



2020 budget

2020-2023 Business Plan
& 2020 Budget

Table of Contents

Approved Budget	A
City Business Plan and Budget.....	B
Fire & Emergency Services	C
MiWay	D
Roads.....	E
Parks, Forestry & Environment	F
Business Services.....	G
Mississauga Library	H
Recreation	I
Information Technology.....	J
Facilities & Property Management.....	K
City Manager's Office.....	L
Land Development Services	M
Culture.....	N
Mayor & Members of Council.....	O
Regulatory Services	P
Legislative Services	Q
Financial Transactions	R
Reserves & Reserve Funds	S
Financial Policies	T
Glossary	U
Stormwater	V



Approved Budget

2020-2023 Business Plan
& 2020 Budget

Approval of the 2020 - 2023 Business Plan and 2020 Budget

The Budget Committee met on November 18, 19, 20 and 25, 2019 to scrutinize and deliberate the 2020 – 2023 Business Plan and 2020 Budget document. Council approved the budget, as recommended in this document, on January 22, 2020 through resolutions and BC-0006-2020.

This section of the budget book contains the 2020 Approved Budget and three years of actual financial performance (2017, 2018 and 2019).

The City's Operating Budget has four main functions. It is a Policy Document, a Financial Plan, an Operations Guide and a means of Communication:

- **Policy Document:** The budget represents the most important set of policy decisions City Council will make regarding how and where public resources will be spent. The document establishes the framework for services: the way they will be provided and how they will be funded.
- **Financial Plan:** The budget process is also a total and thorough effort in fiscal planning and provides a multi-year focus. This document discusses the impact of today's decisions on tomorrow's future.
- **Operations Guide:** The budget is a "road map" for department managers. It provides a service framework which includes not only financial information but personnel levels and performance targets.
- **Communications Device:** The budget is the single most important opportunity the City has for communicating its financial, operational and policy goals to all its ratepayers, to City Council and to City staff.

For a copy of the City's Audited Financial Statements, please visit the City's web site at <http://www.mississauga.ca/portal/cityhall/financereports#financial> or call the Corporate Finance Division at 905-615-3200 ext. 5146.

Approved Budget Table of Contents

Approved Budget Table of Contents 2

Appendix 1 - Summary of 2020-2023 Business Plan and 2020 Budget Amendments..... 3

Appendix 2 - Approved Operating Budgets and Actuals..... 4

Appendix 3 - 2020 Approved Funding - Capital Budget Summary 21

Appendix 4 - Summary of Full Time Equivalents 39

Appendix 5 - Approved Operating and Capital – Stormwater Budgets..... 44

Appendix 1 - Summary of 2020-2023 Business Plan and 2020 Budget Amendments

Council has reviewed the 2020-2023 Business Plan & 2020 Budget and has approved the following changes and additions.

Service Area	Operating or Capital	Initiative Description	FTE	Year	Recommended (\$000's)	Approved (\$000's)	Changes (\$000's)
Recreation	Operating	Churchill Meadows Community Centre	(7.5)	2020	721.5	467.0	(254.5)
Fire	Operating	Public Safety Fire Program	0	2020	5,109.1	3,831.8	(1,277.3)
Roads	Capital	Neighbourhood Speed Limits	13.0	2020	0	1,630.0	1,630.0
Total			5.5		5,831	5,929	98.2

This page has been generated as the most efficient way to update the Service Area Business Plans based on Council's decisions, rather than updating the full document.

Council approved the budget, as recommended in this document on January 22, 2020

Below is the consolidated city budget as amended.

	Property Tax Supported Services	Stormwater Charge Supported Services	Total
Gross Operating Budget (\$M)*	\$924.3	\$41.6	\$965.9
Net Operating Budget (\$M)*	\$537.2	\$43.8	\$581.0
2020 Capital Budget (\$M)	\$236.9	\$32.4	\$269.3
10-Year Capital Plan (\$M)	\$2,933.6	\$348.5	\$3,282.1
City Operating Budget Increase	4.5%		
Impact on Residential Tax Bill	1.6%		
Stormwater Rate Increase		2.0%	

* Including contribution to Capital Reserve Funds

Appendix 2 - Approved Operating Budgets and Actuals

CITY OF MISSISSAUGA

Description	2017 Actuals \$	2018 Actuals \$	2019 Actuals \$	2017 Budget \$	2018 Budget \$	2019 Budget \$	2020 Budget \$
Expenditures							
Labour Costs	480,277,849	503,598,806	520,020,847	494,506,570	510,445,879	532,742,953	554,161,916
Staff Development Costs	1,893,605	2,162,319	2,373,323	2,077,167	2,134,857	2,322,817	2,535,157
Communication Costs	3,229,340	3,262,487	2,773,235	3,253,055	3,556,055	3,105,475	3,050,254
Transportation Costs	30,608,639	34,404,894	33,625,636	28,633,043	31,598,563	34,630,063	34,044,698
Occupancy & City Costs	34,094,086	33,983,573	35,081,576	33,756,944	34,835,780	34,312,321	34,791,998
Equipment Costs & Maintenance Agreements	12,426,045	13,307,316	16,425,609	11,467,997	13,980,876	16,363,252	17,689,810
Contractor & Professional Services	54,590,204	54,464,074	52,778,528	53,215,271	52,405,267	51,212,104	54,110,459
Advertising & Promotions	2,280,715	2,492,711	2,039,527	3,437,100	2,723,100	3,003,050	2,808,450
Materials, Supplies & Other Services	23,140,720	26,561,230	27,420,745	26,390,821	27,091,799	27,027,530	27,441,547
Finance Other	19,271,790	15,615,942	18,403,269	15,021,372	17,204,900	18,929,200	20,866,700
Transfers	100,509,250	150,611,744	142,450,284	69,563,081	105,631,053	122,496,728	137,155,542
Debt	19,409,456	24,140,373	27,964,782	20,802,768	25,108,706	30,391,201	35,293,983
Other Operating Expenses	301,453,849	361,006,662	361,336,515	267,618,620	316,270,955	343,793,741	369,788,596
Total Expenditures	781,731,698	864,605,467	881,357,362	762,125,190	826,716,834	876,536,694	923,950,513
Revenues							
Supplementary, Railway & Corridors	(6,021,429)	(7,243,160)	(5,194,879)	(4,422,000)	(4,471,100)	(5,550,000)	(5,600,000)
Payments in Lieu	(31,626,522)	(33,355,320)	(35,007,980)	(30,800,000)	(32,050,000)	(34,025,000)	(35,461,000)
Grants	(8,290,281)	(10,130,228)	(9,700,042)	(8,765,282)	(7,003,273)	(7,224,431)	(7,855,991)
Fees & Service Charges	(143,240,819)	(149,662,518)	(154,073,245)	(133,955,067)	(137,965,489)	(142,844,680)	(147,619,727)
Licenses & Permits	(17,439,626)	(20,358,328)	(23,077,647)	(15,267,730)	(15,406,570)	(17,027,523)	(18,524,958)
Rents, Concessions & Franchise	(23,215,880)	(22,288,007)	(19,911,936)	(22,746,768)	(22,545,290)	(22,726,449)	(22,397,225)
Fines	(21,978,946)	(21,044,523)	(21,077,198)	(19,013,067)	(20,550,332)	(20,850,332)	(21,264,349)
Penalties & Interest on Taxes	(9,133,067)	(9,805,015)	(10,806,174)	(8,120,000)	(8,120,000)	(8,120,000)	(8,610,000)
Investment Income	(14,514,577)	(14,515,534)	(14,505,249)	(14,486,000)	(14,485,600)	(14,479,600)	(14,479,600)
Municipal Accommodation Tax	0	(8,989,762)	(12,152,141)	0	(7,400,000)	(9,800,000)	(9,800,000)
Other Revenue	(17,903,242)	(29,066,259)	(17,518,126)	(11,373,903)	(14,014,199)	(16,737,789)	(18,745,831)
Transfers From	(25,865,962)	(52,963,132)	(53,224,796)	(30,674,028)	(57,521,504)	(66,244,100)	(76,411,356)
Total Revenues	(319,230,352)	(379,421,787)	(376,249,412)	(299,623,843)	(341,533,357)	(365,629,905)	(386,770,038)
Allocations	0	0	0	0	0	0	(0)
Net Expenditures	462,501,346	485,183,680	505,107,950	462,501,346	485,183,478	510,906,789	537,180,474 *

*2019 Actual expenses are based on first year-end close

Appendix 2 - Approved Operating Budgets and Actuals

Fire & Emergency Services

Description	2017 Actuals \$	2018 Actuals \$	2019 Actuals \$	2017 Budget \$	2018 Budget \$	2019 Budget \$	2020 Budget \$
Expenditures							
Labour Costs	96,023,440	102,903,868	103,787,345	102,009,158	102,706,841	107,256,135	110,953,036
Staff Development Costs	208,983	227,048	365,021	267,600	291,980	391,980	448,980
Communication Costs	300,565	327,565	300,463	312,500	442,500	435,397	455,397
Transportation Costs	1,546,870	1,581,398	1,579,540	1,259,500	1,336,400	1,336,400	1,542,400
Occupancy & City Costs	1,021,972	963,883	976,316	869,197	856,848	919,543	959,117
Equipment Costs & Maintenance Agreements	277,413	451,440	376,019	341,218	426,601	420,210	500,210
Contractor & Professional Services	152,671	117,944	124,207	35,400	35,400	35,400	105,400
Advertising & Promotions	32,063	58,539	40,521	45,300	45,300	45,300	54,300
Materials, Supplies & Other Services	979,179	1,249,071	1,165,022	842,400	862,400	1,087,375	1,117,375
Finance Other	3,279	4,347	7,023	(36,700)	0	4,700	4,700
Transfers	30,000	50,000	4,901,835	30,000	50,000	4,901,835	8,733,635
Debt	0	0	0	0	0	0	0
Other Operating Expenses	4,552,995	5,031,236	9,835,967	3,966,415	4,347,429	9,578,140	13,921,514
Total Expenditures	100,576,434	107,935,103	113,623,313	105,975,573	107,054,271	116,834,275	124,874,551
Revenues							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	(129,572)	(170,672)	(174,580)	(125,000)	(125,000)	(125,000)	(125,000)
Fees & Service Charges	(1,811,333)	(2,132,132)	(2,151,419)	(1,650,600)	(1,720,116)	(1,724,516)	(1,991,700)
Licenses & Permits	(3,222)	(5,459)	(5,570)	(5,000)	(5,000)	(5,000)	(5,500)
Rents, Concessions & Franchise	(69,063)	(77,890)	(75,148)	(18,000)	(102,000)	(102,000)	(84,000)
Fines	0	0	(325)	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Municipal Accommodation Tax	0	0	0	0	0	0	0
Other Revenue	(62,264)	(67,451)	(1,643)	0	0	0	0
Transfers From	0	0	0	0	0	(1,318,156)	(3,893,747)
Total Revenues	(2,075,454)	(2,453,604)	(2,408,686)	(1,798,600)	(1,952,116)	(3,274,672)	(6,099,947)
Allocations	969,522	805,961	908,385	985,378	1,014,528	1,051,719	1,019,955
Net Expenditures	99,470,503	106,287,460	112,123,012	105,162,351	106,116,683	114,611,322	119,794,559 *

*2019 Actual expenses are based on first year-end close

Appendix 2 - Approved Operating Budgets and Actuals

MiWay

Description	2017 Actuals \$	2018 Actuals \$	2019 Actuals \$	2017 Budget \$	2018 Budget \$	2019 Budget \$	2020 Budget \$
Expenditures							
Labour Costs	132,871,458	139,839,179	146,289,843	135,381,244	140,195,901	146,144,559	152,003,266
Staff Development Costs	151,664	174,936	175,810	171,900	190,100	215,100	237,100
Communication Costs	83,413	140,982	66,331	93,100	93,100	110,072	140,072
Transportation Costs	27,710,919	31,667,080	30,844,984	26,884,600	29,665,400	32,516,500	31,698,500
Occupancy & City Costs	4,064,412	4,308,739	4,295,216	4,631,914	4,465,917	4,578,901	4,330,624
Equipment Costs & Maintenance Agreements	2,405,011	1,621,537	2,434,611	1,830,074	2,580,818	3,277,124	3,174,124
Contractor & Professional Services	966,928	1,446,961	2,586,246	2,166,572	2,054,272	1,818,272	1,918,900
Advertising & Promotions	605,524	656,227	393,247	1,688,500	888,500	1,088,500	851,000
Materials, Supplies & Other Services	1,928,128	2,156,427	2,144,236	2,407,900	2,239,900	2,173,600	2,266,200
Finance Other	601,425	2,118,196	3,337,181	785,210	1,085,210	2,821,730	4,437,730
Transfers	0	125,000	125,000	0	125,000	125,000	125,000
Debt	0	0	0	0	0	0	0
Other Operating Expenses	38,517,425	44,416,086	46,402,862	40,659,770	43,388,217	48,724,799	49,179,251
Total Expenditures	171,388,883	184,255,265	192,692,705	176,041,014	183,584,118	194,869,358	201,182,517
Revenues							
Supplementary, Railway & Corridors	0	(38)	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	(1,836,236)	(1,717,431)	(1,505,347)	(3,601,609)	(1,523,600)	(1,577,258)	(1,567,631)
Fees & Service Charges	(87,546,738)	(91,326,935)	(93,298,651)	(85,165,520)	(87,940,520)	(89,680,520)	(91,969,520)
Licenses & Permits	0	0	0	0	0	0	0
Rents, Concessions & Franchise	(17,833)	(15,727)	(14,725)	(17,600)	(17,600)	(17,600)	(17,600)
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Municipal Accommodation Tax	0	0	0	0	0	0	0
Other Revenue	(128,378)	(100,138)	(2,400)	0	0	0	0
Transfers From	(16,760,000)	(16,660,000)	(17,000,000)	(16,884,000)	(16,660,000)	(18,000,000)	(18,500,000)
Total Revenues	(106,289,186)	(109,820,268)	(111,821,123)	(105,668,729)	(106,141,720)	(109,275,378)	(112,054,751)
Allocations	1,239,665	1,345,150	1,506,113	1,239,665	1,345,150	1,506,110	1,566,750
Net Expenditures	66,339,362	75,780,147	82,377,695	71,611,950	78,787,548	87,100,089	90,694,516 *

*2019 Actual expenses are based on first year-end close

Appendix 2 - Approved Operating Budgets and Actuals

Roads

Description	2017 Actuals \$	2018 Actuals \$	2019 Actuals \$	2017 Budget \$	2018 Budget \$	2019 Budget \$	2020 Budget \$
Expenditures							
Labour Costs	29,545,328	30,062,551	32,023,407	30,256,117	30,777,995	32,260,536	33,662,595
Staff Development Costs	148,508	199,227	189,567	160,900	165,600	172,850	176,950
Communication Costs	907,693	631,484	466,625	925,415	905,415	743,662	584,941
Transportation Costs	(2,273,988)	(3,987,033)	(3,947,240)	(3,214,025)	(4,075,725)	(3,900,225)	(3,902,925)
Occupancy & City Costs	6,491,680	5,964,673	5,908,890	6,378,303	6,546,130	7,011,087	7,223,181
Equipment Costs & Maintenance Agreements	601,945	624,617	602,271	570,246	571,127	580,802	644,260
Contractor & Professional Services	31,273,082	31,951,431	32,012,051	30,116,056	30,552,000	31,497,000	33,653,848
Advertising & Promotions	157,055	94,890	77,318	107,600	123,600	138,600	109,600
Materials, Supplies & Other Services	7,118,876	9,305,442	10,435,905	9,367,300	9,305,300	9,026,250	8,976,950
Finance Other	31,757	21,036	54,432	38,000	38,000	65,090	65,090
Transfers	1,232,969	1,828,990	1,342,543	495,300	495,300	800,300	1,160,300
Debt	0	0	0	0	0	0	0
Other Operating Expenses	45,689,576	46,634,759	47,142,363	44,945,095	44,626,747	46,135,416	48,692,195
Total Expenditures	75,234,904	76,697,310	79,165,769	75,201,212	75,404,742	78,395,952	82,354,789
Revenues							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	(3,835,891)	(5,162,506)	(4,957,304)	(3,332,382)	(3,452,382)	(3,477,382)	(3,907,382)
Fees & Service Charges	(11,625,992)	(11,565,147)	(11,995,576)	(8,317,988)	(9,023,288)	(9,953,730)	(10,318,896)
Licenses & Permits	(61,370)	(12,875)	(22,293)	(70,600)	(70,600)	(70,600)	(70,600)
Rents, Concessions & Franchise	(3,613)	(3,419)	(13,749)	0	0	0	0
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Municipal Accommodation Tax	0	0	0	0	0	0	0
Other Revenue	127,032	119,597	50,732	45,074	45,074	45,074	45,074
Transfers From	(150,000)	(411,062)	(1,050,000)	(150,000)	(150,000)	(1,050,000)	(2,350,000)
Total Revenues	(15,549,832)	(17,035,412)	(17,988,190)	(11,825,897)	(12,651,197)	(14,506,639)	(16,601,804)
Allocations	156,705	186,120	209,103	156,705	186,120	209,100	241,650
Net Expenditures	59,841,777	59,848,018	61,386,682	63,532,020	62,939,665	64,098,413	65,994,635 *

*2019 Actual expenses are based on first year-end close

Appendix 2 - Approved Operating Budgets and Actuals

Parks, Forestry and Environment

Description	2017 Actuals \$	2018 Actuals \$	2019 Actuals \$	2017 Budget \$	2018 Budget \$	2019 Budget \$	2020 Budget \$
Expenditures							
Labour Costs	25,188,685	25,757,524	26,524,099	25,652,031	26,137,333	27,296,208	27,796,290
Staff Development Costs	143,698	136,502	128,759	129,770	129,770	144,770	144,770
Communication Costs	92,856	132,903	134,939	145,000	145,000	176,349	176,349
Transportation Costs	1,988,170	3,161,250	3,079,606	2,053,424	2,791,944	2,779,644	2,709,644
Occupancy & City Costs	2,679,119	2,777,541	2,875,744	2,753,622	2,856,815	2,839,875	3,057,187
Equipment Costs & Maintenance Agreements	135,129	208,001	269,182	67,200	132,888	131,580	131,580
Contractor & Professional Services	4,404,268	4,542,424	4,693,404	4,401,296	4,435,596	4,545,596	5,486,396
Advertising & Promotions	51,044	122,388	80,558	85,300	102,800	122,800	122,800
Materials, Supplies & Other Services	2,490,792	2,659,673	2,810,304	2,491,411	2,624,275	2,724,275	2,717,275
Finance Other	2,966	277	48,463	(3,100)	(3,100)	25,020	25,020
Transfers	850,548	1,115,559	825,980	760,900	768,400	768,400	753,700
Debt	0	0	0	0	0	0	0
Other Operating Expenses	12,838,590	14,856,519	14,946,939	12,884,822	13,984,388	14,258,308	15,324,720
Total Expenditures	38,027,275	40,614,043	41,471,038	38,536,853	40,121,721	41,554,516	43,121,011
Revenues							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	(130,916)	(211,846)	(162,780)	(85,000)	(100,000)	(110,000)	(128,700)
Fees & Service Charges	(1,875,431)	(1,762,539)	(1,804,847)	(1,039,283)	(1,154,083)	(1,382,383)	(1,597,683)
Licenses & Permits	(403,260)	(404,356)	(360,807)	(319,445)	(345,545)	(371,245)	(400,845)
Rents, Concessions & Franchise	(2,696,711)	(3,234,541)	(2,985,318)	(2,783,167)	(2,900,067)	(2,947,667)	(3,049,767)
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	(21,552)	(24,732)	(32,126)	(15,000)	(15,000)	(15,000)	(15,000)
Municipal Accommodation Tax	0	0	0	0	0	0	0
Other Revenue	(37,231)	(11,458)	(5,535)	(9,170)	(9,370)	(9,770)	(9,770)
Transfers From	0	0	0	0	0	0	0
Total Revenues	(5,165,101)	(5,649,472)	(5,351,412)	(4,251,065)	(4,524,065)	(4,836,065)	(5,201,765)
Allocations	(292,214)	(291,382)	(262,110)	(229,107)	(188,568)	(153,020)	(200,725)
Net Expenditures	32,569,960	34,673,189	35,857,515	34,056,681	35,409,087	36,565,431	37,718,521 *

*2019 Actual expenses are based on first year-end close

Appendix 2 - Approved Operating Budgets and Actuals

Business Services

Description	2017 Actuals \$	2018 Actuals \$	2019 Actuals \$	2017 Budget \$	2018 Budget \$	2019 Budget \$	2020 Budget \$
Expenditures							
Labour Costs	28,243,304	29,228,339	29,933,214	28,278,332	29,149,881	30,933,391	32,292,565
Staff Development Costs	373,582	396,544	309,407	343,722	342,922	294,922	304,122
Communication Costs	508,572	531,734	523,772	520,125	518,375	515,926	525,925
Transportation Costs	33,571	50,290	27,784	48,300	40,900	34,100	31,900
Occupancy & City Costs	256,426	212,436	240,613	280,162	274,214	236,160	238,550
Equipment Costs & Maintenance Agreements	178,655	186,234	338,154	204,806	321,698	344,288	344,288
Contractor & Professional Services	988,854	1,350,389	1,587,084	1,473,796	1,478,644	2,177,856	2,041,790
Advertising & Promotions	327,604	274,738	255,010	316,200	318,700	318,700	352,700
Materials, Supplies & Other Services	520,266	505,681	460,398	514,737	560,054	604,654	568,154
Finance Other	36,469	14,735	2,037	86,300	94,000	110,110	35,910
Transfers	123,193	261,706	265,029	123,300	261,706	73,400	73,400
Debt	0	0	0	0	0	0	0
Other Operating Expenses	3,347,192	3,784,487	4,009,289	3,911,448	4,211,213	4,710,116	4,516,739
Total Expenditures	31,590,496	33,012,826	33,942,502	32,189,780	33,361,093	35,643,507	36,809,305
Revenues							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0
Fees & Service Charges	(2,289,058)	(2,189,422)	(2,141,983)	(2,206,174)	(2,072,242)	(2,096,367)	(2,421,957)
Licenses & Permits	0	0	0	0	0	0	0
Rents, Concessions & Franchise	(2,551)	(351)	0	(3,000)	(3,000)	0	0
Fines	(46,005)	(220,435)	(206,316)	0	(272,932)	(272,932)	(133,932)
Penalties & Interest on Taxes	(86,780)	(96,821)	(119,082)	(120,000)	(120,000)	(120,000)	(110,000)
Investment Income	0	0	0	0	0	0	0
Municipal Accommodation Tax	0	0	0	0	0	0	0
Other Revenue	(1,447)	3,084	(5,367)	(1,000)	(1,000)	0	0
Transfers From	(377,880)	(394,202)	(532,216)	(427,899)	(521,394)	(695,539)	(395,353)
Total Revenues	(2,803,721)	(2,898,148)	(3,004,963)	(2,758,073)	(2,990,568)	(3,184,838)	(3,061,242)
Allocations	0	0	60,000	0	0	60,000	60,000
Net Expenditures	28,786,775	30,114,678	30,997,539	29,431,707	30,370,526	32,518,670	33,808,063 *

*2019 Actual expenses are based on first year-end close

Appendix 2 - Approved Operating Budgets and Actuals

Mississauga Library

Description	2017 Actuals \$	2018 Actuals \$	2019 Actuals \$	2017 Budget \$	2018 Budget \$	2019 Budget \$	2020 Budget \$
Expenditures							
Labour Costs	21,167,729	21,587,083	22,331,146	22,140,081	22,503,787	23,212,599	23,665,874
Staff Development Costs	110,898	111,540	167,006	85,700	85,700	125,700	165,700
Communication Costs	10,149	22,973	25,109	8,700	38,500	7,808	7,808
Transportation Costs	40,705	57,226	68,245	47,340	56,340	56,340	56,340
Occupancy & City Costs	1,708,799	1,746,552	1,848,994	1,801,228	1,813,919	1,733,507	1,756,836
Equipment Costs & Maintenance Agreements	79,222	153,163	66,116	56,844	37,563	83,963	332,763
Contractor & Professional Services	33,122	38,966	41,030	10,200	10,200	29,000	84,000
Advertising & Promotions	36,331	12,508	29,679	47,600	47,600	47,600	41,100
Materials, Supplies & Other Services	4,009,070	4,330,464	4,544,062	4,050,400	4,250,400	4,225,200	4,533,200
Finance Other	65,923	57,447	66,559	53,000	53,000	60,770	60,770
Transfers	63,000	63,000	63,000	63,000	63,000	63,000	63,000
Debt	0	0	0	0	0	0	0
Other Operating Expenses	6,157,218	6,593,839	6,919,799	6,224,012	6,456,222	6,432,888	7,101,518
Total Expenditures	27,324,947	28,180,923	29,250,945	28,364,093	28,960,009	29,645,487	30,767,392
Revenues							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	(943,255)	(857,860)	(765,355)	(715,200)	(715,200)	(715,200)	(845,200)
Fees & Service Charges	(303,615)	(332,385)	(325,010)	(316,500)	(316,500)	(336,500)	(339,500)
Licenses & Permits	0	0	0	0	0	0	0
Rents, Concessions & Franchise	(351,304)	(344,627)	(320,877)	(408,200)	(408,200)	(408,200)	(408,200)
Fines	(546,928)	(537,103)	(533,040)	(509,000)	(509,000)	(509,000)	(509,000)
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	(63)	(991)	(488)	0	0	0	0
Municipal Accommodation Tax	0	0	0	0	0	0	0
Other Revenue	(1,819)	(907)	(15,230)	0	0	0	0
Transfers From	0	0	0	0	0	0	0
Total Revenues	(2,146,984)	(2,073,874)	(1,960,001)	(1,948,900)	(1,948,900)	(1,968,900)	(2,101,900)
Allocations	437,517	443,429	486,481	429,365	430,388	472,587	514,982
Net Expenditures	25,615,480	26,550,478	27,777,425	26,844,558	27,441,497	28,149,174	29,180,474 *

*2019 Actual expenses are based on first year-end close

Appendix 2 - Approved Operating Budgets and Actuals

Recreation

Description	2017 Actuals \$	2018 Actuals \$	2019 Actuals \$	2017 Budget \$	2018 Budget \$	2019 Budget \$	2020 Budget \$
Expenditures							
Labour Costs	46,912,049	50,673,084	51,833,742	47,911,782	50,982,082	56,081,296	58,063,238
Staff Development Costs	106,757	126,917	151,915	112,005	113,375	114,685	114,385
Communication Costs	129,786	144,093	97,810	122,915	96,215	99,648	100,250
Transportation Costs	380,152	534,380	563,037	382,560	505,760	469,660	472,895
Occupancy & City Costs	11,395,028	11,936,670	11,745,539	11,232,718	11,894,827	10,890,720	11,202,028
Equipment Costs & Maintenance Agreements	714,203	902,181	1,285,396	676,868	674,212	671,175	1,027,675
Contractor & Professional Services	8,357,452	6,467,031	2,723,473	7,601,136	5,813,415	3,218,994	2,226,394
Advertising & Promotions	454,957	532,315	464,437	456,200	431,600	469,350	478,650
Materials, Supplies & Other Services	3,676,470	3,582,172	3,455,108	3,739,933	3,826,588	4,276,714	4,381,828
Finance Other	(44,696)	883,606	1,964,222	61,200	97,900	830,200	830,200
Transfers	911,895	1,189,025	1,275,907	995,873	1,007,118	1,235,713	1,291,964
Debt	0	0	0	0	0	0	0
Other Operating Expenses	26,082,003	26,298,390	23,726,845	25,381,407	24,461,010	22,276,860	22,126,268
Total Expenditures	72,994,051	76,971,475	75,560,587	73,293,189	75,443,092	78,358,155	80,189,506
Revenues							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	(933,300)	(1,458,119)	(1,114,991)	(747,191)	(928,191)	(1,060,691)	(1,060,691)
Fees & Service Charges	(28,352,794)	(31,025,918)	(31,034,829)	(27,876,794)	(28,466,140)	(30,113,764)	(30,719,361)
Licenses & Permits	0	(1,575)	(1,575)	(20,000)	(20,000)	0	0
Rents, Concessions & Franchise	(19,495,739)	(18,027,125)	(16,020,146)	(18,934,690)	(18,522,812)	(18,626,171)	(18,210,795)
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	(25,556)	(25,211)	(8,034)	(6,400)	(6,000)	0	0
Municipal Accommodation Tax	0	0	0	0	0	0	0
Other Revenue	(761,317)	(584,385)	(850,380)	(501,306)	(519,302)	(406,492)	(406,492)
Transfers From	0	(72,000)	(850,440)	0	0	(499,556)	(505,746)
Total Revenues	(49,568,705)	(51,194,333)	(49,880,395)	(48,086,380)	(48,462,446)	(50,706,674)	(50,903,085)
Allocations	70,305	291,509	268,393	2,273	(2,230)	34,721	88,430
Net Expenditures	23,495,652	26,068,651	25,948,585	25,209,082	26,978,416	27,686,202	29,374,851 *

*2019 Actual expenses are based on first year-end close

Appendix 2 - Approved Operating Budgets and Actuals

Information Technology

Description	2017 Actuals \$	2018 Actuals \$	2019 Actuals \$	2017 Budget \$	2018 Budget \$	2019 Budget \$	2020 Budget \$
Expenditures							
Labour Costs	21,839,570	22,365,461	22,944,398	22,002,166	22,466,803	23,097,884	24,156,092
Staff Development Costs	36,412	97,632	105,175	60,500	60,500	70,500	70,500
Communication Costs	488,059	515,266	515,126	421,900	421,900	454,823	454,823
Transportation Costs	37,065	38,587	41,684	28,600	28,900	40,900	40,900
Occupancy & City Costs	290,443	218,376	270,928	263,700	263,700	291,940	218,660
Equipment Costs & Maintenance Agreements	6,184,731	7,028,837	8,874,478	5,764,934	6,685,643	8,397,205	8,879,605
Contractor & Professional Services	118,245	56,763	167,206	48,846	48,846	94,846	229,846
Advertising & Promotions	5	223	5,683	0	0	0	0
Materials, Supplies & Other Services	90,876	98,623	61,668	111,300	101,300	96,300	96,300
Finance Other	15,181	8,378	133,378	55,200	45,200	165,220	165,220
Transfers	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0
Other Operating Expenses	7,261,017	8,062,685	10,175,326	6,754,980	7,655,989	9,611,734	10,155,854
Total Expenditures	29,100,587	30,428,146	33,119,724	28,757,146	30,122,792	32,709,618	34,311,946
Revenues							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	0	0	(7,000)	0	0	0	0
Fees & Service Charges	(961,240)	(894,802)	(1,062,967)	(759,800)	(809,800)	(953,100)	(1,107,310)
Licenses & Permits	0	0	0	0	0	0	0
Rents, Concessions & Franchise	0	0	0	(2,000)	(2,000)	(2,000)	(2,052)
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Municipal Accommodation Tax	0	0	0	0	0	0	0
Other Revenue	0	0	(36)	0	0	0	0
Transfers From	0	0	0	0	0	0	0
Total Revenues	(961,240)	(894,802)	(1,070,003)	(761,800)	(811,800)	(955,100)	(1,109,362)
Allocations	(1,286,926)	(1,505,900)	(1,783,432)	(1,286,926)	(1,505,900)	(1,783,430)	(1,802,430)
Net Expenditures	26,852,422	28,027,444	30,266,289	26,708,420	27,805,092	29,971,088	31,400,154 *

*2019 Actual expenses are based on first year-end close

Appendix 2 - Approved Operating Budgets and Actuals

Facilities & Property Management

Description	2017 Actuals \$	2018 Actuals \$	2019 Actuals \$	2017 Budget \$	2018 Budget \$	2019 Budget \$	2020 Budget \$
Expenditures							
Labour Costs	13,715,438	14,611,628	15,353,493	14,694,173	15,185,917	16,549,260	17,364,354
Staff Development Costs	104,915	125,366	131,071	104,000	104,000	112,000	156,000
Communication Costs	60,948	60,888	51,993	40,000	40,000	36,212	36,212
Transportation Costs	182,963	242,072	228,153	210,300	270,100	286,100	286,100
Occupancy & City Costs	4,957,026	4,882,865	5,721,509	4,746,221	4,881,390	4,804,890	4,842,461
Equipment Costs & Maintenance Agreements	1,206,523	1,224,905	1,356,296	1,336,418	1,443,638	1,641,182	1,824,782
Contractor & Professional Services	1,698,406	2,025,107	2,142,363	1,836,504	1,831,004	2,319,424	2,765,601
Advertising & Promotions	821	4,909	536	2,500	2,500	2,500	2,500
Materials, Supplies & Other Services	210,313	256,484	139,392	193,710	170,710	180,710	180,710
Finance Other	(16,882)	(6,415)	(94,179)	(18,910)	(18,910)	(18,910)	(34,910)
Transfers	288,593	306,997	322,550	20,000	20,000	20,000	3,042
Debt	0	0	0	0	0	0	0
Other Operating Expenses	8,693,626	9,123,176	9,999,684	8,470,743	8,744,432	9,384,108	10,062,498
Total Expenditures	22,409,064	23,734,804	25,353,177	23,164,916	23,930,349	25,933,368	27,426,852
Revenues							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0
Fees & Service Charges	(76,162)	(121,714)	(84,270)	(104,889)	(104,889)	(104,889)	(104,889)
Licenses & Permits	(1,613)	(649)	(1,737)	0	0	0	0
Rents, Concessions & Franchise	(331,389)	(387,575)	(307,233)	(279,111)	(279,111)	(279,111)	(279,111)
Fines	0	(194,000)	(194,004)	0	(194,000)	(194,000)	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Municipal Accommodation Tax	0	0	0	0	0	0	0
Other Revenue	(517,225)	(333,882)	(319,632)	(81,500)	(81,500)	(81,500)	(64,542)
Transfers From	0	0	0	0	0	0	(107,707)
Total Revenues	(926,389)	(1,037,820)	(906,875)	(465,500)	(659,500)	(659,500)	(556,249)
Allocations	(1,453,700)	(1,453,700)	(1,615,050)	(1,453,700)	(1,453,700)	(1,615,050)	(1,802,050)
Net Expenditures	20,028,976	21,243,284	22,831,252	21,245,716	21,817,149	23,658,818	25,068,553 *

*2019 Actual expenses are based on first year-end close

Appendix 2 - Approved Operating Budgets and Actuals

City Manager's Office

Description	2017 Actuals \$	2018 Actuals \$	2019 Actuals \$	2017 Budget \$	2018 Budget \$	2019 Budget \$	2020 Budget \$
Expenditures							
Labour Costs	9,736,030	10,028,657	10,659,721	10,164,216	10,276,952	10,958,193	10,823,288
Staff Development Costs	121,234	155,571	151,003	160,000	159,800	164,700	179,940
Communication Costs	26,988	33,796	29,944	38,200	38,150	37,776	38,776
Transportation Costs	20,367	33,412	30,445	25,600	25,800	25,800	29,800
Occupancy & City Costs	0	415	0	0	0	0	0
Equipment Costs & Maintenance Agreements	13,601	25,762	23,452	25,123	12,189	19,007	19,007
Contractor & Professional Services	2,901,467	2,094,730	2,978,020	1,670,283	1,533,032	1,613,032	1,613,032
Advertising & Promotions	210,054	285,221	288,358	240,400	280,400	380,400	420,400
Materials, Supplies & Other Services	108,482	120,319	85,267	120,925	120,325	120,325	120,325
Finance Other	7,297	534	1,876	12,000	12,000	12,000	12,000
Transfers	1,513,345	1,526,808	362,748	1,102,500	1,128,045	40,000	40,000
Debt	0	0	0	0	0	0	0
Other Operating Expenses	4,922,835	4,276,568	3,951,112	3,395,031	3,309,741	2,413,040	2,473,280
Total Expenditures	14,658,865	14,305,225	14,610,833	13,559,247	13,586,693	13,371,233	13,296,568
Revenues							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	(312,325)	(223,793)	(253,371)	(25,000)	(25,000)	(25,000)	(25,000)
Fees & Service Charges	(242,630)	(270,114)	(287,624)	(378,816)	(273,620)	(273,620)	(276,820)
Licenses & Permits	0	0	0	0	0	0	0
Rents, Concessions & Franchise	0	0	0	0	0	0	0
Fines	(48,825)	(928,545)	(934,230)	0	(958,068)	(958,068)	(91,068)
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Municipal Accommodation Tax	0	0	0	0	0	0	0
Other Revenue	0	(13,500)	(33,333)	0	0	0	0
Transfers From	(478,235)	(464,096)	(439,317)	(487,445)	(315,270)	(365,658)	(407,384)
Total Revenues	(1,082,015)	(1,900,048)	(1,947,875)	(891,261)	(1,571,958)	(1,622,346)	(800,272)
Allocations	0	0	0	0	0	0	0
Net Expenditures	13,576,850	12,405,177	12,662,958	12,667,986	12,014,735	11,748,887	12,496,296 *

*2019 Actual expenses are based on first year-end close

Appendix 2 - Approved Operating Budgets and Actuals

Land Development Services

Description	2017 Actuals \$	2018 Actuals \$	2019 Actuals \$	2017 Budget \$	2018 Budget \$	2019 Budget \$	2020 Budget \$
Expenditures							
Labour Costs	19,384,044	19,637,276	19,789,264	19,938,091	20,339,079	20,613,543	21,005,268
Staff Development Costs	135,499	141,514	137,964	234,700	224,700	224,700	224,700
Communication Costs	149,463	84,502	99,007	194,000	87,600	80,170	106,470
Transportation Costs	187,518	175,641	169,123	236,400	209,100	211,500	211,500
Occupancy & City Costs	0	617	117	0	0	0	0
Equipment Costs & Maintenance Agreements	115,044	183,682	137,265	135,300	318,287	340,874	345,874
Contractor & Professional Services	224,202	235,663	176,999	436,235	275,032	346,968	346,968
Advertising & Promotions	66,785	77,247	108,002	28,700	28,700	28,700	79,700
Materials, Supplies & Other Services	138,292	151,878	125,540	242,300	262,300	242,300	244,300
Finance Other	9,151	16,804	136,129	21,200	21,200	166,210	166,210
Transfers	300,000	5,999,761	7,176,132	300,000	625,968	600,000	600,000
Debt	0	0	0	0	0	0	0
Other Operating Expenses	1,325,953	7,067,307	8,266,279	1,828,835	2,052,887	2,241,422	2,325,722
Total Expenditures	20,709,996	26,704,584	28,055,543	21,766,926	22,391,966	22,854,965	23,330,989
Revenues							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	0	(9,526)	0	0	0	0	0
Fees & Service Charges	(4,589,190)	(4,337,957)	(5,730,452)	(3,021,000)	(3,020,000)	(3,020,000)	(3,250,200)
Licenses & Permits	(12,354,709)	(15,182,731)	(16,675,996)	(9,785,700)	(9,815,700)	(10,150,214)	(10,400,214)
Rents, Concessions & Franchise	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Municipal Accommodation Tax	0	0	0	0	0	0	0
Other Revenue	0	0	(0)	0	0	0	0
Transfers From	(135,235)	(51,242)	(25,968)	(237,074)	(80,050)	(26,068)	(26,068)
Total Revenues	(17,079,134)	(19,581,456)	(22,432,416)	(13,043,774)	(12,915,750)	(13,196,282)	(13,676,482)
Allocations	0	0	0	0	0	0	0
Net Expenditures	3,630,862	7,123,128	5,623,128	8,723,152	9,476,216	9,658,683	9,654,507 *

*2019 Actual expenses are based on first year-end close

Appendix 2 - Approved Operating Budgets and Actuals

Culture

Description	2017 Actuals \$	2018 Actuals \$	2019 Actuals \$	2017 Budget \$	2018 Budget \$	2019 Budget \$	2020 Budget \$
Expenditures							
Labour Costs	5,125,909	5,298,497	5,912,946	5,206,304	5,264,530	5,771,367	5,929,492
Staff Development Costs	19,999	25,084	24,540	31,700	45,640	46,640	46,640
Communication Costs	24,160	23,376	21,354	15,900	17,000	15,684	15,684
Transportation Costs	80,128	77,472	141,129	16,300	18,700	18,700	68,700
Occupancy & City Costs	452,418	598,753	793,351	420,840	572,194	576,984	595,454
Equipment Costs & Maintenance Agreements	226,918	247,010	366,311	122,514	129,403	179,506	169,506
Contractor & Professional Services	365,686	427,490	554,271	350,700	420,200	455,900	530,900
Advertising & Promotions	263,598	181,610	203,366	275,300	168,500	223,500	198,500
Materials, Supplies & Other Services	608,389	590,440	732,827	717,400	720,300	729,400	669,399
Finance Other	4,456	11,091	24,970	2,000	2,000	25,740	25,740
Transfers	2,779,032	3,228,519	3,319,300	2,665,500	2,903,500	3,156,800	3,349,000
Debt	0	0	0	0	0	0	0
Other Operating Expenses	4,824,783	5,410,845	6,181,418	4,618,154	4,997,437	5,428,854	5,669,523
Total Expenditures	9,950,692	10,709,342	12,094,364	9,824,459	10,261,967	11,200,221	11,599,016
Revenues							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	(168,786)	(318,475)	(312,400)	(133,900)	(133,900)	(133,900)	(133,900)
Fees & Service Charges	(1,526,230)	(1,955,839)	(2,411,980)	(1,241,983)	(1,322,671)	(1,460,671)	(1,630,171)
Licenses & Permits	(14,495)	(2,254)	(2,953)	0	0	0	0
Rents, Concessions & Franchise	(247,678)	(199,252)	(174,740)	(301,000)	(310,500)	(343,700)	(345,700)
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	(27)	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Municipal Accommodation Tax	0	0	0	0	0	0	0
Other Revenue	(256,588)	(234,510)	(326,793)	(253,100)	(242,100)	(242,100)	(242,100)
Transfers From	(163,532)	(167,800)	(1,910,551)	(50,000)	0	(1,913,502)	(2,152,899)
Total Revenues	(2,377,335)	(2,878,131)	(5,139,417)	(1,979,983)	(2,009,171)	(4,093,873)	(4,504,770)
Allocations	33,716	35,944	38,142	30,938	31,341	33,283	114,038
Net Expenditures	7,607,073	7,867,156	6,993,089	7,875,413	8,284,137	7,139,632	7,208,283 *

*2019 Actual expenses are based on first year-end close

Appendix 2 - Approved Operating Budgets and Actuals

Mayor & Members of Council

Description	2017 Actuals \$	2018 Actuals \$	2019 Actuals \$	2017 Budget \$	2018 Budget \$	2019 Budget \$	2020 Budget \$
Expenditures							
Labour Costs	4,096,612	4,065,277	4,281,940	4,087,259	4,148,863	4,244,905	4,301,023
Staff Development Costs	60,241	45,301	51,296	6,500	6,500	6,500	6,500
Communication Costs	168,979	151,428	156,217	105,600	105,600	104,748	104,748
Transportation Costs	212,013	217,283	222,154	194,644	194,644	194,644	194,644
Occupancy & City Costs	7,493	7,791	7,140	0	0	0	0
Equipment Costs & Maintenance Agreements	6,720	19,008	17,253	1,416	1,003	896	896
Contractor & Professional Services	609	842	2,908	0	0	0	0
Advertising & Promotions	9,835	28,904	20,363	0	0	0	0
Materials, Supplies & Other Services	136,390	143,726	133,503	352,023	606,872	401,853	401,853
Finance Other	419	68	0	0	0	0	0
Transfers	205,019	0	0	205,019	0	0	0
Debt	0	0	0	0	0	0	0
Other Operating Expenses	807,718	614,350	610,833	865,203	914,619	708,641	708,641
Total Expenditures	4,904,330	4,679,627	4,892,773	4,952,462	5,063,482	4,953,546	5,009,664
Revenues							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0
Fees & Service Charges	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0	0
Rents, Concessions & Franchise	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Municipal Accommodation Tax	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Transfers From	(155,189)	(205,019)	0	(155,189)	(205,019)	0	0
Total Revenues	(155,189)	(205,019)	0	(155,189)	(205,019)	0	0
Allocations	0	0	0	0	0	0	0
Net Expenditures	4,749,140	4,474,608	4,892,773	4,797,272	4,858,463	4,953,546	5,009,664 *

*2019 Actual expenses are based on first year-end close

Appendix 2 - Approved Operating Budgets and Actuals

Regulatory Services

Description	2017 Actuals \$	2018 Actuals \$	2019 Actuals \$	2017 Budget \$	2018 Budget \$	2019 Budget \$	2020 Budget \$
Expenditures							
Labour Costs	12,192,242	13,113,012	14,264,835	13,385,730	13,576,248	14,731,472	16,205,852
Staff Development Costs	15,708	23,611	37,609	36,300	40,400	52,400	74,600
Communication Costs	179,324	189,878	172,839	175,160	160,160	183,891	197,291
Transportation Costs	437,377	529,388	552,460	430,870	491,670	529,970	573,970
Occupancy & City Costs	75,422	66,307	65,348	86,240	78,940	67,909	68,300
Equipment Costs & Maintenance Agreements	33,454	39,179	47,436	57,904	43,027	45,146	37,146
Contractor & Professional Services	883,841	1,278,048	1,016,479	797,200	737,200	807,200	926,000
Advertising & Promotions	21,922	28,588	23,797	28,200	16,100	23,600	40,000
Materials, Supplies & Other Services	292,031	315,291	257,191	328,600	284,500	292,100	297,500
Finance Other	2,792	(37,507)	126,543	74,000	60,000	176,440	255,340
Transfers	0	0	756,829	0	0	150,000	300,000
Debt	0	0	0	0	0	0	0
Other Operating Expenses	1,941,871	2,432,783	3,056,532	2,014,474	1,911,997	2,328,656	2,770,147
Total Expenditures	14,134,113	15,545,795	17,321,367	15,400,204	15,488,245	17,060,128	18,975,999
Revenues							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0
Fees & Service Charges	(963,112)	(760,869)	(716,549)	(979,510)	(845,410)	(850,410)	(728,210)
Licenses & Permits	(3,986,524)	(4,055,264)	(5,296,568)	(4,438,485)	(4,521,225)	(5,801,964)	(7,019,299)
Rents, Concessions & Franchise	0	2,500	0	0	0	0	0
Fines	(10,141,708)	(10,680,756)	(11,297,558)	(9,055,583)	(9,867,848)	(9,917,848)	(10,331,865)
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Municipal Accommodation Tax	0	0	0	0	0	0	0
Other Revenue	(35,804)	(36,212)	(40,052)	(21,900)	0	0	0
Transfers From	(7,978)	(10,782)	(20,681)	0	0	0	0
Total Revenues	(15,135,126)	(15,541,383)	(17,371,408)	(14,495,478)	(15,234,483)	(16,570,222)	(18,079,374)
Allocations	125,410	142,870	183,976	125,410	142,870	183,980	199,400
Net Expenditures	(875,603)	147,282	133,935	1,030,136	396,632	673,886	1,096,025 *

*2019 Actual expenses are based on first year-end close

Appendix 2 - Approved Operating Budgets and Actuals

Legislative Services

Description	2017 Actuals \$	2018 Actuals \$	2019 Actuals \$	2017 Budget \$	2018 Budget \$	2019 Budget \$	2020 Budget \$
Expenditures							
Labour Costs	6,421,171	7,008,852	6,577,090	6,914,003	7,528,138	6,938,348	8,397,903
Staff Development Costs	15,489	21,268	24,891	27,970	29,970	30,470	30,470
Communication Costs	97,790	253,567	92,927	108,540	420,540	77,309	79,509
Transportation Costs	24,765	26,357	24,416	28,630	38,630	30,030	30,330
Occupancy & City Costs	47	0	1,102	0	2,000	0	0
Equipment Costs & Maintenance Agreements	247,478	391,761	231,369	277,132	602,779	230,294	258,094
Contractor & Professional Services	1,389,119	1,811,444	1,285,410	1,557,911	2,460,911	1,478,530	1,425,530
Advertising & Promotions	29,317	116,471	23,812	34,000	187,500	32,200	32,200
Materials, Supplies & Other Services	599,116	796,503	538,029	694,275	941,475	629,375	631,675
Finance Other	(1,110,383)	(1,291,991)	(1,116,199)	(1,176,900)	(1,162,900)	(1,052,380)	(1,032,380)
Transfers	0	0	0	0	0	0	0
Debt	0	0	0	0	0	0	0
Other Operating Expenses	1,292,738	2,125,379	1,105,755	1,551,558	3,520,905	1,455,828	1,455,428
Total Expenditures	7,713,908	9,134,231	7,682,845	8,465,561	11,049,043	8,394,176	9,853,331
Revenues							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0
Fees & Service Charges	(1,068,000)	(980,676)	(1,020,218)	(886,210)	(886,210)	(886,210)	(1,156,510)
Licenses & Permits	(614,434)	(693,165)	(710,149)	(628,500)	(628,500)	(628,500)	(628,500)
Rents, Concessions & Franchise	0	0	0	0	0	0	0
Fines	(11,195,480)	(8,483,684)	(7,911,725)	(9,448,484)	(8,748,484)	(8,998,484)	(10,198,484)
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Municipal Accommodation Tax	0	0	0	0	0	0	0
Other Revenue	(1,645)	(8,000)	0	0	0	0	0
Transfers From	(233,811)	(2,018,783)	(38,682)	(413,291)	(2,935,750)	(140,536)	(145,617)
Total Revenues	(13,113,370)	(12,184,307)	(9,680,774)	(11,376,485)	(13,198,944)	(10,653,730)	(12,129,111)
Allocations	0	0	0	0	0	0	0
Net Expenditures	(5,399,462)	(3,050,077)	(1,997,929)	(2,910,924)	(2,149,901)	(2,259,554)	(2,275,781) *

*2019 Actual expenses are based on first year-end close

Appendix 2 - Approved Operating Budgets and Actuals

Financial Transactions

Description	2017 Actuals \$	2018 Actuals \$	2019 Actuals \$	2017 Budget \$	2018 Budget \$	2019 Budget \$	2020 Budget \$
Expenditures							
Labour Costs	7,814,841	7,418,517	7,514,366	6,485,882	9,205,531	6,653,257	7,541,778
Staff Development Costs	140,018	154,257	222,289	143,900	143,900	154,900	153,800
Communication Costs	595	18,052	18,780	26,000	26,000	26,000	26,000
Transportation Costs	43	89	117	0	0	0	0
Occupancy & City Costs	693,801	297,954	330,770	292,800	328,886	360,807	299,600
Equipment Costs & Maintenance Agreements	0	0	0	0	0	0	0
Contractor & Professional Services	832,252	618,840	687,376	713,136	719,515	774,085	755,853
Advertising & Promotions	13,800	17,934	24,839	81,300	81,300	81,300	25,000
Materials, Supplies & Other Services	234,051	299,035	332,293	216,207	215,100	217,100	238,503
Finance Other	19,662,637	13,815,338	13,710,835	15,068,872	16,881,300	15,537,260	15,850,060
Transfers	92,211,657	134,916,379	121,713,430	62,801,689	98,183,016	110,562,280	120,662,501
Debt	19,409,456	24,140,373	27,964,782	20,802,768	25,108,706	30,391,201	35,293,983
Other Operating Expenses	133,198,310	174,278,251	165,005,511	100,146,673	141,687,723	158,104,932	173,305,300
Total Expenditures	141,013,151	181,696,768	172,519,877	106,632,555	150,893,254	164,758,189	180,847,078
Revenues							
Supplementary, Railway & Corridors	(6,021,429)	(7,243,123)	(5,194,879)	(4,422,000)	(4,471,100)	(5,550,000)	(5,600,000)
Payments in Lieu	(31,626,522)	(33,355,320)	(35,007,980)	(30,800,000)	(32,050,000)	(34,025,000)	(35,461,000)
Grants	0	0	(446,915)	0	0	0	(62,488)
Fees & Service Charges	(9,295)	(6,070)	(6,870)	(10,000)	(10,000)	(8,000)	(7,000)
Licenses & Permits	0	0	0	0	0	0	0
Rents, Concessions & Franchise	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	(9,046,261)	(9,708,194)	(10,687,092)	(8,000,000)	(8,000,000)	(8,000,000)	(8,500,000)
Investment Income	(14,467,406)	(14,464,600)	(14,464,600)	(14,464,600)	(14,464,600)	(14,464,600)	(14,464,600)
Municipal Accommodation Tax	0	(8,989,762)	(12,152,141)	0	(7,400,000)	(9,800,000)	(9,800,000)
Other Revenue	(16,226,557)	(27,798,496)	(15,968,458)	(10,551,000)	(13,206,000)	(16,043,000)	(18,068,000)
Transfers From	(7,404,101)	(32,508,146)	(31,356,941)	(11,869,129)	(36,654,021)	(42,235,086)	(47,926,836)
Total Revenues	(84,801,570)	(134,073,711)	(125,285,875)	(80,116,729)	(116,255,721)	(130,125,686)	(139,889,924)
Allocations	0	0	0	0	0	0	0
Net Expenditures	56,211,581	47,623,057	47,234,002	26,515,826	34,637,533	34,632,503	40,957,154 *

*2019 Actual expenses are based on first year-end close

Appendix 3 - 2020 Approved Funding - Capital Budget Summary

Fire & Emergency Services					
Program: Stations & Auxiliary Buildings					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CMFS00045	New Fire Station 123 - Burnhamthorpe/Winston Churchill - Design and Construction	6,504	0	6,504	Tax Capital
CMFS007781	Staff Relocation	90	0	90	Tax Capital
Total		6,594	0	6,594	
Program: Vehicles & Equipment					
Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMFS00059	New Fire Truck and Equipment - Fire Station 124	2,193	0	2,193	Tax Capital
CMFS00061	Personal Protective Equipment Replacement	241	0	241	Tax Capital
CMFS00077	Refurbish Fire Vehicles	150	0	150	Tax Capital
CMFS00093	Semi Automatic Defibrillator Replacement	180	0	180	Tax Capital
CMFS00099	Replacement of Emergency Response Tools and Equipment	1,100	0	1,100	Tax Capital
CMFS00111	VCOM Radio System - Component Upgrade	137	0	137	Tax Capital
CMFS00123	New Fire Truck and Equipment - Fire Station 123	2,193	0	2,193	Tax Capital
CMFS007580	Business Continuity Management Tool	183	0	183	Tax Capital
CMFS007779	Personal Protective Equipment for New Hires	76	0	76	Tax Capital
Total		6,453	0	6,453	
MiWay					
Program: Buses					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWTR00145	Transit Bus Acquisitions - Service Growth	13,200	0	13,200	Gas Tax
TWTR00146	Transit Capital Bus Maintenance - Major Component Rehabilitation/Replacement	5,600	0	5,600	Gas Tax
TWTR00386	Transit Airbrake Board-Replacement	50	0	50	Tax Capital
Total		18,850	0	18,850	

Appendix 3 - 2020 Approved Funding - Capital Budget Summary

MiWay					
Program: On-Street Facilities					
Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWTR00148	Transit Mini Terminals/Bays/Bus Loops - Replacement	100	0	100	Gas Tax
TWTR00149	Transit MiWay Signs	50	0	50	Gas Tax
TWTR00150	Transit Bus Stops/Pads (Accessibility Plan) - Replacement	140	0	140	Gas Tax
TWTR00356	Additional bus shelters	900	0	900	Development Charges, Tax Capital
TWTR00401	Transit Bus Stops/Pads (Accessibility Plan) - Replacement	169	0	169	Development Charges
Total		1,359	0	1,359	
Program: Other Transit					
Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWTR00152	Transit Facility Repairs (Minor)	70	0	70	Gas Tax
TWTR00319	Transit Remix Planning Software	150	0	150	Gas Tax
TWTR00419	Transit Customer Charter Measurement	135	0	135	Tax Capital
TWTR00449	Transit Information Systems (ITS)	1,110	0	1,110	Gas Tax
Total		1,465	0	1,465	
Program: Transit Buildings					
Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWTR00392	Transit Bus Landing Pads	300	0	300	Development Charges
TWTR00415	Transit Bus Priority Markings	60	0	60	Tax Capital
Total		360	0	360	

Appendix 3 - 2020 Approved Funding - Capital Budget Summary

MiWay					
Program: Transit Vehicles and Equipment					
Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWTR00151	Transit Capital Equipment Acquisition - Maintenance Section	145	0	145	Gas Tax
TWTR00227	Transit Revenue Equipment - Replacement	10	0	10	Gas Tax
TWTR00307	Transit Security Vehicles & Equipment - Replacement	40	0	40	Gas Tax
TWTR00310	Transit Other Vehicles (Vans/Cars/Trucks) Acquisitions - Replacement	85	0	85	Gas Tax
TWTR00353	Transit Hastus Module	500	0	500	Gas Tax
TWTR00354	Transit CityLink Upgrades	125	0	125	Gas Tax
Total		905	0	905	

Roads					
Program: Active Transportation					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWCP07768	Cycling Program (Structures)	300	0	300	Development Charges
TWMR00115	Second Line over Hwy. 401- Active Transportation Bridge Pier (Cash Flow)	4,205	0	4,205	Development Charges
TWOE00178	Cycling Program	50	0	50	Gas Tax
TWOE00182	Sidewalks	1,580	0	1,580	Developer Contributions, Development Charges, Gas Tax
TWOE00361	Cycling Program	250	0	250	Tax Capital
TWOE06782	Bicycle Parking Program	50	0	50	Tax Capital
TWOE06850	Cycling Program (Improvements)	150	0	150	Tax Capital
TWOE06871	Cycling Program	2,000	0	2,000	Development Charges
TWOE06995	Cycling Program - Scenario C	1,700	0	1,700	Gas Tax
TWTI005970	Sidewalks	1,000	0	1,000	Gas Tax
Total		11,285	0	11,285	

Appendix 3 - 2020 Approved Funding - Capital Budget Summary

Roads					
Program: Bridge & Structure Renewal					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWBR00034	Bridge & Structure Renewal	4,500	0	4,500	Gas Tax, Tax Capital
TWBR07715	Bridge & Structure Renewal	300	0	300	Gas Tax
Total		4,800	0	4,800	
Program: Environmental Management					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWOE007777	Environmental Mapping & Database System	195	0	195	Tax Capital
TWOE02895	Site Assessments and Data Management	375	0	375	Tax Capital
Total		570	0	570	
Program: Major Road Construction					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWMR000148	Courtneypark Drive East / Highway 410 Interchange	500	250	250	Development Charges
TWMR000190	Clarkson Road/Lakeshore Road Intersection - Design & Construction	250	0	250	Development Charges
TWMR00047	Goreway Drive Rail Grade Separation	5,700	0	5,700	Development Charges
TWMR00062	Ninth Line Widening - Eglinton Avenue West to Derry Road West - Class EA Study	460	0	460	Development Charges, Tax Capital
TWMR00076	Preliminary Engineering Studies	115	0	115	Development Charges
TWMR00147	Mavis Road from Courtneypark Drive to North City Limits	1,376	0	1,376	Development Charges, Gas Tax
TWMR00188	Credit River AT Bridge along northside of QEW	218	0	218	Development Charges
TWMR00194	Lakeshore HOT TPAP for Phases 1 and 2	500	0	500	Development Charges
TWMR00200	Dundas BRT TPAP	1,000	0	1,000	Development Charges
TWMR006781	Bike Share Study	125	0	125	Tax Capital

Appendix 3 - 2020 Approved Funding - Capital Budget Summary

Roads					
Program: Major Road Construction					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWMR06885	Road Characterization and Complete Streets Guidelines	500	0	500	Development Charges
TWMR07114	Downtown Transitway Connection and Terminal - TPAP	4,850	0	4,850	Tax Capital
TWMR07725	Transit Master Plan	250	0	250	Development Charges
TWMR07726	Transit Master Plan	235	0	235	Development Charges
TWOE06827	Property Acquisition	1,010	0	1,010	Development Charges
TWOE06884	Transportation Master Plan Implementation	250	0	250	Development Charges
TWRI07770	Belbin Street from Preston Meadow to Nahani Way	1,500	0	1,500	Tax Capital
Total		18,838	250	18,588	
Program: Municipal Parking					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWRR00442	Parking Lot Rehabilitation	100	0	100	Tax Capital
Total		100	0	100	
Program: Noise Wall Infrastructure					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWOE00218	Noise Wall Replacement	1,300	0	1,300	Tax Capital
TWOE00270	Noise Wall Replacement	200	0	200	Tax Capital
Total		1,500	0	1,500	
Program: Roadway Rehabilitation					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWRA07728	Road Asphalt Crack Sealing	100	0	100	Tax Capital
TWRR00043	Road Asphalt Crack Sealing	100	0	100	Tax Capital
TWRR00092	Roadway Rehabilitation	24,433	0	24,433	Gas Tax, Tax Capital
TWRR00102	Roadway Rehabilitation	8,030	0	8,030	Gas Tax, Tax Capital
TWRR07762	Roadway Rehabilitation	5,841	0	5,841	Gas Tax
Total		38,504	0	38,504	

Appendix 3 - 2020 Approved Funding - Capital Budget Summary

Roads					
Program: Traffic Management					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWOE00144	Transit Signal Priority (TSP)	340	0	340	Development Charges
TWOE00185	Field Equipment Replacement - Traffic Controllers	190	0	190	Tax Capital
TWOE00186	Traffic Signal Equipment Enhancements	250	0	250	Development Charges
TWOE00188	Traffic Signals - New	900	0	900	Developer Contributions, Development Charges
TWOE00189	Traffic Signals - Rebuild	390	0	390	Tax Capital
TWOE00190	Traffic System and ITS	300	0	300	Development Charges
TWOE00251	Streetlighting	700	0	700	Tax Capital
TWOE00305	Fire Pre-Emption Equipment Replacement	1,500	0	1,500	Tax Capital
TWOE00395	Streetlighting	300	0	300	Tax Capital
TWOE00407	Traffic Calming Program	250	0	250	Tax Capital
TWOE00487	City Entrance Signs	500	0	500	Tax Capital
TWOE006748	Pedestrian Crossover Program	150	0	150	Tax Capital
TWOE006754	Streetlighting	500	0	500	Tax Capital
TWOE007623	Traffic Management Plan	500	0	500	Tax Capital
TWOE008328	Neighborhood Speed Limits	1,630	0	1,630	Tax Capital
Total		8,400	0	8,400	
Program: Works Fleet and Equipment Management					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWOE00247	Specialized Equipment	50	0	50	Tax Capital
TWOE00249	Vehicle & Equipment Replacement	3,291	0	3,291	Tax Capital
TWOE00252	New Vehicles & Equipment	195	0	195	Development Charges
TWOE00440	BIA Waste Equipment	25	0	25	Tax Capital
TWOE007628	Specialized Equipment	120	0	120	Tax Capital
Total		3,681	0	3,681	

Appendix 3 - 2019 Approved Funding - Capital Budget Summary

Roads					
Program: Works Improvement					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWOE00181	Salt Management Program	50	0	50	Tax Capital
Total		50	0	50	

Parks, Forestry & Environment					
Program: Environment					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CMPF007867	Litter Mitigation Study	40	0	40	Other Reserves & Reserve Funds
CMPF007868	Single-Use Plastics Reduction Strategy	40	0	40	Other Reserves & Reserve Funds
Total		80	0	80	

Program: Forestry					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CMPF00293	Encroachment Management & Rehabilitation	30	0	30	Tax Capital
CMPF00302	Emerald Ash Borer Management Program	4,105	0	4,105	Tax Capital
CMPF00340	Tree Planting (New)	100	0	100	Tax Capital
CMPF006226	Tree Replacements	988	0	988	Tax Capital
CMPF006700	Tree Planting (New)	477	0	477	Developer Contributions
CMPF007872	Tree Canopy Aerial Survey	80	0	80	Tax Capital
CMPF007873	Urban Forest Management	300	0	300	Tax Capital
Total		6,080	0	6,080	

Program: New Park Development & Amenities					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CMPF000570	Park Development - Zonta Meadows (P_294)	556	0	556	Development Charges, Tax Capital
CMPF000892	Park Development - Not Yet Named (F_411) (Rogers)	393	0	393	Development Charges, Tax Capital
CMPF001308	Park Development - Not Yet Named (F_034) (Pinnacle)	79	0	79	Development Charges, Tax Capital

Appendix 3 - 2020 Approved Funding - Capital Budget Summary

Parks, Forestry & Environment					
Program: New Park Development & Amenities					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CMPF00455	Park Development - Scholars' Green (P_507) (Downtown 21)	3,798	1,519	2,279	Development Charges, Tax Capital
CMPF004958	Hancock Building and Site Servicing (P_508)	578	0	578	Planning Act Reserve Funds
CMPF00500	Park Development - Not Yet Named (F_034) (Pinnacle)	786	0	786	Development Charges, Tax Capital
CMPF006236	New Amenities - Leash Free	59	0	59	Development Charges, Tax Capital
CMPF006725	New Trail Development	587	0	587	Development Charges, Tax Capital
CMPF007513	Park Development - Harbour West -(P_112) Marina Park	583	0	583	Development Charges, Tax Capital
CMPF007884	Park Development - Churchill Meadows Community Centre Park - Addition (P_459) (Argo)	165	0	165	Development Charges, Tax Capital
Total		7,584	1,519	6,064	
Program: Park Redevelopment & Renewal					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CMPF006327	Park Maintenance - Parking lots	130	0	130	Tax Capital
CMPF007893	Shoreline Monitoring & Evaluation	60	0	60	Other Reserves & Reserve Funds
CMPF000685	Trail Reconstruction Program	1,060	0	1,060	Tax Capital
CMPF000734	Playground Redevelopment Program	1,941	48	1,893	Tax Capital
CMPF000957	Sport Field and Court Rehabilitation	1,668	0	1,668	Tax Capital
CMPF000986	Park Furniture Replacement	55	0	55	Tax Capital
CMPF001009	Landscape Repairs, Site Rehabilitation and Emergency Maintenance	235	0	235	Tax Capital
CMPF005711	Marina Dock Replacement - Lakefront Promenade	620	0	620	Tax Capital
CMPF00578	PARKS Major Park Redevelopment - Paul Coffey Park	1,055	0	1,055	Tax Capital
CMPF006093	Park Building Rehabilitation Program	200	0	200	Tax Capital
CMPF006112	Port Credit Harbour Dredging	540	0	540	Tax Capital
CMPF006113	New Amenities - Shade Structures	250	0	250	Tax Capital
CMPF006328	Installation of Columbarium	189	0	189	Tax Capital
CMPF006541	New Amenities - Basketball Hoops	127	0	127	Tax Capital
CMPF007036	Bridge Structural Evaluation Review	40	0	40	Other Reserves & Reserve Funds

Appendix 3 - 2020 Approved Funding - Capital Budget Summary

Parks, Forestry & Environment					
Program: Park Redevelopment & Renewal					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CMPF00836	Bridge Rehabilitation Program	632	0	632	Tax Capital
CMPF04146	Boardwalk Replacement - Lakefront Promenade (Cashflowed)	1,047	0	1,047	Tax Capital
CMPF04380	Spray Pad Rehabilitation	59	0	59	Tax Capital
CMPF04438	Irrigation System Replacement (Cashflowed)	60	0	60	Tax Capital
Total		9,968	48	9,919	
Program: Parkland Acquisition					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CMPF00331	Parkland Acquisition Program	110	0	110	Planning Act Reserve Funds
Total		110	0	110	
Program: Parks Vehicles & Equipment					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CMPF00643	Vehicles & Equipment	561	0	561	Development Charges, Planning Act Reserve Funds, Tax Capital
Total		561	0	561	

Appendix 3 - 2020 Approved Funding - Capital Budget Summary

Business Services					
Program: Administration					
Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPBS006352	Customer Service Strategy	397	0	397	Tax Capital
CPBS006765	Digital Human Resources and Payroll Records Management	59	0	59	Tax Capital
CPBS007771	Payroll Enhancement	310	0	310	Tax Capital
CPBS007772	Employee Communications Modernization (Proof of Concept)	200	0	200	Tax Capital
CPBS008023	Green and Sustainability Accounting Implementation	50	0	50	Tax Capital
CPBS008252	2021 DC Background Study and By-Law	382	0	382	Development Charges
Total		1,398	0	1,398	

Mississauga Library					
Program: Library Buildings					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CMLS00059	Central Library Redevelopment	1,500	0	1,500	Tax Capital
CMLS004220	Automated Materials Sortation	110	0	110	Tax Capital
CMLS005016	Renovations to various locations	62	0	62	Tax Capital
CMLS006254	Makerspace Mississauga (Malton)	455	0	455	Tax Capital
Total		2,127	0	2,127	

Program: Library Materials & Equipment					
Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMLS005024	Public Use Furniture and Equipment	200	0	200	Tax Capital
CMLS006644	Modernizing Customer Facing Library Tech	291	0	291	Tax Capital
CMLS007841	Enhanced Customer Access	985	0	985	Tax Capital
CMLS007843	Creative Cloud & Apple Care Licenses	218	0	218	Tax Capital
CMLS007844	Security Action Plan	200	0	200	Tax Capital
Total		1,895	0	1,895	

Appendix 3 - 2020 Approved Funding - Capital Budget Summary

Recreation					
Program: Recreation Infrastructure Projects					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CMPF04255	Community Parks Phase 1 Site Servicing, Park Amenities Churchill Meadows CC	3,223	0	3,223	Development Charges, Tax Capital
CMRC00080	Renovations and rehabilitation projects	665	0	665	Tax Capital
CMRC00086	Carmen Corbasson CC Indoor Pool Redevelopment	1,500	0	1,500	Development Charges, Tax Capital
CMRC00087	Burnhamthorpe CC Indoor Pool Redevelopment	3,500	0	3,500	Development Charges, Tax Capital
CMRC00092	BraeBen Golf Course Upgrade Irrigation System	590	0	590	Tax Capital
CMRC006244	Pylon Sign Redevelopment	60	0	60	Tax Capital
CMRC007861	Clarkson School Pool Demolition	1,800	0	1,800	Tax Capital
Total		11,338	0	11,338	
Program: Recreation Vehicles and Equipment					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CMRC00069	Program Furniture and Equipment	720	0	720	Tax Capital
Total		720	0	720	
Information Technology					
Program: Applications					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CPIT006404	Desktop Operating System Upgrade	307	0	307	Tax Capital
CPIT006408	CLASS Replacement Project	250	0	250	Tax Capital
CPIT006783	Work Management and Resource Capacity Planning Solutions	123	0	123	Tax Capital
CPIT007116	SAP S4 HANA Upgrade (part of the SAP Roadmap)	6,910	0	6,910	Tax Capital
CPIT007120	SuccessFactors Sustainment Services	125	0	125	Tax Capital
CPIT007410	eCity Hosting and Online Services Hosting and Services	750	0	750	Tax Capital
CPIT007422	MAX - Online Services	250	0	250	Tax Capital

Appendix 3 - 2020 Approved Funding - Capital Budget Summary

Information Technology					
Program: Applications					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CPIT007433	TXM Platform Maintenance	1,125	0	1,125	Tax Capital
CPIT007488	Library Integrated Library System (ILS Sirsi Dynix)	400	0	400	Tax Capital
CPIT007490	AirWatch System Upgrade and Staff Training	50	0	50	Tax Capital
CPIT007626	Faster System - New	1,300	0	1,300	Tax Capital
CPIT007627	Telematics-AVL/GPS Project	225	0	225	Tax Capital
CPIT008041	eCity Web and Mobile	900	0	900	Tax Capital
CPIT008044	IT Security Program 2020	380	0	380	Tax Capital
CPIT008045	Desktop Software Licenses 2020	900	0	900	Tax Capital
CPIT008046	IT Security Enhancements 2020	150	0	150	Tax Capital
CPIT008048	TXM Workplan 2020	350	0	350	Tax Capital
CPIT008052	CPS-CMO IT Upgrade Program - Replacement	200	0	200	Tax Capital
CPIT008054	Parksmart - Auto Process	100	0	100	Tax Capital
CPIT008055	Delphi Applications	125	0	125	Tax Capital
CPIT008056	Nice Radio and Voice Recording System for Transit	150	0	150	Tax Capital
CPIT008058	SAP Legislative Changes and Enhancements 2020	150	0	150	Tax Capital
CPIT008060	Fiori Timesheets Enhancement	200	0	200	Tax Capital
CPIT008061	SAP Enhancements - benefit changes	100	0	100	Tax Capital
CPIT008068	SCSM Lifecycle Replacement	150	0	150	Tax Capital
CPIT008074	Server Applications	593	0	593	Tax Capital
CPIT008256	Software New Hires - City Wide 2020	343	0	343	Tax Capital
Total		16,607	0	16,607	
Program: Geospatial Solutions					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWOE00183	Survey and Control Network	50	0	50	Tax Capital
TWOE00184	Topographical Updating	200	0	200	Tax Capital
Total		250	0	250	

Appendix 3 - 2020 Approved Funding - Capital Budget Summary

Information Technology					
Program: PC Replacement & Peripherals					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CPIT007445	Library Public PC Replacement	120	0	120	Tax Capital
CPIT008063	PC/Notebook/Tablet Lifecycle 2020	1,735	0	1,735	Tax Capital
CPIT008069	Network Services UPS Business Continuity	210	0	210	Tax Capital
Total		2,065	0	2,065	
Program: Infrastructure					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CPIT007412	VCOM Mobile Radio	530	0	530	Tax Capital
CPIT007426	Network Fibre	1,180	0	1,180	Tax Capital
CPIT007440	AV Lifecycle Replacement of Projectors and Screens at Garry W Morden Centre	325	0	325	Tax Capital
CPIT007625	Tech Hub Expansion (2020)	50	0	50	Tax Capital
CPIT007629	Smart City Master Plan Implementation	150	0	150	Tax Capital
CPIT007634	IT Legal Counsel	160	0	160	Tax Capital
CPIT007641	Automated Staff Scheduling Solution	224	0	224	Tax Capital
CPIT008062	Decommission PeopleSoft servers	250	0	250	Tax Capital
CPIT008065	Special IT Equip - Includes Public 2020	250	0	250	Tax Capital
CPIT008070	Switches and Routers	2,456	0	2,456	Tax Capital
CPIT008071	VoIP Systems & Phones	150	0	150	Tax Capital
CPIT008072	Server and Storage Replacement & Expansion	1,900	0	1,900	Tax Capital
CPIT008076	Network Wireless Infrastructure	673	0	673	Tax Capital
CPIT008079	Network Security Infrastructure	950	0	950	Tax Capital
Total		9,248	0	9,248	

Appendix 3 - 2020 Approved Funding - Capital Budget Summary

Facilities & Property Management					
Program: Infrastructure and Performance Improvements					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CPFP006561	City Hall Ground Floor - Technology and Wayfinding Improvements	1,310	0	1,310	Tax Capital
CPFP007199	Furniture & Relocations Improvements - City Wide	334	0	334	Tax Capital
CPFP007255	Security Enhancements - Various Locations	130	0	130	Tax Capital
CPFP007583	Real Property Administration Solution	239	0	239	Tax Capital
CPFP008102	Facility Renewal - City Centre Transit Terminal/ Square One Bus Terminal - Phase 2	2,800	0	2,800	Gas Tax, Tax Capital
CPFP008114	Security Enhancements - Various Locations 2020	302	0	302	Tax Capital
CPFP008176	Energy Enhancement - Various Locations	1,456	0	1,456	Tax Capital
CPFP008178	Furniture & Relocations Improvements - City Wide 2020	810	0	810	Tax Capital
CPFP008262	Infrastructure and Performance Improvements (Energy Enhancements)	1,500	0	1,500	Tax Capital
Total		8,881	0	8,881	
Program: Lifecycle Renewal and Rehabilitation					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CPFP005848	Pathway Lighting - East	230	0	230	Tax Capital
CPFP006430	Elevators Renewal-Variou Locations	1,325	0	1,325	Tax Capital
CPFP007145	Arena Renewal - Carmen Corbasson/Cawthra CC Arena	680	0	680	Tax Capital
CPFP007148	Arena Renewal - Erin Mills Twin Arena	2,113	0	2,113	Tax Capital
CPFP007151	Arena Renewal - Iceland Arena	1,200	0	1,200	Tax Capital
CPFP007154	Arena Renewal - Meadowvale Four Rinks Arena	327	0	327	Tax Capital
CPFP007158	Arena Renewal - Paramount Fine Foods Centre	1,000	0	1,000	Tax Capital
CPFP007162	Arena Renewal - Tomken Twin Arena	129	0	129	Tax Capital
CPFP007168	City Centre Transit Terminal/ Square One Bus Terminal - Fire Panel Assessment Design	27	0	27	Tax Capital
CPFP007171	Erin Meadows CC Pool & Library - Mechanical Systems Renewal	933	0	933	Tax Capital

Appendix 3 - 2020 Approved Funding - Capital Budget Summary

Facilities & Property Management					
Program: Lifecycle Renewal and Rehabilitation					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CPFP007173	Facility Renewal - Clarkson CC Pool & Arena	1,817	0	1,817	Tax Capital
CPFP007176	Facility Renewal - Frank McKechnie CC Pool & Library	2,238	0	2,238	Tax Capital
CPFP007194	Mississauga Valley CC Pool & Arena - Roof and Mechanical Systems Renewal	1,165	0	1,165	Tax Capital
CPFP007224	Lighting Renewal - Various Locations	1,193	0	1,193	Tax Capital
CPFP007230	Mechanical Systems and Controls Renewal - Edward J. Dowling Transit Facility (Bldg ABCD)	1,346	0	1,346	Tax Capital
CPFP007243	Roof and RTU Renewal - Various Locations	1,708	0	1,708	Tax Capital
CPFP007252	Salt Dome Renewal - Various Locations	419	0	419	Tax Capital
CPFP007263	Site and Parking Lot Renewals - Various Locations	758	0	758	Tax Capital
CPFP008097	Water Heater Replacement Program - Various Locations	135	0	135	Tax Capital
CPFP008099	Parking Lot Replacements and Improvements - Various Sites	317	0	317	Tax Capital
CPFP008123	Parking Lot Lighting Replacements - Various Sites	274	0	274	Tax Capital
CPFP008170	Inspections-Variou Locations	200	0	200	Tax Capital
CPFP008171	Various Emergency Repairs	1,200	0	1,200	Tax Capital
CPFP008174	Arena Renewal - Meadowvale Four Rinks (Arena)	450	0	450	Tax Capital
CPFP008180	Hoists Renewal - Transit Facilities	5,362	0	5,362	Gas Tax, Tax Capital
Total		26,545	0	26,545	
Program: Services and Operations					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CPFP006515	Space Planning Relocations - Central Library	265	0	265	Tax Capital
CPFP008175	Building Controls Renewal - Various Locations	406	0	406	Tax Capital
CPFP008179	Furniture & Relocations Services - City Wide	829	0	829	Tax Capital
Total		1,500	0	1,500	

Appendix 3 - 2019 Approved Funding - Capital Budget Summary

Land Development Services					
Program: Building					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
PB006017	Interactive Zoning By-Law	141	0	141	Tax Capital
PB006374	ePlans Upgrades	100	0	100	Tax Capital
PB007107	Digitization of Building Permits	30	0	30	Other Reserves & Reserve Funds
PB008084	Planning and Building Fees and Charges Review	100	0	100	Other Reserves & Reserve Funds
Total		371	0	371	
Program: City Planning Strategies					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
PB005169	Strategic Waterfront Implementation	200	0	200	Development Charges, Other Reserves & Reserve Funds
PB005664	3D City Model	125	0	125	Tax Capital
PB005671	Innovative Planning Tools	100	0	100	Development Charges, Other Reserves & Reserve Funds
PB005672	Planning and Building Digital Strategy	175	0	175	Tax Capital
PB005674	Special Planning Studies	150	0	150	Development Charges, Other Reserves & Reserve Funds
PB006371	Municipal Growth Management	300	0	300	Development Charges, Tax Capital
PB006375	Community Engagement Strategy -Imagining	150	0	150	Other Reserves & Reserve Funds
PB008082	Major Transit Station Area (MTSA) Studies	250	0	250	Development Charges, Other Reserves & Reserve Funds
Total		1,450	0	1,450	
Program: Development & Design					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
PB008083	Green Development Strategy	200	0	200	Tax Capital
Total		200	0	200	

Appendix 3 - 2020 Approved Funding - Capital Budget Summary

Culture					
Program: Culture Buildings & Assets					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CMCL00066	Heritage Facilities Maintenance	50	0	50	Tax Capital
CMCL00069	Meadowvale Theatre Renovation	497	0	497	Tax Capital
CMCL00129	Small Arms Building Renovation (The Bridge)	513	100	413	Tax Capital
CMCL00133	Youth Priorities Study	20	0	20	Other Reserves & Reserve Funds
Total		1,080	100	980	
Program: Culture Materials & Equipment					
Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CMCL00038	Public Art Program	130	0	130	Other Reserves & Reserve Funds
CMCL00120	Celebration Square Lighting Equipment-Stage Lights	35	0	35	Tax Capital
CMCL00127	Digital Public Art Program	50	0	50	Other Reserves & Reserve Funds
CMCL00157	Vehicle - Tech Support	35	0	35	Tax Capital
Total		250	0	250	
Regulatory Services					
Program: Vehicles, Equipment and Other					
Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWRG06619	Parking Enforcement Systems	458	0	458	Tax Capital
TWRG07565	Online License Solution	775	0	775	Tax Capital
TWRG07662	Additional Animal Services Support Vehicle	50	0	50	Tax Capital
TWRG07667	Addition of Animal Services Education Vehicle	55	0	55	Tax Capital
Total		1,338	0	1,338	

Appendix 3 - 2020 Approved Funding - Capital Budget Summary

Legislative Services					
Program: City Clerk's					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CPLS006767	EDRMS 2019	170	0	170	Tax Capital
CPLS006774	Agenda Management Upgrade	285	0	285	Tax Capital
CPLS007585	Court Modernization Project – Technology review	242	0	242	Tax Capital
Total		696	0	696	
Program: Elections					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CPLS007082	Elections Project Info Centre upgrade	725	0	725	Tax Capital
Total		725	0	725	
Program: POA					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CPLS005704	Enhanced Courthouse Security	25	0	25	Tax Capital
Total		25	0	25	
Program: Print Shop					
Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CPLS003528	Large Format Printer replacement- Print Shop	80	0	80	Tax Capital
Total		80	0	80	
Total Capital Budget		236,884	1,917	234,967	

Appendix 4 - Summary of Full Time Equivalents

Fire and Emergency Services

Program	2019	2020	2021	2022	2023
Building Maintenance	3.0	3.0	3.0	3.0	3.0
Divisional Support Services	49.0	52.0	56.0	57.0	58.0
Vehicle Maintenance	11.0	13.0	14.0	14.0	14.0
Prevention	55.0	67.0	77.0	83.0	83.0
Suppression	634.0	634.0	634.0	654.0	674.0
Total Service Distribution	752.0	769.0	784.0	811.0	832.0

MiWay

Program	2019	2020	2021	2022	2023
Business Development	81.1	80.1	79.1	79.1	79.1
Business System	20.0	20.0	20.0	20.0	20.0
Office of Director	2.0	4.0	4.0	4.0	4.0
Operations	1,163.4	1,187.4	1,211.4	1,235.4	1,260.4
Maintenance	193.2	193.2	193.2	193.2	193.2
Rapid Transit	12.0	12.0	12.0	12.0	12.0
Total Service Distribution	1,471.7	1,496.7	1,519.7	1,543.7	1,568.7

Roads

Program	2019	2020	2021	2022	2023
Corporate Fleet Maintenance	28.5	32.5	32.5	28.5	28.5
Crossing Guards	82.7	82.7	82.7	82.7	82.7
Infrastructure Planning and Engineering	77.4	79.0	79.0	79.0	78.0
Maintenance Control *	139.9	138.4	138.4	138.4	138.4
Municipal Parking	5.0	7.0	7.0	7.0	6.0
Streetlighting	2.0	3.0	3.0	3.0	3.0
Survey and Inspection	59.8	59.8	59.8	59.8	59.8
Traffic Management	70.6	83.6	70.6	70.6	70.6
Total Service Distribution	465.8	485.9	472.9	468.9	466.9

* Cleaning & Litter Pick-up and Winter Maintenance are included within Maintenance Control

Appendix 4 - Summary of Full Time Equivalents

Parks, Forestry and Environment

Program	2019	2020	2021	2022	2023
CMS Departmental Support Services	4.0	4.0	4.0	4.0	4.0
Divisional Support Services	2.0	2.0	2.0	2.0	2.0
Environment	10.3	10.3	12.3	12.3	12.3
Forestry	60.8	60.8	60.8	60.8	60.8
Park Planning and Development	34.9	33.9	33.9	33.9	33.9
Parks Operations	248.8	254.4	254.7	255.2	255.5
Total Service Distribution	360.8	365.4	367.7	368.2	368.5

Business Services

Program	2019	2020	2021	2022	2023
Corporate Performance and Innovation	16.5	16.5	16.5	17.5	17.5
Finance	76.1	80.6	81.6	77.6	77.6
Human Resources	75.9	76.9	75.9	75.9	75.9
Revenue and Materiel Management	68.3	69.3	69.3	71.3	71.3
Strategic Communications	64.6	66.2	66.2	65.2	65.2
Total Service Distribution	301.4	309.5	309.5	307.5	307.5

Mississauga Library

Program	2019	2020	2021	2022	2023
Administration, Planning and Other	7.0	9.7	12.1	13.1	13.1
Central Library and Community Development	63.5	65.5	65.5	65.5	65.5
Facilities Operations	194.7	194.4	194.4	194.4	194.4
Collection	41.4	38.7	36.7	36.7	36.7
Total Service Distribution	306.6	308.3	308.6	309.6	309.6

Recreation

Program	2019	2020	2021	2022	2023
Aquatics, Therapeutic and Fitness Programming	221.8	220.8	220.8	220.8	220.8
Divisional Support Services	81.9	85.1	85.1	85.1	85.1
Recreation Facilities and Programs	547.8	559.0	581.2	581.2	581.2
Total Service Distribution	851.6	864.9	887.1	887.1	887.1

Appendix 4 - Summary of Full Time Equivalents

Information Technology

Program	2019	2020	2021	2022	2023
IT Administration, Strategy and Innovation	27.8	30.8	34.8	26.8	15.8
IT City Services	51.0	51.0	54.0	54.0	53.0
IT Digital Services and Mobility	55.0	55.4	55.4	55.4	55.4
IT Enterprise Business Solutions	26.4	26.4	28.4	29.4	28.4
IT Infrastructure Planning and Operations	37.0	41.0	43.0	43.0	42.0
IT Services Management	22.0	25.3	25.3	25.3	25.3
Total Service Distribution	219.1	229.8	240.8	233.8	219.8

Facilities & Property Management

Program	2019	2020	2021	2022	2023
Asset Management and Accessibility	10.0	10.0	10.0	13.0	14.0
Building Services and Operations	45.7	45.7	46.9	46.9	46.9
Capital Design and Construction	26.0	29.0	29.0	29.0	29.0
Energy Management	7.0	8.0	9.0	9.0	9.0
Facilities Maintenance	29.0	29.0	29.0	30.0	30.0
Office of the Director	6.9	7.8	7.8	7.8	7.8
Realty Services	12.0	15.0	16.0	12.0	12.0
Security Services	74.3	74.4	74.4	74.4	74.4
Total Service Distribution	210.8	218.8	222.0	222.0	223.0

City Manager's Office

Program	2019	2020	2021	2022	2023
City Manager's Office	3.0	2.0	2.0	2.0	2.0
Economic Development	18.5	19.5	19.5	19.5	19.5
Internal Audit	8.0	8.0	8.0	8.0	8.0
Legal Services	57.4	61.4	61.4	61.4	61.4
Total Service Distribution	86.9	90.9	90.9	90.9	90.9

Land Development Services

Program	2019	2020	2021	2022	2023
Building Division	107.0	103.0	103.0	103.0	103.0
City Planning Strategies	38.4	38.4	38.4	38.4	38.4
Development and Design	56.0	56.0	57.0	55.0	55.0
Total Service Distribution	201.5	197.5	198.5	196.5	196.5

Appendix 4 - Summary of Full Time Equivalents

Culture

Program	2019	2020	2021	2022	2023
Culture and Heritage Planning	9.0	9.0	9.0	9.0	9.0
Cultural Services	20.0	20.0	20.0	20.0	20.0
Cultural Support Services	2.0	2.0	2.0	2.0	2.0
Mississauga Celebration Square, Meadowvale Theatre & Tech Services	23.3	23.3	23.3	23.3	23.3
Museums and Small Arms Inspection Building	10.6	10.6	10.6	10.6	10.6
Total Service Distribution	64.9	64.9	64.9	64.9	64.9

Mayor and Members of Council

Program	2019	2020	2021	2022	2023
Mayor's Office	7.0	7.0	7.0	7.0	7.0
Councillors' Offices	34.2	34.2	34.2	34.2	34.2
Total Service Distribution	41.2	41.2	41.2	41.2	41.2

Regulatory Services

Program	2019	2020	2021	2022	2023
Animal Services	37.7	37.7	37.7	37.7	37.7
Compliance and Licensing	30.4	37.4	30.9	30.9	30.9
Enforcement Administration	3.0	3.0	3.0	3.0	3.0
Mobile Licensing	36.0	36.0	36.0	36.0	36.0
Parking Enforcement	51.9	51.9	48.9	48.9	48.9
Total Service Distribution	158.9	165.9	156.4	156.4	156.4

Legislative Services

Program	2019	2020	2021	2022	2023
Elections	4.0	4.0	4.0	8.0	4.0
Office of the City Clerk	44.3	45.3	40.3	40.3	40.3
Printing and Mail Services	13.3	13.3	13.3	13.3	13.3
Provincial Offences Act	31.6	32.6	32.6	31.6	31.6
Total Service Distribution	93.1	95.0	90.0	93.0	89.0

Appendix 4 - Summary of Full Time Equivalents

Stormwater

Program	2019	2020	2021	2022	2023
Administration	2.0	2.0	2.0	2.0	2.0
Planning and Operations	21.5	21.1	21.1	20.1	20.1
Total Service Distribution	23.5	23.1	23.1	22.1	22.1
Total Full Time Equivalents	5,609.6	5,726.7	5,777.3	5,816.8	5,844.1

Appendix 5 - Approved Operating and Capital – Stormwater Budgets

Operating Budgets and Actuals

Stormwater

Description	2017 Actuals \$	2018 Actuals \$	2019 Actuals \$	2017 Budget \$	2018 Budget \$	2019 Budget \$	2020 Budget \$
Expenditures							
Labour Costs	4,702,811	4,689,613	4,647,665	4,201,735	4,965,752	5,067,919	5,064,980
Staff Development Costs	0	537	520	0	0	0	0
Communication Costs	217	601	500	0	1,000	1,000	1,000
Transportation Costs	450,869	504,043	469,792	500,300	467,500	474,500	491,300
Occupancy & City Costs	48,901	38,285	51,544	49,900	54,400	54,670	53,930
Equipment Costs & Maintenance Agreements	30,310	37,662	37,208	45,800	51,800	51,800	48,800
Contractor & Professional Services	3,061,845	2,996,970	3,854,568	3,803,075	3,756,075	3,726,075	3,878,536
Advertising & Promotions	1,192	1,066	18	900	2,900	2,900	22,900
Materials, Supplies & Other Services	206,159	(104,428)	30,980	90,900	85,900	77,900	73,900
Finance Other	72,629	3,243,955	68,669	160,000	140,000	155,000	95,000
Transfers	30,938,921	29,374,662	32,045,193	28,552,963	29,689,092	30,209,902	30,895,628
Debt	1,010,735	1,000,914	990,334	1,010,000	1,000,355	990,301	980,000
Other Operating Expenses	35,821,778	37,094,266	37,549,328	34,213,838	35,249,022	35,744,048	36,540,994
Total Expenditures	40,524,589	41,783,879	42,196,993	38,415,574	40,214,774	40,811,967	41,605,973
Revenues							
Supplementary, Railway & Corridors	0	0	0	0	0	0	0
Payments in Lieu	0	0	0	0	0	0	0
Grants	(25,500)	(7,023)	0	(10,000)	(10,000)	(10,000)	(10,000)
Fees & Service Charges	1,227,172	900,422	1,115,445	3,222,400	2,407,400	2,443,439	2,326,000
Licenses & Permits	(40,773)	(29,139)	(33,456)	(35,000)	(40,000)	(40,000)	(40,000)
Rents, Concessions & Franchise	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0
Penalties & Interest on Taxes	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0
Municipal Accommodation Tax	0	0	0	0	0	0	0
Other Revenue	(139,487)	(123,139)	(120,549)	(46,974)	(46,974)	(46,974)	(46,974)
Transfers From	0	0	0	0	0	0	0
Total Revenues	1,021,411	741,121	961,440	3,130,426	2,310,426	2,346,466	2,229,026
Allocations	0	0	0	0	0	0	0
Net Expenditures	41,546,000	42,525,000	43,158,433	41,546,000	42,525,200	43,158,433	43,835,000 *

*2019 Actual expenses are based on first year-end close

Appendix 5 - 2020 Approved Funding – Operating and Capital – Stormwater Budgets

Capital Budget

Program: Storm Sewers

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
TWSD00323	Storm Sewer Oversizing - Various Locations	270	0	270	Development Charges
TWSD00410	Storm Sewer Renewal	2,000	0	2,000	Stormwater Charge
TWSD00453	Storm Sewer Cross-Connection Rehabilitations - Various Locations	100	0	100	Stormwater Charge
TWSD00465	Mississauga LRT Storm Sewer Improvements	6,034	0	6,034	Development Charges, Stormwater Charge
TWSD00512	Roadway Rehabilitation Storm Sewer Contributions	734	0	734	Stormwater Charge
TWSD007683	QEW Culvert Contributions	200	0	200	Stormwater Charge
TWSD007684	Storm Sewers Improvements - Mattawa Ave et al.	200	0	200	Stormwater Charge
TWSD007685	Storm Sewers Improvements - Britannia Rd E	500	0	500	Stormwater Charge
Total		10,038	0	10,038	

Program: Storm Studies

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
TWSD00395	Storm Sewers Condition Assessment & Survey	1,000	0	1,000	Stormwater Charge
TWSD00519	SWMF Prioritization Study	250	0	250	Stormwater Charge
TWSD007687	Stormwater Outreach & Education	25	0	25	Stormwater Charge
TWSD076860	NDMP Contribution to CVC	30	0	30	Stormwater Charge
Total		1,305	0	1,305	

Appendix 5 - 2020 Approved Funding – Operating and Capital – Stormwater Budgets

Capital Budget

Program: SWM Facilities and Flood Relief Works

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
TWSD00150	Monitoring and minor modification of Storm Water Management Facilities - Various Locations	80	0	80	Development Charges, Stormwater Charge
TWSD00210	Cooksville Creek Flood Storage Facility - Bristol Rd E, west of Kennedy Rd (Frank McKechnie Community Centre)	7,900	0	7,900	Development Charges, Stormwater Charge
TWSD00348	Lisgar Improvements	300	0	300	Stormwater Charge
TWSD007688	Quality Control Retrofit Feasibility Study and Pre-Engineering	500	0	500	Stormwater Charge
TWSD007689	SWM Pond Dredging & Rehabilitation	1,200	0	1,200	Stormwater Charge
TWSD007690	TRCA Partnership - Etobicoke Creek at Derry and Dixie	500	0	500	Development Charges, Stormwater Charge
Total		10,480	0	10,480	

Appendix 5 - 2020 Approved Funding – Operating and Capital – Stormwater Budgets

Capital Budget

Program: Watercourse Erosion Control

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWSD00148	Minor Erosion Control Works - Various Locations	330	0	330	Development Charges, Stormwater Charge
TWSD00191	Mimico Creek Erosion Control - Etude Drive to Derry Road East	400	0	400	Development Charges, Stormwater Charge
TWSD00247	Sheridan Creek Erosion Control - Lushes Ave. to behind Fletchers Valley Cres.	3,700	0	3,700	Development Charges, Stormwater Charge
TWSD00362	Cooksville Creek Erosion Control - Camilla Road to North Service Road	200	0	200	Development Charges, Stormwater Charge
TWSD00374	Mimico Creek erosion control, upstream and downstream of Rena Rd	1,500	0	1,500	Development Charges, Stormwater Charge
TWSD00381	Loyalist Creek Erosion Control - Between Thornlodge Drive	400	0	400	Development Charges, Stormwater Charge
TWSD007677	Carolyn Creek Erosion Control - Credit River Outlet Channel	200	0	200	Development Charges, Stormwater Charge
TWSD007678	Wolfedale Creek Erosion Control - Burnhamthorpe Rd. to Credit River	600	0	600	Development Charges, Stormwater Charge
TWSD007679	Credit River Erosion Control - Adjacent to Ostler Court	200	0	200	Development Charges, Stormwater Charge
TWSD007680	Etobicoke Creek Erosion Control - behind Ponytrail Drive to Bloor Street	1,800	0	1,800	Development Charges, Stormwater Charge
TWSD007681	Cooksville Creek Erosion Control - CP Rail to Kirwin Avenue	280	0	280	Development Charges, Stormwater Charge
TWSD007682	Cooksville Creek Erosion Control - Upstream of Central Parkway Blvd.	1,000	0	1,000	Development Charges, Stormwater Charge
Total		10,610	0	10,610	
Total Stormwater Capital Budget		32,433	0	32,433	



City Business Plan and Budget

2020-2023 Business Plan
& 2020 Budget

Table of Contents

Our Vision for the Future.....	2
Message from the City Manager	3
Welcome to the City of Mississauga.....	4
City Planning Framework	11
Highlights of the 2020 Business Plan & Budget.....	14
Your City Dollars at Work: Progress in 2019	29
Awards and Achievements	34
Performance Measurement	35
City Organization	38
Executive Summaries of Service Areas.....	42
Fire & Emergency Services	43
MiWay	44
Roads	45
Parks, Forestry & Environment	46
Business Services.....	47
Mississauga Library System	48
Recreation	49
Information Technology.....	50
Facilities & Property Management	51
City Manager's Office.....	52
Land Development Services	53
Culture.....	54
Regulatory Services	55
Legislative Services	56
City Budget & Financial Overview.....	57
Operating Budget	57
Capital Program	65
Capital Financing	70
Long-Range Outlook	75
Staffing Impacts of Proposed Budget.....	77
City Property Tax Impact.....	78
List of Appendices	87

Our Vision for the Future

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

A place where people choose to be.



Message from the City Manager

Mayor and Members of Council:

As Mississauga continues to evolve, our budget priorities reflect the changing needs of our city. Despite the challenges of responding to a growing population, aging infrastructure, delivering higher-order transit and managing neighbourhood redevelopment – we remain in good financial shape and well positioned for the future.



Residents have told us they are proud to say they are from Mississauga. As an innovative, inclusive young city, we continue to undergo positive transformation.

Our commitment to fiscal responsibility is at the core of our business planning and budgeting process. Based on our experience, we know that providing robust data and information to Council during this process helps you make the decisions that shape our city and allow us to achieve our strategic goals.

The City's budget allocates funding and resources to deliver services and maintain the infrastructure that residents and businesses depend on while meeting our City's operational and strategic goals.

We understand that it is critical for Mississauga to deliver value for money. We also must have an eye to the future.

We're moving forward and making important investments in transportation, fire and road safety, the environment, infrastructure and our local economy – working to build a city that is right for everyone. These priorities support the five pillars of Mississauga's Strategic Plan – Move, Belong, Connect, Prosper and Green.

Our Long-Range Financial Plan shows the City is in a strong position to maintain current service levels over the next 10 years.

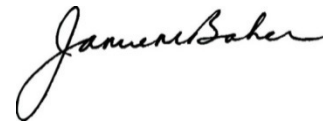
Like any growing city, we face challenges. To help overcome some of these challenges, we look for innovative solutions, partnerships and funding from other levels of government. Our corporate-wide Lean program is helping drive innovation as well as creating cost savings and efficiencies. The four per cent Municipal Accommodation Tax (MAT) has helped grow local tourism and the economy.

We appreciate and acknowledge the contributions made through the federal and provincial governments, including the Investing in Canada Infrastructure Plan (ICIP), Public Transit Infrastructure Fund (PTIF), Municipalities for Climate Innovation Program and the Clean Water and Wastewater Fund (CWWF) for stormwater infrastructure improvements. 2020 will see the start of construction of our Hurontario LRT, a \$2 billion investment by the Province of Ontario to enhance transit service in Mississauga.

We welcome resident input through the City's website, Budget Committee meetings and communication with ward councillors.

I would like to thank City staff for their work in putting together the 2020-2023 Business Plan & 2020 Budget. I look forward to working in 2020 with you to advance on our Strategic Plan and deliver real service and value to the people who live, work and play in Mississauga.

Sincerely,

A handwritten signature in black ink that reads "Janice M. Baker". The signature is fluid and cursive, with the first name being the most prominent.

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

Welcome to the City of Mississauga

Mississauga is a world class city. For a city that is relatively young compared to other major cities, having been incorporated in 1974, it has evolved into a community that is home to thousands of residents and businesses. Tourism has grown, attracting people from all over to local events and festivals. We are a place that celebrates diversity and inclusion, where all people are welcomed.

Even though Mississauga is considered “built out” there is considerable opportunity for development in the city. You can see cranes in many parts of the city, constructing residential buildings, office buildings, recreation facilities and infrastructure. As we grow so does the demand for increased services. The business plans contained within this document report on what we do, how we do it and what is coming next.

In line with excellence in service delivery is the concept of value for money. Mississauga is well managed and in good financial shape. The City ensures fiscal responsibility while providing the services that are needed by residents so that they are able to live, work and play comfortably. It is important that we remain competitive and continue to attract industries that provide essential jobs to residents within our community. Mississauga is a net importer of labour, attracting talent from neighbouring municipalities.

Creating efficiency in processes to improve service delivery and contain costs has become part of our culture. Staff are trained in Lean practices and apply this knowledge daily to make their work easier while improving the customer experience.

The world is changing and the pace is fast. In order to keep up, we need to be able to adapt to changes quickly. Changes can be spurred by adjustments to industry standards (e.g., technology upgrades), market variables that drive up costs (e.g., diesel fuel and asphalt), or legislation changes passed by other levels of

government. Whatever the source, we are equipped for changes and have built resilience into our business practices.

Location

Mississauga is a young, vibrant and diverse community that more than 777,000 people call home. It is the sixth-largest city in Canada, located just a 30-minute drive from downtown Toronto and a 90-minute drive from the U.S. border.

At 72,184 acres (29,212 hectares), Mississauga’s physical area is larger than that of Paris, Boston, or Seattle. The city boasts 22 kilometres of waterfront on Lake Ontario and is filled with numerous parks, recreation facilities and bicycle paths.



Economy

As the City continues to grow, advance on its priorities and invest in critical infrastructure, Mississauga becomes a place where companies large and small want to locate. This provides local jobs and stimulates economic investment. It also spurs competition and innovation. Seventy-five Fortune 500 companies and 1,400 multinational firms are located in Mississauga. There are more than 94,000 registered businesses in Mississauga of which approximately 75 per cent are home-based businesses (source: Statistics Canada, June 2018). Mississauga is proud of its strong life sciences, advanced manufacturing, financial

services, insurance and real estate, and information technology and communications sectors. The City also looks for opportunities to help advance other key economic industries, such as aerospace.

According to a report prepared by McKinsey & Company, Mississauga (located in the Toronto-Waterloo Innovation Corridor) has the potential to become part of one of the world's top innovation ecosystems.

The City was awarded, for the second year in a row, Top Mid-sized City of the Future by Foreign Direct Investment (fDi) magazine. Mississauga has gained a reputation as a hub for advanced manufacturing, recording the highest number of companies in the mid-sized city category. There are a number of companies locating in our city that are driving innovation in a variety of sectors while attracting investment and specialized talent.

Mississauga is home to two post-secondary schools, the University of Toronto and Sheridan College. The City works with both organizations and supports a variety of their programs, such as their innovation hubs. The City worked with both institutions to implement the Edu-roam/virtual campus, connecting the City with 170 post-secondary institutions around the world, as well as an annual Hackathon. Mississauga also partners with Sheridan to enable student, intern and co-op placements.

There are another 30 post-secondary institutions within an easy commute from Mississauga, making it an attractive location not only for residents but for businesses too.

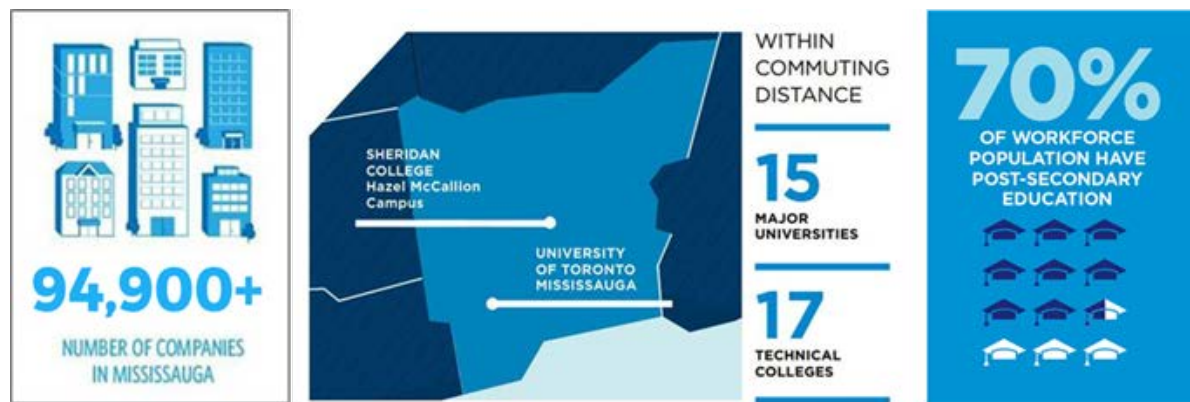
Getting Around

MiWay, Mississauga's transit service, is the third-largest municipal transit system in Ontario. MiWay customers boarded its buses 57 million times in 2018. MiWay provides connections to neighbouring and regional transit service providers across the Greater Toronto Area (GTA).

By the end of 2019, the MiWay bus fleet will consist of 500 buses, of which 25 will be hybrid-electric (15 first-generation introduced in 2010, and 10 new second-generation), with the remaining 475 powered by clean diesel. Hybrid-electric buses will make up five per cent of MiWay's total fleet.

Mississauga is the only city in the GTA that is serviced by seven major highways. Two national railways link the city to the rest of the country. Mississauga is also home to Toronto Pearson International Airport, Canada's largest and busiest airport, where 75 airlines provide easy access to worldwide shipping and travel.

The City has 5,666 lane kilometres of road network. Mississauga's cycling network includes approximately 573 kilometres of multi-use trails, park paths, bicycle lanes and signed bike routes.



Our Residents

Our residents speak over 148 languages, including Urdu, Arabic, Polish and Mandarin. Of Mississauga's population 15 years and older, 47.9 per cent are married or living common law, and a larger number of families have children as compared to the Ontario average. More than two-thirds of the city's workforce population have a post-secondary education and the employment rate is above the national average

Quality and Stability

The City's 2019 Citizen Satisfaction Survey found that 89 per cent of Mississauga resident respondents rate their quality of life as excellent or good. Eighty-one per cent of residents surveyed indicated overall satisfaction with the services that the City provides. Since the last survey in 2017, citizen satisfaction rates have remained high for most services.

Mississauga is a recognized leader in financial management. For the past 16 years, the City has received bond rating agency Standard & Poor's highest credit rating: 'AAA'. This achievement is based on a consistent track record which includes positive financial outcomes that are supported by prudent, forward-looking, fiscally responsible budget policies. Sound financial management, debt management and long-range financial planning secure this, the highest possible rating a municipal government can achieve.



The City has earned an award for excellence in financial reporting from the international Government Financial Officers Association for 21 consecutive years, and has received GFOA's Distinguished Budget Award for 29 consecutive years.

Our Values

City business and service delivery align with the three corporate values: trust, quality and excellence. The values guide our decisions and actions and are fundamental to the relationships we have with all our stakeholders.

Trust

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

Quality

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



Excellence

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

City Governance

Governed by the Mayor and 11 Councillors, the City provides services to the community in the areas of Fire & Emergency Services; Roads; Transit; Parks, Forestry, & Environment; Libraries; Recreation; Land Development Services; Culture; Regulatory Services; Legislative Services; and Stormwater. We also support city services such as 3-1-1, which is a multi-channel contact centre that provides timely responses to resident inquiries.

Did You Know:

Mississauga's 3-1-1 Citizen Contact Centre handled 254,503 calls and received 61,937 inquiries through the Pingstreet mobile application and online in 2018.

The City's 12 elected officials also sit on Council at the Region of Peel, an upper-tier regional government that provides services such as Public Health, Water and Wastewater, Waste Management, Social Housing, Long-Term Care, Paramedics, TransHelp and Ontario Works to the three lower-tier municipalities within its borders: the City of Mississauga, the City of Brampton and the Town of Caledon.

The elected Council is supported by a dedicated, professional, and passionate team of staff who serve the residents and businesses of the City.

More detail about the City of Mississauga is available on its website, www.mississauga.ca.



*Rendering of the Hurontario Light Rail Transit project
(Source: Metrolinx)*

City Building Initiatives

Mississauga has seen considerable transformation and growth over the past 30 years. From a traditional suburban community, the city has grown in population, urban form and community. A great city requires investments in transit and roads, street lighting and parks, recreation and cultural facilities and well-planned communities.

To build a great city, Mississauga must continue to make well-informed decisions, set priorities and develop and maintain its partnerships with other levels of government, government agencies, neighbouring communities, residents, businesses and educational institutions.

The City partners with other levels of government to secure funding for such things as transit, infrastructure, waterfront improvements and affordable housing, among other initiatives, and will continue to do so.

Hurontario Light Rail Transit (HuLRT)

Plans for the Hurontario Light Rail Transit (HuLRT) have been underway in partnership with Metrolinx over the past few years. This investment is vital to the city's economic prosperity and city-building initiatives. In March 2019, the Ontario government announced scope changes to the project that remove the loop around Mississauga's Downtown Core, among other changes. The HuLRT will now provide 18 kilometres of rapid transit with stops on a dedicated right-of-way between Mississauga and Brampton. The HuLRT will link to GO stations in Port Credit and Cooksville, the Mississauga Transitway, Square One Bus Terminal, Brampton Gateway Terminal and key MiWay and Brampton Transit routes. In August 2019, Metrolinx announced that Mobilinx was chosen as the preferred proponent to design, build, finance, operate and maintain this project. The City will continue to work with Metrolinx and Mobilinx as the HuLRT project moves into the construction planning phase.

Making Room for the Middle

The City's housing strategy Making Room for the Middle focuses on middle-income households whose needs are not being met either by subsidized programs or the market. The strategy identified a 40-point action plan, and some of the actions are starting to be realized. In 2019, the following initiatives were achieved:

- Approval of the Rental Housing Protection By-law which requires a developer to replace rental housing units on a site in the event the site is redeveloped
- Rental Housing Guidelines and a Housing Reserve Fund were established to support the objective of retaining rental housing stock
- The Demolition Control By-law was approved which allows the City to regulate the demolition of residential buildings by preventing premature demolition of residential properties and requiring reconstruction within a defined period of time

In July 2019, Council provided direction to staff to begin work on developing a Community Improvement Plan (CIP) for affordable rental housing. The CIP would allow Council to consider the use of incentives to attract developers to construct rental housing units in the city. The CIP approach, laid out in the *Planning Act*, involves designating the city as a community improvement project area, conducting analysis and exploring incentive options, as well as consulting with the public and key stakeholders. The CIP will require Council approval.

Mississauga's Waterfront

The waterfront is one of the many gems located within Mississauga. We are fortunate to have this feature within our community and we are working hard to ensure that the public has access to the water. Our 10-year capital program includes committed funds to start planning for future public parks and access to be located along the waterfront. These additional investments will ensure connectivity and linkages along the

water's edge. New parks will be realized as new development begins on key waterfront sites.

Lakeview Village (formerly Inspiration Lakeview)

The 245-acre (99-hectare) brownfield site (former Ontario Power Generation lands) located in the Lakeview Node is planned to be a mixed-use community for residents and businesses. The current landowners, the Lakeview Community Partners, have submitted subdivision and rezoning applications as well as a revised master plan to the City for consideration. Once the master plan is endorsed by Council, development staff will proceed with processing the applications.

Building a relationship with Lakeview Community Partners will help bring the vision into fruition through collaboration and a shared commitment for waterfront transformation. The new landowners are responsible for remediating and transferring a 67-acre (27-hectare) portion of waterfront lands to the City which will support innovation and promote culture with a continuous public waterfront trail system. Lakeview is the largest undeveloped waterfront property in the GTA and the City of Mississauga is excited by the unique legacy opportunity to transform the eastern waterfront into a truly vibrant community.

For more information,

visit <http://www.mississauga.ca/portal/residents/inspirationlakeview>



Port Credit West Village (formerly Imperial Oil lands)

In 2012, the City embarked on an exercise to investigate future possibilities for a 72-acre (29-hectare) vacant brownfield site, located in Port Credit, that had been home to a brick manufacturing facility until 1933 and more recently an oil refinery. *Inspiration Port Credit* was an ambitious visioning and master planning process that considered what this key waterfront property in the heart of Port Credit could become.

On July 29, 2019 staff attended Planning and Development Committee to report on a revised plan submitted by the landowners. The proposal indicates an increase to parkland from 12.6 to 13.3 acres (5.1 to 5.4 hectares). The new community has been designed to be sensitive to the existing and planned character of the neighbourhood and provide an appropriate transition to adjacent residential and commercial uses. The proposed mix of land uses and walkable design will promote a vibrant street life. The public realm elements, including substantial linear and waterfront parks, create dynamic leisure opportunities that will draw residents from Port Credit and beyond.

For more information, visit

http://www.mississauga.ca/portal/residents/developmentinformation?paf_gear_id=17800034&itemId=8000172g



Developer's Rendering of the Public Park System as part of the Port Credit West Village (Source: Port Credit West Village Parks & Open Spaces Design Brief)

New City Buildings and Improvements

The City is currently completing construction of its twelfth community centre in the Churchill Meadows neighbourhood. The centre is an all-season destination sports park that will include two lit artificial sports fields with recreation facilities, natural area enhancements, a cricket pitch, multi-purpose artificial sport field, natural heritage area, parking, trails and supporting amenities. It is planned to be open to the public by the end of 2019.

In the 2019 budget, City Council committed a one per cent tax commitment over four years as part of the Public Safety Fire Program to fund the construction of six new fire stations. This will improve service response times and comply with legislative standards.

The City has committed funding to renovate the Central Library in Mississauga's Downtown. As part of our long-term planning, the South Common Community Centre and Library and Cooksville Community Centre will be renovated. The Carmen Corbasson and Burnhamthorpe Pools will also be upgraded and will include the development of warm-water therapy tanks and allow for expanded programs.



The Churchill Meadows Community Centre will be the 12th community centre in the city. It is shown here under construction

Did You Know:

Recreation operates and programs 11 major community centres and 12 minor centres; 13 arenas, representing 25 ice pads; 11 indoor pools; seven outdoor pools; and the Paramount Fine Foods Centre. Recreation allocates and maintains partnerships for the use of 229 soccer fields and 125 ball diamonds in addition to other outdoor sport amenities.

The ICIP-CC&R stream will fund projects that improve social inclusion and civic engagement. Over \$700 million in federal and provincial funding has been made available to Ontario over 10 years. Funding will be distributed to municipalities and other eligible applicants based on project applications. The City has submitted a request for funding under this program. Details on the ICIP-Green stream are not yet available.

Since ICIP funding is not yet approved at the project level, the proposed budget does not assume any ICIP funding. The impact of any ICIP funding approvals will be included in the 2021-2024 Business Plan & 2021 Budget.

Intergovernmental Partnerships

In March 2019, the City received \$80 million from the Government of Canada through the Federal Gas Tax Fund to use for transit and transportation infrastructure. This is double the amount the City has received in past years; the additional \$40 million is a one-time funding commitment. This Federal Gas Tax revenue is critical for the City to be able to continue to fund the transit and transportation infrastructure needed to support expected future growth and attract business to the city.

The Investing in Canada Infrastructure Program (ICIP) is a \$33-billion, 10-year infrastructure program cost-shared between federal, provincial and municipal governments. ICIP is intended to create long-term growth; build inclusive, sustainable and resilient communities; and support a low-carbon economy. There are four streams under ICIP – Public Transit; Green; Community, Culture & Recreation (CC&R); and Rural and Northern Communities. The ICIP-transit stream will fund construction, expansion and improvement of public transit networks. Mississauga is eligible for a maximum funding allocation of close to \$847.5 million (with the federal and provincial governments contributing \$621.2M and the City contributing \$226.3 million). The City has submitted its application for funding.

City Planning Framework

Business Planning

The Planning Horizon

Mississauga plans activities and programs through three planning horizons: the current budget year, in this case 2020; the four year plan, 2020-2023; and the 10-year forecast 2020-2029. Effective planning through all horizons ensures that the City:

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

Council reviews estimates and forecasts for out-years: however, when Council votes on the budget, approval is provided for the first year only.

Did You Know:

The City prepares business plans using a rolling four-year planning horizon for the operating budget and a 10-year horizon for capital budget planning. This multi-year approach allows the City to respond to political, economic, social and environmental circumstances. The Business Plan ensures that Council has the best information possible to make business and budget decisions. Council votes each year to authorize spending and taxation for the first year in the new cycle.



The Business Planning Process for 2020

Our Approach to Planning and Budgeting

City Council makes all decisions concerning municipal activities and services. The framework for guiding these decisions is shown in the City Planning Framework on the following page. The overarching guiding document is the City's Strategic Plan, Our Future Mississauga. All other documents produced align with the Strategic Plan's five pillars – **move**, **belong**, **connect**, **prosper**, and **green** – which guide our activities and help us advance toward achieving the Vision.

Management of the City's services is organized into administrative "Service Areas." These Service Areas produce the individual plans that make up the overall City Business Plan & Budget.

Priorities for this Business Plan

The City works hard to achieve value for money and sound financial stewardship in the development of the annual Business Plan & Budget. All Service Areas prepare individual Business Plans in line with the following four corporate priorities:

1. **Deliver the Right Services** - *Set service levels that reflect a balance between citizen service expectations and fiscal responsibility*
2. **Implement Cost Containment Strategies** - *Demonstrate value for money*
3. **Maintain our Infrastructure** - *To ensure we remain competitive and sustain quality of life and economic success*
4. **Advance on our Strategic Vision** - *To ensure Mississauga is a global urban city recognized for its municipal leadership*

Did You Know:

The following 2018 statistics were created and are measured so that the City can keep track of how we continue to grow and change in a "cool" and creative way.

Cool Indicators

2

post-secondary institutions
2017 – 2

1,080,000

attendees at City-funded
festivals & events
2017 – 1,030,882

60,492

hours of park permits
2017 – 58,848

38,807

Mississauga Celebration Square
Facebook followers
2017 – 34,216

61,000

City Twitter followers
2017 – 54,553

49

public art installations
2017 – 36

88

new start-up businesses
2017 – 35

175+

direct destination from
Pearson International Airport
2017 – 180+

104,000

City volunteer hours
2017 – 101,652

333

hours streets are
closed for events
2017 – 997

MISSISSAUGA CITY COUNCIL - CITY PLANNING FRAMEWORK



This diagram shows the linkages to the Business Plan & Budget with other inputs, including planning documents and stakeholders

Highlights of the 2020 Business Plan & Budget

The Business Plan & Budget guides our decisions and ensures we use limited resources wisely, now and into the future. The business plans keep us on track and accountable. In 2020, the City continues to focus on a number of projects and plans that align with the Strategic Plan and our corporate priorities. New services focus on quality of life for residents, quality of service, service delivery and value for money. Existing services will be maintained or improved. New initiatives will help further advance the Strategic Plan pillars and other resources have been identified as needed as a result of Provincial legislation. The following highlights of the 2020 Business Plan & Budget are grouped by the four corporate priorities.

1. Deliver the Right Services

Set service levels that reflect a balance between citizen service expectations and fiscal responsibility.

Roughly 96 per cent of the City's annual operating budget is allocated to deliver existing services at current levels, and maintaining our facilities, transportation systems and other infrastructure to industry standards. Four per cent of the operating budget is allocated to the Public Safety Fire Program, new initiatives and the infrastructure levy. City services include public transit, libraries, recreation programs, snow clearing, parks, street tree maintenance, fire and emergency services, and much more.

Public Safety

In 2019, Council made a commitment to invest in a high standard of public safety resulting in a multi-year requirement for investment. This investment, equivalent to \$5.1 million, continues in the 2020 budget. Investments in public education as well as ten new inspectors, construction of new fire stations and staff, trucks and other equipment will improve Fire & Emergency

Services' capacity to prevent some disasters and allow them to respond to other emergencies with speed and effectiveness. Station 120 is planned to open in 2019, and six additional stations are planned for the 12 years that follow.

These multiple, multi-year initiatives together form a program of public safety activity that the City is calling the Public Safety Fire Program. Funding for the program commenced in 2019 and a tax increase equivalent to one per cent will be required in 2020, 2021 and 2022.

Road Safety remains a high priority for Mississauga. This is evident in Council's decision to adopt Vision Zero, a framework which focuses on preventing and ultimately eliminating all pedestrian, cyclist and motorist fatalities and injuries on city streets. In a Vision Zero city, safety is prioritized over factors which traditionally influence transportation decision making, such as cost, vehicle speed and delay, and vehicular level of service.

The City will be hiring a Vision Zero Program Leader to ensure the Vision Zero approach is implemented in business units across the corporation, coordinate projects, keep City Council and Committees informed, present progress reports, lead projects and develop expertise in Vision Zero advancements. Other budget requests have been made to improve road safety with investments for roads and stormwater capital works, implementation of an automated speed enforcement program and a resource to lead active transportation initiatives.



Mississauga's Vision Zero Logo

Transit and Transportation

The City will continue to focus on expanding the availability and usefulness of our transit service to get people where they need to go, quickly and comfortably. MiWay will provide an additional 32,600 service hours in 2020. Residents can expect new services along select routes (e.g., to the Churchill Meadows Community Centre expanding to Ninth Line), improved integration with the Transitway, streamlining of routes, and improved frequency along major corridors to address overcrowding due to ridership growth. MiWay's annual customer boardings are forecasted to surpass 59 million in 2020.

Approved transportation plans will start to be implemented with assessments planned for the Dundas BRT, the Lakeshore Higher-Order Transit Corridor and the Downtown Mississauga Terminal and Transitway Connection. Continued implementation of the Cycling Master Plan will allow for an improved multi-modal transportation system. Mobility will be further improved with implementation strategies that encourage the use of more sustainable transportation options including cycling, walking, transit usage and carpooling.

The City will continue its work with Metrolinx and the City of Brampton throughout 2020 and beyond during the planning and construction of the 18-kilometre Hurontario Light Rail Transit (HuLRT) project. The HuLRT is planned to be operational by 2024.



Riders boarding a MiWay bus

(Photo Credit: MiWay Customer Service Twitter @MiWayHelps)

Community

The Mississauga Library System (the Library) continues with its plan to revitalize the Central Library to include infrastructure for more modern and future-focused digital offerings. This includes the redevelopment of underutilized and ancillary spaces; the creation of a layout that is conducive to current library collections; and the expansion of the fourth floor by adding 6,000 square feet of library space.

The Library is investing in technology enhancements to modernize and enhance customer access to services and collections. Maker Mississauga offerings will continue to expand through a mobile makerspace that better reaches communities and staff to support maker programming and equipment use. A renovation of South Common Library is also planned.

The Meadowvale Theatre Renovations will begin with the design phase in 2020 to make the building more accessible and update spaces for programming, events, rentals and performances.

Responding to Changes in Standards and Legislation

On May 2, 2018 the Government of Ontario approved changes to the Minimum Maintenance Standards for Municipal Highways (Ontario Regulation 239/02) (MMS). The City's levels of service have traditionally met or exceeded many of the standards set. The changes are primarily targeted to winter maintenance of all sidewalks, greater inspection standards for sidewalks, winter maintenance of bicycle lanes and a new significant weather event declaration protocol. On July 3, 2019 Council endorsed a resolution that would increase winter maintenance service levels for pedestrian accessibility at bus stops and on priority sidewalks. Council approved that this new service would be funded out of the Winter Maintenance Reserve account in 2019 (\$900,000) and 2020 (\$2.2 million).



New investments in snow clearing will provide safer and more convenient access for pedestrians

2. Implement Cost Containment Strategies

Demonstrate value for money.

The City's business is service delivery. Mississauga has a long history of examining our services to ensure they are being delivered as efficiently and effectively as possible. Implementing cost containment strategies has been a key priority of the annual business planning and budgeting process. Since 2009, Service Areas have identified cumulative savings of \$57.6 million without negative impacts to existing service levels.

The City employs a number of strategies to manage costs, work smarter and improve customer service. Through the corporate Lean program, employees are empowered to solve problems and find better ways of working. This drives innovation, cost savings and efficiencies.

Lean Program

The City's Lean Program looks to strengthen the City's culture of continuous improvement, and empowers staff to make daily improvements in how they work to deliver exactly what the customer wants, when they need it, correctly the first time. A permanent program was established in 2016 and has built considerable momentum across the organization.

Since Lean became an official program in 2014, the City has achieved \$14.0 million in cost savings and cost avoidance.

The following table shows the annual and cumulative totals.

Lean Savings and Cost Avoidance (millions)						
	2014	2015	2016	2017	2018	2019
Annual	\$0.2	\$0.5	\$1.0	\$2.5	\$6.1	\$3.9
Cumulative	\$0.2	\$0.7	\$1.7	\$4.2	\$10.3	\$14.0

Note: Numbers may not balance due to rounding.

As of September 2019 over 2,794 active City staff have received introductory White Belt training; 80 active staff have received or are completing the more hands-on Yellow Belt training; 65 staff have received or are completing advanced Green Belt training; and four staff have received or are completing Black Belt training. In addition to reducing costs and freeing up staff time for more value-added work, the Lean Program provides a wide range of benefits. Improvements include enhancements to customer experience, improved quality, increased safety for both customers and those performing the work, and environmental benefits.

As a result, 132 projects and smaller rapid improvements have been completed, along with 3,039 “just-do-it” small improvements. Some recent highlights include:

- Developing a consultant roster and related templates that dramatically reduced the effort in soliciting consultants for related works. This resulted in cost avoidance of \$40,000 and added labour capacity of 600 hours per year
- Centralizing the booking of performers for March break and summer Library programming resulted in over \$26,000 in cost savings and avoidance, and 648 hours of freed capacity
- The purchase of a battery-operated cart to spray arena ice white faster during installation resulted in 280 hours of freed capacity per year

Innovation Through Technology

Innovation through technology has many benefits. The City continues to make investments in technology that will create new efficiencies, cost savings and better service delivery. Some of the initiatives planned in 2020 include:

- Combating **Cybersecurity** hacks, breaches and scams. An IT Security Analyst resource will support the City’s ongoing work to detect, analyse, respond to, and prevent Cybersecurity incidents. This aligns with the implementation of the National Institute of Standards and Technology (NIST) IT Security standard and the three-year IT security work plan
- Phase 3 of the **ePlans project** will allow for Official Plan Amendment (OPA), Rezoning, Payment in Lieu, Plan of Condominium, Plan of Subdivision, and Removal of the ‘H’ (holding symbol) applications to be submitted online. Phase 4 will provide for an online application submission portal for Portable Sign applications
- **Project THRIVE** is a corporate initiative to modernize the City’s talent management processes and practices by leveraging leading Human Resources (HR) technology and HR best practices to innovate and improve how the City manages its talent. Phases 2 and 3 will focus on how the City learns and grows its talent. When this phase of the project is completed in 2019, the City will be the first Canadian municipality to implement a complete SAP SuccessFactors Talent Management suite with modules in performance management, compensation management, succession planning and learning management
- **Next Vehicle Information System** will provide MiWay customers with predicted arrival and departure times for buses. This includes displays at major terminals and stops and text messaging that allows subscribers to have vehicle arrival times sent directly to their cell phones or other wireless devices

- The **S4 HANA upgrade**, which is SAP's latest Enterprise Resource Planning release, provides many new features and innovations. All SAP customers must upgrade to S4 HANA by 2025 to maintain support and stay current. The SAP S4 HANA Upgrade project will not only convert all existing finance modules in SAP to the S4 HANA platform, but will also provide a few new functionalities, including cost allocation, asset accounting, and cash management

3. Maintain our Infrastructure

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

In 2020 the City will invest in a variety of projects to build, maintain, rehabilitate and remodel our infrastructure. Seventy-one per cent of our Committed Capital program is for State of Good Repair projects. These projects support the maintenance of, and protect taxpayers' investments in, these valuable public infrastructure assets.

The City's 10-year, \$2.9 billion capital program includes investments in new fire stations, fire trucks and equipment; buses; road and bridge rehabilitation and construction; rehabilitation and remodelling of libraries and recreation facilities; waterfront and park redevelopment; trees; and sports fields.

The City's infrastructure is aging and maintenance costs are increasing – especially lifecycle costs such as roof replacements, boilers, heating and cooling systems, elevators, and even parking lots. The age profile of the City facility portfolio (including the buildings within the Realty Services property portfolio) indicates that approximately 52 per cent of the inventory area is more than 30 years old. At approximately 20 years of age, a building typically begins to require higher investments in capital lifecycle maintenance. Typically at 25

years of age, functional loss occurs and prompts the requirement for a major redevelopment.

Energy conservation and efficiency programs have been implemented for City facilities to monitor utility consumption and minimize greenhouse gas emissions through reducing energy consumption. The updated Energy Conservation Plan will guide the City in identifying energy and water saving opportunities that will lower energy consumption and utility costs, improve operational efficiency, and contribute to the City's overall Climate Change Action Plan.

The City of Mississauga owns infrastructure assets with an estimated replacement cost of \$9.9 billion (excluding any land and including stormwater assets). A major challenge for the City is the infrastructure gap. This is the gap between the annual cost to replace the City's assets and what the City is currently funding. The 2020 infrastructure gap is \$274 million (\$16 million more than last year). The two per cent infrastructure and debt repayment levy assists to reduce the gap but additional funding is required from other levels of government.

Did You Know:

The value of Mississauga's infrastructure is approximately \$9.9 billion. This includes the current replacement cost of our roads, bridges, trails, sidewalks, stormwater system, all City buildings, the transit system, street and traffic lights, and other equipment. The City maintains these assets in accordance with industry standards, legislative requirements and citizen expectations.

The City's current funding does not fully fund all capital requirements, but balances the need to maintain our infrastructure, fund new projects as required, and minimize debt. The total for unfunded capital projects is \$1.5 billion for the 10-year period 2020-2029. Only formally approved grant funding is included in the budget. The \$1.5 billion includes \$600 million of unfunded capital projects that have been identified in the preparation of Investing in Canada Infrastructure Program (ICIP) funding applications.



The City will make investments in new fire trucks, equipment and training, a critical part of keeping Mississauga residents safe

Infrastructure Investments

Infrastructure continues to be one of the most expensive costs borne by municipalities. The City continues to advocate for continued sustainable infrastructure funding and acknowledges those commitments made by the provincial and federal

governments to date. Through the next four years, the City will invest in the following infrastructure projects:

- Continued work to develop waterfront destination parkland in proximity to the West Village development (70 Mississauga Road South) that will connect J.C. Saddington Park and improve the waterfront experience
- Development of waterfront destination parkland on the former Ontario Power Generation (OPG) lands (Lakeview Village at 1082 Lakeshore Rd. East)
- Completion of the Churchill Meadows Community Centre (Park 459), located on Ninth Line
- Planned lifecycle replacements from 2020 to 2022 city-wide include:
 - Thirty kilometres of trail reconstructions
 - Twenty-five playground replacements
 - Thirteen maintenance or replacements of sports fields and courts
 - Paramount Fine Foods Centre Artificial Turf Field replacement
 - Six pedestrian bridge replacements
 - Lakefront Promenade Boardwalk and Dock replacement
- Investments in bus replacements including the procurement of 11 hybrid buses in 2020
- Construction of six new fire stations (over 12 years)
- Continued roadway rehabilitation and significant investment in new cycling paths
- Implementation of the Climate Change Action Plan, which will increase the City's ability to prepare for and recover from climate change events (resiliency) by calling for climate-related infrastructure vulnerability assessments to be included in the development of asset management plans for all asset types

Responding to Changes in Standards and Legislation

On June 6, 2019 the Government of Ontario passed Bill 108 – the *More Homes, More Choice Act, 2019*. The Bill introduced substantial changes to financial tools currently used by the City to support development including the introduction of a Community Benefit Charge, changes to the *Planning Act*, changes to the administration of development charges and appeals of development applications, new regulations on inclusionary zoning and major transit station areas, and changes to how endangered species are classified. This legislation requires an immediate staff resource to implement these changes. Business Services request a staff position to support the work required for changes pertaining to development charges, specifically to undertake a background study and by-law for hard services (i.e., roads, fire and stormwater) and the new Community Benefit Charge.

Additional resources may be required to support the changes associated with the *Planning Act*; further review is underway to fully determine needs.



In 2017, the Province of Ontario introduced and enacted the Asset Management Planning for Municipal Infrastructure Regulation. The Regulation required all municipalities to prepare and publish a Strategic Asset Management Policy by July 1, 2019, and to develop enhanced Asset Management

Plans for core infrastructure (which includes roads, bridges and culverts) by July 1, 2021. Council approved the City's first Strategic Asset Management Policy in June 2019. The recently acquired Road Pavement Management System and the Bridge Management System will assist the City in developing the required Asset Management Plans by maintaining a complete inventory of road and bridge assets and the condition of these assets. The systems, inventories and plans will help ensure that cost-effective treatments to maximize the life expectancy of our roads and bridges are selected while minimizing risk to users throughout the infrastructure's lifecycle.

Did You Know:

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

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

For more information on the City's infrastructure, visit

<https://web.mississauga.ca/council/budget-and-finance/city-of-mississauga-budget/how-the-city-spends-money/>

4. Advancing on our Strategic Vision



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

Both ongoing work and new initiatives advance our City toward its Vision. The section that follows shows highlights from the 2020 Business Plan grouped according to the Strategic Plan pillar they support. Full details for all Business Plans are available in the other, respective sections of the 2020 Business Plan & Budget.

move - developing a transit oriented city

- The addition of 32,600 new service hours to MiWay in 2020 will address new service and congestion
- Five hundred buses service the city on a daily basis. Ongoing investment in MiExpress and MiLocal service continues to meet the needs of our customers
- MiWay is a key connector to neighbouring communities such as Brampton, Oakville and Toronto. MiLocal and MiExpress services connect with GO bus and train services across the city, providing customers even more transit options that meet their daily needs
- Assessments will be continued or initiated for the Dundas Bus Rapid Transit (BRT), Lakeshore Higher-Order Transit and the Downtown Mississauga Terminal and Transitway Connection
- The Advanced Transportation Management System (ATMS) will allow us to better respond to changing traffic conditions, and adjust traffic signals at busier times to keep the City

moving. ATMS will also allow Transit Signal Priority at some intersections to provide more priority to buses

- The City will continue our partnership with Metrolinx to plan and construct the Hurontario Light Rail Transit
- Priority sidewalks and bus stops will receive winter maintenance sooner
- Fire safety education programming will be developed and targeted based on risk

belong – ensuring youth, older adults and new immigrants thrive

- The Elections processes continue to be evaluated to look for ways to engage voters and leverage technology to make voting easier while protecting the integrity of the vote. Our goal is to provide electors with an easier way to engage in the democratic process
- We support over 135 citizen members that serve on Advisory Committees and quasi-judicial bodies and administering the citizen appointment process
- The People Strategy and Workplace Diversity and Inclusion Strategy are being implemented to build a high-calibre workforce that reflects the City's population
- The Low Income Seniors and Persons with Disabilities Property Tax Program and the Outdoor Maintenance Subsidy Program are administered to provide financial assistance to those who are eligible

- Annual reviews of the transit fare strategy are conducted to ensure continued value for money for both customers and taxpayers. Programs include the U-Pass for University of Toronto (Mississauga) students; \$1 Senior fare; Freedom Pass for 12-14 year-olds, and the Affordable Transportation program with the Region of Peel for low income riders
- The installation of tactile warning strips and audible pedestrian signals continues, helping us to meet and exceed *Accessibility for Ontarians with Disabilities Act* requirements
- The City continues to implement accessibility upgrades to improve universal “visit-ability” of City facilities and build awareness of accessibility through the Accessibility Plan
- The Virtual Campus allows locally registered students and students registered at institutions in 70 countries around the world to access their post-secondary school’s resources from City Hall, Celebration Square, libraries, community centres, transit terminals and parks
- Actions from the Making Room for the Middle – A Housing Strategy for Mississauga will continue to be implemented

connect – completing our neighbourhoods

- The Proactive Fire Safety Inspection Program will be expanded to identify appropriate inspection cycles to ensure compliance with the Ontario Fire Code
- Fire & Emergency’s public education programming will be expanded to target higher risk demographics based on results of the Comprehensive Risk Assessment
- Strategic parkland acquisitions are underway in the Ninth Line Corridor, Cooksville neighbourhoods and Downtown Core
- The Cycling Master Plan continues to provide a framework for increasing the amount of safe, connected, convenient and comfortable cycling infrastructure that will contribute to

safer cycling in our city and ultimately achieve our vision of increasing the number of residents who choose to cycle

- Recreation provides an essential community service that is part of the spectrum of creating strong neighbourhoods and connecting our residents to our services
- Recreation is making targeted and focused efforts to include marginalized populations by promoting opportunities, understanding barriers and removing them as much as possible
- The Library works to establish library facilities and services as the hub of neighbourhood and community activity through the delivery of neighbourhood-specific services
- The Library’s planning team keeps an eye on neighbourhoods that are expanding to ensure there are sufficient library services in those areas
- The City will continue to develop approaches to reduce the risks associated with crime and victimization with a crime prevention and awareness program



TD Summer Reading Club

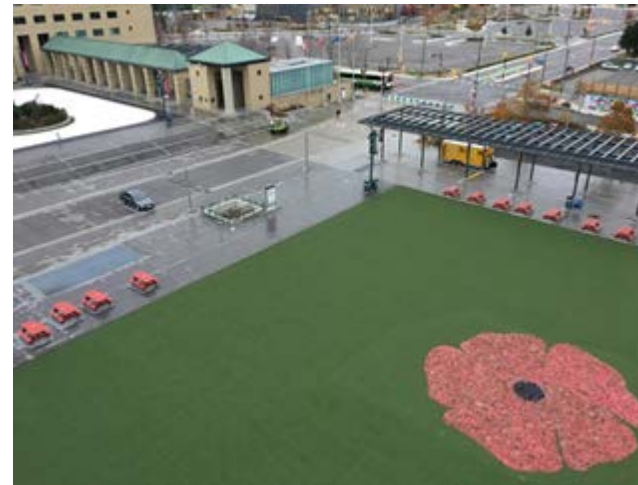
prosper - cultivating creative and innovative businesses

- Economic development activities will be promoted across the city through the implementation of the Tourism Master Plan, the Economic Development Office's new five-year Master Plan and the Innovation Program
- The Library helps cultivate creative and innovative businesses by offering more than 37 business and finance courses every year
- Implementation of the Creative Industries (CI) Strategy will advance the cultivation of creative and innovative businesses; promote the three CI sectors (Film and TV, Live Music, Interactive Digital); develop a strategy to grow Mississauga's Music Sector; and continue to work towards the removal of barriers to filming

green - living green

- The Sustainable Procurement Policy provides for sustainable consideration in procurement, including environment, social and ethical factors
- Staff will continue to actively review and implement ways to reduce energy usage and GHG emissions City-wide, as well as, champion the implementation of sustainable technologies in our new and redeveloped facilities
- The Climate Change Action Plan will support Mississauga's transition into being a low-carbon, resilient city
- The City-owned street tree inventory will be updated by 2020 and will include more comprehensive information to guide Forestry in proactive maintenance programs and lifecycle management

- Legal Services has launched a paperless office project and is in the process of implementing legal document management software to replace traditional paper files
- The One Million Trees Mississauga campaign continues
- Parklands, woodlots and natural areas will continue to be protected and enhanced
- Delivery of the corporate waste diversion program continues
- The Living Green Master Plan implementation will be monitoring and facilitated
- A green culture will be promoted through community outreach and the Green Leaders employee engagement program



Remember 11-11 Poppies, made from removed ash trees, displayed at Celebration Square for Remembrance Day

2020 Budget Summary

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

2020 Budget Summary (\$millions)	Property Tax Supported Services	Stormwater Charge Supported Services	Total
Gross Operating Budget*	\$926.1	\$43.8	\$969.9
Net Operating Budget*	\$538.7	\$43.8	\$582.5
2020 Capital Budget (net of recoveries)	\$234.6	\$32.4	\$267.0
10 Year Capital Plan (net of recoveries)	\$2,906.7	\$348.5	\$3,255.2
Proposed City Budget Increase	4.9%		
Proposed Stormwater Rate Increase		2.0%	

*Including Contribution to Capital Reserve Fund

For property tax supported services, the proposed net operating budget for 2020 is \$538.7 million, which is a 4.9 per cent increase over the 2019 approved operating budget. This change is primarily due to the expansion of transit services, operation of the new Churchill Meadows Community Centre, funding for the Public Safety Fire Program, and operating cost increases associated with maintaining current service levels such as salary and benefits, maintenance, and contractor costs. The Capital Infrastructure and Debt Repayment levy of two per cent is also included in the total impact.

For property tax supported services, the proposed capital budget for 2020 is \$234.6 million (net of recoveries) and includes substantial investments in transit and maintaining our infrastructure in a state of good repair.

The Stormwater Charge is used to fund the stormwater infrastructure and supporting programs. The 2020 operating budget of \$43.8 million includes a contribution to the Stormwater Reserve Funds. Details on the Stormwater business plan are found in Section V.

Major Service Areas and Operating Budget Changes

The following table shows the impact on the City budget by major service area for 2020-2023. Apart from normal operating cost increases due to inflation, initiatives specific to the service areas drive the larger increases. Fire & Emergency Services tops the list from 2020 to 2022 due to the one per cent annual increase for the contribution to the Public Safety Fire Program Reserve Fund established in 2019. Growth in MiWay service continues each year including new or improved service levels, streamlined routes, and integration with new transit hubs. Increases in Recreation are largely due to the operating costs for the new community centre in the Churchill Meadows area. This community centre will serve residents of this community and the rest of the city and include a triple gymnasium, a six-lane, 25-metre indoor pool and multi-purpose spaces. Road safety initiatives and the implementation of the Parking Master Plan strategy are included under the Roads service area. Details of service area initiatives can be found in the Service Area sections.

Drivers of Operating Budget Changes	2020	2021	2022	2023
Fire and Emergency Services	1.3%	1.7%	1.7%	0.5%
MiWay	0.7%	0.9%	0.9%	1.2%
Recreation	0.4%	0.3%	0.2%	0.2%
Roads	0.4%	0.7%	0.3%	0.1%
Other Service Areas	0.7%	1.1%	0.9%	0.8%
Assessment Growth	(0.5%)	(0.4%)	(0.4%)	(0.4%)
Capital Infrastructure and Debt Repayment Levy	2.0%	2.0%	2.0%	2.0%
Total Budget Change	4.9%	6.4%	5.6%	4.5%
Impact on Total Residential Tax Bill	1.7%	2.3%	2.0%	1.6%
Impact on Total Commercial Tax Bill	1.1%	1.4%	1.2%	1.0%

2020 Budget by Cost Driver

The following chart sets out the proposed net operating budget for the City's service areas by cost driver. The category "Maintain Current Service Level" includes the impact of efficiencies and cost savings.

Service	2019 Operating Budget (\$M)	Maintain Current Service Level (\$M)	Operationalize Prior Decisions (\$M)	New Initiatives And New Revenues (\$M)	2020 Proposed Budget (\$M)	Increase from Prior Year
Fire & Emergency Services	114.6	0.9	0.4	0.1	116.0	1.2%
MiWay	87.1	1.3	1.3	1.0	90.7	4.1%
Roads	64.1	1.2	0.3	0.4	66.0	3.0%
Parks, Forestry & Environment	36.6	0.8	0.0	0.3	37.7	3.2%
Business Services	32.4	0.6	0.2	0.5	33.7	4.0%
Mississauga Library	28.1	0.6	(0.0)	0.5	29.2	3.7%
Recreation	27.8	1.1	0.1	0.7	29.7	6.9%
Information Technology	30.0	0.7	0.1	0.6	31.4	4.8%
Facilities & Property Management	23.7	0.4	1.0	0.0	25.1	6.0%
City Manager's Office	11.7	0.0	0.4	0.3	12.5	6.4%
Land Development Services	9.7	(0.3)	0.1	0.2	9.7	(0.0%)
Culture	7.1	0.1	(0.0)	0.0	7.2	1.0%
Mayor & Members Of Council	5.0	0.1	0.0	0.0	5.0	1.1%
Regulatory Services	0.7	0.3	0.1	0.0	1.0	53.2%
Legislative Services	(2.3)	(0.3)	0.1	0.1	(2.3)	0.7%
Financial Transactions	34.6	(3.8)	0.0	0.0	30.8	(11.1%)
Assessment Growth						(0.5%)
Total	510.9	3.9	4.0	4.6	523.4	1.9%
Public Safety Fire Program*					5.1	1.0%
Capital Infrastructure and Debt Repayment Levy**					10.2	2.0%
Total	510.9	3.9	4.0	4.6	538.7	4.9%

Note: Numbers may not balance due to rounding.

* Public Safety Fire Program contribution included in Fire & Emergency Services' Business Plan

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

2020 Budget Highlights

\$3.8 Million 
Public Safety Fire Reserve Contribution

\$2.4 Million 
cost savings/efficiencies

\$38 Million
planned roadway rehabilitation

32,600 
additional MiWay service hours

70%
of capital program funding
goes to maintaining infrastructure

11 
new hybrid buses

new opening 
Churchill Meadows
Community Centre & Pool

41,000 
active recreation memberships

\$1 Million 
network fibre cable investment

\$5.5 Million 
park development

80%  waste diversion rate
at Civic Centre

2 
bridges/culverts structures
scheduled for renewal

\$11.3 Million 
investment in active transportation

95%  security response time
within 30 mins. (city-wide)

1 
Central Library
Redevelopment

Your City Dollars at Work: Progress in 2019

As we prepare the 2020 Business Plans for City services, we assess where we are with existing initiatives so we can be sure we are on track, and accurately determine what is needed for the years ahead. This section highlights some of the major initiatives that were completed in 2019.

Completion of Master Plans

In 2019 a number of Master Plans were completed. These plans guide the future of planning in various areas of the city. These plans have been approved by Council and have included extensive community consultation for input. Actions that implement the visions of these plans have not been fully funded. Some budget requests related to these plans have been included in the 2020 Budget and are further explained within the respective Service Area Plans.

Transportation Master Plan – The Transportation Master Plan (TMP) was endorsed by Council in May 2019. The plan outlines a vision, six goals and over 90 action items to guide the future of the City's transportation system from today to 2041. Inherent in the plan is a commitment to advancing Vision Zero, a strategy to eliminate all traffic fatalities and injuries.

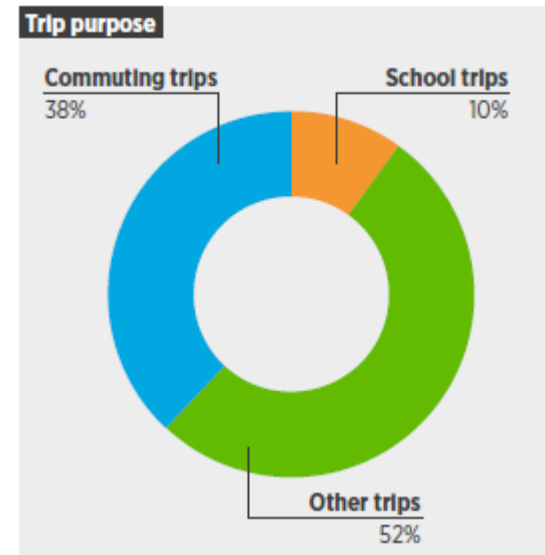
The freedom to move is a vital component of the TMP that supports the quality of life in Mississauga. We continue to build a world-class, transit-oriented city where people can easily move across our city and beyond safely. Movement is necessary to get to school, work and for daily activities such as shopping and medical appointments. It is also critical to support business activity through the efficient movement of goods and services.

Providing options for commuters, including multi-modal travel options – walking, cycling, transit, ride hailing and other alternatives to driving – is another essential aspect to improving movement in Mississauga. The TMP addresses rapid change

and innovation in the transportation sector, such as integration with smartphones and other smart devices, especially automated, connected, electric and shared (ACES) vehicles.

Did You Know:

More than half of weekday trips are for the business of life beyond travel to/from work and school



Source: Transportation Tomorrow Survey 2011, as referenced in the City of Mississauga Transportation Master Plan.

Smart City Master Plan – The Smart City Master Plan was endorsed by Council in June 2019 and will guide Mississauga for the next 10 years as it continues to evolve as a Smart City. The directions included in the plan will shape policy and move ahead with digital transformation at the City and within the community. The Smart City initiatives will focus on creating vibrant, inclusive communities with a high quality of life.

Smart City initiatives will include:

- Living Labs which will test new technologies in a real-life context and provide an opportunity for the public to be involved in the process
- Innovation Challenges which will provide an opportunity to solve local problems with a callout to the public to submit their ideas
- Centre for Civic Curiosity which is a roaming engagement hub where the public can explore, learn, connect and contribute to the City's future through a series of activities such as talks, workshops and demonstrations about Smart Cities Technologies and their cultural implications
- Citizen-Centred Smart City Policy which will guide Smart City initiatives in areas such as data privacy and transparency and will be co-created with the public



Lakeshore Connecting Communities Transportation Master Plan – In June 2019 Council endorsed the Lakeshore Connecting Communities Transportation Master Plan which sets out a long-term vision for transit and corridor improvements along Lakeshore Road from 2020 to 2041. With multiple development sites along the waterfront in their planning stages, this corridor is expected to grow by 56,000 people and 16,500 jobs by 2041. This plan outlines the need for more frequent transit service and dedicated transit lanes in the east end of the corridor. The Plan also includes road concepts such as a protected cycle track, wider boulevards and more trees and furniture to improve pedestrian and cycling connections. A new active transportation crossing of the Credit River at Queen Street between the QEW and Lakeshore Road is also recommended.

Did You Know:

Mississauga is home to the largest municipally owned fibre optic network in Canada. Over 800 kilometres of fibre connect over 290 sites across the city.

The term “Smart City” was created to describe how cities around the world are using data, technology and innovation to transform and modernize their services. By working closely with community partners, businesses and industry, Smart Cities build vital connections to foster open government, make data more accessible, and enable research-based decisions.

With Council's endorsement of the Master Plan, the project will now move to its next step to complete the Class Environmental Assessment process for the Lakeshore Corridor. This will involve further developing, evaluating and consulting on a number of different road designs for Lakeshore Road.

Older Adult Plan for Recreation – In July 2019, Council endorsed the Older Adult Plan for Recreation. The plan is intended to be implemented over the next 10 years and will address active living needs of the 200,000 Mississauga residents that are 55 years of age or older. The Plan focuses on four key areas. They are:

- Older adult service delivery to align older adult clubs and providers to the Community Group Registry Policy, and revision of the policy to provide better clarity on program offerings and delivery
- Establishing the age of 55 as the age for older adult program delivery
- Allocation of indoor space for older adults to prioritize space needs at the same level as youth and other user groups

- Planning for future older-adult facility design and space needs to improve community centre spaces to better accommodate older adults

Did You Know:

The 55-plus age group currently accounts for 27 per cent of the City's population. Growth projections show this age group increasing to 45 per cent by 2031, making the older adult population the largest demographic in the city.

Transit Service Increase

MiWay increased its service hours by 31,000 hours in 2019, delivering over 1.6 million hours of service to riders during the year, including new 24-hour weekday service on four key routes. MiWay continues to deliver on its commitment to the environment with its growing fleet of electric support vehicles and took receipt of the fleet's first clean diesel hybrid electric bus in August 2019.

Completed Roads Projects

Mississauga's 5,666 lane kilometres of road network account for 28 per cent of the value of our \$9.9 billion infrastructure. In 2019 the following large projects are planned to be completed:

- Intersection reconfiguration of Lakeshore Road and Stavebank Road
- Intersection improvement to Ninth Line and Eglinton Avenue West
- Widening of Mavis Road (Courtneypark Drive West to the city limits) including a multi-use trail and bridge rehabilitation

Completed Bridge Projects

The City completed renewal of three bridges in 2019. These assets represent nine per cent of the value of the City's \$9.9 billion infrastructure. These renewal projects were:

- Central Parkway East over Cooksville Creek, including widening for multi-use trails
- Creditview Road over the Credit River, including a new cycling platform on the west side of the bridge
- Willow Lane over the Credit River Tributary

Completed Cycling Infrastructure

Although cycling infrastructure amounts to only 4.6 per cent of the value of the City's infrastructure assets, service demand has increased. In 2019, a number of new cycling trails were constructed. These include:

- Caldwell Avenue (Off road – Caldwell Avenue to Indian Grove)
- Eglinton Avenue East (South side – 200 metres west of Tahoe Boulevard to Tahoe Boulevard)
- Tomken Road (East side – Britannia Road East to Timberlea Boulevard)
- Burnhamthorpe Road West (North side – Glen Erin Drive to Erin Mills Parkway)
- Eglinton Avenue West (North side – Credit Valley Road to Creditview Road)
- Winston Churchill Boulevard (West side – Highway 403 to 180 metres south of Unity Drive)
- Winston Churchill Boulevard (East side – Crosscurrent Drive to Derry Road West)
- Mavis Road (West side – Derry Road West to Courtneypark Drive West)

Parks Highlights

The City continues to develop parks and amenities for community use, as well as make investments in stormwater management and future plans. Parks initiatives either completed or underway include:

- A community garden at the Small Arms Building property and community partner gardens at Burnhamthorpe Library and Settlers Green Public School
- The construction of three new community park washrooms located at Erindale Park, Fallingbrook and Garnetwood
- Completion of the Port Credit Harbour West Parks Class Environmental Assessment (EA) allowing for the future development of Marina Park, while the EA for 1 Port Street East (proposed new public marina) is underway
- Completion of the purchase or exchange of various properties for the purposes of consolidating parkland within the Ninth Line corridor
- Construction of the Lakeshore corridor trail with final phases to be complete in 2019
- Refurbishment of the Paul Coffey Park playground after fire vandalism
- Installation of 168 new benches and the rehabilitation of over 300 benches at parks city-wide



Zonta Meadows Linear Park

Sharing Economies

City of Mississauga Council approved the final report on the Transportation Network Company (TNC) Licensing Pilot Project in June 2019. The report concluded that TNCs met the requirements of the Transportation Network Company Pilot Project Licensing By-law throughout the pilot project. Following Council's approval, Regulatory Services began implementing permanent regulations to ensure ongoing consumer protection and public safety.



Corporate Social Responsibility

There are many ways that the City demonstrates Corporate Social Responsibility (CSR). Some of the initiatives that we are involved in or lead include:

- Employee volunteering (e.g., food banks, United Way dedicated staff)
- Sustainable purchasing
- Surplus Asset Solutions
- Affordable Housing Strategy
- Asset Management/Resiliency
- Workplace Diversity and Inclusion Strategy
- Climate Change Action Plan
- Community Development and Partnerships

Fairtrade

The City seeks suppliers that have leading sustainability in their governance, supply chain or operations and seeks goods and services that deliver sustainability benefits. The City is now supplied with Fairtrade coffee for the concession locations throughout our facilities as well as at City Hall, with no additional costs. Fairtrade coffee supports farmers and workers as they work to improve their lives and communities. Farmers get a fair price for their beans and an additional premium to invest in schools, reforestation and agricultural improvements.



What is Corporate Social Responsibility (CSR)?

CSR is how an organization manages its operating and business practices to improve the environmental, economic and social well-being of the community.

Mississauga's Policy Statement on Sustainable Procurement:

The City of Mississauga is committed to continuously improve the social and environmental impacts of its procurement of goods and services in a transparent and accountable way that balances fiscal responsibility, social equity and environmental stewardship.

Procurement

The City of Mississauga requires suppliers to comply with a Supplier Code of Conduct which defines minimum standards for suppliers and their subcontractors and is based on the International Labour Organization (ILO) core labour conventions. The Code of Conduct has been included in all Medium and High Value Acquisition bid documents since January 2018 and includes such conventions as Product Safety, Environmental Responsibility, Employment Issues, Non-discrimination, and Child Labour.

Staff Contributions

The City continues to be involved in supporting the United Way of Greater Toronto's fundraising campaign. In 2018 City staff contributed \$212,960 to the campaign. Staff contributions over almost three decades are more than \$3.4 million.

City staff have hosted 106 tree planting and stewardship events resulting in the planting of 38,211 trees through volunteer groups.

Awards and Achievements

The Corporation of the City of Mississauga prides itself on the public trust it upholds, the quality of life it provides Mississauga taxpayers and the delivery of excellence in public administration and services.

Below are some highlights of City accomplishments and awards that our staff have received over the past year.

Foreign Direct Investment (fDi) Magazine awarded Mississauga winner of **Mid-Sized City of the Future 2019/2021** in all the Americas for strong economic performance. The City was recognized for gaining a reputation as a hub for advanced manufacturing, recording the highest number of companies in the mid-sized city category.

The City was awarded the **2018 Project of the Year Award** by the Ontario Public Works Association (OPWA) for the completion of Mississauga's Transitway under the category of transportation greater than \$50 million.



OPWA 2018 Project of the Year Award – Mississauga Transitway Team

The City received the Government Finance Officer Association (GFOA) **Distinguished Budget Award** for the 2018-2021 Business Plan & 2018 Budget, the 29th consecutive year the City has received this award.

GFOA also presented the **Canadian Award for Financial Reporting** to the City for its 2017 Annual Financial Report. This is one of the highest honours available for municipal financial reporting; Mississauga has won it for 21 consecutive years.

For the second year in a row, the City won the **Award for Outstanding Achievement** in Popular Annual Financial Reporting from the GFOA.

Celebration Square was one of five national winners of the **Rick Hansen Foundation Accessible Cities Award Circle of Excellence Venue** to recognize a space that showcases best practices in accessibility.

In 2018, Partners in Project Green recognized the City of Mississauga for **sustained engagement and collective action** over the last decade, and bestowed Mississauga with the **Recycling Collection Drive Award** (Municipal Category).

The Forestry Woodland and Natural Areas team was honoured with the **2018 Green Cities Award** for the work their team does in preserving and growing the City's natural areas and related education programming.

The City received the **Energy in Action Innovation Award: Best Municipality/University/School/Hospital Customer within the Greater Toronto and Hamilton Area** awarded by Ontario's leading electric and gas companies. The award recognizes the City's excellence in energy conservation through energy efficient technology, operational best practices and staff engagement.

Performance Measurement

The City measures the performance of its activities to ensure that objectives are met with efficiency and quality.

Each Service Area has its own performance measures, and there are City-wide measures. All are used to inform business planning.

City-wide Performance Measures and Results

The City-wide Balanced Scorecard, like those created for each Service Area, identifies and measures performance from four key perspectives: Financial, Customer, Employee, and Business Process. The Balanced Scorecard is used to help assess how well we are doing at achieving our goals and where we need to improve. The results also inform decision making and strengthen accountability.

Why these measures are important

City-wide measures are designed to assess how well we are meeting taxpayer expectations in delivering value for money, delivering the right programs and services, and responding to resident inquiries. These measures help guide activities, inform decisions, and help staff to stay current with the needs of the community.

How we are improving results

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

How we are improving future measures

The Corporate Performance Measures team has been formed with the purpose of maturing the use of performance measures across the organization. With cost, quality and delivery in mind, the team will be working with each division over the next few years on the development and adoption of improved service measures. They are currently completing their work with the

Enforcement division and are in various stages of progress with Parks, Forestry & Environment, Works Operations and Maintenance, and Facilities & Property Management. Throughout 2020 the Corporate Performance Measures team will engage such groups as Library Services, Fire & Emergency Services and Recreation.

Financial Measures

City's Tax Increase on Total Tax Bill (residential and commercial/industrial) is the actual or forecasted percentage increase in the property tax bill as a result of City operations. The total tax bill includes levies from the Region of Peel, the Provincial Education cost and City of Mississauga; the City's portion of the total is typically 35 per cent. The City of Mississauga tax rates are competitive in the Greater Toronto Area (source: BMA Management Consulting Inc.). The year-over-year stability in this rate shows the City's commitment to deliver value for money and manage resources in a fiscally responsible manner.

Customer Measures

Customer Satisfaction (Recreation) is a percentage obtained through the exit surveys sent to Recreation customers. Recreation is committed to achieving optimal satisfaction among its customers, users, and all city residents.

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

Employee Measures

Per cent of Employees who have received Lean Training is the percentage of full-time City employees, excluding Transit Operators, who have received introductory White Belt Training to educate and empower staff to work smarter and eliminate waste in their business processes.

Number of Students, Interns and Co-Op Placements represents the investment made in students and youth across the organization. These placements provide a number of benefits to the City, including filling temporary needs in each Service Area with motivated, qualified employees; building connections between the City and academic institutions; and building a pipeline for potential future employees into the organization.

Internal Business Process Measures

3-1-1 First Call Resolution (FCR) Rate is the percentage of calls that are handled “one and done” in the Call Centre and do not require a service request to a business area. The benchmark identified by the Institute of Citizen-Centred Services (ICCS) states that a caller should only have to speak to a maximum of two people in order to get service, although one person is preferred for FCR. The 3-1-1 Call Centre objective is that 90 per cent of the total calls are handled “one and done.”

Lean Small Improvements is the number of improvements made by employees to their work environment or processes within their span of control. Small improvements are “just do it” items that are completed and reported to the Lean Office.

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



Lean practices have become a part of our work culture

City-wide Balanced Scorecard

Measures	2016 (Actual)	2017 (Actual)	2018 (Actual)	2019 (Plan)	2020 (Plan)	2021 (Plan)	2022 (Plan)	2023 (Plan)
Financial:								
City's Tax Increase on Total Residential Tax Bill	1.7%	1.9%	1.6%	1.6%	1.7%	2.3%	2.0%	1.6%
City's Tax Increase on Total Commercial/Industrial (Average) Tax Bill	1.0%	1.2%	1.0%	1.1%	1.1%	1.4%	1.2%	1.0%
Customer:								
Customer Satisfaction (Recreation)	87%	91%	91%	91%	91%	91%	91%	91%
Attendees at City-funded Festivals & Events	911,750	1,030,882	1,022,406	1,080,000	1,120,000	1,170,000	1,230,000	1,300,000
Employee:								
% of Employees who have received Lean Training	47%	56%	70%	80%	90%	98%	98%	98%
Students/Interns/Co-op placements	145	122	140	140	147	147	147	147
Internal Business Process:								
3-1-1 First Call Resolution Rate	93%	93%	93%	90%	90%	90%	90%	90%
Lean Small Improvements	215	708	1163	1200	1250	1300	1300	1300
Lean Process Reviews Completed	15	32	46	50	55	60	60	60

City Organization

Employee Profile

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

The following statistics describe the City's workforce as of December 31, 2018:

- The average age for a City permanent worker is 46 years and this has been stable for the past decade
- The average age of temporary workers is 31 years
- The ratio of male to female employees is 58:42
- In 2018, the retirement rate was 3.27 per cent, which is an increase of 1.2 per cent over 2017. City employees are staying in the workplace longer, with only 37 per cent of eligible employees choosing to retire in 2018

Human Resources

Our human resources are our strength and advantage for delivering quality services and programs. Therefore, we focus on attracting and retaining talented and motivated individuals who are dedicated to making a positive difference in the lives of the people who live and work in Mississauga.

The City employs over 5,000 full-time and part-time staff. This number peaks at almost 7,000 in the summer months with the addition of students in Recreation, Parks, Forestry & Environment and other areas in the City. The City comprises a broad range of leaders, technical professionals and employees providing front line service delivery.

Changes in employee demographics have influenced the way we recruit new staff and engage existing employees. The City's Talent Acquisition Strategy promotes the use of social media and

cloud platforms, video interviews and mobile technologies to improve the effectiveness of the recruitment process both for the City and the potential employee. Apprenticeship and intern programs help train new staff particularly in specialized and highly competitive jobs such as arborists, mechanics and engineers.

Our workplaces are changing and many employees are now working in redesigned workspaces to enhance collaboration. Technology is being maximized and more mobile devices have been deployed providing flexibility in allowing our staff to work from anywhere and everywhere.

Maintaining healthy workplaces is of utmost importance. In 2018, 1,700 individuals participated in sessions coordinated by Employee Health Services and 450 employees received vaccines at 18 flu clinics.

Employee health and wellness is important to the City. Increasingly, in a number of industries, employee mental health absences are on the rise. To better understand where the City can improve, the Human Resources Division is undertaking a Mental Health Strategy that will be aligned with the Canadian Standards Association (CSA) standard for Workplace Psychological Health and Safety. This will ensure the City remains a highly supportive place where all employees can understand, build resilience and recover from mental illness. A Workplace Mental Health Consultant is being requested as part of the 2020 budget.

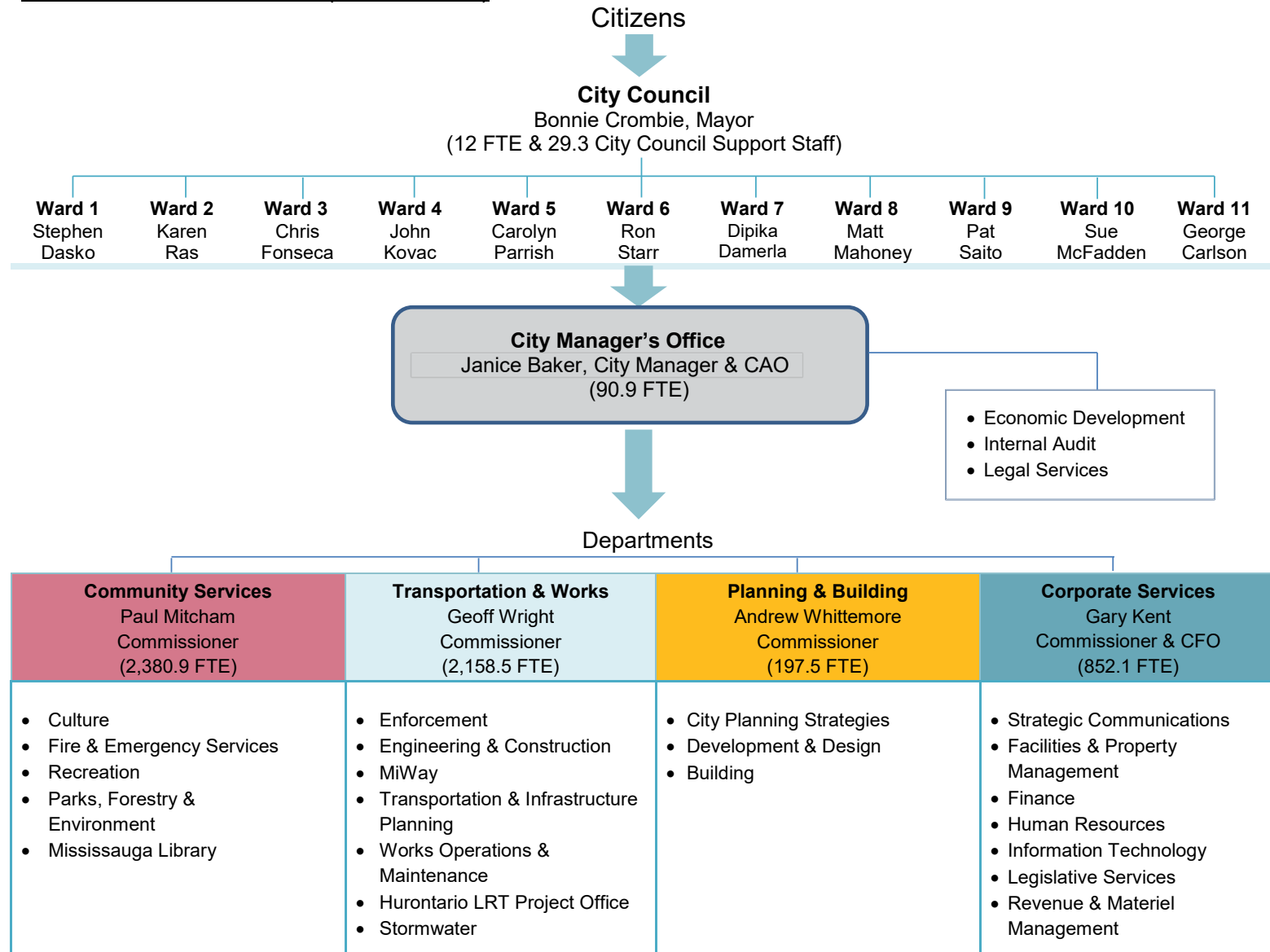
Did You Know:

52 per cent of Canadians over 20 years of age have at least one chronic disease and by the age of 40, 50 per cent of individuals will have experienced some form of mental illness.

Source: Mercer, 2019.

Organization Structure

CITY OF MISSISSAUGA (5,721.2 FTE)



Services Delivered

City Manager's Office	Culture	Fire & Emergency Services	Recreation	Parks, Forestry & Environment	Mississauga Library	Land Development Services
Economic Development	Culture Services	Fire Prevention & Life Safety	North District	Park Planning	Central Library	City Planning Strategies
Internal Audit	Culture & Heritage Planning	Administration	South District	Park Development	17 Branch Libraries	Development & Design
Legal Services	Museums & Small Arms Inspection Building	Operations and Communications	Sports & Community Development	Parks Operations	Shared Services	Development Engineering
	Celebration Square, Meadowvale Theatre & Culture Technical Services	Professional Development and Accreditation	Aquatics, Therapeutic and Fitness	Forestry		Parks Planning
		Capital Assets	Business Planning	Environment		Building
			Client Services			

Conclusion

Mississauga has grown into a first class city that is admired for the many gems located throughout its expansive geography, including the waterfront, parks and open spaces, trails, recreation facilities, the downtown, innovation hubs and key industry sectors. The City has been able to plan and prioritize services that are important to residents and at the same time maintain its financial stability.

This Business Plan & Budget is built around four corporate priorities: delivering the right services, implement cost containment strategies, maintain our infrastructure and advance on our strategic vision. The business plans outline the financial and human resources required to deliver City services and programs.

In 2020, the City will continue to focus on public safety with investments made through the Public Safety Fire Program to construct additional fire stations and focus on education programs. Road safety will be promoted through Vision Zero to ensure no lives are lost due to road tragedies. MiWay will provide increased service to residents and new routes will be added to the network. Residents will see investments in new and redeveloped parks, the Central Library, and other facilities across the city.

The City will continue to improve by utilizing Lean principles to identify cost savings and efficiency improvements. A number of projects to improve technology across the Corporation will minimize the risk of cyber security breaches, provide for more online tools and improve efficiencies in human resources and finance through modern applications.

Infrastructure continues to be one of the most expensive costs borne by the City. Asset management strategies are in place to track the state of infrastructure and new legislation places additional responsibility on municipalities in the area of reporting and management. The City will continue to advocate for additional funding from upper levels of government to invest in

critical infrastructure assets. Significant change will occur in Mississauga with the construction of the Hurontario LRT and waterfront developments, as well, we will continue to see intensification in growth areas. All of which requires infrastructure necessary to support residents and jobs.

Change is happening all around us and we are prepared to adapt as necessary. Legislative changes have resulted in a re-evaluation of how some lines of business do their work and how we can deliver services effectively. The City will position itself so that we are prepared to make adjustments quickly without impact to the level of service expected by the public.

Finally, the City is providing more ways for residents to engage with us, whether it is in regards to new development applications, budget initiatives, cultural events and festivals or through Smart City initiatives. By email, phone, Facebook, Twitter or in person, we welcome and encourage input from residents. To learn more or to provide comments or questions about the budget visit our website: www.mississauga.ca/budget.



Jurassic Park West attracted over 112,500 people to Mississauga Celebration Square during the Toronto Raptors' final playoff series

Executive Summaries of Service Areas

The Corporation of the City of Mississauga has multiple lines of business. For business planning purposes, they are organized into distinct service areas. Each service area has developed its proposed plan consistent with corporate direction. The service areas create their proposed plans using the structure below.

❖ Executive Summary of Service Area

❖ Core Services

Why does this service exist?

What are the services provided?

How do we measure performance?

❖ The 2020-2023 Business Plan Outlook

How are we planning for the future?

What are we doing to find efficiencies?

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

How are we optimizing technology?

How are we maintaining our Infrastructure?

How are we managing our Human Resources?

❖ Proposed Operating & Capital Budgets

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

What is the cost required to maintain current service levels?

How will capital projects be funded?

Budget Requests

Throughout this document, references are made to a type of document called a Budget Request (BR). This is the document used by service areas to propose new initiatives, recognize new revenues, request additional resources to deliver service, or any recommended changes to staffing levels. The BR allows staff to share ideas across divisional boundaries and incorporate the full cost of providing a change, regardless of organizational responsibilities. A service area plan will refer to a BR and contain a summary of each BR where they have been proposed.

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



Fire & Emergency Services

Mission: To protect life, property, and the environment in Mississauga from all risks through education, enforcement, engineering, emergency response and economic incentive.

Services we provide:

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

Interesting facts about this service:

- Responds to an average of 30,000 incidents each year
- Forty-five per cent of fire calls do not have a working smoke alarm on the fire floor
- Seventy-four per cent of structure fires are in residential occupancies
- Between 2014 and 2018 there were 52 civilian injuries and 10 civilian fatalities due to fire in the city of Mississauga; 90 per cent of the fatalities and 87 per cent of the injuries were in residential occupancies

Highlights of the Business Plan include:

- Implementation of targeted public education programs based on risk
- Implementation of proactive fire and life safety inspection programs based on risk
- Execution of long-term fire station infrastructure plan that considers the building condition along with the health and safety requirements of existing fire stations
- Implementation of the Infrastructure Renewal Strategy
- Development and delivery of staff certification based on National Fire Protection Association (NFPA) standards
- Contribution to the Public Safety Fire Reserve Fund equivalent to one per cent of the tax levy (\$5.1 million) to provide funding for six additional fire stations over the next 12 years, enhance Fire's public education programming and enhance the development of the proactive fire inspection program

Net Investment (\$000s)	2020	2021	2022	2023
Operating	121,072	130,435	140,242	143,281
Capital	13,047	10,771	10,898	13,218
Full Time Equivalents	769.0	784.0	811.0	832.0



MiWay

Mission: MiWay provides Mississauga with a shared travel choice that is friendly, reliable and respects the environment. *We help to connect people to their destinations with ease.*

We are people who care about people. Our dedicated team is passionate about providing a customer experience that makes our riders feel valued.

Helping make life in our city better. We strive to listen to customers as we continuously evolve to meet the changing needs of the community.

Services we provide:

- MiWay is Ontario's third largest municipal transit service provider, operating conventional, fixed route transit service
- Within the Greater Toronto and Hamilton Area (GTHA), MiWay routes create economical and efficient transportation connections between popular destinations throughout Mississauga and our services connect with neighbouring transit systems including GO Transit, Toronto Transit Commission, Brampton Transit and Oakville Transit
- MiWay provides two types of service: MiExpress, providing frequent service on nine limited-stop routes; and MiLocal, providing service on 70 regular and school routes

Interesting facts about this service:

- The City of Mississauga purchased the local transit service in 1974. At that time only eight routes operated with 54 buses that were boarded four million times that year. Today MiWay operates a total of 79 routes with 500 buses, and customers board a MiWay bus over 57 million times per year
- In 1982 MiWay was the first transit system in Ontario to utilize 60-foot articulated buses. Today there are 68 in our fleet. In 1987 MiWay was among the first transit systems to begin using electronic fare boxes and in 1989, the first to introduce air conditioning

Highlights of the Business Plan include:

- MiWay will provide an additional 32,600 service hours in 2020 to provide some new service, streamline routes, integrate with new transit hubs, improve off-peak service levels and reduce overcrowding on existing routes due to ridership
- Transit infrastructure management requires additional resourcing to ensure that transit infrastructure (stops and terminals) is properly maintained, future needs are identified, facilities are designed to meet increasing needs and assets are inventoried
- Additional training staff are required to ensure the timely completion of required refresher training for all Transit Operators
- Two new permit fees will assist MiWay in managing increased construction impacts on our on-road operations and third-party access to the Mississauga Transitway

Net Investment (\$000s)	2020	2021	2022	2023
Operating	90,693	95,605	100,574	107,802
Capital	22,939	80,852	53,325	52,264
Full Time Equivalents	1,496.7	1,519.7	1,543.7	1,568.7



Roads

Mission: To plan, develop, construct and maintain a multi-modal transportation system which efficiently and safely moves people and goods, respects the environment, supports the development of Mississauga as a 21st Century city and serves the municipality's social, economic and physical needs.

Services we provide:

- Planning, design, construction, operation and maintenance of roadways, bridges, the cycling network, sidewalks, noise walls and related infrastructure
- Management of the City's traffic signals, street lighting, municipal parking, and fleet of vehicles (with the exception of transit and fire vehicles)

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

Interesting facts about this service:

- Our transportation infrastructure is the largest asset owned and operated by the City (replacement value of \$4.7 billion)
- The \$4.7 billion is made up not only of bridges, culverts and roads but noise walls, the active transportation network, public parking lots, and the street light and traffic signal systems
- The City has 5,660 lane kilometres of road network
- The City's cycling network includes approximately 570 kilometres of multi-use trails, park paths, bicycle lanes and signed bike routes
- The cycling network laid out in the 2018 Cycling Master Plan update will result in 897 kilometres of infrastructure to be built over 27 years

Highlights of the Business Plan include:

- Capital and operating investment to implement the Council-approved Transportation Master Plan (TMP) and its Action Plan including the Vision Zero Program Leader position
- Capital investments in major roads such as the Goreway Grade Separation and Active Transportation facilities
- Initiating or continuing Transit Project Assessment Processes (TPAPs) and Environmental Assessments (EAs) for key transit projects – Dundas Bus Rapid Transit (BRT), Lakeshore Higher Order Transit (HOT) and the Downtown Mississauga Terminal and Transitway Connection (DMTTC)
- Technology system updates for our Fleet Management Information System and our Telematics contract
- Developing a robust, comprehensive and integrated Asset Management Plan for all road-related infrastructure including addressing the ongoing pressures on our Roadway Rehabilitation Program
- Operating investments to help maintain service levels, and improved customer service through Lean initiatives

Net Investment (\$000s)	2020	2021	2022	2023
Operating	65,995	69,771	71,569	72,461
Capital	85,848	70,936	82,485	81,080
Full Time Equivalents	472.9	472.9	468.9	466.9



Parks, Forestry & Environment

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

Services we provide:

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

Interesting facts about this service:

- 373,596 hours of maintenance were performed in 2018 for the care of 7,794 acres (3,154 hectares) of parkland and open space, including 371 sports fields, 265 playgrounds, two marinas and 11 publicly owned cemeteries
- There are over 300 publicly owned woodlands and natural areas covering 2,777 acres (1,124 hectares)
- Over 18,000 annual service requests are received and resolved by Parks, Forestry & Environment, along with approximately 4,900 additional direct inquiries from the 3-1-1 Citizen Contact Centre
- 16,404 City-owned trees received maintenance in 2018, including pruning, rejuvenation and watering
- 134,284 hours of outdoor sports fields and 60,492 hours of park permits were booked in 2018
- 38,211 trees and shrubs were planted through the One Million Trees Mississauga program in 2018
- 14,800 hours of community service were contributed by volunteers for community clean-ups, naturalization projects, beautification initiatives, tree plantings and community garden programs in 2018

- Over 700 permits, plans and applications were reviewed by Parks & Forestry to protect and enhance parks and natural areas
- Leading and administering six Corporate waste diversion programs
- Engaged more than 11,000 people in environmental education and outreach at over 60 community events throughout Mississauga in 2018

Highlights of the Business Plan include:

- Strategic parkland acquisitions underway in Ninth Line Corridor, Cooksville neighbourhoods and Downtown core
- Design and development of waterfront parks underway including the Lakeview Development and 70 Mississauga Road and Environmental Assessment for 1 Port Street East
- Ongoing installation of shade shelters, updated signage and benches over the next four years
- Introduction of a Public Tree Bylaw in late 2019 and an update to the Private Tree Bylaw is planned for 2020
- Leading the implementation of the City's first Climate Change Action Plan

Net Investment (\$000s)	2020	2021	2022	2023
Operating	37,719	38,347	38,948	39,473
Capital	22,815	81,339	39,437	49,828
Full Time Equivalents	365.4	367.7	368.2	368.5



Business Services

Mission: To enable the delivery of excellent public service by providing advice, expertise and essential support. We work with all business units across the organization to allow services to be delivered to residents and businesses in the most cost-effective, innovative and efficient manner.

Services we provide:

Business Services includes five interrelated teams within the City of Mississauga: Corporate Performance and Innovation (CPI), Finance, Human Resources (HR), Revenue and Materiel Management, and Strategic Communications. Together these teams partner with all Divisions across the organization to:

- Enable planning and executing of organizational strategies including consideration for human resources, finances and revenue collection, procurement of goods and services, and complete and timely information delivery
- Enable continuous transformation across the organization, by helping to shape processes, content, and culture improving the organization's capacity for change
- Work in a way that delivers administrative efficiencies that reduce cost while maintaining quality and service levels

Interesting facts about this service:

- Posted 556 jobs and processed 1,050 transfers and promotions in 2018
- Issued almost 500,000 tax bills in 2018 collecting 97 per cent of the \$1.66 billion in property taxes billed for the City, Region and School Boards
- Managed \$799 million in reserves, achieving a 0.80 per centage-point investment yield in excess of benchmark
- Connected daily with 92,000 followers and friends on the City's corporate Twitter and Facebook channels, and monthly with 33,000 subscribers via the City's corporate newsletter

- Provided 8,154 hours of continuous improvement training to 1,927 staff in all five Departments

Highlights of the Business Plan include:

- Developing and implementing a Mental Health Strategy aligned with the Canadian Standards Association (CSA) standard for Workplace Psychological Health and Safety
- Undertaking the City's Asset Management Plan, managing infrastructure programs, and strengthening Payroll Services
- Implementing the Communications Master Plan, Digital Strategy and Corporate Customer Service Strategy, while launching the internal Service Intake Solution for better management and tracking of projects and work requests
- Continuing to transform the City's website to create people-centred digital services
- Continuing to support the organization to improve efficiency and effectiveness and strengthening the culture of continuous improvement and performance measurement across the corporation
- Continuing to enhance the tax and procurement software and implement efficient and sustainable procurement policies by enhancing web services

Net Investment (\$000s)	2020	2021	2022	2023
Operating	33,729	34,383	35,448	36,107
Capital	1,398	1,010	700	200
Full Time Equivalents	308.5	308.5	306.5	306.5



Mississauga Library System

Mission: The Mississauga Library System exists to provide services to meet the lifelong informational, educational, cultural and recreational needs of all citizens.

Services we provide:

The Mississauga Library System (Library) operates 18 libraries of varying sizes, including a large Central Library at Celebration Square. These facilities provide physical space where people can gather, attend programs and access the Library's collections. The Library runs thousands of free programs a year for all demographics and also operates three permanent makerspaces equipped with technology that encourages people to create. The Library also has thousands of e-resources available as well as a website and online catalogue that can be accessed remotely. The Central Library also operates the Open Window Hub which services at-risk residents from across the city and runs community initiatives to support those in need.

Interesting facts about this service:

- Ninety per cent of residents responding to the 2017 Citizen Satisfaction survey expressed overall satisfaction with Library services in Mississauga
- There are more than 4.3 million in-person visits to the Library per year
- In 2018, people made 8.75 million visits to the Library website and catalogue, and the Library has a growing social media following of over 12,000 subscribers
- The Library boasts a collection in excess of 1.06 million items

- Items were loaned over 6.09 million times to the public in 2018
- In 2018, over 152,000 people attended Library programs
- The Open Window Hub helped at-risk residents almost 1,000 times in 2018

Highlights of the Business Plan include:

- Revitalization of Central Library to include infrastructure for more modern and future-focused digital offerings; redeveloping underutilized and ancillary spaces; creating a layout that is conducive to current library collections; and expanding the fourth floor by adding 6,000 square feet of library space
- Investment in technology enhancements to modernize and enhance customer access to services and collections
- Continued expansion of Maker Mississauga offerings through a mobile makerspace to better reach communities and staff to support maker programming and equipment use
- Investing in infrastructure and the community through the renovation of South Common Library

Net Investment (\$000s)	2020	2021	2022	2023
Operating	29,180	30,218	30,928	31,775
Capital	4,021	18,934	21,413	2,620
Full Time Equivalents	308.3	308.6	309.6	309.6



Recreation

Mission: We keep Mississauga residents healthy, active and connected in partnership with the community.

Services we provide:

The Recreation Division connects citizens, staff and Mississauga communities to one another through programming, infrastructure and recreational opportunities. The Division prides itself on identifying the diverse needs of residents within Mississauga communities, and builds its service mix in response to those needs.

The Recreation Division provides service to residents and customers through the following:

- Registration and drop-in recreational programs
- Community partnerships and affiliations
- Recreational facilities operations and facility rentals
- Sponsorship and grants
- Sport and tourism initiatives
- Banquet and food services
- Community events support

Interesting facts about this service:

- 13 million visits a year to recreation facilities
- 186,000 yearly program hours

- 35,000 yearly hours of arena rentals
- 147,000 yearly hours of facility room usage
- Over 80,000 golf rounds a year
- Over 39,900 memberships sold each year
- Over 100,000 visits to after school drop-in sessions

Highlights of the Business Plan include:

- Infrastructure renewal and redevelopment activities as a key priority to optimize the supply of facilities in a manner that is best suited to reflect current market and operating conditions
- Commitment to providing inclusive programs and services to complement the demographics of Mississauga's diverse population
- Dedication to providing high quality programs and services that are accessible, fiscally responsible and maximize the use of our infrastructure

Net Investment (\$000s)	2020	2021	2022	2023
Operating	29,708	31,524	32,924	34,354
Capital	12,058	20,235	31,158	19,416
Full Time Equivalents	873.4	888.1	888.1	888.1



Information Technology

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

Services we provide:

The Information Technology (IT) Service Area has six sections that focus on technology planning, service delivery, support, and operations to enable City services and drive efficiencies.

Interesting facts about this service:

- IT operates seven days a week, 365 days a year
- The City provides online services and information including 3-1-1 online service requests and items available for purchase, with 18.5 million unique digital visits in 2018
- “Wireless Mississauga” is free public access to high speed Wi-Fi available at many City facilities (libraries, community centres, marinas and arenas). In 2018, the total number of hours of free City Wi-Fi used by the public translated to 529 years of service (455 years in 2017)
- The Public Sector Network is a state-of-the art fibre network co-owned by the Region of Peel, Mississauga, Brampton and Caledon. Over 850 kilometres of high-speed fibre connect 922 partner and 17 subscriber facilities, for a total of 939 facilities (888 facilities in 2017)
- During the first eight months of 2019, the City classified an average of 580,000 monthly incoming emails as “malicious” - an average of 310,000 were classified as “clean”

Highlights of the Business Plan include:

- Continue to enhance the Cybersecurity Operations Centre (CSOC) with the hiring of an IT Security Specialist
- Implement the Smart City Master Plan which uses technology to create sustainable economic development, increase operational efficiency, and improve community life
- Enhance the financial and human resources systems to automate and streamline processes while leveraging the latest technologies
- Continue with implementation of the Digital Strategy in partnership with Strategic Communications including the phased rollout of the new City website (mississauga.ca)
- Continue to expand the availability of free public Wi-Fi throughout the city, in our small business districts, downtown and public spaces and parks
- Develop a solution for capacity planning to address dynamic business requirements and reduce reliance on costly external resources
- Continue to maintain IT infrastructure in a state of good repair while sustaining City services

Net Investment (\$000s)	2020	2021	2022	2023
Operating	31,400	32,616	33,343	34,651
Capital	28,170	22,405	13,667	15,000
Full Time Equivalents	229.8	240.8	233.8	219.8



Facilities & Property Management

Mission: Facilities & Property Management optimizes our in-house expertise in property management excellence to sustain the City's infrastructure. We collaborate with our partners in delivering front line services to our citizens while maintaining respect for the public tax dollar.

Services we provide:

Facilities & Property Management provides expertise in property, asset and project management to maintain the City's infrastructure and support the safety and security of the public and City staff. Our work begins with real property acquisitions, negotiations or agreements, and progresses into planning, design and construction, with consideration for accessibility, space planning and energy conservation. For completed buildings our service shifts to maintenance, asset management and operations related to building services, utilities consumption, cleaning, pest control and the security and public safety of our City facilities, parks and the transit system. We work with our partners, which include internal City Service Areas and users of our facilities. In doing so we remain committed to being innovative, looking for new opportunities to add value to the City's infrastructure and landscape to create a community where people choose to be.

Our team is comprised of approximately 210 dedicated professional and front-line service staff that work collaboratively together and with our partners to deliver our service.

Interesting facts about this service:

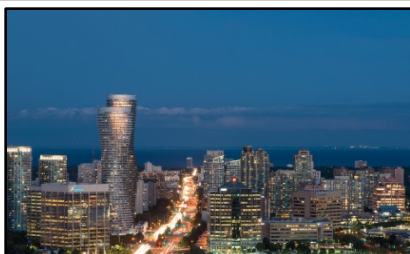
- Responsible for City owned and leased buildings and site infrastructure amounting to 5.6 million square feet
- Responsible for over 30,000 facility systems requiring approximately 24,200 annual work requests related to building and site maintenance and operations

- In 2018, saved over \$85,000 in energy and water costs
- In 2018, received \$198,500 in grant incentives to implement energy conservation projects
- In 2018, administered 199 land appraisals for a combined land value in excess of \$618 million
- In 2018, produced 2,466 photo ID badges and conducted 40,354 patrols (facilities and transit systems)

Highlights of the Business Plan include:

- Address our aging infrastructure needs by investing \$27 million in Lifecycle Renewal and Rehabilitation projects
- Add Project Management staff to deliver increased infrastructure funding to address aging infrastructure needs and support new capital projects such as Churchill Meadows Community Centre
- Continue to invest in our energy savings initiatives to achieve greenhouse gas emission reductions
- Leverage technology to improve service delivery and efficiency for managing agreements, assets and information
- Continue to address service gaps to support the safety and security of public and staff

Net Investment (\$000s)	2020	2021	2022	2023
Operating	25,069	26,289	26,837	27,329
Capital	36,926	32,424	27,160	37,702
Full Time Equivalents	218.8	222.0	222.0	223.0



City Manager's Office

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

Services we provide:

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

Interesting facts about this service:

- The Economic Development Office (EDO) supports Mississauga's business community of more than 95,000 businesses
- Internal Audit has a unique reporting structure that allows them to operate independently and reinforces impartiality when conducting audits
- The Legal Services team had over 68,000 court and tribunal appearances in 2018 and supported over 250 procurements, which is a 75 per cent increase over 2017

Highlights of the Business Plan include:

- EDO will add an Information and Communications (ICT) Sector Specialist to provide dedicated support to this fast-growing economic and employment generator in Mississauga, which will yield positive financial and economic impacts for the City
- Internal Audit will continue its three-year Audit Workplan and make improvements to its current business practices to align with the results from the Corporate Risk Assessment and External Quality Assessment completed in 2017
- Legal Services will add a Commercial Litigator, IT Legal Counsel and Insurance Claims Specialist to maximize the in-house capacity to meet the City's growing needs for legal support in the most cost-effective manner

Net Investment (\$000s)	2020	2021	2022	2023
Operating	12,496	12,826	13,028	13,234
Capital	0	0	0	0
Full Time Equivalents	90.9	90.9	90.9	90.9



Land Development Services

Mission: To provide strategic, long term planning and high quality customer service, to ensure the health, safety, and wellbeing of the public. We will do this by facilitating legislated approval processes, creating policies and plans, processing development applications and building permits, and carrying out building inspections.

(Picture source: Jason Zytynsky via urbantoronto.ca)

Services we provide:

- Develop strategic land use plans
- Undertake long-range and community land use planning
- Forecast population and employment
- Conduct development and design studies
- Create urban design and built-form visions for the city
- Provide planning opinions and customer information
- Review and approve development applications
- Review building permit applications and issue permits
- Undertake building permit inspections and enforcement
- Engage with the community in the strategic and land use planning process

Interesting facts about this service:

- The Land Development Services (LDS) Area coordinates planning efforts across the Corporation to ensure alignment with the Provincial Growth Plan, Strategic Plan, Mississauga Official Plan and Zoning By-law
- Approximately 4,000 building permit applications are processed annually
- Approximately 79,000 building, plumbing, heating and sign inspections are carried out annually
- Fifty-five community meetings were held in 2018

Highlights of the Business Plan include:

- Continue to develop vibrant, walkable and connected neighbourhoods
- Meaningful engagement with residents, Indigenous Peoples, developers and stakeholders in land use planning and building processes and projects
- Facilitate the land use vision and community improvement by optimizing new tools and incentives
- Prioritize the provision of affordable housing for middle income families
- Initiate next phases of ePlans, which will include Official Plan Amendments (OPA), rezoning and subdivision applications
- Develop innovative tools, including an online interactive zoning by-law solution that will allow users to generate custom information to answer their zoning questions
- Complete an inspections mobility “proof of concept” with full implementation by 2020
- Two full-time Planner positions and one Zoning Examiner position to be added for 2020

Net Investment (\$000s)	2020	2021	2022	2023
Operating	9,655	10,462	10,860	11,235
Capital	2,021	1,250	1,250	1,600
Full Time Equivalents	197.4	198.5	196.5	196.5



Culture

Mission: Culture Division and the City of Mississauga will grow and support the creative sector, deliver cultural services and enable high quality cultural experiences.

Services we provide:

The Culture Division has four sections: Culture Services; Culture and Heritage Planning; Museums & Small Arms Inspection Building; and Celebration Square, Meadowvale Theatre and Culture Technical Services.

Culture Services supports growth of the film and television industry in Mississauga and delivers community development, arts and culture programs, grants and marketing.

Culture and Heritage Planning is responsible for heritage planning, culture planning, public art, policy development and research.

Culture facilities are managed within two sections: Museums (Bradley, Benares, and Leslie Log House) and the Small Arms Inspection Building; and Meadowvale Theatre and Celebration Square. Culture Technical Services provides audio, video and lighting production services at these facilities, in addition to Paramount Fine Foods Centre (which is operated by the Recreation Division).

Interesting facts about this service:

- Over 4.5 million people have visited Celebration Square events since its opening in 2011
- Creative Classes and Camps saw almost 4,700 participants in over 700 programs in 2018

- Meadowvale Theatre hosted 131 performances and activities in 2018
- There were more than 26,000 visitors to Museums in 2018
- There were 1,205 filming days in Mississauga with 234 permits issued in 2018 (the highest ever)
- There are 52 pieces of City-owned public art in Mississauga; 22 are permanent pieces

Highlights of the Business Plan include:

- Building Mississauga's live music sector
- Increasing access to space for Mississauga creatives at Meadowvale Theatre and the Small Arms Inspection Building
- Continuing to increase grants per capita funding from \$3.75 to \$4.50 by 2022
- Supporting and promoting Mississauga's evolution as a creative city

Net Investment (\$000s)	2020	2021	2022	2023
Operating	7,208	7,293	7,402	7,514
Capital	1,230	7,939	230	230
Full Time Equivalents	64.9	64.9	64.9	64.9



Regulatory Services

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

Services we provide:

Regulatory Services responds to service requests related to by-laws and regulations from the general public, City staff, the Mayor and Council. Addressing these requests may include investigations of the issues, interpretation of the by-laws and when required, enforcement of these by-laws.

Key services provided include:

- Animal Care
 - Dog investigations
 - Animal care, adoption and fostering
 - Wildlife safety
- Education
 - By-law awareness
 - Pet and wildlife education and outreach
- Enforcement
 - Of over 35 by-laws including: Zoning, Property Standards, Public Vehicle, Parking, Animal Care and Control By-laws
 - Of Business, Public Vehicle and Pet Licences
- By-Law Administration
- Licensing of Businesses, Public Vehicles and Pets

Interesting facts about this service:

- More than 50,000 requests for service were received last year by the Division
- In 2018, 530 cats and dogs were adopted and 505 were returned to their owners
- In 2018, 10 million trips were taken within the City using vehicles for hire. Regulatory Services conducted over 13,000 inspections on these vehicles. This includes both taxi and transportation network companies (TNCs)
- More than 2,000 resident requests for enforcement of tall grass and weeds standards were investigated last year

Highlights of the Business Plan include:

- Implementation of the technology for a self-serve online licensing solution, enabling business applicants to submit, track, manage, pay, and upload attachments for new licences and renewals
- Continuing to educate the public through community engagement and outreach programs
- Expanding regulatory frameworks for sharing economies

Net Investment (\$000s)	2020	2021	2022	2023
Operating	1,032	1,080	1,319	1,570
Capital	1,338	0	43	33
Full Time Equivalents	165.9	156.4	156.4	156.4



Legislative Services

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

Services we provide:

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

Highlights of the Business Plan include:

- One per cent budget reduction
- Plan to modernize Court systems with the goal of improving wait times and customer service
- Goal of increasing our Access and Privacy services

Net Investment (\$000s)	2020	2021	2022	2023
Operating	(2,276)	(2,285)	(2,167)	(2,047)
Capital	1,527	105	25	38
Full Time Equivalents	95.0	90.0	93.0	89.0

Interesting facts about this service:

- We support 22 Committees of Council and quasi-judicial tribunals and we provide live streaming and on-demand videos for seven committees including Council
- In 2018 we received over 900 requests for information under the *Municipal Freedom of Information and Protection of Privacy Act*
- In 2018 we performed 369 civil marriage ceremonies
- The 2018 Election included four advance poll days, approximately 160 voting locations and 451,333 eligible electors

City Budget & Financial Overview

Operating Budget

Assumptions

The *Municipal Act* prohibits operating budget deficits for Ontario municipalities. As a result, the property tax calculation and associated tax rate increase are based on the net funding requirements of the City's budget.

The budget is prepared using a cash basis of accounting. A reconciliation between the proposed 2020 budget (cash basis) and the budget in accordance with Public Sector Accounting Board (PSAB) standards (accrual basis) can be found in Appendix 5 of this section and in Section T, Financial Policies.

The operating budget incorporates a number of assumptions related to revenues and expenses. These assumptions are updated throughout the budget process as more accurate and up-to-date information becomes available.

The 2019 assessment growth is estimated at 0.5 per cent. Final confirmation of this number will not be available until after this document is printed. Staff requests that Council allow any necessary adjustments as a result of assessment growth forecast change following the budget approval.

Monitoring and Budget Development

Revenues and expenditures are monitored throughout the year. Twice a year, a detailed analysis is prepared comparing the forecasted revenues and expenditures for the year to the approved capital and operating budgets. This identifies trends and year-end budget variances.

The information gathered through these reviews forms the basis of the funding requirements for the upcoming year. By combining forecasted performance to date, prior years' trends, estimated rate increases and market indicators, realistic budgets can be developed.

2020 OPERATING BUDGET

The City of Mississauga's proposed 2020-2023 Business Plan & 2020 Budget outlines how and where the City plans to allocate resources to meet service expectations over the next four years. We continue to focus on major issues such as fire and emergency services, transit, transportation, security, and our infrastructure.

The Proposed 2020-2023 Business Plan & 2020 Budget balances meeting the service demands of the community with prudent spending. The Budget is presented in terms of four major drivers:

- The cost of Normal Operations to maintain current service levels, including the impact of efficiencies and cost savings, and costs to operationalize prior decisions
- Provisions for the Public Safety Fire Program
- The cost to implement New Initiatives and New Revenues
- Provisions for the Capital Infrastructure and Debt Repayment Levy

Description	Budget Impact
Maintain Current Service Levels	1.2%
Efficiencies and Cost Savings	(0.5%)
Operationalize Prior Decisions	0.8%
Assessment Growth	(0.5%)
Normal Operations	1.0%
Public Safety Fire Program	1.0%
New Initiatives & New Revenues	0.9%
Capital Infrastructure and Debt Repayment Levy	2.0%
Proposed Budget Change	4.9%

2020 Operating Budget Impact

NORMAL OPERATIONS

The cost of Normal Operations requires an increase of \$7.9 million, or 1.0 per cent, after factoring in assessment growth of 0.5 per cent. This total represents the costs associated with maintaining current service levels and operationalization of prior decisions, offset by efficiencies and cost savings.

Maintain Current Service Levels

In order to maintain existing services at current levels, the City must address continually increasing costs. Every effort is made to keep cost increases associated with maintaining current service levels in line with inflation. Costs to maintain current service levels, excluding Stormwater, add \$6.3 million or 1.2 per cent to the City's net expenditure.

This rate is in line with the rate of inflation as measured by the Consumer Price Index (CPI) and the construction price indexes. Comparing the increase in the City's budget only to the CPI is not a valid comparison as the "basket of goods" municipalities use to deliver service is different than those measured by the CPI. The construction price indexes are more relevant for municipal comparisons. Many of the materials, supplies and contracts that the City purchases are driven by construction related price increases.

Efficiencies and Cost Savings

Each year, City staff are challenged to reduce costs by identifying efficiencies and streamlining processes through continuous improvement. For the 2020 Budget, staff have identified \$2.4 million in savings – equivalent to reducing the City's net costs by 0.5 per cent. These savings were identified in most service areas of the City.

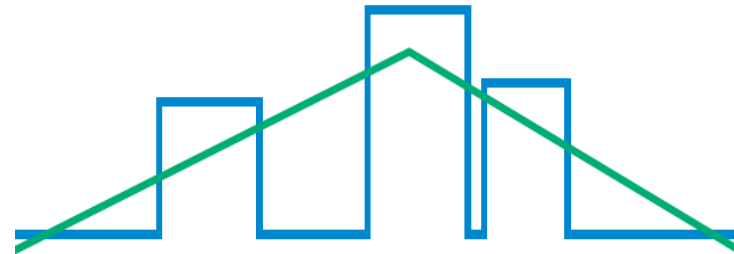
The corporate Lean business improvement program, made permanent in 2016, continues to be deployed across the Corporation resulting in the identification and elimination of non-value-added activities.

Since 2009, operational efficiency efforts and cost savings have totalled over \$57.6 million.

Operationalize Prior Decisions

New Initiatives approved in the 2019 Budget and started part way through the year and the operating impacts of capital projects completed during 2019 require increased expenditures for full-year operations and therefore additional funding in 2020.

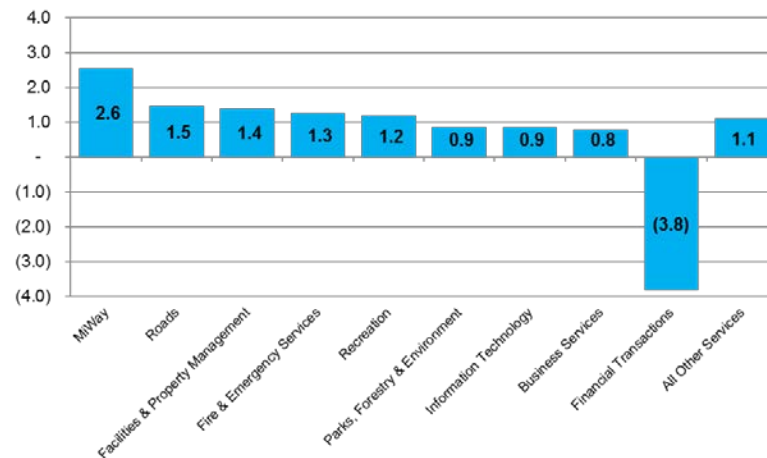
To operationalize prior decisions, the proposed 2020 budget includes \$4 million, an increase of 0.8 per cent to the City's net expenditure.



NORMAL OPERATIONS BY SERVICE AREA

The following chart presents a breakdown of the cost by service area to maintain Normal Operations, totalling \$7.9 million. Brief explanations of budget changes by major contributing service areas are provided.

2020 Normal Operations Increase by Service Area (\$millions)



MiWay

The MiWay budget requires an increase of \$2.6 million for normal operations. Labour costs are increasing by \$4.6 million with \$1.3 million related to the labour annualization of the 2019 Service Growth Initiative. Presto commission costs increase by \$1.6 million. These expenses are partially offset by \$2 million of ridership growth and an increased Provincial Gas Tax reserve transfer to support Transit operations of \$1.5 million.

Roads

The Roads budget requires an increase of \$1.5 million for normal operations, which includes \$0.9 million in labour costs and \$0.5

million in contractor and professional services due to increases in contract pricing.

Facilities & Property Management

The Facilities & Property Management budget requires an increase of \$1.4 million for normal operations. This includes increases of \$0.7 million in labour costs, and \$0.4 million in contractor and professional services. These changes are primarily due to the impact of changes in minimum wages and other market conditions.

Fire & Emergency Services

The Fire & Emergency Services budget requires an increase of \$1.3 million for normal operations. The majority of the increase relates to regular union increases and labour benefits.

Financial Transactions

The net reduction of normal operations in Financial Transactions stands at \$3.8 million, primarily due to a \$2 million increase in Enersource dividends, \$1.3 million increase in Payment-in-lieu of taxes revenue and \$0.4 million reduction in vacancy rebate expenses for the 2020 proposed budget.

Other Remaining Areas

Increases for all the remaining service and business areas total \$1.1 million.

PUBLIC SAFETY FIRE PROGRAM INITIATIVE

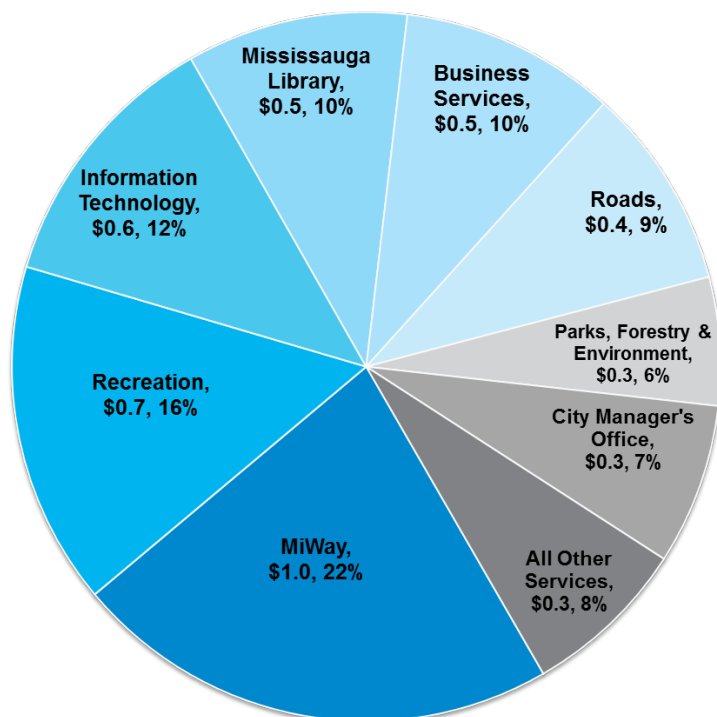
The Public Safety Fire Program initiative was approved in the 2019 Budget to provide funding for additional fire stations and staff in Mississauga over the next 12 years. The program also enhances Fire's public education programming to communities and the development of the proactive fire inspection program. A contribution equivalent to one per cent of the tax levy to the Public Safety Fire Program Reserve Fund continues in 2020 at \$5.1 million. The contribution program is planned to end in the year 2022.

NEW INITIATIVES

The proposed 2020 Budget includes \$4.6 million in New Initiatives and New Revenues which is comprised of 70 budget requests. Details of the New Initiatives and New Revenues are provided within each of the service area business plans.

In total, new initiatives require an increase of 0.9 per cent to the City's net budget.

Proposals for new initiatives in 2020 support Mississauga's Strategic Plan and primarily are focused on expanding transit services, accommodating population growth in Mississauga's northwest quadrant via the Churchill Meadows area community centre and park and enhancing information technology infrastructure to improve service levels.



MiWay

MiWay is proposing new initiatives with a net cost of \$1.0 million, which includes continuation of the annual MiWay service growth initiative of two per cent including all associated labour costs, i.e., 22 Transit Operators and one Route Supervisor.

Recreation

Recreation is proposing new initiatives with a net cost of \$0.7 million, which is related to the labour and operating costs of the new Churchill Meadows area community centre.

Information Technology

Information Technology is proposing new initiatives with a net cost of \$0.6 million for several technology enhancements, namely Cybersecurity Operations Centre for \$0.2 million, Tech Hub Expansion for \$0.2 million and Smart City Master Plan Implementations for \$0.1 million.

Mississauga Library

Mississauga Library is proposing new initiatives with a net cost of \$0.5 million, including Modernizing Customer-Facing Library Technology for \$0.2 million and Maker Mississauga Programmers for \$0.1 million.

Other New Initiatives include:

- Celebration Square Attendants - \$0.2 million
- Planner and Zoning Examiner - \$0.2 million
- Commercial Litigation Legal Counsel - \$0.1 million
- HR Customer Service Manager - \$0.1 million
- Parking Master Plan Implementation - \$0.1 million

SPECIAL PURPOSE LEVIES

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

Capital Infrastructure and Debt Repayment Levy

A Special Purpose Levy is required to maintain the \$9.9 billion of capital infrastructure owned by the City in a state of good repair. A Capital Infrastructure and Debt Repayment Levy of two per cent on the prior year's tax levy will be required for at least the next 10 years, to support and ensure the City is investing in maintaining its infrastructure. This approach balances the pay-as-you-go philosophy with prudent borrowing within reasonable limits as outlined in the City's debt policy.

The 2020-2023 Business Plan & 2020 Budget recommends continuation of a Special Purpose Levy of two per cent on the prior year's City tax levy, for Capital Infrastructure and Debt Repayment. Of the two per cent, about half is to increase the

transfer from Operating to the Capital Reserves to approximately \$63 million per year. The remaining half is dedicated to principal and interest payments on debt issued.

Emerald Ash Borer Management Plan

The Emerald Ash Borer (EAB) is a highly destructive pest found exclusively in ash trees that has the potential to infest and kill all 116,000 City-owned ash trees. All southern Ontario municipalities are faced with developing strategies and plans to protect and replace municipal-owned ash trees. If not dealt with, there will be a significant decline in the tree canopy in Southern Ontario.

In the 2014 Budget, Council approved to increase the Emerald Ash Borer program levy from \$2.8 million to \$5.6 million per year to protect, preserve and when necessary, replace City-owned ash trees. Until 2022, this levy will fund the Emerald Ash Borer program to maintain the tree canopy of Mississauga.

The special purpose levy for the Emerald Ash Borer is built into the base operating budget and there is no recommended increase in 2020.



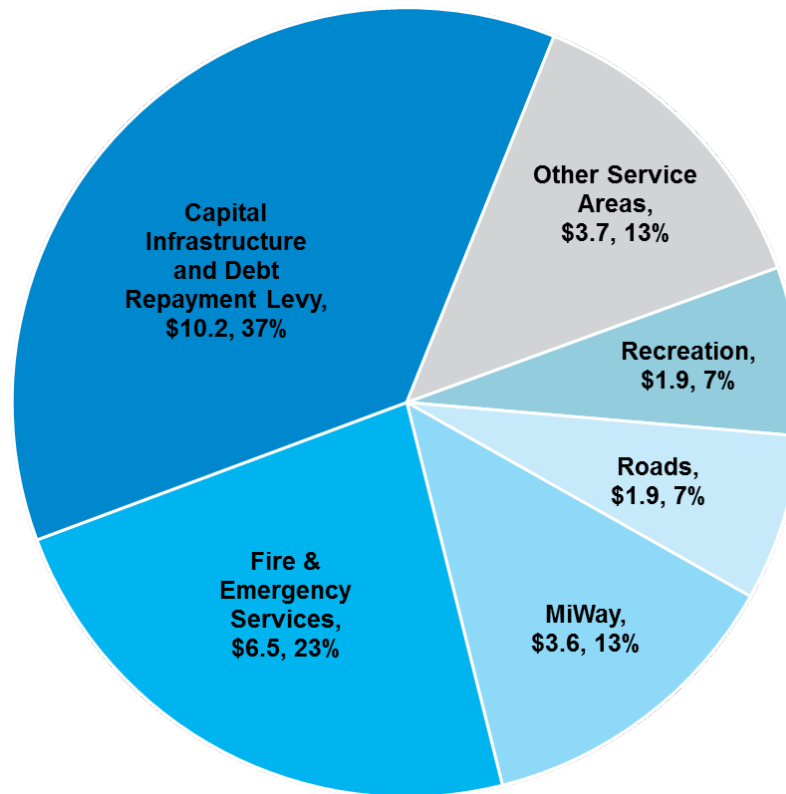
Summary of 2020 Proposed Operating Budget

The City's 2020 Business Plan & Budget proposes a total increase of \$27.8 million, a 4.9 per cent increase over the 2019 approved budget.

The following chart shows a breakdown of the \$27.8 million increase by service areas.

The \$27.8 million increase includes \$10.2 million, or 37 per cent of the total increase, to fund the capital infrastructure needs of the City. Half of this funding is used to directly fund capital projects; the other half is used for principal and interest payments required to fund an additional \$43 million in debt.

Allocation of the 2020 Proposed Operating Budget Increase of \$27.8 Million



Numbers may not balance due to rounding

Tax Levy Changes

The following table outlines the cost changes forecasted for the four year operating plan and the annual impact on the tax levy for Residential and Commercial property tax payers. Overall the

commercial/industrial impact is lower than the residential impact as commercial/industrial taxpayers pay a higher proportion of education tax, for which increases are not expected.

Description	2020 (\$M)	Tax Rate Impact	2021 (\$M)	2022 (\$M)	2023 (\$M)
Prior Year Budget	\$510.9		\$538.7	\$575.3	\$609.7
Changes to Maintain Current Service Levels	\$6.2	1.2%	\$14.4	\$14.3	\$14.2
Changes to Efficiencies and Cost Savings	(\$2.4)	(0.5%)	(\$1.2)	(\$0.8)	(\$0.8)
Changes to Operationalize Prior Decisions	\$4.0	0.8%	\$2.1	\$1.0	\$1.5
Assessment Growth		(0.5%)			
Normal Operations	\$7.9	1.0%	\$15.2	\$14.5	\$14.9
Public Safety Fire Program	\$5.1	1.0%	\$5.3	\$5.7	\$0.0
New Initiatives	\$4.6	0.9%	\$5.3	\$2.7	\$2.8
Proposed Budget Excluding Capital Infrastructure Levy	\$528.5	1.9%	\$564.6	\$598.2	\$627.5
Capital Infrastructure and Debt Repayment Levy	\$10.2	2.0%	\$10.8	\$11.5	\$12.2
Proposed Budget	\$538.7		\$575.3	\$609.7	\$639.7
Year Over Year % Change		4.9%	6.4%	5.6%	4.5%
Impact on Total Residential Tax Bill		1.7%	2.3%	2.0%	1.6%
Impact on Total Commercial Tax Bill		1.1%	1.4%	1.2%	1.0%

Numbers may not balance due to rounding.

Tax Levy Change by Service Area

The following table outlines the cost changes forecasted for the four-year operating plan by the service areas which are contributing most to the changes. MiWay, Roads, Fire &

Emergency Services, and Recreation are consistently the largest contributors due to the size of their labour force. The overall impact is the same as the table on the previous page.

Description	2020 (\$M)	Tax Rate Impact	2021 (\$M)	2022 (\$M)	2023 (\$M)
Prior Year Budget	\$510.9		\$538.7	\$575.3	\$609.7
MiWay	\$2.6	0.5%	\$2.1	\$2.1	\$4.2
Roads	\$1.5	0.3%	\$3.7	\$1.8	\$0.9
Fire & Emergency Services	\$1.3	0.3%	\$3.7	\$4.0	\$2.9
Recreation	\$1.1	0.2%	\$1.3	\$1.4	\$1.4
Other Service Areas	\$1.5	0.3%	\$4.4	\$5.2	\$5.5
Assessment Growth		(0.5%)			
Normal Operations	\$7.9	1.0%	\$15.2	\$14.5	\$14.9
Public Safety Fire Program - Fire & Emergency Services	\$5.1	1.0%	\$5.3	\$5.7	\$0.0
New Initiatives & New Revenues - MiWay	\$1.0	0.2%	\$2.8	\$1.6	\$1.5
New Initiatives & New Revenues - Other Service Areas	\$3.6	0.7%	\$2.5	\$1.1	\$1.3
Proposed Budget excluding Capital Infrastructure Levy	\$528.5	2.9%	\$564.6	\$598.2	\$627.5
Capital Infrastructure and Debt Repayment Levy	\$10.2	2.0%	\$10.8	\$11.5	\$12.2
Proposed Budget	\$538.7		\$575.3	\$609.7	\$639.7
Year Over Year % Change		4.9%	6.4%	5.6%	4.5%
Impact on Total Residential Tax Bill		1.7%	2.3%	2.0%	1.6%
Impact on Total Commercial Tax Bill		1.1%	1.4%	1.2%	1.0%

* Assumes assessment growth of 0.5% in 2020, 0.4% in years 2021 - 2023

Numbers may not balance due to rounding.

Capital Program

Building and Maintaining Infrastructure is a key strategic goal in the City of Mississauga's Strategic Plan as well as a top priority in the City's Business Plan. These goals and objectives are achieved by applying sound asset management practices, inventorying what the City owns, conducting regular inspections, prioritizing work needs, preparing appropriate asset renewal projections and programs to address asset renewal needs, and monitoring and reporting on projected asset conditions.

The City of Mississauga's proposed 2020-2029 Capital Program outlines how and where the City plans to allocate resources to address capital project requirements for the next 10 years.

Assumptions

- All project costs are estimated in 2020 dollars
- Service areas have prioritized their capital projects within available funding envelopes
- State of Good Repair projects, for the maintenance and replacement of our existing infrastructure, are the City's first priority

Capital Prioritization

The City employs a capital prioritization model to assist in the decision-making process for allocating limited capital funds. The prioritization ensures that a balance of lifecycle projects, enhancements and high-priority new services are included in the capital program. The five capital prioritization categories are:

Mandatory (State of Good Repair)

These state of good repair projects have locked-in commitments or vital components associated with cash-flowed projects approved by Council in prior years. These are projects that cannot be deferred or stopped without a high risk of costly legal action, fines, penalties, or other significant liabilities. They may have legally binding commitments such as signed contracts, or have legal, safety, regulatory or other mandated minimum requirements to meet.

Critical (State of Good Repair)

These projects maintain critical components in a state of good repair and at current service levels. If not undertaken, there would be a high risk of breakdown or service disruption.

Lifecycle

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

Mandatory (Improve)

These are improve projects with locked-in commitments or vital components associated with cash-flowed projects approved by Council in prior years.

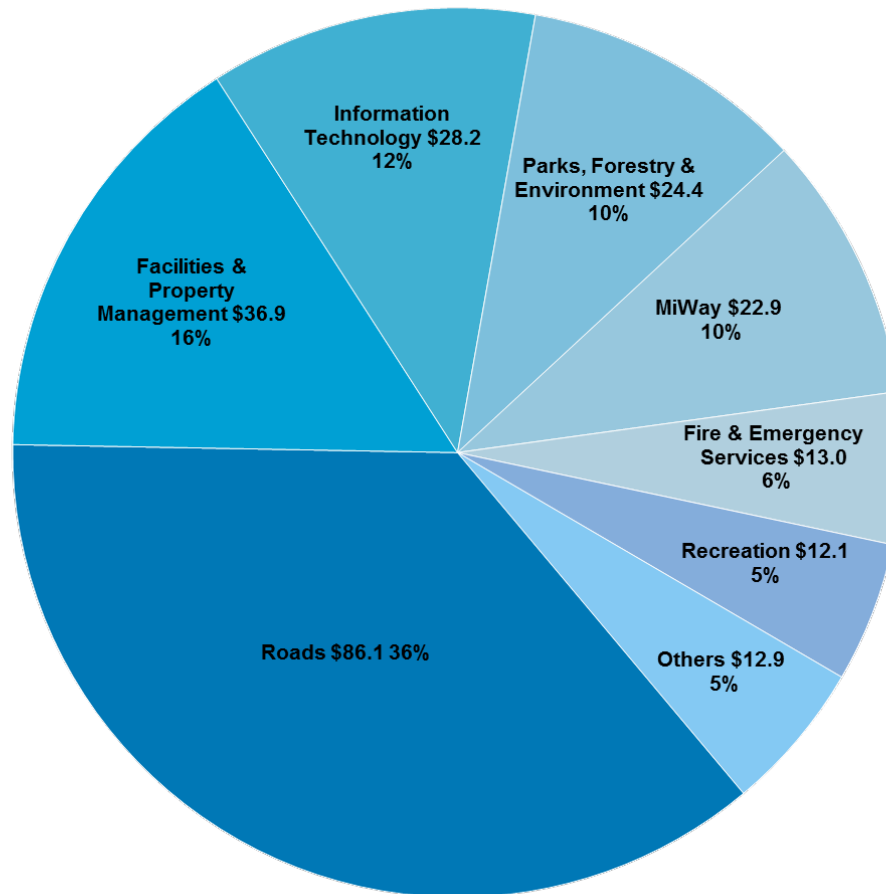
Improve

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



The total proposed 2020 gross Capital Budget is \$236.6 million. The allocation by service area is shown below, and highlights are provided on the following page.

2020 Proposed Capital Program by Service Area \$236.6 Million



Excludes Stormwater (see Section V). Numbers may not balance due to rounding.

Highlights of the 2020 proposed capital program are as follows:

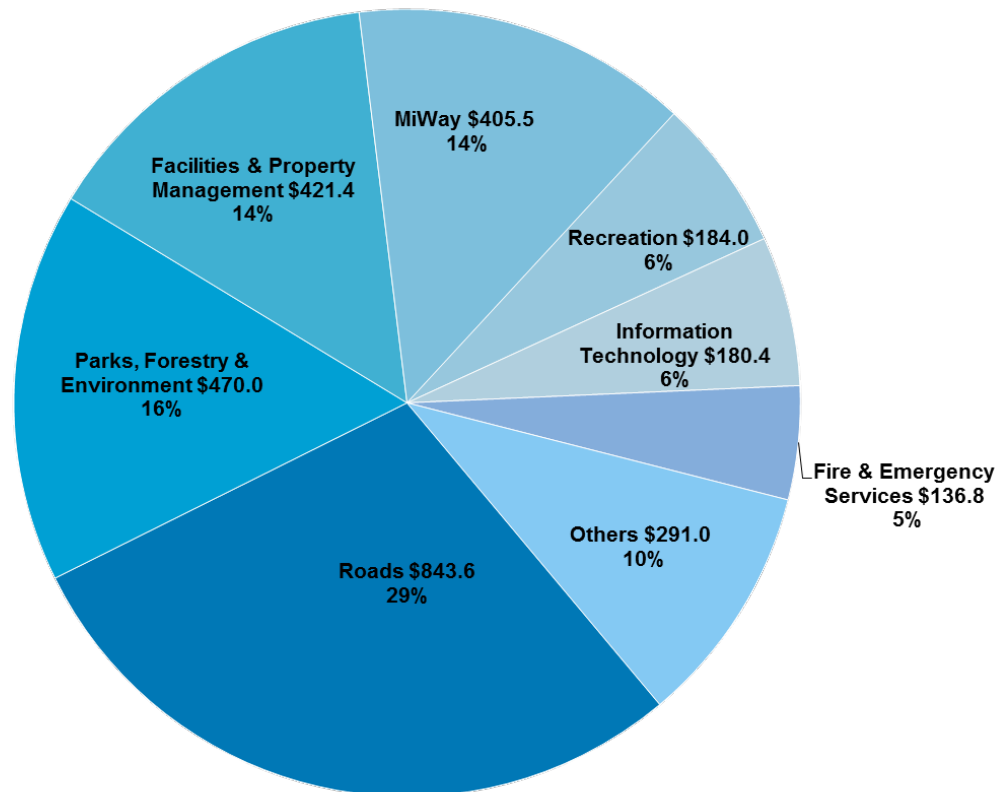
- \$38.3 million for Roadway Rehabilitation
- \$13.2 million for Transit Bus Acquisitions - Service Growth
- \$6.9 million for SAP S4 HANA Upgrade
- \$6.5 million for New Fire Station 123 - Burnhamthorpe/Winston Churchill - Design and Construction
- \$5.7 million for Goreway Drive Rail Grade Separation
- \$5.6 million for Transit Capital Bus Maintenance - Major Component Rehabilitation/Replacement
- \$5.4 million for Hoists Renewal - Transit Facilities
- \$4.9 million for Downtown Transitway Connection and Terminal - TPAP
- \$4.8 million for Bridge & Structure Renewal
- \$4.4 million for New Fire Truck and Equipment - Fire Stations 123,124
- \$4.2 million for Second Line over Hwy. 401 - Active Transportation Bridge Pier (Cash Flow)
- \$4.1 million Emerald Ash Borer Management Program
- \$3.8 million for Park Development - Scholars' Green (Downtown 21)
- \$3.5 million for Burnhamthorpe CC Indoor Pool Redevelopment
- \$3.3 million for Vehicle & Equipment Replacement
- \$3.2 million for Community Parks Phase 1 Site Servicing, Park Amenities Churchill Meadows CC
- \$3.3 million for Vehicle & Equipment Replacement
- \$3.2 million for Community Parks Phase 1 Site Servicing, Park Amenities Churchill Meadows CC
- \$2.8 million for Facility Renewal - City Centre Transit Terminal/Square One Bus Terminal - Phase 2
- \$2.6 million for Sidewalks
- \$2.5 million for Switches and Routers
- \$2.3 million for Cycling Program
- \$2.2 million for Facility Renewal - Frank McKechnie CC Pool & Library
- \$2.1 million for Arena Renewal - Erin Mills Twin Arena
- \$2 million for Storm Sewer Renewal
- \$1.9 million for Playground Redevelopment Program
- \$1.9 million for Server and Storage Replacement & Expansion
- \$1.8 million for Facility Renewal - Clarkson CC Pool & Arena
- \$1.8 million for Clarkson School Pool Demolition
- \$1.7 million for PC/Notebook/Tablet Lifecycle 2020
- \$1.7 million for Roof and RTU Renewal - Various Locations
- \$1.7 million for Sport Field and Court Rehabilitation
- \$1.5 million for Central Library Redevelopment

About 57 per cent of the 2020 Capital Budget is financed from the tax-capital Reserve Fund.

The 10-year Capital Budget provides for investments to maintain the City's existing infrastructure in a state of good repair, and for the development of new infrastructure required to implement the Strategic Plan and related Master Plans. The following chart shows the forecasted 10-year capital program (total of \$2.9

billion) by service area. The capital program is primarily allocated to projects in Roads, MiWay, Parks, Forestry & Environment, Facilities & Property Management, and Information Technology. The "others" category includes allocated spending for later years of the program, still to be distributed to specific service areas.

2020-2029 Capital Budget Forecast by Service Area \$2.9 Billion



Excludes Stormwater (see Section V). Numbers may not balance due to rounding.

Highlights of the 2020-2029 Forecast Capital Budget are as follows:

- \$316.8 million for Roadway Rehabilitation
- \$241.8 million for Transit Bus Acquisitions - Replacement
- \$117.9 million for Parkland Acquisition Program
- \$115.4 million for Lifecycle Maintenance-Recreation Facilities
- \$77 million for Lifecycle Maintenance - Various Corporate
- \$72 million for Bridge & Structure Renewal Facilities
- \$57.9 million for Transit Capital Bus Maintenance - Major Component Rehabilitation/Replacement
- \$49 million for South Common CC renovation - design & construction
- \$43.5 million for Burnhamthorpe Road West from East Living Arts Drive to Mavis Road
- \$41.9 million for Vehicle & Equipment Replacement
- \$40.6 million for Sport Field and Court Rehabilitation
- \$37 million for Trail Reconstruction Program
- \$35.1 million for Lifecycle Maintenance - Parks Facilities
- \$34.6 million for Carmen Corbasson CC Indoor Pool Redevelopment
- \$33.4 million for Burnhamthorpe CC Indoor Pool Redevelopment
- \$31.3 million for Ninth Line Widening - Eglinton Avenue West to Derry Road West
- \$26.6 million for Hurontario Light Rail Transit Implementation
- \$26.1 million for Replacement of Fire Vehicles
- \$26.1 million for Property Acquisition
- \$26 million for Courtneypark Drive East/Highway 410 Interchange
- \$25 million for Creditview Road Widening from Bancroft Road to Old Creditview Road
- \$22.9 million for Park Development-West Village
- \$22.1 million for Cycling Program
- \$21.5 million for Central Library Redevelopment
- \$19.6 million for Transit Bus Acquisitions - Growth
- \$19.4 million for Lifecycle Maintenance - Various Corporate Facilities
- \$19.4 million for Server and Storage Replacement & Expansion 2021
- \$18.6 million for Lifecycle Maintenance - Recreation Facilities
- \$18.4 million for Cooksville Creek Flood Storage Facility - McKenzie Park
- \$17.8 million for Major Park Redevelopment - Paul Coffey Park
- \$17.4 million for Emerald Ash Borer Management Program
- \$17.3 million for Playground Redevelopment Program
- \$16.5 million for Cooksville Community Centre Design and Construction
- \$15.4 million for Lifecycle Maintenance-Works Facilities
- \$15.4 million for Bridge Rehabilitation Program
- \$15.2 million for Goreway Drive Rail Grade Separation

Capital Financing

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

Assumptions

- Investment returns on the City's Reserve Funds are estimated to range from 3.00 to 3.75 per cent over the next 10 years. Investment returns on Development Charges (DC) reserve funds are forecast in the 1.75 to 2.50 per cent range for the same 10 years
- Debt financing assumes 3.25 to 4.25 per cent financing costs over the 10 years. Debt issuance has been restricted to 10 years or less
- DC revenues have been estimated based on rates defined within the DC by-law effective June 26, 2019 and the growth forecast for future years
- The Capital Infrastructure and Debt Repayment Levy of two per cent on the prior year's tax levy will continue for at least the next 10 years

Recoveries

The City of Mississauga receives federal and provincial government grant funding. For example, the City is currently benefiting from the Public Transit Infrastructure Fund (PTIF), where the federal government is funding up to 50 per cent of eligible projects, up to \$56.6 million.

The federal government has announced additional infrastructure funding through the Investing in Canada Infrastructure Program (ICIP). The City has applied for funding under the ICIP-Transit and ICIP-Community, Culture and Recreation streams. Funding approval is not anticipated until early-to-mid 2020. Only formally approved grant funding is included in the budget. As such, the

2020-2029 capital budget does not assume any ICIP funding, but has been structured to ensure the City is in a position to respond once project approvals are granted.



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

Reserve Funds

Capital projects are funded through a variety of Reserve Funds. Reserve Funds are established for very specific purposes. Subject to Council approval, capital projects can draw on these reserves for funding.

Some funding sources are available for specific services. For example:

- Federal Gas Tax funds transit, facilities, roads and bridges
- Cash-in-lieu (CIL) of Parkland funds parkland acquisition, recreational facilities and equipment
- Development Charges fund projects required due to growth

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

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

Infrastructure Levy

Repairing and rehabilitating aging infrastructure requires an increased focus on the funding of the City's asset renewal needs. As such, enhanced infrastructure funding strategies and mechanisms have been developed to assist Mississauga in addressing its infrastructure funding challenges.

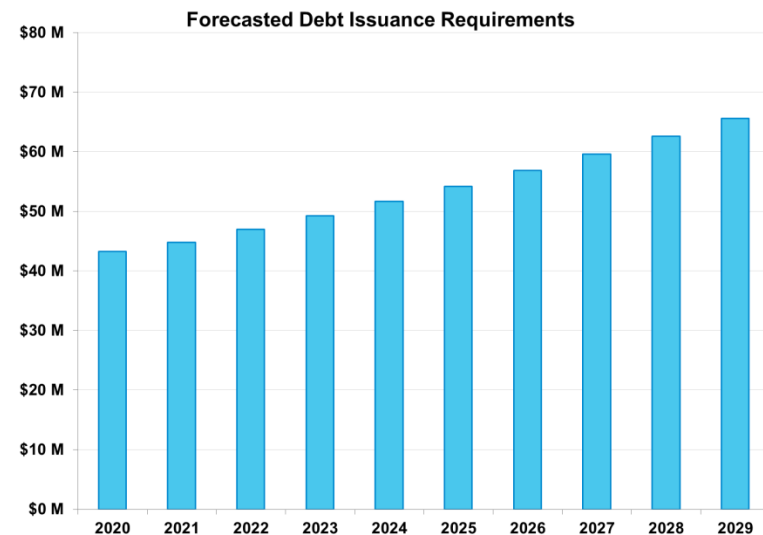


Most notably, the Capital Infrastructure and Debt Repayment Levy of two per cent on the prior year's tax levy provides the funding necessary to maintain our current assets. The 2020 budget includes a total of \$96 million for the funding of capital projects, through contributions to the tax-capital Reserve Fund and debt repayment. The levy is allocated about evenly between funding capital infrastructure directly and funding debt repayment. This levy is planned to continue for at least the next 10 years.

Debt Management

Long-term financing is a critical component in funding new construction, and replacing and upgrading capital assets for the City of Mississauga. The amount of debt the City issues each year is determined by how much funding will be yielded by approximately half of the two per cent Capital Infrastructure and Debt Repayment Levy.

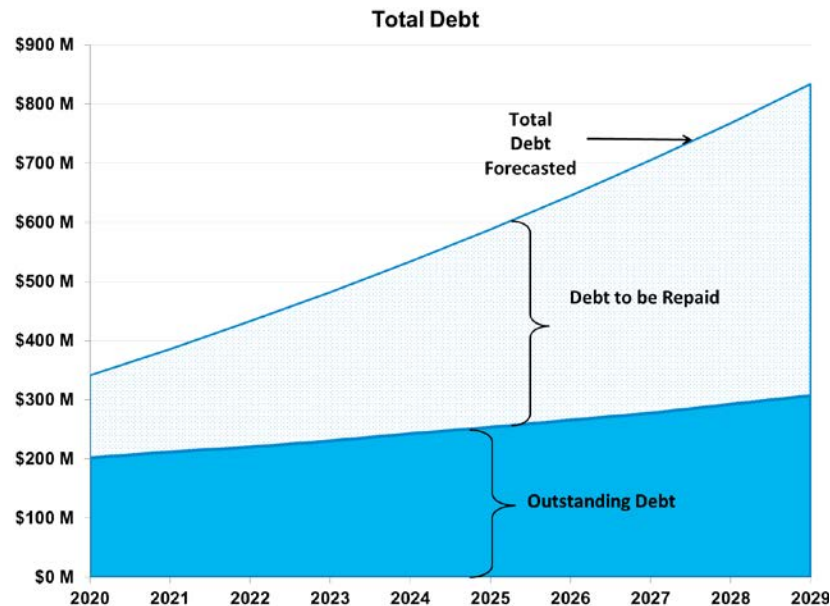
The following chart provides the forecasted annual debt issuance for each of the next 10 years. For 2020, debt will be issued in the amount of \$43 million for a number of capital initiatives. The City determines the total amount of debt that can be issued and then identifies which capital projects are eligible for debt funding. This in turn relieves the Tax Capital Reserve Fund. Debt-funded projects for 2020 include roadway rehabilitation, construction and renovation for various facilities city wide, and parks and sports facility improvements.



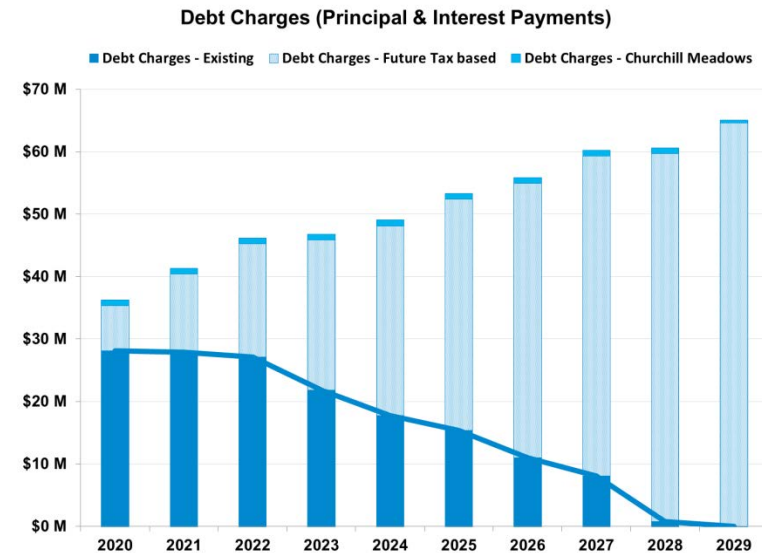
Appendix 2 in the Reserves and Reserve Fund section of this book (Section S) identifies in detail which 2020 capital projects are fully or partially funded from debt.

The City began issuing debt in 2013. As of the end of 2019, the City has issued about \$297 million in debt since that time. The City is planning on issuing approximately \$535 million in debt over the next 10 years. This does not mean that the City will have almost \$832 million in debt by the end of 2029, because we also repay debt each year.

The net effect of new debt being issued each year, and previously issued debt being retired, is illustrated in the following chart. The current capital program sees total outstanding debt increasing from \$202 million in 2020 to \$306 million by 2029.



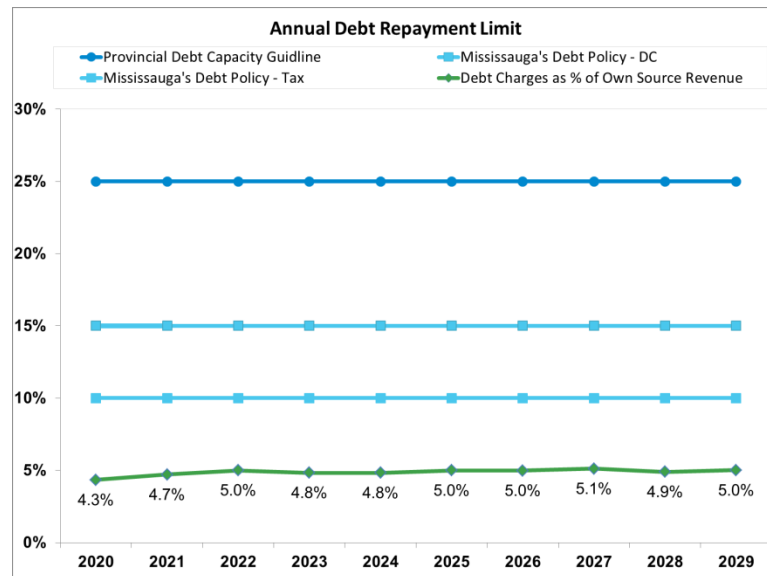
The forecasted total debt issued results in the following forecast level of principal and interest payments over the next 10 years. The line portion of the graph below represents payments for debt already issued that is being retired or paid off each year.



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

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

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

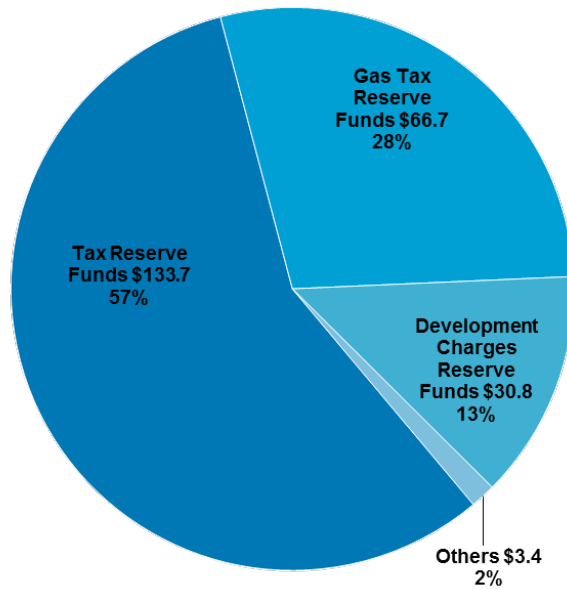


The City's current funding does not fully fund all capital requirements, but balances the need to maintain our infrastructure, fund new projects as required, and minimize debt. The total for unfunded capital projects is \$1.5 billion for the 10-year period 2020-2029. Only formally approved grant funding is included in the budget. The \$1.5 billion includes \$600 million of unfunded capital projects that have been identified in preparation of Investing in Canada Infrastructure Program (ICIP) funding applications.

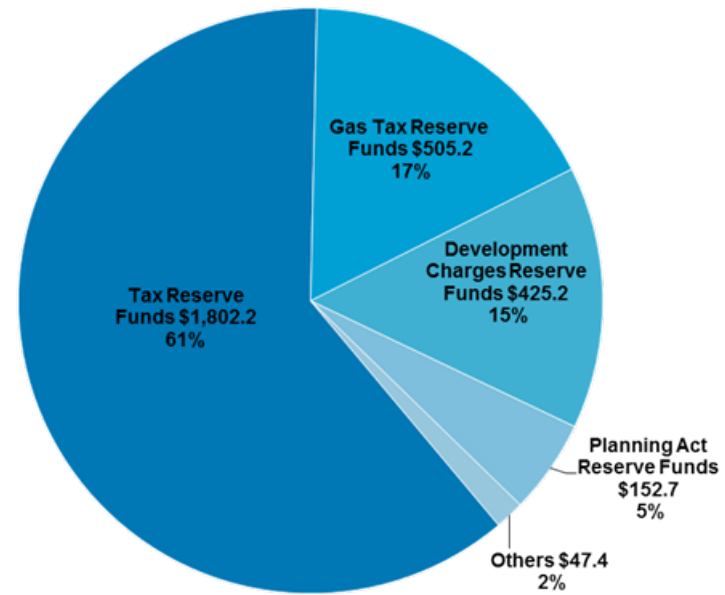
Bill 108, the *More Homes, More Choice Act, 2019*

On June 6, 2019, Bill 108 – the *More Homes, More Choice Act, 2019*, affecting 13 Acts – received Royal Assent. Bill 108 eliminates some DCs and introduces a new Community Benefit Charge (CBC) to replace other DCs. The amount of the new CBC will be tied to a prescribed percentage of the value of the lands, rather than the current per-unit type of charge. Given these changes, Bill 108 has the potential to reduce the amount of money available to provide the soft services required to create complete communities including libraries, community centres and parkland. The financial impact will depend on regulations yet to be published. Municipalities are required to transition to the CBC by January 1, 2021.

Funding Sources for the 2020 Capital Budget
\$236.6 Million*



Funding Sources for the 2020-2029 Capital Budget Forecast
\$2.9 Billion*



*Numbers may not balance due to rounding.

Long-Range Outlook

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

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

Assumptions

- Service levels will be maintained as identified in the current Business Plan & Budget – no further changes to service levels, or addition or deletion of services, have been assumed
- New initiatives beyond the first four years of the program are assumed to be at average historical levels
- Compensation increases will be consistent with past experience, and inflation will remain at approximately current levels
- The two per cent capital infrastructure and debt repayment levy will continue

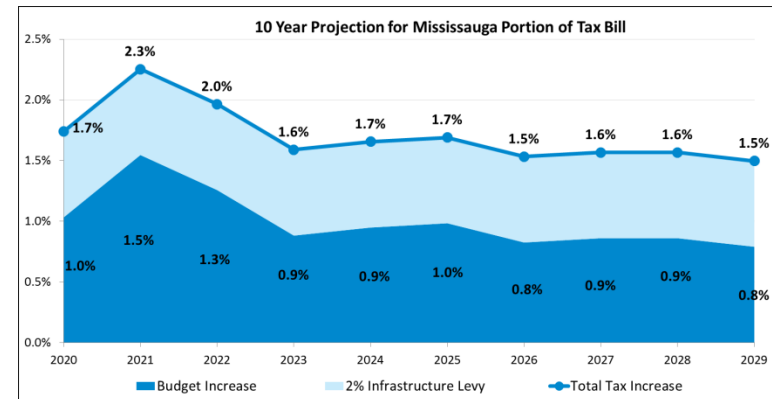
- Although the City operating budget and tax levy represent best estimates for anticipated annual expenditures, operating budget surpluses are often recognized. The LRFP assumes operating budget surpluses based on historical trends

The Forecast

The 2020-2029 capital program provides the forecast capital expenditures for the City. Specific forecasts for the R&RFs have been identified in the R&RF chapter of this book.

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

As discussed earlier, the City of Mississauga property taxpayer is impacted by the decisions of the City of Mississauga, the Region of Peel, and the Ministry of Education. Assuming the City of Mississauga's proportion of the tax bill is maintained for the next 10 years (i.e., making no assumptions with respect to the Region of Peel or Education portions of the tax bill), Mississauga's impact on the tax levy is anticipated to be relatively stable over the next 10 years.



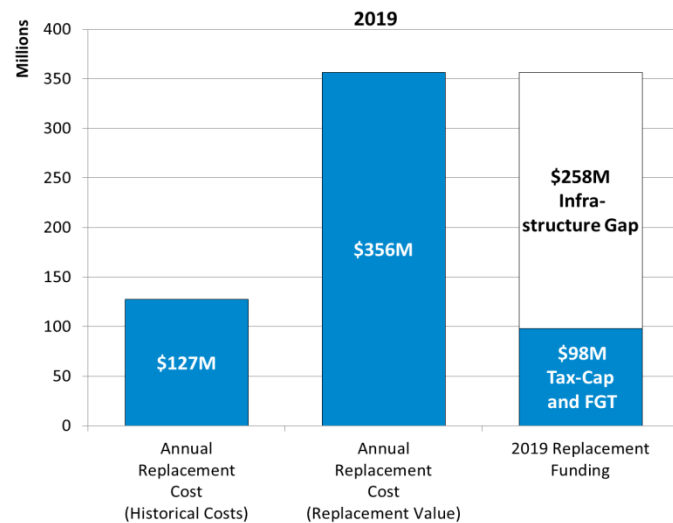
*Relative anticipated changes in Mississauga portion only;
not to be considered a forecast*

Infrastructure Gap

The 2020-2023 Business Plan & 2020 Budget represents an operating and capital budget that ensures the City can continue to maintain current service levels. The majority of the capital expenditures are required to ensure we maintain or replace our current infrastructure.

The City of Mississauga owns infrastructure assets with an estimated replacement cost of \$9.9 billion (excluding any land and including stormwater assets). As identified previously, the City has maintained a two per cent infrastructure levy to ensure there is sufficient funding to maintain and replace its infrastructure. The 2020 budget includes a total of \$96.4 million for the funding of capital projects, through contributions to the tax-capital Reserve Fund and debt repayment.

The continued application of the infrastructure levy funds and sustained funding from our federal and provincial government partners (e.g., Federal Gas Tax (FGT) funding) provides the City with funding that can be applied to manage our infrastructure replacement.



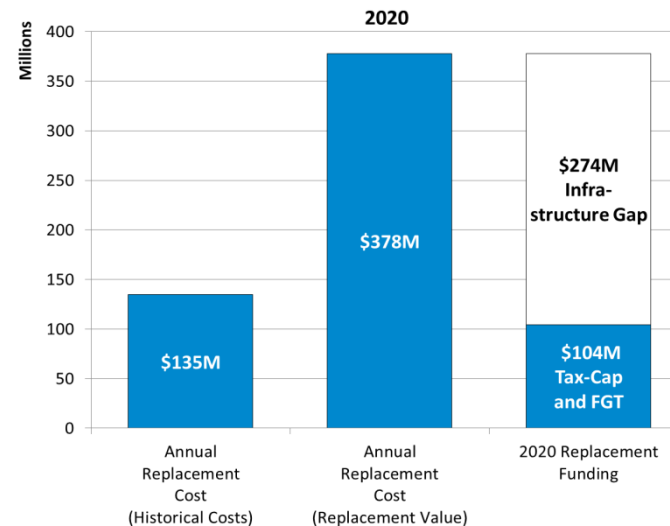
Stormwater asset replacement excluded here; included in Stormwater budget.

There continues to be, however, an infrastructure gap. The charts below compare 2019 and 2020 for:

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

The difference between the annual current replacement cost and the funding allocated in the current year is the *infrastructure gap*. The 2020 infrastructure gap is \$274 million (\$16 million more than last year).

Through prudent asset management, service areas ensure that funds are applied in a prioritized manner, to manage the infrastructure gap.



Staffing Impacts of Proposed Budget

The City of Mississauga delivers services and services are delivered by people. The new initiatives proposed in the 2020 Budget represent increased service levels and some will require staffing in order to be able to deliver them. The expansion of transit service requires the majority of the new staff proposed. The restructuring and streamlining of services reflected in the

Efficiency and Cost Savings section of the service area business plans have resulted in some staff reductions. The following table sets out the proposed full time equivalent (FTE) positions by service area. Appendices 3A and 3B provide a detailed listing of the proposed positions and FTE total by program.

Summary of Full Time Equivalents (FTEs)

Service	2019 FTEs	2020 BR FTEs	2020 Additions Reductions Transfers	Total Change FTEs	2020 FTEs
Fire & Emergency Services	752.0	16.0	1.0	17.0	769.0
MiWay	1,471.7	25.0	0.0	25.0	1,496.7
Roads	465.8	12.0	(4.9)	7.1	472.9
Parks, Forestry & Environment	360.8	5.6	(1.0)	4.6	365.4
Business Services	300.4	6.0	2.1	8.1	308.5
Mississauga Library	306.6	3.7	(2.0)	1.7	308.3
Recreation	852.6	21.5	(0.7)	20.8	873.4
Information Technology	219.1	10.7	0.0	10.7	229.8
Facilities and Property Management	210.8	7.0	1.0	8.0	218.8
City Manager's Office	86.9	4.0	0.0	4.0	90.9
Land Development Services	201.5	2.0	(6.0)	(4.0)	197.5
Culture	64.9	0.0	0.0	0.0	64.9
Mayor & Members of Council	41.2	0.0	0.0	0.0	41.2
Regulatory Services	158.9	7.0	0.0	7.0	165.9
Legislative Services	93.1	2.0	(0.0)	2.0	95.0
Stormwater	23.5	0.0	(0.4)	(0.4)	23.1
Total City-wide FTE Adjustments	5,609.6	122.5	(10.9)	111.6	5,721.2

Numbers may not balance due to rounding.

City Property Tax Impact

Property Tax Bill

According to the Federation of Canadian Municipalities (FCM), of total taxes paid by individuals and businesses in Canada (including sales, income and all other taxes), municipalities receive a much smaller share than both the provincial and federal governments. For example, Ontario municipalities receive only \$0.08 to \$0.10 of every tax dollar raised in Ontario, yet own approximately 60 per cent of the capital infrastructure.

The property tax bill in Mississauga provides funding for services provided by three levels of government – the City of Mississauga, the Region of Peel and the Province of Ontario's Ministry of Education, as Mississauga is part of a two-tier municipal government structure. The property taxpayer is impacted by the decisions of all three bodies, and all three make up the total change in the property tax bill.

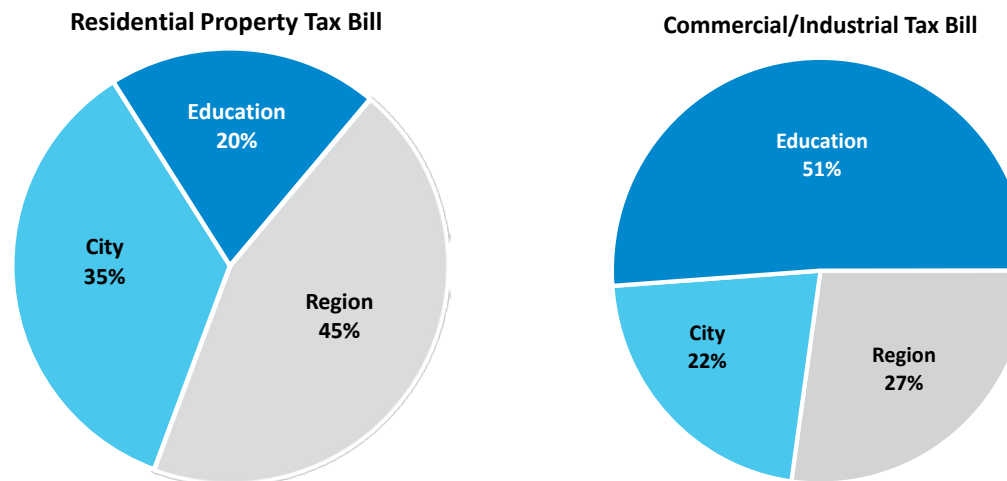
The City's Business Plan & Budget only affects the City portion of the tax bill which is 35 per cent of the residential tax bill and

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

Impact on Property Tax Bill

The tax rate from the Region of Peel has not been finalized yet. However, based on budget direction from Regional Council, Peel Region has a target 2020 tax rate increase of 2.9 per cent for the proposed operating budget and an additional one per cent for the Region's infrastructure levy. The Region's forecasted 3.9 per cent increase impacts the residential tax bill by 1.7 per cent which is reflected on the next page.

Distribution of the Property Tax Bill



As has been the case for many years, there is no increase assumed for the Education tax rate. Combining these components with the City's tax rate will result in the total impact on a City of Mississauga resident's tax bill of 3.49 per cent. Of the 3.49 per cent residential increase, only 2.33 per cent is for ongoing operations and new initiatives. Essential funding to support both the City's and Region's capital forecasts and to help address infrastructure needs has a 1.15 per cent impact. Without

infrastructure levies to fund maintenance and repairs, the condition of the City's and the Region's infrastructure would deteriorate significantly.

For a commercial/industrial taxpayer the impact on the total tax bill is 2.13 per cent. The percentage impact on overall commercial/industrial rates is lower because these taxpayers pay a much higher proportion of education taxes, as illustrated in a previous chart.

Impact on Residential Tax Bill

Description	City	Region (Forecast)	Education	Total
Required to Fund Ongoing Operations & New Initiatives	1.04%	1.29%	0.00%	2.33%
Capital Infrastructure and Debt Repayment Levy	0.71%	0.45%	0.00%	1.15%
Total	1.75%	1.74%	0.00%	3.49%

Impact on Commercial/Industrial Tax Bill

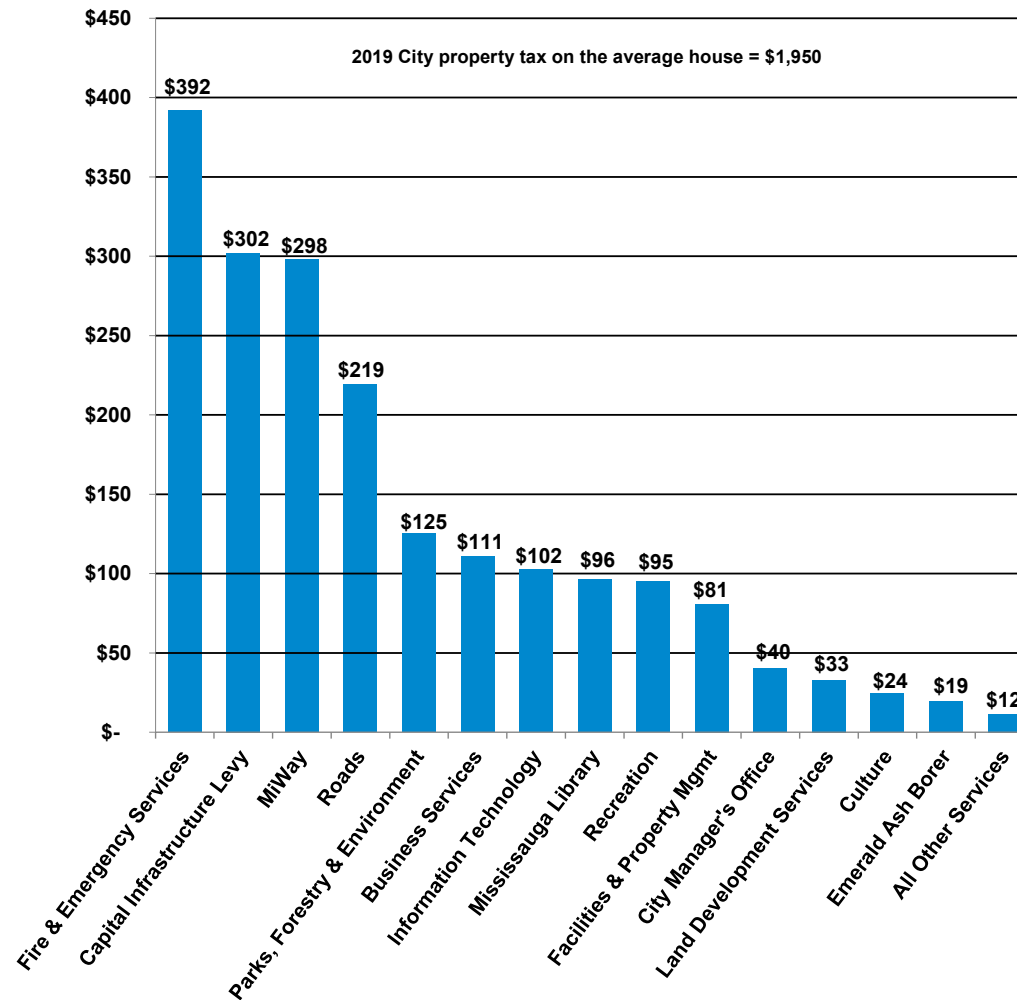
Description	City	Region (Forecast)	Education	Total
Required to Fund Ongoing Operations & New Initiatives	0.64%	0.79%	0.00%	1.43%
Capital Infrastructure and Debt Repayment Levy	0.43%	0.27%	0.00%	0.70%
Total	1.07%	1.06%	0.00%	2.13%

Numbers may not balance due to rounding.

The City of Mississauga delivers valued and essential services to our residents and businesses. These are services that they use every day. The City owns and maintains \$9.9 billion in infrastructure including buildings, parks, playground equipment, buses, roads, street lights, sidewalks and many other items.

The average house in Mississauga in 2019 had an assessed value of \$688,000. In 2019, this average home paid \$1,950 in City property taxes. The major services received and the total annual amounts paid per average home for each service are shown below.

City property taxes paid in 2019 by service for an average house

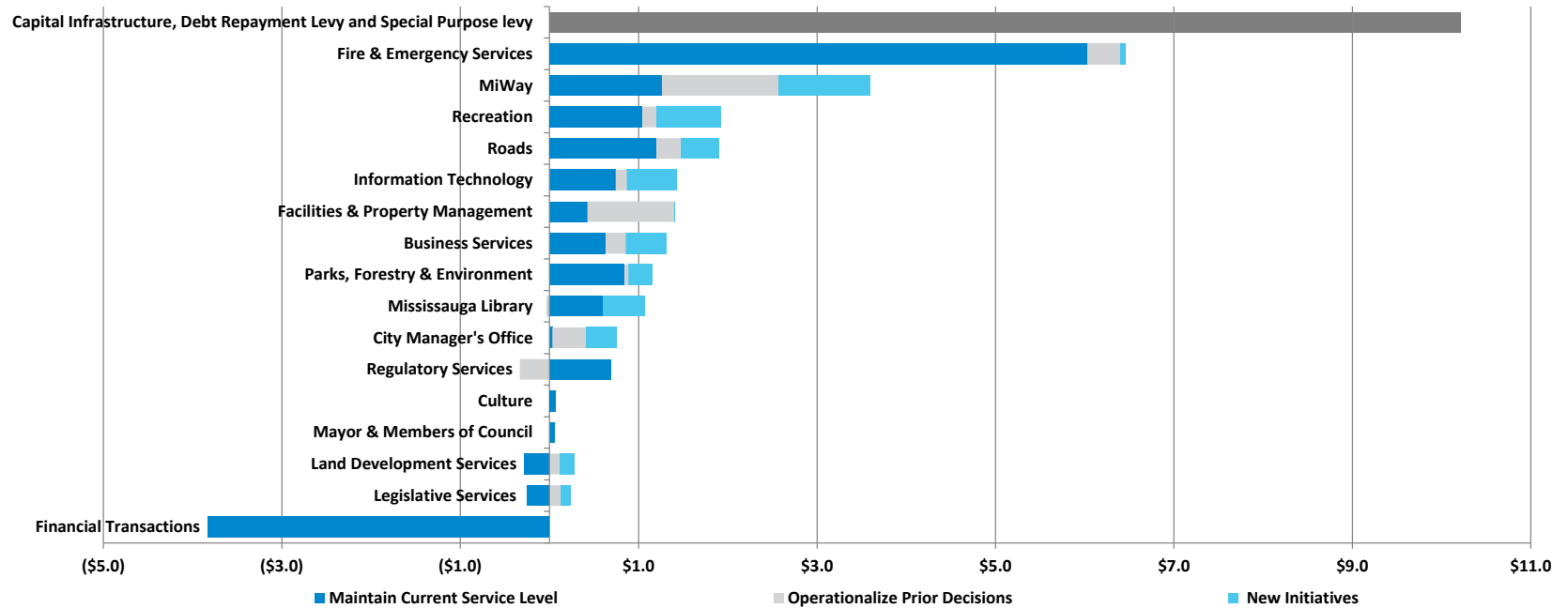


Where Your 2020 Increase in City Tax Dollars Will Go

The following two charts illustrate where the increase in residential City property taxes will go. The chart below illustrates the distribution of the 2020 budget increase of \$27.8 million by service area or major initiative. The chart that follows shows the corresponding increase of \$14.01 per \$100,000 of residential assessment, also distributed by service area or major initiative.

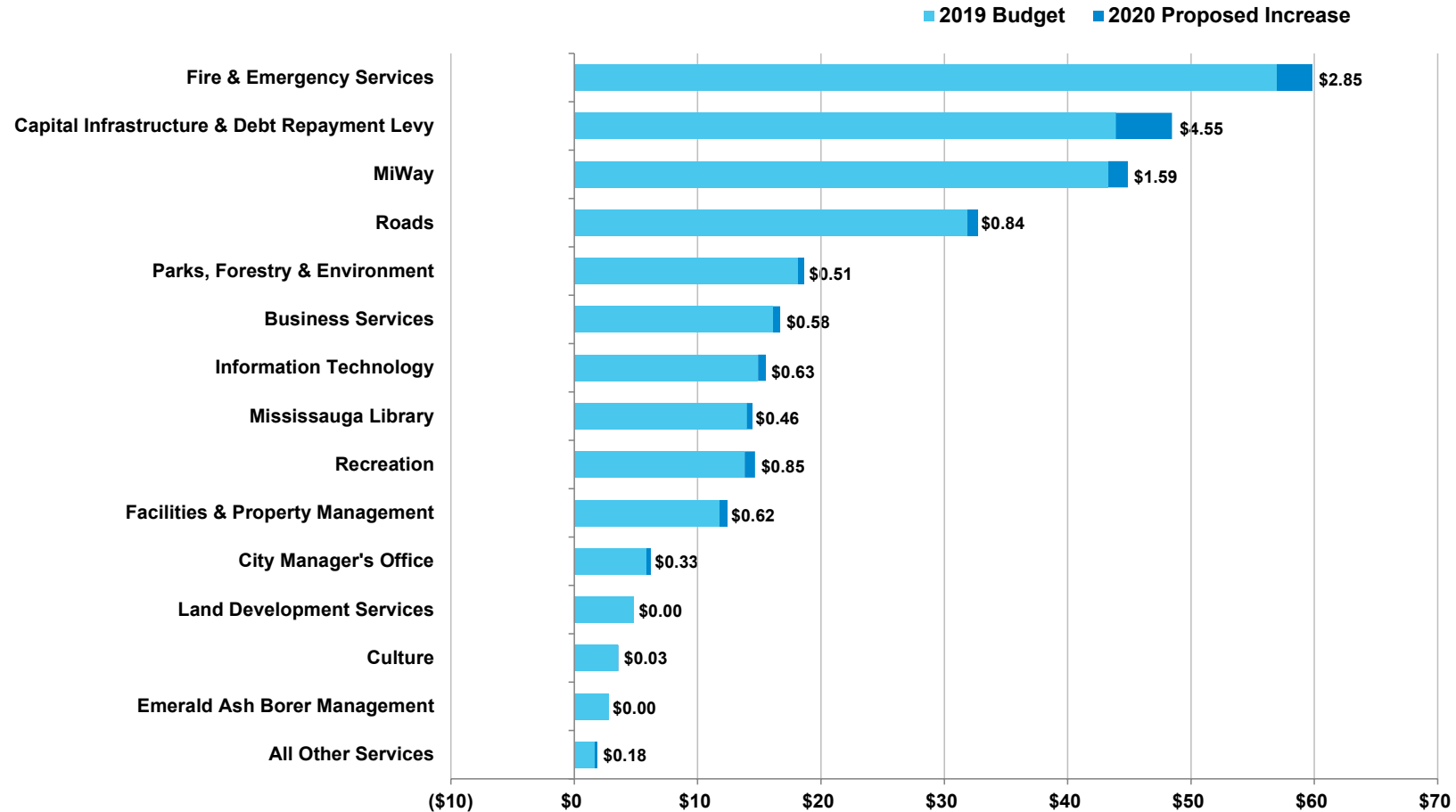
Distribution of 2020 Budget increase by Service Area or Major Initiative

(\$Millions)



In 2019, the City share of property taxes is \$283.39 per \$100,000 of assessment based on an average home. The 2020 Proposed Budget results in an increase of \$14.01 for a total of \$297.40 per \$100,000 of assessment after applying the forecast assessment growth of 0.5 per cent. For illustration purposes, the following chart shows where your city tax dollars go. The light blue bar represents the 2019 budget and the proposed increase for 2020 is shown by the darker blue bar.

Distribution of 2020 Budget Increase of \$14.01 per \$100,000 of Assessment, by Service Area or Major Initiative (\$)



Property Tax Impacts

The following table presents the estimated 2020 impact of the City's proposed 2020 Budget on residential, commercial and industrial property types with various assessed property values.

2020 Impact on Residential Tax Bill					
Assessment	\$100,000	\$250,000	\$400,000	\$688,000 *	\$750,000
Proposed Mississauga Budget	\$14.01	\$35.01	\$56.02	\$96.36	\$105.04
Forecast Peel Region Budget	\$13.92	\$34.81	\$55.70	\$95.80	\$104.44
Total	\$27.93	\$69.83	\$111.73	\$192.17	\$209.48

2020 Impact on Commercial Tax Bill					
Assessment	\$100,000	\$500,000	\$1,000,000	\$5,000,000	\$10,000,000
Proposed Mississauga Budget	\$21.02	\$105.10	\$210.19	\$1,050.97	\$2,101.94
Forecast Peel Region Budget	\$20.90	\$104.49	\$208.98	\$1,044.89	\$2,089.78
Total	\$41.93	\$209.59	\$419.16	\$2,095.86	\$4,191.72

2020 Impact on Industrial Tax Bill					
Assessment	\$100,000	\$500,000	\$1,000,000	\$5,000,000	\$10,000,000
Approved Mississauga Budget	\$22.78	\$113.91	\$227.82	\$1,139.11	\$2,278.23
Forecast Peel Region Budget	\$22.65	\$113.25	\$226.50	\$1,132.52	\$2,265.05
Total	\$45.43	\$227.16	\$454.33	\$2,271.64	\$4,543.29

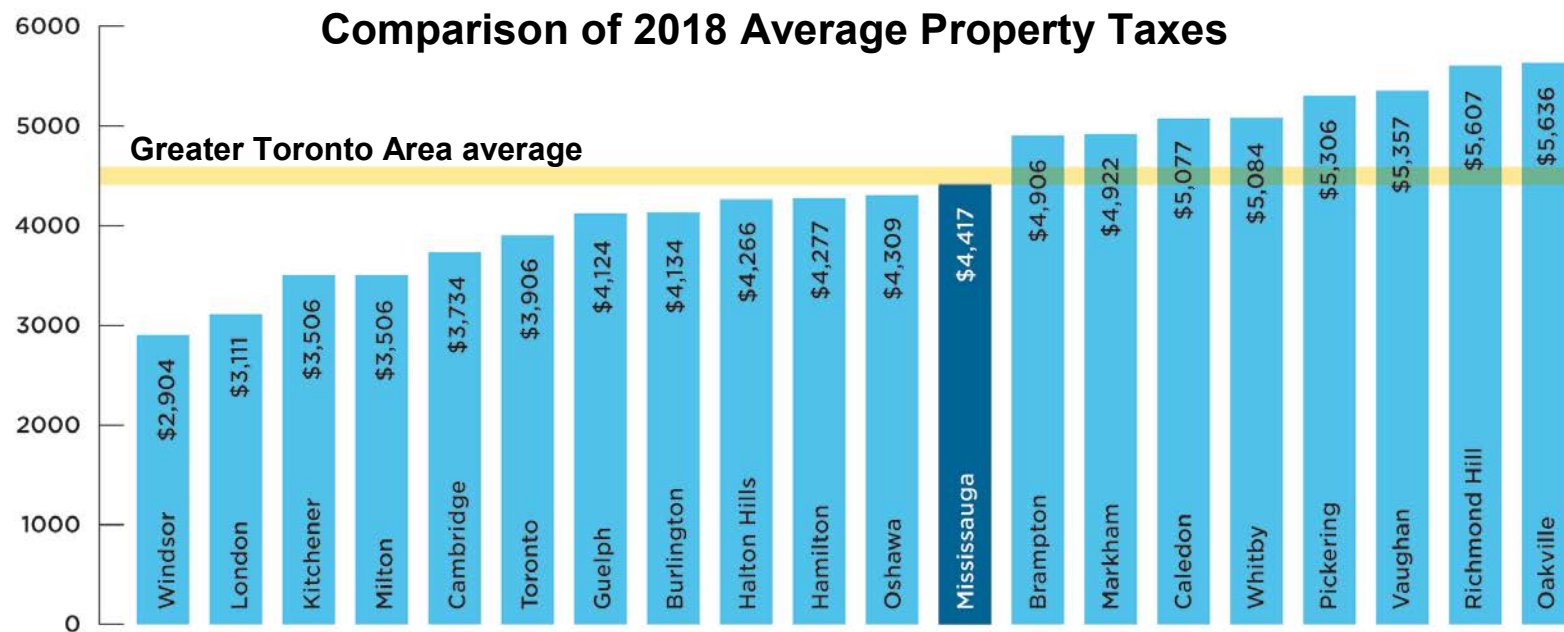
The table assumes a 3.9 per cent Regional operating budget increase.

* Average assessment in 2019 for a single family home

City Tax Rate Comparison

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

When comparing the 2018 weighted average of seven residential property types, Mississauga is just below the Greater Toronto Area average (shown by the yellow line), with an average of \$4,650.

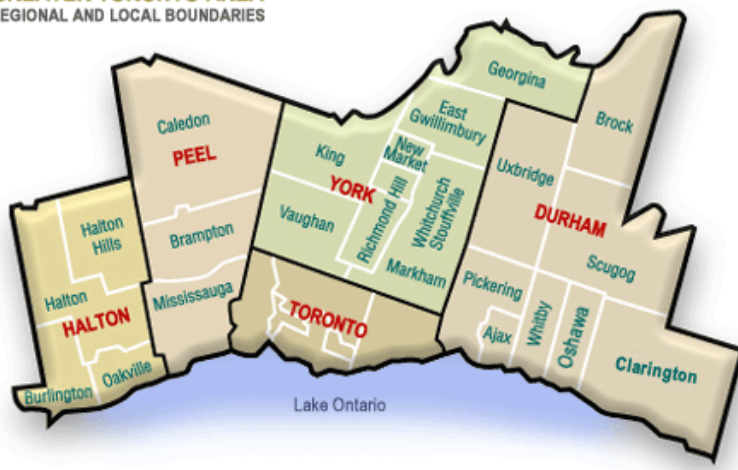


Source: 2018 Municipal Study - BMA Consulting Inc.

The chart on the right provides a comparison on a per capita basis (resident only). Mississauga is among the lowest in comparison to other major southern Ontario municipalities and is well below the average for Ontario municipalities.

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

GREATER TORONTO AREA
REGIONAL AND LOCAL BOUNDARIES



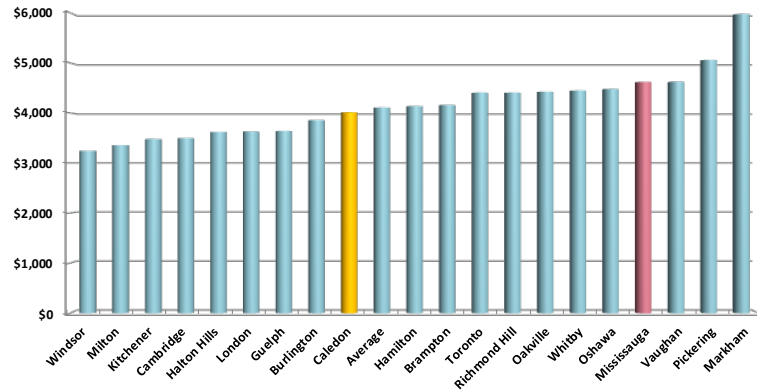
2018 Tax Levy per Capita

Municipality	Per Capita
Milton	\$1,044
Brampton	\$1,286
Markham	\$1,302
Kitchener	\$1,303
Halton Hills	\$1,316
London	\$1,425
Mississauga	\$1,432
Toronto	\$1,470
Richmond Hill	\$1,476
Average	\$1,487
Burlington	\$1,497
Windsor	\$1,505
Hamilton	\$1,517
Cambridge	\$1,527
Caledon	\$1,566
Vaughan	\$1,598
Whitby	\$1,632
Oshawa	\$1,636
Guelph	\$1,655
Oakville	\$1,772
Pickering	\$1,784

Source: 2018 BMA Consulting Study

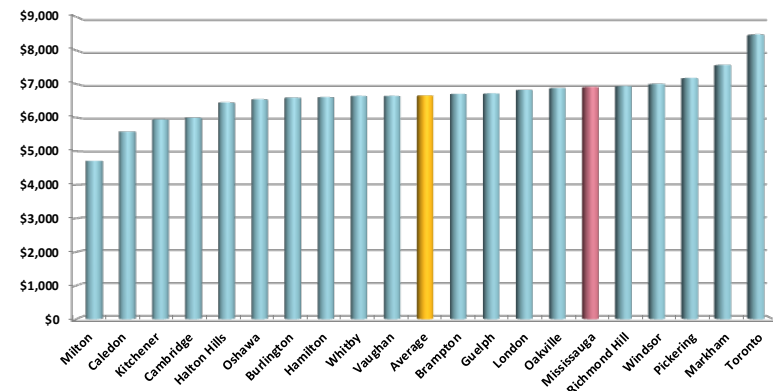
The following four charts provide comparisons of standard property taxes in various municipalities, primarily in the GTA, with populations greater than 100,000.

Bungalow



The first two charts below show total standard property tax comparisons, including both upper and lower tier municipal responsibilities and education, for a bungalow and for a four bedroom executive home.

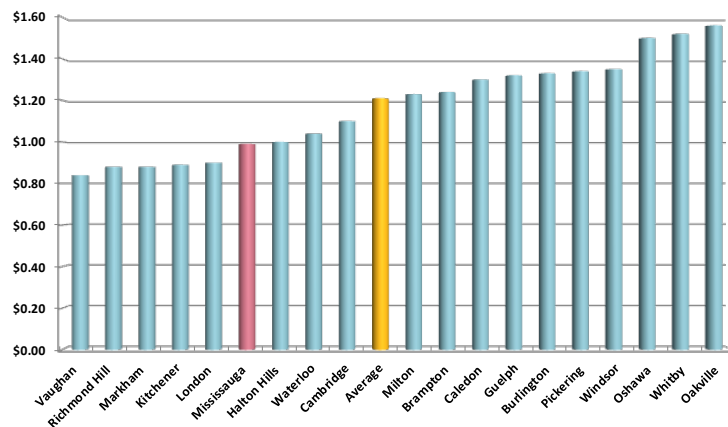
4 Bedroom Executive Home



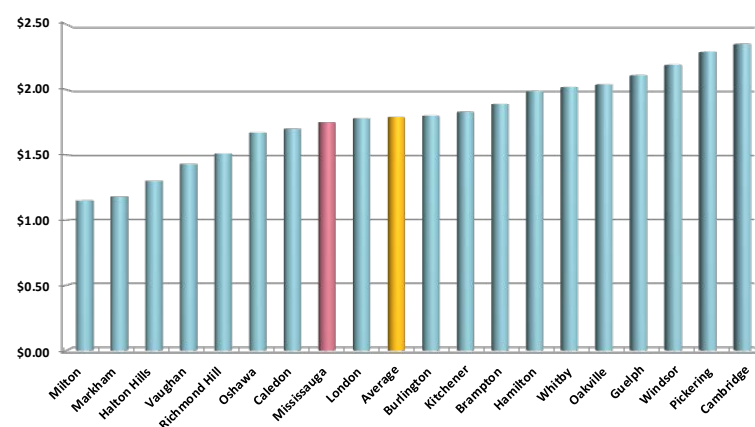
The next two charts below compare standard industrial property taxes and commercial office space property taxes for the lower

tier portion only, using the same set of municipalities.

Standard Industrial per Sq Ft



Commercial Office Space per Sq Ft



Conclusion

The City's proposed gross 2020 Operating and Capital budgets total \$926.1 million and \$236.6 million respectively, as shown in Appendix 4.

The City continues to face pressures due to inflation, demand to expand transit service, and the need to maintain its capital infrastructure investment. The 2020 proposed budget aims to achieve the right balance between addressing these cost pressures and minimizing the impact on the property taxpayer. When compared to taxes paid to other levels of government and for other non-discretionary expenditures, property taxes represent good value for money. Property taxes provide for the services that residents and businesses use every day; services that are a key ingredient in our quality of life.

List of Appendices

The following appendices provide further detail, as do the individual business/service area sections:

Appendix 1A: 2020 Proposed Operating Budget by Service Area

Appendix 1B: 2021 Proposed Operating Budget by Service Area

Appendix 1C: 2022 Proposed Operating Budget by Service Area

Appendix 1D: 2023 Proposed Operating Budget by Service Area

Appendix 2A: City-wide Capital Budget Summary – 2020 Recommended Funding

Appendix 2B: 2020 to 2029 Capital Budget Forecast by Service

Appendix 2C: 2020 to 2029 City-wide Capital Budget Summary – 2020 Recommended Funding

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

Appendix 2E: Proposed Investing in Canada Plan (ICIP) Projects

Appendix 3A: 2020 Summary of FTE Adjustments by Service Area

Appendix 3B: City Budget Summary of Full Time Equivalents

Appendix 4: 2020 Proposed Budget by Gross Expenditures and Revenues

Appendix 5: 2020 Budget in accordance with Public Sector Accounting and Reporting Guidelines

Appendix 1A: 2020 Proposed Operating Budget by Service Area

Service	2019 Operating Budget (\$M)	Maintain Current Service Level (\$M)	Operationalize Prior Decisions (\$M)	New Initiatives And New Revenues (\$M)	2020 Proposed Budget (\$M)	Increase from Prior Year
Fire & Emergency Services	114.6	0.9	0.4	0.1	116.0	1.2%
MiWay	87.1	1.3	1.3	1.0	90.7	4.1%
Roads	64.1	1.2	0.3	0.4	66.0	3.0%
Parks, Forestry & Environment	36.6	0.8	0.0	0.3	37.7	3.2%
Business Services	32.4	0.6	0.2	0.5	33.7	4.0%
Mississauga Library	28.1	0.6	(0.0)	0.5	29.2	3.7%
Recreation	27.8	1.1	0.1	0.7	29.7	6.9%
Information Technology	30.0	0.7	0.1	0.6	31.4	4.8%
Facilities & Property Management	23.7	0.4	1.0	0.0	25.1	6.0%
City Manager's Office	11.7	0.0	0.4	0.3	12.5	6.4%
Land Development Services	9.7	(0.3)	0.1	0.2	9.7	(0.0%)
Culture	7.1	0.1	(0.0)	0.0	7.2	1.0%
Mayor & Members Of Council	5.0	0.1	0.0	0.0	5.0	1.1%
Regulatory Services	0.7	0.3	0.1	0.0	1.0	53.2%
Legislative Services	(2.3)	(0.3)	0.1	0.1	(2.3)	0.7%
Financial Transactions	34.6	(3.8)	0.0	0.0	30.8	(11.1%)
Assessment Growth						(0.5%)
Total	510.9	3.9	4.0	4.6	523.4	1.9%
Public Safety Fire Program*					5.1	1.0%
Capital Infrastructure and Debt Repayment Levy**					10.2	2.0%
Total	510.9	3.9	4.0	4.6	538.7	4.9%

Note: Numbers may not balance due to rounding.

* Public Safety Fire Program contribution included in Fire & Emergency Services' Business Plan

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

Appendix 1B: 2021 Proposed Operating Budget by Service Area

Service	2020 Operating Budget (\$M)	Maintain Current Service Level (\$M)	Operationalize Prior Decision (\$M)	New Initiatives And New Revenues (\$M)	2021 Proposed Budget (\$M)	Increase from Prior Year
Fire & Emergency Services	121.1	3.7	0.0	0.3	125.1	3.3%
MiWay	90.7	2.1	0.0	2.8	95.6	5.4%
Roads	66.0	3.7	0.0	0.1	69.8	5.7%
Parks, Forestry & Environment	37.7	0.4	0.0	0.2	38.3	1.7%
Business Services	33.7	0.4	0.1	0.2	34.4	1.9%
Mississauga Library	29.2	0.6	0.1	0.4	30.2	3.6%
Recreation	29.7	1.3	0.0	0.5	31.5	6.1%
Information Technology	31.4	0.6	0.3	0.3	32.6	3.9%
Facilities & Property Management	25.1	0.7	0.4	0.1	26.3	4.9%
City Manager's Office	12.5	0.2	0.0	0.1	12.8	2.6%
Land Development Services	9.7	0.7	0.0	0.1	10.5	8.4%
Culture	7.2	0.1	(0.0)	0.0	7.3	1.2%
Mayor & Members Of Council	5.0	0.1	0.0	0.0	5.1	1.4%
Regulatory Services	1.0	(1.3)	1.2	0.1	1.1	4.6%
Legislative Services	(2.3)	(0.0)	0.0	0.0	(2.3)	0.4%
Financial Transactions	41.0	(0.1)	0.0	0.0	40.9	(0.3%)
Assessment Growth						(0.4%)
Total	538.7	13.2	2.0	5.3	559.2	3.4%
Public Safety Fire Program*					5.3	1.0%
Capital Infrastructure and Debt Repayment Levy**					10.8	2.0%
Total	538.7	13.2	2.0	5.3	575.3	6.4%

Note: Numbers may not balance due to rounding.

* Public Safety Fire Program contribution included in Fire & Emergency Services' Business Plan

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

Appendix 1C: 2022 Proposed Operating Budget by Service Area

Service	2021 Operating Budget (\$M)	Maintain Current Service Level (\$M)	Operationalize Prior Decisions (\$M)	New Initiatives And New Revenues (\$M)	2022 Proposed Budget (\$M)	Increase from Prior Year
Fire & Emergency Services	130.4	4.0	(0.0)	0.2	134.6	3.2%
MiWay	95.6	2.1	0.0	2.9	100.6	5.2%
Roads	69.8	1.8	0.0	(0.0)	71.6	2.6%
Parks, Forestry & Environment	38.3	0.5	0.0	0.1	38.9	1.6%
Business Services	34.4	0.8	(0.1)	0.4	35.4	3.1%
Mississauga Library	30.2	0.6	0.0	0.1	30.9	2.3%
Recreation	31.5	1.4	0.0	0.0	32.9	4.4%
Information Technology	32.6	0.8	(0.2)	0.1	33.3	2.2%
Facilities & Property Management	26.3	0.4	0.0	0.1	26.8	2.1%
City Manager's Office	12.8	0.2	0.0	0.0	13.0	1.6%
Land Development Services	10.5	0.4	0.0	0.0	10.9	3.8%
Culture	7.3	0.1	(0.0)	0.0	7.4	1.5%
Mayor & Members Of Council	5.1	0.1	0.0	0.0	5.2	1.4%
Regulatory Services	1.1	0.2	0.0	(0.0)	1.3	22.1%
Legislative Services	(2.3)	0.1	0.0	0.0	(2.2)	(5.1%)
Financial Transactions	51.7	0.1	0.0	0.0	51.8	0.2%
Assessment Growth						(0.4%)
Total	575.3	13.6	(0.2)	3.9	592.6	2.6%
Public Safety Fire Program*					5.7	1.0%
Capital Infrastructure and Debt Repayment Levy**					11.5	2.0%
Total	575.3	13.6	(0.2)	3.9	609.7	5.6%

Note: Numbers may not balance due to rounding.

* Public Safety Fire Program contribution included in Fire & Emergency Services' Business Plan

** 2021 Special Purpose Levies are grouped with the Financial Transactions Service Area

Appendix 1D: 2023 Proposed Operating Budget by Service Area

Service	2022 Operating Budget (\$M)	Maintain Current Service Level (\$M)	Operationalize Prior Decisions (\$M)	New Initiatives And New Revenues (\$M)	2023 Proposed Budget (\$M)	Increase from Prior Year
Fire & Emergency Services	140.2	2.9	0.0	0.1	143.3	2.2%
MiWay	100.6	4.2	0.0	3.0	107.8	7.2%
Roads	71.6	0.9	0.0	0.0	72.5	1.2%
Parks, Forestry & Environment	38.9	0.5	0.0	0.0	39.5	1.3%
Business Services	35.4	0.6	(0.0)	0.1	36.1	1.9%
Mississauga Library	30.9	0.6	0.0	0.3	31.8	2.7%
Recreation	32.9	1.4	0.0	0.0	34.4	4.3%
Information Technology	33.3	0.7	(0.0)	0.6	34.7	3.9%
Facilities & Property Management	26.8	0.3	0.0	0.1	27.3	1.8%
City Manager's Office	13.0	0.2	0.0	0.0	13.2	1.6%
Land Development Services	10.9	0.4	0.0	0.0	11.2	3.5%
Culture	7.4	0.1	(0.0)	0.0	7.5	1.5%
Mayor & Members Of Council	5.2	0.1	0.0	0.0	5.2	1.4%
Regulatory Services	1.3	0.2	0.0	0.0	1.6	19.0%
Legislative Services	(2.2)	0.1	0.0	0.0	(2.0)	(5.5%)
Financial Transactions	63.3	0.2	0.0	0.0	63.5	0.3%
Assessment Growth						(0.4%)
Total	609.7	13.4	0.0	4.4	627.5	2.5%
Capital Infrastructure and Debt Repayment Levy*					12.2	2.0%
Total	609.7	13.4	0.0	4.4	639.7	4.5%

Note: Numbers may not balance due to rounding.

* 2022 Special Purpose Levies are grouped with the Financial Transactions Service Area

Appendix 2A: City-wide Capital Budget Summary – 2020 Recommended Funding

Service	Gross Cost (\$M)	Recovery (\$M)	Net Cost (\$M)
Business Services	1.4	0.0	1.4
Culture	1.3	0.1	1.2
Facilities & Property Management	36.9	0.0	36.9
Financial Transactions	1.3	0.0	1.3
Fire & Emergency Services	13.0	0.0	13.0
Information Technology	28.2	0.0	28.2
Land Development Services	2.0	0.0	2.0
Legislative Services	1.5	0.0	1.5
Mississauga Library	4.0	0.0	4.0
MiWay	22.9	0.0	22.9
Parks, Forestry & Environment	24.4	1.6	22.8
Recreation	12.1	0.0	12.1
Regulatory Services	1.3	0.0	1.3
Roads	86.1	0.3	85.8
Total	236.6	1.9	234.6

Note: Numbers may not balance due to rounding.

Appendix 2B: 2020 to 2029 Capital Budget Forecast by Service

Service Expenditures	2020 Proposed Budget (\$M)	2021 Forecast (\$M)	2022 Forecast (\$M)	2023 Forecast (\$M)	2024-2029 Forecast (\$M)	Total 2020-2029 (\$M)
Business Services	1.4	1.0	.7	.2	.7	4.0
City Manager's Office	.0	.0	.0	.0	.0	.0
Culture	1.3	7.9	.2	.2	2.8	12.5
Facilities & Property Management	36.9	32.4	27.2	37.7	287.2	421.4
Fire & Emergency Services	13.0	10.8	10.9	13.2	88.9	136.8
Financial Transactions	1.3	10.0	10.7	.0	168.0	190.0
Information Technology	28.2	22.4	13.7	15.0	101.2	180.4
Land Development Services	2.0	1.3	1.3	1.6	7.6	13.7
Legislative Services	1.5	.1	.0	.0	.0	1.7
Mississauga Library	4.0	18.9	21.4	2.6	20.6	67.6
MiWay	22.9	80.9	53.3	52.3	196.1	405.5
Parks, Forestry & Environment	24.4	82.8	40.3	51.6	271.0	470.0
Recreation	12.1	20.2	31.2	19.4	101.1	184.0
Regulatory Services	1.3	.0	.0	.0	.1	1.5
Roads	86.1	71.4	89.1	87.0	510.0	843.6
Total	236.6	360.1	299.9	280.9	1,755.2	2,932.6

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

Appendix 2C: 2020 to 2029 City-wide Capital Budget Summary – 2020 Recommended Funding (\$millions)

Funding	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	2020-2029 Total
Gross Cost	236.6	360.1	299.9	280.9	1,755.2	2,932.6
Recoveries	1.9	1.9	7.4	7.6	7.0	25.9
Net Cost	234.6	358.2	292.5	273.2	1,748.2	2,906.7

Funding	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	2020-2029 Total
Tax Capital	133.7	186.5	171.6	154.7	1,155.7	1,802.2
Planning Act Reserve Funds	1.0	55.7	20.2	22.2	53.4	152.7
Development Charges	30.8	26.3	34.3	42.4	291.4	425.2
Developer Contributions	1.4	1.3	0.9	1.5	6.0	11.2
Gas Tax	66.7	87.3	64.7	51.3	235.3	505.2
Other Reserves & Reserve Funds	0.9	1.1	0.8	1.1	6.4	10.3
Recoveries	1.7	1.7	0.8	1.7	7.0	12.9
Subsidies and Senior Govt. Level Grants	0.3	0.3	6.6	5.9	0.0	13.0
Total	236.6	360.1	299.9	280.9	1,755.2	2,932.6

Note: Numbers may not balance due to rounding.

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

The following projects with multi-year funding, which have commenced or will prior to full funding being allocated, are recommended to be approved to a maximum cost as follows:

Service	Project Number	Project Name	Total Budget	Periods
Business Services	CPBS007771	Payroll Enhancement	621,079	2020 to 2021
Business Services	CPBS008252	2021 DC Background Study and ByLaw	500,000	2020 to 2021
Culture	CMCL00069	Meadowdale Theatre Renovation	5,432,700	2020 to 2021
Facilities & Property Management	CPFP007583	Real Property Administration Solution	627,267	2020 to 2021
Facilities & Property Management	CPFP008114	Security Enhancements Various Locations 2020	3,773,000	2020 to 2021
Facilities & Property Management	CPFP008123	Parking Lot Lighting Replacements Various Sites	2,749,000	2020 to 2021
Facilities & Property Management	CPFP008176	Energy Enhancement Various Locations	2,010,000	2020 to 2022
Facilities & Property Management	CPFP008178	Furniture & Relocations Improvements - City Wide 2020	881,900	2020 to 2022
Fire & Emergency Services	CMFS007779	Personal Protective Equipment for New Hires	169,000	2020 to 2022
Information Technology	CPIT007488	Library Integrated Library System (ILS Sirsi Dynix)	800,000	2020 to 2021
Information Technology	CPIT007490	AirWatch System Upgrade and Staff Training	500,000	2020 to 2021
Information Technology	CPIT007625	Tech Hub Expansion (2020)	100,000	2020 to 2021
Information Technology	CPIT007626	Faster System New	1,591,000	2020 to 2021
Information Technology	CPIT007627	TelematicsAVL/GPS Project	635,000	2020 to 2023
Information Technology	CPIT007629	Smart City Master Plan Implementation	711,998	2020 to 2023
Information Technology	CPIT007641	Automated Staff Scheduling Solution	3,626,441	2020 to 2024
Information Technology	CPIT008041	eCity Web and Mobile	1,100,000	2020 to 2021
Information Technology	CPIT008046	IT Security Enhancements 2020	400,000	2020 to 2021
Information Technology	CPIT008071	VoIP Systems & Phones	535,000	2020 to 2021
MiWay	TWTR00449	Transit Information Systems (ITS)	4,210,000	2020 to 2021
Parks, Forestry & Environment	CMPF000570	Park Development Zonta Meadows (P_294)	4,379,000	2020 to 2023
Parks, Forestry & Environment	CMPF000892	Park Development Not Yet Named (F_411) (Rogers)	4,915,000	2020 to 2023
Parks, Forestry & Environment	CMPF004958	Hancock Building and Site Servicing (P_508)	1,752,000	2020 to 2021
Parks, Forestry & Environment	CMPF005711	Marina Dock Replacement Lakefront Promenade	3,445,000	2020 to 2023
Parks, Forestry & Environment	CMPF00578	PARKS Major Park Redevelopment Paul Coffey Park	10,592,000	2020 to 2023
Parks, Forestry & Environment	CMPF006725	New Trail Development	943,000	2020 to 2021
Parks, Forestry & Environment	CMPF007513	Park Development Harbour West (P_112) Marina Park	13,650,200	2020 to 2028
Parks, Forestry & Environment	CMPF007884	Park Development Churchill Meadows Community Centre Park Addition (P_459) (Argo)	499,000	2020 to 2021

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

Service	Project Number	Project Name	Total Budget	Periods
Recreation	CMRC00086	Carmen Corbasson CC Indoor Pool Redevelopment	33,100,000	2020 to 2023
Roads	TWBR07715	Bridge & Structure Renewal	7,500,000	2020 to 2022
Roads	TWCP07768	Cycling Program (Structures)	4,700,000	2020 to 2024
Roads	TWMR000148	Courtneypark Drive East / Highway 410 Interchange	26,000,000	2020 to 2023
Roads	TWMR000190	Clarkson Road/Lakeshore Road Intersection Design & Construction	1,930,000	2020 to 2024
Roads	TWMR07725	Transit Master Plan	500,000	2020 to 2021
Roads	TWMR07726	Transit Master Plan	1,000,000	2020 to 2022
Roads	TWOE00270	Noise Wall Replacement	900,000	2020 to 2021
Roads	TWOE007628	Specialized Equipment	550,000	2020 to 2021
Roads	TWOE06884	Transportation Master Plan Implementation	500,000	2020 to 2021
Roads	TWOE06995	Cycling Program Scenario C	5,000,000	2020 to 2022
Roads	TWRR07762	Roadway Rehabilitation	25,140,929	2020 to 2023
Total			177,969,515	

Existing Projects with Funding Changes

Service	Project Number	Project Name	Prior Years Approved Budget	2020-2029 Request	Total Budget	Periods
Business Services	CPBS006352	Customer Service Strategy	2,126,628	777,629	2,904,257	2018 to 2021
Parks, Forestry & Environment	CMPF00496	Park Development - Credit River Park Development - (P-505) (Former Harris Property)	1,015,000	3,980,000	4,995,000	2017 to 2024
Recreation	CMRC00087	Burnhamthorpe CC Indoor Pool Redevelopment	500,000	31,900,000	32,400,000	2019 to 2023
Roads	TWMR000191	Old Derry Road Realignment - Design & Construction	300,000	870,000	1,170,000	2019 to 2021
Roads	TWMR00047	Goreway Drive Rail Grade Separation	4,522,609	15,200,000	19,722,609	2014 to 2023
Total			8,464,237	52,727,629	61,191,867	

Appendix 2E: Proposed Investing in Canada Plan (ICIP) Projects

ICIP-Transit Projects	Total 2021-2027 (\$M)
Bus replacement program	359.7
Dundas BRT - Confederation to Etobicoke	305.7
Lakeshore BRT lanes, Deta Rd. to East Ave.	54.6
Express Corridors	49.5
Bus Maintenance / Rehab	44.1
Presto	10.0
CAD/AVL/HASTUS	9.0
Cycle tracks	4.0
Bus Shelters	3.8
Farebox Refurbishment	2.0
Bus Terminals	1.6
Bus stops / Pads	1.0
MiWay Signs	0.7
Enhanced partitions	0.7
Mini Terminals / Bays	0.7
Transit vehicles (non-buses)	0.4
Revenue Equipment Replacement	0.1
TOTAL	847.5

Appendix 3A: 2020 Summary of FTE Adjustments by Service Area

Service	Operating / Capital	Reason	Initiative	Position	Full Time Permanent FTE	Part Time Temporary Contact Transfers FTE	TOTAL
Fire and Emergency Services	Operating	New Initiative	Fire Public Education Programming	Public Education Officer	2.0	0.0	2.0
Fire and Emergency Services	Operating	New Initiative	Proactive Fire Inspection Program	Fire Inspector	10.0	0.0	10.0
Fire and Emergency Services	Operating	New Initiative	Fire Station 120- Hurontario and Eglinton	FPM Service Contracts Coordinator	1.0	0.0	1.0
Fire and Emergency Services	Operating	New Initiative	Fire Professional Standards and Evaluation	Training Officer	2.0	0.0	2.0
Fire and Emergency Services	Operating	New Initiative	Fire Small Fleet Mechanic	Mechanic, Small Fleet	1.0	0.0	1.0
Fire and Emergency Services	Operating	Budget Adjustment	Communications Operator	Communications Operator	1.0	0.0	1.0
			Total FTEs - Fire and Emergency Services		17.0	0.0	17.0
Roads	Operating	New Initiative	Traffic Planning Technologist	Traffic Planning Technologist	1.0	0.0	1.0
Roads	Capital	New Initiative	Fleet Management Information System (Faster) Replacement	IT Business Analyst, Application Developer and IT Project Lead	0.0	3.0	3.0
Roads	Capital	New Initiative	Telematics Project	IT Project Lead	0.0	1.0	1.0
Roads	Operating	New Initiative	Vision Zero Program Leader	Vision Zero Program Leader	1.0	0.0	1.0
Roads	Operating	New Initiative	Project Managers - Capital Works	Project Manager	1.0	0.0	1.0
Roads	Operating	New Initiative	Active Transportation Coordinator	Active Transportation Coordinator	1.0	0.0	1.0
Roads	Operating	New Initiative	Automated Speed Enforcement	Road Safety Coordinator	1.0	0.0	1.0
Roads	Operating	New Initiative	Parking Master Plan Implementation	Parking Permit Coordinator & Contract Zoning By-law Project Manager	1.0	1.0	2.0
Roads	Operating	New Revenue	Customer Service Representative, Permits	Customer Service Representative	1.0	0.0	1.0
Roads	Operating	Budget Adjustment	Part Time Conversion to Full Time	Permit Technical Coordinator	1.0	(1.3)	(0.3)
Roads	Operating	Efficiency and Cost Savings	Contract Ended (PTIF Program)	Contract Capital Managers (3)	0.0	(3.0)	(3.0)
Roads	Operating	Budget Adjustment	Part Time Conversion to Full Time	Labourers	8.0	(10.2)	(2.2)
Roads	Operating	Cost Increase	Co-op Student	Co-op Student	0.0	0.6	0.6
			Total FTEs - Roads		16.0	(8.9)	7.1

Appendix 3A: 2020 Summary of FTE Adjustments by Service Area (Cont'd)

Service	Operating / Capital	Reason	Initiative	Position	Full Time Permanent FTE	Part Time Temporary Contact Transfers FTE	TOTAL
MiWay	Operating	New Initiative	MiWay Service Growth - 2% Transit Service	Operators, Route Supervisor	23.0	0.0	23.0
MiWay	Operating	New Initiative	Transit Infrastructure Staffing Requirement	Infrastructure Engineer	1.0	0.0	1.0
MiWay	Operating	New Initiative	MiWay Training Department Staffing Requirement	Training Officer	1.0	0.0	1.0
MiWay	Operating	Budget Adjustment	Business As Usual	Project Coordinator	1.0	(1.0)	0.0
				Total FTEs - MiWay	26.0	(1.0)	25.0
Parks, Forestry and Environment	Operating	New Initiative	Parkland Growth	Parks Operations II	1.0	0.0	1.0
Parks, Forestry and Environment	Operating	New Initiative	Celebration Square Attendants	Aquatic Attendants	0.0	4.6	4.6
Parks, Forestry and Environment	Operating	Budget Adjustment	PTIF Contract Position	PTIF Project Lead	0.0	(1.0)	(1.0)
				Total FTEs - Parks and Forestry	1.0	3.6	4.6
Business Services	Operating	New Initiative	Strengthening Payroll Services	Payroll Coordinator	1.0	0.0	1.0
Business Services	Capital	Budget Adjustment	Payroll Enhancement	Project Leader	0.0	1.0	1.0
Business Services	Capital	New Initiative	2021 DC Background Study and By-Law	Financial Analyst	1.0	0.0	1.0
Business Services	Operating	Budget Adjustment	TNC Support recovered from Transit	Financial Analyst	0.0	0.5	0.5
Business Services	Operating	Budget Adjustment	A FTE transferred from Recreation to Finance	Policy Analyst	1.0	0.0	1.0
Business Services	Operating	New Initiative	HR Customer Service Manager	HR Customer Service Manager	1.0	0.0	1.0
Business Services	Operating	New Initiative	Workplace Mental Health Consultant	Workplace Mental Health Consultant	1.0	0.0	1.0
Business Services	Operating	New Initiative	Learning Architect	Learning Architect	1.0	0.0	1.0
Business Services	Capital	Budget Adjustment	Success Factors Contract Capital positions Ended by Dec 2019	Contract Capital Grade I & F	0.0	(2.0)	(2.0)
Business Services	Operating	New Initiative	Compliance Officer	Compliance Officer	1.0	0.0	1.0
Business Services	Operating	Budget Adjustment	Transfer a Web Coord from Library	Web Coordinator	1.0	0.0	1.0

Appendix 3A: 2020 Summary of FTE Adjustments by Service Area (Cont'd)

Service	Operating / Capital	Reason	Initiative	Position	Full Time Permanent FTE	Part Time Temporary Contact Transfers FTE	TOTAL
Business Services	Operating	Budget Adjustment	311 CSA Recovered from Legislative	Customer Service Advisor	0.0	0.6	0.6
				Total FTEs - Business Services	8.0	0.1	8.1
Library	Operating	New Initiative	Maker Mississauga Programmers	Library Programmers	2.0	0.7	2.7
Library	Operating	New Initiative	IT Specialist	IT Specialist	1.0	0.0	1.0
Library	Operating	Budget Adjustment	Transfer one position from Library to Recreation	Marketing consultant	(1.0)	0.0	(1.0)
Library	Operating	Budget Adjustment	Transfer one position from Library to Communications	Web Coordinator	(1.0)	0.0	(1.0)
				Total FTEs - Library	1.0	0.7	1.7
Recreation	Operating	New Initiative	Churchill Meadows Community Centre	Operator II	5.0	0.0	5.0
Recreation	Operating	New Initiative	Churchill Meadows Community Centre	Recreation Programmer, Community Programs	1.0	0.0	1.0
Recreation	Operating	New Initiative	Churchill Meadows Community Centre	Recreation Programmer Aquatics	1.0	0.0	1.0
Recreation	Operating	New Initiative	Churchill Meadows Community Centre	Administrative Coordinator	1.0	0.0	1.0
Recreation	Operating	New Initiative	Churchill Meadows Community Centre	Operator I	1.0	0.0	1.0
Recreation	Operating	New Initiative	Churchill Meadows Community Centre	Maintenance Service Person, Electrical Service	1.0	0.0	1.0
Recreation	Operating	New Initiative	Churchill Meadows Community Centre	Maintenance Service Person, HVAC & Mechanical Services	1.0	0.0	1.0
Recreation	Operating	New Initiative	Churchill Meadows Community Centre	Contract Administrator, Building and Site Services	1.0	0.0	1.0
Recreation	Operating	New Initiative	Churchill Meadows Community Centre	Supervisor Operations	1.0	0.0	1.0
Recreation	Operating	New Initiative	Churchill Meadows Community Centre	Aquatic Supervisor	1.0	0.0	1.0
Recreation	Operating	New Initiative	Churchill Meadows Community Centre	Various Temp Positions	0.0	7.5	7.5
Recreation	Operating	Efficiency and Cost Savings	Streamlining Customer Service at Paramount Fine Foods Centre	Temp Positions	0.0	(0.7)	(0.7)
Recreation	Operating	Budget Adjustment	Transfer one position from Library to Recreation	Marketing Consultant	1.0	0.0	1.0

Appendix 3A: 2020 Summary of FTE Adjustments by Service Area (Cont'd)

Service	Operating / Capital	Reason	Initiative	Position	Full Time Permanent FTE	Part Time Temporary Contact Transfers FTE	TOTAL
Recreation	Operating	Budget Adjustment	Transfer one position from Recreation to Finance	Sponsorship Coordinator	(1.0)	0.0	(1.0)
				Total FTEs - Recreation	14.0	7.5	20.8
Information Technology	Operating	New Initiative	Cybersecurity Operations Centre	IT Security Specialist	1.0	0.0	1.0
Information Technology	Operating	New Initiative	Meeting the Increased Demand for Video Production and Streaming	Co-op Student	1.4	0.0	1.4
Information Technology	Operating	New Initiative	Tech Hub Expansion	Co-op Student	3.3	0.0	3.3
Information Technology	Operating	New Initiative	Smart City Master Plan Implementation	Project Lead	1.0	0.0	1.0
Information Technology	Capital	New Initiative	Automated Staff Scheduling Solution	IT Project Lead, IT Business Analyst, SAP Scheduling Specialist	3.0	0.0	3.0
Information Technology	Operating	New Initiative	TXM Technical Lead	TXM Support Full time	1.0	0.0	1.0
Information Technology	Operating	Budget Adjustment	IT Service Management Section	IT Technician	1.0	(1.0)	0.0
Information Technology	Capital	Budget Adjustment	IT Network Team	System Specialist	1.0	(1.0)	0.0
				Total FTEs - Information Technology	12.7	(2.0)	10.7
Facilities and Property Management	Capital	New Initiative	Capital Design and Construction Staff Resources – Project Managers 2020	Senior Project Leader	3.0	0.0	3.0
Facilities and Property Management	Capital	New Initiative	Capital Design and Construction Staff Resources – Project Managers 2020	Senior Project Manager	1.0	0.0	1.0
Facilities and Property Management	Capital	New Initiative	Real Property Administration Solution	Business Lead	0.0	1.0	1.0
Facilities and Property Management	Capital	New Initiative	Real Property Administration Solution	IT Business/Data Analyst	0.0	1.0	1.0
Facilities and Property Management	Capital	New Initiative	Real Property Administration Solution	IT Project Lead	0.0	1.0	1.0
Facilities and Property Management	Operating	Budget Adjustment	Backfill for Security Officers on training	Security Officer	0.0	0.6	0.6
Facilities and Property Management	Operating	Budget Adjustment	Backfill for Transit Security Officers on training recovered from Transit Division	Transit Security Officer	0.0	0.4	0.4
				Total FTEs - Facilities and Property Management	4.0	4.0	8.0
City Manager's Office	Operating	New Initiative	Commercial Litigation Legal Counsel	Lawyer Litigator	1.0	0.0	1.0
City Manager's Office	Operating	New Initiative	Insurance Claims Specialist	Insurance Claims Specialist	1.0	0.0	1.0

Appendix 3A: 2020 Summary of FTE Adjustments by Service Area (Cont'd)

Service	Operating / Capital	Reason	Initiative	Position	Full Time Permanent FTE	Part Time Temporary Contact Transfers FTE	TOTAL
City Manager's Office	Capital	New Initiative	IT Legal Counsel	IT Legal Counsel	1.0	0.0	1.0
City Manager's Office	Operating	New Initiative	Information and Communications Technology (ICT) Sector Program	ICT Business Consultant	1.0	0.0	1.0
				Total FTEs - City Manager's Office	4.0	0.0	4.0
Land Development Services	Operating	New Initiative	Zoning Planner and Zoning Plan Examiner	Zoning Planner - Grade F	1.0	0.0	1.0
Land Development Services	Operating	New Initiative	Zoning Planner and Zoning Plan Examiner	Zoning Plans Examiner - Grade E	1.0	0.0	1.0
Land Development Services	Capital	Budget Adjustment	Add Land Development Applications to ePlans	Business Analyst Grade F	0.0	(1.0)	(1.0)
Land Development Services	Capital	Budget Adjustment	Interactive Zoning By-Law	Business Project Lead Grade F	0.0	(1.0)	(1.0)
Land Development Services	Capital	Budget Adjustment	Interactive Zoning By-Law	Business Analyst Grade F	0.0	(1.0)	(1.0)
Land Development Services	Capital	Budget Adjustment	ePlan Field Inspection	Project Leader Grade H	0.0	(1.0)	(1.0)
Land Development Services	Capital	Budget Adjustment	ePlan Field Inspection	Business Lead Grade F	0.0	(1.0)	(1.0)
Land Development Services	Capital	Budget Adjustment	Project Leader/System Analyst Grade H	Project Leader/System Analyst Grade H	0.0	(1.0)	(1.0)
				Total FTEs - Land Development Services	2.0	(6.0)	(4.0)
Culture	Operating	Budget Adjustment	Contract Conversion	Heritage Analyst	1.0	(1.0)	0.0
Culture	Operating	Budget Adjustment	Contract Conversion	Education & Engagement Coordinator	1.0	(1.0)	0.0
				Total FTEs - Culture	2.0	(2.0)	0.0
Regulatory Services	Capital	New Initiative	Online Self-Serve Business and Mobile Licensing Solution	Digital Services Project Lead - 12 Months Contract at 50% ends Dec 2020	0.0	1.0	1.0
Regulatory Services	Capital	New Initiative	Online Self-Serve Business and Mobile Licensing Solution	Designer - 12 Months Contract at 50% ends Dec 2020	0.0	1.0	1.0
Regulatory Services	Capital	New Initiative	Online Self-Serve Business and Mobile Licensing Solution	Digital Services Business Analyst - 12 Months Contract at 50% ends Dec 2020	0.0	1.0	1.0
Regulatory Services	Capital	New Initiative	Online Self-Serve Business and Mobile Licensing Solution	Business Lead - 12 Months Contract at 50% ends Dec 2020	0.0	1.0	1.0
Regulatory Services	Capital	New Initiative	Online Self-Serve Business and Mobile Licensing Solution	Front-End Developer - 9 Months Contract ends Dec 2020	0.0	1.0	1.0
Regulatory Services	Capital	New Initiative	Online Self-Serve Business and Mobile Licensing Solution	Back-End Developer - 9 Months Contract ends Dec 2020	0.0	1.0	1.0

Appendix 3A: 2020 Summary of FTE Adjustments by Service Area (Cont'd)

Service	Operating / Capital	Reason	Initiative	Position	Full Time Permanent FTE	Part Time Temporary Contact Transfers FTE	TOTAL
Regulatory Services	Capital	New Initiative	Online Self-Serve Business and Mobile Licensing Solution	eCommerce Developer - 9 Months Contract ends Dec 2020	0.0	1.0	1.0
				Total FTEs - Regulatory Services	0.0	7.0	7.0
Legislative Services	Operating	New Initiative	Freedom of Information (FOI) Officer	Access and Privacy Officer	1.0	0.0	1.0
Legislative Services	Operating	Budget Adjustment	Court Modernization: Courts Administration Technology Assessment	Business Analyst	0.0	1.0	1.0
				Total FTEs - Legislative Services	1.0	1.0	2.0
Stormwater	Operating	Budget Adjustment	Outreach and Education Program	Positions supporting the operations and administration	0.0	(2.0)	(2.0)
Stormwater	Operating	Budget Adjustment	Part-time labour	2 term co-op student for 8 months each year	0.0	0.6	0.6
Stormwater	Operating	Budget Adjustment	Stormwater Asset Management Plan	Project Lead	0.0	1.0	1.0
				Total FTEs - Stormwater	0.0	(0.4)	(0.4)
			TOTAL FULL-TIME EQUIVALENT (FTE) CHANGES		108.2	3.1	111.6

Appendix 3B: City Budget Summary of Full Time Equivalents

Fire and Emergency Services

Program	2019	2020	2021	2022	2023
Building Maintenance	3.0	3.0	3.0	3.0	3.0
Divisional Support Services	49.0	52.0	56.0	57.0	58.0
Vehicle Maintenance	11.0	13.0	14.0	14.0	14.0
Prevention	55.0	67.0	77.0	83.0	83.0
Suppression	634.0	634.0	634.0	654.0	674.0
Total Service Distribution	752.0	769.0	784.0	811.0	832.0

MiWay

Program	2019	2020	2021	2022	2023
Business Development	81.1	80.1	79.1	79.1	79.1
Business System	20.0	20.0	20.0	20.0	20.0
Office of Director	2.0	4.0	4.0	4.0	4.0
Operations	1,163.4	1,187.4	1,211.4	1,235.4	1,260.4
Maintenance	193.2	193.2	193.2	193.2	193.2
Rapid Transit	12.0	12.0	12.0	12.0	12.0
Total Service Distribution	1,471.7	1,496.7	1,519.7	1,543.7	1,568.7

Roads

Program	2019	2020	2021	2022	2023
Corporate Fleet Maintenance	28.5	32.5	32.5	28.5	28.5
Crossing Guards	82.7	82.7	82.7	82.7	82.7
Infrastructure Planning and Engineering	77.4	79.0	79.0	79.0	78.0
Maintenance Control *	139.9	138.4	138.4	138.4	138.4
Municipal Parking	5.0	7.0	7.0	7.0	6.0
Streetlighting	2.0	3.0	3.0	3.0	3.0
Survey and Inspection	59.8	59.8	59.8	59.8	59.8
Traffic Management	70.6	70.6	70.6	70.6	70.6
Total Service Distribution	465.8	472.9	472.9	468.9	466.9

* Cleaning & Litter Pick-up and Winter Maintenance are included within Maintenance Control

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

Program	2019	2020	2021	2022	2023
CMS Departmental Support Services	4.0	4.0	4.0	4.0	4.0
Divisional Support Services	2.0	2.0	2.0	2.0	2.0
Environment	10.3	10.3	12.3	12.3	12.3
Forestry	60.8	60.8	60.8	60.8	60.8
Park Planning and Development	34.9	33.9	33.9	33.9	33.9
Parks Operations	248.8	254.4	254.7	255.2	255.5
Total Service Distribution	360.8	365.4	367.7	368.2	368.5

Business Services

Program	2019	2020	2021	2022	2023
Corporate Performance and Innovation	16.5	16.5	16.5	17.5	17.5
Finance	76.1	80.6	81.6	77.6	77.6
Human Resources	74.9	75.9	74.9	74.9	74.9
Revenue and Materiel Management	68.3	69.3	69.3	71.3	71.3
Strategic Communications	64.6	66.2	66.2	65.2	65.2
Total Service Distribution	300.4	308.5	308.5	306.5	306.5

Mississauga Library

Program	2019	2020	2021	2022	2023
Administration, Planning and Other	7.0	9.7	12.1	13.1	13.1
Central Library and Community Development	63.5	65.5	65.5	65.5	65.5
Facilities Operations	194.7	194.4	194.4	194.4	194.4
Collection	41.4	38.7	36.7	36.7	36.7
Total Service Distribution	306.6	308.3	308.6	309.6	309.6

Recreation

Program	2019	2020	2021	2022	2023
Aquatics, Therapeutic and Fitness Programming	221.8	220.8	220.8	220.8	220.8
Divisional Support Services	81.9	85.1	85.1	85.1	85.1
Recreation Facilities and Programs	548.8	567.5	582.2	582.2	582.2
Total Service Distribution	852.6	873.4	888.1	888.1	888.1

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

Program	2019	2020	2021	2022	2023
IT Administration, Strategy and Innovation	27.8	30.8	34.8	26.8	15.8
IT City Services	51.0	51.0	54.0	54.0	53.0
IT Digital Services and Mobility	55.0	55.4	55.4	55.4	55.4
IT Enterprise Business Solutions	26.4	26.4	28.4	29.4	28.4
IT Infrastructure Planning and Operations	37.0	41.0	43.0	43.0	42.0
IT Services Management	22.0	25.3	25.3	25.3	25.3
Total Service Distribution	219.1	229.8	240.8	233.8	219.8

Facilities & Property Management

Program	2019	2020	2021	2022	2023
Asset Management and Accessibility	10.0	10.0	10.0	13.0	14.0
Building Services and Operations	45.7	45.7	46.9	46.9	46.9
Capital Design and Construction	26.0	29.0	29.0	29.0	29.0
Energy Management	7.0	8.0	9.0	9.0	9.0
Facilities Maintenance	29.0	29.0	29.0	30.0	30.0
Office of the Director	6.9	7.8	7.8	7.8	7.8
Realty Services	12.0	15.0	16.0	12.0	12.0
Security Services	74.3	74.4	74.4	74.4	74.4
Total Service Distribution	210.8	218.8	222.0	222.0	223.0

City Manager's Office

Program	2019	2020	2021	2022	2023
City Manager's Office	3.0	2.0	2.0	2.0	2.0
Economic Development	18.5	19.5	19.5	19.5	19.5
Internal Audit	8.0	8.0	8.0	8.0	8.0
Legal Services	57.4	61.4	61.4	61.4	61.4
Total Service Distribution	86.9	90.9	90.9	90.9	90.9

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

Program	2019	2020	2021	2022	2023
Building Division	107.0	103.0	103.0	103.0	103.0
City Planning Strategies	38.4	38.4	38.4	38.4	38.4
Development and Design	56.0	56.0	57.0	55.0	55.0
Total Service Distribution	201.5	197.5	198.5	196.5	196.5

Culture

Program	2019	2020	2021	2022	2023
Culture and Heritage Planning	9.0	9.0	9.0	9.0	9.0
Cultural Services	20.0	20.0	20.0	20.0	20.0
Cultural Support Services	2.0	2.0	2.0	2.0	2.0
Mississauga Celebration Square, Meadowvale Theatre & Tech Services	23.3	23.3	23.3	23.3	23.3
Museums and Small Arms Inspection Building	10.6	10.6	10.6	10.6	10.6
Total Service Distribution	64.9	64.9	64.9	64.9	64.9

Mayor and Members of Council

Program	2019	2020	2021	2022	2023
Mayor's Office	7.0	7.0	7.0	7.0	7.0
Councillors' Offices	34.2	34.2	34.2	34.2	34.2
Total Service Distribution	41.2	41.2	41.2	41.2	41.2

Regulatory Services

Program	2019	2020	2021	2022	2023
Animal Services	37.7	37.7	37.7	37.7	37.7
Compliance and Licensing	30.4	37.4	30.9	30.9	30.9
Enforcement Administration	3.0	3.0	3.0	3.0	3.0
Mobile Licensing	36.0	36.0	36.0	36.0	36.0
Parking Enforcement	51.9	51.9	48.9	48.9	48.9
Total Service Distribution	158.9	165.9	156.4	156.4	156.4

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

Legislative Services

Program	2019	2020	2021	2022	2023
Elections	4.0	4.0	4.0	8.0	4.0
Office of the City Clerk	44.3	45.3	40.3	40.3	40.3
Printing and Mail Services	13.3	13.3	13.3	13.3	13.3
Provincial Offences Act	31.6	32.6	32.6	31.6	31.6
Total Service Distribution	93.1	95.0	90.0	93.0	89.0

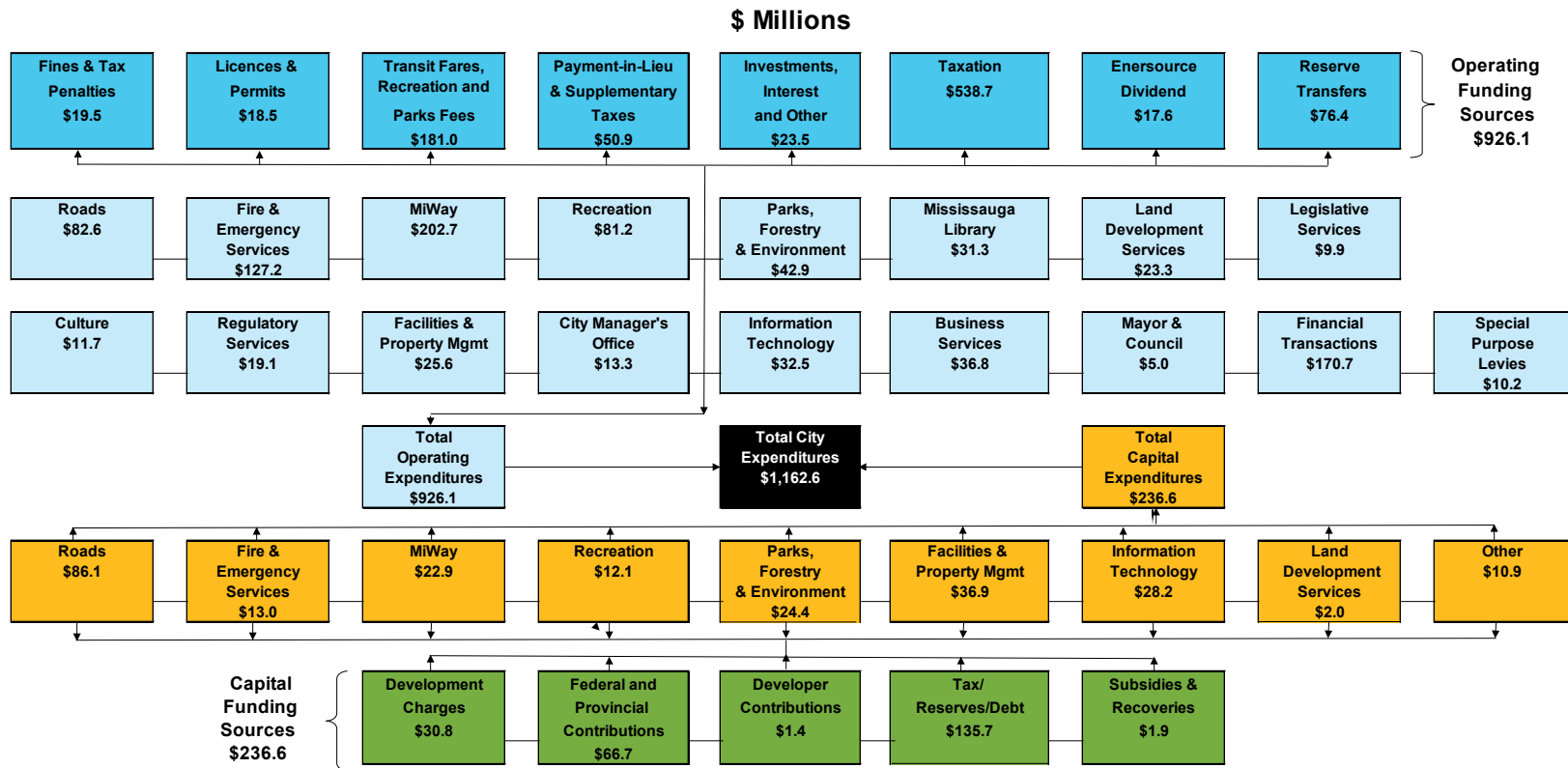
Stormwater

Program	2019	2020	2021	2022	2023
Administration	2.0	2.0	2.0	2.0	2.0
Planning and Operations	21.5	21.1	21.1	20.1	20.1
Total Service Distribution	23.5	23.1	23.1	22.1	22.1

Total Full Time Equivalents	5,609.6	5,721.2	5,777.3	5,816.8	5,844.1
------------------------------------	----------------	----------------	----------------	----------------	----------------

Appendix 4: 2020 Proposed Budget by Gross Expenditures and Revenues

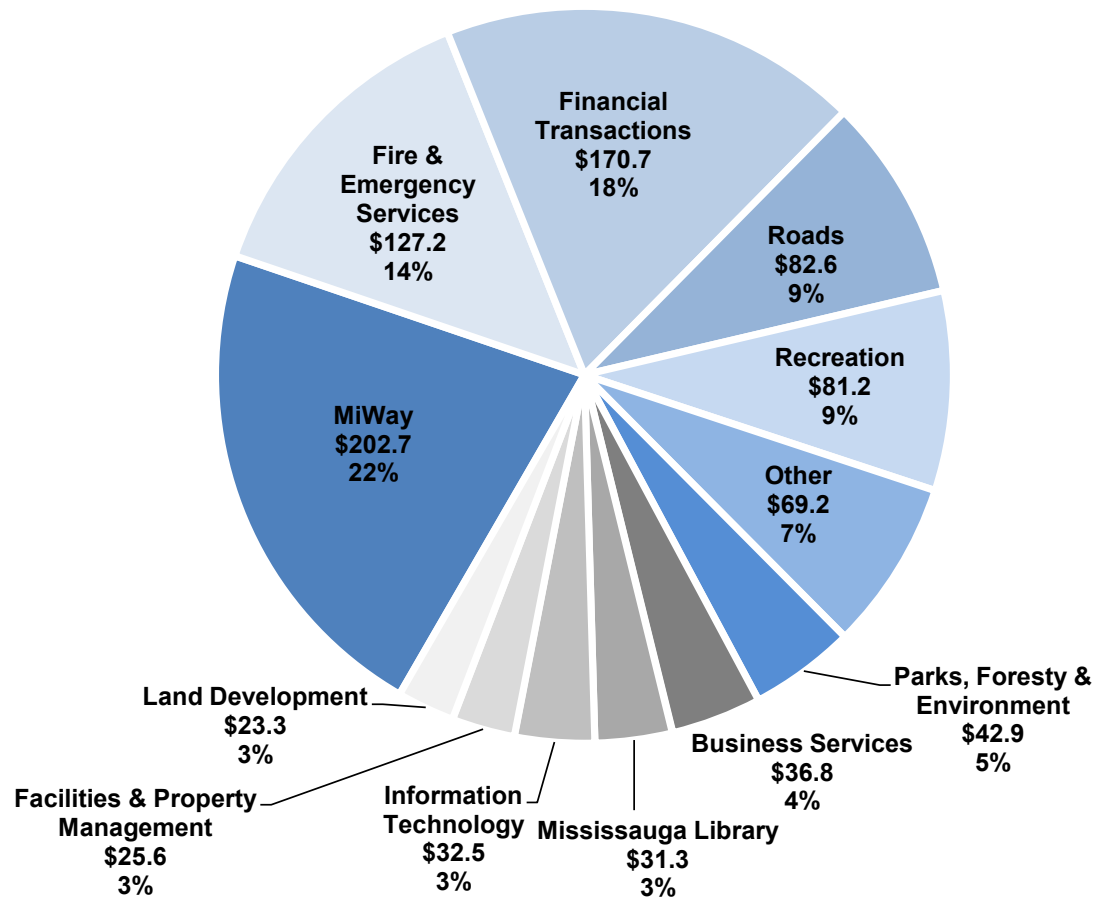
Mississauga's 2020-2023 Business Plan & 2020 Budget comprises both the operating and capital budgets, totalling \$926.1 million and \$236.6 million respectively. Below excludes the impact of assessment growth, estimated at 0.5 per cent.



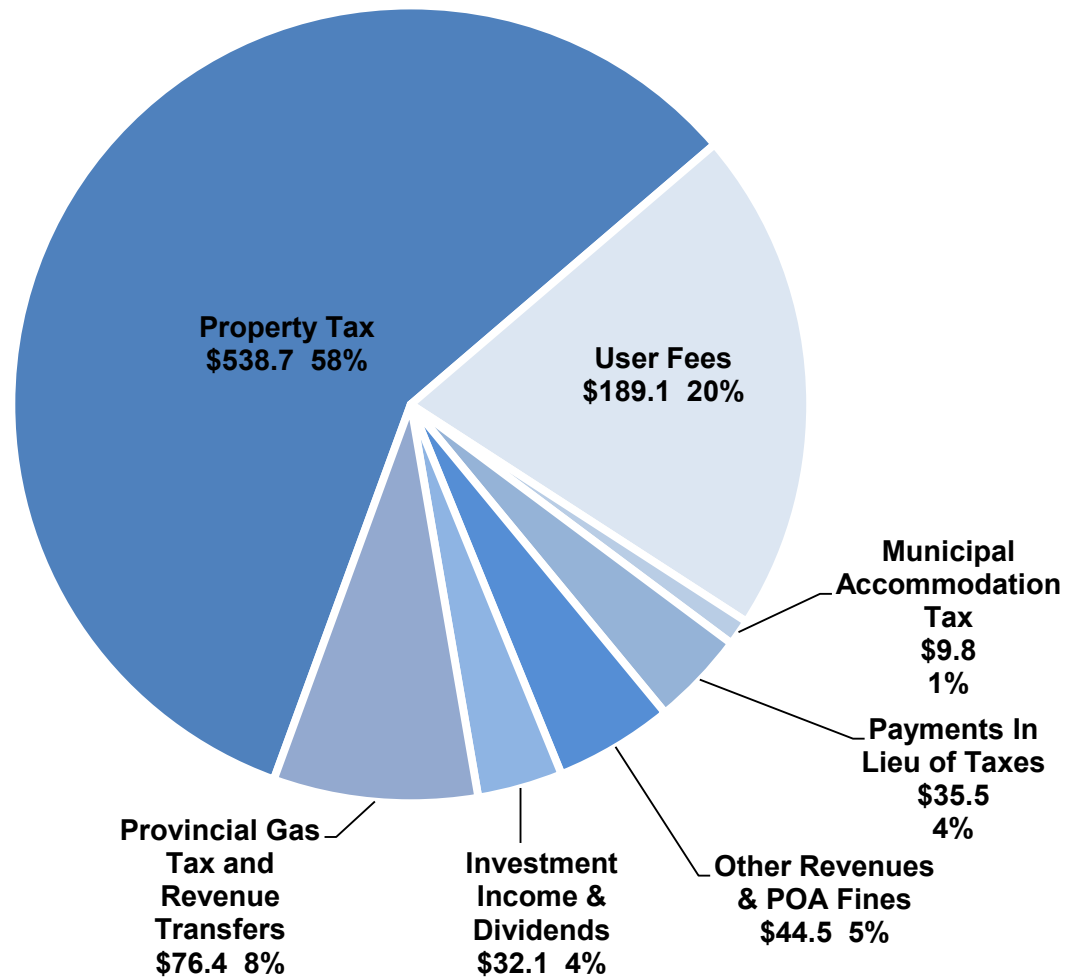
The following charts provide a breakdown of the City's 2020 Operating Budget.

2020 Gross Operating Expenditure \$926.1 Million by Service Area

\$Millions



2020 Revenue Categories \$926.1 Million



Excludes impact of assessment growth estimated at 0.5 per cent.

Appendix 5: 2020 Budget in accordance with Public Sector Accounting and Reporting Guidelines

Budget data presented in the Budget Book reflects proposed values based on the cash basis of accounting. The following charts reconcile the proposed 2020 Net Operating Budget with the budget figures as presented in the consolidated financial statements. Estimates of adjusting entries have been made and

assumed at a point in time, in accordance with Public Sector Accounting and Reporting guidelines. The projected values for the 2020 Adjusted Financial Statement Budget are based on the full accrual basis of accounting. Overall, there would be a deficit of \$30.2 million.

Description (\$ millions)	Property Tax Base	Stormwater	Consolidated
Proposed 2020 Net Operating Budget	538.7	0.0	538.7
REVENUE			
Proposed 2020 Operating Revenue	387.4	43.8	431.2
Add:			
Property Tax Revenue	538.7		538.7
Reserve funds interest	16.4	3.0	19.4
Recoveries	1.9		1.9
Less:			
Contributions from reserves and reserve funds	(76.4)		(76.4)
Enersource dividend	(17.6)		(17.6)
City budgeted levy for Business Improvement Associations (BIA)	(1.5)		(1.5)
Full Accrual Revenue Budget	848.9	46.9	895.7
EXPENSES			
Proposed 2020 Operating Expenses	926.1	43.8	969.9
Add:			
Amortization (Depreciation Expense)	134.6	11.5	146.1
Less:			
Contributions to reserve and reserve funds	(127.1)	(30.9)	(158.0)
Debt principal repayments	(29.7)	(0.9)	(30.6)
BIA budget on City's books	(1.5)		(1.5)
Full Accrual Expense Budget	902.4	23.6	926.0
Net Surplus/ (Deficit)	(53.5)	23.3	(30.2)

Numbers may not balance due to rounding.

The two tables below present the proposed 2020 Operating Budget for Revenues and Expenses by service area as it would be restated for the consolidated financial statements. On a PSAB basis, the tax levy would need to be increased by \$53.5 million

or 3.7 per cent on the total residential tax bill. Section T, Financial Policies of the 2020-2023 Business Plan & 2020 Budget provides a more detailed discussion on this reconciliation.

Reconciliation of Revenue Budget to Adjusted Financial Statement Budget

Revenues (\$000s)	2020 Operating Revenue Budget	Net Operating Budget	Elimination of Operating Transfers & Dividends	Adjusted Capital Budget (Recoveries)	Reserve Fund Interest	Business Improvement Areas (BIAs)	2020 Adjusted Financial Statement Budget
Fire & Emergency Services	6,099.9	121,071.8	(3,893.7)				123,278.0
MiWay	112,054.8	90,693.3	(18,500.0)				184,248.0
Roads	16,601.8	65,994.6	(2,350.0)	250.0			80,496.4
Parks, Forestry & Environment	5,201.8	37,718.5		1,567.3			44,487.6
Business Services	3,061.2	33,729.2	(395.4)				36,395.1
Mississauga Library	2,101.9	29,180.5					31,282.4
Recreation	51,508.9	29,708.3	(505.7)				80,711.4
Information Technology	1,109.4	31,400.2					32,509.5
Facilities & Property Management	556.2	25,068.6	(107.7)				25,517.1
City Manager's Office	800.3	12,496.3	(407.4)				12,889.2
Land Development Services	13,676.5	9,654.5	(26.1)				23,304.9
Culture	4,504.8	7,208.3	(2,152.9)	100.0			9,660.2
Mayor & Members Of Council	0.0	5,009.7					5,009.7
Regulatory Services	18,079.4	1,032.3					19,111.7
Legislative Services	12,129.1	(2,275.8)	(145.6)				9,707.7
Financial Transactions	139,889.9	41,022.1	(65,503.8)			(1,500.0)	113,908.2
Stormwater	43,835.0				3,030.0		46,865.0
Non-budgeted					16,365.0		16,365.0
Total Revenues	431,210.8	538,712.3	(93,988.4)	1,917.3	19,395.0	(1,500.0)	895,747.1

Numbers may not balance due to rounding.

Reconciliation of Expense Budget to Adjusted Financial Statement Budget

Expenses (\$000s)	2020 Operating Expense Budget and Allocations	Amortization	Elimination of Operating Transfers	Elimination of Operating Allocations	Debt Principal Repayments	Business Improvement Areas (BIAs)	2020 Adjusted Financial Statement Budget
Fire & Emergency Services	127,171.8		(10,010.9)	(1,020.0)			116,140.9
MiWay	202,748.0		(125.0)	(1,566.8)			201,056.3
Roads	82,596.4		(1,160.3)	(241.7)			81,194.5
Parks, Forestry & Environment	42,920.3		(671.2)	200.7			42,449.8
Business Services	36,790.4		(73.4)	(60.0)			36,657.0
Mississauga Library	31,282.4		(63.0)	(515.0)			30,704.4
Recreation	81,217.2		(372.7)	(88.4)			80,756.0
Information Technology	32,509.5			1,802.4			34,311.9
Facilities & Property Management	25,624.8		(3.0)	1,802.1			27,423.8
City Manager's Office	13,296.6		(40.0)				13,256.6
Land Development Services	23,331.0		(600.0)				22,731.0
Culture	11,713.1		(225.0)	(114.0)			11,374.0
Mayor & Members Of Council	5,009.7						5,009.7
Regulatory Services	19,111.7		(300.0)	(199.4)			18,612.3
Legislative Services	9,853.3						9,853.3
Financial Transactions	180,912.1		(113,436.4)		(29,716.1)	(1,500.0)	36,259.5
Stormwater	43,835.0	11,515.5	(30,895.6)		(878.5)		23,576.4
Non-budgeted		134,583.3					134,583.3
Total Expenses	969,923.1	146,098.8	(157,976.6)	0.0	(30,594.6)	(1,500.0)	925,950.8
Projected Surplus/(Deficit) based on adjusted budget							(30,203.7)



Fire & Emergency Services

2020-2023 Business Plan
& 2020 Budget

Foreword

Our Vision for the Future

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

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40-year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into the 16 Services Areas (including the Stormwater Program) that are outlined in this Plan. The 2020-2023 Business Plan & 2020 Budget document details how and where the City plans to allocate resources to deliver programs and services.

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



our**future**mississauga.ca

Table of Contents

Executive Summary of Fire & Emergency Services	3
Core Services	4
Vision, Mission, Goals of Service and Service Delivery Model	4
Current Service Levels and Trends.....	5
Performance Measures and Results	11
Balanced Scorecard	13
Awards and Achievements.....	14
The 2020-2023 Business Plan Outlook	15
Planning for the Future.....	15
Finding Efficiencies	20
Advancing the City's Strategic Plan	21
Transforming our Business with Technology	22
Maintaining Our Infrastructure.....	23
Managing Our Human Resources.....	25
Proposed Operating Budget	29
Operating Budget Details	30
Proposed Budget by Program.....	30
Summary of Proposed Budget.....	31
Proposed Cost Increase Required to Maintain Current Service Levels.....	32
Proposed New Initiatives and New Revenues	33
Proposed Capital Budget	54
Proposed 2020-2029 Capital Budget by Program	54
Proposed 2020-2029 Capital Budget by Funding Source	55
Proposed 2020 Capital Budget Detail	56
Proposed 2020-2029 Capital Budget by Sub-Program	57



Executive Summary of Fire & Emergency Services

Mission: To protect life, property, and the environment in Mississauga from all risks through education, enforcement, engineering, emergency response and economic incentive.

Services we provide:

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

Interesting facts about this service:

- Responds to an average of 30,000 incidents each year
- Forty-five per cent of fire calls do not have a working smoke alarm on the fire floor
- Seventy-four per cent of structure fires are in residential occupancies
- Between 2014 and 2018 there were 52 civilian injuries and 10 civilian fatalities due to fire in the city of Mississauga; 90 per cent of the fatalities and 87 per cent of the injuries were in residential occupancies

Highlights of the Business Plan include:

- Implementation of targeted public education programs based on risk
- Implementation of proactive fire and life safety inspection programs based on risk
- Execution of long-term fire station infrastructure plan that considers the building condition along with the health and safety requirements of existing fire stations
- Implementation of the Infrastructure Renewal Strategy
- Development and delivery of staff certification based on National Fire Protection Association (NFPA) standards
- Contribution to the Public Safety Fire Reserve Fund equivalent to one per cent of the tax levy (\$5.1 million) to provide funding for six additional fire stations over the next 12 years, enhance Fire's public education programming and enhance the development of the proactive fire inspection program

Net Investment (\$000s)	2020	2021	2022	2023
Operating	121,072	130,435	140,242	143,281
Capital	13,047	10,771	10,898	13,218
Full Time Equivalents	769.0	784.0	811.0	832.0

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

The service delivery model is built to support the programming and deployment of resources required to reduce, mitigate or eliminate community risk as it relates to fire and emergency services.

Vision

To be a global leader in Fire Service and Life Safety excellence.

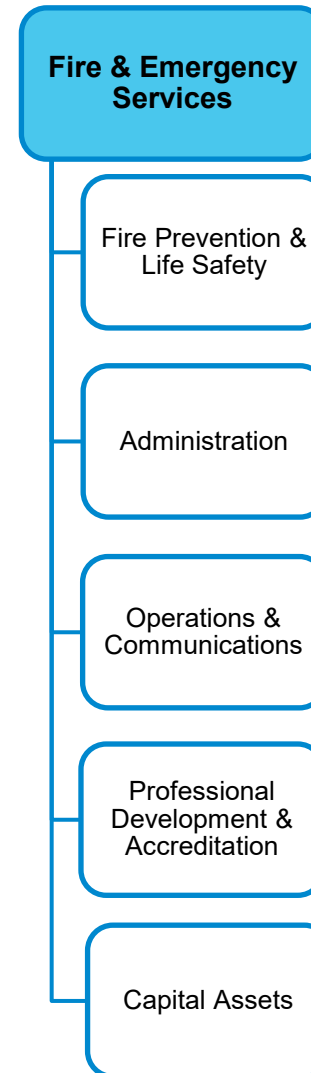
Mission

To protect life, property and the environment in the City of Mississauga from all risks, through education, enforcement, engineering, emergency response and economic incentive.

Goals of Service

- Reduce community risk
- Improve targeted fire and life safety public education programming
- Enhance the delivery of proactive fire safety inspections
- Implement long-term infrastructure renewal strategy
- Align all training programs with recognized industry professional standards
- Continue to use and develop practices that provide financial and business sustainability

Service Delivery Model



Current Service Levels and Trends

The most effective way to identify and address trends and service level challenges within the industry is to assess overall community risk as it pertains to fire and life safety.

The process of assessing community risk is receiving increased attention. Risk assessment has become fundamental to the planning and delivery of fire and emergency services to match the “needs and circumstances” of the community as defined by the *Fire Protection and Prevention Act*, 1997, (FPPA) and the Council-approved Establishing and Regulating By-law. The quantification of risks has assisted Mississauga Fire & Emergency Services to integrate risk mitigation strategies into the planning and delivery of fire protection services.

Demographics

Population and Age

Specific age groups are at a higher risk from fire related incidents. For example, Canada’s aging population has been recognized as one of the most significant demographic trends in the nation. Based on preliminary post-census estimates from Statistics Canada there were more Canadians over the age of 65 (16.1 per cent of the population) than there were children aged 0-14 (16.0 per cent). Seniors (those 65 years and over) represent one of the highest fire risk groups provincially based on the proportion of fire fatalities. As illustrated in the following table, seniors account for a much higher percentage of fire fatalities than their proportion of the population.



Movie Night, Celebration Square

Provincial Fire Fatalities by Age Group

Category	Age	% of Provincial Population	% of fire fatalities
Children/Youth	<=14	17	7
Adults	15-64	68	60
Seniors	>=65	15	33

Source: Ontario Office of the Fire Marshal and Emergency Management (OFMEM) Fire Statistics and 2011 census data

People aged 65 and over represent approximately 13.6 per cent of Mississauga’s population, yet represent 33 per cent of the fire fatalities. Consideration must also be given to people aged 50-64 as they make up 21 per cent of Mississauga’s population, and represent a future risk.

The population within a community can shift at various times during the day or week and throughout the year. Population shift can be the result of a number of factors, including employment, tourism and education. One way to measure this population shift is based on traffic counts. Within the Greater Toronto and Hamilton Area, there is a transportation census conducted that provides insight into the travel habits of residents in the region called the Transportation Tomorrow Survey (TTS). The most recent TTS reporting year (2016) indicates that, in one 24-hour period, 1,480,100 trips were made to Mississauga. Of those trips, approximately 83 per cent were in a personal vehicle (as driver or passenger) and 33 per cent (488,000 trips) were for the purposes of going to work or school. These metrics suggest that at a minimum 488,000 people are coming to Mississauga during a typical weekday. The survey results indicate that the number of users on Mississauga's road network can be greatly affected by these daily population shifts. A higher risk may be present during peak commuting times. This has an impact on the number and complexity of motor vehicle collisions on both city streets and highways. In 2018, Fire & Emergency Services responded to over 3,200 motor vehicle collisions.

Language

Fire & Emergency Services continuously looks for ways to get fire safety messages out to residents whose first language or language of choice is not English. English is the primary language spoken in 62.7 per cent of households in Mississauga. The city has a greater proportion of households that speak multiple languages at home (9.8 per cent) compared to the province as a whole (4.5 per cent). There are over 211,000 households (or 27 per cent) that speak a single language at home that is neither English nor French. After English, the top three languages spoken are Urdu, Arabic, and Polish.

Summary of Key Demographic Trends

- 13.6 per cent of the population in Mississauga is aged 65 and over and at an increased risk of experiencing a fatality in a residential fire
- Twenty-one per cent of the population in Mississauga is aged 50-64, representing a future risk
- Nearly 500,000 people visit Mississauga in a typical day, creating an increased risk of motor vehicle collisions

Building Stock

Residential

The overall number of structure fires within both the City of Mississauga and the Province of Ontario is declining even as the population continues to grow. The decrease can be linked to a stronger focus on fire prevention and public education, and revised legislative standards. While the overall number of structure fires has decreased, the proportion of structure fires occurring in residential occupancies has increased.



Garage Fire

In the City of Mississauga 95.8 per cent of the city's buildings are residential occupancies. This includes single-family dwellings, multi-unit residential, and hotels/motels. To put this in perspective, for the period from 2014 to 2018, residential fires in the city accounted for 77 per cent of all structure fires.

Fires in high-rise buildings can place significantly higher demands on fire suppression activities. In other words, more resources are necessary. This is referred to as "vertical response". It is the initial deployment of firefighters and equipment to upper level storeys for suppression, medical or other types of incidents.



Mississauga Cityscape

Industrial

Industrial occupancies represent 1.9 per cent of the city's property stock and almost 12 per cent of the city's fire loss over a 12-year period. The fire loss trend across the city is much higher than expected given the actual number of industrial occupancies.

It is also much higher than the provincial average of 7.3 per cent. Industrial occupancies have been identified as a key fire risk for the city.

Many of these occupancies are large buildings, such as industrial plants and warehouses that contain combustible materials. The combination of the size and contents can result in extended response times and challenging conditions for firefighters.

Summary of Key Building Stock Trends

- Structure fires are decreasing; however, the proportion of structure fires occurring in residential occupancies is increasing
- Ninety per cent of all fatalities and 87 per cent of all injuries are in residential occupancies
- Industrial fires account for 11.6 per cent of fire loss in Mississauga, whereas the provincial average is 7.3 per cent

Fire Loss

Civilian Fire Injuries and Fatalities

Between 2014 and 2018 there were 52 civilian injuries and 10 civilian fatalities in the city of Mississauga. The majority were in residential occupancies.

Fire Cause

In 2018, as indicated in the table that follows, more than half of the fires in the city were unintentional. The "unintentional" category recognizes such things as playing with matches, smoking, unattended cooking and equipment failures.

Fire Cause

Intentional		
	# of Fires	% of Fires
Vandalism	20	7%
Arson	2	1%
TOTAL Intentional	22	8%
Unintentional		
Design/Construction/Installation Deficiency	2	1%
Routine Maintenance Deficiency (ie lint, grease buildup)	6	2%
Unattended Cooking/Candles	46	15%
Improperly Discarded Smoking/Other Materials	46	15%
Used or Placed too Close to Combustibles	9	3%
Mechanical/Electrical Failure	47	15%
Other	35	11%
TOTAL Unintentional	191	62%
Undetermined		
Undetermined Cause	84	27%
Other		
Natural Cause	3	1%
Exposure	6	2%
TOTAL Other	9	3%

Smoke Alarms

Data over the past four years indicates that 45 per cent of fire calls analyzed do not have a working smoke alarm on the fire floor. The law says that all residential occupancies must have a working smoke alarm on every floor.

The table that follows illustrates the number of times a smoke alarm was present and operating on the floor or in the suite of fire origin over the past four years.

SA Operation	2014	2015	2016	2017	2018	TOTAL	%
No smoke alarm	89	99	96	88	102	474	33%
Smoke alarm present and operated	92	92	128	74	120	506	35%
Smoke alarm present, did not operate	46	40	31	35	22	174	12%
Smoke alarm present, operation undetermined	7	9	8	6	8	38	3%
Smoke alarm presence undetermined	48	55	48	46	54	251	17%
Grand Total	282	295	311	249	306	1,443	100%

Summary of Key Fire Loss Trends, 2014-2018:

- Sixty-two per cent of 2018 fires were caused unintentionally
- Fifteen per cent of fires were caused by electrical or mechanical failure
- Thirty per cent were caused by unattended cooking/candles and/or discarded smoking materials
- Forty-five per cent of fire calls did not have a working smoke alarm on the fire floor



Maintain Your Smoke Alarms

Fire Response

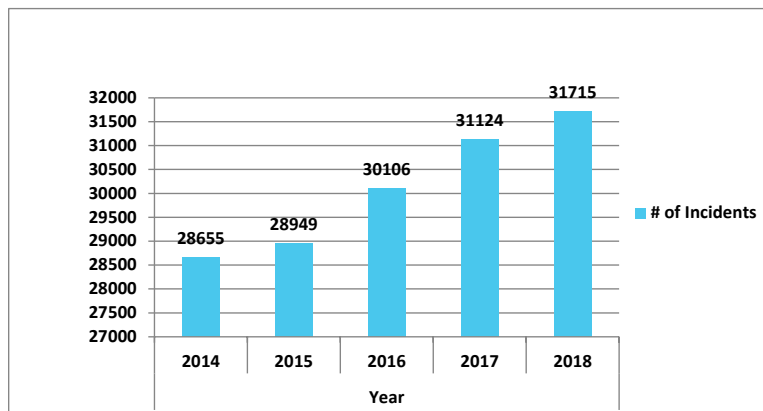
Analysis of historical fire loss and fire call data provides valuable insight into understanding the specific trends within a community.

Call Volume

A summary of the total number of calls within the city from 2014-2018 indicates a steady increase in the number of incidents.

Overall, the number of calls responded to by Fire & Emergency Services has increased by 11 per cent from 2014 to 2018.

Call Volume by Year



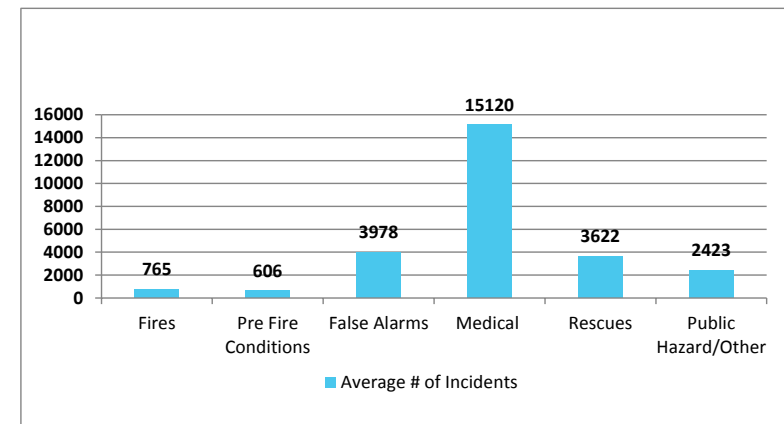
Response Type

Understanding the historical call volume and the risks associated with each type of call requires a detailed analysis of call type. The average annual call volume by response type is illustrated in the following chart.

Medical calls are 53 per cent of Fire & Emergency Services call volume. Eighty-nine per cent of those are related to asphyxia (or other respiratory condition) or chest pains/suspected heart attack. Medical response is provided by the closest available unit. Calls to 9-1-1 are evaluated by dispatchers and, if

warranted, Fire & Emergency Services responds in support of Peel Regional Paramedic Service (PRPS). The decision as to whether Fire responds or not is based on a tiered response agreement between Fire & Emergency Services and PRPS. In the vast majority of situations, Fire & Emergency Services can provide quicker initial contact with the patient as a result of the geographical disbursement of fire stations across the city.

2014-2018 Average Call Volume by Response Type



Response Time

Total response time captures the time interval from the receipt of the emergency call to when the first emergency response unit arrives on scene. The major components are:

Call processing time – The time interval from when the call is acknowledged at the communications centre until response information begins to be transmitted to the emergency response units.

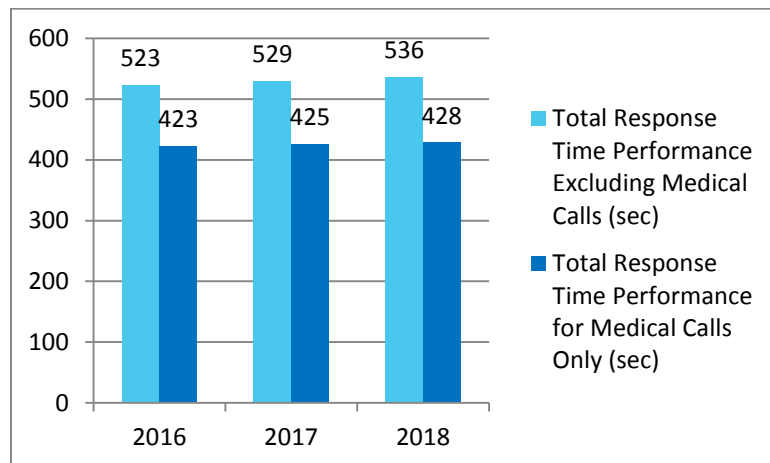
Turnout time – The time interval from when the transmission from the call centre begins and the truck leaves the station.

Travel time – The time interval from when the truck leaves the station until it arrives on scene.

The National Fire Protection Association (NFPA) total response time target is **384 seconds 90 per cent of the time** for first arriving vehicle on scene.

The chart that follows illustrates Fire & Emergency Services' actual city-wide total response time.

Total Response Time Performance



Summary of Key Fire Response Trends:

- Call volume has increased 11 per cent from 2014 to 2018
- Eighty-nine per cent of medical calls are related to asphyxia, respiratory conditions, chest pains or suspected heart attacks
- Total response time increased to 536 seconds in 2018, which is a 1.3 per cent increase over 2017



Auto Extrication Training

Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability.

Balanced Scorecard

A Balanced Scorecard groups measures in four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. By paying attention to all four areas, an organization can retain balance in its performance and ensure that it is moving toward the attainment of its goals.

Below are descriptions of the measures tracked in this Service Area's Balanced Scorecard. The Balanced Scorecard that follows shows trends since 2016 and expected outcomes up to 2023.

Financial Measures

Cost Per Capita for Emergency Services is a measure that indicates how efficiently we are using our resources and is a particularly useful measure when comparing with other similar municipalities to gauge effectiveness. The goal is to balance operational effectiveness, community safety and fiscal responsibility.

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

Customer Measures

% Incidence of No Working Smoke Alarm on Fire Floor – This measure helps illustrate how effective Fire & Emergency Services public education programming is with respect to fire safety. Based on data collected over the past five years, 45 per cent of fire calls do not have a working smoke alarm on the fire

floor or the presence could not be determined. The goal is to improve public fire safety education and decrease this measure to zero.

Number of Fire Safety Inspections Completed is a measure that captures the number of times Fire Prevention Inspectors conduct inspections on properties in Mississauga. In 2018, 9,256 inspections were completed. Fire & Emergency Services is working towards establishing a robust, proactive fire and life safety inspection program. This program will include an appropriate inspection cycle for all occupancy types depending on the risk level.

Employee Measures

Strategic Leadership – This measurement identifies how Fire & Emergency Services employees rate and/or are satisfied with the strategic leadership of the division. It is measured via a corporate employee survey administered every three years. The goal is to increase the percentage over time through employee engagement.

Innovation – Also measured via the corporate employee survey, this measurement identifies how satisfied employees feel about being empowered to try new business processes and their perceptions of management's acceptance of change. The goal is to increase the percentage satisfaction over time.

Internal Business Process Measures

First Unit Total Response Time (all calls excluding medical – 90th Percentile) captures the time interval from the receipt of the emergency call to when the first emergency response unit arrives on scene. The major components are: call processing time, turnout time and travel time.

The NFPA total response time target is **384 seconds 90 per cent of the time** for first arriving vehicle on scene.

First Unit Total Response Time (medical calls only – 90th Percentile) captures the time interval from the receipt of a medical call to when the first emergency response unit arrives on scene. The major components are: call processing time, turnout time and travel time.

The NFPA total response time target is **364 seconds 90 per cent of the time** for first arriving vehicle on scene.

Number of Fire Safety Inspection Orders Issued – this measure is a way of determining how effective the fire safety inspection program is and how well Fire Code compliance issues are understood and addressed. An inspection order can be issued when a fire safety inspector deems there is a compliance issue where a property has not been maintained to an acceptable fire safety level. If the property owner does not comply with the order, charges will be levied. The goal is to educate the public on the importance of compliance and reduce the number of inspection orders issued annually. A proactive inspection program and robust public education program are expected to contribute to a reduction in issued inspection orders.

Number of Fire Code Decisions Resulting in Prosecutions – Fire & Emergency Services will prosecute for non-compliance with the Ontario Fire Code. These are instances where an inspection order was issued for non-compliance and no action was initiated to rectify the infraction or there was a blatant disregard of the Fire Code. The goal is to ensure business/building owners understand their responsibilities and obligations under the Ontario Fire Code and reduce the number of prosecutions annually. To do this, buildings will be inspected at a frequency that reflects the risk.

Balanced Scorecard

Measures for Fire & Emergency Services	2016 (Actual)	2017 (Actual)	2018 (Actual)	2019 (Plan)	2020 (Plan)	2021 (Plan)	2022 (Plan)	2023 (Plan)
Financial:								
Cost per Capita for Emergency Services (\$)	132.89	137.17	137.42	147.50	155.04	166.20	177.81	180.76
Dollar Loss Related to Fires (\$Millions)	101.3	38.7	60.9	10.0	5.0	5.0	5.0	5.0
Customer:								
% Incidents of No Working Smoke Alarm on Fire Floor (or presence could not be determined)	56%	68%	58%	58%	55%	30%	25%	20%
Number of Fire Safety Inspections Completed	9,757	8,212	9,256	9,719	10,205	10,715	11,251	11,813
Employee:								
Employee Survey Scores: Division Leadership (%)	N/A	N/A	66.2	N/A	N/A	80.0	N/A	N/A
Employee Survey Scores: Innovation (%)	N/A	N/A	59.9	N/A	N/A	75.0	N/A	N/A
Internal Business Process:								
First Unit Total Response Time for all calls excluding medical (sec at the 90 th percentile)	523	529	536	540	538	536	534	532
First Unit Total Response Time for medical calls (sec at 90 th percentile)	423	425	428	432	430	428	426	424
Number of Fire Safety Inspection Orders Issued	218	283	219	200	180	160	140	120
Number of Fire Code Decisions resulting in Prosecutions	4	33	40	45	40	35	25	20

Awards and Achievements



*D Shift Crew, Station 101 receive
Mississauga Real Estate Board
Firefighter of the Year*



*Recruit Class Fundraiser for **Big
Brothers Big Sisters Peel***



*Mayor's One Bag Challenge in support
of **Mississauga Food Bank***



*Eden Food Bank **Christmas Food
Drive***



*MFES Benevolent Fund Donation to
Family affected by house fire*



***Camp Ignite** - Young Women learning
about a career in firefighting*

The 2020-2023 Business Plan Outlook

Planning for the Future

Key Areas of Focus

Education

A priority for the 2020-2023 Business Plan is to establish a dedicated fire and life safety education section within Fire Prevention and Life Safety with a mandate to develop, implement and measure fire and life safety education programming. The programming is to be based on risk and activities will be prioritized based on highest risk. The risks identified in the 2019 Fire and Emergency Services Master Plan document will be used to inform and develop new public education initiatives. This will include a proactive smoke alarm and home escape planning program. It will also enhance the fire safety education delivered by operations staff in the field. Operations staff comprise the largest number of front-line personnel. Therefore on-duty staff can reach a large number of residents effectively and can support public education efforts.

To meet the requirements of the *Fire Protection and Prevention Act* as well as community needs, additional public education officers will be required: two in 2020 to work proactively with the fire safety inspectors and front-line fire crews on midrise fire safety, and two in 2021 to develop educational programming directed at Industrial High Hazard occupancies. This initiative will be funded through the Public Safety Fire Program Reserve Fund.

Teaching people to be the stewards of their own fire safety has proven to have a positive impact on the number and severity of fire related injuries and deaths.

Enforcement

It is the responsibility of a property owner/building manager to ensure they comply with all applicable regulations and statutes. To support a robust, proactive fire and life safety inspection program, Fire & Emergency Services is developing an inspection program that establishes appropriate inspection cycles for all occupancy types based on key risks. This program will also include the use of operations staff to assist with the delivery of fire safety inspections in collaboration with Fire and Life Safety staff.

The table below illustrates the inspection frequency and required resourcing by property classification. This model meets the minimum requirements relating to the organization and deployment of fire prevention inspections outlined in the NFPA Standard 1730, 2016.

Occupancy Type	Inspection Frequency
Assembly occupancy	Biennial
Institutional occupancy (currently legislated to conduct proactive inspections annually)	Annual
Residential occupancy - Midrise is 6-12 storeys	Annual
Residential building over 12 storeys	Annual
Business and personal services occupancy	Biennial
Industrial occupancy - High hazard	Annual
Factory industrial uses - Moderate hazard	Biennial
Warehousing and storage facilities - Moderate to Low hazard	Biennial

A total of 29 Fire Safety Inspectors will be required over the next four years to complete the proactive fire safety inspection program: 10 in 2020 to complete midrise occupancies and continue annual inspections; seven in 2021 to address high hazard industrial occupancies; six in 2022 to complete medium hazard factory industrial, assembly and business occupancies; and six in 2023 to complete the factory industrial occupancies.

Engineering

The way that buildings are constructed has a major impact on the safety of their occupants. Plans examiners are required to ensure that all assigned fire and life safety requirements of the Ontario Building Code and the Ontario Fire Code are addressed prior to the issuance of a building permit. The application of building code requirements during the plans examination process is a critical component to reduce risk. As new construction is expected to increase, a fire safety engineer is being requested in 2021 to improve the turnaround time for those permit applications that are complex and require alternative solutions.

The use of new and emerging technologies to mitigate risk is an ongoing trend in the industry. When supported by appropriate resourcing and good policy, technology can be extremely effective in improving service. One of the examples of technology that is being requested to improve service is software that will improve disaster response. The Office of Emergency Management has been working on the development of a business continuity strategy for the City of Mississauga. This includes the development of business continuity plans for all major areas of service delivery. These plans are intended to guide the City's response to a major disaster or disruption and ensure that city services can be restored quickly. Once the business continuity program is completed there will be 150 individual business continuity plans. A software/database-driven application is being considered to store, process, update and manage this data. It will also effectively deliver and report critical

information during emergency exercises or during an actual event.

Emergency Response

There are two major components identified in this business planning cycle that will significantly impact emergency response capabilities.

1. Construction and location of new fire stations
2. Optimization of response deployment model

The primary goal is to have stations located so that the **travel time** for the first arriving vehicle from a station to the location of an incident can be four minutes or less, 75 per cent of the time. Travel time is one component of total response time and is the most difficult to control. To combat growth and congestion challenges, the plan is to construct six new fire stations over 12 years. This does not include fire station 120 at Hurontario and Fairwind Drive which is currently funded and under construction. This station is expected to be open before year end 2019.



New Fire Station 120 Construction

Factors to consider:

- More than 95 per cent of the city's total building stock is residential occupancies, which are classified as moderate risk
- There are more than 300 identified vulnerable occupancies classified as high risk
- There are over 500 high-hazard industrial properties classified as high risk
- There are more than 300 buildings with a height in excess of 18 metres, which are defined as high-rise buildings and are classified as high risk
- The City and provincial planning policies have identified intensification as a primary objective of community growth that will include a significant component of additional high-rise buildings in the future



Fire Ground Training

Construction and Location of Fire Stations

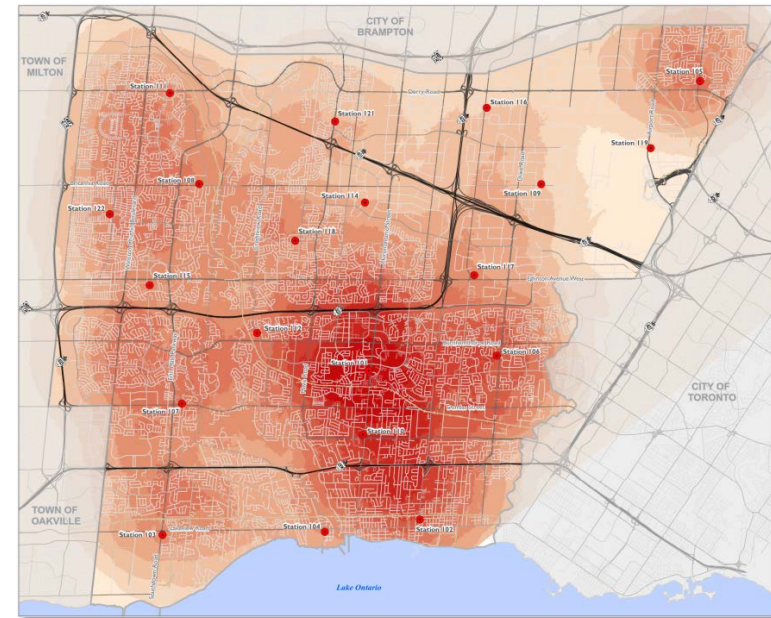
As part of the master planning process, priority areas across the city were identified where some or all of the following conditions existed:

- High volume of calls
- Historically deficient response times
- Future growth implications
- Higher risk occupancies/population

The following geographic areas were identified in the Fire and Emergency Services Master Plan as priorities and as recommended locations for new fire stations. (Sequence to be based on land availability and risk.)

1. **Dundas and Cawthra:** Historical call data indicates a high number of calls that do not meet the response time targets. There are a large number of high and moderate risk occupancies in this response area
2. **Collegeway and Winston Churchill:** This response area is primarily residential and consists of a mix of single family dwellings and low to medium rise multi-unit buildings. Historical call data indicates a high number of calls that do not meet the response time targets
3. **Tenth Line and Aquitaine:** This area has a substantial number of high and moderate risk occupancies. It is an area identified for future growth
4. **Southdown and Truscott (Lorne Park):** This area is identified as a priority based largely historical response deficiencies. This is a large geographic area where access can often be challenging for emergency response vehicles
5. **Mavis and Dundas:** Historical call data indicates a high number of calls that do not meet the response time targets. There are also a substantial number of high-rise/high risk occupancies that are either directly in this response area or would be serviced by this station in an adjacent response area

The optimization of the deployment model addresses the number and design of facilities, types of vehicles and associated equipment required to address the risks of the communities they serve.



Historical Fire Risk in the City



High Angle Rescue Training

Since Fire & Emergency Services provides response to many different types of incidents, the importance of locating firefighters with those specialized disciplines and equipment in the right place is critical to positive outcomes. Location and deployment of those resources depends on community risk.

Finding Efficiencies

Lean Program

The City's Lean Program focuses on strengthening the organization's culture of continuous improvement and instills Lean concepts and principles as a way of work in every Service Area. The program focuses on maximizing customer value and minimizing waste along with empowering staff at all levels to problem-solve on a daily basis.

Since becoming permanent in 2016, the Lean program has delivered significant results. Over 219 staff have received introductory White Belt Training; four staff have received intermediate Yellow Belt Training, and three staff have received advanced Green Belt Training. Six projects (including rapid improvements) and 54 small improvements have produced such enhancements as improved customer experience, faster processing times, higher quality and lower costs. (For definitions of classifications, see the Glossary.)

Some highlights of the many projects and small improvements completed include:

- Standardizing the tasks, workflows and business processes related to the Fire component of Building Plans Review and improve customer and stakeholder experience
- Improving the ordering/delivery of the fire station inventory and personal protective equipment
- Optimizing the Fire Ministry of Transportation (MTO) Fleet Mandatory Inspection process
- Improving the turnaround time for Fire Safety Inspections
- Creating tools to improve the transparency of procurements and the quality of front-line equipment purchased

Completed Initiatives					Total Benefits	
Improvement Type	2014-2017	2018	Sept 2019	Total	Type	Total
Small Improvement	27	7	20	54	Cost Savings and Avoidance	\$515,831
Rapid Improvement	-	2	-	2	Customer Service Improvements	37
Project	3	1	-	4	Safety Improvements	15
Total	30	10	20	60	Environmental Improvements	17
In-Progress Initiative	Goals of the Initiative					
Fire Inspection Process – From Assignment to Arrival	Implement a process to improve the way fire inspections are arranged, scheduled and attended.					
Personal Protective Equipment Cleaning	Improve the in-house cleaning process of firefighter personal protective equipment.					

Advancing the City's Strategic Plan

The City's Vision and Strategic Plan are the starting points for our annual business planning and budgeting cycle. The 40-year Strategic Plan, Our Future Mississauga, is built on five pillars – **move, belong, connect, prosper, and green**. Business plans are designed to strengthen aspects of these pillars to support the attainment of Mississauga's Vision.

Below are examples of how the initiatives of Mississauga Fire & Emergency Services relate to the Strategic Plan pillars.

belong – ensuring youth, older adults and new immigrants thrive

- Developing targeted fire safety education programming based on risk
- Enhance smoke alarm program
- Community outreach

connect - completing our neighbourhoods

- Expanding the Proactive Fire Safety Inspection Program and identifying appropriate inspection cycles to ensure compliance with the Ontario Fire Code
- Expanding public education programming to target higher-risk demographics based on results of the Comprehensive Risk Assessment

prosper - cultivating creative and innovative businesses

- Combining both operations and fire prevention staff to conduct fire safety inspections on all mercantile, commercial and industrial occupancies

green - living green

- Considering Leadership in Energy and Environmental Design (LEED) principles when building new and retrofitting existing buildings



Check the Batteries in your Smoke Alarms Regularly

Transforming our Business with Technology

The Mississauga Fire and Emergency Services Fire Master Plan discusses the benefits of leveraging new and innovative technologies to enhance the delivery of fire and life safety services. When supported by appropriate resourcing and good policy, technology can be extremely effective in improving services.

- **Response time** – An upgrade to the existing Computer Aided Dispatch (CAD) and record management system will enhance the call handling and dispatching, intelligent mapping, field communications and data reporting and analysis. This project is funded and is currently underway. Cost of this project is shared with Brampton and Caledon fire and emergency services
- **Fire Safety Inspections/Code Compliance** – Mobile field technology will increase the number and improve the delivery of fire safety inspections. Inspection staff will be provided with mobile technology that will allow them to access and update files, maps and building data remotely. This project is funded and is currently underway
- **Business Continuity** – Business continuity includes the creation of plans to recover business processes in the event of a disruption. The requested software would capture key data about the City of Mississauga's corporate recovery needs. It will be instrumental in getting the key internal and external city business processes up and running as quickly as possible (BR# 5952)



Joint Fire Communications Centre

Maintaining Our Infrastructure

Facilities

By the end of 2019 the City of Mississauga will have 21 active fire stations. Regular maintenance is required to mitigate the wear and tear resulting from operating 24 hours per day, 365 days per year.



Fire Station 101

Fourteen of the 21 stations were built more than 20 years ago. To address major rehabilitation/renovation concerns, a Building Condition Audit was conducted to assess the condition of 14 of the existing fire stations. The primary goals of this study were to:

- Determine the current condition of each station
- Recommend a scope of work required for each station to meet health and safety standards, comply with building and fire code standards, meet accessibility requirements and consider operational requirements

The study identified three high priority areas to be included in rehabilitation/renovation plans.

1. **Health and Safety** – NFPA standards make reference to the need to prevent exposure from exhaust contaminants within the dormitory and living areas as well as the appropriate storage and separation of contaminated personal protective equipment
2. **Accessibility** – The City of Mississauga 2015 Facility Accessibility Design Standards define the specifications for accessible/barrier-free design for municipal Fire Stations
3. **Gender Neutral Washrooms** – Many older stations do not have female washroom facilities. The station audit includes recommendations for gender neutral washroom/changeroom facilities

The final report includes recommendations for each station. The scope varies for each station depending on its assessment against specific design principles. The audit used City of Mississauga Accessibility Standards and National Fire Protection Association facility standards as well as operational requirements to determine building condition.

This study along with a deployment model review has resulted in a long-term infrastructure plan. This plan includes the rehabilitation/renovation of three existing fire stations in the 10-year capital plan.

Equipment

Fire & Emergency Services has an inventory of equipment valued at more than \$10 million. As an all-hazards fire department, Fire & Emergency Services responds to many different types of calls. These include fires, medical emergencies, motor vehicle accidents, public hazard situations, hazardous material, and technical rescues. All equipment must be tested and evaluated regularly to ensure reliability, and confirm compliance with legislative requirements and manufacturer recommendations.

Within the 10-year capital budget there is funding for the purchase of new and replacement equipment to support front-line operations.

Vehicles

Mississauga Fire & Emergency Services fire trucks provide front-line service for 12 years, and for an additional three years they serve as reserve vehicles. The 10-year capital budget has funding for the replacement and refurbishment of all fire vehicles in order to maintain the reliability of the fleet.

Mississauga Fire & Emergency Services mechanical staff provide fleet services to 45 fire trucks and 55 small and speciality vehicles. They are also responsible for the inspection, repair and testing and/or certification of all firefighting equipment. About 80 per cent of the repairs and services are performed in house at the Garry W. Morden Centre facility.

Currently the six Emergency Vehicle Technicians (EVTs) are assigned duties related to heavy fleet (fire truck) annual inspections and demand repairs. A small fleet mechanic is being requested as part of the Proposed 2020 Business Plan & Budget to meet obligations related to small and speciality vehicles as well as the testing and certification of front-line equipment.



Fire Truck in for Service in Mechanical Bay

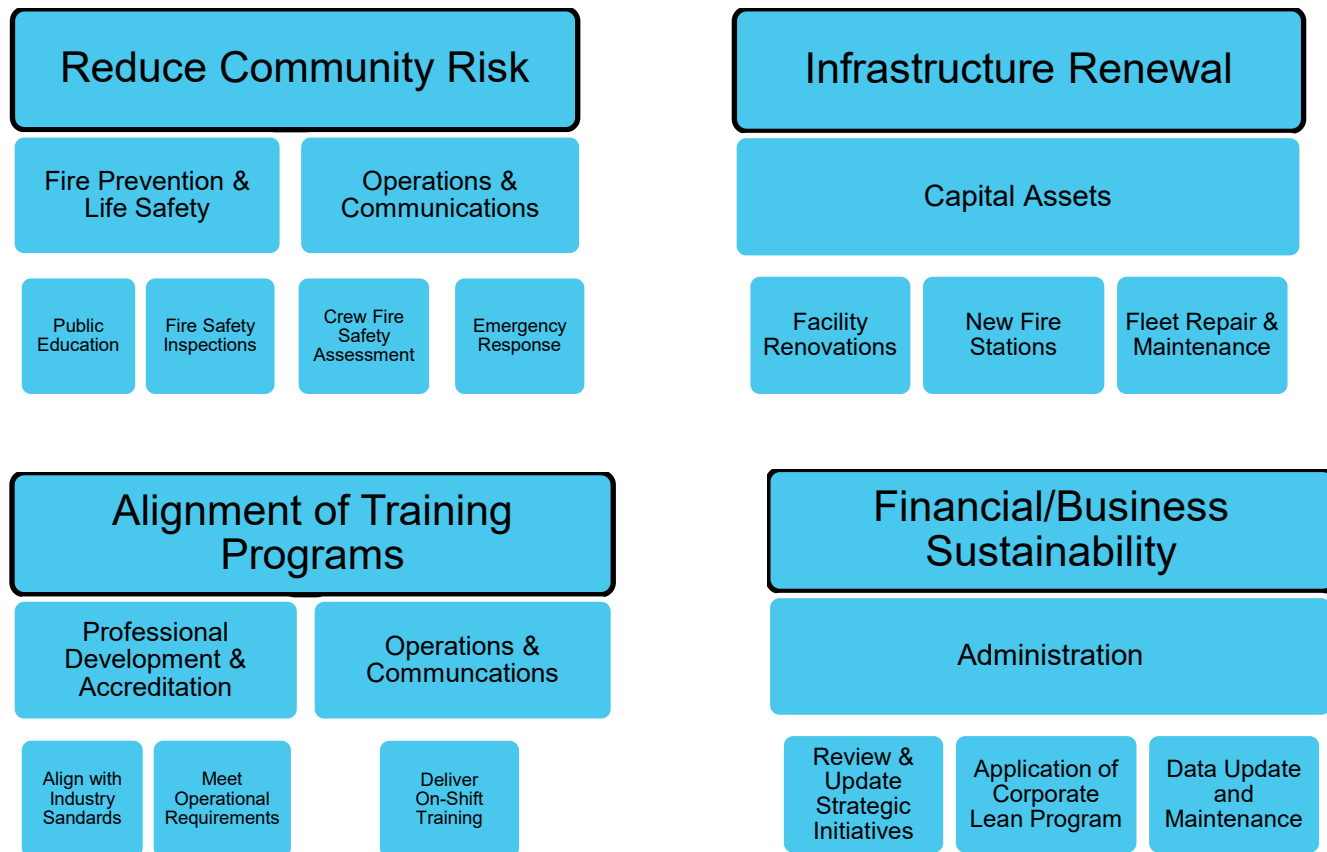
Managing Our Human Resources

Workforce Analytics

Of the total staff complement in Fire & Emergency Services, 97 per cent are unionized. This includes all front-line operations staff, Fire and Life Safety inspectors, public educators and plans examiners, training, mechanical and the majority of the

administration staff. Eighty-seven per cent of the labour is related to front-line firefighting operations. Suppression staff are hired for spring or fall recruit classes each year to fill vacancies resulting from retirements. Succession planning will be critical as nearly 20 per cent of staff are eligible for retirement in the next four years.

Our Structure



Critical Roles/Functions to Achieve Business Goals

Risk reduction is the primary goal of Fire & Emergency Services. Functions including public education and enforcement are key to mitigating community risk.

Education – A robust, targeted public education program is proven effective in the prevention of fires by providing people with the tools to help prevent fires as well as the knowledge of what to do in the event that a fire occurs.

Enforcement – Proactive fire inspections and code enforcement are critical functions for risk reduction. Existing buildings must be inspected at a frequency that corresponds with the risk (i.e., higher risk, higher frequency).

Engineering – Fire plans examination functions ensure new structures are built in compliance with Ontario Building Code and the Ontario Fire Code.

Emergency Response – To affect outcomes positively and reduce fire injuries and deaths, front-line operations staff must be able to respond quickly. The number of front-line firefighters and facility placement are significant factors in the ability to meet appropriate response targets.

Our Talent

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

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

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

In operations there are over 650 staff at various levels that require ongoing skills development and upgrade. Staff in the Professional Development and Accreditation section, in conjunction with on-shift training instructors, develop and deliver training programs that ensure the development of new skills along with the maintenance of existing skills. These include such programs as:

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

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

Fleet mechanics for front-line emergency vehicles require ongoing training to ensure they maintain their existing skills and upgrade to adapt to emerging technologies. Fire fleet mechanics have Emergency Vehicle Technician (EVT) training and specialty manufacturer training.



*Live Trench Rescue Training at
Garry W. Morden Centre*

Talent Needs

Emergency Operations staff are hired through a recruiting process once or twice a year depending on the number of existing vacancies. In 2020 there are no new firefighters required. Recent new recruits will fill vacancies resulting from retirements, resignations and/or long-term absences.

There is high demand for these jobs, so there is no difficulty attracting qualified candidates. Firefighters and Captains are promoted based on an internal competitive examination process.

As detailed in the Fire and Emergency Services Master Plan requirements for 2020 are:

- Two Public Education Officers (BR# 5370) to deliver targeted public education programming based on risk
- Ten Fire Safety Inspectors (BR# 5371) to support a proactive fire safety inspection program. Focus in 2020 will be on midrise occupancies
- Two Training Officers (BR# 5454) to support the ongoing development and delivery of specialized training programs to meet National Fire Protection Association certifications
- One small fleet mechanic (BR# 5527) to meet mandated safety certifications for small fleet and front-line equipment testing

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2019	2020	2021	2022	2023
Fire Building Maintenance	3.0	3.0	3.0	3.0	3.0
Fire Support Services	49.0	52.0	56.0	57.0	58.0
Fire Vehicle Maintenance	11.0	13.0	14.0	14.0	14.0
Prevention	55.0	67.0	77.0	83.0	83.0
Suppression	634.0	634.0	634.0	654.0	674.0
Total Service Distribution	752.0	769.0	784.0	811.0	832.0

Note: Numbers may not balance due to rounding.

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2020-2023 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The budget for 2019 was \$114.6 million and the proposed budget for 2020 is \$121.1 million.

Total Changes to Maintain Current Service Levels

The \$6.4 million to maintain current service levels includes:

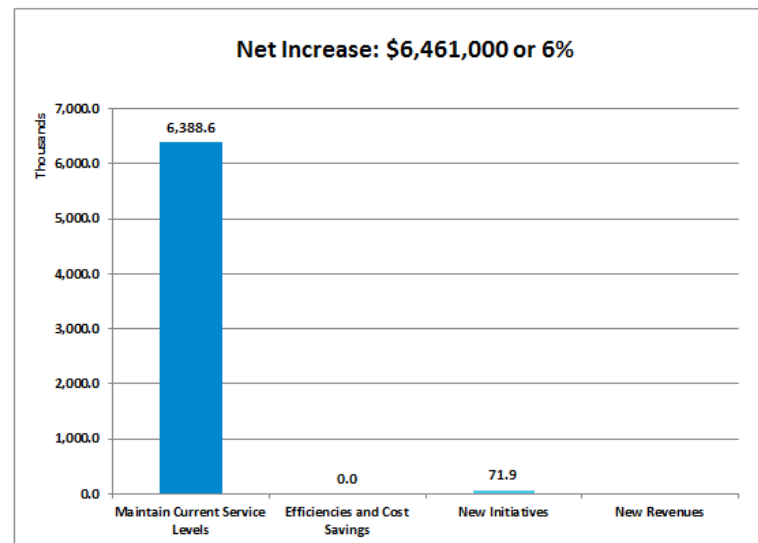
- Labour adjustments of \$2.6 million (including annualization of prior year BRs)
- \$3.6 million net transfer to Public Safety Fire Reserve Fund (\$5.1 million transfer to reserve, \$1.5 million transfer from reserve for annualization of prior year BRs)
- \$150,000 increased fuel costs
- \$80,000 equipment repairs and maintenance

New Initiatives

The \$71,900 for New Initiatives includes:

- Small Fleet Mechanic
- Continuation of Public Education Programming, Proactive Fire Inspection Program, and Professional Standards & Evaluation Program. These are funded by the Public Safety Fire Reserve Fund

Proposed Changes for 2020 Net Operating Budget by Category (\$000s)



Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2020-2023, as well as the 2019 Budget and 2018 Actuals by major program within the Service Area.

Proposed Budget by Program (\$000s)

Description	2018 Actuals	2019 Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Expenditures to Deliver Current Services						
Fire Building Maintenance	1,256	1,283	1,328	1,359	1,387	1,409
Fire Support Services	8,439	8,943	9,389	9,569	9,772	9,923
Fire Vehicle Maintenance	4,064	3,747	4,247	4,391	4,449	4,500
Prevention	6,724	7,346	7,598	7,990	8,387	8,712
Suppression	88,257	96,569	103,470	111,782	120,749	123,146
Total Expenditures	108,741	117,886	126,032	135,092	144,744	147,689
Revenues	(2,454)	(1,957)	(2,206)	(2,206)	(2,206)	(2,206)
Transfers From Reserves and Reserve Funds	0	(1,318)	(2,826)	(2,826)	(2,826)	(2,826)
New Initiatives and New Revenues			72	375	531	624
Proposed Net Budget Including New Initiatives & New Revenues	106,287	114,611	121,072	130,435	140,242	143,281
Expenditures Budget - Changes by Year			7%	7%	7%	2%
Proposed Net Budget - Changes by Year			6%	8%	8%	2%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour; operational costs; and facility, IT and support) and revenues are shown by category with the approved 2019 budget for comparison. The three columns to the far right of the table show the totals proposed for 2020 and their dollar and percentage changes over 2019.

Summary of Proposed 2020 Budget (\$000s)

Description	2019 Approved Budget	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Year's Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	Proposed 2020 Budget	\$ Change Over 2019	% Change Over 2019
Labour and Benefits	107,256	774	0	1,869	0	1,053	0	110,953	3,697	3%
Operational Costs	4,676	426	0	0	0	86	0	5,188	512	11%
Facility, IT and Support Costs	1,052	(32)	0	0	0	0	0	1,020	(32)	-3%
Transfer To Reserves & Reserve Funds	4,902	5,109	0	0	0	0	0	10,011	5,109	104%
Total Gross Expenditures	117,886	6,277	0	1,869	0	1,139	0	127,172	9,286	8%
Total Revenues	(1,957)	(250)	0	0	0	0	0	(2,206)	(250)	13%
Transfer From Reserves & Reserve Funds	(1,318)	0	0	(1,508)	0	(1,067)	0	(3,894)	(2,576)	195%
Total Net Expenditures	114,611	6,028	0	361	0	72	0	121,072	6,461	6%

Summary of Proposed 2020 Budget and 2021 - 2023 Forecasts (\$000s)

Description	2019 Approved Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Labour & Benefits	107,256	110,953	116,187	122,676	127,750
Operational Costs	4,676	5,188	5,427	5,466	5,502
Facility, IT and Support Costs	1,052	1,020	1,029	1,048	1,069
Transfer To Reserves & Reserve Funds	4,902	10,011	15,352	21,015	21,015
Total Gross Expenditures	117,886	127,172	137,995	150,205	155,337
Total Revenues	(1,957)	(2,206)	(2,206)	(2,206)	(2,206)
Transfer From Reserves & Reserve Funds	(1,318)	(3,894)	(5,355)	(7,757)	(9,850)
Total Net Expenditures	114,611	121,072	130,435	140,242	143,281

Note: Numbers may not balance due to rounding.

Proposed Cost Increase Required to Maintain Current Service Levels

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

Description	2019 Budget (\$000s)	2020 Proposed Budget (\$000s)	Change (\$000s)	Details (\$000s)
Labour and Benefits	107,256	109,900	2,644	Increase reflects labour adjustments and other fringe benefit changes
Administration and Support Costs	1,052	1,020	(32)	Internal allocations
Advertising & Promotions	45	54	9	Promotional materials for public information and education programming for the OEM
Communication Costs	435	455	20	Increased cost of VCOM licensing and software
Contractor & Professional Services	35	105	70	\$50 Increase in professional services \$20 Reimbursement of medical fees required to maintain DZ licences per collective agreement
Equipment Costs & Maintenance Agreements	420	500	80	\$35 Related to preventative maintenance for technical rescue equipment \$35 Fire station repairs and maintenance related to wear and tear \$10 Medical bag advance cleaning and replacement parts
Finance Other	5	5	0	
Materials, Supplies & Other Services	1,087	1,117	30	Uniforms
Occupancy & City Costs	920	959	40	\$30 Utilities and stormwater cost increase \$10 Janitorial and cleaning supplies related to the addition of washers and dryers in stations
Staff Development	392	419	27	\$9 BCIN Fire Prevention Specialty Training \$18 Peer Team certifications and programming
Transfers To Reserves and Reserve Funds	4,902	10,011	5,109	Transfer to Public Safety Fire Reserve Fund
Transportation Costs	1,336	1,486	150	Increased fuel costs
Subtotal - Other Operating	10,630	16,133	5,503	
Total Revenues	(1,957)	(2,206)	(250)	(\$50) Fees & charges increase due to MTO rate increase (\$200) Cost recovery increase based on historical trends
Transfers From Reserves and Reserve Funds	(1,318)	(2,826)	(1,508)	Annualization of prior year budget requests funded by the Public Safety Fire Reserve Fund
Subtotal - Revenues	(3,275)	(5,032)	(1,758)	
Total	114,611	121,000	6,389	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by Budget Request (BR) for proposed new initiatives. Each BR is numbered. Detailed descriptions of each Request can be found in the pages following the table.

Description	BR #	2020 FTE Impact	2020 Proposed Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2020 to 2023 FTE Impact	2020 to 2023 Capital (\$000s)
New Initiative								
Fire Public Education Programming *	5370	2.0	0	0	0	0	4.0	33
Proactive Fire Inspection Program *	5371	10.0	0	0	0	0	23.0	110
Fire Station 120- Hurontario and Eglinton *	5421	1.0	0	0	0	0	1.0	4
Fire Professional Standards and Evaluation *	5454	2.0	0	0	0	0	4.0	35
New Fire Station 123 *	5508	0.0	0	0	0	0	20.0	8,697
Fire Safety Engineer *	5519	0.0	0	0	0	0	1.0	0
Fire Small Fleet Mechanic	5527	1.0	72	182	233	250	2.0	1
Fire Emergency Management Specialist	5554	0.0	0	100	132	134	1.0	0
New Fire Station 124 *	5556	0.0	0	0	0	0	20.0	14,186
Fire Confidential Executive Assistants	5891	0.0	0	51	121	194	3.0	0
Business Continuity Management Solution	5952	0.0	0	42	44	46	0.0	183
Total New Initiatives		16.0	72	375	531	624	79.0	23,249
Total New Initiatives and New Revenues		16.0	72	375	531	624	79.0	23,249

Note: Numbers may not balance due to rounding. Amounts are Net.

* Funded by Public Safety Fire Reserve Fund

Budget Request #: 5370

Proposed Initiative

Fire Public Education
Programming

Department

Community Services Department

Service Area

Fire & Emergency Services

Description of Budget Request

The establishment of a dedicated fire and life safety education section within Fire Prevention and Life Safety with a mandate to develop, implement and measure fire and life safety education programming based on identified key risks outlined in the Comprehensive Risk Assessment (CRA).

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	172.0	438.5	562.3	602.1
Reserves & Reserve Funds	172.0	438.5	562.3	602.1
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	0.0	0.0
* Net Change in \$		0.0	0.0	0.0
FTEs	2.0	4.0	4.0	4.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	50.0	33.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Data over the past eight years indicates that 46 per cent of fire calls in the City of Mississauga do not have a working smoke alarm on the fire floor. By law, smoke alarms are required on every storey of a dwelling in the province of Ontario. Smoke alarm programs are also one of the required services to be provided by a fire department as per the *Fire Protection and Prevention Act* (FPPA), 1997.

Details of Service Change

Based on programming required to meet both the requirements of the FPPA as well as the needs and circumstances of a large, growing city, eight public education officers will be required over a three-year period: four required in 2019 to assess and develop additional educational programming geared to high and midrise occupancies; two in 2020 to work proactively with the fire safety inspectors and front-line fire crews on midrise fire safety; and two in 2021 to develop educational programming directed at Industrial High Hazard occupancies. In order to maintain a balance between public safety and fiscal responsibility, this initiative will be funded through the Public Safety Fire Program Reserve Fund.

Service Impact

A comprehensive smoke alarm program will reach a substantial number of residents and result in a higher rate of voluntary compliance and subsequently, improved fire safety and will reduce the fire risk in residential occupancies. Teaching people to be the stewards of their own fire safety has proven to have a positive impact on the number and severity of fire related injuries and deaths. It is critical that homeowners understand the law requires that all residential occupancies must have a working smoke alarm on every floor and that there are consequences for non-compliance.

Budget Request #: 5371

Proposed Initiative

Proactive Fire Inspection
Program

Department

Community Services Department

Service Area

Fire & Emergency Services

Description of Budget Request

Develop, implement and measure a proactive fire and life safety inspection program that establishes appropriate inspection cycles for all occupancy types based on key risks identified in the CRA.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	674.2	1,516.9	2,358.2	2,875.8
Reserves & Reserve Funds	674.2	1,516.9	2,358.2	2,875.8
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	10.0	17.0	23.0	23.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	70.0	110.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The minimum inspection frequency for high risk occupancies is annual. Currently the City of Mississauga has over 1,200 occupancies that are classified as high risk including vulnerable occupancies (nursing and long-term care facilities), high-hazard industrial properties and high-rise buildings. Future growth plans consider additional high-rise occupancies.

Details of Service Change

A total of 34 Fire Safety Inspectors will be required over a five-year period to meet the minimum requirements relating to the organization and deployment of fire prevention inspection outlined in NFPA standard 1730, 2016. Five are required in 2019 to address high-rise and begin to address midrise occupancies. Ten are required in 2020 to complete midrise occupancies and continue annual inspections. Seven are required in 2021 to address high-hazard industrial occupancies. Six are required in 2022 to complete medium-hazard factory industrial, assembly and business occupancies which are classified as moderate risk and will require biennial inspections. Six are required in 2023 to complete the factory industrial occupancies. In order to maintain a balance between public safety and fiscal responsibility, this initiative will be funded through the Public Safety Fire Program Reserve Fund.

Service Impact

Reduce risk inherent in various occupancy types by ensuring compliance with the Ontario Fire Code. This proactive fire safety inspection program will help to reduce the impact on front-line operations.

Budget Request #: 5421

Proposed Initiative

Fire Station 120 - Hurontario and Eglinton

Department

Community Services Department

Service Area

Fire & Emergency Services

Description of Budget Request

Improve response time in this area by continuing to complete the construction of Fire Station 120 at Fairwind and Eglinton and improve depth of response in the direct response area as well as in adjacent response areas.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	67.6	91.0	92.2	93.6
Reserves & Reserve Funds	67.6	91.0	92.2	93.6
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	0.0	0.0
* Net Change in \$		0.0	0.0	0.0
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	7,895.0	4.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

This area is highly residential and while the overall number of structure fires has decreased, the proportion of structure fires occurring in residential occupancies has increased. The most recent reporting year (2015) saw the highest proportion of fires occurring in residential structure fires at 74 per cent. This station will position Mississauga Fire & Emergency Services (MFES) to be able to appropriately service this area now and also considers the impact of future growth.

Details of Service Change

The construction of one double-truck fire station. MFES is a 24 hour per day, 365 day per year service and therefore four platoons are required for front-line operations. Each fire truck has 20 staff assigned, five per platoon; therefore 20 front-line operations personnel are required to adequately staff this station. In order to maintain a balance between public safety and fiscal responsibility, this initiative will be funded through the Public Safety Fire Program Reserve Fund.

Based on Facilities & Property Management subject matter expert review of the budget requests submitted in 2019, the need for a Service Contracts Coordinator starting 2020 was identified to continue to maintain buildings and address facility needs at the same quality and level of service expected from the Building Services and Operations team. This position will manage contract services for custodial contracts, pest control, window cleaning and others.

Service Impact

Once operational, this two-truck fire station will service the immediate response area including 32 high risk occupancies, improve response to Highway 403 westbound from Hurontario, and augment service in other response areas when required.

Proposed Initiative

Fire Professional Standards and Evaluation

Department

Community Services Department

Service Area

Fire & Emergency Services

Description of Budget Request

This budget request is specifically related to the development of a robust professional standards and evaluation program that clearly defines the development, delivery and evaluation of staff certification and testing. Firefighter certification to NFPA standards is an industry best practice and fulfills the service delivery standards identified in the Establishing and Regulating (E&R) By-law.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	153.6	384.5	495.0	561.3
Reserves & Reserve Funds	153.6	384.5	495.0	561.3
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	0.0	0.0
* Net Change in \$		0.0	0.0	0.0
FTEs	2.0	4.0	4.0	4.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	35.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Currently the Professional Development and Accreditation section consists of a group of training officers assigned to the training of all staff in various prevention and response disciplines. In order to ensure staff are trained to NFPA standards and reflect the service delivery standards prescribed in the E&R By-law additional resources will be required. The Province of Ontario supports firefighter certification and evaluation requirements to ensure safety and consistency across the Province.

Details of Service Change

The Professional Development and Accreditation section of MFES will be divided into two distinct areas. One area will focus on the development and delivery of training and the other will focus on evaluation and testing. In order to execute this plan in its entirety, six new FTEs are requested. This will include two section supervisors (one for delivery and one for evaluation) and four additional training officers. The new and existing training officers will total 13 which will be divided appropriately between each new section.

Service Impact

The approval of this request will allow MFES to meet the requirements pertaining to the certification and evaluation of municipal fire and emergency services staff as it relates to the service standards prescribed in the Municipal Establishing and Regulating By-law (0269-2016). It will also meet industry expectations for a large urban municipality.

Proposed Initiative

Fire Safety Engineer

Department

Community Services Department

Service Area

Fire & Emergency Services

Description of Budget Request

This budget request is in response to building permit applications that are significant in scope and complexity or require alternative solutions than those prescribed in the Ontario Fire Code with specific emphasis on key risks identified in the Comprehensive Risk Assessment.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	0.0	97.5	146.8	153.9
Reserves & Reserve Funds	0.0	97.5	146.8	153.9
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	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Of all of the fires in Mississauga from 2003 to 2015, 14.4 per cent were caused by mechanical/electrical failure. There are 347 buildings with a height in excess of 18 metres, which are defined as high-rise buildings and are classified as high risk. The City and provincial planning policies have identified intensification as a primary objective of community growth that will include a significant component of additional high-rise buildings in the future. The expertise of a Fire Safety Engineer is needed to assist with plans examination.

Details of Service Change

Plans examiners are required to ensure that all assigned fire and life safety requirements of the Ontario Building Code and the Ontario Fire Code are addressed prior to the issuance of a building permit. Items under MFES jurisdiction in the plans review process include (but are not limited to) fire alarm systems, automatic fire sprinkler systems, emergency power systems, emergency lighting systems, hose and standpipe systems, hazardous processes/operations and protection, smoke control systems and high-rise fire safety measures. This position will be added to the existing plans examination complement with a focus on the application of building code requirements based on key risks identified in the Comprehensive Risk Assessment. The expertise of a fire engineer will improve the turnaround time for those applications that require alternative solutions.

Service Impact

The Comprehensive Risk Assessment identified industrial occupancies as a significant risk as they represent 1.9 per cent of the City's property stock and 11.6 per cent of the City's fire loss over at 12-year period. Additionally the City and provincial planning policies have identified intensification as a primary objective of community growth that will include a significant component of additional high-rise buildings in the future. The construction of these types of structures and other complex applications can take a significant amount of time. In order to complete these and other complex permit requests, a resource specializing in fire engineering would improve turnaround time.

Proposed Initiative

Fire Small Fleet Mechanic

Department

Community Services Department

Service Area

Fire & Emergency Services

Description of Budget Request

This request is in response to the requirements of demand and preventative maintenance on over 40 small fire fleet vehicles. These positions do not require the same skillset as a heavy truck mechanic and therefore are classified at a lower rate than the existing front-line vehicle mechanics.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	71.9	182.2	233.5	249.9
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	71.9	182.2	233.5	249.9
* Net Change in \$		110.3	51.3	16.4
FTEs	1.0	2.0	2.0	2.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	1.3	0.0	0.0	0.0

Why Staff Recommend this Initiative

The Ministry of Transportation of Ontario (MTO) mandates inspections on all front-line vehicles annually. Currently the six heavy fleet mechanics are tasked with both completing the MTO inspections on all front-line vehicles to meet legislative deadlines and performing demand maintenance on emergency vehicles. This impacts the timeliness of preventative and demand maintenance on the smaller vehicles.

Details of Service Change

Operating cost is related to two small fleet mechanics that would be licensed to work on all small vehicles and specialty equipment. These FTEs do not require the same skillset as a heavy truck mechanic and therefore are classified at a lower rate than the existing front-line vehicle mechanics.

Service Impact

This request will improve the ability of the heavy vehicle mechanics to complete both preventative and demand maintenance requirements to keep the front-line emergency vehicles in service. It will also improve the timeliness of small vehicle and equipment repairs.

Budget Request #: 5554

Proposed Initiative

Fire Emergency Management
Specialist

Department

Community Services Department

Service Area

Fire & Emergency Services

Description of Budget Request

This request is for a resource to provide more robust community preparedness programming to improve community readiness for a major disaster.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	0.0	99.9	132.0	134.1
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	99.9	132.0	134.1
* Net Change in \$		99.9	32.1	2.1
FTEs	0.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Resources are in place to provide training and preparedness for internal staff: however, levels of external community preparedness are very low. Based on the 2017 survey and observations from previous emergency and disaster situations the following information has been gathered: 11 per cent are unaware of what a 72-hour kit is; 63 per cent are unaware of what goes into one; 37 per cent discussed emergency preparedness with their families, and only 15 per cent discussed a family contact plan.

Details of Service Change

This resource will increase emergency preparedness and provide public education to external groups including residents with specific emphasis on vulnerable populations, businesses and non-government organizations.

Service Impact

This position will support community preparedness. It will strengthen the city's resiliency to incidents, emergencies and disasters through effective public information and educational opportunities. The focus of this work is on community-wide planning with schools, colleges and university, non-profit organizations, faith based organizations, businesses and workplaces, and hospitals.

The social investment proposition is an extremely high return (reduce loss of life, personal injuries and damage).

Budget Request #: 5556

Proposed Initiative

New Fire Station 124

Department

Community Services Department

Service Area

Fire & Emergency Services

Description of Budget Request

This budget request is related to the introduction of a new fire station in the Cawthra and Dundas Area as part of a 10-year plan to improve emergency response times city wide.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	0.0	0.0	0.0	669.3
Reserves & Reserve Funds	0.0	0.0	0.0	669.3
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	20.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	2,193.0	5,227.0	6,766.0	0.0

Why Staff Recommend this Initiative

MFES meets the travel time target 61 per cent of the time under current conditions. MFES target is to reach 75 per cent within the next 10 years. Response time across the city has increased by one per cent per year as a result of growth related variables such as density and traffic congestion. Seventy-four per cent of structure fires are occurring in residential structures and the ability to affect a positive outcome is directly related to fast, efficient response.

Details of Service Change

Operating cost is related to staffing required to adequately staff this station 24 hours per day 365 days per year. Front-line operations have four platoons. There will be a continued effort to explore all opportunities for alternative station types and models as suggested in the 2019 Fire Master Plan.

Service Impact

This station is a critical part of the 10-year plan to improve response time across the city. It has been identified in the 2019 Fire Master Plan as a critical piece of the necessary infrastructure required to increase the percentage of time MFES meets the NFPA standard of four minutes' travel time. This station would service the Mississauga Valleys, Applewood and Cooksville (East) neighbourhoods as well as the Dixie Employment Area.

Budget Request #: 5891

Proposed Initiative

Fire Confidential Executive Assistants

Department

Community Services Department

Service Area

Fire & Emergency Services

Description of Budget Request

Executive Assistant positions are requested to support confidential administrative functions for Capital Assets, Professional Development and Accreditation and Fire Prevention and Life Safety.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	0.0	50.8	121.2	194.0
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	50.8	121.2	194.0
* Net Change in \$		50.8	70.4	72.8
FTEs	0.0	1.0	2.0	3.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

There are confidential administrative functions that require support in these business units.

Details of Service Change

Three administrative positions are requested to support confidential administrative functions for Capital Assets, Professional Development and Accreditation and Fire Prevention and Life Safety. These positions have been negotiated as exclusions in the most recent Fire Labour Negotiations.

Service Impact

These positions will support confidential duties including labour relations, analysis and general administrative support.

Budget Request #: 5952

Proposed Initiative

Business Continuity Management
Solution

Department

Community Services Department

Service Area

Fire & Emergency Services

Description of Budget Request

The implementation of a software solution for Business Continuity Management will be a leap forward in the capability of the City to respond to a disruption that impacts city services. It will allow for the development and management of business response plans for all parts of the City of Mississauga. This is also an opportunity for the City of Mississauga to lead Canadian governments at all levels in having a robust Business Continuity Management program supported by a software system.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	0.0	42.0	44.0	46.0
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	42.0	44.0	46.0
* Net Change in \$		42.0	2.0	2.0
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	183.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The Business Continuity Management (BCM) solution output will be used strategically by the Emergency Operations Centre leadership personnel as outlined above. At the operational level, it will guide response by business units. It will store confidential information such as home phone numbers so it will be secure to different levels of management.

Details of Service Change

The purpose of this request is to implement a software-based Business Continuity Management solution that will be used to store, process, and manage the City's business continuity plan data. Key features of the solution would be:

- Business Continuity Plan creation
- Risk Assessment
- Business Impact Analysis
- IT systems recovery requirements
- Dependency Mapping
- Plan Management
- Exercise and Crisis Management
- Program Management and Governance
- Metrics, Analysis, and Reporting
- Audit response

Service Impact

- Automation of the Business Continuity Management planning process
- Just-in-time information and reports to support decision-making
- The capturing of role-based approvals from management
- Program Governance: The ability to track completion of BCM program elements (e.g., the updating of plans, the annual execution of tests and exercises)
- The mapping of business process primary locations to business recovery locations
- The association of computer applications to user groups
- IT application recovery requirements articulated by the business
- Effective business disruption exercises and the testing of business continuity plans
- Effective and efficient response to a crisis in the event of a real business disruption

Proposed Capital Budget

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

Proposed 2020-2029 Capital Budget by Program (\$000s)

Program Expenditures	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	2020-2029 Total
Stations & Auxiliary Buildings	6,594	7,227	7,366	8,916	47,363	77,466
Vehicles & Equipment	6,453	3,544	3,532	4,302	41,501	59,332
Total	13,047	10,771	10,898	13,218	88,864	136,798

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

Proposed 2020-2029 Capital Forecast Highlights:

2020 Highlights

- \$6.5 million for design and construction of New Fire Station 123
- \$4.4 million for trucks for new fire stations 123 and 124
- \$183,000 for a Business Continuity Management Solution
- \$1.8 million for vehicle and front-line equipment lifecycle

2021-2029 Highlights

- Lifecycle replacement of fire vehicles and equipment (2021-2029)
- Fire Station Renovations for stations 102, 107 and 115 (2022-2027)
- New Fire Station Construction for stations 125, 126, 127 and 128 (2021-2029)

Proposed 2020-2029 Capital Budget by Funding Source (\$000s)

The following table provides the funding sources proposed to fund the capital portion of the proposed 2020-2023 Business Plan and 2020 Budget and the consolidated forecast for 2024-2029.

Funding	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	Total 2020-2029
Tax Capital	13,047	10,771	10,798	13,218	57,672	105,506
Development Charges	0	0	100	0	31,192	31,292
Other Reserves & Reserve Funds	0	0	0	0	0	0
Total	13,047	10,771	10,898	13,218	88,864	136,798

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

Proposed 2020 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2020.

Program: Stations & Auxiliary Buildings

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CMFS00045	New Fire Station 123 - Burnhamthorpe/Winston Churchill - Design and Construction	6,504	0	6,504	Tax Capital
CMFS007781	Staff Relocation	90	0	90	Tax Capital
Total		6,594	0	6,594	

Program: Vehicles & Equipment

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CMFS00059	New Fire Truck and Equipment - Fire Station 124	2,193	0	2,193	Tax Capital
CMFS00061	Personal Protective Equipment Replacement	241	0	241	Tax Capital
CMFS00077	Refurbish Fire Vehicles	150	0	150	Tax Capital
CMFS00093	Semi Automatic Defibrillator Replacement	180	0	180	Tax Capital
CMFS00099	Replacement of Emergency Response Tools and Equipment	1,100	0	1,100	Tax Capital
CMFS00111	VCOM Radio System - Component Upgrade	137	0	137	Tax Capital
CMFS00123	New Fire Truck and Equipment - Fire Station 123	2,193	0	2,193	Tax Capital
CMFS007580	Business Continuity Management Tool	183	0	183	Tax Capital
CMFS007779	Personal Protective Equipment for New Hires	76	0	76	Tax Capital
Total		6,453	0	6,453	

Note: Numbers may not balance due to rounding.

Proposed 2020-2029 Capital Budget by Sub-Program (\$000s)

The following tables provide a listing of capital forecast by sub-program for 2020-2029.

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Stations & Auxiliary Buildings											
FIRE Stations - Renovations	90	0	500	3,478	500	3,265	500	3,446	0	0	11,779
FIRE Stations New	6,504	7,227	6,766	5,438	7,040	5,658	7,324	5,886	7,620	6,124	65,587
FIRE Studies	0	0	100	0	0	0	0	0	0	0	100
Subtotal	6,594	7,227	7,366	8,916	7,540	8,923	7,824	9,332	7,620	6,124	77,466

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Vehicles & Equipment											
FIRE Equipment New	259	105	33	500	0	45	0	0	0	0	942
FIRE Equipment Replacement	1,417	1,100	1,100	1,500	1,500	1,500	1,500	1,500	1,500	1,500	14,117
FIRE Safety Clothing Replacement	241	214	194	177	187	1,244	225	212	263	221	3,178
FIRE Vehicles	4,536	2,125	2,205	2,125	5,648	1,780	4,905	5,075	8,635	4,061	41,095
Subtotal	6,453	3,544	3,532	4,302	7,335	4,569	6,630	6,787	10,398	5,782	59,332

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



MiWay

2020-2023 Business Plan
& 2020 Budget

Foreword

Our Vision for the Future

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

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40-year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into the 16 Services Areas (including the Stormwater Program) that are outlined in this Plan. The 2020-2023 Business Plan and 2020 Budget document details how and where the City plans to allocate resources to deliver programs and services.

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

Table of Contents

Executive Summary of MiWay	3
Core Services	4
Vision, Mission, Goals of Service and Service Delivery Model	4
Current Service Levels and Trends.....	6
Performance Measures and Results.....	12
Balanced Scorecard	14
Awards and Achievements.....	19
The 2020-2023 Business Plan Outlook	20
Planning for the Future.....	20
Finding Efficiencies	22
Advancing the City's Strategic Plan	23
Transforming our Business with Technology	24
Maintaining Our Infrastructure.....	25
Managing Our Human Resources.....	30
Proposed Operating Budget	33
Operating Budget Details	34
Proposed Budget by Program.....	34
Summary of Proposed Budget.....	35
Proposed Cost Increase Required to Maintain Current Service Levels.....	36
Proposed New Initiatives and New Revenues	37
Proposed Capital Budget	44
Proposed 2020-2029 Capital Budget by Program	44
Proposed 2020-2029 Capital Budget by Funding Source	45
Proposed 2020 Capital Budget Detail	46
Proposed 2020 Capital Budget Detail	47
Proposed 2020-2029 Capital Budget by Sub-Program	48
Proposed 2020-2029 Capital Budget by Sub-Program	49



Executive Summary of MiWay

Mission: MiWay provides Mississauga with a shared travel choice that is friendly, reliable and respects the environment. *We help to connect people to their destinations with ease.*

We are people who care about people. Our dedicated team is passionate about providing a customer experience that makes our riders feel valued.

Helping make life in our city better. We strive to listen to customers as we continuously evolve to meet the changing needs of the community.

Services we provide:

- MiWay is Ontario's third largest municipal transit service provider, operating conventional, fixed route transit service
- Within the Greater Toronto and Hamilton Area (GTHA), MiWay routes create economical and efficient transportation connections between popular destinations throughout Mississauga and our services connect with neighbouring transit systems including GO Transit, Toronto Transit Commission, Brampton Transit and Oakville Transit
- MiWay provides two types of service: MiExpress, providing frequent service on nine limited-stop routes; and MiLocal, providing service on 70 regular and school routes

Interesting facts about this service:

- The City of Mississauga purchased the local transit service in 1974. At that time only eight routes operated with 54 buses that were boarded four million times that year. Today MiWay operates a total of 79 routes with 500 buses, and customers board a MiWay bus over 57 million times per year
- In 1982 MiWay was the first transit system in Ontario to utilize 60-foot articulated buses. Today there are 68 in our fleet. In 1987 MiWay was among the first transit systems to begin using electronic fare boxes and in 1989, the first to introduce air conditioning

Highlights of the Business Plan include:

- MiWay will provide an additional 32,600 service hours in 2020 to provide some new service, streamline routes, integrate with new transit hubs, improve off-peak service levels and reduce overcrowding on existing routes due to ridership
- Transit infrastructure management requires additional resourcing to ensure that transit infrastructure (stops and terminals) is properly maintained, future needs are identified, facilities are designed to meet increasing needs and assets are inventoried
- Additional training staff are required to ensure the timely completion of required refresher training for all Transit Operators
- Two new permit fees will assist MiWay in managing increased construction impacts on our on-road operations and third-party access to the Mississauga Transitway

Net Investment (\$000s)	2020	2021	2022	2023
Operating	90,693	95,605	100,574	107,802
Capital	22,939	80,852	53,325	52,264
Full Time Equivalents	1,496.7	1,519.7	1,543.7	1,568.7

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

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

Vision

By 2027, MiWay will provide a trusted customer experience for 50 million annual revenue rides as part of the City's integrated urban mobility network by:

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

In doing so, we will achieve a revenue to cost (R/C) ratio of 52 per cent.

Mission

MiWay provides Mississauga with a shared travel choice that is friendly, reliable and respects the environment. We help to connect people to their destinations with ease.

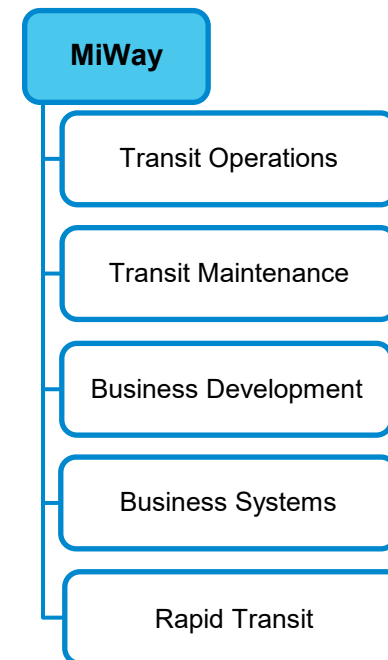
We are people who care about people. Our dedicated team is passionate about providing a customer experience that makes our riders feel valued.

Helping make life in our city better. We strive to listen to customers as we continuously evolve to meet the changing needs of the community.

Goals of Service

- Build and maintain a network that meets the needs of residents and supports a transit oriented city
- Integrate higher-order transit services and interregional connections
- Grow ridership by capturing choice riders
- Continue to focus on the customer through the Customer Experience Program
- Continue to develop and improve online self-serve options and technology to operate efficiently and better serve our customers

Service Delivery Model



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 relies on the interdependent involvement and participation of all sections and their service responsibilities.

MiWay's service delivery model aims to achieve a balance between customer expectations and the cost of delivering attractive service that has value. Good employee engagement and sound financial management play equally important roles in the effective delivery of service.

Many organizations today are faced with significant challenges in the areas of customer service and service delivery both internally and externally. The pace of change, new technology and high customer expectations are making many organizations develop or rethink their customer strategies. In an era when the customer experience has become a defining factor in the service-use decision, organizations of all types struggle to find the unique balance between delivery of a service, the cost of delivery and customer expectations.

MiWay understands that the customer is at the core of our business. Our customers define what we do and if we are successful at what we do every day. Every organization needs to have a customer service delivery model designed to integrate customer service into the strategic and operational mindset of all staff in the organization. Customer loyalty is more than being loyal to a brand; it's about being loyal to the experience that the brand provides and how an organization makes the customer feel. A good customer experience is created through a series of touchpoints or interactions with our product, our people and our services. MiWay's **Customer Experience Program** is about bringing all of the teams in transit together to deliver a positive experience to the people that use our services.

To improve our customers' experiences, we start with getting their input. Then, working together internally, we use that input to improve processes, communication and service delivery.

We are also entering an era where transit cannot just be a local bus system of on-street routes. Transit priority and higher-order transit must be implemented where appropriate to compete with the convenience of the automobile. Local service frequency improvements will also support the expansion to higher-order transit service and attract choice customers as we continue to grow our network options. Transit is committed to working together with our planning and engineering teams to design our streets and communities to create a walkable and friendly transit oriented city.

On-Street Service Delivery

MiWay provides customers with two types of service: MiExpress routes using blue buses and MiLocal routes using orange buses.

The Operations and Maintenance sections work on having the required amount of Transit Operators and buses fit for service every hour of every day. Maintenance is responsible for 500 buses and 66 support vehicles to ensure on-street service delivery is met.



Current Service Levels and Trends

MiWay operates a total of 79 transit routes:

MiExpress – *nine routes*

Express service, serving limited stops

MiLocal – *50 routes*

Local service, serving all stops, excluding route variants

School Service – *16 routes*

High School specific

GO Shuttle – *four dedicated routes*

Service to and from GO bus and train stations

Mississauga Transitway

Dedicated bus corridor for MiWay and GO bus service



Service Level Trends

- Continued stable growth in MiWay ridership
- Transit agencies nationally and in the GTHA are experiencing lower ridership growth – MiWay's ridership growth is above average comparatively
- Congestion and long-term construction projects are reducing transit travel speeds
- Investments in rapid transit – Mississauga Transitway, Light Rail Transit (LRT) services and transit priority corridors are necessary to encourage changes in travel behaviour and attract new riders
- Cross-boundary travel and GO Transit connections remain important to customers
- Two-way flow in commuter travel:
 - Sixty-one per cent of customers travel within Mississauga
 - Twenty-five per cent of customers travel to and from Toronto
 - Nine per cent of customers travel to and from Brampton
 - Four per cent transfer to or from other destinations
 - One per cent of customers travel to and from Oakville
- Seventy-six per cent of MiWay's fare revenue comes from PRESTO and this percentage will continue to grow with the elimination of ticket sales and increased promotion of PRESTO fare products

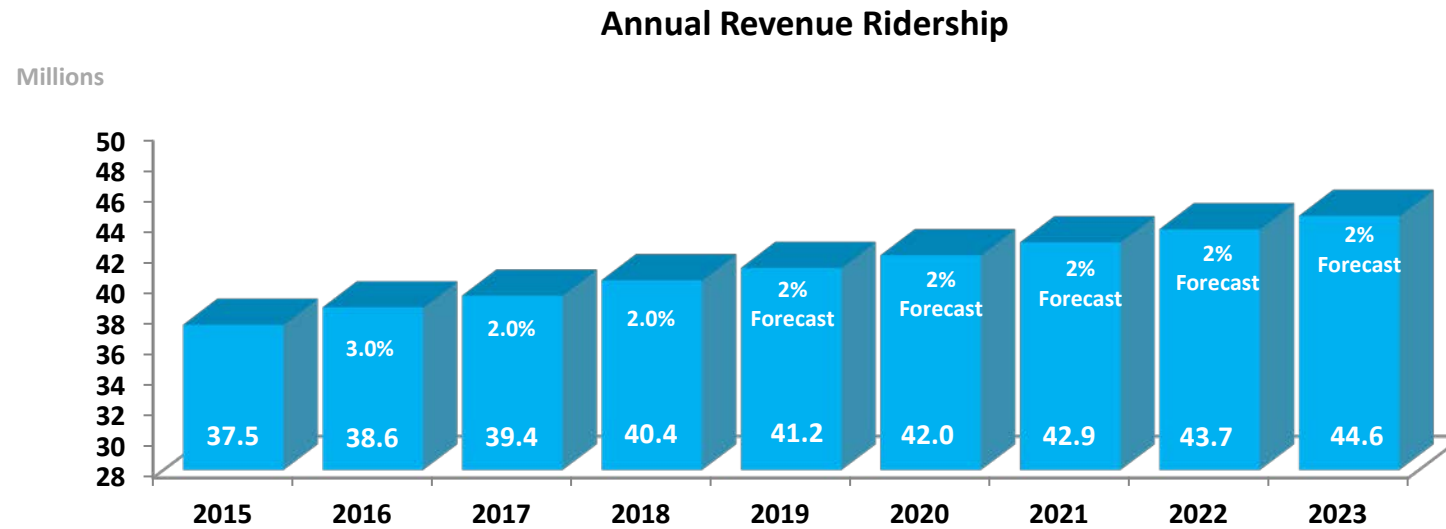
Current Service Levels

2020 Service Hour allocation is based on forecasted ridership demand and distribution.

Service Type	2018 Total Service Hours		2019 Service Hours (Forecast with approved 2% Service Growth)		2020 Service Hours (Proposed)	
	Hours (Actual)	%	Hours 2% (31,000)	%	Hours +2% (+32,600 hrs.)	%
Weekday	1,361,272	85%	1,387,622	85%	1,415,354	85%
Saturday	139,228	9%	142,018	9%	144,954	9%
Sunday/Holiday	99,808	6%	101,668	6%	103,626	6%
Total	1,600,308	100.0%	1,631,308	100.0%	1,663,934	100.0%

Annual Revenue Ridership

Annual revenue ridership is the sum of all linked trips on the transit system (in one year) for which a fare has been received. A linked passenger trip is a trip from origin to destination. Even if a passenger must make several transfers during a one-way journey, the trip is counted as one linked trip on the system.

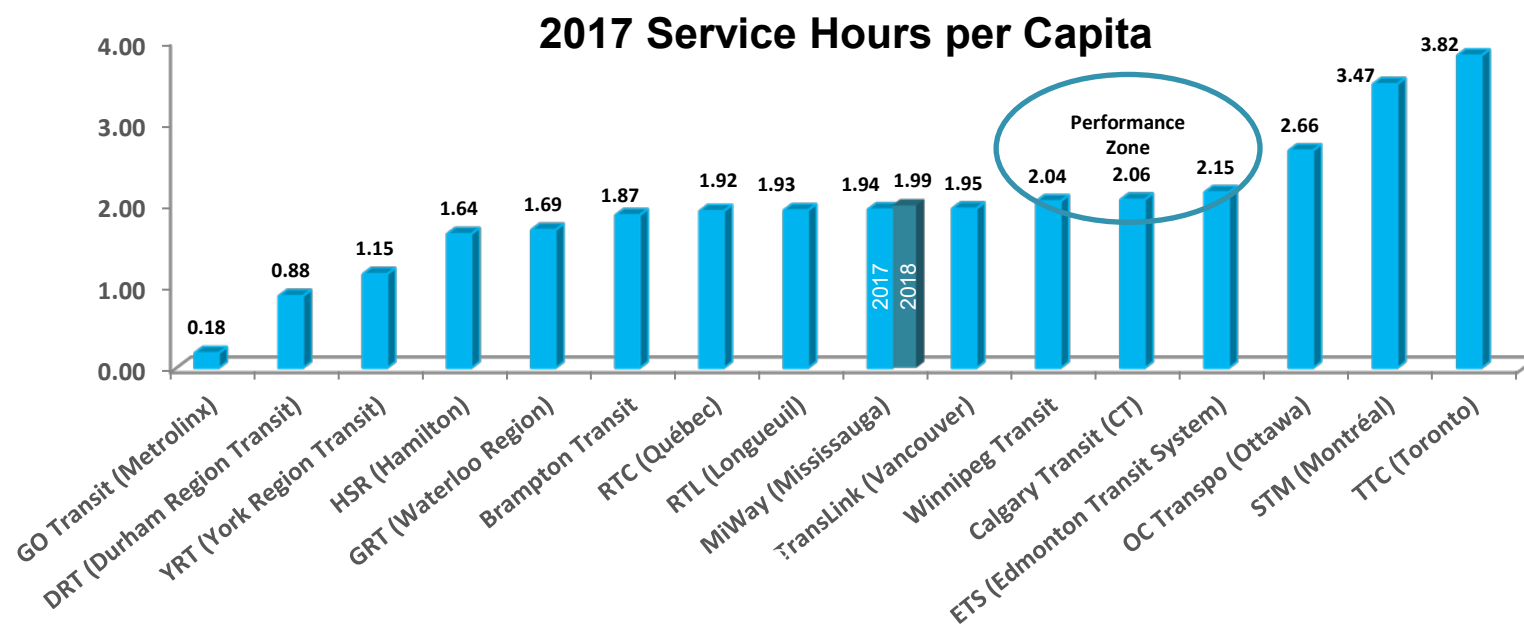


Service Hours per Capita – Benchmark

The graph below compares MiWay's 2017 and 2018 service hours per capita with those of other Canadian transit systems servicing populations greater than 400,000.

The performance zone highlights Canadian transit systems that offer some form of rapid transit and have two or more service hours per capita. MiWay's target is to achieve two service hours per capita by 2020.

Service hours per capita is the sum of annual scheduled hours of bus service available to customers divided by the population of the city.



Note: Based on 2017 Canadian Urban Transit Association (CUTA) Fact Book

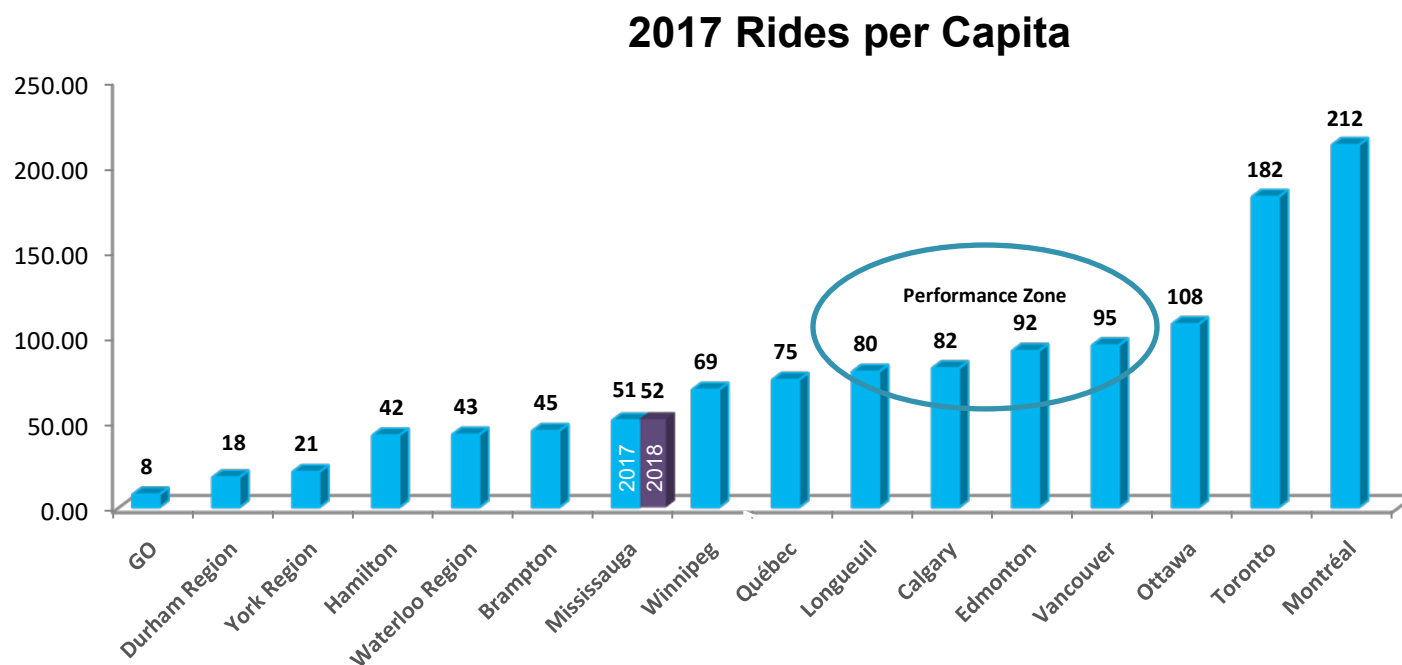
Rides per Capita – Benchmark

The graph below compares MiWay's 2017 and 2018 rides per capita with those of other Canadian transit systems servicing populations greater than 400,000.

Performance Zone – Transit services which offer some form of rapid transit. For MiWay to deliver on the City's commitment to be a transit oriented city, movement into the 80-100 rides per capita zone is required.

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

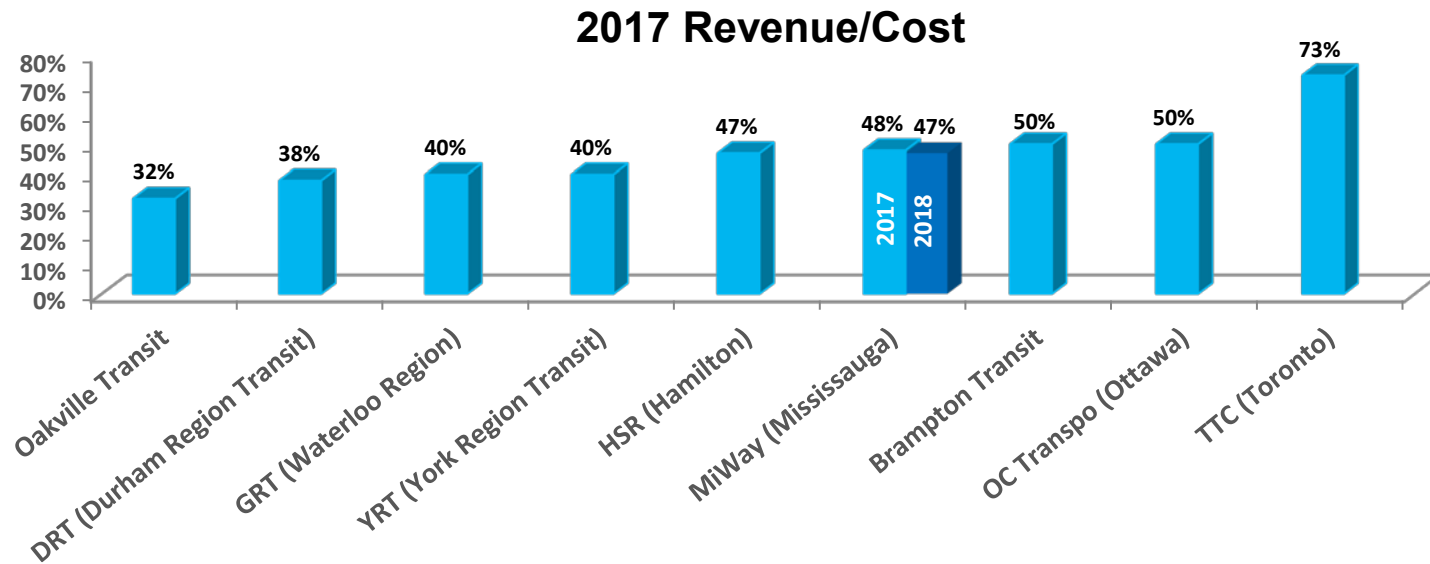
MiWay seeks to achieve 59 rides per capita by 2023.



Note: Based on 2017 CUTA Fact Book

Revenue/Cost (R/C) Ratio – Benchmark

The graph below compares MiWay's Revenue to Cost (R/C) Ratio with that of other GTHA and like transit systems. In 2018, revenue (fares and advertising) covered 47 per cent of MiWay's operating costs.



Note: Based on 2017 CUTA Fact Book

Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability.

Balanced Scorecard

A Balanced Scorecard groups measures in four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. By paying attention to all four areas, an organization can retain balance in its performance and ensure that it is moving toward the attainment of its goals.

Below are descriptions of the measures tracked in this Service Area's Balanced Scorecard. The Balanced Scorecard that follows shows trends since 2016 and expected outcomes up to 2023.

Financial Measures

Revenue Ridership is the total number of paid trips. The emphasis on paid trips is to differentiate between all trips taken by customers (includes transfers) and trips for which a fare is paid; with every paid fare customers are entitled to travel for up to two hours within Mississauga and neighbouring systems.

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

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

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

PRESTO Uptake is PRESTO revenue as percentage of total fare revenue. By 2020, all paper fare media and passes will be eliminated in favour of PRESTO and cash, and PRESTO payments will account for 75 per cent of all fares.

Average Fare indicates how costly a transit ride is to an average customer. It is calculated by dividing the annual revenue collected by the revenue ridership. The average fare is not expected to change drastically, unless major changes are made to the fare structure (e.g., regional fare integration).

Customer Measures

Plan a Trip is an online trip planning service available through desktop, tablet and mobile devices (miway.ca/planatrip or m.miway.ca). In 2020, MiWay will launch a new website with a third-party trip planning application. Future reporting past 2020 will be determined at a later date. Decline in Plan a Trip usage is due to increased options for trip planning services from third-party vendors. MiWay provides our General Transit Feed Specification (GTFS) data through the City's open data initiative allowing for third-party trip planners to be created.

Trip Planning, Requests, Feedback/100,000 Riders – In 2017 MiWay modified the customer feedback measure to include all complaints, comments and requests received to better serve our customers.

Sheltered Stops is the percentage of transit stops within the City of Mississauga that include transit shelter infrastructure. Based on MiWay Five, MiWay targets 34 per cent shelter coverage by 2023.

Employee Measures

Preventable Accidents/100,000 kilometres measures preventable on-street accidents per 100,000 kilometres of routes travelled. In 2019 the accident reporting policy changed, applying more stringent requirements for an internal classification. As a result our rate is higher and is expected to level off in coming years.

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

Delivered Service is the percentage of planned service actually operated on street. MiWay targets 99.5 per cent of planned service to operate on street, which equates to approximately 15,000 hours of annual missed service. Reasons for undelivered service may include traffic congestion causing excessive lateness, construction, traffic accident delays and bus

breakdowns. MiWay's ability to deliver service is expected to decrease slightly due to long-term major construction projects planned for such as the Hurontario LRT and the Burnhamthorpe Watermain Projects.

Internal Business Process Measures

Schedule adherence refers to the percentage of buses that are on time within a range of two minutes ahead or up to seven minutes late from the posted schedule. In 2019 MiWay will adjust its schedule adherence parameters to align with the industry standards of one minute ahead to five minutes late.

Mississauga Transitway Ridership is the number of annual MiWay customers travelling on the Mississauga Transitway between Winston Churchill and Renforth Stations. This does not include those travelling the Transitway on GO Transit.

Balanced Scorecard

Measures for MiWay	2016 (Actual)	2017 (Actual)	2018 (Actual)	2019 (Plan)	2020 (Plan)	2021 (Plan)	2022 (Plan)	2023 (Plan)
Financial:								
Revenue Ridership (Millions)	38.6	39.4	40.4	41.2	42.0	42.9	43.7	44.6
Revenue to Cost Ratio	48%	48%	47%	45%	45%	45%	45%	45%
Service Productivity (Boardings per Hour)	27.7	26.7	26.8	26.8	26.8	26.8	26.8	26.8
Service Utilization (Rides per Capita)	50	51	52	54	55.5	57	58.5	59
PRESTO Uptake (% of fare revenue)	57%	60%	69%	73%	75%	80%	80%	80%
Average Fare	\$2.01	\$2.07	\$2.14	\$2.07	\$2.10	\$2.09	\$2.08	\$2.07
Customer:								
Plan a Trip Visits (Millions)	2.38	2.7	2	1.8	1.6	1.4	1.2	1
Trip Planning, Requests, Feedback/100,000 Riders	17.8	24.3	24.8	25.5	26.3	27.1	27.1	28
Sheltered Stops	28%	28%	31%	31%	32%	33%	33%	34%
Employee:								
Preventable Accidents/100,000 km	0.24	0.24	0.39	.36	.30	.30	.30	.29
New Drivers Hired per Year	39	71	90	60	60	60	60	60
Delivered Service	99.8%	99.8%	99.6%	99.6%	99.6%	99.6%	99.6%	99.6%
Internal Business Process:								
Schedule Adherence +1 minute / -5 minutes	92%	92%	91%	80%*	85%	90%	90%	90%
Mississauga Transitway Ridership	3,667,644	4,200,196	4,768,199	4,911,245	5,058,582	5,210,340	5,366,650	5,527,649

*Schedule adherence reduced from +3/-7 to +1/-5

MiWay Fare Strategy

MiWay remains an affordable transportation option with fares comparable to those charged by other GTHA transit systems. To balance the costs between the customer and the taxpayer, fares are adjusted in several categories each year as a part of the annual fare strategy. The fare structure is a critical component of transit service delivery. It needs to strike a balance between providing affordable fare options for riders and consistency with other GTHA transit systems while contributing towards a reasonable cost recovery for taxpayers.

MiWay will increase cash fares effective January 6, 2020 to offset baseline budget increases due to inflationary pressures and operational requirements resulting from the PRESTO central system costs, Mississauga Transitway operations and continued transit service improvements to meet our customers' needs. Customers using PRESTO will see no change to fare costs on the monthly pass or single fare. This will encourage customers to make the switch to PRESTO.

Effective January 6, 2020 the passenger cash fares (excluding Senior \$1) will increase 25 cents to \$4. Cash fares have not increased since 2018.

TTC/MiWay Fare Integration

Identified in the Transportation Master Plan, Priority 84 calls for improved service integration between MiWay and TTC by working with the City of Toronto and the TTC to remove restrictions on MiWay boardings in Toronto, and negotiating a service agreement for MiWay-TTC transfers that are free.

PRESTO

PRESTO use on MiWay continues to grow as we transition away from paper fare products. MiWay eliminated paper tickets sales at City Centre Transit Terminal, and at the remaining ticket agent locations on May 1, 2019. Customers can continue to use tickets until December 31, 2019.

Currently 76 per cent of fare revenue comes from the PRESTO payment system.

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

In 2018 PRESTO introduced sales at 16 Shoppers Drug Mart locations across Mississauga. Today, customers can buy a card, set a fare type and load a card at over 50 locations.



Making Transit Accessible - Transit Fare Discount Programs

MiWay provides an affordable mode of transportation for all its customers through the fare strategy and special programs.

Senior \$1 Cash Fare

The \$1 cash fare provides seniors (65+) with rides on MiWay for \$1 during off-peak hours (weekdays from 8:30 a.m. to 3:30 p.m., weekdays after 7 p.m. and anytime on weekends or holidays).

Region of Peel's Affordable Transportation Program

The MiWay Affordable Transportation Program provides low-income residents living in Mississauga with access to public transit at an affordable rate. In partnership with the Region of Peel, the City of Mississauga is subsidizing the price of adult and senior monthly passes for low-income residents by 50 per cent.

The program provides approximately 2,000 participants with unlimited travel on MiWay across Mississauga.

The program became permanent in January 2018 and is administered through the Region of Peel.

Mississauga Food Banks Discount Ticket Program

To continue to serve the diverse needs of Mississauga's population, MiWay implemented the Mississauga Food Banks Discount Ticket Program to support the work these organizations do in the community. Food banks are eligible to purchase "Special Purpose" tickets at a 50 per cent discount.

Mississauga's Evolving Demographics

As Mississauga continues to grow and adapt to the changing demographics of Canadian society, MiWay works closely with our community partners to ensure access to transit is available.

Welcoming New Canadians

The MiWay Outreach Team attends newcomer events where staff provide basic MiWay service information including fares (specifically PRESTO), online trip planning and customer service information. Marketing materials distributed at these events include penny PRESTO cards, PRESTO brochures and the New to MiWay card.

The New to MiWay card is geared to new riders and has information that's useful to anyone new to the system.

Seniors

MiWay is actively engaged with this segment of the population, providing a discounted fare and participating in a number of outreach opportunities every year to help seniors make an easier transition to using public transit.

Improving the Customer Experience

The discipline of Customer Experience is designed to look holistically at business performance through the eyes of the customer. At MiWay this means a cyclical examination of how we design our services, how we deliver our services, how we listen to customers and how our culture supports the execution of our plans. 2019 will be a defining year for MiWay and the Customer Experience team as the work we've done is culminating in the launch of the MiWay Customer Charter at the end of October. Three years of preparatory work have focused on these key areas:

- Setting the foundation for a culture shift
- Developing tools/processes to assess effectiveness
- Establishing tools to understand and measure our customer's behaviours and perceptions, and assess the impact of MiWay's improvements in those areas

Some of the accomplishments were:

- Developed the MiWay Customer Charter that will measure MiWay's four key performance benchmarks on a quarterly basis through objective and subjective means
- Developed a 172-touch-point customer journey map to create a detailed vision of the customer experience and a process for heat-map analysis to pinpoint customers' concerns and prioritize action items
- Used Voice of the Customer metrics to objectively identify opportunities for improvement in the customer journey and the internal structures that support it
- Defined the Customer Experience Strategic Plan for MiWay and identified the key tactical programs required to meet ever-increasing customer expectations with service, technology and regional integration

- Implemented an annual "MiWay Culture Audit" to touch base with staff to evaluate how well we have integrated the culture shift based on a maturity model

We continue to:

- **Focus** on developing advanced customer experience metrics, building on existing high satisfaction scores, to help us deliver on MiWay's customer promise
- **Implement** an expanded Voice of the Customer toolkit to gather feedback from customers on changes and improvements at MiWay
- **Assess** where we are on the Customer Experience Maturity Model to determine what continuous improvement requires

Building Customer Champions

Being a customer champion means considering the customer at the centre of decision making. To do this, we leveraged the wisdom of Disney and became the first transit system to apply their methodology to a public transit entity.

The MiWay Basics

The MiWay Basics guiding framework is how we make decisions to achieve consistent day-to-day success and support strategic decision making. The four elements of **Safety**, **Compassion**, **Efficiency**, and **Environment** support both the Corporate and MiWay Strategic value sets.

Mildea

MiWay's online tool that allows employees to share ideas and report on insights shared by customers with front-line staff passed its first anniversary on July 31, 2019. To date, more than 175 ideas have been submitted and processed within MiWay. The majority of ideas have helped to optimize processes within Scheduling, Planning, Infrastructure and Maintenance, all to support better customer experiences and increase operational efficiencies.

MiWay Customer Charter

MiWay's first Customer Charter launches in fall 2019.

To measure the effectiveness of our Customer Charter we will measure satisfaction quarterly and report back – both internally and externally. The Customer Experience Team will work with an external vendor to conduct on-board surveys to gather our customers' feedback.

As we continue on our journey to improve customer service, MiWay has committed to the following benchmarks to ensure a consistent and pleasant experience on our buses:

- To provide you with reliable on-time service
- To always be welcoming and courteous
- To always take your safety seriously
- To provide you with accurate, consistent and timely information



Customer Charter



Reliable and on time

We'll provide you with dependable transit service by being on time, minimizing delays, and acting quickly when service disruptions or delays occur.



Excellent customer service

All our employees are ready to make your experience a positive one.

We commit to providing you with excellent customer service and to treat everyone with courtesy and respect.



Safety first

The safety of our customers, employees and all those who come in contact with our service is important to us.

We want you to feel safe and secure while riding with us or sharing the road with our vehicles.



Keep you informed

Whether it's delay alerts, or information to help you plan your journey better, keeping you informed is key.

We'll make sure accurate and up-to-date service information is available online and with our customer service representatives.

Awards and Achievements

Safe Driving and Safe Working Awards

In 2018, nine MiWay employees were recognized with 25 Year Safe Driving and Safe Working Awards.

For Transit Operators, 25 years of safe driving translates to 1.25 million kilometres driven without a preventable accident. For Maintenance staff 25 years equates to over 50,000 hours worked without a lost-time injury.



MiWay Safe Driving and Safe Working Award recipients

Corporate Awards – For work completed in 2018

City Manager's Award of Excellence – The Work of Wind, Air, Land, Sea

Excellence in Customer Service – MiWay Customer Service Team

Excellence in Working Together – 2018 Ontario 55+ Summer Games

2018/2019 Student Ambassador Program



Overall Program Winner – Kaamil Quidwai from Meadowvale Secondary School



Video Submission Winners – Resha Shetty and Rohan Mistry from Port Credit Secondary School

The 2020-2023 Business Plan Outlook

Planning for the Future

- **MiWay Five Transit Service Plan (2021-2025)** – Developing MiWay's second five-year service plan
- **Transportation Master Plan** – Delivering on the short-term Action Plan items identified and participating and partnering on other initiatives as they relate to transit
- Continuing **investment in MiWay's infrastructure** – new bus stops, landing pads and shelters, new terminals and turnarounds will improve the transit experience
- Implementing **transit improvements** along the Lakeshore corridor and Bus Rapid Transit along Dundas Street
- Completing the **Downtown Mississauga Terminal and Transitway Connection** to fully integrate with Light Rail Transit and regional transit (GO bus)
- Moving bus service from Islington Station to the new **Kipling Mobility Hub** in 2020
- Hurontario Light Rail Transit **service integration** in 2023
- The Road to Electrification – **Continuing investment in new technologies** including new hybrid electric buses and additional battery electric charge-off cars
- Investing in Canada Infrastructure Program (ICIP) – Accessing the ICIP to **advance priority projects** within the city

MiWay Five Transit Service Plan (2021-2025)

MiWay is nearing the completion of the first MiWay Five Transit Service Plan (2016-2020). As such, MiWay is embarking on developing the MiWay Five 2.0 Service Plan for the period 2021 to 2025.

The next plan will include a comprehensive review of current MiWay services, evaluation of MiWay Five 2016-2020, gathering of key stakeholder feedback, performing a full network analysis, analyzing ridership demand, leveraging and obtaining relevant data and building on MiWay's existing five year plan.

The purpose of developing the next Service Plan is to:

- Further guide the refinement and expansion of the City's transit network towards achieving a fully integrated network
- Improving service levels to further align with ridership demands, transit priority infrastructure
- Adjust services to align with, and eventually integrate with the Hurontario Light Rail Transit line
- Refine the hierarchy of our service
- Identify areas of opportunity within MiWay's transit network where collaboration with transportation network companies may be an asset



Transportation Master Plan

Council approved Mississauga's first Transportation Master Plan (TMP) on May 8, 2019. The TMP includes a policy framework and a strategic action plan that lay out a Vision for providing mobility in Mississauga from today to 2041. The TMP and its implementation will advance Mississauga's freedom to move by pursuing six goals for transportation including Safety, Inclusion, Integration, Connectivity, Health and Resilience. The TMP Action Plan recognizes five main ways the City leads change within five most impactful approaches (Policies, Guidelines and Standards; Plans and Studies; Programs; Procedures; and, Partnerships). The short-term action plans are targeted for completion within one to five years' time (2020-2024).

MiWay will lead the following short-term action items:

Transit priority measures

Examine potential locations, costs and benefits for transit priority measures (such as signal priority, queue jump lanes, high-occupancy vehicle [HOV] lanes, transit-only lanes) to reduce transit journey time and increase reliability, taking advantage of the City's Advanced Transportation Management System, as part of the MiWay Infrastructure Growth Plan.

Bus stop and terminal evaluation

Include evaluation of the status of bus terminals as pleasant places to wait and transfer between services in the MiWay Infrastructure Growth Plan, using a detailed assessment of the existing facilities and pressures.

Transit promotion for special events and major attractions

Build on MiWay's existing support for special events and major attractions by reviewing those destinations and identifying potential improvements such as changes to regular service or the introduction of event-specific services.

Transit stop/terminal service information

Develop and implement a program to provide access to comprehensive service information at transit stops/stations/terminals, with dynamic information at select locations.

Multi-agency transit information

Enhance information about transit services in Mississauga to incorporate all transit agencies serving the city and provide that information through city-wide channels and at transit stations/terminals.

Non-MiWay transit infrastructure

Establish inventories and service agreements concerning maintenance of information and infrastructure assets associated with transit service provided in Mississauga city limits, but operated by other transit agencies.

TransHelp strategic plan

Work with the TransHelp transit service to prepare a long-term strategic plan for accessible transit in Mississauga/Brampton and to advance work to integrate TransHelp services with those of MiWay and Brampton Transit.

TTC/MiWay fare integration

Improve service integration between MiWay and TTC by working with the City of Toronto and the TTC to remove restrictions on MiWay boardings in Toronto, and negotiate a service agreement for MiWay-TTC transfers that are free for riders through participation in Metrolinx's work in this area or otherwise.



Finding Efficiencies

Lean Program

The City's Lean Program focuses on strengthening the organization's culture of continuous improvement and instills Lean concepts and principles as a way of work in every Service Area. The program focuses on maximizing customer value and minimizing waste along with empowering staff at all levels to problem-solve on a daily basis.

Since becoming permanent in 2016, the Lean program has delivered significant results. One hundred eighty-seven staff have received introductory White Belt Training; six staff have received intermediate Yellow Belt Training and three staff have received advanced Green Belt Training.

Eight projects (including rapid improvements) and 369 small improvements have produced such enhancements as improved customer experience, faster processing times, higher quality and lower costs. (For definitions of classifications, see the Glossary.)

Some highlights of the many projects and small improvements completed include:

- Eliminated paper use and reduced both the manual effort and lead time to process a Route Evaluation Form (REF). Improved the accountability, quality and transparency of the process of submitting REFs. Improved employee engagement and reduced the backlog of submitted forms
- Improved communication clarity and emergency preparedness of transitway stations and areas along the corridor by creating an Emergency Routing manual shared among Route Supervisors and Emergency teams
- Reduced spillage of fuel and increased employee safety by installing a fuel filter holding assembly

Completed Initiatives					Total Benefits	
Improvement Type	2014-2017	2018	Sept 2019	Total	Type	Total
Small Improvement	54	69	246	369	Cost Savings and Avoidance	\$2,452,150
Rapid Improvement	1	2	1	4	Customer Service Improvements	214
Project	3	1	-	4	Safety Improvements	86
Total	58	72	247	377	Environmental Improvements	67
In-Progress Initiative	Goals of the Initiative					
Maintenance Low Coolant Issues	Identify and eliminate the root cause of bus low coolant failures. Reduce low coolants alarms by 75%. As a result, unplanned maintenance labour and material cost will decrease, along with a decrease in lost service minutes, customer complaints, and an increase in adherence to on-time performance.					
Service Detours	Identify process and tool gaps and develop standard work for staff working on unplanned detours. Decrease the length of time between a detour's identification and its input into MiWay's system by 20%.					

Advancing the City's Strategic Plan

The City's Vision and Strategic Plan are the starting points for our annual business planning and budgeting cycle. The 40-year Strategic Plan, Our Future Mississauga, is built on five pillars – **move, belong, connect, prosper, and green**. Business plans are designed to strengthen aspects of these pillars to support the attainment of Mississauga's Vision. Below are examples of how the initiatives of MiWay relate to the Strategic Plan pillars.

move - developing a transit oriented city

Develop Environmental Responsibility – With almost 400 buses servicing every corner of the city on a daily basis, MiWay provides a safe and reliable alternative to the car. Ongoing investment in our network of MiExpress and MiLocal service continues to meet the needs of our customers.

Connect our city – As part of the Greater Toronto and Hamilton Area, MiWay is a key connector to neighbouring communities. Every day our customers connect with neighbouring transit services in Brampton, Oakville and Toronto. Our MiLocal and MiExpress services connect with GO bus and train services across the city, providing customers even more transit options that meet their daily needs.

Build a Reliable and Convenient System – The MiWay Five Transit Service Plan (2016-2020) is moving Mississauga's transit system from a design that radiates from the city centre to a grid network that will allow for more frequent buses along main corridors with connections to higher-order transit.

Increase Transportation Capacity – New community planning projects such as Hurontario Light Rail Transit and Dundas Connects are paving the way for higher-order transit. These new transportation corridors will be heavily serviced by transit, providing residents a viable option for their daily commute.



belong - ensuring youth, older adults and new immigrants thrive

Ensure Affordability and Accessibility – Annual review of fare strategy to ensure continued value for money for both our customers and residents. Programs include the U-Pass for University of Toronto (Mississauga) students; \$1 Senior fare; Freedom Pass for 12-14 year-olds, and the Affordable Transportation program with Region of Peel for low-income riders.

connect - completing our neighbourhoods

Provide mobility choices – We connect neighbourhoods and regions, providing convenient transit to link people to jobs, schools, shopping, and recreation. All buses come equipped with bike racks to encourage multi-mode travel, and continued investment in new bus shelters and our transitway stations ensures a comfortable ride.

prosper - cultivating creative and innovative businesses

Meet Employment Needs – We work closely with our business parks and business associations to provide transit network infrastructure that allows workers and customers to get to their places of business. Continued investment in our MiExpress network has resulted in enhanced services to the Airport Corporate Centre and Toronto Pearson International Airport.

green - living green

Lead and Encourage Environmentally Responsible Approaches – Hybrid supervisor vehicles and buses, battery electric charge-off cars, renewable fuels (bio-diesel), and energy efficient facilities and practices are greening our operation. We continue to monitor and participate in new initiatives as we drive towards electrification.

Transforming our Business with Technology

Technology plays an important role in how MiWay delivers transit service to customers – whether on the bus, or on their mobile devices.

Harnessing technology and ensuring we are responsive to market innovation is key to MiWay's future success. To do this, we will:

Be responsive to change – Ensuring MiWay technology is flexible, adaptive and agile

Make data-supported decisions – Make use of data to optimize infrastructure and service, improve business services, improve service offering and continuously evaluate changing market needs/expectations

Deliver self-serve technology – Encourage innovative business solutions to drive cost reduction and deliver new and better services

Be a willing participant in partnerships – open to partnerships with both private and public sector players in the industry

Over the next four years we will continue to focus on delivering enhanced customer service information, completion of information technology modernization, and use of new technology to improve decision making and increase efficiencies.

Key initiatives include:

Modernizing Our Mobile Workforce

Yard Management – Provide mobile in-garage bus location

With a Real-Time Location System in place, MiWay can tell exactly where all 500 vehicles are parked at any given time to improve communication between the operations and maintenance departments. This will result in improved

productivity and better service levels both internally and for customers.

Automation & Asset Management

Vehicle Intelligence – Reduce vehicle breakdowns and improve vehicle efficiency

Vehicle Intelligence is a real-time monitoring and near-real-time reporting tool which continuously monitors a comprehensive set of on-board data related to the vehicle and its components' productivity, health, performance, and maintenance, including faults. Deploying the Vehicle Intelligence solution across MiWay's fixed route fleet will allow fleet maintenance to be targeted to the right vehicle at the right time.

Customer Self-Service

Next Vehicle Information System

The Next Vehicle Information System will provide MiWay customers with predicted arrival and departure times for buses. This includes displays at major terminals and stops and text messaging that allows subscribers to have vehicle arrival times sent directly to their cell phones or other wireless devices.

Business Intelligence (BI) for Ease of Use

On-time performance (OTP) management tools

OTP reporting provides MiWay with a macro view of the overall performance of our service delivery. Initiative will also allow for Transit Operator insight into their on-street service quality.

Maintaining Our Infrastructure

As “move” is one of the key pillars of the City’s Strategic Plan, MiWay continues to invest in transit infrastructure to improve the customer experience – whether it’s on street at new bus shelters, on one of our new buses or behind the scenes with the introduction of new technologies, we are investing in moving people.

As MiWay progresses from a radial system to a grid network and focuses on providing express services along more major north-south and east-west corridors, there will be a need to provide appropriate transit infrastructure to make transit a priority amidst competing options. Transit priority infrastructure can include queue jump lanes, bus bays, bus bulbs and more, and can be used as a precursor to potential future rapid transit corridors.

There are over 3,300 MiWay bus stops and over 1,000 bus shelters across Mississauga (September 2019). During peak periods, MiWay plans for 384 buses and 216 buses during off-peak to deliver the required service to meet customer demand (September 2019).

On-street Infrastructure Improvements

Dedicated bus lanes, bus bays and bus queue jump lanes – Identified by red paint

Accessible Stops – Extend or add new concrete pads to meet accessibility requirements

Bus stop markers – Installation of premium and lite stop markers

Bicycle storage – Active Transportation office is preparing a Request for Proposals (RFP) to construct sheltered bicycle parking facilities at four MiWay terminals: Meadowvale Town Centre, South Common Mall, Erin Mills Town Centre and Sheridan Centre

Queue jump lanes – East completion of queue jump lanes on Burnhamthorpe Road (Dixie Road to City boundary)

Shelter Management – In 2019, MiWay enters into a new multi-year shelter management contract which will see MiWay investing in new shelters and continuing to generate revenue through the sale of media space

Infrastructure Growth Plan Study

This study will provide a clear direction for transit infrastructure requirements within the next ten years. Recommendations will include the identification of new and/or improved transit terminals and associated infrastructure and transit priority infrastructure at major intersections. The study will also include a review and update of existing MiWay transit infrastructure standards.

Signal Prioritization Study

The City of Mississauga is developing a roadmap to transition Mississauga’s traffic signals to meet the needs of all road users, including emergency and transit vehicles. As we move to an enhanced MiExpress service network and implementation of a rapid transit system, signal prioritization for transit vehicles will become imperative to ensure the effective and efficient operation of our service. Transit priority infrastructure such as far-side stops and queue jump lanes, which will be identified through the Infrastructure Growth Plan, will be further enhanced with the implementation of transit signal priority, providing an overall benefit to our service performance. The Traffic Signal Prioritization Study and its implementation will be led by the Traffic Management group.

Bus Replacements

Between 2020 and 2023, 46 per cent of MiWay’s total bus fleet will be retired and replaced. MiWay is participating in and monitoring a number of projects and programs as bus technology continues to advance. (See Road to Electrification section for more information.)

Readying for Rapid Transit

Transit growth and providing a viable travel alternative are priorities at the municipal, regional, provincial and federal government levels. Financial investments in infrastructure continue to push rapid transit projects from plans to construction and implementation.

The Region of Peel's Transportation Master Plan and the Metrolinx Big Move plan set the stage for what the future of transit looks like across our growing city and region.

MiWay has contributed to the success of transit infrastructure investment with increased service and ridership on the Mississauga Transitway.

As we look to the future, the City is readying itself for new rapid transit investments along the following corridors:

Hurontario Light Rail Transit – Opening 2023

The Hurontario Light Rail Transit (HuLRT) project will bring 18 kilometres of new dedicated rapid transit to Hurontario Street from Port Credit GO Station in Mississauga to the Gateway Terminal in Brampton.

Preliminary utility work along the corridor and at the City Centre Transit Terminal and adjacent roadways is well underway. MiWay has adjusted schedules and stop locations to ensure a consistent and enjoyable ride.

During the construction of an undertaking of this scale, an impact to transit services is anticipated. MiWay teams are preparing for service impacts and building route plans that will ensure our customers can travel along the corridor with as limited impact as possible. More information about transit service will be made available as construction plans are released.

Kipling Bus Terminal – Opening 2020

Construction is well underway at the new Kipling Bus Terminal which will provide transit service providers and customers a new, state-of-the-art transit facility.

The new terminal will reduce travel times for MiWay buses and improve service integration and flexibility in service delivery. Whether customers are travelling by bus or rail the Kipling Bus Terminal will become a major transit hub in Toronto's west end – providing a more streamlined transit experience for MiWay riders.

When the Kipling Bus Terminal is completed in 2020, MiWay will move its operations there from Islington Subway Station.



Kipling Station Rendering – Metrolinx

Downtown Mississauga Terminal and Transitway Connection

One of Mississauga's highest priority transit projects is the Downtown Mississauga Terminal and Transitway Connection. This project will better integrate and complete transit connections in the downtown core. It will connect the western and eastern section of the Mississauga Transitway with a dedicated transit corridor and a new bus terminal.

The new terminal and transitway connection is a crucial section of infrastructure. It will create a central mobility hub for MiWay and GO Transit buses and the HuLRT. The new terminal will also relieve vehicular traffic in the downtown core, particularly along Rathburn Road.



City Centre Transit Terminal

Lakeshore Connecting Communities

Lakeshore Connecting Communities will guide the planning and investing in the transportation network in the Lakeshore Corridor, including decisions about optimizing roadways, improving transit and enhancing cycling and walking connections.

The plan recommends a phased approach to transit improvements including new MiExpress bus service and a new transit terminal to support local and regional transit usage.

The new transit hub will help achieve the transit usage objectives for that site and facilitate the movement of people between the west side of the Credit River and the east side via transit.

Dundas Connects

The Dundas Connect Master Plan recommends a Bus Rapid Transit corridor along Dundas Street, running between Etobicoke Creek in the east and Ridgeway Boulevard in the west.

Implementing these Master Plan recommendations achieves several high priority City goals:

- It completes a missing link in the regional rapid transit network by linking Dixie GO, Cooksville GO, and the forthcoming Hurontario LRT to Kipling TTC
- It allows the City to meet its long-term growth targets for the City as a whole as per the provincial Growth Plan for the Greater Golden Horseshoe, and for major transit station areas, as per the 2017 Growth Plan update
- It supports previous City commitments to make intensification corridors more dense; build transit-supportive development; extend the cycling network, and more

The Road to Electrification

The technological advancements in the automotive and transportation industries are rapidly changing the way businesses will be powered in the future. MiWay is looking at new bus technologies to stay up-to-date with industry trends, while adjusting our long-term bus replacement plan to effectively manage the integration of new technology as older model buses complete their lifecycle and are retired.

As we continue to monitor neighbouring transit systems and industry best practices, MiWay is moving forward with a number of initiatives to set our organization up for success.

Hybrid-electric buses

In May 2018 MiWay received Council approval to proceed with purchasing 10 new second-generation hybrid-electric buses, to be delivered to MiWay in September 2019. These 10 buses will be the first in the MiWay fleet and allow for feasibility testing within Mississauga's operating environment.

By the end of 2019, the MiWay bus fleet will consist of 500 buses, of which 25 will be hybrid-electric (15 first-generation introduced in 2010, and 10 new second-generation), with the remaining 475 powered by clean diesel. Hybrid-electric buses will make up five per cent of MiWay's total fleet.



2019 Clean Diesel Hybrid Electric Bus

Facility Study for Electrification

In 2019, MiWay, in partnership with Facilities & Property Management is undertaking a facility study to make recommendations for garage and facility upgrades required to accommodate the advancements in bus technology.

Fuel Cell Electric Bus Trial

MiWay, in partnership with the Canadian Urban Transit Research and Innovation Consortium (CUTRIC), plans to participate in the Pan-Canadian Hydrogen Fuel Cell Demonstration and Integration Trial (Phase 1 – subject to funding). This trial will also see MiWay partner with CRH Canada Group Inc. to build a new hydrogen dispensing station adjacent to the Central Parkway Operations facility. The purpose of this trial is to validate the performance of fuel-cell electric bus technology to pave the way for broader adoption by MiWay, and develop staff capacity for fleet planning, operating procedure and protocols, training and maintenance.

This project is transformative and will attract national and international attention as a strategic commitment to local action on climate change and air quality improvement. Implementation of the project is planned for 2021 (subject to funding) and will align with the City's Climate Change Action Plan and CO₂ emission reduction targets.

Battery Electric Buses

The Toronto Transit Commission, Brampton Transit and York Region Transit are currently testing the use of battery electric buses. MiWay will continue to monitor the results of these trials and participate in industry conversations with these neighbouring agencies to fully understand how successful these bus formats are in comparable geographic and transit route type environments.

Battery Electric Cars – Greening our fleet

In 2018, MiWay purchased seven battery-electric change-off vehicles for the first time and is collecting and analyzing performance data, learning about the infrastructure challenges and behaviour of the vehicles. The plan is to purchase different types of electric vehicles to conduct head-to-head comparisons. The findings will allow MiWay to understand how the electric vehicles perform to make a more informed evidence-based decision for larger purchases in the future. Early analysis shows a 71 per cent fuel-to-energy cost savings.

The advancements in new bus technologies pose both a great opportunity and a challenge for Miway. Investments from all levels of government will be required to update our fleet and reduce our dependency on fossil fuel.



Electric vehicle

Managing Our Human Resources

Workforce Analytics

MiWay faces similar challenges to those experienced by other large operational environments when it comes to competing for, attracting and retaining skilled talent to address growth needs and manage impending retirements. MiWay's organizational structure is evolving to address gaps created by the expansion of service, technology, equipment and facilities.

Our Structure

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

Operations: Leads daily on-street operation with over 1,000 Transit Operators, Supervisors and management staff as well as our Training Department for operators.

Maintenance: Fleet Asset Management of all buses and support vehicles in the MiWay fleet as well as the 25-acre E.J. Dowling Transit Campus; the Storage, Maintenance and Administration buildings; the Malton Satellite location; plus terminals including City Centre Transit Terminal, and bus stops.

Business Systems: This team is comprised of Business Analysts that build and support the technology and systems used to manage the business. This includes HASTUS scheduling software and associated modules, real-time technology, iBus mobile interface, farebox repair, PRESTO devices and garage management.

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

- **Marketing** – Manages our website, customer communication, building partnership in the community, tactics to encourage new riders and maintain loyalty and engagement and outreach
- **Customer Service** – Our call centre, Info Booth at the City Centre Transit Terminal and our roaming Customer Service Ambassadors all provide assistance to thousands of customers a day, helping them get where they want to go easily
- **Service Development** – This team plans our routes and services, schedules the routes/buses, manages data metrics and oversees all of MiWay's infrastructure (such as terminals, shelters and stops)
- **Revenue** – All aspects of fare revenue are managed by this team. This includes the annual fare strategy, fare collection, financial reporting and analytics and fare sales at City Centre Transit Terminal and Community Centres
- **Customer Experience** – This team is building an internal focus on our customers by implementing cultural initiatives, using performance metrics at the macro and functional levels, and aligning all initiatives to the Customer Charter

Our Talent

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

At MiWay the customer is at the centre of our business and we derive almost 50 per cent of overall transit revenue from fares. Continued focus on our customers and building a workforce that supports the customer will be important to our future City goals.

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

Critical Roles/Functions to Achieve Business Goals

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

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

Service growth requires Transit Operators, Maintenance staff, additional training support and on-road supervision. Over the

years MiWay has lagged behind on balancing the staffing support needs and will need to consider these critical roles and address this imbalance with requests for additional staff in the immediate future.

Talent Needs

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

With a growing and intensifying city, it is critical to expand the workforce accordingly so we continue to provide the growth and improvements necessary to support a transit oriented city. The 2020 budget cycle includes requests for 25 Full Time Equivalents (FTEs) to meet our changing needs. MiWay is working closely with our Human Resources partners to recruit talent and build succession planning programs to develop talent that will address the significant staff turnover expected through retirements, and to address the industry-wide challenge in hiring transit operators and skilled mechanics.

In the 2019 Business Plan & Budget, MiWay received Council approval to proceed with a Modified Apprentice Program in partnership with Centennial College. Apprentices complete three 12-week academic terms at Centennial and work at MiWay under the supervision of an experienced mechanic. In July 2019 MiWay welcomed the first of four maintenance apprentices who will come through this new program, which aims to mitigate the impact of industry-wide hiring challenges for qualified bus mechanics.

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2019	2020	2021	2022	2023
Business Development	81.1	80.1	79.1	79.1	79.1
Business System	20.0	20.0	20.0	20.0	20.0
Office of the Director	2.0	4.0	4.0	4.0	4.0
Operations	1,163.4	1,187.4	1,211.4	1,235.4	1,260.4
Maintenance	193.2	193.2	193.2	193.2	193.2
Light Rail Transit	12.0	12.0	12.0	12.0	12.0
Total Service Distribution	1,471.7	1,496.7	1,519.7	1,543.7	1,568.7

Note: Numbers may not balance due to rounding.

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2020-2023 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes.

The budget for 2019 was \$87.1 million and the proposed budget for 2020 is \$90.7 million.

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels is an increase of \$3.2 million for 2020.

Highlights of the proposed budget changes are:

- Labour costs are projected to increase by \$3.3 million related to labour adjustments and other fringe benefit changes
- Other operating expenses of \$0.9 million primarily relate to requirements for PRESTO operating costs offset by decreased fuel costs with the budgeted price per litre for diesel dropping by \$0.05
- Increased revenue of \$2.3 million is primarily derived from ridership growth, fare increases and additional provincial gas tax revenue offset by the elimination of a draw from the diesel contingency reserve and a reduction to advertising revenue due to changing market conditions
- Labour, diesel fuel and minor maintenance items are forecasted to increase the operating budget by \$1.3 million for annualization of 2019 service improvements

Efficiencies and Cost Savings

Total savings of \$0.6 million are to be derived from various other operating expense reductions.

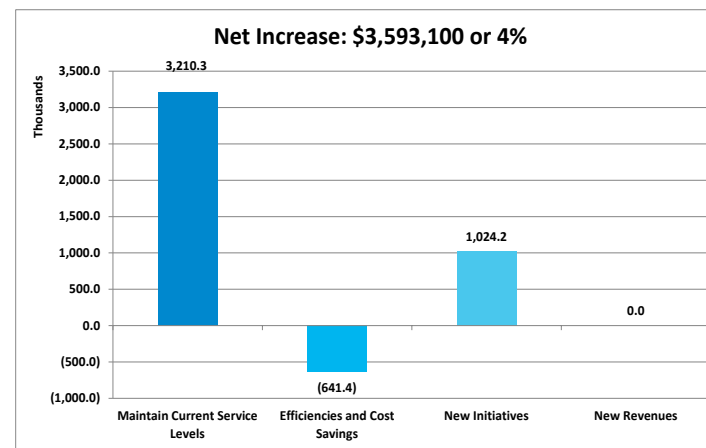
New Initiatives

The impact of new initiatives for Transit is a cost increase of \$1.0 million for 2020.

Highlights of the proposed budget changes are:

- The continuation of the annual MiWay service growth initiative of two per cent, including the hiring of 22 Transit Operators and one Route Supervisor
- The addition of one new staff position to ensure that transit infrastructure is properly maintained, facilities are designed to meet increasing needs and assets are inventoried
- The addition of one new staff position to manage refresher training requirements for our Transit Operator workforce

Proposed Changes for 2020 Net Operating Budget by Category (\$000s)



Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2020-2023, as well as the 2019 Budget and 2018 Actuals by major program within the Service Area.

Proposed Budget by Program (\$000s)

Description	2018 Actuals	2019 Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Expenditures to Deliver Current Services						
Business Development	12,776	15,035	16,311	17,365	18,510	19,663
Business System	3,891	5,623	5,480	5,517	5,555	5,593
Light Rail Transit	1,717	1,575	1,614	1,641	1,669	1,697
Office of Director	706	712	991	1,001	1,012	1,023
Operations	113,991	116,733	120,500	122,151	123,650	125,194
Transit Maintenance	52,519	56,698	56,327	56,690	57,129	59,585
Total Expenditures	185,600	196,375	201,224	204,366	207,526	212,755
Revenues	(93,160)	(91,275)	(93,055)	(94,111)	(95,168)	(96,195)
Transfers From Reserves and Reserve Funds	(16,660)	(18,000)	(18,500)	(18,500)	(18,500)	(18,500)
New Initiatives and New Revenues			1,024	3,850	6,716	9,742
Proposed Net Budget Including New Initiatives & New Revenues	75,780	87,100	90,693	95,605	100,574	107,802
Expenditures Budget - Changes by Year			2%	2%	2%	3%
Proposed Net Budget - Changes by Year			4%	5%	5%	7%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour; operational costs; and facility, IT and support) and revenues are shown by category with the approved 2019 budget for comparison. The three columns to the far right of the table show the totals proposed for 2020 and their dollar and percentage changes over 2019.

Summary of Proposed 2020 Budget (\$000s)

Description	2019 Approved Budget	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Year's Budget Decisions	Proposed New Initiatives And Revenues	Proposed 2020 Budget	\$ Change Over 2019	% Change Over 2019
Labour and Benefits	146,145	3,311	0	1,308	1,238	152,002	5,857	4%
Operational Costs	48,600	809	(641)	0	287	49,054	454	1%
Facility, IT and Support Costs	1,506	61	0	0	0	1,567	61	4%
Transfer To Reserves & Reserve Funds	125	0	0	0	0	125	0	0%
Total Gross Expenditures	196,375	4,181	(641)	1,308	1,524	202,748	6,373	3%
Total Revenues	(91,275)	(1,779)	0	0	(500)	(93,555)	(2,279)	2%
Transfer From Reserves & Reserve Funds	(18,000)	(500)	0	0	0	(18,500)	(500)	3%
Total Net Expenditures	87,100	1,902	(641)	1,308	1,024	90,693	3,593	4%

Summary of Proposed 2020 Budget and 2021 - 2023 Forecasts (\$000s)

Description	2018 Actuals	2019 Approved Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Labour & Benefits	139,839	146,145	152,002	157,215	162,550	168,050
Operational Costs	44,291	48,600	49,054	50,009	51,100	54,256
Facility, IT and Support Costs	1,345	1,506	1,567	1,567	1,567	1,567
Transfer To Reserves & Reserve Funds	125	125	125	125	125	125
Total Gross Expenditures	185,600	196,375	202,748	208,916	215,342	223,997
Total Revenues	(93,160)	(91,275)	(93,555)	(94,811)	(96,268)	(97,695)
Transfer From Reserves & Reserve Funds	(16,660)	(18,000)	(18,500)	(18,500)	(18,500)	(18,500)
Total Net Expenditures	75,780	87,100	90,693	95,605	100,574	107,802

Note: Numbers may not balance due to rounding.

Proposed Cost Increase Required to Maintain Current Service Levels

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

Category	2019 Budget (\$000s)	2020 Proposed Budget (\$000s)	Change (\$000s)	Details (\$000s)
Labour and Benefits	146,145	150,764	4,619	Increase reflects labour adjustments and other fringe benefit changes and \$1,308 for annualization of transit operators for service growth initiative from 2019.
Administration and Support Costs	1,505	1,566	61	Increased Transit security costs
Advertising & Promotions	1,089	851	(238)	\$(130) Affordable Transit Pilot scope changes \$(108) Reduced marketing expenses
Communication Costs	110	140	30	
Contractor & Professional Services	1,818	1,919	101	Increased Costs for Customer Experience and Business Development
Equipment Costs & Maintenance Agreements	3,277	3,172	(105)	Reduced costs for equipment for Business Systems
Finance Other	2,822	4,438	1,616	Increased Presto Commission Costs
Materials, Supplies & Other Services	2,174	2,244	71	
Occupancy & City Costs	4,579	4,331	(248)	Reduced costs for utilities
Staff Development	215	237	22	
Transfers To Reserves and Reserve Funds	125	125	0	
Transportation Costs	32,517	31,436	(1,081)	Reduction in diesel fuel costs
Subtotal - Other Operating	50,230	50,459	229	
Total Revenues	(91,275)	(93,055)	(1,780)	\$(2,000) Ridership growth \$(500) Fare increase \$(51) On-Bus advertising revenue \$ 800 Bus shelter advertising revenue reduction \$(29) Other
Transfers From Reserves and Reserve Funds	(18,000)	(18,500)	(500)	\$(1,500) Increased Provincial Gas Tax Transfer \$1,000 Elimination of diesel reserve budget
Subtotal - Revenues	(109,275)	(111,555)	(2,280)	
Total	87,100	89,668	2,569	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by Budget Request (BR) for proposed new initiatives. Each BR is numbered. Detailed descriptions of each Request can be found in the pages following the table.

Description	BR #	2020 FTE Impact	2020 Proposed Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2020 to 2023 FTE Impact	2020 to 2023 Capital (\$000s)
New Initiatives								
MiWay Service Growth - 2% Transit Service	5906	23.0	869	3,572	6,384	9,404	95.0	31,230
Transit Facility Operations Support	5908	1.0	99	118	120	122	1.0	4
MiWay Training Department Staffing Requirement	5911	1.0	56	160	213	217	2.0	81
Total New Initiatives		25.0	1,024	3,850	6,716	9,742	98.0	31,315
Total New Initiatives and New Revenues		25.0	1,024	3,850	6,716	9,742	98.0	31,315

Note: Numbers may not balance due to rounding.

Proposed Initiative

MiWay Service Growth –
2% Transit Service

Department

Transportation & Works
Department

Service Area

MiWay

Description of Budget Request

MiWay requests a two per cent increase in service hours (32,600 hours). This increase will provide some new service, streamline routes, integrate with new transit hubs, improve off-peak service levels (particularly along express routes) and address some overcrowding on existing routes due to ridership. This request is for an additional 22 Transit Operators and one Route Supervisor. MiWay is projecting 26 additional growth buses from 2020-2023.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	1,368.6	4,271.9	7,483.7	10,904.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	500.0	700.0	1,100.0	1,500.0
Tax Levy Requirements	868.6	3,571.9	6,383.7	9,404.0
* Net Change in \$		2,703.3	2,811.8	3,020.3
FTEs	23.0	46.0	70.0	95.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	13,229.9	12,000.0	0.0	6,000.0

Why Staff Recommend this Initiative

The City's Strategic Plan calls for a doubling of ridership and the MiWay Five Transit Service Plan supports a three per cent growth in transit service annually. The requested growth will help MiWay address some of our residents' and businesses' highest-priority transit improvements (see Service Impact). It will bring MiWay's total service hours to 1.63 million, aligning MiWay's hours per capita with systems that operate rapid transit services such as Ottawa, Calgary and Edmonton.

Details of Service Change

Since the introduction of the MiWay Five Transit Service Plan, MiWay has implemented strategic routing changes along our main corridors, added new service and streamlined routes to improve frequency across the network. Additional service hours will support the principles outlined in MiWay Five and will help meet customer demand for more frequency, expansion of service in the off-peak hours and enhanced integration with major destinations.

This two per cent increase in service hours will result in operating changes, providing MiWay customers with:

- New service to the Churchill Meadows Community Centre, resulting in improved network coverage expanding to Ninth Line (Routes 39, 35/35A and 50)
- Improved integration with the Mississauga Transitway (New Route 50)
- Streamlining and eliminating duplication along local routes (Route 7, 20 and 24)
- Improved frequency along major corridors to address overcrowding due to ridership growth (Routes 35/35A and 39)

Service Impact

This growth improves the customer experience by providing new service, reducing overcrowding on routes, integrating better with the Mississauga Transitway, supporting more frequent service and building a network that includes more express routes and rapid transit services. These are the number-one requests from residents and businesses to make MiWay a better and more attractive option for riders and non-riders.

Proposed Initiative

Transit Facility Operations
Support

Department

Transportation & Works
Department

Service Area

MiWay

Description of Budget Request

This request is for one full-time equivalent (FTE) position of Transit Infrastructure Engineer in the Transit Infrastructure Management section under Service Development, Business Development, MiWay.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	99.4	117.8	119.8	121.8
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	99.4	117.8	119.8	121.8
* Net Change in \$		18.4	1.9	2.0
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	4.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

MiWay service has been continually increasing to accommodate ridership growth. This has resulted in an expanded bus network and increasing requirements for on-street transit infrastructure and supporting transit facilities and terminals. Existing transit infrastructure is also aging and in need of improved asset management. Resources are required to ensure that transit infrastructure is properly maintained, facilities are designed to meet increasing needs and assets are inventoried.

Details of Service Change

The addition of a full-time employee will require an increase to the existing operating budget to accommodate an additional full-time salary. The FTE will join the existing team of five (one supervisor, four technologists). Capital cost requirements for the FTE would include a desk and associated furniture (e.g., laptop, screen, cell phone, desk phone and miscellaneous computer-related hardware). However, it is noted that the operating costs incurred by a new FTE would offset some of the overtime pressures that currently exist.

From an operating viewpoint, the addition of an FTE to address the expanding workload will achieve greater capacity, balance, productivity and economy than can be achieved by only paying overtime to the existing FTEs to perform the work.

Service Impact

Existing FTEs maintain the current system (on-street infrastructure, Mississauga Transitway, large-scale transit construction projects, city-wide road works). Currently, capacity is lacking to manage capital improvements at transit stations. Current gaps include management of transit stations (capital improvements at Mississauga Transitway stations, Kipling Bus Terminal (late-2019), Churchill Meadows (mid-2020), City Centre Transit Terminal interior renovations), facility projects (Central Parkway, Malton, Semenyk upgrades), and the performance of asset management and lifecycle analysis.

The addition of an FTE will help diminish issues associated with lack of capacity to manage infrastructure. It will improve the provision of infrastructure to the customer, support ridership growth, help to meet people's expectations of a major transit system, and promote systematic vs. ad hoc management of customers' infrastructure needs.

Proposed Initiative

MiWay Training Department
Staffing Requirement

Department

Transportation & Works
Department

Service Area

MiWay

Description of Budget Request

The MiWay Learning Centre is requesting one additional full-time Training Officer in 2020 to manage required refresher training for existing Transit Operators. Capital investment to upgrade the existing air brake training board is also requested for 2020. A request for another full-time Training Officer will be brought forward as part of the 2021 business planning and budgeting cycle.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	56.3	160.0	213.0	216.6
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	56.3	160.0	213.0	216.6
* Net Change in \$		103.7	52.9	3.6
FTEs	1.0	2.0	2.0	2.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	72.0	9.0	0.0	0.0

Why Staff Recommend this Initiative

The MiWay Five Transit Service Plan addresses the expansion of the service. The operational delivery of that plan needs support to ensure the growth in service hours is matched with the required human resource support internally. In comparison to like service providers in Ontario, MiWay's Operator to Trainer ratio is the second highest at 186:1. Adding one Training Officer will bring the Operator to Trainer ratio down to 140:1.

Details of Service Change

With an increase in Transit Operators, the demands on the training team have also increased. The training team currently stands at six trainers and one contract Training and Development Specialist. Every newly hired operator must successfully complete five weeks of training, which includes both in-class and on-road training. Recent changes to Ministry of Transportation training guidelines have increased on-road driver training and reduced the student to trainer ratio to 2:1. This has put added pressure on current staff to complete the required training with the resources available.

All Transit Operators are also required to complete refresher training on an ongoing basis. Due to the ongoing pressure to onboard new Transit Operators, refresher training has lagged and needs to be addressed to ensure the ongoing safe operation of our vehicles and enhanced customer service.

Upgrading the air brake board will reduce continuous maintenance costs due to broken parts and will improve the learning experience. The board was last replaced 20 years ago.

Impacts to the MiWay budget include one full time salaried position and all equivalent onboarding costs (including technology), one new air brake board and yearly ongoing maintenance costs.

Service Impact

Our current refresher program is set at a five-year cycle, including two days of in-class training. Capacity limitations and a focus on new hires in order to support service growth as well as keep up with retirements resulted in there being no refresher training completed in 2018, and minimal training projected for 2019. To ensure a maintained and up-to-date trained workforce MiWay needs to ensure that refresher training is balanced with New Operator training.

With the addition of one training officer in each of the 2020 and 2021 budget cycles, the training team will:

- Deliver the refresher training on a three-year cycle to keep up with industry standards, with all overdue training caught up by 2023
- Provide transit operators additional skills and training in standards for an improved customer experience
- Provide training for Return to Service Operators
- Allow for customized Lean White Belt Training to be part of the Refresher Training Program

Proposed Capital Budget

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

Proposed 2020-2029 Capital Budget by Program (\$000s)

Program Expenditures	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	2020-2029 Total
Buses	18,850	72,700	46,961	43,543	181,030	363,084
Higher Order Transit	0	1,888	3,586	4,172	0	9,647
On-Street Facilities	1,359	1,359	1,713	1,359	7,085	12,875
Other Transit	1,465	4,070	220	320	1,970	8,045
Transit Buildings	360	400	400	2,400	3,900	7,460
Transit Vehicles and Equipment	905	435	445	470	2,095	4,350
Total	22,939	80,852	53,325	52,264	196,080	405,461

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

Proposed 2020-2029 Capital Forecast Highlights:

Buses – The timely replacement of buses at the end of their service life ensures reliable service, allows for the introduction of new technology, moves MiWay closer to fleet electrification (cleaner engines, better fuel economy) and results in lower ownership costs over the lifecycle of the equipment. MiWay is planning 46 growth bus and 409 replacement bus purchases.

Support vehicle fleet – MiWay will replace existing Transit Operator change-off cars with electric vehicles at the end of their lifecycle.

Bus shelter growth – Continued commitment to enhance customer amenities to improve the customer experience

Hurontario Light Rail Transit – Ongoing transit service delivery through the duration of construction (2019 Capital budget inclusion)

Infrastructure Management – Asset management of our buildings, terminals and information system applications

PRESTO Device Refresh – On-board replacement of aging fare payment devices

Proposed 2020-2029 Capital Budget by Funding Source (\$000s)

The following table provides the funding sources proposed to fund the capital portion of the proposed 2020-2023 Business Plan and 2020 Budget and the consolidated forecast for 2024-2029.

Funding	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	2020-2029 Total
Tax Capital	785	3,028	4,630	5,952	18,034	32,430
Development Charges	829	829	849	7,689	19,734	29,930
Gas Tax	21,325	76,745	47,846	38,373	157,562	341,851
Recoveries	0	0	0	0	0	0
Other Reserves & Reserve Funds	0	250	0	250	750	1,250
Subsidies and Senior Govt. Level Grants	0	0	0	0	0	0
Total	22,939	80,852	53,325	52,264	196,080	405,461

Note: Numbers may not balance due to rounding.

Proposed 2020 Capital Budget Detail (\$000s)

The following tables provide a detailed listing of proposed capital projects for 2020.

Program: Buses

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
TWTR00145	Transit Bus Acquisitions – Service Growth	13,200	0	13,200	Gas Tax
TWTR00146	Transit Capital Bus Maintenance - Major Component Rehabilitation/Replacement	5,600	0	5,600	Gas Tax
TWTR00386	Transit Airbrake Board-Replacement	50	0	50	Tax Capital
Total		18,850	0	18,850	

Note: Numbers may not balance due to rounding.

Program: On-Street Facilities

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
TWTR00148	Transit Mini Terminals/Bays/Bus Loops - Replacement	100	0	100	Gas Tax
TWTR00149	Transit MiWay Signs	50	0	50	Gas Tax
TWTR00150	Transit Bus Stops/Pads (Accessibility Plan) - Replacement	140	0	140	Gas Tax
TWTR00356	Additional bus shelters	900	0	900	Development Charges, Tax Capital
TWTR00401	Transit Bus Stops/Pads (Accessibility Plan) - Replacement	169	0	169	Development Charges
Total		1,359	0	1,359	

Note: Numbers may not balance due to rounding.

Program: Other Transit

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
TWTR00152	Transit Facility Repairs (Minor)	70	0	70	Gas Tax
TWTR00319	Transit Remix Planning Software	150	0	150	Gas Tax
TWTR00419	Transit Customer Charter Measurement	135	0	135	Tax Capital
TWTR00449	Transit Information Systems (ITS)	1,110	0	1,110	Gas Tax
Total		1,465	0	1,465	

Note: Numbers may not balance due to rounding.

Proposed 2020 Capital Budget Detail (\$000s) (Cont'd)

Program: Transit Buildings

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
TWTR00392	Transit Bus Landing Pads	300	0	300	Development Charges
TWTR00415	Transit Bus Priority Markings	60	0	60	Tax Capital
Total		360	0	360	

Note: Numbers may not balance due to rounding.

Program: Transit Vehicles and Equipment

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
TWTR00151	Transit Capital Equipment Acquisition - Maintenance Section	145	0	145	Gas Tax
TWTR00227	Transit Revenue Equipment - Replacement	10	0	10	Gas Tax
TWTR00307	Transit Security Vehicles & Equipment - Replacement	40	0	40	Gas Tax
TWTR00310	Transit Other Vehicles (Vans/Cars/Trucks) Acquisitions - Replacement	85	0	85	Gas Tax
TWTR00353	Transit Hastus Module	500	0	500	Gas Tax
TWTR00354	Transit CityLink Upgrades	125	0	125	Gas Tax
Total		905	0	905	

Note: Numbers may not balance due to rounding.

Proposed 2020-2029 Capital Budget by Sub-Program (\$000s)

The following tables provide a listing of capital forecast by sub-program for 2020-2029.

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Buses											
TRANSIT Bus Equipment	50	10,000	2,000	0	0	0	0	0	0	0	12,050
TRANSIT Bus Major Component Replacement	5,600	5,800	6,000	6,100	6,345	6,400	6,600	7,000	7,200	7,400	64,445
TRANSIT Bus Replacement	13,200	44,900	38,961	31,443	16,424	28,762	24,562	12,881	11,662	32,205	255,000
TRANSIT Fleet Expansion	0	12,000	0	6,000	0	0	0	6,000	0	7,589	31,589
Subtotal	18,850	72,700	46,961	43,543	22,769	35,162	31,162	25,881	18,862	47,194	363,084

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Higher Order Transit											
TRANSIT Bus Rapid Transit	0	0	0	0	0	0	0	0	0	0	0
TRANSIT Hurontario Corridor	0	1,888	3,586	4,172	0	0	0	0	0	0	9,647
Subtotal	0	1,888	3,586	4,172	0	0	0	0	0	0	9,647

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
On-Street Facilities											
TRANSIT Mini Terminals, Bay & Bus Loops	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	100	9,100
TRANSIT Passenger Shelters, Pads, Signs	359	359	713	359	359	359	359	359	359	190	3,775
Subtotal	1,359	1,359	1,713	1,359	1,359	1,359	1,359	1,359	1,359	290	12,875

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Other Transit											
TRANSIT Minor Improvements	70	70	70	70	70	70	70	70	70	70	700
TRANSIT Surveys/Studies	135	750	0	250	400	250	0	250	0	650	2,685
TRANSIT Transit Technology	1,260	3,250	150	0	0	0	0	0	0	0	4,660
Subtotal	1,465	4,070	220	320	470	320	70	320	70	720	8,045

Proposed 2020-2029 Capital Budget by Sub-Program (\$000s) (Cont'd)

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Transit Buildings											
TRANSIT New Construction	360	400	400	2,400	400	400	400	2,400	300	0	7,460
Subtotal	360	400	400	2,400	400	400	400	2,400	300	0	7,460

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Transit Vehicles and Equipment											
TRANSIT Equipment	780	155	205	155	10	205	155	155	205	155	2,180
TRANSIT Vehicles	125	280	240	315	260	180	210	40	520	0	2,170
Subtotal	905	435	445	470	270	385	365	195	725	155	4,350
Total Expenditures	22,939	80,852	53,325	52,264	25,268	37,626	33,356	30,155	21,316	48,359	405,461

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



Roads

2020-2023 Business Plan
& 2020 Budget

Foreword

Our Vision for the Future

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

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40-year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into the 16 Services Areas (including the Stormwater Program) that are outlined in this Plan. The 2020-2023 Business Plan and 2020 Budget document details how and where the City plans to allocate resources to deliver programs and services.

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

Table of Contents

Executive Summary of Roads	3
Core Services	4
Vision, Mission, Goals of Service and Service Delivery Model.....	4
Current Service Levels and Trends.....	5
Performance Measures and Results.....	8
Balanced Scorecard.....	9
Awards and Achievements.....	10
The 2020-2023 Business Plan Outlook	12
Planning for the Future.....	12
Finding Efficiencies	14
Advancing the City's Strategic Plan	15
Transforming our Business with Technology	17
Maintaining Our Infrastructure.....	18
Managing Our Human Resources.....	19
Proposed Operating Budget	22
Operating Budget Details	23
Proposed Budget by Program.....	23
Summary of Proposed Budget.....	24
Proposed Cost Increase Required to Maintain Current Service Levels.....	25
Proposed New Initiatives and New Revenues	26
Proposed Capital Budget	45
Proposed 2020-2029 Capital Budget by Program	45
Proposed 2020-2029 Capital Budget by Funding Source	46
Proposed 2020 Capital Budget Detail	47
Proposed 2020-2029 Capital Budget by Sub-Program	52



Executive Summary of Roads

Mission: To plan, develop, construct and maintain a multi-modal transportation system which efficiently and safely moves people and goods, respects the environment, supports the development of Mississauga as a 21st century city and serves the municipality's social, economic and physical needs.

Services we provide:

- Planning, design, construction, operation and maintenance of roadways, bridges, the cycling network, sidewalks, noise walls and related infrastructure
- Management of the City's traffic signals, street lighting, municipal parking, and fleet of vehicles (with the exception of transit and fire vehicles)

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

Interesting facts about this service:

- Our transportation infrastructure is the largest asset owned and operated by the City (replacement value of \$4.7 billion)
- The \$4.7 billion is made up not only of bridges, culverts and roads but also noise walls, the active transportation network, public parking lots, and the street light and traffic signal systems
- The City has 5,660 lane kilometres of road network
- The City's cycling network includes approximately 570 kilometres of multi-use trails, park paths, bicycle lanes and signed bike routes
- The cycling network laid out in the 2018 Cycling Master Plan update will result in 897 kilometres of infrastructure to be built over 27 years

Highlights of the Business Plan include:

- Capital and operating investment to implement the Council-approved Transportation Master Plan (TMP) and its Action Plan including the Vision Zero Program Leader position
- Capital investments in major roads such as the Goreway Grade Separation and Active Transportation facilities
- Initiating or continuing Transit Project Assessment Processes (TPAPs) and Environmental Assessments (EAs) for key transit projects – Dundas Bus Rapid Transit (BRT), Lakeshore Higher Order Transit (HOT) and the Downtown Mississauga Terminal and Transitway Connection (DMTTC)
- Technology system updates for our Fleet Management Information System and our Telematics contract
- Developing a robust, comprehensive and integrated Asset Management Plan for all road-related infrastructure including addressing the ongoing pressures on our Roadway Rehabilitation Program
- Operating investments to help maintain service levels, and improved customer service through Lean initiatives

Net Investment (\$000s)	2020	2021	2022	2023
Operating	65,995	69,771	71,569	72,461
Capital	85,848	70,936	82,485	81,080
Full Time Equivalents	472.9	472.9	468.9	466.9

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

To deliver a world-class transportation network while upholding community standards and enhancing quality of life.

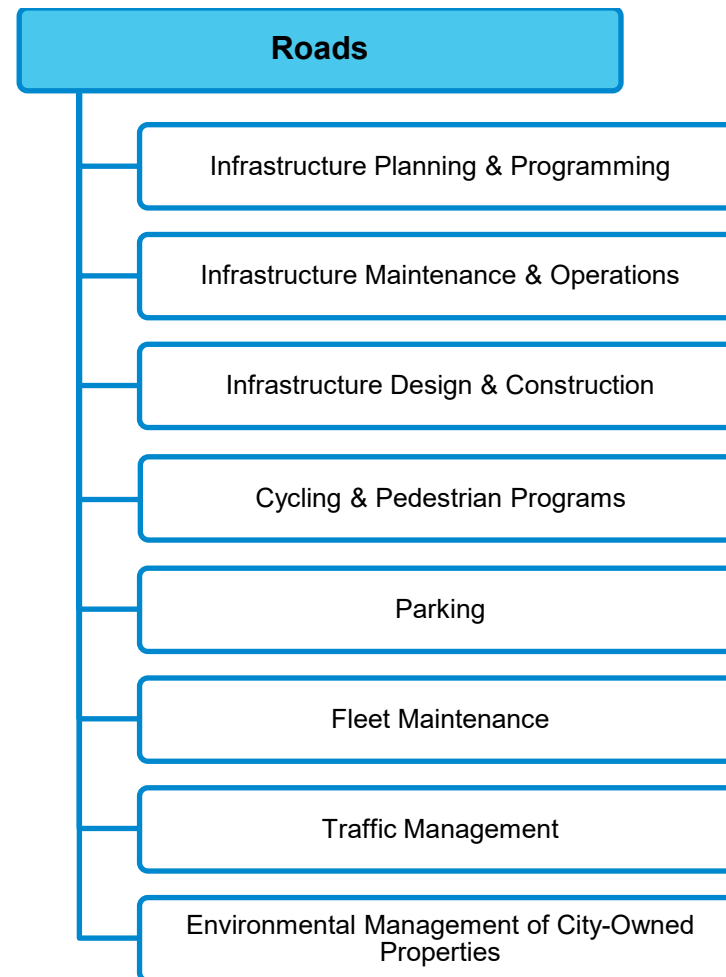
Mission

To plan, develop, construct and maintain a multi-modal transportation system which efficiently and safely moves people and goods, respects the environment, supports the development of Mississauga as a 21st century city and serves the municipality's social, economic and physical needs.

Goals of Service

- **Maintain** our infrastructure in a state of good repair, with focus on a safe and efficient urban mobility system
- **Plan, design, and construct** an adaptable transportation network for all users and modes of transport
- **Deliver** quality and timely departmental services
- **Apply** progressive asset management practices to achieve cost containment and value for money
- **Recognize and develop** employees and create an empowered employee culture to meet current and future challenges

Service Delivery Model



Current Service Levels and Trends

The management of infrastructure assets is accomplished through a number of operational activities; the existing service levels for these activities are summarized below.

Infrastructure Programming: Develop an appropriate 10-year Capital Budget in accordance with lifecycle asset management practices and meet budget preparation and construction timelines.

Long-range Planning and Policy Development: Develop and implement appropriate plans and strategies to guide decision making.

Transportation Master Plan: Council approved the City's first Transportation Master Plan (TMP) in May 2019. The TMP identifies 91 Action Items that will allow Mississauga to achieve its vision for mobility for 2041. There are 57 Action Items that are to be initiated in the first five years.

Road Safety: The TMP places a great emphasis on road safety and has identified 32 action items that will improve safe conditions for all road users and support Vision Zero, 24 of which are to be initiated in the first five years.

Traffic Control Signals: Repair or replace all traffic control signals within times specified in the Minimum Maintenance Standards.

Pavement Marking Maintenance: Re-application of all white pavement lines on streets twice per year and all yellow pavement lines on streets once per year.

Roadway Sign Maintenance: Replace all stop signs that are broken, damaged, illegible, improperly oriented or missing within three hours of being notified.

Active Transportation: Plan annual sidewalk and cycling network programs in accordance with the Cycling Master Plan

and transit accessibility priorities. Develop and implement transportation demand management initiatives to encourage and foster sustainable transportation.

Winter Maintenance: Clear all major arterial and collector roads, sidewalks and bus stops within 12-24 hours, and residential roads within 24-36 hours depending on accumulation.

Customer Service: Respond to all emergency-related service requests as soon as practical, and investigate all non-emergency service requests within three days and respond within 10 days.

Bridges and Culverts: Inspect all bridges and culverts every two years (by a qualified engineer) and maintain in a safe condition.

Average Road Network Condition: Assess roadway pavement conditions every four to five years in accordance with provincial and industry standards, and maintain in a safe condition.

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

Street Lighting: Maintain and operate the street light network in accordance with established service response times. Respond to malfunctioning lamps within the range of 24 hours to 10 business days based on the location and quantity.

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

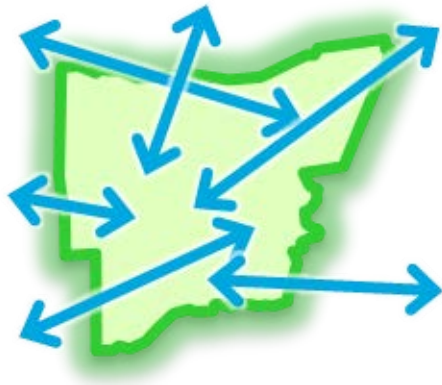
Municipal Parking: As Mississauga grows through intensification, the Parking Master Plan provides the City with the framework for developing, maintaining, and managing municipal parking infrastructure.

Fleet Services: Ensure that vehicles and equipment are ready when required. Maintain an excellent compliance rating with our Ministry of Transportation fleet inspections and Commercial Vehicle Operator's Registration. Green the fleet.

Service Level Trends

Mississauga continues to mature as a city. Aging infrastructure and the need to balance service levels with affordability pose significant pressures and challenges for this service area.

The safety of all road users as well as traffic congestion remain high on the public agenda. Growth within our city and surrounding municipalities continues to put additional pressure on Mississauga's road infrastructure.



Mississaugans make 420,000 trips per day across the city boundary; people living outside Mississauga make 670,000 trips per day to and from the city

The City completed a comprehensive Transportation Master Plan (TMP) to address all aspects of transportation in Mississauga over the next 25 years. The TMP developed a consolidated vision for the future of mobility in Mississauga and established an overarching policy framework and action plan to guide investment in transportation infrastructure and services. As more people travel to, from, around and through Mississauga without driving their own cars, the City looks for new ways to enhance our existing infrastructure, so that past investments continue to serve present needs well into the future.

Road Safety remains a high priority and can be seen in City Council's decision to adopt Vision Zero, a framework which focuses on preventing and ultimately eliminating all pedestrian, cyclist and motorist fatalities and injuries on city streets. In a Vision Zero city, safety is prioritized over factors which traditionally influence transportation decision making, such as cost, vehicle speed and delay, and vehicular level of service. The City will be hiring a Vision Zero Program Leader to ensure the Vision Zero approach is implemented in business units across the corporation, coordinate projects, keep City Council and Committees informed, present progress reports, lead projects and develop expertise in Vision Zero advancements.



An Advanced Transportation Management System (ATMS) has been built and the City is continuing to develop and implement strategies to leverage its advanced capabilities to encourage the use of transit, walking and cycling as alternate modes of transportation.

A key component of mobility within Mississauga now and in the future is ensuring that appropriate investments are made in higher order transit initiatives. As a result, the City is carrying out Transit Project Assessment Processes (TPAPs) and Environmental Assessments (EAs) for key transit projects – Dundas BRT, Lakeshore HOT Corridor and the Downtown Mississauga Terminal and Transitway Connection. The completion of these studies will position the projects well to obtain funding from senior levels of government to proceed to detailed design and construction.

There is a growing need for the City to provide municipal parking to meet increasing demand and as a tool in city building. To assist with this, the City completed the Parking Master Plan and Implementation Strategy (PMPIS), which included a review of the needs and opportunities for parking.

Through a competitive procurement process, the supply, support and implementation of a modern Fleet Management Information system (FMIS) will be implemented in 2022. 'Faster' is the FMIS that Fleet Services and Fire use to manage the lifecycle, from acquisition to disposal, of all Fleet assets. Procurement of a system that will support the ongoing efforts in both Fleet Services and Fire to find efficiencies, lower the total cost of ownership and maximize the value of each asset is essential.

As a result of increasing public demand for accessible infrastructure, coupled with legislative requirements, Mississauga is becoming a more accessible City. There is pressure on the Roads Service Area to design, operate and maintain accessible road-related infrastructure. Meeting and exceeding these accessibility standards, and providing mobility options for everyone, is an evolving practice for this service area.

Overarching themes for this service area continue to be public safety, responsible delivery, and maintenance of infrastructure in a state of good repair. Accessibility is also affecting maintenance, particularly winter maintenance – making bus stops and priority sidewalks more accessible by performing winter maintenance sooner.

Looking internally, with changing trends in workforce demographics, it is critical for the City to proactively implement talent management and succession planning strategies. There are several initiatives underway to attract, develop and retain staff within the Roads Service Area. These include internship programs, in-house training opportunities, and divisional support resources.

Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability.

Balanced Scorecard

A Balanced Scorecard groups measures in four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. By paying attention to all four areas, an organization can retain balance in its performance and ensure that it is moving toward the attainment of its goals.

Below are descriptions of the measures tracked in this Service Area's Balanced Scorecard. The Balanced Scorecard that follows shows trends since 2016 and expected outcomes up to 2023.

Financial Measures

Average road and bridge/culvert maintenance cost per m² of surface area is a measure of the City's ability to manage cost pressures associated with aging infrastructure, while providing consistent services levels.

Average winter maintenance operating cost per lane km is a measure of the City's ability to balance winter maintenance operating costs with defined service levels.

Annual gross parking revenue is a measure that describes the revenue the City realizes from fees charged for parking. Any surplus parking revenues are transferred to the parking reserves and funds from the reserves are used for parking improvements, initiatives and capital projects.

Customer Measures

Citizen satisfaction with road services indicates how satisfied residents are with road safety, street lighting, snow removal, and the pedestrian-friendliness and cyclist-friendliness of roads.

Citizen satisfaction with road safety indicates how satisfied residents are with their perceived level of safety while using the roads for various modes of transportation and leisure.

Employee Measures

Overall job engagement indicates the extent to which employees feel engaged in decision making at the City.

Employee satisfaction measures the extent to which employees value, enjoy, and believe in what they do.

Internal Business Process Measures

Percentage of roads in good condition or better measures the City's ability to manage lifecycle asset management programs for roads. Pavement condition surveys are conducted every four to five years, whereby a condition rating based on Ontario Ministry of Transportation standards is applied to every City-owned road in Mississauga. For this measure, there is a minimum service level target of 70 per cent.

Percentage of bridges in good condition or better is a measure that indicates the City's ability to manage lifecycle asset management programs for bridges and culverts. Mandatory bridge and culvert condition surveys are performed every two years whereby a condition rating is applied to every City-owned bridge and culvert in Mississauga. For this measure, there is a minimum service level target of 85 per cent.

Percentage of City-owned intersections that function at or below planned capacity is a measure of the efficiency with which traffic moves through intersections within the City.

Percentage of time that winter maintenance response times are met measures the frequency with which the City meets its service level objectives for winter operations.

Balanced Scorecard

Measures for Roads	2016 (Actual)	2017 (Actual)	2018 (Actual)	2019 (Plan)	2020 (Plan)	2021 (Plan)	2022 (Plan)	2023 (Plan)
Financial:								
Average road operating cost per lane km ¹	\$2,170	\$2,155	\$1,922	\$2,037	\$2,139	\$2,246	\$2,358	\$2,476
Average bridge/culvert maintenance cost per m ² of surface area ¹	\$5.20	\$4.38	\$5.50	\$5.78	\$6.07	\$6.37	\$6.69	\$7.03
Average winter maintenance operating cost per lane km ¹	\$4,189	\$3,595	\$3,955	\$5,040	\$5,292	\$5,557	\$5,834	\$6,126
Annual gross parking revenue (\$000s)	\$1,929	\$2,449	\$2,383	\$2,065	\$2,420	\$2,500	\$2,600	\$2,700
Customer:								
Citizen satisfaction with road services ²	N/A	70%	N/A	72%	N/A	74%	N/A	76%
Citizen satisfaction with road safety ²	N/A	79%	N/A	85%	N/A	88%	N/A	89%
Employee:								
Overall job engagement ³	N/A	N/A	70%	N/A	N/A	72%	N/A	N/A
Employee satisfaction ³	N/A	N/A	75%	N/A	N/A	77%	N/A	N/A
Internal Business Process:								
Percentage of roads in good condition or better ¹	77%	62%	62%	52%	49%	46%	43%	41%
Percentage of bridges in good condition or better	90%	83%	83%	85%	85%	85%	85%	85%
Percentage of City-owned intersections that function at or below planned capacity	87%	87%	86%	85%	84-85%	84-85%	84-85%	84-85%
Percentage of time that winter maintenance response times are met	100%	100%	100%	100%	100%	100%	100%	100%

¹ Municipal Performance Measurement Program (MPMP) definitions are used

² The Mississauga Citizen Satisfaction Survey is completed once every two years (2017, 2019, 2021, and 2023)

³ The Employee Engagement Survey is completed once every three years (2018 and 2021)

Awards and Achievements

Awards

The completion of the City's construction of the Mississauga Transitway was recognized by the OPWA (Ontario Public Works Association) with its **2018 Project of the Year Award** (Transportation, greater than \$50 million category).



OPWA 2018 Project of the Year Award – Mississauga Transitway Team



The 2018 Urban Design Awards presented the Mississauga Transitway team with the **2018 Award of Merit** for the criteria Significance at a City-wide scale, Living Green, Innovation, and Execution. The team also won the **2018 Healthy by Design Award**. Both awards were for the Mississauga MiWay Stations.

Achievements

The City's first Transportation Master Plan was endorsed by City Council on May 8, 2019. This plan outlines a vision, six goals and over 90 action items to guide the future of the City's transportation system from today to 2041. This includes a commitment to advancing Vision Zero, a strategy to eliminate all traffic fatalities and injuries.

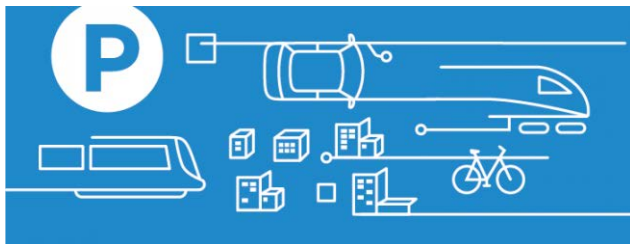


The City's first Transportation Master Plan was based on the study Mississauga Moves

The Lakeshore Connecting Communities Transportation Master Plan was completed. The plan sets out a long-term vision for transit and corridor improvements along Lakeshore Road from 2020 to 2041 that will support waterfront development.



The Parking Master Plan and Implementation Strategy (PMPIS) was completed and approved by Council.



Parking Master Plan graphic

Greening our fleet:

- We have started to replace all of the ice resurfacers in the City's recreation facilities with fully electric units. Each unit could yield a cost savings of \$75,000 over its lifecycle due to reduced maintenance and fuel costs
- We added 10 Plug-in Hybrid Vehicles to our fleet in 2018
- We secured a fully electric stage trailer for Parks, Forestry & Environment to use at park openings, events, and demonstrations



Completion of the Creditview Road bridge renewal – includes a new cycling platform on the west side of the bridge



Completion of the Stavebank Road/Lakeshore Road intersection realignment project



Completion of bicycle crossrides on Burnhamthorpe Road

Emergency and Unplanned Projects

The Roads Service Area continues its involvement in leading the response to significant weather events including high water levels along Lake Ontario.

The 2020-2023 Business Plan Outlook

Planning for the Future

Urban Mobility

The City landscape is changing. Future transit and infrastructure demands on the Roads Service Area require the planning, development and implementation of our forward-thinking Master Plans (the Transportation, Cycling and Pedestrian Master Plans) to position ourselves as a progressive Service Area and municipality. As part of this, we will be looking to deliver on the short-term action plan items coming out of the Transportation Master Plan over the next couple of years.

Regional transit planning with a focus on multi-modal transportation is a key focus in our Master Plans. The City will be initiating or continuing Transit Project Assessment Processes (TPAPs) and Environmental Assessments (EAs) for the Dundas BRT, the Lakeshore HOT Corridor and the DMTTC in 2020. These transit projects will build on the extensive public stakeholder engagement that was conducted as part of the Dundas Connects Master Plan and Lakeshore Connecting Communities Transportation Master Plan.



Lakeshore Connecting Communities graphic

Phased implementation of the Cycling Master Plan will allow the City to continually improve our multi-modal transportation system and resources available to residents. Implementation strategies and funding for initiatives such as the Transportation Demand Management Strategy and the Tour de Mississauga will encourage the use of more sustainable transportation options including cycling, walking, using transit and carpooling.

With the implementation of the Hurontario Light Rail Transit (HuLRT) Project, there will be additional long-term operations and maintenance costs associated with the enhanced streetscape and “Complete Street” requirements of the project that will have to be accommodated within future operating budgets. Additional operations and maintenance costs will arise from wider sidewalks, boulevard cycling facilities, decorative paving treatments, and enhanced crosswalk paving treatments; street furniture including benches, bike racks, and waste receptacles; and bollards, retaining walls and noise walls. Additional snow removal will also be required within the boulevard areas to address the cycling facilities, wider sidewalks and general lack of snow storage opportunities with the enhanced streetscape elements.



Rendering of the HuLRT Robert Speck Parkway stop

Asset Management

The planned replacement of the Fleet Management Information System (FMIS) is critical to the ongoing efforts in Fleet Services to find efficiencies, lower the total cost of ownership and maximize value from each asset. Quality data is essential to achieving these goals, and the continued use of a quality FMIS is central to that goal.

In 2017, the Province of Ontario introduced and enacted the *Asset Management Planning for Municipal Infrastructure Regulation*. The Regulation required all municipalities to prepare and publish a Strategic Asset Management Policy by July 1, 2019, and to develop enhanced Asset Management Plans for core infrastructure – which includes roads, bridges and culverts – by July 1, 2021. The recently acquired Road Pavement Management System and the Bridge Management System will assist the City in developing the required Asset Management Plans by maintaining a complete inventory of road and bridge assets and the condition of these assets. The systems, inventories and plans will help ensure that cost-effective treatments to maximize the life expectancy of our roads and bridges are selected while minimizing risk to users throughout the infrastructure's lifecycle.

As part of the development of the Roads Asset Management Plan a strategy will be developed to address the funding shortfall within our Roadway Rehabilitation Program. The recently completed pavement condition survey revealed that the condition of our roads is continuing to deteriorate and additional funding is required to keep the roads in a state of good repair.



Lakeshore Road in Port Credit

Service Delivery

The City has grown substantially over the last 20 years and development continues to intensify. In addition, demand for roads maintenance and service levels is increasing, particularly for winter maintenance. In order for the Roads Service Area to meet maintenance and operational service levels in the coming years, a Yard Master Plan is being developed, with a view to determining the Roads and Parks and Forestry service areas short-, medium- and long-term yard requirements.

Given the more urban and congested environment of the City, the review of development applications and their transportation-related components has become more complex in nature. Investment in an additional Traffic Planning Technologist is planned for 2020 in order to meet service levels for the review of these applications and the associated Transportation Impact Studies.

People and Culture

The Roads Service Area is actively preparing for the coming changes in our workplace demographics. With a significant portion of our workforce being eligible to retire in the next five years, effective succession planning and talent management strategies are essential. These strategies will also be an integral part of fostering a culture of employee innovation and satisfaction going forward. In 2017, the Works, Operations and Maintenance (WOM) Division implemented the Supervisory development program, which ensures that we continue to develop staff to be ready to take on more responsible roles. Building on the success of the Engineering Internship Program, a Technologist Internship Program was initiated in 2019. The program will allow us to develop trained and knowledgeable technologists that will be qualified to take on permanent vacant positions that become available due to retirements.

Finding Efficiencies

Lean Program

The City's Lean Program focuses on strengthening the organization's culture of continuous improvement and instills Lean concepts and principles as a way of work in every Service Area. The program focuses on maximizing customer value and minimizing waste along with empowering staff at all levels to problem-solve on a daily basis.

Since becoming permanent in 2016, the Lean program has delivered significant results. Over 300 Roads staff have received introductory White Belt Training; six staff have received intermediate Yellow Belt Training (plus five more in progress), and four staff have received advanced Green Belt Training (plus three more in progress). Twenty projects (including rapid improvements) and 315 small improvements have produced such enhancements as improved customer experience, faster processing times, higher quality and lower costs. (For definitions of classifications, see the Glossary.)

Some highlights of the many projects and small improvements completed include:

- Maintenance Contract Inspections review – reduced the time required to upload Utility Restoration Work Orders by 94 per cent by utilizing mobile tablets, defining roles and responsibilities and utilizing bulk work orders
- Municipal Parking Form consolidation – consolidated multiple forms into Infopath forms with approval workflows resulting in over 900 hours saved and annual cost avoidance of \$38,500
- Expanded use of Webex – improved flow of work and realized an annual cost avoidance of \$17,500
- Time Saving for Inspectors Working Out of Satellite Yards – eliminated the requirement to start and end the day at the head Mavis Yard, instead being dispatched out of satellite yards and realized a cost avoidance of \$27,500

Completed Initiatives					Total Benefits	
Improvement Type	2014-2017	2018	Sept 2019	Total	Type	Total
Small Improvement	76	132	107	315	Cost Savings and Avoidance	\$1,741,176
Rapid Improvement	1	5	6	12	Customer Service Improvements	201
Project	5	2	1	8	Safety Improvements	61
Total	82	139	114	335	Environmental Improvements	98

Advancing the City's Strategic Plan

The City's Vision and Strategic Plan are the starting points for our annual business planning and budgeting cycle. The 40-year Strategic Plan, Our Future Mississauga, is built on five pillars – **move, belong, connect, prosper, and green**. Business plans are designed to strengthen aspects of these pillars to support the attainment of Mississauga's Vision.

Below are examples of how the initiatives of the Roads Service Area relate to the Strategic Plan pillars.

move - developing a transit oriented city

- Actively developing and implementing master plans, programs and projects that encourage transit usage, including the TMP, the Transportation Demand Management Strategy, and various Metrolinx initiatives
- Initiating/continuing TPAPs and EAs for the Dundas BRT, Lakeshore HOT corridor and the DMTTC
- The ATMS will allow us to better respond to changing traffic conditions, and adjust traffic signals at busier times to keep the City moving. ATMS will also allow Transit Signal Priority at some intersections to provide more priority to buses
- Municipal Parking through the PMPIS will improve the state of parking in the City by right-sizing requirements and modernizing parking permits and permissions that will support the City's Strategic Plan
- Prioritizing winter maintenance on priority sidewalks and at bus stops sooner

belong - ensuring youth, older adults and new immigrants thrive

- Continuing to meet and exceed *Accessibility for Ontarians with Disabilities Act* requirements through the installation of tactile warning strips and audible pedestrian signals
- The Active Transportation Coordinator will lead the School Walking Routes program, coordinate infrastructure programs supporting active school travel, and coordinate cycling education and skills training for students

connect - completing our neighbourhoods

- EAs are underway to complete our road network and Capital Works Delivery Resourcing is being requested to build these plans
- The 2018 Cycling Master Plan provides a framework for increasing the amount of safe, connected, convenient and comfortable cycling infrastructure that will contribute to safer cycling in our city and ultimately achieve our vision of increasing the number of residents who choose to cycle

prosper - cultivating creative and innovative businesses

- Providing a road, transit, and pedestrian network that supports our corporate centres to ensure fast and efficient access to these employment nodes

green - living green

- Cycling and walking are embedded in our Strategic Plan; cycling and pedestrian facilities translate into a healthier, more environmentally-friendly, multi-modal city
- The phased implementation of the Cycling Master Plan and the development of Pedestrian and Transportation Demand Management Strategies ensure more green infrastructure and transportation options to come
- Implementation of a robust marketing and education strategy around cycling will help build a culture of cycling

Transforming our Business with Technology

Technology plays a critical role in the delivery of efficiencies for the Roads Service Area. Through updating existing technology systems and bringing new systems online, the Roads Service Area will continue to improve service delivery and focus on increasing efficiencies, for internal business processes and for our residents as well.

Achieving Cost Savings and Driving Efficiencies

Fleet Management Information System (BR# 5980)

Through a competitive procurement process, the supply, support and implementation of a modern Fleet Management Information system (FMIS) will be implemented in 2022. 'Faster' is the FMIS that Fleet Services and Fire use to manage the lifecycle, from acquisition to disposal, of all Fleet assets. Procurement of a system that will support the ongoing efforts in both Fleet Services and Fire to find efficiencies, lower the total cost of ownership and maximize the value of each asset is essential. In addition, mobile technology, including tablets, will be acquired for each technician, which will enable them to access system information, technical repair information and order parts all without leaving their workstations.

The **Advanced Transportation Management System (ATMS)** implementation has reached two major milestones. The upgrading of Traffic Signal Communications and the transitioning to a new Traffic Control System have been completed.

Implementation of the ATMS continues with a demonstration pilot of **Intelligent Transportation System (ITS)** initiatives along the Dundas Street corridor between Ninth Line and Mississauga Road. The pilot will enable adaptive/responsive traffic controls to automatically adjust traffic signal timing and provide motorists

with prevailing travel times. The ongoing development of a proactive ATMS will allow the City to actively monitor travel conditions, influence the operation of traffic signals, disseminate information and interact with other transportation modes and agencies, with an overall view to lessening congestion and its effects on the road network. This system will position Mississauga to be a leader in transportation management.

Telematics Project (BR #5981)

The current telematics (TMX) contract term will be expiring at the end of October 2020. A new contract must be implemented for the winter of 2020/2021. Through a competitive procurement process, a responsive and responsible vendor will be selected to provide a robust solution with a true partnership mindset. A high level of innovation is required by the vendor and the solution must have the features required so that we can manage our resources through accurate data, intelligent analytics and exception analysis.

The potential return on investment for a new TMX solution directly relates to successful implementation, contract management and system management to achieve the initial goals of reducing idling and reducing winter road salt consumption which will be led by our Fleet Business Improvement Specialist.

Leveraging Technology to Improve Service Delivery

Parking Master Plan and Implementation Strategy (PMPIS)

The PMPIS was approved in 2019 and provides direction on the purpose and intent of parking policy and operations. This plan includes a technology component that considers and provides recommendations on the technological impacts of and opportunities relating to smart parking, mobile payment, demand-responsive pricing, licence plate recognition and future autonomous vehicle parking.

Maintaining Our Infrastructure

To ensure our infrastructure is responsibly maintained, we must define a reasonable state of good repair and set priorities to maintain this state of good repair. This involves addressing growth concerns and developing an economic lens for infrastructure.

There are a number of initiatives planned in order to both maintain and support Mississauga's infrastructure needs. Some of these initiatives include the following planned and proposed Budget Requests.

Capital Works Delivery Resourcing (BR #5986)

The average annual approved and forecasted budget (2019-2022) for the Roads and Stormwater Capital Programs is \$132 million. This represents an increase of more than 60 per cent over the previous average annual capital budget (2018-2021). This growth in the Capital Programs necessitates an increase in the current staff complement in order to ensure the ongoing delivery of these critical programs.

Traffic Planning Technologist (BR #5914)

With the City intensifying, development applications are becoming more complex in a more urban and congested environment. This complexity extends to the transportation-related components of the applications, requiring more staff time to review these applications and their associated Transportation Impact Studies. The objective is to meet the City's service level expectations for processing development applications related to traffic issues, including operations, safety, site and network circulation, road right-of-way requirements and easements.

Yards Master Plan

The City has grown substantially over the last 20 years and development continues to intensify. In addition, demand for roads maintenance and higher service levels is increasing, particularly for winter maintenance. In order for the Roads Service Area to meet maintenance and operational service levels in the coming years, a Yard Master Plan is being developed, with a view to determining the Roads and Parks, Forestry & Environment service areas' short-, medium- and long-term yard requirements.

What have we done?

The following infrastructure improvements and accomplishments have been achieved over the past year in order to maintain our infrastructure in a state of good repair:

- Rehabilitated 51 streets, three bridge structures and replaced two culverts
- Completed two intersection improvements
- Completed two Environmental Assessments
- Installed 1.6 kilometres of new noise barriers
- Installed three new traffic signals
- Development Construction serviced over 2,200 active building permit files and 95 servicing/municipal works/development/condominium agreements
- Development Engineering processed over 70 rezoning applications, 19 draft plan of subdivision applications, 11 condominium applications, 600 site plan applications, and 20 development-related agreements with municipal infrastructure
- Installed 7.65 kilometres of multi-use trails at nine locations
- Installed 1.8 kilometres of new sidewalks at four locations

Managing Our Human Resources

Workforce Analytics

The Roads Service Area faces similar challenges to those experienced by other large operational environments when it comes to competing for, attracting and retaining skilled talent to address growth needs and manage impending turnover due to retirements. One hundred and thirty-five staff, or 32 per cent, are eligible to retire in the period 2020-2023. The Roads Service Area has introduced talent management and succession planning programs targeted at addressing the anticipated significant turnover of staff in key areas.

Our Structure

The Roads Service Area is made up of three divisions, which in tandem provide effective and efficient planning, design, construction, operation, maintenance and overall governance of Mississauga's roadways, bridges, sidewalks and related infrastructure:

- Infrastructure Planning and Engineering Services (IPES)
- Traffic Management and Municipal Parking (TMMP)
- Works, Operations and Maintenance (WOM)

Our Talent

The Roads Service Area is made up of a mix of highly skilled technical staff with various professional backgrounds, complemented by highly dedicated front-line service delivery staff. The following is being done to foster a culture of motivated career development and employee engagement and innovation:

- Roads Service Area staff are trained on continuous improvement and project management best practices (i.e., Lean, Project Management)

- Support is provided to staff to gain and maintain relevant accreditation, i.e., Professional Engineer (P. Eng.), Project Management Professional (PMP) designations

Critical Roles/Functions to Achieve Business Goals

Engineers and Technologists play a critical role in delivering the services within the Roads Service Area. The roles that they fulfill include: Capital Project Managers, who are responsible for the design, construction and rehabilitation of roads, bridges, culverts and active transportation infrastructure; Transportation Project Engineers, who carry out Environmental Assessment Studies for modifications to our road network and coordinate major road projects; and Traffic Planning Technologists, who review traffic operations impacts of development applications. Additional key roles with the Service Area include Geotechnical and Contract Compliance Coordinators, as well as Surveyors and Inspectors that provide services to Capital Works, Maintenance Contracts, Development Construction and other key clients.

Talent Needs

As workforce demographics continue to change, the Roads Service Area has introduced initiatives to address turnover and obtain the best candidates for future positions. The following initiatives have been put in place to manage the future changes to our workforce:

- Talent management and succession planning programs targeted at addressing the anticipated significant turnover of staff in key areas
- In 2017, the Works, Operations and Maintenance (WOM) Division implemented the Supervisory development program, which ensures that we continue to develop staff to be ready to take on more responsible roles

-
- Leveraging of co-op student opportunities and relationship-building with local technical school communities
 - The Engineer-in-Training Internship Program was introduced in 2016 to attract and retain civil engineering skill sets across the Roads Service Area
 - The Technologist Internship Program, introduced in 2019, aims to produce trained, experienced and certified Technologists that are qualified to take on permanent positions that become available due to retirements

In addition to fostering excellence in our current dynamic workforce, there are coming needs to strategically expand and redesign our workforce through strategic workforce planning. With a growing and intensifying City, it is essential to expand and redesign the workforce accordingly so we can continue to provide the services necessary to design, construct, operate and maintain the City's road-related assets. Within the four-year budget cycle, the following requests for new full-time staff positions are included:

- One new Vision Zero Program Leader in 2020 to ensure the Vision Zero approach, outlined in the City's Transportation Master Plan (TMP), is implemented in business units across the corporation; coordinate projects; keep City Council and Committees informed; present progress reports; lead projects, and develop expertise in Vision Zero advancements
- One new Traffic Planning Technologist in 2020 in order to meet service level expectations in addressing the increased complexity and effort associated with processing development applications
- One new IT Lead for the Telematics project in 2020 to have the resources required to manage the project and focus on driving operational efficiencies and reducing operating costs
- One contract and one permanent Municipal Parking staff in 2020 are the first in a phased approach to the growth of the team in accordance with the timing of the recommendations of the PMPIS. The completion of the foundational work they will do leads into additional new responsibilities and roles that are intended to improve the organization's provision and management of municipal parking throughout the City
- One full-time Capital Works Delivery project manager in 2020, one in 2021 and the conversion of an existing contract position to permanent full-time in 2020 will provide the staffing level required to deliver future Capital Programs
- One full-time Automated Speed Enforcement (ASE) staff in 2020 to plan, evaluate, and report on ASE program effectiveness and address any concerns or inquiries related to the ASE program
- A conversion of the current Customer Service Representative, Permits contract position to permanent full-time in 2020 to provide the necessary capacity to manage increased service demands associated with processing permit applications
- One new Active Transportation Coordinator in 2020 to lead the School Walking Routes program, coordinate infrastructure programs supporting active school travel, coordinate cycling education and skills training for students, and liaise with the Traffic Safety Council (TSC), the Peel Safe and Active Routes to School Committee, and the local school boards on active school travel

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2019	2020	2021	2022	2023
Corporate Fleet Maintenance	28.5	32.5	32.5	28.5	28.5
Crossing Guards	82.7	82.7	82.7	82.7	82.7
Infrastructure Planning & Engineering	77.4	79.0	79.0	79.0	78.0
Maintenance Control *	139.9	138.4	138.4	138.4	138.4
Municipal Parking	5.0	7.0	7.0	7.0	6.0
Streetlighting	2.0	3.0	3.0	3.0	3.0
Survey & Inspection	59.8	59.8	59.8	59.8	59.8
Traffic Management	70.6	70.6	70.6	70.6	70.6
Total Service Distribution	465.8	472.9	472.9	468.9	466.9

Note: Numbers may not balance due to rounding.

* Cleaning & Litter Pick-Up and Winter Maintenance Programs are included within Maintenance Control

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2020-2023 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The budget for 2019 was \$64.1 million and the proposed budget for 2020 is \$65.9 million.

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for Roads Services is a net increase of \$1,493,800. Highlights include:

- Increase of \$946,000 reflecting labour adjustments and other fringe benefit increases
- Annualization of \$1,300,000 Winter Maintenance on Bus Stops and Priority Sidewalks, funded by Winter Reserve fund
- Increase of \$300,000 for an increased utility maintenance contract
- Increase of \$355,000 for various contracts (bridge repair, emergency repair, waste haulage and disposal, and sidewalk shoulder maintenance) to reflect current pricing
- Increase of \$246,000 in Contractor cost for Traffic Signal repair to reflect three year actuals
- Increase of \$360,000 to transfer to Parking Reserve Fund, as actual net revenues have exceeded expectations. Parking revenue has also been increased by \$335,000
- Decrease of \$129,000 in Utilities (Water, Electricity and Gas)
- Decrease of \$200,000 was identified in Traffic Management for communications service provider migration

Efficiencies and Cost Savings

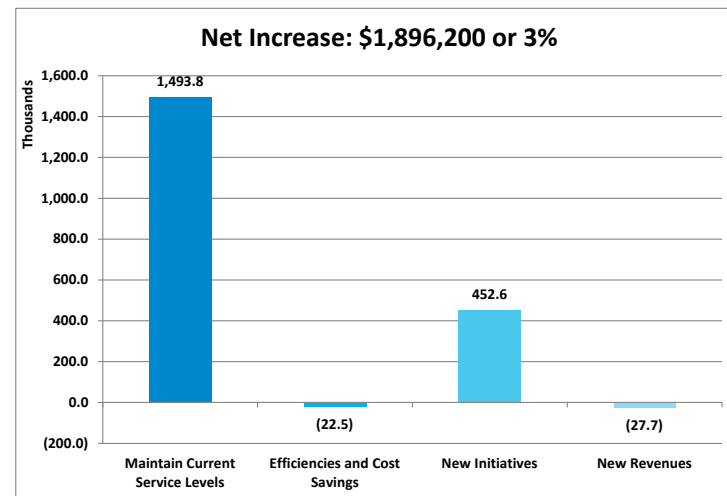
The Roads Service Area plans efficiencies and cost savings of \$22,500. Highlights are as follows:

- Savings of \$5,000 were identified due to a lower requirement for operating materials
- Efficiencies of \$5,000 were realized due to a lower requirement for mileage reimbursement for vehicle use
- \$3,000 in savings realized due to a lower requirement for promotional printing
- \$9,500 in other budget reductions were identified by staff

New Initiatives

Seven of nine new initiatives, with net costs of \$425,000, impact the 2020 operating budget. Details on the initiatives impacting the 2020-2023 operating budgets can be found later on in this business plan.

Proposed Changes for 2020 Net Operating Budget by Category (\$000s)



Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2020-2023, as well as the 2019 Budget and 2018 Actuals by major program within the Service Area.

Proposed Budget by Program (\$000s)

Description	2018 Actuals	2019 Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Expenditures to Deliver Current Services						
Bridges & Watercourses	397	327	387	387	387	387
Cleaning and Litter Pick-up	3,811	3,685	3,909	3,933	3,941	3,950
Corporate Fleet Maintenance	(295)	130	198	251	305	361
Crossing Guards	3,026	3,505	3,546	3,604	3,663	3,722
Engineering and Construction ***	(1,183)	0	0	0	0	0
Infrastructure Planning & Engineering	4,857	5,752	5,902	6,062	6,131	6,248
Maintenance Control	10,067	8,944	9,249	9,451	9,669	9,894
Municipal Parking	2,515	1,854	2,200	2,210	2,220	2,230
Road Sidewalk Maintenance	11,898	10,400	10,455	10,455	10,455	10,455
Streetlighting	5,044	6,018	6,351	6,392	6,511	6,658
Survey & Inspection	793	1,284	1,529	1,670	1,786	1,894
Traffic Management	12,830	13,060	13,126	13,238	13,359	13,484
Winter Maintenance	23,123	23,646	24,951	25,673	26,737	26,759
Total Expenditures	76,883	78,605	81,802	83,326	85,163	86,042
Revenues	(16,624)	(13,457)	(13,882)	(13,882)	(13,883)	(13,883)
Transfers From Reserves and Reserve Funds	(411)	(1,050)	(2,350)	(150)	(150)	(150)
New Initiatives and New Revenues			425	477	439	453
Proposed Net Budget Including New Initiatives & New Revenues	59,848	64,098	65,995	69,771	71,569	72,461
Expenditures Budget - Changes by Year			4%	2%	2%	1%
Proposed Net Budget - Changes by Year			3%	6%	3%	1%

Note: Numbers may not balance due to rounding.

*** Eliminated Program in 2019 due to Internal Re-organization

Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour; operational costs; and facility, IT and support) and revenues are shown by category with the approved 2019 budget for comparison. The three columns to the far right of the table show the totals proposed for 2020 and their dollar and percentage changes over 2019.

Summary of Proposed 2020 Budget (\$000s)

Description	2019 Approved Budget	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Year's Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	Proposed 2020 Budget	\$ Change Over 2019	% Change Over 2019
Labour and Benefits	32,261	677	(10)	277	0	457	0	33,663	1,402	4%
Operational Costs	45,335	1,872	(13)	0	0	337	0	47,532	2,197	5%
Facility, IT and Support Costs	209	33	0	0	0	0	0	242	33	16%
Transfer To Reserves & Reserve Funds	800	360	0	0	0	0	0	1,160	360	45%
Gross Total Expenditures	78,605	2,942	(23)	277	0	795	0	82,596	3,991	5%
Total Revenues	(13,457)	(425)	0	0	0	(370)	0	(14,252)	(795)	6%
Transfer From Reserves & Reserve Funds	(1,050)	(1,300)	0	0	0	0	0	(2,350)	(1,300)	124%
Total Net Expenditure	64,098	1,216	(23)	277	0	425	0	65,995	1,896	3%

Summary of Proposed 2020 Budget and 2021 - 2023 Forecasts (\$000s)

Description	2018 Actuals	2019 Approved Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Labour & Benefits	30,063	32,261	33,663	34,734	35,317	35,953
Operational Costs	44,806	45,335	47,532	48,484	49,652	49,862
Facility, IT and Support Costs	186	209	242	242	242	242
Transfer To Reserves & Reserve Funds	1,829	800	1,160	1,160	1,160	1,160
Gross Total Expenditures	76,883	78,605	82,596	84,620	86,371	87,217
Total Revenues	(16,624)	(13,457)	(14,252)	(14,699)	(14,652)	(14,606)
Transfer From Reserves & Reserve Funds	(411)	(1,050)	(2,350)	(150)	(150)	(150)
Total Net Expenditure	59,848	64,098	65,995	69,771	71,569	72,461

Note: Numbers may not balance due to rounding.

Proposed Cost Increase Required to Maintain Current Service Levels

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

Category	2019 Budget (\$000s)	2020 Proposed Budget (\$000s)	Change (\$000s)	Details (\$000s)
Labour and Benefits	32,261	33,205	945	Increase Reflects Labour Adjustments and Other Fringe Benefit Changes
Administration and Support Costs	209	242	33	Increase in Custodial costs
Advertising & Promotions	139	110	(29)	(\$26) - Decrease to reflect actual three year trend (\$3) - Savings realized due to less promotional printing required
Communication Costs	744	585	(159)	(\$200) - Decrease in Traffic Management for communication migration \$40 - Increase due to parking meter related costs, offset by a decrease in Equipment costs below.
Contractor & Professional Services	31,497	33,399	1,902	\$1,300 - Increase in Winter Maintenance on Bus Stops and Priority Sidewalks, funded by Winter Reserve fund \$355 - Increase in various contracts (Bridge repair, Emergency repair, Waste Haulage & Disposal and Sidewalk shoulder Maintenance) to reflect current pricing \$246 - Increase in Traffic Signal repair to reflect 3 year actual
Equipment Costs & Maintenance Agreements	581	565	(16)	Decrease to reflect actual three year trend, offset by an increase in Communication Costs above
Finance Other	65	65	0	
Materials, Supplies & Other Services	9,026	8,977	(49)	(\$5) - Savings realized due to less operating materials required (\$44) - Decrease to reflect actual 3 year trend, offset by various other operating increases
Occupancy & City Costs	7,011	7,223	212	\$300 - Increase in cost for Utility Maintenance contract \$54 - Increase in lease cost for 201 City Center (\$129) - Net decrease in utilities (Water, Hydro and Gas) for various facilities (\$13) - Decrease in Storm Water Charge for various facilities
Staff Development	173	173	1	
Transfers To Reserves and Reserve Funds	800	1,160	360	Increase to transfer to Parking Reserve fund, as actual net revenues has exceeded expectations. As well, a corresponding increase to Parking Revenues has been reflected.
Transportation Costs	(3,900)	(3,903)	(3)	(\$5) - Efficiencies realized due to less mileage reimbursement for vehicle use
Subtotal - Other Operating	46,345	48,596	2,252	
Total Revenues	(13,457)	(13,882)	(425)	(\$335) - Increase in Parking Revenue to reflect actual, offset by a corresponding transfer to Parking Reserve above. (\$70) - Increase in Site Planning Fees (\$25) - Increase due to introduction of new fees
Transfers From Reserves and Reserve Funds	(1,050)	(2,350)	(1,300)	Increase transfer from Winter Reserve fund for enhanced winter maintenance on Bus Stops and Priority Sidewalks
Subtotal - Revenues	(14,507)	(16,232)	(1,725)	
Total	64,098	65,570	1,471	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by Budget Request (BR) for proposed new initiatives. Each BR is numbered. Detailed descriptions of each Request can be found in the pages following the table.

Proposed New Initiatives and New Revenues

Description	BR #	2020 FTE Impact	2020 Proposed Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2020 to 2023 FTE Impact	2020 to 2023 Capital (\$000s)
New Initiative								
Traffic Planning Technologist	5914	1.0	0	0	0	0	1.0	20
Fleet Management Information System (Faster) Replacement	5980	3.0	0	0	0	0	0.0	1,603
Telematics Project	5981	1.0	69	(63)	(102)	(92)	0.0	639
Vision Zero Program Leader	5985	1.0	110	147	149	152	1.0	2
Capital Works Delivery Resourcing	5986	1.0	2	4	4	4	2.0	31
Active Transportation Coordinator	5987	1.0	80	105	107	109	1.0	20
Automated Speed Enforcement	5991	1.0	69	53	105	157	1.0	22
Parking Master Plan Implementation	5992	2.0	122	229	174	122	1.0	23
Total New Initiatives		11.0	453	475	437	451	7.0	2,360
New Revenues								
Customer Service Representative, Permits	5993	1.0	(28)	2	2	2	1.0	4
Total New Revenues		1.0	(28)	2	2	2	1.0	4
Total New Initiatives and New Revenues		12.0	425	477	439	453	8.0	2,364

Note: Numbers may not balance due to rounding. Amounts are Net.

Proposed Initiative

Traffic Planning Technologist

Department

Transportation & Works
Department

Service Area

Roads

Description of Budget Request

This Budget Request is seeking an additional Traffic Planning Technologist position (one FTE) at the Grade E level for the Transportation Projects Office in the Transportation Infrastructure Management section, starting in 2020. The objective is to meet the City's service level expectations for processing development applications related to traffic issues, including operations, safety, site and network circulation, road right-of-way requirements and easements.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	79.9	105.2	106.9	108.6
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	79.9	105.2	106.9	108.6
Tax Levy Requirements	0.0	0.0	0.0	0.0
* Net Change in \$		0.0	0.0	0.0
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	20.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

With the City intensifying, development applications are becoming more complex in a more urban and congested environment. This complexity extends to the transportation-related components of the applications, requiring more staff time to review these applications and their associated Transportation Impact Studies. In 2018, the current staff complement was only able to complete 51 per cent of their application reviews on time, down from 64 per cent in 2017, resulting in a request for one new FTE.

Details of Service Change

The cost of an additional FTE at the Technologist (E) level in 2020, with an April 1 start date, is \$76,420. The development application fees are intended to cover staff costs associated with the processing of the development applications. The budgeted revenue from development applications for 2018 was \$762,840. The actual revenues received totaled \$1,081,034, resulting in a surplus of \$318,194. For the 2019 Budget, the amount for development application revenue was increased to \$836,292. Assuming that actual 2019 revenue is again approximately \$1.1 million, a revenue surplus of \$260,000 will be realized. The projected fee revenues are expected to be sufficient to fund the cost of one additional Traffic Planning Technologist starting in 2020.

Service Impact

The benefits of dedicating an additional FTE as a Technologist include: compliance with the review timelines as set out by the City for submitted development applications; improved customer service to both internal and external stakeholders; and, resiliency within the group to maintain service levels during staff vacations and absences. With the additional Traffic Planning Technologist, it is expected that service levels will increase with the goal of meeting the target to complete reviews within expected timeline service levels 100 per cent of the time. Furthermore, the team will be better positioned to manage the increasing complexity of development applications such as the Lakeview Community Partners application and the expected future sites along the Hurontario LRT and Ninth Line corridors, while ensuring that the Transportation & Works Department continues to provide high quality comments.

Proposed Initiative

Fleet Management Information
System (Faster) Replacement

Department

Transportation & Works
Department

Service Area

Roads

Description of Budget Request

'Faster' is the Fleet Management Information System (FMIS) that Fleet Services and Fire use to manage the lifecycle of all Fleet assets. We need to plan now to replace our current end-of-life version. Through a request-for-proposal procurement process a new FMIS will be implemented in Q1 2022. In addition, mobile technology (tablets) will be acquired for all technicians, which will enable them to access system information, repair information and order parts without leaving their workstations.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
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	3.0	3.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	1,312.0	291.0	0.0	0.0

Why Staff Recommend this Initiative

The continued use of an industry best FMIS is critical to the ongoing efforts in both Fleet Services and Fire to find efficiencies, lower the total cost of ownership and maximize value from each asset. Quality data is essential to achieving these goals, and the continued use of a quality FMIS is centre to that goal. Traditional Fleet Management of managing through observation and subjective judgement has been replaced with managing through quantitative data and empirical analysis.

Details of Service Change

Through a request-for-proposal procurement process, the supply, support and implementation of a modern FMIS will be implemented in Q1 2022. Some of the expected features, required for both Fire and Fleet Services, of a new FMIS that are not currently available in our current version of Faster are:

- Web-based platform, which will enable workforce mobility
- Enhanced scheduling to increase shop efficiency and reduce downtime
- Procurement tracking for lifecycle asset management
- Enhanced user experience through improved user interface, including user mobility
- Enhanced Key Performance Indicators (KPIs) for performance management
- Technician certification management
- Warranty management
- Full reporting functionality with out-of-box and custom reporting
- Optimized preventative maintenance based on usage, service intervals and predictive analytics
- Real-time support for garage operations and technician time tracking
- Comprehensive access to records of equipment history, repairs and maintenance for staff and clients
- Client portal for communicating job status, service request and scheduling appointments
- Development of analytics to indicate trends and historical performance
- Integration ability with a variety of City technology, including Telematics, Fuel Management and Finance
- Meets legislated requirements under the Commercial Vehicle Operators Registration for maintenance records

Service Impact

Through a request-for-proposal procurement process the most suitable FMIS will be selected and implemented in Q1 2022. This process will:

- Ensure the best product is acquired to meet strategic business objectives
- Adhere to Procurement Policy best practice guidelines for vendor relationships extending beyond 10 years
- Provide quantitative and empirical lifecycle analysis which aligns with and supports the City's Strategic Asset Management Policy
- Align with the T&W strategic technology directions for a modernized, mobile workforce and business intelligence for ease of use

Proposed Initiative

Telematics Project

Department

Transportation & Works
Department

Service Area

Roads

Description of Budget Request

The current telematics (TMX) contract term will expire at the end of Oct. 2020. This BR is asking for one IT FTE and a new TMX contract that must be implemented by the winter of 2020/2021. Through a competitive procurement process, a responsive and responsible vendor will be selected to provide a robust solution with a true partnership mindset. TMX is used to provide real-time and historic global positioning system (GPS) vehicle location and insight into how vehicles and equipment are operating.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	69.3	(63.4)	(102.1)	(92.0)
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	69.3	(63.4)	(102.1)	(92.0)
* Net Change in \$		(132.7)	(38.7)	10.1
FTEs	1.0	1.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	229.0	400.0	5.0	5.0

Why Staff Recommend this Initiative

The current TMX contract is expiring in October 2020. There is one optional year that could be actioned, but it is not recommended to exercise the final year, as value for money has not been demonstrated with the current system. In 2019 Fleet Services will recruit a Business Improvement Specialist to manage the TMX project. The requested IT FTE will help ensure value is realized from both the Business Improvement Specialist position and the critical vendor contract awarding process.

Details of Service Change

With the addition of the Fleet Business Improvement Specialist in 2019 and the proposed FTE IT Lead, we will have the resources required to manage the project and focus on driving operational efficiencies and reducing operating costs. Through a competitive procurement process, a responsive and responsible vendor will be selected to provide a robust solution with a true partnership mindset. The solution will provide the necessary TMX platform, hardware and innovation that will provide the City with the data to enhance operations and drive efficiencies, some of which are summarized below:

Increased operational efficiency

- Equipment utilization analysis and reporting
- Route optimization, planning and guidance
- Shift or crew productivity analysis, including late starts and early ending reports
- Fuel efficiency analysis by equipment type and job classification
- Vehicle/equipment pooling and sharing opportunities

Increased Safety

- Analyze trends, predict unsafe driving behaviours
- Provide lone working support
- Provide aggressive driving reporting and real-time alerts
- Decrease risk of accidents

Reduced Liability

- Demonstrate service level compliance
- Investigative analysis that can be considered essential evidence in the mitigation of incident or accident claims
- Demonstrated strategic action related to asset utilization and monitoring

Service Impact

The potential return on investment for TMX relates to the proper implementation and contract management of the vendor; installing application-specific TMX hardware; and using the data to drive efficiencies and increase accountability. A high level of innovation is required by the vendor and the solution must have the features required so that we can manage our resources with accurate data, intelligent analytics and exceptional analysis. An advanced TMX solution will provide the following features:

- Operator scorecards, which will reveal behaviours such as aggressive driving and seat belt use
- Vehicle idling details which will enable Supervisors to take action to curb unnecessary idling
- Operating data such as material application information for use in winter maintenance to track material usage (salt/sand or brine application), with real-time alerts to enable proactive correction
- Route optimization, planning and completion information details
- Greenhouse gas information such as fuel consumption and efficiency and air quality
- Vehicle/equipment utilization information
- Potential savings of \$188,200 over 2020-2023

Proposed Initiative

Vision Zero Program Leader

Department

Transportation & Works
Department

Service Area

Roads

Description of Budget Request

The Vision Zero Program Leader will ensure the Vision Zero approach, outlined in the City's Transportation Master Plan (TMP), is implemented in business units across the corporation; coordinate projects; keep City Council and Committees informed; present progress reports; lead projects, and develop expertise in Vision Zero advancements.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	110.2	146.6	149.1	151.6
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	110.2	146.6	149.1	151.6
* Net Change in \$		36.4	2.4	2.5
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	2.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

In February 2018, City Council formally adopted Vision Zero. The TMP advances the Vision Zero principle in the first of six goals, Safety, and 32 actions specific to achieving the Safety goal. A dedicated Vision Zero Program Leader will ensure the approach is adopted throughout the Corporation; projects are coordinated; City Council and Committees are informed of progress, and expertise is developed in-house.

Details of Service Change

The Mississauga TMP (approved by Council on May 8, 2019) establishes that Vision Zero is at the heart of the City's vision for the future of transportation on Mississauga's roads, sidewalks, trails and transit from today to 2041. The TMP provides the framework of goals, objectives and actions that will advance Mississauga's progress toward Vision Zero. The list of actions are organized into Policies, Guidelines and Standards; Plans and Studies; Programs; Procedures; and Partnerships. Each action is assigned a timeline of short-, medium- or long-term. The Vision Zero Program Leader will ensure the 32 Vision Zero Actions outlined in the TMP will be implemented.

The Vision Zero Program Leader will be a grade level H position at approximately \$140,000 (based on the mid-range salary plus 23 per cent fringe) and would require an IT workstation/hardware at approximately \$2,000 (laptop, dock, monitor, programs/software), \$250 for Professional Memberships, and \$250 for Staff Development.

Service Impact

The Vision Zero Program Leader will ensure the Vision Zero approach is implemented across business units in the Corporation as directed by City Council. The Vision Zero framework embedded in the Safety chapter of the TMP will be coordinated and monitored for progress by the Program Leader. This will support a favourable impact on road safety for road users.

Proposed Initiative

Capital Works Delivery
Resourcing

Department

Transportation & Works
Department

Service Area

Roads

Description of Budget Request

This Budget Request is seeking approval for an increase in the current staffing level of the Capital Works Delivery section by one project manager in 2020, one project manager in 2021 and the conversion of an existing capital contract position to permanent full-time in 2020.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	2.4	4.4	4.4	4.4
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	2.4	4.4	4.4	4.4
* Net Change in \$		2.0	0.0	0.0
FTEs	1.0	2.0	2.0	2.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	22.0	9.0	0.0	0.0

Why Staff Recommend this Initiative

The average annual Roads and Stormwater Capital Program budget is forecast to increase by \$49.8 million or 61 per cent over the previous annual average Capital Program of \$82.2 million. In order to ensure the ongoing successful delivery of the Capital Programs an increase in staff resources is required. The increase of one full-time project manager in 2020, one in 2021 and the conversion of an existing contract position to permanent full-time in 2020 will provide the staffing level required to deliver future Capital Programs.

Details of Service Change

The average annual approved and forecasted budget (2019-2022) for the Roads and Stormwater Capital Programs is \$132 million. This represents an increase of \$49.8 million or 61 per cent over the previous average annual capital budget of \$82.2 million. This growth in the Roads and Stormwater Capital Programs necessitates an increase in the current staff complement in order to ensure the ongoing delivery of these critical programs.

In addition to the growing Capital Programs, currently approximately \$70.2 million of capital projects are being delivered on an annual basis compared to the average annual budget amount of \$82.2 million. This indicates that there is a backlog of capital projects that needs to be addressed, which also requires additional resources.

In order to address these pressures, this request is recommending an increase in capital works delivery staff by one full-time project manager in 2020, one full-time project manager in 2021 and conversion of an existing contract position to permanent full-time in 2020.

The Capital Works Project Manager positions would be grade level H positions at approximately \$140,000 (based on the mid-range salary plus 23 per cent fringe) and would require an IT workstation/hardware at approximately \$2,000 (laptop, dock, monitor, programs/software) and \$2000 for each of membership dues and staff development.

Service Impact

The addition of two Capital Works Project Managers, one in each of 2020 and 2021, plus the conversion of an existing contract position to permanent full-time in 2020 will ensure that the growing Roads and Stormwater Capital Programs continue to be successfully delivered. The additional resources will also assist in addressing the current backlog of capital projects.

Proposed Initiative

Active Transportation
Coordinator

Department

Transportation & Works
Department

Service Area

Roads

Description of Budget Request

This request is seeking an Active Transportation Coordinator position (Grade E) within the Active Transportation Office, starting in April 2020, to lead the School Walking Routes program, coordinate infrastructure programs supporting active school travel, coordinate cycling education and skills training for students, and liaise with the Traffic Safety Council (TSC), the Peel Safe and Active Routes to School Committee, and the local school boards on active school travel.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	79.9	105.2	106.9	108.6
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	79.9	105.2	106.9	108.6
* Net Change in \$		25.3	1.7	1.7
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	20.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Ten per cent of all trips in Mississauga are “home to school”; 25 per cent of all a.m. peak trips are school-based; 30 per cent of all students arrive to school by car; active school travel behaviours among youth aged 11-17 in Peel have been decreasing over the past two decades. An increased uptake of active school travel will have positive outcomes for the City's road network, the safety of its users, active lifestyles for youth, and the environment. A staff resource is needed to lead active school travel programs.

Details of Service Change

This initiative will require the addition of one full-time, permanent Active Transportation Coordinator position (Grade E) to the staff complement within the Active Transportation Office. With a start date of April 1, 2020, the operating cost will be \$77,435 in 2020 including salary, benefits, IT costs, professional membership and staff development costs.

Service Impact

This initiative is the outcome of discussions between Traffic Safety Council (TSC) representatives and staff, on how to improve the Walking School Routes program. This initiative will provide a dedicated staff resource to work with students, parents, schools, neighbourhoods and internal stakeholders on programs to encourage active school travel. With this dedicated staff resource the City will be able to further develop and provide ongoing support to any existing active school programs that are currently being supported by TSC volunteers. The staff resource will also provide an avenue for reconciling the various City and Regional programs for active school travel through a single point of contact, while being able to draw on multiple resources and established partnerships. The programs delivered by this position will seek to reduce the number of school-based trips being taken by car, reduce traffic congestion at schools and across the City, improve safety to all road users, encourage youth to adopt lifelong active transportation habits, and improve air quality by reducing emissions. Further, this initiative will deliver on Transportation Master Plan and Cycling Master Plan action items.

Proposed Initiative

Automated Speed Enforcement

Department

Transportation & Works
Department

Service Area

Roads

Description of Budget Request

This Budget Request is for the resources to implement Automated Speed Enforcement (ASE) in Mississauga. This includes costs associated with administration of the program; the operation and maintenance of ASE field equipment such as cameras; charges generated, and revenue. A dedicated staff resource to focus on an ASE program in order to plan, evaluate, and report on program effectiveness and address any concerns or inquiries related to the Automated Speed Enforcement program is also required.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	298.9	702.8	704.8	706.8
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	230.0	650.0	600.0	550.0
Tax Levy Requirements	68.9	52.8	104.8	156.8
* Net Change in \$		(16.0)	51.9	52.0
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	22.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The City has been investigating the possibility of utilizing ASE for many years, and in 2009 developed a business case requesting permission to operate automated speed enforcement in Mississauga. The Transportation Master Plan includes 32 proposed actions to achieve the Safety Goal. Specifically relating to ASE, the Transportation Master Plan recommends a Vision Zero infrastructure enhancement program, speed management program, and road safety enforcement program.

Details of Service Change

The City of Mississauga has identified a speeding problem on many of its roadways. Though many programs and initiatives have been implemented order to address speeding issues in some areas, the speeding problem persists. Automated Speed Enforcement (ASE) has been used effectively in other jurisdictions to address excessive speeding.

Currently, speeding issues are addressed through either traditional police enforcement, the implementation of passive traffic calming measures, or the installation of physical traffic calming measures. The implementation of an ASE program would provide another effective tool in reducing vehicle operating speeds on the City's roadways.

A Request for Proposals is currently being prepared on behalf of all provincial municipalities for ASE. Following equipment testing and vendor selection, the Ontario Ministry of Transportation would then be able to draft the necessary Highway Traffic Act regulations allowing for ASE implementation in Ontario. All municipalities interested in operating ASE will enter into an agreement with the successful vendor.

The ASE vendor charge will include all costs associated with the installation, operation and maintenance of cameras. All processing for ASE violations will be completed by a joint processing centre on a cost-recovery model.

Service Impact

As part of the City's Vision Zero framework and Road Safety Program, Automated Speed Enforcement has been identified as a road safety initiative to reduce vehicle operating speeds and the number of injuries and fatalities on the City's roadways.

Proposed Initiative

Parking Master Plan
Implementation

Department

Transportation & Works
Department

Service Area

Roads

Description of Budget Request

This Budget Request is to hire one contract staff for a period of two years to oversee the update of the City's parking standards in the Zoning By-law and to conduct a review of the payment in lieu of parking (PIL) program. This BR also addresses the hiring of one permanent full-time employee to undertake a review of the City's existing parking permits and permissions and develop and operate a modern permit program.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	122.0	229.3	174.1	121.8
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	122.0	229.3	174.1	121.8
* Net Change in \$		107.3	(55.2)	(52.4)
FTEs	2.0	2.0	2.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	22.7	0.0	0.0	0.0

Why Staff Recommend this Initiative

These two positions within the Municipal Parking team are necessary to lay the foundation for the completion of the Parking Master Plan's Implementation Strategy. The work proposed for each of these two roles feeds into future implementation pieces that cannot be completed until these two large projects are undertaken. They will both improve the state of parking in the City by right-sizing requirements and modernizing parking permits and permissions.

Details of Service Change

If approved, this service change would add two new full-time positions (one contract and one permanent) to the Municipal Parking Team as a part of Phase One of implementation of the Parking Master Plan. There would be an associated need to increase the operating budget to cover the costs of the FTEs as well as all necessary equipment for their workstations.

There is minimal risk to creating these two new positions as there is extensive work recommended as a part of the Master Plan's implementation over the next five years and the additional resources would help successfully actualize the Plan.

Upon completion of phase one of the Parking Permit program, the service level to the general public would also improve. Obtaining a permit would be more streamlined and the internal processes at the City would be much more coordinated. In addition, the implementation of lower driveway boulevard parking will provide some residents with an additional parking space (where applicable) without the need to circulate a petition and get permission from Council. The reduced number of petitions would also free up staff resources.

These two roles are the first in a phased approach to the growth of the Municipal Parking team in accordance with the timing of the recommendations of the Master Plan. The completion of the foundational work they will do leads into additional new responsibilities and roles that are intended to improve the organization's provision and management of municipal parking throughout the City.

Service Impact

These two roles and the work they are expected to be responsible for are anticipated to increase the service level that the City is able to provide around municipal parking:

- Updating the City's Zoning By-law to reflect current parking trends will unlock development potential of land within Mississauga
- An updated PIL program will help the Municipal Parking Group take advantage of allocated parking reductions by receiving adequate funding to replace the parking spaces publically where necessary
- A streamlined permit program will improve the customer experience of obtaining parking permits
- A digital permit program will reduce the workload of staff currently administering the different programs
- A reduction in applications to the Committee of Adjustment for driveway widenings will also open up staff capacity
- Allowing lower driveway boulevard parking where possible will eliminate the need for resident petitions and the processing associated with them
- Approved parking projects including the Downtown Parking Strategy, Capital Improvement Strategy and Demand and Supply Forecasting would be the responsibility of the contract position

Proposed Initiative

Customer Service
Representative, Permits

Department

Transportation & Works
Department

Service Area

Roads

Description of Budget Request

This Budget Request is for the conversion of the current Customer Service Representative contract position to a permanent full-time position beginning in 2020 to provide the necessary capacity to manage increased service demands associated with processing permit applications. The cost of the position will be offset by two new fees and an increase to existing permit fee revenue in the 2020 update to the T&W Fees and Charges By-law 226-18.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	32.3	63.3	64.3	65.3
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	60.0	61.2	62.4	63.7
Tax Levy Requirements	(27.7)	2.1	1.9	1.6
* Net Change in \$		29.8	(0.2)	(0.3)
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	4.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

This request for a permanent staffing solution addresses the need for additional administrative capacity due to escalating service demands and the increased complexity of permit applications associated with permitting in an urbanizing City.

Details of Service Change

The Customer Service Counter (CSC) unit has been dependent on one full-time contract staff position funded through gapping since 2014 to process permit applications within service levels. Permit applications have increased by 157 per cent since 2009, yet the unit has not added any regular full-time staff in that time. It is evident that the change and increase in service demand over the years has become a permanent workload. Further, the trend in service demand has continued to increase over the last three years.

As a result, a permanent staffing solution is required to ensure continued efficient service delivery and to address the risk of instability in the role (staff turnover) including loss of intellectual capital. The cost of the position will be offset by two new fees and an increase to existing permit fee revenue in the 2020 update to the T&W Fees and Charges By-law 226-18. The new fees include charging applicants for processing permit extensions and collecting an administrative fee for processing refundable deposits.

Service Impact

The proposed Customer Service Representative will support the overall efficient delivery of services provided by the CSC unit and allow for a concerted effort to improve and sustain the administration of permit applications. The following highlights the benefits of the position:

- Address risk of instability in the role and staff turnover due to unit's dependency on contract staffing
- Manage increased service demands within service level expectations
- Increase administrative capacity to support front-line services provided by CSC on behalf of other departmental business units
- Improve customer service to internal and external client groups
- Assist in ensuring the applicant adheres to permit requirements as delays in the processing of permits can result in applicants working without a permit (i.e., non-compliance)
- Respond to applicants outside of a formal application submission in a timely manner
- Ensure the necessary administrative support required to meet the increasingly complex applications associated with permitting in an urbanizing City

Proposed Capital Budget

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

Proposed 2020-2029 Capital Budget by Program (\$000s)

Program Expenditures	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	2020-2029 Total
Active Transportation	11,285	6,479	4,575	5,810	13,344	41,492
Bridge & Structure Renewal	4,800	7,708	7,500	8,000	45,900	73,908
Environmental Management	570	375	375	375	2,250	3,945
Major Road Construction	18,838	18,700	32,865	28,475	194,265	293,143
Municipal Parking	100	100	100	100	600	1,000
Noise Wall Infrastructure	1,500	800	850	1,950	6,900	12,000
Roadway Rehabilitation	38,504	26,256	32,555	33,064	189,593	319,971
Traffic Management	6,770	6,870	6,970	5,620	26,470	52,700
Works Fleet and Equipment Management	3,681	4,066	3,245	3,536	30,407	44,935
Works Improvement	50	50	50	50	300	500
Total	86,098	71,403	89,085	86,980	510,029	843,595

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

Proposed 2020-2029 Capital Forecast Highlights:

- Cycling Programs (Scenario C – three years, Improvements, Structures, Major Roads) \$20.1 million
- Hurontario Light Rail Transit Implementation - Associated Construction Projects \$26.6 million
- Infrastructure Needs
- Ninth Line Widening - Eglinton Avenue West to Derry Road West \$31.3 million
- Vehicle & Equipment Replacement \$41.9 million
- Bridge & Infrastructure Renewal and Appraisal \$73.9 million
- Road Rehabilitation (Integrated Road Projects, Residential and Non-Residential) \$316.8 million

Proposed 2020-2029 Capital Budget by Funding Source

The following table provides the funding sources proposed to fund the capital portion of the proposed 2020-2023 Business Plan and 2020 Budget and the consolidated forecast for 2024-2029.

Proposed 2020-2029 Capital Budget By Funding Source

Funding	2020 Proposed Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2024-2029 Forecast (\$000s)	Total 2020-2029 (\$000s)
Tax Capital	26,746	45,030	43,805	45,208	275,231	436,019
Planning Act Reserve Funds	0	0	0	0	0	0
Development Charges	20,347	14,906	21,380	22,391	149,053	228,077
Developer Contributions	955	470	470	570	3,120	5,585
Gas Tax	37,800	10,530	16,830	12,910	77,500	155,570
Recoveries	0	218	0	0	5,126	5,343
Subsidies and Senior Govt. Level Grants	250	250	6,600	5,900	0	13,000
Total	86,098	71,403	89,085	86,980	510,029	843,595

Note: Numbers may not balance due to rounding.

Proposed 2020 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2020.

Program: Active Transportation

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWCP07768	Cycling Program (Structures)	300	0	300	Development Charges
TWMR00115	Second Line over Hwy. 401- Active Transportation Bridge Pier (Cash Flow)	4,205	0	4,205	Development Charges
TWOE00178	Cycling Program	50	0	50	Gas Tax
TWOE00182	Sidewalks	1,580	0	1,580	Developer Contributions, Development
TWOE00361	Cycling Program	250	0	250	Tax Capital
TWOE06782	Bicycle Parking Program	50	0	50	Tax Capital
TWOE06850	Cycling Program (Improvements)	150	0	150	Tax Capital
TWOE06871	Cycling Program	2,000	0	2,000	Development Charges
TWOE06995	Cycling Program - Scenario C	1,700	0	1,700	Gas Tax
TWTI005970	Sidewalks	1,000	0	1,000	Gas Tax
Total		11,285	0	11,285	

Note: Numbers may not balance due to rounding.

Program: Bridge & Structure Renewal

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWBR00034	Bridge & Structure Renewal	4,500	0	4,500	Gas Tax, Tax Capital
TWBR07715	Bridge & Structure Renewal	300	0	300	Gas Tax
Total		4,800	0	4,800	

Note: Numbers may not balance due to rounding.

Program: Environmental Management

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWOE007777	Environmental Mapping & Database System	195	0	195	Tax Capital
TWOE02895	Site Assessments and Data Management	375	0	375	Tax Capital
Total		570	0	570	

Note: Numbers may not balance due to rounding.

Proposed 2020 Capital Budget Detail (Cont'd)

Program: Major Road Construction

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWMR000148	Courtneypark Drive East / Highway 410 Interchange	500	250	250	Development Charges
TWMR000190	Clarkson Road/Lakeshore Road Intersection - Design & Construction	250	0	250	Development Charges
TWMR00047	Goreway Drive Rail Grade Separation	5,700	0	5,700	Development Charges
TWMR00062	Ninth Line Widening - Eglinton Avenue West to Derry Road West - Class EA Study	460	0	460	Development Charges, Tax Capital
TWMR00076	Preliminary Engineering Studies	115	0	115	Development Charges
TWMR00147	Mavis Road from Courtneypark Drive to North City Limits	1,376	0	1,376	Development Charges, Gas Tax
TWMR00188	Credit River AT Bridge along northside of QEW	218	0	218	Development Charges
TWMR00194	Lakeshore HOT TPAP for Phases 1 and 2	500	0	500	Development Charges
TWMR00200	Dundas BRT TPAP	1,000	0	1,000	Development Charges
TWMR006781	Bike Share Study	125	0	125	Tax Capital
TWMR06885	Road Characterization and Complete Streets	500	0	500	Development Charges
TWMR07114	Downtown Transitway Connection and Terminal - TPAP	4,850	0	4,850	Tax Capital
TWMR07725	Transit Master Plan	250	0	250	Development Charges
TWMR07726	Transit Master Plan	235	0	235	Development Charges
TWOE06827	Property Acquisition	1,010	0	1,010	Development Charges
TWOE06884	Transportation Master Plan Implementation	250	0	250	Development Charges
TWRI07770	Belbin Street from Preston Meadow to Nahani Way	1,500	0	1,500	Tax Capital
Total		18,838	250	18,588	

Note: Numbers may not balance due to rounding.

Program: Municipal Parking

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWRR00442	Parking Lot Rehabilitation	100	0	100	Tax Capital
Total		100	0	100	

Note: Numbers may not balance due to rounding.

Proposed 2020 Capital Budget Detail (Cont'd)

Program: Noise Wall Infrastructure

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWOE00218	Noise Wall Replacement	1,300	0	1,300	Tax Capital
TWOE00270	Noise Wall Replacement	200	0	200	Tax Capital
Total		1,500	0	1,500	

Note: Numbers may not balance due to rounding.

Program: Roadway Rehabilitation

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWRA07728	Road Asphalt Crack Sealing	100	0	100	Tax Capital
TWRR00043	Road Asphalt Crack Sealing	100	0	100	Tax Capital
TWRR00092	Roadway Rehabilitation	24,433	0	24,433	Gas Tax, Tax Capital
TWRR00102	Roadway Rehabilitation	8,030	0	8,030	Gas Tax, Tax Capital
TWRR07762	Roadway Rehabilitation	5,841	0	5,841	Gas Tax
Total		38,504	0	38,504	

Note: Numbers may not balance due to rounding.

Proposed 2020 Capital Budget Detail (Cont'd)

Program: Traffic Management

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWOE00144	Transit Signal Priority (TSP)	340	0	340	Development Charges
TWOE00185	Field Equipment Replacement - Traffic Controllers	190	0	190	Tax Capital
TWOE00186	Traffic Signal Equipment Enhancements	250	0	250	Development Charges
TWOE00188	Traffic Signals - New	900	0	900	Developer Contributions, Development Charges
TWOE00189	Traffic Signals - Rebuild	390	0	390	Tax Capital
TWOE00190	Traffic System and ITS	300	0	300	Development Charges
TWOE00251	Streetlighting	700	0	700	Tax Capital
TWOE00305	Fire Pre-Emption Equipment Replacement	1,500	0	1,500	Tax Capital
TWOE00395	Streetlighting	300	0	300	Tax Capital
TWOE00407	Traffic Calming Program	250	0	250	Tax Capital
TWOE00487	City Entrance Signs	500	0	500	Tax Capital
TWOE006748	Pedestrian Crossover Program	150	0	150	Tax Capital
TWOE006754	Streetlighting	500	0	500	Tax Capital
TWOE007623	Traffic Management Plan	500	0	500	Tax Capital
Total		6,770	0	6,770	

Note: Numbers may not balance due to rounding.

Program: Works Fleet and Equipment Management

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWOE00247	Specialized Equipment	50	0	50	Tax Capital
TWOE00249	Vehicle & Equipment Replacement	3,291	0	3,291	Tax Capital
TWOE00252	New Vehicles & Equipment	195	0	195	Development Charges
TWOE00440	BIA Waste Equipment	25	0	25	Tax Capital
TWOE007628	Specialized Equipment	120	0	120	Tax Capital
Total		3,681	0	3,681	

Note: Numbers may not balance due to rounding.

Proposed 2020 Capital Budget Detail (Cont'd)

Program: Works Improvement

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWOE00181	Salt Management Program	50	0	50	Tax Capital
Total		50	0	50	

Note: Numbers may not balance due to rounding.

Proposed 2020-2029 Capital Budget by Sub-Program (\$000s)

The following tables provide a listing of capital forecast by sub-program for 2020-2029.

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Active Transportation											
ROADS Cycling Program	8,705	6,479	4,575	5,360	4,325	450	3,434	3,308	450	250	37,335
ROADS Sidewalks	2,580	0	0	450	0	450	0	450	0	227	4,157
Subtotal	11,285	6,479	4,575	5,810	4,325	900	3,434	3,758	450	477	41,492

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Bridge & Structure Renewal											
ROADS Bridge & Structure Appraisal	0	200	0	300	0	300	0	300	0	300	1,400
ROADS Bridge & Structure Renewal	4,800	7,508	7,500	7,700	7,500	7,200	7,500	7,200	7,800	7,800	72,508
Subtotal	4,800	7,708	7,500	8,000	7,500	7,500	7,500	7,500	7,800	8,100	73,908

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Environmental Management											
ROADS Environmental Mngt-City Owned Properties	570	375	375	375	375	375	375	375	375	375	3,945
Subtotal	570	375	375	375	375	375	375	375	375	375	3,945

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Major Road Construction											
ROADS Grade Separation	5,700	3,500	5,000	1,000	0	0	0	0	0	0	15,200
ROADS Intersection Improvements	250	230	0	950	1,500	500	0	500	500	0	4,430
ROADS Property Acquisition	1,010	0	0	0	0	0	10,027	12,337	2,726	0	26,100
ROADS Road Improvements	11,628	14,503	21,265	20,625	30,352	27,600	8,148	5,907	39,567	49,476	229,070
Subtotal	18,588	18,233	26,265	22,575	31,852	28,100	18,175	18,743	42,793	49,476	274,800

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Municipal Parking											
ROADS Parking - Municipal	0	0	0	0	0	0	0	0	0	0	0
ROADS Parking Lot Rehab	100	100	100	100	100	100	100	100	100	100	1,000
Subtotal	100	100	100	100	100	100	100	100	100	100	1,000

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Noise Wall Infrastructure											
ROADS Noise Wall Program	1,500	800	850	1,950	2,200	700	1,100	700	1,200	1,000	12,000
Subtotal	1,500	800	850	1,950	2,200	700	1,100	700	1,200	1,000	12,000

Proposed 2020-2029 Capital Budget by Sub-Program (\$000s) (Cont'd)

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Roadway Rehabilitation											
ROADS Crack Sealing	200	200	200	200	200	200	200	200	200	200	2,000
ROADS Road Rehabilitation	38,304	26,056	32,155	32,664	31,094	31,984	34,084	27,634	29,862	32,935	316,771
ROADS Roadways Infrastructure Review	0	0	200	200	200	200	200	200	0	0	1,200
Subtotal	38,504	26,256	32,555	33,064	31,494	32,384	34,484	28,034	30,062	33,135	319,971

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Traffic Management											
ROADS Road Safety	750	250	250	250	250	250	250	250	250	250	3,000
ROADS Signs & Markings	500	0	0	0	0	0	0	0	0	0	500
ROADS Street Lighting	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000
ROADS Traffic Signals	4,020	5,120	5,220	3,870	3,870	2,370	2,370	2,370	2,370	2,620	34,200
Subtotal	6,770	6,870	6,970	5,620	5,620	4,120	4,120	4,120	4,120	4,370	52,700

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Works Fleet and Equipment Management											
ROADS New Vehicles & Equipment	195	195	195	195	195	195	195	195	195	195	1,950
ROADS Specialized Equipment	195	480	50	50	50	50	50	50	50	100	1,125
ROADS Vehicle & Equipment Replacement	3,291	3,391	3,000	3,291	3,841	3,941	4,041	4,141	4,241	8,682	41,860
Subtotal	3,681	4,066	3,245	3,536	4,086	4,186	4,286	4,386	4,486	8,977	44,935

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Works Improvement											
ROADS Salt Management Program	50	50	50	50	50	50	50	50	50	50	500
ROADS Streetscape	0	0	0	0	0	0	0	0	0	0	0
Subtotal	50	50	50	50	50	50	50	50	50	50	500
Total Expenditures	85,848	70,936	82,485	81,080	87,602	78,415	73,624	67,766	91,436	106,060	825,251

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



Parks, Forestry & Environment

2020-2023 Business Plan
& 2020 Budget

Foreword

Our Vision for the Future

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

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40-year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into the 16 Services Areas (including the Stormwater Program) that are outlined in this Plan. The 2020-2023 Business Plan and 2020 Budget document details how and where the City plans to allocate resources to deliver programs and services.

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

Table of Contents

Executive Summary of Parks, Forestry & Environment	3
Core Services	4
Vision, Mission, Goals of Service and Service Delivery Model	4
Current Service Levels and Trends.....	6
Performance Measures and Results	9
Balanced Scorecard	11
Awards and Achievements.....	13
The 2020-2023 Business Plan Outlook	20
Planning for the Future.....	20
Finding Efficiencies	26
Advancing the City's Strategic Plan	28
Transforming our Business with Technology	29
Maintaining Our Infrastructure.....	30
Managing Our Human Resources.....	31
Proposed Operating Budget	34
Operating Budget Details	35
Proposed Budget by Program.....	35
Summary of Proposed Budget.....	36
Proposed Cost Increase Required to Maintain Current Service Levels.....	37
Proposed New Initiatives and New Revenues	38
Proposed Capital Budget	45
Proposed 2020-2029 Capital Budget by Program	45
Proposed 2020-2029 Capital Budget by Funding Source	46
Proposed 2020 Capital Budget Detail	47
Proposed 2020-2029 Capital Budget by Sub-Program	51



Executive Summary of Parks, Forestry & Environment

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

Services we provide:

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

Interesting facts about this service:

- 373,596 hours of maintenance were performed in 2018 for the care of 7,794 acres (3,154 hectares) of parkland and open space, including 371 sports fields, 265 playgrounds, two marinas and 11 publicly owned cemeteries
- There are over 300 publicly owned woodlands and natural areas covering 2,777 acres (1,124 hectares)
- Over 18,000 annual service requests are received and resolved by Parks, Forestry & Environment, along with approximately 4,900 additional direct inquiries from the 3-1-1 Citizen Contact Centre
- 16,404 City-owned trees received maintenance in 2018, including pruning, rejuvenation and watering
- 134,284 hours of outdoor sports fields and 60,492 hours of park permits were booked in 2018
- 38,211 trees and shrubs were planted through the One Million Trees Mississauga program in 2018
- 14,800 hours of community service were contributed by volunteers for community clean-ups, naturalization projects, beautification initiatives, tree plantings and community garden programs in 2018

- Over 700 permits, plans and applications were reviewed by Parks & Forestry to protect and enhance parks and natural areas
- Leading and administering six Corporate waste diversion programs
- Engaged more than 11,000 people in environmental education and outreach at over 60 community events throughout Mississauga in 2018

Highlights of the Business Plan include:

- Strategic parkland acquisitions underway in Ninth Line Corridor, Cooksville neighbourhoods and Downtown core
- Design and development of waterfront parks underway including the Lakeview Development and 70 Mississauga Road and Environmental Assessment for 1 Port Street East
- Ongoing installation of shade shelters, updated signage and benches over the next four years
- Introduction of a Public Tree By-law in late 2019 and an update to the Private Tree By-law is planned for 2020
- Leading the implementation of the City's first Climate Change Action Plan

Net Investment (\$000s)	2020	2021	2022	2023
Operating	37,719	38,347	38,948	39,473
Capital	22,815	81,339	39,437	49,828
Full Time Equivalents	365.4	367.7	368.2	368.5

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

The Parks, Forestry & Environment Service Area provides an integrated approach to the planning, design, construction, ongoing maintenance and sustainability of Mississauga's parks, woodlands, natural areas, boulevards, street trees and open space system. Services are delivered by a multidisciplinary team working co-operatively to meet the open space, outdoor recreational, urban forest and environmental needs of the community.

Vision

People choose Mississauga for its connected, vibrant outdoor public spaces, creating memorable outdoor experiences, and recognize it as a leader in the stewardship of the natural environment.

Mission

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

Goals of Service

- Identify land acquisitions to support population shifts and natural areas
- Protect and grow existing parkland, trees and natural areas through the development review process, enforcement of by-laws and mitigation of invasive species

- Design connected, vibrant outdoor public spaces, and amenities to create memorable outdoor experiences
- Maintain safe, clean and accessible parks and open spaces for active play and passive use
- Plan the long-term lifecycle needs of park and forestry assets to ensure state of good repair
- Provide publicly accessible cemeteries and marina services
- Increase public awareness to promote stewardship, foster environmental awareness and engage community groups
- Build on existing and develop new public and private partnerships
- Ensure the City achieves its strategic environmental goals and objectives through driving climate action, advancing corporate waste diversion and promoting corporate environmental sustainability

Service Delivery Model



Parks, Forestry & Environment's Objectives

"Create Memorable Outdoor Experiences"

An aerial photograph of a city area, showing a mix of urban development and green spaces. A large body of water, likely a river or lake, is visible in the lower right corner. The city is characterized by a grid of streets and various building footprints. Green spaces, including parks and open areas, are interspersed throughout the urban landscape. A red dashed line runs along the edge of the water, possibly indicating a waterfront promenade or a specific planning boundary.

Provide Safe, Accessible
and Connected Parkland

Create and Maintain
Great Outdoor Public
Spaces

Conserve, Enhance and
Connect Natural
Environments

Promote and Invest in a
Green Culture

Meet the Outdoor Active
and Passive Needs of our
Diverse Community

Support Community
Group Partnerships,
Events and Engagement

Current Service Levels and Trends

Lack of predictability for land development and subsequent funding sources

- Increased cost of land makes parkland acquisition challenging within current cash-in-lieu (CIL) of parkland revenue collection practices
- Increased CIL revenue is needed to sustain current service levels and execute long-term parkland acquisition strategies
- The *More Homes, More Choice Act, 2019* has the potential to exacerbate these challenges. This legislation could have a significant impact on the City's capacity to acquire parkland. Any resulting reduction in funds will limit our ability to provide adequate park infrastructure

Intensification in high-demand areas and competing land use priorities

- Growing and increasingly diverse population, challenging the capacity and volume of existing parks and the usage of those spaces
- Parkland deficiency in the Downtown Growth Area (currently 6.3 per cent existing parkland, goal of 12 per cent)
- Five properties closed in Cooksville property acquisitions with eight pending close
- Lack of availability of land to support large parks, particularly those for field sports; alternative spaces and designs need to be explored
- Expectation of a new urban approach to providing public spaces

Growing research on the health benefits of parks, trees and outdoor experiences

- High demand for creating and enhancing parks as community gathering spaces
- Demand for space where outdoor activities can be undertaken at people's leisure, providing a no-cost or reasonable-cost activity to participate in an active lifestyle



Churchill Meadows Community Common shade shelter

Strong demand for new and enhanced amenities

- Expectation for increased and new types of amenities, including an obligation to meet accessibility requirements
- Changing demand for the types of amenities available in parks to meet changing demographics and park uses, including various types of sports fields and courts
- Increased demand for washrooms, shade structures, outdoor equipment, benches, water filling stations, enhanced waste management containers and various types of In Memoriam recognition, including trees, plaques and an assortment of benches

- Pressure on Capital Planning resources to deliver these amenities while still ensuring existing amenities are in a state of good repair and that future park growth is resourced
- Impacts on the operational ability to maintain increased and non-traditional amenities over the long term

Demand for expanded services and more flexible access to these services

- Expanded services include culturally diverse memorial services, park stewardship, recreational boating slips, and the availability of information technology services in parks like mobile wayfinding and Wi-Fi
- Demand for a comprehensive waste management program to improve the low diversion rate of recycled material due to contamination (e.g., dog waste, coffee cups)
- Increased theming and commemoration in parks through place or facility names to provide opportunities to highlight Mississauga's history and identity
- Changing expectations for service and maintenance, including consideration of 24-hour downtown park use and early and late seasonal use, e.g., Family Day weekend in February



Culham Trail use during non-traditional usage season

Requests for parks and forestry features in urban and hardscaped areas

- Challenge to maintain and grow the urban forest and urban parkland in a hardscape environment
- Competing priorities in intensification areas limit opportunities for trees in both hardscape and parkland environments
- Difficulty in establishing sustainable assets due to the complex growing conditions in the largely hardscaped urban surroundings

Unpredictability of changing environment and sudden resource alignment to address these changes

- Extreme weather events like ice storms, wind storms and flooding
- Increased invasive species treatment and monitoring, challenging the operational ability to maintain and grow the urban forest
- Unpredictability of events that require both immediate and long-term resources to address
- Desire to increase resiliency through use of low-impact development measures that promote water infiltration, native and drought-tolerant species and new planting technology
- Leading the development and implementation of the City's first Climate Change Action Plan to:
 - Help reduce greenhouse gas emissions
 - Create jobs and position the city competitively in the low carbon economy
 - Increase the city's resilience to climate change
 - Increase the capacity to deal with climate events
- In addition to developing the climate change plan the City is pursuing opportunities to further climate action in the city in the short term

Environmental Strategic Planning

- Providing environmental strategic leadership to City departments to influence the City's environmental values and outcomes
- Developing and implementing the City's first Climate Change Action Plan
- Providing an environmental lens to City projects and plans
- Leading the Environment Community of Practice
- Providing guidance and support to the Environmental Action Committee
- Monitoring and facilitating implementation of the Living Green Master Plan



Ongoing investment in Environmental Strategic Planning through development of the Living Green Master Plan and the Climate Change Action Plan to make long-term sustainable changes



Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability.

Balanced Scorecard

A Balanced Scorecard groups measures in four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. By paying attention to all four areas, an organization can retain balance in its performance and ensure that it is moving toward the attainment of its goals.

Below are descriptions of the measures tracked in this Service Area's Balanced Scorecard. The Balanced Scorecard that follows shows trends since 2016 and expected outcomes up to 2023.

Financial Measures

Net Parks Maintenance Cost per Acre is the cost of delivering parks maintenance across the City, calculated by dividing net expenditures by the total acres of maintained parkland and open space across the City. Net cost represents the total cost after recoveries and service user fees. This measure is essential to managing value for money.

Net Forestry Operating Cost per Capita is the net cost of delivering Forestry services across the City per resident, calculated by dividing net expenditures by population, and captures Forestry services that are supported by user fees and tax-based funding.

Customer Measures

Demand Service Requests measure the number of service requests initially received by Parks, Forestry & Environment. A reduction in the number of service requests indicates a proactive

approach to the maintenance and upkeep of our assets, as well maintained infrastructure is less likely to generate requests than assets in need of repair.

Caliper Trees Planted City-wide is a reflection of the success of the planting program and demand city-wide to grow the urban tree canopy. The goal is to increase the number of trees planted annually to 10,000 trees to increase the total tree canopy.

% of One Million Trees Mississauga Completed represents the cumulative percentage of the attainment of the goal of One Million Trees. This includes any trees entered through the website, which includes public and private trees planted to contribute to the City's tree canopy.



One Million Trees Mississauga Progress (August 2019)

Employee Measures

% of Staff with Lean Small Improvement Training is a measure which indicates the percentage of staff equipped with the training to discover and implement continuous improvement changes in their day-to-day roles. This measurement is an indicator of the degree to which staff have the tools to implement process efficiencies and contribute to the City's continuous improvement initiatives overall.

% of Part-Time Staff who would like to return to the City to work is information gathered via the Part-Time Employee Engagement survey administered every three years. The Survey measures overall job satisfaction and enjoyment within these staff roles. Particularly for Parks, Forestry & Environment this is important due to the number of part-time seasonal staff employed, as those staff have such an immense impact on the City's parks.

Internal Business Process Measures

% of Forestry Service Requests Resolved within Established Timelines is the percentage of requests and inspections performed by Forestry staff within published timelines, and reflects the commitment to responding to resident inquiries as quickly and efficiently as possible.

of Forestry Service Requests Received provides context to understanding a variance in the percentage of service requests being resolved within service levels. There is a correlation between the number of service requests and the percentage addressed within service level given that existing resources remain static.

% of Parks Operations Service Requests Resolved within Established Timelines represents the percentage of service requests received by the 3-1-1 Citizen Contact Centre and resolved by Parks Operations within established timelines. This measure demonstrates a commitment to maintain park assets in a safe, efficient manner and respond to the needs of residents in a timely manner.

of Parks Service Requests Received provides context to understanding a variance in the percentage of service requests being resolved within service levels. There is a correlation between the number of service requests received and the timelines they are resolved in.

Ratio of trained Lean staff to Improvement Implemented shows the Division's success in implementation of Lean training to increase our ongoing process efficiencies and continuous improvements.

Waste Diversion Rate at Civic Centre is the percentage of waste generated at the Civic Centre that is diverted from landfill. This measure demonstrates the effectiveness of waste diversion techniques such as focused education, sustainable procurement, improved programs and employee and patron engagement. While the Waste Diversion program is targeting an overall 75 per cent diversion rate, the diversion goal at the Civic Centre is 85 per cent, as facilities that primarily contain offices are capable of achieving higher diversion rates.

Corporate Greenhouse Gas (GHG) Emissions is the amount of GHGs in tonnes of equivalent carbon dioxide that is produced from the City's corporate emission sources. This is a common environmental performance measure municipalities use to show their contribution to global GHG emissions. The City of Mississauga's total energy consumption has been increasing in order to keep up with rising service demands, but the City's GHG emissions have been offset by factors such as the closing of the coal-fired power plants in the mid-2000s, the connection of more renewable generation sources to the electricity grid, the implementation of the City's Five-Year Energy Conservation Plan, and the installation of LED street lights.

Balanced Scorecard

Measures for Parks, Forestry & Environment	2016 (Actual)	2017 (Actual)	2018 (Actual)	2019 (Plan)	2020 (Plan)	2021 (Plan)	2022 (Plan)	2023 (Plan)
Financial:								
Net Parks Maintenance Cost per Acre ¹	\$3,167	\$3,189	\$3,261	\$3,347	\$3,397	\$3,464	\$3,533	\$3,602
Net Forestry Operating Cost per Capita	\$9.76	\$10.15	\$10.91	\$10.95	\$11.70	\$11.88	\$12.06	\$12.25
Customer:								
Demand Service Requests	12,000	13,500	18,400 ²	10,000	9,000	8,000	7,000	7,000
Caliper Trees Planted City-Wide	6,977	7,200	5,963	7,125	7,125	7,125	7,125	7,123
% of One Million Trees Mississauga Completed	24.1%	30.1%	33.3%	37%	41%	45%	49%	53%
Employee:								
% of Staff with Lean Small Improvement Training	89%	100%	97%	100%	100%	100%	100%	100%
% of Part-Time Staff who would like to return to the City to work	N/A	91% ²	N/A	N/A	95%	N/A	N/A	95%
Internal Business Process:								
% Forestry Service Requests Resolved within Service Level	70.8%	75%	70.4%	70%	72.5%	75%	77.5%	80%
# of Forestry Service Requests Received	9,212	8,600	15,807 ³	10,800	10,000	9,500	9,000	8,500
% Park Operations Service Requests Resolved within Service Level	99%	99%	87%	90%	92%	94%	96%	98%
# of Parks Service Requests Received	1,322	1,200	2,555	2,000	1,800	1,600	1,400	1,200
Ratio of trained Lean staff to Improvements Implemented ⁴	N/A	N/A	1:0.64	1:0.8	1:1	1:1.25	1:1.50	1:1.75
Waste Diversion Rate at Civic Centre	51%	50%	61%	75%	80%	85%	85%	85%
Corporate Greenhouse Gas Emissions ⁵	72,094 ⁵	71,617 ⁵	71,617 ⁶	71,617 ⁶	69,200 ⁷	66,700 ⁷	64,000 ⁷	61,800 ⁷

Balanced Scorecard Notes

¹ For planned years, a two per cent increase in base operating budget is assumed for calculation. Parkland growth acres are accounted for in amount of land

² Increase in 2018 actuals for Service Requests due to multiple storms in spring impacting Forestry

³ Increase in 2018 actuals for Service Requests due to multiple storms in spring impacting Forestry

⁴ Standard implemented in 2018 once all staff were trained

⁵ Numbers for 2016 and 2017 have been updated using the most up-to-date emissions factors

⁶ As emissions coefficients are pending for 2018 and 2019, the numbers for these years are based on 2017 values

⁷ These are estimates based on targets set out in the draft Climate Change Action Plan; final approval targeted for late 2019



Parks, Forestry & Environment Outreach Trailer – Climate Change Display

Awards and Achievements

Awards

- In 2018, Partners in Project Green recognized the City of Mississauga for **sustained engagement and collective action over the last decade**, as well as the **Recycling Collection Drive Award** (Municipal Category)
- The Forestry Woodland and Natural Areas team was honoured by Credit Valley Conservation with the **2018 Green Cities Award** for the work they do in preserving and growing the City's natural areas and related education programming



2018 Green Cities Award presented by Credit Valley Conservation

- Celebration Square was one of five national winners of the Rick Hansen Foundation **Accessible Cities Award Circle of Excellence Venue** in 2017 to recognize a space that showcases best practices in accessibility
- Streetsville Village Square was awarded the **Merit Award for Design** by the 55th International Making Cities Liveable Conference in 2017

Grants Received

- The Ontario Municipal Commuter Cycling (OMCC) Program, a funding program administered by the Ontario Ministry of Transportation, has provided funding of four trails city-wide, including the Lakeshore Corridor Trail and Sun Canadian Pipeline Trail
- The Public Transit Infrastructure Fund (PTIF) has provided funding to improve the state of the City's transit infrastructure. To date this has allowed for 10 Trail Reconstruction and Improvements and includes rehabilitation of 22 kilometres of key network trails
- Through the National Disaster Mitigation Program, the City received over \$750,000 from Public Safety Canada to mitigate the impacts of spring flooding in 2017 on waterfront parks
- The Federation of Canadian Municipalities has provided \$50,000 toward the inventory collection and condition assessment of park retaining walls
- The City of Mississauga was designated as the 29th Bee City in Canada by Bee City Canada
- Two Pollinator Gardens have been supported with \$18,000 in funding by Scotts Canada Limited



Streetsville Pollinator Garden opening

- In 2018, Tree Canada provided grants for tree planting events and naturalization programs
- In 2018, TD Friends of the Environment Foundation provided a grant for \$17,819 to develop and run a five-day outdoor education summer camp program at four Recreation facilities across Mississauga
- The City received two grants in support of the development of the Climate Change Action Plan from the Ministry of Energy and the Federation of Canadian Municipalities totalling \$215,000
- In 2018, the Canadian Parks and Recreation Association (CPRA) Summer Work Experience Green Jobs Initiative provided funding of \$17,316 for three summer students

Growing, Connecting and Developing Parkland

- Since January 2017, seven properties totalling 4.45 acres (1.79 hectares) have been acquired for parkland purposes
- Acquisitions include five properties within the Cooksville Parkland Acquisition Strategy (eight additional properties pending close), one property gratuitously dedicated to the City through a development application, and one property acquired for the purposes of expanding Valley Park
- Completion of the purchase or exchange of various properties for the purposes of consolidating parkland within the Ninth Line corridor
- 13.6 acres (5.5 hectares) of new parkland recommended for dedication through the development at West Village at 70 Mississauga Road
- The Future Directions Parks & Forestry Master Plan was updated and approved by Council in early 2019 to guide the path of service delivery to meet the needs of our growing and diverse community

- Development of Park 317 (Saigon Park) to integrate a stormwater pond and construct community park amenities is nearing completion, expected late 2019
- Port Credit Harbour West Parks Class Environmental Assessment (EA) was completed allowing for the future development of Marina Park, while the EA for 1 Port Street East (proposed new public marina) is currently underway
- Zonta Meadows Linear Park which features open outdoor public space, a public art installation, horticultural displays and walking trails was completed



Zonta Meadows Linear Park

- Hancock Woodlands was developed to protect the existing plant inventories and heritage buildings while opening up the park to the community for passive recreation



Hancock Woodlands

Outdoor Recreation Opportunities

- Park trail reconstructions totalled four kilometres
- New trail construction includes the Nine Creeks Trail which is nearing completion along the Lakeshore Hydro Corridor in the south end of Mississauga and will add 9.5 kilometres of new trail experience
- Tennis court reconstructions were completed at five sites
- Pickleball lines were introduced at seven locations
- Two playground redevelopments were completed at Mississauga Valley and Eastgate
- Replacement of Courtneypark artificial turf
- Replacement of seven park bridges

- Mississauga Valley's spray pad was redeveloped after it had reached the end of its lifecycle



Mississauga Valley's Spray Pad Redevelopment

- Conversion of Settler's Green Ball Diamond to a Soccer Pitch
- Box soccer pitch was installed at Mississauga Valley
- Pinnacle, Pheasant Run and Willowglen Park Developments are in detailed design
- John "Bud" Cleary redevelopment is in the detailed design phase
- Lakeshore corridor trail is in construction with final phases to be complete in 2019
- Repair of St. Lawrence, Marina, J.J. Plaus and several other shoreline parks damaged during the 2017 Waterfront flooding is complete
- Four Pop-Up Adventure Playground programs were hosted in partnership with Recreation (Let's Play in the Park Program) and Earth Day at four parks to encourage self-directed, unstructured play using a variety of "loose parts"

and natural materials in order to foster creativity and problem-solving skills while creating a love of the outdoors

- In 2018, installed one community garden at the Small Arms Building property and two community partner gardens, at Burnhamthorpe Library and Settlers Green Public School

Enhancing Park Experiences

- Three new community park washrooms were constructed at Erindale Park, Fallingbrook and Garnetwood
- Construction of three shade shelters is complete at Erindale Park (two) and Churchill Meadows Community Common
- 168 new benches were installed and over 300 benches were rehabilitated at Parks city-wide
- 1,193 trees were planted in Parks city-wide
- To remove barriers and make Mississauga's beachfront more inclusive and accessible for all, two accessible beach mat routes were installed in 2019. The mats were also used at a One Million Trees event to host the first accessible tree planting event



Accessible beach mats installation

- The Paul Coffey Park playground was refurbished after fire vandalism



Rebuilt Paul Coffey playground

Community Engagement and Stewardship

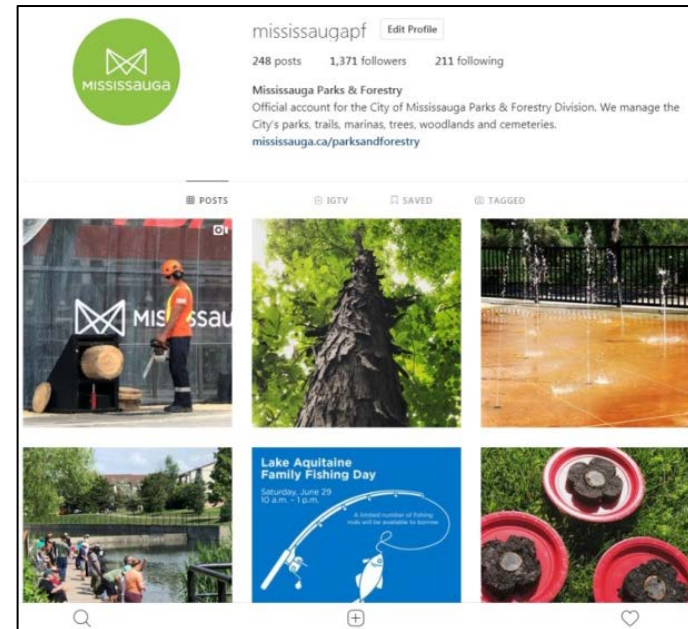
- Five-year celebration of the One Million Trees Program
- 5,239 volunteers engaged for 10,152 hours of community tree planting events
- 106 tree planting and stewardship events hosted by City staff resulting in the planting of 38,211 trees through volunteer groups
- To date, over 335,000 trees and shrubs have been planted through the One Million Trees Mississauga program
- Ongoing invasive species management and community education to enable residents to participate in integrated pest management (IPM) practices
- Over 4,500 hours of community clean-ups, community ice rink installations, mural paintings and other stewardship activities delivered by over 3,300 volunteers



Mississauga Valley's Tree Planting

- Over 700 planning applications were reviewed by Park Planning
- Port Credit Harbour West community meeting was held for public consultation on proposed park development
- Continuation of Swiftwatch, a citizen monitoring program for chimney swifts, an endangered bird species
- Mississauga's Climate Change Project Engagement website had a total of 5,100 visitors in 2018, with 186 contributors to the Climate Change Survey, and 29 new site registrations (for a total of 530 all-time)
- The Climate Change Stakeholder Panel has participants from over 31 different community organizations including school boards, conservation authorities, utilities, and academic institutions
- 11,282 people were directly engaged in Environment and climate change outreach at 62 community events throughout Mississauga

- Increased social media engagement through Facebook, Twitter, and Instagram channels:
 - Facebook fans grew by 30 per cent, generated 6,203 engagements and 353,142 impressions
 - Twitter followers grew by 20 per cent, generated 14,083 engagements and 1,398,593 impressions
 - Instagram followers grew by 92 per cent and generated 3,019 engagements
- Over 6,500 residents were engaged in Ecosource-led food growing programming and opportunities at the City's community gardens in 2018



Parks, Forestry & Environment Instagram Landing Page

Partnerships

- Partnership with Friends of Hancock Woodlands, Ecosource and others to provide ongoing educational and stewardship initiatives for Hancock Woodlands, including gardening and instructional areas
- Scholars' Green Phase II Park expansion in conjunction with the expansion of Sheridan College Hazel McCallion Campus Phase II



Scholars' Green

- Partnership with the Peel District School Board to co-fund the development of an artificial turf sports field and all-weather track facility at Clarkson Park is nearing completion
- A partnership with the Peel District School Board was developed to construct a shared-use multi-purpose basketball and ball hockey facility on the grounds of the Lorne Park Secondary School
- Partnership with the Region of Peel to construct the Lakeshore Hydro Corridor Trail
- Ongoing partnership with Sheridan College's Pilon School of Business for students to complete marketing and business

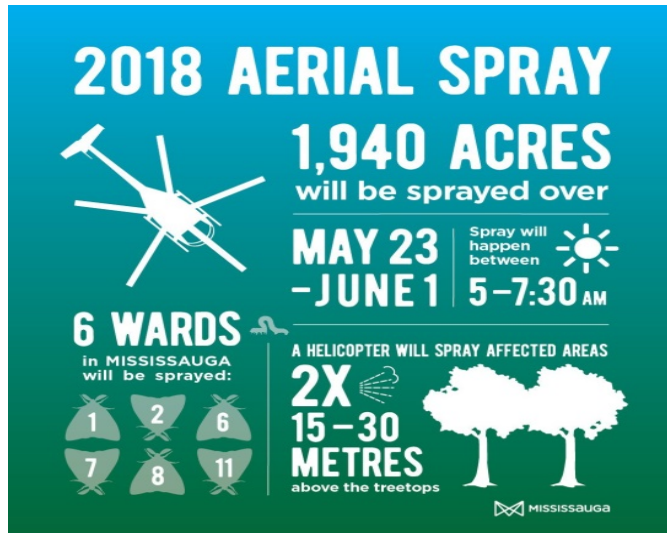
plans for Parks & Forestry initiatives as part of their course requirements

- In 2018, entered into a partnership with University of Toronto Mississauga's Blackwood Gallery and the Culture Division to produce a 10-day, site-specific, contemporary art festival – The Work of Wind, Air, Land, Sea – with the theme of climate change
- In 2018 we partnered with Earth Day Canada to deliver four Pop-Up Adventure playgrounds through the Recreation Division program, Let's Play in the Park. Funding for the program was provided by Earth Day Canada
- In 2018 we partnered with Ecosource to develop a five-day outdoor environmental education summer camp to be delivered in partnership with the Recreation Division. Funding for the camps was provided by TD Friends of the Environment. Ongoing support by Ecosource will be provided to assist with training Recreation summer camp staff on incorporating environmental education and outdoor play opportunities into existing summer camp programs

Protection and Enhancement of Natural Areas and the Urban Forest

- Implementation of the Young Tree Maintenance Program to ensure all newly planted trees receive watering, rejuvenation and structural pruning to ensure their long-term survival
- Vegetation inventories were completed at Brueckner Rhododendron Gardens to ensure ongoing maintenance and tracking of the health of these assets
- 2018 Pilot of the Garlic Mustard Task Force where volunteers pull the invasive species from Woodlots and Natural Areas
- 12.88 acres (5.22 hectares) of land has been reclaimed through the encroachment program since 2012

- In 2018, the City began a pilot program installing tree watering bags on street trees that were planted in 2015 and are no longer covered by warranty. This year the program will expand to street trees that were planted in 2016
- Completion of an Aerial Spray Program in early 2018 to mitigate the impacts of invasive pests on the City's tree canopy and ensure the long-term health of this asset



Infographic used to provide information on the Aerial Spray for Gypsy Moth and Cankerworm in 2018



Aerial Spray underway

The 2020-2023 Business Plan Outlook

Planning for the Future

Growing, Connecting and Developing Parkland

Parkland Acquisition

- The *More Homes, More Choice Act, 2019* will have a significant impact on the City's capacity to acquire parkland. The currently separate charges for cash-in-lieu of parkland, Section 37 (bonus zoning), and soft services development charges will now be combined into one 'Community Benefit Charge'. Any reduction in funds as a result of this change will limit our ability to acquire parkland and provide adequate park infrastructure
- Strategic delivery of downtown public parks and publicly accessible spaces is ongoing, to contribute to the creation of complete communities
- Strategic parkland acquisitions through development application processes and direct purchase are ongoing including Ninth Line corridor, Cooksville neighbourhoods, waterfront developments, Credit River corridor and Downtown core

Master Plans and Strategies

Climate Change Action Plan

- Leading the development of the City's first comprehensive Climate Change Action Plan (completion scheduled for fall 2019) for the Corporation and the community to mitigate and adapt to the impacts of climate change

Zero-Emission Vehicle Strategy

- This strategy will clarify the role of the City in accelerating the adoption of low-carbon transportation. This will include the development and prioritization of actions the City can take to encourage uptake of zero-emissions vehicles in the community and will help to guide a regional approach to the electrification of personal transportation

Urban Agriculture Plan

- Environment is developing an Urban Agriculture Plan to guide planning and investment to increase urban-scale food production. An Urban Agriculture Plan will determine the City's role and examine City properties for their feasibility for food production

Waste Diversion Plan

- The five-year plan will set a waste diversion target for City operations and the necessary actions to achieve it

Living Green Master Plan Update

- The Living Green Master Plan, which builds on the Strategic Plan vision and identifies 49 actions to address Mississauga's environmental goals and challenges, will be updated

Waterfront Parks Strategy Update

- The Waterfront Parks Strategy 2019 Refresh is the first update of the Mississauga City Council-approved 2008 Waterfront Parks Strategy. It is a comprehensive and long-term plan to guide future parkland uses, development and programming of the City's 26 waterfront parks as well as criteria for park expansion
- The 2019 Refresh incorporates new trends in waterfront parks and the parkland needs of future developments along the waterfront including the Lakeview Waterfront Community, 1 Port Street East and 70 Mississauga Road South that have been envisioned as the City's 'Inspiration Projects'



Lakefront Promenade Marina Patio



1 Port Street East Community Meeting

Paul Coffey Park Master Plan

- The draft Master Plan is complete and includes a Redevelopment Transition Plan to guide the Park's redevelopment in the short term and as facilities reach the end of their lifecycles in the long term
- The final Master Plan is anticipated to be completed in late 2019

Washroom Study Update

- This study, recommended as a result of the Future Directions planning process, is to update the selection criteria for park washroom eligibility and identify a range of washroom types that are cost effective while meeting community needs
- The update is anticipated to be completed in late 2019

Park Developments

Upcoming parks in the planning and development phase to grow, connect and develop parkland include:

- West Village at 70 Mississauga Road South: Development of waterfront destination parkland that will connect J.C. Saddington Park and improve the waterfront experience
- Proposed Marina at 1 Port Street East: commenced Environmental Assessment process and supporting studies for a future waterfront park and marina
- Lakeview Village at 1082 Lakeshore Rd. East: Development of waterfront destination parkland on the former Ontario Power Generation (OPG) lands
- Port Credit Harbour West (P-112) waterfront park development: Introduces programmable multi-use spaces, shoreline improvements, elevated boardwalk and continuous water's edge promenade
- Churchill Meadows Community Centre (P-459): located on Ninth Line, an all-season destination sports park to be developed in two phases. Phase One to include two lit artificial sports fields with Recreation facilities, natural area enhancements, site infrastructure and parking. Phase Two design is underway and proposes a cricket pitch, multi-purpose artificial sports field, natural heritage area, additional parking, trails and supporting amenities
- Scholars' Green Phase II (P-507): developed as an urban park and includes walkways, games tables, seating areas, open lawn areas, outdoor fitness and a multi-purpose artificial turf field
- Former Harris lands (P-122): development to formalize trails and passive parkland areas to allow access to this natural heritage area and the Credit River
- Former Pheasant Run Public School (P-163): to be developed as a community park including a soccer pitch, spray pad, walking loop, outdoor basketball and picnic area
- Former Willow Glen Public School (F-410): to be developed as a new community park including a soccer pitch, walking loop, picnic area and play facilities
- Pinnacle (P-524/525): Development of a community park offering basketball, tennis, trails, play facility, parking, Fresh Air Fitness, common gathering areas and natural wetland area
- Continued opportunities to leverage existing resources to develop active transportation options (e.g., trails on hydro corridors)



Streetsville Public Cemetery

Cemeteries and End-of-Life Needs

- Reviewing options for cemetery and crematorium development within the City to meet the changing end-of-life needs of the community
- Examining changing demographics to anticipate future needs as well as alternative end-of-life options

Protection and Enhancement of Natural Areas and the Urban Forest

- Enhanced beautification in hardscaped areas; development of standards underway
- Introducing tree planting technologies (i.e., silva cells) and maintenance practices to grow a mature tree canopy in a hardscaped environment
- Young tree pruning and watering contracts to mitigate impacts of extreme weather will be essential in hardscape environments
- Continuation of the pilot program to install watering bags on street trees that were planted in 2016 and are no longer covered by warranty
- Continuing to replace all City-owned trees at a one-to-one replacement rate
- Forecasted caliper tree plantings (60 millimetre diameter tree) which includes anticipated plantings for Emerald Ash Borer (EAB), replacement street and park trees and new street and park trees:
 - 2019: 7,125
 - 2020: 7,125
 - 2021: 7,125
 - 2022: 7,125



Watering Bag on City street tree

- The City continues to mitigate the impact of the Emerald Ash Borer on its tree canopy through the approved Management Program which includes a \$5.6 million special purpose levy annually to administer the program. The program is currently on track to be completed, on schedule, in 2023
 - Approximately 25 per cent of the EAB trees treated since 2013 are still treatable
 - Trees removed for EAB are part of the ongoing replacement program; tree planting is prioritized based on land use

- Hazardous tree mitigation in woodlands and natural areas is ongoing with 148 Woodlots having undergone mitigation works since 2013 and 28 Woodlots having been fully restored
- Development of an Invasive Species Management Plan to identify and manage any invasive species, as well as any significant or threatened species requiring additional attention
- Reassessment of the City's canopy cover to assess the health of the urban forest is budgeted for completion in 2020. It was measured at 19 per cent in 2014 with a target of 22 per cent by 2024
- The Public Tree By-law will be introduced in Fall 2019 and the Private Tree By-law will be updated in Winter 2019/2020



Protective Hoarding around City Tree

Enhancing Park Experiences

- The Park Usage Metrics program is underway to identify methods to collect data on utilization of public parkland throughout Mississauga (60 counters to be installed by Fall 2019); these metrics will guide future capital planning and park developments to directly meet the needs of the community
- Over the next four years the following work is to occur:
 - Completion of four major trail systems:
 - Sun Canadian Trail (2.8 kilometres)
 - Bus Rapid Transit (BRT) Trail 07 A & B (Segment from Central Parkway to Little Etobicoke Creek) (4.2 kilometres)
 - Lakeview Corridor Trail (1.3 kilometres)
 - Hydro One East Corridor Trail (4.0 kilometres)
 - Sixteen shade structures are expected to be constructed
 - Update Washrooms Study to complete a review of the existing eligibility criteria for park washrooms and to identify a range of washroom facility types that are cost effective and respond to community needs
 - Signage is continuing to be updated, including wayfinding, at 375 parks and 94 greenland spaces
 - 2,500 new waste receptacles are to be installed in 508 parks by 2022
- Continuing to introduce innovative solutions for park users to enhance their experiences, like bike repair stations, interactive digital signage and mobile device charging stations

Community Engagement and Stewardship

- Developing a strategy that will identify Parks, Forestry & Environment's stewardship and volunteerism needs and goals for our parkland, urban forest, greenbelt and natural areas and establishing a course of action to respond to them
- Continuation of the very successful One Million Trees Mississauga program is expected until 2032 with the planting of approximately 40,000 non-caliper trees and shrubs per year
- Parks Stewardship program includes many things such as the installation of community ice rinks, mural paintings, community clean-ups, sports box paintings and picnic table paintings
- Continue to evolve education and outreach by offering more opportunities for community involvement in environmental action through the development of new initiatives and partnerships including outdoor environmental education, youth-focused programs, investing in new environment displays and building more community capacity



Remember 11-11 Poppies, made from removed ash trees, displayed at Celebration Square for Remembrance Day



Finding Efficiencies

Lean Program

The City's Lean Program focuses on strengthening the organization's culture of continuous improvement and instills Lean concepts and principles as a way of work in every Service Area. The program focuses on maximizing customer value and minimizing waste along with empowering staff at all levels to problem-solve on a daily basis.

Since becoming permanent in 2016, the Lean program has delivered significant results. Over 210 staff have received introductory White Belt Training; five staff have received intermediate Yellow Belt Training, and four staff have received advanced Green Belt Training. Sixteen projects (including rapid improvements) and 167 small improvements have produced such enhancements as improved customer experience, faster processing times, higher quality and lower costs. (For definitions of classifications, see the Glossary.)

Some highlights of the many projects and small improvements completed include:

- Improving the processing and reducing the installation time required for Parks Memorial Benches by 64 per cent
- Improving the Park Asset Inspection Process and reducing the time required for each inspection by 57 per cent
- Completing the 5S Lean Process at five park depots, increasing utilized space and overall functionality while reducing motion waste, with a cost avoidance of approximately \$154,000
- Improving the seasonal hiring process with a cost avoidance of approximately \$60,000

Completed Initiatives					Total Benefits	
Improvement Type	2014-2017	2018	Sept 2019	Total	Type	Total
Small Improvement	84	51	32	167	Cost Savings and Avoidance	\$790,977
Rapid Improvement	1	4	6	11	Customer Service Improvements	97
Project	3	1	1	5	Safety Improvements	47
Total	88	56	39	183	Environmental Improvements	46
In-Progress Initiative	Goals of the Initiative					
Standardization of waste management systems	Improve, document and standardize the waste management systems within recreation centres across the City to enhance customer service and value, avoid and/or reduce operational costs, and achieve 75 per cent waste diversion in all facilities.					

Other Continuous Improvement Programs and Initiatives

- Integrating the asset management plan to include inventory, condition audit and proactive maintenance requirements for all parks assets, trees, pavement and bridge management systems, playgrounds, sports fields and courts
- The Climate Change Action Plan will include actions to help the city anticipate and appropriately plan for the impacts of climate change in a proactive, rather than reactive, way
- Enhancing the Forestry Growth Model and Lifecycle program to align resources and maintain the tree canopy over the long term
- Conducting greenhouse gas emissions inventories as part of the implementation of the Climate Change Action plan will identify the most significant opportunities to reduce Corporate greenhouse gas emissions
- Performing waste audits, waste equipment mapping, and waste equipment inventories to catalogue and identify opportunities for continuous improvements in standardizing and managing the City's waste, reducing costs and making waste diversion more efficient and easier for the user
- Leading the Green Leaders employee engagement program, which aims to achieve environmental sustainability in the workplace, green City operations and corporate culture by providing information and championing action, with a focus on climate change, energy conservation and waste diversion



Churchill Meadows Beautification Projects



Advancing the City's Strategic Plan

The City's Vision and Strategic Plan are the starting points for our annual business planning and budgeting cycle. The 40-year Strategic Plan, Our Future Mississauga, is built on five pillars – **move, belong, connect, prosper, and green**. Business plans are designed to strengthen aspects of these pillars to support the attainment of Mississauga's Vision.

Below are examples of how the initiatives of Parks, Forestry & Environment relate to the Strategic Plan pillars.

move - developing a transit oriented city

- Off-road trail network developments
- Implementation of Park sign study and wayfinding in parks
- Connections to transit and mobility nodes
- Beautification along major transit corridors (e.g., Bus Rapid Transit (BRT) corridor)
- Environmental outreach promotes sustainable transportation, including public transit and active transportation in the community

belong - ensuring youth, older adults and new immigrants thrive

- Variety of sport and park amenities
- Development of Park Master Plans
- Park redevelopment and placemaking
- Community engagement through tree planting, environmental programming and stewardship events
- Climate Change Action Plan will reduce climate risks for the community, including low-income older adults and children

- Support programs to deliver outdoor environmental programming that fosters a connection to the community and natural environment

connect - completing our neighbourhoods

- Community partnerships
- Asset Management Program
- Building new parks and amenities
- City-wide Park Provision Strategy and parkland acquisition priorities
- Development of Park Master Plans
- Planting trees along boulevards and in parks
- Downtown Growth Area Park Provision Strategy
- Providing funding and resources for the installation and programming of community gardens

green - living green

- One Million Trees Mississauga campaign underway
- Protection and enhancement of parklands, woodlots and natural areas
- Ongoing expansion of urban tree canopy
- City-wide Park Provision Strategy and parkland acquisition priorities
- Downtown Growth Area Park Provision Strategy
- Delivery of Corporate waste diversion program
- Monitoring and facilitation of Living Green Master Plan implementation
- Promoting a green culture through community outreach and the Green Leaders employee engagement program
- The Climate Change Action Plan will transition Mississauga towards a low-carbon, resilient City

Transforming our Business with Technology

Parks, Forestry & Environment, in alignment with corporate technology plans, has developed a plan to support IT trends and initiatives. The goal of the plan is to foster open and accessible government, enable decisions through research and analytics, create a connected and engaged workplace and improve services through innovation.

Some highlights of the Parks, Forestry & Environment IT Plan to improve services through innovation include:

- **Forestry Contractor Mobile Solution (2020):** using a mobile application to send and receive work orders to Forestry contractors will improve coordination and accountability of work performed, and provide instant access to live information on the status of work and timely distribution to avoid downtime
- **iParks Pilot (ongoing):** introduces technology into 10 parks across Mississauga including Wi-Fi, solar charging benches, park user counting technologies and interactive features for park patrons (i.e. bike repair stations)
- **Park Operations Work Management Software (2019):** to develop inspection, service request and work order modules to streamline paper-based processes and improve coordination and accountability of work performed, as well as provide immediate information to inform decision-making
- **Marina Software Upgrade (2019-20):** to procure software to assist in booking of slips, customer profiles and payments in one paperless system. Enables staff to have immediate access to information from either marina location



Etobicoke Creek Trail bike repair station



Celebration Square stage and digital signs: location is also a Wi-Fi hot-spot

Maintaining Our Infrastructure

- Using inventoried asset condition ratings, Parks will be completing a comprehensive long-term lifecycle management model for all Park assets to help plan and prioritize future replacements and maintenance
- Forty-eight per cent of assets will require capital funding for component replacement or full replacement over the next 10 years based on a condition assessment of “poor”
- Park Operations is in the process of inventorying operational assets including horticultural beds and benches, as well as continuing inventories at our multiple Garden Parks for our highly valued plant material
- The Park trees inventory will be completed by 2019 and the Street tree inventory updated by 2020 to collect comprehensive information to guide immediate maintenance and long-term management of Forestry assets



Oak Tree Park, home to one of the oldest White Oaks in Mississauga, at least 300 years old

- Parks, Forestry & Environment continues to work with Facilities & Property Management to monitor the state of buildings in parks, including washrooms; where assets do not yet qualify for replacement, Parks is committed to making cost-effective improvements to those facilities where possible to support their continued use prior to replacement



Lake Wabukayne Fresh Air Fitness

- Planned lifecycle replacements from 2020 to 2022 city-wide:
 - Thirty kilometres of trail reconstructions
 - Twenty-five playground replacements
 - Thirteen sport field and court maintenance and replacements
 - Paramount Fine Foods Centre Artificial Turf Field replacement
 - Six pedestrian bridge replacements
 - Lakefront Promenade Boardwalk and Dock replacement
- The Climate Change Action Plan will increase the City's ability to prepare for and recover from climate change events (resiliency) by calling for climate-related infrastructure vulnerability assessments to be included in the development of asset management plans for all asset types

Managing Our Human Resources

Workforce Analytics

Parks, Forestry & Environment is a collaborative and cohesive team of technical and experienced staff with the goals of providing excellent customer service while effectively delivering service to residents and the Corporation, creating memorable outdoor experiences, and advancing environmental sustainability. Parks, Forestry & Environment consists of a combination of full-time and seasonal staff to effectively deliver peak season services. The staff have a range of diverse backgrounds to plan, develop and operate city parks and the urban forest, and to work towards transforming the City of Mississauga into an environmentally sustainable community.

Our Structure

Parks, Forestry & Environment consists of five business units with distinct but aligned goals and objectives, working together to deliver the Division's vision. These five units are:

- **Park Planning**, which leads parkland studies and master plans and undertakes land acquisitions and dedications to expand the existing parkland inventory. Park Planning also protects existing parkland and natural areas through the development review process
- **Park Development**, which designs connected, vibrant, outdoor spaces and amenities and plans for the long-term lifecycle needs of parkland assets to ensure safe and high quality amenities
- **Park Operations**, which maintains safe, clean and accessible parks and open spaces for active play and passive use; provides customer-oriented and publicly accessible cemeteries and marina services; and supports parkland stewardship and community group engagement

- **Forestry**, which enhances, maintains and protects the urban forest; increases public awareness to promote stewardship of Mississauga's urban forest; and mitigates the effects of existing and future invasive species to ensure the long-term sustainability of our tree canopy
- **Environment**, which leads climate action in the City, implements waste diversion initiatives, delivers environmental education and outreach internally and externally, and develops environmental strategy and policy



Park Operations staff working on irrigation repairs

Our Talent

Parks, Forestry & Environment consists of a combination of qualified and skilled professionals complemented by highly trained technical staff to deliver a wide range of services. Staff development, education and continuous learning and training are priorities to ensure staff have all tools available to them to effectively deliver services and make educated and strategic decisions. The following summarizes some actions Parks, Forestry & Environment has taken to ensure staff are in an environment which supports continuous formal and informal education:

- Continuous improvement education: 95 per cent of staff are Lean White Belt trained with seven staff Yellow or Green Belt trained in 2018
- Divisional support for attaining and maintaining technical credentials, including those for Professional Arborists and Planners
- Furthering formal education through workshops, courses and degree and diploma programs to enhance the skills of the Parks, Forestry & Environment workforce
- Continuous sharing of information and opportunities to enhance staff development and support for educational opportunities



Operations Crews completing tree chipping

Critical Roles/Functions to Achieve Business Goals

In order to continue delivering services across our various technical fields it is essential that Parks, Forestry & Environment continues to:

- Deliver services while minimizing labour costs and ensuring that resources are available for peak seasonal maintenance periods. Fifty-seven per cent of all Division staff are seasonally employed
- Employ interns and co-op students through CareerEdge, School Boards, Region of Peel Summer Job Challenge, Colleges and Universities to contribute high-quality work to the City while gaining valuable work experience
- Have a portion of staff tied directly to implementation of capital projects such as the development and redevelopment of parkland and maintaining assets in a state of good repair. Labour costs for these projects are partially offset by the Capital program



Community Meeting hosted by the Park Development Team

- Maximize alternative funding sources through grants while ensuring the Division is able to react and manage the capacity of staff to deliver these and other scheduled projects
- Provide staff with opportunities to grow leadership skills and expand their knowledge base to minimize knowledge loss due to staff turnover, assure continuity of work and encourage participation in succession plans
- Build technical skills to support staff needs and decision making, including information technology and analytical and reporting skills
- Develop park services portfolios (lines of business) and standard operating procedures for staff roles and responsibilities

Talent Needs

Gaps that have been identified or flagged for future consideration for Parks, Forestry & Environment talent needs include:

- The aging workforce requires initiatives that provide training, knowledge sharing and career development to staff to enhance succession planning and talent management. Over

20 per cent of full-time Parks, Forestry & Environment staff are eligible for retirement in the next four years

- Ongoing training of seasonal workforce to ensure fully qualified staff during peak season
- The Climate Change Action Plan will require specific expertise and knowledge for implementation of multiple action items for the City and the community



Earth Day Event Delivery Team

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2019	2020	2021	2022	2023
Environment Management	10.3	10.3	12.3	12.3	12.3
Forestry	60.8	60.8	60.8	60.8	60.8
Park Planning & Development	34.9	33.9	33.9	33.9	33.9
PF CMS Divisional Support Services	2.0	2.0	2.0	2.0	2.0
Parks Operations	248.8	254.4	254.7	255.2	255.5
PF CMS Departmental Support Services	4.0	4.0	4.0	4.0	4.0
Total Service Distribution	360.8	365.4	367.7	368.2	368.5

Note: Numbers may not balance due to rounding.

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2020-2023 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The budget for 2019 was \$36.6 million and the proposed budget for 2020 is \$37.7 million.

Total Changes to Maintain Current Service Levels

In 2020, the impact of maintaining current service levels for the Parks, Forestry & Environment Service Area is an increase of \$1.1 million. Highlights of the proposed budget changes include:

- \$930,000 Contractor costs for boulevard maintenance due to new contract
- Labour costs are projected to increase by \$264,000. This reflects economic adjustment increases and other fringe benefit changes
- \$168,800 utility costs
- \$44,900 Stormwater charges
- Increased revenue of \$366,000 including Fees and Charges increase, various recoveries and permits and site plan fees

Efficiencies and Cost Savings

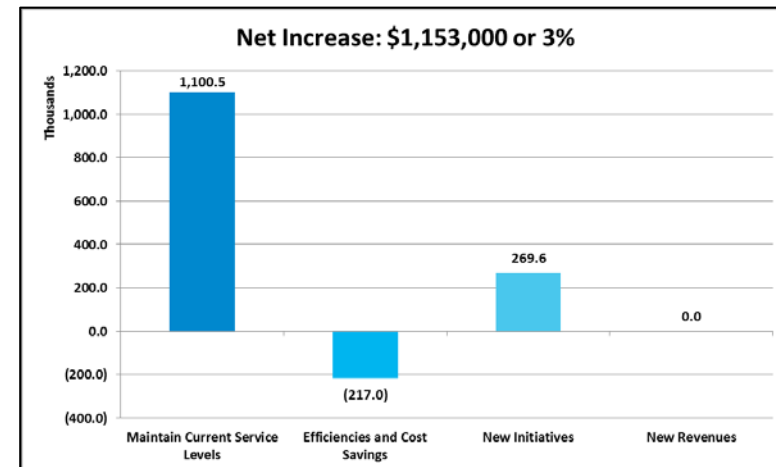
Cost savings of \$217,000 include:

- Vehicle Fuel savings of \$70,000
- Organizational Review savings of \$57,000
- Reduction in studies of \$50,000
- Winter Operations material savings of \$40,000

New Initiatives

- Celebration Square Attendants \$177,400
- Parkland Growth \$92,100

Proposed Changes for 2020 Net Operating Budget by Category (\$000s)



Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2020-2023, as well as the 2019 Budget and 2018 Actuals by major program within the Service Area.

Proposed Budget by Program (\$000s)

Description	2018 Actuals	2019 Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Expenditures to Deliver Current Services						
Environmental Management	1,612	1,704	1,571	1,588	1,605	1,621
Forestry	9,054	9,066	10,104	10,188	10,274	10,361
Park Planning & Development	3,402	3,436	3,551	3,622	3,694	3,767
Parks Operations	25,759	26,449	27,034	27,365	27,755	28,138
PF CMS Departmental Support Services	(0)	(1)	(0)	0	0	0
PF CMS Divisional Support Services	495	747	390	325	261	196
Total Expenditures	40,323	41,401	42,651	43,089	43,588	44,085
Revenues	(5,649)	(4,836)	(5,202)	(5,202)	(5,202)	(5,202)
Transfers From Reserves and Reserve Funds	0	0	0	0	0	0
New Initiatives and New Revenues			270	460	562	590
Proposed Net Budget Including New Initiatives & New Revenues	34,673	36,565	37,719	38,347	38,948	39,473
Expenditures Budget - Changes by Year			3%	1%	1%	1%
Proposed Net Budget - Changes by Year			3%	2%	2%	1%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget (\$000s)

The following table shows the proposed budget changes by description and category. Costs (labour; operational costs; and facility, IT and support) and revenues are shown by category with the approved 2019 budget for comparison. The three columns to the far right of the table show the totals proposed for 2020 and their dollar and percentage changes over 2019.

Description	2019 Approved Budget	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Years Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	2020 Proposed Budget	\$ Change Over 2019	% Change Over 2019
Labour and Benefits	27,296	279	(57)	42	0	237	0	27,796	500	2%
Operational Costs	13,572	1,158	(110)	0	0	33	0	14,654	1,081	8%
Facility, IT and Support	(153)	(48)	0	0	0	0	0	(201)	(48)	31%
Transfer To Reserves & Reserve Funds	686	35	(50)	0	0	0	0	671	(15)	-2%
Total Gross Expenditures	41,401	1,424	(217)	42	0	270	0	42,920	1,519	4%
Total Revenues	(4,836)	(366)	0	0	0	0	0	(5,202)	(366)	8%
Transfer From Reserves & Reserve Funds	0	0	0	0	0	0	0	0	0	0%
Total Net Expenditure	36,565	1,059	(217)	42	0	270	0	37,719	1,153	3%

Summary of Proposed 2020 Budget and 2021-2023 Forecast (\$000s)

Description	2018 Actuals	2019 Approved Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Labour and Benefits	25,758	27,296	27,796	28,461	29,033	29,554
Operational Costs	13,823	13,572	14,654	14,625	14,662	14,674
Facility, IT and Support	(291)	(153)	(201)	(208)	(216)	(224)
Transfer To Reserves & Reserve Funds	1,033	686	671	671	671	671
Total Gross Expenditures	40,323	41,401	42,920	43,549	44,150	44,675
Total Revenues	(5,649)	(4,836)	(5,202)	(5,202)	(5,202)	(5,202)
Transfer From Reserves & Reserve Funds	0	0	0	0	0	0
Total Net Expenditure	34,673	36,565	37,719	38,347	38,948	39,473

Note: Numbers may not balance due to rounding.

Proposed Cost Increase Required to Maintain Current Service Levels

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

Description	2019 Budget (\$000s)	2020 Proposed Budget (\$000s)	Change (\$000s)	Details (\$000s)
Labour and Benefits	27,296	27,560	264	Increase/Decrease Reflects Labour Adjustments and Other Fringe Benefit Changes
Administration and Support Costs	(153)	(201)	(48)	Decreased Custodial Costs due to Favourable Contract Pricing
Advertising & Promotions	123	123	0	
Communication Costs	176	176	0	
Contractor & Professional Services	4,546	5,486	941	\$930 Increased Costs to Boulevard Maintenance Contracts
Equipment Costs & Maintenance Agreements	132	132	0	
Finance Other	108	108	0	
Materials, Supplies & Other Services	2,724	2,684	(40)	Savings in Winter Operating Materials
Occupancy & City Costs	2,840	3,057	217	\$169 Increased Utility Costs \$45 Stormwater Charges
Staff Development	145	145	0	
Transfers To Reserves and Reserve Funds	686	671	(15)	Revised Budgets for Clarkson and Courteypark Turf
Transportation Costs	2,780	2,710	(70)	Savings in Vehicle Fuel
Subtotal - Other Operating	14,105	15,091	986	
Total Revenues	(4,836)	(5,202)	(366)	(\$125) BRT Metrolinx Recovery (\$103) Fees and Charges Increase (\$65) Permits, Site Plan and Filming Fees (\$30) Memorial Tree and Bench Program (\$24) Sports Field Revenue from Clarkson and Courteypark Turf (\$19) Region of Peel Recovery
Transfers To/From Reserves and Reserve Funds	0	0	0	
Subtotal - Revenues	(4,836)	(5,202)	(366)	
Total	36,565	37,449	884	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by Budget Request (BR) for proposed new initiatives. Each BR is numbered. Detailed descriptions of each Request can be found in the pages following the table.

Description	BR #	2020 FTE Impact	2020 Proposed Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2020 to 2023 FTE Impact	2020 to 2023 Capital (\$000s)
New Initiative								
Parkland Growth	5347	1.0	92	134	179	201	2.1	0
Climate Change Program and Action Plan Implementation	5470	0.0	0	145	199	202	2.0	0
Celebration Square Attendants	6033	4.6	177	181	184	187	4.6	0
Total New Initiatives		5.6	270	460	562	590	8.7	0
Total New Initiatives and New Revenues		5.6	270	460	562	590	8.7	0

Note: Numbers may not balance due to rounding. Amounts are Net.

Budget Request #: 5347

Proposed Initiative

Parkland Growth

Department

Community Services Department

Service Area

Parks, Forestry & Environment

Description of Budget Request

Additional costs for labour, materials and supplies are required to maintain newly acquired and developed park assets.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	92.1	133.9	179.4	201.3
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	92.1	133.9	179.4	201.3
* Net Change in \$		41.8	45.5	21.9
FTEs	1.0	1.3	1.8	2.1

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

This initiative ensures that City-owned parks and open space amenities are maintained to current service levels for the appropriate amenity type. It provides Parks, Forestry & Environment with the necessary resources to ensure that services are delivered in a cost effective manner.

Details of Service Change

This initiative provides the operating costs for 15.67 hectares (38.72 acres) of new parkland, trails and cemeteries entering the City's inventory from 2020 to 2023. Parkland assets entering the inventory in 2020 requiring maintenance include:

- Pheasant Run: Addition to (P-163), Erin Mills
- Former Willow Glen Public School: Not Yet Named (F-410), Clarkson
- Pinnacle: Not Yet Named Addition to (P-525), Valleys
- Ninth Line P-459: Churchill Meadows Community Park, Erin Mills

Various greenland expansions:

- Addition to P-058 (Mary Fix Park), Lakefront
- Addition to P-353 (Not Yet Named), Malton
- Addition to P-428 (Fletcher's Flats), Malton
- Credit River/Fletcher's Creek F-322, Malton
- Credit River/Fletcher's Creek F-323, Malton
- Addition to P-462 (Not Yet Named), Streetsville
- Addition to P-259 (Not to be Named), Valleys

Parkland assets entering the inventory and requiring maintenance from 2021 to 2023 includes Scholars' Green Phase II, Cooksville properties and portions of the Imperial Oil Lands.

Service Impact

Funding for labour, materials, contractors and supplies are required for service levels to be maintained at a level suitable for the park amenity. If resources are not made available City standards will not be met and it may lead to a reduction in service levels for other parkland City-wide in order to absorb the service required at the newly acquired open space and cemeteries.

Budget Request #: 5470

Proposed Initiative

Climate Change Program and
Action Plan Implementation

Department

Community Services Department

Service Area

Parks, Forestry & Environment

Description of Budget Request

The Environment Section is currently leading a climate change program and development of a Climate Change Action Plan (scheduled for presentation to Council in 2019). This work has been done through one FTE and temporary resources. Two additional FTEs, starting in 2021, are requested to facilitate continued delivery of the existing climate change program and implementation of the upcoming Climate Change Action Plan, both of which require specific expertise and knowledge.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	0.0	145.2	198.5	202.0
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	145.2	198.5	202.0
* Net Change in \$		145.2	53.4	3.5
FTEs	0.0	2.0	2.0	2.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The Climate Change Action Plan will be expansive, covering actions to decrease Corporate and community greenhouse gas emissions and to make the City more resilient to climate change impacts. The Environment Section will lead a number of these actions, requiring staff with climate change expertise. Additional staff complement will ensure continuity of current and future climate change work and implementation of the Climate Change Action Plan, helping the City mitigate and adapt to climate change.

Details of Service Change

Action on climate change requires dedicated expertise to advance existing and new initiatives.

The staff resources being requested would ensure implementation of the Climate Change Action Plan and achieve the following:

- Build internal and external programs and partnerships to support implementation of the climate change plan
- Lead and support Corporate climate action, including conducting greenhouse gas (GHG) inventories and climate risk assessments, and leading multi-disciplinary teams. This requires specific expertise on climate science, risk assessments, and GHG accounting
- Work with community stakeholders to develop and implement community-scale climate action (e.g., developing community energy systems, establishing community climate resilience hubs)
- Build approaches to fund actions, including utilizing grants and private capital to ensure strategic investments

Service Impact

The Climate Change Action Plan will provide a blueprint for Mississauga, both the Corporation and the community, to mitigate and adapt to the impacts of climate change.

Implementation of the Climate Change Action Plan will begin after its adoption by Council in 2019, with actions projected over a 10-year timeframe. Climate change program work in addition to plan implementation will also be needed on an ongoing basis.

Rather than advancing climate change action using temporary resources, adding FTEs will provide a stable source of in-house capacity and expertise.

Proposed Initiative

Celebration Square Attendants

Department

Community Services Department

Service Area

Parks, Forestry & Environment

Description of Budget Request

Celebration Square, which opened to the public in 2011, is a vibrant public space and home to an interactive water feature functioning from April to October. Due to changes to the Public Pool Regulation 565 by the provincial government, the Celebration Square water feature is now classified as a wading pool and as such, it is mandatory that the City provide supervision during all hours of operation (attendants) to provide first aid support and supplies and to implement emergency communication.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	177.4	180.5	183.7	186.9
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	177.4	180.5	183.7	186.9
* Net Change in \$		3.1	3.2	3.2
FTEs	4.6	4.6	4.6	4.6

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Staff recommend this initiative in order to continue delivering the existing service that the water feature provides in Celebration Square by adding attendants to supervise the feature as per the new provincial legislation.

Details of Service Change

Compliance with the legislation will require Community Services to hire Attendants to provide supervision of the Celebration Square water fountain for all hours of operation which are 8 a.m. until 11 p.m. seven days a week during peak season and reduced hours during the shoulder season. To adequately staff this, approximately 20 part-time staff would be required during peak season, with a reduction during the shoulder season, as per the pilot year of 2019.

Service Impact

In order to continue delivering the existing service that the water feature provides in Celebration Square, providing supervision for the water feature (wading pool) is mandatory as per the new provincial legislation. If there is no supervision by attendants, the City will be required to drain the fountain or provide a locked enclosure to prevent the public from entering the water.

Proposed Capital Budget

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

Proposed 2020-2029 Capital Budget by Program (\$000s)

Program Expenditures	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	2020-2029 Total
Environment	80	75	0	0	450	605
Forestry	6,080	6,601	6,180	5,675	11,434	35,970
New Park Development & Amenities	7,584	7,276	6,388	12,312	92,539	126,099
Park Redevelopment & Renewal	9,968	13,586	16,901	18,583	124,364	183,401
Parkland Acquisition	110	54,660	10,210	14,410	38,535	117,925
Parks Vehicles & Equipment	561	583	583	583	3,675	5,985
Total	24,382	82,781	40,262	51,563	270,997	469,984

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

Proposed 2020-2029 Capital Forecast Highlights:

- Scholars' Green Phase 2 Development \$3.7 million (2016-2020)
- Marina Park Development \$13.7 million (2020-2028)
- Park Development (Roger's) \$5.2 million (2020-2023)
- Zonta Meadows Park Development \$6.2 million (2020-2023)
- Lakefront Promenade Dock Replacement \$3.4 million (2020-2023)
- Paul Coffey Park Redevelopment (Phase 1) \$10.6 million (2020-2023)
- Credit Meadows (Former Harris) \$4 million (Cashflowed 2021-2024)
- Lakeview Village Waterfront Park Development \$14.1 million (2021-2028)
- West Village Waterfront Park Development \$23 million (2021-2029)
- Emerald Ash Borer Removal, Treatment and Replacement \$16.4 million (2020-2023)
- City-wide Tree Planting \$15.0 million (2020-2029)
- Park Operations & Forestry Operations Equipment Purchasing \$6.0 million (2020-2029)
- Installation of Shade Shelters \$2.5 million (2020-2029)
- Spray Pad Rehabilitation & Replacement \$8.1 million (2020-2029)

Proposed 2020-2029 Capital Budget by Funding Source (\$000s)

The following table provides the funding sources proposed to fund the capital portion of the proposed 2020-2023 Business Plan and 2020 Budget and the consolidated forecast for 2024-2029.

Funding	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	Total 2020-2029
Tax Capital	16,029	18,778	22,537	24,355	149,288	230,987
Planning Act Reserve Funds	1,029	55,747	10,765	15,674	48,696	131,911
Development Charges	5,100	5,912	5,518	8,712	67,352	92,593
Developer Contributions	477	827	477	977	2,862	5,620
Gas Tax	0	0	0	0	0	0
Recoveries	1,567	1,442	825	1,735	1,860	7,429
Other Reserves & Reserve Funds	180	75	140	110	939	1,444
Subsidies and Senior Govt. Level Grants	.0	.0	.0	.0	.0	.0
Total	24,382	82,781	40,262	51,563	270,997	469,984

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

Proposed 2020 Capital Budget Detail (\$000s)

The following tables provide a detailed listing of proposed capital projects for 2020.

Program: Environment

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
CMPF007867	Litter Mitigation Study	40	0	40	Other Reserves & Reserve Funds
CMPF007868	Single-Use Plastics Reduction Strategy	40	0	40	Other Reserves & Reserve Funds
Total		80	0	80	

Program: Forestry

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
CMPF00293	Encroachment Management & Rehabilitation	30	0	30	Tax Capital
CMPF00302	Emerald Ash Borer Management Program	4,105	0	4,105	Tax Capital
CMPF00340	Tree Planting (New)	100	0	100	Tax Capital
CMPF006226	Tree Replacements	988	0	988	Tax Capital
CMPF006700	Tree Planting (New)	477	0	477	Developer Contributions
CMPF007872	Tree Canopy Aerial Survey	80	0	80	Tax Capital
CMPF007873	Urban Forest Management	300	0	300	Tax Capital
Total		6,080	0	6,080	

Proposed 2020 Capital Budget Detail (\$000s) (Cont'd)

Program: New Park Development & Amenities

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
CMPF000570	Park Development - Zonta Meadows (P_294)	556	0	556	Development Charges, Tax Capital
CMPF000892	Park Development - Not Yet Named (F_411) (Rogers)	393	0	393	Development Charges, Tax Capital
CMPF001308	Park Development - Not Yet Named (F_034) (Pinnacle)	79	0	79	Development Charges, Tax Capital
CMPF00455	Park Development - Scholars' Green (P_507) (Downtown 21)	3,798	1,519	2,279	Development Charges, Tax Capital
CMPF004958	Hancock Building and Site Servicing (P_508)	578	0	578	Planning Act Reserve Funds
CMPF00500	Park Development - Not Yet Named (F_034) (Pinnacle)	786	0	786	Development Charges, Tax Capital
CMPF006236	New Amenities - Leash Free	59	0	59	Development Charges, Tax Capital
CMPF006725	New Trail Development	587	0	587	Development Charges, Tax Capital
CMPF007513	Park Development - Harbour West - (P_112) Marina Park	583	0	583	Development Charges, Tax Capital
CMPF007884	Park Development - Churchill Meadows Community Centre Park - Addition (P_459) (Argo)	165	0	165	Development Charges, Tax Capital
Total		7,584	1,519	6,064	

Proposed 2020 Capital Budget Detail (\$000s) (Cont'd)

Program: Park Redevelopment & Renewal

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
CMPF006327	Park Maintenance - Parking lots	130	0	130	Tax Capital
CMPF007893	Shoreline Monitoring & Evaluation	60	0	60	Other Reserves & Reserve Funds
CMPF000685	Trail Reconstruction Program	1,060	0	1,060	Tax Capital
CMPF000734	Playground Redevelopment Program	1,941	48	1,893	Tax Capital
CMPF000957	Sport Field and Court Rehabilitation	1,668	0	1,668	Tax Capital
CMPF000986	Park Furniture Replacement	55	0	55	Tax Capital
CMPF001009	Landscape Repairs, Site Rehabilitation and Emergency Maintenance	235	0	235	Tax Capital
CMPF005711	Marina Dock Replacement - Lakefront Promenade	620	0	620	Tax Capital
CMPF00578	PARKS Major Park Redevelopment - Paul Coffey Park	1,055	0	1,055	Tax Capital
CMPF006093	Park Building Rehabilitation Program	200	0	200	Tax Capital
CMPF006112	Port Credit Harbour Dredging	540	0	540	Tax Capital
CMPF006113	New Amenities - Shade Structures	250	0	250	Tax Capital
CMPF006328	Installation of Columbarium	189	0	189	Tax Capital
CMPF006541	New Amenities - Basketball Hoops	127	0	127	Tax Capital
CMPF007036	Bridge Structural Evaluation Review	40	0	40	Other Reserves & Reserve Funds
CMPF00836	Bridge Rehabilitation Program	632	0	632	Tax Capital
CMPF04146	Boardwalk Replacement - Lakefront Promenade (Cashflowed)	1,047	0	1,047	Tax Capital
CMPF04380	Spray Pad Rehabilitation	59	0	59	Tax Capital
CMPF04438	Irrigation System Replacement (Cashflowed)	60	0	60	Tax Capital
Total		9,968	48	9,919	

Proposed 2020 Capital Budget Detail (\$000s) (Cont'd)

Program: Parkland Acquisition

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
CMPF00331	Parkland Acquisition Program	110	0	110	Planning Act Reserve Funds
Total		110	0	110	

Program: Parks Vehicles & Equipment

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
CMPF00643	Vehicles & Equipment	561	0	561	Development Charges, Planning Act Reserve Funds, Tax Capital
Total		561	0	561	

Note: Numbers may not balance due to rounding.

Proposed 2020-2029 Capital Budget by Sub-Program (\$000s)

The following tables provide a listing of capital forecast by sub-program for 2020-2029.

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Environment											
Environment Studies	80	75	0	0	250	200	0	0	0	0	605
Subtotal	80	75	0	0	250	200	0	0	0	0	605

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Forestry											
PARKS Forest Management	4,515	4,871	4,450	4,110	219	50	50	1,730	50	50	20,095
PARKS New Tree Planting	577	577	577	577	477	477	477	477	477	477	5,170
PARKS Replacement Tree Planting	988	988	988	988	988	988	988	988	988	988	9,880
PARKS Streetscape	0	165	165	0	165	0	165	0	165	0	825
Subtotal	6,080	6,601	6,180	5,675	1,849	1,515	1,680	3,195	1,680	1,515	35,970

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
New Park Development & Amenities											
PARKS New Trails	587	356	0	1,174	2,040	0	0	0	0	0	4,157
PARKS Park Development	5,477	5,946	5,268	9,293	12,154	16,412	12,793	15,652	16,357	14,937	114,289
PARKS Planning and Development Studies	0	194	295	110	185	0	75	0	75	0	934
Subtotal	6,064	6,496	5,563	10,577	14,379	16,412	12,868	15,652	16,432	14,937	119,380

Proposed 2020-2029 Capital Budget by Sub-Program (\$000s) (Cont'd)

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Park Redevelopment & Renewal											
PARKS Amenity Rehabilitation	2,887	2,587	2,117	1,880	1,245	1,525	2,205	700	700	700	16,546
PARKS Bridge Rehabilitation	672	1,353	860	1,475	845	1,750	2,290	1,900	2,040	2,000	15,185
PARKS Cemetery Rehabilitation	189	50	50	50	50	50	50	50	50	50	639
PARKS Major Park Redevelopment	1,055	995	5,875	4,263	3,125	980	2,276	4,344	6,962	4,095	33,970
PARKS New Amenities	377	2,138	956	1,487	1,202	1,151	1,151	959	634	1,860	11,914
PARKS Play Facility Rehabilitation	1,952	1,955	1,592	2,689	2,735	2,951	2,980	2,890	2,734	2,830	25,308
PARKS Sport Fields & Court Rehabilitation	1,728	1,192	2,766	3,677	4,232	4,529	5,482	8,109	5,000	5,000	41,715
PARKS Trail Reconstruction	1,060	2,653	2,685	3,063	4,013	5,100	4,500	4,250	5,095	4,995	37,414
Subtotal	9,919	12,924	16,901	18,583	17,447	18,036	20,934	23,202	23,215	21,530	182,690

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Parkland Acquisition											
PARKS Parkland Acquisition Studies	110	110	110	110	110	110	110	110	110	110	1,100
PARKS Parkland Acquisitions	0	54,550	10,100	14,300	22,875	3,000	3,000	3,000	3,000	3,000	116,825
Subtotal	110	54,660	10,210	14,410	22,985	3,110	3,110	3,110	3,110	3,110	117,925

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Parks Vehicles & Equipment											
PARKS Vehicles & Equipment	561	583	583	583	605	605	605	620	620	620	5,985
Subtotal	561	583	583	583	605	605	605	620	620	620	5,985
Total Expenditures	22,815	81,339	39,437	49,828	57,515	39,878	39,197	45,779	45,057	41,712	462,555

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



Business Services

2020-2023 Business Plan
& 2020 Budget

Foreword

Our Vision for the Future

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

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40-year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into the 16 Services Areas (including the Stormwater Program) that are outlined in this Plan. The 2020-2023 Business Plan and 2020 Budget document details how and where the City plans to allocate resources to deliver programs and services.

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

Table of Contents

Executive Summary of Business Services.....	3
Core Services	4
Vision, Mission, Goals of Service and Service Delivery Model.....	4
Current Service Levels and Trends.....	5
Performance Measures and Results.....	8
Balanced Scorecard.....	9
Awards and Achievements.....	10
The 2020-2023 Business Plan Outlook	12
Planning for the Future.....	12
Finding Efficiencies	15
Advancing the City's Strategic Plan	18
Transforming our Business with Technology	21
Maintaining Our Infrastructure.....	22
Managing Our Human Resources.....	23
Proposed Operating Budget	26
Operating Budget Details	27
Proposed Budget by Program.....	27
Summary of Proposed Budget.....	28
Proposed Cost Increase Required to Maintain Current Service Levels.....	29
Proposed New Initiatives and New Revenues	30
Proposed Capital Budget	45
Proposed 2020-2029 Capital Budget by Program	45
Proposed 2020-2029 Capital Budget by Funding Source	46
Proposed 2020 Capital Budget Detail	47
Proposed 2020-2029 Capital Budget by Sub-Program	48



Executive Summary of Business Services

Mission: To enable the delivery of excellent public service by providing advice, expertise and essential support. We work with all business units across the organization to allow services to be delivered to residents and businesses in the most cost-effective, innovative and efficient manner.

Services we provide:

Business Services includes five interrelated teams within the City of Mississauga: Corporate Performance and Innovation (CPI), Finance, Human Resources (HR), Revenue and Materiel Management, and Strategic Communications. Together these teams partner with all Divisions across the organization to:

- Enable planning and executing of organizational strategies including consideration for human resources, finances and revenue collection, procurement of goods and services, and complete and timely information delivery
- Enable continuous transformation across the organization, by helping to shape processes, content, and culture improving the organization's capacity for change
- Work in a way that delivers administrative efficiencies that reduce cost while maintaining quality and service levels

Interesting facts about this service:

- Posted 556 jobs and processed 1,050 transfers and promotions in 2018
- Issued almost 500,000 tax bills in 2018 collecting 97 per cent of the \$1.66 billion in property taxes billed for the City, Region and School Boards
- Managed \$799 million in reserves, achieving a 0.80 percentage-point investment yield in excess of benchmark
- Connected daily with 92,000 followers and friends on the City's corporate Twitter and Facebook channels, and monthly with 33,000 subscribers via the City's corporate newsletter

- Provided 8,154 hours of continuous improvement training to 1,927 staff in all five Departments

Highlights of the Business Plan include:

- Developing and implementing a Mental Health Strategy aligned with the Canadian Standards Association (CSA) standard for Workplace Psychological Health and Safety
- Undertaking the City's Asset Management Plan, managing infrastructure programs, and strengthening Payroll Services
- Implementing the Communications Master Plan, Digital Strategy and Corporate Customer Service Strategy, while launching the internal Service Intake Solution for better management and tracking of projects and work requests
- Continuing to transform the City's website to create people-centred digital services
- Continuing to support the organization to improve efficiency and effectiveness and strengthening the culture of continuous improvement and performance measurement across the corporation
- Continuing to enhance the tax and procurement software and implement efficient and sustainable procurement policies by enhancing web services

Net Investment (\$000s)	2020	2021	2022	2023
Operating	33,729	34,383	35,448	36,107
Capital	1,398	1,010	700	200
Full Time Equivalents	308.5	308.5	306.5	306.5

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

To provide high quality customer service through dedication, communication and innovation.

Mission

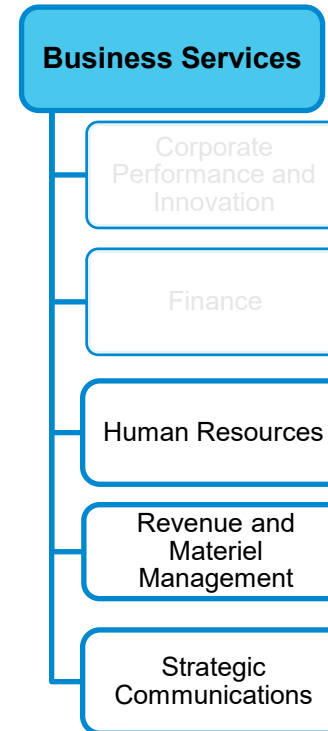
To enable the delivery of excellent public service by providing advice, expertise and essential support. Business Services works with all business units across the organization to allow services to be delivered to residents and businesses in the most cost-effective, responsive and efficient manner.

Goals of Service

- Support the organization to strengthen the continuous improvement culture by providing training and support for Lean and other methodologies, ensuring organizational policies are current, performing operational reviews to identify cost savings and revenue generating opportunities
- Develop, deliver and administer policies and processes that enhance financial reporting, support strategic budgeting including managing assets, and facilitate compliance with legislation and accounting standards
- Support the organization by delivering innovative HR strategies and solutions that focus on Talent Management, Healthy Workplace, Total Rewards and building Strategic HR Business Partnerships
- Ensure accuracy and integrity when administering and collecting property taxes

- Grow value through sustainable procurement strategies
- Work collaboratively across the organization to ensure citizens are informed and engaged, receiving timely, accurate, clear and accessible information using the channel of their choice
- Enhance customer experience by modernizing services, improving two-way communication, accessibility and expanding online and self-serve channels

Service Delivery Model



Current Service Levels and Trends

Each of the five teams within Business Services provides an array of different services at different levels. Below are some examples of the services provided and some key trends that will affect service provision going forward.

Current Service Levels

Item	Established Service Level	2018 Service Level Achieved
Communicating and engaging with Citizens	Engage citizens using various Social Media and Online channels	61,000 Twitter Followers
		31,366 Facebook Followers
		21,161 LinkedIn Followers
	Inform citizens and promote City events with clear and up-to-date information	1,461,692,512 Media Reach 254,503 3-1-1 Inquiries 136 Events 23 Alerts issued
Supporting Continuous Performance Improvement	Support all divisions with completing 45 Lean process improvements and six service or operational reviews annually	46 Lean reviews completed
		7 Operational reviews completed
	Support all divisions in certifying eight new Project Management Professionals (PMP) and 15 new Lean Green Belts annually	7 PMP certified 15 Green Belts certified
Financial Reporting and Planning	Support all divisions to monitor the \$221 million capital budget and \$873 million operating budget (2019), including the production of the annual Business Plan, annual Financial Reports, quarterly and annual forecasts	100%
	Value of reserve fund and reserves managed	\$719 million reserve fund \$81 million reserves

Item	Established Service Level	2018 Service Level Achieved
Recruitment and Human Resources Support	Time-to-fill vacancy was targeted at 80 per cent of recruitments being completed in 12 weeks or less	78%
	Shared Services phone inquiry follow-up within 2 days	98%
	Shared Services email inquiry follow-up rate within 2 days	92%
	Number of jobs posted	566
Revenue and Collection	Collecting \$1.66 billion in annual property tax billed on behalf of the City, Region and School Boards	97% collection rate
	Amount generated through issuance of 6,403 accounts receivables invoices	\$42.2 million
Procurement Support	Number of Contracts Issued	777
	Average time to complete procurements	92 days to complete RFP
		62 days to complete RFT
		27 days to complete RFQ

Key Trends

The War for Talent

- 17.7 per cent of the City's workforce will be eligible to retire by 2023
- Labour market skills shortages seen particularly in niche and technical jobs
- Shift from traditional talent acquisition methods to a significant focus on social media and professional networks
- Other municipalities and the broader public sector pursuing the same pool of talent
- As the economy improves and organizations increase their hiring we can expect higher-than-normal turnover
- Increased diversity in the labour market requires a continued focus on diversity initiatives

Customer-centric Service Delivery and Engagement

- Changing demographics, emerging technologies and an increasing shift in how residents consume information have both created pressures and generated opportunities to further understand the City's target audiences – where they are, how they view content and what they value
- Engagement with citizens involves multiple channel outreach and consultation for budget and business planning cycle
- Ensuring high quality and consistent customer service involves integrating and aligning content; public relations, social media and marketing need to be seamless, coordinated and aligned to the City brand for both in person and online interactions
- Changes in services across the City have resulted in increased procurements to meet needs, with a greater focus on sustainability and value (vs. price)

Federal and Provincial Government Grants

- Growth in complexity of federal and provincial government grant reporting for infrastructure and city-building initiatives

Technology: Automation and Modernization

- Services are being driven by expectations of more online self-service and mobile options, with modern and dynamic content
- The increasing shift to digital and mobile channels has made those our most important communication channels
- Up-to-date support and standards are needed for key changing technology trends such as mobile devices/apps, social networking, "cloud technology" and "big data" processing capabilities
- Enhancing internal technology and knowledge base systems will modernize and streamline service delivery
- There is a greater need to embed research-based data and analytical insights into our communications

Demonstrating Value for Money

- Evolving political landscape has further increased the need for municipalities to demonstrate value for money through operational and service reviews and evidence-based decision making
- Increased controls around provincial and federal government funding have reinforced the City's efforts to simplify work processes to reduce redundancy and non-value-added tasks
- Increased usage of social media as well as evolving social movements have increased the scrutiny of municipal policies and by-laws, requiring reviews to ensure alignment with resident expectations and industry best practices

Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability.

Balanced Scorecard

A Balanced Scorecard groups measures in four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. By paying attention to all four areas, an organization can retain balance in its performance and ensure that it is moving toward the attainment of its goals.

Below are descriptions of the measures this Service Area's Balanced Scorecard takes into account. The Balanced Scorecard that follows shows trends since 2016 and expected outcomes up to 2023.

Financial Measures

- *Credit Rating* – this third-party measure demonstrates the financial strength and viability of the municipality along with the ability to secure lower borrowing costs. 'AAA' is the highest rating conferred by a bond rating agency
- *Lean Cost Savings* – measures the City-wide reduction in the cost of delivering service as a result of process changes
- *Lean Cost Avoidance* – measures the difference between costs that would have been incurred without a Lean process change and costs after the Lean process change has been made
- *Taxes Receivable Collection Rate* – measures the percentage of taxes receivable that are collected by the City, requirement for the Region and school boards. The City's collection rate is favorable for a large Ontario municipality

Customer Measures

- *First Call Resolution (FCR)* – for 3-1-1 measures the percentage of calls addressed and resolved the first time a resident calls (i.e., "one and done")
- *3-1-1 Call Answer Standard* – measures key service commitment to answer 80 per cent of calls within 30 seconds

Employee Measures

- *Employee Turnover* – has a significant operational and financial impact on the organization. It is measured to address and plan for attrition and talent retention, and as an indicator of how effective our recruitment practices are in selecting best fit candidates
- *Leadership Succession Program Participants* – this measure is reviewed regularly as part of the City's Succession Program. The program allows the organization to build an internal talent pool and to develop that talent. With the predicted increase in turnover, especially with retirements and skill shortages in the external labour market, monitoring this program is particularly important

Internal Business Process Measures

- *Recruitment Service Standard Success Rate (Time-to-Fill)* – measures the rate of success the HR Division achieves in meeting the 12-week time-to-fill target. The metric allows the Division to evaluate the efficiency of the recruitment process and to identify and address bottlenecks
- *Target Plain Language* – measures the plain language readability level of all corporate communications (target is within grade 10-12 range)
- *Continuous Improvement Training Hours Delivered* - measures the amount of training delivered to improve skills in Lean, Project Management and Innovation across the organization

Balanced Scorecard

Measures for Business Services	2016 (Actual)	2017 (Actual)	2018 (Actual)	2019 (Plan)	2020 (Plan)	2021 (Plan)	2022 (Plan)	2023 (Plan)
Financial:								
Credit Rating	AAA	AAA	AAA	AAA	AAA	AAA	AAA	AAA
Lean Cost Savings (\$000s)	\$545	\$315	\$808	\$850	\$850	\$850	\$850	\$850
Lean Cost Avoidance (\$000s)	\$419	\$2,054	\$5,311	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
Taxes Receivable Collection Rate	97%	98%	98%	97%	97%	97%	97%	97%
Business Services' cost as a percentage of City Wide Operating Costs	4.2%	4.0%	3.8%	4.1%	4.0%	3.8%	3.8%	3.7%
Customer:								
3-1-1 Citizen Contact Centre First Call Resolution (FCR) – Gross	93%	93%	93%	90%	90%	90%	90%	90%
3-1-1 Call Answer Standard (80% of Calls Answered within 30 seconds)	80%	75.3%	70%	75%	80%	80%	80%	80%
Employee:								
Employee Turnover	4.3%	5.8%	6.9%	6.9%	7.0%	7.0%	7.1%	7.1%
Leadership Succession Planning Program Participants	178	194	180	185	185	190	190	190
Internal Business Process:								
Recruitment Service Standard Success Rate	73%	66%	78%	85%	85%	85%	85%	85%
Target Plain Language	63%	62%	57%	67%	70%	70%	70%	70%
Continuous Improvement Training Hours Delivered	3,100	6,786	8,154	8,786	8,786	9,286	9,286	9,786

Awards and Achievements

Corporate Awards

- **Award for Innovative Business Solutions**, THRIVE Project Phase I – Transforming How the City Hires Talent
- **2019 Emerging Leader Award** received by the Finance Supervisor, Budgets and Reporting who has consistently "gone the extra mile" to earn the respect, support and appreciation of his customers
- **2018 Kirk French Spirit Award** received by the Lean Program Consultant for being an individual who exemplifies a love of life, adds laughter and vitality to the workplace and enriches the lives of others. She is a dedicated employee who consistently goes above and beyond the call of duty

External Awards

Financial Reporting and Budgeting

- **Government Finance Officer Association (GFOA) Distinguished Budget Award** for the 2018-2021 Business Plan and 2018 Budget, the 29th consecutive year the City has received this award
- **Canadian Award for Financial Reporting** from the GFOA, one of the highest honours for municipal financial reporting, for the 21st consecutive year
- **Award for Outstanding Achievement** in Popular Annual Financial Reporting for 2017 from the GFOA. This is the 2nd year for the City to receive the award



Canadian Award for Financial Reporting and Outstanding Achievement

Marketing and Promotion

- **2019 International Association of Business Communicators (IABC) Award of Excellence** for 2018 Aerial Spray Government Communications Program
- **2019 IABC Award of Excellence** for Johnny Bower Rink Dedication Ceremony (Special Events)
- **Association of Registered Graphic Designers (RGD) In-House Design Award of Merit** - presented for "Be a Good Neighbour" Campaign
- **RGD In-House Design Award of Merit** - presented for the City Manager's Leadership Conference design and promotion

- **Transform Awards North America** - The City of Mississauga's Employer Story received a bronze award at the Transform Awards North America 2017 in New York City

Sustainable Procurement

- **Sustainable Procurement Leadership Council Award for Outstanding Case Study** from the Sustainable Purchasing Leadership Council

2019 Achievements:

- 3-1-1 Citizen Contact Centre began providing inquiry assistance for Accounts Payable to reduce calls handled by Accounts payable staff
- Completed 2019 Development Charges (DC) By-law and Background Study
- Completed 2019 Regional Governance Review for Peel Region and provided report to Province for consideration
- Implemented a new Paperless journal entry process for Finance
- Automated the \$100,000 Public Salary Disclosure reporting to the Province
- Achieved *Accessibility for Ontarians with Disabilities Act* (AODA) compliance for the 2019-2022 Budget Book
- Launched the Standard Operating Procedures project to support delivering consistent, quality Finance processes
- Established a process to better manage the review of Financial Impacts in Corporate Reports
- Established the Corporate Asset Management Office
- Improved Development Charges (DC) projections
- Re-stated Part-time FTE reporting for consistency in counting methodology
- City's new website featured in 'A Practical Handbook on Accessible Graphic Design' published by The Association of Registered Graphic Designers (RGD)
- Increased the utilization of the staff wellness account by 57 per cent in 2018

- Launched the new Part-time salary structure impacting over 2,500 employees in over 100 pay classifications
- Achieved an employee participation rate of 75.8 per cent for the 2018 Employee Engagement Survey
- Employee Health Services has increased the number of ergonomic assessments by 58 per cent since 2018
- Successfully implemented the Municipal Accommodation Tax
- Successfully implemented the Sustainable Procurement Policy
- Developed 270 performance measures across three divisions increasing the City's maturity in this area
- Finance system enhancements in 2018
 - Automated T2200 Form (Declaration of Employment) for eligible employees personal tax reporting
 - Developed staff capabilities in Microsoft Excel through enhanced training for all Finance staff



*IABC Ovation Award of Excellence
Government Communications Program*

The 2020-2023 Business Plan

Outlook

Planning for the Future

The right policies, processes, services and service management in combination with the appropriate staffing and training, will guide Business Services to meet the needs of its internal and external customers. Advances in Information Technology will increasingly help Business Services fulfill its responsibilities efficiently.

As Mississauga continues to grow into a large urban municipality, with a population that will reach 878,000 by 2041, supporting the organization to understand and deliver upon our citizens' needs, preferences, and values in the most efficient and economical manner will be critical for all Business Services teams.

Corporate Performance and Innovation (CPI)

CPI consistently reviews and adjusts its program offerings to the organization by:

- Enhancing services to meet changing organizational needs
- Expanding our shared services partnerships in the organization
- Delivering timely training and support to meet organizational needs

CPI has identified key initiatives for 2020 to support delivering efficient and cost effective services to our citizens including:

- Expanding and customizing Project Management tools and services, including developing in-house training, mentorship and individualized coaching programs

- Developing and customizing products and services to drive innovation and elevate Mississauga's reputation through external networking and showcasing excellence in innovation
- Continuing to expand the Community of Practice for Project Management, Lean and Innovation where employees are provided opportunities to network, share knowledge, acquire skills and gain recognition
- Continuing to support and develop skills in process improvement by emphasizing the voice of the customer in all divisions, and through the Lean Money Belt Program delivered with Finance
- Ensuring all policies remain current by reviewing policies once every three years and assisting in the development of new policies, including attendance at LT and Council
- Continuing to assist senior management with the review of service areas, organizational improvement initiatives, and various projects of strategic and corporate significance by providing independent, results-driven advice to improve service efficiency, effectiveness and cost-savings
- Continuing the implementation of the Performance Measurement program to strengthen the culture of data-driven decision making by training, supporting and automating newly identified measures

Finance

Finance provides reliable strategic and business planning support, financial management, advice, and transparent reporting to the Corporation and the public, including:

- Overseeing the City's \$1 billion (gross) budget
- Ensuring systems, policies, and processes facilitate prudent funding decisions and compliance both internally and externally

four other Greater Toronto Area (GTA) municipalities. TXM has allowed the tax area to minimize the number of staff despite the constant changes and complexity in the Province's property tax regime

- Reviewing business processes to optimize the TXM system and thereby eliminate duplication, manual activities, and automate work
- Improving the social, ethical and environmental impacts of the procurement of goods and services in a transparent and accountable way that balances responsibility, social equity and environmental stewardship
- Implementing an Assessment Base Management Strategy that will outline the process for maintaining the health of the City's assessment base
- Implementing an e-Bidding/e-Evaluation system which will further automate procurement processes and eliminate non-value-adding, manual and paper based activities



Strategic Communications

Strategic Communications listens and responds to the voice of the citizen today and in the future by:

- Providing accurate and timely information on the channels, devices and platforms that our citizens prefer
- Delivering high quality and consistent experiences, ensuring high levels of customer satisfaction and promoting a positive City reputation

- Creating opportunities for our citizens to become more engaged with topics that are important to them and the community

Strategic Communications Division has identified key initiatives to deliver upon our citizen centric mandate in 2020 including:

- Providing strategic marketing communications support for priority projects
- Continuing with the implementation of the Digital Strategy including the phased roll-out of the new Corporate Website under a more robust governance, guidance and support model
- Implementing year one key recommendations of the Corporate Customer Service Strategy, including sourcing a new Enterprise Customer Relationship Management (CRM) and Knowledge Base (KB) solution
- Engaging with the newly developed internal marketing community of practice to provide support and expertise to the City's marketing efforts and initiatives
- Advancing on the recommendations from the Employee Communications Audit and develop an Employee Communications Strategy
- Implementing first phase of the 28 action items from the new 2018 Communications Master Plan
- Continuing to transform the City's website to create people-centred digital services that are fast, clear, and easy to use for people of all abilities

Finding Efficiencies

Lean Program

The City's Lean Program focuses on strengthening the organization's culture of continuous improvement and instills Lean concepts and principles as a way of work in every Service Area. The program focuses on maximizing customer value and minimizing waste along with empowering staff at all levels to problem-solve on a daily basis.

Since becoming permanent in 2016, the Lean program has delivered significant results. Over 274 staff have received introductory White Belt Training; 20 staff have received intermediate Yellow Belt Training; 13 staff have received advanced Green Belt Training; and three staff have received Black Belts. Twenty-six projects (including rapid improvements) and 621 small improvements have produced such enhancements as improved customer experience, faster processing times, higher quality and lower costs. (For definitions of classifications, see the Glossary.)

Some highlights of the many projects and small improvements completed include:

Corporate Performance and Innovation

- Improved the notification process for policy reviews with a fillable form
- Instituted an online form for Project Management Support Office customer requests intake

Finance

- Streamlined the SAP reporting for grant expenses to government process resulting in 420 hours of freed capacity equivalent to \$26,000 in cost avoidance
- Trained 3-1-1 Citizens Contact Centre staff to handle Accounts Payable related inquiries resulting in 196 hours of freed capacity

- Automated the T2200 form (Declaration of Employment) for eligible employees' personal tax reporting resulting in over 13 hours in freed capacity

Human Resources

- The Long Service Award Program review streamlined the process and reduced rework resulting in cost savings of \$864, cost avoidance of \$3,248 and 70 hours of freed capacity annually
- The Talent Acquisition Process review simplified processes for managers, employees and potential employees by reducing staff effort by 38.4 per cent and ensured consistency by reducing processes from 20 to two
- Workplace Safety and Insurance Board (WSIB) Form Seven e-submissions Process review reduced lead time by 72 per cent, increased value-added time by 31 per cent, and reduced non-value-added time by 69 per cent

Revenue and Materiel Management

- Tax rebates application process Lean initiative changed the application acceptance and approval process reducing lead time by 35 hours resulting in \$6,879 cost avoidance and \$487 cost savings
- Staff from Materiel Management, Legal and Transportation Infrastructure Planning developed a consultant roster and related templates to dramatically reduce the effort in soliciting consultants for related works. This resulted in cost avoidance of \$40,000 and added labour capacity of 600 hours per year
- Improved Municipal Accommodation Tax correspondence by eliminating paper and creating files electronically

Strategic Communications

- Instituted new online reservation of materials for event bookings
- Improved media monitoring process in order to more accurately capture media coverage
- Completed SharePoint Transformation to maximize searchability of internal files
- Records Review – achieved space savings and cost reduction
- Optimized space to create more meeting space
- Completed Storage Room Clean-up (Ground Floor)

Business Services Lean Program Results

Completed Initiatives					Total Benefits	
Improvement Type	2014-2017	2018	Sept 2019	Total	Type	Total
Small Improvement	179	288	154	621	Cost Savings and Avoidance	\$2,342,859
Rapid Improvement	6	7	3	16	Customer Service Improvements	306
Project	7	1	2	10	Safety Improvements	28
Total	192	296	159	647	Environmental Improvements	116
In-Progress Initiative	Goals of the Initiative					
Onboarding & Implementing Online Projects on eCity	To assess and improve the process for onboarding and implementing web projects					
Performance Measures – Corporate Implementation Process	To reduce lead time by 25% of a divisional engagement cycle from launching to the approval of the development of performance measures and design with associated reporting tools					
Use of Developer Contributions Reserve Funds Green Belt	Develop a process that fully identifies how developer contributions are to be used for capital projects					
Stormwater Allocation Yellow Belt	Update the allocation model for the Stormwater program and create templates					
<i>Provincial Offences Act</i> (POA) Revenue & Expense Accounting Yellow Belt	Reduce both lead time in requesting pertinent data and the number of hours needed to prepare the POA financial statement by 25%					
Revenue Escalations	To improve communication materials in applicable forms of media and training to help reduce queries and escalations					
Procurement Close Out	To update filing instructions for hard copy and soft copy material to provide consistency in procurement close outs					

Other Continuous Improvement Programs and Initiatives

Description	Results
Automation of Lean Program Outcomes and Benefits Dashboards	<ul style="list-style-type: none">• 25 hours of freed up capacity per year
Standardization of Lean project closure process and creation of closure checklist	<ul style="list-style-type: none">• 62.5 hours of freed up capacity per year through improved Lean project closure turnaround time and reduced number of revisions
Simplification of Project Management Awards Process and electronic submission	<ul style="list-style-type: none">• 50 hours of freed up capacity per year• Increased the number of applications from 13 to 34
Simplification of Business Case templates with alignment to the Budget Request template	<ul style="list-style-type: none">• Reduction in the time required to evaluate new services or business enhancements
Reviewed and New Policies Created	<ul style="list-style-type: none">• 2018 Minor Policy Revisions – 65• 2018 New/Major Revisions – 20• 2019 Minor Policy Revisions – 33• 2019 New/Major Revisions – 7
Establishment of a new Performance Measures Program	<ul style="list-style-type: none">• 5 Divisions Engaged• 75 Workshops• 478 Measures Designed

Advancing the City's Strategic Plan

The City's Vision and Strategic Plan are the starting points for our annual business planning and budgeting cycle. The 40-year Strategic Plan, Our Future Mississauga, is built on five pillars – **move, belong, connect, prosper, and green**. Business plans are designed to strengthen aspects of these pillars to support the attainment of Mississauga's Vision.

Below are examples of how the initiatives of Business Services relate to the Strategic Plan pillars.

move - developing a transit oriented city

Business Services supports the City's efforts to better connect communities within Mississauga and the wider region by:

- Promoting and communicating key transit initiatives such as the Burnhamthorpe Water Project, Collegeway Protected Bicycle lanes and MiWay Route 100 Airport Express
- Submitting and reporting for the Investing in Canada Plan Funding which aims to achieve the following three objectives:
 - Create long-term economic growth
 - Support a low carbon, green economy
 - Build inclusive communities
- Assisting all services in securing adequate funding from the federal and provincial governments for public transit infrastructure, including funding for the Mississauga Transitway, Hurontario Light Rail Transit (LRT), and Downtown Mississauga Terminal and Transitway Connection projects

- Supporting City's efforts to develop a transit oriented community by partnering with the business in the staffing and training of MiWay Transit staff and continuously improving recruitment strategies to hire the best people

belong - ensuring youth, older adults and new immigrants thrive

Business Services plays a critical role in ensuring all citizens have access to the information they need, and opportunity to engage with the City by:

- Delivering the Van Horne outdoor digital overpass signage and the City's Events review
- Implementing the People Strategy, Workplace Diversity and Inclusion Strategy to build a high-calibre workforce that reflects the City's population
- Administering the Low Income Seniors and Persons with Disabilities property tax program and the Outdoor Maintenance Subsidy program, providing financial assistance to those who are eligible

connect - completing our neighbourhoods

Business Services supports the completion of Mississauga neighbourhoods by:

- Facilitating periodic Development Charges studies which shape the City's future, addressing issues like land-use intensification and rapid transit planning through Official Plan Amendments and development permit systems

- Supporting the celebration and promotion of the rich diversity of Mississauga, as well as reflecting and responding to that diversity, in both the channels and content we use to communicate information to citizens. The City's new website, the Social Media audit and the Mississauga Tourism strategy are just some examples of how we align with this pillar

prosper - cultivating creative and innovative businesses

Business Services supports a strong entrepreneurial business environment by:

- Providing citizens and local businesses with easy, accessible information, and the ability to communicate with the City when it's convenient for them
- Supporting the expenditure plans for the City's portion of the Municipal Accommodation Tax (MAT), including the Tourism Master Plan, capital improvements, and initiatives in Economic Development
- Supporting and delivering business improvement programs to continuously improve municipal operations

green - living green

Business Services supports a green, environmentally sustainable approach by:

- Building partnerships with senior levels of government to secure funding for environmental sustainability projects such as the Port Credit Harbour Marina, Inspiration Lakeview and the Mississauga Cycling Master Plan
- Financial monitoring of overhead costs that ensure efficiency goals are achieved such as the integration of billings for utilities with the supplier, the City's energy management system and the City's financial payment processing system
- Through enhancements to TXM Tax Manager, the Procurement Centre and increasing the number of online services available to the public, Revenue and Materiel Management is reducing waste, saving customers from travelling to our offices and enhancing the customer service experience
- The Sustainable Procurement Policy provides for consideration of sustainability factors in procurement, including environmental, social and ethical
- Maximizing the use of technology is a key objective of the Strategic Communications Division in its efforts to support a green, environmentally sustainable communications approach for the City

Mississauga's Approach to Improving Performance

Business Services is heavily involved in the delivery of performance improvement across the organization. The diagram

below demonstrates the relationship between the goals, activities, and tools used by staff to constantly evaluate and improve performance of the services offered to residents and businesses.

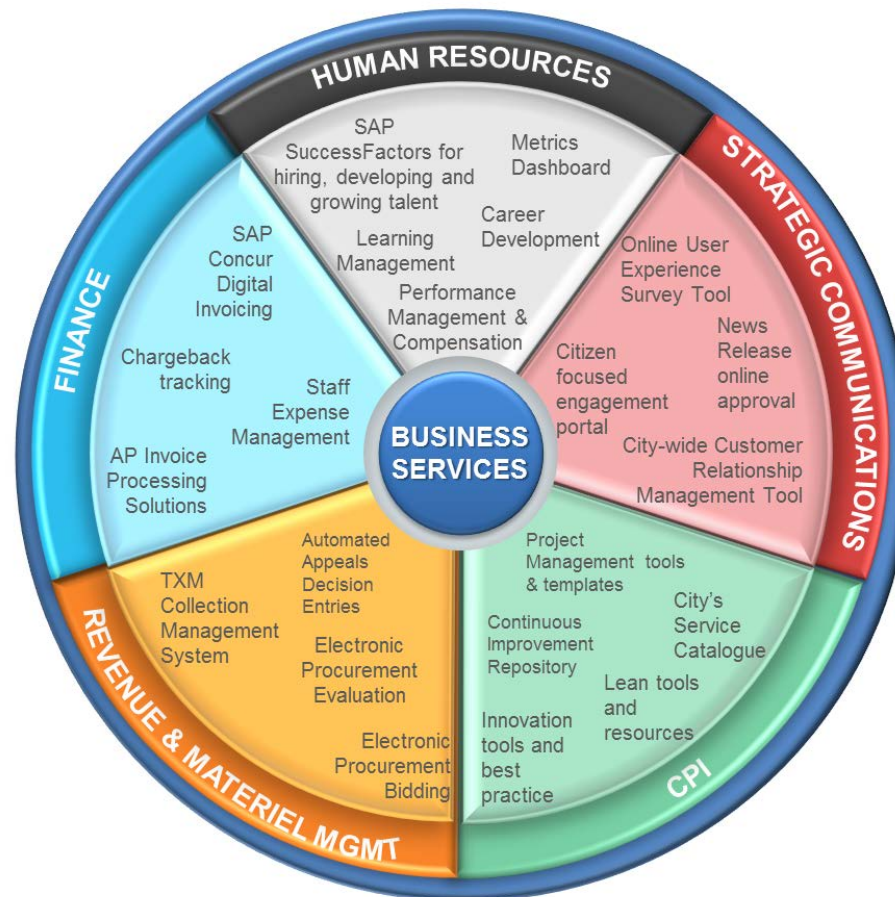


Transforming our Business with Technology

More and more citizens are demanding instant, 24-hour access to City programs, services and information on the device or channel of their choice. To better respond to these changes, Business Services continues to explore new opportunities to leverage technology and other productivity tools.

Technology-based changes within Business Services help all business areas. The benefits of the information technology innovations we make here often have a multiplier effect throughout the entire Corporation.

The graphic below summarizes the major highlights for Business Services.



Maintaining Our Infrastructure

Business Services supports City Service Areas and Council in fulfilling their respective responsibilities for City infrastructure with an estimated replacement cost of \$9.9 billion. As part of this support, Finance seeks to enhance the:

- Capital budget prioritization process to ensure lifecycle projects receive funding
- Corporate asset management plan to define lifecycle requirements
- Long-range financial planning to address the funding needs of aging infrastructure

Continuous investments to maintain and upgrade the City's financial systems will improve and modernize these systems to allow for robust financial reporting capabilities to ensure that the City's infrastructure has the financial support required for development, maintenance, and enhancement to meet the needs of residents and businesses.



Managing Our Human Resources

Good workplaces are satisfying to the employees and productive for the enterprise. In Business Services, all groups strive to inspire our highly skilled and talented workforces, supporting and empowering them to accomplish their goals.

Our Structure

Business Services includes four divisions (Finance, HR, Strategic Communications, Revenue and Materiel Management) and one business section (Corporate Performance and Innovation), all within the Corporate Services Department.

Our Talent

Staff in Business Services have a variety of skills, education and certifications. A high proportion of staff have post-secondary education. Some of the types of certifications and affiliations held by staff include:

- Human Resources Professional Association Certification
- Ontario Occupational Health Nurse Certification
- International Coaching Federation Certification
- Prosci Change Management Certification
- Ontario Municipal Human Resources Association
- Certified Health and Safety Consultant - Canadian Society of Safety Engineering
- Lean Certification (White, Yellow, Green and Black Belts)
- Certified Municipal Manager
- Chartered Professional Accountant (CPA)
- Masters of Business Administration (MBA)
- Canadian Payroll Association (CPA)
- Municipal Finance Officers Association (MFOA)

- Association of Municipal Clerks and Treasurers (AMCTO)
- Government Finance Officers Association (GFOA)
- Project Management Professional (PMP)
- International Association of Business Communicators (IABC)
- Association of Registered Graphic Designers (RGD)
- International Association of Facilitators of North America
- Strategic Initiatives Roundtable
- Certified Municipal Revenue Professional (CMRP)
- Supply Chain Management Professional (SCMP)
- Certified Public Procurement Officer (CPPO)
- Certified Professional Public Buyer (CPPB)
- Institute of Municipal Assessors (MIMA)
- Chartered Marketer (CM)

Succession planning and talent development initiatives take place in all areas of Business Services. Staff are offered rotation opportunities to broaden their skills and experience. There are several in-house training opportunities offered to staff, facilitated by internal subject matter experts and external vendors.

Critical Roles/Functions to Achieve Business Goals

Business Services has many critical roles that are important to supporting the City's business goals. We continue to evaluate and develop these roles to ensure business objectives are met.

Some of the critical roles within Business Services include:

- Recruitment and Compensation
- Labour and Employee Relations
- Health, Safety and Wellness
- Human Resources Technology Support
- Learning and Organizational Development
- Accounting and Payroll
- Treasury, Long-Term Planning and Controllershship
- Public Financial Reporting
- Strategic Procurement
- Tax Ratio and Tax Rate Determination
- Bill Issuance and Collection
- Assessment Review and Analysis
- Federal and provincial government grant management
- Strategic Communication Planning
- Marketing and Graphic Design
- Digital and User Experience
- Media and Social Media Support
- Customer Service
- Senior Management Consulting and Strategic Advising
- Business Innovation
- Corporate Policy
- Lean Support
- Performance Measurement
- Research, Analysis and Training in communications, business improvement

Talent Needs

In all groups, significant numbers of experienced and knowledgeable staff will be eligible for retirement in the coming few years. Currently, active succession planning, innovative recruitment, and transfer of City knowledge will help to prepare the City for this predicted turnover. Business Services had 34 people enrolled in the Succession Planning Program as of December 31, 2018.

All groups in Business Services have a focus on supporting their staff to develop Lean expertise.

The 2020 Proposed Business Plan & Budget addresses current talent needs by proposing to add nine positions to the sections in Business Services:

- One position in Revenue and Materiel Management to support the increased need to proactively manage compliance and risk mitigation (Budget Request #5898)
- Two positions in Finance Division, to manage the increases in demand for payroll services across the organization, both in the number of inquiries received and support for bi-weekly pay processing and pension services all staff require (Budget Request #5912) and to manage the change in legislation regarding development charges and an early review of the DC By-law (Budget Request #7172)
- Three positions in Human Resources, to lead the expansion of the Shared Services unit to include more self-serve options and respond to a broader variety of HR inquiries (Budget Request #5894), to develop and implement the Mental Health Strategy aligned with the CSA Standard for Workplace Psychological Health and Safety (Budget Request #5896), and to oversee the City-wide cloud-based Learning Management System (LMS) and create a clear vision, develop a defined road map and coordinate all of the learning platforms and content into a form that delivers an enhanced learner experience (Budget Request #6044)

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2019	2020	2021	2022	2023
Corporate Performance & Innovation	16.5	16.5	16.5	17.5	17.5
Finance	76.1	80.6	81.6	77.6	77.6
Human Resources	74.9	75.9	74.9	74.9	74.9
Revenue, Materiel Management	68.3	69.3	69.3	71.3	71.3
Strategic Communications	64.6	66.2	66.2	65.2	65.2
Total Service Distribution	300.4	308.5	308.5	306.5	306.5

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2020-2023 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The budget for 2019 was \$32.4 million and the proposed budget for 2020 is \$33.7 million.

Total Changes to Maintain Current Service Levels

The total increase required to maintain current service levels is \$968,500.

- \$926,000 of the increase represents labour cost adjustments including cost of living adjustment and fringe benefits
- \$42,500 of the increase mainly reflects a transfer of a project manager from Gas Tax funded to the operating budget, increase to the Employee Assistance Program (EAP), and Retirement Gift Expense, which is partially offset by increased Fees and Charges

Efficiencies and Cost Savings

Business Services has achieved a total of \$111,800 reduction in its overall budget, including:

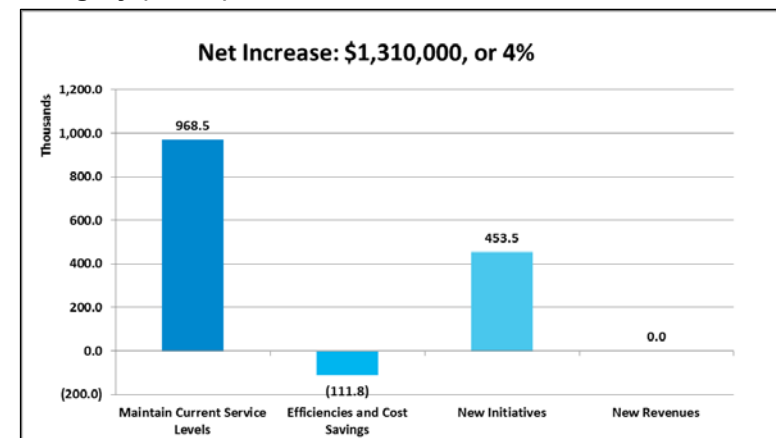
- Reduced collection agency fees
- Reduced remittance processing services expense
- Operating savings from Materials & Office Supplies

New Initiatives

For 2020, the total amount for new initiatives is \$453,500 and includes:

- Expanding HR Shared Services to include more self-serve options and respond to a broader variety of HR inquiries
- Developing and implementing the Mental Health Strategy aligned with the CSA Standard for Workplace Psychological Health and Safety
- Increasing compliance and risk mitigation in Revenue and Materiel Management
- Strengthening Payroll Services to manage the increases in demand for payroll services across the organization
- Developing a defined road map and coordinating all of the learning platforms and content to ensure that the Learning Management System (LMS) is maximized, measured and continuously improved

Proposed Changes for 2020 Net Operating Budget by Category (\$000s)



Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2020-2023, as well as the 2019 Budget and 2018 Actuals by major program within the Service Area.

Proposed Budget by Program (\$000s)

Description	2018 Actuals	2019 Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Expenditures to Deliver Current Services						
Corporate Performance and Innovation	2,011	2,549	2,595	2,630	2,665	2,701
Finance	8,595	8,982	9,108	9,253	9,402	9,553
Human Resources	9,666	10,001	10,253	10,317	10,463	10,612
Revenue, Materiel Management	6,439	7,308	7,314	7,416	7,619	7,725
Strategic Communications	6,302	6,763	7,067	7,174	7,284	7,395
Total Expenditures	33,013	35,604	36,337	36,790	37,433	37,985
Revenues	(2,503)	(2,489)	(2,666)	(2,666)	(2,666)	(2,666)
Transfers From Reserves and Reserve Funds	(394)	(696)	(395)	(400)	(405)	(409)
New Initiatives and New Revenues			453	658	1,086	1,197
Proposed Net Budget Including New Initiatives & New Revenues	30,116	32,419	33,729	34,383	35,448	36,107
Expenditures Budget - Changes by Year			2%	1%	2%	1%
Proposed Net Budget - Changes by Year			4%	2%	3%	2%

Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour; operational costs; and facility, IT and support) and revenues are shown by category with the approved 2019 budget for comparison. The three columns to the far right of the table show the totals proposed for 2020 and their dollar and percentage changes over 2019.

Summary of Proposed 2020 Budget (\$000s)

Description	2019 Approved Budget	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Year's Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	Proposed 2020 Budget	\$ Change Over 2019	% Change Over 2019
Labour and Benefits	30,834	699	0	227	0	453	0	32,214	1,380	4%
Operational Costs	4,637	(82)	(112)	0	0	0	0	4,443	(193)	-4%
Facility, IT and Support Costs	60	0	0	0	0	0	0	60	0	0%
Transfer To Reserves & Reserve Funds	73	0	0	0	0	0	0	73	0	0%
Total Gross Expenditures	35,604	618	(112)	227	0	453	0	36,790	1,187	3%
Total Revenues	(2,489)	(177)	0	0	0	0	0	(2,666)	(177)	7%
Transfer From Reserves & Reserve Funds	(696)	300	0	0	0	0	0	(395)	300	-43%
Total Net Expenditure	32,419	741	(112)	227	0	453	0	33,729	1,310	4%

Summary of Proposed 2020 Budget and 2021 - 2023 Forecasts (\$000s)

Description	2018 Actuals	2019 Approved Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Labour and Benefits	29,228	30,834	32,214	32,868	33,835	34,495
Operational Costs	3,523	4,637	4,443	4,447	4,550	4,554
Facility, IT and Support Costs	0	60	60	60	60	60
Transfer To Reserves & Reserve Funds	262	73	73	73	73	73
Total Gross Expenditures	33,013	35,604	36,790	37,448	38,519	39,183
Total Revenues	(2,504)	(2,489)	(2,666)	(2,666)	(2,666)	(2,666)
Transfer From Reserves & Reserve Funds	(394)	(696)	(395)	(400)	(405)	(409)
Total Net Expenditure	30,115	32,419	33,729	34,383	35,448	36,107

Note: Numbers may not balance due to rounding.

Proposed Cost Increase Required to Maintain Current Service Levels

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

Description	2019 Budget (\$000s)	2020 Proposed Budget (\$000s)	Change (\$000s)	Details (\$000s)
Labour and Benefits	30,834	31,760	926	Increase Reflects Labour Adjustments and Other Fringe Benefit Changes
Administration and Support Costs	60	60	0	
Advertising & Promotions	319	353	34	Tax Sale Advertising Expense Reallocation from Tax Sale Revenue and Increased Retirement Gift Expense
Communication Costs	516	526	10	Increased Postage/Mailing Expense
Contractor & Professional Services	2,178	2,042	(136)	Mainly Deletion of One Time Budget (Offset by Deletion of One Time Transfer from Reserve) for Townhall Meeting, HR Compensation and Business Skill Develop Workshop
Equipment Costs & Maintenance Agreements	344	344	0	
Finance Other	110	36	(74)	Efficiencies and Cost Savings
Materials, Supplies & Other Services	605	568	(37)	Mainly Deletion of One Time Budget (Offset by Deletion of One Time Transfer from Reserve) for Business Skill Develop Workshop Materials
Occupancy & City Costs	236	239	2	Common Area Maintenance and Hydro Cost Increases
Staff Development	295	304	9	Increased Memberships Fee and Training Expense Driven by Growing Members of Professional Associations
Transfers To Reserves and Reserve Funds	73	73	0	
Transportation Costs	34	32	(2)	Efficiencies and Cost Savings
Subtotal - Other Operating	4,770	4,577	(193)	
Total Revenues	(2,489)	(2,666)	(177)	Increased Fees and Charges Partially Offset by the Reallocation of Provincial Offences Act Revenues to Legislative Services
Transfers To/From Reserves and Reserve Funds	(696)	(395)	300	Mainly Deletion of One Time Transfers of Operating Budget Reserve and Funding for Corporate Asset Management Project Manager Removed from Gas Tax to Operating
Subtotal - Revenues	(3,185)	(3,061)	124	
Total	32,419	33,276	857	

Proposed New Initiatives and New Revenues

This table presents the costs by Budget Request (BR) for proposed new initiatives. Each BR is numbered. Detailed descriptions of each Request can be found in the pages following the table.

Description	BR #	2020 FTE Impact	2020 Proposed Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2020 to 2023 FTE Impact	2020 to 2023 Capital (\$000s)
New Initiative								
Workshop Coordinator	5892	0.0	0	0	52	71	1.0	0
HR Customer Service Manager	5894	1.0	126	128	130	132	1.0	31
Workplace Mental Health Consultant	5896	1.0	87	118	120	122	1.0	22
Compliance Officer	5898	1.0	94	128	130	132	1.0	4
Strengthening Payroll Services	5912	1.0	59	80	81	83	1.0	22
Financial Analyst	5924	0.0	0	87	119	122	1.0	0
Manager Procurement Services, Operations	6035	0.0	0	0	97	132	1.0	0
Assessment Review Officer	6036	0.0	0	0	59	80	1.0	0
Intake Coordinator	6042	0.0	0	0	59	80	1.0	0
Learning Architect	6044	1.0	87	118	120	122	1.0	4
2021 DC Background Study and By-Law	7172	1.0	0	0	120	122	1.0	500
Total New Initiative		6.0	453	658	1,086	1,197	11.0	583
Total New Initiatives and New Revenues		6.0	453	658	1,086	1,197	11.0	583

Note: Numbers may not balance due to rounding. Amounts are Net.

Proposed Initiative

HR Customer Service Manager

Department

Corporate Services Department

Service Area

Business Services

Description of Budget Request

The HR Customer Service Manager will lead an expanded Shared Services unit as recommended by the third party review of the HR structure and service delivery model. Based on leading practice, this position will lead the expansion of the Shared Services unit to include more self-serve options and respond to a broader variety of HR inquiries. This will provide better customer service and move administrative duties away from more costly resources such as HR Business Partners and central experts.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	125.5	127.6	129.7	131.9
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	125.5	127.6	129.7	131.9
* Net Change in \$		2.1	2.1	2.2
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	31.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Currently, staff access HR using different channels, leading to inconsistencies in experience, service and a high volume of routine queries being directed to a higher level of HR staff. An external consultant review recommended that approximately 70 per cent of HR services be provided through HR Shared Services including self-service tools and that this unit be overseen by a Customer Service Manager who will lead this transformation, set service standards and ensure adherence to those standards.

Details of Service Change

The expanded role of HR Shared Services will allow the HR Division to align its structure and roles to a new operating/service delivery model where HR business partners will stay close to the business and be able to focus on specific processes that matter most.

Specifically, the HR Customer Service Manager will be responsible for:

- Completing an inventory of existing HR processes and identifying clear lines of responsibility as it relates to these processes
- Coordinating and ensuring a comprehensive information database exists for HR as it relates to processes identified
- Coordinating a review of all HR Employee Self-serve tools with relevant stakeholders
- Establishing standard customer service levels and Key Performance Indicators (KPIs) for HR Shared Services;
- Coordinating and facilitating the introduction of HR help desk technology to achieve process efficiencies
- Continuously evaluating and evolving HR Shared Services based on client feedback and achievements against measures

Service Impact

Creation of this role will facilitate a fundamental shift towards improved and enhanced levels of HR customer service to Employees and managers and better role clarity for HR staff while allowing HR Business Partners to focus on partnering with their clients on their strategic business needs. The role of the Customer Service Manager will be to have responsibility for implementing a vision for an enhanced HR Shared Services unit.

Proposed Initiative

Workplace Mental Health
Consultant

Department

Corporate Services Department

Service Area

Business Services

Description of Budget Request

The Workplace Mental Health Consultant will be responsible for developing and implementing the Mental Health Strategy aligned with the CSA Standard for Workplace Psychological Health and Safety. With proactive measures to reduce psychological harm and promote employee well-being through mental health education, employee support and mental health case management, the City will reflect a highly supportive place where all employees can understand, build resilience and recover from mental illness.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	87.3	117.8	119.8	121.8
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	87.3	117.8	119.8	121.8
* Net Change in \$		30.6	1.9	2.0
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	22.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Mental illness can affect every workplace and is currently the primary cause of a significant proportion of disability claims at the City. Depression is the leading cause of disability worldwide. In 2018, the WSIB began to recognize Chronic Mental Stress as a compensable workplace injury. For these reasons, proactive measures are necessary to educate leaders and staff, decrease the risks of psychological harm and increase support for those who are ill and/or recovering.

Details of Service Change

The Workplace Mental Health Consultant will develop and implement a Mental Health Strategy that aligns with the Wellness Strategy by:

- Auditing existing efforts against the CSA National Standard for Psychological Health and Safety in the Workplace and identifying gaps
- Developing, implementing and evaluating strategies to address workplace mental health
- Identifying opportunities to integrate mental health into existing processes and systems including the Health & Safety Management System (HSMS)
- Establishing a measurement system to help objectively measure the City's progress and identify future areas requiring attention
- Conducting corporate training/learning related to workplace mental health and conflict resolution
- Providing expert consultation in addressing challenging/stressful workplace situations and disability claims involving mental illness

Service Impact

Through the implementation of the People Strategy, the Wellness Strategy and the Diversity and Inclusion Strategy, the City is committed to initiatives that promote employee wellness and offer resources to ensure our workplaces are supportive places where all employees can contribute. Developing a Mental Health Strategy to address workplace mental health issues is a key component of the Wellness Strategy, which can begin with the implementation of the CSA Standard for Workplace Psychological Health and Safety - a national standard that will raise the bar on what the City can accomplish to foster supportive workplaces for employees. By proactively addressing mental health issues and adopting the CSA standard as part of its Mental Health Strategy, the City will contribute positively to employee engagement, employee retention, productivity, supportive leadership, and will continue to strive to reduce workplace interpersonal conflict and absenteeism.

Proposed Initiative

Compliance Officer

Department

Corporate Services Department

Service Area

Business Services

Description of Budget Request

This request is to create a dedicated Compliance Officer position in Revenue and Materiel Management Division.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	94.4	127.6	129.7	131.9
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	94.4	127.6	129.7	131.9
* Net Change in \$		33.2	2.1	2.2
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	4.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

In 2018, Materiel Management conducted 840 procurement activities and \$350 million in spends. Revenue billed \$1.66 billion in annual property taxes and \$42 million in Accounts Receivable invoices. The high dollar amounts and the legal aspects make it a risk area for the City. Internal Audit findings indicate the need for more intensive oversight and proactivity to mitigate risks. A dedicated resource would reduce risks by ensuring robust internal controls and operational efficiencies.

Details of Service Change

The Compliance Officer position will be located in the Revenue Administration section in the Civic building. The position will report to the Director and will require a laptop, desktop and a cubicle.

Compliance is critical to the core values and reputation of the City. As public procurement and taxation evolves through policy and legislative changes, there is greater need for compliance and risk mitigation.

Currently compliance and process improvement activities are done by R&MM staff as required; they are treated as special projects (including Lean initiatives) and are in addition to regular duties. This is not a viable model for sustained success. The existing approach risks reducing customer service as staff are taken away from their core jobs. Further, it does not create comprehensive internal controls and operational efficiencies.

Procurement and taxation at the City have evolved to the point where a dedicated, specialist staff resource is required to facilitate and manage compliance in a proactive way. Dedicated ownership of compliance related activities is required for intensive oversight and risk mitigation. Creating a dedicated Compliance Officer position, as other risk areas in the City have done, is requested.

Service Impact

The Compliance Officer role will provide a specialized skill set focused on internal operations to support Revenue and Materiel Management's core business of delivering procurement services.

Audits of business unit activities often reveal links to procurement. From Internal Audit findings we recognize the need for more intensive oversight and proactivity to mitigate procurement risks. Audits specific to MM indicate general inattention to detail by buyers (no instances of fraud, waste or abuse). This is caused by haste due to high volumes of work, exacerbated by changing rules and an ever increasing need for compliance, both of which add rigour to processes.

Recent legislative changes relating to the Municipal Tax Sale process, introduction of the Municipal Accommodation Tax (MAT) and revisions to the procedures at the Assessment Review Board (ARB) have identified a need for additional oversight to proactively mitigate risks to the City's assessment base and tax revenues.

Proposed Initiative

Strengthening Payroll Services

Department

Corporate Services Department

Service Area

Business Services

Description of Budget Request

Payroll is requesting one additional Payroll Coordinator to manage the increases in demand for payroll services across the organization, both in the number of inquiries received and support for bi-weekly pay processing and pension services all staff require. The position will particularly support increasing demands in pension administration, where legislative and progressive policy changes over the years have significantly increased the workload, currently managed by one employee City-wide.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	59.0	80.1	81.4	82.7
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	59.0	80.1	81.4	82.7
* Net Change in \$		21.1	1.3	1.3
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	22.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Payroll services must be completed in a timely, accurate manner. Staff have implemented process and technology improvements to mitigate the workload, however struggle to manage increasing inquiries and work volume. The City is at risk if unexpected absences or vacancies occur. Recent benchmarking revealed that the average municipal payroll team has one payroll staff for every 527 employees. The City is currently at one payroll staff for every 955 employees.

Details of Service Change

Payroll Services is requesting one additional Payroll Coordinator to help support the existing four Payroll Coordinator positions. An increasing number of staff, collective agreement demands, complexities and tight schedules for pension administration and reporting have all contributed to this request for additional payroll support. These positions pay approximately 7,500 City employees both non-union and in nine union groups on a bi-weekly schedule, manage remittances for Canada Pension Plan (CPP), Employment Insurance (EI), income tax, pension, United Way and more, and maintain reporting to these agencies. Payroll is a critical function to the organization. Timelines or priorities cannot be shifted.

Service Impact

The addition of one Payroll Coordinator to the Payroll unit will reduce the benchmark of one payroll staff per 955 employees to one per 849 employees, which is still the highest amongst municipal comparators. The increased workload demand will be managed; overtime costs currently being incurred in payroll would be reduced. The Manager position would be able to spend more time improving the Payroll unit instead of focusing on day-to-day transactional work, and would provide significant additional support for pension administration to manage the increased legislative and policy changes that have occurred over the last several years.

Proposed Initiative

Financial Analyst

Department

Corporate Services Department

Service Area

Business Services

Description of Budget Request

Accounting Services is requesting for the 2021 Budget a new Financial Analyst position (Grade F). This position will help support the Accounting Supervisor with Financial Statement and Financial Information reporting, projects, Lean initiatives, and other duties.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	0.0	87.4	119.5	121.6
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	87.4	119.5	121.6
* Net Change in \$		87.4	32.1	2.1
FTEs	0.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

This new position will help support the Accounting Supervisor with all financial reporting requirements along with other workload demands and initiatives such as monitoring new public sector accounting pronouncements, streamlining accounting processes, and providing accounting support within Finance. The Accounting Supervisor is currently responsible for all financial reporting and analysis and requires support to complete all reporting tasks and requirements during heavy reporting periods.

Details of Service Change

The Financial Analyst will assist with all reporting and accounting workload pressures, allowing the Supervisor more time for financial statement review and analysis. December 1 through to May 31 is a very intense and busy period for financial reporting (e.g., financial statements, external audit, Financial Information Return (FIR), Federal Gas Tax reporting, Provincial Gas Tax Reporting). Many of these reports are due around the same periods so there are competing priorities. This new position would help manage these competing deadlines. The new position would enhance the segregation of duties between preparing, reviewing and approving financial statement working papers. This position would also help reduce the amount of after-hours support by the Manager position.

Service Impact

The Financial Analyst position will help support and improve Accounting Service levels. Having the Supervisor responsible for all financial reporting is not sustainable and presents a risk to the corporation of error and no backup in the event of absence from work during critical reporting periods. All reporting must be accurate and completed by the prescribed timelines. Otherwise, late or inaccurate reporting could have an impact on audit findings, audit opinions, and could also impact future government funding support. The number of financial reporting demands has continued to increase over the years. New Public Sector Accounting Board (PSAB) accounting and reporting legislation is continually introduced. Internal and external audit requirements are getting more intense and complex.

Proposed Initiative

Learning Architect

Department

Corporate Services Department

Service Area

Business Services

Description of Budget Request

The Learning Architect will oversee our City-wide cloud based Learning Management System (LMS), create a clear vision, develop a defined road map and coordinate all of the learning platforms and content into a form that delivers a great learner experience. This role will ensure that the investment in the LMS is maximized, measured and continuously improved.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	87.3	117.8	119.8	121.8
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	87.3	117.8	119.8	121.8
* Net Change in \$		30.6	1.9	2.0
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	4.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The Learning Architect position will ensure the City has a clear vision for a centralized enterprise-wide LMS operating system while at the same time ensuring that the City's return on investment in Success Factors is realized and maximized. This position will also support reducing the City's risk and liability in meeting legislative compliance requirements (i.e., mandatory recertification and legislated training), increase efficiencies of training administration and enable reporting/analytics.

Details of Service Change

As an organization with over 7,000 employees, the City undertakes significant effort and expense to train and develop our employees. New learning content is created constantly and, to date, it has not been centrally managed, measured, formally catalogued and/or tracked. An enterprise-wide LMS is critical to an organization of our size and complexity to achieve a broader mandate to standardize all City learning administration, design, record keeping and legislated recertification processes. The most efficient way to achieve this standardization is through the creation of a centralized Learning Architect position who will be responsible for:

- Defining the curriculum architectural design principles, standards and guidelines regarding the governance of data integration and LMS capability
- Assessing and building targeted learning plans/strategies for all Divisions to maximize learner experience, increase knowledge retention and provide flexible sustainable learning
- Ensuring learning solutions directly align business needs with learning best practices
- Mapping learning business requirements to Success Factors LMS module
- Establishing end-user learning catalogues
- Developing learning metrics, analytics and reporting
- Maintaining a centralized electronic training and recertification record system
- Building evaluation mechanisms to ensure return on investment (ROI) and performance

Service Impact

Due to our current LMS limitations and capabilities, HR supports approximately 25 per cent of all learning and development activities (comprised of mostly corporate learning). If HR does not obtain this new position the City will not be able to achieve the benefits, efficiencies, and reduce the risk/liabilities achieved through a centralized enterprise wide LMS operating system through Success Factors. This would impact key operational training including but not limited to Fire & Emergency Services, Transit Operations, Emergency Management, Parks, Forestry & Environment, and Library Services, therefore increasing corporate risk and liability in regards to legislated training and records. The need for this vital position was also corroborated by our third party Success Factors implementation partners, N SPRO.

Proposed Initiative

2021 DC Background Study and
By-Law

Department

Corporate Services Department

Service Area

Business Services

Description of Budget Request

Financial Strategies is requesting one Policy Analyst to undertake an update to the 2019 Development Charges Background Study in 2020 and develop the foundation for a community benefit charge for the DC discounted services into a Community Benefits By-law (CBB) to be in place by January 2021. Bill 108 regulations deem DC discounted services uncollectible under the 2019 DC By-law after January 1, 2021, and that these fees be transferred to a CBB that must be approved by Council prior to the deadline.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	0.0	0.0	119.8	121.8
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	119.8	121.8
* Net Change in \$		0.0	119.8	2.0
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	382.2	117.8	0.0	0.0

Why Staff Recommend this Initiative

The general workload related to development financing has grown steadily over the past years. Bill 108 has added significant administrative and financial analysis requirements (effective January 2021), such as preparing a (new to the City) Community Benefit By-law (CBB), monitoring collection of DC installment payments ranging from six to 20 years, providing financial analysis and CBB revenue forecasting. The additional workload cannot be absorbed by the one existing DC Policy Analyst position.

Details of Service Change

Financial Strategies is requesting one additional policy analyst to address the additional work being generated from Bill 108 as it relates to changes to the *Development Charges Act* and the *Planning Act*. The position is being funded from Development Charges for the first two years to reflect the need for additional work to be completed to update the 2019 DC Study and By-law and develop the foundation for calculating a charge through a Community Benefit By-law. The *DC Act* allows for background study updates to be recovered from development as part of establishing the DC Charge. Adding an additional policy analyst would provide support to the Manager of Development Financing in allowing development-related requests to be dealt with in a more timely manner and allow for more work to be delegated to the policy analyst instead of being handled by the Manager, who also is leading the Corporate Asset Management initiative for the City.

Service Impact

The addition of one policy analyst will manage the extra work being generated by Bill 108 legislation and regulations and the heavy workload being handled by the current policy analyst position. It will also reduce the amount of time currently being spent by the Manager of Development Financing in dealing with development requests from internal and external stakeholders, freeing the Manager to focus on adding value to other corporate initiatives.

Proposed Capital Budget

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

Proposed 2020-2029 Capital Budget by Program (\$000s)

Program Expenditures	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	Total 2020-2029
Administration	1,398	1,010	700	200	650	3,958
Total	1,398	1,010	700	200	650	3,958

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

Proposed 2020-2029 Capital Forecast Highlights:

- Continue the implementation of the City's new Customer Service Training Program and procurement of a new City-wide Client Relationship Management (CRM) solution, including the extension of the Project Leader and IT Project Leader for two years to complete the implementation of the key recommendations of the City's Customer Service Strategy
- Update to the 2019 Development Charges Background Study in 2020 and develop the foundation for a community benefit charge for the DC discounted services into a Community Benefits By-law (CBB) to be in place by January 2021
- In 2019, a previously approved project will be initiated to explore and assess the viability, impacts and critical path necessary to transition Human Resources and Payroll employee records from paper to a digital format. This project is expected to continue as planned in 2020
- New capital funding is requested in 2021 for a project to examine the benefits and feasibility of acquiring Human Resources Customer Relationship Management (CRM) software
- The Budget Request for Procurement Systems Integration for 2022 is to integrate the three systems currently used by Materiel Management for improved functionality or consider developing one system, to potentially replace the Procurement Centre
- The \$50,000 for Update Cashier's Tubing System is to review the current pneumatic tubing system for either major maintenance or potential replacement

Proposed 2020-2029 Capital Budget by Funding Source (\$000s)

The following table provides the funding sources proposed to fund the capital portion of the proposed 2020-2023 Business Plan and 2020 Budget and the consolidated forecast for 2024-2029.

Funding	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	Total 2020-2029
Tax Capital	1,016	792	520	20	90	2,438
Development Charges	382	118	180	180	360	1,220
Other Reserves & Reserve Funds	0	100	0	0	200	300
Total	1,398	1,010	700	200	650	3,958

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

Proposed 2020 Capital Budget Detail

The following table provides a detailed listing of proposed capital projects for 2020.

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CPBS006352	Customer Service Strategy	397	0	397	Tax Capital
CPBS006765	Digital Human Resources and Payroll Records Management	59	0	59	Tax Capital
CPBS007771	Payroll Enhancement	310	0	310	Tax Capital
CPBS007772	Employee Communications Modernization (Proof of Concept)	200	0	200	Tax Capital
CPBS008023	Green and Sustainability Accounting Implementation	50	0	50	Tax Capital
CPBS008252	2021 DC Background Study and By-Law	382	0	382	Development Charges
Total		1,398	0	1,398	

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

Proposed 2020-2029 Capital Budget by Sub-Program (\$000s)

The following table provides a listing of capital forecast by sub-program for 2020-2029.

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Administration											
Business Services Applications	510	311	500	0	0	0	0	0	0	0	1,321
Business Services DC Studies	382	118	200	200	0	0	0	200	200	0	1,300
Business Services Other	506	581	0	0	100	50	0	100	0	0	1,337
Subtotal	1,398	1,010	700	200	100	50	0	300	200	0	3,958
Total Expenditures	1,398	1,010	700	200	100	50	0	300	200	0	3,958



Mississauga Library

2020-2023 Business Plan
& 2020 Budget

Foreword

Our Vision for the Future

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

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40-year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into the 16 Services Areas (including the Stormwater Program) that are outlined in this Plan. The 2020-2023 Business Plan and 2020 Budget document details how and where the City plans to allocate resources to deliver programs and services.

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

Table of Contents

Executive Summary of Mississauga Library System	3
Core Services	4
Vision, Mission, Goals of Service and Service Delivery Model	4
Current Service Levels and Trends.....	5
Performance Measures and Results	9
Balanced Scorecard	10
Awards and Achievements.....	12
The 2020-2023 Business Plan Outlook	14
Planning for the Future.....	14
Finding Efficiencies	16
Advancing the City's Strategic Plan	17
Transforming our Business with Technology	18
Maintaining Our Infrastructure.....	19
Managing Our Human Resources.....	20
Proposed Operating Budget	22
Operating Budget Details	23
Summary of Proposed Budget	24
Proposed Cost Increase Required to Maintain Current Service Levels.....	25
Proposed New Initiatives and New Revenues	26
Proposed Capital Budget	43
Proposed 2020-2029 Capital Budget by Program	43
Proposed 2020-2029 Capital Budget by Funding Source	44
Proposed 2020 Capital Budget Detail	45
Proposed 2020-2029 Capital Budget by Sub-Program	46



Executive Summary of Mississauga Library System

Mission: The Mississauga Library System exists to provide services to meet the lifelong informational, educational, cultural and recreational needs of all citizens.

Services we provide:

The Mississauga Library System (Library) operates 18 libraries of varying sizes, including a large Central Library at Celebration Square. These facilities provide physical space where people can gather, attend programs and access the Library's collections. The Library runs thousands of free programs a year for all demographics and also operates three permanent makerspaces equipped with technology that encourages people to create. The Library also has thousands of e-resources available as well as a website and online catalogue that can be accessed remotely. The Central Library also operates the Open Window Hub which services at-risk residents from across the city and runs community initiatives to support those in need.

Interesting facts about this service:

- Ninety per cent of residents responding to the 2017 Citizen Satisfaction survey expressed overall satisfaction with Library services in Mississauga
- There are more than 4.3 million in-person visits to the Library per year
- In 2018, people made 8.75 million visits to the Library website and catalogue, and the Library has a growing social media following of over 12,000 subscribers
- The Library boasts a collection in excess of 1.06 million items

- Items were loaned over 6.09 million times to the public in 2018
- In 2018, over 152,000 people attended Library programs
- The Open Window Hub helped at-risk residents almost 1,000 times in 2018

Highlights of the Business Plan include:

- Revitalization of Central Library to include infrastructure for more modern and future-focused digital offerings; redeveloping underutilized and ancillary spaces; creating a layout that is conducive to current library collections; and expanding the fourth floor by adding 6,000 square feet of library space
- Investment in technology enhancements to modernize and enhance customer access to services and collections
- Continued expansion of Maker Mississauga offerings through a mobile makerspace to better reach communities and staff to support maker programming and equipment use
- Investing in infrastructure and the community through the renovation of South Common Library

Net Investment (\$000s)	2020	2021	2022	2023
Operating	29,180	30,218	30,928	31,775
Capital	4,021	18,934	21,413	2,620
Full Time Equivalents	308.3	308.6	309.6	309.6

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

The Mississauga Library System provides lifelong enrichment, education and empowerment.

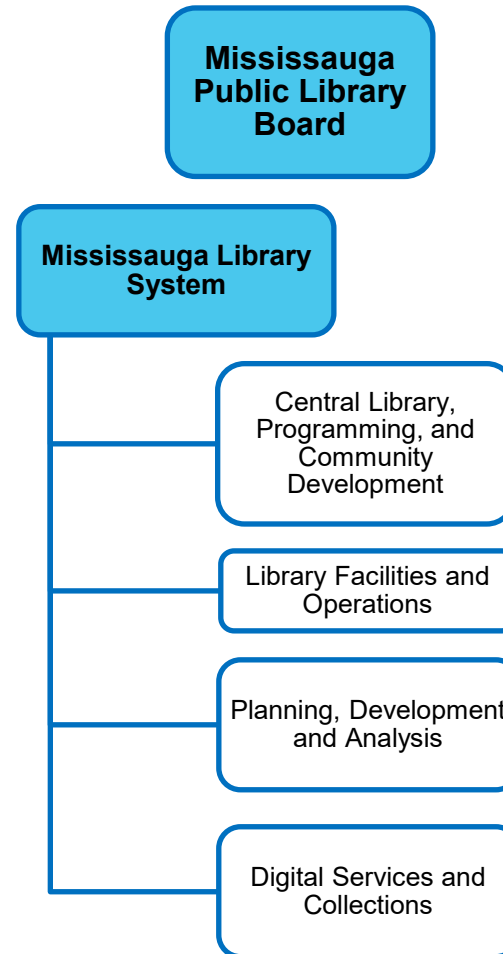
Mission

The Mississauga Library System exists to provide library services to meet the lifelong informational, educational, cultural and recreational needs of all citizens.

Goals of Service

- We know and engage with our community
- We recognize the Library as a key learning institution
- We aim to provide inspiring, welcoming and creative spaces
- To deliver service with multi-talented people changing lives
- To provide access to many resources in many ways

Service Delivery Model



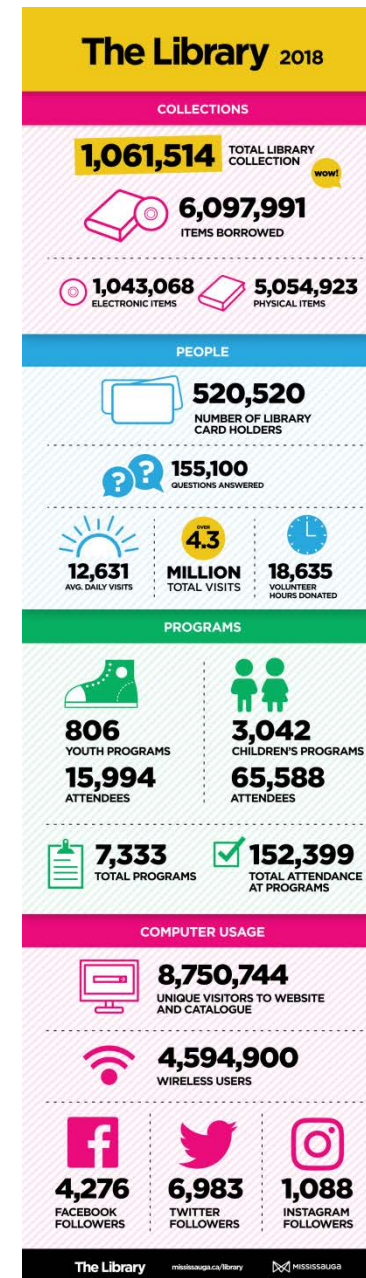
Current Service Levels and Trends

Service Levels

The Library currently consists of the Central Library and 17 branch libraries which are open for a combined total of more than 56,000 hours a year. Along with a website, online catalogue and other e-resources, the Library offers a collection of more than one million items including books and audiobooks, magazines, videogames, DVDs and Blu-Rays, family activity passes, Launchpads, Chromebooks and hot spots. In addition to providing electronic and circulating library materials, Mississauga libraries are visited more than 4.3 million times a year and used by the community as a place to study, gather, learn and access technology. The Library also delivers more than 7,300 programs per year which are attended by more than 152,000 participants.



Welcoming and knowledgeable staff provide a variety of services to over 4.3 million customers each year



Trends

Library systems across North America are evolving to meet current customer needs and expectations. The following outlines some industry trends that are helping to drive the Library's Business Plan.

Collections

Collection trends point toward a decrease in the size of print collections, accompanied by an emphasis on increased utilization and circulation of those collections. Library staff will provide curated collections – recommending titles to allow for visibility and circulation in branch and online. The following are the current global trends in library services that also affect the Library:

- Increasing borrowing of eBooks
- Increasing access to downloadable videos and music through library subscriptions
- Increasing access to online learning resources and databases
- Increasing access to online periodicals and newspapers
- Decreasing physical newspaper and periodical subscriptions

Rising costs and restrictive purchasing models for eAudiobooks and eBooks are highly impacting library collections. Furthermore, many best-selling titles are not available to Canadian public libraries, including some prominent Canadian and Indigenous works. North American libraries are currently working together to resolve the prohibitive costs and purchasing restrictions public libraries face related to eContent.

Another recent trend in collections is building a “library of things” that allows customers to check out non-traditional items. Items may include laptop computers, hot spots, musical instruments, sewing machines, board games, tools, sports equipment and a

variety of other items. This trend helps those who face barriers to accessing these items, providing a chance to build important skills required for success in the knowledge economy.

Technology and the “Digital Divide”

Library customers are consuming more digital resources and using mobile technology to access them. In Mississauga, electronic resources make up 17 per cent of the Library's circulation, and that ratio has been consistently increasing. To keep up, the Library must continue to build a leading-edge information infrastructure that understands customer requirements, supports technological innovation, integrates multiple information systems, connects to global information sources, and provides access to self-service of core library services remotely.

The “Internet of Things” revolution – the network of physical devices and electronics that have connectivity, which enables them to connect and exchange data – continues to be a trend in libraries. Libraries must provide the resources to allow collaborative use of technology such as embedded screens and printing from personal wireless devices. Along with this infrastructure, virtual branch services and programming are helping reach outside the walls of the library to the places where people gather.

Within physical branches, there is an ongoing effort to expose and allow access to digital collections co-located with physical collections so customers find the best resources available regardless of format. Library technology must also focus on automation of repetitive staff tasks, allowing existing staff to focus on high-value customer service interactions.

The increasing shift toward having products and services only available digitally amplifies the gap that exists between individuals at different socioeconomic levels and their ability to access information and technology. As governments, schools

and private companies move more of their products and services online, the inequality that exists in access to crucial information and knowledge grows larger each day. An important role of libraries is to bridge that “digital divide” by providing barrier-free access to technology and eResources.

People

The evolution of library services results in a simultaneous evolution of the role of library staff. Staff with skills in Science, Technology, Engineering, Arts, and Math (STEAM) programming and technology are required for libraries to support customer exploration, learning and success. In addition, there have been increasing instances in North American libraries of customer challenges such as homelessness and customers having mental health crises. The modern library needs to be equipped with staff that have social work training and other skills which help address customers with challenges. Further to this, libraries are recognizing that modern customer service involves helping the customer where they are, rather than at a customer service desk, so mobile technology for library staff is an important part of the modern library.

Service Delivery

Two major trends in library service delivery are becoming prevalent; express libraries and library spaces that are open 24 hours a day.

Express libraries are kiosks, or vending-style machines, that are typically located in public spaces where library services are not prevalent. These kiosks can have both digital and print collections available as well as a deposit box for customers to return materials they have borrowed. The Express Library is usually open during non-traditional library hours, allowing customers who have other commitments during traditional hours access to library resources at a convenient time for them.

Secondly, the location of the Express Library is usually in high traffic areas like shopping malls, community centres or transit terminals. Having library services at these locations increases the convenience for the customer and helps libraries expose their collections to people who wouldn't normally visit a library.

Another trend in service delivery is the availability of library services, including library space, 24 hours a day. Some libraries in North America have actually adopted a staffless library model for remaining open during non-traditional library hours. This model is still being tested for feasibility, but the advantages for customers would be tremendous – especially for students and those who are not able to visit library spaces during customary library hours.

Infrastructure

Libraries have become areas for community gatherings, hubs for digital and physical, and the bridge between home and school. The pressure on capital funding is making it challenging for libraries to keep up with the demand to fulfill these needs.

The proportion of space allocated for social and program interaction versus collection storage and display continues to evolve. More library space is now designated for public accommodation and interaction than is designated for collection materials.

Collection planning in all major Canadian public libraries now involves a significant decrease in physical collection sizes; space planning has reflected this decrease and now includes a corresponding increase in spaces for customer activities and interaction. Many of these spaces are meant to provide a “third place”, beyond home and school/work, where customers can spend time, socialize, collaborate and learn.



The multi-purpose children's area at Meadowvale Library is a successful example of library space being used for programming, reading and gathering

Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's performance measures are used to help assess how well goals are being achieved and where improvement is required. The results also inform decision making and strengthen accountability.

Balanced Scorecard

A Balanced Scorecard groups measures in four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. By paying attention to all four areas, an organization can retain balance in its performance and ensure that it is moving toward the attainment of its goals.

Below are descriptions of the measures tracked in this Service Area's Balanced Scorecard. The Balanced Scorecard that follows shows trends since 2016 and expected outcomes up to 2023.

Financial Measures

Operating cost per capita is lower on average than similar benchmarked library systems, indicating that the Library provides good value to taxpayers thanks in large part to continuous improvement initiatives through Lean and providing cost-effective services.

Expenditures per capita – library materials is a key measure of a library's provision of materials to serve the local population. The Library's Collection Strategy from 2014 onward has focused on investing in this area to improve results for this measure. At \$4.61 per capita (2018), the Library has made significant strides in improvement with a 45.6 per cent increase from 2014's \$3.16 per capita. Nevertheless, this remains second-lowest among provincial comparator libraries.

Customer Measures

Customers are at the core of library services and there are numerous measures of performance as a result. It is important to note that the Environics 2015 citizen satisfaction survey found the Library had the highest satisfaction rating from citizens of any City service.

The Library's story is changing. Traditionally the customer service measures were focused on how many items were circulated and how many questions were answered. The current customer service measures for libraries include program attendance, visits and electronic uses as more modern reflections of what customers value in libraries. The Library has seen increases in program attendance, visits and electronic uses. The 2020 budget requests for enhanced customer access and investments in Maker Mississauga are coming as a direct result of the increase in these customer use metrics.

Employee Measures

Employee satisfaction is measured through the Employee Engagement Survey which takes place every three years. Employee Satisfaction results from the 2018 survey for the Library were 69.2 per cent, up from 67.5 per cent in 2015, with the City's overall employee satisfaction at 66.7 per cent. The Library participation rate was 87.1 per cent with 330 out of 379 staff responding; an increase from 81.9 per cent in 2015. The measures that improved the greatest from 2015 to 2018 are Divisional Leadership, Communication and Quality Improvement Practices.

Internal Business Process Measures

Library Space per Capita remains at 0.46 square feet through the course of this plan. The industry standard for library space per capita is 0.6 square feet. The 2019 Future Directions Master Plan recommends a provision of 0.5 square feet with a future target of 0.6 square feet, together with a study to plan how to achieve this standard.

Balanced Scorecard

Measures for Mississauga Library	2016 (Actual)	2017 (Actual)	2018 (Actual)	2019 (Plan)	2020 (Plan)	2021 (Plan)	2022 (Plan)	2023 (Plan)
Financial:								
Operating Cost per Capita	\$34.98	\$36.06	\$36.89	\$37.44	\$37.74	\$38.20	\$38.65	\$39.12
Collection Cost per Capita	\$4.63	\$4.86	\$4.61	\$4.79	\$4.98	\$5.18	\$5.39	\$5.60
Customer:								
Visits (000s)	4,862	4,902	4,382	4,397	3,899	4,035	4,182	4,341
Circulation (000s)	6,021	6,140	6,480	6,029	5,415	5,604	5,808	6,029
In-Library Use of Materials (000s)	1,205	1,345	1,155	1,194	1,072	1,110	1,150	1,194
In person Reference Inquiries (000s)	137	137	161	154	136	141	146	152
Computer Use (000s)	625	650	660	589	503	529	548	564
Electronic Uses (visits to websites) (000s)	706	690	717	732	716	743	768	810
Electronic Uses (visits to online catalogue)	2,600	2,547	2,573	2,515	2,230	2,308	2,392	2,483
Program Attendance (000s)	136	161	152	149	154	152	153	154
Employee:								
Employee Satisfaction (%)	67.5	N/A	N/A	69.2	N/A	N/A	71	N/A
Internal Business Process:								
Collection Size (000s)*	1,061	1,111	1,061	904	812	841	871	904
Library Space per Capita (sq. ft.)	0.46	0.46	0.46	0.46	0.46	0.46	0.46	0.46

* 2021-2023 numbers reflect an anticipated service level disruption due to the redevelopment of Central Library

Additional Performance Measures

The Library has one of the most mature Key Performance Indicator systems in the City. To understand how well it's operating, the Library measures the following in addition to the metrics found on our Balanced Scorecard.

Percentage of residents who have library cards

	2017	2018	2019E	2020F
Registered Users	492,153	520,520	551,812	577,256
Penetration Rate	63.9%	67.3%	71.0%	74.0%

Operating Costs and Collections Spending per capita

	2017	2018	2019E	2020F
Operating Cost	27,762,463	28,532,048	29,101,567	29,442,893
Per Capita	\$36.06	\$36.89	\$37.44	\$37.74

	2017	2018	2019E	2020F
Collection Spending*	3,738,535	3,562,417	3,723,021	3,886,265
Per Capita	\$4.86	\$4.61	\$4.79	\$4.98

*Collections spending includes money that is earmarked to offset the difference between CAD and USD

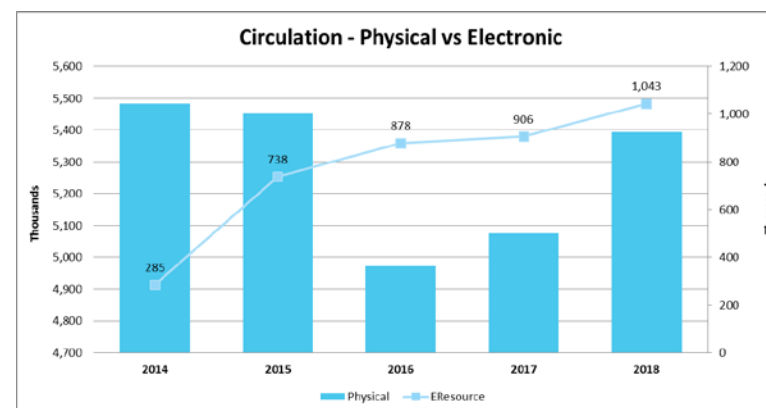
Benchmarking for per capita spending

City	Operating Cost	Population	Op cost per Capita	Collection Cost	Collection Cost per capita
Toronto	201,127,921	2,929,886	68.65	19,702,305	6.72
Hamilton	32,471,584	563,480	57.63	3,439,748	6.10
London	21,772,654	387,275	56.22	2,186,251	5.65
Ottawa	48,858,637	937,243	52.13	5,308,866	5.66
Mississauga	28,532,048	775,000	36.82	3,562,417	4.60
Brampton	19,179,965	642,800	29.84	2,269,616	3.53

Customer Use Benchmarking

City	Collection	Circulation	Circ per Collection	Population	Collections per Resident
Toronto	9,614,371	30,555,570	3.18	2,929,886	3.28
London	722,404	3,390,506	4.69	387,275	1.87
Ottawa	1,506,210	11,692,782	7.76	937,243	1.61
Hamilton	722,404	6,668,020	9.23	563,480	1.28
Mississauga	839,942	6,080,606	7.24	775,000	1.08
Brampton	440,276	4,279,075	9.72	642,800	0.68

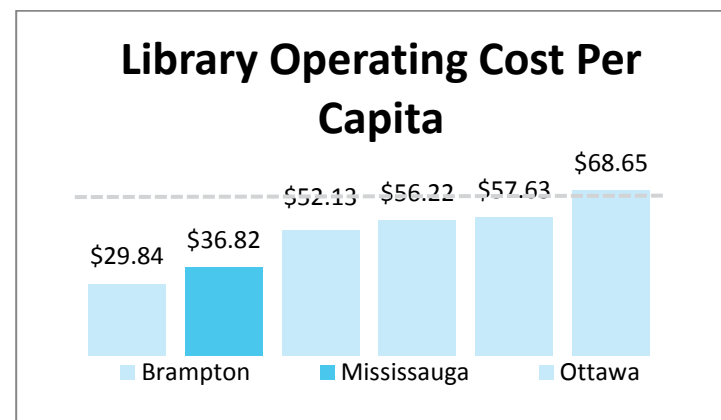
Collection Trends



* the 2016 labour disruption had a short-term effect on physical circulation which spilled into 2017

Why these measures are important

These measures give the Library an idea of how well it's being accessed by Mississauga residents, and how well its comparators are doing. If a comparator surpasses the Library's success, the Library can potentially look to their system or services to learn how it can improve.



Awards and Achievements

The Library is very proud of its achievements in 2018, some of which include:

- Meadowvale Library (as a part of the Meadowvale Community Centre and Library) won acclaim from the 2018 Mississauga Urban Design Awards through the Award of Excellence and the Award 'Healthy by Design'



A view of the award-winning Meadowvale Library

Open Window Hub

- The Library received a generous donation from the P. and L. Odette Charitable Foundation for \$390,000 over the period of three years in support of the Open Window Hub
- Open Window Hub held multiple successful initiatives in 2018. The donations received reinforced the generosity of the Library community and the important role that the Open Window Hub plays in fostering connections and supporting community members in need

- Put a Sock on It 'Sauga saw thousands of socks donated for distribution throughout the community during the winter. Donations exceeded expectations and were shared with other programs in the community to help with distribution
- Fifteen Plastic Bag Mattresses were created using donated milk bags and there are donations to create 15 more. The mattresses are donated to those in need



Promotion for Put a Sock on it 'Sauga



Students creating milk-bag mattresses

Achievements in Inclusion

- The Library hosted two new exhibits highlighting diversity: Border Crossings (in partnership with the Art Gallery of Mississauga) focused on stories of library customers, while the Indigenous Language exhibits (in partnership with the Canadian Language Museum) promoted an appreciation of all languages spoken across Canada
- The Library hosted a Citizenship Ceremony for 41 new Canadians from 26 different countries in partnership with the Institute for Canadian Citizenship (ICC) and Immigration, Refugees, and Citizenship Canada (IRCC)
- Launched an Indigenous Discussion Group with the help of Traditional Indigenous Elder Cat Criger to read the Truth and Reconciliation Commission of Canada's final report and discuss current issues to build relationships and deepen understanding of Indigenous Peoples in the Mississauga community
- Family Storytime with a Drag Queen was introduced at the Library, with over 150 people attending the first four programs



Family Storytime with a Drag Queen hosted at Streetsville, Malton, Port Credit and Central Libraries

Environmental Sustainment

- The Library opened its first pollinator garden at Port Credit Library with the help of a \$1,500 grant from Scotts Canada and Communities in Bloom through the Scotts® Miracle-Gro's GRO1000™ 2018 Garden and Green Space Grant Program
- Community gardens were opened at Burnhamthorpe Library and Woodlands Library in support community building and environmental sustainment



Raised accessible garden at Woodlands Library

Achievements in Technology

- Launched two pilot technology lending programs including hot spot lending as well as Chromebook lending
- The Library opened two new makerspaces at the Courtneypark and Burnhamthorpe libraries. The Courtneypark Makerspace houses the Library's first recording studio
- The Library launched a new website featuring updated content, mobile capabilities and accessibility features

The 2020-2023 Business Plan

Outlook

Planning for the Future

In the past people had very specific expectations of libraries; mainly as a place to borrow books, or somewhere you could study or read a novel quietly. As with other government offerings and public spaces, libraries are evolving. The sole purpose of being a quiet place to borrow books has expanded to include more collaborative learning environments, modern physical designs, multi-purpose spaces, innovative seating options, and the availability of barrier-free emerging technologies. In response to the earlier identified emerging trends, the following areas are the focus of the Library's business plan from 2020-2023.

Emerging Technology and the "Digital Divide"

A significant part of the Library's future is technology. Technology specifically as it relates to the Library's plan will be discussed in detail in the "Transforming our Business with Technology" section of this plan. The Library has become a place where emerging technologies, which are normally inaccessible to some members of the community, are provided so that customers can learn new skills and decrease the impact of the "digital divide". In addition to this evolution, customers expect the Library's website and online resources to be seamless, mobile-friendly, contain all services that are available in person and generally perform as flawlessly as the websites and electronic resources of retail companies. The Library can see this evolution in the consistently increasing demand for computer usage system wide – the computers at Mississauga Libraries are in use 93 per cent of the time.

A scan of the websites for other libraries also shows the need for improvement in the Library's online presence. Both comparator research and customer feedback point to the need to enhance

the Library website with more self-service options. With the launch of the new library website, the Library is on its way to creating a stronger and more relevant digital presence through enhanced accessibility, mobile capabilities and searching tools.

Furthermore, with the prevalence of technology in day-to-day life, the "digital divide" is becoming more and more significant. In downtown Mississauga, 52.4 per cent of the residents have an annual income of less than \$30,000 and will not have access to technology at home. Those individuals who have limited or no access to technology are becoming further disadvantaged by not being able to access the services and content available online from governments, schools, potential employers and private industries. Initiatives that the Library is proposing through this planning cycle such as online learning programs, enhanced customer access points, and the expansion of Maker Mississauga are all crucial to help customers overcome the "digital divide".

In addition to technology hardware enhancements in the Library, software enhancements and licensing must also be acquired in order to keep pace with the advancements in hardware and the diverse learning needs of the community.



Library staff using a tablet to teach coding in a Maker program

Makerspaces

In many ways, makerspaces are the hallmark of what a modern library should be. They are collective workspaces where people can interact with new technology (such as 3D printers, sewing machines, laser cutters, robotics and audio visual equipment) and learn new skills. The Library has invested heavily in makerspaces and will continue to do so to provide barrier-free learning to Mississauga residents.

Looking towards reaching further in to our communities, the Library aims to support the expansion of makerspaces with the launch of a mobile makerspace which will work to serve the community at outreach events and at libraries that do not have the capacity to host full makerspaces. In order to support the continued investment in makerspaces, staff with specialized technical expertise will be required to ensure programming and equipment use is sustained.

Multi-Purpose Space

Increasingly, Mississauga libraries are being designed to improve sight lines, have mobile shelving and seating options, have multi-functional modular furniture, and be brightly coloured. Having flexible furniture in the library makes it easier to set up new spaces for programming or events, create multi-purpose walls by using book stacks as dividers, and maintain visual appeal by moving furniture around and refreshing the feel of the space. Workstations for library staff and customers are evolving as well, slowly moving away from wooden chairs and desks and toward technology-friendly workspaces with ergonomic support and more electrical outlets. Upcoming redevelopment projects for Central Library and South Common Library provide opportunities to increase the functionality and use of Mississauga libraries through multi-purpose spaces.

Collections

Demand for digital collections is continuously increasing in Mississauga. With increasingly restrictive purchasing models that include high costs and embargos from major publishers, library e-material waitlists are expected to increase as materials become more difficult to acquire, causing potential risk to customer satisfaction. The impact of these changes on collections spending will also be a focus for the Library's future as pressure on the ability to maintain consistent digital collections increases. The Library will continue to participate in advocacy campaigns to work towards fair resolutions for libraries and publishers in these new publishing environments.

The Library is attempting to enhance the service of providing "things" for loan as well. The "library of things" trend is something the Library is adopting with an expansion of technology lending (hot spots and Chromebooks) which is currently available at Cooksville, Sheridan and Malton libraries. The Library is also looking to introduce a musical instrument lending library which is supported by the Culture Future Directions Master Plan and would further help to support the arts community, library programming and use of makerspaces for creative content creation.



Customers continue to look to the Library to use materials and find a quiet space to read, learn and study

Finding Efficiencies

Lean Program

The City's Lean Program focuses on strengthening the organization's culture of continuous improvement and instills Lean concepts and principles as a way of work in every Service Area. The program focuses on maximizing customer value and minimizing waste along with empowering staff at all levels to problem-solve on a daily basis.

Since becoming permanent in 2016, the Lean program has delivered significant results. Over 122 staff have received introductory White Belt Training; two staff have received intermediate Yellow Belt Training, and four staff have received advanced Green Belt Training. Four projects and 169 small improvements have produced such enhancements as improved customer experience, faster processing times, higher quality and lower costs.

Some highlights of the many projects and small improvements completed include:

- Consolidated six library brochures resulting in over \$25,000 cost savings and avoidance, and 350 hours of freed capacity
- Reduced turnaround times and number of staff involved for responding to Two-Way staff idea submissions by introducing Mildea. A cost avoidance of over \$23,000
- Centralized the booking of performers for March break and summer programming resulting in over \$26,000 in cost savings and avoidance, and 648 hours of freed capacity
- Created 23 programming guides and learning modules to reduce time required for training supervisors and programmers

Completed Initiatives					Total Benefits	
Improvement Type	2014-2017	2018	Sept 2019	Total	Type	Total
Small Improvement	27	89	53	169	Cost Savings and Avoidance	\$316,257
Rapid Improvement	-	-	-	-	Customer Service Improvements	103
Project	2	1	1	4	Safety Improvements	31
Total	29	90	54	173	Environmental Improvements	35
In-Progress Initiative	Goals of the Initiative					
Library Scheduling Practices	Increase consistency and transparency with staff schedules while decreasing time required to fill shifts.					
Library Technology Acquisitions	Develop a process that delivers required technology solutions for library business and minimizes lead time, incorrect requests, lost requests, and increases the percentage of approved recommendations.					
Courier Route Evaluation	Reduce the amount of wait time staff and customers are experiencing.					

Advancing the City's Strategic Plan

The City's Vision and Strategic Plan are the starting points for our annual business planning and budgeting cycle. The 40-year Strategic Plan, Our Future Mississauga, is built on five pillars – **move, belong, connect, prosper, and green**. Business plans are designed to strengthen aspects of these pillars to support the attainment of Mississauga's Vision.

Below are examples of how the initiatives of the Mississauga Library System relate to the Strategic Plan pillars.

move - developing a transit oriented city

The Library advances the City's Move Pillar by ensuring that Library services are easily accessible for people who use transit around the City. The Library plans to utilize Express Libraries or "book vending" machines at Mississauga Transit locations to further bolster service levels and make certain that library services are ever-present in Mississauga.

belong - ensuring youth, older adults and new immigrants thrive

The Library ensures residents can belong by providing barrier-free services, programming and collections. Through market research studies the Library also learns more about its users and those who could benefit from the service, and makes sure that the collections reflect the diverse demographics present in Mississauga. The Open Window Hub is an important example of the Library's commitment to inclusive services that fit the needs of everyone in the community.

connect - completing our neighbourhoods

The Library works to establish its facilities and services as a hub in the community through the delivery of neighborhood-specific services. The Library's planning team also keeps an eye on neighbourhoods that are expanding to ensure there are sufficient library services in those areas. The redevelopment of Central Library is an example of how the Library responds to the changing needs of the community to help complete neighbourhoods.

prosper - cultivating creative and innovative businesses

The Library helps cultivate creative and innovative businesses by offering more than 35 business and finance courses every year. In addition to this, the Central Library is the home of Mississauga's Business Enterprise Centre which helps residents start or grow small businesses.

green - living green

The Library believes in living green and works to mitigate the impact of climate change. Libraries by nature are providing green services by circulating books and magazines multiple times as opposed to individually owned books and magazines which are read once and then eventually end up as waste. Through the Seed Library program, and newly developed community and pollinator gardens, the Library further encourages the practice of living green.

Transforming our Business with Technology

In alignment with its Future Directions Master Plan and the City's Smart City Master Plan, the Library will continue to build modern technology to support digital inclusion, evolve with emerging trends, build virtual technologies to extend collections outside its walls, and utilize technology to expose and promote digital collections within library locations.

One of the major transformations that will occur in the life of this business plan is the redevelopment of Central Library. The library will include the largest makerspace in the library system, with technology features that will allow for digital creation and the expansion of popular introductory STEAM (Science, Technology, Engineering, Art and Math) programming, which will have a trickle-down effect across the entire library system. Some features that will be available through the new makerspace include: enhanced creative software and hardware, sound recording and podcast booths, specialized personal computers (PCs), training rooms, flexible creation spaces as well as access to robotics, 3D printing, and virtual reality stations. Satellite makerspaces will also be expanded at Malton and Churchill Meadows during the term of the plan. A mobile makerspace will allow the Library to take its programs to community events and schools. Creative software enhancements, laptop lending and computers equipped with enhanced accessibility features will also be expanded across all library branches throughout the term of the plan.

In addition to the makerspace, the Central Library renovation will enhance and streamline operations, support customer self-service and create efficiencies. Technology will be used to promote and expose collections throughout the building, providing one consistent view of the best resources available at one time regardless of format. The addition of portable laptop and tablet lending stations will allow for the use of technology

throughout the building, and increase the ability for customers to use the technology in collaborative and group settings.

With a focus on customer experience throughout the whole library system, technology will be used to streamline operations and provide more online self-service options. Online registration for programs as well as room and equipment booking capabilities will allow for Library staff to spend more time on highly valued customer interactions. The use of mobile technologies will increase customer service flexibility in branches and at programs held outside the Library's walls. Enhanced search optimization and discovery capabilities on the Library catalogue, a more intuitive library mobile application and the digitization of Local History materials will further increase customer access to information and library materials.

The Library will also create a physical and virtual presence outside of the Library's walls and outside of existing hours in order to ensure that physical access barriers are decreased. Technology for physical and digital lending such as an Express Library will be installed in high-traffic areas like transit hubs or community centres to better serve potential customers who cannot access the existing physical locations, and technologies to extend hours of access to branches will be evaluated. The Library will also expand beyond physical walls through the launch of a mobile makerspace, which will take Maker Mississauga into local communities.

To support the high cost of this transformation and to supplement in-house expertise, the Library will work to develop technology and education partnerships.

Maintaining Our Infrastructure

The Library is counted on to provide traditional library offerings such as quiet space, information services and physical collections for loan. There is a simultaneous expectation that the Library also become a place where people “do things” and this is requiring library spaces to be more about multi-functional versatility. The Library’s future space planning aims to repurpose traditional library layouts and create more multi-purpose spaces. The current Central Library redevelopment is the Library’s most impactful opportunity to design a modern library focused on providing flexible space for programming, socializing, reading, collaborating and creating.

The plan to redevelop Central Library emphasizes creating a modern library that prioritizes public space, flexibility, technology and multiple uses. By repurposing ancillary spaces an additional 20,000 square feet for public access will be gained. An Express Library will also be included in the redeveloped facility as well as Food Services and the modernization of Noel Ryan Auditorium.

At the new Central Library, the strategy will change from a resource-driven to a customer-focused approach. The plan at Central Library is to offer customer service in new and innovative ways such as removing big reference desks and empowering mobile technology-equipped staff who can offer service where the customers are, as opposed to having the customer come to them. The renovation also gives the Central Library the ability to fully comply with the Accessibility for Ontarians with Disabilities Act (AODA) standards. Inclusion is one of the Library’s core values, and ensuring that customers with disabilities have barrier-free access to library space, collections, and services is imperative.

Technology will be used throughout Central Library to promote and expose collections in the building, and provide a modern customer experience for residents. Technology will also be used to automate repetitive staff tasks, allowing staff to be creative

customer service agents, redeployed to customer-facing activities supporting knowledge, growth, and literacy acquisition.

The redeveloped library building will have several multi-use rooms to support a wide range of programming and meetings, while still allowing a physical transition to quiet space or a place for social gathering. Staff spaces will be created with an eye to promoting collaboration, fostering creativity and ensuring the well-being of staff. In addition to flexible spaces, having modern multi-purpose furniture will be key in the new Central Library. Ergonomic chairs that are portable, book shelving that moves to create temporary walls, desks and tables that are portable and able to transform to meet a variety of needs are all important investments that will be made.

The Library also plans to redevelop South Common library during the upcoming redevelopment of the South Common Community Centre. A customer-focused approach will significantly influence the reimagining of South Common library through the creation of more multi-purpose spaces, enhanced accessibility, green spaces and increased access to technology.



The plan to redevelop Central Library emphasizes creating a modern library that prioritizes public space, flexibility, technology and multiple uses

Managing Our Human Resources

Our Structure

Mississauga Public Library Board

The Mississauga Public Library Board oversees the strategic direction of the Library, setting priorities as directed by the *Public Libraries Act*. Volunteer citizen and Council members meet 10 times a year to plan and continually evaluate the Library's progress on strategic objectives. The Library Board operates in an integrated way with the City through the Community Services Department.

The Mississauga Library System

There are 211 full-time staff working at the Library and approximately 95 part-time FTEs. The total number of yearly hours worked by Library staff is approximately 550,000. Library staff are divided into the following four major teams:

Central Library, Programming and Community Development

This team is responsible for the day-to-day operation of Central Library as well as community development, centralized programming and system-wide customer experience.

Facilities and Operations

Eighteen locations of varying sizes currently provide physical spaces where the Library's services, programs and collections can be used and accessed. This team is responsible for all of the Library's public services across the city as well as participating on task and project teams with mandates to impact public service.

Planning, Development and Analysis

This team monitors governance and compliance issues as well as providing strategic support, input and recommendations to the Director and the Library Leadership Team. The team develops the annual Divisional Business Plan & Budget, while also providing project leadership with the goal of increasing productivity and continuous improvement.

Digital Services and Collections

The primary functions of this team are leading the strategic development of the Library's print and digital collections, and providing leadership for developing and expanding the Library's digital presence to foster a culture of innovation for the whole Division. In addition, this team is responsible for leading the social media and website functions and all public service components of the Integrated Library System (ILS). This includes overseeing the Library's ongoing technical support needs, as well as maintenance and software upgrades in conjunction with the Community Services Information Technology team.



Library staff visiting the Open Window Hub along with therapy dogs providing support to students during high school "exam week"

Our Talent

The Library is comprised of a diverse workforce of unionized and non-unionized staff with specialized accreditations, degrees and certifications in disciplines such as information science, public policy, business administration and Lean. The Library system is committed to providing staff with lifelong learning opportunities such as conferences, courses, and training which grow with the ever-changing roles of library staff and municipal employees.

Critical Roles/Functions to Achieve Business Goals

In 2018 the Library system realigned its structure to achieve its mission and service goals, and to respond to current needs while anticipating the critical needs of the future. These changes included increased pairings of library locations, as well as changes to the roles and responsibilities of some managers. The changed roles focus on community development, business planning, analytics, digital library services, innovation,

technology and social engagement. In order to achieve the Library's business goals, coordinated programming, responsive collections, a customer-centered environment and modernized digital services have been embedded in the Library's culture and work.

Talent Needs

With the Library's continued investment in Maker Mississauga due to customer interest in maker programs and spaces, staff with skilled, technical expertise in STEAM (Science, Technology, Engineering, Art and Math) learning are required to support learning and success.

In addition, support from the Information Technology Division through a Library-specific Information Technology Specialist will also be required in order to keep pace with the increasing investment required in technology in the Library to meet customer need.

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2019	2020	2021	2022	2023
Library Admin, Planning, Other	7.0	9.7	12.1	13.1	13.1
Library Central, Comm Develop	63.5	65.5	65.5	65.5	65.5
Library Facilities Operations	194.7	194.4	194.4	194.4	194.4
Library Services, Collection	41.4	38.7	36.7	36.7	36.7
Total Service Distribution	306.6	308.3	308.6	309.6	309.6

Note: Numbers may not balance due to rounding.

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2020-2023 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 Library budget for 2019 was \$28.15 million and the proposed budget for 2020 is \$29.18 million.

Total Changes to Maintain Current Service Levels

Highlights include:

- Increase of \$220,000 in labour and benefits to reflect updated collective agreement
- Increase of \$308,000 in materials and supplies services including the Open Window Hub, program materials and ebook enhancements
- Increase of \$55,000 in contractor and professional services for programming
- Increase of \$42,000 in admin and support costs related to minimum wage and market conditions impact for custodial contracts
- Increase of \$40,000 in staff development for professional development in the areas of technology, social issues response and information services
- Revenue increase of \$133,000 related to Open Window Hub donation and increased photocopy charges for customers

Efficiencies and Cost Savings

The Library has identified \$23,500 in cost savings and efficiencies in the 2020 Budget. This has come from:

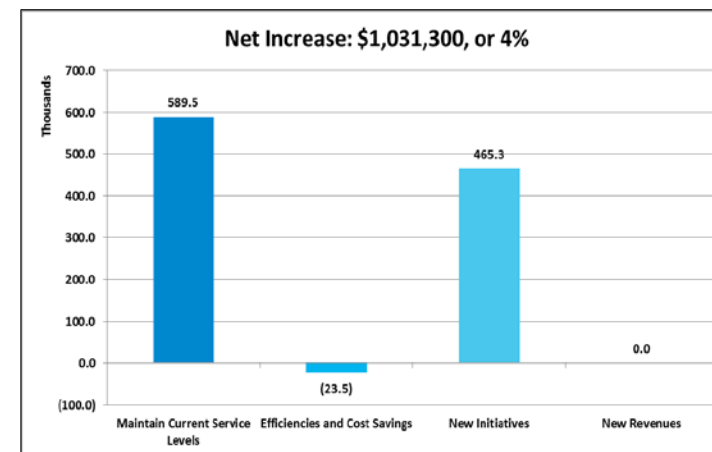
- Facility Rental: \$10,000

- Miscellaneous Expenses: \$7,000
- What's on Guide consolidation: \$6,500

New Initiatives

- Enhancing customer access to spaces, collections, and technology with a modernized online user interface, and digitizing the Local History section
- Staffing costs for Maker Mississauga programmers
- Expanding Maker Mississauga through a mobile makerspace
- Software licensing and AppleCare to support digital design programming and makerspaces
- Musical instrument lending library
- Additional Information Technology Specialist to support the Library to be added to the Information Technology Division

Proposed Changes for 2020 Net Operating Budget by Category (\$000s)



Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2020-2023, as well as the 2019 Budget and 2018 Actuals by major program within the Service Area.

Proposed Budget By Program (\$000s)

Description	2018 Actuals	2019 Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Expenditures to Deliver Current Services						
Library Admin, Planning, Other	3,708	3,671	3,803	3,903	3,986	4,058
Library Central, Comm Develop	4,575	5,074	5,380	5,529	5,522	5,655
Library Facilities Operations	13,154	13,887	14,273	14,574	14,879	15,191
Library Services, Collection	7,188	7,485	7,360	7,471	7,553	7,626
Total Expenditures	28,624	30,118	30,817	31,478	31,941	32,530
Revenues	(2,074)	(1,969)	(2,102)	(2,102)	(1,972)	(1,972)
Transfers From Reserves and Reserve Funds						
New Initiatives and New Revenues			465	842	959	1,218
Proposed Net Budget Including New Initiatives & New Revenues	26,550	28,149	29,180	30,218	30,928	31,775

Expenditures Budget - Changes by Year			2%	2%	1%	2%
Proposed Net Budget - Changes by Year			4%	4%	2%	3%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour; operational costs; and facility, IT and support) and revenues are shown by category with the approved 2019 budget for comparison. The three columns to the far right of the table show the totals proposed for 2020 and their dollar and percentage changes over 2019.

Summary of Proposed 2020 Budget (\$000s)

Description	2019 Approved Budget	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Year's Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	2020 Proposed Budget	\$ Change Over 2019	% Change Over 2019
Labour and Benefits	23,213	255	0	(35)	0	233	0	23,666	453	2%
Operational Costs	6,370	460	(24)	0	0	232	0	7,039	669	10%
Facility, IT and Support Costs	473	42	0	0	0	0	0	515	42	9%
Transfer To Reserves & Reserve Funds	63	0	0	0	0	0	0	63	0	0%
Total Gross Expenditures	30,118	758	(24)	(35)	0	465	0	31,282	1,164	4%
Total Revenues	(1,969)	(133)	0	0	0	0	0	(2,102)	(133)	7%
Transfer From Reserves & Reserve Funds	0	0	0	0	0	0	0	0	0	0%
Total Net Expenditure	28,149	625	(24)	(35)	0	465	0	29,180	1,031	4%

Summary of Proposed 2020 Budget and 2021-2023 Forecast (\$000s)

Description	2018 Actuals	2019 Approved Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Labour and Benefits	21,587	23,213	23,666	24,412	25,033	25,594
Operational Costs	6,531	6,370	7,039	7,329	7,287	7,573
Facility, IT and Support Costs	443	473	515	516	517	518
Transfer To Reserves & Reserve Funds	63	63	63	63	63	63
Total Gross Expenditures	28,624	30,118	31,282	32,320	32,900	33,747
Total Revenues	(2,074)	(1,969)	(2,102)	(2,102)	(1,972)	(1,972)
Transfer From Reserves & Reserve Funds	0	0	0	0	0	0
Total Net Expenditure	26,550	28,149	29,180	30,218	30,928	31,775

Note: Numbers may not balance due to rounding.

Proposed Cost Increase Required to Maintain Current Service Levels

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

Description	2019 Budget (\$000s)	2020 Proposed Budget (\$000s)	Change (\$000s)	Details (\$000s)
Labour and Benefits	23,213	23,433	220	Increase reflects labour adjustments and other fringe benefit changes
Administration and Support Costs	473	515	42	Minimum wage and market conditions impact for cleaning contracts
Advertising & Promotions	48	41	(7)	What's on Guide consolidation (consolidation of multiple library brochures into one)
Communication Costs	8	8	0	
Contractor & Professional Services	29	84	55	Continuity of programming (performers)
Equipment Costs & Maintenance Agreements	84	101	17	\$7 Film Licenses \$5 Circulation of Internet of Things (IoT) \$5 WiFi Hotspots
Finance Other	61	61	(0)	
Materials, Supplies & Other Services	4,225	4,533	308	\$130 Operating material costs related to Open Window Hub program \$75 Marketing/Creative \$50 Ebooks \$35 Makerspace consumable materials \$20 Program supplies \$(2) Miscellaneous expenses
Occupancy & City Costs	1,734	1,757	23	Increased utility costs
Staff Development	126	166	40	\$20 Tuition/Courses \$20 Travel/Conferences
Transfers To Reserves and Reserve Funds	63	63	0	
Transportation Costs	56	56	0	
Subtotal - Other Operating	6,905	7,384	479	
Total Revenues	(1,969)	(2,102)	(133)	\$130 Open Window Hub program \$3 Increased photocopy charges
Subtotal - Revenues	(1,969)	(2,102)	(133)	
Total	28,149	28,715	566	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by Budget Request (BR) for proposed new initiatives. Each BR is numbered. Detailed descriptions of each Request can be found in the pages following the table.

Description	BR #	2020 FTE Impact	2020 Proposed Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2020 to 2023 FTE Impact	2020 to 2023 Capital (\$000s)
New Initiative								
Modernizing Customer Facing Library Technology	5502	0.0	157	164	171	171	0.0	1,396
Central Library Technology Licences	5518	0.0	0	0	0	213	0.0	40,800
Maker Mississauga Programmers	6024	2.7	146	251	349	385	4.7	11
Enhanced Customer Access	6025	0.0	0	80	85	88	0.0	985
Mobile Makerspace	6027	0.0	0	127	130	133	1.4	204
IT Specialist	6029	1.0	87	118	120	122	1.0	4
Musical Instrument Lending	6030	0.0	25	50	50	50	0.0	0
Creative Cloud & Apple Care Licences	6031	0.0	50	53	55	57	0.0	218
Total New Initiatives		3.7	465	842	959	1,218	7.1	43,619
Total New Initiatives and New Revenues		3.7	465	842	959	1,218	7.1	43,619

Note: Numbers may not balance due to rounding. Amounts are Net.

Budget Request #: 5502

Proposed Initiative

Modernizing Customer-Facing
Library Technology

Department

Community Services Department

Service Area

Mississauga Library

Description of Budget Request

This BR is for technology improvements including virtual branch introduction, improved mobile presence, enhancing access to the online catalogue and IT equipment lending which are all needed to modernize the Library and respond to customer demand. The community expects library services to be fully accessible electronically. However, the Library has fewer electronic items and web visits than comparable library systems and has identified one of the highest dollar value in technology needs from among comparators.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	157.0	163.5	170.5	170.5
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	157.0	163.5	170.5	170.5
* Net Change in \$		6.5	7.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	580.3	291.1	355.0	325.0	425.0

Why Staff Recommend this Initiative

Best practice research and customer feedback indicate a need to modernize the Library's virtual operations, particularly the Library's website, mobile capability, and technology lending. A scan of the websites of other libraries shows how far behind the Mississauga Library System is in terms of its digital and IT presence.

Details of Service Change

Customers will have seamless online access to both digital and physical collections, and more integration with social media. More content will be featured through the Virtual Library and key concerns will be addressed including making the collections system more mobile friendly, recommending other titles based on a user's history, online chats with library staff, and an updated discovery layer.

Service Impact

Customers will have access to a more robust online library presence. This will help to meet expectations as identified in the Future Directions background study and customer feedback survey.

Budget Request #: 5518

Proposed Initiative

Central Library Technology
Licences

Department

Community Services Department

Service Area

Mississauga Library

Description of Budget Request

Central Library will be redeveloped in this budget cycle. The new library will feature state-of-the-art infrastructure and customer facing technology. The licences in this budget request would be for the software and yearly maintenance fees required for the new technology, including but not limited to 3D printers, computer programs, self-service technology, security gates, tablets, computers and video games.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	0.0	0.0	0.0	212.5
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	0.0	212.5
* Net Change in \$		0.0	0.0	212.5
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	2,000.0	1,500.0	18,000.0	20,250.0	1,050.0

Why Staff Recommend this Initiative

Customer expectations of the library are changing significantly, and in order for the library system to redevelop a modern, smart Central Library significant investment needs to be made in physical and digital technology that will be a touchstone for future libraries. The redevelopment of Central Library is the optimal opportunity to begin integrating the latest technology into the library system.

Details of Service Change

Service change at Central Library will include the development of a smart library and makerspace which will include recording studios, virtual reality, 3D printers, high end Macs and PCs, tablets, computer labs, increased check-in and checkout/security gates, video games, digital signs and wayfinding, staff mobility solutions, all networks, power and cabling, and more.

Service Impact

The impact of implementing the smart library/makerspace project at Central Library cannot be overstated. This is an opportunity to position Mississauga as a technology leader and the Central Library as one of the most digitized and modern libraries in North America.

Proposed Initiative

Maker Mississauga Programmers

Department

Community Services Department

Service Area

Mississauga Library

Description of Budget Request

With the current success of Maker Mississauga, the Library continues to respond to customer demand by expanding its offerings including spaces and programming. Staff with specific Maker knowledge are required to deliver high quality service and learning opportunities for customers. This BR is a request to provide Maker-specific full-time and part-time staffing to support Maker Mississauga across all locations.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	146.0	251.0	349.1	385.1
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	146.0	251.0	349.1	385.1
* Net Change in \$		105.0	98.0	36.0
FTEs	2.7	3.7	4.7	4.7

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	10.8	0.0	0.0	0.0

Why Staff Recommend this Initiative

The expectations that customers have of Library staff with regards to technical expertise are increasing. Having staff specialized in maker available to help customers and provide training for staff would respond to these rising expectations.

Details of Service Change

Programmers skilled in maker equipment will be available at libraries with makerspaces to deliver programs and support customer inquiries as well as provide staff training. In addition, these staff will perform outreach in libraries without makerspaces and other locations such as schools, with community groups and at special events.

Service Impact

Customers will have expanded learning opportunities and support for using maker equipment and spaces.

Budget Request #: 6025

Proposed Initiative

Enhanced Customer Access

Department

Community Services Department

Service Area

Mississauga Library

Description of Budget Request

This BR is for enhancing digital services and technology in the Library through assistive workstation expansion, inventory wands, Local History section digitization, online room and material booking and an eBook “hot reads” collection which are all needed to match technology offerings to comparator libraries and respond to customer needs.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	0.0	80.3	84.8	87.9
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	80.3	84.8	87.9
* Net Change in \$		80.3	4.5	3.1
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	985.4	0.0	0.0	0.0

Why Staff Recommend this Initiative

Requests in this BR address specific recommendations in Future Directions under two priorities: Investing in Technology to Bridge the “Digital Divide” and Enhancing Customer Experience.

Details of Service Change

Library services and collections will be more openly accessible online. Improved inventory management will allow resources to become more readily available, expanding accessibility for residents to access materials across all library locations.

Service Impact

Customers will have expanded accessibility to resources digitally, quicker access to materials and increased access points.

Budget Request #: 6027

Proposed Initiative

Mobile Makerspace

Department

Community Services Department

Service Area

Mississauga Library

Description of Budget Request

This BR is for the creation of a mobile makerspace through the purchase of a vehicle for transporting equipment, technology and specialized maker staff as well as serving as a pop up location for programs and events. This would scale the cost of maker equipment and programs to reach more locations in the city.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	0.0	127.1	130.0	132.9
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	127.1	130.0	132.9
* Net Change in \$		127.1	2.8	2.9
FTEs	0.0	1.4	1.4	1.4

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	0.0	204.2	0.0	33.0

Why Staff Recommend this Initiative

Maker programs are in high demand at every branch; however, there is not enough technology available in many locations to meet programming demand. Mobile makerspaces will allow the Library to extend beyond its walls to community events to expand program knowledge outside of those who use bricks and mortar library services and will increase the ability of the Library to partner with other community organizations that are serving new customers.

Budget Request #: 6027

Details of Service Change

Maker equipment will be available for community outreach events.

Service Impact

More customers and potential customers will be exposed to maker equipment and available library services.

Proposed Initiative

IT Specialist

Department

Community Services Department

Service Area

Mississauga Library

Description of Budget Request

As the Library continues to modernize and offer new IT-related services to residents, the demands for increased operational support surpass the capacity of the one existing IT Specialist. This BR is for an additional IT Specialist for the IT Division to support the continued modernization of the Library and the technology that is being implemented.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	87.3	117.8	119.8	121.8
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	87.3	117.8	119.8	121.8
* Net Change in \$		30.6	1.9	2.0
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	4.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Every new project, hardware, software, or work process introduced by the Library adds to the support-related workload of the IT Specialist. Without the addition of another IT Specialist, the implementation of IT projects and work requests will be delayed.

Details of Service Change

There will be an additional IT Specialist to support Library technology needs.

Service Impact

Adding an IT Specialist will result in improved operational support, back-up support to maintain coverage, and the delivery of more work requests and project tasks within a given timeframe.

Budget Request #: 6030

Proposed Initiative

Musical Instrument Lending

Department

Community Services Department

Service Area

Mississauga Library

Description of Budget Request

The Library is proposing providing Mississauga residents a “Musical Instrument Lending” program which allows for a collection of instruments that can be borrowed with a library card. This BR is to support the program with purchases, repairs and replacements of instruments.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	25.0	50.0	50.0	50.0
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	25.0	50.0	50.0	50.0
* Net Change in \$		25.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Staff recommend this initiative in order to support the Culture Master Plan; to be competitive with comparative libraries; and, to continue offering innovative services to customers.

Budget Request #: 6030

Details of Service Change

Purchasing, maintenance and continued service provision for the musical instrument lending library program.

Service Impact

Continued access and availability of musical instruments collection.

Budget Request #: 6031

Proposed Initiative

Creative Cloud & Apple Care
Licences

Department

Community Services Department

Service Area

Mississauga Library

Description of Budget Request

This request is for funding to provide a suite of software applications for audio, video, graphic design, photography, and web development licensed by Adobe in one software-as-a-service monthly subscription for laptops used in digital design programming and classes. Funding is also required for AppleCare, a contract for extended technical support services beyond any warranty for the Library's Apple hardware.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	50.0	52.5	55.0	57.2
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	50.0	52.5	55.0	57.2
* Net Change in \$		2.5	2.5	2.2
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	218.3	0.0	0.0	0.0

Why Staff Recommend this Initiative

There is high demand by the public for technology-based learning offered through the Library. The current library workstations do not have these specialized, professional applications, which makes it impossible to offer digital learning programs. This request fulfills recommendations from the Future Directions Master Plan.

Details of Service Change

This investment allows for programs in digital design, video editing, podcast creation, photography, web development, coding and more to be offered through applications in the Creative Cloud. These programs will be presented either by externally hired third-party experts or by trained library staff.

Service Impact

This will enable the Library to offer more diverse and technologically rich programs to residents.

Proposed Capital Budget

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

Proposed 2020-2029 Capital Budget by Program (\$000s)

Program Expenditures	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	Total 2020-2029
Library Buildings	2,127	18,175	20,778	1,885	18,207	61,171
Library Materials & Equipment	1,895	759	635	735	2,363	6,387
Total	4,021	18,934	21,413	2,620	20,570	67,558

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

Proposed 2020-2029 Capital Forecast Highlights:

- Central Library Redevelopment
- Lifecycle replacement of book trucks, shelving, service desks, furniture
- Modernizing Customer-Facing Library Technology
- Express Libraries
- Makerspace Mississauga
- Mobile Makerspace
- Security Enhancements
- South Common Library Renovations

Proposed 2020-2029 Capital Budget by Funding Source

The following table provides the funding sources proposed to fund the capital portion of the proposed 2020-2023 Business Plan and 2020 Budget and the consolidated forecast for 2024-2029.

Proposed 2020-2029 Capital Budget by Funding Source (\$000s)

Funding	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	Total 2020-2029
Tax Capital	4,021	17,332	19,706	2,426	15,949	59,434
Development Charges	0	1,602	1,707	194	4,620	8,123
Other Reserves & Reserve Funds	0	0	0	0	0	0
Total	4,021	18,934	21,413	2,620	20,570	67,558

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

Proposed 2020 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2020.

Program: Library Buildings

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CMLS00059	Central Library Redevelopment	1,500	0	1,500	Tax Capital
CMLS004220	Automated Materials Sortation	110	0	110	Tax Capital
CMLS005016	Renovations to various locations	62	0	62	Tax Capital
CMLS006254	Makerspace Mississauga (Malton)	455	0	455	Tax Capital
Total		2,127	0	2,127	

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

Program: Library Materials & Equipment

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CMLS005024	Public Use Furniture and Equipment	200	0	200	Tax Capital
CMLS006644	Modernizing Customer Facing	291	0	291	Tax Capital
CMLS007841	Enhanced Customer Access	985	0	985	Tax Capital
CMLS007843	Creative Cloud & Apple Care	218	0	218	Tax Capital
CMLS007844	Security Action Plan	200	0	200	Tax Capital
Total		1,895	0	1,895	

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

Proposed 2020-2029 Capital Budget by Sub-Program

The following tables provide a listing of capital forecast by sub-program for 2020-2029.

Sub-Program	2020 Forecast (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)	2025 Forecast (\$000s)	2026 Forecast (\$000s)	2027 Forecast (\$000s)	2028 Forecast (\$000s)	2029 Forecast (\$000s)	Total Forecast (\$000s)
Library Buildings											
LIB New Construction	0	0	0	0	0	0	0	0	0	4,800	4,800
LIB Renovations	2,127	18,175	20,648	1,677	6,957	5,942	75	75	75	75	55,826
LIB Studies	0	0	130	208	208	0	0	0	0	0	545
Subtotal	2,127	18,175	20,778	1,885	7,165	5,942	75	75	75	4,875	61,171

Sub-Program	2020 Forecast (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)	2025 Forecast (\$000s)	2026 Forecast (\$000s)	2027 Forecast (\$000s)	2028 Forecast (\$000s)	2029 Forecast (\$000s)	Total Forecast (\$000s)
Library Materials & Equipment											
LIB Collection Development	0	0	100	100	100	100	0	0	0	0	400
LIB Program Equipment Replacement	1,895	759	535	635	378	345	355	355	365	365	5,987
Subtotal	1,895	759	635	735	478	445	355	355	365	365	6,387
Total Expenditures	4,021	18,934	21,413	2,620	7,643	6,387	430	430	440	5,240	67,558

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



Recreation

2020-2023 Business Plan
& 2020 Budget

Foreword

Our Vision for the Future

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

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40-year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into the 16 Services Areas (including the Stormwater Program) that are outlined in this Plan. The 2020-2023 Business Plan and 2020 Budget document details how and where the City plans to allocate resources to deliver programs and services.

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

Table of Contents

Executive Summary of Recreation	3
Core Services	4
Vision, Mission, Goals of Service and Service Delivery Model	4
Current Service Levels and Trends.....	5
Performance Measures and Results	6
Balanced Scorecard	7
Awards and Achievements.....	8
The 2020-2023 Business Plan Outlook	10
Planning for the Future.....	10
Finding Efficiencies	14
Advancing the City's Strategic Plan	15
Transforming our Business with Technology	16
Maintaining Our Infrastructure.....	16
Managing Our Human Resources.....	18
Proposed Operating Budget	20
Operating Budget Details	21
Proposed Budget by Program.....	21
Summary of Proposed Budget.....	22
Proposed Cost Increase Required to Maintain Current Service Levels.....	23
Proposed New Initiatives and New Revenues	24
Proposed Capital Budget	27
Proposed 2020-2029 Capital Budget by Program	27
Proposed 2020-2029 Capital Budget by Funding Source	28
Proposed 2020 Capital Budget Detail	29
Proposed 2020-2029 Capital Budget by Sub-Program	30



Executive Summary of Recreation

Mission: We keep Mississauga residents healthy, active and connected in partnership with the community.

Services we provide:

The Recreation Division connects citizens, staff and Mississauga communities to one another through programming, infrastructure and recreational opportunities. The Division prides itself on identifying the diverse needs of residents within Mississauga communities, and builds its service mix in response to those needs.

The Recreation Division provides service to residents and customers through the following:

- Registration and drop-in recreational programs
- Community partnerships and affiliations
- Recreational facilities operations and facility rentals
- Sponsorship and grants
- Sport and tourism initiatives
- Banquet and food services
- Community events support

Interesting facts about this service:

- 13 million visits a year to recreation facilities
- 186,000 yearly program hours
- 35,000 yearly hours of arena rentals

- 147,000 yearly hours of facility room usage
- Over 80,000 golf rounds a year
- Over 39,900 memberships sold each year
- Over 100,000 visits to after school drop-in sessions

Highlights of the Business Plan include:

- Infrastructure renewal and redevelopment activities as key priorities to optimize the supply of facilities in a manner that is best suited to reflect current market and operating conditions
- Commitment to providing inclusive programs and services to complement the demographics of Mississauga's diverse population
- Dedication to providing high quality programs and services that are accessible, fiscally responsible and maximize the use of our infrastructure

Net Investment (\$000s)	2020	2021	2022	2023
Operating	29,708	31,524	32,924	34,354
Capital	12,058	20,235	31,158	19,416
Full Time Equivalents	873.4	888.1	888.1	888.1

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

More people, connected more often, through programs and services that reflect our communities' needs.

Mission

We keep Mississauga residents healthy, active and connected in partnership with the community.

Goals of Service

Increasing participation levels and customer retention are the key measures of success in our Division's ability to respond to the needs of the community. It is important that our offerings continue to be inclusive, high quality, innovative and fiscally responsible. In addition, Recreation strives to:

1. **Maintain our Recreation Facility Needs:** Infrastructure renewal and redevelopment activities are key priorities to ensure optimization of the supply and condition of facilities for current market and operating conditions
2. **Promote Access and Inclusion:** Through targeted and focused efforts to include marginalized populations, further identify opportunities, understand the barriers and remove them to increase participation
3. **Increase Service Delivery for Youth and Older Adults:** While all age groups benefit from participating in recreational activities, youth and older adults are a priority as their completion of programs is lower than that of other age groups
4. **Strengthen our Programs and Services:** Continued quality assurance in program delivery and dedication to ensure the cost recovery model is fiscally aligned to the services provided

Service Delivery Model



Current Service Levels and Trends

Recreation operates and programs 11 major community centres and 12 minor centres; 13 arenas representing 25 ice pads; 11 indoor pools; seven outdoor pools; and the Paramount Fine Foods Centre. Recreation allocates and maintains partnerships for the use of 229 soccer fields and 125 ball diamonds in addition to other outdoor sport amenities.

Recreation's primary service is the delivery of community, aquatic, fitness and therapeutic programs. Recreation also provides the following services:

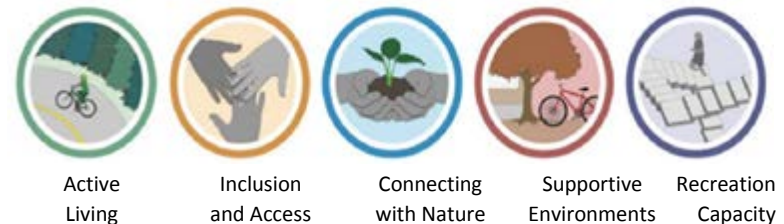
- Community Partnerships and Affiliations
- Recreational Facilities Operations and Facility Rentals
- Food Vending Operations
- Food Catering and Restaurant Services
- Grants Administration
- Sports Tourism Development
- Promotion & Awareness Campaigns
- Corporate Sponsorship Management
- Business Operations (Analytics, Forecasts, Budget)
- Standards, Compliance & Training
- Service Delivery Reviews
- City-wide Tourism Support and Planning

Recreation is a high profile and valued City service. In 2018, our facilities attracted 13 million visitors, and offered 180,000 of registered program hours in addition to countless hours of access to drop-in activities such as fitness, skating and indoor and outdoor public swimming. The variety of programs and services offered through Recreation are valued by residents. Recreation strives to offer activities to foster the wellbeing of all individuals and communities in Mississauga.

Service Trends

- **Aging Infrastructure** – Emphasis on infrastructure renewal and redevelopment as key priorities to address current and future needs in the recreation system
- **Aging Populations** continue to shape the direction of our programs and service delivery. Emphasis on services that engage and meet the needs of this segment continues to be a priority
- **Spaces for Youth** is a priority to ensure lifetime participation at critical life stages and promote healthy, active lifestyles
- **Establishing a Balance** between affordability, access and cost recovery as labor and operating costs increase
- **Promoting Access and Inclusion** to ensure marginalized populations are engaged by promoting opportunities
- **Alignment to the Framework for Recreation in Canada** to address the challenges of sedentary living and obesity through recreation capacity, active living, inclusion and access

Goals of the Framework for Recreation in Canada



Source: Framework for Recreation in Canada, 2015

Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability.

Balanced Scorecard

A Balanced Scorecard groups measures in four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. By paying attention to all four areas, an organization can retain balance in its performance and ensure that it is moving toward the attainment of its goals.

Below are descriptions of the measures tracked in this Service Area's Balanced Scorecard. The Balanced Scorecard that follows shows trends since 2016 and expected outcomes up to 2023.

Financial Measures

Cost Recovery is a percentage measure that shows how much of Recreation's total costs are covered by its total revenue. A percentage that is stable or growing indicates a healthy financial state. Recreation works to maintain or incrementally increase cost recovery while growing utilization, customer retention and customer satisfaction.

Grant Funding measures the donations and grants that Recreation receives. Increasing grant funding offsets Recreation's expenses, thus increasing cost recovery.

Revenue to part-time Labour is the ratio of all revenues to part-time labour expenses. With much of Recreation's services dependent on part-time labour, this is an important metric to show the efficiency with which programs are offered.

With the recent increase to minimum wage, cost recovery and revenue to part-time labour will be impacted as expenses will increase and fees will need to continue being affordable for residents.

Customer Measures

Customer Satisfaction is a percentage obtained through the exit surveys sent to Recreation customers. *Resident satisfaction with Recreation* is obtained through the city-wide biennial citizen satisfaction survey. Recreation is committed to achieving optimal satisfaction among its customers, users, and all city residents.

The other main metrics for Recreation from a customer perspective are customer growth and retention. These are measured through membership sales, active memberships, programming hours, and program fill rate.

Employee Measures

The *job engagement index* is a measure that indicates the extent to which employees value, enjoy and believe in what they do.

Employee engagement survey participation is a measure indicating the percentage of employees participating in the Employee Engagement Survey. It is important to the City that employees continue to participate in this survey to provide feedback on their jobs, work areas and the organization overall.

Training and Development Hours identifies how many total hours Recreation employees spend improving their credentials and attending workshops. This metric monitors Recreation's commitment to its employees' development. The implementation of the HIGH FIVE® program increased training hours in 2015. The decrease in 2016 is a return to normal levels. Improvements such as offering training modules online have reduced the number of in-person training hours offered, with this impact beginning to show in 2017.

Internal Business Process Measures

The measure of *total facility rental hours* is an indication of the extent to which rental rooms are being used and identifies areas for growing this business.

Foot traffic metrics indicate whether the population of citizens who come into community centres is increasing or decreasing, and generally if Recreation is successful in increasing the opportunities for people to be active.

Balanced Scorecard

Measures for Recreation	2016 (Actual)	2017 (Actual)	2018 (Actual)	2019 (Plan)	2020 (Plan)	2021 (Plan)	2022 (Plan)	2023 (Plan)
Financial:								
Cost Recovery	67%	66%	67%	65%	63%	63%	63%	63%
Grant Funding Secured	\$2.4M	\$0.9M	\$1.5M	\$1.1M	\$1.1M	\$1.2M	\$1.3M	\$1.4M
Revenue to Part-time Labour Ratio	\$2.79:1	\$2.67:1	\$2.46:1	\$2.35:1	\$2.12:1	\$2.12:1	\$2.12:1	\$2.12:1
Customer:								
Customer Satisfaction	87%	91%	91%	91%	91%	91%	91%	91%
Membership Sales	\$3.3M	\$3.6M	\$3.8M	\$4.0M	\$4.5M	\$4.8M	\$5.2M	\$5.5M
Memberships	35,216	36,184	39,820	40,000	41,000	42,000	43,000	44,000
Programming Hours	175,449	183,667	185,636	198,500	206,000	213,500	221,000	228,500
Program Fill Rate	68%	71%	70%	75%	75%	75%	75%	75%
Employee:								
Training and Development Hours (In-Person)	1,016	799	670	700	800	800	800	800
Employee Engagement - Job Engagement Index	N/A	N/A	68%	N/A	N/A	80%	N/A	N/A
Employee Engagement Survey Participation	N/A	N/A	87%	N/A	N/A	90%	N/A	N/A
Internal Business Process:								
Facility Rental Hours	127,773	137,052	147,004	152,000	157,000	162,000	167,000	172,000
Foot Traffic at Facilities	12.6M	13.3M	12.7M	14.3M	14.8M	15.3M	15.8M	16.3M

Awards and Achievements

Older Adult Plan for Recreation

Council's July 2019 endorsement of the Older Adult Plan for Recreation addresses the active living needs of the 200,000 Mississauga residents who are 55 years of age and over. The Older Adult Plan for Recreation focuses on program and service delivery for older adults. The plan's recommendations are organized into the following four key areas:

- **Older Adult Service Delivery** – align older adult clubs and providers to the Community Group Registry Policy and revise the policy to provide better clarity on program offerings and delivery
- **Older Adult Programming** – establish the age of 55 as the age for older adult program delivery
- **Allocation of Indoor Space for Older Adults** – prioritize older adult space needs at the same level as youth and other user groups
- **Future Older Adult Facility Design and Space Needs** – improve community centre spaces to accommodate older adult needs



Walking track at Carmen Corbasson Community Centre

2021 Ontario Parasport Games

The City of Mississauga has been selected to host another provincial games event: the 2021 Ontario Parasport Games. This is a great legacy event to follow the success and investment in the 2015 Parapan Am Games. The Parasport event is anticipated to have 500-600 athletes participating in as many as 11 sports over three days in June 2021. Recreation has already engaged the Parasport community in Mississauga to assist with planning and execution of the event and expects to provide an outstanding participant experience in 2021.



Ontario Parasport Games rally at Paramount Fine Foods Centre

Establishing a Municipal Services Corporation for Tourism

In 2019, Council approved the formation of a standalone, not-for-profit tourism organization to promote Mississauga as a destination. This new organization will be eligible to receive Municipal Accommodation Tax (MAT) funds as required by Government of Ontario legislation.



Kayaking in Port Credit

The 2020-2023 Business Plan Outlook

Planning for the Future

The 2019 Future Directions Master Plan guides Recreation in the future delivery of facilities and programs by setting both short-term and long-term priorities.

The Master Plan focuses on the following areas that are deemed the most significant priorities to address over the next 10 years.

Recreation Facility Needs:

The master plan emphasizes infrastructure renewal and redevelopment activities as key priorities over the next 10 years while optimizing the supply of facilities in a manner that is best suited to reflect current market and operating conditions.

The new community centre in the Churchill Meadows area is anticipated to open in 2020, boasting amenities such as an indoor aquatics centre, triple gymnasium and program rooms.



Churchill Meadows Community Centre

Promoting Access and Inclusion:

The benefits of participation in active and leisure recreation accrue to individuals and the community at large. Many residents know how to access services and fully understand the importance of participation. Others may not be able to access services for a variety of reasons including affordability, not feeling welcomed, physical accessibility and feeling that activities are not representative of their interests. Marginalized populations often feel that there are significant barriers to participation.

The role of the City is to make targeted and focused efforts to include marginalized populations by promoting opportunities, understanding any barriers and removing them as much as possible.



Residents attending community festival

Service Delivery for Youth and Older Adults:

Providing youth, teens and older adults with the necessary supports is a notable focus for the City of Mississauga. While all age groups benefit from participating in recreational activities, youth and older adults are priorities as their participation levels are often lower than those of other age groups. However, it is important that these individuals continue their participation to achieve the benefits of recreation at these critical life stages.



Older Adult painting program

In addition to these focus areas, the 2018 Future Directions Master Plan for Recreation explores a number of other topics including quality assurance frameworks, healthy food initiatives, core service levels, maintaining a state of good repair, and delivering recreation in areas of population intensification.

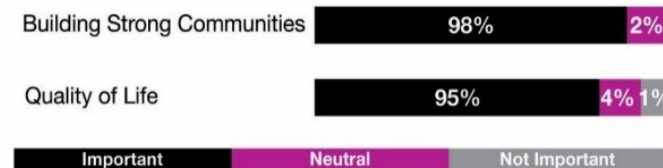
Engaging our Community

The Future Directions planning process provided an exciting opportunity for residents, stakeholders and City staff to help shape the vision of Mississauga's recreation system. Community engagement is at the core of Future Directions with the following consultation activities taking place throughout the plan's preparation:

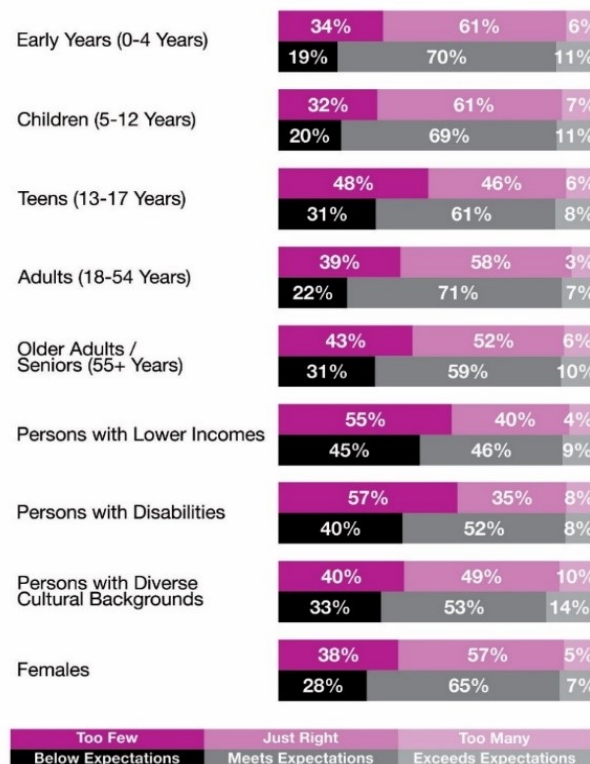
- Creating awareness of Future Directions
- Public Survey
- Stakeholder focus groups
- Members of Council and key opinion leader interviews
- Recreation Division staff survey
- Recreation staff workshops

A survey was made available to the general public between June 15 and July 7, 2017 to inform the 2018 Future Directions service areas of Recreation, Parks & Forestry, and Library Services. A total of 1,758 surveys were completed.

Importance of Recreation: Ninety-five per cent of respondents indicated that recreation is important or very important to their quality of life, compared to less than one per cent who believed otherwise (the remainder of respondents were neutral on the topic). Slightly more (98 per cent of respondents) indicated that recreation is important to building strong communities, whereas just 0.5 per cent did not think recreation was important in this sense.



Satisfaction with Recreation: Respondents rated the number of recreation programs within their neighbourhood and surrounding area, with three out of five respondents (60 per cent) stating that the number of programs is “just right.” On the other hand, 38 per cent said that there were “too few” program opportunities and only two per cent said that there were “too many” programs.



Future Directions Survey Results Infographics

On an ongoing basis, Recreation continues to reach residents in a variety of ways:

- Informative websites that provide residents with programming and service details
- Use of social media sites to engage, interact, expand reach and build community
- Monthly e-newsletters that provide program information on recreation services, news and events to 110,000 subscribers
- Obtaining customer feedback through the collection of over 100,000 survey responses
- Supporting approximately 300 community groups that provide a variety of programs, services and events
- Providing grants that empower and support the delivery of activities

In addition, Recreation ensures alignment to community needs and the City’s strategic pillars through these guiding documents:

- Sport Plan
- Tourism Master Plan
- Youth Strategy
- Older Adult Plan
- Eight Line-of-Business Plans

Funding Tourism – Municipal Accommodation Tax (MAT)

On April 1, 2018, the City implemented a Municipal Accommodation Tax (MAT). The administration of this tax produces over \$9 million in revenues annually, which will be shared with the City's newly formed tourism organization. The money will be used to advance the City's Tourism Master Plan, and provide sustainable funding for program-related and capital investments.

The Province requires 50 per cent of the MAT revenues be directed to an eligible tourism entity, which the City is establishing in the form of a Municipal Services Corporation. The new corporation will use MAT revenue to establish incentive funds, develop and distribute destination marketing materials and other key initiatives to advance the Tourism Master Plan.

The remaining 50 per cent of MAT revenues will be used by the City to fund tourism-related capital and programming initiatives. In 2020, staff have identified \$2.7 million in operating costs that are eligible for use of the MAT funds. This includes Culture Grants, the Tourism unit and the Music Office within the Culture Division. The remaining funds will be directed to a MAT Tourism reserve fund for new or expanded tourism assets and other tourism initiatives.

As part of the annual business planning and budgeting process, Council will approve the allocation of funds from the MAT reserve fund to the City's operating and capital budgets. This new source of revenue reduces reliance on the property tax base while further strengthening Mississauga as a tourist destination.

Municipal Accommodation Tax (MAT)	2020 Budget (\$000s)
Gross Revenue	9,800
Administration Cost	(80)
Net Revenue	9,720
Distribution of MAT Net Revenue:	
Tourism Mississauga 50%	4,860
City of Mississauga	4,860
Total Distribution of MAT Revenue	9,720

Planned City of Mississauga Expenditures	2020 Budget (\$000s)
Music Office	140
Culture Grants	2,010
Tourism Office	510
Unallocated Funds	2,200
Total	4,860

Note: Numbers may not balance due to rounding.

Finding Efficiencies

Lean Program

The City's Lean Program focuses on strengthening the organization's culture of continuous improvement and instills Lean concepts and principles as a way of work in every Service Area. The program focuses on maximizing customer value and minimizing waste along with empowering staff at all levels to problem-solve on a daily basis.

Since becoming permanent in 2016, the Lean program has delivered significant results. Over 300 Recreation staff have received White Belt Training; three staff have received intermediate Yellow Belt Training, and three staff have received advanced Green Belt Training. Seven projects (including rapid improvements) and 278 small improvements have produced such enhancements as improved customer experience, faster processing times, higher quality and lower costs.

Some highlights of the many projects and small improvements completed include:

- Elimination of duplicate Recreation information on mississauga.ca, placing it under one centralized location for easier content maintenance
- Purchased a battery-operated cart to spray arena ice white during installation, making the process faster by 280 hours per year
- Maintenance blocks were removed for all facility rinks, with staff adjusting the ice maintenance schedule to facility bookings
- Recreation was able to reduce its fleet by two vehicles without impacting services, reducing maintenance costs to the City and future replacement costs by better rationalizing its vehicle needs

Completed Initiatives					Total Benefits	
Improvement Type	2014-2017	2018	Sept 2019	Total	Type	Total
Small Improvement	165	82	31	278	Cost Savings and Avoidance	\$724,644
Rapid Improvement	-	1	2	3	Customer Service Improvements	184
Project	1	3	-	4	Safety Improvements	49
Total	166	86	23	285	Environmental Improvements	75
In-Progress Initiative	Goals of the Initiative					
Approval of Special Event Requirements	To reduce the overall effort (touch time) required by Event Organizers and Sauga Celebrates staff to obtain approval for outdoor special events by 20%					

Advancing the City's Strategic Plan

The City's Vision and Strategic Plan are the starting points for our annual business planning and budgeting cycle. The 40-year Strategic Plan, Our Future Mississauga, is built on five pillars – **move, belong, connect, prosper, and green**. Business plans are designed to strengthen aspects of these pillars to support the attainment of Mississauga's Vision.

Below are examples of how the initiatives of Recreation relate to the Strategic Plan pillars.

move - developing a transit oriented city

Recreation continues to support a transit oriented city through the Freedom pass. The Freedom pass is offered in partnership with MiWay and gives youth aged 12-15 free admission to all outdoor pools and public transit during the summer months.

belong - ensuring youth, older adults and new immigrants thrive

Recreation provides opportunities to engage and integrate youth, older adults and newcomers to the city in meaningful, healthy and socially-based activities. Updates to the youth and older adult plans will ensure recreation services remain current to their needs and requirements. Recreation will be developing an Inclusion Strategy to expand the services provided in an effort to promote access to recreation for all residents.

connect - completing our neighbourhoods

Recreation provides an essential community service that is part of the spectrum of creating strong neighbourhoods and connecting our residents to our services. Recreation is making targeted and focused efforts to include marginalized populations by promoting opportunities, understanding any barriers and removing them as much as possible.

prosper - cultivating creative and innovative businesses

Recreation is a facilitator of community and economic development objectives, given that the availability of recreation services is something that employers and employees consider when locating within a city.

green - living green

Recreation provides exposure to outdoor and natural settings, and recreation facilities are often showcased as examples of sustainable building designs. Maximizing the use of technology to support environmentally friendly initiatives is a crucial aspect of Recreation's future.

Transforming our Business with Technology

Technology is integral to connecting Mississauga residents with our programs and services. The following outlines the contents of our IT road map, which aims to position us for a modern and technologically advanced future:

- **CLASS Replacement** – Recreation continues to evaluate vendors and options to replace or upgrade the current CLASS system for registration, programming and facility scheduling software. This project continues to be the largest initiative in technology for the Division
- **Next Generation Digital Signage** – by the end of 2020, significant strides will be made by Recreation on the lifecycle replacement of exterior digital signage displays across the city including network enhancements in content management along with potential partnerships with media companies and other private entities
- **On-line Digital Modernization** – Recreation continues to review, create and implement a new content management system and governance model for mississauga.ca/recreation which includes rewriting hundreds of pages of content and designing a new navigation solution and information architecture framework that will deliver a better customer experience and easy search capabilities
- **Part-Time Hour Management System** – Recreation employs over 2,000 part-time employees. This system will link scheduling, payroll and auditing to improve the efficiency and accuracy of our part-time payroll

Maintaining Our Infrastructure

Recreation maintains an extensive infrastructure of facilities. Through these public spaces, the City delivers a large variety of community programs and services to local residents, while also allowing other agencies, organizations and volunteer groups to operate their own community-based programs. The network of recreational facilities is a key part of the overall civic structure that collectively functions as nodes, hubs and destinations of activity.

Arenas: There are 25 ice pads provided at 13 arenas throughout Mississauga.



Hockey at Port Credit Arena

Aquatic Facilities: Recreation operates 11 indoor aquatic centres that collectively provide 19 tanks. Additionally, Recreation operates seven outdoor pools. The new Churchill Meadows Community Centre, currently under construction, will add an additional pool and warm water tank.



Older Adult swimming at Clarkson Pool

Fitness Space: The City provides 12 fitness and active living centres that provide space for fitness training, active living programs, indoor walking and squash. Of the supply, seven are club-format fitness centres featuring amenities such as exercise machines, free weights and personal training services.



Fitness class at Rivergrove Community Centre

Gymnasiums and Multi-purpose program space: Recreation offers 14 gymnasiums, 61 multi-purpose activity spaces and 112 auditoriums of varying size that are located at community centres, arenas, halls, libraries, and other facilities across Mississauga.



Iceland Arena Multipurpose Room

Indoor Artificial Turf Fields: Paramount Fine Foods Centre's field house contains an International Federation of Association Football (FIFA) regulation field along with a separate air-supported structure enclosing one artificial turf soccer field located onsite. As part of the Churchill Meadows Community Centre and Park in Mississauga's northwest, the City has approved plans through which one of the planned FIFA regulation size artificial turf fields will be designed to allow for a seasonal air-supported structure to be installed during winter.

To ensure our Recreation facilities and equipment are safe, well maintained and meet the needs of our residents, facility and infrastructure priorities will include:

- The completion of Churchill Meadows Community Centre
- The redevelopment of Burnhamthorpe Community Centre
- Pylon sign modernization and redevelopment
- The development of Malton Community Hub in partnership with the Region of Peel
- Lifecycle replacement of facilities, vehicles and equipment

Managing Our Human Resources

Workforce Analytics

All staff in Recreation are non-unionized. This includes all front-line operations and programming staff, as well as management, divisional, and administration staff. Full-time and part-time staff are an average of 43 and 28 years old respectively. Over the past five years the Division experienced 2,264 new hires and 39 retirements. Succession planning and strong hiring practices will continue as 12.5 per cent of staff are eligible for retirement in the next four years.

Our Structure

The organizational structure to support our business goals consists of:

District Operations, which ensure the safe operations of the 11 major community centres and 25 additional buildings in which Recreation provides programs and services.

Program Delivery, Training and Volunteers provides programs and services in support of our vision "more people, connected more often, through programs and services that reflect our communities' needs." Collectively, the team provides programming in the areas of aquatics, therapeutics, fitness, camps and community programs.

Sport, Customer Service Centre, Tourism, Community Development and Paramount Fine Foods Centre serves as the primary point of contact for all sport-related activities and opportunities in Mississauga. Responsible for the management and allocation of indoor/outdoor sport facilities; advising and advocating for community sport groups; sport program development; and facilitation of sport-related events and event management at the multi-purpose sports and entertainment complex.

Business Planning provides support to all Divisions within the Community Services Department to provide sponsorship, marketing and digital support, avenues of cost reduction and opportunities to generate revenue.

Our Talent

Recreation uses a combination of full-time, part-time, and contract staff as well as partners and volunteers to deliver high quality recreation services to residents and customers.

Recreation is composed of 338 full-time staff members as well as more than 2,000 part-time staff representing 515 full-time equivalents. Quite frequently, a part-time job in recreation may be a person's first employment experience. As an employer of our city's youth, we strive to set them up with the professional, social, and leadership skills required for success in the future.

Our full-time staff come from a diverse variety of backgrounds with degrees, diplomas, and professional accreditations.



City of Mississauga Recreation Staff

Critical Roles/Functions to Achieve Business Goals

Recreation provides a diverse range of things, including:

- Recreation Program Delivery
- Community Partnerships and Affiliations
- Recreational Facilities Operations and Facility Rentals
- Food Catering and Restaurant Services
- Recreation Customer Service
- Sports Tourism Development
- Special Event Hosting and Support
- Promotion and Awareness Campaigns
- Corporate Sponsorship Management
- Business Operations (Analytics, Forecasts, Budget)
- Standards, Compliance and Training
- Service Delivery Reviews

Talent Needs

Recreation continues to invest in people to better align staff resources with the diversity of Mississauga. Staffing for the new Churchill Meadows Community Centre and streamlining customer service at Paramount Fine Foods Centre have resulted in an increase of 20.8 Full Time Equivalents (FTEs).

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2019	2020	2021	2022	2023
Aquatic, Therapeutic and Fitness Programs	221.8	220.8	220.8	220.8	220.8
Recreation Divisional Support Services	81.9	85.1	85.1	85.1	85.1
Recreation Facilities & Programs	548.8	567.5	582.2	582.2	582.2
Total Service Distribution	852.6	873.4	888.1	888.1	888.1

Note: Numbers may not balance due to rounding.

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2020-2023 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 Recreation budget for 2019 was \$27.8 million and the proposed budget for 2020 is \$29.7 million.

The net operating impact of the 2020 proposed budget for the Recreation Division is an increase of \$1.9 million which represents a seven per cent increase from 2019.

Total Changes to Maintain Current Service Levels

The total impact of maintaining service levels is an increase of \$1.3 million.

- Labour costs are projected to increase by \$1.5 million reflecting economic adjustment increases, labour adjustments, changes to part-time labour structure and other fringe benefit changes
- Various maintenance and support costs \$0.2 million
- Rate increases for Fees and Charges \$0.8 million
- Various occupancy and utilities costs \$0.3 million

Efficiencies and Cost Savings

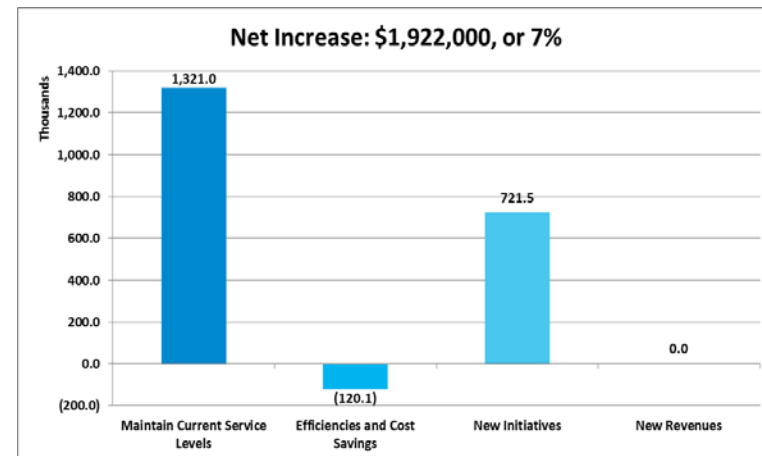
Recreation has identified \$0.1 million in cost savings and efficiencies in the 2020 Budget in these areas:

- Organizational Review that eliminated duplication and inefficiencies in staffing allocation and facility operations

New Initiatives

- Labour and other Operating costs in preparation for the opening of the new Churchill Meadows Community Centre

Proposed Changes to 2020 Net Operating Budget by Category (\$000s)



Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2020-2023, as well as the 2019 Budget and 2018 Actuals by major program within the Service Area.

Proposed Budget by Program (\$000s)

Description	2018 Actuals	2019 Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Expenditures to Deliver Current Services						
Aquatics Fitness Therapeutic Programs	11,849	12,235	13,440	13,656	13,880	14,108
Recreation Divisional Support Services	11,238	13,120	12,443	12,596	12,752	12,910
Recreation Facilities & Programs	54,176	53,137	54,007	54,942	55,926	56,935
Total Expenditures	77,263	78,493	79,890	81,194	82,558	83,953
Revenues	(51,122)	(50,207)	(50,397)	(50,397)	(50,397)	(50,397)
Transfers From Reserves and Reserve Funds	(72)	(500)	(506)	(510)	(514)	(519)
New Initiatives and New Revenues			722	1,238	1,277	1,317
Proposed Net Budget Including New Initiatives & New Revenues	26,069	27,786	29,708	31,524	32,924	34,354
Expenditures Budget - Changes by Year			2%	2%	2%	2%
Proposed Net Budget - Changes by Year			7%	6%	4%	4%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour; operational costs; and facility, IT and support) and revenues are shown by category with the approved 2019 budget for comparison. The three columns to the far right of the table show the totals proposed for 2020 and their dollar and percentage changes over 2019.

Summary of Proposed 2020 Budget (\$000s)

Description	2019 Approved Budget	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Year's Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	Proposed 2020 Budget	\$ Change Over 2019	% Change Over 2019
Labour and Benefits	56,181	1,552	(120)	62	0	1,137	0	58,812	2,631	5%
Operational Costs	21,924	(276)	0	0	105	191	0	21,944	20	0%
Facility, IT and Support Costs	35	54	0	0	0	0	0	88	54	155%
Transfer To Reserves & Reserve Funds	353	20	0	0	0	0	0	373	20	6%
Total Gross Expenditures	78,493	1,350	(120)	62	105	1,327	0	81,217	2,725	3%
Total Revenues	(50,207)	(190)	0	0	0	(606)	0	(51,003)	(796)	2%
Transfer From Reserves & Reserve Funds	(500)	(6)	0	0	0	0	0	(506)	(6)	1%
Total Net Expenditures	27,786	1,154	(120)	62	105	722	0	29,708	1,922	7%

Summary of Proposed 2020 Budget and 2021-2023 Forecast (\$000s)

Description	2018 Actuals	2019 Approved Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Labour & Benefits	50,673	56,181	58,812	60,983	62,019	63,073
Operational Costs	25,933	21,924	21,944	22,808	23,187	23,582
Facility, IT and Support Costs	292	35	88	85	74	59
Transfer To Reserves & Reserve Funds	365	353	373	373	373	373
Total Gross Expenditures	77,263	78,493	81,217	84,249	85,653	87,087
Total Revenues	(51,122)	(50,207)	(51,003)	(52,215)	(52,215)	(52,215)
Transfer From Reserves & Reserve Funds	(72)	(500)	(506)	(510)	(514)	(519)
Total Net Expenditures	26,069	27,786	29,708	31,524	32,924	34,354

Note: Numbers may not balance due to rounding.

Proposed Cost Increase Required to Maintain Current Service Levels

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

Description	2019 Budget (\$000s)	2020 Proposed Budget (\$000s)	Change (\$000s)	Details (\$000s)
Labour and Benefits	56,181	57,675	1,494	Increase/Decrease Reflects Labour Adjustments; Changes due to part-time labour structure update and Other Fringe Benefit Changes
Administration and Support Costs	35	88	54	Increased cost due to associated support cost
Advertising & Promotions	469	479	9	Program promotional cost offset by revenue
Communication Costs	100	100	1	
Contractor & Professional Services	3,219	2,226	(993)	(\$640) Elimination of contractor cost for Third Party Management; offset by revenue (\$350) Budget alignment to Equipment Costs & Maintenance Agreements (\$3) Various changes
Equipment Costs & Maintenance Agreements	671	1,028	357	\$350 Budget alignment from Contractor and Professional Services \$7 Various changes
Finance Other	1,713	1,749	36	\$36 Budget alignment
Materials, Supplies & Other Services	4,277	4,382	105	\$50 High Five Program costs offset by revenue \$105 Golf course maintenance costs (\$50) various budget alignment
Occupancy & City Costs	10,891	11,202	311	\$105 Utilities increase (operating impact for Churchill Meadows Community Centre) \$59 Utilities and storm water cost increases \$75 School board utilities cost increases \$35 Lease costs \$37 Various budget alignment
Staff Development	115	114	(0)	
Transfers To Reserves and Reserve Funds	353	373	20	\$20 Budget alignment
Transportation Costs	470	473	3	\$3 Budget alignment
Subtotal - Other Operating	22,312	22,215	(97)	
Total Revenues	(50,207)	(50,397)	(190)	(\$780) Rate and Fees Increase (\$50) Sponsorship Revenue increase \$640 Revenue reduction offset by contractor cost reduction
Transfers To/From Reserves and Reserve Funds	(500)	(506)	(6)	
Subtotal - Revenues	(50,707)	(50,903)	(196)	
Total	27,786	28,987	1,201	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by Budget Request (BR) for proposed new initiatives. Each BR is numbered. Detailed descriptions of each Request can be found in the pages following the table.

Description	BR #	2020 FTE Impact	2020 Proposed Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2020 to 2023 FTE Impact	2020 to 2023 Capital (\$000s)
New Initiative								
Churchill Meadows Community Centre	5348	21.5	722	1,238	1,277	1,317	36.2	3,267
Total New Initiative		21.5	722	1,238	1,277	1,317	36.2	3,267
Total New Initiatives and New Revenues		21.5	722	1,238	1,277	1,317	36.2	3,267

Note: Numbers may not balance due to rounding. Amounts are Net.

Proposed Initiative

Churchill Meadows Community Centre

Department

Community Services Department

Service Area

Recreation

Description of Budget Request

The City began development of Churchill Meadows Community Centre and Park in Spring 2018. The Community Centre will serve residents of this community and the rest of the City and will include a triple gymnasium, a six-lane, 25-metre indoor pool and warm water therapeutic tank, multi-purpose spaces, teaching kitchen, change rooms servicing the adjacent turf sport fields and seasonal dome and various other supporting amenities.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	1,327.3	3,055.3	3,094.4	3,134.3
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	605.8	1,817.4	1,817.4	1,817.4
Tax Levy Requirements	721.5	1,237.9	1,277.0	1,316.9
* Net Change in \$		516.3	39.2	39.9
FTEs	21.5	36.2	36.2	36.2

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	37,617.1	3,267.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

To meet the City's provision standards, to accommodate population growth, changes in demographics and to address community needs, the Future Directions Master Plans (2009 and 2014) identified the need for a recreational facility in the Churchill Meadows area. The requested funding would support achieving the end goal for a recreational space that meets the needs of residents in the area and supports the City's Strategic Pillars of belong, connect and green.

Details of Service Change

The Churchill Meadows Community Centre will provide a new indoor recreational facility in this area. This Community Centre is being constructed as part of a larger project in tandem with Parks & Forestry (now Parks, Forestry & Environment) which will provide community residents with two artificial turf soccer pitches, a seasonal dome, natural area enhancements, site servicing, infrastructure and parking as well as other supporting amenities.

Service Impact

It is estimated that the provision of gymnasium, multi-purpose spaces, an indoor 25-metre pool and warm water tank, washrooms plus ancillary supporting amenities would require a building of 66,000 square feet and based on design, construction, site servicing of today and contingency costs such a project is currently budgeted at \$40.88 million in capital.

Proposed Capital Budget

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

Proposed 2020-2029 Capital Budget by Program (\$000s)

Program Expenditures	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	Total 2020-2029
Recreation Infrastructure Projects	11,338	18,915	30,438	18,606	95,866	175,163
Recreation Vehicles and Equipment	720	1,320	720	810	5,220	8,790
Total	12,058	20,235	31,158	19,416	101,086	183,953

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

Proposed 2020-2029 Capital Forecast Highlights:

- The opening of the Churchill Meadows Community Centre (2020)
- Lifecycle replacement of facility program furniture, vehicles, and equipment
- Major facility infrastructure projects include: Burnhamthorpe Community Centre Indoor Pool Redevelopment; Carmen Corbasson Community Indoor Pool Redevelopment; South Common Community Centre; Huron Park Community Centre; Mississauga Valley Community Centre; and Cooksville Community Centre

Proposed 2020-2029 Capital Budget by Funding Source (\$000s)

The following table provides the funding sources proposed to fund the capital portion of the proposed 2020-2023 Business Plan and 2020 Budget and the consolidated forecast for 2024-2029.

Funding	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	Total 2020-2029
Tax Capital	8,507	17,960	17,755	10,486	80,807	135,515
Planning Act Reserve Funds	0	0	9,482	6,518	4,750	20,750
Development Charges	3,551	2,275	3,920	2,412	15,280	27,438
Gas Tax	0	0	0	0	249	249
Other Reserves & Reserve Funds	0	0	0	0	0	0
Total	12,058	20,235	31,158	19,416	101,086	183,953

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

Proposed 2020 Capital Budget Detail

The following table provides a detailed listing of proposed capital projects for 2020.

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CMPF04255	Community Parks Phase 1 Site Servicing, Park Amenities Churchill Meadows CC	3,223	0	3,223	Development Charges, Tax Capital
CMRC00069	Program Furniture and Equipment	720	0	720	Tax Capital
CMRC00080	Renovations and rehabilitation projects	665	0	665	Tax Capital
CMRC00086	Carmen Corbasson CC Indoor Pool Redevelopment	1,500	0	1,500	Development Charges, Tax Capital
CMRC00087	Burnhamthorpe CC Indoor Pool Redevelopment	3,500	0	3,500	Development Charges, Tax Capital
CMRC00092	BraeBen Golf Course Upgrade Irrigation System	590	0	590	Tax Capital
CMRC006244	Pylon Sign Redevelopment	60	0	60	Tax Capital
CMRC007861	Clarkson School Pool Demolition	1,800	0	1,800	Tax Capital
Total		12,058	0	12,058	

Note: Numbers may not balance due to rounding.

Proposed 2020-2029 Capital Budget by Sub-Program

The following tables provide a listing of capital forecast by sub-program for 2020-2029.

Sub-Program	2020 Forecast (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)	2025 Forecast (\$000s)	2026 Forecast (\$000s)	2027 Forecast (\$000s)	2028 Forecast (\$000s)	2029 Forecast (\$000s)	Total Forecast (\$000s)
Recreation Infrastructure Projects											
REC Facilities Improvements	10,688	18,165	30,318	18,406	24,982	23,422	9,544	5,511	18,307	13,780	173,123
REC Facilities Maintenance	650	750	0	0	0	0	0	0	0	0	1,400
REC Studies	0	0	120	200	0	0	0	120	200	0	640
Subtotal	11,338	18,915	30,438	18,606	24,982	23,422	9,544	5,631	18,507	13,780	175,163

Sub-Program	2020 Forecast (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)	2025 Forecast (\$000s)	2026 Forecast (\$000s)	2027 Forecast (\$000s)	2028 Forecast (\$000s)	2029 Forecast (\$000s)	Total Forecast (\$000s)
Recreation Vehicles and Equipment											
REC Vehicles & Equipment	720	1,320	720	810	720	720	1,620	720	720	720	8,790
Subtotal	720	1,320	720	810	720	720	1,620	720	720	720	8,790
Total Expenditures	12,058	20,235	31,098	19,263	23,556	21,499	11,164	6,351	19,227	14,500	183,953

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



Information Technology

2020-2023 Business Plan
& 2020 Budget

Foreword

Our Vision for the Future

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

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40-year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into the 16 Services Areas (including the Stormwater Program) that are outlined in this Plan. The 2020-2023 Business Plan and 2020 Budget document details how and where the City plans to allocate resources to deliver programs and services.

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

Table of Contents

Executive Summary of Information Technology	3
Core Services	4
Vision, Mission, Goals of Service and Service Delivery Model	4
Current Service Levels and Trends.....	5
Performance Measures and Results	6
Balanced Scorecard	8
Awards and Achievements.....	9
The 2020-2023 Business Plan Outlook	11
Planning for the Future.....	11
Finding Efficiencies	12
Advancing the City's Strategic Plan	13
Transforming our Business with Technology	14
Maintaining Our Infrastructure.....	15
Managing Our Human Resources.....	16
Proposed Operating Budget	18
Operating Budget Details	19
Summary of Proposed Budget	20
Proposed Cost Increase Required to Maintain Current Service Levels.....	21
Proposed New Initiatives and New Revenues	22
Proposed Capital Budget	41
Proposed 2020-2029 Capital Budget by Program	41
Proposed 2020-2029 Capital Budget by Funding Source	42
Proposed 2020 Capital Budget Detail	43
Proposed 2020-2029 Capital Budget by Sub-Program	45



Executive Summary of Information Technology

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

Services we provide:

The Information Technology (IT) Service Area has six sections that focus on technology planning, service delivery, support, and operations to enable City services and drive efficiencies.

Interesting facts about this service:

- IT operates seven days a week, 365 days a year
- The City provides online services and information including 3-1-1 online service requests and items available for purchase, with 18.5 million unique digital visits in 2018
- “Wireless Mississauga” is free public access to high speed Wi-Fi available at many City facilities (libraries, community centres, marinas and arenas). In 2018, the total number of hours of free City Wi-Fi used by the public translated to 529 years of service (455 years in 2017)
- The Public Sector Network is a state-of-the art fibre network co-owned by the Region of Peel, Mississauga, Brampton and Caledon. Over 850 kilometres of high-speed fibre connect 922 partner and 17 subscriber facilities, for a total of 939 facilities (888 facilities in 2017)
- During the first eight months of 2019, the City classified an average of 580,000 monthly incoming emails as “malicious” - an average of 310,000 were classified as “clean”

Highlights of the Business Plan include:

- Continue to enhance the Cybersecurity Operations Centre (CSOC) with the hiring of an IT Security Specialist
- Implement the Smart City Master Plan which uses technology to create sustainable economic development, increase operational efficiency, and improve community life
- Enhance the financial and human resources systems to automate and streamline processes while leveraging the latest technologies
- Continue with implementation of the Digital Strategy in partnership with Strategic Communications including the phased rollout of the new City website (mississauga.ca)
- Continue to expand the availability of free public Wi-Fi throughout the city, in our small business districts, downtown and public spaces and parks
- Develop a solution for capacity planning to address dynamic business requirements and reduce reliance on costly external resources
- Continue to maintain IT infrastructure in a state of good repair while sustaining City services

Net Investment (\$000s)	2020	2021	2022	2023
Operating	31,400	32,616	33,343	34,651
Capital	28,170	22,405	13,667	15,000
Full Time Equivalents	229.8	240.8	233.8	219.8

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

To support the City's overall strategic pillars of move, connect, prosper, belong and green through the strategies and action items defined in the IT Master Plan to create a connected and engaged City.

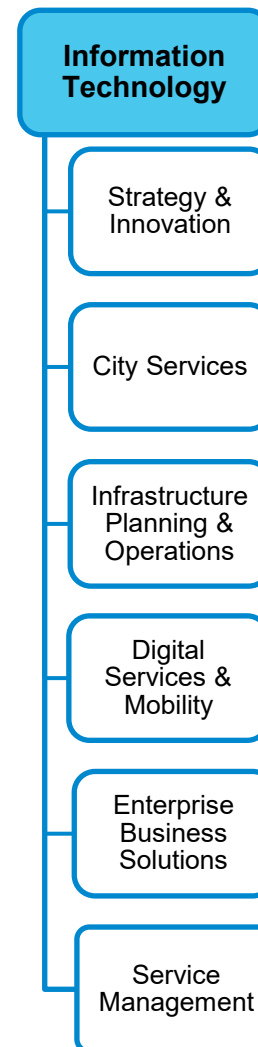
Mission

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

Goals of Service

- Foster open and accessible government
- Enable decisions through research and analytics
- Create a connected and engaged workplace
- Improve services through innovation and partnerships
- Build connected and engaged City; a Smart City for everyone

Service Delivery Model



Current Service Levels and Trends

The IT Service Area is responsible for the planning, development, maintenance and overall management of the City of Mississauga's technology infrastructure, business solutions and digital public services.

IT provides and supports the systems, applications, computers, networks, data, internet access, security and policies critical to the delivery of City services seven days a week, 365 days a year.

Partnerships have been established to improve service, efficiency and cost effectiveness in areas such as Wireless Mississauga for Sheridan, The Public Sector Network, and Voice Communication (VCOM) Radio.

Smart City and Internet of Things (IoT) initiatives are in demand through public transit initiatives. Wi-Fi and other direct public services are available through Open Data and sensor technology. There are pressures to deliver service using augmented reality and artificial intelligence (AI) in public spaces where citizens, visitors, and businesses are likely to access our services and interact with the City.

IT Services are provided 24/7/365 and support the following:

- Mississauga.ca for information and online services
- Business Solutions for public (e.g., Transit, Library, Recreation, Culture, and Economic Development)
- Financial, Human Capital and City Asset Systems
- Primary and Secondary Data Centres
- Fibre Network for all Voice and Data Communications
- Business Continuity and Disaster Recovery Services
- Intranet, Staff Productivity Tools, Software

- Secure, "Connect Anywhere" Virtual Private Network (VPN) Services
- Public, Staff and Call Centre Voice Communications
- Secure Staff Wireless and Internet Access
- Free Public Wi-Fi "Wireless Mississauga" and Virtual Campus (Eduroam)



Presentation to Council

Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability.

Balanced Scorecard

A Balanced Scorecard groups measures in four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. By paying attention to all four areas, an organization can retain balance in its performance and ensure that it is moving toward the attainment of its goals.

Below are descriptions of the measures tracked in this Service Area's Balanced Scorecard. The Balanced Scorecard that follows shows trends since 2016 and expected outcomes up to 2023.

Financial Measures

Capital Spend Rate (Spending Efficiency) shows the rate at which IT is spending its capital funding. IT is attempting to increase this rate by utilizing project management best practices and agile resource models. A two-year turnaround is targeted.

Operating Maintenance Budget Growth measures the rate of growth of IT's software and licensing budget.

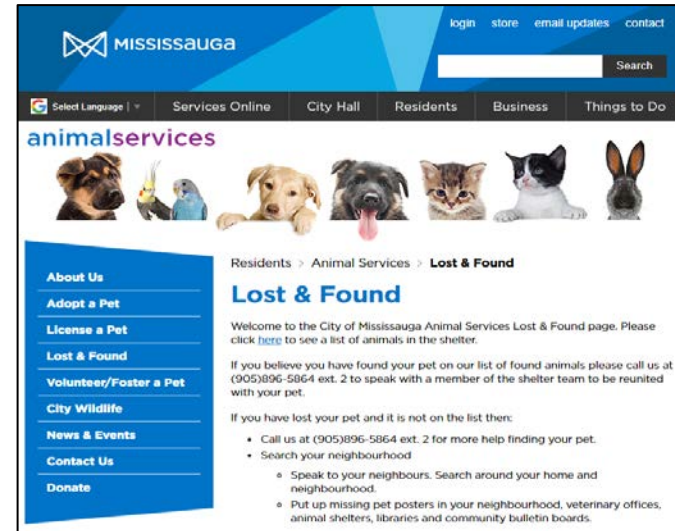
Optimization of Voice & Data Communications measures the percentage of employees that use a software phone versus a traditional phone. The City expects to increase this percentage as more office staff adopt mobile workforce strategies.

Customer Measures

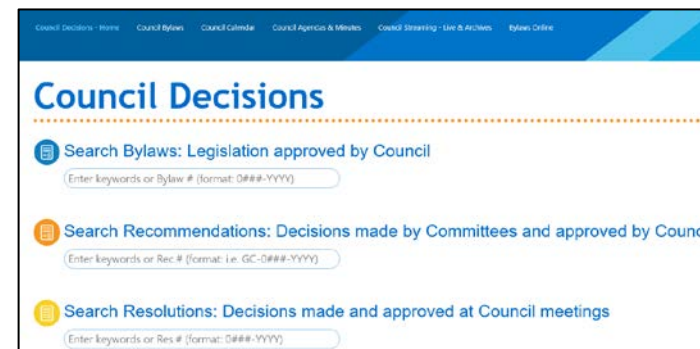
Wi-Fi Service Hours per Access Point measures the usage of the City's public Wi-Fi services. Expectations are for continuous growth as the City adds Smart City initiatives.

Number of Open Datasets provides the number of publicly available datasets that can be used for application development or reports.

Number of Self-Serve Web Applications counts the number of City self-serve web applications. The City targets adding two self-service applications per year. In 2019, new apps were for Animal Services Lost & Found and Words: Council Decisions.



Animal Services Lost & Found Online Registry App



Words: Council Decisions App

Employee Measures

Percentage of Mobile Workers shows how the City's modernization strategy is working and is an indicator of City workforce mobility. Mobile work is cost-effective, contemporary and enticing to potential new talent.

Number of Connected Things exhibits growing infrastructure requirements and how progressively Mississauga is becoming a Smart City.

Number of Real-Time Dashboard Measures demonstrates how IT is increasingly using automation for building reports and monitoring City services.

Internal Business Process Measures

City Website Unique Visits measures the volume of use by citizens and businesses on the City's website.

IT Help Desk First Call Resolution is the percentage of calls that are resolved in one phone call. Strategies to improve include enhancing the IT knowledgebase management process, expanding the IT Service Desk training and continuous learning program, and live transferring calls.

Balanced Scorecard

Measures for IT	2016 (Actual)	2017 (Actual)	2018 (Actual)	2019 (Plan)	2020 (Plan)	2021 (Plan)	2022 (Plan)	2023 (Plan)
Financial:								
Capital Spend Rate (Spending Efficiency)	34.8%	38.1%	44.5%	45%	45%	45%	45%	45%
Operating Maintenance Budget Growth	8.9%	17.4%	16.3%	25%	*6%	10%	10%	10%
Optimization of Voice & Data Communications	3%	6%	10%	12%	14%	17%	20%	22%
Customer:								
Wi-Fi Service Hours per Access Point	8,435	8,935	9,775	9,815	10,200	10,900	12,000	13,200
# of Open Datasets	31	101	200	230	255	280	305	330
# of Self-Serve Web Applications	68	70	72	75	77	79	81	83
Employee:								
Percentage of Mobile Workers	16%	43%	47%	51%	56%	62%	67%	71%
# of Connected Things	11,315	11,723	13,228	13,800	14,500	15,300	16,100	16,800
# of Real-Time Dashboard Measures	41	99	129	177	185	210	235	250
Internal Business Process:								
City Website Unique Visits (millions)	20.3	18.5	18.5	20	22	24	26	28
IT Help Desk First Call Resolution Rate	84.3%	91.6%	94.6%	95%	95%	95%	95%	95%

*2020 decrease a result of software licensing rationalization to transit

Awards and Achievements

2018 Project Team Award – GOLD was received from the corporate Project Management Support Office for the Transit Application Portal (TAP) Project. There are more than 1,200 Transit Operators, Mechanics and General Service Persons (GSPs) in the Transportation & Works Department who did not have Active Directory accounts or email accounts and could not access corporate apps for pay statements and City job postings. Over the course of six months, the TAP project successfully rolled out an online portal that can be accessed by staff from City locations and via the Internet from home or mobile devices. Staff now have access to web email, online paystubs, printing capabilities, and corporate applications.



Transit Application Portal Project Team

2018 Project Lead Award – SILVER was received from the Project Management Support Office for the Infor System Upgrade Project. Infor is used to manage critical infrastructure and assets such as bridges, roadways and stormwater systems. It is also the main system that supports the 3-1-1 Call Centre, permits management and work order management. Staff were

assigned the challenging task of upgrading the system in under two years. The upgrade was successfully completed on time and as scoped.



Infor System Upgrade Project

The **2018 City Manager's Award of Excellence – Team Award** was presented to a team comprised of staff from IT, Environment, Parks & Forestry, Strategic Communications, MiWay, Culture and Traffic Management for their presentation entitled, "The Work of Wind: Air, Land, Sea."



"The Work of Wind: Air, Land, Sea" Project Team

The 2018 Corporate Award for Innovative Business

Solutions for their “THRIVE Project Phase 1: Transforming How the City Hires Talent” was awarded to a team comprised of IT, HR, Strategic Communications, Library and Works Operations & Maintenance staff.



The “THRIVE Project Phase 1” Project Team

The 2018 Corporate Award for Excellence in Working

Together was presented to the Aerial Spray Program Team, comprised of individuals from IT, Parks & Forestry and Strategic Communications.

Other Achievements of note include:

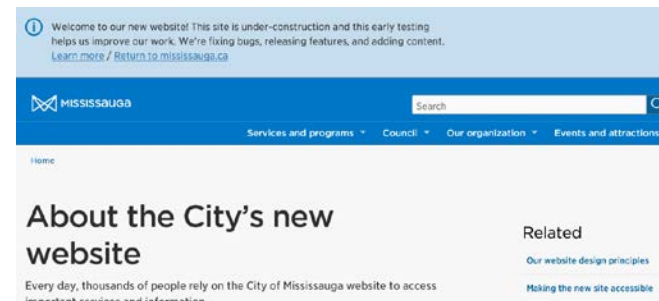
- **Extending Mobility through various Transportation & Works sections** – the push to continue IT’s “Mobile First” strategy (as outlined in the IT Master Plan) continues with the deployment of laptops and mobile technology to Transit and Maintenance supervisors and Works Operations teams. More than 250 staff had their technology needs assessed and provisioned with updated mobile technology in 2019
- **Transportation Network Companies (TNC)** – Council approved (June 2019) recommendations to formalize the TNC Pilot Project to regular operations, and provisions for continued improvements. This includes an in-house-developed data sharing model, comprehensive database

and data analysis, secure file transfer protocol connections, an advanced mobile device app for vehicle inspections with the ability to issue and print Notices of Contravention, and a records maintenance module with system access controls. Mississauga’s experience developing the policies, systems and processes to license, monitor and enforce ride sharing companies was presented by IT at the 2019 MISA Ontario Annual Conference in Niagara Falls, Ontario



June 2019 MISA Conference Logo

- **The First Phase of the new Mississauga.ca website** was completed in spring 2019. As progress continues, additional features and content will be released. Priorities include improved navigation and making information easier to understand



Announcement of new mississauga.ca website

The 2020-2023 Business Plan Outlook



As the City looks to the future

Planning for the Future

IT is planning to expand many programs in the future including:

- Continuing development of the City's Cybersecurity program (BR# 5468) to provide heightened protection against an increasing danger of sophisticated global cyber threats
- Implementing the Smart City Master Plan (BR# 6014) to advance the Smart City vision for the next three to five years
- Modernizing technologies, platforms and infrastructure that support mississauga.ca
- Implementing an Automated Staffing Solution (BR# 6043) that will reduce overtime and manual processing of staff scheduling and improve compliance with collective agreements
- Continuing to implement online services, introduce innovative uses of augmented reality and artificial intelligence (AI) to provide City services in public spaces
- Supporting citizen engagement by providing technology and tools that integrate with City planning processes, communications and public consultation (e.g., City Budget)

- Engaging youth and post-secondary students to drive innovative community-developed apps with the start-up community
- Meeting the increasing demand for video production and streaming (BR# 5967)
- Expanding the Tech Hub (BR# 5979) to offer onsite expertise while supporting the growth of our mobile workforce
- Mandatory upgrading or replacement of the Voice Communication (VCOM) radio system of 1,300 radios, in partnership with Peel Region, Peel Police and Mississauga, Brampton and Caledon Fire
- Enhancing online service delivery on items such as tax self-service, pet registration, licence renewals and Recreation program registration
- Implementing enhancements while supporting additional clients to our TXM property tax system (BR# 7248)
- Continuing to implement iParks, introducing sensor-based technology to measure environmental indicators and participation in parks
- Continuing to provide and expand public Wi-Fi
- Maintaining IT infrastructure in a state of good repair



...For IT, the future is now

Finding Efficiencies

Lean Program

The City's Lean Program focuses on strengthening the organization's culture of continuous improvement and instills Lean concepts and principles as a way of work in every Service Area. The program focuses on maximizing customer value and minimizing waste along with empowering staff at all levels to problem-solve on a daily basis.

Since becoming permanent in 2016, the Lean program has delivered significant results. In IT, 192 staff have received introductory White Belt Training, four staff have received intermediate Yellow Belt Training, and five staff have received advanced Green Belt Training. Four projects (including rapid improvements) and 204 small improvements have produced such enhancements as improved customer experience, faster processing times, higher quality and lower costs. (For definitions of classifications, see the Glossary.)

Some highlights of the many projects and small improvements completed include:

- SharePoint Work Request Process led to a reduction in the number of IT Service Desk support cases and a standardized work request process – freed capacity of 2,555 hours per year
- New IT helpdesk process that reduced 14.5 per cent of helpdesk calls (433 hours per year), resolution lead time by 20.3 per cent, and statistics calculations by 300 hours per year
- IT Storefront team improved the control and management of all computer and mobile inventory, reducing storage area needs by 50 per cent
- Partial floor replacement in the data centre to improve air flow
- Geospatial Solutions freed capacity (2,500 hours per year) with a single sign-on (SSO) to their ArcGIS system. The SSO reduces multiple password requests, lowers helpdesk requests for password resets and reduces hacker exposure
- A short-term contract was set up by Audio Visual Services leading to consistent costing, service levels for clients

Completed Initiatives					Total Benefits	
Improvement Type	2014-2017	2018	Sept 2019	Total	Type	Total
Small Improvement	36	99	69	204	Cost Savings and Avoidance	\$980,382
Rapid Improvement	-	-	1	1	Customer Service Improvements	83
Project	1	1	1	3	Safety Improvements	21
Total	37	100	71	208	Environmental Improvements	17
In-Progress Initiatives		Goals of the Initiatives				
46 Small Improvements, 4 Rapid Improvement Events		Reduce paperwork and manual input, create standard templates/checklists, improve workflow				

Advancing the City's Strategic Plan

The City's Vision and Strategic Plan are the starting points for our annual business planning and budgeting cycle. The 40-year Strategic Plan, Our Future Mississauga, is built on five pillars – **move, belong, connect, prosper, and green**. Business plans are designed to strengthen aspects of these pillars to support the attainment of Mississauga's Vision.

Below are examples of how the initiatives of Information Technology relate to the Strategic Plan pillars.

move - developing a transit oriented city

- IT is providing the technology services for the Light Rail Transit and Advanced Traffic Management Services (ATMS)
- IT supports transit with MiWay technology, real-time bus tracking and advanced analytics

belong - ensuring youth, older adults and new immigrants thrive

- Virtual Campus allows locally registered students and students registered at institutions in 70 countries around the world to access their post-secondary school's resources from City Hall, Celebration Square, libraries, community centres, transit terminals and parks. Mississauga was the first city in Canada to have a "virtual campus"

connect - completing our neighbourhoods

- IT is working to modernize mississauga.ca to meet the needs of users by redesigning existing services to meet people-centred digital standards, starting with mississauga.ca informational and transactional services

prosper - cultivating creative and innovative businesses

Smart City Wi-Fi will provide:

- Free access to Wi-Fi and Smart City sensor technology tailored to meet the needs of each local community
- Opportunity for local business, innovation and learning while ensuring free access to broadband for those that may not have reliable access elsewhere

green - living green

- IT's data centre has reduced energy consumption and expenses by leveraging modern technology, environmental sensors, and using Cloud-based services to grow our data and computing requirements in a smart way

Transforming our Business with Technology

The IT Master Plan, dated October 2015, established a three to five year outlook with strategies and actions for investment in technologies that are innovative and improve how City services are provided. The IT Master Plan is being refreshed in 2019, aligning with corporate priorities and objectives of the City's Strategic Plan. IT will work directly with all departments to update their technology roadmaps. The second iteration of the IT Master Plan is expected to be ready for the 2021-2024 business planning cycle.

Five key strategies have been developed as part of the IT Master Plan. These inspire the City to be innovative in how technology is used to enhance and deliver City services while, at the same time, transforming the City of Mississauga into an engaged and connected city:

- Foster Open and Accessible Government
- Enable Decisions through Research and Analytics
- Create a Connected and Engaged Workplace
- Improve Services through Innovation and Partnerships
- Build a Connected and Engaged City

There are 21 key actions within the IT Master Plan which provide specific direction on technologies and innovations that support the overall objectives and transformation of the City through the adoption of technology.

As the technology landscape has continued to rapidly change, the City has developed and grown significantly. Therefore, it is prudent to continually renew the City's IT strategy, ensuring alignment with changing City, business and technology trends.

The plan reflects these key technology trends:

- Broadband and free Wi-Fi are expected
- Services driven by consumers (mobile apps and sites)
- Everything/everyone is connected
 - Traffic signals, streetlights, sensors
 - City fleet and mobile workforce
- Fibre, Wi-Fi, cellular
 - Open data, big data, hackathons
- Cloud computing, software as a service
- Social media, online engagement, digital inclusion
- Innovative technology partnerships
- Disruptive technologies
- Technology driving the economy
- Cybersecurity and threat intelligence (BR #5468)
- Smart City (BR# 6014)
- Digital transformation in libraries, streaming content for ebooks, music, video



City in the cloud depiction

Maintaining Our Infrastructure

One of the most critical components of the IT capital budget is ensuring that technology is renewed in line with both industry and operational standards. IT security is also extremely important as news of successful IT security hacks, breaches and scams are in the news regularly. In 2020, the City will require one IT Security Analyst to detect, analyse, respond to, and prevent Cybersecurity incidents. This aligns with the implementation of the National Institute of Standards and Technology (NIST) IT Security standard and the three-year IT security work plan.

The technology required to provide City services is supported by a primary data centre and backup data centre located off-site. All supporting technology including network devices, servers and databases are updated based on the following lifecycle program:

- Servers and storage area network – five years
- Desktop computers, laptops – four years
- Minor software upgrades for all City business systems and software – three years; major – seven to 10 years
- IT standards are reviewed annually and reported to Council for standard software and hardware

Federal and provincial government funding programs are leveraged when possible to assist in funding IT programs.

A fundamental piece of the City's infrastructure is the Public Sector Network. Some key facts:

- The Public Sector Network is a partnership between Mississauga, Peel, Brampton and Caledon (Mississauga owns about 22 per cent)
- The Public Sector Network includes 800 kilometres of high speed fibre connecting 291 City sites and nodes (distribution points to connect things like intersections or extend Wi-Fi) and is the largest publically owned fibre network in Canada
- Total capital cost of this network pays for itself over a two-year period via cost avoidance of leased telecommunication lines. Operating costs are fully funded through subscriber fees where the City leases fibre to partner agencies

As of December 31, 2018 the estimated replacement value of the City's hardware and software assets was \$154 million and annual replacement was \$21 million.

Managing Our Human Resources

Workforce Analytics

Thirty-seven employees are enrolled in the leadership succession planning program and eleven leaders are eligible for retirement within the next four years. IT is providing development experiences to those that can move into these key roles.

Our Structure

IT was reorganized in January, 2014 to better align resources with providing service to the public, enhancing enterprise business solutions and ensuring that effective IT strategies and innovations enhance City services and operations. Partnerships have been established to improve service, efficiency and cost effectiveness. The Public Sector Network (PSN), VCOM Radio and Wireless Mississauga for Sheridan College are examples.

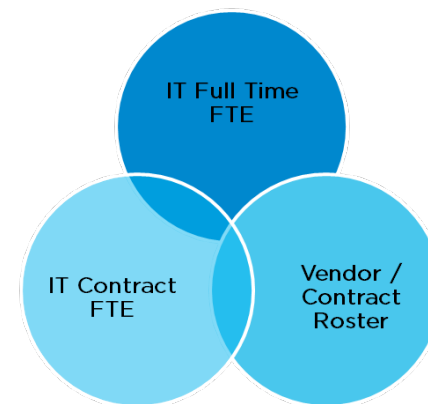
Our Talent

The Information Technology Division is comprised of:

- Section and Program Managers
- Business Analysts
- Project Managers
- IT Technicians & Specialists
- Database Administrators
- Application Specialists (e.g., SAP, GIS, SharePoint)
- Helpdesk Specialists
- Application Developers
- Communication Specialists
- IT Security Specialists
- System and Network Architects
- Students, Sheridan Co-op Program

Critical Roles/Functions to Achieve Business Goals

Current staffing issues are focused around Information Technology's ability to assign the right resources to priority initiatives while maintaining a level of capacity to deliver projects and maintain day-to-day operations. A combination of permanent, contract and part-time staff is utilized so that resources to deliver on key projects can grow with demand and be directly funded by the initiative.



The IT Resource Model

IT and HR recently established a new staffing agency roster to acquire specific technical skills or capacity needed for short term assignments supporting capital funded projects. This will address some of the resource pressures and technical needs on projects and aligns with being agile and responsive in a cost effective way.

Talent Needs

To keep up with today's continually changing Information Technology needs, a pre-qualified IT Roster for professional services was implemented so that unique skill sets could be acquired on an "as needed" basis. IT has also created a roster of staffing agencies to provide staff augmentation for both project and operational activities. This provides more agility to respond to increasing workloads.

The 2020 budgeted resource requests are as follows:

- One IT Security Analyst to detect, analyse and prevent cybersecurity incidents
- Two part-time positions or co-op students (1.4 FTEs) to assist with the large increase in audio-visual requests for Council meetings, event management and video production
- Five co-op students (3.3 FTEs) to join the Tech Hub to address the continuing expansion of the mobile workforce
- One Smart City Project Leader to begin implementation of the Smart City Master Plan
- Three contract staff (one Project Lead, one Business Analyst, one Scheduling Specialist) to commence work on the Automated Staff Scheduling Solution
- One TXM Technical Lead to implement enhancement and manage additional clients for the City's property tax program

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2019	2020	2021	2022	2023
IT Admin, Strategy & Innovation	27.8	30.8	34.8	26.8	15.8
IT City Services	51.0	51.0	54.0	54.0	53.0
IT Digital Services & Mobility	55.0	55.4	55.4	55.4	55.4
IT Enterprise Business Solutions	26.4	26.4	28.4	29.4	28.4
IT Infrastructure Planning & Operations	37.0	41.0	43.0	43.0	42.0
IT Service Management	22.0	25.3	25.3	25.3	25.3
Total Service Distribution	219.1	229.8	240.8	233.8	219.8

Note: Numbers may not balance due to rounding.

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2020-2023 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The budget for 2019 was \$29.97 million and the proposed budget for 2020 is \$31.4 million.

Total Changes to Maintain Current Service Levels

Total amount to maintain current service levels is \$1.346 million.

Labour and benefits are projected to increase by \$537,000. Reflected in this are labour/other fringe benefit changes totaling \$412,000 and \$125,000 for annualization of the previous year's new positions. Maintenance and licensing costs are being increased by \$823,000 due to inflationary and contractual obligations and the significant shift to cloud-based subscription solutions. Miscellaneous minor net increases total \$5,000.

IT Support Cost allocations increase by \$19,000 and assist in reducing the total IT cost pressures.

Efficiencies and Cost Savings

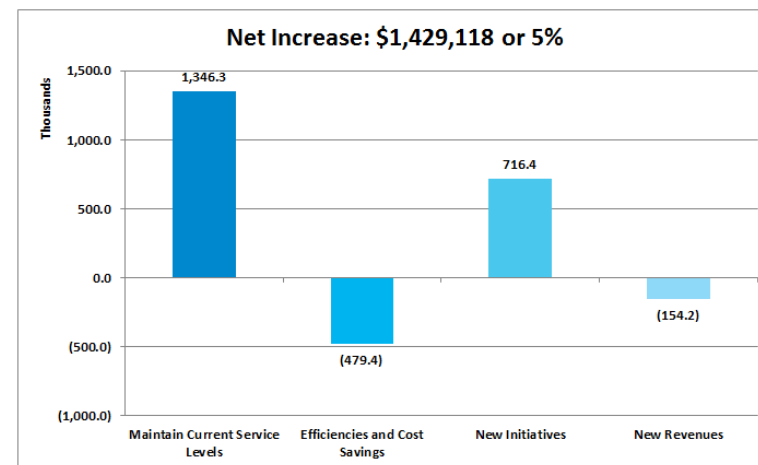
Total amount of IT cost savings is \$479,400.

IT Maintenance and Licensing costs are reduced by \$381,000 due to rationalization, and leasing costs at 201 City Centre Drive have been reduced by \$53,400. There is also a reduction of \$45,000 in the copier contract (year two of three).

New Initiatives and Revenues

IT has six new initiatives that impact the 2020 budget – BR# 5468 (Cybersecurity Operations Centre); BR# 5967 (Meeting the Increased Demand for Video Production and Streaming); BR# 5979 (Tech Hub Expansion); BR# 6014 (Smart City Master Plan Implementation); BR# 6043 (Automated Staff Scheduling Solution); and BR# 7248 (TXM Technical Lead). The total net operating impact of these budget requests is \$562,200.

Proposed Changes for 2020 Net Operating Budget by Category (\$000s)



Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2020-2023, as well as the 2019 Budget and 2018 Actuals by major program within the Service Area.

Proposed Budget By Program (\$000s)

Description	2018 Actuals	2019 Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Expenditures to Deliver Current Services						
IT Admin, Strategy & Innovation	1,031	746	685	721	689	715
IT City Services	6,521	7,715	7,497	7,739	7,873	8,020
IT Digital Services & Mobility	7,410	8,182	8,534	8,647	8,762	8,878
IT Enterprise Business Solutions	3,792	4,293	4,264	4,537	4,762	4,992
IT Infrastructure Planning & Operations	7,739	8,070	8,795	8,941	9,074	9,199
IT Service Management	2,429	1,919	2,017	2,075	2,119	2,168
Total Expenditures	28,922	30,926	31,793	32,661	33,279	33,971
Revenues	(895)	(955)	(955)	(955)	(955)	(955)
Transfers From Reserves and Reserve Funds	0	0	0	0	0	0
New Initiatives and New Revenues			562	910	1,019	1,635
Proposed Net Budget Including New Initiatives & New Revenues	28,027	29,971	31,400	32,616	33,343	34,651
Expenditures Budget - Changes by Year			3%	3%	2%	2%
Proposed Net Budget - Changes by Year			5%	4%	2%	4%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour; operational costs; and facility, IT and support) and revenues are shown by category with the approved 2019 budget for comparison. The three columns to the far right of the table show the totals proposed for 2020 and their dollar and percentage changes over 2019.

Summary of Proposed 2020 Budget

Description	2019 Approved Budget (\$000s)	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Years Budget Decisions	Proposed New Initiatives And Revenues	Special Purpose Levies	2020 Proposed Budget (\$000s)	\$ Change Over 2019	% Change Over 2019
Labour and Benefits	23,098	412	0	125	521	0	24,156	1,058	5%
Operational Costs	9,612	829	(479)	0	195	0	10,156	544	6%
Facility, IT and Support Costs	(1,783)	(19)	0	0	0	0	(1,802)	(19)	1%
Transfer To Reserves & Reserve Funds	0	0	0	0	0	0	0	0	0%
Total Gross Expenditures	30,926	1,221	(479)	125	716	0	32,510	1,583	5%
Total Revenues	(955)	(0)	0	0	(154)	0	(1,109)	(154)	16%
Transfer From Reserves & Reserve Funds	0	0	0	0	0	0	0	0	0%
Total Net Expenditures	29,971	1,221	(479)	125	562	0	31,400	1,429	5%

Summary of Proposed 2020 Budget and 2021-2023 Forecast

Description	2018 Actuals (\$000s)	2019 Approved Budget (\$000s)	2020 Proposed Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)
Labour & Benefits	22,365	23,098	24,156	25,077	25,518	26,166
Operational Costs	8,062	9,612	10,156	10,665	10,962	11,631
Facility, IT and Support Costs	(1,506)	(1,783)	(1,802)	(1,802)	(1,802)	(1,802)
Transfer To Reserves & Reserve Funds	0	0	0	0	0	0
Total Gross Expenditures	28,922	30,926	32,510	33,940	34,677	35,995
Total Revenues	(895)	(955)	(1,109)	(1,324)	(1,334)	(1,344)
Transfer From Reserves & Reserve Funds		0	0	0	0	0
Total Net Expenditures	28,027	29,971	31,400	32,616	33,343	34,650

Note: Numbers may not balance due to rounding.

Proposed Cost Increase Required to Maintain Current Service Levels

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

Description	2019 Budget (\$000s)	2020 Proposed Budget (\$000s)	Change (\$000s)	Details (\$000s)
Labour and Benefits	23,098	23,635	537	Increase/Decrease Reflects Labour Adjustments and Other Fringe Benefit Changes
Administration and Support Costs	(1,783)	(1,802)	(19)	IT Allocation Changes based on revised vendor forecasts
Communication Costs	455	455	0	
Contractor & Professional Services	95	95	0	
Equipment Costs & Maintenance Agreements	8,397	8,820	422	Updated Maintenance and Licensing Costs for ESRI, Onx, SAP and other various applications. Offset mainly by GIRO duplication which is already included in Transit Budget
Finance Other	165	165	(0)	
Materials, Supplies & Other Services	96	96	0	
Occupancy & City Costs	292	219	(73)	IT Tax, Hansen and Ecity moved to Civic Centre, savings partially offset by Smart commute moving from TW to IT
Staff Development	71	71	0	
Transportation Costs	41	41	0	
Subtotal - Other Operating	7,828	8,158	330	
Total Revenues	(955)	(955)	(0)	
Subtotal - Revenues	(955)	(955)	(0)	
Total	29,971	30,838	867	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by Budget Request (BR) for proposed new initiatives. Each BR is numbered. Detailed descriptions of each Request can be found in the pages following the table.

Description	BR #	2020 FTE Impact	2020 Proposed Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2020 to 2023 FTE Impact	2020 to 2023 Capital (\$000s)
New Initiative								
Cybersecurity Operations Centre	5468	1.0	272	308	315	322	1.0	4
Meeting the Increased Demand for Video Production and Streaming	5967	1.4	65	66	67	68	1.4	33
Tech Hub Expansion	5979	3.3	164	167	170	172	3.3	167
Enterprise Performance Measures and Decision Support	5984	0.0	0	95	130	132	2.0	226
Meeting the Demand of Connected Devices/Internet of Things (IoT)	5997	0.0	0	117	119	122	1.0	0
Smart City Master Plan Implementation	6014	1.0	108	146	148	151	1.0	716
Automated Staff Scheduling Solution	6043	3.0	(0)	0	62	664	2.0	2,189
TXM Technical Lead	7248	1.0	(47)	(223)	(231)	(239)	1.0	4
TXM Support AD and QA	7250	0.0	0	235	239	243	2.0	0
Total New Initiatives		10.7	562	910	1,019	1,635	14.7	3,339
Total New Revenues		0.0	0	0	0	0	0.0	0
Total New Initiatives and New Revenues		10.7	562	910	1,019	1,635	14.7	3,339

Note: Numbers may not balance due to rounding. Amounts are Net.

Proposed Initiative	Department	Service Area
Cybersecurity Operations Centre	Corporate Services	Information Technology

Description of Budget Request

The Cybersecurity Operations Centre (CSOC) objective is to protect the City's digital assets and systems. CSOC comprises people, processes and technologies to strengthen the City's security posture in the wake of increasing cyber incidents. CSOC staff is comprised primarily of security analysts who detect, analyze, respond, report, and prevent cybersecurity incidents. This request is for one analyst and third-party professional services. One analyst/capital funding was approved in 2019.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	272.3	307.8	314.8	321.8
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	272.3	307.8	314.8	321.8
* Net Change in \$		35.6	6.9	7.0
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	4.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Cyber attacks/crime continue to grow. In 2015, cyber crime was estimated at \$24 million globally; in 2017, \$200 billion. In 2019, it is expected to be \$2 trillion. We estimate the City's digital assets generate 7,000 security events/second. The City's email system receives approximately 90,000 external emails daily; 60,000 are classified as threats. Cyber threats are becoming more frequent, increasing in complexity and sophistication. The City needs to invest in improving protective measures.

Details of Service Change

Resourcing the CSOC will be a hybrid approach. Internal resources will handle Tier 2 (analysis, remediation) and Tier 3 (impact analysis, process improvement) activities; Tier 1 (monitoring, alerting, maintenance) activities will be handled by a third party. This ensures the City has continuous monitoring of the alert queue; triaging of security alerts; active monitoring of sensors and endpoint security and ensures data is collected and reviewed prior to escalating threats to Tier 2 staff.

Service Impact

The CSOC team is responsible for the ongoing, operational component of the City's enterprise information security. CSOC staff is comprised primarily of security analysts who work together to detect, analyse, respond to, report on, and prevent Cybersecurity incidents.

Proposed Initiative

Meeting the Increased Demand for
Video Production and Streaming

Department

Corporate Services Department

Service Area

Information Technology

Description of Budget Request

The IT Audio Visual (AV) group is requesting funding for two part-time positions to deal with a marked increase in requests for audio visual services for Council Chambers meetings, event management and video production. Staffing may consist of co-op students or strictly part-time.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	64.5	65.6	66.8	67.9
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	64.5	65.6	66.8	67.9
* Net Change in \$		1.1	1.1	1.2
FTEs	1.4	1.4	1.4	1.4

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	32.6	0.0	0.0	0.0

Why Staff Recommend this Initiative

This change in complement will allow for increased service impact, more timely use of staff resources and relieve some of the pressure on current AV staff. Client demands (Mayor and Council, IT, Corporate Services, various committees) will be met on a more timely basis.

Key benefits:

- Meeting AV demand/expectations
- Reduced risk of service gaps
- Managing growth to meet service standards
- Improved sustainability, service continuity

Details of Service Change

Staffing costs are expected to increase approximately \$65,000 in 2020. Budgeted start is January 2, 2020. It is expected these new staff will also require laptops, instant messaging and work spaces (desks).

Service Impact

As demand continues to be high for AV services, this change in the part-time complement will allow for increased service impact, more timely use of staff time and relieve some of the pressure on current AV staff. Client demands (Mayor and Council, IT, Corporate Services, various committees) will be met on a timely basis as AV services will now have the staffing complement.

Proposed Initiative

Tech Hub Expansion

Department

Corporate Services Department

Service Area

Information
Technology

Description of Budget Request

In order to meet demand and support the growth of the mobile workforce, IT is requesting five additional IT co-op students. In 2015, there were 1,400 mobile devices; in 2018, 3,800 devices - an approximate 171 per cent growth. This trend is expected to continue and in 2020 there will be over 5,000 devices. The demand on Tech Hub resources will continue to increase due to a larger mobile workforce, shared workspaces, digital inclusion initiatives and increasing business demands for mobile technology.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	164.2	166.9	169.7	172.5
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	164.2	166.9	169.7	172.5
* Net Change in \$		2.7	2.7	2.8
FTEs	3.3	3.3	3.3	3.3

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	117.2	50.0	0.0	0.0

Why Staff Recommend this Initiative

The City's mobile workforce is expected to grow from 1,400 in 2015 to over 5,000 by 2020. The current Tech Hub needs to expand in order to support the growth of the City's mobile workforce and to meet the business needs of a shared workspace. In addition, some Tech Hub staff will be located at the Central Library which will foster innovation and continue partnerships with colleges and universities through the student co-op program.

Details of Service Change

For the first year of this BR, it is expected the five co-op students will cost approximately \$154,000, resulting in an increase to the operating budget. The co-op students are planned to start January 2, 2020. An additional \$10,000 is also requested for software maintenance/licensing in 2021.

There is also a capital budget component to this request - a total of \$117,200 in 2020 and \$50,000 in 2021.

Service Impact

In addition to supporting the "Prosper - Cultivating creative and innovative businesses" strategic pillar, this investment will provide the following benefits:

- Lower cost per Tech Hub incident and higher customer satisfaction as a result of more timely service
- Meet service expectations
- Align the resource capacity with the growth and demand of the mobile workforce
- Utilize and expand the highly successful student co-op program, providing students with the necessary tools for a successful IT career

Proposed Initiative

Enterprise Performance
Measures and Decision Support

Department

Corporate Services Department

Service Area

Information Technology

Description of Budget Request

The IT Analytics team is facing increasing pressures from two key areas: Analytics Infrastructure, and the Performance Measures and Analytics Program. IT requests the hiring of one full-time, permanent IT Systems Administrator to support the Business Objects and Business Warehouse environments and one full-time, contract Business Analyst for two years to support the business analysis activities required for the Performance Measures and Analytics Program.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	0.0	95.0	129.9	132.2
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	95.0	129.9	132.2
* Net Change in \$		95.0	34.9	2.3
FTEs	0.0	2.0	2.0	2.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	0.0	83.0	113.5	29.5

Why Staff Recommend this Initiative

The hiring of additional resources will allow IT Analytics to meet the commitments of the Performance Measures and Analytics Programmes and ensure we are delivering the right services and advancing on our strategic vision by supporting automation of performance measures that support fact based, data driven decisions as well as supporting decisions through research and analytics or Business Intelligence Analytics for Ease of Use defined in the 2020-2022 Business Plans and Strategic goals.

Details of Service Change

It is expected the 2021 operating labour budget will increase by approximately \$128,000 (annualized) for the Business Intelligence Administrator (grade G, start April 1/21 - there will be additional costs for laptop and workspace requirements. The Business Analyst (grade F, start April 1/21) will have no effect on the operating budget as it will be funded via the capital budget. The capital budget will increase approximately \$111,000 (annualized) as a result.

Service Impact

The additional resources will allow us to continue to support the delivery of the Performance Measures and IT Analytics Program, ensure the overall health of the City's Business Intelligence infrastructure and meet our clients' increasing expectations for service delivery.

The additional staff will allow us to achieve the following outcomes:

- Increase system uptime for the Business Objects and Business Warehouse environments
- Reduce time to complete administration and configuration requests for Business Objects and Business Warehouse by 50-75 per cent
- Reduce the time to complete the automation of measures for performance measures by 20 per cent
- Provide additional capacity to provide business analysis services (research, business cases and use cases) that are critical to the implementation of the analytics program
- Enhance the security for current and future analytics and reduce time to implement security within our corporately developed dashboards

Proposed Initiative

Meeting the Demand of
Connected Devices/Internet of
Things (IoT)

Department

Corporate Services Department

Service Area

Information Technology

Description of Budget Request

The City needs to maintain a network that is robust, secure and able to deliver City services to both the public and staff. Due to current growth and operational demand and pressures, this is a budget request for one Network Services Specialist.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	0.0	117.4	119.5	121.6
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	117.4	119.5	121.6
* Net Change in \$		117.4	2.1	2.1
FTEs	0.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Current growth and operational demand and pressures have led to this budget request for one FTE. The need for connected devices is increasing, creating growing demand on our resources and infrastructure. Staff turnover has resulted in the loss of highly specialized staff. These staff are required for critical business continuity and growth in operational demand.

Details of Service Change

As the contract staff will be offset by the capital budget, the net budget impact for the addition of one grade F, full-time Network Services Specialist will be approximately \$117,000 in 2021 (start January 2, 2021). In addition, new staff will require workspace and a laptop.

Service Impact

It is expected that the addition of the Network Services Specialist will allow IT to meet the increasing demand for connected devices and business continuity. Increased demand by the public and staff for City services via the network will continue to be met. In addition, the Network Services Specialist and contracted staff will continue to support Smart City, cloud infrastructure, office space planning, Internet of Things (IoT) devices and the mobility strategy.

Proposed Initiative

Smart City Master Plan Implementation

Department

Corporate Services Department

Service Area

Information Technology

Description of Budget Request

A Smart City uses data and communication technologies to create sustainable economic development, increase operational efficiency, improve the quality of government services and make improvements to community life.

To implement the Smart City Master Plan, IT requests the hiring of one full-time, permanent Smart City Project Leader (2020), one contract Smart City Coordinator (2021), and the establishment of an annual Smart City Innovation Fund of \$150,000 to support Call for Innovation Challenges.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	107.7	145.8	148.2	150.7
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	107.7	145.8	148.2	150.7
* Net Change in \$		38.1	2.4	2.5
FTEs	1.0	2.0	2.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	154.0	233.0	179.0	150.0

Why Staff Recommend this Initiative

The City of Mississauga has been recognized for its advancements in Smart City initiatives including free public Wi-Fi, open data, hackathons, fibre network, Advanced Traffic Management, LED Lighting, mobility, online services, mobile apps and social media. In addition, Mississauga has connected City Services such as building automation, snow ploughs, the works fleet, transit and fire.

Details of Service Change

In addition to an annual, ongoing capital request of \$150,000, the full-time, permanent Smart City Project Leader (grade H, start date April 1, 2020) will cost approximately \$108,000 in 2020 (\$146,000 annualized). In 2021, the request for a contracted Smart City Coordinator will be funded via the capital budget.

Service Impact

The addition of these staff will allow the City to continue its investment in innovation via the Smart City Master Plan. This investment will continue fostering digital inclusion, supporting innovation and ideation, engaging youth and the tech community and mobile and digital transformation.

Proposed Initiative

Automated Staff Scheduling
Solution

Department

Corporate Services Department

Service Area

Information Technology

Description of Budget Request

IT requests three contract staff to begin implementing an Automated Staff Scheduling Solution. Seven contract staff are requested in 2021; one permanent FTE in 2022; and one permanent FTE in 2023. Current manual tasks relating to staff shift scheduling, shift exchanges and payroll will be automated. Some benefits: compliance and adherence to the Employment Standards Act, collective bargaining agreements and reduced overtime through strategic staff scheduling.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	0.0	0.0	62.2	663.8
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	62.2	663.8
* Net Change in \$		0.0	62.2	601.6
FTEs	3.0	10.0	11.0	2.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	232.3	1,169.8	787.4	0.0

Why Staff Recommend this Initiative

Automated scheduling software will enable multiple improvements including error reduction and the elimination of non-value-added work. It is a best practice, currently in use in several other municipalities.

Details of Service Change

In 2020, three contract staff will be required to begin implementation of this BR - in April 2020, one Project Lead (grade H) and one Business Analyst (grade F); in September 2020, one Scheduling Specialist (grade F). The total cost of \$224,300 will be capital funded.

Service Impact

Addition of these staff will allow the City to begin implementing a City-wide Automated Staff Scheduling Solution. These positions will be capital funded.

The following major business needs will be met by this project:

- Single staffing solution for the Corporation; meets the needs of all business units
- Improved compliance with legislation, HR policies, and collective agreements
- Scheduling puts a heavy load on the staff that does the scheduling
- Reduced workload and errors with regards to scheduling activities, resulting in cost savings/elimination of non-value-added work - estimated to save up to 50 per cent of staff time spent on scheduling activities
- City can avoid paying some overtime costs through appropriate scheduling
- SAP integration can avoid manual entry of payroll
- Centralized reporting without the need to combine data from multiple systems
- Best practice - other municipalities are using automated software for scheduling

Proposed Initiative

TXM Technical Lead

Department

Corporate Services

Service Area

Information Technology

Description of Budget Request

The IT TXM team requests one TXM Technical Lead to develop efficiencies and support the management of onboarding additional clients while implementing enhancements to evolve the TXM application. Two new municipalities have been added in 2019-2020, with a third requesting a demonstration. In addition, there are nine other municipalities that have expressed interest in TXM.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	107.7	145.8	148.2	150.7
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	154.2	369.1	379.1	389.3
Tax Levy Requirements	(46.5)	(223.3)	(230.8)	(238.6)
* Net Change in \$		(176.8)	(7.5)	(7.7)
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	4.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The City's TXM System is recognized as system that works and meets the daily business needs of a full property tax business cycle. This is proven, reliable and supported (IT, Revenue) software with a strong future demand. It is estimated (based on 2019 data) that the City would recover approximately \$1.2 million annually should the current nine municipalities opt in.

Details of Service Change

The full-time, permanent TXM Technical Lead (grade H, start date April, 2020) will cost approximately \$108,000 in 2020 (annualized \$146,000). This salary will be offset by an increase in TXM recoveries revenue of approximately \$154,000.

Service Impact

The addition of this staff member will improve development estimates, project planning, and resource utilization to manage increasing work requests and projects. In addition, the City maintains its reputation for quality products and service with the expansion of the TXM product.

Budget Request #: 7250

Proposed Initiative

TXM Support AD and QA

Department

Corporate Services Department

Service Area

Information Technology

Description of Budget Request

Add a Quality Assurance (QA) resource and an Application Developer resource to the TXM Team to support additional clients.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	0.0	234.8	238.9	243.1
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	234.8	238.9	243.1
* Net Change in \$		234.8	4.1	4.2
FTEs	0.0	2.0	2.0	2.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

A QA resource will enable concurrent initiatives to be executed and provide business continuity to support road map initiatives and client work requests. An Application Developer will manage the increase in work requests coming from the onboarding of additional clients.

Budget Request #: 7250

Details of Service Change

Adding a QA resource and Application resource to the TXM team.

Service Impact

Enable concurrent initiatives to be executed while supporting the onboarding of clients.

Proposed Capital Budget

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

Proposed 2020-2029 Capital Budget by Program (\$000s)

Program Expenditures	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	Total 2020-2029
Applications	16,607	7,598	3,068	5,055	33,478	65,806
Geospatial Solutions	250	350	250	250	1,600	2,700
Infrastructure	9,248	12,459	8,735	7,898	53,232	91,572
PC Replacement & Peripherals	2,065	1,998	1,614	1,797	12,860	20,334
Total	28,170	22,405	13,667	15,000	101,170	180,412

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

Proposed 2020-2029 Capital Forecast Highlights:

- \$26.47 million – Server Storage Expansion/Replacement, Server Applications
- \$15.95 million – PC/Notebook/Tablet Lifecycle Replacement
- \$14.44 million – Switches and Routers
- \$11.48 million – Network Security Infrastructure
- \$10.86 million – SAP and SAP Related Processes
- \$10.30 million – Network Fibre
- \$9.42 million – TXM Platform Maintenance/Workplan
- \$8.09 million – Network Wireless Infrastructure
- \$7.23 million – VOIP System and Phones
- \$5.89 million – MAX Online Services, Platform
- \$5.78 million – Voice Communication (VCOM) System
- \$4.46 million – IT Security Program and Enhancements

Proposed 2020-2029 Capital Budget by Funding Source (\$000s)

The following table provides the funding sources proposed to fund the capital portion of the proposed 2020-2023 Business Plan and 2020 Budget and the consolidated forecast for 2024-2029.

Funding	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	Total 2020-2029
Tax Capital	28,170	22,405	13,667	15,000	101,170	180,412
Total	28,170	22,405	13,667	15,000	101,170	180,412

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

Proposed 2020 Capital Budget Detail (\$000s)

The following table provides a detailed listing of proposed capital projects for 2020.

Program: Applications

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
CPIT006404	Desktop Operating System Upgrade	307	0	307	Tax Capital
CPIT006408	CLASS Replacement Project	250	0	250	Tax Capital
CPIT006783	Work Management and Resource Capacity Planning Solutions	123	0	123	Tax Capital
CPIT007116	SAP S4 HANA Upgrade (part of the SAP Roadmap)	6,910	0	6,910	Tax Capital
CPIT007120	SuccessFactors Sustainment Services	125	0	125	Tax Capital
CPIT007410	eCity Hosting and Online Services Hosting and Services	750	0	750	Tax Capital
CPIT007422	MAX - Online Services	250	0	250	Tax Capital
CPIT007433	TXM Platform Maintenance	1,125	0	1,125	Tax Capital
CPIT007488	Library Integrated Library System (ILS Sirsi Dynix)	400	0	400	Tax Capital
CPIT007490	AirWatch System Upgrade and Staff Training	50	0	50	Tax Capital
CPIT007626	Faster System - New	1,300	0	1,300	Tax Capital
CPIT007627	Telematics-AVL/GPS Project	225	0	225	Tax Capital
CPIT008041	eCity Web and Mobile	900	0	900	Tax Capital
CPIT008044	IT Security Program 2020	380	0	380	Tax Capital
CPIT008045	Desktop Software Licenses 2020	900	0	900	Tax Capital
CPIT008046	IT Security Enhancements 2020	150	0	150	Tax Capital
CPIT008048	TXM Workplan 2020	350	0	350	Tax Capital
CPIT008052	CPS-CMO IT Upgrade Program - Replacement	200	0	200	Tax Capital
CPIT008054	Parksmart - Auto Process	100	0	100	Tax Capital
CPIT008055	Delphi Applications	125	0	125	Tax Capital
CPIT008056	Nice Radio and Voice Recording System for Transit	150	0	150	Tax Capital
CPIT008058	SAP Legislative Changes and Enhancements 2020	150	0	150	Tax Capital
CPIT008060	Fiori Timesheets Enhancement	200	0	200	Tax Capital
CPIT008061	SAP Enhancements - benefit changes	100	0	100	Tax Capital
CPIT008068	SCSM Lifecycle Replacement	150	0	150	Tax Capital
CPIT008074	Server Applications	593	0	593	Tax Capital
CPIT008256	Software New Hires - City Wide 2020	343	0	343	Tax Capital
Total		16,607	0	16,607	

Note: Numbers may not balance due to rounding.

Proposed 2020 Capital Budget Detail (\$000s) (Cont'd)

Program: Geospatial Solutions

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
TWOE00183	Survey and Control Network	50	0	50	Tax Capital
TWOE00184	Topographical Updating	200	0	200	Tax Capital
Total		250	0	250	

Note: Numbers may not balance due to rounding.

Program: Infrastructure

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
CPIT007412	VCOM Mobile Radio	530	0	530	Tax Capital
CPIT007426	Network Fibre	1,180	0	1,180	Tax Capital
CPIT007440	AV Lifecycle Replacement of Projectors and Screens at Garry W Morden Centre	325	0	325	Tax Capital
CPIT007625	Tech Hub Expansion (2020)	50	0	50	Tax Capital
CPIT007629	Smart City Master Plan Implementation	150	0	150	Tax Capital
CPIT007634	IT Legal Counsel	160	0	160	Tax Capital
CPIT007641	Automated Staff Scheduling Solution	224	0	224	Tax Capital
CPIT008062	Decommission PeopleSoft servers	250	0	250	Tax Capital
CPIT008065	Special IT Equip - Includes Public 2020	250	0	250	Tax Capital
CPIT008070	Switches and Routers	2,456	0	2,456	Tax Capital
CPIT008071	VoIP Systems & Phones	150	0	150	Tax Capital
CPIT008072	Server and Storage Replacement & Expansion	1,900	0	1,900	Tax Capital
CPIT008076	Network Wireless Infrastructure	673	0	673	Tax Capital
CPIT008079	Network Security Infrastructure	950	0	950	Tax Capital
Total		9,248	0	9,248	

Note: Numbers may not balance due to rounding.

Proposed 2020 Capital Budget Detail (\$000s) (Cont'd)

Program: PC Replacement & Peripherals

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
CPIT007445	Library Public PC Replacement	120	0	120	Tax Capital
CPIT008063	PC/Notebook/Tablet Lifecycle 2020	1,735	0	1,735	Tax Capital
CPIT008069	Network Services UPS Business Continuity	210	0	210	Tax Capital
Total		2,065	0	2,065	

Note: Numbers may not balance due to rounding.

Proposed 2020-2029 Capital Budget by Sub-Program (\$000s)

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Applications											
IT Applications-New	3,472	1,941	555	555	1,280	950	800	550	550	550	11,203
IT Applications-Replacement/Enhancements	11,485	5,257	2,313	4,350	3,500	3,694	5,929	7,317	4,320	1,818	49,983
IT Portal	1,650	400	200	150	600	600	420	300	300	0	4,620
Subtotal	16,607	7,598	3,068	5,055	5,380	5,244	7,149	8,167	5,170	2,368	65,806
Geospatial Solutions											
IT Survey Ctrl/Equip, Rd Bylaw Svcs	50	50	50	50	50	50	50	50	50	50	500
IT Topographical Updating	200	300	200	200	200	200	200	200	300	200	2,200
Subtotal	250	350	250	250	250	250	250	250	350	250	2,700
Infrastructure											
IT Network Infrastructure	6,089	8,251	4,959	5,585	5,280	5,349	5,253	5,730	5,235	7,660	59,391
IT Server Expansion	0	0	0	0	0	0	0	0	0	0	0
IT Server Replacement/Maintenance	2,150	1,664	1,425	1,570	3,800	3,550	940	830	1,550	4,035	21,514
IT Service Management	1,009	2,545	2,351	743	805	1,445	420	420	305	625	10,667
Subtotal	9,248	12,459	8,735	7,898	9,885	10,344	6,613	6,980	7,090	12,320	91,572
PC Replacement & Peripherals											
IT PC/Notebook-Replacement/Maintenance	1,855	1,505	1,475	1,452	2,141	1,900	1,890	1,670	1,399	1,400	16,687
IT Peripherals	0	160	10	10	160	100	100	160	0	0	700
IT Specialized Equipment	210	333	129	335	320	355	110	610	270	275	2,947
Subtotal	2,065	1,998	1,614	1,797	2,621	2,355	2,100	2,440	1,669	1,675	20,334
Total Expenditures	28,170	22,405	13,667	15,000	18,136	18,193	16,112	17,837	14,279	16,613	180,412

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



Facilities & Property Management

2020-2023 Business Plan
& 2020 Budget

Foreword

Our Vision for the Future

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

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40-year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into the 16 Services Areas (including the Stormwater Program) that are outlined in this Plan. The 2020-2023 Business Plan and 2020 Budget document details how and where the City plans to allocate resources to deliver programs and services.

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

Table of Contents

Executive Summary of Facilities & Property Management	3
Core Services	4
Vision, Mission, Goals of Service and Service Delivery Model.....	4
Current Service Levels and Trends.....	5
Performance Measures and Results.....	8
Balanced Scorecard.....	11
Awards and Achievements.....	12
The 2020-2023 Business Plan Outlook	14
Planning for the Future.....	14
Finding Efficiencies	18
Advancing the City's Strategic Plan	21
Transforming our Business with Technology	22
Maintaining Our Infrastructure.....	23
Managing Our Human Resources.....	25
Proposed Operating Budget	27
Operating Budget Details	28
Proposed Budget by Program.....	28
Summary of Proposed Budget.....	29
Proposed Cost Increase Required to Maintain Current Service Levels.....	30
Proposed New Initiatives and New Revenues	31
Proposed Capital Budget	38
Proposed 2020-2029 Capital Budget by Program	38
Proposed 2020-2029 Capital Budget by Funding Source	39
Proposed 2020 Capital Budget Detail	40
Proposed 2020-2029 Capital Budget by Sub-Program	43



Executive Summary of Facilities & Property Management

Mission: Facilities & Property Management optimizes our in-house expertise in property management excellence to sustain the City's infrastructure. We collaborate with our partners in delivering front-line services to our citizens while maintaining respect for the public tax dollar.

Services we provide:

Facilities & Property Management provides expertise in property, asset and project management to maintain the City's infrastructure and support the safety and security of the public and City staff. Our work begins with real property acquisitions, negotiations or agreements, and progresses into planning, design and construction, with consideration for accessibility, space planning and energy conservation. For completed buildings our service shifts to maintenance, asset management and operations related to building services, utilities consumption, cleaning, pest control and the security and public safety of our City facilities, parks and the transit system. We work with our partners, which include internal City Service Areas and users of our facilities. In doing so we remain committed to being innovative, looking for new opportunities to add value to the City's infrastructure and landscape to create a community where people choose to be.

Our team is comprised of dedicated professional and front-line service staff that work collaboratively together and with our partners to deliver our service.

Interesting facts about this service:

- Responsible for City owned and leased buildings and site infrastructure amounting to 5.6 million square feet
- Responsible for over 30,000 facility systems requiring approximately 24,200 annual work requests related to building and site maintenance and operations

- In 2018, saved over \$85,000 in energy and water costs
- In 2018, received \$198,500 in grant incentives to implement energy conservation projects
- In 2018, administered 199 land appraisals for a combined land value in excess of \$618 million
- In 2018, produced 2,466 photo ID badges and conducted 40,354 patrols (facilities and transit system)

Highlights of the Business Plan include:

- Address our aging infrastructure needs by investing \$27 million in Lifecycle Renewal and Rehabilitation projects
- Add Project Management staff to deliver increased infrastructure funding to address aging infrastructure needs and support new capital projects such as Churchill Meadows Community Centre
- Continue to invest in our energy savings initiatives to achieve greenhouse gas emission reductions
- Leverage technology to improve service delivery and efficiency for managing agreements, assets and information
- Continue to address service gaps to support the safety and security of public and staff

Net Investment (\$000s)	2020	2021	2022	2023
Operating	25,069	26,289	26,837	27,329
Capital	36,926	32,424	27,160	37,702
Full Time Equivalents	218.8	222.0	222.0	223.0

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

Facilities & Property Management Division fully embraces the Corporate Services vision of “Partnering for Success” - we work together with the other departments of the City to provide excellent service to our common customer – the taxpayer.

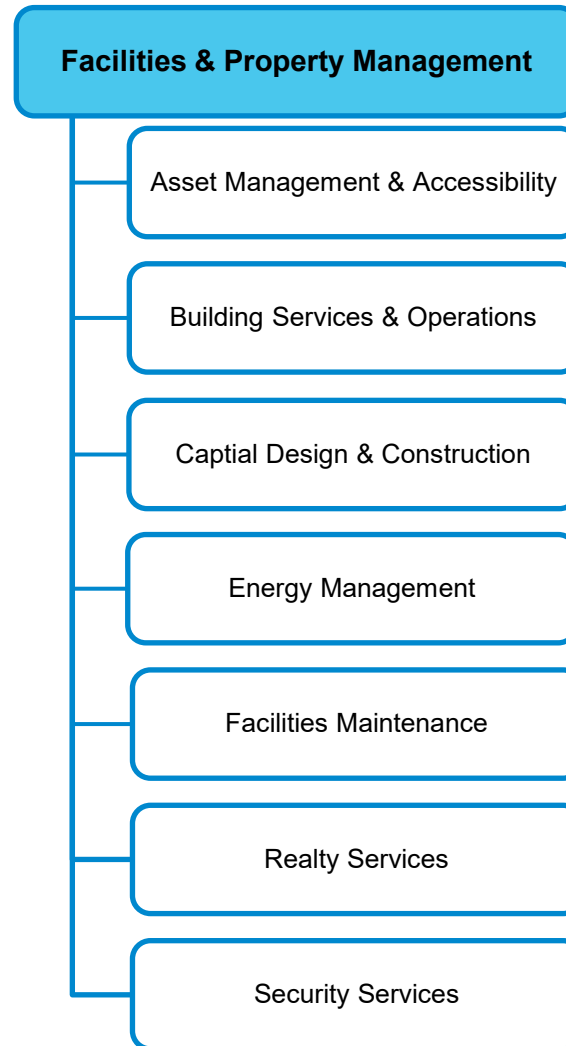
Mission

Facilities & Property Management optimizes our in-house expertise in property management excellence to sustain the City's infrastructure. We collaborate with our partners in delivering front-line services to our citizens while maintaining respect for the public tax dollar.

Goals of Service

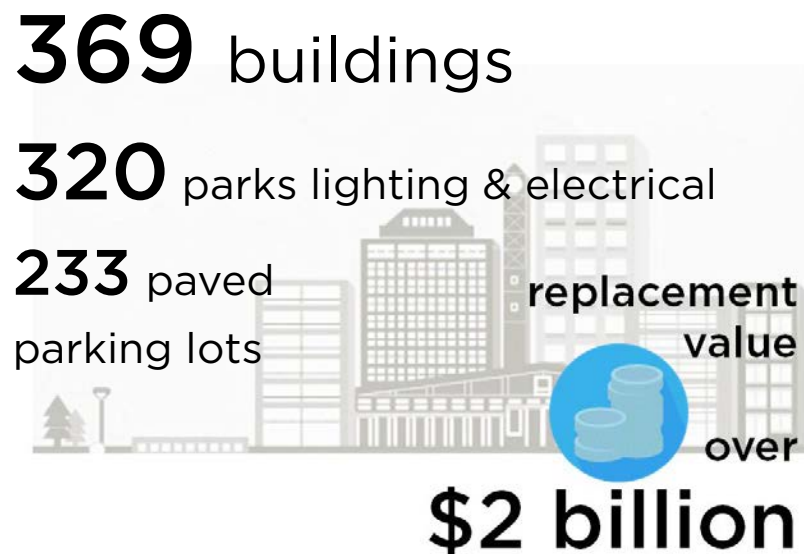
- Maintain our buildings and site infrastructure
- Provide professional project management services
- Develop a long-term facility asset management strategy
- Develop highly integrated capital plans
- Strategically manage the acquisition, disposition and leasing of real property
- Ensure the secure, safe use and enjoyment of City facilities, parks and the transit system
- Support and promote environmental sustainability

Service Delivery Model



Current Service Levels and Trends

The City owns and operates a portfolio of 369 buildings of various sizes, age, complexity and usage that contains approximately 5.6 million square feet of space. Along with the buildings, Facilities and Property Management (F&PM) is also responsible for the site services (e.g., parking lots, sewer, water, hydro, sports fields lighting and pathway lighting) for 320 parks and 233 parking lots. The current replacement value of all of these assets is approximately \$2 billion. These assets are the essential infrastructure necessary for City departments to deliver the services and programs to our residents that significantly impact quality of life, prosperity and sustainability within the community. We continue to collaborate with our partners and provide expertise in property, asset and project management.



Our diverse buildings include community centres, pools, arenas, libraries, fire stations, corporate administration offices, theatres, museums, transit and works buildings, parks comfort stations,

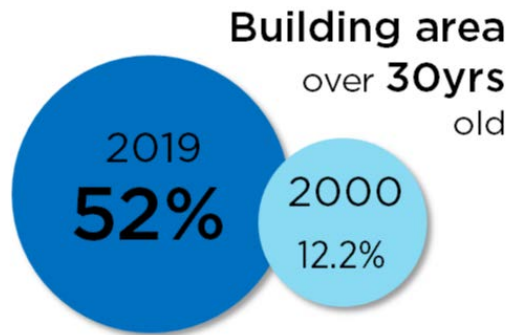
depots, and heritage sites and buildings. Not all facilities within our portfolio are owned, managed or occupied by City of Mississauga staff. For these sites, our Realty Services staff are responsible for administering their property portfolio of 105 leases, 328 licenses, 243 encroachments and 262 other agreements (e.g., management and operation agreements, shared use), totalling 938 active files having a combined monetary value of approximately \$7.2 million.



Currently these active files, data management and maintenance of agreements involve manual processes and use a number of different software solutions. As a result this can expose the City to potential risk from errors, and loss of business continuity. Over the past two years Realty Services has been improving existing processes and standardizing its approach, and will continue to look for opportunities for improvement.

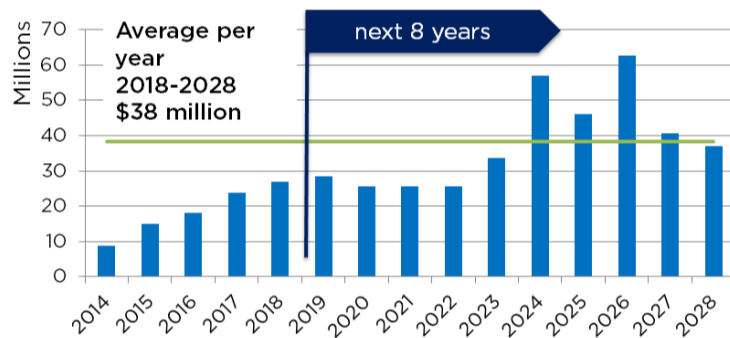
The age profile of the City facility portfolio (including the buildings within the Realty Services property portfolio) indicates that approximately 52 per cent of the inventory area is more than 30 years old. At approximately 20 years of age, a building typically begins to require higher investments in capital lifecycle maintenance. Typically at 25 years of age, functional loss occurs and prompts the requirement for a major redevelopment.

Research indicates that the industry standard to keep buildings and site infrastructure in a state of good repair is an annual lifecycle renewal funding rate of 2.0 to 2.5 per cent of total



current replacement value. With this renewal funding rate the buildings will continue to sustain their intended functions.

The Facilities & Property Management capital budget has had a significant increase from \$8.7 million in 2014 to \$26.9 million in 2018. From 2019 to 2022 we expect the F&PM capital budget to remain steady at around \$26 million per year. It is expected to increase in 2023, and to increase even more from 2024 to 2028.



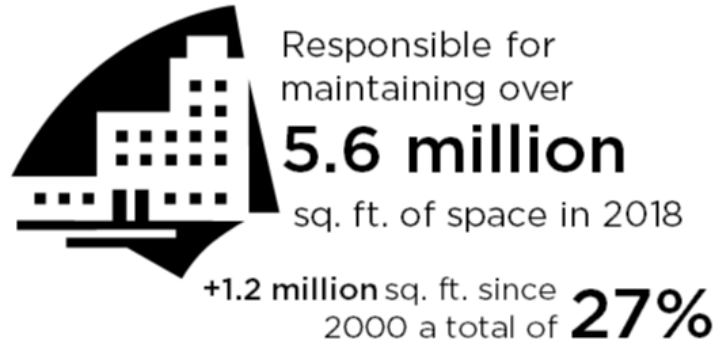
This increase in funding over 10 years averages approximately two per cent of our portfolio's current replacement value. This will allow us to maintain our infrastructure in a state of good repair.

In addition, grant-funded projects and capital construction projects funded from other Service Areas remain part of F&PM's workplan and require our staff resources for their management.

Service	2018
Buildings maintained and monitored for lifecycle replacements	369
Parks and sports fields monitored for lifecycle replacement	320
Parking lots maintained and monitored for lifecycle replacements	233
Building systems maintained	Over 30,000
Work requests received for building maintenance, repair and operations	24,200
Realty services transactions	104
Utility accounts monitored	793
Responsibility for City utilities budget (gas, water, hydro)	\$20 million
Capital emergency funding – dollars spent	\$552,000
Personal Safety and Security Awareness training completed	500 staff

Volumes of work have been consistent and are expected to increase due to City growth and aging infrastructure requirements, such that an increase in project management staff is required for the long term in order to deliver on the planned capital budget, the backlog of previous renewal requirements and to maintain the service delivery model. In addition to these projects, there are emergency requests due to lifecycle failures and inclement weather that require attention and staff resources. Recently we have experienced some record-breaking temperatures and unexpected extreme weather and climate changes. As climate change continues to impact us, our service delivery team must look for ways to be proactive and remain resilient and keep our facilities operating and projects uninterrupted.

Since 2000, the size of the City facility portfolio has increased by approximately 1.2 million square feet, or 27 per cent. This includes an additional 39 buildings that have been added to the City facility portfolio since 2017.



An expanding portfolio requires resources to support and meet the existing service level expectations to sustain the City's infrastructure for all service areas provided within the Facilities & Property management portfolio. This includes cleaning, maintenance and security contracts, managing real estate agreements and project management to align with new standards.

In addition, our service delivery model is transforming into a 24-hour business line to help address unexpected concerns and manage the service level expectation to ensure the safe and secure use of our facilities and sites.

We also require resources to help improve our response time performance to support the safety and security of the public and staff. Over the past 30 years, the functions of Security Services have grown to include a Transit Enforcement Unit, provide a City-wide mobile response and a Security Operations Centre responsible for the monitoring of all City property.

The City and its security needs continue to evolve as new threats and risks emerge along with new technological and management approaches to Security Services. Demand for services has been increasing from Council, the public, City Service Areas and staff. Issues involving public and staff safety have also become more prevalent and Security Services has been working towards satisfying these stakeholder demands to meet the incident onsite response target of 95 per cent.

In 2018, on average 89 per cent of these incidents met the response time targets; however, our service target is that 95 per cent of incidents meet the expected response time.

Critical components of an overall program (such as security risk management, prevention programs and corporate policies) are still needed. In addition to enhancing service, leveraging technology, and adding front-line service resources, our plan is to address these critical components of security management in the coming years.

Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen our accountability.

Balanced Scorecard

A Balanced Scorecard groups measures in four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. By paying attention to all four areas, an organization can retain balance in its performance and ensure that it is moving toward the attainment of its goals.

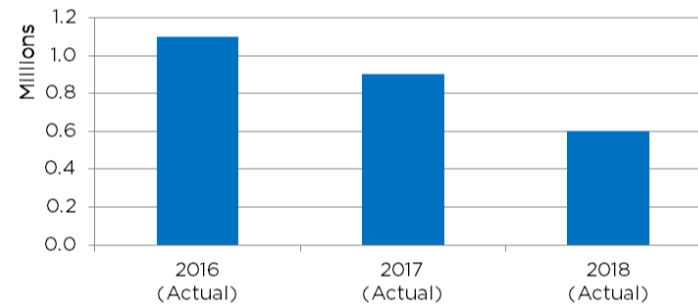
Below are descriptions of the measures tracked in this Service Area's Balanced Scorecard. The Balanced Scorecard that follows shows trends since 2016 and expected outcomes up to 2023.

Financial Measures

Facilities Maintenance Cost per Square Foot identifies the cost to take care of a building envelope, mechanical, electrical and site services per square foot of floor. This measurement assists in identifying capital priorities as well as current level base budget requirements. We can assume that as buildings age and lifecycle requirements are deferred, it will impact our maintenance costs per square foot.

Capital Emergency Budget Spends identifies the demand for spending on unforeseen maintenance costs incurred in order to keep systems functional. This measure used together with the Facilities Maintenance Cost per Square Foot and the Facility Condition Index for our City facility portfolio provides a better understanding of our Capital Lifecycle Budget requirements. We can assume that as buildings age and lifecycle requirements are deferred, it will impact our emergency budget.

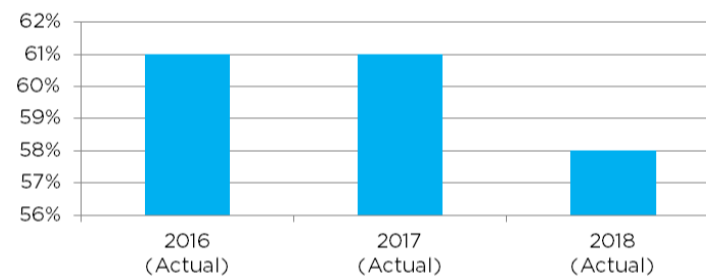
Capital Emergency Budget Spends



Customer Measures

Buildings in Fair to Good/Better Facility Condition Index (FCI) Band identifies the current condition of the City facility portfolio based on a 10-year capital budget forecast and reports on the total percentage of buildings that fall within the indicated range. By utilizing our computerized asset management system, we can analyze the condition of our facilities based on the age of the facility, the age of the systems and the expected life span of the equipment. The FCI rating of a building gives staff valuable information on prioritizing buildings and systems in order to keep them in good working order given future budget pressures.

% of Buildings in Fair to Good/Better Facility Condition Index Band



30 Minutes or Less Security Response Time for City-Wide Security-Related Service Calls – Security Services continues to support the safety and security of City staff, the public and property with onsite and mobile response services. The target onsite response time for any service call anywhere in the City is 30 minutes or less. For Civic Precinct buildings that have an onsite security presence (City Hall, Central Library, Living Arts Centre, City Centre Transit Terminal and Celebration Square) the response time is five minutes or less. The 30-minute target time at a 95 per cent success rate was determined based on a time and space analysis of Security Services' ability to reach any location with only one or two available mobile response units.

The *Graffiti Removal Response Time City-Wide* measure shows the percentage of graffiti removal activities that take place within targeted timeframes. The rapid identification and removal of graffiti is a fundamental principle of any effective graffiti prevention strategy. The targeted removal times by graffiti type have been established and tracked centrally across the Corporation.

- Hate – removal within two business days
- Offensive – removal within two business days
- Gang – removal within five business days
- Tagging – removal within five business days
- Mural – removal within five business days
- Inoffensive – removal within five business days

Employee Measures

Maintaining 75 per cent or greater *Employee Satisfaction Rating for Job related Technical Training and Development* is a measurement of F&PM's commitment to staff development and is benchmarked through the Employee Survey which is completed every three years.

Percentage of Employees Lean Belt Certified measures the percentage of employees that have completed their Lean White Belt training. Facilities & Property Management encourages continuous improvement and our commitment is to have staff complement reach and maintain 100 per cent by the end of every year.

100% employees
Lean White Belt trained



Internal Business Process Measures

Electricity Consumption per Square Metre (KWH), Water Consumption per Square Metre, and Natural Gas Consumption per Square Metre all measure the utility consumption for City facilities and are reported annually. This allows staff to look into trends and correct issues as required. These measurements can be benchmarked with other similar facilities internally and can be shared as a combined energy intensity rating for electricity and gas. The *Energy Intensity Reduction* measure is a cumulative value, providing total savings to date.

Through a Five-Year Energy Conservation Plan we made a commitment to reach and maintain a five per cent *Energy Intensity Reduction* by 2019 with 2013 as the base year. This measure is shown as cumulative and indicates that we have exceeded our target for 2019. The Energy Management section continues to explore ways of conserving energy City-wide and has made the commitment to reach and maintain a five per cent *Energy Intensity Reduction* by 2024 with 2018 as the base year.

5%	Reduction target (e kWh/ft ² /year) 2014 2018
9.1%	Total energy intensity reduction (e kWh/ft ² /year) 2014 2018
1,455	Total GHG reduction (ton no CO ₂) 2014-2018
286	Total cars removed from road 2014 2018

In addition to tracking cost savings, staff are also measuring the *Annual Greenhouse Gas (GHG) Reductions* in tonnes CO₂ to demonstrate the impact of our energy saving initiatives on the environment. Similar to the glass of a greenhouse that restricts the warm air from escaping, greenhouse gases such as carbon dioxide, methane, and nitrous oxide trap the heat in the Earth's atmosphere. The energy consumed by buildings and their assets contribute to greenhouse gas emissions through the burning of fossil fuels like oil and natural gas. Therefore, the City can position itself as a climate change mitigation leader by improving energy efficiency in building assets, implementing innovative

alternatives and striving to eliminate our dependence on high-carbon fuel sources. These activities will contribute to achieving the stringent federal, provincial and regional greenhouse gas reduction goals.

Both *Energy Intensity Reduction* and *Annual Greenhouse Gas Reductions* measure the performance of the City facility portfolio. The measures exclude buildings that have been shut down or newly built to avoid skewing results.

Waste Diversion Rate at City Hall is the percentage of waste generated at City Hall that is diverted from landfill. This measure demonstrates the effectiveness of waste diversion techniques such as focused education, sustainable procurement, improved programs and employee/patron engagement. While the Waste Diversion program is targeting an overall 75 per cent diversion rate, the diversion goal at the City Hall is 85 per cent, as facilities that primarily contain offices are capable of achieving higher diversion rates.

Balanced Scorecard

Measures for Facilities & Property Management	2016 (Actual)	2017 (Actual)	2018 (Actual)	2019 (Plan)	2020 (Plan)	2021 (Plan)	2022 (Plan)	2023 (Plan)
Financial:								
Facilities Maintenance Cost per Square Foot	\$1.07	\$1.15	\$1.25	\$1.25	\$1.30	\$1.35	\$1.36	\$1.37
Capital Emergency Budget Spends (millions)	\$1.1	\$0.9	\$0.6	\$1.1	\$1.2	\$1.2	\$1.2	\$1.2
Customer:								
Buildings in Fair to Good/Better Facility Condition Index Band	61%	61%	58%	65%	65%	65%	65%	65%
30 Minutes or Less Security Response Time for City-Wide Security-Related Service Calls	85%	89%	89%	95%	95%	95%	95%	95%
Graffiti Removal Response Time City-Wide	77%	73%	78%	95%	95%	95%	95%	95%
Employee:								
Employee Satisfaction Rating for Job related Technical Training and Development	N/A	N/A	63.1%	N/A	N/A	75%	N/A	N/A
Percentage of Employees Lean White Belt Certified	N/A	100%	98%	100%	100%	100%	100%	100%
Internal Business Process:								
Energy Intensity Reduction	6%	7%	9%	10%	11%	12%	13%	14%
Annual Greenhouse Gas Reductions	6%	7%	8%	9%	10%	11%	12%	13%
Waste Diversion Rate at City Hall	51%	50%	61%	75%	80%	85%	85%	85%

Awards and Achievements

Facilities & Property Management continues to ensure that City-owned facilities are proactively maintained and that staff and the public feel safe when at these sites. We manage a diversified portfolio across the City and coordinate holistically to ensure that each project gets delivered on time and on budget.

Continuous collaboration within the division and with key stakeholders and partners contributes to the success of each project. Highlights include:

Westwood Transit Terminal Washroom

The project scope included the construction of a new public washroom to address the growing number of commuters using the transit terminal. The new facility is located at 7205 Goreway Drive on the same site as the Malton Transit Terminal. The project involved the installation of the City's first portable, the construction of a bus shelter, and landscape and site improvements to address vehicular and pedestrian traffic flow. Project was substantially completed in August 2019.

Fire Station 120

The project scope included the construction of a new 8,000 square foot double apparatus bay Fire Station on Eglinton Avenue West of Hurontario Street. Major components included: development of a brownfield site, construction of the building, complete site servicing and road work, complete with signalized intersection. The new fire station's design incorporated green building best practices and will serve the community by providing better emergency response coverage in the area. The project is expected to be substantially complete in the fall of 2019.

Malton Satellite Terminal – Wash Bay Addition

The project included the construction of a new wash bay addition to the existing Malton Satellite Transit Terminal to achieve the facility's full potential of accommodating 100 buses. The construction of the addition will allow for added routes and



Westwood Transit Terminal Washroom

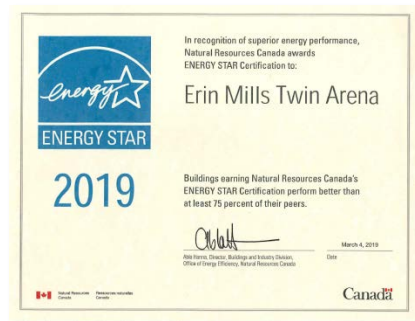


Malton Satellite Terminal – Wash Bay Addition

increased frequency of buses, enabling service level improvements. The existing wash bay will be upgraded to include a new forced air dryer, upgrades to the fuelling gantry and replacement of the existing exit ramp with a more energy-efficient in-slab hydronic heating system for winter operations. The project scope includes installation of a full back-up gas generator and site improvements to improve the overall efficiency of bus movement on site. The project will be substantially completed in December 2019.

Ice Plant Controls Upgrades at Tomken Twin Arena and Erin Mills Twin Arena

The ice plant controls at the two facilities operated very reactively, causing the ice plant equipment to cycle excessively. Further, there was no ability to modulate the equipment and reset the set points based on varying loads and outside conditions. Together with variable frequency drives on the brine pumps, control sequences were devised that provide greater control and flexibility to modulate the equipment, reset the set points, and anticipate varying loads quicker, thereby significantly reducing cycling and leading to energy savings. As a result of the project and one year of operation, Erin Mills Twin Arena was able to reduce its energy usage by 17 per cent in 2018 compared to 2017 and achieve an ENERGY STAR® certification.



ENERGY STAR® (2019) - Erin Mills Twin Arena

Other achievements include:

- ENERGY STAR (2018 and 2019) - City Hall Mississauga
- The Living City Energy Efficiency Gold award for City Hall (2016, 2017, 2018)
- Canada Region Energy Manager of the Year (2019)
- Energy Manager of the year (2018)
- Excellence in Project Management Award – Project Team (Race to Reduce)
- 2019 Global Influencers in Security and Fire
- Excellence in People Leadership Corporate Award –Energy Management
- The Brenda Sakauye Environment Corporate Award – Energy Management
- Emerging Leader Corporate Award – Security Services
- Innovative Business Solutions and Excellence in Project Management Award for Project Team – Cooling Tower Project, Capital Design and Construction
- Excellence in Customer Service – Individual – Building Services and Operations
- Kirk French Spirit Corporate Award – Security Services



The Brenda Sakauye Environment Corporate Award – Energy Management

The 2020-2023 Business Plan Outlook

Planning for the Future

Facilities & Property Management has a strong track record of executing projects and managing assets. We remain committed to being innovative and continue to look for new opportunities to add value to the City's infrastructure and realty landscape. We will continue to focus on due diligence, incorporating accessibility standards, energy improvements, and enhanced risk management through proactive identification and mitigation of buildings and site infrastructure-related risks to the Corporation.



As we plan for the future we continue to focus on our goals of service and understand our service response is transforming into a 24-hour business line. This will help address unexpected concerns and meet the service level expectation of the public and City staff to ensure the safe and secure use of our facilities and sites.

Our service delivery model is a hybrid approach of in-house professional and expert service and outsourced contracted services. Today we spend approximately 25 per cent of our operating budget to purchase cleaning services, pest control, preventative maintenance, fire safety inspections, and other services. Contracts for these services are managed by our experienced staff.

To ensure we continue to provide quality service and meet our clients' service level expectations we require a stable workforce of skilled, experienced staff to support critical City programs and services and manage outsourced contracts. Finding the right staff with proper qualifications is key to building strong teams to consistently deliver quality services.

Support safety and security of the public and staff through Enhanced Security Services

Enhanced Security Services

In order to become a modern and efficient organization that delivers the optimal level of security services to the City, Security Services will continue to address service gaps. The Enhanced Security Services initiative and the Integrated Security System will proactively help manage our business and continuously improve security service delivery. In addition, to leveraging technology to provide efficiencies, we are enhancing our service by leveraging third-party guard services to help effectively complement our resources when required. Critical components of an overall program (such as security risk management, prevention programs and corporate policies) are still needed. Planning is underway to address these critical components of security management in the next few years.

Integrate and implement energy efficient upgrades and practices to reduce energy waste and increase efficiency

Energy Conservation and Efficiency Programs

Continuous analysis of utility consumption, building audits and collaboration with operating staff help develop and implement energy and water efficiency programs. Monitoring energy consumption and reporting, along with promotional tactics will increase energy awareness and metrics.

We are also seeking solutions to minimize our emissions of greenhouse gases, by continuously reducing the energy consumption in existing corporate facilities and setting high standards of performance for future buildings. The new Corporate Green Building Standard has been completed and our goal is to place Mississauga as a leader in green buildings.

The City's Corporate Green Building Standard is a set of performance requirements that applies to new construction and major renovation in City-owned and operated buildings. The intent behind developing a new Corporate Green Building Standard for City-owned buildings was to promote environmentally, financially, and socially responsible practices in building design and construction. It is intended to be a standard and a guide for the City design and construction teams to deliver high-performance buildings with market-leading design, construction, and operations practices.

In response to the requirements of Ontario Regulation 507/18 under the *Electricity Act*, the City is required to report on our energy consumption and greenhouse gas emissions annually beginning 2019. This reporting will be enabled by the Five-Year Energy Conservation Plan (2019-2023), which updates the original version (2014-2019). The objectives of the plan are to

identify energy and water saving opportunities that will lower energy consumption and utility costs, improve operational efficiency, and contribute to the City's overall Climate Change Action Plan.

Continue to develop the Facilities Asset Management Plan to forecast long-term facility needs

Asset Management Strategy

Facilities & Property Managements plans to research, benchmark and improve the asset management strategy to optimize the lifecycle value and performance of facilities while improving service delivery and customer satisfaction. We will engage client groups and key stakeholders to participate in the development of strategies and evaluation of outcomes. This includes the review and refresh of the facility portfolio ranking strategy, the Facility Condition Index 10-year target and the completion of facility condition assessments.

One of the strategies to be better informed on asset condition is to complete facility condition assessments (FCAs) with the involvement of key stakeholders and facility operators.

An FCA is a comprehensive assessment of the condition of a building and its systems and sub-systems. Systems assessed include roofing, mechanical, electrical, plumbing, and interior and exterior envelopes. FCAs are planned on a four-year rotating cycle to capture and update system data to develop accurate and highly integrated lifecycle renewal capital plans. This information enables informed decisions to be made regarding the best allocation of funds to provide safe assets and extend operating life, and prioritize accordingly. We have completed approximately 10 per cent of our portfolio assessments for the current cycle and plan to complete another 10 per cent in 2019. The work planned includes a number of our heritage facilities to

provide us a better understanding of their condition and will allow us to make informed decisions that will reflect and improve their current state and building condition index.

Accessibility Audits

Last year we completed accessibility audits on a number of our City buildings. These accessibility audits help in prioritizing the accessibility related requirements of planned capital projects in existing buildings. A thorough accessibility review during the design stage of all new capital projects ensures that accessibility requirements are captured early on in the process. Over the next few years we will be incorporating the audit recommendations into our forecasting database to ensure we are aware of the needs of these specific sites and can leverage technology to manage the data.

Support and address our aging infrastructure needs with additional project management expertise and resources

Staff Resources to Maintain Our Service Levels

Facilities & Property Management will continue to provide in-house professional property, asset and project management services. This includes project planning, space planning, accessibility, energy conservation, budgeting, procurement, construction and maintenance. We also provide expertise in negotiations, acquisitions and agreements for real property, which are required on many of our projects. We provide business units with expert knowledge to support their business continuity.

Volumes of work have been consistent and are expected to increase due to City growth and aging infrastructure. On average we spend approximately 80 per cent of our capital budget on lifecycle maintenance alone. In addition, grant-funded projects

and capital construction projects funded from other service areas remain part of Facilities & Property Management's workplan and require our staff resources for their management. A few of the anticipated projects include:

- Building new and renovating existing fire stations
- Redeveloping and rebuilding the South Common Community Centre
- Pool additions and facility improvements for Carmen Corbasson Community Centre and Burnhamthorpe Community Centre
- Interior renovation and mechanical upgrades for Meadowvale Theatre
- Replacement of the existing bus hoists and upgrading our existing bus wash bay at a few of our transit facilities
- Replacement of pathway lighting and parking lot asphalt to support our parks
- Feasibility study support for the Yard Master Plan and Modernization Study

These projects, along with our lifecycle maintenance work require project management staff in order to maintain the service delivery model over the next few years.

Support is also required for Realty Services to manage agreements, leases and administration requirements for its active files. Currently all active files managed by Realty Services, including data management and maintaining of agreements information, involve manual processes and use a number of different software solutions. Multiple inputs and systems to manage this information can expose the City to potential risk from errors, and loss of business continuity. Over the past two years Realty Services has made efforts to improve existing processes and standardize its approach. In order to further reduce financial, reputational, and physical risks to the City Realty Services is seeking a solution to support reporting, maintenance and administration of agreements for the sites

within its portfolio. This solution will focus on key objectives (i.e., reporting, tracking, inventory, ease of use), reduce risk and allow for future expansion to be achieved at a reasonable cost.

Office Space Strategy

Facilities & Property Management is committed to introduce a new work office space strategy that will create a dynamic workplace that supports our business, people and culture now and into the future. Facilities & Property Management continues to be innovative when it comes to planning office spaces for all staff taking into account new technology and flexible work times. This helps the City attract and retain valuable staff in a very competitive labour market and can result in cost savings associated with lease space, new hire furniture and furniture relocations. The Space Planning team has been engaging key stakeholders, staff and a consulting firm to help deliver this initiative throughout the organization. Planning is currently underway along with a few pilot projects to help address current space pressures. Additional planning and resources will be required to fully implement recommendations.

Finding Efficiencies

Lean Program

The City's Lean Program focuses on strengthening the organization's culture of continuous improvement and instills Lean concepts and principles as a way of work in every Service Area. The program focuses on maximizing customer value and minimizing waste along with empowering staff at all levels to problem-solve on a daily basis.

Since becoming permanent in 2016, the Lean program has delivered significant results. Ninety-eight per cent of Facilities & Property Management staff have received introductory White Belt Training and by year end we will be at 100 per cent; four staff have received intermediate Yellow Belt Training, and four staff have received advanced Green Belt Training. Eleven projects (including rapid improvements) and 497 small improvements have produced such enhancements as improved customer experience, faster processing times, higher quality and lower costs. (For definitions of classifications, see the Glossary.)

Some highlights of the many projects and small improvements completed include:

- Yellow Belt - Identifying services that were not previously captured in our service delivery model and implementing a measurable approach in order to provide an improved customer experience
- Green Belt - Reviewed the scheduling and compensating of Facilities & Property Management shift work staff where a consistent procedure has been created and implemented for payroll entry. The team has freed up 940 hours per year of staff time for value-added work, such as crime prevention and awareness
- Small Improvement – Facilities & Property Management Key Project Links allows the Leadership team to review at a glance which Capital Projects are underway, where they are by Ward, and the project status reports
- Small Improvement – Realty created a pre-approved template for BIA Patio Agreements to be shared between Realty and Legal Services. Use of the template improves turnaround time and customer service, and can be used for future agreements

Completed Initiatives					Total Benefits	
Improvement Type	2014-2017	2018	Sept 2019	Total	Type	Total
Small Improvement	168	217	112	497	Cost Savings and Avoidance	\$1,447,008
Rapid Improvement	1	1	1	3	Customer Service Improvements	140
Project	3	5	-	8	Safety Improvements	81
Total	172	223	113	508	Environmental Improvements	54

In-Progress Initiative	Goals of the Initiative
Yellow Belt – Small Projects Scope Package	<p>As there is no set process for handling the increasing Small Projects by the Space Planning Team, this review aims to:</p> <ul style="list-style-type: none"> • Create a standardized process • Reduce touch-time by 20% • Introduce approvals to mitigate errors • Increase customer satisfaction • Reduce staff stress and burnout
Yellow Belt – Pool Make Up Water Process	<p>The purpose is to conserve water and energy consumption in pool operations through judicious application of pool regulations and best practices. The project will optimize the amount of make-up water added to the pool on a daily basis with due consideration for water quality and maintaining compliance with the Pool Regulator Requirements.</p>
Green Belt – Rent Collection Process	<p>The purpose of this project is to review and assess the efficiency of Realty Services' current manual rent collection process. This project will identify the gaps, problems and areas for improvement using Lean principles in order to:</p> <ul style="list-style-type: none"> • Reduce staff time required to process payments by 30-50% • Receive rent payments in a timely manner • Identify and provide efficient alternative methods of payment to tenants

Other Continuous Improvement Programs and Initiatives

Facilities & Property Management encourages a culture of continuous learning by developing a tailored Continuous Improvement Program that is embraced by all staff, and has also now been adopted by all of Corporate Services. Listed below are a few ways staff have been engaged to participate and embed continuous improvement and Lean methodologies into their work environment:

- Staff facilitation and change management training – Facilities & Property Management has developed a training program that is specific to its service that builds the staff skills related to facilitating collaborative discussions and leading change management
- One hundred per cent Lean White Belt Trained – All staff are required to take the Lean White Belt Training
- Active Training Program for Yellow and Green Belts – The Facilities & Property Management Leadership Team strategically nominates staff to participate in the Yellow and Green Belt training programs. For 2018/2019 several staff are participating in these programs where past results have directly improved Facilities & Property Management's customer service and value for money
- Continuous Improvement Journey Event – Facilities & Property Management engaged all staff during a facilitated workshop to capture opportunities for possible improvements within the Division. A number of ideas were shared and staff have taken the initiative to bring these ideas through to fruition

-
- Continuous Improvement Champions – Volunteers within each section of Facilities & Property Management are helping to continue the conversation on Continuous Improvement and empower their teams to identify, manage and execute change. They help promote the Continuous Improvement Program by creating awareness and providing tools and support to their teams
 - Standing Agenda Item for Team Meetings – Lean Small and Continuous Improvements updates are a standing item for each team meeting. This gives staff an opportunity to bring forward an idea or recognize the efforts for an implemented solution, and ensures the conversation is being continued
 - Continuous Improvement Divisional Workshop – F&PM held a division-wide workshop to sample three tools for identifying and working through opportunities for improvement. The event also created awareness about continuous improvement and empowered staff by providing tools and a safe space to practice using them
 - Share & Tell – Each Continuous Improvement Champion has selected a specific improvement their team has completed and is sharing it with another section that may be impacted by the improvement or may leverage the work done for their own processes. This helps create opportunities to network and breaks down barriers



As a division we **encourage** a **culture of continuous learning** and together we are committed to finding **efficiencies** and improvements

Many **regular improvements** are applied to our work and processes **every day**

Advancing the City's Strategic Plan

The City's Vision and Strategic Plan are the starting points for our annual business planning and budgeting cycle. The 40-year Strategic Plan, Our Future Mississauga, is built on five pillars – **move, belong, connect, prosper, and green**. Business plans are designed to strengthen aspects of these pillars to support the attainment of Mississauga's Vision.

Below are examples of how the initiatives of Facilities & Property Management relate to the Strategic Plan pillars.

move - developing a transit oriented city

- Provide maintenance and security to transit facilities that see a lot of public use
- Build accessible facilities that promote the use of the developing City transit system
- Acquire property interests in support of the various transit initiatives

belong - ensuring youth, older adults and new immigrants thrive

- Continue to implement accessibility upgrades to improve universal "visit-ability" of City facilities
- Continue to build awareness of accessibility through the Accessibility Plan
- Build facilities that appeal to the diverse needs of all of our residents

connect - completing our neighbourhoods

- Commit to building and maintaining infrastructure with a Facility Asset Management Strategy and a Facilities Maintenance Program in alignment with City plans
- Continue to connect with the public through the Community Outreach program and public meetings for our projects
- Develop vibrant and safe facilities that serve the public needs but also become destinations of choice
- Develop approaches to reduce the risks associated with crime and victimization with a crime prevention and awareness program
- Acquire property to support expansion of parks and road networks

prosper - cultivating creative and innovative businesses

- Develop partnerships with Mississauga North Soccer Club, Active Adults Centre and Central Parkway Mall to provide options to get best value for taxpayers' money

green - living green

- Actively pursue grants for energy conservation projects City-wide
- Actively review and implement ways to reduce energy usage and GHG emissions City-wide
- Champion the implementation of sustainable technologies in our new and redeveloped facilities
- Acquire property to support expansion of our park network

Transforming our Business with Technology

Advancements in technology have played a crucial role in the continued success of our service delivery. By leveraging technology to enhance our “partnering for success” philosophy, over the next few years we will continue to focus on increasing efficiencies, further aligning to our Strategic Plan green pillar and enhancing end-user interfaces and stakeholder satisfaction.

Leverage technology to improve service delivery

Mobile-friendly Applications

Facilities & Property Management is currently working with Information Technology to develop two mobile-friendly applications to improve our service delivery for daily maintenance work involving our vendors, clients and City staff.

The Computerized Vendor Maintenance Management System application will connect with our inventory management system and allow vendors to receive work requests and update ‘task performed’ status. Real-time task reporting will enable staff to monitor vendor work performance.

A mobile-friendly application for requesting services will promote the self-service model for both internal and external stakeholders, while improving connectivity, communication and collaboration, and reducing duplication. This application will be available on multiple devices and will interface with other existing applications.

Integrated Security System

We proactively adopt technology to manage our business and continuously improve service delivery. Leveraging the existing security system platforms and adding new capabilities to the

incident management and dispatch processes will provide new business intelligence, risk management and mapping functionality for our Security Services team.

Energy Management and Building Control

Building systems such as lighting, heating, air conditioning, ice plants and pools are controlled and monitored through various building automation systems (BAS). Over the years using BAS has evolved into an enterprise solution to allow the monitoring, control and integration of all facilities and equipment from outside locations through a web browser.

In addition to our BAS, Energy Management has installed real-time data utility monitoring systems. The real-time utility monitoring system and advanced analytics provide the ability to identify changes in building energy usage and track savings. This immediate feedback allows us to easily connect the actions with the results. It is an important tool which shows proof of the positive outcomes of the energy conservation effort and boosts people’s motivation to continue on this path.

Real Property Administration

Realty Services is looking to acquire a real property administration software solution to integrate with existing software and input information to effectively manage contracts and agreements for the Realty Services section. This new software solution is required to help reduce risk of human error, provide timely notice of key dates, improve work flow and accountabilities, improve efficiency/use of resources, track portfolio performance and allow for strategic analysis.

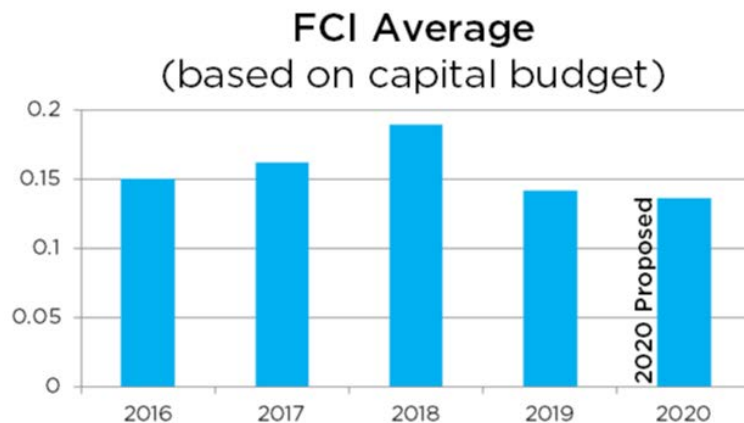
Other Software Solutions

Facilities & Property Management is looking for other software solutions to improve our service delivery. We continue to research how to leverage technology to improve our operations, manage projects and understand the use of our buildings, to manage existing databases, and support service delivery.

Maintaining Our Infrastructure

Facilities & Property Management continues to maintain our buildings and site infrastructure with a robust and reliable asset management and capital planning system to forecast lifecycle pressures. Aging infrastructure requires systematic allocation of limited resources to maintain City-wide services.

Building condition is defined in terms of Facility Condition Index (FCI). The FCI is a standard facility management benchmark that is used to objectively assess the current and projected condition of a building or asset. The FCI is defined as the ratio of total cost of repair/maintenance to current building replacement value, where the current replacement value equals one. Lower FCI numbers are good, whereas a higher FCI number indicates deterioration of a building due to lifecycle renewal stress. The average FCI for the City facility portfolio in 2018 was within the fair range, which is 0.1 to 0.3. As we deliver work and receive funding for lifecycle investments we expect the FCI average to improve.



Using the FCI numbers allows buildings to be compared analytically and highlights the buildings that are in the greatest need of renewals, repairs or lifecycle replacements. It helps in

determining which buildings should be considered for major lifecycle renewal renovations or upgrades. Deferring the funding of capital lifecycle repairs/replacements will result in an increase to FCI values and the real risk of increased emergency situations as well as increasing the probability of system or asset failure impacting service delivery. Our computerized asset management program calculates the value based on age of the facility and its systems. As we continue to complete building condition assessments of all our facilities the asset database information is updated, maintained and checked for accuracy.



**Facility Condition
Index average
rating for 2018**  **0.19**

The database of the asset management program contains useful lifecycle details of all assets and systems, and renewal costs which are updated annually. The system has mathematical modules which perform data mining and processing to generate a prioritized system renewal list with associated budget costs. Buildings and systems that are in the greatest need of renovations, repair or lifecycle replacements are ranked and recommended for capital funding based on the risk and impact analysis.

Together with the approved priority rankings and scope validations, we develop and continuously refine capital plans for lifecycle renewal capital projects for the next 10 years.

For 2019, Lifecycle Renewal and Rehabilitation projects make up 74 per cent (\$23.8 million) of Facilities & Property Management's capital budget request of \$32.3 million broken down as follows:

- Mechanical Replacement - \$8.6 million
- Lighting Replacements and Renewal - \$3.1 million
- Parking Lot Renewal - \$2.4 million
- Elevators Renewal - \$1.9 million
- Roof Replacement - \$1.7 million
- Flooring Renewal - \$1.4 million
- Emergency Repairs - \$1.1 million
- Other Lifecycle Projects including Doors, Security and Structural renewal - \$3.6 million

The Facilities & Property Management capital budget has had a steady increase from \$8.7 million in 2014 to \$26.9 million in 2018. Over the next 10 years the Facilities & Property Management capital budget will average \$38 million per year which will be a two per cent renewal funding rate. This additional funding will allow us to maintain our infrastructure in a state of good repair and maintain good FCI ratings.

The table to the right is showing the immediate impact on the current FCI values of our various facilities portfolios once the 2019/2020 projects have been completed.

The FCI values are an important factor used to help make informed decisions. During the prioritization process we utilize the gap between the FCI rating and the desired 10-year target to help rank the recommendations for the capital budget and provide insights for future work. For example, with the Heritage Building Category reflecting a large variance between the 10-year target and the actual FCI we are prompted to investigate and review work required at these sites. As a result, we need a better understanding of the condition of these assets and have included a number of the heritage buildings in the next phase of our facility condition assessments.

Building Category	10 Yr Target FCI	FCI Upon Completion of 2019 Projects	FCI Upon Completion of 2020 Projects
Corporate	0.10	0.108	0.106
Culture	0.15	0.304	0.288
Fire	0.20	0.111	0.111
Library	0.15	0.052	0.048
Parks	0.25	0.233	0.221
Recreation	0.15	0.144	0.136
Transit	0.20	0.119	0.110
Works	0.25	0.219	0.219
Average All Categories		0.142	0.136

Managing Our Human Resources

Workforce Analytics

Facilities & Property Management is a mix of highly skilled technical staff with various professional backgrounds, complemented by highly dedicated front-line service delivery staff. The team works collaboratively to provide support to all City facilities, parks and the transit system. Facilities & Property Management is comprised of engaged, certified and experienced employees.

Our Structure

The Division is made up of seven sections:

- Asset Management & Accessibility – Responsible for the Facility Asset Management Program and long-range capital plan
- Building Services & Operations – Responsible for Civic Precinct, custodian services, event support and space planning
- Capital Design & Construction – Administers project management for capital projects and accessibility services
- Energy Management – Develops and implements energy and water efficiency programs, monitors energy consumption
- Facilities Maintenance – Administers maintenance for site services, electrical services and HVAC/mechanical services
- Realty Services – Conducts negotiations, acquisitions, disposals, land exchanges, leases and appraisals of property
- Security Services – Responsible for City-wide security operations, transit enforcement and security awareness

Our Talent

The team is comprised of engaged, certified and experienced professionals, with specialties in Project Management, Property Management, Contract Management, Asset Management, Environmental Sustainability, Architecture/Engineering, Trades (e.g., electricians, plumbers, gas fitters, mechanical), Negotiations, Land and Lease Agreements, Appraisals, Energy Management, Building Operations, Security Services and Operations, Risk Management, Business Analysis, Workplace Space Strategy, and Lean.

Professional accreditations and designations include Architects, Engineers, Chartered Professional Accountants, Master of Business Administration, other post-secondary degrees, Project Management Professionals, LEED Certification, Senior Right of Way Professionals, Fellow of the Real Estate Institute, Canadian Residential Appraisers, Certified Property Managers, Certified Energy Managers, Building Owners and Managers Institute (BOMI) - System Maintenance Administrator, Air Conditioning and Refrigeration Technicians, Environmental Systems Technologist, Membership in Institute of Asset Management and Canadian Network of Asset Managers, Lean Belts (White, Yellow and Green).

Critical Roles/Functions to Achieve Business Goals

Current staffing issues focus on a skill shortage and the right combination of qualifications, experience and technical expertise. In order to obtain the best candidates and engage our current workforce, we have developed the following strategies:

- Targeting succession planning programs to address the turnover of staff in key high-risk specialized areas
- Obtaining and/or retaining talent by leveraging co-op students, career bridge students and interns to build relationships with local technical education communities

- Implementing the talent management strategy to identify and retain high performing and high potential staff
- Investing in staff to keep their skills and expertise current and prepared for the future with training sessions, conferences and workshops as well as support to obtain and retain their professional accreditations from various professional institutions
- Providing effective learning opportunities and development assignments to staff

Talent Needs

Each section has specialized roles. As staff retire, positions become vacant and promotions or new hires are required. The immediate talent needs include filling these positions with the right skill set. Some sections have a roster routine to build the competencies of existing part-time staff. Other sections have specialized skill sets that are difficult to fill. We continue to build upon our strategies to hire and develop the right people.

Budget requests (BRs) have been made for 2020 to hire additional project managers to support and deliver the capital budget and staff to support the delivery and implementation of the real property administration software solution.

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2019	2020	2021	2022	2023
Asset Management & Accessibility	10.0	10.0	10.0	13.0	14.0
Building Services & Operations	45.7	45.7	46.9	46.9	46.9
Capital Design & Construction	26.0	29.0	29.0	29.0	29.0
Energy Management	7.0	8.0	9.0	9.0	9.0
Facilities Maintenance	29.0	29.0	29.0	30.0	30.0
FPM Office of the Director	6.9	7.8	7.8	7.8	7.8
Realty Services	12.0	15.0	16.0	12.0	12.0
Security	74.3	74.4	74.4	74.4	74.4
Total Service Distribution	210.8	218.8	222.0	222.0	223.0

Note: Numbers may not balance due to rounding.

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2020-2023 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The budget for 2019 was \$23.7 million and the proposed budget for 2020 is \$25.1 million.

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels within Facilities & Property Management is a net increase of \$1,404,000 for 2020.

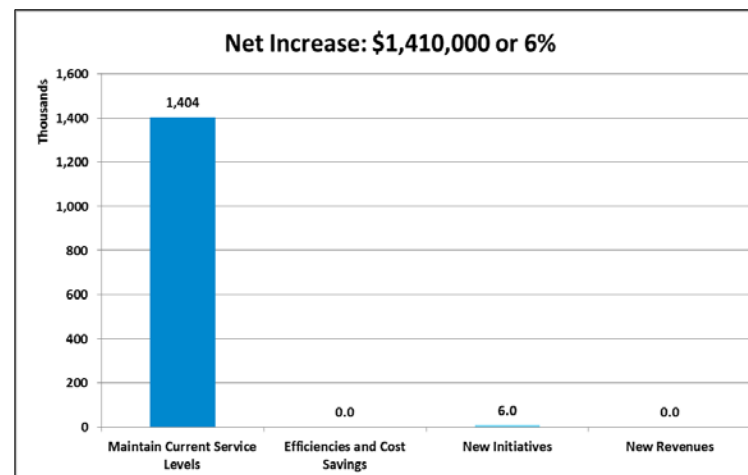
Highlights for the proposed budget changes are:

- Labour cost is projected to increase by \$707,000 and reflects labour adjustments and other fringe benefit changes
- Other operating increases include \$150,000 for Sprinkler inspections; \$75,000 for Cleaning service contracts due to market conditions and minimum wage impact; \$50,000 for Asbestos Management Program; \$38,000 for utilities, driven by both rate and consumption; \$22,000 additional staff training cost for security officers; and, \$194,000 due to removal of Provincial Offences Act (POA) revenue offsetting labour cost. These increases are partially offset by a \$16,000 reduction of one-time costs for Real Property Administration Software paid in 2019
- \$184,000 is for annualization of prior budget decisions for third-party guard services

New Initiatives

BR# 5505 - Capital Design and Construction Staff: This is a continuation of a prior-year budget decision and includes four FTEs for Facilities & Property Management in 2020. The labour cost will be fully recovered from capital and there is a \$6,000 operating cost to pay for professional/membership fees of project managers.

Proposed Changes for 2020 Net Operating Budget by Category (\$000s)



Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2020-2023, as well as the 2019 Budget and 2018 Actuals by major program within the Service Area.

Proposed Budget by Program (\$000s)

Description	2018 Actuals	2019 Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Expenditures to Deliver Current Services						
Asset Management & Accessibility	846	1,127	1,140	1,158	1,177	1,196
Building Services & Operations	6,331	6,560	6,526	6,682	6,822	6,984
Capital Design & Construction	491	1,254	1,500	1,561	1,624	1,592
Energy Management	1,025	886	1,039	1,055	1,072	1,089
Facilities Maintenance	6,911	6,945	7,223	7,492	7,547	7,602
FPM Office of the Director	782	743	827	837	848	858
Realty Services	1,438	1,636	1,652	1,678	1,721	1,749
Security	4,457	5,168	5,605	6,176	6,257	6,339
Total Expenditures	22,281	24,318	25,511	26,639	27,066	27,409
Revenues	(1,038)	(660)	(449)	(449)	(449)	(449)
Transfers From Reserves and Reserve Funds	0	0	0	0	0	0
New Initiatives and New Revenues			6	98	219	368
Proposed Net Budget Including New Initiatives & New Revenues	21,243	23,659	25,069	26,289	26,837	27,329
Expenditures Budget - Changes by Year			5%	4%	2%	1%
Proposed Net Budget - Changes by Year			6%	5%	2%	2%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour; operational costs; and facility, IT and support) and revenues are shown by category with the approved 2019 budget for comparison. The three columns to the far right of the table show the totals proposed for 2020 and their dollar and percentage changes over 2019.

Summary of Proposed 2020 Budget (\$000s)

Description	2019 Approved Budget	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Years Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	2020 Proposed Budget	\$ Change Over 2019	% Change Over 2019
Labour and Benefits	16,549	(86)	0	794	0	108	0	17,364	815	5%
Operational Costs	9,364	505	0	184	0	6	0	10,059	695	7%
Facility, IT and Support Costs	(1,615)	(187)	0	0	0	0	0	(1,802)	(187)	12%
Transfer To Reserves & Reserve Funds	20	(17)	0	0	0	0	0	3	(17)	-85%
Total Gross Expenditures	24,318	215	0	978	0	114	0	25,625	1,306	5%
Total Revenues	(660)	211	0	0	0	0	0	(449)	211	-32%
Transfer From Reserves & Reserve Funds	0	0	0	0	0	(108)	0	(108)	(108)	0%
Total Net Expenditures	23,659	426	0	978	0	6	0	25,069	1,410	6%

Summary of Proposed 2020 Budget and 2021-2023 Forecast (\$000s)

Description	2018 Actuals	2019 Approved Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Labour & Benefits	14,612	16,549	17,364	17,861	18,301	18,571
Operational Costs	8,816	9,364	10,059	10,821	10,932	11,156
Facility, IT and Support Costs	(1,454)	(1,615)	(1,802)	(1,802)	(1,802)	(1,802)
Transfer To Reserves & Reserve Funds	307	20	3	3	3	3
Total Gross Expenditures	22,281	24,318	25,625	26,883	27,434	27,928
Total Revenues	(1,038)	(660)	(449)	(449)	(449)	(449)
Transfer From Reserves & Reserve Funds	0	0	(108)	(146)	(148)	(151)
Total Net Expenditures	21,243	23,659	25,069	26,289	26,837	27,329

Note: Numbers may not balance due to rounding.

Proposed Cost Increase Required to Maintain Current Service Levels

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

Description	2019 Budget (\$000s)	2020 Proposed Budget (\$000s)	Change (\$000s)	Details (\$000s)
Labour and Benefits	16,549	17,257	707	Increase Reflects Labour Adjustments and Other Fringe Benefits Changes
Administration and Support Costs	(1,615)	(1,802)	(187)	(107K) Recovery from TW for increase to Cleaning contracts (80K) Recovery from CMS for increase to Cleaning contracts
Advertising & Promotions	3	3	0	
Communication Costs	36	36	0	
Contractor & Professional Services	2,319	2,766	446	262K Minimum wage impact and market conditions for cleaning contracts 184K Third Party Guard Services - Security Services
Equipment Costs & Maintenance Agreements	1,641	1,825	184	150K Sprinklers Inspection 50K Asbestos Management Program (16K) Removal of One-time costs for Real Property Administration Software paid in 2019
Finance Other	(19)	(35)	(16)	(16K) Increase recovery from Transit for staff development cost
Materials, Supplies & Other Services	181	181	0	
Occupancy & City Costs	4,805	4,842	38	25K Increase for Water/Waste Water 13K Increase for Heating Fuel (1K) Decrease for Hydro
Staff Development	112	150	38	22K Staff training for Security Officers 16K Staff training for Transit Security Officers
Transfers To Reserves and Reserve Funds	20	3	(17)	(17K) Reduction due to full repayment of loan for renewable energy Project (PN07-935), offset by reduction in revenues.
Transportation Costs	286	286	0	
Subtotal - Other Operating	7,769	8,254	485	
Total Revenues	(660)	(449)	211	194K Reduction in Provincial Offences Act (POA) revenue now moved to offset labour cost 17K Reduction in solar revenue due to full repayment of loan for renewable Energy Project (PN07-935)
Transfers From Reserves and Reserve Funds	0	0	0	
Subtotal - Revenues	(660)	(449)	211	
Total	23,659	25,063	1,404	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by Budget Request (BR) for proposed new initiatives. Each BR is numbered. Detailed descriptions of each Request can be found in the pages following the table.

Description	BR #	2020 FTE Impact	2020 Proposed Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2020 to 2023 FTE Impact	2020 to 2023 Capital (\$000s)
New Initiative								
Intelligent Building Analytics Program	5434	0.0	0	0	84	171	1.0	94
Capital Design and Construction Staff Resources – Project Managers	5505	4.0	6	6	6	6	4.0	43
Real Property Administration Solution	5925	3.0	0	0	8	8	0.0	639
Energy Management Utilities Analyst	5926	0.0	0	92	121	123	1.0	0
F&PM Enterprise System	6039	0.0	0	0	0	60	4.0	1,190
Total New Initiatives		7.0	6	98	219	368	10.0	1,966
Total New Initiatives and New Revenues		7.0	6	98	219	368	10.0	1,966

Note: Numbers may not balance due to rounding. Amounts are Net.

Proposed Initiative

Capital Design and Construction Staff Resources –
Project Managers

Department

Corporate Services Department

Service Area

Facilities & Property
Management

Description of Budget Request

To continue to deliver and manage capital construction projects to address our aging buildings and site infrastructure needs Capital Design & Construction (CDC) requires eight additional permanent full-time Project Manager staff resources (four in 2019, and four in 2020). These positions are to be funded by capital recovery with minimal operating budget (\$6,000) impact in 2020.

Required Annual Operating Investment

Impacts (\$000s)		2020	2021	2022	2023
Gross Expenditures		113.7	151.8	154.2	156.7
Reserves & Reserve Funds		107.7	145.8	148.2	150.7
User Fees & Other Revenues		0.0	0.0	0.0	0.0
Tax Levy Requirements		6.0	6.0	6.0	6.0
* Net Change in \$			0.0	0.0	0.0
FTEs		4.0	4.0	4.0	4.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	43.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Volumes of work have been consistent and are expected to increase due to City growth and aging infrastructure. As a result an increase in CDC staff is required to deliver the planned capital budget and maintain the service delivery model. If the staff counts remain the same, backlog will accumulate while new capital projects are approved making it difficult to plan, manage and execute these high priority projects at the same level of service as they have been delivered to date.

Details of Service Change

With the approved capital budget, aging infrastructure and grant funding priorities, CDC will require the appropriate staff resources to be able to plan, manage and execute these high-priority capital projects. Over the past four years, each CDC Project Manager has been able to spend an average of \$2 million per year implementing capital projects. In 2017 with 18 Project Managers CDC project Managers spent \$36 million delivering capital construction projects and feasibility studies. We can anticipate this year to achieve \$38 million based on CDC complement of 19 staff. However, with the existing work in progress (WIP) balance and the new City-wide capital budget requirements equalling approximately \$90 million it will be difficult to deliver the expected projects to our existing standards. Over the next few years the recommendation for additional staff will enable CDC Project Managers to manage and deliver the forecasted capital projects and prepare for the next planned increase in the F&PM capital budget.

These additional staff resources are required to continue to provide professional project management services and expertise at the same service level as they have been delivered to date.

For 2019, the request includes one permanent full-time Senior Project Manager (Grade I) and three permanent full-time Project Managers (Grade H). For 2020, the request includes one permanent full-time Senior Project Manager (Grade I) and three permanent full-time Project Managers (Grade H).

Service Impact

CDC Project Management staff resources have remained the same over the past few years, and have been handling the increase in workload with existing staff capacity. These pressures are not sustainable and the additional resources are needed to avoid decreased employee engagement, overworked staff and associated high staff turnover rates.

Proposed Initiative

Real Property Administration Solution

Department

Corporate Services Department

Service Area

Facilities & Property
Management

Description of Budget Request

This request is for three contract staff for 2020 and four contract staff for 2021 (2020 – one Realty Services Business Lead, one IT Project Lead, one IT Business Analyst, plus one IT Developer for 2021) to help implement a real property administration software solution, integrate with existing software and input information to effectively manage contracts and agreements for the Realty Services section.

Required Annual Operating Investment

Impacts (\$000s)		2020	2021	2022	2023
Gross Expenditures		0.0	0.0	8.3	8.3
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		0.0	0.0	8.3	8.3
* Net Change in \$			0.0	8.3	0.0
FTEs		3.0	4.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	251.3	387.9	0.0	0.0

Why Staff Recommend this Initiative

In order to administer the Realty Services portfolio, key dates, costs, renewals, insurance, contacts, budget projections and revenue, these are manually inputted in excel and access database sheets. Accurate reporting requires multiple steps and information manually pulled from multiple databases. This activity is inefficient, exposing the City to reputational and financial risk and loss of business continuity, and is not sustainable.

Details of Service Change

Realty Services is looking to acquire a Real Property Administration Solution to reduce risk of human error, provide timely notice of key dates, improve work flow and accountabilities, improve efficiency/use of resources, track portfolio performance and allow for strategic analysis. Providing an integrated solution would improve the management and administration of real estate files including rent collection, cost recovery, analysis, inventory, financial and key performance indicators (KPI) reporting.

Service Impact

Realty Services is administering a property portfolio of 105 leases, 328 licenses, 243 encroachments and 262 other agreements (i.e., management and operation agreements, shared use), for a total number of 938 active files having a combined monetary value of approximately \$7.2 million.

In order to reduce financial, reputational, and physical risks to the City, Realty Services is seeking to improve its reporting and accountability relative to the maintenance and administration of agreements by introducing a software solution which provides the highest possible return relative to key objectives (i.e., reporting, tracking, inventory, ease of use), reduces risk and allows for future expansion to be achieved at a reasonable cost.

Currently, agreement data is tracked across various data sources and systems including an MS Access database, Excel spreadsheets, SharePoint, and other reference repositories, all serving to administer contractual obligations. Data management and maintaining of agreements information is an entirely manual, time consuming and inefficient process, exposing the City to potential risk from errors, and loss of business continuity.

Proposed Initiative

Energy Management Utilities Analyst

Department

Corporate Services Department

Service Area

Facilities & Property
Management

Description of Budget Request

This request is for one full-time position. The Energy Management section requires a full-time staff member (Utilities Analyst) to perform bill, consumption and rate verification. As well, analyze utility bills to identify and implement consumption reduction measures and liaise with facility managers.

Required Annual Operating Investment

Impacts (\$000s)		2020	2021	2022	2023
Gross Expenditures		0.0	92.1	120.6	122.7
Reserves & Reserve Funds		0.0	0.0	0.0	0.0
User Fees & Other Revenues		0.0	0.0	0.0	0.0
Tax Levy Requirements		0.0	92.1	120.6	122.7
* Net Change in \$			92.1	28.5	2.1
FTEs		0.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

With recent improvements to the utilities invoice payments process, one FTE is required to continue delivering the utility budget forecast, variance analysis, bills validation, consumption analysis/reporting, monitoring/verification for incentive application project, reporting on Energy Management Plan and the utility consumption estimates for lease and contract agreements. Without this function, we're exposing the City to reputational and financial risk and loss of business continuity.

Details of Service Change

The implementation of the SAP Concur Solution will automate the bills processing and payment at City of Mississauga. With this new bill payment improvement there are a few gaps to be addressed. The utility bills validation and authorization process will not be possible without the consumption and rate information entered and processed within the Energy Management Information System (EMIS). These tasks will now be the responsibility of the Energy Management (EM) group which aims to improve the bills validation process by extracting all the required fields (not only consumption) from the bills in order to perform a thorough analysis of the consumption and charges. In addition, transition to Concur will introduce new tasks required to reconcile the data from the two sources (EMIS and Concur) and make sure the cost will be allocated to the correct cost centres. These tasks will also fall under EM's responsibility.

Service Impact

In 2019, the utility billing process is planned to be performed through the SAP Concur Solution. The Concur solution allows invoices to be scanned and using Optical Character Recognition (OCR) extract invoice data and export to SAP. Concur is unable to extract the utility data from the invoice which are required for the utility management activities. Payment of the bills will be performed through an electronic fund transfer to Utilities from a holding account; cost allocation against the correct cost centres cannot be done by the Concur solution.

The new full-time position will mainly assist with the utility data entry into the EMIS, bills verification (up to 7,000 bills/year), consumption and rate validation (up to 7,000 bills/year), liaise with facility managers during budget creation process and variances analysis and manage financial validation process (including errors investigation and resolution).

Proposed Capital Budget

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

Proposed 2020-2029 Capital Budget by Program (\$000s)

Program Expenditures	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	Total 2020-2029
Infrastructure and Performance Improvements	8,881	4,532	2,394	3,564	1,861	21,233
Lifecycle Renewal and Rehabilitation	26,545	27,892	24,766	34,138	285,350	398,691
Services and Operations	1,500	0	0	0	0	1,500
Total	36,926	32,424	27,160	37,702	287,211	421,424

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

Proposed 2020-2029 Capital Forecast Highlights:

For 2020, Lifecycle Renewal and Rehabilitation projects make up 76 per cent (\$26.5 million) of our capital budget request of \$35 million, broken down as follows:

- Mechanical Replacement - \$10.9 million
- Hoist Renewal - \$5.4 million
- Roof Replacement - \$2.2 million
- Lighting Replacements and Renewal - \$1.4 million
- Parking Lot Renewal - \$1.3 million
- Elevators Renewal - \$1.3 million
- Emergency Repairs - \$1.2 million

Other Lifecycle Projects including Structural, Accessibility and Flooring Structural renewal - \$2.8 million.

Facility Services and Capital Construction and Improvement make up the balance at \$10.4 million with major projects focusing on City Centre Transit Terminal, Energy Enhancements on infrastructures and City Hall improvements.

Proposed 2020-2029 Capital Budget by Funding Source (\$000s)

The following table provides the funding sources proposed to fund the capital portion of the proposed 2020-2023 Business Plan and 2020 Budget and the consolidated forecast for 2024-2029.

Funding	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	Total 2020-2029
Tax Capital	29,368	32,424	27,160	37,702	287,211	413,866
Gas Tax	7,558	0	0	0	0	7,558
Total	36,926	32,424	27,160	37,702	287,211	421,424

Proposed 2020 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2020.

Program: Infrastructure and Performance Improvements

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CPFP006561	City Hall Ground Floor - Technology and Wayfinding Improvements	1,310	0	1,310	Tax Capital
CPFP007199	Furniture & Relocations Improvements - City Wide	334	0	334	Tax Capital
CPFP007255	Security Enhancements - Various Locations	130	0	130	Tax Capital
CPFP007583	Real Property Administration Solution	239	0	239	Tax Capital
CPFP008102	Facility Renewal - City Centre Transit Terminal/ Square One Bus Terminal - Phase 2	2,800	0	2,800	Gas Tax, Tax Capital
CPFP008114	Security Enhancements - Various Locations 2020	302	0	302	Tax Capital
CPFP008176	Energy Enhancement - Various Locations	1,456	0	1,456	Tax Capital
CPFP008178	Furniture & Relocations Improvements - City Wide 2020	810	0	810	Tax Capital
CPFP008262	Infrastructure and Performance Improvements (Energy Enhancements)	1,500	0	1,500	Tax Capital
Total		8,881	0	8,881	

Note: Numbers may not balance due to rounding.

Proposed 2020 Capital Budget Detail (Cont'd)

Program: Lifecycle Renewal and Rehabilitation

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CPFP005848	Pathway Lighting - East	230	0	230	Tax Capital
CPFP006430	Elevators Renewal-Various Locations	1,325	0	1,325	Tax Capital
CPFP007145	Arena Renewal - Carmen Corbasson/Cawthra CC Arena	680	0	680	Tax Capital
CPFP007148	Arena Renewal - Erin Mills Twin Arena	2,113	0	2,113	Tax Capital
CPFP007151	Arena Renewal - Iceland Arena	1,200	0	1,200	Tax Capital
CPFP007154	Arena Renewal - Meadowvale Four Rinks Arena	327	0	327	Tax Capital
CPFP007158	Arena Renewal - Paramount Fine Foods Centre	1,000	0	1,000	Tax Capital
CPFP007162	Arena Renewal - Tomken Twin Arena	129	0	129	Tax Capital
CPFP007168	City Centre Transit Terminal/ Square One Bus Terminal - Fire Panel Assessment Design	27	0	27	Tax Capital
CPFP007171	Erin Meadows CC Pool & Library - Mechanical Systems Renewal	933	0	933	Tax Capital
CPFP007173	Facility Renewal - Clarkson CC Pool & Arena	1,817	0	1,817	Tax Capital
CPFP007176	Facility Renewal - Frank McKechnie CC Pool & Library	2,238	0	2,238	Tax Capital
CPFP007194	Mississauga Valley CC Pool & Arena - Roof and Mechanical Systems Renewal	1,165	0	1,165	Tax Capital
CPFP007224	Lighting Renewal - Various Locations	1,193	0	1,193	Tax Capital
CPFP007230	Mechanical Systems and Controls Renewal - Edward J. Dowling Transit Facility (Bldg ABCD)	1,346	0	1,346	Tax Capital
CPFP007243	Roof and RTU Renewal - Various Locations	1,708	0	1,708	Tax Capital
CPFP007252	Salt Dome Renewal - Various Locations	419	0	419	Tax Capital
CPFP007263	Site and Parking Lot Renewals - Various Locations	758	0	758	Tax Capital
CPFP008097	Water Heater Replacement Program - Various Locations	135	0	135	Tax Capital
CPFP008099	Parking Lot Replacements and Improvements - Various Sites	317	0	317	Tax Capital
CPFP008123	Parking Lot Lighting Replacements - Various Sites	274	0	274	Tax Capital
CPFP008170	Inspections-Various Locations	200	0	200	Tax Capital
CPFP008171	Various Emergency Repairs	1,200	0	1,200	Tax Capital
CPFP008174	Arena Renewal - Meadowvale Four Rinks (Arena)	450	0	450	Tax Capital
CPFP008180	Hoists Renewal - Transit Facilities	5,362	0	5,362	Gas Tax, Tax Capital
Total		26,545	0	26,545	

Note: Numbers may not balance due to rounding.

Proposed 2020 Capital Budget Detail (Cont'd)**Program: Services and Operations**

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CPFP006515	Space Planning Relocations - Central Library	265	0	265	Tax Capital
CPFP008175	Building Controls Renewal - Various Locations	406	0	406	Tax Capital
CPFP008179	Furniture & Relocations Services - City Wide	829	0	829	Tax Capital
Total		1,500	0	1,500	

Note: Numbers may not balance due to rounding.

Proposed 2020-2029 Capital Budget by Sub-Program (\$000s)

The following tables provide a listing of capital forecast by sub-program for 2020-2029.

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Infrastructure and Performance Improvements											
FPM Infrastructure and Performance Improvements	8,881	4,532	2,394	3,564	320	320	320	300	300	300	21,233
Subtotal	8,881	4,532	2,394	3,564	320	320	320	300	300	300	21,233

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Lifecycle Renewal and Rehabilitation											
FPM Lifecycle Renewal and Rehabilitation	26,545	27,892	24,766	34,138	56,840	46,060	62,700	40,690	39,480	39,580	398,691
Subtotal	26,545	27,892	24,766	34,138	56,840	46,060	62,700	40,690	39,480	39,580	398,691

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Services and Operations											
FPM Services and Operations	1,500	0	0	0	0	0	0	0	0	0	1,500
Subtotal	1,500	0	0	0	0	0	0	0	0	0	1,500
Total Expenditures	36,926	32,424	27,160	37,702	57,160	46,380	63,020	40,990	39,780	39,880	421,424



City Manager's Office

2020-2023 Business Plan
& 2020 Budget

Foreword

Our Vision for the Future

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

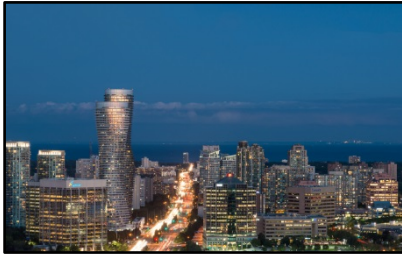
Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40-year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into the 16 Services Areas (including the Stormwater Program) that are outlined in this Plan. The 2020-2023 Business Plan and 2020 Budget document details how and where the City plans to allocate resources to deliver programs and services.

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



Table of Contents

Executive Summary of City Manager's Office.....	3
Core Services	4
Vision, Mission, Goals of Service and Service Delivery Model.....	4
Current Service Levels and Trends.....	5
Performance Measures and Results.....	7
Balanced Scorecard.....	8
Awards and Achievements.....	9
The 2020-2023 Business Plan Outlook	10
Planning for the Future.....	10
Finding Efficiencies	11
Advancing the City's Strategic Plan	12
Transforming our Business with Technology	13
Managing Our Human Resources.....	14
Proposed Operating Budget	16
Operating Budget Details	17
Summary of Proposed Budget.....	18
Proposed Cost Increase Required to Maintain Current Service Levels.....	19
Proposed New Initiatives and New Revenues	20



Executive Summary of City Manager's Office

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

Services we provide:

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

Interesting facts about this service:

- The Economic Development Office (EDO) supports Mississauga's business community of more than 95,000 businesses
- Internal Audit has a unique reporting structure that allows them to operate independently and reinforces impartiality when conducting audits
- The Legal Services team had over 68,000 court and tribunal appearances in 2018 and supported over 250 procurements, which is a 75 per cent increase over 2017

Highlights of the Business Plan include:

- EDO will add an Information and Communications (ICT) Sector Specialist to provide dedicated support to this fast-growing economic and employment generator in Mississauga, which will yield positive financial and economic impacts for the City
- Internal Audit will continue its three-year Audit Workplan and make improvements to its current business practices to align with the results from the Corporate Risk Assessment and External Quality Assessment completed in 2017
- Legal Services will add a Commercial Litigator, IT Legal Counsel and Insurance Claims Specialist to maximize the in-house capacity to meet the City's growing needs for legal support in the most cost-effective manner

Net Investment (\$000s)	2020	2021	2022	2023
Operating	12,496	12,826	13,028	13,234
Capital	0	0	0	0
Full Time Equivalents	90.9	90.9	90.9	90.9

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

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

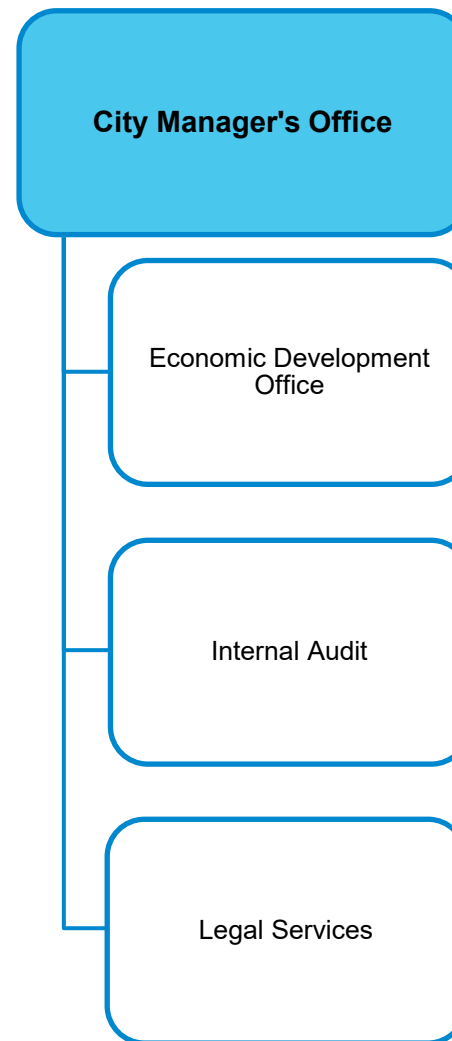
Mission

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

Goals of Service

- Foster a prosperous and sustainable economy through Economic Development by attracting business investment in key knowledge-based sectors and supporting talent development and entrepreneurship
- Assist the City in accomplishing its objectives by bringing a systematic approach to evaluate and improve the effectiveness of risk management, control and governance processes. Its reporting relationship emphasizes that Internal Audit is independent of any City Department and is intended to promote the objectivity of internal audit operations
- Legal Services is committed to providing expert, cost effective and timely legal and strategic advice on issues, leveraging the unique position of in-house legal counsel and risk and insurance professionals

Service Delivery Model



Current Service Levels and Trends

- The CMO sets the highest standards for its Divisions and endeavours to always lead the City by example
- Emphasis on performance measurement helps the CMO to stay focused on the areas where Divisions can have the greatest impact

Economic Development

EDO is dedicated to supporting business start-ups, investment, and growth of a diverse local business community resulting in retained taxable assessment and number of jobs created.

- Each Division within the CMO works hard to provide the greatest value to the citizens and ratepayers of Mississauga by seeking out new ways to reduce costs, increase revenues and identify new and more efficient ways of doing business
- In this section, all service level statistics pertain to 2018

Trends

- Increase in local companies' adoption of new technologies is driving new business growth and affecting workforce requirements
- The Information, Communications and Technology (ICT) sector is a major, fast-growing economic and employment generator for Mississauga
- Work with stakeholders to identify key challenges, opportunities and focus areas for services and initiatives to grow City's entrepreneurship and innovation ecosystem
- Build on the success of the previous 10-year economic development strategy with a 2020 EDO Strategy for a new era of local economic growth and prosperity in a highly innovative, competitive and connected global context

\$4,383,373

NEW & RETAINED TAXABLE
ASSESSMENT

4,781-7,605

NUMBER OF JOBS
CREATED & RETAINED



3,576

SMALL BUSINESS
GENERAL INQUIRIES



92

EVENTS
HOSTED



2,258

ATTENDEES
AT EVENTS

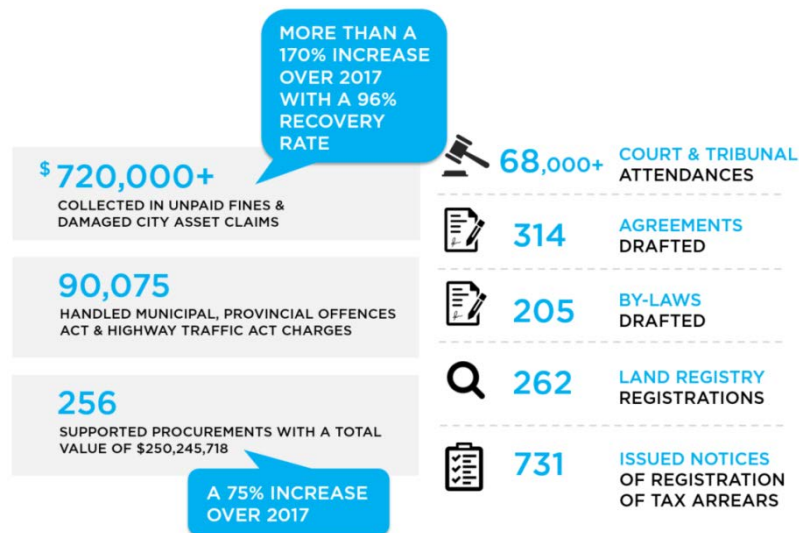


136

ASSISTED BUSINESS
REGISTRATIONS

Legal Services

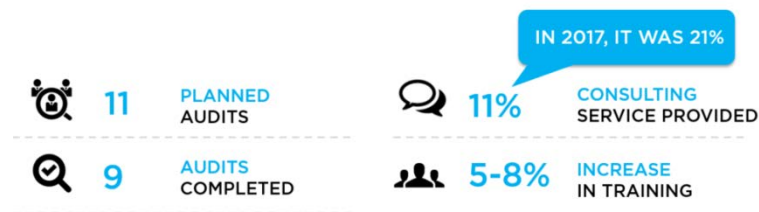
In-house legal counsel provided 81 per cent of all legal services to the City at an average hourly cost of just \$90 per hour.



Trends

- Increased demand for Information Technology (IT) legal counsel to support corporate initiatives including Smart City – 150 per cent increase in IT procurements since 2016
- New provincial legislation has far-reaching implications for municipalities. This is resulting in increased workloads for municipal legal services. The *More Homes, More Choice Act, 2019* makes significant amendments to the *Planning Act* and *Development Charges Act, 1997*. Compliance with new amendments to the *Construction Act* requires changes to City contracts and processes. Litigation resources were added for 2019 to satisfy mandatory adjudication timelines
- Increased volume and complexity of court and tribunal litigation, and insured claims

Internal Audit



Trends

- Scope of audits has expanded to include managing risk, prioritizing goals and activities, eliminating complexity and redundancy, streamlining operations and adding value
- Training assignments increased from five per cent to eight per cent of Internal Audit's work in 2018, as compared to 2017

Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's performance measures help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability.

Balanced Scorecard

A Balanced Scorecard groups measures in four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. By paying attention to all four areas, an organization can retain balance in its performance and ensure that it is moving toward the attainment of its goals.

Below are descriptions of the measures tracked in this Service Area's Balanced Scorecard. The Balanced Scorecard shows trends since 2016 and expected outcomes up to 2023.

Financial Measures

Each Division within CMO is assigned an annual operating and capital budget. Each Division is expected to complete its work plans within its individual budget allocation and measure its financial performance by assessing its budget against actual annual expenditures. *On Budget* measures the percentage extent to which actual spending matched budgeted spending.

Legal Services also measures the *Ratio of Internal Legal Services Costs to External* legal service costs. This allows CMO to determine which approach is more cost-effective year over year and make appropriate adjustments.

Customer Measures

Client Satisfaction will be measured by all three divisions. Internal Audit and Legal Services serve internal customers, while EDO serves both internal and external client groups.

Client satisfaction data will help CMO improve its ability to put the needs of the client first and improve the overall customer experience. EDO has surveyed its clients and, starting next year, Client Satisfaction will be measured by each CMO division.

Employee Measures

Every three years, the City undertakes a Corporation-wide employee engagement survey. *Participation Rate* is the percentage of employees participating in the survey. *Department Engagement* is the percentage of employees participating in the survey who feel proud to be associated with their Department, and satisfied with both the Leadership and Communication within the Department. With this feedback, CMO can identify which areas require further attention in order to ensure a positive workplace culture in which employees will continue to be productive and efficient, while growing and innovating.

Internal Business Process Measures

CMO has a responsibility to provide services within projected timeframes. Audits should be completed within the budgeted number of hours to ensure they are focused and management is provided with timely and relevant observations. Audits that exceed budget are reviewed and approved for scope changes and process inefficiencies. *Actual vs. Estimated Audit Hours Spent* shows estimated hours as a percentage of actual hours.

Many resident concerns and enquiries are directed to the CMO through Ward offices and turnaround times for responding to councillors have been set at a standard service level and tracked. This ensures councillors can respond to resident concerns with appropriate information in a timely manner. *Response to Councillor-Directed Requests* measures the percentage of responses that are delivered within the service standard.

Balanced Scorecard

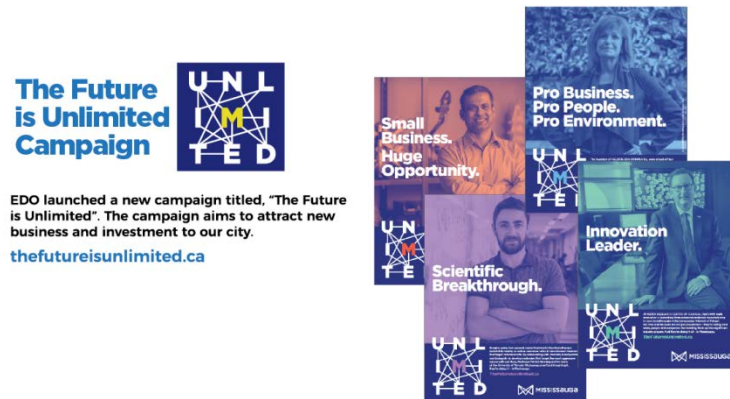
Measures for City Manager's Office	2016 (Actual)	2017 (Actual)	2018 (Actual)	2019 (Plan)	2020 (Plan)	2021 (Plan)	2022 (Plan)	2023 (Plan)
Financial:								
On Budget	95%	107%	103% ¹	100%	100%	100%	100%	100%
Ratio of Internal Legal Services Costs to External	5:1	5:1	5:1	5:1	5:1	5:1	5:1	5:1
Customer:								
Client Satisfaction	N/A	85%	85.4%	86%	88%	90%	90%	90%
Employee:								
Employee engagement scores: Participation Rate	N/A	N/A	91.1%	N/A	N/A	100%	N/A	N/A
Employee engagement scores: Department Engagement	86.7% ²	N/A	87%	N/A	N/A	92%	N/A	N/A
Internal Business Process:								
Response to Councillor-Directed Requests	99.0%	99.7%	98.3%	100%	100%	100%	100%	100%
Actual vs. Estimated Audit Hours Spent	N/A	91%	91%	93%	95%	95%	95%	95%

¹ Due to external legal services fees, primarily for litigation. Legal Services has been successfully reducing these external expenses by bringing more litigation work in-house, at a lower and more predictable cost to the Corporation.

² Based on 2015 survey results

Awards and Achievements

Economic Development



Legal Services

- City Solicitor received the 2019 Ontario Bar Association (OBA) Award of Excellence in Municipal Law and the Canadian Corporate Counsel Association (CCCA) Professional Contribution Award
- Key member of the Association of Municipalities of Ontario (AMO) working groups
- Member of over 30 City Steering and Working committees
- Member of Roundtable between Federation of Canadian Municipalities and National Energy Board and Canadian Energy Producers Association
- Mississauga repeatedly ranked in top 10 of 421 North and South American Cities by fDi Magazine:
 - First for Mid-Sized City of the Future
 - First in Business Friendliness
 - Third in Connectivity
 - Fourth in Economic Potential

- Tenth for Overall Foreign Direct Investment (FDI) Strategy
- Mississauga ranked second for FDI Strategy and for Innovation and Attractiveness in fDi Magazine's Aerospace Cities of the Future
- Mississauga ranked Top 10 Canadian Economic Development Group by Site Selection Magazine
- Mississauga ranked ninth among 2019 Canada's Best Locations to invest by Site Selection Magazine



Mary Ellen Bench receives the 2019 OBA award for Excellence in Municipal Law (bottom) and CCCA Professional Contribution Award (top)



The 2020-2023 Business Plan Outlook

Planning for the Future

Economic Development

- Work with the City's Library Services and other partners to strengthen the start-up ecosystem
- Focus on supporting the scale-up of high growth companies
- Develop plans to strengthen innovation space for scale-ups
- Continue focus on sector development to advance the sustainability of the knowledge economy
- Implement program to support local youth and newcomer entrepreneurship
- Continue customer engagement, through advisory groups, business interviews and surveys to understand which business supports are needed
- Complete the new Economic Development Strategy with implementable actions that will guide EDO's work over the next five years

Internal Audit

- Commence Current Maintenance Contracts, Reserve Fund Management, Information Technology Security and PRESTO card Revenue audits in 2020
- Complete approximately 24 Audits in the next three years
- Assess Audit Software solutions to assist in the planning, execution, management and reporting of audit engagements as part of continuous improvement and technology advancement

Legal Services

- Provide additional support for procurements, particularly IT procurement, to ensure the City is protected against risks and liabilities as it implements ambitious corporate projects including Smart City
- Develop a strategic plan to define objectives and goals, that ultimately guide Legal Services in fulfilling the City's mission with maximum efficiency and impact
- Lead City-wide project teams to respond to key changes to legislation (*Planning Act*, *Development Charges Act*)
- Create and implement new and updated templates to streamline processes and make agreements and other documents more user-friendly and accessible for the client
- Manage increased volume and complexity of prosecutions in 2020 due to the Provincial transfer of Part III charges under the *Highway Traffic Act* to municipalities. Funding for an additional Prosecutor was approved in the 2019 Budget
- Identify and implement new initiatives to mitigate the City's risk and loss, assist in the claims process and address increased volume and complexity of claims
- Increase in-house Commercial Litigation resources in an effort to maximize value and efficiency for the internal clients, and reduce costs of external legal counsel to the City



Collaborative workplace in the ICT Sector

Finding Efficiencies

Lean Program

The City's Lean Program focuses on strengthening the organization's culture of continuous improvement and instills Lean concepts and principles as a way of work in every Service Area. The program focuses on maximizing customer value and minimizing waste along with empowering staff at all levels to problem-solve on a daily basis.

Since becoming permanent in 2016, the Lean program has delivered significant results. Forty staff in the City Manager's Office have received introductory White Belt Training; two staff have received intermediate Yellow Belt Training, and three staff have received advanced Green Belt Training.

Completed projects and small improvements highlights include:

- New docketing app for lawyers and law clerks improves timekeeping accuracy and saves staff time
- Fifty per cent reduction in processing time for preparation of summonses and disclosure in the Prosecutions unit
- New small business client survey tablet achieves real-time voice of the customer to measure client satisfaction and improve client services
- The Lean Program and Internal Audit regularly share knowledge and recommend each other's services to improve City processes

Completed Initiatives					Total Benefits	
Improvement Type	2014-2017	2018	Sept 2019	Total	Type	Total
Small Improvement	-	9	2	11	Cost Savings and Avoidance	\$295,569
Rapid Improvement	-	-	2	2	Customer Service Improvements	4
Project	1	-	-	1	Safety Improvements	-
Total	2	9	4	14	Environmental Improvements	7
In-Progress Initiative	Goals of the Initiative					
Insurance Renewal Data Collection	Reduce staff effort to collect required insurance renewal information by 50%, increase lead time for insurers to review City data by 25%					
Legal Realty Services File Management	Reduce the effort to track and process Realty files by an estimated 20%, reduce external Legal costs, and improve the file visibility and shared access between Realty Services and Legal Services					

Advancing the City's Strategic Plan

The City's Vision and Strategic Plan are the starting points for our annual business planning and budgeting cycle. The 40-year Strategic Plan, Our Future Mississauga, is built on five pillars – **move, belong, connect, prosper, and green**. Business plans are designed to strengthen aspects of these pillars to support the attainment of Mississauga's Vision.

Below are examples of how the initiatives of the City Manager's Office relate to the Strategic Plan pillars.

move - developing a transit oriented city

- Legal Services provides vital support to all transit project teams including the high-profile LRT project, providing timely and sound legal advice and working with client groups to proactively identify and avoid potential legal issues

belong - ensuring youth, older adults and new immigrants thrive

- Divisions within the CMO reflect the diversity of the citizens of Mississauga. Each division also strives to create a welcoming and accommodating environment for all stakeholders
- EDO will implement a youth and newcomer entrepreneurship program

connect - completing our neighbourhoods

- By participating on committees, direct client servicing, providing written input and other means CMO divisions provide advice and support to those teams within the City that are building and improving Mississauga's neighbourhoods, civic and cultural centres, and parks of tomorrow

prosper - cultivating creative and innovative businesses

- EDO's new five-year Master Plan will support the Prosper Pillar of the City's Strategic Plan
- Legal Services and Internal Audit adjust internal procedures and business models with the intent of reducing the demand on citizens and ratepayers wherever possible
- EDO will implement an Innovation Program to advance the EDO Strategic Plan

green - living green

- All three divisions continue to implement corporate environmental programs and support corporate green initiatives directly and indirectly
- Legal Services has launched a paperless office project and is in the process of implementing legal document management software to replace traditional paper files

Transforming our Business with Technology

Digital Platforms Provide Robust Tools and Resources

EDO marketing continues its migration to digital platforms (e.g., social media, digital video, mobile apps, web tools) to enhance its reach, reduce costs and allow for a more dynamic exchange of information. The campaign The Future is Unlimited was successfully implemented, and EDO continues to drive traffic to this site by providing robust tools and resources for all employment sectors of all sizes.

Tracking Performance Indicators and Economic Impact

EDO's new customized and integrated Customer Relationship Management (CRM) system is scheduled to go live in Fall 2019. The new CRM will improve EDO's ability to capture, track and report business information, key performance indicators and economic impact.

Legal Services' Paperless Project

A new electronic document management system will fulfill Legal Services' email and document management needs. The system will be simple to use and will significantly reduce paper processes. The system will allow the lawyers and other legal professionals to be technologically well-supported and able to conduct their work more efficiently.

Digitizing Prosecutions' Caseload Management

Prosecutions' case and document management software is creating efficiencies and streamlining daily business practices. The software allows for automated communication with external agencies for receipt and dissemination of disclosure packages and notices of trial. In the future, the software has the capability to support Prosecutors in the courtroom, eliminating paper-based dockets and files.

Internal Audit Management and Reporting System

Internal Audit is reviewing comprehensive Audit Management and Reporting software solutions to further streamline and enhance the Audit planning process and standardize working papers, report findings and post-audit recommendation follow-up. In the interim, Internal Audit continues to utilize data analytics for business operations analysis, SharePoint libraries for electronic document management and document templates to ensure consistent reporting.



Graphic for The Future is Unlimited campaign

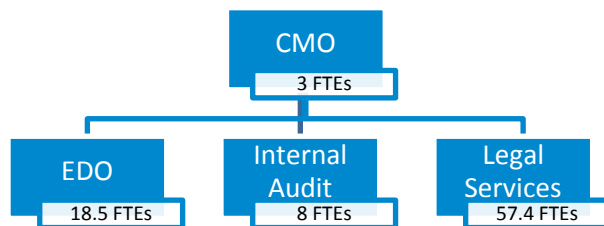
Managing Our Human Resources

Workforce Analytics

All divisions of the CMO strive to create the best possible workplaces for their employees. A positive and nurturing environment encourages and empowers our talented workforce to bring their ideas forward and to think critically.

The CMO's Human Resources management plan is designed to ensure that every employee is properly placed, equipped, and mentored to provide the best possible value to the citizens of Mississauga.

Our Structure



Our Talent

The CMO is comprised of engaged, professional and accredited full-time employees. Many have job-specific designations and participate in professional development/training to maintain their designations and accreditations.

Annual professional development plans are created for all CMO staff, to assist and support career and professional development. Each Division has an active succession and high-potential candidate identification program. As all three divisions are staffed with highly technical professionals, special attention is paid to retaining these skilled and experienced employees.

Positions are challenging and satisfying, and employees have career development pathways.

Positive workplace culture initiatives, employee engagement surveys, ongoing training, and special assignments are just a few examples of the CMO's commitment to staff development and employee satisfaction.

Roles
Business Consultants
Business Analysts
Digital Media and Marketing Consultants
Account Managers
Project Management Specialists
Auditors
Lawyers
Prosecutors
Law Clerks
Risk Manager and Insurance Adjusters

Accreditations
Certified Economic Developer (CEcD) (International)
Economic Developer Certification (Ec.D)
Registered Professional Planner (RPP)
Member of Canadian Institute of Planning (MCIP)
Chartered Professional Accountant (CPA)
Internal Audit Certifications (i.e., CIA, CGAP, CRMA, CISA)
Members of the Law Society of Ontario
Certified Specialists by the Law Society of Ontario in specialized legal fields
Members of the Prosecutors Association of Ontario
Canadian Risk Management (CRM)
Chartered Insurance Professionals (CIP, FCIP)

Critical Roles/Functions to Achieve Business Goals

Goals of service, divisional trends and budget requests point to an increased need for specialized talent in the CMO.

In the coming years, EDO and Legal Services will require niche market staff to accomplish their workplan commitments and service the needs of the Corporation's Strategic Plan. Critical roles include Litigators, IT Lawyers and Sector Specialists.

Internal Audit will be required to maintain and enhance competencies and technical literacy in data analytics, and financial and business process analysis in order to complete its workplan.

Talent Needs

The labour market for CMO staff continues to be competitive and tight. In some areas, staff retention is a challenge due to retirements and highly competitive labour markets for niche expertise (i.e., industry sector specialists, IT lawyers). It can be difficult to attract private-sector talent to the public sector due to differences in workplace culture. External hiring remains the primary means for hiring staff whose positions require subject matter expertise, professional designations and accreditations. Internal career progression remains a viable talent source.

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2019	2020	2021	2022	2023
City Manager's Office	3.0	2.0	2.0	2.0	2.0
Economic Development	18.5	19.5	19.5	19.5	19.5
Internal Audit	8.0	8.0	8.0	8.0	8.0
Legal Services	57.4	61.4	61.4	61.4	61.4
Total Service Distribution	86.9	90.9	90.9	90.9	90.9

Note: Numbers may not balance due to rounding.

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2020-2023 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The budget for 2019 was \$11.75 million and the proposed budget for 2020 is \$12.5 million.

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for the City Manager's Office is an increase of \$409,000 from 2019.

Highlights of the proposed budget changes are:

- Total labour budget is projected to decrease by \$805,000 mainly due to cost recoveries from Legislative Services for providing prosecution services, with a corresponding revenue reduction of \$864,000, mainly due to the reallocation of *Provincial Offences Act* revenues to Legislative Services
- Other operating costs increased by \$16,000, mainly associated with increased professional dues for staff

New Initiatives

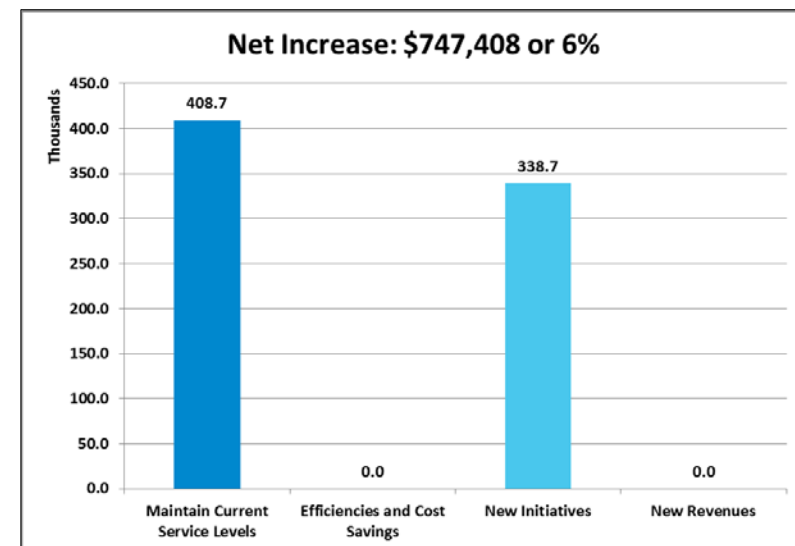
The following new initiatives, totalling \$339,000, will impact the 2020 operating budget:

- BR# 5398 Commercial Litigator will further reduce external legal fees by handling contract and cost recovery claims in-house at a cost of \$150,000
- BR# 5437 Information and Communications Technology (ICT) Sector Specialist will help achieve greater and faster

expansion of this sector in Mississauga, with a \$102,000 cost impact

- BR# 5913 Insurance Claims Specialist is needed to address the increased number (24 per cent in one year) and complexity of claims made against the City, at an operating cost impact of \$87,000
- BR# 5939 Information Technology (IT) Lawyer is required to maintain existing levels of service, particularly in response to continuously increasing IT procurement volumes

Proposed Changes for 2020 Net Operating Budget by Category (\$000s)



Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2020-2023, as well as the 2019 Budget and 2018 Actuals by major program within the Service Area.

Proposed Budget By Program (\$000s)

Description	2018 Actuals	2019 Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Expenditures to Deliver Current Services						
City Manager's Office	588	665	589	598	608	617
Economic Development	4,064	3,112	3,254	3,293	3,331	3,371
Internal Audit	1,136	1,258	1,305	1,325	1,346	1,367
Legal Services	8,518	8,335	7,810	7,936	8,065	8,196
Total Expenditures	14,305	13,371	12,958	13,152	13,350	13,551
Revenues	(1,436)	(1,257)	(393)	(393)	(393)	(393)
Transfers From Reserves and Reserve Funds	(464)	(366)	(407)	(410)	(413)	(416)
New Initiatives and New Revenues			339	477	485	492
Proposed Net Budget Including New Initiatives & New Revenues	12,405	11,749	12,496	12,826	13,028	13,234
Expenditures Budget - Changes by Year			(3%)	1%	2%	2%
Proposed Net Budget - Changes by Year			6%	3%	2%	2%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour; operational costs; and facility, IT and support) and revenues are shown by category with the approved 2019 budget for comparison. The three columns to the far right of the table show the totals proposed for 2020 and their dollar and percentage changes over 2019.

Summary of Proposed 2020 Budget (\$000s)

Description	2019 Approved Budget	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Year's Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	Proposed 2020 Budget	\$ Change Over 2019	% Change Over 2019
Labour and Benefits	10,958	(805)	0	376	0	294	0	10,823	(135)	-1%
Operational Costs	2,373	16	0	0	0	45	0	2,433	60	3%
Facility, IT and Support Costs	0	0	0	0	0	0	0	0	0	0%
Transfer To Reserves & Reserve Funds	40	0	0	0	0	0	0	40	0	0%
Total Gross Expenditures	13,371	(789)	0	376	0	339	0	13,297	(75)	-1%
Total Revenues	(1,257)	864	0	0	0	0	0	(393)	864	-69%
Transfer From Reserves & Reserve Funds	(366)	(42)	0	0	0	0	0	(407)	(42)	11%
Total Net Expenditures	11,749	33	0	376	0	339	0	12,496	747	6%

Summary of Proposed 2020 Budget and 2021 - 2023 Forecasts (\$000s)

Description	2018 Actuals	2019 Approved Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Labour & Benefits	10,029	10,958	10,823	11,156	11,361	11,570
Operational Costs	3,925	2,373	2,433	2,433	2,433	2,433
Facility, IT and Support Costs	0	0	0	0	0	0
Transfer To Reserves & Reserve Funds	352	40	40	40	40	40
Total Gross Expenditures	14,305	13,371	13,297	13,629	13,834	14,043
Total Revenues	(1,436)	(1,257)	(393)	(393)	(393)	(393)
Transfer From Reserves & Reserve Funds	(464)	(366)	(407)	(410)	(413)	(416)
Total Net Expenditures	12,405	11,749	12,496	12,826	13,028	13,234

Note: Numbers may not balance due to rounding.

Proposed Cost Increase Required to Maintain Current Service Levels

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

Description	2019 Budget (\$000s)	2020 Proposed Budget (\$000s)	Change (\$000s)	Details (\$000s)
Labour and Benefits	10,958	10,529	(429)	Increase/Decrease Reflects Labour Adjustments and Other Fringe Benefit Changes
Advertising & Promotions	380	380	0	
Communication Costs	38	38	0	
Contractor & Professional Services	1,613	1,613	0	
Equipment Costs & Maintenance Agreements	19	19	0	
Finance Other	12	12	(0)	
Materials, Supplies & Other Services	120	120	0	
Staff Development	165	176	12	Increased costs of Licensing and Memberships
Transfers To Reserves and Reserve Funds	40	40	0	
Transportation Costs	26	30	4	Increased Employee Lease costs
Subtotal - Other Operating	2,413	2,429	16	
Total Revenues	(1,257)	(393)	864	Mainly Reallocation of Provincial Offences Act Revenues to Legislative Services
Transfers From Reserves and Reserve Funds	(366)	(407)	(42)	Based on Labour recoveries adjusted by HR
Subtotal - Revenues	(1,622)	(800)	822	
Total	11,749	12,158	409	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by Budget Request (BR) for proposed new initiatives. Each BR is numbered. Detailed descriptions of each Request can be found in the pages following the table.

Description	BR #	2020 FTE Impact	2020 Proposed Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2020 to 2023 FTE Impact	2020 to 2023 Capital (\$000s)
New Initiative								
Commercial Litigation Legal Counsel	5398	1.0	150	202	205	208	1.0	4
Information and Communications Technology (ICT) Sector Program	5437	1.0	102	158	160	162	1.0	4
Insurance Claims Specialist	5913	1.0	87	118	120	122	1.0	22
IT Legal Counsel	5939	1.0	(0)	(0)	(0)	(0)	1.0	735
Total New Initiatives		4.0	339	477	485	492	4.0	765
New Revenues								
		0.0	0	0	0	0	0.0	0
Total New Revenues		0.0	0	0	0	0	0.0	0
Total New Initiatives and New Revenues		4.0	339	477	485	492	4.0	765

Note: Numbers may not balance due to rounding. Amounts are Net.

Proposed Initiative

Commercial Litigation Legal
Counsel

Department

City Manager's Department

Service Area

City Manager's Office

Description of Budget Request

Request for a full-time permanent litigator with commercial litigation experience. This FTE will handle warranty and breach of contract claims, subrogated claims to recover costs arising from damage to City property and infrastructure, and be cross-trained in all civil litigation practice areas to support the in-house litigation model implemented in 2015, further reducing the City's expenditure on external legal fees.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	149.8	201.6	205.0	208.4
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	149.8	201.6	205.0	208.4
* Net Change in \$		51.8	3.4	3.4
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	4.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Adding an FTE for an in-house Legal Counsel at an average cost of \$90/hour (\$202,000 salary and fringe) is significantly less expensive than continuing to purchase external legal services at an average hourly rate of \$410/hour. In-house counsel also become partners with the business units and can give proactive advice to reduce or eliminate litigation before it arises.

Details of Service Change

This budget request will add one full-time, permanent Legal Counsel with commercial litigation experience to the Litigation Group. This initiative will improve the current/projected situation by avoiding expensive external legal counsel, ensuring adequate turnaround times, avoiding bottlenecks for legal services, and providing an increased ability to meet today's expectation by being more effective and efficient to address the needs of the Corporation.

Service Impact

This budget request will increase service levels by allowing Legal Services to retain more litigation files in-house and provide more legal and risk advice to City departments, while reducing or containing the cost of professional services for external counsel fees. The new FTE will be supported by an existing Legal Assistant and existing Law Clerks, leveraging the investment the City has already made in those positions.

Proposed Initiative

Information and Communications
Technology (ICT) Sector Program

Department

City Manager's Department

Service Area

City Manager's Office

Description of Budget Request

A new ICT Sector Program resourced with a full-time ICT Sector Specialist is needed to foster the growth of the ICT sector and job creation in Mississauga.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	101.6	157.8	159.8	161.8
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	101.6	157.8	159.8	161.8
* Net Change in \$		56.2	2.0	2.0
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	4.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The ICT sector is a fast-growing economic and employment strength of Mississauga but has grown at a lower rate than its comparators. EDO does not have the same capacity to support this sector as it does for its other sectors: Advanced Manufacturing and Life Sciences. These two dedicated Sector Specialists have achieved greater sector expansion in comparison to the ICT sector. Without a dedicated ICT Sector Specialist, Mississauga will potentially lose opportunities to other municipalities.

Details of Service Change

The implementation of a new ICT Sector Program with a dedicated Sector Specialist will support the economic growth of the sector and job creation in Mississauga. The proposed costs for the delivery of this new Program include permanent salary and fringe benefits for a Grade F position and an annual promotional materials and general expense-operating budget of \$40,000. Over the first three years, these costs will amount to \$431,987. Through the delivery of this new Program, operating costs would be recovered to the City within three years.

Service Impact

EDO's implementation of a dedicated ICT Sector Program will allow EDO to hire a full-time permanent ICT Sector Specialist who has the subject-matter expertise to service and advance opportunities for economic growth and job creation in Mississauga. This will be achieved by actively engaging with regional partners and initiatives to harness new and retain existing ICT investment, and position Mississauga as a vital ICT enterprise support epicentre of the Toronto-Waterloo Innovation Corridor. A focus on the growth and development of the ICT sector will yield positive financial and economic impacts for the City.

Proposed Initiative

Insurance Claims Specialist

Department

City Manager's Department

Service Area

City Manager's Office

Description of Budget Request

This budget request is for one permanent full-time Insurance Claims Specialist. Claims made against the City have increased 24 per cent over the past year and will continue to grow. This initiative is to address individual staff adjuster increasing file loads that are exceeding industry standards and to control costs by keeping resources in-house while allowing the City to maintain service levels and quality of work in claims handling and investigations.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	87.3	117.8	119.8	121.8
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	87.3	117.8	119.8	121.8
* Net Change in \$		30.5	2.0	2.0
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	22.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Staff recommend creating an additional permanent full-time Insurance Claims Specialist to accommodate the increase in volume, complexity and breadth of claims the City faces each year. The City's insurance program itself has expanded to include Cyber and Environmental Risk and the supporting staff complement needs to grow proportionately. This request addresses current staff adjuster file volume and will help maintain service levels while keeping costs contained.

Details of Service Change

The addition of a full-time Insurance Claims Specialist will provide needed support to Risk Management to best serve increasing client demand. An increase in the number of claims opened has a direct impact on staff resources and also the ability of staff to close and settle matters efficiently while minimizing costs. Given the increase in number of claims filed against the City, staff adjusters' file loads are now exceeding industry standards. This initiative will directly address the increase in volume and breadth of claims made against the City each year, the number of files staff are able to close, and the quality of claims handling and type of service the City is expected to provide.

Service Impact

This initiative will improve current and projected workloads, allowing the City to maintain claims handling standards that include customer service and quality of settlement while addressing an increasing number of claims made against the City.

Proposed Initiative

IT Legal Counsel

Department

City Manager's Department

Service Area

City Manager's Office

Description of Budget Request

This budget request is to add a full-time IT Legal Counsel position, which is required to maintain existing service levels for the required legal review of Information Technology procurements. While the FTE will be part of the CMO Service Area, the associated operating costs will be accounted for in the IT Service Area.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
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	0.0
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	238.8	162.5	165.2	168.0

Why Staff Recommend this Initiative

Currently the City has two permanent IT Legal Counsel FTEs, one of which is funded from the IT operating budget. The demand for legal IT/Intellectual Property (IP) services is increasing, not decreasing, and the second IT Legal Counsel FTE will be required indefinitely. Alternatively, the services currently being provided by the contract IT Legal Counsel would have to be purchased from external law firms at a significantly higher cost.

Details of Service Change

Without this proposed new FTE, staff will not be able to maintain current service levels for contract review, given the rate at which the number of IT procurements is increasing each year. This will result in a slower procurement process.

Service Impact

This initiative will improve the current/projected situation by avoiding expensive external legal counsel, ensuring adequate turnaround times, avoiding bottlenecks for legal services, and providing an increased ability to effectively and efficiently address the needs of the Corporation.



Land Development Services

2020-2023 Business Plan
& 2020 Budget

Foreword

Our Vision for the Future

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

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40-year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into the 16 Services Areas (including the Stormwater Program) that are outlined in this Plan. The 2020-2023 Business Plan and 2020 Budget document details how and where the City plans to allocate resources to deliver programs and services.

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

Table of Contents

Executive Summary of Land Development Services	3
Core Services	4
Vision, Mission, Goals of Service and Service Delivery Model	4
Current Service Levels and Trends.....	5
Performance Measures and Results	8
Balanced Scorecard	9
Awards and Achievements.....	10
The 2020-2023 Business Plan Outlook	12
Planning for the Future.....	12
Finding Efficiencies	14
Advancing the City's Strategic Plan	16
Transforming our Business with Technology	18
Managing Our Human Resources.....	19
Proposed Operating Budget	22
Operating Budget Details	23
Proposed Budget by Program.....	23
Summary of Proposed Budget.....	24
Proposed Cost Increase Required to Maintain Current Service Levels.....	25
Proposed New Initiatives and New Revenues	26
Proposed Capital Budget	29
Proposed 2020-2029 Capital Budget by Program	29
Proposed 2020-2029 Capital Budget by Funding Source	30
Proposed 2020 Capital Budget Detail	31
Proposed 2020-2029 Capital Budget by Sub-Program	32



Executive Summary of Land Development Services

Mission: To provide strategic, long term planning and high quality customer service, to ensure the health, safety, and wellbeing of the public. We will do this by facilitating legislated approval processes, creating policies and plans, processing development applications and building permits, and carrying out building inspections.

(Picture source: Jason Zytynsky via urbantoronto.ca)

Services we provide:

- Develop strategic land use plans
- Undertake long-range and community land use planning
- Forecast population and employment
- Conduct development and design studies
- Create urban design and built-form visions for the city
- Provide planning opinions and customer information
- Review and approve development applications
- Review building permit applications and issue permits
- Undertake building permit inspections and enforcement
- Engage with the community in the strategic and land use planning process

Interesting facts about this service:

- The Land Development Services (LDS) Area coordinates planning efforts across the Corporation to ensure alignment with the Provincial Growth Plan, Strategic Plan, Mississauga Official Plan and Zoning By-law
- Approximately 4,000 building permit applications are processed annually
- Approximately 79,000 building, plumbing, heating and sign inspections are carried out annually
- Fifty-five community meetings were held in 2018

Highlights of the Business Plan include:

- Continue to develop vibrant, walkable and connected neighbourhoods
- Meaningful engagement with residents, Indigenous Peoples, developers and stakeholders in land use planning and building processes and projects
- Facilitate the land use vision and community improvement by optimizing new tools and incentives
- Prioritize the provision of affordable housing for middle income families
- Initiate next phases of ePlans, which will include Official Plan Amendments (OPA), rezoning and subdivision applications
- Develop innovative tools, including an online interactive zoning by-law solution that will allow users to generate custom information to answer their zoning questions
- Complete an inspections mobility “proof of concept” with full implementation by 2020
- Two full-time Planner positions and one Zoning Examiner position to be added for 2020

Net Investment (\$000s)	2020	2021	2022	2023
Operating	9,655	10,462	10,860	11,235
Capital	2,021	1,250	1,250	1,600
Full Time Equivalents	197.4	198.5	196.5	196.5

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

To be a leader in providing community planning and building services, so that we may shape an inclusive, complete and innovative city where people choose to be.

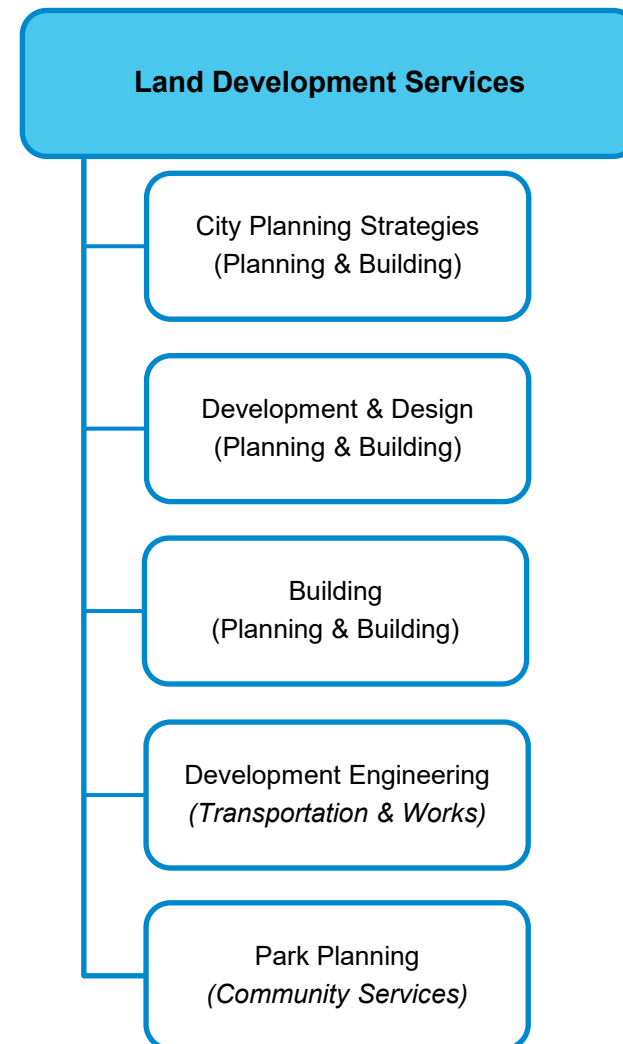
Mission

To provide strategic, long term planning and high quality customer service, to ensure the health, safety, and wellbeing of the public. We will do this by engaging the community, facilitating legislated approval processes, creating policies and plans, processing development applications and building permits, and carrying out building inspections.

Goals of Service

- Ensure land use planning and development decisions are made in the public interest and consistent with legislation
- Develop vibrant, walkable and connected neighbourhoods
- Adhere to landscape, streetscape, parkland, public realm, built-form and urban design requirements
- Engage community stakeholders and Indigenous Peoples in strategic and land use planning projects
- Inform customers of policies and other requirements related to land development
- Encourage planning activities that contribute to environmental protection, housing affordability and economic development
- Ensure buildings and structures are safe and in compliance with legislation

Service Delivery Model



Current Service Levels and Trends

Land Development Services (LDS) manages how the physical form of Mississauga changes to meet the needs and demands of both existing and future residents. The City's population is forecasted to grow between 2016 and 2022 by 23,000 and 29,000 jobs. By 2041, it is expected the city will reach a population of 878,000 people and 552,000 jobs.

LDS endeavours to accommodate future growth in support of the overall development of Mississauga. As LDS continues to be a high profile and valued service which is integrated into aspects such as transit-oriented developments, economic sectors, and public realms such as parks, arts and culture, it is important to provide clarity and a breakdown of how services are experienced by the city's residents and diverse stakeholders.

City Building and Community Relations:

- Execute specific actions and initiatives identified in the Strategic Plan, divisional plans and strategies
- Provide comprehensive information to clients at the onset to help them navigate the process, identify roadblocks and raise awareness in efforts to improve process transparency
- Create partnerships and manage stakeholder relations including Indigenous Peoples and other levels of government consistent with the City's Community Engagement Strategy

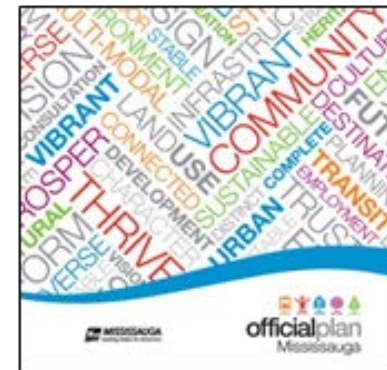
Planning Innovation, Strategies and Programs:

- Implement planning strategies with a focus on incentive programs, innovative financial planning policies, and other planning tools
- Lead market analysis and undertake research on emerging trends and strategies
- Ensure acquisition of parkland and encourage environmental protection

- Guide implementation and future maintenance of streetscapes to develop vibrant, walkable and connected neighbourhoods
- Develop, test and monitor planning action pilot and zone implementation programs
- Establish the land use vision and strategically guide growth through the Official Plan and strategies
- Develop community visioning and plans with a focus on intensification, corridors, greyfields and brownfields

Design Framework and Development Approvals:

- Process and review development applications and building permits in accordance with legislation
- Review and finalize Development and Servicing Agreements
- Calculate and collect development charges, as well as Cash-in-Lieu of Parkland payments
- Perform proactive design work, special studies and consultations including landscape, streetscape and urban design policy and master planning
- Review, process and approve applications including advice on applications before formal submission



Mississauga Official Plan

- Provide design advice and information regarding design related matters to City Council, the public, developers, consultants and others
- Undertake special studies that guide development
- Recognize and promote high-quality design through the Mississauga Urban Design Awards
- Review development engineering plans to ensure compliance
- Review impacts to the City's Parks and Open Space network and recommend measures to protect, enhance and improve
- Perform landscape inspections
- Identify, review, negotiate, and aid in the implementation of Section 37 Agreements for developer-funded community benefits
- Maintain the Zoning By-law and ensure conformity with the Official Plan (in conjunction with City Planning Strategies)



Mississauga Urban Design Award Poster 2018

- Provide the Committee of Adjustment recommendations on land development matters such as minor variance, consent, enlargement of legally non-conforming property use or a change in non-conforming use, validation of title and power of sale, and provide clearances for land severances and variances



Lakeview Village Development

Building Approvals:

- Ensure compliance with the *Building Code Act*, the Ontario Building Code, the City's Zoning By-law, Sign By-law, Second Unit Registration By-law and other applicable laws
- Review zoning, architectural, structural, fire and mechanical components of building permit applications electronically and in the field
- Coordinate with Fire Plans Examiners and Fire Inspectors to ensure fire and life safety requirements are met
- Process applications for zoning certificates, sign permits, and second unit registrations
- Perform building permit and sign permit inspections
- Operate the Planning & Building Customer Services Centre
- Support and develop the Mississauga Approval Express (MAX) system, ePlans, and Plans Anywhere (Inspections)

The City's urban form continues to evolve and change. In 2018, the Development & Design Division received 197 development applications ranging from policy and regulation to site plan and development, which have contributed to over 4,114 building permit applications. This development activity has generated \$1.95 billion in economic activity for 2018.

Trends

Intensification to accommodate future growth directed in strategic areas along transit corridors, the waterfront, downtown, and around Major Transit Station Areas (MTSAs) in the form of both low-rise development such as back to back and stacked townhouses, and high-rise development such as infill of existing apartment sites is occurring.

Infill Development occurring in established neighbourhoods to accommodate future growth, including low density residential development such as single detached dwellings and semi-detached dwellings.

Implementation of Affordable Housing Strategies such as the Rental Housing Protection By-law and Demolition Control By-law to achieve housing affordable for all.

Sustainable Development meeting new accessibility and sustainability standards in design.

Planning system in the Province is changing. These significant changes include a new Growth Plan, Ontario Municipal Board reform and changes to the *Planning Act*. Furthermore, Provincial initiatives such as planning for over 60 MTSAs in the coming years could result in growth directed to these areas. The City may also be required to respond to changes including Community Benefit Charges which could replace processes in place for services such as libraries, community centres and parks. Such Provincial changes may implicate staffing requirements and resource allocation.

Process Improvements to enhance customer service by providing a more expeditious review and approval process.

Community Engagement improvements through new processes, digital tools, increased transparency, and greater access to information for residents.

Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability.

Balanced Scorecard

A Balanced Scorecard groups measures in four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. By paying attention to all four areas, an organization can retain balance in its performance and ensure that it is moving toward the attainment of its goals.

Below are descriptions of the measures tracked in this Service Area's Balanced Scorecard. The Balanced Scorecard that follows shows trends since 2016 and expected outcomes up to 2023.

Financial Measures

Cost recovery is a percentage that measures the extent to which the costs of this Service Area are recovered through fees and charges. In 2018, Service Area cost recovery was 78 per cent, a decrease from previous years due to 2017's high value projects and associated permit fees.

Customer Measures

Percentage of complete building permit applications meeting legislated timeframe for the first review measures the extent to which prescribed timeframes for first review are being met. This does not include circulations to fire and development construction teams. In 2018, building permit applications meeting legislative timeframes for first review reached 94 per cent, an increase of 13 per cent since 2016.

Number of Community meetings: Community engagement has been enhanced due to increased efforts for strategic and long-

term planning projects along with the number and complexity of development applications being processed. The Planning and Building Department led 55 community meetings in 2018.

In 2018, there continued to be a reduction in *median # of working days to provide 1st set of site plan application comments* as a result of the implementation of ePlans (electronic plans submission). There has been a 40 per cent reduction in the median number of days in this measure since 2016.

In 2018, there were 130 *development applications reviewed at Preliminary Application Review Meetings*. While there were fewer applications in 2018 than in 2017, the number of Preliminary Application Review Meetings remained the same due to the high number of applications and provincial legislation regulating development.

Employee Measures

Overall job engagement is measured via a Corporation-wide employee survey, administered every three years. In 2018, overall job engagement was 77.9 per cent.

Staff with at least one professional designation is a measure of specialized knowledge. Almost half (46 per cent) of all employees in Land Development Services in 2018 had at least one professional designation.

Internal Business Process Measures

Walk-in customers at the Planning & Building Customer Services Centre: initiatives such as ePlans client support resulted in 32 per cent fewer walk-in customers in 2018 compared to 2016.

New Committee of Adjustment Applications measures the volume of new applications received each year by the Committee of Adjustment. The average is 610 new applications per year, which consist of both minor variances and consents.

Committee of Adjustment averages 227 Application Deferrals (37 per cent) per year due to insufficient information for review, resulting in multiple reviews or deferrals.

Balanced Scorecard

Measures for Land Development Services	2016 (Actual)	2017 (Actual)	2018 (Actual)	2019 (Plan)	2020 (Plan)	2021 (Plan)	2022 (Plan)	2023 (Plan)
Financial:								
Cost Recovery	76%	86%	78%	75%	75%	75%	75%	75%
Customer:								
Complete Building Permit Applications meeting legislative timeframe for 1 st review	81%	90%	94%	90%	90%	90%	90%	90%
Number of community meetings	115	85	55	41	N/A	N/A	N/A	N/A
Median # of working days to provide 1st set of site plan application comments	28	28	27	27	27	27	26	26
# of applications reviewed at Preliminary Applications Review Meetings	190	180	130	N/A	N/A	N/A	N/A	N/A
Employee:								
Overall Job Engagement	N/A	N/A	78%	N/A	N/A	78%	N/A	N/A
Staff with at least one professional designation	46%	46%	47%	47%	48%	48%	48%	48%
Internal Business Process:								
Walk-in customers at the Planning & Building Customer Services Centre	13,586	11,279	9,886	8,000	8,000	8,000	8,000	8,000
New Committee of Adjustment applications	597	625	529	N/A	N/A	N/A	N/A	N/A
Committee of Adjustment Deferrals	214	239	161	N/A	N/A	N/A	N/A	N/A

Awards and Achievements

Process Improvements

- Since 2016, Land Development Services has achieved a 40 per cent reduction in the median number of working days required to provide the first set of site plan application comments to applicants as a result of implementing ePlans
- Improved the information exchange process with the Municipal Property Assessment Corporation, resulting in \$3,250 in cost avoidance and 78 labour hours saved by establishing a centralized records team and leveraging IT application and workflows
- Improved the Employment Survey data collection process to reduce overall lead time by three weeks through elimination of duplication, simultaneous reviewing of work and field checks, greater field monitoring transparency, and reducing mileage of ~1,000 kilometres annually
- Registered over 250 second units per year since the 2016 implementation of the Registration By-law with a total of over 800 units
- Implemented Electronic Field Inspections for staff in the field through ePlans
- Increasing value of projects with \$1.3 billion in construction permit value for 2017 and over \$1.9 billion for 2018
- Customer satisfaction with over 2,456 (204 average monthly) building and 2,215 (178 average monthly) zoning related inquiries in 2018
- The “Have Your Say” online tool had 12,200 hits with 170 residents using new online tools in 2018



Featured on the Have Your Say website

Major Project Milestones and Studies

- Completed the Reimagining the Mall Study to establish a vision and proactive policy framework for the future redevelopment of five mall-based nodes in Mississauga
- Completed the Short-Term Accommodation Study to manage the impact of disruptive technologies such as Airbnb on communities
- The Downtown Community Improvement Plan came into effect in 2018 to enable the City to consider granting incentives to attract office development to the Downtown Core such as through Tax Increment Equivalent Grants
- The Rental Housing Protection By-law came into effect in 2018 with support from the Housing Reserve Fund and Rental Housing Guidelines to retain the rental housing supply, a key objective in Mississauga’s Housing Strategy



Rental Housing Protection By-Law: Protecting Residents and Rental Supply

Completed the Aircraft Noise Policies Study of existing policies related to aircraft noise, resulting in Official Plan Amendments

- Completed the Innovation Corridor Feasibility Study (market analysis and economic feasibility study for the Serson Place Innovation Corridor and Serson Campus)
- Design Guidelines for Back to Back and Stacked Townhouses were developed in 2018 with new Zoning By-law provisions to respond to the increasing development trend

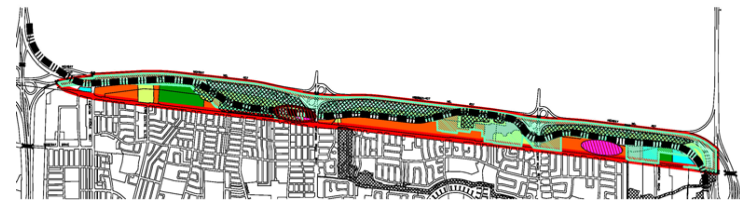


Back to Back and Stacked Townhouses Guidelines and Examples, located on the City's website

Approvals and Amendments

- Approval of the Demolition Control By-Law by Council in March 2019 to protect the City's housing supply and regulate the demolition of residential buildings by preventing premature demolition and requiring reconstruction within a defined period of time

- Inclusionary Zoning Study completed to designate a percentage of housing units as affordable
- The Character Area Secondary Plan and base Zoning for Shaping Ninth Line were approved by Council in 2018
- An Official Plan Amendment for a portion of Britannia Farm was approved by Council in April 2018 to allow for mixed-use development
- Dundas Connects Master Plan endorsed by Council in 2018 to support major improvements to transportation, land use, and the public realm along the Dundas Street Corridor
- Lakeview Official Plan Amendment approved by Council in 2018



Shaping Ninth Line Land Use Map



Dundas Connects Master Plan approved by Council in 2018

The 2020-2023 Business Plan Outlook

Planning for the Future

Implications of Provincial Legislation

Bill 108, the *More Homes, More Choice Act, 2019* came into effect in June 2019 and affects the planning process, appeals and the imposition of development charges (DCs).

Bill 108 has the potential to reduce the amount of money available to provide the soft services required to create complete communities including libraries, community centres and parkland. The financial impact will depend on regulations.

The role of the City is to manage changes due to Provincial legislation and plans including Bill 108, Bill 73 amending the *Planning Act*, Bill 139 Ontario Municipal Board (OMB) reform, the new Growth Plan, the new Regional Transportation Plan, the Regional Official Plan, and private cannabis retail sales. The Land Development Services Area will continue to respond and implement future changes in Provincial initiatives.

In accordance with Bill 108, the City must initiate the development of a Community Benefits Charge By-law. The Community Benefits Charge By-law will define how the City collects levies for soft services (i.e. parkland) as a direct result of development

The Development Charges Review is planned to conduct a lifecycle assessment of the development charges collection process to help the City pay for the infrastructure and facilities residents rely on.

Official Plan Review and Directing Growth

The City's Official Plan provides policies that guide and direct the physical change of the city. The policies also help manage the effects this change has on Mississauga's social, economic, cultural and natural environment. The Official Plan addresses where housing, industry, offices, shops and roads will go, where services and amenities are needed, and what parts of the city will be the focus for growth.

The existing Official Plan is under review to ensure it continues to direct and manage growth appropriately. The review was launched at a Special Council meeting held on June 10, 2019 to position the city for its next phase of growth, up to 2041. Areas of evaluation that will be undertaken include, but are not limited to: Capacity Studies, Major Transit Station Area Studies, Downtown Review, Meadowvale Neighbourhood, and Implementation of Dundas Connects. Community engagement and new planning education tactics will remain paramount in the Official Plan review process.



Zoning By-Law Comprehensive Review

A comprehensive zoning by-law review will examine the existing zoning by-law to ensure it aligns with the City's updated Official Plan, reflects current zoning practices and trends, and supports current and future needs of the community. The zoning by-law review will be undertaken following the Official Plan Review to ensure alignment.

Waterfront Redevelopment

The City continues to review applications for two significant waterfront projects known as West Village and Lakeview, working with the landowners to ensure the City's vision is realized. These projects will remediate contaminated brownfield sites in the south of the City, including almost 31 hectares (76.5 acres) of waterfront park intended to accommodate recreational and cultural uses and the extension of the waterfront trail to the Tovey Conservation Area. These communities will be developed as mixed use, consistent with City objectives, thereby creating complete communities that support a live, work and play environment. The developments are also including industry-leading sustainable innovations.



Figure Lakeshore Road Study Area with Community Nodes

Affordable Housing

Making Room for the Middle: A Housing Strategy for Mississauga includes four goals and 40 actions to foster a supportive environment for housing that is affordable for all. The Housing Strategy was developed with the assistance of a group of experts from all levels of government and the private and non-profit sectors. Implementation is underway and the City has addressed a number of housing actions, including Housing First, Rental Housing Protection, a Housing Reserve Fund, and a Community Improvement Plan for affordable housing. Future trends that are anticipated include, but are not limited to, Culturally Sensitive Senior Housing; Cohousing and Garden Suites.

Finding Efficiencies

Lean Program

The City's Lean Program focuses on strengthening the organization's culture of continuous improvement and instills Lean concepts and principles as a way of work in every Service Area. The program focuses on maximizing customer value and minimizing waste along with empowering staff at all levels to problem-solve on a daily basis.

Since becoming permanent in 2016, the Lean program has delivered significant results. Almost 86 per cent (153) of Planning and Building staff have received introductory White Belt Training; four staff have received intermediate Yellow Belt Training, and six staff have received advanced Green Belt Training. Six projects (including rapid improvements) and 66 small improvements have produced such enhancements as improved customer experience, faster processing times, higher quality and lower costs. (For definitions of classifications, see the Glossary.)

Some highlights of the many projects and small improvements completed include:

- Eliminated one review cycle in the condominium registration and conversion process for condo registration applications by inviting applicants for a meeting and conducting site visits
- Development Application Review Committee (DARC) Community Meetings: developers are encouraged to hold community meetings before an application is submitted to prevent rework
- Replaced the Annual Report on the Strategic Plan business outcomes with the annual update through the Business Planning process, eliminating duplication
- Established tools for urban designers and landscape architects to reduce the overall time spent reviewing and commenting on development applications, including implementing a standard 'Terms of Reference for Urban Design Studies' and 'Visual Work Plan'

Completed Initiatives					Total Benefits	
Improvement Type	2014-2017	2018	Sept 2019	Total	Type	Total
Small Improvement	31	28	7	66	Cost Savings and Avoidance	\$732,662
Rapid Improvement	-	-	1	1	Customer Service Improvements	21
Project	3	2	-	5	Safety Improvements	4
Total	34	30	8	72	Environmental Improvements	24

In-Progress Initiative	Goals of the Initiative
Zoning By-law Crafting & Approval	Development Planners' draft by-law circulations occur on average 60 times per year in 25 ad-hoc by-law reviews. The Zoning By-law process review will improve the process by defining clear roles and responsibilities and improving the precision of the process. It is anticipated that this project will reduce the effort required to produce draft by-laws by 20%.
Newspaper Ads for Public Meetings	While acknowledging the accuracy required for the newspaper ad review process, there may be an opportunity to reduce the number of people who touch the ad between its creation and final approval. The goal is to establish a quality process that ensures controls and standards for ad requirements are met prior to publishing in an effort to reduce rework and involve review by fewer individuals. Anticipated goals are to reduce the overall process lead time to approve the ad and reduce rework by 10%.
Technical Support for ePlans	Increase the number of first call resolutions to at least 80% monthly and decrease the waiting time for ePlans tech support service requests by 70%. Additionally, the project will review help documentation in an effort to reduce the amount of technical support calls by 10%.

Continuous Improvement Programs and Initiatives

- Bill 139 – Local Planning Appeal Tribunal:** To address the legislative changes implemented through Bill 139, the City put a team together for a boot camp. This boot camp was an intense and purposefully designed working session that focused on proactively identifying and implementing Bill 139's impact on planning services process. This proactive approach delivered numerous benefits for various stakeholders and prevented potential delays and negative impacts. Highlights include:
 - Revised report and delivery format: Reports were updated to reflect assessment requirements outlined in Bill 139
 - Terms of Reference: Provided direction for the preparation of supporting technical studies for development applications
 - Application Checklist: Provided an outline of submission requirements for all planning applications
 - Web page for public review of documents: the City created a public-facing website that would provide public access to the planning application and all supporting documentation
- Community Relations:** To improve cross-divisional staff awareness and increase the capacity of staff to initiate the Community Engagement Program benefits, Community Relations staff completed 14 internal 'roadshows' reaching over 300 staff in 2018. Staff continue to develop training and other resources
- Submission Requirements Update:** The intent of the update was to outline, both for the applicant and the public, what is expected in the submission of a planning application. The update included revised Terms of Reference, the Development Application Review Committee checklist and the requirement of a pre-submission Community meeting
- Application Communication:** A web strategy was developed to communicate to the public regarding development applications. The public can now view all documentation submitted to the City in support of a development application including plans, studies and reports
- Condominium Process Review:** A comprehensive review of the current condominium approval process was conducted to improve the development of condominiums in relation to development pressures and intensification across the City

Advancing the City's Strategic Plan

The City's Vision and Strategic Plan are the starting points for our annual business planning and budgeting cycle. The 40-year Strategic Plan, Our Future Mississauga, is built on five pillars – **move, belong, connect, prosper, and green**. Business plans are designed to strengthen aspects of these pillars to support the attainment of Mississauga's Vision.

Below are examples of how the initiatives of Land Development Services relate to the Strategic Plan pillars.

move - developing a transit oriented city

- Initiating the Clarkson Major Transit Station Area Study to develop a land use plan and policies
- Reviewing Major Transit Station Areas (e.g., Clarkson, Port Credit, and Malton GO Stations) to delineate boundaries in support of new Growth Plan requirements
- Implementing the Dundas Connects Master Plan endorsed by Council in 2018 for the Dundas Street Corridor

belong - ensuring youth, older adults and new immigrants thrive

- Initiated an Indigenous Community Relations Plan in 2018 to strengthen the working relationship with the Indigenous communities and peoples
- Implementing Making Room for the Middle: A Housing Strategy for Mississauga
- Implementing the Community Engagement Strategy to enhance how we consult with residents on city planning and services
- Implementing Inclusionary Zoning to designate a percentage of housing units as affordable

connect - completing our neighbourhoods

- Initiating the Mississauga Official Plan Review to direct the physical change of the City
- Implementing the Meadowvale Neighbourhood Character Area Study to develop policy framework that will guide future change and compatible infill development for Meadowvale
- Implementing Healthy by Design Criteria to assess the contribution of development proposals to the health potential of neighbourhoods
- Implementing My Malton through new planning policies that will shape the look and feel of the Malton Community
- Implementing Reimagining the Mall to ensure five mall-based nodes become healthy and complete communities
- Reviewing Design Guidelines for Employment Areas to establish attractive areas for economic activity

prosper - cultivating creative and innovative businesses

- Initiating the Downtown21 Review to develop a new vision and plan for Downtown Mississauga
- Implementing Inspiration Lakeview to achieve the vision for redevelopment of Mississauga's waterfront
- Implementing Gateway Policy Review to update zoning and urban design guidelines for the Gateway Corporate Centre area
- Implementing the Online Electronic Plan Submission and Review by adding to ePlans a range of development applications including Official Plan Amendments, Rezoning and Condominiums
- Developing an Online Interactive Zoning By-law Solution to answer a client's zoning questions for specific properties

green - living green

- Initiated Tree Protection Review to re-examine options to further protect trees in Wards One and Two using *Planning Act* tools
- Initiating Green Development Strategy
- Implementing Natural Areas System work to collect, maintain and report on Natural Areas System data as it pertains to the Official Plan



Transforming our Business with Technology

Technology is integral to connecting Mississauga residents and stakeholders with our programs and services. The following highlights the new IT road map, which aims to position Land Development Services for a modern and technologically advanced future which will improve service delivery.

ePlans Customer Service Business Process Improvements

ePlans allows applicants to submit their planning applications online. Once the application is submitted, the City will circulate the application electronically which will not only allow for the application to be processed more efficiently but also allow the applicant to be able to track the application.

- Phase 3: OPA, Rezoning, Payment in Lieu, Plan of Condominium, Plan of Subdivision, and Removal of the 'H' (holding symbol). The Department has been developing Phase 3 of ePlans
- Phase 4 is an online application submission portal for Portable Sign applications
- Future expansion of ePlans to include additional Land Development Applications
- ePlans increase online payment thresholds \$10,000-\$30,000. Increasing online payment thresholds will capture approximately 76.2 per cent of all planning applications, a potential increase in online payments of 13.4 per cent; and approximately 99.3 per cent of all building applications, an increase of 1.5 per cent

Customer Service and Industry Data Improvements

- Development of Interactive Zoning By-law
- Development of Environmental Systems Research Institute (ESRI) data sets such as neighbourhood visualization and

building application 3D visualization, Census storyboards that is leveraged in the Planning Information Hub and future Open Data objectives

- Ongoing modernization of Planning & Building Geographic Information Systems (GIS) through better data management, GIS analysis, modelling and publishing
- Establishment of a Digital 3D Massing Model published on Open Data and used in Dundas Connects, Meadowvale, and Clarkson GO MTSAs
- “Have your say” – Improving Citizen Engagement using Web Meeting Tools



Example of Downtown 3D Visualization

Operational Improvements

- Plans Anywhere (software) to provide mobile access for viewing key site information related to buildings and structures to help Inspectors make informed decisions
- Field automation of our annual Employment Survey
- ESRI software: Enables staff to create, analyze, manage and share geographic information so decision-makers can make informed decisions. It allows users to create maps, perform spatial analysis, and manage data
- Delivering study on MAX (Mississauga Approvals Express) system replacement options

Managing Our Human Resources

Workforce Analytics

Land Development Services spans several departments, consisting of multidisciplinary experts working in collaboration to provide effective community planning and building services. Experienced staff maintain excellent customer service throughout each stage of the development process for residents and businesses.

Our Structure

The core service provision of Land Development Services is within the Planning & Building Department, which is comprised of three divisions. The City Planning Strategies Division provides long-term policy and strategic planning, and obtains input through comprehensive engagement with Indigenous Peoples, communities, and other stakeholders. The Development & Design Division is responsible for reviewing, processing and making recommendations on development applications under the *Planning Act* and undertaking proactive landscape and urban design work, as well as authoring and updating the city-wide Zoning By-law. The Building Division is responsible for reviewing and approving building permit applications and ensuring compliance with the *Building Code Act*, the *Ontario Building Code*, the City's Zoning By-law, and other applicable law.

Park Planning, located in the Community Services Department and Development Engineering, located in the Transportation & Works Department are also part of the Land Development Services Service Area and support the delivery of core services. In addition, the Building Division has Fire Plans Examiners and Development and Design providing planning support for the Committee of Adjustment.

Our Talent

Our multi-disciplinary team of professionals consists of 192 employees who are passionate about helping to build an

innovative city where people choose to be. The varied and specialized work that we do requires experts spanning a range of disciplines including architecture, urban planning, urban design, landscape architecture, engineering, statistics, and geographic information systems. The following is a list of industry qualifications and certifications, not inclusive, but reflective of the vast responsibilities of Land Development Services:

- Association of Architectural Technologists of Ontario (AATO)
- Certified Engineering Technologists (CET)
- Ontario Association of Architects (OAA)
- Ontario Association of Landscape Architects (OALA)
- Professional Engineers (P. Eng.)
- Ontario Registered Professional Planners (RPP) and Members of the Canadian Institute of Planners (MCIP)
- Association of Ontario Land Surveyors
- Certified Building Code Official, Ontario Building Officials Association
- Canadian Registered Building Official, Alliance of Canadian Building Officials Association
- Certified Municipal Manager, Ontario Municipal Management Institute
- Certificate of Qualification, Ontario College of Trades
- Ontario Building Code, Ontario Ministry of Municipal Affairs and Housing
- Emergency Management, Emergency Management Ontario
- Occupational Health & Safety, Ontario Workplace Safety & Insurance Board
- Heating, Refrigeration and Air Conditioning Institute
- Canadian Association of Certified Planning Technicians

Leadership succession development and planning initiatives are in place, as are other training opportunities for staff. These include in-house workshops, external seminars and conferences throughout the year. The staff internship program approved in the 2019 Budget will rotate junior planners through a variety of positions throughout the Planning & Building Department to give them exposure to a wide variety of roles. This program will also help the Service Area attract and retain new talent as well as better position it for turnover, retirements and parental leaves.

Critical Roles/Functions to Achieve Business Goals

The ability to effectively engage residents, developers and other stakeholders in the land use planning and building process in multiple ways will become increasingly critical over the next few years. In particular, employees will need to expand their use of digital technology in creative and innovative ways to interact with clients. Also, the increase in special project work and emphasis on electronic submissions in Development & Design are reflected in a modified staff organizational model currently being implemented. City Planning Strategies will also be implementing organizational changes that respond to the evolving needs of their stakeholders and utilize innovative planning tools to advance city priorities.

Talent Needs

Seventeen staff are currently enrolled in the leadership succession planning program initiative, which will position Land Development Services well in the next few years as retirement eligibility numbers increase. In addition, Planning & Building's Planner Internship program which will be comprised of three junior planners who rotate through various positions in the Department thereby smoothing out staffing vacancies resulting from turnover, retirement and attrition.

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2019	2020	2021	2022	2023
Building	107.0	103.0	103.0	103.0	103.0
City Planning Strategies	38.4	38.4	38.4	38.4	38.4
Development & Design	56.0	56.0	57.0	55.0	55.0
Total Service Distribution	201.5	197.4	198.5	196.5	196.5

Note: Numbers may not balance due to rounding.

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2020-2023 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The budget for 2019 was \$9.7 million and the proposed budget for 2020 is \$9.7 million as there is no forecasted increase in projected revenues.

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for Land Development Services are being kept to 2019 levels.

- Operating savings for the department have been found by not extending contract positions and the redistribution of operational funds

Efficiencies and Cost Savings

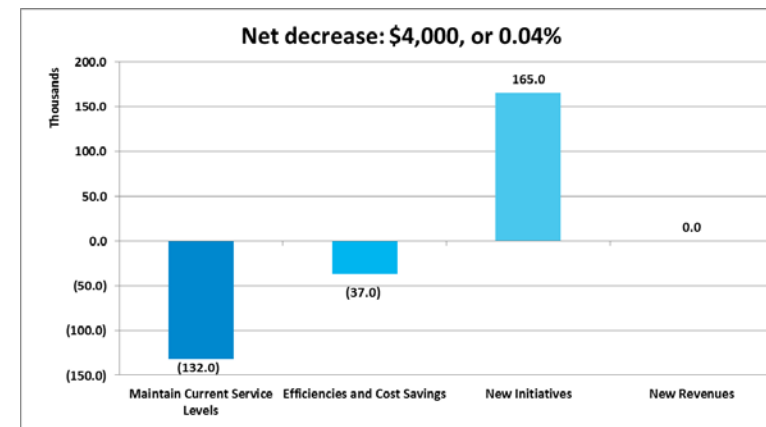
Land Development Services, specifically the Planning and Building Department through budget adjustments, has found operational expense savings totaling \$37,000.

New Initiatives

In 2020, there is one new initiative totalling \$165,000:

- BR# 5938 Planner and Zoning Examiner Positions: for hiring two full-time Planners and one Zoning Examiner

Proposed Changes for 2020 Net Operating Budget by Category (\$000s)



Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2020-2023, as well as the 2019 Budget and 2018 Actuals by major program within the Service Area.

Proposed Budget by Program (\$000s)

Description	2018 Actuals	2019 Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Expenditures to Deliver Current Services						
Building	16,310	11,781	11,788	12,286	12,477	12,671
City Planning Strategies	4,562	4,974	5,086	5,155	5,225	5,297
Development & Design	5,832	6,099	6,292	6,392	6,495	6,599
Total Expenditures	26,704	22,855	23,166	23,834	24,197	24,567
Revenues	(19,530)	(13,170)	(13,650)	(13,650)	(13,650)	(13,650)
Transfers From Reserves and Reserve Funds	(51)	(26)	(26)	(26)	(26)	(26)
New Initiatives and New Revenues			165	305	339	345
Proposed Net Budget Including New Initiatives & New Revenues	7,123	9,659	9,655	10,462	10,860	11,235
Expenditures Budget - Changes by Year			1%	3%	2%	2%
Proposed Net Budget - Changes by Year			(0%)	8%	4%	3%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour; operational costs; and facility, IT and support) and revenues are shown by category with the approved 2019 budget for comparison. The three columns to the far right of the table show the totals proposed for 2020 and their dollar and percentage changes over 2019.

Summary of Proposed 2020 Budget (\$000s)

Description	2019 Approved Budget	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Year's Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	Proposed 2020 Budget	\$ Change Over 2019	% Change Over 2019
Labour and Benefits	20,614	116	0	111	0	165	0	21,005	392	2%
Operational Costs	1,641	121	(37)	0	0	0	0	1,726	84	5%
Transfer To Reserves & Reserve	600	0	0	0	0	0	0	600	0	0%
Total Gross Expenditures	22,855	238	(37)	111	0	165	0	23,331	476	2%
Total Revenues	(13,170)	(480)	0	0	0	0	0	(13,650)	(480)	4%
Transfer From Reserves & Reserve	(26)	0	0	0	0	0	0	(26)	0	0%
Total Net Expenditures	9,659	(242)	(37)	111	0	165	0	9,655	(4)	0%

Summary of Proposed 2020 Budget and 2021 - 2023 Forecasts (\$000s)

Description	2018 Actuals	2019 Approved Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Labour & Benefits	19,637	20,614	21,005	21,813	22,210	22,586
Operational Costs	7,067	1,641	1,726	1,726	1,726	1,726
Transfer To Reserves & Reserve	0	600	600	600	600	600
Total Gross Expenditures	26,704	22,855	23,331	24,139	24,536	24,911
Total Revenues	(19,530)	(13,170)	(13,650)	(13,650)	(13,650)	(13,650)
Transfer From Reserves & Reserve	(51)	(26)	(26)	(26)	(26)	(26)
Total Net Expenditures	7,123	9,659	9,655	10,462	10,860	11,235

Note: Numbers may not balance due to rounding.

Proposed Cost Increase Required to Maintain Current Service Levels

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

Description	2019 Budget (\$000s)	2020 Proposed Budget (\$000s)	Change (\$000s)	Details (\$000s)
Labour and Benefits	20,614	20,841	227	Labour Adjustments and Other Fringe Benefit Changes
Advertising & Promotions	29	80	51	City wide legislated and non-legislated (D&D)
Communication Costs	80	106	26	Registered mail for Building Code enforcement, postage on notices including renters (from D&D)
Contractor & Professional Services	347	347	0	
Equipment Costs & Maintenance Agreements	341	346	5	City planning & Strategy, slight increase to meet actual costs
Finance Other	166	166	0	
Materials, Supplies & Other Services	242	244	2	Cost increase on urban design partly offset by cost reduction from internal printing and office supplies
Staff Development	225	225	0	
Transfers To Reserves and Reserve Funds	600	600	0	
Transportation Costs	212	212	0	
Subtotal - Other Operating	2,241	2,326	84	
Total Revenues	(13,170)	(13,650)	(480)	\$(250) forecasted increase (Building) \$(235) General Fee Increase (D&D) \$5 Inspection fees
Transfers From Reserves and Reserve Funds	(26)	(26)	0	
Subtotal - Revenues	(13,196)	(13,676)	(480)	
Total	9,659	9,490	(169)	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by Budget Request (BR) for proposed new initiatives. Each BR is numbered. Detailed descriptions of each Request can be found in the pages following the table.

Description	BR #	2020 FTE Impact	2020 Proposed Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2020 to 2023 FTE Impact	2020 to 2023 Capital (\$000s)
New Initiatives								
Planner and Zoning Examiner	5938	2.0	165	305	339	345	3.0	35
Total New Initiatives		2.0	165	305	339	345	3.0	35
Total New Initiatives and New Revenues		2.0	165	305	339	345	3.0	35

Proposed Initiative	Department	Service Area
Planner and Zoning Examiner	Planning & Building Department	Land Development Services

Description of Budget Request

The intent and purpose of this request is for two full-time Planner positions and one Zoning Examiner position for the Planning and Building Department. These FTEs will ensure updated and consistent zoning regulations, provide more consistent and personalized support to ensure the increased likelihood of application approvals, proactively manage development demands, and maintain a positive public reputation with developers and residents

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	164.6	305.1	339.2	345.0
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	164.6	305.1	339.2	345.0
* Net Change in \$		140.5	34.2	5.7
FTEs	2.0	3.0	3.0	3.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	26.0	9.0	0.0	0.0

Why Staff Recommend this Initiative

Over the last five years, the Planning and Building Department has seen a rise in Zoning Amendment applications, averaging an increase of 30 per cent per year. Recent changes to Provincial legislation require the City to make a decision on applications within 210 days for Official Plan Amendments and 150 days for Zoning By-law Amendments from the date when the application is deemed complete. Recent developments with Bill 108 have decreased this to 120 days for Official Plan Amendments and 90 days for Zoning By-law Amendments. This tight timeline has created concerns regarding the current processing situation where 59.3 per cent of all zoning applications have internally been identified as being "high risk of appeal" because they have exceeded the legislated decision timelines due to current organizational capacity. In order for the zoning by-law to become a proactive legislative document that guides development, additional zoning expertise is required. Having an up-to-date zoning by-law provides the development industry with clear direction and encourages economic investment.

Details of Service Change

Hiring two additional Planners and one Zoning Examiner will create capacity for the City to manage the existing and planned increases in local development activity by positioning the Planning and Building Department to be proactive with zoning regulations and emerging trends.

Service Impact

Positioning the Planning and Building Department to be more proactive and ensuring an up-to-date Zoning By-law will provide stakeholders and the development industry with clear direction, as well as providing more streamlined support during applications to residents and internal staff, resulting in quicker development application processing times.

Proposed Capital Budget

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

Proposed 2020-2029 Capital Budget by Program (\$000s)

Program Expenditures	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	Total 2020-2029
Building	371	100	100	100	100	771
City Planning Strategies	1,450	1,150	1,150	1,500	7,500	12,750
Development & Design	200	0	0	0	0	200
Total	2,021	1,250	1,250	1,600	7,600	13,721

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

Proposed 2020-2029 Capital Forecast Highlights:

- 2020 Building: ePlans Upgrades, \$100,000; Planning and Building Fees and Charges Review, \$100,000
- 2020 City Planning Strategies: Municipal Growth Management, \$300,000; Strategic Waterfront Implementation, \$200,000; Major Transit Study Area (MTSA) Studies, \$250,000; Innovative Planning Tools, \$100,000; Special Planning Studies, \$150,000; Community Engagement Strategy – Imagining, \$150,000; 3D City Model, \$125,000
- 2020 Development and Design: Green Development Strategy, \$200,000
- 2021-2029 Various Building initiatives, and City Planning Strategies initiatives

Proposed 2020-2029 Capital Budget by Funding Source (\$000s)

The following table provides the funding sources proposed to fund the capital portion of the proposed 2020-2023 Business Plan and 2020 Budget and the consolidated forecast for 2024-2029.

Funding	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	Total 2020-2029
Tax Capital	839	198	198	198	685	2,116
Development Charges	641	641	619	799	3,780	6,480
Gas Tax	0	0	0	0	0	0
Other Reserves & Reserve Funds	541	411	434	604	3,135	5,125
Total	2,021	1,250	1,250	1,600	7,600	13,721

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

Proposed 2020 Capital Budget Detail

The following table provides a detailed listing of proposed capital projects for 2020.

Program: Building

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
PB006017	Interactive Zoning By-Law	141	0	141	Tax Capital
PB006374	ePlans Upgrades	100	0	100	Tax Capital
PB007107	Digitization of Building Permits	30	0	30	Other Reserves & Reserve Funds
PB008084	Planning and Building Fees and	100	0	100	Other Reserves & Reserve Funds
Total		371	0	371	

Program: City Planning Strategies

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
PB005169	Strategic Waterfront Implementation	200	0	200	Development Charges, Other
PB005664	3D City Model	125	0	125	Tax Capital
PB005671	Innovative Planning Tools	100	0	100	Development Charges, Other
PB005672	Planning and Building Digital	175	0	175	Tax Capital
PB005674	Special Planning Studies	150	0	150	Development Charges, Other
PB006371	Municipal Growth Management	300	0	300	Development Charges, Tax Capital
PB006375	Community Engagement Strategy -	150	0	150	Other Reserves & Reserve Funds
PB008082	Major Transit Station Area (MTSA)	250	0	250	Development Charges, Other
Total		1,450	0	1,450	

Program: Development & Design

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
PB008083	Green Development Strategy	200	0	200	Tax Capital
Total		200	0	200	

Note: Numbers may not balance due to rounding.

Proposed 2020-2029 Capital Budget by Sub-Program

The following table provides a listing of capital forecast by sub-program for 2020-2029.

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Building											
LDS Building - Applications	271	100	100	100	100	0	0	0	0	0	671
LDS Building - Other	0	0	0	0	0	0	0	0	0	0	0
LDS Building - Studies	100	0	0	0	0	0	0	0	0	0	100
Subtotal	371	100	100	100	100	0	0	0	0	0	771

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
City Planning Strategies											
LDS CTPS - City Building Studies	650	350	250	250	0	0	0	0	0	0	1,500
LDS CTPS - Planning Studies	800	800	900	1,250	1,250	1,250	1,250	1,250	1,250	1,250	11,250
Subtotal	1,450	1,150	1,150	1,500	1,250	1,250	1,250	1,250	1,250	1,250	12,750

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Development & Design											
LDS DD - Applications	0	0	0	0	0	0	0	0	0	0	0
LDS DD - Other	200	0	0	0	0	0	0	0	0	0	200
LDS DD - Studies	0	0	0	0	0	0	0	0	0	0	0
Subtotal	200	0	0	0	0	0	0	0	0	0	200
Total Expenditures	2,021	1,250	1,250	1,600	1,350	1,250	1,250	1,250	1,250	1,250	13,721

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



Culture

2020-2023 Business Plan
& 2020 Budget

Foreword

Our Vision for the Future

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

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40-year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into the 16 Services Areas (including the Stormwater Program) that are outlined in this Plan. The 2020-2023 Business Plan and 2020 Budget document details how and where the City plans to allocate resources to deliver programs and services.

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

Table of Contents

Executive Summary of Culture	3
Core Services	4
Vision, Mission, Goals of Service and Service Delivery Model	4
Current Service Levels and Trends.....	5
Performance Measures and Results	9
Balanced Scorecard	10
Awards and Achievements.....	11
The 2020-2023 Business Plan Outlook	12
Planning for the Future	12
Finding Efficiencies	23
Advancing the City's Strategic Plan	24
Transforming our Business with Technology	25
Maintaining Our Infrastructure	26
Managing Our Human Resources.....	29
Proposed Operating Budget	31
Operating Budget Details	32
Proposed Budget by Program.....	32
Summary of Proposed Budget.....	33
Proposed Cost Increase Required to Maintain Current Service Levels.....	34
Proposed New Initiatives and New Revenues	35
Proposed Capital Budget	38
Proposed 2020-2029 Capital Budget by Program	38
Proposed 2020-2029 Capital Budget by Funding Source	39
Proposed 2020 Capital Budget Detail	40
Proposed 2020-2029 Capital Budget by Sub-Program	41



Executive Summary of Culture

Mission: Culture Division and the City of Mississauga will grow and support the creative sector, deliver cultural services and enable high quality cultural experiences.

Services we provide:

The Culture Division has four sections: Culture Services; Culture and Heritage Planning; Museums & Small Arms Inspection Building; and Celebration Square, Meadowvale Theatre and Culture Technical Services.

Culture Services supports growth of the film and television industry in Mississauga and delivers community development, arts and culture programs, grants and marketing.

Culture and Heritage Planning is responsible for heritage planning, culture planning, public art, policy development and research.

Culture facilities are managed within two sections: Museums (Bradley, Benares, and Leslie Log House) and the Small Arms Inspection Building; and Meadowvale Theatre and Celebration Square. Culture Technical Services provides audio, video and lighting production services at these facilities, in addition to Paramount Fine Foods Centre (which is operated by the Recreation Division).

Interesting facts about this service:

- Over 4.5 million people have visited Celebration Square events since its opening in 2011
- Creative Classes and Camps saw almost 4,700 participants in over 700 programs in 2018

- Meadowvale Theatre hosted 131 performances and activities in 2018
- There were more than 26,000 visitors to Museums in 2018
- There were 1,205 filming days in Mississauga with 234 permits issued in 2018 (the highest ever)
- There are 52 pieces of City-owned public art in Mississauga; 22 are permanent pieces

Highlights of the Business Plan include:

- Building Mississauga's live music sector
- Increasing access to space for Mississauga creatives at Meadowvale Theatre and the Small Arms Inspection Building
- Continuing to increase grants per capita funding from \$3.75 to \$4.50 by 2022
- Supporting and promoting Mississauga's evolution as a creative city

Net Investment (\$000s)	2020	2021	2022	2023
Operating	7,208	7,293	7,402	7,514
Capital	1,230	7,939	230	230
Full Time Equivalents	64.9	64.9	64.9	64.9

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

A new 10-year Culture Master Plan was completed and approved by City Council in early 2019. This document builds on the City's first Culture Master Plan (2009) and will guide service delivery and priorities for the division for the next decade.

Vision

Mississauga is known for its thriving culture scene, where culture is at the heart of the city and embedded everywhere.

Mission

Culture Division and the City of Mississauga will grow and support the creative sector, deliver cultural services and enable high quality cultural experiences.

Goals of Service

Drive activities that express our cultural identity and celebrate our traditions.

Stimulate Creative Industries and the creative economy.

Enhance and improve the quality of life and public realm.

Service Delivery Model





Fans celebrating at Jurassic Park West

Current Service Levels and Trends

The Culture Master Plan and Cultural Policy drive the City's cultural agenda.

These guiding documents are “brought to life” through a number of priority services that celebrate traditions, stimulate the creative economy and improve quality of life and public places for residents.

The following services raise the profile and reputation of arts, culture, and heritage in Mississauga:

Civic and Major Events – Celebration Square – home to two of the top 100 Festival and Events Ontario (FEO) festivals (Mississauga Italfest and MuslimFest in 2018), the Square offers more than 135 free event days and festivals throughout the year. Celebration Square's summer season offers an eclectic variety of events, including weekly fitness classes and movie nights, concerts, a Canada Day Celebration and 27 community

festivals. The winter season includes the annual Light Up the Square event and New Year's Eve celebration as well as free public skating (over 25,000 skaters enjoyed the rink in 2018). Celebration Square was also host to Jurassic Park West in spring 2019 that saw more than 110,000 people celebrate the Toronto Raptors NBA Championship drive.

Meadowvale Theatre – home to Mississauga's largest community-produced theatre productions and shows, culture programs and camps, as well as private/commercial rentals. Meadowvale Theatre is the City's key cultural hub in northwest Mississauga. In 2018, the theatre hosted 268 performance and activity days for 35,962 people.

Museums – with a focus on Living Heritage and story-telling, the Museums of Mississauga will continue to interpret and protect 18,890 artefacts and 127,271 archaeological artefacts. In 2019, the Museums added to their collections by gathering oral history stories for the Mississauga Miracle: The Story of the 1979 Derailment exhibition. The Museums deliver 146 educational programs and present over 50 special events/exhibitions per year.

Small Arms Inspection Building (SAIB) – is a historic, multi-purpose building that presents a wide range of arts and cultural programs. As a unique cultural hub, the SAIB provides much needed cultural space; it's a place for community building through the arts and a place to showcase creative excellence through dynamic exhibitions, events and experiences. This facility is also available for a wide range of public and private rentals.

Creative Industries Office – stimulates the Creative economy by supporting filming activity on City-owned streets, property, parks and facilities through a permitting process. Staff work with film scouts to find the best locations for producers, filmmakers and location managers who are considering Mississauga for filming. In 2018, 234 filming permits were issued which included 1,205 filming days. This year, the City of Mississauga's first



Musicians performing at Streetsville Square

Music Office opened to support growth of Mississauga's music scene by developing and promoting various initiatives that help to grow music venues and showcase Mississauga's exceptional and emerging musical talent.

Grant Program – addresses the large and growing demand for programs and events, and supports 42 organizations under three grant programs: Arts and Culture, Cultural Festivals and Celebrations and Culture Projects. In 2019, \$2.5 million in funding was provided to the community as well as \$75,000 in Heritage Grants (for maintenance and improvement to heritage designated properties).

Culture Programs – offers 761 classes to more than 4,600 participants in: Literary Arts (Creative Writing, Blogging, Poetry), Digital Arts (Photography, Graphic Design, Animation), Performing Arts (Dance, Drama, Music), and Visual Arts (Painting, Drawing, Sewing). Fourteen educational programs and

creative summer and March Break camps are also offered in various city facilities.

Cultural Policy Development, Research and Planning – supports the growth of Mississauga's culture sector by informing and developing City policy and strategy through an annual report card, best practice research, resource mapping, performance measurement and the development of various studies, research reports and strategies.

Public Art – Mississauga's Public Art Program contributes to city-building by enhancing the public realm and creating a unique sense of place within Mississauga. Public art has the ability to boost local industry and tourism and can lead to a sense of ownership and pride within the community. A variety of permanent and temporary public art installations enhance the quality of life for Mississauga's residents and create great experiences for visitors. To date, there are 52 pieces of City-owned public art in Mississauga; 22 are permanent pieces, 30 are temporary installations.

Heritage Planning – identifies, protects, conserves and celebrates Mississauga's cultural heritage by managing the *Ontario Heritage Act* process locally; maintaining the register of over 1,500 listed heritage properties in Mississauga; protecting over 300 designated properties; and issuing Heritage Plaques, Heritage Permits and Clearances.

Digital Engagement and Marketing – finds new ways for citizens to connect; raises awareness about culture and culture-related activities; and works with internal and external partners to promote two-way engagement using the web (over 1 million web views annually), social media (78,000 social media followers), and digital projects (three-four per year). In 2019, the Culture Division's marketing team began developing a new marketing project to grow awareness of Mississauga as an urban city with a thriving culture scene.

Trends

As Mississauga continues to grow and mature, trends play an important role in promoting and evolving Mississauga's cultural identity and the services provided. Some of the key trends include:



Visitors at The Work of Wind: Air, Land, Sea "pop-up" exhibit

Culture as a platform for telling the City's stories

Museums will continue to modernize by using creative technology and "pop-up" locations to bring heritage outside its walls to the people. Looking ahead, Museum exhibits, programs and events will be more inclusive and attract new and diverse audiences. There will be greater emphasis on interactive exhibition programming, interpretation and collections.

Staff will continue to expand year-round programming in all City cultural facilities to retain and attract new visitors and tourists to Mississauga.

Building identity and a sense of Community through the Arts

Similarly, community theatres are also expanding their scope to become multi-purpose cultural hubs providing various arts and culture programs, events and networking opportunities. The Meadowvale Theatre redevelopment will provide increased access to spaces for artists and community groups by enhancing spaces for gathering, rehearsal and performance.

Celebration of traditions and unique heritage

Heritage preservation continues to be a priority for growing and developing cities worldwide. Staff continue to look to best practices and develop plans and studies to better protect Mississauga's unique heritage attributes. Through 2020, staff will be completing both the Cultural Heritage Landscapes Study and the Archaeological Master Plan with community input to identify and define unique and important heritage sites in Mississauga. These studies will provide implementation plans for both staff and the community to ensure the preservation and protection of Mississauga's heritage sites for the future.

Increased support for a growing cultural sector

Overall, trends show an increased demand for City support for artists and community arts groups. This is most evident in the increasing demand for Culture's grant programs. Municipalities use grants to attract programming that meets community needs and supports strategic priorities within the culture sector. With City Council's approval of the Grant Review recommendations in 2016, an additional investment of \$202,000 was included in Culture's 2017 grant budget and \$208,300 in 2018. Staff will continue to streamline the application process and work with cultural groups to ensure a wide range of programs and continuous improvement across the sector.

Staff research and feedback from the arts community also show the need for more cultural spaces which can be met in part by using and re-purposing existing facilities. The City's

redevelopment of the Small Arms Inspection Building in the Lakeview area also helps address this need.

At the same time, the Creative Industry (CI) cluster has emerged as a key and growing economic driver in Ontario. Neighbouring communities (Toronto, Hamilton and Kitchener-Waterloo) have identified CIs as vital to their economies and growth. As part of the City's Creative Industry Strategy, three sectors have been identified as having the greatest potential benefit to the City: Film and Television, Live Music and Interactive Digital Media. To be able to compete in this sector, the City will need to continue to remove barriers, provide access for increased filming and focus on providing an environment where live music performers/producers and digital creatives can thrive.

Public space plays a key role in cultural development for cities

With a growing understanding of how public art plays a critical role in city-building comes the desire to animate more public space. Looking ahead, the City's Public Art Master Plan will continue to provide the design and curatorial guidelines needed to plan, select, and maintain public art for the City and its residents for the next five years.



Public Art murals, Skateboard Park, Mississauga Civic Centre

Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's performance measures are used to help assess how well the City is doing at achieving goals and where to improve operations. The results also inform decision making and strengthen accountability.

Balanced Scorecard

A Balanced Scorecard groups measures in four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. By paying attention to all four areas, an organization can retain balance in its performance and ensure that it is moving toward the attainment of its goals.

Below are descriptions of the measures tracked in Culture Division's Balanced Scorecard. The Balanced Scorecard that follows shows trends since 2016 and expected outcomes up to 2023.

Financial Measures

Per capita funding - Culture uses a per capita measure to establish and maintain a budget value for arts and culture granting programs; this is an industry standard. As noted in the Grant Review approved by City Council in 2016, staff recommended an increase to the \$3.00 per capita funding rate for arts and culture organizations to \$4.50 by 2022. The per capita calculation is based on the actual grant funding provided to groups divided by the number of residents.

In 2017, City Council approved raising the per capita funding rate for arts and culture organizations to \$3.25 per capita; in 2018, it was increased to \$3.50 and in 2019, it was increased to \$3.75.

Culture also measures its return on investment (ROI) from grants by using data from the applications and evaluations received from the groups. For every dollar the City invested in community cultural organizations and festivals in 2018, an additional \$7.67 was leveraged from a variety of different sources.

Customer Measures

Overall, 71 per cent of residents are satisfied with the City's cultural services. Each year more and more residents and visitors are engaged and attending events and programs. In 2018, more than one million people attended City-funded festivals and events with another 810,022 people participating in City-funded arts and culture programs and initiatives.

Since 2016, social media followers have increased from 6,270 to 77,996 and annual web views on all Culture Division web and event pages have been over 1 million.

Employee Measures

The City of Mississauga values its employees and volunteers. A good indicator of a city's overall cultural development is its level of civic engagement and the amount of volunteer activity. Employee satisfaction is measured via the City-wide employee engagement survey done every three years and employee commitment to continuous improvement is measured by the number of employees that have completed Lean White Belt training.

- In 2018, 13,947 volunteers participated in City-funded arts and culture organizations and festival and celebration groups for a total of 537,845 hours
- Ninety-five per cent of Culture staff responded to the City's 2018 Employee Engagement Survey with 72 per cent overall employee engagement
- To date, 67 per cent of Culture's employees have received Lean White Belt training

Internal Business Process Measures

- In 2018, Culture Planning staff reviewed approximately 1,000 planning applications and studies, and processed 42 heritage permits
- The number of filming days increased by 23 per cent from 2017
- From 2018-2019, ten new pieces were added to the City's public art collection

Balanced Scorecard

Measures for Culture Division	2016 (Actual)	2017 (Actual)	2018 (Actual)	2019 (Plan)	2020 (Plan)	2021 (Plan)	2022 (Plan)	2023 (Plan)
Financial:								
Per capita funding	\$2.77	\$3.02	\$3.50	\$3.75	\$4.00	\$4.25	\$4.50	\$4.50
ROI from grant funding (for every City \$ spent = X invested in the community) <i>based on actuals</i>	\$7.33	\$7.41	\$7.67	\$7.93	N/A	N/A	N/A	N/A
Customer:								
Residents' overall satisfaction with the City's cultural services	73%	N/A	71%	N/A	N/A	N/A	N/A	N/A
Attendees at City-funded Festivals & Events	803,576	911,750	1,022,406	1,080,000	1,120,000	1,170,000	1,230,000	1,300,000
Social Media Followers	63,331	71,726	77,996	84,000	95,000	110,000	130,000	155,000
Web views for Main Culture Pages	430,307	441,852	579,632	630,000	680,000	730,000	780,000	830,000
Employees:								
Volunteer Hours provided by City-funded Cultural Organizations	630,450	645,111	537,845	570,000	610,000	650,000	685,000	695,000
Employee Engagement Scores: Overall Job Satisfaction	72%	N/A	74%	N/A	N/A	N/A	N/A	N/A
White Belts Trained	42%	67%	67%	72%	77%	80%	84%	89%
Internal Business Process:								
Heritage Permits Issued per Year	28	51	42	50	52	55	60	64
Number of Filming Days	533	977	1205	N/A	N/A	N/A	N/A	N/A
Number of Publicly-owned Public Art Pieces (<i>includes permanent and temporary pieces</i>)	33	36	42	52	54	59	65	72

Awards and Achievements

Over the past year, Culture Division has received recognition for various projects and initiatives including the following:

Heritage Grant Applications – after reconfiguring the Heritage Grant Program process, applications for the program increased in 2019.

Jurassic Park West - hosted more than 110,000 Raptors fans at Jurassic Park West, receiving international coverage.

Work of Wind: Air, Land, Sea (2018), a temporary public art collaboration with the University of Toronto's Blackwood Gallery, was awarded the City Manager's Award of Excellence and named one of the top 10 Art Festivals in 2018 by NOW magazine.



An interior view of the Small Arms Inspection Building



Jurassic Park West emcee Sir Lancelot being interviewed by national media

The 2020-2023 Business Plan Outlook

Planning for the Future

New Culture Master Plan

The Future Directions Culture Master Plan was approved by Council in 2019 to inform all future work to be undertaken over the next 10 years. The new Master Plan shares the City's vision, provides direction for the investment of the City's cultural resources and outlines priorities for how arts, culture and heritage can be elevated in Mississauga and beyond our borders. This plan builds on the work completed since the approval of the City's first Culture Master Plan in 2009 and provides "a road map" for the Division.

The feedback, data and information gathered from research and engagement efforts for the Culture Master Plan were combined with the recommendations and direction outlined in the following supporting strategies and studies:

Meadowvale Theatre Strategic Plan (2014): identifies opportunities for performers, exhibitors and the public to create, produce and exhibit exceptional performing arts experiences at the Theatre.

Mississauga Cultural Policy (2015): outlines the value and importance the City places on culture, including the principles, goals and strategies needed to protect, support and foster culture in Mississauga.

Celebration Square Strategic Plan (2015): outlines a strategic vision for Celebration Square as a premier event and festival public space that is accessible, welcoming and a platform for celebrating diversity in Mississauga.



Live music performance at Meadowvale Theatre

Public Art Master Plan (2016): outlines strategies and goals for the development and support of a robust public art program in Mississauga.

Heritage Management Strategy (2016): outlines a plan to enable Heritage Planning and the Museums of Mississauga to identify, protect, conserve and celebrate our history, living heritage and evolving stories in Mississauga.

Creative Industries Strategy (2016): outlines goals to attract, educate, support and develop Mississauga's creative businesses and individuals while strengthening the creative industry sector.

With a five-year horizon and 10-year outlook, the Culture Master Plan informs the priorities and short- and long-term plans of the Division. Master Plan outcomes inform the Culture Division's Business Plans.

The Master Plan is reviewed every five years with a comprehensive refresh every 10 years to ensure continued relevancy.

Culture Division staff are working with all City departments, the community and cultural organizations to implement the 31 recommendations and 127 action items in the 2019 Culture Master Plan with a focus on:

- Building an arts-friendly city
- Enhancing and improving cultural spaces and places
- Expanding and growing leadership in the cultural sector
- Supporting an authentic cultural identity
- Sharing our story beyond our borders

Building an arts-friendly city

Grant Review Implementation

To address funding and service gaps, Culture undertook a Grant Review in 2016. With engagement from current grant applicants, Culture and Recreation Division staff, research and benchmarking from 15 Canadian municipalities, 14 recommendations were developed to meet the following goals: diversifying cultural offerings, improving program quality, growing accessibility and addressing service gaps to support alternative service delivery.

Implementation of the recommendations began in 2017 and in 2018 six multi-year grants were awarded. In 2019, four additional multi-year grants were awarded to festivals for the first time. Additional budget will be requested to continue to bring the total funding for Culture grants to \$4.50 per capita by the year 2022 (from its original \$3.00 per capita).

In 2019, Council also approved the use of the Municipal Accommodation Tax (MAT) to assist with the funding of Culture's grant programs.

Creative Industries – Film and Music Offices

The need to focus on the Creative Industries (CI) sector is supported by the Economic Development Strategy and noted in Mississauga's Strategic Plan, the Culture Master Plan and Cultural Policy. The Creative Industries Strategy, approved in 2016, provides a framework to enhance the City's economic and social vibrancy and will help to place the City in a competitive position to compete for this sector within the Greater Toronto Hamilton Area.

With the CI cluster emerging as a key and growing economic driver in Ontario, three sectors have been identified as having the greatest potential benefit to Mississauga: Film and Television, Live Music and Interactive Digital Media.

Film Office

Culture staff continue to remove barriers and increase the number of filming days in the city. There has been a 28 per cent increase in activity and revenue generated from the Film Office over the last two years; this trend is expected to continue in 2019.

To attract new film and television to Mississauga, staff placed trade magazine ads and advertorials; hosted client appreciation events and presented a successful marketing presentation to ten Los Angeles representatives from Netflix, Amazon, Hulu, CBS and Universal.

These efforts, in addition to providing exceptional customer service, have successfully attracted two new studios to Mississauga (CBS Studios Canada and William F. White) bringing the total here to five studios with combined space of almost 700,000 square feet.

In 2020, the Film Office hopes to continue this growth through discussions about further studio development in Mississauga.

New Music Office

A thriving cultural scene driven by music not only generates revenue through music tourism, it serves to create ideal conditions to retain and attract a young workforce. This in turn creates an attractive environment for job creation.

In July 2019, a Music Development Coordinator was hired to grow the live music sector. To ensure there is a framework in place to develop the sector, a detailed Live Music Strategy will be developed in 2020.

In addition to developing the Music Strategy, staff will:

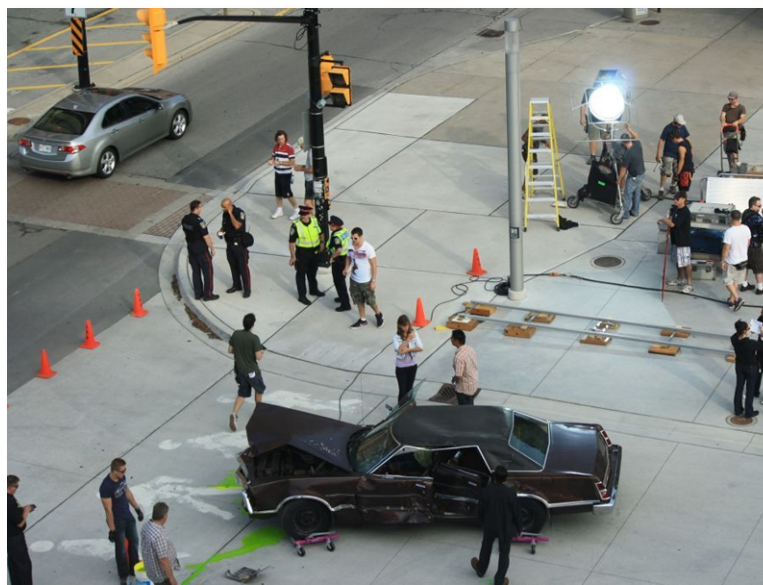
- Form an informal advisory group to guide strategy development, evaluate progress and initiatives
- Develop a database of local music assets including businesses, facilities, festivals and conferences
- Develop a Local Hold Music program which will feature local Mississauga music on 3-1-1 and the Customer Service Centre hold lines
- Explore a Musical Instrument Library Lending Program in partnership with the Mississauga Library System
- Pursue opportunities with promoters and producers to bring live music to Mississauga

In addition to growing the live music sector, Culture staff will continue to:

- Remove barriers and increase number of filming days
- Increase the number of live music performances in the city
- Provide an environment where digital creatives can thrive (i.e., space, networking opportunities and increased programming)

Artist in Residence Programs

Artist in Residence programs provide opportunities for artists to spend time with students, residents, and professionals in private or public industry to develop projects or produce artistic activities or events. These programs attract, support and retain creatives by providing opportunities to deliver unique cultural experiences in Mississauga while raising the City's profile as an artist-friendly, creative city. In the last few years, successful residency programs have run at the Museums. In 2020, the Museums will create a call for an artist-in-residence that is focused on providing a platform for under-represented communities.



Film shoot at Mississauga Celebration Square

Enhancing and improving cultural spaces and places

The Cultural Infrastructure and Creative Spaces Study, undertaken in 2016, found that between the seven major Mississauga venues evaluated (Living Arts Centre, Meadowvale Theatre, Maja Prentice Theatre, Celebration Square, Sampradaya Theatre, and the University of Toronto Mississauga's Erindale and Multimedia Studio Theatres) approximately 31 per cent of the total potential audience for performing arts programming (theatre/dance, classical music, popular music) was being captured. The study concluded that more high quality facilities and programming are required to capture the market for popular music which is currently either underdeveloped or is attracted by other regional venues.

As noted in this study, this could be achieved through local community partnerships and improved use of City-owned facilities for cultural purposes. Staff continue to look for these types of opportunities to foster relationships within the community to address this need.

Small Arms Inspection Building (SAIB) – Phase 1

As the only cultural hub of its kind in Mississauga, the SAIB supports meaningful audience engagement through dynamic exhibitions, events and experiences. This unique venue provides much needed cultural space as well as open and responsive programming that fosters collaboration and community-building on a local, regional, national, and international level.



Temporary art installation, Reborn by Dan Bergeron, Downtown Mississauga

In its first full year of programming, the Small Arms Inspection Building was successful in developing partnerships. Highlights of 2019 include partnerships with:

- The Small Arms Society to create a community garden outside of the building
- Sawitri Theatre's production of Savita Weds Satish
- The Toronto Biennial of Art, bringing thousands of people to the building for a 72-day contemporary art show. SAIB was host to 13 internationally-renowned artists raising Mississauga's profile as an arts-friendly city

Looking ahead to 2021, the completion of the Phase 1 Redevelopment project will allow occupancy of an additional 10 per cent of the SAIB including one multipurpose room to support programming and allow concurrent rental bookings within the

facility, and one tenanted office space for facility staff and community organizations. These spaces will increase community use of the building as well as revenues. Future programming plans include expanding programs offered by the Small Arms Society and rentals by private, non-profit and commercial organizations.

Public Art

Public art helps to develop a unique sense of place; it creates a beautiful, thought-provoking and energetic vibe that ultimately enhances the quality of life for residents and visitors.

Since 2010, the City's Public Art Collection has grown to 22 permanent pieces with several temporary installations happening throughout each year. Staff continue to expand the collection by installing new permanent pieces each year.

In late 2018 and 2019, the following pieces were commissioned:

ORCHARD (Permanent) by Diane Borsato, Small Arms Inspection Building

ORCHARD is a work of public land art, commissioned in collaboration with the Parks, Forestry & Environment Division. ORCHARD is an artist-designed urban apple orchard with rare and eccentric apple varieties representing Mississauga's natural heritage. An inauguration event was presented by Ontario Culture Days and the Toronto Biennial of Art to introduce the public to this future site of engagement, education and reflection.

A Year in Weather (Permanent) by Ferruccio Sardella, Saigon Park (244 Matheson Blvd. W)

The large Cor-Ten steel artwork is made of four sections that reflect the four seasons. Within these sections, four vertical columns represent a month of weather. The work accurately charts the year 2009 in the region of Mississauga; a year of heavy rainfall which caused the Cooksville Creek to overflow, as it has done numerous times since urban development resulting in the building of the stormwater management pond at Saigon Park.

Vietnamese Boat People Memorial (Permanent) by Vi Vi Vo Hung Kiet, Burnhamthorpe Library Grounds

This piece was donated to the City of Mississauga by the Vietnamese Boat People Memorial Association (VBPMA), a not-for-profit association that raised funds for the memorial. The monument honours the Vietnamese refugees who arrived in Canada, including Mississauga, during the late 1970s and 1980s following the fall of the Republic of Vietnam on April 30, 1975.

to Witness (Digital) by Brad Necyk

This is the first acquisition to the City's permanent Digital Public Art Collection. In to Witness, a future world is imagined, in which a group of people explore the world in radiation suits, coming across un-hyper-sur-real environments and monuments of the past and present experience of climate change and ecological shifts.

Finding Home (Temporary) by a collaboration of local artists, Sculpture Court Skate Park

Finding Home was a mentorship-based project involving artist mentor Mango Peeler and nine local emerging artists: Sofia Nicolis, Khaula Mazhar, Linh Thai, Ray Vidal, Jenna Polla, Geraldine Svic, Reiley Whelan, Tennille Dowers, and Rachel Tham. Finding Home is a series of murals inspired by a poem written by Mississauga's Youth Poet Laureate Pujita Verma. During National Youth Week an unveiling event featured live music by We Wander, a local youth band and poetry readings from Pujita Verma, a poet from France and an Indigenous poet as part of a partnership with the French Consulate.

A post-project survey shows 100 per cent of the emerging artists felt more skilled working and collaborating with other artists and found the quality of mentoring valuable. These artists reported a greater understanding and respect for public art and an increased desire to create art in the public realm.

Child's Play (Temporary) by Jacqueline Mak, Downtown Mississauga

A series of digital collages depicting children interacting with local historical sites and historical landscapes were printed on banners throughout the downtown core to represent the diversity and playfulness of Mississauga.

Reborn (Temporary) by Dan Bergeron, Downtown Mississauga and Meadowvale Theatre

Reborn is a functional sculpture made in part from recycled banner materials from 2018's Downtown Banner Program project Portrait of M. This upcycling project is unique in its design and provides shade, seating and a glimpse of some city residents.

Reborn and Child's Play were commissioned to complement City Planning's Tactical Urbanism Week in June 2019, an event of temporary installations to demonstrate how simple enhancements can improve the safety and enjoyment of public space.

SOLO Park Bee Hotel (Temporary) by Shannon Linde and Sarah Nasby, Jack Darling Memorial Park

SOLO Park is a bee hotel and sculptural installation intended to educate visitors and provide a nesting shelter for solitary bees. The bee hotel's design is based on the former Lorne Park resort gates, referencing the surrounding area's recent history and reimagining the site as a retreat for native solitary bees.

(not yet titled) (Digital) by Alex McLeod

Acclaimed artist Alex McLeod was commissioned to create a two-part artwork for a highly public, accessible area of the Civic Centre, located on the ground floor. One portion of the digital rendering, printed on vinyl, celebrates the architecture of the building and its various urban design features. The other contemporizes the story of the Mississauga train derailment of 1979, also known as the Mississauga Miracle.

Culture staff will continue to expand the permanent and temporary Public Art Collection in 2020. Plans include: a refresh of the City-Acquired Art Policy to include a one per-cent art allocation from eligible City capital projects; a refresh of the Public Art Master Plan which will integrate public art into the Downtown Core Public Realm Strategy; a Public Art impact survey; and the development of an Artist in Residence program.

Mississauga Celebration Square (MCS) – increase year-round programming and drive tourism

As Celebration Square enters its ninth year, there is increased demand to continue enhancing year-round programming and attracting tourism to build vibrancy in the downtown.

Enhanced lighting was installed as part of the Civic Lighting Project; this enhanced lighting was designed to create an immersive experience for visitors attending events, to mark



Enhancements to year-round programming, such as The Orpheum, brought additional vibrancy in the winter months

special occasions and to create a more vibrant and inviting public space.

In the spring of 2018, the Square was transformed into Jurassic Park West; the viewing parties were a huge success, drawing more than 110,000 Toronto Raptors fans who cheered the team on to its NBA Championship victory. The series resulted in major Canadian and American news coverage including the *Washington Post* and the *New York Times*.

The MCS Summer Series Emcee Pilot Project resulted in the production of 60 short video clips promoting weekly events and “what to do on the Square”. The videos featured co-emcees Selena Jasmine Singh and Mariah Sousa-Sampson whose goal was to complement onsite experiences and promote the summer season. Celebration Square will continue to add amenities for visitors such as solar-powered cell phone charging stations and additional reusable seating.

Expanding and growing leadership in the cultural sector

To expand and grow leadership in the cultural sector, several community development initiatives and programs have been developed.

Community Development

Work to build capacity for individual artists and cultural groups continues through community development programs.

The City’s busking program is growing and provides artists with the opportunity to perform in high profile locations while earning wages for their work.

In 2019, 37 buskers were permitted to perform at 13 locations throughout the city. In 2020 and beyond, the Culture Division intends to expand the busking program to include more locations and opportunities for artists.

The annual Summer Concert Series is another opportunity for new and emerging musicians to perform and establish

themselves in the music industry. In 2019, Streetsville Square was added as a performance location in the north to complement the Port Credit location in the south resulting in more than 6,300 attendees.



A busker performing at one of the 13 locations across Mississauga



Participants in a painting instruction program

Pre-Registered Culture Programs

Affordable classes are offered in all areas of art, culture and heritage and are conveniently located in community centres and City-owned facilities across the city. Entry-level programming provides an introduction to the arts while exposing participants to professionally-instructed arts courses and practices. More advanced classes are also offered if participants want more specialized training. The current service delivery model includes a variety of programs and camps in visual, digital, literary and performing arts for ages three to adult.

Culture Programs are focused on the following objectives:

- Ensuring access to culture programs through entry-level programming at an affordable price point in neighbourhoods throughout the City

- Ensuring the right services are delivered to our residents, and that those services demonstrate value for money
- Meeting the needs of older adults in Mississauga by providing relevant culture programs

A Fee Assistance Program (FAP) is available for qualifying residents.

In 2018 Culture Division offered 761 pre-registered programs to 4,656 participants (a nine per cent increase over 2017).

Most Notable

- The highest program growth is seen in the Digital Arts portfolio which has had a 24 per cent increase in participation since 2016. Digital programs offer accessible opportunities for residents to develop creative skills for modern life
- The 31 per cent increase in Culture program registration between 2014 and 2018 is a reflection of improvements to access, which was the focus of a five-year plan developed for these programs in 2016

Support an authentic cultural identity that is welcoming, inspiring and enriching

According to research gathered for the City's first **Heritage Management Strategy**, which was approved in 2016, Mississauga is identified as one of the world's most diverse communities. The research also noted an increased interest in Mississauga's unique heritage. The strategic goals developed in this strategy will help the City connect with all residents in a meaningful way.

Findings highlighted that Mississauga's cultural diversity is, in part, due to the number of residents that have moved here from all over the world and brought with them their cultural experiences and traditions.

The goals of the strategy are:

- Establish a more unified approach to heritage management
- Protect Mississauga's heritage
- Interpret, gather and tell the stories of Mississauga
- Involve all communities
- Promote awareness and understanding of heritage initiatives
- Integrate heritage management throughout the City



Downtown Streetsville in an area being reviewed in the Cultural Heritage Landscape Registry

Two recommendations which came from the strategy are a review of the City's Cultural Heritage Landscape registry and the creation of an Archaeological Master Plan.

The Heritage Planning team has completed Phase 1 of the Landscape study and is embarking on Phase 2 which will be completed in 2020. The result will be a more effective toolkit for managing cultural heritage landscapes across the City and a more streamlined and relevant inventory of landscapes for Mississauga. The Archaeological Master Plan will help identify areas where archaeological sites may be found and provide guidance and procedures for identification, management and conservation.

Both of these projects are critical to keeping the City in line with new provincial regulation and legislation while achieving the goals set out in the Heritage Management Strategy.

Museums engage the public in Mississauga's evolving story

A key recommendation of this strategy was to develop a thematic heritage outline for Mississauga – *The Story of M* – a foundational tool that will shape many initiatives.

The Story of M, a public engagement project completed in 2019, focused on developing themes that best reflect the past, present and future of Mississauga. The themes that emerged will be used to make programming decisions in 2020 and beyond. These include:

- Pre-settlement and indigenous histories
- Immigration experience and family traditions
- Agricultural practices and food culture
- Our relationship with the natural world and reliance on natural resources
- Innovations in city building
- Resiliency in times of hardship

Overall, the Heritage Management Strategy includes 31 recommendations which will be implemented by 2026.



Visitors in the gift shop at Maple Magic

Museum Programming & Events

The Museums of Mississauga are comprised of heritage designated properties on three sites – Bradley Museum, Benares Historic House and the Leslie Log Cabin. Museums have an inherent mandate to collect, preserve, interpret, and display items of historic, artistic, cultural or scientific significance for the education of the public. The Museums of Mississauga are places where residents and visitors can share stories and learn about the history of Mississauga from many perspectives.

2019 Highlights:

- Museums were awarded a \$10,000 grant from the Community Foundation for Open Museum. Open Museum is an outreach program that brings stories and artefacts from the Museums out into the community
- A black light “magical forest” interactive art display in the log cabin was added to the annual Maple Magic event. With a “sap to syrup” teaching component, Indigenous practice to early settler methods to modern maple syrup manufacturing lay the foundation for programming
- A new summer garden program was piloted at the Bradley Museum. Eight volunteers participated in programs related to sustainable techniques, culinary and medicinal herbs and the history of kitchen gardens
- The 40th anniversary of the Mississauga Train Derailment was commemorated through an exhibition in partnership with the not-for-profit Heritage Mississauga. The exhibition used 48 stories from people who witnessed the event first-hand or were displaced
- Education programs and events continue to be popular; a World War I experience for high-school students presented by History Matters, and the Hallowe’en themed event “Fantastic Beasts of Benares” brought several hundred people to Benares Historic House

In 2020, education programs will expand to the Small Arms Inspection Building and will include new curriculum-based content on the role of women in the building

The Museums will continue to present historic and heritage-based programming with a contemporary lens ensuring the representation of many differing points of view. Emphasis will be on providing opportunities to tell stories of communities that have not previously been given a voice in traditional heritage narratives.

A multi-pronged approach will be taken to presenting exhibitions that will involve partnering with other cultural organizations as well as looking to the existing collection. Working with the Indigenous community will be a priority in this area.

In 2020, tours at the Museums of Mississauga will be offered for free (donations accepted) to encourage more visits. This decision is in line with current trends and follows a successful pilot project. Group tour fees and special event fees remain in effect.

Share our story beyond our borders

Creative City Campaign

In 2020, Culture Division staff will launch a special project that will focus on promoting Mississauga's creative sector beyond its borders and raising awareness of Mississauga as a creative city.

Developed in fall 2019, the Creative City campaign aims to challenge existing perceptions of Mississauga's cultural scene while generating excitement for current and future initiatives.

Staff will partner with the City's Economic Development, Tourism, Corporate Communications, Art Gallery and other arts and culture groups to align efforts.

Finding Efficiencies

Lean Program

The City's Lean Program focuses on strengthening the organization's culture of continuous improvement and instills Lean concepts and principles as a way of work. The program focuses on maximizing customer value and minimizing waste along with empowering staff at all levels to problem-solve on a daily basis.

Since becoming permanent in 2016, the Lean program has delivered significant results. Since 2014, 30 staff have received introductory White Belt Training and one staff has received intermediate Yellow Belt Training. Five projects (including rapid improvements) and over 80 small improvements have produced enhancements such as improved customer experience, faster

processing times, higher quality and lower costs. To date, over 5,000 staff hours have been freed across the Division. (For definitions of classifications, see the Glossary.)

Some highlights of the many projects and small improvements completed include:

- Improving the process for booking facilities and programs at Museums, Celebration Square and Meadowvale Theatre
- Celebration Square Event Services Project streamlined the application, insurance and communication, event approval, permitting and planning processes to increase customer satisfaction, reduce non-value-added work and process steps and ensure the best allocation and use of City resources

Completed Initiatives					Total Benefits	
Improvement Type	2014-2017	2018	Sept 2019	Total	Type	Total
Small Improvement	61	10	11	82	Cost Savings and Avoidance	\$244,225
Rapid Improvement	-	1	1	2	Customer Service Improvements	60
Project	2	1	-	3	Safety Improvements	13
Total	63	12	12	87	Environmental Improvements	19
In-Progress Initiative	Goals of the Initiative					
Mississauga Celebration Square Admin Space	This Rapid Improvement Event seeks to create an efficient administrative area for staff at Celebration Square who handle over 50 events and see over 600,000 visitors to Celebration Square annually.					

Advancing the City's Strategic Plan

The City's Vision and Strategic Plan are the starting points for our annual business planning and budgeting cycle. The 40-year Strategic Plan, Our Future Mississauga, is built on five pillars – **move, belong, connect, prosper, and green**. Business plans are designed to strengthen aspects of these pillars to support the attainment of Mississauga's Vision.

Below are examples of how the initiatives of Culture relate to the Strategic Plan pillars.

belong - ensuring youth, older adults and new immigrants thrive

Programs, Festivals, Events and Exhibits

- Providing access to affordable pre-registered programs
- Offering City-produced and community-run festivals, events, and exhibits

Heritage Management Strategy

- Developing a resident-activated tool – *The Story of M* – to identify Mississauga's stories

Developing a strong Marketing Communications Plan

- Positioning Mississauga as a creative city
- Raising the profile of Mississauga's cultural offerings

connect - completing our neighbourhoods

Celebration Square's Year-Round Programming

- Building vibrancy in the city's downtown by programming responsive, innovative visitor experiences
- Attracting greater tourism; improving economic impact and city profile

Public Art Master Plan

- Increasing Public Art capital investment for permanent, temporary and digital public art installations
- Exploring new funding tools and removing barriers

prosper - cultivating creative and innovative businesses

Creative Industries Strategy

Cultivating creative and innovative businesses through the implementation of the Creative Industries Strategy:

- Promoting the three CI sectors (Film & TV, Live Music, Interactive Digital)
- Developing a strategy to grow Mississauga's Music Sector
- Continuing to remove barriers to filming

Transforming our Business with Technology

The 2019 Culture Master Plan outlines digital technology as an overarching theme and many of its initiatives are aligned with the strategic direction and action items in the 2019 Smart City Master Plan.

The 2019 Culture Master Plan has strategic connections to the Smart City goals to focus on people, economy and living as well as the Smart City framework of being future ready, collaborative, and connected, every day. The Smart City Master Plan identifies three specific initiatives in which Culture is a partner, with a focus on improving the quality of life for residents.

Culture Division will use digital technologies to create engaging and creative communities that showcase artists; provide educational opportunities to youth, older adults and residents; and adapt emerging technologies to present art, culture and heritage in new and exciting ways.

Culture Division will also use technologies to enhance service delivery and provide resources to residents and visitors to access spaces, provide economic opportunities and ensure residents are able to access arts, culture and heritage information in a timely and straightforward manner.

Business Enhancement

To be more future ready and connected, Culture staff successfully implemented these projects in 2019:

- Launch of SpaceFinder Mississauga – a free matchmaking tool for those looking for creative space and landlords looking to promote their rentals

- The successful implementation of a new online film permit application that is custom-made and mobile friendly

Digital Public Art Collection

In 2019, the City acquired its first digital art work, *to Witness*, to its permanent Digital Public Art Collection. *to Witness* was acquired from the Art on the Screens 2019 program and will act as a legacy piece. As part of the collection, the work may be exhibited on publicly-owned screens or projected on built infrastructure in Mississauga.

Augmented Reality

Working collaboratively with the Smart City team and Tourism, this project will bring together emerging technology with contemporary art.

Digital Literacy – Access and Education

Residents have the opportunity to register and grow their skills in programs such as App Design, Graphic Design, Website Design and Animation. Creative digital classes are a great way to expose residents of all ages to these concepts. Looking ahead to 2020, Culture staff will engage with the Library to collaborate on digital literacy programming initiatives to grow the portfolio.

Maintaining Our Infrastructure

Surrounding Greater Toronto Area cities are investing significantly in arts space, placing Mississauga at a competitive disadvantage for retaining talent and attracting creative industries to locate here.

In Culture's Infrastructure and Cultural Spaces Study, the following was noted:

- A need for affordability and accessibility – groups look elsewhere when space availability is limited
- Individuals and organizations often go to Toronto for their space needs
- Lack of central hub(s) for activities and disciplines
- Lack of creative space outside of Living Arts Centre
- Desire for co-op, gallery/exhibition, and rehearsal space
- Desire for exciting, non-traditional arts spaces
- Readiness to communicate and interact with the City of Mississauga and other organizations

It is for these reasons that maintaining the City's current arts space in a state of good repair is critical. There are several projects planned to ensure the City's arts and culture spaces are maintained and are able to continue to deliver the events and programming our residents have come to enjoy.



An unfinished room at the Small Arms Inspection Building

Small Arms Inspection Building – the City's new cultural facility

The Small Arms Inspection Building (SAIB) is one of Mississauga's most significant heritage assets. In 1940, the site became a large munitions manufacturing plant, producing rifles and small arms for the Canadian Army until 1974. After being purchased by the Toronto and Region Conservation Authority (TRCA) in 1992, the building was used by various private corporations. Under threat of demolition, the City of Mississauga designated the building under the Ontario Heritage Act in 2009. In 2016, the City and TRCA reached an agreement to transfer legal ownership to the City of Mississauga for the building and the surrounding park deemed the Arsenal Lands. The City of Mississauga's redevelopment of SAIB began in 2017 with receipt of a funding grant from the Canada 150 Community Infrastructure Program. The goal of the redevelopment plan was

to transform the SAIB into an arts and culture hub for the City of Mississauga.

Construction of Phase 1 of the redevelopment (the back end of the facility) began immediately; it was officially opened by the Mayor and Members of Council on June 23, 2018 and opened to the public with its first exhibition in September 2018. Since opening in September 2018, the SAIB has hosted nearly 10,000 people at various events, programs and exhibitions.

Completion of Phase 1 Redevelopment

The completion of the bridge section of the SAIB was deferred as part of Phase 1 construction due to budget constraints. Completion in 2021 will allow occupancy of an additional 10 per cent of the building including one multipurpose room to support programming and allow concurrent rental bookings within the facility, and one tenanted office space to be used by facility staff and rented to community organizations.

The capital budget allocated to complete Phase 1 is \$512,500 (\$412,500 funded by the City and \$100,000 raised by the Small Arms Society).

Phase 2 Redevelopment (the front end of the building) is noted in the City's 10-year Capital forecast and is unfunded.

Meadowvale Theatre Redevelopment

Meadowvale Theatre is located in northwest Mississauga. It was opened in 1989 and is in need of modernization. A \$5.4 million renovation was identified within the 10-year capital forecast after the completion of a Feasibility Study in 2017. The design phase is scheduled for 2020 followed by renovations in 2021.

Renovation of the Meadowvale Theatre will expand access, create broader performing arts opportunities and provide new revenue options for the Theatre.

Heritage Facility Maintenance – Ongoing

Maintaining the integrity of the City's heritage facilities is a priority and a responsibility in accordance with the *Ontario Heritage Act*.

Capital maintenance and upkeep for museum interiors (Bradley, Benares, and Leslie Log House) have been identified within the 10-year capital forecast with a \$30,000 budget per year. With the addition of the SAIB in 2019, an additional \$20,000 was added to the maintenance budget for a total of \$50,000.

Cultural Landscapes

The City adopted the Cultural Landscape Inventory in 2005 to identify cultural landscapes worthy of conservation, and simultaneously added all of the properties in the Inventory to the City's Heritage Register (then known as the Heritage Inventory).

The Inventory is more than 12 years old and requires updating. The Cultural Landscape Project was undertaken in 2019 with the goal to refine the current inventory of landscapes and to provide an effective implementation plan, including alternative heritage and planning tools to effectively preserve landscapes where warranted. Phase 1 of the project saw professional research and community engagement come together to identify places in Mississauga that were unique, valuable and important to the heritage and community of Mississauga. Phase 2 is currently underway with scheduled completion for 2020. The total capital budget was \$200,000 for the full study.

Archaeological Master Plan

In 2019, following the recommendations from the Heritage Management Strategy and based on feedback from Indigenous communities, Heritage Planning began work on a City-wide archaeological site mapping project. This project will provide direction for how to deal with archaeological processes, develop policies and identify resources in Mississauga.

With development pressures continuing, Mississauga requires a comprehensive plan that will identify areas of archaeological potential within the city. Once completed in 2020, the Archaeological Master Plan will address requirements for archaeological assessments and provide direction for various City Departments in regards to identifying Indigenous and other sites of archaeological interest. The total capital budget is \$125,000.

Celebration Square – Lifecycle Replacement

The audio visual equipment at Celebration Square is heavily used during the summer event season and is subject to a high degree of wear and tear given its location and exposure to the elements. Lifecycle replacement is required to ensure continuity of service for this high-demand facility. In 2020, equipment such as the stage lighting is due for replacement with further equipment replacements being assessed for 2021.



*The big screens, LED ribbon message boards and main stage
at Celebration Square*

Managing Our Human Resources

Workforce Analytics

The Culture Division has a non-union workforce that includes front-line operations and programming staff as well as management, divisional and administration staff. Full-time and part-time staff are an average age of 42 and 32 years old respectively. Over the past five years, the Division hired 202 staff and in the next five years, eight staff are eligible for retirement. Succession planning and strong hiring practices will continue. The Division also complements its workforce with part-time seasonal staff and student interns each year as well as effectively using 337 volunteers.

Our Structure

The Culture Division operates in four sections:

- **Culture Services** delivers film, television and music services, community development, arts and culture programs, grants and marketing
- **Culture and Heritage Planning** is responsible for heritage planning, culture planning, public art, policy development, research and digital engagement
- **Museums** (Bradley, Benares, and Leslie Log House) **and Small Arms Inspection Building**
- **Celebration Square, Meadowvale Theatre and Culture Technical Services**

Our Talent

Culture Division staff are educated in various disciplines. Employee certifications, accreditations and memberships include:

- Museums & Collections, Ontario Museum Association
- RK-Rohan, Optocore, Working at Heights (Culture Technical Services)
- International Association of Business Communicators (IABC)
- Ontario Professional Planners Institute
- Canadian Institute of Planners
- Canadian Association of Heritage Planners
- Lean Belts (White and Green)
- Ontario College of Teachers

Critical Roles/Functions to Achieve Business Goals

In 2018, Culture Division completed a workforce planning exercise. The results of this exercise ensure the Division's organizational structure ensures efficiency and effective alignment of staffing resources to support service mandates now and into the future.

Talent Needs

A conversion of the current Heritage Analyst, Heritage Planning Coordinator and Education and Engagement Coordinator, Museums of Mississauga contract positions to permanent full-time in 2020 will provide the necessary capacity to manage increased service demands in Heritage Planning and programming pressures at Museums.

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2019	2020	2021	2022	2023
Culture & Heritage Planning	9.0	9.0	9.0	9.0	9.0
Culture Services	20.0	20.0	20.0	20.0	20.0
Culture-Support Services	2.0	2.0	2.0	2.0	2.0
MCS, Meadowvale Theatre & Technical Services	23.3	23.3	23.3	23.3	23.3
Museum & Small Arms Inspection Building	10.6	10.6	10.6	10.6	10.6
Total Service Distribution	64.9	64.9	64.9	64.9	64.9

Note: Numbers may not balance due to rounding.

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2020-2023 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The budget for 2019 was \$7.1 million and the proposed budget for 2020 is \$7.2 million.

Total Changes to Maintain Current Service Levels

In 2020, the impact of maintaining current service levels for the Culture Service Area is an increase of \$133,700. Highlights of the proposed budget changes include:

- Labour costs are projected to increase by \$198,000 reflecting economic adjustment increases and other fringe benefit changes
- Custodial costs for Meadowvale Theatre and Small Arms Building increase by \$35,000
- Vehicle maintenance costs of \$10,000 are needed for Culture Technical Services
- Savings in Utility costs of \$47,000
- Reduction of \$18,000 from the Arts Reserve that provided one-time funding for the Biennial of Art
- Municipal Accommodation Tax (MAT) annualization recovery funding for live music initiative of \$29,000
- Increased revenues of \$21,500 from annual inflationary increases to Culture's rates and fees

Efficiencies and Cost Savings

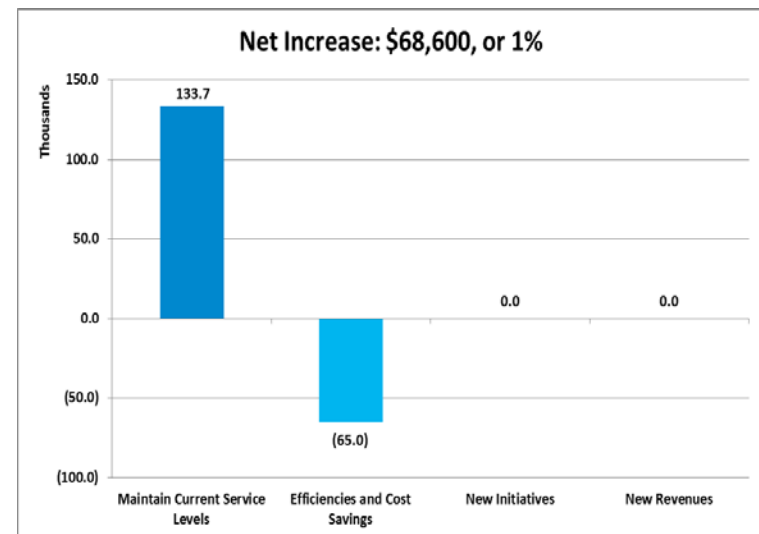
- Organizational Workforce Review savings of \$40,000
- Reduction in promotions for Creative City project by \$25,000

New Initiatives

The following new initiative is proposed and will be fully funded by the MAT:

- *Grant support to culture groups* – Increase arts spending per capita from \$3.75 to \$4.50 by 2022 (\$210,200). Addresses service gaps to provide better quality cultural services, programs and festivals reaching more people

Proposed Changes for 2020 Net Operating Budget by Category (\$000s)



Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2020-2023, as well as the 2019 Budget and 2018 Actuals by major program within the Service Area.

Proposed Budget by Program (\$000s)

Description	2018 Actuals	2019 Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Expenditures to Deliver Current Services						
Culture & Heritage Planning	908	1,255	1,263	1,285	1,302	1,319
Culture Services	5,469	5,261	5,397	5,428	5,459	5,491
Culture Support Services	518	600	620	629	638	647
MCS, Meadowvale Theatre & Technical Services	2,686	2,817	2,934	2,968	3,002	3,038
Museum & Small Arms Inspection Building	1,164	1,300	1,289	1,310	1,329	1,349
Total Expenditures	10,745	11,234	11,503	11,620	11,731	11,845
Revenues	(2,710)	(2,180)	(2,352)	(2,383)	(2,383)	(2,383)
Transfers From Reserves and Reserve Funds	(168)	(1,914)	(1,943)	(1,944)	(1,946)	(1,948)
New Initiatives and New Revenues			0	0	0	0
Proposed Net Budget Including New Initiatives & New Revenues	7,867	7,140	7,208	7,293	7,402	7,514
Expenditures Budget - Changes by Year			2%	1%	1%	1%
Proposed Net Budget - Changes by Year			1%	1%	1%	2%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour; operational costs; and facility, IT and support) and revenues are shown by category with the approved 2019 budget for comparison. The three columns to the far right of the table show the totals proposed for 2020 and their dollar and percentage changes over 2019.

Summary of Proposed 2020 Budget (\$000s)

Description	2019 Approved Budget	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Year's Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	Proposed 2020 Budget	\$ Change Over 2019	% Change Over 2019
Labour and Benefits	5,771	172	(40)	27	0	0	0	5,929	158	3%
Operational Costs	5,186	73	(25)	0	0	210	0	5,445	259	5%
Facility, IT and Support Costs	33	81	0	0	0	0	0	114	81	243%
Transfer To Reserves & Reserve Funds	243	(18)	0	0	0	0	0	225	(18)	-7%
Gross Total Expenditures	11,234	308	(65)	27	0	210	0	11,713	480	4%
Total Revenues	(2,180)	(172)	0	0	0	0	0	(2,352)	(171)	8%
Transfer From Reserves & Reserve Funds	(1,914)	0	0	(29)	0	(210)	0	(2,153)	(239)	13%
Total Net Expenditure	7,140	136	(65)	(3)	0	0	0	7,208	69	1%

Summary of Proposed 2020 Budget and 2021-2023 Forecast

Description	2018 Actuals (\$000s)	2019 Approved Budget (\$000s)	2020 Proposed Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)
Labour and Benefits	5,298	5,771	5,929	6,034	6,135	6,237
Operational Costs	4901	5,186	5,445	5,669	5,893	5,904
Facility, IT and Support Costs	36	33	114	114	115	115
Transfer To Reserves & Reserve Funds	510	243	225	225	225	225
Total Gross Expenditures	10,745	11,234	11,713	12,043	12,368	12,481
Total Revenues	(2,878)	(2,180)	(2,352)	(2,383)	(2,383)	(2,383)
Transfer From Reserves & Reserve Funds	0	(1,914)	(2,153)	(2,367)	(2,583)	(2,585)
Total Net Expenditure	7,867	7,140	7,208	7,293	7,402	7,514

Note: Numbers may not balance due to rounding.

Proposed Cost Increase Required to Maintain Current Service Levels

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

Description	2019 Budget (\$000s)	2020 Proposed Budget (\$000s)	Change (\$000s)	Details (\$000s)
Labour and Benefits	5,771	5,929	158	Increase/Decrease Reflects Labour Adjustments and Other Fringe Benefit Changes
Administration and Support Costs	33	114	81	Increase for Custodial Costs Reallocated from Occupancy Costs
Advertising & Promotions	224	199	(25)	Reduction for Mississauga - A Creative City Promotion
Communication Costs	16	16	0	
Contractor & Professional Services	456	531	75	\$70 Celebration Square Budget Re-alignment \$5 Artist in Residency Program
Equipment Costs & Maintenance Agreements	180	170	(10)	(\$10) Celebration Square Budget Re-alignment
Finance Other	2,940	2,940	0	
Materials, Supplies & Other Services	729	669	(60)	(\$60) Celebration Square Budget Re-alignment
Occupancy & City Costs	577	595	18	\$110 Facility Rentals for Film Office (\$47) Reduced Utility Costs (\$45) Custodial Costs Reallocated to Support Costs
Staff Development	47	47	0	
Transfers To Reserves and Reserve Funds	243	225	(18)	Reduced Biennial of Art One Time Transfer
Transportation Costs	19	69	50	\$40 Road Occupancy Permits for Film Office \$10 Vehicle Maintenance Cost for Technical Services Van
Subtotal - Other Operating	5,462	5,573	111	
Total Revenues	(2,180)	(2,352)	(171)	(\$150) Film Office (\$21) Fees & Charges Increase
Transfers To/From Reserves and Reserve Funds	(1,914)	(1,943)	(29)	Municipal Accommodation Tax Annualization
Subtotal - Revenues	(4,094)	(4,295)	(201)	
Total	7,140	7,208	69	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by Budget Request (BR) for proposed new initiatives. Each BR is numbered. Detailed descriptions of each Request can be found in the pages following the table.

Description	BR #	2020 FTE Impact	2020 Proposed Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2020 to 2023 FTE Impact	2020 to 2023 Capital (\$000s)
New Initiative								
Grant Support to Culture Groups*	5314	0.0	0	0	0	0	0.0	0
Total New Initiative		0.0	0	0	0	0	0.0	0
Total New Initiatives and New Revenues		0.0	0	0	0	0	0.0	0

Note: Numbers may not balance due to rounding. Amounts are Net.

* Funded by Municipal Accommodation Tax

Proposed Initiative

Grant Support to Culture Groups

Department

Community Services Department

Service Area

Culture

Description of Budget Request

This request allows for the continued implementation of the Culture Grants Review recommendations. In 2016, City Council approved the recommendation to increase the per capita from \$3.00 to \$4.50 over six years. In 2020, an increase of \$210,200 is needed to achieve \$4.00 per capita. The per capita is a standard industry benchmark for government cultural spending.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	210.2	422.5	636.7	636.7
Reserves & Reserve Funds	210.2	422.5	636.7	636.7
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

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

This initiative addresses increased pressures: increased demand for funding, increased operating budgets among cultural organizations and festivals and an increase in the number of new organizations asking for funding. It also addresses current service gaps to deliver better quality services, programs and festivals that reach more people. Increasing City support allows community groups to provide an alternative service delivery model (culture-related services/programs/festivals by a third party).

Details of Service Change

As a result of growth in Mississauga's cultural sector, demands continue to increase and new pressures emerge. The grant review conducted in 2016, identified that to strengthen social and economic growth there needs to be an additional investment of \$1.2 million over the next six years (increasing \$3.00 per capita to \$4.50); this accounts for growth in Mississauga's population from 766,000 (2016) to 789,000 (2020). The increase in grants per capita requires the following increases in funding of \$212,200 in 2017 (\$3.25 per capita), \$203,000 in 2018 (\$3.5 per capita), \$208,300 in 2019 (\$3.75 per capita), \$210,200 in 2020 (\$4.00 per capita), \$212,300 in 2021 (\$4.25 per capita) and \$214,200 in 2022 (\$4.50 per capita).

Service Impact

The Culture Division is committed to improving not only the diversity of the City's cultural products but also the quality and access to them; this will have positive social and economic impacts on the City. With an increase in funding of \$1.2 million over six years, current arts & culture organizations and festivals will be able to develop higher quality programs and increased outreach to more areas of Mississauga. This investment will also encourage new festivals and organizations with more diversity, innovation, new perspectives, and programming to come forward.

Proposed Capital Budget

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

Proposed 2020-2029 Capital Budget by Program (\$000s)

Program Expenditures	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	Total 2020-2029
Culture Buildings & Assets	1,080	5,086	50	50	560	6,825
Culture Materials & Equipment	250	2,853	180	180	2,230	5,693
Total	1,330	7,939	230	230	2,790	12,518

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

Proposed 2020-2029 Capital Forecast Highlights:

- **Heritage Facilities Maintenance** – Ongoing annual capital budget is needed for the maintenance of City-owned Heritage designated buildings (to maintain the integrity of heritage features)
- **Public Art** – Ongoing annual budget needed to fund a comprehensive Public Art program. Public Art is an essential city building block as it creates interesting spaces and places. Adding Digital Public Art will strengthen and grow this portfolio and the sector as a whole
- **Audio/Video and Lighting Equipment** – Celebration Square – ongoing annual A/V and lighting lifecycle replacements ensure a state of good repair for the City's premier downtown public square
- **Completion of various studies** - includes completing Cultural Landscapes Study, the Archaeological Master Plan and a Youth Priorities Study
- **Small Arms Inspection Building Renovation** – Completion of Phase 1 - "The Bridge" in 2021
- **Renovation of Meadowvale Theatre** – Opened in 1989, the Theatre is 30 years old and in need of modernization and expansion; it is an important cultural asset in the northwest. Design Phase is planned for 2020; Construction in 2021

Proposed 2020-2029 Capital Budget by Funding Source (\$000s)

The following table provides the funding sources proposed to fund the capital portion of the proposed 2020-2023 Business Plan and 2020 Budget and the consolidated forecast for 2024-2029.

Funding	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	Total 2020-2029
Tax Capital	1,030	7,659	50	50	1,450	10,238
Other Reserves & Reserve Funds	200	280	180	180	1,340	2,180
Recoveries	100	0	0	0	0	100
Total	1,330	7,939	230	230	2,790	12,518

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

Proposed 2020 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2020.

Program: Culture Buildings & Assets

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CMCL00066	Heritage Facilities Maintenance	50	0	50	Tax Capital
CMCL00069	Meadowvale Theatre Renovation	497	0	497	Tax Capital
CMCL00129	Small Arms Building Renovation (The Bridge)	513	100	413	Tax Capital
CMCL00133	Youth Priorities Study	20	0	20	Other Reserves & Reserve Funds
Total		1,080	100	980	

Program: Culture Materials & Equipment

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CMCL00038	Public Art Program	130	0	130	Other Reserves & Reserve Funds
CMCL00120	Celebration Square Lighting Equipment-Stage Lights	35	0	35	Tax Capital
CMCL00127	Digital Public Art Program	50	0	50	Other Reserves & Reserve Funds
CMCL00157	Vehicle - Tech Support	35	0	35	Tax Capital
Total		250	0	250	

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

Proposed 2020-2029 Capital Budget by Sub-Program (\$000s)

The following tables provide a listing of capital forecast by sub-program for 2020-2029.

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Culture Buildings & Assets											
CUL Facilities Maintenance	50	50	50	50	50	50	50	50	50	50	500
CUL Facilities Renovations	910	4,936	0	0	0	0	0	0	0	0	5,845
CUL Studies	20	100	0	0	130	0	0	0	0	130	380
Subtotal	980	5,086	50	50	180	50	50	50	50	180	6,725

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Culture Materials & Equipment											
CUL Artifact, Material & Equip. New	250	2,853	180	180	365	750	260	420	180	255	5,693
Subtotal	250	2,853	180	180	365	750	260	420	180	255	5,693
Total Expenditures	1,230	7,939	230	230	545	800	310	470	230	435	12,418

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



Mayor & Members of Council

2020-2023 Business Plan
& 2020 Budget

Foreword

Our Vision for the Future

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

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40-year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into the 16 Services Areas (including the Stormwater Program) that are outlined in this Plan. The 2020-2023 Business Plan and 2020 Budget document details how and where the City plans to allocate resources to deliver programs and services.

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

Table of Contents

Core Services	3
Managing Our Human Resources.....	4
Proposed Operating Budget	5
Operating Budget Details	6
Proposed Budget by Program.....	6
Summary of Proposed Budget	7
Proposed Cost Increase Required to Maintain Current Service Levels.....	8

Core Services

The Mayor and Members of Council Budget includes the Mayor's Office and Council. This includes the 12 elected officials and their support staff. In Ontario, elections take place every four years. 2018 was an election year. The next election year is 2022.

Mayor's Office

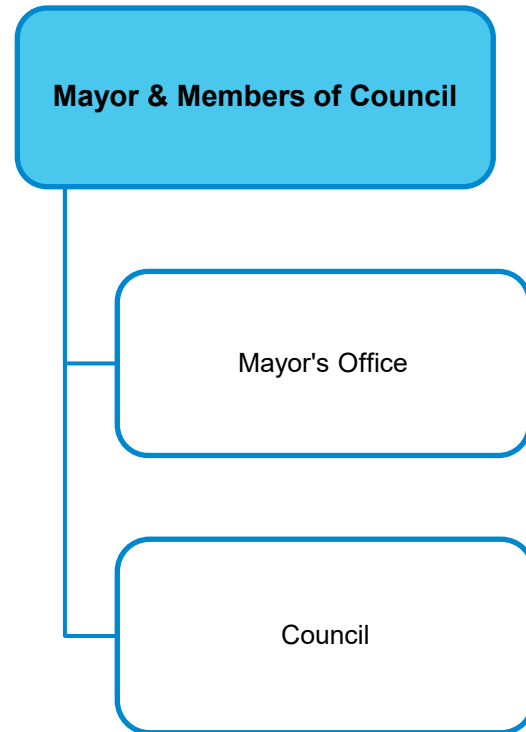
The Mayor's salary, vehicle, office expenses and support staff are included in this program.

Council

The salaries, car allowances, and other operating expenses for eleven members of Council and their support staff are included in this program.

Net Investment (\$000s)	2020	2021	2022	2023
Operating	5,010	5,080	5,152	5,225
Capital	0	0	0	0
Full Time Equivalents	41.2	41.2	41.2	41.2

Service Delivery Model



Managing Our Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2019	2020	2021	2022	2023
Councillors' Offices	34.2	34.2	34.2	34.2	34.2
Mayor's Office	7.0	7.0	7.0	7.0	7.0
Total Service Distribution	41.2	41.2	41.2	41.2	41.2

Note: Numbers may not balance due to rounding.

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2020-2023 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The budget for 2019 was \$4.95 million and the proposed budget for 2020 is \$5 million.

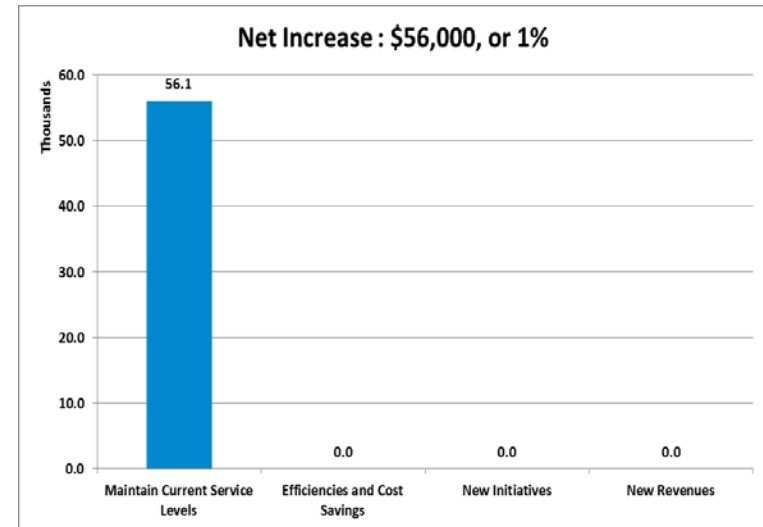
Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for the Mayor & Members of Council is an increase of \$56,000 for 2020.

Highlights of the proposed budget changes:

- Labour costs are projected to increase by \$56,000 and reflect economic adjustment increases and fringe benefit changes

Proposed Changes for 2020 Net Operating Budget by Category (\$000s)



Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2020-2023, as well as the 2019 Budget and 2018 Actuals by major program within the Service Area.

Proposed Budget by Program (\$000s)

Description	2018 Actuals	2019 Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Expenditures to Deliver Current Services						
Councillors' Offices	3,851	3,959	4,028	4,085	4,143	4,202
Mayor's Office	829	995	981	995	1,009	1,024
Total Expenditures	4,680	4,954	5,010	5,080	5,152	5,225
Transfers From Reserves and Reserve Funds	(205)	0	0	0	0	0
New Initiatives and New Revenues	0	0	0	0	0	0
Proposed Net Budget Including New Initiatives & New Revenues	4,475	4,954	5,010	5,080	5,152	5,225
Expenditures Budget - Changes by Year			1%	1%	1%	1%
Proposed Net Budget - Changes by Year			1%	1%	1%	1%

Note: Numbers may not balance due to rounding.

As per Council decision December 9, 2015, a carry forward of unspent operating budget for Councillors' Offices was approved to be transferred to their next year's budget during their four-year term.

2019 is the first year of a new Council term; as such, there will be no transfer of any 2018 unspent operating budget into 2019. Unspent operating budget transfer will begin again in 2020.

Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour; operational costs; and facility, IT and support) and revenues are shown by category with the approved 2019 budget for comparison. The three columns to the far right of the table show the totals proposed for 2020 and their dollar and percentage changes over 2019.

Summary of Proposed 2020 Budget (\$000s)

Description	2019 Approved Budget	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Year's Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	Proposed 2020 Budget	\$ Change Over 2019	% Change Over 2019
Labour and Benefits	4,245	56	0	0	0	0	0	4,301	56	1%
Operational Costs	709	0	0	0	0	0	0	709	0	0%
Facility, IT and Support Costs	0	0	0	0	0	0	0	0	0	0%
Transfer To Reserves & Reserve	0	0	0	0	0	0	0	0	0	0%
Total Gross Expenditures	4,954	56	0	0	0	0	0	5,010	56	1%
Total Revenues	0	0	0	0	0	0	0	0	0	0%
Transfer From Reserves & Reserve	0	0	0	0	0	0	0	0	0	0%
Total Net Expenditures	4,954	56	0	0	0	0	0	5,010	56	1%

Proposed Cost Increase Required to Maintain Current Service Levels

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

Description	2019 Budget (\$000s)	2020 Proposed Budget (\$000s)	Change (\$000s)	Details (\$000s)
Labour and Benefits	4,245	4,301	56	Increase/Decrease Reflects Labour Adjustments and Other Fringe Benefit Changes
Subtotal - Other Operating	709	709	0	
Total	4,954	5,010	56	

Note: Numbers may not balance due to rounding.



Regulatory Services

2020-2023 Business Plan
& 2020 Budget

Foreword

Our Vision for the Future

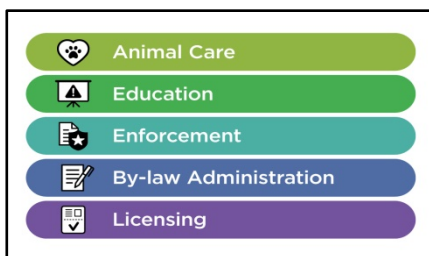
Mississauga will inspire the world as a dynamic and beautiful global city for creativity and innovation, with vibrant, safe and connected communities; where we celebrate the rich diversity of our cultures, historic villages, Lake Ontario and the Credit River Valley. A place where people choose to be.

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40-year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into the 16 Services Areas (including the Stormwater Program) that are outlined in this Plan. The 2020-2023 Business Plan and 2020 Budget document details how and where the City plans to allocate resources to deliver programs and services.

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

Table of Contents

Executive Summary of Regulatory Services	3
Core Services	4
Vision, Mission, Goals of Service and Service Delivery Model	4
Current Service Levels and Trends.....	5
Performance Measures and Results	8
Balanced Scorecard	9
Awards and Achievements.....	10
The 2020-2023 Business Plan Outlook	11
Planning for the Future.....	11
Finding Efficiencies	15
Advancing the City's Strategic Plan	16
Transforming our Business with Technology	18
Maintaining our Infrastructure	19
Managing Our Human Resources.....	20
Proposed Operating Budget	22
Operating Budget Details	23
Proposed Budget by Program.....	23
Summary of Proposed Budget.....	24
Proposed Cost Increase Required to Maintain Current Service Levels.....	25
Proposed New Initiatives and New Revenues	26
Proposed Capital Budget	29
Proposed 2020-2029 Capital Budget by Program	29
Proposed 2020-2029 Capital Budget by Funding Source	29
Proposed 2020 Capital Budget Detail	30
Proposed 2020-2029 Capital Budget by Sub-Program	30



Executive Summary of Regulatory Services

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

Services we provide:

Regulatory Services responds to service requests related to by-laws and regulations from the general public, City staff, the Mayor and Council. Addressing these requests may include investigations of the issues, interpretation of the by-laws and when required, enforcement of these by-laws.

Key services provided include:

- Animal Care
 - Dog investigations
 - Animal care, adoption and fostering
 - Wildlife safety
- Education
 - By-law awareness
 - Pet and wildlife education and outreach
- Enforcement
 - Of over 35 by-laws including: Zoning, Property Standards, Public Vehicle, Parking, Animal Care and Control By-laws
 - Of Business, Public Vehicle and Pet Licences
- By-Law Administration
- Licensing of Businesses, Public Vehicles and Pets

Interesting facts about this service:

- More than 50,000 requests for service were received last year by the Division
- In 2018, 530 cats and dogs were adopted and 505 were returned to their owners
- In 2018, 10 million trips were taken within the City using vehicles for hire. Regulatory Services conducted over 13,000 inspections on these vehicles. This includes both taxi and transportation network companies (TNCs)
- More than 2,000 resident requests for enforcement of tall grass and weeds standards were investigated last year

Highlights of the Business Plan include:

- Implementation of the technology for a self-serve online licensing solution, enabling business applicants to submit, track, manage, pay, and upload attachments for new licences and renewals
- Continuing to educate the public through community engagement and outreach programs
- Expanding regulatory frameworks for sharing economies

Net Investment (\$000s)	2020	2021	2022	2023
Operating	1,032	1,080	1,319	1,570
Capital	1,338	0	43	33
Full Time Equivalents	165.9	156.4	156.4	156.4

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

Regulatory Services will be seen as leaders and the model for success in municipal law enforcement.

Mission

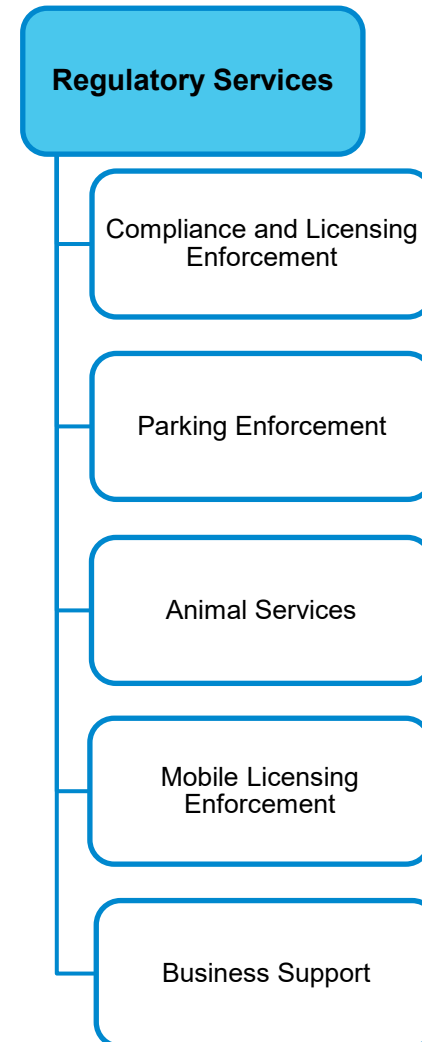
We achieve compliance with municipal by-laws and provide services in a safe and professional manner to maintain order, safety and community standards in the City.

Goals of Service

The objectives of Regulatory Services are:

- To achieve compliance with municipal by-laws through awareness, education and enforcement
- To provide enforcement services in a safe and professional manner to maintain compliance, safety and community standards in the City
- To revise existing by-laws and to develop and implement new by-laws, in response to the needs of Council and the community, to ensure an effective municipal by-law infrastructure is in place

Service Delivery Model



Current Service Levels and Trends

Service Levels (2018)



Public Education

- 19,204 households proactively approached during Animal Awareness & Responsibility Campaign (ARC)
- Charity Gaming information sessions and training
- 13,823 Vehicle for Hire Inspections conducted



Enforcement

- **50,896 Resident Requests for Investigation (↑ 9% over 2017):**
 - 29,748 Parking
 - 10,970 Compliance
 - 9,135 Animal Services
 - 647 Mobile, 376 Business Licensing
 - 20 Taxi
- **194,784 Administrative Penalties issued (↑ 5% over 2017)**



Licensing

- 6,295 Mobile Business Licences issued
- 6,179 Business Licences issued
- 185 Charity Gaming Licences issued



Animal Care

- 95.4% Save-rate on cats and dogs (returned or adopted)
- 36,546 active Pet Licences
- 340 Pets microchipped
- 259 Pets spayed or neutered



By-Law Administration

- 93% On-time response to public enquiries within 10-day service level
- 35 By-laws administered and enforced

Trends

Demand for Online Services

Demand continues to grow for online services. This includes licensing renewal as well as application creation, tracking and payment. Business owners expect the ability to maintain their licences from the comfort of their home 24/7.



There is growing demand to meet these increasing public expectations for:

- Immediate complaint response and resolution
- Resolution to complaints on weekends and evenings, often when the problems occur
- Ability to respond quickly, even during seasonal pressures

Increased use of Sharing Economies

There is an increased demand to provide regulatory enforcement for new services offered through the sharing economy.



**Short Term
Accommodation**



**Transportation
Network Companies**

Increased Public Expectations

In 2018 over 50,000 requests for service were received by Regulatory Services.



More than 2,000 resident requests for enforcement of tall grass and weeds standards were investigated last year

Need for Animal Awareness

There are increasing community issues related to:

- Rising pet populations and responsible pet ownership
- Residents living in harmony with wildlife
- Animal feeding, and appropriate interaction with wildlife



Feeding Wildlife leads to increased encounters and potential conflict



Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability.

Balanced Scorecard

A Balanced Scorecard groups measures in four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. By paying attention to all four areas, an organization can retain balance in its performance and ensure that it is moving toward the attainment of its goals.

Below are descriptions of the measures tracked in this Service Area's Balanced Scorecard. The Balanced Scorecard that follows shows trends since 2016 and expected outcomes up to 2023.

Financial Measures

Revenue/Cost Ratio identifies the level of cost recovery experienced by Regulatory Services. High rates of recovery minimize the financial burden of the cost of Regulatory Services to the property tax base.

Revenue Target percentage measures the level of success within Regulatory Services in meeting projected revenue goals.

Customer Measures

Public requests for Service through Council indicates the number of requests for service that come through Council offices. By tracking the number of these requests, Regulatory Services can review the trends and types of requests that are directed through Council and not through the standard methods of 3-1-1 Customer Call Centre or email correspondence.

Council Requests Meeting Council Correspondence Protocol is a percentage measure that indicates the Service Area's ability to respond to Council service requests according to established timeframes and service levels.

Employee Measures

Employee Engagement Survey/Job Satisfaction provides information regarding the satisfaction that full-time employees feel with their jobs and with the City.

Part-time Employee Engagement measures the extent to which part-time employees value, enjoy, and believe in what they do.

Internal Business Process Measures

Shelter Save Rate on Cats and Dogs measures the percentage of cats and dogs entering the shelter that are returned to owners or adopted.

Number of Service Requests Received shows the trend in increasing demand for Regulatory Services investigations.

Balanced Scorecard

Measures for Regulatory Services	2016 (Actual)	2017 (Actual)	2018 (Actual)	2019 (Plan)	2020 (Plan)	2021 (Plan)	2022 (Plan)	2023 (Plan)
Financial:								
Revenue/Cost Ratio	101%	106%	99%	96%	95%	95%	95%	95%
Revenue Target	108%	104%	102%	100%	100%	100%	100%	100%
Customer:								
Public requests for Service through Council	1,241	1,118	1,779	1,867	1,961	2,059	2,162	2,271
Council Requests Meeting Council Correspondence Protocol	92%	91.8%	93%	95%	95%	95%	95%	95%
Employee:								
Employee Engagement Survey/Job Satisfaction	N/A	N/A	71%	N/A	N/A	75%	N/A	N/A
Part-time Employee Engagement	N/A	75.3%	75.3%	76%	77%	77%	77%	77%
Internal Business Process:								
Shelter Save Rate on Cats and Dogs	93.9%	97.5%	95.4%	90%	90%	90%	90%	90%
Number of Service Requests Received	39,925	46,299	50,896	55,477	60,470	65,912	71,844	78,310

Awards and Achievements

Permanent Regulation of Transportation Network Companies Implemented

City of Mississauga Council approved the final report on the Transportation Network Company (TNC) Licensing Pilot Project in June 2019. The report concluded that TNCs met the requirements of the Transportation Network Company Pilot Project Licensing By-law throughout the pilot project.

The purpose of the TNC Licensing Pilot Project was to assess the effectiveness of the regulatory framework from a consumer protection and public safety perspective. To achieve this, City staff assessed TNC By-law compliance rates and determined the impact of the Public Vehicle Licensing By-law deregulation. Field inspections, data collection, public education and staff interactions with TNCs were all conducted as part of the pilot.

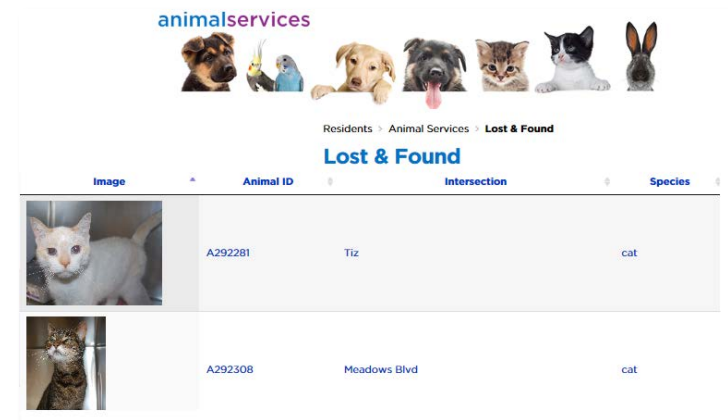
Regulatory Services began implementing the permanent regulations with Council's June 2019 approval, to ensure ongoing consumer protection and public safety.



Inspection of TNC vehicle and driver

Animal Services Implements Online Lost and Found

Animal Services has implemented an online Lost and Found page that helps pet owners connect with their lost pets. Photographs as well as vital information allow residents to search the City website and quickly reunite with their pets.



Online Animal Lost and Found

The 2020-2023 Business Plan Outlook

Planning for the Future

Service Delivery

Accessible Vehicles for Hire

As identified in the Transportation Master Plan, Regulatory Services will determine and implement the best means to ensure that accessible ride-hailing (such as taxicabs and TNCs) is available on-demand throughout Mississauga.



Accessible Ride-hailing will be studied as part of the Transportation Master Plan

Parking Enforcement System Replacement

Regulatory Services is modernizing the current parking enforcement penalty system. The replacement of system hardware and software is offering added functionality for staff and residents, and will ensure greater productivity and safety for officers.

Highlights of this modernization project include:

- Lightweight, higher-performance smartphones and printers
- Higher-quality photo evidence
- Access to real-time data
- Enhanced online services to improve customer access to key information, parking and payment services
- Digital Chalking allowing for more efficient and safe chalking of vehicles

Work is underway and the solution is expected to come on-stream in December 2020.



Digital Chalking using Licence Plate Recognition Technology

Continued Monitoring of the Cannabis Environment

In 2018 the purchase and use of cannabis became legal. Although legal to purchase, the City of Mississauga has opted out of allowing retail stores. The roles between Peel Police and the Enforcement team to monitor and control illegal activity continue to evolve. The cannabis environment will also continue to change and Regulatory Services must adapt to this change through continual monitoring, municipal enforcement, education and the establishment of a framework to control illegal dispensaries. This monitoring will be supported with the representation of the City of Mississauga on the Regional Cannabis Working group.

Online Self-Serve Business and Mobile Licensing

A new project will implement the technology for a self-serve online licensing solution, enabling business applicants to submit, track, manage, pay, and upload attachments for new licences and renewals. This e-commerce solution will be developed to meet the demands of current businesses and future web based businesses. This modernization will greatly improve the customer experience with significant improvements to the application and renewal process for licensing.

Through an online system, customers will benefit from an efficient 24/7 method of conducting business that is in line with their businesses requirements and the service they receive from other service providers. This system will allow administrative staff to enact Lean processes and is expected to reduce enforcement time for licences not renewed.

Key Performance Measures Development

Performance measures have been identified for Animal Services, Parking Enforcement, Mobile Licensing and Compliance and Business Licensing. Periodic measurements will give each section the ability to make data-driven decisions and access to real-time information to see the impact changes have on a given service's performance. The information will give staff the tools to support internal decision making while strengthening the City's culture of continuous improvement.



Currently Business Owners must apply for licences in person at the Customer Service Administration Counter during regular hours of operation

Continued Educational Outreach

Public awareness of City by-laws is encouraged through targeted awareness campaigns, door-to-door outreach and field education.

Educational opportunities include:

- Providing public education programs and school site awareness campaigns to increase awareness of the City's Traffic By-law specific to school zones
- Continuing work on the animal awareness and responsibility campaign, engaging directly with residents to provide relevant and interactive education



Outreach Programs at schools teach children how to act responsibly with pets and wildlife

Coyote Strategy Review

Coyotes play an important role in local ecosystems, and generally live in close proximity to humans with little conflict. However, they are increasingly coming into contact with humans and pets in urban areas. The number of reported incidents has increased and residents are showing concern regarding these encounters. A full review will be done to identify proactive actions Regulatory Services can take to promote coexistence and reduce human-coyote conflict.



Coyotes have adapted well to urban environments

People and Culture

Regulatory Services continues to manage future changes to workplace demographics as well as the addition of the new Business Support team. To prepare for upcoming retirements as well as creating a culture of continuous learning, enforcement officers in parking often pursue opportunities in mobile licensing, and compliance and business licensing enforcement. This allows the teams to build broad ranges of service area expertise and creates development opportunities for staff. Business support staff have also been hired with policy, data and business expertise. This additional capacity will enable Regulatory Services to operate in an agile and adaptive manner with the ability to respond to future technology driven disruptions in the industry.



Continuous learning in Parking

Asset Management

Program reviews are underway to determine the needs for expanded veterinary services and education outreach programs within the Animal Services Centre. These needs will help identify the future facility requirements for Animal Services.

Finding Efficiencies

Lean Program

The City's Lean Program focuses on strengthening the organization's culture of continuous improvement and instills Lean concepts and principles as a way of work in every Service Area. The program focuses on maximizing customer value and minimizing waste along with empowering staff at all levels to problem-solve on a daily basis.

Since becoming permanent in 2016, the Lean program has delivered significant results. All staff have received introductory White Belt Training; four staff have received intermediate Yellow Belt Training, and six staff have received advanced Green Belt Training. Eight projects (including rapid improvements) and 91 small improvements have produced such enhancements as improved customer experience, faster processing times, higher

quality and lower costs. (For definitions of classifications, see the Glossary.)

Some highlights of the many projects and small improvements completed include:

- Updates to the permission to tow form and process have saved \$570 annually in forms and have freed up 600 hours per year that can be reallocated to other work, contributing to an annual cost avoidance of \$25,005
- Letter templates for noise, construction and lighting complaints have been updated to save time, eliminate errors and improve efficiency
- The coyote tracking process was improved, freeing up 42 hours per year

Completed Initiatives					Total Benefits	
Improvement Type	2014-2017	2018	Sept 2019	Total	Type	Total
Small Improvement	26	30	35	91	Cost Savings and Avoidance	\$664,092
Rapid Improvement	-	1	1	2	Customer Service Improvements	46
Project	5	1	-	6	Safety Improvements	19
Total	31	32	36	99	Environmental Improvements	34
In-Progress Initiative	Goals of the Initiative					
Enforcement Division Council Communications Protocol	Review the current Council Communications Protocol process within the Enforcement Division and improve the quality of data and reduce the effort required for tracking requests and adherence to service levels.					
Animal Intake Receipt Process	Review and improve the current intake process for admitting animals.					
Charity Gaming Policy Process	Review the current process of bingo licensing and permits and establish standard Terms and Conditions.					

Advancing the City's Strategic Plan

The City's Vision and Strategic Plan are the starting points for our annual business planning and budgeting cycle. The 40-year Strategic Plan, Our Future Mississauga, is built on five pillars – **move, belong, connect, prosper, and green**. Business plans are designed to strengthen aspects of these pillars to support the attainment of Mississauga's Vision.

Below are examples of how the initiatives of Regulatory Services relate to the Strategic Plan pillars.

move - developing a transit oriented city

Parking Enforcement through the Parking Master Plan and Implementation Strategy (PMPIS) will improve the state of parking in the City by right-sizing requirements and modernizing parking permits and permissions that will support the City's Strategic Plan. Mobile Enforcement will support the Transportation Master Plan by reviewing and recommending best means for on-demand, accessible ride-hailing services.

connect - completing our neighbourhoods

Regulatory Services provides a critical component to this pillar by helping to maintain order and encourage the maintenance of infrastructure:

- **Compliance and Licensing** – supports the maintenance of infrastructure by enforcing a minimum standard for all properties in the city
- **Mobile Licensing** – regulates the activities of businesses that operate on public roadways to enhance public safety
- **Parking Enforcement** – promotes public safety and the smooth flow of traffic through proactive fire route and disabled parking enforcement, and through enforcement of the Traffic By-law

- **Animal Services** – addresses issues related to animals in the city, promotes safe interactions with domestic and wild animals, and cares for and returns lost pets
- **Education** – across all sections, promotes understanding and awareness of the City's by-laws



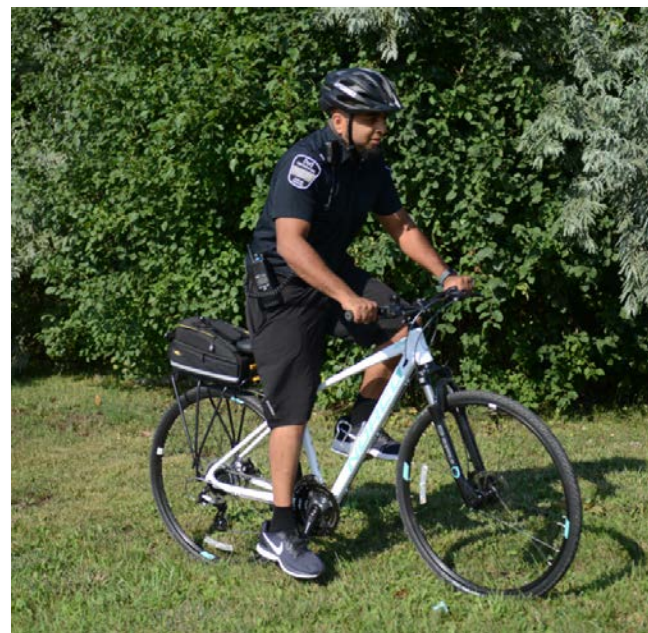
*Promoting public safety and smooth traffic flow
through parking enforcement*



Property Standards Officer investigating by-law violations

green - living green

- Regulatory Services continues its commitment to maximize the use of mobile technology in all sections in order to provide effective service in an environmentally sustainable manner
- Hybrid vehicles and bicycle patrols are being used for enforcement staff, helping reduce greenhouse gases



Animal Services Officer on bicycle patrol

Transforming our Business with Technology

Technology plays an important role in allowing Regulatory Services to respond to resident requests for service. The use of technology in the field allows enforcement officers to respond quickly and efficiently to these increasing demands. Residents are also demanding instant, 24-hour access to City services to apply, maintain and pay for business licences. Together with the Information Technology (IT) Division, Regulatory Services has a number of initiatives planned to ensure modern technology is available to respond to customer demands, improve decision making and increase efficiencies.

Leveraging technology to Improve Service Delivery

Parking Enforcement Systems Replacement

A project is underway to modernize the current parking enforcement penalty system. The current hardware is unreliable, prone to failure and does not support real-time data, presenting operational deficiencies that impact productivity. The replacement of system hardware and software will offer added functionality for staff and residents, and will ensure greater productivity and safety for officers.

Online Self-Serve Business and Mobile Licensing Solution

This project, proposed to start in 2020, will implement the technology for a self-serve online licensing solution, enabling business applicants to submit, track, manage, pay, and upload attachments for new licences and renewals.

Performance Measurement Dashboards

Work continues on the development and implementation of performance measurement tools and dashboards to improve

data-driven decision making and process reviews to identify potential areas for Lean improvements.

These measures will provide a holistic perspective to assist Regulatory Services in consistently and accurately determining what to measure and how to measure operations and results.

Mobile technology for Officers in the field

Officer capacity outside the office is optimized when they have access to data and technology in the field. Reducing the reliance on desktop computers also reduces travel time back and forth to the office. Work continues on the optimizing of the Licensing Inspection tablet programs as well as an application that supports the inspection and enforcement of Transportation Network Companies.



Tablets in the field allow Officers access to view service requests and record inspection data

Maintaining our Infrastructure

Animal Services Feasibility Study

In 2018, a feasibility study was completed on the existing Animal Services facility. This was a comprehensive review of the Shelter to explore options to maximize and optimize the current facility square footage as well as review options for the additional space needed to meet the Centre's program requirements and current shelter standards for animal care and welfare.

The feasibility study found that the existing facility is approaching the end of its life and may not meet the future demands for increased education and expanded services. Although a number of small changes have been made to address the health and safety of the staff and animals, a long-term strategy will need to be developed. Work has started on a number of program reviews to help determine future facility requirements and the long-term strategy.



Dog Kennels were expanded in April 2019



Cat portals were installed in October 2018 to allow more room for cats



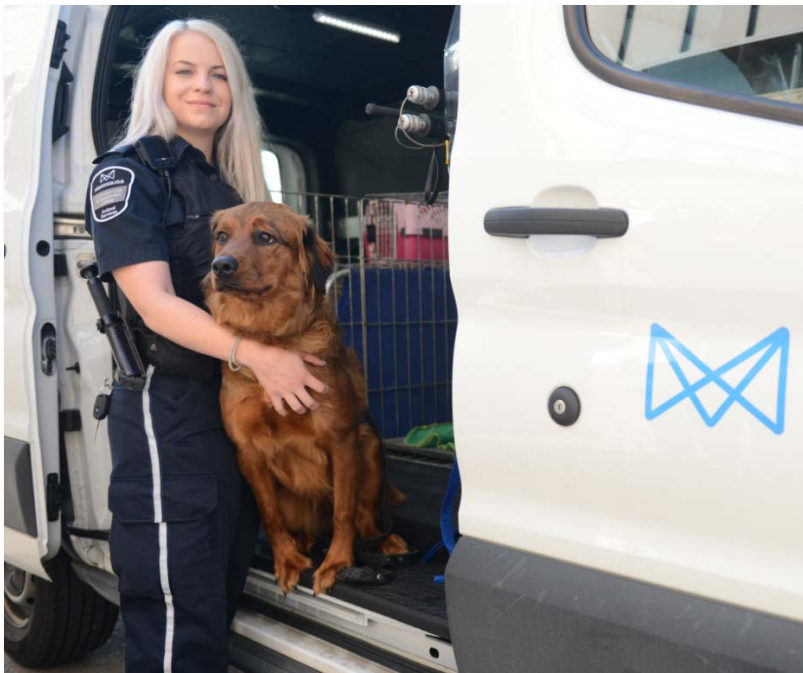
Decommissioned crematorium space was repurposed in 2019

Managing Our Human Resources

Workforce Analytics

The Regulatory workforce includes 166 Full Time Equivalents (FTEs):

- Eighty-seven per cent full-time, 13 per cent part-time
- Sixty-nine per cent field enforcement staff, 31 per cent support staff
- Eighty per cent non-unionized, 20 per cent unionized



Animal Services Staff

Our Structure

Regulatory Services is structured to support the By-law Compliance Program and the Animal Care and Safety Program. Four sectional Managers report to the Director of Enforcement. New in 2019 is the addition of the Business Support Section, established to support the permanent regulatory framework for TNCs. This section includes Data and Business Analysts along with a Researcher and a Policy Analyst. They provide support to Regulatory Services to address the operational and administrative requirements created by TNCs.

Our Talent

The Regulatory team consists of many skilled professionals, trained to deliver a wide range of services:

- Enforcement staff are all accredited members of the Municipal Law Enforcement Officers Association
- Compliance and Licensing Enforcement Officers are all members of the Ontario Association of Property Standards Officers and certified Property Standards Officers
- Many Parking Enforcement Officers are certified First Aid and cardiopulmonary resuscitation (CPR) providers. Ongoing training is provided to staff to ensure certification is current. Officers also receive training in tactical communication, self-defence and de-escalation
- Animal Services staff are members of the Association of Animal Shelter Administrators of Ontario

Critical Roles/Functions to Achieve Business Goals

In addition to the core roles in Animal Services, Compliance and Licensing Enforcement, Mobile Licensing Enforcement and Parking Enforcement, a Policy Analyst supports Enforcement initiatives through research, analysis, and benchmarking with other municipalities to help shape the direction of the regulatory environment in Mississauga. The Policy Analyst leverages data to support the Division objectives and policy development with the support of the Researcher. The Researcher provides policy research, critical analysis and advice while monitoring emerging issues and legislation impacting the municipal regulatory system and the political environment.

Talent Needs

The majority of our Municipal Law Enforcement Officers come from law and security programs that focus on law enforcement, investigation and communication skills. Several of the Animal Services staff have backgrounds as animal care technicians.

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2019	2020	2021	2022	2023
Animal Services	37.7	37.7	37.7	37.7	37.7
Compliance & Licensing Enforcement	30.4	37.4	30.9	30.9	30.9
Enforcement Administration	3.0	3.0	3.0	3.0	3.0
Mobile Licensing	36.0	36.0	36.0	36.0	36.0
Parking Enforcement	51.9	51.9	48.9	48.9	48.9
Total Service Distribution	158.9	165.9	156.4	156.4	156.4

Note: Numbers may not balance due to rounding.

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2020-2023 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The budget for 2019 was \$0.7 million and the proposed budget for 2020 is \$1.0 million.

Total Changes to Maintain Current Service Levels

This service area works towards balancing uncontrollable cost pressures with efficiencies and cost saving measures and the development of new revenue streams.

The impact of maintaining current service levels for Regulatory Services is a net increase of \$0.4 million. Highlights are as follows:

- \$452,000 Labour and Benefits increase reflects labour adjustments and other fringe benefits changes
- (\$1,267,000) Transportation Network Company (TNC) Licensing revenue annualization offset by labour and operating expenses
- (\$244,000) Various revenue changes due to replacement of the Parking Enforcement System, pet licence renewal and Contravention Administration and Enforcement Agreement modifications
- \$203,000 due to Parking Enforcement System replacement, increase in vehicle supplies, custodial, professional services and promotional material costs

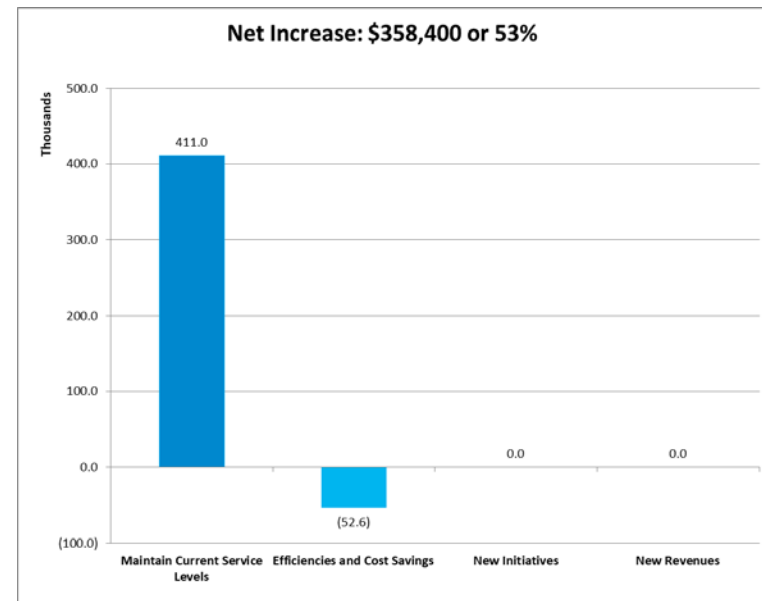
Efficiencies and Cost Savings

Regulatory Services expects efficiencies and cost savings of \$52,600 for 2020.

New Initiatives

The Online Self-Serve Business and Mobile Licensing solution impacts the 2020 operating budget. Details on this initiative can be found later in this business plan where the solution will have a gross cost of \$425,000 funded by capital.

Proposed Changes for 2020 Net Operating Budget by Category (\$000s)



Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2020-2023, as well as the 2019 Budget and 2018 Actuals by major program within the Service Area.

Proposed Budget by Program (\$000s)

Description	2018 Actuals	2019 Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Expenditures to Deliver Current Services						
Animal Services	3,417	3,769	3,856	3,917	3,979	4,043
Compliance & Licensing Enforcement	3,141	3,428	3,514	3,568	3,623	3,678
Enforcement Administration	453	251	251	258	264	271
Mobile Licensing	1,931	3,301	4,643	4,705	4,769	4,834
Parking Enforcement	6,747	6,495	6,847	6,945	7,033	7,124
Total Expenditures	15,689	17,244	19,112	19,393	19,669	19,950
Revenues	(15,531)	(16,570)	(18,079)	(18,394)	(18,425)	(18,456)
Transfers From Reserves and Reserve Funds	(11)	0	0	0	0	0
New Initiatives and New Revenues			0	82	75	76
Proposed Net Budget Including New Initiatives & New Revenues	147	674	1,032	1,080	1,319	1,570
Expenditures Budget - Changes by Year			11%	1%	1%	1%
Proposed Net Budget - Changes by Year			53%	5%	22%	19%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour; operational costs; and facility, IT and support) and revenues are shown by category with the approved 2019 budget for comparison. The three columns to the far right of the table show the totals proposed for 2020 and their dollar and percentage changes over 2019.

Summary of Proposed 2020 Budget

Description	2019 Approved Budget (\$000s)	Maintain Current Service Levels (\$000s)	Efficiencies and Cost Savings (\$000s)	Annualized Prior Years Budget Decisions (\$000s)	Operating Impact of New Capital Projects (\$000s)	Proposed New Initiatives And Revenues (\$000s)	Special Purpose Levies (\$000s)	2020 Proposed Budget (\$000s)	\$ Change Over 2019	% Change Over 2019
Labour and Benefits	14,731	412	(19)	1,018	0	0	0	16,142	1,411	10%
Operational Costs	2,179	88	(34)	159	78	0	0	2,470	291	13%
Facility, IT and Support Costs	184	15	0	0	0	0	0	199	15	8%
Transfer To Reserves & Reserve Funds	150	0	0	150	0	0	0	300	150	100%
Gross Total Expenditures	17,244	516	(53)	1,326	78	0	0	19,112	1,868	11%
Total Revenues	(16,570)	228	0	(1,267)	(470)	0	0	(18,079)	(1,509)	9%
Transfer From Reserves & Reserve Funds	0	0	0	0	0	0	0	0	0	0%
Total Net Expenditure	674	744	(53)	59	(392)	0	0	1,032	358	53%

Summary of Proposed 2020 Budget and 2021 - 2023 Forecasts

Description	2018 Actuals (\$000s)	2019 Approved Budget (\$000s)	2020 Proposed Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)
Labour & Benefits	13,113	14,731	16,142	16,471	16,745	17,025
Operational Costs	2,433	2,179	2,470	2,504	2,499	2,501
Facility, IT and Support Costs	14	184	199	199	199	199
Transfer To Reserves & Reserve Funds		150	300	300	300	300
Gross Total Expenditures	15,689	17,244	19,112	19,475	19,744	20,026
Total Revenues	(15,541)	(16,570)	(18,079)	(18,394)	(18,425)	(18,456)
Transfer From Reserves & Reserve Funds	0	0	0	0	0	0
Total Net Expenditure	147	674	1,032	1,080	1,319	1,570

Note: Numbers may not balance due to rounding.

Proposed Cost Increase Required to Maintain Current Service Levels

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

Category	2019 Budget (\$000s)	2020 Proposed Budget (\$000s)	Change (\$000s)	Details (\$000s)
Labour and Benefits	14,731	16,142	1,411	\$452 Reflects changes to labour and fringe benefits
Administration and Support Costs	184	199	15	Custodial costs
Advertising & Promotions	24	40	16	\$7.4 Promotional materials \$1.5 Print media
Communication Costs	184	197	13	\$6 Mobile services in Animal Services to reflect actual (\$3.6) Savings due to cancellation of data plan for AutoCite
Contractor & Professional Services	807	926	119	\$66.8 Tracking System Maintenance for the new Parking Enforcement System \$55 Professional services to reflect actual offset by revenues \$3.4 other costs (\$3) Efficiencies in professional services realized in Compliance
Equipment Costs & Maintenance Agreements	45	37	(8)	(\$12) Efficiencies in equipment and maintenance cost realized in Compliance and Licensing
Finance Other	176	255	79	\$20.4 Increased costs for Contraventions Act Administration's operating costs recovery to Court house
Materials, Supplies & Other Services	292	298	5	\$5 Net change in material and supplies
Occupancy & City Costs	68	68	0	
Staff Development	52	75	22	
Transfers To Reserves and Reserve Funds	150	300	150	
Transportation Costs	530	574	44	\$15 Vehicle supplies and maintenance costs, partially offset by increased penalty fees (\$5.5) Efficiencies in vehicle rental/lease and supplies
Subtotal - Other Operating	2,513	2,970	457	
Total Revenues	(16,570)	(18,079)	(1,509)	(\$244) Various revenue changes due to replacement of the Parking Enforcement System, pet licence renewal and Contravention Administration and Enforcement Agreement modifications.
Subtotal - Revenues	(16,570)	(18,079)	(1,509)	
Total	674	1,032	358	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by Budget Request (BR) for proposed new initiatives. Each BR is numbered. Detailed descriptions of each Request can be found in the pages following the table.

Description	BR #	2020 FTE Impact	2020 Proposed Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2020 to 2023 FTE	2020 to 2023 Capital (\$000s)
New Initiatives								
Online Self-Serve Business and Mobile Licensing Solution	5890	7.0	0	82	75	76	0.5	861
Total New Initiatives		7.0	0	82	75	76	0.5	861
Total New Initiatives and New Revenues		7.0	0	82	75	76	0.5	861

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

Note: \$775 of capital budget is in Regulatory and \$86 is in IT budget.

Proposed Initiative

Online Self-Serve Business and
Mobile Licensing Solution

Department

Transportation & Works
Department

Service Area

Regulatory Services

Description of Budget Request

This project will implement the technology for a self-serve online licensing solution, enabling business applicants to submit, track, manage, pay, and upload attachments for new licences and renewals. This technology will have bi-directional communication with the existing business licensing solution 'Amanda', the Administrative Penalty System (APS) and SAP for an e-commerce solution and will include automated emails for licence renewals and application statuses.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	0.0	81.9	74.9	75.9
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	81.9	74.9	75.9
* Net Change in \$		81.9	(7.0)	1.0
FTEs	7.0	0.5	0.5	0.5

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	861.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

This new application will be developed with a focus on Smart City goals to meet the service delivery demands of current businesses and future web-based businesses. This modernization will greatly improve the customer experience with significant Lean improvements to the application and renewal process for licensing. As requested by Council, a regulatory framework for short-term accommodations must be implemented. Online licensing is a critical requirement for this framework.

Details of Service Change

This project seeks to modernize the way that businesses apply for, maintain and renew licences. A Smart City approach that aligns business, process and technology will be provided with an online portal for a new licensing solution. This solution will be developed in-house within the guidelines of the eCity website update project.

Development will begin in 2020 with an expected completion timeframe of twelve months. Additional staff will be required for six to twelve months for the development of the solution, automated emailing process, e-Commerce integration and privacy information assessment. These professional services contribute to the total capital costs of \$861,000. Ongoing operational costs are incurred for emailing, web services and financial software along with City maintenance support staff to total a five year cost of \$1,081,890. Lean process improvements will be implemented to the renewal process and are expected to contribute to cost savings on supplies, administration and enforcement staff time.

The redesign of the City webpage and rebuilding of the infrastructure is underway. Delay in timelines is a high probability. Any delays in the City webpage project will delay the start of this project and businesses will continue to use the current manual processes for licensing. Any delays in the timeline will impact the ability to establish a regulatory framework for web-based businesses requiring online services (such as short-term accommodations).

Service Impact

An online licensing system is required to regulate digital platforms and respond to service level expectations from customers. Online application, renewal and payment for licensing services are offered through neighbouring municipalities and even within the City. An online system aligns with current technology trends and meets the customer expectations of City services. It will allow the City to regulate short-term accommodations and other web-based businesses, as directed by Council. If no action is taken, the City will not be able to regulate web-based businesses.

Through an online system, customers will benefit from an efficient 24/7 method of conducting business that is in line with their businesses' requirements and the service they receive from other service providers. This system will allow administrative staff to enact Lean processes and is expected to reduce enforcement time for licences not renewed.

This aligns with the direction of Mississauga and the goals of the Smart City and Transportation and Works Technology Roadmap. It's an opportunity to position Mississauga as a leader and remain competitive with other services offered by the City and neighbouring municipalities.

Proposed Capital Budget

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

Proposed 2020-2029 Capital Budget by Program

Program Expenditures	2020 Proposed Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2024-2029 Forecast (\$000s)	Total 2020-2029 (\$000s)
Vehicles, Equipment and Other	1,338	0	43	33	66	1,481
Total	1,338	0	43	33	66	1,481

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

Proposed 2020-2029 Capital Budget by Funding Source

The following table provides the funding sources proposed to fund the capital portion of the proposed 2020-2023 Business Plan and 2020 Budget and the consolidated forecast for 2024-2029.

Funding	2020 Proposed Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2024-2029 Forecast (\$000s)	Total 2020-2029 (\$000s)
Tax Capital	1,338	0	43	33	66	1,481
Total	1,338	0	43	33	66	1,481

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

Proposed 2020 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2020.

Program: Vehicles, Equipment and Other

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWRG06619	Parking Enforcement Systems	458	0	458	Tax Capital
TWRG07565	Online License Solution	775	0	775	Tax Capital
TWRG07662	Additional Animal Services Support Vehicle	50	0	50	Tax Capital
TWRG07667	Addition of Animal Services Education Vehicle	55	0	55	Tax Capital
Total		1,338	0	1,338	

Note: Numbers may not balance due to rounding.

Proposed 2020-2029 Capital Budget by Sub-Program

The following table provides a listing of capital forecast by sub-program for 2020-2029.

Sub-Program	2020 Forecast (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)	2025 Forecast (\$000s)	2026 Forecast (\$000s)	2027 Forecast (\$000s)	2028 Forecast (\$000s)	2029 Forecast (\$000s)	Total Forecast (\$000s)
Vehicles, Equipment and Other											
REGUL Applications & Enhancements	1,233	0	10	33	0	0	0	0	0	0	1,277
REGUL New Vehicles	105	0	0	0	0	0	0	0	0	0	105
REGUL Radios	0	0	33	0	0	33	0	0	33	0	99
Subtotal	1,338	0	43	33	0	33	0	0	33	0	1,481
Total Expenditures	1,338	0	43	33	0	33	0	0	33	0	1,481

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



Legislative Services

2020-2023 Business Plan
& 2020 Budget

Foreword

Our Vision for the Future

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

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40-year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into the 16 Services Areas (including the Stormwater Program) that are outlined in this Plan. The 2020-2023 Business Plan and 2020 Budget document details how and where the City plans to allocate resources to deliver programs and services.

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

Table of Contents

Executive Summary of Legislative Services	3
Core Services	4
Vision, Mission, Goals of Service and Service Delivery Model	4
Current Service Levels and Trends.....	5
Performance Measures and Results	7
Balanced Scorecard	8
Awards and Achievements.....	9
The 2020-2023 Business Plan Outlook	11
Planning for the Future.....	11
Finding Efficiencies	12
Advancing the City's Strategic Plan	13
Transforming our Business with Technology	14
Maintaining Our Infrastructure.....	15
Managing Our Human Resources.....	16
Proposed Operating Budget	18
Operating Budget Details	19
Summary of Proposed Budget	20
Proposed Cost Increase Required to Maintain Current Service Levels.....	21
Proposed New Initiatives and New Revenues	22
Proposed Capital Budget	29
Proposed 2020-2029 Capital Budget by Program	29
Proposed 2020-2029 Capital Budget by Funding Source	30
Proposed 2020 Capital Budget Detail	31
Proposed 2020-2029 Capital Budget by Sub-Program	32



Executive Summary of Legislative Services

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

Services we provide:

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

Highlights of the Business Plan include:

- One per cent budget reduction
- Plan to modernize Court systems with the goal of improving wait times and customer service
- Goal of increasing our Access and Privacy services

Net Investment (\$000s)	2020	2021	2022	2023
Operating	(2,276)	(2,285)	(2,167)	(2,047)
Capital	1,527	105	25	38
Full Time Equivalents	95.0	90.0	93.0	89.0

Interesting facts about this service:

- We support 22 Committees of Council and quasi-judicial tribunals and we provide live streaming and on-demand videos for seven committees including Council
- In 2018 we received over 900 requests for information under the *Municipal Freedom of Information and Protection of Privacy Act*
- In 2018 we performed 369 civil marriage ceremonies
- The 2018 Election included four advance poll days, approximately 160 voting locations and 451,333 eligible electors

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

To provide open and accessible government by ensuring that independent and impartial statutory and regulatory services are delivered in a progressive, effective and efficient manner.

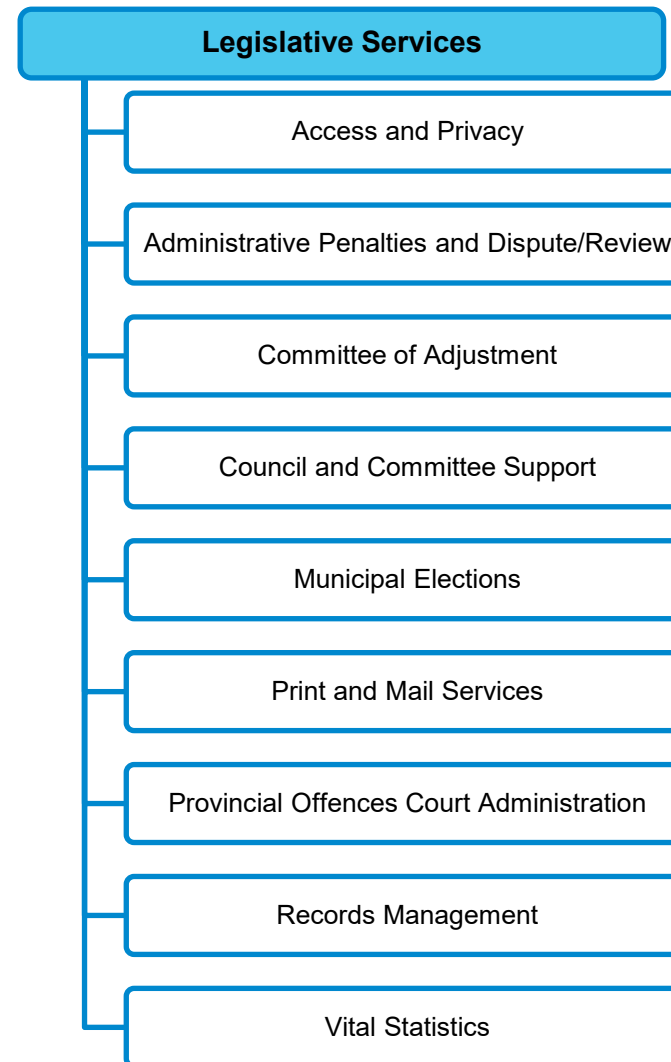
Mission

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

Goals of Service

- Provide access to information and ensure transparency
- Administer the *Provincial Offences Act* (POA) Court and Administrative Penalty System (APS)
- Conduct open, fair and impartial Municipal Elections
- Ensure compliance with legislation
- Deliver services such as marriage licences and burial permits
- Manage the records for every Department in the corporation
- Drive continuous improvement by modernizing our technology and processes
- Provide cost effective and innovative printing solutions
- Provide exceptional customer service
- Administer Council and Committee meetings

Service Delivery Model



Current Service Levels and Trends

Access and Privacy

The Access and Privacy section works with staff to respond to an increasing number of requests for information within the legislated/prescribed 30 days, while protecting personal information in the City's custody. In 2018 over 900 requests for information were received. Access and Privacy staff are also involved in many new projects rolled out in the City by providing guidance about risks related to the collection and protection of personal information by conducting Privacy Impact Assessments. **Access and Privacy staff are on the front lines of balancing the protection of personal information with the public's right to information.**

Committee of Adjustment

Hearings to address minor variance applications must be held within 45 days of the application submission. Consent applications must be addressed within 90 days. In 2018 the committee received 528 applications. As of August 2019 the committee had received 447. **The Committee of Adjustment helps shape the look and feel of our communities and supports the vision of residents and the City.**



Council Chamber Dais

Council and Committee Support and Council Decisions

Our Legislative Coordinators support 21 committees and staff administer a variety of legislated processes. Our Council Records and Decisions staff member handled over 232 by-laws in 2018. **We are the bridge that connects the public with the decision-making process.**

Court Administration – Provincial Offences Act (POA)

Minor traffic and by-law offence matters are heard within seven to nine months. As a result of a Lean project, APS screening appointments heard within six weeks. Moving forward, the POA Court must manage the increasing number of screening requests and hearings and consider the variable revenue generated from POA infractions. **Our POA staff play a key role in administering the provincial justice system.**

Vital Statistics

Marriage Licences and burial permits are processed on the same day and within minutes. The number of civil marriage ceremonies performed by City staff has significantly increased. **Staff have maintained service levels at the front counter while increasing revenue through performing more civil marriage ceremonies.**

Legislative Compliance

The City Clerk is the corporate signatory and has a variety of responsibilities under: the *Planning Act*, *Expropriations Act*, *Liquor Licence Act*, *Marriage Act*, *Livestock, Poultry and Honey Bee Protection Act*, *Ontario Heritage Act* and the *Municipal Act*. Commissioning of documents is also offered to the public in the Office of the City Clerk. **Fulfilling these legislated responsibilities provides essential services to the public and the Corporation.**

Municipal Elections

Elections are conducted in accordance with the *Municipal Elections Act*, *Education Act* and the *Municipal Act*. During the 2018 Municipal Election, Vote Anywhere was successfully implemented providing electors with flexibility as to where they voted. In addition, staff assumed the newly legislated responsibility of identifying and reporting on campaign contributions that contravene the *Municipal Elections Act*.

Following the 2018 election, the Election team is looking at technology requirements, potential legislative changes, and customer service improvements. ***Elections are the cornerstone of democracy and they are an important way in which residents can influence the direction our City will take.***



Staff member holding a bilingual “vote” logo

Records Management

Records Management ensures that City records are managed during a lifecycle, including the long-term preservation of all Council Records. The team is responsible for the records produced by every division in the Corporation and this section continues to address the need to modernize the management of electronic records. ***Records management isn't just about paper!***



Staff member finding a file

Printing and Mail Services

This team produces 3,500 print jobs a year. Print staff offer advice and guidance to ensure the best print job is produced at the best price. ***Printing staff provide customers with a new take on print jobs by offering more advanced and cost effective printing techniques. We can print on almost anything!***

Mail is delivered and picked up twice daily and staff manage the Civic Centre Loading Dock. ***Mail Services keeps Divisions connected to each other and to our customers.***



Staff member operating a large printer

Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability.

Balanced Scorecard

A Balanced Scorecard groups measures in four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. By paying attention to all four areas, an organization can retain balance in its performance and ensure that it is moving toward the attainment of its goals.

Below are descriptions of the measures tracked in this Service Area's Balanced Scorecard. The Balanced Scorecard that follows shows trends since 2016 and expected outcomes up to 2023.

Financial Measures

Cost of election per eligible elector is used to break down the cost of the election on a per capita basis. General elections are held every four years and by-elections are held as needed.

Revenue/cost ratio for POA Court measures the revenue earned per \$1 of POA administration expense.

Operating costs per capita for Legislative Services excluding POA measures the per capita cost of Legislative Services.

Customer Measures

Information and Privacy Commissioner (IPC) Compliance Rate is the percentage of applications we received that were responded to within 30 days as mandated by the IPC.

% of Council/Committee meetings streamed is the percentage of Council/ Committee meetings that are streamed via the City's website.

of streamed meeting views is the total number of times Council and committee meetings are viewed, live or from archives.

Employee Measures

Overall Employee Engagement is the percentage score for engagement resulting from the corporate employee engagement survey, which is conducted every three years.

% of Employees with Lean White Belt Training shows the proportion of employees who have completed Lean White Belt training.

Internal Business Process Measures

of POA charges processed per administrative employee measures the number of POA charges processed annually per POA court administrative support staff.

of requests per APS Screening Officer is the number of APS requests for consideration per Screening Officer.

of Council/Committee meeting hours supported is the number of committee meeting hours that are supported by Legislative Services Staff.

Balanced Scorecard

Measures for Legislative Services	2016 (Actual)	2017 (Actual)	2018 (Actual)	2019 (Plan)	2020 (Plan)	2021 (Plan)	2022 (Plan)	2023 (Plan)
Financial:								
Cost of election/eligible elector	N/A	N/A	5.71	N/A	N/A	N/A	5.69	N/A
POA revenue earned/\$1 cost of administration	\$3.34	\$3.90	\$3.16	\$2.63	\$2.21	\$2.19	\$2.18	\$2.16
Operating cost per capita for Legislative Services excluding POA	\$6.19	\$6.29	*\$10.19	\$7.36	\$4.73	\$6.52	*\$6.44	\$9.56
Customer:								
IPC Compliance Rate	99.5%	99.0%	97.0%	99.0%	99.0%	99.0%	99.0%	99.0%
% of Council/Committee meetings streamed	29%	35%	35%	35%	35%	35%	35%	35%
# online views per Council/Committee meeting	20,000	18,000	20,000	21,000	22,000	23,000	24,000	24,000
Employee:								
Overall Employee Engagement	N/A	N/A	77%	N/A	N/A	87%	N/A	N/A
% of Employees with Lean White Belt training	56%	100%	97%	100%	100%	100%	100%	100%
Internal Business Process:								
# of POA charges processed/administrative employee	6,500	6,300	6,300	6,300	6,300	6,300	6,300	6,300
# Requests/Screening Officer (APS)	6,100	7,400	7,400	7,400	7,400	7,400	7,400	7,400
# Council/Committee hours supported	370	375	*210	250	250	250	*250	250

*Election Year

Awards and Achievements

Access and Privacy

In 2018 Access and Privacy staff presented at a Municipal Access and Privacy Forum organized by the Ontario Ministry of Government and Consumer Services regarding potential privacy concerns.

In 2017 and 2018, when compared to organizations such as the Region of Peel, our Access and Privacy staff received more requests for information with the same number of or fewer staff resources to address the requests. Staff have also identified efficiencies and have taken on processing Access to Information requests that would normally have been addressed by Library staff.

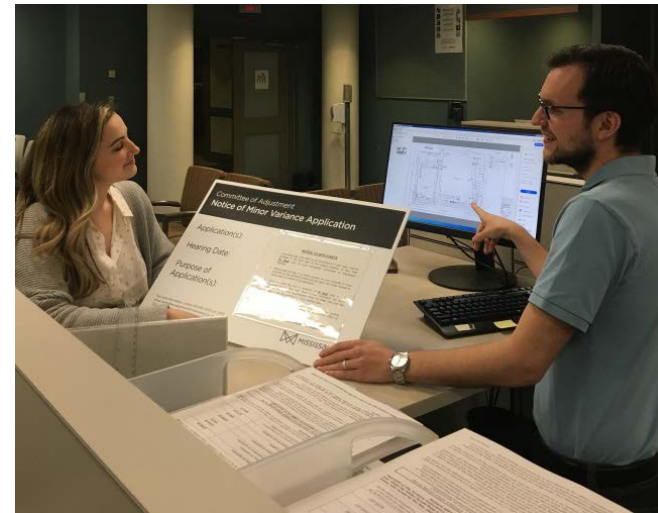
Committee of Adjustment

Committee of Adjustment staff have helped drive the use of technology by integrating the use of tablets and electronic agendas for committee members into their committee procedures. This innovative thinking has resulted in savings of approximately \$600 per meeting in paper and printing costs.

Legislative Services: Council Decisions and Council and Committee Support

In 2018 our Records Administrator for Council Decisions dealt with 232 By-laws and in 2019 completed research for approximately 250 requests for information.

Our Committee Support Section supports 26 committees and in 2018 administered approximately 210 hours of committee meetings.



Committee of Adjustment staff member assisting a customer



Staff working group

Awards and Achievements (Cont'd)

Municipal Election

The Election Team brought together approximately 100 City staff from IT, Communications and Legislative Services to successfully administer the 2018 municipal election and to implement new initiatives such as Vote Anywhere, the online Financial Filing System and the Campaign Contribution Rebate Program.

POA Court & APS Screening

The POA Court has applied Lean to many of its processes to improve functionality and customer service. In 2018, a Lean Green Belt project related to Courthouse Counter Services resulted in a cost avoidance of over \$70,000. In addition, a Lean Black Belt project related to the scheduling of screening appointments as part of the Administrative Penalties System (APS) resulted in a cost avoidance of \$169,000.

Records Management: Electronic Document and Records Management System (EDRMS)

The Records Management Services Team is aiming to roll out the EDRMS to the first early adopter groups in the fall of 2019. This system will modernize how electronic records are managed and better protect information assets while moving them through the information lifecycle.

Vital Statistics

The Vital Statistics group continues to see the number of marriage licenses submitted online increase and has increased revenue by performing more civil marriages. In fact, civil ceremonies have increased 140 per cent since 2017.



The POA Court



The records centre filled with record boxes

The 2020-2023 Business Plan Outlook

Planning for the Future

As residents become more engaged in local government and look for more efficient ways to find information, access services, and contribute to the decision-making process, Legislative Services is challenged with modernizing our services to meet customer expectations and to ensure transparency. Residents want to know what is happening and why, and they want to be part of the process. It is the goal of Legislative Services to make this as easy as possible.

In recent years, Legislative Services has utilized technology to:

- Allow customers to start the marriage license process online
- Provide more voting place options for electors
- Streamline the Corporate Report submission process
- Reduce paper by utilizing electronic agendas for Committee of Adjustment members

In light of these successes and with the goals of continually improving customer service and leveraging technology to keep staffing costs low as our drivers, we plan to:

- Upgrade the Agenda Management system to further streamline agenda and minutes preparation; agenda distribution; and administrative matters that follow the Council and Committee meetings
- Modernize POA Court operations by leveraging technology and automation to improve how services are delivered to our customers; this will ensure that the City delivers on its core values of quality and excellence by providing better value and accountability to residents, customers and stakeholders

- Look to potentially incorporate Red Light Camera, Photo Radar and School Bus Stop Arm infractions into court processes and systems
- Upgrade technology to make it easier for voters to vote while addressing pressure on the Elections Reserve funds
- Continue the development and implementation of the EDRMS to modernize the City's management of electronic records
- Participate in the Customer Relationship Management (CRM) initiative which is being led by the Communications Division
- Address increased pressure to provide adequate administrative support in relation to appeals under the Local Planning Appeal Tribunal
- Modernize Committee of Adjustment processes which will include an online application and payment process and electronic circulation of applications
- Update our processes and procedures as we respond to continual changes made to provincial legislation such as the *Municipal Act*, *Municipal Elections Act*, *Construction Act*, and the *Planning Act*
- Pilot an online appointment booking system that, among other things, allows customers to book appointments to access our services ahead of time



Staff meeting

Finding Efficiencies

Lean Program

The City's Lean Program focuses on strengthening the organization's culture of continuous improvement and instills Lean concepts and principles as a way of work in every Service Area. The program focuses on maximizing customer value and minimizing waste along with empowering staff at all levels to problem-solve on a daily basis.

Since becoming permanent in 2016, the Lean program has delivered significant results. Over 98 per cent of staff have received introductory White Belt Training; three staff have received intermediate Yellow Belt Training, and three staff have received advanced Green Belt Training.

Seven projects (including rapid improvements) and 81 small improvements have produced such enhancements as improved customer experience, faster processing times, higher quality and lower costs. (For definitions of classifications, see the Glossary.)

Some highlights of the many projects and small improvements completed include:

- POA court staff created a new process designed to inform customers of cancelled appointments two weeks earlier
- A project at the POA court that focused on Counter Services saw a cost avoidance of over \$70,000 due to the reduction on touch time and process lead time and improved the customer experience by reducing hand-offs
- Records Management staff found efficiencies that freed up space
- Council and Committee support staff have developed a process where In Camera/Closed Session items may be considered as part of the consent agenda which saves time

Completed Initiatives					Total Benefits	
Improvement Type	2014-2017	2018	Sept 2019	Total	Type	Total
Small Improvement	32	31	18	81	Cost Savings and Avoidance	\$529,010
Rapid Improvement	3	1	-	4	Customer Service Improvements	41
Project	1	-	2	3	Safety Improvements	12
Total	36	32	20	88	Environmental Improvements	18
In-Progress Initiative	Goals of the Initiative					
Automated Reception Services	Vital Statistics staff are working on implementing an automated appointment scheduling and check-in system for customers, reducing wait times for customers.					

Advancing the City's Strategic Plan

The City's Vision and Strategic Plan are the starting points for our annual business planning and budgeting cycle. The 40-year Strategic Plan, Our Future Mississauga, is built on five pillars – **move, belong, connect, prosper, and green**. Business plans are designed to strengthen aspects of these pillars to support the attainment of Mississauga's Vision.

Below are examples of how the initiatives of Legislative Services relate to the Strategic Plan pillars.

belong - ensuring youth, older adults and new immigrants thrive

- We are updating our Agenda Management System to bookmark videos of meeting discussions to agenda items. This will make it easier for residents to find the portion of meetings they are most interested in
- By improving technology at the POA Court, we hope to provide people with a variety of ways to access court services
- The Election processes continue to be evaluated to look for ways to engage voters and leverage technology to make voting easier while protecting the integrity of the vote. Our goal is to provide electors with an easier way to engage in the democratic process
- The Elections Team used a variety of media platforms to engage and communicate with electors
- We support over 135 citizen members that serve on Advisory Committees and Quasi-Judicial bodies and by administering the citizen appointment process

- We ensure that residents and stakeholders can engage with Council and committee members by administering the process for making a deputation during a committee meeting
- We look for ways to encourage residents and stakeholders to engage in the decision making process and to access our services by continuing to offer friendly and efficient front desk service and by implementing online services such as the ability to schedule a deputation to address a committee via an online form and the ability to start the marriage license application process online

green - living green

- By moving to digital agendas for Committee of Adjustment meetings, we save \$600 per meeting in paper and printing costs. With this projection in mind, the cost of the tablets will be recouped within nine meetings
- We are reducing the amount of paper used in our processes by employing technology based solutions



Green space outside of the Civic Centre

Transforming our Business with Technology

As residents and stakeholders look for ways to more easily and efficiently access government services and engage in the decision making process, Legislative Services is called to increase the efficiency and transparency of our services without significantly increasing the number of employees. This is a challenge but an exciting one that staff have taken on with great enthusiasm.

Technology has proven effective in improving customer service and operational processes while limiting the impact on long-term operating costs. The following are ways Legislative Services are planning to use technology to improve our business and make it easier for customers to access our services.

Agenda Management Upgrade

The Agenda Management system has improved the system of writing, editing and approving Corporate Reports as well as streamlining the creation of Agendas for committee meetings. By upgrading the system to bookmark Agenda items to archived video and to make the system more user-friendly, information will be more easily accessed by the public.

Court Modernization Project

At the POA Court we are looking to implement the Court Modernization project with the goal of updating outdated applications and replacing them in a way that integrates systems, improves processing times, and provides customers with flexibility when accessing court services.

Electronic Document and Records Management System

The Records Management Team is planning to pilot this system with early adopter groups in the fall of 2019. The goal is to effectively manage the electronic records held by the City. It is a

forward thinking and necessary piece of technology that will transform how we manage and access our electronic records.

Online Scheduling Application Pilot

As we look for efficiencies, the Vital Statistics section is looking to pilot an automated scheduling and check-in system which will improve processing times, allow customers to book their appointments so that they know exactly when they will be served, and upon check-in, will ensure that customers have brought the correct documents before they see Vital Statistics staff. This will eliminate the need for reception services and allow for the re-deployment and more efficient use of staff time. If successful, the service may be implemented at the POA Court.

Vote Anywhere Technology

Elections Staff continues to evaluate new technology that will make voting more convenient while upholding the integrity of the election. With these principles in mind, staff are working to upgrade elections hardware and software.



Staff greeting an elector

Maintaining Our Infrastructure

Our infrastructure includes a variety of hardware used by Print and Mail Services and Municipal Elections. Printers are used to create a variety of unique print jobs including large-scale products. Mail staff use technology to sort and post mail and Municipal Elections manage 201 Optical Scan Vote Counting units that are used to tabulate election results.



Staff member operating a printer

Looking ahead, Print and Mail will be managing the replacement of our inserter, colour digital press and digital postal meter. Replacing the inserter and colour digital press will have the added benefit of speeding up production. In addition, Print and Mail will be looking to acquire a roll to roll large format printer, which will help meet increased demand and humidity control equipment which will reduce print jams and help with the consistent quality of print jobs. Elections Administration will be considering the replacement of our Vote Counting units for the 2026 municipal election.



Staff member operating equipment



Election worker using vote counting equipment

Managing Our Human Resources

Workforce Analytics

Our staff take great care to ensure we uphold the principle of providing exceptional customer service. As a division, we have a proven track record of success and have demonstrated our commitment to continual improvement. We have a total of 93 employees which includes 85 full time staff and eight full time equivalent staff, however Legislative Services continues to face significant change:

- Between 2014 and 2018 we have had 11 retirements and 61 new hires
- Between 2020-2023, 17 employees, including five staff in leadership roles, will be eligible to retire

As a result, training and building up a new workforce is a challenge but one we can address with continued succession planning and our strong leadership.

Our Structure

We are made up of nine sections, led by the Director of Legislative Services and City Clerk and six managers. Our structure also includes the Councillors' Executive Assistants and Administrative Assistants, who directly support our elected officials.

Our Talent

Due to the variety of services we offer, our staff have a diverse set of skills ranging from professional to technical. Many of our people involved in administrative functions are members of professional associations such as the Association of Municipal Clerks and Treasurers (AMCTO), the Ontario Association of Committees of Adjustment (OACA) and the Ontario Professional Planner Institute (OPPI). Where professional associations do not exist, staff participate in committees made up of staff from other municipalities to offer input and share ideas and information.

Among other things, we are driven by legislative requirements so our staff diligently research and make themselves aware of changes to the Acts that govern who we are and what we do. Because of the changes regularly made to legislation, we are constantly on the move and are adept at managing transition without interruption to our services. Our staff have proven that they are adaptable to change and are enthusiastic about innovating. They strive to improve their skills by taking on new opportunities and investing time in education and training.



Staff meeting

Critical Roles/Functions to Achieve Business Goals

Legislative Services is a fast paced environment in which staff must effectively troubleshoot problems, answer questions and engage elected officials, customers and stakeholders to address issues and concerns. It is critical that our staff have in-depth knowledge of the legislation that governs our services and exceptional customer service skills, and we pride ourselves on taking the time to thoroughly address the needs of our customers.

Changing technologies, demand for electronic and online services and increasing demand for transparency of local government mean we are becoming more dependent on technology. Our staff will continue to expand their use of technology in creative and innovative ways to interact with and serve our internal and external customers.

To better balance workloads and service levels during planned and unplanned absences, we continue to place emphasis on cross-training staff to achieve the overall goals of the Division. As we look to the years ahead, we are also focusing on continued succession planning to give staff the skills to confidently lead in the future.

Talent Needs

Over the next five years, we will continue to see significant change as 17 of our staff are eligible for retirement. Competition for similar skills and experience may make it more difficult to replace staff and needs may also evolve over that period given the continuing modernization of the services provided.

To help with service delivery we are asking for the following full time equivalents (FTEs):

- BR 5449: Agenda Management Replacement – One Business Lead, six month contract
- BR 5555: Freedom of Information Officer – One Permanent FTE
- BR 5945: Court Modernization Project – One Business Analyst, one year contract

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2019	2020	2021	2022	2023
Elections	4.0	4.0	4.0	8.0	4.0
Office of the City Clerk	44.3	45.3	40.3	40.3	40.3
Printing and Mail Services	13.3	13.3	13.3	13.3	13.3
Provincial Offence Act	31.6	32.6	32.6	31.6	31.6
Total Service Distribution	93.1	95.0	90.0	93.0	89.0

Note: Numbers may not balance due to rounding.

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2020-2023 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. Revenue increases exceeded cost increases in 2019 by \$2.26 million, and the proposed budget for 2020 has revenue increases exceeding cost increases by \$2.28 million.

Total Changes to Maintain Current Service Levels

The \$38,000 net reduction is a combination of increases in labour adjustments and fringe benefits, offset by the anticipated increase in revenue.

Efficiencies and Cost Savings

Legislative Services staff came together and found savings of \$83,500 which equals one per cent of our total budget. Cost savings included:

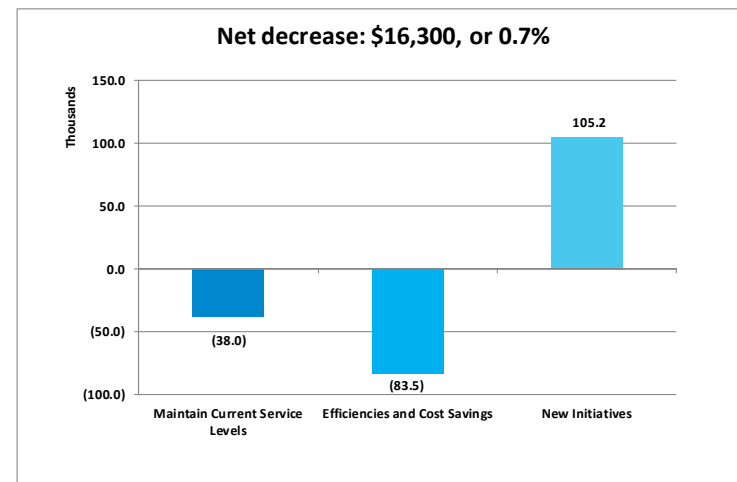
- A \$28,000 reduction in the anticipated use of professional services related to outsourcing print requests
- A \$15,200 reduction in the amount of paper required by the Print and Mail section
- A \$4,000 reduction in postage used by the POA Court

New Initiatives

Legislative Services is making three Budget Requests (BRs):

- BR 5449: Agenda Management Replacement, which includes one FTE for six months
- BR 5555: Freedom of Information Officer, which includes one permanent FTE
- BR 5945: Court Modernization Project, which includes one FTE for one year

Proposed Changes for 2020 Net Operating Budget by Category (\$000s)



Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2020-2023, as well as the 2019 Budget and 2018 Actuals by major program within the Service Area.

Proposed Budget by Program (\$000s)

Description	2018 Actuals	2019 Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Expenditures to Deliver Current Services						
Council Committees	29	81	81	81	81	81
Elections	2,240	424	430	437	2,860	451
Office of the City Clerk	3,650	3,899	3,972	3,879	3,937	3,996
Printing and Mail Services	450	597	568	587	606	625
Provincial Offence Act	2,764	3,395	4,698	4,731	4,765	4,800
Total Expenditures	9,134	8,394	9,748	9,715	12,249	9,954
Revenues	(10,166)	(10,513)	(11,983)	(11,983)	(11,983)	(11,983)
Transfers From Reserves and Reserve Funds	(2,019)	(141)	(146)	(148)	(2,566)	(153)
New Initiatives and New Revenues			105	132	134	136
Proposed Net Budget Including New Initiatives & New Revenues	(3,050)	(2,260)	(2,276)	(2,285)	(2,167)	(2,047)
Expenditures Budget - Changes by Year			16%	(0%)	26%	(19%)
Proposed Net Budget - Changes by Year			1%	0%	(5%)	(6%)

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour; operational costs; and facility, IT and support) and revenues are shown by category with the approved 2019 budget for comparison. The three columns to the far right of the table show the totals proposed for 2020 and their dollar and percentage changes over 2019.

Summary of Proposed 2020 Budget (\$000s)

Description	2019 Approved Budget	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Year's Budget Decisions	Proposed New Initiatives And Revenues	Proposed 2020 Budget	\$ Change Over 2019	% Change Over 2019
Labour and Benefits	6,938	1,253	0	129	77	8,398	1,460	21%
Operational Costs	1,456	55	(84)	0	28	1,455	(0)	0%
Total Gross Expenditures	8,394	1,308	(84)	129	105	9,853	1,459	17%
Total Revenues	(10,513)	(1,470)	0	0	0	(11,983)	(1,470)	14%
Transfer From Reserves & Reserve Funds	(141)	(5)	0	0	0	(146)	(5)	4%
Total Net Expenditures	(2,260)	(167)	(84)	129	105	(2,276)	(16)	1%

Summary of Proposed 2020 Budget and 2021 - 2023 Forecasts (\$000s)

Description	2018 Actuals	2019 Approved Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Labour & Benefits	7,009	6,938	8,398	8,391	8,907	8,634
Operational Costs	2,125	1,456	1,455	1,455	3,476	1,455
Total Gross Expenditures	9,134	8,394	9,853	9,847	12,383	10,089
Total Revenues	(10,166)	(10,513)	(11,983)	(11,983)	(11,983)	(11,983)
Transfer From Reserves & Reserve	(2,019)	(141)	(146)	(148)	(2,566)	(153)
Total Net Expenditures	(3,050)	(2,260)	(2,276)	(2,285)	(2,167)	(2,047)

Note: Numbers may not balance due to rounding.

Proposed Cost Increase Required to Maintain Current Service Levels

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

Description	2019 Budget (\$000s)	2020 Proposed Budget (\$000s)	Change (\$000s)	Details (\$000s)
Labour and Benefits	6,938	8,321	1,382	Mainly due to change in reporting POA related labour (starting 2020, POA labour chargebacks will be reflected under labour and not under revenue) and regular salary increases including fringe benefits
Advertising & Promotions	32	32	0	
Communication Costs	77	80	2	Postage & mailing
Contractor & Professional Services	1,479	1,426	(53)	Cost reductions on sub contractor costs from print shop, lower Adjudicator costs from court house and consulting work moved to future years from records management
Equipment Costs & Maintenance Agreements	230	230	0	
Finance Other	(1,052)	(1,032)	20	Lower Adjudicator costs under professional services above resulted lower recoveries from APS Enforcement
Materials, Supplies & Other Services	629	632	2	Mainly internal printing partly offset by lower costs due to reduction on paper consumption, lower equipment maintenance and lease charges
Staff Development	30	30	0	
Transportation Costs	30	30	0	
Subtotal - Other Operating	1,456	1,428	(28)	
Total Revenues	(10,513)	(11,983)	(1,470)	(\$1,200) Due to change in reporting POA related labour (starting 2020, POA labour chargebacks will be reflected under labour and not under revenue) (\$170) Relating to contraventions revenue allocation (\$80) Increased revenue on volume from Committee of Adjustment fee (\$8) Increased revenue on volume relating to Civil Marriage Licences (\$8) Revenue on one year extension of draft severance conditions (\$4) Incremental revenue allocations on planning fees
Transfers To/From Reserves and Reserve Funds	(141)	(146)	(5)	
Subtotal - Revenues	(10,654)	(12,129)	(1,475)	
Total	(2,260)	(2,381)	(121)	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by Budget Request (BR) for proposed new initiatives. Each BR is numbered. Detailed descriptions of each Request can be found in the pages following the table.

Description	BR #	2020 FTE Impact	2020 Proposed Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2020 to 2023 FTE Impact	2020 to 2023 Capital (\$000s)
New Initiatives								
Agenda Management Replacement	5449	0.0	28	28	28	28	0.0	285
Freedom of Information (FOI) Officer	5555	1.0	77	104	106	108	1.0	4
Court Modernization: Courts Administration Technology Assessment and Roadmap	5945	1.0	0	0	0	0	0.0	274
Total New Initiatives		2.0	105	132	134	136	1.0	564
Total New Initiatives and New Revenues		2.0	105	132	134	136	1.0	564

Note: Numbers may not balance due to rounding. Amounts are Net.

Proposed Initiative

Agenda Management
Replacement

Department

Corporate Services Department

Service Area

Legislative Services

Description of Budget Request

The request to replace the existing agenda management software (Agenda.net) is necessary as the software will become obsolete with the implementation of MS Office 2016/365. Replacement of the software will allow us to maintain the benefits the current system. It will also allow us to implement items promised but not delivered with the current system including proper vendor support, and integrating meeting minutes with the archived video.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	27.8	27.8	27.8	27.8
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	27.8	27.8	27.8	27.8
* Net Change in \$		0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	285.5	0.0	0.0	0.0

Why Staff Recommend this Initiative

Staff recommend that new software be purchased. The current system will be made obsolete due to the incompatibility with MS Office 2016/365. The change in software will require administration by two contract positions (Data Analyst and Project Lead) and allows us to maintain and enhance the benefits delivered with the current system. It will also allow us to purchase user friendly software, further reduce errors, and integrate archived video into the meeting minutes.

Details of Service Change

Two contract staff will oversee the administration of the system replacement from 2019 to 2021.

To improve the service level a new agenda management system is recommended. Failure to replace the current system could result in the City having to take a step backwards in terms of the many benefits realized through digital agenda management. Staff will look to benchmark what other municipalities' agenda management systems deliver and ensure that Mississauga implements a leading system that incorporates video, user-friendly for staff and the public.

Service Impact

If the current system is not replaced the efficiencies realized via the 2015 Agenda Management tool will be lost. Benefits of the new system will include increased user-friendliness and transparency, e.g., linking meeting minutes with linked video archives. A Legislative Coordinator would be appointed to work as the Business Lead to work with the business analyst on change management for a minimum of six months.

Proposed Initiative

Freedom of Information (FOI) Officer

Department

Corporate Services Department

Service Area

Legislative Services

Description of Budget Request

This request to increase staff in the Legislative Services Section will allow us to improve the processing of FOI requests given the increase in the number of complex requests and privacy impact assessments (PIA). More training for City staff on the Municipal *Freedom of Information and Protection of Privacy Act* (MFIPPA) legislation is needed to potentially reduce the risk of privacy breaches and reputational risk to the Corporation.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	77.4	104.3	106.0	107.8
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	77.4	104.3	106.0	107.8
* Net Change in \$		26.9	1.7	1.7
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	4.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

There is an annual report to Council that outlines the FOI access request statistics, fees collected and compliance statistics provided by the Information and Privacy Commissioner (IPC). Staff recommend this initiative because there is an increasing trend for the past three years with the FOI statistics and the complexity of the requests. There is a general increase in requests for Privacy Impact Assessments of internal initiatives and education opportunities to City staff.

Details of Service Change

Due to an increase in requests and complexity, an additional staff position would ensure that the City continues to respond to FOI requests within the legislated timelines prescribed by MFIPPA. Non-compliance with MFIPPA can lead to appeals to the IPC. Potentially, the responsibility of Library FOI requests will be transferred from the Library Board to the Access and Privacy Officers. The two Access and Privacy Officers have received increasing requests to perform Privacy Impact Assessments, which requires considerable time to analyze and make recommendations to staff. In addition, the City needs to mitigate the potential risk of privacy breaches and reputational risk by providing staff education opportunities to ensure the Corporation is in compliance with MFIPPA. Additional staff will provide the opportunity to pursue these proactive measures to reduce the risks to the Corporation. There will be an impact of \$116,981 to operational costs to add one FTE at a grade E salary plus benefits. The capital costs for a workstation and IT setup will be \$12,600.

Service Impact

The change will improve service levels by ensuring that the City maintains compliance with the timelines to respond to FOI requests as prescribed by MFIPPA, due to the increasing trend of FOI requests and the complexity involved with some of the requests. Improving response times to the requestors will provide opportunities for proactive measures to mitigate risks of non-compliance with MFIPPA throughout the Corporation through privacy impact assessments, education and awareness.

Proposed Initiative

Court Modernization: Courts
Administration Technology
Assessment and Roadmap

Department

Corporate Services Department

Service Area

Legislative Services

Description of Budget Request

The City of Mississauga is committed to creating better interactions between the City and its residents and customers in the most effective way possible.

It is recommended through the Courts Administration that a Technology Assessment and feasibility study be done to evaluate technology needs and identify options for a technology investment. This will meet our City's commitment to excellence in customer service delivery and value for money.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
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	1.0	1.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	245.5	28.5	0.0	0.0

Why Staff Recommend this Initiative

The development of a technology assessment roadmap will support an effective and barrier-free access to Courts administration and will produce measurable outcomes and benefits

For example:

- Shorter client wait times in all practice areas
- Faster service and a multitude of comprehensive self-serve options for residents
- Available statistics, business analytics and trending information for further operational alignments and prioritization

Details of Service Change

The Courts Administration Technology Assessment and Roadmap involves an investment in business analysis and research that will ensure the City's Courts administration is using up-to-date technologies that reduce risk, streamline processes, create efficiencies, and deliver courts services that are consistent with resident expectations.

The assessment and roadmap will improve data management and automation of the interactions between the City and its customers. Improved technology in the City's courts will provide greater efficiency and improved service experience, allow for more complex web self-service, allow service request tracking; status updates and statistics for further improving operations. Additionally, the alignment of systems and associated process automation will result in streamlining staff processes and further efficiencies.

This project is to do a feasibility study that looks at our current systems, our requirements for the future and what technology is recommended to maximize the transparency, reporting and tracking of services for our customers going forward. It will also include the development of a roadmap that describes future year technology investments in alignment with the City's strategies.

The project also anticipates securing required resources, including an IT Business Analyst to lead the project and the systems implementation and assist the Professional Services/Consultant to complete the study.

Service Impact

The City's Courts technologies do not provide data integration or self-service options for up-to-date service requests (e.g., scheduling an APS appointment or Court appearance) or the ability for customers to track their service requests. This is the type of experience that residents have migrated towards given technology trends and for convenience factors. Coordinated service delivery and the tailoring of citizen and business services require the ability to track service requests as well as provide status steps through to completion of a service. In order for the City to provide these capabilities, we require application integration that not only tracks resident inquiries/requests, but also provides real time responses through self-service or in-person options.

Further, there is a benefit to streamlining City of Mississauga systems to improve efficiencies for staff. Using one program will house information in one application and allow staff to utilize one system rather than multiple applications. This will avoid delays and duplications associated with using multiple systems. It is important to streamline the number of systems staff need to access to address any issue.

Proposed Capital Budget

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

Proposed 2020-2029 Capital Budget by Program (\$000s)

Program Expenditures	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	2020-2029 Total
City Clerk's	696	29	20	0	20	765
Elections	725	0	0	0	0	725
POA	25	0	0	0	0	25
Print Shop	80	76	5	38	20	219
Total	1,527	105	25	38	40	1,734

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

Proposed 2020-2029 Capital Forecast Highlights:

- \$5,000 to replace Committee of Adjustment iPads every four years which is offset by saving approximately \$600 a meeting in printing costs and drastically reduces the amount of paper used each year
- \$219,000 to replace and/or acquire new equipment for the Printing and Mail section which includes replacing items that have come to the end of their lifecycle and purchasing equipment that will reduce costs and improve turnaround times
- \$285,458 to upgrade the Agenda Management system to improve usability, transparency and customer service
- \$725,000 upgrade the Elections Information Management system

Proposed 2020-2029 Capital Budget by Funding Source (\$000s)

The following table provides the funding sources proposed to fund the capital portion of the proposed 2020-2023 Business Plan and 2020 Budget and the consolidated forecast for 2024-2029.

Funding	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	Total 2020-2029
Tax Capital	1,527	105	25	38	40	1,734
Total	1,527	105	25	38	40	1,734

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

Proposed 2020 Capital Budget Detail (\$000s)

The following tables provide a detailed listing of proposed capital projects for 2020.

Program: City Clerk's

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
CPLS006767	EDRMS 2019	170	0	170	Tax Capital
CPLS006774	Agenda Management Upgrade	285	0	285	Tax Capital
CPLS007585	Court Modernization Project – Technology review	242	0	242	Tax Capital
Total		696	0	696	

Note: Numbers may not balance due to rounding.

Program: Elections

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
CPLS007082	Elections Project Info Centre upgrade	725	0	725	Tax Capital
Total		725	0	725	

Note: Numbers may not balance due to rounding.

Program: POA

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
CPLS005704	Enhanced Courthouse Security	25	0	25	Tax Capital
Total		25	0	25	

Note: Numbers may not balance due to rounding.

Program: Print Shop

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
CPLS003528	Large Format Printer replacement- Print Shop	80	0	80	Tax Capital
Total		80	0	80	

Note: Numbers may not balance due to rounding.

Proposed 2020-2029 Capital Budget by Sub-Program (\$000s)

The following table provides a listing of capital forecast by sub-program for 2020-2029.

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
City Clerk's											
LEG Clerks Applications & Infrastructure	696	29	20	0	0	0	20	0	0	0	765
Subtotal	696	29	20	0	0	0	20	0	0	0	765
Elections											
LEG Elections Applications & Infrastructure	725	0	0	0	0	0	0	0	0	0	725
Subtotal	725	0	0	0	0	0	0	0	0	0	725
POA											
LEG POA Applications & Infrastructure	25	0	0	0	0	0	0	0	0	0	25
Subtotal	25	0	0	0	0	0	0	0	0	0	25
Print Shop											
LEG Print Shop Equipment & Other	80	76	5	38	20	0	0	0	0	0	219
Subtotal	80	76	5	38	20	0	0	0	0	0	219
Total Expenditures	1,527	105	25	38	20	0	20	0	0	0	1,734

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



Financial Transactions

2020-2023 Business Plan
& 2020 Budget

Foreword

Our Vision for the Future

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

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40-year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into the 16 Services Areas (including the Stormwater Program) that are outlined in this Plan. The 2020-2023 Business Plan and 2020 Budget document details how and where the City plans to allocate resources to deliver programs and services.

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

Table of Contents

What Financial Transactions Includes	3
Proposed Operating Budget	6
Operating Budget Details	7
Proposed Budget by Program.....	7
Summary of Proposed Budget	8
Proposed Cost Increase Required to Maintain Current Service Levels.....	9
Details of Proposed Budget Changes	10

What Financial Transactions Includes

Ongoing Operations Support

Bank, Merchant Point of Sale and External Audit Charges

Provides fees for banking, merchant service fees and service charges including: armoured car, fees for banking and point of sale transactions (i.e., bank flat service fee, cheque encashment fees, debit and credit card fees, pre-authorized tax payment and ATM fees). Costs associated with the receipt of revenues, through the use of payment cards, have been allocated to the associated Business Area. External audit fees are also included.

Retiree Benefits and Other Labour

Provides for the payments to current and former employees for:

- Payout of accumulated sick leave credits to Fire & Emergency Services employees upon termination, and life insurance policies
- City's portion of costs of early retiree health benefits

Miscellaneous Revenues and Expenses

Includes income and expenditures not readily assignable to service areas such as:

- Commodity tax compensation
- Non-sufficient Funds (NSF) recovery fees
- Miscellaneous one-time receipts and expenditures
- Executive search costs
- Outdoor Maintenance Subsidy Program

Risk Management and Insurance

Insurance includes costs associated with insurance policy premiums, claims expenses and settlements that fall within the City's self-insured retention, and Insurance Reserve Fund maintenance. The Risk Management program consists of four major work areas:

- Risk assessment and recommendations to reduce frequency and size of potential loss
- Reserve Fund maintenance to finance known, incurred and unreported losses within the City's self-insured limit
- Purchase of insurance to fund catastrophic losses above the City's self-insured retention
- Management of all insurance claims filed against the City and the vendor services required to handle those claims

Workers' Compensation and Rehabilitation

The City is a Workplace Safety and Insurance Board (WSIB) Schedule 2 employer. As such, WSIB compensation and expenses are paid from a non-departmental operating account and funded by a City-funded reserve. This program provides for Workers' Compensation Reserve Fund contributions, the Employee Rehabilitation Program, medical examinations and the City's medical doctor's fees.

Reserves and Reserve Funds

Transfers To and From Reserves

Provides for future events, such as the cost of holding municipal elections, by regular contributions to various Reserves and Reserve Funds.

Transfers to Capital Reserve

Provides for the funding allocation to the Capital Reserve Fund used to finance future capital projects.

Payments-in-Lieu and Taxation

Payments-in-Lieu

Payments made by federal, provincial and other municipal governments and/or their respective enterprises, as well as universities, colleges and hospitals for premises located within the City's boundaries. Payments-in-lieu are made by these bodies as their properties are 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
- Municipal Accommodation Tax revenues from facilities that provide transient accommodations for continuous periods of less than 30 days
- Interest and penalties added to unpaid taxes in accordance with the *Municipal Act*

Provides for rebates per the *Municipal Act* including:

- Vacancy rebates for owners of properties in the commercial or industrial property tax class that have vacancies for a minimum of 90 days

- Rebates to charitable organizations occupying commercial and industrial properties
- Tax grants to low income seniors and persons with disabilities

Includes Business Improvements Areas (BIAs) and Local Area Improvements funding raised via special assessment taxation:

- Meeting requirements of four established BIAs in Clarkson, Port Credit, Streetsville and Malton

Provides for tax adjustments due to:

- Reductions in assessed property values through the assessment appeal, tax appeal and reconsideration processes
- Write-off of uncollectible taxes

Provides for expenses associated with taxes payable on City owned/leased properties.

City-wide Sources of Revenue

Energysource Dividend

Recognizes the dividend from Mississauga's investment in Energysource Corporation.

Investment Income

Represents the operating budget portion of the General Fund's net revenue earned by the City Funds Investment Portfolio. Investments are restricted to securities noted in the *Municipal Act* and related regulations.

Special Purpose Levies

Capital Infrastructure and Debt Repayment Levy

- A two per cent annual levy to fund the City's capital infrastructure and debt repayment over the next 10 years

Emerald Ash Borer Levy

- A \$5.6-million annual levy, 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

Churchill Meadows Pool Financing

- A 10-year annual contribution of \$2.2 million, which began in 2017, to repay the debenture used to fund the capital cost of the Churchill Meadows Pool (2017-2026)

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2020-2023 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The budget for 2019 was \$34.6 million and the proposed budget for 2020 is \$41.0 million.

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for Financial Transactions is a budget decrease of \$3.3 million for 2020.

Highlights of the proposed budget changes are:

- Enersource dividend has increased by \$2 million
- Greater Toronto Airport Authority (GTAA) payment-in-lieu of taxes has been increased by \$1.3 million to reflect forecasts

Efficiencies and Cost Savings

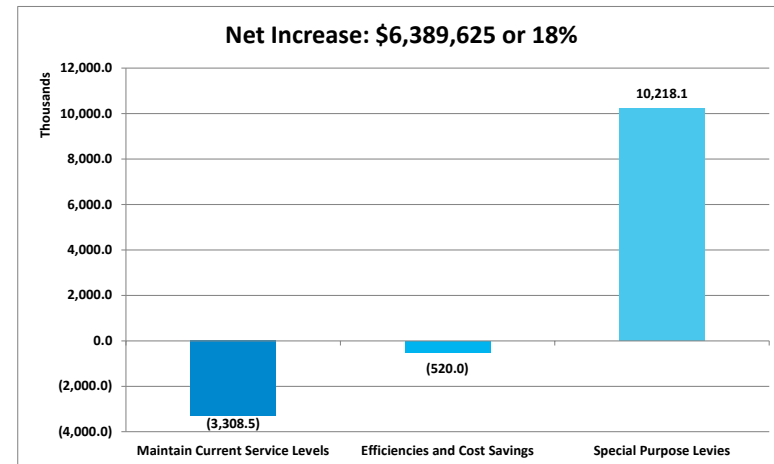
The vacancy rebate expense has been reduced by \$0.40 million in 2020. The Vacancy Rebate Program is being phased out by 2021 and the budget has been adjusted to reflect the changes to the program.

The tax write-offs and appeals expenses have been reduced by \$0.12 million in order to reflect trends.

Special Purpose Levies

A two per cent annual levy to fund the City's capital infrastructure and debt repayment over the next 10 years continues as a strategy to maintain the City's infrastructure. The debt charge for the 2013-2020 debentures has been increased by \$4.4 million and the contribution to capital has been increased by \$5.8 million for a total of \$10.2 million.

Proposed Changes for 2020 Net Operating Budget by Category (\$000s)



Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2020-2023, as well as the 2019 Budget and 2018 Actuals by major program within the Service Area.

Proposed Budget by Program (\$000s)

Description	2018 Actuals	2019 Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Expenditures to Deliver Current Services						
Audit and Treasury Charges	1,584	548	642	734	809	910
Benefits and Labour Package	6,136	3,582	3,991	5,500	7,011	8,613
Contribution to Capital and Debt	76,455	86,158	96,377	107,151	118,657	130,852
Contribution to Capital and Debt-Churchill Meadows Pool	2,177	2,177	2,177	2,177	2,177	2,177
Insurance	4,231	4,442	4,863	4,939	5,017	5,098
Workers' Compensation and Rehabilitation Expenses	2,275	2,517	2,668	2,775	2,783	2,790
Workers' Compensation and Rehabilitation Transfers from Reserve Funds	(2,275)	(2,517)	(2,668)	(2,775)	(2,783)	(2,790)
Enersource Dividend	(12,941)	(15,552)	(17,577)	(17,577)	(17,577)	(17,577)
Miscellaneous Revenues and Expenditures	10,325	(7,577)	(7,906)	(7,884)	(7,843)	(7,825)
Municipal Accommodation Tax Expenditures	8,989	9,800	9,800	9,800	9,800	9,800
Municipal Accommodation Tax Revenue	(8,989)	(9,800)	(9,800)	(9,800)	(9,800)	(9,800)
Taxation-Supplementary Taxes, Payment-in-Lieu of Taxes, Business Improvement Areas, Tax Penalties and Write-Offs	(40,342)	(39,146)	(41,544)	(43,353)	(44,939)	(46,543)
Proposed Net Budget Including New Initiatives & New Revenues	47,623	34,633	41,022	51,686	63,313	75,704
Proposed Net Budget - Changes by Year			18%	26%	22%	20%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour; operational costs; and facility, IT and support) and revenues are shown by category with the approved 2019 budget for comparison. The three columns to the far right of the table show the totals proposed for 2020 and their dollar and percentage changes over 2019.

Summary of Proposed 2020 Budget (\$000s)

Description	2019 Approved Budget	Maintain Current Service Levels	Efficiencies and Cost Savings	Special Purpose Levies	Proposed 2020 Budget	\$ Change Over 2019	% Change Over 2019
Labour and Benefits	6,653	953	0	0	7,607	953	14%
Operational Costs	54,636	1,290	(520)	4,463	59,869	5,233	10%
Transfer To Reserves & Reserve Funds	103,469	(251)	0	10,218	113,436	9,968	10%
Total Gross Expenditures	164,758	1,993	(520)	14,681	180,912	16,154	10%
Total Revenues	(87,891)	(4,072)	0	0	(91,963)	(4,072)	5%
Transfer From Reserves & Reserve Funds	(42,235)	(1,229)	0	(4,463)	(47,927)	(5,692)	13%
Total Net Expenditures	34,633	(3,309)	(520)	10,218	41,022	6,390	18%

Summary of Proposed 2020 Budget and 2021-2023 Forecast (\$000s)

Description	2018 Actuals	2019 Approved Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Labour & Benefits	7,419	6,653	7,607	9,218	10,730	12,333
Operational Costs	41,551	54,636	59,869	65,001	70,259	71,360
Transfer To Reserves & Reserve Funds	132,727	103,469	113,436	124,213	135,722	147,919
Total Gross Expenditures	181,697	164,758	180,912	198,431	216,711	231,611
Total Revenues	(101,566)	(87,891)	(91,963)	(93,407)	(94,977)	(96,622)
Transfer From Reserves & Reserve Funds	(32,508)	(42,235)	(47,927)	(53,338)	(58,421)	(59,286)
Total Net Expenditures	47,623	34,633	41,022	51,686	63,313	75,704

Note: Numbers may not balance due to rounding

Proposed Cost Increase Required to Maintain Current Service Levels

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

Description	2019 Budget (\$000s)	2020 Proposed Budget (\$000s)	Change (\$000s)	Details (\$000s)
Labour and Benefits	6,653	7,607	953	Increase Reflects Labour Adjustments and Other Fringe Benefits Changes
Advertising & Promotions	81	25	(56)	(\$56) Advertising/Print Media
Communication Costs	26	26	0	
Contractor & Professional Services	774	756	(18)	\$20 Insurance Broker \$7 Medical Consultant (\$45) Integrity Commissioner/Studies
Debt	30,391	35,294	4,903	\$4,463 Capital Infrastructure \$440 Churchill Meadows Pool
Finance Other	22,631	23,076	445	\$638 Insurance Claims and Premiums \$95 Treasury Charges and Other Expenses \$82 Places of Worship Grants for Development Charges \$50 Business Improvement Areas Expenses (\$420) Vacancy Rebate and Tax Write-Off Expense Reduction
Materials, Supplies & Other Services	217	239	21	\$21 Miscellaneous Expenses
Occupancy & City Costs	361	300	(61)	(\$61) Stormwater Charges for City Facilities
Staff Development	155	154	(1)	(\$1) Memberships
Transfers To Reserves and Reserve Funds	103,469	113,436	9,968	\$10,218 Contribution to Capital Reserve Fund \$42 Various Adjustments (\$292) Transfer for 2018 Tax Ratio Adjustment Not Required
Subtotal - Other Operating	158,105	173,305	15,200	
Total Revenues	(87,891)	(91,963)	(4,072)	(\$2,025) Enersource Dividend Alignment (\$1,436) Payment-In-Lieu of Taxes (\$500) Tax Interest/Penalties (\$61) Various Rebates/Recoveries (\$50) Business Improvement Area Taxes
Transfers From Reserves and Reserve Funds	(42,235)	(47,927)	(5,692)	(\$4,463) Transfer for Capital Infrastructure Debt Payment (\$440) Transfer for Churchill Meadows Pool Debt Payment (\$400) Transfer for Sick Leave Expense (\$237) Transfer for Insurance Expenses (\$152) Transfer for Workers Compensation Expenses
Subtotal - Revenues	(130,126)	(139,890)	(9,764)	
Total	34,633	41,022	6,390	

Note: Numbers may not balance due to rounding.

Details of Proposed Budget Changes

Description	2019 Budget (\$000s)	2020 Proposed Budget (\$000s)	Change (\$000s)	Details (\$000s)
Labour and Benefits	6,653	7,607	953	Increase Reflects Labour Adjustments and Other Fringe Benefit Changes
Audit Charges	124	124	0	
Business Improvement Area Transfers	1,450	1,500	50	Increase to match historical expenditures and is offset by transfer from reserve
Debt	28,561	33,024	4,463	Debt charges for 2013-2020 capital program offset by 2% yearly transfer to capital reserve
Debt-Churchill Meadows Pool	1,830	2,270	440	Debt charges for Churchill Meadows Pool debentures offset by transfer from reserve
Development Charges Grants	61	62	0	Offsets development charges in places of religious assembly for area of worship per GC-0098-2016
Grants to Seniors and Disabled Persons	240	260	20	Increase to reflect estimated spending
Insurance Claims and Premiums	10,013	10,676	663	Adjusted to reflect expected costs
Other Costs	1,200	869	(331)	Provision for various costs
Stormwater Charges on City Facilities	91	30	(61)	Charges transferred to service areas
Stormwater Grants	481	544	63	Adjusted to reflect expected costs
Tax Rebates and Cancellations	1,500	1,080	(420)	Vacancy rebate program being phased out by 2021
Tax Appeals	3,700	3,700	(0)	
Taxes on City Owned Properties	270	270	0	
Transfer to Capital Reserve Fund	86,158	96,377	10,218	Contribution to capital 2% yearly transfer
Transfer to Churchill Meadows Pool Reserve Fund	2,177	2,177	0	Fourth year of 10 year contribution for debenture funding
Transfer to Contingency Reserve	1,309	1,309	0	
Transfer to Election Reserve	600	600	0	
Transfer to Emerald Ash Borer Reserve Fund	5,600	5,600	0	
Transfer to Insurance Reserve Fund	2,337	2,337	0	
Transfer to Municipal Accommodation Tax Reserve Fund	4,861	4,861	(0)	50% of Municipal Accommodation Tax revenue less administration costs
Transfer to Tourism Board	4,861	4,861	(0)	50% of Municipal Accommodation Tax revenue less administration costs
Treasury Charges	424	514	90	Adjusted to reflect expected costs
Workers' Compensation Program	257	263	7	Costs offset by transfer from Employee Benefits Reserve Fund
Subtotal - Other Operating	158,105	173,305	15,200	

Note: Numbers may not balance due to rounding.

Details of Proposed Budget Changes (Cont'd)

Description	2019 Budget (\$000s)	2020 Proposed Budget (\$000s)	Change (\$000s)	Details (\$000s)
Business Improvement Area Transfers	(1,450)	(1,500)	(50)	Offsets increased historical expenditures (above)
Discounts, Rebates and Recoveries	(424)	(423)	1	
Enersource Dividend	(15,552)	(17,577)	(2,025)	Adjusted to reflect expected return
Hydro Corridor Taxes	(1,100)	(1,100)	0	
Investment Interest	(14,465)	(14,465)	0	
Miscellaneous Revenue	(95)	(157)	(62)	Provision for various revenues
Municipal Accommodation Tax Revenue	(9,800)	(9,800)	0	
PILT-Canada	(1)	(1)	0	Payment in lieu of taxes (PILT) adjusted to reflect previous year's expenditures and future forecasts
PILT-Canada Post	(1,000)	(1,000)	0	
PILT-City Owned Properties	(782)	(800)	(18)	
PILT-GTAA	(27,900)	(29,252)	(1,352)	
PILT-LCBO	(6)	(8)	(2)	
PILT-Hydro Properties	(1,200)	(1,200)	0	
PILT-Other Municipalities and Enterprises	(1,700)	(1,700)	0	
PILT-Municipal Tax Assistance Act	(850)	(900)	(50)	
PILT-Post Secondary Education and Health	(586)	(600)	(14)	
Supplementary Taxes	(3,000)	(3,000)	0	
Tax Interest and Penalties Earned	(8,000)	(8,500)	(500)	Adjusted to reflect expected revenues
Transfer from Capital Reserve Fund	(28,561)	(33,024)	(4,463)	Transfer to offset capital program debt expenses (above)
Transfer from Churchill Meadows Pool Reserve Fund	(1,830)	(2,270)	(440)	Transfer to offset debt expense (above)
Transfer from Employee Benefits Reserve Fund	(3,917)	(4,468)	(552)	Transfer to offset sick leave and Workers' Compensation expenses
Transfer from Insurance Reserve Funds	(7,907)	(8,145)	(237)	Transfer to offset associated Insurance expenses
Subtotal - Revenues	(130,126)	(139,890)	(9,764)	
Total	34,633	41,022	6,390	

Note: Numbers may not balance due to rounding.



Reserves & Reserve Funds

2020-2023 Business Plan
& 2020 Budget

Table of Contents

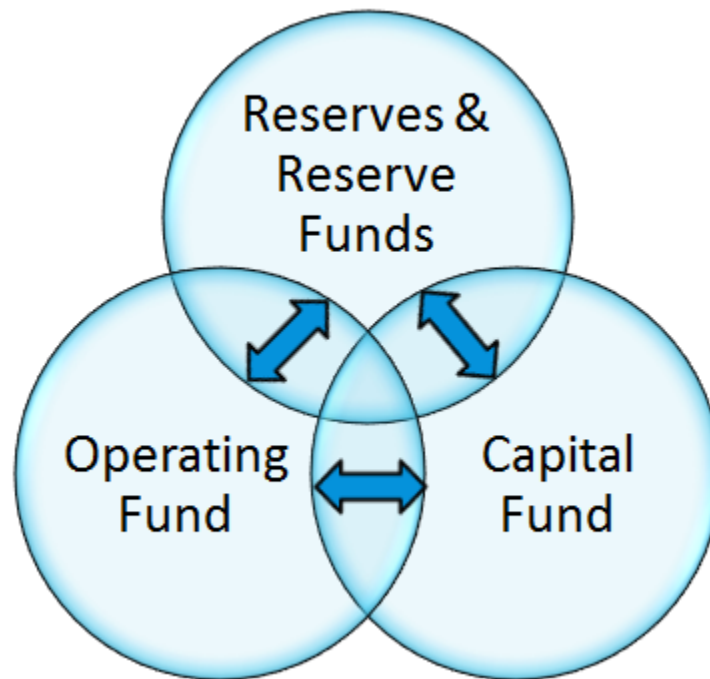
Executive Summary of Reserves and Reserve Funds	2
Overview	3
Reserves & Reserve Funds – Definitions	3
Summary of all City of Mississauga Reserves & Reserve Funds (excluding Stormwater)	4
Operating Reserves and Reserve Funds.....	5
Capital Reserves and Reserve Funds.....	6
Tax Capital and Related Reserve Funds	6
Provincial and Federal Contribution Reserve Funds	8
Development-Related Reserve Funds	10
Development Charges	11
Cash-in-Lieu of Parkland.....	12
Other Reserve Funds	13
Reserve and Reserve Fund Descriptions	14
Appendix 1: Reserves and Reserve Funds Transfers.....	18
Appendix 2: Debt-Funded Projects	20

Executive Summary of Reserves and Reserve Funds

Reserves and Reserve Funds (R&RFs) are established by Council to assist with long-term financial stability and financial planning in the City. R&RFs are an important element of the City's financial plan. By maintaining reserves, the City can accumulate funds for future needs or contingent liabilities, a key element of sound long-term financial planning practices.

R&RFs provide stability in times of unexpected shifts in revenues and expenditures, provide funding for one-time expenditure requirements, and minimize fluctuations in taxes caused by cyclical conditions. Credit-rating agencies consider municipalities with higher reserves to be more advanced in their financial planning.

The City maintains operating and capital Reserves and Reserve Funds. Details of all reserve activity for the City are summarized in the following pages.



Overview

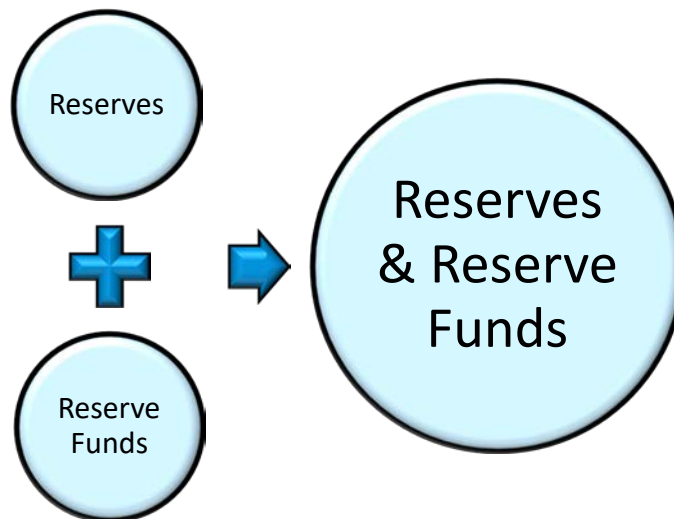
The City undertook a comprehensive review of all of its R&RFs in 2016. A report and accompanying by-law was approved by Council on July 6, 2016. The report provided an overview of the City's reserves and reserve funds, made recommendations for amalgamating and/or closing specific R&RFs and identified targets for R&RF balances going forward, based on municipal best practice. The gains achieved from this thorough review are now being sustained through ongoing review, analysis, and policy and procedure development.

The 10-year capital program relies on this R&RF work. Further revisions to the R&RF By-law and the establishment of a Standard Operating Procedure and Guidelines for R&RF management are currently underway. Targets for reserves are reviewed annually and updated as required. The City's approach of continuous improvement with respect to R&RFs will assist in the City's long-term planning strategies.

Reserves & Reserve Funds – Definitions

Reserves are generally used to mitigate the impact of fluctuations in operating costs and revenue. In Mississauga, interest is not allocated to reserves. Reserves are established at the discretion of Council, often as part of an overall strategy to fund programs or special projects. Examples of reserves currently used to mitigate budgetary fluctuations include the Reserve for Winter Maintenance and the Fiscal Stability Reserve.

Reserve Funds are established by Council for a specific purpose. They contain funds that have been set aside as directed by a requirement of provincial or federal legislation, or by a decision of Council. Examples include: conducting major repairs, renovations or rehabilitation of buildings or large equipment; acquiring new assets; and, the lifecycle replacement of older City assets. Interest earned on these reserve funds must be allocated to the reserve fund that earned the interest.



Summary of all City of Mississauga Reserves & Reserve Funds (excluding Stormwater)

The following table provides a summary of all operating and capital Reserves and Reserve Funds.

Reserves and Reserve Funds	Projected Balance Dec 31, 2019 (\$000s)	2020 Projected Contributions (\$000s)	2020 Projected Expenditures (\$000s)	2020 Projected Interfund Transfers (\$000s)	2020 Projected External Sources (\$000s)	2020 Projected Interest (\$000s)	Projected Balance Dec 31, 2020 (\$000s)
Total Operating Reserve Funds	67,900	2,337	(12,613)	2,000	0	2,100	61,724
Total Operating Reserves	76,197	3,455	(3,401)	0	0	2,244	78,495
Total Operating Reserves and Reserve Funds	144,097	5,792	(16,014)	2,000	0	4,344	140,220
Total Capital Tax and Tax Specific Purpose Funds	203,749	115,224	(130,590)	5,068	0	3,936	197,387
Total Gas Tax Reserve Funds	153,930	0	(85,183)	0	58,560	4,389	131,696
Total Development Related Reserve Funds	229,442	1,160	(83,461)	(68)	44,479	5,380	196,932
Total Other Reserve Funds	15,339	5,082	(2,659)	0	0	464	18,227
Total Capital Reserve Funds	602,460	121,466	(301,892)	5,000	103,039	14,169	544,242
Total Capital Program Reserve Funds	746,557	127,259	(317,906)	7,000	103,039	18,513	684,462

Note: Numbers may not add due to rounding.

Only formally approved grant funding is included in the budget. As such, the 2020-2029 capital budget does not assume any Investing in Canada Infrastructure Program (ICIP) funding, but has been structured to ensure the City is in a position to respond once project approvals are granted. The Tax-Capital and Federal Gas Tax Reserve Funds will be impacted by any approved ICIP funding.

The following pages provide additional detail on each R&RF category.

Operating Reserves and Reserve Funds

Operating reserves are generally used to mitigate operating budget fluctuations. For example, an unusually severe winter might result in higher-than-average winter maintenance costs. Rather than maintaining an unnecessarily high annual budget for winter maintenance, any one-time extraordinary expenditures are funded from the Winter Maintenance Reserve.

The following table provides a detailed listing of all operating Reserves and Reserve Funds. Projected contributions represent planned transfers from the operating budget; projected expenditures represent planned transfers to the operating budget.

A total of \$5.8 million will be transferred from the operating budget to these Reserves and Reserve Funds in 2020, to ensure reserve balances are maintained at appropriate levels. A total of \$16.0 million is anticipated to be transferred from these reserves to fund expenditures in the operating budget.

Reserves and Reserve Funds	Projected Balance Dec 31, 2019 (\$000s)	2020 Projected Contributions (\$000s)	2020 Projected Expenditures (\$000s)	2020 Projected Interfund Transfers (\$000s)	2020 Projected External Sources (\$000s)	2020 Projected Interest (\$000s)	Projected Balance Dec 31, 2020 (\$000s)
Operating Reserve Funds							
Employee Benefit Reserve Fund	33,392	0	(4,468)	2,000	0	1,065	31,989
Insurance Reserve Fund	34,508	2,337	(8,145)	0	0	1,035	29,736
Total Operating Reserve Funds	67,900	2,337	(12,613)	2,000	0	2,100	61,724
Operating Reserves							
Building Permits Revenue Stabilization	11,566	0	(130)	0	0	348	11,783
Elections	1,957	600	(146)	0	0	(17)	2,395
Fiscal Stability Reserve	49,963	2,630	(725)	0	0	1,531	53,399
Reserve for the Arts	1,454	225	(200)	0	0	45	1,524
Winter Maintenance	11,257	0	(2,200)	0	0	337	9,394
Total Operating Reserves	76,197	3,455	(3,401)	0	0	2,244	78,495
Total Operating Reserves and Reserve Funds	144,097	5,792	(16,014)	2,000	0	4,344	140,220

Note: Numbers may not add due to rounding.

Capital Reserves and Reserve Funds

Tax Capital and Related Reserve Funds

Capital reserve funds are established to set aside funds to help the City plan for its long-term infrastructure expenditures. The Capital and related reserve funds are generally funded through the operating budget or through the capital infrastructure and debt repayment levy. Many of these reserve funds have now been consolidated into the main Tax Capital Reserve Fund, which is the primary source of funding for the majority of the City's infrastructure projects (construction, renovation or replacement of facilities and equipment).

Projected contributions represent anticipated revenue from various sources (specific to each reserve fund); projected expenditures represent planned transfers to specific capital projects.

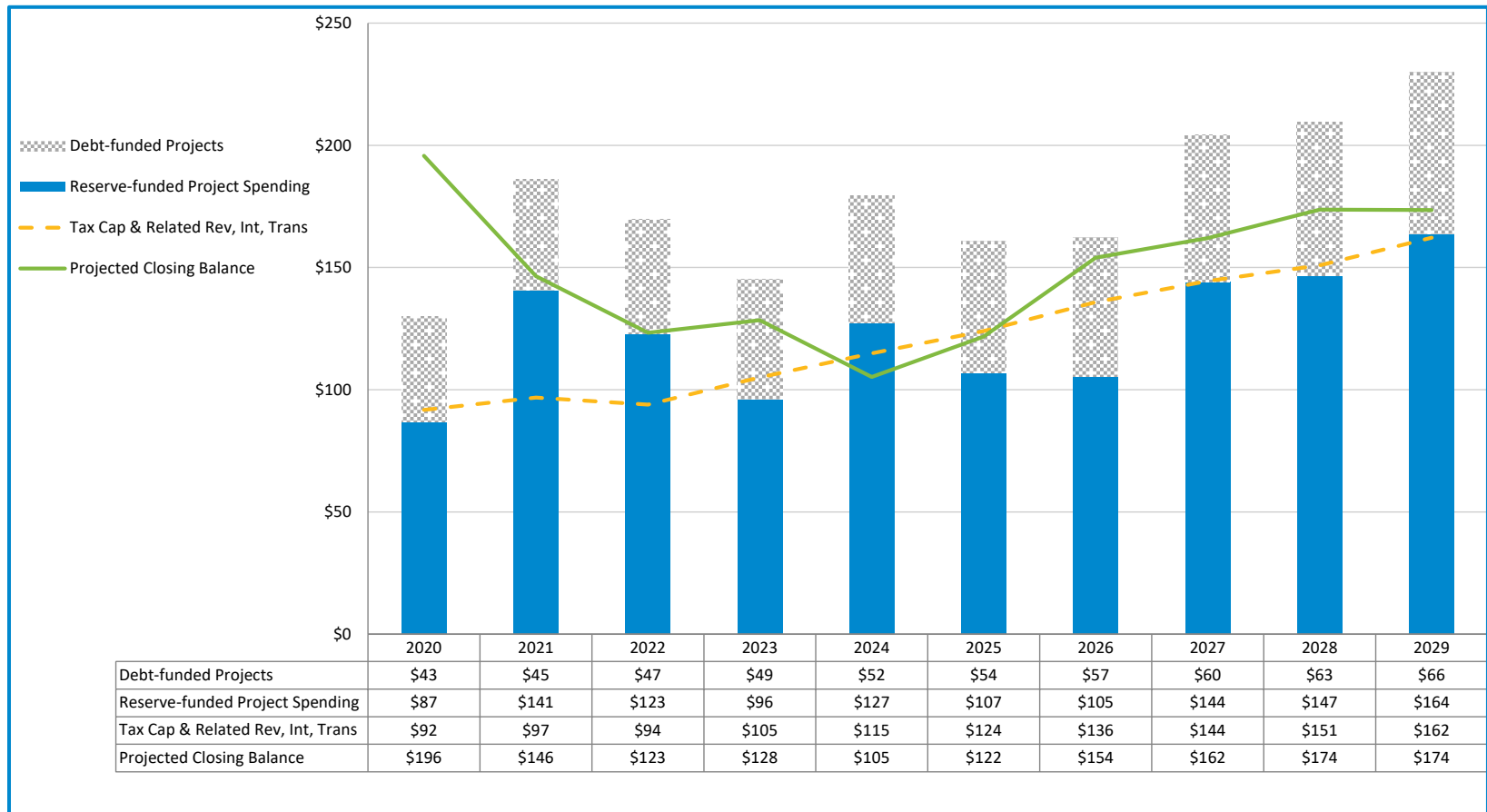
Anticipated activity in these reserve funds is summarized in the table below and the following graph.

Reserves and Reserve Funds	Projected Balance Dec 31, 2019 (\$000s)	2020 Projected Contributions (\$000s)	2020 Projected Expenditures (\$000s)	2020 Projected Interfund Transfers (\$000s)	2020 Projected External Sources (\$000s)	2020 Projected Interest (\$000s)	Projected Balance Dec 31, 2020 (\$000s)
Total Capital Tax Funds							
Tax Capital *	195,199	97,487	(109,247)	5,068	0	3,959	192,465
2009 Special Project Reserve Fund	120	0	0	0	0	0	120
Emerald Ash Borer Fund	359	5,600	(4,105)	0	0	(100)	1,754
Energy Rebate Reserve Fund	339	0	0	0	0	10	349
NW Park Pool Reserve Fund	4,473	2,177	(2,270)	0	0	136	4,515
Public Safety Fire Program Reserve Fund	172	9,961	(14,967)	0	0	(163)	(4,997)
Special Holding Reserve Fund	3,088	0	0	0	0	94	3,182
Total Capital Tax Funds	203,749	115,224	(130,590)	5,068	0	3,936	197,387

Note: Numbers may not add due to rounding.

*2020 projected contributions and expenditures include the impact of the 2% Capital Infrastructure & Debt Repayment Levy

Ten-Year Continuity Graph for Tax Capital and Related Reserves (in millions)*



*Graph and table above include total capital spending, including Reserve-funded and Debt-funded projects.

Only formally approved grant funding is included in the budget. As such, the 2020-2029 capital budget does not assume any ICIP funding, but has been structured to ensure the City is in a position to respond once project approvals are granted. The Tax-Capital Reserve Fund will be impacted by any approved ICIP funding.

Provincial and Federal Contribution Reserve Funds

The City receives funding from both the provincial and federal governments. As part of the 2019 federal budget the federal government announced one-time doubling of Federal Gas Tax (FGT) funding for upper- and lower-tier municipalities. The City of Mississauga's City portion of the one-time FGT allocation is estimated at \$22 million. The Region of Peel has approved its allocation to be dispersed to the lower-tier municipalities on the same basis used for regular FGT funding, and the City of Mississauga's Regional portion is \$17.9 million. Combined, the City will be receiving one-time additional funding of approximately \$40 million.

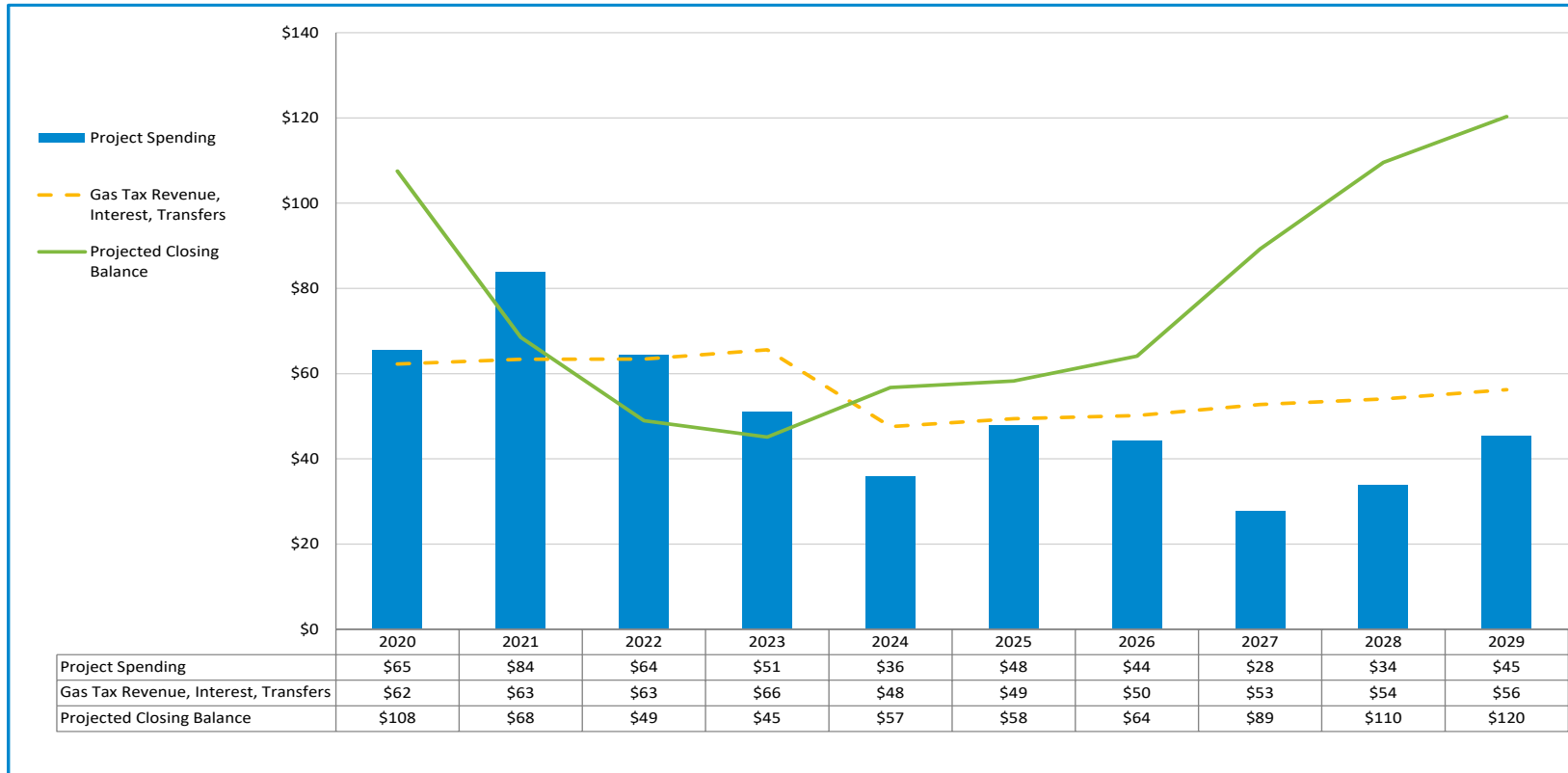
There are specific guidelines and parameters that the City must adhere to when utilizing these funds. Anticipated activity in these reserve funds is summarized in the table below. The Federal Gas Tax Reserve Fund is used primarily for facilities, roads and bridges. The Provincial Gas Tax Reserve Fund is used primarily for Transit operating expenditures. The remaining reserve funds have been established for specific funding programs.

Reserves and Reserve Funds	Projected Balance Dec 31, 2019 (\$000s)	2020 Projected Contributions (\$000s)	2020 Projected Expenditures (\$000s)	2020 Projected Interfund Transfers (\$000s)	2020 Projected External Sources (\$000s)	2020 Projected Interest (\$000s)	Projected Balance Dec 31, 2020 (\$000s)
Gas Tax and Transit Reserve Funds							
Bus Rapid Transit-Provincial	1,958	0	0	0	0	60	2,018
Gas Tax Reserve Fund-Federal	111,500	0	(65,448)	0	40,060	2,619	88,731
Gas Tax Reserve Fund-Provincial	17,736	0	(18,500)	0	18,500	1,056	18,792
Metrolinx BikeLinx Reserve	74	0	0	0	0	2	77
Move-Ontario 2020 Higher Order Reserve	12,778	0	0	0	0	389	13,166
Provincial Transit Grant	3,175	0	0	0	0	97	3,272
Public Transit Fund	6,710	0	(1,235)	0	0	167	5,641
Total Gas Tax and Transit Reserve Funds	153,930	0	(85,183)	0	58,560	4,389	131,696

Note: Numbers may not add due to rounding.

Only formally approved grant funding is included in the budget. As such, the 2020-2029 capital budget does not assume any ICIP funding, but has been structured to ensure the City is in a position to respond once project approvals are granted. The Federal Gas Tax Reserve Fund will be impacted by any approved ICIP funding.

Provincial and Federal Gas Tax Reserves (in millions)*



*Graph above illustrates projected balances for Federal & Provincial Gas Tax only

Development-Related Reserve Funds

There are several development-related reserve funds. These reserve funds receive contributions from developer charges and development contributions, and are governed by several specific City By-laws and provincial legislation. Anticipated activity in these reserve funds is summarized in the table below. Specific additional detail follows for the Development Charges and Cash-in-lieu (CIL) of Parkland reserve funds.

Reserves and Reserve Funds	Projected Balance Dec 31, 2019 (\$000s)	2020 Projected Contributions (\$000s)	2020 Projected Expenditures (\$000s)	2020 Projected Interfund Transfers (\$000s)	2020 Projected External Sources (\$000s)	2020 Projected Interest (\$000s)	Projected Balance Dec 31, 2020 (\$000s)
Development Funds							
CIL Parking Section 40	7,777	1,160	0	0	0	239	9,176
CIL Parkland Section 42	116,755	0	-51,029	0	9,979	2,303	78,007
Developer Contributions Reserve Funds	17,364	0	-1,432	567	0	697	17,197
Development Charges Reserve Funds	45,046	0	-31,000	-635	34,500	847	48,758
Lot Levy Reserve Funds	40,508	0	0	0	0	1,232	41,740
Section 37 Bonus Zoning	1,993	0	0	0	0	61	2,054
Total Development Funds	229,442	1,160	-83,461	-68	44,479	5,380	196,932

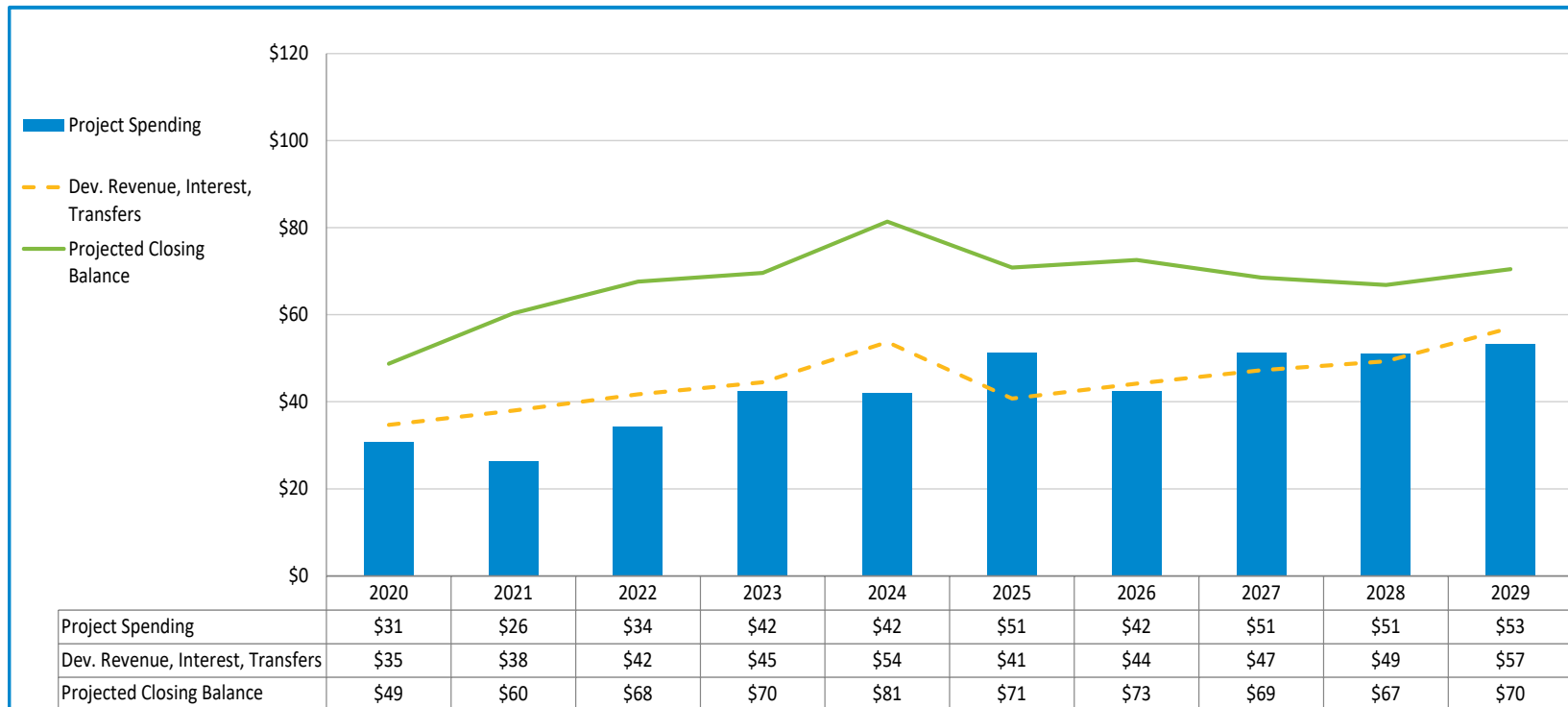
Note: Numbers may not add due to rounding.

Development Charges

Development Charges (DCs) are fees collected from developers in accordance with the *DC Act* and governed by the City's DC By-law. DCs help pay for the cost of the infrastructure required to provide municipal services to the new development (for example, transit, community centres, libraries and fire facilities). DC revenues and costs are closely monitored. Projects starting in the later years of the ten-year program are re-evaluated during the annual prioritization process of all DC-funded projects.

On June 6, 2019, Bill 108, the *More Homes, More Choice Act, 2019*, received Royal Assent. Bill 108 eliminates DCs for discounted services, and introduces a new Community Benefit Charge (CBC). The regulations governing this new charge are not yet finalized and no assumptions have been made in the 2020-2029 capital program. Any impact will be reflected in the 2021-2030 capital program.

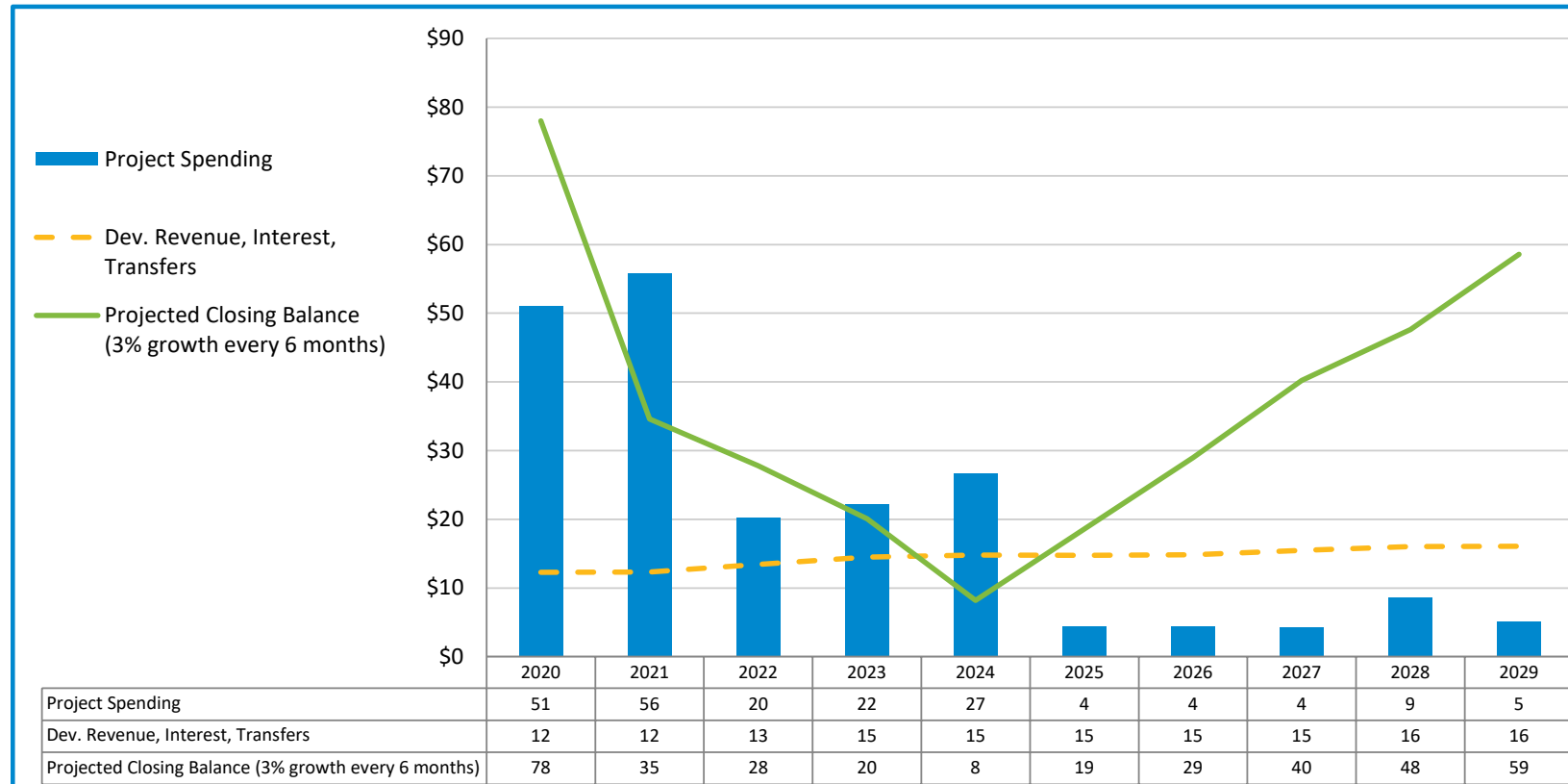
Development Charges Reserve Funds (excluding Stormwater) (in millions)



Cash-in-Lieu of Parkland

The *Planning Act* allows for a cash contribution to be provided in lieu of conveying parkland as a condition of development. These cash contributions are accumulated in the Cash-in-Lieu of Parkland Reserve Fund, and allow the City to make strategic land acquisitions to fulfill the objectives of the Parks Future Directions Master Plan. Bill 108 and the new CBC will also have an impact on Cash-in-Lieu of Parkland. No assumptions have been made in the 2020-2029 capital program. Any impact will be reflected in the 2021-2030 capital program.

Cash-in-Lieu of Parkland Reserve Funds (excluding Stormwater) (in millions)



Other Reserve Funds

Various other reserve funds have been established as a result of specific donations or a need for segregated funding. The anticipated activity in these reserve funds is summarized below.

Reserves and Reserve Funds	Projected Balance Dec 31, 2019 (\$000s)	2020 Projected Contributions (\$000s)	2020 Projected Expenditures (\$000s)	2020 Projected Interfund Transfers (\$000s)	2020 Projected External Sources (\$000s)	2020 Projected Interest (\$000s)	Projected Balance Dec 31, 2020 (\$000s)
Other Reserve Funds							
Aircraft Noise Warning Sign	227	0	0	0	0	7	234
Benares House Endowment	177	0	0	0	0	5	182
Boeing Airport Mem-Donations	55	0	0	0	0	2	56
Britannia Hills Golf Course	6	0	0	0	0	0	6
Clarkson Artificial Turf Soccer Field/Track	0	20	0	0	0	0	20
Courtneypark Turf/Synthetic	718	181	0	0	0	22	921
Donations-Stroke Breakers	3	0	0	0	0	0	4
Donations-Vic Johnston Redevelopment	371	0	0	0	0	11	382
Economic Development Advisory Council	27	0	0	0	0	1	28
Enterprise Centre	95	0	0	0	0	(6)	90
Gymnastics Mississauga Capital	127	20	0	0	0	4	151
Loyola Artificial Turf Soccer Field/Track	784	0	0	0	0	24	808
Main Street Revitalization Initiatives	695	0	0	0	0	21	716
Mississauga Garden Park Dev	250	0	0	0	0	8	258
Mississauga Garden Park Maint	98	0	0	0	0	3	101
SCARF Donations	248	0	0	0	0	8	255
Municipal Accommodation Tax-Tourism Projects	11,457	4,861	(2,659)	0	0	354	14,012
Paramount Ticket Surcharge Reserve Fund	3	0	0	0	0	0	3
Total Other Reserve Funds	15,339	5,082	(2,659)	0	0	464	18,227

Reserve and Reserve Fund Descriptions

Reserve/Reserve Fund Name	Purpose of the Reserve/Reserve Fund
2009 Special Project Capital Reserve Fund	Provides one-time funds for special capital projects throughout the City
Aircraft Noise Warning Sign Reserve Fund	Consists of contributions from developers for aircraft noise warning signs
Affordable Housing Reserve Fund	Provides funds for the implementation of Making Room for the Middle and other Affordable Housing strategies
Arts Reserve	Provides funds to support the Arts in Mississauga
Benares House Endowment Reserve Fund	Funding conveyed to the City to be used for Benares House improvement/maintenance work
Boeing Airport Memorial-Donations Reserve Fund	Donations to be used for commemorative feature to be constructed on the Boeing lands in the future
Bonus Zoning (Section 37s) Reserve Fund	Funds given by developers as per agreement(s) under Section 37 of the <i>Planning Act</i> ; related to the rezoning applications for the increases in height and/or density in the City in accordance with the Official Plan and the guiding principles given in the Corporate Policy "Bonus Zoning"
Britannia Hills Golf Course Reserve Fund	Provides funds for the construction and maintenance of the Britannia Hills Golf Course
Capital Reserve Fund	Provides funds for capital projects including: a) the study, design, construction or improvement of any municipal public works; b) the acquisition or expropriation of land required for municipal purposes; c) the acquisition of vehicles or equipment for municipal purposes; and d) the payment of debentures of the Corporation for any of the aforementioned purposes
Courtneypark Artificial Turf and Synthetic Track Reserve Fund	Provides funds for the replacement and future maintenance of the Courtneypark artificial turf, synthetic track and its related equipment
Debt Management Reserve Fund - Tax Capital	Debt surplus funds to be reallocated for future debt projects or to reallocate funding where a deficit exists on similar projects

Reserve/Reserve Fund Name	Purpose of the Reserve/Reserve Fund
Developer Contributions Reserve Funds	Consists of contributions for specific municipal infrastructure collected as a condition of land development
Development Charges Reserve Funds	Pursuant to the <i>Development Charges Act</i> , 1997, S.O. 1997, c. 27, as amended, monies collected under the Act shall be placed into a separate reserve account for the purpose of funding growth related net capital costs for which the development charge was imposed under the Development Charges By-law
Donations - Stroke Breakers Reserve Fund	Donations to be used for 'Sauga Stroke Breakers program, a partnership program with Trillium Health Centre, Credit Valley Hospital and the City of Mississauga with sponsorship from the Mississauga Central Lions Club
Donations - Vic Johnston Redevelopment Reserve Fund	Captures donations from the Vic Johnston Community Centre community to repay a special purpose loan (20 years) made by the City for arena renovation
Economic Development Advisory Council (EDAC) Reserve Fund	Funds are used for any events or marketing materials that may be required and are billed on an as-needed basis; EDAC consists of business and education leaders who are selected by the Mayor to advise the Economic Development Office on business and education needs
Emerald Ash Borer Reserve Fund	Dedicated for costs incurred in the Emerald Ash Borer Program; funds are collected through the special tax levy
Employee Benefits Reserve Fund	Provides funds related to Early Retirement, Vacation Pay, Group Insurance Benefits, Sick Leave and Workplace Safety and Insurance Board
Energy Rebate Reserve Fund	Provides a mechanism whereby funds received as a result of applying for energy rebates can subsequently be used for new energy-efficiency projects
Enterprise Centre Reserve Fund	Established to fund any annual deficit and collect any annual surplus for the Enterprise Centre
Federal Gas Tax Reserve Fund	Revenues are intended to support expenditures for municipal public transportation services
Federal Public Transit Reserve Fund	Revenues are intended to support expenditures for municipal public transportation services
Fiscal Stability Reserve	Provides monies for unforeseen or uncertain liabilities and contingencies such as labour settlements, assessment appeals, legal settlements, commitments and commodities (formerly Reserve for Contingency)
Gymnastics Mississauga Capital Reserve Fund	Funds a portion of the major capital equipment replacement costs projected over the next ten years

Reserve/Reserve Fund Name	Purpose of the Reserve/Reserve Fund
Insurance Reserve Funds	Provides funds for losses, damages, costs and expenses as incurred by or assessed to the City from time to time, through insurance claims. Provides funds for actuarial services to establish the appropriate level
Lot Levy – Development Reserve Funds	Provides funds required to service growth in the City, including but not limited to municipal infrastructure such as municipal highways, recreational facilities, fire stations and equipment, libraries and land. This Reserve Fund consists of funds collected under lot levy policies in effect prior to 1991, and reflects current liabilities
Loyola Artificial Turf Soccer/ Football Field and Track Reserve Fund	Provides funds for the replacement and future maintenance of the Loyola artificial turf soccer/football field, synthetic track and its related facilities and equipment
Main Street Revitalization Reserve Fund	Provides funds for the City's share of the provincial funding for eligible projects included in Ontario's Main Street Revitalization Initiative
Metrolinx Bikeline Reserve Fund	Provides funds for the purchase and installation of bicycle racks on transit vehicles and secured and safe bicycle parking
Mississauga Garden Park Development Reserve Fund	Provides funds solely for the purpose of the Mississauga Garden Park Development
Mississauga Garden Park Maintenance Reserve Fund	Provides funds for the long-term maintenance costs of the Mississauga Garden Park
Mississauga Rapid Transit (Mississauga Transitway) Reserve Fund	Provides for the construction and maintenance of the Mississauga Transitway busway system and services
Move Ontario 2020 Higher-Order Transit Reserve Fund	Funds to be used for the MoveOntario 2020 Dundas and Hurontario Higher-Order Transit Corridor Development
Municipal Accommodation Tax Tourism Projects Reserve Fund	Funds to be used for Council-directed tourism projects and activities
NW Park Pool Reserve Fund	Captures the yearly budget contribution and the yearly debt expense for the NW Park Pool
Paramount Centre	Captures the \$1 surcharge for tickets at Paramount Centre; the surcharge funds capital replacement costs at the Centre

Reserve/Reserve Fund Name	Purpose of the Reserve/Reserve Fund
Parkland Dedication Reserve Fund (or Cash-in-Lieu of Parkland)	Pursuant to the <i>Planning Act</i> , R.S.O. 1990, c. P. 13, as amended, monies received in lieu of parkland dedication are to be set aside in this reserve fund and are to be used for parkland acquisition and other recreational purposes
Payment-in-lieu of Off and On Street Parking Reserve Fund (or Cash-in-Lieu Parking Reserve Fund)	Pursuant to the <i>Planning Act</i> , R.S.O., 1990, c. P. 13, as amended, Section 40, monies received in lieu of exemption from requirement to provide parking are to be set aside in this reserve fund
Provincial Gas Tax Reserve Fund	Pursuant to a Letter of Agreement Dated October 22, 2004 between the City of Mississauga and the Province of Ontario represented by the Minister of Transportation, monies received by the City under the new Provincial Dedicated Gas Tax Funds for Public Transportation Program shall be placed into a dedicated gas tax reserve fund to be used only in accordance with the Guidelines and Requirements of the Program and the Letter of Agreement
Provincial Transit Grant Reserve Fund	Provincial Funding provided to improve and expand public transit
Public Safety Fire Program Reserve Fund	Provides funding for increased service levels, construction and operating costs related to new fire stations in the city
Reserve for Building Permit Revenue Stabilization	Provides for sufficient funds to continue operating and capital needs of the building permits process affected by fluctuating development
Reserve for Elections	Provides for the cost of holding municipal elections by making annual contributions to the reserve
Reserve for Winter Maintenance	Provides funds for stabilizing the City's winter maintenance program. Operating surplus monies from this program may be placed in this reserve
SCARF/Animal Control Donations Reserve Fund	Provides funds from donations to Animal Control Services (Special Care For Animals and Resources Fund)
Special Holding Reserve Fund	Holds surplus funds transferred in as part of the City's 2017 year-end accounting activities

Appendix 1: Reserves and Reserve Funds Transfers

This appendix provides details on specific transfers proposed for 2020 from the operating budget to Reserves and Reserve Funds, and from Reserves and Reserve Funds to the operating budget.

2020 Transfers from the Operating Program to Reserves and Reserve Funds

Amount(\$)	Transfer from Operating Program
97,486,739	To the Capital Reserve Fund
9,960,902	To the Public Safety Fire Program Reserve Fund
5,600,000	To the Emerald Ash Borer Reserve Fund
4,860,562	To the Municipal Accommodation Tax Reserve Fund
2,630,400	To the Fiscal Stability Reserve Fund
2,336,800	To the Insurance Reserve Fund
2,176,656	To the NW Park Pool Reserve Fund
602,200	To the City Centre Off Street Parking Reserve Fund
600,000	To the Elections Reserve Fund
558,100	To the CIL Parking Reserve Funds
225,000	To the Reserve for the Arts
181,200	To the Courtney Park Turf/Synthetic Reserve Fund
20,000	To the Clarkson Park Artificial Turf Field and Track RF
20,000	To the Gymnastics Mississauga Capital Reserve Fund
127,258,559	Total

The following transfers to and from Reserves and Reserve Funds will be based on actual expenditures throughout 2020:

- Arts and Culture initiatives
- Assessment appeals and tax cancellation charges
- City Center Off-Street Parking
- Employee benefits (early retirement, group benefits, sick leave payments, workers' compensation payments) and other labour-related expenses
- Economic Development Office and Project Support Management Office for transfers such as Mississauga Business Enterprise Centre (MBEC) initiatives and project support training
- Insurance claims and premiums
- Maintenance for Britannia Hills Golf Course, Mississauga Garden Park Development, CIL Parking, and Courtenypark Turf/Synthetic
- One-time costs associated with reviews, studies, master plans, election-related expenditures, and employee survey
- Ongoing Transit bus shelter advertising
- Variances to expenditure or revenue budgets where a stabilization reserve is available for this purpose (e.g., winter maintenance, building permits, Enersource dividends, diesel)
- Transfers to operating with respect to Provincial Gas Tax-funded transit expenses
- Churchill Meadows Pool (also known as NW Park Pool)
- Municipal Accommodation Tax
- Transfers to and from operating with respect to Public Safety Fire Program
- Transfers of surplus Places of Religious Assembly grant budget to the Special Holding account
- Surplus created in cost centres as a result of capital chargebacks, to be transferred back to the affected Reserve Fund

Appendix 2: Debt-Funded Projects

The City determines the total amount of debt that can be issued and then identifies which capital projects are eligible for debt funding. This in turn relieves pressure on the Tax Capital Reserve Fund. The table below provides a summary of all 2020 capital projects fully or partially funded from debt.

Project Number	Project Name	Amount of Debt Funding (\$000)	Asset Life (years)
TWRR00092	Roadway Rehabilitation	7,337	15
TWMR07114	Downtown Transitway Connection and Terminal - TPAP	4,850	50
CMRC00087	Burnhamthorpe CC - Indoor Pool Redevelopment	3,045	40
CPFP007176	Frank McKechnie CC - Roof and Mechanical Systems Renewal	2,237	20
CPFP007148	Erin Mills Twin Arena - Building Improvements & Mechanical Systems Renewal	2,113	20
CPFP007173	Clarkson CC - Rink Pad & Pool Mechanical Systems Renewal	1,817	20
CPFP007243	Malton CC - RTU Renewal	1,700	20
TWRI07770	Road Improvements	1,500	15
TWOE00305	Fire Pre-Emption Equipment Replacement	1,500	20
CMLS00059	Central Library - Redevelopment	1,500	25
CMRC00086	Carmen Corbasson CC - Indoor Pool Redevelopment	1,305	40
TWOE00218	Noise Wall Replacement	1,300	40
CPFP007151	Iceland Arena - Mechanical Systems Renewal (Cooling Towers)	1,200	20
CPFP007194	Mississauga Valley CC - Roof and Mechanical Systems Renewal	1,160	20
CMPF00578	Paul Coffey Park - Trail and Bridge Redevelopment	1,055	25
CMPF04146	Lakefront Promenade - Boardwalk Replacement	1,047	20
CPFP007158	Paramount Fine Foods Centre - Building Envelope and Mechanical Systems Renewal	1,000	20
CPFP007230	Edward J. Dowling Transit Facility - Mechanical Systems and Controls Renewal	940	20
CMPF000957	Tennis Court Reconstruction (Glen Eden & Miss Valley Parks)	934	20
CPFP007171	Erin Meadows CC - Mechanical Systems Renewal	930	20
TWOE00251	Streetlighting	700	50
CMPF005711	Lakefront Promenade - Marina Dock Replacement	620	25
CPFP007263	Erin Meadows CC - Parking Lot Renewal	590	20
CMRC00092	BraeBen Golf Course Upgrade Irrigation System	590	20
TWTR00356	Transit MiWay Transit Shelters	540	10
TWOE00487	City Entrance Signs	500	10
TWOE006754	Streetlighting	500	50
CMCL00069	Meadowvale Theatre - Interior Renovation	490	40
		43,000	



Financial Policies

2020-2023 Business Plan
& 2020 Budget

Table of Contents

City of Mississauga's Financial Information	2
Fund Structure and Overview	2
Operating Fund (Budget)	3
Capital Fund (Budget)	3
Reserves and Reserve Funds.....	3
Financial Planning and Accounting Policies	4
Financial Planning Policies	4
Fiscal Policy	4
Reserves and Reserve Funds (R&RFs)	5
Budget Control	6
Development Charges	6
Surplus/Deficit Management	6
Asset Management	6
Replacement Costs for City Infrastructure	7
Accounting Policies	8
Accounts Payable Policies	8
Accounts Receivable Policies	8
Purchasing Policies and Procedures	8
Cash Management	8
Investment	8
Debt Management	8
Ongoing Financial Policy Review	8
Ontario Regulation 284/09 of the <i>Municipal Act</i>	9

City of Mississauga's Financial Information

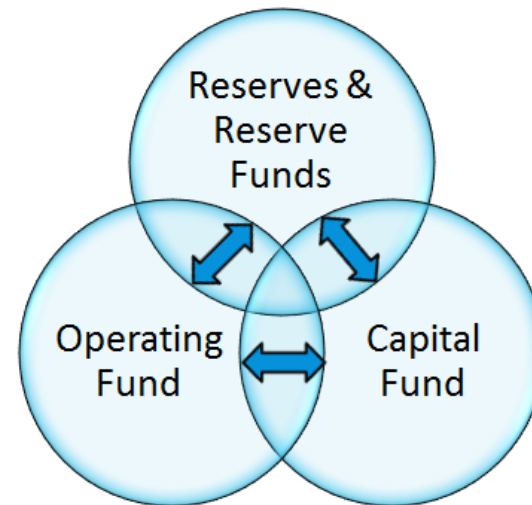
The City's Business Plan & Budget is comprised of revenue and expenses for the Operating and Capital Funds for the City of Mississauga.

All financial statements are prepared on an accrual basis in accordance with Generally Accepted Accounting Principles (GAAP) for local governments as recommended by the Public Sector Accounting Board (PSAB), while the budget is prepared on a cash basis. Page T-9 of this section provides a brief overview of how these two bases of accounting differ.

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 ensure these funds are used for their intended purposes. Fund accounting is designed to track how funds are spent and to ensure they are allocated correctly. Fund accounting is used primarily in non-profit organizations, like municipalities. The funds used by the City of Mississauga originate from the General Revenue (Operating) Fund, the Capital Fund, Reserve Funds and Trust Funds. The Business Plan & Budget sets out programs, services, and activities within the General Revenue (Operating) Fund and the Capital Fund. With Council approval, transfers are made to and from the City's reserves and reserve funds in order to finance operating and capital expenditures. Financial transactions related to Reserves and Reserve Funds are found in Section S.

The following diagram provides an example of the relationships between the funds:



Operating Fund (Budget)

The Operating Fund or Budget provides for the normal operating expenditures and revenues associated with the day-to-day provision of services.

Capital Fund (Budget)

The Capital Fund or Budget provides for significant expenditures to acquire, construct or improve land, buildings, engineering structures, or machinery and equipment used in providing municipal services. Capital expenditures result in the acquisition of, enhancement to or extension of the normal useful life of a fixed asset. Annual maintenance costs related to capital assets are included in the operating budget.

The capital budget is prepared on a project-commitment basis with actual budget spending often occurring over one or more fiscal years. Large projects requiring several years to complete have been budgeted over multiple years.

Reserves and Reserve Funds

The Budget also provides information related to Reserve and Reserve Fund (R&RF) balances. R&RFs are an important element of the City's financial plan. By maintaining R&RFs, the City can accumulate funds for expected and unexpected future liabilities – a key component of sound long-term financial planning practices.

Reserves are generally used to mitigate the impact of fluctuations in operating costs and revenue. Reserves do not earn interest and are not associated with any specific asset. Reserves are allocated at the discretion of Council, often as part of an overall strategy for funding programs or special projects. Examples of reserves currently used to mitigate budgetary fluctuations include: Reserve for Winter Maintenance, Fiscal Stability Reserve and Reserve for Elections.

Reserve Funds are established by Council for a specific purpose. They contain funds that have been set aside as directed by a requirement of provincial or federal legislation, a contractual agreement with the City, or by a decision of Council. Examples include: conducting major repairs, renovations or rehabilitation of buildings or large equipment; acquiring new assets, and the lifecycle replacement of older City assets. Interest is allocated to reserve funds as per the City's Investment Policy.

Appropriately funded Reserves and Reserve Funds protect against unexpected shifts in revenues and expenditures, provide funding for one-time expenditure requirements, and minimize fluctuations in taxes caused by cyclical conditions. Credit rating agencies consider municipalities with higher reserves and strong reserve and reserve fund policies to be more advanced in their financial planning.

The Reserves and Reserve Funds section of this document (Section S) provides additional detailed information on reserves and reserve funds.

Financial Planning and Accounting Policies

The City of Mississauga has a long tradition of strong and stable financial management. Some of these guidelines are Council approved via by-laws or policies whereas others are long-standing practices. The following list provides a summary of various financial policies, procedures and guidelines. Details of each of the Financial Planning policies are discussed in the following sections.

Financial Planning Policies & Practices:

- Fiscal Policy
- Reserves and Reserve Funds
- Budget Control (By-law 0262-1997)
- Development Charges (By-law 0096-2019)
- Surplus/Deficit Management (long-standing practice)
- Replacement Costs for City Infrastructure
- Corporate Asset Management (new in 2019)

Accounting Policies:

- Accounts Payable
- Accounts Receivable
- Purchasing
- Cash Management
- Investment
- Debt Management

Financial Planning Policies

Fiscal Policy

The City has been guided by long-standing principles, traditions and practices that have been of assistance in maintaining financial stability.

A comprehensive review of all the City's corporate financial management policies and practices was initiated in early 2018. Based on significant research, including benchmarking with other comparator municipalities, the need for both updating existing policies and creating new, more robust policies has been identified. Work is proceeding on the refinement of all fiscal policies and the establishment of relevant guidelines and procedures. It is important to ensure that all policies are reviewed regularly to preserve Mississauga's heritage of strong financial management.

Long Range Financial Planning:

In 2016, the City published its first comprehensive Long-Range Financial Plan (LRFP), with the goal of providing a sustainable financial plan for 10 to 20 years in the future, to ensure the achievement of the City's strategic objectives. The City's LRFP is reviewed annually and updated with the Business Plan & Budget. The LRFP provides a summary of the key challenges being faced by the municipality, a financial condition assessment for the City, and a snapshot of the City's anticipated financial position over the next 10 years.

The key objectives of the City's LRFP are to:

- Ensure the current range and level of service provision can be maintained
- Identify the City's capacity to grow

-
- Ensure the City is maintaining a strong cash position in its reserves and reserve funds to sustain funding during unforeseen or unusual circumstances

The City's long-range financial modelling confirms that the City will continue to be in a financially stable position over the next 10 years.

New Development:

Existing taxpayers should not bear the cost of financing growth-related infrastructure costs, except to the extent City-wide facilities are required in response to new services or as a result of service expectations from a city of a larger size. Growth-related infrastructure is funded primarily through Development Charges in accordance with the *Development Charges Act, 1997*. Funding for non-growth infrastructure is funded through tax-based revenues.

In June 2019, the Province passed new legislation through the *More Homes, More Choice Act*. This legislation significantly changes the *Development Charges Act*, impacting the services for which the City can collect Development Charges and the timing of this collection. The *More Homes, More Choice Act* also introduced a new development-related revenue tool for municipalities – the Community Benefit Charge. These legislative changes will affect the extent to which the City can collect revenue from new development and will impact the overall capital budget.

Capital Projects:

The City prepares a multi-year Capital Budget forecast that considers the impact of new facilities and infrastructure. The Capital Program is prepared using City-approved capital prioritization guidelines. A capital project for a new facility or infrastructure should only proceed if the City can afford to operate and maintain it.

Operating Like a Business:

Core services are identified and funded. Non-core services are maintained only if they are financially viable, reduce costs elsewhere in the Corporation, or if there is sufficient community use to justify the cost of providing the service. The City identifies which programs are to be funded through general revenues, which are to be self-funded and which are to receive a subsidy from general revenues. Emphasis is 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 incorporated an annual infrastructure levy, subject to annual approval by Council, in order to address the City's ongoing needs to replace and renovate infrastructure. Through this infrastructure levy, money is transferred from the Operating budget to the tax capital reserve fund. To further ensure the capital program is sufficiently financed, where available, operating surpluses are transferred to the capital reserve at year end.

One-Time Revenues:

Major one-time revenues and operating surpluses are transferred to capital and other Reserves or Reserve Funds. One-time revenues are not used to fund ongoing expenditures.

Reserves and Reserve Funds (R&RFs)

The City has a long history of prudently managing its R&RFs. In 2016, the City undertook a comprehensive review of all of its R&RFs (a report and accompanying by-law was approved by Council on July 6, 2016). The report provided an overview of the City's R&RFs, and made recommendations for amalgamating and/or closing specific R&RFs. The report also identified recommended target levels or ranges for specific R&RFs, based on best practice from the Government Finance Officers' Association (GFOA). R&RF targets are monitored and updated regularly by City staff and, if required, funding changes to R&RFs

are recommended through the annual budget or works-in-progress reports.

Today, the City of Mississauga has approximately 100 Reserve and Reserve Fund accounts. By-law 0160-2016, and subsequent amendments, defines each R&RF and the reporting requirements, including the necessary authority levels for opening, closing, or reorganizing reserves or reserve funds. Further revisions to the R&RF By-law, refinements to targets, and the establishment of a Standard Operating Procedure for R&RF management are currently underway. The City's approach of continuous improvement with respect to R&RFs will assist in the City's long-term planning strategies.

Details related to the City's R&RF balances are included in the Reserves and Reserve Funds section of this document (Section S).

Budget Control

By-law 0262-1997 provides general guidelines related to the preparation and subsequent variance reporting for both the Capital and Operating components of the Budget, including staff complement control. All policies and procedures are in compliance with the *Municipal Act, 2001*. This By-law is currently under review.

Development Charges

By-law 0096-2019 (effective June 26, 2019) provides guidelines on the collection, administration and payment of development charges. *The Development Charges Act, 1997* on which this policy is based, helps municipalities recover some of the capital costs of residential, commercial and industrial growth from developers. Through the *More Homes, More Choice Act, 2019*, the Province passed legislative changes to the *Development Charges Act, 1997*. Forthcoming regulations will affect the future administration of Development Charges.

Surplus/Deficit Management

The City's surplus/deficit management is closely tied to the City's fiscal policies and infrastructure deficit concerns. Each year, the City prepares a year-end forecast. Any in-year surpluses are transferred to reserves and reserve funds based on their positions relative to approved targets. Surpluses that are transferred to the Capital Reserve Fund assist in funding future infrastructure needs.

Asset Management

Council approved the new Strategic Asset Management Policy (SAMP) on June 5, 2019. The SAMP is a new requirement of Ontario Regulation 588/17 – Asset Management Planning for Municipal infrastructure under the *Infrastructure for Jobs and Prosperity Act*. The SAMP outlines specific guiding principles and commitments that will guide decisions about when, why and how money is spent on infrastructure assets.

The SAMP describes the foundation for planning, designing, constructing, acquiring, operating, maintaining, renewing, replacing and disposing of the City's infrastructure assets. The SAMP also identifies the roles and responsibilities of staff and Council for infrastructure-related decisions.



Replacement Costs for City Infrastructure

The City of Mississauga owns infrastructure assets with an estimated replacement cost of \$9.9 billion (excluding any land and including stormwater assets). Mississauga uses the following criteria when estimating the useful life (and therefore replacement value) of its assets:

1. Facilities maintenance:
 - buildings: 40 years
 - furniture: 15 years
2. Information Technology (IT):
 - replacement of major applications: 10 year
 - replacement of major IT hardware: 10 years
 - personal computer replacements: four years
3. Roads: evaluated based on a condition inventory and criteria established through a pavement management system with resurfacing every 15 to 25 years and total reconstruction every 70 years
4. Major equipment: eight to 10 years
5. Program equipment: 12 to 15 years
6. Licensed vehicles: 10 to 18 years
7. Streetlights: 25 to 50 years
8. Bridges: 30 to 50 years
9. Watermains: 25 years
10. Stormwater ponds: 25 to 50 years
11. Storm sewers: 100 years

The City conducts asset condition assessments every five to six years on its major assets. This information is used to determine timing of required capital maintenance.



Accounting Policies

All financial 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 include preparation of journal entries and authorization requirements, and preparation of the Council remuneration and expense statements. In compliance with PSAB, the City has implemented Tangible Capital Asset accounting and related policies and procedures. Financial Statements are fully compliant with PSAB requirements.

Accounts Payable Policies

These policies provide guidance for the processing of all vendor and employee expenses for the corporation. All accounts payable policies are prepared with the approval of the Internal Audit Division. Each policy outlines the levels of authority required in order to process an expense for payment.

Accounts Receivable Policies

These policies govern the issuance of invoices to individuals, businesses or corporations for services rendered by the City. Procedures are provided to guide staff in submitting the information required for the preparation of an invoice by the Revenue Division.

Purchasing Policies and Procedures

By-law 0374-2006 provides extensive information concerning the procurement of goods and services for the City. It details standard levels of authorization required and the different purchasing methods endorsed for procuring goods and services at all monetary values.

Cash Management

These policies are contained within the Corporate Policies and Procedures manual and provide for the administration of handling cash floats and petty cash, corporate credit cards and investments.

Investment

This policy outlines the objectives and criteria that guide the investment of the City's funds. The Investment Policy (#04-13-02) was reviewed for relevance in December 2015.

Debt Management

The City of Mississauga's debt management policy incorporates debenture financing as a means of funding infrastructure in the City. The City began issuing debt for capital projects in 2013. A debt management policy for the City Of Mississauga (#04-13-01) was approved in December 2011 and reviewed for relevancy on December 15, 2015.

Ongoing Financial Policy Review

The City has a robust and disciplined set of financial policies. This is reflected in our 'AAA' credit rating from Standard and Poor's. It is important to ensure that all policies are reviewed regularly to preserve Mississauga's strong, reputable financial performance.

Ontario Regulation 284/09 of the *Municipal Act*

The City prepares two main financial documents. The **budget** is a spending control document, a revenue rate-setting document and the means to calculate a property tax levy, as specified in sections 290 and 312 of the *Municipal Act*. The budget is prepared using the cash basis of accounting.

The *Municipal Act* requires that municipalities prepare **annual financial statements** that use the accrual basis of accounting in accordance with generally accepted accounting principles (GAAP) for local governments as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada (CPA Canada).

Ontario Regulation 284/09 was introduced as an attempt to reconcile the major differences between the annual financial statements and the budget that result from using the two different accounting bases. The main differences include:

- In the budget, revenues and expenses are recorded when received or spent; in the financial statements, revenues and expenses are accrued in the year in which they are earned or measured
- In the budget, there is no amortization or depreciation of assets; in the financial statements, there is
- In the budget, reserves may be increased or decreased through transfers between funds and not accounted for as a revenue or expense
- Liabilities are fully recognized in the financial statements, but are not fully funded in the budget, as these are an estimate of future possible expenditures. Levying an amount to fully fund liabilities would be unnecessarily onerous on taxpayers
- The budget does not provide for amortization, although it does set aside funds through its reserves to pay for future renewal of its infrastructure

Regulation 284/09 requires the City to identify the impacts of not including amortization expenses, post-employment retirement benefits and solid waste landfill closure and post-closure expenses in the budget.

The table on the following page provides a reconciliation of the budget as proposed to Council, and the budget if it were to be presented on a PSAB basis.

As can be seen from the following table, various estimates would change significantly if the budget were to be prepared in accordance with PSAB requirements.

For example, the estimated amortization expense based on the historical cost of our assets is \$146.1 million (\$134.6 million for the tax-funded assets, and \$11.5 million for stormwater assets). The City provides for the replacement or renovation costs of its assets through contributions to its reserve funds, funding available through other levels of government, and the issuance of debt. The 2020 budget proposes that \$104 million be spent on infrastructure renewal in the tax-funded budget, and \$30.2 million in the stormwater-rate funded budget.

In a second example, the estimated post-employment benefit liability is \$64.8 million. The budget provides for the estimated cost in 2020 of \$1.7 million. The City also maintains a balance in the Employee Benefits Reserve Fund of \$36.4 million.

If amortization and post-employment benefits expenses were not included in the City's financial statements, the accumulated surplus at the end of the year would be estimated at \$147.2 million higher.

As shown in the table that follows, on a PSAB basis, the city's budget would need to be increased by \$53.5 million or 3.7 per cent on the total residential tax bill.

2020 Budget in accordance with PSAB requirements (\$millions)

Description	Property Tax Base	Stormwater	Consolidated
Proposed 2020 Net Operating Budget	538.7	0.0	538.7
REVENUE			
Proposed 2020 Operating Revenue	387.4	43.8	431.2
Add:			
Property Tax Revenue	538.7		538.7
Reserve funds interest	16.4	3.0	19.4
Recoveries	1.9		1.9
Less:			
Contributions from reserves and reserve funds	(76.4)		(76.4)
Enersource dividend	(17.6)		(17.6)
City budgeted levy for Business Improvement Associations (BIA)	(1.5)		(1.5)
Full Accrual Revenue Budget	848.9	46.9	895.7
EXPENSES			
Proposed 2020 Operating Expenses	926.1	43.8	969.9
Add:			
Amortization (Depreciation Expense)	134.6	11.5	146.1
Less:			
Contributions to reserve and reserve funds	(127.1)	(30.9)	(158.0)
Debt principal repayments	(29.7)	(0.9)	(30.6)
BIA budget on City's books	(1.5)		(1.5)
Full Accrual Expense Budget	902.4	23.6	926.0
Net Surplus/ (Deficit)	(53.5)	23.3	(30.2)



Glossary

2020-2023 Business Plan
& 2020 Budget

Glossary

Term	Acronym	Description
Accrual Basis of Accounting		<ul style="list-style-type: none"> 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
Advertising & Promotions		<ul style="list-style-type: none"> Cost for advertising in newspapers and journals for tenders, public notices, special events, job vacancies, and City services Cost of other promotional expenses such as souvenirs
Alectra		<ul style="list-style-type: none"> Electricity distributor for the City of Mississauga (Enersource and three other electricity distributors amalgamated)
Amortization		<ul style="list-style-type: none"> Accounting process of allocating cost less residual value of a tangible capital asset to operating periods as an expense over its useful life in a rational and systematic manner appropriate to its nature and use; “depreciation accounting” is another commonly used term
Annualization		<ul style="list-style-type: none"> Cost of a full year of operation
Appropriation		<ul style="list-style-type: none"> Amount of money devoted to a special purpose
Approved Budget		<ul style="list-style-type: none"> Final budget passed by Council with detail, adjusted by departments, to show how departments will operate within the numbers approved in that budget
Assessment		<ul style="list-style-type: none"> Nominal value assigned by MPAC to each property in the province as a basis for property taxation
Assessment Review Board	ARB	<ul style="list-style-type: none"> Independent adjudicative tribunal established under the <i>Assessment Act</i>, with a mandate to hear appeals about property assessment and classification. The ARB receives appeals on property assessments and property taxes. Hearings are scheduled across the province, usually in the municipality where the property is located. At the hearing, all parties have the opportunity to present evidence and make arguments. The ARB hears these appeals and makes decisions based on the applicable law and the evidence presented at the hearing
Assessment Roll		<ul style="list-style-type: none"> Record of taxable persons and property in a jurisdiction; prepared by MPAC and used as the basis of allocation of taxes
Automatic Passenger Counter	APC	<ul style="list-style-type: none"> Used in transit vehicles to count the number of passenger trips
Balanced Budget		<ul style="list-style-type: none"> The <i>Municipal Act, 2001</i> Section 290 sets out that the estimated revenues are to be equal to the estimated expenses with Reserves and Reserve Fund adjustments

Term	Acronym	Description
Base Budget		<ul style="list-style-type: none"> Reflection of budget resources (financial, human and other) that are required to maintain service levels at the level provided in the previous year's Operating Budget
Benchmarking		<ul style="list-style-type: none"> Exercise whereby one organization's results are compared to those of another comparable organization providing the same or similar services based on similar methods of calculation
Best Management Practices	BMPs	<ul style="list-style-type: none"> Physical, structural and managerial practices that singly or in combination have been proven to be the most effective, practical and reliable means of achieving desired water quality or quantity outcomes
Budget		<ul style="list-style-type: none"> Planned expenditures for a specified time period along with the proposed means of financing these expenditures
Budget Committee of Council		<ul style="list-style-type: none"> Standing Committee of Council established to deliberate the budget
Budget Requests	BRs	<ul style="list-style-type: none"> Major initiatives to provide for growth, enhanced service levels, new service and efficiencies. These are requests above existing service levels. Provide descriptions of benefits of proposed initiatives to assist Council in making informed decisions
Budgetary Control		<ul style="list-style-type: none"> 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
Bus Shelter		<ul style="list-style-type: none"> Shelter provided at a bus stop or station for the comfort and weather protection of waiting passengers
Bus Stop		<ul style="list-style-type: none"> Designated point along a route identified by a special sign at which a bus stops for passenger boarding and alighting; may be of the "compulsory stop" or "request stop" type
By-Law		<ul style="list-style-type: none"> Municipal, local or corporate rule or regulation
Canadian Urban Transit Association	CUTA	<ul style="list-style-type: none"> Organization that acts as the voice for enhancing the public transit industry in Canada
Capital		<ul style="list-style-type: none"> <i>(specifically in a municipal context)</i> Used to describe the transactions of the capital fund, including both long-term expenditures and long-term financing
Capital Budget		<ul style="list-style-type: none"> Multi-year program adopted by Council comprised of an approved capital program for the current year and a planned program for the succeeding nine years. The multi-year plan covers longer-term and one-time expenditures for capital assets

Term	Acronym	Description
Capital Expenditure/Project		<ul style="list-style-type: none"> Results in the acquisition of an asset of a permanent nature or 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
Capital Fund		<ul style="list-style-type: none"> Fund to account for all capital expenditures and the financing of capital expenditures
Capital Reserve Fund		<ul style="list-style-type: none"> Provides funds, including capital cash receipts not required for the retirements of debenture debts as prescribed by Section 413 (2) of the <i>Municipal Act, 2001</i> S.O 2001, c25. Funds may be used for: <ul style="list-style-type: none"> Construction and improvement of any municipal works Acquisitions or expropriation of land required for Municipal purposes Acquisitions of vehicles or equipment for Municipal purposes Payment of debentures of the Corporation for any aforementioned purpose
Cashflow		<ul style="list-style-type: none"> Amount of cash or cash equivalents being generated or consumed by the Corporation
City		<ul style="list-style-type: none"> Corporation of the City of Mississauga
Clean Water and Wastewater Fund	CWWF	<ul style="list-style-type: none"> Federal grant program designed to accelerate short-term community investments relating to the rehabilitation and modernization of drinking water, wastewater and stormwater infrastructure. The federal government provides up to 50 per cent of this funding for projects; the provincial government provides up to 25 per cent, and the City covers the remaining costs. City projects are limited to stormwater projects
Climate Change		<ul style="list-style-type: none"> Change in global or regional climate patterns, in particular a change apparent from the mid to late 20th century onwards; includes greater extreme weather events
Communication Costs		<ul style="list-style-type: none"> Expenses for the City's telephone system, long distance calls, maintenance of the base radio stations and fax charges Postage charges for the distribution of City mail
Consumer Price Index	CPI (Consumer)	<ul style="list-style-type: none"> Indicator of changes in consumer prices experienced by Canadians, obtained by comparing, through time, the cost of a fixed basket of commodities purchased by consumers
Construction Price Indexes		<ul style="list-style-type: none"> StatsCan indexes that measure changes specifically in construction-related prices
Contingency		<ul style="list-style-type: none"> Appropriation of funds available to cover unforeseen events that occur during the fiscal year

Term	Acronym	Description
Contractors & Professional Services		<ul style="list-style-type: none"> • Cost of services which have been purchased on a contract basis such as road maintenance, tree planting, and snow removal • Cost of professional and consulting services such as auditors, architects, and consultants
Conveyance		<ul style="list-style-type: none"> • Structure or feature used for transferring water from one location to another; includes storm sewers, watercourses, road surfaces and other overland flow routes
Cost		<ul style="list-style-type: none"> • Amount of resources required for a business program, product, activity or service to produce an output
Cost Avoidance		<ul style="list-style-type: none"> • Calculated financial benefit claimed if an action results in staff time savings but not in actual dollar savings
Cost Savings		<ul style="list-style-type: none"> • Financial benefit if an action results in a reduction to the actual amount spent in a process
Council		<ul style="list-style-type: none"> • Main elected governing body for the City of Mississauga • Comprised of the Mayor and 11 Councillors
Current Operation		<ul style="list-style-type: none"> • Sum of all program budgets
Current Value Assessment	CVA	<ul style="list-style-type: none"> • Amount of money a property would realize if sold at arm's length by a willing seller to a willing buyer
Debenture (or debt)		<ul style="list-style-type: none"> • Medium- to long-term debt instrument used to borrow money for a capital project at a fixed rate of interest • Also known as Debt, or Debt Financing
Debt Charges		<ul style="list-style-type: none"> • Amount of principal and interest payments on borrowed funds
Debt Repayment		<ul style="list-style-type: none"> • Principal and interest payments necessary to retire debentures issued for City purposes
Deficit		<ul style="list-style-type: none"> • Excess of liabilities over assets, or expenditures over revenues
Department Head		<ul style="list-style-type: none"> • Commissioner of any City Department
Destination		<ul style="list-style-type: none"> • Point or zone at which a trip terminates
Developer Contributions		<ul style="list-style-type: none"> • Monies collected from developers for specific municipal infrastructure to be constructed by the City (for example, traffic signals, tree planting and sidewalks)
Development Charges (Revenue)	DCs	<ul style="list-style-type: none"> • Fees collected from developers, generally at the time a building permit is issued, to pay for the cost of infrastructure required to provide municipal services to new development, such as roads, transit, community centres and fire facilities

Term	Acronym	Description
Development Charges Act	DCA	<ul style="list-style-type: none"> The <i>Development Charges Act, 1997</i> and its regulations lay out Ontario's regulatory and legislative framework for municipalities for the collection of development charges
Development Related Revenue		<ul style="list-style-type: none"> Revenue collected from developers for City services constructed in new residential and non-residential areas
Donations & Contributions		<ul style="list-style-type: none"> Cash or in-kind, from individuals and organizations
Disaster Mitigation and Adaptation Fund	DMAF	<ul style="list-style-type: none"> Aimed at strengthening the resilience of Canadian communities through investments in large-scale infrastructure projects, including natural infrastructure, to enable them to better manage risks associated with current and future natural hazards, such as floods, wildfires and droughts; administered by Infrastructure Canada
Drainage		<ul style="list-style-type: none"> Removal of excess surface water or ground water from land by means of surface or subsurface drains
Drainage Study		<ul style="list-style-type: none"> Technical report or study that comprises all the information and specifications for the programs, drainage systems, structures, BMPs, concepts, and techniques intended to manage stormwater Also referred to as Master Drainage Plan or Stormwater Study
Dredging		<ul style="list-style-type: none"> Removal of accumulated sediments and/or deposits to improve water quality and/or flow capacity; typically performed to improve water quality of stormwater management facilities or increase flow capacity of watercourses
Economic Adjustment		<ul style="list-style-type: none"> Cost-of-living adjustment
Emerald Ash Borer	EAB	<ul style="list-style-type: none"> Green jewel beetle native to eastern Asia but highly destructive to ash trees native to North America
Employment Insurance	EI	<ul style="list-style-type: none"> Program sponsored and administered by the Government of Canada that offers financial assistance when unemployed; both employers and employees pay EI premiums
Enersource		<ul style="list-style-type: none"> Previous name for electric utility company in Mississauga (now known as Alectra)
Environmental Assessment	EA	<ul style="list-style-type: none"> Study/review of the impact public sector undertakings, usually infrastructure, will have on the environment
Equipment Costs		<ul style="list-style-type: none"> Tangible property costs other than land or buildings that are used in the operations of the City's day-to-day business

Term	Acronym	Description
Erosion		<ul style="list-style-type: none"> Removal of soil or rock fragments by the action of water, wind, ice, gravity, or other geological agents, whether naturally occurring or acting in conjunction with or promoted by man-made activities or effects
Exemption (Legal) (stormwater)		<ul style="list-style-type: none"> Freedom from payment of a stormwater fee based on legal authority of property owner
Exemption (Technical) (stormwater)		<ul style="list-style-type: none"> Freedom from payment of a stormwater fee based on the drainage of a property outside the City's stormwater management system
Expenditures		<ul style="list-style-type: none"> Disbursement of appropriated funds to purchase goods and/or services; designates the cost of goods delivered or services rendered, whether paid or unpaid, including expenses, provision for debt retirement not reported as a liability of the fund from which retired, and capital outlays
Express Service (transit)		<ul style="list-style-type: none"> Operates between widely separated points with no, or only a few, intermediate stops; most common applications include pick-up at a small number of suburban stops, travel to a commercial centre on a freeway and drop-off at a terminal or a small number of closely spaced stops in a commercial centre
Fare		<ul style="list-style-type: none"> Required payment for a ride on a passenger vehicle, whether in the form of cash, pass, ticket or transfer
Federal Economic Development Agency for Southern Ontario	FedDev Ontario	<ul style="list-style-type: none"> Federal agency that seeks to address the key economic challenges of southern Ontario, including strengthening economic capacity for innovation, entrepreneurship and collaboration
Fines		<ul style="list-style-type: none"> Revenue received from the payment of penalties and fines
Fire Protection and Prevention Act	FPPA	<ul style="list-style-type: none"> Provincial legislation that outlines the municipal responsibilities for fire protection services
Fiscal Year		<ul style="list-style-type: none"> Period for which budgets are prepared and financial records are maintained; fiscal year for the City of Mississauga is January 1 to December 31
Fleet		<ul style="list-style-type: none"> Total number of vehicles owned by specific service areas (e.g., transit, fire) Also refers to total number of vehicles owned by City
Flood Control		<ul style="list-style-type: none"> <i>See Peak Flow Reduction</i>
Flood Relief		<ul style="list-style-type: none"> <i>See Peak Flow Reduction</i>

Term	Acronym	Description
Flooding		<ul style="list-style-type: none"> Storm event where stormwater covers or submerges a place or area, and places people, property and/or infrastructure at risk
Freedom of Information and Protection of Privacy Act	FIPPA/FOI	<ul style="list-style-type: none"> Provides individuals with a right of access to records and personal information under the custody or control of Ontario government ministries and agencies
Fringe Benefits		<ul style="list-style-type: none"> Statutory or supplementary plans to which employees may be entitled including Employment Insurance, pension, medical or dental benefits
Full-time Equivalent	FTE	<ul style="list-style-type: none"> Measure of staffing, equivalent to that produced by one person working full-time for one year
Fund Accounting		<ul style="list-style-type: none"> Accounting system emphasizing accountability rather than profitability; “fund” is a complete set of accounts set up in separate records and providing separate and distinct reports
Garage		<ul style="list-style-type: none"> Place where vehicles are stored and maintained and from where they are dispatched and recovered for the delivery of scheduled service; also referred to as Barn, Base, Depot, Yard
Gas Tax		<ul style="list-style-type: none"> Share of provincial and federal gas tax that is transferred to municipalities to fund public transit system and other infrastructure
General Revenue Fund		<ul style="list-style-type: none"> Fund used to account for all revenues and resources which are not otherwise accounted for separately; includes revenues which are unrestricted in use, such as general taxation revenue of a municipality, and revenues earmarked for specific uses but not segregated
Generally Accepted Accounting Principles	GAAP	<ul style="list-style-type: none"> Nationally recognized uniform principles, standards and guidelines for financial accounting and reporting, governing the form and content of many financial statements of an entity; encompasses the conventions, standards and procedures that define accepted accounting principles at a particular time, including both broad guidelines and detailed practices and procedures
GO Transit		<ul style="list-style-type: none"> Regional public transit service with distinctive green and white trains and buses serving a population of more than seven million across more than 11,000 square kilometres for the Greater Toronto/Hamilton Area, Kitchener-Waterloo, Newcastle, Peterborough, Orangeville, Barrie, Beaverton, and Niagara Falls
Government Finance Officers Association	GFOA	<ul style="list-style-type: none"> Professional association of state/provincial and local finance officers in the US and Canada dedicated to sound management of government financial resources

Term	Acronym	Description
Grant		<ul style="list-style-type: none"> Contribution from a level of government to support a particular function, service, or program
Grants & Subsidies		<ul style="list-style-type: none"> Category representing government grants, subsidies, and payments-in-lieu of taxes
Greater Toronto Airports Authority	GTAA	<ul style="list-style-type: none"> Organization that operates Toronto Pearson International Airport
Greater Toronto Area	GTA	<ul style="list-style-type: none"> Comprises the Municipality of Metropolitan Toronto and the four surrounding regional municipalities of Durham, Halton, Peel, and York; covers approximately 7,200 square kilometres and contains a total of 30 local-area municipalities
Greater Toronto Transit Authority	GTTA	<ul style="list-style-type: none"> Organization that is responsible for developing a long-range, integrated transportation plan for local transit, GO Transit and major roads for the GTA
Gross Expenditures		<ul style="list-style-type: none"> Total expenditures of the City prior to the netting of any external revenues and/or recoveries
Growth Project		<ul style="list-style-type: none"> Capital project which, once constructed, will service new growth areas within the City; funded by development charges and developer contributions whenever possible
Harmonized Sales Tax	HST	<ul style="list-style-type: none"> Consumption tax; federal goods and services tax (GST) and regional provincial sales tax (PST) have been combined into a single value added sales tax effective July 1, 2010; tax is currently at 13 per cent
Impervious Area		<ul style="list-style-type: none"> Total area of paved surfaces, building rooftops, compacted gravel, artificial turf, compacted soil stripped of vegetation and other surfaces on a property which are considered highly resistant to the infiltration of water
Infrastructure		<ul style="list-style-type: none"> Basic installations and facilities necessary for the continuance and growth of the City, such as roads, parks, transportation and similar systems
Infrastructure Canada	INFC	<ul style="list-style-type: none"> Canadian federal department responsible for public infrastructure
Infrastructure Gap		<ul style="list-style-type: none"> Difference between capital investment needs and past/current expenditures
Infrastructure Renewal Program (Stormwater)		<ul style="list-style-type: none"> Comprised of the Transfers to Stormwater Capital Reserve Fund and Transfer to the Stormwater Pipe Reserve Budget Programs
Integrated Court Offences Network	ICON	<ul style="list-style-type: none"> Province-wide computer system used in the administration of the <i>Provincial Offences Act</i>

Term	Acronym	Description
Integrated Road Safety Program	IRSP	<ul style="list-style-type: none"> Program committed to reducing traffic injuries/fatalities and collisions
Intelligent Transportation System	ITS	<ul style="list-style-type: none"> Initiative to add information and communications technology to transportation infrastructure and vehicles in order to reduce congestion
Interest Income		<ul style="list-style-type: none"> Revenue associated with the City's activities of investing cash balances
Investment Income		<ul style="list-style-type: none"> Interest received from investments
Investing in Canada Infrastructure Program	ICIP	<ul style="list-style-type: none"> Funding program administered by the federal government and cost shared by federal, provincial, and municipal governments; designed to make investments in the country's infrastructure; includes investments in Public Transit, Green Initiatives, Rural and Northern Initiatives, Social infrastructure, and Trade and Transportation
Labour Costs		<ul style="list-style-type: none"> Salary and wages for full-time, part-time, contract, temporary or overtime employment including holiday pay City's share of employee's fringe benefits, clothing and food allowances and any other benefits paid through payroll, both taxable and non-taxable
Local Planning Appeal Tribunal	LPAT	<ul style="list-style-type: none"> Provincial board; provides an appeal forum for planning decisions made by the City and Council-approved Development Charges By-laws
Leadership Team	LT	<ul style="list-style-type: none"> All City Department Heads and the City Manager
Lean		<ul style="list-style-type: none"> Philosophy and methodology to maximize customer value and staff engagement while minimizing waste

Term	Acronym	Description
Lean Belts		<ul style="list-style-type: none"> Four levels of Lean certification available: <ul style="list-style-type: none"> Lean White Belt: Individuals have attained basic introductory knowledge and awareness of Lean thinking and benefits to both themselves and the organization; training involves identifying issues within one's own processes, and identifying quick solutions that can be immediately applied to the workplace Lean Yellow Belt: Individuals have an overview of the tools and practices that can be applied to increase process efficiency and quality, improve resident and employee satisfaction and reduce waste; training involves two days in-class, an examination and the ability to deliver a small Rapid Improvement Event Lean Green Belt: Individuals who have a comprehensive overview of Lean Thinking and its application to decrease/avoid costs, increase efficiency and quality of services, improve customer and employee satisfaction, and strengthen the City's culture of continuous improvement; five-day in-class training, an examination and the successful delivery of a process improvement project Lean Black Belt: Expert practitioners who have a master grasp of Lean Tools and concepts, change management and facilitation skills, and a strong analytical base to handle large, complex process reviews; certification is obtained through a 24-week program with assessments of understanding and concepts through completion of module assignments and an in-house project
Levy (Tax)		<ul style="list-style-type: none"> Represents the property and business taxation funding which must be paid by the taxpayers
Liabilities		<ul style="list-style-type: none"> Financial obligations of the City to others
Library Board		<ul style="list-style-type: none"> Mississauga Public Library Board; made up of citizens appointed by City Council for a four-year term
Licences & Permits		<ul style="list-style-type: none"> Revenue from the issuance of licences and permits
Light-Emitting Diode	LED	<ul style="list-style-type: none"> Type of lighting that uses electricity in a much more efficient manner than standard light bulbs
Light Rapid Transit	LRT	<ul style="list-style-type: none"> Above-ground light rail line used for public transit
Limited Stop Service		<ul style="list-style-type: none"> Bus route with a limited number of stops, located mostly at major intersections, intended to reduce trip time
Loop		<ul style="list-style-type: none"> Closed, continuous route, such as a circle or approximate rectangle

Term	Acronym	Description
Low Impact Development	LID	<ul style="list-style-type: none"> Stormwater management strategy that seeks to mitigate the impacts of increased runoff and stormwater pollution by managing runoff as close to its source as possible; minimize runoff and mimic natural or predevelopment hydrology through the processes of infiltration, evapotranspiration, harvesting, filtration and detention of stormwater; these practices can effectively remove nutrients, pathogens and metals from runoff, and reduce the volume and intensity of stormwater flows
Lower Tier Municipality		<ul style="list-style-type: none"> Local municipality where there is also an upper tier of municipal government involved in providing services to residents
Main Street Revitalization Program		<ul style="list-style-type: none"> Provincial grant program administered by the Association of Municipalities of Ontario (AMO); provides funding to help municipal governments undertake main street revitalization activities that support and benefit small businesses
Materials & Supplies and Other Services		<ul style="list-style-type: none"> Cost of materials and supplies purchased for the administration of the City Books and materials for the Library Division Personal equipment such as uniforms, overalls, and protective clothing for City employees 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 Registration expense of sub-divisions, by-laws, and associated expenses Includes any expense of a minor nature for which no other expenditure classification applies
Metrolinx		<ul style="list-style-type: none"> Agency of the Government of Ontario under the <i>Metrolinx Act, 2006</i>; created to improve the coordination and integration of all modes of transportation in the Greater Toronto and Hamilton Area
Ministry of Labour	MOL (Ontario)	<ul style="list-style-type: none"> Ministry responsible for occupational health and safety, employment rights and responsibilities and labour relations
Mississauga Accessibility Design Handbook	MADH	<ul style="list-style-type: none"> Booklet designed to guide Mississauga in making buildings more accessible
Mississauga Approval Xpress	MAX	<ul style="list-style-type: none"> A system used to process building permit applications

Term	Acronym	Description
Mississauga Transitway		<ul style="list-style-type: none"> Dedicated east-west bus rapid-transit corridor spanning Mississauga (from Winston Churchill Boulevard to Renforth Avenue), shared by GO Transit and MiWay Services (formerly Bus Rapid Transit, or BRT) 18-kilometre transitway with 12 stations
MiWay		<ul style="list-style-type: none"> Public transport agency serving Mississauga (branded name change of Mississauga Transit)
Municipal Finance Officers' Association of Ontario	MFOA	<ul style="list-style-type: none"> 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
Municipal Performance Measurement Program	MPMP	<ul style="list-style-type: none"> Collects municipal services data on an annual basis as a part of Ontario's Financial Information Return
Municipal Property Assessment Corporation	MPAC	<ul style="list-style-type: none"> Independent, not-for-profit corporation whose role is to accurately assess and classify all properties in Ontario in compliance with the <i>Assessment Act</i> and regulations set by the Government of Ontario
National Disaster Mitigation Program	NDMP	<ul style="list-style-type: none"> Provides funding for flood mitigation projects; projects can address any type of flood risk, such as riverine or urban flooding
National Fire Protection Association	NFPA	<ul style="list-style-type: none"> An organization that develops codes and standards relating to fire protection including but not limited to response time and resource deployment. The principles are used by most North American Fire Services to guide fire protection operations
Net Budget		<ul style="list-style-type: none"> Represents the total budget for expenditures, less total budgeted revenues; the budgeted amount required to be raised by city taxes
Net Cost or Net Expenditures		<ul style="list-style-type: none"> Total expenditures less total revenues and/or recoveries
Non-Departmental		<ul style="list-style-type: none"> Refers to activities, revenues and expenditures that are not assigned to a specific department
Non-Growth Projects		<ul style="list-style-type: none"> Capital projects for the replacement of existing infrastructure within the City; usually funded from tax-based sources

Term	Acronym	Description
Obligatory Reserve Funds		<ul style="list-style-type: none"> • A reserve fund created when legislation requires that the funds received are segregated from general revenue and can only be used for their prescribed purpose
Occupancy Costs		<ul style="list-style-type: none"> • Cost of housing departments in the Civic Centre and other municipal buildings • Rental expense of office space, maintenance depots, and storage facilities • Repairs and supplies relating to City buildings and facilities • Cost of heating, lighting, and sanitary services to City properties including heating fuels, gas, hydro, sewer surcharge, user rates (water)
Official Plan		<ul style="list-style-type: none"> • Policy document which sets out the goals, objectives and direction for long-term growth and development in the City; required by the provincial <i>Planning Act</i>
Official Plan Amendment	OPA	<ul style="list-style-type: none"> • Document outlining amendments to the City's official plan; required where new zoning or land usage does not conform to the Official Plan
Off-Peak		<ul style="list-style-type: none"> • Non-rush periods of the day when travel activity is generally lower, and less transit service is scheduled
Ontario Municipal Board	OMB	<ul style="list-style-type: none"> • Previous name for provincial Board that provided an appeal forum for planning and assessment decisions made by the City; see LPAT
Ontario Municipal Employees Retirement System	OMERS	<ul style="list-style-type: none"> • Local-government pension plan funded from employee and employer contributions
Operating Budget		<ul style="list-style-type: none"> • Budget for general revenues and expenditures such as salaries, utilities and supplies
Operating Expenditure		<ul style="list-style-type: none"> • Goods or services that are consumable generally within the current fiscal year
Operating Program		<ul style="list-style-type: none"> • Provides funding to departments for operating expenditures
Operator		<ul style="list-style-type: none"> • Person responsible for the safe operation of a vehicle and adherence to schedule on the original key or run
Optical Transit Network	OTN	<ul style="list-style-type: none"> • Product designed to monitor, collect, analyze and manage public traffic and transportation
Own-Source Revenues		<ul style="list-style-type: none"> • Revenue that a municipal government raises through its own sources, including property taxes and user charges, but excluding grants or government funding, such as the gas tax

Term	Acronym	Description
Parks and Recreation Ontario	PRO	<ul style="list-style-type: none"> Non-profit association that advances the health, social and environmental benefits of quality recreation and parks through evidence-based practices, resources and collaborative partnerships
Pass		<ul style="list-style-type: none"> Means of public transit fare prepayment; usually in the form of a card that may carry some identification displayed to the driver or conductor in lieu of paying a cash fare
Passenger(s)		<ul style="list-style-type: none"> Person(s) who travels on public transit vehicles and who is neither the driver nor a member of the vehicle crew
Payment in Lieu of Taxes	PILT	<ul style="list-style-type: none"> Payments made by federal, provincial and other municipal governments and/or their respective enterprises, as well as universities, colleges and hospitals for premises located within the City's boundaries. Payments-in-lieu are made by these bodies as their properties are exempt from realty taxes. The payment-in-lieu provisions are provided for under various federal and provincial statutes
Peak		<ul style="list-style-type: none"> Period with the highest transit ridership during the entire service day, generally referring to either the peak hour or peak several hours (peak period)
Peak Flow		<ul style="list-style-type: none"> Maximum instantaneous rate of flow of water at a particular point
Peak Flow Reduction		<ul style="list-style-type: none"> Planning, design, construction, operation, maintenance and renewal of infrastructure to manage peak Stormwater runoff rates to mitigate the potential and severity of flooding impacts on "downstream" property and persons May also be referred to as Flood Control or Flood Relief
Pearson International Airport	PIA	<ul style="list-style-type: none"> Canada's largest airport, located in Mississauga
Performance Measurement		<ul style="list-style-type: none"> 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
Pipe Reserve Fund		<ul style="list-style-type: none"> Provides for transfers to a Stormwater Pipe Reserve Fund that is used to fund the capital projects as well as providing for the future pipe replacement needs
Place of Religious Assembly	PRA	<ul style="list-style-type: none"> Specifically designed structure or consecrated space where individuals or a group of people perform acts of devotion or veneration; property recognized as such by MPAC
Pre-Authorized Tax Payment Program	PTP	<ul style="list-style-type: none"> Automatically withdraws taxes from a customer's bank account

Term	Acronym	Description
PRESTO		<ul style="list-style-type: none"> Cashless payment system for transit within the GTA
Procurement/ Purchasing Card	PCard	<ul style="list-style-type: none"> Type of commercial card that allows staff to purchase goods and services that staff would otherwise purchase as a low value acquisition (LVA) and request reimbursement
Program		<ul style="list-style-type: none"> Work of a department and each separate departmental function identified in the current budget; includes functional services provided under the heading “Non-Departmental”
Property		<ul style="list-style-type: none"> A parcel or multiple parcels as classified by the MPAC and assigned an Assessment Roll Number(s)
<i>Provincial Offences Act</i>	POA	<ul style="list-style-type: none"> Provincial statute that sets out procedures for the prosecution of offences under other provincial statutes and regulations and municipal by-laws; through a Memorandum of Understanding, municipalities in Ontario are now responsible for the administration and prosecution of provincial offences, including infractions under the <i>Highway Traffic Act</i>, <i>Liquor Licence Act</i>, and others
Public Sector Accounting Board	PSAB	<ul style="list-style-type: none"> Independent accounting body with the authority to set accounting standards for the public sector
Public Transit Infrastructure Fund	PTIF	<ul style="list-style-type: none"> Federal grant program designed to promote the rehabilitation, optimization and modernization of new and existing public transit infrastructure The federal government provides 50 per cent of funding for PTIF-eligible projects, while the City covers the remaining costs; projects include the acquisition of new buses, upgrades to transit equipment and facilities, technology, cycling lane construction and park trail improvements
Ratepayers		<ul style="list-style-type: none"> People who pay taxes to the municipal corporation
Recreation & Park Fees		<ul style="list-style-type: none"> User fees collected for City-run parks and recreation services
Regulated Price Plan	RPP	<ul style="list-style-type: none"> Price that the Ontario Electricity Board has set per kilowatt hour that local electricity utilities charge for electricity use
Rehabilitation		<ul style="list-style-type: none"> Restoring of stormwater infrastructure to its former condition; may include general repairs to control device structures
Replacement Cost		<ul style="list-style-type: none"> Cost of replacing the original asset on the basis of current prices (cost); unrelated to the original asset cost
Requested Budget		<ul style="list-style-type: none"> Budget proposal recommended by City staff for the operating program

Term	Acronym	Description
Reserve		<ul style="list-style-type: none"> Amount of revenue earmarked for a particular purpose; has no reference to any specific assets and therefore no investment income is attributed More detailed listing of the City's reserves and their purpose is contained in the Reserves and Reserve Funds Section
Reserve Fund		<ul style="list-style-type: none"> Similar to a reserve, but the money is set aside and accounted for separately; income earned on investment is required to be added to the reserve fund and accounted for as part of the reserve fund More detailed listing of the City's reserve funds and their purpose is contained in the Reserves and Reserve Funds Section
Revenue		<ul style="list-style-type: none"> Income received by the City for the fiscal year; includes tax revenues, user fees, transfers from reserves and interest income
Revenue to Cost ratio	R/C	<ul style="list-style-type: none"> Efficiency metric defined as expenses as a percentage of revenue
Schedule (transit)		<ul style="list-style-type: none"> List of all trip times to be performed on a given route
Schedule Adherence (transit)		<ul style="list-style-type: none"> On-time performance for all trips in the schedule
Scheduling (transit)		<ul style="list-style-type: none"> Planning of vehicle arrivals and departures and the operators of these vehicles to meet consumer demand along specified routes
Service		<ul style="list-style-type: none"> Detailed account of key offerings that are associated with each program currently delivered by a division
Service Level		<ul style="list-style-type: none"> Measure of core service delivery of a system; goals are quantified and the service level quantifies how those goals should be achieved
Service Life		<ul style="list-style-type: none"> Expected or acceptable period an asset can be used in service
Sign-Up (transit)		<ul style="list-style-type: none"> Process of selecting work assignments by operators before a new board period begins
Staff Development Costs		<ul style="list-style-type: none"> Cost of courses, conferences, membership fees, dues, and periodical subscriptions
Storm Sewer (Sewer, Pipe)		<ul style="list-style-type: none"> Hollow cylinder or tube for the conveyance of stormwater, ultimately discharging to Lake Ontario Underground box culvert may also be considered a storm sewer

Term	Acronym	Description
Storm Sewer By-law		<ul style="list-style-type: none"> City by-law which regulates the discharge of matter to municipal and private storm sewer systems and protects water quality by preventing the discharge of harmful substances to stormwater infrastructure
Storm Sewer Lining		<ul style="list-style-type: none"> Rehabilitation process where a length of material is introduced to extend the life of the existing storm sewer and restore original performance qualities to the extent practical
Stormwater		<ul style="list-style-type: none"> Portion of liquid precipitation generated during rain storms or by snow and ice melt that does not naturally soak into the ground or evaporate
Stormwater Administration Costs		<ul style="list-style-type: none"> Provides for Region of Peel costs for stormwater charge billing and customer service support as well as any incremental costs for the City to administer the stormwater charge
Stormwater Billing Unit		<ul style="list-style-type: none"> Equivalent to the average total impervious area (267 square metres) found on a detached single family property in Mississauga; each property is assigned a number of Stormwater Billing Units as the result of a stormwater charge assessment
Stormwater Capital Reserve Fund		<ul style="list-style-type: none"> Reserve Fund used to: <ul style="list-style-type: none"> fund capital projects repay debt associated with the financing of capital projects from previous years repay the tax base for investment in the stormwater charge start-up costs provide for transfers to the Stormwater Pipe Reserve Fund for future pipe replacement needs
Stormwater Charge		<ul style="list-style-type: none"> Fee authorized by ordinance(s) established to pay operations and maintenance expenses, extension and replacement costs, and debt service, and assessed on developed properties with impervious areas within the City; this revenue is used to fund the costs of stormwater management and of operating, maintaining, and improving the stormwater system in the municipality
Stormwater Charge Expenditures		<ul style="list-style-type: none"> Disbursement of appropriated funds to purchase goods and/or services specifically related to the delivery of Stormwater services; expenditures include current operating expenses that require the current or future use of net current assets, debt service and capital outlays; this term designates the cost of goods delivered or services rendered, whether paid or unpaid, including expenses, provision for debt retirement not reported as a liability of the fund from which retired, and capital outlays

Term	Acronym	Description
Stormwater Drainage System		<ul style="list-style-type: none"> Various drainage works, including but not limited to inlets, conduits, energy dissipation structures, channels, outlets, retention/detention basins, and other structural components of this nature designed to manage (convey, withhold or divert) the flow of water at the surface and/or subsurface to a suitable outlet (component of Stormwater Management)
Stormwater Exemptions and Credits		<ul style="list-style-type: none"> Technical exemptions and credits which reduce the amount of stormwater revenue
Stormwater Infrastructure		<ul style="list-style-type: none"> Basic installations and facilities necessary for the continuance and growth of the City's stormwater system, including storm sewer pipes, stormwater management facilities and watercourses
Stormwater Management	SWM	<ul style="list-style-type: none"> Techniques, methods, and policies for control planning, maintenance, and regulation of stormwater runoff to reduce the potential for flooding and erosion, to ensure the safety of the public will not be threatened, and to achieve water quality and quantity objectives
Stormwater Management Facility		<ul style="list-style-type: none"> Structure that stores stormwater runoff and is designed to eliminate subsequent surface discharges; effective in reducing downstream flooding because it does not allow discharge of stormwater runoff to downstream locations except in extreme flood events where the storage volume of the facility is exceeded; retention facilities can also be effective in reducing stormwater pollution since the pollutants contained in stormwater are not released downstream
Stormwater Operating Program		<ul style="list-style-type: none"> Program to maintain current Stormwater service levels, comprised of: <ul style="list-style-type: none"> Operations and Maintenance Administration Costs Stormwater Exemptions and Credits
Stormwater Operations and Maintenance		<ul style="list-style-type: none"> Provides for the City-wide direct and allocated costs associated with providing the Stormwater service; examples include street sweeping, catchbasin cleaning and the woody debris management program
Stormwater Rate		<ul style="list-style-type: none"> Amount of money per billing unit charged over a prescribed period of time

Term	Acronym	Description
Stormwater Service		<ul style="list-style-type: none"> Comprised of two main programs: the Operating Program and Infrastructure Renewal Program. A number of sub-programs exist within these programs which include Operations and Maintenance, Administration Costs, Stormwater Credit and Exemption Program, Transfers to Stormwater Capital Reserve Fund and Transfer to the Stormwater Pipe Reserve Budget Programs
Stormwater Service Area		<ul style="list-style-type: none"> Group of services and programs that plan, develop, construct, maintain and renew a stormwater system which protects property and infrastructure from erosion and flooding and enhances water quality; this service area has a number of funding sources that include the Stormwater Charge, Tax, Development Charges and Development Contributions
Stormwater Service Level		<ul style="list-style-type: none"> Measure of core service delivery by the Stormwater Service Area that includes infrastructure planning and programming, maintenance and operations, design and construction, monitoring, environmental awareness, spills management and enforcement, and management of the stormwater charge program
Strategic Plan		<ul style="list-style-type: none"> Document outlining long-term goals, critical issues and action plans which will increase the organization's effectiveness in attaining its mission, priorities, goals and objectives; starts with examining the present, envisioning the future, choosing how to get there and making it happen
Subsidy (Stormwater)		<ul style="list-style-type: none"> Payment made by City Council on behalf of a property owner for the partial or complete cost of the stormwater charge assessed to that property
Supplementary, Railway Rights of Way & Hydro Corridors Taxation		<ul style="list-style-type: none"> Supplementary taxes, local improvement, Business Improvement Areas, railway rights of way taxes and hydro corridor taxation Excludes residential, commercial/industrial, and business taxes which are included in the Net Levy Classification
Surplus		<ul style="list-style-type: none"> Results from expenditures at year end being lower than budgeted and/or revenues being higher than budgeted
Tax Levy		<ul style="list-style-type: none"> Total tax dollars assessed on property, calculated by multiplying the tax rate by the tax base Can also refer to the tax rate itself
Tax Manager 2000	TXM 2000	<ul style="list-style-type: none"> Municipal property tax computer system
Tax Penalties and Interest		<ul style="list-style-type: none"> Revenue received from the penalty and interest charges on overdue taxes

Term	Acronym	Description
Tax Rate		<ul style="list-style-type: none"> Percentage of assessed property value; current value property assessment is multiplied by the tax rate to equal the amount of a taxpayer's property taxes
Taxation		<ul style="list-style-type: none"> Process by which a municipality raises money to fund its operation
Tax-Based Sources		<ul style="list-style-type: none"> Funding sources generated through taxation; examples include tax-based reserve funds; internal or external debt; federal and provincial gas tax; includes funds generated by way of the current fund via the operating program
Total Cost or Gross Cost		<ul style="list-style-type: none"> Actual cost to the corporation of all expenditures (prior to applying any revenues)
Traffic Safety Council	TSC	<ul style="list-style-type: none"> Advisory committee of Council; makes recommendations designed and intended to protect students from the dangers of vehicular traffic
Traffic Signal Priority	TSP	<ul style="list-style-type: none"> Equipment that provides traffic signal priority for transit vehicles
Transfer from Reserves		<ul style="list-style-type: none"> 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
Transfers		<ul style="list-style-type: none"> City grants to outside agencies Contributions to City reserves and reserve funds, including contribution to capital financing
Transit Project Assessment Process	TPAP	<ul style="list-style-type: none"> The transit project assessment process is defined in sections 6 through 17 in Ontario Regulation 231/08. It is a focused impact assessment process that includes consultation, an assessment of potential positive and negative impacts, an assessment of measures to mitigate negative impacts, and documentation
Transit Revenues		<ul style="list-style-type: none"> Income generated by transit fares
Transportation Costs		<ul style="list-style-type: none"> Travel costs of employees on City business, excluding courses and conferences Car and mileage allowances, taxis, and parking fees 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 Cost of insurance, permits, licenses and rental rates for vehicles and related equipment

Term	Acronym	Description
Trunk Storm Sewers		<ul style="list-style-type: none"> Storm sewer with an inside diameter greater than 1,500 millimetres of a typical round-shaped sewer that receives runoff from the surrounding tributary; local storm sewers can be shaped as elliptical or a box culvert subject to the above sizing criteria to an equivalent round shape
Trust Fund		<ul style="list-style-type: none"> Funds raised or supplied for a particular purpose which cannot be used for any other purpose
University of Toronto Mississauga	UTM	<ul style="list-style-type: none"> Campus of University of Toronto located in Mississauga
Upper-Tier Municipality		<ul style="list-style-type: none"> Counties and other upper-tier municipalities that do not tax directly but apportion their revenue requirements over their supporting (lower-tier) municipalities Region of Peel is the upper level of a two-tier system of municipal government with three area municipalities – City of Mississauga, City of Brampton, and the Town of Caledon
User Fees, Rents, & Service Charges		<ul style="list-style-type: none"> Revenue from user fees on City services Rent received on city-owned property All service charges
Value for Money	VFM	<ul style="list-style-type: none"> Assurance that products and services that the City acquires and provides are strategically aligned to the City's vision; obtaining maximum benefit from the resources provided; receiving the most from the resources we use
Variance		<ul style="list-style-type: none"> Difference between budgeted and actual expenses or revenues
Veterans' Organization Property		<ul style="list-style-type: none"> Properties recognized by the City as being used and occupied by the three Mississauga Legion Clubs and the Army, Navy & Air Force Veterans' Club
Water Quality		<ul style="list-style-type: none"> Measure of how suitable water is for a particular type of use (such as drinking and bathing) based on physical, chemical, and biological characteristics such as temperature, turbidity, mineral content, and the presence of bacteria
Water Quality Control		<ul style="list-style-type: none"> Planning, design, construction, operation, maintenance and renewal of infrastructure to remove suspended solids and other contaminants from stormwater, either actively or passively
Watercourse		<ul style="list-style-type: none"> Open channel, either natural or manmade or a combination thereof, which gathers or carries surface water with some degree of regularity

Term	Acronym	Description
Watercourse Erosion Control		<ul style="list-style-type: none">Measures employed to prevent or control the loosening and removal of soil from the bank and/or bed of a watercourse by running water; may include bank or bed protection, grading modifications, watercourse realignment and capacity improvements
Watershed		<ul style="list-style-type: none">Topographically defined land area in which all stormwater runoff drains to the same point; separated from other watersheds by a divide
Windrow		<ul style="list-style-type: none">Build-up of material (e.g., leaves, snow) left at the bottom of a driveway, or along a curb



Stormwater

2020-2023 Business Plan
& 2020 Budget

Foreword

Our Vision for the Future

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

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40-year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into the 16 Services Areas (including the Stormwater Program) that are outlined in this Plan. The 2020-2023 Business Plan and 2020 Budget document details how and where the City plans to allocate resources to deliver programs and services.

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

Table of Contents

Executive Summary of Stormwater.....	3
Focus of the Business Plan	4
Core Services	5
Vision, Mission, Goals of Service and Service Delivery Model.....	5
Current Service Levels and Trends.....	6
Performance Measures and Results.....	7
Balanced Scorecard	8
Awards and Achievements.....	9
The 2020-2023 Business Plan Outlook	10
Planning for the Future.....	10
Finding Efficiencies	11
Advancing the City's Strategic Plan	12
Transforming our Business with Technology	13
Maintaining Our Infrastructure.....	14
Managing Our Human Resources.....	15
Stormwater Budget & Financial Overview.....	17
Distribution of Stormwater Charge Revenue	18
Proposed Operating Budget	21
Operating Budget Details	22
Capital Program & Financing Overview.....	24
Infrastructure	24
Pipe Program Financing.....	25
Capital Program Financing.....	26
Proposed Capital Budget	27
Reserves and Reserve Funds	34
Existing Core Services	35
Forecast Change.....	36
Continuity Schedule of Stormwater Reserve and Reserve Funds.....	37
10-Year Forecast Schedule	38
Appendix 1: Listing of Projects for Multi-Year Funding	42
Appendix 2 – Summary of Reserve and Reserve Fund Transfers	43



Executive Summary of Stormwater

Mission: The Stormwater Service Area plans, develops, constructs, maintains and renews a stormwater system which protects property, infrastructure and the natural environment from erosion and flooding and enhances water quality.

Services we provide:

- Storm sewer, pond and watercourse inspections and maintenance
- Dredging and rehabilitation of Stormwater Management (SWM) facilities to maintain water quality and quantity controls
- Stormwater asset management, capital programming and project delivery
- Storm Sewer By-law enforcement
- Rainfall monitoring
- Outreach and education program

Interesting facts about this service:

- The City has over 2,100 kilometres of storm sewer pipes in its stormwater drainage system. If laid out end-to-end these pipes would connect the City of Mississauga to the territory of Nunavut
- The stormwater drainage system also includes over 51,000 catchbasins, over 250 kilometres of ditches, 32 creeks and 64 stormwater management facilities that help to collect, drain and clean the City's rainwater runoff before it enters Lake Ontario
- At an estimated 2019 replacement value of \$2.24 billion, the stormwater drainage system is one of the largest assets owned and operated by the City of Mississauga

Highlights of the Business Plan include:

- Continuation of the dedicated Stormwater Charge, which funds the City's increasing stormwater management needs including infrastructure renewal and pressures as a result of flooding events

- The proposed 2020 Stormwater Charge Rate, effective April 1, 2020, is \$108.20 per stormwater billing unit, a two per cent increase from 2019
- Continued transition from an interim to a sustainable service level through increasing contributions to the Pipe Reserve Fund
- Ongoing implementation of capital projects and infrastructure needs
- Ongoing development of an integrated and enhanced Asset Management Plan to ensure the cost-effective management of all Stormwater infrastructure
- Continued preparation of flood evaluation studies and master drainage plans, including the Stormwater Master Plan
- Continued design and implementation of erosion control projects in various creeks
- Cooksville Creek flood relief and improvement projects continue to move forward to implementation
- Mitigation measures continue to be assessed and implemented for the Lisgar community to address basement water infiltration issues

Net Investment (\$000s)	2020	2021	2022	2023
Operating	11,960	12,050	12,140	12,240
Capital	32,430	42,890	40,260	41,970
Full Time Equivalents	23.1	23.1	22.1	22.1

Focus of the Business Plan

The Business Plan for the Stormwater Service Area focuses on improving stormwater conveyance, quality and flow control to adapt to extreme storm events and address the pressures of aging infrastructure.

The Stormwater Service Area was established as a standalone Service Area in 2016 with the introduction of the Stormwater Charge. The impetus for the Stormwater Charge was the need to increase the City's investment in its stormwater infrastructure and supporting programs with a fair and dedicated source of funding. During the development of the Stormwater Charge program, it was recognized that the Charge would initially be set at a point to fund an interim service level and that over time, the Charge would increase to attain a sustainable service level that would allow for all Stormwater program needs to be fully funded. The 2020-2023 Business Plan continues this transition from an interim to a sustainable service level.

The transition continues with increased contributions to the storm Pipe Reserve Fund and the ongoing development of a comprehensive and integrated Asset Management Plan. This plan will ensure that cost-effective and service-efficient decisions are made to meet the Service Area's infrastructure needs and to plan for future demand. This plan will include the development of inventories and assessment programs for storm sewers and technology to effectively manage all stormwater infrastructure.



The Stormwater Asset Management Plan includes managing the City's storm sewer network effectively and efficiently

In 2020, the Stormwater Service Area will continue improving business practices to meet the legislated asset management requirements for 2021 and focus on business improvements to the administration of the Stormwater Charge. Staff will also continue several capital project designs, capital project construction and master drainage plans. Master drainage plans are essential for the identification and prioritization of infrastructure needs and the recommendation of future capital projects. Over the coming years, the Service Area will deliver several flood relief and improvement projects, such as storm sewer renewal, erosion control and water quality enhancements.



Erosion control projects improve the condition of the City's watercourses

The 2020-2023 Business Plan includes the implementation of several key infrastructure projects and the development of the Stormwater Master Plan. The Cooksville Creek flood relief and improvement projects continue to progress, including the construction of several underground stormwater management facilities. The assessment, rehabilitation and renewal of numerous storm sewer pipes will occur as well as erosion control works along various watercourses across the City. Several projects and initiatives are also included in the Stormwater capital program to address basement water infiltration issues in the Lisgar community.

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

To deliver world class stormwater networks while upholding community standards and enhancing quality of life.

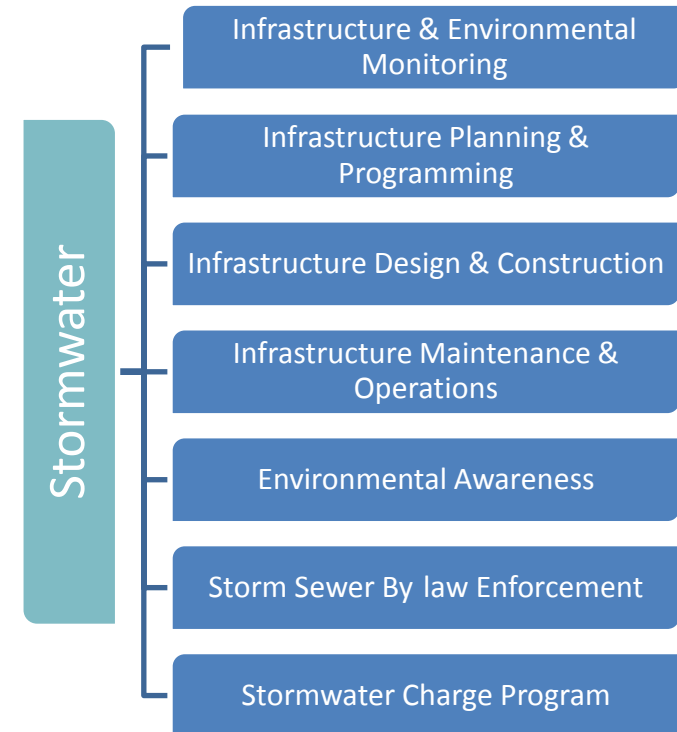
Mission

The Stormwater Service Area plans, develops, constructs, maintains and renews a stormwater system which protects property, infrastructure and the natural environment from erosion and flooding and enhances water quality.

Goals of Service

- **Establish** a sustainable service level for Stormwater
 - Develop and maintain an integrated Asset Management Plan to better manage all stormwater infrastructure
 - Increase contribution to Pipe Reserve Fund
 - Enforce the Storm Sewer By-law
 - Plan and deliver projects effectively
- **Deliver** mitigation and improvement projects
 - Flood relief
 - Erosion control
 - Water quality enhancement

Service Delivery Model



Current Service Levels and Trends

Service Levels

The Stormwater Service Area provides the following services annually:

Infrastructure and Environmental Monitoring

- Regular inspections and condition assessments of stormwater infrastructure assets (e.g., watercourses, stormwater facilities and storm pipes)
- Management of the City's rain gauge network
- Stormwater quality monitoring at inlets and outlets of stormwater facilities

Infrastructure Planning and Programming

- Timely completion of district, watershed or City-wide studies to inform infrastructure needs to support growth and maintain expected levels of service
- Annual development of the 10-year Capital Plan for infrastructure investments

Infrastructure Design and Construction

- Timely delivery of stormwater capital projects

Infrastructure Maintenance and Operations

- Regular inspections and maintenance of stormwater infrastructure assets (e.g., catchbasins, ditches and storm sewer outfalls)

Environmental Awareness

- Establish a strong online presence to engage with the community about stormwater best management practices
- Convey stormwater messages regarding by-law enforcement and pollution prevention practices to small businesses
- Development and maintenance of the online resources for stormwater and environmental awareness

Storm Sewer By-law Enforcement

- Investigation of inquiries, spills and sanitary cross connections, and proactive enforcement of By-law

Stormwater Charge Program

- Administration of the Stormwater Charge and processing of technical exemptions and credit applications

Issues and Trends

Several trends put pressure on our ability to deliver the described services:

- Frequent extreme storm events add pressure to improve stormwater conveyance, quality and flow control
- Aging stormwater infrastructure and asset management regulation compliance increase the need to develop and implement an integrated Asset Management Plan
- Future City development adds pressure to plan and deliver effective and timely stormwater services
- Changes to legislation and conservation authority requirements increase operating and capital pressures



Erosion of Sawmill Creek

Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability.

Balanced Scorecard

A Balanced Scorecard identifies and measures four key areas of an organization's performance: Financial, Customer, Employee and Business Process. By paying attention to all four areas, an organization can retain balance in its performance and ensure that it is moving toward the attainment of its goals.

Below are descriptions of the measures this Service Area's Balanced Scorecard takes into account. The Balanced Scorecard that follows shows trends since 2016 and expected outcomes up to 2023.

Financial Measures

Unit cost of catchbasin cleaning is a measure of the City's ability to manage catchbasin cleaning operating pressures while maintaining service levels. Catchbasins are an integral component of the stormwater pipe network and require regular cleaning. In accordance with the existing service level, 33 per cent of the City's catchbasins must be cleaned each year.

Cost to maintain Watercourses per kilometre is a measure that indicates the amount spent on labour, contracts and equipment for minor watercourse maintenance per kilometre of watercourse. Watercourses are a significant asset maintained by the Stormwater Service Area and preserving their function and health are critical for drainage and the environment. This measure is subject to fluctuation due to storm event impacts.

Customer Measures

Number of @saugastormwater Instagram followers demonstrates the resident engagement on Stormwater related

topics through a digital format. *Number of Stormwater inquiries per 1,000 people* demonstrates how engaged residents are with stormwater infrastructure and issues. Both measures support the Service Area's targets for outreach and education and increased resident engagement.

Requests for review resolved within service level and credit applications reviewed within service level are Stormwater Charge-related measures that indicate the City's ability to serve customers in a timely and an effective manner. For these measures, there is an internal target of 90 per cent or better.

Employee Measures

Overall job engagement indicates the extent to which employees feel engaged in decision making at the City.

Job satisfaction measures the extent to which employees value, enjoy, and believe in what they do.

Overall team engagement indicates the extent to which employees feel positively about their team environment.

Internal Business Process Measures

Watercourses in fair or better condition and *quality control ponds in fair or better condition* are measures that indicate the City's ability to manage lifecycle asset management programs for watercourses and ponds. These measures are derived from condition ratings assessed during field inspections. Condition assessments of creeks and ponds assist in prioritizing maintenance activities and capital projects as well as long-term planning. The internal target is to improve each measure by one per cent annually.

Progress towards achieving a sustainable Service Level is a measure that indicates the City's ability to reach an annual contribution to the Pipe Reserve Fund equal to one per cent of the replacement value of the City's storm pipes, while fully funding the operating and capital programs. Annual increases to the Pipe Reserve Fund allow the fund to grow and reach a sustainable level.

Balanced Scorecard

Measures for Stormwater	2016 (Actual)	2017 (Actual)	2018 (Actual)	2019 (Plan)	2020 (Plan)	2021 (Plan)	2022 (Plan)	2023 (Plan)
Financial:								
Unit Cost of catchbasin cleaning	\$17.0	\$37.0	\$35.0	\$35.7	\$36.4	\$37.1	\$37.9	\$38.6
Cost to maintain watercourses per kilometre	\$1,719	\$823	\$793	\$808	\$825	\$841	\$858	\$875
Customer:								
Number of @saugastormwater Instagram followers ¹	N/A	N/A	274	567	1000	1500	2000	2500
Number of stormwater inquiries per 1,000 people	3.6	2.4	2.3	2.35	2.4	2.45	2.5	2.55
Requests for review resolved within service level	87%	100%	87%	90%	90%	90%	90%	90%
Credit applications reviewed within service level	84%	95%	100%	90%	90%	90%	90%	90%
Employee:								
Overall Job Engagement ²	N/A	N/A	78%	N/A	N/A	79%	N/A	N/A
Job Satisfaction ²	N/A	N/A	86%	N/A	N/A	87%	N/A	N/A
Overall Team Engagement ²	N/A	N/A	85%	N/A	N/A	86%	N/A	N/A
Internal Business Process:								
Watercourses in fair or better condition	77%	78%	79%	80%	81%	82%	83%	84%
Quality control stormwater ponds in fair or better condition	80%	81%	81%	82%	83%	84%	85%	86%
Progress towards achieving a sustainable Service Level (through contributions to Pipe Reserve Fund) ³	17%	22%	26%	29%	34%	39%	43%	48%

¹ Instagram account was established in 2017

² Results obtained from the Employee Engagement Survey which is completed once every three years (2015, 2018, 2021)

³ Percentage indicates progress towards achieving an annual contribution equal to one per cent of the replacement value of the City's pipe infrastructure

Awards and Achievements

- The **Eastgate Park Underground Stormwater Management Facility** was completed in October 2018. This facility was designed and constructed to support flood mitigation in the downstream system within the Cooksville Creek watershed, while maintaining the use as an active public park located directly above the facility. This project has received two awards within the last year:
 - **Ontario Public Works Association's 2018 Public Works Project of the Year Award (Disaster, Emergency Construction, Repair, \$2 - \$10 Million Category)**
 - **City of Mississauga's 2018 Excellence in Project Management Award – Bronze**



Installation of storage chambers at Eastgate Park

- Improvements to data, software, training, asset condition assessments, etc. to support the development of an **asset management plan and strategy**
- Completion of the 2019 **Stormwater Development Charges Background Study**

- Designs of the following watercourse projects were completed in 2019:
 - **Cooksville Creek Erosion Control, Queen Elizabeth Way to Elaine Trail**
 - **Cooksville Creek Erosion Control, Meadows Boulevard to Rathburn Road East**
 - **Levi Creek Watercourse Realignment, Upstream of Old Derry Road**
 - **Mary Fix Creek Erosion Control, Downstream of Dundas Street West**

Construction of these projects has started and will be completed in 2020.

- The **Little Etobicoke Creek erosion control project at Kingsholm Drive** was completed in December 2018. This project was designed and constructed to preserve the buffer between the creek and private properties while protecting 20 large trees, which were at risk



*Little Etobicoke Creek photographed in 2016 (left)
Completed erosion control project (right)*

The 2020-2023 Business Plan Outlook

Planning for the Future

Service Delivery

The Stormwater Service Area is planning for the future by recognizing the pressures and challenges ahead resulting from extreme storm events and aging stormwater infrastructure. There is an increasing need to plan and deliver effective and timely stormwater services while addressing legislative compliance and conservation authority requirements.

The Stormwater Service Area strives to build a resilient stormwater system and establish a sustainable service level. Planning for the future includes increasing contributions to the Pipe Reserve Fund, effective delivery of capital projects and studies and the development of the Stormwater Master Plan.

The basis of the Stormwater Charge was realizing the need to increase the City's investment in its stormwater infrastructure and supporting programs. During the development of the Stormwater Charge program, it was recognized that the Charge would initially be set to fund an interim service level and that over time, the Charge would increase to attain a sustainable service level that would allow for all stormwater program needs to be fully funded. The 2020-2023 Business Plan continues this transition with a proposed increase in the contribution to the Pipe Reserve Fund to allow for large storm sewer replacement projects that will be undertaken as necessary in future years.

The 2020-2023 Business Plan also supports the implementation of flood relief and infrastructure improvement projects as well as the development of a city-wide Stormwater Master Plan. The objective of the Stormwater Master Plan is to set priorities for the City's stormwater service and provide recommendations on future programs, policies and projects.

Asset Management

The Stormwater Service Area's goal is to plan, design and deliver infrastructure that will ensure Mississauga remains a vibrant, economically competitive and climate-resilient city. Integrated and comprehensive asset management ensures that cost effective and service efficient decisions are made to not only meet today's infrastructure needs but plan for future demand and long-term growth.



Installation of storm pipe infrastructure

In 2017, the Province of Ontario introduced and enacted the *Asset Management Planning for Municipal Infrastructure Regulation*. The Regulation requires all municipalities to prepare and publish a Strategic Asset Management Policy by July 1, 2019 and to develop enhanced Asset Management Plans for core infrastructure – which includes all stormwater infrastructure – by July 1, 2021.

In 2018, the Stormwater Service Area began the first phase of developing an asset management plan and strategy, involving the review of stormwater assets, current business practices, available supporting tools and required training. Several initial improvement tasks that were identified through this review have been implemented in 2019. Staff continue to work on improving practices and strive to meet the legislated requirements for 2021.

People and Culture

The Stormwater Service Area is planning for the future by ensuring effective talent management and succession planning. The Technologist Internship Program was initiated in 2019. The program develops trained and knowledgeable technologists that will be qualified to take on permanent, vacant positions.

Finding Efficiencies

Lean Program

The City's Lean Program focuses on strengthening the organization's culture of continuous improvement and instills Lean concepts and principles as a way of work in every Service Area. The program focuses on maximizing customer value and minimizing waste along with empowering staff at all levels to problem-solve on a daily basis.

The Stormwater Service Area has completed several continuous and small improvement projects. Staff are able to identify issues and recognize solutions to improve the effectiveness and efficiency of service delivery.

In 2018, staff completed improvements to the planning and maintenance processes within the Watercourse Management Program. Initiated in 2017, this Lean initiative focused on the classification process of watercourse erosion control projects and the refinement of the criteria used to designate projects as either capital or maintenance related. This initiative garnered a one-time cost avoidance of \$1.3 million and an avoidance of \$123,000 per year. Additional benefits included the reduction of

project lead time, lower lifecycle costs and increased internal capacity, all without compromising the quality of work.

Some highlights of the many projects and small improvements completed include:

- Implementation of real-time equipment and auto-samplers at Tacc Drive stormwater management pond has reduced staff time and travel time for site visits, leading to a cost avoidance of \$1,600
- Digital approval of Erosion and Sediment Control Permits has reduced paper waste and achieved cost savings/avoidance of \$1,000
- More readily available environmental spill sampling equipment has reduced travel time and allowed staff to respond to emergency spills quicker, leading to a cost avoidance of \$1,350
- Streamlining the Conservation Authority construction project input and approval process improved communication between the City and conservation authority and resulted in a cost avoidance of \$4,000

Completed Initiatives					Total Benefits	
Improvement Type	2014-2017	2018	Sept 2019	Total	Type	Total
Small Improvement	10	21	1	32	Cost Savings and Avoidance	\$191,471
Rapid Improvement	-	1	-	1	Customer Service Improvements	18
Project	-	-	-	-	Safety Improvements	5
Total	10	22	1	33	Environmental Improvements	14
In-Progress Initiative	Goals of the Initiative					
Stormwater Cost Allocation Model	A review of the current stormwater cost allocation model is currently underway. Staff are working towards developing a consistent method and reducing the amount of effort required to annually update the stormwater cost allocation model.					

Advancing the City's Strategic Plan

The City's Vision and Strategic Plan are the starting points for our annual business planning and budgeting cycle. The 40-year Strategic Plan, Our Future Mississauga, is built on five pillars – **move, belong, connect, prosper, and green**. Business plans are designed to strengthen aspects of these pillars to support the attainment of Mississauga's Vision.

Below are examples of how the initiatives of Stormwater relate to the Strategic Plan pillars.

move - developing a transit oriented city

"Connect our City – to contribute to a vibrant, successful city by connecting communities within Mississauga and within the Greater Golden Horseshoe to support a 24-hour city."

- Invest in stormwater management and infrastructure to keep our bus fleet moving

belong - ensuring youth, older adults and new immigrants thrive

"Nurture Diverse Cultures – to provide more cultural exchange, understanding and opportunity for small-scale entrepreneurialism."

- Establish a strong online presence to engage with the community about stormwater best management practices
- Develop strong visualized and easy-to-understand graphic content, including infographics and digital brochures
- Improve stormwater literacy in schools by teaching key stormwater messages to youth

connect - completing our neighbourhoods

"Build and Maintain Infrastructure – to deliver infrastructure in a sustainable way."

- Ongoing development of a comprehensive Asset Management Plan to ensure the cost effective management of all stormwater infrastructure
- Effective planning and delivery of capital projects, drainage studies and master plans
- Continuation of regular inspection and maintenance programs to assess conditions of stormwater infrastructure

prosper - cultivating creative and innovative businesses

"Meet Employment Needs – to provide the infrastructure and network of services and opportunities that business requires to thrive."

- Create a safe environment and provide reliable stormwater infrastructure for businesses to thrive

green - living green

"Conserve, Enhance and Connect Natural Environments – to be responsible stewards of the land by conserving, enhancing and connecting natural environments."

- Construction of erosion control projects within Cooksville Creek, Levi Creek and Mary Fix Creek
- Initiation of the Southdown Master Plan, Stormwater Master Plan and Dixie/Dundas Flood Evaluation Environmental Assessment
- Implementation of Low Impact Development techniques to mimic natural processes and improve water quality to the receiving drainage system

Transforming our Business with Technology

The Stormwater Service area has been striving to improve its use of technology to deliver service.

Technology plays an integral role in planning, managing and maintaining the City's stormwater infrastructure. The service area utilizes a variety of technology to aid in optimizing the service it provides. Technology is leveraged to improve analysis, planning, coordination and design of this critical infrastructure.

Staff have been working with IT to find opportunities where technology can be further leveraged to improve service planning, management and delivery. Key initiatives include improving asset management planning, customer service, and mapping tools.

Improving Asset Management

Development of an asset management strategy and plan for the Stormwater infrastructure:

- Staff researched tools and technologies to support improved asset management processes. Through research and benchmarking done in 2018, staff identified opportunities to leverage existing technology to improve current practices. Over the course of 2019 staff have worked at implementing these improvements and best practices. This included improving data management practices, utilizing add-on functionality to existing technology, and improving how information is leveraged for reporting and monitoring asset conditions
- For 2020, staff will continue to improve the integration between systems and leverage existing technology to build a comprehensive asset management strategy and plan for all Stormwater assets

Customer Service

Utilize several methods to serve customers:

- Applicants are able to submit online applications through Dynamic Portal for Stormwater Credits, Technical Exemptions and Requests for Review. Residents are able to submit stormwater-related concerns online
- Other self-service processes and alternative ways for the public to connect with staff (e.g., social media) are reviewed to improve overall customer experience (ongoing)

Business Intelligence for Ease of Use

Standardize reporting of metrics/performance measures:

- The standardization of data collection continues to be developed in order to maintain accurate reporting. The Stormwater Service Area is an active participant in the National Water & Wastewater Benchmarking Initiative

GIS Mapping Tools

Moving towards new geographic information system (GIS) software:

- In 2017, staff participated and provided input into the City's Geospatial Master Plan. Over 2018 and 2019, staff have engaged with IT to implement a GIS software change in accordance with the Master Plan recommendations
- As a part of this initiative, staff have verified the accuracy of infrastructure data and are finalizing the development of the database. This mapping and spatial analysis tool will significantly improve how staff are able to plan improvements, coordinate work, and monitor assets

Maintaining Our Infrastructure

To maintain stormwater infrastructure now and in the future, the 2020-2023 Stormwater Business Plan continues the development of an asset management plan and strategy for the Stormwater asset portfolio and the increased investment in capital and pipe reserves.

In 2019, several erosion control and Stormwater management facility designs were completed. Construction of these projects will begin in 2019 and 2020. Additionally, various project designs, flood evaluation studies and master drainage plans are currently underway. These projects include the Dixie/Dundas Flood Mitigation Environmental Assessment, the Stormwater Master Plan and the Southdown Stormwater Servicing and Environmental Master Plan. These studies and plans help to identify additional capital needs and pressures within the 10-year Capital Program and assist staff in planning, maintaining infrastructure and building resilience to the storm drainage system.

Stormwater infrastructure is also regularly inspected and maintained through the Service Area's operating program. Catchbasins, storm sewers, watercourses, ponds, inlets and outlets are regularly inspected for deficiencies. These condition assessments identify the need for maintenance or infrastructure renewal.

Some maintenance and infrastructure renewal achievements include:

- In 2018, storm sewer by-law enforcement staff responded to 65 spill incidents and investigated more than ten residential and industrial sanitary cross connections. These responses include extensive collaboration with the Region of Peel and the Ministry of Environment, Conservation and Parks. Enforcement of the storm sewer by-law is necessary to comply with provincial legislation and to protect water quality within the City's watercourses



Spill contained in Etobicoke Creek

- The Old River Road drainage improvements were completed in November 2018. This project involved ditch regrading, replacement of roadway and driveway culverts and road resurfacing; all with the goal of extending the lifetime of the road surface and improving the drainage outlet to Mary Fix Creek



Ditch Regrading on Old River Road

Managing Our Human Resources

Our Structure

Stormwater services are delivered with key support provided by the following departments, divisions and external partner:

- Finance
- Information Technology
- Parks and Forestry
- Region of Peel (Stormwater Charge billing)
- Infrastructure Planning and Engineering
- Works Operations and Maintenance

Having a team of staff making key contributions to the Service Area requires strong internal relationships and communication to effectively organize and deliver our services. Working together, our Service Area staff support Stormwater business goals to establish a sustainable service level and deliver mitigation and improvement projects.

Our Talent

The Stormwater team is comprised of individuals that bring a wealth of expertise and experience from across Canada and around the world, supporting our vision to be a leader in the delivery of stormwater services. The table below provides some of the roles that are dedicated to the Stormwater Service Area and their membership in professional associations.

Our Service Area staff roles include:	Staff are active members of various associations including:
<ul style="list-style-type: none">• Environmental/Storm Drainage Engineers and Technologists• Environmental/Storm Drainage Coordinators• Environmental Services Specialist• Financial Analyst• GIS Analyst• Infrastructure Management Specialist• Manager, Stormwater Assets and Programming• Manager, Stormwater Projects and Approvals• Stormwater Charge Program Coordinator	<ul style="list-style-type: none">• American Public Works Association (APWA)• Association of Professional Geoscientists of Ontario (APGO)• Municipal Engineers Association (MEA)• Ontario Association of Certified Engineering Technicians and Technologists (OACETT)• Professional Engineers of Ontario (PEO)

Critical Roles/Functions to Achieve Business Goals

Staff continue to work together and support one another to deliver services and achieve the business goals within the Stormwater Service Area. The following functions are critical to achieving the 2020-2023 Stormwater business goals:

- Asset management planning
- Asset management system development
- Monitoring and management of stormwater assets using the asset management plan and system
- Implementing the enhanced Storm Sewer By-law enforcement program
- Effective project management
- Planning and delivery of capital projects, drainage studies and master plans

Critical roles and functions will continue to evolve from 2020 through to 2023 with the ongoing development of new and refined asset management plans and enhanced programs.

Talent Needs

Service Area talent is supplied from internal promotions and external hires. Qualified applicants from the labour market as well as co-op students, Engineers-In-Training (EIT) and the Technologist Internship Program contribute to Stormwater. Historically, our seasonal staff and students have proven to be a good source for candidates for full-time positions. Through these assignments, the students and contract staff gain the necessary experience to qualify for full-time positions.

Staffing changes for 2020:

- A decrease of two FTEs due to two contract positions ending for the operations and administration of the Outreach and Education Program
- An increase of one part-time co-op student for eight months each year (0.6 FTE)
- An increase of one FTE due to a contract position for the Project Lead, Stormwater Asset Management Plan (end date December 2021)

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2019	2020	2021	2022	2023
Storm Administration Costs	2.0	2.0	2.0	2.0	2.0
Storm Operations and Maintenance	21.5	21.1	21.1	20.1	20.1
Total Service Distribution	23.5	23.1	23.1	22.1	22.1

Note: Numbers may not balance due to rounding.

Stormwater Budget & Financial Overview

2020 Stormwater Rate and Future Adjustments

The Stormwater Service Area, like other service areas in the City, depends on safe and reliable infrastructure to operate successfully. While some of Mississauga's stormwater infrastructure is relatively new, many of the assets are aging and require significant maintenance or renewal, and therefore require dedicated funding to maintain them in a state of good repair. Additionally, assets that were built many years ago, such as storm sewer pipes, are approaching the end of their service life and will require replacement in the near future. With frequent extreme storm events, the need to invest in our infrastructure to ensure we have a resilient stormwater system is more apparent than ever. This investment in our stormwater infrastructure will provide for properly funded maintenance and capital

improvement programming to mitigate flooding, enhance water quality and allow the Stormwater Service Area to continue to provide safe and reliable infrastructure moving forward.

To determine the stormwater rate, service levels and operating and capital needs are set to reflect infrastructure priorities, inflationary pressure and reserve fund contributions needed now to plan for funding challenges foreseen with replacing costly assets (e.g., pipes) in the future. Furthermore, service level changes and the resulting stormwater rate increase reflect a balance between fiscal responsibility and resident service expectations. The stormwater rate is established on an annual basis during the budget approval process, through a fees and charges by-law subject to Council approval. An increase to the stormwater rate will allow future stormwater capital and operational needs to be addressed. As shown in the table below, an annual rate of \$108.20 per stormwater billing unit is proposed to be effective for April 1, 2020.

	2016	2017	2018	2019	2020
Stormwater Rate (per billing unit)	\$100.00	\$102.00	\$104.00	\$106.10	\$108.20*

To learn more about the Stormwater Charge please visit:
www.stormwatercharge.ca

Distribution of Stormwater Charge Revenue (\$ Millions)

The pie charts below provide an overview of Stormwater Charge Revenue segregated by the Operating and Infrastructure Renewal Programs for 2020. Furthermore, the 2020 Capital Program is distributed by funding source.



Note: Numbers may not balance due to rounding

The following pie charts provide an overview of Stormwater Charge Revenue allocated to Infrastructure Renewal Programs for 2020.

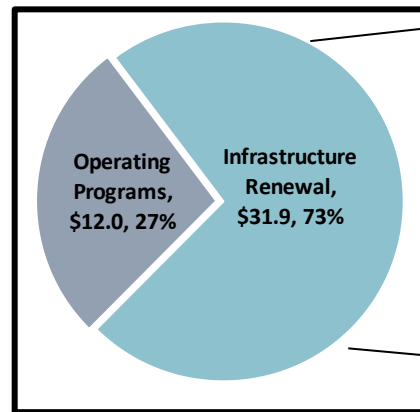
Description of Stormwater Infrastructure Renewal Allocations

Infrastructure Renewal – 73 per cent of the total stormwater revenue is to be allocated for infrastructure renewal items as follows:

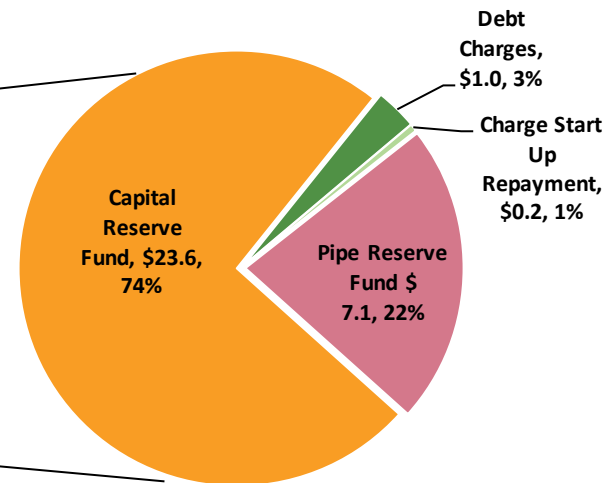
Capital Reserve Fund (\$23.8 million)

- (i) Debt charges associated with the financing of capital projects from previous years (\$1 million)
- (ii) Repayment to the tax base for investment in the Stormwater Charge start-up costs (\$0.2 million)
- (iii) Pipe Reserve Fund for future pipe replacement needs (\$7.1 million)

**2020 Stormwater Charge Revenue
(\$43.8M)**



**Infrastructure Renewal
(\$31.9M)**



Note: Numbers may not balance due to rounding

The following pie charts provide an overview of Stormwater Charge Revenue allocated to Operating Programs for 2020.

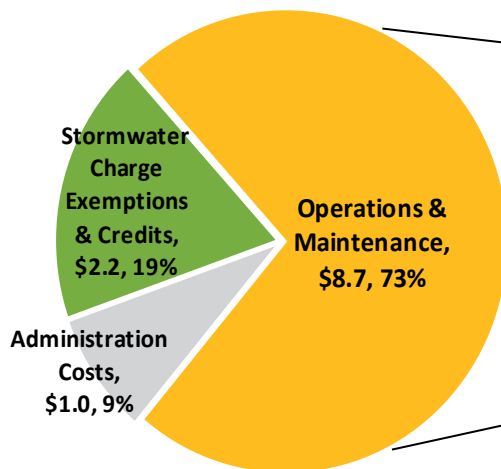
Description of Stormwater Operating Programs:

Operations and Maintenance – Provides for the City-wide direct and allocated costs associated with providing the stormwater service. Examples include watercourse maintenance, catchbasin cleaning, and storm sewer inspection and repair (\$8.7 million).

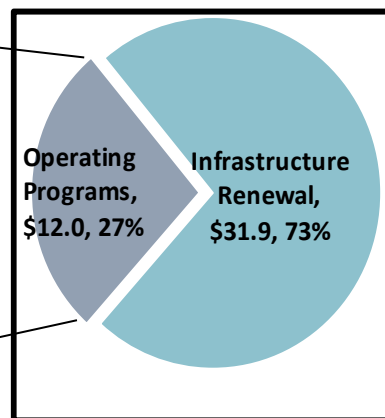
Administration Costs – Provides for Region of Peel costs for Stormwater Charge billing and customer service support as well as costs for the City to administer the Stormwater Charge (\$1.0 million).

Stormwater Charge Exemptions and Credits – Provides for credits and technical exemptions to recognize properties with stormwater management best practices or which drain directly to Lake Ontario or an adjacent municipality (\$2.2 million).

**Operating Programs
(\$12.0M)**



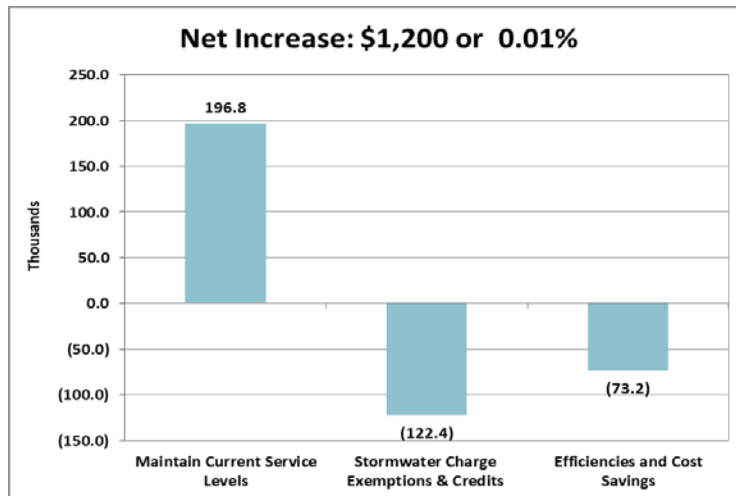
**2020 Stormwater Charge Revenue
(\$43.8M)**



Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2020-2023 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The budget for 2019 was \$11.958 million and the proposed budget for 2020 is \$11.959 million.

Proposed Changes for 2020 Net Operating Budget by Category (\$000s)



Maintain Current Service Levels

The Stormwater Service Area aims to manage operating pressures while maintaining service levels and remaining in line with inflation. The change of \$196,800 in Maintain Current Service Levels is primarily due to increased contractor costs.

Stormwater Charge Exemptions and Credits

The 2020 budget proposes a decrease in technical exemptions and program credits based on latest analysis indicating a decreased volume of applications.

Efficiencies and Cost Savings

Each year, City staff identify efficiencies and streamline processes through continuous improvement while maintaining service levels and managing additional costs. Staff have identified efficiencies and cost savings in the Stormwater Charge billing system maintenance and watercourse maintenance.

New Initiatives

There are no new initiatives proposed for 2020.

The following table breaks down the total 2020 Operating Budget, \$11.959 million, which is a net operating budget increase of \$0.001 million over the 2019 Budget.

Category	Changes to 2020 budget from 2019 (\$000s)
2019 Base Budget	11,958
Operating Decreases:	
Labour & Benefits	(2.9)
Materials, Supplies & Other Services	(4.0)
Finance Other	(60.0)
Stormwater Charge Exemptions & Credits	(122.4)
Operating Increases	
Contractor & Professional Services	152
Transportation, Equipment Costs & Maintenance	14
Occupancy & City Costs, Advertising & Promotions Communication Costs	19
Other Revenues	5
Total Changes to Maintain Current Service Levels	11,959
New Initiatives	-
Total 2020 Operating Budget	11,959

Note: Numbers may not balance due to rounding.

Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2020-2023, as well as the 2019 Budget and 2018 Actuals by major program within the Service Area.

Proposed Budget by Program (\$000s)

Description	2018 Actuals	2019 Budget	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast
Expenditures to Deliver Current Services						
Operations and Maintenance	10,300	8,592	8,686	8,722	8,759	8,796
Administration Costs	947	1,020	1,044	1,050	1,057	1,064
Storm Exemptions & Credits	1,208	2,346	2,229	2,276	2,324	2,376
New Initiatives	-		-	-	-	-
Total Operating Programs	12,454	11,958	11,959	12,049	12,140	12,235
Capital Reserve Fund Contributions	23,970	24,110	23,796	23,603	23,416	23,253
Pipe Reserve Fund Contributions	5,100	6,100	7,100	8,100	9,100	10,100
Debt Charges	1,001	990	980	960	950	930
Total Infrastructure Renewal	30,071	31,200	31,876	32,663	33,466	34,283
Stormwater Program	42,525	43,158	43,835	44,712	45,606	46,518
Expenditure Budget - Changes by Year				1%	1%	1%
Proposed Net Budget - Changes by Year				2%	2%	2%

Note: Numbers may not balance due to rounding.

Proposed Cost Increase Required to Maintain Current Service Levels

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

Description	2019 Budget (\$000s)	2020 Proposed Budget (\$000s)	Change (\$000s)	Details (\$000s)
Labour and Benefits	5,068	5,065	(3)	Decrease Reflects Labour Adjustments and Other Fringe Benefit Changes.
Contractor & Professional Services	3,726	3,879	152	\$305 Increase in Lisgar high water Protocol and CCTV/Flushing and \$83 increase in Contractor costs. Offset by \$250 for transfer of watercourse maintenance to capital budget.
Transportation, Equipment Costs & Maintenance	526	540	14	\$14 Increase vehicle rental costs.
Materials, Supplies & Other Services	78	74	(4)	\$4 Decrease operating material costs.
Occupancy & City Costs, Advertising & Promotions Communication Costs	59	78	19	\$20 promotional materials for Stormwater Outreach Education offset by \$1 reduction for Utility Maintenance.
Finance Other	155	95	(60)	\$50 Decrease in Region of Peel billing system maintenance and \$10 Storm One call fees and permits.
Stormwater Charge Exemptions & Credits	2,538	2,416	(122)	\$122 Decrease to adjust budget based on actual processed technical exemptions and credits.
Other Revenues	(192)	(187)	5	
Total Operating Programs	11,958	11,959	1.1	
Infrastructure Renewal	30,210	30,896	686	\$1,000 transfer to stormwater pipe reserve offset by \$402 reduction for capital reserve fund transfer and \$88 removal of Stormwater recovery.
Debt	990	980	(10)	
Total Infrastructure Renewal	31,200	31,876	675	
Total	43,158	43,835	677	

Note: Numbers may not balance due to rounding.

Capital Program & Financing Overview

Infrastructure

The City of Mississauga is committed to providing quality stormwater services through safe, reliable infrastructure. **Build and Maintain Infrastructure** is a key strategic goal in the City of Mississauga's Strategic Plan as well as a top priority of the City's Business Plan. These principles are key concepts underlying the Stormwater Charge. When the Charge was initially approved at \$100 per stormwater billing unit, it was based on the interim funding level. It was anticipated that funding would increase in the future to respond to increasing infrastructure requirements.

At the core of the City's need to achieve a sustainable stormwater business model is the need to implement sound asset management practices involving:

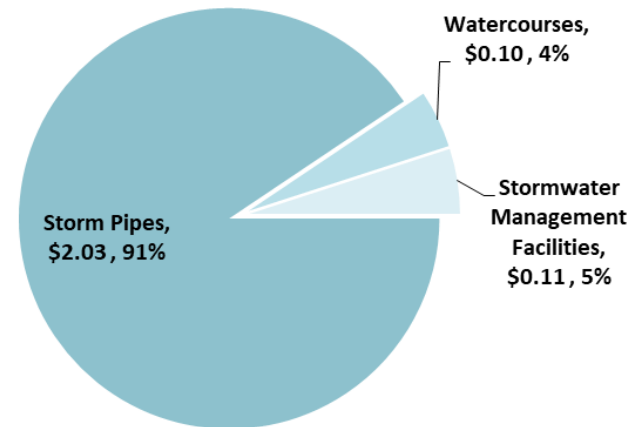
- Developing an inventory of City-owned assets
- Monitoring and reporting of infrastructure condition
- Preparing appropriate asset renewal and maintenance programs
- Developing financial strategies to effectively manage those programs over the lifecycle of stormwater infrastructure

As previously mentioned, one of the business goals of the 2020-2023 plan is to continue to improve asset management practices as they pertain to storm pipes and all stormwater assets. This includes the improvement of inventory data, monitoring, capital and maintenance planning and the financing of storm sewer infrastructure with the development of an asset management system.

Repairing and rehabilitating aging stormwater infrastructure requires an increased focus on the funding needed to renew the City's long-term assets. As such, enhanced infrastructure funding strategies and mechanisms are being developed to assist the City in addressing these challenges.

A critical part of the City's Stormwater Charge is the need to provide adequate and sustainable funding for the renewal of the storm pipes, in addition to stormwater management ponds and watercourse erosion control.

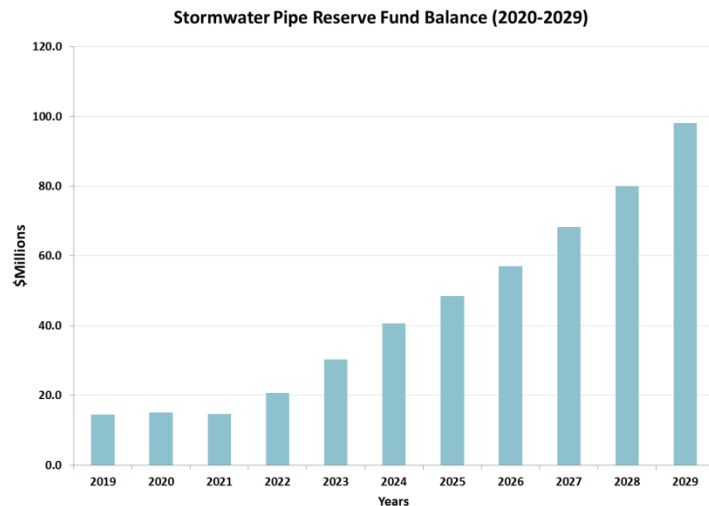
**Stormwater Infrastructure 2019 Replacement Costs
(Estimated \$2.24 billion)**



Pipe Program Financing

The stormwater program includes a provision of \$7.1 million in 2020 for future pipe replacement needs. The 2020-2023 Business Plan and Budget assumes this provision will increase in each of the next four years, reaching an annual provision of \$10.1 million in 2023. This increase is necessary as part of the Service Area's goal to reach a sustainable service level.

The following chart reflects the projected annual closing balances of the Pipe Reserve Fund, with a forecasted balance of \$97.8 million in 2029.



Capital projects pertaining to stormwater pipes are currently being funded from the Pipe Reserve Fund. The most significant expenditures will begin in 40-50 years, as current stormwater pipes begin to reach their end of life. Work is underway to assess the conditions of storm sewers, program any future repair and rehabilitation needs and identify funding pressures. Continuation of this work to deliver a comprehensive Asset Management Plan is included in this Business Plan. This body of work will provide more accurate information to determine the

appropriate level of annual funding required for the Pipe Reserve Fund moving forward.



Renewal of storm sewers is a major focus of the Business Plan



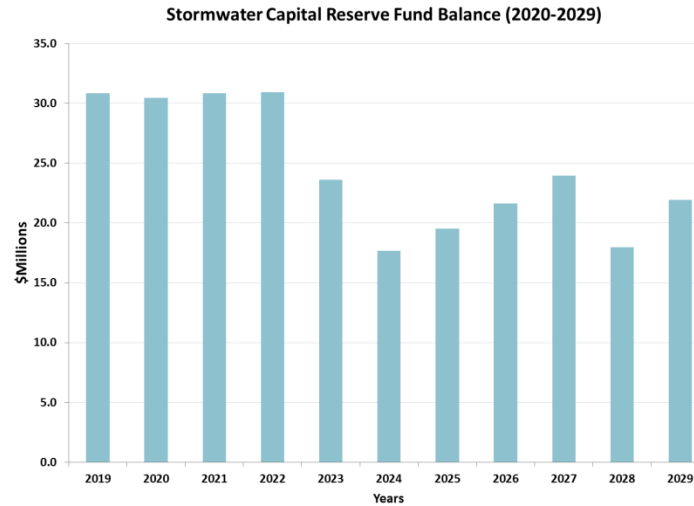
Corroded metal storm sewers require replacement

Capital Program Financing

In addition to the funding required for the City's pipe infrastructure, the Stormwater Service Area must address present and future needs that include stormwater ponds, flood relief, watercourse erosion control and drainage studies.

Revenues from the 2020 Stormwater Charge will be \$43.8 million and are estimated to increase to \$46.5 million by 2023. Some of this revenue funds the Stormwater Capital Reserve Fund. As shown in the chart, the forecasted closing balances for this Reserve Fund will range between \$17 million and \$31 million over the 10-year period. Careful planning will ensure that capital priorities will be funded throughout the forecast to 2029, with a positive balance remaining in this Reserve Fund.

Maintaining adequate balances will allow flexibility to address infrastructure needs that arise as the City moves to implement the Stormwater asset management plan, recommendations from future studies and to fund projects that are currently unfunded.



Proposed Capital Budget

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

Proposed 2020-2029 Capital Budget by Program (\$000s)

Program Expenditures	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	2020-2029 Total
Storm Sewers	10,038	18,334	5,912	3,573	34,301	72,159
Storm Studies	1,305	0	1,290	830	6,200	9,625
SWM Facilities and Flood Relief Works	10,480	16,800	24,910	31,160	92,740	176,090
Watercourse Erosion Control	10,610	7,760	8,150	6,410	57,740	90,670
Total	32,433	42,894	40,262	41,973	190,981	348,544

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

Proposed 2020-2029 Capital Forecast Highlights:

- Storm Sewer Condition Assessment, Rehabilitation and Renewal (2020, ongoing)
- Mississauga LRT Storm Sewer Improvements (2020, ongoing)
- Lisgar Improvements (2020, ongoing)
- Storm Pond Rehabilitation and Dredging – various locations (2020, ongoing)
- Etobicoke Creek Erosion Control, Ponytrail Drive to Bloor Street (2020)
- Sheridan Creek Erosion Control, Lushes Avenue to Fletchers Valley Cres. (2020)
- Loyalist Creek Erosion Control EA and Design (2020)
- Construction of Cooksville Creek Flood Storage Facility, Sandalwood Park (2020)
- Applewood Creek Erosion Control (2021)
- Little Etobicoke Creek Drainage Improvements (2021)
- Construction of Cooksville Creek Flood Storage Facility, McKenzie Park (2022)
- Meadowvale Business Park Drainage Improvements (2022)

Proposed 2020-2029 Capital Budget by Funding Source (\$000s)

The following table provides the funding sources proposed to fund the capital portion of the proposed 2020-2023 Business Plan and 2020 Budget and the consolidated forecast for 2024-2029.

Funding	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	Total 2020-2029
Development Charges	2,185	10,078	12,664	8,678	8,417	42,022
Developer Contributions	0	495	360	1,425	35	2,315
Stormwater Charge	30,248	32,321	27,238	31,870	182,529	304,207
Total	32,433	42,894	40,262	41,973	190,981	348,544

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

Proposed 2020 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2020.

Program: Storm Sewers

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWSD00323	Storm Sewer Oversizing - Various Locations	270	0	270	Development Charges
TWSD00410	Storm Sewer Renewal	2,000	0	2,000	Stormwater Charge
TWSD00453	Storm Sewer Cross-Connection Rehabilitations - Various Locations	100	0	100	Stormwater Charge
TWSD00465	Mississauga LRT Storm Sewer Improvements	6,034	0	6,034	Development Charges, Stormwater Charge
TWSD00512	Roadway Rehabilitation Storm Sewer Contributions	734	0	734	Stormwater Charge
TWSD007683	QEW Culvert Contributions	200	0	200	Stormwater Charge
TWSD007684	Storm Sewers Improvements - Mattawa Ave et al.	200	0	200	Stormwater Charge
TWSD007685	Storm Sewers Improvements - Britannia Rd E	500	0	500	Stormwater Charge
Total		10,038	0	10,038	

Note: Numbers may not balance due to rounding.

Program: Storm Studies

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWSD00395	Storm Sewers Condition Assessment & Survey	1,000	0	1,000	Stormwater Charge
TWSD00519	SWMF Prioritization Study	250	0	250	Stormwater Charge
TWSD007687	Stormwater Outreach & Education	25	0	25	Stormwater Charge
TWSD076860	NDMP Contribution to CVC	30	0	30	Stormwater Charge
Total		1,305	0	1,305	

Note: Numbers may not balance due to rounding.

Proposed 2020 Capital Budget Detail (Cont'd)

Program: SWM Facilities and Flood Relief Works

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWSD00150	Monitoring and minor modification of Storm Water Management Facilities - Various Locations	80	0	80	Development Charges, Stormwater Charge
TWSD00210	Cooksville Creek Flood Storage Facility - Bristol Rd E, west of Kennedy Rd (Frank McKechnie Community Centre)	7,900	0	7,900	Development Charges, Stormwater Charge
TWSD00348	Lisgar Improvements	300	0	300	Stormwater Charge
TWSD007688	Quality Control Retrofit Feasibility Study and Pre-Engineering	500	0	500	Stormwater Charge
TWSD007689	SWM Pond Dredging & Rehabilitation	1,200	0	1,200	Stormwater Charge
TWSD007690	TRCA Partnership - Etobicoke Creek at Derry and Dixie	500	0	500	Development Charges, Stormwater Charge
Total		10,480	0	10,480	

Note: Numbers may not balance due to rounding.

Proposed 2020 Capital Budget Detail (Cont'd)

Program: Watercourse Erosion Control

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
TWSD00148	Minor Erosion Control Works - Various Locations	330	0	330	Development Charges, Stormwater Charge
TWSD00191	Mimico Creek Erosion Control - Etude Drive to Derry Road East	400	0	400	Development Charges, Stormwater Charge
TWSD00247	Sheridan Creek Erosion Control - Lushes Ave. to behind Fletchers Valley	3,700	0	3,700	Development Charges, Stormwater Charge
TWSD00362	Cooksville Creek Erosion Control - Camilla Road to North Service Road	200	0	200	Development Charges, Stormwater Charge
TWSD00374	Mimico Creek erosion control, upstream and downstream of Rena Rd	1,500	0	1,500	Development Charges, Stormwater Charge
TWSD00381	Loyalist Creek Erosion Control - Between Thornlodge Drive	400	0	400	Development Charges, Stormwater Charge
TWSD007677	Carolyn Creek Erosion Control - Credit River Outlet Channel	200	0	200	Development Charges, Stormwater Charge
TWSD007678	Wolfedale Creek Erosion Control - Burnhamthorpe Rd. to Credit River	600	0	600	Development Charges, Stormwater Charge
TWSD007679	Credit River Erosion Control - Adjacent to Ostler Court	200	0	200	Development Charges, Stormwater Charge
TWSD007680	Etobicoke Creek Erosion Control - behind Ponytrail Drive to Bloor Street	1,800	0	1,800	Development Charges, Stormwater Charge
TWSD007681	Cooksville Creek Erosion Control - CP Rail to Kirwin Avenue	280	0	280	Development Charges, Stormwater Charge
TWSD007682	Cooksville Creek Erosion Control - Upstream of Central Parkway Blvd.	1,000	0	1,000	Development Charges, Stormwater Charge
Total		10,610	0	10,610	

Note: Numbers may not balance due to rounding.

Proposed 2020-2029 Capital Budget by Sub-Program (\$000s)

The following tables provide a listing of capital forecast by sub-program for 2020-2029.

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Storm Sewers											
STM Drainage	0	500	0	0	5,450	0	240	0	0	758	6,948
STM Storm Oversizing	270	270	270	270	270	270	270	270	0	0	2,160
STM Storm Sewer	9,768	17,564	5,642	3,303	2,074	6,227	5,694	5,964	5,580	1,234	63,051
Subtotal	10,038	18,334	5,912	3,573	7,794	6,497	6,204	6,234	5,580	1,992	72,159

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Storm Studies											
STM Studies	1,305	0	1,290	830	1,000	3,000	1,000	100	1,000	100	9,625
Subtotal	1,305	0	1,290	830	1,000	3,000	1,000	100	1,000	100	9,625

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
SWM Facilities and Flood Relief Works											
STM Channelization	0	0	3,100	0	0	0	0	0	0	0	3,100
STM Culvert Improvement	0	0	0	0	0	0	0	0	0	0	0
STM Flood Relief	8,200	8,850	10,180	24,930	12,620	5,900	11,000	11,400	6,100	0	99,180
STM SWM Facilities	2,280	7,950	11,630	6,230	690	6,930	3,951	6,120	17,259	10,770	73,810
Subtotal	10,480	16,800	24,910	31,160	13,310	12,830	14,951	17,520	23,359	10,770	176,090

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Watercourse Erosion Control											
STM Erosion Control	10,610	7,760	8,150	6,410	12,540	7,820	8,910	6,170	9,900	12,400	90,670
Subtotal	10,610	7,760	8,150	6,410	12,540	7,820	8,910	6,170	9,900	12,400	90,670
Total Expenditures	32,433	42,894	40,262	41,973	34,644	30,147	31,065	30,024	39,839	25,262	348,544

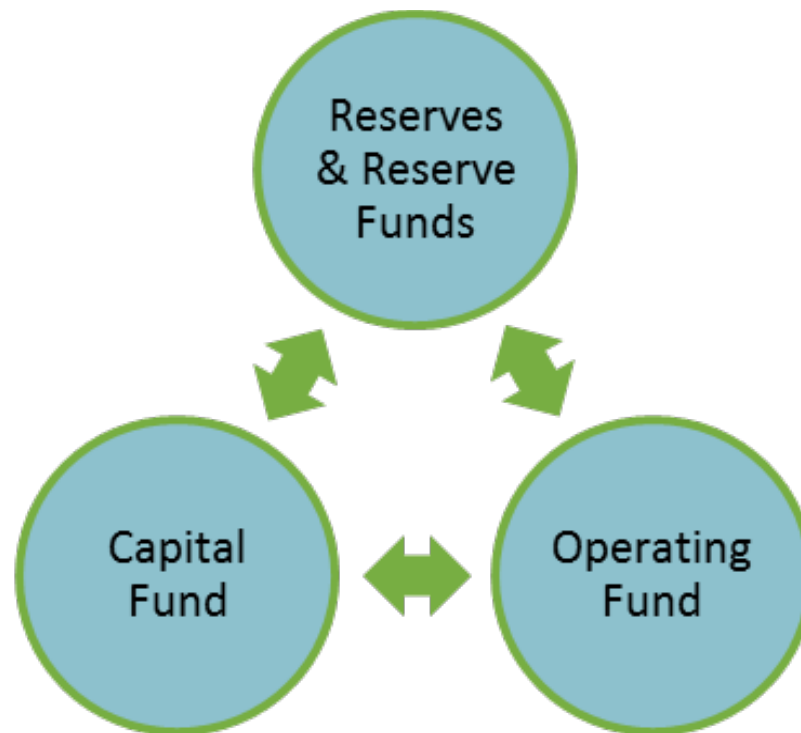
Note: Numbers may not balance due to rounding. Numbers are net.

This page intentionally left blank

Reserves and Reserve Funds

Reserves and Reserve Funds are established by Council to assist with long term financial stability and financial planning. These funds are set aside to help offset future capital needs, obligations, pressures and costs. They are drawn upon to finance specific purpose capital and operating expenditures as designated by Council, to minimize Stormwater Charge fluctuations due to unanticipated expenditures and revenue shortfalls, and to fund ongoing projects and programs.

The following chart shows the relationship between the different funds:



Existing Core Services

Reserves

The Stormwater **Fiscal Stability Reserve** is funded entirely from the Stormwater Operating Budget. If needed, these funds will offset any unanticipated fluctuations in revenue or expenses which occur during the year. It will also provide for costs associated with the implementation of the new Regional water billing system.

Reserve Funds

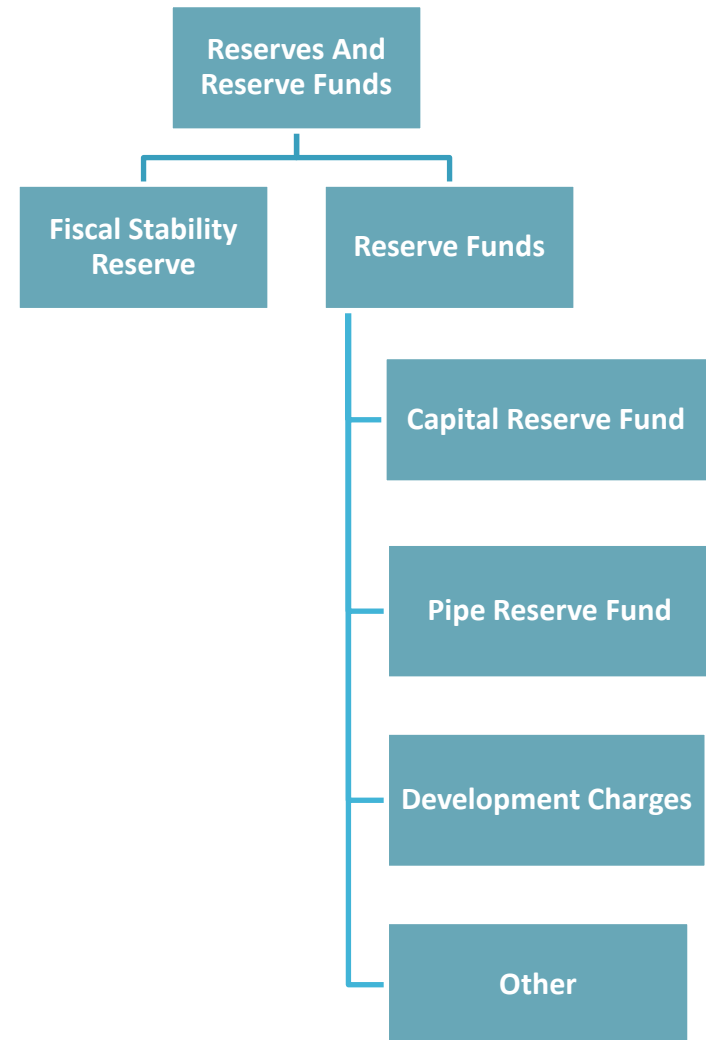
Reserve Funds are segregated, restricted and provide for capital emplacements.

The Stormwater **Capital Reserve Fund** provides funding for infrastructure needs related to ponds and erosion control along watercourses. The Stormwater **Pipe Reserve Fund** provides for the renewal of the City's pipe infrastructure.

The **Development Charges Reserve Fund** accumulates funds collected under the City's Development Charges By-law as permitted under the *Development Charges Act*, 1997 and funds growth-related projects. These funds are obligatory in nature and reported as deferred revenue on the City's Financial Statements.

Additional Reserve Funds included in this Section are:

- Developer Contributions
- Lot levies
- General Municipal Development
- Excess Debt



Forecast Change

The following table provides a summary of the projected 2020 Reserve and Reserve Funds as compared to 2019. Detailed descriptions of each Reserve and Reserve Fund can be found at the end of this section.

Reserve and Reserve Funds Summary

2020 Operating and Capital Reserve Funds	2019 Projected Balance (\$000s)	2020 Projected Balance (\$000s)	Change (\$000s)	% Change
Stormwater Fiscal Stability Reserve	6,684	6,887	203	3.04%
Capital Reserve Fund	30,089	30,489	400	1.33%
Pipe Reserve Fund	14,243	15,089	846	5.94%
Development Charges	32,973	31,857	(1,116)	-3.38%
Other Reserve Funds	23,987	24,717	730	3.04%
Total	107,976	109,039	1,063	0.98%

Note: Numbers may not balance due to rounding

Continuity Schedule of Stormwater Reserve and Reserve Funds

Reserves and Reserve Funds	Balance January 01, 2019 (\$000)	2019 Projected Contributions (\$000)	2019 Projected Expenditures (\$000)	2019 Projected Interest (\$000)	Projected Balance Dec 31, 2019	2020 Projected Contributions (\$000)	2020 Projected Expenditures (\$000)	2020 Projected Interfund Transfers (\$000)	2020 Projected External Sources (\$000)	2020 Projected Interest (\$000)	Projected Balance (\$000) Dec 31, 2020
Stormwater Operating Reserve											
Stormwater Fiscal Stability Reserve	6,684	0	0	0	6,684	0	0	0	0	203	6,887
Total Stormwater Operating Reserve	6,684	0	0	0	6,684	0	0	0	0	203	6,887
Storm Water											
Stormwater Capital Reserve Fund	30,162	24,938	(25,831)	820	30,089	23,618	(23,681)	0	0	463	30,489
Stormwater Pipe Reserve Fund	13,180	6,100	(5,259)	222	14,243	7,100	(6,567)	0	0	314	15,089
Total Storm Water	43,342	31,038	(31,090)	1,041	44,332	30,718	(30,248)	0	0	776	45,578
Deferred Funded											
Development Charges Reserve Fund	32,453	1,682	(2,523)	1,361	32,973	0	(2,185)	0	517	552	31,857
Total Deferred Funded	32,453	1,682	(2,523)	1,361	32,973	0	(2,185)	0	517	552	31,857
Total Other Funded											
Debt Management - Storm Water	944	0	(1,051)	(3)	(110)	0	0	0	0	(3)	(113)
Major Storm Improvement	17,923	0	0	502	18,425	0	0	0	0	560	18,985
Major Watercourses	3,345	0	0	94	3,438	0	0	0	0	105	3,543
Stormwater	2,173	0	0	61	2,234	0	0	0	0	68	2,302
Total Other Funded	24,385	0	(1,051)	653	23,987	0	0	0	0	730	24,717
Total Non-Tax Supported Reserve Funds	106,864	32,720	(34,664)	3,056	107,976	30,718	(32,433)	0	517	2,261	109,039

Note: Numbers may not balance due to rounding.

10-Year Forecast Schedule

Stormwater Capital Reserve Fund

The following table summarizes the Stormwater Capital Reserve Fund opening balances, contributions, withdrawals, allocation to projects and closing balance. This Reserve Fund is used to fund stormwater infrastructure capital repair and replacement costs as well as investments required to ensure that the aging infrastructure continues to operate effectively, especially in light of the increasingly frequent extreme storm events resulting from climate change. The infrastructure contribution is fully funded from the Stormwater Charge. This Reserve Fund funds \$256 million in projects over the 10-year period. The annual Stormwater Charge is forecast to increase to maintain the proposed capital spending included in this plan.

Stormwater Capital Reserve Fund	2020 (\$000s)	2021 (\$000s)	2022 (\$000s)	2023 (\$000s)	2024 (\$000s)	2025 (\$000s)	2026 (\$000s)	2027 (\$000s)	2028 (\$000s)	2029 (\$000s)	2020-2029 TOTAL (\$000s)
Opening Balance	30,089	30,489	30,864	30,928	23,629	17,661	19,528	21,648	23,975	17,971	30,089
Infrastructure Contribution	23,618	23,426	23,239	23,075	23,538	24,009	24,489	24,979	25,479	25,989	241,841
Interest Income (Charge)	463	477	522	292	607	718	796	881	660	806	6,221
Total Available Balance	54,170	54,392	54,624	54,295	47,773	42,388	44,813	47,509	50,114	44,766	278,150
Allocation to Projects	23,681	23,528	23,696	30,667	30,112	22,859	23,165	23,534	32,143	22,843	256,228
Closing Balance	30,489	30,864	30,928	23,629	17,661	19,528	21,648	23,975	17,971	21,923	21,923

Note: Numbers may not balance due to rounding

Stormwater Pipe Reserve Fund

The following table summarizes the Stormwater Pipe Reserve Fund opening balances, contributions, withdrawals, allocation to projects and closing balance. Over the next 10 years, \$48 million in capital projects are planned for the replacement of the City's pipe infrastructure. This estimate is most likely to change with the completion of the City's asset management plan initiative.

The estimated replacement cost of the pipe inventory is \$2.0 billion. In the 2012 Stormwater Financing Study, the sustainable level of recommended funding was \$16 million annually. The annual contributions will amount to \$7.1 million in 2020 and increase to \$16.1 million by 2029. The annual Stormwater Charge will need to increase to maintain the proposed capital spending included in this plan.

Pipe Reserve Fund	2020 (\$000s)	2021 (\$000s)	2022 (\$000s)	2023 (\$000s)	2024 (\$000s)	2025 (\$000s)	2026 (\$000s)	2027 (\$000s)	2028 (\$000s)	2029 (\$000s)	2020-2029 TOTAL (\$000s)
Opening Balance	14,243	15,089	14,679	20,716	30,380	40,705	48,458	57,061	68,204	79,962	14,243
Infrastructure Contribution	7,100	8,100	9,100	10,100	11,100	12,100	13,100	14,100	15,100	16,100	116,000
Interest Income (Charge)	314	283	479	767	1,398	1,781	2,097	2,506	2,939	3,277	15,842
Total Available Balance	21,657	23,473	24,258	31,584	42,878	54,586	63,655	73,668	86,242	99,339	146,085
Allocation to Projects	6,567	8,793	3,542	1,203	2,174	6,127	6,594	5,464	6,280	1,234	47,979
Closing Balance	15,089	14,679	20,716	30,380	40,705	48,458	57,061	68,204	79,962	98,105	98,105

Note: Numbers may not balance due to rounding

Stormwater Development Charges – Stormwater Management

The following tables summarize the Stormwater Development Charges – Stormwater Management Reserve Fund opening balance, contributions, withdrawals, allocation to projects and closing balance. In keeping with the City's Development Charges policy, Development Charges revenues and costs are closely monitored. Projects in the medium and longer term will be re-evaluated as part of the annual budget process.

DCA -Stormwater Management Reserve Fund	2020 (\$000s)	2021 (\$000s)	2022 (\$000s)	2023 (\$000s)	2024 (\$000s)	2025 (\$000s)	2026 (\$000s)	2027 (\$000s)	2028 (\$000s)	2029 (\$000s)	2020-2029 TOTAL (\$000s)
Opening Balance	32,973	31,857	22,792	10,962	3,008	1,518	982	336	11	(689)	32,973
Development Revenue	517	562	617	657	796	600	652	701	733	833	6,668
Interest Income (Charge)	552	451	217	67	37	24	8	0	(17)	(26)	1,314
Total Available Balance	34,042	32,870	23,626	11,686	3,841	2,142	1,642	1,037	727	117	40,955
Allocation Projects	2,185	10,078	12,664	8,678	2,323	1,161	1,307	1,026	1,416	1,185	42,022
Closing Balance	31,857	22,792	10,962	3,008	1,518	982	336	11	(689)	(1,068)	(1,068)

Note: Numbers may not balance due to rounding.

This page intentionally left blank

Appendix 1: Listing of Projects for Multi-Year Funding

The following projects with multi-year funding, which have begun or will commence prior to full funding being allocated, are recommended to be approved to a maximum cost as follows:

Project Number	Project Name	Total Budget	Periods
TWSD00210	Cooksville Creek Flood Storage Facility - Bristol Rd E, west of Kennedy Rd (Frank McKechnie Community Centre)	14,600,000	2020 to 2021
Total		14,600,000	

Existing Projects with Funding Changes Stormwater

Project Number	Project Name	Prior Years Approved budget	2020-2029 request	Total Budget	Periods
TWSD00120	Cooksville Creek Erosion Control - Downstream of Central Pkwy. E. to Mississauga Valley Blvd.	60,000	1,350,000	1,410,000	2019 to 2021
TWSD00206	Applewood Creek Erosion Control - Lakeview Golf Course	450,000	5,150,000	5,600,000	2018 to 2022
TWSD00214	Cooksville Creek Flood Storage Facility - Mississauga Valley	4,190,000	4,700,000	8,890,000	2019 to 2022
TWSD00309	Sawmill Creek Erosion Control - The Folkway to Erin Mills Pkwy	350,000	1,820,000	2,170,000	2019 to 2021
Total		5,050,000	13,020,000	18,070,000	

Appendix 2 – Summary of Reserve and Reserve Fund Transfers

Transfers from the Operating Program to the following Reserve and Reserve Funds in 2020 are:

- \$23,618,066 to Stormwater Capital Reserve Fund
- \$7,100,000 to Stormwater Pipe Reserve Fund

Transfers to and from the Stormwater Fiscal Stability Reserve will be based on actual amounts incurred.

Glossary

Please refer to section “U - Glossary” for corporate and Stormwater-related definitions.