value for taxpayers dollars and look for continuous improvement initiatives and cost savings within certain parameters such as ensuring the safety and security of residents is not reduced. This year's budget reflects almost \$6 million in efficiencies and reductions through a range of opportunities such as: leveraging technology to introduce more self-serve options; conducting efficiency reviews to re-organize and reduce staffing levels; introducing new ways of working such as the introduction of an Administrative Penalties System; service level adjustments where appropriate such as transit; new energy conservation measures like LED street lighting, increasing user fees and general cost reduction in many smaller ways.

Work that is out-sourced through a competitive bid process can sometimes, but not always, be cheaper than work performed in-house. Where appropriate, adjustments have also been made to ensure the best value for services delivered has been achieved. Services currently out-sourced competitively to find efficiencies include winter maintenance, road and sidewalk repairs, street cleaning, and some grass cutting; others are noted in the detailed budget documents.

All adjustments were carefully reviewed and due diligence carried out to ensure savings were reasonable, achievable, and sustainable.

## **Maintain our Infrastructure:**

### *To ensure we remain competitive*

The City owns \$8 billion in assets which are in reasonably good shape, but as they age will require additional funding to maintain a state of good repair. Modern infrastructure provides a stable foundation for residents and businesses to be successful and ensures we remain competitive with the rest of the world. Much of our infrastructure was built with development funding, however some new infrastructure and all repair and replacement will need to be funded predominantly by property taxes.

A properly funded preventative maintenance and renovations program is less costly than complete replacement. The Corporation requires an annual injection of \$83 million to close our infrastructure funding gap, based on historical costs. For many years, Council has added its voice to peer municipalities across Canada in asking senior levels of government to provide infrastructure funding. The Federation of Canadian Municipalities has reported a municipal infrastructure gap of \$124 billion across Canada. In 2009, the Infrastructure Stimulus Fund (ISF) and the Recreation Infrastructure Canada Fund (RInC) assisted in funding 153 important projects. However, the funding was one-time, not permanent nor sustainable.

This Business Plan provides for projects such as: road rehabilitation; parkland acquisition; bus and fire vehicle replacement; the redevelopment of Meadowvale Library and Community Centre; the redevelopment of River Grove Community Centre; the renovation of two fire stations and construction of one new station; and grade separations to relieve traffic congestion at Goreway Drive, Drew Road and Ninth Line.

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## **Advance on our Strategic Vision:**

*To ensure Mississauga is a Global Urban City recognized for its Municipal Leadership*

After an extensive public consultation process, Council approved *Our Future Mississauga*, which defined the five strategic pillars for change that needed to be addressed to achieve our vision as a place where people choose to be.

This Business Plan invests in initiatives that develop a transit oriented city by providing 215,300 additional transit service hours by 2016, in part by using the new Bus Rapid Transit System, phase one of which opens in 2013. The LRT Preliminary Design for Hurontario-Main Street will also be completed and funding will be requested from the Federal and Provincial Governments for its construction. This will transform our city by introducing a mass transit system for the first time in Mississauga.

The planned opening of Sheridan College Phase II will result in approximately 7,000 students being located in our downtown. This exciting development, made possible by Council's decision to strategically invest in land acquisition, alongside the implementation of our affordable housing strategy and the youth and older adult plans, will advance our goal to ensure youth, older adults and new immigrants thrive.

Continued investment in our infrastructure is included to meet the goal of completing our neighbourhoods. Meadowvale and River Grove Community Centres and the Meadowvale and Woodlands Libraries will all be redeveloped. The *Cycling Master Plan* will continue to advance with 30km of new cycling facilities scheduled to be constructed annually. The Downtown 21 Master Plan will be

advanced based on opportunities to ensure we have a vibrant people place in the heart of Mississauga and developing master plans for key sites in Lakeview and Port Credit will lay the foundation to create a model sustainable creative community on the waterfront.

Exciting progress already made in Culture will continue by staying focused on the *Culture Master Plan* as we develop a Public Art Strategy, install new public art works and foster private investment, while also advancing a Celebrations and Festival strategy. With new initiatives to implement our Economic Development strategy through Life Sciences, Information Communications Technology and Lead Generations outreach programs, our strategic goal to cultivate creative and innovative businesses will advance.

Our goal of Living Green will be pursued by ensuring our city-owned urban forest is protected through the adoption of a proactive management approach to the overall health of city-owned trees by implementing treatment strategies for the Emerald Ash Borer insect. Consideration will be given for stormwater systems to be funded through a new financing approach, allowing important infrastructure investments and environmental best practices to be implemented. The new LED street lighting system will have both financial and environmental benefits and be followed by many environmental initiatives as the Living Green Master Plan is implemented.

## Financial Implications

This Plan is focused on ensuring that the Corporation delivers value for every tax dollar raised. Staff has brought forward plans to move ahead in key areas which are in line with Council's direction and citizen expectations.

The Budget is segmented into four components:

- Maintain Current Service Levels;
- Costs Incurred to Operationalize Prior Decisions;
- New Revenues/New Initiatives;
- Special Purpose Levies that include protecting and replacing city-owned Ash trees and providing sustainable funding for the City's infrastructure.

The proposed 2013-2016 Business Plan and 2013 Budget primarily focuses on preserving existing service levels, as well as providing some priority infrastructure upgrades. It balances the increased costs to deliver these services to the community with reasonable tax impacts.

The property tax bill includes funding for three government organizations – City of Mississauga, the Region of Peel and the Province of Ontario (education). The property taxpayer is impacted by the total change in the property tax bill. The City's Business Plan and Budget applies only to the City portion of the tax bill, which is 30 percent for residential and 18 percent for non-residential. However, in order for taxpayers to accurately understand the impact of the City's budget on their taxes, the impact is expressed as a percentage of the total tax bill. The following chart illustrates the impact on the total property tax bill by major category.

The capital program identifies the significant investments in infrastructure that are required to properly maintain and replace the city's existing infrastructure. The financing of the

capital program requires a well balanced funding strategy involving the use of property tax revenues, reserve and reserve funds, gas tax revenues, recovery from growth through development charges, and more recently debentures (debt financing). The Business Plan and Budget includes a two percent Capital Infrastructure and Debt Repayment Levy to assist in funding the city's infrastructure requirements. Reductions in the Capital Program would result in deterioration of the condition of the city's infrastructure.

Council approved a new debt policy in December 2011 which provides guidelines around the prudent use of debentures for financing the City's capital projects. Debt levels have been analyzed and are affordable in the context of the City's total financial plan.

Additional information related to the City's Budget is located in the "City Budget and Financial Overview" section of this plan.

Drivers of Operating Budget Costs	2013 %	2014 %	2015 %	2016 %
Costs to Maintain Current Service Levels	3.0	2.6	2.4	2.5
Costs incurred to Operationalize Prior Decisions	0.4	(0.1)	0.1	0.1
New Revenues/New Initiatives	0.8	1.4	1.5	0.8
Special Purpose Levies				
Emerald Ash Borer Management Plan	1.6	0	0	0
Capital Infrastructure & Debt Repayment	2.0	2.0	2.0	2.0
Impact on Total Residential Tax Bill	2.4	1.8	1.8	1.6
Impact on Total Commercial Tax Bill	1.4	1.1	1.1	1.0

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## Profile of the City

The City of Mississauga is located on the shores of Lake Ontario, to the west of the City of Toronto. It is an area municipality within the Region of Peel, Ontario, Canada with a population forecast to grow to 812,000 in the next 20 years.

Founded in 1974, it has grown from a collection of villages with a population of 220,000 to a large global urban centre with 741,000 residents, over 55,000 businesses and the home of approximately 416,000 jobs. Mississauga is a net importer of jobs, is the sixth largest city in Canada and the 24<sup>th</sup> largest in Canada/United States.

Immigration and mobility patterns have seen the City of Mississauga become one of the most culturally diverse cities in the world. More than half of the city's population is foreign-born and has a mother tongue that is not one of the two official languages. However, the majority speak English and are ready to participate in their new community as represented by the fact that three quarters of immigrants in Mississauga become citizens of Canada.

With seven major highways, the largest international airport in Canada, excellent inter-regional public transportation links and strategically located in the heart of the Greater Golden Horseshoe, Mississauga has easy access to global markets and skilled knowledge workers with connections throughout the world. In addition to the thousands of small businesses, Mississauga is home to 67 Canadian head offices of Fortune 500 companies. The key sectors are: Life Sciences; Advanced Manufacturing; Finance, Insurance & Real Estate (FIRE), and Information and Communication Technologies (ICT).

Governed by the Mayor and 11 Councillors, The City provides services in the areas of Roads; Fire and Emergency Services; Transit; Recreation; Parks & Forestry; Libraries; Arts and Culture; Regulatory; Legislative; Land Development Services, and supporting services to maintain them. Like other municipalities, the City has a mandate to be open and transparent, and ensure that its services are accessible, both physically and financially.

The 12 elected officials also sit on the Region of Peel Council, which provides services to Mississauga, Brampton and Caledon in the areas of Public Health; Waste Management; Social Housing; Long Term Care; Water and Wastewater, Paramedics; TransHelp, and Ontario Works.

In 2009, Council and the community developed an ambitious *Strategic Plan*, focused on five Strategic Pillars for Change: Developing a Transit-Oriented City; Ensuring Youth, Older Adults and New Immigrants Thrive; Completing our Neighbourhoods; Cultivating Creative and Innovative Businesses, and Living Green. In 2010, Council updated its *Official Plan* to reflect the *Strategic Plan* and ensure that the technical instruments required to fulfill the vision were in place.

The Corporation has remained an award-winning organization for many years, living up to its tag line of *Leading Today for Tomorrow*, with awards being received in multiple technical areas, disciplines and community projects.

The City has received a "AAA" credit rating from Standard and Poor's for many years, and although it is planning to issue debt in the next couple of years it is still considered debt-free.

The City has also been named the safest city in Canada for the last 12 years, and from 2009 to 2011 was named one of

the Top 100 organizations in Canada for Youth and in 2011, for New Canadians.

More detail on the City of Mississauga is available on its website at [www.mississauga.ca](http://www.mississauga.ca).

### **Demographic facts about the City of Mississauga**

- The population of Mississauga increased by 6.7 percent from 2006 to 2011;
- The proportion of married-couple families is higher in Mississauga than in the rest of the country;
- 67.7 percent of couples have children, 15 percent higher than the rest of Canada;
- 16.4 percent of families in Mississauga are lone-parent;
- The average household size in Mississauga is three persons, ahead of the 2.5-person country average;
- One fifth of the housing stock in Mississauga was constructed before 1970, in comparison to Canada which was two thirds;
- Although detached and apartment units represent the largest and second largest share of the housing, the City's housing stock is more diversified than the national, provincial and Toronto CMA stock. Mississauga has a smaller proportion of detached units and larger shares of townhouses and semi-detached units. Mississauga also has one third of its housing stock comprised of apartment units;
- Home ownership is stronger in Mississauga than the rest of the country, with three quarters of its housing under ownership tenure, as opposed to two thirds for the country;

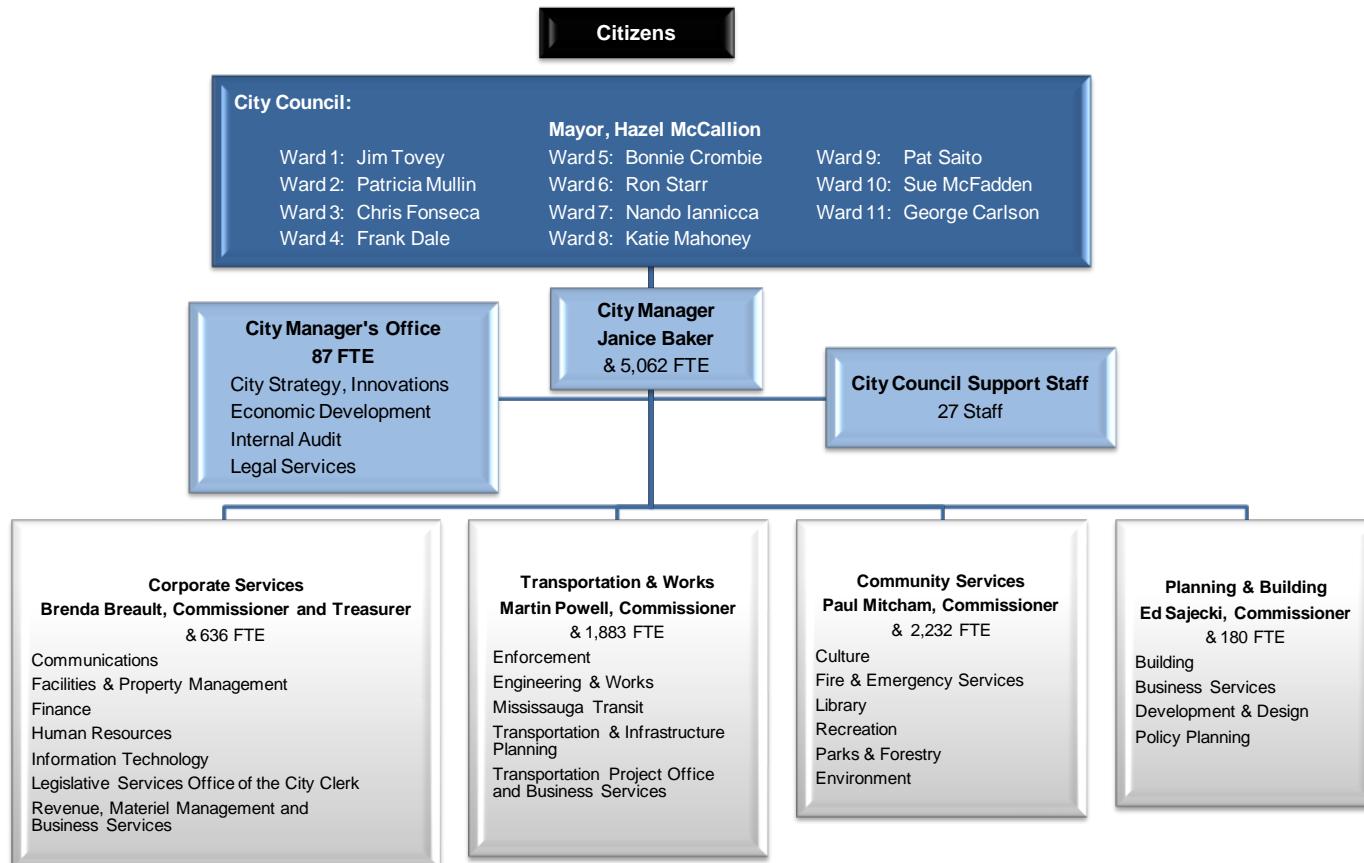
- The top five non-English languages spoken at home in Mississauga are: Chinese languages; Urdu; Polish; Punjabi and Arabic;
- In Mississauga, over half of the immigrant population is from Asia and the Middle East. This is followed by Europe (29 percent) and the Caribbean and Bermuda (seven percent);
- Between 2001 and 2006, Mississauga took in 17 percent of immigrants to the Toronto CMA. Currently the immigrant population represents 52 percent of Mississauga's population; and
- In Mississauga, three quarters of immigrants become citizens. Twelve percent of immigrants in Mississauga have citizenship of Canada and at least one other country.



Civic Centre and the Living Arts Centre

# The Corporation of the City of Mississauga

The following chart provides the 2013 Organizational Chart for The Corporation of the City of Mississauga, which includes Full-Time Equivalents (FTEs).



## **City Employee Profile**

A number of trends and emerging issues are monitored closely to ensure that employee programs are adjusted to ensure they are relevant:

- The average age of a City full-time worker is 46 years. This has been stable for the past seven years, unlike the average age of temporary workers which has dropped from 39 years in 2002 to 31 years today;
- Average service for full time staff is 14 years and for temporary employees, five years;
- The City's workforce gender breakdown has not changed since 2002. The temporary workforce continues to be female-dominated; this is largely due to Recreation and Library temporary positions which attract more female workers. Males continue to dominate the City's permanent workforce due to high numbers of employees in the traditionally male-dominated occupations such as Firefighter, Works Labourer and Transit Operator. Fifty percent of supervisory staff are female;
- A majority of permanent and temporary employees both work and live in Mississauga;
- Gen X make up 44 percent of the City's permanent workforce. The Baby Boomer generation is in decline, but is still 22 percent of the City's permanent workforce. Millennials dominate the temporary workforce (66 percent); this is generally driven by the high concentration of temporary Recreation and Parks positions;
- The City's non-union salary structure is performance-based with employees reaching grade maximum within

five to 14 years. The number of salaried non-union employees at the top of grade is 40 percent;

- While overall staff turnover remains low (4.4 percent), it is interesting to understand who is leaving from a generational perspective. Gen X'ers remain the largest group of employees choosing to leave; and
- There continues to be a significant increase of those eligible to retire over the next three years rising from 592 in 2012 to 834 in 2015. This will continue to pose a significant talent risk to the organization.

## **Corporate Social Responsibility**

- The Corporation is fundamentally focused on delivering service to its residents, businesses and stakeholders. However, beyond the service provision mandate, staff at the City are also volunteers. Like the community, they volunteer in areas such as community sports, arts, social services and health care.
- Over the last ten years, staff have raised and donated over \$1.8 million to the United Way of Peel and they have raised over \$1.1 million for the *Jerry Love Foundation* for kids since its inception. Mississauga Fire and Emergency Services continue much charitable work through *Firefighters Without Borders (FWB)*. To date FWB have raised \$1.2 million in equipment and donations. As well, they have provided all 1,500 full time and volunteer firefighters in Honduras with bunker gear and protective clothing. This is accomplished through Fire's Volunteer Charter where volunteers pay their own way, including accommodation, travel, meals, and incidental expenses. Members are proud to work in an organization where 100 percent of all donations are used for such a necessary and critical program.

## Past Achievements

Council has significantly advanced the City in all of the five Strategic Pillars of the Strategic Plan and as a result has made progress on achieving our vision to be a place where people choose to be.

It is important that we reflect back on our accomplishments and monitor our long term progress as we continue to build a strong and vibrant city. As we deliver on our priorities, we are careful to strike a balance between service expectations and fiscal restraint. On an annual basis the City of Mississauga reports its progress and achievements through two key publications - the 'Strategic Plan Progress Report' and the 'Highlights Report'.

The City of Mississauga continued to work tirelessly on developing a transit oriented community and this work has helped to increase the City's annual transit ridership. MiWay reached 49.3 million boardings in 2011 and in 2012 boardings are expected to be over 50 million. All MiWay buses are now fully accessible and 340 accessible stops were added to the system. In addition, major improvements to transit priority intersections have greatly improved the reliability of public transit on Rathburn Road at Centre View Drive and at Mavis Road.

The future Light Rail Transit (LRT) system continued as a top priority project as the City develops a world-class public transit system. The Hurontario-Main Street Corridor Master Plan was completed and received the 'Award for Planning Excellence in the Social Planning / Transportation and Infrastructure', from the Canadian Institute of Planners. The Bus Rapid Transit (BRT) saw lots of construction along the east stretch including four stations at Central Parkway East,

Cawthra, Tomken and Dixie; completion of this section is scheduled for fall 2013.

Other important initiatives toward developing a transit oriented city were the launch of PRESTO, the electronic transit fare collection system, and the new mobile site and iPhone App which enables transit riders to view scheduled bus departure times. Staff also continued to work on implementing the approved *Cycling Master Plan*, created a Cycling Office within the Transportation and Works Department, and constructed 27 more kilometres of cycling infrastructure.

Working to ensure all segments of the local population thrive was another important focus of the City. Mississauga took a great step forward in developing an affordable housing strategy and action plan which included outreach opportunities to residents.

Mississauga Cultural Map was launched with great acclaim as a single source of information for Mississauga's cultural resources and assets. It provides cultural organizations, artists and practitioners, valuable information for planning and information on audience development, policy development and program delivery. Many of the cultural events that the City hosted were held in the new Mississauga Celebration Square adjacent to the Civic Centre. It welcomed over 1 million visitors and is now in full operation with numerous events and festivals occurring every weekend, and outdoor skating in the winter. Mississauga Celebration Square received the 'Award of Excellence in Urban Design' from the 30<sup>th</sup> Annual Mississauga Urban Design Awards.

A number of other new and renovated City facilities also received awards which included: Urban Design 'Awards of

'Merit' to the redeveloped Burnhamthorpe Library and pool additions at Clarkson and Malton Community Centres; 'Barrier Free Design Award of Merit' to Malton Community Centre from the Ontario March of Dimes; '2012 Governor General Medal Award' from Architecture Canada, to RDH Architects, for the Mississauga Public Library Project which included the Lakeview, Port Credit and Lorne Park Branch Library projects; and, BraeBen Golf Course which was chosen as the 'Ontario Facility of the Year' by the Golf Association of Ontario.

Working with Mississauga's youth was an on-going priority and the City was awarded the 'Gold Youth Friendly Community Builder Designation' from Playworks - the Ontario Partnership for Active and Engaged Youth - in recognition of the City's Mississauga Youth Plan, ensuring youth ages 13-19 have continuous access to a diversity of play.

The City of Mississauga was recognized by Mediacorp Canada Inc.'s as one of 'Canada's Top 100 Employers' in their nation-wide competition. Mississauga received both the Top Employer for New Canadians Award and Top Employer of Young People Award.

Throughout Mississauga a number of public buildings opened including Sheridan College's new Hazel McCallion Campus in the downtown core. 153 infrastructure projects, under the Infrastructure Stimulus Fund and Recreational Infrastructure Canada programs (programs that shared funding for infrastructure construction with the provincial and federal governments), were completed including multiple trails, sidewalks, libraries, pools and many other important neighbourhood amenities.

Two other major facilities that opened recently include a new air supported indoor multi-sport field house at the Hershey SportZone and the Garry W. Morden Centre which is the first city facility targeted for LEEDS Silver Certification, in partnership with the Department of National Defence and the Region of Peel.

Our waterfront continued to be a key focus of the City. The vision to turn Lakeview's former power generation lands into a mixed-use, sustainable lakefront community was unveiled and unanimously accepted as a first step in developing this hidden jewel on Lake Ontario. Port Credit, another gem along the lakefront, was established as a cultural node, one of many initiatives to help cultivate creative businesses.

For business development, Mississauga continued to position itself as a municipality for innovative businesses. The 'Innovation Centre Feasibility Report' helped focus Mississauga as a centre for attracting and retaining innovative businesses. The Economic Development Office also completed a new 10-year Economic Development Strategy and a five year international marketing strategy to advance the City's position as a global business centre.

To assist our residents, businesses and institutions to connect better, free wireless technology was introduced in the downtown and public gathering spaces. All City community centres and Mississauga Celebration Square now have Wi-Fi, with Scholars Green (next to the new Sheridan College campus) next on the list.

The newly minted 'Living Green Master Plan' outlines the path to achieve environmental sustainability. To assist in this long-term process, the City created an Office of the Environment, which will manage and monitor the 49 Master Plan initiatives.

The City is always striving for efficiencies in the running of its buildings and introduced a program entitled, ‘Energy Benchmarking, Retro-Commissioning and Energy Awareness’ to guide facility employees and users in reducing energy consumption at City facilities. Initiatives at two facilities, Huron Park Community Centre and Fire Station 116, are getting a warm reception by reducing carbon emissions and lowering operating expenses. The Civic Centre was also one of the 15 city halls in Canada to be recognized as one of the most energy efficient, by the Toronto Region Conservation Authority.

Impressive results of the City’s Earth Hour participation placed Mississauga eighth among Canadian cities, based on the World Wildlife Fund’s climate-change indicators.

The City of Mississauga, in partnership with the Credit Valley Conservation and Region of Peel, were jointly awarded the Ontario Public Works Association ‘Project of the Year Award in the Environment Category’ for the Cooksville Creek Flooding Remediation Program Project.

Mississauga continued to earn an ‘AAA’ credit rating from Standard and Poor’s. Keeping the municipalities finances in check and communications relevant also brought accolades in 2012 with the City receiving: the ‘Distinguished Budget Presentation Award’ from the Government Finance Officers Association for the 22<sup>nd</sup> year in a row; the International Association of Business Communicators ‘Gold Quill Award of Merit’ for the process of delivering the Communications Master Plan (in partnership with Argyle Communications); and, the ‘Silver Summit International Marketing Effectiveness Award’ for the Trust, Quality, Excellence (TQE) video and campaign.

A milestone was hit when the City consolidated all 25 business units into the 311 Call Centre and the eCity website revamp has contributed to a ten percent increase in the overall website usage over 2011 figures.

Other efficiencies that various divisions achieved included over \$70,000 in new cat and dog licences fees through the new Community Outreach Licensing Initiative; over 20 percent increase in inspections by the Mobile Licensing Enforcement staff; and, a compliance rate above 99 percent for the Freedom of Information requests the Clerk’s Office receives.



# Writing the Business Plan

## The Role of the Business Plan

Mississauga's Business Plan & Budget is the guide for using our limited resources wisely and it allows the City to stay focused on our goals while remaining flexible to manage changing needs and expectations. More specifically,

*"The Strategic Plan will guide our goal-setting process, identify projects that should be given priority and have resources allocated to make them happen, including consideration for priority funding. In this way, the Strategic Plan is a critical part of the City Business Planning and Budget process.*

*Think of the Business Plan as a document that bridges the Strategic Plan with day-to-day work plans and the budget. It allows the City to look ahead, focus on key activities, allocate resources, prepare for opportunities and risks, and set priorities accordingly. Most important, the Business Plan ensures that all City Departments are moving in the same direction.*

*The Strategic Plan is bold and visionary. We don't have the financial resources or the organizational capacity to do everything at once. With all of our ongoing priorities and exciting new ideas, choices need to be made.*

*By setting the right priorities, creating achievable actions and tracking our progress against our strategic goals, we will realize Mississauga's potential to be a great 21st century city."*

-Strategic Action Plan, 2009

## Approach

The Business Plan and Budget have been fully integrated with the objective of laying out information in a transparent manner to allow Council and interested stakeholders the opportunity to understand how their tax dollars are being spent. The City's Business Plan and Budget is reviewed and updated annually. Every two years a detailed Business Planning process is undertaken. In alternate years the Business Plans are refreshed to adjust for new information and events. This Business Plan reflects a full business planning process.

The proposed four-year Business Plan provides a balance between citizens' service expectations and fiscal restraint. It considers the increased cost pressures to deliver services that meet the service demands of the community, balanced against reasonable tax impacts.

This document provides Council and the community with more information on existing services and the proposed changes to them.

After Budget Committee decisions are made, the documents will be revised to ensure our plans moving forward are accurate, clear and transparent.

*"Strategy without implementation is the slowest route to victory. Implementation without strategy is the noise before defeat."*

*Adapted from Sun Zhou 500 BC*

## The Structure of the Service Area Business Plans

The City's Business Plan & Budget document is divided into two key sections: The City Business Plan and The Budget and Financial Overview. The Business Plan focuses on the overall story of the City, how the Business Plans of the City tie to the strategic goals of the Corporation, and how the plans focus on priorities set out in the Strategic Plan. The Budget predominantly speaks to Mississauga's financial position and proposes financial scenarios to deliver the initiatives set out in the proposed Business Plans.

Included in the City Business Plan are fourteen individual Service Area Plans. Each service area plan answers the following questions:

- *What are the issues and what are we planning to do to address them? (External goal); and*
- *Who needs to know about this and have we engaged them? (Internal goal).*

The service area plans ultimately provide more depth and context about each service the City delivers, to understand where investments are being made and help the readers learn about services that they may not be as familiar with.

The service area plans included in this document represent all services provided by the City and are as follows:

- Mississauga Fire and Emergency Services;
- Roads, Storm Drainage and Watercourses;
- Mississauga Transit;
- Parks and Forestry;
- Mississauga Library;
- Business Services;

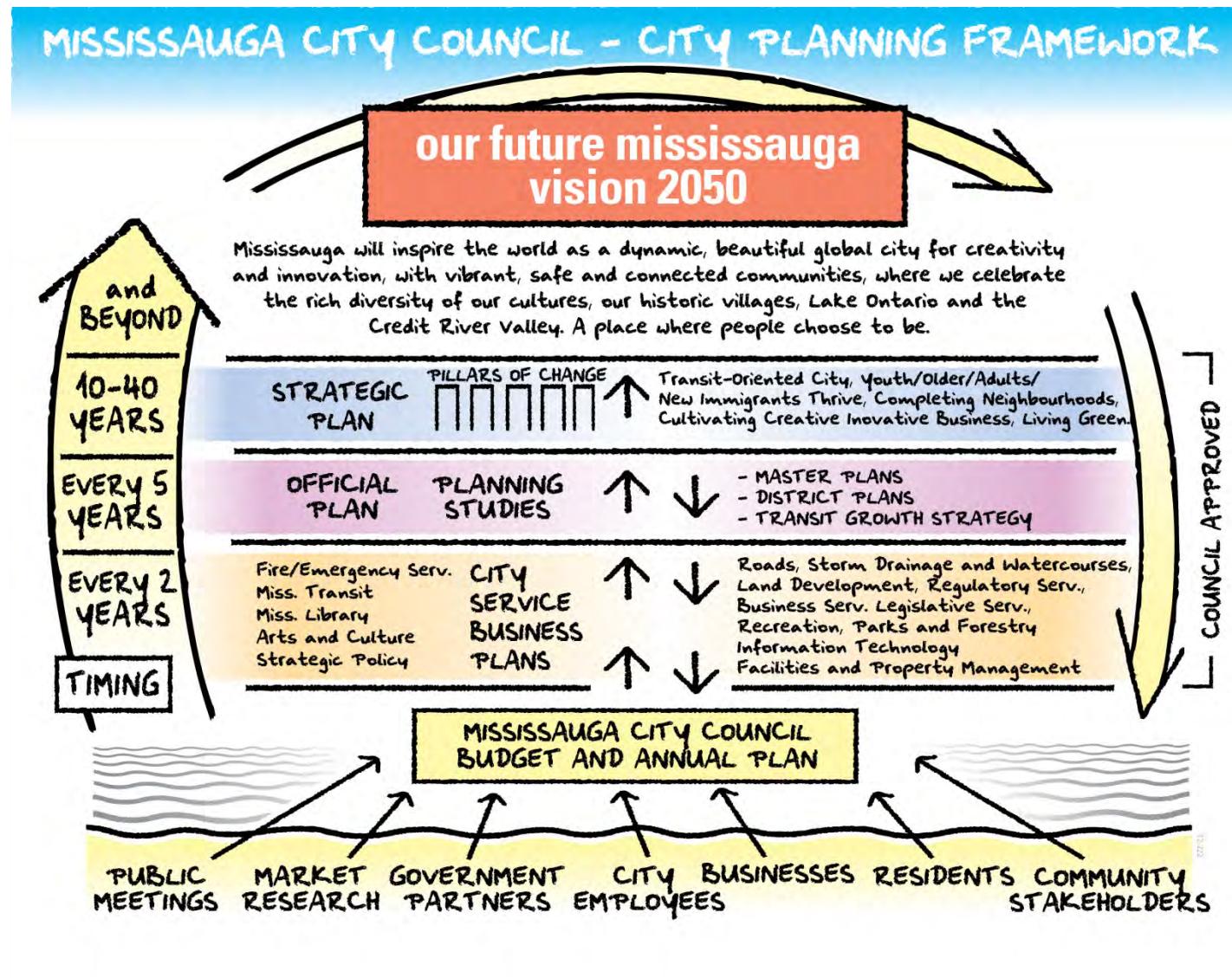
- Facilities and Property Management;
- Recreation;
- Information Technology;
- Strategic Policy;
- Land Development Services;
- Arts and Culture;
- Regulatory Services; and
- Legislative Services.

## Budget Requests

Throughout the document, reference is made to a Budget Request (BR) which is the tool to propose new revenues, or efficiencies, report additional resources to deliver service, or any recommended changes to staffing levels. The BR allows staff to share ideas across divisional boundaries and incorporate the full cost of providing that change, regardless of organizational responsibilities. If proposed, a service area plan will refer to a BR and contain a summary of each BR.



The City Planning Framework diagram shows direct and indirect links from the Business Plan and Budget to other planning efforts within the City and stakeholder input.



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# Priorities for this Business Plan

This Business Plan lays out detailed plans for Council's consideration around four priorities:

- Deliver the Right Services;
- Implement Cost Containment Strategies;
- Maintain our Infrastructure; and
- Advance on our Strategic Vision.

## Deliver the Right Services

*Balance Citizen expectations with fiscal reality.*

Mississauga has a reputation as a leader in municipal service provision.

Mississauga was ranked third overall out of 30 of Canada's largest cities for satisfaction with municipal services by Forum Research Inc. Ninety-six percent of citizens are truly satisfied with their City as a place to live (EnviroNomics). The services that the City provides are important to our stakeholders and the foundation for our quality of life.

There are many variables that can impact positively or negatively the ability to maintain services every day, be they political, social, economic, technological, environmental or legal. In particular, policy at the provincial and federal levels often impacts the City's services and add to the complex web of service delivery offerings in over 200 separate lines of business.

Citizens expectations are changing as well, and Council, while showing an appetite for cost reductions where

possible, have been clear to staff that there is no interest in significant service reductions. As such, in preparing this plan, service leaders have set their service levels based on demand, requesting adjustments to resources to meet the demand, while ensuring that the services are delivered efficiently. This plan is based on the principle that existing services and service levels need to be maintained.

**This plan includes service levels such as:**

- Roads, Storm Drainage and Watercourses inspect approximately 2,650 kilometres of sidewalk using the *Sidewalk Inspection and Deficiency Logging* application. Over 7,900 deficiencies, ranging from trip hazards to damaged sidewalk bays were identified in 2012, and steps were taken to make them safe;
- For an average winter storm, major arterial and collector roads are cleared within 12 hours after the end of the storm. Residential roads, priority sidewalks and bus stops are cleared within 24 hours after the storm ends;
- MiWay (The new Mississauga Transit) delivers over 1.3 million service hours annually on 93 routes, and has a fully accessible transit fleet of 458 buses equipped with Audio & Visual Stop Announcement Systems and Automated Vehicle Location (AVL), as well as with PRESTO automated fare card system devices;
- Mississauga Fire and Emergency Services has detailed response times to ensure its services are deployed effectively and monitored to ensure compliance 24 hours per day, seven days a week;
- Recreation operates over two million square feet of building space, including 11 major community centres,

- the Hershey Sports Complex, 25 artificial ice pads, 11 indoor pools, seven outdoor pools, seven fitness centres and two golf courses, all of which attract over 12.3 million visitors annually;
- Recreation provides 1.98 million program hours, 1.26 million hours of recreational drop-in classes and 650,000 community facility rental hours annually;
  - Parks and Forestry cut grass every five working days on destination parkland, every 10 working days on community parkland and 12 times a year on boulevards (up from 8 in 2012);
  - 4,000 caliper trees and 23,000 potted trees and shrubs are planted annually;
  - Mississauga Library has a collection of 1.3 million items including books, magazines, multimedia and electronic resources and offers over 4,700 in-house programs annually. An additional 327 outreach activities are also provided. With 118,000 residents attending programs in 2011, programming is a major focus for library staff;
  - The Library has 443 public computer stations and wireless access at all locations, as well as 42,600 e-news subscribers and over 680,600 annual hits on the Library website;
  - The 18 library locations are open for over 54,000 hours annually as places to gather, research and borrow materials;
  - Mississauga Celebration Square hosts a dynamic line-up of free year-round events and festivals, delivered by both community organizations and City staff;
  - The Museums of Mississauga provide year-round public access to 11 buildings located across three sites:

Bradley Museum, Benares Historic House, and the Leslie Log House. At present, 15,118 artefacts and 100,000 archaeological pieces form the collection;

- The Meadowvale Theatre provides year-round public access to a 396-seat professional community theatre for presentation of a variety of performances attracting upwards of 46,716 audience members. Annually, the theatre offers more than 130 shows and performances, 250 events, and 150 public performances;
- Mississauga 311 Call Centre operates from 7:00 a.m. to 7:00 p.m., Monday to Friday, excluding holidays, and handles an average of 300,000 telephone and email inquiries annually. Currently, 84 percent of the calls are answered within 30 seconds, and 84 percent of inquiries are handled within the first call;
- Cashiers and Tax counter at City Hall is open 8:15 a.m. to 4:45 p.m. Monday to Friday, excluding holidays;
- Land Development Services review complete building permit applications for various class of buildings such as residential, office, industrial, commercial and issue the permit or refuse to issue the permit in 10-30 days;
- The Planning and Building Customer Services Centre serves, on average, 75 customers per day;
- Facilities and Property Management manages an inventory of approximately 27,000 facility systems to support various service providers within the division in approximately 5.3 million square feet of building space;
- Facilities and Property Management responds to over 500 service calls on park pathway and sport field lighting, completes approximately 100 realty transactions annually (acquisitions, dispositions,

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- licenses, encroachments, etc.), responds to approximately 9,300 security incidents, and to approximately 360 furniture requests;
- Accounts Payable ensures payments are processed within the City's 'net 30 days' payment terms;
  - Economic Development responds to 7,000 client inquiries annually;
  - Legislative Services maintains over 25,000 City By-laws;
  - Over 2,700 marriage licences and over 4,000 burial permits are issued yearly;
  - City website had 8.5 million visits in 2011, an increase of 11.5 percent over 2010. Year-to-date visits for 2012 are over five million which is trending at a 10 percent growth rate year over year;
  - Animal Services are available seven days a week 7:30 a.m. to 9:00 p.m; and
  - Parking Enforcement Services are available seven days a week, 24 hours a day.

## Implement Cost Containment Strategies

### *Demonstrate value for money*

Understanding current economic conditions and that public demand for accountability and value for money is increasing, it is more important than ever that our Business Plans demonstrate fiscal prudence.

As part of the Business Plan and Budget preparation, staff were charged with the responsibility to review their base budgets to find savings and efficiencies. Each service area submitted operating cost reductions equal to one percent of the gross 2012 operating budget (\$6 million), for each of the four years of the Business Plan. Our strategy to ensure cost containment was:

- Services that provide for the safety and security of residents were not reduced. Ensuring that these services are delivered as economically and efficiently as possible remained the goal;
- Services that generate net revenues, or break even, continue and were not a high priority for reduction if by compromising revenues there was no net reduction of the budget;
- Short-term maintenance cost savings that would drive higher costs in future due to asset deterioration were avoided;
- All services, regardless of funding source, were reviewed;
- Adjustments had regard for the potential to impact citizens and neighbourhoods which are more vulnerable;
- Reductions are sustainable for the long term; and
- Contracting out opportunities were explored.

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**This plan includes the implementation of:**

- Self Serve Check-Out for the Mississauga Library, providing a more convenient and cost-effective option for customers and staff;
- Timing for new roads, sidewalks and cycling facilities slowed to reflect current economic conditions and to minimize the impact to operating budgets;
- Introduction of an Administrative Penalties System to free up judicial resources, increase compliance and revenues;
- Organizational reviews for efficiency and effectiveness;
- Staff restructuring in multiple services to reduce costs;
- Transit route rationalization;
- IT network contract savings;
- Energy cost savings related to street lighting;
- City property lease reductions;
- Reduction in corporate fleet maintenance parts budget;
- Facilities cleaning services efficiencies;
- In-sourcing of cemetery maintenance;
- Increase in Fire gapping budget;
- Print shop LEAN Production initiatives;
- Workforce Mobility Feasibility Study;
- I.T. Bring Your Own Device (BYOD) To Work;
- A review of the City's existing governance structure;
- Implementing field computing for more efficient maintenance operations and to improve work order tracking and reporting;
- Project Management Training to ensure effective project delivery;
- Review of the Business Licensing By-law to improve compliance and increase revenues;
- Three to four economy, efficiency and effectiveness reviews (e3) completed annually;
- Integrated Budget System introduced to improve efficiency and automation which will allow financial staff to focus on analysis rather than data integrity;
- Community Centre transition to Hansen to create operating efficiencies and improved tools for labour management in Recreation; and
- E-Recreation Guide Strategy to create efficiencies and cost savings while increasing Recreation's online presence in a positive, dynamic and customer-focused manner.

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## Maintain our Infrastructure

*To ensure we remain competitive*

Services that are provided by the City of Mississauga are dependent on safe and reliable infrastructure. The future success of our city depends on Mississauga remaining competitive with other major urban cities by maintaining our infrastructure, ensuring it is modern and that it meets the needs of our diverse and changing city.

The Corporation owns \$8 billion of assets (including land) based on historic cost and includes assets such as:

- 3<sup>rd</sup> largest municipal transit system in Ontario, with 458 fully accessible buses, of which 15 are hybrid-electric;
- 3,650 bus stops;
- 23 Transit terminals and two bus garages;
- 5,210 kilometres of roads;
- 2,650 km of sidewalks;
- 2,000 km of storm sewer network including 200 km of watercourses and 57 storm water management facilities;
- 223 bridges and culverts
- 244 km of bicycle lanes and boulevard multi-use trails;
- 56 km of noise barriers;
- 511 signalized intersections;
- 19 at-grade parking facilities, four below-grade parking facilities, 113 on-street pay and display machines within two on-street parking districts and 74 off-street pay and display machines;
- 49,234 street lights and 511 traffic lights;

- 1.3 million library items in multiple languages and formats at 18 branches;
- Two museums;
- The Living Arts Centre and Meadowvale Theatre;
- 258 playgrounds, including three that are fully accessible;
- 159 Ball Diamonds;
- 264 Soccer and Five Cricket pitches;
- Ten Cemeteries;
- Two Marinas;
- 136 Tennis Courts;
- One million trees;
- 225km of trails;
- 129 Pedestrian bridges;
- 22km of publicly owned shoreline;
- 522 parks and 147 permitted picnic areas;
- 6,700 acres (2,711 Ha) of parks and open space;
- 20 fire stations and 47 fire vehicles;
- 11 Major community centres, and one multi-purpose Sport Complex (Hershey Centre SportZone);
- 25 ice pads;
- 11 indoor pools and seven outdoor pools;
- Two golf courses;
- 16 Concession locations; and
- 2,484 desktop computers, 654 laptop computers, 148 field based units and 500 public access computers.

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There is a need to maintain infrastructure in a state of good repair. It is more costly to allow infrastructure to slip to the point of complete replacement. Expectations for quality and performance have to be agreed upon, based on an understanding of what the cost implications of those expectations are.

For facilities' operating budgets, costs are much higher if we maintain assets beyond their lifecycle, resulting in more maintenance, service calls, service interruptions to programs and potentially lost revenue. As well, there can be higher costs associated with replacing systems on an emergency basis, after a system has failed. Therefore it is more cost effective to conduct regularly scheduled maintenance, renovations, rehabilitations and updates as required.

Accordingly, as part of preparing the Business Plan, staff paid particularly close attention to the capital funding needs.

Preparing the capital forecast has been challenging for the City given competing priorities. The following categories were used to assist with the prioritization of capital requests to ensure that the highest priority projects were funded across the Corporation:

- Mandatory projects;
- Critical projects;
- Efficiency or Cost-Saving projects;
- State of Good Repair/Lifecycle; and
- Improve.

The definitions of these categories are detailed in the Financial Policies section near the end of this book.

When a capital asset does reach the end of its useful life, it is important that financial provision has been made to replace it. At present, only a portion of the replacement

costs are contained within existing operating and capital budgets. More specifically, the City is only providing for 25 percent of the depreciation cost, based on historical values, resulting in an annual infrastructure gap of \$83 million. The infrastructure gap can only be narrowed by increasing tax-based funding raised through an infrastructure levy or by issuing debt. Alternatively, the City can reduce service levels by maintaining infrastructure at a lower level.

In order to maintain capital infrastructure with prudent debt management, the 2013 Budget includes a recommended two percent capital infrastructure and debt repayment levy, in each of the four years. The two percent levy is forecasted to be required for the next ten years, with one percent on average going to the capital reserve and one percent to debt repayments. This two percent levy, along with the reduction in the capital program, will help in gradually reducing the infrastructure gap over the years.

There are \$40.8 million in 2013 and \$930.6 million in 2013 to 2022 of capital project requests that could not be funded within existing resources.

Mississauga is not alone in this situation. The Federation of Canadian Municipalities (FCM) has estimated a municipal infrastructure gap of \$124 billion across Canada. *FCM's Target 2014* campaign demonstrates the importance that Canadian municipalities attach to the federal government's initiative to develop a new long-term infrastructure plan.

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**Our strategy to continue to deal with the infrastructure funding gap includes:**

- Focus on the critical components of infrastructure with safety as a priority;
- Continue to produce accurate and up to date information on the City's infrastructure;
- Continue to develop and implement asset management strategies for various asset classes;
- Develop a more comprehensive long-term financial plan;
- Issue debt financing to invest in infrastructure;
- Increase our transfers to the capital reserve to provide funding for asset replacement and rehabilitation;
- Assess opportunities through agencies such as Infrastructure Ontario and P3 Canada to incorporate alternative financing approaches;
- Improve accessibility inventory tracking and update based on pending Accessibility Legislation to drive strategic facility accessibility upgrades; and
- Work with partners throughout Canada to continue to tell the infrastructure story and challenges that face all municipalities across Canada to help leverage sustainable funding and revenue tools by the Federal and Provincial Governments.

**This four year plan includes the implementation of:**

- \$110.7 million for road rehabilitation;
- \$80.3 million for building lifecycle maintenance in various City facilities;
- \$39.8 million for the Bus Rapid Transit line, totalling \$290.0 million;
- \$37.5 million for the renovation of facilities including Meadowvale and River Grove Community Centres;
- \$37.0 million for parkland acquisitions;
- \$30.7 million for bus replacement and growth;
- \$19 million for the construction of a second downtown bus transit terminal;
- \$17 million for the street lighting retrofit to the light emitting diode (LED) light source project;
- \$13.1 million for various grade separations throughout the city to relieve traffic congestion issues such as Goreway Drive, Drew Road and Ninth Line;
- \$7.9 million for the Cycling Program;
- \$7.5 million for the replacement of fire vehicles; and
- \$2.9 million for the renovation of two fire stations and construction of one new fire station.

## **Advance on our Strategic Vision**

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

After the largest public engagement initiative in the City's history with residents and businesses, in April 2009 Council approved Our Future Mississauga which defined the five Strategic Pillars for Change that needed to be addressed to achieve our vision over the next 40 years. These pillars cut across all our services.

In recent years, the City has developed more detailed master plans around culture, the environment, our downtown, cycling, recreation, parks, our library system, higher order transit, older adults, youth and economic development to name a few.

The plan will be implemented in a thoughtful way, leveraging partnerships throughout the community and beyond. Property taxes alone will not be able to fund the plan.

Through the Strategic Action Plan, the City can be confident that it is targeting investing in the right areas.

The Business Plan allocates the resources to advance on that vision over the next four years and a progress report on the Strategic Plan is issued annually. Demonstrating linkage to the Strategic Plan was a key step in developing all the service area plans.

**This plan includes the implementation of:**

### **Move: Developing a Transit-Oriented City**

- Increased Transit service, providing 215,300 additional transit service hours by 2016 for service growth and to alleviate congestion and overcrowding;
- BRT Operations and Maintenance to ensure the success of the new transitway scheduled to open in 2013;
- Completion and approval of the Hurontario-Main Street LRT Preliminary Design and Transit Project Assessment Process;
- Expansion of the Malton Satellite campus facility and a second downtown bus terminal;
- Downtown Paid Parking to better manage limited convenient parking spaces by encouraging turnover of vehicles which encourages other forms of transportation like transit, cycling and walking; and
- Construction of an average of 30 kilometres of new cycling facilities per year, as well the introduction of additional education and awareness programs.

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### **Belong: Ensuring Youth, Older Adults and New Immigrants Thrive**

- Assist in the opening of Sheridan College Phase II which will result in 7,000 students in the Downtown;
- The Mississauga Affordable Housing Strategy to attract and keep people in Mississauga;
- Co-op Student Placements in partnership with Sheridan College to gain a source of fresh talent and to assist in succession planning;
- Events like Youth Art Week, and the creation of “cool places” like Mississauga Celebration Square to attract youth and young adults; and
- Continued implementation of the youth and older adult plans.

### **Connect: Completing our Neighbourhoods**

- Asset Management Program to ensure that Parks and Forestry continues to manage capital priorities and assets, and maintain public safety in the City’s parks system;
- Community Improvement Plans to ensure the visions established in planning studies are implemented and opportunities for community improvement and investments are acted on in a timely manner;
- Renovation of two fire stations and construction of a new fire station;
- Redevelopment of Woodlands and Meadowvale libraries;
- Redevelopment of Meadowvale and River Grove Community Centres;

- Strengthen Heritage Planning in order to meet legislative timelines and obligations under the *Ontario Heritage Act* to conserve heritage assets;
- Downtown21 Master Plan advancement to ensure we have a vibrant people place in the heart of Mississauga; and
- Develop Master Plans for Inspiration Port Credit and Inspiration Lakeview to create a model sustainable creative community on the waterfront.

### **Prosper: Cultivating Creative and Innovative Business**

- Enhanced Artistic Community Development is included to facilitate enhanced events and programming opportunities to showcase and develop local talent and expertise;
- Information Communications Technology (ICT) Outreach Program to create business opportunities, employment and contribute to the fiscal well-being of the City;
- Life Sciences Outreach Program to attract and grow further investment in the life sciences sector;
- Lead Generation Program to allow for early engagement and work with companies making site location decisions;
- Positioning the Downtown as a unique, creative employment centre by developing our assets, including post secondary institutions;
- Enhancement of innovative development and community and business partnerships by engaging the private sector together with the City and working with research institutes to drive innovation;

- A Public Art Strategy, installing new public art works and fostering private investment;
  - Municipal Comprehensive Review of Employment Lands to confirm or amend the designation of employment lands and policies;
  - Employment Opportunities in Intensification Areas Study is used to create complete communities and identify the types of employers that should be directed to these areas; and
  - A celebrations and festival strategy.
- monitoring of management plans for City-owned properties;
  - Consideration will be given for stormwater systems to be funded through a new financing approach to ensure appropriate environmental infrastructure is in place;
  - The new LED Street Lighting System to reduce energy consumption;
  - Increase eco-friendly actions at the Library with programming and displays on environmental topics as a focus;
  - Implement Credit Valley Parks Strategy to provide guiding principles and recommendations for the planning, development, construction, programming and maintenance of parks and natural areas adjacent to the Credit River for the next 25 years; and
  - Construction of Phase II of Scholars Green and the development of parks 301 and 459, as well as Cooksville four corners.

#### **Green: Living Green**

- Pro-active management approach to the overall health of Mississauga's city-owned trees which includes treatment strategies for the Emerald Ash Borer;
- Environmental Policies Review (part of the Mississauga Official Plan) to ensure policies reflect provincial legislation and to incorporate municipal studies that have been or will be undertaken;
- Environmental Community Grant Program to promote a green culture within the resident community and create an opportunity to build a lifetime interest in the environment with Mississauga youth;
- Environmental Outreach to provide numerous opportunities to engage residents in environmental sustainability in Mississauga;
- Environmental Management of City-Owned Properties to provide a clear, documented process for the on-going environmental assessment, and development and

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## **City Budget & Financial Overview**

The proposed Business Plan provides a balance between cost pressures and meeting the service demands of the community. The budgets of the service areas are prepared in conjunction with the business plans of the Corporation, ensuring goals and strategic priorities of the Corporation are taken into consideration.

The City has limited funding options – where possible we look for efficiencies and increase user fees. However, once these are exhausted there remains a choice between increasing property taxes and reducing services.

Notwithstanding the significant cost pressures, the City aims to keep cost increases to maintain current service levels in line with inflation.

The proposed budget prepared by staff is comprised of four distinct components. The first component presents the cost to maintain current service levels. The second component represents the costs incurred to operationalize prior decisions that were implemented during the 2012 Budget. The third component provides for new initiatives and new revenues that staff recommends be undertaken in 2013. The fourth component includes special purpose levies. This includes the Emerald Ash Borer Management Plan to help preserve and replant the city-owned trees affected by the insect as well as the Capital Infrastructure and Debt Repayment Levy to support the 2013-2022 Capital Forecast.

The total proposed budget has an impact of 2.4 percent on the total residential property tax bill and 1.4 percent on the commercial/industrial tax bill in 2013. The impact on commercial/ industrial rates is less as they pay much higher

educational taxes. The following table summarizes the proposed 2013 Budget. The impact on the City's tax rate and on the total property tax bill is shown. As noted earlier, there is only one property tax bill and the impact on the total tax bill is most relevant to a taxpayer.

Financial details of the four components previously mentioned as well as detailed capital financing discussions are included in the City Budget and Financial Overview section of the 2013-2016 Business Plan & 2013 Budget.

Description (\$ Millions)	2013	% Change	2014	2015	2016
<b>Prior Year Budget</b>	<b>345.4</b>		<b>372.5</b>	<b>395.3</b>	<b>419.5</b>
Changes to Maintain Current Service Levels	10.4	3.0%	10.6	10.5	11.7
Changes to Operationalize Prior Decisions	1.3	0.4%	(0.4)	0.3	0.3
<b>Total Changes to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>11.6</b>	<b>3.4%</b>	<b>10.1</b>	<b>10.8</b>	<b>12.0</b>
New Initiatives	3.0	0.9%	5.5	5.8	3.2
New Revenues	(0.1)	0.0%	(0.1)	0.0	0.0
<b>Proposed Budget Excluding Special Purpose Levies</b>	<b>360.0</b>	<b>4.2%</b>	<b>388.0</b>	<b>411.9</b>	<b>434.6</b>

<b>Special Purpose Levies</b>					
Emerald Ash Borer Management Plan	5.6	1.6%	0.0	0.0	0.0
Capital Infrastructure Levy and Debt Repayment Levy	6.9	2.0%	7.3	7.6	8.0
<b>Impact on Total Residential Tax Bill</b>		<b>2.4%</b>			
<b>Impact on Total Commercial Tax Bill</b>		<b>1.4%</b>			

Note: Tax Rate Impact of 0.3% from Assessment Growth in 2014 to 2016 has no direct cost impact and is not reflected on the chart for those years.

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## Special Purpose Levies

### Emerald Ash Borer (EAB)

The Emerald Ash Borer is a highly invasive insect found exclusively in Ash trees that has the potential to infest and kill all 116,000 city-owned Ash trees. It is estimated that the majority of Ash trees within the City will be infested with EAB over the next ten years. Staff is recommending that an active approach costing \$5.6 million each year for the next 10 years be implemented. This will allow the City to preserve a percentage of Ash trees, along with removing and replacing Ash trees that would not be suitable candidates for treatment. As this is an extraordinary expense, and not part of everyday operations, it is recommended that this expense be designated as a Special Purpose Levy so as not to unduly influence decision-making discussions on delivery of other City services.

### Infrastructure and Debt Repayment Levy

The City owns \$8 billion in infrastructure assets. For 2012 the infrastructure funding gap is \$83 million, based on historical costs. Based on estimated replacement costs, the gap could be as high as \$330 million annually. Closing this gap would require an increase in the City's annual tax levy of over 95 percent. In addition, as new infrastructure is added, depreciation costs increase. The infrastructure gap can only be narrowed by increasing tax-based funding raised through an infrastructure levy and issuing debt. Alternatively, the City can reduce service levels and let the quality of infrastructure deteriorate.

The 2013-2016 Business Plan and 2013 Budget recommends inclusion of a Special Purpose Levy of two percent on the City tax levy requirements for Capital Infrastructure and Debt Repayment. Out of the two percent, one percent is allocated to increase the Transfer from Operating to Capital to increase pay as you go capital funding. The other one percent is dedicated to debt repayment for principal and interest payments for the \$50.5 million in capital funds to be borrowed in 2013. This levy ensures the long-term financial stability of the capital program.

The following chart shows the forecast impact on the total property tax bill.

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#### **Impact on Residential Tax Bill**

	<b>City</b>	<b>Region</b>	<b>Education</b>	<b>Total</b>
Required to Fund Ongoing Operations	1.3%	0.2%	0.0%	1.5%
Emerald Ash Borer Management Plan	0.5%	0.0%	0.0%	0.5%
Capital Infrastructure and Debt Repayment Levy	0.6%	0.5%	0.0%	1.1%
<b>Total</b>	<b>2.4%</b>	<b>0.7%</b>	<b>0.0%</b>	<b>3.1%</b>

#### **Impact on Commercial/Industrial Tax Bill**

	<b>City</b>	<b>Region</b>	<b>Education</b>	<b>Total</b>
Required to Fund Ongoing Operations	0.8%	0.1%	0.0%	0.9%
Emerald Ash Borer Management Plan	0.3%	0.0%	0.0%	0.3%
Capital Infrastructure and Debt Repayment Levy	0.4%	0.3%	0.0%	0.6%
<b>Total</b>	<b>1.4%</b>	<b>0.4%</b>	<b>0.0%</b>	<b>1.8%</b>

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# Service Area Business Plans

The Corporation of the City of Mississauga has multiple lines of business. For business planning purposes, they are organized into fourteen distinct services. Each service has developed its plan consistent with corporate direction but specific to each individual sector. In answering these questions, the Service Area Plans present their story in four main chapters: Existing Core Services; Required Resources; Proposed Budget; and Performance Measurement.

## Existing Core Services

- 1.0 Vision and Mission  
*Why does this service exist?*
- 2.0 Service Delivery Model  
*Who provides this service?*
- 3.0 Past Achievements  
*What are we building on?*
- 4.0 Current Service Levels  
*What level of service do we currently provide?*
- 4.1 Maintaining our Infrastructure  
*What infrastructure do we maintain within the City of Mississauga?*
- 5.0 Opportunities and Challenges  
*What do we have to have regard for as we move forward?*
- 6.0 Looking Ahead  
*What are our plans for the term of this plan?*
- 7.0 Engaging our Customers  
*Who are our customers and how do we ensure we keep in touch with them?*

## Required Resources

- 8.0 Human Resources  
*What staff do we require for this plan and what development programs need to be in place?*
- 9.0 Technology  
*What technology is required for this plan and how are we leveraging within our services?*
- 10.0 Facilities  
*Where do we provide our services from?*

## Proposed Budget

- 11.0 Changes to Maintain Current Service Levels and Operationalize Prior Decisions
- 12.0 Proposed New Initiatives and New Revenues
- 13.0 Highlights of Proposed Capital Program Budget
- 14.0 Capital Program

## Performance Measures

- 15.0 Balanced Scorecard  
*What are the key measures for our services that are tracked to monitor progress?*

# Services Delivered

<b>Roads, Storm Drainage, &amp; Watercourses</b>	<b>Fire &amp; Emergency Services</b>	<b>Mississauga Transit (MiWay)</b>	<b>Recreation</b>	<b>Parks &amp; Forestry</b>	<b>Mississauga Library System</b>	<b>Land Development Services</b>
Transportation Planning	Suppression	Business Development	Business Planning	Park Planning	Library Reference	Policy Planning
Works Operations	Fire Prevention	Transit Operations	Community Development	Park Development	Library Circulation	Development & Design
Infrastructure Management Systems	Administration	Business Systems	Community Recreation	Park Operation	Library Public Programs	Development Engineering
Infrastructure Maintenance	Training	Maintenance	Facility Operation	Forestry		Parks Planning
Street Lighting	Communication	Rapid Transit (BRT/LRT)	Centralized Services	Environment		Business Services
Infrastructure Design & Construction	Fleet & Building Maintenance					Development Services
Watercourse Maintenance						Building
Cycling						
Parking and TDM						
Geomatics						
Fleet Maintenance						
Traffic Operations						
Infrastructure Programming						
<b>Arts &amp; Culture</b>	<b>Regulatory Services</b>	<b>Facilities &amp; Property Management</b>	<b>Strategic Policy</b>	<b>Information Technology</b>	<b>Business Services</b>	<b>Legislative Services</b>
Cultural Heritage Planning	Administrative Services	Space Planning	Legal Services	Departmental IT Groups	Finance	Committee of Adjustment
Cultural Operations	Animal Services	Facilities Planning & Development	City Manager & Chief Administrative Officer	Departmental Systems	Revenue, Materiel Management & Business Services	Municipal Elections
Mississauga Celebration Square	Compliance & Licensing Enforcement and Charity Gaming	Realty Services	Internal Audit	SAP Centre of Excellence	Human Resources	Records Management
	Mobile Licensing Enforcement	Energy Management	Economic Development	Planning and Integration	Enterprise Systems	Provincial Offences Administration
	Parking Enforcement	Facilities Maintenance	City Strategy & Innovations	Client Services	Communications	Vital Statistics
		Accessibility				Printing & Mail Services
		Security Operations				Access & Privacy
						Council Support
						Legislated Compliance



## Mississauga Fire and Emergency Services

**Mission:** To protect life, property and the environment in Mississauga from all perils through education, prevention, investigation, training, rescue, fire suppression, dangerous goods containment and life support services.

### This service is provided by:

- 616 suppression staff operating 24 hours per day, 365 days per year on four shifts with 30 front line suppression vehicles, nine reserve and eight specialty vehicles;
- Communications (emergency dispatch) staff also operating 24 hours per day 365 days per year;
- Fire Prevention and Life Safety staff who help to develop and implement community educational programs and support fire safety in the community;
- Fire Training staff who provide training and education to all fire personnel to ensure the safety of both the community and staff;
- Fleet/Building Maintenance staff who ensure the ongoing reliability of the front line vehicles and safe working conditions for all staff; and
- Administration staff who oversee that all functions of Fire and Emergency Services are delivered in an effective and efficient manner.

### Interesting facts about this service:

- In 2011, 24 persons who would have otherwise suffered fatal heart attacks were able to leave hospital as a direct result of the timely arrival of Mississauga Fire and Emergency Services Staff with defibrillator equipment;
- In 2011 approximately 43 percent of all emergency calls were medical related;
- In 2011, MFES responded to 600 structure fires; and
- In 2012 MFES is expected to visit approximately 25,000 residences in Mississauga to promote fire safety as part of the Home Safe Home program.

### Highlights of the Business Plan include:

- Addressing MFES response time challenges;
- Continuing to implement recommendations made in the Fire Master Plan;
- Laptop technology in front line vehicles to provide suppression staff routing and valuable information prior to arrival on scene; and
- Renovation of two fire stations and construction of one new fire station.



## Roads, Storm Drainage and Watercourses

**Mission:** To plan, develop, construct and maintain a multi-modal transportation system which efficiently and safely moves people and goods, respects the environment and supports the development of Mississauga as a 21st Century city, while serving the municipality's social, economic and physical needs, and to plan, develop, construct and maintain a storm water management system which safeguards public and private infrastructure and property from erosion and flooding and enhances water quality.

**This service is provided by:** The Transportation and Infrastructure Planning Division; the Engineering and Works Division and the Transportation Project Office and Business Services Division.

### Interesting facts about this service:

- The City has 5,210 lane kilometres of road network. If laid out end to end it would connect the City of Mississauga to Whitehorse, Yukon Territory and would take approximately 58 hours to drive;
- There are 33 watercourses and 57 storm water management ponds which help to store, drain and clean the City's surface and rain water before it enters Lake Ontario; and
- Over 40,000 stormwater catchbasins across the City capture rainfall. The average annual rainfall in Mississauga is 684 millimetres with an average of 55 millimetres falling each month. The single day record rainfall occurred on October 15, 1954 when 121 millimetres of rain fell in 24 hours, two month's rainfall in just one day.

### Highlights of the Business Plan

- Service levels are maintained through a 2.7 percent net operating budget increase and includes a one percent reduction to the base operating budget;
- Increased revenue related to downtown parking;
- An initiative to enhance the management of contaminated City-owned properties has been proposed;
- A portion of the federal gas tax has been used to fund rehabilitation projects for bridges and major roads;
- Critical capital projects along Cooksville Creek continue to be addressed;
- The timing for new roads, sidewalks and cycling facilities has been slowed to reflect current economic conditions and to minimize the impact to operating budgets; and
- To maximize the effectiveness of the network and support City building, this service area continues to advance various transportation studies, traffic management measures, multi-modal transportation network improvements and transportation demand management measures.



## Mississauga Transit

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

### This service is provided by:

The Transportation and Works Department divisions: MiWay (The new Mississauga Transit), the Transportation Project Office and Business Services Division, the Transportation Infrastructure and Planning Division, Engineering and Works Division, and the support of the City's Corporate Services Department.

### Interesting facts about this service:

- MiWay achieved record ridership in 2011 at 33.4 million revenue rides (an increase of 7.6 percent from 2010), and 49.3 million boardings. This amounts to approximately 166,000 average daily weekday boardings;
- MiWay's fully accessible fleet travels almost 30 million kilometres a year, delivering approximately 1.3 million service hours; and
- All MiWay buses are equipped with Audio & Visual Stop Announcement Systems and Automated Vehicle Location (AVL), as well as PRESTO automated fare card system devices.

### Highlights of the Business Plan include:

- An additional 215,300 hours of annual transit service by 2016;

- Bus Rapid Transit construction is well underway with the planned opening from the City Centre to Dixie Station in the fall of 2013. Once operational, MiWay's Routes 107-Malton Express and 109-Meadowvale Express will utilize the transitway. An increase of 27,800 hours annually starting in 2013 will extend midday and weekend service along these routes. An increase of 21,900 hours annually starting in 2015 will increase frequency on Routes 109 & 107;
- With ridership increasing, incidences of overcrowding continue to occur. Even with the requested two percent increase in service hours, the supply/demand gap will be widened from the 6.2 percent gap projected for 2012 to 11.6 percent by the end of 2016;
- Additional funding is required to allow MiWay to improve peak hour and midday frequencies in line with customer expectations. The requested one percent will also support feeding the transitway which, by the end of the 2013-2016 Business planning cycle will be fully implemented; and
- Light Rail Transit (LRT) is planned along the Hurontario/Main Street corridor. Work is underway to complete the Transit Project Assessment Process (TPAP) and produce preliminary design drawings for the Hurontario LRT.



## Parks and Forestry

**Mission:** Parks and Forestry is a dynamic team of staff, volunteers and partners working together to strengthen individuals, families, our communities and the environment through stewardship and by offering and encouraging lifelong learning, leisure and sustainable recreation experiences.

### This service is provided by:

A multi-disciplinary team composed of Park Planning, Park Development, Park Operations, Forestry and Environment working cooperatively to meet the open space, outdoor recreational and environmental needs of the community.

### Interesting facts about this service:

- Maintenance of 6,700 acres (2,711 Ha) of parkland and open space, including 522 parks, 225 kilometres of trails and over 1 million publicly owned trees;
- Over 6,500 service requests from the 311 call centre are received and resolved by Parks and Forestry, along with over 1,000 additional direct inquiries;
- Mississauga ranked eighth in World Wildlife Fund's top 10 Canadian cities leading action on climate change; and
- Mississauga Celebration Square received an Award of Excellence under the 2011 Mississauga Urban Design Awards. O'Connor Park and Scholars' Green were also recognized for awards under the 2012 program.

### Highlights of the Business Plan include:

- A proactive management approach to invasive insects and diseases such as the Emerald Ash Borer through

treatment and tree removal that ensure liability risks are mitigated while preserving a portion of city-owned Ash trees;

- The implementation of the Asset Management program will identify lifecycle projections, prioritize capital investments and continue to adhere to Public Sector Accounting Board reporting requirements;
- Lead and implement Council's environmental direction (I.e. Strategic Plan and Living Green Master Plan);
- Parkland acquisitions include additions to Meadowvale Sports Park, and future acquisitions within the City Centre and the within the Credit River Valley;
- The implementation of strategic goals through the pre-design site investigations of Park 459, design and construction of the Hancock property P-508 and extension of the Queensway Trail from Dixie Road to the Toronto Border; and
- Maintaining park assets through the reconstruction of the Sawmill Valley Trail, Bruce Reynolds Park landscape improvements and the lifecycle repair programs including: bridges & underpasses; lit & unlit sport field maintenance; trail reconstruction; and replacement of play structures.



## Mississauga Library

**Mission:** The Mississauga Library System exists to provide library services to meet the life-long informational, educational, cultural and recreational needs for all citizens

### This service is provided by:

- The Mississauga Public Library Board oversees the strategic direction of the Library;
- The Central Library and 17 Branch Libraries provide physical spaces where the library's services, collections and programs can be used and enjoyed;
- Homebound Services are provided for those who are unable to come to the library;
- Interactive Website, Online Catalogue, Electronic Resources and Downloadable e-collection are accessible 24/7; and
- The Library has a number of key partnerships including schools, community agencies and local businesses.

### Interesting facts about this service:

- Visitors – Over five million in-library, online, and wireless visits annually;
- Circulation – Over 7.7 million items loaned in 2011;
- Collection – Over 1.3 million items available through 18 locations throughout the City and online;

- Four libraries re-opened in 2011 following extensive renovations as part of a major infrastructure funding program (ISF);
- Burnhamthorpe Library received an Ontario Library Association Building Award (2012); and
- Port Credit, Lakeview and Lorne Park Libraries received the Governor General's Medal in Architecture (2012) and the Mississauga Urban Design Award of Excellence (2012).

### Highlights of the Business Plan include:

- Completion of the implementation of the Library's new computer system;
- Relocation and redevelopment of the Woodlands and Meadowvale Libraries; and
- Implementation of Self Serve Check-Out, providing a more convenient and cost-effective option for customers and staff



## Business Services

**Mission:** To enable the delivery of excellent public service to the community by providing quality advice and support to our partners and customers.

### This service is provided by:

- Revenue, Materiel Management and Business Services, Finance, Human Resources and Communications.

### Interesting facts about this service:

- Most initiatives undertaken by the other service areas involve the support and partnership of Business Services. This includes purchasing, human resources, communications and financial services;
- Finance prepares bi-weekly payroll deposits and cheques for over 3,800 full-time employees and 2,200 part-time employees and summer staff (includes active staff at a given time);
- Four internships are arranged annually through Career Bridge, an internship program for recent immigrants; and
- The 311 Call Centre operates from 7:00 a.m. to 7:00 p.m., Monday to Friday, excluding holidays, and handles an average of 300,000 telephone and email inquiries annually.

### Highlights of the Business Plan include:

- Revenue will be expanding the use of online property tax services including forms to change/update taxpayer information and electronic tax billings;
- Materiel Management will acquire a procurement system that will automate the City's purchasing processes;
- Finance will be utilizing a new budgeting system to enable improved business processes and standardized reports. In addition, Finance will use this tool to support the development of a Long Term Financial Plan which will develop a sustainable long term finance strategy;
- Human Resources will develop a proactive workforce, recruitment and engagement strategy; develop a comprehensive wellness strategy; and update policies to comply with the Provincial Integrated Accessibility Standards Regulation; and
- Over the next four years, through the implementation of the Communications Master Plan, Communications sets out to build an effective, accessible system of two-way communications between City officials, stakeholders and residents, using effective, research-tested tools and methods.



## Facilities and Property Management

**Mission:** To effectively manage the City's real property assets in a manner that enables the delivery of excellent municipal services.

### This service is provided by:

Space Planning; Facilities Planning and Development;  
Realty Services; Energy Management; Facilities  
Maintenance; Accessibility and Security.

### Interesting facts about this service:

- Responsible for facility assets with a replacement value of approximately \$1.3 billion;
- The City owns and operates a portfolio of 300 buildings of various size and complexity with approximately 5.3 million square feet along with approximately 4,000 light poles and associated infrastructure for pathways, sport fields and parking lots; and
- In 2012, completed the first facility constructed by the City with the target of achieving LEED silver status (the Garry W. Morden Centre).

### Highlights of the Business Plan include:

- Contribute to the Living Green pillar of the *Strategic Plan* by expanding programs in the Energy Management area;
- Continue to address the challenges of maintaining an aging portfolio in a cost effective manner while meeting the expectations of stakeholders for service;

- Leverage the Asset Management Program information and functionality to drive more strategic facility planning decisions;
- Implement the Energy Benchmarking, Energy Awareness and Retro-commissioning Program (EBEAR) initiative to support reduction in emissions;
- Seek out grant opportunities to fund energy conservation capital improvements;
- Implement Hansen Field computing for more efficient maintenance operations and improved work order management;
- Enhance the safety and security of city properties, by monitoring, patrolling and reporting incidents on a regular basis;
- Improve accessibility inventory tracking and update based on pending Accessibility legislation to drive strategic facility accessibility upgrades; and
- Manage and contribute to capital construction projects, including but not limited to: project managing River Grove and Meadowvale Community Centre renovation projects, new construction of Fire Station 119; contributing to significant capital projects managed by other groups (e.g. Bud Rapid Transit facilities).



## Recreation

**Mission:** We are a dynamic team of staff, volunteers and partners committed to strengthening individuals, families, the community and the environment by offering and encouraging life-long learning, leisure and sustainable recreation experiences.

### This service is provided by:

The Recreation Division delivers a wide range of essential community based programs, services and facilities accessed by residents and customers throughout the entire year. The division works with hundreds of community based and corporate partners to achieve its mission and mandate.

### Interesting facts about this service:

- The Recreation Division operates over two million square feet of building space, including; 11 Major Community Centres, the Hershey Sports Complex, 25 artificial ice pads, 11 indoor pools, seven outdoor pools, seven fitness centres and two golf courses;
- Overall, these Recreation facilities attracted over 12.3 million visitors in 2011;
- In 2011, the division offered 176,000 registered programs along with 1.26 million hours of recreational drop-in classes; and
- The division supports over 600 affiliated and recognized community groups in delivering a wide range of sport, cultural, community and social activities.

### Highlights of the Business Plan include:

- A continued emphasis on delivering and supporting opportunities for healthy active living with a focus on

quality programs for children, youth, older adults and new Canadians that promote wellness, community connections and leisure literacy that are considered value for money;

- Invest in the renovation and upgrade of the River Grove Community Centre and the re-development of the Meadowvale Community Centre to ensure that our facilities are well positioned to respond to the demands and needs of all residents;
- Continue to strengthen and further develop community-based partnerships to facilitate self-delivered programs which are often more efficient than direct program delivery;
- Develop new innovative and leading-edge programming streams to respond to the forecasted demographic shifts and changing leisure interests of youth, older adults, new Canadians, cultural groups and specialized fitness and wellness;
- Introduce more online self-serve and mobile friendly applications including an online Recreation guide to improve customer experience and ease of use; and
- Review and update Future Directions with a focus facility renewal, re-purposing and the changing marketplace.



## Information Technology

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

### This service is provided by:

The Information Technology Division is comprised of six sections that focus on technology planning, service delivery, support and operations as follows; IT Director & Administration, Planning & Integration, Departmental Systems, Enterprise Systems, SAP Centre of Excellence, Client Services, and the Departmental IT Groups (Corporate Services, Community Services, Planning & Building and Transportation & Works). IT provides and supports the systems, applications, computers, networks, data, Internet, security and policies critical to the delivery of City services.

### Interesting facts about this service:

- Information Technology facilitates the deployment of new business solutions and technologies to meet the business needs of the city and providing ongoing maintenance, daily support and IT asset lifecycle replacement;
- On average, IT Staff spend 80 percent of their time on support and operations with the remaining 20 percent focused on delivering new projects for all Service Areas in the Corporation;

- The IT Service Desk offers client support Monday to Friday 8:00 a.m. to 5:00 p.m. service desk coverage and provides on-call support 24 hours a day, seven days a week, 365 days a year along with specific line of business support by Departmental IT; and
- There are 597 kilometres of fibre connecting 92 City sites with 2,484 desktop computers, 654 laptop computers, 500 public access computers, 200 multi-function copiers and 70 network servers accessing over 70 terabytes of data. Our mobile workforce has 1,100 cellular devices, 1,000 radios and 148 field computers. The public has access to free Wi-Fi at 55 City facilities and also accessed City services on the web 8.5 million times in 2011.

### Highlights of the Business Plan include:

- A new IT strategy is in place which focuses on providing more self-service, efficiencies in business process through a mobile work-force, delivery of more mobile applications (i.e MiWay). The IT strategy introduces new and innovative means of Open Collaboration through Social Media engaging citizens, businesses and other government agencies or community groups.



## Strategic Policy

**Mission:** Strategic Policy 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.

### This service is provided by:

City Manager and Chief Administrative Officer's Office;  
Economic Development; City Strategy and Innovations;  
Legal Services and Internal Audit.

### Interesting facts about this service:

- Strategic Policy work touches all business plans across the corporation and is achieved by collaboration across all five City departments;
- Key documents that shape our Business Plan include: Strategic Plan, City Business Plan, Downtown21 Master Plan, Economic Development Strategy, Inspiration Lakeview: A Vision, *Municipal Act (2001)*, Corporate Policies and the Audit Charter;
- The Economic Development Office increases the profile of the City as a national and international business centre with the implementation of Marketing and Advertising Plan;
- All audit recommendations are agreed to by management and followed up on twice a year; and
- The Mississauga Business Enterprise Centre responds to 8,000 contacts per year.

### Highlights of the Business Plan include:

- Legal Support and enhanced Audit Coverage to mitigate risk exposure;
- Waterfront Master Plans developed for key sites in Port Credit and Lakeview;
- Implementation of the International Marketing Strategy to attract and retain foreign investment;
- Assist in the opening of Sheridan Phase II which will result in 7,000 students in the downtown;
- Advance a district energy strategy;
- Advance the implementation of the Downtown21 Master Plan to ensure we have a vibrant people place in the heart of Mississauga; and
- Develop strategies to capture new value for existing City resources in a sustainable way



## Land Development Services

**Mission:** Strategic Policy 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.

### This service is provided by:

Planning and Building Department-Policy Planning, Development and Design, Building and Business Services; Transportation and Works Department-Development Engineering, Transportation Infrastructure and Planning; and Community Services Department-Parks Planning, Parks and Forestry.

### Interesting facts about this service:

- Planning and Building Customer Services Centre serves on average 75 customers per day;
- Approximately 3,500 building permits applications processed annually;
- 96% of all complete building permits reviewed within legislative timelines; and
- Approximately 83,000 building, plumbing, heating and sign inspections are requested annually.

### Highlights of the Business Plan include:

- Completion of a three year plan to adjust fees, and labour and operating costs;

- Implementation of the Downtown21 Master Plan to bring vitality to Mississauga's downtown core;
- Implementation of the new Official Plan through Area Plan Reviews, Community Improvement Plans, Parking Standards Review, Growth Forecasts, Employment Land Review, Environmental Policies Review, Employment Opportunities in Intensification Areas and Zoning By-law Conformity Review;
- Development of an affordable housing strategy and action plan to provide housing choices to meet the needs of residents;
- Provision of training on project management practices and enhancement of public participation process;
- Development and implementation of technology to allow electronic plan submissions, review and approval; and
- Enhancement of internal and external websites and expansion of on-line services.



## Arts and Culture

**Mission:** The Culture Division works towards implementing the Culture Master Plan by working collaboratively with a wide variety of partners to build strong cultural institutions, to foster complete communities and to stimulate a creative economy.

### This service is provided by:

The Cultural Planning unit delivers public art, cultural and heritage planning, and research; the Cultural Operations unit oversees the Museums of Mississauga and Meadowvale Theatre, arts and culture programming, filming, and grants administration; and the Mississauga Celebration Square unit manages the Square.

### Interesting facts about this service:

- City-funded festivals and events attract 550,000 attendees and cultural organizations attract 300,000 participants;
- Local volunteers donate over 500,000 hours in support of City-funded culture organizations, festivals and events;
- The Division maintains 13 pieces of public art within the City's Public Art Collection;
- The Meadowvale Theatre annually presents more than 130 shows and performances;
- The Division maintains a listing of 3,358 heritage properties, and 274 designated under the *Ontario Heritage Act*;
- The Division operates three Museum sites and cares for a total of 15,118 artifacts and 100,000 archaeological pieces;

- The Division facilitates almost 342 days of filming; and
- Mississauga Celebration Square has attracted 1.03 million visitors in its first 16 months of opening.

### Highlights of the Business Plan include:

- Sustain a three dollar per capita investment ratio for the City's arts and culture grant program and develop arts stabilization fund;
- Provide additional resources to museums and heritage planning, and for events such as Culture Days and Youth Art Week;
- Advance a Celebrations and Festival Strategy;
- Expand the number of annual events and festivals on the Mississauga Celebration Square;
- Develop a policy framework for facility development and advance Artifact Preservation and Meadowvale Theatre projects;
- Measure and communicate the City's performance on cultural development;
- Renew the Culture Division web-pages and improve marketing and promotions;
- Develop a Public Art strategy, install new public art works and foster private investment; and
- Continue to implement phase one and two of the Port Credit Culture Node Pilot project.



## Regulatory Services

**Mission:** We achieve compliance with municipal by-laws and provide services in a safe and professional manner to maintain order, safety and community standards in the City.

### This service is provided by:

Administrative Services; Animal Services; Compliance, Licensing and Charity Gaming; Mobile Licensing and Parking Enforcement.

### Interesting facts about this service:

- Regulatory Services assists the Corporation with risk management by maintaining community standards and public safety. This is attained by achieving compliance with 32 by-laws in both a proactive and reactive manner;
- In addition to regulating by-law compliance, a wide variety of services are also provided for both internal and external stakeholders. For example, operation of the Animal Shelter, providing dedicated parking enforcement in school zones and support to other City departments on enforcement related issues; and
- Regulatory Services oversees the Integrated Municipal Enforcement Team (IMET); consisting of municipal, regional and provincial agencies that identify and resolve community problems through a co-ordinated multi-agency approach.

### Highlights of the Business Plan include:

- Implement an Administrative Penalties System for the enforcement of licensing and parking offences and to take control of the review process by managing the timing of hearings; eliminating backlogs and related lost revenues; as well as, improving customer service, by-law compliance, and offence related issues;
- Reduce the net cost of Regulatory Services to the municipality by identifying new revenue opportunities and generating revenue growth;
- Review the Business Licensing By-law to improve compliance and increase revenues;
- Develop a Vehicle Pound Facility By-law to improve compliance and ensure consumer protection;
- Implement the Charity Bingo and Gaming Revitalization Initiative to support local charities and to facilitate more effective regulation;
- Reorganize Parking Enforcement and Animal Services to position them for success; and
- Explore the feasibility of implementing a municipal vehicle pound facility to improve consumer protection.



## Legislative Services

**Mission:** To meet customers' diverse service needs by providing statutory and legislated services to the public, council and other internal and external customers through a variety of service channels.

### This service is provided by:

Office of the City Clerk which includes Access and Privacy; Committee of Adjustment; Legislated Compliance; Municipal Elections; Provincial Offences Administration; Records Management; Vital Statistics and Printing and Mail Services.

### Interesting facts about this service:

- Over 25,000 City By-laws are maintained by the City Clerk's Office;
- Over 600 Freedom of Information requests are dealt with annually;
- The Provincial Offences Court deals with over 85,000 charges annually;
- 97 percent of print jobs are delivered on time;
- Over 2,700 marriage licences and over 4,000 burial permits are issued yearly;
- Support provided to 24 Committees of Council;
- Daily Commissioner of Oaths service available to residents;
- Complete Council and Committee agendas provided online on the City's Website; and
- Municipal Elections are conducted every 4 years with the next Municipal Election taking place in 2014.

### Highlights of the Business Plan include:

- Implementation of Electronic Records Management in a number of departments during the period of the plan will increase collaboration and ensure that valuable record assets of the City are protected;
- Ongoing support of Council and Committees and enhanced transparency and openness by making information readily accessible to the public in electronic format;
- Implementation of a Meeting Management System is a priority in this plan which will allow for online distribution and management of Council and Committee records;
- The 2014 Election Work Plan will assess available technology which can be implemented to provide increased options for voters and prepare for increased voter turn-out; and
- The anticipated impacts on the Court Administration workload resulting from implementation of a new Early Resolution process introduced under the Province's Bill 212 are addressed in the plan. The Provincial requirements under Bill 212 for a new Early Resolution process is a priority in this plan.

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# Performance Measures

## Balanced Scorecard

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 retain balance to its performance and know that it is moving towards the attainment of its goals.

About the Measures for the City Business Plan:

### Financial Measures

*Impact on Total Tax Bill* measures the City's portion of the increase in the total property tax bill. The ability to keep this rate reasonable demonstrates an ability to achieve excellence in public administration and deliver services efficiently, at a reasonable cost.

### Customer Measures

*Resident Satisfaction with Mississauga* as a place to live measures the overall satisfaction of Mississauga residents with their city. These results are based on a poll conducted by Environics Research, featuring an analysis of public attitudes and issues of concern in the province of Ontario.

Ninety-six percent of Mississauga's residents are satisfied with Mississauga as a place to live. This is by far the highest satisfaction rate among municipalities in the Region of Peel.

### Employee Measures

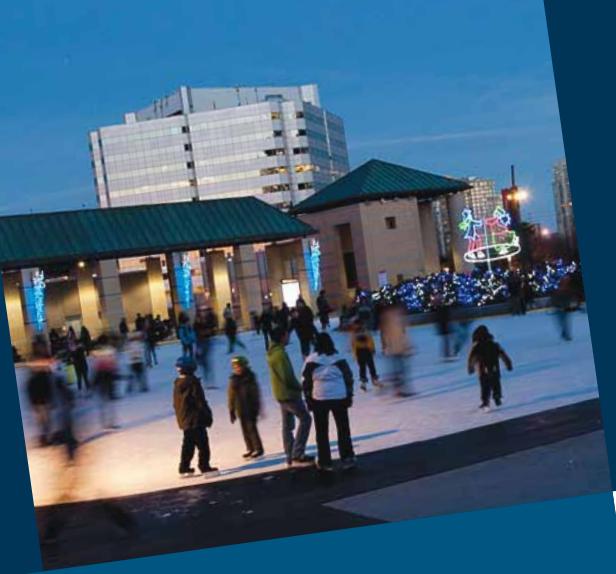
*Overall Employee Engagement Results* for The City of Mississauga are, when benchmarking with other comparable GTA organizations, eight percent above the sector's benchmark.

This measure is the overall average of the "EFS Scales" which are the 27 significant workplace elements that are measured as an indicator of employee engagement. The results are based on the bi-annual survey conducted by Metrics@Work. It should be noted that the number does not represent an absolute score of satisfaction, but rather a placement on a scale for comparative purposes.

### Business Processes

*311 First Call Resolution* is the percentage of time that callers to 311 have their request fulfilled with just one call. In 2012, we are at 90 percent of first call resolution, which is 15 percent above the benchmark.

<b>Measures for the City</b>	<b>2010 (Actual)</b>	<b>2011 (Actual)</b>	<b>2012 (Planned)</b>	<b>2013 (Planned)</b>	<b>2014 (Planned)</b>	<b>2015 (Planned)</b>	<b>2016 (Planned)</b>
<b>Financial:</b>							
Impact on Total Residential Tax Bill	1.37%	1.25%	0.63%	2.40%	1.80%	1.80%	1.60%
Impact on Total Commercial Tax Bill	0.94%	0.90%	1.33%	1.40%	1.10%	1.10%	1.00%
<b>Customer:</b>							
Overall Resident Satisfaction with Mississauga as a place to live	n/a	n/a	96%	90%	90%	90%	90%
<b>Employer:</b>							
Overall Employee Engagement Results	68%	68%	68%	68%	70%	70%	70%
<b>Business Process:</b>							
311 First Call Resolution*	93%	90%	90%	90%	90%	90%	90%



5,210 KM OF ROADS  
823 RECREATION FACILITIES  
24/7, 365 DAYS A YEAR ACCESS TO FIRE & EMERGENCY SERVICES  
\$8 BILLION INFRASTRUCTURE  
SNOW CLEARED FROM 5,210 KM OF ROADS AND 2,204 KM OF SIDEWALKS  
POWER SUPPLIED TO 49,234 STREET LIGHTS AND 511 TRAFFIC LIGHTS  
244 KM OF BICYCLE LANES AND BOULEVARD MULTI-USE TRAILS  
56 KM OF NOISE BARRIERS  
223 BRIDGES AND CULVERTS

# City Budget and Financial Overview

## 2013-2016 Business Plan

City of Mississauga, Ontario, Canada

1.3 MILLION LIBRARY ITEMS IN MULTIPLE LANGUAGES AND FORMATS  
GRASS CUT ON 530 SPORTS FIELDS  
EQUIPMENT MAINTAINED ON 255 PLAYGROUNDS  
23,314 RECREATION PROGRAMS  
530 SPORTS FIELDS  
511 SIGNALIZED INTERSECTIONS  
25 ICE RINKS, 18 POOLS AND 11 COMMUNITY CENTRES  
93 TRANSIT ROUTES, 1.3 MILLION HOURS OF SERVICE  
102 EVENT DAYS AT CELEBRATION SQUARE AND 505,000 VISITORS  
6,700 ACRES OF PARKS AND OPEN SPACES  
5,210 KM OF ROADS  
823 RECREATION FACILITIES  
24/7, 365 DAYS A YEAR ACCESS TO FIRE & EMERGENCY SERVICES

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## 1.0 Introduction

The City of Mississauga's proposed 2013-2016 Business Plan and 2013 Budget presents the City's Plan for the next four years. The Business Plan and Budget outlines how and where the City plans to allocate resources to meet service expectations over the next four years and to transition into a major urban city. It focuses primarily on preserving existing service levels and delivering these services in a cost effective manner, as well as providing for some priority infrastructure upgrades, additions and capital maintenance. It balances the increased costs to deliver these services to the community with reasonable tax impacts. The City's Business Plan and Budget is reviewed and updated annually. Every two years a detailed Business Planning process is undertaken. In alternate years the Business Plans are refreshed to adjust for new information and events. The 2013-2016 Business Plan and Budget reflects a full business planning process. The proposed 2013-2016 Business Plan and 2013 Budget has been developed to provide the right services in the most cost effective manner.

The key areas of focus in developing the budget are:

1. Deliver the Right Services;
2. Implement Cost Containment Strategies;
3. Maintain Our Infrastructure; and
4. Advance Our Strategic Vision.

There are many pressures facing the City and impacting both City costs to deliver services and City revenues. The economy is still recovering, with sluggish growth. The City's development related revenues, such as building permits and development applications, have recovered partially from

recession levels but are still below forecasts. Demand for some recreation programs has been reduced, creating revenue pressures. Assessment growth has also been impacted with little growth in 2013. The City is still phasing out reserve fund support brought in during 2010 to offset significant revenue reductions in Transit. The City is also faced with significant cost pressures as utility rates have increased significantly above inflation.

The City has limited funding options – where possible we look for efficiencies and increase user fees. Once these options are exhausted, there remains only a choice between increasing property taxes or reducing services or service levels.

The proposed 2013-2016 Business Plan and 2013 Budget provides a balance between these pressures and meeting the service demands of the community. The Budget is presented in four components: the cost to Maintain Current Service Levels; the cost to Operationalize Prior Decisions; the cost to implement New Initiatives and New Revenues; and provisions for Special Purpose Levies to address cost pressures for community needs that are beyond normal service delivery. The special purpose levies provide funding to protect City owned ash trees against Emerald Ash Borer and to provide sustainable funding for the City's Infrastructure. Below is a brief overview of each of the four components of the Budget.

### Maintaining Current Service Levels

The City aims to keep cost increases to maintain current service levels in line with inflation. Each year, City staff are challenged to reduce costs by identifying efficiencies and streamlining processes through continuous improvement

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while maintaining service levels. This year, staff has identified almost six million dollars in savings which has the impact of reducing the City taxation rate by 1.7%.

#### Operationalizing Past Decisions

To ensure the growth of services are in line with resident expectations and needs, adequate funding is required to operationalize prior decisions. These are the costs associated with new initiatives or completed capital projects from the previous year. An example would be paying the operating costs for a full year for a facility that was only in operation for a half year in the previous year.

#### New Initiatives and Revenues

In this budget, proposals for new initiatives in 2013 are primarily focused on expanding transit service. Revenue increases are proposed to offset costs for some new services or for existing services to improve cost recovery rates.

#### Special Purpose Levies

The invasive Emerald Ash Borer is threatening ash trees in all Southern Ontario municipalities. To protect, preserve and when necessary, replant City owned ash trees, the City is implementing a Special Purpose Levy over the next 9 to 10 years to fund the Emerald Ash Borer program to maintain the tree canopy of Mississauga. Another Special Purpose Levy is required to maintain the eight billion dollar capital infrastructure owned and sustained by the City. A Capital Infrastructure and Debt Repayment Levy will be required in each of the next ten years to support and ensure that the

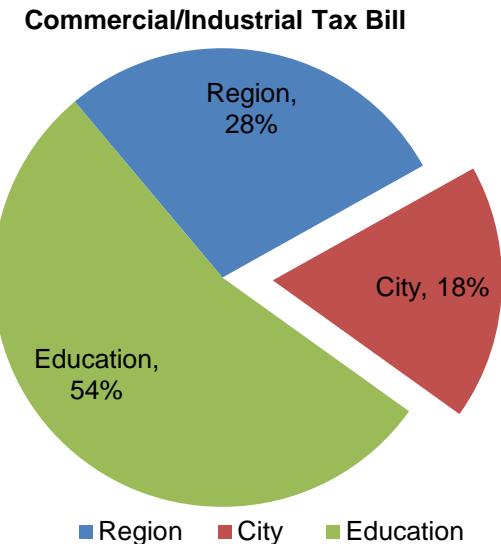
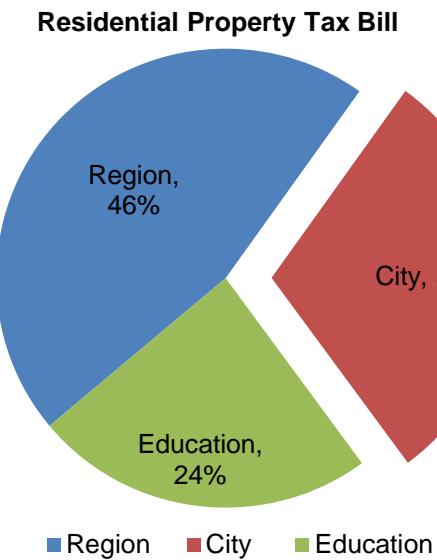
City is maintaining our infrastructure in a good state of repair. This approach balances the pay as you go philosophy with prudent borrowing within reasonable limits as outlined in the City's debt policy.

#### Property Tax Bill

In terms of total taxes paid by an individual or business in Canada (including sales, income and all other taxes), municipalities receive a much smaller share than both the Provincial and Federal governments. For example, Ontario municipalities receive only 11 cents of every tax dollar raised in Ontario, yet own 65% of the capital infrastructure. The Provincial and Federal governments receive 34 cents and 55 cents and own 32% and 3.2% of the capital infrastructure, respectively. The property tax bill provides funding for services provided by three government organizations – City of Mississauga, the Region of Peel and the Province of Ontario for Ministry of Education. The property taxpayer is impacted by the decisions of all three bodies, and all three make up the total change in the property tax bill. The City's Business Plan and Budget only discusses the change in the City portion of the tax bill which is 30% of the residential tax bill and 18% of the non-residential tax bill, as shown in the following graphs. However, in order for taxpayers to more easily understand the impact of the City's budget on their taxes, we calculate the impact on the total tax bill. Expressing the change in this way also makes it easier to compare to other large, single tier cities such as Toronto, Ottawa, Hamilton and London.

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### Distribution of the Property Tax Bill



### 2013 Budget Process

The proposed 2013 Budget is the result of an extensive process undertaken by staff. Throughout the spring Service Areas prepared their 2013-2016 Business Plans. These plans were reviewed, revised and approved by the Leadership Team. The Budget provides the resources to implement the first year of the Business Plan. Service areas prepared their operating and capital budgets through June to mid-August. Budget submissions were reviewed by the Leadership Team through September and October and the proposed budget was finalized for Council review. The process for Council review of the budget is set out below. All

Budget Committee meetings are open to the Public and will be broadcast by Rogers TV.

- Distribution of the Budget Document;
  - November 19, 2012.
- Presentation of Budget Overview;
  - November 26, 2012 Budget Committee.
- Service Area Budget Presentations;
  - November 26 and 27, 2012.
- City Public Open House;
  - November 27, 2012.

- Budget Committee Deliberations; and
  - December 3/4/5, 2012 Budget Committee.
- Council Approval.
  - December 12, 2012.

### **Business Plan and Budget Document**

The overall City Business Plan is a consolidation of detailed Business Plans for each Service Area, identifying the resources to maintain service levels and proposed investments in strategic initiatives and the associated investment of tax dollars, in a transparent manner. The Business Plan and Budget document has been condensed into one volume by incorporating the previous Business Plan and Budget Volume 2 material into the appendices of each Service Area Business Plan. The budget book contains the City Business Plan, the City Budget and Financial Overview, each of the Service Area's detailed Business Plans, information on Reserves and Reserve Funds, Financial Policies and a Glossary.

### **City Services**

The City of Mississauga delivers valued and essential services to our residents. These are services that are used every day by our residents. The City owns and maintains eight billion dollars in infrastructure – this includes buildings, parks, playground equipment, buses, roads, sidewalks and many other items.

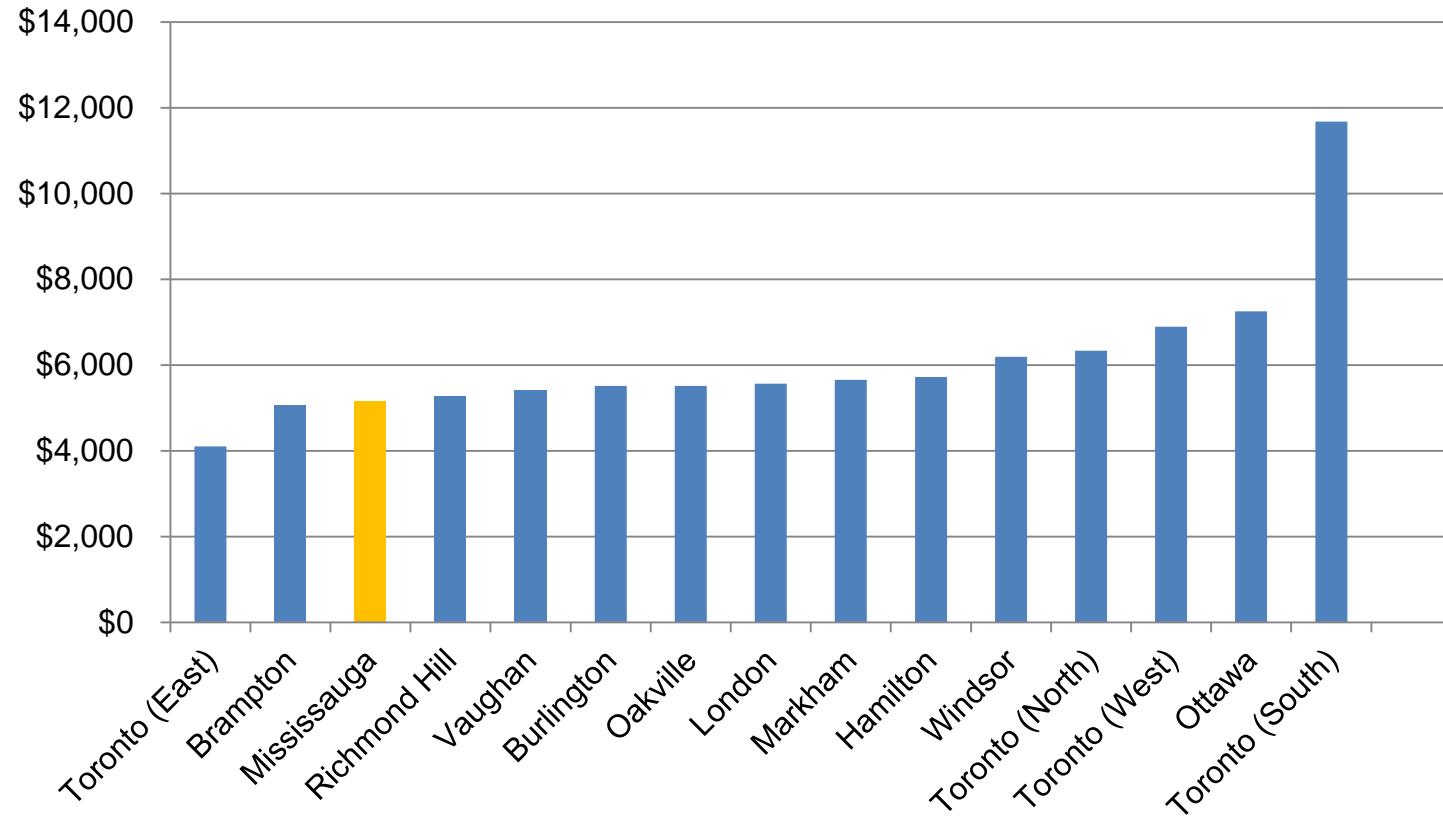
The average house in Mississauga in 2012 had a value of \$451,000 before the 2012 reassessment. In 2012 this average home paid \$1,285 in City taxes. The major services received and the total annual amount paid per home for each are described below:

- Fire & Emergency Services - \$285
  - 24 hours a day, seven days per week availability 365 days a year;
  - responded to 25,757 calls in 2011 with the 90th percentile total response time of seven minutes, 26 seconds for the first arriving truck on scene ; and
  - Over 43% of calls are medically related.
- Roads, Storm Drainage and Watercourses- \$220
  - Snow cleared from 5,210 kilometres of roads & 2,650 kilometres of sidewalks;
  - Power supplied to 49,234 street lights & 511 traffic lights;
  - 56 kilometres of noise barriers; and
  - 2,000 kilometres of storm sewers.
- Transit - \$171
  - 3<sup>rd</sup> largest municipal transit system in Ontario;
  - 93 routes serving 3,850 bus stops;
  - 1.3 million hours of service with over 49 million passenger boarding; and
  - 100% fully accessible MiWay buses.
- Parks and Forestry - \$97
  - Care of over one million City owned trees;
  - Operation and maintenance of 10 municipal owned cemeteries, two of which are active;
  - Equipment maintenance of 258 playgrounds;
  - Maintenance of over 530 sports fields (soccer, baseball, cricket, etc); and

- 
- 6,700 acres of parkland maintained, including 522 parks and 225 kilometres of park trails and pathways.
  - Libraries - \$81
    - 18 libraries, providing 54,350 hours of service;
    - 1.3 million items in collection (multiple languages & formats); and
    - 443 public computer stations, and free wireless internet access.
  - Recreation - \$64
    - 23,300 recreation programs with two million recreation services hours;
    - 11 major Recreation Facilities; and
    - Programs run at 25 ice rinks and 18 pools.

### **City Tax Rate Is Very Competitive**

The following chart provides a comparison of 2011 taxes for a four bedroom home to various municipalities, primarily from the GTA. The comparison is for the total property tax bill, including both upper and lower tier municipal responsibilities and education. Mississauga's taxes are among the lowest.



**2011 Average: \$6,091**

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The following table presents the total tax levy in 2011 on a per capita basis. The total tax levy includes upper and lower tier responsibilities and education. This table provides a comparison of the total property tax burden by resident. It does not show the tax levy raised on commercial and industrial properties. Mississauga is among the lowest in comparison to other major southern Ontario municipalities and is well below the average for Ontario municipalities.

The information in these two charts is from the BMA Management annual Municipal Study database which allows for the comparison of various municipal property tax related benchmarks as an indicator of the value for money in the current level of services provided by the City.

Municipality	Per Capita
Vaughan	\$1,432
Oakville	\$1,429
Windsor	\$1,412
Ottawa	\$1,388
Toronto	\$1,316
Hamilton	\$1,298
London	\$1,222
Burlington	\$1,209
Richmond Hill	\$1,153
Brampton	\$1,098
Mississauga	\$1,080
Markham	\$1,079
Average	\$1,260

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## **2.0 2013 City Budget Overview**

The proposed budget prepared by staff is comprised of four distinct components:

Costs to maintain current service levels;

Costs to operationalize prior decisions that were implemented during the 2012 Budget;

New initiatives and new revenues that staff recommend for 2013; and

Special Purpose Levies. This includes the Emerald Ash Borer Management Plan levy to preserve and replant the City owned trees affected by the disease and the Capital Infrastructure and Debt Repayment Levy to support the 2013-2022 Capital Forecasts.

Increases in costs to maintain current services levels totalling \$10.4 million have been held in line with overall general inflation. This is a significant accomplishment considering the many uncontrollable cost pressures on the City's Budget. To accomplish this City staff identified efficiencies and cost savings of just under six million dollars, equivalent to 1.7% reduction in tax levy requirements.

The cost to operationalize prior decisions totals \$1.3 million, primarily due to Transit service expansion in 2012. New Initiatives, partially offset by New Revenues, cost \$2.9 million and are also primarily for Transit expansion.

Staff is also proposing two Special Purpose Levies. The first provides for the Emerald Ash Borer Management Plan that will cost \$5.6 million in each of the next 10 years to preserve and replant trees affected by the insect. The second provides for an annual incremental Capital Infrastructure and Debt Repayment Levy of 2% which equals \$6.9 million in

2013. It will provide the financial support needed to maintain the City's capital infrastructure into the future as it ages and deteriorates. The total proposed budget has an impact of 2.4% on the total residential property tax bill and 1.4% on the commercial/industrial tax bill and forecast for 2014 to 2016.

The following tables summarize the proposed 2013 Budget. The impact on the City's tax rate and on the total property tax bill is shown on the next page.

Description (\$ Millions)	2013	% Change	2014	2015	2016
<b>Prior Year Budget</b>	<b>345.4</b>		<b>372.5</b>	<b>395.3</b>	<b>419.5</b>
Changes to Maintain Current Service Levels	10.4	3.0%	10.6	10.5	11.7
Changes to Operationalize Prior Decisions	1.3	0.4%	(0.4)	0.3	0.3
<b>Total Changes to Maintain Current Service Levels and Operationalize Prior Decisions</b>	<b>11.6</b>	<b>3.4%</b>	<b>10.1</b>	<b>10.8</b>	<b>12.0</b>
New Initiatives	3.0	0.9%	5.5	5.8	3.2
New Revenues	(0.1)	0.0%	(0.1)	0.0	0.0
<b>Proposed Budget Excluding Special Purpose Levies</b>	<b>360.0</b>	<b>4.2%</b>	<b>388.0</b>	<b>411.9</b>	<b>434.6</b>

<b>Special Purpose Levies</b>					
Emerald Ash Borer Management Plan	5.6	1.6%	0.0	0.0	0.0
Capital Infrastructure Levy and Debt Repayment Levy	6.9	2.0%	7.3	7.6	8.0
<b>Impact on Total Residential Tax Bill</b>		<b>2.4%</b>			
<b>Impact on Total Commercial Tax Bill</b>		<b>1.4%</b>			

Note: Tax Rate Impact of 0.3% from Assessment Growth in 2014 to 2016 has no direct cost impact and is not reflected on the chart for those years.

Overall commercial/industrial rates are lower than residential rates as commercial/industrial pay a much higher proportion of their taxes from educational tax increases which are expected to have no increase. The City tax increase is the same for both but the proportions are different.

### **Impact on Property Tax Bill**

The Region of Peel is in the process of finalizing their budget and the final tax rate is not known yet. However, based on their 2012 budget forecast, Peel Region has a forecasted 2013 tax rate increase of 0.5% for the proposed operating budget and an additional 1% for the Region's Infrastructure Levy. The Region's forecasted 1.5% increase impacts the residential tax bill by 0.5% which is reflected in the table below.

No increase is assumed in the Education tax rate as has been the case for the last 14 years. Combining these components with the City's tax rate will result in the total impact on a City of Mississauga resident's tax bill of 3.1%. Of the 3.1% residential increase, only 1.5% is for ongoing operations and new initiatives. The Emerald Ash Borer Management Plan requires 0.5% funding to preserve and replant trees. Essential funding to support both the City and Region's capital forecasts and to help address infrastructure needs has 1.1% impact. Without infrastructure levies, the condition of the City's and the Region's infrastructure will deteriorate significantly. For a commercial/industrial taxpayer the impact on the total tax bill is 1.8%. Overall commercial/industrial rates are lower as they pay much higher educational taxes as illustrated in an earlier chart.

#### **Impact on Residential Tax Bill**

	<b>City</b>	<b>Region</b>	<b>Education</b>	<b>Total</b>
Required to Fund Ongoing Operations	1.3%	0.2%	0.0%	1.5%
Emerald Ash Borer Management Plan	0.5%	0.0%	0.0%	0.5%
Capital Infrastructure and Debt Repayment Levy	0.6%	0.5%	0.0%	1.1%
<b>Total</b>	<b>2.4%</b>	<b>0.7%</b>	<b>0.0%</b>	<b>3.1%</b>

#### **Impact on Commercial/Industrial Tax Bill**

	<b>City</b>	<b>Region</b>	<b>Education</b>	<b>Total</b>
Required to Fund Ongoing Operations	0.8%	0.1%	0.0%	0.9%
Emerald Ash Borer Management Plan	0.3%	0.0%	0.0%	0.3%
Capital Infrastructure and Debt Repayment Levy	0.4%	0.3%	0.0%	0.6%
<b>Total</b>	<b>1.4%</b>	<b>0.4%</b>	<b>0.0%</b>	<b>1.8%</b>

## 3.0 Changes to Maintain Current Service Levels

The cost to deliver current service levels requires an increase of \$10.4 million. The following table sets out the main drivers of the increased cost to maintain current service levels.

Description	2013 (\$ Millions)
<b>Increases/(Decreases) to Maintain Current Service Levels</b>	
Labour and Benefits	14.5
Other Cost Increases	9.8
Efficiencies and Cost Savings	(5.9)
Current Revenue Changes	(8.0)
<b>Total Changes to Maintain Current Service Levels</b>	<b>10.4</b>

Labour costs reflect economic adjustments for both union and non-union staff, based on recent market surveys and labour settlements. They are equivalent to the labour increases included in the Region of Peel's Budget as Council's have asked staff to ensure that all four municipalities in Peel are aligned on this issue. This maintains the City's philosophy that all staff must be treated equitably. Labour costs also include pressures due to a 14% increase in the amount of OMERS contributions for all staff except fire staff (contributions are based on a percentage of gross income and have increased from 12.8% to 14.6% on earnings over the Canadian Pension Plan earnings limit), as well as pressures from other statutory benefits. Because the

OMERS pension plan is cost shared 50/50, these pressures also impact staff with an equivalent increase in their deductions.

As with previous years, the total labour budget also includes over five million dollars in provisions for gapping savings. The total budget for staffing has been reduced by this amount recognizing that there will be some savings as a result of staff vacancies and turnover during the year.

There are significant pressures on other costs increases to deliver existing services. Many of these pressures are beyond the control of the City.

- Transit maintenance costs for "smart" bus related information technology systems and bus maintenance have increased by \$1.4 million on a combined budget of \$9.2 million;
- Utility prices require an increase of \$0.8 million, on a budget of \$14.9 million or a 5% increase. Street lighting utility savings of \$0.5 million on a budget of five million dollars offset some of the cost increases;
- Winter maintenance contract and operating material increases are projected at \$0.8 million on a budget of just under \$20 million;
- Engineering and Works contracts are expected to increase by \$0.8 million on a budget of \$14.5 million;
- Employee benefits costs for retirees have increased by \$0.8 million on a budget of \$0.9 million, primarily due to Fire and Emergency Services benefits that are in the current union agreements;
- Diesel fuel volumes have increased resulting in an increase of \$0.6 million on a budget of \$17.5 million in Transit and Roads, Storm Drainage and Watercourses;

- 
- Sick leave payments have increased by \$0.5 million on a budget of \$0.5 million. This increase is fully offset by a transfer from reserves so that there is no impact on the tax increase. The benefit cost is entirely due to increase in use of benefits provided under Fire and Emergency Services collective agreements; and
  - Increasing claims volume and higher insurance premiums have increased by \$2.3 million on a budget of \$7.4 million. These claims are mostly offset by a transfer from the insurance fund reserve and have little impact on the tax rate.

For 2013, City staff was given the challenge of removing inefficiencies and streamlining processes through continuous improvement while maintaining service levels. A target of 1% of gross expenditures was set. As a result, staff identified almost six million dollars in savings which has the impact of reducing the City taxation rate by 1.7%. These savings were implemented in all service areas of the City. Transit reduced costs by \$1.4 million dollars in areas of staffing, route rationalization, communication costs for the iBus technology, marketing budgets and other minor changes. The street lighting LED retrofit program which is anticipated to commence in late 2012 and completed by late 2014 will result in significant energy savings of \$0.5 million in 2013 and more in future years. Library reduced \$0.4 million by implementing measures to reduce six full time equivalent staffing positions. Various initiatives in all other service areas resulted in an additional savings of \$3.6 million.

Current revenues have increased by eight million dollars. Fees and user charges generate revenue to support

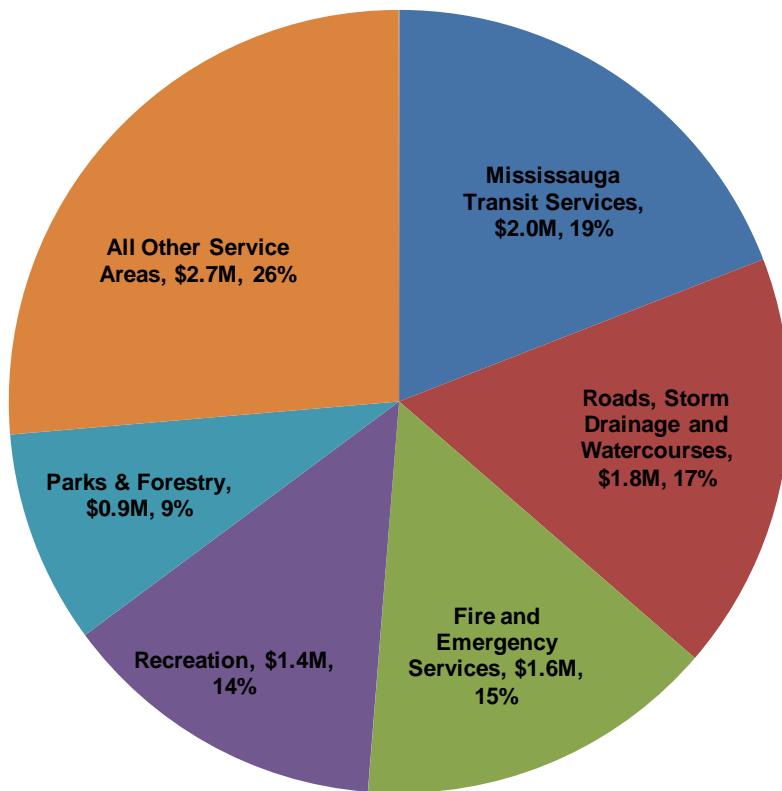
services which provide benefits to specific individuals and organizations, rather than all residents. Ensuring fees and user charges increase to offset cost increases reduces pressure on the City's tax levy requirements and reliance on property taxes for these services. If fees do not increase to cover cost increases, tax support for the program or service must increase. The increase includes an expected Transit revenue increase of \$2.9 million. This Transit revenue increase is a combined result of growth in ridership, fare increases, advertising revenue increase offset by a planned reduction of a draw down from the Provincial Gas Tax Reserve Fund. In addition, we are anticipating an Enersource dividend increase by \$1.3 million from nine million dollars to \$10.3 million and another increase of \$1.3 million in the Payment in Lieu of Taxes from \$24.6 million to \$25.9 million. The increase for Payment in Lieu of Taxes is primarily due to higher Greater Toronto Airport Authority payments.

Appendices 1A to 1D provides the costs to maintain current service levels by service area.

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The following pie chart presents a breakdown of the \$10.4 million increased cost to maintain current service levels by service area. Five service areas account for 74% of the increase in the cost to maintain current service levels – Mississauga Transit; Roads, Storm Drainage and Watercourses; Fire and Emergency Services; Recreation; and Parks & Forestry. Details can be found in Appendix 1A of this section with much greater detail available in Appendix 1 of each Service Area's Business Plan.

Distribution of Cost Increases to Maintain Existing Services by Service Area



Total Cost Increases \$10.4 Million

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The following provides an overview of the cost increases by service areas:

### **Mississauga Transit**

The increased costs to maintain current service levels in Transit are primarily due to labour cost increases of \$4.2 million resulting from union contract settlements and non-union labour adjustments and other cost increases of \$2.1 million. Other cost increases include “smart” bus related information technology support, diesel fuel volume increase, various other vehicle related maintenance costs and other increases. To offset increases in the Transit budget, efficiencies and cost savings of \$1.4 million have been identified in this budget. Savings are derived from reduced labour, reductions in various maintenance budgets, route rationalization to reduce and cancel specific routes, reduced communication costs for the iBus technology, reduction in MiWay related marketing and other minor changes.

Farebox revenue is expected to increase by 5.9 million dollars due to fare increases, ridership growth increases realized in 2012 which have been reflected in the 2013 budget. There is also a \$0.4 million of increase in transit advertising contract revenue. These increases are partially offset by a planned \$3.5 million reduction in the transfer from the Provincial Gas Tax reserve fund. In 2010, the transfer from the Gas Tax Reserve was increased above the annual gas tax revenue received from the Province to offset the significant reduction in revenue from the economic downturn. Utilizing Provincial Gas Tax funding in excess of the annual receipts from the Province is not sustainable. Therefore the excess funding is gradually being phased. This adjustment creates a pressure of \$3.5 million in 2013. The phase out will be completed in 2015. Please see chart on next page.

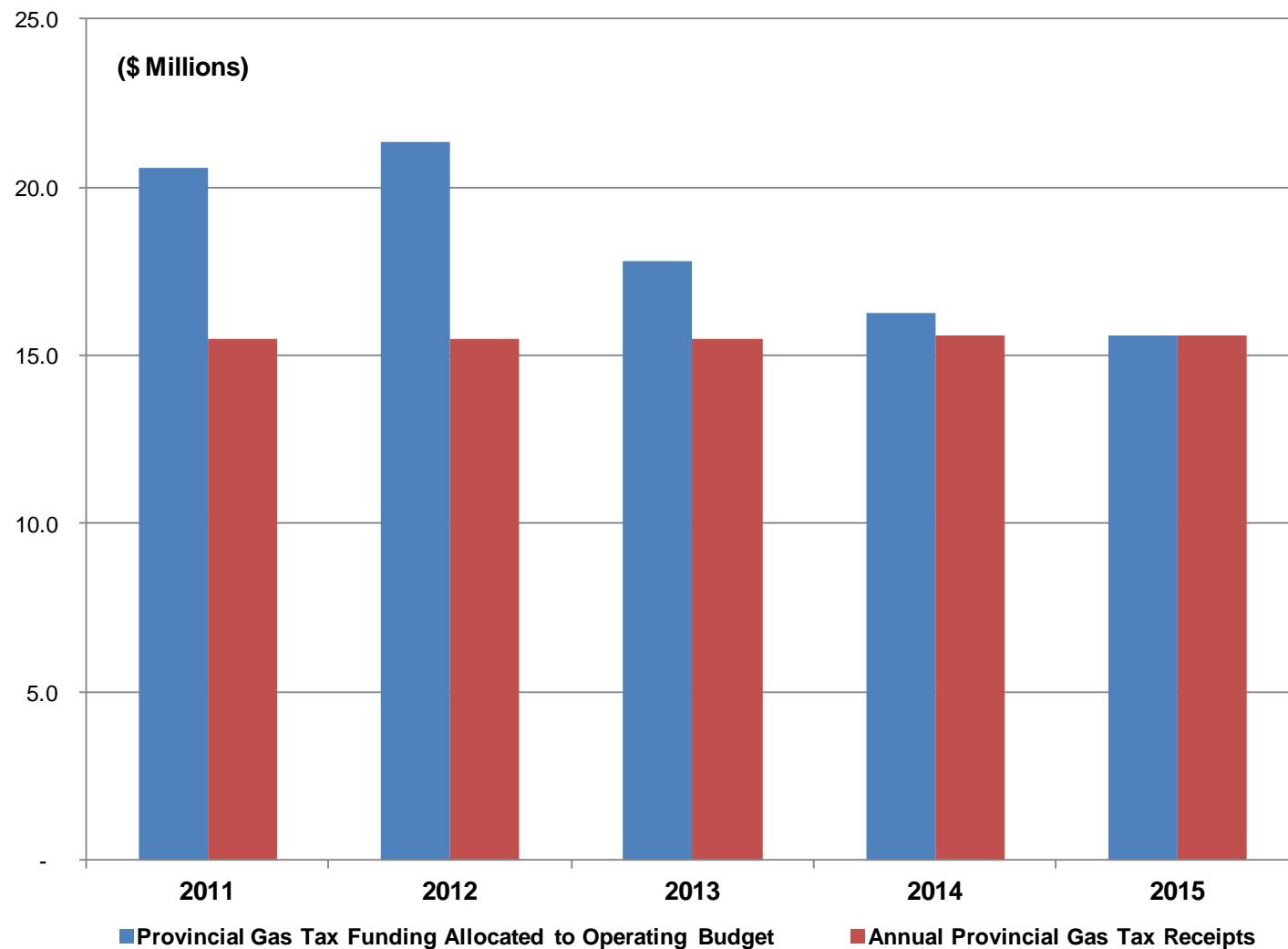
### **Roads, Storm Drainage and Watercourses**

The Roads, Storm Drainage and Watercourses budget for maintaining current service levels is increasing by \$1.8 million. The pressure on the budget to maintain existing service levels includes increased costs for winter maintenance contracts and materials, increased engineering and works programs contract costs, increased fuel costs and labour. Staff has identified savings of over one million dollars in hydro costs over the next several years related to the street lighting LED Retrofit project which is commencing in late 2012 and is slated for completion in late 2014. This project will result in significant ongoing annual energy savings which will fund the capital costs of retrofitting the street lights. Additional savings include reduced maintenance costs, lease costs and clothing and tool allowance costs.

### **Fire and Emergency Services**

The Fire and Emergency Services budget is the next largest driver of the cost increases required to maintain current service levels with a proposed increase of \$1.6 million. The Fire budget is close to 97% labour, therefore the largest pressure in this service area is labour costs. The collective agreement for Fire expired at the end of 2010 and collective bargaining is currently underway. Fire and Emergency Services identified 1% efficiencies through labour savings by eliminating one staff in communication and by increasing the budget provision for labour gapping.

Comparison of Provincial Gas Tax Funding Allocated to Operating Budget and Annual Provincial Gas Tax Receipts



## **Recreation**

The Recreation Services Budget requires an increase of \$1.4 million primarily for utilities and labour. Savings from the elimination of three full time positions, efficiencies through proactive management of facility maintenance, part time administration efficiencies and aquatic operations efficiencies has resulted in savings of \$0.8 million.

## **Parks and Forestry**

The Parks and Forestry budget includes an increase of \$0.9 million primarily for utilities, labour and fuel costs. Savings of \$0.4 million relate to the Parks and Recreation organizational review, reduced lease costs at the 201 City Center Drive facility, bringing cemetery maintenance in house, and other miscellaneous savings.

## **Other**

The remaining service areas of Mississauga Library, Land Development Services, Legislative Services, Arts and Culture, Regulatory Services, Facilities and Property Management, Strategic Policy, Information Technology, Business Services, Council and Financial Transactions account for an increase of \$2.7 million in the proposed 2013 Budget to maintain current service levels. The increase in these areas is primarily due to inflation related cost increases.

## **Summary of Cost to Maintain Current Service Levels**

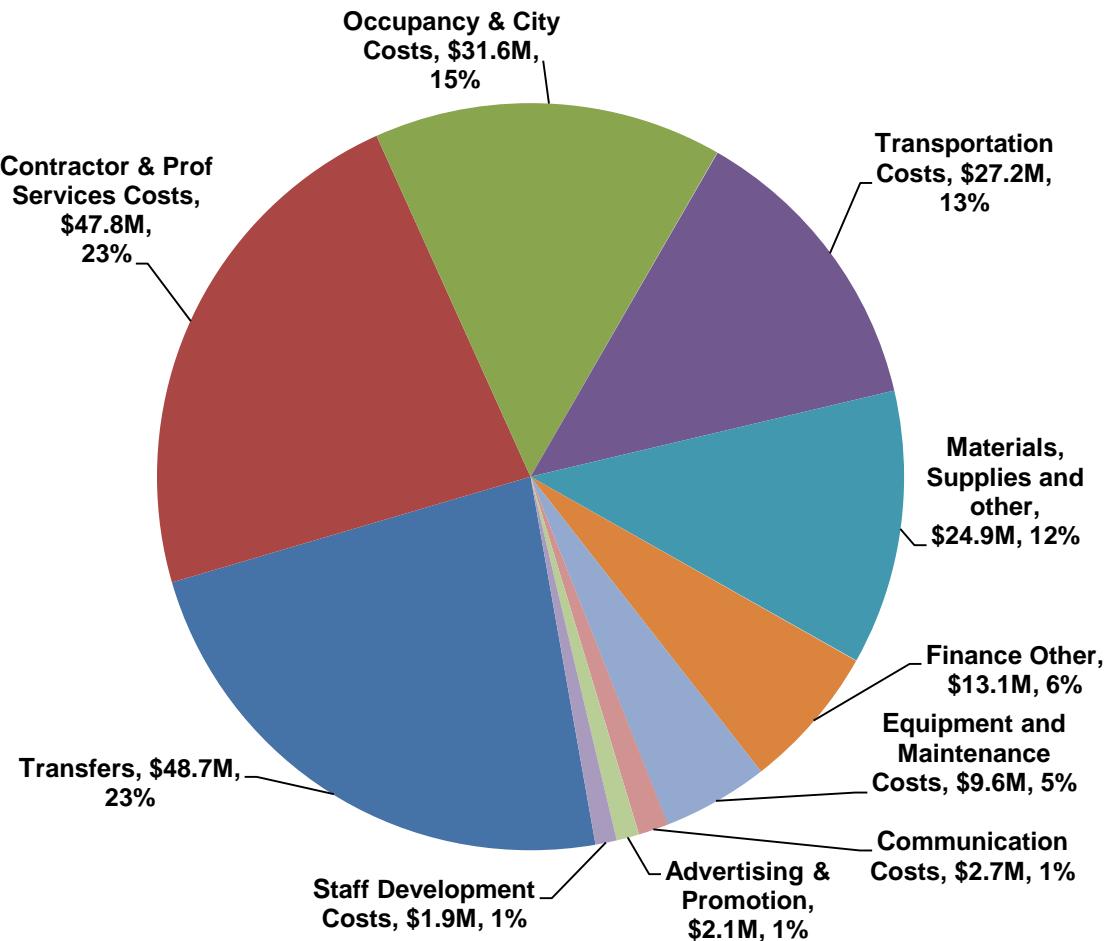
The City's Budget to maintain current service levels represents an increase in the City tax levy of 3%, within the range of inflation as measured by CPI and the Construction price index. Comparing the increase in the City's Budget only to CPI is not a valid comparison as the City's "basket of goods" is different than those measured by CPI. The construction price index is more relevant for municipal

comparisons. Many of the materials, supplies and contracts that the City purchases are driven by construction related price increases. A pie chart on the next page shows the breakdown of all operating costs in 2013 excluding direct City labour costs. The current CPI increase is 1.8% and the increase in the construction price index is 3.4%.

The Budget to Maintain Current Service levels:

- Maintains all the valued City Services;
- Provides for significant cost pressures associated with ongoing operations; and
- Results in a City property tax levy increase of 3% and a resulting property tax increase of \$8.51 per \$100,000 residential assessment.

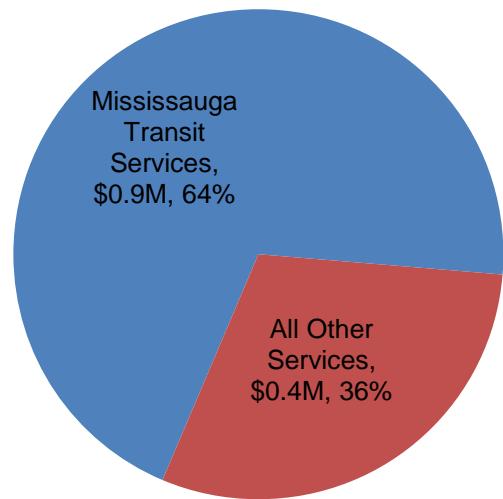
## Other Operating Costs 2013, \$210 Million



## 4.0 Changes to Operationalize Prior Decisions

New Initiatives approved in the 2012 Budget and started part way through the year and capital projects completed during 2012 require increased costs in 2013. These increases provide for a full year of costs related to new initiatives and the operating costs of new capital facilities. Examples include paying the full year cost of a Transit employee hired during 2012 or the costs of maintaining a new park recently completed. The following pie chart presents a breakdown of the \$1.3 million increased cost to operationalize prior operating decisions by service area.

Cost of Operationalizing Prior Decisions



Total Cost \$1.3 Million

Mississauga Transit accounts for 64% of the increase due to the annualization of transit service improvements initiated in 2012. This includes the full year costs for transit workers, diesel fuel and other maintenance costs to provide the expanded service. The main costs in other service areas include annualization of costs for new service initiatives in Fire and Emergency Services, Parks and Forestry. Parkland growth in Parks and Forestry incorporates the costs of maintaining newly developed and redeveloped parkland. Appendix 1A identifies the costs to Operationalize Prior Decisions by service area in 2013.

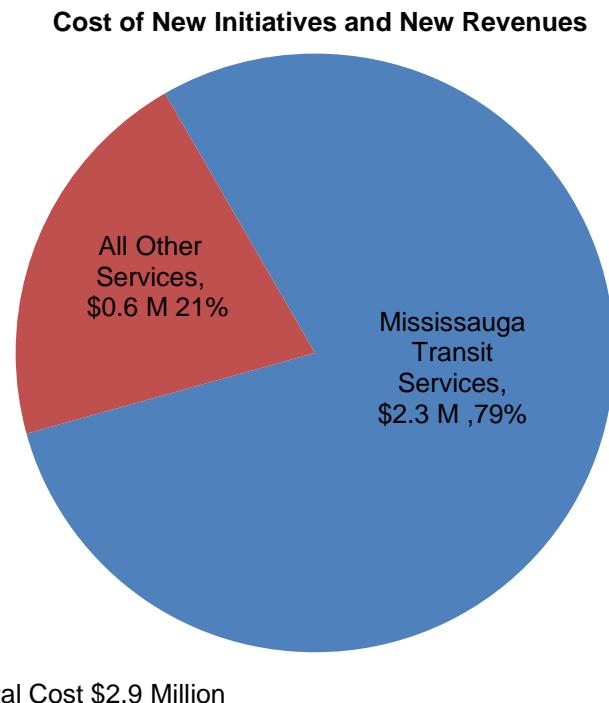
### Summary of Cost to Operationalize Prior Decisions

The City's Budget to Operationalize Prior Decisions represents a 0.4% increase in the City's tax levy requirements. The budget to Operationalize Prior Decisions:

- Provides for the annualization of labour and ongoing costs for new initiatives approved in the previous year;
- Provides for the operating impact of new capital projects completed in previous years; and
- Results in a property tax increase of \$1.07 per \$100,000 of residential assessment.

## 5.0 New Initiatives and New Revenues

The proposed 2013 – 2016 Business Plan and Budget includes 47 New Initiatives and New Revenues. The proposed 2013 Budget includes three million dollars for 16 proposed New Initiatives and (\$0.1) million for New Revenues. The following chart shows that 79% of the proposed budget for new initiatives, net of new revenues, is for expansion of Mississauga Transit service. Appendix 1A identifies New Initiatives and New Revenues by services area in 2013.



Mississauga Transit initiatives include:

An increase of 26,800 service hours to reduce transit service congestion and overcrowding;

1% Service Growth or 13,400 service hours to provide enhanced peak hour and midday services; and

Bus Rapid Transit Operations and maintenance, including an increase of 27,800 service hours, to provide extended midday and weekend service on routes 107 and 109 when the initial segment from the City Centre to Dixie opens in the fall of 2013.

Other New Initiatives and New Revenues include:

A mobility feasibility study;

Boulevard weed control maintenance;

Environmental and real estate legal support;

- Grants to support culture groups;

Communications master plan implementation;

Environmental management of city owned property; and

New Revenue from downtown paid parking.

New Initiatives and New Revenues result in an increase in the City's property tax increase of \$2.42 per 100,000 of residential assessment.

## **6.0 Special Purpose Levies**

The previous sections dealt with the costs to deliver the services the City provides on a daily basis to its residents and businesses. In addition to the pressures to provide these services the City is faced with two very significant issues outlined below that drive special funding requirements over and above normal budget pressures. To address these issues the budget includes two special purpose levies.

### **Emerald Ash Borer Management Plan**

Emerald Ash Borer (EAB) is a highly destructive pest found exclusively in ash trees that has the potential to infest and kill all 116,000 City owned ash trees. All southern Ontario municipalities are faced with developing strategies and plans to protect and replace municipal owned ash trees. If not dealt with, there will be a significant decline in the tree canopy in Southern Ontario. It is estimated that the majority of ash trees within the City will be infested with EAB over the next ten years. Staff are recommending that an active approach costing \$51 million over the next ten years be undertaken. This will allow the City to preserve a percentage of City owned ash trees, along with removing and replacing ash trees that would not be suitable candidates for treatment.

No provision has been made in previous budgets for an issue on this scale, and therefore this is a significant new pressure that requires funding. To provide this funding the City is proposing a Special Purpose levy of \$5.6 million each year for the next 9 to 10 years. This special purpose levy will have an impact of 1.6% on the City's tax levy requirements in 2013 and a tax bill impact of \$4.62 per \$100,000 of Residential Assessment.

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

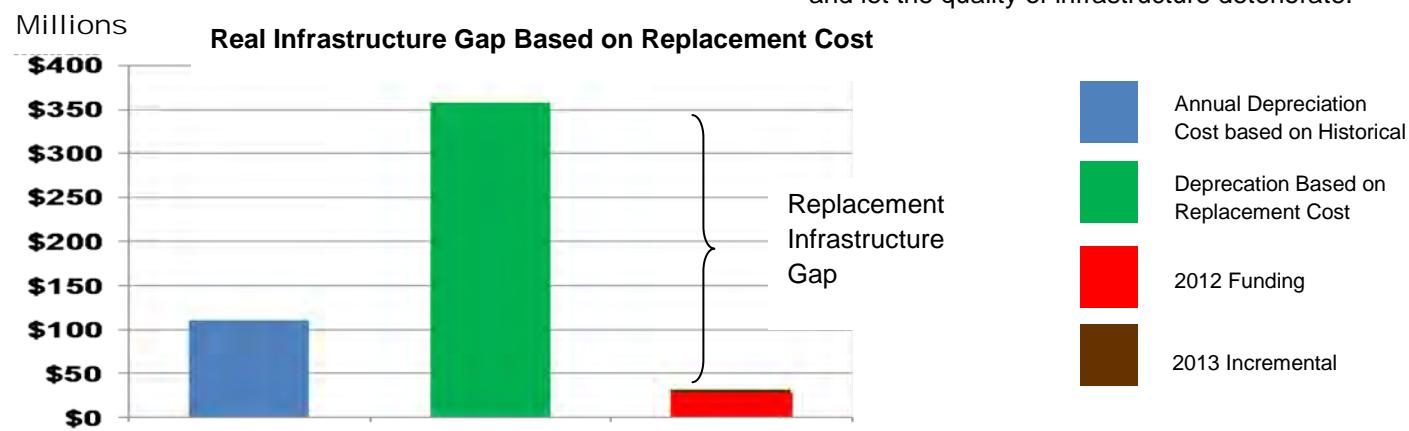
The 2013-2016 Business Plan and 2013 Budget recommends inclusion of a Special Purpose Levy of 2% on the City Tax Levy requirements for Capital Infrastructure and Debt Repayment. Out of the 2% Special Purpose Levy, 1% is allocated to increase the transfer from Operating to Capital to increase pay as you go capital funding. The other 1% is dedicated to debt repayment for principal and interest payments for the \$50.5 million in capital funds to be borrowed in 2013. Of the \$50.5 million to be debentured, \$21.0 million was committed through the 2012 Capital budget and \$29.5 million is for 2013 Capital requirements. The debenture needs identified for 2012 have been postponed due to a delay in spending and therefore the funds have not yet been required. Reducing the capital infrastructure and debt repayment levy from 2% to 0% would reduce capital spending by \$54.0 million in 2013 or 39% of the \$137.5 million proposed budget, and significantly affect the condition of the City's infrastructure in the future. The capital infrastructure and debt repayment levy will result in a property tax increase of \$5.70 per \$100,000 of residential assessment.

### **Summary**

The City's 2013 Business Plan will have a total budget increase of \$27.1 million compared with the 2012 approved budget. The \$27.1 million is comprised of \$10.4 million or 3% for maintaining current service levels, \$1.3 million or 0.4% for operationalizing prior decisions, \$2.9 million or 0.9% for new initiatives and new revenues that will be implemented in 2013, \$5.6 million or 1.6% to manage the trees affected by the Emerald Ash Borer, and \$6.9 million or 2% to fund the capital infrastructure needs of the City and debt repayment for both principal and interest.

## 7.0 Capital

The City of Mississauga owns infrastructure assets with an estimated replacement cost of eight billion dollars. The accounting term for the annual deterioration and aging of assets is referred to as the amortization or depreciation expense. Depreciation expense recognizes the cost of infrastructure used up in a year and represents the amount that should be put aside each year to replace the infrastructure in the future, similar to investing funds into an RESP or RRSP to fund a child's university education or your own retirement needs. Depreciation expense is the cost of the assets or capital consumed each year while the Transfer to Capital refers to the amount of funding being provided from the tax levy for capital. The difference or gap between the depreciation expense and the Transfer to Capital is the infrastructure gap. If funds are not raised to fund infrastructure rehabilitation, there will be significant deterioration over time in the condition of City facilities, roads, sidewalks, parks and other assets.



### 7.1 Capital Infrastructure Gap

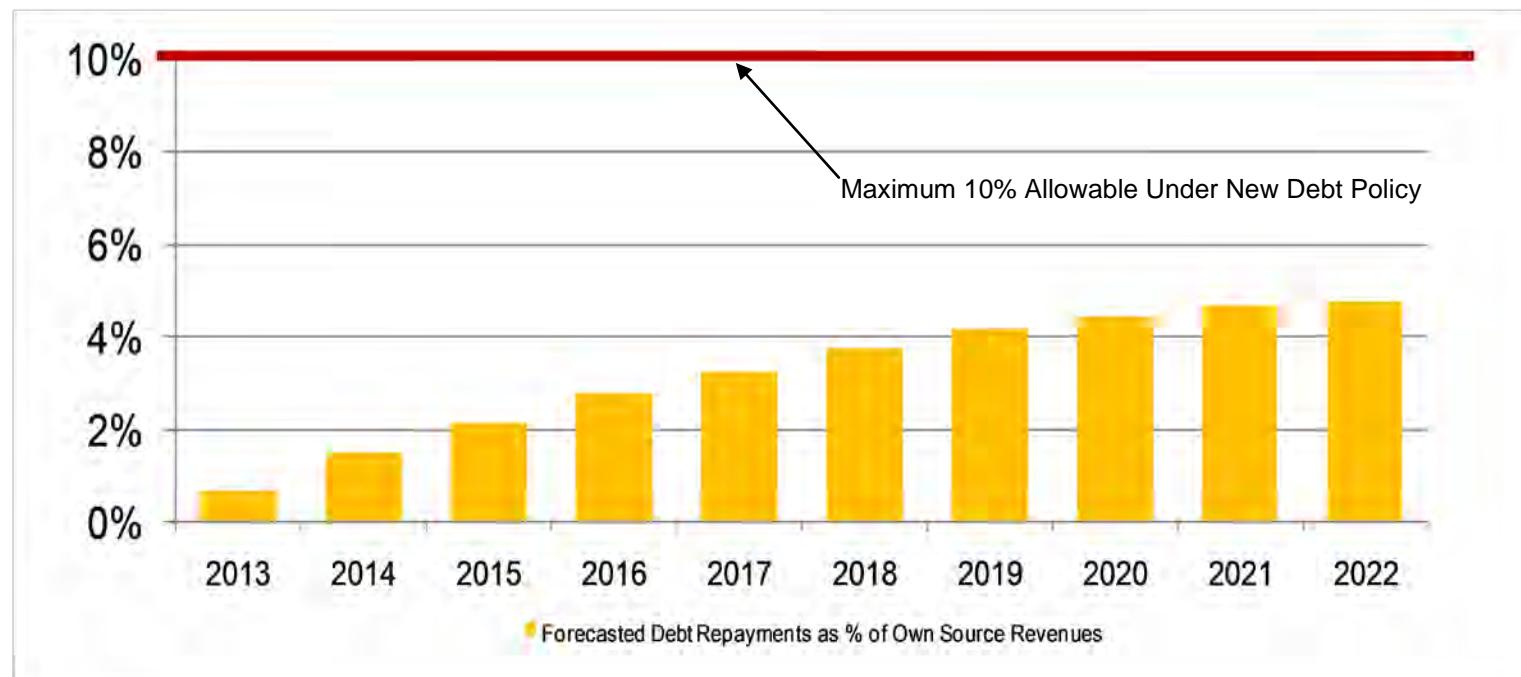
The following chart shows the depreciation based on historical costs for the City at \$109.8 million as of the end of 2011. The depreciation based on replacement costs is \$357.9 million. The transfer to the capital reserve in 2012 was \$27.6 million and the forecasted incremental increase in 2013 is \$3.4 million for a total Transfer to Capital of \$31 million. Currently, the City is providing for about 25% of the depreciation cost, based on historical values. The infrastructure gap in 2012 is \$82 million. To fully fund the City's historical depreciation cost, an increase in the City's tax levy of almost 24% would be required. Based on estimated replacement costs, the City is only providing for 8% of the replacement value of assets used up each year, resulting in a real annual infrastructure gap as high as \$330 million. Closing this gap would require an increase in the City's annual tax levy increase of over 95%. In addition, as new infrastructure is added, depreciation costs increase. The infrastructure gap can only be narrowed by increasing tax based funding raised through an infrastructure levy and issuing debt. Alternatively, the City can reduce service levels and let the quality of infrastructure deteriorate.

## 7.2 Maintain Capital Infrastructure with Prudent Debt Management

In order to address this infrastructure gap, the City requires a minimum annual levy equal to a 2% increase in the City's Budget to provide funding for capital infrastructure and debt repayment. The 2% levy is forecasted to be required for the next ten years, with 1% on average going to the transfer to capital reserve directly to fund capital expenditures and 1% to repay debt issued to finance capital requirements. This 2% levy will help in gradually reducing the infrastructure gap over the years.

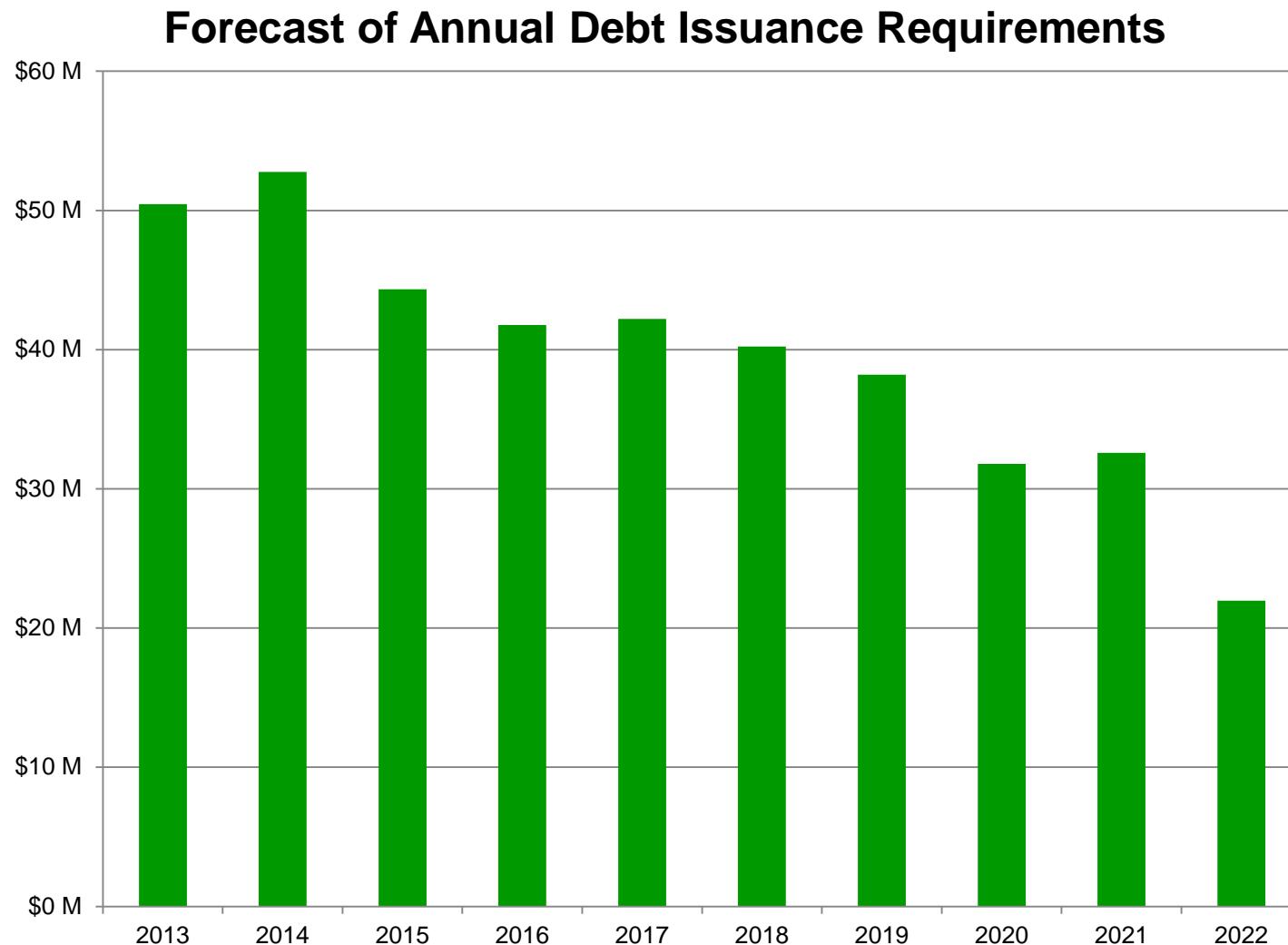
The City's new debt policy includes an annual debt repayment limit of 10% of own source revenues. The following chart shows forecasted debt repayments as a percentage of own source revenues based on \$396 million of forecasted total debt issuance for the next ten years. The City is well within these limits.

**Debt Repayment of Principal and Interest as a Percentage of Own Source Revenues**



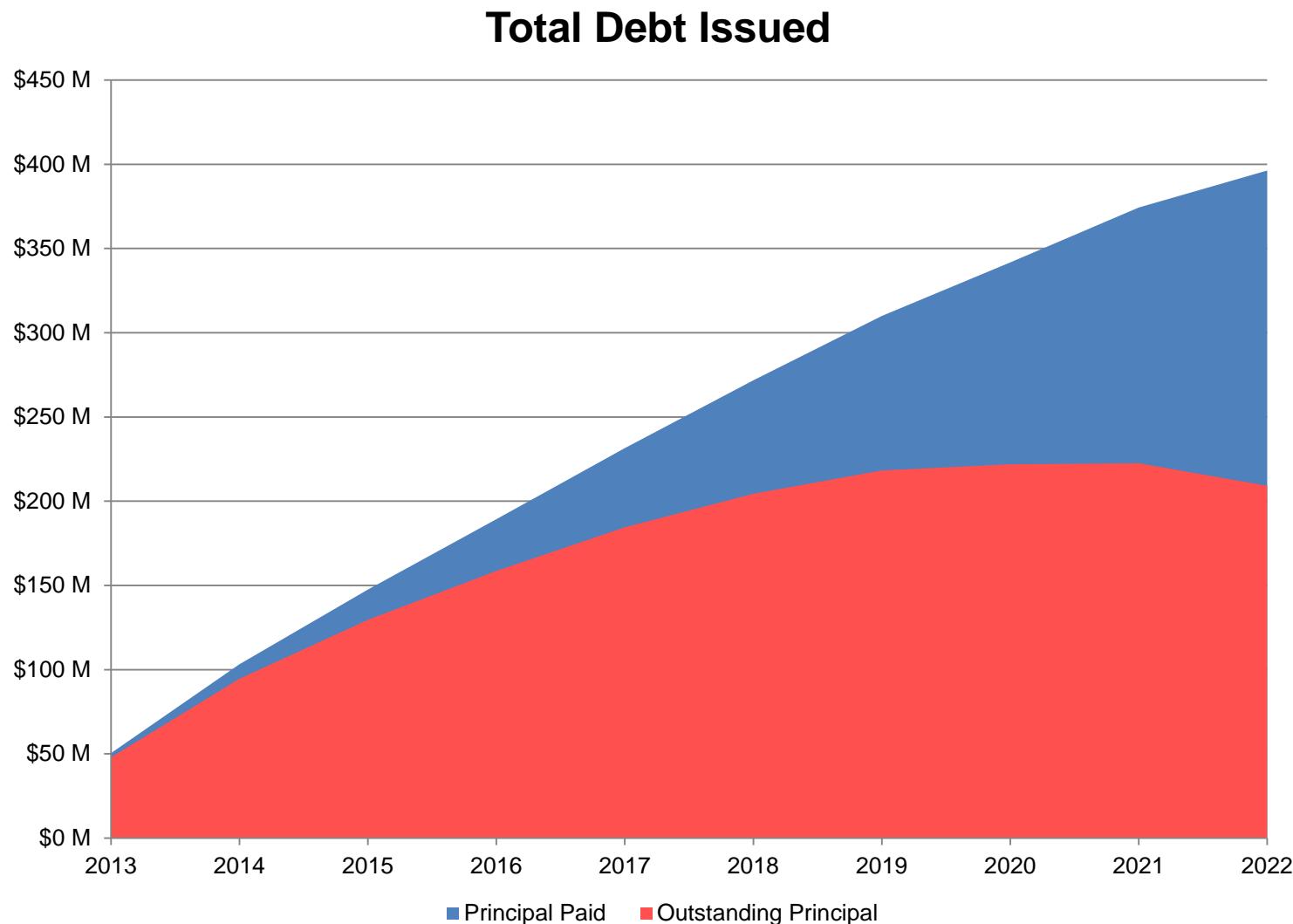
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The following chart provides the forecasted annual debt requirements for each of the next 10 years.



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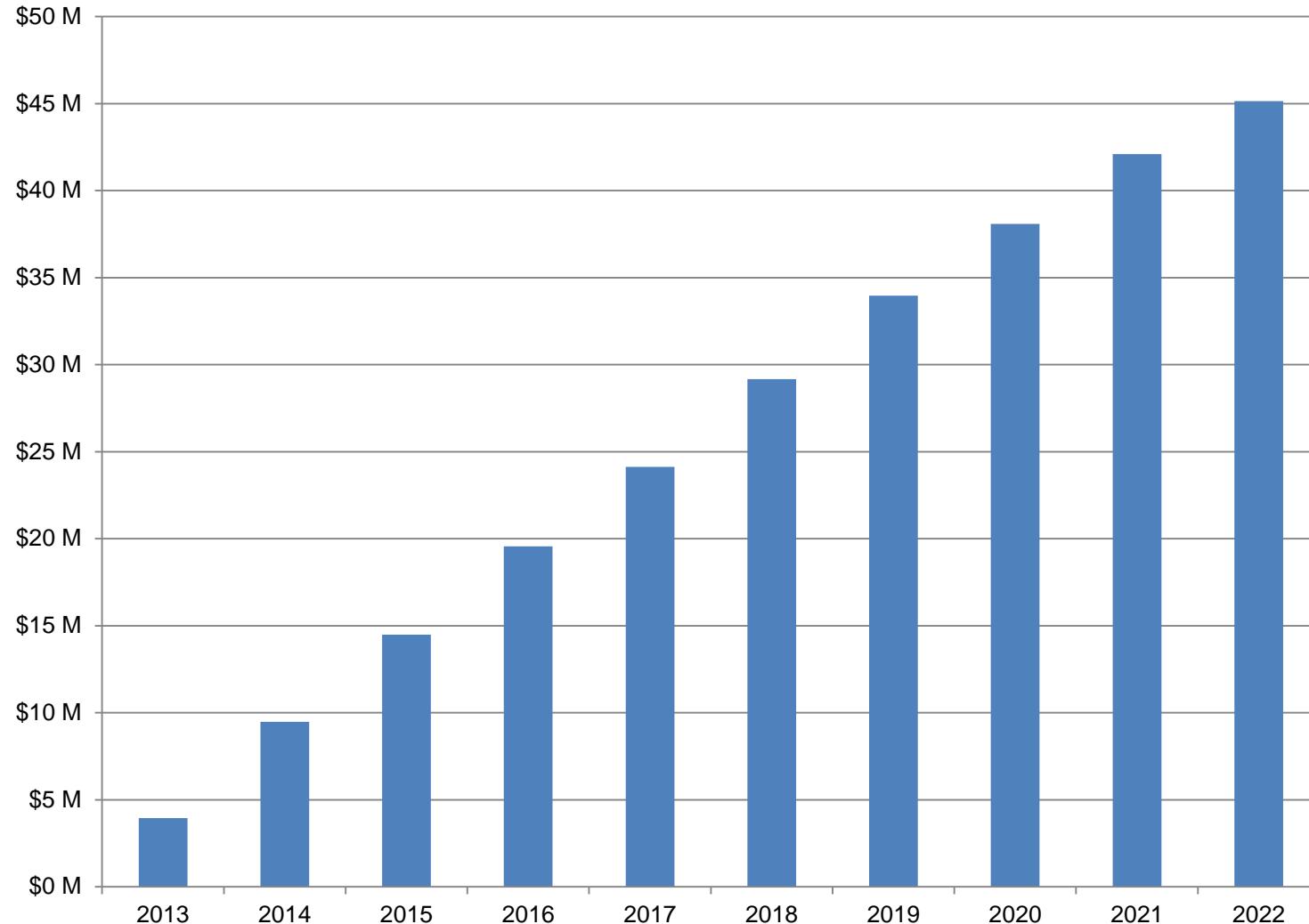
The City is forecasting debt issuance of \$396 million by 2022, as shown in the chart "Total Debt Issued". The City is forecasting that the outstanding principal will peak in 2021 and then starts to decline.



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The following chart provides the forecasted debt repayments of principal and interest in total over the next 10 years.

## Forecasted Debt Repayments



### **7.3 Capital Program Funding Issues**

To fully fund the 2013 – 2022 capital program requests the City would require an annual capital infrastructure and debt repayment levy of over 5% for the next 10 years. This would put significant pressure on the tax levy in 2013 and future operating budgets as well as requiring significant debt. Staff is proposing a 2% capital infrastructure and debt repayment levy with 1% allocated to fund capital infrastructure and 1% to debt repayment of principal and interest. This levy ensures the long term financial stability of the capital program.

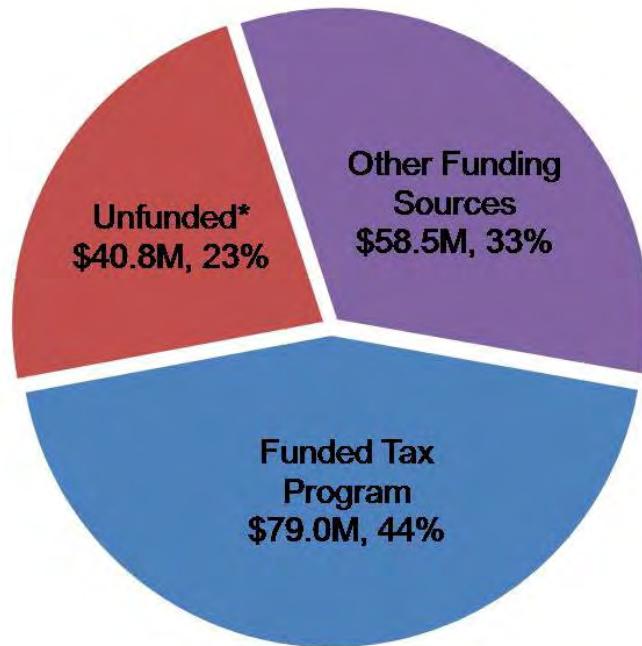
With this constraint, there are \$40.8 million in 2013 and \$930.6 million in 2013 to 2022 of capital project requests that could not be funded. City staff developed a model to assist with the prioritization of capital requests to ensure that the highest priority projects were funded across the Corporation. All tax funded capital projects were prioritized in the following categories: Mandatory, Critical, Efficiency / Cost Savings, State of Good Repair and Improvements. The definitions of these categories are detailed in the financial policies section near the end of this book. Some Service Areas have funding sources other than tax based reserve funds and debt and those Service Areas used these funds for high priority projects. Examples of other funding sources include:

- Federal Gas Tax funds can be used to fund transit, roads and bridges;
- Cash-in-lieu of Parkland can be used to fund parkland acquisition, recreational facilities and equipment; and
- Development Charges are used to fund projects required due to growth.

The charts which follow show total capital program requests for 2013 and for the 10 year period 2013 to 2022. In 2013, requests totalled \$178.3 million of which had \$137.5 million can be funded with \$40.8 million or 23% of the requests unfunded. For 2013 to 2022, the unfunded amount is \$930.6 million or 37% of the 10 year requests. With the 2% capital infrastructure and debt repayment levy the City will see deterioration in the quality of its infrastructure and service levels, see deferrals or elimination of a number of new capital initiatives and requests for increased funding towards capital projects. While the funding shortfalls will have minimal impact on residents in 2013 over time there will be noticeable declines in the maintenance standards of roads, buildings, community centers, parks and other capital infrastructure owned and maintained by the City.

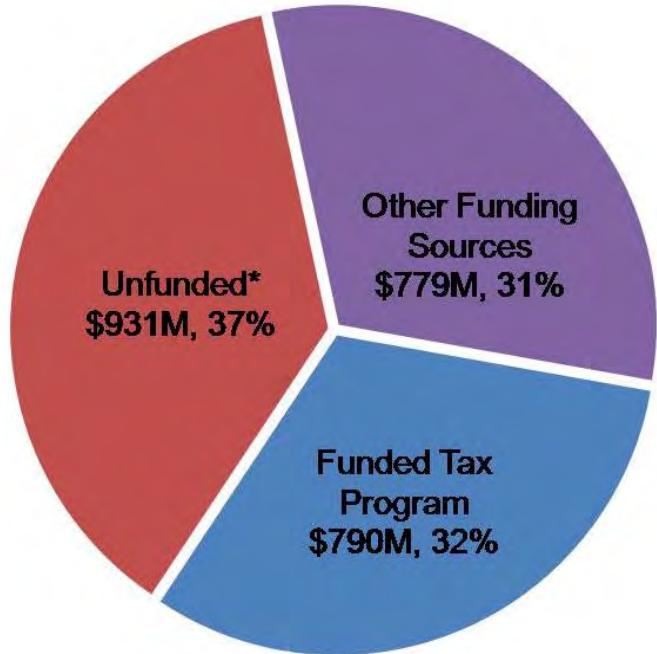
**2013 Total Gross Capital Requests \$178.3 Million**

(Funded Capital Requests \$137.5 million)



**2013 to 2022 Total Gross Capital Requests \$2.5 Billion**

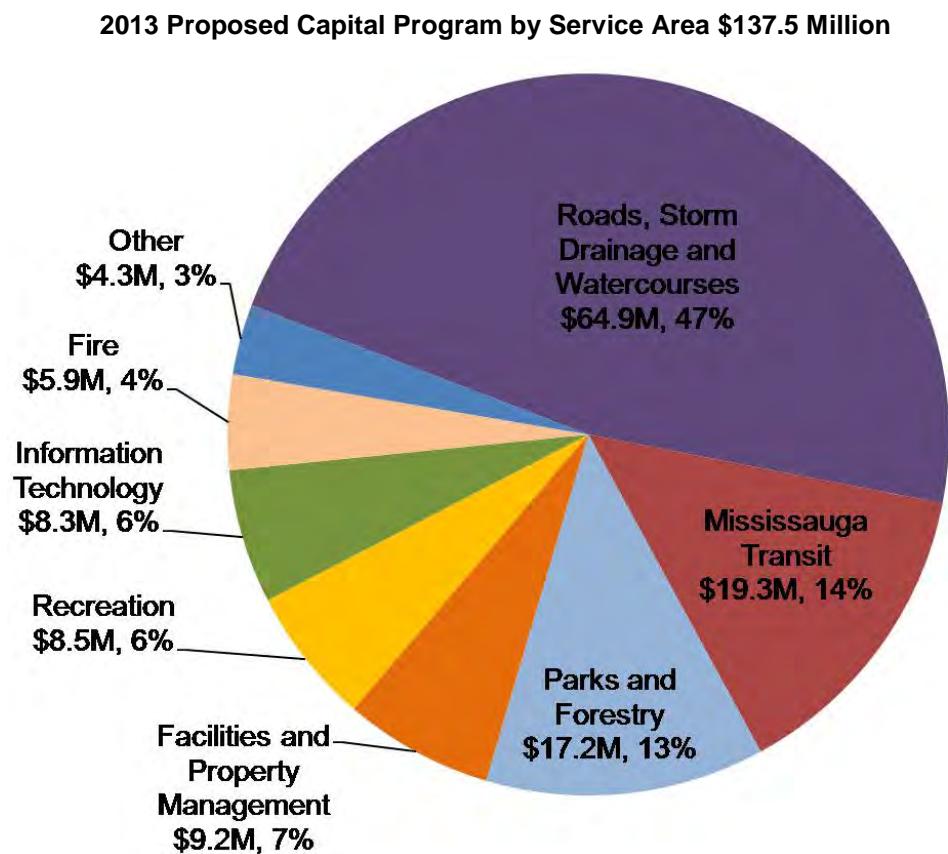
(Funded Capital Requests \$1.6 Billion)



\*Includes unfunded capital for projects normally funded by development charges and other non-tax funding sources

#### 7.4 2013 Capital Budget

The total proposed 2013 Gross Capital Budget is \$137.5 million. The allocation by Service Area is shown below. Transportation related expenditures account for over 61% of the Budget, with Roads, Storm Drainage and Watercourses at \$64.9 million or 47%, and Transit at \$19.3 million or 14%. The next largest capital program is in the Parks and Forestry Services Area at \$17.2 million or 13% of the total proposed Capital Budget. The Other category includes various Service Areas including Mississauga Library, Strategic Policy, Arts and Culture, Regulatory.



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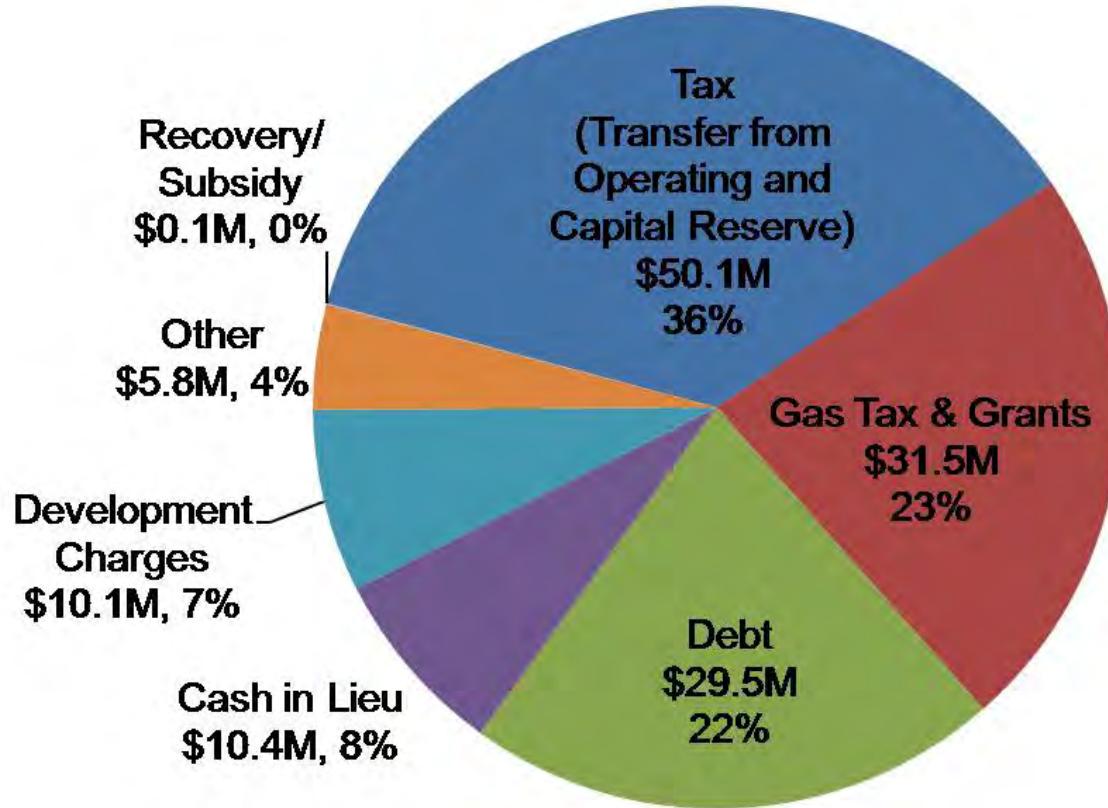
**Highlights of the 2013 proposed capital program are as follows:**

- \$26.9 million for road rehabilitation;
- \$13.9 million for replacement of 24 buses;
- \$8.6 million for storm drainage including \$3.3 million for Cooksville Creek Improvements;
- \$7.6 million for building lifecycle maintenance of various City facilities;
- \$7.0 million for Phase Two of the street lighting retrofit to light emitting diode (LED) project;
- \$6.5 million for major roads and bridges and structure related works such as the Pedestrian Overpass- Ogden Avenue to North Service Road;
- \$6.5 million for the design and construction of River Grove Community Centre and Meadowvale Community Centre; and
- \$2.5 million for the first phase to address the effects of the Emerald Ash Borer on City owned ash trees.

Almost 90% of the 2013 Capital Budget is financed from taxes, debt, gas taxes and grants. The City is borrowing a total of \$50.5 million in 2013. Debt financing for 2013 is proposed for Phase Two of the LED street light conversion project, which was approved by Council on December 14, 2011, and the Road Rehabilitation program along with Cooksville Creek and Sawmill Creek erosion control projects. The proposed 2013 capital program requires \$29.5 million of debt issuance which is shown in the chart below. Debt financing for 2012 projects include Phase One of the LED Streetlighting project and the Dundas Street East bridge over Cooksville Creek. These projects which total \$21.0 million, were approved in the 2012 budget and are not

shown in the chart below. Project expenditures were slower than anticipated in 2012 which allowed the city to delay issuing debt.

Financing the 2013 Proposed Capital Budget \$137.5 Million

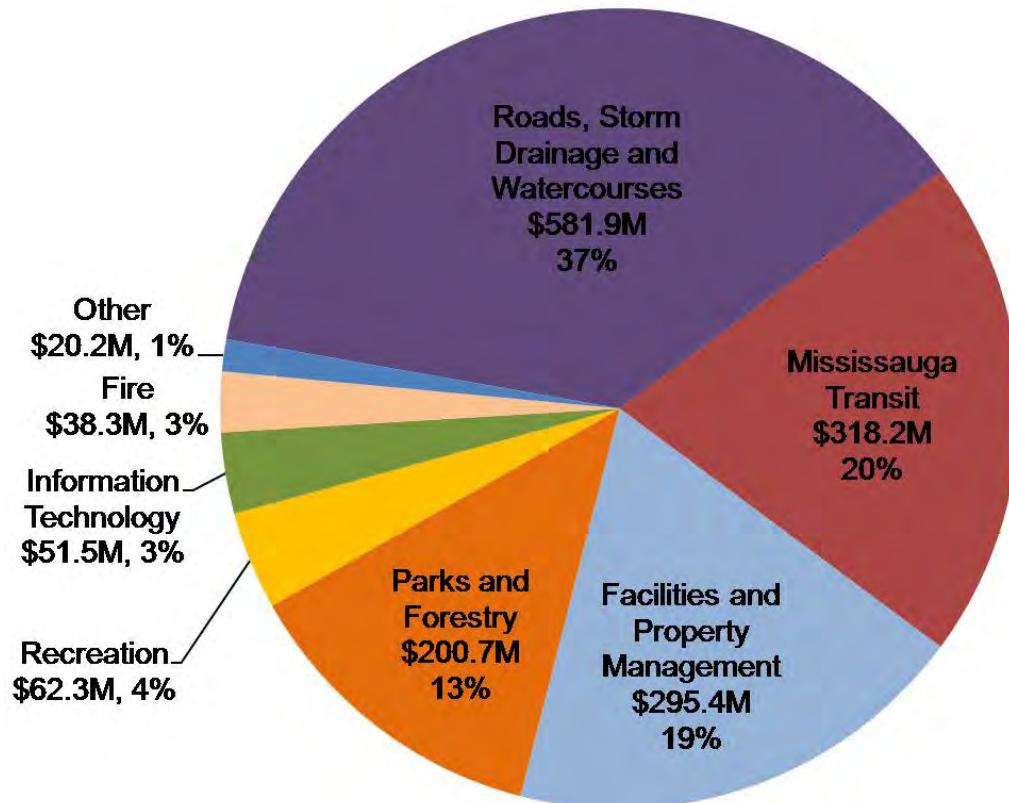


## 7.5 2013 to 2022 Capital Budget Forecast

The 10 year Capital provides for investments in the City's existing infrastructure to maintain it in a state of good repair and in the development of infrastructure required to implement the Strategic Plan and related Master plans. The ten year capital budget totals \$1.6 billion, which is primarily allocated to projects in Mississauga Transit, Roads, Storm Drainage and Watercourses, City facilities and Parks and Forestry. Tax based capital requests were prioritized through the Capital Prioritization process.

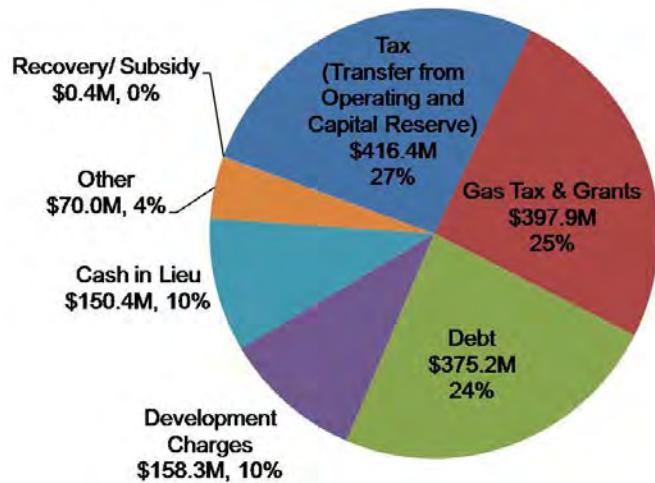
The following two charts show the forecast ten year capital programs by Service Area and the sources of funding for this program.

**Financing the 2013-2022 Capital Budget Forecast \$1.6 Billion**



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**Financing the 2013-2022 Capital Budget Forecast**  
\$1.6 Billion



\*Note: 2013 to 2022 Debt of \$375 million plus 2012 Debt incurred in 2013 of \$21 million equals a total debt issuance of \$396 million.

**Highlights of the 2013 to 2022 Forecast Capital Budget are as follows:**

- \$304.5 million for road rehabilitation;
- \$282.2 million for building lifecycle maintenance of various City facilities;
- \$198.1 million for replacement and growth bus acquisitions;
- \$99.0 million for parkland acquisitions;
- \$56.1 million for the renovation of facilities including Meadowvale, River Grove and South Common Community Centres and Iceland Arena;
- \$51.0 million for the Emerald Ash Borer program;
- \$39.8 million for the Bus Rapid Transit line, totalling \$290.0 million;
- \$20.6 million for the replacement of fire vehicles;
- \$19.9 million for the Cycling Program;
- \$19.0 million for the construction of a second downtown bus transit terminal;
- \$17.0 million for the street lighting retrofit to the light emitting diode (LED) light source project;
- \$13.1 million for grade separations on Goreway Drive, Drew Road and Ninth Line, to relieve traffic congestion; and
- \$9.7 million for the renovations of five Fire Stations as well as construction of three new Fire Stations.

## 8.0 Staffing Impacts of Proposed Budget

The City of Mississauga delivers services and services are delivered by people. The new initiatives proposed in the 2013 Budget, with the expansion of transit service requiring a majority of new staffing resources, represent increased service levels and some will require staffing in order to be able to deliver them. Restructuring and streamlining of services reflected in the Efficiency and Cost Savings section of the Service Area business plans have resulted in some staff reductions. The following table sets out the proposed full time equivalent (FTE) positions by service area. Appendix 3A includes a listing of the proposed positions.

**Summary of Full Time Equivalents (FTEs)**

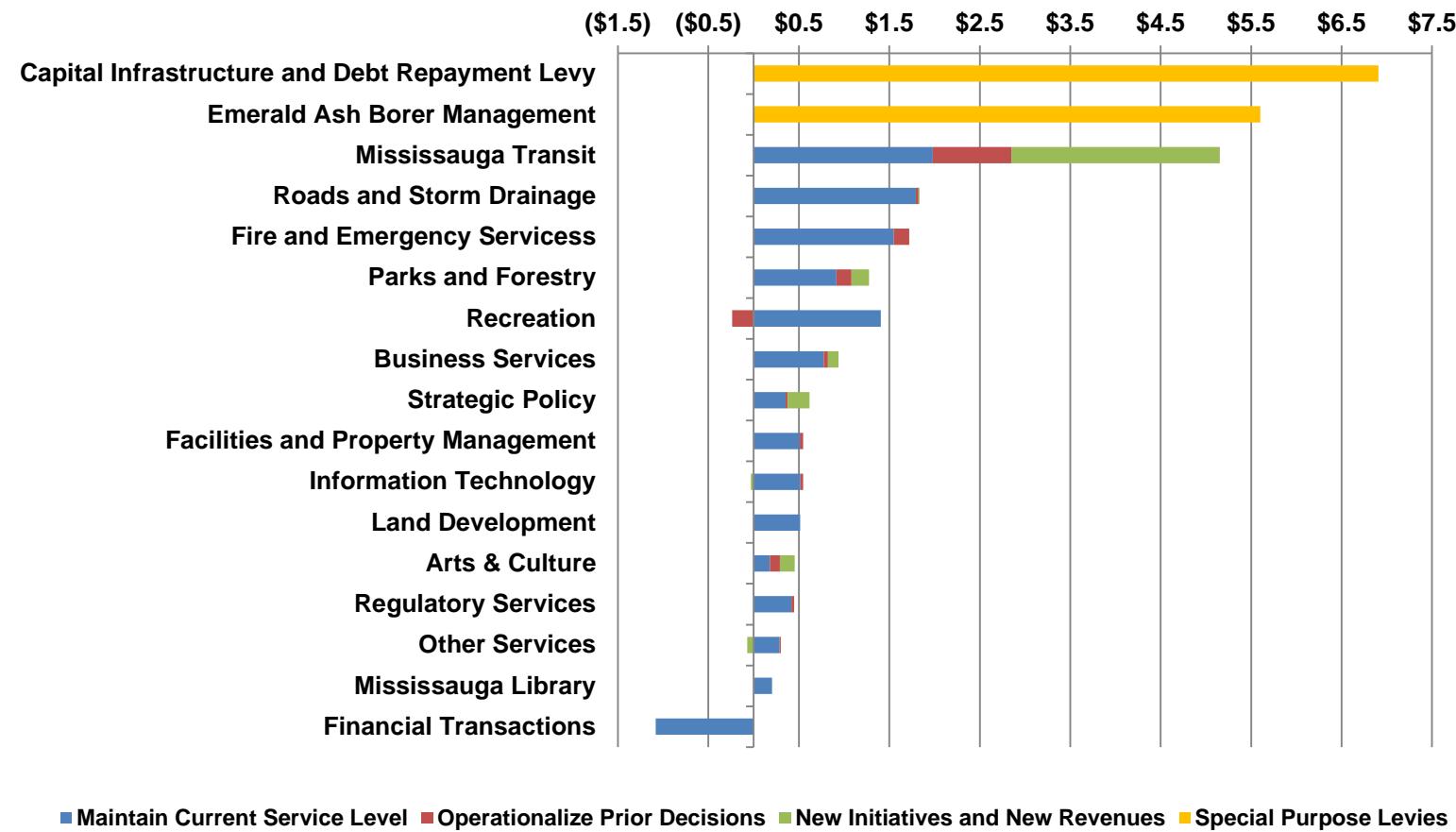
(\$'000's)	2012 FTEs	New Operating FTEs	New Capital FTEs	Total New FTEs	2013 FTEs
Roads, Storm Drainage & Watercourses	417.3	2.0	0.0	2.0	419.3
Fire & Emergency Services	707.0	(1.0)	0.0	(1.0)	706.0
Mississauga Transit	1,247.6	42.0	0.0	42.0	1,289.6
Recreation	764.6	(8.4)	0.0	(8.4)	756.2
Parks & Forestry	361.2	0.2	2.0	2.2	363.4
Mississauga Library System	330.5	(6.0)	0.0	(6.0)	324.5
Land Development Services	150.8	(2.0)	0.0	(2.0)	148.8
Legislative Services	76.1	1.3	0.0	1.3	77.4
Arts & Culture	57.6	0.8	0.0	0.8	58.4
Regulatory Services	132.0	1.0	0.0	1.0	133.0
Facility & Property Management	181.7	(1.4)	0.0	(1.4)	180.3
Strategic Policy	85.1	2.0	1.0	3.0	88.1
Information Technology	129.0	0.0	(0.7)	(0.7)	128.3
Business Services	240.8	1.2	(3.0)	(1.8)	239.0
Departmental Business Services	111.1	0.0	0.0	0.0	111.1
Mayor and Council	39.2	0.0	0.0	0.0	39.2
<b>Total City-Wide FTE by Service</b>	<b>5,031.5</b>	<b>31.7</b>	<b>(0.7)</b>	<b>31.0</b>	<b>5,062.5</b>

Note: Numbers may not balance due to rounding.

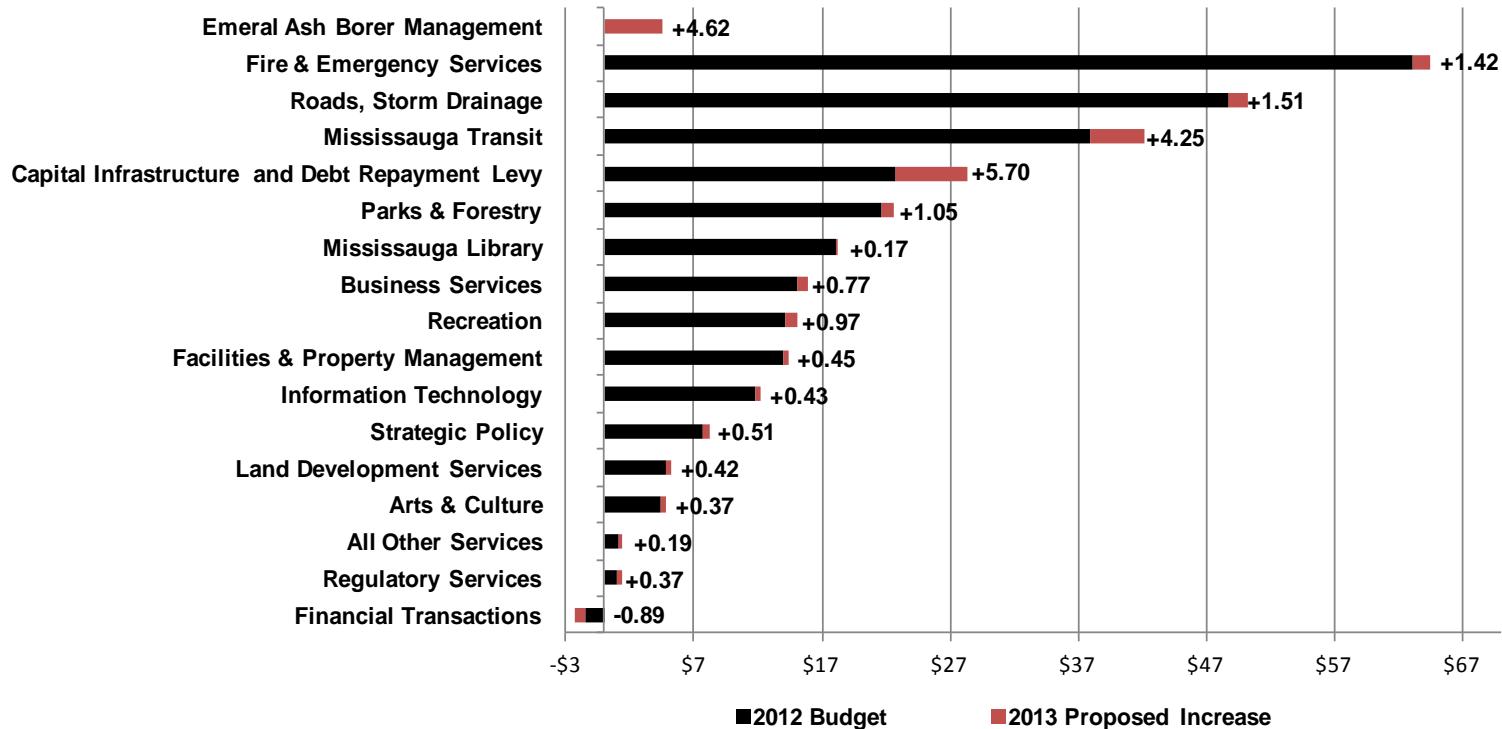
## 9.0 City Property Tax Distribution

### Where Your 2013 Increase in City Tax Dollars Will Go

The following charts illustrate where the increase in your residential City property taxes will go. The chart below illustrates the distribution of the 2013 budget increase by service area or major initiative and the corresponding increase of \$22.31 per \$100,000 of residential assessment.



In 2012, the City share of property taxes was \$285 per \$100,000 of Assessment based on an average home. The 2013 Proposed Budget results in an increase of \$22.31 for a total of \$ 307.31 per \$100,000 of Assessment. The following chart shows where your city tax dollars go with the black bar representing the 2012 budget and the associated increase in 2013 is shown by the red bar.



2012 City Share of Property Taxes are \$285.00 per \$100,000 of Assessment.

2013 Proposed Budget increase is \$22.31 for a total of \$307.31 per \$100,000 of Assessment.

## Property Tax Impacts

The following charts present the impact of the City's proposed 2013 Budget on residential, commercial and industrial property types with various assessed property values.

2013 Impact on Residential Tax Bill					
Type of Housing		Condominium	Townhouse	Detached 3 Bedroom	Detached 4 Bedroom Executive
Assessment	\$100,000	\$250,000	\$350,000	\$430,000	\$750,000
Proposed Mississauga Budget	\$22.31	\$55.77	\$78.08	\$95.92	\$167.31
Forecast Peel Region Budget	\$6.57	\$16.42	\$22.99	\$28.24	\$49.26
<b>Total</b>	<b>\$28.88</b>	<b>\$72.19</b>	<b>\$101.06</b>	<b>\$124.16</b>	<b>\$216.56</b>

2013 Impact on Commercial Tax Bill					
	\$100,000	\$500,000	\$1,000,000	\$5,000,000	\$10,000,000
Assessment	\$100,000	\$500,000	\$1,000,000	\$5,000,000	\$10,000,000
Proposed Mississauga Budget	\$31.32	\$156.62	\$313.24	\$1,566.19	\$3,132.38
Forecast Peel Region Budget	\$9.26	\$46.30	\$92.59	\$462.96	\$925.93
<b>Total</b>	<b>\$40.58</b>	<b>\$202.92</b>	<b>\$405.83</b>	<b>\$2,029.15</b>	<b>\$4,058.30</b>

2013 Impact on Industrial Tax Bill					
	\$100,000	\$500,000	\$1,000,000	\$5,000,000	\$10,000,000
Assessment	\$100,000	\$500,000	\$1,000,000	\$5,000,000	\$10,000,000
Proposed Mississauga Budget	\$34.90	\$174.50	\$349.00	\$1,744.99	\$3,489.98
Forecast Peel Region Budget	\$10.32	\$51.58	\$103.16	\$515.81	\$1,031.63
<b>Total</b>	<b>\$45.22</b>	<b>\$226.08</b>	<b>\$452.16</b>	<b>\$2,260.80</b>	<b>\$4,521.61</b>

Assumes 1.5% Regional increase.

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## **10.0 Conclusion**

The City is facing many pressures due to inflation, our strategic goals for the City including the demand to expand transit service, the Emerald Ash Borer management plan to protect the City's tree canopy and the need to maintain the City's capital infrastructure investment. The 2013 proposed budget tries to find an appropriate balance between meeting these pressures and the impact on the property tax payers. When compared to taxes paid to other levels of government and for other non-discretionary expenditures, property taxes represent good value for money. Property taxes provide for the services that residents use everyday and are a key ingredient in our quality of life.

The following appendices provide further detail:

Appendix 1A: 2013 Proposed Budget by Service Area

Appendix 1B: 2014 Proposed Budget by Service Area

Appendix 1C: 2015 Proposed Budget by Service Area

Appendix 1D: 2016 Proposed Budget by Service Area

Appendix 2A: City Wide Capital Budget Summary – 2013 Recommended Funding

Appendix 2B: 2013 to 2022 Capital Budget Forecast by Service

Appendix 2C: 2013 to 2022 City Wide Capital Budget – Recommended Funding Summary

Appendix 3A: 2013 Summary of FTE Adjustments

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

**Appendix 1A: 2013 Proposed Budget by Service Area (\$ millions)**

Service Area	2012 Operating Budget (\$)	Maintain Current Service Level (\$)	Operationalize Prior Decisions (\$)	New Initiatives (\$)	2013 Proposed Budget (\$)	Increase from Prior Year
Fire and Emergency Services	86.6	1.6	0.2	0.0	88.4	2.0%
Roads & Storm Drainage	67.3	1.8	0.0	0.0	69.1	2.7%
Mississauga Transit	51.8	2.0	0.9	2.3	57.0	9.9%
Parks & Forestry	29.6	0.9	0.2	0.2	30.9	4.3%
Library Services	24.6	0.2	0.0	0.0	24.8	0.8%
Business Services	22.1	0.8	0.0	0.1	23.1	4.2%
Facility & Property Management	19.7	0.5	0.0	0.0	20.2	2.8%
Recreation	19.4	1.4	(0.2)	0.0	20.6	6.0%
Information Technology	17.3	0.5	0.0	(0.0)	17.8	3.0%
Strategic Policy	10.7	0.4	0.0	0.2	11.3	5.8%
Land Development Services	6.7	0.5	0.0	0.0	7.2	8.2%
Arts & Culture	6.1	0.2	0.1	0.2	6.6	7.4%
Mayor & Council	4.2	0.1	0.0	0.0	4.3	2.5%
Regulatory Services	1.4	0.4	0.0	0.0	1.9	31.8%
Legislative Services	(2.6)	0.2	0.0	(0.1)	(2.5)	(4.9%)
Financial Transactions	(19.5)	(1.1)	0.0	0.0	(20.6)	5.5%
Assessment Growth						0.0%
<b>Total</b>	<b>345.4</b>	<b>10.4</b>	<b>1.3</b>	<b>2.9</b>	<b>360.0</b>	<b>4.2%</b>
<b>Special Purpose Levies</b>						
Capital Infrastructure and Debt Repayment Levy				6.9	6.9	
Emerald Ash Borer Management Plan				5.6	5.6	
<b>Total Proposed Budget</b>	<b>345.4</b>				<b>372.5</b>	

**Appendix 1B: 2014 Proposed Budget by Service Area (\$ millions)**

Service Area	2013 (\$)	Maintain Current Service Level (\$)	Operationalize Prior Decisions (\$)	New Initiatives (\$)	2014 Proposed Budget (\$)	Increase from Prior Year
Fire and Emergency Services	88.4	2.0	0.0	0.3	90.7	2.7%
Roads & Storm Drainage	69.1	2.6	0.0	0.2	71.9	4.0%
Mississauga Transit	57.0	2.5	0.0	4.5	64.0	12.3%
Parks & Forestry	30.9	0.6	0.0	0.2	31.7	2.6%
Library Services	24.8	0.2	0.0	0.0	25.0	0.9%
Business Services	23.1	0.8	0.0	0.1	24.0	4.0%
Facility & Property Management	20.2	0.5	0.0	0.0	20.7	2.2%
Recreation	20.6	1.1	(0.5)	(0.1)	21.1	2.8%
Information Technology	17.8	0.4	0.0	(0.0)	18.2	2.0%
Strategic Policy	11.3	0.3	0.0	0.1	11.7	3.9%
Land Development Services	7.2	0.6	0.0	0.0	7.8	7.8%
Arts & Culture	6.6	0.2	0.0	0.3	7.0	7.0%
Mayor & Council	4.3	0.1	0.0	0.0	4.4	2.7%
Regulatory Services	1.9	0.2	0.0	0.0	2.1	10.7%
Legislative Services	(2.5)	0.1	0.0	(0.2)	(2.5)	2.5%
Financial Transactions	(20.6)	(1.6)	0.0	0.0	(22.2)	7.9%
Assessment Growth						(0.3%)
<b>Total</b>	<b>360.0</b>	<b>10.6</b>	<b>(0.4)</b>	<b>5.4</b>	<b>375.5</b>	<b>3.9%</b>
<b>Special Purpose Levies</b>						
Capital Infrastructure and Debt Repayment Levy	6.9			7.3	14.2	
Emerald Ash Borer Management Plan	5.6			0.0	5.6	
<b>Total Proposed Budget</b>	<b>372.5</b>				<b>395.3</b>	

\* Total Increase from Prior Year includes previous year's Special Purpose Levies.

**Appendix 1C: 2015 Proposed Budget by Service Area (\$ millions)**

Service Area	2014 (\$)	Maintain Current Service Level (\$)	Operationalize Prior Decisions (\$)	New Initiatives (\$)	2015 Proposed Budget (\$)	Increase from Prior Year
Fire and Emergency Services	90.7	1.8	0.0	0.1	92.6	2.1%
Roads & Storm Drainage	71.9	2.5	0.0	0.2	74.6	3.8%
Mississauga Transit	64.0	1.1	0.0	4.9	69.9	9.3%
Parks & Forestry	31.7	0.6	0.2	(0.1)	32.5	2.4%
Library Services	25.0	0.3	0.0	0.0	25.3	1.0%
Business Services	24.0	0.7	0.0	0.0	24.7	3.0%
Facility & Property Management	20.7	0.5	0.0	0.0	21.2	2.5%
Recreation	21.1	0.9	0.1	0.0	22.1	4.7%
Information Technology	18.2	0.5	0.0	0.0	18.6	2.5%
Strategic Policy	11.7	0.3	0.0	0.4	12.5	6.3%
Land Development Services	7.8	0.6	0.0	0.0	8.3	7.2%
Arts & Culture	7.0	0.1	(0.0)	0.1	7.3	3.6%
Mayor & Council	4.4	0.1	0.0	0.0	4.5	3.0%
Regulatory Services	2.1	0.3	0.0	0.0	2.4	16.2%
Legislative Services	(2.5)	0.1	0.0	0.0	(2.4)	(5.6%)
Financial Transactions	(22.2)	0.2	0.0	0.0	(22.1)	(0.8%)
Assessment Growth						(0.3%)
<b>Total</b>	<b>375.5</b>	<b>10.5</b>	<b>0.3</b>	<b>5.8</b>	<b>392.1</b>	<b>3.9%*</b>
<b>Special Purpose Levies</b>						
Capital Infrastructure and Debt Repayment Levy	14.2			7.6	21.8	
Emerald Ash Borer Management Plan	5.6			0.0	5.6	
<b>Total Proposed Budget</b>	<b>395.3</b>				<b>419.5</b>	

\* Total Increase from Prior Year includes previous year's Special Purpose Levies.

**Appendix 1D: 2016 Proposed Budget by Service Area (\$ millions)**

Service Area	2015 (\$)	Maintain Current Service Level (\$)	Operationalize Prior Decisions (\$)	New Initiatives (\$)	2016 Proposed Budget (\$)	Increase from Prior Year
Fire and Emergency Services	92.6	1.8	0.0	0.0	94.4	1.9%
Roads & Storm Drainage	74.6	2.0	0.0	0.2	76.8	3.0%
Mississauga Transit	69.9	1.1	0.0	2.7	73.7	5.5%
Parks & Forestry	32.5	0.6	0.0	0.1	33.2	2.1%
Library Services	25.3	0.3	0.0	0.0	25.5	1.1%
Business Services	24.7	0.7	0.0	0.0	25.4	2.8%
Facility & Property Management	21.2	0.5	0.0	0.0	21.7	2.5%
Recreation	22.1	0.9	0.2	(0.1)	23.2	5.0%
Information Technology	18.6	0.4	0.0	0.0	19.0	1.9%
Strategic Policy	12.5	0.3	0.0	0.1	12.9	3.5%
Land Development Services	8.3	0.6	0.0	0.1	9.0	7.6%
Arts & Culture	7.3	0.1	0.0	0.1	7.5	3.8%
Mayor & Council	4.5	0.1	0.0	0.0	4.7	2.9%
Regulatory Services	2.4	0.3	0.0	0.0	2.7	14.3%
Legislative Services	(2.4)	0.1	0.0	0.0	(2.3)	(4.7%)
Financial Transactions	(22.1)	1.8	0.0	0.0	(20.3)	(8.0%)
Assessment Growth						(0.3%)
<b>Total</b>	<b>392.1</b>	<b>11.7</b>	<b>0.3</b>	<b>3.2</b>	<b>407.2</b>	<b>3.4%*</b>
<b>Special Purpose Levies</b>						
Capital Infrastructure and Debt Repayment Levy	21.8			8.0	29.8	
Emerald Ash Borer Management Plan	5.6			0.0	5.6	
<b>Total Proposed Budget</b>	<b>419.5</b>				<b>442.6</b>	

\* Total Increase from Prior Year includes previous year's Special Purpose Levies.

**Appendix 2A: City Wide Capital Budget Summary – 2013 Recommended Funding (\$ millions)**

	<b>Gross Cost (\$)</b>	<b>Recovery/ Subsidy (\$)</b>	<b>Net Cost (\$)</b>
Fire & Emergency Services	5.9	0.0	5.9
Roads, Storm Drainage & Watercourses	64.9	0.0	64.9
Mississauga Transit	19.3	0.0	19.3
Parks & Forestry	17.2	0.1	17.1
Mississauga Library	0.3	0.0	0.3
Business Services	1.5	0.0	1.5
Facility & Property Management	9.2	0.0	9.2
Recreation	8.5	0.0	8.5
Information Technology	8.3	0.0	8.3
Strategic Policy	0.1	0.0	0.1
Land Development Services	1.3	0.0	1.3
Arts & Culture	0.3	0.0	0.3
Regulatory	0.4	0.0	0.4
Legislative	0.4	0.0	0.4
<b>Total City Wide 2013 Capital Budget</b>	<b>137.5</b>	<b>0.1</b>	<b>137.5</b>

**Appendix 2B: 2013 to 2022 Capital Budget Forecast by Service (\$ millions)**

Service Area	2013 (\$)	2014 (\$)	2015-2016 (\$)	2017-2022 (\$)	Total (\$)
Fire & Emergency Services	5.9	2.8	7.4	22.2	38.3
Roads, Storm Drainage & Watercourses	64.9	64.7	121.1	331.2	581.9
Mississauga Transit	19.3	41.6	66.9	190.4	318.2
Parks & Forestry	17.2	20.7	40.8	121.9	200.7
Mississauga Library	0.3	2.0	6.1	1.1	9.5
Business Services	1.5	0.5	0.1	0.6	2.6
Facility & Property Management	9.2	13.8	63.0	209.4	295.4
Recreation	8.5	9.1	23.2	21.5	62.3
Information Technology	8.3	6.2	9.9	27.1	51.5
Strategic Policy	0.1	0.6	0.0	0.1	0.7
Land Development Services	1.3	0.1	0.8	0.0	2.2
Arts & Culture	0.3	0.4	0.2	3.0	4.0
Regulatory	0.4	0.0	0.0	0.0	0.4
Legislative	0.4	0.0	0.2	0.3	0.8
<b>Total Proposed Capital Budget Forecast</b>	<b>137.5</b>	<b>162.5</b>	<b>339.7</b>	<b>928.8</b>	<b>1,568.5</b>

**Appendix 2C: 2013-2022 City Wide Capital Budget – Recommended Funding Summary (\$ millions)**

	2013 (\$)	2014 (\$)	2015 (\$)	2016 (\$)	2017 (\$)	2018 (\$)	2019 (\$)	2020 (\$)	2021 (\$)	2022 (\$)	Total (\$)
<b>Gross Cost</b>	137.5	162.5	171.4	168.3	146.0	150.7	172.7	161.7	148.8	148.9	<b>1,568.5</b>
<b>Recovery/Subsidy</b>	0.1	0.1	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0	<b>0.4</b>
<b>Net Cost</b>	137.5	162.4	171.2	168.2	146.0	150.7	172.7	161.7	148.8	148.9	<b>1,568.1</b>
<b>Net Cost Funding Sources</b>											
Gas Tax & Grants	31.5	36.0	36.2	39.5	25.6	38.3	66.0	46.0	42.5	36.2	<b>397.9</b>
Cash in Lieu	10.4	18.5	32.9	9.1	6.2	8.1	8.2	18.8	18.1	20.1	<b>150.4</b>
Developer Charges	10.1	22.1	16.6	31.3	23.9	15.5	10.3	12.7	5.8	10.0	<b>158.3</b>
Tax	50.1	26.6	35.1	37.5	36.7	38.8	40.8	47.2	46.4	57.1	<b>416.4</b>
Other - Reserves/Contributions	5.8	6.4	6.1	9.0	11.3	9.8	9.2	5.2	3.4	3.7	<b>70.0</b>
External Debt	29.4	52.7	44.3	41.8	42.2	40.2	38.2	31.8	32.6	21.9	<b>375.2</b>
<b>Total Funding Sources</b>	<b>137.5</b>	<b>162.4</b>	<b>171.2</b>	<b>168.2</b>	<b>146.0</b>	<b>150.7</b>	<b>172.7</b>	<b>161.7</b>	<b>148.8</b>	<b>148.9</b>	<b>1,568.1</b>

**Appendix 3A: 2013 Summary of FTE Adjustments by Service Area**

Service	Operating/ Capital	Reason	Initiative	Staff Description	Full Time Permanent FTE	Contract/ Part Time FTE	Total
Roads, Storm Drainage & Watercourses	Operating	New Initiative	Introduction of Environmental Engineer	Environmental Engineer	1.0	0.0	1.0
Roads, Storm Drainage & Watercourses	Operating	Maintain Current Service Levels	Increase in coverage	Crossing Guards	0.0	1.0	1.0
<b>Roads, Storm Drainage &amp; Watercourse - Total Operating FTEs</b>					<b>1.0</b>	<b>1.0</b>	<b>2.0</b>
Fire & Emergency Services	Operating	Maintain Current Service Levels	Fire Communication Staff Elimination	Specific positions to be determined	(1.0)	0.0	(1.0)
<b>Fire &amp; Emergency Services - Total Operating FTEs</b>					<b>(1.0)</b>	<b>0.0</b>	<b>(1.0)</b>
Mississauga Transit	Operating	New Initiative	BRT Operations and Maintenance - Recommended Service Plan	1 Corporate Security Officer	1.0	0.0	1.0
Mississauga Transit	Operating	New Initiative	BRT Operations and Maintenance - Recommended Service Plan	1 Transit Enforcement Officer	1.0	0.0	1.0
Mississauga Transit	Operating	New Initiative	BRT Operations and Maintenance - Recommended Service Plan	18 Operators	18.0	0.0	18.0
Mississauga Transit	Operating	New Initiative	Service Congestion and Overcrowding	18 Operators	18.0	0.0	18.0
Mississauga Transit	Operating	New Initiative	Service Growth - 1%	9 Operators	9.0	0.0	9.0
Mississauga Transit	Operating	Maintain Current Service Levels	Efficiencies and Cost Savings	1 Operator	(1.0)	0.0	(1.0)
Mississauga Transit	Operating	Maintain Current Service Levels	Efficiencies and Cost Savings	1 Body Repair Person	(1.0)	0.0	(1.0)

Service	Operating/ Capital	Reason	Initiative	Staff Description	Full Time Permanent FTE	Contract/ Part Time FTE	Total
Mississauga Transit	Operating	Maintain Current Service Levels	Efficiencies and Cost Savings	1 General Service Person	(1.0)	0.0	(1.0)
Mississauga Transit	Operating	Maintain Current Service Levels	Efficiencies and Cost Savings	1 Subway Cashier	(1.0)	0.0	(1.0)
Mississauga Transit	Operating	Maintain Current Service Levels	Efficiencies and Cost Savings	1 Route Supervisor	(1.0)	0.0	(1.0)
<b>Mississauga Transit - Total Operating FTEs</b>					<b>42.0</b>	<b>0.0</b>	<b>42.0</b>
Recreation	Operating	Maintain Current Service Levels	Remodelling for the Future	Remodelling for the Future Specific positions to be determined	(3.0)	0.0	(3.0)
Recreation	Operating	Maintain Current Service Levels	Part Time Front Desk Efficiencies	Various	0.0	(2.5)	(2.5)
Recreation	Operating	Maintain Current Service Levels	Aquatic Operating Efficiencies	Various	0.0	(1.5)	(1.5)
Recreation	Operating	Maintain Current Service Levels	Reversal -Impact of Terry Fox Pool Closure	Various	0.0	2.4	2.4
Recreation	Operating	Maintain Current Service Levels	Reversal -Impact of McKechnie Pool Closure	Various	0.0	10.0	10.0
Recreation	Operating	Operationalize Prior Decisions	Bell Gairdner Estate & Conference Center	Various	0.0	0.3	0.3
Recreation	Operating	Operationalize Prior Decisions	River Grove Closure Impacts	Various	0.0	(14.0 )	(14.0 )
<b>Recreation - Total Operating FTEs</b>					<b>(3.0)</b>	<b>(5.4)</b>	<b>(8.4)</b>

Service	Operating/ Capital	Reason	Initiative	Staff Description	Full Time Permanent FTE	Contract/ Part Time FTE	Total
Parks & Forestry	Operating	Maintain Current Service Levels	Alignment of Service Levels to Service Standards	Various	0.0	(1.3)	(1.3)
Parks & Forestry	Operating	Maintain Current Service Levels	Park Land Growth	Park Person (Parkland Growth)	1.0	0.7	1.7
Parks & Forestry	Operating	Maintain Current Service Levels	Park Planning & Development (Part-time reduction)	Various	0.0	(0.2)	(0.2)
<b>Parks &amp; Forestry - Total Operating FTEs</b>					<b>1.0</b>	<b>(0.9)</b>	<b>0.2</b>
Parks & Forestry	Capital	New Initiative	Urban Forestry Mobile Solutions	Urban Forestry Mobile Staff (Capital part-time)	0.0	1.0	1.0
Parks & Forestry	Capital	Emerald Ash Borer	Emerald Ash Borer Management Plan	Program Administrator	0.0	1.0	1.0
<b>Parks &amp; Forestry - Total Capital FTEs</b>					<b>0.0</b>	<b>2.0</b>	<b>2.0</b>
Mississauga Library	Operating	Maintain Current Service Levels	Efficiencies and Cost Savings	Various positions to be determined	(4.0)	0.0	(4.0)
Mississauga Library	Operating	Maintain Current Service Levels	Labour Reduction to Offset Fines Revenue Shortfall	Various positions to be determined	(2.0)	0.0	(2.0)
<b>Mississauga Library - Total Operating FTEs</b>					<b>(6.0)</b>	<b>0.0</b>	<b>(6.0)</b>
Land Development Services	Operating	Maintain Current Service Levels	Three Year Plan Reduction	Policy Environmental Planner	(1.0)	0.0	(1.0)
Land Development Services	Operating	Maintain Current Service Levels	Three Year Plan Reduction	Policy Statistician	(1.0)	0.0	(1.0)
<b>Land Development Services - Total Operating FTEs</b>					<b>(2.0)</b>	<b>0.0</b>	<b>(2.0)</b>
Legislative Services	Operating	New Initiative	Early Resolution Legislation-Service Pressures	Team Leader	1.0	0.0	1.0

Service	Operating/ Capital	Reason	Initiative	Staff Description	Full Time Permanent FTE	Contract/ Part Time FTE	Total
Legislative Services	Operating	New Initiative	Early Resolution Legislation-Service Pressures	Court Clerk	1.0	0.0	1.0
Legislative Services	Operating	Maintain Current Service Levels	Lean Production Efficiency	Temporary Staff	0.0	(0.7)	(0.7)
<b>Legislative Services - Total Operating FTEs</b>					<b>2.0</b>	<b>(0.7)</b>	<b>1.3</b>
Arts & Culture	Operating	New Initiative	Grant Support to Culture Groups	Grant Coordinator	1.0	(0.5)	0.5
Arts & Culture	Operating	Maintain Current Service Levels	Operations Support for Museums	Museums Support (part-time Staff)	0.0	0.3	0.3
<b>Arts &amp; Culture - Total Operating FTEs</b>					<b>1.0</b>	<b>(0.3)</b>	<b>0.8</b>
Regulatory	Operating	Maintain Current Service Levels	Increase Parking Enforcement Part-time budgets	To provide adequate staff coverage for 33 Permanent Staff related to vacation, floaters, EPD hours, sick days, lieu and training.	0.0	2.0	2.0
Regulatory	Operating	Maintain Current Service Levels	Reduction of 1 FTE in Compliance & Licensing Enforcement	Enforcement/l nspect position	(1.0)	0.0	(1.0)
<b>Regulatory - Total Operating FTEs</b>					<b>(1.0)</b>	<b>2.0</b>	<b>1.0</b>
Facilities & Property Management	Operating	Maintain Current Service Levels	Daytime cleaning	Part time Service persons	0.0	(0.1)	(0.1)
Facilities & Property Management	Operating	Maintain Current Service Levels	Daytime cleaning	Part time Service persons	0.0	(0.1)	(0.1)

Service	Operating/ Capital	Reason	Initiative	Staff Description	Full Time Permanent FTE	Contract/ Part Time FTE	Total
Facilities & Property Management	Operating	Maintain Current Service Levels	Daytime cleaning	Part time Service persons	0.0	(0.2)	(0.2)
Facilities & Property Management	Operating	Maintain Current Service Levels	Target reduction	FPM staff	(1.0)	0.0	(1.0)
<b>Facilities &amp; Property Management - Total Operating FTEs</b>						<b>(1.0)</b>	<b>(0.4)</b>
Strategic Policy	Operating	Maintain Current Service Levels	1.0 perm FTE reduced to 0.5 temp FTE	EDO staff	(1.0)	0.5	(0.5)
Strategic Policy	Operating	Maintain Current Service Levels	0.5 temp FTE reduced	CSI staff	0.0	(0.5)	(0.5)
Strategic Policy	Operating	New Initiative	Enhanced audit coverage and increased consulting services	Intermediate Internal Auditor	1.0	0.0	1.0
Strategic Policy	Operating	New Initiative	Environment and Real Estate Legal Support	Environment Lawyer	1.0	0.0	1.0
Strategic Policy	Operating	New Initiative	Environment and Real Estate Legal Support	Legal Assistant	1.0	0.0	1.0
<b>Strategic Policy - Total Operating FTEs</b>						<b>2.0</b>	<b>0.0</b>
Strategic Policy	Capital	New Initiative	Transit & Parking Infrastructure Legal Support	Infrastructure Lawyer	0.0	1.0	1.0
<b>Strategic Policy - Total Capital FTEs</b>						<b>0.0</b>	<b>1.0</b>
Information Technology	Capital	Maintain Current Service Levels	Tax System Conversion	TXM Developer	0.0	(1.0)	(1.0)
Information Technology	Capital	Maintain Current Service Levels	311 Inquiries Management	Knowledge Base Developer	0.0	(1.0)	(1.0)
Information Technology	Capital	Maintain Current Service Levels	Windows 7 Project	Project Leader (mid-year)	0.0	(1.0)	(1.0)

Service	Operating/ Capital	Reason	Initiative	Staff Description	Full Time Permanent FTE	Contract/ Part Time FTE	Total
Information Technology	Capital	Maintain Current Service Levels	Windows 7 Project	Application Tester (mid-year)	0.0	(1.0)	(1.0)
Information Technology	Capital	New Initiative	Hastus Project	Hastus Support	0.0	1.0	1.0
Information Technology	Capital	Maintain Current Service Levels	Dynix Library Project	Application Developer	0.0	0.8	0.8
Information Technology	Capital	Maintain Current Service Levels	SAP Enterprise Reporting	Project Leader	0.0	0.5	0.5
Information Technology	Capital	Maintain Current Service Levels	SAP Enterprise Reporting	BOE Specialist	0.0	0.5	0.5
Information Technology	Capital	Maintain Current Service Levels	SAP Enterprise Reporting	Application Developer	0.0	0.5	0.5
<b>Information Technology - Total Capital FTEs</b>					<b>0.0</b>	<b>(0.7)</b>	<b>(0.7)</b>
Business Services	Operating	Maintain Current Service Levels	Cost Savings and Efficiencies	Unplanned Work	0.0	(0.3)	(0.3)
Business Services	Operating	Maintain Current Service Levels	AODA Employment Standard Compliance	Ergonomist	0.0	(0.5)	(0.5)
Business Services	Operating	New Initiative	Communications Master Plan	Digital Online Specialist	1.0	0.0	1.0
Business Services	Operating	Maintain Current Service Levels	Workplace Skills Development for Young Adults	Co-op Student	0.0	1.0	1.0
<b>Business Services - Total Operating FTEs</b>					<b>1.0</b>	<b>0.2</b>	<b>1.2</b>
Business Services	Capital	Maintain Current Service Levels	Development Charges Study	Development Charges Analyst	0.0	0.5	0.5

Service	Operating/ Capital	Reason	Initiative	Staff Description	Full Time Permanent FTE	Contract/ Part Time FTE	Total
Business Services	Capital	Maintain Current Service Levels	FPM Procurement	FPM Buyer	0.0	(1.0)	(1.0)
Business Services	Capital	Maintain Current Service Levels	Inquiries Management- Call Centre	Knowledge Base Specialist	0.0	(1.0)	(1.0)
Business Services	Capital	Maintain Current Service Levels	Inquiries Management- Call Centre	Call Centre Analyst	0.0	(1.0)	(1.0)
Business Services	Capital	Maintain Current Service Levels	Consolidation II	Call Centre Developer	0.0	(0.5)	(0.5)
<b>Business Services – Total Capital FTEs</b>					<b>0.0</b>	<b>(3.0)</b>	<b>(3.0)</b>
<b>Total City-Wide Staff Adjustments</b>					<b>36.0</b>	<b>(5.0)</b>	<b>31.0</b>

**Appendix 3B: City Budget Summary of Full-Time Equivalents**

	2012	2013	2014	2015	2016
<b>Roads, Storm Drainage and Watercourses</b>					
Maintenance Control	118.0	118.0	118.0	118.0	118.0
Engineering & Capital Works	60.6	60.6	60.6	60.6	60.6
Development Construction	12.0	12.0	12.0	12.0	12.0
Corporate Fleet Maintenance	27.7	27.7	27.7	27.7	27.7
Crossing Guards	68.8	69.8	69.8	69.8	69.8
Traffic Management	54.0	54.0	56.0	58.0	60.0
Transportation & Infrastructure Planning	42.1	43.1	43.1	44.1	45.1
Parking Facilities	2.0	2.0	2.0	2.0	2.0
Corporate Support Services Geomatics	32.0	32.0	32.0	32.0	32.0
<b>Total Service Distribution</b>	<b>417.3</b>	<b>419.3</b>	<b>421.3</b>	<b>424.3</b>	<b>427.3</b>
<b>Fire &amp; Emergency Services</b>					
Suppression	616.0	616.0	616.0	616.0	616.0
Building Maintenance	2.0	2.0	3.0	3.0	3.0
Vehicle Maintenance	10.0	10.0	11.0	11.0	11.0
Prevention	40.0	40.0	40.0	40.0	40.0
Divisional Support Services	39.0	38.0	39.0	40.0	40.0
<b>Total Service Distribution</b>	<b>707.0</b>	<b>706.0</b>	<b>709.0</b>	<b>710.0</b>	<b>710.0</b>
<b>Transit</b>					
Transit	1,247.6	1,289.6	1,317.6	1,360.6	1,388.6
<b>Total Service Distribution</b>	<b>1,247.6</b>	<b>1,289.6</b>	<b>1,317.6</b>	<b>1,360.6</b>	<b>1,388.6</b>
<b>Recreation</b>					
Recreation Facilities and Programs	616.7	608.3	591.3	601.3	608.8
Divisional Support Services	75.0	75.0	73.0	73.0	73.0
Golf/Marinas and Hershey Centre	72.9	72.9	72.9	72.9	72.9
<b>Total Service Distribution</b>	<b>764.6</b>	<b>756.2</b>	<b>737.2</b>	<b>747.2</b>	<b>754.7</b>
<b>Parks &amp; Forestry</b>					
Forestry	47.4	49.4	49.4	48.4	48.4
Environment Management	5.0	5.0	6.0	6.0	6.0
Park Planning & Development	32.0	31.8	31.8	31.8	31.8
Park Maintenance	274.8	275.2	275.2	278.0	278.0
Divisional Support Services	2.0	2.0	2.0	2.0	2.0
<b>Total Service Distribution</b>	<b>361.2</b>	<b>363.4</b>	<b>364.4</b>	<b>366.2</b>	<b>366.2</b>

	2012	2013	2014	2015	2016
<b>Library Services</b>					
Central Library Services	76.7	73.7	72.7	71.7	70.7
Public Services	217.8	214.8	211.8	208.8	206.8
Support Services	36.0	36.0	36.0	36.0	35.0
<b>Total Service Distribution</b>	<b>330.5</b>	<b>324.5</b>	<b>320.5</b>	<b>316.5</b>	<b>312.5</b>
<b>Land Development Service</b>					
Development and Design Division	47.5	47.5	47.5	47.5	47.5
Policy Planning Division	22.0	20.0	20.0	20.0	20.0
Building Division	81.3	81.3	81.3	81.3	81.3
<b>Total Service Distribution</b>	<b>150.8</b>	<b>148.8</b>	<b>148.8</b>	<b>148.8</b>	<b>148.8</b>
<b>Legislative Services</b>					
Elections	3.0	3.0	8.0	3.0	3.0
Provincial Offence Act	18.7	20.5	21.5	21.5	21.5
Office of the City Clerk	38.2	38.4	38.4	38.4	38.4
Committee of Adjustments	3.0	3.0	3.0	3.0	3.0
Printing and Mail Services	13.2	12.5	11.5	11.5	11.5
<b>Total Service Distribution</b>	<b>76.1</b>	<b>77.4</b>	<b>82.4</b>	<b>77.4</b>	<b>77.4</b>
<b>Arts &amp; Culture</b>					
Celebration Square	8.0	8.0	8.0	8.0	8.0
Heritage	4.0	4.0	2.5	2.5	2.5
Operations	37.1	37.9	38.7	40.2	40.2
Planning	4.0	4.0	4.0	4.0	4.0
Divisional Support Services	4.5	4.5	4.5	4.5	4.5
<b>Total Service Distribution</b>	<b>57.6</b>	<b>58.4</b>	<b>57.7</b>	<b>59.2</b>	<b>59.2</b>
<b>Regulatory</b>					
Enforcement Administration	8.9	8.9	8.9	8.9	8.9
Animal Services	32.4	32.4	31.4	31.4	31.4
Mobile Licensing	14.0	14.0	14.0	14.0	14.0
Compliance & Licensing Enforcement	27.8	26.8	26.8	26.8	26.8
Parking Enforcement	48.9	50.9	50.9	50.9	50.9
<b>Total Service Distribution</b>	<b>132.0</b>	<b>133.0</b>	<b>132.0</b>	<b>132.0</b>	<b>132.0</b>
<b>Facilities &amp; Property Management</b>					
Building Maintenance	33.0	33.0	33.0	33.0	33.0
Building Operations	40.0	39.6	39.6	39.6	39.6

	2012	2013	2014	2015	2016
Capital Project Management and Space Planning	34.0	33.0	33.0	32.0	32.0
F&PM Divisional Support Service	8.0	8.0	8.0	8.0	8.0
Realty Services	10.0	10.0	10.0	10.0	10.0
Security	52.7	52.7	52.7	52.7	52.7
Utilities	4.0	4.0	4.0	4.0	4.0
<b>Total Service Distribution</b>	<b>181.7</b>	<b>180.3</b>	<b>180.3</b>	<b>179.3</b>	<b>179.3</b>
<b>Strategic Policy</b>					
City Manager and Chief Administrative Officer's Office	2.0	2.0	2.0	2.0	2.0
City Strategy and Innovations	23.6	23.1	23.1	23.1	23.1
Economic Development	15.0	14.5	14.5	15.0	16.0
Internal Audit	7.0	8.0	8.0	8.0	8.0
Legal Services	37.5	40.5	40.5	40.5	39.5
<b>Total Service Distribution</b>	<b>85.1</b>	<b>88.1</b>	<b>88.1</b>	<b>88.6</b>	<b>88.6</b>
<b>Information Technology</b>					
Information Technology	129.0	128.3	123.3	121.3	121.3
<b>Total Service Distribution</b>	<b>129.0</b>	<b>128.3</b>	<b>123.3</b>	<b>121.3</b>	<b>121.3</b>
<b>Business Services</b>					
Revenue, Materiel Management & Business Services	70.1	69.1	66.3	66.3	65.3
Finance	47.3	47.8	45.3	45.3	45.3
Human Resources	66.0	66.5	65.5	65.0	65.0
Communications	57.4	55.6	55.2	55.2	55.2
<b>Total Service Distribution</b>	<b>240.8</b>	<b>239.0</b>	<b>232.3</b>	<b>231.8</b>	<b>230.8</b>
<b>Departmental Business Services</b>					
Community Services	24.5	24.5	24.5	24.5	24.5
Corporate Services	12.0	12.0	12.0	12.0	12.0
Planning & Building	32.3	32.3	32.3	32.3	32.3
Transportation & Works	42.3	42.3	42.3	42.3	42.3
<b>Total Service Distribution</b>	<b>111.1</b>	<b>111.1</b>	<b>111.1</b>	<b>111.1</b>	<b>111.1</b>
<b>Mayor &amp; Council</b>					
Mayor's Office	5.0	5.0	5.0	5.0	5.0
Councillor's Office	34.2	34.2	34.2	34.2	34.2
<b>Total Service Distribution</b>	<b>39.2</b>	<b>39.2</b>	<b>39.2</b>	<b>39.2</b>	<b>39.2</b>
<b>City Wide Total</b>	<b>5,031.5</b>	<b>5,062.5</b>	<b>5,065.1</b>	<b>5,113.4</b>	<b>5,146.9</b>



# Fire and Emergency Services

## 2013-2016 Business Plan

City of Mississauga, Ontario, Canada

**24/7, 365 DAYS PER YEAR ACCESS TO EMERGENCY SERVICES.  
20 STATIONS ACROSS THE CITY PROVIDING  
'CALL TO CURB' EMERGENCY SERVICES FOR OVER  
741,000 RESIDENTS AND VISITORS.  
VISITED OVER 25,000 HOMES TO PROVIDE FIRE SAFETY  
INFORMATION AS PART OF THE HOME SAFE HOME PROGRAM.  
11,193 MEDICAL CALLS.**

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# Existing Core Services

## 1.0 Vision and Mission

Mississauga Fire and Emergency Services (MFES) is a career fire fighting department that delivers fire suppression, training, education, prevention, communications and fleet & building maintenance in a cost effective manner with high resident satisfaction. MFES has been successful in sustaining one of the best fire safety records in the province.

### Vision

We are a progressive organization dedicated to preserving life, property and the environment in Mississauga.

### Mission

To protect life, property and the environment in Mississauga from all perils through education, prevention, investigation, training, rescue, fire suppression, dangerous goods containment and life support services.



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## **2.0 Service Delivery Model**

MFES is a multi faceted; all risk emergency response service that operates with 616 suppression staff on four shifts. Service to the public is delivered by staff from 20 fire stations, communications dispatch centre, City Hall and the Garry W. Morden Centre.

MFES has 30 front line suppression vehicles, nine reserve and eight specialty vehicles offering services from fire suppression to public education and many other specialty services.

### **Guiding Principles:**

- To provide a service that has appropriate quality assurances and accountability measures;
- To provide a service that responds to the changing needs and circumstances of the City of Mississauga;
- To provide a service that strives to meet service delivery objectives; and
- To provide a service that is equally accessible to the entire community.

In Ontario the provision of fire protection services is based on the three lines of defence. No one measure on its own provides the level of fire protection necessary to adequately reduce property damage and the loss of life from fire.

The fire service had previously concentrated on extinguishing fires, but the current fire service emphasizes the need to prevent fires and educate the public on fire safety.

The MFES delivery model relies on the “three lines of defence” which are:

- 1) Public education and prevention;
- 2) Fire safety standards and code enforcement; and
- 3) Fire suppression.

These are equally important as fire prevention and public education use a proactive approach in reducing the probability of fires occurring and helping to limit the loss of life and property in the fires that do occur.

### **Public Education and Prevention**

Educating residents is the preferred way to reduce the incidence of fire. Residents must be educated to take responsibility for their own fire safety and to take the steps necessary to prevent fires. For example, individuals are encouraged to learn Fire Prevention, Detection and Escape, and to be responsible for the safe use of candles, heating devices, cooking materials and procedures, smoking materials, etc.

### **Fire Safety Standards and Code Enforcement**

By ensuring that buildings have the required fire protection systems and safety features to ensure fire damage and casualties are significantly reduced.

### **Emergency Response (Suppression)**

Emergency response is the fail safe aspect for those times when fire does occur. As fire risk cannot be eliminated totally, there will continue to be fires, whether the cause is accidental, deliberate or natural. In those cases, services must be available to respond and lessen the impact. Although there are similarities in fire protection delivery, each municipality has its own unique set of needs and

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circumstances that will be reflected in the fire protection services and programs delivered.

#### Key Documents that shape our Business Plan

- Strategic Plan
  - City Business Plan
  - Fire and Emergency Services Master Plan
- 



Fire Prevention



Fire Suppression

### **3.0 Past Achievements**

MFES had been anxiously anticipating the opening of the Garry W. Morden Centre in partnership with the Department of National Defence (DND), City of Mississauga Information Technology and the Region of Peel. In May of 2012 the facility opened its doors and now houses both Fire Training and Mechanical Staff along with DND and other City staff.

In October of 2011, fire station 116 relocated to its new site, which also incorporated a Peel Regional Paramedic Service (PRPS) Reporting Station. This was one of two partnership projects that have been completed with the Region of Peel Paramedic Service. MFES and PRPS also completed work on Fire Station 105, which is now the new home of a Paramedic Satellite Station.

MFES is extremely proud of the work staff do both on, and off duty. In February of 2011 an “off duty” MFES firefighter rescued a woman from a fire in her apartment. For such a selfless act, he received the Ontario Medal for Bravery.

Mississauga Fire and Emergency Services Auto Extrication team won 1<sup>st</sup> place at the world auto extrication championship. This is a testament to the training MFES staff receive. Crews are then able to apply these skills to the service they provide on a daily basis.

In 2011, MFES crews responded to 544 cardiac arrests where 308 met criteria for defibrillation. As a direct result of MFES intervention, 24 people were successfully released from hospital.



2011 Auto Extrication Team



Garry W. Morden Centre

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#### **4.0 Current Service Levels**

Response as of December 2011

(See Section 15.0 Performance Measures for Definitions of Performance Indicators)

<b>Performance Indicator (90<sup>th</sup> Percentile)</b>	<b>Target (90<sup>th</sup> Percentile)</b>	<b>Actual Performance (90<sup>th</sup> Percentile)</b>
<b>Call Processing Time</b>	<b>60 seconds</b>	<b>40 seconds</b>
<b>Turnout Time</b>	<b>80 seconds</b>	<b>114 seconds</b>
<b>First Unit on Scene – Travel Time</b>	<b>4 minutes</b>	<b>5 minutes, 21 seconds</b>
<b>First Unit Total Response Time</b>	<b>6 minutes, 20 seconds</b>	<b>7 minutes, 26 seconds</b>
<b>Total Response Time to assemble 20 firefighters at a structure fire</b>	<b>10 minutes, 20 seconds</b>	<b>12 minutes, 55 seconds</b>

As highlighted in Section 6.0, one of the long term operational objectives for MFES is to achieve a total response time of six minutes, 20 seconds 90 percent of the time for the first responding fire truck. This standard is set out by the National Fire Protection Association (NFPA) and is a standard that many large urban fire departments strive to work towards as an operational goal.

Recognizing that effective fire fighting is not just about the first responding vehicle, it is important to identify objectives for concentration (depth of response). MFES is

recommending that twenty firefighters arrive on scene within 10 minutes 20 seconds to all fires in single-family dwellings to support simultaneous rescue and suppression capabilities. There are critical tasks that must be conducted by firefighters at structure fires. Critical tasking for fire suppression outlines the requirements by task as well as the number of personnel and response vehicles required to complete those tasks. For example, to accomplish the critical tasks required in a fire involving a typical single family dwelling, 20 firefighters are needed for such things as: search and rescue, ventilation and fire control.

## **5.0 Opportunities and Challenges**

In early 2012, a detailed analysis was conducted to assist in identifying the opportunities and challenges that Mississauga Fire and Emergency Services will face over the next few years.

MFES is continuing to implement recommendations from the 2010 Fire Master Plan which will lay the planning framework for the next 20 years. The following opportunities and challenges are derived from both these exercises.

### **Opportunities**

- Partnerships with external agencies such as Peel Regional Paramedic Services, Peel Regional Police & Department of National Defence,
- Use of available technology such as Automated Vehicle Locators and mobile data units in front line vehicles, to improve routing and allow for more effective “in-field” reporting of tactical operations and safety issues,
- Use of available media resources to promote fire safety messages, and
- Leveraging the opportunities available for both training and revenue generation at the Garry W. Morden Centre.

### **Challenges**

- Expectation that the growth in city wide population will cause an increase in response times due to increased traffic congestion, call volume and high rise construction;
- The projected population forecast for 2031 for the downtown districts alone identified in the Downtown21 Master Plan is over 56,000 people with a build out potential of 65,000;

- The employment growth in the city centre is estimated at over 34,000 with a build out potential of 71,400. Much of this development will be high rise; and
- Vertical response times to high-rise developments will negatively impact overall response. Vertical response time can add up to 10 minutes to the total response time.



New high rise development will continue to challenge MFES

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## **6.0      Looking Ahead**

MFES is committed to the following objectives over the next four years

- Continue to work on strategies that will assist with meeting response time targets outlined in the Fire Master Plan;
- Review the deployment model to ensure appropriate resourcing for the city centre development;
- Ensure the deployment model for the City matches appropriate resources with risk; and
- Review and update the Fire Master Plan.

### **Suppression**

- Dispatch Time (from time MFES receives the call to when the station is alerted);
  - MFES will consistently meet the alarm processing target time of 60 seconds 90 percent of the time (*MFES actual: 40 seconds*).
- Turnout Time (from time station alerted until truck leaves the station);
  - Firefighters will hear and acknowledge the alarm, dress in full personal protective equipment and be ready to respond in 80 seconds, 90 percent of the time (*MFES actual: 114 seconds*).
- First Response (Distribution);
  - An initial arriving team of four firefighters within six minutes 20 seconds, total response time 90 percent of the time (*MFES actual: seven minutes, 26 seconds*).

- Depth of Response (Concentration); and
  - A minimum complement of 20 firefighters to a fire involving a typical single family dwelling in 10 minutes 20 seconds total response time, 90 percent of the time (MFES actual: 12 minutes, 55 seconds).
- Specialized Rescue Programs
  - Maintain high quality NFPA compliance based programs in the following areas:
    - Swift Water Rescue;
    - Ice Rescue;
    - Auto Extrication;
    - Hazardous Material and Environmental Protection;
    - Trench Rescue;
    - Confined Space Rescue; and
    - Rope Rescue

### **Prevention and Public Education:**

- That MFES, through Fire Prevention and Suppression crew activities, use available data to:
  - Identify and classify building stock of special, high, moderate and low risk occupancies, based on industry best standards;
  - Develop a mandatory inspection program based on the above criteria; and
  - To meet the new and existing legislative requirements related to Building Code, Fire Code, by-laws, and zoning regulations.

- To support owners of secondary units to take the proper steps to make these units safe and legal in accordance with the City's Affordable Housing Strategy;
- Continue to develop the fire safety educational components of the Risk Watch Program; and
- Continue to enhance the Home Safe Home Program.

**HOME SAFE HOME**

**Fire Safety is Your Responsibility**

For fire safety tips in your language, visit: [www.home-safe-home.ca](http://www.home-safe-home.ca)

للملاع على مصباح القراءة من المدى باللغة، زر: [www.home-safe-home.ca](http://www.home-safe-home.ca)

阅读中文《廉租屋·烟雾》消防安全资讯，請訪問：[www.home-safe-home.ca](http://www.home-safe-home.ca)

阅读中文《广话》消防安全资讯，请访问：[www.home-safe-home.ca](http://www.home-safe-home.ca)

For fire safety tips in English, visit: [www.home-safe-home.ca](http://www.home-safe-home.ca)

Pour des conseils de sécurité en français, visitez : [www.home-safe-home.ca](http://www.home-safe-home.ca)

Per avere suggerimenti per la sicurezza antincendio in Italiano, visita: [www.home-safe-home.ca](http://www.home-safe-home.ca)

Informacje na temat bezpieczeństwa przeciwpożarowego w języku polskim znajdują się na stronie internetowej: [www.home-safe-home.ca](http://www.home-safe-home.ca)

Para dicas sobre Prevenção de Incêndios em Português visite: [www.home-safe-home.ca](http://www.home-safe-home.ca)

पार्टी लिंग वर्ते के स्ट्रोम उ ग्राम एट: [www.home-safe-home.ca](http://www.home-safe-home.ca)

Para consejos respecto a los incendios en español visite: [www.home-safe-home.ca](http://www.home-safe-home.ca)

Upang malaman ang mga tip para sa Kaligtasan sa sunog sa wikang Tagalog, bisita ang: [www.home-safe-home.ca](http://www.home-safe-home.ca)

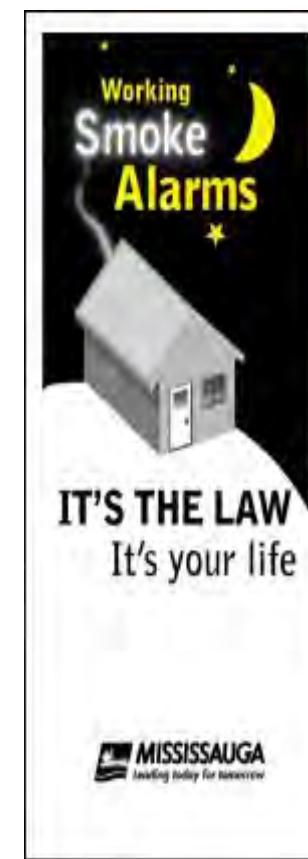
للملاع على مصباح القراءة من المدى باللغة، زر: [www.home-safe-home.ca](http://www.home-safe-home.ca)

Để biết các lời khuyên về an toàn hỏa hoạn bằng tiếng Việt, hãy truy cập [www.home-safe-home.ca](http://www.home-safe-home.ca)

**MISSISSAUGA**  
Leading today for tomorrow



Fire Safety Inspection



Public Education Information

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### **Training**

- Leverage the use of the Garry W. Morden Centre to deliver high level training programs to MFES staff and industry stakeholders, optimize the return on investment and enhance safety;
- Continue to develop quality officer training programs and identify new opportunities for officer development and succession planning;
- Enhance innovative use of research and development based on industry best practices resulting in increased firefighter safety, intervention protocols and front line operational efficiencies; and
- Review, test and evaluate all practices and policies for ongoing compliance against industry best practices and legislative requirements



Confined Space Training



Garry W Morden Centre

## 7.0 Engaging our Customers

In a 2010 survey conducted for the Region of Peel by Environics Research Group, 75 percent of the people surveyed ranked MFES as the service they were most satisfied with.

MFES staff believe an important part of the service they provide includes continuing to support community events, where possible, and delivering public education and fire safety information. In an effort to help reduce fire and other household risks, MFES will visit over 25,000 homes in Mississauga as part of the **Home Safe Home Program** this year.



MFES conducting a Home Safe Home Visit



MFES team participating in the walk supporting the Juvenile Diabetes Research Foundation –  
June 2012

### The Home Safe Home Program

MFES uses their 616 suppression personnel proactively in providing fire safety and security to the residents of Mississauga. These programs are delivered by “on duty” fire fighters and are an effective and cost effective way to deliver fire safety information while still meeting suppression requirements.

**In Company Inspections** – “on duty” suppression crews conduct fire safety inspections of mercantile, commercial and industrial occupancies within their respective response areas.

**Tactical Surveys** – “on duty” suppression crews conduct tactical surveys in order to familiarize themselves with higher risk occupancies.

# Required Resources

## 8.0 Human Resources

In an attempt to mitigate eroding response time trends, MFES has undertaken many different strategies including adding vehicles to areas where response times were declining, reconfiguring the front line vehicles, increasing the complement on front line vehicles to five, worked with Transportation and Works to install traffic signal pre-emption devices in over 750 intersections across the City, have introduced Automated Vehicle Locators and are in the process of installing Mobile Data Units in all front line vehicles. While these initiatives helped to slow eroding response times, increased population growth, changes in building stock and increased call volumes have had, and will continue to have, a significant impact. For MFES this means being responsive to the anticipated growth by reviewing alternative service delivery options and continuing to provide the required service to all areas across the city.

The Fire Master Plan has recommended the addition of three new stations to help meet response requirements. The recommended new station locations are to address the Hurontario and Eglinton area, the Burnhamthorpe and Winston Churchill area and the Dundas and Cawthra area. Should these stations be funded through future budget deliberations, the human resource implications would be one crew per shift (20 firefighters) per station.



Title: Suppression to Work

## Mechanical

MFES has a significant fleet of apparatus to deliver fire protection services, and these apparatus are required to be maintained at the highest levels so as to be available for immediate use at all times. A fleet replacement schedule is currently in place, which provides for the timely replacement of apparatus, ensuring a high level of operational functionality. As part of the fleet replacement program, a co-ordinated approach to setting vehicle specifications ensures vehicles purchased will have consistent specifications which reduces maintenance costs as well as provides front-line users with the knowledge to more effectively operate the vehicle. Maintenance requirements for fire apparatus are complex, highly technical and can affect the ability of the fire department to perform their duties. The reliability of this equipment is critical to service delivery.

## **Building Maintenance**

MFES has significant infrastructure in place to support fire department operations, which includes 20 fire stations and other administrative buildings. Staff provides ongoing routine building maintenance and repair services for the 20 active fire stations. As these stations are active 24 hours per day, seven days per week, the maintenance demands can be more frequent.

Facilities staff also review building plans and equipment specifications, and support project management during construction of new facilities as well as playing an active consultative role during renovations and alterations to existing facilities. Ongoing relocations and station renovations continue to strain existing resources.

## **Training**

MFES Training Division has one Chief Training Officer and a staff of seven full time training officers to meet the training needs of a total department compliment of 706. As the types of incidents that MFES responds to can be both complex and hazardous, Ministry of Labour, Health and Safety legislation and other regulatory agencies require safety standards to be met. The current training division has limited capacity to meet the increasing research, program design, and delivery and evaluation components for more than 50 core programs.



Fire Station 116 and Peel Regional Paramedic Reporting Station

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

<b>Program</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Suppression	616.0	616.0	616.0	616.0	616.0
Building Maintenance	2.0	2.0	3.0	3.0	3.0
Vehicle Maintenance	10.0	10.0	11.0	11.0	11.0
Prevention	40.0	40.0	40.0	40.0	40.0
Divisional Support Services	39.0	38.0	39.0	40.0	40.0
<b>Total Service Distribution</b>	<b>707.0</b>	<b>706.0</b>	<b>709.0</b>	<b>710.0</b>	<b>710.0</b>

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## **9.0 Technology**

Technological initiatives are being implemented to improve our response to the community. MFES has worked with Transportation and Works to install traffic signal pre-emption devices in over 750 intersections across the City and when combined with Automated Vehicle Locators and Mobile Data Units, will assist with improving response times.

MFES will be assessing the value of specialized software that will be able to assist in the measuring and monitoring processes.

The following is the Technology Implementation plan for the 2013-2016 business planning cycle:

- Update the current VCOM trunked radio system to a fully supported, modern radio platform suitable for emergency radio services. Cost will be proportionate to the number of radios each user has on the system.  
Expected completion – 2013;
- Implementation of Mobile Data Units (laptops) in all front line vehicles to assist with routing and provide site specific hazard and tactical information by end of 2012.



Mobile Data Unit

## **10.0 Facilities**

The Fire Master Plan recommends three additional stations to address service gaps.

- 1) Hurontario and Eglinton Area;
- 2) Burnhamthorpe and Winston Churchill Area; and
- 3) Dundas and Cawthra Area.

While these stations are not currently identified in the 2013-2016 Business Plan, the priority will be to identify available land in each of these areas prior to requesting funding for construction.

### **New/Relocated Facilities**

- The Garry W. Morden Centre opened its doors on May 8, 2012. It is located at 7535 Ninth Line and is a partnership between the City of Mississauga, the Region of Peel and the Federal Government. It is targeting Leadership in Energy and Environmental Design (LEED) silver and, if accredited, will be the City of Mississauga's first LEED facility;
- Fire Station 116 previously located in a leased facility on Telford Way was relocated to 6825 Tomken Road and is a co-location project with the Peel Region Paramedic Services. The construction of this facility was completed in October 2011 and is now occupied; and
- Fire Station 106 currently located on Dixie Road is in the process of being relocated within its immediate response area to 1355 Winding Trail and will also be a co-location project with the Peel Region Paramedic Services. It is currently under construction and expected to be completed by the fall of 2012.

- Fire Station 119 is currently located in a leased facility at 3201 Elmbank Rd. The City has purchased land on Airport Road for the relocation of this station and is exploring a co-location opportunity with Peel Region Paramedic Services at this site. The design and construction of this station is expected to commence in the spring of 2013.



Construction of Station 106

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## **Proposed Budget**

This part of the Business plan sets out the financial resources required to deliver the proposed 2013-2016 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 2012 was \$86,647,000 and the proposed budget for 2013 is \$88,369,000.

### **Total Changes to Maintain Current Service Levels**

Fire and Emergency Services Division labour increase reflects economic adjustments and other fringe benefit changes of \$1,832,000. The impact of other cost increases by \$13,000 is offset by efficiencies within the existing budget of \$288,000 and revenue changes of \$5,000 with total changes to maintain current service level at \$1,551,000.

### **Total Changes to Operationalize Prior Decisions**

Annualization of 2012 decisions total \$171,000 for three staff positions.

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

There are no new initiatives or revenues for this business planning cycle.

The following table separates the financial requirements into those required to maintain existing services; to operationalize prior decisions; and proposed new initiatives and revenues. The details on the changes to each category are provided in Sections 11 through 12.

Description (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Budget</b>	<b>86,647</b>	<b>88,369</b>	<b>90,727</b>	<b>92,634</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>				
Labour and Benefits	1,832	1,925	1,703	1,713
Other Cost Increases	13	94	75	78
Efficiencies and Cost Savings	(288)	0	0	0
Current Revenue Changes	(5)	0	0	0
<b>Total Changes to Maintain Current Service Levels</b>	<b>1,551</b>	<b>2,019</b>	<b>1,778</b>	<b>1,791</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>				
Annualization of Previous Years Budget Decisions	171	0	0	0
Operating Impact of New Capital Projects	0	0	0	0
<b>Total Changes to Operationalize Prior Decisions</b>	<b>171</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>88,369</b>	<b>90,388</b>	<b>92,504</b>	<b>94,424</b>
<b>New Initiatives and New Revenues</b>				
Total Proposed New Initiatives	0	339	129	1
Total Proposed New Revenues	0	0	0	0
<b>Total New Initiatives and New Revenues</b>	<b>0</b>	<b>339</b>	<b>129</b>	<b>1</b>
<b>Proposed Budget</b>	<b>88,369</b>	<b>90,727</b>	<b>92,634</b>	<b>94,425</b>

Note: Numbers may not balance due to rounding.

## 11.0 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the costs increases arising from prior decisions. Detailed explanations of changes to 2013 can be found in Appendix 1.

### Proposed Changes to Maintain Current Service Levels

Description (\$000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Labour and Benefits</b>	<b>0.0</b>	<b>1,832</b>	<b>1,925</b>	<b>1,703</b>	<b>1,713</b>
<b>Other Cost Increases</b>					
Utility Increase	0.0	18	21	22	25
Fuel Cost Increase	0.0	0	46	33	33
Other Changes	0.0	(5)	27	20	21
<b>Total Other Cost Increases</b>	<b>0.0</b>	<b>13</b>	<b>94</b>	<b>75</b>	<b>78</b>
<b>Efficiencies and Cost Savings</b>					
Station #116 lease cost reduction	0.0	(50)	0	0	0
Fire communication staff elimination	(1.0)	(50)	0	0	0
Other Changes	0.0	(188)	0	0	0
<b>Total Efficiencies and Cost Savings</b>	<b>(1.0)</b>	<b>(288)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Current Revenue Changes</b>					
Fees increase	0.0	(5)	0	0	0
Other Changes	0.0	0	0	0	0
<b>Total Current Revenue Changes</b>	<b>0.0</b>	<b>(5)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(1.0)</b>	<b>1,551</b>	<b>2,019</b>	<b>1,778</b>	<b>1,791</b>

Note: Numbers may not balance due to rounding.

## Proposed Changes to Operationalize Prior Decisions

Description (\$ 000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>					
Annualization -Base labour	0.0	171	0	0	0
Contract Staff for Special Capital projects - Labour Recovery from Reserve	0.0	0	0	0	0
Contract Staff for Special Capital projects - Part Time reduction	0.0	0	0	0	0
<b>Total Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>171</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>					
N/A	0.0	0	0	0	0
<b>Total Operating Impact of New Capital</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0.0</b>	<b>171</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

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## 12.0 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

### Proposed New Initiatives and New Revenues

Description (\$ 000's)	BR #	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2013 to 2016 Capital (\$000's)
<b>New Initiatives</b>							
Fire Training Officers	91	2.0	0	120	120	0	200
Fleet Mechanic	107	1.0	0	109	4	0	0
Building Maintenance Mechanic	115	1.0	0	109	4	0	250
<b>Total New Initiatives</b>		<b>4.0</b>	<b>0</b>	<b>339</b>	<b>129</b>	<b>1</b>	<b>450</b>
<b>New Revenues</b>							
N/A		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</b>
<b>Total Changes to New Initiatives and New Revenues</b>		<b>4.0</b>	<b>0</b>	<b>339</b>	<b>129</b>	<b>1</b>	<b>450</b>

Note: Numbers may not balance due to rounding.

The following table sets out the proposed 2013 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### **Proposed Budget by Category**

Description (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Net Costs before Administrative and Support Costs</b>						
Labour Costs	79,153	83,877	85,641	87,905	89,737	91,450
Other Operating Expenses	4,698	3,522	3,490	3,557	3,611	3,669
Total Revenues	(1,478)	(1,334)	(1,339)	(1,339)	(1,339)	(1,339)
<b>Total Net Cost before Administrative and Support Costs</b>	<b>82,373</b>	<b>86,065</b>	<b>87,792</b>	<b>90,123</b>	<b>92,010</b>	<b>93,780</b>
Administrative and Support Costs	599	582	577	604	624	644
<b>Total Net Budget</b>	<b>82,972</b>	<b>86,647</b>	<b>88,369</b>	<b>90,727</b>	<b>92,633</b>	<b>94,425</b>

Note: Numbers may not balance due to rounding.

The following table identifies the financial requirements for 2013 to 2016 by major program within the service area.

#### **Proposed Budget by Program**

Program Expenditures (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Suppression	68,623	73,558	75,052	76,729	78,208	79,694
Building Maintenance	952	1,054	1,033	1,169	1,201	1,231
Vehicle Maintenance	2,831	3,017	3,056	3,241	3,304	3,363
Prevention	3,714	4,364	4,637	4,736	4,824	4,912
Divisional Support Services	6,853	4,654	4,591	4,852	5,098	5,225
<b>Total Net Budget</b>	<b>82,972</b>	<b>86,647</b>	<b>88,369</b>	<b>90,727</b>	<b>92,633</b>	<b>94,425</b>

Note: Numbers may not balance due to rounding.

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### 13.0 Highlights of Proposed Capital Program Budget

Capital budget details for 2013-2016 can be found in Appendix 3A and 3B. The overall capital program for this service area has been reduced from prior year's forecasts due to financial pressures.

### 14.0 Capital Program

This section summarizes the forecast ten 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. A detailed listing of 2013 to 2016 projects is contained in Appendix 3.

#### Proposed Capital Program

Program Expenditures (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 -2022 Forecast (\$000's)	Total 2013-2022 (\$000's)
Stations & Auxiliary Buildings	1,150	788	660	332	6,895	9,825
Vehicles & Equipment	4,718	2,056	4,353	2,069	15,313	28,509
<b>Total Expenditures</b>	<b>5,868</b>	<b>2,844</b>	<b>5,013</b>	<b>2,401</b>	<b>22,208</b>	<b>38,334</b>

Note: Numbers may not balance due to rounding.

Program Funding (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 -2022 Forecast (\$000's)	Total 2013-2022 (\$000's)
Subsidies and Recoveries	0	0	0	0	0	0
Gas Tax	0	0	0	0	0	0
Cash In Lieu	0	0	0	0	0	0
Development Charges	0	38	0	0	87	125
Tax	5,868	2,806	5,013	2,401	22,121	38,209
Other	0	0	0	0	0	0
Debt	0	0	0	0	0	0
<b>Total Funding</b>	<b>5,868</b>	<b>2,844</b>	<b>5,013</b>	<b>2,401</b>	<b>22,208</b>	<b>38,334</b>

Note: Numbers may not balance due to rounding.

# Performance Measures

## 15.0 Balanced Scorecard

Current industry best practices, standards and related expectations commonly identify a minimum response time reporting level at the 90th percentile. Essentially the 90<sup>th</sup> percentile response time is the time where 90 percent of all incident responses are at or below this time.

**First Unit Travel Time (90<sup>th</sup> Percentile)** captures how long it takes from the time the truck leaves the station until it arrives on the scene. The benchmark for this measure is four minutes based on industry guidelines and best practices.

**First Unit Total Response Time (90<sup>th</sup> Percentile)** captures total response time, which is call processing time (dispatch) + crew preparation time + plus vehicle travel time. The benchmark for this measure is six minutes and twenty seconds for all emergency incidents. These are based on industry guidelines and best practices.

**Concentration of Resources (90<sup>th</sup> Percentile)** captures the total response time to assemble a minimum total complement of 20 firefighters at a fire involving a typical single family dwelling.

*The number one priority of MFES is to ensure the safety of our residents. A key part of achieving this is to provide fire safety education and information to the public and excellent skills development and training opportunities to staff.*

**Number of Defibrillator Saves Annually** is a result of quick response and well trained suppression staff, MFES has continued to have great success in saving lives through the application of defibrillation. The goal is to continue to

improve on that success through continued training and reaching the benchmark of 10 percent of all applications resulting in a positive outcome.

### Average Number of Training Hours/Firefighter Annually

MFES is extremely proud of our safety record. The safety of our firefighters and our residents is the number one priority. MFES continually strives to increase the number of training hours available to each member of the suppression staff.

### Number of Home Safe Home Inspections Annually

carried out by MFES crews was the first in the GTAA to develop this program where on duty fire crews have the opportunity to visit homes in their response area and provide valuable fire safety information. MFES benchmark is to complete all homes in the City within a 10 year cycle.

Measures for Fire and Emergency Services	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Suppression Cost per Capita	\$93.37	96.58	99.67	102.20	104.23	106.30	108.47
<b>Customer:</b>							
Number of Home Safe Home Inspections	16,631	15,056	26,318	30,000	30,000	30,000	30,000
Number of Defibrillator Saves Annually	25	24	25	26	27	28	29
<b>Employees/Innovation:</b>							
Average Number of Training Hours/Firefighter	150	150	160	165	170	175	180
% of Staff having Fire Prevention Officer Certification	60%	53%	60%	70%	80%	90%	100%
% of Staff having Fire and Life Safety Certification	40%	53%	60%	70%	80%	90%	100%
<b>Internal Business Process:</b>							
First Unit Travel Time (90 <sup>th</sup> Percentile) (Minutes)	5:38	5:21	5:24	5:27	5:30	5:33	5:36
First Unit Total Response Time (90 <sup>th</sup> Percentile) (Minutes)	7:51	7:26	7:29	7:32	7:35	7:38	7:41
Total Response Time for 20FF on scene of a Structure Fire (90 <sup>th</sup> Percentile)(Minutes)	13:13	12:55	12:55	12:55	12:55	12:55	12:55

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## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>83,877</b>	<b>85,708</b>	<b>1,832</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes
<b>Cost Increases</b>				
Utility Increase	361	379	18	Increase is mostly due to higher electricity cost offset by lower gas cost
Other Changes	582	577	(5)	
Other Costs	3,612	3,612	0	
<b>Total Cost Increases</b>	<b>4,555</b>	<b>4,567</b>	<b>12</b>	
<b>Efficiencies and Cost Savings</b>				
Station 116 lease cost reduction	161	111	(50)	
Labour Reduction	0	(50)	(50)	Fire communication staff elimination
Other Changes	(612)	(800)	(188)	Expected additional gapping
<b>Total Efficiencies and Cost Savings</b>	<b>(451)</b>	<b>(739)</b>	<b>(288)</b>	
<b>Current Revenue Changes</b>				
Fees increase	(1,209)	(1,214)	(5)	
Other Changes	(125)	(125)	0	
<b>Total Current Revenue Changes</b>	<b>(1,334)</b>	<b>(1,339)</b>	<b>(5)</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>86,647</b>	<b>88,198</b>	<b>1,551</b>	

Note: Numbers may not balance due to rounding.

## Changes to Operationalize Prior Decisions

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Two Fire Prevention staff	0	108	108	
Fire Training Officers	0	62	62	
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>0</b>	<b>171</b>	<b>171</b>	
<b>Operating Impact of New Capital Projects</b>				
Capital Project A	0	0	0	
Capital Project B	0	0	0	
<b>Total Operating Impact of New Capital Projects</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Changes to Operationalize Past Decisions</b>	<b>0</b>	<b>171</b>	<b>171</b>	
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>86,647</b>	<b>88,369</b>	<b>1,721</b>	

Note: Numbers may not balance due to rounding.

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## **Appendix 2: Budget Requests**

### **Proposed 2013-2016 New Initiatives and New Revenues (Budget Requests)**

Please see the Budget Requests for the 2013-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Hiring Fire Traning Officers	91	2014
Hiring Fire Traning Officers	91	2015
Hiring Fleet Mechanic	107	2014
Hiring Building Maintenace Mechanic	115	2014
<b>New Revenues</b>		
N/A	-	-

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Budget Request #: 107

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

#### Required Operating Investment

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	0.0	109.3	113.7	114.1
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	109.3	113.7	114.1
* Net Change in \$		109.3	4.4	0.3
FTEs	0.0	1.0	1.0	1.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

#### Required Capital Investment

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	0.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

#### Why Staff Recommend this Initiative

Should the addition of new fire stations occur as recommended in the Fire Master Plan, new vehicles will be required and therefore the fleet and service requirements will increase.

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### **Details of Service Change**

All vehicles are currently serviced by seven mechanics. The addition of one mechanic will improve the ability to provide timely servicing combined with the additional bay space available at the Garry W. Morden Centre, staff will be able to service more vehicles simultaneously.

### **Service Impact**

The addition of this position will improve the ability to provide both demand and preventative maintenance on a timely basis to ensure the reliability of front line vehicle response. Maintenance requirements for fire apparatus is complex, highly technical and must be addressed immediately when issues occur. Unreliable apparatus can affect the ability of the fire department to perform their duties.

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Budget Request #: 115

Proposed Initiative	Department	Service Area
Building Maintenance Mechanic	Community Services Department	Fire and Emergency Services

**Required Operating Investment**

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	0.0	109.3	113.7	114.1
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	109.3	113.7	114.1
* Net Change in \$		109.3	4.4	0.3
FTEs	0.0	1.0	1.0	1.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	0.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Fire stations are facilities that are used 24 hours a day, seven days a week and therefore emergency maintenance must be completed quickly to accommodate ongoing operations. It is anticipated that additions, changes and new infrastructure could add a significant amount of space to the current inventory that will require regular and preventative maintenance.

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*Budget Request #: 115*

**Details of Service Change**

At the present time there are multiple stations in various stages of construction and or renovation. With the addition of various new construction projects anticipated, and the planned life cycle renovations of existing station stock, this will add more pressure on this section.

**Service Impact**

With the relocation of Station 116 and 106 as well as additions to existing stations (105), and the planned relocation of Station 119 from a leased facility to City owned facility, MFES will have added a significant amount of additional inventory to the building maintenance portfolio since the last hire.

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Budget Request #: 91

Proposed Initiative	Department	Service Area
Fire Training Officers	Community Services Department	Fire and Emergency Services

#### Required Operating Investment

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	0.0	120.3	240.6	240.6
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	120.3	240.6	240.6
* Net Change in \$		120.3	120.3	0.0
FTEs	0.0	1.0	2.0	2.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

#### Required Capital Investment

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	0.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

#### Why Staff Recommend this Initiative

Bill C45, The Fire Protection and Prevention Act (FPPA), Occupational Health and Safety Act (OHSA) and Ministry of Labour (MOL) Fire Service regulations all mandate MFES to provide ongoing safety and competency training to mitigate the risks faced by front line firefighters. The current program requirements have exceeded the capacity of the current training staff complement to effectively address these needs.

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*Budget Request #: 91*

**Details of Service Change**

Add one new training officer in 2014 to meet training requirements of MFES and assess requirement for additional training officer in 2015.

**Service Impact**

Additional training officers are required to effectively address the increasing safety training needs of our staff. Health and Safety legislation and stringent Ministry of Labour Fire Service Standards present increasing mandatory training requirements. Coupled with an expanded annual curriculum and at the Garry W. Morden Center, these regulatory agencies and safety standards demand an increase to the full time training officer complement. The current staff complement does not have the capacity to meet the increasing research, program design, delivery and evaluation components for more than 50 core programs.

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### Appendix 3A: Proposed 2013 Capital Program (\$000's)

#### Program: Stations and Auxiliary Buildings

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13268	Design and Construction Fire Station #119	750	0	750	Capital Reserve Fund
13264	Renovation Fire Communication Centre	400	0	400	Facilities Repair and Renovations Reserve Fund
<b>Subtotal</b>		<b>1,150</b>	<b>0</b>	<b>1,150</b>	

#### Program: Vehicles and Equipment

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13253	Fire Accessory Equipment Replacement	160	0	160	Fire Vehicle and Equipment Replacement Reserve Fund
13255	Replacement of Respiratory Protective Equipment	800	0	800	Fire Vehicle and Equipment Replacement Reserve Fund
13256	Replacement of Fire Vehicles	593	0	593	Fire Vehicle and Equipment Replacement Reserve Fund
13258	Personal Protective Equipment Replacement	50	0	50	Fire Vehicle and Equipment Replacement Reserve Fund
13260	Refurbish Fire Vehicles	215	0	215	Fire Vehicle and Equipment Replacement Reserve Fund
13263	VCOM Radio System	2900	0	2900	Capital Reserve Fund
<b>Subtotal</b>		<b>4,718</b>	<b>0</b>	<b>4,718</b>	
<b>Total Expenditure</b>		<b>5,868</b>	<b>0</b>	<b>5,868</b>	

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## Appendix 3B: Proposed 2014-2016 Capital Program (\$000's)

### Program: Stations and Auxiliary Buildings

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Design and Construction Fire Station #119	750	660	0
Fire & Emergency Master Plan Review	38	0	0
Renovation Fire Station #102	0	0	160
Renovation Fire Station #109	0	0	172
<b>Subtotal</b>	<b>788</b>	<b>660</b>	<b>332</b>

### Program: Vehicles and Equipment

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Fire Accessory Equipment Replacement	164	169	174
Personal Protective Equipment replacement	50	1016	60
Refurbish Fire Vehicles	222	228	235
Replacement of Fire Vehicles	1620	2760	1600
Semi-Automatic Defibrillator Replacement	0	180	0
<b>Subtotal</b>	<b>2,056</b>	<b>4,353</b>	<b>2,069</b>
<b>Total Expenditures</b>	<b>2,844</b>	<b>5,013</b>	<b>2,401</b>



# Roads, Storm Drainage & Watercourses

## 2013-2016 Business Plan

City of Mississauga, Ontario, Canada

THE CITY'S ROAD NETWORK IS **5,210 LANE KM LONG.**  
MISSISSAUGA RESIDENTS GENERATE OVER **1.1 MILLION**  
**AUTOMOBILE TRIPS PER DAY.**  
OVER **45,000 STORM DRAINS AND 2,000 KM OF STORM SEWERS**  
**CAPTURE RAINFALL THROUGHOUT THE CITY.**



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# Existing Core Services

## 1.0 Vision and Mission

### Vision

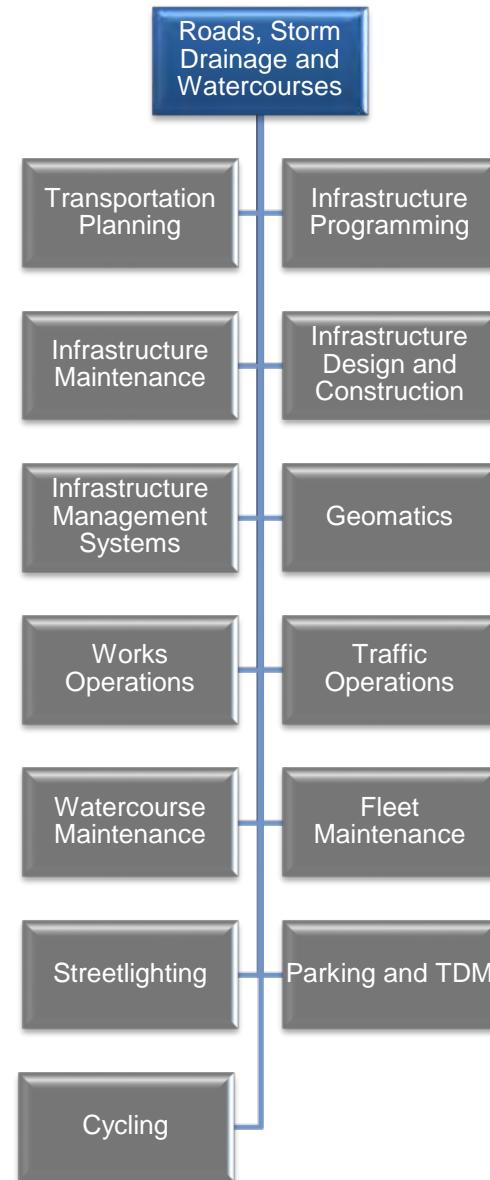
The vision for the Roads, Storm Drainage and Watercourses (RSDW) service area is to be a leader in delivering and managing safe and functional municipal transportation and storm water infrastructure.

### Mission

The mission of the Roads, Storm Drainage and Watercourses service area is two-fold:

To plan, develop, construct and maintain a multi-modal transportation system which efficiently and safely moves people and goods, respects the environment and supports the development of Mississauga as a 21<sup>st</sup> Century city, while serving the Municipality's social, economic and physical needs.

To plan, develop, construct and maintain a storm water management system which safeguards public and private infrastructure and property from erosion and flooding and enhances water quality.



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## 2.0 Service Delivery Model

The RSDW service area operates out of the Transportation and Works Department and is responsible for the planning, construction, maintenance and overall management of Mississauga's roadways, bridges, sidewalks, storm water management systems and related assets. Infrastructure that is managed as part of this service also includes street lighting, municipal parking, noise barriers, watercourses, the cycling network, and the City's fleet of vehicles.

The management of infrastructure assets is accomplished through a number of operational activities including: infrastructure planning and programming, transportation planning, infrastructure design and construction, infrastructure maintenance and repair, geomatics, and public works operations such as winter maintenance, street sweeping, graffiti cleaning and litter pick up, traffic management and crossing guards.

This service area has a number of linkages and dependencies with other City service areas including Land Development Services, Legal Services, Business Services, Strategic Policy, Transit, and Recreation Services.



Work crews rehabilitating Duke of York Boulevard



Crack filling/sealing prevents water from entering the road base and is a cost effective way to maintain the pavement assets

### **3.0 Past Achievements**

Some of this service area's recent accomplishments are listed below.

#### **Awards and Recognition**

- 2012 Bicycle Friendly Community Award – Bronze Designation from Share the Road Cycling;
- 2012 ‘Gold Level’ Smart-Commute Workplace;
- 2011 Smart Commute Awards - Highest Smart Commute brand recognition among employers with greater than 500 employees;
- 2011 Ontario Public Works Association (OPWA) Bruce Brunton Award for National Public Works Week;
- 2011 Excellence in Storage Award from Salt Institute for the Malton, Clarkson, Meadowvale and Mavis District Works Yards;
- 2011 Canadian Institute of Planners Award for Planning Excellence in Transportation and Infrastructure for the Hurontario/Main Street Corridor Master Plan; and
- 2011 Friends of the Credit Conservation Award for municipal leadership in the integration of low impact development practices for the Elm Drive Project.

#### **Recently Completed Projects and Initiatives**

- The Lakeview Low Impact Development (LID) projects were completed for First and Third Street, including permeable pavers, rain gardens and educational signage. Low Impact Development (LID) is a stormwater management approach that seeks to mitigate the impacts of stormwater runoff and pollution. Site specific design and small scale stormwater practices are used to promote the use of natural systems for infiltration,

evapotranspiration, and reuse of rainwater. LID practices can effectively remove nutrients, pathogens and metals from stormwater, reducing the volume and intensity of stormwater flows;

- 85 roads (41 kilometres) were resurfaced, nine kilometres of new sidewalk were completed and seven bridge/culvert structures were rehabilitated;
- One kilometre of noise barriers were replaced along Central Parkway;
- 27 kilometres of cycling facilities installed;
- The Environmental Assessment (EA) for the Cooksville Creek Master Plan project was completed;
- 93 percent of the target City vehicles were converted to meet the City’s Green Fleet Standard;
- A “Sidewalk Inspection and Deficiency Logging” application was implemented to meet the provincial minimum maintenance standards; and
- Introduced SNAP (Sustainable Neighbourhood Retrofit Action Plan) - a partnered approach to engage residents towards environmentally sustainable behaviour.



Construction workers completing the LID Project in the Lakeview Area

Source: Credit Valley Conservation Authority

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## **4.0 Current Service Levels**

This service area provides services to the residents and businesses within Mississauga and to all users of the City's transportation infrastructure. Key service levels include the following:

**Average Road Network Condition:** Maintain the road network at an average Overall Condition Index of 70, or "Good" rating;

**Capital Construction:** Adhere to all provincial standards and codes for construction and safety;

**Customer Service:** Respond to all emergency related service requests as soon as practical; investigate all non-emergency service requests within three days and respond to them within ten days; process permit applications within three days and deliver other counter services and products;

**Cycling:** Implement the Cycling Master Plan (CMP);

**Development Applications:** Review and process all development applications in a timely manner with appropriate recommendations with respect to engineering matters;

**Fleet Services:** Ensure that vehicles and equipment are ready when required;

**Geomatics:** Collect and maintain geographic information and core data on City assets to support service expectations and critical business decision systems;

**Infrastructure Programming:** Develop appropriate ten year Capital Budget in accordance with lifecycle asset management practices and meet budget preparation and implementation timelines;

**Long-range Planning and Policy Development:** Develop and implement appropriate plans and strategies to guide decision making related to the city's transportation and storm water management infrastructure;

**Minimum Maintenance Standards:** Meet or exceed Provincial Minimum Maintenance Standards for the City's roadways and related assets;

**Parking Infrastructure and Transportation Demand Management (TDM):** Provision of parking and mobility management solutions;

**Storm Sewer Network:** Inspect and capture video of all storm sewers a minimum of every ten years;

**Street Lighting:** Maintain and ensure the operation of the street light network in accordance with established service response times;

**Permits:** Review and process permit applications in accordance with City standards;

**Traffic Management:** Manage traffic operations in accordance with provincial regulations and design standards;

**Watercourses:** Carry out full inspection a minimum of every five years and review identified "hot spots" annually; and

**Winter:** For an average winter storm, clear major arterial and collector roads within 12 hours after the end of the storm; clear residential roads, priority sidewalks and bus stops within 24 hours after the storm ends.

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#### **4.1 Maintaining our Infrastructure**

The estimated replacement value of the City's road, storm drainage and related infrastructure is \$10.7 billion. The infrastructure managed by this service area includes:

- 5,210 lane kilometres of road network;
- 2,650 kilometres of sidewalks;
- 2,000 kilometres of storm sewer network including 200 kilometres of watercourses and 57 storm water management facilities;
- 49,234 street lights;
- 730 signalized intersections (511 under the City's jurisdiction);
- 223 bridges and culverts;
- 427 kilometres of bicycle lanes and boulevard multi-use trails;
- 244 on-road bikeways and trails;
- 56 kilometres of noise barriers; and
- 19 at-grade parking facilities, four below-grade parking facilities, 113 on-street pay and display machines within two on-street parking districts and 74 off-street pay and display machines.

Maintaining infrastructure in a state of good repair is one of the priorities of this service area. Staff provide recommendations to Council as to where and when to spend money on infrastructure maintenance, in order to maximize asset life cycle and minimize the funding required to do so. This is accomplished by applying sound asset management practices: inventorying what the city owns, conducting regular inspections, prioritizing work needs, preparing

appropriate ten year capital budgets and programs to address needs, and monitoring and reporting on projected asset condition. However, with the aging of the city's infrastructure, the capital maintenance requirements to maintain assets are increasingly difficult to fund. This infrastructure funding deficit remains one of the most important budget issues for the city.

Additional information about the city's plan to maintain infrastructure can be found within section 15.0 under the heading Explanation of Proposed Net Capital Program Budget.



The City has been monitoring rainfall since 1989 and now uses 14 wireless rainfall recording stations to keep track of rainfall intensity and duration throughout the city.

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## **5.0 Opportunities and Challenges**

Within the four year time frame of the 2013-2016 Business Plan, many factors will influence planning and service delivery for this service area. Addressing these factors is the focus of this business plan.

Mississauga continues to mature as a city. It is becoming increasingly urbanized, its infrastructure is getting older, and the demand for a more sophisticated, multi-modal transportation system and supporting traffic and maintenance operation is growing. There are also pressures to reconfigure the existing road network to advance place making objectives and address local traffic issues.

Higher order transit is underway on key corridors, including the construction of the transitway along the Highway 403/Eglinton Avenue corridor and preliminary planning and design work for the Hurontario/Main Light Rapid Transit (LRT) project.

Traffic congestion remains high on the public agenda. In the 2011 Environics Survey, traffic was identified as “the single most important local problem” in Mississauga. Growth in surrounding municipalities continues to put additional pressure on Mississauga’s road infrastructure. With limited funding available for the expansion of infrastructure, the City will be challenged to afford a capital program to match growth needs.

Suburban, greenfield design standards for road rights-of-way are changing where appropriate to those more suited for an urban environment. In addition, climate change and environmental accountability are key public policy concerns.

Implementation of the City’s *Parking Strategy* is underway, including a review of the needs and opportunities for downtown parking. There is continued emphasis on the management of parking demand through pricing.

The *Storm Water* financing study is nearing completion and recommendations will be pursued during the time frame of this business plan.

Although this business plan contains provisions for developing new infrastructure where needed, there continues to be a shift towards enhancing or retooling existing infrastructure to maximize the effectiveness of what we already have in place. Through the road and bridge capital programs, opportunities to include cycling, pedestrian and LID components are identified and integrated.

Over-arching themes for this service area continue to be public safety and the responsible maintenance of infrastructure to maintain a state of good repair.

## 6.0 Looking Ahead

Developing and managing a multi-modal transportation network and a storm water management network, responding to environmental issues and opportunities while deploying sound asset management and maintenance practices are the main goals of this plan. In respect of tight budgets and in accordance with best business practices, staff will continue to identify cost containment opportunities and implement ways to deliver the same service levels at reduced cost or increase service levels without increased budgets. This is an important ongoing element of business planning particularly for the big budget, on-street operational activities of this service area such as winter maintenance, road maintenance and city cleanliness.

The operational objectives of this service area over the next four years are highlighted below.

### Management of Transportation and Storm Drainage Networks

- Undertake various transportation studies and continue to implement and assess Transportation Demand Management (TDM) measures such as paid parking and a multi-modal transportation network to maximize effectiveness of network and support City building;
- Implement the Traffic Management Centre within this business planning cycle, improving the City's ability to monitor and actively manage traffic;
- Complete the storm water financing study; and
- Explore partnership opportunities.



The Duke of York/Square One Drive Roundabout

### Asset Management

- Maintain a state of good repair for critical infrastructure assets;
- Ensure asset management practices are followed and minimum maintenance standards are met; and
- Utilize a portion of the federal gas tax to fund bridge/culvert and major road rehabilitation.



New cycling facility along Camilla Road

#### Greening Our City

- Complete the implementation of energy efficient street lighting and monitor and report on cost savings;
- Increase resources for the management of environmental issues related to City property to assess and address risks associated with climate change and more stringent regulations;
- Continue with Smart Commute programs;
- Complete the Green Fleet program;
- Improve culverts and overland drainage systems to reduce flood risks and mitigate climate change impacts; and
- Utilize Automated Vehicle Technology to enhance salt management practices.

#### Continuous Improvement and Technology

- Implement new works facility to improve service delivery;
- Review winter and street lighting contracts for best practice and continuous improvement opportunities;
- Lever existing computer technologies to improve business process and decision making; and
- Implement process improvements to maximize use of existing staff resources.



The Lakeview Low Impact Development (LID) project.  
Source: Credit Valley Conservation Authority

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## 7.0 Engaging our Customers

Citizens and stakeholders are engaged during decision making processes in a number of ways:

- Public meetings are held to inform and engage stakeholders with respect to projects affecting their community;
- The City's website offers significant information regarding public works operations, such as the status of snow clearing operations;
- Door flyers are used to inform residents of maintenance and construction works in their immediate area;
- National Public Works Week is celebrated every year by inviting residents and school children to participate in a number of events, including facility tours, equipment displays and a family fun day in the downtown; and
- Taxpayers are encouraged to contact the City about any concerns they have with respect to the city's services or the condition of infrastructure by calling 311.

The most recent public engagement survey in 2011 shows that 81 percent of residents of Mississauga are generally satisfied with today's level of service for the roads, traffic and environmental planning.



National Public Works Week Equipment Display



An employee from the City's Traffic Section explains how traffic signals work during Mississauga's Public Works Week festivities.

# Required Resources

## 8.0 Human Resources

This service area will face a number of human resource challenges over the next four years. In order to address those challenges the following strategies will be implemented:

- Lever corporate and service area programs on talent management, succession planning and staff development to address changing priorities and upcoming vacancies;
- Utilize organizational development resources to align resources, skills, processes and structures with service delivery priorities;
- Promote cross-departmental staff teams for project delivery; and
- Attract talented multi-disciplinary people.

Two new positions are being requested in 2013: an Environmental Engineer to support the environmental management of City properties and a Crossing Guard related to growth of the school crossing network.



The motto in the Transportation and Works Department is:  
“Powered by our Employees, Focused on Safety,  
Innovation and Excellence, We Deliver.”

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

<b>Program</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Maintenance Control	118.0	118.0	118.0	118.0	118.0
Engineering & Capital Works	60.6	60.6	60.6	60.6	60.6
Development Construction	12.0	12.0	12.0	12.0	12.0
Corporate Fleet Maintenance	27.7	27.7	27.7	27.7	27.7
Crossing Guards	68.8	69.8	69.8	69.8	69.8
Traffic Management	54.0	54.0	56.0	58.0	60.0
Transportation & Infrastructure Planning	42.1	43.1	43.1	44.1	45.1
Parking Facilities	2.0	2.0	2.0	2.0	2.0
Corporate Support Services Geomatics	32.0	32.0	32.0	32.0	32.0
<b>Total Service Distribution</b>	<b>417.3</b>	<b>419.3</b>	<b>421.3</b>	<b>424.3</b>	<b>427.3</b>

## 9.0 Technology

The successful implementation of technology is critical to the operational effectiveness of the Roads, Storm Drainage and Watercourses service area. This service area relies on a number of acquired enterprise systems to perform work and manage day to day transactions and processes.

The Hansen Enterprise system is used to track and process customer service requests, inventory infrastructure, manage work orders and issue permits. Bentley Micro-station is used to undertake computer aided design for transportation and storm drainage projects.

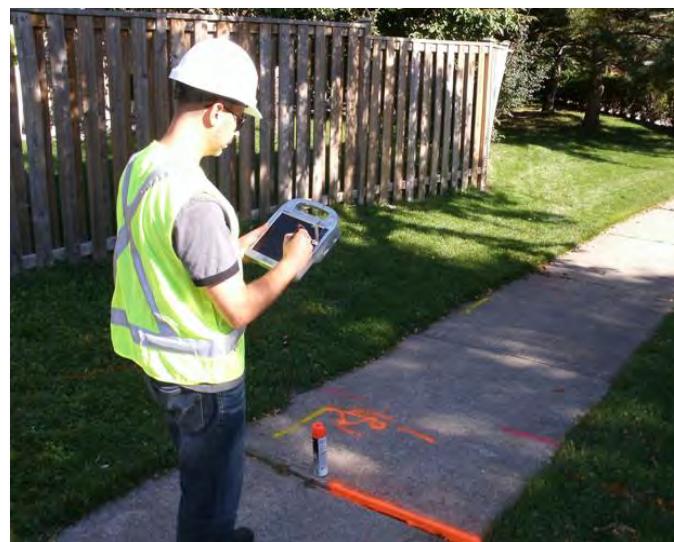
Specialized systems and software are also acquired and utilized for traffic, pavement and bridge management including capital and maintenance planning and network optimization. This service area is presently using Pave-Pro for pavement management, Bridge TMS for Bridge and Culvert Management and Fastracs T2000 for Traffic Management.

The four year business plan includes a number of initiatives to further improve decision making and effectiveness in day to day and strategic operations of this service area:

- Expand infrastructure system functionality to advance infrastructure asset management objectives and manage legislated standards for minimum maintenance;
- Lever and expand Automated Vehicle Locator (AVL) and GPS technologies to mitigate risks and improve efficiencies;
- Upgrade and replace supporting equipment and networks;
- Develop and implement customer self-serve options for on-line business transactions and streamline various

business processes by managing these processes through an enterprise system;

- Implement a new Traffic Management Centre and complementary Intelligent Transportation Systems to provide the technology tools required to maximize existing roadway capacity and to ensure integration with future light rail transit and bus rapid transit (LRT/BRT) initiatives; and
- Implement a new communication system to accommodate traffic signal and integrated transportation system applications, as well as future wireless communication.



This service area inspected approximately 2,650 kilometres of sidewalk in 2012 using the *Sidewalk Inspection and Deficiency Logging* application. Over 7,900 deficiencies, ranging from trip hazards to damaged bays of sidewalk were identified. Steps were taken to make them safe.

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## 10.0 Facilities

This service area operates out of six facilities:

- The Commissioner's Office, the Transportation and Infrastructure Planning Division and the Transportation Project Office and Business Services Division work out of offices at 201 City Centre Drive;
- The Customer Service Counter, Engineering and Works Division, Dispatch and the Infrastructure Management Systems Section work out of 3185 Mavis Road; and
- Four public works yards in the central area of Mississauga on Mavis Rd, and in Malton, Meadowvale and Clarkson.

A reconfiguration of the administrative building at 3185 Mavis Road will be required to house the new Traffic Management Centre.

The feasibility for the joint South-East Works yard and Community Services facility continues to advance at the Loreland Avenue site.

During the term of this business plan, the planning, design and property acquisition for the new North-Central Works facility and snow storage site will begin.



Arial view of the Mavis Public Works Facility at 3185 Mavis Road. The Administrative Building will undergo renovations to accommodate the New Traffic Management Centre.

# **Proposed Budget**

This part of the Business plan sets out the financial resources required to deliver the proposed 2013-2016 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 2012 was \$67,270,000 and the proposed budget for 2013 is \$69,105,000.

## **Total Changes to Maintain Current Service Levels**

This service area works towards balancing uncontrollable cost pressures with finding efficiencies and cost savings throughout its operation. Overall, 40 percent of this service area's budget is outsourced - only 37 percent of the operating budget is attributed to labour. Significant components of major operating programs such as winter maintenance, road and sidewalk repairs and street cleaning are already outsourced: 66 percent, 77 percent and 53 percent respectively. Not only are opportunities for outsourcing leveraged in major program areas, but existing contracts are reviewed and opportunities explored to achieve more efficient and effective ways to deliver programs and services.

The impact of maintaining current service levels for the Roads, Storm Drainage and Watercourses service area is a \$1,792,000. This represents a 2.7 percent increase to the 2013 Operating Budget. 2013 budget pressures came from the following areas:

- Labour costs are projected to increase by \$895,000 and result from economic adjustments and changes to fringe benefits;

- Winter contract costs and materials are forecasted to increase by \$808,000;
- Other seasonal maintenance contract, fuel and some utility costs are forecasted to increase by \$1,122,000; and
- The 2012 gross operating costs were reduced by one percent and the savings were applied to the 2013 gross operating budget. The reductions included savings towards hydro costs for street lighting, parts for vehicles and equipment, tools, clothing allowances and building leasing costs for a total savings of \$1,028,000.

## **Total Changes to Operationalize Prior Decisions**

There are no significant changes to report for this business planning cycle.

## **Total New Initiatives and Revenues**

Three initiatives are proposed in the 2013 budget. They combine for a net increase of \$13,000 to the base operating budget. Below is a summary of each initiative. Additional details for each initiative can be found in Appendix 2 of this business plan.

1. *Environmental Management for City property: \$102,000 net increase to the 2013 operating budget and a \$490,000 allocation from the 2013 capital budget.*

The standard of care with respect to environmental issues associated with the purchase, management and disposal of City property continues to rise. Increasing awareness and new, stricter standards for clean-up and environmental reports recently enacted by the Ministry of Environment (MOE) have raised the bar for what constitutes due diligence for property owners. The City must demonstrate that it is

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taking the correct steps towards the management of City-owned properties.

In addition to an enhanced level of environmental management of City-owned properties, additional resources will be required to ensure that proposed property acquisitions and disposals are environmentally assessed prior to closing, and to assist with environmental investigation issues related to City projects. The proposed operating budget includes an additional Environmental Engineer/Geoscientist beginning in 2013 along with resources to implement enhanced ground water monitoring. The proposed capital budget includes \$415,000 in 2013 to undertake seven Phase I and II Environmental Assessments and two risk assessments as well as \$75,000 for the development of a database and site management plans.

*2. Proposed Changes to Downtown Parking: (\$102,000) net revenue increase to the operating budget.*

The demand for on-street and off-street parking is expected to increase as a result of current and future high density developments in the downtown. Existing parking rates lag behind rates charged by the surrounding municipalities of Toronto, Oakville, Brampton, and Burlington. A common practice in municipal industry is to have premium pricing in high-demand and dense areas, such as a downtown.

This initiative proposes to increase the on-street parking rates from \$1 per hour to \$2 per hour, increase the off-street parking rates from \$1 per hour to \$1.5 and begin charging for parking in the evenings and weekends in the downtown parking garages. A change in the on-street parking rate from \$1 to \$2 per hour is estimated to generate an additional \$75,000 (\$100,000 annualized) in the gross revenue assuming an April 1, 2013 start date. A change in the

parking rate from \$1 to \$1.5 per hour in the Downtown parking garages is estimated to generate an additional \$37,500 (\$50,000 annualized) in gross revenue assuming an April 1, 2013 start date. Charging for parking in the evenings and weekends in the downtown parking garages is estimated to generate an additional \$90,000 (\$120,000 annualized) in revenue assuming an April 1, 2013 start date.

*3. Customer Self Service for Permits: \$13,000 net increase to the operating budget and a \$145,000 allocation from the 2013 capital budget.*

This initiative proposes to streamline two major permitting processes and implement customer self service on-line options. The existing Parking Enforcement System (PES) will be replaced with Hansen and Hansen's dynamic portal will be used to provide an on-line self service option for parking considerations and permits issued by the Transportation and Works Service Counter. This initiative will enable future on-line business transactions.

The proposed annual operating budget of \$13,000 in 2013 is to fund annual system maintenance. The proposed capital budget includes \$145,000 in 2013 to manage the project, acquire the necessary licenses and web services, develop, install and configure the application. The proposed \$20,000 capital budget in 2014 is for integration with an on-line service provider.

The following table separates the financial requirements into those required to maintain existing services; to operationalize prior decisions; and proposed new initiatives and revenues. The details on the changes to each category are provided in Sections 11 through 12.

Description (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Budget</b>	<b>67,270</b>	<b>69,105</b>	<b>71,884</b>	<b>74,597</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>				
Labour and Benefits	895	1,475	1,506	1,025
Other Cost Increases	1,930	1,863	1,721	1,711
Efficiencies and Cost Savings	(1,028)	(759)	(759)	(759)
Current Revenue Changes	(5)	15	25	25
<b>Total Changes to Maintain Current Service Levels</b>	<b>1,792</b>	<b>2,594</b>	<b>2,493</b>	<b>2,002</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>				
Annualization of Previous Years Budget Decisions	0	0	0	0
Operating Impact of New Capital Projects	30	10	0	0
<b>Total Changes to Operationalize Prior Decisions</b>	<b>30</b>	<b>10</b>	<b>0</b>	<b>0</b>
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>69,092</b>	<b>71,709</b>	<b>74,377</b>	<b>76,599</b>
<b>New Initiatives and New Revenues</b>				
Total Proposed New Initiatives	115	208	220	203
Total Proposed New Revenues	(102)	(34)	0	0
<b>Total New Initiatives and New Revenues</b>	<b>13</b>	<b>174</b>	<b>220</b>	<b>203</b>
<b>Proposed Budget</b>	<b>69,105</b>	<b>71,884</b>	<b>74,597</b>	<b>76,802</b>

Note: Numbers may not balance due to rounding.

## 11.0 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the costs increases arising from prior decisions. Detailed explanations of changes to 2013 can be found in Appendix 1.

### Proposed Changes to Maintain Current Service Levels

Description (\$000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Labour and Benefits</b>	<b>1.0</b>	<b>895</b>	<b>1,475</b>	<b>1,506</b>	<b>1,025</b>
<b>Other Cost Increases</b>					
Contractor Others - Winter Program	0.0	628	657	688	719
Operating Materials - Winter Program	0.0	180	187	194	202
Contractor Others - Engineering and Works Programs (Excluding Winter Program)	0.0	773	541	244	248
Fuel Increase for Corporate Fleet Maintenance and Works Vehicles	0.0	302	181	181	181
201 City Centre Lease Increase	0.0	0	176	6	6
Hydro - Streetlighting	0.0	0	0	270	210
Other Changes	0.0	47	121	138	145
<b>Total Other Cost Increases</b>	<b>0.0</b>	<b>1,930</b>	<b>1,863</b>	<b>1,721</b>	<b>1,711</b>
<b>Efficiencies and Cost Savings</b>					
Hydro reduction related to the Streetlight LED Retrofit project	0.0	(460)	(759)	(759)	(759)
Reduction in Corporate Fleet Maintenance Parts Budget	0.0	(285)	0	0	0
Reduction in Works Tools and Clothing Allowance Budget	0.0	(55)	0	0	0
201 City Centre Lease Reduction	0.0	(160)	0	0	0
Other Changes	0.0	(68)	0	0	0
<b>Total Efficiencies and Cost Savings</b>	<b>0.0</b>	<b>(1,028)</b>	<b>(759)</b>	<b>(759)</b>	<b>(759)</b>
<b>Current Revenue Changes</b>					
Reduction in Development Revenue	0.0	25	25	25	25
Increase Parking Revenues expansion of on Street Parking Program	0.0	(30)	(10)	0	0
<b>Total Current Revenue Changes</b>	<b>0.0</b>	<b>(5)</b>	<b>15</b>	<b>25</b>	<b>25</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>1.0</b>	<b>1,792</b>	<b>2,594</b>	<b>2,493</b>	<b>2,002</b>

Note: Numbers may not balance due to rounding.

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### Proposed Changes to Operationalize Prior Decisions

Description (\$ 000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>					
N/A	0.0	0	0	0	0
<b>Total Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>					
Expansion of on Street BIA Parking	0.0	30	10	0	0
<b>Total Operating Impact of New Capital</b>	<b>0.0</b>	<b>30</b>	<b>10</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0.0</b>	<b>30</b>	<b>10</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

## 12.0 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

### Proposed New Initiatives and New Revenues

Description (\$ 000's)	BR #	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2013 to 2016 Capital (\$000's)
<b>New Initiatives</b>							
Environmental Management of City Owned Properties	364	1.0	102	37	10	0	960
Customer Self Service - Permits	171	0.0	13	0	0	(50)	165
Traffic Management Centre	46	6.0	0	171	171	171	2,000
Cycling Master Plan Implementation Refresh	124	2.0	0	0	39	82	0
<b>Total New Initiatives</b>		<b>9.0</b>	<b>115</b>	<b>208</b>	<b>220</b>	<b>203</b>	<b>3,125</b>
<b>New Revenues</b>							
Downtown Paid Parking	64	0.0	(102)	(34)	0	0	0
<b>Total New Revenues</b>		<b>0.0</b>	<b>(102)</b>	<b>(34)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to New Initiatives and New Revenues</b>		<b>9.0</b>	<b>13</b>	<b>174</b>	<b>220</b>	<b>203</b>	<b>3,125</b>

Note: Numbers may not balance due to rounding.

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The following table sets out the proposed 2013 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

**Proposed Budget by Category**

Description (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Net Costs before Administrative and Support Costs</b>						
Labour Costs	26,455	27,355	28,332	30,005	31,720	32,998
Other Operating Expenses	45,109	46,705	47,751	48,818	49,722	50,605
Total Revenues	(8,569)	(8,874)	(9,082)	(9,134)	(9,109)	(9,134)
<b>Total Net Cost before Administrative and Support Costs</b>	<b>62,995</b>	<b>65,185</b>	<b>67,001</b>	<b>69,689</b>	<b>72,333</b>	<b>74,469</b>
Administrative and Support Costs	2,044	2,085	2,104	2,194	2,262	2,332
<b>Total Net Budget</b>	<b>65,039</b>	<b>67,270</b>	<b>69,105</b>	<b>71,883</b>	<b>74,596</b>	<b>76,801</b>

Note: Numbers may not balance due to rounding.

The following table identifies the financial requirements for 2013 to 2016 by major program within the service area.

### **Proposed Budget by Program**

<b>Program Expenditures (\$000's)</b>	<b>2011 Actuals (\$000's)</b>	<b>2012 Budget (\$000's)</b>	<b>2013 Proposed Budget (\$000's)</b>	<b>2014 Forecast (\$000's)</b>	<b>2015 Forecast (\$000's)</b>	<b>2016 Forecast (\$000's)</b>
Maintenance Control	7,154	6,087	9,860	10,238	10,619	10,958
Sewer Bridges & Watercourses	1,587	1,587	1,457	1,657	1,683	1,709
Winter Maintenance	20,558	20,391	20,570	21,416	22,298	23,220
Roads and Sidewalk Maintenance	5,558	5,046	4,011	4,111	4,214	4,319
Cleaning and Litter Pickup	3,384	4,248	3,322	3,357	3,382	3,407
Development Construction	1,097	1,131	1,155	1,199	1,248	1,298
Engineering & Capital Works	(655)	201	349	988	1,620	1,755
Corporate Fleet Maintenance	975	1,463	1,380	1,577	1,783	1,990
Transportation & Infrastructure Planning	3,634	4,474	4,575	4,896	5,172	5,486
Streetlighting	8,330	8,059	7,599	6,840	6,387	5,875
Crossing Guards	2,656	2,556	2,625	2,680	2,686	2,692
Traffic Management	7,998	8,967	9,210	9,754	10,187	10,624
Parking Facilities	(100)	(176)	(257)	(283)	(275)	(267)
Geomatics	2,863	3,237	3,250	3,454	3,593	3,735
<b>Total Net Budget</b>	<b>65,039</b>	<b>67,270</b>	<b>69,105</b>	<b>71,883</b>	<b>74,596</b>	<b>76,801</b>

Note: Numbers may not balance due to rounding.

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### **13.0    Highlights of Proposed Capital Program Budget**

Capital budget details for 2013 and 2014 can be found in Appendix 3A. Due to declining development charges, revenues and other financial pressures, the overall capital program for this service area has been reduced significantly from prior year's forecasts. While all priority projects are funded in 2013, a significant pressure to fund future key projects begins to occur in 2014. This underscores the need to continue the infrastructure levy.

The City's bridge and structure inventory remains the most critical of the City's assets to maintain from a safety perspective, and this business plan and capital forecast recommends increasing the average annual expenditures to reflect aging infrastructure and the average of \$60 million over the next ten years that will be required to maintain the City's structures in a state of good repair.

This business plan includes additional funding for the aging road network; however, the overall service level for the network will decline over the next 10 years.

Growth and lifecycle renewal has been slowed down as a result of limited funding for the following programs; cycling network expansion; sidewalk network expansion, traffic signal network expansion, noise barrier rehabilitation, street lighting renewal, and fleet lifecycle replacement.

## 14.0 Capital Program

This section summarizes the forecast ten 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. A detailed listing of 2013 to 2016 projects is contained in Appendix 3A & 3B.

### Proposed Capital Program

Program Expenditures (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 -2022 Forecast (\$000's)	Total 2013-2022 (\$000's)
Bridge & Structure Rehabilitation	3,500	5,500	5,500	5,500	40,000	60,000
Major Roads	3,045	8,655	5,995	11,655	10,348	39,698
Other Engineering	22,900	19,675	10,382	10,592	52,584	116,132
Roadway Rehabilitation	26,917	22,680	28,037	33,100	193,778	304,512
Storm Drainage	8,565	8,180	3,690	6,600	34,509	61,544
<b>Total Expenditures</b>	<b>64,927</b>	<b>64,690</b>	<b>53,604</b>	<b>67,447</b>	<b>331,218</b>	<b>581,886</b>

Note: Numbers may not balance due to rounding.

Program Funding (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 -2022 Forecast (\$000's)	Total 2013-2022 (\$000's)
Subsidies and Recoveries	0	0	0	0	0	0
Gas Tax	12,400	12,100	12,100	12,100	72,600	121,300
Cash In Lieu	460	160	350			970
Development Charges	7,133	18,565	13,419	24,092	65,337	128,545
Tax	14,775	31,676	27,025	30,544	191,462	295,482
Other	710	2,190	710	710	1,820	6,140
Debt	29,449	0	0	0	0	29,449
<b>Total Funding</b>	<b>64,927</b>	<b>64,690</b>	<b>53,604</b>	<b>67,447</b>	<b>331,218</b>	<b>581,886</b>

Note: Numbers may not balance due to rounding.

# Performance Measures

## 15.0 Balanced Scorecard

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

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

About the Measures for Roads, Storm Drainage and Watercourses:

### Financial Measures

*The average road and storm water maintenance operating costs* are measures that indicate the City's ability to manage cost pressures associated with aging infrastructure and climate change respectively. Without compromising public safety, this service area will continue to apply best practices and find efficiencies in day to day operations while providing consistent service levels.

*The average winter maintenance operating cost* is a measure of the City's ability to balance winter maintenance operating costs with defined service levels. Without compromising public safety, this service area will continue to apply best practices and find operating efficiencies throughout all winter maintenance activities.

*The annual gross revenue for parking* is a measure of the City's ability to introduce new parking management initiatives and adjust parking rates. The City's objective is to implement improvements to parking management in strategic areas which is expected to increase parking revenues over the term of this business plan.

### Customer Measures

*The percentage of customer requests meeting target response dates* is a measure that indicates the service area's ability to respond to resident and Council service requests in accordance with established response times and service levels.

*Citizen satisfaction* is a measure that indicates how satisfied residents are with road maintenance, traffic flow and environmental planning. The scale for this measure is from one to ten with ten being the highest level of satisfaction.

### Employee Measures

*Overall employee engagement* is a measure which indicates the extent to which employees value, enjoy and believe in what they do. The employee engagement survey is conducted every two years.

*Employee engagement survey participation* is a measure indicating the percentage of employees participating in the Employee Engagement Survey. This statistic is measured every two years. It is important to the City that employees continue to participate in this survey and express how they feel about working at the City.

*Employee engagement with professional and personal development* is a measure which indicates employee's opportunities for personal and professional growth. This statistic is measured every two years as part of the Employee Engagement Survey.

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## **Business Process Measures**

*The percentage of roads in “good” condition or better* is a measure that indicates the City’s ability to manage lifecycle asset management programs for roads. A pavement condition survey is conducted every three years whereby a condition rating is applied to every city owned road in Mississauga.

*The percentage of bridges and culverts in “good” condition or better* is a measure that indicates the City’s ability to manage lifecycle asset management programs for bridges and culverts. A mandatory bridge and culvert condition survey is performed every two years whereby a condition rating is applied to every city owned bridge and culvert in Mississauga.

*The percentage of City owned intersections that function at or above capacity* is a measure that indicates the efficiency with which traffic moves through intersections within the City. While the percentage of intersections operating at or above capacity has not changed in recent years, the delay experienced by vehicles at these intersections has increased.

*The number of collisions per thousand population* is a measure that indicates the city’s ability to provide safe traffic management programs. This measure is very sensitive and will fluctuate from year to year.

*The percentage of time that established winter maintenance response times are met* is a measure that indicates the frequency with which the city meets its service level objectives for winter operations. The extent and severity of winter events will have an impact on this measure.



This service area is responsible for clearing snow from over 5200 lane km of roads each year as well as maintaining parking infrastructure, as seen below.



Measures for RSDW	2010 (Actual)	2011 (Actual)	2012 (Planned)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Average Road Maintenance Operating Cost Per Lane Km*	\$1,839	\$1,878	\$1,890	\$1,900	\$1,931	\$1,951	\$1,990
Average Storm Water Management Operating Cost per Km of Storm Sewer*	\$1,334	\$1,351	\$1,388	\$1,415	\$1,444	\$1,473	\$1,500
Average Winter Maintenance Operating Cost Per Lane Km*	\$3,196	\$3,772	\$3,264	\$3,330	\$3,400	\$3,465	\$3,534
Annual Gross Parking Revenues	\$345,977	\$691,641	\$891,000	\$900,000	\$1,157,000	tbd	tbd
<b>Customer:</b>							
Percentage of customer requests meeting target response date	94%	90%***	90%	90%	90%	90%	90%
Average citizen satisfaction rating for roads, storm drainage and watercourses	7.1	81%**	81%	80%	75%	75%	75%
<b>Employee/Innovations and Learning Measures:</b>							
Overall employee engagement for Transportation and Works	63%	63%	63%	65%	70%	70%	70%
Employee engagement survey participation for Transportation and Works	58%	58%	58%	58%	58%	60%	60%
Employee satisfaction professional and personal development for Transportation and Works	61%	61%	61%	65%	65%	67%	67%

Measures for RSDW	2010 (Actual)	2011 (Actual)	2012 (Planned)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Internal Business Process Measures:</b>							
Percentage of Roads in Good Condition Or Better	77%	77%	74%	73%	72%	70%	69%
Percentage of Bridges in Good Condition Or Better	81%	81%	80%	80%	80%	80%	80%
Percentage of City owned intersections that function at or above capacity	14%	14%	15%	15%	15%	15%	15%
Number of Collisions per 1000 population	8	7	8	8	8	8	8
Percentage of Time that Winter Response Times Were Met	100%	100%	100%	100%	100%	100%	100%
Percentage of scheduled fleet converted to Green Fleet Standards	89%	93%	97%	100%	100%	100%	100%

\* Note indicates that the MPMP Program Definitions were used.

\*\* Note Indicates that the survey methodology for Citizen Satisfaction changed in 2011. This indicator is now measured as a percentage out of 100 instead of 10 response units.

\*\*\* Note indicates that the value was estimated.

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>27,355</b>	<b>28,250</b>	<b>895</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes
<b>Other Cost Increases</b>				
Contractor Others - Winter Program	14,295	14,923	628	Increase reflects growth and projected contract cost increases
Operating Materials - Winter Program	4,500	4,680	180	Cost increases for the purchase of pre-salt, salt and sand
Contractor Others - Engineering and Works Programs (Excluding Winter Program)	14,505	15,278	773	Increase reflects growth and projected contract cost increases
Fuel Increase for Corporate Fleet Maintenance and Works/Inspection/Survey Vehicles	1,854	2,156	302	Fuel increase of \$.10/litre
Other Changes	5,734	5,781	47	Other changes reflect budget increases to IT Maintenance allocation, Utilities and Business Support Allocation
<b>Total Other Cost Increases</b>	<b>40,888</b>	<b>42,817</b>	<b>1,930</b>	

Table continued on next page.

Continuation of Appendix 1: Changes to Maintain Current Service Levels:

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Efficiencies and Cost Savings</b>				
Hydro reduction related to the Streetlighting LED Retrofit Project	5,676	5,216	(460)	The Streetlighting LED Retrofit is anticipated to commence in late 2012 and will be completed by late 2014, resulting in a significant reduction in energy costs in future years
Reduction in Corporate Fleet Maintenance Parts Budget	1,188	903	(285)	Cost savings is primarily based on small reduction in Transportation and Works portion of the Corporate Fleet and higher than normal replacement of vehicles, which reduced the volume/cost of parts for maintenance
Reduction in Works Tools and Clothing Allowance Budget	250	195	(55)	Budget reduced to reflect prior year expenditure level
201 City Centre Lease Reduction	389	229	(160)	To reflect adjustment in lease agreement for 2013
Other Changes	354	286	(68)	Budget reduction to various operating accounts within Transportation & Infrastructure Planning Division
<b>Total Efficiencies and Cost Savings</b>	<b>7,857</b>	<b>6,829</b>	<b>(1,028)</b>	
<b>Current Revenue Changes</b>				
Reduction in Development Revenue	(181)	(156)	25	To reflect the decrease in development activities
Increase Parking Revenues expansion of On Street Parking Program	(144)	(174)	(30)	Revenue increase related to the expansion of On Street Parking Program
Other Changes	(8,549)	(8,549)	0	
<b>Total Current Revenue Changes</b>	<b>(8,874)</b>	<b>(8,879)</b>	<b>(5)</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>67,225</b>	<b>69,016</b>	<b>1,792</b>	

Note: Numbers may not balance due to rounding.

## Changes to Operationalize Prior Decisions

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
N/A	0	0	0	
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Operating Impact of New Capital Projects</b>				
Expansion of On Street BIA Parking	46	76	30	Operating cost increases related to the expansion of On Street paid parking in the BIA's
<b>Total Operating Impact of New Capital Projects</b>	<b>46</b>	<b>76</b>	<b>30</b>	
<b>Total Changes to Operationalize Prior Decisions</b>	<b>46</b>	<b>76</b>	<b>30</b>	
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>67,270</b>	<b>69,092</b>	<b>1,822</b>	

Note: Numbers may not balance due to rounding.

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## **Appendix 2: Budget Requests**

### **Proposed 2013-2016 New Initiatives and New Revenues (Budget Requests)**

Please see the Budget Requests for the 2013-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Environmental Management of City Owned Properties	364	2013
Customer Self Service - Permits	171	2013
Traffic Management Centre	46	2014
Cycling Master Plan Implementation Refresh	124	2015
<b>New Revenues</b>		
Downtown Paid Parking	64	2013

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Budget Request #: 364

Proposed Initiative	Department	Service Area
Environmental Management of City Owned Properties	Transportation & Works Department	Roads, Storm Drainage & Watercourses

#### Required Operating Investment

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	101.6	138.7	148.7	148.7
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	101.6	138.7	148.7	148.7
* Net Change in \$		37.2	10.0	0.0
FTEs	1.0	1.0	1.0	1.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

#### Required Capital Investment

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	490.0	470.0	370.0	370.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	490.0	470.0	370.0	370.0
FTEs		0.0	0.0	0.0	0.0

#### Why Staff Recommend this Initiative

The standard of care with respect to environmental issues associated with the purchase, management and disposal of City property continues to rise. Increasing awareness and new, stricter standards for clean-up and environmental reports recently enacted by the Ministry of Environment (MOE) have raised the bar for what constitutes due diligence for property owners. The City must continue to demonstrate, that it is taking the correct steps towards the management of City-owned properties.

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*Budget Request #: 364*

**Details of Service Change**

The City must have a program in place to assess the environmental condition of its own properties and it must also have a process to ensure that properties with known environmental issues are properly managed going forward. This process must clearly identify roles and responsibilities both within City departments and with outside agencies including the Region of Peel and the MOE and includes; thorough documentation of management plans, monitoring and inspection activities, periodic reviews of the environmental status of these properties and annual reporting to City Leadership Team. In addition, a screening process will be developed to look at all City properties and identify those that require further investigation.

In addition to an enhanced level of environmental management of City-owned properties, additional resources will be required to ensure that proposed property acquisitions and disposals are environmentally assessed prior to closing, and to assist with environmental investigation issues related to City projects. The proposed operating budget includes an additional Environmental Engineer/Geoscientist beginning in 2013 along with resources to implement ground water monitoring. The proposed capital budget includes \$415,000 in 2013 to undertake seven Phase I and II Environmental Assessments and two risk assessments as well as \$75,000 for the development of a database and site management plans.

**Service Impact**

The proposed increased level of environmental services will provide a clear, documented process for the on-going environmental assessment and development and monitoring of management plans for City-owned properties. Implementation of the management plans will continue to be the responsibility of the appropriate City Department. This will allow the City to demonstrate that it is managing its properties in a responsible manner that is protective of human health and the environment.

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Budget Request #: 171

Proposed Initiative	Department	Service Area
Customer Self Service - Permits	Transportation & Works Department	Roads, Storm Drainage & Watercourses

**Required Operating Investment**

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	13.0	13.0	13.0	13.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	50.0
Tax Levy Requirements	13.0	13.0	13.0	(37.0)
* Net Change in \$		0.0	0.0	(50.0)
FTEs	0.0	0.0	0.0	0.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	145.0	20.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	145.0	20.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

In 2011, the City issued over 22,000 parking considerations via telephone inquiry. Customer service staff enters this information into two separate databases. This initiative proposes to eliminate one of the systems and lever the Hansen enterprise system to provide an on-line self-serve option for citizens; thus eliminating duplicate entry, streamlining business processes and freeing up staff time to absorb increased administrative and customer service demands in other areas.

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*Budget Request #: 171*

### **Details of Service Change**

This initiative proposes to streamline two major permitting processes and implement customer self service on-line options. The existing Parking Enforcement System (PES) will be replaced with Hansen and Hansen's dynamic portal will be used to provide an on-line self service option for parking considerations and permits issued by the Transportation and Works Service Counter. The 311 Call Centre is in the process of implementing a dynamic portal on e-City for self-serve service requests. This initiative will leverage this opportunity and pave the way for future on-line business transactions.

The proposed capital budget includes \$145,000 in 2013 to manage the project, acquire the necessary licenses and web services, develop, install and configure the application. The proposed capital budget in 2014 is for integration with an on-line service provider. The proposed annual operating budget of \$13,000 in 2013 is to fund annual system maintenance.

### **Service Impact**

The proposed changes would benefit the City in the following areas:

1. It would provide customers with an easy way to request parking consideration or submit permit applications at all hours without the need to talk to anyone or visit the customer service counter;
2. Double data entry would be eliminated as only one enterprise system (Hansen) would be used, freeing up staff time to absorb increased administrative and customer service demands in other areas; and
3. The tools developed as part of this initiative paves the way for the City to collect fees for future on-line transactions.

A business case will be undertaken in 2012-2013 to confirm the expected benefits of leveraging the features in the Hansen 8 Enterprise system.

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Budget Request #: 46

Proposed Initiative	Department	Service Area
Traffic Management Centre	Transportation & Works Department	Roads, Storm Drainage & Watercourses

#### Required Operating Investment

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	0.0	170.8	341.6	512.4
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	170.8	341.6	512.4
* Net Change in \$		170.8	170.8	170.8
FTEs	0.0	2.0	4.0	6.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

#### Required Capital Investment

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	900.0	500.0	300.0	300.0
Non Tax Supported Funding Sources	0.0	562.5	312.5	187.5	187.5
Net Tax Supported Funding Required	0.0	337.5	187.5	112.5	112.5
FTEs		0.0	0.0	0.0	0.0

#### Why Staff Recommend this Initiative

A Traffic Management Centre (TMC) is needed to help accommodate the changing traffic needs of the City of Mississauga. The existing Traffic Control Centre is at the end of its life and the opportunity is available to replace it and incorporate new Intelligent Transportation System (ITS) applications to allow staff to proactively manage traffic. The TMC will help to maximize network efficiencies to respond to increased demand from motor vehicles, pedestrians, transit, and cycling.

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*Budget Request #: 46*

**Details of Service Change**

The Traffic Management Centre (TMC) is the result of an incremental evolution of traffic control and technology efficiencies. Its components include a traffic signal communication upgrade, a new traffic signal control system, and Intelligent Transportation System (ITS) initiatives. Capital funding for these components have been approved and all projects are currently underway. Overall, the TMC and its associated projects will position the City to move away from predictive to proactive traffic management.

A capital investment of \$2 million phased over 4 years is required to establish and furnish the TMC:

- 2013: Design and construction of space-works - \$900,000
- 2014: Phase 1 - Initial hardware, software and furniture- \$500,000
- 2015: Phase 2 - Hardware and software expansion- \$300,000
- 2016: Phase 3 - Hardware and software expansion- \$300,000

New staff positions are required to support the TMC. The positions will be phased in as follows:

- 2014: 2 positions required to support regional traffic signal service delivery model
  - 2015: 2 positions required for proactive traffic management and ITS initiatives
  - 2016: 2 positions required for proactive traffic management and ITS initiatives
- To complete the proactive traffic management and ITS initiatives, 2 positions will be required in 2017.

Proportional cost sharing with the Region of Peel and Ontario Ministry of Transportation remains to be determined for both the capital and operating investments.

**Service Impact**

The Traffic Management Centre will effectively change the City's control of traffic from a programmed passive control to an active and dynamic control (decisions and actions can be made ongoing and timely). Without this initiative, the service level for traffic operations will decrease significantly as higher traffic demands, transit priority and conflicting interests (i.e. cycling, accessibility, etc.) erode available road network capacity. Traffic delays and queuing will tend to be longer and complaints will increase.

---

Budget Request #: 124

Proposed Initiative	Department	Service Area
Cycling Master Plan Implementation Refresh	Transportation & Works Department	Roads, Storm Drainage & Watercourses

#### Required Operating Investment

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	0.0	0.0	38.7	121.2
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	0.0	38.7	121.2
* Net Change in \$		0.0	38.7	82.5
FTEs	0.0	0.0	1.0	2.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

#### Required Capital Investment

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	0.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

#### Why Staff Recommend this Initiative

The Cycling Master Plan (CMP) is a critical element of the multi-modal transportation approach that is required to realize the City's long term urbanization objectives. Implementation of the CMP is led by the Cycling Office which was established through the conversion of one position and the addition of one new position. The need for two additional staff was identified in the CMP.

---

*Budget Request #: 124*

### **Details of Service Change**

The Cycling Master Plan and Implementation Strategy includes 17 recommendations and 79 actions required to foster a culture where cycling is an everyday activity, build an integrated cycling network, and adopt a "safety-first" approach for cycling in Mississauga. Taken individually, implementation of each action is unlikely to have a major impact on how many people choose to cycle in Mississauga. Taken collectively, the recommendations and actions form a comprehensive program designed to support the development of a multi-modal transportation network and corresponding shift in transportation choices.

Over the first 2 years, the Cycling Office has focused on building the cycling network and working with partners such as the Mississauga Cycling Advisory Committee and Smart Commute to foster a cycling culture. The need for two additional staff has been identified in order to deliver on the remainder of the City's commitments within the plan. The new positions will be needed to focus on program monitoring and evaluation, network safety enhancements and education and awareness programs. In response to budget pressures, the new positions have been deferred, and it is proposed that they be phased-in over two years beginning in 2015.

Note: This budget request only addresses future operating pressures for cycling. The capital budget for cycling can be found within the capital budget section of the business plan.

### **Service Impact**

Deferral of the additional staff recommended in the CMP will slow down the City's ability to deliver on the actions in the plan, particularly for network safety enhancements, monitoring and evaluation and education / awareness programs. Without new staff proposed for 2015-2016, the Cycling Office will be unable to adequately deliver on things like expansion of "cross-ride" intersection markings, retrofit of way-finding signage on existing routes, cycling counts and monitoring initiatives, and community outreach and education.

Building an average of 30 kilometres of new cycling facilities per year continues to be the program target for 2013-2016. However, without increased staff resources, meeting this target will not be sustainable in the years to come and would impact the City's ability to complete the network identified within the Master Plan within a time-frame of 20 years. Network additions should be balanced with other "soft" program elements of the Master Plan like cycling skills education and promotions in order to leverage the investment in cycling infrastructure and enable more residents to choose to cycle for their daily transportation needs.

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Budget Request#: 64

Proposed Initiative	Department	Service Area
Downtown Paid Parking	Transportation & Works Department	Roads, Storm Drainage & Watercourses

**Required Operating Investment**

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	101.5	135.0	135.0	135.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	203.0	270.0	270.0	270.0
Tax Levy Requirements	(101.5)	(135.0)	(135.0)	(135.0)
* Net Change in \$		(33.5)	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	0.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

The demand for on-street and off-street parking is expected to increase as a result of current and future high density developments in the downtown. Existing parking rates lag behind rates charged by the surrounding municipalities of Toronto, Oakville, Brampton, and Burlington. A common practice in the municipal industry is to have premium pricing in high-demand and dense areas, such as a downtown.

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*Budget Request #: 64*

### **Details of Service Change**

This initiative proposes to increase the on-street parking rates from \$1 per hour to \$2 per hour, increase the off-street parking rates from \$1 per hour to \$1.5 and begin charging for parking in the evenings and weekends in the downtown parking garages.

A change in on-street parking rate from \$1 to \$2 per hour is estimated to generate an additional \$75,000 (\$100,000 annualized) in revenue assuming an April 1, 2013 start date. A change in parking rate from \$1 to \$1.5 per hour in the Downtown parking garages is estimated to generate an additional \$37,500 (\$50,000 annualized) in revenue assuming an April 1, 2013 start date. Charging for parking in the evenings and weekends in the downtown parking garages is estimated to generate an additional \$90,000 (\$120,000 annualized) in revenue assuming an April 1, 2013 start date.

Due to the proximity of Sheridan College's Hazel McCallion Campus (HMC) to the Main Street District and the aggressive timeline for development of the HMC Phase II and Near Campus it has become evident that the demand for parking supply in the downtown will only increase. With the implementation of the Paid Parking Program, the City is now in a better position to be able to manage limited convenient parking spaces by encouraging turnover of vehicles, which encourages alternate forms of transportation, including transit, cycling, and walking.

### **Service Impact**

Paid parking was introduced to Mississauga in 2009. While the public has become accustomed to paying for parking in the downtown, there may be a negative reaction from residents, patrons and businesses upon initiation of the parking rate increase. Parking staff will need to be prepared to address questions and mitigate issues and concerns. The information provided below summarizes the rates for surrounding municipalities.

On-Street Parking Rates: City of Toronto: \$1.5 to \$3 per hour; City's of Brampton, Burlington and Oakville: \$1.5 per hour.  
Off-Street Parking Rates: City of Brampton: \$1.5 per hour or \$8 daily rate; City of Oakville: \$1.5 per hour (daily rate ranges from \$5 to \$24); City of Burlington: \$1.5 per hour or \$12 daily rate; and City of Hamilton: \$1.5 per hour (daily rate ranges from \$4 to \$6).

In the Downtown, 50 percent of net revenue will be allocated to the Downtown Parking Reserve Fund for future parking infrastructure with the remaining 50 percent being used to off-set the municipal operating parking budget. Parking revenue estimates in this document are based on historical trends and are conservative.

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### Appendix 3A: Proposed 2013 Capital Program (\$000's)

#### Program: Bridge and Structure Rehabilitation

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13150	Bridge Repairs	120	0	120	Federal Gas Tax Reserve Fund
13151	Bridge Structure Detail Inspections & Design - Various Locations	300	0	300	Federal Gas Tax Reserve Fund
13152	Pedestrian Overpass Ogden Avenue to North Service Road	2,900	0	2,900	Federal Gas Tax Reserve Fund
13153	Mineola Road West over Mary Fix Creek	180	0	180	Federal Gas Tax Reserve Fund
<b>Subtotal</b>		<b>3,500</b>	<b>0</b>	<b>3,500</b>	

#### Program: Roadway Rehabilitation

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13100	Road Rehabilitation	26,817	0	26,817	Debt Financing/Federal Gas Tax Reserve Fund
13125	Crack Sealing	100	0	100	Roadway Infrastructure Maintenance Reserve Fund
<b>Subtotal</b>		<b>26,917</b>	<b>0</b>	<b>26,917</b>	

**Program: Major Roads**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13101	Intersection Capital Program	495	0	495	City - Wide Engineering Development Charges Reserve Fund
13102	Development Charges - Study	200	0	200	City - Wide Engineering Development Charges Reserve Fund
13103	Preliminary Engineering Studies	100	0	100	City - Wide Engineering Development Charges Reserve Fund
13104	Square One Drive - Confederation Parkway to Rathburn Road West	250	0	250	Capital Reserve Fund
13106	Belgrave Drive Ramp Extension/Widening - Mavis Road to Cantay Road	100	0	100	City - Wide Engineering Development Charges Reserve Fund
13107	Mississauga Road Corridor Study	300	0	300	Capital Reserve Fund
13108	Belgrave Drive - MTO Amendment	200	0	200	City - Wide Engineering Development Charges Reserve Fund
13109	Dundas Street West/Ninth Line West - Phase 2	1,000	0	1,000	City - Wide Engineering Development Charges Reserve Fund
13110	Courtneypark Drive East Widening - Kennedy Road to Tomken Road	300	0	300	City - Wide Engineering Development Charges Reserve Fund
13111	Ninth Line/Milton-Mississauga Transportation Boundary Study	100	0	100	City - Wide Engineering Development Charges Reserve Fund
<b>Subtotal</b>		<b>3,045</b>	<b>0</b>	<b>3,045</b>	

**Program: Other Engineering**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13160	Vehicle & Equipment Replacement	3,555	0	3,555	Main Fleet Vehicle and Equipment Replacement Reserve Fund
13161	Noise Wall Program	1,206	0	1,206	Capital Reserve Fund
13162	Customer Self Service Permits	145	0	145	Capital Reserve Fund
13165	Sidewalks	1,000	0	1,000	City - Wide Engineering Development Charges Reserve Fund
13166	Topographical Updating	45	0	45	Capital Reserve Fund
13167	Cycling Program	1,870	0	1,870	City - Wide Engineering Development Charges Reserve Fund/Federal Gas Tax Reserve Fund
13168	Site Assessments and Data Management	490	0	490	Capital Reserve Fund
13170	Field Equipment Replacement-Traffic Controllers	190	0	190	Capital Reserve Fund
13171	Traffic Signal Equipment Enhancements	155	0	155	City - Wide Engineering Development Charges Reserve Fund
13172	LED Streetlighting Retrofit Project -Phase 2 of 3	7,000	0	7,000	Debt Financing
13173	Traffic System and Intelligent Transportation System (ITS)	100	0	100	City - Wide Engineering Development Charges Reserve Fund
13175	Traffic Management Centre - Phase 1 of 4	900	0	900	City - Wide Engineering Development Charges Reserve Fund/Capital Reserve Fund
13194	Salt Management Program	50	0	50	Capital Reserve Fund
13195	Streetlighting	1,417	0	1,417	Capital Reserve Fund

Table continued on next page.

Continued Program: Other Engineering

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13197	Property Acquisition	2,750	0	2,750	Capital Reserve Fund
13198	Traffic Signals	1,567	0	1,567	City - Wide Engineering Development Charges Reserve Fund/Roadway Infrastructure Maintenance Reserve Fund/Contributions Reserve Fund - Traffic Signals
13199	New Parking Facility - Streetsville	300	0	300	Cash-in-lieu of Parking Reserve Fund - Streetsville
13200	Pay & Display Parking Meters-City Centre & Lakeshore	160	0	160	Cash-in-lieu of Parking Reserve Fund - City Centre/Port Credit
<b>Subtotal</b>		<b>22,900</b>	<b>0</b>	<b>22,900</b>	

Program: Storm Drainage

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13130	Storm Sewer Oversizing - Various Locations	200	0	200	Storm Water Management Development Charges Reserve Fund
13131	Sawmill Creek Erosion Control - Burnhamthorpe Road West to Swallowdale Court	780	0	780	Storm Water Management Development Charges Reserve Fund/Capital Reserve Fund
13132	Sawmill Creek Erosion Control - Erin Mills Parkway to Burnhamthorpe Road West	980	0	980	Storm Water Management Development Charges Reserve Fund/Capital Reserve Fund
13133	Applewood Creek Erosion Control - Behind Dixie Outlet Mall	290	0	290	Storm Water Management Development Charges Reserve Fund/Capital Reserve Fund

Table continued on next page.

**Continued Program: Storm Drainage:**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13134	Monitoring and Minor Modification of Storm Water Management Facilities - Various Locations	80	0	80	Storm Water Management Development Charges Reserve Fund
13135	Loyalist Creek Erosion Control - Upstream of Thorn Lodge Drive	90	0	90	Storm Water Management Development Charges Reserve Fund/Capital Reserve Fund
13136	Sawmill Creek Erosion Control - Swallowdale Court to The Collegeway	1,170	0	1,170	Storm Water Management Development Charges Reserve Fund/Debt Financing
13137	Drainage Improvements - Various Locations	100	0	100	Contributions Reserve Fund - Drainage
13138	Development Charges Update	80	0	80	Storm Water Management Development Charges Reserve Fund
13139	Storm Water Management Pond Dredging and Rehabilitation - Pre-Engineering	50	0	50	Capital Reserve Fund
13140	Cooksville Creek Erosion Control - Rathburn Road East to Absolute Avenue	3,320	0	3,320	Storm Water Management Development Charges Reserve Fund/Debt Financing
13145	Minor Erosion Control Works - Various Locations	80	0	80	Storm Water Management Development Charges Reserve Fund/Capital Reserve Fund
13147	Sheridan Creek Erosion Control-Clarkson Road to Meadow Wood Road	1,345	0	1,345	Storm Water Management Development Charges Reserve Fund/Capital Reserve Fund
<b>Subtotal</b>		<b>8,565</b>	<b>0</b>	<b>8,565</b>	
<b>Total Expenditure</b>		<b>64,927</b>	<b>0</b>	<b>64,927</b>	

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### Appendix 3B: Proposed 2014-2016 Capital Program (\$000's)

#### Program: Bridge & Structure

Sub-Program	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Bridge & Structure Rehabilitation	1,900	4,780	0
Bridge Repairs	3,300	420	5,200
Bridge and Culvert Appraisal & Improvement Priority	0	0	0
Inspection & Design	300	300	300
<b>Subtotal</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>

#### Program: Roadway Rehabilitation

Sub-Program	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Crack Sealing	100	100	100
Parking Lot Rehabilitation	0	0	0
Roadway Infrastructure Review	0	750	0
Road Rehabilitation	22,580	27,187	33,000
<b>Subtotal</b>	<b>22,680</b>	<b>28,037</b>	<b>33,100</b>

#### Program: Major Roads

Sub-Program	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Grade Separation	2,000	5,400	5,700
Intersection Improvements	495	495	495
Road Improvements	6,160	100	5,460
<b>Subtotal</b>	<b>8,655</b>	<b>5,995</b>	<b>11,655</b>

**Program: Other Engineering**

Sub-Program	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Noise Wall Program	1,263	373	0
Parking - Municipal	160	350	0
Property Acquisition	2,030	3,310	5,180
Salt Management Program	50	50	50
Sidewalks	1,000	500	500
Specialized Equipment	20	0	0
Streetlighting	10,000	1,417	0
Survey Equipment and Control	25	25	25
Topographical Updating	145	45	45
Traffic Signals	2,512	2,312	2,792
Cycling Program	2,000	2,000	2,000
Environmental Management-City Owned Properties	470	0	0
<b>Subtotal</b>	<b>19,675</b>	<b>10,382</b>	<b>10,592</b>

**Program: Storm Drainage**

Sub-Program	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Channelization	0	0	0
Culvert Improvement	750	0	0
Drainage	260	260	260
Erosion Control	490	700	2,620
Flood Relief	0	0	0
Storm Sewer	0	1,750	0
Storm Sewer Oversizing	200	200	200
Study	0	250	250
Storm Water Management (SWM) Facilities	6,480	530	3,270
<b>Subtotal</b>	<b>8,180</b>	<b>3,690</b>	<b>6,600</b>
<b>Total Expenditures</b>	<b>64,690</b>	<b>53,604</b>	<b>67,447</b>



# Mississauga Transit

## 2013-2016 Business Plan

City of Mississauga, Ontario, Canada

MORE THAN 3,650 BUS STOPS.  
3<sup>RD</sup> LARGEST MUNICIPAL TRANSIT SYSTEM IN ONTARIO.  
93 TRANSIT ROUTES, 1.3 MILLION HOURS OF SERVICE.  
FULLY ACCESSIBLE 458 BUS FLEET.

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# Existing Core Services

## 1.0 Vision and Mission

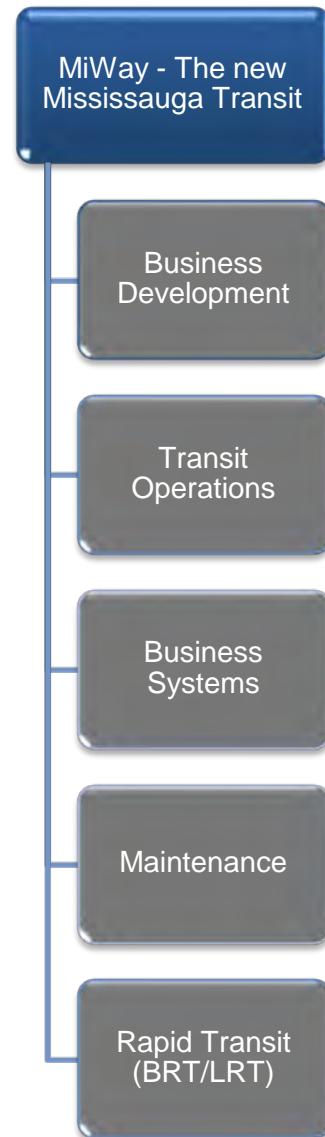
MiWay operates conventional, fixed route transit service within the boundaries of the City of Mississauga. As part of the Greater Toronto Area, MiWay connects to commuter rail and regional bus service provided by GO Transit, and integrates service with neighbouring municipalities. The system connects with Brampton Transit to the north, Oakville Transit to the west, and the Toronto Transit Commission (TTC) to the east, with direct connections to the Islington and Kipling Subway Stations.

### Vision

MiWay: A lifestyle choice to your destination.

### Mission

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

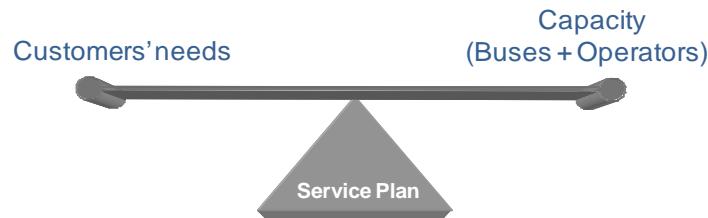


## 2.0 Service Delivery Model

Delivering effective and efficient transit services that meet the needs of customers is a multifaceted business that, due to the nature of the operational environment, faces continuous change and complexity.

Effective delivery of service is interdependent on involvement and participation from each of the staff transit groups and their service responsibilities.

MiWay's service delivery model has evolved to create the conditions in which good customer service, safety and clean buses guide decisions and daily activities. Good employee relationships and sound financial management play an equally important role in the effective delivery of service.



At the centre of our service is our existing and potential customers of MiWay. Our service goal is to deliver excellent customer service through safe, flexible, integrated transit services that meet the needs of an increasingly diverse community.

MiWay strives to consistently accomplish two service delivery outcomes that satisfy customers' needs:

- Develop a service plan that will assign the right capacity at the right time, based on customer travel patterns, dependent on time of day and day of the week; and

- Meet the service plan by having the right bus at the right time at each bus stop and terminal, consistently throughout the day, every day of the week.

The Service Development section constantly reviews ridership data, origin and destination surveys, customer feedback, and operator and customer input to model and determine the best possible allocation of buses to meet the needs of customers.

The Operations and Maintenance sections work on having the required amount of operators and buses fit for service every hour of every day.



Bus Operations at the City Centre Transit Terminal

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### **3.0 Past Achievements**

MiWay has achieved much in the recent past beginning with the successful implementation of the new MiWay brand.

As MiWay continues to grow and transition into an urban service provider, a number of significant milestones have been achieved:

#### **Service Levels**

- MiWay achieved record ridership in 2011 at 33.4 million revenue rides (an increase of 7.6 percent from 2010);
- Reached 49.3 million boardings in 2011 and is expected to reach over 50 million boardings by the end of 2012;
- Number of weeks with a total of over one million boardings has drastically increased since 2011 and is forecasted to reach over 15 weeks by the end of 2012.

#### **Accessibility Improvements**

- All MiWay buses are now fully accessible buses;
- In 2012, MiWay achieved 100 percent route accessibility and added another 340 accessible stops; and
- MiWay is compliant with the new Integrated Accessibility Standards Regulation (IASR) in 2012 and has accomplished much in relation to accessibility improvements within our facilities, policies, and services.

#### **Information Technology**

- All MiWay buses are equipped with Audio & Visual Stop Announcement Systems and Automated Vehicle Location (AVL); and
- Launched an award winning mobile site ([m.miway.ca](http://m.miway.ca)) and an iPhone App ([www.miway.ca/app](http://www.miway.ca/app)). Both enable transit riders to view scheduled bus departure times.



MiWay's Audio & Visual Stop Announcement Systems

#### **PRESTO**

- In 2011, PRESTO automated fare card system devices were installed on all MiWay buses;
- Since then, MiWay has sold over 9,000 cards and over 2.4 million trips have been taken by customers who have chosen PRESTO;
- In May of 2012, MiWay launched a loyalty program that rewards PRESTO cardholders who frequently travel on MiWay (after 12 full fare trips, they ride for free the rest of the week); and
- MiWay is the only fixed route municipal transit provider to also offer reduced concession fares to full-time university or college students.



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### **Bus Rapid Transit (BRT)/Light Rail Transit (LRT)**

- BRT Construction has begun along the dedicated right-of-way from Hurontario Street/Rathburn Road to Eastgate Parkway/Fieldgate Drive, covering four stations (Central Parkway East, Cawthra, Tomken and Dixie). Completion date for this section is fall of 2013;
- In anticipation of LRT, service integration along the Hurontario Corridor was improved with express service being provided by MiWay and Brampton Transit (Züm);
- Awarded the contract to complete the Preliminary Design and Transit Project Assessment Process for Light Rail Transit on Hurontario/Main Street in partnership with the City of Brampton and Metrolinx; and
- The anticipated completion for the Preliminary Design and Transit Project Assessment Process (TPAP) is planned for late 2013.

### **Customer Focused**

- Completed the Summer U-Pass for University of Toronto Mississauga (UTM) for both full-time and part-time students in 2012;
- Completed the first benchmark Customer Satisfaction Survey for customers of MiWay; and
- Achieved an excellent overall customer satisfaction rating of 82 percent for MiWay services.

### **Awards**

- Association of Municipalities in Ontario (AMO) Gas Tax Award - City of Mississauga received the AMO Gas Tax Award in 2012 for using Federal Gas Tax dollars to buy accessible transit buses, providing the community with

the benefits of accessible transit, cleaner air, and reduced Green House Gases (GHG) emissions.



**City of Mississauga receives AMO Gas Tax Award**

Source: Association of Ontario Municipalities

- Hurontario/Main Street Corridor Master Plan – Recipient of the 2011 Award for Planning Excellence from the Canadian Institute of Planners (CIP);
- The MiWay Brand Implementation – Recipient of the Corporate Exceptional Performance/Outstanding Achievement Award from the Canadian Urban Transit Association (CUTA);
- The MiWay Student Ambassador Program - won the City's 2011 Corporate Award for Excellence (CAFE) Partnership Award;

- The MiWay Mobile Site earned multiple awards in 2011 including:
  - 2011 Excellence in Municipal Systems Award from the Municipal Information Systems Association (MISA);
  - Certificate of Merit as part of the 2011 Willis Award for Innovation from the Canadian Association of Municipal Administrators (CAMA);
  - 2011 Peter J. Marshall Municipal Innovation Award from the Association of Municipalities of Ontario (AMO);
- 2011 GTEC Distinction Award Honouree for Excellence in Public Service Delivery (Municipal Category) from Canada's Government Technology Event (GTEC); and
- The City's Continuous Improvement Award of Excellence (2010) as part of the Corporate Award for Excellence (CAFE) Award Program.



MiWay receives CAMA Certificate of Merit



## 4.0 Current Service Levels

MiWay serves a growing population of 741,000 in an area close to 179 square kilometres (about 70 square miles) in Mississauga.

MiWay is building a family of transit services designed to meet our customer travel needs. These include:

### Current Services

- |                    |  |
|--------------------|--|
| • <b>MiExpress</b> | Express limited stop service                         |
| • <b>MiLocal</b>   | Local service, serving all stops                     |
| • <b>MiGO</b>      | Rush hour shuttle service to Milton GO Line Stations |
| • <b>MiSchool</b>  | Rush hour service to secondary schools               |



### Service Profile

MiWay operates conventional, fixed route transit service within the boundaries of the City of Mississauga, with service integration into neighbouring municipalities, including City of Brampton, Town of Oakville and City of Toronto.

Currently, MiWay operates a total of 93 routes servicing the City and surrounding areas:

- 62 Regular Routes
- Five Express Routes
- 25 School Routes
- One Seasonal Route

MiWay has 885 transit operators and has a transit fleet of 458 buses (15 of which are hybrid-electric buses).

All buses within MiWay's fleet are fully accessible – that is, all buses are low floor, kneeling buses equipped with ramps that allow passengers to board and exit the bus with ease.

The fleet travels almost 30 million kilometres a year in which it delivers over 1.3 million service hours annually.

Service Type	2011		2012	
	Hours	%	Hours	%
Weekday	1,139,200	86.3	1,164,600	86.9
Saturday	110,400	8.4	108,800	8.1
Sunday/Holiday	71,000	5.4	66,900	5.0
Total	1,320,600	100	1,340,300	100

Comparison between 2011 & 2012 MiWay Service Hours

There are more than 3,650 bus stops and 23 terminals. Bus stops are serviced by routes at various frequencies throughout the day.

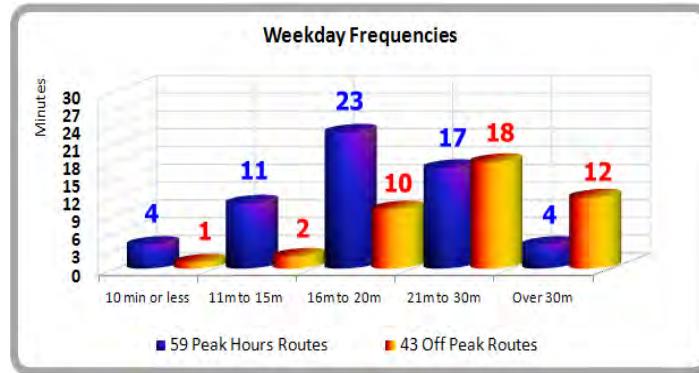
### **Service Frequencies:**

#### *AM & PM Peak Periods:*

- During morning peak periods, four routes operate under 10 minute service, 11 routes operate at 11-15 minute service; and
- The remaining 44 routes operate over 16 minute service during the peak periods.

#### *Off Peak Periods:*

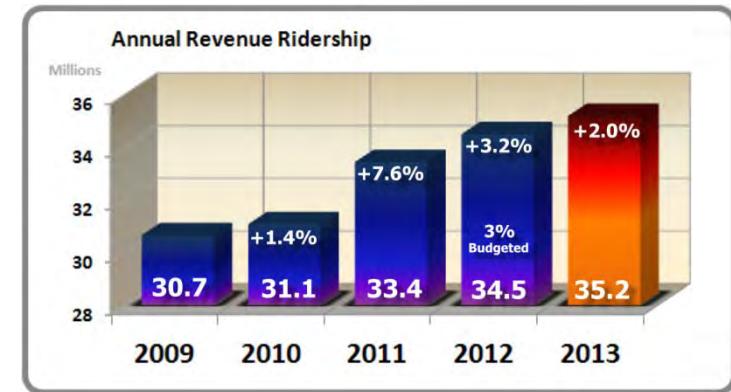
- During midday off-peak times three routes operate under 15 minutes and the remaining 40 routes are greater than 15 minutes, with 12 routes over 30 minutes.



### **Ridership**

Customers boarded a MiWay bus over 49 million times in 2011, which amounts to approximately 166,000 average daily weekday boardings.

Annual revenue ridership levels continue to climb on MiWay. MiWay achieved record riders in 2011 at 33.4 million (an increase of 7.6 percent from 2010), and is expected to reach 34.5 million by the end of 2012 (an increase of 3.2 percent from 2011).



It is forecasted that MiWay's annual boardings will set a record of 50 million in 2012.

### **Fleet and Transit Infrastructure**

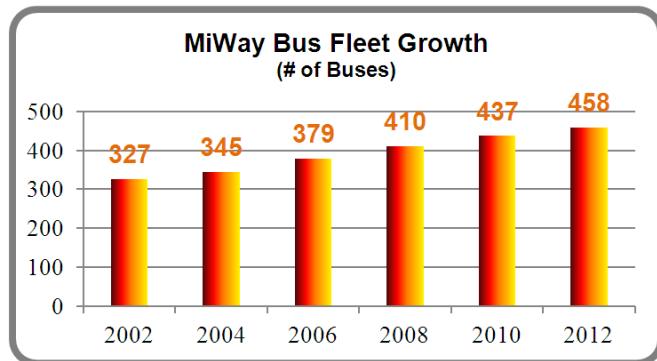
MiWay has a comprehensive on-going bus and service vehicle maintenance program that complies with Ministry of Transportation (MTO) standards and reflects the City's commitment to the safety of customers and transit operators.

Drivers complete MTO circle checks daily and all other vehicle components are subject to regular preventive maintenance programs.

An important element of maintaining MiWay's infrastructure is its bus replacement program, which ensures the overall

maintenance costs are efficient in relation to the value of vehicles and their expected service-life.

MiWay has a young bus fleet with the average bus age being 4.8 years. Currently, the bus fleet is composed of 458 buses, with a replacement value of \$215 million.



Additionally, MiWay looks after 23 terminals and 3,650 bus stops across the City. Currently all routes are accessible, however MiWay continues with its program to make all stops accessible. As sidewalks are installed, MiWay continues to ensure pedestrian linkages are provided that allow customers to safely access transit service. As well, work is ongoing to ensure all stops have a concrete passenger landing pad that extends to the rear doors of all buses.

The planned BRT terminals and the deployment of next bus signage will add to MiWay's infrastructure maintenance schedule in 2013.

### Future Services

**The Bus Rapid Transitway (BRT)** is a high-efficiency transit corridor running east-west across the City, providing express bus service through Mississauga and the GTA.

The BRT West, from Winston Churchill Boulevard to Erin Mills Parkway, will be the responsibility of GO Transit. BRT Stations with Park and Ride lots will be built at Winston Churchill Boulevard and Erin Mills Parkway. The City of Mississauga is responsible for the construction of the BRT East from the City Centre to Renforth Station.

BRT stations with Park and Ride lots will be built at Cawthra Road and Dixie Road. Additional BRT stations will be constructed at Tomken Road, Tahoe Boulevard, Etobicoke Creek, Spectrum Way and Orbitor Drive.



MiWay service on the transitway

When the BRT is completed in 2015, it will support extensive bus service along this route for thousands of riders per day, making it faster and easier for them to travel to, from, and through Mississauga and the Greater Toronto Area (GTA). MiExpress and MiLocal buses will utilize the exclusive transitway to bypass the adjacent road network. The transitway will provide increased service reliability as well as reduce travel times drastically.

With this new transit corridor, MiWay can move significantly more people and consequently divert thousands of people every day from private automobiles to higher-order transit.



BRT Roadway west of the newly constructed Hwy. 403 ramp underpass bridge

BRT construction is well underway. The opening from the City Centre to Dixie Station is planned for the fall of 2013. The remainder will be in the spring of 2015 (Winston Churchill Boulevard to Renforth Drive).



Central Parkway underpass and Station

**Light Rail Transit (LRT)** service is planned along the Hurontario/Main Street corridor between Brampton and Port Credit in Mississauga.

This project will initiate the transformation of Hurontario Street into the 21st Century with an integrated higher-order transit system supported by an appropriate land use and built form framework.

Work is underway to complete the Transit Project Assessment Process (EA) and produce 30 percent design drawings for the Hurontario LRT. Once funding is obtained, the system would operate between Port Credit and the Brampton GO Station along Hurontario Street.

The LRT will replace the limited stop express bus service currently operating along Hurontario Street and service the Lakeshore, Milton and Georgetown GO lines as well as the Mississauga City Centre.



LRT System along the Hurontario/Main Street Corridor

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## 5.0 Opportunities and Challenges

As the rate of growth in the City's population has slowed down to less than one percent per year, continued reliance on the captive rider market (those without access to a car) will be insufficient to achieve the doubling of the transit/active transportation modal split set out in the City's Strategic Plan.

Future growth, with a balance between costs and fare revenues, relies upon the choice rider (those with ready access to a car). Fortunately, the high levels of car ownership due to land use patterns (1.7 cars per family and 1.1 passengers per car) provide a large market from which to capture ridership.

However, attracting new transit riders is no easy task, especially during off-peak travel when the roads are free-flowing, free parking is available, and MiWay's service levels do not provide the fast, frequent connections that are available during peak hours.

To capture the choice rider market there is a need to focus on improving service (more capacity and higher frequency) during peak travel times when the road network is at capacity. This provides the greatest environmental and economic benefits by reducing congestion and freeing up road capacity. A focus on improving peak travel time service will target the largest market segment with the best revenue opportunities. Additionally, such an approach would maintain our revenue/cost ratio.

Choice riders (those who have access to a vehicle but can choose to ride transit) insist on safe, clean, and comfortable buses and want competitive travel times. The network will need good frequencies and connections in order to be considered a viable transportation option.

Framed as opportunities and challenges, the following external and organizational factors have been taken into account in the formulation of operational plans, and for the information technology and organizational development programs.

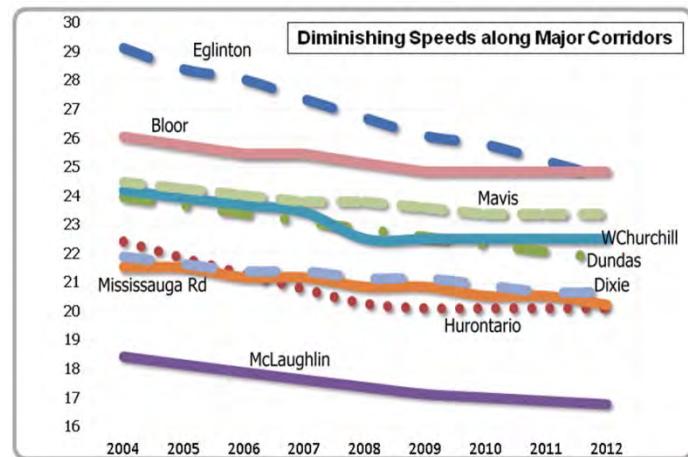
### Opportunities

- MOVE - developing a transit oriented city is one of the City's strategic pillars;
- Proven environmental and health benefits by using public transit as a personal mode of transportation;
- Growing student ridership through ongoing transit education and promotion to students;
- Building partnerships with businesses interested in MiWay to promote transit;
- Improved awareness and perceptions about MiWay through education and outreach;
- Using technology to provide products that make the transit experience better for customers;
- Increased traffic congestion overall in the City entices people to consider options such as transit;
- Launching the BRT will mean faster, more efficient service for customers;
- Increasing support for LRT along the Hurontario Corridor;
- New and better storage and maintenance facilities; and
- Increasing amount of paid parking within the City's downtown will encourage residents to use public transit instead of their cars.

## **Challenges**

- Funding from higher levels of government is not increasing without any clear replacement strategy;
- Funding from higher levels of government often focuses on inter-regional integration and is inadequate to address City needs;
- No identified funding sources for municipal transit infrastructure improvements, coupled with steadily declining development charges as the City approaches build out;
- Senior government debt, i.e. less likelihood of support for municipal service providers;
- Ability to sustain a long term financial plan to develop and operate a world class transit system, as envisioned by the City's strategic plan;
- Continued global economic uncertainty;
- Keeping a balance between transit as a social service and a financially sustainable transportation service;
- Ridership growth exceeding service growth;
- Price and volatility of fuel prices;
- Labour costs; and
- Increased traffic congestion has diminished operating speeds along several major transit corridors.

The graph below shows the changes in average peak speeds along six of the most relevant corridors within the City of Mississauga.



## **6.0 Looking Ahead**

During the next four years MiWay will continue to move forward with various initiatives that were implemented in the last planning cycle.

This plan and its service goals rely on continued investment from both the City and from higher levels of government and results in an increase of 215,300 hours by 2016.

### **Conventional Transit:**

- With the planned opening of the transitway from the City Centre to Dixie Station in the fall of 2013, frequencies on the express network will need to be improved to reduce travel times and enhance connections - an important course of action to attract and retain choice riders;
- Improvements are required along the express network during the midday, early evenings, and eventually weekends. MiWay's Routes 107-Malton Express and 109-Meadowvale Express will utilize the transitway when the first phase is completed in 2013. As such, these improvements in service will require an increase of 27,800 hours annually starting in October 2013. An increase of 21,900 hours annually will be added starting in January 2015 upon full completion of the transitway;
- Incidences of overcrowding continue to occur throughout the system. Even with the requested two percent increase in service hours (which would add 26,800 additional service hours in 2013, 27,300 in 2014, 27,900 in 2015, and 28,400 in 2016), the supply/demand gap will be widened from the 6.2% gap projected for 2012 to 11.6% by the end of 2016;
- An additional one percent in annual service hours is requested (which translates into 13,400 hours in 2013,

13,700 in 2014, 13,900 in 2015 and 14,200 in 2016) to improve peak hour and midday frequencies, bring them in line with customer expectations, and reduce the above mentioned gap;

- With the phased opening of the transitway, modifications to the current transit network will be required. This includes route redesigns and the addition of new local services to streamline existing service and take advantage of the savings in travel time and
- In spite of the requested service hours and the improvements that these hours will permit, additional funding is required to expand the express network and create other limited stop express services along major transit corridors, such as Dixie Road and Derry Road.

### **Bus Rapid Transitway (BRT):**

- Complete construction of the BRT, and identify and implement the necessary network changes in preparation for the opening of the first segment of the BRT in 2013 and reconfigure the existing transit network to support the BRT;
- Open a successful BRT service that encourages new riders to MiWay in a phased approach; and
- Plan for the implementation of transit priority on transit corridors connecting with the BRT to improve trip times and service reliability.

### **Hurontario/Main Street Study**

- After completing the Hurontario-Main Street Study in 2010 and the Metrolinx Benefits Case Assessment (BCA) review, the next phases will require undertaking the preliminary design for LRT and completing the Transit Project Assessment Process (TPAP);

- Successful completion and approval of the Hurontario-Main Street LRT Preliminary Design and Transit Project Assessment Process (TPAP); and
- Additional studies will be required on specific issues relating to LRT implementation such as noise, vibration, assessing the various road/transit related alternatives surrounding the Highway 403 interchange crossing, etc.

**PRESTO:**

- Moving forward, staff efforts will be focused on confirming system stability and development of version 2.1, which is currently being implemented at OC Transpo for the City of Ottawa;
- MiWay will be participating in the development of new customer functionality of PRESTO and system reporting to support revenue and audit requirements;
- Leverage the PRESTO and co-fare agreement with GO Transit to increase, by 10 percent in three years, the number of riders that are brought to and from GO rail and GO bus stations by MiWay's service; and
- Through customer outreach and the Student Ambassador Program migrate students from cash, tickets, and passes to Presto (70 percent in two years)

**iBus:**

- iBus is MiWay's Intelligent Transportation System (ITS) that utilizes advanced technology to enable MiWay and our customers to be better informed, make safer, more coordinated, and smarter use of transit routes and schedules. Currently MiWay's iBus technology includes such components as Automated Vehicle Location (AVL) and Automated Stop Announcements.

- Through new iBus technology capabilities, additional service improvements are planned including:
  - Bus equipment: Automatic Passenger Counters and Garage Management Program, Replacement of Bus Radio System, Transit Signal Priority;
  - Applications: Fleet Management System, Customer Relationship Management System, Runtime and Ridership analytic modules; and
  - System Integration: Radio System with iBus Computer Aided Dispatch Systems, Fleet Management with iBus, Fleet Management with Fuel Management, iBus with Garage Management, and iBus with Hastus (software solution for transit scheduling, operations, and passenger information).

**Customer Focused:**

- Grow student ridership and continue education and promoting to students and Encourage businesses to build partnerships with MiWay to promote transit; and
- Targeted customer outreach program to promote the economic and environmental benefits of transit.

**Infrastructure:**

- The requirements for additional transit terminals and priority access in and out of the City Centre core will need to be identified. Preliminary work on these requirements, in conjunction with the Downtown21 initiative, is planned in 2013.

**Fare Strategy:**

- Coordinate with adjacent transit systems (Brampton and Oakville) on the development and implementation of a Sheridan College universal bus pass (u-pass).

## 7.0 Engaging our Customers

### Public Education and Customer Engagement

To encourage lifelong transit use, MiWay must continue to acquire and retain new customers while finding ways to reward existing customer loyalty.

Key customer groups include students (three in 10 riders on MiWay are students), business commuters (work-related trips within Mississauga and across city borders) as well as GO Bus and Rail commuters (who can choose to connect with MiWay service when it's easier or more convenient).

### Community Outreach

MiWay's community outreach program helps to build and maintain excitement around, and a commitment to, the MiWay brand at a grass-roots level during ongoing Bus Rapid Transit (BRT) Project construction. The first section of the transitway - from the City Centre to Dixie Station - is expected to open in the fall of 2013, and includes four new stations.

MiWay staff participates in more than 100 events annually to educate residents about local transit service. These outreach initiatives reach students, businesses and older adults, as well as other residents who can benefit from ongoing transit service improvements.

An online calendar ([www.miway.ca/events](http://www.miway.ca/events)) lists MiWay's participation at various events year-round.



MiWay's 2012 Customer Appreciation Day

MiWay also runs an award-winning Ambassador Program to encourage students to educate their school communities about MiWay ([www.miway.ca/ambassador](http://www.miway.ca/ambassador)).



MiWay's 2011-2012 Ambassador Program Winners

Continuing to build MiWay brand momentum in the community is critical to influencing perceptions about transit service and encouraging new customers to try the system.

## Digital Media

The MiWay website ([www.miway.ca](http://www.miway.ca)), award-winning Mobile Site ([m.miway.ca](http://m.miway.ca)) and iPhone App ([www.miway.ca/app](http://www.miway.ca/app)) are available to help meet customers' transit information needs. MiWay also offers CityLink (905-615-4287), a 24-hour automated information system.

More digital and social media opportunities exist to engage customers in conversations about the benefits of transit, strengthen the partnership between MiWay and the community, and to enhance MiWay's focus on providing excellent customer service. Promoting two-way conversations about MiWay service helps educate the public about the value that MiWay delivers to the community by creating economic, social and environmental benefits in Mississauga.

## Market Research

To build customer relationships, MiWay must continue to listen to and respond to customer feedback. Annual market research provides insights into MiWay brand perceptions as well as perceived attractors and barriers to using transit. The findings help identify relevant service improvement opportunities, guide future planning, and monitor and enhance levels of customer satisfaction.

## The Service Experience

MiWay's Transit Operators represent the brand's biggest opportunity and its greatest advantage. Customers see the bus driver as the "face" of MiWay, and the experience they receive with the driver significantly impacts their overall satisfaction with the service.



MiWay Transit Operators

According to a 2011 market research study, MiWay received relatively high satisfaction ratings in relation to drivers: "Drivers drive safely" (86 percent) and "Drivers are knowledgeable about the overall system" (85 percent). MiWay also achieved a high overall satisfaction score of 82 percent.

In addition, Customer Service Representatives who provide MiWay information and receive customer feedback represent the voice and face of MiWay through the call centre and the customer information booth. Customers rely extensively on Customer Service Representatives to provide them with accurate information; thus, giving them added confidence to travel on MiWay.

Focusing on creating a consistently positive service experience for customers who choose to ride transit will help to build MiWay brand loyalty and enhance the organization's community presence.

# Required Resources

## 8.0 Human Resources

MiWay faces similar challenges to those experienced by large operational environments. MiWay also faces the traditional issues of attracting and retaining talent to address growth needs and managing the impending retirements and competition for skilled staff.

MiWay's organizational structure is evolving to address gaps created by the expansion of service, technology, equipment, and facilities. While on-street service, the number of operators bidding for work and the number of buses has increased significantly, the administrative and support structure has remained almost the same. Additionally, many initiatives are either being completed or in the process of being developed, which adds to the already full workload of MiWay staff.

The addition of the Bus Rapid Transitway (BRT) beginning in 2014 will require new staff, including Transit Operators, Transit Supervisors, Maintenance, Enforcement and Facilities staff.

As a result of the additional transit technologies such as iBus, PRESTO, Hastus, Automated Vehicle Location Systems (AVL) and real-time customer information, there will be a requirement to add skilled staff resources to manage, implement and support the transit technologies in place.

MiWay has a strong training program to ensure the driving credentials of over 900 transit operators remain up-to-date, and that customer service training is provided. 10 courses form the core of the training program and are delivered continuously throughout the year, in addition to the orientation and preparation for new recruits. As a result over 10,000 hours of formal training are delivered on a consistent basis by a dedicated team of trainers.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2012	2013	2014	2015	2016
Business Development	53.9	52.9	52.9	52.9	52.9
Business Systems	19.0	19.0	19.0	19.0	19.0
Maintenance	187.2	185.2	185.2	185.2	185.2
Director's Office	4.7	6.7	7.7	8.7	8.7
Operations	978.8	1,021.8	1,048.8	1,090.8	1,118.8
Transportation Project Office	4.0	4.0	4.0	4.0	4.0
<b>Total Service Distribution</b>	<b>1,247.6</b>	<b>1,289.6</b>	<b>1,317.6</b>	<b>1,360.6</b>	<b>1,388.6</b>

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## 9.0 Technology

MiWay has launched several technology improvements as part of its commitment to providing customer-driven, quality transit services to the travelling public in a safe, reliable, clean and cost-effective manner. These improvements include:

- Automated next stop announcement technology on all buses;
- PRESTO card readers on all buses to enable electronic payments;
- Video surveillance systems on all buses to enhance passenger and driver safety and security; and
- Improving service reliability by using new operational data to evaluate posted transit schedules against actual bus arrival times which can differ due to traffic congestion and bad weather conditions.

However, recent market research findings indicate there is demand for further technology improvements, such as providing real-time schedule information.

MiWay is committed to delivering value to the community and through its new technology capabilities, additional service improvements will be implemented - including new signage at BRT stations that will display 'next bus' arrival times.

Execution of MiWay's I.T. framework remains relevant. Work continues on several major initiatives including the replacement of the workforce management legacy system, the addition of new Information Transportation Systems (ITS), vehicle diagnostics, automated fuel management and fare card technology.

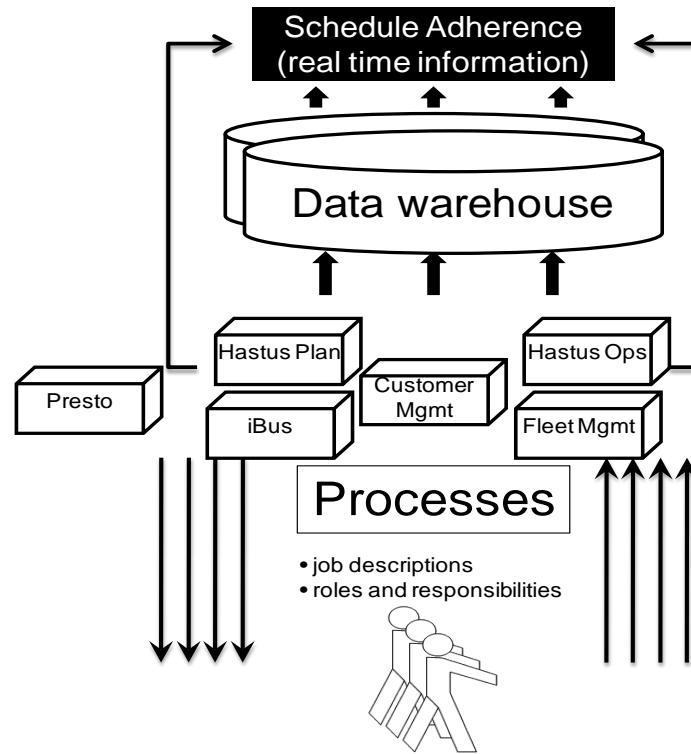
### MiWay's plan consists of five phases:

- Databases: In this phase, every major process is matched with a database that is meant to capture every relevant data point required to measure and model performance for process and costing purposes;
- Daily Information Requirements: This phase will, in a timely basis, give access to necessary information to assist front line staff in the performance of their daily duties. Additionally, since the supporting application mirrors the steps of every activity, this will help enforce consistency through operational scripts and aid front line decision-making, the standards of data input and processing which must be followed to maintain data quality and integrity;
- Dashboard: This phase will facilitate the combination of information from the various databases and present data in meaningful and timely performance metrics that can be acted upon;
- Modeling: This phase is concerned with data analysis, risk management and forecasts, from financial statements to standard costs measures to comprehensive transit models for scheduling purposes; and
- Analysis and decision-making support: The fifth and last phase provides ad-hoc information support, constant monitoring of processes and their alignment with information systems, market segmentation and research, and continuous improvement metrics (i.e. identification of variances and bottle necks).

All activities and decision-making points have been thoroughly documented and validated. They are the

foundation of the technical specifications used to configure the applications.

The next two years (in tandem with roll out of the new workforce management and on-street applications) will involve an assertive change management effort to transition from the current approach based on individuals to a system with centralized governance and performance management.



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## 10.0 Facilities

MiWay has two main storage and maintenance facilities and one central administrative office:

- **Central Parkway Transit Campus:** Located at 975 Central Parkway, the Transit Campus has been thoroughly renovated and expanded with a new body shop and new maintenance facilities. The Campus consists of two garages: Central Parkway Garage (CPY) – with a storage capacity of 270 40 feet buses, and Annex Garage (CX) – which has a storage capacity of 120 40 feet buses;
- **Malton Satellite Campus:** Located at 6780 Professional Court, this facility services the north-east end of the City. It was renovated by expanding the maintenance infrastructure and expanding staff facilities to realise the design capacity of 93 buses.



Central Parkway Transit Campus

Source: Aerial image courtesy of Google Maps



Malton Satellite Campus

Source: Aerial image courtesy of Google Maps

Additionally, there are over 3,650 stops and 23 Transit terminals across the city:

1. City Centre Transit Terminal
2. Clarkson GO Station
3. Cooksville GO Station
4. Dixie Outlet Mall Terminal
5. Erin Mills Town Centre
6. Islington Subway Station
7. Lisgar GO Station
8. Long Branch GO Station
9. Meadowvale GO Station
10. Meadowvale Town Centre
11. Dundas/ESR/Glengarry
12. Hurontario/407 Park & Ride
13. Port Credit GO Station
14. Skymark Hub
15. Sheridan College
16. Shoppers World Terminal
17. South Common Centre
18. Streetsville GO Station
19. University of Toronto (Mississauga Campus)
20. Westwood Mall Terminal
21. Woodbine Centre
22. Airport Monorail LINK Station
23. Sheridan Centre

By the fall of 2013, four additional terminals will be added with the completion of BRT Stations at:

- Central Parkway Station,
- Cawthra Station,
- Tomken Station, and
- Dixie Station.



MiWay's City Centre Transit Terminal

Source: Aerial image courtesy of Bing Maps

As MiWay continues to grow service, an additional facility will need to be considered.

- Placeholder funding is planned in 2016 for an additional downtown transit facility;
- Expansion of the Malton Satellite Campus Facility is required in 2015;
- A third storage/maintenance facility is deferred until 2018;
- 13-14 bus shelters will be installed at new locations annually;
- 200 stops (signage) per year; and
- In 2013, next bus displays will be installed at terminals and at new Transitway stations (Central Parkway, Cawthra, Tomken and Dixie Stations). Next bus displays will also be installed at key high volume intersections starting 2015.

## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2013-2016 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 2012 was \$51,830,900 and the proposed budget for 2013 is \$56,983,000.

### Total Changes to Maintain Current Service Levels

The following budget changes are proposed to maintain the current service levels in Transit:

*Operational Increase totalling \$2.1 million mainly attributed to the following:*

- \$830,000 increase for VCOMM/CAD/AVL maintenance/support costs;
- \$550,000 increase for maintenance cost (rust proofing, parts, fluids);
- \$400,000 one-time increase for MiWay Transit uniforms and miscellaneous other items; and
- \$300,000 increase for diesel fuel volume.

*Efficiencies and Cost Savings totalling \$1.4 million consisting of the following:*

- \$300,000 decrease to various maintenance costs;
- \$330,000 labour reduction for various positions;
- \$200,000 decrease related to route rationalization;
- \$250,000 reduction in iBus communication costs and marketing; and

- \$292,000 various other efficiencies due to newer fleet.

*Revenue increase of \$2.9 million mainly consisting of the following:*

- \$5,900,000 increase for 2012 forecasted fare box surplus carry over, 2013 fare increase and ridership growth of 2%;
- \$3,500,000 reduction in the draw from the Provincial Gas Tax Reserve Fund;
- \$400,000 increase in advertising revenue; and
- \$144,000 increase in the transit discount program.

### Total Changes to Operationalize Prior Decisions

- \$600,000 for 2012 service improvements (20 operators, four staff); and
- \$300,000 for diesel fuel and other maintenance items.

### Total New Initiatives and Revenues

Three initiatives are proposed in the 2013 budget. Below is a summary of each initiative:

**BR #27 - BRT Operations and Maintenance:** BRT construction is well underway with the planned opening from the City Centre to Dixie Station in the fall of 2013. (The remainder of the corridor will be operational in spring 2015, i.e. from Winston Churchill to Renforth Drive). Once operational in 2013, MiWay's Route 107-Malton Express and Route 109-Meadowvale Express will utilize the transitway. An increase of 27,800 hours annually starting in 2013 will extend midday and weekend service along these routes. An increase of 21,900 hours annually starting in 2015 will increase frequency on Routes 109 and 107.

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**BR #42 - Congestion and Overcrowding:** As a result of higher ridership levels, incidences of reported overcrowding continue to be logged at the same pace as in previous years. In addition, speed of travel has been steadily deteriorating over the years as the City reaches almost full development. Indicators point to a sustained surge in demand for transit service in our City. The 6.2 percent demand/supply gap projected for 2012 must be managed by adding additional services hours. Even with the requested two percent increase in service hours, the supply/demand gap will widen to 11.6 percent by the end of 2016.

**BR #160 – Additional One Percent Service Growth:** BR #42 proposed measures to moderate the negative effect of increased traffic congestion and overcrowding arising from increased ridership, but did nothing to reduce the gap between demand and supply. However it does not reduce the gap between demand and supply. Additional funding is required to allow MiWay to improve peak hour and midday frequencies in line with customer expectations. The requested one percent will also support feeding the transitway, which, by the end of the 2013-2016 Business planning cycle will be fully implemented.

Service Area Description	BR #	Proposed Initiative	Total Year 1 Budget	Total Year 2 Budget	Total Year 3 Budget	Total Year 4 Budget
MiWay	27	BRT Operations and Maintenance	\$1,046,741	\$2,899,372	\$4,789,712	\$4,473,983
	42	Service Congestion and Overcrowding	\$1,043,221	\$2,546,320	\$4,464,584	\$6,423,226
	160	Service Growth - 1%	\$405,862	\$1,274,580	\$2,215,505	\$3,176,529
<b>Total</b>			<b>\$2,495,825</b>	<b>\$6,720,273</b>	<b>\$11,469,800</b>	<b>\$14,073,737</b>

Note: Gross costs, no associated revenues.

The following table separates the financial requirements into those required to maintain existing services; to operationalize past decisions; and proposed new initiatives and revenues. The details on the changes to each category are provided in Sections 11 through 12.

Description (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Budget</b>	<b>51,831</b>	<b>56,983</b>	<b>63,973</b>	<b>69,901</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>				
Labour and Benefits	4,209	2,332	2,624	2,670
Other Cost Increases	2,088	2,466	1,713	2,394
Efficiencies and Cost Savings	(1,372)	(1,319)	(1,319)	(1,319)
Current Revenue Changes	(2,944)	(973)	(1,956)	(2,601)
<b>Total Changes to Maintain Current Service Levels</b>	<b>1,981</b>	<b>2,506</b>	<b>1,062</b>	<b>1,144</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>				
Annualization of Previous Years Budget Decisions	868	0	0	0
Operating Impact of New Capital Projects	0	0	0	0
<b>Total Changes to Operationalize Prior Decisions</b>	<b>868</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>54,680</b>	<b>59,490</b>	<b>65,035</b>	<b>71,045</b>
<b>New Initiatives and New Revenues</b>				
Total Proposed New Initiatives	2,304	4,483	4,866	2,683
Total Proposed New Revenues	0	0	0	0
<b>Total New Initiatives and New Revenues</b>	<b>2,304</b>	<b>4,483</b>	<b>4,866</b>	<b>2,683</b>
<b>Proposed Budget</b>	<b>56,983</b>	<b>63,973</b>	<b>69,901</b>	<b>73,728</b>

Note: Numbers may not balance due to rounding.

## 11.0 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the costs increases arising from prior decisions. Detailed explanations of changes to 2013 can be found in Appendix 1.

### Proposed Changes to Maintain Current Service Levels

Description (\$000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Labour and Benefits</b>	<b>0.0</b>	<b>4,209</b>	<b>2,332</b>	<b>2,624</b>	<b>2,670</b>
<b>Other Cost Increases</b>					
VCOMM/CAD/AVL maintenance support costs	0.0	830	250	(570)	0
Various maintenance cost increases (rustproofing, parts, fluids)	0.0	550	80	100	100
Transit uniforms and miscellaneous other items	0.0	400	0	0	0
Diesel fuel price increase (\$0.10/litre)	0.0	0	1,700	1,800	1,900
Diesel fuel volume adjustment	0.0	300	0	0	0
Utilities/allocations	0.0	(135)	210	255	265
Other Changes	0.0	143	226	128	129
<b>Total Other Cost Increases</b>	<b>0.0</b>	<b>2,088</b>	<b>2,466</b>	<b>1,713</b>	<b>2,394</b>
<b>Efficiencies and Cost Savings</b>					
Labour savings	(5.0)	(330)	0	0	0
Various maintenance costs	0.0	(300)	0	0	0
Route rationalization	0.0	(200)	0	0	0
iBus communication costs	0.0	(150)	0	0	0
Marketing	0.0	(100)	0	0	0
Other Changes	0.0	(292)	(1,319)	(1,319)	(1,319)
<b>Total Efficiencies and Cost Savings</b>	<b>(5.0)</b>	<b>(1,372)</b>	<b>(1,319)</b>	<b>(1,319)</b>	<b>(1,319)</b>
<b>Current Revenue Changes</b>					
Increase for 2012 forecasted fare box surplus carryover, 2013 fare increase and ridership growth of 2%	0.0	(5,900)	(1,900)	(2,900)	(2,300)
Reduction in draw from the Provincial Gas Tax Reserve Fund	0.0	3,500	1,500	1,100	0
Advertising contract increases	0.0	(400)	(50)	(63)	(217)
Other Changes	0.0	(144)	(523)	(93)	(84)
<b>Total Current Revenue Changes</b>	<b>0.0</b>	<b>(2,944)</b>	<b>(973)</b>	<b>(1,956)</b>	<b>(2,601)</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(5.0)</b>	<b>1,981</b>	<b>2,506</b>	<b>1,062</b>	<b>1,144</b>

Note: Numbers may not balance due to rounding.

### Proposed Changes to Operationalize Prior Decisions

Description (\$ 000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>					
Annualize 2012 service improvements (20 operators, 4 staff)	0.0	550	0	0	0
Diesel fuel and minor maintenance items	0.0	300	0	0	0
Other Changes	0.0	18	0	0	0
<b>Total Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>868</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>					
N/A	0.0	0	0	0	0
<b>Total Operating Impact of New Capital</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0.0</b>	<b>868</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

## **12.0 Proposed New Initiatives and New Revenues**

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2 on pages 37 to 43.

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

Description (\$ 000's)	BR #	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2013 to 2016 Capital (\$000's)
<b>New Initiatives</b>							
BRT Operations and Maintenance	27	20.0	811	2,037	1,923	(322)	39,865
Congestion and Overcrowding	42	18.0	1,075	1,551	1,973	2,016	6,740
Additional 1% Service Growth	160	9.0	418	895	969	989	0
<b>Total New Initiatives</b>		<b>47.0</b>	<b>2,304</b>	<b>4,483</b>	<b>4,866</b>	<b>2,683</b>	<b>46,605</b>
<b>New Revenues</b>							
N/A		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</b>
<b>Total Changes to New Initiatives and New Revenues</b>		<b>47.0</b>	<b>2,304</b>	<b>4,483</b>	<b>4,866</b>	<b>2,683</b>	<b>46,605</b>

Note: Numbers may not balance due to rounding.

The following table sets out the proposed 2013 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### **Proposed Budget by Category**

Description (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Net Costs before Administrative and Support Costs</b>						
Labour Costs	102,445	110,872	117,005	122,182	128,120	133,081
Other Operating Expenses	31,105	30,991	32,717	35,840	38,559	40,845
Total Revenues	(89,901)	(92,589)	(95,338)	(96,775)	(99,608)	(103,135)
<b>Total Net Cost before Administrative and Support Costs</b>	<b>43,649</b>	<b>49,274</b>	<b>54,384</b>	<b>61,247</b>	<b>67,071</b>	<b>70,792</b>
Administrative and Support Costs	2,429	2,557	2,599	2,726	2,831	2,938
<b>Total Net Budget</b>	<b>46,078</b>	<b>51,831</b>	<b>56,983</b>	<b>63,973</b>	<b>69,902</b>	<b>73,730</b>

Note: Numbers may not balance due to rounding.

The following table identifies the financial requirements for 2013 to 2016 by major program within the service area.

#### **Proposed Budget by Program**

Program Expenditures (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Business Development	4,751	6,159	6,240	6,223	6,216	6,211
Business Systems	1,549	3,084	3,878	4,449	3,793	3,709
Maintenance	41,833	42,560	44,191	47,013	50,152	52,988
Director's Office	(84,951)	(88,809)	(92,084)	(93,183)	(95,825)	(99,235)
Operations	82,360	88,339	94,301	98,959	105,033	109,503
Transportation Project Office	537	497	456	513	533	554
<b>Total Net Budget</b>	<b>46,078</b>	<b>51,831</b>	<b>56,983</b>	<b>63,973</b>	<b>69,902</b>	<b>73,730</b>

Note: Numbers may not balance due to rounding.

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### **13.0 Highlights of Proposed Capital Program Budget**

#### **2013 Capital Budget Highlights include the following:**

- \$13.9 million to replace 24 buses (10 – 60 foot buses, 14 – 40 foot buses);
- \$1.9 million for capital bus maintenance (i.e, engines, transmissions);
- \$1.5 million for transit terminal departure displays; and
- \$800,000 for the replacement of bus signs/mini terminals/bus stops and pads.

#### **2014 to 2022 Capital Forecast Highlights include the following:**

- \$167.3 million to replace 321 buses;
- \$16.8 million to purchase 30 growth buses;
- \$21.1 million for capital bus maintenance (i.e. engines, transmissions);
- \$19 million for the construction of a second downtown bus terminal;
- \$5.5 million for the construction of a Kipling Subway Inter-regional Terminal;
- \$5 million to replace fare boxes in all buses;
- \$3.3 million for the replacement of bus stops/signs/pads and mini terminals;
- \$3 million for the design of a third bus storage/maintenance facility;
- \$3 million for the Malton storage/maintenance facility expansion and improvement;
- \$39.8 million for BRT construction;
- \$3 million for the Dundas corridor study; and
- \$1.8 million for the bridge rehabilitation at the Cooksville GO Station.

## 14.0 Capital Program

This section summarizes the forecast ten 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. A detailed listing of 2013 to 2016 projects is contained in Appendix 3A & 3B on pages 44 to 47.

### Proposed Capital Program

Program Expenditures (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 -2022 Forecast (\$000's)	Total 2013-2022 (\$000's)
Buildings	40	640	13,840	13,140	3,240	30,900
Buses	17,292	5,470	7,100	15,701	181,941	227,504
On-street Facilities	775	640	640	290	2,010	4,355
Other Transit	670	0	2,250	2,500	750	6,170
Transitway	0	34,565	10,000	0	0	44,565
Vehicles and Equipment	505	325	555	895	2,425	4,705
<b>Total Expenditures</b>	<b>19,282</b>	<b>41,640</b>	<b>34,385</b>	<b>32,526</b>	<b>190,366</b>	<b>318,199</b>

Note: Numbers may not balance due to rounding.

Program Funding (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 -2022 Forecast (\$000's)	Total 2013-2022 (\$000's)
Subsidies and Recoveries	0	0	0	0	0	0
Gas Tax	19,116	23,935	24,070	27,436	182,067	276,624
Cash In Lieu	0	0	0	0	0	0
Development Charges	167	2,705	315	5,090	8,299	16,576
Tax	0	15,000	10,000	0	0	25,000
Other	0	0	0	0	0	0
Debt	0	0	0	0	0	0
<b>Total Funding</b>	<b>19,282</b>	<b>41,640</b>	<b>34,385</b>	<b>32,526</b>	<b>190,366</b>	<b>318,199</b>

Note: Numbers may not balance due to rounding.

# Performance Measures

## 15.0 Balanced Scorecard

A Balanced Scorecard identifies and measures four key areas of an organization's performances; Financial, Customers, Employees, and Business processes.

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

About the Measures for MiWay:

### Financial Measures

*Ridership* is the total number of paid trips. The emphasis on paid trips is to differentiate between all trips taken by customers (called boarding and includes transfers) and trips for which a fare is paid; with every paid fare customers are entitled to travel for two hours within Mississauga and neighbouring systems.

*Municipal operating contribution per capita* is the amount that the City contributes to MiWay per City of Mississauga resident.

*Revenue to cost (R/C) ratio* is the percentage of cost recovered through the fare box.

### Customer Measures

*Information requests* are trip planning requests resolved through MiWay call centre.

*Self-service options* include CityLink which is an interactive phone service that provides next bus information, and Click n' Ride which is an on-line trip planning service.

*Resolution rate* is the rate of success in which customers' inquiries received are handled within standard response time.

### Employee Measures

*Employee engagement* is measured through the bi-annual employee engagement survey which is a proxy to employee engagement and level of job satisfaction.

*Preventable accidents /100,000 kilometres* measures on-street accidents by 100,000 kilometres; MiWay bus operators drive about 30 million kilometres a year.

*Percent of incidents with no injury* records the percentage of incidents that resulted in no injury for the affected party. Incidents with no injury are considered an important source of lessons to improve safety protocols. Incidents with no injury are deemed a proxy to the success of prevention efforts.

### Business Process Measures

*Schedule adherence* refers to the percentage buses are on time within a range of three minutes ahead or up to seven minutes late from posted schedule. This is MiWay's first on-street performance indicator made possible by the iBus program.

*Fleet availability* is a ratio that tracks if the buses required to comply with plan service to the public were available. A large ratio would mean excess capacity and a ratio too close to one would mean a high risk of service interruption due to mechanical and bus availability issues.

*Boarding per trip* measures the number of times a customer needs to board a bus to reach their destination; for example, a ratio equal to one means customers need to board only one bus to reach their destination.

<b>Measures for Mississauga Transit</b>	<b>2010 (Actual)</b>	<b>2011 (Actual)</b>	<b>2012 (Actual)</b>	<b>2013 (Planned)</b>	<b>2014 (Planned)</b>	<b>2015 (Planned)</b>	<b>2016 (Planned)</b>
<b>Financial:</b>							
Ridership	31,083,088	33,448,838	34,452,303	35,141,349	35,844,176	36,561,060	37,292,281
Municipal Operating Contribution per Capita	\$69	\$81	\$81	\$85	\$90	\$90	\$95
Revenue to Cost Ratio	47%	46%	45%	45%	46%	46%	47%
<b>Customer:</b>							
Information Requests	718,710	788,614	753,662	826,966	907,399	955,655	1,092,496
Self-Service Option	6,298,216	5,361,114	5,770,497	6,331,754	6,947,600	7,623,345	8,364,816
Resolution Rate	96%	84%	88%	90%	90%	92%	95%
<b>Employees/Innovation:</b>							
Employee Engagement	64%	64%	67%	67%	70%	70%	72%
Preventable Accidents/100,000 kms.	0.29	0.24	0.24	0.28	0.25	0.25	0.23
Percent of Incidents with No Injury	21%	19%	20%	25%	30%	35%	35%
<b>Internal Business Process:</b>							
Schedule Adherence (+3) min. / (-) 7 minutes	N/A	N/A	87%	90%	90%	95%	95%
Fleet Availability [above daily requirements]	N/A	1.13	1.16	1.13	1.12	1.10	1.08
Boardings per Trip	1.47	1.47	1.48	1.47	1.46	1.45	1.45

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>110,872</b>	<b>115,081</b>	<b>4,209</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
VCOMM/CAD/AVL maintenance support costs	1,253	2,083	830	Communication and "smart" bus related support/maintenance cost increases for various MiWay IT systems
Various maintenance cost increases (rustproofing, parts, fluids)	6,550	7,100	550	Inflationary/usage increases based on historical use
Transit uniforms and miscellaneous other items	612	1,012	400	Replace operators uniforms with new MiWay brand uniforms - funded via provincial gas tax
Diesel fuel	15,557	15,857	300	Adjustment based on volume increase in diesel fuel consumption
Utilities/allocations	5,760	5,625	(135)	Decrease in natural gas rates
Other Changes	2,619	2,762	143	Other minor increases
<b>Total Other Cost Increases</b>	<b>32,351</b>	<b>34,439</b>	<b>2,088</b>	
<b>Efficiencies and Cost Savings</b>				
Labour savings*	0	(330)	(330)	Wages/Salaries/Fringe benefit reductions for 1 General Service Person, 1 Subway Cashier, 1 Mechanic, 1 Route Supervisor
Various maintenance costs*	0	(300)	(300)	Reductions in various maintenance budgets due to efficiencies, newer fleet
Route rationalization*	0	(200)	(200)	Reductions related to reduced/cancelled service
iBus communication costs*	0	(150)	(150)	Budget reduction to communication costs for the iBus technology
Marketing	893	793	(100)	Reduction of MiWay related marketing budget
Other Changes	0	(292)	(292)	Other minor changes
<b>Total Efficiencies and Cost Savings</b>	<b>893</b>	<b>(479)</b>	<b>(1,372)</b>	

Table continued on next page.

Continued **Appendix 1: Changes to Maintain Current Service Levels**

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Current Revenue Changes</b>				
Reduction in draw from the Provincial Gas Tax Reserve Fund	(21,315)	(17,815)	3,500	Reduced draw related to planned reduction in Provincial Gas Tax Reserve Fund reliance
Farebox revenue increases	(65,789)	(71,689)	(5,900)	Includes 2% revenue increase for ridership growth, 2013 fare increase, annualization of 2012 fare increase, 2012 forecasted revenue surplus carryover
Advertising contract increases	(4,580)	(4,980)	(400)	Bus/shelter advertising contract revenue increases
Other Changes	(906)	(1,050)	(144)	Increase for transit discount program
<b>Total Current Revenue Changes</b>	<b>(92,589)</b>	<b>(95,533)</b>	<b>(2,944)</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>51,526</b>	<b>53,507</b>	<b>1,981</b>	

Note: Numbers may not balance due to rounding.

\*Budget is included in total - under a prior category.

## Changes to Operationalize Past Decisions

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Annualize 2012 service improvements (20 operators, 4 staff)*	0	550	550	20 Operators, 1 Route Supervisor, 1 Operations Supervisor, 1 Bus Equipment Technician, 1 Mechanic
Diesel fuel and minor maintenance items*	0	300	300	Annualize 2012 service improvements
Other Base Changes	305	323	18	Other minor changes
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>305</b>	<b>1,173</b>	<b>868</b>	
<b>Operating Impact of New Capital Projects</b>				
N/A	0	0	0	
<b>Total Operating Impact of New Capital Projects</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Changes to Operationalize Prior Decisions</b>	<b>305</b>	<b>1,173</b>	<b>868</b>	
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>51,831</b>	<b>54,680</b>	<b>2,849</b>	

Note: Numbers may not balance due to rounding.

\*Budget is included in total - under a prior category.

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## **Appendix 2: Budget Requests**

### **Proposed 2013-2016 New Initiatives and new Revenues (Budget Requests)**

Please see the Budget Requests for the 2013-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
BRT Operations and Maintenance	27	2013
Congestion and Overcrowding	42	2013
Additional 1% Service Growth	160	2013

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Budget Request #: 27

Proposed Initiative	Department	Service Area
BRT Operations and Maintenance (Recommended Option)	Transportation & Works Department	Mississauga Transit

#### Required Operating Investment

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	863.8	3,101.8	5,584.2	5,863.8
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	53.0	254.0	813.0	1,415.0
Tax Levy Requirements	810.8	2,847.8	4,771.2	4,448.8
* Net Change in \$		2,037.0	1,923.4	(322.3)
FTEs	20.0	21.0	37.0	37.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

#### Required Capital Investment

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	100.0	88.0	35.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	100.0	88.0	35.0	0.0
FTEs		0.0	0.0	0.0	0.0

#### Why Staff Recommend this Initiative

The BRT will be opening in phases starting in 2013. There is a lot of infrastructure and projected increase in operations so a solid maintenance and operations program is needed to ensure the success of the BRT. The Mississauga BRT Project is a partnership between Canada, Ontario, Metrolinx and the City of Mississauga.

### **Details of Service Change**

Customers: BRT project will see the creation of a dedicated east-west transit corridor (busway) across Mississauga which will run along the Highway 403, Eastgate Parkway and Eglinton Avenue corridors connecting Winston Churchill Boulevard to Highway 427. Once operational, busway services will complement and connect with local bus service, inter-regional transit service and the TTC.

Construction is underway with the first segment operational in late 2013. The full busway will be operational in 2015. The new busway will be 12 kilometres in length, with 11 BRT stations and 23 new bridge/culvert structures. The City is responsible for funding seven kilometres of busway as well as nine BRT stations. GO Transit, a division of Metrolinx, is responsible for 2.5 kilometres of busway and two BRT Stations. 15 buses will be acquired as part of the BRT Project to support MiWay operations.

Recommended Options: One: Re-route #107 and #109; Two: Increase of 27,800 hours annually starting in October 2013; Three: Increase of 21,900 hours annually starting in January 2015. Risk Management: The Mississauga BRT project is utilizing a comprehensive risk management program throughout the design and construction phase of the project. A commissioning phase for the busway will be developed for all users (transit service providers, maintenance staff, enforcement and emergency service providers) of the busway to mitigate risks of busway operations.

### **Service Impact**

Future Maintenance & Operating Costs of the busway will be influenced by the following: Maintenance of BRT East - 9.5 kilometres, of which a cost arrangement is to be made with GO Transit for their 2.5 kilometres.; Parking lots for BRT East – 350 spaces; Maintenance and operating costs for nine BRT East stations; Enforcement and Security Officers which includes vehicles and related equipment – complement of four full time equivalents (FTEs); Transit Operations labour which includes Bus Operators (33 FTE); and Commissioning which includes one time training cost for transit operators.

Future Capital Costs of the busway will be influenced by the following: Presto support which includes acquisition of Presto units for BRT Stations; Asset Management which includes bridge condition surveys, and associated capital costs for vehicles for Enforcement and Security Officers.

Future Revenue from the busway will be influenced by the following: Fare box revenue from new ridership (Advertising revenue from BRT station advertising not included at this time).

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Budget Request #: 42

<b>Proposed Initiative</b>	<b>Department</b>	<b>Service Area</b>
Service Congestion and Overcrowding	Transportation & Works Department	Mississauga Transit

#### Required Operating Investment

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	1,190.5	2,908.5	5,095.1	7,328.7
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	115.9	282.9	496.1	713.7
Tax Levy Requirements	1,074.6	2,625.6	4,599.0	6,615.0
* Net Change in \$		1,551.0	1,973.4	2,016.0
FTEs	18.0	36.0	54.0	73.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

#### Required Capital Investment

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	0.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

#### Why Staff Recommend this Initiative

Denial of service caused by overcrowding continues to erode our network's reliability on a daily basis. Changes in travel patterns and increased overall ridership levels are exerting added pressures on a system without the resources to respond appropriately and in a timely manner.

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*Budget Request #: 42*

### **Details of Service Change**

Indicators point to a sustained surge in demand for transit service in our City. The 6.2 percent gap projected for 2012 must be managed by adding additional service hours. Even with the requested two percent increase in service hours, the supply/demand gap will be widened to 11.6 percent by the end of 2016.

The two percent adjustment would add 26,800 additional service hours in 2013, 27,300 in 2014, 27,900 in 2015, and 28,400 in 2016.

### **Service Impact**

This request does not address true service growth, which would only be possible through the progressive launch of BRT Operations supported by dedicated service improvement funding (both aspects are the subject of a separate BR).

Failure to smooth the projected gap between demand and supply will result in a severe loss of service quality, causing unmanageable overcrowding pressures on our system, discouraging residents from considering transit as a viable –reasonable– transportation alternative and effectively contributing to further traffic congestion.

---

Budget Request #: 160

Proposed Initiative	Department	Service Area
Service Growth - 1%	Transportation & Works Department	Mississauga Transit

#### Required Operating Investment

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	463.2	1,454.7	2,528.4	3,624.3
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	45.1	141.6	246.2	352.9
Tax Levy Requirements	418.1	1,313.1	2,282.2	3,271.4
* Net Change in \$		894.9	969.1	989.2
FTEs	9.0	18.0	27.0	36.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

#### Required Capital Investment

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	0.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

#### Why Staff Recommend this Initiative

To reduce the gap of 11.6 percent between demand and supply to 7.2 percent, an additional one percent in transit service hours will provide MiWay a minimum ability to enhance peak hour and midday frequencies and bring them a bit more in line with customer expectations (expressed through the Customer Contact Systems records and in the latest Customer Satisfaction Survey). The requested one percent will also support feeding the BRT which, by end of the 2013-2016 Business Planning Cycle, will be fully implemented.

---

*Budget Request #: 160*

### **Details of Service Change**

BR#42 proposed measures to moderate the negative effect of increased traffic congestion and overcrowding arising from increased ridership, but did nothing to reduce the gap between demand and supply.

Additional funding would be required to provide MiWay a minimum ability to enhance peak hour and midday frequencies and not only bring them just a bit more in line with clear customer expectations (expressed through the Customer Contact Systems records and in the latest Customer Satisfaction Survey), but also to fully support the massive investment in the BRT which, by the end of the 2013-2016 business planning cycle should be fully implemented.

An additional 1 percent annual increase in transit service hours would translate into 13,400 hours in 2013, 13,700 in 2014, 13,900 in 2015 and 14,200 in 2016.

### **Service Impact**

The 13,400 additional service hours identified for 2013 are equivalent to 53 daily hours, all of them addressing weekday pressures, with no allocation reserved for weekend service considerations. This number of additional hours would allow MiWay to address current peak hour frequency pressures for up to two routes per year during the next business planning cycle. This is not enough to take care of the needs identified.

There is an expectation, though, that through ongoing service rationalization efforts on one hand, and through route realignments both pre and post BRT implementation those needs could be mitigated, if not completely met. Failure to palliate the projected gap between demand and supply will result in a severe loss of service quality, causing unmanageable overcrowding pressures on our local system, discouraging residents from considering transit as a viable –reasonable- transportation alternative and effectively contributing to further traffic congestion, and leaving the BRT infrastructure without adequate support to reap the full ROI on that massive investment.

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### Appendix 3A: Proposed 2013 Capital Program (\$000's)

#### Program: Buildings

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13234	Transit Facility Repairs (Minor)	40	0	40	Federal Gas Tax Reserve Fund
<b>Subtotal</b>		<b>40</b>	<b>0</b>	<b>40</b>	

#### Program: Buses

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13203	Transit Capital Bus Maintenance-Rehabilitation/Replacement	1,900	0	1,900	Federal Gas Tax Reserve Fund
13214	Transit Terminal Departure Displays	1,500	0	1,500	Federal Gas Tax Reserve Fund
13219	Transit Bus Acquisitions-Replacement	13,892	0	13,892	Provincial Gas Tax Reserve Fund/Federal Gas Tax Reserve Fund
<b>Subtotal</b>		<b>17,292</b>	<b>0</b>	<b>17,292</b>	

#### Program: On-Street Facilities

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13215	Transit Bus Signs	400	0	400	Federal Gas Tax Reserve Fund
13224	Transit Bus Stops/Pads/Signs - Growth	135	0	135	Transit Development Charges Reserve Fund/Federal Gas Tax Reserve Fund
13225	Transit Bus Stops/Pads/Signs - Replacement	140	0	140	Federal Gas Tax Reserve Fund
13227	Transit Mini Terminals/Bays/Bus Loops Replacement	100	0	100	Federal Gas Tax Reserve Fund
<b>Subtotal</b>		<b>775</b>	<b>0</b>	<b>775</b>	

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**Program: Other Transit**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13230	Transit Hastus Module - Customer System	70	0	70	Federal Gas Tax Reserve Fund
13231	Transit 5 Year Service Plan	350	0	350	Federal Gas Tax Reserve Fund
13232	Transit Customer Satisfaction Survey	250	0	250	Federal Gas Tax Reserve Fund
<b>Subtotal</b>		<b>670</b>	<b>0</b>	<b>670</b>	

**Program: Vehicles & Equipment**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13206	Transit Route Supervisor Vehicles Acquisition - Replacement	315	0	315	Federal Gas Tax Reserve Fund
13210	Transit Maintenance Vehicle Acquisition - Replacement	40	0	40	Federal Gas Tax Reserve Fund
13211	Transit Security Vehicle & Equipment - Growth	50	0	50	Transit Development Charges Reserve Fund/Federal Gas Tax Reserve Fund
13212	Transit Security Vehicles & Equipment - Replacement	100	0	100	Federal Gas Tax Reserve Fund
<b>Subtotal</b>		<b>505</b>	<b>0</b>	<b>505</b>	
<b>Total Expenditure</b>		<b>19,282</b>	<b>0</b>	<b>19,282</b>	

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## Appendix 3B: Proposed 2014-2016 Capital Program (\$000's)

### Program: Buildings

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Transit Facility Repairs (Minor)	40	40	40
Transit Downtown Terminal #2	600	8,000	10,400
Transit Kipling Subway Inter-Regional Terminal	0	5,500	0
Transit Malton Facility - Expansion & Improvements	0	300	2,700
<b>Subtotal</b>	<b>640</b>	<b>13,840</b>	<b>13,140</b>

### Program: Buses

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Transit Bus Acquisitions - Growth	3,370	0	3,370
Transit Bus Acquisitions - Replacement	0	0	10,131
Transit Capital Bus Maintenance - Major Component Rehabilitation/Replacement	2,100	2,100	2,200
Transit Farebox Acquisitions - Replacement	0	5,000	0
<b>Subtotal</b>	<b>5,470</b>	<b>7,100</b>	<b>15,701</b>

### Program: Transitway

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Transit BRT - Construction	15,000	10,000	0
Transit Priority Infrastructure	14,765	0	0
Transit Dundas Corridor Study	3,000	0	0
Bridge & Structure Rehabilitation - Cooksville GO Overpass	1,800	0	0
<b>Subtotal</b>	<b>34,565</b>	<b>10,000</b>	<b>0</b>

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**Program: On-Street Facilities**

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Transit Bus Stops/Pads/Signs - Replacement	140	140	140
Transit Bus Signs	400	400	50
Transit Mini Terminals/Bays/Bus Loops - Replacement	100	100	100
<b>Subtotal</b>	<b>640</b>	<b>640</b>	<b>290</b>

**Program: Other Transit**

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Transit Maintenance Information System	0	2,000	0
Transit Customer Satisfaction Survey	0	250	0
Transit Terminals Next Bus Announcement Equipment	0	0	1,500
Transit Performance Metrics Monitor	0	0	1,000
<b>Subtotal</b>	<b>0</b>	<b>2,250</b>	<b>2,500</b>

**Program: Vehicles & Equipment**

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Transit Capital Equipment Acquisition - Maintenance Section	145	145	145
Transit Maintenance Vehicle Acquisitions - Replacement	60	70	210
Transit Change-Off Vehicle Acquisitions - Replacement	0	0	400
Transit Route Supervisor Vehicle Acquisitions - Replacement	70	140	140
Transit Security Vehicles & Equipment - Growth - BRT	50	50	0
Transit Security Vehicles & Equipment - Replacement	0	100	0
Transit Coin Room Equipment - Replacement	0	50	0
<b>Subtotal</b>	<b>325</b>	<b>555</b>	<b>895</b>
<b>Total Expenditures</b>	<b>41,640</b>	<b>34,385</b>	<b>32,526</b>



# Parks and Forestry

## 2013-2016 Business Plan

City of Mississauga, Ontario, Canada

6,700 ACRES OF PARKLAND AND OPEN SPACE.  
22 KM OF PUBLICLY ACCESSIBLE LAKE ONTARIO SHORELINE.  
522 PARKS, 530 SPORTS FIELDS, 255 PLAYGROUNDS AND  
225 KM OF TRAILS.  
1 MILLION CITY OWNED TREES.

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# Existing Core Services

## 1.0 Vision and Mission

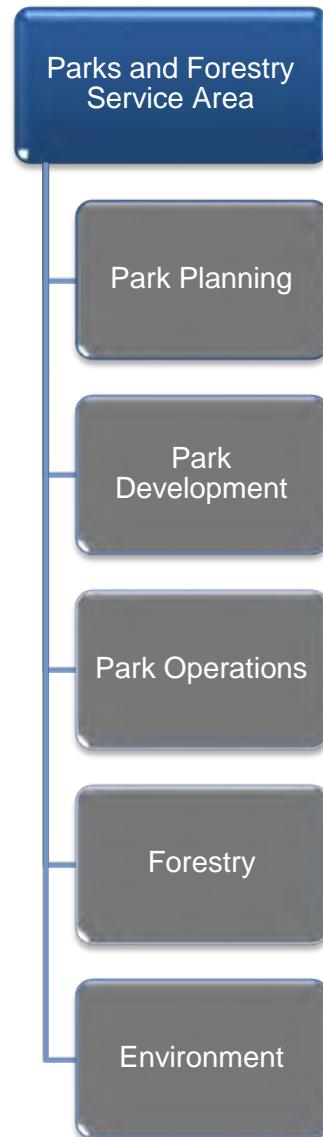
### Vision

The Mississauga parks and open space system offers clean, safe and well managed parks, natural areas, greenways, trails, recreation areas and cultural sites. Natural features and their functions are protected, restored and enhanced for ecological health and the benefit of future generations.

Parks include a range of enjoyable and attractive places that build the City's profile, enhance neighbourhoods, encourage active lifestyles and stimulate community interaction.

### Mission

We are a dynamic team of staff, volunteers and partners working together to strengthen individuals, families, our communities and the environment through stewardship and by offering and encouraging lifelong learning, leisure and sustainable recreation experiences.



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## **2.0 Service Delivery Model**

The Parks and Forestry service area provides an integrated approach to the planning, design, construction and ongoing maintenance of Mississauga's Parks, natural areas and open space system. Services are delivered by a multi-disciplinary team working cooperatively to meet the open space, outdoor recreational and environmental needs of the community.

### **Park Planning**

Park Planning is responsible for the provision and establishment of required parkland and recreational facilities within Mississauga. This includes the review and coordination of development applications pertaining to park issues, co-ordination of master plans and feasibility studies, acquisition of parkland and open space, strategic planning and policy/By-law reviews of specific parks and City-wide needs.

### **Park Development**

The Park Development Section provides comprehensive services on capital development projects related to parks and open space, streetscapes and community centres. This includes concept development and detailed designs, contract administration and construction of park developments, redevelopments and associated facilities. Park Development also oversees the asset management program, which prioritizes capital investments, captures amenity lifecycle projections and ensures continued adherence to Public Sector Accounting Board (PSAB) reporting requirements.

### **Parks Operations**

Parks Operations is responsible for the ongoing care and maintenance of over 6,700 acres (2,711 hectares) of

parkland and open space including 522 parks and 225 kilometres (139.8 miles) of trails. Operations include horticulture maintenance, turf and sports maintenance, garbage and recycling collection, winter snow removal and the City's outdoor rink program. Parks Operations is also responsible for the perpetual care and maintenance of 10 municipally owned cemeteries, two of which are currently active, and Lakefront Promenade and Credit Village Marinas operations.

### **Forestry**

Forestry consists of a diverse portfolio of responsibilities including the planting, inspection and maintenance of over one million City owned trees, vegetation management of boulevard areas, and the protection and preservation of natural assets through enforcing applicable By-laws and supporting other service area programs. Forestry staff are also responsible for invasive species management, woodland restoration and community engagement, education and awareness.

### **Environment**

Environment provides corporate leadership to environmental action plans and implementation of the Living Green Master Plan, integrates environmental impacts into decision making, raises the City's environmental profile, builds strategic community partnerships and capacities for change and acts as an information clearing house on environmental issues. Environment engages both internal and external partners to facilitate dialogue and change to ensure that Mississauga becomes a leader in green initiatives and protects and enhances the natural environment.

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### **3.0 Past Achievements**

Parks and Forestry's achievements reflect its vision of protecting, restoring and enhancing Mississauga's natural features and the commitment to the City's strategic pillars of Move, Belong, Connect, Prosper and Green. Recent highlights include:

- The development of new parkland and open space, including the opening of: Scholars' Green, Community Common, O'Connor Park, Sanford Farm Park, Park 492, Samuelson Circle Trail and Stairway Connection, Queensway Trail and the Hershey Sport Dome;
- Redeveloped parkland locations including: Mississauga Celebration Square, Riverwood, Lakeside Park, Harold E. Kennedy Park, Albert McBride Park, Ridgewood Park, Red Oaks Park, Bough Beeches Park, Madill Common, Meadowvale Conservation Area Pedestrian Bridge and Boardwalk and other various community playgrounds and pathway systems;
- Comments on over 140 Planning and Committee of Adjustment applications on behalf of the Community Services Department in 2011;
- The Acquisition of approximately 13 hectares (32 acres) of park and greenbelt lands in 2010 and 2011;
- Implementation of the Remodelling for the Future organizational review throughout the Recreation and Parks & Forestry service areas;
- Approval of Cycling Master Plan;
- Partnership agreement between the City of Mississauga and the Dufferin-Peel Catholic District School Board for

the development and use of shared outdoor athletic facilities;

- The successful implementation of operational support for Mississauga Celebration Square;
- The development and implementation of an Emerald Ash Borer Management Plan;
- Sections of the off-road trail network throughout the City were recorded and are now available on Google Street View;



Scholars' Green Park

- The implementation of Parks Operations mobile technology for front line staff to digitally input work records in the field to track park maintenance activities and costs;
- The encroachment management program inspected 930 properties, with 213 notices of contravention issued and a 98 percent compliance rate achieved. The City

- 
- reclaimed 2.2 hectares (5.44 acres) of land between 2010 and 2011;
- Beautification projects in Meadowvale, Applewood Trail, A.E. Crookes, Port Credit Memorial, Iceland, Mississauga Valley, Levi Creek and Lisgar connected 688 volunteers to beautify our community. Over 7,500 volunteers also participated in planting over 46,000 native trees and shrubs on City lands in 2010 and 2011;
  - Approval of Living Green Master Plan and Peel Climate Change Strategy to implement priority actions to address climate change, including the expansion of public awareness and education and developing a community energy strategy;
  - The implementation of the Let Your Green Show Campaign to motivate and encourage residents to take environmental action;
  - Mississauga ranked eighth in the World Wildlife Fund's top 10 Canadian cities leading action on climate change; and
  - Mississauga Celebration Square received an Award of Excellence under the 2011 Mississauga Urban Design Awards. O'Connor Park and Scholars' Green were also recognized for awards under the 2012 program.



Levi Creek Underpass Mural

**mississauga**  
**livinggreen**

City's Brand for Environmental Action

#### 4.0 Current Service Levels

Parks and Forestry's current service levels deliver a balance between maximizing available resources and providing value to the community for the provision, preservation and maintenance of the City's parks, urban forest and open space assets. Service levels provide a historical context for service delivery, allow staff to reference delivery against similar providers in neighbouring municipalities and create an opportunity for innovation and change to increase effectiveness and efficiencies.

##### **Parks**

Parks maintenance service levels ensure the continued usability of the City's parkland assets and retain the aesthetic beauty of Mississauga's green space.

Maintenance levels identify the minimum acceptable standards of maintenance performed to ensure the safety and well-being of park patrons along with the public expectations of maintaining quality park facilities.

Destination parkland, which includes sports parks, horticultural parks and waterfront parks serve regional users and requires higher maintenance due to their unique features. High usage rates require additional maintenance, accumulate more wear and tear and require more frequent basic maintenance needs such as waste management and grass cutting.

Community parkland supports passive recreation uses including the provision of sports fields, multi-purpose year round activities, visual relief and aesthetic qualities for more local communities and neighbourhoods.

Service	Level
<b>Destination Parkland:</b>	
Grass Cutting	Every 5 working days
Litter Pickup	Daily
Aerating/Fertilizing	3 times annually
Horticulture	3 days weekly
Snow Removal	Priority areas within 24 hours
<b>Community Parkland:</b>	
Grass Cutting	Every 10 working days
Litter Pickup	Weekly
Aerating/Fertilizing	N/A
Horticulture	1 day weekly
Snow Removal	48 hour response

Service	Level
<b>Sports Fields (Lit) :</b>	
Grass Cutting	2 times Weekly
Litter Pickup	As required
Aerating/Fertilizing	3 times annually
Lining	Bi-weekly
Gilling/Raking	5 times weekly
<b>Sports Fields (Unlit):</b>	
Grass Cutting	5 working days
Litter Pickup	As required
Aerating/Fertilizing	2 times annually
Lining	Bi-weekly
Gilling/Raking	3 times weekly

## Forestry

Forestry service levels ensure the protection, enhancement and restoration of the City's tree assets and associated resources. Service levels have been established to ensure the safety and overall health of forestry assets, preserve our urban tree canopy and woodlands, and enhance the biodiversity of our natural areas.

Tree planting service levels are in place to maintain and enhance tree canopy coverage, improve air quality, storm water management and provide shade covering. Tree plantings are one of the many ways Forestry engages directly with the community, and are a highly requested and valued service.

Forestry Operations maintain over one million street and park trees on public lands. Work orders generated by inspection staff allow for scheduled maintenance to be completed on a priority basis City-wide.

Boulevard maintenance service levels preserve the aesthetic beauty of over 300 hectares (741 acres) of boulevard assets along roadways and medians. Grass cutting, horticulture, litter and hard surface weed removal are performed annually by contractors.

Service	Level
<b>Tree Plantings</b>	
Caliper trees planted annually	4,000
Potted trees and shrubs planted annually	23,000

Service	Level
<b>Forestry Operations</b>	
Processing time for Tree Permits	30 days
Processing time for Forestry Inspections	30 days
Scheduled Forestry Work Order Completion Time	6 months
Forestry Operations Response Times:	
• Priority One	24 hours
• Priority Two	3 months
• Priority Three	6 months
Street Tree Block Pruning Cycle	8 years

Service	Level
<b>Boulevard Maintenance</b>	
Grass Cutting	8 times annually
Horticulture Maintenance	3,000 hrs. annually
Horticulture Restoration	1,000 hrs. annually
Litter Services	2,200 hrs. annually
Hard Surface Weed Removal	1,800 hrs. annually

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## **5.0 Opportunities and Challenges**

An analysis was conducted within Parks and Forestry to identify its current resources and abilities to ensure that it can effectively respond to future opportunities and challenges.

### **Opportunities**

- The approval of the Living Green Master Plan provides clear, prioritized actions to meet the environmental objectives of the Strategic Plan over the next 10 years. The new Environment Division will champion the implementation of the Master Plan, support service areas to achieve green objectives and implement processes and tools to integrate environmental impacts into decision making across the City;
- The Future Directions Parks and Natural Areas Master Plan serves to guide the City's decisions regarding the sustainable planning and management of parks and natural area assets for continued enjoyment by its residents and visitors;
- Leveraging technological solutions and continuous improvement initiatives are priorities for Parks and Forestry. The implementation of Parks Operations mobile technology has allowed for the digital monitoring of maintenance activities, adherences to service levels and monitoring of costs. This technology will assist in continuing to develop consistency in service levels on a city-wide basis and ensure the efficient allocation of all resources and strive for operational efficiencies and cost savings where possible;
- The implementation of the Asset Management Program will provide detailed information on the monitoring,

analysis and coordination of the financial planning, management and inventorying of capital assets within Parks and Forestry;

- The preservation and enhancement of the City's natural assets continue to be an important deliverable through additional tree plantings and community stewardship along with other education and awareness initiatives;
- The City's Strategic Plan supports the continued acquisition of properties along the waterfront, Credit Valley and connecting park corridors, along with the concept of living green, enhancing residents sense of belonging and continuing to ensure that Mississauga is an attractive community for residents and businesses;
- Increased demand and changing preferences for burial services have brought forth the need to proactively respond to increased community demand for non-denominational end of life solutions. As Mississauga continues to mature, additional internment options available to residents need to be explored;
- Exploring alternative funding opportunities within government and the public sector for the development of shared use facilities or other investments into the community will provide benefits to residents while mitigating the full cost burden to the municipal tax base. Parks and Forestry also explores additional sponsorship opportunities and private donations to enhance and maintain our assets; and
- Taking an integrated approach and linking energy with land use, buildings, transportation, water, waste and other infrastructure provides an opportunity for improved energy reliability, reduced costs and reduced greenhouse gas emissions.

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## Challenges

- Various invasive species such as the Emerald Ash Borer and Gypsy Moth pose a significant threat to the overall health of tree assets across Mississauga. A proactive management approach is needed to respond to these threats and ensure the continued sustainability of the city's urban tree canopy;
- To develop a comprehensive 30 year lifecycle model of park assets that recommends efficiencies in capital planning to maintain park assets in a state of good repair and incorporate solutions to extend lifecycle periods;
- Increases in raw materials, contractors, rentals and other professional services costs require cost effective solutions to maintain service levels. While innovative tools to contain variable costs are consistently researched and implemented, escalating operating material costs will pose a challenge to maintain service levels given existing financial resources;
- Special events and other community involvement initiatives require ongoing support from Parks Operations staff. For example, Parks staff provided support to 70 events along the waterfront in 2012, 18 of which were new. As community involvement continues to grow within parks, additional support resources will be required to meet growing demand;
- The implications of the *Cosmetic Pesticide Ban Act* has reduced or eliminated the ability to provide cost-effective measures to mitigate weeds and preserve the beauty of the City's boulevard and parkland assets. The service area will continue to comply with legislation, however will continue to be challenged to find new measures that maintain existing service levels;
- Unseasonably mild weather, drought and other extreme weather conditions have detrimentally impacted assets and operations. With extreme weather conditions occurring more often, it is important that the flexibility of staff and other resources be maintained to respond to these conditions and adapt to local impacts of climate change;
- Environmental sustainability requires behaviour change that can often face some resistance. Education and awareness along with leading by example for change are important steps to minimizing negative impacts on the environment and contributing to climate change adaptation and mitigation;
- The preservation and reclamation of natural assets often conflicts with landowners understanding of property ownership. Increased information regarding encroachments and tree ownership, including the benefits of preservation will assist in the protection of the City's natural capital; and
- Legislative requirements for municipalities to assume responsibility for abandoned cemeteries.

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## **6.0      Looking Ahead**

The preservation and maintenance of Parks and Forestry assets, the identification of efficiencies and continuous improvements, continuing the acquisition and development of parks and associated services, environmental leadership and exploring alternative funding opportunities are significant priorities over the course of the 2013-2016 Business Plan and Budget. Highlights of these priorities are outlined below.

### **Maintain Parks and Forestry Assets:**

Continuing to maintain and enhance the City's green assets is a priority to provide sustainable benefits to the community.

- Invasive insects and diseases such as the Emerald Ash Borer pose a significant threat to the health of the City's tree assets and Mississauga's urban tree canopy. A proactive management approach through treatment and tree removal will ensure that liability risks are mitigated while preserving a portion of the benefits trees provide such as storm water management, shade covering and air quality. Future invasive species risk response requires continuous monitoring and the development of proactive approaches to minimize costs and preserve assets where possible;
- The implementation of the Asset Management program will identify lifecycle projections, prioritize capital investments and continue to adhere to PSAB reporting requirements;
- The preservation of the City's urban tree canopy will continue to be addressed through ongoing enforcement and amendments to the Tree Permit By-law and Public Tree By-law. Additional tree plantings and woodlot

management programs will enhance the City's canopy cover and increase the biodiversity within our natural ecosystem;

- The continuation of reclaiming lost City lands through encroachment management is an important initiative which limits environmental damage, promotes public safety and protects public access to parkland enjoyable to all users;
- Parks will continue to maintain park physical assets (spray pads, sports fields, trails, pathways and park furniture) and other amenities in a safe and aesthetically pleasing state of good repair; and
- Capital investments such as new park developments, re-developments and trees require operating budget resources to ensure that the new assets are maintained as intended. As park amenities and other assets are brought into the City's inventory, Parks and Forestry aims to capture the full operating impacts of capital projects using more refined financial models and improved asset data.

### **Identify Efficiencies and Continuous Improvements**

Over the next four years, Parks and Forestry will continue to identify opportunities to introduce or improve processes that provide efficiencies and improve the value for tax dollar.

- Continue to research and implement the following:
  - New and low impact developments in the design and construction of park facilities;
  - Environmental best practises internally and within the community;

- Materials and equipment that lower maintenance costs, extend lifecycles, improve park user experiences and support green initiatives; and
- The adoption of best practises in the development of sports, playground and other park facilities.
- Using Hansen, expand the open space and equipment asset database to improve maintenance management information for the inspection of all parks capital assets;
- Optimize resource allocation to ensure that maintenance standards are adhered to on a citywide basis;
- Integrate project management training and enhance project management processes to meet initiatives and methods established by the City;
- Expand the provision of waste recycling for all parks on a year round basis; and
- Improve indicators to quantify and measure the value and benefits of natural capital, which will improve information to support policy objectives.

### **Continue the Acquisition and Development of Parks and Associated Services**

Parks and Forestry will continue to develop a sustainable, innovative and environmentally responsible approach to the acquisition, development, conservation and management of the City's parks and natural area assets.

- Parkland acquisition sites will be focus on enhancing valley, waterfront and intensification areas along with selective surplus school sites to preserve park assets;
- The implementation of the Natural Heritage System Strategy and the Urban Forestry Management Plan will help increase the City's natural connectivity, ecological

- functions and environmental services, including overall canopy coverage and area of natural cover;
- Expand the cycling/pedestrian network within the parks system;
- Implement the Credit Valley Parks Strategy, which will provide guiding principles and recommendations for the planning, development, construction, programming and maintenance of parks and natural areas adjacent to the Credit River over the next 25 years;
- Increased demand for interment spaces and the limited supply of saleable plots requires new end of life solutions. Response to increased demand includes maximizing the number of saleable plots at existing cemeteries, capitalizing on increased demand for Columbaria niches and exploring the feasibility of additional cemetery lands within the City; and
- Major design and development projects over the course of this Business Plan include Cooksville Four Corner, Phase Two of Scholars Green and the development of Park 302 and Park 459.

### **Environmental Leadership**

Environment will continue to provide corporate environmental leadership in areas including:

- Leading and facilitating the implementation of Council's environmental direction (I.e. Strategic Plan and Living Green Master Plan);
- Monitoring emerging environmental trends and issues and advising Council on potential opportunities and impacts;
- Reporting the City's environmental performance against environmental indicators and targets along with raising

- 
- the City's environmental profile and answering the question of how the City measures against other municipalities;
- Providing comprehensive summaries of cross-departmental actions on key environmental issues (e.g. waste management, climate change, energy, air quality);
  - Building environmental awareness, culture and capacity both internally and within the community (e.g. Let Your Green Show);
  - Continuing to build internal and external partnerships to achieve environmental goals;
  - Participating in the development of City initiatives that have significant environmental opportunities or challenges;
  - Representing the City's environmental interests on external communities/projects; and
  - Providing a Mississauga information hub and central contact point for staff, council and the community for environmental inquiries and advice.

### **Exploring Alternative Funding Opportunities**

In August 2012, the City submitted grant applications to the Community Infrastructure Improvement Fund (CIIF) to access additional funding to improve or maintain Parks and Forestry assets in a state of good repair. Projects submitted for consideration included the Streetsville Main Street Square along with pathway and lighting rehabilitation upgrades for Lisgar Meadow Brook. These projects each have the potential for funding from the CIIF fund of up to \$1 million.

In addition to the CIIF Fund, Parks and Forestry continuously seeks to maximize partnerships with Government and other public sector agencies to maximize the services delivered to residents. These include ongoing partnerships with School Boards for shared use facilities, the Region of Peel, the YMCA and various conservation authorities.



Windy Hollow Park

## 7.0 Engaging our Customers

### Linkages with 311 Call Centre

The service area receives and resolves over 6,500 service requests from the City's call centre each year along with over 1,000 direct inquiries. The call centre acts as a first line of communication between residents and Parks and Forestry. Basic information is provided to residents by 311 staff, with follow up inspections, work orders and technical questions directed to appropriate staff. All service requests are tracked for follow up and information is used to review and mitigate ongoing concerns with residents. Hansen is used to track and respond to service requests within established timelines. Improvements in tracking have improved both the quality and speed of information provided, along with increased accountability for responding to resident requests pertaining to Parks and Forestry issues.

### Community Engagement

Parks and Forestry works closely with the community on a regular basis to build a strong, connected and vibrant community. Working together with volunteers, partners and other organizations, these mutually beneficial partnerships improve the delivery of services to residents beyond the capabilities of one party alone. Examples of community engagement since 2010 include:

- 4,700 hours of community service for beautification projects in Meadowvale, Applewood Trail, A.E. Crookes, Port Credit Memorial, Iceland, Mississauga Valley, Levi Creek and Lisgar;
- 46,000 native trees and shrubs planted on City lands by over 7,500 volunteers;

- Parks Community Stewardship Programs at Richards Memorial Park, Lake Wabukayne and Brueckner Rhododendron Gardens;
- Other community engagement programs including Earth Day, Arbour Day, naturalization projects, community cleanups, tree plantings, community garden totalling over 12,450 hours from 2010 to 2011; and
- Placemaking public forums engage residents by seeking input on park uses that meet the community's needs.



Community Cleanup

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## **Environmental Awareness**

Parks and Forestry maintains a close relationship with Communications and other service areas on a regular basis to build public awareness and engagement on priority environmental actions and City programs. Examples of environmental awareness initiatives since 2010 include:

- Living Green Master Plan stakeholder consultation process including workshop series; on-line survey; environmental exhibition, art show and key note speaker event; video gallery; VIP session and public open house;
- Let Your Green Show public awareness campaign to encourage residents to take action around the themes of “Grow Local / Eat Local”, “Use Less Water” and “Give Your Car a Break;”
- Environmental Ambassadors (community volunteers) program, Idle Free Campaign and proactive enforcement;
- Earth Hour: Annual participation and promotion with community partners to reduce energy consumption and take action against climate change;
- Earth Days: Promotion of City environmental programs including Living Green insert in Mississauga News; and
- Living Green Website pages and regular social media communications that support City-wide environmental initiatives.

# Required Resources

## 8.0 Human Resources

### Remodelling for the Future

In 2012, the Recreation and Parks service area undertook the Remodelling for the Future initiative, an organizational review to ensure that the structure of the service area was efficient and able to address new and changing priorities. The implementation of the review resulted in the development of two new Service Areas (Parks and Forestry and Recreation). Over and above the improved organizational structure, increased labour savings over the course of the 2013-2016 Business Plan and Budget will be realized without impacting service levels.

In 2012, the Environment Section was established as a separate Division to effectively implement the Living Green Master Plan and address new and growing environmental priorities for the City.

### Use of Seasonal Staff, Interns and Co-op Students

As much of the ongoing maintenance of the City's parkland is conducted on a seasonal basis, Parks Operations implements an efficient use of part time staff within its staffing model. In addition to the full time staff complement, temporary staff are hired each year to conduct seasonal operations such as grass cutting, garbage pickup and weeding with full time staff. During the winter months, full time staff conduct furniture, equipment and amenity repairs, painting, snow removal, tree pruning, salting, drain cleanings and administration of the City's outdoor rink program. Parks and Forestry's efficient use of seasonal staff minimizes

labour costs and ensures that resources are available for peak seasonal maintenance periods.

Working together with various secondary and post secondary institutions, Parks and Forestry has used interns and co-op students in Planning, Forest Ecology, Park Development, Environment and Administration through the University of Toronto Mississauga and Sheridan College.

### Capital Project Chargebacks

A portion of the Parks and Forestry staffing complement are tied directly to the implementation of capital projects such as the development and re-development of parkland, maintaining assets in a state of good repair and increasing the City's urban tree canopy. Labour costs for these projects are partially offset by the Capital program.

### Parkland Growth

Parks and Forestry maintains over 6,700 acres (2,711 hectares) of parkland. Increased resources are required for parkland growth, park developments and park re-developments to ensure ongoing care and maintenance consistent with service levels for outdoor City facilities. Parkland growth is forecasted in each year of the Business Plan.

### Service Delivery Objectives

Existing training and development programs along with enhanced succession planning and talent management initiatives will ensure that the service area aligns itself with the necessary staffing resources to deliver its objectives. Continuing to attract multi-disciplinary staff and leveraging the use of organizational development resources are priorities over the course of this business plan.

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

<b>Program</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Forestry	47.4	49.4	49.4	48.4	48.4
Environment Management	5.0	5.0	6.0	6.0	6.0
Park Planning & Development	32.0	31.8	31.8	31.8	31.8
Park Maintenance	274.8	275.2	275.2	278.0	278.0
Divisional Support Services	2.0	2.0	2.0	2.0	2.0
<b>Total Service Distribution</b>	<b>361.2</b>	<b>363.4</b>	<b>364.4</b>	<b>366.2</b>	<b>366.2</b>

## **9.0 Technology**

### **Hansen 8 System**

Parks and Forestry continuously seeks to use available technology to improve business processes, strive for efficiencies where possible and gather relevant data on assets and maintenance activities using Hansen.

Parks Operations currently utilizes Hansen to input work completion information against park assets, streamlining the reporting process among front line staff and improving the quality of data entered into the system. Staff are issued netbooks and input their records wirelessly in the field. Data collected from work completion information is used to examine service level adherence, maintenance costs and hours performed for various functions of work.

Forestry Operations and tree planting staff use Hansen to receive and resolve service requests which may result in work order generation for the planting and maintenance of City owned trees. Hansen tracks outstanding, completed and closed work orders pertaining to planting, pruning, stumping and other maintenance for over one million City owned trees.

Moving forward, staff seek to maximize the capabilities of Hansen through the establishment of decision support systems (DSS) and other analytics to identify and rectify service level gaps and re-allocate existing resources to improve the consistency of operations city-wide. Increasing the capabilities and maximizing the use of Hansen will improve workflow processes, reduce the time necessary to access critical information and reduce operating costs.

### **Asset Management Program**

The Capital Planning team will develop a comprehensive inventory collection and replacement plan for parkland and associated facility assets while leveraging the use of the City's existing technology infrastructure. Data collection is slated to commence in the fall of 2012, with the development of a comprehensive Lifecycle model anticipated to be completed by 2014.

The implementation of the long term asset lifecycle model will provide a full inventory of all City owned parkland and associated assets, the ability to prioritize future capital replacements, streamline budget processes and more effectively manage capital spending. In addition, the program will strive for improvements in the service areas assets and solutions to extend the lifespan of parks and associated facilities.



Parks to Hansen

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## 10.0 Facilities

Approved by Council in 2010, the Future Directions Master Plan for Recreation and Parks and Natural Areas guides the City with respect to decisions regarding sustainable planning and management of parks and natural area assets for the continued enjoyment of residents and visitors. The master plan identifies the provision levels of outdoor recreation facilities, parks, and the broader system of open space lands which are essential to the overall ecological health of the city and to the quality of life for residents.

To support the service area's vision, Mississauga's parks and open space system is developed and managed based on principles of environmental sustainability, promotion of the quality of life, supporting community connections, quality and innovative design and responsible management. The diverse number of facilities and assets maintained by Parks and Forestry to meet community needs are outlined on this page.



Asset	Provision (2012)
Open Space Maintained	2,711 Ha
Natural Areas	1,172 Ha
Number of Parks	522
Trails	225km
Pedestrian Bridges	129
Publicly maintained Trees	1 million
Hectares of Boulevard Maintained	300
Length of Publicly Owned Shoreline	22km

Asset	Provision (2012)
Play Structures	255
Fully Accessible Playgrounds	3
Ball Diamonds	159
Soccer Pitches	264
Multi-Use Ramp Facilities	8
Spray Pads	26
Cricket Pitches	5
Cemeteries	10
Marinas	2
Artificial Fields	8
Permitted Picnic Areas	147
Tennis Courts	136

# **Proposed Budget**

This part of the Business plan sets out the financial resources required to deliver the proposed 2013-2016 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 past decisions are identified separately from proposed changes. The prior year's budget for 2012 was \$29,620,000 and the proposed budget for 2013 is \$30,894,000.

## **Total Changes to Maintain Current Service Levels**

Labour and benefits cost increases reflect economic adjustments, labour adjustments and other fringe benefit modifications.

Other cost increases include utility costs for water, electricity and heat along with fuel increases associated with Parks and Forestry vehicles. As well, other transportation related cost increases include increased vehicle costs for Parks Operations, seasonal vehicle rentals and increased mileage reimbursement costs for Forestry technical staff.

These cost increases are partially offset by savings as a result of the Remodelling for the Future organizational review, savings in the office lease for 201 City Centre Drive, the insourcing of Cemetery operations to perform services that were traditionally performed by contractors, and savings from reviews conducted by Parks to align current service levels to established service standards. Improvements in work practices and equipment purchases will allow Forestry Operations to eliminate one Arborist beginning in 2013 while maintaining existing service levels. As part of the 2013-2016 Business Plan and Budget, Parks and Forestry has committed to achieve a one percent gross operating budget

reduction in each of the four years of the plan. While efficiencies realized in 2013 will not adversely impact residents and customers, it will become increasingly difficult to achieve future efficiencies without negative impacts to existing service levels.

Current revenue changes reflect revenue increases from park permits, forestry, cemetery and marina fees which are used to offset annual operating costs. Revenue increases for additional cemetery sales are partially offset with the end of a reserve fund transfer for Forestry.

## **Total Changes to Operationalize Prior Decisions**

The annualized costs of two permanent positions within Forestry are reflected for the first quarter of 2013.

Parkland growth costs represent the operating costs of maintaining newly developed and redeveloped parkland. Parkland growth costs are to ensure that parks remain adequately staffed and resources are available to maintain current service levels.

## **Total New Initiatives and Revenues**

In 2013, Forestry will increase the number of boulevard cuts from eight to 12 to mitigate weed concerns, limit potential turf replacement costs and preserve the aesthetic beauty of the City's boulevards. A mobile solution for all Forestry staff will also be in place beginning in 2014, with increased workplace efficiencies allowing for the elimination of one Inspector in 2015.

The installation of two cemetery columbaria in 2013 will generate revenues of \$35,000 annually beginning in 2014 to provide the community with additional end of life options.

Environment will begin implementing a community environmental grant program directed by the Environmental

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Advisory Committee in 2014, offering grants of \$500 to \$10,000 to foster behaviour change and deliver programs and services at the community level. Environment will also create “Earth Markets” designed to increase public environmental awareness, understanding and action, promote local environmental programs and service, showcase innovative trends and environmental technology and build community connections beginning in 2014.

The asset management program will develop a comprehensive long term capital replacement model for park assets, assist in updating asset inventories, reporting and analysis along with ensuring continued adherence to PSAB reporting requirements.



Richard's Memorial Park

The following table separates the financial requirements into those required to maintain existing services; to operationalize prior decisions; and proposed new initiatives and revenues. The details on the changes to each category are provided in Sections 11 through 12.

Description (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Budget</b>	<b>29,620</b>	<b>30,894</b>	<b>31,705</b>	<b>32,466</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>				
Labour and Benefits	1,010	836	804	824
Other Cost Increases	282	229	160	172
Efficiencies and Cost Savings	(358)	(300)	(300)	(300)
Current Revenue Changes	(19)	(130)	(50)	(100)
<b>Total Changes to Maintain Current Service Levels</b>	<b>915</b>	<b>635</b>	<b>614</b>	<b>595</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>				
Annualization of Previous Years Budget Decisions	49	0	0	0
Operating Impact of New Capital Projects	117	20	204	34
<b>Total Changes to Operationalize Prior Decisions</b>	<b>166</b>	<b>20</b>	<b>204</b>	<b>34</b>
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>30,701</b>	<b>31,549</b>	<b>32,523</b>	<b>33,095</b>
<b>New Initiatives and New Revenues</b>				
Total Proposed New Initiatives	193	191	(58)	66
Total Proposed New Revenues	0	(35)	0	0
<b>Total New Initiatives and New Revenues</b>	<b>193</b>	<b>156</b>	<b>(58)</b>	<b>66</b>
<b>Proposed Budget</b>	<b>30,894</b>	<b>31,705</b>	<b>32,466</b>	<b>33,160</b>

Note: Numbers may not balance due to rounding.

## 11.0 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the costs increases arising from prior decisions. Detailed explanations of changes to 2013 can be found in Appendix 1.

### Proposed Changes to Maintain Current Service Levels

Description (\$000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Labour and Benefits</b>	<b>0.0</b>	<b>1,010</b>	<b>836</b>	<b>804</b>	<b>824</b>
<b>Other Cost Increases</b>					
Utility Increase	0.0	191	72	78	88
Fuel Increase	0.0	50	50	50	50
201 City Centre Lease Increase	0.0		64	2	2
Fleet Vehicle Rental Contract and Mileage Increase	0.0	59	0	0	0
Other Changes	0.0	(18)	43	30	31
<b>Total Other Cost Increases</b>	<b>0.0</b>	<b>281.8</b>	<b>228.7</b>	<b>160.4</b>	<b>171.5</b>
<b>Efficiencies and Cost Savings</b>					
Remodelling for the Future (RFF)	0.0	(161)	0	0	0
201 City Center Dr Office Lease cost	0.0	(58)	0	0	0
In sourcing of cemetery maintenance	0.0	(63)	0	0	0
Alignment of Service Levels to Service Standards	(1.3)	(47)	0	0	0
Eliminate Park Planner Position	(1.0)	0	0	0	(100)
Future Efficiencies and Cost Savings	0.0	0	(300)	(300)	(200)
Other Changes	(0.2)	(29)	0	0	0
<b>Total Efficiencies and Cost Savings</b>	<b>(2.5)</b>	<b>(358)</b>	<b>(300)</b>	<b>(300)</b>	<b>(300)</b>
<b>Current Revenue Changes</b>					
Marina, Parks Permit, Cemeteries and Forestry Fee Increase - 2.5%	0.0	(14)	(5)	(0)	(0)
Parks Sports Field Fee Increases	0.0	0	(100)	(100)	(100)
Cemetery Annualization from System Upgrade	0.0	(25)	(25)	50	0
Other Changes	0.0	20	0	0	0
<b>Total Current Revenue Changes</b>	<b>0.0</b>	<b>(19)</b>	<b>(130)</b>	<b>(50)</b>	<b>(100)</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(2.5)</b>	<b>915</b>	<b>635</b>	<b>614</b>	<b>595</b>

Note: Numbers may not balance due to rounding.

**Proposed Changes to Operationalize Prior Decisions**

Description (\$ 000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>					
Annualization of Prior Years Full Time Staff	0.0	49	0	0	0
<b>Total Annualization of Prior Years Operating Cost Decisions</b>					
	<b>0.0</b>	<b>49</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>					
Park Land Growth	4.5	117	20	204	34
<b>Total Operating Impact of New Capital</b>					
	<b>4.5</b>	<b>117</b>	<b>20</b>	<b>204</b>	<b>34</b>
<b>Total Changes to Operationalize Prior Decisions</b>					
	<b>4.5</b>	<b>166</b>	<b>20</b>	<b>204</b>	<b>34</b>

Note: Numbers may not balance due to rounding.

## 12.0 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

### Proposed New Initiatives and New Revenues

Description (\$ 000's)	BR #	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2013 to 2016 Capital (\$000's)
<b>New Initiatives</b>							
Boulevard Weed Control Maintenance	47	0.0	193	0	0	0	0
Environmental Community Grant Program	63	0.0	0	75	0	0	0
Environmental Outreach	69	1.0	0	98	20	0	0
Urban Forestry Mobile Solutions	70	0.0	0	18	(78)	0	141
Asset Management Program	173	1.0	0	0	0	66	130
<b>Total New Initiatives</b>		<b>2.0</b>	<b>193</b>	<b>191</b>	<b>(58)</b>	<b>66</b>	<b>271</b>
<b>New Revenues</b>							
Additional Internment Options at Streetville/Erindale Cemeteries	73	0.0	0	(35)	0	0	0
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>(35)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to New Initiatives and New Revenues</b>		<b>2.0</b>	<b>193</b>	<b>156</b>	<b>(58)</b>	<b>66</b>	<b>271</b>

Note: Numbers may not balance due to rounding.

The following table sets out the proposed 2013 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### **Proposed Budget by Category**

Description (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Net Costs before Administrative and Support Costs</b>						
Labour Costs	20,238	22,381	23,298	24,231	25,096	25,919
Other Operating Expenses	9,210	9,828	10,223	10,223	10,139	10,080
Total Revenues	(3,861)	(3,617)	(3,636)	(3,801)	(3,852)	(3,952)
<b>Total Net Cost before Administrative and Support Costs</b>	<b>25,587</b>	<b>28,592</b>	<b>29,884</b>	<b>30,653</b>	<b>31,383</b>	<b>32,047</b>
Administrative and Support Costs	916	1,027	1,010	1,052	1,082	1,113
<b>Total Net Budget</b>	<b>26,503</b>	<b>29,620</b>	<b>30,894</b>	<b>31,705</b>	<b>32,466</b>	<b>33,160</b>

Note: Numbers may not balance due to rounding.

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The following table identifies the financial requirements for 2013 to 2016 by major program within the service area.

**Proposed Budget by Program**

Program Expenditures (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Forestry	5,542	6,721	7,313	7,492	7,591	7,773
Environment Management	305	534	629	823	866	890
Park Planning & Development	2,710	2,362	2,554	2,768	2,933	3,068
Park Maintenance	17,945	19,660	20,061	20,260	20,702	21,045
Divisional Support Services	0	343	337	361	373	384
<b>Total Net Budget</b>	<b>26,503</b>	<b>29,619</b>	<b>30,894</b>	<b>31,705</b>	<b>32,466</b>	<b>33,160</b>

Note: Numbers may not balance due to rounding.

### **13.0 Highlights of Proposed Capital Program Budget**

In 2013, Parks & Forestry will continue to implement our strategic goals through projects such as:

- City Wide Facilities: Shoreline restoration at Jack Darling Memorial Park, Improvements to the bicycle and pedestrian system as identified in the 2010 Cycling Master Plan, five year review of the Future Direction Master Plan and park and other site amenities at Mississauga Celebration Square;
- Park Facility Installation: Spray pad repairs at Forest Glen along with washroom design and construction for Garnetwood and Erindale Park;
- Park Redevelopment: Various lifecycle repairs and maintenance for bridges, underpasses, play equipment replacement and landscape improvements based on inspection condition audits, with park rehabilitation funding for Bruce Reynolds Park;
- Parkland Acquisition & Developments: Major developments include pre-design work for Park 459, design of Plumtree Park, funding for P-508 (Former Hancock property) and cash flow funding for an expansion to Malton Village Park;
- Park Maintenance: Park maintenance items include the installation of backflow preventers, lifecycle reconstruction for various park pathways, unlit sports fields, turf renovations along with the replacement of park furnishings to maintain our assets in a state of good repair;
- Sports Maintenance: Sports field maintenance repairs include bleacher replacements for Mississauga Valley Park, tennis court fencing repairs at Ron Searle Park

and turf and infield repairs to Kingsbridge Common and Brickyard Park;

- Urban Forestry: In 2013, the implementation of the Emerald Ash Borer management plan will commence on a City-wide basis to mitigate the impacts of the highly invasive insect while preserving a percentage of the City's Ash trees and replacing others. The Emerald Ash Borer Management Plan will be funded through a special tax levy. Other Urban Forestry initiatives include street tree planting replacements, funding for implementation of the Million Tree Program, replacements of dead or vandalized trees, woodland management programs to preserve our natural areas, greenbelt plantings in partnership with various conservation authorities and street tree plantings for new subdivisions;
- Vehicles and Equipment: Includes lifecycle replacement necessary to conduct day to day operations, along with new equipment required for the ongoing care and maintenance of newly developed parkland;

From 2014 through 2016, successes in these strategic goals are highlighted by proposed capital requests including:

- 2014 – Parkland Acquisition - Not Yet Named Parks F-408 & F-410
- 2015 – Parkland Acquisition – Meadowvale Village Greenbelt F-071 & F-073
- 2016 – Pathway Reconstruction – Various locations

## 14.0 Capital Program

This section summarizes the forecast ten 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. A detailed listing of 2013 to 2016 projects is contained in Appendix 3.

### Proposed Capital Program

Program Expenditures (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 -2022 Forecast (\$000's)	Total 2013-2022 (\$000's)
City Wide Facilities	2,080	162	998	428	4,377	8,046
Park Facility Installation	733	1,392	0	0	1,773	3,898
Park Redevelopment	3,044	1,619	1,178	881	6,199	12,921
Parkland Acquisition	3,000	13,016	17,971	3,000	62,000	98,987
Parkland Development	1,316	0	485	65	2,578	4,444
Parks Maintenance	1,773	821	494	364	2,154	5,606
Sports Field Maintenance	381	95	138	122	566	1,302
Urban Forestry	1,906	718	1,465	1,406	7,631	13,126
Urban Forestry - Emerald Ash Borer Management Program	2,508	2,922	4,224	7,038	34,353	51,047
Vehicles, Equipment	460	0	290	290	290	1,330
<b>Total Expenditures</b>	<b>17,201</b>	<b>20,746</b>	<b>27,243</b>	<b>13,594</b>	<b>121,922</b>	<b>200,706</b>

Program Funding (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 -2022 Forecast (\$000's)	Total 2013-2022 (\$000's)
Subsidies and Recoveries	58	95	138	122	0	413
Gas Tax	0	0	0	0	0	0
Cash In Lieu	3,793	14,571	18,052	3,190	64,291	103,896
Development Charges	2,268	73	181	0	3,916	6,438
Tax	7,932	2,152	4,007	2,429	13,465	29,984
Emerald Ash Borer Reserve Fund	2,508	2,922	4,224	7,038	34,353	51,047
Other	641	932	641	815	5,897	8,927
Debt	0	0	0	0	0	0
<b>Total Funding</b>	<b>17,201</b>	<b>20,746</b>	<b>27,243</b>	<b>13,594</b>	<b>121,922</b>	<b>200,706</b>

Note: Numbers may not balance due to rounding.

# Performance Measures

## 15.0 Balanced Scorecard

A balanced scorecard is an assessment of the financial and non-financial measures of performance, and focuses on these processes to achieve an organization's priorities.

Balanced scorecard metrics used for Parks and Forestry include the following:

### Financial Measures

*Net Operating Cost per Capita* is the net cost of Parks and Forestry services, calculated by deducting gross revenues by gross expenditures and dividing the remainder by population. Net cost is an important measure as Parks and Forestry services are supported by a combination of user fees and tax based funding. The net cost represents the tax based funding supporting the services per person on an annual basis.

*Gross cost per hectare of Parks and Open Space* is the total maintenance costs divided by the total number of hectares maintained by the City. Gross costs per hectare measures the total costs of inputs required to provide the service, and are a valuable tool in benchmarking against neighbouring municipalities.

*Cost recovery of natural sports fields* is the percentage of total costs recovered through user fees for sports field use, and demonstrates the relationship between tax based funding and user fees with sport facility rentals.

### Customer Measures

*Service Requests resolved by Parks and Forestry* measures the completed service requests initially received through the 311 call centre pertaining to the service area. Service

requests are responded to on a reactive basis. A reduction in the number of service requests resolved by Parks and Forestry indicates a proactive approach to the maintenance of assets as well-maintained infrastructure is less likely to generate service requests than assets in need of repair.

### Employees

*Employee Work Engagement* is the key to achieving success in a service based organization and is grounded in the approach, attitude and outputs of employees. The City understands the benefit of being recognized as an "employer of choice". Employee satisfaction measurement is part of the city culture and provides employees with the opportunity to provide insight and direction for future opportunities. The results are based on the bi-annual Employee Engagement Survey conducted by *Metrics @Work*.

### Business Processes

*The total number of new trees planted* measures the total output of various tree planting initiatives across the City, through community engagement initiatives along with street and park tree programs.

<b>Measures for Parks and Forestry</b>	<b>2010 (Actual)</b>	<b>2011 (Actual)</b>	<b>2012 (Actual)</b>	<b>2013 (Planned)</b>	<b>2014 (Planned)</b>	<b>2015 (Planned)</b>	<b>2016 (Planned)</b>
<b>Financial</b>							
Net Operating Cost Per Capita	\$34.30	\$36.71	\$39.92	\$41.47	\$42.16	\$42.67	\$43.18
Maintenance Costs per Hectare of Parks and Open Space	\$2,518	\$2,670	\$2,919	\$2,923	\$2,949	\$2,922	\$2,956
Cost Recovery: Natural Sports Fields	13%	13%	13%	16%	19%	23%	26%
<b>Customer</b>							
Service Requests Resolved by Parks and Forestry	6,993	6,508	6,500	6,450	6,400	6,400	6,400
<b>Employees/Innovation</b>							
Employee Engagement (Overall Satisfaction)	66.4%	N/A	70%	70%	75%	75%	75%
<b>Business Process</b>							
New Trees Planted	26,127	25,860	31,323	50,000	50,000	50,000	50,000

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>22,381</b>	<b>23,391</b>	<b>1,010</b>	Increase reflects economic adjustment increases, labour adjustments and other fringe benefit changes
<b>Cost Increases</b>				
Utility Increase	1,057	1,247	191	Utility increases for water, electricity and other utilities.
Fuel Increase	578	628	50	Increases for fuel costs associated with Parks and Forestry vehicles.
Fleet Vehicle Rental Contract and Mileage Increase	608	667	59	Cost increases as a result of increased tender prices for Parks seasonal vehicle rentals and increased mileage reimbursement costs for Forestry technical staff.
Other Changes	1,027	1,010	(18)	Other includes small decreases in administrative and support costs.
Other Costs	6,945	6,945	0	Other operating expenses.
<b>Total Cost Increases</b>	<b>10,215</b>	<b>10,497</b>	<b>282</b>	
<b>Efficiencies and Cost Savings</b>				
Remodelling for the Future (RFF)	0	(161)	(161)	Savings associated with the implementation of the organizational review for the Parks and Forestry Service Area.
201 City Center Dr Office Lease	428	370	(58)	Renewal of lease for 201 City Centre Dr. offices includes 5 months free rent.
In sourcing of cemetery maintenance	56	(7)	(63)	Savings from the insourcing of cemetery maintenance to Parks staff for services traditionally performed by contractors.
Alignment of Service Levels to Service Standards	0	(47)	(47)	Savings from the alignment of current parks maintenance service levels to established service standards
Other Changes	0	(29)	(29)	Small expenditure reductions across the Parks and Forestry Service Area.
<b>Total Efficiencies and Cost Savings</b>	<b>484</b>	<b>126</b>	<b>(358)</b>	

Table continued on next page.

Continued Appendix 1: Changes to Maintain Current Service Levels

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Current Revenue Changes</b>				
Marina, Parks Permit, Cemeteries and Forestry Fee Increase - 2.5%	(192.6)	(207)	(14)	Fee increases for Marinas, Park Permits, Forestry and Cemeteries
Cemetery Annualization from System Upgrade	0	(25)	(25)	Increase represents the identification of new saleable Cemetery lots as a result of the new database system.
Other Changes	0	20	20	Elimination of reserve transfer to Forestry.
Other Revenues	(3,424)	(3,424)	0	Other revenues
<b>Total Current Revenue Changes</b>	<b>(3,616.8)</b>	<b>(3,636)</b>	<b>(19)</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>29,643</b>	<b>30,378</b>	<b>915</b>	

Note: Numbers may not balance due to rounding.

## Changes to Operationalize Prior Decisions

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Annualization of Prior Years Full Time Staff	0	49	49	Full Time Labour annualization of two positions approved in 2012 budget.
Other Base Changes	0	0	0	
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>0</b>	<b>49</b>	<b>49</b>	
<b>Operating Impact of New Capital Projects</b>				
Park Land Growth	156	273	117	Increase represents the operating costs of maintaining newly developed and redeveloped parkland.
<b>Total Operating Impact of New Capital Projects</b>	<b>156</b>	<b>273</b>	<b>117</b>	
<b>Total Changes to Operationalize Past Decisions</b>	<b>156</b>	<b>322</b>	<b>166</b>	
<b>Total Cost to Maintain Current Services Levels and Operationalize Past Decisions</b>	<b>29,620</b>	<b>30,701</b>	<b>1,081</b>	

Note: Numbers may not balance due to rounding.

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## **Appendix 2: Budget Requests**

### **Proposed 2013-2016 New Initiatives and New Revenues (Budget Requests)**

Please see the Budget Requests for the 2013-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Boulevard Weed Control Maintenance	47	2013
Urban Forestry Mobile Solutions	70	2013
Environmental Community Grant Program	63	2014
Environmental Outreach	69	2014
Asset Management Program	173	2016
<b>New Revenues</b>		
Additional Internment Options at Streetville/Erindale	73	2014

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Budget Request #: 47

Proposed Initiative	Department	Service Area
Boulevard Weed Control Maintenance	Community Services Department	Parks & Forestry

#### Required Operating Investment

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	193.0	193.0	193.0	193.0
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	193.0	193.0	193.0	193.0
* Net Change in \$		0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

#### Required Capital Investment

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	0.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

#### Why Staff Recommend this Initiative

This initiative is a proactive approach to mitigating potential large capital replacement costs.

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*Budget Request #: 47*

**Details of Service Change**

The Pesticide Act no longer allows for the application of cosmetic pesticides, which were previously utilized to assist in boulevard weed control. Boulevards are impacted annually by salt, making it a challenging location to grow sustainable turf. Cutting has therefore become the primary business practise to maintain turf areas. Proper cutting practises allow for increased turf vigour and health, allowing the grass to outgrow weed seed infiltration which deters weed growth. Since the legislative change, weed growth within the City's boulevards has significantly increased to a point in which the majority of turf will be compromised by weeds. Should no action be taken, weeds will negatively impact turf to the point where sod replacement would be required. Turf replacement costs for boulevards located on major corridors include: Winston Churchill Boulevard: \$1.42 million, Burnhamthorpe Road: \$962,000, Eglinton Avenue: \$612,000, The Queensway: \$1.46 million and Mavis Road: \$823,000.

Total replacement costs for these 5 major corridors would be \$5.28 million or \$528,000 annually assuming a 10 year replacement cycle for these corridors should no action be taken. This request increases existing funding allowing for four additional turf cuts on City boulevards beginning in April 2013 to mitigate ongoing weed concerns at an annual cost of \$193,000. The funding increase for professional services will be managed through existing contract administrators within the Forestry Section.

**Service Impact**

An increase in the boulevard cutting cycle from 8 to 12 cuts yearly would allow Forestry contractors to maintain the City's boulevard turf assets at an acceptable level towards weed growth and the overall health of turf. Taking a proactive approach to weed control mitigates potential replacement costs while preserving the overall aesthetic beauty of the City's boulevards. Currently the first cut cycle occurs between May 1st to May 15th; therefore some turf areas do not receive a first cut until the middle of May. In this scenario, grass may be up to 12in in height before the 1st cut, negatively impacting the turf as well as creating large tracks of grass clippings which kill the turf below. The cut cycle is completed every two weeks until the end of June, where a cut cycle of once a month commences July 15th until the end of October.

The first additional cut would be completed in April at the start of the growing season. Two additional cuts would be completed from July to October, creating a 3 week cut cycle versus the current 4 week cycle. The last cut would occur in November which mulches leaf litter and eliminates leaf piles that kill turf over the winter months.

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Budget Request #: 70

<b>Proposed Initiative</b>	<b>Department</b>	<b>Service Area</b>
Forestry Mobile Solutions	Community Services Department	Parks & Forestry

**Required Operating Investment**

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	0.0	18.0	(59.5)	(59.5)
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	18.0	(59.5)	(59.5)
* Net Change in \$		18.0	(77.5)	0.0
FTEs	0.0	0.0	(1.0)	(1.0)

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	141.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	141.0	0.0	0.0	0.0
FTEs		1.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Continuous improvement initiatives, leveraging technological solutions for cost containment strategies.

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*Budget Request #: 70*

### **Details of Service Change**

Forestry staff are responsible for the maintenance of 250,000 street trees along with all trees in parks, and natural areas. Staff are tasked with By-law enforcement and assisting in the preservation of over one million privately owned trees, responding to service requests, completing inspections and maintaining over 300 hectares of boulevards. Contract administrators oversee multimillion dollar contracts for work completed on City trees. Forestry inspectors currently utilize in-field solutions to complete daily tasks. Increases in service requests, additional contract administration duties and Encroachment Management require Forestry to leverage technology to increase productivity, improve response times and improve inventory management while maximizing current resources. An enhanced mobile solution allows for the automation of several tasks performed manually by staff. This initiative includes:

- Migration to Hansen eight for boulevard work performed by contractors. Information would be automated on work completed against the City's boulevards. Maintenance data allows staff to monitor costs, ensure efficient resource allocation and monitor maintenance levels.
- In-field solutions for Forestry staff. The ability for staff to conduct work in the field would allow for an increase in staff productivity. This includes issuing mobile hardware, wireless access and mobile printers for staff to update labour information, resolve service requests, generate work orders and issue permits.

### **Service Impact**

Service improvements through a reduction in staff travel times between site visits and returning to their workstation would be realized. Productivity improvements would also be realized as staff would be able to issue permits and Notices of Contraventions utilizing data entered and automated in both Hansen Trees2Go and MAX. Through these various service delivery and productivity improvements, Forestry would be able to reduce 1.0 full time equivalent (FTE ) through attrition.

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Budget Request #: 63

Proposed Initiative	Department	Service Area
Environmental Community Grant Program	Community Services Department	Parks & Forestry

#### Required Operating Investment

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	0.0	75.0	75.0	75.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	75.0	75.0	75.0
* Net Change in \$		75.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

#### Required Capital Investment

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	0.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

#### Why Staff Recommend this Initiative

Community grants will increase community engagement and sense of shared environmental responsibility. A matching grant structure allows the City of Mississauga to better leverage its financial resources, allowing the City to achieve greater results with limited funds. The program promotes a green culture within the resident community and creates an opportunity to build lifetime interest in the environment with Mississauga's youth.

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*Budget Request #:* 63

**Details of Service Change**

This new matching community environmental grant program, directed by the Environmental Advisory Committee, would offer grants of \$500 to \$10,000 to local groups (e.g. BIA's, ratepayers groups, schools, scouts, girl guides, street neighbours, etc.) for community driven, innovative environmental initiatives that contribute to environmental sustainability in Mississauga.

Pilot projects that encourage and inform others how to conserve energy and water, reduce emissions and waste, improve air quality, improve and protect the urban forest or natural heritage will be preferred. This grant program will not duplicate funding offered by other levels of government such as home improvement/energy efficiency retrofit program (e.g. will not offer grants to replace windows, doors, furnaces etc.)

Funding would be limited and allotted once per calendar year. To be eligible, projects must commence subsequent to the application submission and be completed by fall of the same year.

**Service Impact**

This program supports the Living Green principle of shared responsibility for a clean and healthy natural environment. It also supports Living Green strategic goals to encourage environmentally responsible approaches, to be responsible stewards of the land and to lead change in behaviours to support a more responsible and sustainable approach to the environment.

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Budget Request #: 69

Proposed Initiative	Department	Service Area
Environmental Outreach	Community Services Department	Parks & Forestry

#### Required Operating Investment

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	0.0	97.5	117.5	117.5
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	97.5	117.5	117.5
* Net Change in \$		97.5	20.0	0.0
FTEs	0.0	1.0	1.0	1.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

#### Required Capital Investment

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	0.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

#### Why Staff Recommend this Initiative

This type of event provides numerous opportunities to engage all segments of the community in a tangible, fun and entertaining way to promote trends, behaviours and actions that promote environmental sustainability in Mississauga. These events provide a physical and inspirational way of engaging residents in environmental sustainability. It reaches the community on a level that corporate communication strategies alone cannot achieve.

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*Budget Request #: 69*

### **Details of Service Change**

To add one full time Environmental Outreach Coordinator to the Environment Division to deliver coordinated, comprehensive and ongoing environmental outreach and education to increase awareness and community engagement in priority Living Green actions.

To promote local environmental initiatives, innovative trends and build community connections, this initiative includes the creation of "Earth Markets". Earth Markets are environmental fair-like events that can be hosted in various types of venues and locations across the city. The size and nature of these outreach events will vary according to venue, local interests and time year. They could range from something as small as an indoor school eco-fair to a large outdoor event associated with a farmers market.

Earth Markets would feature things like environmental demonstrations, workshops, innovative technologies, produce markets, culture exhibits, community and local youth projects and City Living Green initiatives. The goal is to host multiple Earth Markets across the city, inviting local partners unique to each ward to participate along with a core group of market partners and green movement activities creating an event which appeals and engages the local community.

### **Service Impact**

To-date environmental management has coordinated smaller scale events such as having a cluster of City initiatives represented at local fairs and offers limited public education and outreach. To develop a model which represents all the key components of the Living Green Master Plan, is transferable to multiple locations and is customized by inviting local neighbourhood partners requires a full time Environmental Outreach Coordinator. It is proposed that in the first year, programming would include developing and hosting one Earth Market which would expand to three per year. Opportunities to leverage corporate sponsorship and business partner relationships will be optimized to expand reach activities, community engagement and reduce operating costs over time.

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Budget Request #: 173

Proposed Initiative	Department	Service Area
Asset Management Program	Community Services Department	Parks & Forestry

#### Required Operating Investment

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	0.0	0.0	0.0	65.6
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	0.0	65.6
* Net Change in \$		0.0	0.0	65.6
FTEs	0.0	0.0	0.0	1.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

#### Required Capital Investment

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	0.0	0.0	0.0	129.5
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	129.5
FTEs		0.0	0.0	0.0	0.0

#### Why Staff Recommend this Initiative

To ensure that Parks and Forestry continues to efficiently manage capital priorities and assets, and also to continue the effective due diligence required to maintain public safety in the city's park system.

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*Budget Request #: 173*

**Details of Service Change**

Community Services is responsible for asset valued at over \$200 million. Currently there are a variety of systems and methods to collect asset information, however many of the inventories are antiquated databases or use labour intensive procedures. Also, there is no automated system to forecast and prioritize future capital replacements and spending.

A Team Leader of Capital Planning will be hired in 2012 and it is anticipated as the program grows that additional resources will be required. This proposal requests that an additional full-time Capital Asset Coordinator (Grade E) be hired in 2016. In addition, \$100,000 in capital is required to retain the services of a consultant to identify, map, and perform a condition audit of each pathway, trail system and other capital assets in parks throughout the city.

**Service Impact**

This initiative will provide detailed information to operating divisions and decision makers to improve the prioritization and forecasting of future capital spending and assist in the further development of an asset management program which will define capital planning and reporting. In addition, there will now be resources available to track and record all new assets developed through capital projects and assist with the uploading of information into the Hansen system. This program will also ensure the continued adherence to PSAB reporting requirements.

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Budget Request #: 73

Proposed Initiative	Department	Service Area		
Additional Internment Options at Streetsville/Erindale Cemeteries	Community Services Department	Parks & Forestry		
Required Operating Investment				
Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	0.0	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	35.0	35.0	35.0
Tax Levy Requirements	0.0	(35.0)	(35.0)	(35.0)
* Net Change in \$		(35.0)	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

#### Required Capital Investment

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	50.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	50.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

#### Why Staff Recommend this Initiative

Meeting the end of life needs of residents who wish to be interned in their own community, as well as a source of generating revenue.

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*Budget Request #: 73*

**Details of Service Change**

The City has seen a significant increase in the number of cremation internments over the past decade, primarily due to increased land scarcity and changing cultural and demographic preferences. Since installing a columbarium at Streetsville Public Cemetery in 2009, approximately 43% of columbarium niches have already been sold. Continuing land supply constraints will also limit the number of traditional in-ground burial options available in the coming years across the Greater Toronto Area. There is therefore a need for Parks staff to respond with a proactive approach to increasing demand for cremation internments. The installation of 2 new columbaria, located at Streetsville and Erindale Cemeteries will respond to the increased demand and community pressure to allow residents the opportunity for a final resting place within their community.

**Service Impact**

This request increases the Cemetery options available to residents. Two new columbaria are to be installed at a unit cost of \$25,000. Installation of the columbaria would occur in 2013, with revenues beginning to be generated in 2014. Assumption is that all Columbaria niches will be sold out over a period of 10 years with total revenues generated to be approximately \$350,000.

## Appendix 3A: Proposed 2013 Capital Program (\$000's)

### Program: City Wide Facilities

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13303	Future Directions review	200	0	200	Recreation Development Charges Reserve Fund / Capital Reserve Fund
13304	Park and Site Amenities at Celebration Square	245	0	245	Capital Reserve Fund
13306	Jack Darling - Restore Falling Shoreline - Construction	175	0	175	Capital Reserve Fund
13307	Multi-Use Trails - Design & Construction - Edward L. Scarlett Park	117	0	117	Recreation Development Charges Reserve Fund / Capital Reserve Fund
13308	Multi-Use Trails - Glen Erin Woodlands Park	43	0	43	Recreation Development Charges Reserve Fund / Capital Reserve Fund
13309	Multi-Use Trails - Erindale Park Capital Maintenance	185	0	185	Capital Reserve Fund
13310	Multi-Use Trails - Clover Meadows Park	71	0	71	Recreation Development Charges Reserve Fund / Capital Reserve Fund
13331	Multi-Use Trails- Design & Construction - Off Road Trail- 07 Central Parkway - Little Etobicoke Creek	133	0	133	Recreation Development Charges Reserve Fund / Capital Reserve Fund
13332	Multi-Use Trails- Design & Construction - Off Road Trail- 07 Tomken - Fieldgate	133	0	133	Recreation Development Charges Reserve Fund / Capital Reserve Fund
13333	Multi-Use Trails-Design & Construction - Off Road Trail- 04 Queensway Trail	379	0	379	Recreation Development Charges Reserve Fund / Capital Reserve Fund
13334	Multi-Use Trails- Design & Construction -Sawmill Valley Trail - E Mills to Burnhamthorpe	335	0	335	Capital Reserve Fund
13335	Multi-Use Trails-Design & Construction - Sawmill Valley Trail -Bird Property	64	0	64	Recreation Development Charges Reserve Fund / Capital Reserve Fund
<b>Subtotal</b>		<b>2,080</b>	<b>0</b>	<b>2,080</b>	

**Program: Park Facility Installation**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13311	Courtney Athletic Fields Artificial Turf Cricket Wicket Replacement	30	0	30	Capital Reserve Fund
13312	Erindale Park Washroom Replacement - Design	71	0	71	Cash-in-lieu of Parkland Dedication Reserve Fund
13313	Garnetwood Washrooms - Construction	610	0	610	Cash-in-lieu of Parkland Dedication Reserve Fund
13314	Forest Glen Spray Pad Repairs	22	0	22	Capital Reserve Fund
<b>Subtotal</b>		<b>733</b>	<b>0</b>	<b>733</b>	

**Program: Park Redevelopment**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13316	Bridge and Underpasses - Various Repairs	126	0	126	Capital Reserve Fund
13317	Barbertown Bridge Rehabilitation - cash flow funding	421	0	421	Capital Reserve Fund
13318	Lake Wabukayne Trail - Life Cycle Repairs Elevated Boardwalk	231	0	231	Capital Reserve Fund
13319	Ninth Line Sports Park Parking Lot	247	0	247	Capital Reserve Fund
13320	Port Credit Harbour Parks Stone Repair	167	0	167	Capital Reserve Fund
13321	Birch Glen Park - Retaining wall assessments Talka Village	50	0	50	Capital Reserve Fund
13322	Streetsville Main Street Square Design	440	0	440	2009 Special Project Capital Reserve Fund
13323	Playground Redevelopment - Various Sites	990	0	990	Capital Reserve Fund
13324	Park Landscape Improvements	371	0	371	Capital Reserve Fund
<b>Subtotal</b>		<b>3,044</b>	<b>0</b>	<b>3,044</b>	

**Program: Parkland Acquisition**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13301	Parkland Acquisition - Future Park-453	1,000	0	1,000	Cash-in-lieu of Parkland Dedication Reserve Fund
13302	Various tableland sites subject to availability	2,000	0	2,000	Cash-in-lieu of Parkland Dedication Reserve Fund
<b>Subtotal</b>		<b>3,000</b>	<b>0</b>	<b>3,000</b>	

### Program: Parkland Development

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13325	Future Park-429 Basic Development - Design	115	0	115	2009 Special Project Capital Reserve Fund
13326	Malton Village Park Construction	276	0	276	Recreation Development Charges Reserve Fund / Capital Reserve Fund
13327	Park P-508 Development - Construction	601	0	601	Recreation Development Charges Reserve Fund / Capital Reserve Fund
13328	Future Park-301 Basic Development - Design	46	0	46	Recreation Development Charges Reserve Fund / Capital Reserve Fund
13329	Site Work - Ninth Line North of Eglinton	278	0	278	Recreation Development Charges Reserve Fund / Capital Reserve Fund
<b>Subtotal</b>		<b>1,316</b>	<b>0</b>	<b>1,316</b>	

### Program: Parks Maintenance

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13379	Pathway Maintenance/Repairs - Various	1,232	0	1,232	Capital Reserve Fund
13380	Streetsville Public Cemetery Bunker Replacement	37	0	37	Cash-in-lieu of Parkland Dedication Reserve Fund
13381	Erindale Park Dam Wall Repair Structural Evaluation	116	0	116	Capital Reserve Fund
13382	Purchase and Installation of New Columbaria - Various Cemeteries	50	0	50	Capital Reserve Fund
13383	Lakefront Promenade Boardwalk Replacement - Design	95	0	95	Capital Reserve Fund
13385	South Common Satellite Depot-Design	75	0	75	Cash-in-lieu of Parkland Dedication Reserve Fund
13386	Replacement of park furnishings	30	0	30	Capital Reserve Fund
13387	Stone Sealing and Alignments - Various Cemeteries	10	0	10	Capital Reserve Fund
13388	Turf Rehabilitation - Aerification and overseeding	30	0	30	Capital Reserve Fund
13394	Water service - various locations	60	0	60	Capital Reserve Fund
13564	Additional Hansen Netbooks	38	0	38	Capital Reserve Fund
<b>Subtotal</b>		<b>1,773</b>	<b>0</b>	<b>1,773</b>	

**Program: Sports Field Maintenance**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13371	Dr. Martin Dobkin Park - Tennis Court colour coat	58	58	0	Capital Reserve Fund
13372	Turf & Infield Repairs - Sport Fields	42	0	42	Capital Reserve Fund
13373	Tennis Court Fencing Repair at Ron Searle Park	30	0	30	Capital Reserve Fund
13374	Brickyard Park Soccer Field Upgrade to Turf	50	0	50	Capital Reserve Fund
13375	Mississauga Valley Bleacher Replacement	200	0	200	Capital Reserve Fund
<b>Subtotal</b>		<b>381</b>	<b>58</b>	<b>323</b>	

**Program: Urban Forestry**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13402	Replacement of Dead/ Vandalized Trees	88	0	88	Capital Reserve Fund
13405	Woodland Management	59	0	59	Capital Reserve Fund
13406	Woodland Restoration	50	0	50	Capital Reserve Fund
13407	Conversion of Park Areas to Natural Areas	31	0	31	Capital Reserve Fund
13408	Tree Plantings - Replacements	600	0	600	Capital Reserve Fund
13410	Million Tree Program	176	0	176	Capital Reserve Fund
13411	Street Tree Plantings - New Subdivisions	600	0	600	Contributions Reserve Fund-Tree Planting
13412	Street Tree Plantings - Replacements	41	0	41	Contributions Reserve Fund-Tree Planting
13413	Greenbelt Plantings	43	0	43	Capital Reserve Fund
13415	Surveying and Removal of Encroachments	77	0	77	Capital Reserve Fund
13565	Forestry Mobile Solutions	141	0	141	Capital Reserve Fund
<b>Subtotal</b>		<b>1,906</b>	<b>0</b>	<b>1,906</b>	

**Program: Urban Forestry – Emerald Ash Borer Management Program**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13400	Emerald Ash Borer Management Program	2,508	0	2,508	Emerald Ash Borer Reserve Fund
<b>Subtotal</b>		<b>2,508</b>	<b>0</b>	<b>2,508</b>	

**Program: Vehicles, Equipment**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13422	Park Non Growth Related Equipment	280	0	280	Capital Reserve Fund
13423	Park Growth Related Equipment	180	0	180	Public Works Development Charges Reserve Fund / Capital Reserve Fund
<b>Subtotal</b>		<b>460</b>	<b>0</b>	<b>460</b>	
<b>Total Expenditure</b>		<b>17,201</b>	<b>58</b>	<b>17,142</b>	

**Appendix 3B: Proposed 2013 Capital Program (\$000's)**

**Program: City Wide Facilities**

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Site Investigations/ Appraisals/ Audits	81	81	81
Sportsfield Lighting Study	81	0	0
Failing Shoreline Restoration - Design & Construction	0	736	0
Fusion site pre-development studies	0	181	0
Zonta Meadows Parks Expansion and Redevelopment	0	0	218
Asset Management Program	0	0	130
<b>Subtotal</b>	<b>162</b>	<b>998</b>	<b>428</b>

**Program: Park Facility Installation**

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Hershey SportZone Washrooms - Construction - Cash Flow Funding	631	0	0
Erindale Park Washroom Replacement - Design & Construction - Cash Flow Funding	469	0	0
Tennis Courts at P_003	291	0	0
<b>Subtotal</b>	<b>1,392</b>	<b>0</b>	<b>0</b>

**Program: Park Redevelopment**

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Playground Redevelopment	828	810	810
Barbertown Bridge Rehabilitation - cash flow funding	421	0	0
Bruce Reynolds Park Landscape Improvement	371	0	0
Life Cycle Repairs - Bridge between Marina Park & J.J. Plaus	0	368	0
Bridge Structural Evaluation Review	0	0	71
<b>Subtotal</b>	<b>1,619</b>	<b>1,178</b>	<b>881</b>

**Program: Parkland Acquisition**

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Community Parkland	11,511	2,500	2,000
Greenbelt Acquisition	1,505	15,471	1,000
<b>Subtotal</b>	<b>13,016</b>	<b>17,971</b>	<b>3,000</b>

**Program: Parkland Development**

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
F_429 Basic Development - Design & Construction	0	485	0
F_327 Basic Development - Design & Construction	0	0	65
<b>Subtotal</b>	<b>0</b>	<b>485</b>	<b>65</b>

**Program: Parks Maintenance**

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Pathway Reconstruction	387	414	284
South Common Satellite Depot-Design & Construction - Cash Flow Funding	374	0	0
Water service - various locations	60	60	60
Turf Renovation Program	0	20	20
<b>Subtotal</b>	<b>821</b>	<b>494</b>	<b>364</b>

**Program: Sports Field Maintenance**

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Tennis Court Maintenance	95	138	122
<b>Subtotal</b>	<b>95</b>	<b>138</b>	<b>122</b>

**Program: Urban Forestry**

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Street Tree Plantings - New Subdivisions	600	600	600
Surveying and removal of encroachments	77	77	77
Street Tree Plantings - Replacements	41	41	41
Tree Plantings - Replacements	0	600	600
Replacement of Dead/ Vandalized Trees	0	88	88
Woodland Management	0	59	0
<b>Subtotal</b>	<b>718</b>	<b>1,465</b>	<b>1,406</b>

**Program: Urban Forestry – Emerald Ash Borer Management Program**

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Emerald Ash Borer Management Program	2,922	4,224	7,038
<b>Subtotal</b>	<b>2,922</b>	<b>4,224</b>	<b>7,038</b>

**Program: Vehicles, Equipment**

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Park Non Growth Related Equipment	0	290	290
<b>Subtotal</b>	<b>0</b>	<b>290</b>	<b>290</b>
<b>Total Expenditure</b>	<b>20,746</b>	<b>27,243</b>	<b>13,594</b>



# Mississauga Library

## 2013-2016 Business Plan

City of Mississauga, Ontario, Canada

**18 LIBRARY LOCATIONS.**  
**1.3 MILLION LIBRARY ITEMS IN MULTIPLE FORMATS.**  
**443 PUBLIC-USE COMPUTERS.**  
**5 MILLION ANNUAL VISITS.**

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# Existing Core Services

## 1.0 Vision and Mission

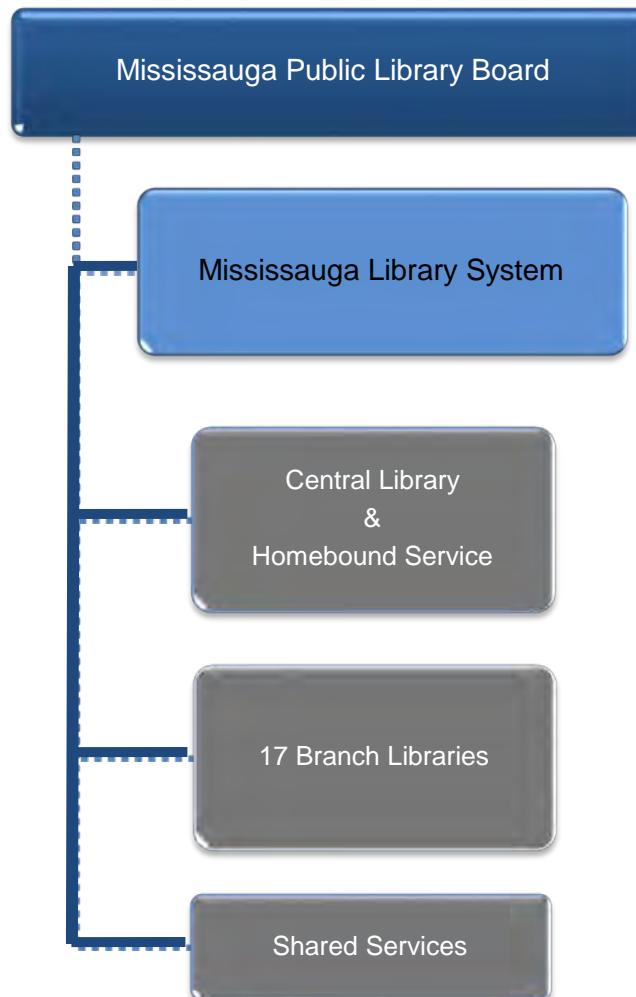
The Mississauga Public Library Board, community and staff work together to determine what services are required and how they can best be delivered. A shared vision and mission provides a focused, coordinated approach to ensuring library goals are met.

### Vision

The Mississauga Library System provides life-long enrichment, education and empowerment.

### Mission

The Mississauga Library System exists to provide library services to meet the life-long informational, educational, cultural and recreational needs for all citizens.



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## **2.0 Service Delivery Model**

The Mississauga Public Library Board oversees the strategic direction of the Library, setting priorities as directed by the Public Libraries Act. Volunteer citizen and Council members meet ten times a year to plan and continually evaluate the Library's progress. The Board operates in an integrated way with the City of Mississauga through the Community Services Department.

Service to library users is provided through a number of channels. A large Central Library and 17 branch locations of varying sizes, provide physical spaces where the library's services, programs and collections can be used and accessed. For customers unable to come to the library, arrangements can be made for delivery through Homebound Services.

The Library's interactive website provides 24 hours a day, seven days a week access to its full inventory of services and programs available, from the library catalogue to downloadable content to special collections, while leveraging evolving technologies for all Mississaugans.

The Library's Shared Services team provides a range of services that support the library and its customers including marketing and community development, web services and social media, business and financial planning, and library systems administration and support. In addition the acquisition, processing, cataloguing and distribution of library materials are handled by this section.

The Library works closely with a number of City departments (Human Resources, Information Technology, Facilities and Property Management, Legal Services, Finance, Communications) that support the delivery of library services and ensure a thorough response to staff and public needs.

In today's complex society, no organization can succeed alone. The Library reaches out to schools (both local school boards, the French school, private schools, colleges, the university and daycares), to community agencies (Peel Literacy Guild, Museums, multicultural groups, health agencies), and to businesses of all sizes (as sponsors, donors, partners). The development of partnerships is ongoing. Every year, new relationships are built – and the many successful ones are celebrated.

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### **3.0 Past Achievements**

Over the past four years, the Library has focused its efforts on implementing recommendations from the 2009 Future Directions Master Plan for Library Services as well as initiatives contained in the previous 2011-2014 Library Services Business Plan. The following highlights recent accomplishments:

#### **Activate Future Directions Master Plan:**

The goal of the Library Master Plan is to provide an innovative, sustainable and fiscally responsible framework for the future direction and delivery of Library Services in the short term (five years) with a long term (25 year) outlook.

The Master Plan recommends actions to address the current and future needs of library users, ensuring that they have access to library services, amenities, programs and facilities that contribute to the City's strategic pillar 'Completing Our Neighbourhoods'. Service delivery models are identified to address the needs of library users within the context of the city's changing demographics, creating an environment where Youth, Older Adults and New Immigrants Thrive.

Active implementation of key recommendations in the plan such as growing the collection, advancing technology-based library services and focussing on library as 'place' commenced in 2010 and continued throughout 2011 and 2012.

#### **Library Renovations:**

In 2009, the Library was allocated \$25.6 million for the renovation of four older libraries from the federal and provincial governments as part of a major infrastructure funding program (ISF) to help stimulate the economy.

The renovations addressed accessibility, lifecycle maintenance and readied these locations for self service.

In 2011 all four libraries re-opened: Lakeview, Port Credit, Lorne Park and Burnhamthorpe, which also included an expansion, theatre and social service agency.

A number of awards have been received to-date for these redeveloped facilities:

#### *Burnhamthorpe*

- Ontario Library Association Building Award, 2012; and
- Mississauga Urban Design Award, 2011, Award of Merit.

#### *South Branches*

- Governor General's Medal in Architecture, 2012; and
- Mississauga Urban Design Award, 2012, Award of Excellence.



Part of the Future Directions Master Plan includes creating an environment where Youth, Young Adults and New Immigrants can thrive.

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**Sheridan Library:**

In response to an identified community need, the Library has entered into an innovative partnership with Polycultural Services (PICS) at its Sheridan branch to provide a computer lab accessible to users of both the Library and PCIS. The new shared lab increases the number of library computers and hours of computer availability, as customers can access the computers through the PICS office when the Library is closed.

**Library Computer System (ILS):**

Replacement of the Library's computer system provides improved functionality that will enhance the customer experience, meet accessibility requirements and provide more interactive features. The ILS is the basis for all key library operations including circulation, online catalogue, acquisitions, and customer accounts to name a few.

During 2011 and 2012, the system was procured, with an anticipated go-live at the end of 2012.

**Collection Growth Initiative:**

The Library's collection size has fallen below the standard per capita, due to higher-than-anticipated growth in the City in the past five years. This multi-year initiative approved in the previous business plan provides a targeted return of the collection to an appropriate size to support the City's population.

The initial phase of the project commenced in 2011 enabling the enhancement of a number of relevant collections including children's materials, e-books, large print, and multi-lingual and junior DVDs.

**Public-Use Computers:**

The initiative to provide 20 additional public computers in libraries where current usage was at capacity has been completed. The library system now provides a total of 443 public-use computers across 18 locations.

**Awareness and Marketing:**

Implementation of a customer management program involving contact with lapsed customers to better understand how the Library is doing was undertaken in 2011.

The Library News, a new web-based newsletter was launched as well as a new e-newsletter to schools.

Library website improvements provide customers with easier navigation and expansion of key pages such as Newcomers and Youth. The library has also increased its use of social media to advance its marketing efforts and increase engagement with customers.

**Library as Place:**

The reopening of the Celebration Square adjacent to the Central Library provided new spaces for library programming and the launch of an outdoor reading room for customers.

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#### **4.0 Current Service Levels**

Services are provided directly to the public through the Public Service and internally through supporting functions through Shared Services.

##### **Public Service**

Collections, programming, and the provision of a variety of services form the core of library activity.

- Collections: The Library has a collection of 1.3 million items including books, magazines, multimedia and electronic resources. Access to these collections is possible through the online catalogue, whether in-person or remotely. With an average of 1.8 items per capita, the Mississauga Library System is the lowest of 11 national comparator libraries; and
- Programming: The Library offers over 4,700 in-house programs annually. An additional 327 outreach activities were also provided. With 118,000 residents attending programs in 2011, programming is a major focus for library staff.
- Services: Over 7.7 million items were circulated in 2011 and staff answered over 336,000 reference questions. The 18 library locations were open for 54,350 hours as places to gather, research and borrow materials. The Library has 443 public computer stations and wireless access at all locations.



There are 1.3 million library items available in multiple languages and formats.

##### **Shared Services:**

Shared Services is responsible for providing a range of internal services that support the Public Service in the delivery of library services. Responsibilities include marketing and community development, web services and social media, business and financial planning and library systems administration and support.

- Collection Management: Includes the acquisition, cataloguing and processing of library materials. The library replaces approximately seven percent of the collection annually, to ensure it remains relevant and current and to replace end-of-life materials. The Library added 133,000 items to its collection in 2011;
- Material Handling: The movement of library materials between locations is a significant operation in libraries. In 2011, 228,000 tranship boxes of library materials were transported between locations to meet the needs of library customers;

- Marketing and Community Development: In 2011 over 1,100 volunteers donated 29,300 hours and delivered 40 outreach programs, including the annual Mississauga Literary Festival resulting in over 3,500 people attending. 2011 also included 102 media releases, 108 library stories in the media and 75 advertisers; and
- Web and e-services: The Library currently has 42,600 e-news subscribers and over 680,600 annual hits on the Library Website.



Lakeview ISF renovation location



The 18 library locations are open for 54,350 hours as places to gather, research and borrow materials

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## **5.0 Opportunities and Challenges**

A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was conducted to help identify the opportunities and challenges the library faces over the next few years. In addition, a risk assessment was conducted to ensure mitigation measures were in place where relevant.

### **Opportunities**

The 2009 Future Directions Master Plan for Library Services and the Library Board's strategic priorities set the framework for library service delivery and ensure that the library is well positioned to take advantage of a number of opportunities over the next four years.

The library has a highly skilled professional staff providing quality services and will rely on this creativity and expertise to develop and adapt to new ways of delivering service. A new alternative community branch is just one example of a model which could allow the library to provide targeted services and collections based on local demographics and needs. Other service models will also be explored to ensure sustainability.

Increased technology investment also provides an opportunity to improve service to customers and enhance sustainability. The new Integrated Library System (ILS) and the introduction of self service initiatives will allow for more efficient service delivery. The provision of computers, internet and wireless attracts a large audience to libraries and enhances the customer experience. Continued expansion of services delivered using emerging technologies provides opportunities for service efficiencies and will attract an even larger online market.

The expansion of the library collection provides another opportunity to seize upon. Collections can be built to support the lifelong learning needs of residents. Books, magazines, DVDs, e-books and online databases position the library well to address the needs of the key audiences of youth, older adults and newcomers.

The library is proud of the services it offers and the spaces it provides for residents. The redevelopment of the Woodlands and Meadowvale libraries and revitalization of Central Library will increase usage and customer satisfaction.

Other opportunities are provided through partnerships. Over time the library has developed excellent relationships with many organizations. The Friends of the Library and other community groups provide donations of time, materials and program support, which can be leveraged for valued added services in the library.

### **Challenges**

Change is occurring rapidly in library service delivery and the library needs to overcome some challenges in order to continue to be responsive to community needs. The traditional library service model is changing in a significant way. Libraries are becoming more about a place to gather, as well as a highly-used remotely accessed service.

Pivotal to meeting future challenges and remaining relevant to its users, is the ability of the library to adopt and incorporate more technology into all aspects of its service. Technology is a primary enabler for optimal content development, access, and service delivery.

Although the City is built out, the upcoming period of intensification means that the library needs to adjust, and to offer services in new ways to better meet the needs of

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users. For example, the library is exploring approaches to deliver services and programs to key markets in a more coordinated and consistent manner.

The library's collection is one of the most important resources and investments in the library system. Funding for the annual replacement program has not kept pace with population increases, and as a result, the Mississauga Library collection is currently at 1.8 items per capita (295,000 units below the 2.2 standard).

With a growing older adult population and the introduction of the Accessibility for Ontarians with Disabilities Act, the library needs to ensure requirements are met, including investigating how the latest assistive technologies, equipment and furniture might better meet demands.

Finally, the costs of maintaining a large library system are evident in a number of areas: hours of operation, maintaining and building resources, staff costs, declining fines revenues, and the cost of repair and maintenance of the existing library facilities. As these pressures continue, the library will increasingly need to carefully allocate resources, leverage current library successes and enhance future programs by exploring additional partnership opportunities, expanding its virtual services and adjusting its service delivery model.



Collections are built to support the lifelong learning needs of residents. Formats include books, magazines, DVDs, e-books and online databases.

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## **6.0      Looking Ahead**

During the next four years the Library will continue the implementation of the 2009 Future Directions Master Plan for Library Services and focus on operationalizing major initiatives approved in the previous Library Services Business Plan.

### **Future Directions Master Plan for Library Services**

The Library will continue to implement key recommendations in the plan. Over the next four years, the focus will be on library facilities, through the redevelopment of two libraries and on technology and services, through the implementation of self check-out. In addition, further development of focussed collections remains a priority, as well as exploring additional partnerships, and continued optimization of awareness and marketing efforts.

### **Woodlands Library Redevelopment:**

The redevelopment of the Woodlands Library and relocation within its existing site, will bring the facility to current standards for accessibility, address lifecycle maintenance, and ready it for self service.

In 2011 and 2012, the project was designed and tendered and the land exchange with the Peel District School Board approved. During this Business Plan the project will be completed, with re-opening anticipated in early 2014.

### **Self Check-Out:**

This initiative allows Library customers to check-out their own materials using Radio Frequency Identification (RFID) without staff intervention. Use of this technology improves customer flow and reduces use of labour.

During 2011 and 2012 this project was initiated and will be fully implemented over the course of the 2013-2016 Business Plan.

### **Meadowvale Library Relocation:**

The relocation of the Meadowvale Library from leased space to a permanent location as part of the Meadowvale Community Centre redevelopment will provide access to shared spaces, enable joint programming opportunities and increase foot traffic to the library.

The library project is funded primarily by development charges and will result in the elimination of \$400,000 annual lease cost, and is scheduled to be completed during the next four-year business plan period, with an anticipated reopening mid-2016.



Future plans for library facilities include the redevelopment of the Woodlands and Meadowvale locations.

## **7.0 Engaging our Customers**

The almost 300,000 customers who use the library expect a strong collection of materials, a wide range of programs for all ages and interests, Internet access, superior reference and research services, convenient hours and a welcoming environment.

### **Engagement**

By engaging in ongoing discussions with the community, the library effectively and responsively continues to align its strategic directions and actions to those of the City and its citizens.

Engagement and market research tools include:

- Library Board's Community Forum;
- Library Board Open Houses;
- Customer comment cards;
- Online email account for customer feedback;
- E-newsletter emailed to customers;
- Use of Social Media;
- Face-to-face discussions;
- Targeted Community Surveys – Older Adult, Teen/Youth, Newcomer and Business Community; and
- Facility Exit Surveys.

Attractive facilities, well merchandized materials, a variety of programs and informed staff are just a few reasons for the praise by users in surveys and feedback forums.

Even with such positive support, there are still some gaps in library service that customers regularly comment on. Areas

of needed improvement repeatedly noted by customers include:

- Collections – too few new books, DVDs and CDs; the depth and breadth of the collection is lacking, not enough e-books in collection; and
- Online Services – too slow in adapting to new technologies. The Library's new computer system will provide increased functionality in this area for customers.

### **Marketing and Communication**

Key library information is available in French and 10 additional languages in print and online, and the library utilizes a variety of methods to inform the community of its services.

The Library distributes information through its 18 locations using posters, printed materials, screensavers on computers, slideshows on television monitors and messaging on check-out receipts.

The Library promotes its services online through the library website and social media sites. Targeted messages are delivered by email to all Mississauga schools, small business subscribers and interested library customers.

The Library also leverages partnerships with Recreation and Parks and other organizations to promote its services and sets up displays at community events.

Continuation of these efforts will be a focus over the next four years.

# Required Resources

## 8.0 Human Resources

The Library employs 330.5 full and part-time full time equivalents (FTEs). Library management is committed to maintaining an amicable relationship with the Union and holds regular monthly meetings to discuss mutual items.

The Library works with Human Resources to recruit staff in a timely manner. Once hired, comprehensive orientation and training programs are in place to ensure staff have the skills required to be successful in their positions. Union staff have annual performance appraisals, which capture their team and system contributions, as well as determine future goals and training requirements. Management staff complete performance agreements and are evaluated through the Performance Management Process.

The Library is committed to providing ongoing training and support to all its employees. One-on-one sessions, team and system workshops, city training opportunities, conference attendance and various online offerings are available. The Library Staff Conference provides all staff the chance to find out about new library trends, and information that will enhance their work knowledge.

A mentoring program for newly hired professional staff and librarians who move into new positions has been in place for a number of years. It helps guarantee that staff have the information and skills they need, especially if interested in advancing within the organization.

Through the City's Talent Management Program, the Library has identified staff at the Area Manager and Manager level for succession planning due to significant retirements (real and anticipated) anticipated over the coming period at the management level.

The 2009 Future Directions Master Plan for Library Services recommends shifting the organizational structure to enhance service to customers. The library is reviewing its service delivery model, focussing on the City's target audiences of youth, older adults, and newcomers and current trends to ensure sustainable delivery of library services in the future.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2012	2013	2014	2015	2016
Central Library Services	76.7	73.7	72.7	71.7	70.7
Public Services	217.8	214.8	211.8	208.8	206.8
Support Services	36.0	36.0	36.0	36.0	35.0
<b>Total Service Distribution</b>	<b>330.5</b>	<b>324.5</b>	<b>320.5</b>	<b>316.5</b>	<b>312.5</b>

## **9.0 Technology**

One of the key areas of focus for the library during the 2013-2016 period is the continued development of technology-based services for library customers.

As identified in the 2009 Future Directions Master Plan, the demand for electronic services continues to increase. The Library's interactive website provides many e-services such as an e-books and e-audio-books, interactive location maps for all libraries, the online catalogue, programming information, the historical archives and research databases.

Key Technology Initiatives for Library:

### **Replacement of Library Computer**

- Replacement of the Library's computer system is underway and will go-live at the end of 2012. The Library's computer system provides improved functionality that will enhance the customer experience, meet accessibility requirements and provide more interactive features.

### **Collections**

- Continued expansion and monitoring usage of and demand for e-collection. Currently this is the most popular collection in the library in terms of customer demand.

### **Social Media**

- This area continues to expand. The Library is developing a plan for increased use of these tools as a marketing channel, as well as assessing usage metrics. Social media helps the Library connect with its customers and visa versa.

### **Self Service Technology**

- Significant business process change through implementation of self service at all 18 library locations will enable library users to check-out their own materials. Self service is a major cost reduction initiative and a significant service improvement for public libraries everywhere.

### **Growth of Mobile Devices**

- Customers are increasingly accessing library services through their mobile devices. The new computer system provides a mobile application of the Online Catalogue, which will enable customers to search the catalogue, download an e-book, place holds, check their accounts and view general Library information, all on their personal devices.



The Mississauga Library provides 443 public-use computers and free Wi-Fi service at all of its locations

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## 10.0 Facilities

The Mississauga Library System consists of 18 locations, including a Central Library and 17 libraries located throughout the city, providing a total space of 395,000 square feet, or about 0.54 square feet per capita.

- **Woodlands** – Is currently being redeveloped/relocated to address lifecycle needs and introduce operational improvements.
- **Meadowvale** - Over the coming period the Meadowvale Library will be relocated to the Meadowvale Community Centre, creating synergies in a community hub and eliminating lease costs.
- **Central Library** - An examination of the optimum amount and use of space at this location and identify further efficiencies is currently underway. The Central Library will need to play a key role in the life of the city centre including the expanded Sheridan College and the vibrant celebration square.
- **Sheridan** - Facility plans include exploring the possibility of a new library for the Sheridan community in the longer term and in conjunction with other partners. This would allow the Library to end its lease arrangement for this branch.
- **Cooksville & East Credit** - A review of the Cooksville and East Credit areas will determine whether these communities require additional library services.

Location	2011 Visits
Burnhamthorpe	311,800
Central Library	827,200
Churchill Meadows	298,650
Clarkson	109,100
Cooksville	81,250
Courtneypark	449,550
Erin Meadows	581,850
Frank McKechnie	357,950
Lakeview	63,000
Lorne Park	98,300
Malton	312,750
Meadowvale	428,050
Mississauga Valley	164,350
Port Credit	101,150
Sheridan	95,250
South Common	244,250
Streetsville	110,350
Woodlands	119,100
<b>Total Visits 2011</b>	<b>4,753,900</b>

---

# **Proposed Budget**

This part of the Business plan sets out the financial resources required to deliver the proposed 2013-2016 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 2012 was \$24,591,000 and the proposed budget for 2013 is \$24,794,000.

## **Total Changes to Maintain Current Service Levels**

Library labour and benefits for 2013 reflect economic adjustments and other fringe benefit changes of \$436,000. Cost reductions of \$8,000 are anticipated for direct cost allocation for corporate services and utility costs. Efficiencies of (\$354,000) and revenue pressure offset of \$129,000 are realized through staff and operational restructuring.

## **Total Changes to Operationalize Prior Decisions**

There are no budget changes to operationalize prior decisions for Library Services in the 2013-2016 Business Planning cycle.

## **Total New Initiatives and Revenues**

There are no new initiatives or new revenues for Library Services in the 2013-2016 Business Planning cycle.

The following table separates the financial requirements into those required to maintain existing services; to operationalize prior decisions; and proposed new initiatives and revenues. The details on the changes to each category are provided in Sections 11 through 12.

Description (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Budget</b>	<b>24,591</b>	<b>24,794</b>	<b>25,011</b>	<b>25,263</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>				
Labour and Benefits	436	384	426	437
Other Cost Increases	(8)	68	66	73
Efficiencies and Cost Savings	(354)	(279)	(282)	(274)
Current Revenue Changes	129	44	42	37
<b>Total Changes to Maintain Current Service Levels</b>	<b>204</b>	<b>217</b>	<b>252</b>	<b>273</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>				
Annualization of Previous Years Budget Decisions	0	0	0	0
Operating Impact of New Capital Projects	0	0	0	0
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>24,794</b>	<b>25,011</b>	<b>25,263</b>	<b>25,536</b>
<b>New Initiatives and New Revenues</b>				
Total Proposed New Initiatives	0	0	0	0
Total Proposed New Revenues	0	0	0	0
<b>Total New Initiatives and New Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Budget</b>	<b>24,794</b>	<b>25,011</b>	<b>25,263</b>	<b>25,536</b>

Note: Numbers may not balance due to rounding.

## 11.0 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the costs increases arising from prior decisions. Detailed explanations of changes to 2013 can be found in Appendix 1.

### Proposed Changes to Maintain Current Service Levels

Description (\$000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Labour and Benefits</b>	<b>0.0</b>	<b>436</b>	<b>384</b>	<b>426</b>	<b>437</b>
<b>Other Cost Increases</b>					
Utility Cost Increase	0.0	(2)	51	54	61
Fuel Cost Increase	0.0	1	0	0	0
Other Changes	0.0	(7)	18	12	13
<b>Total Other Cost Increases</b>	<b>0.0</b>	<b>(8)</b>	<b>68</b>	<b>66</b>	<b>73</b>
<b>Efficiencies and Cost Savings</b>					
Labour Reduction	(18.0)	(354)	(279)	(282)	(274)
<b>Total Efficiencies and Cost Savings</b>	<b>(18.0)</b>	<b>(354)</b>	<b>(279)</b>	<b>(282)</b>	<b>(274)</b>
<b>Current Revenue Changes</b>					
Fines Revenue Decline	0.0	129	44	42	37
Other Changes	0.0	0	0	0	0
<b>Total Current Revenue Changes</b>	<b>0.0</b>	<b>129</b>	<b>44</b>	<b>42</b>	<b>37</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(18.0)</b>	<b>204</b>	<b>217</b>	<b>252</b>	<b>273</b>

Note: Numbers may not balance due to rounding.

## **12.0 Proposed New Initiatives and New Revenues**

There are no new initiatives or new revenues for Library Services for the 2013-2016 Business Planning cycle.

The following table sets out the proposed 2013 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

### **Proposed Budget by Category**

Description (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Net Costs before Administrative and Support Costs</b>						
Labour Costs	19,548	21,150	21,233	21,338	21,482	21,645
Other Operating Expenses	5,024	5,142	5,142	5,192	5,246	5,307
Total Revenues	(2,104)	(2,461)	(2,332)	(2,288)	(2,246)	(2,209)
<b>Total Net Cost before Administrative and Support Costs</b>	<b>22,468</b>	<b>23,832</b>	<b>24,042</b>	<b>24,242</b>	<b>24,482</b>	<b>24,742</b>
Administrative and Support Costs	906	759	752	769	781	794
<b>Total Net Budget</b>	<b>23,374</b>	<b>24,591</b>	<b>24,794</b>	<b>25,011</b>	<b>25,263</b>	<b>25,536</b>

Note: Numbers may not balance due to rounding.

The following table identifies the financial requirements for 2013 to 2016 by major program within the service area.

### **Proposed Budget by Program**

Program Expenditures (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Central Library Services	4,167	4,801	4,830	4,915	5,008	5,105
Public Services	11,649	12,676	12,799	13,055	13,334	13,620
Support Services	7,557	7,114	7,165	7,041	6,921	6,811
<b>Total Net Budget</b>	<b>23,374</b>	<b>24,591</b>	<b>24,794</b>	<b>25,011</b>	<b>25,263</b>	<b>25,536</b>

Note: Numbers may not balance due to rounding.

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### **13.0 Highlights of Proposed Capital Program Budget**

The following initiatives are included in the 2013-2016 Library Capital Budget Program.

<b>PROPOSED INITIATIVE</b>	<b>DESCRIPTION</b>
Meadowvale Library	Relocation of library from leased space to the Meadowvale Community Centre as part of its redevelopment.
Library Equipment Replacement	Lifecycle replacement of public-use furniture and equipment.
Minor Repairs and Renovations	Minor renovations for service efficiencies.

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## 14.0 Capital Program

This section summarizes the forecast ten 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. A detailed listing of 2013 to 2016 projects is contained in Appendix 3.

### Proposed Capital Program

Program Expenditures (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 -2022 Forecast (\$000's)	Total 2013-2022 (\$000's)
Buildings	200	1,200	3,000	2,323	252	6,975
Materials & Equipment	126	842	616	126	842	2,550
<b>Total Expenditures</b>	<b>326</b>	<b>2,042</b>	<b>3,616</b>	<b>2,449</b>	<b>1,093</b>	<b>9,525</b>

Note: Numbers may not balance due to rounding.

Program Funding (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 -2022 Forecast (\$000's)	Total 2013-2022 (\$000's)
Subsidies and Recoveries	0	0	0	0	0	0
Gas Tax	0	0	0	0	0	0
Cash In Lieu	0	0	0	0	0	0
Development Charges	180	720	2,700	2,091	180	5,871
Tax	146	1,322	916	358	913	3,654
Other	0	0	0	0	0	0
Debt	0	0	0	0	0	0
<b>Total Funding</b>	<b>326</b>	<b>2,042</b>	<b>3,616</b>	<b>2,449</b>	<b>1,093</b>	<b>9,525</b>

Note: Numbers may not balance due to rounding.

# Performance Measures

## 15.0 Balanced Scorecard

A balanced scorecard identifies measures in four key areas of an organization's performance: Financial, Customer Service, Employees; and Business Processes.

By paying attention to all four areas, the organization can retain a balanced approach as it moves towards its goals.

About the measures for Library Services:

### Financial

*Expenditures per capita* are lower on average than similar benchmarked library systems, indicating that Mississauga Library provides good value to its taxpayers.

*Expenditures per capita on library materials* is a key measure of a library's provision of materials to serve the local population. The Library's per capita expenditure on collection materials has been declining in recent years and a trend that is anticipated to continue. At \$3.17 per capita (2011) this measure is the lowest amongst national comparator libraries, with an average is \$5.67 per capita. The 2011-2014 business plan included an initiative to increase collection funding levels, but has been deferred in this business plan.

### Customer Service

Customers are at the core of library services and there are numerous measurements of performance in this area.

These measures are collected and submitted annually to the Province of Ontario and the Canadian Urban Libraries Council.

*Visits, circulation, computer use, electronic database use and program attendance* are all similar to and in some cases above the national average.

### Employees

*Employee satisfaction* is measured through the bi-annual Employee Satisfaction results from the 2010 survey for the Library were at 71.5 percent as compared to the City's overall satisfaction score of 67.7 percent.

### Business Processes

*Collection size* is anticipated to remain at or decline slightly from current levels over the next four years, as the growth-related collection development program has been deferred.

*Space per capita* remains at 0.54 square feet per capita through the course of this plan, slightly under the provision standard.

Measures for Library Services	2010 (Actual)	2011 (Actual)	2012 (Planned)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Expenditure per capita	\$34.09	\$34.52	\$34.95	\$35.40	\$35.84	\$35.84	\$35.84
Expenditure per capita – library materials	\$3.32	\$3.17	\$3.16	\$3.14	\$3.10	\$3.07	\$3.04
<b>Customer (000s):</b>							
Visits	4,225	4,753	4,800	4,850	4,900	4,950	5,000
Circulation	7,614	7,725	7,600	7,700	7,750	7,800	7,900
In-library use of Materials	1,606	1,935	1,938	1,960	1,980	2,000	2,025
Reference Inquiries	417	337	320	310	300	295	290
Computer Use	614	638	658	670	690	700	710
Electronic Uses (includes database use, website visits)	825	730	745	760	775	790	810
Program Attendance	67	118	120	121	122	124	127
<b>Employees/Innovation:</b>							
Employee satisfaction – grand average	71.5	71.5	74.5	74.5	75.0	75.0	75.0
<b>Internal Business Process:</b>							
Collection size (000s)	1,310	1,330	1,330	1,330	1,330	1,330	1,330
Space per capita (sq ft)	0.56	0.54	0.54	0.54	0.54	0.54	0.54

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>21,150</b>	<b>21,586</b>	<b>436</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes
<b>Cost Increases</b>				
Utility Cost Increase	943	941	(2)	Hydro cost increase offset by lower natural gas cost
Fuel Cost increase	12	14	1	Fuel costs are expected to increase in 2013
Other Changes	427	420	(7)	Direct Cost Allocation
Other Costs	4,519	4,519	0	
<b>Total Cost Increases</b>	<b>5,901</b>	<b>5,893</b>	<b>(8)</b>	
<b>Efficiencies and Cost Savings</b>				
1% Reduction Initiative	0	(235)	(235)	Elimination of 4 FTE positions
Labour Reduction to offset fines revenue shortfall	0	(119)	(119)	Elimination of 2 FTE positions
Library lease reduction	0	0	0	
<b>Total Efficiencies and Cost Savings</b>	<b>0</b>	<b>(354)</b>	<b>(354)</b>	
<b>Current Revenue Changes</b>				
Fines Revenue Decline	(998)	(869)	129	Trend in Fines revenues decline expected to continue with implementation of new computer system with advanced notification of overdue materials functionality
Other Revenues	(1,463)	(1,463)	0	
<b>Total Current Revenue Changes</b>	<b>(2,461)</b>	<b>(2,332)</b>	<b>129</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>24,591</b>	<b>24,794</b>	<b>203</b>	

Note: Numbers may not balance due to rounding.

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## Appendix 2: Budget Requests

There are no budget requests for Library Services for the 2013-2016 Business Planning Cycle.

## Appendix 3A: Proposed 2013 Capital Program (\$000's)

### Program: Buildings

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13270	Construction of Meadowvale Branch	200	0	200	Library Development Charges Reserve Fund/ Capital Reserve Fund
<b>Subtotal</b>		<b>200</b>	<b>0</b>	<b>200</b>	

### Program: Materials and Equipment

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13275	Library Programme Equipment Replacement	126	0	126	Capital Reserve Fund
<b>Subtotal</b>		<b>126</b>	<b>0</b>	<b>126</b>	
<b>Total Expenditure</b>		<b>326</b>	<b>0</b>	<b>326</b>	

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### Appendix 3B: Proposed 2014-2016 Capital Program (\$000's)

#### Program: Buildings

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Construction of Meadowvale Branch	800	3,000	2,323
Central Library Circulation Retrofit	400	0	0
<b>Subtotal</b>	<b>1,200</b>	<b>3,000</b>	<b>2,323</b>

#### Program: Materials and Equipment

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Library Programme Equipment replacement	126	126	126
Self-Serve Technology	716	490	0
<b>Subtotal</b>	<b>842</b>	<b>616</b>	<b>126</b>
<b>Total Expenditures</b>	<b>2,042</b>	<b>3,616</b>	<b>2,449</b>



# Business Services

## 2013-2016 Business Plan

City of Mississauga, Ontario, Canada

300,000 INQUIRIES TO 311 CALL CENTRE.  
CITY'S AAA CREDIT RATING.  
250 EMERGING LEADERS SUCCESSFULLY PARTICIPATED  
IN THE LEADERSHIP READINESS PROGRAM.  
207,250 ACTIVE TAX ACCOUNTS.

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## Existing Core Services

### 1.0     Vision and Mission

Business Services provides quality advice, primary support and essential support services to front-line service areas within the City of Mississauga, as well as direct services to residents and local businesses of Mississauga. The areas of expertise focus on revenue, taxation, collections, materiel management, financial planning, budgeting, investments, financial services including: accounts payable; payroll; accounting; human resources services including: recruitment; compensation and benefits; talent management; labour relations; health and safety programs; corporate communications including: public relations; marketing; creative services; and customer service through the internet, telephone (via Call Centre) and in person (via service counters).

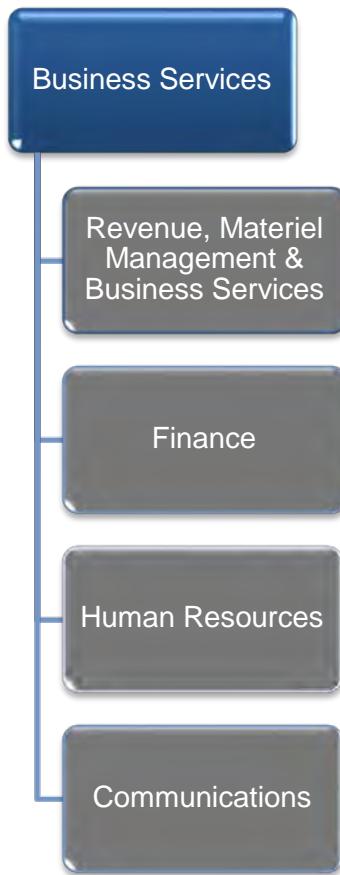
Partnerships with internal and external clients are utilized to develop and implement comprehensive programs that ensure excellent, effective and efficient service delivery to Business Services' customers and clients.

To enable the delivery of excellent public service to the community by providing quality advice and support to our partners and customers.

#### Vision

To be the service provider of choice.

#### Mission



## 2.0 Service Delivery Model

Business Services is a united team of four interrelated groups within the City of Mississauga that collaborate with all City Service Areas. The contribution and distinct nature of each of these sections is outlined below:

- Revenue, Materiel Management, & Business Services provides tax billing and accounting, tax rebates, tax

appeals, property assessment review and analysis, central stores, collections, cashiers, purchasing, departmental IT and Financial Services;

- Finance delivers corporate and departmental financial services, accounting, payroll, accounts payable functions, financial planning & policy and investment management;
- Human Resources develops and implements corporate

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human resources strategies, and provides support to departmental line management and staff in the areas of recruitment, compensation and benefits, employee and labour relations, employee health, safety, talent management and organizational development consulting; and

- Communications provides overall corporate insight and leadership on communications standards and policies. The division delivers service in areas of public relations, corporate marketing and promotions, and creative services. In addition, Communications provides responsive, seamless and easily accessible customer service through Mississauga 311 Operations.



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### **3.0 Past Achievements**

Business Services has played an integral role in many citywide initiatives and achievements helping the City lead the GTA in employee satisfaction surveys and citizen satisfaction scores.

Following are some of the major past achievements of each area:

#### **Revenue, Materiel Management & Business Services**

- Revised final billing schedule to minimize impact of postal strike;
- Received positive internal audit reports on tax billing and collection functions;
- Outsourced payment processing function;
- Held two tax sales in 2012;
- Implemented all non-software related recommendations from efficiency, effectiveness and economy review by Management Consulting;
- Expanded PCard program;
- Approved and implemented two new Corporate Policies, and revised the Purchasing By-law;
- Developed procurement work in process tracking and implemented regular client meetings; and
- Facilitated Bus Rapid Transit (BRT), Light Rail Transit (LRT), LED lighting, Voice communication (VCOM), Storage Area Network (SAN), and eCity procurements.

#### **Finance**

- Received the Government Finance Officers Association awards for Budgeting for the 22<sup>nd</sup> year and Financial Reporting for the 13<sup>th</sup> consecutive year;
- Managed and coordinated Tangible Capital Asset Accounting and Reporting for City assets valued at more than \$8 billion;
- Delivered a fair and competitive business plan and budget, despite the many challenges that had to be overcome including a weak global and local economy;
- Developed a Debt Management Policy to guide and manage the issuance of debt for infrastructure purposes. The policy was approved by Council in late 2011;
- Finance continued to be proactive and was able to undertake and accomplish many efficiency and effectiveness initiatives and projects which will guide the City and its services in the future;
- The City continues to earn an “AAA” credit rating from Standard and Poors;
- Implemented Accounts Payable Electronic Fund Transfer Payment method in 2012; and
- Successfully implemented the first stage in the new integrated budget system using Team Budget software. The new system will eliminate duplication thereby freeing up time for financial analysis and longer term financial planning priorities.

#### **Human Resources**

- Implemented new “People Strategy”;
- Successfully implemented new HR structure concentrating all HR services into the HR Division;

- Achieved the Top Employer of New Canadians Award and Top Employer of Young People Award;
- Implemented the Fire Captain Leadership Development Program;
- Launched the “Walk Up to Health” at the Leadership Conference;
- Successfully rolled out the Prevention of Workplace Violence training;
- Completed evaluation of benchmark positions in the Job Evaluation Refresh project;
- Effectively supported a number of organization restructures throughout the City; and
- 250 emerging leaders successfully participated in the Leadership Readiness Program.

### **Communications**

- Completed the development of the Communications Master Plan, which was recognized with the IABC Gold Quill Award of Merit and an IABC/Toronto Ovation Award of Merit. The plan was approved by Council in May 2012;
- Recognized in 2012 with an IABC/Toronto OVATION Award of Excellence for the Mississauga Celebration Square Official Opening Event in the category of strategic communication management;
- 2012 marks the first year that Registered Graphic Designers of Ontario (RGD) enlisted a municipality's in-house Creative Services, on a volunteer basis, as the official design partner for Design Thinkers - their international conference;

- After completion of Mississauga 311 Consolidation Project in 2011 – the consolidation of 25 business units into call centre operations – many processes and resource documents were reviewed, validated and updated as required; and
- Provided communications support for more than 40 city-wide surveys.



IABC Toronto Ovation Award of Merit and IABC Gold Quill Award of Merit for the development of the Communications Master Plan.

## **4.0 Current Service Levels**

Service levels reflect resource availability and project priorities established through the Business Plan and the requests of our clients. Specific service levels have been established to achieve our goals. Key service level measures are outlined below:

### **Revenue, Materiel Management & Business Services**

- Interim billing in December for pre-authorized payment taxpayers and in January for all other taxpayers;
- Final billing in May and June for residential and non-residential taxpayers, respectively;
- Ten-day response to taxpayer letters and e-mails;
- Daily processing of requests for statements, receipts and tax certificates;
- Same day deposit of cheques and cash received;
- Pre-authorized payment plan offers five payment date options;
- Overdue tax notices mailed in October and January;
- Miscellaneous receivables collections as established by Council; and
- Cashiers and Tax counter open 8:15 a.m.– 4:45 p.m., Monday-Friday.

Materiel Management service level standards for various types of procurements are as follows:

- 25 to 45 days for a request for quotation;
- 55 to 90 days for a request for tender; and
- 105 to 175 days for a request for proposal.

The variability in the time to complete procurements reflects the complexities inherent in particular procurements, the amount of time needed to evaluate the products or services, the need for legal advice and contract development, bidder questions, concerns or protests and the availability of staff.



Materiel Management counter service, located on the Ground Floor at the Civic Centre

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### **Finance**

- Accounts payable ensures payments are processed within the City's net 30 days payment terms;
- Quarterly reports on departmental operating results are prepared;
- Operating forecast reports to Council three times per year;
- Capital reporting reports twice per year to Council;
- City's business plans and annual budget are completed by the beginning of each calendar year except during election years; and
- Annual financial report is in accordance with Public Sector Accounting Board reporting standards and Minister of Municipal Affairs timelines.

### **Human Resources**

- Major and minor reviews of many human resource related services and programs are conducted in one and three year intervals;
- Employee Engagement Survey conducted once every three years;
- Critical Labour Relations and Employee Relations advice provided within 24 hours;
- Complaints Investigation initiated within five days;
- Vacancies filled, on average, in 40 days; and
- Accident investigations are initiated within 24 hours after accident notification.

### **Communications**

- Distribution of 180-200 news releases per year with almost 100 percent pick-up, delivery of four to six media

training sessions per year and daily (255 days per year) media monitoring;

- Development and implementation of 35 large, 40 medium and 70 small Communication and Marketing plans per year in support of business goals;
- Co-ordination and support of seven corporate events, five protocol events (unplanned) and administration of nine corporate policies;
- Support of two large, six medium and 10 small Survey and Market Research projects per year; and
- Support of 38 large, 135 medium and 227 small Creative Design projects per year.
- The 311 Call Centre operates from 7:00 a.m. to 7:00 p.m., Monday to Friday, excluding holidays, and handles an average of 300,000 telephone and email inquiries annually. Currently, 84 percent of the calls are answered within 30 seconds, and 84 percent of inquiries are handled without having to be transferred to another business area or requiring the resident to come into the Civic Centre for further information.

## 5.0 Opportunities and Challenges

### Opportunities

The implementation of the Communications Master Plan over the next four years will ensure the Communications Division is well positioned with the skills, talent, training and development, and organizational structure for the future. The Master Plan provides a framework for the Corporation on how the City can best exchange information with the public; to maximize the use of technology and build upon the explosion of social media, new media channels (digital, web, mobile); and align communication protocols with the way citizens prefer to communicate with their local government.

Advances in technology in other areas of Business Services have also been identified to enhance or improve financial information and processes; create efficiencies for procurement; and allow staff to target information to specific audiences within the community. Some initiatives include: a new integrated business planning and budgeting system (Team Budget), a new Treasury Management System, a comprehensive front end procurement solution, and improvements to the Tax System (TXM).

Opportunities are being explored to partner with community institutions which can assist in the development of workplace skills for young adults, preparing them for future careers within the Corporation or other sectors of Mississauga's future economy. This also reinforces the City's commitment to attract and retain the best talent through mentoring and internship programs.

An increased emphasis on strategic procurement will result in more collaboration with departments to maximize savings to the Corporation.



Communications Master Plan Logo

### Challenges

New and constantly changing legislation from all levels of government challenges staff to re-align their work plans to accommodate these changes.

With an election scheduled for 2014, the possibility of a new Council could result in changes to program priorities and/or financial direction. It is critical that Business Services work with flexible systems that can quickly provide updated information and reports.

Budget and resource constraints limit Business Services' ability to meet service departments' growing demands. Each division faces continuous workload pressures that will ultimately need to be addressed to ensure that timely and adequate support and guidance to all service areas and client groups are provided.

An aging workforce will create the loss of key talent and knowledge as staff retirements proceed in the upcoming years. To minimize the impact of these events, the Corporation has increased its talent management efforts by developing talent internally, maintaining contact with talented staff that have left the Corporation and attracting new talent externally.

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## **6.0      Looking Ahead**

Business Services has established specific goals and key objectives for each group for the upcoming four years:

### **Revenue, Materiel Management & Business Services:**

- Provide accurate, timely and efficient billing and collection of property taxes, provincial offences and miscellaneous receivables in accordance with legislation, by-law and corporate policy;
- Maximize the City's property assessment base while maintaining its integrity through review and appeal;
- Acquire goods and services in a timely manner at competitive costs within the parameters established by Council through by-law and corporate policy;
- Maintain and distribute central supply inventories in an effective manner;
- Be experts in the property tax and purchasing disciplines;
- Implement front end procurement software;
- Convert Accounts Receivable Collections system to SAP;
- Continue purchasing by-law review, develop new corporate policies, where required, and provide additional guidance to staff;
- Continue to expand PCard program and reduce need for blanket purchase orders;
- Provide IT desktop support, minor application development and maintenance, and desktop hardware/software planning, acquisition and implementation; and

- Provide accurate and timely budget and financial reports to divisional clients.

### **Finance:**

- Provide efficient and effective Payroll services, Accounts Payable services, Accounting services, and financial reporting through new technology, improved business processes, standardized procedures;
- Coordinate and lead the reporting of operating, capital, reserves, reserve funds, debt actual, forecasts and financial strategies and integrate financial plans with Business Planning;
- Improve financial business processes and procedures across the City;
- Develop a long term financial plan and model to guide the City to fiscal sustainability;
- Enhance and improve Financial Planning related policies and bylaws;
- Manage and support short term financing and long-term debt policy;
- Efficiently manage the City's working capital and long-term investments; and
- Recommend investment, cash management, and debt acquisition strategies to Financial Planning and LT for consideration.

### **Human Resources:**

- Develop a proactive workforce planning, recruitment and engagement strategy (i.e. Talent Management Strategy);
- Develop a total rewards strategy;

- Enhance the current on boarding program;
- Review performance management program;
- Enhance current succession planning program;
- Provide enhanced employee development/leadership programs;
- Promote outreach and diversity programs;
- Provide creative and flexible benefits program;
- Review the respectful workplace policy/program;
- Review and revise corporate wide safety program with tailored departmental elements;
- Develop a comprehensive wellness strategy;
- Ensure employees receive the right disability benefit at the right time while supporting speedy and safe return to work efforts;
- Implement strategies to comply with AODA (Accessibility for Ontarians with Disabilities Act) legislation;
- Reduce lost time due to disability by enhancing support and information to management;
- Enhance modified work program to facilitate earlier return to work of disabled employees; and
- Become a strategic business partner by:
  - Developing and reporting on HR metrics;
  - Developing clear HR processes, clarifying roles and responsibilities;
  - Establishing HR competencies and support HR employee development to sustain the People Strategy; and

- Supporting departmental changes regarding organizational structure, job redesign, and/or role clarity.

**Communications:**

- Build an effective, accessible system of two-way communications between City officials, stakeholders and residents, using effective, research-tested tools and methods;
- Promote citizen participation among all publics – both online and off;
- Standardize and make consistent the communication coming from the City so that it has a recognizable City look and voice; and
- Employ the right blend of best practices and innovative communications methods to become a leader in municipal communications.

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## **7.0 Engaging our Customers**

This section highlights the mechanisms used to ensure that our customers are regularly informed and engaged in critical decisions concerning City services and operations.

### **Revenue, Materiel Management & Business Services:**

- Revenue, Materiel Management & Business Services receives and responds to letters, e-mail and telephone calls from taxpayers and vendors as well as queries from Council and senior management;
- Feedback on concerns are received from call centre statistics and from “Tell us about your visit” questionnaires completed by the public at the cashiers and sixth floor counters;
- Tax staff attends public and Business Improvement Association meetings at the request of a local Councillor;
- Materiel Management staff holds regular work in process meetings with their clients to discuss issues of concern between the parties and jointly develops project procurement plans with department contract/project managers; and
- Materiel Management provides periodic training on purchasing issues to City staff.

### **Finance:**

- Internal and external customers are engaged and consulted to help set the future direction of the Corporation through the budgeting and business planning process; and

- Finance prepares and publishes financial information for customers to monitor financial performance including the budget, and financial statements.



Tax counter service at the Civic Centre

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**Human Resources:**

- Human Resources works closely with and partners within operating departments, other business service areas and also external organizations to continually monitor and improve human resources management processes, bringing forward best practice policies and recommendations to the Leadership Team; and
- Human Resources participates on various labour/management committees to maintain and promote healthy relations between employees, unions and the Corporation; and gains input and feedback from the unions.

**Communications:**

- Communications engages the public through coordination of multi-channel marketing communication strategies to ensure accessibility to all customers. These strategies are developed internally in partnership with business areas and include innovative and creative design and consistent City brand delivery;
- Information is available via the City's web site ([mississauga.ca](http://mississauga.ca)) and the 311 Call Centre;
- Official news releases, advisories, statements and emergency communications are issued on behalf of Council and the Corporation to ensure awareness and action if required;
- Committee Calendars are published online and in the Mississauga News to ensure awareness of all City meetings and attendance at events;
- Social media platforms (i.e. Twitter, Facebook, YouTube) are used to broaden the City's reach; and

- Encourage interactive dialogue and provide faster access to information using a range of devices.



**Show You Care** is an internal marketing campaign to develop a sense of pride by employees in their work and in how they care for their city and their community.

# Required Resources

## 8.0 Human Resources

The City has grown significantly over the past two decades which has subsequently increased the service level demands on Business Services. Efforts are made to manage increases in workload through workload realignments, internship programs, summer students, increased overtime, automation, and new efficiency initiatives.

Over the next four years, the number of full time equivalents (FTE) is decreasing primarily due to resources associated with the support of completed capital projects. One FTE has been requested through the Communication Master Plan implementation for 2013, to specialize in digital and online content and one FTE has been requested through the Human Resources Co-op Student Placement program.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2012	2013	2014	2015	2016
Communications	57.4	55.6	55.2	55.2	55.2
Finance	47.3	47.8	45.3	45.3	45.3
Human Resources	66.0	66.5	65.5	65.0	65.0
Revenue, Materiel Management and Business Services	70.1	69.1	66.3	66.3	65.3
<b>Total Service Distribution</b>	<b>240.8</b>	<b>239.0</b>	<b>232.3</b>	<b>231.8</b>	<b>230.8</b>

## **9.0 Technology**

Business Services relies on SAP as a corporate standard for key financials and financial reporting, for payroll and for human resources. The continued provision of these services is critical to the effective provision of services.

A few noteworthy exceptions to this corporate standard do exist and are noted here for planning purposes.

- Revenue sections uses the TXM tax system for billing and collections; and
- The operating budgets for 2013-2016 have been developed using a new budgeting system, Team Budget, which provides efficiencies in the production of reports and data collection.

### **Continuous Improvement Initiatives**

- Purchase and Implement a comprehensive front end procurement solution;
- Make improvements to the Tax System (TXM);
- Expand capabilities in the budgeting system to include capital projects;
- Investigate options for a new Treasury Management System;
- Enhance the HR system (SAP-Human Capital Management) for reporting and metrics;
- Automate Performance Management System;
- Automate Job Evaluation System;
- Develop a City Application (“App”) Framework that will be used as a launching pad for all City mobile apps;

- Develop a City email database that will allow for consistent distribution of city-wide targeted emails; and
- Provide customers self-serve access to request service and information via the City’s web site and a newly developed 311 mobile app.

## **10.0 Facilities**

The majority of Business Services staff is located at City Hall. Exceptions include:

- 311 Call Centre located at 950 Burnhamthorpe Road West and operating from 7:00 a.m. to 7:00 p.m. Monday to Friday;
- Finance and Human Resources located at 201 City Centre Drive to better service their client departments; and
- Materiel Management (Central Stores) staff located at the Mavis Road facility.



TXM Tax System logo

# **Proposed Budget**

This part of the Business plan sets out the financial resources required to deliver the proposed 2013-2016 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 past decisions are identified separately from proposed changes. The prior year budget for 2012 was \$22,138,000 and the proposed budget for 2013 is \$23,076,000.

## **Total Changes to Maintain Current Service Levels**

Labour cost increases reflect economic adjustments and other changes such as fringe benefit cost increases.

Other costs include rate and volume increases for postage, contracted remittance processing, photocopiers and courier services are expected. These cost increases are more than offset by a number of cost containment initiatives such as reduction of temporary labour, elimination of Collections software licensing costs, a decrease in vehicle maintenance for the Central Stores truck, a decrease in the use of professional services, such as private investigations and medical consultations, and more prudent use of operating materials and supplies. The City's new lease agreement at 201 City Centre Drive will result in a one-time savings in 2013.

## **Total Changes to Operationalize Past Decisions**

The annualized cost of a policy manager position approved in the Finance division is included in 2013.

## **Total New Initiatives and Revenues**

In 2013, Human Resources Division is initiating a Co-op Student program, which will consist of three four-month

placements to help develop workplace skills. Students with new, fresh ideas with recent HR and administrative technical education will add value, enhance customer service, provide work load support and assist Human Resource units to better support our clients in meeting their departmental strategic objectives and goals. Also in 2013, the implementation of the approved Communications Master Plan to support the delivery of two-way communications between the City of Mississauga and its citizens will require a Digital Online Specialist, staff training, technology licensing fees, and a branding research study.

The Integrated Budget System project, which launched in 2011, will continue to improve efficiency and automation allowing financial staff to focus on analysis rather than data integrity. The proposed 2014 conversion of the Financial Systems Support position from a temporary capital funded resource to a permanent resource will ensure that the Integrated Budget System is technically supported for future use.

The following table separates the financial requirements into those required to maintain existing services; to operationalize past decisions; and proposed new initiatives and revenues. The details on the changes to each category are provided in Sections 11 through 12.

Description (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Budget</b>	<b>22,138</b>	<b>23,076</b>	<b>24,001</b>	<b>24,729</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>				
Labour and Benefits	946	905	933	898
Other Cost Increases	113	109	38	39
Efficiencies and Cost Savings	(286)	(216)	(243)	(251)
Current Revenue Changes	0	0	0	0
<b>Total Changes to Maintain Current Service Levels</b>	<b>773</b>	<b>797</b>	<b>728</b>	<b>686</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>				
Annualization of Previous Years Budget Decisions	49	0	0	0
Operating Impact of New Capital Projects	0	0	0	0
<b>Total Changes to Operationalize Prior Decisions</b>	<b>49</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>22,960</b>	<b>23,874</b>	<b>24,729</b>	<b>25,415</b>
<b>New Initiatives and New Revenues</b>				
Total Proposed New Initiatives	117	127	0	0
Total Proposed New Revenues	0	0	0	0
<b>Total New Initiatives and New Revenues</b>	<b>117</b>	<b>127</b>	<b>0</b>	<b>0</b>
<b>Proposed Budget</b>	<b>23,076</b>	<b>24,001</b>	<b>24,729</b>	<b>25,415</b>

Note: Numbers may not balance due to rounding.

## 11.0 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the costs increases arising from prior decisions. Detailed explanations of changes to 2013 can be found in Appendix 1.

### Proposed Changes to Maintain Current Service Levels

Description (\$000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Labour and Benefits</b>	<b>(8.5)</b>	<b>946</b>	<b>905</b>	<b>933</b>	<b>898</b>
<b>Other Cost Increases</b>					
Postage	0.0	43	11	11	11
Contracted Remittance Processing	0.0	22	0	0	0
201 City Centre Lease	0.0	0	76	3	0
Other Changes	0.0	47	23	25	28
<b>Total Other Cost Increases</b>	<b>0.0</b>	<b>113</b>	<b>109</b>	<b>38</b>	<b>39</b>
<b>Efficiencies and Cost Savings</b>					
Temporary Labour/Overtime Reduction	(3.5)	(80)	(201)	(45)	0
Equipment Rental/Maintenance Reduction	0.0	(40)	0	0	0
Operating Materials/Supplies/Internal Printing Reduction	0.0	(35)	0	0	0
One-Time Lease Agreement Savings	0.0	(68)	0	0	0
1% Reduction	0.0	0	0	(207)	(251)
Other Changes	0.0	(62)	(15)	8	0
<b>Total Efficiencies and Cost Savings</b>	<b>(3.5)</b>	<b>(286)</b>	<b>(216)</b>	<b>(243)</b>	<b>(251)</b>
<b>Current Revenue Changes</b>					
N/A	0.0	0	0	0	0
<b>Total Current Revenue Changes</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(12.0)</b>	<b>773</b>	<b>797</b>	<b>728</b>	<b>686</b>

Note: Numbers may not balance due to rounding.

## Proposed Changes to Operationalize Prior Decisions

Description (\$ 000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>					
Permanent Position added in 2012	0.0	49	0	0	0
<b>Total Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>49</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>					
N/A	0.0	0	0	0	0
<b>Total Operating Impact of New Capital</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0.0</b>	<b>49</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

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## 12.0 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

### Proposed New Initiatives and New Revenues

Description (\$ 000's)	BR #	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2013 to 2016 Capital (\$000's)
<b>New Initiatives</b>							
Co-op Student Placements	141	1.0	40	0	0	0	0
Communications Master Plan Implementation	105	1.0	77	27	0	0	170
Implementation of an Integrated Budget System	179	0.0	0	100	0	0	0
<b>Total New Initiatives</b>		<b>2.0</b>	<b>117</b>	<b>127</b>	<b>0</b>	<b>0</b>	<b>170</b>
<b>New Revenues</b>							
N/A			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>Total Changes to New Initiatives and New Revenues</b>			<b>2.0</b>	<b>117</b>	<b>127</b>	<b>0</b>	<b>170</b>

Note: Numbers may not balance due to rounding.

The following table sets out the proposed 2013 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### **Proposed Budget by Category**

Description (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Net Costs before Administrative and Support Costs</b>						
Labour Costs	19,462	20,921	21,897	22,635	23,481	24,378
Other Operating Expenses	2,106	2,584	2,357	2,438	2,258	2,025
Total Revenues	(1,465)	(1,864)	(1,688)	(1,601)	(1,557)	(1,557)
<b>Total Net Cost before Administrative and Support Costs</b>	<b>20,103</b>	<b>21,641</b>	<b>22,566</b>	<b>23,472</b>	<b>24,181</b>	<b>24,847</b>
Administrative and Support Costs	489	497	511	528	548	568
<b>Total Net Budget</b>	<b>20,592</b>	<b>22,138</b>	<b>23,076</b>	<b>24,001</b>	<b>24,729</b>	<b>25,415</b>

Note: Numbers may not balance due to rounding.

The following table identifies the financial requirements for 2013 to 2016 by major program within the service area.

#### **Proposed Budget by Program**

Program Expenditures (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Communications	4,546	4,919	5,132	5,288	5,427	5,570
Finance	4,023	4,483	4,713	4,987	5,134	5,283
Human Resources	7,180	7,755	7,997	8,333	8,599	8,820
Revenue, Materiel Management and Business Services	4,844	4,981	5,235	5,393	5,569	5,742
<b>Total Net Budget</b>	<b>20,592</b>	<b>22,138</b>	<b>23,076</b>	<b>24,001</b>	<b>24,729</b>	<b>25,415</b>

Note: Numbers may not balance due to rounding.

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### **13.0    Highlights of Proposed Capital Program Budget**

In 2013, a number of requests have been made for capital projects. The Front End Procurement project automates the City's slow, manual and cumbersome purchasing processes (\$507,000). The Development Charges Background Study, a legislated requirement, enables the collection of development charges (\$400,000). The Accessibility for Ontarians with Disabilities Act Integrated Standards Training project provides resources for provincial compliance (\$170,000). A Long Term Financial Plan system will develop a sustainable long term finance strategy that balances tax rate increases against service demands and infrastructure requirements. It will replace manual processes and provide timely information to the Council, public and senior levels of government (\$150,000).

In 2014, capital project requests include the Upgrade of the Central Cashiers System (\$326,000) and the Implementation of Electronic Tax Bills (\$50,000).

In 2015, funded by reserves, the Employee Survey project would enable the City to assess current working conditions in order to ensure that it remains competitive in the marketplace (\$100,000).

The multi-year Communications Master Plan project requires professional services to develop a branding research study, and an ethnic media and advertising strategy, to promote and advertise the launch of an email database, to manage organizational change and to create new communications standards and templates (\$170,000).

## 14.0 Capital Program

This section summarizes the forecast ten 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. A detailed listing of 2013 to 2016 projects is contained in Appendix 3.

### Proposed Capital Program

Program Expenditures (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 -2022 Forecast (\$000's)	Total 2013-2022 (\$000's)
Communications	125	45	0	0	0	170
Finance	550	0	0	0	400	950
Human Resources	170	0	100	0	200	470
Revenue and Materiels Management	681	376	0	0	0	1,057
<b>Total Expenditures</b>	<b>1,526</b>	<b>421</b>	<b>100</b>	<b>0</b>	<b>600</b>	<b>2,647</b>

Note: Numbers may not balance due to rounding.

Program Funding (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 -2022 Forecast (\$000's)	Total 2013-2022 (\$000's)
Subsidies and Recoveries	0	0	0	0	0	0
Gas Tax	0	0	0	0	0	0
Cash In Lieu	0	0	0	0	0	0
Development Charges	360	0	0	0	360	720
Tax	871	376	0	0	40	1,287
Other	295	45	100	0	200	640
Debt	0	0	0	0	0	0
<b>Total Funding</b>	<b>1,526</b>	<b>421</b>	<b>100</b>	<b>0</b>	<b>600</b>	<b>2,647</b>

Note: Numbers may not balance due to rounding.

# Performance Measures

## 15.0 Balanced Scorecard

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

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

### About the Measures for Business Services

#### Financial Measures

*City's Credit Rating* measures the financial health and financial stability of the organization. Mississauga's rating of AAA is in the top 20 percent of municipalities that have received credit ratings. Of those Canadian municipalities Standard and Poor's rates, only seven have a AAA rating.

*Business Services Cost as a percentage of City Wide Operating Costs* measures the allocation of costs to service support and how this changes as City services and related costs expand. Business Services' gross operating costs are divided by gross total City operating costs.

*Investment Portfolio Yield* measures the annual total return on the City's investments. In 2011, the City's 5.1 percent return was 3.2 percentage points higher than the 1.9 percent return on the Benchmark Portfolio.

*Benchmark Portfolio Yield* is an equal weighting of 90 Day Government of Canada Treasury Bills and a balanced portfolio of the DEX Domestic Government Bond Index and the DEX High Grade Corporate Bond Index.

#### Customer Measures

*City Property Tax Rate Increase from Prior Year* measures potential future tax rate impacts on residents and businesses. The City's tax increase in 2012 was comparable to other GTA municipalities. The City's property taxes on a detached two storey home are among the lowest in the GTA.

*311 Service Level Target* is the number of calls answered within a specific time. The 311 Call Centre objective is to answer 80 percent of calls in 30 seconds or less. The Institute of Citizen-Centred Services (ICCS) publishes benchmarks for access to government services across Canada and the acceptable time to wait on hold before speaking to a person is 30 seconds. The 311 Call Centre is meeting this expectation.

*311 First Call Resolution (FCR) Rate* is the percentage of calls that are handled "one and done" in the Call Centre and do not require a service request to the business area. The benchmark identified by the Institute of Citizen-Centred Services (ICCS) states that you should only have to speak to a maximum of two people in order to get service, although one person is preferred for FCR. The 311 Call Centre objective is that 87 percent of the total calls are handled "one and done", and the call centre is meeting this rate.

#### Employee Measures

*Employee Satisfaction with City of Mississauga* measures City employee satisfaction with the City as an employer. Employee satisfaction with the City was 74.5 percent which is 7.3 percent higher than the average satisfaction level of employees in other municipalities of 67.2 percent. This is based on the 2010 Employee Survey conducted by Metrics @Work.

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*Employee Turnover* measures the percentage of permanent City employees that leave the City every year. In 2011, staff turnover increased by 1.5 percent to 4.4 percent from 2.9 percent in 2010. The majority of voluntary resignations were among employees in the age group of 30 to 39. Based on survey data collected by the 2011 Human Resources Benchmarking Network, average staff turnover for Ontario municipalities was also 4.5 percent. Higher levels of employee turnover are expected over the next few years due to employee retirement. This measure does not capture temporary contract turnover, or internal transfers.

*Average Total Lost Time Hours per Employee* measures the actual total lost time for all employees eligible for the City's Income Replacement Program. The Corporation as a whole has had an increase in total lost time of 11.1 percent (i.e. 11.4 hours per employee) from 2010 to 2011. There is a goal to decrease this amount in the years 2012 to 2016.

*Succession Program Participants* measures the number of employees actively preparing and training to improve skills in anticipation of future movement / job changes in the City. In the next couple of years succession program participants is projected to grow by 35 percent due to projected retirements and increased turnover.

*Organizational Communication Satisfaction* measures the success of communication strategies and shows the percentage of employees who indicate they are satisfied with the amount of information and communication received from the City. The City of Mississauga rates 12.0 percentage points higher (62 percent vs. 50 percent) when compared to all cities and regional municipalities in the *Metrics@Work* sector database.) The last employee survey was completed in 2010.

### **Business Process Measures**

*Taxes Receivable Collection Rate* measures the percentage of taxes collected by the City. The comparable Greater Toronto Area average in 2010 was 92.9 percent. The City of Mississauga is well above this average at 95.0 percent. Data for 2011 are not available yet.

*Average Time to Fill Vacancies (days)* measures the efficiency of replacing vacant staff on a City wide basis. In 2011, the average time to fill vacancies was 42.0 days. The 2011 Human Resources Benchmarking Network indicates the average time to fill for Ontario municipalities was 55.4 days.

*311 Call Centre Service Request Error Rate* measures the percentage of errors in service requests sent to business units. Examples include incorrect addresses or client information such as tax roll number and parking ticket numbers. Of those calls that result in a service request, the objective is to maintain an error rate below 5.

Measures for Business Services	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
City's Credit Rating	AAA	AAA	AAA	AAA	AAA	AAA	AAA
Business Services' cost as a percentage of City Wide Operating Costs	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%
Investment Portfolio Yield	5.2%	5.1%	3.8%	3.8%	3.8%	4.0%	4.0%
Benchmark Portfolio Yield	3.1%	1.9%	n/a	n/a	n/a	n/a	n/a
<b>Customer:</b>							
City Property Tax Rate Increase from Prior Year	2.3%	5.8%	7.2%	Council Established Target	Council Established Target	Council Established Target	Council Established Target
311 Service Level Target	72%	61%	80%	80%	80%	80%	80%
311 First Call Resolution Rate	93%	90%	90%	90%	90%	90%	90%
<b>Employee:</b>							
Employee Satisfaction with City of Mississauga	74.5%	74.5%	76.0%	76.0%	76.0%	76.0%	76.0%
Employee Turnover	2.9%	4.4%	4.6%	4.9%	5.8%	6.3%	6.2%
Average Total Lost Time per Employee (all Benefit Streams)	103.36	114.78	109.00	98.00	89.00	79.00	71.00
Succession Program Participants	85	85	85	85	110	110	90
Organizational Communication Satisfaction	62%	62%	65%	65%	65%	65%	65%

<b>Measure for Business Services</b>	<b>2010 (Actual)</b>	<b>2011 (Actual)</b>	<b>2012 (Actual)</b>	<b>2013 (Planned)</b>	<b>2014 (Planned)</b>	<b>2015 (Planned)</b>	<b>2016 (Planned)</b>
<b>Business Process:</b>							
Taxes Receivable Collection Rate	95%	95% (Estimate)	96.1%	96.2%	96.3%	96.3%	96.3%
Average Time to Fill Vacancies (days)	47	42	40	30	30	30	30
311 Call Centre Service Request Error Rate	1%	1%	2%	2%	2%	2%	2%

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>20,313</b>	<b>21,259</b>	<b>946</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes
<b>Other Cost Increases</b>				
Postage	302	346	43	Rate and volume increase to align with actuals
Contracted Remittance Processing	43	65	22	Rate and volume increase to align with actuals
Other Changes	236	283	47	Other includes Departmental Services Allocation
<b>Total Other Cost Increases</b>	<b>581</b>	<b>694</b>	<b>113</b>	
<b>Efficiencies and Cost Savings</b>				
Temporary Labour/Overtime	533	453	(80)	Reduction/elimination of various temporary positions and overtime management
Equipment Rental/Maintenance	51	12	(39)	Collections equipment rental not required and maintenance reduction for Central Stores truck
Operating Materials/Supplies/Internal Printing	458	423	(35)	Reduction to align with actuals
Lease/Building Rental	167	98	(68)	One time savings for new lease agreement at 201 City Centre Drive
Other Changes	991	928	(63)	Miscellaneous efficiencies and cost savings
<b>Total Efficiencies and Cost Savings</b>	<b>2,201</b>	<b>1,915</b>	<b>(286)</b>	
<b>Current Revenue Changes</b>				
N/A				
<b>Total Current Revenue Changes</b>	<b>(1,031)</b>	<b>(1,031)</b>	<b>0</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>22,063</b>	<b>22,836</b>	<b>773</b>	

Note: Numbers may not balance due to rounding.

### Changes to Operationalize Prior Decisions

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Permanent Position added in 2012	75	124	49	Reflects annualization of permanent position
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>75</b>	<b>124</b>	<b>49</b>	
<b>Operating Impact of New Capital Projects</b>				
N/A	0	0	0	
<b>Total Operating Impact of New Capital Projects</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Changes to Operationalize Prior Decisions</b>	<b>75</b>	<b>124</b>	<b>49</b>	
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>22,138</b>	<b>22,960</b>	<b>822</b>	

Note: Numbers may not balance due to rounding.

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## **Appendix 2: Budget Requests**

### **Proposed 2013-2016 New Initiatives and New Revenues (Budget Requests)**

Please see the Budget Requests for the 2013-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Co-op Student Placements	141	2013
Communications Master Plan Implementation	105	2013
Implementation of an Integrated Budget System	179	2014
<b>New Revenues</b>		
N/A	-	-

---

Budget Request #: 141

Proposed Initiative	Department	Service Area
Coop Student Placements	Corporate Services Department	Business Services

#### Required Operating Investment

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	39.9	39.9	39.9	39.9
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	39.9	39.9	39.9	39.9
* Net Change in \$		0.0	0.0	0.0
FTEs	1.0	1.0	1.0	1.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

#### Required Capital Investment

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	0.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

#### Why Staff Recommend this Initiative

Supporting partnership with Sheridan, bringing in young talent into our workforce assists with succession planning and provides additional support and assist HR to better support our clients in meeting service goals and strategic vision.

---

*Budget Request #: 141*

### **Details of Service Change**

The City can benefit from participation in the development of workplace skills for young adults, preparing them for future careers within the Corporation or other sectors of Mississauga's future economy. Coop placements allow students to gain valuable skills and prepare them for their future careers. The benefits to the Corporation of coop placements include highly motivated and educated workers who do quality work and help us to manage our workload; assessment of student skills/fit within City culture prior to potential hiring for fulltime positions and opportunities to provide input into school training curriculum. Coop placements provide a direct benefit to participating educational institutions and indirect benefits to the community at large.

Through a "Statement of Commitment" with the Sheridan Institute, the City is supporting a valued partnership in our community and will benefit from gaining a source of fresh and young talent. It also supports succession planning, whereby it provides a pool of skilled staff that can move in to positions as vacancies arise. This is a particular concern with Administrative Assistant positions. By hiring Sheridan students, the HR Division is supporting the statement of Commitment between Sheridan College and the City which supports the "Belong" Strategic Pillar for Change and also advances the strategic goals of "Attract and Retain Youth" and "Attract Post - Secondary Institutions."

### **Service Impact**

Requesting three Coop student positions of four months each to cover from January until December at a total annual cost of \$39,900.

Students with new, fresh ideas with recent HR and administrative technical education will add value, enhance customer service, provide work load support and assist HR units to better support our clients in meeting their departmental strategic objectives and goals.

---

Budget Request #: 105

Proposed Initiative	Department	Service Area
Communications Master Plan Implementation	Corporate Services Department	Business Services

#### Required Operating Investment

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	76.6	103.5	103.5	103.5
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	76.6	103.5	103.5	103.5
* Net Change in \$		26.9	0.0	0.0
FTEs	1.0	1.0	1.0	1.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

#### Required Capital Investment

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	125.0	45.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	125.0	45.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

#### Why Staff Recommend this Initiative

The Master Plan sets out a long-term vision and mission, as well as strategic framework with 40 action items over the next four years. It received approval from Council on May 9, 2012. Budget request supports the implementation of actions identified in the Master Plan in line with today's government reality of easy-to-access, mobile, self-serve and two-way engagement.

---

*Budget Request #: 105*

### **Details of Service Change**

The Communication Master Plan sets out a Communications road map for the City over the next 10 years. BR 105 provides the tools, technology and staff required to implement the Master Plan recommendations so that the City develops: proactive, reputation-building communications; two-way information sharing focused on citizen interaction and engagement on their terms; and communications standardization and consistency where information is consistent and constant and content coming from the City has “one voice”.

Over the next four years, the Communications Division will focus on: Driving citizens to the web; Enabling citizen engagement and access to information; Augmenting the Division’s ability to measure, respond to and enhance digital content; Enhancing staff’s professional training and development in new areas of focus; and enhancing the City’s reputation with public relations, branding and ethnic media strategies.

The service delivery outlined above requires the addition of one FTE in Communications dedicated to digital/online communications as noted in the consultant’s report. The new specialist position would be responsible for initiating, expanding, delivering, and managing marketing and digital campaigns, including web, mobile, and social media.

### **Service Impact**

Budget Request 105 is needed to support the implementation of actions and service gaps as identified in the Master Plan. The Plan cannot proceed without funding.

- OPERATING: 2013 - Digital Online Specialist 1 FTE (\$65,600); Skills training and upgrading (\$5,000) in new areas of focus over four years; Email management tool (\$6,000). 2014 - Annualization of Online Specialist (\$22,000); City Mobile App maintenance (\$5,000).
- CAPITAL (Other Reserve Fund)-One Time: 2013 - Communications organizational change and new communications standards (\$30,000); Promote and launch of email database (\$20,000); Prof. services to develop and implement a City Brand Research Strategy (\$75,000). 2014 - Branding PR campaign (\$20,000); Ethnic media and advertising strategy (\$25,000).
- CAPITAL: Mobile app development (\$15,000) will be integrated with IT's Mobile Applications Project in 2013; IT to review and replace the current Knowledge Base system, used by the Call Centre into a citizen-accessible, web-based tool (\$100,000 to be requested in 2014).

---

Budget Request #: 179

Proposed Initiative	Department	Service Area
Implementation of an Integrated Budget System	Corporate Services Department	Business Services

**Required Operating Investment**

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	0.0	100.0	100.0	100.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	100.0	100.0	100.0
* Net Change in \$		100.0	0.0	0.0
FTEs	0.0	1.0	1.0	1.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	0.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

A permanent resource is necessary to provide proper maintenance and support to the Integrated Budget System. Without the Financial Systems Support position, any anticipated efficiencies would be reduced. Also, the City will need to rely on the Software vendor for reporting and uploading requirements which will reduce the system's effectiveness and increase our lead times.

---

*Budget Request # 179*

**Details of Service Change**

Currently, two full time resources, funded from capital, are implementing the system, but this requirement will be reduced to one Financial Systems Support position, which will be funded from the operating budget. The original BR noted that a full time resource would be required to support the system administration. This BR is a placeholder for a full time position come 2014. As the system modules are implemented the need for an ongoing resource will be firmed up. The Financial Systems Support position will be responsible for providing ongoing system support.

**Service Impact**

The Integrated Budget System will improve efficiency and automation which will allow financial staff to focus on analysis rather than data integrity. The proposed conversion of the Financial Systems Support position from a temporary capital funded resource to a permanent resource will ensure that the Integrated Budget System is technically supported for future use.

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### Appendix 3A: Proposed 2013 Capital Program (\$000's)

#### Program: Communications

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13603	Communications Master Plan Implementation-Phase 1	50	0	50	General Contingency Reserve
13604	Communications Master Plan-Branding-Phase 1	75	0	75	General Contingency Reserve
<b>Subtotal</b>		<b>125</b>	<b>0</b>	<b>125</b>	

#### Program: Finance

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13600	Long Term Financial Plan/System	150	0	150	Capital Reserve Fund
13601	Development Charges Background Study	400	0	400	General Government Development Charges Reserve Fund/Capital Reserve Fund
<b>Subtotal</b>		<b>550</b>	<b>0</b>	<b>550</b>	

#### Program: Human Resources

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13602	Accessibility for Ontarians with Disabilities Act Integrated Standards Training	170	0	170	General Contingency Reserve
<b>Subtotal</b>		<b>170</b>	<b>0</b>	<b>170</b>	

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**Program: Revenue and Materiel Management**

<b>Project Number</b>	<b>Project Name</b>	<b>Gross Cost (000's)</b>	<b>Recovery (000's)</b>	<b>Net Cost (000's)</b>	<b>Funding Sources</b>
13501	Integration of E-tax forms with TXM	50	0	50	Capital Reserve Fund
13551	Front End Procurement Software	507	0	507	Capital Reserve Fund
13605	Information Technology Procurement	62	0	62	Capital Reserve Fund
13606	Recreation and Parks Procurement	62	0	62	Capital Reserve Fund
<b>Subtotal</b>		<b>681</b>	<b>0</b>	<b>681</b>	
<b>Total Expenditure</b>		<b>1,526</b>	<b>0</b>	<b>1,526</b>	

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### Appendix 3B: Proposed 2014-2016 Capital Program (\$000's)

#### Program: Communications

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Communications Master Plan Implementation-Phase 2	25	0	0
Communications Master Plan-Branding-Phase 2	20	0	0
<b>Subtotal</b>	<b>45</b>	<b>0</b>	<b>0</b>

#### Program: Human Resources

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Employee Survey	0	100	0
<b>Subtotal</b>	<b>0</b>	<b>100</b>	<b>0</b>

#### Program: Revenue and Materiel Management

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Implementation of Electronic Tax Bills	50	0	0
Central Cashiers System Upgrade	326	0	0
<b>Subtotal</b>	<b>376</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>421</b>	<b>100</b>	<b>0</b>

# Departmental Business Services

## Existing Core Services

### 1.0 Vision and Mission

Departmental Business Services provides for the overall financial management, information technology and other administrative functions for each of the four City departments. These costs are fully allocated out to service areas to accurately reflect the cost of each service.

### 2.0 Service Delivery Model

Corporate Services DBS supports Information Technology Services, Facilities and Property Management Services, Legislative Services and (Corporate) Business Services (Human Resources, Revenue and Materiel Management and Communications).

Community Services DBS supports Recreation Services, Parks and Forestry Services, Fire and Emergency Services, Library Services and Arts and Culture Services.

Transportation and Works DBS supports Roads, Storm Drainage and Watercourses Services, Transit Services and Regulatory Services.

Planning and Building DBS supports Land Development Services and Strategic Policy.



# Required Resources

## 3.0 Human Resources

Program	2012	2013	2014	2015	2016
Corporate Services - Departmental Business Support	12.0	12.0	12.0	12.0	12.0
Community Services - Departmental Business Support	24.5	24.5	24.5	24.5	24.5
Planning and Building - Departmental Business Support	32.3	32.3	32.3	32.3	32.3
Transportation and Works - Departmental Business Support	42.3	42.3	42.3	42.3	42.3
<b>Total Service Distribution</b>	<b>111.1</b>	<b>111.1</b>	<b>111.1</b>	<b>111.1</b>	<b>111.1</b>

# **Proposed Budget**

This part of the Business plan sets out the financial resources required to deliver the proposed 2013-2016 Business Plan. The total cost of Departmental Business Services is fully allocated out to service areas they support.

## **4.0 Proposed New Initiatives and New Revenues**

There are no new initiatives or revenues for Departmental Business Services for the 2013-2016 Business Planning Cycle.

The following table sets out the proposed 2013 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

### **Proposed Budget by Category**

Description (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Net Costs before Administrative and Support Costs</b>						
Labour Costs	9,926	10,487	10,750	11,133	11,544	11,966
Other Operating Expenses	1,060	1,014	843	952	956	960
Total Revenues	(251)	(261)	(261)	(261)	(261)	(261)
<b>Total Net Cost before Administrative and Support Costs</b>	<b>10,735</b>	<b>11,240</b>	<b>11,333</b>	<b>11,824</b>	<b>12,239</b>	<b>12,665</b>
Administrative and Support Costs	(10,735)	(11,240)	(11,333)	(11,824)	(12,239)	(12,665)
<b>Total Net Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

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# **Departmental Business Services**

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# Existing Core Services

## 1.0 Vision and Mission

Departmental Business Services provides for the overall financial management, information technology and other administrative functions for each of the four City departments. These costs are fully allocated out to service areas to accurately reflect the cost of each service.

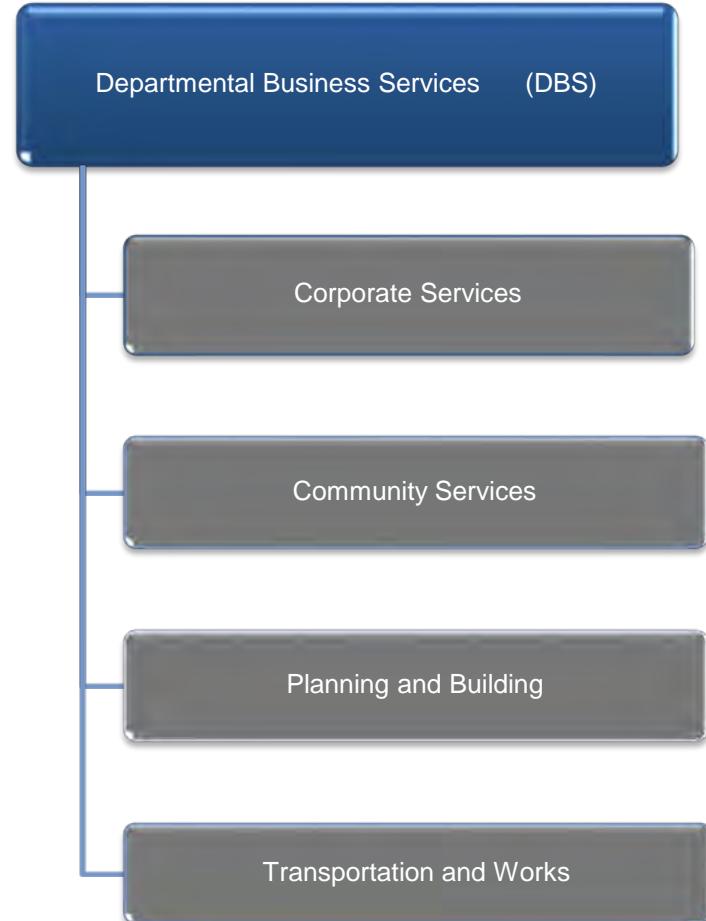
## 2.0 Service Delivery Model

Corporate Services DBS supports Information Technology Services, Facilities and Property Management Services, Legislative Services and (Corporate) Business Services (Human Resources, Revenue and Materiel Management and Communications).

Community Services DBS supports Recreation Services, Parks and Forestry Services, Fire and Emergency Services, Library Services and Arts and Culture Services.

Transportation and Works DBS supports Roads, Storm Drainage and Watercourses Services, Transit Services and Regulatory Services.

Planning and Building DBS supports Land Development Services and Strategic Policy.



# Required Resources

## 3.0 Human Resources

Program	2012	2013	2014	2015	2016
Corporate Services - Departmental Business Support	12.0	12.0	12.0	12.0	12.0
Community Services - Departmental Business Support	24.5	24.5	24.5	24.5	24.5
Planning and Building - Departmental Business Support	32.3	32.3	32.3	32.3	32.3
Transportation and Works - Departmental Business Support	42.3	42.3	42.3	42.3	42.3
<b>Total Service Distribution</b>	<b>111.1</b>	<b>111.1</b>	<b>111.1</b>	<b>111.1</b>	<b>111.1</b>

# Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2013-2016 Business Plan. The total cost of Departmental Business Services is fully allocated out to service areas they support.

The following table sets out the proposed 2013 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

## 4.0 New Initiatives and New Revenues

The following table sets out the proposed 2013 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

### Proposed Budget by Category

Description (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Net Costs before Administrative and Support Costs</b>						
Labour Costs	9,926	10,487	10,750	11,133	11,544	11,966
Other Operating Expenses	1,060	1,014	843	952	956	960
Total Revenues	(251)	(261)	(261)	(261)	(261)	(261)
<b>Total Net Cost before Administrative and Support Costs</b>	<b>10,735</b>	<b>11,240</b>	<b>11,333</b>	<b>11,824</b>	<b>12,239</b>	<b>12,665</b>
Administrative and Support Costs	(10,735)	(11,240)	(11,333)	(11,824)	(12,239)	(12,665)
<b>Total Net Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.



# Facilities and Property Management

## 2013-2016 Business Plan

City of Mississauga, Ontario, Canada

MANAGE AN INVENTORY OF APPROXIMATELY **27,000** FACILITY SYSTEMS IN **5.3** MILLION SQ FT OF BUILDING SPACE.  
CARRY OUT APPROXIMATELY **9,000** FACILITY MAINTENANCE INSPECTIONS ANNUALLY.  
RESPOND TO APPROXIMATELY **9,300** SECURITY INCIDENTS ANNUALLY.  
MANAGE APPROXIMATELY **600** UTILITY ACCOUNTS.

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# Existing Core Services

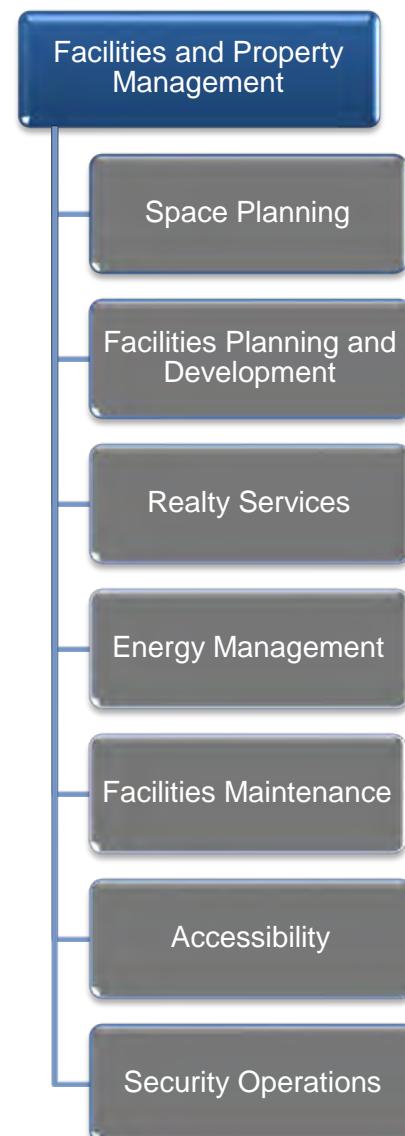
## 1.0 Vision and Mission

### Vision

The Vision of the Corporate Services Department, which is fully embraced by the Facilities and Property Management Division, is “Partnering for Success”. This statement captures the basic philosophy of the department that we work together with the other departments of the city to provide excellent service to our common customer – the taxpayer.

### Mission

To effectively manage the city's real property assets in a manner that enables the delivery of excellent municipal services.



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## **2.0 Service Delivery Model**

Facilities and Property Management (FPM) incorporates all the various components of a successful property management organization within one integrated team.

From facility conception and design to retirement of an asset – cradle to grave – FPM sections oversee the acquisition of land through Realty Services; project design, development and management and ongoing asset capital life cycle management through Facilities Planning & Development; provide utilities in a cost effective manner and review and implement energy management designs and initiatives through Energy Management; meet the space accommodation requirements of the corporation through Space Planning; provide ongoing asset and facility maintenance and repairs through Facilities Maintenance; ensure the safety and security of assets, visitors and staff through Corporate Security; and, plan and implement Accessibility improvements to improve access to city facilities for staff and the community.

A blended service delivery model is used, employing a mix of internal and external resources. At present, the relative proportions of in-house delivery methods versus the use of external resources is 40 percent in-house to 60 percent outsourced (contracted). This blend is carefully managed by routinely conducting operational and strategic planning to rationalize requirements as well as make decisions that provide the best value for dollar in supporting the daily, annual and longer term peaks and valleys of demand for services to support city wide business requirements.

A breakdown between in-house and external resources is as follows:

**In-House Services:**

- Preventative maintenance (HVAC, hoists, electrical panels, etc.);
- Primary service request response and emergency demand response;
- Capital project planning;
- Project management: consultant/contractor oversight (design and construction);
- Real estate negotiations; and
- Security services.

**Contracted Services:**

- Preventative maintenance (life safety: elevators, sprinklers, fire alarms, etc.);
- Emergency/non-emergency demand maintenance;
- Specialized technical services;
- Construction/construction management; and
- Appraisals.

---

### **3.0 Past Achievements**

FPM has developed a solid foundation in partnering successfully with other departments and provides multiple services and guidance in all aspects of property management.

In support of the city's strategic objectives under the "Move" Pillar, one of the largest strategic priorities for the corporation, FPM contributed in the following ways:

- Responsible for the acquisition of land to support the Bus Rapid Transit project. Fee Simple purchases, permanent and temporary easements and negotiations with senior levels of government for the transfer to Crown owned lands over an extensive corridor make this a complicated and difficult task.

Furthering the "Connect" Pillar of the Strategic Plan and in pursuit of the goal of creating great public spaces, FPM:

- Completed the \$4 million construction of Mississauga Valley Therapy Pool Addition;
- Completed the \$43 million construction of the Garry W. Morden Centre. A major highlight of this facility was the ability to incorporate various tenants including Fire Training and Fire Mechanical Division, IT Training, Department of National Defence (DND) and Peel Police. This is a good example of the ability to improve connectivity between city departments and various levels of government. The project benefited from two provincial grants: Investing Ontario Act (IOA) and Municipal Infrastructure Investment Initiative (MIII);
- Completed the \$11.5 million construction of Fire Station 116 in partnership with the Region of Peel which is

another example of the synergies of two agencies meeting collective facility and service goals;

- Completed the \$1.2 million construction of the C Café in the Civic Centre;
- Developed the e4999 infopath FPM Service Request Form which has improved service to client departments and ultimately residents by allowing a direct tool to submit requests for all FPM services;
- Developed daytime cleaning initiative resulting in over \$200,000 in annual savings; and
- Incorporated the Facility Asset Management Program into the 2012 Capital Budget resulting in the first condition-driven 10-year capital forecast for city facilities.

In support of the City's "Green" Pillar of the Strategic Plan to become a more environmentally sustainable community, FPM:

- Secured grants worth approximately \$100,000 for energy efficiency projects (e.g. Enbridge Energy Efficient Project Incentive Program, Enersource SaveOnEnergy Program, Enersource Electricity Retrofit Incentive Program - ERIP);
- Developed new energy conservation strategy based on benchmarking awareness and re-commissioning;
- Specific energy initiatives include:
  - Targeting completion of four energy re-commissioning audits (including Iceland Arena, City Centre Transit Terminal, South Common CC and Malton Yard);
  - Installation of LED lighting in Cawthra Community Centre parking lot, Live Cuisine Restaurant and the

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Hershey Centre sign (resulting in 50-70 percent electricity savings); and

- Installation of ground source heating at Fire Station 116 and solar heating at Huron Park Recreation Centre;
- Mississauga's Civic Centre was ranked among the top 15 most energy efficient town/city halls in Canada based on a Canada-wide Town Hall Challenge conducted by Toronto Regional Conservation Authority (TRCA). This is a great achievement considering that the ice rink operates from the same electricity meter as the Civic Centre and that is not the case in most town halls; and
- Completion of the Garry W. Morden Centre marks the first facility constructed by the city planned and designed with the target of achieving LEED silver certification. Numerous green technologies have been incorporated into the construction of this facility. Highlights include: grey water system; maximizing natural light; highly efficient HVAC system controlled through BAS; complex lighting system to maximize energy conservation; white roof to mitigate heat island effect and assist with harvesting water; drought resistant plantings; low flow water fixtures; etc.

The "Belong" Pillar of the Strategic Plan has been advanced through:

- The first ever multi-year Accessibility Plan approved by Council; and
- Accessibility improvements implemented at various facilities, including but not limited to: Chappel Estate, Meadowvale Hall, Erin Meadows CC, etc.



Garry W. Morden Centre

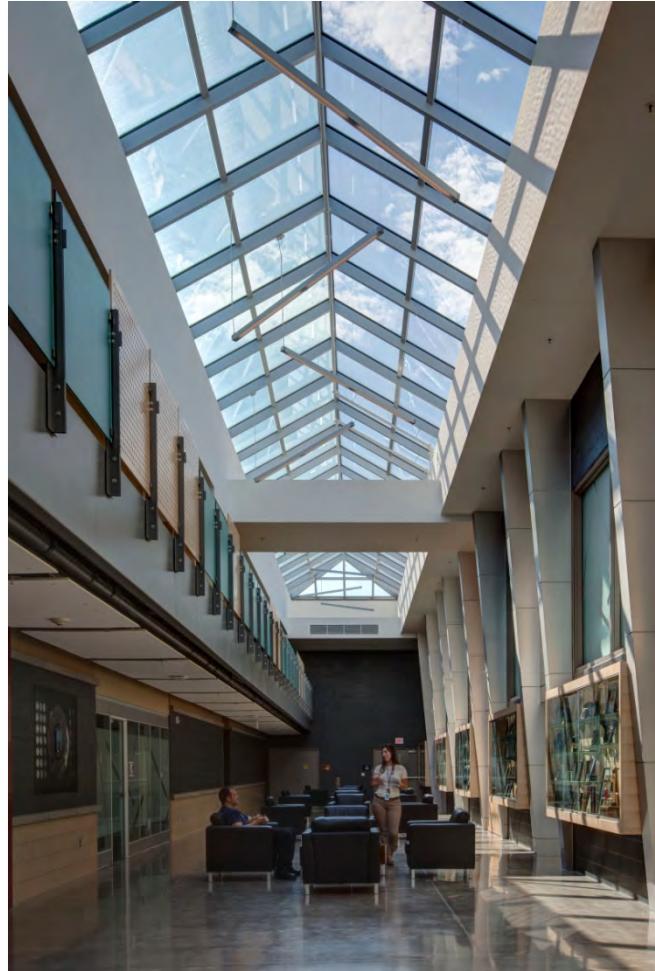
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#### **4.0 Current Service Levels**

The ultimate customer of FPM services is the resident of the city who uses the many and varied city facilities. FPM works with all the other service areas to ensure high quality services are delivered. Specifically the role of FPM is to ensure the provision of high quality spaces from which to deliver city programs and services. The division's key service indicators are as follows:

- Manage an inventory of approximately 27,000 facility systems to support various service providers within the division in approximately 5.3 million square feet of building space;
- Approximately 600 agreements are administered by Realty Services (including Leases/Licences/Easements/Encroachments);
- Approximately 650 utility accounts are managed and tracked through Energy Management as well as managing a procurement strategy for \$18 million in electricity and gas costs;
- Carry out approximately 9,000 facility inspections in accordance with legislated requirements (ESA, TSSA, NFPA, etc.), best practices and manufacturer warranty recommendations;
- Respond to approximately 5,000 demand maintenance response calls;
- Respond to over 500 service calls on park pathway and sport field lighting;
- Complete approximately 100 realty transactions annually (acquisitions, dispositions, licenses, encroachments, etc.);

- Respond to approximately 9,300 security incidents; and,
- Respond to approximately 360 furniture requests.



Interior of the newly opened Garry W. Morden Centre

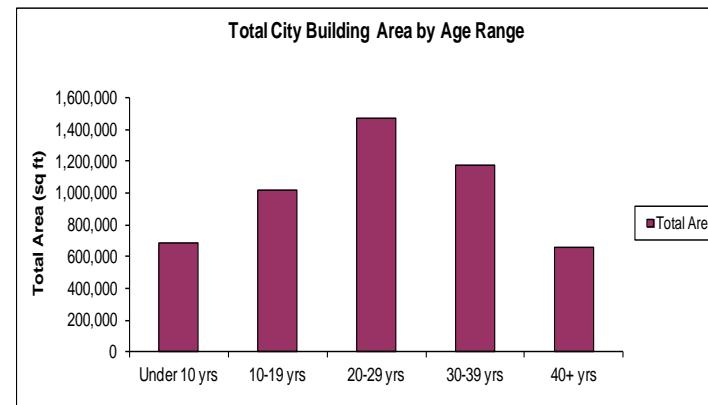
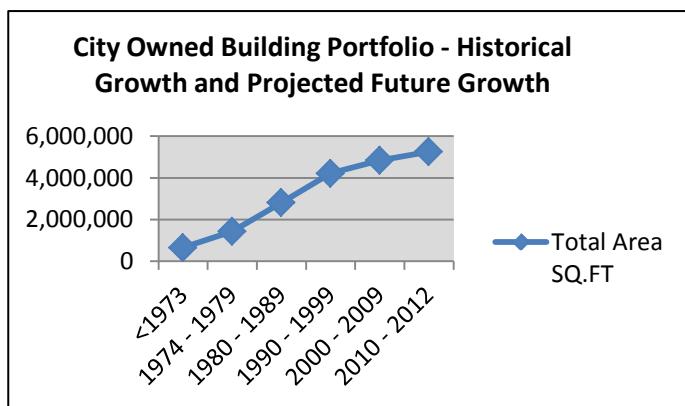
#### 4.1 Maintaining Our Infrastructure

The city owns and operates a portfolio of 300 buildings of various sizes, complexity and usage that contain approximately 5.3 million square feet of space. In addition, FPM is responsible for the site services (parking lots, sewer, water, hydro, sport field and pathway lighting) in approximately 325 parks. The current estimated replacement value of all of these assets is \$1.3 billion.

As noted earlier, these assets are the essential infrastructure that makes it possible for departments to deliver the services and programs to the residents which have such a significant impact on quality of life, prosperity and sustainability within the community.

Since its inception, the City has been engaged in building the facility infrastructure for what is now the sixth largest city in Canada as illustrated in the chart below. The size of the City facility portfolio has increased over five times in just less than 40 years (from below one million in 1973 to over five million in 2012).

The age profile of existing facilities is depicted in the following chart and from this it can be seen that approximately two thirds of the inventory is more than 20 years old and almost 90 percent of the inventory is more than 10 years old. The highest proportion of city building area falls within the 20-29 age range. The significance of this is that at approximately 20 years of age, a building typically begins to require higher investment in capital life cycle maintenance. Examples of buildings falling within this age range include: City Hall & Central Library, six fire stations, Erin Mills Twin and Tomken Arena, Meadowvale Theatre, Mavis North (Enforcement & Central Stores), and Semenyk Court.



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The earlier challenges of dealing with expanding facility inventories are now being replaced by the challenges of managing an aging facility inventory. In response to this change in focus, FPM developed and introduced an asset management system. Detailed asset inventory and condition assessments have been conducted. Multi-year forecasts of replacement costs have been developed based on targeted condition standards which were endorsed in the 2012 Capital Budget based on a Facility Condition Index (FCI) rating system. This system has now been fully incorporated into the FPM capital budget and forecasting process.



Lorne Park Library

## **5.0 Opportunities and Challenges**

An in-depth SWOT exercise was performed with all FPM sections analyzing areas of concern.

### **Opportunities**

Through this analysis, opportunities were identified as follows:

- Maximize information and functionality of Asset Management Program for more strategic facility planning and more effective and efficient allocation of resources;
- Pursue grants and incentives to invest in green power production projects for opportunities to reduce the corporate environmental footprint and increase revenues;
- Implement open market purchasing strategies for utilities to achieve savings without incurring excessive, unmanageable risk;
- Implement new software to enhance the capacity to monitor and manage the cost of utilities;
- Implement new software to improve data management of security related incidents leading to more effective and efficient allocation of resources; and
- Leverage technology for more efficiency (i.e. Hansen Field Computing).

- Interdependence between life cycle capital and operating budgets (budget cuts in one increase costs in the other);
- Changing legislation and downloading of services from senior levels of government (i.e. Accessibility standards, green energy act, etc.);
- Growing expectations for city-wide initiatives that have a cascading effect on FPM workload (i.e. BRT, Downtown21, etc.);
- Growing complexity of facilities leading to higher maintenance demands and increased pressure on capital life cycle maintenance;
- Volatile energy markets; and
- Increasing requests/expectations for security patrols/responses.

### **Challenges**

Areas of challenge identified for the service area include:

- Rapidly escalating capital maintenance costs as facilities age;

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## **6.0      Looking Ahead**

FPM's main goals over the four-year business plan are to strengthen and enhance its partnership with all city departments and continue to provide support in achieving the goals of the Strategic Plan by ensuring the uninterrupted availability of the City's building assets in the delivery of high quality public services. This will be accomplished by:

- Proactively and strategically carrying out the planning, construction, renewal and life cycle maintenance of City facilities;
- Contributing toward the achievement of the goals of the city's Green Pillar in the Strategic Plan; and
- Ensuring the safe use and enjoyment of City facilities.

To achieve these goals, FPM is undertaking the following strategic initiatives to improve their service to other City departments and residents. Through efficiencies of service, there will be no additional operating costs associated with these initiatives. A breakdown of strategic initiatives by goals of services is as follows:

**Proactively and strategically, carry out the planning, construction, renewal and life cycle maintenance of City facilities:**

- Leverage the Asset Management Program information and functionality to drive more strategic facility planning decisions;
- Deliver quality, on-time facility improvements and upgrades, lifecycle replacements and new facilities as approved in the capital plan;
- Update long term space strategy to ensure efficient and strategic use of city owned and leased buildings; and

- Dispose of surplus real property to generate revenue for the city and reduce liability on unutilized property.

**Help achieve the goals of the City's Green Pillar in the Strategic Plan:**

- Implement Energy Benchmarking, Energy Awareness and Retro-commissioning Program (EBEAR) initiative to support reduction in emissions;
- Develop and implement renewable energy projects to reduce Greenhouse Gas (GHG) emissions and represent the city on Peel Climate Change Strategy; and
- Investigate and implement promising new energy reduction technologies (LED lighting in parking lots, park pathways and sports fields, etc.).

**Ensure the sustainable uninterrupted use of the City's building assets in the delivery of high quality public services:**

- Implement Field Computing through Hansen for more efficient maintenance operations and to improve work order tracking and reporting; and
- Improve accessibility inventory tracking and update based on pending Accessibility legislation to drive the strategic facility accessibility program.

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**Ensure safe use and enjoyment of City facilities:**

- Implement new software to track security related incidents in order to focus resources where most required; and
- Replace and upgrade video surveillance system by replacing digital recorders with IP based servers in order to take advantage of the city's network capabilities.



Applewood Pool



Celebration Square

## **7.0 Engaging our Customers**

As noted previously, FPM serves the customers of the city largely through its partnerships with other city service areas. Customers and clients of this service area are engaged in many different ways but the key method is through regular personal contact that forms an integral part of the processes used to provide service. Relationship building fostered by a customer service orientation in all sections provides a firm foundation for input and decision making regarding all services.

Specifically, initial contact for maintenance service through our 4999 Service Line (with a parallel email channel) and our new e4999 FPM Service Request infopath form are the primary means of communicating with front line service providers in the facilities. Requests for service are distributed to the appropriate section within FPM. Facility Maintenance service requests are managed through the work order functionality of the Hansen Enterprise System and are tracked for quality and timeliness purposes. Signage is provided to residents with a direct line linked to the 4999 Service Line to identify park pathway lighting failures leading to more timely repairs. FPM is currently exploring the expansion of the Hansen work order functionality from 4999/e4999 to track requests for other sections within the Division.

In the Security Section, the Security Area Managers focus on safety and security of city property, citizens and employees on the basis of geographic areas of the City (or Transit properties in one case). Through regular contact with facility managers, councillors and the public in their assigned area, customers and clients have excellent opportunities to have issues addressed on a timely basis. In

addition, programs such as Facility/Parks Watch engage facility users to ensure the safety of visitors to the properties.

The Energenius intranet site provides internal staff with access to advice and solutions in managing facility utility consumption with a view to reduction of GHG emissions.

Processes used in the Space Planning section directly engage staff at all levels to provide unique interactive approaches to accommodation and design solutions.

Changes in spaces are done in consultation with rather than "to" staff leading to a smooth transition and minimal disruption to operations.



Port Credit Pool

# Required Resources

## 8.0 Human Resources

The pressures, expectations and opportunities in this service area change on a continual basis. In responding to these changes the first avenue pursued is a review of the allocation of the existing resources to determine the extent to which a reallocation, together with the reprioritization of current activities and/or more efficient processes can contribute to a resolution. Similarly, outsourced approaches to delivering on expectations are always examined before new staff is recommended.

Based on future trending in FPM services, there is some reduction in workload in the Facilities Planning & Development and Space Planning Sections over the course of this business planning period. FPM is projecting the elimination of one position in Facilities Planning & Development in 2013 and one position in Space Planning in 2015 through attrition.

Current and future demands will be evaluated to drive the organization plan going forward. As any additional positions are vacated, the position will be evaluated considering:

- Continued need for the position and potential impact of eliminating the position; and
- A higher need for that position in another area within the division driven by shifting priorities (i.e., the shift from new construction to maintaining existing infrastructure).

The strength of the team engaged in delivering FPM services is maintained and enhanced by a continuous investment in training and development. Annual training plans are developed and pursued based on the

development objectives of individual staff. Support for job related certifications for appropriate staff such as International Right of Way, Project Management, Professional Engineers, trades qualifications, etc. is provided.

Opportunities for career development are pursued through secondments for special projects and coverage of leaves of absence and succession planning at all levels is an ongoing consideration.

Co-op student placements are not just valuable for the work completed during the work term; these placements are also considered a possible way to introduce quality staff to the division.

Managers are attentive to the results of Employee Engagement Surveys carried out by the City and action plans are developed and pursued based on the results.

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

<b>Program</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Building Maintenance	33.0	33.0	33.0	33.0	33.0
Building Operations	40.0	39.6	39.6	39.6	39.6
Capital Project Management and Space Planning	34.0	33.0	33.0	32.0	32.0
F&PM Divisional Support Service	8.0	8.0	8.0	8.0	8.0
Realty Services	10.0	10.0	10.0	10.0	10.0
Security	52.7	52.7	52.7	52.7	52.7
Utilities	4.0	4.0	4.0	4.0	4.0
<b>Total Service Distribution</b>	<b>181.7</b>	<b>180.3</b>	<b>180.3</b>	<b>179.3</b>	<b>179.3</b>

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## **9.0 Technology**

Maintaining the city's infrastructure is facilitated by a few key systems. Primary amongst these systems is Hansen which is an enterprise wide application used for various tasks in asset management. Hansen is the repository for all asset data and is the work order management system for all service requests for building assets. Current processes rely heavily on paper based transactions which create unnecessary administrative workload. Existing functionality in Hansen will form the basis upon which a paperless, field based work order system is currently being developed leading to streamlined and more efficient building maintenance management. Hansen is also integral to the asset management system introduced in 2010, VFA.Facility. VFA utilizes detailed inventory information and sophisticated life cycle analysis functionality to list, prioritize and rank condition-driven projects for consideration in the annual capital budget and 10-year funding requirements. Ongoing technical support both within the IT Division and internally within FPM will be essential to the continued success of both Hansen and VFA.Facility in facility infrastructure management.

As noted earlier, the City's energy consumption constitutes a major operational cost. Previously the management of billing and data related to consumption patterns in individual facilities was done within an application called TEAM. This software is now obsolete, unsupported and has been abandoned in favour of manual processes using an off the shelf database program. The purchase and installation of a new modern software program designed specifically for this purpose will enhance the efficiency and effectiveness of staff in managing this significant cost area.

Security Operations will be completing the replacement and upgrade of the security video surveillance system. The rationale for the upgrade includes full technical support for the system, reduced troubleshooting and maintenance from the current system, and a marked improvement in the capabilities and response times within the system.

Security also collects a vast amount of data relative to incidents on city properties that are important in tracking trends, determining appropriate resource allocation, gauging success of security efforts and reporting to council on activities in the community. A new database system designed for the security industry is currently being implemented.

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## **10.0 Facilities**

FPM operates largely out of the 950 Burnhamthorpe Road complex. The groups located in this facility are well accommodated and any growth will be dealt with through reallocation of existing space. The recent relocation of Security Operations to 950 Burnhamthorpe has completed centralizing the administration of the division out of this one facility creating useful synergies in operations.

This Service Area provides the accommodation for all other service areas and this is driven through a review of service area business plans.

The Space Planning Section is responsible for the provision of all office spaces used by City departments. Through Space Planning and Facilities Planning and Development, FPM recently completed the Office Accommodation Plan to address current needs across the city. Work is currently underway to prepare additional space at 201 City Centre Drive to relocate the Culture Division. Future requirements will be addressed through Space Planning providing input into budget requests submitted by other service areas.



Lakeview Library

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## **Proposed Budget**

This part of the Business plan sets out the financial resources required to deliver the proposed 2013-2016 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 2012 was \$19,672,000 and the proposed budget for 2013 is \$20,220,000.

A net cost increase of \$548,000 or 2.8 percent from the 2012 Budget is needed to maintain FPM's current service level and to operationalize prior decisions.

### **Total Changes to Maintain Current Service Levels**

The 2013 Labour and Benefits budget will increase by \$558,000 from the previous year's budget. The increase reflects economic adjustment, performance pay and legislated and insured benefit cost increase.

An increase in expenses of \$166,000 is due primarily to increases in utilities rates plus other miscellaneous cost increase.

Efficiencies and cost savings amounting to \$214,000 are due to facilities cleaning/services contract cost efficiencies, and labour cost reductions (reduction of one permanent position starting mid 2013)

### **Total Changes to Operationalize Past Decisions**

There will be a net increase of \$37,000 associated with the annualization of one HVAC position and three Security Officers approved in 2012; partially offset by annualized energy consumption and daytime cleaning operations savings of \$92,000.

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

There are no new initiatives or revenues for the 2013-2016 Business Planning Cycle.

The following table separates the financial requirements into those required to maintain existing services; to operationalize past decisions; and proposed new initiatives and revenues. The details on the changes to each category are provided in Sections 11 through 12.

Description (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Budget</b>	<b>19,672</b>	<b>20,220</b>	<b>20,672</b>	<b>21,182</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>				
Labour and Benefits	558	529	576	586
Other Cost Increases	166	137	148	161
Efficiencies and Cost Savings	(214)	(214)	(214)	(214)
Current Revenue Changes	0	0	0	0
<b>Total Changes to Maintain Current Service Levels</b>	<b>511</b>	<b>452</b>	<b>510</b>	<b>534</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>				
Annualization of Previous Years Budget Decisions	37	0	0	0
Operating Impact of New Capital Projects	0	0	0	0
<b>Total Changes to Operationalize Prior Decisions</b>	<b>37</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>20,220</b>	<b>20,672</b>	<b>21,182</b>	<b>21,716</b>
<b>New Initiatives and New Revenues</b>				
Total Proposed New Initiatives	0	0	0	0
Total Proposed New Revenues	0	0	0	0
<b>Total New Initiatives and New Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Budget</b>	<b>20,220</b>	<b>20,672</b>	<b>21,182</b>	<b>21,716</b>

Note: Numbers may not balance due to rounding.

## 11.0 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the costs increases arising from prior decisions. Detailed explanations of changes to 2013 can be found in Appendix 1.

### Proposed Changes to Maintain Current Service Levels

Description (\$000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Labour and Benefits</b>	<b>0.0</b>	<b>558</b>	<b>529</b>	<b>576</b>	<b>586</b>
<b>Other Cost Increases</b>					
Utilities cost increases	0.0	155	121	130	143
Administrative and Support Costs	0.0	11	16	18	18
<b>Total Other Cost Increases</b>	<b>0.0</b>	<b>166</b>	<b>137</b>	<b>148</b>	<b>161</b>
<b>Efficiencies and Cost Savings</b>					
Facilities cleaning/services contract cost efficiencies	0.0	(170)	0	0	0
Reduction of one staff	(1.0)	(44)	(44)	0	0
Building maintenance cost savings	0.0	0	(170)	(170)	0
Elimination of Green Power budget (implement EBear Program-Energy Benchmarking Energy Awareness and Retro Commissioning program)	0.0	0	0	0	(170)
Reduction of one staff	(1.0)	0	0	(44)	(44)
<b>Total Efficiencies and Cost Savings</b>	<b>(2.0)</b>	<b>(214)</b>	<b>(214)</b>	<b>(214)</b>	<b>(214)</b>
<b>Current Revenue Changes</b>					
N/A	0	0	0	0	0
<b>Total Current Revenue Changes</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(2.0)</b>	<b>511</b>	<b>452</b>	<b>510</b>	<b>534</b>

Note: Numbers may not balance due to rounding.

### Proposed Changes to Operationalize Prior Decisions

Description (\$ 000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>					
Utilities Savings Associated with Daytime Cleaning and Efficiency Improvements	0.0	(55)	0	0	0
Daytime Cleaning Labour Savings	(0.4)	(37)	0	0	0
Annualization of 3 Security officers, 1 Energy Co-Ordinator and 1 HVAC Staff	0.0	129	0	0	0
<b>Total Annualization of Prior Years Operating Cost Decisions</b>	<b>(0.4)</b>	<b>37</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>					
N/A	0.0	0	0	0	0
<b>Total Operating Impact of New Capital</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>(0.4)</b>	<b>37</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

## 12.0 Proposed New Initiatives and New Revenues

There are no new initiatives or revenues for Facilities and Property Management for the 2013-2016 Business Planning Cycle.

The following table sets out the proposed 2013 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

### Proposed Budget by Category

Description (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Net Costs before Administrative and Support Costs</b>						
Labour Costs	11,303	12,794	13,400	13,885	14,417	14,960
Other Operating Expenses	7,238	7,950	7,881	7,832	7,792	7,766
Total Revenues	(542)	(368)	(368)	(368)	(368)	(368)
<b>Total Net Cost before Administrative and Support Costs</b>	<b>17,999</b>	<b>20,376</b>	<b>20,913</b>	<b>21,349</b>	<b>21,841</b>	<b>22,357</b>
Administrative and Support Costs	(678)	(704)	(693)	(677)	(659)	(641)
<b>Total Net Budget</b>	<b>17,321</b>	<b>19,672</b>	<b>20,220</b>	<b>20,672</b>	<b>21,182</b>	<b>21,716</b>

Note: Numbers may not balance due to rounding.

The following table identifies the financial requirements for 2013 to 2016 by major program within the service area.

### Proposed Budget by Program

Program Expenditures (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Building Maintenance	5,864	6,369	6,563	6,501	6,455	6,581
Building Operations	2,773	3,151	3,006	3,065	3,132	3,200
Capital Project Management and Space Planning	1,465	2,158	2,250	2,341	2,439	2,540
FPM Divisional Support Service	1,142	1,244	1,280	1,316	1,351	1,386
Realty Services	617	804	843	883	928	974
Security	3,210	3,522	3,696	3,846	4,009	4,175
Utilities	2,251	2,424	2,582	2,720	2,868	2,860
<b>Total Net Budget</b>	<b>17,321</b>	<b>19,672</b>	<b>20,220</b>	<b>20,672</b>	<b>21,182</b>	<b>21,716</b>

Note: Numbers may not balance due to rounding.

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## **13.0 Highlights of Proposed Capital Program Budget**

### **Capital Construction & Improvement**

Investment of \$134,000 in accessibility improvements in the Civic Centre Committee Room washrooms and installation of handicap accessible doors at Tomken Arena.

### **Facility Services**

Investment of \$776,000 in energy management efficiencies which will lead to utility consumption savings and pay off capital investment over the life of the assets:

- Recommissioning various sites for energy efficiency improvements;
- Light replacements at various parking lots; and
- LED light retrofits at Tomken and Malton Arena

### **Lifecycle Maintenance**

There will be an Investment of \$7.5 million in life cycle maintenance of building systems. Focus to be on major building systems critical to the operations at various facilities. Highlights of the 2013 life cycle maintenance program include:

- Various pool mechanical replacements/repairs at South Common Pool;
- Boiler replacement at Civic Centre;
- Structural/foundation repairs at City Centre Transit Terminal;
- Fuel island/pad replacement at Malton Depot; and
- Park pathway/parking/tennis court lighting life cycle replacements at various sites.

### **Space Planning**

Investment of \$113,000 in funding of health & safety furniture requirements as recommended by Employee Health Services

### **Vehicles & Equipment**

Investment of \$81,000 in the Recycling Program for life cycle replacement of recycling equipment.

## 14.0 Capital Program

This section summarizes the forecast ten 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. A detailed listing of 2013 to 2016 projects is contained in Appendix 3.

### Proposed Capital Program

Program Expenditures (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 -2022 Forecast (\$000's)	Total 2013-2022 (\$000's)
Capital Construction & Improvement	134	500	500	500	3,000	4,634
Facility Services	1,317	540	669	500	3,254	6,280
Lifecycle Maintenance	7,550	12,625	24,898	35,204	201,889	282,166
Space Planning	113	90	300	300	1,230	2,033
Vehicles & Equipment	81	0	42	78	50	251
<b>Total Expenditures</b>	<b>9,195</b>	<b>13,755</b>	<b>26,409</b>	<b>36,582</b>	<b>209,423</b>	<b>295,364</b>

Note: Numbers may not balance due to rounding.

Program Funding (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 -2022 Forecast (\$000's)	Total (\$000's)
Subsidies and Recoveries	0	0	0	0	0	0
Gas Tax	0	0	0	0	0	0
Cash In Lieu	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0
Tax	9,195	13,755	26,409	36,582	209,423	295,364
Other	0	0	0	0	0	0
Debt	0	0	0	0	0	0
<b>Total Funding</b>	<b>9,195</b>	<b>13,755</b>	<b>26,409</b>	<b>36,582</b>	<b>209,423</b>	<b>295,364</b>

Note: Numbers may not balance due to rounding.

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# Performance Measures

## 15.0 Balanced Scorecard

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

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

About the Measures for FPM:

### Financial Measures:

*Average Maintenance Cost per Square Meter* identifies the spending for the facility portfolio (that includes pathway lighting) on a basis which takes into account inventory growth. This measurement assists in identifying capital priorities as well as current level base budget requirements.

### Customer Measures:

*Meet Service Level Response Standard* 80 percent of the time, which allows for the monitoring of response times to service levels that have been developed and published in 2010 and will begin reporting on in 2011. This indicator allows us to monitor facility and program impacts as well as customer satisfaction through communication and timely response.

*Respond to Security dispatches* within 17 minutes which is an important measurement for staff and public safety. In 2009 as a result of an Economy, Efficiency, Effectiveness (E3) review, it was identified that 17 minutes was the average response time for Security and is adequate. This planned service level is identified as 100 percent as

anything less will indicate a requirement for additional resources or improved processes.

### Employee Measures:

Maintain 75 percent or Greater *Employee Satisfaction Rating for Job related Technical Training and Development* is a measurement of FPM's commitment to staff development and is benchmarked through the Employee Survey which is completed every two years.

### Business Process Measures:

*Electricity Consumption per Square Meter (KWH)*, *Water Consumption per Square Meter*, *Natural Gas Consumption per Square Meter* all measure the utility consumption for City facilities and is reported annually. This allows staff to look into the trends and correct issues as required. These measurements can be benchmarked with other similar facilities internally.

*Square Meter Maintained per FTE* is an indicator of internal resources supporting City facilities based on square meter maintained per full time equivalent (FTE) staff person. This measurement assists FPM in balancing internal and external resources to maintain adequate response for maintenance based on identified service levels.

<b>Measures for Facilities and Property Management</b>	<b>2010 (Actual)</b>	<b>2011 (Actual)</b>	<b>2012 (Actual)</b>	<b>2013 (Planned)</b>	<b>2014 (Planned)</b>	<b>2015 (Planned)</b>	<b>2016 (Planned)</b>
<b>Financial:</b>							
Average Maintenance Cost per Square Meter	\$12.00	\$12.71	\$13.54	\$13.54	\$13.54	\$13.54	\$13.54
<b>Customer:</b>							
Meet Service Level Response standard 80% of the time	80%	80%	80%	80%	80%	80%	80%
Average Response Time for Security Dispatches	17 Min	17 Min	17 Min	17 Min	17 Min	17 Min	17 Min
<b>Employees/Innovation:</b>							
Maintain 75% or Greater Employee Satisfaction Rating for Job related Technical Training and Development	73%	73%	75%	75%	75%	75%	75%
<b>Internal Business Process:</b>							
Electricity Consumption per Square Meter (KWH)	170.36	173.23	174.82	173.07	171.34	169.63	167.93
Water M3 Consumption per Square Meter	1.62	1.66	1.67	1.65	1.64	1.62	1.61
Natural Gas M3 Consumption per Square Meter	20.39	22.48	21.90	21.69	21.47	21.25	21.04
Square Meter Maintained per FTE	50	52	50	50	50	50	50

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>12,226</b>	<b>12,784</b>	<b>558</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes
<b>Cost Increases</b>				
Utilities cost increase	2,013	2,168	155	Increase reflects rates increase for Hydro and water
Administrative and Support Costs	442	453	11	Increase in allocation cost
Other Change	1,745	1,745	0	
<b>Total Cost Increases</b>	<b>4,200</b>	<b>4,366</b>	<b>166</b>	
<b>Efficiencies and Cost Savings</b>				
Facilities cleaning/services contract cost efficiencies	1,352	1,182	(170)	The budget reduction is based on the gap between budget and actuals due to efficiencies and unrealized projected cost increase for current economic condition
Labour cost reduction	88	44	(44)	Reduction of 1 permanent staff position in FPM for target reduction starting mid 2013
<b>Total Efficiencies and Cost Savings</b>	<b>1,440</b>	<b>1,226</b>	<b>(214)</b>	
<b>Current Revenue Changes</b>				
Other Changes	(368)	(369)	(0)	
<b>Total Current Revenue Changes</b>	<b>(368)</b>	<b>(369)</b>	<b>(0)</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>17,497</b>	<b>18,007</b>	<b>511</b>	

Note: Numbers may not balance due to rounding.

## Changes to Operationalize Past Decisions

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Annualization of 1 HVAC position	41	82	41	Annualization cost of 6 months
Annualization of 3 Security officers	146	195	49	Annualization cost of 3 months
Annualization of 1 Energy co-ordinator position	41	80	39	Annualization of conversion cost of 6 months
Annualization of estimated utilities savings to offset annualization of 1 Energy co-ordinator	(41)	(81)	(40)	Annualization of estimated utilities savings to offset the annualized conversion cost of 1 Energy co-ordinator
Annualized Utilities savings re Daytime Cleaning in precinct buildings	1,735	1,720	(15)	Annualization of estimated Hydro cost savings in precinct buildings for Daytime cleaning
Annualized labour savings re Daytime Cleaning in precinct buildings	253	216	(37)	Annualization of labour cost savings (night time supervisor and temporary custodial staff) in precinct buildings for Daytime cleaning
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>2,175</b>	<b>2,212</b>	<b>37</b>	
<b>Operating Impact of New Capital Projects</b>				
N/A	0	0	0	
<b>Total Operating Impact of New Capital Projects</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Changes to Operationalize Past Decisions</b>	<b>2,175</b>	<b>2,212</b>	<b>37</b>	
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>19,672</b>	<b>20,220</b>	<b>548</b>	

Note: Numbers may not balance due to rounding.

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## Appendix 2: Budget Requests

Facilities and Property Management does not have any Budget Requests for the 2013-2016 Business Planning Cycle.

## Appendix 3A: Proposed 2013 Capital Program (\$000's)

### Program: Capital Construction & Improvement

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13746	Accessibility Improvements at various locations	134	0	134	Facilities Repairs and Renovations Reserve Fund
<b>Subtotal</b>		<b>134</b>	<b>0</b>	<b>134</b>	

### Program: Facility Services

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13722	Recommissioning of energy efficient improvements at various locations	253	0	253	Facilities Repairs and Renovations Reserve Fund
13723	Light Replacements at various parking lots	308	0	308	Facilities Repairs and Renovations Reserve Fund
13724	Light retrofits and window coatings at various locations	215	0	215	Facilities Repairs and Renovations Reserve Fund
13726	Video surveillance and alarm system replacement at various locations	541	0	541	Facilities Repairs and Renovations Reserve Fund
<b>Subtotal</b>		<b>1,317</b>	<b>0</b>	<b>1,317</b>	

**Program: Lifecycle Maintenance**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13700	Roof replacement at various Locations	331	0	331	Facilities Repairs and Renovations Reserve Fund
13701	Pool dehumidification system at South Common community centre	1004	0	1004	Facilities Repairs and Renovations Reserve Fund
13702	Boiler replacement at Civic Centre	614	0	614	Facilities Repairs and Renovations Reserve Fund
13703	Compressor replacement at Iceland Arena	111	0	111	Facilities Repairs and Renovations Reserve Fund
13705	Fuel Pad/Island repairs at Malton Depot	206	0	206	Facilities Repairs and Renovations Reserve Fund
13706	Replacement of pool filter system at Cawthra and Glenforest	260	0	260	Facilities Repairs and Renovations Reserve Fund
13707	Replacement of washbay at Central Parkway	162	0	162	Facilities Repairs and Renovations Reserve Fund
13708	Various mechanical repairs at various locations	126	0	126	Facilities Repairs and Renovations Reserve Fund
13709	Pathway Lighting repairs at various community parks	1291	0	1291	Facilities Repairs and Renovations Reserve Fund
13710	Tennis court light replacement at Huron park	340	0	340	Facilities Repairs and Renovations Reserve Fund
13711	Light replacement at various Tennis Courts	595	0	595	Facilities Repairs and Renovations Reserve Fund
13712	Electrical repairs at various fire stations	221	0	221	Facilities Repairs and Renovations Reserve Fund
13713	Electrical repairs at various locations	343	0	343	Facilities Repairs and Renovations Reserve Fund
13714	Replace rubber floor at Iceland Arena	366	0	366	Facilities Repairs and Renovations Reserve Fund

Continued Program: Lifecycle Maintenance

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13715	Interior Repairs at various Fire Stations	35	0	35	Facilities Repairs and Renovations Reserve Fund
13716	Wood flooring, walls and roof repairs at Benares and Bradley	192	0	192	Facilities Repairs and Renovations Reserve Fund
13718	Foundation repairs at City centre Transit Terminal	484	0	484	Facilities Repairs and Renovations Reserve Fund
13719	Waterproofing repairs at Adamson	212	0	212	Facilities Repairs and Renovations Reserve Fund
13720	Structural repairs at various locations	127	0	127	Facilities Repairs and Renovations Reserve Fund
13775	Lifecycle emergency repairs at various locations	530	0	530	Facilities Repairs and Renovations Reserve Fund
<b>Subtotal</b>		<b>7,550</b>	<b>0</b>	<b>7,550</b>	

Program: Space Planning

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13721	Health and safety furniture replacement at various locations	113	0	113	Capital Reserve Fund
<b>Subtotal</b>		<b>113</b>	<b>0</b>	<b>113</b>	

Program: Vehicle & Equipment

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13755	Lifecycle replacement of recycling equipments at various locations	81	0	81	Capital Reserve Fund
<b>Subtotal</b>		<b>81</b>	<b>0</b>	<b>81</b>	
<b>Total Expenditure</b>		<b>9,195</b>	<b>0</b>	<b>9,195</b>	

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## Appendix 3B: Proposed 2014-2016 Capital Program (\$000's)

### Program: Capital Construction and Improvement

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Accessibility improvements at various locations	500	500	500
<b>Subtotal</b>	<b>500</b>	<b>500</b>	<b>500</b>

### Program: Facility Services

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Energy management improvements	540	500	500
Security apparatus replacement and improvements	0	169	0
<b>Subtotal</b>	<b>540</b>	<b>669</b>	<b>500</b>

### Program: Lifecycle Maintenance

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Electrical repairs at various locations	780	4,491	6,379
Emergency repairs at various locations	500	500	500
Various building Inspections	0	100	100
Mechanical repairs at various locations	6,713	7,735	10,986
Roof replacement at various locations	347	1,996	2,835
Structural repairs at various locations	4,285	5,306	7,513
Various Parking lots repairs	0	2,291	3,370
Interior finishes at various locations	0	2,480	3,520
<b>Subtotal</b>	<b>12,625</b>	<b>24,898</b>	<b>35,204</b>

### Program: Space Planning

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Furniture replacement at various locations	90	300	300
<b>Subtotal</b>	<b>90</b>	<b>300</b>	<b>300</b>

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**Program: Vehicles and Equipment**

<b>Project Name</b>	<b>2014 Forecast (\$000's)</b>	<b>2015 Forecast (\$000's)</b>	<b>2016 Forecast (\$000's)</b>
Equipment replacement at various locations	0	14	38
Vehicle replacement	0	28	40
<b>Subtotal</b>	<b>0</b>	<b>42</b>	<b>78</b>
<b>Total Expenditures</b>	<b>13,755</b>	<b>26,409</b>	<b>36,582</b>



# Recreation

## 2013-2016 Business Plan

City of Mississauga, Ontario, Canada

**12.4 MILLION VISITORS TO RECREATION FACILITIES.  
25 ICE RINKS, 18 POOLS AND 11 MAJOR COMMUNITY CENTRES.  
23,314 REGISTERED COURSES OFFERING 2 MILLION HOURS OF  
RECREATION PROGRAMMING.  
1.3 MILLION VISITS TO DROP-IN RECREATION CLASSES.**

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# Existing Core Services

## 1.0 Vision and Mission

### Vision

We will help foster a greater sense of community well-being and belonging through the delivery of positive recreation experiences, which are the foundation of a healthy city in which people choose to live, work, play and learn.

### Mission

We are a dynamic team of staff, volunteers and partners committed to strengthening individuals, families, the community and the environment by offering and encouraging lifelong learning, leisure and sustainable recreation experiences.



## **2.0 Service Delivery Model**

The chart on the previous page outlines the service delivery model for the Recreation Division. Each group plays a key role in delivering recreation services to residents, including almost two million hours of city-run programming across the city. From children's swimming lessons, to ballroom dancing to low impact aerobics, these services and programs are important in fostering and encouraging residents to lead healthy, active lives throughout every stage of life.

Business Planning supports strategic initiatives and projects for both Recreation and Community Services in general. They develop business plans, monitor and report on performance measures, negotiate strategic partnerships, and coordinate budgetary management and reporting.

Community Development manages and supports relationships with community based partners to build greater community capacity within the local volunteer recreation network. The group liaise and provide guidance to 620 new and renewed affiliated organizations and support over 140 community lead festivals and events. In addition they also assist families in accessing recreation programs through Active Assist and advance both the Youth and Older Adult Plans.

Community Centres help to animate our neighbourhoods by being the hub for residents to gather, play, be active, socialize and connect. Community Recreation is the tool by which this is achieved. Recreation staff operates out of our Community Centres and program a range of activities that respond to the needs, interests and demographics of each neighbourhood catchment. In 2011, the city delivered 23,314 Recreation courses in various lines of business, namely;

aquatics, fitness, camps, and general interest. At the same time they also manage and operate two 18 hole golf courses and a nine hole academy course.



Lifeguard assisting child with life jacket

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Facility Operations ensure that almost 2.2 million square feet of Recreation space are clean, well maintained, and meet all legislative requirements and city standards. With a commitment to quality this team strives to meet the needs of all visitors to our Community Centres including; renters, members, and program participants.

Centralized Services provides operational management and support for the entire division, including; compliance, training, policies, procedures, and legislative standards. A team of customer service staff assisted residents and community groups with access to over 650,000 rental hours in our community centres, sports fields, picnic shelters and other event facilities. The Business Development unit manages; marketing efforts, social media communication, and production of the Active Guide, which are essential to the division's success. In addition to leverage corporate interest in community recreation the Sponsorship team negotiated and secured almost \$280,000 in corporate support in 2011. The Food Services team also operated 16 concession outlets and assumed responsibility for, and management of, Civic Precinct food and beverage services in 2012.

As a division in Community Services, staff link and coordinate with other City service areas including the Mississauga Public Libraries, Facility and Property Management, Legal Services, Roads, and Strategic Policy

#### **Key Documents that inform our Business Plan**

- Strategic Plan
- Recreation Future Directions
- Older Adult Study
- Youth Plan
- Pricing Study
- Line of Business Plans
- Remodelling for the Future

### **3.0 Past Achievements**

Recent achievements demonstrate the division's continued commitment to the strategic plan and support of the City of Mississauga's strategic pillars; Move, Belong, Connect, Prosper and Living Green.

- Six newly redeveloped outdoor pools were opened to the public in June 2011. The pools include splash features, shared areas, and new on-deck amenities;
- Two new indoor pools were also opened in June 2011 at Clarkson and Malton Community Centre, each also included the addition of a new therapy pool;
- A new air supported indoor multi-sport field house was opened to the public at the Hershey SportZone in March 2012, enabling year round use of the artificial field;
- A comprehensive pricing study was completed, reducing 256 prices to 34 individual hourly price points and introducing a new easier to understand framework, with the additional objective to maintain an appropriate balance between affordability and limiting the financial pressure on property taxes;
- The 2011 Mastercard Memorial Cup was held at the Hershey Centre between the May 20 and 29. The event had game attendance of 48,600 with an additional television audience of 2.2 million viewers;
- The City of Mississauga was recognized in 2012 as a youth friendly community by Parks and Recreation Ontario (PRO);
- The e-news program is now sent to over 70,000 customers further expanding online communication;

- New digital screens will begin being installed in Community Centres by the end of 2012, providing real-time programming information to facility visitors and new opportunities for generating advertising revenue;
- 55 percent of Recreation program registrations are now being completed online; an increase from 2010; and
- Over 87 percent of customers rated their satisfaction of their Recreation program or service as high or very high in the most recent internal customer survey.

#### **Assisting Families in Need**

- ActiveAssist provide financial support for 8,000 low income residents – twice the 2010 figure – enabling them to participate in a wide variety of recreation activities;
- Wal-Mart at Play provided free, active, and safe after school sports programming for over 36,500 youth; an increase of eight percent on the previous year; and
- Got Skates? helped almost 8,000 children learn to skate by providing free lessons to eligible residents.

2011 Figures

*"Great course and a fun, friendly instructor for a preschool level course"*  
*Mother of participant in Swim for Life Preschool Program*

#### **4.0 Current Service Levels**

The Recreation Division has a strong history of enriching the lives of Mississauga residents through enabling, engaging and motivating them to be healthy and active throughout all stages of their life. In 2011, the Recreation Division directly delivered close to two million hours of programming and supported community partners to deliver countless more.

Programs and service are constantly reviewed and adjusted to meet the changing needs of a highly diverse population and to respond to industry trends. Programs are categorized as; specialty/instructional, drop-in recreational, membership based, self-directed, camps, golf, and therapeutic. Indoor Recreation facilities (including the Hershey SportZone) welcomed over 12.3 million visitors in 2011, providing recreational opportunities to neighbourhoods and communities across Mississauga.

The Recreation Division itself is a diversified operation, in addition to its programs and services, we administered and processed approximately 650,000 hours of rental permits for arenas, sport fields, and other events enabling residents and community groups access to space in order to deliver a range of programs, leagues, events, festivals and private functions.

The Recreation Future Directions Master Plan last updated in 2009 informs the business plan and guide operational decisions. The master plan identifies the number of new facilities to be provided by the city to support population growth and outlines adjustments to provision levels based on trends and shifts in user demand.

Recreation Facility Provision Levels	
Indoor Ice	1 per 29,500 residents
Indoor pools	1 per 67,100 residents
Gymnasium	1 per 49,200 residents
Fitness Centre	1 per 105,500 residents
Soccer Fields	1 per 2,800 residents
Baseball	1 per 4,700 residents
Cricket	1 per 134,200 residents

2011 Figures

Recreation Programs and Services At a Glance	
Recreation Courses Offered	23,314
Registered Participants	176,000
Drop-in Recreation Class Visits	1,260,000
Total Program Hours	1,980,000
Number of Members (All Types)	14,800
Community Facility Rental Hours	650,000
Visitors to Recreation Facilities	12,350,000

2011 Figures

*"I loved this program. Nothing I would change."*  
*Turbo Kick, Cardio-Kickboxing Participant*

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## **5.0 Opportunities and Challenges**

A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was conducted to focus planning and resources. In addition, a risk assessment was conducted to ensure steps to mitigate challenges were in place if required. Both of these exercises inform the content of this plan.

### **Opportunities**

The City of Mississauga is forecasted to experience one of the greatest demographic shifts in its history over the next 20 years. By 2031, the population of those over the age of 65 will increase by 140 percent to over 189,000 residents. Over the same period the overall population will expand by only 10 percent, meaning that those over 65 will account for a greater proportion of the population. In 2011 they represented less than 11 percent of all Mississauga residents, by 2031 that figure will be more than 23 percent.

Adapting to this dramatic change will present numerous opportunities to develop new programs, services, and facility amenities. An aging population will have different recreation needs, particularly around more therapeutic programming and low impact exercise options. The Recreation Division has begun to position itself to respond to this shift. Recent capital investments in new therapy pools and an increase in therapeutic and low impact wellness programming are but a few examples of how this is occurring. Partnerships with agencies that support this age cohort have begun to be established. Finally, a review of our pricing model was completed in 2011 in part to ensure the level of subsidy provided to older adults is sustainable.

Participation numbers are changing with a growing demand for more flexible, unstructured recreational options. A review of our membership model, program bundling, session lengths and scheduling must be completed in order to get ahead of these trends and sustain utilization rates.

The rapid pace of improvements in digital, web-based and mobile solutions also offers the potential to leverage the internet to enhance the ability to engage Mississauga residents. Canadians have embraced the internet with 80 percent having access. This is not just a trend for younger generations; those over the age of 65 are the fastest growing segment of online users, growing 500 percent since 2000.

The Recreation Division has increased its online presence over the last number of years. Online registrations now account for 55 percent of total registrations and over 91,000 people now view the Active Mississauga Guide online, exceeding the number of printed copies. As a result there is an opportunity to further expand mobile and online self-service functionality to provide more choice and more effectively interact with customers.

Another area of interest is expanding the City's efforts in promoting sports tourism to increase Mississauga's profile as a destination for high calibre sporting events. The City of Mississauga has successfully hosted major events, most recently the 2011 MasterCard Memorial Cup. Sports tourism enables the City to leverage its premier recreation facilities and maximize their utilization. It also generates positive economic spin-offs to local businesses, especially in the restaurant and hospitality industries. At the same time, it increases the visibility, appeal and awareness of the wide variety of sports opportunities available to residents.

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To ensure a sustainable operation, the Recreation Division will continue in its efforts to build successful partnerships that facilitate community-based service delivery. This approach engages residents, volunteers, community organizations and private sector partners to efficiently and effectively deliver recreational programs and services.

### Challenges

Challenges can represent both an opportunity and a threat depending on the organizational response and the impact of external events. In general the challenges facing the Recreation Division are driven largely by demographics, economic and human resource demands that combine to influence effective and efficient service delivery.

First, increased labour and operating costs are creating a greater reliance on property tax funding and/or pressure to raise user fees. To mitigate these impacts Recreation must continue to explore alternate service delivery options while at the same time increase efficiencies, in part through a greater leveraging of technology.

Consumer preferences are changing, and increasingly demand more varied specialized programs, resulting in higher operating costs and lower economies of scale. Demand is also increasing for outdoor passive (no cost) activities, such as walking, running and cycling. At the same time the population of youth is set to decline over the next 20 years, traditionally an important segment for camps, sports and aquatics programs. Declining enrolment in community sports and city delivered programs will have an impact on facility utilization.

Externally, continued macro-economic weakness and slow recovery from the recent financial crisis could also significantly impact program and service utilization as residents limit and reduce discretionary spending.

All of the above factors will result in adverse impacts, of varying degrees, to traditional revenues streams. In order to offset the effects of this it is important that new programming opportunities be developed and a review of Recreation infrastructure occur as part of the next Future Directions Master Plan. This is necessary both to ensure that rates and fees remain affordable and that facilities are appropriately purposed to respond to these trends.



Chair-Exercise Class at Huron Park Community Centre

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## **6.0 Looking Ahead**

The primary objective of the Recreation Division is to deliver, promote and facilitate opportunities for healthy active living that are valued by residents and visitors. Recreation's operational objectives over the next four years include:

- Strengthening and developing community-based partnerships to support delivering new programs through alternative forms of service delivery. This approach represents greater value for money as it is often more efficient than direct program delivery;
- Introduce more online self-serve applications including mobile friendly applications and an online Recreation guide to improve customer experience and ease of use;
- Expand and improve the scope of the social media and e-communication strategy. Not only do platforms such as; Facebook, Twitter and email allow for more targeted and timely communication to inform customers, they also encourage greater community engagement;
- Develop new business plans for major lines of business to support and highlight potential opportunities for greater revenue generation and increased participation;
- Concentrate new programming on youth, older adults, new Canadians and other cultural groups;
- Develop new innovative and leading-edge programming streams and eliminate those that are in decline;
- Manage and maintain all Recreation facilities and equipment in a state of good repair;
- Expand Food Services city-wide to leverage internal capacity and realize greater economies of scale, while

improving the quality of culinary options at select city facilities;

- Leverage existing technology, such as Hansen to implement a more effective labour management system at Community Centres;
- Complete the implementation of the Pricing Study, including a new pricing structure for meeting rooms and outdoor sports fields;
- A renewed focus on quality customer service that seeks feedback and opinions to maintain high satisfaction levels, and help the division make necessary adjustments in service levels;
- Undertake policy reviews to ensure equitable access to facilities, better utilization of prime-time hours and maximization of revenues; and
- Update the Recreation Future Directions Master Plan with a special focus on how to reposition infrastructure to meet changing utilization and demographics shifts with an aging inventory and limited capital funding.

Recreation is in a unique position to leverage partnerships that continue to build healthy, active living opportunities for residents across the city. These objectives require that the division allocate its resources; knowledge and skill set effectively and engage appropriate community partners.

## **7.0 Engaging our Customers**

Recreation is a high profile and valued city services by Mississauga residents. In 2011, the Recreation Division attracted approximately 12.4 million visitors to all of its facilities and offered almost two million hours of programming along with countless hours of access to fitness centres, gymnasiums, and indoor and outdoor pools. The diverse range of programs and services offered are enjoyed and valued by residents of all age cohorts, regardless of ability, language preference and ethnicity.

The Recreation Division has an important role to play in community as a provider of quality, reliable, affordable, and community building services. Recreation is a public good.

Reaching residents with relevant information about programs, services and facilities is challenging in a diverse and hectic world of conflicting messages and sound bites. Once engaged retention is a priority. To retain existing customers and ensure that residents remain informed the division has established the following marketing and communication tactics.

- Informative and easy to use Recreation website, visited on average 133,000 times per month.
- Monthly Recreation e-news, sent monthly to over 70,000 individuals, allowing the division to communicate key programming information as well as inform recipients of closures and other important information.
- Regular e-evaluation program online surveys administered at the end of each program session, allowing customers to rate their experience and opinions. Staff regularly reviews customer feedback and

can address identified concerns and make necessary program adjustments.

- Expanded social media presence on Facebook and Twitter with a family of 15 community Facebook pages with over 5,000 likes, allowing for instant communication and engagement. Posts and information is also fed to our Recreation web pages to better leverage and integrate the division's communication channels.

Efforts to date have proven successful with customers consistently rating their experience and overall satisfaction as very positive. In the most recent survey 88 percent rated their recreation experience as good or excellent while 87 percent indicate the program met or exceeded their original expectations. 85 percent also responded that the facility was a good or excellent venue for the activity they were taking.

***"Excellent course, fabulous instructor!"***  
*Fitness Class Participant*



Picture of River Grove Pool and Slide

# Required Resources

## 8.0 Human Resources

In 2012, the Recreation Division completed a full divisional organizational review where the aim was to ensure that the division is appropriately structured to address new and changing priorities and challenges.

In addition both full-time and part-time staff complement is regularly reviewed along with the service delivery model to align with strategic and operational objectives. One of which is to ensure that services are delivered in an increasingly efficient and effective manner and that opportunities for continuous improvement are being explored and implemented. As a result of these efforts, in 2013 the Recreation Division will see an overall reduction in full-time equivalents (FTE) of 8.4 from 2012 figures, broken down into three full time FTE and 5.4 part-time FTE.

Compensation is also regularly reviewed for all full time staff by Human Resources. In addition, both Recreation and Human Resources review temporary, part-time and student labor compensation. The objective of both of these reviews is to maintain a competitive salary and compensation structure and to ensure the ability to attract and retain talent.

Training and development is a key focus for Recreation as legislation evolves and compliance against standards is required. It is critical that all staff have access to the appropriate training to provide them the information and tools to successfully execute their roles and responsibilities on a daily basis.

Finally, succession planning and preparing the next level of staff for leadership roles is a priority from 2013-2016.



Mississauga Valleys Community Centre Fitness Staff

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2012	2013	2014	2015	2016
Recreation Facilities and Programs	616.7	608.3	591.3	601.3	608.8
Divisional Support Services	75.0	75.0	73.0	73.0	73.0
Golf and Hershey Centre	72.9	72.9	72.9	72.9	72.9
<b>Total Service Distribution</b>	<b>764.6</b>	<b>756.2</b>	<b>737.2</b>	<b>747.2</b>	<b>754.7</b>

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## **9.0 Technology**

The primary objective and focus of proposed technology improvements for the Recreation Division is to improve customer interaction and transactions, and provide the customer increased online and self-service options. With the growth in online registrations and use of online tools and resources coupled with the wider trends in internet access and mobile penetration it is quickly becoming a prerequisite to provide customers a variety of robust online services.

Over the course of this business plan a number of important technology initiatives are therefore proposed. A new online e-recreation guide is one of the key proposed technology initiatives for this business planning cycle. This new guide and search tool will allow residents to dynamically search and filter through recreation programs to easily find the program(s) that fit their individual needs and schedule.

With the improvements and growth in smartphone technology it is also important that Recreation develop mobile applications and critical that all Recreation web pages and applications are mobile friendly. Without this the reach and effectiveness of online channels will diminish as more people access information through their smartphones.

Recreation will also continue its efforts to expand and introduce new functionality to CLASS including services such as, online rental bookings and improved membership renewal options, online applications to assist volunteer community group request or renew their affiliation with the City. Sports field booking and special event permit requests will also become electronic and accessible online. The division will continue to leverage social media, e-mail and online channels to engage customers and residents and

promote the benefits and opportunities for all residents to lead healthy active lives in Mississauga.

Another technological benefit is improving internal processes. The Community Centre Hansen Labour Management system will introduce electronic time sheets in order to enable digital records management, more effective labour management and real-time wireless data entry. This system will improve the ability to accurately assign tasks and work to available staff while at the same time reduce the need for manual data entry.



Teaching Computer Skills to Youth in Mississauga

## **10.0 Facilities**

The Recreation Division manages and operates; 11 major community centres, 25 ice pads, the Hershey SportsZone, 11 indoor pools and seven outdoor pools, two golf courses, as well as 16 concession locations and the C Café restaurant at the Civic Centre. In addition to this, Recreation collaborates closely with the Parks and Forestry Division to permit the use of 135,000 hours of outdoor sports field and 35,000 hours of park rentals.

Recently, the Recreation Division has supported the complete redevelopment of six outdoor pools which were reopened in June 2011. In the same month two new indoor pools, each including a therapy pool, were opened to the public. In March of 2012, a multi-sport dome was installed and opened to the public at the Hershey SportZone, enabling year round community use of the artificial field.

Over the period of this business cycle the key facility related priorities will include:

- The re-development of the Meadowvale Community Centre including the co-location of the Meadowvale library, a new therapy pool, gymnasium and expanded fitness centre
- The renovation and upgrade of the River Grove Community Centre fitness centre to accommodate higher utilization, improve accessibility and functionality of the pool change rooms and upgrade building systems
- The development of the concept plan and design for a new recreation complex in northwest Mississauga in collaboration with an appropriate third party partner.

- Completion and opening of the Bell-Gairdner Banquet and Conference Facility
- Lifecycle replacement of the Lakeview sprinkler system
- Finally, the Recreation Future Directions Master Plan updated in 2013 and planned for release in 2014 will provide the division with direction on the utilization and purpose of public recreation facilities over the next five years.

<b>Facility Summary</b>
• 11 Major Community Centres
• 1 Multi-Purpose Sport Complex (Hershey SportZone)
• 25 Ice Pads
• 11 Indoor Pools
• 7 Outdoor Pools
• 2 Golf Courses
• 16 Concession Locations

2012 Figures

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# **Proposed Budget**

This part of the Business plan sets out the financial resources required to deliver the proposed 2013-2016 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 past decisions are identified separately from proposed changes. The prior year budget for 2012 was \$19,395,000 and the proposed budget for 2013 is \$20,566,000.

## **Total Changes to Maintain Current Service Levels**

In order to ensure that the division is able to maintain its ability to deliver the right level of service to Mississauga residents, it is projected that over the next four years, both labour and utility costs will incrementally increase. However it is forecast that these will be partially mitigated by increases in recreation revenue and the estimated impact of future operational efficiencies. Further details are included in section 11.0.

## **Total Changes to Operationalize Past Decisions**

The primary projects in this category, for this period, are the major redevelopment and renovation of both the River Grove and the Meadowvale Community Centres. The figures represent the operating impacts to both revenues and expenses of the closure of each facility. Further detail is included in section 11.0.

## **Total New Initiatives and Revenues**

Two projects are included in this category, the E-Recreation Guide and the Community Centre Transition to Hansen. Both are to be completed within the timeframe of the current business plan and are projected to result in operational savings and a positive return on investment in the short to medium term.

The following table separates the financial requirements into those required to Maintain existing services; to operationalize past decisions; and proposed new initiatives and revenues. The details on the changes to each category are provided in Sections 11 through 12.

Description (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Budget</b>	<b>19,395</b>	<b>20,566</b>	<b>21,147</b>	<b>22,133</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>				
Labour and Benefits	1,616	1,414	1,208	1,237
Other Cost Increases	463	539	470	516
Efficiencies and Cost Savings	(753)	(666)	(666)	(666)
Current Revenue Changes	81	(150)	(150)	(150)
<b>Total Changes to Maintain Current Service Levels</b>	<b>1,407</b>	<b>1,137</b>	<b>862</b>	<b>937</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>				
Annualization of Previous Years Budget Decisions	55	0	0	0
Operating Impact of New Capital Projects	(291)	(491)	124	236
<b>Total Changes to Operationalize Prior Decisions</b>	<b>(236)</b>	<b>(491)</b>	<b>124</b>	<b>236</b>
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>20,566</b>	<b>21,212</b>	<b>22,133</b>	<b>23,305</b>
<b>New Initiatives and New Revenues</b>				
Total Proposed New Initiatives	0	(65)	0	(75)
Total Proposed New Revenues	0	0	0	0
<b>Total New Initiatives and New Revenues</b>	<b>0</b>	<b>(65)</b>	<b>0</b>	<b>(75)</b>
<b>Proposed Budget</b>	<b>20,566</b>	<b>21,147</b>	<b>22,133</b>	<b>23,230</b>

Note: Numbers may not balance due to rounding.

## 11.0 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the costs increases arising from prior decisions. Detailed explanations of changes to 2013 can be found in Appendix 1.

### Proposed Changes to Maintain Current Service Levels

Description (\$000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Labour and Benefits</b>	<b>0.0</b>	<b>1,616</b>	<b>1,414</b>	<b>1,208</b>	<b>1,237</b>
<b>Other Cost Increases</b>					
Utility Increase	0.0	383	394	424	469
Corporate Grant Increase	0.0	90	0	0	0
201 City Center Lease Increase	0.0	0	87	3	3
Other Changes	0.0	(10)	57	43	44
<b>Total Other Cost Increases</b>	<b>0.0</b>	<b>463</b>	<b>539</b>	<b>470</b>	<b>516</b>
<b>Efficiencies and Cost Savings</b>					
Recreation Full Time Efficiencies	(3.0)	(303)	0	0	0
Improved Facility Maintenance	0.0	(215)	0	0	0
Part Time Administrative Efficiencies	(2.5)	(104)	0	0	0
201 City Center Lease	0.0	(79)	0	0	0
Aquatic Operating Efficiencies	(1.5)	(52)	0	0	0
Potential Partnership Agreement with Mississauga Aquatic Club (MSSAC)	(7.0)	0	(72)	0	0
Efficiency Future Place Holder	0.0	0	(594)	(666)	(666)
<b>Total Efficiencies and Cost Savings</b>	<b>(14.0)</b>	<b>(753)</b>	<b>(666)</b>	<b>(666)</b>	<b>(666)</b>
<b>Current Revenue Changes</b>					
Recreation Program Fee Increase	0.0	(302)	(150)	(150)	(150)
Pricing Study Program Fee Annualization	0.0	(260)	0	0	0
Civic Center Food Services Annualization	0.0	(162)	0	0	0
Hershey Centre Events Pressure	0.0	405	0	0	0
Arena Revenue Pressure	0.0	400	0	0	0
<b>Total Current Revenue Changes</b>	<b>0.0</b>	<b>81</b>	<b>(150)</b>	<b>(150)</b>	<b>(150)</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(14.0)</b>	<b>1,407</b>	<b>1,137</b>	<b>862</b>	<b>937</b>

Note: Numbers may not balance due to rounding.

## Proposed Changes to Operationalize Prior Decisions

Description (\$ 000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>					
Labour Annualization - Data Analyst	0.0	55	0	0	0
<b>Total Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>55</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>					
River Grove Community Center Redevelopment Closure Impacts	0.0	(181)	(80)	261	0
Reversal - Impact of McKechnie and Valley's Pool Closure	12.4	(187)	0	0	0
Lakeview Golf Course - Sprinkler Upgrade	0.0	77	(77)	0	0
Meadowvale Community Center Redevelopment Closure Impacts	(7.5)	0	(334)	(137)	236
Bell Gairdner Estate Banquet and Conference	1.3	0	0	0	0
<b>Total Operating Impact of New Capital</b>	<b>6.2</b>	<b>(291)</b>	<b>(491)</b>	<b>124</b>	<b>236</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>6.2</b>	<b>(236)</b>	<b>(491)</b>	<b>124</b>	<b>236</b>

Note: Numbers may not balance due to rounding.

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## 12.0 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

### Proposed New Initiatives and New Revenues

Description (\$ 000's)	BR #	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2013 to 2016 Capital (\$000's)
<b>New Initiatives</b>							
Community Center Transition to Hansen	177	(2.0)	0	(65)	0	0	468
E-Recreation Guide	178	0.0	0	0	0	(75)	215
<b>Total New Initiatives</b>		<b>(2.0)</b>	<b>0</b>	<b>(65)</b>	<b>0</b>	<b>(75)</b>	<b>683</b>
<b>New Revenues</b>							
N/A		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</b>
<b>Total Changes to New Initiatives and New Revenues</b>		<b>(2.0)</b>	<b>0</b>	<b>(65)</b>	<b>0</b>	<b>(75)</b>	<b>683</b>

Note: Numbers may not balance due to rounding.

The following table sets out the proposed 2013 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### **Proposed Budget by Category**

Description (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Net Costs before Administrative and Support Costs</b>						
Labour Costs	39,376	41,154	41,851	42,037	43,795	45,636
Other Operating Expenses	21,736	21,941	22,473	22,120	22,074	21,964
Total Revenues	(42,900)	(44,848)	(44,895)	(44,204)	(44,974)	(45,651)
<b>Total Net Cost before Administrative and Support Costs</b>	<b>18,212</b>	<b>18,248</b>	<b>19,429</b>	<b>19,953</b>	<b>20,896</b>	<b>21,949</b>
Administrative and Support Costs	1,365	1,147	1,137	1,194	1,237	1,281
<b>Total Net Budget</b>	<b>19,578</b>	<b>19,395</b>	<b>20,566</b>	<b>21,147</b>	<b>22,133</b>	<b>23,230</b>

Note: Numbers may not balance due to rounding.

The following table identifies the financial requirements for 2013 to 2016 by major program within the service area.

#### **Proposed Budget by Program**

Program Expenditures (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Recreation Facilities and Programs	11,140	12,369	12,429	12,527	12,998	13,635
Divisional Support Services	8,589	8,017	8,619	8,923	9,205	9,418
Golf and Hershey Centre	(152)	(991)	(482)	(303)	(70)	177
<b>Total Net Budget</b>	<b>19,578</b>	<b>19,395</b>	<b>20,566</b>	<b>21,147</b>	<b>22,133</b>	<b>23,230</b>

Note: Numbers may not balance due to rounding.

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### **13.0    Highlights of Proposed Capital Program Budget**

The following chart summarizes the key capital initiatives included in the proposed capital budget.

<b>Proposed Initiatives</b>	<b>Description</b>
<b>E-Recreation Guide</b>	Develop an online search tool that allows residents to dynamically search recreation programs, memberships and services
<b>Community Centre Hansen Labour Management</b>	Implement Hansen time sheets in order to enable digital records management, labour allocation and instant wireless data entry
<b>Meadowvale Community Centre</b>	Full redevelopment of the community centre
<b>River Grove Community Centre</b>	Renovation of the change rooms and expansion of the fitness centre
<b>Lakeview Sprinkler System</b>	Lifecycle replacement of sprinkler system

## 14.0 Capital Program

This section summarizes the forecast ten 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. A detailed listing of 2013 to 2016 projects is contained in Appendix 3.

### Proposed Capital Program

Program Expenditures (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 -2022 Forecast (\$000's)	Total 2013-2022 (\$000's)
City Wide Recreation	7,561	8,464	15,493	6,470	19,118	57,106
Vehicles, Equipment	900	622	437	822	2,412	5,193
<b>Total Expenditures</b>	<b>8,461</b>	<b>9,086</b>	<b>15,930</b>	<b>7,292</b>	<b>21,530</b>	<b>62,299</b>

Note: Numbers may not balance due to rounding.

### Proposed Capital Program (continued)

Program Funding (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 -2022 Forecast (\$000's)	Total 2013-2022 (\$000's)
Subsidies and Recoveries	0	0	0	0	0	0
Gas Tax	0	0	0	0	0	0
Cash In Lieu	6,179	3,720	14,508	5,942	15,144	45,494
Development Charges	0	0	0	0	0	0
Tax	2,282	5,366	1,422	1,350	6,386	16,805
Other	0	0	0	0	0	0
Debt	0	0	0	0	0	0
<b>Total Funding</b>	<b>8,461</b>	<b>9,086</b>	<b>15,930</b>	<b>7,292</b>	<b>21,530</b>	<b>62,299</b>

Note: Numbers may not balance due to rounding.

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# Performance Measures

## 15.0 Balanced Scorecard

The Balanced Scorecard identifies four key areas for evaluation and reporting to determine the level of the organization's performance. These four areas are:

- Financial
- Customers
- Employees/Innovation and Learning
- Internal Business Processes.

By monitoring and managing the results of all four areas an organization can retain balance in its performance and know that it is moving towards the accomplishing its objectives.

### Financial Measures

*Cost Recovery* represents the percentage of the total gross cost that Recreation recovers through various rates and user fees. It represents the percentage of cost, including utility costs, not supported through the general property tax base.

*Gross Operating Cost:* is the total operating cost to deliver recreation programs divided by the total population. It indicates the cost of service before user fees and other revenue streams generated by the service.

### Customer Measures

*Total participant hours of recreation programs delivered annually per 1,000 persons* quantifies the level of recreation programming available to residents.

*Overall customer satisfaction* is determined through the online evaluation survey of program participants. Upon completion all participants in a Recreation programs are asked to complete an on line survey. The survey information

is automatically tabulated and the results are used to identify participant satisfaction, look for areas of improvement and to determine potential new programming opportunities.

### Employee/Innovation Measures

*% of Total Transactions Completed Online* is a percentage representing the number of program registrations completed online. On-line registration is highlighted within the Recreation Division's balanced scorecard as it innovatively allows customers to register from any location where the internet is accessible, providing the customer a faster, more convenient experience while reducing the cost of mailing documents or paper resulting from an in-person registration

*Employee job related/technical training and development measurement* is based on the Employee Engagement Survey conducted every two years by Metrics@Work. The figure represents the degree to which employees feel they have the necessary training and skills to perform their regular roles and responsibilities.

### Business Process Measures

*The number of individuals that are trained internally* through the Standards and Training group to ensure staff is qualified and certified to perform the duties of their position.

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Measures for Recreation	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Cost Recovery	71.4%	70.2%	70.0%	70.0%	70.0%	70.0%	70.0%
Gross Operating Cost for Recreation Facilities per Person	\$54.94	\$57.11	\$57.00	\$57.00	\$57.00	\$57.00	\$57.00
<b>Customer:</b>							
Participant Hours of Recreation Programs (per 1,000 persons)	9,638	9,928	10,200	10,400	10,600	10,800	11,000
Overall Customer Satisfaction	75%	75%	75%	77%	79%	80%	80%
<b>Employees/Innovation:</b>							
% of Total Transactions Completed Online	49%	53%	55%	60%	65%	70%	75%
Employee Work Engagement	75%	75%	75%	77%	79%	80%	80%
<b>Internal Business Process:</b>							
Job Related/Technical Training & Development	75%	75%	75%	77%	79%	80%	80%
Individual In-House Enrolment in Training Courses	5,697	5,769	5,800	5,900	6,000	6,000	6,000

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>39,122</b>	<b>40,737</b>	<b>1,616</b>	Increase reflects economic adjustment increases, labour adjustments and other fringe benefit changes
<b>Cost Increases</b>				
Utility Increase	6,620	7,003	383	Increase in utility rates for supply and delivery charges
Corporate Grant Increase	796	886	90	Increase in grants to reflect corporate requirements
Other Changes	1,147	1,137	(10)	
Other Costs	12,502	12,502	0	
<b>Total Cost Increases</b>	<b>21,065</b>	<b>21,528</b>	<b>463</b>	
<b>Efficiencies and Cost Savings</b>				
Recreation Full Time Efficiencies	303	0	(303)	Represents the deletion of 3 full time positions
Improved Facility Maintenance	1,650	1,435	(215)	Efficiencies realized through pro-active maintenance program
Part Time Administrative Efficiencies	1,623	1,519	(104)	Efficiencies realized through pro-active labour management
201 City Center Lease	192	113	(79)	Represents one time lease savings
Aquatic Operating Efficiencies	52	0	(52)	Efficiencies realized through pro-active labour management
<b>Total Efficiencies and Cost Savings</b>	<b>3,820</b>	<b>3,067</b>	<b>(753)</b>	
<b>Current Revenue Changes</b>				
Recreation Program Fee Increase & Pricing	(14,284)	(14,846)	(562)	
Study Program Fee Annualization				
Civic Center Food Services Annualization	(606)	(768)	(162)	
Hershey Centre Events Pressure	(901)	(496)	405	
Arena Revenue Pressure	(9,211)	(8,811)	400	
Other Revenues	(17,120)	(17,120)	0	
<b>Total Current Revenue Changes</b>	<b>(42,121)</b>	<b>(42,040)</b>	<b>81</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>21,886</b>	<b>23,293</b>	<b>1,407</b>	

Note: Numbers may not balance due to rounding.

## Changes to Operationalize Prior Decisions

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Data Analyst	55	110	55	Represents annualization of 1 Data Analyst that started in July 2012
Other Base Changes			0	
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>55</b>	<b>110</b>	<b>55</b>	
<b>Operating Impact of New Capital Projects</b>				
River Grove Community Center Redevelopment Closure Impacts	181	0	(181)	Meadowvale Community Center will be scheduled to be closed for redevelopment in 2013 for 24 months
Reversal - Impact of Frank McKechnie and Terry Fox Pool Closure	0	(187)	(187)	
Lakeview Golf Course - Sprinkler Upgrade	(2,727)	(2,650)	77	Represents revenue pressure for irrigation upgrade at Lakeview Golf course
<b>Total Operating Impact of New Capital Projects</b>	<b>(2,546)</b>	<b>(2,836)</b>	<b>(291)</b>	
<b>Total Changes to Operationalize Past Decisions</b>	<b>(2,491)</b>	<b>(2,727)</b>	<b>(236)</b>	
<b>Total Cost to Maintain Current Services Levels and Operationalize Past Decisions</b>	<b>19,395</b>	<b>20,566</b>	<b>1,171</b>	

Note: Numbers may not balance due to rounding.

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## **Appendix 2: Budget Requests**

### **Proposed 2013-2016 New Initiatives and New Revenues (Budget Requests)**

Please see the Budget Requests for the 2013-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Community Center Transition to Hansen	177	2013
E-Recreation Guide	178	2013
<b>New Revenues</b>		
N/A	-	-

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Budget Request #: 177

Proposed Initiative	Department	Service Area
Community Centre Transition to Hansen	Community Services Department	Recreation

#### Required Operating Investment

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	0.0	(65.0)	(65.0)	(65.0)
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	(65.0)	(65.0)	(65.0)
* Net Change in \$		(65.0)	0.0	0.0
FTEs	0.0	(2.0)	(2.0)	(2.0)

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

#### Required Capital Investment

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	216.3	251.7	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	216.3	251.7	0.0	0.0
FTEs		1.5	1.5	0.0	0.0

#### Why Staff Recommend this Initiative

This project aligns with the Divisional Business Plan with respect to increasing asset management through the leveraging of technology. At the same time it creates a degree of operating efficiencies and improved tools for labour management within Recreation.

---

**Budget Request #: 177**

**Details of Service Change**

The initiative would consist of two phases. The initial phase would include the development and implementation of Hansen Activity timesheets for Recreation facility operations staff, while the second would include the implementation of the mobile applications across the division. The system will provide valuable and detailed data collection and reporting measures, and identify detailed information on total job costing including human resource allocation, provide documentation to support risk management and litigation, provide up to date work management indicators and allow for better management of labour costs against facility assets.

**Service Impact**

There should be no noticeable external impact with respect to the service levels provided to customers and residents visiting Recreation facilities. However, this initiative would improve the efficiency of providing that level of service through measuring labour allocation against benchmarked service levels.

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Budget Request #: 178

**Proposed Initiative**  
E-Recreation Guide Strategy

**Department**  
Community Services  
Department

**Service Area**  
Recreation

**Required Operating Investment**

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	0.0	0.0	0.0	(75.0)
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	0.0	(75.0)
* Net Change in \$		0.0	0.0	(75.0)
FTEs	0.0	0.0	0.0	0.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	215.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	215.0	0.0	0.0	0.0
FTEs		1.8	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

This initiative achieves two critical objectives, creating efficiencies and cost savings while increasing Recreation's online presence in a positive, dynamic and customer focused manner, as such it is an excellent example of continuous improvement.

---

***Budget Request #: 178*****Details of Service Change**

This initiative is part of the long term strategy to replace the current print version of the Active Guide with a new online search tool that would allow customers and residents to create their own 'customized' guide. The development of an online search tool would allow residents to dynamically search recreation programs and manage their client accounts. Once this tool is functional and ready for use the print guide will be phased out and replaced with the tool and supported by a new marketing strategy. The search tool will allow customers and residents, using a number of dynamic criteria, to search all programs and services offered at Recreation facilities. It would also allow users to be able to save their search results and request alerts on any changes for upcoming courses. This search tool would be linked to CLASS and Connect2Rec to allow individuals to register and process payment for programs and services.

**Service Impact**

This initiative will decrease the cost of communications by \$75,000 and features a migration to greater web based communications for Recreation customers. Over the course of the 2013-2016 business plan electronic communication channels will be put in place along with a revised marketing strategy to provide the customer more options for them to access information on rates, programs and services offered by Recreation. It will make it easier for customers to find information and purchase and register for Recreation activities.

## Appendix 3A: Proposed 2013 Capital Program (\$000's)

### Program: City Wide Recreation

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13363	Lakeview Golf Course - Upgrade Irrigation System	250	0	250	Capital Reserve Fund
13364	Various Lakeview Golf Course Maintenance	30	0	30	Capital Reserve Fund
13365	Various BraeBen Golf Course Maintenance	25	0	25	Capital Reserve Fund
13428	Renovations and Rehabilitation Projects	325	0	325	Facilities Repairs and Renovations Reserve Fund
13430	Meadowvale Community Centre Renovation - Construction	1,000	0	1,000	Capital Reserve Fund/Cash-in-lieu of Parkland Dedication Reserve Fund
13431	River Grove Community Centre Renovation - Design & Construction	5,500	0	5,500	Cash-in-lieu of Parkland Dedication Reserve Fund
13562	Develop Online E-Recreation Search Tool	215	0	215	Capital Reserve Fund
13563	Implement Community Centre Hansen Time Sheets	216	0	216	Capital Reserve Fund
<b>Subtotal</b>		<b>7,561</b>	<b>0</b>	<b>7,561</b>	

### Program: Vehicles, Equipment

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13420	BraeBen Golf Cart Replacement Program	165	0	165	Capital Reserve Fund
13424	Program Furniture and Equipment	510	0	510	Capital Reserve Fund
13425	Hershey Point of Sale Replacement	125	0	125	Capital Reserve Fund
13426	Self Service Kiosks -New	100	0	100	Capital Reserve Fund
<b>Subtotal</b>		<b>900</b>	<b>0</b>	<b>900</b>	
<b>Total Expenditure</b>		<b>8,461</b>	<b>0</b>	<b>8,461</b>	

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### **Appendix 3B: Proposed 2014-2016 Capital Program (\$000's)**

#### **Proposed 2014-2016 Capital Program (\$000's)**

##### **Program: City Wide Recreation**

<b>Project Name</b>	<b>2014 Forecast (\$000's)</b>	<b>2015 Forecast (\$000's)</b>	<b>2016 Forecast (\$000's)</b>
Meadowvale CC Renovation - Construction	4,000	15,000	5,942
River Grove CC Renovation - Design & Construction	3,720	0	0
Renovations and Rehabilitation Projects	438	438	438
Implement Community Centre Hansen Time Sheets	252	0	0
Lakeview GC - Upgrade Irrigation System	54	0	0
Various Lakeview Golf Course Maintenance	0	30	30
Various BraeBen Golf Course Maintenance	0	25	60
<b>Subtotal</b>	<b>8,464</b>	<b>15,493</b>	<b>6,470</b>

##### **Program: Vehicles, Equipment**

<b>Project Name</b>	<b>2014 Forecast (\$000's)</b>	<b>2015 Forecast (\$000's)</b>	<b>2016 Forecast (\$000's)</b>
Program Furniture and Equipment	397	397	397
Hershey POS Replacement	125	0	0
Self Service Kiosks - New	100	0	0
Braeben Vehicle / Equipment Replacement Program	0	40	0
BraeBen Golf Cart Replacement Program	0	0	250
Lakeview Golf Cart Replacement Program	0	0	175
<b>Subtotal</b>	<b>622</b>	<b>437</b>	<b>822</b>
<b>Total Expenditures</b>	<b>9,086</b>	<b>15,930</b>	<b>7,292</b>



# Information Technology

## 2013-2016 Business Plan

City of Mississauga, Ontario, Canada

55 CITY LOCATIONS WITH FREE PUBLIC WI-FI.  
9 MILLION UNIQUE VISITS TO THE CITY'S WEBSITE.  
597 KM OF CITY OWNED FIBRE  
CONNECTING 92 CITY SITES.



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# Existing Core Services

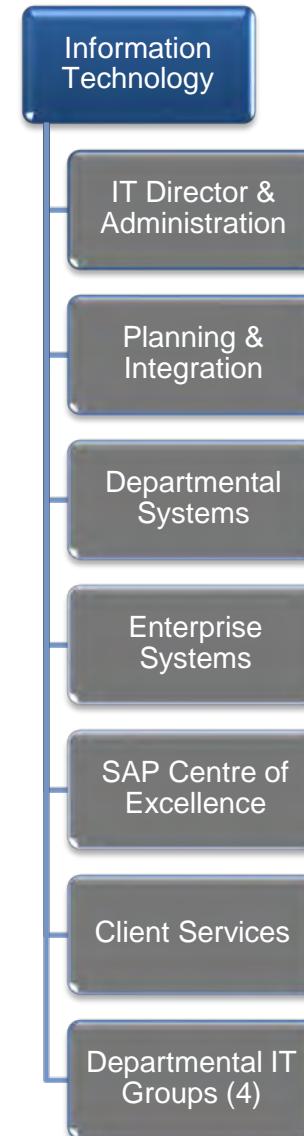
## 1.0 Vision and Mission

### Vision

The Vision of the Corporate Services Department, which is fully embraced by the Information Technology Division, is *“Partnering for Success”*. This vision captures the basic philosophy of the Department, which is that we believe in working in partnership with all of the City Departments to provide excellent service to our taxpayers.

### Mission

The Information Technology (IT) Mission Statement is: *“We are committed to providing our clients with innovative, reliable, responsive and secure solutions that align business, process and technology”*.



## **2.0 Service Delivery Model**

The Information Technology Division is comprised of six service areas with approximately 129 staff. In addition, there are four departmental IT groups providing departments with desktop and business specific application support & service. IT support is primarily available during the city's core working hours with on call after hours service.

Services provided by each of the service groups include:

**IT Director and Administration** - The IT Director and Administration group provide IT Strategic & Operational Direction to the IT division, IT administrative support, and are responsible for the Corporate IT Policies & Procedures.

### **Planning & Integration**

The Planning & Integration group provide database administration, network security, IT architecture support, and manage IT assets through their lifecycle.

### **Departmental Systems**

The Departmental Systems group provide development, implementation and support of both in house developed (MAX (Planning & Building), TXM (Tax)) and vendor (CLASS, Hastus, SirsiDynix) systems and many other applications across all City departments.

### **Enterprise Systems**

Enterprise Systems provide development, implementation and support for the Hansen system, the eCity portal, and the Intranet.

### **SAP Centre of Excellence (COE)**

New for 2011, the SAP Centre of Excellence provides SAP support for the City departments. Services include database

administration, security, development, and support for the entire SAP application suite and third party related applications including the planning and coordination of new modules and functions.

### **Client Services**

The Client Services group in IT run the IT Help Desk, support the City's IT infrastructure, provide 24 hours a day, seven days a week IT, email, mobile device, and telephone support, and conduct corporate IT training.

### **Departmental IT Groups (4)**

Within the City departments, there are four Departmental IT Groups that provide front line desktop and application support.



654 Laptop Computers are part of the technology inventory at the City.

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### **3.0 Past Achievements**

Technology has transformed and enabled the delivery of City services. The City's Strategic Plan, Master Plan and Business Plans are what drive the use of technology, making business more effective and efficient in its delivery of services to the Citizens of Mississauga. The Information Technology division enables services, business solutions and provides a secure and reliable infrastructure to ensure business continuity and customer satisfaction.

Some recent successes related to new applications and infrastructure includes:

- The IT Plan 2.0 was established with four key strategies that frame how the City of Mississauga should invest in technology to sustain and improve service delivery:
  - Government 2.0;
  - Workplace 2.0;
  - Business 2.0;
  - Infrastructure 2.0;

The plan was approved by the Leadership Team and has been used to inform the 2013-2016 Business Plan and Budget process.

- Renewal of eCity ([www.mississauga.ca](http://www.mississauga.ca)) contract for an additional seven years enabling Citizen Self Serve enhancements and mobile application enablement;
- Replacement of the City's Storage Area Network (SAN) which houses and secures critical information and data;
- Opening of the Corporate IT Training Centre at the Garry W. Morden Training Centre improving the classroom capabilities and classroom size;

- The creation of the SAP Centre of Excellence to enable and support the City's enterprise resource planning (ERP) system SAP including Enterprise Decision Support, HR Process Automation and e3 recommended projects;
- Implemented SAP Employee Self Service to over 1,700 employees enabling access to benefit and pay related information as well as paperless pay statements;
- Implemented Team Budget, a new Business Plan and Budget System which integrates with SAP and enables the creation of the Operating and Capital budgets, while introducing many new features and efficiencies;
- Completed the migration of Transportation & Works from Hansen 7 to Hansen 8 "Works to Web" project;
- Implemented the Parks to Hansen project "HAT-P" including field automation. The initiative has eliminated the need for paper timesheets and has reduced data input times by more than 50 percent;
- Implementation of new Cultural Map which won the "MISA Award of Excellence;"
- Sheridan College Wi-Fi "Wireless Mississauga" partnership providing wireless access for public access and staff at major facilities across the City; and
- Overall website usage "eCity" up 10 percent over 2011;
- eSigns Portable Signs – 86 percent of all transactions completed online

## **4.0 Current Service Levels**

The services that Information Technology delivers are a balance between deploying new business solutions and technologies to meet the business needs of the city and providing ongoing maintenance, daily support and enhancement opportunities for existing business systems.

On average, IT staff spends 80 percent of their time on day-to-day support (operations, support, asset lifecycle replacement, administration, enhancements, systems upgrades, and maintenance) of existing applications and systems with the remaining 20 percent focused on delivering new projects for all Service Areas in the Corporation.

### **Existing Service Levels**

- IT Service Desk Monday to Friday 8:00 a.m. to 5:00 p.m. service desk coverage. Forecasting 24,000 calls in 2012 and 38 percent first call resolution for Help Desk calls;
- On-call support 24 hours a day, seven days a week, 365 days a year with specific line of business support by Departmental IT;
- System Uptime 99.99 percent including servers, applications, network, telecommunications and web;
- City website had 8.5 million visits in 2011, an increase of 11.5 percent over 2010. Year-to-date visits for 2012 are over five million which is trending at a 10 percent growth rate year over year;
- IT supports approximately 2,500 desktop computers, 650 laptop computers, 150 field based units and 500 public access computers;



- Audio Visual operations and support for all City Council meetings, General Committee, Budget Committee and all other Council chamber public meetings or events that require the support of the AV Technical Team including video streaming and recording;
- Corporate IT Training Centre relocated and expanded in 2012 from two training rooms located at the Living Arts Centre to three training rooms with a capacity of 36 per training session at the new Garry W. Morden Training Centre; and
- IT asset lifecycle is a critical component of the IT Capital budget to ensure that technology is renewed in line with both industry and operational standards. The City has over 90 sites connected by over 590 kilometres of fibre managed in partnership with the Public Sector Network (PSN). The technology required to provide City Services is supported by a primary data centre located at City Hall and back up data centre located off site. All supporting technology such as network devices, servers and databases are updated based on a lifecycle program as follows:
  - Servers and Storage Area Network - five years;
  - Desktop Computers and Laptops -four years; and
  - Minor and major software upgrades for all City business systems and software with minor upgrades - three years and major upgrades – seven to 10 years.

IT Standards are reviewed annually and reported to Council for standard software and hardware considering replacement or major changes every 10 years.

---

## **5.0 Opportunities and Challenges**

The IT Plan 2.0 identifies many technology opportunities and challenges addressed under four key strategies Government 2.0, Workplace 2.0, Business 2.0 and Infrastructure 2.0.

Several process and governance opportunities have been identified and have been aligned to the IT e3 review currently under way. In addition, a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was conducted to help identify further areas of opportunities and challenges that Information Technology faces over the next few years.

### **Opportunities**

Information Technology continues to focus on rationalizing the number of applications in use to support the delivery of City services by reviewing applications with similar functionality and consolidating them where possible. Consolidation of applications helps in maintaining current versions of applications, implementing new applications, supporting existing applications.

Some of the key opportunities identified are as follows:

- Expand use of cloud computing and external Application Service Providers (ASPs);
- Expand the City's wireless network infrastructure;
- Integrate new technologies such as Social Media into existing systems;
- Implement Mobile Applications, field computing, remote access, desktop virtualization, collaboration;
- Switch to alternative software and hardware products to reduce cost to deliver the same functionality;

- Do more with the solutions already in place and maximize product functionality; and
- Encourage innovation through learning and deploy new technologies to keep pace with changes in technology.

### **Challenges**

Technology has become integral and essential in the delivery of all City Services. Like any service, Information Technology needs to understand and balance planned and demand work making best use of the resources available, best practices and ensuring alignment with organizational priorities. This can be a challenging task with so many competing priorities.

Some of the key challenges identified are as follows:

- Assigning the appropriate resource and capacity to deliver on new initiatives while balancing the demand of day-to-day operations and support;
- The technology industry is shifting quickly to providing software as a service, hosted solutions and cloud based computing. The "as a service" model puts pressure on the operating budget, reduces some capital budget and also introduces more contract and service management accountabilities within IT;
- Business requirements and system functional requirements can be very complex and require sufficient analysis to properly determine the right technology and solution; and
- Procuring technology is complex and time consuming requiring dedicated support from Purchasing and Legal.

## 6.0 Looking Ahead

The primary goal of Information Technology is to support the Corporation in meeting its service objectives through the use of technology in the delivery of City Services in an efficient and cost effective manner.

Information Technology has recently completed a new technology strategy, IT Plan 2.0, which provides key strategies and areas of focus for the next five years. In addition, an e3 Review is currently under way for Information Technology that will recommend initiatives that improve the governance process, business analysis, security program, IT service management and performance measures. IT has fully adopted the best practices for project management as defined and supported by the Project Management Support Office (PMSO) ensuring transparency in project delivery.

Services will be provided within clearly defined service levels that are agreed upon by clients, to meet their business needs. IT will focus on training opportunities for all City staff in the use of new technologies and office productivity tools so that staff can be as proficient as possible and services can be delivered efficiently.

IT will continue to drive and enable innovation through the use of technology across the corporation, addressing future trends, opportunities, issues, and challenges.

Asset Lifecycle Management will be managed to ensure maximum value for the investment balancing this with new opportunities for Cloud or hosted services.

IT will continue to provide sound technology and business solutions that meet the needs of all City Services ensuring that existing investments in enterprise level business

solutions such as SAP, Hansen, Class, MAX, Hastus and Microsoft SharePoint are leveraged where ever possible.



"... It's about a renewal and modernization of Information Technology for the City of Mississauga..."

IT Plan 2.0 is a strategic plan designed to provide a vision and direction for the Corporation across four key strategies as follows:

1. **Government 2.0** – A focus on open government, self serve and mobile applications to improve access and provide service more efficiently. Some of the initiatives planned are as follows:
  - Citizen Mobile Applications (enabling easily completed transactions or inquiries on a mobile device);
  - Communications Master Plan (enabling citizen engagement and 311 self serve) ;
  - Online Parking Considerations (providing self serve access to request and receive an on street parking consideration);

- 
- Online Film Permits (providing self serve access to request and make initial payment for a filming permit);
  - eRecreation Guide (providing an advanced online recreation search tool that is also mobile enabled); and
  - Open Government and Open Data (assessing the opportunities to provide open access to data).
2. **Workplace 2.0** – A focus on collaboration and workforce mobility to be more efficient and responsive. Some of the initiatives planned are as follows:
- Bring Your Own Device “BYOD”(enabling access to e-mail and calendar functions on personal devices and reducing the cost and reliance on the corporate cell phone fleet);
  - Workforce Mobility Study (undertaking a study to assess the potential for staff to use mobile technology and reduce the overall office space requirements);
  - SharePoint 2010 Collaboration and Electronic Records Management (providing team sites, document collaboration, instant messaging and video conferencing for all staff); and
  - Project Team Sites “PMSO” (enabling project document and project management collaboration using PMSO standards for all corporate projects including collaboration with external partners).
3. **Business 2.0** – A focus on asset inventory, asset management and decision support to get the best return on investment with initiatives planned in 2013 as follows:
- Community Centre Field Automation of Asset Management (work orders, timesheet and inspections);
  - Parks Field Automation of Asset Management(park pathways, major trail systems, pedestrian bridges, park amenities and furniture);
  - Forestry Field Automation of Asset Management(work orders, timesheets, inspections and contracts); and
  - Enterprise Decision Support (key performance measures that align with strategic objectives and provide information to the front line program managers to inform decision-making).
4. **Infrastructure 2.0** – A focus on IT lifecycle replacement and security program to improve communications and secure City assets. Some of the initiatives planned are as follows:
- VCOM Non-Emergency Radio Replacement (approximately 1,000 radios supporting operation in Transit, Security, Parks, Works and Enforcement);
  - Network Design and Replacement (complete redesign of the City’s network including the network core, all hub and facility switches, network firewalls, security and all redundant networking requirements);
  - Traffic Control Centre and Traffic Signal Network (replacement of current legacy traffic management system and connection of all City, Region and MTO signals to the City’s network);
  - Wireless Network Expansion ( continue the expansion of the City Wi-Fi network “Wireless

- Mississauga" in partnership with Sheridan College for public Wi-Fi access in all City facilities); and
- IT Security Program (implement measures to meet Payment Card Industry requirements and implement a new corporate security management program).

The Information Technology division has two initiatives proposed for 2013 that address opportunities for staff and trends related to mobility as follows:

#### **Bring Your Own Device (BYOD) to Work – BR 153**

- Bring Your Own Device (BYOD) to Work requires a development of a BYOD Policy that determines the appropriate allocation of cell phone and smart phone devices as a corporately provided asset and addresses the appropriate level of reimbursement for any staff electing to sign up for the BYOD program in lieu of a City supplied device. The policy will also define other devices for BYOD including smart phone, tablets and notebooks and any related responsibilities a staff may have to be entitled to this type of BYOD connection; and
- The BYOD initiative has the potential to reduce the cost of cellular and data plan expenses for the corporation in the order of approximately \$150,000 over a five-year period.

- Supports business continuity by mitigating business disruption during bad weather or other emergencies and incorporates mobility in emergency preparedness strategies;
- Improves staff productivity by providing office workers greater flexibility to manage workload, reduce travel time and absenteeism;
- Enhances electronic collaboration leveraging existing technology and improves employee job satisfaction; and
- The City's comprehensive Wi-Fi network is already in place to support a mobile workforce at City facilities, arenas, pools, parks, community centres and libraries.

#### **Workforce Mobility Feasibility Study – BR 151**

- This initiative will engage an external consulting firm to conduct a feasibility study to determine the office workers who are candidates for a mobile workforce. A mobile worker does not need to come to the office to carry out their duties and have no dedicated workspace. Mobile workers would have common areas or touchdown spots in various locations should they need a place to work while in transit;

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## 7.0 Engaging our Customers

Information Technology provides both direct and indirect support to internal and external clients (staff, public, other agencies and business partners). Understanding what our clients need and aligning to their future plans and needs is critical to IT's success and client satisfaction.

The following are ways in which IT is able to measure or obtain customer feedback and monitor service usage so that we can evolve our service delivery model to address changing needs and priorities:

- By analyzing customer interactions on the City website using Google Search Appliance Analytics, improvements and refinements can be made to provide better search results for customers and fewer clicks to popular services;
- Make better use of our involvement with Municipal Information Systems Association (MISA) – Peer & Benchmark Municipalities;
- Complete IT Service Desk post call survey to obtain customer feedback on timeliness, quality of service and confirmation that they got what they needed;
- IT Security Task Force Awareness subcommittee work and IT Security Awareness Survey to promote best practices and generate awareness for all City staff;
- Research and client consultation through the creation and action plans from the IT Plan 2.0, business planning and budget processes as well as participation in key corporate projects and committees;
- IT e3 Review which includes extensive stakeholder consultation and best practice benchmarking; and

- Network and Storage Area Network (SAN) Assessments which include client consultation and business needs assessment to better define business continuity requirements, service levels and network performance tuning.



Understanding our client's needs and aligning with their future plans is critical to IT's success.

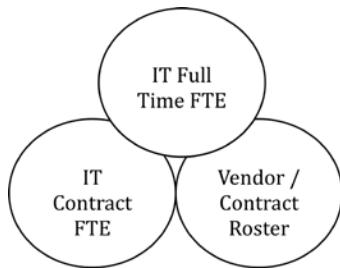
# Required Resources

## 8.0 Human Resources

Current staffing issues are focused around Information Technology's ability to assign the right resources to priority initiatives while maintaining a level of capacity to deliver projects and maintain day-to-day operations.

Recognizing that the resource requirements fluctuate with the size and demand for competing priorities, IT has introduced a new resource model, which can scale, given sufficient project funding. This is to ensure that the right skills are available to be responsive to project delivery and meeting the objectives of the Corporation. Staying current with advances of technology requires ongoing research and training to ensure technology continues to meet the needs of City services.

The new resource model is defined as follows:



This clover leaf model of resources can be scaled up or down to meet the objectives of the IT initiatives approved through the Business Planning and Budget process by using specific initiative funding to add short term contract staff as well as Vendor / Contract Roster to bring in outside resources where the expertise or competing priorities is not available and the initiative must be delivered to meet a business objective.

The Information Technology Division has no new staff requests for 2013.

An additional staff is planned for 2015 as follows:

- BOE (Business Objects Enterprise) Specialist, SAP Centre of Excellence - to provide operational support business intelligence, decision support and dash boards for all City service areas.

### Full Time Equivalent Staffing Distribution by Program

Program	2012	2013	2014	2015	2016
Information Technology	129.0	128.3	123.3	121.3	121.3
<b>Total Service Distribution</b>	<b>129.0</b>	<b>128.3</b>	<b>123.3</b>	<b>121.3</b>	<b>121.3</b>

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## **9.0 Technology**

The Information Technology Division supports the delivery of the technology investments put forward through the 2013-2016 Business Plan and Budget including the IT Capital program, which focuses on IT Asset Lifecycle Management. There are governing processes in place including an IT Committee with senior staff representation to ensure that the IT investment is aligned with the priorities of the City's overall business planning objectives.

The information Technology Division supports many technologies and devices. The following is a list of key assets that make up the technology inventory:

- 2,484 desktop Computers;
- 654 laptop Computers;
- 148 field Devices (netbooks, tablets and tough books)
- 200 multi-function devices (copy/print/scan);
- 1,000 VCOM Non-emergency radios;
- 597 kilometers of fibre with 29,059 kilometers of strand fibre;
- 70 physical servers configured as 300 virtual servers;
- 92 city sites connected by fibre Public Sector Network (PSN);
- Open Wi-Fi access provided to the public at 55 City facilities as well as secure access to Sheridan College students in partnership with Sheridan College;
- A primary and secondary data centre with 70 Terabytes of data stored backed up offsite; and
- Two key enterprise resource systems SAP for financials and human capital / Hansen for corporate assets,

preventative demand maintenance and 311 Call Centre service request.



Wi-Fi access is provided to the public at 55 City facilities

## **10.0 Facilities**

Information Technology has office space at the Civic Centre (B1, 5<sup>th</sup>, & 10<sup>th</sup> Floors), 201 City Centre Drive (7<sup>th</sup> & 8<sup>th</sup> Floors), and the new Garry W. Morden Centre is home to the IT Training Centre.

Over the next four years, no significant growth in space requirements is expected and any changes will be accommodated through workforce mobility.



IT Training Room at the new Garry W. Morden Centre

# **Proposed Budget**

This part of the Business plan sets out the financial resources required to deliver the proposed 2013-2016 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 past decisions are identified separately from proposed changes. The prior year budget for 2012 was \$17,319,000 and the proposed budget for 2013 is \$17,836,000.

A net cost increase of \$517,000 or three percent from the 2012 budget.

## **Total Changes to Maintain Current Service Levels**

The 2013 Labour and Benefits budget will increase by \$628,000 from the previous year's budget. The budget includes provisions for economic adjustment, performance pay, statutory/legislated and insured benefit cost increases.

A net increase in expenses of \$168,000 is due primarily to the renewal of the Bell eCity contract.

Efficiencies and Cost Savings amounting to \$256,000 are the result of IT maintenance cost reductions in the SAN (Storage Area Network) and network replacement contracts of \$145,000 as well as five months of free rent at 201 City Centre of \$71,000. Another \$40,000 in savings will be realized from other miscellaneous reductions in the operating budget.

Increase in Tax System Fees of \$22,000 and Fire Dispatch Recoveries of \$2,000 are expected in 2013.

## **Total Changes to Operationalize Past Decisions**

There is an increase of \$30,000 in maintenance and licensing fees associated with the new Integrated Budgeting System starting in 2013.

## **Total New Initiatives and Revenues**

A net savings of \$30,000 in 2013 for two new initiatives:

BR151: Workforce Mobility Feasibility Study. This initiative will engage an external consulting firm to conduct a feasibility study to determine the office workers who are candidates for Workforce Mobility and the value proposition of transitioning these workers to a mobile workforce. This one time study is being funded through Reserves with no net operating cost impact.

BR153: Bring Your Own Device (BYOD) To Work. This initiative is defined in the IT Plan 2.0 as a key opportunity to enable access and reduce operating costs for the requirement of cell phones and smart phones as a staff support tool. BYOD is expected to bring in a savings of \$30,000 in 2013. A total savings of \$150,000 is forecasted in three years. The project will be funded out of the Capital budget.

The following table separates the financial requirements into those required to maintain existing services; to operationalize prior decisions; and proposed new initiatives and revenues. The details on the changes to each category are provided in Sections 11 through 12.

Description (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Budget</b>	<b>17,319</b>	<b>17,836</b>	<b>18,194</b>	<b>18,649</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>				
Labour and Benefits	628	538	685	587
Other Cost Increases	168	56	(18)	(19)
Efficiencies and Cost Savings	(256)	(188)	(183)	(183)
Current Revenue Changes	(24)	(23)	(28)	(28)
<b>Total Changes to Maintain Current Service Levels</b>	<b>517</b>	<b>383</b>	<b>455</b>	<b>356</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>				
Annualization of Previous Years Budget Decisions	0	5	0	0
Operating Impact of New Capital Projects	30	0	0	0
<b>Total Changes to Operationalize Prior Decisions</b>	<b>30</b>	<b>5</b>	<b>0</b>	<b>0</b>
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>17,866</b>	<b>18,224</b>	<b>18,649</b>	<b>19,005</b>
<b>New Initiatives and New Revenues</b>				
Total Proposed New Initiatives	(30)	(30)	0	60
Total Proposed New Revenues	0	0	0	0
<b>Total New Initiatives and New Revenues</b>	<b>(30)</b>	<b>(30)</b>	<b>0</b>	<b>60</b>
<b>Proposed Budget</b>	<b>17,836</b>	<b>18,194</b>	<b>18,649</b>	<b>19,065</b>

Note: Numbers may not balance due to rounding.

## 11.0 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the costs increases arising from prior decisions. Detailed explanations of changes to 2013 can be found in Appendix 1.

### Proposed Changes to Maintain Current Service Levels

Description (\$000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Labour and Benefits</b>	<b>1.0</b>	<b>628</b>	<b>538</b>	<b>685</b>	<b>587</b>
<b>Other Cost Increases</b>					
Renewal of Contract with Bell for eCity	0.0	215	0	0	0
Rent increase at 201 City Centre	0.0	0	78	3	3
IT Maintenance Cost Allocations (Net)	0.0	(47)	(23)	(21)	(22)
<b>Total Other Cost Increases</b>	<b>0.0</b>	<b>168</b>	<b>56</b>	<b>(18)</b>	<b>(19)</b>
<b>Efficiencies and Cost Savings</b>					
Eliminate position vacancy and/or restructuring related to e3	(1.0)	0	(88)	0	0
IT maintenance cost reductions on SAN (Storage Area Network) and network replacement contracts	0.0	(145)	(100)	0	0
Reduction in allocation for Corporate Training and PCI Scanning; Reduced operating budget based on historical spend	0.0	(40)	0	0	0
5 months free rent at 201 City Centre	0.0	(71)	0	0	0
Future 1% Cost Reduction	0.0	0	0	(183)	(183)
<b>Total Efficiencies and Cost Savings</b>	<b>(1.0)</b>	<b>(256)</b>	<b>(188)</b>	<b>(183)</b>	<b>(183)</b>
<b>Current Revenue Changes</b>					
Increase in TXM Fees and Fire Dispatch Recoveries	0.0	(24)	(23)	(28)	(28)
<b>Total Current Revenue Changes</b>	<b>0.0</b>	<b>(24)</b>	<b>(23)</b>	<b>(28)</b>	<b>(28)</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>0.0</b>	<b>517</b>	<b>383</b>	<b>455</b>	<b>356</b>

Note: Numbers may not balance due to rounding.

### Proposed Changes to Operationalize Prior Decisions

Description (\$ 000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>					
BR393 Annualization of Labour	1.5	141	0	0	0
BR393 Labour Charged to Capital	(1.5)	(141)	0	0	0
BR38 Digital Workflow: IT Maintenance	0.0	0	5	0	0
<b>Total Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>					
Maintenance fee for Team Budget	0.0	30	0	0	0
<b>Total Operating Impact of New Capital</b>	<b>0.0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0.0</b>	<b>30</b>	<b>5</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

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## 12.0 Proposed New Initiatives and Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

### Proposed New Initiatives and New Revenues

Description (\$ 000's)	BR #	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2013 to 2016 Capital (\$000's)
<b>New Initiatives</b>							
Workforce Mobility Feasibility Study	151	0.0	0	0	0	0	200
Bring Your Own Device (BYOD) To Work	153	0.0	(30)	(30)	0	60	75
<b>Total New Initiatives</b>		<b>0.0</b>	<b>(30)</b>	<b>(30)</b>	<b>0</b>	<b>60</b>	<b>75</b>
<b>New Revenues</b>							
N/A		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</b>
<b>Total Changes to New Initiatives and New Revenues</b>		<b>0.0</b>	<b>(30)</b>	<b>(30)</b>	<b>0</b>	<b>60</b>	<b>75</b>

Note: Numbers may not balance due to rounding.

The following table sets out the proposed 2013 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### **Proposed Budget by Category**

Description (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Net Costs before Administrative and Support Costs</b>						
Labour Costs	12,090	13,306	13,934	14,384	15,069	15,656
Other Operating Expenses	4,640	5,095	5,054	5,008	4,827	4,706
Total Revenues	(508)	(540)	(564)	(587)	(615)	(643)
<b>Total Net Cost before Administrative and Support Costs</b>	<b>16,222</b>	<b>17,861</b>	<b>18,424</b>	<b>18,805</b>	<b>19,281</b>	<b>19,720</b>
Administrative and Support Costs	(521)	(542)	(589)	(611)	(632)	(655)
<b>Total Net Budget</b>	<b>15,702</b>	<b>17,319</b>	<b>17,836</b>	<b>18,194</b>	<b>18,649</b>	<b>19,065</b>

Note: Numbers may not balance due to rounding.

The following table identifies the financial requirements for 2013 to 2016 by major program within the service area.

#### **Proposed Budget by Program**

Program Expenditures (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Information Technology	15,702	17,319	17,836	18,194	18,649	19,065
<b>Total Net Budget</b>	<b>15,702</b>	<b>17,319</b>	<b>17,836</b>	<b>18,194</b>	<b>18,649</b>	<b>19,065</b>

Note: Numbers may not balance due to rounding.

### **13.0 Highlights of Proposed Capital Program Budget**

The significant focus of the IT Capital Program Budget is asset lifecycle replacement of IT Infrastructure (Network, Voice Communication (VCOM) System, Servers, PCs, Applications, Peripherals) with a total proposed IT Capital Budget of \$8.258 million in 2013.

The replacement of the non-emergency Radio System represents a significant portion of the 2013 IT Capital Budget with \$3.2 million required in 2013 for infrastructure and radio replacement. The City has been one of ten agencies to subscribe to the VCOM mobile radio system, a Motorola 800 MHz trunked radio system, for the past 13 years. The VCOM system has reached capacity and end of life support from the manufacturer. Council has approved funding to replace this system in a multi-year project spanning 2011 to 2014. The new system will enable public safety agency inter-operability and ensure future flexibility for growth for emergency and non-emergency use. The VCOM replacement system will require the entire City radio infrastructure to be replaced as well as the end-user subscriber radio equipment.

The following table highlights key lifecycle and state of good repair requirements proposed in the 2013 Capital Program Budget:

<b>Program</b>	<b>Project</b>	<b>2013 Budget (\$000's)</b>
Network Infrastructure	VCOM Mobile Radio Replacement	3,225
	Network Switches and Phones	1,495
	Wireless Internet Access and City Outdoor Wi-Fi Mesh	1,055
PC/Notebook – Replacement/Maintenance	Annual replacement of personal computers , notebooks and field devices	841
Applications – Replacement/Enhancements	<ul style="list-style-type: none"><li>• 2014 Elections</li><li>• SAP Unplanned Legislative Changes</li><li>• Desktop Software Licenses</li><li>• SAP Win Job Evaluation System Replacement</li><li>• Bentley and OmniRim Application Upgrades</li></ul>	470
Server Expansion	Server and backup replacement based on a five year cycle	350

<b>Program</b>	<b>Project</b>	<b>2013 Budget (\$000's)</b>
Service Management	<ul style="list-style-type: none"> <li>• IT Security &amp; Risk Management Program including PCI</li> <li>• Web Accessibility Audit and Assessment</li> <li>• Bring Your Own Device</li> <li>• Workforce Mobility Feasibility Study (Other-Reserve)</li> </ul>	510
Specialized IT Peripheral Equipment	Annual replacement of specialized peripherals (i.e. receipt printers, bar code readers)	175
Application – New	Mobile Applications	137
<b>Total</b>		<b>8,258</b>

Maintaining the City's IT Infrastructure and keeping it current are critical to the ongoing operations of all City Services. Specific lifecycle objectives are in place for key technology to ensure business continuity and efficient delivery of services.

## 14.0 Capital Program

This section summarizes the forecast ten-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. A detailed listing of 2013 to 2016 projects is contained in Appendix 3.

### Proposed Net Capital Program

Program Expenditures (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 -2022 Forecast (\$000's)	Total 2013-2022 (\$000's)
Applications	607	1,365	1,257	3,235	6,370	12,834
Infrastructure	6,635	3,958	2,230	985	17,227	31,035
PC Replacement & Peripherals	1,016	900	1,087	1,087	3,517	7,607
<b>Total Expenditures</b>	<b>8,258</b>	<b>6,223</b>	<b>4,574</b>	<b>5,307</b>	<b>27,114</b>	<b>51,476</b>

Note: Numbers may not balance due to rounding.

Program Funding (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 -2022 Forecast (\$000's)	Total (\$000's)
Subsidies and Recoveries	0	0	0	0	0	0
Gas Tax	0	0	0	0	0	0
Cash In Lieu	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0
Tax	8,058	6,223	4,574	5,307	27,114	51,276
Other	200	0	0	0	0	200
Debt	0	0	0	0	0	0
<b>Total Funding</b>	<b>8,258</b>	<b>6,223</b>	<b>4,574</b>	<b>5,307</b>	<b>27,114</b>	<b>51,476</b>

Note: Numbers may not balance due to rounding.

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# Performance Measures

## 15.0    Balanced Scorecard

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

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

### **About the Measures for Information Technology;**

#### **Financial Measures**

*Total Cost of Ownership (Operating + Capital / #Users)* gives an overall cost of providing IT services on a per user (as of 2010, this is based on Active Directory Accounts) basis for year-over-year comparisons.

*Cost avoidance going to web self-services* measures the cost difference between offering service on the web versus other channels.

#### **Customer Measures**

*Percentage First Call Resolution Help Desk Calls* measures the overall ability of the IT Help Desk to resolve help requests on first point of contact.

*The Total Number of Help Desk Calls* will measure the number of service requests by phone and email that are received that year.

#### **Employee Measures**

*IT Training Provided to the Corporation* measures the total number of "classroom" hours of IT training offered by the City at our staff training facilities.

*Employee Job Satisfaction Value (IT Division)* conducted in Engagement Survey (2006 value 79.4 percent). Job satisfaction is a key overall component of the bi-annual Employee Engagement Survey conducted by Metrics@Work.

#### **Business Process Measures**

*Percentage System Uptime/Availability* is the foundation for IT and system uptime is the key measure.

*City Website Unique Visits* measures the volume of use by citizens and businesses on the City's website.

<b>Measures for Information Technology</b>	<b>2010 (Actual)</b>	<b>2011 (Actual)</b>	<b>2012 (Actual)</b>	<b>2013 (Planned)</b>	<b>2014 (Planned)</b>	<b>2015 (Planned)</b>	<b>2016 (Planned)</b>
<b>Financial:</b>							
Total Cost of Ownership	\$5,600 (3,900 users)	\$6,130 (4,000 users)	\$5,955 (4,311 users)	\$6,024 (4,331 users)	\$5,602 (4,351 users)	\$5,274 (4,371 users)	\$5,486 (4,391 users)
*Note: User account #'s revised upon completion of Active Directory Audit in 2011							
Cost Avoidance – Web Self Service	\$1.73 M	\$2.08M	\$2.29M	\$2.40M	\$2.52M	\$2.65M	\$2.78M
<b>Customer:</b>							
% First Call Resolution Help Desk Calls	32.5%	34.4%	38.8%	40%	45%	50%	50%
Total Help Desk Calls	27,138	24,447	24,140	25,000	25,000	25,000	25,000
<b>Employees/Innovation:</b>							
Corporate IT Training Provided in hours	274	273	325	325	275	275	275
Employee Job Satisfaction (All of IT Division)	76.3%	76.3%	77.0%	77.0%	78.0%	78.0%	80.0%
<b>Internal Business Process:</b>							
% System Uptime/Availability	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%
City Website Unique Visits	7.6M	8.5M	9.4M	10.3M	11.3M	12.5M	13.7M
*Note: Actuals for 2012 are extrapolated based on YTD numbers							

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>13,306</b>	<b>13,934</b>	<b>628</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes
<b>Cost Increases</b>				
Renewal of Contract with Bell for eCity				
Renewal of Contract with Bell for eCity	180	395	215	Bell to continue to be the Application Service Provider (ASP) for the eCity website
IT Maintenance Cost Allocations	(933)	(990)	(57)	Increase in IT maintenance costs recovered from CMS and TW
Allocations	390	401	11	Departmental Business Services Allocation
Other Changes	4,074	4,074	0	
<b>Total Cost Increases</b>	<b>3,711</b>	<b>3,880</b>	<b>168</b>	
<b>Efficiencies and Cost Savings</b>				
IT maintenance cost reductions on SAN (Storage Area Network) and network replacement contracts	475	330	(145)	Part of 1% budget cut: IT to negotiate reduction in contracts
Reduction in allocation for Corporate Training and PCI Scanning; Reduced operating budget based on historical spend	194	154	(40)	Part of 1% budget cut: Training, professional services and operating materials
5 months free rent at 201 City Centre	173	102	(71)	Rent adjustment
<b>Total Efficiencies and Cost Savings</b>	<b>842</b>	<b>586</b>	<b>(256)</b>	
<b>Current Revenue Changes</b>				
Increase in TXM Fees and Fire Dispatch Recoveries	(538)	(562)	(24)	Increase in external recoveries from the use of the Tax and Fire Dispatch Systems
Other Revenue	(2)	(2)	0	
<b>Total Current Revenue Changes</b>	<b>(540)</b>	<b>(564)</b>	<b>(24)</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>17,319</b>	<b>17,836</b>	<b>517</b>	

Note: Numbers may not balance due to rounding.

## Changes to Operationalize Prior Decisions

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Annualization of Labour	0	141	141	Annualization of 1.5 FTEs: Project Leader, BOE Specialist and Application Developer for the SAP Enterprise Reporting Project (BR393)
Labour Charged to Capital	0	(141)	(141)	Annualization of 1.5 FTEs to be recovered from Capital (BR393)
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Operating Impact of New Capital Projects</b>				
IT Maintenance fee for Team Budget	0	30	30	Recurring maintenance and licensing fee
<b>Total Operating Impact of New Capital Projects</b>	<b>0</b>	<b>30</b>	<b>30</b>	
<b>Total Changes to Operationalize Past Decisions</b>	<b>0</b>	<b>30</b>	<b>30</b>	
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>17,319</b>	<b>17,866</b>	<b>547</b>	

Note: Numbers may not balance due to rounding.

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## **Appendix 2: Budget Requests**

### **Proposed 2013-2016 New Initiatives and New Revenues (Budget Requests)**

Please see the Budget Requests for the 2013-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Workforce Mobility Feasibility Study	151	2013
Bring Your Own Device (BYOD) To Work	153	2013
<b>New Revenues</b>		
N/A	-	-

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Budget Request #: 151

**Proposed Initiative**

Workforce Mobility Feasibility  
Study

**Department**

Corporate Services  
Department

**Service Area**

Information Technology

**Required Operating Investment**

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	0.0	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	0.0	0.0
* Net Change in \$		0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	200.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	200.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

The Generation X and Y population are technology savvy and fast technology adopters who are seeking greater work/life balance and flexibility on where they work. Providing a mobile workforce will provide cost containment/reduction of real estate costs. A Feasibility Study to assess the opportunities, cost and savings associated with moving towards a mobile workforce is needed to determine whether to proceed in this direction.

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*Budget Request #: 151*

### **Details of Service Change**

This initiative involves the undertaking of a feasibility study to determine the office workers who are candidates for Workforce Mobility and the value proposition of transitioning these office workers to a mobile workforce.

Technology has evolved to effectively support a mobile workforce with many advances in both the consumer and business markets. Network connectivity has become very simple, stable and secure through cellular networks, Wi-Fi networks and wired networks including high-speed cable connections. The feasibility study will address which are the right positions in the City's workforce to be considered as mobile workers, what it will take to support a mobile workforce and how much office space and related costs can be eliminated through the process of having a defined mobile workforce. The feasibility study will identify the potential reduction in leased space that can be achieved and related cost savings.

### **Service Impact**

Service benefits from workforce mobility include:

1. Supports business continuity by mitigating business disruption during bad weather or other emergencies and incorporates mobility in emergency preparedness strategies;
2. Improves staff productivity by providing office workers greater flexibility to manage workload, reduce travel time and absenteeism;
3. Enhances electronic collaboration leveraging existing technology;
4. Improve employee job satisfaction; and
5. Reduces office space requirements with an objective to reduce lease space costs for the City..

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Budget Request #: 153

Proposed Initiative	Department	Service Area
Bring Your Own Device (BYOD) To Work	Corporate Services Department	Information Technology

#### Required Operating Investment

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	(30.0)	(60.0)	(60.0)	0.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	(30.0)	(60.0)	(60.0)	0.0
* Net Change in \$		(30.0)	0.0	60.0
FTEs	0.0	0.0	0.0	0.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

#### Required Capital Investment

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	75.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	75.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

#### Why Staff Recommend this Initiative

BYOD is upon us and we need to respond appropriately to enable it and extract any financial benefits related to BYOD. Mobile Device Management has been our practice with the Blackberry BES system and it is time to transition from this to more current and relevant technology that fully enables BYOD in a secure and manageable way.

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*Budget Request #: 153*

### **Details of Service Change**

BYOD is a recommendation of the IT Plan 2.0 and requires the development of a BYOD Policy that determines the appropriate allocation of cell phone and smart phone devices as a corporately provided asset and, in addition, will address the appropriate level of reimbursement for any staff electing to sign up for the BYOD program in lieu of a corporate device. The policy will also define other levels of access for BYOD including smart phone, tablets and notebooks any related responsibilities a staff may have to be entitled to this type of BYOD connection.

Management of BYOD requires some additional technology to ensure the connection and authentication meets security and performance measures. Mobile Device Management (MDM) is the management console required to provide the required system access and controls for the Network and Security Teams. It is anticipated that the MDM will cost in the range of \$40,000 to \$75,000 in one time costs including implementation. Ongoing warranty and support costs will be negotiated so that year 1 and up to 5 years are part of the purchase price.

The BYOD initiative has the potential to reduce the cost of cellular and data plan expenses for the corporation in the order of approximately \$150,000 over a three-year period. Staff currently using their personal devices and receiving reimbursement would be part of the first phase, followed by staff electing to use their own personal device when their corporate asset (cell phone or smart phone) contract ends.

### **Service Impact**

With the introduction of BYOD, the responsibility of the device and charges would be shifted to the staff and it is proposed that any reimbursement would be standardized through payroll. This would replace the current expense claim processing variability. It is anticipated that there is no service impact given the current experience with staff already participating in the early stages of our BYOD program.

It is expected that the development of a formal BYOD Program and Policy will introduce efficiencies and savings across the corporation with an anticipated savings in 2013 of \$30,000 with additional voice and data plan savings forecasted in 2014 and 2015 of \$60,000 in each year for a total ongoing savings of \$150,000.

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### Appendix 3A: Proposed 2013 Capital Program (\$000's)

#### Program: Applications

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13502	Desktop Software Licenses	50	0	50	Capital Reserve Fund
13503	Bentley System Upgrade	45	0	45	Capital Reserve Fund
13504	OmniRIM System Upgrade	40	0	40	Capital Reserve Fund
13505	SAP Win JE Replacement	60	0	60	Capital Reserve Fund
13506	SAP Unplanned Legislative Changes	100	0	100	Capital Reserve Fund
13513	Election System	175	0	175	Capital Reserve Fund
13541	Mobile Applications - sn 450	137	0	137	Capital Reserve Fund
<b>Subtotal</b>		<b>607</b>	<b>0</b>	<b>607</b>	

#### Program: Infrastructure

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13507	Replacement of Phones - 2013	30	0	30	Capital Reserve Fund
13508	Network Indoor/Outdoor Access Point Lifecycle Replacement	50	0	50	Capital Reserve Fund
13509	Network Traffic Access Points Expansion	975	0	975	Capital Reserve Fund
13510	Bring Your Own Device -BR153	75	0	75	Capital Reserve Fund
13511	IT Security and Risk Management Program including Payment Card Industry (PCI)	200	0	200	Capital Reserve Fund
13512	Server, SAN and Backup Replacement	350	0	350	Capital Reserve Fund
13514	Web Accessibility Audit and Assessment	35	0	35	Capital Reserve Fund
13515	Workforce Mobility Feasibility Study BR151-2013	200	0	200	General Contingency Reserve
13525	Network Replacement, Switches, Routers, Cabling & Upgrade	1,495	0	1,495	Capital Reserve Fund
13544	VCOM Mobile Radio Replacement - sn 526	3,225	0	3,225	Capital Reserve Fund
<b>Subtotal</b>		<b>6,635</b>	<b>0</b>	<b>6,635</b>	

## Program: PC Replacement and Peripherals

<b>Project Number</b>	<b>Project Name</b>	<b>Gross Cost (000's)</b>	<b>Recovery (000's)</b>	<b>Net Cost (000's)</b>	<b>Funding Sources</b>
13527	Specialized Peripheral Equipment - Community Services	125	0	125	Capital Reserve Fund
13528	Specialized Peripheral Equipment - Corporate Services	25	0	25	Capital Reserve Fund
13529	Specialized Peripheral Equipment - Transportation and Works	25	0	25	Capital Reserve Fund
13530	Personal Computers for New Staff & Monitor Replacement	150	0	150	Capital Reserve Fund
13531	Personal Computers & Notebook Replacement -Community Services	323	0	323	Capital Reserve Fund
13532	Personal Computers & Notebook Replacement -Corporate Services/Mayor & Council/City Manager	165	0	165	Capital Reserve Fund
13533	Personal Computers & Notebook Replacement - Planning & Building	45	0	45	Capital Reserve Fund
13534	Personal Computers & Notebook Replacement - Transportation and Works	158	0	158	Capital Reserve Fund
<b>Subtotal</b>		<b>1,016</b>	<b>0</b>	<b>1,016</b>	
<b>Total Expenditure</b>		<b>8,258</b>	<b>0</b>	<b>8,258</b>	

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### Appendix 3B: Proposed 2014-2016 Capital Program (\$000's)

#### Program: Applications

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Desktop Software Licenses	150	150	700
Election System	80	0	0
MaitreD Restaurant System Upgrade-2015	0	17	0
Max System Upgrade	0	0	735
Oracle and SQL Server Database Upgrades	0	0	100
Replace Library Public Printing System	235	0	0
SAP Enhancements	100	0	0
SAP Financial modules - sn 356	700	700	700
SAP Unplanned Legislative Changes	100	100	100
Sharepoint Upgrade	0	290	0
TXM Tax Manager Upgrade	0	0	900
<b>Subtotal</b>	<b>1,365</b>	<b>1,257</b>	<b>3,235</b>

#### Program: Infrastructure

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Business Continuity & Disaster Readiness for IT Systems	200	0	0
IT Security and Risk Management Program including PCI	100	200	200
Network Access Switches Replacement & Expansion	140	140	110
Network Indoor/Outdoor Access Point Lifecycle Rep	47	50	50
Network Replacement, Switches, Routers, Cabling & Upgrade	1,025	925	125
Phones	365	365	0
Server, SAN and Backup Replacement	450	500	500
Tools & Utilities	0	50	0
VCOM Mobile Radio Replacement - sn 526	1,425	0	0
Voice System Upgrade	206	0	0
<b>Subtotal</b>	<b>3,958</b>	<b>2,230</b>	<b>985</b>

## Program: PC Replacement and Peripherals

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Corporate Audiovisual Equip Purchase & Replacement	0	87	87
New Staff (Hardware/Software) & Monitor Replacemt	498	471	278
PC & Notebk Replacement -Corp S/Mayor & Council/City Mgr	143	111	194
PC & Notebook Replacement - Comm Serv	153	150	244
PC & Notebook Replacement - P&B	36	25	71
PC & Notebook Replacement - T&W	70	143	113
Specialized Peripheral Equipment - Community Services	0	50	50
Specialized Peripheral Equipment - Corporate Services	0	25	25
Specialized Peripheral Equipment - T&W	0	25	25
<b>Subtotal</b>	<b>900</b>	<b>1,087</b>	<b>1,087</b>
<b>Total Expenditures</b>	<b>6,223</b>	<b>4,574</b>	<b>5,307</b>



# Strategic Policy

## 2013-2016 Business Plan

City of Mississauga, Ontario, Canada

100,000 CITIZENS ENGAGED IN THE DEVELOPMENT OF  
THE STRATEGIC PLAN.  
8,000 SMALL BUSINESS CONTACTS ANNUALLY.  
32,000 HOURS OF LEGAL ADVICE DELIVERED.  
67 FORTUNE 500 COMPANIES HEADQUARTERED  
IN MISSISSAUGA.

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# Existing Core Services

## 1.0 Vision and Mission

Effective and progressive change is not an overnight process. It takes strategic thought, solid policies, insight, creativity, great communication and time. The City of Mississauga is proud to hold the banner of “Leading Today for Tomorrow” as it speaks specifically to working strategically. 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

Strategic Policy 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.



## **2.0 Service Delivery Model**

Strategic Policy work within the City of Mississauga is not conducted by a single staff group, but rather achieved by collaboration across all five City departments. Strategic policies regarding transportation are developed by Transportation and Works staff, land use policies are developed by Planning and Building staff, and so on. What is ultimately important is that all plans are fully co-ordinated and aligned.

Staff and services represented in this service area are positioned in the City Manager's Department. There have been several changes from the previous business planning cycle to harvest efficiencies and increase effectiveness: the merger of two divisions; Strategic Community Initiatives and Corporate Strategy and Innovations into one division, City Strategy and Innovations; after a period of incubation the Environmental Management section is now included in the Parks and Forestry service; and Risk Management, which was previously part of Finance, has been transferred to the Legal Division.

The writing of this plan reflects the collaborative nature of this service. Each area provides a very distinct service and demonstrates their contributions in each section of the plan. Strategic Policy work touches every other plan, but in the interests of brevity, not every outcome or project that is touched by this service is referenced here. Rather we have focused on the areas we lead and for which we are most accountable.



### **Key Documents that shape our Business Plan**

- Strategic Plan
- City Business Plan
- Downtown21 Master Plan
- Economic Development Strategy
- Inspiration Lakeview: A Vision
- Municipal Act, 2001
- Corporate Policies
- Audit Charter

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### **3.0 Past Achievements**

Strategic Policy has had many successes in the past with performance measures demonstrating that the City has leading citizen satisfaction and employee engagement scores.

Here are some of the more recent reasons why this is the case:

#### **Economic Development (EDO)**

- Developed a new 10-year Economic Development Strategy, "Building on Success" that will support the City's commitment to economic growth and prosperity;
- Developed a five year international marketing strategy to advance Mississauga's position as a global business centre;
- Leveraged funding from the Province of Ontario to prepare an action plan for innovation in Mississauga;
- Recognized as one of "Canada's Best Locations" for industrial development projects by Site Selection magazine;
- Featured as one of the Top Ten Economic Development Groups in Canada by Site Selection magazine for the fourth year in a row;
- Received Economic Development Council of Ontario marketing award for the Life Sciences study and directory, brochure and related Focus brochure;
- Received first place marketing award from the Economic Developers Association of Canada (EDAC) and an international honourable mention from the International Economic Development Council (IEDC) for the

Mississauga Business Location Advantages brochure; and

- Ranked fourth overall in the large cities of the future category in Foreign Direct Investment (FDI) Magazine's ranking of cities across the American continents. The City also ranked sixth for economic potential and ninth for infrastructure in the large cities category.

#### **City Strategy and Innovations**

- Successfully completed Inspiration Lakeview, a community exercise to define uses for the former Lakeview power generating site;
- Focused on the Main Street District of Downtown Mississauga and commenced discussions on opportunities to achieve the community's vision;
- Successfully coordinated all ISF and RInC projects, including liaising with the provincial and federal government;
- Provided strategic leadership to ensure Sheridan College opened Phase I in September 2011;
- Delivered a four year City Business Plan for Council's approval and the progress report on the Strategic Plan;
- A range of corporate policies were introduced and reviewed including cash handling, bid awards and bid protests, the community support program and debt management policy;
- Delivered specialized project management training to over 100 employees representing all departments and divisions;
- Effectively supported Council in identifying the City's strategy for both the provincial and federal elections;

- Advanced e3 reviews for Land Use Policy, Animal Services and Information Technology; and
- Continued to foster and grow a culture of innovation through offering innovation coaching, workshops, tools and resources.



City of Mississauga Strategic Pillars

## Legal Services

- Restructure: Legal Services reorganization to implement a structural change with two deputy city solicitors supporting redefined practice groups, prosecutions and risk management, to better serve our internal clients;
- Governance: Provide ongoing support to a variety of corporate governance matters including supporting the newly created Governance Committee;
- Ninth Line Corridor Annexation: Phase II is now underway to ensure that all property is properly transferred to the City's name and to move all property

- in the Corridor from the Halton Registry office to the Peel Registry Office;
- Bus Rapid Transit (BRT): Provided ongoing strategic legal advice, drafting and negotiated various agreements related primarily to procurement, IT/IP, and construction matters;
- RFP for the Hurontario Light Rail Transit (LRT) Preliminary Design and Transit Project Assessment Process: Provided strategic legal advice for the procurement process and finalized the contract with SNC Lavalin for the award of the \$15 million project, moving forward with implementing the LRT;
- Integrated Library System: Provided strategic legal advice to the procurement process and finalized a complex IT agreement for a brand new Integrated Library System;
- Employee Benefits Agreement: Completed extensive negotiations for an agreement for an employee benefit package with Sunlife and with a new procurement;
- Prosecutions: Our prosecutors appeared for over 55,000 POA matters, seven Property Standards Appeals and four Licensing Appeals in 2011;
- Provided court-related training to in-house client groups: Fire Prevention, Security. Also provided training to Peel Regional Police on POA matters;
- City of Mississauga's New Official Plan: Successfully dispensed with the 19 appeals before the OMB, working to get partial approval of the Plan by the end of 2012;
- Interim Control By-law for the Downtown: Providing strategic advice and legal support in order to dispense

- 
- with appeals to the ICBL for the Downtown and providing ongoing support for the extension by-law;
- Real Estate and Development: Completed 93 real estate agreements and 85 development-related agreements in 2011; and
  - Risk: Developing statistical data that can be used to increase efficiencies within City departmental operations and assist in guiding risk management initiatives.

#### **Internal Audit**

- All recommendations are agreed to by management and over 80 percent are implemented on a timely basis. Follow up is done twice a year to ensure that implementation of the remaining recommendations are on track;
- A Corporate Risk Assessment was completed with positive feedback on the process and the results were used to develop a multi-year audit work plan endorsed by the Audit Committee;
- Continued to provide a Career Development opportunity for staff to learn about risk assessment, controls and the work of Internal Audit;
- Successfully adopted Audit Command Language (ACL) to enhance audit coverage and improve efficiencies;
- Completed the first ever technical review of the Active Directory (underlying technology within the Microsoft Windows operating system) of the City; and
- Provided ongoing advice on risks and controls regarding new or amended corporate policies, by-laws, business processes and technology related issues.



## **4.0 Current Service Levels**

This section links the service levels provided to the resources allocated to provide the service. The specific projects selected are typically assigned annually through approvals of our work plans and driven by the Business Plan.

### **Economic Development**

- Increase the profile of Mississauga as a national and international business centre;
- Marketing/Advertising Plan Implementation;
- Number of media circulation: 1,060,000;
- Annual website exposure EDO landing page: 76,031, unique page views 513,731;
- Participation/presentations to delegations, trade events and business conferences: EDO 43;
- Support business growth, retention and small business development;
- Annual number of completed corporate calls: 26;
- Annual number of business development leads and follow-ups: 246;
- Annual number of Mississauga Business Enterprise Centre (MBEC) client consultations: 173;
- Annual delivery of Small and Medium (SME) training and seminar programs;

- MBEC: 35 seminars with 980 attendees;
- Annual number of client inquiry responses for EDO: 7,000; and
- MBEC is a division of the Economic Development Office: 8,000 contacts in 2011.

### **City Strategy and Innovations**

- Centrally design and manage annual business planning process that is facilitated, developed and written locally;
- Deliver three to four e3 reports annually depending on the scope and complexity of the service, to the City's Leadership Team that make distinctive, substantial and lasting improvements in the performance of City services that deliver new value to the community from existing resources;
- Support and advance the quality of project identification and implementation;
- On-going management and control of the Corporate Policy Program to ensure consistency, stakeholder involvement and risks are mitigated, completing 6 new policies and 12 major policy revisions on an annual basis; and
- Annual management and advice on government relations; corporate alignment tactics; advice and research; strategic projects; coordination and management of CAO communications.

*Great leaders want to be measured and evaluated. They continually look for ways to measure things that may seem immeasurable, and they cheerfully accept the blame when they are wrong or fail to deliver.*

*- August Turak*

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### **Legal Services**

- Total Number of Requests from the Mayor and Council addressed by Legal Services in 2011: 272\*;
- \*Some requests were addressed quickly with short responses, while others required extensive research and discussions with staff requiring a significant number of hours; and
- Total Billable Hours of Legal Services, including External Counsel hours, for 2011:

<b>Legal Area of Practice</b>	<b>Hours</b>
Municipal	11,392
Planning, Development, Real Estate & Litigation	10,778
Labour & Employment (both solicitor & litigation)	4,250
Prosecutions	7,102
Total 2011 Billable Hours	31,522

<b>Property Tax Sales in 2011</b>	<b>#</b>
Tax Arrears Certificates Registered by Legal	257
Tax Arrears Cancellation Certificates Registered	127
Tax Sales Conducted	5

<b>Total Number of searches conducted for City departments</b>	<b>#</b>
Corporation Profile Searches	308
Business Name Searches	78
Teraview searches	4,188

### **Internal Audit**

- Eight to 10 audit reports a year depending on the scope and complexity of the audit, availability of auditees and the extent of consulting assignments. As a general guide, each audit takes three to four months to complete;
- 15 percent of the audit staff time (excluding time spent on administrative matters such as staff meetings, training, vacation etc) is devoted to consulting services and policy review; and
- Two percent of the audit staff time is committed to continuous improvement efforts including quality assessment review; professional development; research of best practices for managing and conducting audit activities, etc.

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## 5.0 Opportunities and Challenges

A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis and a risk assessment were conducted to help identify the opportunities and challenges that Strategic Policy faces over the next few years.

### Opportunities

The community and staff are very excited at the opportunities implemented through the Strategic Plan and are looking forward to commencing the next phases. New and existing partnerships and possibilities are available through public engagement.

Mississauga connects easily with the GTA which has 25 percent of National Gross Domestic Product, as well as areas to the West and the United States of America, and this is a huge advantage to leverage. Mississauga boasts a diverse, sophisticated and engaged community, who are an active ingredient in the metamorphosis from a suburban to an urban city.

Strategic Policy has a deeply talented team, with a lot of institutional knowledge and strong belief in the vision developed by the community and the *Strategic Plan* approved by Council. Their culture is one of teamwork and collaboration with a corporate wide perspective on issues. They apply a practical lens to issues that otherwise could be daunting in their scope and complexity. A robust policy program set by Council gives strong direction to staff as to how to move forward and yet staff is flexible and can change course quickly when required by Council.

The reputation of the Strategic Policy services remains strong in delivering services within and external to the Corporation.

### Challenges

Responding to the shifting political agendas at Federal and Provincial levels poses a challenge to the City and planning for the future. This unpredictability can threaten the implementation of a long-term approach like the Strategic Plan.

At a municipal level, the retirement of Mayor McCallion will impact the brand and image of Mississauga. Staff will be working with Council to refresh our brand and ensure resiliency as we work through these changes.

The global economy's volatility and unpredictability can have a significant effect on not only the financial sustainability of the Corporation, but also on the Citizens and their needs and priorities.

Changing political environment and citizen expectations can make staff risk adverse and compromise our ability to be proactive and efficient. In an environment where good ideas are presented every day, it can be difficult to prioritize. In trying to meet those expectations, staff can spread themselves a little thin and this increases risk to the Corporation.

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## **6.0      Looking Ahead**

To ensure the City's vision is achieved by:

- Promoting the economic development of our City;
- Developing and implementing strategic priorities , policies and aligning the corporation with our strategic plan and values;
- Building relationships with Federal and Provincial governments, to influence decisions regarding the City's top priorities;
- Conducting service performance reviews and promoting consistent best practice;
- Providing sound legal advice; and
- Completing internal audits with a focus on promoting risk awareness and risk assessment and improving the effectiveness of risk management, internal controls and governance processes.

### **Key Partners**

- Federal Government;
- Province of Ontario;
- The Region of Peel;
- Ratepayer Groups; and
- All Community agencies and volunteers.

### **Operational Objectives**

This includes the objectives for each of the divisions within Strategic Policy for the upcoming four years.

#### **Economic Development**

- Mississauga: A Global Business Magnet:
  - Target Opportunities in high growth sectors;
  - Ensure a supportive business environment; and
  - Provide a compelling global brand to attract business and increase investment and jobs.
- A Culture of Innovation:
  - Develop our local assets to create a high quality urban environment and position downtown as a unique creative employment and cultural centre;
  - Leverage our post-secondary institutions, centres of excellence; and
  - Work with research institutes to drive innovation and economic impact.
- A Knowledge Economy:
  - Capitalize on our diversity of people and cultures and leverage our international workforce; and
  - Strengthen the relationship between business and education.

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## **City Strategy and Innovations**

- Building Strategic Partnerships:
  - Advance strategic government relations;
  - Provide guidance and input on projects having significant community and corporate impact;
  - Advance the implementation of the Strategic Plan by leading strategic projects;
  - Assist in the opening of Sheridan Phase II;
  - Develop a strategy to attract the next post secondary institution;
  - Advance Main Street construction and broader downtown;
  - Advance District Energy Strategy;
  - Develop a Master Plan for Inspiration Port Credit;
  - Explore new global community partnerships; and
  - Secure future land use of Lakeview.
- Generating new business solutions through innovation and best practice:
  - Through e3, develop strategies to capture new value from existing City resources in a sustainable way;
  - Manage the review and development of Corporate Policies so that they are justifiable, cost effective, enforceable, legal and consistent;
  - Continue to fuel a viral innovation culture;
  - Conduct a review of the City's existing governance structure;
  - Position City for future P3 opportunities;
- Pilot "effective meeting" experiments; and
- Providing tools, training and support.
- Provide direction and tools to support effective execution of plans, projects and initiatives:
  - Use business planning as the primary resource allocation process;
  - Provide executive support to the City Manager, LT, EXLT and Mayor's Office; and
  - Explore, solidify and align connectivity within the division and across the Corporation.
- Measuring progress:
  - Monitoring business plans;
  - Reporting on Strategic Plan Success;
  - Measuring Project Management maturity;
  - Implementing balanced scorecards;
  - Monitoring E3 implementation of recommendations; and
  - Conduct project debriefing sessions.



## **Legal Services**

- Strategic Legal Service:
  - Attend Council and Standing Committee meetings;
  - Provide legal opinions and advice to City officials and employees on City-related matters, including advice on any new legislative requirements and drafting policies and bylaws; and
  - Legal Services' role is to ensure that projects are conducted in accordance with the law at all times, as noted by Justice Bellamy in the Toronto Computer Leasing Inquiry report (Recommendation 93).
- Representation before Courts and Tribunals:
  - Provincial Offences Court: prosecution and bylaw offences, Building Code, Fire Code and Highway Traffic Act charges – a mandatory service to be provided in accordance with the City's obligations under the MOU with the Province.
  - Represent the City before the courts and various administrative tribunals, such as the Ontario Municipal Board, the Assessment Review Board, the Human Rights Tribunal, WSIB, Labour Relations Board, and various City tribunals (Property Standards, Licensing Appeals).
- Negotiate and Draft agreements and other documents:
  - Commissioner Cunningham in the Mississauga Judicial Inquiry report recommends that the City Solicitor "be involved in negotiations between the city and third parties from the outset, and that he or she be kept informed at all stages" (Rec #3); and
  - Draft, review, and represent the City in negotiating a wide range of intergovernmental, procurement, land development, real estate, relationship agreements and other legal documents.
- Staff Training:
  - Provides legal educational sessions to staff on a variety of topics related to the City's operations; such as court and tribunal rules and how to present as a witness, procurement matters, employment law, and construction law.

*I have walked that long road to freedom. I have tried not to falter; I have made missteps along the way. But I have discovered the secret that after climbing a great hill, one only finds that there are many more hills to climb. I have taken a moment here to rest, to steal a view of the glorious vista that surrounds me, to look back on the distance I have come. But I can only rest for a moment, for with freedom comes responsibilities, and I dare not linger, for my long walk is not ended.*

- Nelson Mandela

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## **Internal Audit**

As per the *Internal Audit Charter (By-law 0240-2004)*, the values and operating principles are:

- Perform independent assessments of risk and control guided by the Standards for the Professional Practice of Internal Auditing of the Institute of Internal Auditors;
- Promote risk awareness and risk management throughout the City;
- Provide balanced, objective reporting on risk and control to management and the Audit Committee;
- Foster collaboration and teamwork to support management's efforts to achieve the City's objectives; and
- Develop and maintain an audit team with versatile skills to respond to the needs of and to provide value to management and the Audit Committee.



Sheridan College Phase I, Hazel McCallion Campus.  
Looking ahead to open Phase II.

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## **7.0 Engaging our Customers**

This section highlights the mechanisms used to ensure that our customers are regularly engaged to inform how best to move forward and forms a critical part of our advice to Council.

### **Economic Development**

- EDO's marketing and communications plan will achieve the goals and objectives outlined in the City's 10-year Economic Development Strategy;
- A new International Marketing Strategy will guide the EDO's strategic initiatives and actions that support our three primary goals;
- EDO's marketing plan will also support other EDO initiatives to promote and advance our strong knowledge-based sectors; and
- EDO provides services to the business community and engages its partners and key stakeholders in the following areas:
  - Business database and directory;
  - Community profiles;
  - Statistics and reports;
  - Marketing materials, i.e. newsletter, brochures;
  - Sector studies;
  - Site location assistance;
  - Issue resolution;
  - Government approval assistance;
  - Business and community contacts;
  - Industry and business networks;

- Entrepreneur counselling;
- Seminars and workshops;
- SME consulting; and
- Networking opportunities.



## **City Strategy and Innovations**

- We engage the Community through specific project related public engagement exercises;
- Communication and Marketing Plans for the Downtown, Lakeview, the Strategic Plan, and Port Credit are in place; and
- LT receive, provide direction and approve the work plans and initiatives of City Strategy and Innovations. Feedback on performance is received through face to face meetings, formal web surveys and feedback through performance appraisals.

## **Legal Services**

- Legal Services provides timely strategic legal advice to all departments within the City, including responding to a significant number of requests from the Mayor and Councillors' office on an ongoing basis;
- Legal Services conduct corporate and real estate searches for other departments within the City; and
- Legal Services is working towards establishing performance measurements that are applicable to the unique nature of the practice of law within a municipal setting.

## **Internal Audit**

- Feedback is received from Audit Committee and Senior Management at the beginning of each year during discussion regarding the Internal Audit Work Plan as well as through face-to-face meetings during the audit, particularly at the planning and reporting stages;
- Feedback is also sought during the course of the audit and at the entry and exit interviews of each audit; and

- A formal survey is currently being conducted in 2012 as part of the Quality Assessment Review in accordance with the Professional Standards of the Institute of Internal Auditors.



Downtown Mississauga

# Required Resources

## 8.0 Human Resources

Strategic Policy works with Human Resources to recruit staff in a timely manner. In addition to the traditional model of full and part-time staff, Strategic Policy leverages external programs to efficiently secure resources and provide leadership as an employer through programs such as *Career Bridge* which is an innovative internship program designed to address the dilemma of “no Canadian experience, no job; no job, no Canadian experience” which prevents many skilled immigrants from contributing to Canada’s economy.

Internships arranged through the *Career Bridge* program break this unproductive cycle and provide a crucial link between the international and Canadian workplace. As a result, the City was awarded the “Best Employers for New Canadians” Award for 2012.

Other partnerships are in place such as the Masters in Public Policy at the University of Toronto and access to Co-op students from The University of Toronto, Mississauga Campus (UTM) and Sheridan College.

Legal Services recruits an articling student annually which is a cost-effective way of resourcing research needs and supporting the lawyers. In addition, engagement of an unpaid intern has proven cost-effective. All our student and internship opportunities not only are cost-effective solutions but showcase the Corporation as an Employer of Choice

and often create an environment where potential future staff is groomed. Furthermore, the relocation of Risk Management to Legal Services has meant the transfer of four employees to the Division. Operational efficiencies are anticipated as a result.

As with all of the divisions, Internal Audit is part of the succession planning program which helps develop suitable candidates for managerial and directorial positions. In addition, Internal Audit continues to offer a career development position to ensure that the pool of staff that is exposed to the discipline of internal auditing and the principles of risks and controls continues to develop.

For 2013, three additional legal staff and an auditor are included. These investments are required to mitigate risk exposure for the Corporation.

In legal, the infrastructure position is funded for three years to assist in the implementation of BRT, LRT and downtown parking. The environmental and real estate lawyers are permanent and required to respond to emerging competencies in these technical areas. Actual expenditures in these areas for professional services are regularly over budget and these positions will address that.

The auditor position is included to enhance audit coverage and increase the level of counselling services that can be provided.

*When any real progress is made, we unlearn and learn anew what we thought we knew before.*

- Henry David Thoreau

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#### **Proposed Full Time Equivalent (FTE) Staffing Distribution by Program**

<b>Program</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
City Manager and Chief Administrative Officer's Office	2.0	2.0	2.0	2.0	2.0
City Strategy and Innovations	23.6	23.1	23.1	23.1	23.1
Economic Development	15.0	14.5	14.5	15.0	16.0
Internal Audit	7.0	8.0	8.0	8.0	8.0
Legal Services	37.5	40.5	40.5	40.5	39.5
<b>Total Service Distribution</b>	<b>85.1</b>	<b>88.1</b>	<b>88.1</b>	<b>88.6</b>	<b>88.6</b>

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## **9.0 Technology**

Strategic Policy relies on the corporate standard software and hardware for the majority of its requirements. The continued provision of these services is critical to the success of the division.

A few noteworthy exceptions to this corporate standard do exist and are noted here for planning purposes.

### **Service Delivery relies on technology**

- Several crucial licensed software used by Legal Services on a regular basis:
  - Teraview/Teranet (online Land Registry System): to search and register land documents such as deeds, transfers, easements etc.;
  - Quicklaw/Westlaw/Best Case (legal search engines): required to conduct legal research; and
  - Cyberbahn: required to conduct searches on business corporations.
- In house developed docketing system to capture time spent on file matters (used by all lawyers, law clerks, articling students, and prosecutors). A review is underway for a more efficient system to be implemented to support docketing and reporting functions.

### **Continuous Improvement Initiatives**

- Review offsite work options and access to internet/intranet;
- ACL (Audit Command Language), Crystal Report and Excel for enhanced audit coverage and improve efficiency of audit review and sample selection; and

- Explore automation of audit management and working paper system.



Night View of Downtown Mississauga

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## **10.0 Facilities**

### **Capacity requirements**

- Interior renovations will be required to accommodate office space for new EDO sector specialist positions that are proposed to begin in 2015 and 2016;
- Full capacity reached in Legal Services' City Hall office: some current spaces may be converted to offices, should any additional need be required in the future;
- Chappell relocation will have to be assessed to allow for Riverwood expansion in 2014 (potential to co-locate with Project Management Support Office); and
- All other office space has recently been renovated to meet business requirements.

### **Security issues**

- Security enhancements are required at the Prosecution Office located at 950 Burnhamthorpe Blvd courthouse as this is considered as a high risk area due to the nature of the work involved. Various City Departments including Court and Prosecution staff, Facilities and Security along with members of Peel Regional Police and the judiciary have met and formed a Court Security Committee in order to make recommendations on standardizing court security in provincial courthouses, an initiative which was recommended by the Ministry of the Attorney General.



Chappell Estate

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## **Proposed Budget**

This part of the Business plan sets out the financial resources required to deliver the proposed 2013-2016 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 past decisions are identified separately from proposed changes. The prior year budget for 2012 was \$10,665,000 and the proposed budget for 2013 is \$11,283,000.

### **Total Changes to Maintain Current Service Levels**

Strategic Policy labour increase reflects economic adjustments and other fringe benefit changes of \$399,000. Also this service had various minor changes to their budget in order to maintain current service levels. An increase of \$100,000 is being requested for professional services under Legal Services due to continued pressures. There were also some efficiencies found in various staff restructuring and operating savings throughout the service of \$146,000.

### **Total Changes to Operationalize Past Decisions**

There were two 2012 decisions for staffing for a net of \$23,000 in the Economic Development and Legal Services divisions.

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

Staffing needs have been requested in two areas of Strategic Policy which is impacting the budget. Legal Services is requesting two positions at \$186,000 for 2013 – Environment Lawyer and Legal Assistant. Internal Audit has requested an Intermediate Internal Auditor with a 2013 impact of \$57,000.

The following table separates the financial requirements into those required to maintain existing services; to operationalize past decisions; and proposed new initiatives and revenues. The details on the changes to each category are provided in Sections 11 through 12.

Description (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Budget</b>	<b>10,665</b>	<b>11,283</b>	<b>11,721</b>	<b>12,465</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>				
Labour and Benefits	399	377	419	427
Other Cost Increases	100	100	0	0
Efficiencies and Cost Savings	(146)	(158)	(111)	(111)
Current Revenue Changes	0	0	0	0
<b>Total Changes to Maintain Current Service Levels</b>	<b>353</b>	<b>319</b>	<b>308</b>	<b>316</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>				
Annualization of Previous Years Budget Decisions	23	0	0	0
Operating Impact of New Capital Projects	0	0	0	0
<b>Total Changes to Operationalize Prior Decisions</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>11,040</b>	<b>11,603</b>	<b>12,029</b>	<b>12,781</b>
<b>New Initiatives and New Revenues</b>				
Total Proposed New Initiatives	243	118	436	122
Total Proposed New Revenues	0	0	0	0
<b>Total New Initiatives and New Revenues</b>	<b>243</b>	<b>118</b>	<b>436</b>	<b>122</b>
<b>Proposed Budget</b>	<b>11,283</b>	<b>11,721</b>	<b>12,465</b>	<b>12,903</b>

Note: Numbers may not balance due to rounding.

## 11.0 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the costs increases arising from prior decisions. Detailed explanations of changes to 2013 can be found in Appendix 1.

### Proposed Changes to Maintain Current Service Levels

Description (\$000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Labour and Benefits</b>	<b>0.0</b>	<b>399</b>	<b>377</b>	<b>419</b>	<b>427</b>
<b>Other Cost Increases</b>					
Legal Professional Services	0.0	100	100	0	0
<b>Total Other Cost Increases</b>	<b>0.0</b>	<b>100</b>	<b>100</b>	<b>0</b>	<b>0</b>
<b>Efficiencies and Cost Savings</b>					
Various staff restructuring	(1.0)	(60)	0	0	0
Risk Management	0.0	(40)	(47)	0	0
Other Changes - various areas	0.0	(46)	(111)	(111)	(111)
<b>Total Efficiencies and Cost Savings</b>	<b>(1.0)</b>	<b>(146)</b>	<b>(158)</b>	<b>(111)</b>	<b>(111)</b>
<b>Current Revenue Changes</b>					
Other Changes	0.0	0	0	0	0
<b>Total Current Revenue Changes</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(1.0)</b>	<b>353</b>	<b>319</b>	<b>308</b>	<b>316</b>

Note: Numbers may not balance due to rounding.

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### Proposed Changes to Operationalize Prior Decisions

Description (\$ 000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>					
Manager Global Business Investment	0.0	31	0	0	0
Claims Analyst	0.0	22	0	0	0
Risk Management operating decrease to offset new position	0.0	(30)	0	0	0
<b>Total Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>					
	0.0	0	0	0	0
<b>Total Operating Impact of New Capital</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0.0</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

## 12.0 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

### Proposed New Initiatives and New Revenues

Description (\$ 000's)	BR #	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2013 to 2016 Capital (\$000's)
<b>New Initiatives</b>							
Environment and Real Estate Legal Support	132	2.0	186	61	0	0	0
Enhanced audit coverage and increased consulting services	125	1.0	57	57	0	0	0
Transit & Parking Infrastructure Legal Support	158	1.0	0	0	0	0	248
Inspiration Lakeview	99	0.0	0	0	335	0	0
Life Sciences - Outreach Program	80	1.0	0	0	61	0	0
Lead General Program	82	0.0	0	0	40	0	0
ICT - Outreach Program	83	1.0	0	0	0	122	0
<b>Total New Initiatives</b>		<b>6.0</b>	<b>243</b>	<b>118</b>	<b>436</b>	<b>122</b>	<b>248</b>
<b>New Revenues</b>							
N/A		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</b>
<b>Total Changes to New Initiatives and New Revenues</b>		<b>6.0</b>	<b>243</b>	<b>118</b>	<b>436</b>	<b>122</b>	<b>248</b>

Note: Numbers may not balance due to rounding.

The following table sets out the proposed 2013 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### **Proposed Budget by Category**

Description (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Net Costs before Administrative and Support Costs</b>						
Labour Costs	8,315	9,475	10,110	10,603	11,411	11,956
Other Operating Expenses	2,292	2,362	2,251	2,188	2,123	2,017
Total Revenues	(760)	(1,172)	(1,078)	(1,070)	(1,070)	(1,070)
<b>Total Net Cost before Administrative and Support Costs</b>	<b>9,847</b>	<b>10,665</b>	<b>11,283</b>	<b>11,721</b>	<b>12,465</b>	<b>12,903</b>
Administrative and Support Costs	0	0	0	0	0	0
<b>Total Net Budget</b>	<b>9,847</b>	<b>10,665</b>	<b>11,283</b>	<b>11,721</b>	<b>12,465</b>	<b>12,903</b>

Note: Numbers may not balance due to rounding.

The following table identifies the financial requirements for 2013 to 2016 by major program within the service area.

#### **Proposed Budget by Program**

Program Expenditures (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
City Strategy and Innovations	2,194	2,652	2,715	2,798	3,224	3,317
Economic Development	1,464	1,761	1,800	1,839	1,976	2,146
Internal Audit	864	1,067	1,135	1,219	1,251	1,284
Legal Services	5,325	5,185	5,633	5,865	6,014	6,156
<b>Total Net Budget</b>	<b>9,847</b>	<b>10,665</b>	<b>11,283</b>	<b>11,721</b>	<b>12,465</b>	<b>12,903</b>

Note: Numbers may not balance due to rounding.

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### **13.0 Highlights of Proposed Capital Program Budget**

As part of the Downtown21 Implementation, in 2013 there will be a \$100,000 project for a Downtown Energy Plan.

### **14.0 Capital Program**

This section summarizes the forecast ten 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. A detailed listing of 2013 to 2016 projects is contained in Appendix 3.

#### **Proposed Capital Program**

<b>Program Expenditures (\$000's)</b>	<b>2013 Proposed Budget (\$000's)</b>	<b>2014 Forecast (\$000's)</b>	<b>2015 Forecast (\$000's)</b>	<b>2016 Forecast (\$000's)</b>	<b>2017 -2022 Forecast (\$000's)</b>	<b>Total 2013-2022 (\$000's)</b>
Legal Services	0	0	25	0	50	75
Strategic Community Initiatives	100	550	0	0	0	650
<b>Total Expenditures</b>	<b>100</b>	<b>550</b>	<b>25</b>	<b>0</b>	<b>50</b>	<b>725</b>

Note: Numbers may not balance due to rounding.

<b>Program Funding (\$000's)</b>	<b>2013 Proposed Budget (\$000's)</b>	<b>2014 Forecast (\$000's)</b>	<b>2015 Forecast (\$000's)</b>	<b>2016 Forecast (\$000's)</b>	<b>2017 -2022 Forecast (\$000's)</b>	<b>Total 2013-2022 (\$000's)</b>
Subsidies and Recoveries	0	0	0	0	0	0
Gas Tax	0	0	0	0	0	0
Cash In Lieu	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0
Tax	100	550	0	0	0	650
Other	0	0	25	0	50	75
Debt	0	0	0	0	0	0
<b>Total Funding</b>	<b>100</b>	<b>550</b>	<b>25</b>	<b>0</b>	<b>50</b>	<b>725</b>

Note: Numbers may not balance due to rounding.

# Performance Measures

## 15.0 Balanced Scorecard

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

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

About the Measures for Strategic Policy:

### Financial Measures

*Gross Domestic Expenditure on Research and Development* is an essential component of a creative economy. It is one of the key progress indicators in the City's *Strategic Plan*. It is part of the "Prosper" pillar that focuses on cultivating creative and innovative businesses. This is also a goal of the Economic Development Strategy. Source: Statistics Canada.

### Customer Measures

*External: 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 Strategic Policy 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.

Ninety-six percent of Mississauga's residents are satisfied with Mississauga as a place to live. This is by far the highest satisfaction rate among municipalities in the Region of Peel.

*Internal: Annual average percentage of Council Requests meeting target turnaround* The Mayor and Members of Council are our ultimate internal customers. The standard turnaround time for responding to Council requests is ten business days. This indicator measures the percentage of time City staff responds within the standard. This protocol is monitored by the City Strategy and Innovations Division.

### Employee Measures

*Strategic Leadership Index* Inspiring strategic leadership and guiding strategic policy are main purposes of this service area. The results are based on the bi-annual Employee Engagement Survey conducted by Metrics@Work. The Strategic Leadership Index measures Strategic Leaders' (City Manager, Commissioners, Directors) provision of vision, guidance, planning, decision making and commitment to quality. When benchmarking with other comparable GTA organizations, the City of Mississauga is a remarkable 17 percent ahead of the benchmark. We continue to strive even higher in future years.

### Business Process Measures

*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.

<b>Measures for Strategic Policy:</b>	<b>2010 (Actual)</b>	<b>2011 (Actual)</b>	<b>2012 (Actual)</b>	<b>2013 (Planned)</b>	<b>2014 (Planned)</b>	<b>2015 (Planned)</b>	<b>2016 (Planned)</b>
<b>Financial:</b>							
Gross Domestic Expenditure on Research and Development	\$1.1 billion	\$1.1 billion	\$1.1 billion	\$1.1 billion	\$1.1 billion	\$1.1 billion	\$1.1 billion
<b>Customer:</b>							
<i>External:</i> Overall Satisfaction with Mississauga as a place to live	82%	84%	96%	90%	90%	90%	90%
<i>Internal:</i> Annual average % of Council requests meeting target turnaround	94%	90%	90%	90%	90%	90%	90%
<b>Employee:</b>							
Strategic Leadership Index	65%	65%	65%	65%	67%	67%	67%
<b>Business Process:</b>							
Annual Efficiencies Found (city wide)	\$1 million	\$4 million	\$3.4 million	\$5.9 million	\$4.5 million	\$5.4 million	\$4.5 million

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>9,208</b>	<b>9,607</b>	<b>399</b>	Increase reflects economic adjustment increases, labour adjustments and other fringe benefit changes
<b>Other Cost Increases</b>				
Legal Professional Services	880	980	100	Professional Services increase due to continued legal issues
Other	1,244	1,194	(50)	
<b>Total Other Cost Increases</b>	<b>2,124</b>	<b>2,174</b>	<b>50</b>	
<b>Efficiencies and Cost Savings</b>				
Various staff restructuring	103	43	(60)	CSI & EDO
Risk Management	0	(40)	(40)	Various operating expense savings
Other Changes	238	192	(46)	Various minor expense savings throughout the Service Area
<b>Total Efficiencies and Cost Savings</b>	<b>341</b>	<b>195</b>	<b>(146)</b>	
<b>Current Revenue Changes</b>				
Other	(1,172)	(1,122)	50	
<b>Total Current Revenue Changes</b>	<b>(1,172)</b>	<b>(1,122)</b>	<b>50</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>10,501</b>	<b>10,854</b>	<b>353</b>	

Note: Numbers may not balance due to rounding.

### Changes to Operationalize Past Decisions

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Labour Annualization - Economic Development	96	127	31	Labour annualization of new Manager, Global Business Investment
Labour Annualization - Risk Management	68	90	22	Labour annualization of Claims Analyst offset by operating expenditures
Annualization - Risk Management operating expenditures	0	(30)	(30)	Labour annualization of Claims Analyst offset by operating expenditures
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>164</b>	<b>187</b>	<b>23</b>	
<b>Operating Impact of New Capital Projects</b>				
	0	0	0	
<b>Total Operating Impact of New Capital Projects</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Changes to Operationalize Prior Decisions</b>	<b>164</b>	<b>187</b>	<b>23</b>	
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>10,665</b>	<b>11,040</b>	<b>376</b>	

Note: Numbers may not balance due to rounding.

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## **Appendix 2: Budget Requests**

### **Proposed 2013-2016 New Initiatives and New Revenues (Budget Requests)**

Please see the Budget Requests for the 2013-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Environment and Real Estate Legal Support	132	2013
Enhanced audit coverage and increased consulting services	125	2013
Transit & Parking Infrastructure Legal Support	158	2013
Inspiration Lakeview	99	2015
Life Sciences - Outreach Program	80	2015
Lead General Program	82	2015
ICT - Outreach Program	83	2016
<b>New Revenues</b>		
N/A	-	-

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Budget Request #: 132

Proposed Initiative	Department	Service Area
Environment and Real Estate Legal Support	City Manager's Department	Strategic Policy

**Required Operating Investment**

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	186.2	247.5	247.5	247.5
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	186.2	247.5	247.5	247.5
* Net Change in \$		61.3	0.0	0.0
FTEs	2.0	2.0	2.0	2.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	0.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

In recent years, the need for specialized legal support in environmental law matters has significantly and steadily increased. It is expected that such growth will continue on in the future. Providing services by an in house counsel is much more cost effective as the cost of external counsel is significantly higher than internal counsel, and would allow for faster response time and keeping specialized knowledge in house.

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*Budget Request #: 132*

#### **Details of Service Change**

There has been a significant increase in the demand for legal advice and involvement in environmental and real estate matters in recent years. Greater demand is expected in the near future, especially with the implementation of the Environmental Sustainability Master Plan, the establishment of the Environment Division, and the complex environmental issues with respect to the development along the waterfront. The increase in infill development and redevelopment is driving up the demands for environmental support in real estate land acquisition, with the increasing number of issues with respect to environmental contamination and remediation. An in-house environmental lawyer would provide the necessary support efficiently and effectively, without incurring significant external counsel legal fees. To the extent that a new environmental lawyer has additional capacity, this position can also assume responsibility for related real estate transactions and by doing so, reduce our reliance on external counsel needed to handle these transactions when volume exceeds available resources. Without this resource, external costs are expected to grow or service levels will suffer significant setbacks. In order to provide necessary administrative support to the environmental lawyer and the infrastructure lawyer as provided in BR #158, a legal assistant is also required. All the legal assistants are currently at/beyond maximum capacity and do not have the ability to take on more work.

#### **Service Impact**

Environmental legal work is handled primarily by external legal counsel. Significant internal expertise was developed in many environmental areas however, that individual was recruited by Brampton. Our ability to respond to environmental law matters has been significantly reduced as a result. 40-50 percent of a staff lawyer is spent on environmental law matters. The high volume and complexity of issues means much of the work is contracted out. Real estate work outsourced is due to workload. The fees paid to external counsel in these areas have grown exponentially. An in-house lawyer would create savings of approx. \$250,000 to \$300,000 a year in legal fees. Of note, the LRT will require significant real estate law support, and this proposal will free up resources to do more of this work in house. While these resources will generate significant savings, an offsetting budget reduction is not recommended as Legal Services has consistently had to rely on external legal resources to meet service demand, and routinely exceeds budgeted amounts in this respect. In 2011 these costs exceeded budget by \$585,562.00 and in 2010 by \$229,696.

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Budget Request #: 125

Proposed Initiative	Department	Service Area
Enhanced audit coverage and increased consulting services	City Manager's Department	Strategic Policy

#### Required Operating Investment

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	56.8	113.3	113.3	113.3
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	56.8	113.3	113.3	113.3
* Net Change in \$		56.6	0.0	0.0
FTEs	1.0	1.0	1.0	1.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

#### Required Capital Investment

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	0.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

#### Why Staff Recommend this Initiative

Questions have been raised during Audit Committee meetings regarding the adequacy of audit coverage given existing staff resources in the Audit Division. Requests from management for consulting services, which is a proactive means of raising staff awareness in controls and risk mitigation, has risen and needs to be carefully balanced with the auditing activities. An additional intermediate auditor will enhance audit coverage and increase the level of consulting services that could be provided.

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*Budget Request #: 125*

**Details of Service Change**

As a general rule, each audit takes approximately three to four months to complete, depending on the scope and complexity of the audit; and 15 percent of audit staff time is also devoted to consulting services.

An additional auditor position will result in enhanced audit coverage, additional audit reports, and increased consultation provided to management and staff.

**Service Impact**

This request is for an intermediate auditor which is an additional FTE at a proposed Grade G level with associated cost for IT requirements and operation. Increased level of activities with the additional position will alleviate some of the concerns over adequacy of audit coverage and increase the level of consulting services that could be provided to management and staff.

There is sufficient space and furniture to accommodate this position at the present location of the Internal Audit Division without incurring further cost in this area.

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Budget Request #: 158

Proposed Initiative	Department	Service Area
Transit & Parking Infrastructure	City Manager's Department	Strategic Policy
Legal Support		

#### Required Operating Investment

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	0.0	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	0.0	0.0
* Net Change in \$		0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

#### Required Capital Investment

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	175.8	175.8	175.8	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	175.8	175.8	175.8	0.0
FTEs		1.0	1.0	1.0	(1.0)

#### Why Staff Recommend this Initiative

In order to provide the necessary legal support to the upcoming complex transit and parking infrastructure projects, a significant amount of legal resources will be required. Retaining a senior lawyer in house will provide that necessary support at a much more reasonable cost than if the City were to retain outside legal assistance.

---

*Budget Request #: 158*

### **Details of Service Change**

With the major initiatives undertaken by the Transportation Project Office and Mississauga Transit for transit projects such as the construction and implementation of the Bus Rapid Transit, the development of an implementation strategy for the Light Rail Transit and strategic parking developments in the downtown, it is anticipated that a significant amount of legal resources would be required to provide strategic legal advice to the Project Office in the development of these initiatives, and to develop and negotiate the appropriate agreements and legal structures required to implement these major projects. The LRT could potentially be the City's first P3 project, and as such, specialized legal expertise in this regard is required.

A full time three year contract lawyer is proposed so that the City will have sufficient dedicated resources at an affordable cost throughout the planning and early implementation stages of these projects. Currently, Legal Services is at full capacity and does not have any additional resources available to be allocated to these projects. Also, given the magnitude and complexity of these projects, it requires a full time lawyer, experienced in major infrastructure projects, to be dedicated to them to minimize reliance on external counsel to carrying out the most specialized work only.

### **Service Impact**

Recruiting a lawyer on a 3year contract is a much more cost effective approach than to outsource substantially all of the legal work on these major projects. Given the complexity of these significant infrastructure projects, a senior lawyer experienced in these type of work is required in order to provide the necessary support. It is also anticipated that a significant amount of legal support on a day to day basis would be required as we implement the projects. With a senior corporate commercial external counsel's rates being so much higher than that of an in house senior lawyer, recruiting someone in house to be responsible for most of this work would generate a significant amount of savings. An in house lawyer would also be able to provide support quicker, and the advice provided by an in house lawyer with institutional knowledge of the Corporation is generally more fulsome and comprehensive in addressing the City's needs.

---

Budget Request #: 99

**Proposed Initiative**

Inspiration Lakeview

**Department**

City Manager's Department

**Service Area**

Strategic Policy

**Required Operating Investment**

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	0.0	0.0	335.0	335.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	335.0	335.0
* Net Change in \$		0.0	335.0	0.0
FTEs	0.0	0.0	0.0	0.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	0.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Council endorsed the vision for Inspiration Lakeview in April 2011. Approval of the Master Plan is anticipated by 2014, at which point, Council can decide if further investments are warranted. This Budget Request estimates that additional studies and a permanent team dedicated to waterfront initiatives will be required to develop the waterfront into a world class sustainable community.

---

*Budget Request #: 99*

### **Details of Service Change**

The City is on the right track. Mississauga's Strategic Plan, with the pillar "Prosper" states that "We will create a model sustainable creative community on the waterfront." In April, 2011, Council approved the Vision for Inspiration Lakeview and gave direction to staff to move forward with further study.

Mississauga's waterfront is one of our City's greatest assets and can become a regional, national and international model of sustainability. We have the opportunity of attracting employment and retail to a mixed-use community, complete with the spirit of arts and culture, a variety of housing options, and leisure and recreational assets.

2014-2016: For the purposes of planning, a number of assumptions have been made that will be tested upon the conclusion of the Master Plan, including an allowance for future studies, in the amount of \$300,000 per year for matters such as economic analysis, transportation, infrastructure studies and public realm plans that would be required to implement the Master Plan at present these are unfunded.

2015: A staff team of a Strategic Leader, Project Manager and Researcher has been in place working with multiple partners including The Region of Peel, Ontario Power Generation (OPG), The Province, CVC, TRCA and others to coordinate the portfolio of projects under the vision. Funding is anticipated to be required to keep this team in place to implement the Master Plan, the Feasibility Study for access to the Western Pier as directed by Council in 2011, the Lakefront Waterfront Connection and associated projects.

### **Service Impact**

The City has made great progress in preparing a vision for the OPG property and the surrounding employment lands. The Province, OPG and the City are working in the spirit of cooperation through the Memorandum of Understanding on a Shared Vision. The Master Plan, with the support of the technical and planning studies, is the vehicle for developing the Shared Vision and must be completed prior to July 2014 at which time OPG is required to take a recommendation to its Board of Directors to determine the terms and structure of future ownership of the OPG site.

The community was highly engaged during the development of the Inspiration Lakeview vision and is looking to the City to provide leadership in proceeding with the next steps that will bring the Vision closer to reality (implementable visions with short and long term action plans). The City's work on the waterfront will result in significant public response.

---

Budget Request #: 80

**Proposed Initiative**  
Life Sciences - Outreach Program

**Department**  
City Manager's Department

**Service Area**  
Strategic Policy

**Required Operating Investment**

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	0.0	0.0	60.8	117.8
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	60.8	117.8
* Net Change in \$		0.0	60.8	57.1
FTEs	0.0	0.0	1.0	1.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	0.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

These are considered short term initiatives outlined in the Economic Development Master Plan. A new FTE, starting in 2015, is recommended to drive this program.

---

*Budget Request #: 80*

**Details of Service Change**

This is an enhanced service initiative. In 2010, Council approved the new Economic Development Master Plan that verified the importance of the Life Sciences sector to the Mississauga economy. Several short-term actions were identified to attract and grow further investment in the Life Sciences sector in a proactive manner through relationship and strategic partnership development.

**Service Impact**

Will create business opportunities, employment and contribute to the fiscal well-being of the city.

---

Budget Request #: 82

**Proposed Initiative**

Lead Generation Program

**Department**

City Manager's Department

**Service Area**

Strategic Policy

**Required Operating Investment**

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	0.0	0.0	40.0	40.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	40.0	40.0
* Net Change in \$		0.0	40.0	0.0
FTEs	0.0	0.0	0.0	0.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	0.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

This funding will be required to implement short term actions identified in the Economic Development Master Plan.

---

*Budget Request #: 82*

**Details of Service Change**

This is a new service initiative. As was identified in the Economic Development Master Plan, approved by Council in 2010, proactive business attraction and growth of a City's economy is a best practise in many large cities. Funding for a qualified lead generation program to start in 2015, would allow for early engagement and work with companies making site location decisions.

**Service Impact**

Will create business opportunities, employment and contribute to the fiscal well-being of the city.

---

Budget Request #: 83

Proposed Initiative	Department	Service Area
ICT- Outreach Program	City Manager's Department	Strategic Policy

**Required Operating Investment**

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	0.0	0.0	0.0	65.1
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	0.0	65.1
* Net Change in \$		0.0	0.0	65.1
FTEs	0.0	0.0	0.0	1.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	0.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

These are considered short term initiatives outlined in the Economic Development Master Plan. A new FTE, starting in 2016, is recommended to drive this program.

---

*Budget Request #: 83*

**Details of Service Change**

This is an enhanced service initiative. In 2010, Council approved the new Economic Development Master Plan that verified the importance of the ICT sector to the Mississauga economy. Since Mississauga is considered a technology-driven economy, the City's strengths in ICT affect other key sectors creating points of overlap and synergy. Several short-term actions were identified to attract and grow further investment in the ICT sector in a proactive manner through relationship and strategic partnership development.

**Service Impact**

Will create business opportunities, employment and contribute to the fiscal well-being of the city.

---

### Appendix 3A: Proposed 2013-2016 Capital Program (\$000's)

#### Program: Strategic Community Initiatives

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13950	Downtown Energy Plan	100	0	100	Capital Reserve Fund
<b>Total Expenditure</b>		<b>100</b>	<b>0</b>	<b>100</b>	

### Appendix 3B: Proposed 2014-2016 Capital Program (\$000's)

#### Program: Legal Services

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Insurance Actuarial	0	25	0
<b>Subtotal</b>	<b>0</b>	<b>25</b>	<b>0</b>

#### Program: Strategic Community Initiatives

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Downtown Infrastructure and Public Realm Plan	550	0	0
<b>Subtotal</b>	<b>550</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>550</b>	<b>25</b>	<b>0</b>



# Land Development Services

## 2013-2016 Business Plan

City of Mississauga, Ontario, Canada

**96% OF ALL COMPLETE BUILDING PERMIT APPLICATIONS  
REVIEWED WITHIN LEGISLATIVE TIMELINES.**  
**83,000 INSPECTIONS PERFORMED.**  
**OVER 17,000 CUSTOMERS SERVED AT THE PLANNING  
AND BUILDING CUSTOMER SERVICE CENTRE.**

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# Existing Core Services

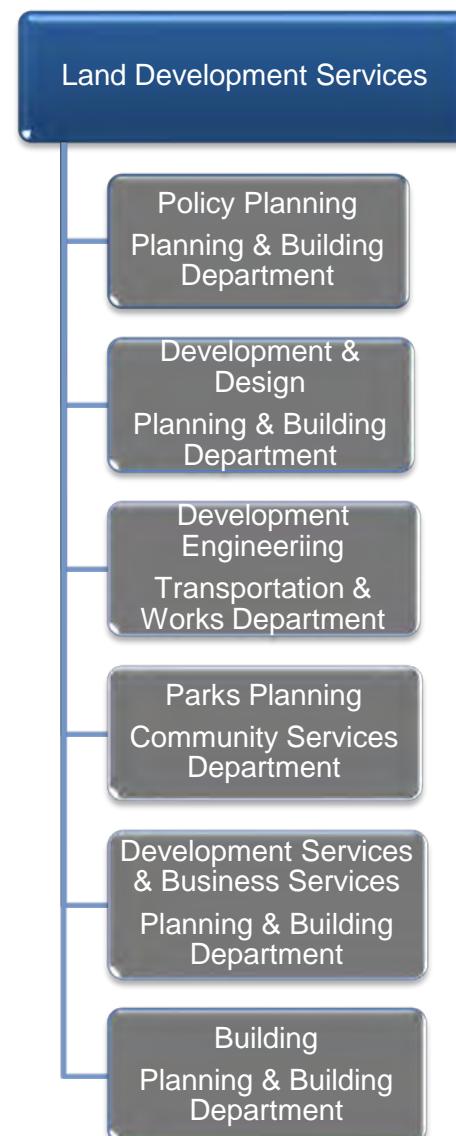
## 1.0 Vision and Mission

### Vision

To be a leader in providing community planning and building services to shape an innovative City where people choose to be.

### Mission

To provide quality customer service by facilitating legislated approval processes from the creation of policies, the designation of lands through the processing of development applications and building permits to building inspections to ensure the health, safety and well-being of the public.



## 2.0 Service Delivery Model

Land Development Services Area is comprised of six multi-disciplinary sections/divisions from three departments of the Corporation that are involved in all aspects of the land development approval process ranging from formulating policy and design frameworks to approving development applications, building permits and inspection services. These functions are carried out in accordance with the following relevant legislation: *Planning Act, Heritage Act, Condominium Act, Development Charges Act, Building Code Act, Ontario Building Code* and other applicable law.

Land Development Services has a number of linkages and dependencies with other City service areas including Roads, Storm Drainage and Watercourses, Recreation, Parks and Forestry, Strategic Policy and Arts and Culture.

The key responsibilities and deliverables of the five functions are listed below:

### Policy Framework

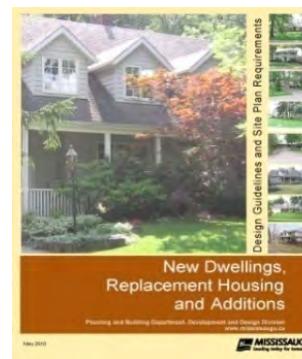
- Preparing and maintaining the Official Plan, city-wide policy studies, environmental policy planning and monitoring and implementing components of the Strategic Plan;
- Advising on planning initiatives in adjacent municipalities, as well as Federal, Provincial and Regional governments;
- Conducting community planning studies, area specific land use studies and parking policy initiatives; and
- Providing departmental and corporate data support including growth forecasts, census data analysis, employment surveys, brochures and newsletters.



New Official Plan embodies the goals and objectives of the Strategic Plan as it applies to land use.

### Design Framework

- Performing proactive design work, special studies and consultation including landscape, streetscape and urban design policy and master planning; and
- Providing design advice and information regarding design related matters to City Council, the public, developers, consultants and others.

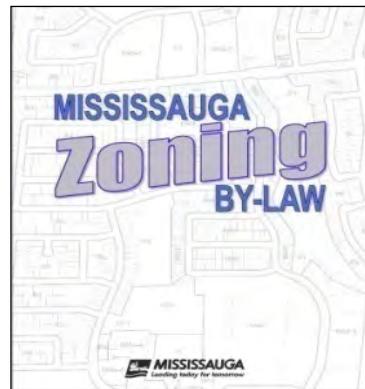


Guidelines and site plan requirements to assist homeowners, designers, architects and landscape architects.

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### **Development Approvals**

- Reviewing, processing and approving applications for development;
- Undertaking special studies that guide development;
- Providing application advice, facilitation of preliminary and pre-application meetings;
- Reviewing development engineering plans to ensure compliance with Ontario Provincial Standards, City of Mississauga Design Standards, and other applicable engineering requirements;
- Reviewing and finalizing Development and Servicing Agreements;
- Conducting landscape inspections; and
- Coordinating planning comments and providing clearances to Committee of Adjustment for land severances and variances.



First municipality in the GTA to have an Official Plan and a Zoning By-law that work together with provincial legislation to guide development.

### **Building Approvals**

- Ensuring compliance with the *Building Code Act*, the Ontario Building Code, the City's Zoning By-law, Sign By-law, and other applicable law;
- Reviewing zoning, architectural, structural and mechanical components of building permit applications;
- Processing applications for Zoning Certificates and sign permits; and
- Performing building permit and sign permit inspections.



Residential high density development under construction in the city core.

## **Business Services**

- Operating Planning and Building Customer Services Centre;
- Developing and maintaining web content and online services;
- Coordinating building permit approvals;
- Calculating and collecting development charges;
- Coordinating condominium approvals; and
- Supporting and developing the Mississauga Approval Xpress (MAX) system.



Planning and Building Customer Services Centre serves on average 75 customers per day.

## **3.0 Past Achievements**

Land Development Services has had many successes in the recent past. The key successes are listed under the headings of Awards and Accomplishments.

### **Awards**

- 2011 Canadian Institute of Planners Award for Planning Excellence in the Social Planning-Transportation and Infrastructure Category, for the Hurontario/Main Street Corridor Master Plan; and
- City of Mississauga 31<sup>st</sup> Annual Urban Design Awards were held in October 2012, along with celebrating the 25<sup>th</sup> Anniversary of the Civic Centre. There were 14 nominations of which two were awarded to City projects, the Lakeview, Lorne Park and Port Credit Libraries and O'Connor Park. Awards were also given to Absolute World, the 'Marilyn' Tower, and Scholars' Green Park, both located in the downtown core.

### **Accomplishments**

- Completed two years of the Three Year Plan, resulting in reduced operating costs and improved cost recovery achieved through a reduction of eight full time equivalents (FTE) and fee increases;
- Regional Council approval of the new Mississauga Official Plan subject to two non-decisions and a number of modifications;
- Processed, reviewed and inspected a range of City building projects, covered under the Federal Government ISF/RinC funding program;
- Adoption of an Interim Control By-law (ICB), to allow for the development of new policies, regulations and

- standards to implement the Downtown21 vision for the city core;
- Completed the vision and framework for Housing Choices: Mississauga's Affordable Housing Strategy and housing needs study for the City. Implemented a comprehensive public consultation program for second units;
  - Completed and implemented the Planning Application and Building Permit Fees Study, resulting in improved cost recovery;
  - Completed the Port Credit and Cooksville Mobility Hub Master Plans, in partnership with Metrolinx; and
  - Released a wide range of information on the City's Mississauga Data website, including Office and Residential Directories, Vacant Lands Site Maps, and Existing Land Use and Employment Profiles, resulting in increased site activity.



Creating an Urban Place-the heart of Mississauga

#### 4.0 Current Service Levels

Various sections/divisions of Land Development Services are responsible for the receipt, circulation and approval of various types of applications submitted by homeowners, developers, builders, and others. The development and building approval processes are interactive and interdependent amongst various sections/divisions of the service area, other service areas, and with the applicant. Through these processes, staff perform key roles in co-ordinating comments, facilitating discussions and assisting applicants.

In addition, the Building Division is involved and responsible for inspections of various classes of buildings and following up on various orders to comply.

##### Parks Planning, Community Services

Development Applications - Review and process all development applications in a timely manner with appropriate recommendations with respect to open space matters.

##### Development Engineering, Transportation and Works

Development Applications - Review and process all development applications in a timely manner with appropriate recommendations with respect to engineering matters.

Long-range planning and policy development - Develop and implement appropriate plans and strategies to guide decision making related to the City's transportation and storm water management infrastructure.

Listed in the chart below are working day turnaround times or existing service levels which are targeted at ensuring the efficient operation of the development and building approvals processes and inspection process.

### Existing Service Levels

Service	Working Day Turnaround Period
• Circulation of Rezoning/OPA/Subdivision applications from receipt of complete application to circulation	2 days
• Site Plan Comments to applicant from date of receipt	2 days
• Finalize Site Plan Approval from receipt of final comments to approval letter	2 days
• Circulation of Condominium Application from receipt of complete application to circulation	5 days
• Condominium Draft Plan Approval from receipt of final comments	3 days
• Releases of Condominium/Subdivision from receipt of final clearance	1 day
• Exemption from Part Lot Control from receipt of application to circulation	2 days
• Review Complete Building Permit Application for various class of buildings such as residential, office, industrial, commercial and issue the permit or refuse to issue the permit	10-30 days
• Building Permit Inspection	1 day
• Sign Permit Inspection	2 days
• Investigation of Complaint in respect to <i>Building Code Act</i> infractions	3 days
• Stop Work Order Follow-up	3 days
• Unsafe Order Follow-up	3 days
• Prohibit Occupancy Order Follow-up	3 days
• Order to Comply Follow-up	5 days

Note: Generally most service levels are met or exceeded based on audits undertaken periodically.

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## **5.0 Opportunities and Challenges**

Over the next four years, the Land Development Services Area will need to continue to adjust its focus in response to the City's evolution. While the City was experiencing rapid growth, the focus of the service area was on greenfield development. As the City becomes built-out in terms of residential land, the service area focus continues to shift to infill and intensification.

As the economy continues to rebound, revenues are approaching a new normal reflecting the stage the City is at in its development. The challenge faced by Land Development Services is that although revenues will generally be lower than in the past, workloads will continue to be demanding.

The service area has adjusted its fees and funding model to improve cost recovery, and reduced labor and operating costs to respond to the new normal in development related revenues. This has been achieved through implementation of a three year plan.

Other challenges the Land Development Services Area is facing includes: uncertainty in higher level government funding combined with the impact of municipal, provincial and federal elections; aging workforce with potential increases in retirements; and, changing skill requirements. In addition, the service area will be challenged to fully utilize emerging technologies, social media and expanded online services to maintain service levels with available staff resources.

The Land Development services area's skilled and experienced staff are committed to meeting these challenges through skilful management and maximizing opportunities. There are new technological opportunities to

improve service and efficiency and the service area will continue to implement several changes to existing processes and provide new services. For example, electronic plan submission and review and ongoing expansion of online services and the successful use of social media will change the way in which the service area will work and communicate.

The Land Development Services Area is recognized in the planning and development industry for its proactive and collaborative approach. They take pride in their work and are committed to act on opportunities to implement the City's Strategic Plan. These opportunities include leading Strategic Plan initiatives such as Downtown21 Implementation, Affordable Housing as well as contributing to other projects led by the Strategic Policy and other service areas by setting priorities and deploying staff and resources as required.

The service area will also be implementing the new Official Plan through Zoning By-law Conformity exercise, Area Plan Reviews, Community Improvement Plans (Budget Request 43), Parking Standards Review (Budget Request 44), Employment Land Review (Budget Request 129), Environmental Policies Review (Budget Request 133) and Employment Opportunities in Intensification Areas (Budget Request 134).

In addition, the service area along with other service areas will move forward on the next steps in securing funding with Metrolinx and aligning land use to the plans for higher order transit facilities and mobility hubs. This will be accomplished while continuing to process development and building permit applications, enhancing customer service by further improving and expanding online web services, and continuing to explore ways to modernize planning information databases.

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## **6.0 Looking Ahead**

To ensure the City's vision is achieved through the following goals:

- To seek innovative and creative solutions for achieving a better built and natural environment;
- To ensure decisions are made in the Public Interest consistent with legislated requirements;
- To ensure the health, safety and well-being of our citizens;
- To promote collaborative and integrated service delivery in a cost effective manner;
- To maintain Zoning By-law conformity with the Official Plan;
- To keep pace with current communication and technology trends; and
- To conduct our work in accordance with professional codes of conduct and Corporate Policies and Procedures.

<b>Key Initiatives</b>
• Strategic Plan
• Downtown Core Interim Control By-law
• Affordable Housing Strategy
• New Official Plan and Zoning By-law Conformity
• Higher Order Transit Corridors
• Mobility Hubs
• Redevelopment and intensification opportunities

<b>Population and Employment Growth</b>
738,000 persons as of 2011
812,000 persons by 2031
415,700 jobs as of 2011
504,000 jobs by 2031

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## **7.0 Engaging our Customers**

This section highlights legislative and other mechanisms/services in place to engage our customers.

- Public consultation is not only a legislated requirement of the planning process, it is a key and integral component, occurring at the beginning, middle and end and results in a better product;
- Applicants, Council, Leadership Team and the Residents of Mississauga are our most important customers;
- Public input is actively encouraged through formal and informal public meetings, written and electronic correspondence, education and the provision of information;
- As the result of growing public expectations to be involved in the policy and development processes, public participation process will be enhanced;
- Services are offered through a consolidated Planning and Building Customer Services Centre to serve our customers better;
- Online services and information are provided through the ePlan and Build Services Centre and Mississauga Data; and
- Professional advice and statistical data and research to internal and external customers.



An example of public engagement for the second unit public consultation program.



Open House for the Hurontario/Main Street Corridor Study regarding higher order transit and mobility hubs.

# Required Resources

## 8.0 Human Resources

Land Development Services continually works on assessing human resource needs with respect to staffing levels and skill requirements to provide required services to its customers. This is achieved by Planning and Building in the context of a three year plan developed to respond to the shift to a new normal in development activity and application types, and associated revenue levels given the stage the City is at in its evolution. Implementation of the plan involves ensuring resources are deployed effectively, reducing labour and other operating costs, and setting fees to reflect the services provided. The third year of the Plan will be completed in 2013 with the elimination of an additional two full time employees (FTE).

Implementation of recommendations of the e3 review undertaken for Land Use Policy will assist in enhancing the efficiency, effectiveness and economy of providing Land Development Services. During 2013 to 2016, implementation will include providing training on project management practices (Budget Request 172), enhancing public participation process (Budget Request 161) and improving role definitions.

Human resource pressures identified for the next four years includes changing skill requirements and the potential for a high number of retirements within the service area. All divisions are implementing talent management and succession planning to ensure staff has the necessary skills for future senior level positions. This is being achieved by taking advantage of talent development opportunities such as secondments within the service area, in other service areas and outside the City.

**Human Resources Requirement**

Description	Total FTE
2010 Restated Complement	160.3
2011 Budget Requirement	154.8
2012 Budget Requirement	150.8
2013 Forecast	148.8
2014 Forecast	148.8

## Proposed Full Time Equivalent Staffing Distribution by Program

Program	2012	2013	2014	2015	2016
Development and Design Division	47.5	47.5	47.5	47.5	47.5
Policy Planning Division	22.0	20.0	20.0	20.0	20.0
Building Division	81.3	81.3	81.3	81.3	81.3
<b>Total Service Distribution</b>	<b>150.8</b>	<b>148.8</b>	<b>148.8</b>	<b>148.8</b>	<b>148.8</b>

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## **9.0 Technology**

Land Development Services relies on the corporate standard software and hardware to meet its requirements. The application which is most critical to providing Land Development Services is the Mississauga Approval Xpress (MAX) system which tracks the processing of development applications, building permit applications and inspections. Ongoing enhancements to MAX will be undertaken in 2013 to 2016 to meet changing business needs.

During 2013 to 2016, the new ePlan technology solution will be developed and implemented to allow online building permit and development application submission, review and approvals. This will enhance customer service and allow Planning and Building to maintain service levels with available staff resources.

Internal and external websites will continue to be enhanced and online services expanded to provide additional service options and up-to-date, accurate, easy to access information to internal and external customers in 2013 to 2016.

## **10.0 Facilities**

Land Development Services are delivered from offices in City Hall and 201 City Centre Drive.



City Hall

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## **Proposed Budget**

This part of the Business plan sets out the financial resources required to deliver the proposed 2013-2016 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 past decisions are identified separately from proposed changes. The prior year budget for 2012 was \$6,696,000 and the proposed budget for 2013 is \$7,208,000

### **Total Changes to Maintain Current Service Levels**

The 2013 labour increase for Land Development Services of \$674,000 reflects economic adjustment increases and other fringe benefit changes. Other Cost Increases totalling \$49,000 are offset by \$210,000 in Efficiencies and Cost Savings resulting in a permanent reduction of two FTE.

Current Revenue Changes reflects fee increases approved by Council in May, 2012 for Development applications totalling \$775,000 offset by a reduction in Building Permit Revenue budget of \$775,000 to align with future anticipated actual revenues. The net result of these combined revenue changes is nil, as the increases and decreases offset each other.

### **Total Changes to Operationalize Prior Decisions**

There are no costs to operationalize past decisions in 2013.

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

There are no new initiatives or revenues for 2013. Fee rate increases were implemented in 2012 for Building Permits and Development Applications. Fees rates associated with Building Permits and Development Applications will be reviewed periodically starting in 2014.

The following table separates the financial requirements into those required to maintain existing services; to operationalize past decisions; and proposed new initiatives and revenues. The details on the changes to each category are provided in Sections 11 through 12.

Description (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Budget</b>	<b>6,696</b>	<b>7,208</b>	<b>7,768</b>	<b>8,329</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>				
Labour and Benefits	674	675	762	776
Other Cost Increases	49	0	0	0
Efficiencies and Cost Savings	(210)	(115)	(201)	(201)
Current Revenue Changes	0	0	0	0
<b>Total Changes to Maintain Current Service Levels</b>	<b>513</b>	<b>560</b>	<b>561</b>	<b>575</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>				
Annualization of Previous Years Budget Decisions	0	0	0	0
Operating Impact of New Capital Projects	0	0	0	0
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>7,208</b>	<b>7,768</b>	<b>8,329</b>	<b>8,904</b>
<b>New Initiatives and New Revenues</b>				
Total Proposed New Initiatives	0	0	0	0
Total Proposed New Revenues	0	0	0	0
<b>Total New Initiatives and New Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Budget</b>	<b>7,208</b>	<b>7,768</b>	<b>8,329</b>	<b>8,904</b>

Note: Numbers may not balance due to rounding.

## 11.0 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the costs increases arising from prior decisions. Detailed explanations of changes to 2013 can be found in Appendix 1.

### Proposed Changes to Maintain Current Service Levels

Description (\$000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Labour and Benefits</b>	<b>0</b>	<b>674</b>	<b>675</b>	<b>762</b>	<b>776</b>
<b>Other Cost Increases</b>					
Parking Cost for Building Inspectors Not Previously Budgeted	0	19	0	0	0
Mileage Increase due to CRA Rate Increase	0	20	0	0	0
Course increase for Project Management Training from E3 Review	0	10	0	0	0
<b>Total Other Cost Increases</b>	<b>0</b>	<b>49</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Efficiencies and Cost Savings</b>					
Labour Reduction 2 FTEs as part of Three Year Plan	(2)	-200	0	0	0
Reduce D&D Miscellaneous Consulting	0	0	-20	0	0
Reduce Policy Miscellaneous Consulting	0	0	-20	0	0
Brochures funding absorbed from Internal Printing	0	0	-10	0	0
Printing Policy Studies funding absorbed from Internal Printing	0	0	-50	0	0
Miscellaneous Room Rental funding absorbed from Office Supplies	0	0	-5	0	0
Reduction for Unspent Postage	0	-10	-10	0	0
Proposed Cuts To Be Determined	0	0	0	-201	-201
<b>Total Efficiencies and Cost Savings</b>	<b>(2)</b>	<b>-210</b>	<b>-115</b>	<b>-201</b>	<b>-201</b>

Continued on next page.

Continued Changes to Maintain Current Service Levels

Description (\$000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Current Revenue Changes</b>					
Rezoning & Subdivision Application Fee Increase	0	-254	-99	-99	0
Site Plan Application Fee Increase	0	-406	-201	-201	0
DARC (Development Application Review Committee) Proposal Fees	0	-75	0	0	0
Telecommunication Request Fees	0	-40	0	0	0
Building Permit Revenues Decrease to New Normal	0	775	300	300	0
<b>Total Current Revenue Changes</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Maintain Current Service Levels</b>	(2)	513	560	561	575

Note: Numbers may not balance due to rounding.

## 12.0 Proposed New Initiatives and New Revenues

There are no new initiatives or new revenues for the 2013-2016 Business Planning Cycle.

The following table sets out the proposed 2013 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

### Proposed Budget by Category

Description (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Net Costs before Administrative and Support Costs</b>						
Labour Costs	13,837	14,694	15,091	15,656	16,293	16,942
Other Operating Expenses	750	2,272	1,263	1,083	881	680
Total Revenues	(9,939)	(13,190)	(12,132)	(12,067)	(12,067)	(12,067)
<b>Total Net Cost before Administrative and Support Costs</b>	<b>4,648</b>	<b>3,776</b>	<b>4,222</b>	<b>4,671</b>	<b>5,107</b>	<b>5,555</b>
Administrative and Support Costs	2,883	2,920	2,986	3,097	3,222	3,349
<b>Total Net Budget</b>	<b>7,532</b>	<b>6,696</b>	<b>7,208</b>	<b>7,768</b>	<b>8,329</b>	<b>8,904</b>

Note: Numbers may not balance due to rounding.

The following table identifies the financial requirements for 2013 to 2016 by major program within the service area.

### Proposed Budget by Program

Program Expenditures (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Building Division	116	(2,578)	(1,472)	(881)	(320)	(54)
Development and Design Division	5,288	6,611	6,121	6,100	6,072	6,349
Policy Planning Division	2,128	2,662	2,559	2,549	2,578	2,609
<b>Total Net Budget</b>	<b>7,532</b>	<b>6,696</b>	<b>7,208</b>	<b>7,768</b>	<b>8,329</b>	<b>8,904</b>

Note: Numbers may not balance due to rounding.

### **13.0 Highlights of Proposed Capital Program Budget**

For 2013, the Capital Program consists of several one-time studies (as shown in the Capital Program table) included as part of the Policy Division work plan totalling \$1.3 Million. The funding source for these studies is the Planning Process Update Reserve.

### **14.0 Capital Program**

This section summarizes the forecast ten 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. A detailed listing of 2013 to 2016 projects is contained in Appendix 3.

#### **Proposed Capital Program**

<b>Program Expenditures (\$000's)</b>	<b>2013 Proposed Budget (\$000's)</b>	<b>2014 Forecast (\$000's)</b>	<b>2015 Forecast (\$000's)</b>	<b>2016 Forecast (\$000's)</b>	<b>2017 - 2022 Forecast (\$000's)</b>	<b>Total 2013-2022 (\$000's)</b>
Policy Planning - Studies	1,300	100	350	450	0	2,200
<b>Total Expenditures</b>	<b>1,300</b>	<b>100</b>	<b>350</b>	<b>450</b>	<b>0</b>	<b>2,200</b>

Note: Numbers may not balance due to rounding.

<b>Program Funding (\$000's)</b>	<b>2013 Proposed Budget (\$000's)</b>	<b>2014 Forecast (\$000's)</b>	<b>2015 Forecast (\$000's)</b>	<b>2016 Forecast (\$000's)</b>	<b>2017 - 2022 Forecast (\$000's)</b>	<b>Total 2013-2022 (\$000's)</b>
Subsidies and Recoveries	0	0	0	0	0	0
Gas Tax	0	0	0	0	0	0
Cash In Lieu	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0
Tax	0	0	0	0	0	0
Other (refers to the Planning Reserve)	1,300	100	350	450	0	2,200
<b>Total Funding</b>	<b>1,300</b>	<b>100</b>	<b>350</b>	<b>450</b>	<b>0</b>	<b>2,200</b>

Note: Numbers may not balance due to rounding.

# Performance Measures

## 15.0 Balanced Scorecard

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

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

About the Measures for Land Development Services:

### Financial Measures:

*Cost Recovery* financial measure for building permits and development applications represents the applicable revenues collected as a percentage of the gross costs attributed to providing these legislative services. The higher the cost ratio for a division or service area, the greater the portion of the costs that have been recovered through revenues.

### Customer Measures

*Average time spent per customer* is the average number of minutes staff in the Planning and Building Customer Services Centre spends with the customer.

*Average Wait Time* measures the average wait time in minutes from the time the customer checks in with the Customer Service Advisor to when the customer speaks with appropriate staff in the Planning and Building Customer Services Centre.

### Employee Measures:

*Continuous Quality Improvement Index* results are based on the bi-annual Employee Engagement Survey conducted by

Metrics@Work. The Continuous Quality Improvement Index measures the extent to which the continuous improvement of work practices is encouraged and supported and how business is conducted. When benchmarked with the City index, Planning and Building is 2.4 percent higher and 13 percent higher than other comparable organizations.

### Business Processes Measures:

*Building Permit Status Report* measures the current volume of online transactions. The targets are established to reflect continued efforts to shift these resources from traditional channels to online self serve channels. The numbers do not relate to building permit activity levels.

*Development Application Status Reports* measures the current volume of online transactions. The numbers do not relate to development activity levels.

*Building Inspections Booked Online* measures the current volume of online transactions. The targets are established to reflect continued efforts to encourage booking inspections online. The numbers do not relate to building inspection activity levels.

*Public Open Space* measures the percentage of public open space versus total area of the City.

<b>Measures for Land Development Services</b>	<b>2010 (Actual)</b>	<b>2011 (Actual)</b>	<b>2012 (Actual)</b>	<b>2013 (Planned)</b>	<b>2014 (Planned)</b>	<b>2015 (Planned)</b>	<b>2016 (Planned)</b>
<b>Financial:</b>							
Cost recovery	50%	51%	65%	80%	85%	90%	100%
<b>Customer:</b>							
Average time spent per customer	20.1 min.	20.0 min.	20.0 min.	20.0 min.	18.0 min.	18.0 min.	18.0 min.
Average wait time	4.7 min.	5.2 min.	5.5 min.	5.5 min.	5.0 min.	5.0 min.	5.0 min.
<b>Employees/Innovation:</b>							
Continuous Quality Improvement	72.0	72.0	75.0	75.0	75.0	75.0	75.0
Strategic Leadership	65.0	65.0	68.0	68.0	70.0	70.0	70.0
<b>Internal Business Process:</b>							
Building Permit Status Reports	24,954	28,711	30,000	31,500	33,000	35,000	36,750
Development Application Status Report	8,518	9,357	10,000	10,520	11,000	11,500	12,000
Booking Inspections	2,671	3,063	3,300	3,600	3,900	4,300	4,500
Public Open Space	10.14%	10.15%	10.15%	10.18%	10.3%	10.45%	10.5%

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>17,641</b>	<b>18,315</b>	<b>674</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes.
<b>Other Cost Increases</b>				
Parking City Owned Facilities	0	19	19	Parking Cost for Building Inspectors Not Previously Budgeted
Mlg/Km Vehicle Reimbursement	138	158	20	Mileage Increase due to CRA Rate Increase
Courses	87	97	10	Increase for Project Management Training from E3 Recommendation
Other No Change Items	266	266	0	
<b>Total Other Cost Increases</b>	<b>491</b>	<b>539</b>	<b>49</b>	
<b>Efficiencies and Cost Savings</b>				
Labour Reductions	200	0	(200)	Labour Reduction 2 FTEs as part of Three Year Plan
Reduction for Unspent Postage	35	25	(10)	Identified as part of 2014 Reductions, and offsets course increase in 2013
<b>Total Efficiencies and Cost Savings</b>	<b>235</b>	<b>25</b>	<b>(210)</b>	
<b>Current Revenue Changes</b>				
Rezoning & Subdivision Revenues	(413)	(667)	(254)	
Site Plan Application Revenues	(930)	(1,336)	(406)	
DARC ( Development Application Review Committee ) Proposal Fees	0	(75)	(75)	Budgeted revenue increases as a result of fee rate increases approved by Council May 1, 2012.
Telecommunication Request Fees	0	(40)	(40)	
Building Permit Revenues	(10,328)	(9,553)	775	Building Permit Revenues decrease to align with actuals.
<b>Total Current Revenue Changes</b>	<b>(11,671)</b>	<b>(11,671)</b>	<b>0</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>6,696</b>	<b>7,208</b>	<b>513</b>	

Note: Numbers may not balance due to rounding.

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### Changes to Operationalize Prior Decisions

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
N/A				
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Operating Impact of New Capital Projects</b>				
N/A				
<b>Total Operating Impact of New Capital Projects</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>6,696</b>	<b>7,208</b>	<b>513</b>	

Note: Numbers may not balance due to rounding.

## Appendix 2: Budget Requests

There are no budget requests affecting the Operating Budget for the 2013-2016 Business Planning Cycle.

## Appendix 3A: Proposed 2013 Capital Program (\$000's)

### Program: Policy Planning

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13960	Growth Forecast	150	0	150	Planning Process Update Reserve
13961	Review Employment Lands	100	0	100	Planning Process Update Reserve
13962	Affordable Housing Strategy	125	0	125	Planning Process Update Reserve
13963	Community Improvement Plan	300	0	300	Planning Process Update Reserve
13964	Malton Area Plan	200	0	200	Planning Process Update Reserve
13965	Parking Strategy	100	0	100	Planning Process Update Reserve
13966	Ninth Line Corridor Review	200	0	200	Planning Process Update Reserve
13967	Parking Standards Review Study Implement City Structure	125	0	125	Planning Process Update Reserve
<b>Total</b>		<b>1,300</b>	<b>0</b>	<b>1,300</b>	

Note: Numbers may not balance due to rounding.

## Appendix 3B: Proposed 2014-2016 Capital Program (\$000's)

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Comprehensive Review of Employment Lands	0	0	100
Environmental Policy Review - Official Plan	0	250	0
Employment Opportunities Intensification Areas Study	0	0	250
Community Improvement Plans	100	100	100
<b>Total</b>	<b>100</b>	<b>350</b>	<b>450</b>

Note: Numbers may not balance due to rounding.



# Arts and Culture

## 2013-2016 Business Plan

City of Mississauga, Ontario, Canada

PROVIDE MORE THAN 130 SHOWS AND PERFORMANCES  
AT MEADOWVALE THEATRE.  
MANAGE AND PRESERVE OVER 15,000 ARTIFACTS AND  
OVER 100,000 ARCHAEOLOGICAL PIECES.  
SUPPORT OVER 100 EVENT DAYS AT CELEBRATION SQUARE  
ATTRACTING OVER 1 MILLION VISITORS SINCE 2011.  
SUPPORT 342 FILMING DATES IN 2011.

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# Existing Core Services

## 1.0 Vision and Mission

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

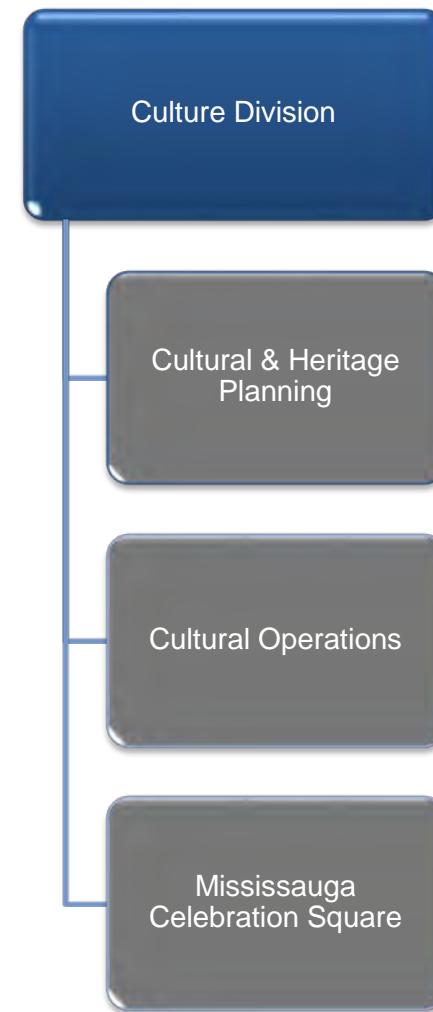
The Culture Division supports the City's vision by embracing the following vision and mission statements:

### Vision

Mississauga is known as a dynamic global cultural centre where public works are public art; our festivals and events have transformed our neighbourhoods and the City Centre into vibrant cultural nodes; our cultural facilities are welcoming places, providing opportunities to learn about our history, and to experience and celebrate our culture and unique identity. .

### Mission

To implement the approved Culture Master Plan by working collaboratively with a wide variety of partners to build strong cultural institutions, complete communities and stimulate a creative economy.



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## **2.0 Service Delivery Model**

The Culture Division is responsible for the delivery of the Arts and Culture service area. On June 10, 2009, Council approved the Mississauga Culture Master Plan. The foundation for the Master Plan was the 2005 Arts Review Task Force Report, which included six recommendations on Mississauga's arts sector. However, the Culture Master Plan extends beyond the arts, addressing all aspects of culture including heritage, events, and the overall development of quality urban spaces. The plan provides a framework for developing the culture sector by outlining a long-term vision, seven strategic directions and an implementation plan, with 44 recommendations.

The Culture Division was established in 2009 and is in the third year of its mandate. The division's mandate and organizational structure has evolved during this time to improve alignment with the Culture Master Plan. Presently, the Division is organized into three service themes – Cultural and Heritage Planning, Cultural Operations, and Mississauga Celebration Square, as shown in the diagram. Within this structure, 38 full-time and several part-time staff are employed to achieve the Division's vision and mission.

The work of the Culture Division is guided by the following strategic goals, identified within the Plan:

1. Strengthen cultural organizations;
2. Encourage community celebrations and festivals;
3. Strengthen cultural infrastructure;
4. Foster partnerships and increase collaboration;
5. Strengthen the flow of information;
6. Identify cultural nodes and creating an artful public realm; and
7. Attract and support creative individuals.



Mississauga's cultural infrastructure attracts hundreds of film and television productions a year

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### **3.0 Past Achievements**

Over the last four years, the Culture Division has made significant strides towards implementing the Cultural Master Plan. To date, 23 of the Plan's 44 recommendations have been completed, or are underway. The following highlights achievements among the seven strategic goals:

#### **Strengthen arts, heritage and culture**

The Plan highlights the importance of providing stable funding for arts, heritage and culture organizations to achieve long-term organizational stability. The City has increased funding, including to festivals and celebrations, from \$1.5 to \$2.7 per capita. While this increase highlights the City's commitment to culture, the Plan also recommends improving the management and governance experience of the local cultural organizations, as well as facilitating connections between private sector to generate new revenue opportunities for organizations. Since 2010, numerous grants workshops have been offered, and the City continues to work one-on-one with organizations to increase their governance and organizational capacity.

#### **Encourage community celebrations and festivals**

Celebrations and festivals serve as platforms for a wide range of cultural and heritage expression and pride for communities. The Culture Division continues to work towards strengthening festivals by advancing the development of a Celebrations and Festival Strategy. In 2010, the Division participated in the first national "Culture Days" event, which, now in its third year, has become a cornerstone of the City's cultural events, along with the annual Doors Open program. In 2012, the National Youth Art Week event was launched since heralded as an important new annual event.

Finally, Mississauga's Celebration Square has made significant strides towards advancing the Plan's focus on events. The "Square" attracted 505,000 visitors in 2011 providing over 15 hours per day of public access. Varied festivals, events, concerts and activities executed on the Square provided 102 days of direct cultural programming, with more than 22 festivals and events delivered by the community. The Outdoor Ice Rink provided 97 days of operation in 2011/2012 capturing 42,000 visitors, who were entertained by the large media screens, which provided 5,000 hours of digital programming (Art, News, Information, Movies, Sports, Event Content).

#### **Strengthen cultural infrastructure**

In 2010, the Living Art Centre (LAC) and Meadowvale Theatre Study were completed outlining several initiatives to ensure their continued success and prosperity. Since then, new lighting and sound equipment have been installed at Meadowvale Theatre. In 2011, a study investigating the feasibility of a new Artifact Preservation Centre was completed, and the Leslie Log House was opened to the public.

#### **Build partnerships and increase collaboration**

Working collaboratively is an entrenched philosophy of the Culture Division. Several strategic partnerships have been nurtured over the past years. In 2010, Mississauga Cultural Resource Partnership committee was established. This is a high-level forum for Mississauga-area organizations and institutions that engage in culture related research, policies, programs and initiatives to meet formally twice a year and share useful information of collective interest. The Culture Division continues to meet with key partners, such as the

Mississauga Arts Council, to ensure clarity of roles and responsibilities, and to foster greater cooperation.

### **Strengthen the flow of information**

In 2012, the Mississauga Cultural Map - an online cultural resource planning tool - was launched. The launch attracted over 140 attendees including municipal and provincial government representatives as well as cultural organizations. The map is a single source of information for Mississauga's cultural resources and assets. The map provides cultural organizations, artists and practitioners valuable information for planning and informing on audience development, policy development, and program delivery. The Division also issued the first Culture Report Card in 2012 - a snapshot of Mississauga's cultural vitality.

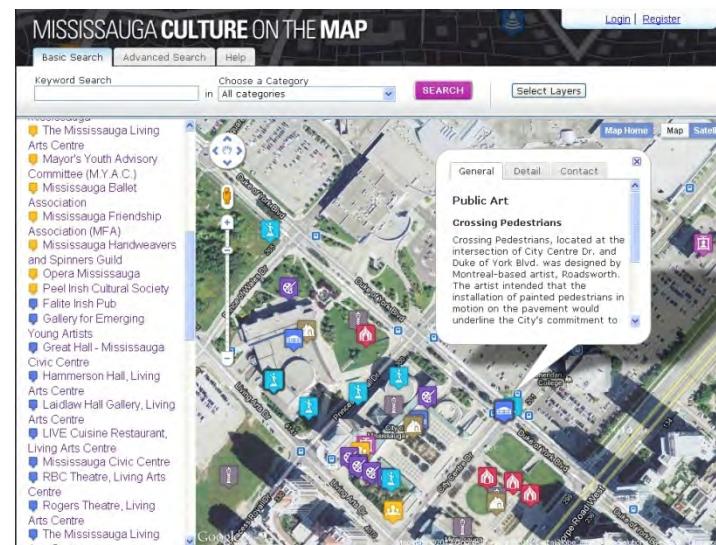
### **Identify cultural nodes and create an artful public realm**

In 2009, a Public Art coordinator was retained to lead the development of Mississauga's Public Art Program. A Public Art Framework was approved by Council on July 2010. Since then, a number of public art projects have been implemented. Projects include downtown crosswalks, a film competition for media screens in Mississauga's Celebration Square, and public art in community parks. In 2011, phase one of the Port Credit Culture Node Pilot Project was launched. The initiative aims to enhance the Business Improvement Area's cultural vibrancy. Two recent projects launched within the context of the pilot include:

- 1) The temporary installation of public art in existing parking spaces; and
- 2) The encroachment of outdoor patios on sidewalks for food and alcohol services ("Outdoor Table Service Program").

### **Attract and support creative individuals**

The Culture Division continues to promote the benefits of integrated planning among the various City departments. Most noteworthy is the Division's participation in the development of Mississauga's Economic Development Strategy and Downtown21 Master Plan. This proactive approach will have long-term benefits for individuals involved in the culture and creative sector wishing to live and work in Mississauga.



Mississauga Culture on the Map portal, launched in May 2012 is a comprehensive source for all arts and cultural resources in Mississauga.

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#### **4.0 Current Service Levels**

As the Culture Division has evolved so have the service levels. Below is an overview of the existing service levels.

##### **Cultural Planning:**

The Cultural Planning Section undertakes or partners in the research and development of studies and plans that frame the City's approach to supporting the creative economy, cultural diversity, heritage conservation and downtown development. The Section's most significant areas of service are noted below:

##### **Public Art:**

The Public Art Program aims to foster unique community identity and experiences for the public. Artworks in the public realm reflect and emphasize the character of the City's diverse spaces and places, such as historic villages, lakefronts, the Credit River Valley and the downtown.

Achieving public art involves issuing public calls to artists for new art works, jurying and selecting the proposed art, and coordinating the installation of art within the public space.

##### **Cultural Planning & Research:**

Collaboration, within and between City departments, between the City and the wider public and business sectors is foundational to cultural planning. Cultural planning provides the City the potential to address cultural, social and economic ambitions in a more thoughtful way. The work of cultural planning comprises strategic planning, policy development, researching, surveying, analyzing and project management.

##### *Heritage Planning:*

The Heritage Planning section is responsible for administering the *Ontario Heritage Act*, which includes working to identify, protect and promote Mississauga's cultural heritage resources. Effort is largely directed towards the heritage designation process, including administering heritage permits and the Designated Heritage Property Grant program. The designation process involves evaluating the intrinsic value of proposed heritage properties and providing recommendations to the Heritage Advisory Committee. Today, a total of 3,358 properties are listed as heritage properties, with 274 designated under the *Ontario Heritage Act*. Mississauga also has two heritage conservation districts - Meadowvale Village & Old Port Credit Village, and 57 heritage cultural landscapes and features. Consulting on the Heritage Property Standards By-law and supporting the Heritage Advisory Committee are other important aspects of this service.



Adamson Estate

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## **Cultural Operations:**

The Cultural Operations Section generates and supports delivery of high quality arts, cultural and heritage experiences for residents and visitors alike. The Section is responsible for managing the City's cultural granting program, and filming and television services. The following highlights the key services:

### *Arts & Culture Programming*

Arts programming, whether through an event, exhibition, activity or instructional class, significantly contribute to cultivating future artist and civic pride. Over 100 pre-registered visual and performing art courses are offered throughout the year attracting in excess of 3,300 participants. These programs educate and inspire participants, and expose them to high quality, professionally instructed, art courses and practices. The presentation of 10 citywide cultural events, such as the Sunset Concert Series, and numerous special activities provide citizens unique cultural experiences and opportunities to celebrate local artists, cultural traditions, and contemporary art practices.

### *Grants Administration*

The City's cultural grant program facilitates the delivery of a diverse portfolio of high quality, free or low-cost, cultural programs for residents. The Arts & Culture Grants and Community Cultural Celebrations and Festivals Grants provide financial support in excess of \$1.6 million to over 50 not-for-profit organizations or groups to deliver program and services. Grants support a variety of arts and cultural disciplines including dance, music, heritage, visual arts, festival and celebrations. Grants are awarded through a competitive peer review process.

## *The Museums of Mississauga*

The Museums of Mississauga provide year-round public access to 11 buildings located across three sites: Bradley Museum (1830's), Benares Historic House (early 20<sup>th</sup> century), and the Leslie Log House (1826). Much of the Museum's work is guided by provincial Community Museums Standards. An important aspect of any museum is its collection. At present, 15,118 artifacts and 100,000 archaeological pieces form the collection. The artifacts are displayed on rotational basis throughout the museums, the Civic Centre and other City facilities. The Museums provide a range of curriculum-based educational and pre-registered programming, and other activities throughout the year including camps, adult historic cooking, and heritage themed events. The work of the Museums is guided by the Museums of Mississauga Advisory Committee, a Committee of Council, and supported by the Friends of the Museums of Mississauga, a charitable foundation.

### *The Meadowvale Theatre*

The Meadowvale Theatre provides year-round public access to a 396-seat professional community theatre for presentation of a variety of performances attracting upwards of 46,716 audience members. Annually, the theatre offers more than 130 shows and performances. Performances include professional troupes, community productions, school presentations, drama, music and dance, utilizing over 4,760 cast and crew annually.



Performance of West Side Story at Meadowvale Theatre

#### *Film & Television Office*

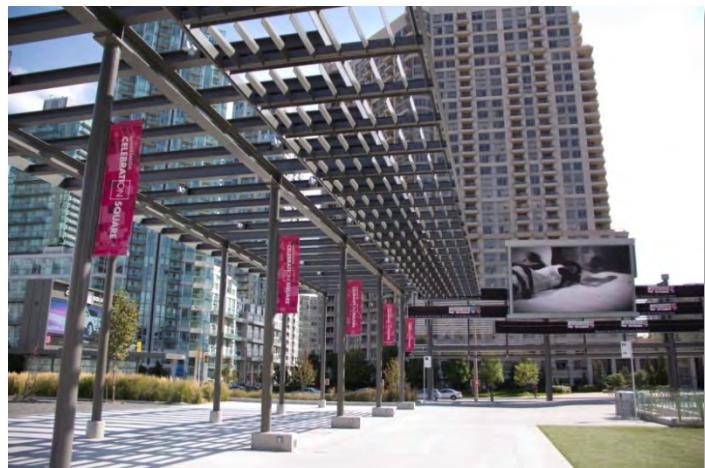
The Film and Television Office supports the City's growing screen base industry through one-stop approvals for feature films, television series, commercials, and documentaries. The primary function of the Office is coordinating the approval of filming projects. The Office regularly liaises with production companies, and ensures the privacy of citizens and the City's property and rights are protected.

#### *Marketing & Promotions & Interactive Media*

This area provides quality promotional materials, websites, and other interactive media to inform citizens of the City's cultural offerings. The primary aim of this service is to ensure citizens are aware of local opportunities to participate in cultural activities, and to access the services the City provides. A new area of development is the provision of on-line, web-based cultural programming.

#### **Mississauga Celebration Square**

Mississauga's Celebration Square is a vibrant public square and state-of-the-art multi-media event destination. The new cultural space hosts a dynamic line-up of free year-round events and festivals. Events are delivered by both community organizations and City staff. The Summer on the Square Series (formerly My Mississauga), Canada Day Celebration, Fall Programming, Annual Tree Lighting Celebration, New Year's Eve, and the Winter on the Square Series. Beyond events, many hours of "unstructured programming" are provided at the Square by way of the large water feature, outdoor ice rink and grass field. Additionally, the digital screens and stage, which anchor the Square, provide regular and on-going information and entertainment. The stage and screens are managed by the Square's staff who coordinate all stage lighting, audio and video production.



Mississauga Celebration Square

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## **5.0 Opportunities and Challenges**

An analysis of potential opportunities and challenges facing the City, and the Culture Division, over the next few years was conducted. This involved the identification of potential threats, and an assessment of possible mitigating measures required to ensure the City's long-term success in advancing the Culture Master Plan. The results are provided below:

### **Opportunities**

The Culture Master Plan establishes a strategic framework for the delivery of cultural programs and services to the citizens of Mississauga. While in the third year of implementation, the Plan continues to assist the City towards becoming more culturally significant and relevant. The Plan appears to resonate with both public and politicians alike – specifically Council's financial backing of the Plan and continued support for the City's cultural development is the envy of many cities.

While strategic planning is an essential component for the City's continued cultural development, strong organizational leadership, and committed and qualified professionals are equally important. A team of dedicated cultural professionals has been assembled by the City to drive the Plan forward and to achieve the vision.

Mississauga's volunteer arts and culture sector is a valuable asset, and its organizational and financial health must be sustained. The City recognizes this and is committed to facilitate more "active engagement" as a central tenet of service delivery. Nurturing the large, dedicated volunteer base will help drive the City's creative potential. Fostering more partnerships and collaborations, and strengthening organizational capacity, will encourage more residents and

organizations to become involved, to lead, and to take action.

Through the provision of free workshops, lectures, training, and grants, the volunteer sector will continue to grow and strengthen – providing citizens quality programs and events. As the volunteer sector strengthens, they will be positioned to maximize and leverage new funding from other levels of government and the private sector.

Applying new technology in support of cultural development is a growing opportunity. Mississauga's innovative use of technology to support cultural development has become increasingly recognized, and is positioning the City as a leader in this area. The cultural resource mapping initiative is a good example of innovation. With an emerging focus on web-based cultural programming, Mississauga will continue to lead in applying technology and fostering connections with citizens of varied backgrounds and cultural interests in new and interesting ways.

Our cultural offerings are vast, and appeal to different individuals depending on a number of factors. With a renewed focus on marketing and promotions, an opportunity exists to position the City's cultural programs and services so residents immediately recognize the unique benefits of the City's services. Further, a commitment to marketing and promotions will provide the City an opportunity to build new audiences, showcase local talent, and develop untapped revenue potentials.

### **Challenges**

While the Culture Master Plan provides a sound strategic framework to guide the City's cultural development, the Culture Division is a relatively new administrative service area and as such, the Division's role and position in local

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cultural development is still evolving. Although this is a challenge, it is also a real opportunity. By shifting an emphasis towards Mississauga's assets, and the importance of celebrating what is special and unique about large, rapidly growing "edge" cities, the City is poised to become a leader in cultural development. Mississauga offers many natural and built assets, and has a compelling 20<sup>th</sup> century development history and a significant role in contemporary Canadian settlement. Collectively, these provide a sound basis from which new and innovative cultural programs can be themed.

Cultural facilities support the creation, presentation and delivery of cultural programs and events. As such, facilities have a key role to play in the fulfillment of the Master Plan's vision and strategies. However, the number of cultural facilities throughout Mississauga is deemed to be below the national average for a population of its size. Specifically, the City is underserved in museums, performance and rehearsal spaces (i.e. theatres and studios), as well as small, community-based cultural incubator spaces. Additionally, much of the City's existing cultural facilities are showing signs of aging, and require significant capital investment to ensure they remain relevant, and attractive to prospective performers and audience participants.

The growing acknowledgement that governments cannot do everything themselves, but must become facilitators and enablers sets the stage for more creative partnerships and solutions to address future needs and challenges. Further work is required to foster effective partnerships at both the community and corporate levels. Successful collaboration and partnerships only occur when there is a history of cooperation within the community, and where partnerships have been highly effective in the past. Moreover, strong

leadership at the political and community level is essential; otherwise partnerships will be more challenging and limiting. While the culture division has made significant strides, more work is needed to engage and foster greater participation. Long held notions about how culture is defined in Canada are increasingly challenged as the City becomes increasingly diverse. Providing successful cultural programming will be especially challenging as the consumer behaviours begin to shift from the trends that have been the norm for decades. How will residents choose to spend their leisure time and to engage in civic life are important considerations for the future. Additionally, the Culture Division will need to be prepared to respond to rapid advancement in technologies. With new innovation, the City's residents will expect and demand the City move at a similar pace, placing increasing new levels of pressure on traditional service approaches.

Finally, not unlike many North American cities, local governments are facing increasing budgetary pressures and high debt loads, coupled with levelling or declining tax base. Increasing pressures to reduce the tax burden on property owners, and growing uncertainty of provincial and federal fiscal health and its impact at the municipal level, are real challenges facing the organization. Moreover, while the City's granting program has improved the stability of many of Mississauga's arts and culture groups, structural funding problems continue to persist. Pressures on the City to address this gap, while simultaneously dealing with the budget challenges, will be difficult. It will be critical for the City to identify and explore alternative revenue sources for delivering cultural development, and new approaches for supporting the local arts and cultural organizations - specifically, an Arts Stabilization program.

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## **6.0 Looking Ahead**

Continued implementation of the recommendations of the Culture Master Plan will be a priority. Maximizing opportunities and addressing challenges presenting barriers to success will also be necessary. Priority initiatives have been identified below based on the Master Plan's seven strategic goals:

### **Strengthen Arts, Heritage and Culture**

There are several recommendations related to strengthening the City's arts, heritage and culture sectors – with both an external and internal focus. Externally, the focus should remain on strengthening the organizational capacity of local arts, heritage and cultural organizations (BR 32, 33). Recognizing city government "cannot do it alone" programs and services aimed to foster more community-based initiatives will be priority. This will involve delivering granting programs, training opportunities and one-on-one support to cultural groups. Emphasis will remain on sustaining the \$3 per capita granting investment ratio recommended in the Plan. The first recommendation includes a new grant policy that will be important as the City evolves to ensure optimal transparency and accountability with public funds. New opportunities for maximizing the value of grant programs by facilitating new project based initiatives at the community level, with broader participation of the local arts and culture sector will be valuable for continued development.

While sustaining this increase to municipal grants for arts and cultural groups and community celebrations and festivals is important, it alone will not be enough to provide the stability the cultural sector requires. The Culture Division will need to provide leadership to assist local arts, culture and heritage organizations to diversify their funding

sources and create a pathway for the private sector. The City will facilitate the development of a community based private sector led arts stabilization program (Recommendations two to six).

Internally, revising some of the City's administrative processes and systems, which tend to hinder delivery of effective and quality service will be a priority. Creating a "one-stop-shop" service for Film & Television permitting, for instance, is necessary not only for improving the quality of service, but essential for Mississauga to remain competitive in the film industry. As a first step, the introduction of an electronic, on-line, permitting system will be developed. Additionally, a Film Bylaw will be required. The by-law will provide clear and transparent policy, guidelines and processes for regulating filming in the City.

Improving the City's overall support to museum operations, artifact collection management and heritage preservation will be essential for the City's continued leadership in heritage planning, interpretation and programming. (BR 30) Recommendations four and five of the Master Plan emphasize the need for additional supports for both museums and heritage planning. Additional staff resources with expertise in artifact collections will be important for the City to improve the Museums' artifact conservation services, and for growing the artifact collection (BR 30). Finally, in order to improve the City's heritage preservation efforts, including the satisfaction of legislative time limits, the addition of a part-time staff resource will be required (BR 28).

### **Encourage community celebrations and festivals**

The importance of strengthening Mississauga's community celebration and festivals is noted in the Cultural Master Plan.

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The advancement of the Celebrations and Festival Strategy (Recommendation 13) will provide a policy framework for growing the number of festival and events. Notwithstanding the new strategy, continued expansion to signature cultural events offered by the Division is important. Cultural events such as Culture Days - Take 3, Youth Art Week, and others are well positioned to become important community and regional events. They will require additional resources to sustain a high level of quality programming, and to attract and grow new audiences (BR 33).

### **Strengthen cultural infrastructure**

City-owned cultural facilities provide platforms for delivering cultural programs to Mississauga residents, either directly or in partnership, with community organizations. In assessing Mississauga's inventory of cultural assets, the Master Plan



I Rock With the One performs at Mississauga Celebration Square during Culture Days 2011

confirms the City is underserved when it comes to core cultural facilities such as museums and performance and production spaces such as theatres and studios. It is important to advance cultural infrastructure projects to address these strategic gaps in the inventory. While a policy framework for cultural facility development is a priority recommendation, in the interim, specific capital initiatives will still need to be advanced. Included among these is an artifact preservation facility for conserving valuable heritage artifacts, life-cycle renovations of the Meadowvale Theatre (which is approaching its 25<sup>th</sup> year as a community theatre) and a larger, more prominent art gallery. Smaller capital projects will also be necessary for ongoing facility maintenance and special projects, including dedicated funds for preserving heritage attributes on City owned buildings, and replacement of equipment used to support cultural facilities (Museums and Theatre) and spaces (i.e. Mississauga Celebration Square).

### **Build partnerships and increase collaboration**

Working collaboratively is a basic tenet of the Culture Division's operations. Increasing collaboration on the delivery of cultural activities among internal and external stakeholders is critical for continued success. A focus on partnerships and collaboration for the Pan Am Games; Mayor's Music Circle Initiative; new public art initiatives; new art and Theatre programming; and continued partnering with the Friends of the Museum, will be necessary. Continued support to the Mississauga Cultural Resource Partnership committee will be important for long-range planning and coordination among service providers. A review of the Committee's mandate will be important to ensure its continued and optimal success. Continued dialogue and role clarity between the City and the Mississauga Arts

Council and various heritage organizations will also be important (Recommendations 12, 29 and 44).

### **Strengthen the flow of information**

The Mississauga Cultural Map provides a single source of information on Mississauga's cultural resources and assets. The Map provides invaluable information for long-range planning, and future infrastructure planning and investment. In order to sustain the Map's relevancy and value, sustained effort towards data generation and management will be required (Recommendations 30 and 31). Measuring and communicating the City's performance on cultural development is also important. Measurement will provide insight into potential service deficiencies, and an ability to benchmark the City's progress against other cities. A new presence on the web and a renewed focus on marketing and promotions will be necessary to engage more citizens and future audiences (Recommendation 35). A marketing and promotions strategy will be developed to maximize the tools available for communicating and raising the profile of the City's cultural program and services.

### **Identify cultural nodes and create an artful public realm**

Public art will remain a priority of the Culture Division with new resources dedicated towards its continued growth. A part-time Public Art Coordinator is proposed, as well as continued capital funding for new public art initiatives.(BR-49) A Public Art strategy will be developed to assist in identifying priorities, as well as a continued emphasis on fostering private investment and partnerships for the delivery of new art works throughout the city. Creating opportunities for artists to contribute to the design of public infrastructure will be important. The Culture division will continue to implement phase one and two of the Port Credit Culture

Node Pilot Project (Recommendations 36 and 37). Staff will work collaboratively with other City departments to address barriers to cultural development created through parking and create opportunities for artists in support of fostering cultural resources and innovative experiences

### **Attract and support creative individuals**

The Culture Division continues to promote the benefits of integrated planning among the various City departments. With the establishment of a new cultural planner position, a dedicated resource now exists to rigorously advance this aim. The cultural planner will work to achieve greater integration across all city departments, and participate in corporate-wide long range planning and policy development initiatives, to ensure cultural development is a priority consideration. This proactive approach will have lasting benefits to the City collectively, as well as to the many cultural professionals wishing to establish a business and home in Mississauga.



"Urban Playground Pod" by Parking Day artist Nathalie Quagliotto

## 7.0 Engaging our Customers

During the development of Mississauga's Cultural Master Plan, an extensive consultation program was implemented. The process provided numerous opportunities for the public to become actively engaged in the development of the Plan. Building on this success, both formal and informal citizen engagement will continue to be a priority of the division over the next four years.

In terms of formal engagement, the Culture Division will continue to support and consult its various advisory boards and committees. These include the Heritage Advisory Committee, the Museums of Mississauga Advisory Committee, the Meadowvale Theatre Advisory Board and the Mississauga Celebration Square Advisory Committee.

Beyond the committee structure, numerous informal public participation opportunities will be provided. The five-year review of the Cultural Master Plan, while not as extensive as the original planning process, will facilitate new opportunities for stakeholder's engagement and public input. Additionally, the review of the Meadowvale Village Heritage Conservation District Plan will provide avenues for public input.

User group surveys will continue to be an important tool for informal public engagement and consultation. Program evaluation surveys and user satisfaction surveys will provide much needed insight into the public's opinion of cultural program and service offerings, and identify potential gaps and demands for alternative programming.

An enhanced web presence will be critical for continued and sustained community engagement. The web-page will be positioned as the main source of culture information in the city. The website will be multifaceted and user-friendly, designed to increase awareness and participation in culture

activities. This will require ongoing support from Information Technology staff.

At present, the division uses five social media tools and has generated thousands of "followers" on Facebook and Twitter pages. Continued and expanded use of social media will be important for engaging new audiences and young people. This will require ongoing support from Communications staff.



Mississauga Culture on Twitter

# Required Resources

## 8.0 Human Resources

The Culture Division participates in a variety of human resource programs to advance the Culture Master Plan while simultaneously reducing the demand for additional staff. Examples include Career Bridge, an innovative internship program providing new immigrants with valuable and meaningful Canadian job experience, or the summer work program offered through University of Toronto Masters in Public Policy program. The Culture Division has also participated in the Sheridan College program, which offers students with English as a second language work placements. The Culture division regularly seeks out student volunteers looking for work experience in chosen professions.

Despite such effort, additional staff resources will be necessary to effectively continue to implement the Culture Master Plan. New resources will be directed towards growing the City's Public Art program (0.5 full time equivalents- FTEs), supporting museum operations (0.5 part-Time) and growing and managing the artifact collection (two FTE), and improving heritage preservation (0.5 FTE). Extending the part-time grant officer position to full-time (0.25 FTE) will be important for effectively administering the granting program, delivering training and capacity building opportunities, and sustaining a level of service, which local organizations have grown to expect.

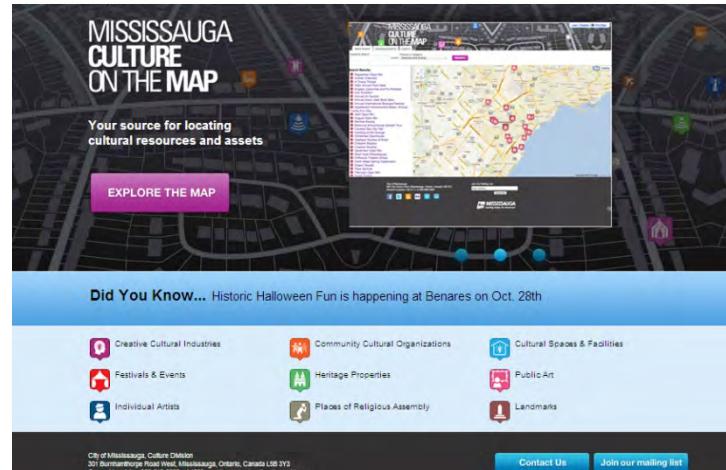
### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2012	2013	2014	2015	2016
Celebration Square	8.0	8.0	8.0	8.0	8.0
Heritage	4.0	4.0	2.5	2.5	2.5
Operations	37.1	37.9	38.7	40.2	40.2
Planning	4.0	4.0	4.0	4.0	4.0
Divisional Support Services	4.5	4.5	4.5	4.5	4.5
<b>Total Service Distribution</b>	<b>57.6</b>	<b>58.4</b>	<b>57.7</b>	<b>59.2</b>	<b>59.2</b>

## 9.0 Technology

Modern technology has become so entrenched in the idea of a contemporary society the two are nearly inseparable. More than ever, residents value the importance of technological advancements, expecting city services to evolve as technology does. Through the use of technology, many of the administrative systems and processes supporting the work of the Culture Division will become increasingly automated, improving services, especially those involving a public interface. Continued technological improvements will be necessary to ensure the Division is able to efficiently and effectively network with internal and external stakeholders, and to engage citizens in innovative and non-traditional ways.

In 2013, an interactive culture website will be developed to provide residents and visitors a single point of access to cultural resources, information, news, events, programs and activities. Once established, the web will provide a platform for innovative web-based cultural programming. Additionally, new opportunities for electronic communicating, marketing, and promoting cultural programs and services offered by the Division will be explored and, where feasible, implemented. Online writable forms to improve customer service in grants and film applications will be a priority. Continued development and refinement of the cultural resource map will also remain a focus, with on-going monitoring of existing servers to ensure the divisional data storage needs are satisfied.



Mississauga Culture on the Map

## **10.0 Facilities**

Mississauga has several City-owned facilities through which a range of cultural programs is offered for the enjoyment of the residents of Mississauga. Facilities include three museum sites, a community theatre, and a new events plaza, as listed below:

- Bradley Museum;
- Benares Museum;
- Leslie Log House;
- Meadowvale Theatre (and Lobby Gallery); and
- Mississauga's Celebration Square.

The quality and state of the facilities influence both the artist or creative professionals and public's experience, and impacts the overall sustainability of a facility. The public expects the City to invest in its facilities – ensuring they are in good repair and remain current – attracting quality artists and providing top tier audience experiences.

Beyond the routine operational and cyclical maintenance costs required for maintaining the facilities, periodically, major capital investment is required. As the Meadowvale Theatre celebrate its 25<sup>th</sup> year in 2014, renovations become increasingly important. Aspects of the Theatre's technical and ancillary components are obsolete, falling below industry standards. Capital investment is needed to address these deficiencies, as well as to satisfy an ever increasingly sophisticated theatre audience.

Beyond the on-going maintenance and periodic retrofitting, new cultural facilities are required for Mississauga's future cultural development. Of noted importance are a new art gallery, museum and artifact preservation facility, and studio

space. The City has earmarked a new artifact preservation centre as a priority given the inadequacy of the City existing space. A study was commissioned to explore the feasibility of developing 20,000 square feet of environmentally controlled space, and have established an initial capital budget. A study to investigate the cost and benefits of developing a new art gallery, one which is larger and more prominently located than the existing space, has also been commissioned.



Benares Historic House

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# **Proposed Budget**

This part of the Business plan sets out the financial resources required to deliver the proposed 2013-2016 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 2012 was \$6,113,000 and the proposed budget for 2013 is \$6,567,000.

## **Total Changes to Maintain Current Service Levels**

Culture Division labour increase reflects economic adjustments and other fringe benefit changes of \$207,000. The impact of operating the culture map and various other minor base increases to operating expenses are offset by efficiencies from within the existing budget.

## **Total Changes to Operationalize Prior Decisions**

Annualized of 2012 decisions total \$59,000 made up of \$45,000 for two staff positions and \$14,000 for the office move to 201 City Centre Drive.

## **Total New Initiatives and Revenues**

Request for \$163,000 to complete the phased increase to \$3 per capita to fund grants to arts, culture and festival organizations, \$118,000 is required along with the conversion of the grants officer from part time to full time to address the 30 percent increase in grant applications and the need to foster sustainability within culture organizations.

The following table separates the financial requirements into those required to maintain existing services; to operationalize prior decisions; and proposed new initiatives and revenues. The details on the changes to each category are provided in Sections 11 through 12.

Description (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Budget</b>	<b>6,113</b>	<b>6,567</b>	<b>7,024</b>	<b>7,275</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>				
Labour and Benefits	207	131	129	132
Other Cost Increases	72	93	14	15
Efficiencies and Cost Savings	(131)	(37)	0	0
Current Revenue Changes	30	0	0	0
<b>Total Changes to Maintain Current Service Levels</b>	<b>179</b>	<b>187</b>	<b>143</b>	<b>147</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>				
Annualization of Previous Years Budget Decisions	59	0	0	0
Operating Impact of New Capital Projects	53	18	(30)	0
<b>Total Changes to Operationalize Prior Decisions</b>	<b>112</b>	<b>18</b>	<b>(30)</b>	<b>0</b>
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>6,404</b>	<b>6,771</b>	<b>7,137</b>	<b>7,422</b>
<b>New Initiatives and New Revenues</b>				
Total Proposed New Initiatives	163	253	138	127
Total Proposed New Revenues	0	0	0	0
<b>Total New Initiatives and New Revenues</b>	<b>163</b>	<b>253</b>	<b>138</b>	<b>127</b>
<b>Proposed Budget</b>	<b>6,567</b>	<b>7,024</b>	<b>7,275</b>	<b>7,549</b>

Note: Numbers may not balance due to rounding.

## 11.0 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the costs increases arising from prior decisions. Detailed explanations of changes to 2013 can be found in Appendix 1.

### Proposed Changes to Maintain Current Service Levels

Description (\$000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Labour and Benefits</b>	<b>0.0</b>	<b>207</b>	<b>131</b>	<b>129</b>	<b>132</b>
<b>Other Cost Increases</b>					
Operations Support for Museums	0.3	20	0	0	0
Minor renovations and rehabilitation projects	0.0	28	0	0	0
201 City Center Dr Office Lease Increase	0.0	0	79	3	3
Utility Increases	0.0	6	7	8	9
Other Changes	(2.0)	18	7	4	4
<b>Total Other Cost Increases</b>	<b>(1.8)</b>	<b>72</b>	<b>93</b>	<b>14</b>	<b>15</b>
<b>Efficiencies and Cost Savings</b>					
Material and Supplies Reduction to offset Revenue Shortfall	(0.2)	(46)	0	0	0
Reduce Other Operating Expenses	0.0	(73)	0	0	0
Reduce the Technical Grants	0.0	(12)	(18)	0	0
Other Changes	0.0	0	(19)	0	0
<b>Total Efficiencies and Cost Savings</b>	<b>(0.2)</b>	<b>(131)</b>	<b>(37)</b>	<b>0</b>	<b>0</b>
<b>Current Revenue Changes</b>					
Program & Rental Fee Increase - 2.5%	0.0	0	0	0	0
Other Changes	0.0	30	0	0	0
<b>Total Current Revenue Changes</b>	<b>0.0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(2.0)</b>	<b>179</b>	<b>187</b>	<b>143</b>	<b>147</b>

Note: Numbers may not balance due to rounding.

## Proposed Changes to Operationalize Prior Decisions

Description (\$ 000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>					
Annualization of 201 City Center Dr Office Lease cost	0.0	14	0	0	0
Annualization of Prior Years Full Time Staff	0.0	45	0	0	0
<b>Total Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>59</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>					
Mississauga Cultural Map Maintenance contract and Google License	0.0	53	18	(30)	0
<b>Total Operating Impact of New Capital</b>	<b>0.0</b>	<b>53</b>	<b>18</b>	<b>(30)</b>	<b>0</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0.0</b>	<b>112</b>	<b>18</b>	<b>(30)</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

## 12.0 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

### Proposed New Initiatives and New Revenues

Description (\$ 000's)	BR #	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2013 to 2016 Capital (\$000's)
<b>New Initiatives</b>							
Grant Support to Culture Groups	32	0.5	163	90	0	57	0
Strengthen Heritage Planning	28	0.5	0	46	0	0	0
Artifact Preservation Storage Facility & Collection Services	30	2.0	0	78	93	70	0
Enhance Artistic Community Development	33	0.0	0	40	0	0	0
Strengthen Public Art	49	0.5	0		46	0	0
<b>Total New Initiatives</b>		<b>3.5</b>	<b>163</b>	<b>253</b>	<b>138</b>	<b>127</b>	<b>0</b>
<b>New Revenues</b>							
N/A		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</b>
<b>Total Changes to New Initiatives and New Revenues</b>		<b>3.5</b>	<b>163</b>	<b>253</b>	<b>138</b>	<b>127</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

The following table sets out the proposed 2013 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### **Proposed Budget by Category**

Description (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Net Costs before Administrative and Support Costs</b>						
Labour Costs	3,354	4,135	4,452	4,532	4,773	4,905
Other Operating Expenses	3,263	3,567	3,676	3,887	3,892	4,030
Total Revenues	(1,717)	(1,806)	(1,776)	(1,614)	(1,614)	(1,614)
<b>Total Net Cost before Administrative and Support Costs</b>	<b>4,899</b>	<b>5,896</b>	<b>6,352</b>	<b>6,805</b>	<b>7,052</b>	<b>7,322</b>
Administrative and Support Costs	185	217	215	220	223	227
<b>Total Net Budget</b>	<b>5,084</b>	<b>6,113</b>	<b>6,567</b>	<b>7,024</b>	<b>7,275</b>	<b>7,549</b>

Note: Numbers may not balance due to rounding.

The following table identifies the financial requirements for 2013 to 2016 by major program within the service area.

#### **Proposed Budget by Program**

Program Expenditures (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Celebration Square	685	992	1,055	1,080	1,107	1,135
Heritage	253	273	303	363	372	381
Operations	2,786	3,775	4,041	4,304	4,482	4,697
Planning	0	324	423	454	484	498
Divisional Support Services	1,360	748	744	824	830	836
<b>Total Net Budget</b>	<b>5,084</b>	<b>6,113</b>	<b>6,567</b>	<b>7,024</b>	<b>7,275</b>	<b>7,549</b>

Note: Numbers may not balance due to rounding.

---

### **13.0 Highlights of Proposed Capital Program Budget**

The proposed capital program budget primarily focuses on cultural and heritage planning, public art, cultural facility program equipment, and film and television services. Emphasis is on the development of a long-term plan for cultural facility development and investment, enhancing the City's heritage designation services (i.e. heritage plaques and surveys), annual facility equipment replacement, and the development of an on-line film permitting system.

### **14.0 Capital Program**

This section summarizes the forecast ten-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. A detailed listing of 2013 to 2016 projects is contained in Appendix 3.

#### **Proposed Capital Program**

<b>Program Expenditures (\$000's)</b>	<b>2013 Proposed Budget (\$000's)</b>	<b>2014 Forecast (\$000's)</b>	<b>2015 Forecast (\$000's)</b>	<b>2016 Forecast (\$000's)</b>	<b>2017 -2022 Forecast (\$000's)</b>	<b>Total 2013-2022 (\$000's)</b>
Buildings	50	250	0	0	300	600
Materials & Equipment	275	127	97	97	2,607	3,202
Heritage Planning	15	15	15	15	90	150
<b>Total Expenditures</b>	<b>340</b>	<b>392</b>	<b>112</b>	<b>112</b>	<b>2,997</b>	<b>3,952</b>

Note: Numbers may not balance due to rounding.

<b>Program Funding (\$000's)</b>	<b>2013 Proposed Budget (\$000's)</b>	<b>2014 Forecast (\$000's)</b>	<b>2015 Forecast (\$000's)</b>	<b>2016 Forecast (\$000's)</b>	<b>2017 -2022 Forecast (\$000's)</b>	<b>Total 2013-2022 (\$000's)</b>
Subsidies and Recoveries	0	0	0	0	0	0
Gas Tax	0	0	0	0	0	0
Cash in Lieu	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0
Tax	145	142	112	112	2,697	3,207
Other	195	250	0	0	300	745
Debt	0	0	0	0	0	0
<b>Total Funding</b>	<b>340</b>	<b>392</b>	<b>112</b>	<b>112</b>	<b>2,997</b>	<b>3,952</b>

Note: Numbers may not balance due to rounding.

# Performance Measures

## 15.0 Balanced Scorecard

A Balanced Scorecard identifies and measures four key areas of an organization's performances:

- Financial;
- Customers;
- Business Processes; and
- Employees.

By focusing attention on all four areas the Division will ensure a balanced approach in advancing the seven strategic goals contained within the Culture Master Plan.

### Financial

In 2009, a national average of *\$6.23 per capita in arts and culture grant funding* was established. The Culture Division uses this measure to establish and maintain a budget value for the arts and culture granting programs. The Division will strive to achieve and retain a \$3 per capita funding rate for arts and culture organizations in 2013, and beyond. Since 2010, the City's per capita funding has continuously increased from \$2.23 through to \$2.71 in 2012.

### Customers

*The number of public art installations*, and the attendance at City-funded festival and events are sound indicators of a community's vitality and cultural health. The number of public art installations provides a measure of the City's commitment to quality public spaces, and to building a sense of local pride of place. While attendance at city-funded events demonstrates the importance residents place

on events for celebration and appreciating local arts and culture.

### Employees

The City of Mississauga values its volunteers. A good indicator of a City's overall cultural development is its level of civic engagement, and the amount of volunteer activity. The Division will monitor the number of volunteer hours dedicated by individuals and organizations in support of local cultural programs and services. In order to sustain this volunteerism, the City will continue to provide training and development opportunities.

### Business Process:

The Culture Division will monitor social media followers as an indicator of residents awareness and engagement in the Division's services and programs. Over the coming four years, a new cultural web-page coupled with a new marketing and promotions strategy will foster a significant increase to the number of residents following culture by 2016.

<b>Measures for Strategic Policy</b>	<b>2010 (Actual)</b>	<b>2011 (Actual)</b>	<b>2012 (Actual)</b>	<b>2013 (Planned)</b>	<b>2014 (Planned)</b>	<b>2015 (Planned)</b>	<b>2016 (Planned)</b>
<b>Financial:</b>							
Per capita grants to arts & culture organizations	\$2.23	\$2.55	\$2.71	\$3.00	\$3.00	\$3.00	\$3.00
<b>Customer:</b>							
Number of public art installations	28	30	32	34	37	40	43
Number of attendees at City funded festivals and events	-	545,700	600,000	700,000	800,000	900,000	1,000,000
<b>Employees/Innovation:</b>							
Number of volunteer hours provided by cultural operations	429,600	550,000	575,000	600,000	610,000	620,000	630,000
<b>Internal Business Process:</b>							
Number of social media followers	425	1,180	5,500	7,000	10,000	12,000	15,000

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>4,135</b>	<b>4,342</b>	<b>207</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes
<b>Cost Increases</b>				
Operations Support for Museums	146.8	167	20	Increase operation to align with actual
Minor renovations and rehabilitation projects	257.0	285	28	Increase reflects annual amounts for minor renovations in the Culture Division
Utility Increases	118.2	125	6	Utility increases as per FPM
Other Changes	0.0	18	18	Other includes small increases within the division
<b>Other Changes</b>	<b>2,846.3</b>	<b>2,846.3</b>	<b>0</b>	
<b>Total Cost Increases</b>	<b>3,368.3</b>	<b>3,441</b>	<b>72</b>	
<b>Efficiencies and Cost Savings</b>				
Material and Supplies Reduction to offset Revenue Shortfall	303.3	258	(46)	Savings represent reducing operating expenditures in several line items to reflect actual
Reduce Other Operating Expenses	0.0	(73)	(73)	Savings represent reducing operating expenditures in several line items to reflect actual
Reduce the Technical Grants	30.0	18	(12)	Eliminate technical grants
Other Changes	0	0	0	
<b>Total Efficiencies and Cost Savings</b>	<b>333</b>	<b>203</b>	<b>(131)</b>	
<b>Current Revenue Changes</b>				
Program & Rental Fee Increase - 2.5%	0	0	0	No fee increases
Other Changes	(791.6)	(762)	30	Revenue pressure of \$30,000 reflect historical actual
Other Revenues	(1,014)	(1,014)	0	
<b>Total Current Revenue Changes</b>	<b>(1,805.6)</b>	<b>(1,776)</b>	<b>30</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>6,031</b>	<b>6,210</b>	<b>179</b>	

Note: Numbers may not balance due to rounding.

### Changes to Operationalize Prior Decisions

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Annualization of 201 City Center Dr Office Lease cost	82	96	14	Increase represents the 201 City Centre Drive lease annualization
Annualization of Prior Years Full Time Staff	0	45	45	FT labour annualization of two full time staff associated with Program Development in Meadowvale Theatre and Culture Policy Planning
Other Base Changes	0	0	0	
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>82</b>	<b>141</b>	<b>59</b>	
<b>Operating Impact of New Capital Projects</b>				
Mississauga Cultural Map Maintenance contract and Google License	0	53	53	Contract Maintenance and Google Licence costs
<b>Total Operating Impact of New Capital Projects</b>	<b>0</b>	<b>53</b>	<b>53</b>	
<b>Total Changes to Operationalize Past Decisions</b>	<b>82</b>	<b>194</b>	<b>112</b>	
<b>Total Cost to Maintain Current Services Levels and Operationalize Past Decisions</b>	<b>6,113</b>	<b>6,404</b>	<b>291</b>	

Note: Numbers may not balance due to rounding.

---

## **Appendix 2: Budget Requests**

### **Proposed 2013-2016 New Initiatives and New Revenues (Budget Requests)**

Please see the Budget Requests for the 2013-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Grant Support to Culture Groups	32	2013
Strengthen Heritage Planning	28	2014
Artifact Preservation Storage Facility & Collection Services	30	2014
Enhance Artistic Community Development	33	2014
Strengthen Public Art	49	2015
<b>New Revenues</b>		
N/A	-	-

---

Budget Request #: 32

**Proposed Initiative**

Grant Support to Culture Groups

**Department**

Community Services Department

**Service Area**

Arts & Culture

**Required Operating Investment**

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	162.7	252.7	252.7	309.7
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	162.7	252.7	252.7	309.7
* Net Change in \$		90.0	0.0	57.0
FTEs	0.5	0.5	0.5	0.5

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	0.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

To support both the Strategic Plan and the Culture Master Plan in order to ensure a vibrant city for residents, businesses and visitors

---

*Budget Request #: 32*

**Details of Service Change**

The original plan to achieve the \$3 per capita target was to increase the grants budget \$235,000 each year from 2009 to 2012 (GC848-2008). The 2012 installment was reduced to \$117,000 with the plan to request the remaining \$118,000 in 2013.

Based on the new population statistics, which places the population at 741,000, the 2013 increase will achieve \$2.88 per capita. Additional funding of \$90,000 is required for 2014 to achieve \$3 based on this population. The Planning forecasts project the 2016 population at 757,000 so further funding of \$57,000 will be needed to retain the \$3 per capita target.

Convert the existing Grants Officer position to full time. Position is budgeted at \$22,800 (28 hour a week for seven months) and incurs \$10,000 unbudgeted overtime. Grant applications have increased by 30 percent; the festival grant process is more labour intensive requiring monitoring of individual invoices and requirement for increased coaching of non-profit groups. \$44,700 is required to convert the position into full-time at a "D level" salary with benefits.

Summary of change:

2013 - \$162,700 increase to grants (118) and convert grants officer position (44.7)

2014 - \$90,000 increase to bring grants to \$3 per capita

2016 - \$57,000 increase to bring grants to \$3 per capita

**Service Impact**

Support to cultural organizations allows them to grow and develop quality programs and services for residents and visitors alike. The support from the grants officer provides on-going support to foster improved capacity in terms of governance and organizational effectiveness.

---

Budget Request #: 28

**Proposed Initiative**  
Strengthen Heritage Planning

**Department**  
Community Services  
Department

**Service Area**  
Arts & Culture

**Required Operating Investment**

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	0.0	45.6	45.6	45.6
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	45.6	45.6	45.6
* Net Change in \$		45.6	0.0	0.0
FTEs	0.0	0.5	0.5	0.5

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	0.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Inadequate staff resources to meet growing work volume that must meet legislative timelines and obligations.

---

*Budget Request #: 28*

**Details of Service Change**

0.5 FTE is required to support heritage planning obligations and initiatives, HAC directives and conduct research to support required reports within legislated timelines. Position is level E with part time benefits requiring \$45,600 annually beginning in 2014.

**Service Impact**

Legislative timelines and obligations under the Ontario Heritage Act met, otherwise the default position of the Act is that residents can demolish or alter irreplaceable heritage assets without permission.

---

Budget Request #: 30

Proposed Initiative	Department	Service Area
Artifact Preservation & Collection Services	Community Services Department	Arts & Culture

**Required Operating Investment**

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	0.0	77.5	170.0	240.0
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	77.5	170.0	240.0
* Net Change in \$		77.5	92.5	70.0
FTEs	0.0	1.0	2.0	2.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	0.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

This initiative will signal the City's commitment to its heritage, culture and diversity, and the importance of retaining and preserving valuable physical artifacts.

---

*Budget Request #: 30*

**Details of Service Change**

2014 - One FTE collection staff, at D level plus benefits requires \$77,500 to proactively promote and grow the collection including ensuring all legal, policy and monitoring documentation is developed and implemented.

2015 - Additional one FTE at C level plus benefits requires \$67,500 to support expanding collection and provide public access through digitalization and off site displays. The museums have never had a budget for acquiring acquisitions. \$25,000 annual budget to allow for the purchase of key items is required beginning in 2015 to ensure valuable artifacts remain in Mississauga.

2016 - In the event the city constructs a preservation facility as is currently planned, an annual utilities budget estimated at \$70,000 will be required.

**Service Impact**

The long-term desire for a future Mississauga museum cannot be met in the absence of a well-established collection, and a clear collecting framework. Staff resources are a first priority so that they can develop the necessary framework and systems required to accept and pursue new artifact donations in order to grow the City's collection.

---

Budget Request #: 33

Proposed Initiative	Department	Service Area
Enhanced Artistic Community Development	Community Services Department	Arts & Culture

**Required Operating Investment**

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	0.0	40.0	40.0	40.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	40.0	40.0	40.0
* Net Change in \$		40.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	0.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Need to facilitate community access to cultural opportunities and promote local talent.

---

*Budget Request #: 33*

#### **Details of Service Change**

An increase of \$40,000 to the cultural programming budget is proposed to facilitate enhanced events and programming opportunities to showcase and develop local talent and expertise.

Staff offer a menu of nine annual programs (e.g. Jane's Walk, Doors Open, and Culture Days), opportunity-driven programs, as well as several museum and theatre programs. Programs attract tens of thousands of participants. Most of the public investment in programming is directed towards the practical costs associated with production, operations, and logistics. This leaves a very small amount of budget available to invest in program - including artists, talent, etc. Additional budget would allow for enhanced program content, including the acquisition of national talent.

#### **Service Impact**

Increased program budget will offer local citizens and visitors new and quality programming and productions not possible with the current budget restrictions. Programs will be fully accessible, offered year round, and delivered throughout the City. This investment will expose local emerging artistic talent to new audiences. Enhanced programming will facilitate new sponsorship and grant opportunities not otherwise available, and will signal the City's commitment to supporting emerging artistic talent, and to professional artistry. The additional funding provides for new partnership opportunities and for increased participation by diverse communities.

---

Budget Request #: 49

Proposed Initiative	Department	Service Area
Strengthen Public Art	Community Services Department	Arts & Culture

**Required Operating Investment**

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	0.0	0.0	45.6	45.6
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	45.6	45.6
* Net Change in \$		0.0	45.6	0.0
FTEs	0.0	0.0	0.5	0.5

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	200.0	101.5	69.0	69.0	601.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	200.0	101.5	69.0	69.0	601.0
FTEs		0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

To build on opportunities to grow public art by leveraging support from private developers.

---

*Budget Request #: 49*

**Details of Service Change**

The Public Art Program is new and growing. In 2011, the Public Art Coordinator position has become full-time permanent. \$45,600 is required in 2015 to hire the part time public art coordinator to meet opportunities and expectations. The new position will commission public art for public spaces and will coordinate public art provisions through the development process. The objective is to contribute to creating a vibrant public realm and a distinct identity for the City that will attract people to Mississauga.

**Service Impact**

Increased public art opportunities will be facilitated resulting in an enhanced public realm and one of the key "cool" indicators of the Strategic Plan addressed.

---

### Appendix 3A: Proposed 2013 Capital Program (\$000's)

#### Program: Building

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13490	Cultural Facilities Plan Study	50	0	50	Arts Reserve
<b>Subtotal</b>		<b>50</b>	<b>0</b>	<b>50</b>	

#### Program: Heritage Building

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13493	Heritage designation surveys and plaques	15	0	15	Capital Reserve Fund
<b>Subtotal</b>		<b>15</b>	<b>0</b>	<b>15</b>	

#### Program: Material and Equipment

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13561	Web Based Dynamic Hansen Permit for Film	145	0	145	Arts Reserve
13497	Public Art Program	102	0	102	Capital Reserve Fund
13496	Furniture and Equipment - Replacement	28	0	28	Capital Reserve Fund
<b>Subtotal</b>		<b>275</b>	<b>0</b>	<b>275</b>	
<b>Total Expenditure</b>		<b>340</b>	<b>0</b>	<b>340</b>	

---

## Appendix 3B: Proposed 2014-2016 Capital Program (\$000's)

### Program: Building

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
5 Year Update of the Culture Master Plan	250	0	0
<b>Subtotal</b>	<b>250</b>	<b>0</b>	<b>0</b>

### Program: Heritage Planning

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Heritage designation surveys and plaques	15	15	15
<b>Subtotal</b>	<b>15</b>	<b>15</b>	<b>15</b>

### Program: Material and Equipment

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Audio Equipment - Monitor for Mississauga Celebration Square	30	0	0
Furniture and Equipment - Replacement	28	28	28
Public Art Program	69	69	69
<b>Subtotal</b>	<b>127</b>	<b>97</b>	<b>97</b>
<b>Total Expenditures</b>	<b>392</b>	<b>112</b>	<b>112</b>



# Regulatory Services

## 2013-2016 Business Plan

City of Mississauga, Ontario, Canada

CONDUCTED 40,926 INSPECTIONS IN 2011.  
ISSUED 204,734 CHARGES/TICKETS IN 2011.  
ADDRESSED 31,769 COMPLAINTS IN 2011.

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# Existing Core Services

## 1.0 Vision and Mission

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

**A place where people choose to be.**

### Vision

Regulatory Services will be seen as leaders and the model for success in municipal law enforcement.

### Mission

We achieve compliance with municipal by-laws and provide services in a safe and professional manner to maintain order, safety and community standards in the City.



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## **2.0 Service Delivery Model**

Regulatory Services is one of five divisions in the Transportation and Works Department and is comprised of 132 staff divided into five sections: Administrative Services; Animal Services; Compliance, Licensing and Charity Gaming; Mobile Licensing; and Parking Enforcement.

The Regulatory Service delivery model is to achieve compliance with Municipal by-laws through awareness, education and enforcement.

In performing due diligence, Regulatory Services assists the Corporation with risk management and maintains community safety and standards.

Regulatory Services enforces the following By-laws:

- Accessible Parking;
- Adequate Heat;
- Adult Entertainment Establishment Licensing By-law;
- Animal Care and Control;
- Business Licensing;
- Controlled Substance and Manufacturing Operations Prevention (Growhouses);
- Debris and Anti-Littering;
- Discharging of Firearms;
- *Dog Owners Liability Act*;
- Encroachment;
- Fence;
- Fireworks: Residents;
- Fireworks: Vendors;
- Fire Routes;
- Highway Obstruction;
- Ice Cream Truck Vendors;

- Idling Control;
- Municipal Address (building numbers);
- Noise Control;
- Nuisance Type Noise;
- Nuisance Weed and Tall Grass Control;
- Prohibit Sale of Goods on Highways;
- Property Standards – Residential;
- Property Standards – Commercial;
- Public Vehicle Licensing;
- Residential Rental Accommodation Licensing;
- Shark Fin;
- Swimming Pool Enclosure;
- Tow Truck Licensing;
- Traffic;
- Vehicle Licensing;
- Vendors; and
- Zoning.

In addition to the enforcement of municipal by-laws, Regulatory Services provides a variety of other services for internal and external stakeholders:

- Operates the Animal Shelter and delivers various animal related services;
- Educates the community on urban wildlife issues and pet adoption through a variety of venues;
- On a fee for service basis, provides parking enforcement training and certification for private security officers on private property;

- 
- Operates First Attendance Facility for early parking ticket dispute resolution;
  - Processes parking considerations;
  - Conducts fire route and site inspections for private property;
  - Provides dedicated parking enforcement in school zones;
  - Provides support and expertise to other City departments on enforcement related issues and expertise;
  - Co-ordinates Liquor Licence approvals; and,
  - Participates on the Integrated Municipal Enforcement Team.



Services offered include animal services, compliance and parking enforcement.

### **3.0 Past Achievements**

Regulatory Services has achieved a large number of successes over the recent past which demonstrates our commitment to service, excellence and continuous improvement. As a result, we are recognized as leaders by external associations, agencies and government bodies.

#### **Animal Services:**

- Community Outreach Licensing Initiative for Dog and Cat Licensing resulted in over \$70,000 in new licence sales;
- The installation of a new licence telephone line improved customer service and provided an alternate option for residents when purchasing or renewing pet licences; and
- The upgrade to the Chameleon Software resulted in improved functionality, efficiencies and ease of use.

#### **Compliance and Licensing Enforcement and Charity**

##### **Gaming:**

- Break Open Tickets software modifications making the City of Mississauga the first municipality to comply with changes from the OLG for multiple extensions to licences; and
- Implemented community-based mediation service through Dixie Bloor Neighbourhood Centre.

##### **Mobile Licensing Enforcement:**

- The number of inspections conducted in 2011 totalled 11,799, compared with 9,764 in 2010, an increase of 2,035 or 20.8 percent; and
- Joint enforcement initiatives with Fire Services and Peel Regional Police Services contributed to an increase in the number of tickets issued and inspections conducted in 2011 related to tow truck licensing enforcement.

- Tickets issued in 2011 totalled 134 compared to 111 in 2010, an increase of 23 or 20.7 percent.



**Animal Services**

##### **Parking Enforcement:**

- With the launch of the Bicycle Unit more effective patrol of UTM, Port Credit and waterfront parks is possible. Parking Enforcement Officers can observe more while on bicycles than in cars and interface better with the public as officers are more approachable on bicycles;
- As a result of the First Attendance program, 2011 trial requests decreased to 169 from 453 in 2010, a reduction of 284 requests or 62.7 percent; and
- 204,734 parking tickets were issued in 2011, an increase of 3,633 tickets or 1.8 percent over 2010.

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**Enforcement Division:**

- Laptop computers were provided to all Municipal Law Enforcement Officers in Animal Services, Compliance and Licensing Enforcement and Mobile Licensing Enforcement which has improved efficiencies and effectiveness in the field;
- Across the Division, an average of 31,587 complaints are handled annually by officers;
- Enforcement Division continued its commitment to Sheridan College through student field placements in all areas, which also assists in growing and attracting new talent to the Division;
- The migration of all business units to 311 was successfully completed; and
- Positive profile of the Enforcement Division was raised in the community through participation in the following charitable activities:
  - Don Kerr's Coats for Kids Initiative;
  - Ride for Dad;
  - McDonald's McHappy Day;
  - Golf Challenge for Multiple Sclerosis Society;
  - Christmas Baskets for Erin Oaks Needy Families;
  - Toys for Tots;
  - Daffodil Cancer Day;
  - Tim Horton's Camp Day; and
  - Relay for Life.



Compliance and Licensing Office located at Civic Centre

#### 4.0 Current Service Levels

Regulatory Services delivers services to the residents of Mississauga seven days a week as outlined in the chart below:

Enforcement Hours	
Animal Services	<b>Regular Services: 7 days a week, 7:30 a.m. to 9:00 p.m.</b> <ul style="list-style-type: none"><li>• Shelter Hours: Monday to Friday, 10:00 a.m. to 6:00 p.m., Saturdays 10:00 a.m. to 5:00 p.m.</li><li>• Emergency Services: On call after 9:00 p.m. and on statutory holidays</li></ul>
Compliance and Licensing Enforcement	<b>Regular Services: Monday to Friday, 8:30 a.m. to 4:30 p.m.</b> <ul style="list-style-type: none"><li>• After 4:30 p.m.: On call for emergency response and construction noise complaints</li><li>• Weekend Coverage and Statutory Holidays: Officer on duty and available to take calls</li></ul>
Mobile Licensing Enforcement	<b>Regular Services: 7 days a week</b> <ul style="list-style-type: none"><li>• May Holiday Weekend to October 1: 7:00 am to 11:00 p.m.</li><li>• October 2 to May Holiday Weekend: 7:00 a.m. to 9:00 p.m.</li></ul>
Parking Enforcement	<b>Regular Services: 7 days a week, 24 hours a day</b>

Regulatory Services achieves compliance with a wide variety of municipal by-laws through awareness, education and enforcement to maintain order, safety and community standards in our City.

Below is the number of services provided for each section within Regulatory services between 2008 and 2011:

Year	Licenses	Complaints	Charges/Tickets	Inspections	Bingo Sessions	Parking Considerations
2008	22,079	34,583	199,151	44,810	4,547	13,354
2009	21,825	32,292	206,163	47,696	4,698	15,928
2010	24,090	27,704	206,168	43,484	2,825	18,559
2011	27,295	31,769	204,734	40,926	2,821	22,257

Enforcement of the by-laws is achieved through proactive and reactive approaches as indicated below:

By-Law	Enforced By	Method of Enforcement	
		Proactive	Reactive
<b>Accessible Parking</b>	Parking Enforcement	√	√
<b>Adequate Heat</b>	Compliance and Licensing		√
<b>Adult Entertainment Establishment Licensing By-law</b> <i>Two proactive joint inspections per year with AGCO, Peel Police and Health Department</i>	Compliance and Licensing	√	√
<b>Animal Care and Control</b>	Animal Services	√	√
	Compliance and Licensing		√
<b>Business Licensing</b>	Compliance and Licensing	√	√
	Mobile Licensing	√	√
<b>Controlled Substance and Manufacturing Operations Prevention (Growhouses)</b>	Compliance and Licensing		√
<b>Debris and Anti-Littering</b>	Compliance and Licensing		√
<b>Discharging of Firearms</b>	Compliance and Licensing		√
<b>Dog Owners Liability Act;</b>	Animal Services		√
<b>Encroachment</b>	Compliance and Licensing		√
<b>Fence</b>	Compliance and Licensing		√
<b>Fireworks: Residents</b>	Compliance and Licensing		√
<b>Fireworks: Vendors</b>	Compliance and Licensing		√
<b>Fire Routes</b>	Parking Enforcement	√	√

Table continued on next page.

Continuation of By-Laws and Enforcement Approaches: :

By-Law	Enforced By	Method of Enforcement	
		Proactive	Reactive
<b>Ice Cream Truck Vendors</b>	Mobile Licensing		√
<b>Idling Control</b> <i>Proactive enforcement of this By-law pilot project until May 31, 2012</i>	Parking Enforcement	√	√
<b>Municipal Address (building numbers)</b>	Compliance and Licensing		√
<b>Noise Control</b>	Compliance and Licensing		√
<b>Nuisance Type Noise</b>	Compliance and Licensing		√
<b>Nuisance Weed and Tall Grass Control</b>	Compliance and Licensing		√
<b>Prohibit Sale of Goods on Highways</b>	Mobile Licensing	√	√
<b>Property Standards – Residential</b>	Compliance and Licensing	√	√
<b>Property Standards - Commercial</b>			√
<b>Public Vehicle Licensing</b> <i>Airport Municipal Transportation Vehicle, Airport Public Transportation Vehicle, Limousine and Taxicabs</i>	Mobile Licensing	√	√
<b>Residential Rental Accommodation Licensing</b>	Compliance and Licensing		√
<b>Shark Fin</b>	Compliance and Licensing		√
<b>Swimming Pool Enclosure</b>	Compliance and Licensing	√	√
<b>Tow Truck Licensing</b>	Parking	√	√
<b>Traffic</b>	Parking Enforcement	√	√
<b>Vehicle Licensing</b>	Mobile Licensing	√	√
<b>Vendors</b>	Mobile Licensing	√	√
<b>Zoning</b>	Compliance and Licensing		√

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## **5.0 Opportunities and Challenges**

The SWOT business analysis approach was used to assess our operational environment over the next four years. A risk assessment exercise was completed from which the following Opportunities and Challenges were identified:

### **Opportunities**

- Implement an Administrative Penalties System to achieve greater compliance with the City's licensing and parking by-laws. Rather than having to proceed through a lengthy court process, the City will be able to immediately issue penalties, creating greater incentives to comply. Increased revenue, increased compliance, increased services levels and improved efficiencies will be achieved through an Administrative Penalties System;
- Increase the use of mediation services to resolve issues amongst residents as opposed to more costly traditional methods;
- Increase revenues through the Pet Licensing Initiative;
- Expand the use of computer technology on-the-road to increase the effectiveness and efficiency of communication and achieve more efficient use of staff resources;
- Review all fees and fines to identify possible increases as well as new sources of revenue;
- Cultivate professional, supervisory and management staff with regulatory expertise, who are knowledgeable and dedicated;
- Maintain strong partnerships with other regulatory agencies: Police, Fire and Alcohol and Gaming Commission of Ontario;

- Participate on Municipal, Regional, Provincial, Federal and International Committees; and
- Continue to be recognized as leaders by external associations, agencies and government bodies.

### **Challenges**

- With staff retirements at all levels, there is an erosion of knowledge and expertise;
- Achieving by-law compliance in a community which is culturally and socio-economically diverse;
- Balancing regulatory integrity in a political environment;
- Maintaining existing service levels in a climate of decreasing resources;
- Responding to the needs and requests of the Mayor and Council;
- Increased pressure to enact municipal by-laws that are difficult to enforce and/or to address issues that cannot be effectively regulated at the local level;
- Changes to legislation at the federal and provincial levels of government which impact on the enforcement of by-laws;
- Increased workload related to aging residential properties; and
- Limited financial resources.

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## **6.0      Looking Ahead**

Over the next four years the goals and operational objectives of Regulatory Services will be to:

- Achieve compliance with Municipal by-laws through awareness, education and enforcement;
- Reduce the net cost of Regulatory Services to the municipality by identifying new revenue opportunities and generating revenue growth;
- Maintain order, safety and community standards in the City through compliance with Municipal by-laws thus supporting all five Strategic Pillars for Change in the City's Strategic Plan;
- Raise the profile and positive image of the Division in the community;
- Foster collaboration and teamwork to support efforts to achieve the Department's objectives;
- Implement an Administrative Penalty System;.
- Review Business Licensing By-law to improve compliance and increase revenues;
- Develop a Vehicle Pound Facility By-law to improve compliance and ensure consumer protection;
- Maintain a well qualified, high performing professional workforce that consistently uses good judgement and acts in accordance with City policies and procedures;
- Implement Charity Bingo and Gaming Revitalization Initiative;
- Reorganize Parking Enforcement and Animal Services to position them for future success;
- Explore the feasibility of implementing a vehicle pound facility; and
- Grow talent that is capable of filling vacant positions.



Mobile Licensing and Parking Enforcement Offices

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## **7.0 Engaging our Customers**

Below are listed some of the tools and initiatives to ensure that residents are engaged and informed about compliance with City by-laws and the services offered by Regulatory Services:

- Develop by-law Q & A's which are user-friendly, provide relevant information, educates residents and promotes compliance;
- Develop a communication campaign to inform the community of the implementation of an Administrative Penalties System;
- Continue communication for Coyote Awareness/Safety Campaign;
- Continue to build pet licensing awareness and promote licensing compliance;
- Develop University of Toronto Mississauga Campus communication plan to update students and area residents of Municipal by-law requirements, attend student orientation sessions and distribute by-law information brochures;
- Participate in Ratepayers' Association Meetings to provide information on relevant issues; and
- Survey residents regarding satisfaction with Regulatory Services. On a recent Citizen Value Measurement Survey, Regulatory Services received a satisfaction rating of 7.3 out of 10.



Animal Services Coyote Information Session

# Required Resources

## 8.0 Human Resources

The growth in the City has and continues to have a large impact on the services delivered within all sections of Regulatory Services. It is crucial to ensure that the City's Regulatory Services Division be properly and adequately resourced to support all City wide service areas and complaint response requirements as mandated.

In order to meet future workload demands, Regulatory Services will:

- Balance staff training, career development opportunities and succession planning with budgetary restraints;
- Review staff requirements carefully when developing and/or updating by-laws to ensure appropriate levels are in place to achieve compliance and meet service levels in a cost-neutral manner;
- Review utilization of part-time staff for potential cost savings and to maintain existing service levels;
- Continue to use students during the summer to deal with West Nile Virus and Long Grass and Weed Complaints;
- Provide on-going Divisional and Sectional staff training;
- Maintain a well qualified, high performing professional workforce that consistently uses good judgement and acts in accordance with City policies and procedures; and
- Grow talent that is capable of filling vacant positions.



Required clothing and equipment worn by officers investigating Marijuana Grow Labs

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**Proposed Full Time Equivalent (FTE) Staffing Distribution by Program**

<b>Program</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Enforcement Administration	8.9	8.9	8.9	8.9	8.9
Animal Services	32.4	32.4	31.4	31.4	31.4
Mobile Licensing	14.0	14.0	14.0	14.0	14.0
Compliance & Licensing Enforcement	27.8	26.8	26.8	26.8	26.8
Parking Enforcement	48.9	50.9	50.9	50.9	50.9
<b>Total Service Distribution</b>	<b>132.0</b>	<b>133.0</b>	<b>132.0</b>	<b>132.0</b>	<b>132.0</b>

## **9.0 Technology**

In addition to the corporate standard software, Regulatory Services uses the following:

- MAX;
- Hansen;
- Amanda Licensing System;
- Charity Gaming Software;
- Chameleon; and
- Autocite/Auto Issue/Auto Process.

Regulatory Services continues its commitment to investigate the use of technologies to achieve efficiencies and cost savings. Over the next four years, the following technological requirements have been identified:

- Acquire software for the Administrative Penalties System (In Budget Request #51) for handheld devices for parking and licensing enforcement officers as well as private security officers issuing tickets on behalf of the City on private property; and, related software with dual capability to issue both administrative penalty notices and provincial offences tickets as well as to accommodate licensing and enforcement requirements;
- Upgrade Charity Gaming System (On-going) – In addition to achieving efficiencies, software changes are required to meet regulatory changes imposed by the Alcohol and Gaming Commission of Ontario and to be able to issue permits as part of the Charity Bingo and Gaming Revitalization Initiative;
- Implement online new dog and cat licence purchases (in IT Plan) – as part of the e3 review in Animal Services; and

- Upgrade Amanda Licensing Software (in IT Plan) – Amanda Licensing Software is used in both Compliance and Licensing Enforcement and Mobile Licensing Enforcement areas. Changes are required to the current software to achieve efficiencies, tighten controls and incorporate the current and planned changes made to various by-laws.



Handhelds and in car laptop computers providing access to information while on the road.

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## **10.0 Facilities**

Regulatory Services is located in the following facilities:

### **Animal Services:**

Animal Services is located at 735 Central Parkway West. Along with the administrative offices, this facility also houses the Animal Shelter.

### **Compliance and Licensing Enforcement and Charity Gaming:**

Compliance and Licensing Enforcement and Charity Gaming is located at the Civic Centre, ground floor in east and west office areas. The east side houses the Director's Office, the Administrative Team and the customer service counter. All Municipal Law Enforcement Officers are located on the west side. Both east and west side offices underwent renovations in 2009 and there is no further need for facility or space changes at this time.

### **Mobile Licensing Enforcement:**

Mobile Licensing Enforcement is located on the ground level of 3235 Mavis Road and houses all Officers and Administrative staff. This area also contains the customer service counter as well as the Taxi School and training facilities.

### **Parking Enforcement:**

Parking Enforcement Offices are located on the second floor of 3235 Mavis Road. In addition, First Attendance Administrators for Parking matters are located at the Parking Enforcement office at the Ontario Court of Justice, 950 Burnhamthorpe Road West.

In looking at future space requirements for Regulatory Services, the implementation of an Administrative Penalty System will require an area for a Hearing Room. A suitable room has been found at 950 Burnhamthorpe Road.



Animal Services Offices located at 735 Central Parkway West

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## **Proposed Budget**

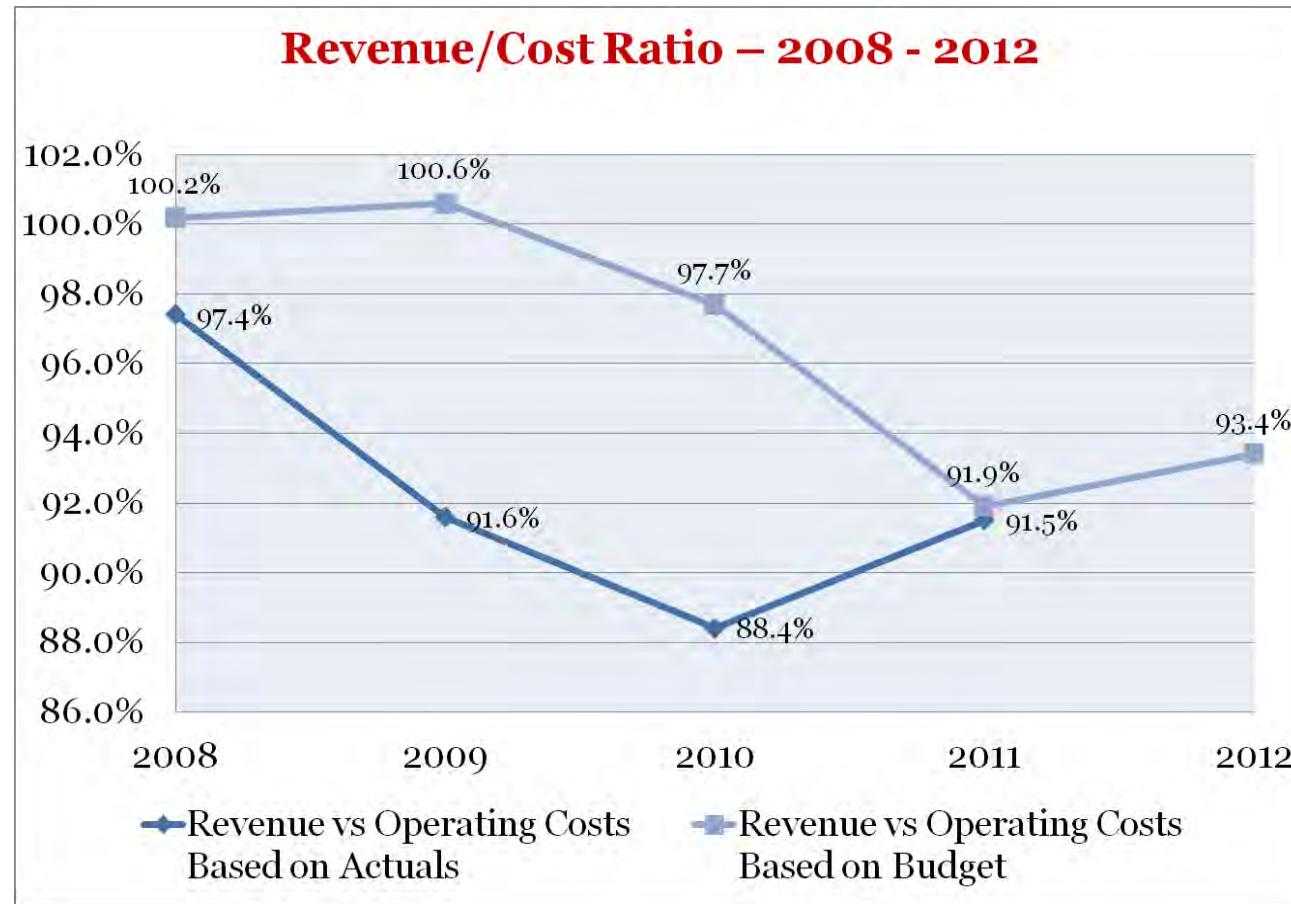
This part of the Business Plan sets out the financial resources required to deliver the proposed 2013-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize past decisions are identified separately from proposed changes. The prior year budget for 2012 was \$1,412,000 and the proposed budget for 2013 is \$1,860,000.

### **Total Changes to Maintain Current Service Levels**

Total changes to maintain current service levels in 2013 are \$418,000, primarily made up of the following:

- Labour costs increased by \$403,000;
- Additional part-time staff coverage for Parking Enforcement & material costs increased by \$169,000;
- Miscellaneous reductions including one FTE in Compliance & Licensing for a total savings of \$132,000;
- Business Licence revenue budget decreased by \$200,000;
- Bingo revenue budget decreased by \$250,000 (Impact of International Bingo Hall closure in 2010);
- Vehicle Licensing revenue budget increased by \$450,000 (Increase will offset the decrease in Business Licensing and Bingo revenues); and
- Automatic inflationary increases in Licensing and Fee revenues based on CPI. Estimate for 2013 is two percent in selected areas resulting in an increase of \$22,700.

Please see the chart on the next page for the current revenue to cost ratio for Regulatory Services between 2008 and 2012.



#### **Total Changes to Operationalize Prior Decisions**

Annualization costs of \$31,000 for one full-time customer service representative added in 2012 based on the e3 review of Animal Services.

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

There are no new initiatives or new revenues for this business planning cycle.

The following table separates the financial requirements into those required to maintain existing services; to operationalize prior decisions; and proposed new initiatives and revenues. The details on the changes to each category are provided in Sections 11 through 12.

Description (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Budget</b>	<b>1,412</b>	<b>1,860</b>	<b>2,059</b>	<b>2,392</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>				
Labour and Benefits	403	414	454	463
Other Cost Increases	169	15	11	11
Efficiencies and Cost Savings	(132)	(232)	(132)	(132)
Current Revenue Changes	(23)	0	0	0
<b>Total Changes to Maintain Current Service Levels</b>	<b>418</b>	<b>198</b>	<b>333</b>	<b>343</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>				
Annualization of Previous Years Budget Decisions	31	0	0	0
Operating Impact of New Capital Projects	0	0	0	0
<b>Total Changes to Operationalize Prior Decisions</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>1,860</b>	<b>2,059</b>	<b>2,392</b>	<b>2,734</b>
<b>New Initiatives and New Revenues</b>				
Total Proposed New Initiatives	0	0	0	0
Total Proposed New Revenues	0	0	0	0
<b>Total New Initiatives and New Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Budget</b>	<b>1,860</b>	<b>2,059</b>	<b>2,392</b>	<b>2,734</b>

Note: Numbers may not balance due to rounding.

## 11.0 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the costs increases arising from prior decisions. Detailed explanations of changes to 2013 can be found in Appendix 1.

### Proposed Changes to Maintain Current Service Levels

Description (\$000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Labour and Benefits</b>	<b>0.0</b>	<b>403</b>	<b>414</b>	<b>454</b>	<b>463</b>
<b>Other Cost Increases</b>					
Increase Parking Enforcement Temporary labour budgets	2.0	141	0	0	0
Allocations	0.0	28	11	6	7
Other Changes	0.0	0	4	4	5
<b>Total Other Cost Increases</b>	<b>2.0</b>	<b>169</b>	<b>15</b>	<b>11</b>	<b>11</b>
<b>Efficiencies and Cost Savings</b>					
Reduction of 1 full time equivalent (FTE) in Compliance & Licensing Enforcement	(1.0)	(90)	0	0	0
Elimination of the 3 year contract Project Leader position originally added in 2011	(1.0)	0	(100)	0	0
Other Changes	0.0	(42)	(132)	(132)	(132)
<b>Total Efficiencies and Cost Savings</b>	<b>(2.0)</b>	<b>(132)</b>	<b>(232)</b>	<b>(132)</b>	<b>(132)</b>
<b>Current Revenue Changes</b>					
Increase Vehicle Licence budget to align with actuals	0.0	(450)	0	0	0
Decrease Bingo Revenues budget to reflect lost revenues as a result of the closing of the International Centre Bingo Hall in 2010	0.0	250	0	0	0
Decrease Business Licence budget to align with actuals	0.0	200	0	0	0
Other Changes	0.0	(23)	0	0	0
<b>Total Current Revenue Changes</b>	<b>0.0</b>	<b>(23)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>0.0</b>	<b>418</b>	<b>198</b>	<b>333</b>	<b>343</b>

Note: Numbers may not balance due to rounding.

## Proposed Changes to Operationalize Prior Decisions

Description (\$ 000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>					
Annualization of 1 customer service representative from 2012	0.0	31	0	0	0
<b>Total Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>					
N/A	0.0	0	0	0	0
<b>Total Operating Impact of New Capital</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0.0</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

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## 12.0 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

### Proposed New Initiatives and New Revenues

Description (\$ 000's)	BR #	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2013 to 2016 Capital (\$000's)
<b>New Initiatives</b>							
Administrative Penalties System	51	0.0	0	0	0	0	350
<b>Total New Initiatives</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350</b>
<b>New Revenues</b>							
N/A		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</b>
<b>Total Changes to New Initiatives and New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350</b>

Note: Numbers may not balance due to rounding.

The following table sets out the proposed 2013 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### **Proposed Budget by Category**

Description (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Net Costs before Administrative and Support Costs</b>						
Labour Costs	10,313	10,746	11,231	11,546	12,000	12,463
Other Operating Expenses	1,654	1,930	1,889	1,761	1,634	1,507
Total Revenues	(10,951)	(11,813)	(11,836)	(11,836)	(11,836)	(11,836)
<b>Total Net Cost before Administrative and Support Costs</b>	<b>1,016</b>	<b>863</b>	<b>1,284</b>	<b>1,472</b>	<b>1,798</b>	<b>2,134</b>
Administrative and Support Costs	538	548	576	587	594	600
<b>Total Net Budget</b>	<b>1,553</b>	<b>1,412</b>	<b>1,860</b>	<b>2,059</b>	<b>2,392</b>	<b>2,734</b>

Note: Numbers may not balance due to rounding.

The following table identifies the financial requirements for 2013 to 2016 by major program within the service area.

#### **Proposed Budget by Program**

Program Expenditures (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Enforcement Administration	1,109	1,062	1,086	991	895	800
Animal Services	2,061	1,848	1,988	1,984	2,085	2,187
Mobile Licensing	(549)	(121)	(553)	(501)	(442)	(381)
Compliance & Licensing Enforcement	984	781	1,223	1,326	1,442	1,560
Parking Enforcement	(2,052)	(2,159)	(1,883)	(1,741)	(1,588)	(1,432)
<b>Total Net Budget</b>	<b>1,553</b>	<b>1,412</b>	<b>1,860</b>	<b>2,059</b>	<b>2,392</b>	<b>2,734</b>

Note: Numbers may not balance due to rounding.

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### **13.0 Highlights of Proposed Capital Program Budget**

\$350,000 in 2013 to implement a penalty system for the enforcement of the City's parking and licensing offences. This is authorized under the *Municipal Act*, 2001. The Administrative Penalty System is targeted for implementation in January 2014.

### **14.0 Capital Program**

This section summarizes the forecast ten 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. A detailed listing of 2013 to 2016 projects is contained in Appendix 3.

#### **Proposed Capital Program**

<b>Program Expenditures (\$000's)</b>	<b>2013 Proposed Budget (\$000's)</b>	<b>2014 Forecast (\$000's)</b>	<b>2015 Forecast (\$000's)</b>	<b>2016 Forecast (\$000's)</b>	<b>2017 -2022 Forecast (\$000's)</b>	<b>Total 2013-2022 (\$000's)</b>
Vehicles, Equipment and Other	350	0	0	0	0	350
<b>Total Expenditures</b>	<b>350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350</b>

Note: Numbers may not balance due to rounding.

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# Performance Measures

## 15.0 Balanced Scorecard

### About the Measures for Regulatory Services

#### Financial Measures

*Revenue/Cost Ratio* financial measure represents the applicable revenues collected as a percentage of the gross costs attributed to providing Regulatory Services. The higher the cost ratio the greater the portion of costs recovered through revenues. For instance, a ratio of 100 means all costs are recovered through revenue.

*Revenue Target* represents the percentage of the revenue targets achieved.

#### Customer Measures

*The number of complaints resolved and the requests meeting target response dates* is a measure that indicates the service area ability to respond to residents and Council service requests according to established timeframes and service levels.

#### Employee Measures

*Employee Engagement Survey* provides the data to measure employee engagement and level of job satisfaction. In the survey conducted, staff rated job satisfaction at an average of 72.3 percent and satisfaction with the City at 68.1 percent.

#### Business Process Measures

*Operational Service Level* reflects the acceptable timeframe within requests for service are addressed. Regulatory Services has an operational service level of 10 days.

<b>Measures for Regulatory Services:</b>	<b>2010 (Actual)</b>	<b>2011 (Actual)</b>	<b>2012 (Actual)</b>	<b>2013 (Planned)</b>	<b>2014 (Planned)</b>	<b>2015 (Planned)</b>	<b>2016 (Planned)</b>
<b>Financial:</b>							
Revenue Cost/Ratio %	88.4	91.5	93.4	93.6	93.8	94	94.2
Revenue Targets %	97.7	91.9	91.0	91.5	92.0	92.5	93.0
<b>Customer:</b>							
% Complaints Resolved Per Annum	98	98	98	98	98	98	98
% of Council Requests Meeting Turnaround Targets	86	89	90	90	90.5	91	91.5
<b>Employees/Innovation:</b>							
Employee Engagement Survey - Job Satisfaction	72.3	72.3	72.3	72.3	73	73	74
Employee Engagement Survey – Satisfaction With City	68.1	68.1	68.1	68.1	69	69	70
<b>Internal Business Process:</b>							
Adherence to Operational Service Levels (10 Days): Average Turnaround Time for Requests (Days)	6.1	6.2	6.0	6.0	6.0	5.9	5.9

---

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>5,644</b>	<b>6,047</b>	<b>403</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes
<b>Other Cost Increases</b>				
Increase Parking Enforcement Temporary labour budgets	285	426	141	Staff coverage required for 33 staff (Officers & Supervisors) related to vacation, floaters, sick days, lieu and training was calculated. An increase in the Temporary labour budget is required to ensure adequate staff coverage
Other Changes	2,239	2,267	28	Increased information technology (IT) maintenance & departmental support services (DSS) Allocations
<b>Total Other Cost Increases</b>	<b>2,524</b>	<b>2,693</b>	<b>169</b>	
<b>Efficiencies and Cost Savings</b>				
Reduction of 1 full time equivalent (FTE) in Compliance & Licensing Enforcement	2,605	2,515	(90)	1 Municipal Licensing Enforcement Officer (MLEO) @ Labour Grade "E" effective Jan 1, 2013
Other Changes	239	198	(42)	Miscellaneous budget reductions
<b>Total Efficiencies and Cost Savings</b>	<b>2,844</b>	<b>2,713</b>	<b>(132)</b>	

Table continued on next page.

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### Continued Appendix 1: Changes to Maintain Current Service Level

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Current Revenue Changes</b>				
Increase Vehicle Licence budget to align with actuals	(1,110)	(1,560)	(450)	2012 actuals are forecasted to be \$450k surplus to budget
Decrease Bingo Revenues budget to reflect lost revenues as a result of the closing of the International Centre Bingo Hall in 2010	(643)	(393)	250	2012 actuals are forecasted to be \$250k shortfall to budget
Decrease Business Licence budget to align with actuals	(1,317)	(1,117)	200	2012 actuals are forecasted to be \$200k shortfall to budget
Other Changes	(8,743)	(8,766)	(23)	2% increase on select fees
<b>Total Current Revenue Changes</b>	<b>(11,813)</b>	<b>(11,836)</b>	<b>(23)</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>(800)</b>	<b>(382)</b>	<b>418</b>	

Note: Numbers may not balance due to rounding.

## Changes to Operationalize Prior Decisions

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Annualization of 1 customer service representative from 2012	2,212	2,243	31	Labour Grade C, Jul 1 2012 hire date
<b>Total Annualization of Previous Years Operating Cost Decisions</b>				
	<b>2,212</b>	<b>2,243</b>	<b>31</b>	
<b>Operating Impact of New Capital Projects</b>				
N/A	0	0	0	
<b>Total Operating Impact of New Capital Projects</b>				
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Changes to Operationalize Prior Decisions</b>				
	<b>2,212</b>	<b>2,243</b>	<b>31</b>	
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>				
	<b>1,412</b>	<b>1,860</b>	<b>449</b>	

Note: Numbers may not balance due to rounding.

---

## **Appendix 2: Budget Requests**

### **Proposed 2013-2016 New Initiatives and New Revenues (Budget Requests)**

Please see the Budget Requests for the 2013-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Administrative Penalties System	51	2013
<b>New Revenues</b>		
N/A	-	-

---

Budget Request #: 51

<b>Proposed Initiative</b>	<b>Department</b>	<b>Service Area</b>
Administrative Penalties System	Transportation & Works Department	Regulatory Services

**Required Operating Investment**

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	0.0	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	0.0	0.0
* Net Change in \$		0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	350.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	350.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Staff recommends the implementation of an Administrative Penalty System due to a reduction in the allocation of trial times by the Regional Senior Justice for enforcement matters. An Administrative Penalty System will free up judicial resources allowing for more serious matters to be dealt with in POA Court. Increased revenue, increased compliance and increased service levels as well as improved efficiencies are the anticipated outcome of this service change.

---

*Budget Request #:* 51

**Details of Service Change**

Under an administrative penalty system, the judicial process is removed and a penalty is imposed directly upon the offender by the municipality within the context of an administrative process. Under this system, the City would become the regulatory authority not the *Provincial Offences Act*. It is anticipated that the Administrative Penalty System will be up and running for January 2014, or earlier if possible.

**Service Impact**

Cost benefit analysis required to determine impact of implementing an administrative penalties system. Issues such as the creation of new tickets, hiring of screening and hearing officers, allocation of court facilities and the fees to propose for various charges need to be analysed. An administrative penalties system would free up judicial resources allowing for more serious matters to be dealt with in POA court. Increased revenue, increased compliance, increased service levels and improved efficiency are the objectives of this service change. The goal is to implement an administrative penalty system in a cost-neutral manner.

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#### **Appendix 3A: Proposed 2013 Capital Program (\$000's)**

##### **Program: Vehicles, Equipment and Other**

<b>Project Number</b>	<b>Project Name</b>	<b>Gross Cost (000's)</b>	<b>Recovery (000's)</b>	<b>Net Cost (000's)</b>	<b>Funding Sources</b>
13580	Information Technology Enhancements - Administrative Penalties	350	0	350	Capital Reserve Fund
<b>Total Expenditure</b>		<b>350</b>	<b>0</b>	<b>350</b>	

#### **Appendix 3B: Proposed 2014-2016 Capital Program (\$000's)**

There are currently no proposed Capital Programs for Regulatory Services between 2014 and 2016.



# Legislative Services

## 2013-2016 Business Plan

City of Mississauga, Ontario, Canada

ISSUED 2,700 MARRIAGE LICENCES.  
PERFORMED 285 CIVIL WEDDING CEREMONIES.  
RECEIVED 602 FREEDOM OF INFORMATION REQUESTS  
WITH A 99% COMPLIANCE RATE.  
SUPPORTED 186 COUNCIL AND COMMITTEE MEETINGS  
IN 2011 WITH 205 ANTICIPATED FOR 2012.

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# Existing Core Services

## 1.0 Vision and Mission

Legislative Services is responsible for the statutory duties of the municipal clerk, including the *Vital Statistics Act*, *Marriage Act*, *Municipal Freedom of Information and Protection of Privacy Act*, *Municipal Act* and *Planning Act*; manages the City's records; conducts municipal elections, acts as secretariat to Council and its committees; administers the Provincial Offences Court; and, provides printing and mail services for the Corporation.

### Vision

To provide open and accessible government by ensuring that independent and impartial statutory and regulatory services are delivered in a progressive and creative manner.

### Mission

To meet customers' diverse service needs by providing statutory and legislated services to the public, council and other internal and external customers through a variety of service channels.

Legislative Services/  
Office of the City Clerk

Access and Privacy

Committee of Adjustment

Council Support

Legislated Compliance

Municipal Elections

Printing and Mail Services

Provincial Offences  
Administration

Records Management

Vital Statistics

## 2.0 Service Delivery Model

Legislative Services encompasses the Office of the City Clerk which has statutory responsibilities including the independent administration of a number of legislated responsibilities under the: *Municipal Act*, *Planning Act*, *Municipal Elections Act*, *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) and other legislation such as the *Vital Statistics Act*, *Marriage Act* and *Provincial Offences Act*.



Courthouse at 950 Burnhamthorpe Road West

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### **3.0 Past Achievements**

Legislative Services has had many successes since the approval of the 2011-2014 Business Plan & Budget. Past Achievements are listed below by initiative:

#### **Access and Privacy**

- 602 Freedom of Information requests were received in 2011 with a compliance rate above 99 percent, one of the highest in the Province. We anticipate the same result in 2012.

#### **Committee of Adjustment**

- Processed 483 applications in 2011, a slight decrease by 71 applications from the previous year. In 2012, applications have rebounded and we anticipate processing 620 applications.

#### **Council and Committee Support**

- Coordinated and supported 24 Committees of Council with 400+ committee hours in 2011. Similar volume is anticipated for 2012; and
- Complete Council and Committee agendas provided online on the City's Website.

#### **POA (*Provincial Offences Act*) – Court Administration**

- Maintained courts administration time to trial at eight months against the judiciary guideline of nine months since 2011.

#### **Records Management**

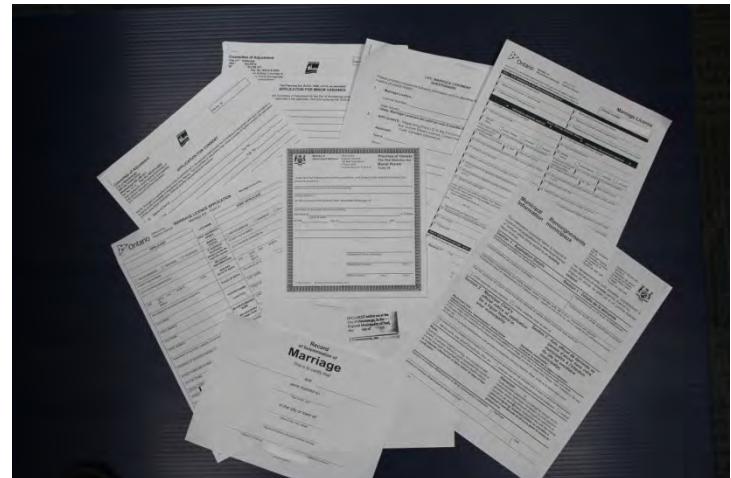
- In 2012, implemented 105 electronic record solutions.

#### **Vital Statistics**

- Issued 2,700 Marriage Licences, performed 285 Civil Wedding Ceremonies and issued 4,000 Burial permits in 2011. In 2012, the same number of marriage licence and civil ceremonies is anticipated; however, an increase is anticipated in burial permits to approximately 4,300.

#### **Printing and Mail Services**

- Delivered 97 percent of jobs on time since 2011.



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## **4.0 Current Service Levels**

### **Access and Privacy**

MFIPPA requires decisions to be communicated within 30 days. It is the responsibility of the division to provide guidance to city operations to ensure that personal information in the city's care and control is appropriately, effectively and securely managed. Under the Act there is an obligation to review and address privacy breaches and identify potential concerns.

### **Committee of Adjustment**

Minor Variance hearings are to be dealt with within 30 days and Consent application decisions within 90 days.

### **Council and Committee Support**

Agendas are prepared for Council, committees and subcommittees in accordance with corporate standards to provide consistency, fairness, openness, and transparency. The division provides support to Council and 24 other committees and subcommittees.

### **Legislative Compliance**

The City Clerk is a corporate signatory and undertakes the Clerk's responsibilities outlined in the *Planning Act*, *Expropriation Act*, *Liquor License Act*, *Marriage Act*, *Livestock, Poultry and Honey Bee Protection Act*, *Ontario Heritage Act* and *Municipal Act*. Public commissioning of documents is offered daily.

### **Municipal Elections**

Municipal Elections are to be conducted in accordance with the *Municipal Elections Act* and the plan and resources provided.

### **POA - Courts Administration**

The Judiciary has established time to trial guidelines for minor traffic and by-law offences of nine months. The POA Court in Mississauga regularly hears these matters within seven to nine months. Transcript requests have increased substantially and new approaches to providing these materials, including the use of external service providers are being employed to move from the existing service level which is in excess of 10 months to the guidelines set by the Ministry of the Attorney General of three months.

### **Records Management**

Records Management ensures that all City records are managed through a lifecycle. This includes long term preservation of all Council Records. With the electronic document management and collaboration technology, policies and procedures are currently in development.

### **Vital Statistics**

All death registrations are sent weekly to the Ontario Registrar General.

### **Printing and Mail Services**

Deliver print services on time in a cost effective manner.

## **5.0 Opportunities and Challenges**

A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis and emerging trends were assessed to help identify the opportunities and challenges that Legislative Services faces over the next few years.

### **Opportunities**

The widespread adoption of technology provides a number of opportunities that were not readily available in the Legislative Services Business Plan of 2011-2014. The City will be able to provide members of the public with more service delivery portals to meet rising expectations in this area. Electronic records including video recordings are increasingly being recognized as the primary official record within the corporation. Electronic media provides increased accessibility, and when securely managed can outweigh the usefulness of paper records. Increased adoption of Electronic Records management support will result in efficiencies and enhanced collaboration. The City has the electronic records management technology available and this initiative is being rolled out to all departments during the next four years. The opportunity provides records management support over electronic information to minimize costs, maintain privacy control and increase organizational efficiency through online collaboration.

### **Challenges**

The Legislative Services Division faces a number of challenges during 2013-2016. The public is expressing a growing desire to provide input into City decisions that affect them and techniques must be developed to gather this input and ensure it is available for Council and Committees. The

introduction of new service portals that take advantage of existing technology will require system development and training of staff in the most up to date techniques and practices. This training is made even more challenging because the city and its staff have worked in a primarily paper based system. Advances in the use of technology require the development of new policies and practices that maximize the benefits of the new technology while at the same time ensuring that adequate controls are in place to protect confidential information, including personal information.

In the area of privacy protection, it is essential to ensure that adequate resources are available and that all staff understand privacy protection requirements and ensure that business systems are developed that ensure privacy issues are addressed.



Election Promotion 2010

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## 6.0 Looking Ahead

The Goals of the Legislative Services Program for 2013-2016 are as follows:

- To adequately support the Access and Privacy Area to meet legislative requirements and ensure that the public's right to information is balanced with the need to protect personal privacy;
- To support Council and Committees and enhance accessibility and transparency by making information readily accessible to the public in electronic format (including audio and video);
- To ensure legislative compliance requirements continue to be met;
- To prepare for and carry out the 2014 Municipal Election ensuring that means to enhance voter turnout are reviewed and implemented where feasible and Advance Poll processes are reviewed and streamlined;
- To successfully operate the POA Courts Administration and Support function in accordance with the agreement with the Ontario Government, relevant legislation and city service standards and implement Early Resolution legislated amendments; and
- To launch electronic records management and email management services to staff.



Newly designed offices of the City Clerk were relocated in 2009 as part of the City's customer service initiatives.

## 7.0 Engaging our Customers

The division has a wide range of clients, including the general public who require a large range of services from all sections, elected officials and candidates, as well as city departments and provincial ministries. Customers are engaged on a daily basis and an ongoing customer satisfaction survey has been implemented for the Clerk's office customer service counter. This input will be reviewed and used in the update of services. In addition, the results of the *Information Privacy Commission Annual Report* are used as a base point for the planning of resources and services in future years.

In carrying out the mandate of the division, support from the Communications Division is vital to support Municipal Election activities as well as Council and Committee initiatives and events.



Watch live and archived Council meetings,  
weekly CityReport news, and other programs  
in partnership with Rogers TV



Newly designed reception area within City Clerk's offices



Inside Council Chambers at City Hall

# Required Resources

## 8.0 Human Resources

- Proactively work with Human Resources to identify recruitment channels to target a limited talent pool (2013-2016);
- Work with Human Resources to develop a plan to address gaps in skills (2013);
- Work with Human Resources to undertake a skills assessment to meet future demands (2013); and
- Under Budget Request 36, POA Court Administration requires three additional staff to manage the workload resulting from the Bill 212 - Early Resolution legislation. In 2013, one Court Administration Clerk and one Team Leader/Court monitor is proposed. In 2014, one additional Court Administration Clerk is proposed. In 2015, it was determined that 6,400 charges per Court Administration Clerk was the appropriate ratio of matters to Court Administration Clerk. We are currently exceeding the established measure by 22 percent or approximately 1,400 charges per Court Administration Clerk.

### Proposed Full Time Equivalent (FTE) Staffing Distribution by Program

Program	2012	2013	2014	2015	2016
Elections	3.0	3.0	8.0	3.0	3.0
Provincial Offence Act	18.5	20.5	21.5	21.5	21.5
Office of the City Clerk	41.4	41.4	41.4	41.4	41.4
Printing and Mail Services	13.2	12.5	11.5	11.5	11.5
<b>Total Service Distribution</b>	<b>76.1</b>	<b>77.4</b>	<b>82.4</b>	<b>77.4</b>	<b>77.4</b>

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## **9.0 Technology**

Technology is essential to innovate and provide services to the residents of Mississauga. At present all sections make full use of technology provided by the City and the Province (POA) in carrying out their mandates. Legislative Services is committed to investigating and leveraging new and existing technologies in elections, privacy protection, committee support and POA administration to develop further efficiencies that save time and reduce costs of business processes. As can be seen, the Business Plan for 2013-2016 is heavily dependent on the adoption of new technologies.

Methods of storage for files have progressed from microfiche storage to paper filing storage to e-storage.



## **10.0 Facilities**

Through the counter consolidation and office renovations and Wedding Chapel refurbishment in 2009 and the construction of the courthouse in 2005, Legislative Services is well situated to meet all customer needs during the time horizon of the plan.



Courthouse at 950 Burnhamthorpe Road West

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# **Proposed Budget**

This part of the Business plan sets out the financial resources required to deliver the proposed 2013-2016 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 2012 was (\$2,590,400) and the proposed budget for 2013 is (\$2,462,700), an increase of \$127.700.

## **Total Changes to Maintain Current Service Levels**

Due to emerging pressure from labour and other general price increases, Legislative service area costs are increasing by \$363,000 in 2013. However, staff and material savings of \$68,200 have been identified in the print shop and other areas as a result of continuous improvement initiatives. Increases in Committee of Adjustment fees in order to move towards full cost recovery are expected to generate an additional \$69,400 in revenue in 2013. Overall the cost increases in 2013 to maintain current service levels is \$225,400.

## **Total Changes to Operationalize Past Decisions**

The 2013 budget is increasing by \$14,000 due to annualization of election staff resources.

## **Total New Initiatives and Revenues**

There are two new initiatives proposed for 2013; Budget Request (BR 36) Early Resolution Legislation –Service Pressures which is expected to generate additional net revenue of \$75,000 in 2013 and BR 38- Digital workflow for meeting, agenda and minutes which has a operating cost of \$5,000 in 2013. Legislative Services will generate new revenues of \$41,000 in 2013 by introducing a new application deferral fee for the Committee of Adjustment to cover the actual cost of the process and increasing the Cycling Committee souvenirs prices. The total net impact on 2013 budget from new initiatives and new revenues is a budget reduction of \$111,000.

The following table separates the financial requirements into those required to Maintain existing services; to operationalize past decisions; and proposed new initiatives and revenues. The details on the changes to each category are provided in Sections 11 through 12.

Description (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Budget</b>	<b>(2,590)</b>	<b>(2,463)</b>	<b>(2,531)</b>	<b>(2,391)</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>				
Labour and Benefits	345	215	239	244
Other Cost Increases	18	2,409	(2,394)	6
Efficiencies and Cost Savings	(68)	(68)	(69)	(69)
Current Revenue Changes	(69)	(2,469)	2,331	(69)
<b>Total Changes to Maintain Current Service Levels</b>	<b>225</b>	<b>87</b>	<b>107</b>	<b>112</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>				
Annualization of Previous Years Budget Decisions	14	0	0	0
Operating Impact of New Capital Projects	0	0	0	0
<b>Total Changes to Operationalize Prior Decisions</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>(2,351)</b>	<b>(2,376)</b>	<b>(2,424)</b>	<b>(2,279)</b>
<b>New Initiatives and New Revenues</b>				
Total Proposed New Initiatives	(70)	(156)	34	0
Total Proposed New Revenues	(41)	0	0	0
<b>Total New Initiatives and New Revenues</b>	<b>(111)</b>	<b>(156)</b>	<b>34</b>	<b>0</b>
<b>Proposed Budget</b>	<b>(2,463)</b>	<b>(2,531)</b>	<b>(2,391)</b>	<b>(2,279)</b>

## 11.0 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the costs increases arising from prior decisions. Detailed explanations of changes to 2013 can be found in Appendix 1.

### Proposed Changes to Maintain Current Service Levels

Description (\$000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Labour and Benefits</b>	<b>0.0</b>	<b>345</b>	<b>215</b>	<b>239</b>	<b>244</b>
<b>Other Cost Increases</b>					
2014 Election	0.0	0	2,400	(2,400)	0
General Cost increase due to Inflation	0.0	9	8	6	6
Print Shop Paper and Maintenance	0.0	9	1	0	0
<b>Total Other Cost Increases</b>	<b>0.0</b>	<b>18</b>	<b>2,409</b>	<b>(2,394)</b>	<b>6</b>
<b>Efficiencies and Cost Savings</b>					
Election Overtime reduction	0.0	(3)	0	0	0
Print Shop Lean Production Initiatives	(1.7)	(55)	(60)	0	0
Corporate Records reorganization and other Misc.	0.0	(10)	(8)	0	0
Other Changes	0.0	0	0	(69)	(69)
<b>Total Efficiencies and Cost Savings</b>	<b>(1.7)</b>	<b>(68)</b>	<b>(68)</b>	<b>(69)</b>	<b>(69)</b>
<b>Current Revenue Changes</b>					
Reserve adjustment for 2014 election	0.0	0	(2,400)	2,400	0
Committee of Adjustment application rate	0.0	(69)	(69)	(69)	(69)
<b>Total Current Revenue Changes</b>	<b>0.0</b>	<b>(70)</b>	<b>(2,469)</b>	<b>2,331</b>	<b>(69)</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(1.7)</b>	<b>225</b>	<b>87</b>	<b>107</b>	<b>112</b>

Note: Numbers may not balance due to rounding.

---

### Proposed Changes to Operationalize Prior Decisions

Description (\$ 000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>					
BR 247 Election Labour	0.0	27	0	0	0
By-Election Labour	0.0	(13)	0	0	0
<b>Total Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>					
N/A	0.0	0	0	0	0
<b>Total Operating Impact of New Capital</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0.0</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

## 12.0 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

### Proposed New Initiatives and Revenues

Description (\$ 000's)	BR #	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2013 to 2016 Capital (\$000's)
<b>New Initiatives</b>							
Early resolution Legislation- Service pressures	36	3.0	(75)	(156)	34	0	0
Digital Workflow for meeting, agenda and minutes	38	0.0	5	0	0	0	75
<b>Total New Initiatives</b>		<b>3.0</b>	<b>(70)</b>	<b>(156)</b>	<b>34</b>	<b>0</b>	<b>75</b>
<b>New Revenues</b>							
Cycling committee souvenir revenue		0.0	(21)	0	0	0	0
Committee of adjustment application deferral fees		0.0	(20)	0	0	0	0
<b>Total New Revenues</b>		<b>0.0</b>	<b>(41)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to New Initiatives and New Revenues</b>		<b>3.0</b>	<b>(111)</b>	<b>(156)</b>	<b>34</b>	<b>0</b>	<b>75</b>

Note: Numbers may not balance due to rounding.

The following table sets out the proposed 2013 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

### **Proposed Budget by Category**

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Net Costs before Administrative and Support Costs</b>					
Labour Costs	5,723	6,065	6,555	6,589	6,832
Other Operating Expenses	1,250	1,233	3,389	1,160	1,091
Total Revenues	(9,708)	(9,908)	(12,629)	(10,298)	(10,367)
<b>Total Net Cost before Administrative and Support Costs</b>	<b>(2,735)</b>	<b>(2,611)</b>	<b>(2,685)</b>	<b>(2,550)</b>	<b>(2,444)</b>
Administrative and Support Costs	144	148	154	159	165
<b>Total Net Budget</b>	<b>(2,590)</b>	<b>(2,463)</b>	<b>(2,531)</b>	<b>(2,391)</b>	<b>(2,279)</b>

Note: Numbers may not balance due to rounding.

The following table identifies the financial requirements for 2013 to 2016 by major program within the service area.

### **Proposed Budget by Program**

Program Expenditures (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Elections	122	209	215	222	229
Provincial Offence Act	(5,907)	(5,925)	(6,025)	(5,931)	(5,870)
Office of the City Clerk	2,625	2,710	2,759	2,830	2,904
Printing and Mail Services	438	432	408	377	347
Council Committees	132	111	111	111	111
<b>Total Net Budget</b>	<b>(2,590)</b>	<b>(2,463)</b>	<b>(2,531)</b>	<b>(2,391)</b>	<b>(2,279)</b>

Note: Numbers may not balance due to rounding.

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## **13.0    Highlights of Proposed Capital Program Budget**

### **Municipal Elections:**

Advanced poll voters list update: The project includes end-to-end process review of the advanced polling system and development of an effective and accurate process to make additions, deletions and revisions to the voters list and produce legislated list of voters for the candidates. The new electronic system will replace the existing labor intensive manual process and increase the accuracy and the integrity of the voter information. New software will be developed using in-house IT resources. The estimated cost is \$275,000.

### **Office of the City Clerk:**

Digital workflow for meeting, agenda and minutes: The project aims to develop electronic workflow process to improve council and committees meeting management process by realignment, publicized control and centralized access to meeting management, agenda and minute preparation process. The estimated capital cost for the project is \$75,000.

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## 14.0 Capital Program

This section summarizes the forecast ten 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. A detailed listing of 2013 to 2016 projects is contained in Appendix 2.

### Proposed Capital Program

Program Expenditures (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 -2022 Forecast (\$000's)	Total 2013-2022 (\$000's)
Elections	275	0	0	0	0	275
Office of the City Clerk	89	0	0	0	0	89
Printing and Mail Services	20	0	7	150	290	467
<b>Total Expenditures</b>	<b>384</b>	<b>0</b>	<b>7</b>	<b>150</b>	<b>290</b>	<b>831</b>

Note: Numbers may not balance due to rounding.

Program Funding (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 -2022 Forecast (\$000's)	Total (\$000's)
Subsidies and Recoveries	0	0	0	0	0	0
Gas Tax	0	0	0	0	0	0
Cash In Lieu	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0
Tax	384	0	7	150	290	831
Debt	0	0	0	0	0	0
<b>Total Funding</b>	<b>384</b>	<b>0</b>	<b>7</b>	<b>150</b>	<b>290</b>	<b>831</b>

Note: Numbers may not balance due to rounding.

# Performance Measures

## 15.0 Balanced Scorecard

A Balanced Scorecard identifies measures for four key areas for an organization's performance: Financial; Customers; Employees; and Business Processes. By paying attention to all four areas, an organization can retain balance to its performance and know that it is moving toward the attainment of its goals.

About the Measures for Legislative Services:

### Financial Measures

*Court Administration and Support Cost per \$100 of revenue* reflects the court administrative cost of operating court administration and support. This is a measure of the efficiency of the section.

*Print Shop – Cost per page* reflects the cost of printing per page. This is a measure of the efficiency of the section.

### Customer Measures

*Number of FOI inquiries received and responded to* measures the volume of requests from the general public for information.

*Information Privacy Commission Compliance Rate* reflects the City's response to access to information requests filed through the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*. The City is required to report annually on its performance and compliance with the Information Privacy Commissioner (IPC).

*Counter Customer Service Survey (Rating – Good/Excellent)* is a measure that indicates at what satisfaction level we are meeting the clients needs at the counter.

### Employees Measures

*Satisfaction with City and Job Satisfaction* to enable growth and development by City staff is measured in an annual employee survey in which overall satisfaction and job specific satisfaction is assessed. This provides valuable information for planning.

### Internal Business Processes Measures

*Number of eRecords Management Solutions* measures the number of electronic repositories created to centrally manage documents and enable online collaboration.

*Number of Committee meetings publicly streamed* reflects the number of Council and Committee proceedings video streamed over the internet allowing greater access to these proceedings for the public.

*Percentage Court Matters resolved without trial* reflects the percentage of tickets which are issued where the recipient has the option of paying or going to trial.

*Provincial Offences Act (POA) charges received per administrative employee* measures the ratio of the total number of charges received annually by the Mississauga Provincial Offences Court office divided by the total number of court administrative clerks.

*Percentage of print jobs delivered on time* reflects the efficiency of the section in meeting service requests.

Measures for Legislative Services	2010 (Actual)	2011 (Actual)	2012 (Planned)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
Court Administration and Support Cost per \$100 of revenue	\$28	\$28	\$28	\$28	\$28	\$28	\$28
Print Shop – Cost per page (cents)	4.7	4.7	4.7	4.7	4.7	4.7	4.7
<b>Customer:</b>							
Number of FOI inquiries received	662	610	650	650	650	650	650
Information Privacy Commission Compliance Rate	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%
Counter Customer Service Survey (Rating – Good/Excellent)	-	85.0%	87.5%	90.0%	92.5%	92.5%	92.5%
<b>Employees/Innovation:</b>							
Satisfaction with City	68.5%	68.5%	70.0%	70.0%	71.0%	71.0%	72.0%
Job Satisfaction	70.0%	70.0%	72.0%	72.0%	73.0%	73.0%	74.0%
<b>Internal Business Process:</b>							
Number of e-records management solutions	1	2	2	105	25	25	25
Number of Committee meetings publicly streamed	1	1	1	4	4	4	4
Percentage of court matters resolved without trial	63.0%	64.0%	67.0%	67.0%	67.0%	67.0%	67.0%
POA Charges received per administrative employee (1)	7,644	7,868	8,150	7,717	7,337	7,531	7,757
Percentage of print jobs delivered on time	96.7%	96.7%	97%	97%	97%	97%	97%

(1) based on approval of staff

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>5,621</b>	<b>5,966</b>	<b>345</b>	Increase reflects economic adjustment increases, labour adjustments and other fringe benefit changes
<b>Cost Increases</b>				
General Cost increase due to Inflation	1,473	1,491	18	Printshop papers, maintenance contract and POA mailing cost increase
<b>Total Cost Increases</b>	<b>1,473</b>	<b>1,491</b>	<b>18</b>	
<b>Efficiencies and Cost Savings</b>				
Print Shop Lean Production Initiatives	(447)	(502)	(55)	Savings from Temp Labour, contractors and other misc
Corporate Records reorganization and other Misc.	227	215	(13)	Operating materials budget cut; Record centre \$9K and Vital Stat \$1K and Election OT reduction \$2.9K
<b>Total Efficiencies and Cost Savings</b>	<b>(219)</b>	<b>(288)</b>	<b>(68)</b>	
<b>Current Revenue Changes</b>				
Committee of Adjustment application rate	(400)	(469)	(69)	COA residential minor variance application rate increase
Other Revenue	(9,167)	(9,167)	0	
<b>Total Current Revenue Changes</b>	<b>(9,567)</b>	<b>(9,637)</b>	<b>(69)</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>(2,693)</b>	<b>(2,467)</b>	<b>225</b>	

Note: Numbers may not balance due to rounding.

## Changes to Operationalize Past Decisions

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
BR 247 Election Labour	43	70	27	Annualization of election coordinator
By-election labour	60	47	(13)	Due to By-election labour adjustment
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>102</b>	<b>116</b>	<b>14</b>	
<b>Operating Impact of New Capital Projects</b>				
Capital Project A				
Capital Project B				
<b>Total Operating Impact of New Capital Projects</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Changes to Operationalize Past Decisions</b>	<b>102</b>	<b>116</b>	<b>14</b>	
<b>Total Cost to Maintain Current Services Levels and Operationalize Past Decisions</b>	<b>(2,590)</b>	<b>(2,351)</b>	<b>239</b>	

Note: Numbers may not balance due to rounding.

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## Appendix 2: Budget Requests

### Proposed 2013-2016 New Initiatives and New Revenues (Budget Requests)

Please see the Budget Requests for the 2013-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Early resolution Legislation- Service pressures	BR 36	2013
Digital Workflow for meeting, agenda and minutes	BR 38	2013
<b>New Revenues</b>		
Cycling committee souvenir revenue		2013
Committee of adjustment application deferral fees		2013

---

Budget Request #: 36

**Proposed Initiative**

Early Resolution Legislation-  
Service Pressures

**Department**

Corporate Services Department

**Service Area**

Legislative Services

**Required Operating Investment**

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	84.6	178.7	212.5	212.5
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	160.0	410.0	410.0	410.0
Tax Levy Requirements	(75.4)	(231.3)	(197.5)	(197.5)
* Net Change in \$	0.0	(155.8)	33.7	0.0
FTEs	2.0	3.0	3.0	3.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	0.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

To maintain a high standard of Customer Service by fulfilling the mandatory functions, duties and obligations set out in the *Provincial Offences Act* and regulations, the Charter and the Memorandum of Understanding between The City of Mississauga and the Province of Ontario. This initiative will increase the likelihood of resolving matters at an early stage in the process with anticipated higher POA revenues.

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*Budget Request #: 36*

**Details of Service Change**

The City of Mississauga's POA Court Administration requires one additional Court Administration Clerk and one Team Leader/Court Monitor in 2013 to support the increased court sittings necessitated because of Early Resolution legislation and to better maintain and manage the overall workload in this section of the unit. This unit also requires one additional Court Administration Clerk in 2014 in order to deal with the projected additional increase of five-six percent for charges received from 2012-2014.

**Service Impact**

To accommodate the anticipated volume of requests for Early Resolution meetings two additional days of Court (one full day and two half days) per week will be required and court support needs to be provided by staff (Court Monitors). As these requests can be made by the clients by checking a box on the back of their ticket and mailing it in rather than having to attend at the court as previously required, it is anticipated that there will be a substantial increase in mail volume both incoming and outgoing for the POA office, as well as additional work volumes related to scheduling of court matters impacting Court Administration staff workload. In 2011, charges per Court Administrative staff were 7868 charges/staff. Projected increases are as follows: 2012-8150 charges/staff, 2013-8417 charges/staff and 2014-8670 charges/staff. In 2011, 86550 total charges were received with projected increases in charges received as follows: 2012-89650 charges, 2013-92594 charges and 2014-95370 charges.

---

Budget Request #: 38

Proposed Initiative	Department	Service Area		
Digital Workflow for Meetings, Agendas and Minutes	Corporate Services Department	Legislative Services		
<b>Required Operating Investment</b>				
Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	4.6	9.6	9.6	9.6
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	4.6	9.6	9.6	9.6
* Net Change in \$	0.0	5.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

**Required Capital Investment**

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	75.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	75.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Implementation of an agenda management system will produce efficiencies for Clerks and other City departmental staff who submit content, while increasing access and transparency of Council and Committee meetings. The addition of video streaming and digitizing the video with the agenda will improve the usability and access to the agenda and meetings.

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*Budget Request #: 38*

### **Details of Service Change**

#### 1. Implementation of an Agenda Management System (\$75,000):

- Streamline process to submit information/reports for agendas and distribute agendas and minutes.
- Online distribution and management of Council and Committee records.
- Enable access to Council and Committee information online in conjunction with associated documents and video (see below)

#### 2. Video streaming and digitizing of General Committee, Planning and Development Committee and Budget meetings:

- 2013 – use of Celebration Square staff to videotape meetings (\$4,600)
- 2014 – embedding of video streaming and associated documents on the City's website (\$5,000 for ongoing yearly maintenance of software)

### **Service Impact**

Efficiencies to be realized as a result of service changes proposed:

- Minimize overtime costs to support committees;
- Streamlining of process to compile agendas and minutes from submission to distribution;
- Decreased printing costs.

Benefits:

- Increased municipal government accessibility and transparency;
- Improved staff efficiencies associated with submission, version control, and agenda and minutes preparation and distribution;
- Searchable video as official record tied to agenda items and associated minutes;
- Ease of use for technology.

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### Appendix 3A: Proposed 2013 Capital Program (\$000's)

#### Program: Elections

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13643	Advance Poll Voters List Update	275	0	275	Capital Reserve Fund
<b>Subtotal</b>		<b>275</b>	<b>0</b>	<b>275</b>	

#### Program: Office of the City Clerk's

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13545	Electronic Records Management Initiative	14	0	14	Capital Reserve Fund
13546	Digital Workflow for Meetings, Agendas and Minutes (BR38)	75	0	75	Capital Reserve Fund
<b>Subtotal</b>		<b>89</b>	<b>0</b>	<b>89</b>	

#### Program: Printing and Mail Services

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13641	Print Shop - Shrink Wrapper	20	0	20	Capital Reserve Fund
<b>Subtotal</b>		<b>20</b>	<b>0</b>	<b>20</b>	
<b>Total Expenditure</b>		<b>384</b>	<b>0</b>	<b>384</b>	

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## Appendix 3B: Proposed 2014-2016 Capital Program (\$000's)

### Program: Printing and Mail Services

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Purchase of pre-press MAC computer	0	7	0
Purchase of P3 Inserter	0	0	150
<b>Subtotal</b>	<b>0</b>	<b>7</b>	<b>150</b>
<b>Total Expenditures</b>	<b>0</b>	<b>7</b>	<b>150</b>



# Mayor and Members of Council

## 2013-2016 Business Plan

City of Mississauga, Ontario, Canada



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## Existing Core Services

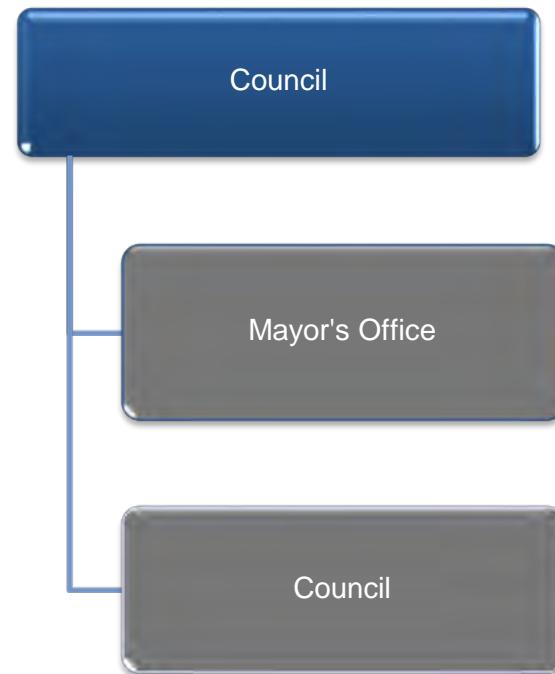
The Council Budget is comprised of the Mayor's Office as well as Council. This includes the 12 elected officials and their support staff. In Ontario elections take place every four years. 2010 was an election year, and the current term of office runs until October 2014.

### **Mayor's Office**

The Mayor's salary, vehicle, office expenses and four support staff are included in this program.

### **Council**

The salaries, car allowances, other operating expenses for eleven members of Council and twenty-three support staff are included in this program



# Required Resources

## 1.0 Human Resources

The staff resources for Council will remain the same for 2013 to 2016.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2012	2013	2014	2015	2016
Mayor's Office	5.0	5.0	5.0	5.0	5.0
Councillor's Office	34.2	34.2	34.2	34.2	34.2
<b>Total Service Distribution</b>	<b>39.2</b>	<b>39.2</b>	<b>39.2</b>	<b>39.2</b>	<b>39.2</b>

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# **Proposed Budget**

This part of the Business plan sets out the financial resources required to deliver the proposed 2013-2016 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 2012 was \$4,174,000 and the proposed budget for 2013 is \$4,277,000.

A net cost increase of \$103,000 or 2.5% from the 2012 budget is needed to maintain Council's current service level and to operationalize past decisions

## **Total Changes to Maintain Current Service Levels**

The 2013 Labour and Benefits budget will increase by \$128,000 from previous year's budget. The increase reflects economic adjustment increases, labour adjustments and other fringe benefit changes.

Efficiencies and Cost Savings amounting to \$25,500 are due to reductions in various operating costs (e.g. staff development, office supplies and misc).

## **Total Changes to Operationalize Prior Decisions**

There are no changes to operationalize prior decisions.

## **Total New Initiatives and Revenues**

There are no new initiatives or new revenues.

The following table separates the financial requirements into those required to maintain existing services; to operationalize prior decisions; and proposed new initiatives and revenues. The details on the changes to each category are provided in Section 2.0.

Description (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Budget</b>	<b>4,174</b>	<b>4,277</b>	<b>4,392</b>	<b>4,521</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>				
Labour and Benefits	128	115	130	132
Other Cost Increases	0	0	0	0
Efficiencies and Cost Savings	(26)	0	0	0
Current Revenue Changes	0	0	0	0
<b>Total Changes to Maintain Current Service Levels</b>	<b>103</b>	<b>115</b>	<b>130</b>	<b>132</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>				
Annualization of Previous Years Budget Decisions	0	0	0	0
Operating Impact of New Capital Projects	0	0	0	0
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>4,277</b>	<b>4,392</b>	<b>4,521</b>	<b>4,653</b>
<b>New Initiatives and New Revenues</b>				
Total Proposed New Initiatives	0	0	0	0
Total Proposed New Revenues	0	0	0	0
<b>Total New Initiatives and New Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Budget</b>	<b>4,277</b>	<b>4,392</b>	<b>4,521</b>	<b>4,653</b>

Note: Numbers may not balance due to rounding.

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## 2.0 Changes to Maintain Current Service Levels

The following table identifies the major changes in the costs to maintain existing service levels. Detailed explanations of changes to 2013 can be found in Appendix 1.

### Proposed Changes to Maintain Current Service Levels

Description (\$000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Labour and Benefits</b>	<b>0.0</b>	<b>128</b>	<b>115</b>	<b>130</b>	<b>132</b>
<b>Other Cost Increases</b>					
N/A	0.0	0	0	0	0
<b>Total Other Cost Increases</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Efficiencies and Cost Savings</b>					
Reduction in various operating expenses	0.0	(26)	0	0	0
<b>Total Efficiencies and Cost Savings</b>	<b>0.0</b>	<b>(26)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Current Revenue Changes</b>					
N/A	0.0	0	0	0	0
<b>Total Current Revenue Changes</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>0.0</b>	<b>103</b>	<b>115</b>	<b>130</b>	<b>132</b>

Note: Numbers may not balance due to rounding.

The following table sets out the proposed 2013 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### **Proposed Budget by Category**

Description (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Net Costs before Administrative and Support Costs</b>						
Labour Costs	3,374	3,552	3,681	3,795	3,925	4,057
Other Operating Expenses	472	622	596	596	596	596
Total Revenues	0	0	0	0	0	0
<b>Total Net Cost before Administrative and Support Costs</b>	<b>3,846</b>	<b>4,174</b>	<b>4,277</b>	<b>4,392</b>	<b>4,521</b>	<b>4,653</b>
Administrative and Support Costs	0	0	0	0	0	0
<b>Total Net Budget</b>	<b>3,846</b>	<b>4,174</b>	<b>4,277</b>	<b>4,392</b>	<b>4,521</b>	<b>4,653</b>

Note: Numbers may not balance due to rounding.

The following table identifies the financial requirements for 2013 to 2016 by major program within the service area.

#### **Proposed Budget by Program**

Program Expenditures (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Mayor's Office	553	550	563	580	599	618
Councillor's Office	3,294	3,625	3,714	3,812	3,923	4,035
<b>Total Net Budget</b>	<b>3,846</b>	<b>4,174</b>	<b>4,277</b>	<b>4,392</b>	<b>4,521</b>	<b>4,653</b>

Note: Numbers may not balance due to rounding.

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## Appendix 1: Changes to Maintain Current Service Levels

### Changes to Maintain Current Service Levels

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>3,552</b>	<b>3,681</b>	<b>128</b>	Increase reflects economic adjustment increases, labour adjustments and other fringe benefit changes
<b>Cost Increases</b>				
Other changes	550	550	0	
<b>Total Cost Increases</b>	<b>550</b>	<b>550</b>	<b>0</b>	
<b>Efficiencies and Cost Savings</b>				
Reduction of various operating costs for Support Staff (in Councillors' Office)	72	47	(26)	Reduction in various Operating costs (e.g. staff development, office supplies, etc)
<b>Total Efficiencies and Cost Savings</b>	<b>72</b>	<b>47</b>	<b>(26)</b>	
<b>Current Revenue Changes</b>				
N/A	0	0	0	
<b>Total Current Revenue Changes</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>4,174</b>	<b>4,277</b>	<b>103</b>	

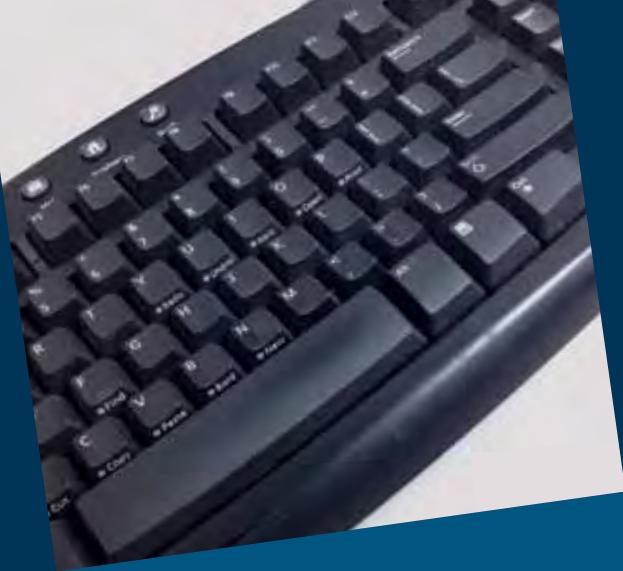
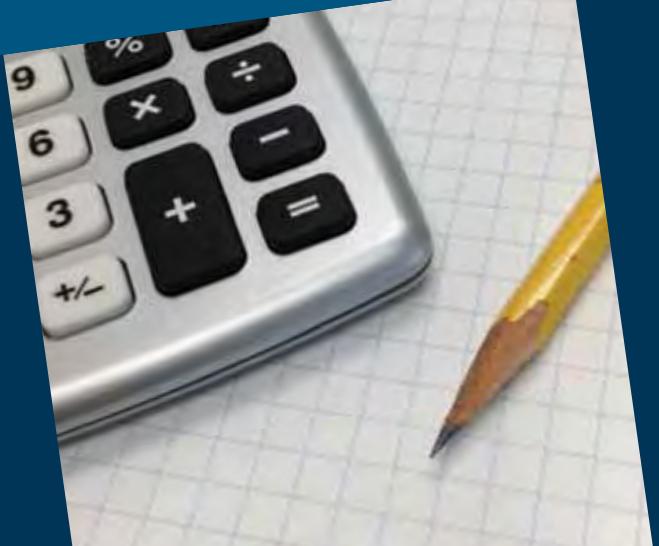
Note: Numbers may not balance due to rounding.



# Financial Transactions

## 2013-2016 Business Plan

City of Mississauga, Ontario, Canada



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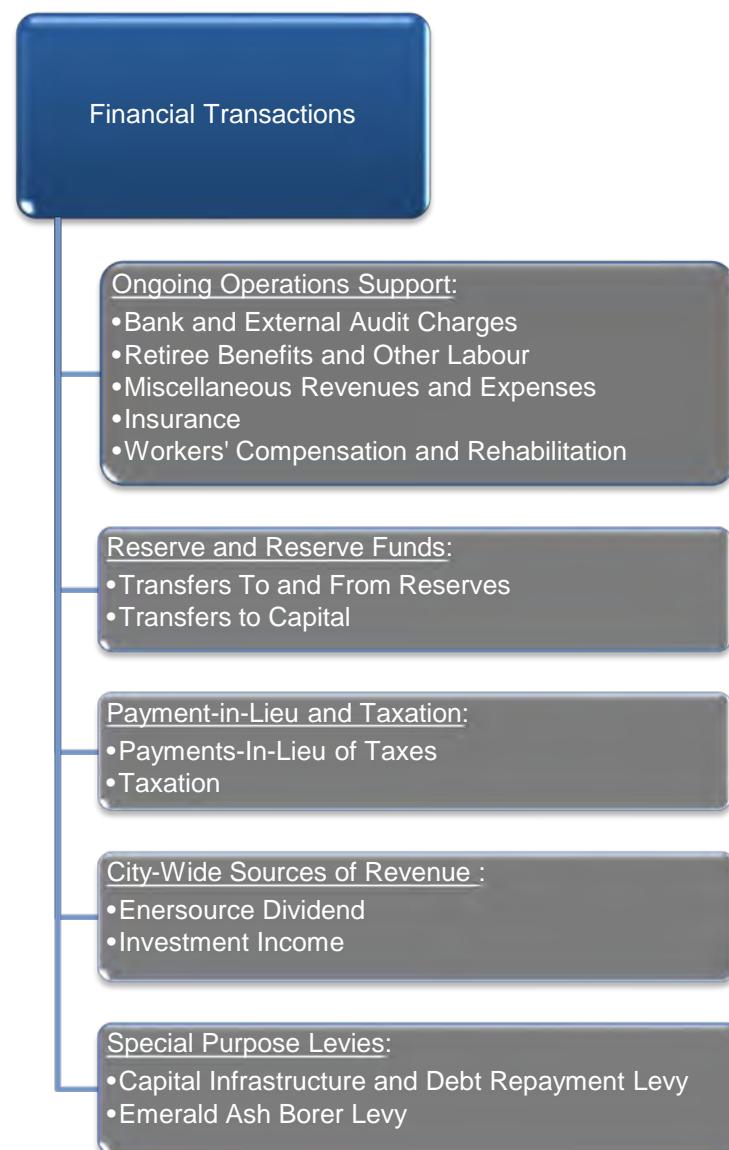
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# Existing Core Services

## 1.0 Vision and Mission

The Financial Transaction Budget provides for items of a corporate nature and support to all service areas.

Financial Transactions includes programs which support ongoing operations, reserves and reserve fund transfers to and from operating funds, taxation and payments-in-lieu of taxes, and City-wide sources of revenue.



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## **2.0 Service Delivery Model**

### **Ongoing Operations Support**

#### *Bank and External Audit Charges*

Provides for banking related service charges including: armoured car, night depository, satellite accounts, cheque reconciliation, direct deposit, debit/credit card fees, and preauthorized tax payments and also provides for external audit fees.

#### *Retiree Benefits and Other Labour*

Provides for the payments to former employees for:

- Pay out of accumulated sick leave credits to Fire and Emergency Services and CUPE employees upon termination, and various life insurance policies;
- Fringe benefit costs for employees on long term disability; and
- City's share of costs of early retiree health benefits.

#### *Miscellaneous Revenues and Expenses*

Includes income and expenditures not readily assignable to departments such as:

- discounts earned;
- commodity tax compensation;
- NSF recovery fees;
- miscellaneous one-time receipts and expenditures;
- executive search costs; and
- and the Snow Removal Subsidy Program.

### *Insurance*

Insurance includes policy premiums, claim cost payments within the City's self-insured limit, and Insurance Reserve Fund maintenance. The Risk Management program consists of four major work areas:

- Risk assessment and recommendations to reduce frequency and size of potential loss;
- Reserve Fund maintenance to finance known, incurred and unreported losses within the City's self-insured limit;
- Purchase of insurance to fund catastrophic losses and losses above the City's self-insured limit; and
- Management of claims within the City's deductible and vendor services required to handle those claims.

### *Workers' Compensation and Rehabilitation*

The City is a Workplace Safety and Insurance Board (WSIB) Schedule 2 employer. As such, compensation and expenses are paid from a City-funded reserve fund. This program provides for Workers' Compensation Reserve Fund contributions, the Employee Rehabilitation Program, medical examinations and the City's medical doctor's fees.

### **Reserves and Reserve Funds**

#### *Transfers To and From Reserves*

Provides for future events, such as the cost of holding municipal elections, by regular contributions to various Reserve and Reserve Funds.

#### *Transfers to Capital Reserve*

Provides for the funding allocation to the Capital Reserve Fund used to finance future capital projects.

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## **Payments in Lieu and Taxation**

### *Payments-in-Lieu of Taxes*

Provides for payments-in-lieu of property taxes made by Federal, Provincial and other Municipal governments and /or their respective enterprises, as well as universities, colleges and hospitals, with premises located within the City's boundaries. Payments-in-lieu are made by these bodies as their properties are classed as exempt from realty taxes. The payment-in-lieu provisions are provided for under various federal and provincial statutes.

### *Taxation*

Includes revenues from various sources such as:

- Supplementary tax revenues per the Assessment Act which provides for the correction of any error, omission or misstatement of the tax roll, the addition to the tax roll of new buildings and the subsequent levy and collection of applicable taxes;
- Taxation revenues from railway right of ways and hydro corridors as per current legislation; and
- Interest and/or penalties on unpaid taxes, in accordance with the Municipal Act, added to the tax liability.

Provides for rebates per the Municipal Act including:

- Vacancy rebates for owners of properties in the commercial or industrial property tax class that have vacant portions; and
- Rebates to charitable organization occupying commercial and industrial properties.

Includes Business Improvements Areas (BIA's) and Local Area Improvements funding raised via special assessment taxation:

- Meeting requirements of three established BIA's in Clarkson, Port Credit and Streetsville.

Provides for tax bill reductions due to:

- Tax adjustments resulting from reductions in assessed property values through the assessment appeal process, tax appeals and reconsideration processes;
- New construction capping adjustments;
- Write-off of uncollectible taxes; and

Provides for expenses associated with taxes payable on City owned/leased properties and the expenses and revenues from the tax sale process.

## **City-Wide Sources of Revenue**

### *Enersource Dividend*

Recognizes the dividend from Mississauga's investment in Enersource Mississauga.

### *Investment Income*

Captures interest earned from short-term investment of surplus revenue fund monies. Investments are restricted to securities noted in the Municipal Act and related regulations, which could include certain securities.

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## **Special Purpose Levies**

### *Capital Infrastructure and Debt Repayment Levies*

- A 2 percent annual levy to fund the City's capital infrastructure with a balance of 1 percent towards debt repayment and 1 percent towards the capital reserve funds, on average, over the next ten years.

### *Emerald Ash Borer Levy*

- A \$5.6 million annual levy to preserve and replenish City-owned ash trees from a highly destructive pest having the potential to kill all 116,000 City owned ash trees.

## **Required Resources**

### **3.0 Human Resources**

The Financial Transaction Service Area has no dedicated staff. Business Services is the largest contributor of staff resources required to manage Financial Transaction service programs. Its banking, external audit, Enersource dividend and investment related programs are managed by resources of the Finance Division. Taxation and Tax related programs are managed by Revenue, Materiel Management and Business Services Division resources. The Benefits and Labour Package are managed primarily by staff of the Human Resources Division.

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## **Proposed Budget**

This part of the Business plan sets out the financial resources required to deliver the proposed 2013-2016 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 past decisions are identified separately from proposed changes. The prior year budget for 2012 was (\$19,515,000) and the proposed budget for 2013 is (\$20,596,000).

### **Total Changes to Maintain Current Service Levels**

Financial Transactions will experience a decrease in the net budget requirement in 2013 primarily due to an anticipated increased dividend from Enersource, and increased tax penalties and interest income, partially offset by a reduction in Supplementary taxes. Many of the forecasted increases in expenditures are offset by transfers from reserves.

### **Total Changes to Operationalize Prior Decisions**

There are no changes to operationalize prior decisions.

### **Total Special Purpose Levies**

A 2 percent annual levy to fund the City's capital infrastructure with a balance of 1 percent towards debt repayment and 1 percent towards the capital reserve funds, on average, over the next ten years.

The effects of Emerald Ash Borer have necessitated a proactive approach to its management. Emerald Ash Borer is a highly destructive pest found exclusively in Ash trees that has the potential to infest and kill all 116,000 City-owned Ash trees. A new initiative is recommended to undertake efforts to eradicate this pest and restore the City-owned tree inventory where damaged or infested by this pest.

The following table separates the financial requirements into those required to maintain existing services; to operationalize prior decisions; and proposed new initiatives and revenues. The details on the changes to each category are provided in Sections 11 through 12.

#### **Excluding Special Purpose Levies**

Description (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Budget</b>	<b>(19,515)</b>	<b>(20,596)</b>	<b>(22,231)</b>	<b>(22,054)</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>				
Labour and Benefits	(21)	203	710	745
Other Cost Increases	4,229	432	(71)	510
Efficiencies and Cost Savings	(160)	0	(962)	0
Current Revenue Changes	(5,129)	(2,270)	500	500
<b>Total Changes to Maintain Current Service Levels</b>	<b>(1,081)</b>	<b>(1,635)</b>	<b>177</b>	<b>1,755</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>				
Annualization of Previous Years Budget Decisions	0	0	0	0
Operating Impact of New Capital Projects	0	0	0	0
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>(20,596)</b>	<b>(22,231)</b>	<b>(22,054)</b>	<b>(20,299)</b>
<b>New Initiatives and New Revenues</b>				
Total Proposed New Initiatives	0	0	0	0
Total Proposed New Revenues	0	0	0	0
<b>Total New Initiatives and New Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Proposed Budget</b>	<b>(20,596)</b>	<b>(22,231)</b>	<b>(22,054)</b>	<b>(20,299)</b>

Note: Numbers may not balance due to rounding.

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### Special Purpose Levies

Description (\$000's)	2013 (\$000's)	2014 (\$000's)	2015 (\$000's)	2016 (\$000's)
Capital Infrastructure Levy	3,433	2,197	3,094	3,408
Debt Repayment Levy*	3,476	5,057	4,523	4,590
<b>Total Capital Infrastructure and Debt Repayment Levy</b>	<b>6,909</b>	<b>7,254</b>	<b>7,617</b>	<b>7,998</b>
<b>Emerald Ash Borer Levy</b>	<b>5,600</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

\* Debt Repayment amounts include both principal and interest

## 4.0 Changes to Maintain Current Service Levels

The following tables identify the major changes in the costs to maintain existing service levels. Detailed explanations of changes to 2013 can be found in Appendix 1.

### Proposed Changes to Maintain Current Service Levels

Description (\$000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Labour and Benefits</b>	<b>0.0</b>	<b>(21)</b>	<b>203</b>	<b>710</b>	<b>745</b>
<b>Other Cost Increases</b>					
Insurance Premium & Self-Insured Claims	0.0	2,328	151	167	183
Retired Employee Benefits	0.0	833	281	300	327
Sick Leave Payments	0.0	500	0	0	0
Vacancy Rebates	0.0	400	0	(400)	0
Other Changes	0.0	168	0	(138)	0
<b>Total Other Cost Increases</b>	<b>0.0</b>	<b>4,229</b>	<b>432</b>	<b>(71)</b>	<b>510</b>
<b>Efficiencies and Cost Savings</b>					
Assessment Appeals	0.0	0	0	(862)	0
Other Changes	0.0	(160)	0	(100)	0
<b>Total Efficiencies and Cost Savings</b>	<b>0.0</b>	<b>(160)</b>	<b>0</b>	<b>(962)</b>	<b>0</b>
<b>Current Revenue Changes</b>					
Transfer from Insurance Reserve Fund	0.0	(2,106)	0	0	0
Payment In Lieu of Taxation	0.0	(1,330)	(1,070)	0	0
Supplementary Taxes	0.0	1,000	500	500	500
Enersource Dividend	0.0	(1,300)	(1,700)	0	0
Tax Penalties & Interest	0.0	(1,000)	0	0	0
Transfer from Sick Leave Reserve	0.0	(500)	0	0	0
Other Changes	0.0	107	0	0	0
<b>Total Current Revenue Changes</b>	<b>0.0</b>	<b>(5,129)</b>	<b>(2,270)</b>	<b>500</b>	<b>500</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>0.0</b>	<b>(1,081)</b>	<b>(1,635)</b>	<b>177</b>	<b>1,755</b>

Note: Numbers may not balance due to rounding.

The following table sets out the proposed 2013 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### **Proposed Budget by Category (Excludes Special Purpose Levies)**

Description (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Net Costs before Administrative and Support Costs</b>						
Labour Costs	4,083	1,755	3,067	3,551	4,561	5,633
Other Operating Expenses	53,746	45,914	48,600	48,751	47,418	47,601
Total Revenues	(80,586)	(67,184)	(72,263)	(74,533)	(74,033)	(73,533)
<b>Total Net Cost before Administrative and Support Costs</b>	<b>(22,757)</b>	<b>(19,515)</b>	<b>(20,596)</b>	<b>(22,231)</b>	<b>(22,054)</b>	<b>(20,299)</b>
Administrative and Support Costs	0	0	0	0	0	0
<b>Total Net Budget</b>	<b>(22,757)</b>	<b>(19,515)</b>	<b>(20,596)</b>	<b>(22,231)</b>	<b>(22,054)</b>	<b>(20,299)</b>

Note: Numbers may not balance due to rounding.

#### **Proposed Budget by Category (Special Purpose Levies Only)**

Description (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Net Costs</b>				
Total Capital Infrastructure and Debt Repayment* Levy	6,909	14,163	21,780	29,778
Emerald Ash Borer Levy	5,600	5,600	5,600	5,600
<b>Total Net Budget</b>	<b>12,509</b>	<b>19,763</b>	<b>27,380</b>	<b>35,378</b>

Note: Numbers may not balance due to rounding.

\* Debt Repayment amounts include both principal and interest

The following table identifies the financial requirements for 2013 to 2016 by major program within the service area.

#### **Proposed Budget by Program**

<b>Program Expenditures (\$000's)</b>	<b>2011 Actuals (\$000's)</b>	<b>2012 Budget (\$000's)</b>	<b>2013 Proposed Budget (\$000's)</b>	<b>2014 Forecast (\$000's)</b>	<b>2015 Forecast (\$000's)</b>	<b>2016 Forecast (\$000's)</b>
Bank & External Audit Charges	1,285	1,308	1,330	1,330	1,330	1,330
Benefits and Labour Package	2,828	639	1,450	1,934	2,944	4,017
Miscellaneous Revenues and Expenditures	(48)	550	575	575	575	575
Insurance	6,891	3,893	4,116	4,267	4,434	4,616
Transfer To and From Reserves	7,041	500	500	500	500	500
Contribution to Capital	21,690	27,584	27,584	27,584	27,584	27,584
Workers' Compensation and Rehabilitation	175	300	200	200	200	200
Payments In Lieu of Taxes	(24,844)	(24,501)	(25,830)	(26,900)	(26,900)	(26,900)
Taxation	(13,761)	(5,978)	(5,410)	(4,910)	(5,910)	(5,410)
Enersource Dividend	(9,560)	(9,000)	(10,300)	(12,000)	(12,000)	(12,000)
Investment Income	(14,454)	(14,454)	(14,455)	(14,455)	(14,455)	(14,455)
Labour Gapping	0	(356)	(356)	(356)	(356)	(356)
<b>Total Net Budget</b>	<b>(22,757)</b>	<b>(19,515)</b>	<b>(20,596)</b>	<b>(22,231)</b>	<b>(22,054)</b>	<b>(20,299)</b>

Note: Numbers may not balance due to rounding.

## Appendix 1: Changes to Maintain Current Service Levels

### Changes to Maintain Current Service Levels

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>365</b>	<b>344</b>	<b>(21)</b>	Proposed Budget is the net of a reduction to cost of health insurance premiums and fees, and an increase to other labour costs, both of which will be allocated to other Service areas during 2013.
<b>Other Cost Increases</b>				
Insurance Premium & Self-Insured Claims	7,367	9,695	2,328	Increasing claims and claim costs which will be offset in large part by a Transfer from the Insurance Reserve Fund.
Retired Employee Benefits	938	1,771	833	Increasing population of eligible users who receive these benefits and premium increases cause the budget increase. 85% of the increase relates to union staff retirees, 90% of which relates to Fire union staff retirees.
Sick Leave Payments	530	1,030	500	Increasing usage which is offset entirely by a transfer from the Reserve Fund. 100% of the budget increase relates to Fire and Emergency Services union staff retirees.
Vacancy Rebates	1,100	1,500	400	Based upon current trend and economic climate.
<b>Other Changes</b>	<b>37,199</b>	<b>37,367</b>	<b>168</b>	
<b>Total Other Cost Increases</b>	<b>47,134</b>	<b>51,363</b>	<b>4,229</b>	
<b>Efficiencies and Cost Savings</b>				
Other Changes	170	10	(160)	
<b>Total Efficiencies and Cost Savings</b>	<b>170</b>	<b>10</b>	<b>(160)</b>	

Please see remainder of table on the next page.

Continued Appendix 1: Changes to Maintain Current Service Levels

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Current Revenue Changes</b>				
Transfer from Insurance Reserve Fund	(3,474)	(5,580)	(2,106)	Funding for Self-Insured Claims.
Payment In Lieu of Taxation	(24,601)	(25,931)	(1,330)	Higher payments projected.
Supplementary Taxes	(3,679)	(2,679)	1,000	Decrease due to slowing property tax base growth.
Enersource Dividend	(9,000)	(10,300)	(1,300)	Increase based upon Enersource dividend projection.
Tax Penalties & Interest	(7,000)	(8,000)	(1,000)	Based upon current trend and economic climate.
Transfer from Sick Leave Reserve	(500)	(1,000)	(500)	Funding for Sick Leave Payments. This funding is available for Fire union staff retirees.
Other Changes	(18,930)	(18,823)	107	
<b>Total Current Revenue Changes</b>	<b>(67,184)</b>	<b>(72,313)</b>	<b>(5,129)</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>(19,515)</b>	<b>(20,596)</b>	<b>(1,081)</b>	

Note: Numbers may not balance due to rounding.

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## Appendix 2: Budget Requests

### Special Purpose Levy

Budget Request #: 81

Proposed Initiative	Department	Service Area
Emerald Ash Borer Management Plan	Community Services Department	Financial Transactions

### Required Operating Investment

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	5,600.0	5,600.0	5,600.0	5,600.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	5,600.0	5,600.0	5,600.0	5,600.0
* Net Change in \$		0.0	0.0	0.0
FTEs	1.0	1.0	1.0	1.0

\* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

### Required Capital Investment

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	2,508.4	2,922.4	4,224.4	41,391.8
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	2,508.4	2,922.4	4,224.4	41,391.8
FTEs		1.0	1.0	1.0	1.0

### Why Staff Recommend this Initiative

Preservation of the City's urban tree canopy through treatment, removal, replacement of City owned Ash trees to mitigate the impact of Emerald Ash Borer.

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*Budget Request #: 81*

### **Details of Service Change**

Emerald Ash Borer (EAB) is a highly destructive pest found exclusively in Ash trees that has the potential to infest and kill all City owned Ash trees. EAB is currently within the City and surrounding municipalities. It is estimated that the majority of Ash trees within the City will be infested with EAB over the next ten years. Based on comparisons with similarly affected municipalities, the majority of Ash trees would be infested with EAB by 2017, with mass mortality expected by 2022. At risk are approximately 23,000 Ash trees within our street tree inventory, and a similar number of Ash trees in parks and cemeteries. There are also approximately 70,000 Ash trees in City-owned woodlands and natural areas within Mississauga. This request ensures the proactive approach to managing the impact of EAB on City tree assets. Staff are recommending that an active approach be implemented, allowing the City to preserve a percentage of Ash trees, along with removing and replacing Ash trees that would not be suitable candidates for treatment. This request encompasses both the capital costs for treatment, removal and replanting as well as the costs for a contract administrator to oversee program implementation. A special tax levy for the EAB program is proposed in the 2013 operating budget, with funding to be deposited into a special reserve fund and expenses drawn from the reserve annually as needed for the duration of the program.

### **Service Impact**

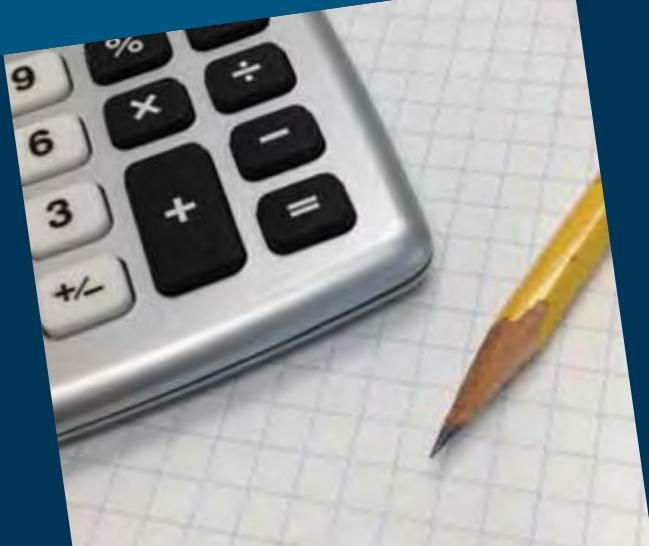
An active management option would allow the City to preserve a percentage of the Ash component of the City's tree canopy (approximately 20,000 street and parkland trees) over the next 10 years. Ongoing detection and delineation surveys will allow staff to monitor the spread of the insect and prioritize areas for treatment. Trees not suitable for treatment would be removed as they become infested/structurally unsound and will be replanted on a 1:1 basis. The estimated costs to the City are estimated at \$51,000,000 over a 10 year period.



# Reserves and Reserve Funds

## 2013-2016 Business Plan

City of Mississauga, Ontario, Canada



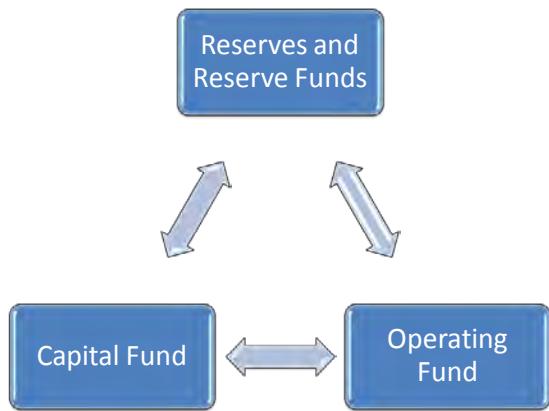
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## Overview

Reserves and Reserve Funds are established by Council to assist with long term financial stability and financial planning. These funds are set aside to help offset future capital needs, obligations, pressures and costs. They are drawn upon to finance specific purpose capital and operating expenditures as designated by Council, to minimize tax rate fluctuations due to unanticipated expenditures and revenue shortfalls, and to fund ongoing projects and programs (i.e. insurance and employee benefits).

The following chart shows the relationships between the different funds:



Reserves are different from reserve funds in that they are generally used in conjunction with the Operating Program and support or supplement activities which are normally funded from general revenues. Interest earned by reserves is reflected within Financial Transactions.

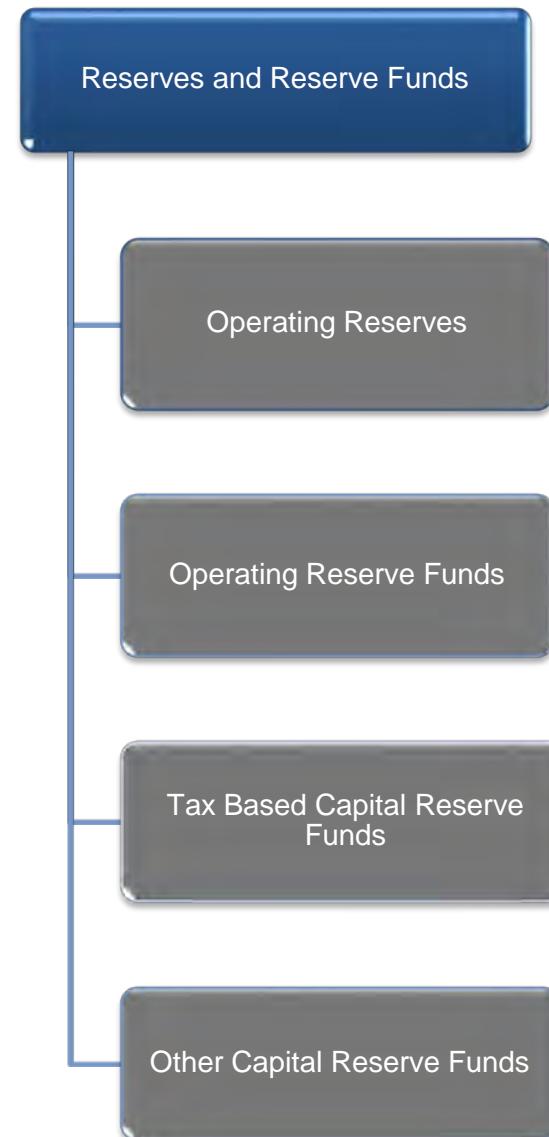
A reserve is generally used either to mitigate the impact of fluctuations in operating costs and revenue or to accumulate funds for future or contingent liabilities. Examples of reserves currently employed by the City to mitigate budgetary fluctuations include: Reserve for Winter Maintenance, Reserve for Commodities, Reserve for Assessment Appeals and the Reserve for Elections. Reserves established to fund future or contingent liabilities include: Reserve for Legal Settlements, Reserve for General Contingencies and Reserve for Vacation Pay.

Reserve Funds are segregated and restricted to meet a specific purpose. Money set aside for reserve funds must be deposited into a separate bank account and the interest earned on those investments must be added to the reserve funds. Examples of reserve funds used to fund capital projects are Development Charges and Cash-in-Lieu of Parkland Dedication. Although some reserve funds, such as Insurance, are used in conjunction with the Operating Program, reserve funds are most commonly associated with the Capital Program. Funds are accumulated within a reserve fund to provide funding for future capital spending and the funds are invested until required. Once Council approves the capital works, funds are transferred to the appropriate capital projects.

Reserve funds used in the Capital Program are financed either as part of the annual transfer of tax funding from the Operating Program, or are collected as a charge upon development. Some Reserve Funds are established to

meet the requirement of receiving funding from the Federal and Provincial Governments, such as Gas Tax funding. Tax based reserve funds are used to accumulate the funding necessary for the maintenance and eventual replacement of the City's extensive infrastructure. A number of capital reserve funds have been established to assist with long term financial planning. These include Transit Vehicles and Equipment Replacement, Fire Vehicles and Equipment Replacement and Roadway Infrastructure Maintenance Reserve Funds.

Development based reserve funds are used to finance capital projects to meet growth. Most of the funding is collected under the authority of the City's Development Charges By-law, as permitted by the *Development Charges Act, 1997* or other development related fees under the *Planning Act*. Services receiving funding from development charges include: fire, libraries, recreation, roads, transit, parking, public works, storm water management, and general government. A summary of the City's reserves and reserve funds along with their purpose can be found at the end of this section.



## Forecast Changes

The following chart provides a summary of the projected 2012 Reserves and Reserve Funds as compared to 2013.

### Operating and Capital Reserves & Reserve Funds Summary

	Projected Balance 2012 (\$000's)	Projected Balance 2013 (\$000's)	Change (\$000's)	%
Operating	111,733	105,919	(5,814)	(5.2%)
Capital	210,916	198,579	(12,337)	(5.8%)
Development Deferred Revenues	88,942	100,432	11,490	12.9%
<b>Total</b>	<b>411,591</b>	<b>404,930</b>	<b>(6,661)</b>	<b>(1.6%)</b>

Note: Numbers may not add due to rounding

The 2013 balances in the Operating and Capital Reserves and Reserve Funds are estimated to decline by \$6.7 million or 1.6% percent from 2012.

The projected decrease in the Operating Reserves and Reserve Funds is mainly due to the Insurance Reserve Fund for increased insurance costs as a result of an increased number of claims and claim costs, increased use of the Planning Process Updates Reserve and increased Sick Leave Reserve Fund payments.

The projected reduction in the Capital Reserve Funds reflects the planned decline of the City's tax based reserve funds to fund its capital program. The City will maintain an estimated minimum cash balance of 10% of the forecasted 10 year capital budget in the capital tax based reserve funds on a cash flowed basis.

Development deferred revenues are projected to increase due to many development related projects being unbudgeted in the forecast. Emphasis within the capital prioritization focused on mandatory projects and critical projects to maintain the City's infrastructure. Growth and development related projects will be evaluated and budgeted in future years to ensure an appropriate balance of maintaining existing infrastructure and growth.

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### **Operating Reserves and Reserve Funds**

The total reserve and reserve funds are expected to decrease by \$5.8 million or 5.2%. Compared to 2012, the balance in the Operating Reserves are anticipated to decline by \$2.4 million or a 5.2%.The decline is primarily due to use of reserves to fund one-time expenses for studies based on the strategic plan with the intention of growing services that are important to the taxpayers of Mississauga. Total Reserve Funds are expected to decrease by \$3.4 million or 5.2% mainly due to the Insurance Reserve as a result of increased claims settlements and increased premium costs and sick leave liability increases.

<b>Total Operating Reserve and Reserve Funds Balance</b>	<b>2012 Estimated Balance (\$000's)</b>	<b>2013 Projected Balance (\$000's)</b>	<b>Change in 2013 Projected Balance to 2012 Estimated Balance</b>	
			<b>(\$000's)</b>	<b>%</b>
Total Reserves	46,457	44,023	(2,435)	(5.2%)
Total Reserve Funds	65,276	61,897	(3,379)	(5.2%)
<b>Total Reserve and Reserve Funds</b>	<b>111,733</b>	<b>105,919</b>	<b>(5,814)</b>	<b>(5.2%)</b>

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#### **Transfers to Operating Reserves and Reserve Funds**

	<b>2013 Requested Budget</b>
Transfer to Reserves	\$999
Transfer to Reserve Funds	\$3,794
<b>Transfer to Reserve and Reserve Funds</b>	<b>\$4,793</b>
Interest Income	\$1,657
<b>Total Transfers to Reserves and Reserve Funds</b>	<b>\$6,450</b>

The 2013 Operating Program recommends transfers to Operating Reserves and Reserve Funds totalling \$4,793,000 as follows:

- \$2,516,000 to the Insurance Reserve Fund to fund future insurance claims
- \$1,200,000 to the Workers' Compensation Reserve Fund;
- \$500,000 to the Reserve for Elections to fund future municipal elections;
- \$309,000 in transfers to the Reserve for Assessment Appeals. It is designed for changes in taxes generated through changes in the assessed values of property, to mitigate revenue losses through ongoing assessment appeals, and annual repayment of \$59,000 for the 21 year repayment plan to pay for the annexation of the Ninth Line lands of \$1.2 million;
- \$157,000 to the Reserve for City Center Off Street Parking;
- \$78,000 to fund group benefit costs for retired employees; and
- \$33,000 to fund the employee survey that is conducted every 3 years.

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### **Transfers from Operating Reserves and Reserve Funds**

	<b>2013 Requested Budget</b>
Transfer from Reserves	\$3,434
Transfer from Reserve Funds	\$8,830
<b>TOTAL TRANSFER FROM RESERVES AND RESERVE FUNDS</b>	<b>\$12,264</b>

The 2013 Operating Program recommends transfers from Reserves and Reserve Funds totalling \$11,841,500 as follows:

- \$5,580,000 from the Insurance Reserve Fund to cover the payments of estimated claims;
- \$3,250,000 from the Workers' Compensation, Sick Leave and Group Benefits Reserve Funds to offset estimated costs;
- \$1,365,000 from the Planning Process Update to fund 9 capital projects for Land Development Services;
- \$967,000 from the Reserve for Contingency to fund various one-time studies;
- \$422,000 from the Operating Reserve for various commitments in 2012 that are to be completed in 2013;
- \$296,000 from the Reserve for Election for election related costs;
- \$195,000 from the Reserve for the Arts to fund one-time studies;
- \$135,000 from the Reserve for Labour Settlement for Transit Operators and Strategic Total Rewards; and
- \$54,000 for Economic Development initiatives.

## **Capital Reserve Funds**

Capital Reserve Funds are monies set aside for the repair and major maintenance costs of capital infrastructure and for large capital expenditures such as the renovation of a community centre or road reconstruction. It is forecasted that the projected balance in 2013 will be slightly less than the 2012 estimated balance.

The Continuity Schedule of Capital Reserve Funds can be found at the end of this section along with projected balances to December 31, 2012 as well as a 10 year forecast for various capital based reserve funds.

<b>2013 Capital Program Reserve Funds</b>	<b>2012 Estimated Balance (\$000's)</b>	<b>2013 Projected Balance (\$000's)</b>	<b>Change (\$000's)</b>	<b>% Change</b>
Capital Program - Tax Funded	94,350	80,636	(13,713)	(14.5%)
Capital Program - Development Deferred Revenues	88,942	100,432	11,490	12.9%
Capital Program - Other	116,566	117,942	1,376	1.2%
<b>Total Capital Reserve Funds</b>	<b>299,858</b>	<b>299,010</b>	<b>(847)</b>	<b>(0.3%)</b>

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### **Transfers to Capital Reserve Funds**

	<b>2013 Requested Budget (\$000's)</b>
<b>Total Transfers to Capital Reserve Funds</b>	<b>127,488</b>

Included in the 2013 Budget are recommendations that \$127,488,370 be transferred to various Capital Reserve Funds (both tax-based and growth related) as follows:

- \$53,029,165 in sharing of gas tax revenue from the Federal and Provincial Governments;
- \$31,158,618 majority of which is a transfer from General Revenue to the Capital Reserve Fund for capital infrastructure;
- \$26,309,587 in estimated development charge revenues;
- \$7,300,000 transfer from the Capital Reserve Fund to the Facility Repair and Renovation Reserve Fund;
- \$4,010,000 in estimated parkland dedication contributions;
- \$2,900,000 transfer from the Community Facility Redevelopment Reserve Fund to the Main Fleet Vehicle and Equipment Reserve Fund;
- 1,600,000 transfer from the Capital Reserve Fund to the Fire Vehicles and Equipment Reserve Fund;
- \$1,000,000 transfer from the Community Facility Redevelopment Reserve Fund to the Roadway Infrastructure Reserve Fund;
- \$90,600 in estimated cost sharing initiative for the Courtneypark Artificial Turf;
- \$60,400 in estimated profit sharing from the BraeBen Golf Course and the Region of Peel (originally named the Britannia Hills Golf Course); and
- \$30,000 in estimated sponsorship for Riverwood.

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#### **Transfers from Capital Reserves Funds**

	<b>2013 Requested Budget (\$000's)</b>
<b>Total Transfers from Capital Reserve Funds</b>	<b>135,598</b>

The 2013 Budget recommends transfers from tax-based and growth-related Capital Reserve Funds of \$135,598,424 million to activities and projects as follows:

- \$49,715,500 for various transit related initiatives including funding of transit expansion costs contained in the Operating Budget and various transportation initiatives for bridges and roadways;
- \$43,185,900 from Capital Reserve Funds to finance non-growth tax-based projects in the 2013 Capital Budget , to transfer to the Facility Repair and Renovation and Main Fleet Reserve Funds as well as to fund the Project Management Support Office;
- \$10,805,324 from Development Charges to fund growth based projects as well as various Development Charge transactions;
- \$9,971,400 from Parkland Dedication Reserve Fund to fund land acquisitions and certain capital project;
- \$9,726,000 in projects from the Facility Repair and Renovation;
- \$3,900,000 from the Community Facility Reserve Fund to the Main Fleet Vehicle and Equipment and Roadway Infrastructure Reserve Funds;
- \$3,555,000 in projects from the Main Fleet Vehicle and Equipment Reserve Fund;
- \$1,818,000 in projects from the Fire Vehicles and Equipment Reserve Fund;
- \$1,351,000 from developers' contributions to fund growth based projects;
- \$555,300 in projects from the 2009 Special Projects Reserve Fund;
- \$555,000 in projects from the Roadway Infrastructure Reserve Fund; and
- \$460,000 in various Cash in Lieu of Parking projects.

### Continuity Schedule of Operating Reserves and Reserve Funds (\$000's)

Reserves and Reserve Funds	Balance January 2012 (\$)	Projected 2012 Contributions (\$)	Projected 2012 Interest (\$)	Projected 2012 Expenditures (\$)	Projected Balance December 31, 2012 (\$)	2013 Projected Contributions (\$)	2013 Projected Interest (\$)	2013 Projected Expenditures (\$)	Projected Balance December 31, 2013 (\$)
<b>Operating Program - Reserves</b>									
Reserve for the Arts	1,715	0	0	0	1,715	0	0	(195)	1,520
Reserve for Assessment Appeals	5,947	309	0	0	6,256	309	0	0	6,565
Reserve for Commodities	5,028	0	0	0	5,028	0	0	0	5,028
Reserve for Current Budget	461	513	0	(461)	513	157	0	(422)	248
Reserve for Building Permits Revenue Stabilization	49	0	0	0	49	0	0	0	49
Reserve for Development Stabilization	2,730	0	0	(204)	2,527	0	0	(54)	2,473
Reserve for Early Retirement	500	0	0	0	500	0	0	0	500
Reserve for Elections	1,679	500	0	(141)	2,038	500	0	(296)	2,242
Reserve for General Contingencies	4,361	11	0	(726)	3,646	33	0	(967)	2,712
Reserve for Labour Settlements	6,620	0	0	(360)	6,260	0	0	(135)	6,125
Reserve for Legal Settlements	1,836	0	0	0	1,836	0	0	0	1,836
Reserve for Planning Process Updates	2,227	0	0	(270)	1,957	0	0	(1,365)	592
Reserve for Vacation Pay	5,820	0	0	0	5,820	0	0	0	5,820
Reserve for Winter Maintenance	8,313	0	0	0	8,313	0	0	0	8,313
<b>Total Operating Reserves</b>	<b>47,286</b>	<b>1,333</b>	<b>0</b>	<b>(2,162)</b>	<b>46,457</b>	<b>999</b>	<b>0</b>	<b>(3,434)</b>	<b>44,023</b>
Group Benefits Reserve Fund	4,589	78	128	(20)	4,775	78	133	(20)	4,966
Insurance Reserve Fund	33,626	2,598	898	(3,563)	33,559	2,516	839	(5,580)	31,334
Sick Leave Reserve Fund	9,753	0	254	(500)	9,507		234	(1,000)	8,741
Workers' Compensation Reserve Fund	18,048	1,050	467	(2,130)	17,435	1,200	451	(2,230)	16,856
<b>Total Operating Reserve Funds</b>	<b>66,016</b>	<b>3,726</b>	<b>1,747</b>	<b>(6,213)</b>	<b>65,276</b>	<b>3,794</b>	<b>1,657</b>	<b>(8,830)</b>	<b>61,897</b>
<b>Total Operating Reserves and Reserve Funds</b>	<b>113,302</b>	<b>5,059</b>	<b>1,747</b>	<b>(8,375)</b>	<b>111,733</b>	<b>4,793</b>	<b>1,657</b>	<b>(12,264)</b>	<b>105,919</b>

Note: Numbers may not add due to rounding.

Reserves and Reserve Funds	Balance January 2012 (\$)	Projected 2012 Contributions (\$)	Projected 2012 Interest (\$)	Projected 2012 Expenditures (\$)	Projected Balance December 31, 2012 (\$)	2013 Projected Contributions (\$)	2013 Projected Interest (\$)	2013 Projected Expenditures (\$)	Projected Balance December 31, 2013 (\$)
<b>Capital Program - Tax Funded</b>									
2009 Special Projects Capital Reserve Fund	7,051	0	182	(446)	6,786	0	171	(555)	6,402
Britannia Hills Golf Course	27	147	4	(20)	159	60	6		225
Capital Reserve Fund	69,788	29,628	801	(70,273)	29,944	31,159	493	(43,186)	18,410
Community Facility Redevelopment Reserve Fund	3,965	0	109	0	4,074	0	5	(3,900)	179
Courtneypark Artificial Turf Reserve Fund	692	91	22	0	805	91	25	0	920
Facility Repair & Renovations Reserve Fund	1,270	16,100	70	(14,819)	2,621	7,300	5	(9,726)	201
Federal & Provincial Contributions	34,501	60,820	1,233	(50,475)	46,079	53,029	1,358	(49,716)	50,751
Fire Vehicles & Equipment Reserve Fund	820	2,129	9	(2,617)	341	1,600	3	(1,818)	126
Main Fleet Vehicle & Equip. Reserve Fund	1,640	2,072	20	(2,976)	756	2,900	3	(3,555)	104
Roadway Infrastructure Reserve Fund	2,031	13,560	13	(15,120)	485	1,000	26	(555)	955
Transit Vehicles & Equipment Reserve Fund	2,398	175	62	(335)	2,300	0	63	0	2,363
<b>Total Tax Funded</b>	<b>124,184</b>	<b>124,721</b>	<b>2,525</b>	<b>(157,080)</b>	<b>94,350</b>	<b>97,139</b>	<b>2,158</b>	<b>(113,011)</b>	<b>80,636</b>
<b>Capital Program - Development Deferred Funding</b>									
Development Charges Reserve Fund	11,897	25,851	435	(2,922)	35,262	26,310	635	(10,805)	51,401
Parkland Dedication Reserve Fund	48,705	10,449	1,437	(6,910)	53,680	4,010	1,312	(9,971)	49,031
<b>Total Deferred Funded</b>	<b>60,602</b>	<b>36,300</b>	<b>1,872</b>	<b>(9,832)</b>	<b>88,942</b>	<b>30,320</b>	<b>1,947</b>	<b>(20,776)</b>	<b>100,433</b>
<b>Capital Program - Other</b>									
Developer Contributions Reserve Fund	52,044	1,992	1,401	(3,088)	52,348	0	1,402	(1,351)	52,400
General Mun. Dev. Reserve Fund-Lot Levy	56,152	(263)	1,529	(289)	57,130	0	1,571	0	58,701
General Mun. Dev. Reserve Fund-Other	7,387	468	190	(956)	7,088	30	183	(460)	6,841
<b>Total Other Funded</b>	<b>115,584</b>	<b>2,197</b>	<b>3,120</b>	<b>(4,334)</b>	<b>116,566</b>	<b>30</b>	<b>3,157</b>	<b>(1,811)</b>	<b>117,942</b>
<b>Total Capital Program Reserve Funds</b>	<b>300,369</b>	<b>163,218</b>	<b>7,517</b>	<b>(171,245)</b>	<b>299,858</b>	<b>127,489</b>	<b>7,262</b>	<b>(135,598)</b>	<b>299,011</b>
<b>Grand Total</b>	<b>413,672</b>	<b>168,276</b>	<b>9,264</b>	<b>(179,620)</b>	<b>411,592</b>	<b>132,282</b>	<b>8,918</b>	<b>(147,861)</b>	<b>404,930</b>

Note: Numbers may not add due to rounding

## 10 Year Forecast Schedule

The following chart summarizes the capital and subsidiary reserve funds opening balance, contributions, withdrawals, allocation to projects and closing balance. It is based on committed funds in 2013 dollars for the 2013 to 2022 capital forecast. The City budgets are based on cashflow and ensures that each year's closing balance has a value equal to 10% of the future 10 year capital forecasted spending.

### Capital and Subsidiary Reserve Funds (based on committed funds)

	2013 (\$000's)	2014 (\$000's)	2015 (\$000's)	2016 (\$000's)	2017 (\$000's)	2018 (\$000's)	2019 (\$000's)	2020 (\$000's)	2021 (\$000's)	2022 (\$000's)	2013-2022 Total (\$000's)
Opening Balance	48,271	29,885	37,391	39,521	42,831	51,436	62,527	76,921	91,354	113,851	43,154
Capital Infrastructure Levy	31,168	33,366	36,461	39,870	44,182	48,437	53,383	59,450	66,128	74,279	486,726
Debt Financing*	29,449	52,746	44,336	41,766	42,195	40,220	38,192	31,778	32,561	21,943	375,186
Interest Income	800	1,001	1,058	1,146	1,377	1,673	2,059	2,445	3,047	3,598	19,495
Transfers/ Loans	(248)	(240)	(240)	(240)	(240)	(240)	(240)	(240)	(240)	(240)	1,418
Total Available Balance	109,441	116,758	119,006	122,064	130,345	141,527	155,921	170,354	192,851	213,431	1,519,968
Allocation to Projects	79,555	79,367	79,485	79,233	78,909	79,000	79,000	79,000	79,000	79,000	791,549
<b>Closing Balance</b>	<b>29,885</b>	<b>37,391</b>	<b>39,521</b>	<b>42,831</b>	<b>51,436</b>	<b>62,527</b>	<b>76,921</b>	<b>91,354</b>	<b>113,851</b>	<b>134,431</b>	<b>134,431</b>

\*Debt financing in 2013 excludes \$21 million in funding for 2012 approved projects

**Capital and Subsidiary Reserve Funds (based on cashflow balances)**

	2013 (\$000's)	2014 (\$000's)	2015 (\$000's)	2016 (\$000's)	2017 (\$000's)	2018 (\$000's)	2019 (\$000's)	2020 (\$000's)	2021 (\$000's)	2022 (\$000's)
Opening Balance	143,405	89,611	88,000	90,000	93,000	96,000	99,000	102,000	106,000	110,000
Capital Infrastructure Levy*	34,728	33,357	36,452	39,861	44,172	48,428	53,373	59,440	66,119	74,270
Debt Financing**	50,449	52,746	44,336	41,766	42,195	40,220	38,192	31,778	32,561	21,943
Interest Income	1,332	846	1,111	1,199	1,320	1,516	1,701	1,894	1,977	2,216
Total Available Balance	229,914	176,560	169,898	172,826	180,687	186,164	192,266	195,112	206,657	208,428
Allocation to Projects	140,303	88,560	79,898	79,826	84,687	87,164	90,266	89,112	96,657	95,428
Total Available Balance	89,611	88,000	90,000	93,000	96,000	99,000	102,000	106,000	110,000	113,000
<b>Closing Balance</b>	<b>89,611</b>	<b>88,000</b>	<b>90,000</b>	<b>93,000</b>	<b>96,000</b>	<b>99,000</b>	<b>102,000</b>	<b>106,000</b>	<b>110,000</b>	<b>113,000</b>

\* Capital Infrastructure Levy includes earnings from repayment of Living Arts debt as well as surplus from 2012 Works in Progress

\*\* Debt Financing for 2013 includes 2012 approved projects

### **Federal and Provincial Contribution Reserve Funds**

These Reserve Funds include receipts from Federal and Provincial governments primarily related to Gas Tax and funding for transit initiatives.

	2013 (\$000's)	2014 (\$000's)	2013-2022 Total (\$000's)								
Opening Balance	46,079	50,751	52,552	55,393	54,855	68,609	69,753	42,385	34,807	30,609	<b>541,450</b>
Gas Tax Receipts	53,029	53,129	53,129	53,129	53,129	53,129	53,129	53,129	53,129	53,129	<b>553,811</b>
Interest Income	1,358	1,406	1,483	1,468	1,836	1,867	1,134	932	819	879	<b>14,416</b>
Transfers/ Loans	(18,200)	(16,700)	(15,600)	(15,600)	(15,600)	(15,600)	(15,600)	(15,600)	(15,600)	(15,600)	<b>(173,130)</b>
Total Available Balance	82,267	88,587	91,563	94,391	94,220	108,006	108,417	80,845	73,156	69,017	<b>936,547</b>
Allocation to Projects	31,516	36,035	36,170	39,536	25,611	38,253	66,032	46,038	42,547	36,187	<b>397,924</b>
<b>Closing Balance</b>	<b>50,751</b>	<b>52,552</b>	<b>55,393</b>	<b>54,855</b>	<b>68,609</b>	<b>69,753</b>	<b>42,385</b>	<b>34,807</b>	<b>30,609</b>	<b>32,830</b>	<b>32,830</b>

Details of the Gas Tax Receipts are below:

	2013 (\$000's)	2014 (\$000's)	2015 (\$000')	2016 (\$000's)	2017 – 2022 (\$000')	Total (\$000's)
Provincial Gas Tax	\$15,500	\$15,600	\$15,600	\$15,600	\$93,600	\$155,900
Federal Gas Tax (City Portion)	\$20,507	\$20,507	\$20,507	\$20,507	\$123,042	\$205,070
Federal Gas Tax (Regional Portion)	\$17,021	\$17,021	\$17,021	\$17,021	\$102,126	\$170,210
<b>Subtotal</b>	<b>\$53,028</b>	<b>\$53,128</b>	<b>\$53,128</b>	<b>\$53,128</b>	<b>\$318,768</b>	<b>\$531,180</b>
Provincial BRT Funding						\$65,000
Federal BRT Funding						\$58,000
<b>Total</b>						<b>\$654,180</b>

### **Provincial Gas Tax**

The use of Provincial gas tax funding to support Transit growth has allowed the expansion of Transit service with a reduced tax impact. Future Transit expansion will be funded through property taxes and transit revenues. The share of the Provincial Gas Tax is affected by ridership levels and may fluctuate in future years.

### **Federal and Regional Portion of Federal Gas Tax Reserves**

The Federal Gas Tax funding can be used for up to two of the following capital programs: transit, road infrastructure, storm drainage or energy conservation. To be eligible for funding, municipalities cannot reduce their existing/historical spending on capital projects. Similar to Provincial gas tax revenues, Federal gas taxes cannot be used to reduce property taxes.

In order to help address the City's growing gridlock problems, Mississauga plans to invest Federal gas tax revenues to expand transit infrastructure, improve transit services, to help finance bus replacements and for road infrastructure including roadways and bridges. Municipalities across Canada continue to ask for an escalation to the Gas Tax to ensure its value increases at the rate of growth for these services.

City portion receipts in 2011 were \$20.5 million with a total of \$205.1 million being received over the next ten year period. Also, the Region of Peel, since 2006 has flowed through any Federal gas tax receipts to the lower tier municipalities after accounting for TransHelp requirements. The City's capital forecast assumes this will continue and includes receipts totalling \$17 million or \$170 million over the next 10 years.

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#### **Other Transit Based Reserve**

The provincial and federal governments have provided a one-time support of public transit with \$65 million and \$58 million, respectively, to fund Mississauga's Bus Rapid Transit (BRT) project. This project provides a separated roadway connecting the Mississauga/Oakville border to Renforth Drive via Highway 403 and Eglinton Avenue.

### **Development Charges Reserve Funds – All Services**

The following chart summarizes the opening balance, contributions, withdrawals, allocation to projects and closing balance for the Development Charges Reserve Funds as a result of this year's capital budget and forecast to 2022. The closing balances are increasing substantially over the years. This is not a true reflection of the future as the City has not fully prioritized all capital projects beyond 2013. The 10% prioritized tax capital funding required for some Development Charge projects are in the improve and lowest prioritized category of capital. In each budget year, these projects are assessed in greater detail and viewed through a variety of filters to ensure that there are a balance of lifecycle projects, enhancements, and high priority new services including development charge funded projects.

	2013 (\$000's)	2014 (\$000's)	2013-2022 Total (\$000's)								
Opening Balance	35,262	51,401	55,599	65,403	59,718	61,770	72,346	88,374	102,211	122,386	<b>29,393</b>
Development Revenue	26,310	26,310	26,310	25,549	25,931	25,930	25,937	25,936	25,129	25,129	<b>258,471</b>
Interest Income	635	686	807	737	763	893	1,091	1,262	1,511	1,711	<b>10,531</b>
Transfers/ Loans	(698)	(698)	(698)	(698)	(698)	(698)	(698)	(698)	(698)	(698)	<b>(1,548)</b>
Total Available Balance	61,509	77,699	82,017	90,991	85,713	87,896	98,677	114,875	128,153	148,527	<b>1,011,319</b>
Allocation to Projects - All Services	10,107	22,101	16,615	31,273	23,943	15,549	10,302	12,664	5,767	9,953	<b>158,274</b>
<b>Closing Balance</b>	<b>51,401</b>	<b>55,599</b>	<b>65,403</b>	<b>59,718</b>	<b>61,770</b>	<b>72,346</b>	<b>88,374</b>	<b>102,211</b>	<b>122,386</b>	<b>138,574</b>	<b>138,574</b>

### **Cash in lieu of Parkland Dedication Reserve Fund**

The revenue generated from cash in lieu of parkland dedication is expected increase from \$4.0 million to \$14.8 million. Increases occurring in future years are expected to be registered where sizable developments are not dedicating parkland. These projections are reviewed on an ongoing basis and any necessary amendments will be reflected in future budget documents.

Closing balances are intentionally declining as more cash-in-lieu funding is being utilized. As the City borrows to fund capital projects it is financially prudent to use existing resources to reduce borrowing requirements.

	2013 (\$000's)	2014 (\$000's)	2013-2022 Total (\$000's)								
Opening Balance	53,680	49,031	37,350	11,508	10,671	12,830	13,932	15,822	10,186	7,122	52,042
Development Revenue	4,000	5,600	6,400	8,000	8,000	8,800	9,616	12,920	14,816	14,816	92,968
Interest Income	1,312	1,000	308	286	343	373	423	273	191	51	5,997
Transfers/ Loans	10	10	10	10	10	10	10	10	10	10	302
Total Available Balance	59,003	55,641	44,068	19,803	19,025	22,013	23,982	29,025	25,203	21,999	373,441
Allocation to Projects	9,971	18,291	32,560	9,132	6,195	8,081	8,159	18,838	18,081	20,081	149,390
<b>Closing Balance</b>	<b>49,031</b>	<b>37,350</b>	<b>11,508</b>	<b>10,671</b>	<b>12,830</b>	<b>13,932</b>	<b>15,822</b>	<b>10,186</b>	<b>7,122</b>	<b>1,918</b>	<b>1,918</b>

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## Reserve and Reserve Fund Descriptions

Throughout this document there are a number of references to various reserves and reserve funds, which are explained below.

Reserve Name	Purpose of the Fund
Reserve for the Arts	<ul style="list-style-type: none"><li>Provides funds to support the Arts in Mississauga</li></ul>
Reserve for Assessment Appeals	<ul style="list-style-type: none"><li>Provides for the contingent liability for possible refund of taxes in respect of outstanding assessment appeals pending against the City. Provides funds for legal and hearing fees related to major appeals.</li></ul>
Reserve for Building Permit Revenue Stabilization	<ul style="list-style-type: none"><li>Provides for sufficient funds to continue operating and capital needs of the building permits process affected by fluctuating development.</li></ul>
Reserve for Commitments - City	<ul style="list-style-type: none"><li>Provides unspent but committed monies from the Year's budget to fund obligations outstanding at year-end which will be paid in the upcoming year.</li></ul>
Reserve for Commodities	<ul style="list-style-type: none"><li>Provides funds for the fluctuating costs of commodity based expenses such as hydro, natural gas, diesel, etc.</li></ul>
Reserve for Development Stabilization	<ul style="list-style-type: none"><li>Provides for unspent but committed development, planning and inspection work or for stabilization of the revenue budget in years when the development-related revenues received is below the five-year average.</li></ul>
Reserve for Early Retirement Benefits	<ul style="list-style-type: none"><li>Provides for the city's portion of the early retirees' benefit premiums.</li></ul>
Reserve for Elections	<ul style="list-style-type: none"><li>Provides for the cost of holding municipal elections by making annual contributions to the reserve.</li></ul>
Reserve for General Contingencies	<ul style="list-style-type: none"><li>Provides monies for unforeseen or uncertain liabilities and contingencies.</li></ul>
Reserve for Labour Settlements	<ul style="list-style-type: none"><li>Provides funds for potential obligations resulting from outstanding labour agreements and labour related issues.</li></ul>
Reserve for Legal Settlements	<ul style="list-style-type: none"><li>Provides for potential costs of outstanding legal matters.</li></ul>
Reserve for Planning Process Update	<ul style="list-style-type: none"><li>Provides monies for periodic updates to Official Plans, District Plans and Zoning by-law review, as required by the Planning Act R.S.O. 1990 c. P.13, as amended.</li></ul>
Reserve for Vacation Pay	<ul style="list-style-type: none"><li>Provides for the liability of unpaid vacation time earned by permanent employees of the City as at December 31<sup>st</sup>.</li></ul>
Reserve for Winter Maintenance	<ul style="list-style-type: none"><li>Provides funds for stabilizing the City's Winter Maintenance Program. Operating surplus monies from this program may be placed in this reserve.</li></ul>

Reserve Fund Name	Purpose of the Fund
2009 Special Projects Capital Reserve Fund	<ul style="list-style-type: none"> <li>• Provides funds, made available from re-allocated grant funded projects, set aside for special capital projects throughout the City.</li> </ul>
Britannia Hills Golf Course Reserve Fund	<ul style="list-style-type: none"> <li>• Provides funds for the construction and maintenance of the former Britannia Hills Golf Course (now called BraeBen).</li> </ul>
Capital Reserve Fund	<ul style="list-style-type: none"> <li>• Provides funds, including capital cash receipts not required for the retirement of debenture debts as prescribed by Section 413 (2) of the <i>Municipal Act, 2001</i> S.O. 2001, c.25. Funds may be used for: <ul style="list-style-type: none"> <li>• The construction or improvement of any municipal works;</li> <li>• The acquisitions or expropriation of land required for Municipal purposes;</li> <li>• The acquisitions of vehicles or equipment for Municipal purposes; and</li> <li>• The payment of debentures of the Corporation for any the aforementioned purposes.</li> </ul> </li> </ul>
Cash in Lieu of Parking Reserve Fund	<ul style="list-style-type: none"> <li>• Pursuant to the <i>Planning Act R.S.O. 1990</i> c.P.13 as amended, monies received in lieu of parking are to be set aside in this reserve fund and are to be spent only for parking initiatives.</li> </ul>
Cash in Lieu of Parkland Dedication	<ul style="list-style-type: none"> <li>• Pursuant to the <i>Planning Act R.S.O. 1990</i> c.P.13 as amended, monies received in lieu of parkland dedication are to be set aside in this reserve fund and are to be spent only for the acquisition of land to be used for park or other recreational purposes, including the erection and repair of buildings and the acquisitions of machinery for park or other public recreational purposes.</li> </ul>
City Centre Promotions Reserve Fund	<ul style="list-style-type: none"> <li>• Provides monies of the purpose or conducting a City Centre Promotion Campaign</li> </ul>
Community Facility Redevelopment Reserve Fund	<ul style="list-style-type: none"> <li>• Provides funds for the renovation and refurbishing of facilities, such as community centres, pools, libraries and arenas.</li> </ul>
Courtneypark Artificial Turf and Synthetic Track Reserve Fund	<ul style="list-style-type: none"> <li>• Provides funds for the replacement and future maintenance of the Courtneypark artificial turf, synthetic track and its related equipment.</li> </ul>

Reserve Fund Name	Purpose of the Fund
Developer Contribution Reserve Funds	<ul style="list-style-type: none"> <li>• These reserve funds consist of contributions for specific municipal infrastructure collected as a condition of land development. Examples include, but are not limited to sidewalks, roads, traffic signals and tree planting.</li> </ul>
Development Charges Reserve Fund: <ul style="list-style-type: none"> <li>• City-wide Engineering;</li> <li>• Transit;</li> <li>• Fire;</li> <li>• Recreation;</li> <li>• Library;</li> <li>• Public Works;</li> <li>• Parking</li> <li>• General Government;</li> <li>• Hershey Debt;</li> <li>• Living Arts Centre Debt; and</li> <li>• Storm Drainage</li> </ul>	<ul style="list-style-type: none"> <li>• Pursuant to the <i>Development Charges Act, 1997</i>, S.O. 1997, c. 27, as amended, monies collected under the Act shall be placed into a separate reserve account for the purpose of funding growth related net capital costs for which the development charge was imposed under the Development Charges By-law.</li> </ul>
Facilities Repair and Renovations Reserve Fund	<ul style="list-style-type: none"> <li>• Provides for capital projects for repairs and renovations to City facilities.</li> </ul>
Federal Public Transit Reserve Fund	<ul style="list-style-type: none"> <li>• Revenues are intended to support expenditures for municipal public transportation services.</li> </ul>
Fire Training Centre Replacement Reserve Fund	<ul style="list-style-type: none"> <li>• Provides funds for the construction of a new fire training centre.</li> </ul>
Fire Vehicles and Equipment Replacement Reserve Fund	<ul style="list-style-type: none"> <li>• Provides funds for the replacement of Fire vehicles and equipment approved in the annual capital budget. Cash receipts resulting from the sale of fire vehicles and equipment shall be deposited into this reserve fund.</li> </ul>
Gas Tax (Federal) Reserve Fund	<ul style="list-style-type: none"> <li>• Gas tax revenues are intended to support expenditures for municipal public transportation services, storm water systems or community energy systems.</li> </ul>
Gas Tax (Provincial) Reserve Fund	<ul style="list-style-type: none"> <li>• Gas tax revenues are intended to support expenditures for municipal public transportation services.</li> </ul>

Reserve Fund Name	Purpose of the Fund
General Municipal Development Reserve Fund	<ul style="list-style-type: none"> <li>• Provides funds required to service growth in the City, including, but not limited to municipal infrastructure required to service growth in the City, including but not limited to municipal highways, recreational facilities, fire stations and equipment, libraries and land. This Reserve Fund consists of funds collected under lot levy policies in effect prior to 1991.</li> </ul>
Main Fleet Vehicle and Equipment Replacement Reserve Fund	<ul style="list-style-type: none"> <li>• Provides funds for the replacement of main fleet vehicles and equipment approved in the annual capital program. Cash receipts resulting from the sale of main fleet vehicles and equipment shall be deposited into this reserve fund.</li> </ul>
Metrolinx Bikelinx Reserve Fund	<ul style="list-style-type: none"> <li>• Provides funds for the purchase and installation of bicycle racks on transit vehicles and secured and safe bicycle parking.</li> </ul>
Miscellaneous Contributions Reserve Fund	<ul style="list-style-type: none"> <li>• Provides funds such as those generated through fund raising or community donations, for miscellaneous works to be undertaken by the City to offset other miscellaneous expenses.</li> </ul>
Mississauga Garden Park Development and Maintenance Reserve Funds	<ul style="list-style-type: none"> <li>• Provides funds solely for the purpose of the Mississauga Garden Park (now Riverwood) Development as well as providing funds for the long term maintenance costs of the park.</li> </ul>
Mississauga Rapid Transit (MRT) Reserve Fund	<ul style="list-style-type: none"> <li>• Provides for the construction and maintenance of the MRT bus way system and services. \$65 million was received from the Province of Ontario in 2006 (now called the Mississauga Bus Rapid Transit –BRT).</li> </ul>
MoveOntario 2020 Higher Order Transit Reserve Fund	<ul style="list-style-type: none"> <li>• Provides funds to be used for the MoveOntario 2020 Dundas and Hurontario Higher-Order Transit Corridor Development.</li> </ul>
Ontario Bus Replacement Program Reserve Fund	<ul style="list-style-type: none"> <li>• Provides funds for the replacement of municipal transit buses.</li> </ul>
Provincial Road and Bridge Infrastructure Reserve Fund	<ul style="list-style-type: none"> <li>• Provides funds to be used for the investment in the City of Mississauga's capital municipal roads and bridges infrastructure.</li> </ul>
Provincial Transit Grant Reserve Fund	<ul style="list-style-type: none"> <li>• Provincial funding provided to improve and expand public transit.</li> </ul>

Reserve Fund Name	Purpose of the Fund
Roadway Infrastructure Maintenance Reserve Fund	<ul style="list-style-type: none"> <li>• Provides fund for the reconstruction and resurfacing of the City road network.</li> </ul>
Sick Leave Reserve Fund	<ul style="list-style-type: none"> <li>• Provides for the payment to employees for vested sick leave credits as defined in By-law 95-74.</li> </ul>
Transit Vehicles & Equipment Replacement Reserve fund	<ul style="list-style-type: none"> <li>• Provides funds for the replacement of Transit vehicles and equipment approved in the annual capital budget. Cash receipts resulting from the sale of Transit vehicles and equipment shall be deposited into this reserve fund.</li> </ul>
Workers' Compensation Fund	<ul style="list-style-type: none"> <li>• Provides funds for the payment of compensation, outlays and expenses assessed to be payable by the City as an employer under the Workplace Safety and Insurance Act, 1997 S.O. 1997, c.16 as amended. Provides funds for actuarial services to establish the appropriate level.</li> </ul>

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## Appendix 1: Reserve and Reserve Fund Transfers

**Transfers from the Operating Program to the following Reserves and Reserve Funds are:**

- \$27,584,280 To the Capital Reserve Fund;
- \$5,600,000 To Emerald Ash Borer Reserve Fund;
- \$3,432,880 To Capital Reserve Fund (Infrastructure Levy);
- \$2,516,400 To the Insurance Reserve Fund;
- \$1,200,000 To the Worker's Compensation Reserve Fund;
- \$500,000 To the Reserve for Elections;
- \$309,000 To the Reserve for Assessment Appeal;
- \$33,000 To the Reserve for General Contingency.

**Transfers to and from Reserves and Reserve Funds, based on the actual expenditures throughout the year are as follows:**

- Arts & Culture initiatives;
- Assessment appeals and tax cancellations charges;
- Early retirement benefits, group benefits and other labour related expenses;
- Economic Development Office and Project Support Management Office for transfers such as Mississauga Business Enterprise Centre (MBEC) initiatives and project support training;
- Insurance claims and premiums;
- Maintenance for BraeBen Golf Course, Riverwood and Courtneypark Artificial Turf;
- One-time costs associated such as, Malton area and Ninth line corridor plan reviews, by-election expenditures, accessibility training program, parking strategy, employee survey, workplace mobility feasibility study, waterfront strategy and environmental master plan;
- Ongoing Transit expansion costs;
- Phased Communications Master Plan;
- Planning related studies and Zoning By-law updates;
- Sick leave payments; and
- Workers' compensation payments.

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**Transfers within Reserve Funds are listed below:**

Transfers from the Capital Reserve Fund to the following reserve funds:

- \$7,300,000 Facility Repair & Renovations Reserve Fund;
- \$1,600,000 Fire Vehicle and Equipment Reserve Fund.

Transfers from the Community Facility Redevelopment Reserve Fund to the following reserve funds:

- \$2,900,000 Main Fleet Vehicle and Equipment Reserve Fund
- \$1,000,000 Roadway Infrastructure Reserve Fund



# Financial Policies

## 2013-2016 Business Plan

City of Mississauga, Ontario, Canada



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# **1.0 The City of Mississauga Business Plan and Budget Process**

Mississauga's business planning and budgeting process reflects sound financial planning and prudent fiscal management practices. The City uses a collaborative process to prepare its business plans and budget in cooperation with all the Service Areas. The process begins with the identification of the major strategic priorities. The focus of the Business Plan and Budget for the City is determined by the Leadership Team which includes the City Manager and departmental Commissioners. The Strategic Priorities for preparation of the Business Plan are:

- Deliver the Right Services;
- Implement Cost Containment Strategies;
- Maintain our Infrastructure; and
- Advance on our Strategic Vision

Each Commissioner leads their service areas' Business Plans and Budgets with the four strategic priorities as the foundation of all budget proposals. Human resource, financial, technological requirements and external factors are considered as the multi-year Business Plan is created. The 2013 to 2016 Business Plan and Budget process provides a 2013 and 2014 Budget plus a two year operating forecast as well as a 10 years capital forecast.

## **1.1 Business Plan and Budget Timelines**

The following provides the two major steps to prepare a detailed business plan and budget. The timing may vary due to municipal elections:

### **January to August**

City staff participate in a series of meetings that are used for developing and refining identification of the major priorities that are aligned to the strategic priorities.

Business Planning and Finance prepare and co-ordinate procedures for the business plan and budget process.

Costs to maintain current service levels, operationalize prior decisions, propose new initiatives and new revenues are evaluated throughout the City. The changes are reviewed and discussed with the Leadership Team and Directors at both a City wide level and for each Service Area.

The Leadership Team provides direction for the Service Areas to prepare proposed budgets. New initiatives and new revenues are balanced with City costs pressures and opportunities relative to current service levels. The results of the current year are considered in preparation of the proposed budgets.

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### **September to December**

Service Areas present their budget requests to the Leadership Team, and the Leadership Team develops a recommended Business Plan and Budget for Council consideration.

New fees and charges and increases to existing charges are presented to Council for their consideration in the fall.

The Business Plan and Budget is considered by Budget Committee through a number of meetings. The Business Plan and Budget document and Service Area presentations are distributed in advance of the Budget Committee meetings. At the first Budget deliberation meeting the Director of Finance presents the City wide overview followed by presentations from each Service Area Director(s)

All Budget Committee meetings are communicated in advance through the City's website and advertising in local media where the members of the public are invited to attend. Interested members of the public are notified of upcoming meetings by email.

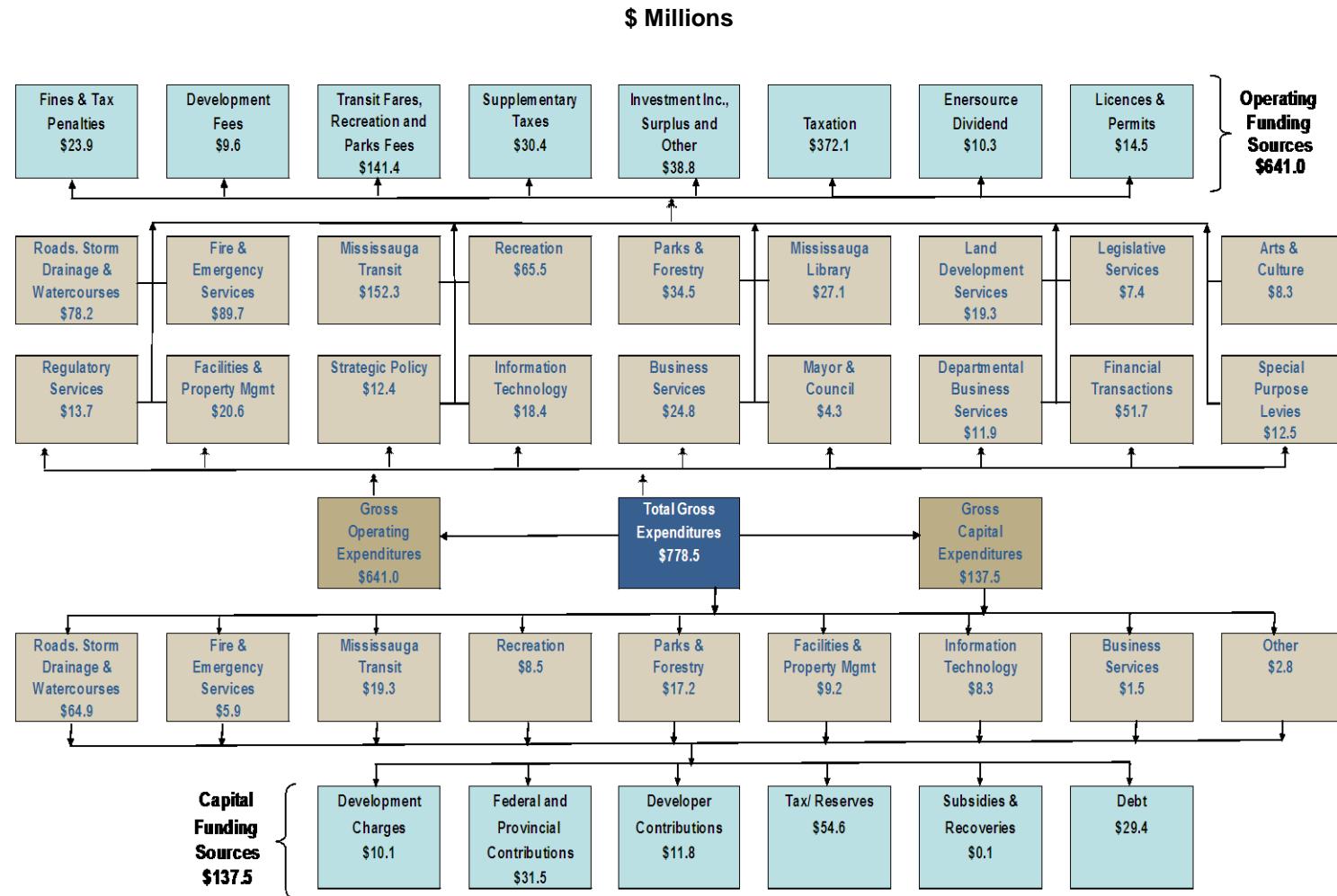
Prior to final budget deliberations, and once the Business Plan and Budget Book has been distributed to Council, it is accessible through the City's website or at any public library. City staff hold an open house to educate the public and provide a Business Plan and Budget Overview. An ad is prepared and published in the local newspaper to notify the public of the commencement of final Budget Deliberations.

Valuable taxpayers' input is obtained as a result of these processes to provide feedback relating to service needs and delivery.

After thorough deliberation of the budget it is approved with Council's changes. The approved section of the budget book is completed and distributed that amends the budget book for all of Council's changes to the proposed budget. Historically the Tax Rate By-law is prepared in the spring.

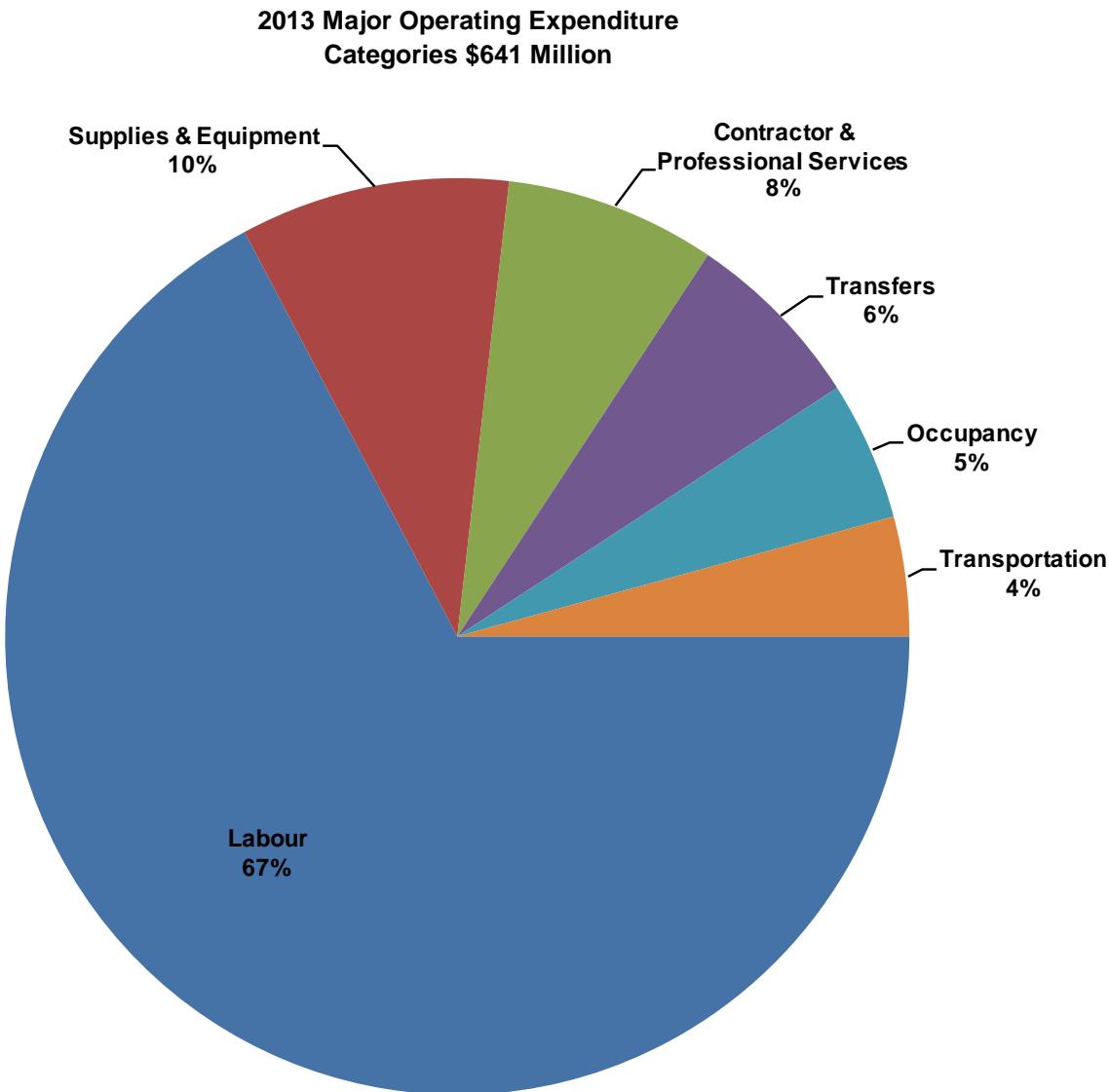
## 2.0 Expenditures and Revenues

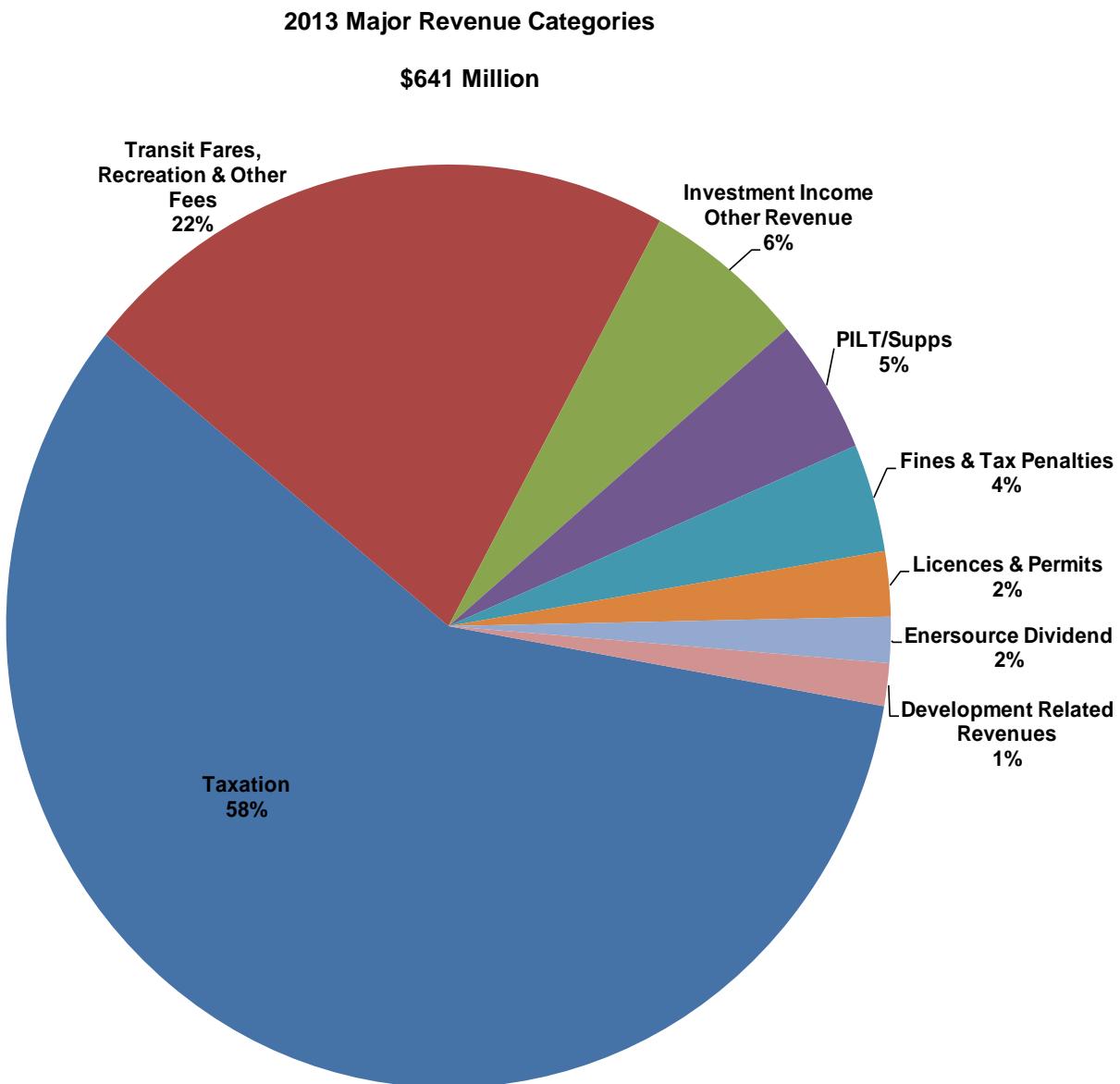
Mississauga's 2013-2016 Business Plan and 2013 Budget, comprised of both the operating and capital budgets, totals \$778.5 million gross and \$641 million in net expenditures.



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The following charts provide a breakdown of the City's 2013 Operating Budget by major cost and revenue category.





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## **2.1 Operating Budget Assumptions and Trends**

The City's Budget is required to be balanced under the *Municipal Act*, wherein Ontario municipalities are prohibited from budgeting for an operating deficit. The basis of the property tax calculation and the associated tax rate increase is based on the net funding requirements of the City's budget.

The operating budget is prepared incorporating a number of assumptions related to revenues and expenses and are updated throughout the budget process as more accurate and up to date information becomes available. In advance of the budget, revenue and expenditures are monitored as follows:

- Twice a year, a detailed analysis is prepared comparing the forecasted revenues and expenditures for the year relative to the approved budget for both capital projects and operating which identifies trends and year end budget variances; and
- In preparation for the upcoming budget, operational staff review the financial performance of their services to assist in the preparation of estimates for upcoming pressures and opportunities for the next three years or four years.

The information gathered through these reviews forms the basis of the funding requirements for the upcoming year and provides insights into future issues that may need to be monitored more closely for their impacts on related tax rate increases.

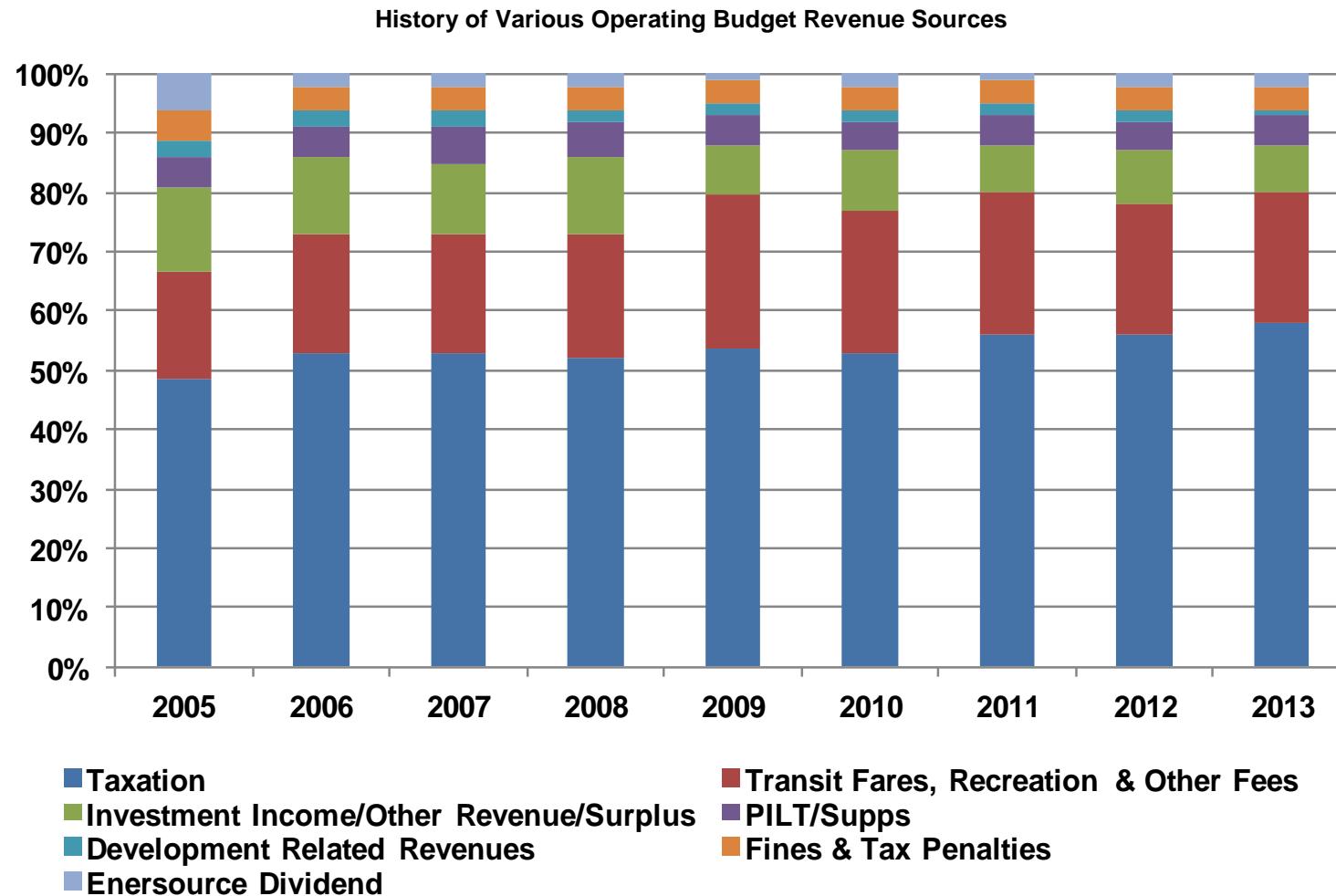
## **2.2 Summary of Revenue Assumptions and Sensitivity Analysis**

Revenue figures included in the budget are based on a number of factors. By combining forecasted performance to date, prior years' trends, estimated rate increases for the upcoming year and market indicators, realistic budgets are developed for the numerous revenue sources. Major revenue-related assumptions used in the 2013 Operating Program are as follows:

- Fees and charges provide revenue to support services which provide benefits to specific individuals and organizations, rather than to all residents. Ensuring that fees and charges are set to maintain cost recovery ratios and cover cost increases reduces pressures on the City's tax levy requirements. If fees are not set to cover costs, tax support for the program or service must increase and is paid by all residents rather than those who benefit from the service. From a policy perspective, all services in the City that are youth and senior focused have lower cost recovery ratios while most other fees and charges are based on higher recovery ratios;
- The 2013 assessment growth is estimated at 0.0% Final confirmation of this number will not be available until after this document has been printed. A minor increase was offset by corrections from the previous year;
- The 2012 Operating program will receive a \$14.5 million contribution from investments, from an overall investment portfolio return of approximately 4.0%. For the 2013 budget, the portfolio is expected to perform at a similar return for both short term and long term investments; and

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- The investment in Enersource, a jointly owned company with OMERS, is forecast to generate \$10.3 million in dividends for the 2013 Budget which is \$1.3 million higher than the 2012 Budget.

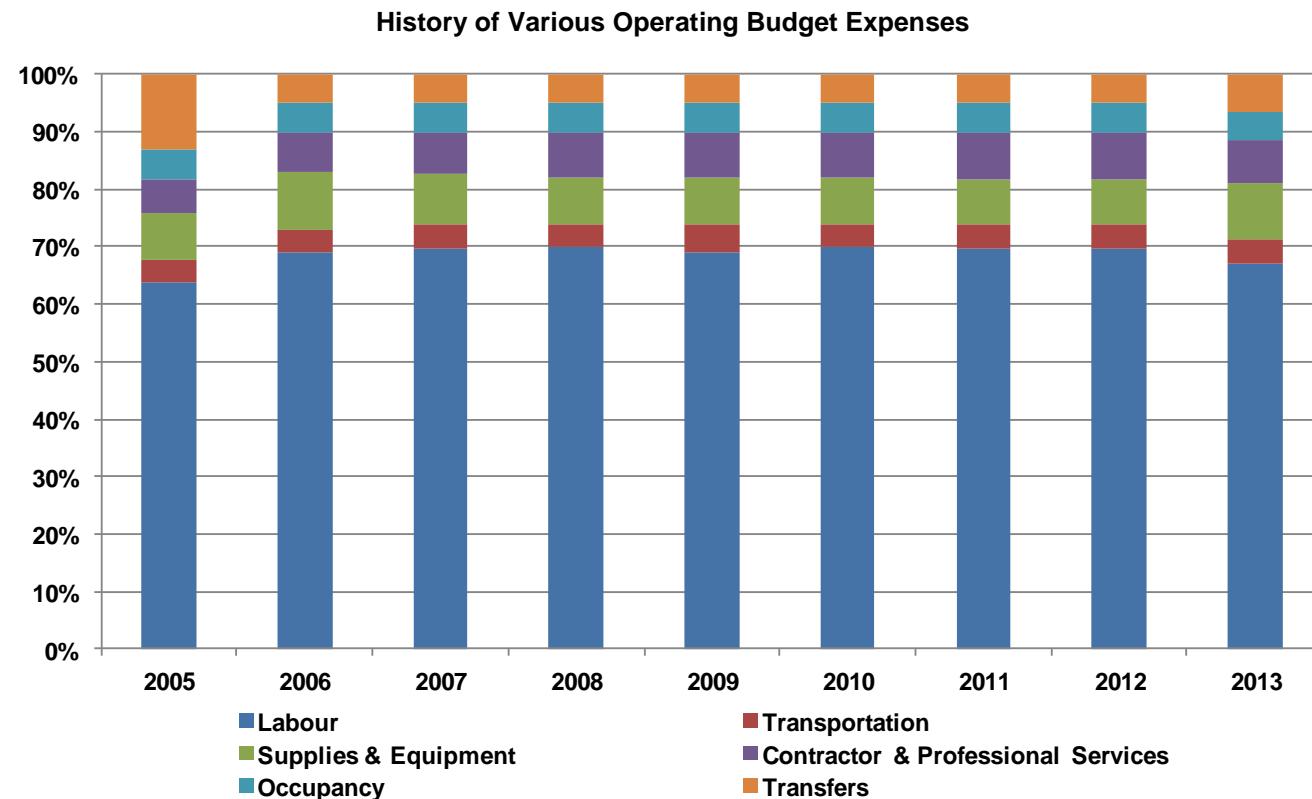
This chart shows the revenues generated by the City broken down by source from 2005 to 2013.



### 2.3 Summary of Expenditure Assumptions and Sensitivity Analysis

Major expenditure assumptions used in the 2013 Operating Program are as follows:

- Labour increases include estimates for all labour groups including negotiated union settlements where ever possible;
- No general inflationary increases or deflationary decreases have been provided for the operating program. Inflationary and deflationary impacts have been assessed on a case by case basis;
- The 2013 Budget includes a provision for a diesel fuel purchase price that averages about \$0.94 cents per litre which is the same as the 2012 Budget; and
- Utility rate and usage changes in addition to increased costs for third party contractors which have been estimated at various rates based on the type of service delivery being performed.



## 3.0 Capital Program

### 3.1 Assumptions

Assumptions included as part of the capital program are as follows:

All project costs are estimated in 2013 dollars. Capital financing and the debt issuance associated tax impacts have been calculated using costs adjusted for inflation from 2017 onwards for modeling purposes only. No inflation adjustments have been made for 2013 to 2016 due to funding restrictions. The rate of inflation is assumed at 3.4% for 2017 onwards;

For the purposes of modelling debt issuance, projections have been adjusted to incorporate cash flowing of capital projects;

Tax based reserve funds will be used to finance capital infrastructure needs. It has been recommended in this budget that a minimum of 10% of the next 10 years capital program be retained in tax based reserve funds. This ensures that one year of tax based funding is available in reserves which is suggested to maintain an AAA credit rating;

Longer term investment returns on the City's Reserve Funds are estimated at 3.5% except for Development Charges which are 1.5%;

Debt financing has been modeled using a 3.6% and 4.0% annual interest rate with debt being issued for 10 and 15 year terms, respectively;

Development Charges revenues, for the entire ten year period, have been estimated using the rates in effect per the new by-law passed on November 11, 2009. The DC rates

may change as the City's By-law is under appeal at the Ontario Municipal Board (OMB);

Federal and provincial gas tax revenues have been incorporated into the capital plan; and

Capital maintenance projects are based on the estimated lifecycle replacement when sufficient funding is available.

### 3.2 Tangible Capital Assets

The City has calculated the value of its Tangible Capital Assets (TCA) at \$8 billion (excluding land).

Mississauga uses the following criteria for estimating long term capital maintenance requirements:

1. Facilities maintenance is based on life cycle replacement as follows:
  - Buildings – 40 years; and
  - Furniture – 15 years;
2. Information technology (IT) lifecycle replacements as follows:
  - Replacement of major applications – 10 years;
  - Replacement of major IT hardware – 10 years; and
  - Personal computer replacements – 4 years.
3. Roads are evaluated based on an inventory condition and criteria established through a pavement management system with resurfacing every 15-25 years and total reconstruction every 70 years;
4. Major equipment – 8-10 years;
5. Program equipment – 12–15 years;
6. Licensed vehicles – 10-18 years;
7. Streetlights – 25-50 years;

- 
- 8. Bridges – 30-50 years;
  - 9. Watermains – 25 years;
  - 10. Storm water ponds – 25-50 years; and
  - 11. Stormsewers – 100 years

The City conducts asset condition assessments every 5-6 years on its major assets. This information is used to determine timing of required capital maintenance.

### **3.3 Capital Prioritization**

The City employed a capital prioritization model to assist in the decision making process for allocating limited capital funds. The tax supported capital program was prioritized while funding from Gas Tax, Cash in Lieu, Development Charges and other sources were prioritized in a similar way for projects eligible from the various funding sources in an effort to minimize the tax funding requirements. The Federal Gas Tax funded projects for roads and bridges, Cash-In-Lieu funded recreation facilities and equipment and Development Charges funded projects due to growth. The prioritization results were reviewed by the Leadership Team through a variety of filters and adjustments were made to ensure a balance of lifecycle projects, enhancements and high priority new services were included in the capital program. The 5 capital prioritization categories are defined below:

#### **Mandatory**

These projects cannot be deferred or stopped. Includes projects with prior legally binding commitments where contracts are signed or have a minimum legal, safety, regulatory or other mandated minimum requirements where not achieving these requirements will lead to legal action, fines, penalties or the high risk of liability against the City.

#### **Critical**

These are projects which are required to maintain critical components in a state of good repair. These funds are not mandatory but the funding maintains these critical components at current service levels and are projects that will otherwise become mandatory by 2016. If not undertaken there would be a high risk of breakdown or service disruption.

#### **Efficiency or Cost Savings**

Projects that have a break even over the life of the capital due to operational cost savings or cost avoidance and will provide financial benefits in the future are in this category.

#### **State of Good Repair**

These projects are not mandatory but the funding is needed to maintain targeted service levels. This category includes life cycle costing of the City's capital infrastructure.

#### **Improve**

These projects provide for service enhancements that increase current service levels or provide for new capital initiatives. This category also includes the 10% tax funding top-up required for some development charge funded projects.

## **4.0 Financial Policies**

The City of Mississauga has a long tradition of strong and stable financial management. Some of these guidelines are Council approved via by-laws or policies whereas others are long-standing practices.

The following list provides a summary of various financial guidelines as well as the source of the authority indicated in parenthesis.

### **Financial Planning Policies:**

- 1.0 Fiscal Policy (Council approved)
- 2.0 Reserve and Reserve Fund (By-law 0298-2000 and long standing practices)
- 3.0 Budget Control (By-law 0262-1997)
- 4.0 Cash-in-Lieu of Parkland Dedication (By-law 0400-2006)
- 5.0 Development Charges (By-law 0342-2009)
- 6.0 Surplus Management (long standing practice)

### **Other Financial Policies:**

- 7.0 Accounting Policies
- 8.0 Accounts Payable
- 9.0 Accounts Receivable
- 10.0 Purchasing Policies and Procedures
- 11.0 Cash Management
- 12.0 Debt Management

Details of each of the Financial Planning policies are discussed in the following sections.

### **4.1 Fiscal Policy**

In 1996, Council approved a fiscal policy that forms the basic framework for the overall fiscal management of the City of Mississauga. Most of the following points represent long-standing principles, traditions and practices that have guided the City in the past and have been of assistance in maintaining our financial stability. As the City evolves, this fiscal policy will need to be continually reviewed to coincide with Mississauga's transition from a rapidly growing to a maturing urban centre.

#### **New Development:**

Existing taxpayers should not bear the financing of growth-related infrastructure costs except to the extent that city wide facilities are required in response to new services or as a result of service expectations from a city of larger size. Growth related infrastructure is funded primarily through development charges in accordance with the Development Charges Act, 1997. Funding for non-growth infrastructure is funded through tax based revenues.

#### **Capital Projects:**

The City prepares a multi-year operating forecast to identify the impact of new facilities and infrastructure. Unless the City has the ability to afford the new facility, the project will not proceed.

#### **Operating Like a Business:**

Core services will be identified and funded. Non-core services will be maintained only if they are financially viable, reductions of costs occur elsewhere in the Corporation, or if there is sufficient community use to justify the cost of providing the service. The City will identify which programs are to be funded through general revenues, those that are to be self-funded and those program's that require a subsidy

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from general revenues. Emphasis will be placed upon reducing the reliance on funding from tax revenues. Methods of service delivery are continually reviewed to control costs.

***Capital Financing from Operating Revenues:***

The City has had a long standing practice of incorporating a transfer of money from the Operating budget to the capital tax reserve funds. Over the years the value of this transfer has fluctuated based on economic conditions. More recently, the City has incorporated an annual infrastructure levy, subject to annual approval by Council, in order to address the City's ongoing infrastructure deficit.

***Do Not Exhaust Reserves:***

In addition to its capital reserve funds, the City has established reserves to fund large, long term liabilities; eliminate tax rate fluctuations due to unanticipated expenditures and revenue shortfalls; smooth expenditures; and fund multiple year special projects. Use of reserves is planned and is not considered as an alternate funding source in place of good financial practice. Long term liabilities are reviewed on an annual basis. Reserves and reserve funds will be established as required and are monitored at regular intervals.

***One Time Revenues:***

Major one-time revenues and operating surpluses are transferred to capital and other reserves or reserve funds. The use of one time revenues to fund ongoing expenditures results in annual expenditure obligations which may be unfunded in future years and is avoided.

**4.2 Reserve and Reserve Fund**

By-law 0298-2000 and any amendments thereto, defines each Reserve and Reserve Fund as well as the reporting requirements including the necessary authority levels for opening, closing, or reorganizing Reserve or Reserve funds.

Significant work has been undertaken to evaluate the appropriate minimum balances to be kept in reserves or reserve funds in order to maintain fiscal health. The following provides an example of targets and/or minimum balances that have been established but is not an all-inclusive listing:

- Tax Base Capital Reserve Fund minimum balance \$100 million from a cashflow perspective;
- The collective Development Charge Reserve Funds must maintain a positive balance while individual account balances may not;
- Reserve for Commodities: 25% of current year's budget to hedge against price fluctuations; and
- Winter Maintenance Reserve: 50% of current year's budget.

Details related to the balances are included in the Reserve and Reserve Fund section.

**4.3 Budget Control**

By-law 0262-1997 provides general guidelines related to the preparation and subsequent variance reporting for both the Capital and Operating Budget, including staff complement control. All policies and procedures are in compliance with the Municipal Act, 2001.

#### **4.3 Cash In Lieu of Parkland Dedication**

By-law 0400-2006 and any amendments thereto is administered under the authority of the Planning Act, 1990. The By-law identifies the policies and procedures under which the funds are collected regarding the development of property in the City of Mississauga and identifies any fees that are applicable. Details related to the balances are included in the Reserve and Reserve Fund section.

#### **4.4 Development Charges**

By-law 0342-2009 provides guidelines on the collection, administration and payment of development charges. The Development Charges Act, 1997 on which this policy is based, enables municipalities to recover the capital costs of residential, commercial and industrial growth from developers. A new development charges by-law was approved by Council on November 11, 2009 which is currently under appeal at the Ontario Municipal Board (OMB). Details related to the balances are included in the Reserve and Reserve Fund section.

#### **4.5 Surplus/Deficit Management**

The City's surplus/deficit management is a long standing practice which is closely tied to both the fiscal policies as well as the City's infrastructure deficit concerns. Each year, the city prepares a year end forecast. Surpluses are transferred to Reserves, including the Capital Reserve Fund to provide for future infrastructure needs, as approved by Council.

#### **Other Financial Policies**

#### **4.6 Accounting Policies**

The Accounting area within the Finance Division prepares and monitors these policies. All policies are created in

consultation with the Internal Audit Division and are reviewed on a regular basis to ensure they are up to date and in alignment with the city's current practices. Policies of this nature are included in the Corporate Policies and Procedure Manual. Examples of the accounting policies included are: preparation of journal entries and authorization requirements, preparation of the Council Remuneration Statements and Council expense statements. In compliance with the Public Sector Accounting Board (PSAB), the City is implementing Tangible Capital Asset accounting and related policies and procedures. Financial Statements are fully compliant with PSAB requirements.

#### **4.7 Accounts Payable Policies**

These policies provide guidance for the processing of all vendor and employee expenses for the corporation. All accounts payable policies are prepared with the approval of the Internal Audit Division. Each policy outlines the levels of authority required in order to process an expense for payment.

#### **4.8 Accounts Receivable Policies**

These policies govern the issuance of invoices to various individuals, businesses or corporations for services rendered by the city. Procedures are provided to guide staff in submitting the information required for the preparation of an invoice by the Revenue Division.

#### **4.9 Purchasing Policies and Procedures**

By-law 0374-2006 provides extensive information concerning the procurement of goods and services for the city. It details standard levels of authorization required and the different purchasing methods endorsed for procuring goods and services at all monetary values.

#### **4.10 Cash Management**

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These policies are contained within the Corporate Policies and Procedures manual which provides for the administration of handling cash floats and petty cash, corporate credit card policy, and an investments policy.

#### **4.11 Debt Management**

The City of Mississauga has operated for many years under a pay as you go philosophy. As the City was being developed, prudent fiscal management policies built significant reserves and infrastructure was emplaced with development related revenues. Now that the City is transitioning to an urban centre, with little green field development and an aging infrastructure base, the types of infrastructure demands are beyond the scope, or ineligible, for funding from development related revenues.

This necessitates the need to move from a pay-as-you-go philosophy to a policy which incorporates debenture financing as an additional means of funding infrastructure in the City. The City will begin issuing debt for capital projects in 2013. A debt management policy for the City Of Mississauga was approved on December 7, 2011.

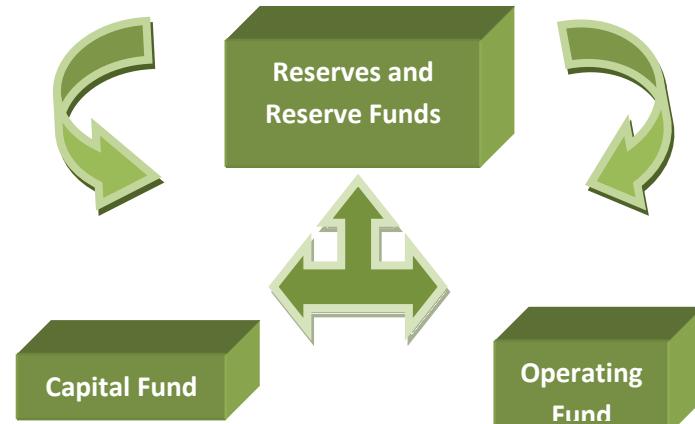
#### **4.12 Ongoing Policy Review**

The City is in the process of updating several policies including the Budget Control and Reserve and Reserve Fund By-laws. With the issuance of debt imminent, policies related to debt management and upset debt limits are in the research stage of preparation. Lastly, the City is focussing on creating a long term financial plan which will provide a sustainable financial plan for 10-20 years in the future.

## 5.0 Fund Structure and Overview

In municipal financial operations, money raised or supplied for a particular purpose must be used for that particular purpose as legislated under the Municipal Act, 2001. Legal restrictions and contractual agreements prevent it from being diverted to any other use. Fund accounting shows that money has been used for the purpose for which it was obtained. The funds used by the City of Mississauga stem from the General Revenue (Operating) Fund, the Capital Fund, the Reserve Fund and Trust Funds. The Business Plan and Budget pertains to programs, services, and activities within the General Revenue (Operating) and the Capital Fund. Transfers are made to and from reserves and reserve funds and these financial transactions are summarized in the Reserves and Reserve Funds section.

The following diagram provides an example of the relationships between the funds:



The Business Plan and Budget is comprised of the revenue and expenses for the Operating and Capital Funds for the City of Mississauga including the City of Mississauga Public Library Board. All financial information is prepared in accordance with generally accepted accounting principles (GAAP) for local governments as recommended by the Public Sector Accounting Board (PSAB).

In 2009 accounting standards and reporting requirements changed dramatically, including the introduction of tangible asset accounting. The new accounting standards however do not require that budgets be prepared on the same basis. In 2009 the Province also introduced Ontario Regulation 284/09 that allows municipalities to exclude from their budget costs related to amortization expense, post employment benefit expense and solid waste landfill closure and post closure expense. The City continues to prepare budgets on the traditional basis and excludes these expenses from its budget but will transfer to reserve and reserve funds from a budgeting perspective. The regulation also requires as part of the budget a report to Council identifying the impact of excluding these expenses on the municipality's accumulated deficit or surplus and future tangible capital asset funding.

### Operating Fund

The Operating Fund or Budget provides for the normal operating expenditures and revenues associated with the day to day provision of services.

### Capital Fund

The Capital Fund or Budget is defined as significant expenditures to acquire, construct or improve land, buildings, engineering structures, or machinery and

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equipment used in providing municipal services. These capital expenditures confer benefits lasting beyond one year and result in the acquisition of, enhancement to or extension of the normal useful life of a fixed asset. The capital budget is set on a project-commitment basis (versus cash flow), with actual budget spending often occurring over one or more fiscal years. However, several large projects spanning several years to complete have been budgeted over multiple years, using a cash flow basis. Cash flowed projects are listed in the budget recommendations.

### **Reserve and Reserve Funds**

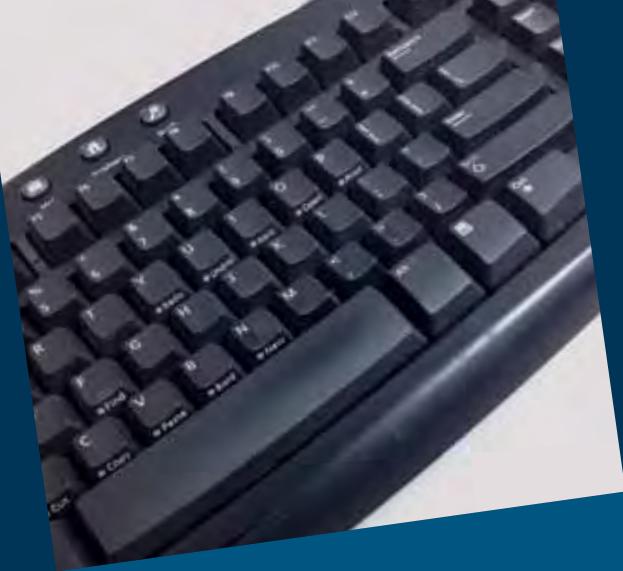
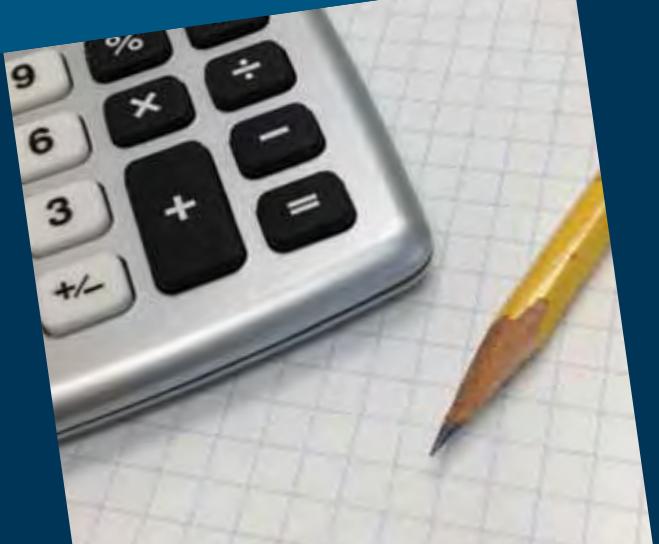
The Budget also provides information related to the Reserve and Reserve Fund balances. The City does not formally budget for the Reserves and Reserve Funds except to the extent that it is affected by contributions to and from either the operating or capital funds. For example, in a municipal election year, election expenditures are financed by a transfer from the Reserve for Elections. Both the election expenditures and the revenue from the Reserve are budgeted for within the Operating Budget. The Reserves and Reserve Fund section of this budget book provides additional information on reserves and reserve funds.



# Glossary

## 2013-2016 Business Plan

City of Mississauga, Ontario, Canada



Term	Description
<b>Accrual Basis of Accounting</b>	<ul style="list-style-type: none"> <li>The accrual basis of accounting recognizes revenues as they become measurable; expenditures are the cost of goods and services acquired in the period whether or not payment has been made or invoices received.</li> </ul>
<b>Advertising &amp; Promotions</b>	<ul style="list-style-type: none"> <li>Cost for advertising in newspapers and journals for tenders, public notices, special events, job vacancies, and City services.</li> <li>Cost of other promotional expenses such as souvenirs.</li> </ul>
<b>Annualization</b>	<ul style="list-style-type: none"> <li>The cost of a full year of operation</li> </ul>
<b>APC</b>	<ul style="list-style-type: none"> <li>Automatic Passenger Counter. Used in transit vehicles to count the number of passenger trips.</li> </ul>
<b>Approved Budget</b>	<ul style="list-style-type: none"> <li>The final budget passed by Council with detail, adjusted by departments, to show how they will operate within the fund-wide and department-wide numbers approved in that budget.</li> </ul>
<b>Assessment</b>	<ul style="list-style-type: none"> <li>Nominal value assigned by the Municipal Property Assessment Corporation (MPAC) to each property in the province as a basis for property taxation.</li> </ul>
<b>Assessment Roll</b>	<ul style="list-style-type: none"> <li>The roll which determines the basis of the allocation of taxes and is prepared by MPAC.</li> </ul>
<b>Balanced Budget</b>	<ul style="list-style-type: none"> <li>The <i>Municipal Act, 2005</i> states in Section 290 (2) that the budget shall provide that the estimated revenues are equal to the estimated expenditures.</li> </ul>
<b>Base Budget</b>	<ul style="list-style-type: none"> <li>A reflection of the budget resources (financial, human and other) that are required to maintain service levels at the level provided in the previous year's Operating Budget.</li> </ul>
<b>BC 21</b>	<ul style="list-style-type: none"> <li>Building a City for the 21<sup>st</sup> Century.</li> </ul>
<b>Benchmarking</b>	<ul style="list-style-type: none"> <li>Determining the quality of one's products, services and practices by measuring critical factors (e.g., how fast, how reliable a product or service is) and comparing the results to those of highly regarded competitors.</li> </ul>

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<b>BRT</b>	<ul style="list-style-type: none"> <li>• Bus Rapid Transit. This phase refers to a specific transit project under consideration. Running parallel to Highway 403, the BRT is a planned, exclusive, grade-separated, two-lane, bus only road with stations which allow for integration with local services and multi-modal transportation.</li> </ul>
<b>Budget</b>	<ul style="list-style-type: none"> <li>• Planned expenditures for a specified time period along with the proposed means of financing these expenditures.</li> </ul>
<b>Budget Request</b>	<ul style="list-style-type: none"> <li>• Major initiatives to provide for growth, enhanced service levels, new service and efficiencies. These are requests above existing service levels. Provides description of benefits of proposed initiatives to assist Council in making informed decisions.</li> </ul>
<b>Budgetary Control</b>	<ul style="list-style-type: none"> <li>• The control or management of an organization in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenue.</li> </ul>
<b>Capital</b>	<ul style="list-style-type: none"> <li>• The word “capital” has a specific meaning in the municipal context. It is used to describe the transactions of the capital fund, including both long-term expenditures and long-term financing.</li> </ul>
<b>Capital Budget</b>	<ul style="list-style-type: none"> <li>• A multi-year program adopted by Council comprising of an approved capital program for the current year and a planned program for the succeeding nine years. The multi-year plan covers longer-term and one-time expenditures for capital assets.</li> </ul>
<b>Capital Expenditure/Project</b>	<ul style="list-style-type: none"> <li>• A capital expenditure/project results in the acquisition of an asset of a permanent nature or which improves an existing asset, extending the useful life of such an asset. Projects in the 10 year annual forecast advance from year to year in an orderly fashion.</li> </ul>
<b>Capital Fund</b>	<ul style="list-style-type: none"> <li>• Fund to account for all capital expenditures and the financing of capital expenditures.</li> </ul>

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<b>CICA</b>	<ul style="list-style-type: none"> <li>• Canadian Institute of Chartered Accountants. A public governance body which oversees and supports the setting of accounting, auditing and assurance standards for business, not-for-profit organizations and government.</li> </ul>
<b>City</b>	<ul style="list-style-type: none"> <li>• The Corporation of the City of Mississauga.</li> </ul>
<b>CNR</b>	<ul style="list-style-type: none"> <li>• Canadian National Railway. Canada's largest freight railroad.</li> </ul>
<b>Communication Costs</b>	<ul style="list-style-type: none"> <li>• Expenses for the City's telephone system, long distance calls, maintenance of the base radio stations and fax charges.</li> <li>• Postage charges for the distribution of City mail.</li> </ul>
<b>Contingency</b>	<ul style="list-style-type: none"> <li>• An appropriation of funds available to cover unforeseen events that occur during the fiscal year.</li> </ul>
<b>Contractors &amp; Professional Services</b>	<ul style="list-style-type: none"> <li>• Cost of services which have been purchased on a contract basis such as road maintenance, tree planting, and snow removal.</li> <li>• Cost of professional and consulting services such as auditors, architects, and consultants.</li> </ul>
<b>Cost</b>	<ul style="list-style-type: none"> <li>• The amount of resources required for a business program, product, activity or service to produce an output.</li> </ul>
<b>Cost Centre</b>	<ul style="list-style-type: none"> <li>• An organizational unit with a specific strategic focus and the authority to expend corporate resources in order to deliver an internal or external service.</li> </ul>
<b>Cost Centre Group/Program</b>	<ul style="list-style-type: none"> <li>• A program consisting of one or more cost centres with related objectives.</li> </ul>
<b>Cost Element</b>	<ul style="list-style-type: none"> <li>• A tool used to classify the organization's service delivery costs within a cost centre. A cost element corresponds to a cost-relevant item in the City's chart of accounts.</li> </ul>

<b>Cost Element Group</b>	<ul style="list-style-type: none"> <li>A combination of cost elements of the same type (e.g., salaries and wages is a cost element group containing a number of cost elements such as: a) full-time salaries, b) part-time salaries, c) overtime, d) standby pay, e) acting pay, f) etc.). Cost element groups can serve various purposes, as they can be used to create reports or to process several cost elements in one business transaction. In the City's chart of accounts there is a hierarchy of cost element groups.</li> </ul>
<b>Council</b>	<ul style="list-style-type: none"> <li>City of Mississauga Council is comprised of the Mayor and 11 Councillors.</li> </ul>
<b>Council Budget Committee</b>	<ul style="list-style-type: none"> <li>The group composed of the members of City Council and chaired by the Mayor.</li> </ul>
<b>CPI (Construction)</b>	<ul style="list-style-type: none"> <li>Construction Price Index. This measures changes in the price of construction of different categories of properties.</li> </ul>
<b>CPI (Consumer)</b>	<ul style="list-style-type: none"> <li>Consumer Price Index. An indicator of changes in consumer prices experienced by Canadians. It is obtained by comparing, through time, the cost of a fixed basket of commodities purchased by consumers.</li> </ul>
<b>CPR</b>	<ul style="list-style-type: none"> <li>Canadian Pacific Railway. Freight hauler, with much of its network in Western Canada and the Midwest USA.</li> </ul>
<b>CRTC</b>	<ul style="list-style-type: none"> <li>Canadian Radio-Television Telecommunications Commission. An independent agency responsible for regulating Canada's broadcasting and telecommunications systems.</li> </ul>
<b>CUPE</b>	<ul style="list-style-type: none"> <li>Canadian Union of Public Employees. Canada's largest union with over half a million members across Canada.</li> </ul>
<b>CUTA</b>	<ul style="list-style-type: none"> <li>Canadian Urban Transit Association. An organization that acts as the voice for enhancing the public transit industry in Canada.</li> </ul>
<b>Current Budget</b>	<ul style="list-style-type: none"> <li>A budget for general revenues and expenditures such as salaries, utilities and supplies. Also referred to as the operating budget.</li> </ul>

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<b>Current Expenditure</b>	<ul style="list-style-type: none"> <li>• A current expenditure is for goods or services that are consumable generally within the current fiscal year.</li> <li>• For expenditures of a recurring nature which has no lasting value.</li> </ul>
<b>Current Operation</b>	<ul style="list-style-type: none"> <li>• The sum of the program budgets.</li> </ul>
<b>Current Value Assessment (CVA)</b>	<ul style="list-style-type: none"> <li>• Current Value Assessment is defined as the amount of money the property would realize if sold at arm's length by a willing seller to a willing buyer.</li> </ul>
<b>DC</b>	<ul style="list-style-type: none"> <li>• Development Charges/Contributions (see below).</li> </ul>
<b>DCA</b>	<ul style="list-style-type: none"> <li>• Development Charges Act. Municipal councils may impose development charges against land to pay for increased capital costs required because of increased needs for services arising from development. These charges are regulated by the Province of Ontario.</li> </ul>
<b>Debt Repayment</b>	<ul style="list-style-type: none"> <li>• Principal and interest payments necessary to retire debentures issued for City purposes.</li> </ul>
<b>Deficit</b>	<ul style="list-style-type: none"> <li>• The excess of liabilities over assets, or expenditures over revenues, in a fund over an accounting period.</li> </ul>
<b>Department Head</b>	<ul style="list-style-type: none"> <li>• The Commissioner of any City Department.</li> </ul>
<b>Development Related Revenue</b>	<ul style="list-style-type: none"> <li>• Revenue collected from developers for city services constructed in new residential and non-residential areas.</li> </ul>
<b>Discretionary Reserve Funds</b>	<ul style="list-style-type: none"> <li>• Reserve funds set up at the discretion of Council.</li> </ul>
<b>Donations &amp; Contributions</b>	<ul style="list-style-type: none"> <li>• Donations &amp; contributions from individuals and organizations.</li> </ul>
<b>E3 Review</b>	<ul style="list-style-type: none"> <li>• Program to evaluate service economy, efficiency and effectiveness with a view to improving the value our services.</li> </ul>
<b>EA (Labour)</b>	<ul style="list-style-type: none"> <li>• Economic Adjustment or cost of living adjustment.</li> </ul>
<b>EA (Transportation)</b>	<ul style="list-style-type: none"> <li>• Environmental Assessment. A study/review of the impact public sector undertakings, usually infrastructure, will have on the environment.</li> </ul>

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<b>EI</b>	<ul style="list-style-type: none"> <li>Employment Insurance. Program sponsored and administered by the Government of Canada that offers financial assistance when unemployed. Both employers and employees pay EI premiums.</li> </ul>
<b>Enersource</b>	<ul style="list-style-type: none"> <li>Electricity/energy provider of which the City of Mississauga is a 90% stakeholder.</li> </ul>
<b>Equipment Costs</b>	<ul style="list-style-type: none"> <li>Purchase and trade-in of minor equipment such as hydraulic lifts and calculators.</li> <li>Cost of maintenance and rental of stationary equipment for offices, buildings, grounds, parks, roadways, and bridges</li> <li>Cost of service contracts.</li> <li>Rental and maintenance of electronic data processing and work processing equipment, software, systems development, etc.</li> </ul>
<b>ERP</b>	<ul style="list-style-type: none"> <li>Enterprise Resource Planning System. A business management system that integrates all facets of business including planning, manufacturing, sales and marketing.</li> </ul>
<b>Expenditures</b>	<ul style="list-style-type: none"> <li>The disbursement of appropriated funds to purchase goods and/or services. Expenditures include current operating expenses that require the current or future use of net current assets, debt service and capital outlays. This term designates the cost of goods delivered or services rendered, whether paid or unpaid, including expenses, provision for debt retirement not reported as a liability of the fund from which retired, and capital outlays.</li> </ul>
<b>Fines</b>	<ul style="list-style-type: none"> <li>Revenue received from the payment of penalties and fines.</li> </ul>
<b>Fiscal Year</b>	<ul style="list-style-type: none"> <li>The period for which budgets are prepared and financial records are maintained. The fiscal year for the City of Mississauga is January 1<sup>st</sup> to December 31<sup>st</sup>.</li> </ul>
<b>FOI</b>	<ul style="list-style-type: none"> <li>Freedom of Information and Protection of Privacy Act. An Act that makes public bodies more accountable to the public and to protect personal privacy.</li> </ul>

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<b>Fringe Benefits</b>	<ul style="list-style-type: none"> <li>Statutory or supplementary plans to which participants may be entitled including Employment Insurance or pension, medical or dental benefits.</li> </ul>
<b>Full-time Equivalent (FTE)</b>	<ul style="list-style-type: none"> <li>A measure of staffing, equivalent to that produced by one person working full-time for one year.</li> </ul>
<b>Fund Accounting</b>	<ul style="list-style-type: none"> <li>A fund is a complete set of accounts set up in separate records and providing separate and distinct reports.</li> </ul>
<b>General Revenue Fund</b>	<ul style="list-style-type: none"> <li>Fund used to account for all revenues and resources which are not otherwise accounted for separately. Revenues which are unrestricted in use, such as general taxation revenue of a municipality are found in the General Revenue Fund. In addition, some revenues which are earmarked for specific uses but are not segregated may be found in the General Reserve Fund.</li> </ul>
<b>Generally Accepted Accounting Principles (GAAP)</b>	<ul style="list-style-type: none"> <li>Nationally recognized uniform principles, standards and guidelines for financial accounting and reporting, governing the form and content of many financial statements of an entity. GAAP encompasses the conventions, standards and procedures that define accepted accounting principles at a particular time, including both broad guidelines and detailed practices and procedures.</li> </ul>
<b>GFOA</b>	<ul style="list-style-type: none"> <li>Government Finance Officers Association. Professional association of state/provinces and local finance officers in the US and Canada dedicated to sound management of government financial resources.</li> </ul>
<b>Grant</b>	<ul style="list-style-type: none"> <li>A contribution from a level of government to support a particular function, service, or program.</li> </ul>
<b>Grants &amp; Subsidies</b>	<ul style="list-style-type: none"> <li>Government grants, subsidies, and payments-in-lieu of taxes.</li> </ul>
<b>Gross Expenditures</b>	<ul style="list-style-type: none"> <li>Total expenditures of the city prior to the netting of any external revenues and/or recoveries.</li> </ul>

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<b>Growth Project</b>	<ul style="list-style-type: none"> <li>• A capital project which, once constructed, will service new growth areas within the City. Construction growth projects are usually funded by development charges and developer contributions.</li> </ul>
<b>GTA</b>	<ul style="list-style-type: none"> <li>• Greater Toronto Area comprises the Municipality of Metropolitan Toronto and the four surrounding regional municipalities of Durham, Halton, Peel, and York. This area covers some 7,200 square kilometres and contains a total of 30 local area municipalities.</li> </ul>
<b>GTAA</b>	<ul style="list-style-type: none"> <li>• Greater Toronto Airports Authority. Organization that operates Toronto Pearson International Airport.</li> </ul>
<b>GT TA</b>	<ul style="list-style-type: none"> <li>• Greater Toronto Transit Authority. Organization that is responsible for developing a long-range, integrated transportation plan for local transit, GO Transit and major roads for the GTA.</li> </ul>
<b>HCSC</b>	<ul style="list-style-type: none"> <li>• Healthy City Stewardship Centre. Organizations from diverse sectors working together to foster the physical, social and environmental health of a community.</li> </ul>
<b>HST</b>	<ul style="list-style-type: none"> <li>• July 1, 2010, Ontario harmonized its retail sales tax with the GST to implement the HST at the rate of 13%.</li> </ul>
<b>ICON</b>	<ul style="list-style-type: none"> <li>• Integrated Court Offences Network. Computer system used to administer the Provincial Offences Act (POA).</li> </ul>
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>• The basic installations and facilities necessary for the continuance and growth of the City, such as roads, parks, transportation and similar systems.</li> </ul>
<b>Interest Income</b>	<ul style="list-style-type: none"> <li>• Revenue associated with the City's activities of investing cash balances.</li> </ul>
<b>Investment Income</b>	<ul style="list-style-type: none"> <li>• Interest received from investments.</li> </ul>
<b>IRSP</b>	<ul style="list-style-type: none"> <li>• Integrated Road Safety Program. Program committed to reducing traffic injuries/fatalities and collisions.</li> </ul>

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<b>ISF</b>	<ul style="list-style-type: none"> <li>• Infrastructure Stimulus Funding program was established as part of Canada's Economic Action Plan by the Federal government providing \$4 billion to provincial, territorial, municipal, community and private sector construction-ready infrastructure projects.</li> </ul>
<b>ITS</b>	<ul style="list-style-type: none"> <li>• Intelligent Transportation System. Initiative to add information and communications technology to transport infrastructure and vehicles in order to reduce congestion.</li> </ul>
<b>Labour Costs</b>	<ul style="list-style-type: none"> <li>• Salary and wages in respect of full-time, part-time, contract, temporary or overtime employment including holiday pay.</li> <li>• City's share of employee's fringe benefits, clothing and food allowances and any other benefits paid through payroll, both taxable and non-taxable.</li> </ul>
<b>Leadership Team (LT)</b>	<ul style="list-style-type: none"> <li>• All City Department Heads and the City Manager.</li> </ul>
<b>LED</b>	<ul style="list-style-type: none"> <li>• Light Emitting Diodes. An electronic indicator light display that uses electricity in a much more efficient manner than standard light bulbs.</li> </ul>
<b>Levy (Tax)</b>	<ul style="list-style-type: none"> <li>• Represents the property and business taxation funding which must be raised by the taxpayers.</li> </ul>
<b>Liabilities</b>	<ul style="list-style-type: none"> <li>• Financial obligations of the City to others.</li> </ul>
<b>Library Board</b>	<ul style="list-style-type: none"> <li>• The Mississauga Public Library Board.</li> </ul>
<b>Licences &amp; Permits</b>	<ul style="list-style-type: none"> <li>• Revenue from the issuance of licences and permits.</li> </ul>
<b>Local Improvements</b>	<ul style="list-style-type: none"> <li>• The Local Improvement Act authorizes municipalities to install services such as sewers, drains, watermains, street-lighting, and sidewalks and to recover the costs from the benefiting landowners.</li> </ul>
<b>Lower Tier Municipality</b>	<ul style="list-style-type: none"> <li>• Area municipalities of the two-tier municipal government.</li> </ul>
<b>MADH</b>	<ul style="list-style-type: none"> <li>• Mississauga Accessibility Design Handbook. Booklet designed to make Mississauga buildings more accessible.</li> </ul>

<b>Materials &amp; Supplies and Other Services</b>	<ul style="list-style-type: none"> <li>• Cost of materials and supplies purchased for the administration of the City.</li> <li>• Books and materials for the Library Division.</li> <li>• Personal equipment such as uniforms, overalls, and protective clothing for City employees.</li> <li>• Materials and supplies purchased for the maintenance and operation of City services and facilities (excluding vehicles and buildings), including gravel, salt, sand, asphalt, paint, cleaning materials, agricultural supplies, and other road maintenance supplies.</li> <li>• Includes any expense of a minor nature for which no other expenditure classification applies.</li> <li>• Registration expense of sub-divisions, by-laws, and associated expenses.</li> </ul>
<b>MAX</b>	<ul style="list-style-type: none"> <li>• Mississauga Approval Xpress. System used to process building permit applications.</li> </ul>
<b>MFOA</b>	<ul style="list-style-type: none"> <li>• Municipal Finance Officers' Association of Ontario. A professional association of municipal finance officers in the Province of Ontario that promotes the interests of its members and assists in carrying out their statutory and financial responsibilities.</li> </ul>
<b>Modified Accrual Basis</b>	<ul style="list-style-type: none"> <li>• The basis of accounting in which revenues are recognized when they become both measurable and available to finance expenditures of the current period, and expenditures are recognized when incurred.</li> </ul>
<b>MOL (Ontario)</b>	<ul style="list-style-type: none"> <li>• Ministry of Labour. Ministry responsible for occupational health and safety, employment rights and responsibilities and labour relations.</li> </ul>
<b>Net Budget</b>	<ul style="list-style-type: none"> <li>• Represents the total budget expenditures less total budgeted revenues. The budgeted amount required to be raised by city taxes.</li> </ul>
<b>Net Cost</b>	<ul style="list-style-type: none"> <li>• Total expenditures less total revenues. The amount required to be raised by city taxes.</li> </ul>

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<b>Net Expenditures</b>	<ul style="list-style-type: none"> <li>Expenditures of the City after any external revenues and/or recoveries are applied.</li> </ul>
<b>Non-Departmental</b>	<ul style="list-style-type: none"> <li>Refers to activities, revenues and expenditures that are not assigned to a specific department.</li> </ul>
<b>Non-Growth Projects</b>	<ul style="list-style-type: none"> <li>A capital project which once constructed will replace existing infrastructure within the City. Non-Growth projects are usually funded from tax based sources.</li> </ul>
<b>Obligatory Reserve Funds</b>	<ul style="list-style-type: none"> <li>Compulsory/binding reserve funds.</li> </ul>
<b>Occupancy Costs</b>	<ul style="list-style-type: none"> <li>Cost of housing departments in the Civic Centre and other municipal buildings.</li> <li>Rental expense of office space, maintenance depots, and storage facilities.</li> <li>Repairs and supplies relating to City buildings and facilities.</li> <li>Cost of heating, lighting, and sanitary services to City properties including heating fuels, gas, hydro, sewer surcharge, user rates (water).</li> </ul>
<b>Ontario Municipal Board (OMB)</b>	<ul style="list-style-type: none"> <li>Provincial board which provides an appeal forum for planning and assessment decisions made by the City.</li> </ul>
<b>Ontario Municipal Employees Retirement System (OMERS)</b>	<ul style="list-style-type: none"> <li>Local government pension plan funded from employee and employer contributions.</li> </ul>
<b>OPA</b>	<ul style="list-style-type: none"> <li>Official Plan Amendment. Should new zoning or land usage not conform to the Official Plan, an amendment may be required to the Official Plan.</li> </ul>
<b>Operating Budget</b>	<ul style="list-style-type: none"> <li>A budget for general revenues and expenditures such as salaries, utilities and supplies.</li> </ul>
<b>Operating Program</b>	<ul style="list-style-type: none"> <li>Provides funding to departments for short-term expenditures.</li> </ul>
<b>OTN</b>	<ul style="list-style-type: none"> <li>Optical Transit Network device. Product designed to monitor, collect, analyze and manage public traffic and transportation.</li> </ul>

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<b>Performance Measurement</b>	<ul style="list-style-type: none"> <li>A planning and management system which sets goals and measures accomplishments for the provision of services. Establishes specific planned service levels for each major service and monitors the degree of success of achieving those levels.</li> </ul>
<b>PIA</b>	<ul style="list-style-type: none"> <li>Pearson International Airport. Canada's largest airport, located in Mississauga.</li> </ul>
<b>PILT</b>	<ul style="list-style-type: none"> <li>Payment in Lieu of Taxes. Contributions from senior levels of government toward the cost of local government in areas where provincial and/or federal government property is located.</li> </ul>
<b>POA</b>	<ul style="list-style-type: none"> <li>Provincial Offences Act. Municipalities in Ontario are now responsible for the administration and prosecution of provincial offences, including infractions under the Highway Traffic Act, Liquor Licence Act, etc.</li> </ul>
<b>PRESTO</b>	<ul style="list-style-type: none"> <li>Cashless payment system for Transit within the GTA.</li> </ul>
<b>PRO</b>	<ul style="list-style-type: none"> <li>Parks Recreation Ontario. Parks/recreation program administered by the Province of Ontario.</li> </ul>
<b>Program</b>	<ul style="list-style-type: none"> <li>The work of a department and each separate departmental function identified in the current budget. Includes functional services provided in Non-Departmental.</li> </ul>
<b>PSAB</b>	<ul style="list-style-type: none"> <li>Public Sector Accounting Board. Independent accounting body with the authority to set accounting standards for the public sector.</li> </ul>
<b>Ratepayers</b>	<ul style="list-style-type: none"> <li>People who pay taxes to the municipal corporation.</li> </ul>
<b>R/C</b>	<ul style="list-style-type: none"> <li>Revenue to Cost ratio.</li> </ul>
<b>Recreation &amp; Park Fees</b>	<ul style="list-style-type: none"> <li>User fees collected for City run parks and recreation services.</li> </ul>
<b>Regulated Price Plan (RPP)</b>	<ul style="list-style-type: none"> <li>The price that the Ontario Electricity Board has set per kWh that local electricity utilities charge for electricity use.</li> </ul>
<b>Requested Budget</b>	<ul style="list-style-type: none"> <li>The budget proposal recommended by city staff for the operating program.</li> </ul>

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<b>Reserve</b>	<ul style="list-style-type: none"> <li>• A reserve is an amount of revenue earmarked for a particular purpose. It has no reference to any specific assets and therefore no investment income is attributed. A more detailed listing of the City's reserves and their purpose is contained in the Reserve and Reserve Funds Section.</li> </ul>
<b>Reserve Fund</b>	<ul style="list-style-type: none"> <li>• A reserve fund is similar to a reserve except that it is earmarked for a specific purpose. The money set aside is accounted for separately. Income earned on investment is required to be added to the reserve fund and accounted for as part of the reserve fund. A more detailed listing of the City's reserve funds and their purpose is contained in the Reserve and Reserve Funds Section.</li> </ul>
<b>Revenue</b>	<ul style="list-style-type: none"> <li>• Income received by the City for the fiscal year. Includes tax revenues, user fees, transfers from reserves and interest income.</li> </ul>
<b>Revised Budget</b>	<ul style="list-style-type: none"> <li>• The prior years' budget provided for comparison purposes. The budget may be adjusted in accordance with the City's Budget By-law with no net impact to the city's overall cost.</li> </ul>
<b>RInC</b>	<ul style="list-style-type: none"> <li>• Recreation Infrastructure Canada program established as part of Canada's Economic Action Plan by the Federal government providing \$500 million to support upgrading and renewal of recreational facilities in communities across Canada.</li> </ul>
<b>Staff Development Costs</b>	<ul style="list-style-type: none"> <li>• Cost of courses, conferences, membership fees, dues, and periodical subscriptions.</li> </ul>
<b>Storm Water Management</b>	<ul style="list-style-type: none"> <li>• The management of water runoff to provide controlled release rates to receiving systems through the use of detention/retention facilities.</li> </ul>

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<b>Strategic Plan</b>	<ul style="list-style-type: none"> <li>A document outlining long-term goals, critical issues and action plans which will increase the organization's effectiveness in attaining its mission, priorities, goals and objectives. Strategic planning starts with examining the present, envisioning the future, choosing how to get there and making it happen.</li> </ul>
<b>Supplementary, Railway Rights of Way &amp; Hydro Corridors Taxation</b>	<ul style="list-style-type: none"> <li>Supplementary taxes, local improvement, Business Improvement Areas, railway rights of way taxes and hydro corridor taxation.</li> <li>Excludes residential, commercial/industrial, and business taxes which are included in the Net Levy Classification.</li> </ul>
<b>Surplus</b>	<ul style="list-style-type: none"> <li>Results from expenditures at year-end being lower than budgeted and/or revenues being higher than budgeted.</li> </ul>
<b>Tax Based Sources</b>	<ul style="list-style-type: none"> <li>Funding sources generated through taxation. Funding examples include tax based reserve funds, internal or external debt, and federal and provincial gas tax. Also, any funds generated by way of the current fund via the operating program.</li> </ul>
<b>Tax Levy</b>	<ul style="list-style-type: none"> <li>The total tax dollars assessed on property, calculated by multiplying the tax rate by the tax base. The term can also refer to the tax rate itself.</li> </ul>
<b>Tax Penalties and Interest</b>	<ul style="list-style-type: none"> <li>Revenue received from the penalty and interest charges on overdue taxes.</li> </ul>
<b>Tax Rate</b>	<ul style="list-style-type: none"> <li>The tax rate is the percentage of assessed property value. The current value property assessment is multiplied by the tax rate to equal the amount of a taxpayer's property taxes.</li> </ul>
<b>Taxation</b>	<ul style="list-style-type: none"> <li>The process by which a municipality raises money to fund its operation.</li> </ul>
<b>Total Cost or Gross Cost</b>	<ul style="list-style-type: none"> <li>The actual cost to the corporation of all expenditures.</li> </ul>

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<b>Transfer from Reserves</b>	<ul style="list-style-type: none"> <li>Transfers from City reserves and reserve funds to cover the cost of current operating expenses such as insurance claims, election expenses and accumulated sick leave payment and capital projects such as road construction, land acquisition, and major repairs and renovations to facilities.</li> </ul>
<b>Transfers</b>	<ul style="list-style-type: none"> <li>City grants to outside agencies.</li> <li>Contributions to city reserves and reserve funds including the contribution to capital financing.</li> </ul>
<b>Transit Revenues</b>	<ul style="list-style-type: none"> <li>Income generated by transit fares.</li> </ul>
<b>Transportation Costs</b>	<ul style="list-style-type: none"> <li>Travel costs of employees on city business, excluding courses and conferences.</li> <li>Car and mileage allowances, taxis, and parking fees.</li> <li>Cost of materials, supplies, and services for the maintenance and operation of City vehicles and mobile equipment including gas, diesel fuel, lubricants, oil, tires, parts, repairs, and servicing costs and the rental and maintenance of in-vehicle radio systems.</li> <li>Cost of insurance, permits, licenses and rental rates for vehicles and related equipment.</li> </ul>
<b>Trust Fund</b>	<ul style="list-style-type: none"> <li>Funds raised or supplied for a particular purpose which cannot be used for any other purpose.</li> </ul>
<b>TSC</b>	<ul style="list-style-type: none"> <li>Traffic Safety Council. Advises and/or assists Council in all matters relating to traffic safety.</li> </ul>
<b>TSP</b>	<ul style="list-style-type: none"> <li>Traffic Signal Priority. Equipment that provides traffic signal priority for transit vehicles.</li> </ul>
<b>TXM 2000</b>	<ul style="list-style-type: none"> <li>Tax Manager 2000. Municipal property tax computer system.</li> </ul>
<b>Upper-Tier Municipality</b>	<ul style="list-style-type: none"> <li>Counties and other upper-tier municipalities that do not tax directly but apportion their revenue requirements over their supporting municipalities. The Region of Peel is the upper level of a two-tier system of municipal government with 3 area municipalities – City of Mississauga, City of Brampton, and the Town of Caledon.</li> </ul>

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<b>User Fees, Rents, &amp; Service Charges</b>	<ul style="list-style-type: none"><li>• Revenue from user fees on City services.</li><li>• Rent received on city-owned property.</li><li>• All service charges.</li></ul>
<b>Variance</b>	<ul style="list-style-type: none"><li>• The difference between budgeted and actual expenses or revenues.</li></ul>
<b>Windrow</b>	<ul style="list-style-type: none"><li>• Snow that is left at the bottom of a driveway after a snow plow has cleared a road.</li></ul>