



City Manager's Office

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 City Manager’s Office

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

Services we provide:

- Strategic Leadership, Economic Development, Internal Audit and Legal Services
- The City Manager’s Office (CMO) coordinates efforts across all five City departments to ensure alignment with all of the City’s key plans, including the Strategic Plan, the City Business Plan, the Economic Development Strategy and Corporate Policies

Interesting facts about this service:

- The Economic Development Office (EDO) supports Mississauga’s business community of more than 90,780 businesses
- Internal Audit has a unique reporting structure that allows them to operate independently and reinforces impartiality when conducting audits
- The Legal Services team handled over 74,000 *Provincial Offences Act (POA)* charges in 2017 and provided on-time legal advice and guidance on over 350 Councillor requests

Highlights of the Business Plan include:

- In 2019/20 EDO will implement focused investment in youth and newcomer entrepreneur programs and will add a permanent innovation program as part of EDO’s Small Business & Entrepreneurship service
- Internal Audit will initiate its three-year Audit Workplan and make improvements to its current business practices to align with the results from the Corporate Risk Assessment and External Quality Assessment completed in 2017
- In 2019, Legal Services will add a new Construction Litigation team to respond to the legislated requirements of the new *Construction Act*. They will also add a Prosecutor to handle the transfer of Part III *Highway Traffic Act (HTA)* charges from the Province and will add an Articling Student to allow Legal Services to meet the City’s needs for legal support in the most cost-effective manner

Net Investment (\$000's)	2019	2020	2021	2022
Operating	12,857	13,686	13,940	14,140
Capital	478	0	0	0
Full Time Equivalents	87.9	89.9	89.9	89.9

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

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

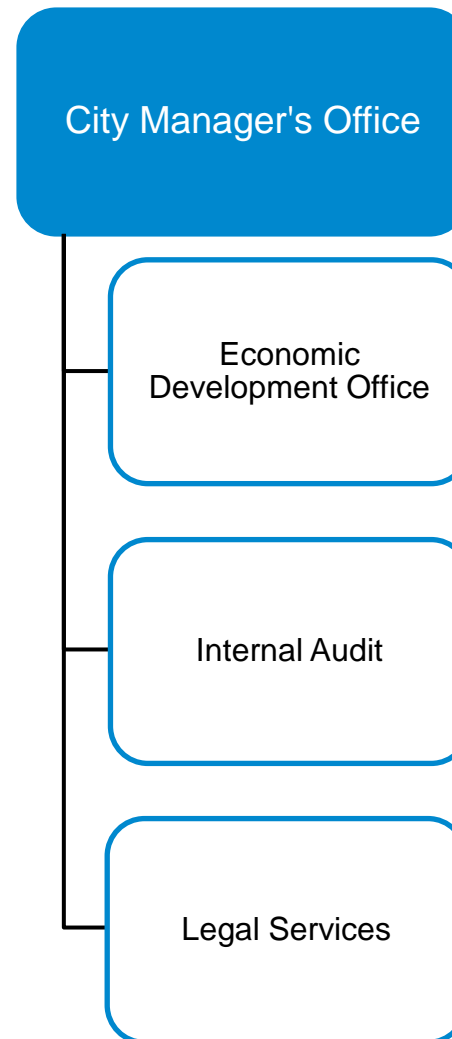
Mission

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

Goals of Service

- Foster a prosperous and sustainable economy that attracts business investment in key knowledge-based sectors and that supports talent development and entrepreneurship, in an effective and efficient manner
- Assist the City in accomplishing its objectives by bringing a systematic approach to evaluate and improve the effectiveness of risk management, control and governance processes. Its reporting relationship emphasizes that Internal Audit is independent of any City Department and is intended to promote the objectivity of internal audit operations
- The Legal Services Division is committed to providing expert, cost effective and timely legal and strategic advice on issues leveraging the unique position of in-house legal counsel, risk, insurance and professionals

Service Delivery Model



Current Service Levels and Trends

- The CMO sets the highest standards for its Divisions and endeavours to always lead the City by example
- Each Division within the CMO works hard to provide the greatest value to the citizens and ratepayers of Mississauga by seeking out new ways to reduce costs, increase revenues and identify new and more efficient ways of doing business
- Emphasis on performance measurement helps the CMO to stay focused on the areas where divisions can have the greatest impact

Economic Development Office

Service Levels and Trends

- Growing need to focus on workforce development, including youth and newcomer entrepreneur support
- Growing demand to provide innovation support to high-growth small businesses and entrepreneurs
- Continued focus on sector development to advance the sustainability of the knowledge economy
- Need to support key strategic city-building initiatives such as the downtown, Lakeview Village and higher-order transit

MISSISSAUGA BUSINESS ENTERPRISE CENTRE (MBEC)



5,249
GENERAL
INQUIRIES



1,986
ATTENDEES
AT EVENTS



63
EVENTS
HELD



168
ASSISTED
BUSINESS
REGISTRATION/
RENEWALS

- Small Business Start Up & Development
- Youth Entrepreneurship & Training
- Business Investment
(new, retention & expansion)
- Business Solutions
- Economic Partnerships
- Sector Development
- Workforce Development
- Research and Analysis
- Marketing

2017 OUTCOMES
(AS A RESULT OF EDO'S EFFORTS)

\$2,663,759

NEW & RETAINED
TAXABLE ASSESSMENT
(COMMERCIAL & INDUSTRIAL)

24

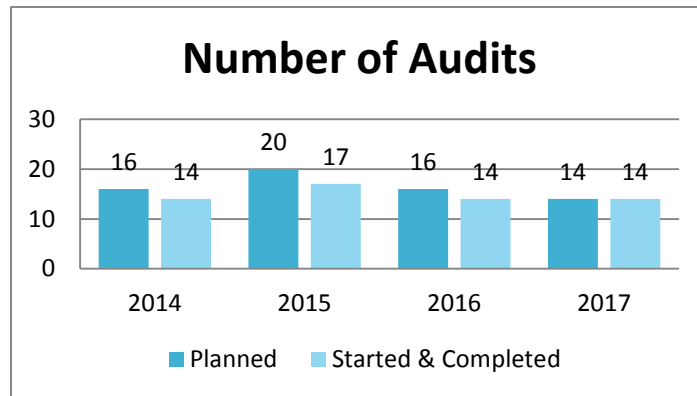
CLOSED INVESTMENTS

2,192-3,083

NUMBER OF JOBS
CREATED & RETAINED

Internal Audit

- Internal Audit provides audits and consultative services with a focus on promoting risk awareness, assurance and improving the effectiveness of risk management, control and governance processes
- Consultative assignments remained at approximately 21 per cent and the 2017 Audit Committee-approved Workplan was achieved



Trends

- Scope of audits has expanded to include managing risk, prioritizing goals and activities, eliminating complexity and redundancy, streamlining operations and adding value
- The 2017 Corporate Risk Assessment (CRA) identified that 80 per cent of service area leads have changed since the last assessment was completed three years ago
- Maintaining competencies and technical literacy (i.e., data analytics, financial, business process analysis) is essential to complete the Audit workplan

Legal Services

Current Service Levels

In 2017, 83 per cent of all legal services were delivered using in-house resources, compared to 77 per cent in 2016. Legal Services provided a wide range of legal, risk and insurance support services, including:

- **523** court and tribunal attendances
- Handled **1,360** municipal charges, **3,524** Part I charges and **8,145** Red Light Camera charges
- Processed **5,907** disclosure requests and prepared **1,440** subpoenas
- Collected **\$253,000** in fines and property claims for City divisions
- Drafted **280** by-laws and **373** agreements
- Involved in **85** corporate reports
- Supported **146** procurements
- Issued **572** notices of registration of tax arrears and completed **nine** tax sales
- Completed **328** land registry registrations and **6,884** title searches
- Reviewed **163** contracts for insurance compliance and made **67** risk management recommendations
- Responded to **354** Councillor requests

Trends

- The new *Construction Act* was enacted by the Province in late 2017. Significant changes to current contracts and processes are required across multiple City divisions and Legal Services is leading the compliance project. Increased litigation resources are needed to satisfy the new mandatory adjudication requirements and legislated timelines
- The Province is transferring responsibility for the prosecution of certain charges from the Ministry of the Attorney General to municipalities, including Part III charges laid under the *Highway Traffic Act* and serious motor vehicle charges involving fatalities and catastrophic injury. An additional Prosecutor will be required to handle this increase in caseload
- Increased volume and complexity of both general litigation and insured claims
- Increase in the number of disputes referred to boards and tribunals
- Increased volume of complex matters being appealed to the Ontario Municipal Board (now the Local Planning Appeal Tribunal, or LPAT)
- Growing number of Information Technology (IT) procurements, which increases demand for legal counsel



Highway traffic

Performance Measures and Results

The City 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. The following section describes the measures that we use and provides context for results.

Balanced Scorecard

A Balanced Scorecard identifies and measures 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 towards achieving 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 2017 and expected outcomes up to 2022.

Financial Measures

Each Division within CMO is assigned an annual operating and capital budget. Each Division is expected to complete its work plans within its individual budget allocation and measure its financial performance by assessing its budget against actual annual expenditures.

Legal Services also measures the ratio of internal legal service costs to external legal service costs. This allows CMO to determine which approach is more cost-effective year over year and make appropriate adjustments.

Customer Measures

Customer satisfaction will be measured by all three divisions. Internal Audit and Legal Services serve internal customers, while EDO serves both internal and external client groups.

By measuring client satisfaction, CMO will improve its ability to put the needs of the client first and improve the overall customer experience.

EDO has surveyed its clients and, starting next year, Customer Satisfaction will be measured by each division in CMO.

Employee Measures

Every three years, the City undertakes a Corporation-wide employee engagement survey.

With this feedback, CMO can identify which areas require further attention in order to ensure a positive workplace culture in which employees will continue to be productive and efficient, while growing and innovating.

Business Process Measures

CMO has a responsibility to provide services within projected timeframes. Audits should be completed within the budgeted number of hours to ensure they are focused and management is provided with timely and relevant observations. Audits that exceed budget are reviewed and approved for scope changes and process inefficiencies.

Many resident concerns and enquiries are directed to the CMO through Ward offices and turnaround times for responding to councillors have been set at a standard service level and tracked. This ensures councillors can respond to resident concerns with appropriate information in a timely manner.

Balanced Scorecard

Measures for City Manager's Office	2017 (Actual)	2018 (Plan)	2019 (Plan)	2020 (Plan)	2021 (Plan)	2022 (Plan)
Financial:						
On Budget	107% ¹	100%	100%	100%	100%	100%
Ratio of Internal Legal Services Costs to External	5:1	5:1	5:1	5:1	5:1	5:1
Customer:						
Client Satisfaction	85% ²	85%	86%	88%	90%	90%
Employee:						
Employee engagement scores: Participation Rate	N/A	100%	N/A	N/A	100%	N/A
Employee engagement scores: Department Engagement	86.4% ³	90%	N/A	N/A	92%	N/A
Internal Business Process:						
Response to Councillor-Directed Requests	99.7%	100%	100%	100%	100%	100%
Estimated vs. Actual Audit Hours Spent	91%	95%	98%	100%	100%	100%

¹due to external legal services fees, primarily for litigation. Legal Services is working to reduce these external expenses by bringing more litigation work in-house, at a lower and more predictable cost to the Corporation

²results of EDO client survey

³2015 (most recent) survey results

Awards and Achievements

Economic Development Office

- FDI magazine's Aerospace Cities of the Future 2018/19 rankings placed Mississauga second in two categories; innovation and attractiveness, and foreign direct investment (FDI) strategy for the aerospace sector
- Mississauga was also ranked first as overall mid-sized City of the Future for 2017/18 and first for business-friendliness, fifth for connectivity, seventh for FDI strategy and ninth for economic potential
- Mississauga's EDO was recognized as a Top 10 Canadian Local Economic Development Group in Site Selection Magazine's 2018 Canada's Best Locations Feature
- Business Facilities Magazine ranks Mississauga fifth out of 10 for Connectivity in its Annual Rankings Report

Internal Audit

- Started and completed 14 of 14 planned audits despite the growing number of requests to perform consulting and special assignments
- One hundred per cent acceptance of Audit Recommendations by Management with a majority implemented in a timely manner
- An External Quality Assessment performed by BDO Canada concluded that the Internal Audit function generally conforms to the Standards for the Professional Practice of Internal Auditing of the Institute of Internal Auditors, and is in full compliance with the Institute's Code of Ethics and the City's Internal Audit Charter

Legal Services

- City Solicitor Mary Ellen Bench was nominated for Canadian Lawyer magazine's 25 Most Influential Lawyers in the category of Government/Public Service
- Completed a divisional reorganization to create an in-house litigation practice group, headed by a Deputy City Solicitor, allowing us to be more responsive to the increase in litigation against the City while operating strategically with Risk Management
- Revamped all City Development, Service and Site Plan Agreements to streamline language and increase efficiency
- Legal Services represented the City and worked with the Association of Municipalities of Ontario to make submissions before the legislative Standing Committee and is leading City-wide projects on:
 - Bill 142, the *Construction Lien Amendment Act, 2017* which introduces significant changes to construction payment laws
 - Bill 139 which replaces the Ontario Municipal Board with the Local Planning Appeal Tribunal and makes amendments to existing legislation including the *Planning Act* to give communities a stronger voice in land use planning
- Key member of the Association of Municipalities of Ontario (AMO) working groups on cannabis legislation and the sharing economy

The 2019-2022 Business Plan

Outlook

Planning for the Future

EDO

- Implement Innovation Program, based on market research, stakeholder feedback and input
- Implement program to support local newcomer and youth employment
- Continue focus on sector development to advance the sustainability of the knowledge economy
- Complete EDO Strategic Plan (2019-2020), where stakeholders will have input into plans, goals and objectives
- Continue customer engagement, through advisory groups, business interviews and surveys to understand which business supports are needed
- Lead marketing initiatives to fulfil the Downtown Master Plan



Downtown Mississauga

Legal Services

- Lead City-wide project teams to respond to key changes to legislation (*Construction Lien Amendment Act, Planning Act*), including a one-week intensive Boot Camp on the new Local Planning Appeal Tribunal (LPAT) that is replacing the Ontario Municipal Board
- Provide additional support for City procurements, including IT procurement, to ensure the City is protected against risks and liabilities
- Create and implement new and updated templates to streamline processes and make agreements and other documents more user-friendly
- Establish new procedures to increase the City's ability to recoup property damage expenses and to collect debts under the *Provincial Offences Act*
- The Risk Management team continues to work on new initiatives to mitigate risk and loss and to assist in the claims process

Internal Audit

- Audits such as Payroll, Stormwater Revenue, Print Shop Operations, Traffic Signal Maintenance and Library Acquisitions are expected to commence in 2019
- Approximately 30 audits are expected to be completed in the next three years
- As part of the External Quality Assurance review, Internal Audit will be updating its processes which will include updating the Internal Audit Manual, creating templates for consulting assignments and streamlining working papers

Finding Efficiencies

Lean Program

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

Since becoming permanent in 2016, the Lean program has delivered significant results. Over 39 staff in the City Manager’s Office have received introductory White Belt Training; two staff have received intermediate Yellow Belt Training, and three staff have received advanced Green Belt Training.

Some highlights of the projects and small improvements completed include:

- Improving the Client Interaction Intake process (walk-ins, telephone and emails) in the Mississauga Business Enterprise Centre (EDO)
- Internal Audit eliminated the need for compliance officers in each department to complete follow-up on outstanding recommendations
- The City Manager’s Office divisions often support and participate in Lean projects led by other service areas. For example, Legal Services participated in both the Contract Name Changes project and the Fees and Charges project
- The Lean Program and Internal Audit regularly share knowledge and recommend each other’s services to both improve City processes and ensure that adequate controls are in place

Lean Program Results

Completed Initiatives					Total Benefits	
Improvement Type	2014-2016	2017	September 2018	Total	Type	Total
Small Improvement		1	3	1	Cost Savings and Avoidance	\$25,617
Rapid Improvement					Customer Service Improvements	
Project		1		1	Safety Improvements	
Total		2		2	Environmental Improvements	
In-Progress Initiatives		Goals of the Initiative				
Payment Process Improvement		Reduce delays in vendors receiving payments and reduce staff processing time by eliminating redundancies				
Disclosure & Summonses		50% reduction in processing time for preparation of summonses and disclosure in the Prosecutions unit				

Advancing the City's Strategic Plan

move - developing a transit oriented city

Legal Services provides vital support to all transit project teams including the high-profile LRT project, providing timely and sound legal advice and working with client groups to proactively identify and avoid potential legal issues.

belong - ensuring youth, older adults and new immigrants thrive

Divisions within the CMO reflect the diversity of the citizens of Mississauga. Each division also strives to create a welcoming and accommodating environment for all stakeholders.

EDO will implement a youth entrepreneurship program and newcomer entrepreneur program.

connect - completing our neighbourhoods

By participating on committees, direct client servicing, providing written input and other means CMO divisions provide advice and support to those teams within the City that are building and improving Mississauga's neighbourhoods, civic and cultural centres, and parks of tomorrow.

prosper - cultivating creative and innovative businesses

The Economic Development 10-year Master Plan supports the Prosper Pillar of the City's Strategic Plan.

Legal Services and Internal Audit adjust internal procedures and business models with the intent of reducing the demand on citizens and ratepayers wherever possible.

EDO will implement an Innovation Program to advance the EDO Strategic Plan.

green - living green

All three divisions continue to implement corporate environmental programs and support corporate green initiatives directly and indirectly.

Legal Services has launched a paperless office project and is in the process of implementing legal document management software to replace traditional paper files.

Transforming our Business with Technology

- EDO marketing continues its migration to digital platforms (e.g., social media, digital video, mobile apps, web tools) to enhance its reach, reduce costs and allow for a more dynamic exchange of information
 - EDO's Client Information Management System Improvement project with the implementation of a new customized and integrated Customer Relationship Management (CRM) system is in progress
 - In partnership with the Library and in collaboration with Culture and IT, EDO's Mississauga Business Enterprise Centre will contribute to the development the Digital Hub/Digital Transformation of the Central Library
 - Internal Audit will continue to utilize data analytical software to improve analysis and scope of audits
 - Increase use of SharePoint for Internal Audit reporting and administration
 - Implement automation of Audit working papers and reporting
 - Conduct the customer survey through electronic means
- New time tracking software has been implemented in Legal Services to provide insights into work allocation and explore charge-back models of service delivery
 - Legal Services will transition to a paperless office by implementing specialized legal document management software to enhance efficiency and productivity
 - Legal Services will add a document review platform to complete its e-discovery software suite, allowing the City to collect and organize data to meet court requirements



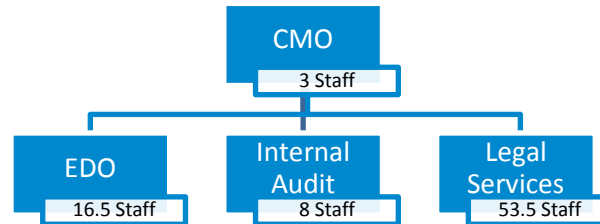
Aerial photo of Mississauga

Managing Our Human Resources

Workforce Analytics

- All divisions of the CMO strive to create the best possible workplaces for their employees. A positive and nurturing environment encourages and empowers our talented workforce to bring their ideas forward and to think critically
- The CMO’s Human Resources management plan is designed to ensure that every employee is properly placed, equipped, and mentored to provide the best possible value to the citizens of Mississauga

Our Structure



Our Talent

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

Roles	Accreditations
Business Consultants	Certified Economic Developer (CEcD) (International)
Business Analysts	Economic Developer Certification (Ec.D)
Digital Media and Marketing Consultants	Registered Professional Planner (RPP)
Account Managers	Member of Canadian Institute of Planning (MCIP)
Project Management Specialists	Chartered Professional Accountants (CPA)
Auditors	Internal Audit Certifications (i.e., CIA, CGAP, CRMA, CISA)
Lawyers	Members of the Law Society of Ontario
Prosecutors	Certified Specialists by the Law Society of Ontario in specialized legal fields
Law Clerks	Members of the Prosecutors Association of Ontario
Risk Manager and Insurance Adjusters	Canadian Risk Management (CRM) Chartered Insurance Professionals (CIP, FCIP)

Annual professional development plans are created for all CMO staff, to assist and support career and professional development. Each Division has an active succession and high potential candidate identification program. As all three divisions are

staffed with highly technical professionals, special attention is paid to retaining these skilled and experienced employees. Positions are challenging, satisfying and employees have career development pathways. Positive workplace culture initiatives,

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

Critical Roles/Functions to Achieve Business Goals

Goals of service, divisional trends and budget requests point to an increased need for specialized talent in the CMO. In the coming years, EDO and Legal Services will require niche market staff to accomplish their work plan commitments and service the needs of the Corporation's Strategic Plan. Critical roles include Litigators, Prosecutors, Youth Entrepreneurship and Newcomer Entrepreneurship Innovation and Sector Specialists.

Talent Needs

The labour market for CMO staff continues to be competitive and tight. In some areas, staff retention is a challenge due to retirements and highly competitive labour markets for niche expertise (i.e., industry sector specialists, IT lawyers). It can be difficult to attract private-sector talent to the public sector due to differences in workplace culture. External hiring remains the primary means for hiring staff whose positions require subject matter expertise, professional designations and accreditations. Internal career progression remains a viable talent source.

Proposed Full Time Equivalent (FTE) Staffing Distribution by Program

Program	2018	2019	2020	2021	2022
City Manager's Office	3.0	3.0	3.0	3.0	3.0
Economic Development	16.5	18.5	19.5	19.5	19.5
Internal Audit	8.0	8.0	8.0	8.0	8.0
Legal Services	53.5	58.4	59.4	59.4	59.4
Total Service Distribution	81.0	87.9	89.9	89.9	89.9

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 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 CMO budget for 2018 was \$12.0 million and the proposed budget for 2019 is \$12.9 million.

Total Changes to Maintain Current Service Levels

The impact of maintaining current services levels for the City Manager's Office is an increase of \$205,000 for 2019.

Highlights of the proposed budget changes are:

- Labour costs are projected to increase by \$195,000 and reflect labour adjustments and other fringe benefits changes
- Other operating costs reduced by \$28,000, mainly associated with a reduction in the budget for professional services
- Revenue reduction of \$38,000, mainly due to the deletion of a one-time transfer from the Reserve Fund

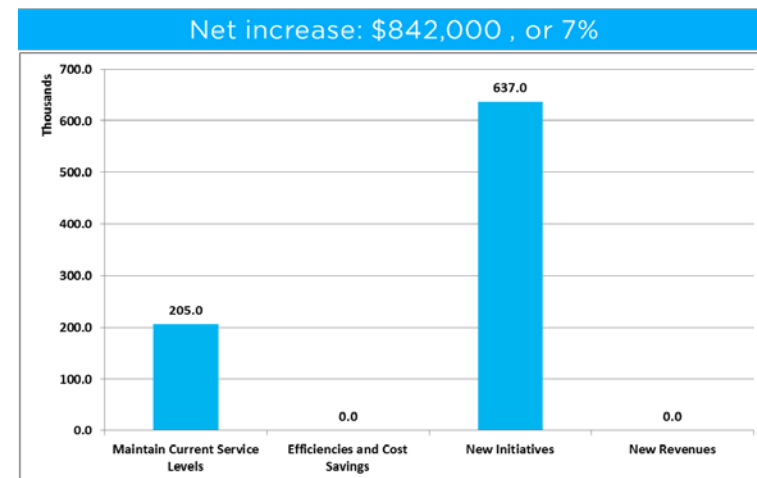
New Initiatives

The following new initiatives, totalling \$637,000, will impact the 2019 operating budget:

- BR# 5399 Construction Litigation team will work to bring the City into compliance with the legislative requirements of the new *Construction Act* at a cost of \$351,000
- BR# 5415 will add one contract articling student to provide versatile and cost-effective support to all practice areas across Legal Services at an operating impact of \$48,000 in 2019

- BR# 5418 Prosecutor is subject to an expected transfer of additional prosecution responsibilities from the Province. If the transfer occurs, there will be an impact of \$87,000 in 2019
- BR# 5435 Youth and Newcomer Entrepreneur Program is a focused investment in EDO's strategic initiatives at a cost of \$47,000 for a Program Coordinator and program delivery
- Small business is the foundation of Mississauga's economy. BR# 5436 will deliver an Innovation Program, supported by one dedicated Program Coordinator, with an impact on the 2019 budget of \$105,000

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)
Expenditures to Deliver Current Services						
City Manager's Office	538	650	665	676	687	698
Economic Development	4,123	3,889	3,873	3,907	3,942	4,067
Internal Audit	1,109	1,214	1,259	1,278	1,298	1,368
Legal Services	8,888	7,834	7,957	8,116	8,229	8,343
Total Expenditures	14,659	13,587	13,754	13,977	14,156	14,477
Revenues	(604)	(1,257)	(1,257)	(1,257)	(1,257)	(1,257)
Transfers From Reserves and Reserve Funds	(478)	(315)	(278)	(280)	(282)	(425)
New Initiatives and New Revenues			637	1,245	1,323	1,344
Proposed Net Budget Including New Initiatives & New Revenues	13,577	12,015	12,857	13,686	13,940	14,140
Expenditures Budget - Changes by Year			1%	2%	1%	2%
Proposed Net Budget - Changes by Year			7%	6%	2%	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) 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	10,277	195	0	0	0	590	0	11,063	786	8%
Operational Costs	3,310	(28)	0	0	0	47	0	3,329	19	1%
Facility, IT and Support	0	0	0	0	0	0	0	0	0	0%
Total Gross	13,587	167	0	0	0	637	0	14,391	804	6%
Total Revenues	(1,572)	38	0	0	0	0	0	(1,534)	38	(2%)
Total Net Expenditure	12,015	205	0	0	0	637	0	12,857	842	7%

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	9,736	10,277	11,063	11,821	12,078	12,280
Operational Costs	4,923	3,310	3,329	3,401	3,401	3,541
Facility, IT and Support	0	0	0	0	0	0
Total Gross	14,659	13,587	14,391	15,223	15,479	15,822
Total Revenues	(1,082)	(1,572)	(1,534)	(1,537)	(1,539)	(1,681)
Total Net Expenditure	13,577	12,015	12,857	13,686	13,940	14,140

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)
Labour and Benefits	10,277	10,472	195	Increase Reflects Labour Adjustments and Other Fringe Benefit Changes
Advertising & Promotions	280	340	60	\$30 Implement the program outlined in the Council approved Life Sciences Cluster Strategy \$30 Implement Advanced Manufacturing Sector Development Plan
Communication Costs	38	38	0	
Contractor & Professional Services	1,613	1,533	(80)	(\$40) Transfer the budget to IT Division for Customer Relationship Management System (\$40) Deletion of one-time budget (offset by deletion of one-time transfer from Reserve)
Equipment Costs & Maintenance Agreements	20	12	(8)	(\$8) Deletion of one-time equipment budget
Finance Other	1,012	1,012	0	
Materials, Supplies & Other Services	120	120	0	
Occupancy & City Costs	160	160	0	
Staff Development	40	40	0	
Transportation Costs	26	26	0	
Subtotal - Other Operating	3,310	3,282	(28)	
Total Revenues	(1,257)	(1,257)	0	
Transfers From Reserves and Reserve Funds	(315)	(278)	38	\$40 Deletion of one-time transfer of Operating budget Reserve for Customer Relationship Management System (\$2) Other Adjustment
Subtotal - Revenues	(1,572)	(1,534)	38	
Total	12,015	12,220	205	

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)
New Initiative								
Commercial Litigation Legal Counsel	5398	0.0	0	202	205	209	1.0	0
Construction Litigation Team	5399	4.0	351	479	487	495	4.0	0
Articling Student	5415	1.0	48	97	99	101	1.0	0
Prosecutor	5418	1.0	87	118	120	122	1.0	0
Youth and Newcomer Entrepreneur Program	5435	1.0	47	136	137	139	1.0	0
Innovation Program	5436	1.0	105	136	137	139	1.0	0
Information and Communications Technology (ICT) Sector Program	5437	0.0	0	78	137	139	1.0	0
Total New Initiatives		8.0	637	1,245	1,323	1,344	10.0	0.0
Total New Initiatives and New Revenues		8.0	637	1,245	1,323	1,344	10.0	0.0

Note: Numbers may not balance due to rounding.

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

Description of Budget Request

Request for a full-time permanent litigator with commercial litigation experience. This FTE will handle subrogated claims to recover costs arising from damage to City property and infrastructure, as well as POA collection files that exceed the threshold for handling by a law clerk. This FTE will be cross-trained in all civil litigation practice areas to support the in-house litigation model implemented in 2015, further reducing the City's expenditure on external legal fees.

Required Annual Operating Investment

Impacts (\$000s)	2019	2020	2021	2022
Gross Expenditures	0.0	202.0	205.4	208.9
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	202.0	205.4	208.9
* Net Change in \$		202.0	3.5	3.5
FTEs	0.0	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

Currently the City spends over \$790,000 per year on the services of external legal counsel in respect of general civil litigation and over \$670,000 for insurance defence litigation. By adding a new commercial litigation lawyer at a cost of \$203,000, including salary and benefits, the City could save a significant amount in external legal fees, while also permitting the collection of additional POA fines and subrogated claims.

Details of Service Change

Actual and potential disputes and claims faced by the City are increasing and becoming more complex. The benefit of an in-house litigation lawyer means a better chance of mitigating claims or risks to the City and keeping costs down while keeping this work in house.

Service Impact

This initiative will improve the current/projected situation by avoiding expensive external legal counsel, ensuring adequate turnaround times, avoiding bottlenecks for legal services, and providing an increased ability to meet today's expectations by being more effective and efficient in addressing the needs of the Corporation.

Proposed Initiative	Department	Service Area
Construction Litigation Team	City Manager's Department	City Manager's Office

Description of Budget Request

In order to meet the legislated requirements of the new *Construction Act* and control the City's expenditures on external legal counsel, Legal Services requests a litigation lawyer, law clerk and legal assistant. In addition, Facilities Development and Accessibility (FDA) requires a Senior Project Lead to provide technical support and work with Legal Services on the required contract amendments and the preparation of construction projects proceeding to adjudication under the new legislation.

Required Annual Operating Investment

Impacts (\$000s)	2019	2020	2021	2022
Gross Expenditures	350.8	479.3	487.1	495.1
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	350.8	479.3	487.1	495.1
* Net Change in \$		128.5	7.8	8.0
FTEs	4.0	4.0	4.0	4.0

**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 Litigation Group does not have the expertise or capacity to manage the anticipated increase in construction litigation files without additional resources. By adding the proposed Legal Services FTEs at a cost of approximately \$336,200/year, the City could save approximately \$500,000 per year as compared to purchasing external legal services. The FDA construction project managers do not have capacity to manage the required contract amendments or adjudication and require a Senior Project Lead.

Details of Service Change

To manage new construction litigation requirements in house, a team including legal counsel, a law clerk and a legal assistant is required. The legal assistant will also alleviate staffing pressures in the Litigation Group. Finally, the new construction litigation team will be cross-trained with the existing insurance defence team to ensure the City has a robust Litigation Group capable of handling files all the way to trial.

Mandatory adjudication in construction is a new legislated requirement with tight timelines. Multiple payment disputes can be adjudicated simultaneously on a single construction project. As an owner, the City will always be in the responding position and must gather its evidence and present its position within 30 days. A specialized legal team must be available on short notice.

The Facilities Development & Accessibility department will be heavily impacted by the new *Construction Act*. A new Senior Project Lead will bring specialized expertise to manage the *Construction Act* impacts and ensure compliance within FDA, including providing specialized technical support, analyzing and preparing cases for adjudication, building awareness and guidance for the FDA project management team and modifying existing contracts and agreements.

Service Impact

This initiative will improve the current/projected situation by avoiding expensive external legal counsel, ensuring adequate turnaround times in both Legal Services and FDA, avoiding bottlenecks for legal services and overall construction project management, and providing an increased ability to meeting today's expectations by being more effective and efficient to address the needs of the Corporation.

Proposed Initiative	Department	Service Area
Articling Student	City Manager's Department	City Manager's Office

Description of Budget Request

Legal Services is requesting an articling student, as a full-time contract position, to respond to the increased legal service demands due to changes to the *Construction Act* and *Planning Act*, the increase in IT procurements and the transfer of Part III *POA* prosecutions from the Province. This is a versatile position within Legal Services that allows us to meet fluctuating demands for legal assistance, while developing a talent pool for future legal counsel recruitment.

Required Annual Operating Investment

Impacts (\$000s)	2019	2020	2021	2022
Gross Expenditures	47.9	97.1	98.8	100.5
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	47.9	97.1	98.8	100.5
* Net Change in \$		49.2	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

With the continued growth of the Legal Services team, the demands on the one existing articling student position have risen. The articling student provides tremendous value for money being able to provide thorough research on complex matters and handle small claims and *POA* matters. The current articling student position does not have the capacity to meet the increased demands of the Legal Services team.

Details of Service Change

This initiative will improve the current/projected situation by providing support to legal counsel thus avoiding expensive external legal counsel, ensuring adequate turnaround times, avoiding bottlenecks for legal services, and providing an increased ability to meeting today's expectations by being more effective and efficient to address the needs of the Corporation.

Service Impact

The addition of a second articling student position provides a benefit to the Prosecutions staff by having an extra staff member who can appear before court and handle *POA* matters. Further, articling students can provide research at a lower cost than lawyers, thus freeing up lawyers for the higher-value work that only they can do, making the articling student a valuable and cost-effective resource.

Proposed Initiative	Department	Service Area
Prosecutor	City Manager's Department	City Manager's Office

Description of Budget Request

This budget request is for one permanent full-time Prosecutor position. Recent legislative changes authorize the Ministry of the Attorney General (MAG) to enter into agreements with municipalities to transfer the responsibility for Part III HTA prosecutions to municipalities. MAG has indicated its intention to transfer responsibility for these Part III police prosecutions to the City by the end of 2018. This is subject to transfer moving forward in 2018/19.

Required Annual Operating Investment

Impacts (\$000s)	2019	2020	2021	2022
Gross Expenditures	86.7	117.8	119.7	121.6
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	86.7	117.8	119.7	121.6
* 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

Staff recommend creating an additional permanent full-time Prosecutor position to accommodate the increase in workload resulting from the transfer of Part III HTA POA police-issued charges from the Province to the City. This request addresses a serious service pressure and maintains current service levels while keeping the cost of providing services contained.

Details of Service Change

This initiative will improve the current and projected situation by providing additional resources to handle both the current case and work load but also the additional work which will occur with the download of Part III *HTA* matters by the Province. This will ensure *POA* court runs smoothly and avoids bottlenecks.

Service Impact

The addition of one full-time Prosecutor is expected to cover the majority of the additional time requirements (37 hours per week) related to the transfer of Part III police-issued charges and will allow for as seamless as possible a transition of responsibility from the Province without compromising existing service levels and prosecutorial standards. This will also ensure *POA* court continues to run smoothly and avoids bottlenecks. Training prosecutors to handle these new responsibilities will also take time, but training should be available at minimal cost through existing municipal legal educational providers.

Proposed Initiative
Youth and Newcomer
Entrepreneur Program

Department
City Manager's Department

Service Area
City Manager's Office

Description of Budget Request

This budget request is to add a permanent Youth and Newcomer Entrepreneur Program resourced with a Youth and Newcomer Entrepreneurship Program Coordinator FTE position and program delivery operating budget as part of EDO's Small Business & Entrepreneurship service area. The Program enhances the scope and capacity of EDO to provide dedicated resources to effectively address the needs of youth and newcomer entrepreneurs.

Required Annual Operating Investment

Impacts (\$000s)	2019	2020	2021	2022
Gross Expenditures	47.1	135.6	137.5	139.4
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	47.1	135.6	137.5	139.4
* Net Change in \$		88.5	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

With a growing youth and newcomer population and international student community, Mississauga is lacking a central publicly accessible resource that prioritizes and champions the needs of youth and newcomer entrepreneurs city-wide. Although Council has endorsed strategic plans to support youth and newcomer services, EDO requires dedicated resources to advance toward the strategic objectives.

Details of Service Change

This Program will support the entrepreneurial potential of local youth (ages 15 to 29) and newcomers (recent immigrants, arriving in Canada within the last five years). Building stakeholder relationships with various agencies servicing youth and newcomers (e.g., educational institutions, newcomer associations) will be crucial to better reach these groups with necessary entrepreneurship programs and resources.

The recent vacancy of the Youth Entrepreneurship Program Coordinator contract position to another jurisdiction offering permanent employment highlights the ongoing challenge presented by funding such positions on a contract versus permanent basis. This funding challenge has limited EDO's ability to enhance client servicing to both youth and newcomers.

Proposed costs for the delivery of this new Program include permanent salary and fringe benefits for a Grade F position and an annual program delivery operating budget of \$20,000. Over the first four years, these costs will amount \$460,930. A focus on youth and newcomer entrepreneurship will yield positive financial and economic impacts for the City. Through the delivery of this new Program, based on the assumptions outlined in the business case, operating costs will be recovered within the first four years of the Program providing the City with a net benefit of \$143,000.

Service Impact

The volume of small business client servicing has grown significantly over the years. Through the delivery of this new Program, EDO will have the capacity to appropriately target and service the needs of critical population segments of the community that will be a major engine of long-term economic growth.

Through this Program, the City will:

- Provide targeted client service delivery and programming that effectively addresses the unique needs of youth and newcomer entrepreneurs
- Build stakeholder relationships with various agencies servicing youth and newcomers
- Initiate proactive approaches to better target youth and newcomer entrepreneurs

The Program will require hiring one additional staff resource, funding program-related costs and redesign of workspace to accommodate and commence October 1, 2019. Support will be required from the Human Resources, IT, Finance and Facilities and Property Management divisions.

Proposed Initiative	Department	Service Area
Innovation Program	City Manager's Department	City Manager's Office

Description of Budget Request

This budget request is to add a permanent Innovation Program resourced with an Innovation Program Coordinator FTE position and program delivery operating budget as part of EDO's Small Business & Entrepreneurship service area. Through the delivery of the Program, the City will be taking a proactive role in the growth and development of key sector high-growth small businesses in Mississauga. The Program will allow Mississauga to activate local innovation creating long-term economic impacts.

Required Annual Operating Investment

Impacts (\$000s)	2019	2020	2021	2022
Gross Expenditures	104.5	135.6	137.5	139.4
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	104.5	135.6	137.5	139.4
* 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

Small business is the foundation of Mississauga's economy. High-growth small businesses are leaving Mississauga for other jurisdictions as the necessary innovation support services and programming are generally perceived to be lacking in Mississauga. If resourcing is left as is, Mississauga will continue to lose out on the benefits of fast-growing companies resulting in the loss of taxable property assessment revenues, local employment, gross domestic product (GDP) contributions and prosperity.

Details of Service Change

This Program will coordinate the growth and retention of high-growth small businesses across Mississauga's key sectors. To more effectively target and service the needs of this vital small business segment, it is recommended that EDO be equipped with dedicated resources to implement an Innovation Program.

Proposed costs for the delivery of this new Program include permanent salary and fringe benefits for a Grade F position and an annual program delivery operating budget of \$20,000. Over the first four years, these costs will amount to \$518,024. A focus on key sector high-growth small businesses will yield positive financial and economic impacts for the City. Through the delivery of this new Program, based on assumptions reflected in the business case, operating costs will be recovered within the first four years of the Program providing the City with a net benefit of \$200,000.

This Program will be critical in advancing the strategic vision of being a global city for creativity and innovation, in alignment with Provincial and Federal mandates.

Service Impact

Current resourcing has largely contributed to Mississauga being overshadowed in the Toronto-Waterloo Innovation Corridor. Mississauga is currently losing ground and will continue to be left behind if no action is taken.

Key functions of the Innovation Program will include:

- Collaborating with stakeholders to enhance the local innovation ecosystem so as to position Mississauga as an exceptional location for high-growth small businesses to grow and thrive
- Connecting high-growth small businesses to appropriate local support services, programs and channels based on unique client needs to encourage and support the growth and retention of these companies in Mississauga
- Liaising business-to-business connections between high-growth small businesses and local multinational corporations to facilitate business development opportunities

The Program will require hiring one additional staff resource, funding program-related costs and redesign of workspace to accommodate and commence April 1, 2019. Support will be required from the Human Resources, IT, Finance and Facilities and Property Management divisions.

Proposed Initiative	Department	Service Area
Information and Communications Technology (ICT) Sector Program	City Manager's Department	City Manager's Office

Description of Budget Request

This budget request is to add a permanent ICT Sector Program resourced with an ICT Sector Specialist FTE position and program delivery operating budget. Through this added resource, EDO will be better resourced to foster growth of the ICT sector as a critical component of the Toronto-Waterloo Innovation Corridor and global landscape.

Required Annual Operating Investment

Impacts (\$000s)	2019	2020	2021	2022
Gross Expenditures	0.0	78.0	137.4	139.4
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	78.0	137.4	139.4
* Net Change in \$		78.0	59.4	2.1
FTEs	0.0	1.0	1.0	1.0

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

Required Capital Investment

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

Why Staff Recommend this Initiative

Currently, 50 per cent of EDO's existing sales funnel includes ICT companies. Sector-specific programming works: sector specialists come from industry and are readily able to connect industry needs to the municipal context. Mississauga is missing an ICT sector-specific program to address this growing market. Centrally located in North America's second-largest technology cluster, Mississauga has the opportunity to bolster the sector to become a globally leading technology and innovation hub.

Details of Service Change

Currently EDO services ICT clients through a generalist office market client service account manager. There is no dedicated sector specialist poised with industry intelligence and experience to better connect and lead the growth of the local sector.

Recommendations from the Mississauga ICT Sector Assessment (2017) report have yet to be actualized due to limited internal capacity. Part of the study development process included the Mayor's ICT Sector Roundtable bringing together key public and private sector leaders driving the local ICT sector. Through collaboration with these identified existing and new sector partners, EDO has the potential to activate an economic powerhouse.

Proposed costs for the delivery of this new Program include permanent salary and fringe benefits for a Grade F position and an annual promotional materials and general expense operating budget of \$20,000. Over the first three years, these costs will amount to \$356,955.

A focus on the growth and development of the ICT sector will yield positive financial and economic impacts for the City. Through the delivery of this new Program, operating costs will be recovered to the City as the following targets are reached:

- Increase taxable assessment of new and retained ICT businesses by 10-20 per cent between 2020 and 2022
- Increase ICT net new and retained employment in Mississauga by 300 between 2020 and 2022

Service Impact

If no action is made, it is highly likely ICT investment and development prospects will be lost to other jurisdictions properly resourced to service this sector. The new ICT Sector Program is needed to advance pressing opportunities for Mississauga. With permanent and dedicated resources supporting the growth and development of the local ICT sector, the City will:

- Establish a clearly defined enterprise support value proposition to harness new and retained ICT investment (e.g., taxable assessment and jobs)
- Provide sector-specific programs and initiatives that address the identified challenges, opportunities and recommendations as guided by the Mississauga ICT Sector Assessment (2017)
- Actively engage with regional partners and initiatives to properly position Mississauga as the vital enterprise support epicentre of the Toronto-Waterloo Innovation Corridor

The Program will require hiring one additional staff resource, funding program-related costs and redesign of workspace to accommodate and commence 2020. Support will be required from the Human Resources, IT, Finance and Facilities and Property Management divisions.

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)
Policy Administration	478	0	0	0	0	478
Total	478	0	0	0	0	478

Proposed 2019-2028 Capital Forecast Highlights

- Economic Development Office completed its last Strategic Plan in 2010. The next Economic Development Strategy will be completed by 2020. This plan will serve to guide the city’s economic development strategies and plans for the foreseeable future
- A Construction Document Management system is required for all divisions engaged in City construction projects. Currently, there is no uniform approach to filing construction documents in the City and some groups remain entirely paper-based. This new software will modernize construction project management, introduce consistency across divisions and ensure that project managers and Legal Services will be able to gather evidence and respond to mandatory adjudication, while meeting the tight legislative timelines

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.

Funding	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)
Tax Capital	478	0	0	0	0	478
Total	478	0	0	0	0	478

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
CMO6354	Economic Development Strategy	180	0	180	Tax Capital
CMO7083	Construction Document Management System	273	0	273	Tax Capital
CMO7085	E-Disclosure	25	0	25	Tax Capital
Total		478	0	478	

Note: Numbers may not balance due to rounding.

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)
Policy Administration			
SP Applications - New	0	0	0
SP Other Studies and Initiatives	0	0	0
Subtotal	0	0	0
Total Expenditures	0	0	0

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