



Legislative Services

2016-2018 Business Plan
& 2016 Budget

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Last year the City of Mississauga undertook an extensive process to create a four year, 2015 through 2018, detailed Business Plan & Budget. Approved in February 2015, the 2015-2018 Business Plan & Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2016 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff has focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2015-2018 Business Plan and Budget & performance measurements. The complete 2016-2018 Business Plan & Budget can be found on the City's website.



Executive Summary of Legislative Services

Mission: To meet customers' diverse service needs by providing statutory and legislated services to the public, Council and other internal and external customers through a variety of service channels.

This service is delivered through the following services:

- Municipal Elections
- Council and municipal support
- Provincial Offences Court Administration
- Administrative Penalties System (APS) Dispute/Review
- Vital Statistics
- Committee of Adjustment
- Records Management
- Access and privacy
- Print and Mail services

Interesting facts about this service:

- Support for Council and 21 Committees and quasi-judicial tribunals
- Streaming of Council meetings and 4 Committees
- Minor Variance hearings held within 30 days/Consent application decisions made within 90 days
- Freedom of Information (FOI) requests- Decisions within 30 days
- Provincial Offences Act (POA) transcripts within 90 days

- On time delivery of over 3700 print shop requests annually
- Mail delivery twice/day in Civic Centre, courier mail delivery to offsite locations at least once/day

Highlights of the Business Plan include:

- 1% budget reduction met for 2016
- 2016 POA revenue increase of \$300,000 offset by \$320,500 increase in provincial cost recovery
- Investing in Electronic Document Records Management system
- Investigating public interest on "Ranked Ballot" voting
- Citizenship Program for newcomers
- Advancing Information Stewardship

Net Investment (000's)	2015	2016	2017	2018
Operating	(3,261)	(3,130)	(2,987)	(2,941)
Capital	807	822	219	38
Full Time Equivalents	85.2	86.2	86.2	84.2

Existing Core Services

Vision, Mission, Service Delivery Model

Vision

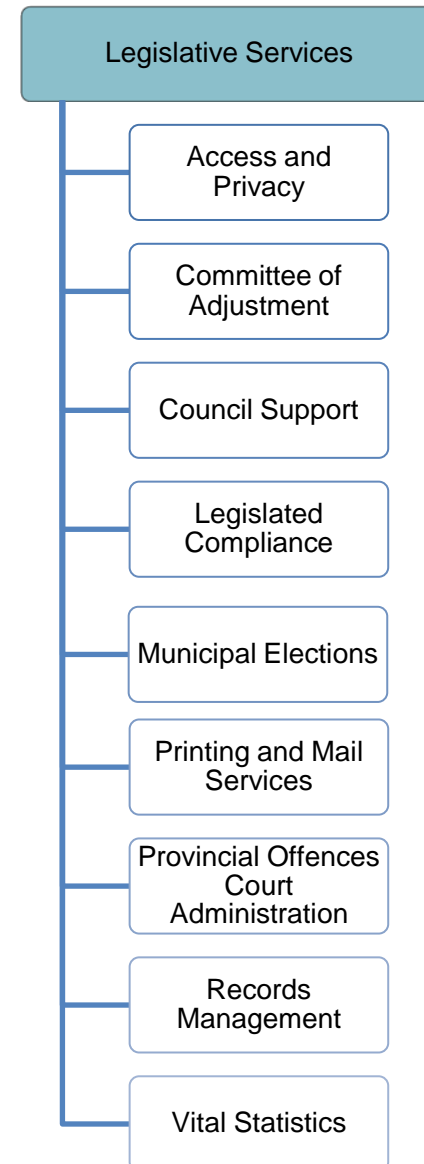
To provide open and accessible government by ensuring that independent and impartial statutory and regulatory services are delivered in a progressive and creative manner.

Mission

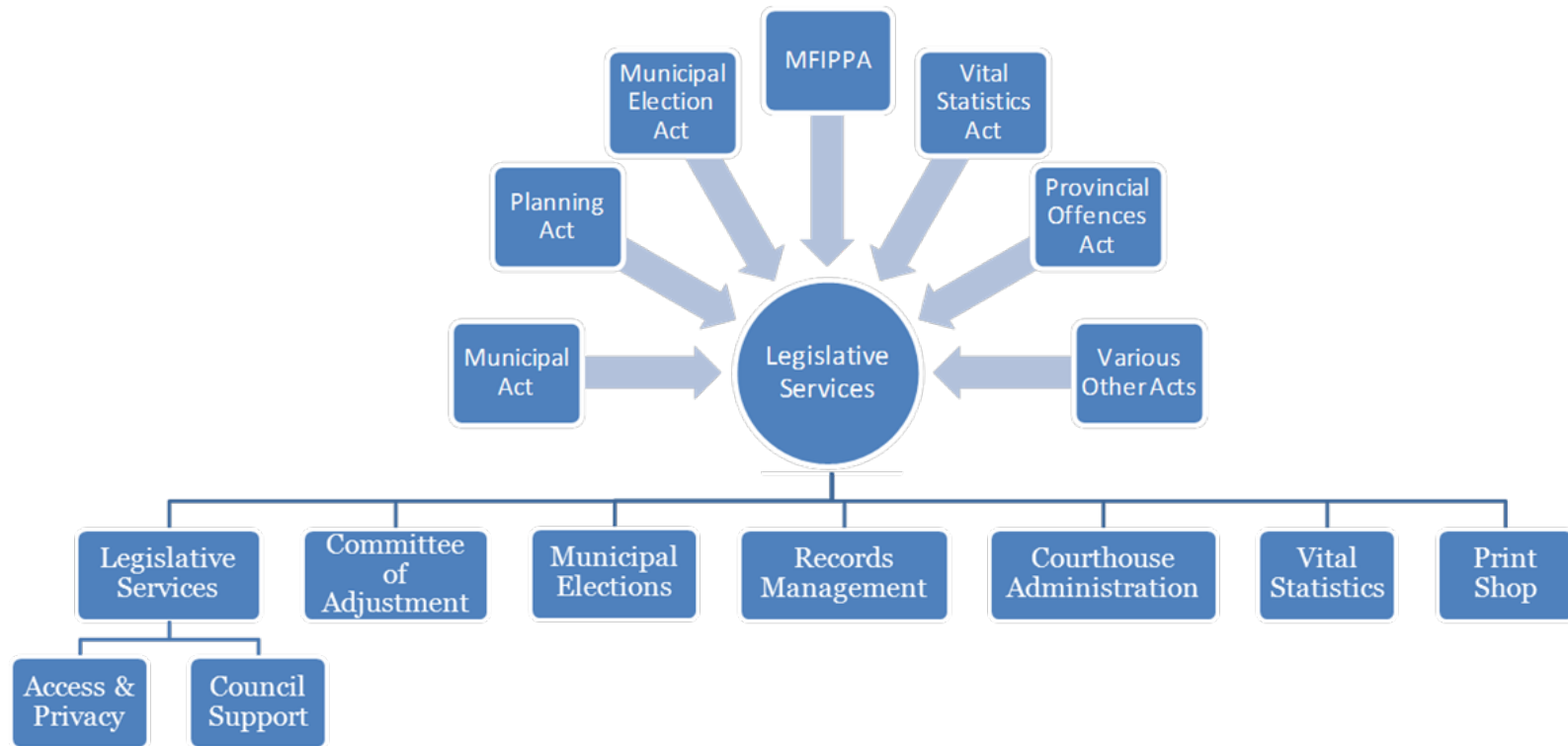
To meet customers' diverse service needs by providing statutory and legislated services to the public, Council and other internal and external customers through a variety of service channels.



Print Shop Large Format Printer



Service Delivery Model



Business Plan Updates

- An increase of \$300,000 to POA Court Administration revenue which is offset by a \$320,500 increase to adjudication costs and quality assurance fees as a result of Ministry of Attorney General cost recovery increases
- Investing in Electronic Document Records Management system: The system will be capable of managing electronic documents and address record keeping and compliance limitations."
- Investigating public interest on "Ranked Ballot" voting: Given proposed changes to the Municipal Act related to methods of voting and holding elections, further investigation is required to determine the citizens' desire for, and understanding of, these new methods including ranked choice ballots. This would change both the voting process and the tabulation of results. Further research is needed to determine whether and how this method would be rolled out in Mississauga
- Citizenship Program for newcomers: Given the diversity of our population and the desire by many newcomers to be involved and understand the municipal process, this program would look to partner with other organizations involved with newcomers to give them more information about municipal government, the voting process and how to get involved
- Advancing Information Stewardship: In addition to updating Corporate Records Policy and the classification review of the Records Retention by-law, this will facilitate the implementation of the Electronic Documents Records Management System (EDRMS), BR #2092



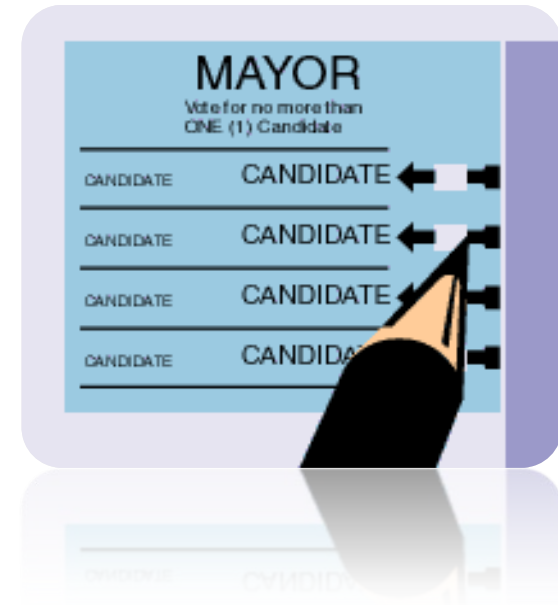
Courthouse staff in courtroom at 950 Burnhamthorpe Road West



Ontario Court of Justice- Provincial Offences Court

Accomplishments

- Successfully conducted the 2014 Municipal Election
- Successfully conducted a Ward 4 By-Election
- Successfully developed and implemented the Administrative Penalties review process
- Achieved 99.5% compliance on Freedom of Information requests



Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2016-2018 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2015 was (\$3,261,000) and the proposed budget for 2016 is (\$3,130,000).

Total Changes to Maintain Current Service Levels

Highlights include:

- Labour and benefits are projected to increase \$168,000, reflecting labour adjustments and other fringe benefit changes
- Provincially mandated cost increases totalling \$320,500 for POA adjudication/quality assurance and a \$300,000 increase in POA revenues
- 2015 by-election budget of \$405,000 was funded by a transfer from the election reserve and budgets for both reserve transfer and expenses are being eliminated in 2016

Efficiencies and Cost Savings

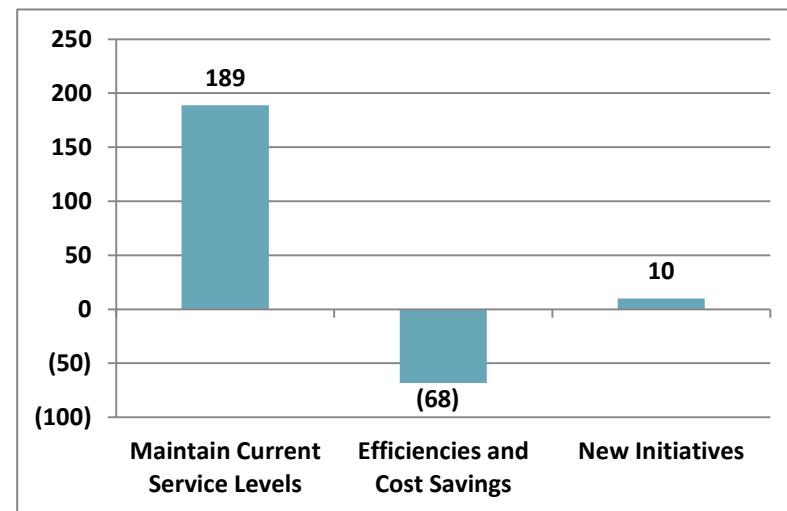
Highlights include:

- A reduction of \$45,000 for one (1) Grade A contract position in the City Clerk's Office
- A reduction of \$10,000 relating to contractors expenses
- Further reductions totalling \$13,000 for other miscellaneous items

New Initiatives

- Two new initiatives impact the 2016 operating budget. Details of each initiative can be found later on in the business plan

Proposed Changes to 2016 Net Operating Budget by Category (\$000's)



Operating

This part of the Business plan sets out the financial resources required to deliver the proposed 2016-2018 Business Plan and 2016 Budget. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and annualized prior decisions are identified separately from other proposed changes.

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2016 to 2018, the 2015 Budget as well as the 2014 actuals, by program within the service area.

Proposed Budget by Program

Description	2014 Actuals (\$000's)	2015 Budget (\$000's)	2016 Proposed Budget (\$000's)	2017 Forecast (\$000's)	2018 Forecast (\$000's)
Expenditures to Deliver Current Services					
Council Committees	109	143	143	143	143
Elections	2,497	692	289	293	297
Office of the City Clerk	3,689	3,810	3,874	3,864	3,855
Printing and Mail Services	565	475	482	500	519
Provincial Offence Act	2,678	2,728	3,075	3,106	3,138
Total Expenditures	9,537	7,848	7,863	7,907	7,952
Revenues	(11,034)	(10,637)	(10,937)	(10,937)	(10,937)
Transfers From Reserves and Reserve Funds	(2,240)	(472)	(67)	(67)	(67)
New Initiatives and New Revenues			10	110	110
Proposed Net Budget Including New Initiatives & New Revenues	(3,737)	(3,261)	(3,130)	(2,987)	(2,941)

Expenditures Budget - Changes by Year			0%	1%	1%
Proposed Net Budget - Changes by Year			(4%)	(5%)	(2%)

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table provides proposed budget changes further defined into more specific separated categories. It identifies changes in labour, operating costs and revenues to maintain existing service levels, efficiencies and cost savings, the cost increases arising from prior year decisions, special levies and new initiatives.

Summary of Proposed 2016 Budget

Description	2015 Approved Budget (\$000's)	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Years Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	2016 Proposed Budget (\$000's)	\$ Change Over 2015	% Change Over 2015
Labour and Benefits	6,206	168	(45)	0	0	0	0	6,330	123	2%
Operational Costs	1,641	(85)	(23)	0	0	10	0	1,543	(98)	(6%)
Facility, IT and Support Costs	0	(0)	0	0	0	0	0	(0)	(0)	0%
Total Gross Expenditures	7,848	84	(68)	0	0	10	0	7,873	26	0%
Total Revenues	(11,108)	105	0	0	0	0	0	(11,003)	105	(1%)
Total Net Expenditure	(3,261)	189	(68)	0	0	10	0	(3,130)	131	(4%)

Summary of Proposed 2016 Budget and 2017-2018 Forecast

Description	2016 Proposed Budget (\$000's)	2017 Forecast (\$000's)	2018 Forecast (\$000's)
Labour and Benefits	6,330	6,448	6,569
Operational Costs	1,543	1,568	1,493
Facility, IT and Support Costs	(0)	(0)	(0)
Total Gross Expenditures	7,873	8,017	8,062
Total Revenues	(11,003)	(11,003)	(11,003)
Total Net Expenditure	(3,130)	(2,987)	(2,941)

Note: Numbers may not balance due to rounding.

An election will occur in 2018. Costs have not been determined at this point – however, the 2014 municipal election cost \$2.2 million, funded via the Election Reserve.

Proposed Budget Changes Excluding New Initiatives and New Revenues

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

Category	2015 Budget (\$000's)	2016 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
Labour and Benefits	6,206	6,330	123	Increase reflects labour adjustments and other fringe benefit changes (\$45) Reduction of Grade A contract
Administration and Support Costs	0	(0)	(0)	
Advertising & Promotions	35	34	(1)	Efficiencies and cost savings
Communication Costs	110	108	(2)	Efficiencies and cost savings
Contractor & Professional Services	1,644	1,546	(97)	\$321 Increase in adjudication/monitoring costs (\$405) Decrease in Election Reserve transfer (2015 by-election) (\$13) Efficiencies and cost savings
Equipment Costs & Maintenance Agreements	310	310	0	
Finance Other	(1,237)	(1,237)	0	
Materials, Supplies & Other Services	723	717	(6)	Efficiencies and cost savings
Occupancy & City Costs	0	0	0	
Staff Development	27	27	0	
Transportation Costs	30	28	(2)	Efficiencies and cost savings
Total Other Operating	1,641	1,533	(108)	
Total Revenues	(10,637)	(10,937)	(300)	Increase in POA revenue
Transfers From Reserves and Reserve Funds	(472)	(67)	405	Decrease in Election Reserve transfer - 2015 by-election
Total Revenues	(11,108)	(11,003)	105	
Total	(3,261)	(3,140)	121	

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.

Description	BR #	2016 FTE Impact	2016 Proposed Budget (\$000's)	2017 Forecast (\$000's)	2018 Forecast (\$000's)	2016 to 2018 FTE Impact	2016 to 2018 Capital (\$000's)
New Initiatives							
Mississauga Citizenship Program	2091	0	10	10	10	0	0
Electronic Document and Records Management System	2092	2	0	100	100	0	988
Total New Initiatives			10	110	110		988

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

Proposed Initiative	Department	Service Area
Mississauga Citizenship Program	Corporate Services Department	Legislative Services

Required Annual Operating Investment

Impacts (\$000s)	2016	2017	2018
Gross Expenditures	10.0	10.0	10.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	10.0	10.0	10.0
* Net Change in \$		0.0	0.0
FTEs	0.0	0.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

The proposed Mississauga Citizenship program would provide newcomers the opportunity to become more engaged in local government and provide them with the knowledge needed to potentially serve on municipal boards, committees, agencies and/or commissions. Their contribution would more fully engage our population and contribute to the greater success of our City.

Details of Service Change

The program is to be implemented in 2017 to better prepare participants for the opportunities available on various City committees, boards, agencies and/or commissions following the 2018 Municipal Election and in the future. The development stage of the program will require a review of the City of Mississauga's corporate policy on Citizen Appointments, which sets Canadian citizenship as one of the criteria for appointment to a committee of Council. An outreach process will also be required to identify participants. Staff will need to receive input from newcomers, politicians and staff with respect to program components, mode of delivery, frequency, etc. Staff will need to work with community groups, social services agencies, provincial and federal governments to assist in the facilitation of the program. As per the Strategic Plan, operating funds are to be the responsibility of the City but external funding will be sought through partnerships with other levels of government. The ten year time horizon specifies an expansion of the program to include recognition of 150 newcomers on an annual basis.

Service Impact

Partnership opportunities with local community groups, associations, social service agencies and educational institutions to develop appropriate program content will be pursued. It is anticipated that an e-learning module would be developed, with an outreach and promotional component. Costs associated with community outreach in the form of promotional open houses with space rental, refreshments, program materials, etc., may also be required. Additional formats, such as video or classroom-style information sessions and/or face-to-face meetings may also be suggested. Due to the preliminary nature of this initiative, finalized costs are not available; however, it is estimated that a budget of \$10,000 annually for the next three years will be required for the program development and implementation.

Proposed Initiative	Department	Service Area
Electronic Document and Records Management System	Corporate Services Department	Legislative Services

Required Annual Operating Investment

Impacts (\$000s)	2016	2017	2018
Gross Expenditures	0.0	100.0	100.0
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	0.0	100.0	100.0
* Net Change in \$		100.0	0.0
FTEs	2.0	2.0	0.0

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

Required Capital Investment

Total Capital (\$000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	769.1	219.1	0.0	0.0

Why Staff Recommend this Initiative

The limited records management capability of SharePoint 2010 is impacting the City's ability to demonstrate complete compliance with legislative and corporate requirements for recordkeeping. Furthermore, research shows that Electronic Document Records Management Systems are common features of the municipal landscape, adopted by a number of municipalities including but not limited to: Brampton, Toronto, Hamilton, London, Region of Waterloo and the Region of Peel.

Details of Service Change

To remediate these compliance and efficiency problems, Legislative Services is proposing the implementation of an Electronic Document Records Management System (EDRMS), for use city wide to improve customer service while reducing staff effort associated with creating, filing, retrieving, archiving and copying of City documents and records. The EDRMS will work in conjunction with the SharePoint application and reduce errors related to document versioning; make document handling more efficient by automating certain departmental business processes; reduce information silos across the Corporation; and provide quick access to documents regardless of geographic location.

An IT Project Manager (Grade H) and an Application Developer (Grade F) are both required for a period of 2 years. They will partner with Records Management Services in the development and implementation of the EDRMS.

Service Impact

User Adoption - staff transitioning from a paper based to an electronic information management workplace will need to gain familiarity with the system in order to conduct their work in an efficient/effective manner. Through training and support, Records Management Services will support staff in this transition.

Change Management - Prior to implementation of the EDRMS, clients' business goals and objectives (e.g. cost, compliance, efficiency, etc.) will be identified to determine their state of readiness for this workplace change. Using ADKAR (Awareness/Desire/Knowledge/Ability/Reinforcement) change management methodology, the project will identify the business units progress through the change lifecycle and provide supporting exercises to strengthen process adoption.

Increased Accessibility to Government - an EDRMS would enable the City to share documents with citizens much more effectively. For example, the City could provide citizens with 24/7 access to information by posting documents on public facing communication channels (e.g. website). Citizens will no longer need to wait for the information they require and are more likely to be satisfied with service delivery.

Human Resources

Support from Human Resources will be required to recruit staff for the Electronic Document and Records Management initiative.

In addition, support to train and assist staff in adapting to new ways of working will be required.

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2015	2016	2017	2018
Elections	3.0	3.0	3.0	3.0
Office of the City Clerk	41.4	42.4	42.4	40.4
Printing and Mail Services	12.3	12.3	12.3	12.3
Provincial Offences Act	28.5	28.5	28.5	28.5
Total Service Distribution	85.2	86.2	86.2	84.2

Note: Numbers may not balance due to rounding.

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 2016-2025 Capital Budget by Program

Program Expenditures	2016 Proposed Budget (\$000's)	2017 Forecast (\$000's)	2018 Forecast (\$000's)	2019-2025 Forecast (\$000's)	Total 2016-2025 (\$000's)
City Clerk's	769	219	0	0	988
Elections	0	0	0	0	0
Print Shop	53	0	38	219	310
Total	822	219	38	219	1,298

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

2017 to 2018 Capital Forecast Highlights include the following:

- Currently gathering and developing functional requirements for the Electronic Document Records Management System that will result in the first major deliverable, the Business Requirements.
- Ongoing maintenance and replacement of aging print shop machinery

Sub-Program	2017 Forecast (\$000's)	2018 Forecast (\$000's)
City Clerk's		
Applications & Infrastructure	219	0
Subtotal	219	0

Sub-Program	2017 Forecast (\$000's)	2018 Forecast (\$000's)
Print Shop		
Equipment & Other	0	38
Subtotal	0	38
Total Expenditures	219	38

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

Proposed 2016-2025 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion of the proposed 2016-2018 Business Plan and 2016 Budget.

Funding	2016 Proposed Budget (\$000's)	2017 Forecast (\$000's)	2018 Forecast (\$000's)	2019-2025 Forecast (\$000's)	Total 2016-2025 (\$000's)
Other	0	0	0	0	0
Tax	822	219	38	219	1,298
Total	822	219	38	219	1,298

Proposed 2016 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2016.

Program: City Clerk's

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPLS004191	Electronic Document & Records Mgmt System	769	0	769	Tax -Capital Reserve Fund
Subtotal		769	0	769	

Note: Numbers may not balance due to rounding.

Program: Print Shop

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPLS003522	Address Printer Equipment - Print Shop	5	0	5	Tax -Capital Reserve Fund
CPLS003524	P4-Folder replacement- Print Shop	48	0	48	Tax -Capital Reserve Fund
Subtotal		53	0	53	

Note: Numbers may not balance due to rounding.

Performance Measures

A Balanced Scorecard identifies and measures four key areas of an organization's performances; Financial, Customers, Employees, and Business processes. By paying attention to all four areas, an organization can retain balance in its performance and ensure that it is moving towards the attainment of its goals.

About the Measures for Legislative Services:

Financial Measures

Print Shop Cost per page is the cost in cents per page printed/produced.

Customer Measures

The number of FOI inquiries received by the City Clerk's office whether the request is subsequently provided or refused staff are still required to investigate the feasibility of each request.

The IPC compliance rate is the rate that tells us what percentage of applications we received that were responded to within the 30 day legislated requirement as mandated by the Information Privacy Commissioner at the Province.

The Counter/Customer Service rating is the overall percentage of Good or Excellent ratings received by the Clerk's office customer service counter.

The number of Mississauga committee meetings publicly streamed.

The number of Mississauga TV views is reflective of the number of clients viewing Council and committee meetings live or archived.

Employee Measures

Satisfaction with the City, and Job satisfaction is measured through the bi-annual employee engagement survey which is a proxy to employee engagement and level of job satisfaction.

Business Process Measures

The number of Committee meetings supported refers to the percentage of committee meetings which are supported by legislative services staff.

The number of POA charges per POA administrative employee is the number of POA charges received annually per POA court administrative support staff

The percentage of print jobs delivered on time indicates the percentage of time the Print shop is able to deliver on their orders by the indicated delivery time.

Print Shop Staff at work



Balanced Scorecard

Measures for Legislative Services	2012 (Actual)	2013 (Actual)	2014 (Actual)	2015 (Planned)	2016 (Planned)	2017 (Planned)	2018 (Planned)
Financial:							
Print Shop – Cost per page (cents)	4.6	4.6	4.7	4.7	4.7	4.7	4.7
Customer:							
# of FOI inquiries received	624	640	650	650	650	660	670
IPC Compliance Rate	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%
Counter Customer Service Survey (rating – Good/Excellent)	88.4%	100%	92.5%	92.5%	92.5%	93.0%	93.0%
# of Committee meetings publicly streamed	2	5	5	5	5	5	5
# of Mississauga Video views	3,482	5,288	5,500	7,500	7,500	7,500	7,500
Employees/Innovation:							
Employee engagement scores: Satisfaction with the City	73.1%	73.1%	71.0%	71%	71%	72%	72%
Employee engagement scores: Job Satisfaction	71.9%	71.9%	73.0%	73%	73%	74%	74%
Internal Business Process:							
# of Committee meetings supported	205	191	200	200	200	200	200
# of POA Charges received per administrative employee	6,990	6,990	6,820	6,690	6,600	6,600	6,600
% of print jobs delivered on time	94%	91%	95%	95%	95%	95%	95%