



# Business Services

## 2013-2016 Business Plan

City of Mississauga, Ontario, Canada



**300,000** INQUIRIES TO 311 CALL CENTRE.  
CITY'S **AAA** CREDIT RATING.  
**250** EMERGING LEADERS SUCCESSFULLY PARTICIPATED  
IN THE LEADERSHIP READINESS PROGRAM.  
**207,250** ACTIVE TAX ACCOUNTS.

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# Existing Core Services

## 1.0 Vision and Mission

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 revenue, taxation, collections, materiel management, financial planning, budgeting, investments, financial services including: accounts payable; payroll; accounting; human resources services including: recruitment; compensation and benefits; talent management; labour relations; health and safety programs; corporate communications including: public relations; marketing; creative services; and customer service through the internet, telephone (via Call Centre) and in person (via service counters).

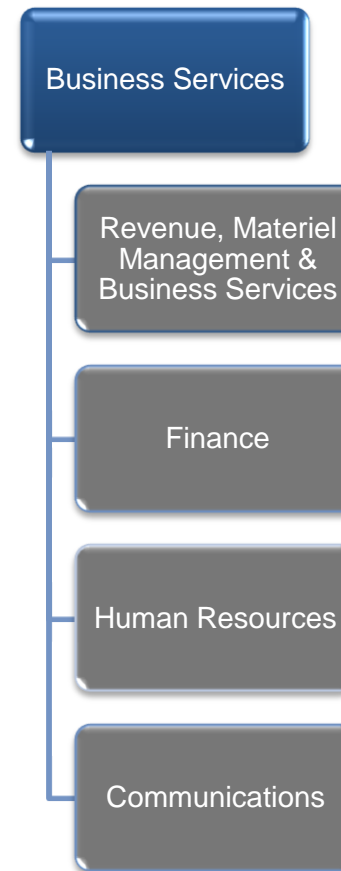
Partnerships with internal and external clients are utilized to develop and implement comprehensive programs that ensure excellent, effective and efficient service delivery to Business Services' customers and clients.

### 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.



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## 2.0 Service Delivery Model

Business Services is a united team of four interrelated groups within the City of Mississauga that collaborate with all City Service Areas. The contribution and distinct nature of each of these sections is outlined below:

- Revenue, Materiel Management, & Business Services provides tax billing and accounting, tax rebates, tax appeals, property assessment review and analysis, central stores, collections, cashiers, purchasing, departmental IT and Financial Services;
- Finance delivers corporate and departmental financial services, accounting, payroll, accounts payable functions, financial planning & policy and investment management;
- Human Resources develops and implements corporate human resources strategies, and provides support to departmental line management and staff in the areas of recruitment, compensation and benefits, employee and labour relations, employee health, safety, talent management and organizational development consulting; and
- Communications provides overall corporate insight and leadership on communications standards and policies. The division delivers service in areas of public relations, corporate marketing and promotions, and creative services. In addition, Communications provides responsive, seamless and easily accessible customer service through Mississauga 311 Operations.



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### 3.0 Past Achievements

Business Services has played an integral role in many citywide initiatives and achievements helping the City lead the GTA in employee satisfaction surveys and citizen satisfaction scores.

Following are some of the major past achievements of each area:

#### **Revenue, Materiel Management & Business Services**

- Revised final billing schedule to minimize impact of postal strike;
- Received positive internal audit reports on tax billing and collection functions;
- Outsourced payment processing function;
- Held two tax sales in 2012;
- Implemented all non-software related recommendations from efficiency, effectiveness and economy review by Management Consulting;
- Expanded PCard program;
- Approved and implemented two new Corporate Policies, and revised the Purchasing By-law;
- Developed procurement work in process tracking and implemented regular client meetings; and
- Facilitated Bus Rapid Transit (BRT), Light Rail Transit (LRT), LED lighting, Voice communication (VCOM), Storage Area Network (SAN), and eCity procurements.

#### **Finance**

- Received the Government Finance Officers Association awards for Budgeting for the 22<sup>nd</sup> year and Financial Reporting for the 13<sup>th</sup> consecutive year;
- Managed and coordinated Tangible Capital Asset Accounting and Reporting for City assets valued at more than \$8 billion;
- Delivered a fair and competitive business plan and budget, despite the many challenges that had to be overcome including a weak global and local economy;
- Developed a Debt Management Policy to guide and manage the issuance of debt for infrastructure purposes. The policy was approved by Council in late 2011;
- Finance continued to be proactive and was able to undertake and accomplish many efficiency and effectiveness initiatives and projects which will guide the City and its services in the future;
- The City continues to earn an “AAA” credit rating from Standard and Poors;
- Implemented Accounts Payable Electronic Fund Transfer Payment method in 2012; and
- Successfully implemented the first stage in the new integrated budget system using Team Budget software. The new system will eliminate duplication thereby freeing up time for financial analysis and longer term financial planning priorities.

#### **Human Resources**

- Implemented new “People Strategy”;
- Successfully implemented new HR structure concentrating all HR services into the HR Division;

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- Achieved the Top Employer of New Canadians Award and Top Employer of Young People Award;
  - Implemented the Fire Captain Leadership Development Program;
  - Launched the “Walk Up to Health” at the Leadership Conference;
  - Successfully rolled out the Prevention of Workplace Violence training;
  - Completed evaluation of benchmark positions in the Job Evaluation Refresh project;
  - Effectively supported a number of organization restructures throughout the City; and
  - 250 emerging leaders successfully participated in the Leadership Readiness Program.

#### **Communications**

- Completed the development of the Communications Master Plan, which was recognized with the IABC Gold Quill Award of Merit and an IABC/Toronto Ovation Award of Merit. The plan was approved by Council in May 2012;
- Recognized in 2012 with an IABC/Toronto OVATION Award of Excellence for the Mississauga Celebration Square Official Opening Event in the category of strategic communication management;
- 2012 marks the first year that Registered Graphic Designers of Ontario (RGD) enlisted a municipality’s in-house Creative Services, on a volunteer basis, as the official design partner for Design Thinkers - their international conference;

- After completion of Mississauga 311 Consolidation Project in 2011 – the consolidation of 25 business units into call centre operations – many processes and resource documents were reviewed, validated and updated as required; and
- Provided communications support for more than 40 city-wide surveys.



IABC Toronto Ovation Award of Merit and IABC Gold Quill Award of Merit for the development of the Communications Master Plan.

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#### 4.0 Current Service Levels

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:

##### Revenue, Materiel Management & Business Services

- Interim billing in December for pre-authorized payment taxpayers and in January for all other taxpayers;
- Final billing in May and June for residential and non-residential taxpayers, respectively;
- Ten-day response to taxpayer letters and e-mails;
- Daily processing of requests for statements, receipts and tax certificates;
- Same day deposit of cheques and cash received;
- Pre-authorized payment plan offers five payment date options;
- Overdue tax notices mailed in October and January;
- Miscellaneous receivables collections as established by Council; and
- Cashiers and Tax counter open 8:15 a.m.– 4:45 p.m., Monday-Friday.

Materiel Management service level standards for various types of procurements are as follows:

- 25 to 45 days for a request for quotation;
- 55 to 90 days for a request for tender; and
- 105 to 175 days for a request for proposal.

The variability in the time to complete procurements reflects the complexities inherent in particular procurements, the amount of time needed to evaluate the products or services, the need for legal advice and contract development, bidder questions, concerns or protests and the availability of staff.



Materiel Management counter service, located on the Ground Floor at the Civic Centre

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## Finance

- Accounts payable ensures payments are processed within the City's net 30 days payment terms;
- Quarterly reports on departmental operating results are prepared;
- Operating forecast reports to Council three times per year;
- Capital reporting reports twice per year to Council;
- City's business plans and annual budget are completed by the beginning of each calendar year except during election years; and
- Annual financial report is in accordance with Public Sector Accounting Board reporting standards and Minister of Municipal Affairs timelines.

## Human Resources

- 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 40 days; and
- Accident investigations are initiated within 24 hours after accident notification.

## Communications

- Distribution of 180-200 news releases per year with almost 100 percent pick-up, delivery of four to six media

training sessions per year and daily (255 days per year) media monitoring;

- Development and implementation of 35 large, 40 medium and 70 small Communication and Marketing plans per year in support of business goals;
- Co-ordination and support of seven corporate events, five protocol events (unplanned) and administration of nine corporate policies;
- Support of two large, six medium and 10 small Survey and Market Research projects per year; and
- Support of 38 large, 135 medium and 227 small Creative Design projects per year.
- The 311 Call Centre operates from 7:00 a.m. to 7:00 p.m, Monday to Friday, excluding holidays, and handles an average of 300,000 telephone and email inquiries annually. Currently, 84 percent of the calls are answered within 30 seconds, and 84 percent of inquiries are handled without having to be transferred to another business area or requiring the resident to come into the Civic Centre for further information.



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## 5.0 Opportunities and Challenges

### Opportunities

The implementation of the Communications Master Plan over the next four years will ensure the Communications Division is well positioned with the skills, talent, training and development, and organizational structure for the future. The Master Plan provides a framework for the Corporation on how the City can best exchange information with the public; to maximize the use of technology and build upon the explosion of social media, new media channels (digital, web, mobile); and align 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 financial information and processes; create efficiencies for procurement; and allow staff to target information to specific audiences within the community. Some initiatives include: a new integrated business planning and budgeting system (Team Budget), a new Treasury Management System, a comprehensive front end procurement solution, and improvements to the Tax System (TXM).

Opportunities are being explored to partner 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.



Communications Master Plan Logo

### Challenges

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

With an election scheduled for 2014, the possibility of a new Council could result in changes to 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.

An aging workforce will create the loss of key talent and knowledge as staff retirements proceed in the upcoming years. To minimize the impact of these events, the Corporation has increased its talent management efforts by developing talent internally, maintaining contact with talented staff that have left the Corporation and attracting new talent externally.

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## 6.0 Looking Ahead

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

### **Revenue, Materiel Management & Business Services:**

- Provide accurate, timely and efficient billing and collection of property taxes, provincial offences and miscellaneous receivables in accordance with legislation, by-law 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 through by-law and corporate policy;
- Maintain and distribute central supply inventories in an effective manner;
- Be experts in the property tax and purchasing disciplines;
- Implement front end procurement software;
- Convert Accounts Receivable Collections system to SAP;
- Continue purchasing by-law review, develop new corporate policies, where required, and provide additional guidance to staff;
- Continue to expand PCard program and reduce need for blanket purchase orders;
- Provide IT desktop support, minor application development and maintenance, and desktop hardware/software planning, acquisition and implementation; and

- Provide accurate and timely budget and financial reports to divisional clients.

### **Finance:**

- Provide efficient and effective Payroll services, Accounts Payable services, Accounting services, and financial reporting through new technology, improved business processes, standardized procedures;
- Coordinate and lead the reporting of operating, capital, reserves, reserve funds, debt actual, forecasts and financial strategies and integrate financial plans with Business Planning;
- Improve financial business processes and procedures across the City;
- Develop a long term financial plan and model to guide the City to fiscal sustainability;
- Enhance and improve Financial Planning related policies and bylaws;
- Manage and support short term financing and long-term debt policy;
- Efficiently manage the City's working capital and long-term investments; and
- Recommend investment, cash management, and debt acquisition strategies to Financial Planning and LT for consideration.

### **Human Resources:**

- Develop a proactive workforce planning, recruitment and engagement strategy (i.e. Talent Management Strategy);
- Develop a total rewards strategy;

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- Enhance the current on boarding program;
  - Review performance management program;
  - Enhance current succession planning program;
  - Provide enhanced employee development/leadership programs;
  - Promote outreach and diversity programs;
  - Provide creative and flexible benefits program;
  - Review the respectful workplace policy/program;
  - Review and revise corporate wide safety program with tailored departmental elements;
  - Develop a comprehensive wellness strategy;
  - Ensure employees receive the right disability benefit at the right time while supporting speedy and safe return to work efforts;
  - Implement strategies to comply with AODA (Accessibility for Ontarians with Disabilities Act) legislation;
  - Reduce lost time due to disability by enhancing support and information to management;
  - Enhance modified work program to facilitate earlier return to work of disabled employees; and
  - Become a strategic business partner by:
    - Developing and reporting on HR metrics;
    - Developing clear HR processes, clarifying roles and responsibilities;
    - Establishing HR competencies and support HR employee development to sustain the People Strategy; and

- Supporting departmental changes regarding organizational structure, job redesign, and/or role clarity.

**Communications:**

- Build an effective, accessible system of two-way communications between City officials, stakeholders and residents, using effective, research-tested tools and methods;
- Promote citizen participation among all publics – both online and off;
- Standardize and make consistent the communication coming from the City so that it has a recognizable City look and voice; and
- Employ the right blend of best practices and innovative communications methods to become a leader in municipal communications.

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## 7.0 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.

### Revenue, Materiel Management & Business Services:

- Revenue, Materiel Management & 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 sixth 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.

### 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.



Tax counter service at the Civic Centre

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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.

### Communications:

- Communications engages the public through coordination of multi-channel marketing communication strategies to ensure accessibility to all customers. These strategies are developed internally in partnership with business areas and include innovative and creative design and consistent City brand delivery;
- Information is available via the City's web site ([mississauga.ca](http://mississauga.ca)) and the 311 Call Centre;
- Official news releases, advisories, statements and emergency communications are issued on behalf of Council and the Corporation to ensure awareness and action if required;
- Committee Calendars are published online and in the Mississauga News to ensure awareness of all City meetings and attendance at events;
- Social media platforms (i.e. Twitter, Facebook, YouTube) are used to broaden the City's reach; and

- Encourage interactive dialogue and provide faster access to information using a range of devices.



**Show You Care** is an internal marketing campaign to develop a sense of pride by employees in their work and in how they care for their city and their community.

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# Required Resources

## 8.0 Human Resources

The City has grown significantly over the past two decades which has subsequently increased the service level demands on Business Services. Efforts are made to manage increases in workload through workload re-alignments, internship programs, summer students, increased overtime, automation, and new efficiency initiatives.

Over the next four years, the number of full time equivalents (FTE) is decreasing primarily due to resources associated with the support of completed capital projects. One FTE has been requested through the Communication Master Plan implementation for 2013, to specialize in digital and online content and one FTE has been requested through the Human Resources Co-op Student Placement program.

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2012	2013	2014	2015	2016
Communications	57.4	55.6	55.2	55.2	55.2
Finance	47.3	47.8	45.3	45.3	45.3
Human Resources	66.0	66.5	65.5	65.0	65.0
Revenue, Materiel Management and Business Services	70.1	69.1	66.3	66.3	65.3
<b>Total Service Distribution</b>	<b>240.8</b>	<b>239.0</b>	<b>232.3</b>	<b>231.8</b>	<b>230.8</b>

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## 9.0 Technology

Business Services relies on SAP as a corporate standard for key financials and financial reporting, for payroll and for human resources. The continued provision of these services is critical to the effective provision of services.

A few noteworthy exceptions to this corporate standard do exist and are noted here for planning purposes.

- Revenue sections uses the TXM tax system for billing and collections; and
- The operating budgets for 2013-2016 have been developed using a new budgeting system, Team Budget, which provides efficiencies in the production of reports and data collection.

### Continuous Improvement Initiatives

- Purchase and Implement a comprehensive front end procurement solution;
- Make improvements to the Tax System (TXM);
- Expand capabilities in the budgeting system to include capital projects;
- Investigate options for a new Treasury Management System;
- Enhance the HR system (SAP-Human Capital Management) for reporting and metrics;
- Automate Performance Management System;
- Automate Job Evaluation System;
- Develop a City Application (“App”) Framework that will be used as a launching pad for all City mobile apps;

- Develop a City email database that will allow for consistent distribution of city-wide targeted emails; and
- Provide customers self-serve access to request service and information via the City’s web site and a newly developed 311 mobile app.

## 10.0 Facilities

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

- 311 Call Centre located at 950 Burnhamthorpe Road West and operating from 7:00 a.m. to 7:00 p.m. Monday to Friday;
- Finance and Human Resources located at 201 City Centre Drive to better service their client departments; and
- Materiel Management (Central Stores) staff located at the Mavis Road facility.



TXM Tax System logo

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## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2013-2016 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 past decisions are identified separately from proposed changes. The prior year budget for 2012 was \$22,138,000 and the proposed budget for 2013 is \$23,076,000.

### **Total Changes to Maintain Current Service Levels**

Labour cost increases reflect economic adjustments and other changes such as fringe benefit cost increases.

Other costs include rate and volume increases for postage, contracted remittance processing, photocopiers and courier services are expected. These cost increases are more than offset by a number of cost containment initiatives such as reduction of temporary labour, elimination of Collections software licensing costs, a decrease in vehicle maintenance for the Central Stores truck, a decrease in the use of professional services, such as private investigations and medical consultations, and more prudent use of operating materials and supplies. The City's new lease agreement at 201 City Centre Drive will result in a one-time savings in 2013.

### **Total Changes to Operationalize Past Decisions**

The annualized cost of a policy manager position approved in the Finance division is included in 2013.

### **Total New Initiatives and Revenues**

In 2013, Human Resources Division is initiating a Co-op Student program, which will consist of three four-month

placements to help develop workplace skills. Students with new, fresh ideas with recent HR and administrative technical education will add value, enhance customer service, provide work load support and assist Human Resource units to better support our clients in meeting their departmental strategic objectives and goals. Also in 2013, the implementation of the approved Communications Master Plan to support the delivery of two-way communications between the City of Mississauga and its citizens will require a Digital Online Specialist, staff training, technology licensing fees, and a branding research study.

The Integrated Budget System project, which launched in 2011, will continue to improve efficiency and automation allowing financial staff to focus on analysis rather than data integrity. The proposed 2014 conversion of the Financial Systems Support position from a temporary capital funded resource to a permanent resource will ensure that the Integrated Budget System is technically supported for future use.



The following table separates the financial requirements into those required to maintain existing services; to operationalize past decisions; and proposed new initiatives and revenues. The details on the changes to each category are provided in Sections 11 through 12.

Description (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Prior Year Budget</b>	<b>22,138</b>	<b>23,076</b>	<b>24,001</b>	<b>24,729</b>
<b>Increases/(Decreases) to Maintain Current Service Levels</b>				
Labour and Benefits	946	905	933	898
Other Cost Increases	113	109	38	39
Efficiencies and Cost Savings	(286)	(216)	(243)	(251)
Current Revenue Changes	0	0	0	0
<b>Total Changes to Maintain Current Service Levels</b>	<b>773</b>	<b>797</b>	<b>728</b>	<b>686</b>
<b>Increases/(Decreases) to Operationalize Prior Decisions</b>				
Annualization of Previous Years Budget Decisions	49	0	0	0
Operating Impact of New Capital Projects	0	0	0	0
<b>Total Changes to Operationalize Prior Decisions</b>	<b>49</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>22,960</b>	<b>23,874</b>	<b>24,729</b>	<b>25,415</b>
<b>New Initiatives and New Revenues</b>				
Total Proposed New Initiatives	117	127	0	0
Total Proposed New Revenues	0	0	0	0
<b>Total New Initiatives and New Revenues</b>	<b>117</b>	<b>127</b>	<b>0</b>	<b>0</b>
<b>Proposed Budget</b>	<b>23,076</b>	<b>24,001</b>	<b>24,729</b>	<b>25,415</b>

Note: Numbers may not balance due to rounding.

## 11.0 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the costs increases arising from prior decisions. Detailed explanations of changes to 2013 can be found in Appendix 1.

### Proposed Changes to Maintain Current Service Levels

Description (\$000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Total Labour and Benefits</b>	<b>(8.5)</b>	<b>946</b>	<b>905</b>	<b>933</b>	<b>898</b>
<b>Other Cost Increases</b>					
Postage	0.0	43	11	11	11
Contracted Remittance Processing	0.0	22	0	0	0
201 City Centre Lease	0.0	0	76	3	0
Other Changes	0.0	47	23	25	28
<b>Total Other Cost Increases</b>	<b>0.0</b>	<b>113</b>	<b>109</b>	<b>38</b>	<b>39</b>
<b>Efficiencies and Cost Savings</b>					
Temporary Labour/Overtime Reduction	(3.5)	(80)	(201)	(45)	0
Equipment Rental/Maintenance Reduction	0.0	(40)	0	0	0
Operating Materials/Supplies/Internal Printing Reduction	0.0	(35)	0	0	0
One-Time Lease Agreement Savings	0.0	(68)	0	0	0
1% Reduction	0.0	0	0	(207)	(251)
Other Changes	0.0	(62)	(15)	8	0
<b>Total Efficiencies and Cost Savings</b>	<b>(3.5)</b>	<b>(286)</b>	<b>(216)</b>	<b>(243)</b>	<b>(251)</b>
<b>Current Revenue Changes</b>					
N/A	0.0	0	0	0	0
<b>Total Current Revenue Changes</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Maintain Current Service Levels</b>	<b>(12.0)</b>	<b>773</b>	<b>797</b>	<b>728</b>	<b>686</b>

Note: Numbers may not balance due to rounding.

**Proposed Changes to Operationalize Prior Decisions**

Description (\$ 000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Annualization of Prior Years Operating Cost Decisions</b>					
Permanent Position added in 2012	0.0	49	0	0	0
<b>Total Annualization of Prior Years Operating Cost Decisions</b>	<b>0.0</b>	<b>49</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Impact of New Capital Projects</b>					
N/A	0.0	0	0	0	0
<b>Total Operating Impact of New Capital</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to Operationalize Prior Decisions</b>	<b>0.0</b>	<b>49</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

## 12.0 Proposed New Initiatives and New Revenues

The following table presents the costs by budget request for proposed new initiatives and proposed new revenues. Detailed descriptions of each budget request can be found in Appendix 2.

### Proposed New Initiatives and New Revenues

Description (\$ 000's)	BR #	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2013 to 2016 Capital (\$000's)
<b>New Initiatives</b>							
Co-op Student Placements	141	1.0	40	0	0	0	0
Communications Master Plan Implementation	105	1.0	77	27	0	0	170
Implementation of an Integrated Budget System	179	0.0	0	100	0	0	0
<b>Total New Initiatives</b>		<b>2.0</b>	<b>117</b>	<b>127</b>	<b>0</b>	<b>0</b>	<b>170</b>
<b>New Revenues</b>							
N/A		0.0	0	0	0	0	0
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Changes to New Initiatives and New Revenues</b>		<b>2.0</b>	<b>117</b>	<b>127</b>	<b>0</b>	<b>0</b>	<b>170</b>

Note: Numbers may not balance due to rounding.

The following table sets out the proposed 2013 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

**Proposed Budget by Category**

Description (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Net Costs before Administrative and Support Costs</b>						
Labour Costs	19,462	20,921	21,897	22,635	23,481	24,378
Other Operating Expenses	2,106	2,584	2,357	2,438	2,258	2,025
Total Revenues	(1,465)	(1,864)	(1,688)	(1,601)	(1,557)	(1,557)
<b>Total Net Cost before Administrative and Support Costs</b>	<b>20,103</b>	<b>21,641</b>	<b>22,566</b>	<b>23,472</b>	<b>24,181</b>	<b>24,847</b>
Administrative and Support Costs	489	497	511	528	548	568
<b>Total Net Budget</b>	<b>20,592</b>	<b>22,138</b>	<b>23,076</b>	<b>24,001</b>	<b>24,729</b>	<b>25,415</b>

Note: Numbers may not balance due to rounding.

The following table identifies the financial requirements for 2013 to 2016 by major program within the service area.

**Proposed Budget by Program**

Program Expenditures (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Communications	4,546	4,919	5,132	5,288	5,427	5,570
Finance	4,023	4,483	4,713	4,987	5,134	5,283
Human Resources	7,180	7,755	7,997	8,333	8,599	8,820
Revenue, Materiel Management and Business Services	4,844	4,981	5,235	5,393	5,569	5,742
<b>Total Net Budget</b>	<b>20,592</b>	<b>22,138</b>	<b>23,076</b>	<b>24,001</b>	<b>24,729</b>	<b>25,415</b>

Note: Numbers may not balance due to rounding.

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### 13.0 Highlights of Proposed Capital Program Budget

In 2013, a number of requests have been made for capital projects. The Front End Procurement project automates the City's slow, manual and cumbersome purchasing processes (\$507,000). The Development Charges Background Study, a legislated requirement, enables the collection of development charges (\$400,000). The Accessibility for Ontarians with Disabilities Act Integrated Standards Training project provides resources for provincial compliance (\$170,000). A Long Term Financial Plan system will develop a sustainable long term finance strategy that balances tax rate increases against service demands and infrastructure requirements. It will replace manual processes and provide timely information to the Council, public and senior levels of government (\$150,000).

In 2014, capital project requests include the Upgrade of the Central Cashiers System (\$326,000) and the Implementation of Electronic Tax Bills (\$50,000).

In 2015, funded by reserves, the Employee Survey project would enable the City to assess current working conditions in order to ensure that it remains competitive in the marketplace (\$100,000).

The multi-year Communications Master Plan project requires professional services to develop a branding research study, and an ethnic media and advertising strategy, to promote and advertise the launch of an email database, to manage organizational change and to create new communications standards and templates (\$170,000).

## 14.0 Capital Program

This section summarizes the forecast ten 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. A detailed listing of 2013 to 2016 projects is contained in Appendix 3.

### Proposed Capital Program

Program Expenditures (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 -2022 Forecast (\$000's)	Total 2013-2022 (\$000's)
Communications	125	45	0	0	0	170
Finance	550	0	0	0	400	950
Human Resources	170	0	100	0	200	470
Revenue and Materials Management	681	376	0	0	0	1,057
<b>Total Expenditures</b>	<b>1,526</b>	<b>421</b>	<b>100</b>	<b>0</b>	<b>600</b>	<b>2,647</b>

Note: Numbers may not balance due to rounding.

Program Funding (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 -2022 Forecast (\$000's)	Total 2013-2022 (\$000's)
Subsidies and Recoveries	0	0	0	0	0	0
Gas Tax	0	0	0	0	0	0
Cash In Lieu	0	0	0	0	0	0
Development Charges	360	0	0	0	360	720
Tax	871	376	0	0	40	1,287
Other	295	45	100	0	200	640
Debt	0	0	0	0	0	0
<b>Total Funding</b>	<b>1,526</b>	<b>421</b>	<b>100</b>	<b>0</b>	<b>600</b>	<b>2,647</b>

Note: Numbers may not balance due to rounding.

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# Performance Measures

## 15.0 Balanced Scorecard

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

By paying attention to all four areas an organization can retain balance to 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 financial stability of the organization. Mississauga's rating of AAA is in the top 20 percent of municipalities that have received credit ratings. Of those Canadian municipalities Standard and Poor's rates, only seven have a AAA rating.

*Business Services Cost as a percentage of City Wide Operating Costs* measures the allocation of costs to service support and how this changes as 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 2011, the City's 5.1 percent return was 3.2 percentage points higher than the 1.9 percent return on the Benchmark Portfolio.

*Benchmark Portfolio Yield* is an equal weighting of 90 Day Government of Canada Treasury Bills and a balanced portfolio of the DEX Domestic Government Bond Index and the DEX High Grade Corporate Bond Index.

#### Customer Measures

*City Property Tax Rate Increase from Prior Year* measures potential future tax rate impacts on residents and businesses. The City's tax increase in 2012 was comparable to other GTA municipalities. 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 percent 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 you 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 87 percent of the total calls are handled "one and done", and the call centre is meeting this rate.

#### Employee Measures

*Employee Satisfaction with City of Mississauga* measures City employee satisfaction with the City as an employer. Employee satisfaction with the City was 74.5 percent which is 7.3 percent higher than the average satisfaction level of employees in other municipalities of 67.2 percent. This is based on the 2010 Employee Survey conducted by *Metrics@Work*.



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*Employee Turnover* measures the percentage of permanent City employees that leave the City every year. In 2011, staff turnover increased by 1.5 percent to 4.4 percent from 2.9 percent in 2010. The majority of voluntary resignations were among employees in the age group of 30 to 39. Based on survey data collected by the 2011 Human Resources Benchmarking Network, average staff turnover for Ontario municipalities was also 4.5 percent. Higher levels of employee turnover are expected over the next few years due to employee retirement. This measure does not capture temporary contact 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 an increase in total lost time of 11.1 percent (i.e. 11.4 hours per employee) from 2010 to 2011. There is a goal to decrease this amount in the years 2012 to 2016.

*Succession Program Participants* measures the number of employees actively preparing and training to improve skills in anticipation of future movement / job changes in the City. In the next couple of years succession program participants is projected to grow by 35 percent due to projected retirements and increased turnover.

*Organizational Communication Satisfaction* measures the success of communication strategies and shows the percentage of employees who indicate they are satisfied with the amount of information and communication received from the City. The City of Mississauga rates 12.0 percentage points higher (62 percent vs. 50 percent) when compared to all cities and regional municipalities in the *Metrics@Work* sector database.) The last employee survey was completed in 2010.

## **Business Process Measures**

*Taxes Receivable Collection Rate* measures the percentage of taxes collected by the City. The comparable Greater Toronto Area average in 2010 was 92.9 percent. The City of Mississauga is well above this average at 95.0 percent. Data for 2011 are not available yet.

*Average Time to Fill Vacancies (days)* measures the efficiency of replacing vacant staff on a City wide basis. In 2011, the average time to fill vacancies was 42.0 days. The 2011 Human Resources Benchmarking Network indicates the average time to fill for Ontario municipalities was 55.4 days.

*311 Call Centre Service Request Error Rate* measures the percentage of errors in service requests sent to business units. Examples include incorrect addresses or client information such as tax roll number and parking ticket numbers. Of those calls that result in a service request, the objective is to maintain an error rate below 5.

Measures for Business Services	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Financial:</b>							
City's Credit Rating	AAA	AAA	AAA	AAA	AAA	AAA	AAA
Business Services' cost as a percentage of City Wide Operating Costs	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%
Investment Portfolio Yield	5.2%	5.1%	3.8%	3.8%	3.8%	4.0%	4.0%
Benchmark Portfolio Yield	3.1%	1.9%	n/a	n/a	n/a	n/a	n/a
<b>Customer:</b>							
City Property Tax Rate Increase from Prior Year	2.3%	5.8%	7.2%	Council Established Target	Council Established Target	Council Established Target	Council Established Target
311 Service Level Target	72%	61%	80%	80%	80%	80%	80%
311 First Call Resolution Rate	93%	90%	90%	90%	90%	90%	90%
<b>Employee:</b>							
Employee Satisfaction with City of Mississauga	74.5%	74.5%	76.0%	76.0%	76.0%	76.0%	76.0%
Employee Turnover	2.9%	4.4%	4.6%	4.9%	5.8%	6.3%	6.2%
Average Total Lost Time per Employee (all Benefit Streams)	103.36	114.78	109.00	98.00	89.00	79.00	71.00
Succession Program Participants	85	85	85	85	110	110	90
Organizational Communication Satisfaction	62%	62%	65%	65%	65%	65%	65%

Measure for Business Services	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
<b>Business Process:</b>							
Taxes Receivable Collection Rate	95%	95% (Estimate)	96.1%	96.2%	96.3%	96.3%	96.3%
Average Time to Fill Vacancies (days)	47	42	40	30	30	30	30
311 Call Centre Service Request Error Rate	1%	1%	2%	2%	2%	2%	2%

# Appendices

## Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

### Changes to Maintain Current Service Levels

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Labour and Benefits</b>	<b>20,313</b>	<b>21,259</b>	<b>946</b>	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes
<b>Other Cost Increases</b>				
Postage	302	346	43	Rate and volume increase to align with actuals
Contracted Remittance Processing	43	65	22	Rate and volume increase to align with actuals
Other Changes	236	283	47	Other includes Departmental Services Allocation
<b>Total Other Cost Increases</b>	<b>581</b>	<b>694</b>	<b>113</b>	
<b>Efficiencies and Cost Savings</b>				
Temporary Labour/Overtime	533	453	(80)	Reduction/elimination of various temporary positions and overtime management
Equipment Rental/Maintenance	51	12	(39)	Collections equipment rental not required and maintenance reduction for Central Stores truck
Operating Materials/Supplies/Internal Printing	458	423	(35)	Reduction to align with actuals
Lease/Building Rental	167	98	(68)	One time savings for new lease agreement at 201 City Centre Drive
Other Changes	991	928	(63)	Miscellaneous efficiencies and cost savings
<b>Total Efficiencies and Cost Savings</b>	<b>2,201</b>	<b>1,915</b>	<b>(286)</b>	
<b>Current Revenue Changes</b>				
N/A				
<b>Total Current Revenue Changes</b>	<b>(1,031)</b>	<b>(1,031)</b>	<b>0</b>	
<b>Total Changes to Maintain Current Service Levels</b>	<b>22,063</b>	<b>22,836</b>	<b>773</b>	

Note: Numbers may not balance due to rounding.

**Changes to Operationalize Prior Decisions**

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
<b>Annualization of Previous Years Operating Cost Decisions</b>				
Permanent Position added in 2012	75	124	49	Reflects annualization of permanent position
<b>Total Annualization of Previous Years Operating Cost Decisions</b>	<b>75</b>	<b>124</b>	<b>49</b>	
<b>Operating Impact of New Capital Projects</b>				
N/A	0	0	0	
<b>Total Operating Impact of New Capital Projects</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Changes to Operationalize Prior Decisions</b>	<b>75</b>	<b>124</b>	<b>49</b>	
<b>Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions</b>	<b>22,138</b>	<b>22,960</b>	<b>822</b>	

Note: Numbers may not balance due to rounding.

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## Appendix 2: Budget Requests

### Proposed 2013-2016 New Initiatives and New Revenues (Budget Requests)

Please see the Budget Requests for the 2013-2016 Business Planning Cycle with details to follow.

Description	BR #	Year
<b>New Initiatives</b>		
Co-op Student Placements	141	2013
Communications Master Plan Implementation	105	2013
Implementation of an Integrated Budget System	179	2014
<b>New Revenues</b>		
N/A	-	-

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Budget Request #: 141

**Proposed Initiative**

Coop Student Placements

**Department**

Corporate Services  
Department

**Service Area**

Business Services

**Required Operating Investment**

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	39.9	39.9	39.9	39.9
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	39.9	39.9	39.9	39.9
* Net Change in \$		0.0	0.0	0.0
FTEs	1.0	1.0	1.0	1.0

\* 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**

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	0.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

Supporting partnership with Sheridan, bringing in young talent into our workforce assists with succession planning and provides additional support and assist HR to better support our clients in meeting service goals and strategic vision.



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*Budget Request #: 141*

**Details of Service Change**

The City can benefit from participation 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. Coop placements allow students to gain valuable skills and prepare them for their future careers. The benefits to the Corporation of coop placements include highly motivated and educated workers who do quality work and help us to manage our workload; assessment of student skills/fit within City culture prior to potential hiring for fulltime positions and opportunities to provide input into school training curriculum. Coop placements provide a direct benefit to participating educational institutions and indirect benefits to the community at large.

Through a "Statement of Commitment" with the Sheridan Institute, the City is supporting a valued partnership in our community and will benefit from gaining a source of fresh and young talent. It also supports succession planning, whereby it provides a pool of skilled staff that can move in to positions as vacancies arise. This is a particular concern with Administrative Assistant positions. By hiring Sheridan students, the HR Division is supporting the statement of Commitment between Sheridan College and the City which supports the "Belong" Strategic Pillar for Change and also advances the strategic goals of "Attract and Retain Youth" and "Attract Post - Secondary Institutions."

**Service Impact**

Requesting three Coop student positions of four months each to cover from January until December at a total annual cost of \$39,900.

Students with new, fresh ideas with recent HR and administrative technical education will add value, enhance customer service, provide work load support and assist HR units to better support our clients in meeting their departmental strategic objectives and goals.

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Budget Request #: 105

**Proposed Initiative**

Communications Master Plan  
Implementation

**Department**

Corporate Services  
Department

**Service Area**

Business Services

**Required Operating Investment**

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	76.6	103.5	103.5	103.5
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	76.6	103.5	103.5	103.5
* Net Change in \$		26.9	0.0	0.0
FTEs	1.0	1.0	1.0	1.0

\* 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**

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	125.0	45.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	125.0	45.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

The Master Plan sets out a long-term vision and mission, as well as strategic framework with 40 action items over the next four years. It received approval from Council on May 9, 2012. Budget request supports the implementation of actions identified in the Master Plan in line with today's government reality of easy-to-access, mobile, self-serve and two-way engagement.

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*Budget Request #: 105*

### **Details of Service Change**

The Communication Master Plan sets out a Communications road map for the City over the next 10 years. BR 105 provides the tools, technology and staff required to implement the Master Plan recommendations so that the City develops: proactive, reputation-building communications; two-way information sharing focused on citizen interaction and engagement on their terms; and communications standardization and consistency where information is consistent and constant and content coming from the City has “one voice”.

Over the next four years, the Communications Division will focus on: Driving citizens to the web; Enabling citizen engagement and access to information; Augmenting the Division’s ability to measure, respond to and enhance digital content; Enhancing staff’s professional training and development in new areas of focus; and enhancing the City’s reputation with public relations, branding and ethnic media strategies.

The service delivery outlined above requires the addition of one FTE in Communications dedicated to digital/online communications as noted in the consultant’s report. The new specialist position would be responsible for initiating, expanding, delivering, and managing marketing and digital campaigns, including web, mobile, and social media.

### **Service Impact**

Budget Request 105 is needed to support the implementation of actions and service gaps as identified in the Master Plan. The Plan cannot proceed without funding.

- OPERATING: 2013 - Digital Online Specialist 1 FTE (\$65,600); Skills training and upgrading (\$5,000) in new areas of focus over four years; Email management tool (\$6,000). 2014 - Annualization of Online Specialist (\$22,000); City Mobile App maintenance (\$5,000).
- CAPITAL (Other Reserve Fund)-One Time: 2013 - Communications organizational change and new communications standards (\$30,000); Promote and launch of email database (\$20,000); Prof. services to develop and implement a City Brand Research Strategy (\$75,000). 2014 - Branding PR campaign (\$20,000); Ethnic media and advertising strategy (\$25,000).
- CAPITAL: Mobile app development (\$15,000) will be integrated with IT's Mobile Applications Project in 2013; IT to review and replace the current Knowledge Base system, used by the Call Centre into a citizen-accessible, web-based tool (\$100,000 to be requested in 2014).

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Budget Request #: 179

**Proposed Initiative**

Implementation of an Integrated Budget System

**Department**

Corporate Services Department

**Service Area**

Business Services

**Required Operating Investment**

Impacts (\$000s)	2013	2014	2015	2016
Gross Expenditures	0.0	100.0	100.0	100.0
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	100.0	100.0	100.0
* Net Change in \$		100.0	0.0	0.0
FTEs	0.0	1.0	1.0	1.0

\* 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**

Impacts (\$000s)	2012 & Prior	2013	2014	2015	2016 & Beyond
Gross Expenditures	0.0	0.0	0.0	0.0	0.0
Non Tax Supported Funding Sources	0.0	0.0	0.0	0.0	0.0
Net Tax Supported Funding Required	0.0	0.0	0.0	0.0	0.0
FTEs		0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

A permanent resource is necessary to provide proper maintenance and support to the Integrated Budget System. Without the Financial Systems Support position, any anticipated efficiencies would be reduced. Also, the City will need to rely on the Software vendor for reporting and uploading requirements which will reduce the system's effectiveness and increase our lead times.

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*Budget Request # 179*

**Details of Service Change**

Currently, two full time resources, funded from capital, are implementing the system, but this requirement will be reduced to one Financial Systems Support position, which will be funded from the operating budget. The original BR noted that a full time resource would be required to support the system administration. This BR is a placeholder for a full time position come 2014. As the system modules are implemented the need for an ongoing resource will be firmed up. The Financial Systems Support position will be responsible for providing ongoing system support.

**Service Impact**

The Integrated Budget System will improve efficiency and automation which will allow financial staff to focus on analysis rather than data integrity. The proposed conversion of the Financial Systems Support position from a temporary capital funded resource to a permanent resource will ensure that the Integrated Budget System is technically supported for future use.

**Appendix 3A: Proposed 2013 Capital Program (\$000's)**

**Program: Communications**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13603	Communications Master Plan Implementation-Phase 1	50	0	50	General Contingency Reserve
13604	Communications Master Plan-Branding-Phase 1	75	0	75	General Contingency Reserve
<b>Subtotal</b>		<b>125</b>	<b>0</b>	<b>125</b>	

**Program: Finance**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13600	Long Term Financial Plan/System	150	0	150	Capital Reserve Fund
13601	Development Charges Background Study	400	0	400	General Government Development Charges Reserve Fund/Capital Reserve Fund
<b>Subtotal</b>		<b>550</b>	<b>0</b>	<b>550</b>	

**Program: Human Resources**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13602	Accessibility for Ontarians with Disabilities Act Integrated Standards Training	170	0	170	General Contingency Reserve
<b>Subtotal</b>		<b>170</b>	<b>0</b>	<b>170</b>	

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**Program: Revenue and Materiel Management**

<b>Project Number</b>	<b>Project Name</b>	<b>Gross Cost (000's)</b>	<b>Recovery (000's)</b>	<b>Net Cost (000's)</b>	<b>Funding Sources</b>
13501	Integration of E-tax forms with TXM	50	0	50	Capital Reserve Fund
13551	Front End Procurement Software	507	0	507	Capital Reserve Fund
13605	Information Technology Procurement	62	0	62	Capital Reserve Fund
13606	Recreation and Parks Procurement	62	0	62	Capital Reserve Fund
<b>Subtotal</b>		<b>681</b>	<b>0</b>	<b>681</b>	
<b>Total Expenditure</b>		<b>1,526</b>	<b>0</b>	<b>1,526</b>	

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**Appendix 3B: Proposed 2014-2016 Capital Program (\$000's)**

**Program: Communications**

<b>Project Name</b>	<b>2014 Forecast (\$000's)</b>	<b>2015 Forecast (\$000's)</b>	<b>2016 Forecast (\$000's)</b>
Communications Master Plan Implementation-Phase 2	25	0	0
Communications Master Plan-Branding-Phase 2	20	0	0
<b>Subtotal</b>	<b>45</b>	<b>0</b>	<b>0</b>

**Program: Human Resources**

<b>Project Name</b>	<b>2014 Forecast (\$000's)</b>	<b>2015 Forecast (\$000's)</b>	<b>2016 Forecast (\$000's)</b>
Employee Survey	0	100	0
<b>Subtotal</b>	<b>0</b>	<b>100</b>	<b>0</b>

**Program: Revenue and Materiel Management**

<b>Project Name</b>	<b>2014 Forecast (\$000's)</b>	<b>2015 Forecast (\$000's)</b>	<b>2016 Forecast (\$000's)</b>
Implementation of Electronic Tax Bills	50	0	0
Central Cashiers System Upgrade	326	0	0
<b>Subtotal</b>	<b>376</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>421</b>	<b>100</b>	<b>0</b>



# **Departmental Business Services**

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## Departmental Business Services

### Existing Core Services

#### 1.0 Vision and Mission

Departmental Business Services provides for the overall financial management, information technology and other administrative functions for each of the four City departments. These costs are fully allocated out to service areas to accurately reflect the cost of each service.

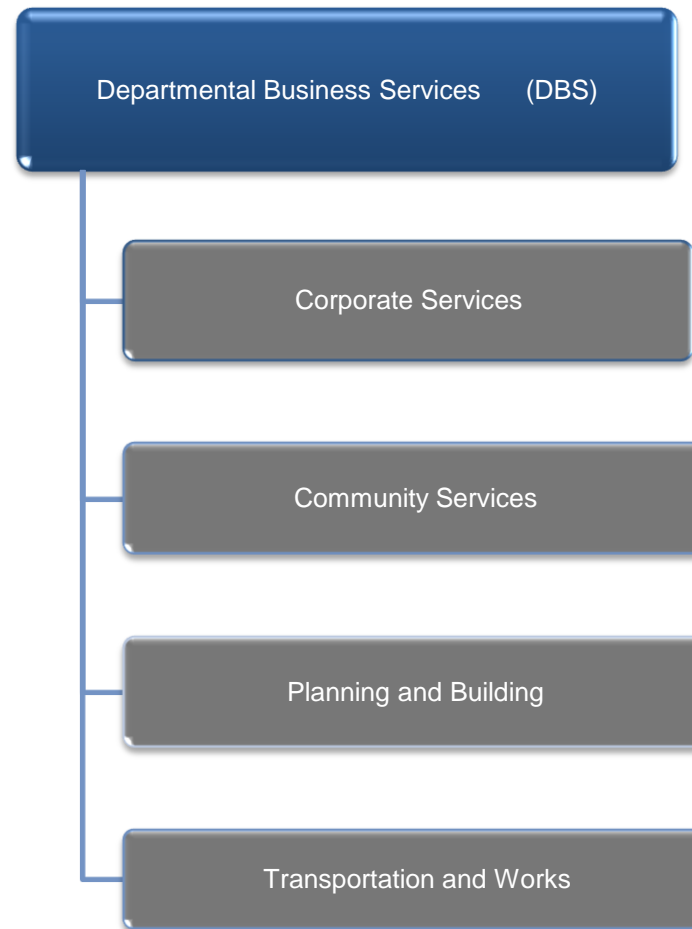
#### 2.0 Service Delivery Model

Corporate Services DBS supports Information Technology Services, Facilities and Property Management Services, Legislative Services and (Corporate) Business Services (Human Resources, Revenue and Materiel Management and Communications).

Community Services DBS supports Recreation Services, Parks and Forestry Services, Fire and Emergency Services, Library Services and Arts and Culture Services.

Transportation and Works DBS supports Roads, Storm Drainage and Watercourses Services, Transit Services and Regulatory Services.

Planning and Building DBS supports Land Development Services and Strategic Policy.



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## Required Resources

### 3.0 Human Resources

<b>Program</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Corporate Services - Departmental Business Support	12.0	12.0	12.0	12.0	12.0
Community Services - Departmental Business Support	24.5	24.5	24.5	24.5	24.5
Planning and Building - Departmental Business Support	32.3	32.3	32.3	32.3	32.3
Transportation and Works - Departmental Business Support	42.3	42.3	42.3	42.3	42.3
<b>Total Service Distribution</b>	<b>111.1</b>	<b>111.1</b>	<b>111.1</b>	<b>111.1</b>	<b>111.1</b>

## Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2013-2016 Business Plan. The total cost of Departmental Business Services is fully allocated out to service areas they support.

### 4.0 Proposed New Initiatives and New Revenues

There are no new initiatives or revenues for Departmental Business Services for the 2013-2016 Business Planning Cycle.

The following table sets out the proposed 2013 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

#### Proposed Budget by Category

Description (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
<b>Net Costs before Administrative and Support Costs</b>						
Labour Costs	9,926	10,487	10,750	11,133	11,544	11,966
Other Operating Expenses	1,060	1,014	843	952	956	960
Total Revenues	(251)	(261)	(261)	(261)	(261)	(261)
<b>Total Net Cost before Administrative and Support Costs</b>	<b>10,735</b>	<b>11,240</b>	<b>11,333</b>	<b>11,824</b>	<b>12,239</b>	<b>12,665</b>
Administrative and Support Costs	(10,735)	(11,240)	(11,333)	(11,824)	(12,239)	(12,665)
<b>Total Net Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.