

Appendix 2 – Summary of Program Changes

Business Plan & Budget Book 2011-2014

Business Services - Service Summary 2011-2014

Category	FTE	2011	2012	2013	2014	Total Operating	Total Capital
Efficiencies	5	(35)	0	155	300	420	4,458
Service Level Adjustments	(1)	(85)	0	0	0	(85)	0
Growth	5	362	326	4	0	692	0
New Service Levels	6	87	477	56	(29)	591	1,445
Reserve Fund Transfers	0	0	0	0	0	0	0
Capital Only	0	0	0	0	0	0	250
Total Service Budget Impact	15.8	329	803	215	271	1,618	6,153

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Business Services - Service Summary 2011-2014

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
6	Business Services	Call Logger application for the 311 Call Centre	Efficiencies	0.0	0	0	0	10	10	0
22	Business Services	Automate Security Deposit Refunds into SAP Accounts Payable	Efficiencies	0.0	0	0	0	0	0	50
111	Business Services	Enhance Investment and Cashflow Management via Investments Portfolio Administration System	Efficiencies	0.0	0	0	0	0	0	0
356	Business Services	Implement new SAP modules, systems as recommended by Finance E3 Review	Efficiencies	4.5	0	0	155	155	310	3,000
489	Business Services	Review of Front End Procurement Software	Efficiencies	0.0	0	0	0	80	80	632
490	Business Services	Purchase of Time Tracking Software (docketing system)	Efficiencies	0.0	0	0	0	0	0	50
492	Business Services	Conversion of Material Management access database to Project Management software	Efficiencies	0.0	0	0	0	0	0	50
494	Business Services	Conversion of Accounts Receivable Access Database to SAP	Efficiencies	0.0	0	0	0	0	0	100
498	Business Services	Upgrade of Central Cashiers cashiering system	Efficiencies	0.0	0	0	0	0	0	326
502	Business Services	Reduce Utilities Costs in Central Stores	Efficiencies	0.0	(35)	0	0	0	(35)	0
572	Business Services	Invest in Workforce Management Software to better allocate 3-1-1 call centre agents	Efficiencies	0.3	0	0	0	55	55	250

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Business Plan & Budget Book 2011-2014

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BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
		Subtotal	Efficiencies	4.8	(35)	0	155	300	420	4,458
34	Business Services	Reduce Size and Printing of 2011 to 2014 Business Plan and Budget book	Service Level Adjustments	0.0	(4)	0	0	0	(4)	0
392	Business Services	Printing Production Efficiency Initiative	Service Level Adjustments	(0.6)	(26)	0	0	0	(26)	0
503	Business Services	Redesign Tax Bills	Service Level Adjustments	0.0	(2)	0	0	0	(2)	0
514	Business Services	Reduce frequency of tax overdue notice mailings	Service Level Adjustments	0.0	(28)	0	0	0	(28)	0
561	Business Services	Cost Reduction Options For Communications	Service Level Adjustments	0.0	(25)	0	0	0	(25)	0
		Subtotal	Service Level Adjustments	(0.6)	(85)	0	0	0	(85)	0
25	Business Services	To improve the effectiveness of the Payroll Section	Growth	1.0	46	46	0	0	92	0
27	Business Services	Sustain and Maintain Current Finance Administration Support for 8 managers and 48 Staff	Growth	0.4	0	35	0	0	35	0
28	Business Services	Ensure SAP Payroll System is properly supported by the Financial Systems Support Team	Growth	1.0	80	25	0	0	105	0
485	Business Services	Talent Management/Leadership Development Initiatives	Growth	0.0	0	5	0	0	5	0

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BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
535	Business Services	Assess and evaluate current Corporate wide health and safety program	Growth	0.0	0	50	(50)	0	0	0
537	Business Services	Enhance Efficiency of HR Team By Addressing Administrative Support Needs	Growth	1.0	55	0	0	0	55	0
538	Business Services	Compensation Program Update	Growth	1.0	75	0	0	0	75	0
545	Business Services	Maximize Support Provided within Disability Management Program	Growth	0.0	0	5	0	0	5	0
546	Business Services	Management of Organizational Development Initiatives	Growth	1.0	61	61	0	0	122	0
592	Business Services	Ongoing support and sustainment of corporate knowledge base "KB City"	Growth	0.0	45	99	54	0	198	0
		Subtotal	Growth	5.4	362	326	4	0	692	0
12	Business Services	Improve insurance claim management, avoiding additional external adjuster costs	New Service Levels	1.0	0	100	0	0	100	0
20	Business Services	Improve and Standardize Budgeting Process by Implementing an Integrated Budget System	New Service Levels	1.0	0	175	0	0	175	0
23	Business Services	Enhance financial policy and grant management within the Finance Division	New Service Levels	1.0	0	75	25	0	100	0

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BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
482	Business Services	Staff resources to support IT capital procurements	New Service Levels	0.0	0	0	0	0	0	186
483	Business Services	Staff resources to support Recreation and Parks construction procurements	New Service Levels	0.0	0	0	0	0	0	124
486	Business Services	External Video Streaming	New Service Levels	0.0	7	2	1	0	10	25
495	Business Services	TXM - Refinement of Pre-Authorized Payment Plan	New Service Levels	0.0	0	0	0	0	0	0
496	Business Services	TXM - Development of Collections Module	New Service Levels	0.0	0	0	0	0	0	250
497	Business Services	E-tax forms integration with TXM	New Service Levels	0.0	0	0	0	0	0	50
501	Business Services	Implement Electronic Tax Bills	New Service Levels	0.0	0	0	0	0	0	50
531	Business Services	311 Self Serve on eCity	New Service Levels	1.3	0	0	0	31	31	220
536	Business Services	Complaint/Harassment Investigator	New Service Levels	1.0	0	100	0	0	100	0
544	Business Services	HR Process Review	New Service Levels	0.0	50	(50)	0	0	0	0
552	Business Services	Review current performance management process.	New Service Levels	0.0	0	75	0	(75)	0	0
555	Business Services	Develop Focused Departmental Wellness Programs	New Service Levels	0.0	0	30	(30)	0	0	0
560	Business Services	Communications Division Master Plan	New Service Levels	0.0	30	(30)	60	0	60	50

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BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
566	Business Services	Consolidation II - Full Consolidation of Animal Service Telephone Inquiries	New Service Levels	0.0	0	0	0	15	15	90
573	Business Services	Consolidation II - Recreation & Parks Registrations and Booking Inquiries into 311	New Service Levels	0.0	0	0	0	0	0	150
574	Business Services	Invest in Cisco Call Centre Reporting Tool	New Service Levels	1.0	0	0	0	0	0	250
		Subtotal	New Service Levels	6.3	87	477	56	(29)	591	1,445
018	Business Services	Develop a Long Term Financial Plan/ System to	Reserve Fund Transfers	0.0	0	0	0	0	0	0
7	Business Services	Improve Insurance Claims Management with a	Capital Only	0.0	0	0	0	0	0	250
Total Service Budget Impact				15.8	329	803	215	271	1,618	6,153

Business Plan and Budget

City of Mississauga

Budget Request # 6

Description of Proposed Initiative

Call Logger application for the 311 Call Centre

Service Area

Business Services & Corporate Assets

Customer & Business Services

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	10
Net Cost					
Funded from	0	0	0	0	10
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved	75				
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The implementation of Call Logging for the 311 Call Centre is planned for 2013 forming part of the quality assurance program and for dispute resolution. Call logging is a standard, important and valuable call centre technology considered by many to be an indispensable support tool. Call logging allows calls to be recorded for quality assurance, verification purposes and dispute resolution. The Call Logger, planned for 2013, will have the capacity to record all inbound calls to support follow up on citizen disputes or complaints and monitoring of the quality of customer service provided by 311 Customer Service Advisors (CSA).

Funding for the Call Logger was planned for as part of the Call Centre Consolidation initiative with \$75,000 already allocated in PN 7533. The technology planned will be the same as what is in place for call logging at the Transit Call Centre. An Operating Budget allocation of \$10,000 has been estimated in 2014 for the ongoing system maintenance fee of the Call Logging system.

Call Logging supports 311 Call Centre Operations in the following areas:

Quality Assurance

With call logging supervisors and managers can easily and quickly retrieve, review, and evaluate CSA calls to determine if accurate information was provided, customer service skills were effectively used and service request service levels and commitment were conveyed correctly.

Verification

Call logging enables the verification of information communicated, such as relaying citizen outstanding tax information or stages of a parking ticket infraction / consequences. Verification can be used to assess call types where error rates may abnormally high and could be used to assess and employ changes to Knowledge Base and Standard Operating Procedures. By recording all inbound calls it can be assessed that the caller understands the information and has been correctly informed.

Dispute resolution

The voice recording of a call is useful for dispute resolution where neither party can corroborate their own account of what happened. The process of call handling will have a small percentage of errors given the

nature and complexity of information and services handled. Customers may also dispute what was conveyed on the phone or feel they were misinformed. According to industry statistics, these types of disputes are resolved successfully with the majority (90 to 95 % of call dispute situations) in favour of the CSA..

Call logging and recorded calls will align with the Public Complaints Procedure Policy 03-03-09 that allow complaints for up to 1 year from date of incident at which point they will be destroyed unless they form part of an active file.

Service Impact

The introduction of Call Logging will improve the quality of Customer Service and will enable verification of information and dispute resolution that is fair and equitable to the customer and staff. Call Logging was identified as a required and key technology of the Call Centre Consolidation initiative and supports both the Customer Service Strategy mission statement "to provide responsive, seamless and easily accessible customer service" in addition to item 3.6 of the strategy, *Quality Assurance*.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 7

Description of Proposed Initiative

Improve Insurance Claims Management with a Riskmaster System Upgrade & WebForm

Service Area

Business Services & Corporate Assets

Finance

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00%	0.00%	0.00%	0.00%
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	250	0	0

Details of Service Change

Today there is a fragmented service level with respect to data entry and reporting between Risk Management and Transit. Risk Management is entering data, including attachments, incidents, claims and notes into a system called Riskmaster. Transit is entering incidents, not attachments and follow-up notes due to system limitations, into a system called AIR. This is an in-house developed system. Both systems are currently no longer being supported, thus integrating these two systems is not an option. In the case of Riskmaster, there is a replacement version that is web based which is the system Transit and Risk Management are seeking to upgrade to.

Risk Management responds to claims throughout the organization. Many of the claims and incidents relate to the City's transit operation. In most cases, Transit is entering data into their system. Depending on the incident or whether the City receives a notice of claim, Risk Management requests the information from the AIR system and re-enters it into the Riskmaster system. Risk Management also requests information that Transit is storing in other systems. This unconsolidated approach to data management creates additional staff work in order to request, locate, download and re-enter data into another system. For example, if systems were to be consolidated, Risk Management would not need to contact Transit (except in a much more limited way, for example, to schedule an interview with a driver) and the data would already be in the system. Furthermore, organizing data and report creation is very difficult if not impossible to do using multiple non integrated systems. Comprehensive reports are a key tool in identifying and responding to areas of concern as well as areas of opportunity.

Since Transit and Risk Management also work with Security and Health & Safety, they too would have the option of having access to the system to enter information and run reports, thus increasing the overall level of reporting. Since this initiative was to have been completed in 2009, Transit, Risk Management and IT staff have already met and coding and business processes completed. Both Security and Health & Safety staff have also participated in the meetings in order to provide them with information on the Riskmaster system and strategy being taken with an option to also use the system.

Riskmaster is a licensed product that is supported by a company called CSC. CSC is a global corporation with over 90,000 employees and has been in business since 1959. Since attaining the Riskmaster product, CSC has developed several versions and in the last 5 years, has moved to a more powerful and flexible web based version. For example, even though the system would be used by different departments in the City, the look of the system and the information being displayed could be modified to meet the needs of each department. Riskmaster is being used by the TTC, City of Brampton, Region of Peel, Region of Durham and City of Hamilton. The City and TTC have used Riskmaster since 1996 and Brampton, Peel and Durham chose to proceed with Riskmaster following a competitive procurement process that took place in the last 4-years. For maintenance and support reasons, there are advantages in proceeding with a program that has had a successful track record and used by transit authorities/municipalities in

the GTHA. For example, the municipalities could contact each other for assistance on various uses of the system. In the US there are Riskmaster user groups, an advisory council and executive forums, bringing together nearly 500 organizations representing more than 15,000 users. Attempts are currently being made to start an Ontario / Canadian user group forum.

In addition to the Riskmaster system, this initiative will include the creation of web forms that once completed, will interface with the Riskmaster system, thus reducing data entry time and reducing the cost of purchasing licenses for all City staff that would enter data into the system. Web forms will replace Transit's current paper based forms, thus reducing the need for paper, photocopying (time to photocopy & cost of photocopy) and benefiting the environment. Eventually, Risk Management will be providing a web based form option for its existing forms (Form 103 & 352). Having departments complete the web based forms will allow Risk Management to efficiently and accurately record and report on non-Transit related incidents, for example, the frequency and cost of vandalism incidents or the number and type of swimming related incidents. Such information will assist applicable City departments in identifying and responding to areas of concern as well as areas of opportunity.

New budget / expenditures required \$250,000. \$130,000 was previously in the budget as this project was to take place in 2009, but subsequently removed. The \$250K will be funded entirely from the capital budget. Capital expenditures include consulting costs to upgrade the current Risk Master System. There are no projected staffing or operating expense impacts.

Service Impact

Risk Management, Transit, and other departmental client groups will appreciate an improved risk management system and insurance webform that interfaces directly with the insurance system. Some of the benefits include improved reports, more efficient data entry, paper reduction, reduced emails, better information management, etc.

Comments

This project was originally planned to occur in 2009 / 2010 and has since been deferred to 2012 under this Business Plan, due to other business planning priorities.

Business Plan and Budget

City of Mississauga

Budget Request # 12

Description of Proposed Initiative

Improve insurance claim management, avoiding additional external adjuster costs

Service Area

Business Services & Corporate Assets

Finance

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	274	0	100	0	0
Net Cost					
Funded from	274	0	100	0	0
Tax Levy					
Net Impact on Tax Levy		0.00%	0.03%	0.00%	0.00%
FTE	3	0	1	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Risk Management Section is currently supported by three full-time staff (a Manager of Risk and Insurance, one Claims Coordinator, and one Claims Analyst). Due to the high outstanding claim workload, the Risk Management Section must also rely on the services of an external claims adjuster. Approximately 90 files are currently handled by an external claims adjuster, at an annual cost of \$90,000 per year.

Currently, there are approximately 645 open claims managed by the Risk Management Section, with the amount of outstanding claims anticipated to increase in the future.

- Approximately 255 claims are non-litigation.
- Approximately 150 claims are related to accident benefits.
- Approximately 240 claims are in litigation.

The Risk Management Section manages all outstanding claim files, sets risk management and insurance strategies and processes across the Corporation, provides guidance and direction for legal assistance, assigns excess claims to external adjusters if required, and authorizes settlement payments.

A municipal benchmarking survey confirmed that the City's staff complement for Risk Management Services is low for the size, complexity, and amount of claims handled by the City. On average, insurance industry claim adjusters generally manage approximately 130 to 160 open files at any one time. Currently, the existing Risk Management Section handles on average 185 claims per person, well above the industry average. An additional 90 plus claims are also handled by an external claims adjuster. Finance believes the average number of claims handled per person should be reduced to more acceptable and manageable industry levels to ensure an effective and efficient operation.

Therefore, the Risk Management Section proposes to add another Claims Analyst to help support the growing claim submissions and to help reduce the current outstanding workload on other staff members. This internal resource will also help the Risk Management Section minimize the amount of claims assigned to external claim adjusters. The external claims adjuster cost to support the increased workload shift would be approximately \$150,000 per year if an additional internal position was not available. As an

alternative solution, Risk Management can add a full-time resource at a cost of \$100,000 per year to help balance the workload within the section and deal with growing claim submissions.

The Risk Management unit has increased by only one staff in the last ten years. Risk control and risk financing are also important functions within the Risk Management Section. Over the past few years, the increasing number of City contracts, projects, regulations, by-laws and departmental risk management and insurance demands have placed a significant workload burden on the Risk Management Section in addition to the outstanding claim management. For example, the number of City contracts being initiated or renewed has increased exponentially over the years. Risk Management is responsible for reviewing the insurance and indemnity clauses of these contracts, reviewing insurance certificates, and meeting with the respective parties when there are issues.

Request:

Claims Analyst, salary grade E, \$75,000 per year. Budget \$100,000.

If the additional workload was pushed over to the external adjuster for handling, this would cost \$150,000 per year versus the cost of adding one full-time complement.

Service Impact

The new Claims Analyst position will allow the insurance claim workload to be redistributed and reduced to manageable levels per FTE.

Any incremental increases in insurance claim files can now be managed internally without assigning out to an external claims adjuster at a higher administrative cost per file.

With an additional resource, the Manager, Risk and Insurance can free up time to be more proactive with risk management and insurance practices and strategies across the Corporation and to devote more time to complex litigation files.

Comments

New Request.

Business Plan and Budget

City of Mississauga

Budget Request # 18

Description of Proposed Initiative

Develop a Long Term Financial Plan/ System to support LT financial planning initiatives

Service Area

Business Services & Corporate Assets Finance

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	75	0	-75
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Long Term Financial Plan will provide a framework that will assist City staff in providing long term financial information to the Council, public and senior levels of government.

It is comprised of 4 component parts: 1. creating new financial policies 2. adequacy of existing Reserve Funding 3. actual financial model/system 4. communication and education.

1. Creating New Financial Policies

This first step involves bringing a high level description of various fiscal policies which will be expanded into formal bylaws or policies over the next several years. Finance hopes to complete the initial corporate report for LT starting in 2010. Today, Council has approved several high level concepts such as "Do not raid reserves", "Growth pays for itself", etc. The high level descriptions would deal with such principles as revenue pricing principles, debt (including maximum repayment level, smart debt), operating impacts of each new facility that will include asset replacement costs.

2. Adequacy of Existing Reserve Funding

This section will deal with the amount of funding required to meet the City's long term liabilities related to maintaining the City's capital assets as well as provisions required to mitigate potential operating uncertainties. The scope of the work will include a long term financing plan to ensure that the City's assets are adequately maintained. It will also ensure the minimum and maximum funding levels associated with the City's Operating Reserves.

3. Actual Financial Model/System

Information obtained in part 1 and 2 of this note will be used to create a 10 year financial model which demonstrates the impact of all of these components as well as fundamental service level increases and new growth facilities such as BRT, Fire Training Centre, etc. A new Budget System will be a major tool in developing the long term financial model which will provide a longer term perspective in tax rate management.

4. Communication and Education

Although this is the last piece presented, it will be a part of the ongoing communication with Council and the public. Also, this piece can address wider scope economic issues related to the community as a

whole, such as, impacts from employment, demographics, education levels, inflation, construction costs etc.

Finance needs a long term financial planning tool that integrates into the business planning process and budgeting process, with a longer term financial vision and plan. It will allow for planning scenarios to help set or establish current planning requirements as well as providing a long term plan for managing tax rate increases.

The total cost for this initiative is \$150,000, spread over two years. The \$150,000 will be used to acquire a consultant to help design and build a forecasting model. The cost for this initiative will be funded through Reserve Funds (i.e. Capital). Finance hopes to leverage the new budgeting system in this process. Existing resources will be used to support the model review/development.

As internal staff are unable to complete the implementation of the E3 recommendations for a new system at the same time as this initiative, this note assumes that the majority of the work will be completed by an external consultant with a full time staff person assisting them on a part time basis (this will need additional resources).

Service Impact

This plan will better allow City to clearly determine the City's needs over a 10 year planning horizon as well as assisting Council to understand the long term impact of their decisions today.

Comments

New request.

Business Plan and Budget

City of Mississauga

Budget Request # 20

Description of Proposed Initiative

Improve and Standardize Budgeting Process by Implementing an Integrated Budget System

Service Area

Business Services & Corporate Assets

Finance

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	652	0	175	0	0
Net Cost					
Funded from	652	0	175	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.06 %	0.00 %	0.00 %
FTE	6	2	-1	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	750	0	0	0	0

Details of Service Change

An integrated budget system will significantly increase the efficiency and effectiveness of the business plan and budget preparation process. The current process relies almost entirely on excel spreadsheets, and is very labour intensive. Changes cannot be implemented quickly and potential for errors is great, as data is transferred back and forth from R3 to spreadsheets. An integrated system would have all data in one system, provide a single point of entry, and free up expensive financial analyst time for analysis rather than data entry. While it will not reduce staff resources it will reduce future staffing requirements and improve information quality. The system will integrate current and capital budgets and support long term financial planning. Ideally an RFP should be issued in 2010 and system implementation will take place in early 2011. The system should provide the following:

- creation of detailed notes on initiatives for either business planning or business as usual as part of the pre-budget work done in the spring which directly integrates into the detailed budget creation
- capital budgeting which links operating and capital costs as well as funding sources, project descriptions and attributes, continuity schedules, debt modeling, etc. Operating data for capital initiatives can automatically be populated into operating budget
- allow for shifting of timelines for projects without having to re-enter data
- allow single point of entry and ability to "approve" or "not approve" initiatives, but retain data for future years
- allows for attributes to be attached to capital projects to support ad hoc reporting
- provides for various hierarchies so that budget data can be viewed by department, service, expenditure type
- support ad hoc reporting to meet senior management needs
- This information will be captured in such a way as to allow Finance to run scenarios under various assumptions (eg. construction costs increase by 3% vs 5%, diesel fuel at \$0.10 vs \$0.05 per litre)
- features salary and wage forecasting based on various scenarios
- creation of funding envelopes based on the approved initiatives
- easy entry of various detailed budget reallocations - low dollar value adjustments
- facilitates the ability to provide both detailed and summary information automatically
- integration of the budget information into the in-year monitoring process that will allow detailed forecast information to be accumulated in one place for both capital (works in progress) and operating

- Additional features that will provide efficiencies include adding text, additional comments or document management
- This new budget system will also support long term financial planning by providing for the preparation of multi year (minimum ten year) forecasts

A number of budget systems supporting municipal budgeting are available in the market.

FTE's will likely include corporate and departmental resources which will be recovered from capital. The capital costs are based on the 2004 project. Funding to be provided for IT Capital Budget.

The \$750K is an estimate of all costs, including information technology resources to implement the system. The \$50K noted is for ongoing licence and maintenance fees. Two full-time resources will be required to implement the new system in the first year funded from capital then reduced back to one Financial systems Support position in the second year to support the new system in the future.

The capital costs are comprised of \$250K labour recovery and \$500K system implementation. 2011 estimated labour cost of \$250K is fully recovered from the capital project. In 2012, the remaining position will need to be funded from tax.

Service Impact

This proposed initiative will improve efficiency and automation which will allow financial staff to focus on analysis rather than data integrity. The proposed solution will simplify budget preparation in departments for non-financial staff. It will also eliminate labour intensive spreadsheet processes and improve data quality, reporting and analysis.

Comments

New request.

Business Plan and Budget

City of Mississauga

Budget Request # 22

Description of Proposed Initiative

Automate Security Deposit Refunds into SAP Accounts Payable

Service Area

Business Services & Corporate Assets

Finance

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	50	0	0	0

Details of Service Change

Electronically interface security deposits refunds from MAX System into SAP Accounts Payable directly. Currently, the security deposit refund must be manually entered into MAX to reflect the drawdown or reduction. The Securities Coordinator then manually prepares a cheque requisition with the same information. Accounts Payable then takes the cheque requisition and manually enters the information into SAP Accounts Payable for payment.

This initiative will be funded entirely through capital and will require an IT application developer to build an interface to move refund adjustments from MAX to SAP Accounts Payable, avoiding duplicate processing. The other alternative is to move security deposit management from the MAX system to a new database platform that will allow SAP payment interfacing.

Service Impact

This proposed initiative will improve efficiency through automation by interfacing security deposit refunds into Accounts Payable, eliminating manual entry. This initiative will expedite refund payments and eliminate multiple manual entry.

Security Deposit Stats

of Cash securities received in year: (2008) 1,223 (2009) 1,168

of Cash securities released in year: (2008) 1,731 (2009) 2,060

These stats demonstrate the volume of cash deposit releases in a year versus new deposits received. Automation would free up a considerable amount of time for the Securities Coordinator and also reduce the amount of Accounts Payable invoice entries.

Efficiency:

This efficiency enhancement would free up approximately 25% of the Security Coordinator's time. This excess time will be used to manage the electronic refund processing process, working with the departments on clearing up old security deposits in the database, and assisting Accounting Team staff with other accounting area responsibilities (i.e. reconciliation, analysis to help balance workload requirements on those other accounting positions).

Comments

This business process efficiency request was raised a few years ago with Information Technology but was put on hold due to other information technology priorities and due to the uncertain future direction of the MAX system used within the Planning and Building Divisions. This is a first time request before Council as an identified efficiency priority.

Business Plan and Budget

City of Mississauga

Budget Request # 23

Description of Proposed Initiative

Enhance financial policy and grant management within the Finance Division

Service Area

Business Services & Corporate Assets

Finance

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	652	0	75	25	0
Net Cost					
Funded from	652	0	75	25	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.02 %	0.01 %	0.00 %
FTE	6	0	1	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Over the last five years, the overall staffing levels in the Financial Planning section have declined from 8.5 FTE's to 6.0. As a result of this reduction, combined with competing priorities, policy work in the Financial Planning section declined significantly in the last five years. Since the second Financial Policy Analyst position was reallocated for Business Planning within the Strategic Policy and Innovation Division for the preparation of the 2009/10 Business Plan, there is only one policy position dedicated for all policy work.

The workload demands on the Financial Planning (FP) staff have increased significantly over the years, especially with the growth and expansion of the City's Business Planning and Budget processes. Financial Planning staff have also experienced increased work through participation on many city-wide studies. In 2009, Financial Planning staff participated on 9 studies, with the vast majority of studies requiring the participation of the Senior Policy Analyst. All these factors have increased the workload, so staff are unable to prepare or update policies and bylaws which are critical for long term planning. As debt issuance is expected within the next couple of years, this will also impact the policy area. This position will be responsible for handling ad hoc information requests from clients and assist with development charges issues. This position will also explore government granting/funding opportunities for the City.

From 2009 to 2011, the overall shortfall in staff has been partially offset with the backfilling of permanent positions due to staff movement to one of the two ISF positions. In 2011, funding for these two positions will no longer be available and staffing levels will be reduced once again to 6.0 FTE's.

Financial policy and grant management is a responsibility area within Finance that needs to be enhanced and developed. Often, requirements or initiatives in these areas tend to be sacrificed or put aside for other financial planning priorities.

The proposed position assumes an April 1 hire date, with annualization in the following year.

Service Impact

If this position is not filled, policy related work will remain behind with the existing level of support. For example, updates on the City's Reserve and Reserve Fund and Budget Control By-law have been

attempted but not completed. With the long term planning vision, more focus on policy work is critical for the success of the Long Term Financial Plan.

Comments

New request.

Business Plan and Budget

City of Mississauga

Budget Request # 25

Description of Proposed Initiative

To improve the effectiveness of the Payroll Section

Service Area

Business Services & Corporate Assets

Finance

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	561	46	46	0	0
Net Cost					
Funded from	561	46	46	0	0
Tax Levy					
Net Impact on Tax Levy		0.02 %	0.01 %	0.00 %	0.00 %
FTE	8	1	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Payroll Section cannot sustain the current daily workload requirements with the existing level of staff complement. Significant overtime has been incurred consistently over the years to keep up with daily workload demands and collective agreement requests. Over the years, there has been an increase in payroll adjustments related to collective agreement changes. Some of these changes can be very complex and require limited turnaround times. The current SAPPHYR Project demands have also identified the need for additional Payroll resources to be available to support both the project demands and day to day operations.

Service Impact

As the Corporation and labour force grows, there will be an increased risk that the Payroll Section cannot meet expected workload demands, which could result in payroll processing errors, late or missed employee payments or third party remittances, failed pays or transfers to Bank, and internal and external audit concerns.

Without an additional senior payroll resource, the Payroll Section will continue to incur excessive amounts of overtime, leading to staff morale issues, absenteeism due to illness, increased payroll processing errors, etc. In 2009, Payroll staff faced all of these challenges and errors because of the lack of resources to help with the day to day requirements.

Payroll staff workload continues to escalate due to the following factors: growing workforce, complexities of union contracts, OMERS pension information and reporting requirements, payroll compliance to CRA payroll tax guidelines, implementation of processes and procedures to strengthen and enforce financial and payroll processing controls, implementation of new and existing payroll programs (i.e. United Way, Computer purchase program, Canada Savings bonds, etc..).

Payroll's responsibilities have evolved from just payroll data input to information analysis. A large percentage of the time is spent analyzing payroll information before a pay cycle is completed. These analytical and administrative processes consume a lot of time due to the sensitivity over the accuracy and details of the information.

A brief survey (unaudited) was completed in 2007 to compare the number of municipal employees per payroll FTE with neighbouring municipalities . Refer to the summary below. The survey clearly identified, at that time, that the City of Mississauga Payroll Section is understaffed compared to other municipalities and the survey average. Since 2007, the City's workforce has continued to grow while Payroll FTE's remained the same.

of Employees per Payroll FTE:

Mississauga(2008): 998 employees per Payroll FTE
Mississauga(2007): 950 employees per Payroll FTE
Durham(2007): 833 employees per Payroll FTE
Peel(2007): 749 employees per Payroll FTE
Brampton(2007): 466 employees per Payroll FTE
Oakville(2007): 421 employees per Payroll FTE

Overtime Requirements in the last 4 years:

(2009) \$50K, (2008) \$15K, (2007) \$10K, (2006) \$9K, with an average overtime budget of \$6600 per year. A majority of this overtime in 2009 and 2008 relates to the Payroll support and assistance to the SAPPHYR project and position backfill understaffing in Payroll. Going forward, the budgeted overtime will still be required for year end due to tight reporting and pay schedule times. This position would help minimize overtime to budget requirements.

Effectiveness:

The new position will help support current payroll workload demands improving the effectiveness of the Payroll Section. The quality of payroll processing will improve because staff will not have to rush or work long hours to get a pay completed.

Efficiency:

Overtime requirements would be reduced back to normal/ budgeted levels (approx \$6600).

The additional senior payroll position will help balance the excess workload in the Payroll Section, minimizing the amount of overtime, and providing backup coverage during an absence, vacation, or participation on projects. Currently, existing Payroll staff have to double up their workload, and put in excessive amounts of overtime to keep up to date on the day to day requirements when someone is away or working on a project. It has been very difficult finding qualified payroll professionals to step in for a contract or short period of time because of their lack of knowledge with our payroll system and operational processes. Labour position assumes an April 1 hire date, with annualization in the following year.

Comments

New request.

Business Plan and Budget

City of Mississauga

Budget Request # 27

Description of Proposed Initiative

Sustain and Maintain Current Finance Administration Support for 8 managers and 48 Staff

Service Area

Business Services & Corporate Assets Finance

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	80	0	35	0	0
Net Cost					
Funded from	80	0	35	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.01 %	0.00 %	0.00 %
FTE	1.6	0	0.4	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Currently, there are eight Managers and approximately 48 staff within the Finance Division and there is only 1.6 administrative FTE's within the section to support the entire group. The one full-time administrative FTE is dedicated primarily to supporting the Director of Finance. For the past number of years, this position was used to help support the Annual Budget Book format preparation which has been unfunded (no budget) and paid via labour gapping. The other 0.6 FTE is available to support the rest of the Managers and all administrative needs. Therefore, Finance recommends converting the existing part time administrative position (0.6 FTE) to full-time, representing an additional 40% in support time work. This position will support and back up the current full-time Administrative Assistant on all Finance administration duties and provide support and assistance to eight managers and 48 staff as required.

Finance administrative support positions are understaffed compared to other divisions within the Corporation. Finance recommends two full-time administrative position to support the Finance area rather than the 1.6 FTE positions currently in place.

Throughout the past 7 years, the Snow subsidy program has grown, the tax receipt program has grown, the full-time administrative position has been dedicated to the Director of Finance, and increased general administrative requirements (Time and Labour, drawdowns and receivings, supply ordering, etc.).

Also, the budget preparation process utilizes approximately three months (Oct-Dec) of this part-time administrative position on a full time basis which has been unfunded and paid through Division labour gapping.

Growth in Tax Receipt Forms for Donations:

2009: 471, 2008:682, 2007: 351

Growth in Snow Subsidy Claims:

2009: 203, 2008:184, 2007: 190 Claims processed

Application processing is compounded by numerous daily resident enquiries about the Snow subsidy program and eligibility requirements. Each enquiry requires a follow-up phone call back to the resident explaining eligibility requirements for the program.

Effectiveness:

The additional administrative time will enable more administrative support to Managers and staff. Financial Planning would have a budgeted resource to help with the Budget Book preparation process (unfunded in past). Any excess time can also be used to help support other financial areas with time sensitive administrative tasks. This position would also back up the existing full-time administrative position during vacations and illness.

Service Impact

The additional administrative support time can be used to assist and help the eight division managers with their reports and administrative needs. This position will also support the budget book preparation process by Financial Planning.

Comments

This part-time administrative position was full-time about 7 years ago. Back in 2003, a Finance Division business decision was made to make the administrative position part-time and move the additional part-time resource to Payroll to help with the payroll workload.

Business Plan and Budget

City of Mississauga

Budget Request # 28

Description of Proposed Initiative

Ensure SAP Payroll System is properly supported by the Financial Systems Support Team

Service Area

Business Services & Corporate Assets

Finance

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	101	80	25	0	0
Net Cost					
Funded from	101	80	25	0	0
Tax Levy					
Net Impact on Tax Levy		0.03%	0.01%	0.00%	0.00%
FTE	1	1	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

In June 2010, the City completed the first phase of the Peoplesoft system transition to SAP Payroll. The new SAP Payroll system has two modules, Time Reporting and Payroll. General industry practice requires one full-time position to support each module. Under the old Peoplesoft system, one position supported both the time Reporting and Payroll modules. This support model is not recommended in the new SAP Payroll system and could create a risk to the Corporation if the resource leaves or is off work. The SAP Payroll system is much more complicated and processing requirements are much more different than the Peoplesoft system.

Under the SAPPHYR Project, there is currently one full-time position from the Financial System Support Team supporting and one Payroll contract position implementing, supporting and maintaining the two modules. The Payroll contract position is currently funded from the project.

Finance recommends converting the contract position to full-time, within the Financial Systems Support Team, to ensure the new SAP Payroll system has the proper resources in place to maintain and support the system going forward. Inadequate system support could result in maintenance and development delays, payroll processing delays, upgrade delays, disrupted pays, etc. The two support positions will also provide back up coverage and support for each other during vacations, illness, or absences.

The contract payroll position working on the project will remain with SAPPHYR Project team until the new full-time position is approved in the 2011 budget. This position will be funded by 2010/11 labour gapping until the full-time position budget is approved and posted in 2011.

Other operating includes training and course costs of \$5,000.

Labour position assumes an April 1 hire date, and annualized over two years.

Service Impact

If a full-time complement is not added to support the second payroll module, the Corporation could be at risk. Expensive outside consultant may need to be called in during emergencies or to help with excess workload. Overtime costs may also increase if only one person is responsible for all tasks.

Comments

New request.

Business Plan and Budget

City of Mississauga

Budget Request # 34

Description of Proposed Initiative

Reduce Size and Printing of 2011 to 2014 Business Plan and Budget book

Service Area

Business Services & Corporate Assets

Finance

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	9	-4	0	0	0
Net Cost					
Funded from	9	-4	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The City's existing Business Plan and Budget book is comprised of two volumes which total approximately 300 and 1,200 pages respectively. The majority of the costs are associated with the printing of the books.

Finance recommends reducing the amount of printed books and only provide books to key stakeholders. Other opportunities to support this initiative include issuing CD's instead of printing books, reducing the size of existing books, reusing binders, etc.

Overhead costs such as art work will continue to be incurred with the Business Plan and Budget Book development.

Service Impact

Finance will be investigating an electronic medium for delivering and distributing the budget book (i.e. CD's). Finance will also look at redesigning the book to streamline the information while reducing the less detailed and unnecessary information. Various options will be explored with LT.

Comments

New request.

Business Plan and Budget

City of Mississauga

Budget Request # 111

Description of Proposed Initiative

Enhance Investment and Cashflow Management via Investments Portfolio Administration System

Service Area

Business Services & Corporate Assets

Finance

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	22	0	0	0	0
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Investment, Debt and Treasury Administration System Project will provide the City with a front office system to monitor, maintain and report on investments, debt and treasury operations in a transparent and timely fashion. The Investment Section is looking at "hosted ASP" model rather than a purchased or developed solution.

The system may require an Information Technology Project Lead (i.e. 50% of time) to help implement and support the system. Temporary external (vendor) consulting may also be required during the implementation.

There are no net costs for this initiative because all investment costs are fully recovered from investment earnings.

Service Impact

The Project benefits the City in numerous ways: (1) Provides the City with an investment finance administration system where there currently is none. An investment, debt and treasury administration system will enhance transparency, accessibility, accounting, auditing and reporting of the City's investment, debt and treasury positions, and operations. (2) Without a formal system (as opposed to the current ad hoc front office spreadsheet method), the City is exposed to business continuity and succession risk, regarding investment, debt and treasury management. The adoption of a formal front office administration for the operations will mitigate and/or remove this risk. (3) A formal investment finance administration system is expected to reduce the time to report ongoing financial information from investments and treasury operations. It is also expected (i) to reduce errors related to "manual" calculations of complex financial calculations (e.g. amortization vs. interest for a "floating rate note") and, (ii) to reduce errors from the "manual" movement of data and calculations across numerous spreadsheets. (4) A formal investment finance system will enhance the ability of finance staff to conduct analysis of various scenarios for future financial requirements.

Finance is looking for a hosted system. Finance believes this system will be externally hosted/provided and therefore funded through the operating budget rather than Capital. Finance estimates that it will cost \$75K in the first year to implement and then drop to \$50K in future years as an annual licensing/service

cost. This cost will be recovered from the current year interest revenues.

Efficiencies:

This proposed system, which includes process automation, can possibly free up an estimated 35% of the Investment Analyst position's time which can be used to support the increasing demand for Finance to participate on citywide projects. This position can also use this excess time to manage future debt planning and reporting requirements. Finance estimates that the City may require short term financing (i.e. line of credit) and possibly long term debt within the next few years. This will be a new responsibility to manage for the Investment section.

This system will be vital to managing future debt accounting and reporting which we do not have today.

Comments

This initiative was raised in previous year budget discussions. However, the initiative was deferred due to other Information Technology priorities in the last few years.

Finance began preliminary investigation of investment systems in Q3/09. Finance expects to narrow the focus on potential systems for selection in early 2011, pending approval of this initiative.

Business Plan and Budget

City of Mississauga

Budget Request # 356

Description of Proposed Initiative

Implement new SAP modules, systems as recommended by Finance E3 Review

Service Area

Business Services & Corporate Assets

Finance

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	611	0	0	155	155
Net Cost					
Funded from	611	0	0	155	155
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.05 %	0.05 %
FTE	7	0	1.5	1.5	1.5
Capital					
Approved			1,000	1,000	1,000
Forecast					
Net Incremental Capital	0	0	1,000	1,000	1,000

Details of Service Change

There are three objectives to this initiative:

1. Finance recommends implementing new SAP modules or other systems to improve financial and operational reporting and improve Financial Services as identified and recommended in the Finance E3 review . Municipalities in Canada that use SAP typically have 13 to 16 modules and tools. Mississauga currently has 4. With SAPPHYR Mississauga will have 9 modules. New module(s) will enable the Finance team to quickly respond to requests made by the Leadership Team and Council. A Financial Systems Support (FSS) resource and IT Resource will be required to implement and maintain the new SAP module(s). This FSS resource will also aid in reducing the backlog of financial system efficiencies and enhancements throughout the finance organization for all SAP modules.

2. These budgeted funds would also be available for TCA system enhancements or TCA system review.

3. These budgeted funds would also be available for SAP business process enhancements to remove manual processes between the departments and Corporate Payroll.

Other operating expenses include training and course costs of \$5,000. Labour includes one FTE for Financial System Support to support the new module and 0.5 FTE for IT Project Manager/and Developer. The labour cost would be included in the capital cost in the 1st year then the labour would be transferred to operating the following year.

Service Impact

This initiative will improve the efficiency and effectiveness of our SAP enterprise system, providing better business processes and information to help staff manage and control the many service areas across the Corporation.

Comments

This initiative was recommended by the Finance E3 Review in 2010.

Business Plan and Budget

City of Mississauga

Budget Request # 392

Description of Proposed Initiative

Printing Production Efficiency Initiative

Service Area

Business Services & Corporate Assets

Communications

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	86	-26	0	0	0
Net Cost					
Funded from	86	-26	0	0	0
Tax Levy					
Net Impact on Tax Levy		-0.01 %	0.00 %	0.00 %	0.00 %
FTE	2	-0.6	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Challenge:

Demand for printing services has grown at a rate of 6% to 8% per year for the last five years. This is expected to continue in the foreseeable future.

In the last five years, increases in productivity through the adoption of common printing industry practices have allowed the Print Shop to absorb this increase in volume as well as reduce its average unit cost of production.

It is unlikely that this process can continue to yield yearly productivity increases sufficient to absorb future growth. Pressure for cost control may make it impossible to deal with the expected increase in demand by increasing staffing.

The Response:

The Print Shop proposes to continue increasing productivity through the adoption of Lean Production.

Lean is generic term used to refer to the philosophy, concepts, strategies, tools, and practices, derived from the Toyota Production System. Lean seeks to realize dramatic improvement in productivity and quality by eliminating waste. Lean defines waste as any use of resources that does not *directly* add value to the customer.

Lean is not only an opportunity to control costs (successful implementations have seen increases in productivity of 100% or more); the participatory nature of the Lean process promotes employee engagement and offers growth and leadership opportunities to every employee. This ties in nicely to our values of Trust, Quality and Excellence.

Resources Required:

Lean process includes staff development and training costs (which are within current budget) that will train staff to closely examine each current process in printing and to look for efficiencies, to not incurr additional costs and improve productivity. The participatory nature of the Lean process promotes employee engagement and offers growth and leadership opportunities to every employee. This in turn provides opportunities for efficiencies and continuous improvement.

Expected cost reduction impact: \$26,500 part time labour savings starting in 2011.

Service Impact

There will be no change in service level. The purpose of the initiative is to accommodate increase in demand without increase in staff or decrease in service level.

The current on-time delivery of 97% will be maintained. The average cost per page will continue to decrease. (2007 - \$.0520; 2008 - \$.045; 2009 - \$.041)

Comments

The Print Shop will examine the details of all processes, one at a time, to identify and make small improvements that amount to cumulatively large improvements in productivity. Beyond the projected 2011 savings in temporary labour, it is difficult to precisely quantify the long-term financial savings impact of implementing this new process. However, based on the experience of others, we can expect improvements of up to 60% in efficiency over time. These efficiencies will enable the Print Shop to either decrease operating costs or manage increased print demands with current resources. Implementation costs for the Lean Printing initiative will be funded from existing operating resources.

Business Plan and Budget

City of Mississauga

Budget Request # 482

Description of Proposed Initiative

Staff resources to support IT capital procurements

Service Area

Business Services & Corporate Assets

Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	1	0	0	-1
Capital					
Approved					
Forecast					
Net Incremental Capital	0	62	62	62	0

Details of Service Change

Materiel Management is organized around buying teams. The buying teams are aligned with major spending categories - Information Technology, Community Services including Facilities Construction and Maintenance, Transportation and Works including vehicle purchases and infrastructure construction and maintenance and general operations.

The technology buying team consists of a Senior and an Intermediate Buyer. In recent years, the number of technology procurements has increased substantially as the City has invested in PC's, servers, cabling and wireless access, enterprise software systems, building automation systems, information boards, etc. The complexity of technology procurements has also increased as a result of the ability of technology products to interact with each other, the fact that more can be done with technology and the diversity of technology products. Technology purchases also contain a large legal component to address contractual and licensing concerns.

Technology purchases require large teams and an extensive evaluation period to ensure that the City is able to choose the right product. The purchases therefore require a large effort by the buyer to coordinate the procurement and minimize the risk to the City of purchasing the wrong product with inappropriate terms or cost.

The technology buying team must be augmented to ensure that the technology workplan can proceed at the pace outlined in the business plan. A second Intermediate Buyer is required to allow the buying team to expand its capacity to complete the workplan on a timely basis. This level of position is required due to the complexity of the work involved in technology purchases and the experience needed to negotiate with vendors, understand licensing issues and properly identify the client's needs. Since this work is related to capital projects it is proposed that funding for this position be included as part of the project and funded from the capital budget. The position would be filled by a contract employee so that if the number of technology projects decreases in the future, the position could be phased out as necessary.

Service Impact

Approval of this position will improve technology procurement turnaround and reduce work backlogs. It also ensures that internal control and compliance with by-law objectives are met as staff have adequate

time to complete a procurement.

Comments

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Business Plan and Budget

City of Mississauga

Budget Request # 483

Description of Proposed Initiative

Staff resources to support Recreation and Parks construction procurements

Service Area

Business Services & Corporate Assets Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	1	0	-1
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	62	62	0

Details of Service Change

Materiel Management is organized around buying teams. The buying teams are aligned with major spending categories - Information Technology, Community Services including Facilities Construction and Maintenance, Transportation and Works including vehicle purchases and infrastructure construction and maintenance and general operations.

The Community Services/Facilities Construction and Maintenance team consists of a Senior Buyer, two Intermediate Buyers and a Junior Buyer. This team was responsible for most of the Infrastructure Stimulus Funding (ISF) procurements over the past year and a half. Since the ISF program will be complete in March 2011, one Intermediate Buyer which was funded from the program will be eliminated in December 2010.

As can be seen from the 2011 to 2014 Business Plan, there are a significant number of capital facilities and parks projects scheduled, including a period of catch up after the Stimulus Program is completed. There will be an insufficient number of Buyers available to allow these projects to proceed without delay. It is proposed that the buying team be increased from one to two Intermediate Buyers in 2012 to manage the workload. Since this work is related to capital projects it is proposed that funding for this position be included as part of the project and funded from the capital budget. The position would be filled by a contract employee so that if the number of facilities and parks projects decreases in the future, the position could be phased out as necessary.

Service Impact

Will improve procurement turnaround time and reduce backlog in the number of procurements. It also ensures that internal control and compliance with Purchasing By-law objectives are met as staff have adequate time to complete a procurement.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 485

Description of Proposed Initiative

Talent Management/Leadership Development Initiatives

Service Area

Business Services & Corporate Assets Human Resources

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	210	0	45	0	0
Net Cost					
Funded from	210	0	5	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Continued maintenance and growth of talent management/leadership development initiatives including:

- Continued delivery of the "Leadership Readiness" workshop which provides non-supervisory staff with an opportunity to explore individual leadership interest and potential.
- Development of a Talent Management database application to support the administration of corporate succession programs and management of key talent.
- Delivery of "Leadership Coach" training to all managers and supervisors (Team 300).
- Reassessment and update of the "Leadership Fundamentals" program (initially launched in 2005) to ensure the program continues to meet the needs of supervisors and managers.
- Development of a new "First Steps to Leadership" program for staff providing functional guidance. (Team Leaders, Lead Hands, Administrative Coordinators, Parks Persons I, Facility Operator 1)

Service Impact

Conversion of an existing contract position to a full time permanent complement position and consulting/software to support the program. Without the additional resources, leaders and aspiring leaders in the Corporation will have less leadership development opportunities. We will not have the tools to fully manage and support key talent in the Corporation's succession programs. These programs are essential to ensure business and leadership continuity.

Comments

\$5,000 is an incremental cost for conversion of one contract FTE to a full time position, \$40,000 is one-time cost for software and/or consulting to develop an automated Talent Management tracking system to support leadership development and succession planning.

Business Plan and Budget

City of Mississauga

Budget Request # 486

Description of Proposed Initiative

External Video Streaming

Service Area

Business Services & Corporate Assets Communications

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	20	7	2	1	0
Net Cost					
Funded from	20	7	2	1	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	25	0	0	0

Details of Service Change

Through a partnership with Rogers TV Mississauga, live and archived video of City Council meetings are currently available to residents on the Rogers TV website. The City links to this video to provide our residents with live and archived video access to Council meetings. This project would expand online access to public meetings for our residents by allowing us to video stream General Committee Meetings; Planning and Development Committee Meetings, Committee of Adjustment Meetings; Audit Committee Meetings; Information Meetings; Emergency Announcements; or Media Conferences that are held in the Council Chambers. In addition, the initiative would enable the City to broadcast live video of events and activities that take place on the Civic and Library Squares.

Service Impact

Our City's changing demographics and increased Internet usage rates will make online access to information a 'channel of choice' for accessing government communications in the 21st Century. This initiative will be a cornerstone to improving public access to our democratic processes, ensuring accountability to our residents and increasing government transparency. Over the longer term, the initiative could also lead to cost savings for paper-based meeting materials (i.e. agendas, reports, etc.), since a greater proportion of these materials would be transitioned online for web-based viewers of these meetings.

Labour cost funding starting in 2011 through to 2013 and beyond will be required to fund overtime costs for the IT Audio Visual staff to support video streaming for committee and public meetings that occur outside of regular business hours. Capital costs required for this initiative are one-time costs of \$10,000 for a multi-media lap top or portable media encoder and \$15,000 for a web media server. Other ongoing costs of approximately \$6,000 per year would be required to purchase additional bandwidth in order to support the requirements for regular streaming of video on the City's IT Network.

Comments

The current success of streaming City Council Meetings on the web has validated the public's demand for this level of access to their municipal government. Expanding access to municipal meetings online will improve awareness of municipal issues and improve citizen engagement and event participation efforts.

Business Plan and Budget

City of Mississauga

Budget Request # 489

Description of Proposed Initiative

Review of Front End Procurement Software

Service Area

Business Services & Corporate Assets

Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	80
Net Cost					
Funded from	0	0	0	0	80
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.02 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	50	50	532	0

Details of Service Change

The City's financial software SAP automates the payment of invoices by matching purchase orders which are produced by the software with invoices received from suppliers. The City has not automated any of the purchasing processes which precede issue of a purchase order and which include development of a tender or proposal document, evaluation of bids received, approval and issue of a bid award. Management Consulting recently reviewed the Materiel Management function and recommended the purchase of software which would automate the front end of the procurement process (ie. the procurement tasks before issue of the purchase order). This would improve productivity of the work unit and increase the ability of staff to manage work demands and meet project timelines and work targets.

It is not known what products are available in the marketplace that would provide this functionality. A needs analysis should be developed in 2011 and information gathered on available software and the software purchased and implemented in 2013.

Service Impact

Procurement software would automate many of the procurement processes that are currently paper based and manual and would improve efficiency and effectiveness throughout the purchasing function. It would allow for greater consistency of documents and speed up the procurement process.

Comments

LT approved initiative as part of the Economy, Efficiency and Effectiveness (E3) study by Management Consulting on the Materiel Management area.

Business Plan and Budget

City of Mississauga

Budget Request # 490

Description of Proposed Initiative

Purchase of Time Tracking Software (docketing system)

Service Area

Business Services & Corporate Assets

Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	50	0	0	0

Details of Service Change

A Management Consulting review of the Materiel Management function reviewed best purchasing practices and recommended that a project management approach be adopted to better manage procurements and improve the efficiency and effectiveness of the purchasing unit. A project management approach requires development of a project plan for each High Value Procurement (procurement over \$100,000), approval of the plan by management and ongoing monitoring of actual results compared to the plan. In simple terms, this means establishing a time budget for each task and then recording the actual time spent on the task.

During 2010, staff analyzed typical procurements and established target timelines for different types of procurements. The purchase and implementation of a time docketing system will allow staff to record time spent on projects and tasks, to compare these to budget and to aggregate this data with other projects to ensure that the established target timelines are being met. Time recording will allow staff to manage projects more effectively, identify bottlenecks, achieve a better understanding of work capacity in the unit and assist in staff allocation for future procurements.

Service Impact

Will allow better scheduling of work and identification of staff resourcing requirements. Will also provide ongoing statistics comparing procurement times to targets.

Comments

LT approved initiative as part of the Economy, Efficiency and Effectiveness (E3) study by Management Consulting on the Materiel Management area.

Business Plan and Budget

City of Mississauga

Budget Request # 492

Description of Proposed Initiative

Conversion of Materiel Management access database to Project Management software

Service Area

Business Services & Corporate Assets Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	50	0	0	0

Details of Service Change

Materiel Management maintains a database in Microsoft Access which contains information on each procurement (procurement number, description of procurement, value, buyer, contract manager, etc.). This database allows Materiel Management staff to monitor the progress of each procurement and provides Council with a monthly information report on procurement awards made that month.

In a recent review of the Materiel Management function by Management Consulting, it was determined that additional information could be captured in the database that would allow procurements to be managed more effectively and would provide historical information which could be used for planning of future procurements.

In addition, Management Consulting has recommended that a project management approach be utilized to better manage procurements and improve the efficiency and effectiveness of the purchasing unit. A project management approach requires development of a project plan for each High Value Procurement (procurement over \$100,000), approval of the plan by management and ongoing monitoring of actual results compared to the plan.

The existing Microsoft Access database lacks the sophistication necessary to properly monitor projects based upon a project management approach and also lacks reliability and stability. While reliability and stability could be improved by converting the database to Microsoft Sequel Server, as originally recommended by Management Consulting, it would be preferable to purchase software that explicitly provides project management functionality. Information Technology has proposed the purchase of such software and has determined that Materiel Management's needs can be met with it.

Service Impact

Purchase of software will improve ability to manage procurements and increase the effectiveness of the Materiel Management unit.

Comments

LT approved initiative as part of the Economy, Efficiency and Effectiveness (E3) study by Management Consulting on the Materiel Management area.

Business Plan and Budget

City of Mississauga

Budget Request # 494

Description of Proposed Initiative

Conversion of Accounts Receivable Access Database to SAP

Service Area

Business Services & Corporate Assets

Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	100	0	0

Details of Service Change

The City uses a Microsoft Access database (ARC) to manage its miscellaneous accounts receivables. This database records invoice transactions, calculates interest charges on past due invoices, records payments against an invoice and provides a repository of collection procedures taken and staff notes related to an outstanding account. In 2007 the City implemented invoicing through a separate system, the City's enterprise wide financial system SAP, with the intent that over time the Microsoft Access database would be phased out and its functionality transferred to SAP. Due to the upgrade of the SAP system in 2008/9 and implementation of SAP payroll in 2009/10, this transfer of functionality did not occur. As a result, records are being updated in two software systems and additional staff time is required to reconcile and keep the two systems in balance with each other. It would be prudent to eliminate the Microsoft Access database and move all of the miscellaneous accounts receivable functionality to the SAP software. This will improve the efficiency and effectiveness of the collections function.

Service Impact

Will avoid duplicate entry of transactions, eliminate need to reconcile two systems and will allow department access to collections information on invoices related to their area. Currently access to miscellaneous accounts receivable information is only available in the Collections unit and paper reports are provided to the department financial units.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 495

Description of Proposed Initiative

TXM - Refinement of Pre-Authorized Payment Plan

Service Area

Business Services & Corporate Assets

Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The City developed a proprietary property tax system in 1998 called TXM. This tax system is also used by three GTA municipalities under license from the City. The tax system has evolved over time to include new functionality and to maintain compliance with changes in Property Tax Legislation enacted by the Province of Ontario.

The City offers a Pre-Authorized Tax Payment Plan (PTP) to taxpayers whose property tax account is up to date. 54,645 taxpayers or 27% of the property tax accounts participate in the PTP plan which provides for twelve monthly property tax payments through direct withdrawal from a taxpayers bank account or alternatively through direct withdrawal on the regularly scheduled six tax payment due dates. A modification is required to the system to allow accounts with arrears to be added to and included in the monthly payment plan or spread out in the regular payment. This would assist taxpayers who wish to enroll in the plan by spreading out any arrears into future monthly payments. This is a complex change as a number of system modules are affected including the interest calculation module.

Service Impact

Will improve ability to collect arrears and will encourage more taxpayers to sign up for the pre-authorized tax payment plan (PTP).

Comments

Part of TXM 2011 Workplan. No additional costs.

Business Plan and Budget

City of Mississauga

Budget Request # 496

Description of Proposed Initiative

TXM - Development of Collections Module

Service Area

Business Services & Corporate Assets

Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	250	0	0

Details of Service Change

The City developed a proprietary property tax system in 1998 called TXM. This tax system is also used by three GTA municipalities under license from the City. The tax system has evolved over time to include new functionality and to maintain compliance with changes in property tax legislation enacted by the Province of Ontario.

One opportunity for new functionality is to develop a tax collections module. The existing collections functionality includes Collection staff notes on conversations and arrangements with taxpayers, identification on the customer information page used by Call Centre and other staff that an account is "in collection" and automated production of overdue notices which are produced in December, April, June, September and January. Proposed new functionality would include ability to automatically move accounts through the various collection steps, ability to make payment arrangements, ability to flag or identify specific accounts based on input criteria, ability to assign accounts to the Bailiff, Legal Services or Collection Agency, automation of the tax sale process including production of statutory notices and legal documents, tracking and monitoring of accounts under collection and production of collection reports and statistics.

Automation of tax collections functionality would improve the efficiency and effectiveness of the Collections unit, assist in managing workload and improve the ability of the City to market it's TXM software to other municipalities thereby increasing licensing revenue to the City to offset the cost of the system.

Service Impact

Will improve the ability to monitor delinquent tax accounts, manage the collection process and automate the production of various collection documents.

Comments

Part of TXM 2013 workplan.

Business Plan and Budget

City of Mississauga

Budget Request # 497

Description of Proposed Initiative

E-tax forms integration with TXM

Service Area

Business Services & Corporate Assets Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	50	0

Details of Service Change

The City's website contains a section that provides on-line services to residents and businesses. A number of the on-line services relate to property taxes and include: View tax account and assessment information, change your property tax Personal Identification Number (PIN) which is used for confirmation of identification before account information can be provided to a taxpayer, enroll in the Pre-Authorized Tax Payment Plan or change banking information, change name and mailing address information and purchase tax certificates and tax receipts. While these services are automated for the taxpayer, staff must manually enter the data in the TXM Tax System to update the taxpayer's account. In addition, taxpayers have the ability to download various tax forms in pdf format such as rebate applications, application for tax appeal, etc. The taxpayer is required to print these forms, manually complete them and mail them back to the Tax Office. The system could be enhanced to allow on-line completion of these forms and automated transfer of the data directly into the City's proprietary TXM tax system thereby avoiding the need for a taxpayer to print and mail the forms to the City and the need for staff to enter the data into the TXM tax system.

Service Impact

Service level to taxpayers will be improved as taxpayers can enter tax application and change of information on-line thereby avoiding printing, manual completion of forms and mailing forms to the Tax Office. Efficiency and effectiveness of the Tax unit will be increased by automating the transfer of data entered by the taxpayer directly into the property tax software.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 498

Description of Proposed Initiative

Upgrade of Central Cashiers cashiering system

Service Area

Business Services & Corporate Assets

Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	326

Details of Service Change

The cashiers area is located on the main floor of City Hall to accept tax payments, parking tickets and fees and charges payments from residents and businesses. Payments received are recorded in a cashiers system which is at least 15 years old and has only been modified to accomodate commodity tax changes such as the introduction of HST. The cashiering system is integrated with very few of the City's other financial systems thus requiring input of a deposit in both the cashiering system and another system such as the tax system. In addition, debit and credit payments are swiped in a card reader with the amount for authorization by the bank being input. Once the transaction is approved, it then must be reentered in the cashiering system so that the day's deposit can be balanced. A new system would allow direct entry of debit and credit card payments. Purchase of a new system would increase the efficiency and effectiveness of the cashiering function by allowing integration of payments with other City financial systems, automate the process of issuing receipts, avoid duplicate data entry and eliminate the need to reconcile batches of payments between the various financial systems.

Service Impact

A new cashiering system would automate the production of receipts to the public and provide them with additional information, eliminate duplicate data entry through integration of the cashiering system with other City financial systems and improve the efficiency and effectiveness of the cashiering unit.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 501

Description of Proposed Initiative

Implement Electronic Tax Bills

Service Area

Business Services & Corporate Assets Revenue & Material Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	50

Details of Service Change

The City issues interim and final tax bills for 200,000 tax accounts and supplementary tax bills as required. Tax bills are calculated in-house but printing, folding and stuffing of brochures and envelopes is outsourced to a third party through a competitive procurement. As internet speed and usage increases, issuers of bulk bills such as utilities and municipalities are turning to electronic methods of distribution for their bills. Two distribution methods are in use in Canada: e-post, a service provided by Canada Post and web-based which are proprietary systems built into corporate websites which allow access by customers to a secure area of the website to retrieve their bills. These approaches also maintain billing history thereby reducing the need for customers to print and file bills. Systems such as e-post also allow customers to pay bills online but this duplicates systems available through a customer's bank. Few customers have requested electronic bills to date, but this is expected to increase over time as customers become more familiar with the concept. Staff are proposing to defer selection and implementation of a system of electronic distribution until 2014 to allow for one approach to become dominant in the marketplace and to provide for a greater enrollment by taxpayers in the City program.

Service Impact

Would be a new service channel for taxpayers. Would reduce the use of paper and provide electronic access to old bills.

Comments

Deferred to later years of business plan to ensure a larger base of public wanting this service.

Business Plan and Budget

City of Mississauga

Budget Request # 502

Description of Proposed Initiative

Reduce Utilities Costs in Central Stores

Service Area

Business Services & Corporate Assets Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	68	-35	0	0	0
Net Cost					
Funded from	68	-35	0	0	0
Tax Levy					
Net Impact on Tax Levy		-0.01 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Central Stores was relocated from Erindale Station Rd. to Mavis Road. The premises are smaller as well as more energy efficient. As a result, the budget for utilities can be reduced in line with actual costs experienced in 2009.

Service Impact

None.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 503

Description of Proposed Initiative

Redesign Tax Bills

Service Area

Business Services & Corporate Assets Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	19	-2	0	0	0
Net Cost					
Funded from	19	-2	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The City's property tax bills were designed in 1998 to coincide with the new property tax regime enacted by the Province as well as implementation of the City's proprietary TXM tax software. The bill is on 11 by 17 inch paper. The left half contains the tax bill and the right half contains the remittance tax stubs which are used to process tax payments. Taxpayers who are enrolled in the Pre-authorized Payment Program (PTP) only receive the tax bill with no payment stubs. The bill contains shading from dark blue to light blue and the entire 11 by 17 inch paper contains text printed in one of blue, red and yellow colours. The back of the bill is printed in black. The look of the tax bill is now specified by Provincial Legislation but the colours used are not. An opportunity exists to save a small amount on the printing costs by changing the colours to blue only. In addition, the weight of the paper can be reduced. There will be no impact on readability of the bill or ability to process the tax stubs with this change.

Service Impact

While the bill may not look as nice, there is no change in service level.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 514

Description of Proposed Initiative

Reduce frequency of tax overdue notice mailings

Service Area

Business Services & Corporate Assets

Revenue & Materiel Management

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	56	-28	0	0	0
Net Cost					
Funded from	56	-28	0	0	0
Tax Levy					
Net Impact on Tax Levy		-0.01 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

In September 2010 Council approved a Tax Collection Policy and Procedure which codified the processes necessary to collect overdue tax accounts. The first of these processes is to send out overdue notices in April after the first interim instalment, August after the first final instalment, October after all instalments and in January as required by Provincial Legislation. The tax bills which are sent out in December and May for pre-authorized payment accounts and January, May and June for regular payment accounts also contain information showing the tax balance at date of printing. The number of notices printed and mailed by the City varies between 20,000 and 40,000 depending on the time of the year and the state of the economy. Given that tax account balance information is contained on the tax bill an opportunity exists to reduce postage costs and paper consumption by eliminating the April and August notices and moving the October notice to September. The January notice would remain as it is required by Provincial Legislation.

Service Impact

Minimal impact. Taxpayers receive a tax bill in May with an outstanding balance which is similar to the April notice. September notice is preferable to October as it is just after the last residential due date. The August notice is part way through the payment schedule (July, August and September) and is only effective in reminding taxpayers of the cost of not paying instalments on time.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 531

Description of Proposed Initiative

311 Self Serve on eCity

Service Area

Business Services & Corporate Assets Customer & Business Services

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	31
Net Cost					
Funded from	0	0	0	0	31
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.01 %
FTE	0	0	0	0.5	0.75
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	50	170

Details of Service Change

311 Self Service will allow residents and customers the option of self serve inquiries or requests for service such as reporting of a pot-hole, graffiti complaint, parking consideration or request for a tax bill at a time or location which is convenient to them 7 days per week 24 hours per day. Self Serve options can be developed for eCity as well as for mobile devices such as smart phones.

The 311 Self Service initiative will require IT Capital Funding for the acquisition of Hansen Web Portal and related hardware as well as backfill for an IT Project Leader starting in 2013 and concluding in 2014. The total IT Capital Request is \$220,000 with an estimated operating impact starting in 2014 of \$31,000 for the ongoing system maintenance of the Hansen Web Portal.

Improving access to information about City of Mississauga's programs, services, events and notices will be achieved by putting the information maintained in the Knowledge Base *kbCity* on the City's website eCity and also in other Social Media forums such as Twitter and Facebook.

Online Service Requests will be initiated through the web and will be managed through the same Customer Relationship Management (CRM) System in use by the 311 Call Centre providing the customer with a Service Request number that can be referenced in the future whether by phone or on the web.

Service Impact

311 Self Service will improve access to information and services by allowing residents and customers the option of self serve versus telephone providing consistent information and service regardless of the channel accessed.

Providing addition information and services online improves the overall value of the City's website and will drive eCity usage and self serve use up in a channel that provides access to information and services 24 x7.

311 Self Serve will help balance access to services, manage pressure on the 311 Call Centre during peak

volume times and help mitigate future growth of call volume. The 311 Call Centre operates with a stated service level to answer 80% of calls in 30 seconds or less.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 535

Description of Proposed Initiative

Assess and evaluate current Corporate wide health and safety program

Service Area

Business Services & Corporate Assets

Human Resources

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	50	-50	0
Net Cost					
Funded from	0	0	50	-50	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.02 %	-0.02 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The City's corporate health and safety programs require a review by an external consultant who is an expert in health and safety. The review of the health and safety program, policies, roles and responsibilities will identify opportunities to implement best practices, ensure legislative compliance, manage risk opportunities to save accident costs ensuring Mississauga remains an Employer of Choice. The Corporate policy review will identify gaps requiring program improvements which will maximize effectiveness in all areas of health and safety.

Service Impact

\$50,000 in consultant fees are required to ensure corporate consistency on health and safety policies, practices and programs, ensuring appropriate records are being maintained, programs are implemented and due diligence is achieved in all divisions of the Corporation.

Comments

This initiative would require the hiring of an external independent consultant to evaluate the current health and safety program and policy to ensure objectives are met, due diligence is achieved, records and existing programs are maintained.

Business Plan and Budget

City of Mississauga

Budget Request # 536

Description of Proposed Initiative

Complaint/Harassment Investigator

Service Area

Business Services & Corporate Assets Human Resources

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	100	0	0
Net Cost					
Funded from	0	0	100	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.03 %	0.00 %	0.00 %
FTE	0	0	1	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The introduction of this new complement alleviates the workload from the departmental Human Resources managers and staff who conduct complex time consuming investigations. Although it is difficult to predetermine the hours required for an average investigation, it is evident that staff time has ranged from a minimum of 10 hours to a maximum of 8 weeks. Complex, difficult investigations have been funded by the departments. In 2009 approximately \$100,000 (for only 7 of the 43 formal investigations) was paid to external harassment investigators from our preferred provider list by various departments. The same level of service could be provided by an internal staff at a fraction of the cost. We believe the City will experience a continuing increased rate of investigation of Bill 168, Violence in the Workplace, and the necessary investigation requirements. This is an area of high risk from a legal liability standpoint. The opportunity to centralize this function under a trained professional will mitigate the risk in this area.

Service Impact

1 FTE \$100,000
 The introduction of this new complement alleviates the workload of the departmental Human Resources manager which frees up their time to focus on strategic issues. It also efficiently and effectively brings in house the monies spent on external investigations which in 2009 was approximately \$100,000 for only 7 investigations.

Comments

The position should be funded mostly from a transfer from departmental budget accounts of the monies spent in 2009 and 2010 for external investigators which totalled \$100,000. By using the internal staff, it will reduce the use of third party investigations.

Business Plan and Budget

City of Mississauga

Budget Request # 537

Description of Proposed Initiative

Enhance Efficiency of HR Team By Addressing Administrative Support Needs

Service Area

Business Services & Corporate Assets

Human Resources

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	55	55	0	0	0
Net Cost					
Funded from	55	55	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.02 %	0.00 %	0.00 %	0.00 %
FTE	1	1	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Human Resources Division currently only has one Administrative Assistant. This position supports the Director of Human Resources, the Manager of Labour Relations and provides back up for the Employee Health Services clerical support and the Benefits Administrator. In addition, she handles Time and Labour for all staff, processes all of the expense invoices, conducts expense tracking and manages the office services such as equipment repair and supply ordering. Approximately .25 FTE of this position is taken up by the coordination of the Long Services awards. This .25 FTE is averaged out over the year. From January to May half of her time is spent in preparing for the awards event. At that time of the year many of the other duties are negatively impacted. Over the past couple of years we have retained Co-op students and float pool personnel to supplement the Administrative Assistant position in order to provide support and to assist the Administrative Assistant with managing the workload. The transient nature of these staff has negatively impacted the quality and quantity of that support.

Service Impact

One FTE \$55,000

Sections of the Human Resources Division who do not have administrative support such as Staffing and Development, Compensation and Benefits, have professional staff performing clerical functions which are not a good use of these more costly resources. Overtime in all of these sections combined equates to approximately one FTE. An additional permanent support will reduce overtime and provide a positive impact on customer service and timely completion of projects.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 538

Description of Proposed Initiative

Compensation Program Update

Service Area

Business Services & Corporate Assets Human Resources

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	231	75	0	0	0
Net Cost					
Funded from	231	75	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.03 %	0.00 %	0.00 %	0.00 %
FTE	3	1	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The Human Resources Division is currently updating our current Compensation Program including the review of our Job Evaluation systems including re-evaluating non union positions and updating our compensation program and policies. This project will be ongoing, aspects of which will not be fully completed until 2012.

The current complement within the compensation group does not have the capacity to support a more sophisticated compensation program while also meeting the increasing demands of our client groups.

The compensation and benefit complement has decreased in the last five years and it is more difficult to fully support the increased demands from the client groups, the ongoing changing business landscape with more organization accountabilities and the increased analytical component to support business decisions. The corporate compensation and benefit role provides analysis and support from a corporate wide perspective to ensure total compensation equitable organization policies and processes.

One element of the compensation/ benefit analyst's responsibilities is the analysis, co-ordination and processing of the job evaluation requests. The current Job Evaluation Program review was conducted in 1998.

From 1999 to 2004, there were two compensation/benefit analysts in the Corporate Compensation and Benefit section.

From 1999 to 2004, with two compensation/benefit analysts, the number of requests have ranged anywhere from 13 to 29 per year for job evaluation permanent rating requests. From 2005 to present, with only one compensation/benefit analyst, the job evaluation permanent rating requests ranged from 10 to 26.

Temporary job evaluation ratings which are requested for newly created positions are not included in these numbers, however from 2008 there have been approximately 30 per year.

In addition, salary survey requests from other municipal counterparts are responded to in an effort to partner and reciprocate when information is also sought by the City for compensation information reviews. These requests are in addition to the annual formal survey process and support for internal compensation reviews when requested by internal clients. The corporate compensation role provides for Corporate wide

equity analysis. PMP process is another compensation component completed by the compensation/benefit analyst.

From January 1 to March 1, 2010, approximately two to three informal survey requests per week were received during the busy year end PMP process.

The employee population has increased approximately 3% per year since 2005.

From 1999-2004, with two analysts, the average number of job evaluation requests per compensation/benefit analyst per year was 10.5.

From 2005-2010, with one analyst, the average number of job evaluation requests per compensation/benefit analyst per year was 19.23.

This does not include the additional approximately 30 temporary job evaluation ratings requested per year from 2008 to present.

From January 2009 to March 2010 (14 months), there have been approximately 63 job evaluation permanent and temporary requests.

This new complement will be responsible for implementing changes to the new programs including ongoing analysis, technological changes, training and ongoing monitoring to ensure the programs are maintained. Furthermore we will then be better positioned to ensure the programs are maintained current to meet the evolving business needs of the Corporation. Once the initial implementation period is over we will also assess if the ongoing support for this program should continue in-house or should be provided by an external consultant. If the latter is decided then the additional funds will be converted to consultant fees.

Service Impact

1 FTE- Contract

Without additional resources the compensation team will not be able to provide full client support for the ever increasing client demands.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 544

Description of Proposed Initiative

HR Process Review

Service Area

Business Services & Corporate Assets

Human Resources

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	50	-50	0	0
Net Cost					
Funded from	0	50	-50	0	0
Tax Levy					
Net Impact on Tax Levy		0.02 %	-0.02 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Through the recent review of the HR Strategy, feedback was received from Team 300 and Human Resources staff on HR service and what departments require from HR in order to achieve their strategic objectives. Both groups indicated that they had concerns about the high volume of work and the limited resources of Human Resources. They also expressed concerns about response time, especially in critical areas such as recruitment. Team 300 indicated a need for more HR resources, particularly in the more strategic areas..

Service Impact

\$50,000 in consulting fees to provide advice and expertise to review our of HR work processes. Using an approach that will include internal stakeholders, we will analyze existing work processes and make recommendations for quality and efficiency improvements. We will also partner with the Leadership Team to determine opportunities for automation and self-service

The work process review will provide an opportunity for Human Resources to review its key work processes and determine if they can be done more efficiently and to determine if staff resources are appropriately allocated and/or if additional resources are needed. We hope that the result of this study would assist us to enhance service, particularly improve timeliness and to allow Human Resources staff to be able to focus on additional tasks and be more strategic.

Comments

We require the services of an external consultant at a cost of approximately \$50,000 in order to provide us with the expertise to facilitate such a review and also provide a third party objective view point.

Business Plan and Budget

City of Mississauga

Budget Request # 545

Description of Proposed Initiative

Maximize Support Provided within Disability Management Program

Service Area

Business Services & Corporate Assets

Human Resources

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	50	0	5	0	0
Net Cost					
Funded from	50	0	5	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Between 2003 to 2006 the Corporation saw an increase in income replacement benefits of 41% versus an increase in total labour costs of 29%. On June 20, 2007 the Leadership Team approved a multi phased approach to move from a decentralized claims management system to a Centralized Disability Management Program for each of the City's Disability Plans. Critical to the success of the centralized process is the additional support provided by the Nurses within Employee Health Services. To support the ongoing administration of this centralized Program a full time contract claims management assistant position was approved effective 2006. The main focus of this position has been to assist with the day to day administration of disability claims enabling the Nurses to focus their skills and attention on the more critical assessment of disability related issues. Both employees and supervisors have credited the success of the Program directly to the processes facilitated by the Nurses. Critical to the employees attempting a safe and early return to work is the follow-up process which demands support from this claims management assistant. As a result of the increased support provided through the Program the upward trend in lost time has been curbed since the beginning of the Program. The most recent analysis of lost time data from 2008 to 2009 indicates that for STD and WSIB benefits, both of which have not changed in scope, there has been a reduction in lost time of 0.4% and 14.6% respectively. As the claims management assistant position is currently a contract position there has been the customary ongoing turnover. Given the unique nature of this role within the City the retraining involved has reduced the efficiency within the Team. A permanent position for the claims management assistant is requested to ensure consistency in the role, to assist in developing the position further to include additional support for ongoing wellness initiatives and to enhance current reporting capabilities.

Service Impact

To convert the current 35 hour/week contract position to a full time complement.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 546

Description of Proposed Initiative

Management of Organizational Development Initiatives

Service Area

Business Services & Corporate Assets

Human Resources

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	388	61	61	0	0
Net Cost					
Funded from	388	61	61	0	0
Tax Levy					
Net Impact on Tax Levy		0.02 %	0.02 %	0.00 %	0.00 %
FTE	4	1	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Following an extensive review of our HR Strategy and organization structure which included consultation with internal stakeholders, a new HR Strategy and organization structure has been approved by the Leadership Team. This new structure includes the role of Manager of Talent Management. This position will lead the development and implementation of the City's Talent Management Strategy, a key strategic priority necessary to support the City's Strategic Plan. It is critical that the City has the right people talent to provide quality services to the citizens of Mississauga into the future. This position will provide a key leadership role and will also oversee the Organization Development and Education functions which include Leadership Development and will also lead the People Planning area – an area that will focus on recruitment, engagement/retention, diversity and workforce and succession planning. The new structure and this leadership role will allow the consolidation of these talent management functions under one umbrella to allow for more focus on the City's talent development and HR strategic planning. All of these functions are important to ensure that we recruit and retain high calibre employees and achieve our objective of remaining an Employer of Choice. Over the next five years, the City anticipates that those eligible for retirement will increase by 106%. At the same time the labour market is expected to have a shortage of skilled talent, particularly for some of the specialized positions we have at the City. Our City is also becoming increasingly multiculturally diverse. There is an urgent need to develop our diversity program in order to attract and retain this diverse talent. Our current resources in the HR division are inadequate to allow us to focus on these areas and develop effective talent management strategies for the future.

Service Impact

Cost of 1 FTE = \$122,000

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 552

Description of Proposed Initiative

Review current performance management process.

Service Area

Business Services & Corporate Assets

Human Resources

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	210	0	75	0	-75
Net Cost					
Funded from	210	0	75	0	-75
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.02 %	0.00 %	-0.02 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

The PMP process, with minor compensation updates, has not been reviewed and updated since inception (2000). This initiative will integrate different talent management programs to ensure processes are aligned with current business operations environment. Competencies and the rewards program will also be assessed as part of the review. A comprehensive review will ensure integration of the coaching philosophy that has been adopted by the Talent Management Strategy. PMP process review is a corporate wide initiative which will significantly impact corporate and departmental resources. Due to the time, focus and expertise required to ensure this review is conducted properly, a third party consultant is required. Consultant support is also required to obtain best practice information.

Service Impact

One time consultant fees of \$75,000 per year for two years.

Without the additional consulting resource we will be unable to provide a thorough assessment potentially resulting in focusing only on a limited component of the performance management program and not integrating the full scope of the talent management initiatives.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 555

Description of Proposed Initiative

Develop Focused Departmental Wellness Programs

Service Area

Business Services & Corporate Assets Human Resources

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	30	-30	0
Net Cost					
Funded from	0	0	30	-30	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.01 %	-0.01 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

Detailed needs assessment of past benefit trends, disability patterns and readiness for change within various employee groups is required to focus the City's limited wellness resources.

Service Impact

Consultant fees of \$30,000

Comments

Currently the City's wellness initiatives are not focussed on the specific needs of any one group. One time consulting fee is required to assess the specific programs required to maximize any future initiatives.

Business Plan and Budget

City of Mississauga

Budget Request # 560

Description of Proposed Initiative

Communications Division Master Plan

Service Area

Business Services & Corporate Assets Communications

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	33	30	-30	60	0
Net Cost					
Funded from	33	30	-30	60	0
Tax Levy					
Net Impact on Tax Levy		0.01 %	-0.01 %	0.02 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	50	0

Details of Service Change

The changing demographic landscape of our community combined with unprecedented changes in the field of communications have made the need for a master plan imperative. The changes that the Communications Division must address include:

- An aging population in the City, increasingly fragmented media channels, and growing ethnic diversity
- The impact of social media
- Changes to the way that people access information and engage with government
- Rapidly changing technology and its impact on communication best practices
- A desire for more targeted communications that are specific to individual areas of interest

As part of the divisional master plan development, the division will undertake a detailed analysis that includes:

- Best practice benchmarking
- A skills gap analysis
- A consultation process with staff, clients, and key internal and external stakeholders
- A technology and tools assessment

This process will be managed by staff with assistance from an external consultant. A Steering Committee will also be established with representation from key business partners and stakeholders. The outcome of the Communications Master Plan will be a detailed report that outlines change management recommendations and a detailed cost estimate for implementing the master plan recommendations.

Anticipated outcomes of the Communications Master Plan are:

- A Communications Channel Strategy that address tactics, tools and resources for reaching our residents across varied media channels (online, digital, print and traditional media) with more targeted and personalized information that addresses their needs and interests

- A detailed Human Resources Plan that addresses skills development and staffing needs
- A technology and tools strategy
- A research strategy to better measure customer satisfaction and value of communication efforts
- A 'rich media content' strategy that outlines a plan for delivering engaging online multimedia content to varied audiences

The plan will be developed in 2011 with a detailed business case for the master plan recommendations being prepared for consideration in 2012. The plan implementation will occur in 2013/2014.

Service Impact

The impact of the Communications Master Plan will be to ensure that City's Communication efforts remain effective. Over the longer-term, master plan recommendations that improve the online communications capabilities and targeted outreach of the division will mitigate operating cost increases over future years.

\$30,000 will be required in 2011 to engage an outside consultant to support the Master Plan development.

\$60,000 in ongoing annual operating costs are anticipated as part of the Communications Master Plan recommendations between 2013 and 2015. These estimates would include \$50,000 per year for the implementation of a research strategy and \$10,000 per year in 2013, 2014 and 2015 to cover the cost of staff development and change management related costs. A one-time capital cost of \$50,000 is anticipated in 2013 for IT consulting and design costs to create an improved and robust e-mail alert system to connect with our residents.

Comments

The Web portal improvement costs that will be recommended as part of the Communications Master Plan are covered under IT Budget Request #450 (see above).

Business Plan and Budget

City of Mississauga

Budget Request # 561

Description of Proposed Initiative

Cost Reduction Options For Communications

Service Area

Business Services & Corporate Assets

Communications

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	132	-25	0	0	0
Net Cost					
Funded from	132	-25	0	0	0
Tax Levy					
Net Impact on Tax Levy		-0.01 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

In order to achieve the 3% gross budget reduction that has been mandated by the Leadership Team, Communications recommends the following **Service Level Adjustments** :

Adjust paper stock standard to 80 pound paper from 100 pound paper

Net savings of this service change would be \$6,000. This change will have a minimal impact on the feel and perceived quality of printed materials.

Opportunities To Reduce Cost:

1. Reduce the un-planned Public Issues Budget

Net savings of this cost reduction would be \$18,000. This cost centre is a contingency account that has historically been used to deliver Communications for unplanned issues such as the Smoke Free By-law and H1N1. Instead of retaining a contingency account, Communications will request funding from Council, in the event of a major public issue, to support the communication plan.

2. Eliminate the Public Meetings Account

Net savings of this cost reduction would be \$500. This cost centre has historically been used to fund public meeting related costs. Over the past few years, Business Service Areas have increasingly funded public meetings through their operating budgets. As a result, the funding has been redirected to fund other Communications needs over the past few years.

Service Impact

If these service reductions are accepted, service level impacts would be felt through:

- Reduced perception of paper quality for the City's printed materials and
- Reduced ability to address unplanned public issues without making emergency requests for funding from Council

Comments

These service level and cost reduction options are only being identified in order to achieve the 3% cost reduction target that has been mandate by the City's Leadership Team, including the Lean Printing Initiative (Budget Request#392).

Business Plan and Budget

City of Mississauga

Budget Request # 566

Description of Proposed Initiative

Consolidation II - Full Consolidation of Animal Service Telephone Inquiries

Service Area

Business Services & Corporate Assets

Customer & Business Services

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	15
Net Cost					
Funded from	0	0	0	0	15
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	1	-1
Capital					
Approved	100				
Forecast					
Net Incremental Capital	0	0	0	90	0

Details of Service Change

Full consolidation of Animal Services calls into the 3-1-1 Call Centre to provide better service to the residents of Mississauga and fully utilize 3-1-1 single number service. To effectively handle the more complex call types for Animal Services a technology interface will need to be developed between the Hansen CRM and Chameleon for the creation of a Service request and resulting work order in the Chameleon system that Animal Services uses to dispatch and resolve customer requests.

The 311 Call Centre currently handles information calls for Animal Services which represents approximately 35% of the call volume. By adding the technology interface and implementing Hansen CRM Service Request, the 311 Call Centre will be able to answer 100% of calls, continue with the information calls, send Service Requests to Animal Services and for more urgent issues transfer to dispatch or a supervisor.

The concept of putting in place the Chameleon interface was introduced during the initial consolidation of Animal Services and was identified as a key requirement to fully consolidate Animal Services into the consolidated call centre. Other 311 cities across Canada provide full telephone inquiry service for Animal Services such as Calgary, Edmonton and Brampton.

The option to build the Chameleon to Hansen interface was presented to the Customer Service Steering Committee in 2007 and was estimated to cost no more than \$100,000 to build. This was deferred until the Call Centre Consolidation initiative was complete and \$100,000 in IT Capital funding was set aside in PN 6561 to complete the work.

The ongoing Operating cost of \$15,000 has been estimated in 2014 for system maintenance and support fees. An IT Project Leader/Developer for 1 year estimated at \$90,000 is also required in 2013 to oversee the development of the interface which has been successfully done for other municipalities by external vendors.

There are no resource transfers from Animal Services required to accommodate the handling of these additional calls and Service Request issuance.

Service Impact

Customers who call 311 and require assistance regarding Animal Services will experience a higher first call resolution, will only be transferred to Animal Services for urgent Dispatch issues and will have their service requests documented in the hansem CRM which will then automatically generate a work order in Chameleon for the Animal Services Staff to follow up on. All outcomes and actions will be updated in the CRM upon completion of any work done and reflected in the Chameleon system.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 572

Description of Proposed Initiative

Invest in Workforce Management Software to better allocate 3-1-1 call centre agents

Service Area

Business Services & Corporate Assets

Customer & Business Services

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	55
Net Cost					
Funded from	0	0	0	0	55
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.02 %
FTE	0	0	0	1	-0.75
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	250	0

Details of Service Change

Currently the 3-1-1 Call Centre uses spreadsheets and raw data from Cisco IPCC to try to determine both call centre efficiency and call centre agent staffing requirements in 1/2 hour increments for the hours of operation, 7 am to 7 pm, Monday through Friday. The manual work involved is extensive. Data such as calls offered, calls answered, calls abandoned for each 1/2 hour increment for operating hours for each day of week must be exported from Cisco and transferred to a spreadsheet. Agent schedules then need to be added to determine the number of agents that were scheduled in 1/2 hour increments, less break times, lunch periods, time off phones for example - training or coaching, vacations or sick days. Service levels in 1/2 hour increments are then aligned to determine how successful the call centre was in meeting service objectives based on a combination of call volumes and staffing. This analysis enables call centre management to determine both operational efficiencies and future staffing requirements.

With spreadsheets, you cannot automatically incorporate call history to arrive at a forecast. With the current process it is done manually. Not only is this time consuming, it is also less accurate. A workforce management (WFM) system offers real-time and historic call history with accurate forecasting and the ability to make forecast schedule requirements based on historical data (e.g. time of day, day of week, seasonality etc.) as well as have the ability to make quick schedule adjustments based on real time activity. With spreadsheet(s), tracking and schedule adherence; breaks and lunches is very time consuming.

The implementation of workforce management software (WFM) the 311 Call Centre will facilitate better allocation of call centre staff based on incoming call volumes specific to time of day, day of week, weekly, monthly, seasonality or others factors impacting call volume and required agents, e.g. Revenue Tax mailings, Winter Maintenance call peaks etc.

Capital (required in 2013)

Software / hardware \$150,000, new IT Capital request
IT Telecom Project Leader, \$100,000, new IT Capital request

Operating (Required in 2014)

On-going software maintenance, \$30,000
On-going Telecom application support, \$25,000

Service Impact

Increase call centre agent productivity and efficiency by better aligning resources to peak volumes, seasonality and other events such as large Revenue tax bill mailings. The efficiencies gained will enable the 311 Call Centre to maintain the call handling service level of 80% of calls answered in 30 seconds or less with modest call volume growth. Maintaining service level and managing call volume growth through efficiencies is the primary benefit of work force management for the 311 Call Centre.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 573

Description of Proposed Initiative

Consolidation II - Recreation & Parks Registrations and Booking Inquiries into 311

Service Area

Business Services & Corporate Assets

Customer & Business Services

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0.5	0.5	-1	0
Capital					
Approved	180				
Forecast					
Net Incremental Capital	0	50	100	0	0

Details of Service Change

As part of the Business Case for Call Centre Consolidation the transfer of Recreation & Parks (Registrations & Bookings) inquiry types to the call centre were marginal given the communicated complexity of Registration and Booking calls and the long duration of calls (up to 20 minutes per call). Also, Recreation & Parks already had a small call centre performing handling all these calls.

At the time Connect to Rec had cut-offs imposed resulting in more calls to their call centre. Only 10% of the Bookings calls and 25% of Registration calls were designated for the centralized call centre. The initial consolidation as planned has been completed. Partial consolidation has been difficult to manage as callers do not always select the correct IVR menu (i.e. for Bookings or Registrations) so calls that should be automatically directed to them come to the call centre. This results in the call centre providing only partial (general) information and needing to transfer the call to either Registrations or Bookings. First call resolution rate in the call centre for Registrations and Bookings calls is low at 18%. The remaining volume requires a transfer. This annoys callers as they have already explained their situation or problem once and then have to do it again.

It is proposed the second phase of consolidation for Registration & Bookings be undertaken to increase the first call resolution to the target of 75% utilizing the Registration & Booking software solution in conjunction with Hansen CRM for delivering service and creation of service requests where necessary.

Capital

To undertake this initiative funding will be required to backfill business unit staff and the continuation of a contract KB Specialist currently funded out of the Call Centre Consolidation capital project.

Business Unit Backfill, \$150,000 for 2011/2012 is a new capital funding request

Service Impact

In a recent benchmark across Canada, most municipalities that have either consolidated or offer 311 provide full registrations and some also provide front-end full booking services using Class. The advertising of 311 would be more effective if 311 could handle the volume of calls that come through for

Registrations and Bookings. There will still be a requirement for a Registrations and Bookings "back-end" office function to deal with contracts (paper) etc. Call Centre staff will have to be trained in Selling / Upselling skills and knowledge in order to recognize potential booking and registration sales opportunities.

The 311 Call Centre will achieve a higher First Call Resolution for Registration & Booking calls resulting in higher customer satisfaction and better resident use of 3-1-1.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 574

Description of Proposed Initiative

Invest in Cisco Call Centre Reporting Tool

Service Area

Business Services & Corporate Assets

Customer & Business Services

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	0	0
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
Net Impact on Tax Levy		0.00 %	0.00 %	0.00 %	0.00 %
FTE	0	0	0	0	1
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	250

Details of Service Change

Currently Cisco IPCC offers "canned" reporting which is both limited in nature and does not provide the flexibility to customize based on operational requirements. This results in the call centre extracting the data and then using spread sheets to try to analyze call information. This enhanced software package allows for user defined controls to access information and individual rows of data to better analyze call volume patterns by time of day, day of week, weekly comparisons, monthly comparisons, seasonality and agent skill sets as well as linking various reports and drill down capability. This enhancement will also allow the integration of other call centre technologies such as workforce management and call logger.

Capital (Required in 2014)

1 IT Telecom Project Leader, \$100,000
Cisco Software/Hardware, \$150,000

Operating (will come into effect 2015)

0.25 IT Telecom Support staff estimated on an on-going basis, \$25,000
Annual Software Maintenance, \$10,000

Service Impact

Better understanding of the calls, agent skill sets, call patterns by time of day, day of week, weekly, monthly, annual volumes. Will enable better allocation of resources for intra-day peak volume, weekly volume patters and seasonal patterns. Will influence hiring practices, schedules and management of resources to operate the 311 Call Centre within the stated Service Level of 80% of calls answered in 30 seconds or less.

Comments

Business Plan and Budget

City of Mississauga

Budget Request # 592

Description of Proposed Initiative

Ongoing support and sustainment of corporate knowledge base "KB City"

Service Area

Business Services & Corporate Assets

Customer & Business Services

Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	45	99	54	0
Net Cost					
Funded from	0	45	99	54	0
Tax Levy					
Net Impact on Tax Levy		0.02 %	0.03 %	0.02 %	0.00 %
FTE	0	0	0	0	0
Capital					
Approved					
Forecast					
Net Incremental Capital	0	0	0	0	0

Details of Service Change

311 Call Centre KB Specialist – Customer & Business Services Division (1 FTE 2011)

The ongoing maintenance of over 900 Knowledge Base documents representing over 1,100 inquiry types was estimated to require 3 KB Specialist as part of the Call Centre Consolidation initiative. There is a high degree of change with approximately 20% of all documents and supporting processes changing annually. These changes are a result of changes to service levels, policies, practices, special circumstances, budget decisions and other direction from Council or Budget Committee. The changes are managed and communicated to the 311 Call Centre as well as all of the other operating divisions who provide customer service. The ongoing maintenance is currently maintained by 2 permanent KB Specialists and 2 contract KB Specialists funded from capital in place for the Call Centre Consolidation initiative. This is not a sustainable model once the consolidation is complete and ongoing maintenance will be required for a wide set of City Services and Information.

The Knowledge Base "KBCity" is both a business intelligence tool as well as a corporate repository housing the policy, procedures and guidelines of the following business units (the bracketed number represents the number of KB Documents):

311 Call Handling (15), Accessibility (4), Animal Services (75), Cemeteries (35), Communications (24), Counters (2), Development Construction (8), Environmental Services (5), Elections 2010 (18), Emergency (10), General Inquiries Main City line (165), Geomatics (3), Leaf Pick-Up Program (1), Mobile Licensing (48), Office of the City Clerk (27), Parking Enforcement (39), Park Operations (57), Recreation & Parks Gen Info, Bookings & Registration (96), Revenue (91), Traffic Operations (41), Works Operations (47), Urban Forestry (50), Winter Maintenance Program (39)

The conversion of one contract KB Specialist FTE in 2011 with an annual operating costs of \$90,000 will ensure that the Knowledge Base will continue to be updated in a timely and accurate manner to support the 311 Call Centre in meeting its objectives of customer service.

Knowledge Base/Web Application Developer Requirement – Information Technology (1 FTE 2012)

To continue providing support for 311 Customer Service, it is proposed that the application developer currently on contract be hired full time in 2012 at annual operating cost of approximately \$108,000 - (salary and benefits)

Hansen is the Enterprise solution for Customer Relationship Management, however their knowledge base was rudimentary, lacking an adequate search engine and content management system, and was cumbersome to use.

Hence the decision to develop an in-house application to meet to the specific business and functional requirements of the 24 Call Centre Customer Service Advisors (CSA's) and 4 Knowledge Base Specialists.
The MISA award winning application kbCity was developed by a contract application developer in 2007.

This is a mission critical application for the Call Centre as the inventory includes over 900 documents directly relevant to customer queries and a further 1,500 articles/bulletins/lists applicable to the CSA's providing customer service. 2009 usage includes on average 800 queries per day, 195,000 annually. The knowledge base inventory will continue to grow as business unit consolidation continues.

Capital funding is in place to the end of 2011 for the application developer who built, supports and enhances this application.

Service Impact

Customer Service Division Stated Impacts

In the Customer Service division, there are currently insufficient resources to maintain consolidated business units. With the completion of Consolidation Phase there will be over 1,000 Knowledge Base documents representing 26 unique lines of business or services, policies, procedures, guidelines and processes. This repository of City of Mississauga business intelligence is critical to the ongoing success of 311 and the city at large.

The overall quality, efficiency and value of the 311 Call Centre will decline as will customer and employee satisfaction. This will also impact Hansen Service Request, standard operating procedures and reporting because the process for change initiates with the KB Specialist role and their ongoing pro-active relationships with the client (business unit) groups.

Information Technology Stated Impacts

It is of a paramount importance to the Call Centre that the kbCity application be available and functional throughout the business day. A knowledgeable developer is required to provide the necessary support and implement new features in response to business and functional needs.

Converting the contract application developer to this position would ensure quality support is available. Starting in 2012, annual operating costs are projected to be approximately \$108,000 - (salary and benefits). No further costs as contract developer has a work space and equipment within the Enterprise Systems section of Information Technology.

Comments

The Call Centre Consolidation initiative had identified these resources as a requirement to operate the new Call Centre in a report to Council in March 2006. Resources were to be phased in over the three year period of which these two positions have been deferred due to budget constraints.