Legislative Services

MISSISSAUGA

2020–2023 Business Plan
& 2020 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 the 16 Services Areas (including the Stormwater Program) that are outlined in this Plan. The 2020-2023 Business Plan and 2020 Budget document details 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 and direct program offerings, and improve service delivery to ensure our vision is efficiently realized.

ourfuturemississauga.ca

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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.

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

Highlights of the Business Plan include:

- One per cent budget reduction
- Plan to modernize Court systems with the goal of improving wait times and customer service
- Goal of increasing our Access and Privacy services

Net Investment ($000s)	2020	2021	2022	2023
Operating	(2,276)	(2,285)	(2,167)	(2,047)
Capital	1,527	105	25	38
Full Time Equivalents	95.0	90.0	93.0	89.0

Interesting facts about this service:

- We support 22 Committees of Council and quasi-judicial tribunals and we provide live streaming and on-demand videos for seven committees including Council
- In 2018 we received over 900 requests for information under the *Municipal Freedom of Information and Protection of Privacy Act*
- In 2018 we performed 369 civil marriage ceremonies
- The 2018 Election included four advance poll days, approximately 160 voting locations and 451,333 eligible electors

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, effective and efficient manner.
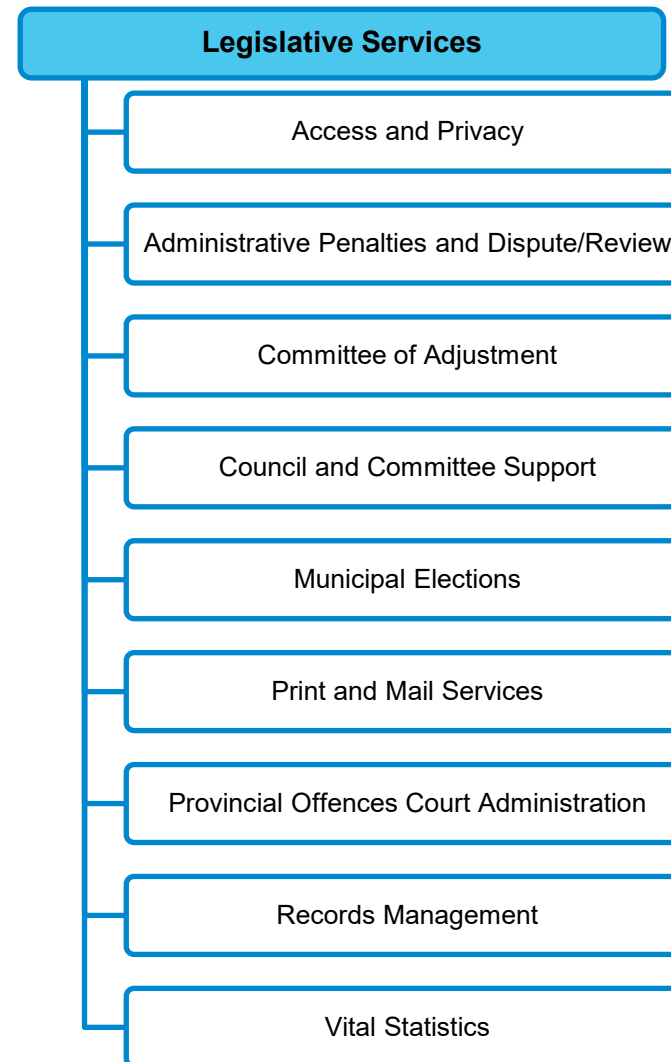
Mission

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 and ensure transparency

- Administer the *Provincial Offences Act* (POA) Court and Administrative Penalty System (APS)

- Conduct open, fair and impartial Municipal Elections

- Ensure compliance with legislation

- Deliver services such as marriage licences and burial permits

- Manage the records for every Department in the corporation

- Drive continuous improvement by modernizing our technology and processes

- Provide cost effective and innovative printing solutions

- Provide exceptional customer service

- Administer Council and Committee meetings

Service Delivery Model

Legislative Services

- Access and Privacy
- Administrative Penalties and Dispute/Review
- Committee of Adjustment
- Council and Committee Support
- Municipal Elections
- Print and Mail Services
- Provincial Offences Court Administration
- Records Management
- Vital Statistics

Current Service Levels and Trends

Access and Privacy

The Access and Privacy section works with staff to respond to an increasing number of requests for information within the legislated/prescribed 30 days, while protecting personal information in the City's custody. In 2018 over 900 requests for information were received. Access and Privacy staff are also involved in many new projects rolled out in the City by providing guidance about risks related to the collection and protection of personal information by conducting Privacy Impact Assessments. *Access and Privacy staff are on the front lines of balancing the protection of personal information with the public's right to information.*

Committee of Adjustment

Hearings to address minor variance applications must be held within 45 days of the application submission. Consent applications must be addressed within 90 days. In 2018 the committee received 528 applications. As of August 2019 the committee had received 447. *The Committee of Adjustment helps shape the look and feel of our communities and supports the vision of residents and the City.*

Council Chamber Dais

Council and Committee Support and Council Decisions

Our Legislative Coordinators support 21 committees and staff administer a variety of legislated processes. Our Council Records and Decisions staff member handled over 232 by-laws in 2018. *We are the bridge that connects the public with the decision-making process.*

Court Administration – *Provincial Offences Act* (POA)

Minor traffic and by-law offence matters are heard within seven to nine months. As a result of a Lean project, APS screening appointments heard within six weeks. Moving forward, the POA Court must manage the increasing number of screening requests and hearings and consider the variable revenue generated from POA infractions. *Our POA staff play a key role in administering the provincial justice system.*

Vital Statistics

Marriage Licences and burial permits are processed on the same day and within minutes. The number of civil marriage ceremonies performed by City staff has significantly increased. *Staff have maintained service levels at the front counter while increasing revenue through performing more civil marriage ceremonies.*

Legislative Compliance

The City Clerk is the corporate signatory and has a variety of responsibilities under: the *Planning Act, Expropriations Act, Liquor Licence Act, Marriage Act, Livestock, Poultry and Honey Bee Protection Act, Ontario Heritage Act* and the *Municipal Act.* Commissioning of documents is also offered to the public in the Office of the City Clerk. *Fulfilling these legislated responsibilities provides essential services to the public and the Corporation.*

Municipal Elections

Elections are conducted in accordance with the *Municipal Elections Act, Education Act* and the *Municipal Act*. During the 2018 Municipal Election, Vote Anywhere was successfully implemented providing electors with flexibility as to where they voted. In addition, staff assumed the newly legislated responsibility of identifying and reporting on campaign contributions that contravene the *Municipal Elections Act*.

Following the 2018 election, the Election team is looking at technology requirements, potential legislative changes, and customer service improvements. ***Elections are the cornerstone of democracy and they are an important way in which residents can influence the direction our City will take.***

Staff member holding a bilingual "vote" logo

Records Management

Records Management ensures that City records are managed during a lifecycle, including the long-term preservation of all Council Records. The team is responsible for the records produced by every division in the Corporation and this section continues to address the need to modernize the management of electronic records. ***Records management isn't just about paper!***

Staff member finding a file

Printing and Mail Services

This team produces 3,500 print jobs a year. Print staff offer advice and guidance to ensure the best print job is produced at the best price. ***Printing staff provide customers with a new take on print jobs by offering more advanced and cost effective printing techniques. We can print on almost anything!***

Mail is delivered and picked up twice daily and staff manage the Civic Centre Loading Dock. ***Mail Services keeps Divisions connected to each other and to our customers.***

Staff member operating a large printer

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.

Balanced Scorecard

A Balanced Scorecard groups measures in 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 toward the attainment of its goals.

Below are descriptions of the measures tracked in this Service Area's Balanced Scorecard. The Balanced Scorecard that follows shows trends since 2016 and expected outcomes up to 2023.

Financial Measures

Cost of election per eligible elector is used to break down the cost of the election on a per capita basis. General elections are held every four years and by-elections are held as needed.

Revenue/cost ratio for POA Court measures the revenue earned per $1 of POA administration expense.

Operating costs per capita for Legislative Services excluding POA measures the per capita cost of Legislative Services.

Customer Measures

Information and Privacy Commissioner (IPC) Compliance Rate is the percentage of applications we received that were responded to within 30 days as mandated by the IPC.

% of Council/Committee meetings streamed is the percentage of Council/ Committee meetings that are streamed via the City's website.

# of streamed meeting views is the total number of times Council and committee meetings are viewed, live or from archives.

Employee Measures

Overall Employee Engagement is the percentage score for engagement resulting from the corporate employee engagement survey, which is conducted every three years.

% of Employees with Lean White Belt Training shows the proportion of employees who have completed Lean White Belt training.

Internal Business Process Measures

# of POA charges processed per administrative employee measures the number of POA charges processed annually per POA court administrative support staff.

# of requests per APS Screening Officer is the number of APS requests for consideration per Screening Officer.

# of Council/Committee meeting hours supported is the number of committee meeting hours that are supported by Legislative Services Staff.

Balanced Scorecard

Measures for Legislative Services	2016 (Actual)	2017 (Actual)	2018 (Actual)	2019 (Plan)	2020 (Plan)	2021 (Plan)	2022 (Plan)	2023 (Plan)
Financial:								
Cost of election/eligible elector	N/A	N/A	5.71	N/A	N/A	N/A	5.69	N/A
POA revenue earned/$1 cost of administration	$3.34	$3.90	$3.16	$2.63	$2.21	$2.19	$2.18	$2.16
Operating cost per capita for Legislative Services excluding POA	$6.19	$6.29	*$10.19	$7.36	$4.73	$6.52	*$6.44	$9.56
Customer:								
IPC Compliance Rate	99.5%	99.0%	97.0%	99.0%	99.0%	99.0%	99.0%	99.0%
% of Council/Committee meetings streamed	29%	35%	35%	35%	35%	35%	35%	35%
# online views per Council/Committee meeting	20,000	18,000	20,000	21,000	22,000	23,000	24,000	24,000
Employee:								
Overall Employee Engagement	N/A	N/A	77%	N/A	N/A	87%	N/A	N/A
% of Employees with Lean White Belt training	56%	100%	97%	100%	100%	100%	100%	100%
Internal Business Process:								
# of POA charges processed/administrative employee	6,500	6,300	6,300	6,300	6,300	6,300	6,300	6,300
# Requests/Screening Officer (APS)	6,100	7,400	7,400	7,400	7,400	7,400	7,400	7,400
# Council/Committee hours supported	370	375	*210	250	250	250	*250	250

*Election Year

Awards and Achievements

Access and Privacy

In 2018 Access and Privacy staff presented at a Municipal Access and Privacy Forum organized by the Ontario Ministry of Government and Consumer Services regarding potential privacy concerns.

In 2017 and 2018, when compared to organizations such as the Region of Peel, our Access and Privacy staff received more requests for information with the same number of or fewer staff resources to address the requests. Staff have also identified efficiencies and have taken on processing Access to Information requests that would normally have been addressed by Library staff.

Committee of Adjustment

Committee of Adjustment staff have helped drive the use of technology by integrating the use of tablets and electronic agendas for committee members into their committee procedures. This innovative thinking has resulted in savings of approximately $600 per meeting in paper and printing costs.

Legislative Services: Council Decisions and Council and Committee Support

In 2018 our Records Administrator for Council Decisions dealt with 232 By-laws and in 2019 completed research for approximately 250 requests for information.

Our Committee Support Section supports 26 committees and in 2018 administered approximately 210 hours of committee meetings.
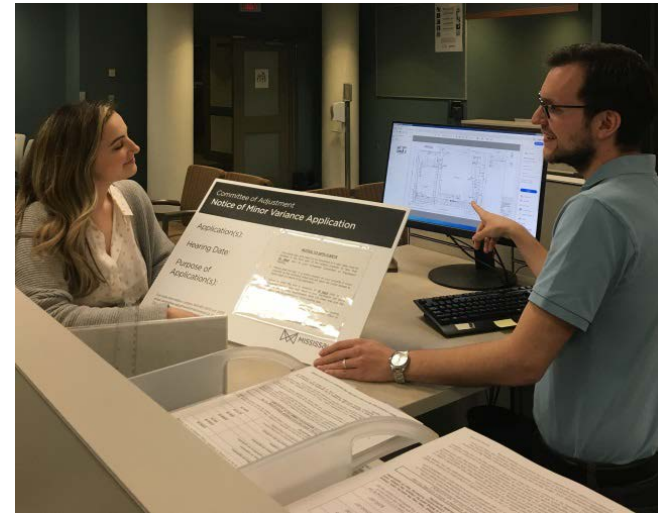
Committee of Adjustment staff member assisting a customer

Staff working group

Awards and Achievements (Cont'd)

Municipal Election

The Election Team brought together approximately 100 City staff from IT, Communications and Legislative Services to successfully administer the 2018 municipal election and to implement new initiatives such as Vote Anywhere, the online Financial Filing System and the Campaign Contribution Rebate Program.

POA Court & APS Screening

The POA Court has applied Lean to many of its processes to improve functionality and customer service. In 2018, a Lean Green Belt project related to Courthouse Counter Services resulted in a cost avoidance of over $70,000. In addition, a Lean Black Belt project related to the scheduling of screening appointments as part of the Administrative Penalties System (APS) resulted in a cost avoidance of $169,000.

Records Management: Electronic Document and Records Management System (EDRMS)

The Records Management Services Team is aiming to roll out the EDRMS to the first early adopter groups in the fall of 2019. This system will modernize how electronic records are managed and better protect information assets while moving them through the information lifecycle.

Vital Statistics

The Vital Statistics group continues to see the number of marriage licenses submitted online increase and has increased revenue by performing more civil marriages. In fact, civil ceremonies have increased 140 per cent since 2017.

The POA Court

The records centre filled with record boxes

The 2020-2023 Business Plan Outlook

Planning for the Future

As residents become more engaged in local government and look for more efficient ways to find information, access services, and contribute to the decision-making process, Legislative Services is challenged with modernizing our services to meet customer expectations and to ensure transparency. Residents want to know what is happening and why, and they want to be part of the process. It is the goal of Legislative Services to make this as easy as possible.

In recent years, Legislative Services has utilized technology to:

- Allow customers to start the marriage license process online

- Provide more voting place options for electors

- Streamline the Corporate Report submission process

- Reduce paper by utilizing electronic agendas for Committee of Adjustment members

In light of these successes and with the goals of continually improving customer service and leveraging technology to keep staffing costs low as our drivers, we plan to:

- Upgrade the Agenda Management system to further streamline agenda and minutes preparation; agenda distribution; and administrative matters that follow the Council and Committee meetings

- Modernize POA Court operations by leveraging technology and automation to improve how services are delivered to our customers; this will ensure that the City delivers on its core values of quality and excellence by providing better value and accountability to residents, customers and stakeholders

- Look to potentially incorporate Red Light Camera, Photo Radar and School Bus Stop Arm infractions into court processes and systems

- Upgrade technology to make it easier for voters to vote while addressing pressure on the Elections Reserve funds

- Continue the development and implementation of the EDRMS to modernize the City's management of electronic records

- Participate in the Customer Relationship Management (CRM) initiative which is being led by the Communications Division

- Address increased pressure to provide adequate administrative support in relation to appeals under the Local Planning Appeal Tribunal

- Modernize Committee of Adjustment processes which will include an online application and payment process and electronic circulation of applications

- Update our processes and procedures as we respond to continual changes made to provincial legislation such as the *Municipal Act*, *Municipal Elections Act*, *Construction Act*, and the *Planning Act*

- Pilot an online appointment booking system that, among other things, allows customers to book appointments to access our services ahead of time

Staff meeting

Finding Efficiencies

Lean Program

The City's Lean Program focuses on strengthening the organization's culture of continuous improvement and instills Lean concepts and principles as a way of work in every Service Area. The program focuses on maximizing customer value and minimizing waste along with empowering staff at all levels to problem-solve on a daily basis.

Since becoming permanent in 2016, the Lean program has delivered significant results. Over 98 per cent of staff have received introductory White Belt Training; three staff have received intermediate Yellow Belt Training, and three staff have received advanced Green Belt Training.

Seven projects (including rapid improvements) and 81 small improvements have produced such enhancements as improved customer experience, faster processing times, higher quality and lower costs. (For definitions of classifications, see the Glossary.)

Some highlights of the many projects and small improvements completed include:

- POA court staff created a new process designed to inform customers of cancelled appointments two weeks earlier

- A project at the POA court that focused on Counter Services saw a cost avoidance of over $70,000 due to the reduction on touch time and process lead time and improved the customer experience by reducing hand-offs

- Records Management staff found efficiencies that freed up space

- Council and Committee support staff have developed a process where In Camera/Closed Session items may be considered as part of the consent agenda which saves time

Completed Initiatives					Total Benefits	
Improvement Type	**2014-2017**	**2018**	**Sept 2019**	**Total**	**Type**	**Total**
Small Improvement	32	31	18	81	Cost Savings and Avoidance	$529,010
Rapid Improvement	3	1	-	4	Customer Service Improvements	41
Project	1	-	2	3	Safety Improvements	12
Total	36	32	20	88	Environmental Improvements	18
In-Progress Initiative	**Goals of the Initiative**					
Automated Reception Services	Vital Statistics staff are working on implementing an automated appointment scheduling and check-in system for customers, reducing wait times for customers.					

Advancing the City's Strategic Plan

The City's Vision and Strategic Plan are the starting points for our annual business planning and budgeting cycle. The 40-year Strategic Plan, Our Future Mississauga, is built on five pillars – **move, belong, connect, prosper,** and **green.** Business plans are designed to strengthen aspects of these pillars to support the attainment of Mississauga's Vision.

Below are examples of how the initiatives of Legislative Services relate to the Strategic Plan pillars.

belong - ensuring youth, older adults and new immigrants thrive

- We are updating our Agenda Management System to bookmark videos of meeting discussions to agenda items. This will make it easier for residents to find the portion of meetings they are most interested in

- By improving technology at the POA Court, we hope to provide people with a variety of ways to access court services

- The Election processes continue to be evaluated to look for ways to engage voters and leverage technology to make voting easier while protecting the integrity of the vote. Our goal is to is to provide electors with an easier way to engage in the democratic process

- The Elections Team used a variety of media platforms to engage and communicate with electors

- We support over 135 citizen members that serve on Advisory Committees and Quasi-Judicial bodies and by administering the citizen appointment process

- We ensure that residents and stakeholders can engage with Council and committee members by administering the process for making a deputation during a committee meeting

- We look for ways to encourage residents and stakeholders to engage in the decision making process and to access our services by continuing to offer friendly and efficient front desk service and by implementing online services such as the ability to schedule a deputation to address a committee via an online form and the ability to start the marriage license application process online

green - living green

- By moving to digital agendas for Committee of Adjustment meetings, we save $600 per meeting in paper and printing costs. With this projection in mind, the cost of the tablets will be recouped within nine meetings

- We are reducing the amount of paper used in our processes by employing technology based solutions

Green space outside of the Civic Centre

ourfuturemississauga.ca

Transforming our Business with Technology

As residents and stakeholders look for ways to more easily and efficiently access government services and engage in the decision making process, Legislative Services is called to increase the efficiency and transparency of our services without significantly increasing the number of employees. This is a challenge but an exciting one that staff have taken on with great enthusiasm.

Technology has proven effective in improving customer service and operational processes while limiting the impact on long-term operating costs. The following are ways Legislative Services are planning to use technology to improve our business and make it easier for customers to access our services.

Agenda Management Upgrade

The Agenda Management system has improved the system of writing, editing and approving Corporate Reports as well as streamlining the creation of Agendas for committee meetings. By upgrading the system to bookmark Agenda items to archived video and to make the system more user-friendly, information will be more easily accessed by the public.

Court Modernization Project

At the POA Court we are looking to implement the Court Modernization project with the goal of updating outdated applications and replacing them in a way that integrates systems, improves processing times, and provides customers with flexibility when accessing court services.

Electronic Document and Records Management System

The Records Management Team is planning to pilot this system with early adopter groups in the fall of 2019. The goal is to effectively manage the electronic records held by the City. It is a forward thinking and necessary piece of technology that will transform how we manage and access our electronic records.

Online Scheduling Application Pilot

As we look for efficiencies, the Vital Statistics section is looking to pilot an automated scheduling and check-in system which will improve processing times, allow customers to book their appointments so that they know exactly when they will be served, and upon check-in, will ensure that customers have brought the correct documents before they see Vital Statistics staff. This will eliminate the need for reception services and allow for the re-deployment and more efficient use of staff time. If successful, the service may be implemented at the POA Court.

Vote Anywhere Technology

Elections Staff continues to evaluate new technology that will make voting more convenient while upholding the integrity of the election. With these principles in mind, staff are working to upgrade elections hardware and software.

Staff greeting an elector

Maintaining Our Infrastructure

Our infrastructure includes a variety of hardware used by Print and Mail Services and Municipal Elections. Printers are used to create a variety of unique print jobs including large-scale products. Mail staff use technology to sort and post mail and Municipal Elections manage 201 Optical Scan Vote Counting units that are used to tabulate election results.

Staff member operating a printer

Looking ahead, Print and Mail will be managing the replacement of our inserter, colour digital press and digital postal meter. Replacing the inserter and colour digital press will have the added benefit of speeding up production. In addition, Print and Mail will be looking to acquire a roll to roll large format printer, which will help meet increased demand and humidity control equipment which will reduce print jams and help with the consistent quality of print jobs. Elections Administration will be considering the replacement of our Vote Counting units for the 2026 municipal election.

Staff member operating equipment

Election worker using vote counting equipment

Managing Our Human Resources

Workforce Analytics

Our staff take great care to ensure we uphold the principle of providing exceptional customer service. As a division, we have a proven track record of success and have demonstrated our commitment to continual improvement. We have a total of 93 employees which includes 85 full time staff and eight full time equivalent staff, however Legislative Services continues to face significant change:

- Between 2014 and 2018 we have had 11 retirements and 61 new hires

- Between 2020-2023, 17 employees, including five staff in leadership roles, will be eligible to retire

As a result, training and building up a new workforce is a challenge but one we can address with continued succession planning and our strong leadership.

Our Structure

We are made up of nine sections, led by the Director of Legislative Services and City Clerk and six managers. Our structure also includes the Councillors' Executive Assistants and Administrative Assistants, who directly support our elected officials.

Our Talent

Due to the variety of services we offer, our staff have a diverse set of skills ranging from professional to technical. Many of our people involved in administrative functions are members of professional associations such as the Association of Municipal Clerks and Treasurers (AMCTO), the Ontario Association of Committees of Adjustment (OACA) and the Ontario Professional Planner Institute (OPPI). Where professional associations do not exist, staff participate in committees made up of staff from other municipalities to offer input and share ideas and information.

Among other things, we are driven by legislative requirements so our staff diligently research and make themselves aware of changes to the Acts that govern who we are and what we do. Because of the changes regularly made to legislation, we are constantly on the move and are adept at managing transition without interruption to our services. Our staff have proven that they are adaptable to change and are enthusiastic about innovating. They strive to improve their skills by taking on new opportunities and investing time in education and training.

Staff meeting

Critical Roles/Functions to Achieve Business Goals

Legislative Services is a fast paced environment in which staff must effectively troubleshoot problems, answer questions and engage elected officials, customers and stakeholders to address issues and concerns. It is critical that our staff have in-depth knowledge of the legislation that governs our services and exceptional customer service skills, and we pride ourselves on taking the time to thoroughly address the needs of our customers.

Changing technologies, demand for electronic and online services and increasing demand for transparency of local government mean we are becoming more dependent on technology. Our staff will continue to expand their use of technology in creative and innovative ways to interact with and serve our internal and external customers.

To better balance workloads and service levels during planned and unplanned absences, we continue to place emphasis on cross-training staff to achieve the overall goals of the Division. As we look to the years ahead, we are also focusing on continued succession planning to give staff the skills to confidently lead in the future.

Talent Needs

Over the next five years, we will continue to see significant change as 17 of our staff are eligible for retirement. Competition for similar skills and experience may make it more difficult to replace staff and needs may also evolve over that period given the continuing modernization of the services provided.

To help with service delivery we are asking for the following full time equivalents (FTEs):

- BR 5449: Agenda Management Replacement – One Business Lead, six month contract

- BR 5555: Freedom of Information Officer – One Permanent FTE

- BR 5945: Court Modernization Project – One Business Analyst, one year contract

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2019	2020	2021	2022	2023
Elections	4.0	4.0	4.0	8.0	4.0
Office of the City Clerk	44.3	45.3	40.3	40.3	40.3
Printing and Mail Services	13.3	13.3	13.3	13.3	13.3
Provincial Offence Act	31.6	32.6	32.6	31.6	31.6
Total Service Distribution	93.1	95.0	90.0	93.0	89.0

Note: Numbers may not balance due to rounding.

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2020-2023 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. Revenue increases exceeded cost increases in 2019 by $2.26 million, and the proposed budget for 2020 has revenue increases exceeding cost increases by $2.28 million.

Total Changes to Maintain Current Service Levels

The $38,000 net reduction is a combination of increases in labour adjustments and fringe benefits, offset by the anticipated increase in revenue.

Efficiencies and Cost Savings

Legislative Services staff came together and found savings of $83,500 which equals one per cent of our total budget. Cost savings included:

- A $28,000 reduction in the anticipated use of professional services related to outsourcing print requests

- A $15,200 reduction in the amount of paper required by the Print and Mail section

- A $4,000 reduction in postage used by the POA Court

New Initiatives

Legislative Services is making three Budget Requests (BRs):

- BR 5449: Agenda Management Replacement, which includes one FTE for six months

- BR 5555: Freedom of Information Officer, which includes one permanent FTE

- BR 5945: Court Modernization Project, which includes one FTE for one year

Proposed Changes for 2020 Net Operating Budget by Category ($000s)

Net decrease: $16,300, or 0.7%
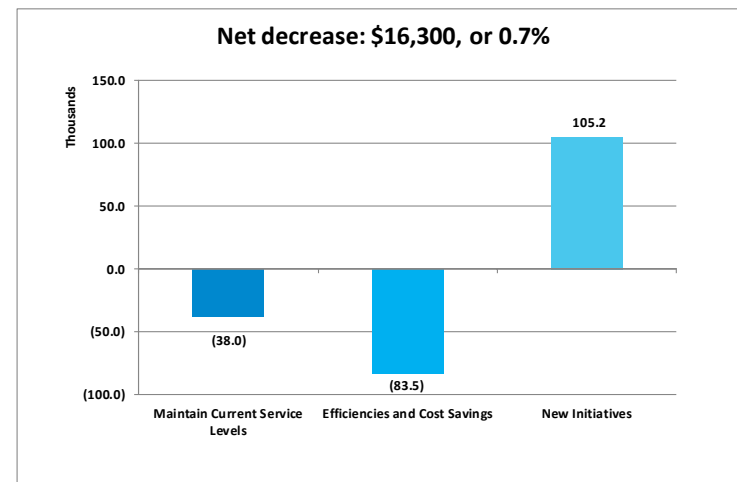
Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2020-2023, as well as the 2019 Budget and 2018 Actuals by major program within the Service Area.

Proposed Budget by Program ($000s)

Description	2018 Actuals	2019 Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Expenditures to Deliver Current Services						
Council Committees	29	81	81	81	81	81
Elections	2,240	424	430	437	2,860	451
Office of the City Clerk	3,650	3,899	3,972	3,879	3,937	3,996
Printing and Mail Services	450	597	568	587	606	625
Provincial Offence Act	2,764	3,395	4,698	4,731	4,765	4,800
Total Expenditures	9,134	8,394	9,748	9,715	12,249	9,954
Revenues	(10,166)	(10,513)	(11,983)	(11,983)	(11,983)	(11,983)
Transfers From Reserves and Reserve Funds	(2,019)	(141)	(146)	(148)	(2,566)	(153)
New Initiatives and New Revenues			105	132	134	136
Proposed Net Budget Including New Initiatives & New Revenues	**(3,050)**	**(2,260)**	**(2,276)**	**(2,285)**	**(2,167)**	**(2,047)**
Expenditures Budget - Changes by Year			16%	(0%)	26%	(19%)
Proposed Net Budget - Changes by Year			1%	0%	(5%)	(6%)

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; and facility, IT and support) and revenues are shown by category with the approved 2019 budget for comparison. The three columns to the far right of the table show the totals proposed for 2020 and their dollar and percentage changes over 2019.

Summary of Proposed 2020 Budget ($000s)

Description	2019 Approved Budget	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Year's Budget Decisions	Proposed New Initiatives And Revenues	Proposed 2020 Budget	$ Change Over 2019	% Change Over 2019
Labour and Benefits	6,938	1,253	0	129	77	8,398	1,460	21%
Operational Costs	1,456	55	(84)	0	28	1,455	(0)	0%
Total Gross Expenditures	**8,394**	**1,308**	**(84)**	**129**	**105**	**9,853**	**1,459**	**17%**
Total Revenues	(10,513)	(1,470)	0	0	0	(11,983)	(1,470)	14%
Transfer From Reserves & Reserve Funds	(141)	(5)	0	0	0	(146)	(5)	4%
Total Net Expenditures	**(2,260)**	**(167)**	**(84)**	**129**	**105**	**(2,276)**	**(16)**	**1%**

Summary of Proposed 2020 Budget and 2021 - 2023 Forecasts ($000s)

Description	2018 Actuals	2019 Approved Budget	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast
Labour & Benefits	7,009	6,938	8,398	8,391	8,907	8,634
Operational Costs	2,125	1,456	1,455	1,455	3,476	1,455
Total Gross Expenditures	**9,134**	**8,394**	**9,853**	**9,847**	**12,383**	**10,089**
Total Revenues	(10,166)	(10,513)	(11,983)	(11,983)	(11,983)	(11,983)
Transfer From Reserves & Reserve	(2,019)	(141)	(146)	(148)	(2,566)	(153)
Total Net Expenditures	**(3,050)**	**(2,260)**	**(2,276)**	**(2,285)**	**(2,167)**	**(2,047)**

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	2019 Budget ($000s)	2020 Proposed Budget ($000s)	Change ($000s)	Details ($000s)
Labour and Benefits	**6,938**	**8,321**	**1,382**	Mainly due to change in reporting POA related labour (starting 2020, POA labour chargebacks will be reflected under labour and not under revenue) and regular salary increases including fringe benefits
Advertising & Promotions	32	32	0	
Communication Costs	77	80	2	Postage & mailing
Contractor & Professional Services	1,479	1,426	(53)	Cost reductions on sub contractor costs from print shop, lower Adjudicator costs from court house and consulting work moved to future years from records management
Equipment Costs & Maintenance Agreements	230	230	0	
Finance Other	(1,052)	(1,032)	20	Lower Adjudicator costs under professional services above resulted lower recoveries from APS Enforcement
Materials, Supplies & Other Services	629	632	2	Mainly internal printing partly offset by lower costs due to reduction on paper consumption, lower equipment maintenance and lease charges
Staff Development	30	30	0	
Transportation Costs	30	30	0	
Subtotal - Other Operating	**1,456**	**1,428**	**(28)**	
Total Revenues	(10,513)	(11,983)	(1,470)	($1,200) Due to change in reporting POA related labour (starting 2020, POA labour chargebacks will be reflected under labour and not under revenue) ($170) Relating to contraventions revenue allocation ($80) Increased revenue on volume from Committee of Adjustment fee ($8) Increased revenue on volume relating to Civil Marriage Licences ($8) Revenue on one year extension of draft severance conditions ($4) Incremental revenue allocations on planning fees
Transfers To/From Reserves and Reserve Funds	(141)	(146)	(5)	
Subtotal - Revenues	**(10,654)**	**(12,129)**	**(1,475)**	
Total	**(2,260)**	**(2,381)**	**(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. Each BR is numbered. Detailed descriptions of each Request can be found in the pages following the table.

Description	BR #	2020 FTE Impact	2020 Proposed Budget ($000s)	2021 Forecast ($000s)	2022 Forecast ($000s)	2023 Forecast ($000s)	2020 to 2023 FTE Impact	2020 to 2023 Capital ($000s)
New Initiatives								
Agenda Management Replacement	5449	0.0	28	28	28	28	0.0	285
Freedom of Information (FOI) Officer	5555	1.0	77	104	106	108	1.0	4
Court Modernization: Courts Administration Technology Assessment and Roadmap	5945	1.0	0	0	0	0	0.0	274
Total New Initiatives		**2.0**	**105**	**132**	**134**	**136**	**1.0**	**564**
Total New Initiatives and New Revenues		**2.0**	**105**	**132**	**134**	**136**	**1.0**	**564**

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

2020-2023 Business Plan & 2020 Budget

Proposed Initiative	**Department**	**Service Area**
Agenda Management Replacement	Corporate Services Department	Legislative Services

Description of Budget Request

The request to replace the existing agenda management software (Agenda.net) is necessary as the software will become obsolete with the implementation of MS Office 2016/365. Replacement of the software will allow us to maintain the benefits the current system. It will also allow us to implement items promised but not delivered with the current system including proper vendor support, and integrating meeting minutes with the archived video.

Required Annual Operating Investment

Impacts ($000s)	2020	2021	2022	2023
Gross Expenditures	27.8	27.8	27.8	27.8
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	27.8	27.8	27.8	27.8
* Net Change in $		0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

Required Capital Investment

Total Capital ($000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	285.5	0.0	0.0	0.0

Why Staff Recommend this Initiative

Staff recommend that new software be purchased. The current system will be made obsolete due to the incompatibility with MS Office 2016/365. The change in software will require administration by two contract positions (Data Analyst and Project Lead) and allows us to maintain and enhance the benefits delivered with the current system. It will also allow us to purchase user friendly software, further reduce errors, and integrate archived video into the meeting minutes.

Details of Service Change

Two contract staff will oversee the administration of the system replacement from 2019 to 2021.
To improve the service level a new agenda management system is recommended. Failure to replace the current system could result in the City having to take a step backwards in terms of the many benefits realized through digital agenda management. Staff will look to benchmark what other municipalities' agenda management systems deliver and ensure that Mississauga implements a leading system that incorporates video, user-friendly for staff and the public.

Service Impact

If the current system is not replaced the efficiencies realized via the 2015 Agenda Management tool will be lost. Benefits of the new system will include increased user-friendliness and transparency, e.g., linking meeting minutes with linked video archives. A Legislative Coordinator would be appointed to work as the Business Lead to work with the business analyst on change management for a minimum of six months.

Proposed Initiative	**Department**	**Service Area**
Freedom of Information (FOI) Officer	Corporate Services Department	Legislative Services

Description of Budget Request

This request to increase staff in the Legislative Services Section will allow us to improve the processing of FOI requests given the increase in the number of complex requests and privacy impact assessments (PIA). More training for City staff on the Municipal *Freedom of Information and Protection of Privacy Act* (MFIPPA) legislation is needed to potentially reduce the risk of privacy breaches and reputational risk to the Corporation.

Required Annual Operating Investment

Impacts ($000s)	2020	2021	2022	2023
Gross Expenditures	77.4	104.3	106.0	107.8
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	77.4	104.3	106.0	107.8
* Net Change in $		26.9	1.7	1.7
FTEs	1.0	1.0	1.0	1.0

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

Required Capital Investment

Total Capital ($000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	4.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

There is an annual report to Council that outlines the FOI access request statistics, fees collected and compliance statistics provided by the Information and Privacy Commissioner (IPC). Staff recommend this initiative because there is an increasing trend for the past three years with the FOI statistics and the complexity of the requests. There is a general increase in requests for Privacy Impact Assessments of internal initiatives and education opportunities to City staff.

Details of Service Change

Due to an increase in requests and complexity, an additional staff position would ensure that the City continues to respond to FOI requests within the legislated timelines prescribed by MFIPPA. Non-compliance with MFIPPA can lead to appeals to the IPC. Potentially, the responsibility of Library FOI requests will be transferred from the Library Board to the Access and Privacy Officers. The two Access and Privacy Officers have received increasing requests to perform Privacy Impact Assessments, which requires considerable time to analyze and make recommendations to staff. In addition, the City needs to mitigate the potential risk of privacy breaches and reputational risk by providing staff education opportunities to ensure the Corporation is in compliance with MFIPPA. Additional staff will provide the opportunity to pursue these proactive measures to reduce the risks to the Corporation. There will be an impact of $116,981 to operational costs to add one FTE at a grade E salary plus benefits. The capital costs for a workstation and IT setup will be $12,600.

Service Impact

The change will improve service levels by ensuring that the City maintains compliance with the timelines to respond to FOI requests as prescribed by MFIPPA, due to the increasing trend of FOI requests and the complexity involved with some of the requests. Improving response times to the requestors will provide opportunities for proactive measures to mitigate risks of non-compliance with MFIPPA throughout the Corporation through privacy impact assessments, education and awareness.

Budget Request #: 5945

Proposed Initiative	**Department**	**Service Area**
Court Modernization: Courts Administration Technology Assessment and Roadmap	Corporate Services Department	Legislative Services

Description of Budget Request

The City of Mississauga is committed to creating better interactions between the City and its residents and customers in the most effective way possible.

It is recommended through the Courts Administration that a Technology Assessment and feasibility study be done to evaluate technology needs and identify options for a technology investment. This will meet our City's commitment to excellence in customer service delivery and value for money.

Required Annual Operating Investment

Impacts ($000s)	2020	2021	2022	2023
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	1.0	1.0	0.0	0.0

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

Required Capital Investment

Total Capital ($000s)	2019 & Prior	2020	2021	2022	2023 & Beyond
Expenditures	0.0	245.5	28.5	0.0	0.0

Why Staff Recommend this Initiative

The development of a technology assessment roadmap will support an effective and barrier-free access to Courts administration and will produce measurable outcomes and benefits
For example:
• Shorter client wait times in all practice areas
• Faster service and a multitude of comprehensive self-serve options for residents
• Available statistics, business analytics and trending information for further operational alignments and prioritization

Details of Service Change

The Courts Administration Technology Assessment and Roadmap involves an investment in business analysis and research that will ensure the City's Courts administration is using up-to-date technologies that reduce risk, streamline processes, create efficiencies, and deliver courts services that are consistent with resident expectations.

The assessment and roadmap will improve data management and automation of the interactions between the City and its customers. Improved technology in the City's courts will provide greater efficiency and improved service experience, allow for more complex web self-service, allow service request tracking; status updates and statistics for further improving operations. Additionally, the alignment of systems and associated process automation will result in streamlining staff processes and further efficiencies.

This project is to do a feasibility study that looks at our current systems, our requirements for the future and what technology is recommended to maximize the transparency, reporting and tracking of services for our customers going forward. It will also include the development of a roadmap that describes future year technology investments in alignment with the City's strategies.

The project also anticipates securing required resources, including an IT Business Analyst to lead the project and the systems implementation and assist the Professional Services/Consultant to complete the study.

Service Impact

The City's Courts technologies do not provide data integration or self-service options for up-to-date service requests (e.g., scheduling an APS appointment or Court appearance) or the ability for customers to track their service requests. This is the type of experience that residents have migrated towards given technology trends and for convenience factors. Coordinated service delivery and the tailoring of citizen and business services require the ability to track service requests as well as provide status steps through to completion of a service. In order for the City to provide these capabilities, we require application integration that not only tracks resident inquiries/requests, but also provides real time responses through self-service or in-person options.

Further, there is a benefit to streamlining City of Mississauga systems to improve efficiencies for staff. Using one program will house information in one application and allow staff to utilize one system rather than multiple applications. This will avoid delays and duplications associated with using multiple systems. It is important to streamline the number of systems staff need to access to address any issue.

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 2020-2029 Capital Budget by Program ($000s)

Program Expenditures	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	2020-2029 Total
City Clerk's	696	29	20	0	20	765
Elections	725	0	0	0	0	725
POA	25	0	0	0	0	25
Print Shop	80	76	5	38	20	219
Total	**1,527**	**105**	**25**	**38**	**40**	**1,734**

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

Proposed 2020-2029 Capital Forecast Highlights:

- $5,000 to replace Committee of Adjustment iPads every four years which is offset by saving approximately $600 a meeting in printing costs and drastically reduces the amount of paper used each year

- $219,000 to replace and/or acquire new equipment for the Printing and Mail section which includes replacing items that have come to the end of their lifecycle and purchasing equipment that will reduce costs and improve turnaround times

- $285,458 to upgrade the Agenda Management system to improve usability, transparency and customer service

- $725,000 upgrade the Elections Information Management system

Proposed 2020-2029 Capital Budget by Funding Source ($000s)

The following table provides the funding sources proposed to fund the capital portion of the proposed 2020-2023 Business Plan and 2020 Budget and the consolidated forecast for 2024-2029.

Funding	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024-2029 Forecast	Total 2020-2029
Tax Capital	1,527	105	25	38	40	1,734
Total	**1,527**	**105**	**25**	**38**	**40**	**1,734**

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

Proposed 2020 Capital Budget Detail ($000s)

The following tables provide a detailed listing of proposed capital projects for 2020.

Program: City Clerk's

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
CPLS006767	EDRMS 2019	170	0	170	Tax Capital
CPLS006774	Agenda Management Upgrade	285	0	285	Tax Capital
CPLS007585	Court Modernization Project – Technology review	242	0	242	Tax Capital
Total		**696**	**0**	**696**	

Note: Numbers may not balance due to rounding.

Program: Elections

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
CPLS007082	Elections Project Info Centre upgrade	725	0	725	Tax Capital
Total		**725**	**0**	**725**	

Note: Numbers may not balance due to rounding.

Program: POA

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
CPLS005704	Enhanced Courthouse Security	25	0	25	Tax Capital
Total		**25**	**0**	**25**	

Note: Numbers may not balance due to rounding.

Program: Print Shop

Project Number	Project Name	Gross Cost	Recovery	Net	Funding Source
CPLS003528	Large Format Printer replacement- Print Shop	80	0	80	Tax Capital
Total		**80**	**0**	**80**	

Note: Numbers may not balance due to rounding.

Proposed 2020-2029 Capital Budget by Sub-Program ($000s)

The following table provides a listing of capital forecast by sub-program for 2020-2029.

Sub-Program	2020 Proposed Budget	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Total Forecast
City Clerk's											
LEG Clerks Applications & Infrastructure	696	29	20	0	0	0	20	0	0	0	765
Subtotal	**696**	**29**	**20**	**0**	**0**	**0**	**20**	**0**	**0**	**0**	**765**
Elections											
LEG Elections Applications & Infrastructure	725	0	0	0	0	0	0	0	0	0	725
Subtotal	**725**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**725**
POA											
LEG POA Applications & Infrastructure	25	0	0	0	0	0	0	0	0	0	25
Subtotal	**25**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**25**
Print Shop											
LEG Print Shop Equipment & Other	80	76	5	38	20	0	0	0	0	0	219
Subtotal	**80**	**76**	**5**	**38**	**20**	**0**	**0**	**0**	**0**	**0**	**219**
Total Expenditures	**1,527**	**105**	**25**	**38**	**20**	**0**	**20**	**0**	**0**	**0**	**1,734**

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

2020-2023 Business Plan & 2020 Budget