



# Business Services

2019-2022 Business Plan  
& 2019 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 forty year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into the 17 Services Areas (including the Stormwater Program) that are outlined in this Plan. The 2019-2022 Business Plan and 2019 Budget detail how and where the City plans to allocate resources to deliver programs and services.

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

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

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

### Interesting facts about this service:

- Posted 560 jobs in 2017 with a 37 per cent increase in interest in the employer brand on social media since 2016
- Issued almost 500,000 tax bills in 2017 collecting 97.4 per cent of the \$1.6 billion in property taxes billed for the City, Region and School Boards
- Managed \$620 million in reserves, achieving a 1.7 percentage-point Investment Yield in Excess of Benchmark
- Connected daily with 54,600 followers and 29,250 friends on the City's corporate Twitter and Facebook channels, and monthly with 33,000 subscribers via the City's corporate newsletter

- Provided 6,785 hours of continuous improvement training to 1,384 staff in all five Departments

### Highlights of the Business Plan include:

- Implementing the People Strategy, the Workplace Diversity and Inclusion Strategy and modernizing Human Resources processes by leveraging technology solutions
- Undertaking the City's Asset Management Plan, managing infrastructure programs, and simplifying and automating internal financial processes
- Implementing the first phases of the 2018 Strategic Communications Master Plan, the Digital Strategy and the Corporate Customer Service Strategy, including the first phase of the new Corporate website and the new Enterprise Customer Relationship Management (CRM) software
- Continuing to support the organization to improve efficiency and effectiveness and strengthening the culture of continuous improvement and performance measurement across the corporation
- Continuing to enhance the tax and procurement software and implement efficient and sustainable procurement policies by enhancing web services

Net Investment (\$000's)	2019	2020	2021	2022
Operating	32,356	32,980	33,505	34,040
Capital	1,706	409	260	200
Full Time Equivalents	297.4	293.4	292.4	292.4

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## Core Services

### Vision, Mission, Goals of Service and Service Delivery Model

#### Vision

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

#### Mission

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

#### Goals of Service

- Support the organization by delivering innovative HR strategies and solutions that focus on Talent Management, Healthy Workplace, and building Strategic HR Business Partnerships
- 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
- 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
- Support the organization to strengthen the continuous improvement culture by providing training and support for

Lean and other processes, ensuring organizational policies are current, performing operational reviews to identify cost savings and revenue generating opportunities

- Ensure accuracy and integrity when administering and collecting property taxes
- Grow value through sustainable procurement strategies
- Enhance customer experiences by modernizing services, improving two-way communication, accessibility and expanding online and self-serve channels

#### Service Delivery Model



## Current Service Levels and Trends

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

### Current Service Levels

Item	Established Service Level	2017 Service Level Achieved
<b>Communicating and engaging with Citizens</b>	Engage citizens using various Social Media and Online channels	54,553 Twitter Followers 29,261 Facebook Followers 16,078 LinkedIn Followers
	Inform citizens and promote City events with clear and up-to-date information	818,869,870 Media Reach 295,132 3-1-1 Inquiries 101 Events 26 Alerts issued
<b>Supporting Continuous Performance Improvement</b>	Support all divisions with completing 60 Lean small improvement reviews and six service or operational reviews annually	70 Lean reviews completed 9 Operational reviews completed
	Support all divisions in certifying eight new PMP and 15 new Green Belts annually	8 PMP and 21 Green Belts certified
<b>Financial Reporting and Planning</b>	Support all divisions to monitor the \$165 million capital budget and \$819 million operating budget, including the production of the annual Business Plan, annual Financial Reports, quarterly and annual forecasts	100%
	Value of reserve fund and reserves managed	\$558 million reserve fund \$71 million reserves

Item	Established Service Level	2017 Service Level Achieved
<b>Recruitment and Human Resources Support</b>	Shared Services call response rate for requests and inquiries	Within 8 hours (same day)
	Shared Services email and other inquiry follow-up rate	Within 2 days
	Number of jobs posted	560
<b>Revenue and Collection</b>	Collecting \$1.6 billion in annual property tax billed on behalf of the City, Region and School Boards	97.4% collection rate
	Amount generated through issuance of 6,596 accounts receivables invoices	\$41.4 million
<b>Procurement Support</b>	Number of Purchase Orders completed	563
	Average time to complete procurements	87 days to complete RFP
		80 days to complete RFT
		47 days to complete RFQ

## Key Trends

### The War for Talent

- Labour market skills shortages seen particularly in niche and technical jobs
- Shift from traditional talent acquisition methods to a significant focus on social media and professional networks
- Other municipalities and the broader public sector pursuing the same pool of talent
- As the economy improves and organizations increase their hiring we can expect higher-than-normal turnover
- Increased diversity in the labour market requires a renewed focus on diversity initiatives

### Customer-centric Service Delivery and Engagement

- Changing demographics, emerging technologies and an increasing shift in how residents consume information has both created pressures and generated opportunities to

further understand the City's target audiences – where they are, how they view content and what they value

- Engagement with citizens involves multiple channel outreach and consultation for budget and business planning cycle
- Ensuring high quality and consistent customer service involves integrating and aligning content; PR, social media and marketing need to be seamless, coordinated and aligned to the City brand in person and online
- Changes in services across the City have resulted in increased procurements to meet needs, with a greater focus on sustainability and value (vs. price)

### Federal and Provincial Government Grants

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

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### Technology: Automation and Modernization

- Services are being driven by expectations of more online self-service and mobile options, with modern and dynamic content
- Increasing shift to digital and mobile channels has made them our most important communication channels
- Up-to-date support and standards for key changing technology trends such as mobile devices/apps, social networking, “cloud technology” and “big data” processing capabilities
- Modernizing and streamlining service delivery by enhancing internal technology and knowledge base systems
- Greater need to embed research-based data and analytics insights into our communications

### Exploring Efficiencies and Economies

- Exploring opportunities to simplify work processes through Lean to reduce redundancy and non-value-added tasks
- Optimizing value, performance and effectiveness by conducting operational and service performance reviews
- Updating and realigning policies and by-laws with City priorities to ensure business processes are current, effective, and reliable
- Making evidence-based decisions and measuring effectiveness



*Mississauga City Centre*



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## Performance Measures and Results

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

### Balanced Scorecard

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

Below are descriptions of the measures this service area's Balanced Scorecard takes into account. The Balanced Scorecard that follows shows trends since 2015 and expected outcomes up to 2022.

### Financial Measures

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

### Customer Measures

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

### Employee Measures

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

### Internal Business Process Measures

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

## Balanced Scorecard

Measures for Business Services	2015 (Actual)	2016 (Actual)	2017 (Actual)	2018 (Plan)	2019 (Plan)	2020 (Plan)	2021 (Plan)	2022 (Plan)
<b>Financial:</b>								
Credit Rating	AAA	AAA	AAA	AAA	AAA	AAA	AAA	AAA
Lean Cost Savings (\$000's)	\$263	\$506	\$311	\$350	\$350	\$350	\$350	\$350
Lean Cost Avoidance (\$000's)	\$296	\$496	\$2,143	\$2,050	\$2,050	\$2,050	\$2,050	\$2,050
Taxes Receivable Collection Rate	98%	97%	98%	98%	98%	98%	98%	98%
<b>Customer:</b>								
3-1-1 Citizen Contact Centre First Call Resolution (FCR) – Gross	82%	93%	90%	90%	90%	90%	90%	90%
3-1-1 Call Answer Standard (80% of Calls Answered within 30 seconds)	82%	80%	80%	80%	80%	80%	80%	80%
<b>Employee:</b>								
Employee Turnover	3.6%	4.3%	5.8%	6.0%	6.2%	6.4%	6.6%	7.0%
Leadership Succession Planning Program Participants	150	178	194	194	200	200	200	200
<b>Internal Business Process:</b>								
Recruitment Service Standard Success Rate	70%	73%	66%	80%	85%	85%	85%	90%
Target Plain Language	63%	63%	62%	65%	67%	70%	70%	70%
Continuous Improvement Training Hours Delivered	N/A	3,100	6,786	7,786	8,786	8,786	9,286	9,286

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## Awards and Achievements

### Corporate Awards

- **City Manager's Award of Excellence** – Irene Kiourdi
- **Excellence in People Leadership** – Cathy McDonald
- **Innovative Business Solution Award** – SAP Concur Expense Management Implementation Team including contributions from Human Resources, Finance, Revenue and Materiel Management, and Corporate Performance and Innovation



*Excellence in People Leadership Award*



*Innovative Business Solutions Award*

### External Awards

#### Financial Reporting and Budgeting

- **Canadian Award for Financial Reporting** from the GFOA, one of the highest honours for municipal financial reporting, for the 20<sup>th</sup> consecutive year
- **Award for Outstanding Achievement** in Popular Annual Financial Reporting for 2016 from the GFOA. This was the first year for the City to receive the award
- **GFOA Distinguished Budget Award** for the 2017-2020 Business Plan and 2017 Budget, the 28<sup>th</sup> consecutive year the City has received this award



*Canadian Award for Financial Reporting*

#### Accessibility

- **Municipal Accessibility Award** – Recognized the Communications Division to have shown great leadership in helping to improve accessibility in their city

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## Corporate Campaign & Marketing

- **Accessibility Award** – Recognized by the Ontario Municipal Social Services Association (OMSSA)
- **RGD In-House Design Award of Merit** - presented by the Association of Registered Graphic Designers (RGD) for the "Be a Good Neighbor" Campaign
- **RGD In-House Design Award of Merit** - presented for the 'Do Your Homework' Exhibit as part of Canada's 150th anniversary
- **RGD In-House Design Award of Merit** - presented for the City Manager's Leadership Conference design and promotion
- **Transform Awards North America** - The City of Mississauga's Employer Story received a bronze award at the Transform Awards North America 2017 in New York City
- **2017 Summit Creative Award** - The City of Mississauga was awarded a Bronze 2017 Summit Creative Award in the category of Government Video
- **Place Marketing Forum 2017 Laureate Award in Branding** - The City of Mississauga won the Place Marketing Forum 2017 Laureate Award in the category of branding
- **IABC Toronto Ovation Award** – for Brilliance Together: Canada's 150th Anniversary Celebration Program



*IABC Toronto Ovation Award*

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## Issues Management & Media Relations

- **IABC Toronto Ovation Award** - Issues Management and Crisis Communication, for the submission on the Hickory Drive Crisis Communications Plan and Emergency Response
- **IABC Toronto Ovation Award** - Camp Ignite received an Award of Excellence in the category of Media Relations

### Achievements

- Policy Best Practice Reference interview with the Corporate Policy Analyst conducted by KPMG conducted to understand the details of how to manage an effective policy program
- Chargeback Project to improve the accuracy of chargebacks (phase I completed)
- Improved process and automated invoicing for City-wide armoured courier service
- In-house project management courses introduced to support new project leads and small to medium complex projects
- Automated revenue reporting and banking information for the Pay and Display parking service
- Automated Region of Peel water bill receipts
- Eliminated hardcopy filing of employee expense/mileage advance claims
- Expanded the number of vendors who accept Accounts Payable Payments by credit card
- Improved the form and process for pre-approval of travel
- Established methodology for and implemented several compliance reviews
- Established City-wide oversight for Development Charges through DC Steering Committee
- Completed review of Council Tracking Protocol process

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# The 2019-2022 Business Plan Outlook

## Planning for the Future

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

Citizens continue to say that Mississauga is a great place to call home. Results from the 2017 citizen satisfaction survey indicate that over 89 per cent of residents rate the overall quality of life as excellent or good while 84 per cent indicate they are 'Proud to say they are from Mississauga'.



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

### Strategic Communications

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

- Providing accurate and timely information on the channels, devices and platforms that our citizens prefer
- Delivering high quality and consistent experiences, ensuring high levels of customer satisfaction and promoting a positive City reputation
- Creating opportunities for our citizens to become more engaged with topics that are important to them and the community

Strategic Communications Division has identified key initiatives to deliver upon our citizen centric mandate in 2019 including:

- Provide strategic marketing communications support for priority projects
- Continue with the implementation of the Digital Strategy including the phased roll-out of the new Corporate website under a more robust governance, guidance and support model
- Implement year one key recommendations of the Corporate Customer Service Strategy, including a new Enterprise Customer Relationship Management (CRM) solution
- Lead a new internal marketing community of practice to provide support and expertise for the City's marketing efforts and initiatives
- Implement the first phase of the 28 action items from the new 2018 Strategic Communications Master Plan

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

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

- Implementation will start in the last quarter of 2018 and continue into 2020.

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

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

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- Develop a framework to provide guidance for all Internal (Capital and Operating) and External chargebacks processed in the City such that true costs are timely, consistent, and transparent; improving asset analysis, reporting, forecasting and business planning

### Human Resources

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

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

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

- Supporting the Corporation to comply with mandatory changes introduced with Bill 148, the Fair Workplaces, Better Jobs Act, which introduced amendments to the Employment Standards Act, Labour Relations Act and Occupational Health and Safety Act
- Supporting HR Management best practices by modernizing HR technology: e.g. Social Media and cloud based Platforms, Mobile Applications and Talent Management Systems
- Ensuring the City has the necessary resources to respond to growth
- Implementing the Diversity and Inclusion Strategy, including reviewing hiring and promotional practices

### Revenue and Materiel Management

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

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

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

- Continuing to manage the ongoing in-house development of the TXM Tax Manager software for the billing and collection of property taxes. This state-of-the-art system is licensed to four other GTA municipalities. TXM has allowed the tax area to minimize the number of staff despite the constant changes and complexity in the Province's property tax regime.
- Reviewing business processes to optimize the TXM system and thereby eliminate duplication, manual activities, and automate work
- Improving the social, ethical and environmental impacts of the procurement of goods and services in a transparent and accountable way that balances responsibility, social equity and environmental stewardship



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## Finding Efficiencies

### Lean Program

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

Since becoming permanent in 2016, the Lean program has delivered significant results. In 2017, over 228 staff have received introductory White Belt Training; 10 staff have received intermediate Yellow Belt Training; eight staff have received advanced Green Belt Training and two staff have received Lean Black Belt. Three projects and 175 small improvements have produced such enhancements as improved customer experience, faster processing times, higher quality, and lower costs.

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

#### Strategic Communications

- Instituted new online reservation of Communications materials for event bookings
- Improved media monitoring process in order to more accurately capture media coverage

#### Corporate Performance and Innovation

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

### Finance

- Capital Work In Progress (WIP) project reduced lead time for this semi-annual reporting activity from 12 weeks to six weeks
- Tangible Capital Asset (TCA) reporting project significantly reduced data manipulation, human error and rework, while increasing data security and accessibility of information to relevant individuals
- Capital Budget process project saved 50 per cent of the time previously required to revise submitted spreadsheets and reduced the number of uploads by 80 per cent

### Human Resources

- Review of the Workplace Safety and Insurance Board (WSIB) Form 7 e-submissions
- Review of the Performance Management program

### Revenue and Materiel Management

- Completed a project to improve response times and ensure efficient distribution of inquiries with an aim to have one point of contact and increase the ability for the Citizen Contact Centre to provide a First Call Response
- Streamlined the Tax Rebate for Low-Income Seniors and Low-Income Persons with Disabilities process by improving the lead time and processing timelines
- Reduced the number of blanket orders and examined more efficient ways to buy bus parts



## Lean Program Results

Completed Initiatives					Total Benefits	
Improvement Type	2014-2016	2017	September 2018	Total	Type	Total
Small Improvement	6	175	128	309	Cost Savings and Avoidance	\$1,152,543
Rapid Improvement	0	6	5	11	Customer Service Improvements	101
Project	4	3	0	7	Safety Improvements	16
<b>Total</b>	10	184	133	327	Environmental Improvements	59
In-Progress Initiative	Goals of the Initiative					
Service Intake	Streamline the intake and allocation of work requests within the Strategic Communications Division					
OMERS Administration	Identify the roles and responsibilities of HR, Payroll and Business Unit staff in the OMERS Administration and Pay Processing services. Determine any areas of overlap, identify the frequency of each process and for high-volume processes, map and identify pain points to those processes.					
Tax Rebate Process	Review the process to improve total processing time delays due to a sole approver of the application. Improvements will reduce the resident's wait time.					

## Other Continuous Improvement Programs and Initiatives

Description	Results
Implemented the first phase of the SAP SuccessFactors talent management solution to support modernizing the hiring, developing and growing of talent	<ul style="list-style-type: none"> <li>Implemented an enhanced recruitment platform to better serve employees, recruiters and candidates by streamlining all phases of recruitment: recruitment management, recruiting, marketing and on-boarding</li> <li>Currently developing the second phase: succession planning, performance and goals management</li> </ul>
Established a new framework to identify services, the value delivered to the customer and the alignment to organizational objectives	<ul style="list-style-type: none"> <li>Improved collaboration and transparency of services across the organization</li> <li>Enabled consistent methodology to understand service value from a customer's perspective and explore opportunities for improvement</li> </ul>

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## Advancing the City's Strategic Plan

### move - developing a transit oriented city

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

- Promoting and communicating key transit initiatives such as the Advanced Transportation Management System, completion of the Transitway, and Hurontario Light Rail Transit (LRT)
- Assisting all services in securing adequate funding from the federal and provincial governments for public transit infrastructure, including funding for the Mississauga Transitway and Hurontario LRT, and Downtown Mississauga Terminal and Transitway Connection projects

### belong - ensuring youth, older adults and new immigrants thrive

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

- Promoting awareness and engagement through a new City Information Advertising Strategy
- Implementing the People Strategy, Workplace Diversity and Inclusion Strategy to build a high-calibre workforce that reflects the City's population
- Administering the Low Income Seniors and Persons with Disabilities property tax program and the Outdoor Maintenance Subsidy program, providing financial assistance to those who are eligible

### connect - completing our neighbourhoods

Business Services supports the completion of Mississauga neighbourhoods by:

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

### prosper - cultivating creative and innovative businesses

Business Services supports a strong entrepreneurial business environment by:

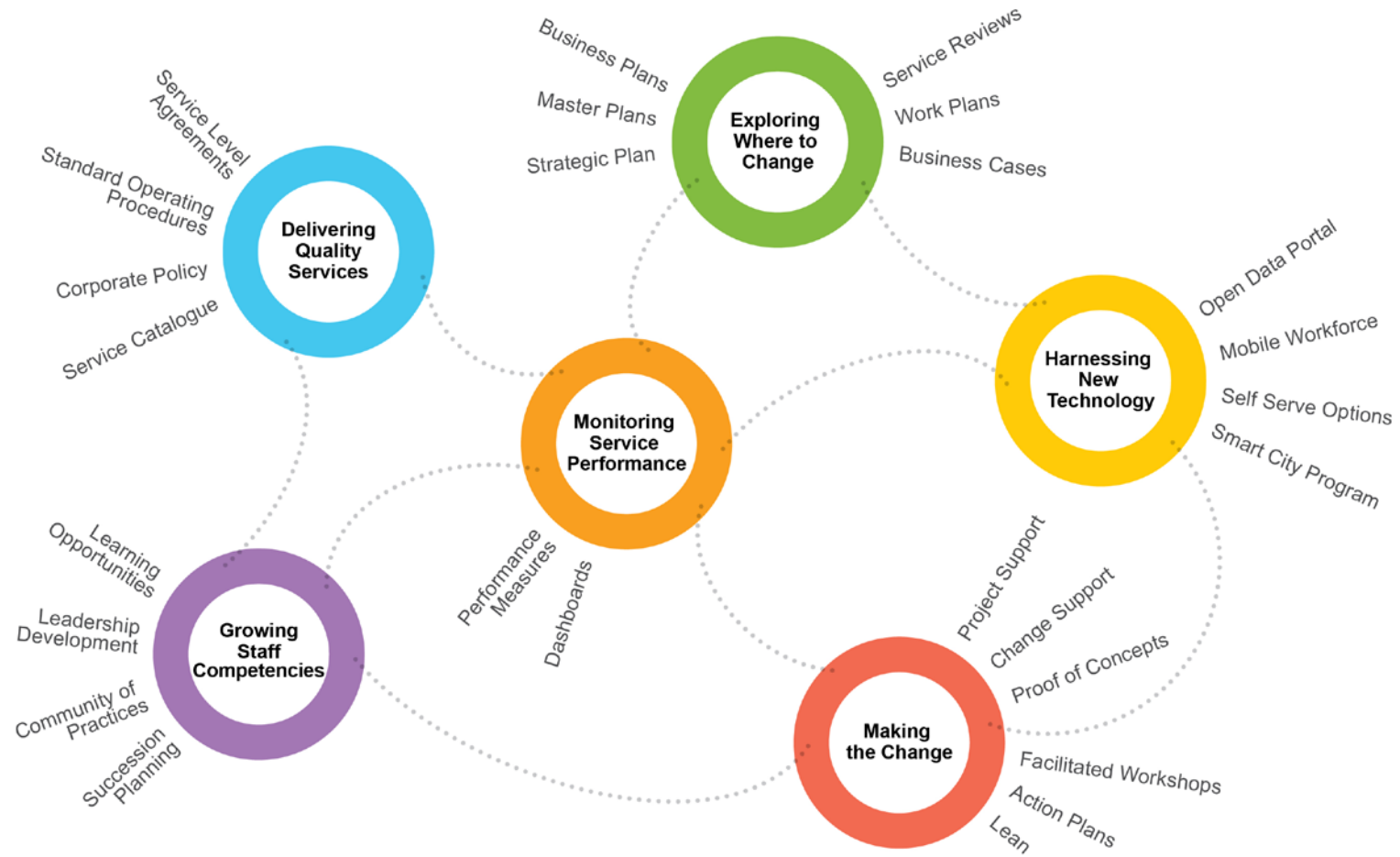
- Providing citizens and local businesses with easy, accessible information, and the ability to communicate with the City when it's convenient for them
- Supporting plans to implement from the City's portion of the Municipal Accommodation Tax (MAT), the Tourism Masterplan, capital improvements and initiatives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

### green - living green

Business Services supports a green, environmentally sustainable approach by:

- Building partnerships with senior levels of government to secure funding for environmental sustainability projects such as the Port Credit Harbour Marina, Inspiration Lakeview and the Mississauga Cycling Master Plan
- Financial monitoring of overhead costs that ensure efficiency goals are achieved such as the integration of billings for utilities with the supplier, the City's energy management system and the City's financial payment processing system

## Mississauga's Approach to Improving Performance

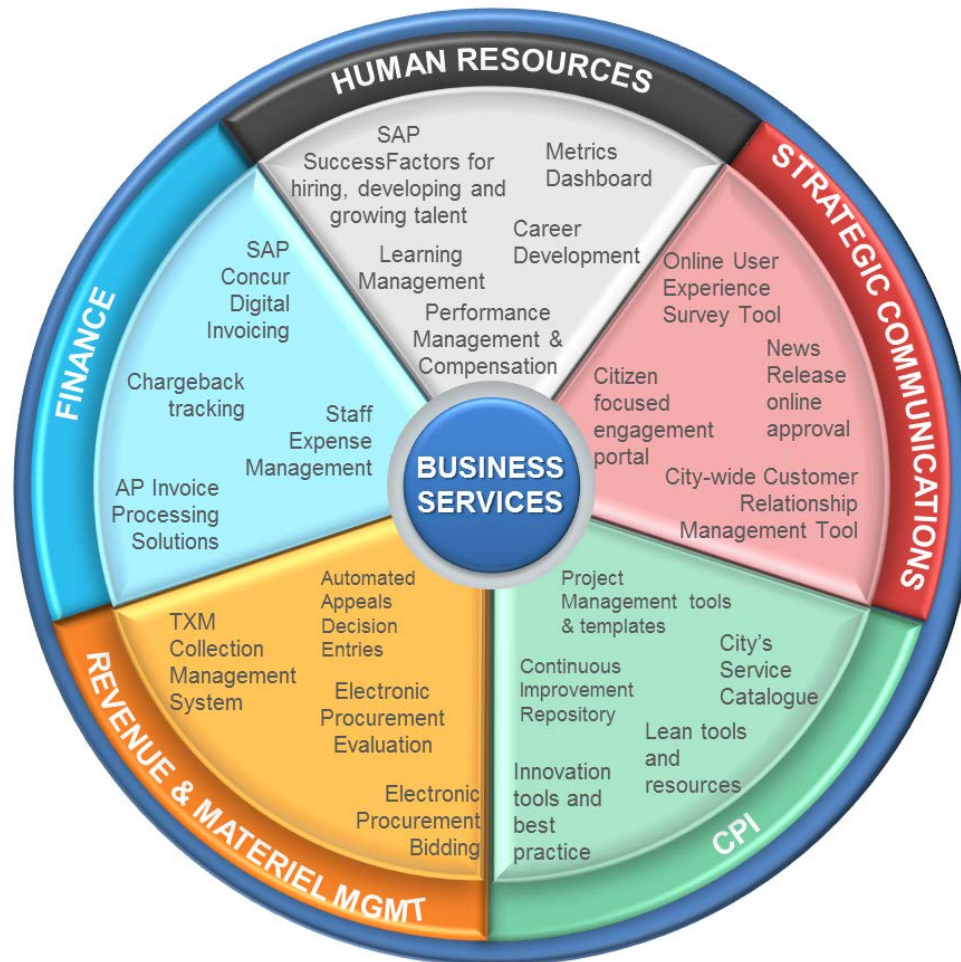


## Transforming our Business with Technology

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

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

The graphic below summarizes the major highlights from the Information Technology Roadmap for Business Services.



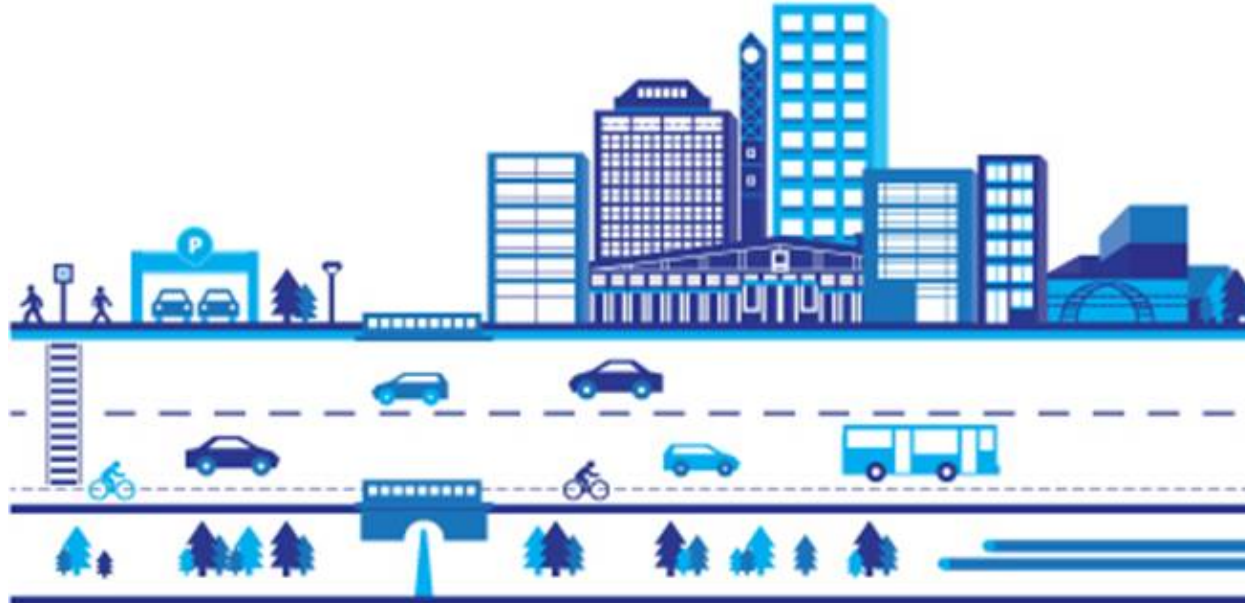
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## Maintaining Our Infrastructure

To support City Service Areas in their responsibility to maintain the City's infrastructure assets, with an estimated replacement cost of \$9.2 billion and to provide key financial policy advice to Council, Finance seeks to enhance the:

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

Continuous investments to maintain and upgrade the City's financial systems will improve and modernize these systems to allow for robust financial reporting capabilities.





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## Managing Our Human Resources

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

### Our Structure

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



*Corporate Performance and Innovation Team*

### Our Talent

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

- Human Resources Professional Association Certification
- Ontario Occupational Health Nurse Certification
- International Coaching Federation Certification

- Prosci Change Management Certification
- Ontario Municipal Human Resources Association
- Certified Health and Safety Consultant - Canadian Society of Safety Engineering
- Lean Certification (White, Yellow, Green and Black Belts)
- Certified Municipal Manager
- Chartered Professional Accountant (CPA)
- Masters of Business Administration (MBA)
- Canadian Payroll Association (CPA)
- Municipal Finance Officers Association (MFOA)
- Association of Municipal Clerks and Treasurers (AMCTO)
- Government Finance Officers Association (GFOA)
- Project Management Institute
- International Association of Business Communicators (IABC)
- Association of Registered Graphic Designers (RGD)
- International Association of Facilitators of North America
- Strategic Initiatives Roundtable
- Certified Municipal Revenue Professional (CMRP)
- Supply Chain Management Professional (SCMP)
- Certified Public Procurement Officer (CPPO)
- Certified Professional Public Buyer (CPPB)
- Chartered Marketer (CM)

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

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### Critical Roles/Functions to Achieve Business Goals

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

Some of the critical roles within Business Services include:

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

### Talent Needs

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

In all groups, significant numbers of experienced and knowledgeable staff will be eligible for retirement in the coming few years. Currently, active succession planning, innovative recruitment, and transfer of City knowledge will help to prepare the City for this predicted turnover. Business Services had 25 people enrolled in the leadership succession planning program at December 31, 2017.

The 2019 business plan and budget addresses current talent needs by proposing to add nine positions to the sections in Business Services:

- Two positions in Strategic Communications Division, to support building community connections through events (*Budget Request #5475*) and to oversee and develop effective digital marketing campaigns (*Budget Request #5485*)
- One position in Finance Division, fully funded through the capital program, to support the management of federal and provincial government grant programs (*Budget Request #5419*)
- Four positions in Human Resources, to operationalize the actions from the Workplace Diversity and Inclusion Strategy (*Budget Request #5413*), to provide the necessary HR services to address increasing client needs and anticipated growth, (*Budget Request #5462*), to explore the feasibility of migrating HR and Payroll Records to a digital format (*Budget Request # 5463*), and to support the design, delivery and maintenance of the new HR systems including SuccessFactors Talent Management Solution (*Budget Request #5478*)
- Two positions in Revenue and Materiel Management to support the increased procurement needs across the Corporation (*Budget Request #5350*)

Details relating to these positions appear in the Proposed New Initiatives and New Revenues section.

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**Proposed Full Time Equivalent (FTE) Staffing Distribution by Program**

<b>Program</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Human Resources</b>	72.0	74.9	72.9	71.9	71.9
<b>Finance</b>	73.0	73.1	73.1	73.1	73.1
<b>Strategic Communications</b>	65.2	64.6	62.6	62.6	62.6
<b>Corporate Performance &amp; Innovation</b>	13.4	16.5	16.5	16.5	16.5
<b>Revenue, Materiel Management</b>	66.8	68.3	68.3	68.3	68.3
<b>Total Service Distribution</b>	<b>290.4</b>	<b>297.4</b>	<b>293.4</b>	<b>292.4</b>	<b>292.4</b>

Note: Numbers may not round due to rounding.



# Proposed Operating Budget

This part of the plan sets out the financial resources required to deliver the proposed 2019-2022 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 Business Services budget for 2018 was \$30.4 million and the proposed budget for 2019 is \$32.4 million.

## Total Changes to Maintain Current Service Levels

The total increase required to maintain current service levels is \$1,154,000:

- \$1,064,000 of the increase represents labour cost adjustments including the Performance Measures program, cost of living adjustment and fringe benefits
- \$90,000 of the increase reflects an increase in Professional Services, training and development costs, and the cost for International Organization for Standardization (ISO) re-certification

## Efficiencies and Cost Savings

Business Services has achieved a total of \$34,000 reduction in its overall budget, including:

- Reduction to operational cost adjustments from the closure of Central Stores
- Reduction in food and beverage and internal printing budget to align to three-year actual trend
- Reduction in 3-1-1 licensing budget

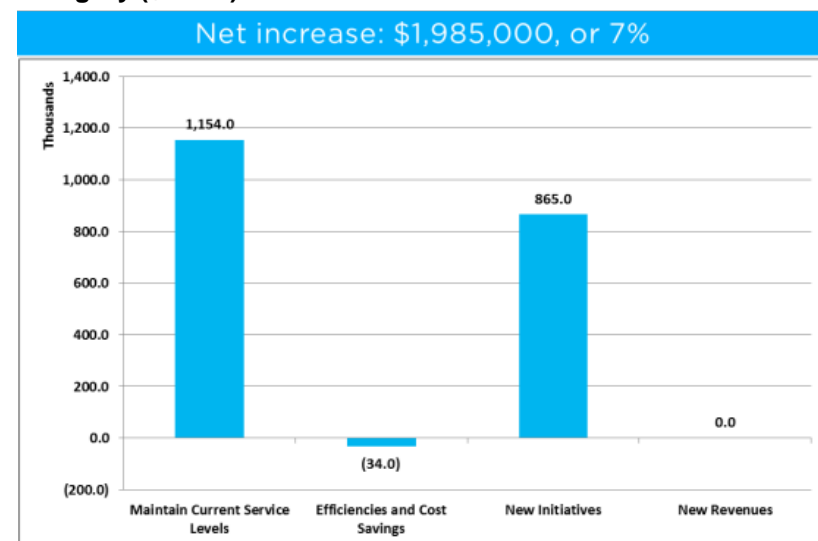
## New Initiatives

For 2019, the total amount for new initiatives is \$865,000, including:

- Strengthening our capacity to proactively manage the increased demand and complexity of planned and unplanned events

- Improving the Corporation's digital marketing practice by providing dedicated specialized support and guidance
- Strengthening Lean training and skills development by introducing new courses, concepts and tools
- Establishing a Performance Measures program to facilitate the organization's understanding and use of measurement and evaluation on performance
- Developing and administering a corporate grant management program, funded by the respective capital initiatives
- Strengthening HR support to meet increasing client needs
- Operationalizing the Diversity and Inclusion Strategy by implementing the 22 recommended actions
- Supporting the ongoing design, delivery and maintenance of new HR Systems and technologies, in partnership with IT

## Proposed Changes to 2019 Net Operating Budget by Category (\$000's)



## Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2019-2022, as well as the 2018 Budget and 2017 Actuals by major program within the Service Area.

### Proposed Budget by Program

Description	2017 Actuals (\$000's)	2018 Budget (\$000's)	2019 Proposed Budget (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>						
Corporate Performance and Innovation	1,866	1,817	2,239	2,273	2,307	2,343
Finance	8,272	8,670	8,894	9,067	9,212	9,361
Human Resources	9,165	9,638	9,617	9,753	9,891	10,032
Revenue, Materiel Management	6,488	6,837	7,137	7,236	7,337	7,440
Strategic Communications	5,800	6,399	6,600	6,582	6,682	6,784
<b>Total Expenditures</b>	<b>31,590</b>	<b>33,361</b>	<b>34,487</b>	<b>34,911</b>	<b>35,431</b>	<b>35,959</b>
<b>Revenues</b>	<b>(2,426)</b>	<b>(2,469)</b>	<b>(2,489)</b>	<b>(2,489)</b>	<b>(2,489)</b>	<b>(2,489)</b>
Transfers From Reserves and Reserve Funds	(378)	(521)	(507)	(514)	(520)	(527)
New Initiatives and New Revenues			865	1,072	1,084	1,097
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>28,787</b>	<b>30,371</b>	<b>32,356</b>	<b>32,980</b>	<b>33,505</b>	<b>34,040</b>
Expenditures Budget - Changes by Year			3%	1%	1%	1%
Proposed Net Budget - Changes by Year			7%	2%	2%	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, and IT support) and revenues are shown by category with the approved 2018 budget for comparison. The three columns to the far right of the table show the totals proposed for 2019 and their dollar and percentage changes over 2018.

## Summary of Proposed 2019 Budget

Description	2018 Approved Budget (\$000's)	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Years Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives and Revenues	Special Purpose Levies	2019 Proposed Budget (\$000's)	\$ Change Over 2018	% Change Over 2018
Labour and Benefits	29,150	1,045	0	19	0	549	0	30,762	1,612	6%
Operational Costs	4,211	37	(34)	0	0	316	0	4,530	319	8%
Facility, IT and Support	0	60	0	0	0	0	0	60	60	0%
<b>Total Gross</b>	<b>33,361</b>	<b>1,141</b>	<b>(34)</b>	<b>19</b>	<b>0</b>	<b>865</b>	<b>0</b>	<b>35,352</b>	<b>1,991</b>	<b>6%</b>
<b>Total Revenues</b>	<b>(2,991)</b>	<b>(6)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2,997)</b>	<b>(6)</b>	<b>0%</b>
<b>Total Net Expenditure</b>	<b>30,371</b>	<b>1,135</b>	<b>(34)</b>	<b>19</b>	<b>0</b>	<b>865</b>	<b>0</b>	<b>32,356</b>	<b>1,985</b>	<b>7%</b>

## Summary of Proposed 2019 Budget and 2020-2022 Forecast

Description	2017 Actuals (\$000's)	2018 Approved Budget (\$000's)	2019 Proposed Budget (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022 Forecast (\$000's)
Labour and Benefits	28,243	29,150	30,762	31,506	32,034	32,571
Operational Costs	3,347	4,211	4,530	4,417	4,421	4,425
Facility, IT and Support	0	0	60	60	60	60
<b>Total Gross</b>	<b>31,590</b>	<b>33,361</b>	<b>35,352</b>	<b>35,983</b>	<b>36,515</b>	<b>37,056</b>
<b>Total Revenues</b>	<b>(2,804)</b>	<b>(2,991)</b>	<b>(2,997)</b>	<b>(3,003)</b>	<b>(3,009)</b>	<b>(3,016)</b>
<b>Total Net Expenditure</b>	<b>28,787</b>	<b>30,371</b>	<b>32,356</b>	<b>32,980</b>	<b>33,505</b>	<b>34,040</b>

Note: Numbers may not balance due to rounding.

## Proposed Cost Increase Required to Maintain Current Service Levels

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

Description	2018 Budget (\$000's)	2019 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
<b>Labour and Benefits</b>	<b>29,150</b>	<b>30,214</b>	<b>1,064</b>	Increase Reflects Labour Adjustments and Other Fringe Benefit Changes
Administration and Support Costs	0	60	60	IT Maintenance Cost Allocation for e-Bidding
Advertising & Promotions	319	319	0	
Communication Costs	518	518	0	
Contractor & Professional Services	1,632	1,724	92	\$88 CPI Cost Realignment fro Staff Development \$40 Communications mainly BR SME Support \$11 CPI Annual ISO Recertification \$2 Finance Economic Increase (\$50) Deletion of One Time Budget (Offset by Deletion of One Time Transfer from Reserve) for HR Compensation
Equipment Costs & Maintenance Agreements	322	348	27	\$30 Revenue & MM Procurement Centre Maintenance (\$2) Central Stores Closure (\$2) Communications Saving from 311 Licencing
Finance Other	94	110	16	Merchant Fee Reallocation
Materials, Supplies & Other Services	590	585	(5)	Communications Efficiency and Cost Saving
Occupancy & City Costs	274	236	(38)	Central Stores Closure
Staff Development	348	266	(82)	\$5 Communications Training and Development (\$88) CPI Cost Re-alignment to Professional Services
Transfers To Reserves and Reserve Funds	73	73	0	
Transportation Costs	41	34	(7)	Efficiency and Cost Savings due to Central Stores Closure
<b>Subtotal - Other Operating</b>	<b>4,211</b>	<b>4,274</b>	<b>63</b>	
Total Revenues	(2,469)	(2,489)	(20)	\$4 Elimination of Souvenirs Sales (\$24) Title Search Fee Increase
Transfers From Reserves and Reserve Funds	(521)	(507)	14	\$50 Deletion of One Time Transfer of Operating Budget Reserve for HR Compensation (\$20) Labour Adjustments for the Position Funded by Gas Tax (\$16) PMSO Labour Cost Recovery Adjustment
<b>Subtotal - Revenues</b>	<b>(2,991)</b>	<b>(2,997)</b>	<b>(6)</b>	
<b>Total</b>	<b>30,371</b>	<b>31,491</b>	<b>1,120</b>	

Note: Numbers may not balance due to rounding.

## Proposed New Initiatives and New Revenues

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

Description	BR #	2019 FTE Impact	2019 Proposed Budget (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022 Forecast (\$000's)	2019 to 2022 FTE Impact	2019 to 2022 Capital (\$000's)
<b>New Initiative</b>								
Permanent Procurement Staff for Materiel Management	5350	2.0	147	205	208	211	2.0	0
Diversity and Inclusion Coordinator	5413	1.0	95	126	127	129	1.0	0
Grant Financial Analyst	5419	1.0	0	0	0	0	1.0	0
Performance Measures Program	5456	0.0	255	255	255	255	0.0	0
Strengthening Lean Training and Skills Development	5457	0.0	51	51	51	51	0.0	0
Human Resources Consultant	5462	1.0	85	116	117	119	1.0	0
Digital Human Resources and Payroll Records Management	5463	1.0	0	0	0	0	0.0	259
Building Community Connections Through Events	5475	1.0	75	102	104	106	1.0	0
Human Resources Technology Specialist, SAP Success Factors	5478	1.0	83	116	117	119	1.0	0
Optimizing Citywide Digital Marketing	5485	1.0	75	102	104	106	1.0	0
<b>Total New Initiatives</b>		<b>9.0</b>	<b>865</b>	<b>1,072</b>	<b>1,084</b>	<b>1,097</b>	<b>8.0</b>	<b>259</b>
<b>Total New Initiatives and New Revenues</b>		<b>9.0</b>	<b>865</b>	<b>1,072</b>	<b>1,084</b>	<b>1,097</b>	<b>8.0</b>	<b>259</b>

Note: Numbers may not balance due to rounding.

**Proposed Initiative**

Permanent Procurement Staff for  
Materiel Management

**Department**

Corporate Services Department

**Service Area**

Business Services

**Description of Budget Request**

Materiel Management is responsible for the procurement of goods and services for the City. Procurements include construction, consulting, IT and goods and services in various commodities required by the City's 26 business units.

Two additional permanent intermediate buyers are being requested. By adding two intermediate buyers the number of procurements per buyer would be reduced to 28, closer to the average of 26 for other municipalities.

**Required Annual Operating Investment**

Impacts (\$000s)	2019	2020	2021	2022
Gross Expenditures	146.9	204.5	207.9	211.3
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	146.9	204.5	207.9	211.3
* Net Change in \$		57.6	3.4	3.4
FTEs	2.0	2.0	2.0	2.0

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

**Required Capital Investment**

Total Capital (\$000s)	2018 & Prior	2019	2020	2021	2022 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Staff recommends this initiative to ensure that Materiel Management has sufficient permanent staff to meet the current and future needs for the City's procurements. With the anticipated increase in capital projects, additional permanent staff is required.

Capital projects for all divisions are being advanced. For F&PM, the capital projects are projected to double by 2024. The increase in procurements will need to be met with ensuring the appropriate staffing levels within MM.

### **Details of Service Change**

The volume of procurements will continue to increase as indicated in the number of anticipated capital projects that will require the services of Materiel Management.

If Materiel Management does not have enough buyers to obtain the goods and services required by the City, all business units will be impacted. As the City grows and infrastructure ages more goods and services will be required. Without appropriate staffing levels in Materiel Management to support business units, the City will be unable to deliver programs and services to its residents and businesses. Additionally, Materiel Management buying staff will be unable to manage increased workloads in a sustainable manner, resulting in increased risks of non-compliance and bidding issues.

Currently there are 12 permanent buyers consisting of six senior buyers and six intermediate buyers. Buyers are responsible for an average of 33 procurements annually. Benchmarking was conducted with Toronto, Peel, Vaughan, Oshawa, Hamilton, Halton, Brampton, Edmonton, York Region and Calgary. Mississauga buyers have the highest workload and process more procurements per year than all other municipalities surveyed. Additionally, the City's average of 33 procurements per buyer is considerably higher than the overall average of 26 procurements.

Adding two permanent intermediate buyers will create a workforce of stability and autonomy over the deployment of staff for workload balancing and efficiency.

### **Service Impact**

Adding two permanent intermediate buyers will assist in delivering quality, timely services to the City's 26 business units so that they can deliver programs and services to residents and businesses. This increase in FTE's will ensure that the Materiel Management team is well positioned for the future increase in Capital projects. It will ensure that the new permanent staff will be well trained, educated and experienced to meet the growing need for support of the procurement needs of City business units. This is especially important knowing that there are a number of highly skilled buyers that could retire in the next two to four years and there will be a significant increase in the number of Capital projects that will require support from the Materiel Management team.

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Budget Request #: 5413

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**Proposed Initiative**

Diversity and Inclusion  
Coordinator

**Department**

Corporate Services Department

**Service Area**

Business Services

**Description of Budget Request**

The Diversity and Inclusion Coordinator will be a new FTE position in Human Resources responsible for implementing the Diversity and Inclusion strategy, which is the City's plan to acquire and develop a diverse and inclusive workforce.

**Required Annual Operating Investment**

Impacts (\$000s)	2019	2020	2021	2022
Gross Expenditures	94.5	125.6	127.5	129.4
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	94.5	125.6	127.5	129.4
* Net Change in \$		31.0	1.9	1.9
FTEs	1.0	1.0	1.0	1.0

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

**Required Capital Investment**

Total Capital (\$000s)	2018 & Prior	2019	2020	2021	2022 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Best practice research indicates that having a dedicated resource to drive the rollout of a strategy is essential to ensure success and sustainment. The cities of Toronto, Markham and the Region of Peel all have a dedicated resource for this work. Without dedicated resources many strategies quickly fail and employees perceive that the organization is not truly committed.



**Details of Service Change**

The Diversity and Inclusion Coordinator will be responsible for operationalizing the Diversity and Inclusion strategy by implementing the 22 recommended actions and ensuring integration of diversity and inclusion with other initiatives throughout the organization. Specific duties will include applying a diversity and inclusion lens in the development of policies, procedures and while ensuring compliance with employment legislation, managing communications related to diversity and inclusion, coordinating training initiatives and integrating new diversity and inclusion content into other learning programs. The Coordinator would also be responsible for developing a scorecard to measure and report on the progression of diversity and inclusion initiatives.

**Service Impact**

The expected outcome of this strategy is to create a respectful and supportive workplace that fosters a culture of diversity and inclusion, and to attract, retain and develop a talented diverse workforce that broadly reflects the communities and citizens we serve. Our goal is to create an organization which leverages diverse talents and ways of thinking to create innovative programs and services that meet the diverse needs of our citizens.

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Budget Request #: 5419

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**Proposed Initiative**

Grant Financial Analyst

**Department**

Corporate Services Department

**Service Area**

Business Services

**Description of Budget Request**

This request is for one full-time position. The federal and provincial governments have been expanding their infrastructure funding grant programs. Financial Strategies section requires a full-time staff member to research, make application, analyze, liaise with senior levels of government and make claims for grant programs. This position will be wholly funded by the respective capital initiatives.

**Required Annual Operating Investment**

Impacts (\$000s)	2019	2020	2021	2022
Gross Expenditures	0.0	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	0.0	0.0
* Net Change in \$		0.0	0.0	0.0
FTEs	1.0	1.0	1.0	1.0

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

**Required Capital Investment**

Total Capital (\$000s)	2018 & Prior	2019	2020	2021	2022 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

With the growth in the number of federal and provincial government grant programs with potentially \$1billion to be allocated to the City over the next 10 years, the Financial Strategies section requires a full-time dedicated staff to develop and administer a corporate grant management program. Grants assist with the City's goal of long-range financial planning and ensure that infrastructure replacement is ongoing and supports the city-building initiatives. A strategic City-wide approach is required.

**Details of Service Change**

With the addition of this position, the City will have the capacity to apply for, manage and report on grants from the federal and provincial governments, and develop all related internal controls, financial policies and procedures. The position will also bring capacity to ensure that funding programs are incorporated in the City's Long-Range Financial Plan and the ten-year capital program. With this position, Finance will be able to work very closely with departmental teams to ensure the right projects are financed with the funding available. This position will allow Mississauga to be represented on various grant committees and working groups. Without this position, there will be no capacity for the City to participate in the available grant programs.

**Service Impact**

The incumbent will work closely with City departments to maximize use of Corporate-wide federal and provincial government grant programs. All departments are involved to ensure adequate and fair representation while optimizing the financial resources of the City. The grant programs will allow the City to enhance its infrastructure program thereby meeting its objective of infrastructure replacement and strong city-building outcomes. The work performed by this position will also include ad-hoc financial analysis, committee representation and scenario building in connection with the ten-year capital program and the long range financial plan and other financing initiatives.

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Budget Request #: 5456

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**Proposed Initiative**

Performance Measures Program

**Department**

Corporate Services Department

**Service Area**

Business Services

**Description of Budget Request**

This request will establish a performance measures continuous improvement program that includes staff training and support in the identification and use of performance measures in decision-making, and automation of newly identified measures. The program is requesting IT, Training & Associated expenditures.

**Required Annual Operating Investment**

Impacts (\$000s)	2019	2020	2021	2022
Gross Expenditures	255.0	255.0	255.0	255.0
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	255.0	255.0	255.0	255.0
* Net Change in \$		0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

**Required Capital Investment**

Total Capital (\$000s)	2018 & Prior	2019	2020	2021	2022 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Audit Committee received the proposed Performance Measures Program in May 2018. The program will help expand staff knowledge of service performance analytics to support operational decision-making, justify service change requests, and demonstrate the impact and progress of services on approved or mandated long-range plans.

### **Details of Service Change**

The Manager, Corporate Performance & Innovation was instructed by the Leadership Team to develop a new program to address the barriers identified by KPMG and to further mature the development and use of performance measures across the organization. The proposed new program is modelled on the successful Lean program and builds upon work already undertaken by Finance's Business Planning team, and the Corporate Performance & Innovation Management Consulting team.

Similar to the successful deployment of the Lean program, the Performance Measures team members will be deployed division by division, adapt to the level of maturity of each division, and frequently report program progress to the Leadership Team and Council.

The program will use a four-step process to engage each division in developing and maturing their use of performance measures.

1. Confirm services are accurately defined and complete
2. Design measures: management staff are trained on identifying and using measures, participate in workshops, and validate current and future measures to enhance performance.
3. Coordinate with the City's IT Division to automate the measures
4. Use measures

### **Service Impact**

This program requires additional funds to implement staff training and automate measures. These are critical success factors to implement the action items as presented to Audit Committee in May 2018. \$200,000 will support the timely automation of measures, \$50,000 will be dedicated towards establishing a training program aimed at increasing the City's performance measures maturity level, and \$5,000 for miscellaneous operating expenses. These investments will help sustain a vital culture change while enabling accurate and timely data to make effective decisions.

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Budget Request #: 5457

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**Proposed Initiative**

Strengthening Lean Training and Skills Development

**Department**

Corporate Services Department

**Service Area**

Business Services

**Description of Budget Request**

This request would increase the training offerings delivered by the Lean Program to include 10 one-day training workshops for 25 staff per session. Two hundred fifty staff would receive training each year in critical Lean principles and concepts including 5S Workplace Organization, Value Stream Mapping, Improving Process Flow, Facilitating a Kaizen Event, and Lean Daily Management.

**Required Annual Operating Investment**

Impacts (\$000s)	2019	2020	2021	2022
Gross Expenditures	51.0	51.0	51.0	51.0
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	51.0	51.0	51.0	51.0
* Net Change in \$		0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

**Required Capital Investment**

Total Capital (\$000s)	2018 & Prior	2019	2020	2021	2022 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

The current training offered has been well received and attended by staff. There are currently wait lists for Yellow and Green Belt training, and the Lunch and Learns regularly reach capacity. To meet this demand, the Lean Program Office is requesting additional operating funding to enhance these learning opportunities beginning in 2019.

### **Details of Service Change**

To enhance the current level of training being offered to the organization, the Lean Office is proposing the introduction of 10 one-day courses on Lean thinking concepts and tools to strengthen the culture of continuous improvement in the workplace. Course topics would include Value Stream Mapping, 5S Workplace Organization, Understanding Customer Demand, and Facilitating improvement events.

Each course would be open to 25 participants per course, which would impact 250 staff over the course of the year. As part of the course content, staff would also be expected to apply their knowledge in the workplace, making an immediate improvement to their work and reporting it to the Lean Office as a Small Improvement.

### **Service Impact**

The Lean Program Office is requesting \$51,000 in operating funding to introduce 10 one-day courses to staff beginning in 2019. Two hundred fifty staff would receive training in Lean thinking concepts, and be asked to immediately apply their knowledge in the workplace. The benefits to the organization include staff having a better understanding of Lean concepts and thinking, which will improve process speed and quality and reduce the costs to deliver services.

Using the assumption that each class participant would submit one Lean Small Improvement, once staff have applied a positive change to their work there would be over two hundred additional Lean Small Improvements expected to be submitted per year. Using the current program average cost savings and cost avoidance per small improvement of \$2,400, the potential annual benefits derived from this additional training would be valued at \$600,000 annually.

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Budget Request #: 5462

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**Proposed Initiative**

Human Resources Consultant

**Department**

Corporate Services Department

**Service Area**

Business Services

**Description of Budget Request**

The Human Resources Consultant will be responsible for supporting line management and staff in implementing various people strategies that drive business results and strategic priorities.

**Required Annual Operating Investment**

Impacts (\$000s)	2019	2020	2021	2022
Gross Expenditures	84.5	115.6	117.5	119.4
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	84.5	115.6	117.5	119.4
* Net Change in \$		31.0	1.9	1.9
FTEs	1.0	1.0	1.0	1.0

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

**Required Capital Investment**

Total Capital (\$000s)	2018 & Prior	2019	2020	2021	2022 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

An additional Human Resources Consultant is required to provide the necessary HR services to address increasing client needs anticipated in addition to incremental growth experienced over the past several years.



### **Details of Service Change**

The HR Consultant supports operational line management in recruitment and staffing, the interpretation and implementation of corporate policies, procedures and collective agreements, ensures compliance with employment legislation, provides coaching, counselling, guidance and resources with regards to career development, performance management and employee relations, investigates complaints, makes recommendations and handles a variety of HR administrative responsibilities and special projects.

### **Service Impact**

The City has an ambitious Strategic Plan, which requires the right workforce. Since 2012, the City has increased its permanent staff by 9.8 per cent. Since 2016, job postings have increased by 10 per cent, the City's staff turnover rate increased from 4.3 to 5.8 per cent and there has been a 34 per cent increase in staff retirements. As the needs of the City's workforce are anticipated to increase, HR will need to continue to effectively support management to recruit and support skilled staff in a competitive labour market environment with changing workforce demographics. The HR Consultant will add direct value to our workforce and will play a critical role in organizational change and success.

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Budget Request #: 5463

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**Proposed Initiative**

Digital Human Resources and  
Payroll Records Management

**Department**

Corporate Services Department

**Service Area**

Business Services

**Description of Budget Request**

Funding is requested for a feasibility study that will identify risks, gaps and opportunities associated with Human Resources and Payroll records management practices that will make recommendations for improvement and identify the practical considerations necessary to migrate HR and Payroll records into a digital format.

**Required Annual Operating Investment**

Impacts (\$000s)	2019	2020	2021	2022
Gross Expenditures	0.0	0.0	0.0	0.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	0.0	0.0	0.0
* Net Change in \$		0.0	0.0	0.0
FTEs	1.0	1.0	0.0	0.0

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

**Required Capital Investment**

Total Capital (\$000s)	2018 & Prior	2019	2020	2021	2022 & Beyond
Expenditures	0.0	199.7	59.4	0.0	0.0

**Why Staff Recommend this Initiative**

The Corporation currently maintains 20,000 corporate individual HR files. Paper files are maintained by HR and Payroll for each employee, as well as files relating to grievances/complaints, employee health, WSIB, income protection programs and incident/accidents. A feasibility study examining opportunities for electronic HR and Payroll record keeping could find areas where productivity would be enhanced and document management costs reduced, while ensuring compliance with privacy and retention guidelines.

**Details of Service Change**

The City requires consulting and subject matter expertise to conduct this needs assessment. A comprehensive review of current practices is necessary in light of legal requirements around the protection of personal information, records retention and required Information Technology systems architecture.

**Service Impact**

As HR proceeds with the implementation of the HR Technology Roadmap, including the deployment of new technologies such as SAP Success Factors and other IT solutions, the study will ensure that the Corporation can see a maximum return on its investment made in technology by identifying opportunities to reduce costs associated with maintaining HR and Payroll records while also finding efficiencies with electronic information collection, retention and reporting.

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Budget Request #: 5475

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**Proposed Initiative**

Building Community Connections  
Through Events

**Department**

Corporate Services Department

**Service Area**

Business Services

**Description of Budget Request**

Events are one of the most effective ways to enhance two-way communication with the public. Over the last five years the volume and complexity of holding City events has significantly increased. Today, City events require a higher degree of coordination with stakeholders including resident groups, community partners, and other levels of government. To respond to the growth in the number of events and the activities required to support them we require one FTE Events Advisor (Grade E).

**Required Annual Operating Investment**

Impacts (\$000s)	2019	2020	2021	2022
Gross Expenditures	74.9	102.3	104.0	105.7
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	74.9	102.3	104.0	105.7
* Net Change in \$		27.3	1.7	1.7
FTEs	1.0	1.0	1.0	1.0

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

**Required Capital Investment**

Total Capital (\$000s)	2018 & Prior	2019	2020	2021	2022 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Based on the increased number and complexity of events, we require added event support with one FTE Events Advisor (Grade E). Event plans have expanded to include community partners, other levels of government, funding partners, Indigenous partners and others. Also, with improvements in technology and increased interest in social media, communications work at events has expanded to include live streaming/tweeting, pre/post social media support, and enhanced media relations.

### **Details of Service Change**

Since 2012 the number of City events supported by Strategic Communications has grown by 253 per cent, from 32 to 113 in 2018. At the same time the level of support required to host these events has increased. Today, event logistics include agenda approval, logistics, marketing and promotions, and programming, as well as formal invitations and protocol with multiple stakeholders and levels of government.

In 2016, Council adopted the Corporate Report Official Openings' Protocols and Budgets which included the framework of seven official event categories (A-G) ranging from large scale projects with capital budgets (e.g., the official opening of the Small Arms Inspection Building) to traditional events (e.g., Remembrance Day). Council is presented with an updated list of official openings and events on an annual basis. This is not an exhaustive list of the events and event-related support provided by Communications. Rather, these predominantly city-wide events are listed for Council review to establish equitable approaches regarding event size, scope and budget. The 2018 Communications Master Plan also identifies the importance of events as a communications tactic. They are integral to build and deepen the City's relationship with residents and other stakeholder groups, to celebrate our communities and to commemorate significant national holidays.

### **Service Impact**

The addition of one FTE Events Advisor will advance our citizen-centric approach to effective communications. Meaningful relationships are built by listening and responding to the needs of our citizens. Effective event management which collaborates with other City divisions, community groups, multicultural organizations and local media fosters strong relationships. As detailed in the 2018 Communications Master Plan, we seek to promote, support and nurture a community that is aware, well informed and engaged. We estimate that close to 200,000 residents attended city events in 2017 creating an ideal opportunity to foster two-way communication, community engagement and access to local government. Well-executed events contribute to higher citizen satisfaction and increase civic pride. Effective events management enhances reputation and brand authenticity. It is an interactive way to tell the Mississauga story. The position will help us to better coordinate planned events and respond to unplanned ones. Further, increased use of social media and live streaming capabilities provides new options for residents to participate.

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Budget Request #: 5478

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**Proposed Initiative**

Human Resources Technology  
Specialist, SAP Success Factors

**Department**

Corporate Services Department

**Service Area**

Business Services

**Description of Budget Request**

The HR Technology Specialist will support the ongoing design, delivery and maintenance of new HR systems and technologies being deployed by HR in partnership with the Information Technology Division. As the Corporation implements deliverables from the "HR Technology Roadmap", including the SAP Success Factors Talent Management Suite, it has become apparent that an additional HR Technology resource is needed to properly support and maintain the new HR systems.

**Required Annual Operating Investment**

Impacts (\$000s)	2019	2020	2021	2022
Gross Expenditures	82.8	115.6	117.5	119.4
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	82.8	115.6	117.5	119.4
* Net Change in \$		32.7	1.9	1.9
FTEs	1.0	1.0	1.0	1.0

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

**Required Capital Investment**

Total Capital (\$000s)	2018 & Prior	2019	2020	2021	2022 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

SAP Success Factors Talent Management Suite will modernize talent management practices, processes and systems to implement the People Strategy. Mississauga will be the first Canadian municipality of our size to implement cloud-based Success Factors Talent Management. Social networks, mobile tech and increased processing power are transforming possibilities and expectations from leading employers and an HR resource is required to support, implement and maintain the Success Factors solution at the City.

**Details of Service Change**

The HR Technology Specialist responsibilities will include developing requirements and business cases for new solutions, conducting business reviews, system assessments and business process design, collaboratively working with HR Leadership Team, IT and stakeholders across the Corporation facilitating process innovation and systems integration, managing SuccessFactors quarterly release software updates from a business perspective, making business configuration changes on the system, testing in test and production environments, leading HR technology related communications and change management efforts, creating and delivering training for system end-users, managing day-to-day system operations in partnership with IT and providing ongoing support for end users.

**Service Impact**

As HR proceeds with the implementation of the HR Technology Roadmap, including deployment of new technologies such as SAP Success Factors Talent Management Suite and other IT solutions, the HR Technology Specialist will work to ensure a return on investment while providing ongoing HR support together with IT throughout implementation and assisting with the HR components of ongoing system maintenance. This new position will support the modernization of manual processes.

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Budget Request #: 5485

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**Proposed Initiative**

Optimizing City-wide Digital Marketing

**Department**

Corporate Services Department

**Service Area**

Business Services

**Description of Budget Request**

The growth in digital, online and social media channels continues to transform the way we use technology for marketing. As these channels become more integrated into City marketing campaigns, this initiative will allow a Digital Marketing Consultant to oversee and provide expertise to City Marketing teams to develop and deploy effective digital campaigns that are compliant with Canadian privacy laws, build brand reputation, drive citizen participation, and increase amplification of City news.

**Required Annual Operating Investment**

Impacts (\$000s)	2019	2020	2021	2022
Gross Expenditures	74.9	102.3	104.0	105.7
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	74.9	102.3	104.0	105.7
* Net Change in \$		27.3	1.7	1.7
FTEs	1.0	1.0	1.0	1.0

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

**Required Capital Investment**

Total Capital (\$000s)	2018 & Prior	2019	2020	2021	2022 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Citizens are using digital channels to stay connected with brands. City-wide marketing efforts are responding to this digital shift with Communications receiving numerous client requests for digital marketing campaigns. A Consultant will oversee the City's digital marketing strategy; provide leadership and guidance; ensure campaigns are compliant with privacy laws and industry best practices; are purchased efficiently, and; share expertise with marketing teams to build digital marketing skills.



### **Details of Service Change**

A Digital Marketing Consultant (Grade E) will oversee sophisticated City-wide marketing campaigns and strategies; including:

- Provide guidance in complying with Canadian privacy laws mitigating the risk of fines and penalties
- Provide expert digital marketing consultation, leadership and guidance to the Corporation including a digital marketing strategy
- Provide metrics and measurements and actionable insights to ensure optimal results of City-wide digital campaigns
- Provide centralized expertise in the creation, development and purchasing of digital marketing campaigns
- Identify online target audiences, their preferred content topics and channels of engagement
- Advise on the curation of visual content that is on brand and customized by channel

Most channels have sophisticated targeting tools that provide opportunities for customized digital marketing strategies with online audiences. This allows for effective two-way communication and supports the building of ongoing relationships. At the same time, citizens are growing concerned about the privacy of their online information, the validity of the online news and, the desire to receive customized digital content. Privacy laws add further complexity to digital marketing. Having a strong online presence that is trusted, integrated, coordinated and aligned across all traditional and digital marketing and communications channels is essential for the effective amplification and reach of City communications.

### **Service Impact**

Building a strong in-house digital marketing skill-set positions the City well for the growing emphasis on digital communications. Enhancing the City's digital marketing practices will improve the overall effectiveness of both traditional and digital marketing efforts by promoting greater integration and sophistication in how we promote and communicate City information. A Digital Marketing resource will mitigate risks and concerns in particular around privacy, personal information and data analytics. The resource will also help minimize marketing costs by better aligning the mix of traditional and online marketing tactics - allowing them to better amplify and support each other. A key part of this role will be to identify appropriate governance and best practices to avoid and mitigate the risks related to operating in digital and social media channels. The ultimate goal is to more effectively market and promote the City's strategic vision by developing and delivering consistent messaging and supporting that through rich digital content and user experiences.

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## Proposed Capital Budget

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

### Proposed 2019-2028 Capital Budget by Program

Program Expenditures	2019 Proposed Budget (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022 Forecast (\$000's)	2023-2028 Forecast (\$000's)	Total 2019-2028 (\$000's)
Administration	1,706	409	260	200	860	3,435
<b>Total</b>	<b>1,706</b>	<b>409</b>	<b>260</b>	<b>200</b>	<b>860</b>	<b>3,435</b>

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

### Proposed 2019-2028 Capital Forecast Highlights

- Implementation of the Customer Service Strategy will be the key driver for Strategic Communication's capital budget
- Implementation of the new Customer Relationship Management (CRM) and Knowledge Base (KB) solutions as well as continuing the role out of customer service training modules to staff
- Perform feasibility study to identify risks, gaps and opportunities associated with Human Resources and Payroll records management practices that will make recommendations for improvement and identify the practical considerations necessary to migrate HR and Payroll records into a digital format

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**Proposed 2019-2028 Capital Budget by Funding Source**

The following table provides the funding sources proposed to fund the capital portion of the proposed 2019-2022 Business Plan and 2019 Budget and the consolidated forecast for 2023-2028.

<b>Funding</b>	<b>2019 Proposed Budget (\$000's)</b>	<b>2020 Forecast (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022 Forecast (\$000's)</b>	<b>2023-2028 Forecast (\$000's)</b>	<b>Total 2019-2028 (\$000's)</b>
Tax Capital	1,616	409	130	20	60	2,235
Development Charges	90	0	0	180	540	810
Gas Tax	0	0	0	0	0	0
Other Reserves & Reserve Funds	0	0	130	0	260	390
<b>Total</b>	<b>1,706</b>	<b>409</b>	<b>260</b>	<b>200</b>	<b>860</b>	<b>3,435</b>

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**Proposed 2019 Capital Budget Detail**

The following tables provide a detailed listing of proposed capital projects for 2019.

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPB006352	Customer Service Strategy	1,306	0	1,306	Tax Capital
CPB007086	Revenue Tools Analysis	100	0	100	Tax Capital
CPBS00004	DC Background Study 2017	100	0	100	Development Charges, Tax Capital
CPBS006765	Digital Human Resources and Payroll Records Management	200	0	200	Tax Capital
<b>Total</b>		<b>1,706</b>	<b>0</b>	<b>1,706</b>	

Note: Numbers may not balance due to rounding.

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**Proposed 2020-2022 Capital Budget by Sub-Program**

The following tables provide a listing of capital forecast by sub-program for 2020-2022.

Sub-Program	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022 Forecast (\$000's)
<b>Administration</b>			
Business Services Applications	200	0	0
Business Services DC Studies	0	0	200
Business Services Other	209	260	0
<b>Subtotal</b>	409	260	200
<b>Total Expenditures</b>	<b>409</b>	<b>260</b>	<b>200</b>

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