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Executive Summary of Business Services

Mission: To enable the delivery of excellent public service to the community by providing quality advice and support to our partners and customers.

This service is provided by:

- Business Services, which consists of Human Resources, Finance, Communications, and Revenue and Materiel Management, is a team of four interrelated groups within the City of Mississauga that collaborate with all City Service Areas.

Interesting facts about this service:

- HR received 39,000 applications for 1,341 positions that were filled in 2013;
- In the next 10 years over 40 per cent of staff will be eligible to retire;
- Accounts Payable processed 81,000 transactions in 2013;
- Communications unveiled a new brand for the City, including a new “M” logo that is a bold and modern identifier for a young city on the cusp of something big;
- The 311 Citizen Contact Centre handles an average of 300,000 telephone and email enquiries annually;
- There are approximately 225,000 properties in the City and nearly half a million tax bills are issued annually; and
- Almost 30 per cent of residents pay their taxes through a Pre-authorized Payment Plan.

Highlights of the Business Plan include:

- Two per cent net operating budget decrease in 2015 while maintaining service levels;
- Human Resources will be commencing work on a feasibility study in 2015 to determine the most effective Talent Management technology solution followed by the implementation of phase one – the replacement of the current e-Recruit system in 2016;
- Materiel Management is implementing a comprehensive procurement workflow management solution;
- Finance will be completing the Long Term Financial Plan and Corporate Asset Management Strategy;
- Communications is updating the City’s Customer Service Strategy in partnership with key business areas; aligning it with current technology and focusing on increased customer service opportunities via online, telephone and customer counters;
- Human Resources will be increasing the number of placements of Career Bridge interns, as well as establishing access to Career Edge and Ability Edge to provide internship opportunities for new graduates; and
- The City-owned tax billing system will continue to be upgraded over the next four years.

<table>
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<th>Net Investment ($000's)</th>
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Existing Core Services

Vision, Mission, Service Delivery Model

Vision
To be the service provider of choice.

Mission
To enable the delivery of excellent public service to the community by providing quality advice and support to our partners and customers.

Business Services provides quality advice, primary support and essential support services to front line service areas within the City of Mississauga, as well as direct services to residents and local businesses of Mississauga. The areas of expertise focus on the following:

- Human Resources (HR) provides comprehensive human resource management services for the Corporation. Its main functions include: talent acquisition; workforce and succession planning processes; compensation and employee benefits programs; job classification and HR systems; employee and labour relations and safety management, policy development; employee training and development programs; and humanistic initiatives such as employee wellness, engagement and diversity;
• Finance coordinates the development and delivery of the City’s corporate business plan, multi-year operating and capital budgets, short and long term Corporate financial plans and policies, corporate and departmental financial services, accounting, payroll, accounts payable functions, and investment management;

• Communications provides overall corporate leadership on communication standards and policies. The division delivers services in the areas of corporate communications, corporate marketing, and creative services. In addition, Communications provides responsive, seamless and easily accessible customer service through the City’s 311 Citizen Contact Centre; and

• Revenue and Materiel Management provides tax billing and accounting, tax rebates, tax appeals, property assessment base management, collection and cashiering services, as well as procurement and warehousing services for internal clients.

Partnerships with internal and external clients are utilized to develop and implement comprehensive programs that ensure excellent, effective and efficient service delivery to Business Services’ customers and clients.

Goals of Service

Business Services has established specific goals and key objectives for each group for the upcoming four years:

Human Resources

The following are high-level goals and the associated initiatives for each HR strategic priority area:

Strategic Partnership

• Support the Corporation to achieve strategic goals and business objectives; developing HR solutions to meet business needs;

• Support culture change and facilitate change management;

• Help identify talent risks before they impact the business;

• Support development of next generation leaders;

• Communicate HR policies and procedures to employees;

• Mediate employee conflicts;

• Monitor workforce trends; and

• Provide metrics and data to support strategic HR decision making.

Talent Management

• Attract, motivate and retain a quality workforce;

• Foster an engaged workforce;

• Maintain a competitive position in the labour market;

• Promote a performance oriented culture;

• Maximize the City’s “Total Rewards” investments;

• Build internal leadership capacity;

• Develop employee skills and capacity;

• Promote the City’s employment brand; and

• Support employee diversity.
Healthy Workplace

• Foster positive workplace culture;
• Foster positive employee and labour relations;
• Promote a respectful workplace;
• Ensure compliance with labour and employment legislation;
• Maximize individual employee health, wellness and productivity;
• Facilitate accommodation or return to work of ill or injured employees;
• Enhance employee and workplace safety;
• Contain employee benefits and health care costs; and
• Ensure compliance with Ontario Health and Safety legislation.

Finance

• Complete the Long Term Financial Plan, which will establish policies and direction to ensure the City has a sustainable financial plan well into the future;
• Implement CIBC Positive Pay Services that will help identify any fraudulently altered cheques and minimize the risk of cash losses by the City;
• Continue to investigate new SAP financial modules to enhance business areas such as revenues, asset management and investments beginning in 2015 and beyond;
• Assess feasibility of a central financial asset management section to strengthen prioritization and access to funding programs;
• Increase the use of PCards and AP PCards as an alternative payment method and to maximize rebates;
• Work with Information Technology to help the City get PCI certified;
• Assess and recommend a chargeback model;
• Inventory the City’s contaminated sites for new accounting and reporting requirements by December 31, 2015; and
• Assess and improve management reporting.
Communications

Communications will be focused on:

- Enhancing the 311 Citizen Contact Centre infrastructure with a new module; enabling the team to provide an enriched level of customer service to citizens and internal service areas;
- Updating the City’s Customer Service Strategy in partnership with key business areas; aligning it with current technology and focusing on increased customer service opportunities via online, telephone and customer counters;
- Continuing with the implementation of the Communications Master Plan including:
  - Plain Language training for staff leaders;
  - Brand implementation internally and externally; and
  - Development of a multicultural media and advertising strategy to guide the delivery and access of two-way communications between the City and Mississauga’s diverse community.
- Modernizing the delivery of digital communications in partnership with Information Technology including:
  - Enhancing the external website; and
  - Allowing greater capabilities internally to manage and govern website content.
- Delivering information and public engagement projects using a variety of channels.

Revenue and Materiel Management

- Accurate and timely billing and collection of property taxes, provincial offences and miscellaneous receivables in accordance with legislation, by-laws and corporate policy;
- Maximize the City’s property assessment base while maintaining its integrity through review and appeal;
- Acquire goods and services in a timely manner at competitive costs within the parameters established by Council;
- Manage centralized inventory in a cost effective manner;
- Implement procurement work flow management software;
- Upgrade Accounts Receivable Collections system;
- Continue purchasing by-law review, develop new corporate policies where required and provide additional guidance to staff; and
- Continue to expand PCard program and reduce need for blanket purchase orders.
Looking Back

Human Resources

Driven by the Corporation's changing business landscape, increasing client demands, labour market skill shortages and an aging City workforce, the HR division continues to rise to these challenges. The Division is actively implementing transformational changes impacting people, process and technology; these changes involve:

- Enhancing HR’s strategic value to the Corporation;
- Optimizing HR processes and organizational structure;
- Automating HR processes;
- Making strategic technology investments; and
- Developing meaningful HR measures and metrics.

HR’s transformation is critical to the successful implementation of the City’s “People Strategy” and for positioning the Division to deliver more strategic value. Since the last major business planning cycle the Division has focused its efforts on three strategic priorities:

1. Strategic HR Partnership – assisting our clients in delivering operational excellence and achieving their strategic vision;
2. Talent Management – attracting, retaining and engaging a skilled workforce; and building leadership capacity; and
3. Healthy Workplace – ensuring we have a healthy work place for all employees.

The following are key achievements accomplished by each of HR’s functions in the three priority areas:

Priority #1: Strategic HR Partnership

- Mapped HR administrative processes to identify improvement opportunities;
- Supported departmental restructure initiatives;
- Supported departmental employee engagement process; and
- Supported departmental workforce planning.

Priority #2: Talent Management

- Developed leadership succession planning strategy to manage talent risks;
- Developed leadership development program to build next generation leaders;
- Streamlined recruitment process and modernized talent acquisition practices;
- Promoted diversity initiatives to foster a culture of inclusion;
- Revised corporate compensation policy and non-union Job Evaluation process to meet business needs; and
- Redesigned non-union benefits program to maximize support of employee health and manage future cost pressures.

Priority #3: Healthy Workplace

- Promoted a respectful workplace;
- Fostered interest based and collaborative labour relations;
- Promoted health and wellness initiatives to empower personal health; and
- Created corporate health and safety management system.
Finance

- Completed the implementation of the first phase of a workforce planning review in 2014 for the Finance division, to better serve clients and stakeholders;
- Updated the City’s development charges by-law to maximize growth related capital cost recovery;
- Started the process of updating financial policies to support the development of a Long Term Financial Plan, including the Budget Control and the Reserve and Reserve Fund policies;
- In 2013, successfully guided the City on its first undertaking of debt in many years;
- Successfully implemented a new integrated budget system using Team Budget software;
- Expanded the City PCard program by paying selected vendors by credit card rather than by cheque;
- Implemented a Treasury Management Service through CIBC Mellon to manage online investment reporting and accounting;
- Received Government Finance Officers Association’s (GFOA’s) award for Budgeting and Financial Reporting; and
- Maintained the City’s AAA credit rating.

Communications

The Communications Division is focused on the implementation of the Communications Master Plan. Delivering communications that preserve the City’s reputation, deliver on the standards and values of the Master Plan, are customer-centric and reach residents across multiple channels where, when and how they prefer.

Over the last year the Division has:

- Engaged with residents, businesses and community partners through extensive quantitative and qualitative research to develop a new, Council approved, City brand and logo. The new Brand has a powerful, authentic and compelling story that can be shared by staff, residents, businesses, community stakeholders and visitors as Mississauga continues to inspire possibilities, welcome world cultures and offer a balanced and enriching lifestyle;
Delivered on the action items of the Communications Master Plan (34 of the 40 action items are either completed or underway) including:

- Realigning the Division;
- Training 95 staff leaders on the Plan’s vision, mission, standards and values;
- Reviewing project intake process to ensure efficiencies;
- Implementing plain language standards for City-wide communications; and
- Creating and using templates for consistency and alignment.

Distributed 213 media releases in 2013 resulting in 99 per cent pick up by local and GTA media outlets (including online, print, radio and television media);

Conducted seven in-house media training sessions to support Economic Development, Transportation and Works, Environment, Planning and Building, Human Resources, Parks and Elections; training included more than 40 leaders and subject matter experts;

Enhanced citizen self-serve options online (added 10 new online service requests) and expanded service areas supported by the 311 Citizen Contact Centre;

Conducted a customer service satisfaction survey that identified areas of excellence as well as areas for improvement. A total of six questions were asked and the 311 Citizen Contact Centre received an overall satisfaction rating of 76 per cent; and

Delivered information and public engagement projects using a variety of channels including news releases/media relations, online/web, digital, social media, print and the 311 Citizen Contact Centre allowing residents to engage and participate using their preferred channel at a time most convenient for them.

City skyline looking north along Hurontario St. near Dundas St.
Revenue and Materiel Management

The Revenue team bills and collects $1.5 billion in annual property taxes from 225,000 accounts on behalf of the City, Region of Peel and school boards. Ninety seven per cent of taxes billed in 2013 were collected by the end of the year. Over 100 Tax Arrears Certificates were registered and eight tax sales were held. The Division:

- Successfully implemented a Provincial Offences Act Collection system resulting in improved business processes and more effective collection of outstanding fines;
- Worked with IT staff to upgrade the underlying IT platform used by the tax system;
- Made enhancements to the web content to provide expanded and improved information to both external and internal clients;
- Outsourced cheque processing which eliminated the need for a new payment processor and created efficiencies; and
- Brought tax bill printing in-house leveraging internal expertise and technology, resulting in ongoing savings.

The Materiel Management team facilitates all procurements over $100,000 and issues contracts for all City purchases over $5,000. The team:

- Implemented a standard City contract for construction which reduces risk to the City and speeds procurements through standardization; and
- Successfully implemented on-line bidder services and expanded the City's PCard program.

Awards

Finance

- Government Finance Officer Association (GFOA) Distinguished Budget Award for the 2014 Business Plan and Budget, the 25th consecutive year the City has received this award; and
- Canadian Award for Financial Reporting from the GFOA, one of the highest honours for municipal financial reporting, for the 16th consecutive year.

Communications

- APEX Award of Excellence in the website category for Inspiration Port Credit - a digital engagement micro-site.

Human Resources

- City of Mississauga was named one of Canada’s Greenest Employers for 2014 as selected by the editors of Canada’s Top 100 Employers. The application was prepared by HR in partnership with the Director of the Environment – Community Services.
Existing Service Levels, Trends, Benchmarks & Efficiencies

Service levels reflect resource availability and project priorities established through the Business Plan and the requests of our clients. Specific service levels have been established to achieve our goals. Key service level measures are outlined below:

**Human Resources**

**Service Levels**

- Service Level Agreements are currently in development for HR Shared Services and being implemented for HR Recruitment Services;
- Service Level Agreements for other HR functions will follow;
- Major and minor reviews of many human resource related services and programs are conducted in one and three year intervals;
- Employee Engagement Survey conducted once every three years;
- Critical Labour Relations and Employee Relations advice provided within 24 hours;
- Complaints Investigation initiated within five days;
- Vacancies filled, on average, in 35-60 days, dependant on the nature of the job competition (i.e. external or internal); and
- Accident investigations are initiated within 24 hours after accident notification.

**Trends**

The City faces a number of challenges in the next few years that will affect the recruitment and retention of staff. These key talent management issues are being driven by:

- Increase in the number of staff eligible for retirement;
- Particular increase in the number of management staff eligible for retirement;
- Skills shortages in the labour market for certain jobs;
- High competition for talent as other organizations, especially municipalities, experience an increase in retirements;
- Greater awareness of diversity in the workforce; and
- New generations in the workforce with different expectations about the workplace.

**Benchmarking**

In 2013 the HR Division participated in a benchmarking process sponsored by SAP that compared the City of Mississauga to a peer group of 16 other SAP clients.

Two benchmarks underscore why HR needs to manage HR transactional work in a different way to increase the Division’s capacity in delivering strategic value to the Corporation.

A high ratio of employee full time equivalents (FTEs) per HR FTE is an indicator of high operating efficiency; suggesting that the HR Division is lean in its service delivery. However when 40.7 per cent of HR resources are dedicated to transactional work, while best benchmark organizations only dedicate 22 per cent, it is apparent why the HR Division faces challenges to enhance delivery capacity on strategic HR initiatives.

These benchmarks validate the HR Division’s need to:

- Review processes and restructure;
- Centralize HR Administration; and
- Invest in technology to automate HR processes.
Finance

- Prepare 12 month business plan and budget in accordance with Corporate timelines;
- Prepare quarterly reporting on departmental operating results;
- Prepare Operating Forecast to Council twice per year;
- Prepare Capital Reporting (Works In Progress, or WIP) twice per year to Council;
- Prepare bi-weekly payroll deposits and cheques;
- Maximize the return on short-term and long-term investments by monitoring daily market conditions and reacting accordingly;
- Ensure that the City’s business plans and annual budget are completed by the beginning of each calendar year except in election years;
- Ensure all Accounts Payable payments are processed within the net 30 days payment terms of the City;
- Prepare Annual Financial Statements and Annual Financial Report once per year and post on City’s website by June 30 of each year; and
- Prepare Annual Municipal Performance Measurement Program Result report once per year and post on City’s website within Provincially mandated timelines.

The second phase of Finance’s workforce planning review will further investigate trends and benchmarks to identify opportunities for improvement and best practices in other municipalities.

Communications

As an “in-house” service provider, the Communications Division offers easy access to a centralized group of professionals who have in-depth knowledge of the organization and its business operations. This enables the team to be proactive and develop innovative and engaging communication content and strategies that align to the City’s Strategic Plan and support business area and service area master plans.

Key trends in the Communications industry:

- **Mobility** – access information on any device from anywhere; communications need to be scalable and available on all platforms;
- **Social Media** – video is an integral part of our everyday world making it a necessity for engaged communications;
- **Content Marketing** – use existing data to understand trends, enhance customer service and build engaging marketing/PR campaigns; provide consistent, co-ordinated messages across multiple channels/platforms; and
- **Open** – provide access to information; be transparent and open.
The Division focuses on improving process, program delivery, finding efficiencies and measuring success through:

- **Media Monitoring Reports**: issued on a monthly basis to measure media pick-up/reach/exposure and tone/alignment to strategic and business plan priorities;
- **Project Management Tracking**: allows staff to track hours against projects in keeping with identified service levels and allows management to gauge and manage work capacity;
- **Leader Training in Communications**: supports key Communication strategies (media and internal communications) and the Communications Master Plan. Allows for measurement of understanding and “culture change”;
- **Client Surveys**: used to track business service area satisfaction, successful project outcomes and as a tool for continuous improvement, innovation and efficiencies; and
- **Award Submissions**: to gauge work success based on industry award programs.

**Revenue & Materiel Management**

**Revenue**

- Tax bills issued twice per year (interim and final);
- Ten day response to taxpayer inquiries;
- Supplementary bills issued five times per year;
- Miscellaneous receivable invoices issued within seven days of receipt from departments;
- Overdue POA fines referred to collection agency within 31 days;
- Accounting reconciliations completed monthly; and
- Reassessment information analyzed annually.

**Materiel Management**

- 75 day completion time for standard contracts (tenders);
- 140 day completion time for custom contracts (proposals);
- 25 day completion time for short form contracts (quotations);
- Two day response time to bidder questions; and
- All current year procurements completed by year end.

Cashier Counter in Mississauga Civic Centre
Engaging Our Customers

This section highlights the mechanisms used to ensure that our customers are regularly informed and engaged in critical decisions concerning City services and operations.

Our Customers

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<th>Residents and businesses of Mississauga:</th>
<th>Our employees:</th>
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<td>752,000 residents</td>
<td>4,000+ full time</td>
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<tr>
<td>53,757 businesses</td>
<td>3,000+ part time</td>
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Human Resources:
- Human Resources works closely with and partners within operating departments, other business service areas and also external organizations to continually monitor and improve human resources management processes, bringing forward best practice policies and recommendations to the Leadership Team; and
- Human Resources participates on various labour/management committees to maintain and promote healthy relations between employees, unions and the Corporation; and gains input and feedback from the unions.

Finance:
- Internal and external customers are engaged and consulted to help set the future direction of the Corporation through the budgeting and business planning process; and
- Finance prepares and publishes financial information for customers to monitor financial performance including the budget and financial statements.

Communications:
The Communication Division’s customers are the residents and businesses of Mississauga and the employees that deliver the City’s programs and services.

The public is engaged through:
- Multi-channel marketing communication strategies that support the Division’s work plan and Business Area work plans and includes online/web, digital, traditional and social media relations, 311, public engagement initiatives/campaigns and innovative and creative design consistent with the new brand outreach; and
- Surveys and market research projects including Environics (2012).

Staff is engaged through:
- Internal communications strategy that includes Intranet (Inside Mississauga), videos, SharePoint technology, Lync, email, print materials and face-to-face meetings and information sessions;
- Reinforcement of the Communications Master Plan vision, goals, standards and plain language principles; and
- Reinforcement of the new Brand and Brand Story through “Brand Ambassadors.”
Revenue and Materiel Management:

- Revenue, Materiel Management and Business Services receives and responds to letters, e-mail and telephone calls from taxpayers and vendors as well as queries from Council and senior management;
- Feedback on concerns are received from call centre statistics and from “Tell us about your visit” questionnaires completed by the public at the cashiers and fourth floor counters;
- Tax staff attends public and Business Improvement Association meetings at the request of a local Councillor;
- Materiel Management staff holds regular work in process meetings with their clients to discuss issues of concern between the parties and jointly develops project procurement plans with department contract/project managers; and
- Materiel Management provides periodic training on purchasing issues to City staff.

Engaging with residents – Canada Day at Mississauga Celebration Square
Opportunities and Challenges

Opportunities

The Long Term Financial Plan, which is to be completed by early 2015, will provide a framework for developing annual Business Plans and Budgets, and Corporate financial performance benchmarks. It will enhance the Leadership Team’s and Council’s ability to make decisions on policies, services and service levels by: providing the long-term financial impact of these decisions; identifying emerging trends earlier; and understanding how and when decisions will change the City’s financial condition. The ongoing implementation of the Communications Master Plan will ensure the Communications Division continues to be well positioned with the necessary skills, talent, training and organizational structure for the future. The Master Plan is a guiding framework for the Corporation on how the City can best exchange information with the public; maximizing the use of technology, building upon the explosion of social media and new media channels (digital, web, mobile); and aligning communication protocols with the way citizens prefer to communicate with their local government.

Advances in technology in other areas of Business Services have also been identified to enhance or improve processes and create efficiencies. Some initiatives include: updating the 311 Citizen Contact Centre infrastructure with a new module that is a more efficient and informative tool for customer service delivery; improvements to the Tax System (TXM) that in 2014/2015 will automate tax collection activities including the tax sale process, add e-billing/e-post, and make modifications to the payments processing module and assessment roll upload.

Opportunities are being explored to expand partnerships with community institutions which can assist in the development of workplace skills for young adults, preparing them for future careers within the Corporation or other sectors of Mississauga’s future economy. This also reinforces the City’s commitment to attract and retain the best talent through mentoring and internship programs.

An increased emphasis on strategic procurement will result in more collaboration with departments to maximize savings to the Corporation.

Challenges

An aging workforce and associated increase in staff retirements will lead to the loss of key talent and knowledge in the upcoming years. To minimize the impact of these events, the Corporation has increased its talent management efforts by developing talent internally and reviewing and updating strategies to attract new talent.

The election in 2014 brought significant changes to Council and could result in different program priorities and/or financial direction. It is critical that Business Services work with flexible systems that can quickly provide updated information and reports.

Budget and resource constraints limit Business Services’ ability to meet service departments’ growing demands. Each division faces continuous workload pressures that will ultimately need to be addressed to ensure that timely and adequate support and guidance to all service areas and client groups are provided.

New and constantly changing legislation from all levels of government challenges staff to re-align their work plans to accommodate these changes.
Implementing the Strategic Plan

**Human Resources**

The Human Resources Division aligns and supports the following three pillars in the City’s Strategic Plan:

**Move - Developing a Transit Oriented City**
- Support Transit through Human Resources Capital - to direct growth by supporting transit oriented development policies and deliberate civic actions.

**Belong - Ensure Youth, Older Adults and New Immigrants Thrive**
- Attract and Retain Youth - To create opportunities for enterprise, cultural and artistic destinations and expression;
- Recognizing Foreign Credentials - New immigrants often experience difficulty in having their foreign credentials recognized by the equivalent Canadian professional organizations resulting in under employment, low income, overwork and domestic stress; and
- Embracing Diversity – Our cultural and religious diversity is a visible part of the fabric of our City, and should be recognized and celebrated on a continuous basis.

**Prosper - Cultivating, Creative and Innovative Businesses**
- Develop Talent – To be an international destination rich in global and local talent, including post-secondary education, creative enterprise and foreign trained professionals who can realize their potential;
- Create Partnership for Innovation – To leverage opportunities with colleges, universities, centers of excellence, research institutions and cultural institutions to foster innovations; and
- Accreditation of Foreign Trained Professionals – Our diverse and skilled foreign-trained professionals need accreditation so that they may more quickly participate socially, culturally and economically in our community.

**Finance**

Finance supports other Services in achieving these pillars: Move, Belong, Connect, and Green by:
- Ensuring and demonstrating best value service delivery;
- Optimizing technology to enhance service efficiencies;
- Developing and improving operational strategies;
- Ensuring service areas are adequately staffed to sustain current workload requirements; and
- Ensuring staff have the necessary tools and resources to sustain current workload requirements.
Communications

The Communication Division aligns and supports the City’s Strategic Plan:

- By providing open and accessible communication using multiple channels – digital (web/mobile), print, email, telephone and in-person, Communications will ensure youth, older adults, new immigrants and all Mississauga citizens have the opportunity to access the information they need in a manner they choose, and engage with their local government;
- Through the implementation of the Communications Master Plan, in particular, the Brand implementation – experience Mississauga, Communications is helping to celebrate our community by building pride and excitement for the future and celebrating our uniqueness;
- Through online services and the 311 Citizen Contact Centre, we are providing local businesses and residents with easily accessible information and the ability to connect with the City when it’s convenient for them; and
- By maximizing the use of technology and being thoughtful in the materials that are printed (using eco-friendly paper products) Communications is working to support a green, sustainable approach to the environment.

Revenue and Materiel Management

Revenue and Materiel Management is a support service and works with staff in other Services to advance the five pillars - Move, Belong, Connect, Prosper, Green – by:

- Collecting funds to pay for strategic plan initiatives approved in annual budgets;
- Purchasing goods and services required to deliver strategic plan initiatives; and
- Assisting in developing business cases, business plans and budgets for service areas, which are used as a basis for prioritizing and decision-making.
Required Resources

Facilities & Equipment

The majority of Business Services staff are located at City Hall. Exceptions include:

- 311 Citizen Contact Centre located at 950 Burnhamthorpe Road West and operates from 7 a.m. to 7 p.m. Monday to Friday;
- Finance and Human Resources staff located at 201 City Centre Drive to better service their client departments; and
- Materiel Management (Central Stores) staff located at the Mavis Road facility.
Technology

Business Services relies on SAP, the City’s Enterprise Resource Planning (ERP) system, as a corporate standard for payroll, human resources, key financials and financial reporting.

In addition, the capital and operating budgets for 2015-2018 were developed using Team Budget, which provides efficiencies in data collection and the production of reports. Revenue and Materiel Management uses the TXM tax system for billing and collections; and the Court Administration Management System for Provincial Offences Act (POA) collections.

How we are meeting our IT needs today and in the future:

Human Resources

- City HR technology needs have evolved from core payroll and HR administration, time-keeping and basic reporting; to needs for HR process automation, employee self-service, complex “niche” applications such a web-based recruitment, learning management and succession planning; and HR analytic tools for supporting better decision making; and
- In the next few years, HR will be: confirming the future direction with SAP, including understanding the full long term cost of ownership; exploring “software as a service” alternatives; and exploring application sharing/partnership opportunities.

Finance

Finance will continue to investigate software and technology opportunities to enhance financial information and implement efficiencies and improve effectiveness in the respective Finance areas;

- Enhance Team Budget system and reporting; and
- Implement Long Term Financial Planning and Corporate Asset Management Systems.

Communications

- City Mobile App Development (underway);
- Development of online, easily accessible public engagement tools (underway);
- Development of a photo/video asset gallery to support internal and external demand (underway);
- Implementation of an enterprise governance tool for social media (underway); and
- Implementation of a new customer service module in the 311 Citizen Contact Centre; enhancing 311 services.

Revenue and Materiel Management

Staff develop new modules and update TXM incrementally each year. Work planned for 2015:

- Automation of tax collection activities including the tax sale process;
- E-billing/E-post;
- Modifications to payments processing module (improve interface with outsourcer); and
- Modifications to assessment roll upload (required for new MPAC specifications).

The improvements in the functionality of the system will better align it with business processes, eliminate duplication of effort and automate work. Additional resources are required to meet an aggressive work plan. Outside services are needed to provide technical advice. Risk is mitigated by shortening the timelines of module development.
Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

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<th>Program</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
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</tr>
<tr>
<td>Human Resources</td>
<td>68.5</td>
<td>68.6</td>
<td>68.1</td>
<td>67.6</td>
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</tr>
<tr>
<td>Revenue &amp; Material Management</td>
<td>70.3</td>
<td>71.8</td>
<td>72.3</td>
<td>72.3</td>
<td>70.8</td>
</tr>
<tr>
<td><strong>Total Service Distribution</strong></td>
<td><strong>260.2</strong></td>
<td><strong>262.3</strong></td>
<td><strong>262.3</strong></td>
<td><strong>261.8</strong></td>
<td><strong>260.3</strong></td>
</tr>
</tbody>
</table>

Note: Numbers may not balance due to rounding

Engaged Staff

Business Services staff are experienced, engaged and educated. Many staff have post-secondary degrees, certifications and professional designations. Staff are also actively involved with various boards and committees including:

- Ontario Municipal Human Resources Association (OMHRA);
- OMERS;
- Human Resources Professional Association of Ontario (PAO);
- Peel Region Municipal Compensation and Total Rewards Network;
- Municipal Finance Officers Association (MFOA);
- Association of Municipal Clerks and Treasurers (AMCTO);
- Canadian Payroll Association (CPA);
- Public Sector Accounting Board (PSAB);
- International Association of Business Communicators (IABC);
- Association of Registered Graphic Designers (RGD);
- Ontario Municipal Tax and Revenue Association;
- Ontario Public Buyers Association;
- GTA Managers Procurement Group; and
- Peel Purchasing Coop.

Ongoing investments in training and development include:

- Prosci Change Management Training;
- Plain Language Training; and
- Opportunities to attend industry related webinars, training seminars and conferences.
### 2015 Business Services Staffing Changes

<table>
<thead>
<tr>
<th>BR #</th>
<th>Division</th>
<th>Position</th>
<th>Operating FTE</th>
<th>Capital FTE</th>
<th>Total FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Permanent</td>
<td>Contract</td>
<td>Change</td>
</tr>
<tr>
<td>BAU</td>
<td>Communications</td>
<td>Customer Service Advisor - Contract Conversion</td>
<td>1.0</td>
<td>(1.0)</td>
<td>0.0</td>
</tr>
<tr>
<td>1271</td>
<td>Finance</td>
<td>Policy Analyst - Contract Conversion</td>
<td>1.0</td>
<td>(0.5)</td>
<td>0.5</td>
</tr>
<tr>
<td>Efficiency</td>
<td>Human Resources</td>
<td>OD Consultant</td>
<td>(0.4)</td>
<td>(0.4)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Efficiency</td>
<td>HR Consultant - AODA</td>
<td>(0.5)</td>
<td>(0.5)</td>
<td></td>
</tr>
<tr>
<td>1262</td>
<td>Human Resources</td>
<td>Business Analyst &amp; Temporary Staff</td>
<td>1.0</td>
<td>1.0</td>
<td></td>
</tr>
<tr>
<td>Capital</td>
<td>Revenue and Materiel Management</td>
<td>Construction Buyer</td>
<td>0.5</td>
<td>0.5</td>
<td></td>
</tr>
<tr>
<td>Capital</td>
<td>Revenue and Materiel Management</td>
<td>IT Buyer</td>
<td>1.0</td>
<td>1.0</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>2.0</td>
<td>(1.9)</td>
<td>2.0</td>
</tr>
</tbody>
</table>

**Notes:**
- **BR#** - Budget Request #
- **BAU** - Business as Usual
- **FTE** - Full Time Equivalent
Proposed Operating & Capital Budgets

This part of the Business plan sets out the financial resources required to deliver the proposed 2015-2018 Business Plan. The costs to maintain existing service levels are identified separately from proposed changes. The prior year budget for 2014 was $25.6 million and the proposed budget for 2015 is $25.1 million. This is a decrease of $521,000, or two per cent.
Changes to Maintain Current Service Levels, Efficiencies and Cost Savings and Revenue Changes

This service area strives to balance cost pressures with operational efficiencies and cost savings. Approximately 90 per cent of this service area’s budget is labour. For 2015, labour cost decreases of $226,000 reflect economic and budget adjustments, staff turnover related adjustments and fringe benefit changes. Other operating cost decreases, consisting primarily of the elimination of a provision for a prior year financial obligation of $106,000, when combined with the labour decrease total $332,000.

Cost cutting initiatives totalling $114,000 consist of reductions in temporary labour, the elimination of printed tax brochures, replacement of anniversary/birthday plaques with certificates, and several other miscellaneous reductions.

Revenue increases totalling $181,000 include rate increases for Mortgage Administration, Reminder Notice and several other property tax related fees, partially offset by the elimination of an operating budget reserve transfer related to a prior year financial obligation. The fee increases are in line with other municipalities.

New Initiatives

Four initiatives are proposed in the 2015 budget. Below is a summary of each of the initiatives.

The HR division has two new initiatives in 2015. Funding is being requested to complete a comprehensive feasibility study/business case to identify the broader Talent Management technology solution and then implement phase one – the replacement of the current e-Recruit system in 2016 (Budget Request #1262). This system will centralize the administration of talent initiatives throughout the employment lifecycle from acquiring an employee through to the completion of their development. The cost to complete the study and implement phase one of the Talent Management system in 2015/16 is approximately $460,000.

Human Resources is also requesting additional funding for the Career Bridge program (Budget Request #1366) to host four more foreign trained professionals annually as well as access to Career Edge – to provide internship opportunities for new graduates, and Ability Edge – to provide internship opportunities for new graduates with disabilities. Without the additional funding for the program the City will miss an opportunity to capture additional talent, especially for ‘hard to fill’ positions, as well as miss opportunities that have proven to be successful in the past, and to have the workforce reflect the community that is served. The cost to increase from four, four month placements annually to eight, four month placements annually is $52,000 making the total annual commitment $104,000 to Career Bridge, Career Edge and Ability Edge.

Finance is requesting a conversion of a contract Policy Analyst position to a permanent fulltime position (Budget Request #1271). This will allow the Policy group to fully commit to the delivery of the policy work plan while supporting corporate initiatives and addressing the frequent information requests from Council, staff and the public. This position is currently funded from the Development Charge Reserve Fund. The conversion cost for six months in 2015 is $50,000 and an additional $50,000 in 2016, for a total annual cost of $100,000.

Communications is requesting funding to update the 311 Citizen Contact Centre infrastructure with a new module allowing for enhanced customer service delivery (Budget Request #1408). The new module will improve response times and provide an increased ability to respond, search, sort, map and prepare reports on service requests. It will allow the 311 Citizen Contact Centre team to provide an enhanced, informed and robust level of customer service to citizens and internal service areas. The 2015 capital budget request totals $139,000. There is also an associated operating budget request for $21,300 starting in 2016.
Operating

The following tables identify the budgeted and forecasted operating expenditures and revenues for 2014 to 2018, as well as 2013 actuals, by major program within the service area as well as by major expenditure and revenue category.

Proposed Budget by Program

<table>
<thead>
<tr>
<th>Description</th>
<th>2013 Actuals ($000's)</th>
<th>2014 Budget ($000's)</th>
<th>2015 Proposed Budget ($000's)</th>
<th>2016 Forecast ($000's)</th>
<th>2017 Forecast ($000's)</th>
<th>2018 Forecast ($000's)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures to Deliver Current Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communications</td>
<td>4,967</td>
<td>5,093</td>
<td>5,063</td>
<td>5,081</td>
<td>5,099</td>
<td>5,131</td>
</tr>
<tr>
<td>Finance</td>
<td>6,860</td>
<td>7,098</td>
<td>7,116</td>
<td>7,143</td>
<td>7,172</td>
<td>7,201</td>
</tr>
<tr>
<td>Human Resources</td>
<td>7,862</td>
<td>8,387</td>
<td>8,088</td>
<td>8,110</td>
<td>8,134</td>
<td>8,161</td>
</tr>
<tr>
<td>Revenue, Materiel Management &amp; Business Service</td>
<td>6,632</td>
<td>6,917</td>
<td>6,782</td>
<td>6,800</td>
<td>6,818</td>
<td>6,837</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>26,320</td>
<td>27,495</td>
<td>27,049</td>
<td>27,134</td>
<td>27,223</td>
<td>27,330</td>
</tr>
<tr>
<td>Revenues</td>
<td>(2,065)</td>
<td>(1,713)</td>
<td>(2,001)</td>
<td>(2,001)</td>
<td>(2,001)</td>
<td>(2,001)</td>
</tr>
<tr>
<td>Transfers From Reserves and Reserve Funds</td>
<td>(193)</td>
<td>(178)</td>
<td>(70)</td>
<td>(70)</td>
<td>(70)</td>
<td>(70)</td>
</tr>
<tr>
<td>New Initiatives and New Revenues</td>
<td></td>
<td></td>
<td>106</td>
<td>205</td>
<td>209</td>
<td>192</td>
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</table>

Expenditures Budget - Changes by Year

<table>
<thead>
<tr>
<th></th>
<th>2014 Budget ($000's)</th>
<th>2015 Proposed Budget ($000's)</th>
<th>2016 Forecast ($000's)</th>
<th>2017 Forecast ($000's)</th>
<th>2018 Forecast ($000's)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change</td>
<td>(2%)</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
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</tbody>
</table>

Proposed Net Budget - Changes by Year

<table>
<thead>
<tr>
<th></th>
<th>2015 Proposed Budget ($000's)</th>
<th>2016 Forecast ($000's)</th>
<th>2017 Forecast ($000's)</th>
<th>2018 Forecast ($000's)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change</td>
<td>(2%)</td>
<td>1%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Note: Numbers may not balance due to rounding.
## Summary of Proposed 2015 Budget

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Labour and Benefits</td>
<td>24,787</td>
<td>(226)</td>
<td>(83)</td>
<td>(0)</td>
<td>0</td>
<td>54</td>
<td>0</td>
<td>24,533</td>
<td>(255)</td>
<td>(1%)</td>
</tr>
<tr>
<td>Operational Costs</td>
<td>2,708</td>
<td>(106)</td>
<td>(31)</td>
<td>0</td>
<td>0</td>
<td>52</td>
<td>0</td>
<td>2,622</td>
<td>(85)</td>
<td>(3%)</td>
</tr>
<tr>
<td>Facility, IT and Support Costs</td>
<td>(0)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>(0)</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Gross Expenditures</strong></td>
<td><strong>27,495</strong></td>
<td><strong>(332)</strong></td>
<td><strong>(114)</strong></td>
<td><strong>(0)</strong></td>
<td><strong>0</strong></td>
<td><strong>106</strong></td>
<td><strong>0</strong></td>
<td><strong>27,155</strong></td>
<td><strong>(340)</strong></td>
<td><strong>(1%)</strong></td>
</tr>
<tr>
<td>Total Revenues</td>
<td>(1,890)</td>
<td>(181)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>(2,071)</td>
<td>(181)</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Total Net Expenditure</strong></td>
<td><strong>25,605</strong></td>
<td><strong>(512)</strong></td>
<td><strong>(114)</strong></td>
<td><strong>(0)</strong></td>
<td><strong>0</strong></td>
<td><strong>106</strong></td>
<td><strong>0</strong></td>
<td><strong>25,084</strong></td>
<td><strong>(521)</strong></td>
<td><strong>(2%)</strong></td>
</tr>
</tbody>
</table>

Note: Numbers may not balance due to rounding.

## Summary of Proposed 2015 Budget and 2016-2018 Forecast

<table>
<thead>
<tr>
<th>Description</th>
<th>2015 Proposed Budget ($000's)</th>
<th>2016 Forecast ($000's)</th>
<th>2017 Forecast ($000's)</th>
<th>2018 Forecast ($000's)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labour and Benefits</td>
<td>24,533</td>
<td>24,683</td>
<td>25,047</td>
<td>25,416</td>
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<td>Operational Costs</td>
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<td>2,656</td>
<td>2,385</td>
<td>2,107</td>
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<tr>
<td>Facility, IT and Support Costs</td>
<td>(0)</td>
<td>(0)</td>
<td>(0)</td>
<td>(0)</td>
</tr>
<tr>
<td><strong>Total Gross Expenditures</strong></td>
<td><strong>27,155</strong></td>
<td><strong>27,339</strong></td>
<td><strong>27,432</strong></td>
<td><strong>27,522</strong></td>
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<tr>
<td>Total Revenues</td>
<td>(2,071)</td>
<td>(2,071)</td>
<td>(2,071)</td>
<td>(2,071)</td>
</tr>
<tr>
<td><strong>Total Net Expenditure</strong></td>
<td><strong>25,084</strong></td>
<td><strong>25,268</strong></td>
<td><strong>25,360</strong></td>
<td><strong>25,451</strong></td>
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</table>

Note: Numbers may not balance due to rounding.
Changes to Maintain Current Service Levels Including Prior Year's Budget Decisions

The following table identifies the changes in costs and revenues to maintain existing service levels, efficiencies and cost savings and the cost increases arising from prior year decisions.

<table>
<thead>
<tr>
<th>Description</th>
<th>2015 Proposed Budget ($000's)</th>
<th>2016 Forecast ($000's)</th>
<th>2017 Forecast ($000's)</th>
<th>2018 Forecast ($000's)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labour and Benefits</td>
<td></td>
<td>357</td>
<td>362</td>
<td>367</td>
</tr>
<tr>
<td>Operational Cost Changes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elimination of Operating Budget Reserve</td>
<td>(108)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Utilities Cost Increase</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td>201 City Centre Lease</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td>Creative Services Recovery</td>
<td>(5)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Operational Cost Changes</td>
<td>(106)</td>
<td>7</td>
<td>6</td>
<td>18</td>
</tr>
<tr>
<td>Efficiencies and Cost Savings</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduction in Human Resources - Temporary Labour Budget</td>
<td>(83)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Reduction in Finance - Operating Material Budget</td>
<td>(10)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Reduction in Communications - Anniversary/Birthday Plaques to Certificates</td>
<td>(9)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Reduction in Revenue and Materiel Management - Elimination of Tax Brochures</td>
<td>(8)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Reduction in Revenue and Materiel Management - Other Changes</td>
<td>(4)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Future Reductions</td>
<td>0</td>
<td>(278)</td>
<td>(278)</td>
<td>(278)</td>
</tr>
<tr>
<td>Efficiencies and Cost Savings</td>
<td>(114)</td>
<td>(278)</td>
<td>(278)</td>
<td>(278)</td>
</tr>
</tbody>
</table>

Note: Numbers may not balance due to rounding.
## Changes to Maintain Current Service Levels Including Prior Year’s Budget Decisions (Continued)

<table>
<thead>
<tr>
<th>Description</th>
<th>2015 Proposed Budget ($000’s)</th>
<th>2016 Forecast ($000’s)</th>
<th>2017 Forecast ($000’s)</th>
<th>2018 Forecast ($000’s)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Impact of New Capital Projects</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Impact of New Capital Projects</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Current Revenue Changes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in Reminder Fee Notices</td>
<td>(140)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Elimination of Operating Budget Reserve Transfer</td>
<td>108</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Increase in Mortgage Administration Fee</td>
<td>(80)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Increase in Notice to Interested Parties Fee</td>
<td>(30)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Increase in Assign to Bailiffs for Collection Fee</td>
<td>(18)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Increase in Payment Redistribution Fee</td>
<td>(16)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Increase in Transit Operator Testing Revenue</td>
<td>(5)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Current Revenue Changes</strong></td>
<td>(181)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Annualized Prior Years Budget Decisions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annualized Prior Years Budget Decisions</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Changes to Maintain Current Service Levels</strong></td>
<td>(627)</td>
<td>86</td>
<td>90</td>
<td>107</td>
</tr>
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</table>

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. Detailed descriptions of each budget request can be found on the pages following the table.

<table>
<thead>
<tr>
<th>Description</th>
<th>BR #</th>
<th>2015 FTE Impact</th>
<th>2015 Proposed Budget ($000’s)</th>
<th>2016 Forecast ($000’s)</th>
<th>2017 Forecast ($000’s)</th>
<th>2018 Forecast ($000’s)</th>
<th>2015 to 2018 FTE Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement Talent Management System Technology</td>
<td>1262</td>
<td>1</td>
<td>0</td>
<td>20</td>
<td>20</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Strengthen Financial Policy Section</td>
<td>1271</td>
<td>0.5</td>
<td>54</td>
<td>112</td>
<td>114</td>
<td>116</td>
<td>0.5</td>
</tr>
<tr>
<td>Increase Number of Annual Placements of Career Bridge, Career Edge, Ability Edge Interns</td>
<td>1366</td>
<td>0</td>
<td>52</td>
<td>52</td>
<td>52</td>
<td>52</td>
<td>0</td>
</tr>
<tr>
<td>311 Call Centre Module</td>
<td>1408</td>
<td>0</td>
<td>21</td>
<td>23</td>
<td>24</td>
<td>0</td>
<td>139</td>
</tr>
<tr>
<td><strong>Total New Initiatives</strong></td>
<td></td>
<td><strong>1.5</strong></td>
<td><strong>106</strong></td>
<td><strong>205</strong></td>
<td><strong>209</strong></td>
<td><strong>192</strong></td>
<td><strong>0.5</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>1.5</strong></td>
<td><strong>106</strong></td>
<td><strong>205</strong></td>
<td><strong>209</strong></td>
<td><strong>192</strong></td>
<td><strong>0.5</strong></td>
</tr>
</tbody>
</table>

Note: Numbers may not balance due to rounding.
## Budget Requests

### Budget Request #: 1262

#### Proposed Initiative

Implement Talent Management System Technology

#### Department

Corporate Services Department

#### Service Area

Business Services

### Required Operating Investment

<table>
<thead>
<tr>
<th>Impacts ($000s)</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Expenditures</td>
<td>0.0</td>
<td>20.0</td>
<td>20.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Reserves &amp; Reserve Funds</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>User Fees &amp; Other Revenues</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Tax Levy Requirements</td>
<td>0.0</td>
<td>20.0</td>
<td>20.0</td>
<td>0.0</td>
</tr>
<tr>
<td>* Net Change in $</td>
<td></td>
<td>20.0</td>
<td>0.0</td>
<td>(20.0)</td>
</tr>
<tr>
<td>FTEs</td>
<td>1.0</td>
<td>0.5</td>
<td>0.0</td>
<td>0.0</td>
</tr>
</tbody>
</table>

* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

### Required Capital Investment

<table>
<thead>
<tr>
<th>Total Capital ($000s)</th>
<th>2014 &amp; Prior</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018 &amp; Beyond</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures</td>
<td>0.0</td>
<td>180.0</td>
<td>280.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
</tbody>
</table>

### Why Staff Recommend this Initiative

An integrated Talent Management System will have a positive impact in streamlining and standardizing both potential employee and current employee processes and will create a future state that is more effective and efficient. Without this additional funding, the City would return to manually processing thousands of resumes and talent relevant information for almost 3,000 employees. Efficiency and effectiveness would continue to decline as well as ability to support and maintain confidentiality.
Details of Service Change

This budget request focusses on improving the technology to deliver the recruiting, learning and training aspects of talent management and follows up on the report to Council dated April 16, 2014, "Single Source Workopolis Agreement Renewal - FA.49.328-14." An integrated Talent Management System will centralize the administration of talent initiatives and include the following: an e-Recruit module, training/course registration and tracking, employee certification tracking and renewal notifications for compliance auditing, succession management, online learning solutions including e-Learning modules measures and metrics reporting. Currently, the City uses stand alone systems for some of these functions. The contract for the electronic applicant tracking system (iCIMS/Workopolis) will expire in 2017 and the contract for an e-Learning service provider (VuBiz) expires in 2016. A recent study conducted by Human Resources identified that best practice for effectively managing talent requirements is not stand alone systems but an integrated Talent Management System. Human Resources is requesting funding to complete a feasibility study in 2015 to decide on the most effective Talent Management System solution and then implement phase one of the system - to replace the current e-Recruit system. A budget request for the additional phases of the system will be made in the 2016-2019 business planning cycle.

Service Impact

The cost to complete the feasibility study and implement phase one of the Talent Management System, identified as a replacement for e-Recruit, is approximately $180,000 in 2015 and $280,000 in 2016. The 2015 funds will be used to complete the feasibility study and business case with the expertise of specialized professional services. The 2016 funds will be used to implement the e-Recruit solution and includes licensing fees, training and staffing costs.
Budget Request #: 1271

Proposed Initiative: Strengthen Financial Policy Section

<table>
<thead>
<tr>
<th>Department</th>
<th>Service Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Services Department</td>
<td>Business Services</td>
</tr>
</tbody>
</table>

### Required Operating Investment

<table>
<thead>
<tr>
<th>Impacts ($000s)</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Expenditures</td>
<td>54.3</td>
<td>111.7</td>
<td>114.0</td>
<td>116.3</td>
</tr>
<tr>
<td>Reserves &amp; Reserve Funds</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>User Fees &amp; Other Revenues</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Tax Levy Requirements</td>
<td>54.3</td>
<td>111.7</td>
<td>114.0</td>
<td>116.3</td>
</tr>
<tr>
<td>* Net Change in $</td>
<td></td>
<td>57.5</td>
<td>2.3</td>
<td>2.3</td>
</tr>
<tr>
<td>FTEs</td>
<td>0.5</td>
<td>0.5</td>
<td>0.5</td>
<td>0.5</td>
</tr>
</tbody>
</table>

*Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

### Required Capital Investment

<table>
<thead>
<tr>
<th>Total Capital ($000s)</th>
<th>2014 &amp; Prior</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018 &amp; Beyond</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
</tbody>
</table>

### Why Staff Recommend this Initiative

Staff recommend replacing the current contract Policy Analyst position with a permanent fulltime position. A permanent fulltime position will help support the delivery of all financial policy initiatives critical towards the advancement of the City's Long Term Financial Plan, adhoc policy reviews and new policy initiatives.
Budget Request #: 1271

Details of Service Change

The Finance Policy Group consists of a Manager, a Senior Policy Analyst, and a contract Policy Analyst. A one year contract position was approved in 2013 to support the legislative requirements in passing a new development charges by-law. This contract position will be extended to July, 2015 as the new Development Charges By-law is expected to be appealed and will require the Senior Policy Analyst's time to defend both the 2009 Development Charges Bylaw and the 2014 Development Charges by-law. The Province is currently in the process of reviewing the Development Charges legislation and there is a strong possibility that new legislation will be passed which will require a new development charges By-law review. DC revenues of $250 million are forecasted to be collected over the next 10 years. Conversion of this contract position to permanent fulltime will provide continuity of staff resources necessary to successfully deliver the policy work plan while ensuring that the additional demands placed on the Policy Group are adequately addressed. The Policy Analyst contract position is currently funded from the Development Charge Reserve Fund. It is proposed that this position be converted immediately after the end of the July 1, 2015 contract. The conversion of the contract Policy Analyst position to permanent fulltime will require a tax funded provision of $50,000 in 2015, with the full annualized impact of $100,000 in 2016.

Service Impact

Replacing the current contract Policy Analyst position with a permanent fulltime position will allow the Policy Group to fully commit to the delivery of the Policy Work Plan while supporting corporate initiatives and addressing the frequent information requests from Council, staff and the public. If this position is not converted, staff resources of the Policy Group will be inadequate and the advancement of the Policy Work Plan may be adversely impacted, support of corporate initiatives may be curtailed and there may be delays in responding to the many adhoc requests for information.
Budget Request #: 1366

Proposed Initiative
Increase Number of Annual Placements of Career Edge, Career Bridge and Ability Edge Interns

Department
Corporate Services

Service Area
Business Services

Required Operating Investment

<table>
<thead>
<tr>
<th>Impacts ($000s)</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Expenditures</td>
<td>52.0</td>
<td>52.0</td>
<td>52.0</td>
<td>52.0</td>
</tr>
<tr>
<td>Reserves &amp; Reserve Funds</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>User Fees &amp; Other Revenues</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Tax Levy Requirements</td>
<td>52.0</td>
<td>52.0</td>
<td>52.0</td>
<td>52.0</td>
</tr>
<tr>
<td>* Net Change in $</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>FTEs</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
</tbody>
</table>

* Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.

Required Capital Investment

<table>
<thead>
<tr>
<th>Total Capital ($000s)</th>
<th>2014 &amp; Prior</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018 &amp; Beyond</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
</tbody>
</table>

Why Staff Recommend this Initiative

The program is a cost effective way to access a pool of experienced talent that can address current skill shortages and diversify the labour force to better reflect the community the City serves. This additional funding will allow the City to expand its current commitment to new immigrants and access new graduates and new graduates with disabilities. This will further diversify the workforce and offer opportunities to young people who struggle to find employment after graduation.
Budget Request #: 1366

Details of Service Change

Currently the City funds four intern placements for foreign trained professionals at a value of $52,000 annually. Human Resources is requesting additional funding for the Career Bridge program to host four more foreign trained professionals annually as well as access Career Edge – to provide internship opportunities for new graduates and Ability Edge – to provide internship opportunities for new graduates with disabilities. Without the additional funding for the program, the City will miss an opportunity to capture additional talent, especially for ‘hard to fill’ positions, as well as miss opportunities that have proven to be successful in the past and to have the workforce reflect the community that is served.

Service Impact

Cost to increase from four, four month placements annually to eight, four month placements annually is $52,000 making the total annual commitment to Career Edge, Career Bridge and Ability Edge $104,000.
Budget Request #: 1408

<table>
<thead>
<tr>
<th>Proposed Initiative</th>
<th>Department</th>
<th>Service Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>311 Call Centre Module</td>
<td>Corporate Services Department</td>
<td>Business Services</td>
</tr>
</tbody>
</table>

Required Operating Investment

<table>
<thead>
<tr>
<th>Impacts ($000s)</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Expenditures</td>
<td>0.0</td>
<td>21.3</td>
<td>22.6</td>
<td>24.0</td>
</tr>
<tr>
<td>Reserves &amp; Reserve Funds</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>User Fees &amp; Other Revenues</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Tax Levy Requirements</td>
<td>0.0</td>
<td>21.3</td>
<td>22.6</td>
<td>24.0</td>
</tr>
<tr>
<td>* Net Change in $</td>
<td></td>
<td>21.3</td>
<td>1.3</td>
<td>1.4</td>
</tr>
<tr>
<td>FTEs</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
</tbody>
</table>

*Any net change that is negative, (in brackets), is a good thing. It means a reduction in expenditure or an increase in revenue.*

Required Capital Investment

<table>
<thead>
<tr>
<th>Total Capital ($000s)</th>
<th>2014 &amp; Prior</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018 &amp; Beyond</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures</td>
<td>0.0</td>
<td>139.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
</tbody>
</table>

Why Staff Recommend this Initiative

The 311 Call Centre Module (INFOR Public Sector (IPS)) is a new “front end” option that is a more efficient and informative tool for customer service delivery. The tool uses a single data entry screen. It provides staff with the ability to search for related service requests, map them out, list all requests in the vicinity of a particular location and provide a history of requests for that location. It also includes the ability to provide guided scripts while in a particular call type request.
Budget Request #: 1408

Details of Service Change
The Call Centre Module (IPS) will improve response times and provide an increased ability to sort, share and use information. It will allow the 311 Citizen Contact Centre team to provide an enhanced, informed and robust level of customer service to citizens and internal service areas. The module is a key requirement in a modern call centre. A comparison was conducted between the current system and the new module. Three areas were examined: submitting a new request; searching for an existing request and adding a caller to an existing service request. In each comparison, the new module reduced the number of pages a Customer Service Advisor must view, reduced the number of clicks required to complete the request and reduced the overall time required to complete the request.

Service Impact
This budget request is required to enhance 311 customer service and improve the delivery of responsive, effective and efficient 311 service. Implementation of the enhanced module cannot proceed without funding. Capital: Concurrent User Licenses ($95,000), Support and Maintenance ($19,000), INFOR Professional Services ($25,000). Operating: $21,300 starting in 2016.
**Capital**

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 2015-2024 Capital Budget by Program**

<table>
<thead>
<tr>
<th>Program Expenditures</th>
<th>2015 Proposed Budget ($000's)</th>
<th>2016 Forecast Budget ($000's)</th>
<th>2017 Forecast Budget ($000's)</th>
<th>2018 Forecast Budget ($000's)</th>
<th>2019-2024 Forecast Budget ($000's)</th>
<th>Total 2015-2024 ($000's)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources</td>
<td>385</td>
<td>280</td>
<td>0</td>
<td>100</td>
<td>100</td>
<td>865</td>
</tr>
<tr>
<td>Finance</td>
<td>75</td>
<td>0</td>
<td>0</td>
<td>200</td>
<td>600</td>
<td>875</td>
</tr>
<tr>
<td>Communications</td>
<td>139</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>139</td>
</tr>
<tr>
<td>Revenue and Materiel Management</td>
<td>237</td>
<td>391</td>
<td>441</td>
<td>125</td>
<td>0</td>
<td>1,195</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>836</strong></td>
<td><strong>671</strong></td>
<td><strong>441</strong></td>
<td><strong>425</strong></td>
<td><strong>700</strong></td>
<td><strong>3,074</strong></td>
</tr>
</tbody>
</table>

Note: Numbers may not balance due to rounding.

**Proposed 2015-2024 Capital Budget by Funding Source**

<table>
<thead>
<tr>
<th>Funding</th>
<th>2015 Proposed Budget ($000's)</th>
<th>2016 Forecast Budget ($000's)</th>
<th>2017 Forecast Budget ($000's)</th>
<th>2018 Forecast Budget ($000's)</th>
<th>2019-2024 Forecast Budget ($000's)</th>
<th>Total 2015-2024 ($000's)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development Charges</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>180</td>
<td>540</td>
<td>720</td>
</tr>
<tr>
<td>Reserve for General Contingency</td>
<td>100</td>
<td>0</td>
<td>0</td>
<td>100</td>
<td>100</td>
<td>300</td>
</tr>
<tr>
<td>Tax</td>
<td>736</td>
<td>671</td>
<td>441</td>
<td>145</td>
<td>60</td>
<td>2,054</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>836</strong></td>
<td><strong>671</strong></td>
<td><strong>441</strong></td>
<td><strong>425</strong></td>
<td><strong>700</strong></td>
<td><strong>3,074</strong></td>
</tr>
</tbody>
</table>

Note: Numbers may not balance due to rounding.
<table>
<thead>
<tr>
<th>Initiative</th>
<th>Description</th>
<th>Budget ($000's)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Survey</td>
<td>Conducted every three years (2015, 2018, 2021).</td>
<td>300</td>
</tr>
<tr>
<td>Development Charges (DC) Background Study</td>
<td>Study is updated every five years, as required by legislation. Next planned updates are in 2018 and 2023.</td>
<td>800</td>
</tr>
<tr>
<td>Tax (TXM) Software Improvement Program</td>
<td>Improvements to the City-owned tax billing system that is also used by Brampton, Markham, Richmond Hill and Pickering. Future workplan - electronic transfer of sales information, appeal decisions.</td>
<td>1,195</td>
</tr>
<tr>
<td>Talent Management System Technology (BR 1262)</td>
<td>To complete a feasibility study to determine the most effective Talent Management System solution and implement phase one - replacement of the current e-Recruit system.</td>
<td>460</td>
</tr>
</tbody>
</table>

Note: Numbers may not balance due to rounding.
### Proposed 2015 Capital Budget Detail

<table>
<thead>
<tr>
<th>Project Number</th>
<th>Project Name</th>
<th>Gross Cost ($000's)</th>
<th>Recovery ($000's)</th>
<th>Net Cost ($000's)</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>CPBS00019</td>
<td>Employee Survey-2015</td>
<td>100</td>
<td>0</td>
<td>100</td>
<td>Reserve for General Contingency</td>
</tr>
<tr>
<td>CPBS004192</td>
<td>Corporate Asset Management Program</td>
<td>75</td>
<td>0</td>
<td>75</td>
<td>Tax - Capital Reserve Fund</td>
</tr>
<tr>
<td>CPBS004202</td>
<td>Tax (TXM) Software Improvement Program</td>
<td>237</td>
<td>0</td>
<td>237</td>
<td>Tax - Capital Reserve Fund</td>
</tr>
<tr>
<td>CPBS004217</td>
<td>Talent Management System Technology</td>
<td>180</td>
<td>0</td>
<td>180</td>
<td>Tax - Capital Reserve Fund</td>
</tr>
<tr>
<td>CPBS004218</td>
<td>Refresh Leadership Development Training Program</td>
<td>105</td>
<td>0</td>
<td>105</td>
<td>Tax - Capital Reserve Fund</td>
</tr>
<tr>
<td>CPBS004222</td>
<td>311 Call Centre Module</td>
<td>139</td>
<td>0</td>
<td>139</td>
<td>Tax - Capital Reserve Fund</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>836</strong></td>
<td><strong>0</strong></td>
<td><strong>836</strong></td>
<td></td>
</tr>
</tbody>
</table>

Note: Numbers may not balance due to rounding.

### Proposed 2016-2018 Capital Budget Detail

<table>
<thead>
<tr>
<th>Sub-Program</th>
<th>2016 Forecast ($000's)</th>
<th>2017 Forecast ($000's)</th>
<th>2018 Forecast ($000's)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business Services</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>0</td>
<td>100</td>
</tr>
<tr>
<td>Applications</td>
<td>671</td>
<td>441</td>
<td>125</td>
</tr>
<tr>
<td>Studies</td>
<td>0</td>
<td>0</td>
<td>200</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>671</td>
<td>441</td>
<td>425</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Numbers may not balance due to rounding
## 2015 Capital Budget Project Detail

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Description</th>
<th>Budget ($000's)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Survey - 2015</td>
<td>Conducted every three years.</td>
<td>100</td>
</tr>
<tr>
<td>Corporate Asset Management Program</td>
<td>To prepare business case for a new Corporate Asset Management Strategy that will support the City's Long Term Financial Plan.</td>
<td>75</td>
</tr>
<tr>
<td>Tax (TXM) Software Improvement Program</td>
<td>Improvements to the City-owned tax billing system that is also used by Brampton, Markham, Richmond Hill and Pickering. 2015 Workplan - Collections Module, E-Post billing.</td>
<td>237</td>
</tr>
<tr>
<td>Talent Management System Technology</td>
<td>To complete a feasibility study to determine the most effective Talent Management System solution and implement phase one - replacement of the current e-Recruit system.</td>
<td>180</td>
</tr>
<tr>
<td>Refresh Leadership Development Training Program</td>
<td>Requested funding is for a leadership training solution combining a pre-packaged leadership training curriculum enhanced with specific training modules relevant to the City and its unique leadership situation.</td>
<td>105</td>
</tr>
<tr>
<td>311 Call Centre Module</td>
<td>To update 311 infrastructure with a more efficient, informative tool for customer service delivery; allowing an enhanced, informed and robust level of customer service.</td>
<td>139</td>
</tr>
</tbody>
</table>

Note: Numbers may not balance due to rounding.
Performance Measures

A Balanced Scorecard identifies measures for four key areas for an organization’s performance: Financial; Customers; Employees; and Business Processes.

By paying attention to all four areas an organization can retain balance in its performance and know that it is moving towards the attainment of its goals.

About the Measures for Business Services

Financial Measures

City’s Credit Rating measures the financial health and stability of the organization. Mississauga’s rating of AAA is in the top 20 per cent of municipalities that have received credit ratings. Of those Canadian municipalities Standard and Poor’s rates, only six have an AAA rating.

Business Services Cost as a percentage of City Wide Operating Costs measures the cost relationship in percentage terms between service support and how these change as all other City services and related costs expand. Business Services’ gross operating costs are divided by gross total City operating costs.

Investment Portfolio Yield measures the annual total return on the City’s investments. In 2013, the City’s 3.5 per cent return was 1.5 percentage points higher than the two per cent return on the Benchmark Portfolio.

Customer Measures

City Property Tax Rate Increase from Prior Year is the increase on the average residential tax bill for the City portion only. The City’s property taxes on a detached two storey home are among the lowest in the GTA.

311 Service Level Target is the number of calls answered within a specific time. The 311 Call Centre objective is to answer 80 per cent of calls in 30 seconds or less. The Institute of Citizen-Centred Services (ICCS) publishes benchmarks for access to government services across Canada and the acceptable time to wait on hold before speaking to a person is 30 seconds. The 311 Call Centre is meeting this expectation.

311 First Call Resolution (FCR) Rate is the percentage of calls that are handled “one and done” in the Call Centre and do not require a service request to the business area. The benchmark identified by the Institute of Citizen-Centred Services (ICCS) states that a caller should only have to speak to a maximum of two people in order to get service, although one person is preferred for FCR. The 311 Call Centre objective is that 90 per cent of the total calls are handled “one and done”, and the call centre expects to meet this target in 2014.

Employee Measures

Employee Satisfaction with City of Mississauga measures City employee satisfaction with the City as an employer. Employee satisfaction with the City was 73 per cent which is 5.5 per cent higher than the average satisfaction level of employees in other municipalities of 67.5 per cent. This is based on the 2012 Employee Survey conducted by Metrics@Work.

Employee Turnover measures the percentage of permanent City employees that leave the City every year. In 2013, staff turnover increased by 0.2 per cent from 3.8 per cent in 2012 to four per
cent in 2013. The majority of voluntary resignations were among employees in the age group of 40 to 49.

Based on survey data collected by the 2013 Human Resources Benchmarking Network, average staff turnover for Ontario municipalities was 4.8 per cent. Higher levels of employee turnover are expected over the next few years due to employee retirements. This measure does not capture temporary contract turnover, or internal transfers.

**Average Total Lost Time Hours per Employee** measures the actual total lost time for all employees eligible for the City’s Income Replacement Program. The Corporation as a whole has had a decrease in total lost time of 2.1 per cent from 2012 to 2013. There is a goal to continue this decrease in the years 2014 to 2018.

**Succession Program Participants** measures the number of identified high potential leaders actively preparing and training to fill City leadership gaps. In the next couple of years succession program participants is projected to grow from 75 to 100 (a 33 per cent increase) due to anticipated increased turnover and expansion of City succession planning to all levels of leadership.

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**Business Process Measures**

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

**Average Time to Fill Vacancies (days)** measures the efficiency of replacing vacant staff on a City wide basis. In 2013, the average time to fill vacancies was approximately 72 days. The 2013 Human Resources Benchmarking Network indicates the average time to fill for Ontario municipalities was 62.5 days for an external hire. The HR Division has established new Time to Fill service level targets ranging from 35 days to 60 days dependant on the nature of the job competition (i.e. external or internal).
## Balanced Scorecard

<table>
<thead>
<tr>
<th>Measures for Business Services</th>
<th>2012 (Actual)</th>
<th>2013 (Actual)</th>
<th>2014 (Planned)</th>
<th>2015 (Planned)</th>
<th>2016 (Planned)</th>
<th>2017 (Planned)</th>
<th>2018 (Planned)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City’s Credit Rating</td>
<td>AAA</td>
<td>AAA</td>
<td>AAA</td>
<td>AAA</td>
<td>AAA</td>
<td>AAA</td>
<td>AAA</td>
</tr>
<tr>
<td>Business Services’ cost as a percentage of City Wide Operating Costs</td>
<td>4.1%</td>
<td>4.1%</td>
<td>4.1%</td>
<td>3.9%</td>
<td>3.8%</td>
<td>3.7%</td>
<td>3.6%</td>
</tr>
<tr>
<td>Investment Portfolio Yield</td>
<td>4.9%</td>
<td>3.5%</td>
<td>3.4%</td>
<td>3.3%</td>
<td>3.5%</td>
<td>3.75%</td>
<td>4.0%</td>
</tr>
<tr>
<td>Benchmark Portfolio Yield</td>
<td>2.2%</td>
<td>2.0%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Customer:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Property Tax Rate Increase from Prior Year</td>
<td>7.2%</td>
<td>6.8%</td>
<td>6.1%</td>
<td>Council Established Target</td>
<td>Council Established Target</td>
<td>Council Established Target</td>
<td>Council Established Target</td>
</tr>
<tr>
<td>311 Service Level Target</td>
<td>84%</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
</tr>
<tr>
<td>311 First Call Resolution Rate</td>
<td>90%</td>
<td>86%</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td><strong>Employee:</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Satisfaction with City of Mississauga</td>
<td>73%</td>
<td>73%</td>
<td>73%</td>
<td>73%</td>
<td>73%</td>
<td>75%</td>
<td>75%</td>
</tr>
<tr>
<td>Employee Turnover</td>
<td>3.8%</td>
<td>4.0%</td>
<td>4.5%</td>
<td>5.0%</td>
<td>5.5%</td>
<td>6.0%</td>
<td>6.5%</td>
</tr>
<tr>
<td>Average Total Lost Time Hours per Employee</td>
<td>95</td>
<td>93</td>
<td>89</td>
<td>85</td>
<td>81</td>
<td>77</td>
<td>73</td>
</tr>
<tr>
<td>Succession Program Participants</td>
<td>37</td>
<td>50</td>
<td>75</td>
<td>100</td>
<td>100</td>
<td>120</td>
<td>120</td>
</tr>
<tr>
<td><strong>Business Process:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxes Receivable Collection Rate</td>
<td>96.9%</td>
<td>96.8%</td>
<td>96.8%</td>
<td>96.8%</td>
<td>96.8%</td>
<td>96.8%</td>
<td>96.8%</td>
</tr>
<tr>
<td>Average Time to Fill Vacancies (days)</td>
<td>53</td>
<td>72</td>
<td>35-60</td>
<td>35-60</td>
<td>35-60</td>
<td>35-60</td>
<td>35-60</td>
</tr>
</tbody>
</table>