



# Legislative Services

2018-2021 Business Plan  
& 2018 Budget

# Foreword

## Our Vision for the Future

Mississauga will inspire the world as a dynamic and beautiful global city for creativity and innovation, with vibrant, safe and connected communities; where we celebrate the rich diversity of our cultures, historic villages, Lake Ontario and the Credit River Valley. A place where people choose to be.

Mississauga City Council approved **Our Future Mississauga**; a Strategic Plan to achieve this vision over a 40 year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper** and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City has over 300 lines of business which are consolidated into 16 Services Areas that are outlined in this Plan. The 2018-2021 Business Plan and 2018 Budget detail how and where the City plans to allocate resources to deliver programs and services.

The City is committed to providing programs and services cost effectively. In this Plan we have outlined measures that will help us assess the quality, efficiency and customer satisfaction that our services achieve. The results help inform decisions on resource allocation, direct program offerings and improve service delivery to ensure our vision is efficiently realized.



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## Executive Summary of Legislative Services

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

### Services we provide:

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

### Interesting facts about this service:

- Supports Council and 24 Committees of Council and quasi-judicial tribunals
- Provides live-streaming and on-demand videos for Council and six Committees, including the Committee of Adjustment
- Ninety-nine per cent of the decisions related to Freedom of Information requests are made within 30 days
- A Municipal Election Campaign Contribution Rebate Program has been established for the 2018 Election
- The 2018 Municipal Election will include the election of a Regional Chair

- Provincial Offences Act (POA) transcripts are produced within 90 days

### Highlights of the Business Plan include:

- One per cent budget reduction achieved for 2018 through a review of all budget items and services
- Implementation of the Electronic Document Records Management System (EDRMS) in 2018
- Modernizing the Municipal Elections through the use of technology
- Continued improved access and transparency related to Council and Committees through live-streaming and on-demand videos
- Ensure Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) compliance

Net Investment (000's)	2018	2019	2020	2021
Operating	(3,374)	(3,461)	(3,446)	(3,286)
Capital	872	0	70	66
Full Time Equivalents	97.2	90.2	90.2	87.2

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# Core Services

## Vision, Mission, Goals of Service and 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 needs by providing statutory and legislated services to the public, Council and other internal and external customers through a variety of service channels.

### Goals of Service

- Provide access to information about municipal government 24/7 through a variety of service channels
- Ensure open and transparent government
- Deliver on-time and efficient services to internal and external customers
- Administer the Provincial Offences Act (POA) Court system
- Offer the review of Penalty Notices under the City's Administrative Penalty System
- Conduct an open, fair and impartial Municipal Election
- Ensure compliance with legislation
- Deliver provincially delegated services such as marriage licenses and burial permits in accordance with legislation and high customer service standards

### Service Delivery Model



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## Current Service Levels and Trends

### Access and Privacy

- MFIPPA requires decisions to be communicated within 30 days. It is the responsibility of this division to provide guidance to the City's divisions to ensure requests are responded to while ensuring any personal information that is in the City's care and control is appropriately and securely managed

### Committee of Adjustment

- Minor variance application hearings are held within 30 days of the application submission and Consent applications are dealt with within 90 days of submission

### Council and Committee Support

- Agendas, minutes and correspondence are prepared for Council, committees and subcommittees in accordance with corporate standards to provide openness and transparency to the Council and Committee decision making process

### Court Administration – Provincial Offences Act (POA)

- A nine month time to trial guideline has been established for minor traffic and by-law offences. The Mississauga POA Court hears these matters within seven to nine months
- Transcript requests are meeting the three month turnaround guidelines set by the Ministry of the Attorney General

### Vital Statistics

- Marriage licenses and death registrations are processed within the same day of application/submission

### Legislative Compliance

- The City Clerk is the corporate signatory and undertakes the Clerk's responsibilities as outlined in various different legislative acts such as: the Planning Act, Expropriations Act, Liquor License Act, Marriage Act, Livestock, Poultry and Honey Bee Protection Act, Ontario Heritage Act and the Municipal Act
- Public commissioning of documents is also offered daily

### Municipal Elections

- Elections are conducted in accordance with the Municipal Elections Act, Education Act and the Municipal Act
- "Vote Anywhere" technology will be utilized for the 2018 municipal election to allow voters greater flexibility for casting their ballots on advance poll or on election day
- The City's own Election Program Information Centre (EPIC) software will be expanded to provide greater access to information and efficiency in the operation of the election

### Printing and Mail Services

- Mail is delivered and sent out twice daily
- Print jobs are delivered on time and in a cost effective manner

### Records Management

- Records Management ensures that all City records are managed during a lifecycle, including the long term preservation of all Council records
- In 2018, an electronic documents records management system will be implemented to formally deal with electronic records

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**The most significant priorities for Legislative Services to address over the next five years are:**

- Manage increased public participation and interest in local government
- Increased number of live stream viewers and on demand web views of Council and Committee meetings
- Efficiently process the increased number of Freedom of Information applications seeking records held by the City
- Implement changes to provincial legislation such as Municipal Act and Municipal Elections Act that will require changes to existing practices and procedures
- Address increased pressure on the Elections reserve and increases in the operating cost of the election to address staffing and technological needs
- Address variations in the revenues generated by Provincial Offences Act infractions
- Address demand for greater access and transparency related to local government and the decision making process
- Implement an Electronic Document Records Management System (EDRMS) modernizing the City's records management system
- Manage need to continue to provide efficient, timely and cost effective delivery of services to internal and external clients
- Modernization of the Municipal Election process through the use of technology
- Manage the increasing number of Administrative Penalty System screening requests and hearings



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## Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's Performance Measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision making and strengthen accountability. The following section describes the measures that we use and provides context for results. The Balanced Scorecard shows trends since 2014 and expected outcomes up to 2021.

### What we are measuring

Legislative Services measures key performance indicators including: cost per capita of providing the service; cost/revenue; compliance response rates; number of committees streamed and number of views of the meeting and on-demand views, staff/committees; staff/APS hearing; staff/POA offence processed, and overall employee engagement.

### Why these measures are important

Cost per capita identifies the average net cost per Mississauga resident of providing the full range and some specific services within Legislative Services. The costs are provided for the service as a whole, the election, and the POA court. These measures allow the tracking and greater understanding of the financial costs associated with these services for the residents of Mississauga.

The Information and Privacy Commission (IPC) compliance rate identifies the City's compliance with the recommended response rate to FOI requests and demonstrates the level of customer service provided to requestors.

The number of Council and Committees streamed and the number of views identifies the City's desire to make the government decision making process accessible and transparent to the residents.

The staff employee engagement results and number of employees with Lean White Belt training identifies that the employees in Legislative Services are committed to their jobs and the City and strive for continuous improvement and means of streamlining their operations.

The number of hearings, meetings and charges processed per staff person measures productivity and the quality of the services provided.

### How we are improving results

As a result of greater use of technology by Council members, staff and the public who attend Council and Committee meetings, the printing of agendas has been reduced significantly over the years. The performance indicators support decision making related to the Service Area's business improvements and also helps establish targets. The indicators also demonstrate that business improvements are achieving their goals.



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## Balanced Scorecard

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

### Financial Measures

*Cost of election/eligible elector*

- Every four years a municipal election is held. This measure breaks down the cost of the election on a per capita basis

*Revenue/Cost ratio for POA Court*

- This ratio measures the revenue earned per \$1 of POA administration expense

*Operating costs per capita for Legislative Services (excluding POA service)*

- In removing the POA net revenue operation, we can measure the per capita cost of Legislative Services

### Customer Measures

*Information and Privacy Commission (IPC) Compliance Rate*

- *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

*Percentage of Council/Committee meetings streamed*

- The percentage of Mississauga committee meetings publicly streamed is a measure of the proportion of Council Committee meetings that are streamed via the City's website
- *The number of streamed meeting views* is reflective of the number of clients viewing Council and committee meetings live or archived

### Employee Measures

- *Overall Employee Engagement*
- *The number of employees that participated in the Employee Engagement Survey*
- *Percentage of Employees received Lean White Belt Training*
- *The percentage of total staff in the division that have received White Belt training*

### Business Process Measures

*Number of Provincial Offences Act charges processed per administrative employee*

- *The number of POA charges per POA administrative employee* is the number of POA charges processed annually per POA court administrative support staff

*Number of requests per Screening Officer (APS)*

- *The number of Administrative Penalty System Requests per Screening Officer* is a measure to the number of requests for consideration through the Administrative Penalties System process per Screening Officer

*Number of Council/Committee meeting hours supported*

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

## Balanced Scorecard (Cont'd)

Measures for Legislative Services	2014 (Actual)	2015 (Actual)	2016 (Actual)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)	2021 (Plan)
<b>Financial:</b>								
Cost of election/eligible elector	\$5.01	N/A	N/A	N/A	\$5.40	N/A	N/A	N/A
POA revenue earned/\$ cost of administration	\$3.61	\$3.80	\$3.34	\$3.00	\$3.16	\$3.17	\$3.14	\$3.12
Operating costs per capita for Legislative Services excluding POA	\$9.06	\$6.21	\$6.19	\$6.91	\$10.19	\$6.60	\$6.54	\$6.50
<b>Customer:</b>								
IPC Compliance Rate %	99.5	99	99.5	99	99	99	99	99
% of Council/Committee meetings streamed	29%	29%	29%	35%	35%	40%	40%	40%
# online views per Council /Committee meeting	5,500	14,132	18,000	19,000	20,000	21,000	22,000	23,000
<b>Employees:</b>								
Overall Employee Engagement	75.1%	75.1%	N/A	N/A	77%	N/A	N/A	78%
% Employees with Lean White Belt training	N/A	N/A	56%	100%	100%	100%	100%	100%
<b>Internal Business Process:</b>								
#POA charges processed/administrative employee	4,243	6,093	6,600	6,600	6,600	6,600	6,600	6,600
# of Requests/Screening Officer (APS)	4,243	6,093	3,066	3,400	3,400	3,400	3,400	3,400
# of Council/Committee hours supported	249	382	372	375	250	375	375	375

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## Awards and Achievements

- An updated Records Retention By-law has been approved to ensure best practices related to City records
- Vote Anywhere – a new and more efficient way of managing poll locations and providing greater flexibility to voters has been approved for implementation in the 2018 election
- A rebate program has been approved and will be implemented for the 2018 election
- Electronic recorded votes are being used for Council and standing committees
- Consent agendas have been implemented to improve the efficiency of council and General Committee meetings



*Legislative Services staff participated in the Mayor's One Bag Challenge and collected over 2,500 pounds of food for the needy*



*The Accessibility Advisory Committee participated in the City's National Access Awareness Week event*

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# The 2018-2021 Business Plan Outlook

## Planning for the Future

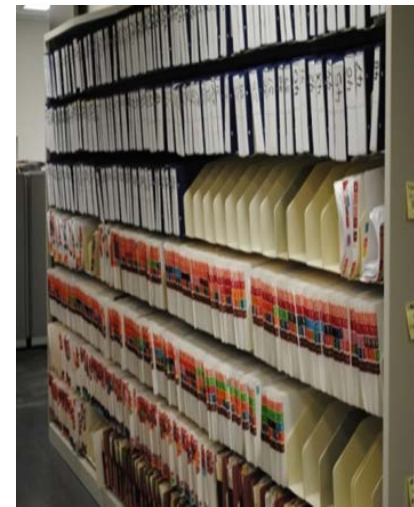
The public is becoming more engaged and interested in their local level of government. Municipal government is the level of government that impacts people's lives on a daily basis; therefore, people want to know what is happening and why, and want to provide input into the decision making process. The modernization of our services includes the implementation of the electronic records management system, the increased use of technology to organize and run the election, and greater access to our services online, such as marriage licences and freedom of information requests.



*Provincial Offences Courthouse staff*



*Diversity and Inclusion Advisory Committee in session*



*Moving from paper to electronic records*

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## Finding Efficiencies

- Implementation of an Agenda Management System that has streamlined and made the agenda workflow process paperless
- A 25 per cent reduction in the number of printed agendas created for Council and Committee meetings (since 2013)
- Customer service improvements made with the creation of online petition and request to speak forms
- Print Shop has made small improvements in their space layout and processes to find efficiencies in the operation workflow
- For the 2018 Municipal Election, Vote Anywhere will be implemented, allowing voters to visit any polling location in their ward to cast a ballot. This will improve the flow of voters at voting locations and improve the voter experience by providing location options and an improved customer experience at locations

A number of Lean small improvements have been undertaken by the division. These include:

- Creation of an electronic translator scheduling tool for the courts
- Reduction in the number of paper agenda printed for Council and Committee meetings
- Implementation of online deputation and presentation forms to streamline the process
- Sharing of spare confidential shredding bins to avoid cost of placing special requests
- Printing of court dockets internally rather than special orders
- Transcripts stored electronically rather than creating paper copies

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## Advancing the City's Strategic Plan

### belong - ensuring youth, older adults and new immigrants thrive

- Streaming of Council, Committees and Committee of Adjustment meetings
- Creation of the Mississauga Citizenship program through Diversity and Inclusion Advisory Committee (DIAC)
- Using technology to streamline and provide flexibility to voters in the 2018 municipal election

### green - living green

- Increase the number of Forest Stewardship Council print jobs produced annually



*In-house large format printing*



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## Transforming our Business with Technology

### Foster Open and Accessible Government

- EDRMS (Electronic Document and Records Management System) to manage electronic records
- Online service requests for Marriage Licenses and Freedom of Information Requests to provide more efficiency in the service delivery and options for clients
- Additional live-streaming and archiving of Council and Committee meetings to ensure access and transparency related to government decision making



*Council Chambers*

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# Managing Our Human Resources

## Our Structure

The Legislative Services Division is led by the City Clerk and Director of Legislative Services. The division is made up of the following sections:

- Court Administration
- Legislative Services
- Vital Statistics/Committee of Adjustment
- Records Management
- Elections
- Print Shop

Each section works independently to achieve the business goals of the section; however, the teams work together on projects such as the election when resources are required across the division. The management team provides the strategic direction and sets the work plans for the division as a whole.

## Our Talent

Legislative Services staff have a diverse skill set, ranging from professional to technical. Those involved in the administrative functions are members of professional associations such as Association of Municipal Clerks and Treasurers of Ontario (AMCTO), the Ontario Association of Committees of Adjustment (OACA). Where professional associations do not exist, staff participates in ad-hoc committees comprised of staff from other municipalities to share ideas and information related to specific subject matters. Given the legislative requirements of many of the positions, staff are required to be up to date on all related legislation and ensure any changes are implemented within the prescribed timelines of the legislation.

Lean has been embedded into the division, through the training of all staff and the creation of Sectional Lean Plans outlining work plans for each section of the division.

## Critical Roles/Functions to Achieve Business Goals

As the division continues to work towards modernization through projects such as the Electronic Document and Records Management System (EDRMS) implementation, greater emphasis will be placed on staff cross-training to achieve the overall goals of the project.

## Talent Needs

Over the next five years, almost a quarter of the employees in the division will be eligible for retirement. Competition for similar skills and experience may make it more difficult to replace staff. Needs may also evolve over that period given the continued modernization of the services provided.

Two contract staff are being sought through the business plan (BR #3933) to implement the EDRMS. The staff will function as facilitators to ensure all departments are properly trained and supported through the transition to ensure the success of the project.



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## Proposed Full Time Equivalent Staffing

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2017	2018	2019	2020	2021
Office of the City Clerk	41.4	43.4	43.4	43.4	40.4
Elections	7.0	11.0	4.0	4.0	4.0
Provincial Offence Act	29.5	29.5	29.5	29.5	29.5
Printing and Mail Services	13.3	13.3	13.3	13.3	13.3
<b>Total Service Distribution</b>	<b>91.2</b>	<b>97.2</b>	<b>90.2</b>	<b>90.2</b>	<b>87.2</b>

Note: Numbers may not balance due to rounding.

Staff changes in 2018, all contract positions: Two (2) Grade D, EDRMS implementation; three (3) election assistants, one (1) part-time (6 months) election assistant and one (1) part-time (6 months) communications election assistant.

# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2018-2021 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 budget for 2017 was \$2.91 million and the proposed budget for 2018 is \$3.37 million.

## Total Changes to Maintain Current Service Levels

The \$382,000 net reduction is a combination of increases in labour adjustments, other fringe benefit changes and an increase of \$500,000 in POA revenue. Election expenses have been fully offset by transfers from the Election Reserve.

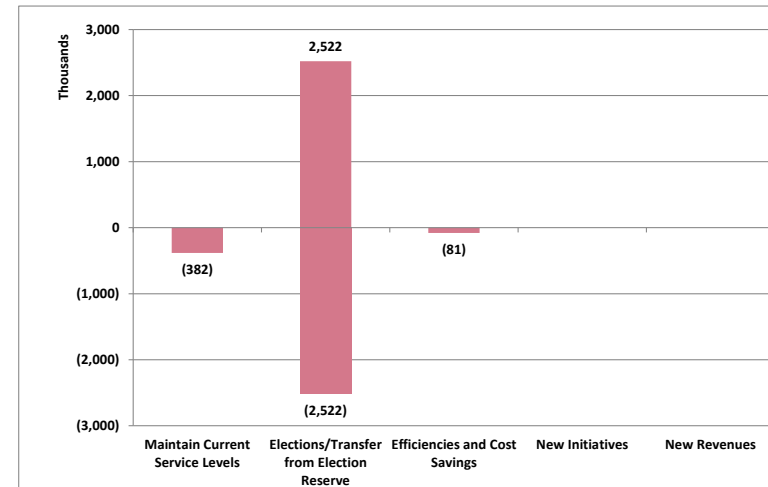
## Efficiencies and Cost Savings

The one per cent reduction target of \$81,000 was met for 2018. There is a reduction of \$5,000 in part-time labour, which was no longer required. Among the remaining reductions, the most notable include: \$15,000 in office supplies/operating materials, \$14,000 in Administrative Penalty Systems (APS) operating expenses, \$14,000 in professional services, \$10,000 in ICON (POA operating system) charges and \$10,000 in postage.

## New Initiatives

There is one Budget Request for 2018: Electronic Document Records Management System (EDRMS), BR #3933. This BR is requesting two (2) capital funded contract staff – there is no increase in funding requested as current funding in the capital project has been repurposed.

**Proposed Changes to 2018 Net Operating Budget by Category (000's)**



## Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2018-2021, as well as the 2017 Budget and 2016 Actuals by major program within the Service Area.

### Proposed Budget by Program

Description	2016 Actuals (\$000's)	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>						
Council Committees	47	85	85	85	85	85
Elections	229	682	3,217	481	478	484
Office of the City Clerk	3,796	3,964	3,975	3,944	3,914	3,884
Printing and Mail Services	669	590	603	618	634	650
Provincial Offence Act	3,031	3,144	3,145	3,170	3,196	3,221
<b>Total Expenditures</b>	<b>7,772</b>	<b>8,466</b>	<b>11,025</b>	<b>8,298</b>	<b>8,306</b>	<b>8,324</b>
<b>Revenues</b>	<b>(11,653)</b>	<b>(10,963)</b>	<b>(11,463)</b>	<b>(11,563)</b>	<b>(11,563)</b>	<b>(11,563)</b>
Transfers From Reserves and Reserve Funds	0	(413)	(2,936)	(196)	(189)	(47)
New Initiatives and New Revenues			0	0	0	0
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>(3,880)</b>	<b>(2,911)</b>	<b>(3,374)</b>	<b>(3,461)</b>	<b>(3,446)</b>	<b>(3,286)</b>
Expenditures Budget - Changes by Year			30%	(25%)	0%	0%
Proposed Net Budget - Changes by Year			16%	3%	(0%)	(5%)

Note: Numbers may not balance due to rounding.

## Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour, operational costs, facility, IT and support) and revenues are shown by category with the approved 2017 budget for comparison. The three columns to the far right of the table show the totals proposed for 2018 and their dollar and percentage changes over 2017.

Description	2017 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	2018 Proposed Budget (\$000's)	\$ Change Over 2017	% Change Over 2017
Labour and Benefits	6,914	575	(5)	16	0	(0)	0	7,500	586	8%
Operational Costs	1,552	2,049	(76)	0	0	0	0	3,525	1,973	127%
Facility, IT and Support	0	0	0	0	0	0	0	0	0	0%
<b>Total Gross</b>	<b>8,466</b>	<b>2,624</b>	<b>(81)</b>	<b>16</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>11,025</b>	<b>2,559</b>	<b>30%</b>
<b>Total Revenues</b>	<b>(11,376)</b>	<b>(3,022)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(14,399)</b>	<b>(3,022)</b>	<b>27%</b>
<b>Total Net Expenditure</b>	<b>(2,911)</b>	<b>(398)</b>	<b>(81)</b>	<b>16</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>(3,374)</b>	<b>(463)</b>	<b>16%</b>

Description	2016 Actuals (\$000's)	2017 Approved Budget (\$000's)	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
Labour and Benefits	6,384	6,914	7,500	6,900	6,988	7,088
Operational Costs	1,388	1,552	3,525	1,398	1,317	1,236
Facility, IT and Support	0	0	0	0	0	0
<b>Total Gross</b>	<b>7,772</b>	<b>8,466</b>	<b>11,025</b>	<b>8,298</b>	<b>8,306</b>	<b>8,324</b>
<b>Total Revenues</b>	<b>(11,653)</b>	<b>(11,376)</b>	<b>(14,399)</b>	<b>(11,759)</b>	<b>(11,752)</b>	<b>(11,610)</b>
<b>Total Net Expenditure</b>	<b>(3,880)</b>	<b>(2,911)</b>	<b>(3,374)</b>	<b>(3,461)</b>	<b>(3,446)</b>	<b>(3,286)</b>

Note: Numbers may not balance due to rounding.

## Proposed Cost Increase Required to Maintain Current Service Levels

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

Description	2017 Budget (\$000's)	2018 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
<b>Labour and Benefits</b>	<b>6,914</b>	<b>7,500</b>	<b>586</b>	Increase/Decrease Reflects Labour Adjustments and Other Fringe Benefit Changes; Includes Contracted/Part-time Election Staffing
Advertising & Promotions	34	188	154	Election Advertising/Promotion
Communication Costs	109	421	312	\$320 Election Postage (\$10) Efficiencies/Cost Savings
Contractor & Professional Services	1,558	2,461	903	\$700 Election Workers \$231 Election Voter Cards/Interpreters/Ballot Printing (\$28) Efficiencies/Cost Savings
Equipment Costs & Maintenance Agreements	277	622	345	\$367 Election Tabulators, Election Rental Equipment (\$22) Efficiencies/Cost Savings
Finance Other	(1,177)	(1,177)	0	
Materials, Supplies & Other Services	694	941	247	\$120 Election Printing \$108 Election Operating Expenses \$25 Inauguration Expenses \$10 Election Office Supplies (\$16) Efficiencies/Cost Savings
Occupancy & City Costs	0	2	2	2018 Election
Staff Development	28	30	2	2018 Election
Transportation Costs	29	37	8	2018 Election
<b>Subtotal - Other Operating</b>	<b>1,552</b>	<b>3,525</b>	<b>1,973</b>	
Total Revenues	(10,963)	(11,463)	(500)	Increase in POA Revenue
Transfers From Reserves and Reserve Funds	(413)	(2,936)	(2,522)	Transfer from Election Reserve
<b>Subtotal - Revenues</b>	<b>(11,376)</b>	<b>(14,399)</b>	<b>(3,022)</b>	
<b>Total</b>	<b>(2,911)</b>	<b>(3,374)</b>	<b>(463)</b>	

Note: Numbers may not balance due to rounding.

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### Proposed New Initiatives and New Revenues

This table presents the costs by Budget Request (BR#) for proposed new initiatives. A detailed description of this Request can be found on the pages following the table.

Description	BR #	2018 FTE Impact	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2018 to 2021 FTE Impact	2018 to 2021 Capital (\$000's)
<b>New Initiative</b>								
Electronic Document Records Management System (EDRMS) Implementation	3933	2.0	0	0	0	0	0.0	0
<b>Total New Initiatives</b>		<b>2.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>2.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>

Note: Numbers may not balance due to rounding.

**Proposed Initiative**

Electronic Document Records Management System (EDRMS) Implementation

**Department**

Corporate Services Department

**Service Area**

Legislative Services

**Required Annual Operating Investment**

Impacts (\$000s)	2018	2019	2020	2021
Gross Expenditures	0.0	0.0	0.0	0.0
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	0.0	0.0	0.0
* Net Change in \$		0.0	0.0	0.0
FTEs	2.0	2.0	2.0	0.0

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

**Required Capital Investment**

Total Capital (\$000s)	2017 & Prior	2018	2019	2020	2021 & Beyond
Expenditures	1.5	0.0	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

This initiative fulfills part of the original business case and plan for the rollout of the Electronic Document Records Management System (EDRMS). Deficiencies in the management of electronic records must be addressed and typical end users are not experts in records management best practices and a "one size fits all" solution is not viable. To properly roll out the EDRMS, two Records Analysts are needed to assist users to understand, configure and adopt the new tool and processes.

### **Details of Service Change**

The requested contracted Records Analysts will be part of the EDRMS project core team and belong to the Records Management Services (RMS) section for a period of 24 months. The contract Records Analysts will focus on the EDRMS implementation while RMS works on both the EDRMS project and other initiatives to modernize our records keeping practices (e.g., rolling out and assisting business units adopt a new Records Retention By-law).

A successful EDRMS implementation will need designated resources and the skills and knowledge that Records Analysts would bring. They will represent information management best practices, and collaborate heavily with IT partners and stakeholders in the following areas:

- Business and Gap Analysis - Determine current and future state and what tasks, processes and deliverables are needed to reach future goals
- Configuration and Deployment – Determine and configure solution to match requirements. Also, set up and test some basic workflows and requirements
- Training – Assist in development of standard training material. Deliver appropriate training
- Consultation and Guidance – Support users with various issues such as migration, records management best practices, opportunities in utilization of the EDRMS, manage change and adoption of new tool and processes
- Communication – Bring awareness and understanding to users as well as develop and deliver information sessions as needed

### **Service Impact**

The EDRMS implementation is complex; however, with two additional Records Analysts who can respond to the business and technical requirements of stakeholders, Records Management and IT, the project will move forward more quickly, have a higher rate of adoption and be able to better fulfill the business objectives of the project and the needs of different groups.

Two devoted resources designated to implementation will be more effective than staff trying to implement the change while fulfilling their existing responsibilities. This request is a one-time request for a 24 month period. The cost is offset by the Professional Services capital budget which was unspent during the first phase of the project.

The additional staff will report to and be located with Legislative Services' Records Management Services unit. They are budgeted to start April 2018 until March 2020 at a grade D salary. The request for two additional desks and standard IT equipment (e.g. laptops and phones) will be needed.

Both positions were part of the initial business case and plan and are required to successfully implement this transformational project.



# Proposed Capital Budget

This section summarizes the forecast 10 year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast.

## Proposed 2018-2027 Capital Budget by Program

Program Expenditures	2018 Proposed Budget (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)	2022-2027 Forecast (\$000's)	Total 2018-2027 (\$000's)
City Clerk's	10	0	0	0	0	10
Elections	724	0	0	0	0	724
POA	100	0	25	0	0	125
Print Shop	38	0	45	66	63	212
<b>Total</b>	<b>872</b>	<b>0</b>	<b>70</b>	<b>66</b>	<b>63</b>	<b>1,071</b>

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

### Proposed 2018-2027 Capital Forecast Highlights include the following:

\$724,200 for Vote Anywhere – 2018 Election

\$212,000 for various Print Shop capital items (cutter/coiling equipment replacement, postage meter replacement, three hole drill punch)

\$100,000 for Court Interpreter Scheduling Tool

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**Proposed 2018-2027 Capital Budget by Funding Source**

The following table provides the funding sources proposed to fund the capital portion of the proposed 2018-2021 Business Plan and 2018 Budget and the consolidated forecast for 2022-2027.

<b>Funding</b>	<b>2018 Proposed Budget (\$000's)</b>	<b>2019 Forecast (\$000's)</b>	<b>2020 Forecast (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022-2027 Forecast (\$000's)</b>	<b>Total 2018-2027 (\$000's)</b>
Tax/Debt	753	0	70	66	63	952
Other Reserves & Reserve Funds	120	0	0	0	0	120
<b>Total</b>	<b>872</b>	<b>0</b>	<b>70</b>	<b>66</b>	<b>63</b>	<b>1,071</b>

Note: Numbers may not balance due to rounding. □

## Proposed 2018 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2018.

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	0	0	0	see note #2
CPLS005683	eAgendas for Committee of Adjustment meetings	10	0	10	Tax/Debt
<b>Total</b>		<b>10</b>	<b>0</b>	<b>10</b>	

Note: Numbers may not balance due to rounding.

Note 2: no new funding required - reallocating existing project funding to fund two (2) grade D contract staff.

Program: Elections

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPLS005332	Vote Anywhere - 2018 Election	724	0	724	Other Reserves & Reserve Funds, Tax/Debt
<b>Total</b>		<b>724</b>	<b>0</b>	<b>724</b>	

Note: Numbers may not balance due to rounding.

Program: POA

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPLS006373	Interpreter Scheduling Tool	100	0	100	Tax/Debt
<b>Total</b>		<b>100</b>	<b>0</b>	<b>100</b>	

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
CPLS003526	Digital Postage/Meter Equipment	38	0	38	Tax/Debt
<b>Total</b>		<b>38</b>	<b>0</b>	<b>38</b>	

Note: Numbers may not balance due to rounding.

## Proposed 2019-2021 Capital Budget by Sub-Program

The following tables provide a listing of capital forecast by sub-program for 2019 -2021.

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>City Clerk's</b>			
LEG Clerks Applications & Infrastructure	0	0	0
<b>Subtotal</b>	0	0	0

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Elections</b>			
LEG Elections Applications & Infrastructure	0	0	0
<b>Subtotal</b>	0	0	0

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>POA</b>			
LEG POA Applications & Infrastructure	0	25	0
<b>Subtotal</b>	0	25	0

Sub-Program	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021 Forecast (\$000's)
<b>Print Shop</b>			
LEG Print Shop Equipment & Other	0	45	66
<b>Subtotal</b>	0	45	66
<b>Total Expenditures</b>	<b>0</b>	<b>70</b>	<b>66</b>

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