



**City of Hamilton**  
**GENERAL ISSUES COMMITTEE**

**Meeting #:** 20-002(e)  
**Date:** January 29, 2020  
**Time:** 9:30 a.m.  
**Location:** Council Chambers, Hamilton City Hall  
71 Main Street West

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

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	<b>Pages</b>
1. APPROVAL OF AGENDA	
2. DECLARATIONS OF INTEREST	
3. APPROVAL OF MINUTES OF PREVIOUS MEETING	
4. COMMUNICATIONS	
5. CONSENT ITEMS	
6. STAFF PRESENTATIONS	
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7. DISCUSSION ITEMS	
8. MOTIONS	
9. NOTICES OF MOTION	
10. PRIVATE & CONFIDENTIAL	
11. ADJOURNMENT	



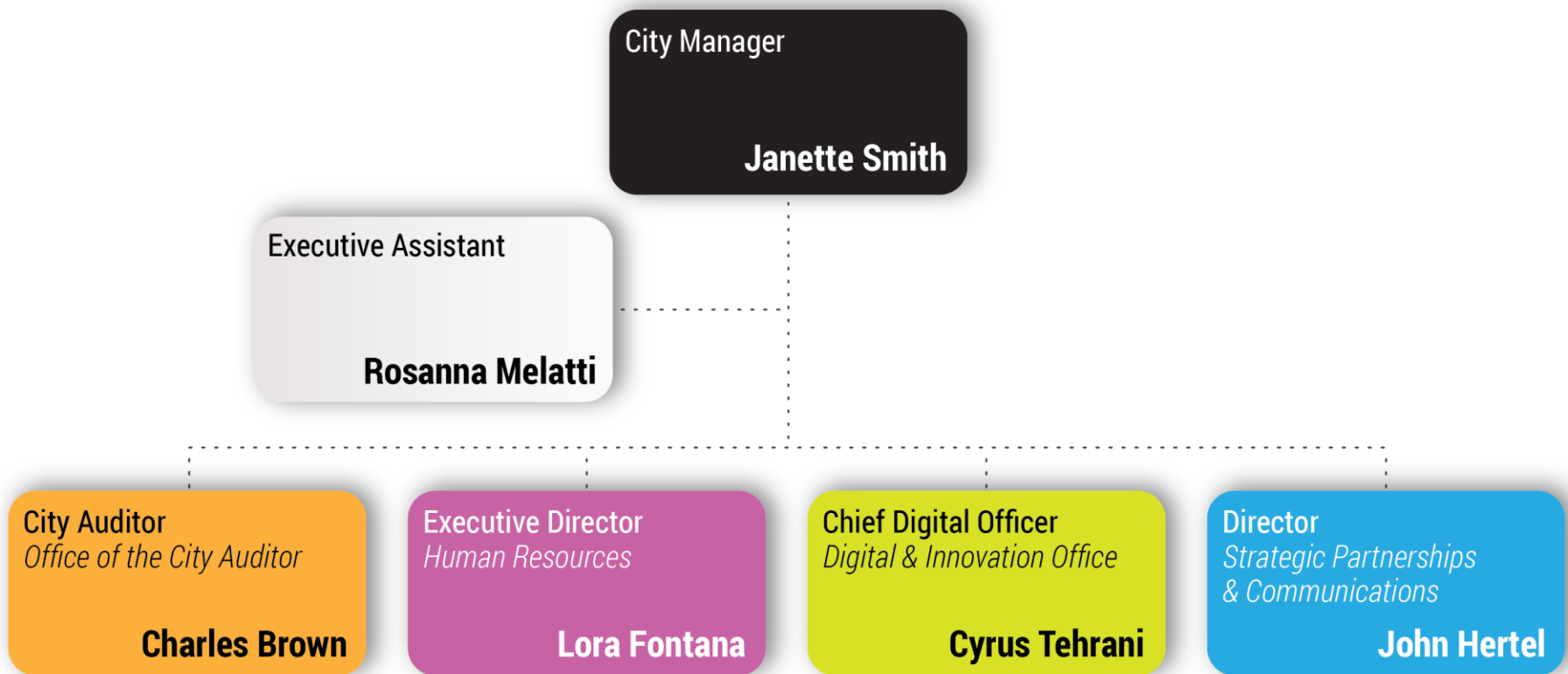
Hamilton

# **CITY MANAGER'S OFFICE**

**January 29, 2020**

# 2019 CMO DEPARTMENT PURPOSE & ORGANIZATIONAL CHART

City Manager’s Office (CMO) provides leadership and direction to the organization, and enables departments and program areas to achieve their outcomes.



# SERVICES AND SUB-SERVICES

## Office of the City Auditor

- Compliance Auditing
- Value for Money Auditing
- Special Investigations (Fraud and Waste, Whistleblower)
- Risk Assessments
- Consulting

## Human Resources

- Benefits Administration
- Compensation Services
- Employee & Labour Relations
- Collective Bargaining
- Health & Safety
- Wellness
- Occupational Health
- HR Analytics & Metrics
- HR Administration
- HR Business Partner Services
- HR Information Systems
- HR Records Administration
- Human Rights
- Diversity & Inclusion
- Organizational Development & Learning
- Talent (Recruitment) Services
- Return to Work Services

## Digital & Innovation Office

- Digital Service Channels (Mobile App, Web)
- Digital Strategy
- Digital Transformation
- Smart City Strategy & Program
- Open Government & Open Data
- CityLAB
- Digital infrastructure planning and liaison

## Strategic Partnerships & Communications

- Strategy & Performance Excellence
- Community Engagement
- Internal/External Communications
- Marketing
- Creative Design
- Social Media
- Media Buying
- Digital Communications Channels (web, App, Intranet)
- Strategic Partnerships
- City Enrichment Fund
- Hamilton Farmer's Market

# 2019 HIGHLIGHTS

# OFFICE OF THE CITY AUDITOR 2019 HIGHLIGHTS

## Fraud & Waste Hotline

launched July 2019

Reports Assessed  
2019

66

Investigations  
Opened  
Q1 to Q3

13

Presentations  
& Training  
Sessions  
Delivered

20

Investigations  
Closed  
Q1 to Q3

5



Hotline  
launch came in  
~40%  
under budget

24  
hours/day  
7  
days/week

## 2019 Reports

Reports  
Issued

15

Audit & Consulting  
Recommendations

14

Detailed Risk  
Summaries  
Completed

38

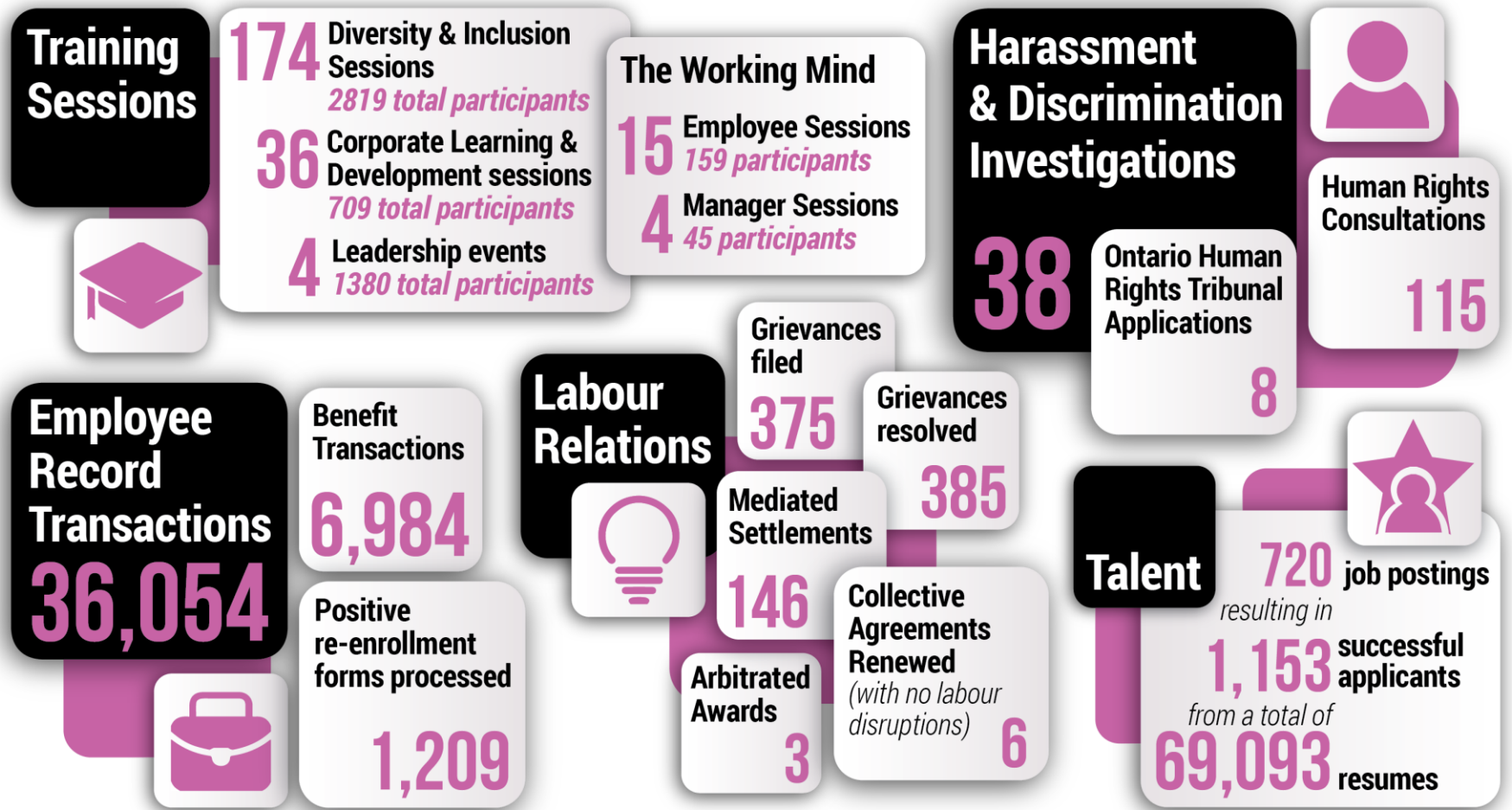
Foundational  
Documents  
Updated

100%

Acceptance of  
Recommendations

100%

# HUMAN RESOURCES 2019 HIGHLIGHTS



# HUMAN RESOURCES 2019 HIGHLIGHTS





# DIGITAL & INNOVATION OFFICE 2019 HIGHLIGHTS

**NEW  
for 2019**

**Open Data Portal**



**open.hamilton.ca  
views**

**56,726**

**File  
Downloads**

**4872+**

**New Datasets  
Added to  
open.hamilton.ca  
in 2019**

**50**

**SMART21  
COMMUNITIES OF THE YEAR**



**CityLab  
in 2019**

**89** projects  
**1190 +** students  
**45** Faculty members  
**62** City Staff



# INTEGRATED COMMUNICATIONS 2019 HIGHLIGHTS



# COMMUNICATIONS AND MARKETING CAMPAIGNS

## 2019 Samples

Come visit the newly reconstructed Locke St!

Hamilton  
LOCKE ST. RECONSTRUCTED  
www.lockestreetshops.com

PICTURE YOUR PROPERTY SMOKE-FREE

Visit [www.smokefreehousingon.ca](http://www.smokefreehousingon.ca) or contact your local public health unit.

STRONG for YOU

Hamilton Fire Department  
2019-2020  
10% SERVICE DELIVERY PLAN

ARE YOU Ready?

The Most Common Causes of Residential Fires are:

- COOKING:** Be Safe when Cooking. Use your stove safely. Don't leave the stove unattended.
- SMOKING:** Safely dispose of your smoking materials by using a deep, sturdy ashtray. Never use a pot or a "back burner" for anything but cooking.

What to Do in an Emergency?

- EVACUATING YOUR BUILDING:** Follow the fire drill at all times. Know the exits and where you meet. If you have to evacuate, stay low to the ground. Do not use elevators. Do not go back for anything.
- SHELTER IN PLACE:** Keep a 3 day supply of food and water. Flash lights, batteries and a radio that will be needed if there is power outage.

For more information visit [hamilton.ca/emergency](http://hamilton.ca/emergency)

SOME ELEPHANTS DO FORGET

Your brain works better without cannabis. Regular cannabis use can make it harder to do well at school or on the job.

STAY SHARP. KNOW THE FACTS. USE YOUR INSTINCTS.

DON'T GET DISTRACTED

You can't focus on two things at once.

#visionzerohamont  
[hamilton.ca/distracteddriving](http://hamilton.ca/distracteddriving)

you are THE REASON...

my first choice.

Join the conversation today! Sign up at [hamilton.ca/myhsr](http://hamilton.ca/myhsr)

CityHousing HAMILTON

...more than a place to live

CityHousing Hamilton - a new approach to living

LET'S GROW TOGETHER

Benefits Include:

- Free street trees
- Free mulch
- Free water
- Free labor
- Free maintenance
- Free watering
- Free fertilization
- Free pest control
- Free pruning
- Free electrical
- Free irrigation
- Free landscaping
- Free site plan
- Free site assessment
- Free site visit
- Free site plan
- Free site assessment
- Free site visit

REQUEST A FREE STREET TREE TO HELP GROW HAMILTON'S URBAN FOREST CANOPY. Visit [hamilton.ca/tree](http://hamilton.ca/tree) or call 416-593-CITY (2347) or 416-392-6600

OUR FUTURE HAMILTON

2019 ANNUAL SUMMIT

Preparing Today for the Jobs of Tomorrow

LUNA STATION TUESDAY NOVEMBER 5, 2019 8:30 - 12:30

FREE EVENT REGISTER ONLINE: [hamilton.ca/summit](http://hamilton.ca/summit)

# STRATEGIC PARTNERSHIPS 2019 HIGHLIGHTS

**2019  
Billed  
Revenues**

Secured  
**\$1M+**  
in new  
revenues

Renewed  
RBC partnership  
for additional  
**4 YEARS**

**Since  
2014...**

**\$7M**  
in multi-year  
contracts

**\$12M**  
in signed  
revenue  
contracts

Averaging  
**\$1.2M**  
in year gross  
revenues  
per year

Presenting  
Sponsor



Banner Program



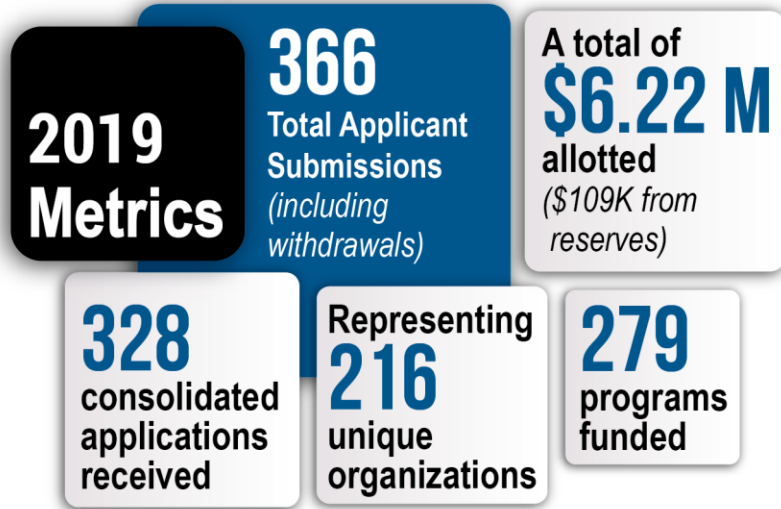
Canada Day



E-sports



# CITY ENRICHMENT FUND (CEF) 2019 HIGHLIGHTS



- Simplified, consolidated applications where possible
- Created and launched first City Enrichment Fund (CEF) applicant feedback survey
- Identified the need for a more user-friendly platform from application to award
- Researching new IT platform for 2021 CEF cycle



# COMMUNITY & CORPORATE INITIATIVES 2019 HIGHLIGHTS

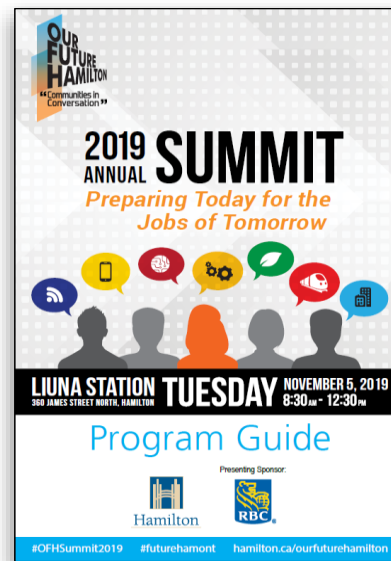
## Advancing the STRATEGIC PLAN

- Term of Council Priorities identified
- Indicators of Success identified



## OUR FUTURE HAMILTON SUMMIT

“Preparing Today for the Jobs of Tomorrow”



## LAUNCH OF 2019 CITY SURVEY



# TRENDS & ISSUES

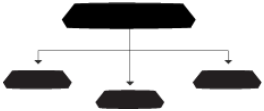
# DEPARTMENTAL TRENDS & ISSUES 2020-2023



Residents and community stakeholders expect greater transparency, access to information, involvement and value for tax dollars.



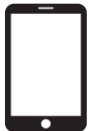
Respectful engagement with racialized and equity-seeking groups to address racism, and historical and systemic underserved populations.



Succession planning, talent, recruitment, retention and fostering a diverse and inclusive work place.



Legislative and regulatory changes by other levels of government as well as partnering opportunities.



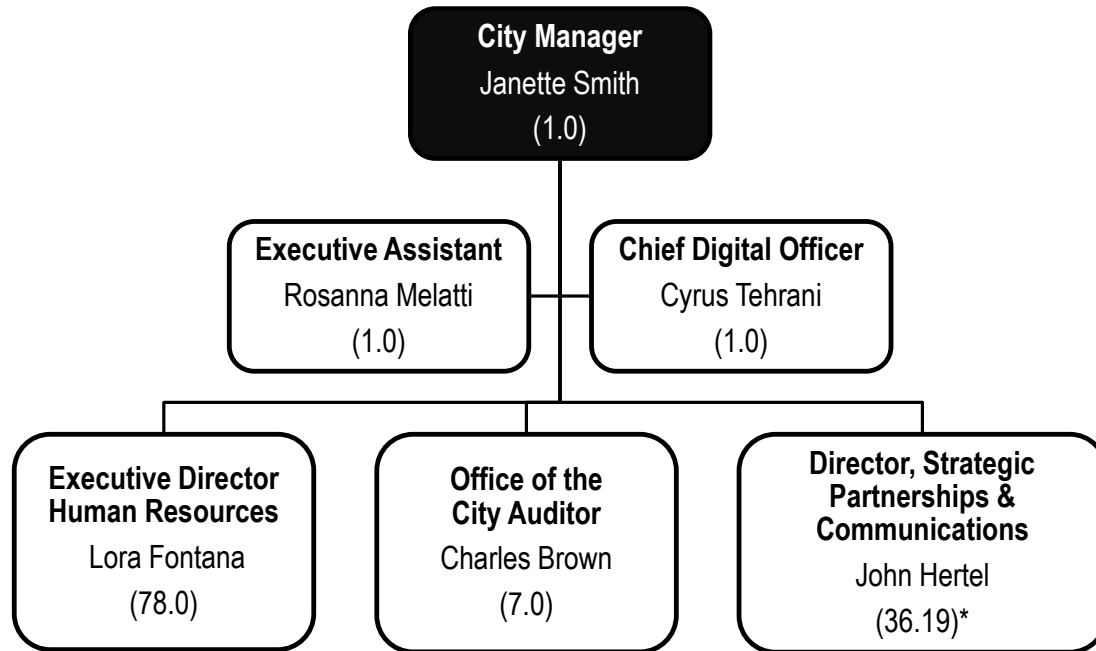
Leveraging technology to maximize use of resources and improve quality of life for residents.



# 2020 PRELIMINARY TAX OPERATING BUDGET

## City Manager's Office

# ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2019	16	108.19	124.19	6.7:1
2020	17	107.19	124.19	6.3:1
Change	1	-1	0	

# 2020 OPERATING BUDGET BY DIVISION

	2019 Restated Net	2020 Preliminary Gross	2020 Preliminary Net	\$	%
Office of the City Auditor	1,129,980	1,181,710	1,151,710	21,730	1.9%
CMO - Admin & Digital Office	391,750	451,010	421,010	29,260	7.5%
Strategic Partnerships & Communications	3,025,040	4,467,820	3,137,840	112,800	3.7%
Human Resources	7,396,650	9,638,340	7,552,560	155,910	2.1%
<b>Total City Manager</b>	<b>11,943,420</b>	<b>15,738,880</b>	<b>12,263,120</b>	<b>319,700</b>	<b>2.7%</b>

# 2020 DEPARTMENTAL BUDGET DRIVERS

Item	Cost (\$)
Employee Related Costs	492,830
Indirect Cost Allocation Recoveries	(166,940)

# MULTI-YEAR OUTLOOK BY DIVISION

	Preliminary	Multi-Year Outlook					
	2020 Budget \$	2021		2022		2023	
		Budget \$	%	Budget \$	%	Budget \$	%
<b>City Manager's Office</b> (excludes major drivers)	<b>12,263,120</b>	<b>12,269,200</b>	<b>0.1%</b>	<b>12,530,050</b>	<b>0.1%</b>	<b>12,750,220</b>	<b>0.1%</b>
<b>Major Drivers:</b>							
Employee Related		350,830		311,610		303,660	
Cost Allocations		(31,330)		(31,650)		(31,960)	
Fees & Revenues		(26,690)		(27,220)		(27,760)	
Reserves		(38,190)		(38,950)		(39,730)	
	<b>12,263,120</b>	<b>12,523,820</b>	<b>2.1%</b>	<b>12,743,840</b>	<b>1.8%</b>	<b>12,954,430</b>	<b>1.7%</b>

# 2020 BUSINESS CASES

Service/Program	Description	Gross \$(000's)	Net \$(000's)	FTE Impact
Human Resources	BC-08 Return to Work Services (funded by Fire Services)	0	0	1
<b>CITY MANAGER TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>1.0</b>

# KEY INITIATIVES

# DEPARTMENTAL KEY INITIATIVES

## OFFICE OF THE CITY AUDITOR

### Major Initiatives 2020

- Operation of Fraud and Waste Hotline, 3-year pilot continues
- Grightmire Review
- DARTS/ATS Eligibility Audit
- Roads Operations Audit
- Cybersecurity Audit

### 2021-2023 Outlook

- Fraud and Waste Hotline pilot continues, evaluation to occur in 2022
- Continue to advance/enhance Risk Management Framework
- Completing other projects in the Council-approved Office of the City Auditor 2019-2022 Work Plan

# DEPARTMENTAL KEY INITIATIVES

## HUMAN RESOURCES

### Major Initiatives 2020

- Coordinate Equity, Diversity and Inclusion (EDI) Steering Committee to ensure application of EDI lens to business decisions
- Expand the use of HR Dashboard & Analytics
- Prepare for and launch 2020 Our People Survey
- Non Union Benefit Plan redesign

### 2021-2023 Outlook

- Maintain a reliable and robust assessment of current and future staffing needs through on going talent management/ workforce planning
- Continue to enhance the accessibility and functionality of Howi
- Advance EDI framework by introducing online training and incorporating into leadership PADs



# DEPARTMENTAL KEY INITIATIVES

## DIGITAL AND INNOVATION OFFICE

### Major Initiatives 2020

- Delivery of Digital Strategy
- Enhance Digitally Accessible Services
- Enhance Open Data & Open Government Portal Strategy
- Rural Broadband Survey
- Launch Corporate Citizen Digital Engagement Platform

### 2020-2022 Outlook

- Ongoing long-term development and Implementation of Smart City / Intelligent Communities Strategy
- Ongoing enhancement of Digital Services Delivery and Accessibility
- Expand Digital & Innovation Partnership
- Grow CityLAB program jointly with Academic Partners

# DEPARTMENTAL KEY INITIATIVES

## STRATEGIC PARTNERSHIPS & COMMUNICATIONS

### Major Initiatives 2020

- Set-up of HARRC independent board
- Undertake public consultations for the Hate Prevention and Mitigation Policy
- Improve user experience, access to information and functionality of City's digital channels (web, app, intranet, Open Data, City Enrichment Fund and engagement platforms)
- Implement a public engagement tool to better engage with residents (Engagement HQ)

### 2021-2023 Outlook

- Renew 2016 – 2025 Strategic Plan
- 5-year Our Future Hamilton Community Vision (Check-in)
- New City Intranet
- Ongoing enhancements to hamilton.ca

# 2020 PRELIMINARY TAX OPERATING BUDGET

## By Division

# 2020 OPERATING BUDGET BY SECTION

## CMO ADMIN & DIGITAL OFFICE

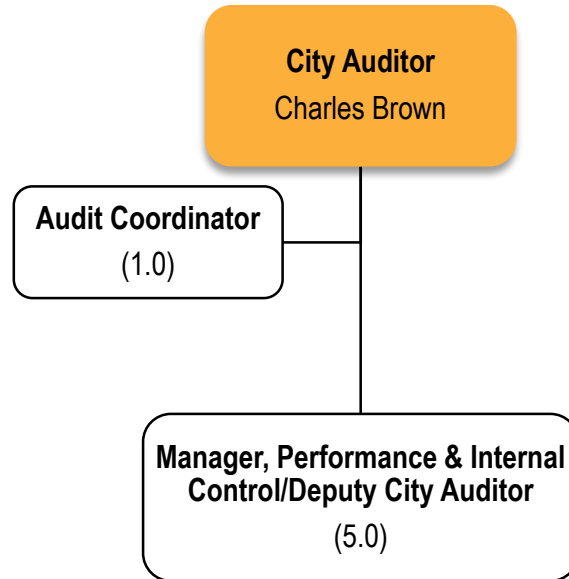
	2019 Restated Net	2020 Preliminary Gross	2020 Preliminary Net	\$	%
CMO - Admin & Digital Office	391,750	451,010	421,010	29,260	7.5%
<b>Total CMO - Admin &amp; Digital Office</b>	391,750	451,010	421,010	29,260	7.5%

## 2020 DIVISIONAL BUDGET DRIVERS

Item	Cost (\$)
Employee Related Costs	28,640

# ORGANIZATIONAL CHART

## OFFICE OF THE CITY AUDITOR



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2019	1	6	7	6:1
2020	2	5	7	2.5:1
Change	1	-1	0	

# 2020 OPERATING BUDGET BY SECTION

## OFFICE OF THE CITY AUDITOR

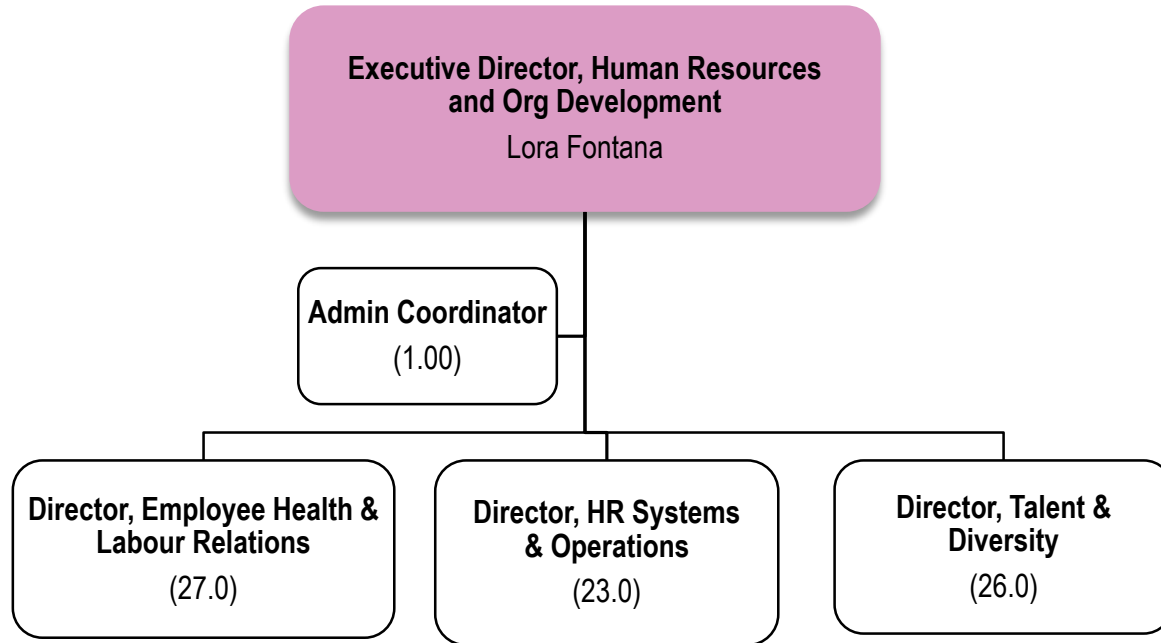
	2019 Restated Net	2020 Preliminary Gross	2020 Preliminary Net	\$	%
Office of the City Auditor	1,129,980	1,181,710	1,151,710	21,730	1.9%
<b>Total Office of the City Auditor</b>	<b>1,129,980</b>	<b>1,181,710</b>	<b>1,151,710</b>	<b>21,730</b>	<b>1.9%</b>

## 2020 DIVISIONAL BUDGET DRIVERS

Item	Cost (\$)
Employee Related Costs	39,030
Corporate Charges	-17,300

# ORGANIZATIONAL CHART

## HUMAN RESOURCES



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2019	8	70	78	8.7:1
2020	8	70	78	8.7:1
Change	0	0	0	

# 2020 OPERATING BUDGET BY SECTION

## HUMAN RESOURCES

	2019 Restated Net	2020 Preliminary Gross	2020 Preliminary Net	\$	%
Emp Health & Labour Relations	2,870,330	4,160,960	2,856,810	-13,520	(0.5%)
HR Systems & Operations	1,933,480	2,612,360	1,994,690	61,210	3.2%
Human Resources Admin	200,200	191,590	171,130	-29,070	(14.5%)
Talent and Diversity	2,392,640	2,673,430	2,529,930	137,290	5.7%
<b>Total Human Resources</b>	<b>7,396,650</b>	<b>9,638,340</b>	<b>7,552,560</b>	<b>155,910</b>	<b>2.1%</b>

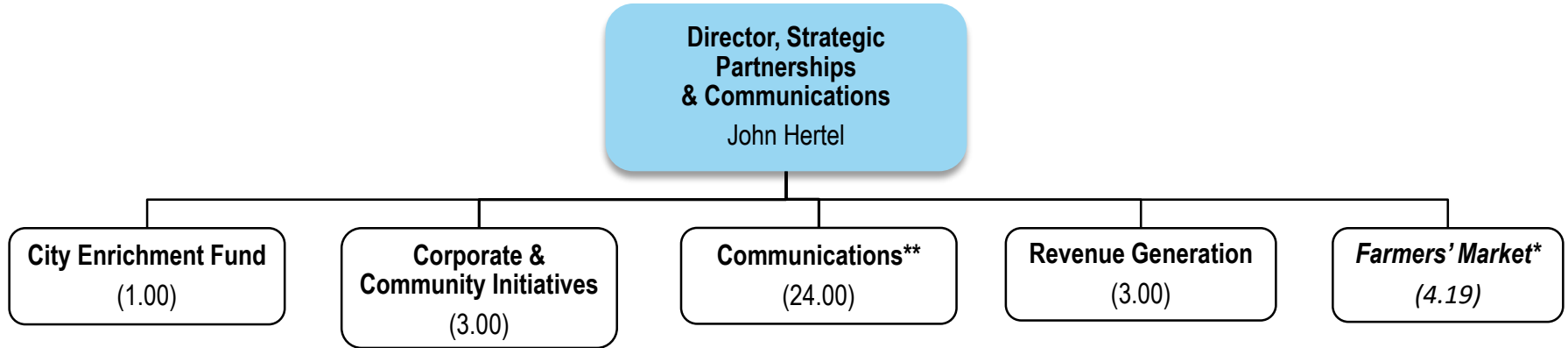
## 2020 DIVISIONAL BUDGET DRIVERS

Item	Cost (\$)
Employee Related Costs	289,530
Cost Allocations	-110,760



# ORGANIZATIONAL CHART

## STRATEGIC PARTNERSHIPS & COMMUNICATIONS



Complement (FTE)	Management	* Distributed Management	Other	* Distributed Other	Total	Staff to Management Ratio
2019	4	1	28	3.19	36.19	6.2:1
2020	4	1	28	3.19	36.19	6.2:1
Change	0	0	0	0	0	

- \*Distributed staff represent a direct reporting structure to John Hertel of Hamilton Market employees. Hamilton Market budget resides in Boards and Agencies
- \*\*Communications include: Communication Officers, Digital Communications (Web), Social Media & Marketing, and Graphic Design

# 2020 OPERATING BUDGET BY SECTION

## STRATEGIC PARTNERSHIPS & COMMUNICATIONS

	2019	2020	2020	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
Communications	1,848,100	1,921,010	1,921,010	72,910	3.9%
Social Media	429,260	473,980	443,980	14,720	3.4%
Corporate & Community Initiatives	577,070	588,130	588,130	11,060	1.9%
Revenue Generation	-400,000	899,980	-400,000	0	0.0%
Administration	570,610	584,720	584,720	14,110	2.5%
<b>Total Strategic Partnerships &amp; Communications</b>	<b>3,025,040</b>	<b>4,467,820</b>	<b>3,137,840</b>	<b>112,800</b>	<b>3.7%</b>

## 2020 DIVISIONAL BUDGET DRIVERS

Item	Cost (\$)
Employee Related Costs	135,630
Cost Allocation	-49,980



THANK YOU



Hamilton

Corporate Services  
2020 Tax Supported Operating Budget  
January 29, 2020

# Who We Are



**Office of the  
City Clerk**



**Customer Service, POA &  
Financial Integration**



**Financial Planning,  
Administration and Policy**



**Financial Services  
and Taxation**

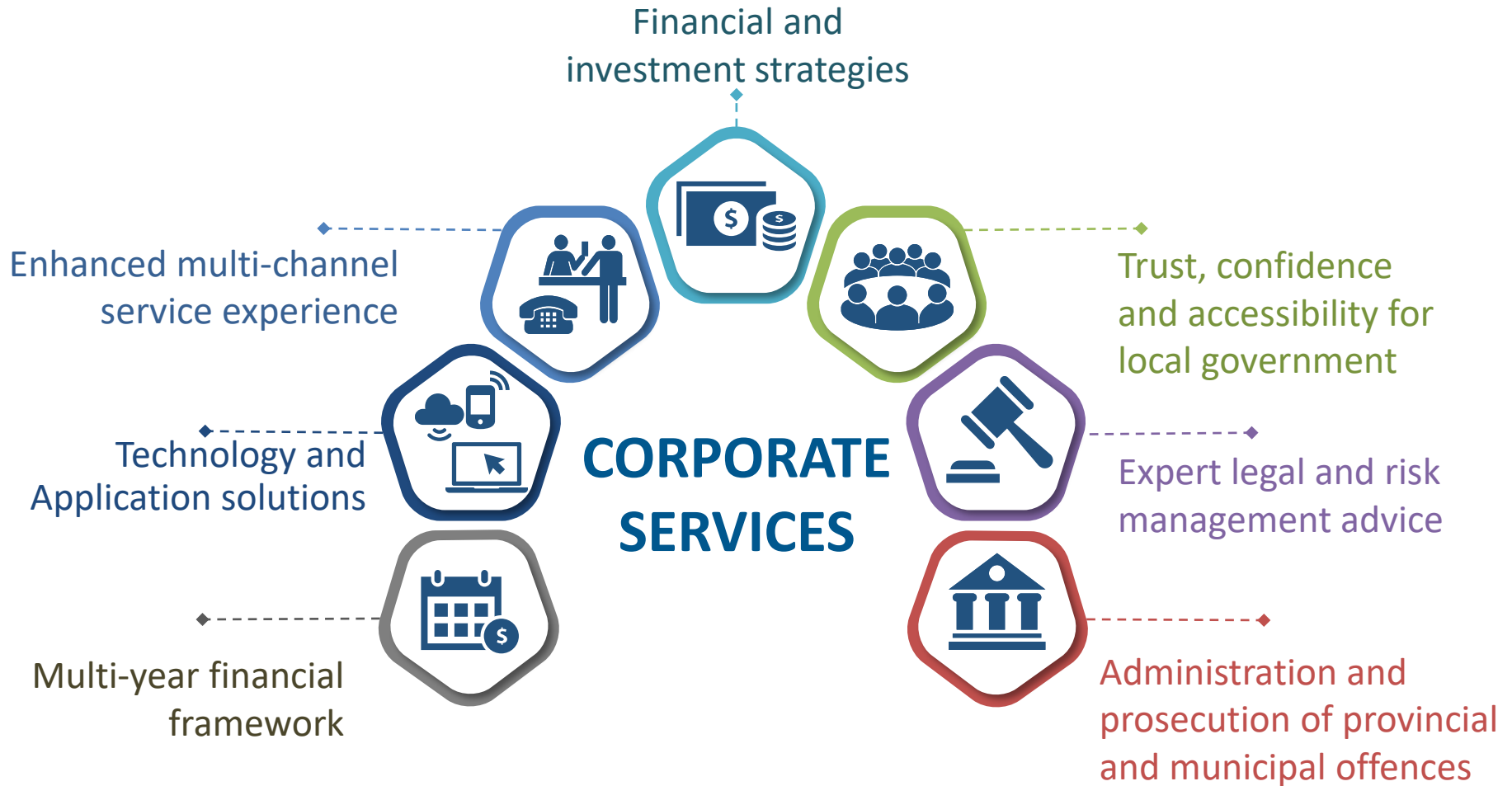


**Information  
Technology**



**Legal and  
Risk Management**

# What We Do



# HIGHLIGHTS

# A Look Back at 2019

<p><b>Credit Rating</b></p> <p><b>AA+</b></p>	<p><b>Call Consolidation</b></p> 	<p><b>Development Charges By-Law</b></p> 	<p><b>Performance Dashboards</b></p> 	<p><b>Strategic Initiatives</b></p> 
<p><b>New Accounting Standards</b></p> 	<p><b>Tax Program</b></p> 	<p><b>Security Awareness</b></p> 	<p><b>Customer Service Strategy</b></p> 	<p><b>Routine Disclosure &amp; Active Dissemination Policy</b></p> 
<p><b>Provincial Policy Review</b></p> 	<p><b>Agenda Management Software Update</b></p> 	<p><b>Multi-Year Budget Improvements</b></p> 	<p><b>IT Strategy</b></p> 	<p><b>Asset Management Strategy</b></p> 



# Our People Survey

## PERSONAL RECOGNITION

Recognize Staff on Department  
Intranet Site



Give a Shout Out now »

## IMPROVE INTERNAL COMMUNICATIONS

Virtual Town Halls and Intranet Site



## MANAGING CHANGE

Succession and Career Management Plan



## ENHANCE TRAINING

Online Email Training Program and  
Enhanced Customer Service Training



## CONTINUOUS IMPROVEMENT

Improved Performance Reporting



## TELECOMMUTE FRAMEWORK

Pilots Completed and Implemented in  
IT and Legal



# Metrics



**2,299**  
Marriage Licenses Issued ↑



**262**  
FOI Requests Received ↑



**604,916**  
Phone Calls to the CCC ↑



**83,416**  
POA Charges Filed ↑



**AA+** →  
S&P Global Credit Rating



**91%**  
% of Malicious Emails Blocked ↑



**102,233**  
Citizens Served (MSC Only) ↓



**44.5%**  
Taxpayers Enrolled in PAP (2018) ↑



**140**  
Litigated Files Resolved ↓



**2.53%**  
Gross % Realized ROI (2019 Est.) ↓

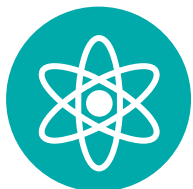
# TRENDS & ISSUES

## Legislation



- Respond to changing provincial and federal
- Infrastructure for Jobs and Prosperity Act (Bill 6)
- Modernizing Ontario's Municipal Legislation Act
- Building Better Communities and Conserving Watersheds Act
- Bill 66 Restoring Ontario's Competitiveness Act
- Bill 108 More Homes More Choices (DC, Planning, Cannabis, etc.)
- Bill 138 Plan to Build Ontario Together Act

## Technology



- Leverage existing or new technologies to meet business outcomes
- Establish a cloud strategy that aligns with business objectives
- Establish a platform of reliable data with supporting tools to provide accurate and timely information
- Provide responsive analytical and technology support solutions

## 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
- Appropriate access and use of City Facilities
- Timely and transparent access to information
- Monitor, and manage changes in the legislative landscape
- Mitigate risks through the management of claims

## Workforce



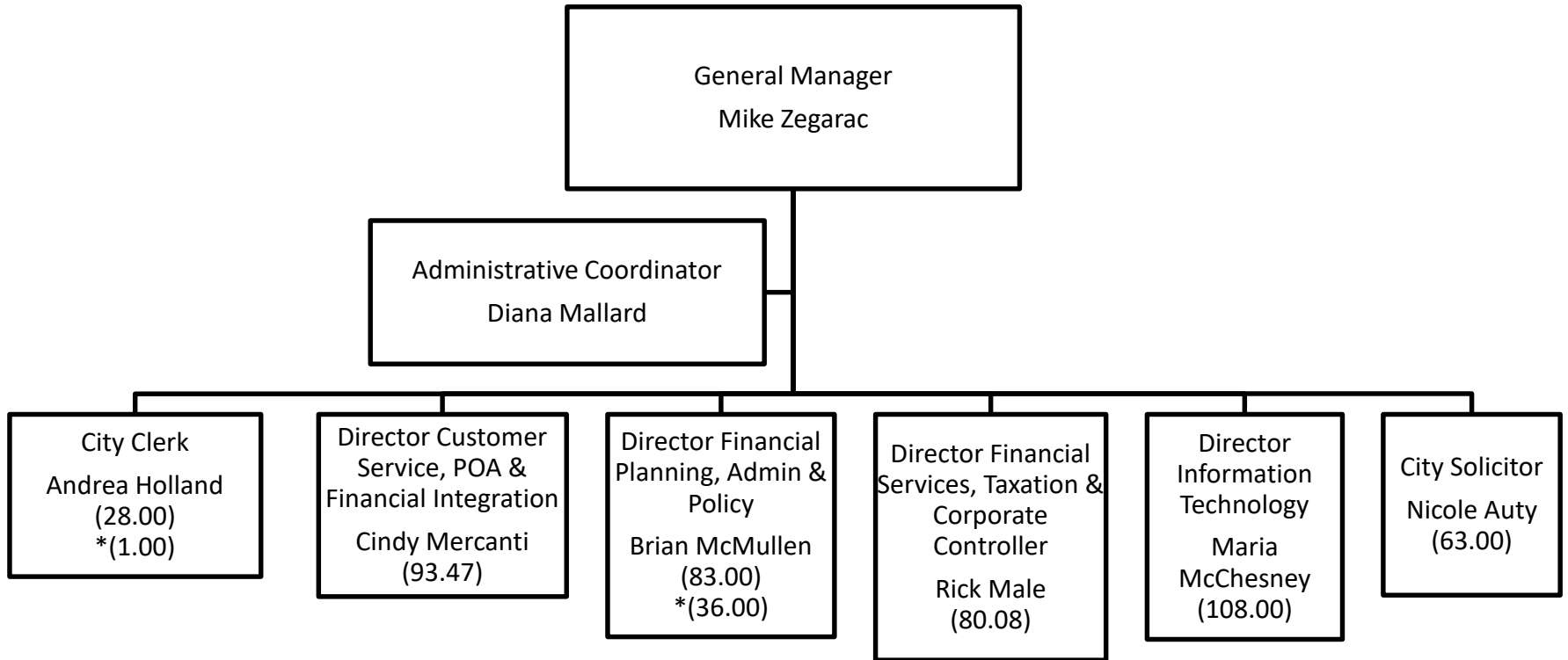
- Attract and retain knowledgeable and high performing staff
- Manage knowledge retention through workforce planning and succession planning

# MAJOR INITIATIVES

# 2020 PRELIMINARY TAX OPERATING BUDGET

## Corporate Services

# Organizational Chart



Complement (FTE)	Management	*Management Distributed	Other	*Other Distributed	Total	Staff to Management Ratio
<b>2019</b>	31.00	1.00	426.55	36.00	494.55	14.45:1
<b>2020</b>	31.00	1.00	426.55	36.00	494.55	14.45:1
<b>Change</b>	0.00	0.00	0.00	0.00	0.00	

\* Represents distributed staff whose budget are in operating departments.



# 2020 Operating Budget by Division

	2019	2020	2020	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
Corporate Services - Administration	315,420	324,850	324,850	9,430	3.0%
City Clerk's Office	2,619,110	3,374,160	2,790,620	171,510	6.5%
Customer Service, POA & Financial Integration	5,555,340	11,875,160	5,524,970	(30,370)	(0.5%)
Financial Planning, Admin & Policy	4,817,260	7,322,250	4,914,490	97,230	2.0%
Financial Services & Taxation	3,975,310	7,088,390	4,246,800	271,490	6.8%
Information Technology	11,494,450	16,076,640	11,503,390	8,940	0.1%
Legal & Risk Management Services	3,505,470	4,404,990	3,416,350	(89,120)	(2.5%)
<b>Total Corporate Services</b>	<b>32,282,360</b>	<b>50,466,440</b>	<b>32,721,470</b>	<b>439,110</b>	<b>1.4%</b>

# 2020 Departmental Budget Drivers

Item	Cost (\$)
Employee Related COLA and Merit	963,000
Internal Cost Recovery	(175,000)
IT Recovery	(264,000)
Administration Fee Revenue	(100,000)

# Multi-Year Outlook by Division

Preliminary	Multi-Year Outlook						
	2020	2021		2022		2023	
Budget \$	Budget \$	% Change from 2020	Budget \$	% Change from 2021	Budget \$	% Change from 2022	
Corporate Services - Administration	324,850	331,240	2.0%	337,470	1.9%	343,510	1.8%
City Clerk's Office	2,790,620	2,861,520	2.5%	2,915,200	1.9%	2,967,860	1.8%
Customer Service, POA and Financial Integration	5,524,970	5,646,840	2.2%	5,757,580	2.0%	5,866,420	1.9%
Financial Planning, Administration & Policy	4,914,490	5,096,460	3.7%	5,250,400	3.0%	5,399,050	2.8%
Financial Services and Taxation	4,246,800	4,346,620	2.4%	4,458,050	2.6%	4,566,140	2.4%
Information Technology	11,503,390	12,727,350	10.6%	13,391,440	5.2%	14,049,100	4.9%
Legal and Risk Management Services	3,416,350	3,576,650	4.7%	3,703,630	3.6%	3,826,200	3.3%
<b>Total Corporate Services</b>	<b>32,396,620</b>	<b>34,586,680</b>	<b>6.8%</b>	<b>35,813,770</b>	<b>3.5%</b>	<b>37,018,280</b>	<b>3.4%</b>

# Highlight Efforts to Reduce the Budget

**Enhanced staff utilization**



**Reclassification of positions**

**Increased revenues**

# 2020 Business Cases

Service/ Program	Description	Gross \$(000's)	Net \$(000's)	FTE Impact
Payroll	BC-09 Enhanced WSIB Payroll Processing Services with an Additional FTE	\$0	\$0	1
Information Technology	BC-10 Conversion of an FTE for IT Division from Temporary to Permanent	\$0	\$0	1
<b>CORPORATE SERVICES TOTAL</b>		<b>\$0</b>	<b>\$0</b>	<b>2</b>

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# KEY INITIATIVES

## Initiatives



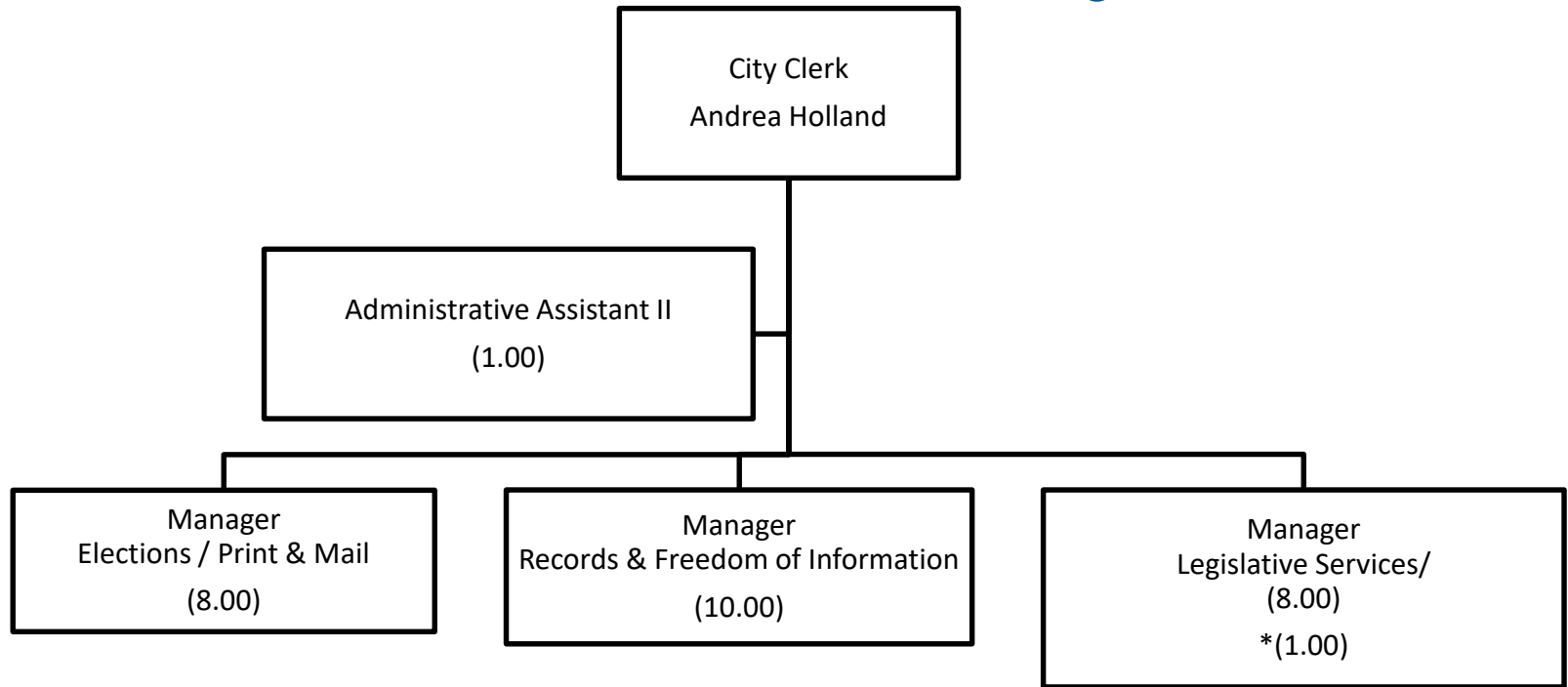
- eSCRIBE implement Report Workflow
- Continued Implementation of components of the Customer Service Strategy
- Call Consolidation Completion
- Support the Asset Management Strategy
- Establish Financial Scorecard
- Investigate New Property Tax Billing Software
- Implement New Accounting Standard
- Continued Implementation of the IT Strategy
- Support the Implementation of RDAD Policy
- Launch Online Self-Serves
- Legal & Risk Support for Strategic Initiatives

# 2020 PRELIMINARY TAX OPERATING BUDGET

## City Clerk's Office



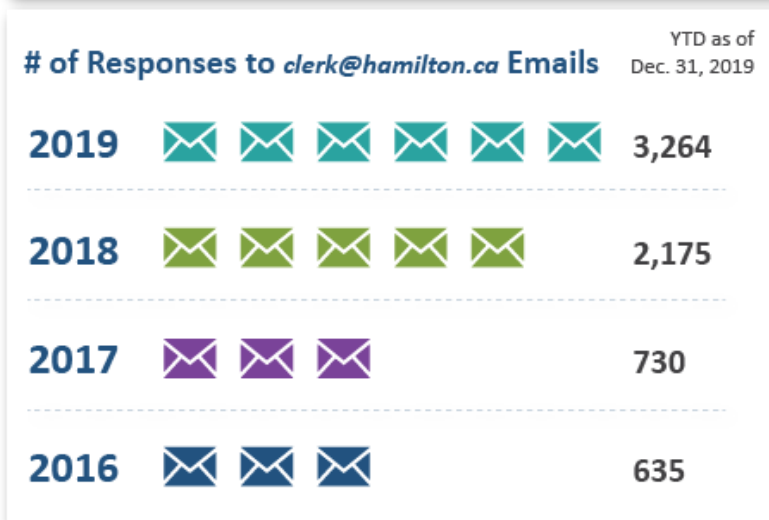
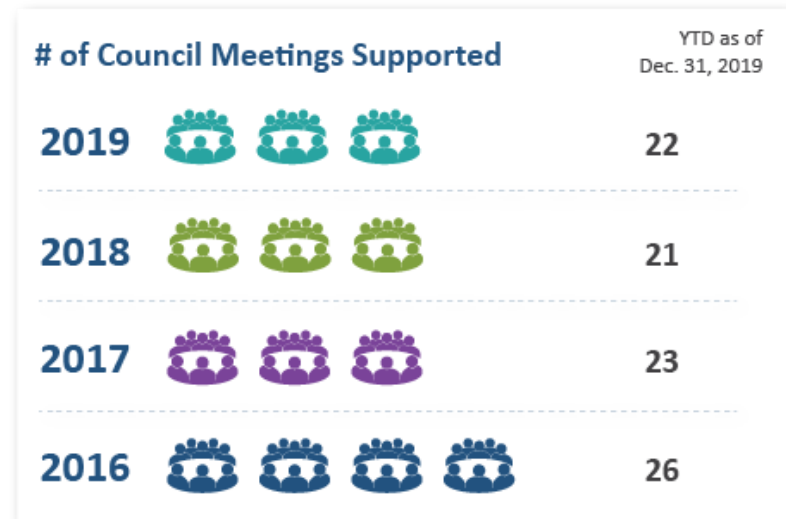
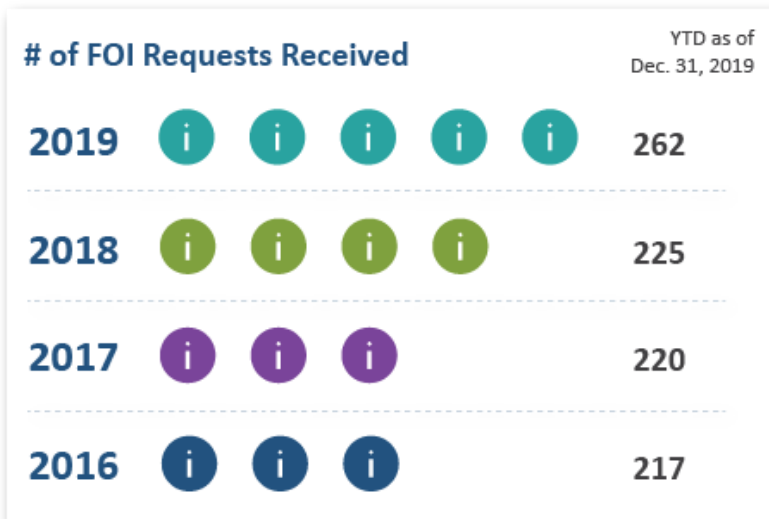
# Organizational Chart



Complement (FTE)	Management	Other	*Other Distributed	Total	Staff to Management Ratio
<b>2019</b>	4.00	24.00	1.00	29.00	6.25:1
<b>2020</b>	4.00	24.00	1.00	29.00	6.25:1
<b>Change</b>	0.00	0.00	0.00	0.00	

\* Represents distributed staff whose budget are in operating departments.

# By The Numbers



## Initiatives



- Implement the Report Manager Module corporate wide to improve workflow efficiencies
- Implement Routine Disclosure Policy to enhance corporate governance through consistency, transparency and accountability
- Explore Wedding officiating to support the customer need
- Explore improved access of Clerk's Records on the web
- Explore the use of a corporate wide ECM/EDRMS system

# 2020 Operating Budget by Section

	2019	2020	2020	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
City Clerk - Admin	325,380	388,410	388,410	63,030	19.4%
Elections	624,900	678,530	630,590	5,690	0.9%
Legislative Support	877,140	902,130	902,130	24,990	2.8%
Print & Mail	387,830	424,620	424,620	36,790	9.5%
Records	403,860	980,470	444,870	41,010	10.2%
<b>Total City Clerk's Office</b>	<b>2,619,110</b>	<b>3,374,160</b>	<b>2,790,620</b>	<b>171,510</b>	<b>6.5%</b>

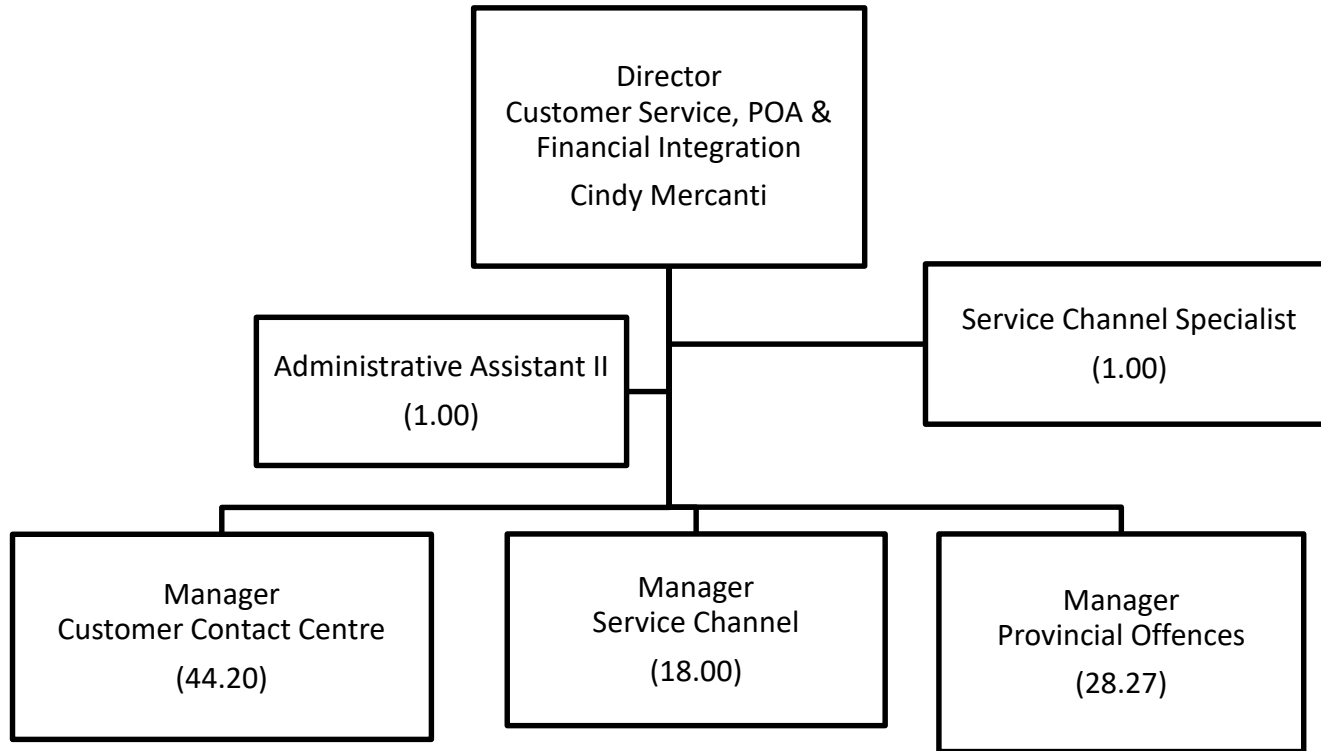
# 2020 Divisional Budget Drivers

Item	Cost (\$)
Employee Related COLA and Merit	67,570
Facilities – City Hall costs have increased	78,090

# 2020 PRELIMINARY TAX OPERATING BUDGET

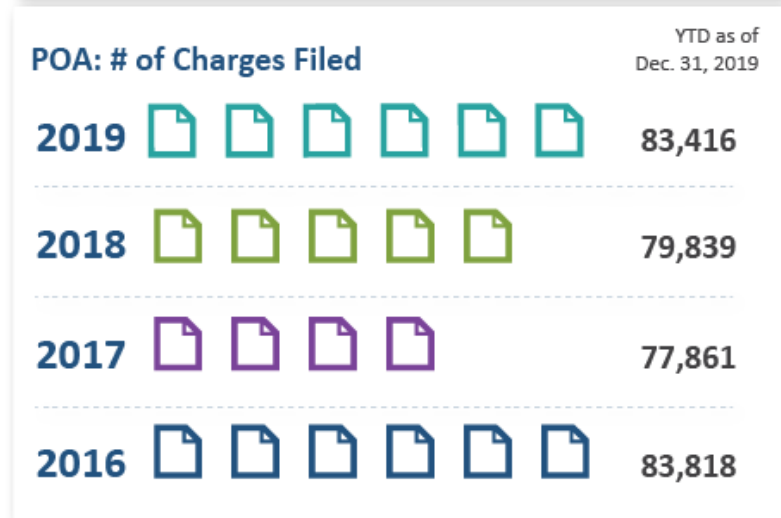
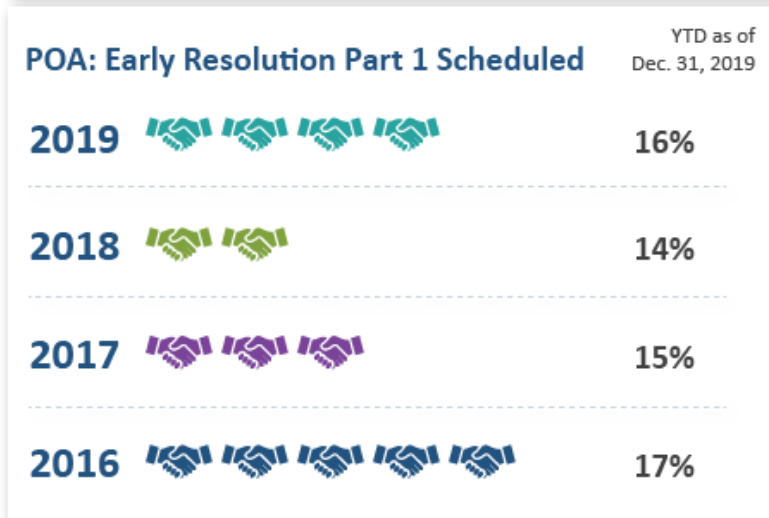
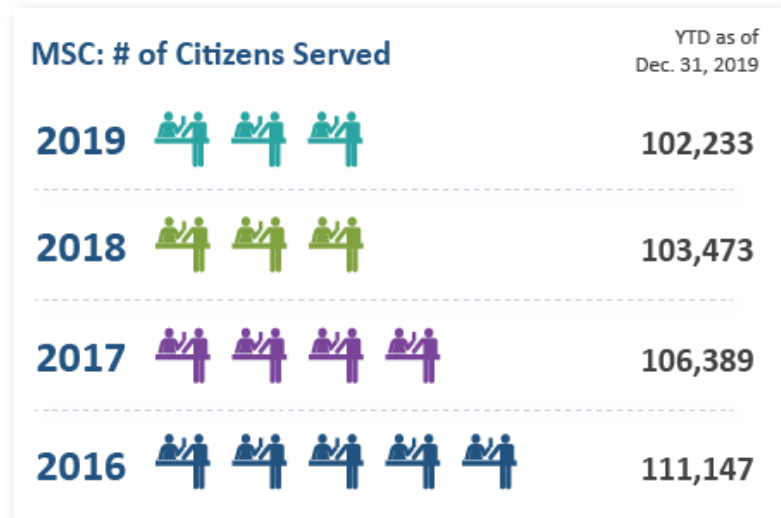
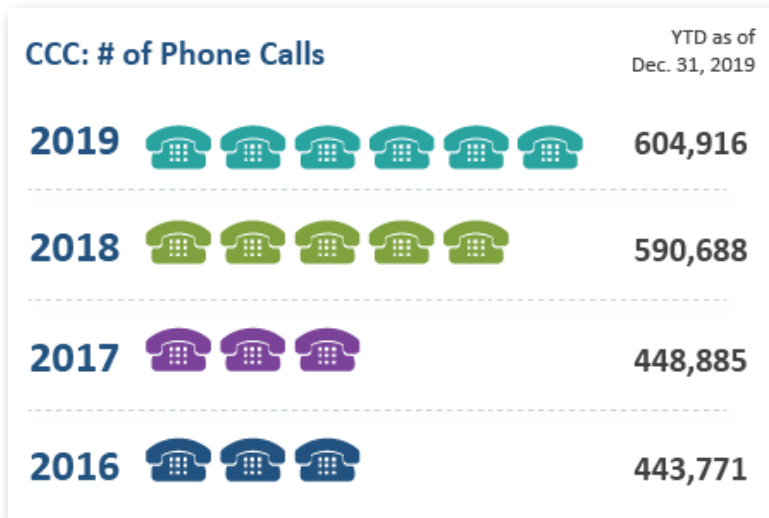
## Customer Service, POA & Financial Integration

# Organizational Chart



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
<b>2019</b>	4.00	89.47	93.47	21.62:1
<b>2020</b>	4.00	89.47	93.47	21.62:1
<b>Change</b>	0.00	0.00	0.00	

# By The Numbers





## Initiatives



- Consolidation of calls to support the timely and effective response to residents, businesses and visitor enquiries
- Review the impacts of the transfer of services from the Ministry of the Attorney General to POA
- Launch of Phase 2 of the Customer Service On-Line Training Program
- Improving the service experience across the various channels through technology
- Expanding the Customer Service Strategy to include multi-channel service experience

# 2020 Operating Budget by Section

	2019 Restated Net	2020 Preliminary Gross	2020 Preliminary Net	\$	%
Customer Contact Centre	3,461,880	3,510,060	3,510,060	48,180	1.4%
Customer Service - Administration	294,250	300,580	300,580	6,330	2.2%
Provincial Offences Act	140,840	6,350,190	0	(140,840)	(100.0%)
Service Channel	1,658,370	1,714,330	1,714,330	55,960	3.4%
<b>Total Customer Service, POA &amp; Financial Integration</b>	<b>5,555,340</b>	<b>11,875,160</b>	<b>5,524,970</b>	<b>(30,370)</b>	<b>(0.5%)</b>

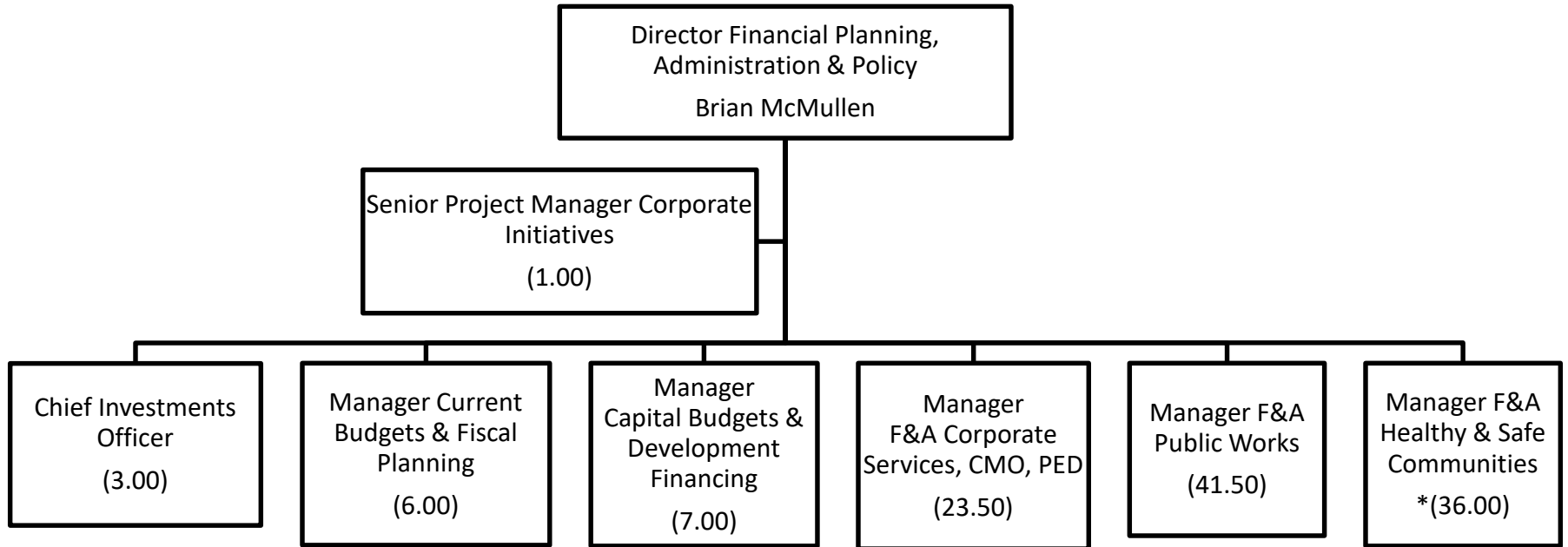
# 2020 Divisional Budget Drivers

Item	Cost (\$)
Employee Related COLA and Merit	112,080
Facilities Recoveries	(184,800)

# 2020 PRELIMINARY TAX OPERATING BUDGET

## Financial Planning, Admin & Policy

# Organizational Chart



Complement (FTE)	Management	*Management Distributed	Other	*Other Distributed	Total	Staff to Management Ratio
<b>2019</b>	6.00	1.00	77.00	35.00	119.00	16:1
<b>2020</b>	6.00	1.00	77.00	35.00	119.00	16:1
<b>Change</b>	0.00	0.00	0.00	0.00	0.00	

\* Represents distributed staff whose budget are in operating departments

# By The Numbers

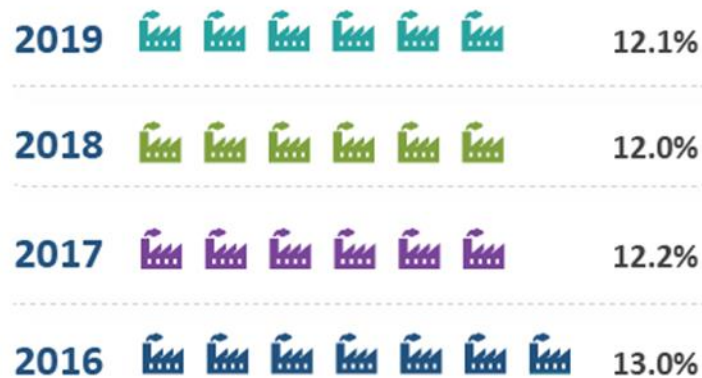
## Debt Servicing Cost as a % of Property Tax Bill



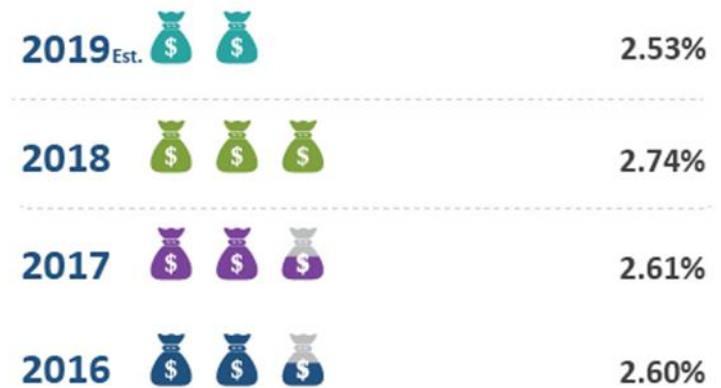
## Credit Ratings



## Non Residential Assessment % of Total Assessment



## Gross % Realized Return on Investments



## Initiatives



- Assess impact of Bill 108 "More Homes, More Choice Act, 2019" on Development Charges
- Review of Property taxation policies including Transit Area Rating to support the delivery of City services
- Implement a Financial Scorecard to enhance transparency and reporting
- Review of Investment Policies and the implementation of legislative changes

# 2020 Operating Budget by Section

	2019	2020	2020	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
Administration Fin Policy & Plan	66,020	84,900	81,870	15,850	24.0%
Capital Budget	(2,590)	1,041,120	0	2,590	(100.0%)
Current Budget	462,120	458,720	458,720	(3,400)	(0.7%)
Finance	4,419,120	4,586,540	4,494,390	75,270	1.7%
Investments	(127,410)	1,150,970	(120,490)	6,920	(5.4%)
<b>Total Financial Planning, Admin &amp; Policy</b>	<b>4,817,260</b>	<b>7,322,250</b>	<b>4,914,490</b>	<b>97,230</b>	<b>2.0%</b>



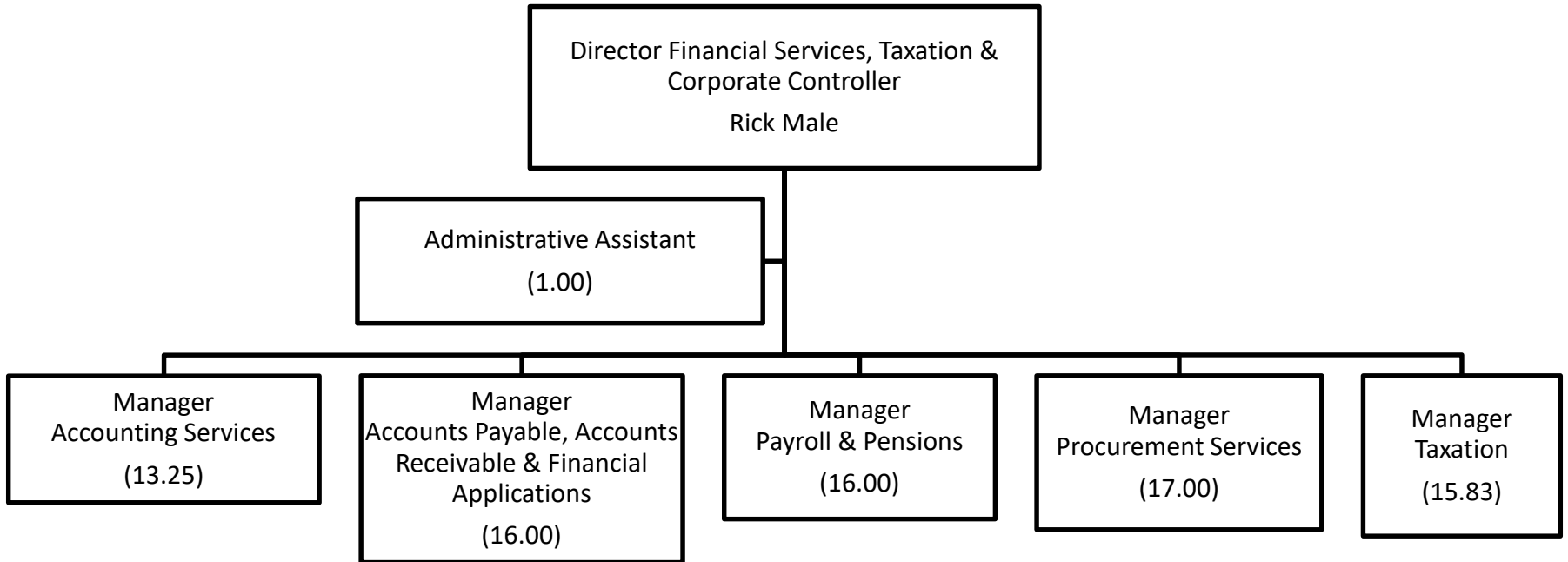
# 2020 Divisional Budget Drivers

Item	Cost (\$)
Employee Related COLA and Merit	178,070
Facility Recovery	(38,560)
Bank Fee Reduction	(25,580)

# 2020 PRELIMINARY TAX OPERATING BUDGET

## Financial Services & Taxation

# Organizational Chart



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2019	6.00	74.08	80.08	12.35:1
2020	6.00	74.08	80.08	12.35:1
Change	0.00	0.00	0.00	

# By The Numbers

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



2018 Municipal Benchmark: 43.2%

## Current Year's Tax Arrears as a % of the Levy



2018 Municipal Benchmark: 2.3%

## Initiatives



- Software upgrades/improvements (i.e. financial statement reporting software/ Taxation software) to increase reporting efficiency through reduced manual processing time
- Enhance taxation services available on-line
- Automation of employee mileage and other expenses to increase reporting efficiency through reduced manual processing time
- Explore Payroll Self-service mobile applications
- Update the Procurement Policy

# 2020 Operating Budget by Section

	2019	2020	2020	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
Accounts Payable	394,530	479,460	438,460	43,930	11.1%
Accounts Receivables	159,370	168,670	168,670	9,300	5.8%
Financial Accounting Services	607,250	1,138,530	692,820	85,570	14.1%
Financial Application Support	333,760	367,260	367,260	33,500	10.0%
Financial Services Admin	316,630	377,010	377,010	60,380	19.1%
Payroll and Pensions	934,220	1,055,250	954,750	20,530	2.2%
Procurement	935,400	1,162,330	928,760	(6,640)	(0.7%)
Taxation	294,150	2,339,880	319,070	24,920	8.5%
<b>Total Financial Services &amp; Taxation</b>	<b>3,975,310</b>	<b>7,088,390</b>	<b>4,246,800</b>	<b>271,490</b>	<b>6.8%</b>

# 2020 Divisional Budget Drivers

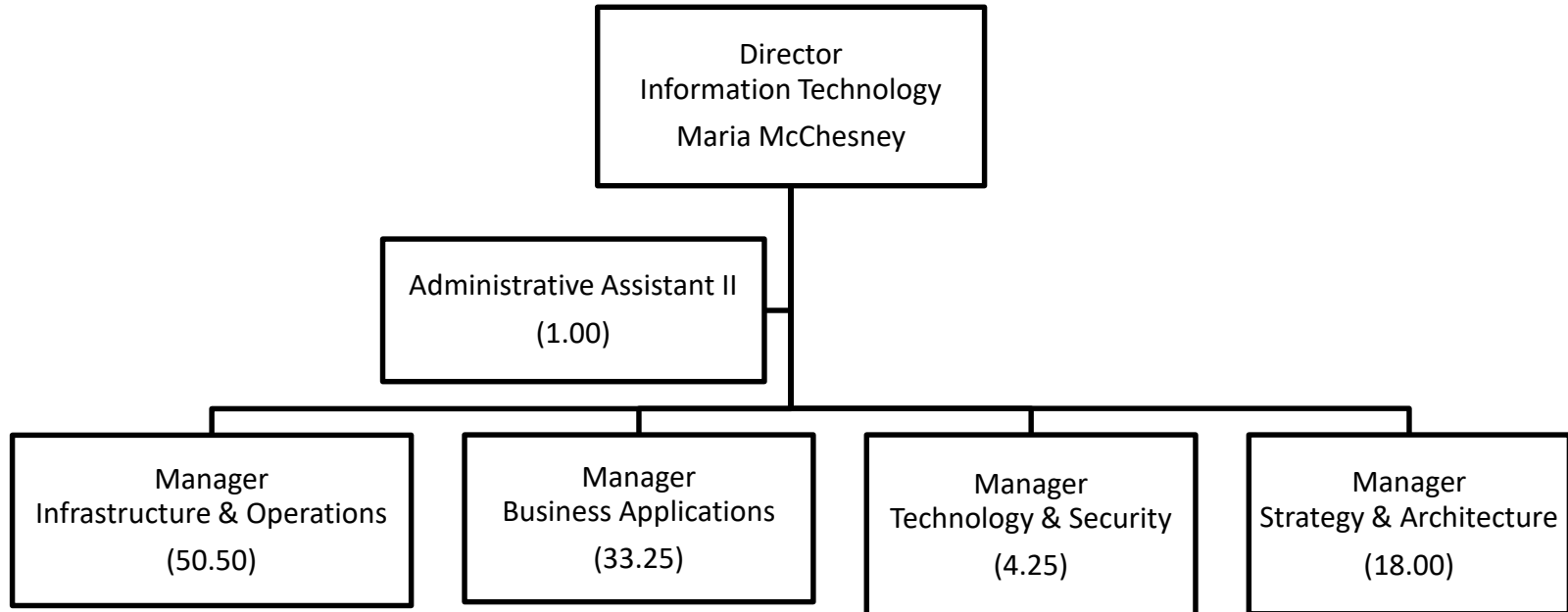
Item	Cost (\$)
Employee Related COLA and Merit	171,730
Accounting Services Recovery	120,040

# 2020 PRELIMINARY TAX OPERATING BUDGET

## Information Technology

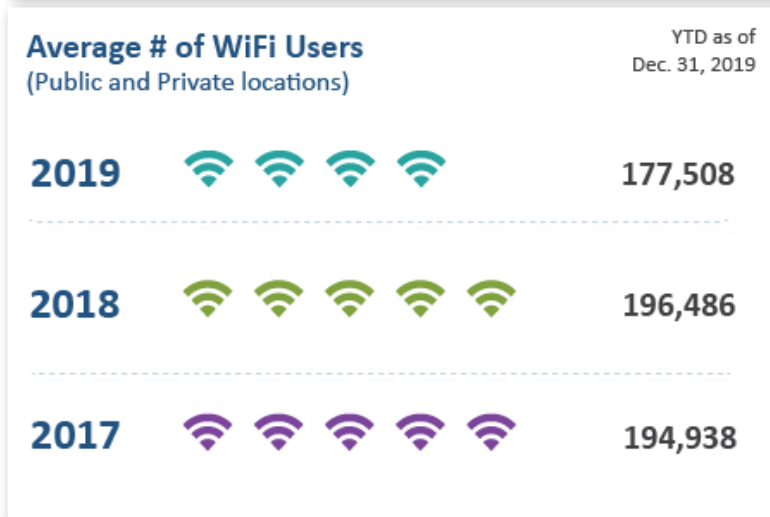
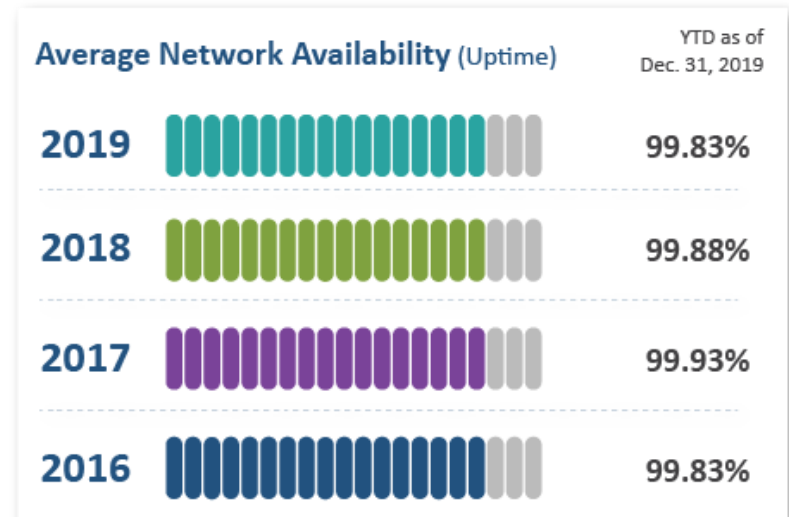
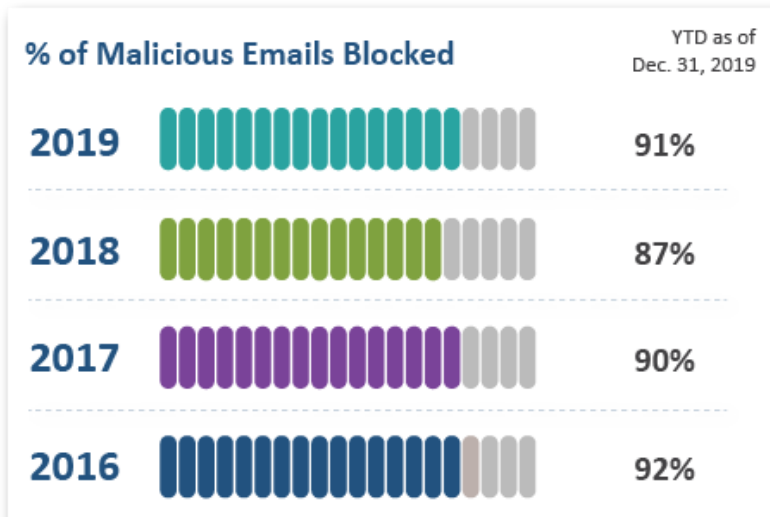


# Organizational Chart



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2019	5.00	103.00	108.00	20.6:1
2020	5.00	103.00	108.00	20.6:1
Change	0.00	0.00	0.00	

# By The Numbers



## Initiatives



- Continued Implementation of IT Strategy
- Continued development of a Business Service Continuity plan for essential applications
- Continue to Implement security improvements to reduce the city's exposure to security risks and data breaches
- Develop a 3 year roadmap for enhancement and expansion of Spatial Services (GIS)
- Implement the Enterprise Data Management and Business Intelligence (BI) Program

# 2020 Operating Budget by Section

	2019	2020	2020	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
Business Applications	6,329,210	6,449,420	6,443,860	114,650	1.8%
City Leased Equipment	0	4,481,250	0	0	0.0%
Equipment and Maintenance	5,000	5,000	5,000	0	0.0%
Infrastructure & Operations	7,974,730	8,193,630	8,108,630	133,900	1.7%
IP Telephony	0	1,170	0	0	0.0%
IT - Admin	(3,512,660)	(3,763,000)	(3,763,270)	(250,610)	7.1%
Technology & Security	698,170	709,170	709,170	11,000	1.6%
<b>Total Information Technology</b>	<b>11,494,450</b>	<b>16,076,640</b>	<b>11,503,390</b>	<b>8,940</b>	<b>0.1%</b>

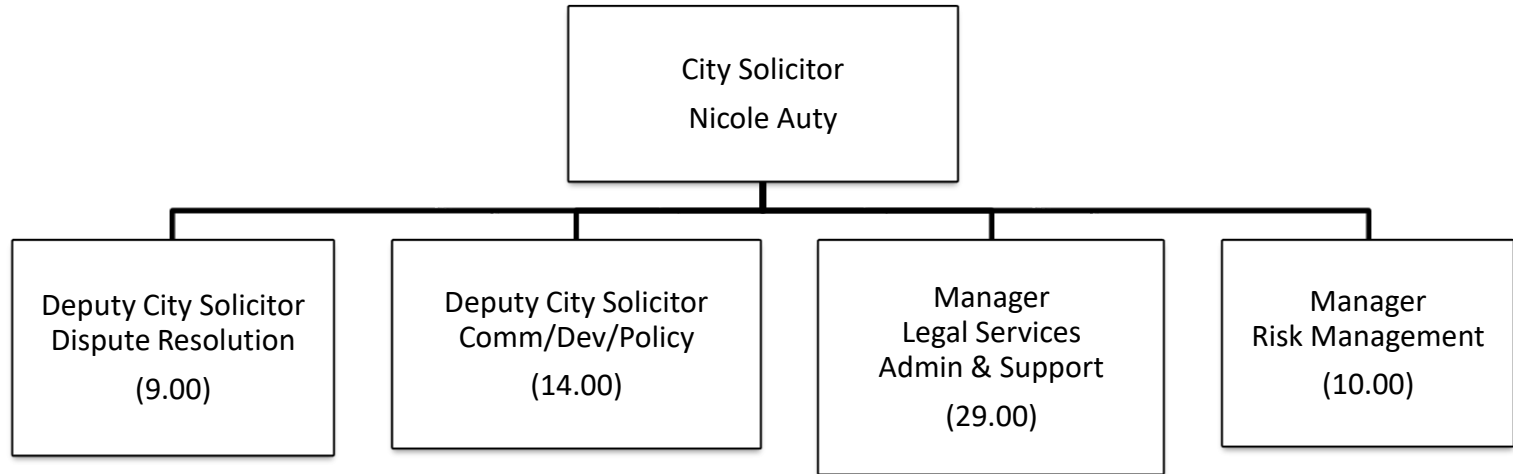
# 2020 Divisional Budget Drivers

Item	Cost (\$)
Employee Related COLA and Merit	256,890
Information Services Recovery	(262,600)

# 2020 PRELIMINARY TAX OPERATING BUDGET

## Legal & Risk Management Services

# Organizational Chart



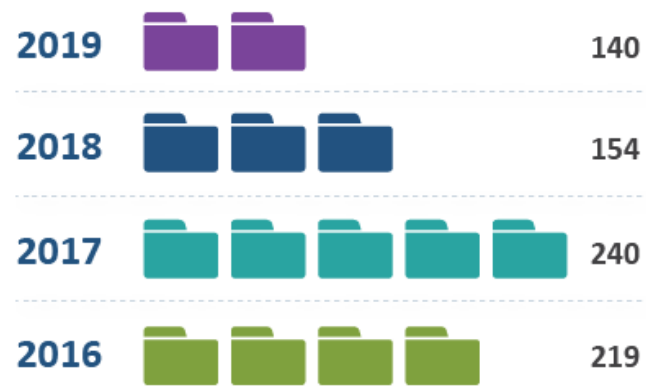
Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2019	5.00	58.00	63.00	12.6:1
2020	5.00	58.00	63.00	12.6:1
Change	0.00	0.00	0.00	

# By The Numbers

## # and Value of Procurement Contracts (Construction)



## # of Litigated Files Resolved



## # of Real Estate Transactions





## Initiatives



- Support and implementation of new legislation to ensure the City is compliant
- Corporate insurance coverage renewal to secure the best market rate
- Review records management system in POA prosecution matters to enhance the response rate to requests
- Support council and departmental priorities to ensure the overall strategic plan is met
- Support priority initiatives

# 2020 Operating Budget by Section

	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>\$</b>	<b>%</b>
	<b>Restated</b>	<b>Preliminary</b>	<b>Preliminary</b>		
	<b>Net</b>	<b>Gross</b>	<b>Net</b>		
Legal Services					
Inhouse-Outside Counsel - City	3,489,630	4,389,440	3,400,800	(88,830)	(2.5%)
Risk Management, Administration	15,840	15,550	15,550	(290)	(1.8%)
Total Legal and Risk Management Services	3,505,470	4,404,990	3,416,350	(89,120)	(2.5%)

# 2020 Divisional Budget Drivers

Item	Cost (\$)
Employee Related COLA and Merit	168,690
Planning Fees Revenue Allocation	(100,000)
Facilities Recovery	(82,580)
Risk Management Recovery	(102,430)



THANK YOU