



- * As you wait for the session to start, please go to the conference app and click **Budget Engagement that Works** so you can engage in the session.

Budget Engagement That Works

Gary Kent, City of Mississauga, Canada

Monday, September 26th, 2016

2:30 – 3:40 pm

Role of CAO as CFO

What once may have been seen as the Finance Commissioner or Municipal Treasurer's job is now ultimately the CAO's responsibility. Innovative approaches are the order of the day.

Source: Ontario Municipal Chief Administrative Officer Survey 2016

Gary Kent

Commissioner of Corporate Services and CFO
City of Mississauga, Ontario, Canada

@gkentsco
gary.kent@mississauga.ca



- Passionate about Business Plans and Budgets that:
 - are realistic and aspirational
 - are a quality, trusted product
 - engage all to the extent they wish to be engaged
- Budget Engagement involves more than just with the public:
 - City of Mississauga's journey and a peek at the rest of the world

AUDIENCE POLLING TIME!



Question:

- Have you ever visited Mississauga or the Toronto area? **Yes or No**

Question:

- How many in the audience regularly use these social media tools as part of their budget engagement?

Pick your Top Two (2)

- a. Facebook
- b. Instagram
- c. Twitter
- d. LinkedIn

Today's Agenda

- Budget Engagement Overview
- Where in the world are you with Budget Engagement?
 - Case Study: Mississauga
 - Public Engagement
 - Q & A

Budget Engagement Overview

- Terminology
- Why Engage?

Engagement - Defined

- ‘a two way process involving interaction and listening with the goal of generating mutual benefit’
- ‘to occupy the attention or efforts of a person(s); to become involved; synonyms include: join, meet, interact and promise’

Budget Engagement - Terminology

- open house
- focus groups & surveys
- Deliberative Polling[®]
- consensus conference
- citizen summits
- participatory budgeting

IAP2'S PUBLIC PARTICIPATION SPECTRUM

INCREASING IMPACT ON THE DECISION 

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Source: IAP2 International Federation 2014

Budgets: Why Engage?

- Why spend time on higher levels of engagement?
 - education
 - obtain buy-in
 - build trust
 - transparency
 - innovation
- How much to engage is an important decision:
 - time
 - \$\$
 - impact on the final budget process



ICMA: Smart Cities

- ICMA states that customer / civic engagement is a key to success in becoming a Smart City.

Leadership
Management
Technology
+ Trust

= Smart Cities

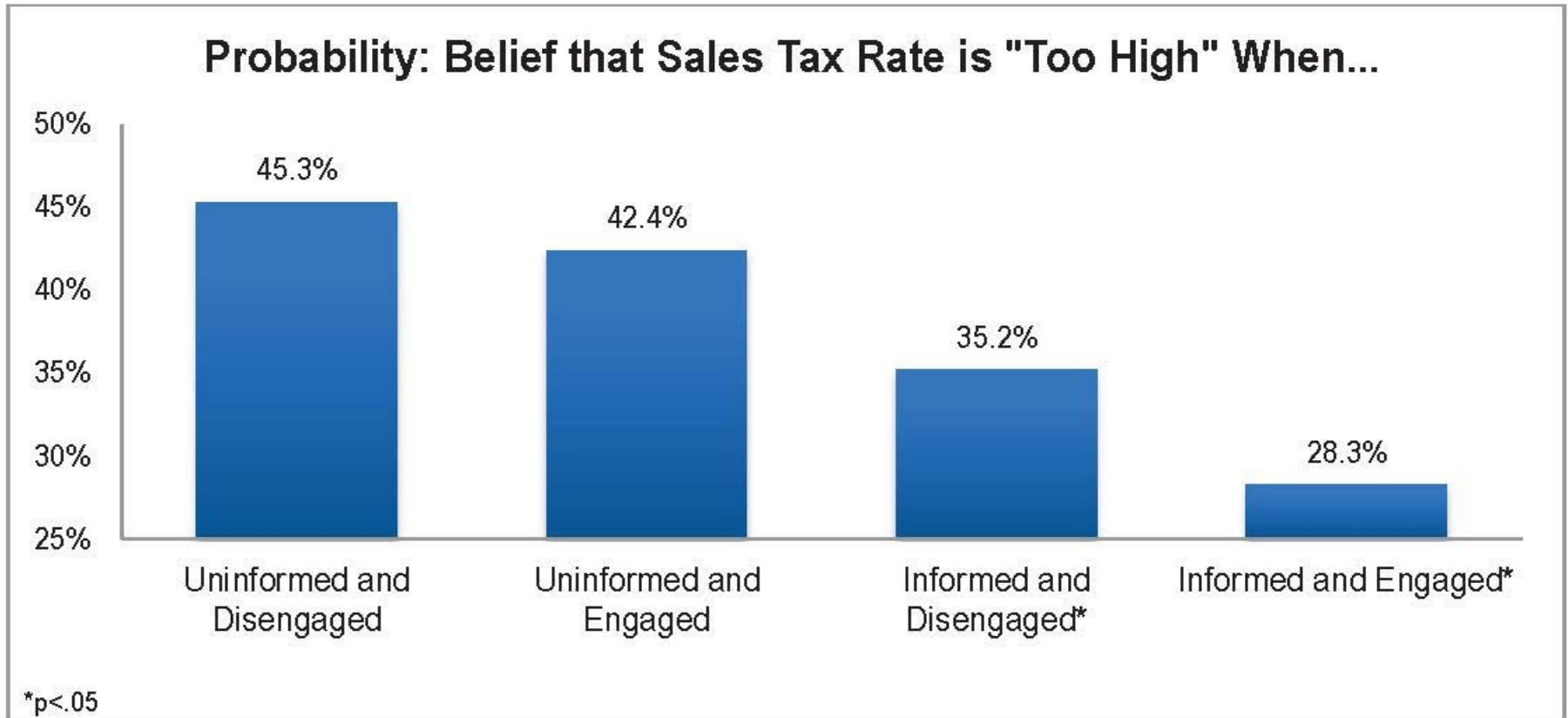


Budgets: Does Size Matter?

Does the size of a local government's budget matter in the question of budget engagement?



Public Response When Engaged – Does it work?



Source: Center for California Studies, Civic Engagement 2013 Survey

Where in the world are you with Budget Engagement?

- Australia
 - USA
 - Brazil
- Canada
 - Others
- Engagement Tools and Re-cap

Geraldton, Australia



Geraldton, Australia

Techniques

- world cafés
- deliberative surveys
- ‘Designing our City’ & other citizen forums
- ‘21st Century Town Meetings’©
- participatory budgeting community panels & software

Geraldton, Australia

Engagement Success Factors

1. committed leadership
2. citizen involvement
3. strong process design

(Source: Local Government Research Collaborative/George Washington University, 2016)

Geraldton, Australia 2010 – 2014 and Today

- Open Day - Geraldton City Centre Revitalization Plan
- city website home page: “Your City, Your Say”
- “Snap, Send, Solve” cell phone app
- CityChat



Washington, DC Engagement on Strategic Plan & Budget



Washington, DC

Techniques (1999 – 2004)

- **‘21st Century Town Meetings’©**
 - 10,000 residents deliberated about the City’s spending priorities
 - a Youth Advisory Council was created and reviewed each City budget before it went to Council for approval

Washington, DC

Engagement Success Factors

1. provided accessible information to citizens
2. ensured 'buy-in' from decision makers
3. invited diverse group of participants
4. optimized the use of technology

Porto Alegre, Brazil

Participatory Budgeting



Porto Alegre, Brazil

Techniques



- participatory budgeting
- government agreed to share power
- thousands of citizens engaged
- well advertised assemblies
- process took a lot of time
- benefits exceeded budget

Porto Alegre, Brazil

Engagement Success Factors



Empowerment

1. changed political culture
2. direct citizen participation
3. transparency
4. results

Engagement Tools

One Size Does Not Fit All

- Denmark: Consensus Conferences
- Calgary, Canada: on-line Graffiti Wall
- London, Canada: “Build a Budget” workshops
- Summerside, Canada: residents attend evening information sessions which features a local comedian for “half-time” show

Engagement Re-cap

- ✓ leaders, local government staff are on board
- ✓ objective for engagement is clear & communicated
- ✓ engagement tools are appropriate
- ✓ diverse population is involved
- ✓ voices are heard

AUDIENCE POLLING TIME!



Question:

Why is Budget Engagement important?

Pick your Top Three (3)

- a. to build trust and cooperation
- b. to comply with policy or legislation
- c. to generate ideas/innovation
- d. to educate the public and share information
- e. to solicit support for plans
- f. other

Question:

How do you best engage stakeholders in your Budget process?

Pick your Top Three (3)

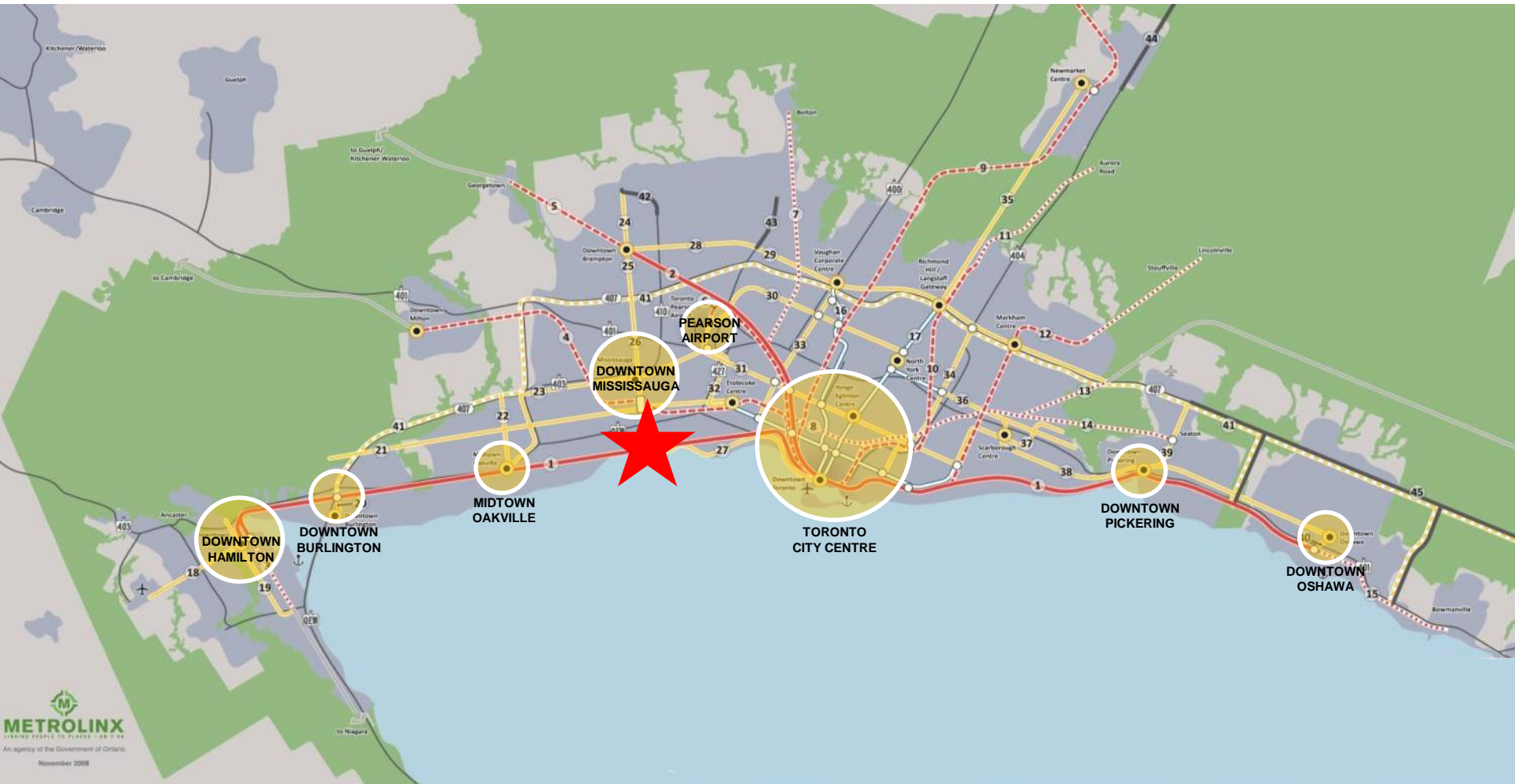
- a. random surveys
- b. invitation to comment on-line
- c. social media (twitter, Facebook, etc.)
- d. traditional media (newspapers, posters, etc.)
- e. 21st Century Town Hall Meetings[©]
- f. open (public) council meetings
- g. other

Case Study: Mississauga

- City of Mississauga Budget Journey
 - Fundamental Starting Points
 - Leadership
- Public Intersection: Staff, Council and Public

City of Mississauga





Our Prominence in the GTA

Mississauga Celebrates



52%
Foreign born

Newcomers choose
Mississauga



480+

Parks and green spaces



Taste the world at
1,200+
restaurants



757,000

Canada's 6th largest city



2nd Inbound
international
air traffic to North America



11 Million
visitors

to City recreation facilities



298 km

Trails and pathways



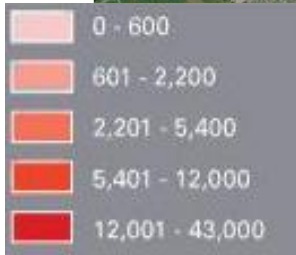
1,278,000+
Attendance at

143 cultural festivals
and events

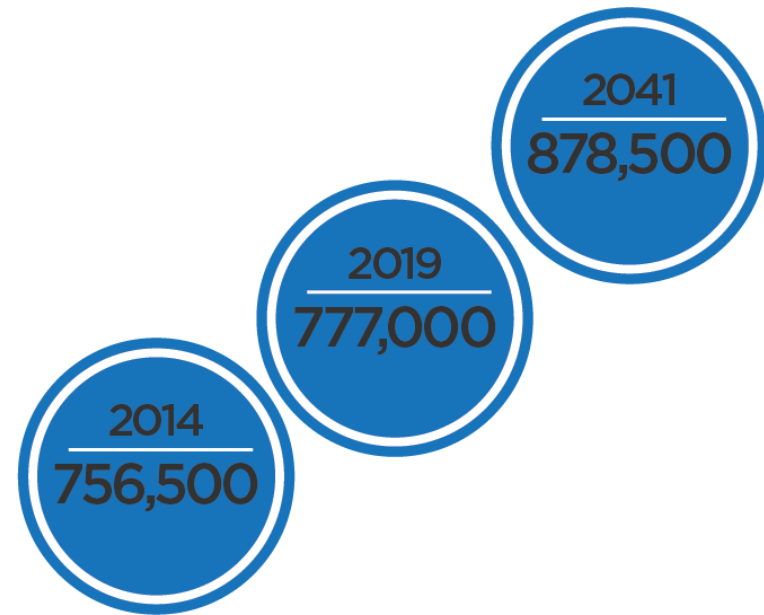
10  and **11** 
Universities colleges
within commuting distance



2041

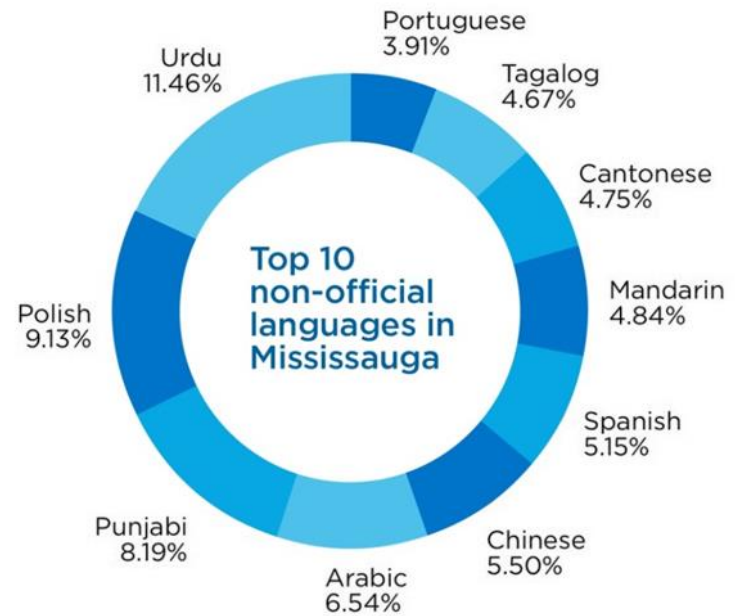
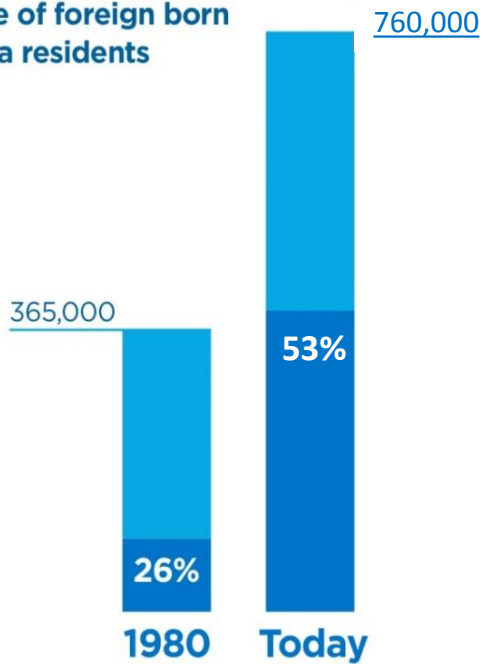


Population Growth to 2041



Mississauga's Diversity

Percentage of foreign born Mississauga residents



130 languages spoken in Mississauga

Mississauga's Budget (2016)

\$723.1 M operating budget

\$218.5 M capital budget

\$941.6 M TOTAL GROSS BUDGET

- \$8 B in assets
- 5,272 full-time employees (almost 8,000 employees when seasonal, contract and part-time staff included)

10 Years Ago

- departments not services
- budget not business plan
- short term funding not long term strategy
- budget managers not service area leads
- easily shifted off-course
- limited social media
- an accounting exercise

How do we get to a comprehensive, cohesive and quality budget and business plan?

What are we trying to achieve?

- maintain public trust
- quality of life for community and employees
- demonstrate excellence in public administration:
 - what is in our plan and who needs to know?
 - tell our story using plain language



Starting Points

- leadership!
- a method to ensure same thinking across the corporation (5 departments with 27 divisions)
- a schedule, plus tools and tactics, that allowed time for deep discussion
- openness for cross-scrutiny of budgets

Starting Points



Strategic Plan



Vision

Our Future Mississauga Strategic Plan

Strategic Pillars for Change



actionplan

City Initiatives:



visioncooksville



Partnerships:





I.T. Master Plan



Communication
Master Plan



H.R. Master Plan

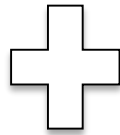
Key Strategies Developed

- Asset Management Plan
- Long Term Financial Plan
- Bargaining Strategy
- Workplace Diversity Strategy
- Records Management Strategy
- Social Procurement Framework
- Digital Modernization Strategy
- Customer Service Strategy
- LEAN Implementation
- OFC Workplace Modernization

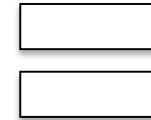
Starting Points



**Ambitious
Strategic Plan**



**Resource
Limitations**



**Process Needed
to Change**

Leadership: Setting Priorities



Business Plan Priorities

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

Leadership: Business Plans First

How would you approach a bank manager with an ambitious project or purchase?



Standard Business Plan: Table of Contents

- **Existing Core Services:**
 - Vision, Mission, Service Delivery Model
 - Goals of Service
 - Looking Back
 - Existing Service Levels, Trends, Benchmarks & Efficiencies
 - Engaging Our Customers
 - Opportunities and Challenges
 - Maintaining Our Infrastructure
 - Implementing the Strategic Plan

cont'd:

Standard Business Plan: Table of Contents

- **Required Resources:**
 - Facilities & Equipment
 - Technology
 - Human Resources
- **Proposed Operating & Capital Budgets:**
 - Operating
 - Budget Requests
 - Capital
- **Performance Measures:**
 - Balanced Scorecard

Staff Engagement: Tactics

- entrench staff across the corporation in the business planning process
- leadership in adhering to all deadlines
- stop silos: service areas not divisional budgets

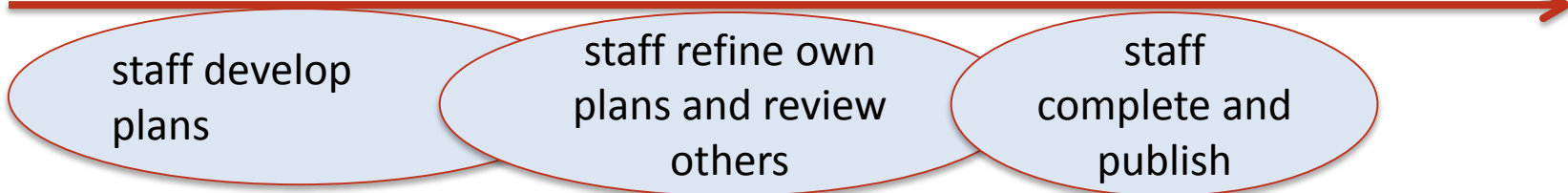


Annual Schedule

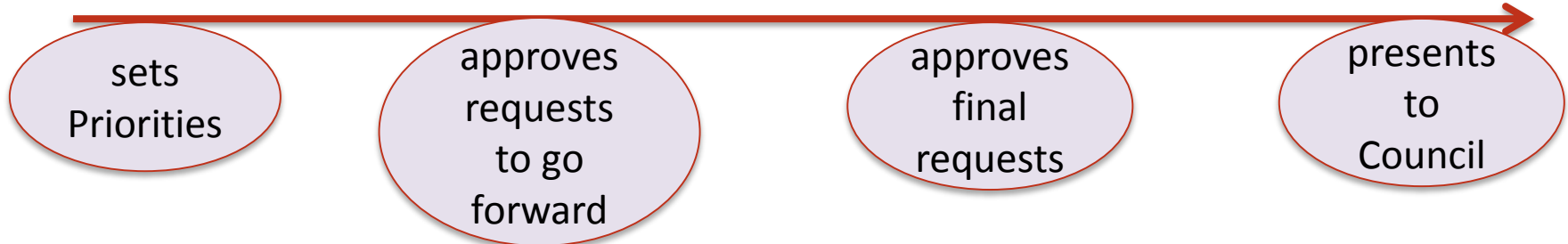
JAN.

Staff

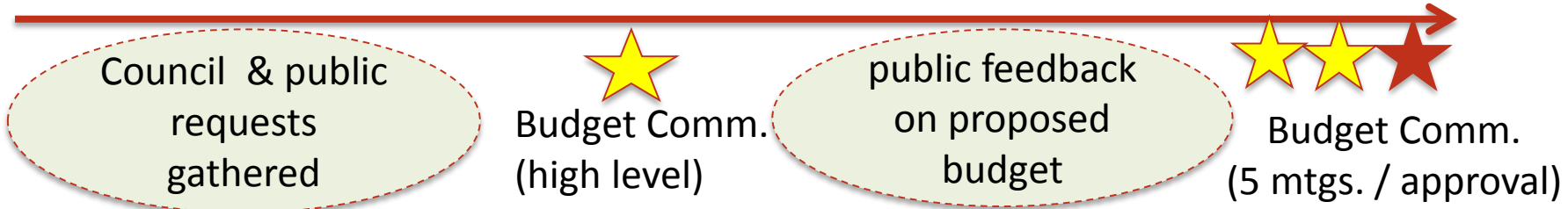
DEC.



Leadership Team

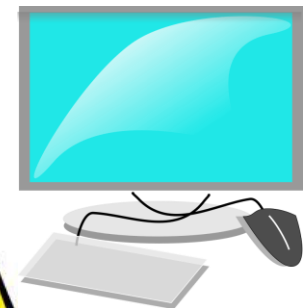


Council / Public



Staff Engagement: Tools

- staff guidebook
- templates for business plans, new requests
- detailed calendar with drop-in sessions and regular meetings
- SharePoint site for all participants
- finance staff expertise



Public Engagement

- Council Engagement
- Public Engagement

Who do we want to engage?

Group 1 – Basic Users

- Spend 1 minute or less on our site
- Easy to understand, approachable content



Goal : Convert basic users to engaged users

Group 2 - Engaged Users

- 5 – 15 minutes on site – 1 click into site
- Use Budget Allocator Tool and / or send in questions/comments

Group 3 - Detailed Researchers

- Will read the full budget document and/or other related materials

Based on City's current website user analytics. (2014)

Council Engagement

- recognition of requests throughout the year
- individual meetings with Councillors
- at first Budget Committee (public) meeting in June:
 - trends
 - ‘flavour’ of the annual tax increase

Council / Public Engagement

Business Plan information absorbed from many sources:

- public meetings throughout year on all major planning and capital initiatives
- Council meeting reports and discussions
- website (in plain language) & social media
- videos
- budget allocator
- on-line comment area (posted on website)
- tele-town halls
- student outreach
- open data (new for 2016)

Council / Public Engagement

On-line Videos

Videos: Your City dollars at work


- [Fire & Emergency Services](#)
- [Roads](#)
- [MiWay - Transit](#)

2016 Budget

Where are your 2016 dollars spent?




Budget Allocator



How would you spend the City's 2016 budget?

When the City was considering the 2016 budget, we invited residents to use this budget allocator tool to share their opinions and comments.

Mississauga is not considering a budget right now, but the allocator will stay online as an information tool. The information in it pertains to the [2016 budget](#), which was finalized December 9, 2015. You can still make choices and view the results of those choices, and learn how service levels impact the City's operating budget.

To use the budget allocator: review the budget options for each of the ten service areas below, and select the option that best matches your preferences. If you would like to leave a comment about your choice, click on the grey comment icon  to the right of the option you selected.

The City's annual operating budget is around \$700 million. Of that, about \$412 million came from property taxes in 2015. The 2016 Budget Allocator allows you to view what would happen if you could make adjustments to ten of the day-to-day services that impact you the most. Please note that we have not included some of our fixed costs, and that many additional service areas and factors were taken into consideration as we developed the [full budget for 2016](#).

MIWAY

Transit Operations and Maintenance

Increase proposed spend by 5% \$74.10m

Could add 72,000 service hours: up to 26 more peak and off-peak buses; up to 11 more weekend buses; two new express routes; improve frequency of midday service on six routes; one new Saturday route...[Read More](#)

BUDGET ALLOCATOR


Budget
\$313.84m

Your Spend
\$0

You are under budget

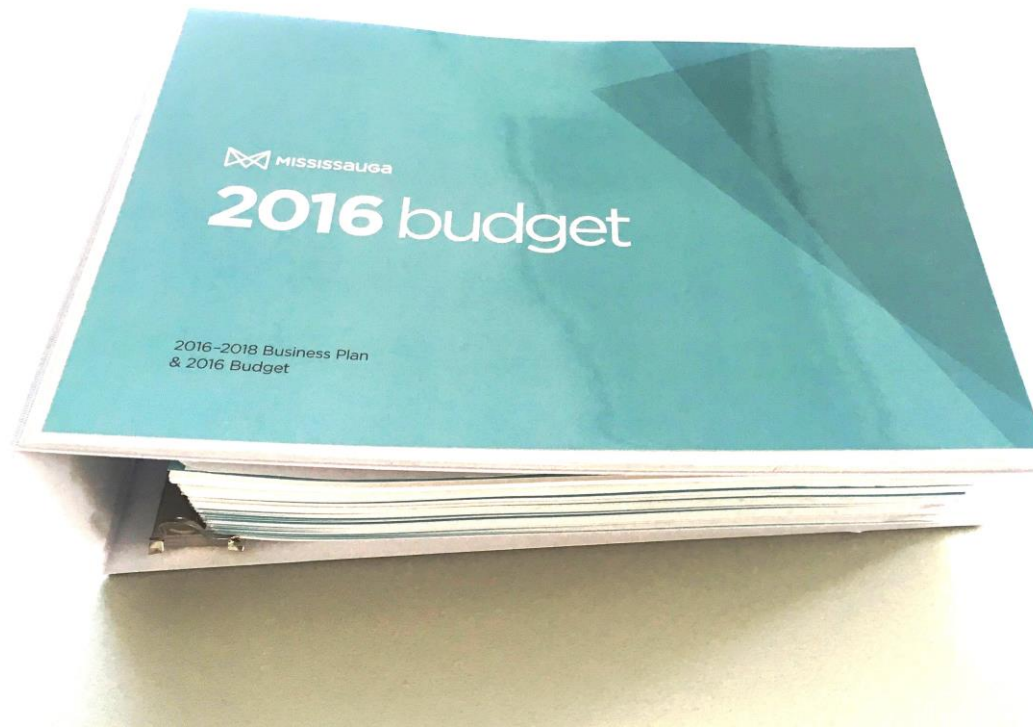
Based on the choices you made, the proposed municipal tax budget would decrease by **72.26%**. A 1% change to the total proposed budget equals about \$23 per year on an average single family detached home.

Thank you for sharing your opinion with us.



mississauga.ca/budget

Council / Public Engagement: Final Approval



Mississauga ... Does it work?

- Mississauga Citizen Survey (2012 & 2015) included Communications & Engagement
- Employee Engagement Survey (2012 & 2015)
- Mayor and City Councillors Survey (May 2016) regarding Public Engagement on 2016 Budget

Budget Messages Reach

Budget messages reached **4.5 million** exposures through various communication tactics:

- Print media, screens and signs: 4.5 million
- 32,500 people via the budget website, on-line budget allocator, Tele-Town Halls and student out-reach sessions
- Social Media visitor reach:
 - Twitter: 32,500
 - Facebook: 59,000
 - Email blast to City subscribers re: Budget Allocator: 34,000



Final Thoughts

Times are a changing!



Budget Engagement Final Thoughts

- ✓ **Leadership** is essential for success
- ✓ **Plan** and then budget
- ✓ **Diversify** engagement outreach
 - tools & techniques
 - stakeholders, marginalized citizens
- ✓ **Measure** engagement results

AUDIENCE POLLING TIME!

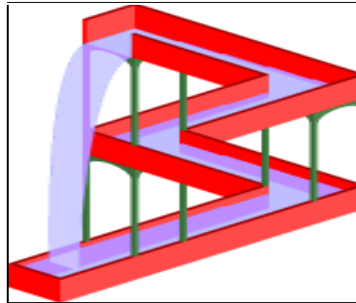


Question: How do you describe your budgeting approach? **Pick One (1)**

a. process & final product is **amazingly good**



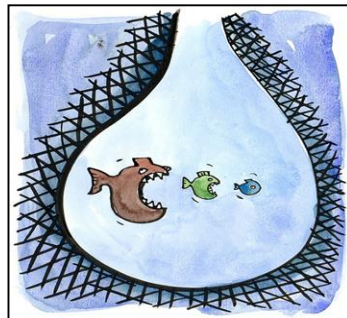
b. process **generally works** but no one can explain it



c. Staff **constantly worried** about the next difficult situation / request



d. **trapped** in a process with top officials leading from behind



e. **little interest** in the process by staff, officials and public



f. **Other**

Thank you!

Comments or Questions?

Website: www.mississauga.ca/portal/cityhall/budget

Facebook: [Facebook/citymississauga](https://www.facebook.com/citymississauga)

Twitter: [Twitter/citymississauga](https://twitter.com/citymississauga)