



City Manager's Office

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

Executive Summary of City Manager’s Office	3
Core Services	4
Vision, Mission, Goals of Service and Service Delivery Model.....	4
Response to COVID-19.....	5
Service Levels and Trends.....	6
Performance Measures and Results.....	9
Balanced Scorecard	10
Awards and Achievements.....	11
The 2021-2024 Business Plan Outlook	13
Planning for the Future.....	13
Finding Efficiencies.....	15
Advancing the City’s Strategic Plan.....	16
Transforming our Business with Technology.....	17
Managing our Human Resources.....	19
Proposed Operating Budget	22
Operating Budget Details.....	23
Proposed Budget by Program.....	23
Summary of Proposed Budget.....	24
Proposed Cost Increase Required to Maintain Current Service Levels.....	25
Proposed New Initiatives and New Revenues	26
Proposed Capital Budget	35
Proposed 2021-2030 Capital Budget by Program.....	35
Proposed 2021-2030 Capital Budget by Funding Source.....	36
Proposed 2021 Capital Budget Detail.....	37
Proposed 2021-2030 Capital Budget by Sub-Program	38



Executive Summary of City Manager’s Office

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

Services we provide:

- Strategic leadership through the Economic Development Office (EDO), Internal Audit, Legal Services and Strategic Initiatives divisions
- The City Manager’s Office (CMO) co-ordinates efforts across all five City departments to ensure alignment with all of the City’s key plans, including the Strategic Plan, the City Business Plan, the Economic Development Strategy, the Workforce Diversity and Inclusion Strategy and corporate policies

Interesting facts about this service:

- The Economic Development Office supports business expansion, attraction and retention and contributed to over \$2.4 million in new and retained taxable assessment in 2019
- In 2019, Legal Services attended to over 40,700 trials and hearings for municipal and *Provincial Offences Act* and *Highway Traffic Act* charges
- Internal Audit made over 200 recommendations for operational improvements in 2018/2019
- Strategic Initiatives is a new division within the CMO that manages the City’s waterfront development projects, Workforce Diversity and Inclusion Strategy, and Corporate Performance and Innovation teams

Highlights of the Business Plan include:

- EDO will require one contract position in 2022 to lead all real estate investment and attraction activities to create momentum for growth along the Inspiration Lakeview Innovation Corridor. The position will contribute to an increase in tax assessment, jobs, economic output and additional development activity
- Internal Audit will need to expand its team in 2022 with an additional Auditor to support governance, risk management and compliance practices
- Legal Services will require an additional lawyer in 2022, specializing in regulatory, licensing, corporate/commercial law and general municipal law
- Strategic Initiatives is seeking one permanent position in 2022 that will advance Lean practices

Net Investment (\$000s)	2021	2022	2023	2024
Operating	15,366	15,958	16,867	17,233
Capital	75	115	130	0
Full Time Equivalent	109.4	113.4	117.3	116.4

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

We will champion and inspire strategic leadership in every aspect of The Corporation of the City of Mississauga.

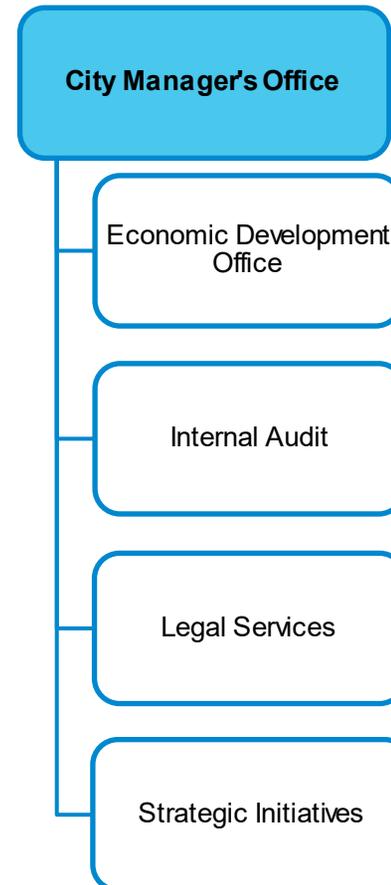
Mission

The City Manager's Office exists to lead, support and promote innovation, collaboration, accountability and partnerships. We lead by example in strategic risk-taking and ensure the City's long-term prosperity is protected.

Goals of Service

- Foster a prosperous and sustainable economy through economic development by attracting business investment in key priority sectors and supporting entrepreneurship, innovation, and talent development
- Assist the City in accomplishing its objectives by bringing a systematic approach to evaluate and improve the effectiveness of risk management, control and governance processes. Internal Audit's reporting relationship emphasizes its independence of any City department and is intended to promote the objectivity of internal audit operations
- Provide expert, cost-effective and timely legal and strategic advice on issues by leveraging the unique position of in-house legal counsel and risk and insurance professionals
- Advance strategic initiatives and priority development opportunities that will support the growth and prosperity of Mississauga; advance the City's Workforce Diversity and Inclusion Strategy; and lead initiatives that support corporate performance and innovation

Service Delivery Model



Response to COVID-19

The City's Economic Development Office, Internal Audit, Legal Services and Strategic Initiatives successfully transitioned their operations so that staff could work safely from home while continuing to provide full service delivery. The challenges that COVID-19 created for internal and external clients and stakeholders required the pivot from 'business as usual' to the enhancement of services and the creation of new initiatives to respond. The following infographic illustrates the efforts in four key areas:

ADVISED

- Mayor's Declaration of Emergency
- Impact on City by-laws and enforcement of government emergency orders to businesses and residents
- Compliance with Labour, Employment and Occupational Health and Safety laws
- Mississauga Resiliency Task Force

PARTNERED

- ShopHERE powered by Google Program to offer free website development resources for Mississauga independent businesses and artists
- Tourism Department to develop a "support local" web page as part of the Mississauga-Made campaign
- Digital Main Street to support the digital transformation of main street businesses in local business improvement areas



INFORMED

- Over 1,700 business leaders through the delivery of webinars to educate and help businesses impacted by COVID-19
- Businesses and entrepreneurs of government packages and incentives through a centralized COVID-19 business relief portal

ENGAGED

- Over 60 businesses in key industries and small businesses through virtual outreach and roundtable meetings and one-on-one business support representing over 19,000 employees
- Business community through a Business Impact Feedback Survey to learn the impacts of COVID-19 on local businesses
- The City's construction groups to determine approach for construction during provincial closure orders
- Internal City stakeholders on financial and economic relief to businesses and residents
- Vendors to adapt existing staff training content into new virtual platform to resume Lean, project management and performance measurement training

Service Levels and Trends

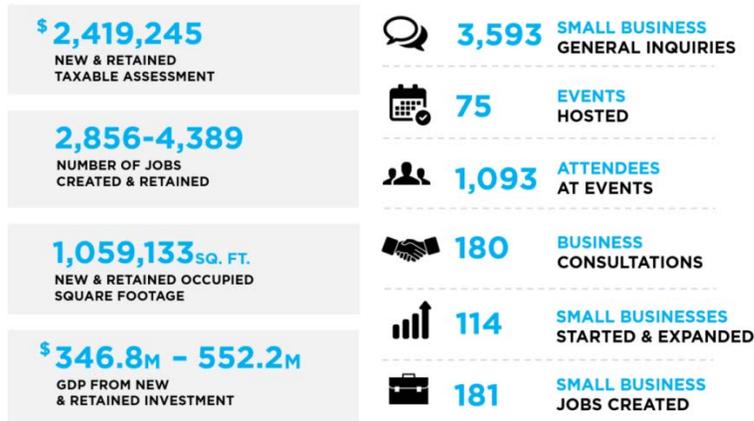
The City Manager's Office (CMO) sets the highest standards for its divisions' service levels and endeavours to always lead the City by example. Each division within the CMO works hard to provide the greatest value to the citizens and ratepayers of Mississauga by seeking out new ways to reduce costs, increase revenues and identify new and efficient ways of doing business.

Emphasis on performance measurement helps the CMO to stay focused on the areas where divisions can have the greatest impact.

In this section, all service level statistics pertain to 2019.

Economic Development

The Economic Development Office supports business start-ups, expansion, attraction and retention and has a measureable impact upon Mississauga's economy and municipal revenues.



Trends – Economic Development

- Forward-looking cities are increasingly aware of the importance of local surroundings on the welfare of the people who live and work there
- Businesses are increasingly drawn to compelling places where they can attract talent and establish long-term roots
- Economic growth is rapidly becoming dependent upon the knowledge and skills of the regional workforce. Successful places and businesses need to compete hard to attract and retain the talent to sustain their growth
- The City's new five-year Economic Development Strategy (2020-2025) focuses on the continued attraction of new businesses in established and emerging sectors with a focus on innovation and entrepreneurship

Note: Performance results shown here are based on 2019 business starts, new openings, expansions and retentions where EDO had a measureable influence. Results do not include investments supported by the Mississauga Business Enterprise Centre (MBEC) business unit.

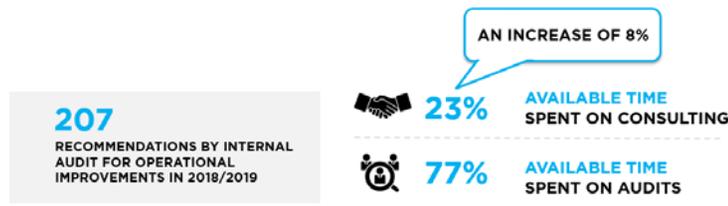
Legal Services

In-house legal counsel provided 79 per cent of all legal services to the City, and did so at an average hourly cost of just \$90 per hour.



Internal Audit

Internal Audit is more than just auditing; it also provides valued advice to create and maintain a strong organization. The Division's programs support organizational capabilities in governance, risk and control. Internal Audit focuses on fostering partnerships and collaboration with City-wide service partners to address current trends.



Trends – Legal Services

- There continues to be an upward trend of IT procurements to meet the City's increased needs. IT resources were added in 2019 to continue to meet service levels
- The increase in volume of files for real estate, planning, and municipal matters continues. This increase will require additional support and resources to address the anticipated workload
- As Legal Services moves towards modernizing the Division to meet industry standards, standardized technology and software will be needed to increase efficiency of service delivery and new IT procurements

Trends – Internal Audit

- There is an increasing demand for internal audit services to assess corporate governance, risk and compliance
- Replacement of older technologies with emerging technology solutions is driving business growth
- There are increasing social, economic, political, and environmental impacts to the Corporation

Strategic Initiatives

The Strategic Initiatives group will help facilitate decision-making on long-term capital investments including the City's waterfront development. There will be a priority to co-ordinate the consistent and timely implementation of the Workforce Diversity and Inclusion Strategy and connect with community leaders and groups including the Diversity and Inclusion Advisory Committee (DIAC). This area will also provide strategic direction and decision-making support to leaders through management consulting and business innovation services as well as delivering Corporation-wide business improvement programs.



SUPPORTED THE CERTIFICATION
OF **45** STAFF GREEN &
YELLOW LEAN BELTS



SUPPORTED
8 NEW PROJECT MANAGEMENT
PROFESSIONAL (PMP) STAFF
CERTIFICATIONS



SUPPORTED THE COMPLETION
OF **54** LEAN PROCESS
IMPROVEMENT REVIEWS



92% OF POLICIES REVIEWED
EVERY 3 YEARS



PERFORMED
9 SERVICE REVIEWS
IN 2019

Trends – Strategic Initiatives

- Diversity and inclusion initiatives in workplaces are vital for organizations that wish to take advantage of the talent and potential of a diverse labour force and improve their overall performance in a global economy
- Cities must target their efforts on the places where growth can make the greatest contribution and economic impact; e.g., the Inspiration Lakeview Waterfront Development can create the long-term potential to safeguard global competitiveness
- There is a greater focus on evaluating and improving corporate performance, Lean practices and performance measurement, which leads to a greater need for staff training and facilitated team problem-solving



Group of co-workers meeting at boardroom table

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

Each division within the CMO is assigned an annual operating and capital budget. Each division is expected to complete its workplans within its individual budget allocation and measure its financial performance by assessing its actual annual expenditures against budget. *On Budget* measures the percentage extent to which actual spending matched budgeted spending.

Legal Services also measures the *Ratio of Internal Legal Services Costs to External* legal services costs. This allows CMO to determine which approach is more cost-effective year over year and make appropriate adjustments.

Customer Measures

Client Satisfaction is measured by the Economic Development Office (EDO) annually, and the data collected helps EDO

improve its ability to put the needs of the client first and improve the overall customer experience. Delivery of a 2019 survey was deferred to 2020 to accommodate a new customer relationship management (CRM) system that will improve the delivery and methodology of the survey, and reporting of results.

Repeat Business measures more than one request from the same client for the Corporate Performance and Innovation team's services which demonstrates the value of the support provided to employees.

Employee Measures

Every three years, the City undertakes a Corporation-wide employee engagement survey. *Participation Rate* is the percentage of employees participating in the survey. *Department Engagement* is the percentage of employees participating in the survey who feel proud to be associated with their department, and satisfied with both the leadership and communication within the department. With this feedback, CMO can identify which areas require further attention to ensure a positive workplace culture for employees to be productive, grow and thrive.

Training Satisfaction is the percentage of staff satisfaction with course offerings delivered by Corporate Performance and Innovation.

Business Process Measures

Many resident concerns and enquiries are directed to the CMO through ward offices and turnaround times for responding to councillors have been set at a standard service level and tracked. This ensures councillors can respond to resident concerns with appropriate information in a timely manner. Timeframe Standard Achieved for Councillor-Directed Request Responses measures the percentage of responses that are delivered within the service standard.

Balanced Scorecard

Measures for the City Manager's Office	2017 (Actual)	2018 (Actual)	2019 (Actual)	2020 (Plan)	2021 (Plan)	2022 (Plan)	2023 (Plan)	2024 (Plan)
Financial:								
On Budget	107%	103%	107% ¹	100%	100%	100%	100%	100%
Ratio of Internal Legal Services Costs to External	5:1	5:1	5:1	5:1	5:1	5:1	5:1	5:1
Customer:								
EDO Client Satisfaction	85%	85.4%	N/A	88%	90%	90%	90%	90%
Repeat Business	88%	80%	80%	80%	80%	80%	80%	80%
Employee:								
Employee engagement scores: Participation Rate	N/A	91.1%	N/A	N/A	100%	N/A	N/A	100%
Employee engagement scores: Department Engagement	N/A	87%	N/A	N/A	92%	N/A	N/A	95%
Training Satisfaction	95%	90%	90%	90%	90%	90%	90%	90%
Business Process:								
Timeframe Standard Achieved for Councillor-Directed Request Responses – Legal Services	99.7%	98.3%	99%	100%	100%	100%	100%	100%

¹ The workload has increased for Legal Services. As a result, additional legal matters have been sent out to external counsel in order to meet client service needs. Over the next four years, Legal Services needs to expand its Legal team to bring more legal work in-house, at a lower and more predictable cost to the Corporation.

Awards and Achievements

The CMO and its employees have received three awards and achieved several accomplishments that demonstrate CMO's commitment to excellence in the delivery of its services, programs and the advancement of the City's strategic initiatives. Below are some highlights of CMO's 2019 awards and achievements:

AWARDS



International Economic Development Council (IEDC) Silver Award

The Economic Development Office received the Silver Award for Key Sector Brochures from IEDC's Excellence in Economic Development Awards. These awards recognize the world's best economic development programs and promotions.



Aerospace fDi Ranking

Mississauga ranked fifth globally in fDi's Aerospace Cities of the Future 2020/21 ranking for fDi Strategy in fDi Magazine, a service of the Financial Times.



City of Mississauga's Janice M. Baker Award for Innovative Business Solutions

The Public Utility Co-ordination Committee (PUCC) Process Review Team was selected to receive this award. This award is given to an individual and team who bring significant change through innovation and creativity that revolutionizes the workplace, improves efficiencies and challenges the current process and practices.



Inspiration Lakeview Waterfront Development Master Plan

The City of Mississauga Council endorsed the Inspiration Lakeview Waterfront Development Master Plan in November 2019. This multi-year transformational project will develop the 177-acre site, which will create a world-class waterfront community that will include what has been dubbed the Innovation Corridor, which will increase economic development and the creation of jobs, drive innovation and attract tourism.

ACHIEVEMENTS



Digital Main Street

Through funding from the Ontario Business Improvement Area Association, EDO successfully delivered the Digital Main Street program to support the digital transformation of over 200 main street businesses in the Clarkson, Malton, Port Credit, Streetsville, and Cooksville Business Improvement.



Entrepreneurship & Innovation Study

EDO conducted a study of Mississauga's entrepreneurship and innovation ecosystem to assess strengths, opportunities and challenges for local entrepreneurs and companies to start, innovate and scale into globally competitive businesses.



Economic Development Strategy

EDO created a five-year Economic Development Strategy (2020-2025) which includes learnings from its Entrepreneurship & Innovation Study and engagement with residents and key internal and external stakeholders. The Strategy identifies three core economic development priorities: Support Globally Minded Businesses, Develop Distinctive Places, and Deliver Durable Infrastructure.



ISO Certification

The City of Mississauga was awarded the International Organization for Standardization 37120 (ISO 37120) platinum-level certification from the World Council on City Data (WCCD) – a global leader in standardized city data. Mississauga is one of ten Canadian municipalities to receive the certification. The City joins more than 60 municipalities that are part of the WCCD global network.

The 2021-2024 Business Plan Outlook

Planning for the Future

Economic Development Office

The City launched a new five-year Economic Development Strategy that reveals Mississauga's growth potential by nurturing more new business start-ups, embedding innovation in its companies, and attracting investment for its established larger businesses and its smaller enterprises. The vision for the Strategy is to build a city with a balanced economy that supports globally minded businesses, creates distinctive places, and delivers durable infrastructure.

Areas of focus include:

- Creating a reimagined Mississauga Business Enterprise Centre (MBEC) as a proactive hub where entrepreneurs, innovators and small businesses can access support and advice, in a refreshed and dynamic space
- Prioritizing investment in initiatives aimed at building out the Innovation Corridor to maximize its potential as a hub of significant research and development activity
- Developing an Office Development marketing campaign in the City's Downtown and leveraging the City's Downtown Community Improvement Program
- Engaging with developers to promote and support advanced digital technology and infrastructure
- Hosting a series of challenge-athons in response to identified civic challenges related to COVID-19 and priority industries
- Initiating a strategic approach to work-based learning opportunities for students in priority sectors and better linking education to business needs

- Creating a network of private sector angels and mentors to help local entrepreneurs with scale-up potential to develop rigorous business plans and navigate investment options
- Developing a digital platform for businesses and entrepreneurs to crowdsource best practices in areas such as implementing physical distancing in their operations
- Engaging businesses to harness insights on economic recovery, identifying local growth barriers and promoting innovation

Internal Audit

Over the next few years, Internal Audit will continue to modernize its processes, leveraging new technology and enhancing existing relationships with our City-wide clients. This will include an increased focus on consulting and advisory services, and championing City-wide initiatives related to governance, risk and compliance, which will enhance its position as a "trusted advisor" to Senior Management and City Leadership. Enhancing processes and systems will be key to accomplishing Internal Audit's strategic goals. A strong investment in the Internal Audit Team is also envisaged, including training, development, mentorship, and additional resources to keep up with the growing City and demands.

Internal Audit short- and medium-term objectives are:

- Champion the implementation of City-wide Governance, Risk and Compliance (GRC) initiatives
- Support the development of a comprehensive Fraud Risk Management Program
- Evaluate the impact of COVID-19-related changes throughout the City's control environment
- Enhance Internal Audit processes and methodologies

- Expand Internal Audit communication with all business units through proactive collaboration
- Increase the adoption of technological solutions for audit planning, reporting and data analytics
- Advance Internal Audit staff proficiency through targeted professional development and innovative training opportunities
- Reaffirm Internal Audit's commitment to adding value to the City in everything we do

Legal Services

Legal Services recently embarked on a process to develop a five-year Strategic Plan, to set goals to inform our future business plan and workplan, and implement initiatives to help Legal Services more effectively support the City's divisions and departments.

Initiatives for Legal Services include:

- Increase in-house resources for municipal, real estate and planning portfolios in an effort to maximize value and efficiency for internal clients and reduce the cost of external legal counsel to the City
- Develop an IT roadmap to bring Legal Services up-to-date with industry standards by procuring technology and software that would assist with efficiencies at a corporate level and facilitate Corporation-wide initiatives, such as DocuSign
- Create and implement new and updated templates drawing on existing resources and implementing new technology. This will streamline processes and make agreements and other documents more user-friendly, efficient and accessible for the client

- Provide additional support for procurement, particularly IT procurement, to ensure the City is protected against risks and liabilities as it implements ambitious corporate projects. Funding for a new IT lawyer was approved in the 2020 Budget and recruitment for the position is currently underway
- Manage increased volume and complexity of prosecutions in 2020 due to the provincial transfer to municipalities of Part III charges under the *Highway Traffic Act*
- Identify and implement new initiatives to mitigate the City's risk and loss, assist in the claims process and address increased volume and complexity of claims

Strategic Initiatives

Strategic Initiatives is a new addition to the City Manager's Office in 2020. This new division's key focus over the next few years is to lead city-building initiatives and corporate performance, and deliver on the diversity and inclusion mandate.

Plans for Strategic Initiatives include:

- Lead Corporation-wide performance and continuous improvement programs and projects to improve strategic and operational efficiency and effectiveness
- Advance the Workforce Diversity and Inclusion Strategy with support from community leaders and groups including the Diversity and Inclusion Advisory Committee (DIAC) to enhance and strengthen our core values of Trust, Quality and Excellence
- Oversee the Inspiration Lakeview Waterfront development project that will drive economic growth, job creation and innovation through strategic partnerships and stakeholder engagement to actualize the vision of this transformative opportunity for the City of Mississauga

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 produced such enhancements as improved customer experience, faster processing times, higher quality and lower costs.

Highlights of the many projects and improvements completed include:

- Reduced administrative time and effort on document management and monitoring of outstanding recommendations by leveraging advanced SharePoint capabilities
- Reduced staff effort for City's collection of insurance renewal data by 50 per cent from 48 hours to 24 hours
- Improved delivery of business educational and informational sessions by transitioning to online delivery model resulting in reduction of staff effort and costs to deliver timely information and support to businesses

Completed Initiatives					Total Benefits	
Improvement Type	2014 - 2018	2019	Up to Sep 2020	Total	Type	Total
Small Improvements	96	49	14	159	Cost Savings and Avoidance	\$383,869
Rapid Improvements	1	3	1	5	Customer Service Improvements	57
Projects	1	0	0	1	Safety Improvements	4
Total	98	52	15	165	Environmental Improvements	19
In-progress Initiatives	Goals of the Initiatives					
Performance Measures – Corporate Implementation Process	To reduce the duration of a Performance Measures engagement by 25%.					
Contract Review for Routine Issues Process	To review the process for reviewing and completing routine legal contract files to identify and implement efficiencies.					

Other Continuous Improvement Programs and Initiatives

Improved legal document filing and management repository resulting in increased efficiencies and reduction of staff effort to file and retrieve legal documentation.

Advancing the City's Strategic Plan

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

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

move – developing a transit oriented city

- Legal Services provides vital support to all transit project teams including the high-profile Light Rail transit (LRT) and Eglinton Crosstown projects, providing timely and sound legal advice and working with client groups to proactively identify and avoid potential legal issues
- Strategic Initiatives will participate in strategic transit initiatives including the Hurontario LRT Downtown loop

belong – ensuring youth, older adults and new immigrants thrive

- Divisions within the CMO reflect the diversity of the citizens of Mississauga. Each division also strives to create a welcoming and accommodating environment for all stakeholders
- EDO delivers a variety of business entrepreneurship programs to help start-ups and main street businesses expand and scale up, and create jobs in Mississauga
- Strategic Initiatives will oversee the implementation of the City's Workforce Diversity and Inclusion Strategy

connect – completing our neighbourhoods

- CMO divisions provide advice and support to teams within the City that are building and improving Mississauga's neighbourhoods such as the Downtown and Lakefront, supporting the right balance of residential and business opportunities

prosper – cultivating creative and innovative businesses

- EDO's five-year Economic Development Strategy (2020-2025) will support the Prosper Pillar of the City's Strategic Plan
- Legal Services adjusts internal procedures and updates business models and software to meet industry standards with the intent to reduce demands on all ratepayers
- EDO will implement an Innovation Program to advance the Economic Development Strategy
- EDO plays a key role in the development and implementation of economic recovery plans to support small businesses and the broader industry with a key priority to advance Mississauga's innovation ecosystem

green – living green

- All CMO divisions continue to implement corporate environmental programs and support corporate green initiatives directly and indirectly
- Legal Services has launched a paperless office project and is in the process of implementing legal document management software to replace traditional paper files
- Strategic Initiatives will participate in initiatives relating to climate change such as district energy systems

Transforming our Business with Technology

The City Manager's Office endeavours to integrate and adopt technologies that continuously improve the way its business operates, to deliver value to internal and external stakeholders. This is demonstrated through the following transformational technology-driven initiatives:

Internal Audit Governance, Risk and Compliance Solution

Internal Audit is reviewing comprehensive governance, risk and compliance software solutions to further streamline and enhance the Audit process. Increased emphasis on enterprise risk management and governance activities will be key considerations for the solution selection. In the interim, Internal Audit continues to use data analytics for business operations analysis, SharePoint libraries for electronic document management and document templates to ensure consistent reporting.

Integrated Customer Relationship Management (CRM) System

Building on the success of the initial CRM deployment, EDO is optimizing its integration capabilities to include tracking of internal processes by adding additional features and functions. These enhancements to the CRM will improve EDO's ability to capture, track and report business information, key performance indicators and economic impact.

Online Customer Service Enhancements

EDO modernized its service delivery by deploying a series of technologies that allow stakeholders (businesses, entrepreneurs, owners) to access information and automated services, 24 hours a day/seven days a week. This will allow EDO to operate at the speed of business using technology to improve its service levels and efficiency to deliver information.

Business-to-Business (B2B) Platform

EDO will develop and implement a B2B platform for businesses and entrepreneurs to crowdsource best practices and build strategic partnerships to address a number of issues arising from COVID-19, such as implementing physical distancing in their operations or sourcing personal protective equipment (PPE).

Data Visualization

EDO has started building a data visualization platform on its microsite that will transform static data and information into an interactive and dynamic data centre using Tableau business intelligence software. This new data visualization tool can deliver on-demand personalized information and the ability to present this information through a variety of channels.

Digital Delivery of Business Information and Education

EDO has transformed the delivery of its business seminars and events to an online delivery model to provide timely and on-demand educational and informational webinars to support local businesses.

Integrated Conferencing Solutions and Collaboration Tools

Legal Services installed integrated conferencing solutions in their boardroom and other collaboration tools designed to simplify teamwork and streamline team interactions. These solutions and tools simplify the presentation of information for analysis and decision-making and supports remote contributions.

Project Dashboard

Corporate Performance and Innovation developed a project dashboard that provides one reporting tool that lists all medium to large size projects in the Corporate Services Department and City-wide Lean projects.

This tool provides a consistent form that is updated regularly by Project Leads. The real-time project information makes it easy to share project information and historical data.

Self-serve knowledge hubs to share tools, templates, and best practices

In order to provide all staff with self-serve tools and templates, all sections of Corporate Performance and Innovation have their own self-serve knowledge hubs.

Project Sites – SharePoint

The Project Management Support Office provides support to all staff who collaborate using the Project Sites tool for their

projects. This tool allows for project teams to share and work together on a common project from multiple areas across the organization in one shared location.



Person using a tablet device

Managing our Human Resources

All divisions of the (CMO) strive to create the best possible workplaces for their employees. A positive and nurturing environment encourages and empowers our talented workforce to bring their ideas forward and to think critically.

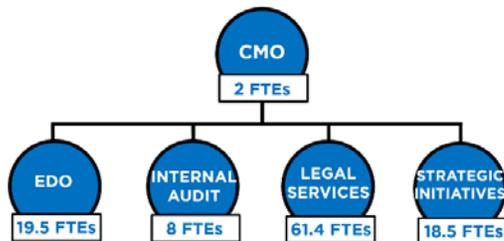
The CMO's Human Resources management plan is designed to ensure that every employee is properly placed, equipped, and mentored to provide the best possible value to the citizens of Mississauga.

Workforce Analytics

The CMO has a non-union workforce that includes front-line business advisors and consultants, lawyers, auditors, and program and project managers, as well as divisional leadership, management, and administration staff. Full-time and temporary staff are an average age of 46 and 33 years old respectively. Over the past five years, the Division hired 88 full and part-time staff and in the next five years, leadership succession planning and strong hiring practices will continue to support the CMO's strategic priorities and accommodate the vacancies that may result from 14 employees becoming eligible to retire over the next four years.

Our Structure

The CMO is comprised of four divisions: the Economic Development Office, Internal Audit, Legal Services and Strategic Initiatives.



Our Talent

The CMO is comprised of engaged, professional and accredited full-time employees. Many have job-specific designations and participate in professional development training to maintain their designations and accreditations.

Annual professional development plans are created for all CMO staff, to assist and support career and professional development. Each division has an active succession and high-potential leadership candidate identification program. As all four divisions are staffed with highly technical professionals, special attention is paid to retaining these skilled and experienced employees.

Positive workplace culture initiatives, employee engagement surveys, ongoing training, and special assignments are just a few examples of the CMO's commitment to staff development and employee satisfaction.

Roles

Division Directors and Managers
Business and Management Consultants
Business, Program, Policy and Research Analysts
Client Account Managers and Sector Specialists
Business Innovation Coach
Digital Marketing Consultants
Auditors
Lawyers, Prosecutors and Law Clerks
Risk Manager and Insurance Adjusters
Program Managers and Program Consultants
Project Managers

Accreditations

Certified Economic Developer (CEcD) (International)
Economic Developer Certification (Ec.D)
Registered Professional Planner (RPP)
Member of Canadian Institute of Planning (MCIP)
Chartered Professional Accountant (CPA)
Internal Audit Certifications (i.e., CIA, CGAP, CRMA, CISA)
Members of the Law Society of Ontario
Certified Specialists by the Law Society of Ontario in specialized legal fields
Canadian Risk Management (CRM)
Chartered Insurance Professionals (CIP, FCIP)
Lean Black and Green Belt Certification
Project Management Professional (PMP)

Critical Roles/Functions to Achieve Business Goals

Goals of service, divisional trends and budget requests point to an increased need for specialized talent in the CMO.

In the coming years, EDO Internal Audit, Legal Services and Strategic Initiatives divisions will require niche market staff with specialized skills to accomplish their workplan commitments and service the needs of the Corporation's Strategic Plan. Critical roles include Lawyer, Auditor, Real Estate Specialist, Investment Sales and Strategic Marketing Professional, Lean Analyst and Performance Measures Consultant.

Talent Needs

CMO is faced with a gap in service and resources to drive priority projects and keep pace with the growth of Mississauga. This service and resource gap is amplified as the City recovers from impacts of the COVID-19 pandemic.

The City's COVID-19 Recovery Plans outline significant actions to support the Corporation and the business community through recovery and growth. Additional employee resources are essential to activate the recovery plans and lead strategic initiatives that will contribute to the City's continued resilience and prosperity.

Specialized skill sets are required to provide greater support to:

- Advance strategic initiatives and goals
- Increase economic impact and growth opportunities
- Attract investment to strengthen Mississauga's economic competitiveness
- Improve corporate strategic and operational efficiency and effectiveness

For this reason, the following positions are being requested over the next four years:

- EDO will require one contract and two permanent positions to support the goals and priorities identified in the City's five-year Economic Development Strategy (2020-2025)
- Internal Audit will be required to expand its team to support governance, risk management and compliance practices
- Legal Services will require additional lawyers specializing in regulatory, corporate/commercial law, planning and general municipal law
- Strategic Initiatives will require two permanent positions to support the growing demand for Corporation-wide continuous improvement programs including Lean and business performance measures initiatives

The labour market for CMO staff continues to be competitive. In some areas, staff retention is a challenge due to retirements and highly competitive labour markets for niche expertise (i.e., economic development, legal, audit professionals). The external recruitment of staff remains a primary source of hiring staff whose roles require subject matter expertise, professional designations and accreditations. Internal career development and progression remains a viable talent source.

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2020	2021	2022	2023	2024
City Manager's Office	2.0	2.0	2.0	2.0	2.0
Economic Development	19.5	19.5	20.5	21.5	21.5
Internal Audit	8.0	8.0	9.0	10.0	10.0
Legal Services	61.4	61.4	62.4	63.4	63.4
Strategic Initiatives	18.5	18.5	19.5	20.5	19.5
Total Service Distribution	109.4	109.4	113.4	117.3	116.4

Note: Numbers may not balance due to rounding.

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 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 \$14.8 million and the proposed budget for 2021 is \$15.4 million.

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for the City Manager’s Office is an increase of \$624,000 from 2020.

Highlights of the proposed budget changes are:

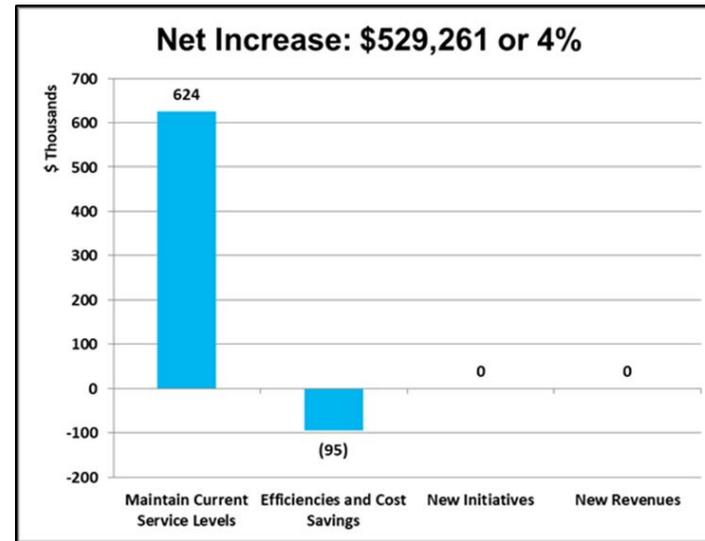
- The total labour budget is projected to increase by \$244,000 mainly due to labour adjustments and other fringe benefit changes and \$122,000 for annualization of the previous year’s new positions
- Transfers from Reserves and Reserve Funds decreased by \$206,000 due to reversals of Operating Budget Reserves for EDO and Strategic Initiatives

Efficiencies and Cost Savings

The efficiencies and cost savings that are proposed for 2021 total \$95,100:

- In EDO, savings of \$33,000 are proposed mainly in Professional Services and Advertising/Promotion
- In Legal Services, savings of \$12,100 are proposed mainly in Registry Searches and Mobile Voice Costs
- In Strategic Initiatives, savings of \$50,000 are proposed in Professional Services

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)
Expenditures to Deliver Current Services						
City Manager's Office	570	497	473	481	488	496
Economic Development	3,317	3,444	3,658	3,699	3,741	3,783
Internal Audit	1,109	1,305	1,395	1,415	1,436	1,458
Legal Services	9,736	8,046	8,178	8,277	8,437	8,680
Strategic Initiatives	2,425	2,945	2,873	2,913	2,954	2,900
Total Expenditures	17,156	16,237	16,578	16,785	17,056	17,317
Revenues	(1,509)	(393)	(411)	(411)	(411)	(411)
Transfers From Reserves and Reserve Funds	(788)	(1,007)	(801)	(809)	(817)	(825)
New Initiatives and New Revenues			0	392	1,038	1,151
Proposed Net Budget Including New Initiatives & New Revenues	14,860	14,837	15,366	15,958	16,867	17,233

Expenditures Budget - Changes by Year			2%	1%	2%	2%
Proposed Net Budget - Changes by Year			4%	4%	6%	2%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour; operational costs; and facility, IT and support 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	13,022	244	0	122	0	0	0	13,388	366	3%
Operational Costs	3,175	71	(95)	0	0	0	0	3,151	(24)	(1%)
Facility, IT and Support Costs	0	0	0	0	0	0	0	0	0	0%
Transfer To Reserves & Reserve Funds	40	(1)	0	0	0	0	0	39	(1)	(3%)
Total Gross Expenditures	16,237	314	(95)	122	0	0	0	16,578	341	2%
Total Revenues	(393)	(16)	0	(2)	0	0	0	(411)	(18)	5%
Transfer From Reserves & Reserve Funds	(1,007)	206	0	0	0	0	0	(801)	206	-20%
Total Net Expenditures	14,837	505	(95)	120	0	0	0	15,366	529	4%

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	12,730	13,022	13,388	13,970	14,867	15,157
Operational Costs	3,942	3,175	3,151	3,168	3,188	3,272
Facility, IT and Support Costs	0	0	0	0	0	0
Transfer To Reserves & Reserve Funds	484	40	39	39	39	39
Total Gross Expenditures	17,156	16,237	16,578	17,177	18,094	18,468
Total Revenues	(1,509)	(393)	(411)	(411)	(411)	(411)
Transfer From Reserves & Reserve Funds	(788)	(1,007)	(801)	(809)	(817)	(825)
Total Net Expenditures	14,860	14,837	15,366	15,958	16,867	17,233

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)
Labour and Benefits	13,022	13,388	366	Increase Reflects Labour Adjustments and Other Fringe Benefit Changes
Administration and Support Costs	0	0	0	
Advertising & Promotion	448	408	(40)	(\$28) Reversal of one-time budget (offset by one-time transfer from Reserve) for CRM Software (\$12) Efficiencies
Communication Costs	47	44	(2)	
Contractor & Professional Services	2,260	1,973	(287)	(\$60) Reversal of one-time budget (offset by one time transfer from Reserve) for CRM Software (\$15) Reallocation to Staff Development in Internal Audit (\$142) Reversal of 2020 budget reserve, offset by Transfer to Reserve below (\$70) Efficiencies realized in Professional Services by offering virtual training by converting educational sessions to eLearning modules
Equipment Costs & Maintenance Agreements	18	97	79	Software License Fees for GRC solution in Internal Audit
Finance Other	12	3	(10)	Efficiencies in Legal Services Registry searches
Materials, Supplies & Other Services	140	136	(4)	
Occupancy & City Costs	0	225	225	MBEC office rental
Staff Development	217	232	15	Reallocation from Professional Services and others in Internal Audit
Transfers To Reserves and Reserve Funds	40	39	(1)	
Transportation Costs	30	29	(1)	
Subtotal - Other Operating Costs	3,215	3,190	(25)	
Total Revenues	(393)	(409)	(16)	Increase in Site Plan Application Fees in Legal Services based on past trends
Transfers From Reserves and Reserve Funds	(1,007)	(801)	206	\$88 Offset of one-time transfer of Operating Budget Reserve for EDO (\$10) Based on Labour Recoveries adjusted by HR \$142 Reversal of 2020 budget reserve, offset by Contractor & Professional Service above
Subtotal - Revenues	(1,400)	(1,211)	189	
Total	14,837	15,366	529	

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)
New Initiative								
Strategic Marketing Team Lead	8466	0.0	0	0	0	144	1.0	13
Investment Sales Team Lead	8468	0.0	0	0	103	135	1.0	13
Real Estate Investment Manager	8469	0.0	0	94	180	0	0.0	13
Lean Junior Analyst	8502	0.0	0	49	80	82	1.0	0
Performance Measures Consultant	8535	0.0	0	0	94	124	1.0	0
Municipal Legal Counsel	8536	0.0	0	134	175	178	1.0	0
Expanding Internal Audit Team to support governance, risk management and compliance practices	8620	0.0	0	115	270	310	2.0	0
Planning Legal Counsel	8726	0.0	0	0	136	178	1.0	0
Total New Initiatives		0.0	0	392	1,038	1,151	8.0	39

Note: Numbers may not balance due to rounding.

Proposed Initiative	Department	Service Area
Real Estate Investment Manager	City Manager's Department	City Manager's Office

Description of Budget Request

The Economic Development Office requires a Real Estate Investment Manager on a temporary, contractual basis. This position will lead all real estate investment attraction activity to identify and attract the right mix of anchor companies and institutions to create momentum for continued growth along the Inspiration Lakeview Innovation Corridor. The position will contribute to an increase in municipal property tax revenue, jobs, economic output and spin-off development activity.

Required Annual Operating Investment

Impacts (\$000s)	2021	2022	2023	2024
Gross Expenditures	0.0	93.8	179.6	0.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	93.8	179.6	0.0
* Net Change in \$		93.8	85.8	(179.6)
FTEs	0.0	1.0	1.0	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	13.0	0.0	0.0

Why Staff Recommend this Initiative

The Innovation Corridor represents a unique development opportunity for the City, as Mississauga has never been a landowner for a newly envisioned part of the city. It will be important that the real estate investment process be strategic and effective: however, EDO currently has neither the skill sets nor the capacity to undertake this type of work. EDO will need to apply the right practices to ensure the balanced vision for the Corridor is successfully implemented.

Details of Service Change

The proposed contract position will provide the necessary site-specific real estate investment attraction function to the City's existing internal Waterfront Development Working Team. This proposed approach addresses the existing service gap while leveraging existing skill sets and allocating resources in an efficient and cost-effective manner.

Proposed costs for delivery of this new contract position include annual salary and fringe benefits for a Grade H position, and an annual general expense-operating budget of \$40,000. Over the 18-month period, these costs will amount to \$273,451.

Service Impact

A focus on real estate investment attraction will yield positive economic impacts that will significantly affect recovery and growth for the City. The work performed will create the momentum needed to stimulate growth across the Corridor, which at full build-out will generate an increase in property tax revenue, jobs, economic output and spin-off economic activity.

- Full build-out of the Corridor is estimated to include 1.8 million sq. ft. of gross floor area
- Tax revenue increase of \$6.7 million annually over business as usual is expected
- Total expected job increase over business as usual is 9,000-12,000
- Increase in direct economic output of \$1.2 billion
- Ensure the envisioned balance between residential, employment, retail, cultural and recreational uses within this new mixed-use Waterfront community
- Foster and strengthen the culture of innovation in Mississauga through an identifiable hub that will gather local innovation resources
- Contribute to the wider regional Innovation Corridor, and strengthen the Innovation Corridor's reputation globally

Budget Request #: 8502

Proposed Initiative	Department	Service Area
Lean Junior Analyst	City Manager's Department	City Manager's Office

Description of Budget Request

Hiring a permanent Lean Analyst will address the growing demands on the Lean Office and will support staff in achieving divisional, departmental, and ultimately, City-wide goals.

Required Annual Operating Investment

Impacts (\$000s)	2021	2022	2023	2024
Gross Expenditures	0.0	48.9	80.5	81.9
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	48.9	80.5	81.9
* Net Change in \$		48.9	31.6	1.4
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

Staff recommend hiring a permanent Lean Analyst because the Lean Office is currently operating over capacity with no signs of slowing down. As the City grows, the support needed to embed Lean practices successfully only increases. The past five years have proven that the return on investment for Lean training and coaching support is significant; growing the Lean Office's capacity to match the City's appetite for more such support will contribute positively to City's bottom line.

Details of Service Change

The addition of one Grade D FTE will grow the Lean Team from four to five members. One-time capital costs are minimal, reflecting the HR and IT set-up processes. Ongoing operational costs are approximately \$80,000, which includes salary, fringe, and IT hardware/licensing costs. Analysis calculates the costs as paid back within two to three months.

Service Impact

Hiring a permanent Lean Analyst will immediately address the over-capacity issues in the Lean Office. An Analyst will advance the Small Improvement process, which is experiencing excellent growth throughout the City. In turn, this will free up Lean Program Consultants to support more Lean initiatives. The Analyst will also support the Money Belt verification process, thereby easing the load on Finance. Their support in facilitating workshops, training, routine improvements and divisional roundtables will tackle the demand for these services from all departments. An Analyst will allow the Lean Office to explore new services as the Lean Program continues to grow.

Proposed Initiative	Department	Service Area
Municipal Legal Counsel	City Manager's Department	City Manager's Office

Description of Budget Request

This is a request for a full-time permanent municipal lawyer, who will be able to handle diverse matters the areas of law handled by the municipal legal group, including regulatory, licensing, corporate/commercial law and general municipal law.

Required Annual Operating Investment

Impacts (\$000s)	2021	2022	2023	2024
Gross Expenditures	0.0	133.8	175.4	178.4
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	133.8	175.4	178.4
* Net Change in \$		133.8	41.6	3.0
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

Currently, the City spends over \$705,000 per year on the services of external legal counsel in respect of general municipal law and construction law. By adding a new municipal lawyer at a cost of \$133,821 in 2022 and approximately \$175,000 when annualized in future years, including salary and benefits, the City will save in external legal fees, allow for building of institutional knowledge and cross-training of in-house lawyers, enhance partnership, and increase internal responsiveness.

Details of Service Change

The addition of a full-time permanent in-house Legal Counsel at an average cost of \$90/hour is significantly less expensive than continuing to purchase external legal services at an average hourly rate of \$532 and there is potential for greater efficiency given the level of institutional knowledge of in-house staff, which could also reduce the number of hours spent by external legal counsel on municipal issues and thereby the cost of external legal counsel. Moreover, experience has demonstrated that in-house counsel possess a level of corporate knowledge, political awareness, loyalty and economy that allows them to provide a level of service and value that is much higher than even the most skilled and capable external lawyers.

Service Impact

Implementation of this Budget Request will increase service levels to client divisions by allowing Legal Services to retain more legal files in-house and provide more legal advice to City departments, while containing the cost of professional services for external counsel fees. The addition of a new FTE will also improve the current service levels by ensuring adequate turnaround times, avoiding bottlenecks for legal services, and providing an increased ability to meet today's expectations by being more responsive, agile, effective and efficient in addressing the needs of the Corporation.

Proposed Initiative	Department	Service Area
Expanding Internal Audit Team	City Manager's Department	City Manager's Office

Description of Budget Request

The Internal Audit Division (Audit) is proposing to add two new auditor positions in the 2022 business plan. As the City continues to grow, there has been increasing demand for Audit to expand its consulting, advisory and assurance services. Audit is expanding its role to include greater emphasis on corporate and functional risk assessment and management. Additional staff will allow for more audits per annual cycle, enhanced risk management support and more business initiative consultation.

Required Annual Operating Investment

Impacts (\$000s)	2021	2022	2023	2024
Gross Expenditures	0.0	115.5	269.6	309.6
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	115.5	269.6	309.6
* Net Change in \$		115.5	154.1	40.0
FTEs	0.0	1.0	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	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Audit needs to keep pace with City growth, service diversity, and emerging trends and risks in the fast-changing landscape in which the City operates. Historically, Audit has focused on compliance-based audits. In recent years, Audit has expanded its strategic role to other key areas including more consultative work. The vision moving forward is to focus on City-wide governance, risk and compliance initiatives. Additional staff are needed to achieve these strategic objectives.

Details of Service Change

The requested service change is to increase the existing Audit complement by two permanent positions in 2022. Detailed descriptions of the position requirements and responsibilities are being developed throughout 2020.

Service Impact

The two permanent resources will allow Audit to expand the coverage and services it provides to the organization. Additional staff will help to accomplish the following objectives:

- Complete more audits per annual cycle
- Support the creation and operation of a comprehensive Fraud Risk Management Program for the organization (new)
- Enhance its ability to support the organization in its risk identification, assessment and management practices (new)
- Provide more proactive consultative and advisory services for our internal clients to help them identify and mitigate risks, and help business units move towards more efficient and effective processes
- Reduce time between cyclical audits
- Allows new programs or lines of business to be audited earlier
- Provide better coverage and backup audit support during staff turnover or position vacancies

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)
Policy Administration	75	115	130	0	0	320
Total	75	115	130	0	0	320

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

Proposed 2021-2030 Capital Forecast Highlights:

- MBEC Office Relocation \$75,000 (2021)
- Contract Software Solution \$0.24 million (2022-2023)

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.

Funding	2021 Proposed Budget (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)	2025-2030 Forecast (\$000s)	2021-2030 Total (\$000s)
Tax Capital	75.0	114.6	130.2	0	0	319.8
Planning Act Reserve Funds	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0
Developer Contributions	0	0	0	0	0	0
Gas Tax	0	0	0	0	0	0
Other Reserves & Reserve Funds	0	0	0	0	0	0
Recoveries	0	0	0	0	0	0
Subsidies and Senior Govt. Level Grants	0	0	0	0	0	0
Total	75.0	114.6	130.2	0.0	0.0	319.8

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: Policy Administration

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CMO08853	MBEC Office Relocation	75	0	75	Tax Capital
Total		75	0	75	

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)
Policy Administration											
CMO Applications - New	0	115	130	0	0	0	0	0	0	0	245
CMO Other Studies and Initiatives	75	0	0	0	0	0	0	0	0	0	75
Subtotal	75	115	130	0	320						
Total Expenditures	75	115	130	0	320						

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