



Business Services

2022-2025 Business Plan
& 2022 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 2022-2025 Business Plan & 2022 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.

The ongoing COVID-19 global pandemic is a significant factor impacting the 2022-2025 Business Plan & 2022 Budget. Service levels and service delivery continue to be affected.

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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:

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

Interesting facts about this service:

- Managed \$1.13 billion in reserves and reserve funds, achieving an investment return of 3.23 per cent (2.16 points in excess of the 2020 benchmark of 1.07 per cent)
- 10,761 hours of virtual instructor-led training and 17,074 hours of e-Learning sessions were completed in 2020
- AskHR handled 33,208 inquiries in 2020, 80 per cent of which were resolved at the first point of contact
- Facilitated 25 Employee Health Services health education sessions, 117 ergonomic assessments, 18 flu shot clinics and administered 728 flu vaccines

- The City had 229,655 property tax accounts and issued 425,155 tax bills in 2020
- Approximately \$1.78 billion in property taxes were billed with a collection rate of 94 per cent
- A total of 304 procurement bid requests were posted online resulting in 1,797 bids received
- Connected with nearly 156,000 followers on the City's corporate social media channels: a 20 per cent increase over 2020

Highlights of the Business Plan include:

- Partnering with all Service Areas to create a City-wide Corporate Asset Management Program
- Developed and introduced resources to focus on equity, diversity and inclusion and initiatives including Equity Alerts, leader toolkits, educational webinars and the establishment of an Employee Equity Advisory Committee
- Enhancement of tax and procurement software in order to best support the changing needs of customers and the City
- Modernizing communications to ensure digital first sources of trusted and timely information

Net Investment (\$000s)	2022	2023	2024	2025
Operating	35,116	35,965	37,151	37,642
Capital	8,954	5,245	1,900	150
Full Time Equivalents	310.4	310.4	310.4	307.4

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

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

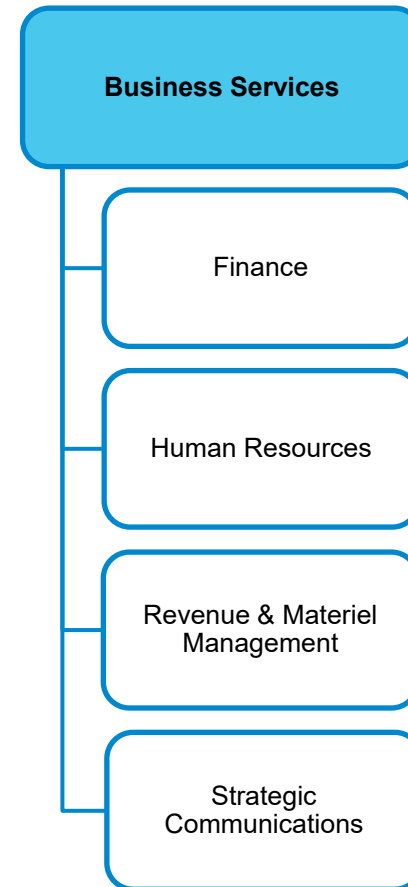
Mission

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 and accessibility, and expanding online and self-serve channels

Service Delivery Model



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.

Financial Reporting and Planning

- Successfully supported all divisions to monitor the \$259 million capital budget and \$966 million operating budget (2021), including the production of the annual Business Plan, annual Financial Reports, and quarterly and annual forecasts
- Managed \$114 million Reserves and \$1.02 billion Reserve Funds

Recruitment and Human Resources Support

- The average time to fill vacancies is targeted at 75 per cent of recruitments being completed in 12 weeks or less. The 12-week target was met for recruitments 63 per cent of the time in 2020
- The new HR Service Hub's AskHR service achieved a 97 per cent success rate in 2020 for customer satisfaction

Revenue and Procurement

- \$1.78 billion in property taxes were billed for the City, Region of Peel and Province of Ontario with a collection rate of 94 per cent achieved in 2020
- The City had 229,655 property tax accounts and issued 425,155 property tax bills in 2020
- The Procurement Support team issued 526 contracts
- Average time to complete procurements was 94 days for Requests for Proposals, 64 days for Requests for Tenders, and 37 days for Requests for Quotations

Communicating and Engaging with Citizens

- Engaged citizens using various social media and online channels resulting in
 - 74,601 Twitter followers
 - 37,966 Facebook followers
 - 40,236 LinkedIn followers
 - 2,870 YouTube subscribers
- Informed citizens and promoted City events with clear and up-to-date information with
 - media reach of 2,531,491,036
 - 284,539 3-1-1 inquiries
 - 13 virtual events (nine live)
 - 24 alerts issued



Social Focus on Wellness, Equity, Diversity and Inclusion

- Expanded resources to focus on Workforce Diversity and Inclusion Strategy and initiatives
- Increased virtual wellness initiatives, online resources and communication
- Renewed focus on employee well-being with wellness benefits such as stress management, financial planning, nutrition programs and fitness equipment
- Continued reliance on programming such as the Tax Rebate Program for Low-Income Seniors and Low-Income Persons with Disabilities and the Outdoor Maintenance Subsidy Program
- Achieving positive ethical, social and environmental impacts through the Sustainable Procurement Initiative

Local Government as a Trusted Source of Information

- 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 consume content and what they value
- Managing content overload: Audiences have choice about what content they want to consume and whom they trust and engage with. Building new and authentic audiences continues to be a focus
- Engagement with citizen audiences involves multiple channel outreach, targeted content, and collaboration through engagement opportunities and listening tools
- 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: Customer Service, Modernization and Working Virtually

- In the context of pandemic over 2,000 employees have started working from home, applying the new Working Remotely Policy
- Up-to-date support and standards are needed for key changing technology trends such as artificial intelligence, data management, analytics, mobile solutions, collaboration, engagement, experience management
- HR has increasingly used dashboards to inform comprehensive business decision-making. Dashboards also help HR monitor programs and initiatives for their transferability into employee self-service options
- Efforts are ongoing to update and innovate systems and technology to support critical business processes, eliminate inefficiencies and enhance the employee experience, including more tools for employee self-service options

Increasing Demand for Accountability and Value

- The evolving political landscape has further increased the need for municipalities to demonstrate value for money through evidence-based decision-making
- Divisions target an annual commitment to simplifying process through the Lean program to reduce costs and improve quality of service
- Provincial regulatory and legislative changes require the updating and realignment of policies and by-laws administered by Finance
- Changes in services across the City have resulted in increased procurements to meet needs, with a greater focus on sustainability and value (vs. price alone)

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 2018 and expected outcomes up to 2025.

- Customer measures describe how well the service is provided (quality; outcome attainment; and user and citizen satisfaction measures on dimensions such as quality, value, price, product, and service), and how much service the organization provides (volume or capacity measures)
- Financial measures describe the organization's financial performance. Companies often use measures such as profit, revenue to cost, and cash flow. Corporately, City examples include investment performance and interest costs. Service Area measures could include ratios of revenue to cost, costs per unit of service delivered (cost efficiency), per capita costs
- Workforce (formerly 'Employee') measures describe workforce factors that can contribute to the effective delivery of service. These could include rates of innovation, employee satisfaction, qualifications/training, and workforce stability measures such as the vacancy rate and turnover

- Business Process measures describe the efficiency and/or effectiveness of a given process. They help to identify any gaps, delays, bottlenecks, shortages, or waste. Time is often a dimension of these measures; e.g., time to respond on scene to an emergency. Resource use and rate of targeted outcome attainment are also often dimensions of business process measures

As an organization with a service (vs. profit) mandate, the City gives customer measures pre-eminence on its Balanced Scorecards. Doing this does not diminish the importance of financial, workforce and efficiency measures. Those measures help the City focus on achieving an outcome that is as important to taxpayers as any other, which is to get the most value possible out of their money.

Below are descriptions of the customer, financial, workforce, and business process performance measures tracked in this Service Area's Balanced Scorecard. The Balanced Scorecard table that follows shows trends since 2018 and expected outcomes to 2025.

Customer Measures

First Call Resolution – 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 60 seconds.

AskHR First Point of Contact Resolution – measures the percentage of calls addressed and resolved by AskHR.

Customer Satisfaction with AskHR – measures the percentage of customers who rated their AskHR experience as good or excellent.

Financial Measures

Credit Rating is a third-party measure that demonstrates the financial strength and viability of the municipality. 'AAA' is the highest: with this rating comes the ability to secure lower borrowing costs.

Taxes Receivable Collection Rate measures the amount of property tax dollars billed that are successfully collected by the City. It is expressed as a percentage of the total dollars billed. A favourable collection rate ensures budgetary needs can be met and reflects a healthy cash flow.

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

Workforce 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 Human Resources practices are in attracting, retaining and motivating employees.

Employee Satisfaction is typically measured every three years by the City's Employee Engagement Survey (2018 is the most recent year available). The survey provides employees with an opportunity to have their say. It assists in building trust, improving the quality of our work and work/life balance and supports excellence in service delivery. The survey provides an opportunity to identify and resolve workplace issues.

Business Process Measures

Recruitment Service Standard Success Rate (Time-to-Fill targets) measures the average rate of success in attaining the goal of meeting the 12-week time-to-fill target 75 per cent of the time for both hiring managers and the HR Division. The metric allows HR to evaluate the efficiency of the recruitment process and to identify and address any bottlenecks.

Target Plain Language measures the plain language readability level of all corporate communications (target is within the grade 10-12 range).

Sustainable Procurements is a measure of the percentage of City procurements that included sustainability-evaluated factors and/or specifications.



Customer Service Representatives using headsets and computers

Balanced Scorecard

Measures for Business Services	2018 (Actual)	2019 (Actual)	2020 (Actual)	2021 (Plan)	2022 (Plan)	2023 (Plan)	2024 (Plan)	2025 (Plan)
Customer:								
3-1-1 Citizen Contact Centre First Call Resolution (Gross)	93	92.5%	91%	90%	90%	90%	90%	90%
3-1-1 Service Level (80% of calls answered within 60 seconds) ¹	75.3%	70%	40% ²	80%	80%	80%	80%	80%
AskHR First Point of Contact Resolution	N/A	N/A	80%	80%	80%	80%	80%	80%
Customer Satisfaction with AskHR	N/A	N/A	97%	97%	97%	97%	97%	97%
Financial:								
Credit Rating	AAA	AAA	AAA	AAA	AAA	AAA	AAA	AAA
Taxes Receivable Collection Rate	97%	97%	94%	97%	97%	97%	97%	97%
Business Services Cost as a % of City-wide Operating Costs	3.59%	3.56%	3.83%	3.69%	3.60%	3.56%	3.51%	3.44%
Workforce:								
Employee Turnover	6.9%	6.8%	5.5%	6.3%	6.3%	6.3%	6.3%	6.3%
Employee Satisfaction with City of Mississauga	74.6%	N/A	N/A	77%	N/A	N/A	78%	N/A
Business Process:								
Recruitment Service Standard Success Rate	78%	69%	63%	75% ³	75%	75%	75%	75%
Sustainable Procurement	20%	25%	34%	40%	50%	50%	60%	60%
Target Plain Language	62%	57%	37% ⁴	70%	70%	70%	70%	70%

¹ Adjusted Measure in 2020 to 80 per cent of calls answered within 60 seconds (previously was 80 per cent of calls answered in 30 seconds) to align with industry benchmarks

² 40 per cent due to COVID-19 impact – more call volume and longer calls

³ Increase in time required for niche and hard-to-fill positions has prompted a target adjustment (reduced from 80 per cent to 75 per cent, for the years 2021 through 2025)

⁴ COVID-19 language/medical jargon not recognized as plain language – complicated levels of delivery (local, provincial, federal information)

Awards and Achievements

Corporate Awards

City Manager's Award of Excellence – Individual – Awarded to Elizabeth McGee from Finance for preparing financial estimates for Council and the Leadership Team on the impact of the pandemic on the City's finances, modelling several iterations throughout the year to provide the best-case, worst-case and most-likely case for a year-end deficit position for the City.

City Manager's Award of Excellence – Team Award – Awarded to the FrontDesk Team – Revenue & Material Management, Human Resources and Finance for their collaboration in finding a unified appointment reservation solution that supports the customer service needs of the City's visitors and residents while adhering to rules and regulations that promote a safe and a healthy environment for both staff and customers.



FrontDesk application kiosk at City Hall

Excellence in Customer Service – Awarded to the Digital Modernization Project Team – Strategic Communications and Information Technology. Along with launching the new website, which included rewritten content, new site structure and a new content management system, the team also created a dashboard for checking quality measures of the website against government benchmarks to ensure they continuously monitor and maintain a level of excellence for customers.

Industry Awards

Government Finance Officers Association (GFOA)

- Distinguished Budget Presentation Award, 2021 for the 32nd consecutive year
- Canadian Award for Financial Reporting, 2019, for the 23rd consecutive year
- Popular Annual Financial Reporting Award, 2019, for the fourth consecutive year

Forbes Canada's Best Employers 2021



The Human Resources Compensation and Human Resources Management System teams were shortlisted for the HR Tech Summit Award for Most Innovative use of HR Tech (Workforce).

Achievements

- Successfully secured \$141 million in federal and provincial Safe Restart funding to assist with COVID-19 financial pressures
- Reaffirmed 'AAA' Credit Rating
- Completed successful negotiations of all 10 collective agreements with union groups
- Successfully completed the Corporate Asset Management (AM) Plan for core infrastructure and launched website
- Successfully launched the following initiatives:
 - New online Job Evaluation tool and questionnaire and successful pilots across the City (60+ jobs)
 - New HR Service Delivery model including HR Service Hub and AskHR
 - The Working Remotely Policy
 - Paperless e-beneficiary designation process
 - Various changes to benefits in support of mental health
 - COVID-19-specific health and safety practices including active screening protocols, an online tool and risk assessments
 - Incident Reporting and Disability Claims Portal
 - The SuccessFactors Compensation module in 2020, which allowed for a completely paperless and automated annual compensation adjustment process
 - Introduced monthly 'Equity Alerts' to raise employee understanding of the importance of building a safe and inclusive workplace as well as ensuring consistent language and understanding of the terminology related to equity, diversity and inclusion
- Conducted 129 leadership succession planning talent panels virtually for the identification of candidates with high potential for promotion (HiPos)
- Completed a series of Anti-Black Racism focus groups with employees and allies
- Conducted the City's first Workforce Diversity and Inclusion Survey, realizing a 47 per cent response rate
- Revealed the new City website which included rewritten content, new site structure and a new content management system
- Introduced a new corporate Instagram channel (@citymississauga)
- Completed a city-wide audience segmentation and personification research project in order to enhance and inform city-wide marketing and public information communications decisions
- Trained 78 per cent of full-time non-union employees with the BRAVO Customer Service eLearning program
- Delivered COVID-19 information to the public via the media and across City channels including web, 3-1-1, media and social media; supported employee and citizen Tele-town Halls
- eBidding/eEvaluation allowed for all high-value publicly advertised bids (high value = more than \$100,000) to be received and reviewed/evaluated electronically. Bidders no longer need to deliver their bids in person
- High-use personal protective equipment (PPE), including masks, gloves and disinfecting supplies, is stored in bulk at the Civic Centre Central Stores to ensure continuous supply for City employees



The 2022-2025 Business Plan Outlook

Planning for the Future

As the sixth-largest city in Canada, Mississauga is steadily growing into a large urban centre. With its population estimated to reach 834,000 by 2032, responding to and meeting residents' needs will be paramount.

Business Services continues to work in various ways to prepare for the future. Below are some examples.

Human Resources is planning for the future by improving its service delivery model to provide enhanced customer service, continuing to leverage technology to improve business practices and supporting managers and employees with diverse talent acquisition methods and total rewards offerings.

Human Resources will also:

- Enhance the Corporation's total rewards offerings for employees with a revised job evaluation plan and flexible total rewards offerings
- Implement the recommendations from the 2017 Workforce Diversity and Inclusion Strategy and findings from the 2021 Workforce Diversity and Inclusion Survey to help foster a workplace that is inclusive, respectful and engaged
- Utilize technology to expand the virtual learning offerings for employees to provide greater online learning capacity
- Launch the Workplace and Employee Well-being Strategy to support employee mental health
- Implement the Employee Relations Strategy and a capital-funded HR Investigation & Grievance Management Solution
- Digitize HR and Payroll records to support accessing documents from anywhere, complementing working remotely and aligning with the Office Space Strategy

- Modernizing the Corporation by continuing to leverage the City's investments in HR technology with an emphasis on cloud-based, mobile and enterprise-wide HR management systems

TXM is a tax management application developed in-house at the City of Mississauga. It is used by the City to manage its tax base and is also marketed to and used by other municipalities.

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 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.



Strategic Communications aims to build trust and enhance the two-way relationship between government and citizens by:

- Delivering timely, relevant and accessible information through continued website improvements, improving accessibility of documents
- Modernizing listening and collaboration tools and encouraging citizen participation in government events and engagements
- Promoting diverse celebrations and events to relevant audiences through their preferred channels
- Promoting awareness and understanding of the City's programs and services through campaigns, media, social media and community engagement
- Creating annual workplans in support of the following milestones and initiatives: Citizen Satisfaction Surveys, Election Year (2022), Mississauga turns 50 (2024), various business area master plans

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

- Preparing AM Plans for non-core assets; collecting asset inventory information using laser imaging, detection and ranging (LiDAR)
- Updating Financial Management Policies
- Completing a Development Charges Background Study
- Developing a Community Benefits Charge Strategy
- Promoting sustainability throughout the financial reporting process
- Undertaking payments modernization
- Automating the bank reconciliation process
- Replacing external financial reporting software
- Reviewing Payroll technology

- Applying for 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 infrastructure streams:
 - Public Transit
 - Community, Culture and Recreation
 - Green Infrastructure
 - COVID-19 Resilience
- Secured federal and provincial funding through the Safe Restart Agreement/COVID-19 Recovery Funding for Municipalities Program which provided financial relief for operating deficits and help with economic recovery through the following streams:
 - Municipal Relief
 - COVID-19 Recovery Funding for Municipalities Program – Operating
 - Transit Relief



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 Lean projects and small improvements completed in Business Services include:

Finance

- Saved over 35 hours of staff time by creating an automated master report for COVID-19 financial modelling
- Improved process controls for posting journal entries, resulting in over 300 hours of freed capacity

Human Resources

- Worked with Finance and the Workplace Safety and Insurance Board to implement an electronic funds transfer process for payment of invoices, resulting in over 23 hours of freed capacity
- Implemented protocols with unions to allow collective bargaining to be conducted virtually. This eliminated delays related to booking physical spaces as well as venue and refreshment costs, resulting in savings of approximately \$700 per session, with a total of \$40,000 saved

- A review of the Short-Term Accommodation process led to process changes that allowed more employees to return to work, decreasing the number of employees on the waiting list for modified work
- Launched Phase 1 of the Human Capital Measures Metrics Dashboard, which upgraded the currency of information available, making up-to-date information (vs. annual historical information) available to inform business decisions. This resulted in over 140 hours of freed capacity and a savings of \$9,000

Revenue & Materiel Management

- The Returned Mail Lean initiative reduced the number of returned mail items by almost 72 per cent and staff effort by 88 per cent
- The Contract Execution Process initiative reduced staff touch time by 83 per cent and vendor submittal errors by 30 per cent
- eBidding/eEvaluation system eliminated physical receipt of bids and manual evaluation processes

Strategic Communications

- Operational Intake Team – set up daily meetings and created a dashboard for discussion of work requests reducing staff touch time and achieving savings of \$5,910
- Redesigned Inside Mississauga intranet site to ensure information related to COVID-19 was easy to find



Completed Initiatives					Total Benefits	
Improvement Type	2014 – 2019	2020	Up to Sep 2021	Total	Type	Total
Small Improvements	743	285	91	1,119	Cost Savings and Avoidance	\$3,712,626
Rapid Improvements	20	4	5	29	Customer Service Improvements	597
Projects	10	2	2	14	Safety Improvements	66
Total	773	291	98	1,162	Environmental Improvements	195
In-progress Initiative	Goals of the Initiative					
Mayor & Council Expense Reporting	<ul style="list-style-type: none"> • Reduce the average overall process time for report generation by 50 per cent • Reduce processing touch time between the expense line items and the applications/sources in the verification phase by 30 per cent • Create standard work for how to input and submit expenses at the source, reducing error rate by 50 per cent 					
OMERS Broken Service Calculations & Buybacks	<ul style="list-style-type: none"> • Reduce the average lead time to complete one request by 30 per cent or 0.5 months. This will reduce the amount of time spent by Payroll Co-ordinators, allowing them to focus on more value-added activities • Reduce the use of paper, mail and postage by 100 per cent (eliminating it altogether) • Move 50 per cent of payments to more modern payment methods, making it easier for the customer 					
Benefits Premium Payments for Retirees	<ul style="list-style-type: none"> • Reduce lead time to execute by 30 per cent • Limit rework by 95 per cent and reduce defects by 100 per cent • Identify and recommend automations where possible • Utilize talent elsewhere in HR, if needed 					
<i>Provincial Offences Act</i> (POA) Fines – Tax Roll Adjustments	<ul style="list-style-type: none"> • Reduce the amount of time required to process POA refund/adjustment requests sent to the courthouse 					
Re-evaluating the City's Civic Awards of Recognition annual process	<ul style="list-style-type: none"> • Decrease the length of time to input nominations and the number of staff that input nomination information by 50 per cent 					
Communication Requests Intake Process Review and Improvement	<ul style="list-style-type: none"> • Reduce touch time involved in intake and redistribute work among existing resources • Capture intake data points for performance measures • Create standard work documents for knowledge transfer 					

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

- Assisting in securing and reporting on available funding from the federal and provincial governments for public transit infrastructure, including ICIP
- Promoting and communicating key transit initiatives such as the Changing Lanes Strategy, Lakeshore Transportation Study, Dundas Bus Rapid Transit and the Pedestrian Master Plan, and advancing Vision Zero
- Supporting the City's efforts to develop a transit oriented community by partnering with MiWay in the staffing and training of transit staff and continuously improving recruitment strategies to hire the best talent based on an applicant's skills, abilities, knowledge, work experience and demonstration of core competencies that reflect the requirements of the job

belong – ensuring youth, older adults and new immigrants thrive

- Ensuring all citizens, including youth, older adults, and new immigrants, have access to the information they need, and opportunity to engage with the City by supporting initiatives (such as the City's online library program and Open Window Hub) with strategic communications

- Through the People Strategy 2019-2023, which is aligned with the City's Strategic Plan, committing to actions that will help us attract, retain and engage high-calibre employees in a supportive work environment and connect them to our business needs. The city's demographics are changing faster than ever before, increasing diversity in the population. The City continues to implement its Workforce Diversity and Inclusion Strategy and remains committed to building a safe and inclusive workplace that reflects the residents we serve
- Administering the Low Income Seniors and Persons with Disabilities Tax Rebate Program and the Outdoor Maintenance Subsidy Program, providing financial assistance to those who are eligible
- Assisting in securing and reporting on available funding from the federal and provincial governments for the South Common Community Centre (Strategic Priorities Infrastructure Fund [SPIF] program)
- Assisting in securing and reporting on available funding from the federal and provincial governments for building healthy and safe communities (ICIP COVID-19 Resilience stream)



connect – completing our neighbourhoods

- 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, Indigenous Relations engagement and the virtual Canada Day acknowledgement are examples
- 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

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

- Reducing waste and improving the experience of Revenue & Materiel 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 consideration of sustainability factors (environmental, social and ethical) in procurement processes with the Sustainable Procurement Policy
- Maximizing the use of technology to support a green, environmentally sustainable approach to all work spaces
- 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 Service 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 summarizes some major planned, ongoing or completed technology initiatives in Business Services:

Finance



- Payroll technology review and implementation
- Cash Management
- Reconciliation and Financial Close Automation
- Payroll Records Digitization Project
- Asset Management
- Concur
- MAX and DC invoicing

Human Resources



- HR Investigation & Grievance Management Solution
- Incident Reporting Portal
- Disability Claims Management System
- HR Records Digitization Project
- COVID-19 Active Screening and Vaccination Tracking Tool

Revenue & Material Management



- Implementation of a new TXM Reporting platform
- FrontDesk Appointment Reservation System

Strategic Communications



- A newly designed City Website
- New online submission form for residents to submit issues to 3-1-1

People and Culture

A municipality is a service organization, and people deliver services. The continuous understanding, balancing and development of the City's workforce are essential to its members' success in delivering superior service. The following describes this Service Area's people, and its plans to foster the supportive culture that enables them to succeed in their work with trust, quality and excellence.

Workforce Analytics

Eighteen per cent of the Business Services workforce is eligible to retire between 2022 and 2025. In 2020, the retirement rate for Business Services was two per cent (the overall organizational retirement rate was three 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 2021 and 2022 are resulting in capacity and overtime pressures.

Our Structure

Business Services includes four divisions (Finance, HR, Strategic Communications, and 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 Registered Graphic Designers
- Canadian Property Tax Association

- Canadian Society of Safety Engineering – Certified Health and Safety Consultant (CHSC) certification
- Certified Municipal Revenue Professional (CMRP)
- Certified Professional Public Buyer (CPPB)
- Chartered Marketer designation
- Chartered Professional Accountant (CPA)
- Human Resources Professional Association
- International Coaching Federation Certification
- Member of Institute of Municipal Assessors (MIMA)
- Ontario Municipal Human Resources Association
- Ontario Municipal Tax and Revenue Association
- Ontario Occupational Health Nurse Certification
- Prosci Change Management Certification
- Supply Chain Management Professional (SCMP)

Succession planning, talent development initiatives and continuous improvement are encouraged for all staff. A dedicated training budget is used to improve specialized skills and knowledge including several in-house training opportunities facilitated by internal subject matter experts and external vendors. Rotation opportunities are also provided to broaden 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
- Buyers and Procurement Specialists
- Collection Representatives

- Communications Advisors
- Customer Service Representatives
- Graphic Designers
- Human Resources Management System Specialists
- Marketing Consultants
- Procurement Specialists
- Recruitment Specialists

Talent Needs

Business Services has been successful in acquiring talent from both the internal and external market. The utilization of various co-operative and internship programs to bring entry level talent into the City has yielded significant success. Nevertheless, the labour market for specialized roles is very competitive and staffing these roles in the future is expected to be challenging.

This Business Plan addresses current talent needs through two Budget Requests (BRs):

- BR #8565 requests five positions in 2022 to support and manage the Corporate AM Program. These positions are being requested centrally through Finance to identify the full scope of the AM program, but will be allocated to IT (three positions), Transportation & Works (one position), and Community Services (one position) following budget approval. All five positions will be fully funded through the capital program from 2022-2023
- BR #8975 requests an additional Intermediate Buyer position for Materiel Management. This position will commence in 2022 and will help meet demand for services, minimize risks and support strategic procurement initiatives

There is a net addition of five FTEs in Business Services in 2022 as a result of the following changes: the addition of six FTEs from 2022 BRs; the addition of two FTEs as a result of transfers between Service Areas (one from MiWay, one from Information Technology); and the subtraction of three capital-funded contract FTEs that are ending.

Proposed Full-time Equivalent Staffing Distribution by Program

Program	2021	2022	2023	2024	2025
Finance	89.6	91.6	91.6	91.6	90.6
Human Resources	75.9	75.9	75.9	75.9	75.9
Revenue & Materiel Management	69.3	70.3	70.3	70.3	70.3
Strategic Communications	70.6	72.6	72.6	72.6	70.6
Total Service Distribution	305.4	310.4	310.4	310.4	307.4

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 2022-2025 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 2021 was \$32.9 million and the proposed budget for 2022 is \$35.1 million.

Total Changes to Maintain Current Service Levels

The increase of \$2.4 million reflects labour adjustments and other fringe benefit changes, including the transfer of two FTEs (one from Transit and one from IT) and the removal of internal labour recoveries due to the completion of a capital project.

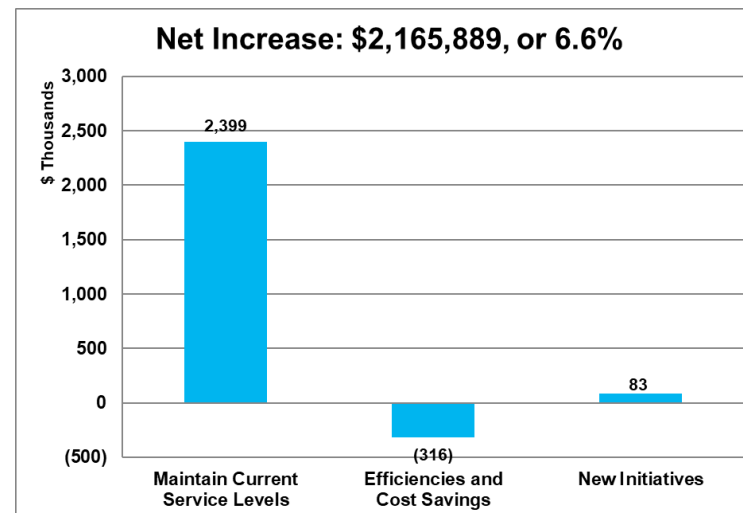
Efficiencies and Cost Savings

- Closure of Customer Service Counters – the permanent closure of Revenue's Property Tax and Cashiers Counters will result in an annual costing savings of \$122,000
- Pre-authorized Tax Payment Plan (PTP) Plan Form Inserts – the elimination of PTP application form inserts from tax bill mail-outs will contribute to an annual cost saving of approximately \$10,000
- Savings of \$184,000 are due to a lease termination at 201 City Centre Drive

New Initiatives

For 2022, the total Operating Budget amount for new initiatives is \$83,000 and includes a partial year for the Intermediate Buyer FTE described in BR #8975.

Proposed Changes for 2022 Net Operating Budget by Category



Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2022-2025, as well as the 2021 Budget and the 2020 actuals by major program within the Service Area.

Proposed Budget by Program

Description	2020 Actuals (\$000s)	2021 Budget (\$000s)	2022 Proposed Budget (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)	2025 Forecast (\$000s)
Expenditures to Deliver Current Services						
Finance	9,202	9,907	10,419	10,582	10,769	10,839
Human Resources	10,322	10,805	11,265	11,681	11,840	12,002
Revenue & Materiel Management	6,712	7,459	7,988	8,106	8,225	8,347
Strategic Communications	7,426	7,578	8,133	8,260	8,370	8,497
Total Expenditures	33,663	35,748	37,805	38,630	39,205	39,685
Revenues	(2,009)	(2,773)	(2,773)	(2,773)	(2,773)	(2,773)
Transfers From Reserves and Reserve Funds	(49)	(26)	0	0	0	0
New Initiatives			83	108	718	730
Proposed Net Budget	31,605	32,950	35,116	35,965	37,151	37,642
Expenditures Budget - Changes by Year			6%	2%	1%	1%
Proposed Net Budget - Changes by Year			7%	2%	3%	1%

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 2021 budget for comparison. The three columns to the far right of the table show the totals proposed for 2022 and their dollar and percentage changes over 2021. The second table summarizes the proposed 2022 budget and 2023-2025 forecasts.

Summary of Proposed 2022 Budget

Description	2021 Approved Budget (\$000s)	Maintain Current Service Levels (\$000s)	Efficiencies and Cost Savings (\$000s)	Annualized Prior Year's Budget Decisions (\$000s)	Operating Impact of New Capital Projects (\$000s)	Proposed New Initiatives (\$000s)	Special Purpose Levies (\$000s)	Proposed 2022 Budget (\$000s)	\$ Change Over 2021 (\$000s)	% Change Over 2021
Labour & Benefits	31,630	1,913	0	184	0	83	0	33,810	2,180	7%
Operational Costs	3,985	276	(316)	0	0	0	0	3,945	(40)	(1%)
Facility, IT and Support Costs	60	0	0	0	0	0	0	60	0	0%
Transfer To Reserves & Reserve Funds	73	0	0	0	0	0	0	73	0	0%
Total Gross Expenditures	35,748	2,189	(316)	184	0	83	0	37,888	2,140	6%
Total Revenues	(2,773)	0	0	0	0	0	0	(2,773)	0	0%
Transfer From Reserves & Reserve Funds	(26)	26	0	0	0	0	0	0	26	(100%)
Total Net Expenditures	32,950	2,215	(316)	184	0	83	0	35,116	2,166	7%

Summary of Proposed 2022 Budget and 2023 - 2025 Forecasts

Description	2020 Actuals (\$000s)	2021 Approved Budget (\$000s)	2022 Proposed Budget (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)	2025 Forecast (\$000s)
Labour & Benefits	30,171	31,630	33,810	34,421	35,607	36,098
Operational Costs	3,358	3,985	3,945	4,184	4,184	4,184
Facility, IT and Support Costs	60	60	60	60	60	60
Transfer To Reserves & Reserve Funds	73	73	73	73	73	73
Total Gross Expenditures	33,663	35,748	37,888	38,738	39,924	40,415
Total Revenues	(2,009)	(2,773)	(2,773)	(2,773)	(2,773)	(2,773)
Transfer From Reserves & Reserve Funds	(49)	(26)	0	0	0	0
Total Net Expenditures	31,605	32,950	35,116	35,965	37,151	37,642

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

Category	2021 Budget (\$000s)	2022 Proposed Budget (\$000s)	Change (\$000s)	Details (all values in thousands)
Labour and Benefits	31,630	33,727	2,097	Increase Reflects Labour Adjustments and Other Fringe Benefit Changes, including the transfer of two full-time positions of \$227 from IT and Transit, annualization of three staff of \$184 and the removal of \$422 for internal recoveries as capital project has been completed
Administration and Support Costs	60	60	0	
Advertising & Promotion	341	381	40	Transfer of funds for Corporate Awards from Non-Departmental to Total Awards business unit
Communication Costs	520	520	0	
Contractor & Professional Services	1,734	1,978	244	\$100 - Increase in Employee Family Assistance Program \$124 - Increase in Internship program to expand outreach efforts focused on equity and inclusion \$20 - Increase to reflect current bid contracts
Equipment Costs & Maintenance	291	291	0	
Finance Other	22	(88)	(110)	Savings due to closing the Customer Service Counter
Materials, Supplies & Other Services	519	489	(30)	(\$10) - Savings in printing as a result of not including Pre-authorized Tax Payment Plan (PTP) applications with the tax bill mailings (\$20) - Decrease to reflect three year actual spending patterns
Occupancy & City Costs	246	61	(184)	Savings due to 201 City Centre Lease Termination
Staff Development	284	284	0	
Transfers To Reserves and Reserve	73	73	0	
Transportation Costs	29	29	0	
Subtotal - Other Operating Costs	4,119	4,078	(40)	
Total Revenues	(2,773)	(2,773)	0	
Transfers From Reserves and Reserve Funds	(26)	0	26	Reserve no longer required to fund Project Management Training Program
Subtotal - Revenues	(2,799)	(2,773)	26	
Total	32,950	35,032	2,083	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives

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 #	2022 FTE Impact	2022 Proposed Budget (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)	2025 Forecast (\$000s)	2022 to 2025 FTE Impact	2022 to 2025 Capital (\$000s)
Corporate Asset Management Program	8565	5.0	0	0	608	618	5.0	9,414
Intermediate Buyer	8975	1.0	83	108	110	112	1.0	4
Total		6.0	83	108	718	730	6.0	9,418

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

Proposed Initiative

Corporate Asset Management
Program

Department

Corporate Services Department

Service Area

Business Services

Description of Budget Request

This 2021-approved City-wide initiative driven by provincial legislation continues the development of AM plans for non-core infrastructure by 2024 and service level targets by 2025. To comply with legislation, information and analysis for all City assets needs to be robust. This requires investing in staff 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)	2022	2023	2024	2025
Gross Expenditures	0.0	0.0	608.2	618.2
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	608.2	618.2
* Net Change in \$		0.0	608.2	10.0
FTEs	5.0	5.0	5.0	5.0

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

Required Capital Investment

Total Capital (\$000s)	2021 & Prior	2022	2023	2024	2025 & Beyond
Expenditures	0.0	4,919.2	4,495.2	0.0	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 continues to formalize 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 continues development of a new service approved in 2021 and requires staff across the Corporation. AM information is data intensive, residing in many different systems. The current structure of the AM Program does not support the completion of the Corporate AM plan in 2024 or the establishment of service level targets in 2025.

Community Services requires one AM Specialist to collect AM information from Fire & Emergency Services; Parks, Forestry & Environment, and Recreation. This position is funded from capital in 2022 and 2023 (\$120,000 and \$121,700 respectively) with an operating impact (\$123,800) in 2024.

Three positions are required 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 (\$358,600 in 2022; \$364,900 in 2023) with operating impact (\$371,400) starting in 2024.

One position is needed in Transportation & Works, funded from capital (\$105,000 in 2022; \$106,900 in 2023) with operating impact (\$110,000) starting in 2024.

Professional AM consulting services of \$1.1 million are included in 2022 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 2024 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 requested resources are integral to ensuring 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. Implementation of robust AM practices across the organization 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 2025 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 for the prioritization of infrastructure funding.

Proposed Initiative

Intermediate Buyer

Department

Corporate Services Department

Service Area

Business Services

Description of Budget Request

This initiative serves to request an additional Intermediate Buyer position for Materiel Management. This permanent position will be dedicated to the requirements of assigned business units and will commence in 2022.

Required Annual Operating Investment

Impacts (\$000s)	2022	2023	2024	2025
Gross Expenditures	83.2	108.4	110.2	112.0
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	83.2	108.4	110.2	112.0
* Net Change in \$		25.2	1.8	1.8
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2021 & Prior	2022	2023	2024	2025 & Beyond
Expenditures	0.0	3.8	0.0	0.0	0.0

Why Staff Recommend this Initiative

The current volume of work does not evenly distribute across the current team of buyers. This is due to the wide variety of goods and services used by the City. The majority of procurements are for the delivery of services to taxpayers. Many of the services are critical and/or high profile. The addition of an Intermediate Buyer position is required in order to help meet demand for services, minimize risks, and support strategic procurement initiatives.

Details of Service Change

The implementation of this initiative requires the hiring of one full-time permanent position in accordance with standard City hiring practices. The impact on the tax levy in 2022 will be \$83,200. The cost of an IT workstation, including standard user laptop and software and one large monitor, is estimated at \$5,000. Space planning costs (i.e., dedicated desk/office space, furniture) will not be incurred as all Materiel Management staff are considered able to work remotely in the City's office space strategy.

Service Impact

Materiel Management is responsible for the procurement of goods and services in accordance with the City's Purchasing By-law and related policies. City procurements must also comply with complex legal and risk mitigation frameworks and trade agreements (Canadian Free Trade Agreement, Comprehensive Economic and Trade Agreement) and changing legislation. Materiel Management is understaffed to properly meet the needs of its clients. Volume of work is increasing and the procurement function is increasingly complex. In 2020, Materiel Management conducted more than 900 procurement activities, which included new Medium Value Acquisitions (MVA = \$10,000 to \$100,000), High Value Acquisitions (HVA = more than \$100,000) and contract amendment transactions. The value of procurements issued in 2020 was approximately \$870,698,670. Procurements are for the delivery of services to taxpayers, and many are critical. The addition of an Intermediate Buyer position is required in order to help meet demand for services, minimize risks, and support strategic procurement initiatives.

Proposed Capital Budget

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

Proposed 2022-2031 Capital Budget by Program

Program Expenditures	2022 Proposed Budget (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)	2025 Forecast (\$000s)	2026-2031 Forecast (\$000s)	2022-2031 Total (\$000s)
Administration	8,954	5,245	1,900	150	900	17,149
Total	8,954	5,245	1,900	150	900	17,149

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

Proposed 2022-2031 Capital Forecast Highlights:

- \$9.4 million for Asset Management Program (2022-2023)
- \$1.5 million for Digital Sustainment (2022-2024)
- \$1.0 million for Cash Management System (2024)
- \$1.0 million for 2022, 2026 and 2030 for DC Background study
- \$0.8 million for modification to MAX system (2022)
- \$0.7 million for Payroll Enhancement project (2022)
- \$0.5 million for Procurement Systems Integration (2022)
- \$0.5 million for Finance Reconciliation & Accounting automation (2022)
- \$0.4 million for Financial Reporting Software Replacement (2022)
- \$0.4 million for Financial Data Analytics Strategy (2023-2024)
- \$0.3 million for Employee Survey (2022-2030)
- \$0.3 million for HR Investigation & Grievance Management Solution (2022)

Proposed 2022-2031 Capital Budget by Funding Source

The following table provides the funding sources proposed to fund the capital portion of the proposed 2022-2025 Business Plan & 2022 Budget and the consolidated forecast for 2026-2031.

Funding	2022 Proposed Budget (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)	2025 Forecast (\$000s)	2026-2031 Forecast (\$000s)	2022-2031 Total (\$000s)
Tax Capital	8,754	5,245	1,800	50	0	15,849
Development Charges	200	0	0	100	700	1,000
Gas Tax	0	0	0	0	0	0
Other Reserves & Reserve Funds	0	0	100	0	200	300
Total	8,954	5,245	1,900	150	900	17,149

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

Proposed 2022 Capital Budget Detail

The following table provides a detailed listing of proposed capital projects for 2022.

Program: Administration

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net (\$000s)	Funding Source
CPBS003723	DC Background Study and By-Law	200	0	200	Development Charges
CPBS007087	AM-Asset Management Program	4,919	0	4,919	Tax Capital
CPBS007563	Procurement Systems Integration	500	0	500	Tax Capital
CPBS007771	Payroll Enhancement	688	0	688	Tax Capital
CPBS008484	Financial Reporting Software Replacement	400	0	400	Tax Capital
CPBS008787	Customer Relationship Management Solution	100	0	100	Tax Capital
CPBS009348	HR Investigation & Grievance Management Solution	257	0	257	Tax Capital
CPBS009352	Indigenous eLearning Module	90	0	90	Tax Capital
CPBS009353	Modifications to Max System	800	0	800	Tax Capital
CPBS009354	Automate Finance Reconciliations and Accounting	500	0	500	Tax Capital
CPBS009356	Digital Sustainment	500	0	500	Tax Capital
Total		8,954	0	8,954	

Note: Numbers may not balance due to rounding.

Proposed 2022-2031 Capital Budget by Sub-Program

The following table provides a listing of capital needs by sub-program for 2022-2031.

Sub-Program	2022 Proposed Budget (\$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)	2031 Forecast (\$000s)	Total Forecast (\$000s)
Administration											
Business Services Applications	8,654	5,145	1,700	50	0	0	0	0	0	0	15,549
Business Services DC Studies	200	0	0	100	250	50	0	0	100	300	1,000
Business Services Other	100	100	200	0	0	100	0	0	100	0	600
Subtotal	8,954	5,245	1,900	150	250	150	0	0	200	300	17,149
Total Expenditures	8,954	5,245	1,900	150	250	150	0	0	200	300	17,149

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