



City of Hamilton
GENERAL ISSUES COMMITTEE REVISED

Meeting #: 18-003(g)
Date: February 13, 2018
Time: 9:30 a.m.
Location: Council Chambers, Hamilton City Hall
71 Main Street West

Stephanie Paparella, Legislative Coordinator (905) 546-2424 ext. 3993

	Pages
1. APPROVAL OF AGENDA	
2. DECLARATIONS OF INTEREST	
3. APPROVAL OF MINUTES OF PREVIOUS MEETING	
4. CONSENT ITEMS	
5. STAFF PRESENTATIONS	
5.1 City Manager's Office 2018 Operating Budget Overview	2
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6. DISCUSSION ITEMS	
7. MOTIONS	
8. NOTICES OF MOTION	
9. ADJOURNMENT	



Hamilton

CITY MANAGER'S OFFICE 2018 DEPARTMENTAL BUDGET PRESENTATION

Tuesday, February 13, 2018

Chris Murray, City Manager
City Manager's Office

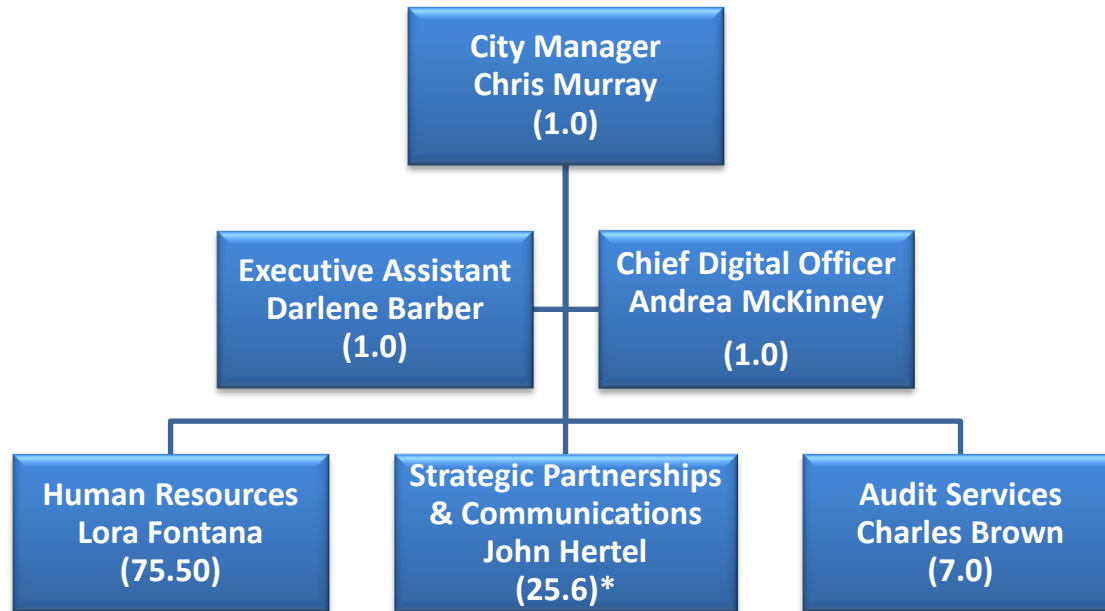
welcome to unstoppable

The CMO provides leadership and direction to the organization, focusing and aligning activities to the vision, mission and priorities of the City's Strategic Plan.

We provide critical support services and targeted professional advice in the field of:

- **Auditing Services**
- **Human Resources**
- **Communications**
- **Corporate initiatives**
- **Strategic Partnerships & Revenue Generation**
- **Digital Strategy**

2018 CMO ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2017	13	99.1	112.1	7.62:1
2018	13	98.1	111.1	7.55:1
Change	0	-1	-1	

***Hamilton Farmer's Market has an additional 4.19 FTE included in Boards & Agencies**

2016 - 2025 STRATEGIC PLAN PRIORITIES

In the City of Hamilton's 2016 - 2025 Strategic Plan, there were seven priorities, as identified below.



COMMUNITY ENGAGEMENT & PARTICIPATION

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.



ECONOMIC PROSPERITY & GROWTH

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.



HEALTHY & SAFE COMMUNITIES

Hamilton is a safe and supportive city where people are active, healthy, and have a high quality of life.



CLEAN & GREEN

Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.



BUILT ENVIRONMENT & INFRASTRUCTURE

Hamilton is supported by state of the art infrastructure, transportation options, buildings and public spaces that create a dynamic City.



CULTURE & DIVERSITY

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.



OUR PEOPLE & PERFORMANCE

Hamiltonians have a high level of trust and confidence in their City government.

CMO SERVICES AND SUB-SERVICES



Human Resources

- Access and Equity
- Benefits Administration
- Compensation Services
- Employee and Labour Relations
- Health & Safety
- Occupational Health
- HR Admin/Analytics/Metrics
- Business Partner Services
- HR Records Admin/Info Systems
- Human Rights/Wellness
- Development and Learning
- Recruitment Services
- Return to Work Services



Strategic Partnerships & Communications

- Corporate Strategy
- Strategic Communications
- Internal/External Communications
- Marketing/Graphic Design
- Social Media
- Revenue Generation
- Account Management
- New Business Dev
- Event Management
- City Enrichment Fund
- Land Development
- Business Improvement
- Performance Excellence
- Hamilton Farmers' Market



Audit Services

- Compliance Auditing
- Consulting
- Fraud Prevention and Detection
- Risk Assessment
- Value for Money Auditing



Digital Office

- Digital Service Channels (Mobile App, Web)
- Digital Strategy
- Digital Transformation (Smart City Strategy)
- Open Data Program

CMO TRENDS AND ISSUES



Citizens expect greater: transparency, access to information, involvement and value for tax dollars.



Legislation and regulation changes by other levels of government are impacting current and future City initiatives.



Identifying, developing and implementing strategies relating to succession planning, talent retention, collective bargaining and fostering a diverse and inclusive work place.



Managing technological change and adopting appropriate technology are fundamental to Hamilton's smart city journey.

2017 HIGHLIGHTS

City Manager's Office



City Managers' Office 2017 Highlights



Citizen Dashboard



HAMILTON FIRE DEPARTMENT



FOOD SAFETY



ONTARIO WORKS



WASTE COLLECTION & DIVERSION PROGRAMS



WATER SUPPLY & DISTRIBUTION



CITY FINANCES



BUILDING - ONTARIO BUILDING CODE ADMINISTRATION & ENFORCEMENT



HSR TRANSIT



HOUSING SERVICES



LOCAL ECONOMY & ECONOMIC DEVELOPMENT

TOP 7

INTELLIGENT COMMUNITIES OF 2018



HAMILTON, ONTARIO

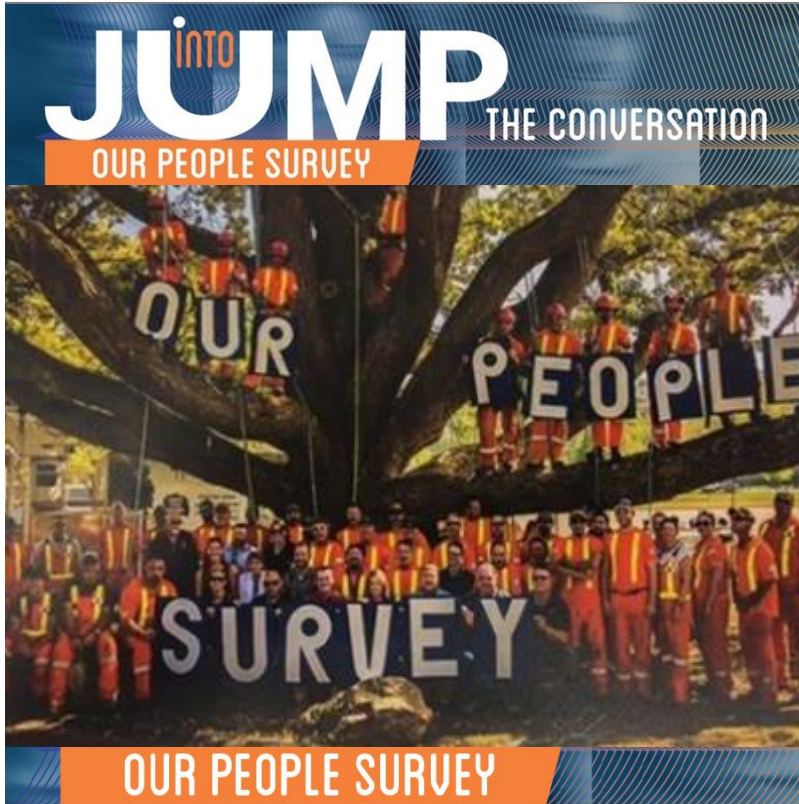
City Managers' Office 2017 Highlights



STELCO LANDS STRATEGY



City Managers' Office 2017 Highlights



\$7.7 million
15 year deal

City Managers' Office 2017 Highlights



HAMILTON TECHNOLOGY CENTRE



\$3.25 million proceeds from sale

City Managers' Office 2017 Highlights

2017 Total Gross Revenue



\$1.7m

In Gross Revenues Since 2015

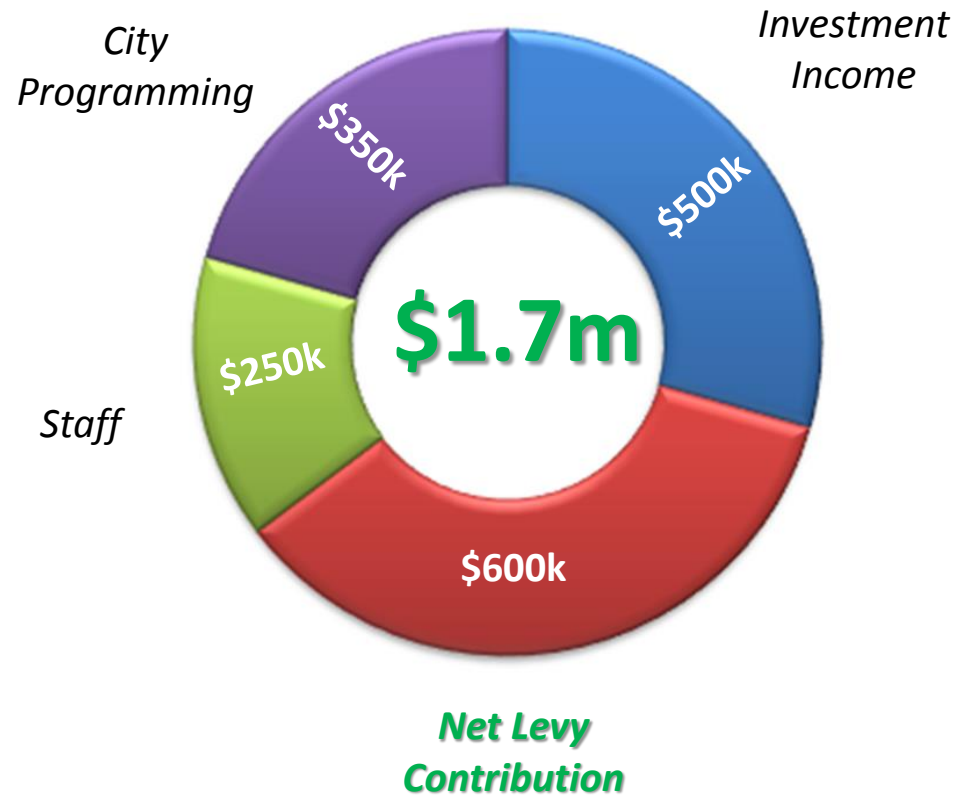


\$3m+

Revenue Contracted for 2018 and on



\$8m+



City Managers' Office 2017 Highlights

5 Year, \$750k Partnership



\$100k in Sponsorships



City Managers' Office 2017 Highlights

Revamped Intranet

Employee Newsletter



9 Editions

14,200 Views

City Managers' Office 2017 Highlights



Development and Implementation of the **Human Rights, Diversity & Inclusion Strategic Plan** (including the Transgender Protocol Agreement)



Advancement of the **Mental Health Strategy** (including the establishment of Action Team and the Working Mind Training)

City Managers' Office 2017 Highlights

Human Resources Metrics

2017 Training Session Attendees



1,839

515 WHIMIS

155 Mental Health Strategy

Harassment & Discrimination Investigations



64

2017 Jobs Posted



706

Resumes Processed in 2017



52,947

City Managers' Office 2017 Highlights



Value for Money audit of the Use of External Consultants which made **12 recommendations to improve how external consultants are managed and more effectively utilized.**



Audit Services **conducted a review of Ontario Works Employment Services** making recommendations for organizational changes and process improvement.



Finalized the Audit Services **Value for Money Pilot Program** audit report, receiving Council support to continue performance audits and to reorganize with two fewer FTE's.

City Managers' Office 2017 Highlights

Audit Services Metrics:

of Reports



12

of Recommendations



110

% of Recommendations Accepted



94%

% of Staff Meeting CPE* Requirements



100%

**Continuing Professional Education*

City Managers' Office 2017 Highlights



CONTINUOUS IMPROVEMENT AWARD

(L-R) Andrew Grice, Dave Alberton, Aaron Wilton, Peter Kowalski



LIFETIME ACHIEVEMENT AWARD

(L-R) Vicki Woodcox, Acting General Manager and Jack Brown



CITY MANAGER'S AWARD FOR PUBLIC SERVICE EXCELLENCE

(L-R) Kelly Anderson, Meaghan Carrocci, Jason Thorne, Carla Ippolito, Trevor Horzelenberg, David Derbyshire, Harold Groen, and Derek Sohal.
Absent: Christina Lam Tablada, Kris Jacobson, Chris McCafferty, and Ashley Frisina.



CITY MANAGER'S AWARD FOR PUBLIC SERVICE EXCELLENCE

Dawn Hannemann

CORPORATE EMPLOYEE RECOGNITION EVENT

2018



EMPLOYEE SPIRIT AWARD

Sharon Murphy

2018 PRELIMINARY TAX OPERATING BUDGET



City Manager's Office

2018 CMO NET OPERATING BUDGET BY DIVISION

City Manager	2017 Restated Budget	2018 Requested Budget	YoY +/-	YoY %
Audit Services	1,019,900	1,079,370	59,470	5.8%
CMO – Admin (Net)	9,070	(5,510)	(14,580)	(160.7%)
Human Resources	6,989,470	7,025,084	35,614	0.5%
Strategic Partnerships & Communications	2,398,450	2,457,900	59,450	2.0%
Total City Manager	10,416,890	10,556,844	139,945	1.3%

CMO 2018 BUDGET DRIVERS

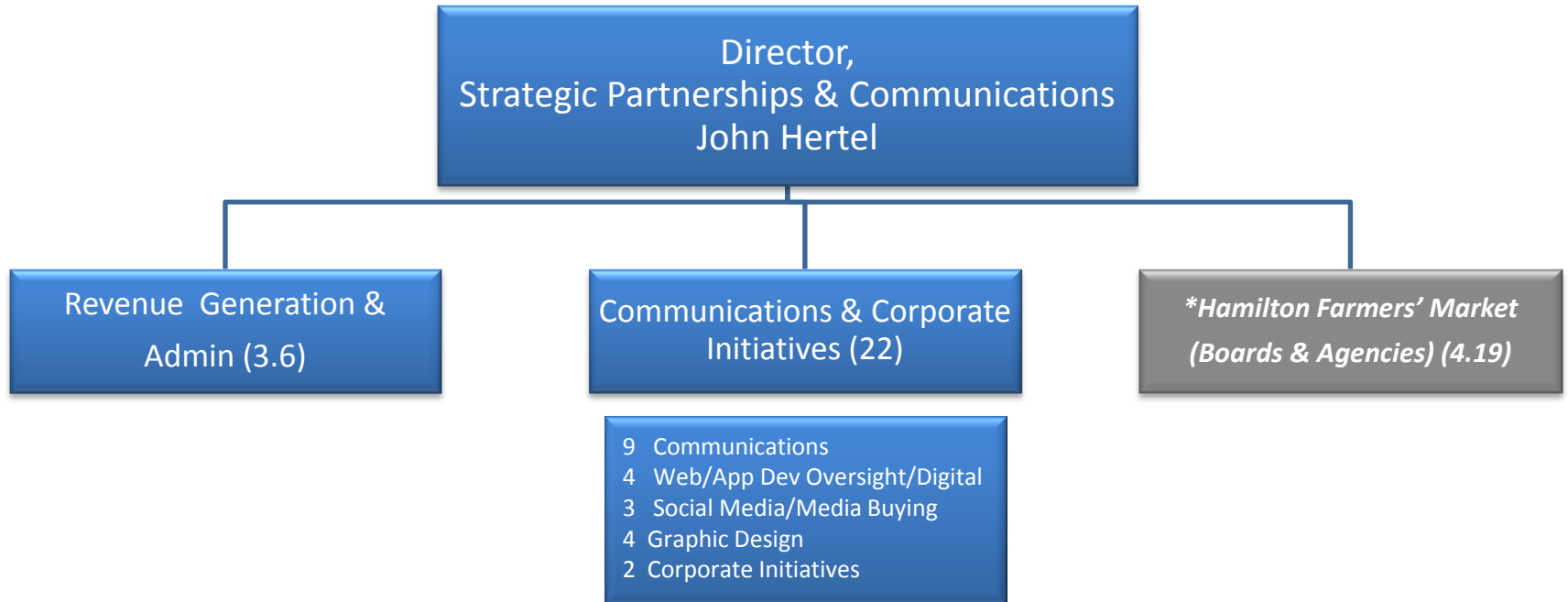
Item	Cost (\$)
Salary & Benefit costs	292,095
Facility and Rental increases	35,735
Recovery from Reserves	(5,460)
Savings in Consulting & Contractual budgets	(54,460)
Indirect Recoveries	(136,434)
Other	8,478
TOTAL	\$139,954

2018 PRELIMINARY TAX OPERATING BUDGET

Strategic Partnerships and Communications

ORGANIZATIONAL CHART

Strategic Partnerships & Communications



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2017	4	22.6	26.6	5.65:1
2018	4	22.6	26.6	5.65:1
Change	0	0	0	

*Strategic Partnerships & Communications

Hamilton Farmer's Market has an additional 4.19 FTE included in Boards & Agencies

2018 NET OPERATING BUDGET BY SECTION Page 26 of 118

Strategic Partnerships & Communications

City Manager	2017 Restated Budget	2018 Requested Budget	YoY +/-	YoY %
Communications	2,018,620	2,133,360	114,740	5.7%
Corporate Initiatives	306,280	225,270	(81,010)	(26.4%)
SPRG – Admin & CEF*	505,690	532,616	26,926	5.3%
Revenue Generation	(432,140)	(433,346)	(1,206)	0.3%
Total Strategic Partnerships & Communications	2,398,450	2,457,900	59,450	2.0%

*Strategic Partnerships & Revenue Generation


2018 BUDGET DRIVERS

Strategic Partnerships & Communications

Item	Cost (\$)
Salary and Benefit Costs	77,840
Savings in Contractual Obligations	(45,930)
Budget Reallocation	20,320
Direct Cost Allocations	3,400
Indirect Recoveries	(7,170)
Facility Charges	15,070
Other adjustments	(4,080)
TOTAL	59,450

SOCIAL MEDIA - TWITTER



 **63.7k** Followers
 **3,285** Tweets
 **20.9k** Retweets
 **11.5m** Impressions



SOCIAL MEDIA - YOUTUBE

- ▶ **540** Videos
- ▶ **177k** Video views
- ▶ **1.1k** subscribers
- ▶ **296k** Min of video watched
- ▶ **46%** Views on mobile device



YouTube CA City of Hamilton

HOME VIDEOS PLAYLISTS CHANNELS ABOUT

Uploads PLAY ALL

FirstOntario Centre's New LED lights
345 views • 3 weeks ago
New LED lights have been installed inside FirstOntario Centre to not only enhance the experience inside the venue, but as well to save thousands of dollars in energy costs!

Nominate Hamilton Artists for the 2018 Hamilton Arts Awards
98 views • 3 weeks ago
Nominations are open until February 18, 2018 for the 2018 City of Hamilton Arts Awards. Here's Program Manager of Public Art & Projects Ken Coit with a description of the awards program.

How We Respond To Winter Storms
1.3K views • 1 month ago
Have you ever wondered how the City of Hamilton responds to winter storms or snowfall? Watch this video to learn more

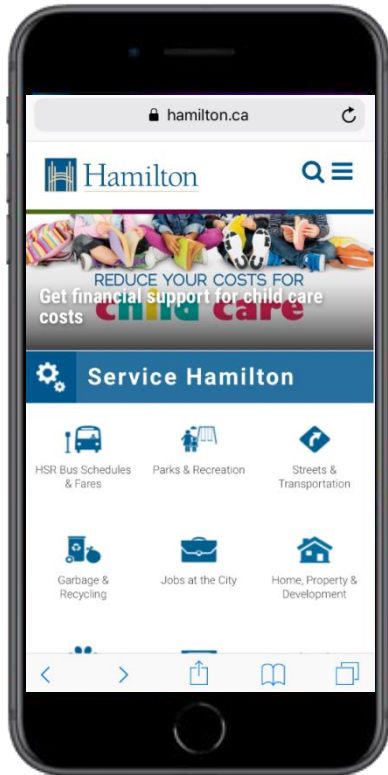
Neighbourhood Hoops 2017
158 views • 2 months ago
Watch how the Neighbourhood Hoops program brings kids together around the love of basketball in Hamilton. Learn more: <https://www.hamilton.ca/neighbourhood-hoops-program>

SOCIAL MEDIA - INSTAGRAM



 **1.5k** Followers

CITY OF HAMILTON WEBSITE



 **827**
Average Monthly
Web Requests

Hamilton

Living In: City services and programs for residents.

Doing Business: Start, grow and operate your business here.

Discovering Hamilton: Explore the best the City has to offer to visitors and newcomers.

City Hall: Connect to the Mayor & Councilors, meetings, planning & development.

Service Hamilton

- HSR Bus Schedules & Fares**
 - Find your bus with Real-time Bus Tracker
 - Find current PDF bus schedules
 - Apply for the Affordable Transit Pass
- Parks & Recreation**
 - View Skating, Swim and Gym Schedules
 - Apply for Recreation Fee Assistance
 - Rent ice time, fields, diamonds and parks
- Streets & Transportation**
 - Pay your parking or speeding ticket (POA)
 - Find road closures in your area
 - View top cycling routes and maps
- Garbage & Recycling**
 - Find your collection calendar
 - Community Recycling Centre locations
 - Schedule a pick up for bulk items
- Jobs at the City**
 - Current Opportunities
 - Learn about Recruitment Opportunities
 - How To Apply
- Home, Property & Development**
 - Conduct online property inquiry
 - Pay your property taxes
 - Track your building permit
- Animals & Pets**
 - Buy or renew a dog licence
 - Make a donation
 - File a complaint about a barking dog
- Attractions**
 - View our Events Calendar
 - View museum events and special programming
 - Upcoming Festival and Event listing

REVENUE GENERATION



Land Development Task Force

Council Approved Work Plan

- 2 – Projects Successfully closed
- 5 – To be completed in 2018
- 3 – Ongoing (multi-year projects)

REVENUE GENERATION



John C. Munro



TRUE HAMILTONIAN

CORPORATE INITIATIVES



City’s Performance Excellence Dashboard with emphasis on the use of **Results Based Accountability** framework for performance measurement.



Phase 2 of the **Trust and Confidence Report**.



Conduct “**Hamilton Summit 2018**” to better understand community needs leading up to the Provincial elections.



DIGITAL OFFICE HIGHLIGHTS

“CITY APP”



CityApp is now available for download in the App Store and Google Play

WELCOME

CityLAB Hamilton

Vibrant • Healthy • Sustainable

CityLab Key Metrics

- 11 projects
- Over 135 students
- 20 city staff
- 16 faculty members
- 6000+ student hours



DIGITAL OFFICE



Develop and deliver a **Smart City Strategy and Implementation Roadmap**.



Enable **Open Data** capabilities and processes to underpin the **Citizen Dashboard**.



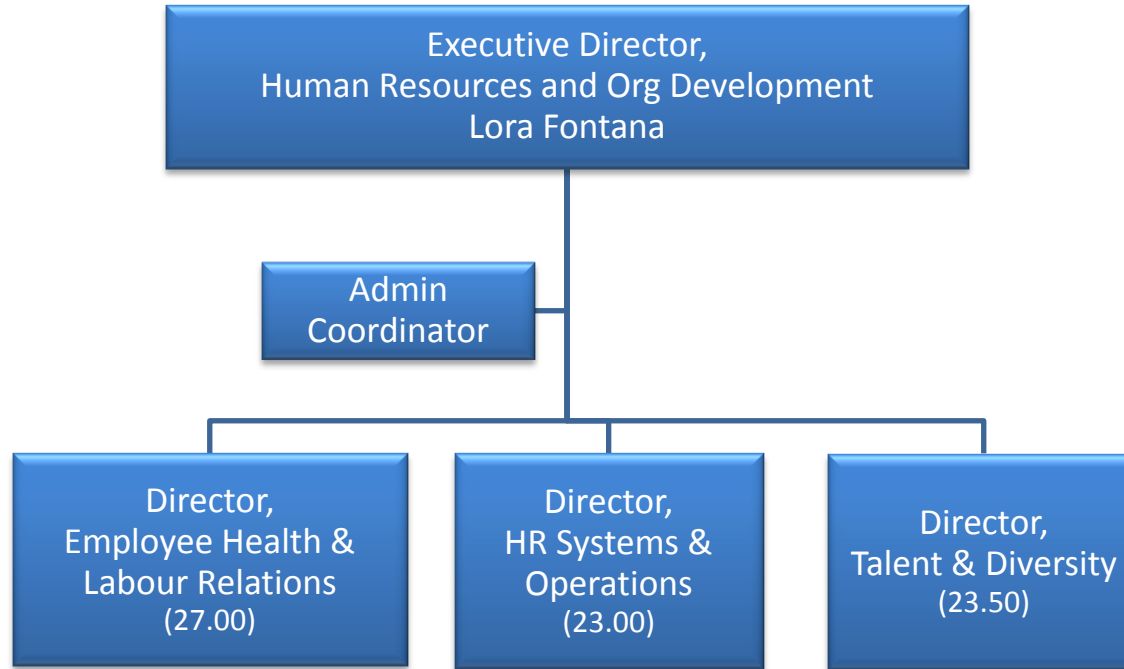
Participate in the **Federal Smart City Challenge** (\$50m Opportunity)

2018 PRELIMINARY TAX OPERATING BUDGET

Human Resources

ORGANIZATIONAL CHART

Human Resources



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2017	8	67.5	75.5	8.44:1
2018	8	67.5	75.5	8.44:1
Change	0	0	0	

2018 NET OPERATING BUDGET BY SECTION Page 41 of 118

Human Resources

City Manager	2017 Restated Budget	2018 Requested Budget	YoY +/-	YoY %
Human Resources	6,989,470	7,025,084	35,614	0.5%
Emp Health & Labour Relations	2,702,480	2,553,160	(150,320)	(5.6%)
HR Systems & Operations	1,903,790	1,830,750	(73,040)	(3.8%)
Human Resources Admin	335,670	324,060	(11,610)	(3.5%)
Talent & Diversity	2,047,530	2,318,114	270,584	13.2%
Human Resources	6,989,470	7,025,084	35,614	0.5%

2018 BUDGET DRIVERS

Human Resources

Item	Cost (\$)
Salary and Benefit Costs	148,380
Rent & Facility Charges	16,650
Recovery from Reserves	(5,460)
Indirect Recoveries	(126,330)
Direct Cost Allocations	2,374
TOTAL	\$35,614

HUMAN RESOURCES MAJOR INITIATIVES

LEADERSHIP

Develop **Leadership Profile Competencies** for the Managers/Supervisory level of the organization.



Execute Phase 2 of **Communication and Action Planning** Activities in response to the **Our People Survey**.

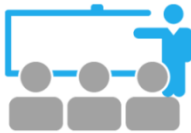


Gather data to support the **Collective Agreement Bargaining Strategy**.

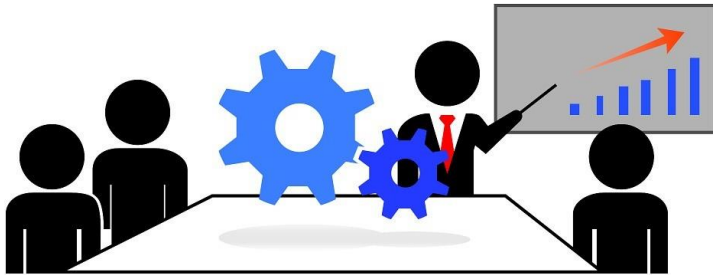
HUMAN RESOURCES MAJOR INITIATIVES



Introduce the **Human Resources Portal** to expand self-serve capabilities.



Implement the **Training Administration Module** of the PeopleSoft HRMS.



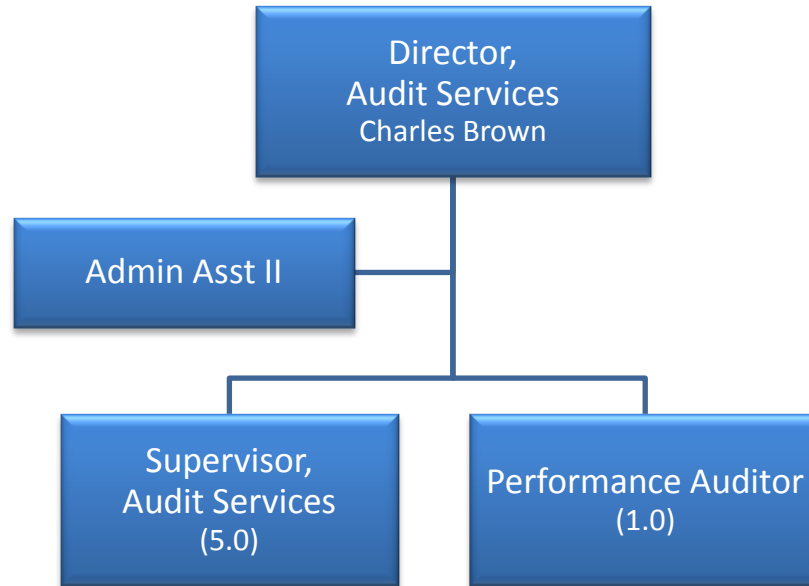
Develop **Corporate Learning and Development Strategy**.

2018 PRELIMINARY TAX OPERATING BUDGET



Audit Services

AUDIT SERVICES ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2017	1	7	8	7:1
2018	1	6	8	6:1
Change	0	-1	-1	

2018 NET OPERATING BUDGET BY SECTION

City Manager	2017 Restated Budget	2018 Requested Budget	YoY +/-	YoY %
Audit Services	1,019,900	1,079,370	59,470	5.8%
Audit Services	1,019,900	1,079,370	59,470	5.8%

AUDIT SERVICES 2018 BUDGET DRIVERS

Item	Cost (\$)
Salary & Benefit costs	57,115
Direct Cost Allocations	2,355
Total	\$59,470

AUDIT SERVICES MAJOR INITIATIVES



Pilot a **Hotline Service** in order to better handle increasing demands of fraud, waste and major wrongdoing.



Post content on **City Website** to increase transparency/accessibility to information.



Implement **Annual Reporting** of audit services activity to Council.



Hamilton

THANK YOU



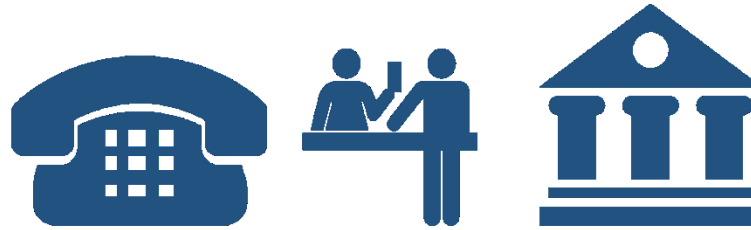
CORPORATE SERVICES GENERAL ISSUES COMMITTEE

February 13, 2018

OVERVIEW



**Office of the
City Clerk**



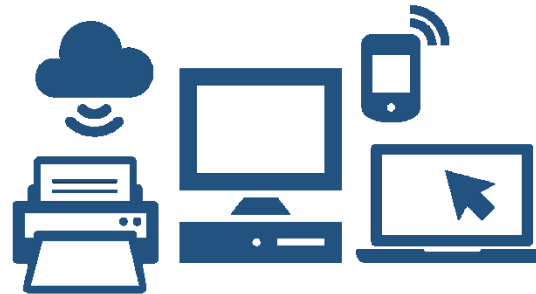
Customer Service and POA



**Financial Planning,
Administration and Policy**



**Financial Services, Taxation
and Corporate Controller**



**Information
Technology**



**Legal and
Risk Management**

SERVICES AND SUB-SERVICES

Citizen and Customer Services

- 546-CITY (Customer Contact Centre)
- askCity@hamilton.ca (Email inquiries)
- Municipal Service Centres (In-person counter service)

Financial Management

- Accounting Services
- Finance and Administration
- Financial Planning and Policy
- Investments
- Non-Tax Revenue Collection
- Payroll and Pensions
- PeopleSoft Application Support
- Procurement
- Property Tax Billing and Collections

Information Technology

- Corporate Information & Applications
- End User Technology Support Services
- Information Security
- Voice and Data Infrastructure Management

Printing and Distribution Services

- Courier Services
- Mail Delivery and Collection
- Printing

Election Services

Legal Services

- Civil and Administrative Litigation
- Prosecution
- Solicitor

Legislative Services & Council Relations

Provincial Offences Administration

- Court Support

Information Management

- Lobbyist Registry
- Municipal Freedom of Information and Protection of Privacy Administration
- Records Management, Retention and Archives
- Vital Statistics Administration

Risk Management

- Claims Administration
- Insurance Procurement
- Loss Prevention
- Risk Transfer

HIGHLIGHTS

Corporate Services

2017 HIGHLIGHTS



2017 HIGHLIGHTS

Office of the City Clerk

- Agenda Management System Upgraded
- Audio Visual Equipment Improvement
- Lobbyist By-law Review
- Ward Boundary Review Completed

Customer Service and POA

- 2017 Gold Marcom Award for Customer Service Training
- Web Dashboard Launched
- Call Handling Pre-Launch



Financial Planning, Administration & Policy

- Multi-Year Business Planning and Budget Implemented
- New Operating Budget System
- AA+ Credit Rating & Stable Outlook from S&P Global Ratings

AA+

2017 HIGHLIGHTS

Financial Services, Taxation & Corporate Controller

- Procurement Policy Review
- Tax System Upgrade Phase 1
- E-Bidding Portal Launched

Information Technology

- Expanded Mobile Device Management for Androids and iPhones
- Human Capital Management System Upgraded
- New Recruiting Module Commissioned
- Security Internet Email Gateway Enhanced
- Network Upgrades



Legal & Risk Management

- Transgender Protocol
- P3 Biosolids and Woodward Upgrade Project Support
- West Harbour Support, Including Pier 8 Development Opportunity
- Two Compassionate Grant Programs Administered

TRENDS & ISSUES

Corporate Services

Legislation

- Respond to changing provincial and federal (examples listed below):
 - Infrastructure for Jobs and Prosperity Act
 - Modernizing Ontario's Municipal Legislation Act
 - Building Better Communities and Conserving Watersheds Act
 - Construction Lien Amendment Act (Prompt Payment)

Technology

- Optimize existing or new technologies
- Enhance financial systems, policies and practices
- Provide responsive analytical and technology support solutions

TRENDS AND ISSUES

Growth

- Support Hamilton's property tax competitiveness
- Support sustainable investments and management of funds and reserves
- Leveraging new technologies and maximizing current solutions
- Accessible in-person counter locations, telephone and email service delivery
- Oversight of municipal elections, by-elections and applicable school boards
- Timely and transparent access to information
- Monitor, and manage changes in the legislative landscape
- Mitigate risks through the management of claims

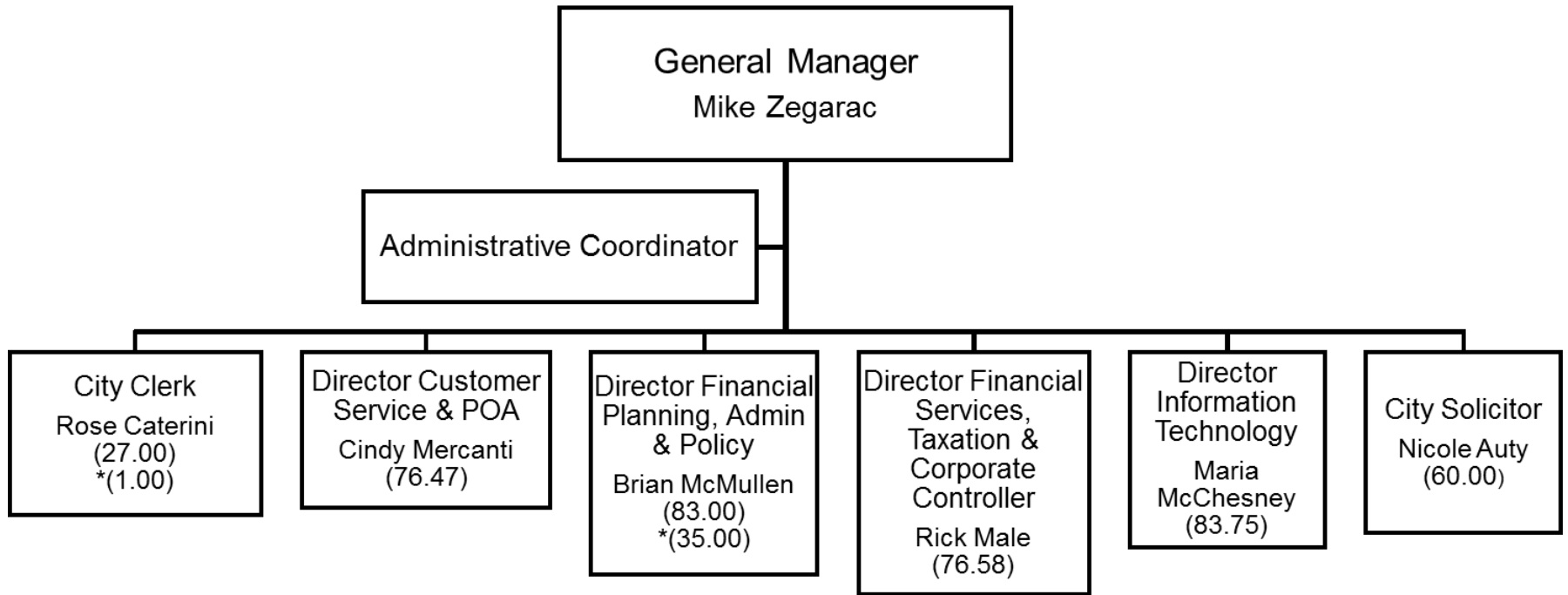
Workforce

- Attract and retain knowledgeable and high performing staff
- Manage knowledge retention through succession planning

2018 PRELIMINARY TAX OPERATING BUDGET

Corporate Services

ORGANIZATIONAL CHART



*Represents distributed staff whose budget are in operating departments

Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2017	30.00	378.80	444.80	13.35:1
2018	30.00	378.80	444.80	13.35:1
Change	0.00	0.00	0.00	

2018 OPERATING BUDGET BY DIVISION

	2017 Restated Net	2018 Preliminary Gross	2018 Preliminary Net	\$ 2018 vs 2017 Net Change	%
City Clerk's Office	2,361,120	2,927,410	2,356,370	(4,750)	(0.2%)
Corporate Services - Administration	(247,460)	(244,850)	(244,850)	2,610	(1.1%)
Customer Service	4,526,750	8,952,910	4,594,650	67,900	1.5%
Financial Planning, Admin & Policy	4,751,530	7,180,930	4,845,500	93,970	2.0%
Financial Services	4,100,930	6,529,250	3,917,000	(183,930)	(4.5%)
Information Technology	8,442,700	9,168,430	8,808,850	366,150	4.3%
Legal Services	3,274,660	4,401,640	3,337,940	63,280	1.9%
Total Corporate Services	27,210,230	38,915,720	27,615,460	405,230	1.5%

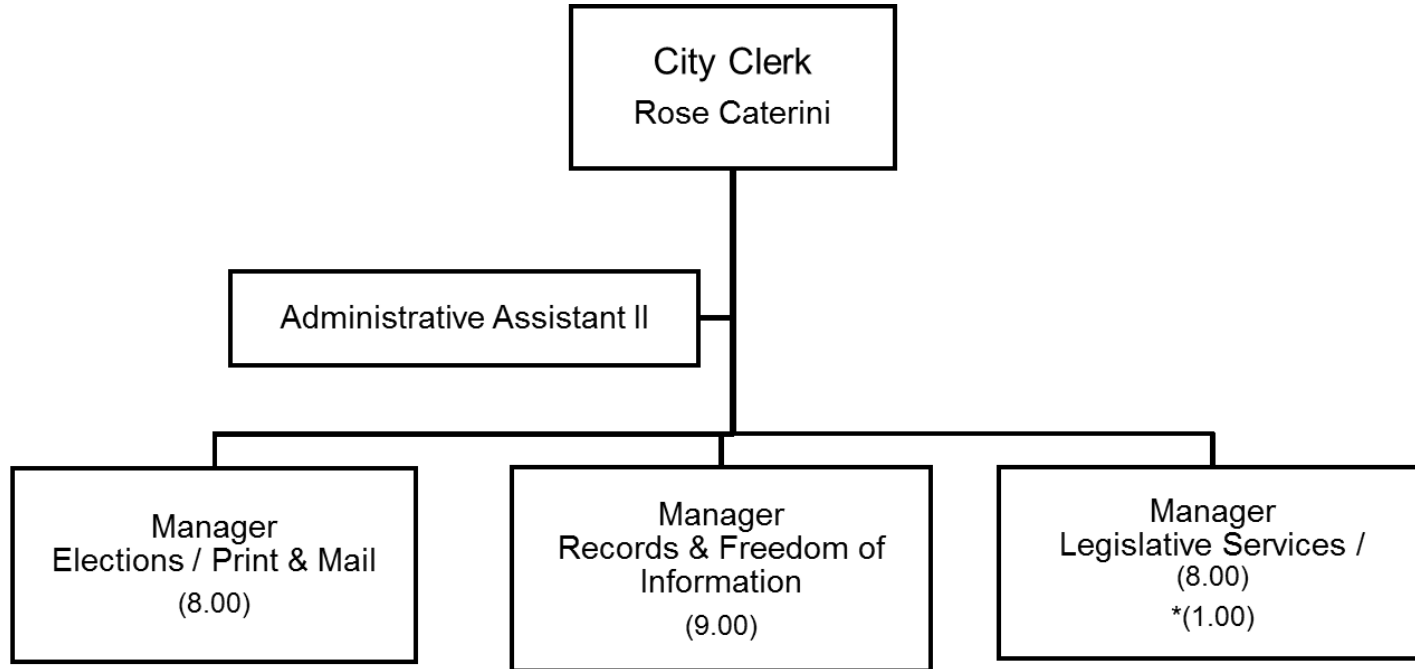
2018 BUDGET DRIVERS

Item (Pressure)	Cost(\$)	Item (Savings)	Cost(\$)
Net Employee Related	\$570k	Taxation Fees	(\$320k)
Computer Software	\$195k	Administrative Recovery from POA	(\$90k)
Loss of Indirect Funding	\$106k	Marriage License Revenue	(\$30k)

2018 PRELIMINARY TAX OPERATING BUDGET

Office of the City Clerk

ORGANIZATIONAL CHART



*Represents distributed staff whose budget are in operating departments

Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2017	4.00	23.00	27.00	5.75:1
2018	4.00	23.00	27.00	5.75:1
Change	0.00	0.00	0.00	

2018 OPERATING BUDGET BY SECTION

	2017 Restated Net	2018 Preliminary Gross	2018 Preliminary Net	\$ 2018 vs 2017 Net Change	%
City Clerk - Admin	112,920	116,100	116,100	3,180	2.8%
Elections	636,620	685,080	637,140	520	0.1%
Legislative Support	840,990	857,010	857,010	16,020	1.9%
Print & Mail	415,470	421,120	421,120	5,650	1.4%
Records	355,120	848,100	325,000	(30,120)	(8.5%)
Total City Clerk's Office	2,361,120	2,927,410	2,356,370	(4,750)	(0.2%)

2018 BUDGET DRIVERS





Item	Cost (\$)
Employee Related	\$27k
Marriage License Revenue	(\$30k)
Image Processing Recoveries	(\$11k)
Print Supplies	\$10k

METRICS





Office of the City Clerk

METRICS

of FOI Requests Received

2017		220
2016		217
2015		207
2014		175

of Council Meetings Supported

2017		23
2016		26
2015		28
2014		19

of Responses to clerk@hamilton.ca Emails

2017		730
2016		635
2015		575

of Marriage Licenses Issued

2017		2,261
2016		2,185
2015		2,185
2014		2,167

MAJOR INITIATIVES

Office of the City Clerk

MAJOR INITIATIVES 2018


**Community
 Engagement
 and
 Participation**


**Economic
 Prosperity
 and Growth**


**Healthy
 and Safe
 Communities**


**Clean
 and Green**


**Built
 Environment
 and
 Infrastructure**


**Culture
 and
 Diversity**


**Our
 People
 and
 Performance**

Introduce staff training modules							✓
Implement Agenda Management Software	✓						✓
Administer 2018 Municipal Elections	✓						✓

MAJOR INITIATIVES 2019-2021

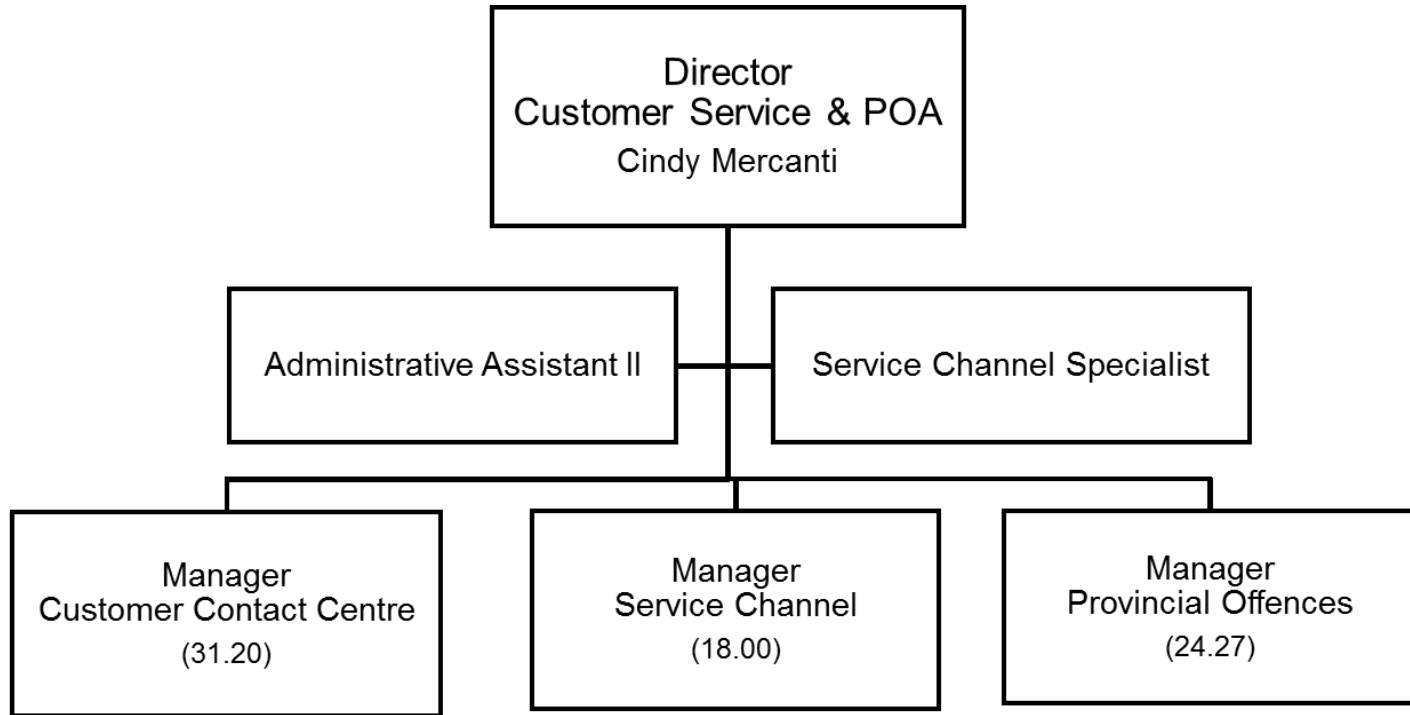
						
Community Engagement and Participation	Economic Prosperity and Growth	Healthy and Safe Communities	Clean and Green	Built Environment and Infrastructure	Culture and Diversity	Our People and Performance

Expand Agenda Management Software	✓						✓
Coordinate Citizen Appointments to Committees	✓						✓
2022 Municipal Elections Preparation							✓

2018 PRELIMINARY TAX OPERATING BUDGET

Customer Service & POA

ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2017	4.00	72.47	76.47	18.12:1
2018	4.00	72.47	76.47	18.12:1
Change	0.00	0.00	0.00	

2018 OPERATING BUDGET BY SECTION

	2017	2018	2018	\$	%
	Restated	Preliminary	Preliminary	2018 vs 2017 Net	
	Net	Gross	Net	Change	
Customer Contact Centre	2,534,640	2,612,440	2,612,440	77,800	3.1%
Customer Service - Admin	422,030	359,700	359,700	(62,330)	(14.8%)
Provincial Offences Act	-	4,358,260	-	-	-
Service Channel	1,570,080	1,622,510	1,622,510	52,430	3.3%
Total Customer Service	4,526,750	8,952,910	4,594,650	67,900	1.5%

2018 BUDGET DRIVERS

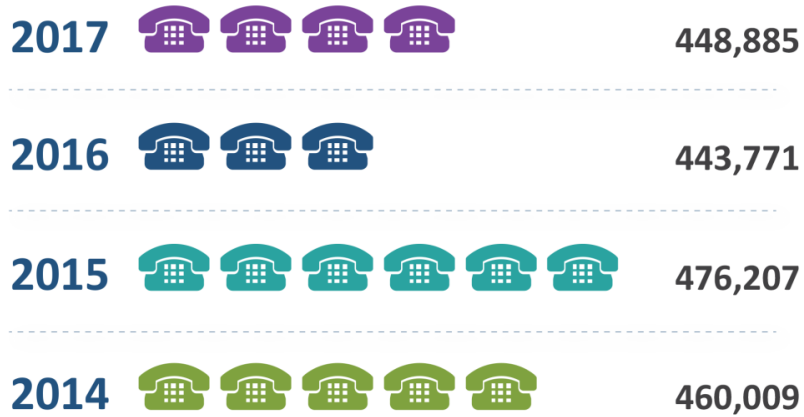
Item	Cost (\$)
Employee Related	\$128k
Facilities Cost	\$34k
Administrative Recovery from POA	(\$90k)

METRICS

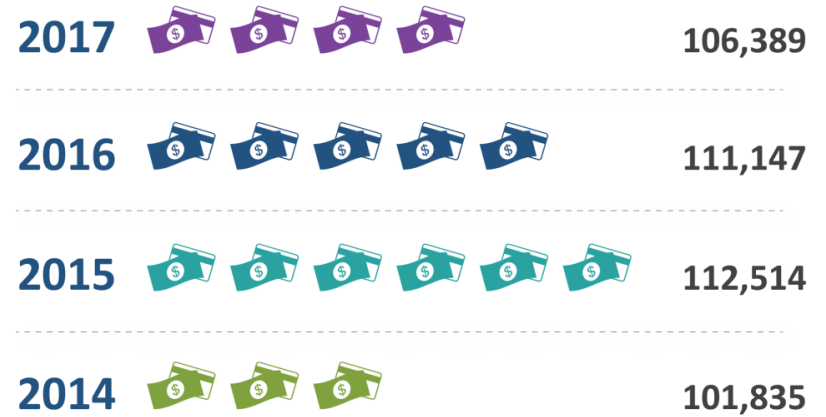
Customer Service & POA

METRICS

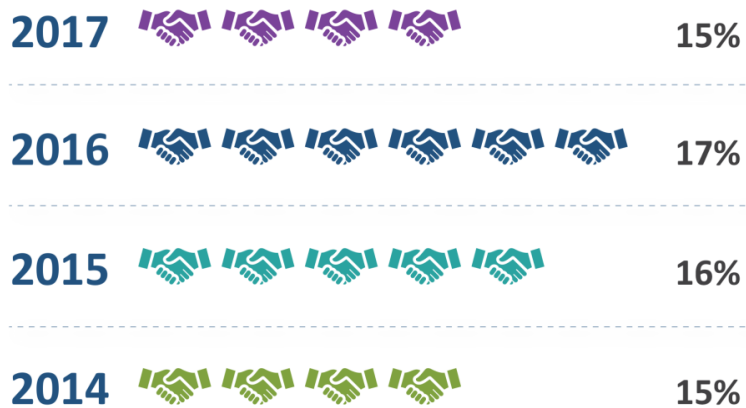
CCC: # of Phone Calls



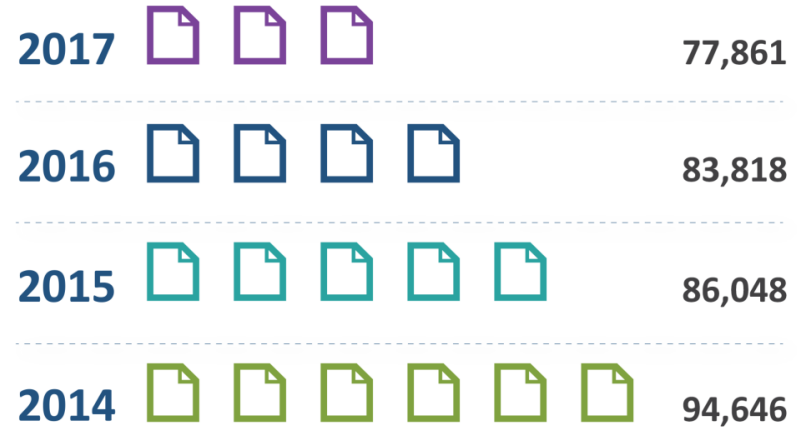
MSC: # of Transactions



POA: Early Resolution Part 1 Scheduled



POA: # of Charges Filed



MAJOR INITIATIVES

Customer Service & POA

MAJOR INITIATIVES 2018



**Community
Engagement
and
Participation**



**Economic
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and Growth**



**Healthy
and Safe
Communities**



**Clean
and Green**



**Built
Environment
and
Infrastructure**



**Culture
and
Diversity**



**Our
People
and
Performance**

	Community Engagement and Participation	Economic Prosperity and Growth	Healthy and Safe Communities	Clean and Green	Built Environment and Infrastructure	Culture and Diversity	Our People and Performance
Call Consolidation Launch							✓
Expand the Customer Service Training							✓
Facilitate Move of POA to New Building							✓

MAJOR INITIATIVES 2019 to 2021

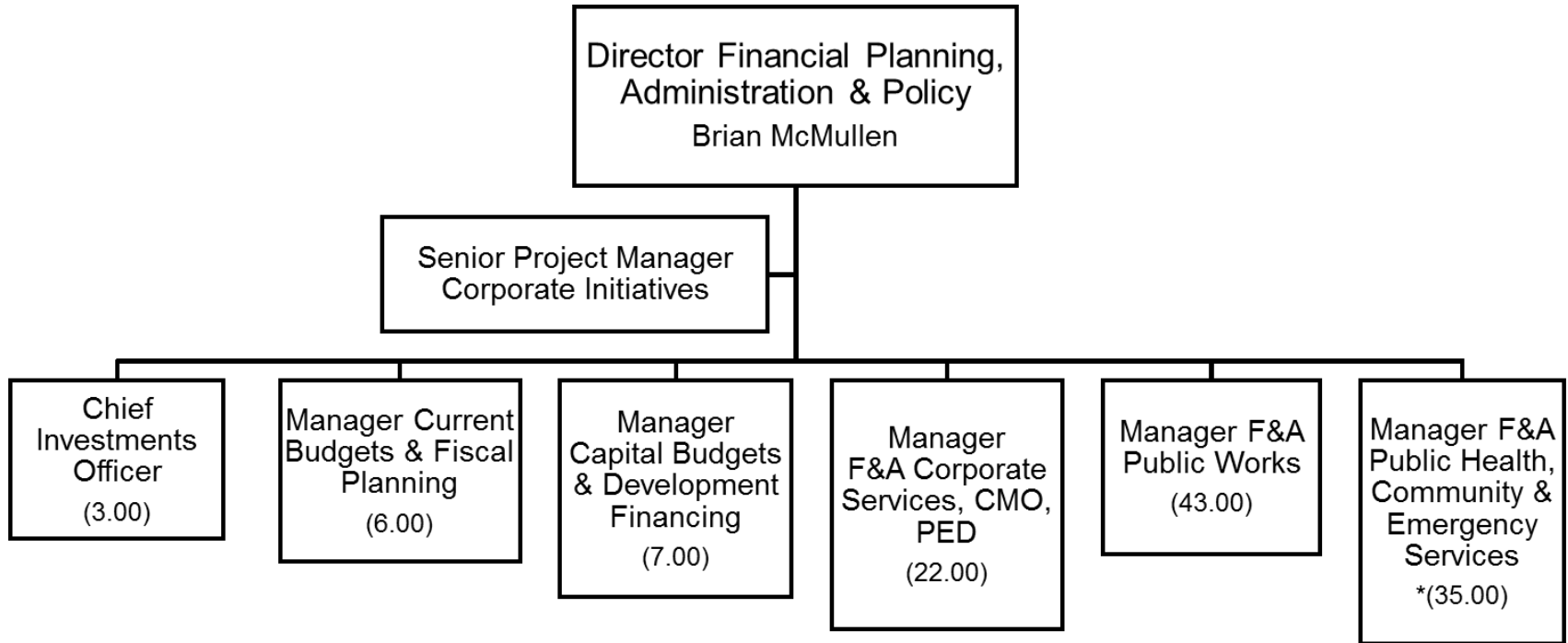
						
Community Engagement and Participation	Economic Prosperity and Growth	Healthy and Safe Communities	Clean and Green	Built Environment and Infrastructure	Culture and Diversity	Our People and Performance

Continuation of Call Consolidation							✓
Delivery of Seamless Customer Experience	✓						✓
Support the Customer Service Strategy							✓

2018 PRELIMINARY TAX OPERATING BUDGET

Financial Planning, Administration & Policy³³

ORGANIZATIONAL CHART



*Represents distributed staff whose budget are in operating departments

Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2017	7.00	111.00	118.00	15.86:1
2018	7.00	111.00	118.00	15.86:1
Change	0.00	0.00	0.00	

2018 OPERATING BUDGET BY SECTION

	2017 Restated Net	2018 Preliminary Gross	2018 Preliminary Net	\$ 2018 vs 2017 Net Change	%
Administration Fin Policy & Plan	162,950	171,330	169,070	6,120	3.8%
Capital Budget	5,280	974,000	-	(5,280)	(100.0%)
Current Budget	439,440	455,360	455,360	15,920	3.6%
Finance	4,274,730	4,440,850	4,352,450	77,720	1.8%
Investments	(130,870)	1,139,390	(131,380)	(510)	0.4%
Total Financial Planning, Admin & Policy	4,751,530	7,180,930	4,845,500	93,970	2.0%

2018 BUDGET DRIVERS

Item	Cost (\$)
Employee Related	\$120k
Facilities Expense	\$23k
Reduction in Overtime	(\$19k)
Reduction in Temp Agency	(\$39k)
Reduction in Training	(\$11k)

METRICS

Financial Planning, Administration & Policy

37

METRICS

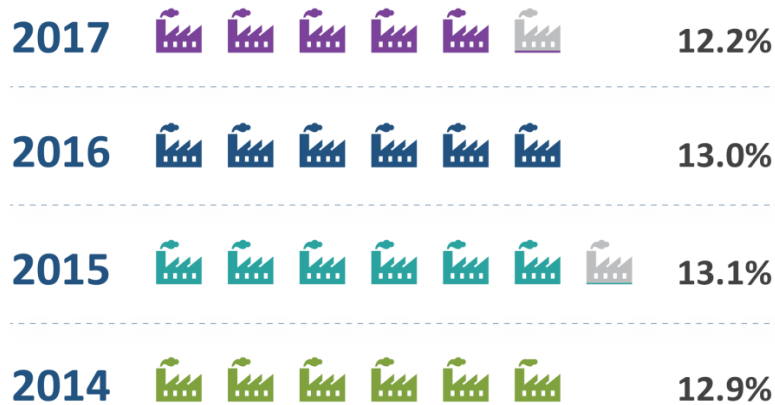
Debt Servicing Cost as a % of Property Tax Bill



Credit Ratings



Non Residential Assessment % of Total Assessment




Gross % Realized Return on Investments



MAJOR INITIATIVES







Financial Planning, Administration & Policy

MAJOR INITIATIVES 2018

						
Community Engagement and Participation	Economic Prosperity and Growth	Healthy and Safe Communities	Clean and Green	Built Environment and Infrastructure	Culture and Diversity	Our People and Performance

Develop a Financial Condition Index and Financial Dashboard		✓			✓		✓
Enhance Multi-Year Business Planning and Budget Processes	✓	✓			✓		✓
Coordinate the Development Charge Background Study and Related Policies	✓	✓	✓	✓	✓	✓	✓

MAJOR INITIATIVES 2019 to 2021

						
Community Engagement and Participation	Economic Prosperity and Growth	Healthy and Safe Communities	Clean and Green	Built Environment and Infrastructure	Culture and Diversity	Our People and Performance

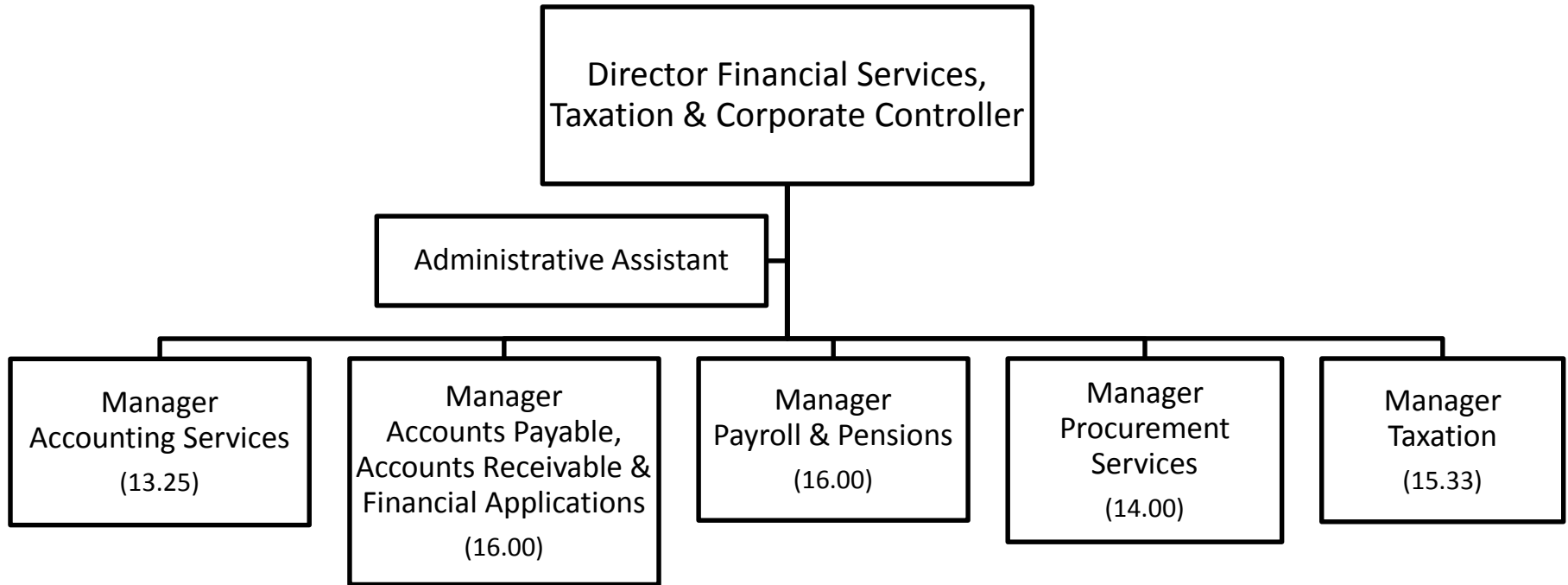
Update Development Charge Policies Related to Completed Background Study and By-law	✓	✓	✓	✓	✓	✓	✓
Enhance Multi-Year Business Planning and Forecasting		✓			✓		✓
Water Billing Contract Review		✓					

2018 PRELIMINARY TAX OPERATING BUDGET

Financial Services, Taxation & Corporate Controller

42

ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2017	6.00	70.58	76.58	11.77:1
2018	6.00	70.58	76.58	11.77:1
Change	0.00	0.00	0.00	

2018 OPERATING BUDGET BY SECTION

	2017 Restated Net	2018 Preliminary Gross	2018 Preliminary Net	\$ 2018 VS 2017 Net Changes	% Net
Accounts Payable	280,670	434,080	408,080	127,410	45.4%
Accounts Receivables	147,480	157,220	157,220	9,740	6.6%
Financial Accounting Services	653,520	1,047,670	623,060	(30,460)	(4.7%)
Financial Application Support	322,270	330,410	330,410	8,140	2.5%
Financial Services Admin	438,600	411,900	411,900	(26,700)	(6.1%)
Payroll and Pensions	912,650	1,003,020	902,520	(10,130)	(1.1%)
Procurement	698,130	996,830	808,340	110,210	15.8%
Taxation	647,610	2,148,120	275,470	(372,140)	(57.5%)
Total Financial Services	4,100,930	6,529,250	3,917,000	(183,930)	(4.5%)

2018 BUDGET DRIVERS

Item	Cost (\$)
Employee related	\$52k
Loss of Indirect Internal Recoveries	\$93k
Tax Registration Revenue	(\$79k)
Reminder Notice Admin Fees	(\$29k)
Tax Certificate Revenue	(\$49k)
Tax Transfer Fee Revenue	(\$165k)

METRICS

Financial Services, Taxation & Corporate Controller

METRICS

% of Taxpayers Enrolled in Pre-Authorized Payment Plan (PAP)

2017 Data not yet available



2016 Municipal Benchmark: 38.3%

Tax Arrears as a % of the Levy

2017 Data not yet available










2016 Municipal Benchmark: 2.6%

MAJOR INITIATIVES







Financial Services, Taxation & Corporate Controller

MAJOR INITIATIVES 2018

						
Community Engagement and Participation	Economic Prosperity and Growth	Healthy and Safe Communities	Clean and Green	Built Environment and Infrastructure	Culture and Diversity	Our People and Performance

Financial System Upgrades to PeopleSoft							✓
Tax System Upgrade							✓
Online Bid and Vendor Performance Review Program Enhancements	✓						✓

MAJOR INITIATIVES 2019 to 2021

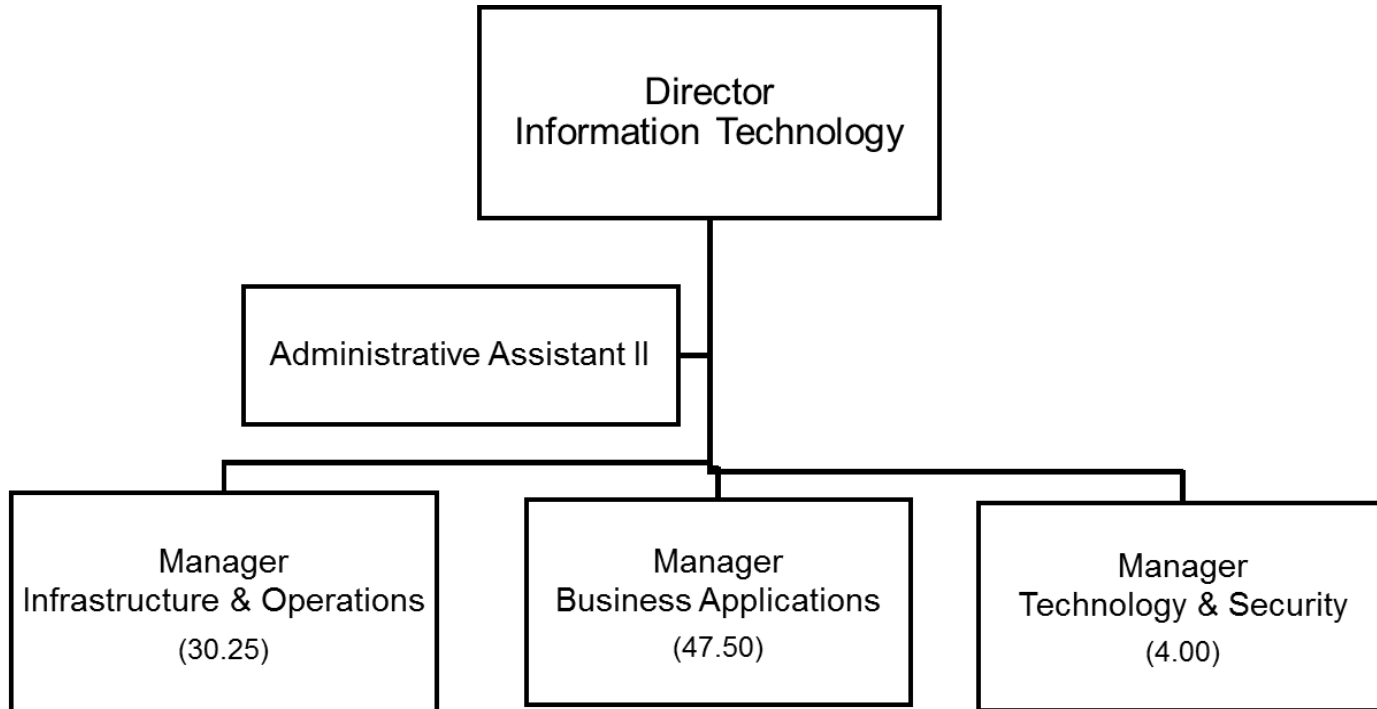
						
Community Engagement and Participation	Economic Prosperity and Growth	Healthy and Safe Communities	Clean and Green	Built Environment and Infrastructure	Culture and Diversity	Our People and Performance

Support Kronos Implementation							✓
Enhance Online Taxation Services	✓						✓
Review and Revise Fair Wage Policy	✓						✓

2018 PRELIMINARY TAX OPERATING BUDGET

Information Technology

ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2017	4.00	79.75	83.75	19.94:1
2018	4.00	79.75	83.75	19.94:1
Change	0.00	0.00	0.00	

2018 OPERATING BUDGET BY SECTION

	2017 Restated Net	2018 Preliminary Gross	2018 Preliminary Net	\$ 2018 vs 2017 Change	% Net
Business Applications	6,309,280	6,544,990	6,539,430	230,150	3.6%
Infrastructure & Operations	4,899,280	5,284,940	4,931,190	31,910	0.7%
IT - Admin	(3,358,780)	(3,312,700)	(3,312,970)	45,810	(1.4%)
Technology & Security	592,920	651,200	651,200	58,280	9.8%
Total Information Technology	8,442,700	9,168,430	8,808,850	366,150	4.3%

2018 BUDGET DRIVERS

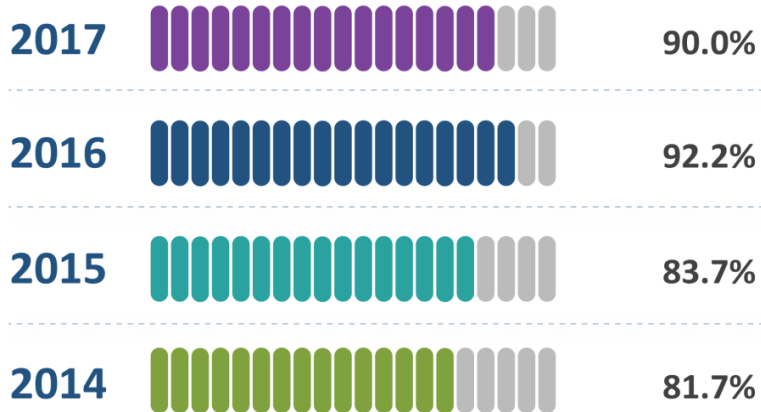
Item	Cost (\$)
Employee Related	\$141k
Indirect Cost Allocations	\$51k
Business Applications Software	\$150k
Security Software	\$45k
Infrastructure & Operations Software	(\$23k)

METRICS

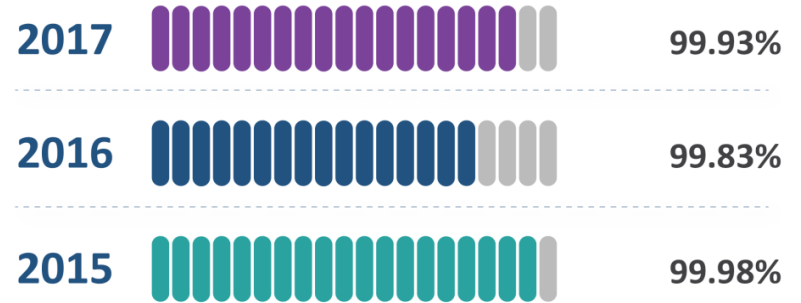
Information Technology

METRICS

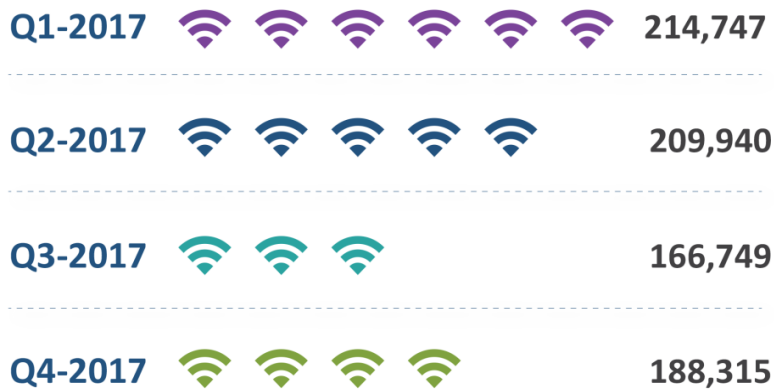
% of Malicious Emails Blocked



Average Network Availability (Uptime)



of WiFi Users (Public and Private locations)



MAJOR INITIATIVES

Information Technology

MAJOR INITIATIVES 2018



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Develop IT Strategy	✓	✓	✓	✓	✓	✓	✓
Develop Enterprise Architecture Framework					✓		✓
Centralize Information Technology Services					✓		✓

MAJOR INITIATIVES 2019 to 2021



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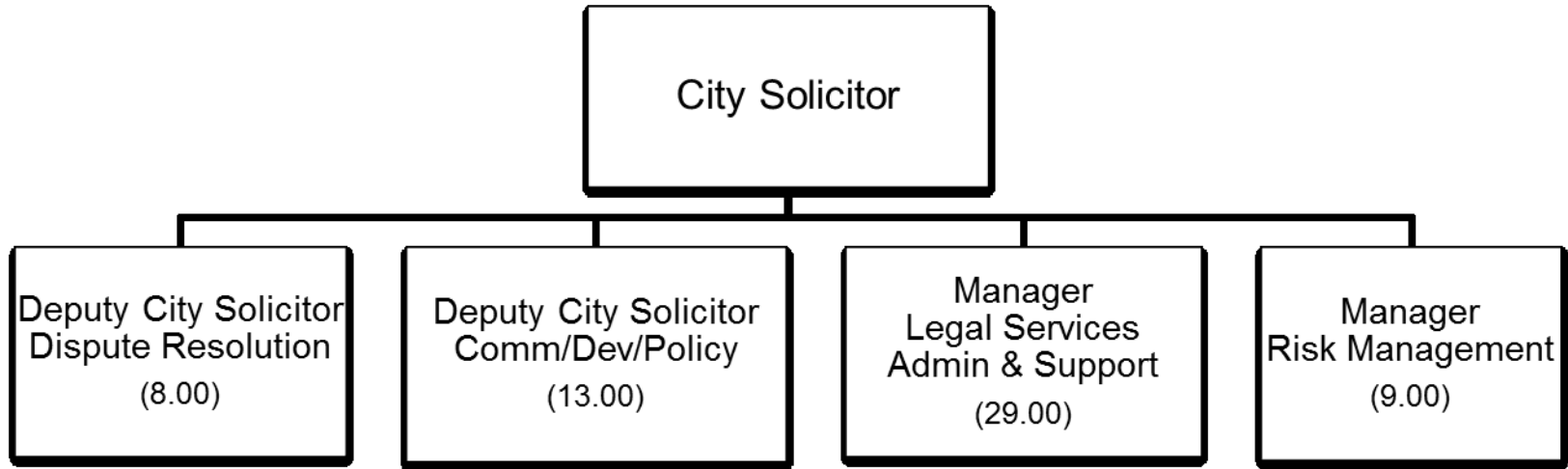
**Our
People
and
Performance**

	Community Engagement and Participation	Economic Prosperity and Growth	Healthy and Safe Communities	Clean and Green	Built Environment and Infrastructure	Culture and Diversity	Our People and Performance
Implement IT Strategy	✓	✓	✓	✓	✓	✓	✓
Implement Enterprise Architecture Framework					✓		✓
Integrate Property Information Applications	✓		✓		✓		✓

2018 PRELIMINARY TAX OPERATING BUDGET

Legal & Risk Management Services

60



(FTE)				Ratio
2017	5.00	55.00	60.00	11.00:1
2018	5.00	55.00	60.00	11.00:1
Change	0.00	0.00	0.00	

2018 OPERATING BUDGET BY SECTION

	2017 Restated Net	2018 Preliminary Gross	2018 Preliminary Net	\$ 2018 vs 2017 Net Changes	%
Legal Services	3,274,660	4,401,640	3,337,940	63,280	1.9%

2018 BUDGET DRIVERS

Item	Cost (\$)
Employee Related	\$95k
Indirect Recoveries	(\$18k)

METRICS

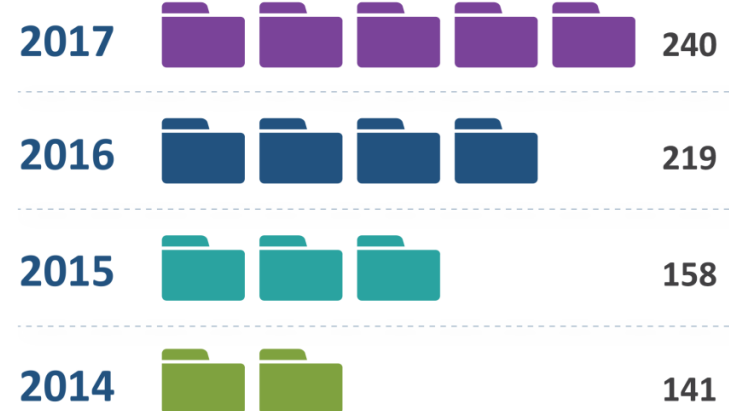
Legal & Risk Management Services

METRICS

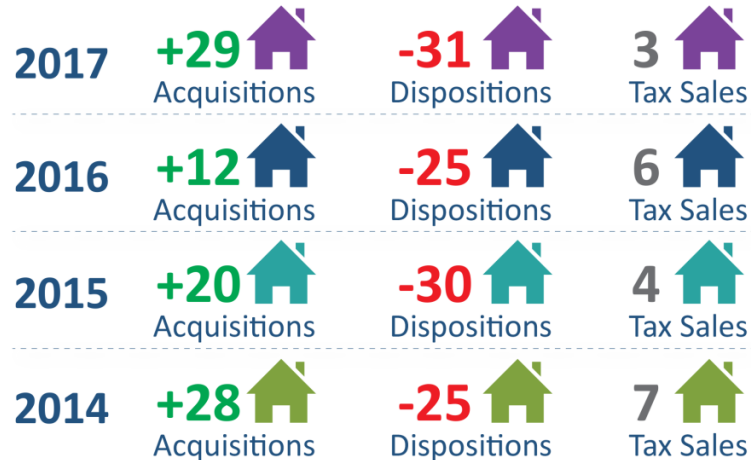
and Value of Procurement Contracts (Construction)



of Litigated Files Resolved










of Real Estate Transactions



MAJOR INITIATIVES






Legal & Risk Management Services

MAJOR INITIATIVES 2018

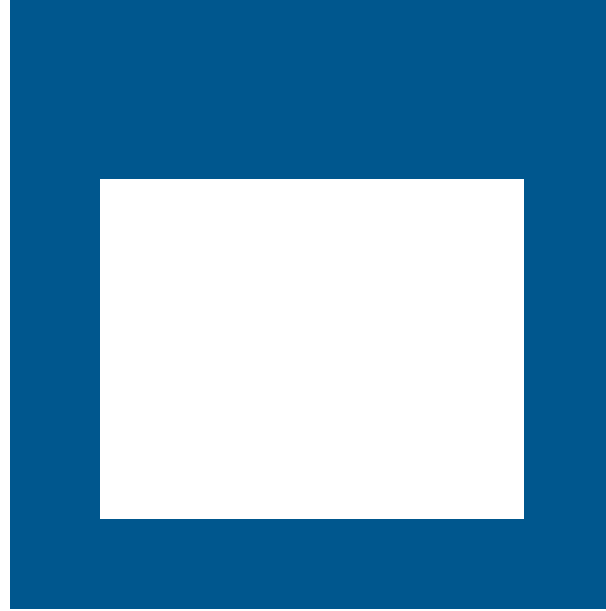
						
Community Engagement and Participation	Economic Prosperity and Growth	Healthy and Safe Communities	Clean and Green	Built Environment and Infrastructure	Culture and Diversity	Our People and Performance

Facilitate Move of POA to New Building							✓
Support Planning & Economic Development on Key Initiatives	✓	✓	✓	✓	✓		
Support Public Works on Key Initiatives	✓	✓	✓	✓	✓		

MAJOR INITIATIVES 2019 to 2021

						
Community Engagement and Participation	Economic Prosperity and Growth	Healthy and Safe Communities	Clean and Green	Built Environment and Infrastructure	Culture and Diversity	Our People and Performance

Support Implementation of IT Strategy	✓	✓	✓	✓	✓	✓	✓
Support Planning & Economic Development on Key Initiatives	✓	✓	✓	✓	✓		
Support Public Works on Key Initiatives	✓	✓	✓	✓	✓		



THANK YOU