



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

**Meeting #:** 22-002(d)  
**Date:** January 25, 2022  
**Time:** 9:30 a.m.  
**Location:** Due to the COVID-19 and the Closure of City Hall (CC)

All electronic meetings can be viewed at:

City's Website:  
<https://www.hamilton.ca/council-committee/council-committee-meetings/meetings-and-agendas>

City's YouTube Channel:  
<https://www.youtube.com/user/InsideCityofHamilton> or Cable 14

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

---

	<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	
6.1. REVISED Corporate Services Department - 2022 Tax Supported Operating Budget	3
7. DISCUSSION ITEMS	
8. MOTIONS	
9. NOTICES OF MOTION	

10. GENERAL INFORMATION / OTHER BUSINESS
11. PRIVATE & CONFIDENTIAL
12. ADJOURNMENT



Hamilton

# CORPORATE SERVICES

January 25, 2022



**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**



# 2021 HIGHLIGHTS

# A LOOK BACK AT 2021

Credit Rating

AA+

Virtual Trials



DC Background Study & By-law Amendments



IT Security Program



Policy & Strategic Review



Electronic Marriage License



Oracle Upgrade



IT Strategy



Customer Service Strategy



Bill 177 Implementation



Workforce Planning



Requisition Approval Workflow



Budget Process Enhancements



Election 2022  
(Planning, Outreach & Policies)



Covid Response





# METRICS 2021



**2,204**

Marriage Licenses Issued



**214**

FOI Requests Received



**572,190**

Phone Calls to the CCC



**86,780**

POA Charges Filed



**AA+**

S&P Global Credit Rating



**77%**

% of Malicious Emails Blocked



**93,695**

Citizens Served (MSC Only)



**43.8%**

Taxpayers Enrolled in PAP



**121**

Litigated Files Resolved



**2.40%**

Gross % Realized ROI (2020)



## Fiscal Health & Financial Management

- Completed the implementation of the IT Strategy 1.0
- Completed the development of the GIS Plan
- Deployed Citizen Facing COVID Dashboards
- Developed Enterprise Electronic Document and Records Management Roadmap
- Commenced Implementation of the Mobility Strategy
- Developed and completed Phase 1 Cloud Strategy
- Initiated the Next Generation 911 Program
- Initiated the IT Asset Management Program
- Utilized enhanced 2022 Election technology solutions
- Assisted Ontario Works staff with the launch of Right of Pay cards (RPC)
- Launched auto deposit (e-transfer) payment solution for Payroll, Pensions and Ontario Works
- Identified and implemented alternative banking solutions

## Fiscal Health & Financial Management

- Implemented online expense module for processing employee expenses
- Initiated Accounts Receivable enhanced electronic invoicing
- Implemented construction lien act bid document amendments
- Successfully supported the Bill 66 resolution process
- Initiated the planning for the New Public Sector Accounting Board (PSAB) standards
- Enhanced digital court filings
- Enhanced virtual early resolution service delivery and virtual trial service delivery
- Implemented financial policies to assist customers
- Optimized funding opportunities from senior levels of government
- Implemented new budget system

## A Healthy, Respectful & Supportive Workplace

- Supported the Public Health Hotline to respond to residents
- Supported Covid 19 PPE procurement
- Supported the Covid 19 response work for time, attendance and payroll support for the vaccine clinics

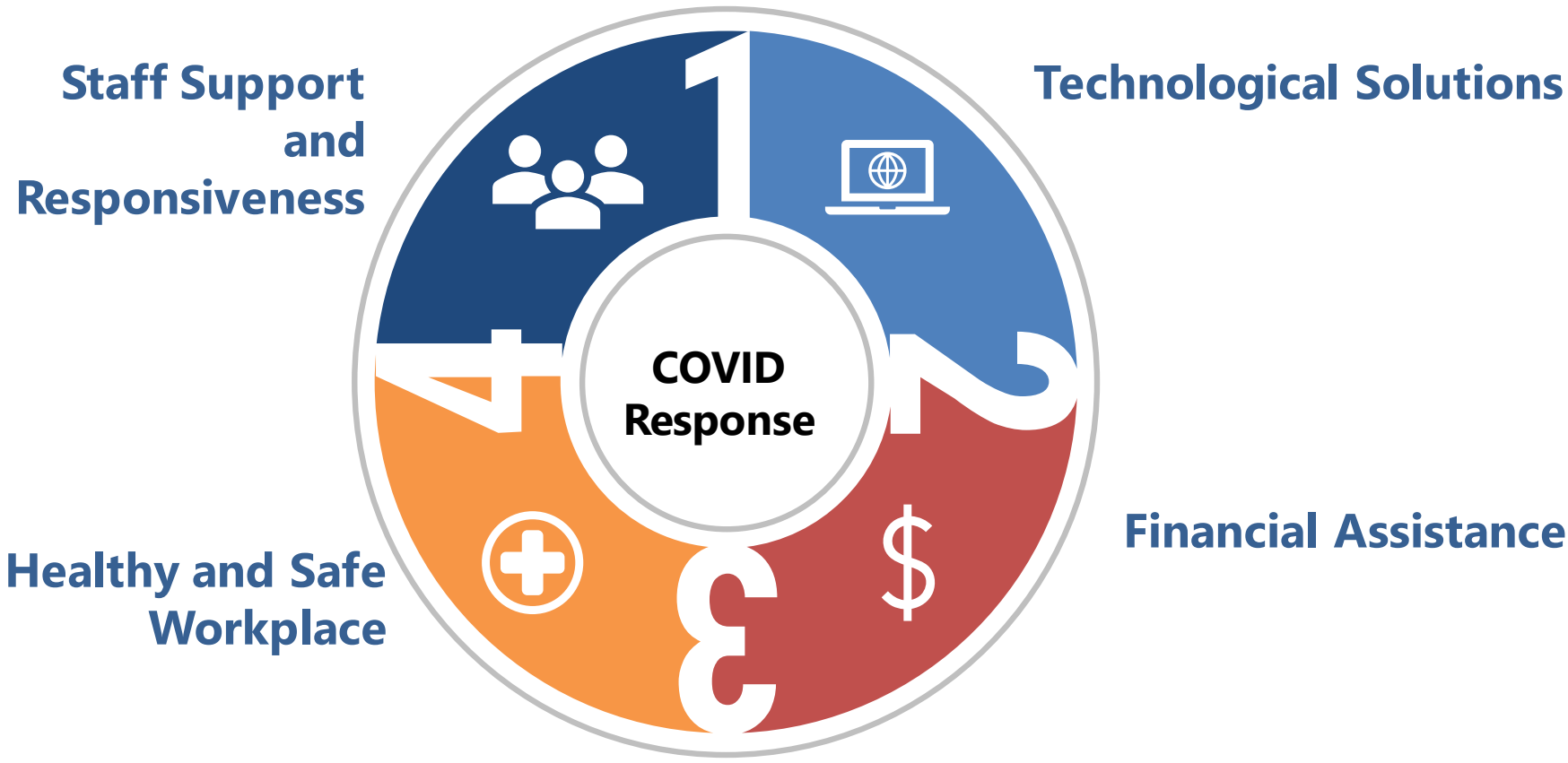
## Integrated Growth & Development

- Completed DC background study and by-law amendments
- Developed a Climate Change Reserve Policy
- Implemented Surety Bond Policy

## Trust & Confidence in City Government

- Enhanced Cash Handling protocols
- Implemented the transfer of services from the Ministry of the Attorney General to POA (re. Bill 177)
- Developed a Legal & Risk Management Services Strategic Plan
- Lead enhanced stakeholders engagement for the Vacant Home Tax and Small Business Property Tax sub-class
- Engagement and outreach for the 2022 Election
- Introduction of Vote by Mail for eligible voters
- Utilized technology for improved financial management of print and mail
- Continued implementation of routine disclosure
- Introduced or amended corporate policies
- Procedural By-Law change to allow for ongoing virtual participation for residents

# COVID-19 RESPONSE



# LOOKING AHEAD

## 2022 - 2024

# Fiscal Health and Financial Management

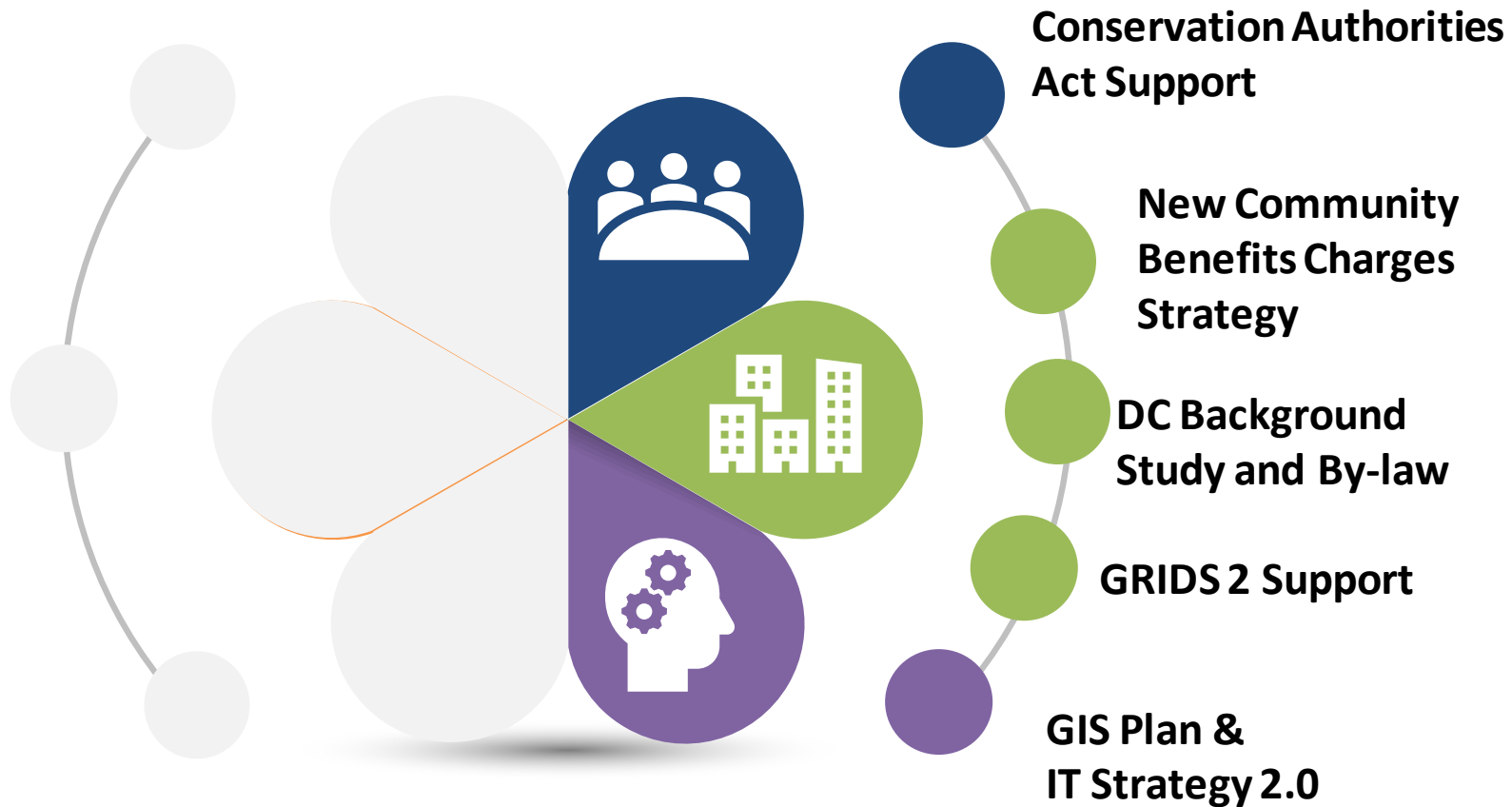




# Trust & Confidence in City Government



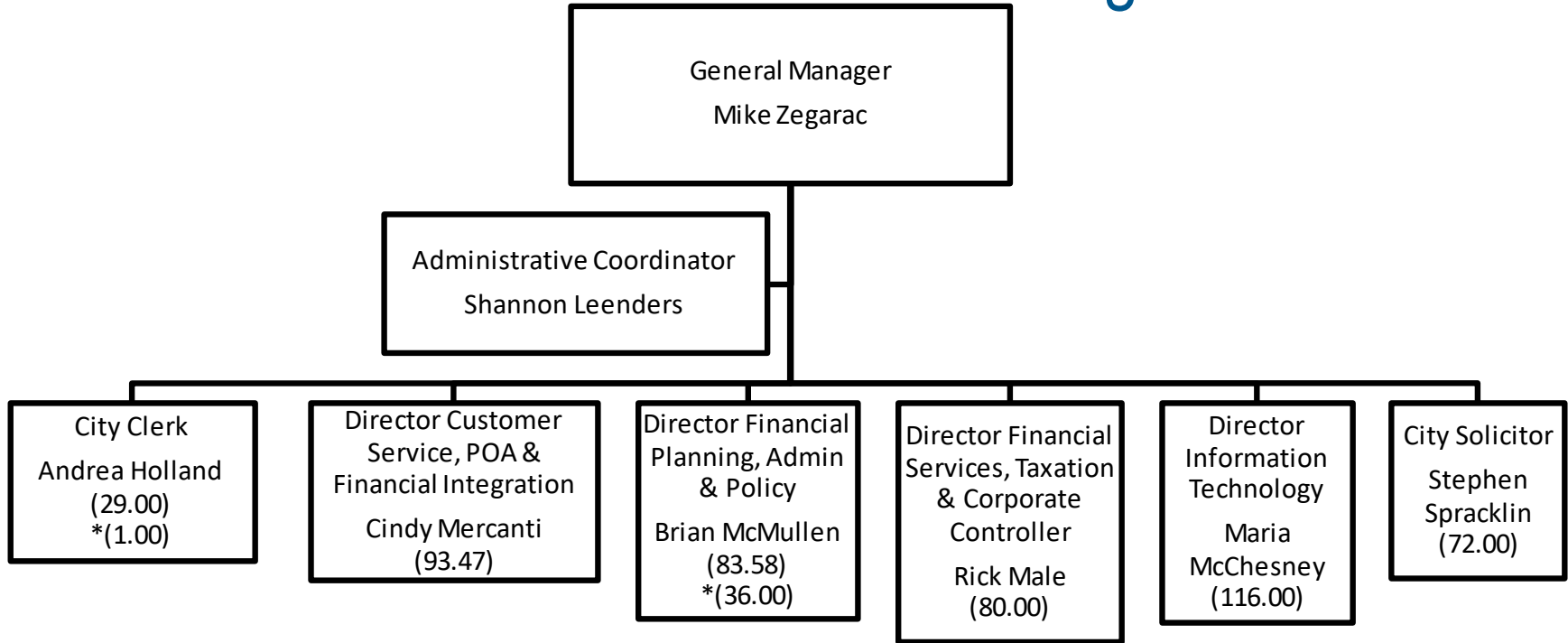
## Integrated Growth & Development



# 2022 PRELIMINARY TAX OPERATING BUDGET

## Corporate Services

# Organizational Chart



Complement (FTE)	Management	*Management Distributed	Other	*Other Distributed	Total	Staff to Management Ratio
<b>2021</b>	31.00	1.00	439.05	37.00	508.05	14.88:1
<b>2022</b>	31.00	1.00	444.05	37.00	513.05	15.03:1
<b>Change</b>	0.00	0.00	5.00	0.00	5.00	

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

# 2022 Operating Budget by Division

	2021 Restated Net	2022 Preliminary Gross	2022 Preliminary Net	2022-2021 \$	2022-2021 %
City Clerk's Office	2,995,070	3,800,800	3,168,430	173,360	5.8%
Customer Service POA and Finl Integration	5,824,460	12,606,240	5,959,640	135,180	2.3%
Financial Serv Taxation and Corp Controller	4,085,540	7,129,190	4,284,990	199,450	4.9%
Legal Services and Risk Management	4,008,810	4,097,440	3,939,580	(69,230)	-1.7%
Corporate Services Administration	328,010	345,520	331,740	3,730	1.1%
Financial Planning Admin & Policy	5,219,620	6,885,630	5,371,300	151,680	2.9%
Information Technology	15,211,770	16,095,210	15,325,680	113,910	0.7%
<b>Sub-total Corporate Services</b>	<b>37,673,280</b>	<b>50,960,030</b>	<b>38,381,360</b>	<b>708,080</b>	<b>1.9%</b>
Sub-total Council Referred		75,300	75,300	75,300	
Sub-total Business Cases		1,215,500	539,900	539,900	
<b>Total Corporate Services</b>	<b>37,673,280</b>	<b>52,250,830</b>	<b>38,996,560</b>	<b>1,323,280</b>	<b>3.5%</b>

# 2022 Departmental Budget Drivers

Item	Impact (\$000s)
Employee Related Cost - COLA and Benefit Increases, 5 additional FTE	1,686
Computer Software	87
Capital Recoveries	(21)
Fees and Fines	(183)
Reserve and Cost Allocations	(870)

# Multi-Year Outlook by Division

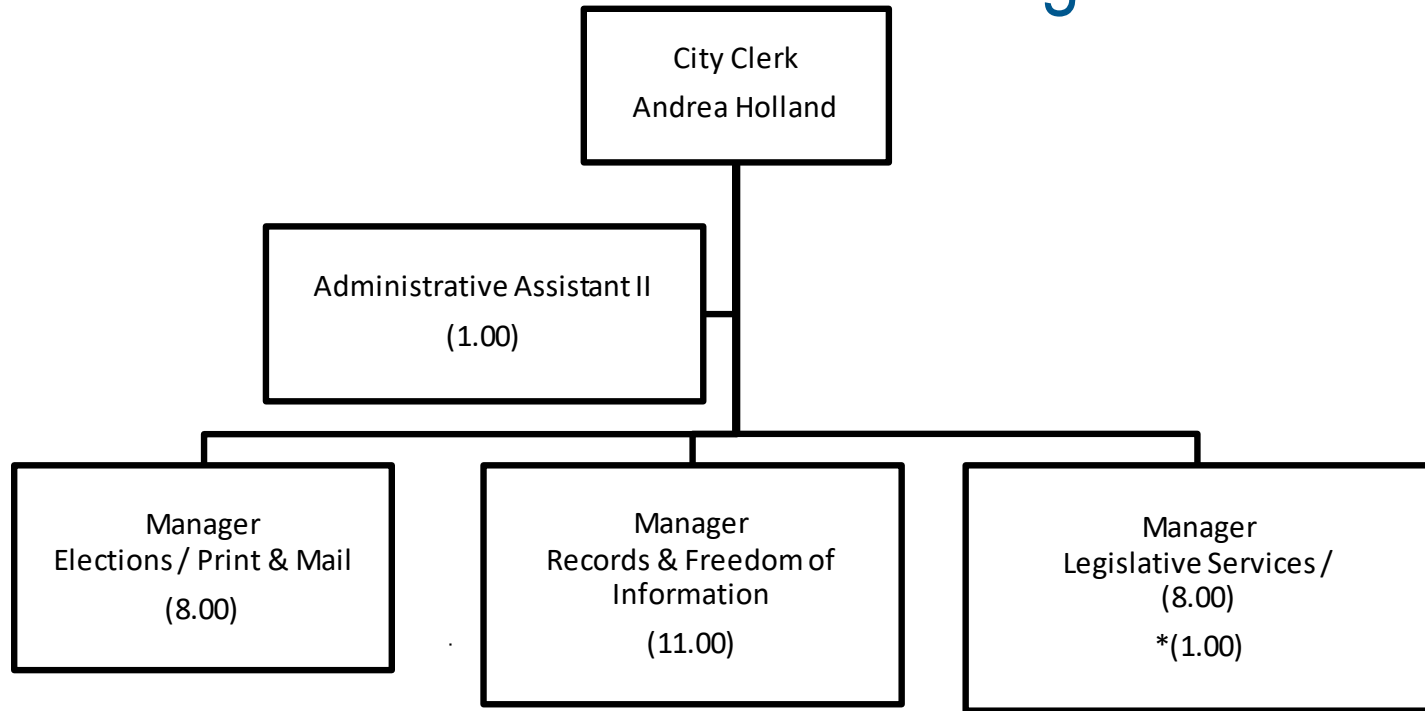
	Multi-Year Outlook						
	Preliminary	2023		2024		2025	
	Budget \$	Budget \$	% Change From 2021	Budget \$	% Change From 2021	Budget \$	% Change From 2021
City Clerk's Office	3,168,430	3,236,490	2.1%	3,312,620	2.4%	3,383,960	2.2%
Customer Service POA and Finl Integration	5,959,640	6,122,340	2.7%	6,260,330	2.3%	6,384,540	2.0%
Financial Serv Taxation and Corp Controller	4,284,990	4,419,730	3.1%	4,529,810	2.5%	4,637,100	2.4%
Legal Services and Risk Management	3,939,580	4,087,620	3.8%	4,193,640	2.6%	4,267,300	1.8%
Corporate Services Administration	331,740	340,310	2.6%	346,830	1.9%	351,640	1.4%
Financial Planning Admin & Policy	5,371,300	5,611,080	4.5%	5,763,740	2.7%	5,943,850	3.1%
Information Technology	15,325,680	15,785,440	3.0%	16,005,400	1.4%	16,182,180	1.1%
<b>Total Corporate Services</b>	<b>38,381,360</b>	<b>39,603,010</b>	<b>3.2%</b>	<b>40,412,370</b>	<b>2.0%</b>	<b>41,150,570</b>	<b>1.8%</b>



# 2022 PRELIMINARY TAX OPERATING BUDGET

## City Clerk's Office

# Organizational Chart



Complement (FTE)	Management	Other	*Other Distributed	Total	Staff to Management Ratio
<b>2021</b>	4.00	25.00	1.00	30.00	6.50:1
<b>2022</b>	4.00	25.00	1.00	30.00	6.50:1
<b>Change</b>	0.00	0.00	0.00	0.00	

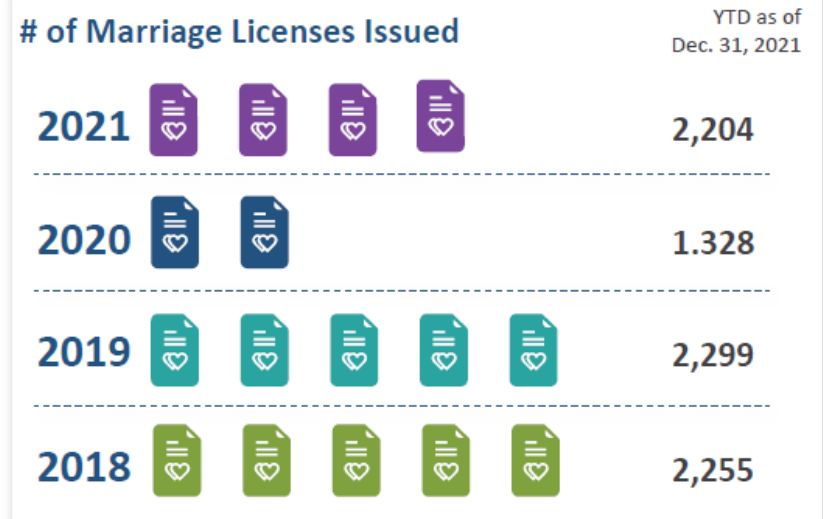
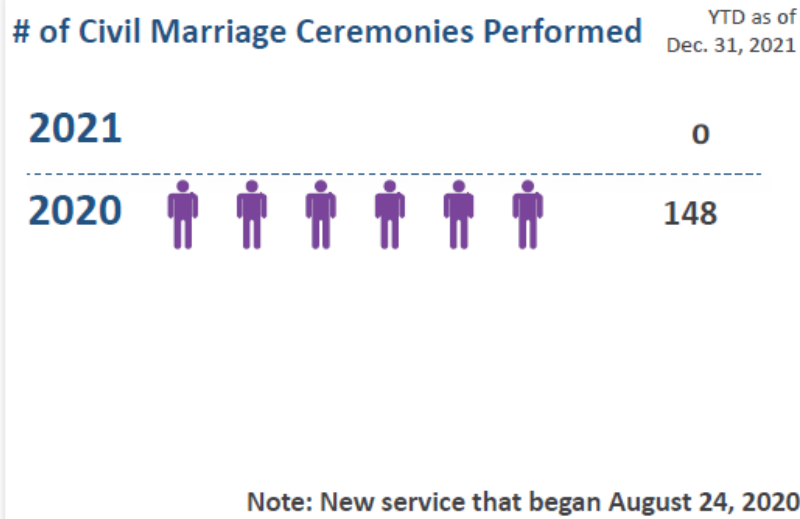
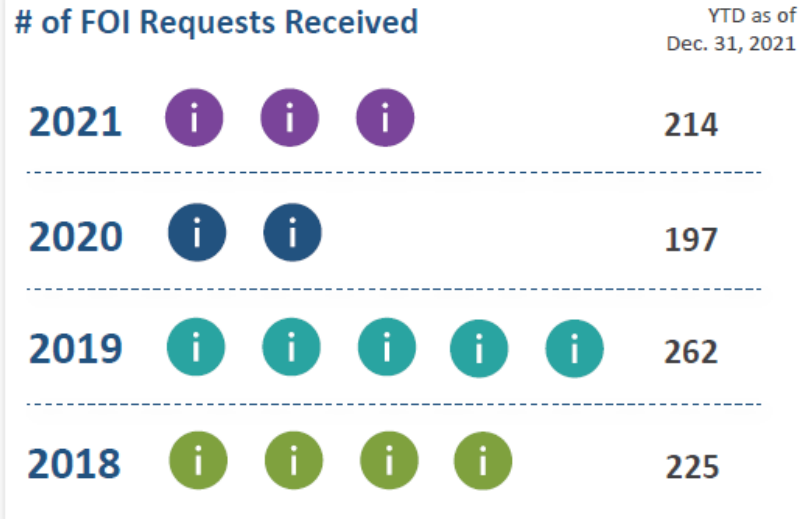
\* Represents distributed staff whose budget are in operating departments.

# 2022 Operating Budget by Section

	2021 Restated Net	2022 Preliminary Gross	2022 Preliminary Net	2022-2021 \$	2022-2021 %
City Clerk - Admin	425,050	450,650	450,650	25,600	6.0%
Elections	711,480	822,890	822,890	111,410	15.7%
Legislative Support	855,660	917,200	866,140	10,480	1.2%
Print & Mail	400,940	420,710	420,710	19,770	4.9%
Records	601,950	1,189,370	608,060	6,110	1.0%
<b>Total City Clerk's Office</b>	<b>2,995,080</b>	<b>3,800,820</b>	<b>3,168,450</b>	<b>173,370</b>	<b>5.8%</b>

Cost Drivers	Impact (\$000s)
Election Expense	88
Employee Related Cost - COLA and Benefit Increases	57
Facilities Recovery	31
Certificates and Licences	(46)

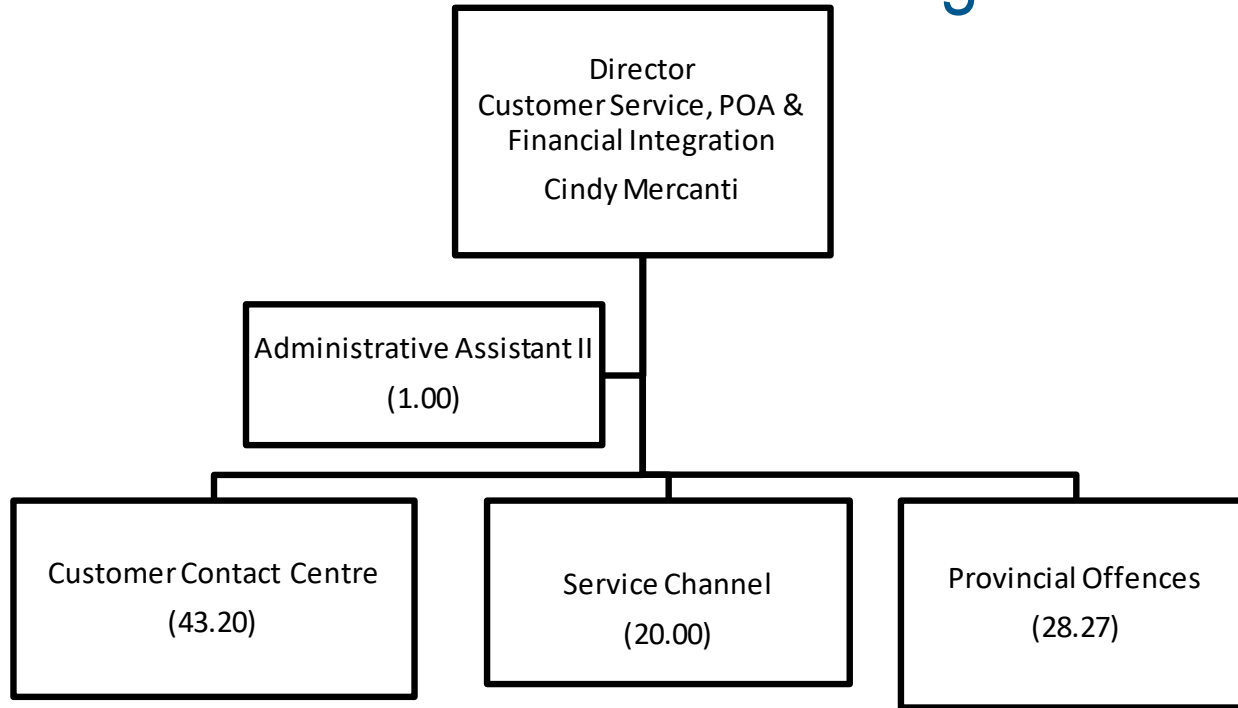
# By The Numbers



# 2022 PRELIMINARY TAX OPERATING BUDGET

## Customer Service, POA & Financial Integration

# Organizational Chart



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2021	5.00	88.47	93.47	17.69:1
2022	5.00	88.47	93.47	17.69:1
Change	0.00	0.00	0.00	

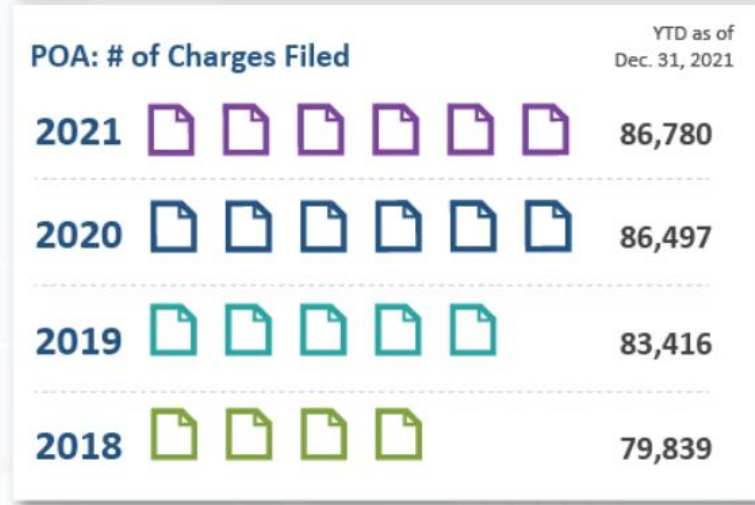
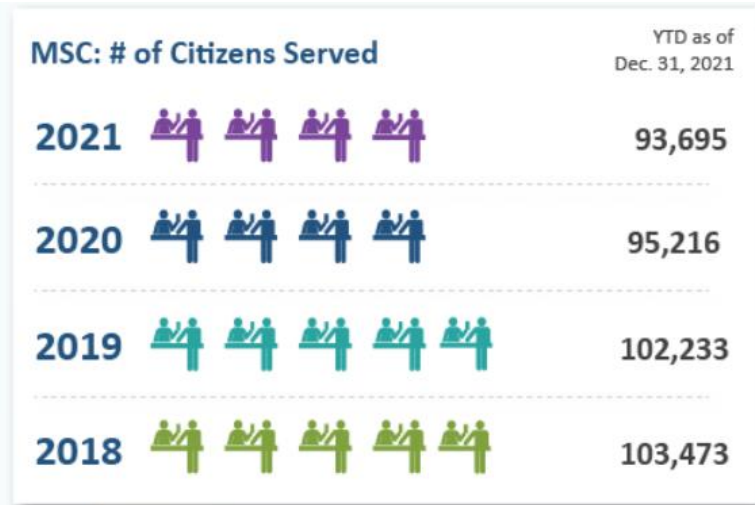
# 2022 Operating Budget by Section

	2021 Restated Net	2022 Preliminary Gross	2022 Preliminary Net	2022-2021 \$	2022-2021 %
Customer Contact Centre	3,488,800	3,567,800	3,567,800	79,000	2.3%
Customer Service - Administration	266,870	293,080	293,080	26,210	9.8%
Provincial Offences Administration	0	6,646,600	0	0	0.0%
Service Channel	2,068,790	2,098,770	2,098,770	29,980	1.4%
<b>Total Customer Service POA and Finl Integration</b>	<b>5,824,460</b>	<b>12,606,250</b>	<b>5,959,650</b>	<b>135,190</b>	<b>2.3%</b>

Cost Drivers	Impact (\$000s)
Employee Related Cost - COLA and Benefit Increases	231
Internal costs (Legal, IT, and Facilities)	61
Internal recoveries (Red Light Camera and Call Center)	(84)
POA Fine Revenue	(75)



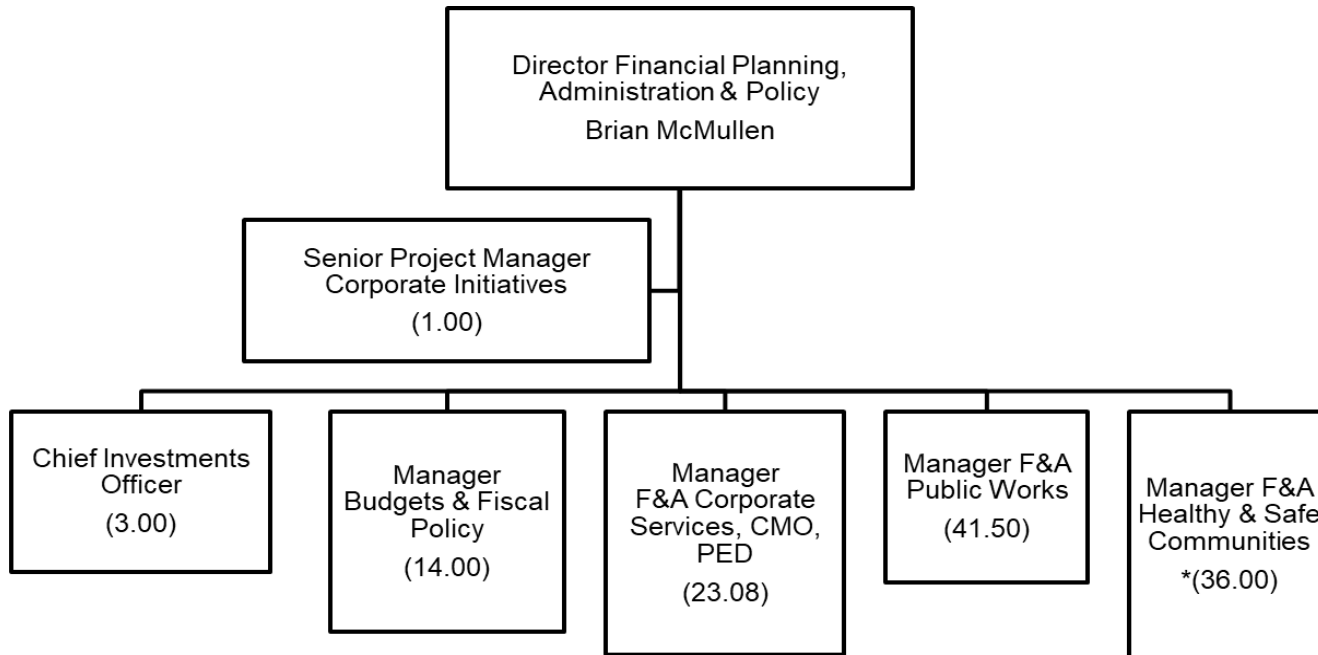
# By The Numbers



# 2022 PRELIMINARY TAX OPERATING BUDGET

## Financial Planning, Administration & Policy

# Organizational Chart



Complement (FTE)	Management	*Management Distributed	Other	*Other Distributed	Total	Staff to Management Ratio
2021	5.00	1.00	78.58	35.00	119.58	18.93:1
2022	5.00	1.00	78.58	35.00	119.58	18.93:1
Change	0.00	0.00	0.00	0.00	0.00	

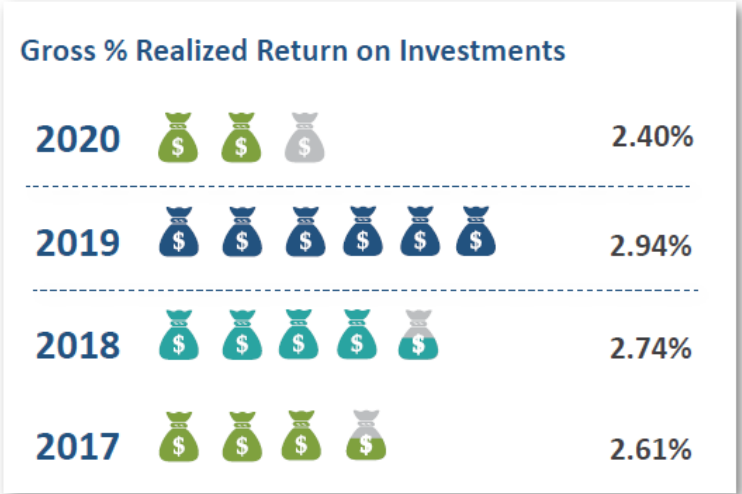
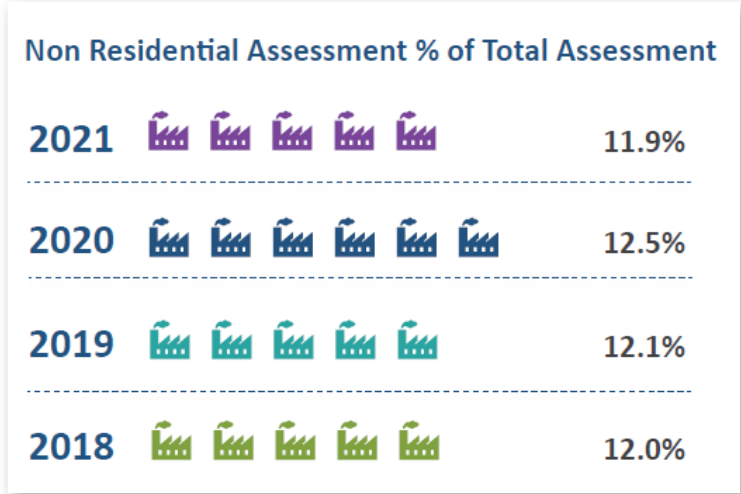
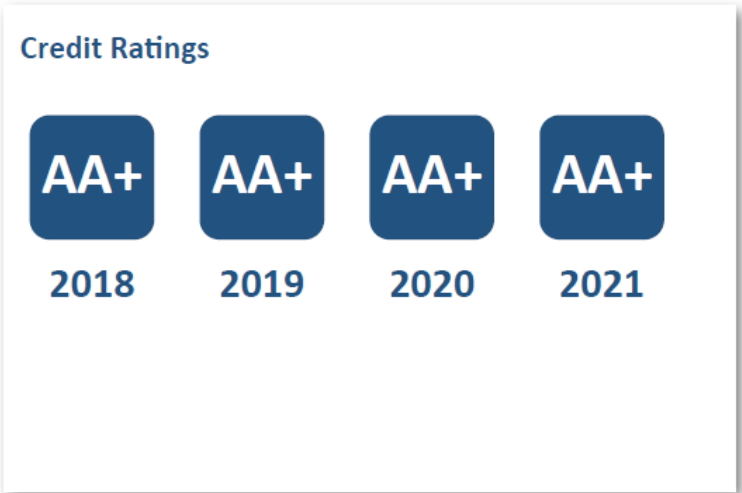
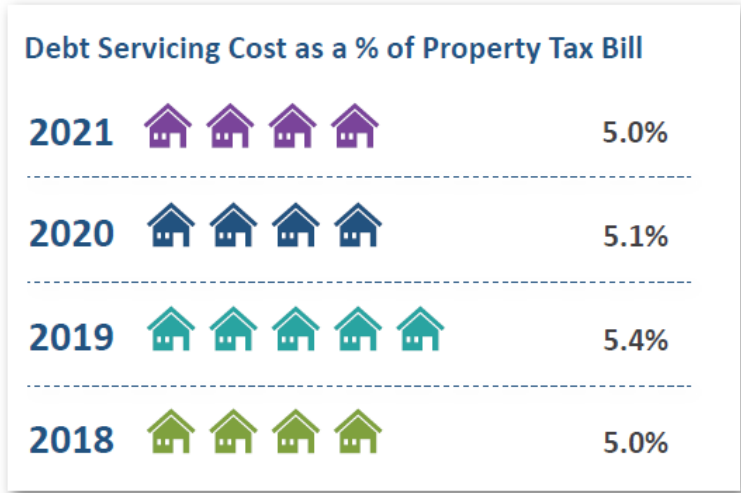
\* Represents distributed staff whose budget are in operating departments

# 2022 Operating Budget by Section

	2021 Restated Net	2022 Preliminary Gross	2022 Preliminary Net	2022-2021 \$	2022-2021 %
Budgets & Fiscal Policy	622,990	835,570	592,070	(30,920)	-5.0%
Admin Financial Policy & Planning	87,610	90,320	90,320	2,710	3.1%
Finance	4,625,660	4,891,010	4,794,220	168,560	3.6%
Investments	(116,640)	1,068,720	(105,320)	11,320	9.7%
<b>Total Financial Planning Admin &amp; Policy</b>	<b>5,219,620</b>	<b>6,885,620</b>	<b>5,371,290</b>	<b>151,670</b>	<b>2.9%</b>

Cost Drivers	Impact (\$000s)
Employee Related Cost - COLA and Benefit Increases	285
Cost Allocations	(111)
Recoveries from Capital	(21)

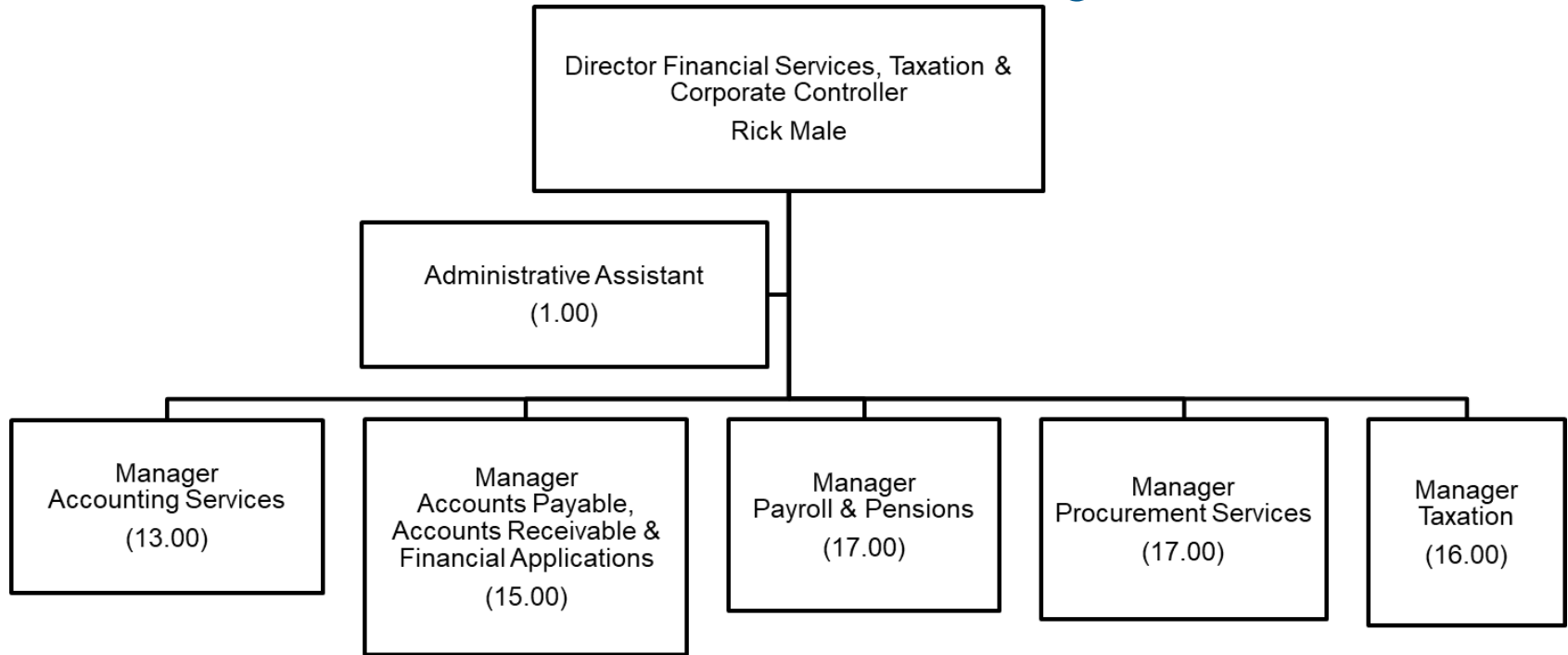
# By The Numbers



# 2022 PRELIMINARY TAX OPERATING BUDGET

## Financial Services, Taxation and Corporate Controller

# Organizational Chart



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2021	6.00	74.00	80.00	12.33:1
2022	6.00	74.00	80.00	12.33:1
Change	0.00	0.00	0.00	

# 2022 Operating Budget by Section

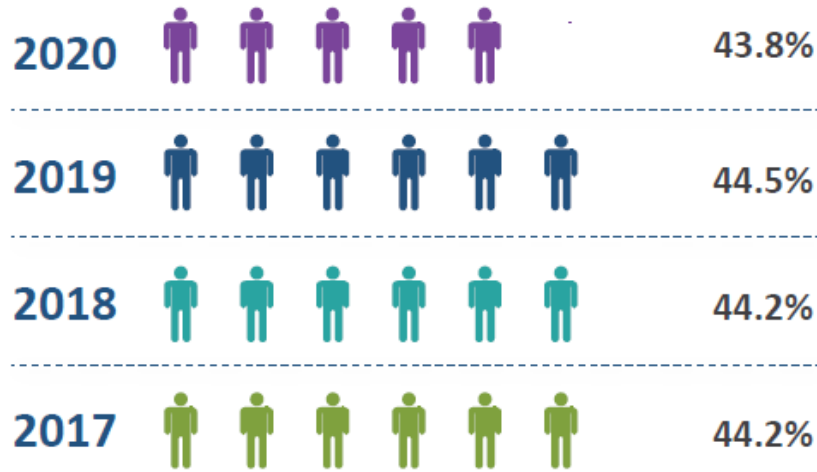
	2021 Restated Net	2022 Preliminary Gross	2022 Preliminary Net	2022-2021 \$	2022-2021 %
Accounts Payable	412,960	364,250	322,430	(90,530)	-21.9%
Accounts Receivable	177,180	175,010	175,010	(2,170)	-1.2%
Financial Accounting Services	725,100	800,100	754,480	29,380	4.1%
Financial Application Support	360,350	494,780	494,780	134,430	37.3%
Financial Services Admin	354,520	368,130	368,130	13,610	3.8%
Payroll and Pensions	967,160	1,132,990	1,005,500	38,340	4.0%
Procurement	902,750	1,213,470	949,730	46,980	5.2%
Taxation	185,520	2,580,460	214,930	29,410	15.9%
<b>Total Financial Serv Taxation and Corp Controller</b>	<b>4,085,540</b>	<b>7,129,190</b>	<b>4,284,990</b>	<b>199,450</b>	<b>4.9%</b>

Cost Drivers	Impact (\$000s)
Employee Related Cost - COLA and Benefit Increases	229
Fees	(40)



# By The Numbers

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



2020 Municipal Benchmark: 43.0%

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

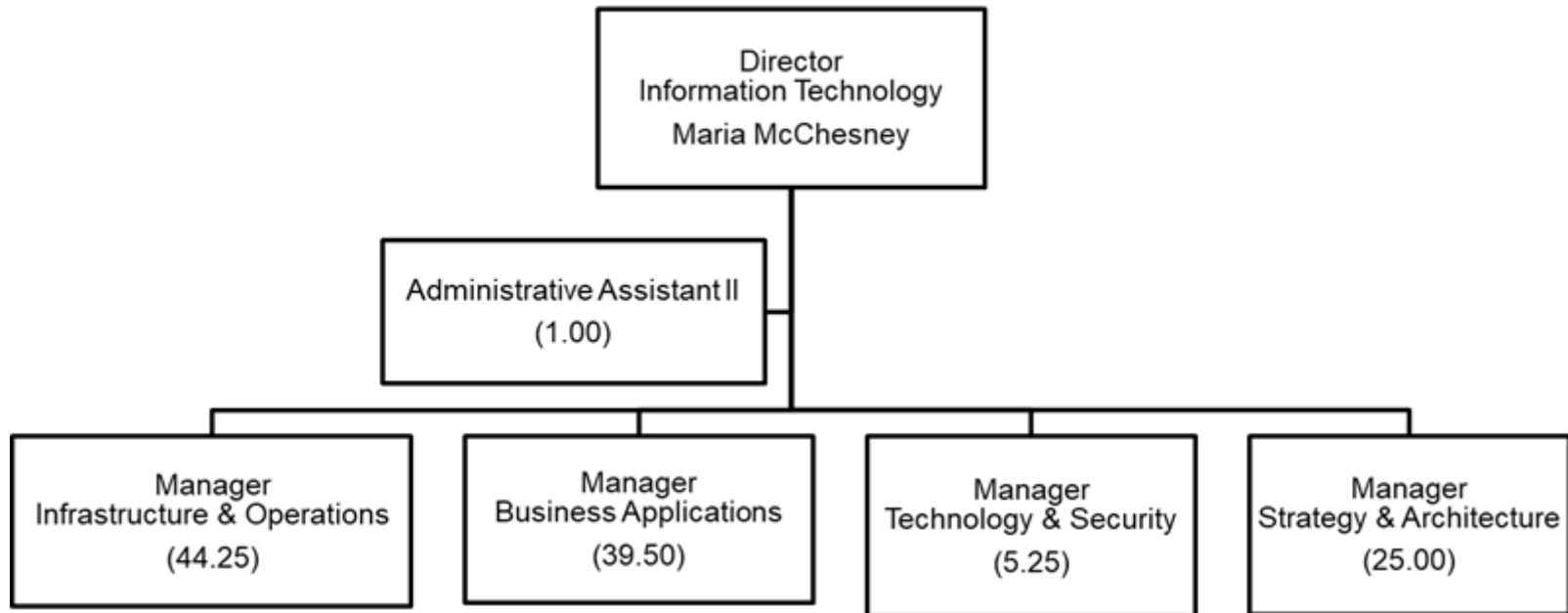


2020 Municipal Benchmark: 3.0%

# 2022 PRELIMINARY TAX OPERATING BUDGET

## Information Technology

# Organizational Chart



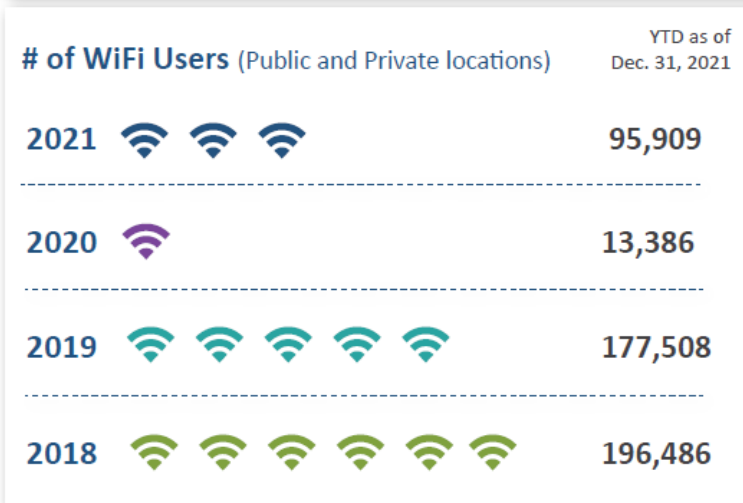
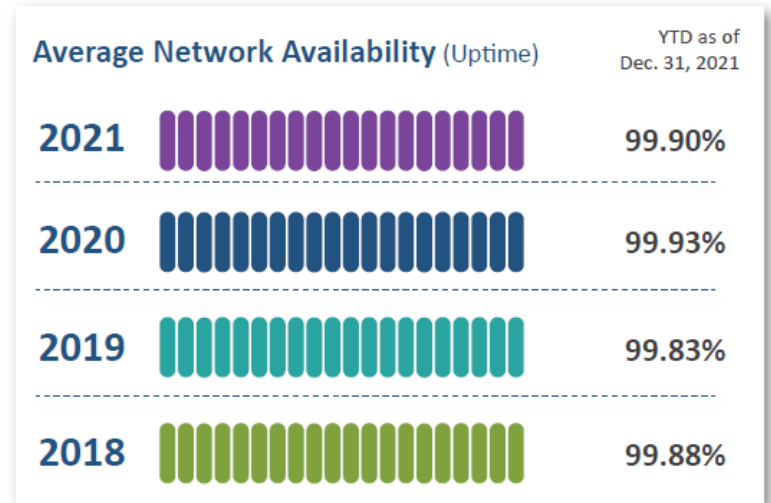
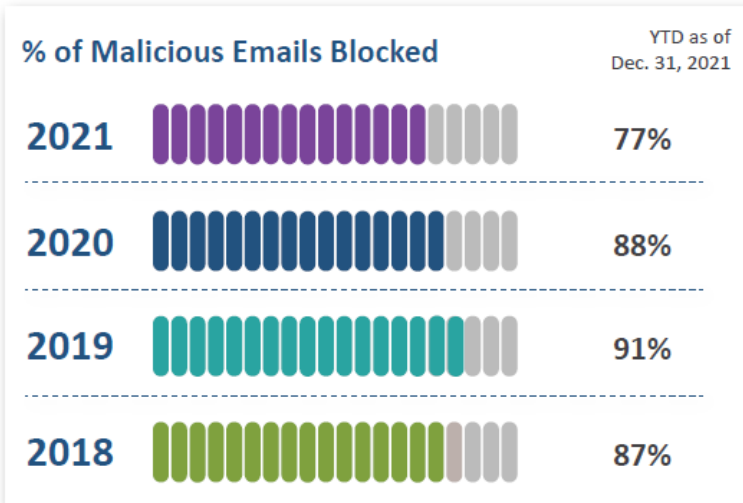
Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2021	5.00	111.00	116.00	22.20:1
2022	5.00	111.00	116.00	22.20:1
Change	0.00	0.00	0.00	

# 2022 Operating Budget by Section

	2021 Restated Net	2022 Preliminary Gross	2022 Preliminary Net	2022-2021 \$	2022-2021 %
Business Applications	8,143,020	7,772,300	7,766,630	(376,390)	-4.6%
Infrastructure & Operations	10,095,010	11,247,480	10,650,220	555,210	5.5%
IT - Admin	(4,138,120)	(4,226,430)	(4,226,710)	(88,590)	-2.1%
Technology & Security	1,111,860	1,135,530	1,135,530	23,670	2.1%
<b>Sub-total Information Technology</b>	<b>15,211,770</b>	<b>15,928,880</b>	<b>15,325,670</b>	<b>113,900</b>	<b>0.7%</b>
IP Telephony	0	1,170	0	0	0.0%
Equipment & Maintenance	0	165,150	0	0	0.0%
<b>Total Information Technology</b>	<b>15,211,770</b>	<b>16,095,200</b>	<b>15,325,670</b>	<b>113,900</b>	<b>0.7%</b>

Cost Drivers	Impact (\$000s)
Employee Related Cost - COLA and Benefit Increases	133
Computer Software	50
Cost Allocation	(89)

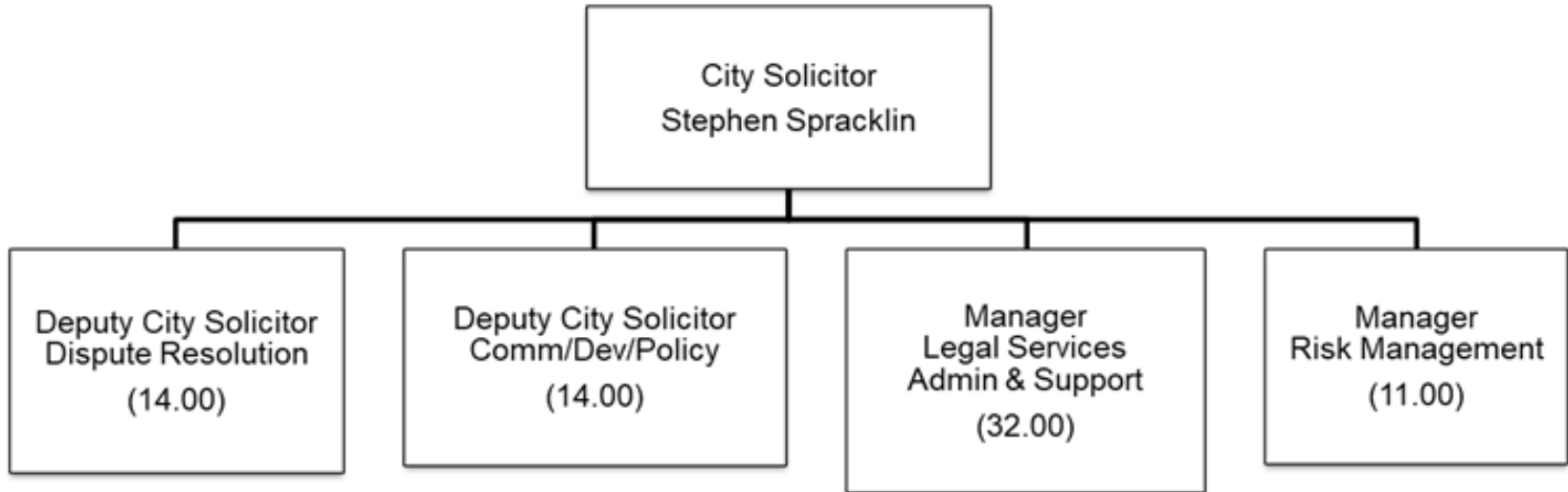
# By The Numbers



# 2022 PRELIMINARY TAX OPERATING BUDGET

## Legal Services and Risk Management

# Organizational Chart



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2021	5.00	62.00	67.00	12.40:1
2022	5.00	67.00	72.00	13.40:1
Change	0.00	5.00	5.00	

# 2022 Operating Budget by Section

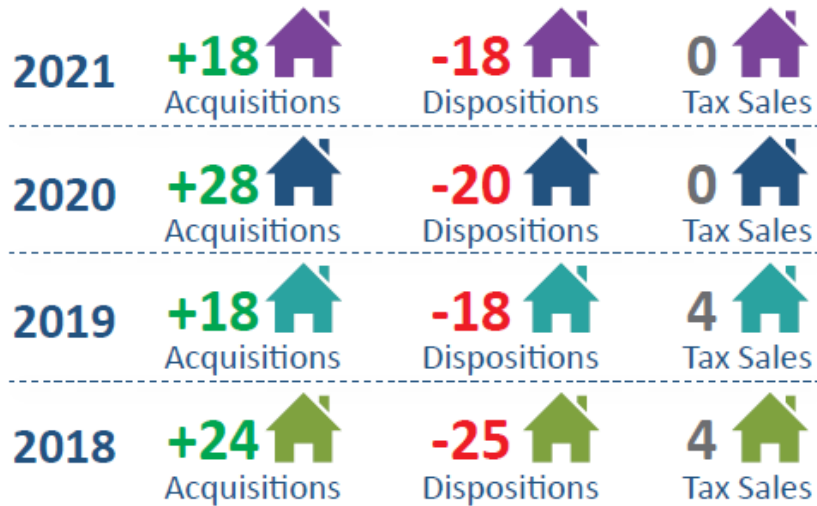
	2021 Restated Net	2022 Preliminary Gross	2022 Preliminary Net	2022-2021 \$	2022-2021 %
Legal Services	3,927,390	4,097,440	3,939,580	12,190	0%
Risk Management	81,410	0	0	(81,410)	-100%
<b>Total Legal Services and Risk Management</b>	<b>4,008,800</b>	<b>4,097,440</b>	<b>3,939,580</b>	<b>(69,220)</b>	<b>-1.7%</b>

Cost Drivers	Impact (\$000s)
Employee Related Cost – 5 new FTEs, COLA and Benefit Increases	730
Computer Software	35
Cost Allocation Recovery (Legal)	(61)
Cost Allocation Recovery (Insurance)	(778)

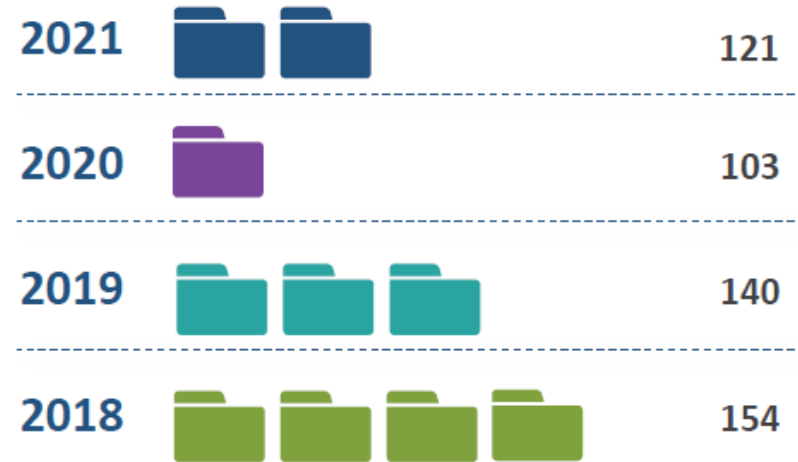


# By The Numbers

## # of Real Estate Transactions



## # of Litigated Files Resolved





Hamilton

THANK YOU