

**Mississauga. Strong. Ready.**

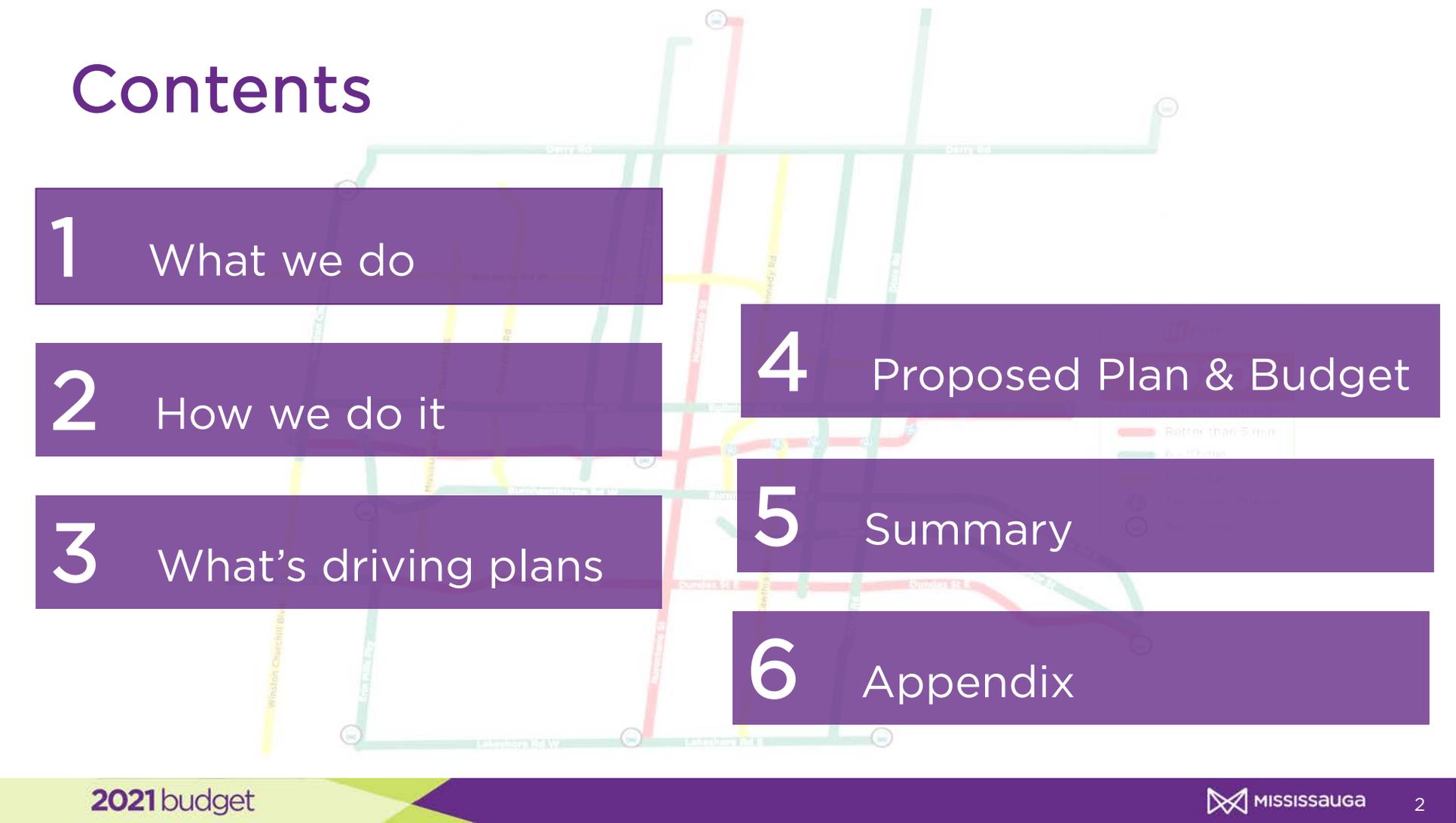


# 2021 Budget

Presentation to Budget Committee  
November 2020

## Business Services

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# 1 What we do

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

# Response to COVID-19

Deferred  
Property  
Tax  
Due Dates



Responded to  
nearly  
**30,000**  
citizen 3-1-1  
inquiries



Developed  
a finance  
projection  
**model**



Developed  
resources  
to **support**  
**employees**

# Services & Levels



Manage

**\$901 million**  
reserves and reserve funds

**550** procurements

**540** contracts



33,812 Followers



66,500 Followers



28,850 Followers



1,910 Followers

**\$1.72**

billion in  
property  
taxes billed

**97%**

collection rate



2019 Business Services Service Levels

# Accomplishments

e-Bidding and Tax  
Manager Completion



Recognized  
as one of  
**Canada's  
Best  
Employers  
2020**

Achieved **AODA  
compliance** for the  
2020-2023 Budget Book



New **Website Launches** For Recreation,  
Newsroom, Library and MiWay



## 2 How we do it

# Organization

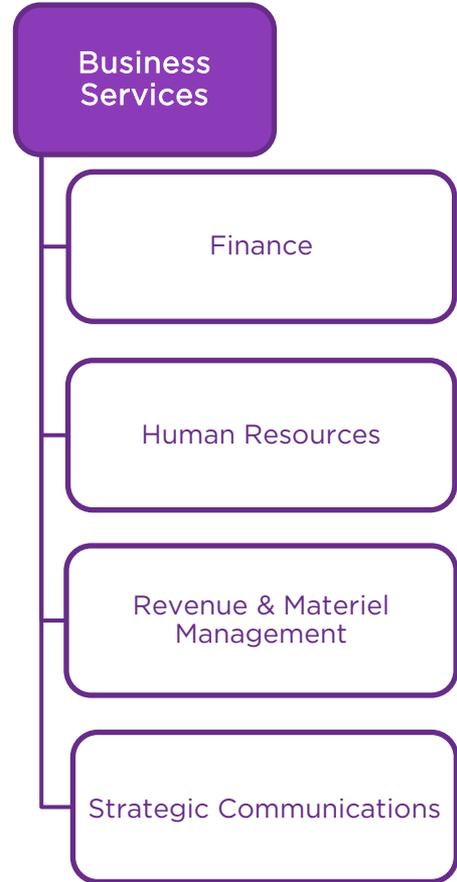
## Our workforce includes:

- Accountants and Payroll Specialists
- Buyers and Purchasing Assistants
- Customer Service Representatives
- Collection Representatives
- Assessment and Review Officers
- Communication and Marketing Professionals
- Human Resources Specialists

## Workforce Trends:

- 17% of workforce eligible to retire between 2021-2024
- Increasing volumes of work in procurement and communications

## Staff affiliations include:



# Efficiency

## Driving Efficiency

Workfront Intake Solution

Cost Avoidances

\$97,000



Automation of Tax Account Updates

73%

increase in productivity



## Transforming with Technology

- Project THRIVE implemented the complete SAP SuccessFactors Talent Management suite
- Rolled out **Concur Invoice Payment** City-wide to centralize, automate and streamline the vendor invoice payment process
- **e-Bidding** Solution – electronic procurement bidding fully implemented
- TXM Tax Manager System
- Scheduled 2021 rollout completion of **New City Website**

# How we're doing

## Performance Measurement



Taxes Receivable  
Collection Rate

97%



3-1-1 First Call  
Resolution

93%



Leadership Succession  
Planning Participants

↑6.9%



Recruitment Service  
Standard Success  
Rate

78%

## Awards and Recognition



11 awards



IN THE FUTURE?

# 3 What's driving plans

# Citizens Guide Our Plans

...via their Council:

City Vision and Values

City Strategic Plan

Provincial Regulations

2020 Business Plan

People Plan, Strategic Communications Master Plan

# Advancing the Strategic Plan

**move**  
developing a transit  
oriented city



**Securing** and reporting on available funding from the federal and provincial governments for public transit infrastructure



**belong**  
ensuring youth, older  
adults and new  
immigrants thrive



**Ensuring** that our older residents receive the financial support they need to maintain their homes and thrive



**connect**  
completing our  
neighbourhoods



**Supporting** the celebration and promotion of the rich diversity of Mississauga



**prosper**  
cultivating creative and  
innovative businesses



**Enabling** the City to efficiently comply with trade agreements and align with the best practices of similar organizations with the e-Bidding solution



**green**  
living green



**Maximizing** the use of technology to support a green, environmentally sustainable workplace and communications approach



# Service Area Goals



1. **Deliver** innovative HR strategies and solutions



2. **Work collaboratively** across the organization to ensure citizens are informed and engaged



3. **Develop** policies and processes to enhance and support financial reporting and budgeting



4. **Ensure accuracy and integrity** when administering and collecting property taxes



5. **Grow value** through sustainable procurement

6. **Enhance** customer experiences by modernizing services

# Trends Affecting the Service

- Shift from traditional talent acquisition methods to a new focus on social media and professional networks
- Increased Demand Based on Volume and Complexity for integrated communications and procurement activities
- Federal and Provincial Reporting and Legislation Requirements
- Technology Automation and Modernization
- Need for **flexible procurements** that focus on value rather than price



move  
belong  
connect  
prosper  
green

## 4 Proposed Plan & Budget

# Highlights

Maintain existing service levels, and:

## Integrate Sustainability into Business Planning

- Factor Sustainability into Budgeting, Reporting and Accounting Activities
- Continue to Build a Strong Understanding of the Sustainable Procurement Initiative

## Support Citizen Centric Communication

- Implement City-wide Customer Relationship Management Tool (CRM)
- Expand BRAVO Customer Service Training

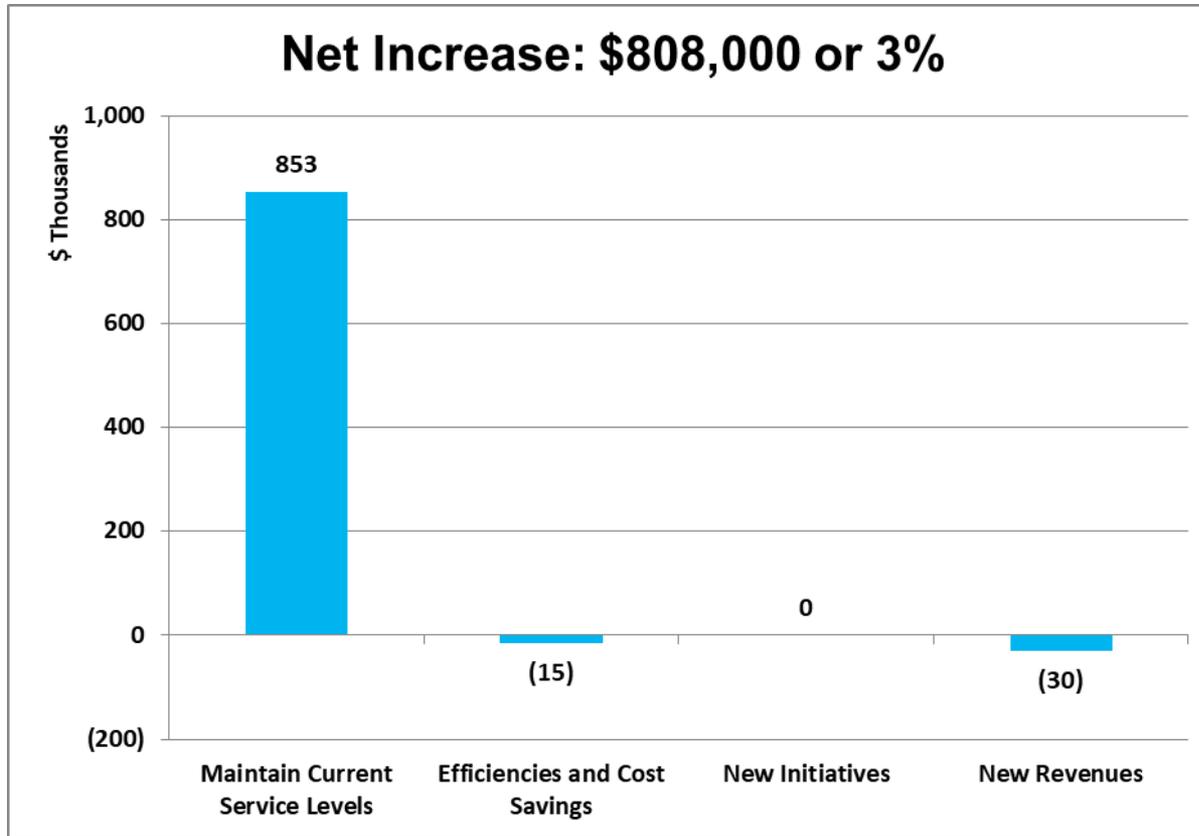
## Leverage Technology Solutions

- Modernize HR Processes
- Enhance Tax and Procurement Software
- Launch New City Website

## Create Asset Management Plan

- Development of an Asset Management Plan as required by the *Infrastructure for Jobs for Prosperity Act, 2015* and its Accompanying Regulation

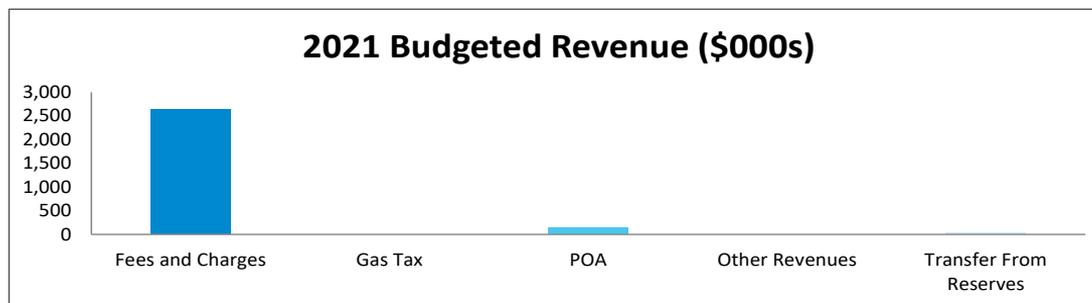
# 2021 Operating Changes



# Proposed 2021-2024 Operating Budget

Description	2019 Actuals (\$000s)	2020 Approved Budget (\$000s)	2021 Proposed Budget (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)
Labour & Benefits	27,930	30,139	31,000	32,054	35,419	36,124
Operational Costs	3,422	3,981	3,985	4,189	4,593	5,217
Facility, IT and Support Costs	60	60	60	60	60	60
Transfer To Reserves & Reserve Funds	123	73	73	73	73	73
<b>Total Gross Expenditures</b>	<b>31,534</b>	<b>34,254</b>	<b>35,119</b>	<b>36,376</b>	<b>40,146</b>	<b>41,474</b>
Total Revenues	(2,430)	(2,666)	(2,773)	(2,854)	(2,880)	(2,882)
Transfer From Reserves & Reserve Funds	(183)	(75)	(26)	(26)	(26)	(26)
<b>Total Net Expenditures</b>	<b>28,921</b>	<b>31,512</b>	<b>32,320</b>	<b>33,496</b>	<b>37,240</b>	<b>38,567</b>

Note: Numbers may not balance due to rounding.



# Proposed New Initiatives

Description	BR #	2021 FTE Impact	2021 Proposed Budget (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)	2021 to 2024 FTE Impact	2021 to 2024 Capital (\$000s)
<b>New Initiative</b>								
Manager Procurement Services, Operating	6035	0.0	0	100	132	135	1.0	0
Senior Assessment Review Officer	6036	0.0	0	0	0	0	1.0	0
Business Analyst	6042	0.0	0	92	122	124	1.0	0
Human Resources Management System (HRMS) Specialists	8471	0.0	0	0	243	247	2.0	0
Recruitment Specialist	8495	0.0	0	0	83	109	1.0	0
Total Rewards Specialist	8496	0.0	0	0	83	109	1.0	0
Managing Increased Service Demands	8510	0.0	0	58	155	181	2.0	0
Digital Asset Management	8560	0.0	0	0	0	20	0.0	118
Corporate Asset Management (AM) Program	8565	21.0	0	0	2,060	2,095	17.0	10,272
Building Customer Service Excellence	8670	0.0	0	385	945	1,582	3.0	2,900
<b>Total New Initiatives</b>		<b>21.0</b>	<b>0</b>	<b>635</b>	<b>3,823</b>	<b>4,601</b>	<b>29.0</b>	<b>13,290</b>
<b>New Revenue</b>								
Refund Request Fee	8505	0.0	(30)	(30)	(30)	(30)	0.0	0
<b>Total New Revenues</b>		<b>0.0</b>	<b>(30)</b>	<b>(30)</b>	<b>(30)</b>	<b>(30)</b>	<b>0.0</b>	<b>0</b>
<b>Total</b>		<b>21.0</b>	<b>(30)</b>	<b>605</b>	<b>3,793</b>	<b>4,571</b>	<b>29.0</b>	<b>13,290</b>

Note: Numbers may not balance due to rounding.

# Completed Projects

4 projects completed in 2019 or 2020 YTD:

- e-Bidding Phase 1: completed December 1, 2019
- e-bidding Phase 2: completed March 30, 2020
- TXM Collection Project module 2.0: completed May 2020
- TXM Collection Project module 2.1: completed September 2020



# Progress on Existing Projects

5 existing projects:

- TXM Collection Project module 3
- Completed Training Phase of Customer Service Strategy
- Asset Management Plan – on schedule for 2021 core infrastructure plan
- Green and Sustainability Accounting Implementation – on schedule
- Payroll Enhancement review and implementation



# New Projects for 2021 and Beyond



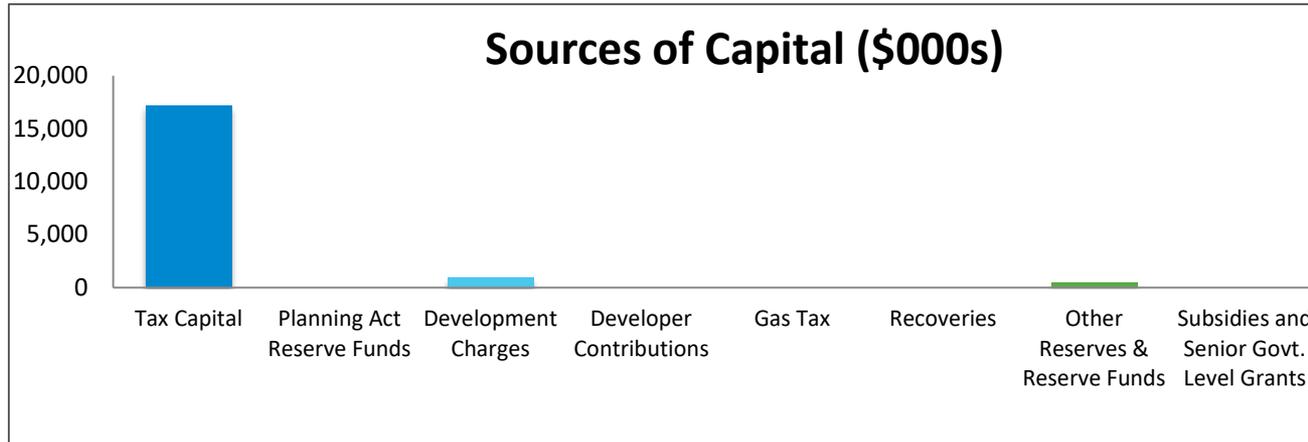
- Human Resources Service Management Solution, 2021
- Procurement Systems Integration, 2022
- Digital Asset Management System (DAM), 2022
- Building Customer Service Excellence, 2022
- Asset Management Program, 2021/22
- Financial Reporting Software Replacement, 2021/22
- DC Background Study 2022, 2021/22
- Payroll Enhancement, 2021



# 2021-2030 Capital Budget & Forecast

Program Expenditures	2021 Proposed Budget (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)	2025-2030 Forecast (\$000s)	Total 2021-2030 (\$000s)
Administration	5,307	8,121	4,103	192	742	18,466
<b>Total</b>	<b>5,307</b>	<b>8,121</b>	<b>4,103</b>	<b>192</b>	<b>742</b>	<b>18,466</b>

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



# New FTE Breakdown - Permanent

- 16 new permanent FTEs are proposed to be funded by Capital until 2023
  - Asset Management Specialist (4)
  - Asset Management Analyst-IT Reporting (1)
  - Financial Analyst (1)
  - GIS Support Analyst (3)
  - Infor Support Analyst (2)
  - Infrastructure Management System Specialist (2)
  - Manager of Corporate Asset Management (1)
  - Transportation Information Technologist (2)

# New FTE Breakdown – Contract & PT

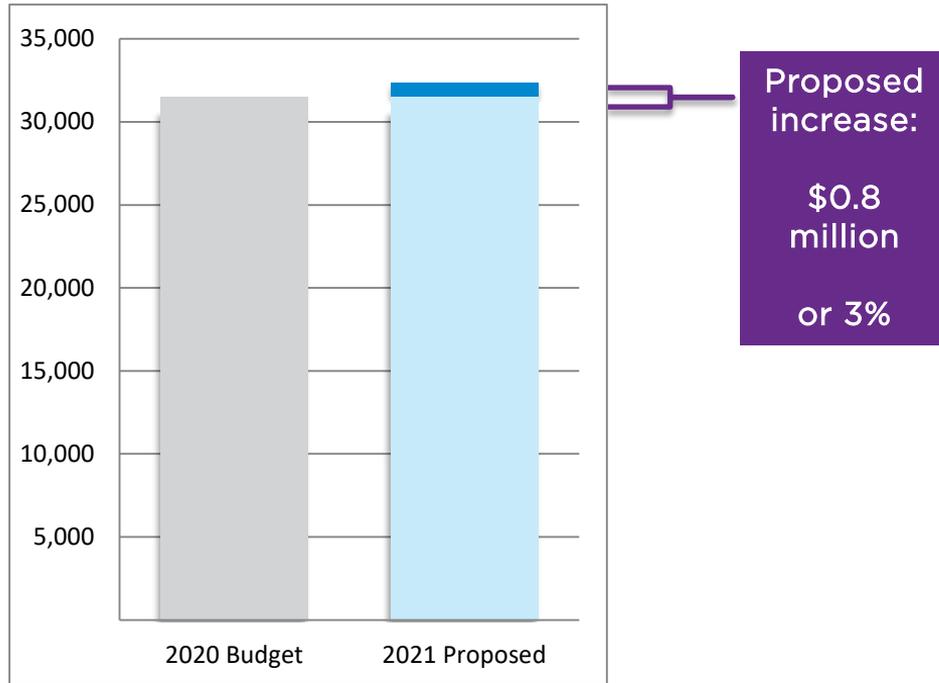
- 5 new contract and part-time FTEs are proposed to be funded by Capital
  - IT Business Analyst-Contract (1)
  - IT Analyst-Contract (1)
  - IT System Analyst-Contract (2)
  - IT Project Manager-Contract (1)



## 5 Summary

# Net Operating Budget

(\$000s)



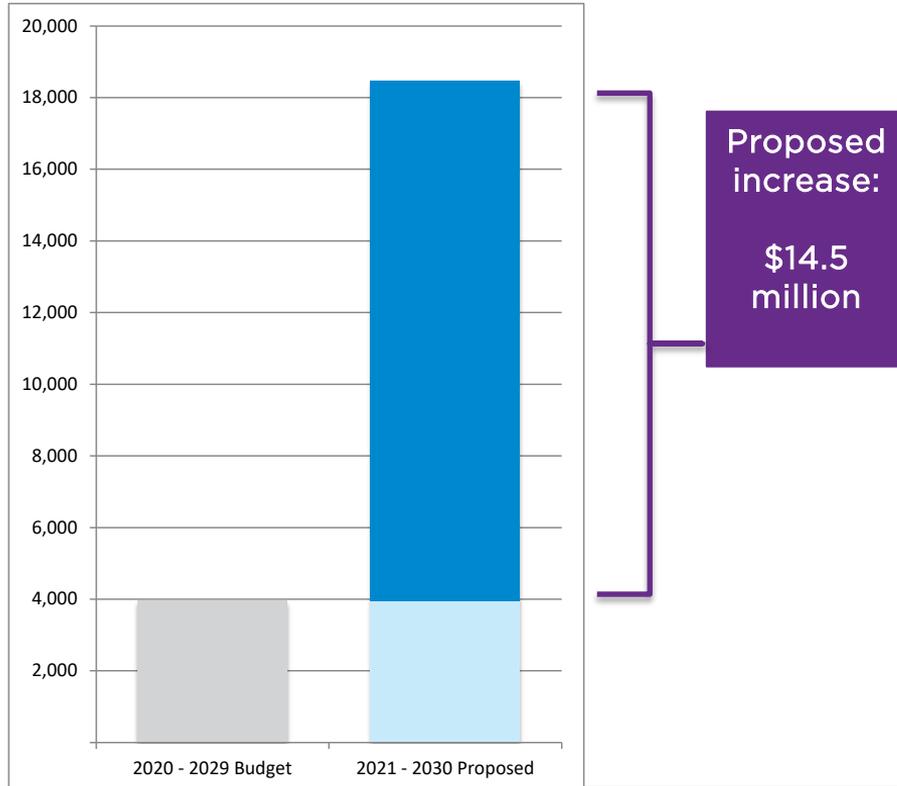
# Impact

- Maintain current services and service levels
- Increase mainly reflects labour adjustments and other fringe benefit changes, including the transfer of two full-time positions from Recreation and the removal of internal labour recoveries as capital project has been completed
- \$15,000 in savings realized by eliminating the return envelopes that are currently enclosed with all tax bill mail-outs for non-pre-authorized property tax accounts

# 10-Year Capital Plan

(\$'000s)

# Impact



Highlighted projects included in the 2021-2030 Forecast budget are:

- \$10.2M for Asset Management Program (2021-2023)
- \$2.9M for Building Customer Service Excellence (2022-2024)
- \$1.1M for Payroll Enhancement project (2021-2022)
- \$0.9M for Customer Service Strategy (2021)
- \$0.8M for Financial Reporting Software Replacement (2021-2022)

**Mississauga. Strong. Ready.**



Thank you



# 6 Appendix

# BR# 8505 – Refund Request Fee

**Description:** This budget request is for a new fee that will be charged to process requests to refund overpayments on property tax accounts. The fee will be established at \$30 per request.

<u>Operating</u>	
2021 Impact	(\$30,000)
2021 FTE Impact	0
2022-2024 Incremental Impacts	0
2022-2024 Incremental FTEs	0
Funding Source(s):	New Revenue
 <u>Capital:</u>	
2021-2024 Impact	N/A

# BR# 8565 – Corporate Asset Management (AM) Program

**Description:** A City-wide initiative driven by provincial legislation requires an AM plan for core infrastructure by 2021, non-core infrastructure by 2023, and to establish service level targets by 2024. To comply with legislation, information and analysis for all City assets needs to be robust. This requires an investment in staffing and consulting to collect, record and analyze data to complete the AM plans. Investigation into an enterprise system is needed to consolidate AM data across the organization.

<u>Operating</u>	
2021 Impact	\$0
2021 FTE Impact	21
2022-2024 Incremental Impacts	\$2,094,699
2022-2024 Incremental FTEs	-4
Funding Source(s):	Tax Funded Capital Recoveries
<u>Capital:</u>	
2021-2024 Impact	\$10,271,537