



# Business Services

2021-2024 Business Plan  
& 2021 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 delivers over 300 services which are consolidated into 16 Service Areas (including the Stormwater Program) that are outlined in this Plan. The 2021-2024 Business Plan and 2021 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 assess the quality, efficiency and customer satisfaction that our services achieve. The results help inform decisions on resource allocations and direct program offerings, and improve service delivery to ensure our vision is efficiently realized.

## Table of Contents

<b>Executive Summary of Business Services.....</b>	<b>3</b>
<b>Core Services .....</b>	<b>4</b>
Vision, Mission, Goals of Service and Service Delivery Model.....	4
Response to COVID-19 .....	5
Service Levels and Trends.....	7
Performance Measures and Results.....	9
Balanced Scorecard .....	10
Awards and Achievements.....	11
<b>The 2021-2024 Business Plan Outlook .....</b>	<b>13</b>
Planning for the Future.....	13
Finding Efficiencies .....	16
Advancing the City's Strategic Plan .....	19
Transforming our Business with Technology .....	21
Managing our Human Resources .....	22
<b>Proposed Operating Budget .....</b>	<b>25</b>
Operating Budget Details .....	26
Proposed Budget by Program .....	26
Summary of Proposed Budget.....	27
Proposed Cost Increase Required to Maintain Current Service Levels .....	28
Proposed New Initiatives and New Revenues.....	29
<b>Proposed Capital Budget .....</b>	<b>44</b>
Proposed 2021-2030 Capital Budget by Program .....	44
Proposed 2021-2030 Capital Budget by Funding Source .....	45
Proposed 2021 Capital Budget Detail .....	46
Proposed 2021-2030 Capital Budget by Sub-Program.....	47



## 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 is made up of four interrelated teams within the City of Mississauga: Finance, Human Resources (HR), Revenue & Materiel Management, and Strategic Communications. Together these teams partner with all divisions across the organization to:

- Plan and execute organizational strategies including consideration for human resources, finances and revenue collection, procurement of goods and services, and complete and timely delivery of information
- Deliver administrative efficiencies that reduce cost while maintaining quality and service levels
- Connect citizens, customers, staff, the Mayor and Council through an integrated multi-channel approach

### Interesting facts about this service:

- Managed \$901 million in reserves and reserve funds, achieving an investment return of 3.27 per cent (1.35 in excess of the 2019 benchmark of 1.92)
- Posted 709 jobs and facilitated 47 health education sessions through Employee Health Services in 2019
- Issued 427,364 tax bills in 2019, collecting 97 per cent of the \$1.72 billion in property taxes billed
- Connected with nearly 130,000 followers on the City's corporate social media channels
- Posted 241 bid requests online, resulting in the receipt of 924 bid submissions

### Highlights of the Business Plan include:

- Providing reliable and financially prudent services by reviewing and updating by-laws and managing infrastructure programs
- Utilizing new talent acquisition methods to address labour market skills shortages in niche and technical jobs
- Continuing to enhance the tax and procurement software in order to best support the changing needs of customers and the City
- Procuring a new City-wide Customer Relationship Management (CRM) Solution to improve and modernize our customer experience
- Implementing the Digital Strategy including the launch of the first phase of the new corporate website
- Undertaking the City's Asset Management Plan to comply with provincial legislative requirements in 2021, 2023 and 2024
- Update the City's Development Charges By-law and establish a Community Benefits Charge

Net Investment (\$000s)	2021	2022	2023	2024
Operating	32,320	33,496	37,240	38,567
Capital	5,307	8,121	4,103	192
Full Time Equivalents	314.4	317.4	324.4	319.4

---

## 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. We work 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

- 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 Corporation in achieving its strategic goals and business objectives through innovative HR strategies
- 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

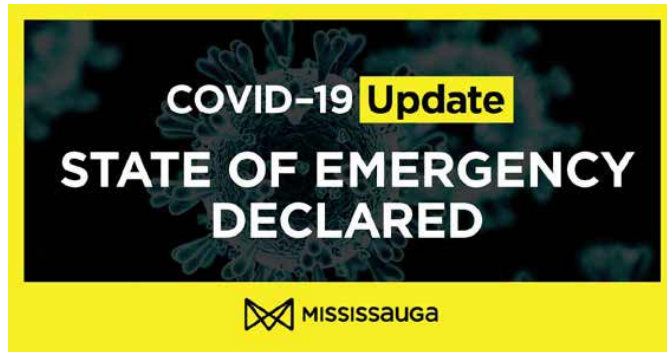


---

## Response to COVID-19

### Corporate

In response to the COVID-19 health protocols, most Business Services staff relocated to working from home by mid-March, with 3-1-1 staff relocating to working from home at the end of March. Select Revenue staff have continued to carry out several tasks on site, including the processing of taxpayer and internal payments that are delivered to City Hall.



Employee health and safety has always been important, and never more than during this pandemic. All Business Services divisions have contributed to ensuring the health and safety of all City employees, whether by direct HR support, constant communication, purchasing Personal Protective Equipment (PPE), or other means.

HR has experienced between 20 and 40 per cent higher demand for their existing programs and services. At the same time, employees and leaders have had new service needs for HR to address.

A key focus in procurement has been securing COVID-19-related goods and services such as PPE that comply with health and safety standards for staff. The release of eBidding Phase 2 was fast-tracked to allow electronic bid submission.

As recovery builds, Business Services will closely follow the recommendations of the Facilities & Property Management team as it shapes and updates its Office Space Strategy. This will help to keep employees safe as City workplaces reopen; ensuring return is gradual, controlled, and compliant with all safety protocols.

### Community

From the start of Level One monitoring of the COVID-19 pandemic, in January 2020, and through to Recovery, Strategic Communications staff have restructured their focus to fulfil the duties of the Public Information Officer (PIO) and support all aspects of Public Information, Media Relations and Employee Communications related to COVID-19.

Communication service delivery was suspended particularly with programming that was impacted by facility closures and physical distancing requirements, such as Official Events, Community Recognition (Flag Raisings and Tower Lightings, restarted in August) and the Civic Recognition Program.

The tactics involved in Strategic Communications' support of Public Information, Media Relations and Employee Communications related to COVID-19 to date have included:

- 704 graphics created
- 88 News Releases
- 27,294 Citizen inquires through 3-1-1
- Four Resident Tele Town Hall virtual events
- 16 Mayor Press Conferences
- 122 Webpages updated
- Creation of COVID-19 Emergency Website
- The City's website was regularly updated and Frequently Asked Questions (FAQ) sheets provided relevant information to taxpayers

## Financial

The Finance Division identified the following three initiatives as part of the COVID-19 Financial Recovery Pillar:



*Corporate-wide initiative to review discretionary spending to offset deficit:* In order to assist in further offsetting the projected 2020 deficit, the Finance Division initiated a review of discretionary spending across the Corporation which included items such as courses and supplies. This review resulted in in-year cost savings of \$6.5 million.

*Development of a projection model:* The projection model identifies pressures on the 2020 operating budget arising from the various COVID-19 impacts and provides a forecast of echo impacts on future budget years.

*Mitigating financial pressures through appropriate use of Reserves and Reserve Funds:* Reserves and Reserve Funds (R&RFs) are established by Council to assist with long-term financial stability and financial planning in the City. R&RFs are an important element of the City's financial plan. By maintaining reserves, the City can accumulate funds for future needs or contingent liabilities, a key element of sound long-term financial planning practices. Given the City has limited reserves to manage some of the financial unpredictability resulting from the COVID-19 crisis, staff have been closely monitoring Council-established reserves as one of the tools to mitigate the projected 2020 deficit.

## Economic

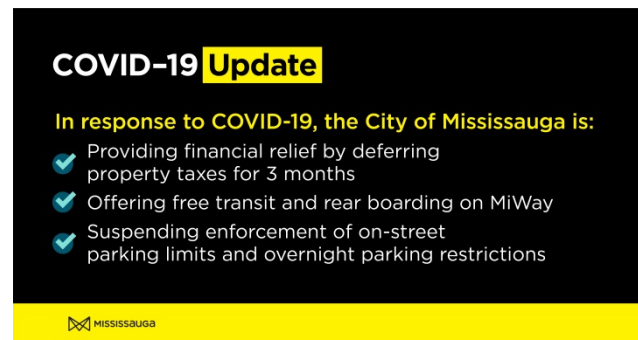
In an effort to provide relief to taxpayers and ease the economic impact of COVID-19, Revenue staff have executed City Council's decision to defer the interim due dates for property taxes by 90 days.

The original due dates of April 2 and May 7 were deferred to July 2 and August 6, respectively. All monthly Pre-authorized Tax Payment (PTP) withdrawals scheduled for April, May and June were also deferred to July, August and September. Post-dated cheques for April 2 and May 7 were processed on July 2 and August 6 instead.

Final tax dates for residential and business properties were deferred to October 1, November 5 and December 3, 2020.

Other strategies put in place to assist taxpayers included:

- Waiving payment-related fees (Cheque Retrieval, Returned Payment, Payment Redistribution and Photocopy of Processed Cheque fees) until December 31, 2020
- Suspending penalty and interest charges effective July 2 until December 31, 2020
- Extending the 2020 Outdoor Maintenance Subsidy Program deadline from March 31, 2020 to December 31, 2020
- Deferring Municipal Accommodation Tax (MAT) remittances by 90 days



## Service Levels and Trends

Each of the four teams within Business Services provides an array of different services at different levels. Below are some examples of the services and levels provided, followed by key trends that may affect service going forward.

### Current Service Levels

Item	Established Service Level	2019 Service Level Achieved
<b>Communicating and engaging with Citizens</b>	Engage citizens using various Social Media and Online channels	66,500 Twitter Followers 33,812 Facebook Followers 28,850 LinkedIn Followers
	Inform citizens and promote City events with clear and up-to-date information	1,317,632,391 Media Reach 258,224 3-1-1 Inquiries 76 Events 28 Alerts issued
<b>Financial Reporting and Planning</b>	Support all divisions to monitor the \$237 million capital budget and \$925 million operating budget (2020), including the production of the annual Business Plan, annual Financial Reports, and quarterly and annual forecasts	100%
	Value of Reserves and Reserve Funds	\$811 million reserve fund \$90 million reserves
<b>Recruitment and Human Resources Support</b>	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	94%
	Shared Services email inquiry follow-up rate within 2 days	90%
<b>Revenue and Collection</b>	Number of jobs posted	709
	Collecting \$1.72 billion in annual property tax billed on behalf of the City, Region and School Boards	97% collection rate
	Property tax bills issued for 227,185 accounts	427,364
<b>Procurement Support</b>	Number of Contracts Issued	540
	Average time to complete procurements	119 days to complete RFP 57 days to complete RFT 28 days to complete RFQ



---

## Key Trends

### Growing our Talent (Acquire, Develop, Lead and Recognize)

- Increased diversity in the labour market requires a continued focus on diversity initiatives
- Labour market skills shortages are seen especially in niche and technical jobs, particularly for new work with new skill set requirements
- Staff overtime has steadily increased over the last three years across the entire Corporation due to increased demand for services. The average overtime per staff was 100 hours in 2019, 98 hours in 2018 and 93.62 in 2017
- Other municipalities and the broader public sector are pursuing the same pool of talent

### 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, co-ordinated and aligned to the City brand for both in-person and online interactions

## Technology: Automation and Modernization

- Staff are working remotely to deliver uninterrupted service, enhance customer experience and respond to client expectations
- Services are being driven by expectations for 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
- New technology is providing opportunities to automate previously manual processes

### Demonstrating Value for Money

- The evolving political landscape has further increased the need for municipalities to demonstrate value for money through 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
- Provincial regulatory and legislative changes require the updating and realignment of policies and by-laws administered by Finance
- 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
- Changes in services across the City have resulted in increased procurements to meet needs, with a greater focus on sustainability and value (vs. price)

---

## Performance Measures and Results

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

### Balanced Scorecard

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

Below are descriptions of the measures tracked in this Service Area's Balanced Scorecard. The Balanced Scorecard table that follows shows trends since 2017 and expected outcomes up to 2024.

### 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.

*Taxes Receivable Collection Rate* – measures the percentage of taxes receivable that are collected by the City. The City's collection rate is favourable for a large Ontario municipality.

*Business Services cost as a percentage of City-wide Operating Costs* – measures the total gross operating cost of Business Services as a percentage of the total gross City costs.

### Customer Measures

*First Call Resolution (FCR)* – for 3-1-1 measures the percentage of calls addressed and resolved the first time a resident calls.

*3-1-1 Call Answer Standard* – measures the 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.

### Business Process Measures

*Recruitment Service Standard Success Rate (Time-to-Fill)* – measures the rate of success of meeting the 12-week time-to-fill target for both hiring managers and the HR Division. 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).

## Balanced Scorecard

Measures for Business Services	2017 (Actual)	2018 (Actual)	2019 (Actual)	2020 (Plan)	2021 (Plan)	2022 (Plan)	2023 (Plan)	2024 (Plan)
<b>Financial:</b>								
Credit Rating	AAA	AAA	AAA	AAA	AAA	AAA	AAA	AAA
Taxes Receivable Collection Rate	98%	98%	97%	97%	97%	97%	97%	97%
Business Services Cost as a percentage of City-wide Operating Costs	4.0%	3.8%	3.8%	4.0%	3.8%	3.8%	3.7%	3.7%
<b>Customer<sup>1</sup>:</b>								
3-1-1 Citizen Contact Centre First Call Resolution (FCR)	93%	93%	93%	90%	90%	90%	90%	90%
3-1-1 Call Answer Standard (80% of Calls Answered within 30 seconds)	75%	70%	67%	80%	80%	80%	80%	80%
<b>Employee:</b>								
Employee Turnover	5.8%	6.9%	6.9%	7.0%	7.0%	7.1%	7.1%	7.1%
Leadership Succession Planning Program Participants	194	180	299	250 <sup>2</sup>	250	250	250	250
<b>Business Process:</b>								
Recruitment Service Standard Success Rate	66%	78%	69%	80% <sup>3</sup>	80%	80%	80%	80%
Target Plain Language	62%	57%	58%	70%	70%	70%	70%	70%

<sup>1</sup> Customer Service Performance Measures currently being reviewed to meet industry standards

<sup>2</sup> The high level of engagement from leaders and employees in this program has prompted a target adjustment from 190 to 250 for the years 2020 through 2024

<sup>3</sup> The increase in time required for niche, technical and hard-to-fill positions has prompted a target adjustment (reduced from 85% to 80%, 2020 through 2024)

---

## Awards and Achievements

### Corporate Awards

**Excellence in Working Together Award** for the Bianca Andreescu “She the North” Rally Team – Strategic Communications

**City Manager’s Award of Excellence** – Materiel Management for Sustainable Procurement

**The Community Partnership Award** - Awarded to the Cooksville Business Improvement Area (BIA) Team which consisted of staff from across the City, including Revenue



*She The North Rally in Celebration Square  
September 15, 2019*

### Industry Awards

**International Association of Business Communicators (IABC)**

- **Silver Leaf** – Award of Merit - 2019 Budget Campaign
- **Gold Quill** – Award of Merit - 2019 She the North Rally
- **Toronto Ovation** – Award of Excellence - 2019 She the North Rally

### Government Finance Officers Association (GFOA)

- **Canadian Award** for Financial Reporting, 2019
- Award for **Outstanding Achievement**, 2019
- **Distinguished Budget Award**, 2019 and 2020 for the 30<sup>th</sup> and 31<sup>st</sup> consecutive years



*Finance Team recognized with GFOA awards*

### Forbes

- Canada's Best Employers 2020

### Sustainable Purchasing Leadership Council (SPLC)

- Award for **Outstanding Case Study** – Sustainable Procurement Co-ordinator, Materiel Management

### National Institute of Governmental Purchasing (NIGP)

- **Outstanding Accreditation** Achievement Award, 2019

## Achievements



*2019 Citizen Satisfaction Survey Results*

- Improved Citizen Satisfaction Survey Results
- Achieved accessibility compliance with the *Ontarians with Disabilities Act* (AODA) for the 2020-2023 Business Plan & 2020 Budget document
- Completed the Council-approved 2019 Development Charges Background Study and By-Law
- Provided reliable and timely information to the firm Ernst & Young for the Regional Governance Review that was initiated by the Province
- Reviewed payroll technology to ensure alignment with the City's strategic goals
- Developed and delivered to the Leadership Team a 20-year Waterfront Financing Strategy
- Successful launch of websites: Recreation, Library, Newsroom, MiWay
- First Canadian municipality to implement the full suite of SAP SuccessFactors, modernizing as well as increasing the efficiency and effectiveness of talent management
- Increased the number of ergonomic assessments completed for employees by seven per cent from 2018 to 2019

- Increased the number of participants in the City's Leadership Succession Planning Program by 66 per cent from 2018 to 2019
- Redesigned in-class learning for leaders and employees to virtual learning sessions and successfully delivered specialized leadership training, StrengthsFinder, BRAVO and virtual team building
- Mississauga was named one of the top three Cities for Sustainable Procurement Initiatives in the 2019 Municipal Collaboration for Sustainable Procurement (MCSP) Annual Report
- Mississauga participated in its first Transatlantic roundtable discussion on Sustainable Public Procurement (SPP)
- Held a Raptors Viewing Party on the Square for the 2019 championship game



*Raptors viewing party on the Square, May 30, 2019*

---

# The 2021-2024 Business Plan Outlook

## Planning for the Future

Citizens continue to say that Mississauga is a great place to call home. Because it is a great place, Mississauga is growing into a large, urban municipality. With the city's population estimated to reach 824,000 by 2031, understanding and delivering on people's needs, preferences and values will be critical.

The divisions within Business Services are working in various ways to prepare for the future. Below are some examples.

HR is improving its service delivery model to provide enhanced customer service; continuing to leverage technology to improve business practices, and supporting the health and well-being of City employees.

### *Talent Management*

- Building a deeper understanding of systemic racism and discrimination relating to Black, Indigenous, and Persons of Colour (BIPOC) employees in our workplace and implementing our Workforce Diversity and Inclusion Strategy to help create an equitable work environment
- Leveraging technology in the sourcing of candidates through social media, interviewing candidates with video conferencing, and utilizing opportunities for virtual testing
- Exploring mobile learning technologies which include handhelds, notebooks, smart phones and tablets to provide greater online learning opportunities for employees as we continue to navigate through the pandemic

### *Total Rewards*

- Enhancing the customer experience with a centralized HR Service Hub that processes queries through a tiered approach to ensure the most relevant information sources are used to respond in the most timely and cost-effective manner
- Continuing to increase automation of HR metrics and performance indicators to assist in more consolidated analysis of various HR measures to enhance decision-making and future planning

### *Healthy Workplace*

- Developing a Mental Health strategy to support the individual employee's well-being and an overall healthy workplace
- Implementing a Health and Safety Management System to support the continued compliance of Ontario's health and safety legislation, City policies and best practices

Strategic Communications is ensuring that the voice of the citizen today and in the future continues to be responded to with such initiatives as:

- Rolling out of the *new Corporate website* under a more robust governance, guidance and support model
- Procuring a *new enterprise Customer Relationship Management (CRM) system and knowledge base (KB) solution*
- Advancing on the *recommendations from the Employee Communications Audit*
- Implementing *recommendations from the Social Media Audit* to enhance our social media reach and impact
- *Providing marketing communications support* for priority projects

- *Creating annual workplans* in keeping with the following milestones: 2021 is a Citizen Satisfaction Survey year; 2022 is an Election Year; and in 2024, Mississauga turns 50

A *Digital Asset Management (DAM) project* is proposed to begin with a capital expenditure in 2022 (BR #8065) and operating beginning in 2024, to manage the great volume of assets being created and maintained by the City. Volume is anticipated to grow exponentially as strategies demand more visual media assets.

Revenue's *collaboration with Information Technology's TXM Tax Manager Team* will continue to evolve with system adaption to integrate continuous legislative changes and the development of modules that meet the changing needs of the business unit and the customer.

*Procurement Systems Integration* will be a priority for Materiel Management and their ethical procurement strategies will continue to focus on building a strong understanding of the Sustainable Procurement Initiative in order to foster improved environmental and social impacts.

Finance is undertaking various projects to plan for the future, including the following:

*Asset Management Program:* The City of Mississauga owns a variety of infrastructure assets which support the delivery of our services. These assets require responsible management, including planning, acquisition, operation, maintenance, rehabilitation and eventual replacement and/or disposal. The City's asset management system ensures strategic alignment between the services our assets deliver and the City's Strategic Plan.

Finance staff are guiding the development of asset management plans as required by the *Infrastructure for Jobs and Prosperity Act, 2015* and its accompanying regulation.

Timelines for required completion are:

- July 1, 2021: Asset management plans for the City's core infrastructure (roads, bridges, stormwater management)
- July 1, 2023: Asset management plans for the City's remaining, non-core assets (buildings, fleet, transit, parks)
- January 1, 2024: Service level targets are required for all assets

Further details of the City's plan to achieve this requirement can be found in BR #8565.

*Sustainability (or "Green") Accounting:* By elevating sustainability as a rationale or a key consideration for activities the City undertakes, the City continues to align its actions with its values and goals, moves toward a more purposefully sustainable culture, and builds a service landscape where sustainability becomes business-as-usual.

Finance will integrate sustainability factors into its business planning, budgeting, reporting and accounting activities over the next several years, expanding on the training and culture shift initiated across the organization in 2018 with the implementation of Sustainable Procurement.

*Investing in Canada Infrastructure Program (ICIP) Funding:* ICIP is a 10-year, \$33 billion federal infrastructure program designed to create long-term economic growth; build inclusive, sustainable and resilient communities; and support a low-carbon economy under the following four infrastructure streams:

- Public Transit
- Community, Culture and Recreation
- Green Infrastructure
- Rural and Northern Communities (the City is not eligible under this stream)

---

In advance of selecting projects for submission, City staff completed a review of the City's Capital Program in order to determine the best approach to maximize ICIP funding under the Public Transit and Community, Culture and Recreation (CCR) streams. As a result, 19 applications have been submitted for ICIP funding (17 Public Transit and two CCR). ICIP offers an opportunity for the City to leverage funding in order to advance its capital plan and work with partners in the federal and provincial governments. If all ICIP projects are approved as submitted, \$718.2 million from our federal and provincial partners is anticipated. The City will be providing \$261.8 million for its share.

*Financial Reporting Enhancements:* Finance will focus on improving data quality, streamlining business processes, and implementing technology solutions to enhance financial reporting and analysis. It is our vision that Finance will provide better access to real-time data, reports and analysis; assist Service Areas to obtain insights and make forward-facing decisions; and expand our role in providing better services to our residents.





---

## 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.

Highlights of the many Lean projects and small improvements completed in Business Services include:

### Finance

- Standardized the budget process and are centralizing working documents of Fees and Charges, resulting in the elimination of potential errors and file duplication
- Eliminated the duplication of efforts between Payroll and Human Resources in OMERS Administration and Pay Processing, resulting in over 25 hours of freed capacity

### Human Resources

- Reviewed medical absence loan repayments, reducing the time to recover overpayments by 72 per cent
- Implemented a blended learning solution for leaders, saving 2,100 hours of labour as a result of eliminating two full days of classroom training

- Reviewed the Corporate Awards program, streamlining the gift sourcing process and increasing selection, avoiding \$3,248 in costs annually

### Revenue & Materiel Management

- Reduced labour from 300 hours to 25 hours and paper consumption from a maximum of 4,500 sheets to 150 sheets or less with the *Municipal Act* Appeals Correspondence Lean initiative
- Improved the secure transfer of tax files to mortgage companies and financial institutions with the Tax Data Transfers Lean Initiative, resulting in increased efficiency, \$224 in cost avoidance and six hours of freed capacity annually

### Strategic Communications

- Established a Social Media Operating Team (SMOT) to alleviate the pressure the portfolio was facing, saving \$24,000 and freeing 500 hours of capacity
- Saved \$92,000 and freed 1,792 hours of capacity with the implementation of the Service Intake Project (Workfront)
- Created a reusable WordPress Application Template, saving \$26,000 and freeing 420 hours of capacity

Completed Initiatives					Total Benefits	
Improvement Type	2014 – 2018	2019	Up to Sep 2020	Total	Type	Total
Small Improvements	385	229	116	730	Cost Savings and Avoidance	\$3,121,154
Rapid Improvements	12	6	4	22	Customer Service Improvements	422
Projects	8	2	2	12	Safety Improvements	47
Total	405	285	122	764	Environmental Improvements	150
In-progress Initiative	Goals of the Initiative					
Use of Developer Contributions Reserve Funds (DCRF)	<ul style="list-style-type: none"> <li>Develop a process that ensures projects related to Developer Contributions use DCRFs as a funding source without defaulting to other funding sources unless directed by Finance Leadership</li> <li>This will result in a process that fully identifies how developer contributions are to be used for capital projects and will reduce staff time required to reconcile DCRFs by an estimated 20%</li> <li>A secondary research objective is to confirm whether separate DCRFs are actually required or can the City consolidate all Developer Contributions into a single fund</li> </ul>					
Security Deposit Receipt and Release	<ul style="list-style-type: none"> <li>Standardize the process across all City divisions to improve the quality of information</li> <li>Eliminate over-processing of information by removing duplication of work</li> <li>Provide clear visibility on the status of the request by streamlining the application workflow</li> <li>Develop and design the reporting functionality for better monitoring</li> <li>Reduce the total touch time by 30%</li> <li>Reduce the error rate by 20% to improve staff productivity</li> <li>Reduce the batching to improve the customer service</li> </ul>					
Revenue Escalations	<ul style="list-style-type: none"> <li>Improve communication materials in all applicable forms of media and training, which will help reduce queries and escalations</li> <li>Increase first-call resolution by 10% - to improve one-and-done inquiries</li> <li>Reduce escalations by 10%</li> <li>Reduce staff touch time dealing with escalations by 10%</li> </ul>					

Year End Financial Reporting Preparation	<ul style="list-style-type: none"> <li>• Reduce touch time of producing accurate and complete Financial Statements by 30%</li> <li>• Reduce lead time for the completion of all year-end adjusting entries by the Departments from approximately 21 calendar days to 14 following the close of Period 12 each year</li> <li>• Increase the first pass yield of info provided to the City's auditors prior to the beginning of the annual audit by 50%</li> <li>• Reduce the overall lead time for sign-off on the audit to a minimum of three months following the close of Period 12 each year (March 31 sign-off date by the Commissioner and Auditors)</li> <li>• Establish clear roles and responsibilities in the process</li> </ul>
Revenue Acceptance - Electronic Funds Transfer	<ul style="list-style-type: none"> <li>• Improve the Accounts Receivable turnover ratio (speed of collections)</li> <li>• Reduce the number of reconciling items in SAP by 30%</li> <li>• Reduce staff effort by 30%</li> </ul>
Capital Budget Guidebook	<ul style="list-style-type: none"> <li>• Create a Capital Budget and Works in Progress (WIP) Guidebook will ensure that errors and re-work will be reduced or completely eliminated. The Guidebook will consolidate all information regarding Capital Budget and WIP process in one place, which will make searching for relevant information easier</li> </ul>
Short/Long Term Accommodation Process	<ul style="list-style-type: none"> <li>• Decrease number of employees that are on waiting list for modified work</li> <li>• Outline process</li> <li>• Role clarity for Short-Term Accommodation (STA) process</li> </ul>
Citizen Contact Form - Email Management Solution	<ul style="list-style-type: none"> <li>• Introduce an online form for the intake of citizen requests that shall reduce and/or eliminate email traffic</li> <li>• Triage inquiries conditionally so that 3-1-1 is not forwarding email inquiries</li> <li>• Enhance citizen self-service by linking to related website information prior to citizen submitting request</li> <li>• Reduce staff effort by gathering all the required information up front</li> <li>• Respond to 90% of emails within an established average handling time</li> <li>• Reduce the cost of handling email from intake to response</li> <li>• Achieve the target of 100% of emails receiving a timely and quality response</li> </ul>
Media Request Intake Process	<ul style="list-style-type: none"> <li>• Create and document a standard procedure for accurately identifying and notifying the right stakeholders</li> <li>• Reduce staff effort in logging media requests from current 20 minutes/request by 20%</li> </ul>

---

## 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

- Promoting and communicating key transit initiatives such as the Mississauga Cycling Map, Hybrid Electric Buses, Dundas Corridor Transit Project, and Temporary Bike Lanes
- Assisting in securing and reporting on available funding from the federal and provincial governments for public transit infrastructure, including ICIP. These efforts have allowed for funding on projects such as the Mississauga Transitway. Planned projects include Hurontario Light Rail Transit, and the Dundas and Lakeshore Bus Rapid Transit
- Supporting the 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

- Delivering the Van Horne outdoor digital overpass signage, our Seniors Outreach Program and our own Events review
- Implementing the People Strategy to attract and retain high-calibre employees in a supportive work environment 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. The subsidy amount was recently increased from \$200 to \$350 to better align with the cost of these services

### connect – completing our neighbourhoods

- 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, the Indigenous Relations Engagement and the Mississauga Tourism strategy are just some examples of how we align with this pillar

---

## prosper – cultivating creative and innovative businesses

- Providing citizens and local businesses with easy, accessible information, and the ability to communicate with the City when it's convenient for them. In close collaboration with the Economic Development Office, we support a strong and entrepreneurial business environment
- 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

- Building partnerships with senior levels of government to secure funding for environmental sustainability projects such as the Port Credit Harbour Marina, Inspiration Lakeview, the Mississauga Cycling Master Plan and the conversion of transit from diesel to hybrid buses
- Monitoring of overhead costs to 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
- Reducing waste and improving the experience of Revenue & Material Management customers through enhancements to TXM Tax Manager, the Procurement Centre, and by increasing the number of online services available to the public

- Providing for the environmental, social and ethical consideration of sustainability factors in procurement with the Sustainable Procurement Policy
- Maximizing the use of technology to support a green, environmentally sustainable approach to all work
- Exploring the benefits, drawbacks, and impacts to reporting on the environmental and social impacts of the City's operations within public sector accounting practices. The goal is to develop environmental and social accounting in a way that works for the City while incorporating global best practices

## 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.

The benefits of the information technology innovations we make in Business Services often have a multiplier effect throughout the entire Corporation.

The following graphic summarizes the major technology initiatives in Business Services:

### Finance



- SAP S/4HANA
- Payroll technology review and implementation
- Cash Management
- Reconciliation and Financial Close Automation

### Human Resources



- Full Suite of SAP SuccessFactors
- Project THRIVE
- Attendance Support Management Dashboard
- Fiori Timesheets
- Incident Reporting and Disability Management
- HCM Dashboard

### Revenue & Materiel Management



- Procurement Systems Integration
- TXM Collections -3
- Payment Processing Service Provider Update

### Strategic Communications



- A newly designed City Website
- Self Serve options via Online Services
- Near real-time analytics via the 3-1-1 dashboard
- Online booking of events materials
- Digital Asset Management System

---

# Managing our Human Resources

## Workforce Analytics

Seventeen per cent of the Business Services workforce is eligible to retire between 2021 and 2024. In 2019, the retirement rate for Business Services was five per cent (the overall organizational retirement rate was 3.29 per cent). The divisions within the Business Services Service Area work with HR to mitigate the loss of critical knowledge and functions that might otherwise come from retirements by enhancing recruitment strategies and leadership succession planning.

Increasing demands and volumes of work in Business Services throughout 2019 and 2020 are resulting in capacity and overtime pressures.

## Our Structure

Business Services includes four divisions (Finance, HR, Strategic Communications, Revenue & Materiel Management), 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:

- Association of Municipal Clerks and Treasurers (AMCTO)
- Association of Registered Graphic Designers (RGD)
- Canadian Payroll Association (CPA)
- Certified Municipal Revenue Professional (CMRP)
- Certified Public Procurement Officer (CPPO)
- Chartered Marketer (CM)
- Chartered Professional Accountant (CPA)
- Government Finance Officers Association (GFOA)

- Human Resources Professional Association Certification
- Institute of Municipal Assessors (IMA)
- International Association of Business Communicators (IABC)
- Lean Certification (White, Yellow, Green and Black Belts)
- Masters of Business Administration (MBA)
- Municipal Finance Officers Association (MFOA)
- Ontario Municipal Human Resources Association (OMHRA)
- Project Management Professional (PMP)
- Prosci Change Management Certification
- Supply Chain Management Professional (SCMP)

Succession planning and talent development initiatives take place in all areas of Business Services. Continuous improvement is encouraged for all staff. A dedicated training budget is used to improved specialized skills and knowledge. There are several in-house training opportunities offered to staff, facilitated by internal subject matter experts and external vendors. Staff are offered rotation opportunities to broaden their skills and experience.

## 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:

- Accountants and Payroll Specialists
- Analysts and Researchers
- Assessment Review Officers
- Buyers and Purchasing Assistants
- Collection Representatives
- Communications Advisors
- Customer Service Representatives

- Graphic Designers
- Human Resources Consultants
- Marketing Consultants
- Recruitment Specialists

### 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 46 people enrolled in the Succession Planning Program as of December 31, 2019.

This Business Plan addresses current talent needs by proposing:

### 2021

- The 2021 business plan and budget adds twenty-one positions in 2021 to support and manage the Corporate Asset Management program. These positions are being requested centrally through Finance to identify the full scope of the AM Program, but will be allocated to the following areas following budget approval. All twenty-one positions will be fully funded through the capital program from 2021 to 2023 to manage implementation of the program. Only 16 of these positions are expected to remain as permanently funded positions after 2023.

Program	2021
Information Technology	11.0
Transportation & Works	5.0
Finance	3.0
Community Services	1.0
Facilities & Property Management	1.0
<b>Total</b>	<b>21.0</b>

### 2022

- One permanent Business Analyst position to support data-driven decision-making in Strategic Communications (BR #6042)
- One contract Co-ordinator position to support increased demand in Strategic Communications (BR #8510)
- Two permanent positions in Revenue & Materiel Management – one Manager of Procurement Services (BR #6035) and one Senior Assessment Review Officer (BR #6036)
- Two positions in IT to support enhancements in Customer Service (BR #8670)

### 2023

- Two permanent positions to support the Human Resources Management System (HRMS) (BR #8471)
- One permanent position to support the Total Rewards Program (BR #8496)
- One permanent position to support the recruitment of an increased number of specialized, hard-to-fill, niche positions by proactively seeking out passive candidates and creating social media talent pipelines (BR #8495)
- One contract Communications Advisor position to support increased demand in Strategic Communications (BR #8510)
- One permanent position in Strategic Communications to support enhancements in Customer Service (BR #8670)



---

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

<b>Program</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Finance</b>	80.6	101.6	98.6	99.6	94.6
<b>Human Resources</b>	75.9	74.9	74.9	78.9	78.9
<b>Revenue &amp; Materiel Management</b>	69.3	69.3	71.3	71.3	71.3
<b>Strategic Communications</b>	67.2	68.6	72.6	74.6	74.6
<b>Total Service Distribution</b>	<b>293.0</b>	<b>314.4</b>	<b>317.4</b>	<b>324.4</b>	<b>319.4</b>

Note: Numbers may not balance due to rounding.

## Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2021-2024 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 2020 was \$31.5 million and the proposed budget for 2021 is \$32.3 million.

### Total Changes to Maintain Current Service Levels

The increase of \$853,000 reflects labour adjustments and other fringe benefit changes, including the transfer of two FTEs from Recreation and the removal of internal labour recoveries as capital project has been completed.

### Efficiencies and Cost Savings

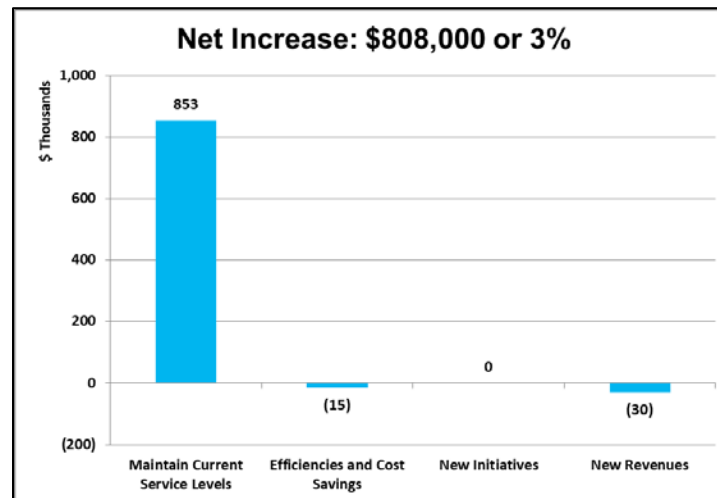
Savings of \$15,000 will be achieved by eliminating the return envelopes enclosed with non-pre-authorized property tax billings.

### New Initiatives

#### *Refund Fee*

A new \$30 fee to process refund requests is expected to generate estimated annual revenue of \$30,000. This revenue figure is based on an approximate annual count of refund requests processed.

### Proposed Changes for 2021 Net Operating Budget by Category



## Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2021-2024, as well as the 2020 Budget and the 2019 Actuals by major program within the Service Area.

### Proposed Budget by Program

Description	2019 Actuals (\$000s)	2020 Budget (\$000s)	2021 Proposed Budget (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)
<b>Expenditures to Deliver Current Services</b>						
Finance	8,825	9,151	9,459	9,615	9,780	9,949
Human Resources	9,557	10,558	10,687	10,839	10,994	11,151
Revenue & Materiel Management	6,540	7,387	7,459	7,573	7,688	7,806
Strategic Communications	6,613	7,158	7,514	7,633	7,754	7,859
<b>Total Expenditures</b>	<b>31,534</b>	<b>34,254</b>	<b>35,119</b>	<b>35,660</b>	<b>36,216</b>	<b>36,764</b>
<b>Revenues</b>	<b>(2,429)</b>	<b>(2,666)</b>	<b>(2,743)</b>	<b>(2,743)</b>	<b>(2,743)</b>	<b>(2,743)</b>
Transfers From Reserves and Reserve Funds	(183)	(75)	(26)	(26)	(26)	(26)
New Initiatives and New Revenues			(30)	605	3,793	4,571
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>28,921</b>	<b>31,512</b>	<b>32,320</b>	<b>33,496</b>	<b>37,240</b>	<b>38,567</b>

Expenditures Budget - Changes by Year			3%	2%	2%	2%
Proposed Net Budget - Changes by Year			3%	4%	11%	4%

Note: Numbers may not balance due to rounding.

## Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour; operational costs; and facility, IT and support costs) and revenues are shown by category with the approved 2020 budget for comparison. The three columns to the far right of the table show the totals proposed for 2021 and their dollar and percentage changes over 2020. The second table summarizes the proposed 2021 budget and 2022-2024 forecasts.

### Summary of Proposed 2021 Budget (\$000s)

Description	2020 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 New Revenues	Special Purpose Levies	Proposed 2021 Budget	\$ Change Over 2020	% Change Over 2020
Labour and Benefits	30,139	730	0	131	0	0	0	31,000	861	3%
Operational Costs	3,981	19	(15)	0	0	0	0	3,985	4	0%
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%
<b>Total Gross Expenditures</b>	<b>34,254</b>	<b>749</b>	<b>(15)</b>	<b>131</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35,119</b>	<b>865</b>	<b>3%</b>
Total Revenues	(2,666)	(77)	0	0	0	(30)	0	(2,773)	(107)	4%
Transfer From Reserves & Reserve Funds	(75)	49	0	0	0	0	0	(26)	49	-65%
<b>Total Net Expenditures</b>	<b>31,512</b>	<b>722</b>	<b>(15)</b>	<b>131</b>	<b>0</b>	<b>(30)</b>	<b>0</b>	<b>32,320</b>	<b>808</b>	<b>3%</b>

### Summary of Proposed 2021 Budget and 2022-2024 Forecasts (\$000s)

Description	2019 Actuals	2020 Approved Budget	2021 Proposed Budget	2022 Forecast	2023 Forecast	2024 Forecast
Labour & Benefits	27,930	30,139	31,000	32,054	35,419	36,124
Operational Costs	3,422	3,981	3,985	4,189	4,593	5,217
Facility, IT and Support Costs	60	60	60	60	60	60
Transfer To Reserves & Reserve Funds	123	73	73	73	73	73
<b>Total Gross Expenditures</b>	<b>31,534</b>	<b>34,254</b>	<b>35,119</b>	<b>36,376</b>	<b>40,146</b>	<b>41,474</b>
Total Revenues	(2,430)	(2,666)	(2,773)	(2,854)	(2,880)	(2,882)
Transfer From Reserves & Reserve Funds	(183)	(75)	(26)	(26)	(26)	(26)
<b>Total Net Expenditures</b>	<b>28,921</b>	<b>31,512</b>	<b>32,320</b>	<b>33,496</b>	<b>37,240</b>	<b>38,567</b>

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 current service levels, taking into account efficiencies, cost savings, and cost increases arising from prior year decisions.

Category	2020 Budget (\$000s)	2021 Proposed Budget (\$000s)	Change (\$000s)	Details (all values in thousands)
<b>Labour and Benefits</b>	<b>30,139</b>	<b>31,000</b>	<b>861</b>	<b>Increase Reflects Labour Adjustments and Other Fringe Benefit Changes, including the transfer of two full time positions of \$216 from Recreation Service and the removal of \$92 for internal recoveries as capital project has been completed</b>
Administration and Support Costs	60	60	0	
Advertising & Promotion	351	341	(10)	Savings due to less advertising required
Communication Costs	518	520	2	Increase to reflect actual three-year trend, offset by a decrease in Finance Other below
Contractor & Professional Services	1,624	1,734	110	\$110 Increase to reflect actual three-year trend, partially offset by a decrease in Finance Other below
Equipment Costs & Maintenance Agreements	340	291	(49)	(\$25) Savings realized in equipment and maintenance due to less repairs required (\$25) Decrease due to a reversal of 2020 budget reserve, offset by a corresponding decrease in Transfer from Reserve
Finance Other	37	22	(15)	Decrease to reflect actual three year trend, offset by various increases in other operating costs
Materials, Supplies & Other Services	558	519	(39)	(\$24) Decrease due to a reversal of 2020 budget reserve, offset by a corresponding decrease in Transfer from Reserve (\$15) Savings realized by eliminating the return envelopes that are currently enclosed with all tax bill mail-outs for non-pre-authorized property tax accounts
Occupancy & City Costs	242	246	4	Increase in lease cost for 201 City Centre
Staff Development	282	284	2	Increase to reflect actual three-year trend, offset by a decrease in Finance Other
Transfers To Reserves and Reserve Funds	73	73	0	
Transportation Costs	29	29	0	
<b>Subtotal - Other Operating Costs</b>	<b>4,114</b>	<b>4,119</b>	<b>4</b>	
Total Revenues	(2,666)	(2,743)	(77)	Increase in various Fees & Charges
Transfers From Reserves and Reserve Funds	(75)	(26)	49	Decrease due to a reversal of 2020 budget reserve, offset by various operating expenses above
<b>Subtotal - Revenues</b>	<b>(2,741)</b>	<b>(2,769)</b>	<b>(28)</b>	
<b>Total</b>	<b>31,512</b>	<b>32,350</b>	<b>838</b>	

Note: Numbers may not balance due to rounding.

### Proposed New Initiatives and New Revenues

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

Description	BR #	2021 FTE Impact	2021 Proposed Budget (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)	2021 to 2024 FTE Impact	2021 to 2024 Capital (\$000s)
<b>New Initiative</b>								
Manager Procurement Services, Operating	6035	0.0	0	100	132	135	1.0	0
Senior Assessment Review Officer	6036	0.0	0	0	0	0	1.0	0
Business Analyst	6042	0.0	0	92	122	124	1.0	0
Human Resources Management System (HRMS) Specialists	8471	0.0	0	0	243	247	2.0	0
Recruitment Specialist	8495	0.0	0	0	83	109	1.0	0
Total Rewards Specialist	8496	0.0	0	0	83	109	1.0	0
Managing Increased Service Demands	8510	0.0	0	58	155	181	2.0	0
Digital Asset Managment	8560	0.0	0	0	0	20	0.0	118
Corporate Asset Management (AM) Program	8565	21.0	0	0	2,060	2,095	17.0	10,272
Building Customer Service Excellence	8670	0.0	0	385	945	1,582	3.0	2,900
<b>Total New Initiatives</b>		<b>21.0</b>	<b>0</b>	<b>635</b>	<b>3,823</b>	<b>4,601</b>	<b>29.0</b>	<b>13,290</b>
<b>New Revenue</b>								
Refund Request Fee	8505	0.0	(30)	(30)	(30)	(30)	0.0	0
<b>Total New Revenues</b>		<b>0.0</b>	<b>(30)</b>	<b>(30)</b>	<b>(30)</b>	<b>(30)</b>	<b>0.0</b>	<b>0</b>
<b>Total</b>		<b>21.0</b>	<b>(30)</b>	<b>605</b>	<b>3,793</b>	<b>4,571</b>	<b>29.0</b>	<b>13,290</b>

Note: Numbers may not balance due to rounding.

**Proposed Initiative**

Manager, Procurement Services,  
Operating

**Department**

Corporate Services Department

**Service Area**

Business Services

**Description of Budget Request**

This initiative serves to request a Manager, Procurement Services, Operating, for Materiel Management. Reporting to the Senior Manager of Procurement Service Delivery, this position will be responsible for overseeing the work of an assigned team of commodity specialists and administrative staff (approximately eight reports) and focus on achieving client service level agreements and efficient delivery of the procurement function.

**Required Annual Operating Investment**

Impacts (\$000s)	2021	2022	2023	2024
Gross Expenditures	0.0	100.4	132.3	134.6
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	100.4	132.3	134.6
* Net Change in \$		100.4	31.9	2.3
FTEs	0.0	1.0	1.0	1.0

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

**Required Capital Investment**

Total Capital (\$000s)	2020 & Prior	2021	2022	2023	2024 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

In 2019, there were approximately 550 new procurements and 260 contract amendments. This volume of work requires dedicated management to respond to client requirements and changing priorities.

**Details of Service Change**

This role will be implemented at a grade H and will align with the Procurement Centre for better management of the high volume of procurement requests, provide for better sightline to total procurement volume and enhance service delivery.

**Service Impact**

Materiel Management provides procurement services for 26 business units within the City. The implementation of this request will improve service delivery through better workload balancing and work allocation. Separating operating from capital will also improve the ability to track capital procurements for charging back to capital projects. In addition, focused management of service delivery allows for the consolidation of commodity purchases and provides development opportunities to staff.



**Proposed Initiative**

Senior Assessment Review Officer

**Department**

Corporate Services Department

**Service Area**

Business Services

**Description of Budget Request**

This initiative serves to request a Senior Assessment Review Officer position for the Assessment Review and Analysis unit. This position will be a paralegal, acting as the City's advocate for assessment appeals and will report to the Supervisor, Assessment Review and Analysis. This position is funded from increased revenues and a reduction in appeal losses. There is no impact to the tax rate.

**Required Annual Operating Investment**

Impacts (\$000s)	2021	2022	2023	2024
Gross Expenditures	0.0	81.1	106.8	108.7
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	81.1	106.8	108.7
Tax Levy Requirements	0.0	0.0	0.0	0.0
* Net Change in \$		0.0	0.0	0.0
FTEs	0.0	1.0	1.0	1.0

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

**Required Capital Investment**

Total Capital (\$000s)	2020 & Prior	2021	2022	2023	2024 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

This initiative will provide expert support for managing appeal volume and will allow the Assessment Review and Analysis unit to be less reliant on Legal Services and external counsel. This position will also generate additional tax revenues and provide stability to the City's assessment base. It will further serve to increase the City's participation level in assessment appeals, thereby increasing revenue and mitigating appeal losses. Tax funding is not needed.

### **Details of Service Change**

The functions of expert witness and advocate are required for ARB appeal hearings, and this position will help build the Assessment Review and Analysis unit's capacity for both of these functions. This position will provide paralegal support and expertise and serve as the City's advocate at appeal hearings. The current Assessment Review Officers will continue to focus on specific property types in order to build upon their roles as expert witnesses. The implementation of this request will increase staffing resources by one full-time position. This position is budgeted at a grade E and requires a laptop, desktop and cubicle.

### **Service Impact**

The ARB has recently updated many of its rules and procedures. In November 2019, the ARB announced changes to the schedule of events for appeals in the General Proceedings that will reduce the timeframe for processing appeals from 66-104 weeks to 40 weeks. This change in timing will put additional pressures on the Assessment Review and Analysis unit as it manages a large number of appeals and associated critical events. The City currently has approximately 5,000 open appeals, and each appeal has approximately 40 data entry points, including 30 critical dates, to be managed. This position will provide support in managing the 40-week appeal timeline and will focus on complex properties in an effort to protect the City's assessment base. This position will also increase the City's level of participation in assessment appeals which will mitigate potential assessment losses. It will also aid in generating additional tax revenue through the successful completion of appeals to add and/or change property classification. Additional revenue and appeal loss savings will be realized. This position is fully funded by increased revenue and a reduction in appeal losses. Tax funding is not needed.

**Proposed Initiative**

Business Analyst

**Department**

Corporate Services Department

**Service Area**

Business Services

**Description of Budget Request**

Today's technology allows us to harness data and use it to identify opportunities that can lead to smarter business decisions and more efficient operations. Realizing this, Strategic Communications introduced an intake solution to modernize our shared services model. An Intake Co-ordinator was hired to manage this new process. This request will convert that position into a permanent Business Analyst to oversee the intake solution and provide expertise in data analysis and capacity planning.

**Required Annual Operating Investment**

Impacts (\$000s)	2021	2022	2023	2024
Gross Expenditures	0	90.7	119.5	121.6
Reserves & Reserve Funds	0	0.0	0.0	0.0
User Fees & Other Revenues	0	0.0	0.0	0.0
Tax Levy Requirements	0	90.7	119.5	121.6
* Net Change in \$	0		28.8	2.1
FTEs	0	1.0	1.0	1.0

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

**Required Capital Investment**

Total Capital (\$000s)	2020 & Prior	2021	2022	2023	2024 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Our enhanced shared services model will enable Strategic Communications to further streamline the intake of all requests and enhances our ability to effectively report, monitor, and review assignment of work. A Business Analyst will enable the implementation of resource and capacity planning tools strengthen our ability to proactively plan and manage staff resources, and continue to relieve operational pressures related to the previous manual processes of taking in work and reporting.

### **Details of Service Change**

The Communication Master Plan states that Strategic Communications must expand the use of data, research and evidence to drive more efficient and effective operational decisions. A Business Analyst is required to support this divisional practice and enable a deeper understanding of data sets, their relationships and future trends. With the rapid growth of available data the potential for reporting and analysis is wide-ranging. This resource will work with corporate and third-party data across all sources and systems to create a unified area of research and information which will allow us to make the most efficient decisions based on evidence and data. This will allow the team to perform its own analysis and research; lessen the impact on team to manually receive and manage work requests; provide a centralized point of intake for a division with ever-increasing demands as the City grows; and ensure a consistent and holistic approach to research and analysis.

### **Service Impact**

This initiative supports the actions and recommendations of the Strategic Communications Master Plan's Implementation Plan to:

- Develop more robust key performance indicators and operational measures
- Improve the development of rich, dynamic content
- More effectively target audiences with the topics and information that matter most to them
- Enhance the co-ordination and timing for content curation, distribution and promotion
- Embed research to a greater degree in all communications and marketing activities

It will allow for building a foundation of research and data to drive decision-making and the ability to integrate and consolidate data to be able to see the big picture and tell the whole story. This current process worked to develop and operationalize a new business model for the Division, allowing desired resource management for effective planning and transparency. Without this resource Strategic Communications would not be able to continue to manage and maintain the Division's central service intake solution resulting in a reduction in service levels, lower customer satisfaction and an increase in the manual workload for staff in an already pressured division.

**Proposed Initiative**

Refund Request Fee

**Department**

Corporate Services Department

**Service Area**

Business Services

**Description of Budget Request**

This is a new fee that will be charged to process requests to refund overpayments on property tax accounts. The Refund Fee will be established at \$30 per request so as to align with the average fee charged by comparable municipalities.

**Required Annual Operating Investment**

Impacts (\$000s)	2021	2022	2023	2024
Gross Expenditures	0.0	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	30.0	30.0	30.0	30.0
Tax Levy Requirements	(30.0)	(30.0)	(30.0)	(30.0)
* Net Change in \$		0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

**Required Capital Investment**

Total Capital (\$000s)	2020 & Prior	2021	2022	2023	2024 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Approximately 1,000 requests are received annually to refund overpayments on property tax accounts as opposed to leaving the overpayment on the account to be applied to future property tax instalments. Many of these overpayments are a result of taxpayer error and require a significant amount of administrative work in order to process a refund. In 2019, staff conducted a survey of comparable municipalities. Of the 15 municipalities that responded, 14 charged a refund fee.

**Details of Service Change**

The Refund Fee will be implemented as part of the 2020 General Fees and Charges By-law. The fee will be charged at \$30 per request and will generate an estimated annual revenue amount of \$30,000 based on an approximate count of the number of refund requests that are received each year.

**Service Impact**

The \$30 Refund Fee will be applied to a property tax account when a refund is requested for an overpayment relating to an assessment appeal decision or a payment made in error. The fee will not be charged where the overpayment is the result of a Charity, Vacancy or Low-Income Seniors/Disabled Tax Rebate credit. The estimated annual revenue is based on the approximate count of refunds processed annually that meet the criteria. This fee will serve to cover the administrative costs that are incurred by processing refund requests.

**Proposed Initiative**

Managing Increased Service Demands

**Department**

Corporate Services Department

**Service Area**

Business Services

**Description of Budget Request**

Through the Strategic Plan, Business Plan & Budget, and Mayor/Council, actions are being taken on multiple fronts including the environment, road/public safety, technology, budget, redevelopment and transportation. Committees Platform growth continues and communication takes a multi-channelled approach. Two contract resources are being sought to continue to deliver thoughtful, planned, effective and expected communications within current service levels.

**Required Annual Operating Investment**

Impacts (\$000s)	2021	2022	2023	2024
Gross Expenditures	0	139.7	185.1	188.3
Reserves & Reserve Funds	0	0.0	0.0	0.0
User Fees & Other Revenues	0	0.0	0.0	0.0
Tax Levy Requirements	0	139.7	185.1	188.3
* Net Change in \$	0	0	45.4	3.2
FTEs	0	2.0	2.0	2.0

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

**Required Capital Investment**

Total Capital (\$000s)	2020 & Prior	2021	2022	2023	2024 & Beyond
Expenditures	0.0	8.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Since 2018, the team has seen an increase of approximately 20 per cent in project asks, largely to support the implementation of budget requests, master plans and Mayor/Council/Committee directives. Project hours for 2019 and 2020 demonstrate sustained hours at or beyond team capacity, with levels averaging at 103 per cent. The two additional positions will allow the team to manage sustainable capacity levels and meet the high expectations of Council, senior leaders and the public.

### **Details of Service Change**

A city-wide, strategic communications strategy is multi-channelled and ranges on average from 50 to 100 hours while a targeted communications plan ranges on average from 25 to 50 hours of planning, preparation, implementation and evaluation. These new positions will allow the team to respond to current (and expected) service levels and deliver on the Mayor, Council and our City partner needs and priorities as well as resident expectations. These positions will enable the team to continue to provide effective multi-channelled communications that take into consideration the audience, the type of information being shared and the desired actions. These communication efforts support master plans/strategies, public safety awareness, public engagement outreach and sharing of City information. Plans supported include the Climate Change Action Plan, Transportation Master Plan, Smart Cities Master Plan, Waterfront Redevelopment Plan, and the Vehicle and Transit Master Plan. Without the additional resources, it will be a significant challenge and not possible to continue to deliver thoughtful and effective communications that support all master plans/strategies, safety awareness campaigns, and City information outreach at a level that is expected, respected and desired by all – Mayor and Council, our City partners and residents.

### **Service Impact**

The team will be well positioned to meet the communication demands associated with the important master plans/strategies that are now complete such as Automated Speed Enforcement, Neighbourhood Speed Limits, Climate Change Action Plan, Transportation Master Plan, Smart Cities Master Plan, Waterfront Redevelopment Plan to name just a few. Additionally, the team will be able to support numerous other plans and engagement activities getting underway including the Official Plan Review, Downtown Master Plan Study and Environmental Assessments. It will also allow the team to deliver on Committees of Council priorities in the areas of Vision Zero, road safety and pedestrian safety; providing awareness and highlighting the actions the City is undertaking.



**Proposed Initiative**

Corporate Asset Management  
(AM) Program

**Department**

Corporate Services Department

**Service Area**

Business Services

**Description of Budget Request**

A City-wide initiative driven by provincial legislation requires an AM plan for core infrastructure by 2021, non-core infrastructure by 2023, and to establish service level targets by 2024. To comply with legislation, information and analysis for all City assets needs to be robust. This requires an investment in staffing and consulting to collect, record and analyze data to complete the AM plans. Investigation into an enterprise system is needed to consolidate AM data across the organization.

**Required Annual Operating Investment**

Impacts (\$000s)	2021	2022	2023	2024
Gross Expenditures	0.0	0.0	2,060.5	2,094.7
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	2,060.5	2,094.7
* Net Change in \$		0.0	2,060.5	34.2
FTEs	21.0	21.0	22.0	17.0

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

**Required Capital Investment**

Total Capital (\$000s)	2020 & Prior	2021	2022	2023	2024 & Beyond
Expenditures	0.0	3,037.2	4,797.9	2,436.4	0.0

**Why Staff Recommend this Initiative**

Provincial legislation dictates requirements and deadlines for preparing AM plans. AM plans provide information on the state of all the City's assets. Cost-saving efficiencies are expected to be identified as a result of instituting this approach. Adequate resources and consulting are required to complete the plans. This initiative formalizes consistent asset management practices across the organization, and elevates the City's practices for maintaining its infrastructure.

### **Details of Service Change**

This City-wide initiative establishes a new service and requires staff across the Corporation. The City has 230 asset classes across all Service Areas. AM information is data intensive, residing in many different systems. The following new positions are required:

- Five positions for Corporate AM: a dedicated Manager to oversee the service; three AM Specialists (one per Department) to collect AM information from across the organization and a Corporate AM Analyst. These positions are funded from capital (\$406,300 in 2021; \$629,000 in 2022) with operating impact (\$628,800) starting in 2023
- 11 positions in the IT Division to consolidate data from existing systems, incorporate new asset data from laser imaging, detection and ranging (LiDAR), map asset information in the geographic information system, and maintain and update this data. These positions are funded from capital (\$707,100 in 2021; \$1,316,000 in 2022) with operating impact (\$1,340,000) starting in 2023
- One position in Facilities & Property Management and four positions in Transportation and Works, funded from capital (\$309,800 in 2021 and \$572,800 in 2022) with operating impact (\$690,000) starting in 2023
- Professional AM consulting services of \$850,000 are included in 2021 capital to identify the state of AM maturity in each Service Area, develop a Corporate AM Roadmap, begin asset condition assessments and identify the risk of asset failure given current and proposed funding levels

### **Service Impact**

The completion of the AM plan in 2023 will provide the City with a formalized inventory of assets, documented asset condition, updated replacement costs and better linkages to lifecycle costs. The resultant risk assessment will guide future funding priorities and strategies. The proposed resources are required to ensure that the AM plan is completed within the legislative timelines. Consulting resources will be engaged to prepare specific elements in the AM plan, reducing the number of staff being requested. Refinements to staffing levels can be made as the project evolves. A dedicated Manager, Corporate Asset Management and support staff will ensure an integrated approach to AM across the organization. A robust AM practice in the City will provide opportunities to identify process efficiencies. Cost savings in both operating and capital are anticipated but unidentifiable at this time. Stakeholder input to determine target service levels in 2024 will provide the City with valuable information on where to focus asset priorities to deliver services, allowing for informed decision-making by senior management and Council in deciding how to prioritize infrastructure funding.

**Proposed Initiative**

Building Customer Service  
Excellence

**Department**

Corporate Services Department

**Service Area**

Business Services

**Description of Budget Request**

The City of Mississauga is committed to creating better interactions between the City and its customers. To achieve this, the City must introduce a dedicated Excellence in Customer Service Program and implement an enterprise Customer Relationship Management (CRM) solution to ensure the City's Corporate Customer Service Strategy has the governance and technology needed to better serve the public by improving interactions, enhancing value and enabling real-time access to information.

**Required Annual Operating Investment**

Impacts (\$000s)	2021	2022	2023	2024
Gross Expenditures	0.0	384.6	945.4	1,582.1
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	384.6	945.4	1,582.1
* Net Change in \$		384.6	560.8	636.7
FTEs	0.0	2.0	3.0	3.0

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

**Required Capital Investment**

Total Capital (\$000s)	2020 & Prior	2021	2022	2023	2024 & Beyond
Expenditures	0.0	0.0	1,400.0	1,500.0	0.0

**Why Staff Recommend this Initiative**

In 2017, a new customer service mandate was developed for the City of Mississauga: "To deliver customer-focused service that supports the City's commitment to continuous improvement, creating satisfying service experiences with each interaction." To be successful, the City must do two things: modernize its customer service technology and establish a dedicated management support office to provide governance and co-ordination of customer service initiatives and practices across the City.

### **Details of Service Change**

Currently, there are multiple systems and methods across the organization where Customer Service Agents are required to find information in order to fulfill customer requests. The new technology (CRM) will need to integrate with these systems requiring a dedicated team that includes the three new permanent positions requested in this BR. These positions include two IT positions (Grade F) in 2022 to support integrating the new CRM with current technology, and a Manager of Customer Service Training & Compliance (Grade G) in 2023 to support the integration and create consistent standards in delivery and reporting across the organization through a Community of Practice.

Funding of \$1.8 million for the initial phase of implementation has been previously approved as part of the 2017 Budget (BR #2578) to introduce the CRM to early adopter Service Areas. To fully leverage the potential of a best-in-class CRM solution it is critical that it be implemented across all City Service Areas. The cost for this will include \$2.9 million in one-time capital costs to roll out the CRM solution to the City's remaining Service Areas.

### **Service Impact**

To keep pace with citizen expectations and to deliver on our goal "to provide responsive, seamless and easily accessible customer service" we will introduce a dedicated Excellence in Customer Service Program and implement a robust CRM solution. This will allow us to:

- Streamline citizen interactions through shorter processing times, thereby reducing wait times
- Improve customer satisfaction by improving the accuracy and identification of information, enabling staff to assist customers more easily
- Provide customers with online self-service options through mississauga.ca for finding information, subscribing to distribution lists, and submitting service requests, applications, payments, complaints, and other information
- Enhance the use of customer data to understand how citizens prefer to access services and information to continuously improve the customer service experience at the City of Mississauga
- Allow for more detailed reporting, metrics and dashboards to be developed to provide the Corporation better data to understand how the City is performing with respect to customer service

---

## Proposed Capital Budget

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

### Proposed 2021-2030 Capital Budget by Program

Program Expenditures	2021 Proposed Budget (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)	2025-2030 Forecast (\$000s)	Total 2021-2030 (\$000s)
Administration	5,307	8,121	4,103	192	742	18,466
<b>Total</b>	<b>5,307</b>	<b>8,121</b>	<b>4,103</b>	<b>192</b>	<b>742</b>	<b>18,466</b>

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

### Proposed 2021-2030 Capital Forecast Highlights:

- \$10.2 million for Asset Management Program (2021-2023)
- \$2.9 million for Building Customer Service Excellence (2022-2024)
- \$1.1 million for Payroll Enhancement project (2021-2022)
- \$0.9 million for Customer Service Strategy (2021)
- \$0.9 million for 2021 and 2026 DC Background study
- \$0.8 million for Financial Reporting Software Replacement (2021-2022)
- \$0.6 million for Human Resources Service Management Solution (2021-2025)
- \$0.5 million for Procurement Systems Integration
- \$0.4 million for Employee Survey (2021-2030)
- \$0.1 million for Digital Asset Management (2022-2024)

---

**Proposed 2021-2030 Capital Budget by Funding Source**

The following table provides the funding sources proposed to fund the capital portion of the proposed 2021-2024 Business Plan and 2021 Budget and the consolidated forecast for 2025-2030.

<b>Funding</b>	<b>2021 Proposed Budget (\$000s)</b>	<b>2022 Forecast (\$000s)</b>	<b>2023 Forecast (\$000s)</b>	<b>2024 Forecast (\$000s)</b>	<b>2025-2030 Forecast (\$000s)</b>	<b>2021-2030 Total (\$000s)</b>
Tax Capital	4,892.2	7,940.9	4,103.4	92.0	182.0	17,210.5
Development Charges	315.0	180.0	0.0	0.0	360.0	855.0
Other Reserves & Reserve Funds	100.0	0.0	0.0	100.0	200.0	400.0
<b>Total</b>	<b>5,307.2</b>	<b>8,120.9</b>	<b>4,103.4</b>	<b>192.0</b>	<b>742.0</b>	<b>18,465.5</b>

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

---

**Proposed 2021 Capital Budget Detail**

The following table provides a detailed listing of proposed capital projects for 2021.

Program: Administration

<b>Project Number</b>	<b>Project Name</b>	<b>Gross Cost (\$000s)</b>	<b>Recovery (\$000s)</b>	<b>Net Cost (\$000s)</b>	<b>Funding Source</b>
CPBS00021	Employee Survey-2021	100	0	100	Other Reserves & Reserve Funds
CPBS003723	DC Background Study and By-Law	350	0	350	Development Charges, Tax Capital
CPBS006352	Customer Service Strategy	881	0	881	Tax Capital
CPBS007087	Asset Management Program	2,953	0	2,953	Tax Capital
CPBS007564	HR Service Management Solution	252	0	252	Tax Capital
CPBS007771	Payroll Enhancement	371	0	371	Tax Capital
CPS008484	Financial Reporting Software Replacement	400	0	400	Tax Capital
<b>Total</b>		<b>5,307</b>	<b>0</b>	<b>5,307</b>	

Note: Numbers may not balance due to rounding.

---

### Proposed 2021-2030 Capital Budget by Sub-Program

The following table provides a listing of capital forecast by sub-program for 2021-2030.

Sub-Program	2021 Proposed Budget (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)	2025 Forecast (\$000s)	2026 Forecast (\$000s)	2027 Forecast (\$000s)	2028 Forecast (\$000s)	2029 Forecast (\$000s)	2030 Forecast (\$000s)	Total Forecast (\$000s)
<b>Administration</b>											
Business Services Applications	3,724	6,386	2,436	0	0	0	0	0	0	0	12,547
Business Services DC Studies	350	200	0	0	0	200	200	0	0	0	950
Business Services Other	1,233	1,535	1,667	192	142	0	100	0	0	100	4,969
<b>Subtotal</b>	<b>5,307</b>	<b>8,121</b>	<b>4,103</b>	<b>192</b>	<b>142</b>	<b>200</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>18,466</b>
<b>Total Expenditures</b>	<b>5,307</b>	<b>8,121</b>	<b>4,103</b>	<b>192</b>	<b>142</b>	<b>200</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>18,466</b>

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