

## Appendix 2 – Summary of Program Changes

**Business Plan & Budget Book 2011-2014**

### Legislative Services - Service Summary 2011-2014

Category	FTE	2011	2012	2013	2014	Total Operating	Total Capital
Efficiencies	0	3	0	(5)	10	8	25
Service Level Adjustments	(1)	(88)	(12)	0	0	(100)	0
New Service Levels	2	73	43	45	65	226	42
Reserve Fund Transfers	6	0	0	0	0	0	0
<b>Total Service Budget Impact</b>	<b>7.0</b>	<b>(12)</b>	<b>31</b>	<b>40</b>	<b>75</b>	<b>134</b>	<b>67</b>



## Appendix 2 – Summary of Program Changes

**Business Plan & Budget Book 2011-2014**

BR#	Service	Initiative Description	Category	FTE	2011	2012	2013	2014	Total Operating	Capital 2011-2014
284	Legislative Services	Enhanced Access to Agendas/Minutes	Efficiencies	0.0	3	0	(5)	10	8	25
441	Legislative Services	2011 Cost Control Options-Legislative Services	Service Level Adjustments	(1.0)	(88)	(12)	0	0	(100)	0
320	Legislative Services	Electronic Records Management Support	New Service Levels	0.0	30	0	0	0	30	42
353	Legislative Services	Privacy Compliance Strategy and Initiative	New Service Levels	1.0	43	43	0	0	86	0
616	Legislative Services	Establishment of a Mississauga Citizenship Program	New Service Levels	1.0	0	0	45	65	110	0
		<b>Subtotal</b>	<b>New Service Levels</b>	<b>2.0</b>	<b>73</b>	<b>43</b>	<b>45</b>	<b>65</b>	<b>226</b>	<b>42</b>
247	Legislative Services	Municipal Elections	Reserve Fund Transfers	6.0	0	0	0	0	0	0
<b>Total Service Budget Impact</b>				<b>7.0</b>	<b>(12)</b>	<b>31</b>	<b>40</b>	<b>75</b>	<b>134</b>	<b>67</b>



# Business Plan and Budget

City of Mississauga

Budget Request # 247

## Description of Proposed Initiative

Municipal Elections

### Service Area

Legislative Services

### Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	1,836	0	0	65	2,400
Net Cost					
Funded from	0	0	0	0	0
Tax Levy					
<b>Net Impact on Tax Levy</b>		0.00 %	0.00 %	0.00 %	0.00 %
<b>FTE</b>	5	0	0	1	5
Capital					
Approved					
Forecast					
<b>Net Incremental Capital</b>	0	0	0	0	0

## Details of Service Change

Municipal Elections are legislated by the Province through the Municipal Elections Act. Regular Elections are held every four years however the MEA regulates the requirements to hold by-elections within the four year term. Municipal Elections not only capture our corporate values of Trust, Quality, and Excellence, but more importantly is a unique process that falls in line with the City of Mississauga's Strategic Priorities such as the focus on leadership, being an employer of choice and building a city for the 21st century.

Municipal Elections is perhaps the most unique project a municipality must undertake. It is a project that is Corporate wide and effects almost every department in the City. The City also undertakes this initiative on behalf of the four school boards which fall within the jurisdiction of Mississauga This mandated initiative has very unique qualities:

- It is a project where success can not be measured until after event takes place.
- It is a project that does not allow for dress rehearsals.
- It is a project that is conducted under public scrutiny
- It is a project that is dependent on many unknowns, such as turnout, legislative change, social pressures, technological changes/pressures, MPAC changes, quality and number of candidates, vendor deliverabilities, quality of election workers, natural disasters etc

## Service Impact

The next scheduled election will take place in 2014. The City of Mississauga is the sixth largest City in Canada and our growth has been tremendous in the last 20yrs yet our election administrative structure has never been reviewed nor has it developed in comparison to the City's growth. Executing a successful election requires years of strategic planning. The stages of planning and implementation are defined as a 4 year election plan/cycle as noted below:

- YEAR 1 (2011) - 2010 ELECTION WRAP UP

- YEAR 2&3 (2012-2013) - 2014 ELECTION PREPARATION
- YEAR 4 (2014) - 2014 ELECTION YEAR

YEAR 1- Consists of wrapping up all legislative requirements/processes in relation to the 2010 election. The legislative requirements include: the startup of the Election Campaign Finance Committee, filing of Candidate Financial Statements, destruction of election records, election room cleanup and inventory.

YEARS 2&3 - Preparation begins for the following election. This is perhaps the most crucial stage of this 4 year plan/cycle since this is where the foundation is built and the main strategy is set for the next election.

The planning stage has the opportunity to bring financial benefits as it did in 2008-2009. With the assistance of I.T., an in-house worker/voters' list module was developed and used in the 2010 Election. The purpose/goal was to develop a system that is custom designed for Mississauga and that replaces a vendor module (Powerprofile) for which I.T has paid annual maintenance and licensing fees. Approx Savings: -\$15,000 (commencing 2011). This savings is captured in the IT Business Plan .

2013 - \$65,000 will be required for pre election preparation.

2014 - \$550,000 labour costs and \$1.85 million for other election expenses.

This 4 year plan/cycle does not include any by-elections that may take place within this cycle. The cost of the Election is funded through an Election Reserve. Annual contributions of \$450,000 are made to this reserve through the non-departmental budget. There is approximately \$1,363,000 left in this reserve after funding 2010 Election related costs.

**Comments**

# Business Plan and Budget

City of Mississauga

Budget Request # 284

## Description of Proposed Initiative

Enhanced Access to Agendas/Minutes

### Service Area

Legislative Services

### Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	803	3	0	-5	10
Net Cost					
Funded from	803	3	0	-5	10
Tax Levy					
<b>Net Impact on Tax Levy</b>		0.00 %	0.00 %	0.00 %	0.00 %
<b>FTE</b>	12	0	0	0	0
Capital					
Approved					
Forecast					
<b>Net Incremental Capital</b>	0	0	0	25	0

### Details of Service Change

Over the term of the 2006-2010 Council, the City has seen a significant increase in the number of Committees and meetings supported by the Legislative Services Division. At present, the Legislative Services Division functions as secretariat for Council and its Committees, including standing, advisory and the fourteen (14) related subcommittees. These committees include the Committee of Adjustment, Traffic Safety Council, Accessibility Advisory Committee, Canada Day Committee, Environmental Advisory Committee, Property Standards Committee, Mississauga Cycling Advisory Committee, Museums of Mississauga Advisory Committee, Public Vehicle Advisory Committee, Heritage Advisory Committee, Safe Driving Committee, Festival Funding Committee, the Committee of Revision, Election Campaign Finance Committee, Mississauga Appeal Tribunal, Property Standards Committee, Healthy Cities Stewardship and the fourteen (14) associated subcommittees. The Division also supports Council's Standing Committees (Audit, Budget, Planning and Development and General Committee). The demands on staffing are reaching a critical point such that the addition of further committees or the expansion of Committee mandates will necessitate additional staffing resources.

To mitigate the existing situation, Legislative Services will adjust service levels, undertake a realignment of committee support and review the committee structure with the goal of improving service delivery and maximizing the effectiveness of the committee process. In addition to presenting recommendations to Council for the restructuring of committees, this will also entail a review of the budgets for each committee to ensure consistency, and a review of the support levels provided to the committees and subcommittees with the objective of streamlining and rationalizing service delivery while reducing costs where possible. Specifically, the Division will examine new and innovative ways to support those committees and offer a greater transparency by internet streaming of meetings, electronic posting and distribution of agenda packages and minutes, etc. via the city website. (Streaming of certain Committees such as Planning Committee, Budget Committee, General Committee and Committee of Adjustment and subsequent archiving of the meetings is being pursued by the Corporate Services Communications Division under Budget Request # 486.) It should be noted that \$3,000 will be required for investigation and research on electronic meeting management systems and software upgrades to facilitate the preliminary transition to e-agendas in 2011. From 2013 onward savings of approximately \$5,000 in cost savings will be realized in printing, postage and courier costs.

Associated with this review, will be an assessment of technical solutions that would allow the embedding

of links within written minutes to the correlating segments of video from the meeting. Preliminary estimates of this cost are \$2000 initially and a monthly licensing fee of approximately \$900, however these costs will be assessed and closely scrutinized as a part of the review. Capital costs for a meeting management system are estimated at \$25,000 for software.

Additionally, in 2010 a Council approved Legislative Services recommendations to streamline the committee appointment process. A comprehensive orientation program will be devised for newly appointed committee members to facilitate a smooth transition and an uninterrupted flow of business with the commencement of the new term of Council.

The net result will be an improvement to the services currently provided and a greater transparency for Council and Committees.

**Service Impact**

- Finance all Citizen Member Committees with their own budget.
- There may be concern expressed by Council, Committee members and the public with respect to these changes however, this is expected to diminish after an initial adjustment period.
- Making more agenda information (including reports) and minutes (including video of deliberations) available in electronic for is a service improvement for the public.

**Comments**

- Preliminary feedback has been sought from Councillors in regards to proposed changes.

# Business Plan and Budget

City of Mississauga

Budget Request # 320

## Description of Proposed Initiative

Electronic Records Management Support

## Service Area

Legislative Services

## Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	30	0	0	0
Net Cost					
Funded from	0	30	0	0	0
Tax Levy					
<b>Net Impact on Tax Levy</b>		0.01%	0.00%	0.00%	0.00%
<b>FTE</b>	0	0	0	0	0
Capital					
Approved					
Forecast					
<b>Net Incremental Capital</b>	0	14	14	14	0

## Details of Service Change

### Proposed End State

Program development to support both electronic and paper based information. Utilizing existing staff, technology, and operational costs; support for electronic information will include:

- Technology
- Training Plan (Records Mgmt staff and City staff)
- Community of Practice (strategic alignment, policy review, change mgmt, prioritization for pilots)
- Processes to migrate business and information online
- Email Management Support
- Security and privacy control
- Auditing provisions (verification privacy and awareness of electronic sources)

\*\*\*\* With electronic information management support in place, we can provide support for:

- Quicker access to records
- Minimize costs and time with printing, storage, search and retrieval
- Online collaboration and version control
- Privacy and security audits.
- Accountability / Awareness for electronic assets

### Current Service Levels:

Support for paper based records only. Emails are printed and stored in paper folders.

- Lifecycle Management of paper documents 21,000 boxes / 63 million documents (1.2% growth annually)
- No electronic documents management of 6.8 TB (K Drive 1.8 TB - 25% growth annually)
- No email management support (1.3 TB)
- Limited privacy auditing and control over electronic content

## Risk Mitigation

- Pilot implementations to test/evaluate.
- Staff Job Shadowing
- Benefits Realization Strategy - Alignment to strategic, operational, and ease of use goals
- User adoption / Change management strategy
- Post implementation monitoring and support

## Cost Estimates

- Data Storage (production SAN storage + backup) 2011-2013 200 GB = \$14,000. 2014 revisit storage capacity planning based on growth trends.
- Professional Services for training and implementation support OR Labour costs for IT development resources estimated. (estimate 200 hours per year) for 2011- 2013 will be \$30,000 each year.
- Scanning software acquired through preapproved acquisition of MFD's including cost of plug-in utility to Sharepoint.

## Service Impact

**User Adoption** - Clients transitioning to electronic file management will need to gain familiarity with the system in order to conduct their work. Through training and support we can assist in the transition.

**Change Management** - Prior to implementation we will assess clients' business goals (compliance, cost, communication, continuity) to determine their 'readiness' to move electronic. Through Awareness, Desire, Knowledge, Acceptance and Reinforcement exercises (ADKAR Change Mgmt model), we will identify a business units progress through the change lifecycle and provide adequate nurturing exercises and statistics to strengthen process adoption.

**Records Mgmt (RM) Staff Competencies** - RM staff have strong knowledge of RM fundamentals however are not fully exposed to developing electronic solutions nor transitioning client to a new way of working. Through group and individual training sessions, coupled with job shadowing opportunities, staff will gradually become more confident with providing both paper based and electronic records management solutions.

**Demand Increase** - Once a few key pilots have been implemented, neighbouring Divisions will identify the enhancements to business and service and inherently want a new level of service for their area as well. A validation and prioritization process will need to be developed to prioritize user demand for service in conjunction with resource availability

## Comments

A business unit managing information electronically will experience the following growth over time:

1. **Management (Green)**
  - Lifecycle management (controls data storage costs), reduced printing, increases awareness of information assets, enhanced privacy protection, no 'lost documents', integration with email.
2. **Sharing and Access;**
  - Simultaneous access, 24/7 remote availability, quicker retrieval, online collaboration, version control, email links to files (instead of attachments), minimized administrative file mgmt cost and time
3. **Decision Making - Faster Service (Prosper)**
  - Quicker decision making, higher evidential weight (integrity), completeness of record (full history), reliability (available, accurate and up to date record)

The evolution starts by efficiently (1) managing information which enables (2) Sharing and Access, which in turn enables faster (3.) decision making.

# Business Plan and Budget

City of Mississauga

Budget Request # 353

## Description of Proposed Initiative

Privacy Compliance Strategy and Initiative

### Service Area

Legislative Services

### Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	43	43	0	0
Net Cost					
Funded from	0	43	43	0	0
Tax Levy					
<b>Net Impact on Tax Levy</b>		0.01 %	0.01 %	0.00 %	0.00 %
<b>FTE</b>	0	1	0	0	0
Capital					
Approved					
Forecast					
<b>Net Incremental Capital</b>	0	0	0	0	0

### Details of Service Change

Since the enactment of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), the emphasis of the public has typically been directed at preserving the right of access to information. However, with the advent of a computerized workplace and a greater emphasis on the protection of personal information, the privacy aspects of the legislation have become more significant. Although the City has yet to be subject of a large or wide scale privacy breach, the threat and ramifications of such a breach are significant and could have a devastating impact on the City's reputation and the trust that the public has in the administration of the City. Comparatively speaking, losing reputation, trust, credibility and other intangible assets is not unlike what has gone on in other organizations, such as in the automobile industry, manufacturers have experienced large scale recalls of vehicles as of late. However, unlike the automobile industry, once a privacy breach has occurred, the City has no ability to 'recall' the information or otherwise eliminate the potential damages.

The Legislative Services Division has been focussed almost exclusively on responding to requests under the Act and addressing any breaches of privacy on a reactive basis. To mitigate the potential risks to the Corporation, it is critical for the City to develop a privacy strategy and initiative including proactively reviewing systems and practices to eliminate the potential for breaches and developing policies and practices to safeguard corporate documents. Included within this is the recognized need to comprehensively educate and inform staff.

Internal Audit has recently completed a privacy review and the recommendations will require additional resources in order to implement.

### Service Impact

Enhanced protection of privacy of personal information and knowledge of these requirements by staff in developing systems and processes within the organization.

### Comments

# Business Plan and Budget

City of Mississauga

Budget Request # 441

## Description of Proposed Initiative

2011 Cost Control Options-Legislative Services

### Service Area

Legislative Services

### Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	713	-88	-12	0	0
Net Cost					
Funded from	713	-88	-12	0	0
Tax Levy					
<b>Net Impact on Tax Levy</b>		-0.03 %	0.00 %	0.00 %	0.00 %
<b>FTE</b>	0	-0.75	-0.25	0	0
Capital					
Approved					
Forecast					
<b>Net Incremental Capital</b>	0	0	0	0	0

### Details of Service Change

Due to a requirement to cut the gross operating budget for 2011 several actions which are either Opportunities for Improvement or Opportunities to Cut Costs have been identified.

Opportunities for Improvements: Re-use File storage boxes-\$5,000; Re-engineer records centre/imaging process resulting in elimination of a long term contract position that is presently staffed-\$46,500; Provide electronic agendas to internal departments in the place of paper agendas-\$8,000. These are all recommended.

Opportunities to Reduce Costs- Purchase the correct number of marriage licences to better reflect changing demand by closely monitoring requirements- \$5,000; reduce budgeted court hours to level that more closely reflects actual court hours and does not make provision for new judicial resources being made available- 175 hours or \$35,000. Both of these are recommended.

### Service Impact

Some of the changes may affect the ability to re-act to increases in volumes or changes in demand.

### Comments

These items have not been presented to council on previous occasions.

# Business Plan and Budget

City of Mississauga

Budget Request # 616

## Description of Proposed Initiative

Establishment of a Mississauga Citizenship Program

### Service Area

Legislative Services

### Department

Corporate Services

Impacts (000s)	2010 & Prior	2011	2012	2013	2014
Net Operating	0	0	0	45	65
Net Cost					
Funded from	0	0	0	45	65
Tax Levy					
<b>Net Impact on Tax Levy</b>		0.00 %	0.00 %	0.01 %	0.02 %
<b>FTE</b>	0	0	0	1	0
Capital					
Approved					
Forecast					
<b>Net Incremental Capital</b>	0	0	0	0	0

## Details of Service Change

The creation of a Citizenship Program is a new initiative of the City identified in the Strategic Plan. It is designed to encourage civic engagement and provide new immigrants with a fundamental understanding of the inner workings and impact of local government. The goal of the Citizenship Program is to recruit new immigrants to serve on municipal boards, committees, agencies and commissions.

Introduction of the initiative will occur within three years with development of the program in 2013 culminating in the recognition of 100 participants per year beginning in 2014. The implementation of the program will coincide with the next municipal election and therefore will offer participants the opportunity to apply for positions on the various City committees appointed for that term of Council. One element of the development of the program will be 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. The ten year time horizon specifies an expansion of the program to include recognition of 150 newcomers on an annual basis. A challenge will be in the outreach process of the program with respect to identifying participants, however, staff will be working with community groups, social services agencies, provincial and federal governments. 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.

## Service Impact

In order for this initiative to succeed, resources are needed beginning with research and development of the framework for the program in 2013. This is to include input from new immigrants, politicians and staff with respect to program components, the most effective mode of delivery, frequency, etc..

Figures are preliminary at this stage however, one Grade D FTE at an estimated cost of \$80,000 including benefits will be required. It is critical for the success of this program to ensure that the right individuals are retained to facilitate and champion the program. It is anticipated that a printing and promotional budget of \$5000 will also be necessary in this initial year.

With implementation beginning in 2014, an additional budget amount will be needed to provide for program costs and ensure proper community outreach in the form of promotional open houses with space rental,

refreshments, program materials etc.. This may also include outreach in the form of video or online documentation, classroom-style information sessions and/or face-to-face meetings. Again, due to the preliminary nature of this initiative, finalized costs are not available at this juncture.

This program is a positive initiative and it is anticipated to be well received by the public and well supported by community groups.

**Comments**