



City of Hamilton

ORIENTATION SESSION AGENDA

Date: **Wednesday, November 9, 2022, 9:00 A.M.**
Location: **Dundurn Castle, Coach House
610 York Boulevard**

Call to Order

1. **9:00 am to 9:30 am ARRIVAL, REFRESHMENTS & NETWORKING**

2. **9:30 am to 9:45 am OPENING REMARKS**

Janette Smith, City Manager

3. **9:45 am to 10:15 am CITY COMMUNICATIONS**

Matthew Grant, Director, Communications & Strategic Initiatives

- Communications with citizens
- How the City uses media and social media (main external channels)

4. **10:15 am to 10:45 am BREAK, REFRESHMENTS & NETWORKING**

5. **10:45 am to 11:15 am BUDGETS**

Mike Zegarac, General Manager, Finance and Corporate Services

- Budget Process

6. 11:15 am to 11:45 am INTER-GOVERNMENTAL RELATIONS

Morgan Stahl, Director, Government Relations & Community Engagement

- Overview of the City's Government Relations Strategy
- Provincial and Federal Advocacy

7. 11:45 am to 1:00 pm LUNCH & NETWORKING

8. 1:00 pm to 4:00 pm COUNCIL-ELECT WARD-BY-WARD BRIEFINGS

Mayor-Elect Andrea Horwath

- Opportunity for members of Council-Elect to share information on their ward with their colleagues.



Hamilton

NEW COUNCIL ORIENTATION

Opening Remarks

November 9, 2022

Land Acknowledgement

The City of Hamilton is situated upon the traditional territories of the **Erie, Neutral, Huron-Wendat, Haudenosaunee and Mississaugas**.

This land is covered by the **Dish With One Spoon Wampum Belt Covenant**, which was an agreement between the Haudenosaunee and Anishinaabek to share and care for the resources around the Great Lakes.

We further acknowledge that this land is covered by the **Between the Lakes Purchase, 1792**, between the Crown and the Mississaugas of the Credit First Nation.

Today, the City of Hamilton is home to many Indigenous people from across Turtle Island (North America) and we recognize that we must do more to learn about the rich history of this land so that we can better understand our roles as **residents, neighbours, partners and caretakers**.

Today's Agenda

9:30 – 9:45 **Opening Remarks**
Janette Smith, City Manager

9:45 – 10:15 **City Communications**
Matthew Grant, Director of Communications

10:15 – 10:45 **Break**

10:45 – 11:15 **Budgets**
Mike Zegarac, General Manager of Finance and Corporate Services

11:15 – 11:45 **Intergovernmental Relations**
Morgan Stahl, Director of Government Relations and Community Engagement

11:45 – 1:00 **Lunch**

1:00 – 4:00 **Ward by Ward Briefings**
Mayor-Elect Andrea Horwath



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CITY COMMUNICATIONS

Communications and Strategic Initiatives
Division Overview

Communications and Strategic Initiatives – Who We Are and What We Do

CSI has a total of 22FTEs (with some contract support) and is a support unit located in the CMO

Direct Communications (40% of staff) – Mass Comms Developed and Distributed by CSI

- Communications and Public Education Campaigns
- Emergency/Crisis Communications (COVID-related communications)
- Issues/Reputation Management
- Media Relations
- Social Media
- Web Communications (and ownership and stewardship of the corporate website)

Communications Support Services (60% of staff)– CSI help others communicate their work

- Advertising Planning and Bulk Purchasing
- Graphic Design (Brochures, Reports, Signage, Decals etc.)
- Marketing Campaign Planning
- Strategic Communications Planning

Core Audiences – CSI Support Efforts Related to the Following Audiences

The City of Hamilton supports City departments and staff in developing and **disseminating mass communication directly related to City business** to large-scale, strategic audiences which include:

External Audiences:

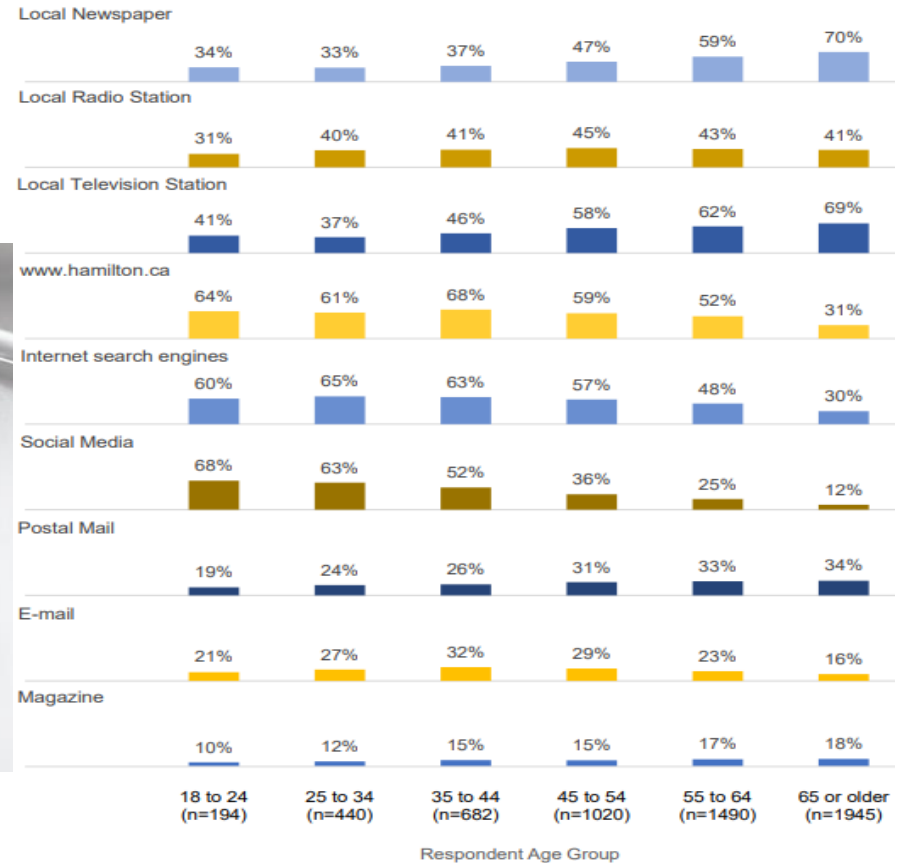
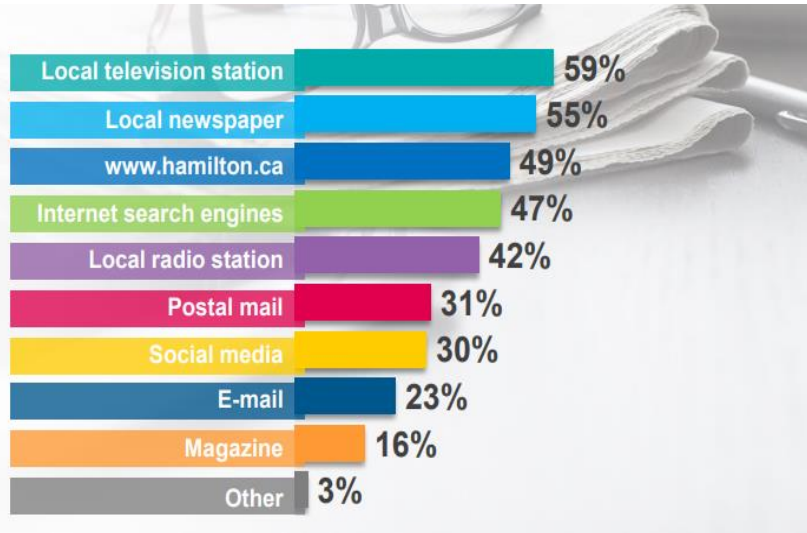
- Citywide
- Neighbourhood(s)
- Major client groups (recreation users, transit users etc.)

Internal Audiences:

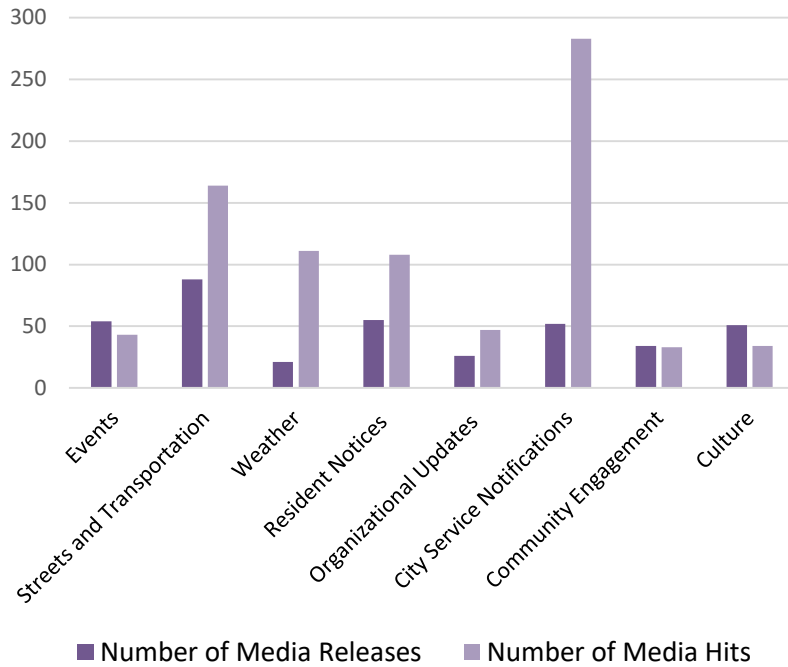
- Department wide
- All City employees

How CSI Decides Where Content Goes – Public Preferences

How do you like to get information about the City of Hamilton’s programs, initiatives, news and events?

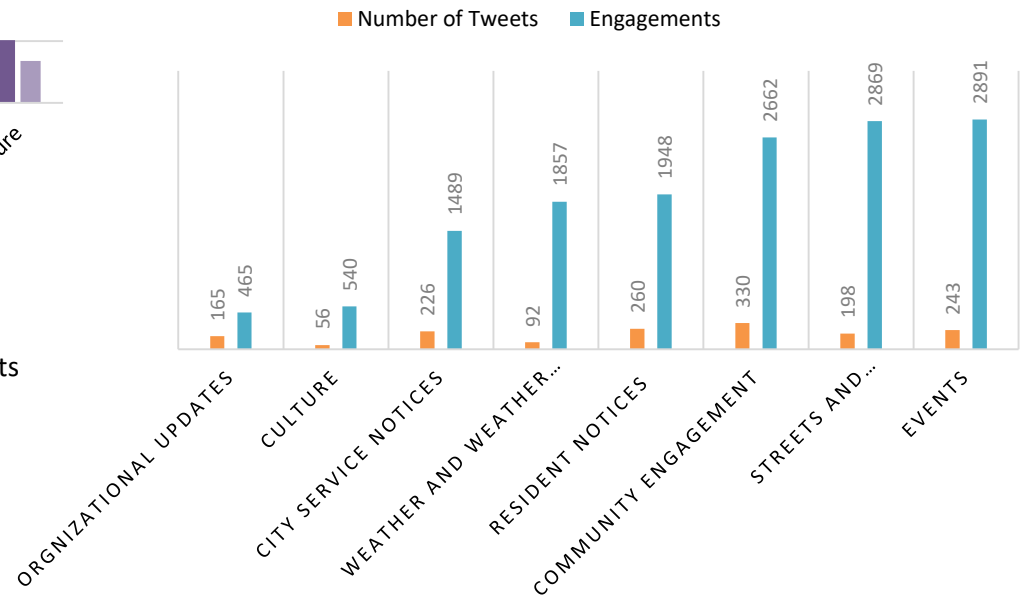


How CSI Decides Where Content Goes – Content Performance



COMPARING NUMBER OF TWEETS TO ENGAGEMENTS

*ENGAGEMENT NUMBERS REDUCED



Media Relations – Current Strategy and Tactics

Proactive

- Media Releases that focus on:
 - Upcoming reports to Council (background and context)
 - Impact of Decisions of Council and City Investment
 - Overview and promotion of City Services (with focus on Council Priorities)
 - Service Updates
 - Issues Updates

Reactive

- Respond to approximately 3,000 incoming media requests a year

Media Relations – Support for Mayor and Council

Mayor's Office (Chief Spokesperson)

- Key message development and interview prep support (where required)
- Quotes from Mayor on Corporate Releases
- Information/Research to aid in the development of speaking notes by Mayor's communications staff
- City-related media event support
- Updates on breaking issues with accompanying key messages
- Media Interview Training

Council

- Updates on breaking issues and accompanying key messages
- Media relations guidance and advice
- Media interview training
- Issues Management advice and guidance

Social Media – Strategy and Tactics

Proactive

- Focus on human interest and softer news
 - Events
 - Cultural news
 - Human Interest news
 - Community Engagement
- Heavy use of video, graphics and text

Reactive

- Monitoring social media traffic on our channels
- Flagging issues of interest and concern
- Correcting the record on significant misinformation (when able to)

Social Media– Support for Mayor and Council

Mayor's Office (Chief Spokesperson)

- Retweeting of relevant Mayoral posts (items that deal with City business)
- Provision of graphics/video/messages related to City business for use by Mayor's accounts
- Identification of reputational issues emerging on social platforms

Council

- Provision of graphics/video/messages related to City business for use by Council members accounts

Guiding Principles on City's Main External Channels

Media Relations

- Interviews over written responses (ongoing effort)
- Respect for deadlines
- Support for media's reporting efforts (information gathering, upgraded facilities etc)
- Proactive information releases and briefings wherever possible
- Hard news focus does better on this channel

Social Media

- Focus on actions and not opinions
- Limited engagement (resource levels)
- Prioritize visuals/videos/photos over text
- Human interest content does better on this channel



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QUESTIONS?

QUESTIONS?



Hamilton

COUNCIL ORIENTATION 2023 BUDGET PROCESS

November 9, 2022

AGENDA

1. 2023 Budget Process
2. Emerging Themes of the 2023 Budget
3. 2023 Rate Supported Operating Budget Preliminary Outlook
4. 2023 Tax Supported Operating Budget Preliminary Outlook

2023 BUDGET PROCESS

- A. Rate Supported Budget – Water, Wastewater and Stormwater
- B. Tax Supported Capital Budget – Infrastructure and Projects
- C. Tax Supported Operating Budget – Programs and Services

2023 BUDGET PROCESS

- A. **Balanced Budget:** in accordance with the *Municipal Act, 2001, section 289*, the City must prepare a balanced budget and provide for any deficit in the previous years' budget
 - i. 2022 Tax Supported Operating Budget is forecasted at a \$23.7M deficit
 - ii. 2022 Rate Supported Operating Budget is forecasted at a \$2.9M deficit
 - iii. 2023 Preliminary COVID-19 Response and Recovery projected at \$23.0M

2023 BUDGET PROCESS

- D. Budget Principles:** staff will prepare the 2023 budget based on the City's budget principles
 - i. Supports the City's Strategic Plan and Term of Council Priorities
 - ii. Alignment with the financial policies approved by Council
 - iii. Ensure the City's AAA credit rating is maintained
 - iv. Growth related infrastructure is supported from DCs / CBCs
 - v. Accounts for investment required to transition to the expected outcomes of the Strategic Asset Management Policy and Asset Management Plans
 - vi. Grants available to municipalities will be investigated
 - vii. New services, enhancements or reductions, changes to the full-time equivalent complement require a Business Case

EMERGING THEMES OF THE 2023 BUDGET

- A. COVID-19 Recovery:** insufficient funding to address forecasted pressures related to pandemic response and recovery efforts
- B. Extraordinary Inflation, Supply Chain and Labour Shortages:** the City is experiencing significant pressures in resources such as fuel, contracted services and employee contractual and benefits obligations
- C. Debt Capacity and Cost of Borrowing:** managing growth-related and replacement infrastructure in conjunction with Council's approved debt limits, maintaining the City's AAA credit rating and rising interest rates
- D. Amendments in Provincial Funding:** changes in Provincial Funding Agreements are expected to continue to represent a significant budget pressure in 2023

EMERGING THEMES OF THE 2023 BUDGET

- E. Asset Management:** an annual funding gap of \$94.7M and \$101.1M for Tax and Rate supported infrastructure respectively was identified through the Core Asset Management Plan (PW22048)
- F. Affordable Housing and Homelessness:**
 - i. HSC19034 – Roxborough Housing Incentive Program
 - ii. HSC22040 – Service and Exit Agreements for Community Housing Providers and End of Mortgage
 - iii. HSC22050/FCS22073 – Approaches to Addressing the Challenges of Financing Non-Profit Housing Developments
 - iv. HSC20020(f) – Adaptation and Transformation of Services for People Experiencing Homelessness Update 6
 - v. HSC22047 – Permanent Housing with Supports for Women, Transgender and Non-binary Community Members

EMERGING THEMES OF THE 2023 BUDGET

- G. Responding to Climate Change:** investment required to support Hamilton's Climate Change Action Strategy
- H. Investments in Emergency Response Services:**
 - i. HSC19026 – Hamilton Fire Department 10-Year Service Delivery Plan
 - ii. 21-133 – Hamilton Police Service 10-Year Plan
 - iii. HSC22012 – Hamilton Paramedic Service Master Plan
- I. Ten-Year Local Transit Strategy:** continuation of year seven of the Ten-Year Local Transit Strategy approved by Council

RATE SUPPORTED BUDGET

- In general, the goal of the Strategy has been to support the water, wastewater and storm programs through a sustainable level of funding
- The Rate Capital Budget is prepared in accordance with the City of Hamilton's Strategic Asset Management Policy. The Ministry of Infrastructure filed Ontario Regulation 588/17 – Asset Management Planning for Municipal Infrastructure under Bill 6, Infrastructure for Jobs and Prosperity Act (“Act”) on December 27, 2017.

2022 Approved Rate Budget

- Operating \$258MN
- Capital \$310MN

2023 RATE SUPPORTED OPERATING BUDGET

Key Drivers of the Rate Supported Budget and Financing Plan

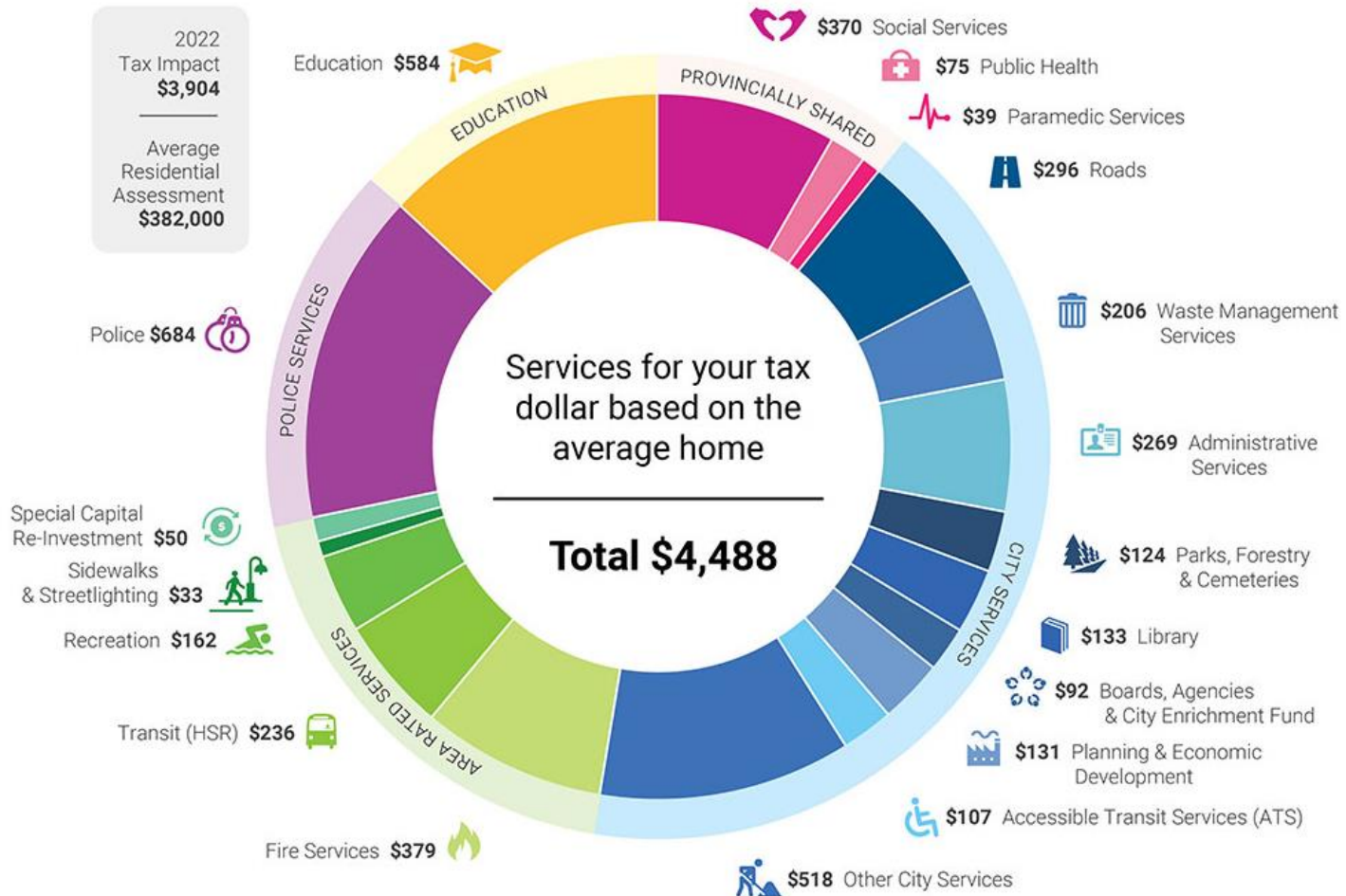
- i. Waterworks Asset Management Plan
- ii. Stormwater Funding Review
- iii. Watershed Action Plan
- iv. Flooding and Drainage Improvement Framework
- v. Water, Wastewater, and Stormwater Master Plan
- vi. Woodward Wastewater Treatment Plant Upgrades

2023 RATE SUPPORTED OPERATING BUDGET

2023-2025 Multi-Year Outlook

CITY OF HAMILTON UPDATED RATE SUPPORTED 2023-2025			
RATE FINANCING PLAN (\$000's)	2023	2024	2025
Ave. Total Rate Increase	6.49%	6.45%	6.36%
Total Revenues Available	276,208	296,181	317,368
Debt Charges	28,195	34,380	41,687
DC Exemptions	9,000	9,000	9,000
Operating Expenditures	102,412	106,574	110,905
Net Operating	139,607	149,954	161,592
Required Capital Financing	127,566	141,062	155,458
Reserve Transfers	9,034	5,165	318
Net Capital	136,600	146,227	155,776

2022 AVERAGE RESIDENTIAL PROPERTY TAX



Based on Council Approved Budget, March 30, 2022

2023 TAX SUPPORTED OPERATING BUDGET

2023-2025 Multi-Year Outlook

CITY OF HAMILTON UPDATED TAX SUPPORTED 2023-2025 MULTI-YEAR OUTLOOK							
DEPARTMENT	2022 Council Approved	2023 Outlook	%	2024 Outlook	%	2025 Outlook	%
Planning & Economic Development	31,304,660	32,244,430	3.0%	33,012,380	2.4%	33,747,920	2.2%
Healthy and Safe Communities	266,826,350	280,679,800	5.2%	290,470,000	3.5%	301,079,360	3.7%
Public Works	278,758,310	299,555,506	7.5%	311,500,996	4.0%	323,590,996	3.9%
Legislative	5,284,590	5,389,090	2.0%	5,484,680	1.8%	5,582,750	1.8%
City Manager	13,652,960	14,002,450	2.6%	14,290,590	2.1%	14,556,580	1.9%
Corporate Services	38,824,160	40,394,910	4.0%	41,204,270	2.0%	41,942,470	1.8%
Corporate Financials	22,984,458	32,631,878	42.0%	33,209,868	1.8%	33,278,738	0.2%
Non-program Revenues	(51,256,190)	(51,188,290)	-0.1%	(51,125,010)	-0.1%	(51,057,940)	-0.1%
Hamilton Entertainment Facilities	2,337,710	-	-100.0%	-	0.0%	-	0.0%
Hamilton Police Service	183,542,540	187,415,288	2.1%	193,037,747	3.0%	198,828,879	3.0%
Other Boards & Agencies	55,589,870	57,216,750	2.9%	58,457,600	2.2%	59,649,610	2.0%
Capital Financing	145,688,310	151,159,310	3.8%	163,968,310	8.5%	175,002,310	6.7%
Maintenance and Pre-Approved Net Levy	993,537,728	1,049,501,122	5.6%	1,093,511,430	4.2%	1,136,201,673	3.9%
Business Cases and Council Referred Items		13,882,760	100.0%	15,194,660	9.4%	17,194,620	13.2%
Cumulative Net Levy	993,537,728	1,063,383,882	7.0%	1,108,706,090	4.3%	1,153,396,293	4.0%
Potential COVID-19 Recovery	-	22,920,000	100.0%	17,110,000	-25.3%	12,800,000	-25.2%
Contribution from COVID-19 Reserve		(11,903,000)	100.0%	-	-100.0%	-	0.0%
Cumulative Net Levy	993,537,728	1,074,400,882	8.1%	1,110,621,430	4.8%	1,149,001,673	3.6%
Assessment Growth			-1.0%		-1.0%		-1.0%
Impact of Levy Restrictions / Re-assessment			0.1%		0.6%		0.6%
Tax Policy			0.0%		0.2%		0.0%
Education			-0.3%		-0.3%		-0.3%
Average Total Residential Tax Impact			6.9%		4.3%		2.9%

Current Council Meeting Schedule

Subject	Date
Public Delegations	November 21
Rate Budget	November 24 December 2 (if required)
Tax Capital	November 25 December 5 (if required)
User Fee Report	November 30
Tax Capital and Rate Budget – Council Approval	December 7
Tax Operating Budget Overview	January 10
Boards & Agencies Presentations	January 11
Department Presentations	January 23, 24, 26, February 3
Public Delegations	February 6
GIC Tax Operating Deliberations	February 7, 21, March 1 (if required), March 3 (if required)
Tax Operating Budget – Council Approval	March 29



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QUESTIONS?



OVERVIEW OF THE CITIES GOVERNMENT RELATIONS STRATEGY

November 9, 2022

PRESENTATION AGENDA

01

The Goal of Government Relations

Government Relations Overview

02

The Cities Priorities

Advocacy Positions for the Provincial and Federal Priorities

03

Engagement & Our Progress

Tools and tactics we use to engage and the progress from 2021 onwards

04

Where do we go from here?

Identifying new opportunities and leveraging existing successes

05

Questions & Answer

Open Dialogue

The goal of a government relations strategy for the City of Hamilton is to establish a strong, open, pro-active and transparent relationship between the City and its provincial, federal, municipal and advocacy partners.

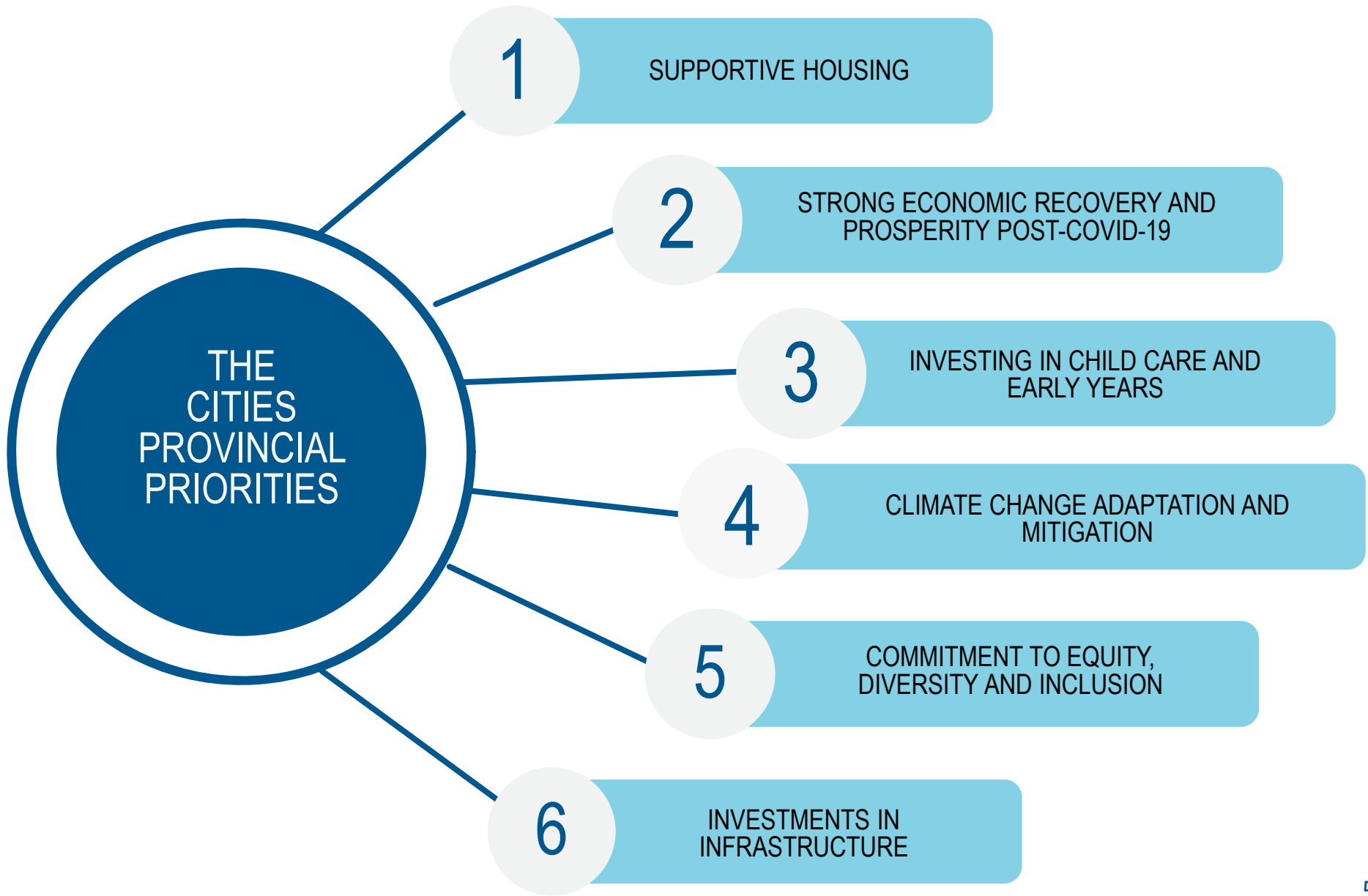
In addition to ongoing opportunities and challenges that require intergovernmental cooperation and participation, the pandemic has highlighted the increasing need to ensure that different orders of government have mutual understanding, clear communication and alignment wherever possible on shared challenges.

As all levels of government face fiscal challenges, respect and appreciation for each other's roles and responsibilities re key to ensuring important public services can be sustained in a rapidly changing environment. The intent of the government relations strategy is to ensure the City of Hamilton is uniquely positioned for funding opportunities, collaborative and strategic partnerships with our provincial and federal counterparts.

HOW TO REACH OUR GOALS & OBJECTIVES

This will be accomplished by the following:

- Further cultivating and developing meaningful relationships with political decision makers and strengthening trust with all levels of government
- Actively looking for opportunities to collaborate with provincial and federal government decision makers and the civil service through working groups, roundtables and task forces
- Utilizing forums such as the Association of Municipalities of Ontario, Rural Ontario Municipal Association, Ontario Big City Mayor's, Federation of Canadian Municipalities and other relevant associations advocating for similar priorities
- Promoting the City's accomplishments and increasing visibility of the City's leadership at Queen's Park and Parliament Hill
- Actively participating in policy development of interest to the City of Hamilton
- Providing support for local government announcements



HAMILTON'S FEDERAL PRIORITIES



FEDERAL PRIORITIES

Standard practice has been for Council to develop priorities in advance of provincial or federal elections to ensure that local candidates and relevant party policy teams understand Hamilton's priorities.

The priorities also provide important information for the new incoming (or re-elected) party to develop their mandate and funding decisions based on election commitments that have happened during consultation at the local level.



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QUESTIONS?