



Business Services

2020-2023 Business Plan
& 2020 Budget

Foreword

Our Vision for the Future

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

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

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

Table of Contents

Executive Summary of Business Services.....	3
Core Services	4
Vision, Mission, Goals of Service and Service Delivery Model.....	4
Current Service Levels and Trends.....	5
Performance Measures and Results.....	8
Balanced Scorecard.....	9
Awards and Achievements.....	10
The 2020-2023 Business Plan Outlook	12
Planning for the Future.....	12
Finding Efficiencies	15
Advancing the City's Strategic Plan	18
Transforming our Business with Technology	21
Maintaining Our Infrastructure.....	22
Managing Our Human Resources.....	23
Proposed Operating Budget	26
Operating Budget Details	27
Proposed Budget by Program.....	27
Summary of Proposed Budget.....	28
Proposed Cost Increase Required to Maintain Current Service Levels.....	29
Proposed New Initiatives and New Revenues	30
Proposed Capital Budget	45
Proposed 2020-2029 Capital Budget by Program	45
Proposed 2020-2029 Capital Budget by Funding Source	46
Proposed 2020 Capital Budget Detail	47
Proposed 2020-2029 Capital Budget by Sub-Program	48



Executive Summary of Business Services

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

Services we provide:

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

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

Interesting facts about this service:

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

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

Highlights of the Business Plan include:

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

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

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

To provide high quality customer service through dedication, communication and innovation.

Mission

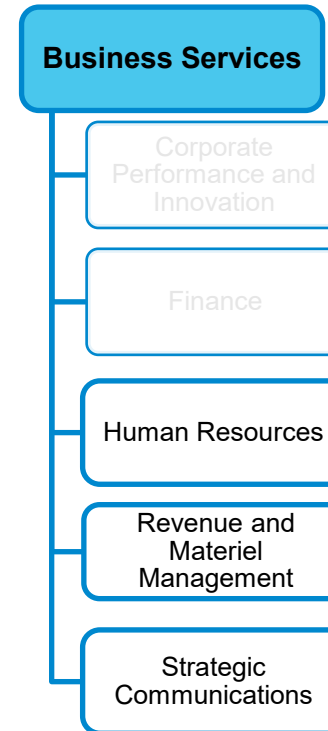
To enable the delivery of excellent public service by providing advice, expertise and essential support. Business Services works with all business units across the organization to allow services to be delivered to residents and businesses in the most cost-effective, responsive and efficient manner.

Goals of Service

- Support the organization to strengthen the continuous improvement culture by providing training and support for Lean and other methodologies, ensuring organizational policies are current, performing operational reviews to identify cost savings and revenue generating opportunities
- Develop, deliver and administer policies and processes that enhance financial reporting, support strategic budgeting including managing assets, and facilitate compliance with legislation and accounting standards
- Support the organization by delivering innovative HR strategies and solutions that focus on Talent Management, Healthy Workplace, Total Rewards and building Strategic HR Business Partnerships
- Ensure accuracy and integrity when administering and collecting property taxes

- Grow value through sustainable procurement strategies
- Work collaboratively across the organization to ensure citizens are informed and engaged, receiving timely, accurate, clear and accessible information using the channel of their choice
- Enhance customer experience by modernizing services, improving two-way communication, accessibility and expanding online and self-serve channels

Service Delivery Model



Current Service Levels and Trends

Each of the five teams within Business Services provides an array of different services at different levels. Below are some examples of the services provided and some key trends that will affect service provision going forward.

Current Service Levels

Item	Established Service Level	2018 Service Level Achieved
Communicating and engaging with Citizens	Engage citizens using various Social Media and Online channels	61,000 Twitter Followers
		31,366 Facebook Followers
		21,161 LinkedIn Followers
	Inform citizens and promote City events with clear and up-to-date information	1,461,692,512 Media Reach 254,503 3-1-1 Inquiries 136 Events 23 Alerts issued
Supporting Continuous Performance Improvement	Support all divisions with completing 45 Lean process improvements and six service or operational reviews annually	46 Lean reviews completed
		7 Operational reviews completed
	Support all divisions in certifying eight new Project Management Professionals (PMP) and 15 new Lean Green Belts annually	7 PMP certified 15 Green Belts certified
Financial Reporting and Planning	Support all divisions to monitor the \$221 million capital budget and \$873 million operating budget (2019), including the production of the annual Business Plan, annual Financial Reports, quarterly and annual forecasts	100%
	Value of reserve fund and reserves managed	\$719 million reserve fund \$81 million reserves

Item	Established Service Level	2018 Service Level Achieved
Recruitment and Human Resources Support	Time-to-fill vacancy was targeted at 80 per cent of recruitments being completed in 12 weeks or less	78%
	Shared Services phone inquiry follow-up within 2 days	98%
	Shared Services email inquiry follow-up rate within 2 days	92%
	Number of jobs posted	566
Revenue and Collection	Collecting \$1.66 billion in annual property tax billed on behalf of the City, Region and School Boards	97% collection rate
	Amount generated through issuance of 6,403 accounts receivables invoices	\$42.2 million
Procurement Support	Number of Contracts Issued	777
	Average time to complete procurements	92 days to complete RFP
		62 days to complete RFT
		27 days to complete RFQ

Key Trends

The War for Talent

- 17.7 per cent of the City's workforce will be eligible to retire by 2023
- Labour market skills shortages seen particularly in niche and technical jobs
- Shift from traditional talent acquisition methods to a significant focus on social media and professional networks
- Other municipalities and the broader public sector pursuing the same pool of talent
- As the economy improves and organizations increase their hiring we can expect higher-than-normal turnover
- Increased diversity in the labour market requires a continued focus on diversity initiatives

Customer-centric Service Delivery and Engagement

- Changing demographics, emerging technologies and an increasing shift in how residents consume information have both created pressures and generated opportunities to further understand the City's target audiences – where they are, how they view content and what they value
- Engagement with citizens involves multiple channel outreach and consultation for budget and business planning cycle
- Ensuring high quality and consistent customer service involves integrating and aligning content; public relations, social media and marketing need to be seamless, coordinated and aligned to the City brand for both in person and online interactions
- Changes in services across the City have resulted in increased procurements to meet needs, with a greater focus on sustainability and value (vs. price)

Federal and Provincial Government Grants

- Growth in complexity of federal and provincial government grant reporting for infrastructure and city-building initiatives

Technology: Automation and Modernization

- Services are being driven by expectations of more online self-service and mobile options, with modern and dynamic content
- The increasing shift to digital and mobile channels has made those our most important communication channels
- Up-to-date support and standards are needed for key changing technology trends such as mobile devices/apps, social networking, "cloud technology" and "big data" processing capabilities
- Enhancing internal technology and knowledge base systems will modernize and streamline service delivery
- There is a greater need to embed research-based data and analytical insights into our communications

Demonstrating Value for Money

- Evolving political landscape has further increased the need for municipalities to demonstrate value for money through operational and service reviews and evidence-based decision making
- Increased controls around provincial and federal government funding have reinforced the City's efforts to simplify work processes to reduce redundancy and non-value-added tasks
- Increased usage of social media as well as evolving social movements have increased the scrutiny of municipal policies and by-laws, requiring reviews to ensure alignment with resident expectations and industry best practices

Performance Measures and Results

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

Balanced Scorecard

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

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

Financial Measures

- *Credit Rating* – this third-party measure demonstrates the financial strength and viability of the municipality along with the ability to secure lower borrowing costs. 'AAA' is the highest rating conferred by a bond rating agency
- *Lean Cost Savings* – measures the City-wide reduction in the cost of delivering service as a result of process changes
- *Lean Cost Avoidance* – measures the difference between costs that would have been incurred without a Lean process change and costs after the Lean process change has been made
- *Taxes Receivable Collection Rate* – measures the percentage of taxes receivable that are collected by the City, requirement for the Region and school boards. The City's collection rate is favorable for a large Ontario municipality

Customer Measures

- *First Call Resolution (FCR)* – for 3-1-1 measures the percentage of calls addressed and resolved the first time a resident calls (i.e., "one and done")
- *3-1-1 Call Answer Standard* – measures key service commitment to answer 80 per cent of calls within 30 seconds

Employee Measures

- *Employee Turnover* – has a significant operational and financial impact on the organization. It is measured to address and plan for attrition and talent retention, and as an indicator of how effective our recruitment practices are in selecting best fit candidates
- *Leadership Succession Program Participants* – this measure is reviewed regularly as part of the City's Succession Program. The program allows the organization to build an internal talent pool and to develop that talent. With the predicted increase in turnover, especially with retirements and skill shortages in the external labour market, monitoring this program is particularly important

Internal Business Process Measures

- *Recruitment Service Standard Success Rate (Time-to-Fill)* – measures the rate of success the HR Division achieves in meeting the 12-week time-to-fill target. The metric allows the Division to evaluate the efficiency of the recruitment process and to identify and address bottlenecks
- *Target Plain Language* – measures the plain language readability level of all corporate communications (target is within grade 10-12 range)
- *Continuous Improvement Training Hours Delivered* - measures the amount of training delivered to improve skills in Lean, Project Management and Innovation across the organization

Balanced Scorecard

Measures for Business Services	2016 (Actual)	2017 (Actual)	2018 (Actual)	2019 (Plan)	2020 (Plan)	2021 (Plan)	2022 (Plan)	2023 (Plan)
Financial:								
Credit Rating	AAA	AAA	AAA	AAA	AAA	AAA	AAA	AAA
Lean Cost Savings (\$000s)	\$545	\$315	\$808	\$850	\$850	\$850	\$850	\$850
Lean Cost Avoidance (\$000s)	\$419	\$2,054	\$5,311	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
Taxes Receivable Collection Rate	97%	98%	98%	97%	97%	97%	97%	97%
Business Services' cost as a percentage of City Wide Operating Costs	4.2%	4.0%	3.8%	4.1%	4.0%	3.8%	3.8%	3.7%
Customer:								
3-1-1 Citizen Contact Centre First Call Resolution (FCR) – Gross	93%	93%	93%	90%	90%	90%	90%	90%
3-1-1 Call Answer Standard (80% of Calls Answered within 30 seconds)	80%	75.3%	70%	75%	80%	80%	80%	80%
Employee:								
Employee Turnover	4.3%	5.8%	6.9%	6.9%	7.0%	7.0%	7.1%	7.1%
Leadership Succession Planning Program Participants	178	194	180	185	185	190	190	190
Internal Business Process:								
Recruitment Service Standard Success Rate	73%	66%	78%	85%	85%	85%	85%	85%
Target Plain Language	63%	62%	57%	67%	70%	70%	70%	70%
Continuous Improvement Training Hours Delivered	3,100	6,786	8,154	8,786	8,786	9,286	9,286	9,786

Awards and Achievements

Corporate Awards

- **Award for Innovative Business Solutions**, THRIVE Project Phase I – Transforming How the City Hires Talent
- **2019 Emerging Leader Award** received by the Finance Supervisor, Budgets and Reporting who has consistently "gone the extra mile" to earn the respect, support and appreciation of his customers
- **2018 Kirk French Spirit Award** received by the Lean Program Consultant for being an individual who exemplifies a love of life, adds laughter and vitality to the workplace and enriches the lives of others. She is a dedicated employee who consistently goes above and beyond the call of duty

External Awards

Financial Reporting and Budgeting

- **Government Finance Officer Association (GFOA) Distinguished Budget Award** for the 2018-2021 Business Plan and 2018 Budget, the 29th consecutive year the City has received this award
- **Canadian Award for Financial Reporting** from the GFOA, one of the highest honours for municipal financial reporting, for the 21st consecutive year
- **Award for Outstanding Achievement** in Popular Annual Financial Reporting for 2017 from the GFOA. This is the 2nd year for the City to receive the award



Canadian Award for Financial Reporting and Outstanding Achievement

Marketing and Promotion

- **2019 International Association of Business Communicators (IABC) Award of Excellence** for 2018 Aerial Spray Government Communications Program
- **2019 IABC Award of Excellence** for Johnny Bower Rink Dedication Ceremony (Special Events)
- **Association of Registered Graphic Designers (RGD) In-House Design Award of Merit** - presented for "Be a Good Neighbour" Campaign
- **RGD In-House Design Award of Merit** - presented for the City Manager's Leadership Conference design and promotion

- **Transform Awards North America** - The City of Mississauga's Employer Story received a bronze award at the Transform Awards North America 2017 in New York City

Sustainable Procurement

- **Sustainable Procurement Leadership Council Award for Outstanding Case Study** from the Sustainable Purchasing Leadership Council

2019 Achievements:

- 3-1-1 Citizen Contact Centre began providing inquiry assistance for Accounts Payable to reduce calls handled by Accounts payable staff
- Completed 2019 Development Charges (DC) By-law and Background Study
- Completed 2019 Regional Governance Review for Peel Region and provided report to Province for consideration
- Implemented a new Paperless journal entry process for Finance
- Automated the \$100,000 Public Salary Disclosure reporting to the Province
- Achieved *Accessibility for Ontarians with Disabilities Act* (AODA) compliance for the 2019-2022 Budget Book
- Launched the Standard Operating Procedures project to support delivering consistent, quality Finance processes
- Established a process to better manage the review of Financial Impacts in Corporate Reports
- Established the Corporate Asset Management Office
- Improved Development Charges (DC) projections
- Re-stated Part-time FTE reporting for consistency in counting methodology
- City's new website featured in 'A Practical Handbook on Accessible Graphic Design' published by The Association of Registered Graphic Designers (RGD)
- Increased the utilization of the staff wellness account by 57 per cent in 2018

- Launched the new Part-time salary structure impacting over 2,500 employees in over 100 pay classifications
- Achieved an employee participation rate of 75.8 per cent for the 2018 Employee Engagement Survey
- Employee Health Services has increased the number of ergonomic assessments by 58 per cent since 2018
- Successfully implemented the Municipal Accommodation Tax
- Successfully implemented the Sustainable Procurement Policy
- Developed 270 performance measures across three divisions increasing the City's maturity in this area
- Finance system enhancements in 2018
 - Automated T2200 Form (Declaration of Employment) for eligible employees personal tax reporting
 - Developed staff capabilities in Microsoft Excel through enhanced training for all Finance staff



*IABC Ovation Award of Excellence
Government Communications Program*

The 2020-2023 Business Plan

Outlook

Planning for the Future

The right policies, processes, services and service management in combination with the appropriate staffing and training, will guide Business Services to meet the needs of its internal and external customers. Advances in Information Technology will increasingly help Business Services fulfill its responsibilities efficiently.

As Mississauga continues to grow into a large urban municipality, with a population that will reach 878,000 by 2041, supporting the organization to understand and deliver upon our citizens' needs, preferences, and values in the most efficient and economical manner will be critical for all Business Services teams.

Corporate Performance and Innovation (CPI)

CPI consistently reviews and adjusts its program offerings to the organization by:

- Enhancing services to meet changing organizational needs
- Expanding our shared services partnerships in the organization
- Delivering timely training and support to meet organizational needs

CPI has identified key initiatives for 2020 to support delivering efficient and cost effective services to our citizens including:

- Expanding and customizing Project Management tools and services, including developing in-house training, mentorship and individualized coaching programs

- Developing and customizing products and services to drive innovation and elevate Mississauga's reputation through external networking and showcasing excellence in innovation
- Continuing to expand the Community of Practice for Project Management, Lean and Innovation where employees are provided opportunities to network, share knowledge, acquire skills and gain recognition
- Continuing to support and develop skills in process improvement by emphasizing the voice of the customer in all divisions, and through the Lean Money Belt Program delivered with Finance
- Ensuring all policies remain current by reviewing policies once every three years and assisting in the development of new policies, including attendance at LT and Council
- Continuing to assist senior management with the review of service areas, organizational improvement initiatives, and various projects of strategic and corporate significance by providing independent, results-driven advice to improve service efficiency, effectiveness and cost-savings
- Continuing the implementation of the Performance Measurement program to strengthen the culture of data-driven decision making by training, supporting and automating newly identified measures

Finance

Finance provides reliable strategic and business planning support, financial management, advice, and transparent reporting to the Corporation and the public, including:

- Overseeing the City's \$1 billion (gross) budget
- Ensuring systems, policies, and processes facilitate prudent funding decisions and compliance both internally and externally

- Exploring opportunities to reduce costs using innovative solutions that provide measurable enhancements to service levels

Finance has identified key initiatives in 2020 to provide reliable, comprehensive advice that enhances decision making and management of resources including:

- Continuing to establish Corporate Asset Management to support decision making through the development of policies, business practices, asset management strategies, asset management plans and standardization of data management
- Strengthening Payroll Services through the implementation of new payroll technology to enhance service delivery
- Developing a framework to provide guidance for all internal (Capital and Operating) and external chargebacks processed in the City such that true costs are timely, consistent, and transparent ultimately improving asset analysis, reporting, forecasting and business planning



Human Resources

Human Resources support the Corporation in achieving its strategic goals by:

- Providing HR support, advice and strategic solutions to City departments in the areas of Compensation and Benefits, Labour and Employee Relations, Employee Health and Disability Management, Health and Safety, Learning and Organizational Development and Talent Acquisition
- Providing the Corporation with HR administrative support, HR reporting and responses to inquiries

Human Resources has identified several key initiatives in 2020 to support recruiting, retaining, developing and the growth of City staff including:

- Supporting HR Management best practices by modernizing HR technology: e.g., social media and cloud-based platforms, mobile applications and Talent Management systems
- Ensuring the City has the necessary talent resources to respond to growth, maintain existing service levels, and ensure successful business execution
- Ensuring the Corporation delivers on its commitment to promote employee wellness through delivering on the shared goals of the People Strategy, the Wellness Strategy and the Diversity and Inclusion Strategy to ensure workplaces remain supportive places where all employees can contribute

Revenue and Materiel Management

Revenue and Materiel Management administers the property taxation program and collects revenues to sustain the City, Regional and Education services, and manages procurement processes to obtain goods and services at the best value by:

- Issuing and collecting property taxes on behalf of the City, the Region of Peel and School Boards
- Issuing Accounts Receivable invoices and collecting defaulted *Provincial Offences Act* fines
- Supporting effective and efficient procurement of goods and services

Revenue and Materiel Management continues to ensure internal and external customer demands are met by:

- Continuing to manage the ongoing in-house development of the TXM Tax Manager software for the billing and collection of property taxes. This state-of-the-art system is licensed to

four other Greater Toronto Area (GTA) municipalities. TXM has allowed the tax area to minimize the number of staff despite the constant changes and complexity in the Province's property tax regime

- Reviewing business processes to optimize the TXM system and thereby eliminate duplication, manual activities, and automate work
- Improving the social, ethical and environmental impacts of the procurement of goods and services in a transparent and accountable way that balances responsibility, social equity and environmental stewardship
- Implementing an Assessment Base Management Strategy that will outline the process for maintaining the health of the City's assessment base
- Implementing an e-Bidding/e-Evaluation system which will further automate procurement processes and eliminate non-value-adding, manual and paper based activities



Strategic Communications

Strategic Communications listens and responds to the voice of the citizen today and in the future by:

- Providing accurate and timely information on the channels, devices and platforms that our citizens prefer
- Delivering high quality and consistent experiences, ensuring high levels of customer satisfaction and promoting a positive City reputation

- Creating opportunities for our citizens to become more engaged with topics that are important to them and the community

Strategic Communications Division has identified key initiatives to deliver upon our citizen centric mandate in 2020 including:

- Providing strategic marketing communications support for priority projects
- Continuing with the implementation of the Digital Strategy including the phased roll-out of the new Corporate Website under a more robust governance, guidance and support model
- Implementing year one key recommendations of the Corporate Customer Service Strategy, including sourcing a new Enterprise Customer Relationship Management (CRM) and Knowledge Base (KB) solution
- Engaging with the newly developed internal marketing community of practice to provide support and expertise to the City's marketing efforts and initiatives
- Advancing on the recommendations from the Employee Communications Audit and develop an Employee Communications Strategy
- Implementing first phase of the 28 action items from the new 2018 Communications Master Plan
- Continuing to transform the City's website to create people-centred digital services that are fast, clear, and easy to use for people of all abilities

Finding Efficiencies

Lean Program

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

Since becoming permanent in 2016, the Lean program has delivered significant results. Over 274 staff have received introductory White Belt Training; 20 staff have received intermediate Yellow Belt Training; 13 staff have received advanced Green Belt Training; and three staff have received Black Belts. Twenty-six projects (including rapid improvements) and 621 small improvements have produced such enhancements as improved customer experience, faster processing times, higher quality and lower costs. (For definitions of classifications, see the Glossary.)

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

Corporate Performance and Innovation

- Improved the notification process for policy reviews with a fillable form
- Instituted an online form for Project Management Support Office customer requests intake

Finance

- Streamlined the SAP reporting for grant expenses to government process resulting in 420 hours of freed capacity equivalent to \$26,000 in cost avoidance
- Trained 3-1-1 Citizens Contact Centre staff to handle Accounts Payable related inquiries resulting in 196 hours of freed capacity

- Automated the T2200 form (Declaration of Employment) for eligible employees' personal tax reporting resulting in over 13 hours in freed capacity

Human Resources

- The Long Service Award Program review streamlined the process and reduced rework resulting in cost savings of \$864, cost avoidance of \$3,248 and 70 hours of freed capacity annually
- The Talent Acquisition Process review simplified processes for managers, employees and potential employees by reducing staff effort by 38.4 per cent and ensured consistency by reducing processes from 20 to two
- Workplace Safety and Insurance Board (WSIB) Form Seven e-submissions Process review reduced lead time by 72 per cent, increased value-added time by 31 per cent, and reduced non-value-added time by 69 per cent

Revenue and Materiel Management

- Tax rebates application process Lean initiative changed the application acceptance and approval process reducing lead time by 35 hours resulting in \$6,879 cost avoidance and \$487 cost savings
- Staff from Materiel Management, Legal and Transportation Infrastructure Planning developed a consultant roster and related templates to dramatically reduce the effort in soliciting consultants for related works. This resulted in cost avoidance of \$40,000 and added labour capacity of 600 hours per year
- Improved Municipal Accommodation Tax correspondence by eliminating paper and creating files electronically

Strategic Communications

- Instituted new online reservation of materials for event bookings
- Improved media monitoring process in order to more accurately capture media coverage
- Completed SharePoint Transformation to maximize searchability of internal files
- Records Review – achieved space savings and cost reduction
- Optimized space to create more meeting space
- Completed Storage Room Clean-up (Ground Floor)

Business Services Lean Program Results

Completed Initiatives					Total Benefits	
Improvement Type	2014-2017	2018	Sept 2019	Total	Type	Total
Small Improvement	179	288	154	621	Cost Savings and Avoidance	\$2,342,859
Rapid Improvement	6	7	3	16	Customer Service Improvements	306
Project	7	1	2	10	Safety Improvements	28
Total	192	296	159	647	Environmental Improvements	116
In-Progress Initiative	Goals of the Initiative					
Onboarding & Implementing Online Projects on eCity	To assess and improve the process for onboarding and implementing web projects					
Performance Measures – Corporate Implementation Process	To reduce lead time by 25% of a divisional engagement cycle from launching to the approval of the development of performance measures and design with associated reporting tools					
Use of Developer Contributions Reserve Funds Green Belt	Develop a process that fully identifies how developer contributions are to be used for capital projects					
Stormwater Allocation Yellow Belt	Update the allocation model for the Stormwater program and create templates					
<i>Provincial Offences Act</i> (POA) Revenue & Expense Accounting Yellow Belt	Reduce both lead time in requesting pertinent data and the number of hours needed to prepare the POA financial statement by 25%					
Revenue Escalations	To improve communication materials in applicable forms of media and training to help reduce queries and escalations					
Procurement Close Out	To update filing instructions for hard copy and soft copy material to provide consistency in procurement close outs					

Other Continuous Improvement Programs and Initiatives

Description	Results
Automation of Lean Program Outcomes and Benefits Dashboards	<ul style="list-style-type: none"> 25 hours of freed up capacity per year
Standardization of Lean project closure process and creation of closure checklist	<ul style="list-style-type: none"> 62.5 hours of freed up capacity per year through improved Lean project closure turnaround time and reduced number of revisions
Simplification of Project Management Awards Process and electronic submission	<ul style="list-style-type: none"> 50 hours of freed up capacity per year Increased the number of applications from 13 to 34
Simplification of Business Case templates with alignment to the Budget Request template	<ul style="list-style-type: none"> Reduction in the time required to evaluate new services or business enhancements
Reviewed and New Policies Created	<ul style="list-style-type: none"> 2018 Minor Policy Revisions – 65 2018 New/Major Revisions – 20 2019 Minor Policy Revisions – 33 2019 New/Major Revisions – 7
Establishment of a new Performance Measures Program	<ul style="list-style-type: none"> 5 Divisions Engaged 75 Workshops 478 Measures Designed

Advancing the City's Strategic Plan

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

Below are examples of how the initiatives of Business Services relate to the Strategic Plan pillars.

move - developing a transit oriented city

Business Services supports the City's efforts to better connect communities within Mississauga and the wider region by:

- Promoting and communicating key transit initiatives such as the Burnhamthorpe Water Project, Collegeway Protected Bicycle lanes and MiWay Route 100 Airport Express
- Submitting and reporting for the Investing in Canada Plan Funding which aims to achieve the following three objectives:
 - Create long-term economic growth
 - Support a low carbon, green economy
 - Build inclusive communities
- Assisting all services in securing adequate funding from the federal and provincial governments for public transit infrastructure, including funding for the Mississauga Transitway, Hurontario Light Rail Transit (LRT), and Downtown Mississauga Terminal and Transitway Connection projects

- Supporting City's efforts to develop a transit oriented community by partnering with the business in the staffing and training of MiWay Transit staff and continuously improving recruitment strategies to hire the best people

belong - ensuring youth, older adults and new immigrants thrive

Business Services plays a critical role in ensuring all citizens have access to the information they need, and opportunity to engage with the City by:

- Delivering the Van Horne outdoor digital overpass signage and the City's Events review
- Implementing the People Strategy, Workplace Diversity and Inclusion Strategy to build a high-calibre workforce that reflects the City's population
- Administering the Low Income Seniors and Persons with Disabilities property tax program and the Outdoor Maintenance Subsidy program, providing financial assistance to those who are eligible

connect - completing our neighbourhoods

Business Services supports the completion of Mississauga neighbourhoods by:

- Facilitating periodic Development Charges studies which shape the City's future, addressing issues like land-use intensification and rapid transit planning through Official Plan Amendments and development permit systems

- Supporting the celebration and promotion of the rich diversity of Mississauga, as well as reflecting and responding to that diversity, in both the channels and content we use to communicate information to citizens. The City's new website, the Social Media audit and the Mississauga Tourism strategy are just some examples of how we align with this pillar

prosper - cultivating creative and innovative businesses

Business Services supports a strong entrepreneurial business environment by:

- Providing citizens and local businesses with easy, accessible information, and the ability to communicate with the City when it's convenient for them
- Supporting the expenditure plans for the City's portion of the Municipal Accommodation Tax (MAT), including the Tourism Master Plan, capital improvements, and initiatives in Economic Development
- Supporting and delivering business improvement programs to continuously improve municipal operations

green - living green

Business Services supports a green, environmentally sustainable approach by:

- Building partnerships with senior levels of government to secure funding for environmental sustainability projects such as the Port Credit Harbour Marina, Inspiration Lakeview and the Mississauga Cycling Master Plan
- Financial monitoring of overhead costs that ensure efficiency goals are achieved such as the integration of billings for utilities with the supplier, the City's energy management system and the City's financial payment processing system
- Through enhancements to TXM Tax Manager, the Procurement Centre and increasing the number of online services available to the public, Revenue and Materiel Management is reducing waste, saving customers from travelling to our offices and enhancing the customer service experience
- The Sustainable Procurement Policy provides for consideration of sustainability factors in procurement, including environmental, social and ethical
- Maximizing the use of technology is a key objective of the Strategic Communications Division in its efforts to support a green, environmentally sustainable communications approach for the City

Mississauga's Approach to Improving Performance

Business Services is heavily involved in the delivery of performance improvement across the organization. The diagram

below demonstrates the relationship between the goals, activities, and tools used by staff to constantly evaluate and improve performance of the services offered to residents and businesses.



Transforming our Business with Technology

More and more citizens are demanding instant, 24-hour access to City programs, services and information on the device or channel of their choice. To better respond to these changes, Business Services continues to explore new opportunities to leverage technology and other productivity tools.

Technology-based changes within Business Services help all business areas. The benefits of the information technology innovations we make here often have a multiplier effect throughout the entire Corporation.

The graphic below summarizes the major highlights for Business Services.



Maintaining Our Infrastructure

Business Services supports City Service Areas and Council in fulfilling their respective responsibilities for City infrastructure with an estimated replacement cost of \$9.9 billion. As part of this support, Finance seeks to enhance the:

- Capital budget prioritization process to ensure lifecycle projects receive funding
- Corporate asset management plan to define lifecycle requirements
- Long-range financial planning to address the funding needs of aging infrastructure

Continuous investments to maintain and upgrade the City's financial systems will improve and modernize these systems to allow for robust financial reporting capabilities to ensure that the City's infrastructure has the financial support required for development, maintenance, and enhancement to meet the needs of residents and businesses.



Managing Our Human Resources

Good workplaces are satisfying to the employees and productive for the enterprise. In Business Services, all groups strive to inspire our highly skilled and talented workforces, supporting and empowering them to accomplish their goals.

Our Structure

Business Services includes four divisions (Finance, HR, Strategic Communications, Revenue and Materiel Management) and one business section (Corporate Performance and Innovation), all within the Corporate Services Department.

Our Talent

Staff in Business Services have a variety of skills, education and certifications. A high proportion of staff have post-secondary education. Some of the types of certifications and affiliations held by staff include:

- Human Resources Professional Association Certification
- Ontario Occupational Health Nurse Certification
- International Coaching Federation Certification
- Prosci Change Management Certification
- Ontario Municipal Human Resources Association
- Certified Health and Safety Consultant - Canadian Society of Safety Engineering
- Lean Certification (White, Yellow, Green and Black Belts)
- Certified Municipal Manager
- Chartered Professional Accountant (CPA)
- Masters of Business Administration (MBA)
- Canadian Payroll Association (CPA)
- Municipal Finance Officers Association (MFOA)

- Association of Municipal Clerks and Treasurers (AMCTO)
- Government Finance Officers Association (GFOA)
- Project Management Professional (PMP)
- International Association of Business Communicators (IABC)
- Association of Registered Graphic Designers (RGD)
- International Association of Facilitators of North America
- Strategic Initiatives Roundtable
- Certified Municipal Revenue Professional (CMRP)
- Supply Chain Management Professional (SCMP)
- Certified Public Procurement Officer (CPPO)
- Certified Professional Public Buyer (CPPB)
- Institute of Municipal Assessors (MIMA)
- Chartered Marketer (CM)

Succession planning and talent development initiatives take place in all areas of Business Services. Staff are offered rotation opportunities to broaden their skills and experience. There are several in-house training opportunities offered to staff, facilitated by internal subject matter experts and external vendors.

Critical Roles/Functions to Achieve Business Goals

Business Services has many critical roles that are important to supporting the City's business goals. We continue to evaluate and develop these roles to ensure business objectives are met.

Some of the critical roles within Business Services include:

- Recruitment and Compensation
- Labour and Employee Relations
- Health, Safety and Wellness
- Human Resources Technology Support
- Learning and Organizational Development
- Accounting and Payroll
- Treasury, Long-Term Planning and Controllershship
- Public Financial Reporting
- Strategic Procurement
- Tax Ratio and Tax Rate Determination
- Bill Issuance and Collection
- Assessment Review and Analysis
- Federal and provincial government grant management
- Strategic Communication Planning
- Marketing and Graphic Design
- Digital and User Experience
- Media and Social Media Support
- Customer Service
- Senior Management Consulting and Strategic Advising
- Business Innovation
- Corporate Policy
- Lean Support
- Performance Measurement
- Research, Analysis and Training in communications, business improvement

Talent Needs

In all groups, significant numbers of experienced and knowledgeable staff will be eligible for retirement in the coming few years. Currently, active succession planning, innovative recruitment, and transfer of City knowledge will help to prepare the City for this predicted turnover. Business Services had 34 people enrolled in the Succession Planning Program as of December 31, 2018.

All groups in Business Services have a focus on supporting their staff to develop Lean expertise.

The 2020 Proposed Business Plan & Budget addresses current talent needs by proposing to add nine positions to the sections in Business Services:

- One position in Revenue and Materiel Management to support the increased need to proactively manage compliance and risk mitigation (Budget Request #5898)
- Two positions in Finance Division, to manage the increases in demand for payroll services across the organization, both in the number of inquiries received and support for bi-weekly pay processing and pension services all staff require (Budget Request #5912) and to manage the change in legislation regarding development charges and an early review of the DC By-law (Budget Request #7172)
- Three positions in Human Resources, to lead the expansion of the Shared Services unit to include more self-serve options and respond to a broader variety of HR inquiries (Budget Request #5894), to develop and implement the Mental Health Strategy aligned with the CSA Standard for Workplace Psychological Health and Safety (Budget Request #5896), and to oversee the City-wide cloud-based Learning Management System (LMS) and create a clear vision, develop a defined road map and coordinate all of the learning platforms and content into a form that delivers an enhanced learner experience (Budget Request #6044)

Proposed Full Time Equivalent Staffing Distribution by Program

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

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2020-2023 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The budget for 2019 was \$32.4 million and the proposed budget for 2020 is \$33.7 million.

Total Changes to Maintain Current Service Levels

The total increase required to maintain current service levels is \$968,500.

- \$926,000 of the increase represents labour cost adjustments including cost of living adjustment and fringe benefits
- \$42,500 of the increase mainly reflects a transfer of a project manager from Gas Tax funded to the operating budget, increase to the Employee Assistance Program (EAP), and Retirement Gift Expense, which is partially offset by increased Fees and Charges

Efficiencies and Cost Savings

Business Services has achieved a total of \$111,800 reduction in its overall budget, including:

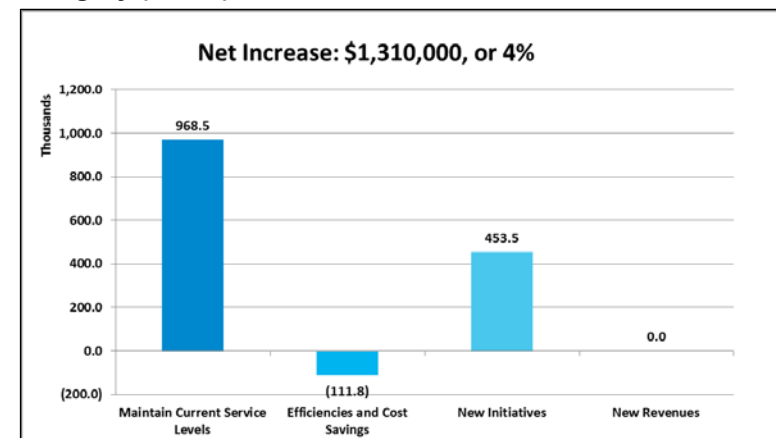
- Reduced collection agency fees
- Reduced remittance processing services expense
- Operating savings from Materials & Office Supplies

New Initiatives

For 2020, the total amount for new initiatives is \$453,500 and includes:

- Expanding HR Shared Services to include more self-serve options and respond to a broader variety of HR inquiries
- Developing and implementing the Mental Health Strategy aligned with the CSA Standard for Workplace Psychological Health and Safety
- Increasing compliance and risk mitigation in Revenue and Materiel Management
- Strengthening Payroll Services to manage the increases in demand for payroll services across the organization
- Developing a defined road map and coordinating all of the learning platforms and content to ensure that the Learning Management System (LMS) is maximized, measured and continuously improved

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



Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2020-2023, as well as the 2019 Budget and 2018 Actuals by major program within the Service Area.

Proposed Budget by Program (\$000s)

Description	2018 Actuals	2019 Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Expenditures to Deliver Current Services						
Corporate Performance and Innovation	2,011	2,549	2,595	2,630	2,665	2,701
Finance	8,595	8,982	9,108	9,253	9,402	9,553
Human Resources	9,666	10,001	10,253	10,317	10,463	10,612
Revenue, Materiel Management	6,439	7,308	7,314	7,416	7,619	7,725
Strategic Communications	6,302	6,763	7,067	7,174	7,284	7,395
Total Expenditures	33,013	35,604	36,337	36,790	37,433	37,985
Revenues	(2,503)	(2,489)	(2,666)	(2,666)	(2,666)	(2,666)
Transfers From Reserves and Reserve Funds	(394)	(696)	(395)	(400)	(405)	(409)
New Initiatives and New Revenues			453	658	1,086	1,197
Proposed Net Budget Including New Initiatives & New Revenues	30,116	32,419	33,729	34,383	35,448	36,107
Expenditures Budget - Changes by Year			2%	1%	2%	1%
Proposed Net Budget - Changes by Year			4%	2%	3%	2%

Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour; operational costs; and facility, IT and support) and revenues are shown by category with the approved 2019 budget for comparison. The three columns to the far right of the table show the totals proposed for 2020 and their dollar and percentage changes over 2019.

Summary of Proposed 2020 Budget (\$000s)

Description	2019 Approved Budget	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Year's Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	Proposed 2020 Budget	\$ Change Over 2019	% Change Over 2019
Labour and Benefits	30,834	699	0	227	0	453	0	32,214	1,380	4%
Operational Costs	4,637	(82)	(112)	0	0	0	0	4,443	(193)	-4%
Facility, IT and Support Costs	60	0	0	0	0	0	0	60	0	0%
Transfer To Reserves & Reserve Funds	73	0	0	0	0	0	0	73	0	0%
Total Gross Expenditures	35,604	618	(112)	227	0	453	0	36,790	1,187	3%
Total Revenues	(2,489)	(177)	0	0	0	0	0	(2,666)	(177)	7%
Transfer From Reserves & Reserve Funds	(696)	300	0	0	0	0	0	(395)	300	-43%
Total Net Expenditure	32,419	741	(112)	227	0	453	0	33,729	1,310	4%

Summary of Proposed 2020 Budget and 2021 - 2023 Forecasts (\$000s)

Description	2018 Actuals	2019 Approved Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Labour and Benefits	29,228	30,834	32,214	32,868	33,835	34,495
Operational Costs	3,523	4,637	4,443	4,447	4,550	4,554
Facility, IT and Support Costs	0	60	60	60	60	60
Transfer To Reserves & Reserve Funds	262	73	73	73	73	73
Total Gross Expenditures	33,013	35,604	36,790	37,448	38,519	39,183
Total Revenues	(2,504)	(2,489)	(2,666)	(2,666)	(2,666)	(2,666)
Transfer From Reserves & Reserve Funds	(394)	(696)	(395)	(400)	(405)	(409)
Total Net Expenditure	30,115	32,419	33,729	34,383	35,448	36,107

Note: Numbers may not balance due to rounding.

Proposed Cost Increase Required to Maintain Current Service Levels

The following table provides detailed highlights of budget changes by major cost and revenue category. It identifies the net changes to maintain existing service levels, taking into account efficiencies, cost savings, and cost increases arising from prior year decisions.

Description	2019 Budget (\$000s)	2020 Proposed Budget (\$000s)	Change (\$000s)	Details (\$000s)
Labour and Benefits	30,834	31,760	926	Increase Reflects Labour Adjustments and Other Fringe Benefit Changes
Administration and Support Costs	60	60	0	
Advertising & Promotions	319	353	34	Tax Sale Advertising Expense Reallocation from Tax Sale Revenue and Increased Retirement Gift Expense
Communication Costs	516	526	10	Increased Postage/Mailing Expense
Contractor & Professional Services	2,178	2,042	(136)	Mainly Deletion of One Time Budget (Offset by Deletion of One Time Transfer from Reserve) for Townhall Meeting, HR Compensation and Business Skill Develop Workshop
Equipment Costs & Maintenance Agreements	344	344	0	
Finance Other	110	36	(74)	Efficiencies and Cost Savings
Materials, Supplies & Other Services	605	568	(37)	Mainly Deletion of One Time Budget (Offset by Deletion of One Time Transfer from Reserve) for Business Skill Develop Workshop Materials
Occupancy & City Costs	236	239	2	Common Area Maintenance and Hydro Cost Increases
Staff Development	295	304	9	Increased Memberships Fee and Training Expense Driven by Growing Members of Professional Associations
Transfers To Reserves and Reserve Funds	73	73	0	
Transportation Costs	34	32	(2)	Efficiencies and Cost Savings
Subtotal - Other Operating	4,770	4,577	(193)	
Total Revenues	(2,489)	(2,666)	(177)	Increased Fees and Charges Partially Offset by the Reallocation of Provincial Offences Act Revenues to Legislative Services
Transfers To/From Reserves and Reserve Funds	(696)	(395)	300	Mainly Deletion of One Time Transfers of Operating Budget Reserve and Funding for Corporate Asset Management Project Manager Removed from Gas Tax to Operating
Subtotal - Revenues	(3,185)	(3,061)	124	
Total	32,419	33,276	857	

Proposed New Initiatives and New Revenues

This table presents the costs by Budget Request (BR) for proposed new initiatives. Each BR is numbered. Detailed descriptions of each Request can be found in the pages following the table.

Description	BR #	2020 FTE Impact	2020 Proposed Budget (\$000s)	2021 Forecast (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2020 to 2023 FTE Impact	2020 to 2023 Capital (\$000s)
New Initiative								
Workshop Coordinator	5892	0.0	0	0	52	71	1.0	0
HR Customer Service Manager	5894	1.0	126	128	130	132	1.0	31
Workplace Mental Health Consultant	5896	1.0	87	118	120	122	1.0	22
Compliance Officer	5898	1.0	94	128	130	132	1.0	4
Strengthening Payroll Services	5912	1.0	59	80	81	83	1.0	22
Financial Analyst	5924	0.0	0	87	119	122	1.0	0
Manager Procurement Services, Operations	6035	0.0	0	0	97	132	1.0	0
Assessment Review Officer	6036	0.0	0	0	59	80	1.0	0
Intake Coordinator	6042	0.0	0	0	59	80	1.0	0
Learning Architect	6044	1.0	87	118	120	122	1.0	4
2021 DC Background Study and By-Law	7172	1.0	0	0	120	122	1.0	500
Total New Initiative		6.0	453	658	1,086	1,197	11.0	583
Total New Initiatives and New Revenues		6.0	453	658	1,086	1,197	11.0	583

Note: Numbers may not balance due to rounding. Amounts are Net.

Proposed Initiative	Department	Service Area
HR Customer Service Manager	Corporate Services Department	Business Services

Description of Budget Request

The HR Customer Service Manager will lead an expanded Shared Services unit as recommended by the third party review of the HR structure and service delivery model. Based on leading practice, this position will lead the expansion of the Shared Services unit to include more self-serve options and respond to a broader variety of HR inquiries. This will provide better customer service and move administrative duties away from more costly resources such as HR Business Partners and central experts.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	125.5	127.6	129.7	131.9
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	125.5	127.6	129.7	131.9
* Net Change in \$		2.1	2.1	2.2
FTEs	1.0	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	31.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Currently, staff access HR using different channels, leading to inconsistencies in experience, service and a high volume of routine queries being directed to a higher level of HR staff. An external consultant review recommended that approximately 70 per cent of HR services be provided through HR Shared Services including self-service tools and that this unit be overseen by a Customer Service Manager who will lead this transformation, set service standards and ensure adherence to those standards.

Details of Service Change

The expanded role of HR Shared Services will allow the HR Division to align its structure and roles to a new operating/service delivery model where HR business partners will stay close to the business and be able to focus on specific processes that matter most.

Specifically, the HR Customer Service Manager will be responsible for:

- Completing an inventory of existing HR processes and identifying clear lines of responsibility as it relates to these processes
- Coordinating and ensuring a comprehensive information database exists for HR as it relates to processes identified
- Coordinating a review of all HR Employee Self-serve tools with relevant stakeholders
- Establishing standard customer service levels and Key Performance Indicators (KPIs) for HR Shared Services;
- Coordinating and facilitating the introduction of HR help desk technology to achieve process efficiencies
- Continuously evaluating and evolving HR Shared Services based on client feedback and achievements against measures

Service Impact

Creation of this role will facilitate a fundamental shift towards improved and enhanced levels of HR customer service to Employees and managers and better role clarity for HR staff while allowing HR Business Partners to focus on partnering with their clients on their strategic business needs. The role of the Customer Service Manager will be to have responsibility for implementing a vision for an enhanced HR Shared Services unit.

Proposed Initiative

Workplace Mental Health
Consultant

Department

Corporate Services Department

Service Area

Business Services

Description of Budget Request

The Workplace Mental Health Consultant will be responsible for developing and implementing the Mental Health Strategy aligned with the CSA Standard for Workplace Psychological Health and Safety. With proactive measures to reduce psychological harm and promote employee well-being through mental health education, employee support and mental health case management, the City will reflect a highly supportive place where all employees can understand, build resilience and recover from mental illness.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	87.3	117.8	119.8	121.8
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	87.3	117.8	119.8	121.8
* Net Change in \$		30.6	1.9	2.0
FTEs	1.0	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	22.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Mental illness can affect every workplace and is currently the primary cause of a significant proportion of disability claims at the City. Depression is the leading cause of disability worldwide. In 2018, the WSIB began to recognize Chronic Mental Stress as a compensable workplace injury. For these reasons, proactive measures are necessary to educate leaders and staff, decrease the risks of psychological harm and increase support for those who are ill and/or recovering.

Details of Service Change

The Workplace Mental Health Consultant will develop and implement a Mental Health Strategy that aligns with the Wellness Strategy by:

- Auditing existing efforts against the CSA National Standard for Psychological Health and Safety in the Workplace and identifying gaps
- Developing, implementing and evaluating strategies to address workplace mental health
- Identifying opportunities to integrate mental health into existing processes and systems including the Health & Safety Management System (HSMS)
- Establishing a measurement system to help objectively measure the City's progress and identify future areas requiring attention
- Conducting corporate training/learning related to workplace mental health and conflict resolution
- Providing expert consultation in addressing challenging/stressful workplace situations and disability claims involving mental illness

Service Impact

Through the implementation of the People Strategy, the Wellness Strategy and the Diversity and Inclusion Strategy, the City is committed to initiatives that promote employee wellness and offer resources to ensure our workplaces are supportive places where all employees can contribute. Developing a Mental Health Strategy to address workplace mental health issues is a key component of the Wellness Strategy, which can begin with the implementation of the CSA Standard for Workplace Psychological Health and Safety - a national standard that will raise the bar on what the City can accomplish to foster supportive workplaces for employees. By proactively addressing mental health issues and adopting the CSA standard as part of its Mental Health Strategy, the City will contribute positively to employee engagement, employee retention, productivity, supportive leadership, and will continue to strive to reduce workplace interpersonal conflict and absenteeism.

Proposed Initiative

Compliance Officer

Department

Corporate Services Department

Service Area

Business Services

Description of Budget Request

This request is to create a dedicated Compliance Officer position in Revenue and Materiel Management Division.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	94.4	127.6	129.7	131.9
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	94.4	127.6	129.7	131.9
* Net Change in \$		33.2	2.1	2.2
FTEs	1.0	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	4.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

In 2018, Materiel Management conducted 840 procurement activities and \$350 million in spends. Revenue billed \$1.66 billion in annual property taxes and \$42 million in Accounts Receivable invoices. The high dollar amounts and the legal aspects make it a risk area for the City. Internal Audit findings indicate the need for more intensive oversight and proactivity to mitigate risks. A dedicated resource would reduce risks by ensuring robust internal controls and operational efficiencies.

Details of Service Change

The Compliance Officer position will be located in the Revenue Administration section in the Civic building. The position will report to the Director and will require a laptop, desktop and a cubicle.

Compliance is critical to the core values and reputation of the City. As public procurement and taxation evolves through policy and legislative changes, there is greater need for compliance and risk mitigation.

Currently compliance and process improvement activities are done by R&MM staff as required; they are treated as special projects (including Lean initiatives) and are in addition to regular duties. This is not a viable model for sustained success. The existing approach risks reducing customer service as staff are taken away from their core jobs. Further, it does not create comprehensive internal controls and operational efficiencies.

Procurement and taxation at the City have evolved to the point where a dedicated, specialist staff resource is required to facilitate and manage compliance in a proactive way. Dedicated ownership of compliance related activities is required for intensive oversight and risk mitigation. Creating a dedicated Compliance Officer position, as other risk areas in the City have done, is requested.

Service Impact

The Compliance Officer role will provide a specialized skill set focused on internal operations to support Revenue and Materiel Management's core business of delivering procurement services.

Audits of business unit activities often reveal links to procurement. From Internal Audit findings we recognize the need for more intensive oversight and proactivity to mitigate procurement risks. Audits specific to MM indicate general inattention to detail by buyers (no instances of fraud, waste or abuse). This is caused by haste due to high volumes of work, exacerbated by changing rules and an ever increasing need for compliance, both of which add rigour to processes.

Recent legislative changes relating to the Municipal Tax Sale process, introduction of the Municipal Accommodation Tax (MAT) and revisions to the procedures at the Assessment Review Board (ARB) have identified a need for additional oversight to proactively mitigate risks to the City's assessment base and tax revenues.

Proposed Initiative

Strengthening Payroll Services

Department

Corporate Services Department

Service Area

Business Services

Description of Budget Request

Payroll is requesting one additional Payroll Coordinator to manage the increases in demand for payroll services across the organization, both in the number of inquiries received and support for bi-weekly pay processing and pension services all staff require. The position will particularly support increasing demands in pension administration, where legislative and progressive policy changes over the years have significantly increased the workload, currently managed by one employee City-wide.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	59.0	80.1	81.4	82.7
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	59.0	80.1	81.4	82.7
* Net Change in \$		21.1	1.3	1.3
FTEs	1.0	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	22.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Payroll services must be completed in a timely, accurate manner. Staff have implemented process and technology improvements to mitigate the workload, however struggle to manage increasing inquiries and work volume. The City is at risk if unexpected absences or vacancies occur. Recent benchmarking revealed that the average municipal payroll team has one payroll staff for every 527 employees. The City is currently at one payroll staff for every 955 employees.

Details of Service Change

Payroll Services is requesting one additional Payroll Coordinator to help support the existing four Payroll Coordinator positions. An increasing number of staff, collective agreement demands, complexities and tight schedules for pension administration and reporting have all contributed to this request for additional payroll support. These positions pay approximately 7,500 City employees both non-union and in nine union groups on a bi-weekly schedule, manage remittances for Canada Pension Plan (CPP), Employment Insurance (EI), income tax, pension, United Way and more, and maintain reporting to these agencies. Payroll is a critical function to the organization. Timelines or priorities cannot be shifted.

Service Impact

The addition of one Payroll Coordinator to the Payroll unit will reduce the benchmark of one payroll staff per 955 employees to one per 849 employees, which is still the highest amongst municipal comparators. The increased workload demand will be managed; overtime costs currently being incurred in payroll would be reduced. The Manager position would be able to spend more time improving the Payroll unit instead of focusing on day-to-day transactional work, and would provide significant additional support for pension administration to manage the increased legislative and policy changes that have occurred over the last several years.

Proposed Initiative

Financial Analyst

Department

Corporate Services Department

Service Area

Business Services

Description of Budget Request

Accounting Services is requesting for the 2021 Budget a new Financial Analyst position (Grade F). This position will help support the Accounting Supervisor with Financial Statement and Financial Information reporting, projects, Lean initiatives, and other duties.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	0.0	87.4	119.5	121.6
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	87.4	119.5	121.6
* Net Change in \$		87.4	32.1	2.1
FTEs	0.0	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

This new position will help support the Accounting Supervisor with all financial reporting requirements along with other workload demands and initiatives such as monitoring new public sector accounting pronouncements, streamlining accounting processes, and providing accounting support within Finance. The Accounting Supervisor is currently responsible for all financial reporting and analysis and requires support to complete all reporting tasks and requirements during heavy reporting periods.

Details of Service Change

The Financial Analyst will assist with all reporting and accounting workload pressures, allowing the Supervisor more time for financial statement review and analysis. December 1 through to May 31 is a very intense and busy period for financial reporting (e.g., financial statements, external audit, Financial Information Return (FIR), Federal Gas Tax reporting, Provincial Gas Tax Reporting). Many of these reports are due around the same periods so there are competing priorities. This new position would help manage these competing deadlines. The new position would enhance the segregation of duties between preparing, reviewing and approving financial statement working papers. This position would also help reduce the amount of after-hours support by the Manager position.

Service Impact

The Financial Analyst position will help support and improve Accounting Service levels. Having the Supervisor responsible for all financial reporting is not sustainable and presents a risk to the corporation of error and no backup in the event of absence from work during critical reporting periods. All reporting must be accurate and completed by the prescribed timelines. Otherwise, late or inaccurate reporting could have an impact on audit findings, audit opinions, and could also impact future government funding support. The number of financial reporting demands has continued to increase over the years. New Public Sector Accounting Board (PSAB) accounting and reporting legislation is continually introduced. Internal and external audit requirements are getting more intense and complex.

Proposed Initiative

Learning Architect

Department

Corporate Services Department

Service Area

Business Services

Description of Budget Request

The Learning Architect will oversee our City-wide cloud based Learning Management System (LMS), create a clear vision, develop a defined road map and coordinate all of the learning platforms and content into a form that delivers a great learner experience. This role will ensure that the investment in the LMS is maximized, measured and continuously improved.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	87.3	117.8	119.8	121.8
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	87.3	117.8	119.8	121.8
* Net Change in \$		30.6	1.9	2.0
FTEs	1.0	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	4.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The Learning Architect position will ensure the City has a clear vision for a centralized enterprise-wide LMS operating system while at the same time ensuring that the City's return on investment in Success Factors is realized and maximized. This position will also support reducing the City's risk and liability in meeting legislative compliance requirements (i.e., mandatory recertification and legislated training), increase efficiencies of training administration and enable reporting/analytics.

Details of Service Change

As an organization with over 7,000 employees, the City undertakes significant effort and expense to train and develop our employees. New learning content is created constantly and, to date, it has not been centrally managed, measured, formally catalogued and/or tracked. An enterprise-wide LMS is critical to an organization of our size and complexity to achieve a broader mandate to standardize all City learning administration, design, record keeping and legislated recertification processes. The most efficient way to achieve this standardization is through the creation of a centralized Learning Architect position who will be responsible for:

- Defining the curriculum architectural design principles, standards and guidelines regarding the governance of data integration and LMS capability
- Assessing and building targeted learning plans/strategies for all Divisions to maximize learner experience, increase knowledge retention and provide flexible sustainable learning
- Ensuring learning solutions directly align business needs with learning best practices
- Mapping learning business requirements to Success Factors LMS module
- Establishing end-user learning catalogues
- Developing learning metrics, analytics and reporting
- Maintaining a centralized electronic training and recertification record system
- Building evaluation mechanisms to ensure return on investment (ROI) and performance

Service Impact

Due to our current LMS limitations and capabilities, HR supports approximately 25 per cent of all learning and development activities (comprised of mostly corporate learning). If HR does not obtain this new position the City will not be able to achieve the benefits, efficiencies, and reduce the risk/liabilities achieved through a centralized enterprise wide LMS operating system through Success Factors. This would impact key operational training including but not limited to Fire & Emergency Services, Transit Operations, Emergency Management, Parks, Forestry & Environment, and Library Services, therefore increasing corporate risk and liability in regards to legislated training and records. The need for this vital position was also corroborated by our third party Success Factors implementation partners, N SPRO.

Proposed Initiative

2021 DC Background Study and
By-Law

Department

Corporate Services Department

Service Area

Business Services

Description of Budget Request

Financial Strategies is requesting one Policy Analyst to undertake an update to the 2019 Development Charges Background Study in 2020 and develop the foundation for a community benefit charge for the DC discounted services into a Community Benefits By-law (CBB) to be in place by January 2021. Bill 108 regulations deem DC discounted services uncollectible under the 2019 DC By-law after January 1, 2021, and that these fees be transferred to a CBB that must be approved by Council prior to the deadline.

Required Annual Operating Investment

Impacts (\$000s)	2020	2021	2022	2023
Gross Expenditures	0.0	0.0	119.8	121.8
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	119.8	121.8
* Net Change in \$		0.0	119.8	2.0
FTEs	1.0	1.0	1.0	1.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital (\$000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	382.2	117.8	0.0	0.0

Why Staff Recommend this Initiative

The general workload related to development financing has grown steadily over the past years. Bill 108 has added significant administrative and financial analysis requirements (effective January 2021), such as preparing a (new to the City) Community Benefit By-law (CBB), monitoring collection of DC installment payments ranging from six to 20 years, providing financial analysis and CBB revenue forecasting. The additional workload cannot be absorbed by the one existing DC Policy Analyst position.

Details of Service Change

Financial Strategies is requesting one additional policy analyst to address the additional work being generated from Bill 108 as it relates to changes to the *Development Charges Act* and the *Planning Act*. The position is being funded from Development Charges for the first two years to reflect the need for additional work to be completed to update the 2019 DC Study and By-law and develop the foundation for calculating a charge through a Community Benefit By-law. The *DC Act* allows for background study updates to be recovered from development as part of establishing the DC Charge. Adding an additional policy analyst would provide support to the Manager of Development Financing in allowing development-related requests to be dealt with in a more timely manner and allow for more work to be delegated to the policy analyst instead of being handled by the Manager, who also is leading the Corporate Asset Management initiative for the City.

Service Impact

The addition of one policy analyst will manage the extra work being generated by Bill 108 legislation and regulations and the heavy workload being handled by the current policy analyst position. It will also reduce the amount of time currently being spent by the Manager of Development Financing in dealing with development requests from internal and external stakeholders, freeing the Manager to focus on adding value to other corporate initiatives.

Proposed Capital Budget

This section summarizes the forecast 10-year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast.

Proposed 2020-2029 Capital Budget by Program (\$000s)

Program Expenditures	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	Total 2020-2029
Administration	1,398	1,010	700	200	650	3,958
Total	1,398	1,010	700	200	650	3,958

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

Proposed 2020-2029 Capital Forecast Highlights:

- Continue the implementation of the City's new Customer Service Training Program and procurement of a new City-wide Client Relationship Management (CRM) solution, including the extension of the Project Leader and IT Project Leader for two years to complete the implementation of the key recommendations of the City's Customer Service Strategy
- Update to the 2019 Development Charges Background Study in 2020 and develop the foundation for a community benefit charge for the DC discounted services into a Community Benefits By-law (CBB) to be in place by January 2021
- In 2019, a previously approved project will be initiated to explore and assess the viability, impacts and critical path necessary to transition Human Resources and Payroll employee records from paper to a digital format. This project is expected to continue as planned in 2020
- New capital funding is requested in 2021 for a project to examine the benefits and feasibility of acquiring Human Resources Customer Relationship Management (CRM) software
- The Budget Request for Procurement Systems Integration for 2022 is to integrate the three systems currently used by Materiel Management for improved functionality or consider developing one system, to potentially replace the Procurement Centre
- The \$50,000 for Update Cashier's Tubing System is to review the current pneumatic tubing system for either major maintenance or potential replacement

Proposed 2020-2029 Capital Budget by Funding Source (\$000s)

The following table provides the funding sources proposed to fund the capital portion of the proposed 2020-2023 Business Plan and 2020 Budget and the consolidated forecast for 2024-2029.

Funding	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	Total 2020-2029
Tax Capital	1,016	792	520	20	90	2,438
Development Charges	382	118	180	180	360	1,220
Other Reserves & Reserve Funds	0	100	0	0	200	300
Total	1,398	1,010	700	200	650	3,958

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

Proposed 2020 Capital Budget Detail

The following table provides a detailed listing of proposed capital projects for 2020.

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

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

Proposed 2020-2029 Capital Budget by Sub-Program (\$000s)

The following table provides a listing of capital forecast by sub-program for 2020-2029.

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
Administration											
Business Services Applications	510	311	500	0	0	0	0	0	0	0	1,321
Business Services DC Studies	382	118	200	200	0	0	0	200	200	0	1,300
Business Services Other	506	581	0	0	100	50	0	100	0	0	1,337
Subtotal	1,398	1,010	700	200	100	50	0	300	200	0	3,958
Total Expenditures	1,398	1,010	700	200	100	50	0	300	200	0	3,958