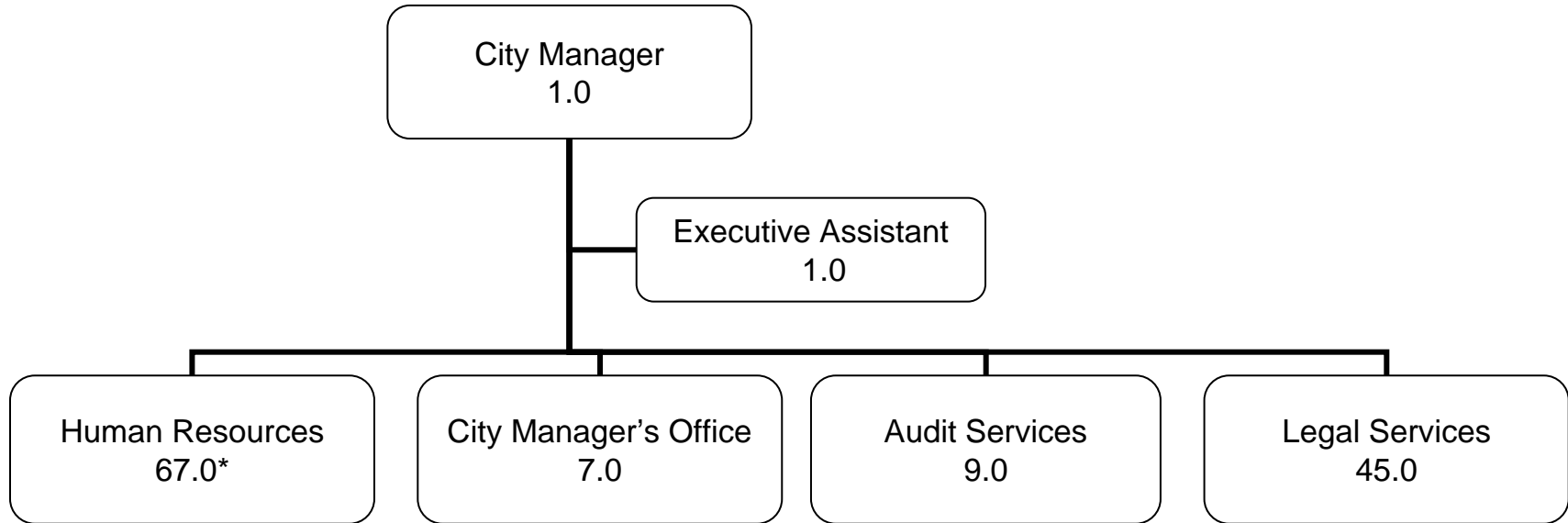


# CITY MANAGER'S OFFICE



**OVERVIEW**



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2012	14.00	116.00*	130.00*	8.29:1
2013	14.00	116.00*	130.00*	8.29:1
Change	0.00	0.00	0.00	0.00

\* 14.00 positions included in HR's complement are funded by the operating departments and appear in their budget

## 2013 INITIATIVES

- Implement the Value for Money performance audit program
- Continue to develop and implement the Workforce Management Strategy
- Continue to progress Employee Attendance Management Action Plan
- Focus on enhanced efficiency of Provincial Offences Act prosecutions
- Oversee the development of service agreements as part of the continued work around the Service Delivery Review
- Continue to improve communications between the City Manager and staff through increased engagement activities
- Complete remaining 7 priority area Neighbourhood Action Plans and continue with implementation



## SERVICE DELIVERY REVIEW – SERVICE PROFILES

- City Manager's Office supports the following programs and related services (as defined by the Service Delivery Review<sup>1</sup>):

### **Governance and Civic Engagement**

- Council Relations

### **Corporate Services**

- Organizational Oversight
- Strategic Communications
- Corporate Initiatives
- Internal Audit
- Legal Services
- Human Resources

<sup>1</sup> Service Profile Binder, General Issues Committee (October 18th, 2012)



**2013 NET OPERATING BUDGET BY DIVISION**

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Budget	
				\$	%
City Manager's Office Administration	1,213,190	1,143,910	1,243,440	30,250	2.5%
Audit Services	932,980	854,860	953,940	20,960	2.2%
Human Resources	4,784,610	4,763,590	4,998,270	213,660	4.5%
Legal Services	2,853,000	3,028,080	2,958,910	105,910	3.7%
<b>NET LEVY</b>	9,783,780	9,790,440	10,154,550	370,770	3.8%

**2013 GROSS - NET DEPARTMENTAL BUDGET**

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	12,910,830	12,810,660	13,399,290	488,460	3.8%
<i>MATERIAL AND SUPPLY</i>	598,250	589,980	588,010	(10,240)	(1.7)%
<i>BUILDING AND GROUND</i>	647,740	706,740	707,540	59,800	9.2%
<i>CONSULTING</i>	194,240	157,520	194,240	0	0.0%
<i>CONTRACTUAL</i>	555,210	510,710	555,970	760	0.1%
<i>RESERVES / RECOVERIES</i>	(1,104,690)	(1,099,190)	(1,086,940)	17,750	1.6%
<i>COST ALLOCATIONS</i>	(3,101,090)	(3,101,090)	(3,132,100)	(31,010)	(1.0)%
<i>FINANCIAL</i>	951,360	977,840	948,600	(2,760)	(0.3)%
<b><i>TOTAL EXPENDITURES</i></b>	<b>11,651,850</b>	<b>11,553,170</b>	<b>12,174,600</b>	<b>522,750</b>	<b>4.5%</b>
<i>FEES AND GENERAL</i>	(59,360)	(64,360)	(60,360)	(1,000)	(1.7)%
<i>RESERVES</i>	(1,808,710)	(1,698,370)	(1,959,690)	(150,980)	(8.3)%
<b><i>TOTAL REVENUES</i></b>	<b>(1,868,070)</b>	<b>(1,762,730)</b>	<b>(2,020,050)</b>	<b>(151,980)</b>	<b>(8.1)%</b>
<b><i>NET LEVY</i></b>	<b>9,783,780</b>	<b>9,790,440</b>	<b>10,154,550</b>	<b>370,770</b>	<b>3.8%</b>

## 2013 MAJOR COST DRIVERS

- Employee related expenses: \$488k
  - Merit & COLA \$306k
  - OMERS \$153k
- Recoveries from Tax Stabilization Reserves (\$142k)
- Rent \$67K



**2013 BASE BUDGET SAVINGS**

- Base budget savings included in base budget:

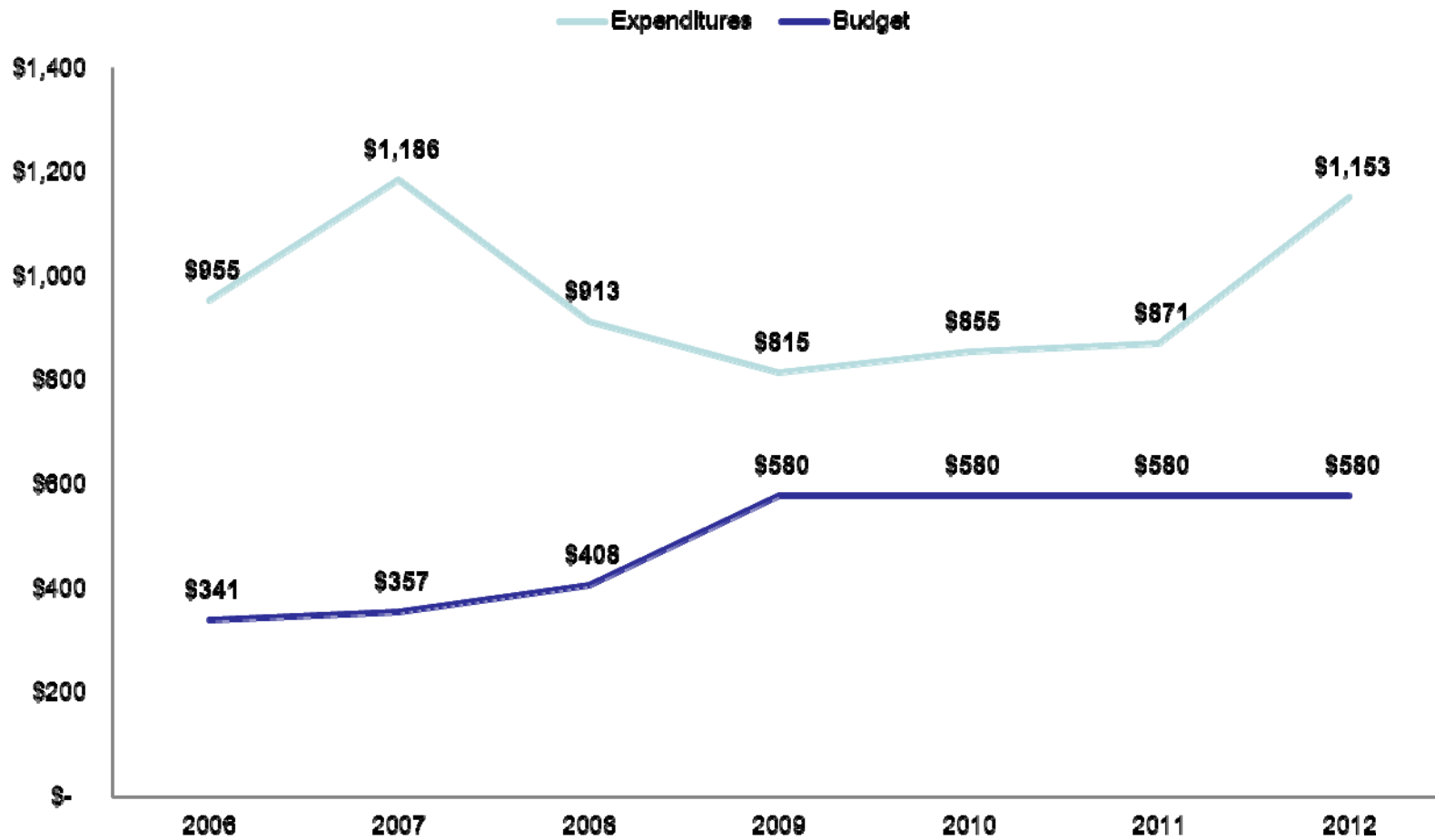
– Efficiencies based on Actuals	\$28,050
(Reduced Sponsorships & Corporate charges )	

**Total****(\$ 28,050)**



# CHRONICALLY UNDER FUNDED SERVICES

### Total Legal, Arbitration & Mediation Costs (2006 - 2012) (In Thousands)



## SERVICES WITH NO SUSTAINABLE FUNDING

### UNFUNDED PLANNING EXPERT FEES

	Total Planning Witness Fees	Funded by Tax Stabilization Reserve	Unfunded
2008	\$174,877	0	\$174,877
2009	\$140,438	0	\$140,438
2010	\$389,613	\$173,613	\$216,000
2011	\$330,300	\$242,460	\$ 87,840
2012	\$ 91,331	\$ 20,695	\$ 70,636*

\*estimate until year end completed



# 2013 Budget by Division



# City Manager - Administration

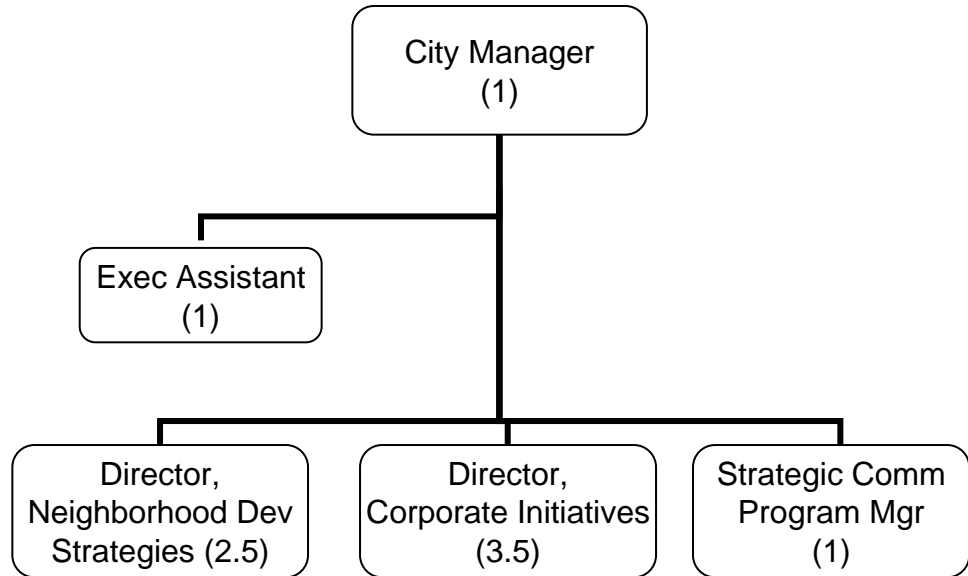


## PERFORMANCE METRICS / SERVICE LEVELS

- OMBI 2011 results indicate that Hamilton's operating costs for governance and corporate management were among the lowest of peer municipalities.
- Performance measures and service level agreements do not exist for many internal support type services



**OVERVIEW**



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2012	3.00	6.00	9.00	2.00:1
2013	3.00	6.00	9.00	2.00:1
Change	0.00	0.00	0.00	0.00

**2013 NET OPERATING BUDGET BY SECTION**

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Budget	
				\$	%
Administration	1,213,190	1,143,910	1,243,440	30,250	2.5%
<b>NET LEVY</b>	1,213,190	1,143,910	1,243,440	30,250	2.5%



**2013 GROSS - NET DIVISIONAL BUDGET**

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	1,200,040	1,176,380	1,236,760	36,720	3.1%
<i>MATERIAL AND SUPPLY</i>	22,890	24,660	19,390	(3,500)	(15.3)%
<i>BUILDING AND GROUND</i>	2,010	6,010	1,750	(260)	(12.9)%
<i>CONSULTING</i>	45,000	25,000	45,000	0	0.0%
<i>CONTRACTUAL</i>	122,620	91,230	123,370	750	0.6%
<i>RESERVES / RECOVERIES</i>	69,050	69,050	68,380	(670)	(1.0)%
<i>COST ALLOCATIONS</i>	(279,420)	(279,420)	(282,210)	(2,790)	(1.0)%
<i>FINANCIAL</i>	31,000	31,000	31,000	0	0.0%
<b><i>TOTAL EXPENDITURES</i></b>	<b>1,213,190</b>	<b>1,143,910</b>	<b>1,243,440</b>	<b>30,250</b>	<b>2.5%</b>
<b><i>TOTAL REVENUES</i></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b><i>NET LEVY</i></b>	<b>1,213,190</b>	<b>1,143,910</b>	<b>1,243,440</b>	<b>30,250</b>	<b>2.5%</b>



## 2013 MAJOR COST DRIVERS

- Employee Merit & COLA increases \$37k
- Reduced Sponsorships & Corporate charges (\$6k)



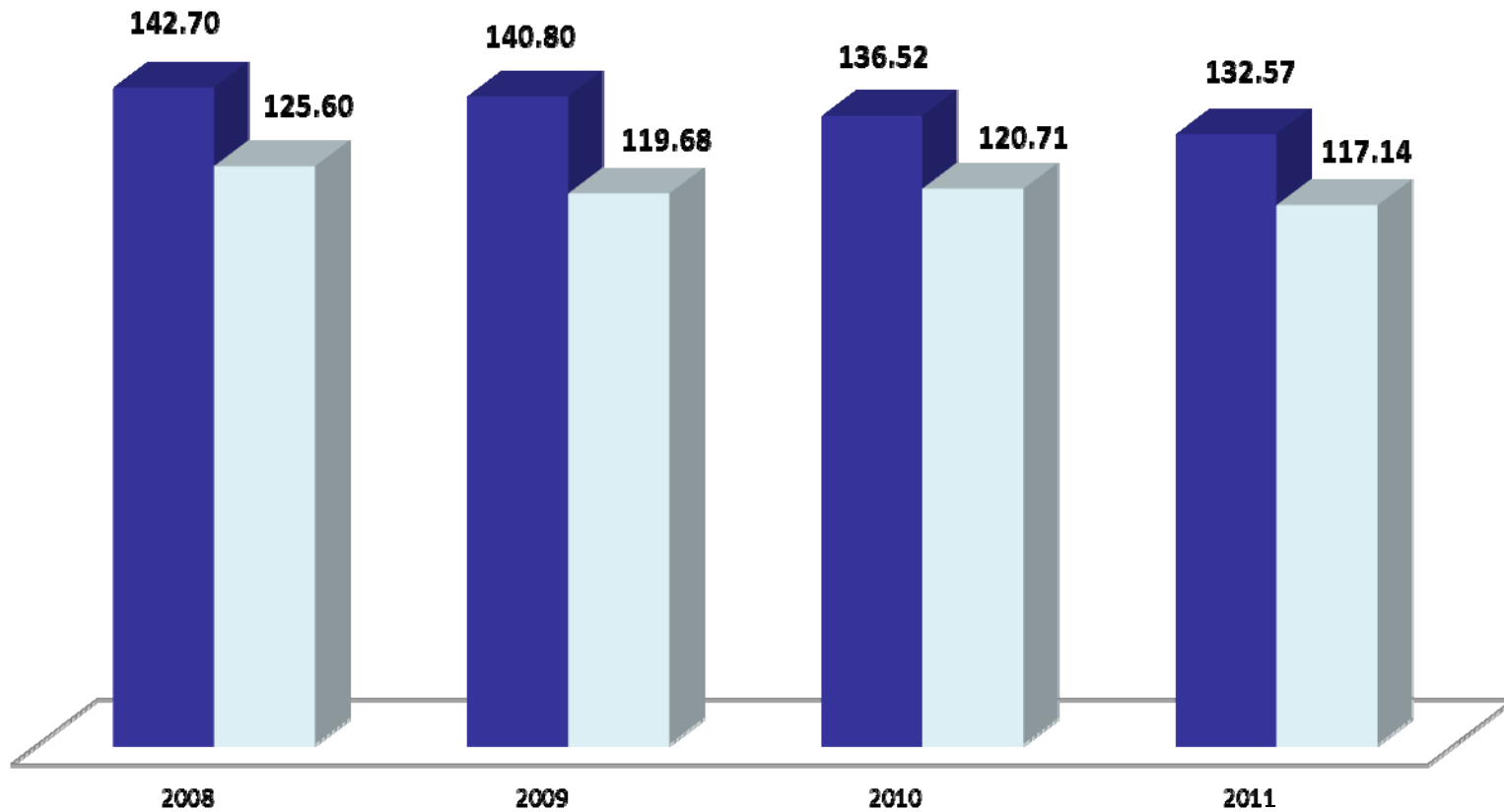
# Human Resources



## PERFORMANCE METRICS / SERVICE LEVELS

### # T4's Per HR FTE

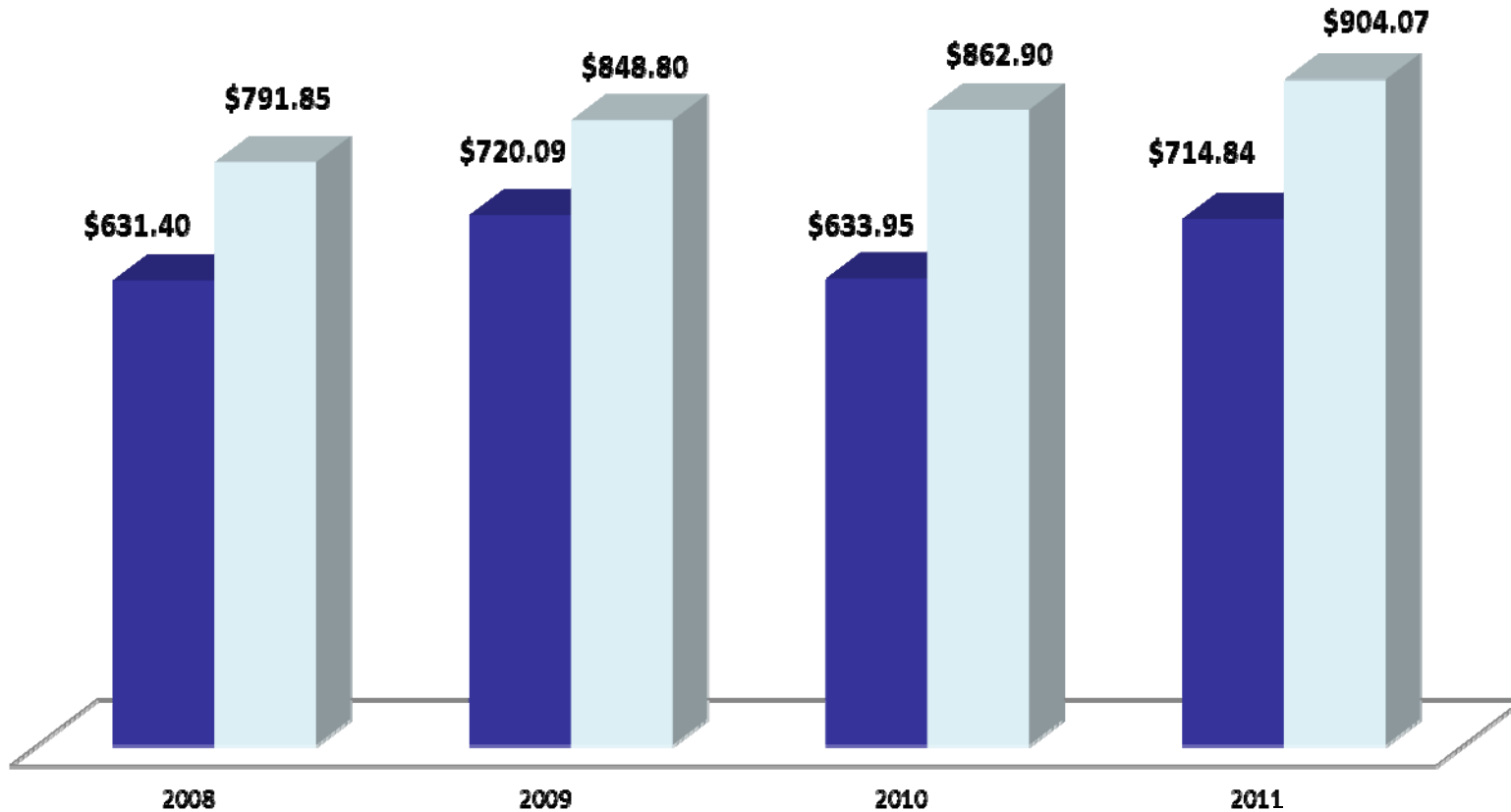
■ City of Hamilton    ■ OMBI Performance



# PERFORMANCE METRICS / SERVICE LEVELS

## HR Administrative Expense per T4 Supported

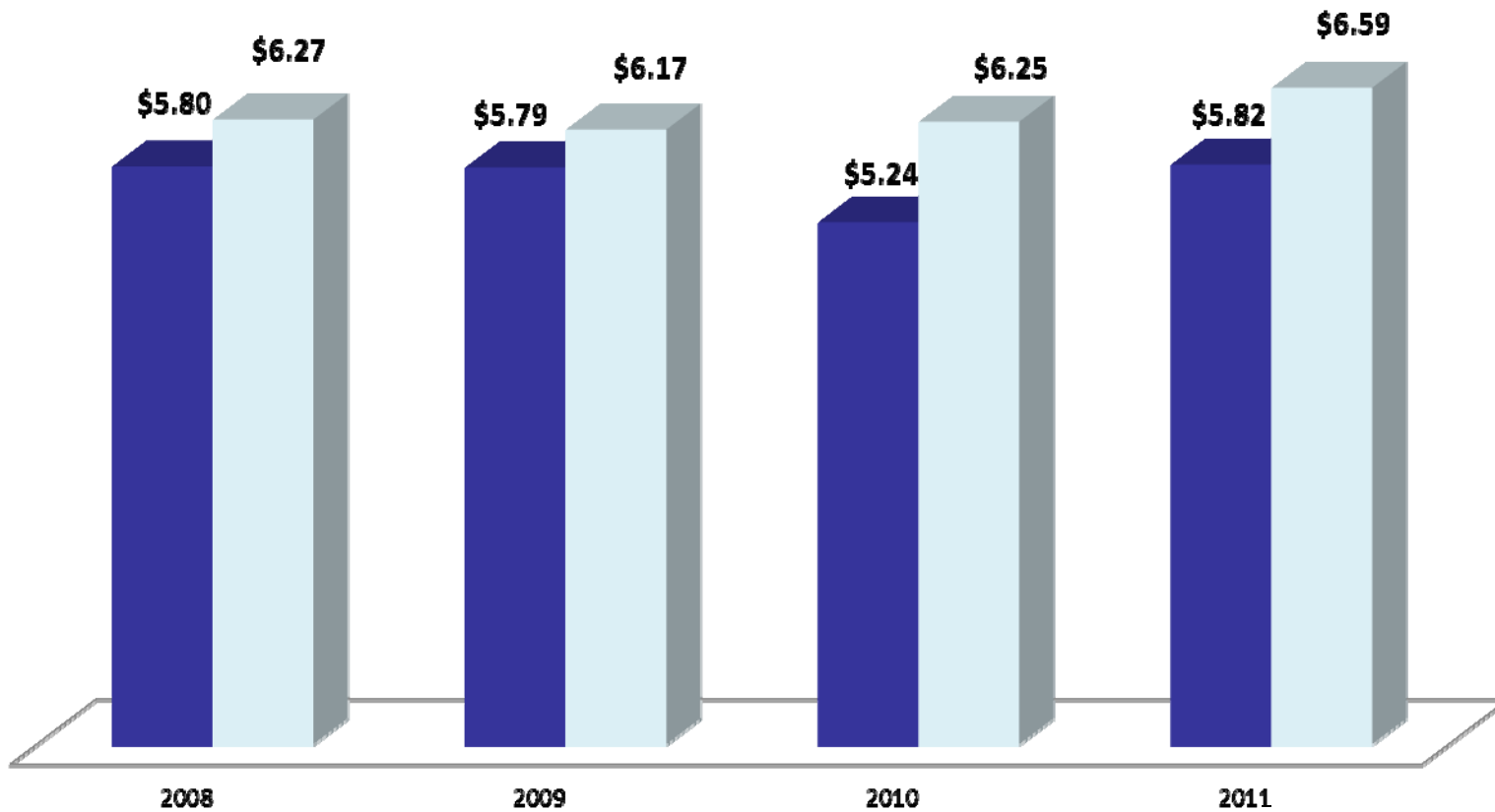
■ City of Hamilton    ■ OMBI Performance



**PERFORMANCE METRICS / SERVICE LEVELS**

**HR Administrative Operating Expenses per \$1,000 Municipal Operating Expense**

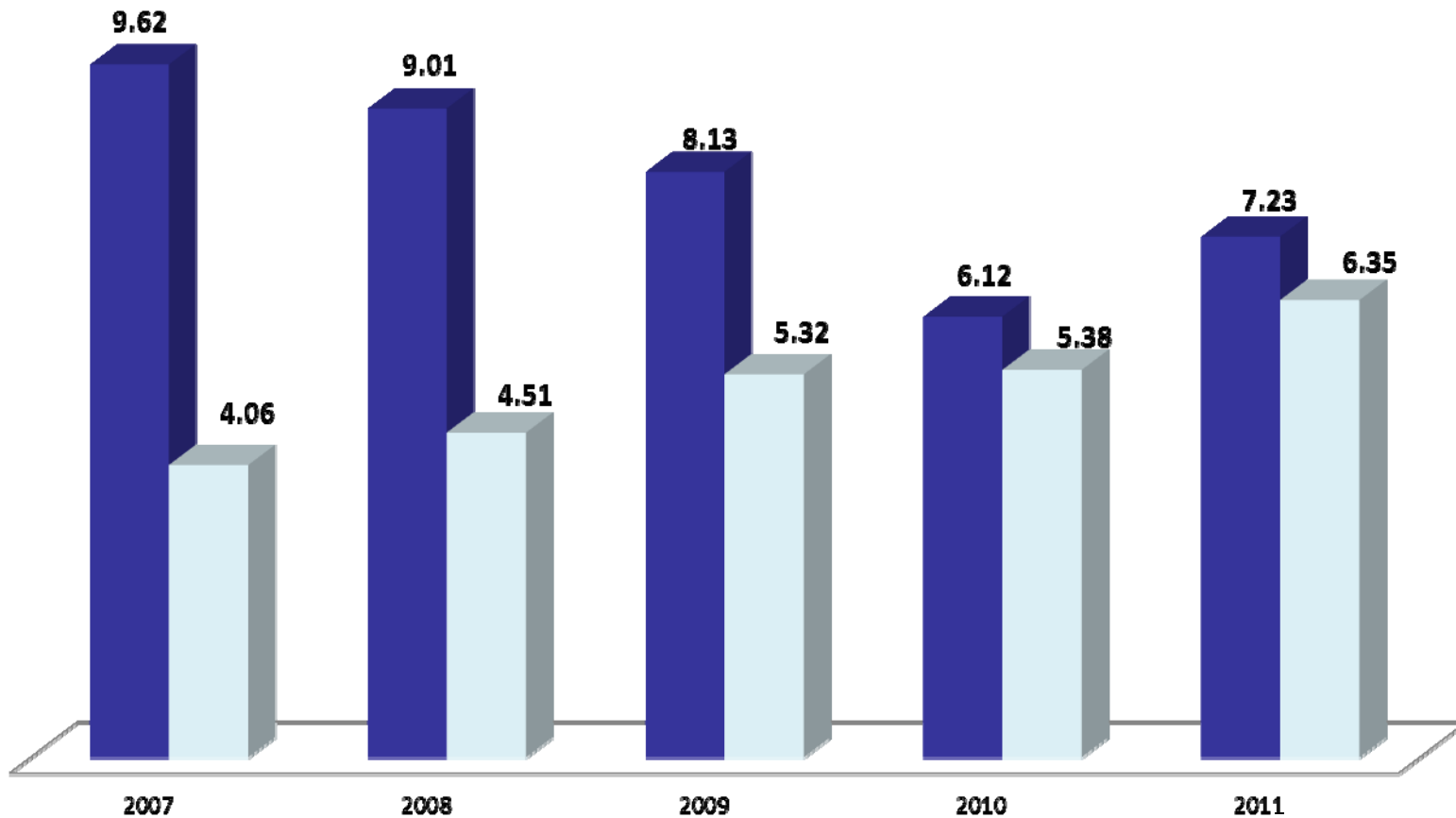
■ City of Hamilton ■ OMBI Performance



# PERFORMANCE METRICS / SERVICE LEVELS

### Overall Grievance Rate Per 100 employees

■ City of Hamilton    ■ OMBI Performance



## PERFORMANCE METRICS / SERVICE LEVELS

- Finalized 8 collective agreements
- Received 583 grievances, settled 133 grievances, 79 grievances withdrawn
- Policies – 19 completed and approved; 6 reviewed and updated, 10 policies initiated; 150 consultations on policies
- Provided training sessions in the followings areas:
  - 8 Labour Relations
  - 42 Respectful Workplace
  - 11 Performance Management
  - 4 Attendance Management
  - 7 How to Manage Sick and WSIB Absences
  - 7 Corporate New Employee Orientation
  - 38 Health & Safety



## PERFORMANCE METRICS / SERVICE LEVELS

- Recruitment – 43,614 external applications screened; 1,092 external hires; took average of 115 days to hire external candidates
- Provided a Health & Safety Symposium for 130 Joint Health & Safety Committee members
- Provided 39 employee influenza clinics for 1,090 participants
- Recognized 103 employees through City Manager and Employee Spirit Awards, 178 employees with 25 years of service, and 121 employees who retired
- Responded to 24 calls for Critical Incident Peer Support

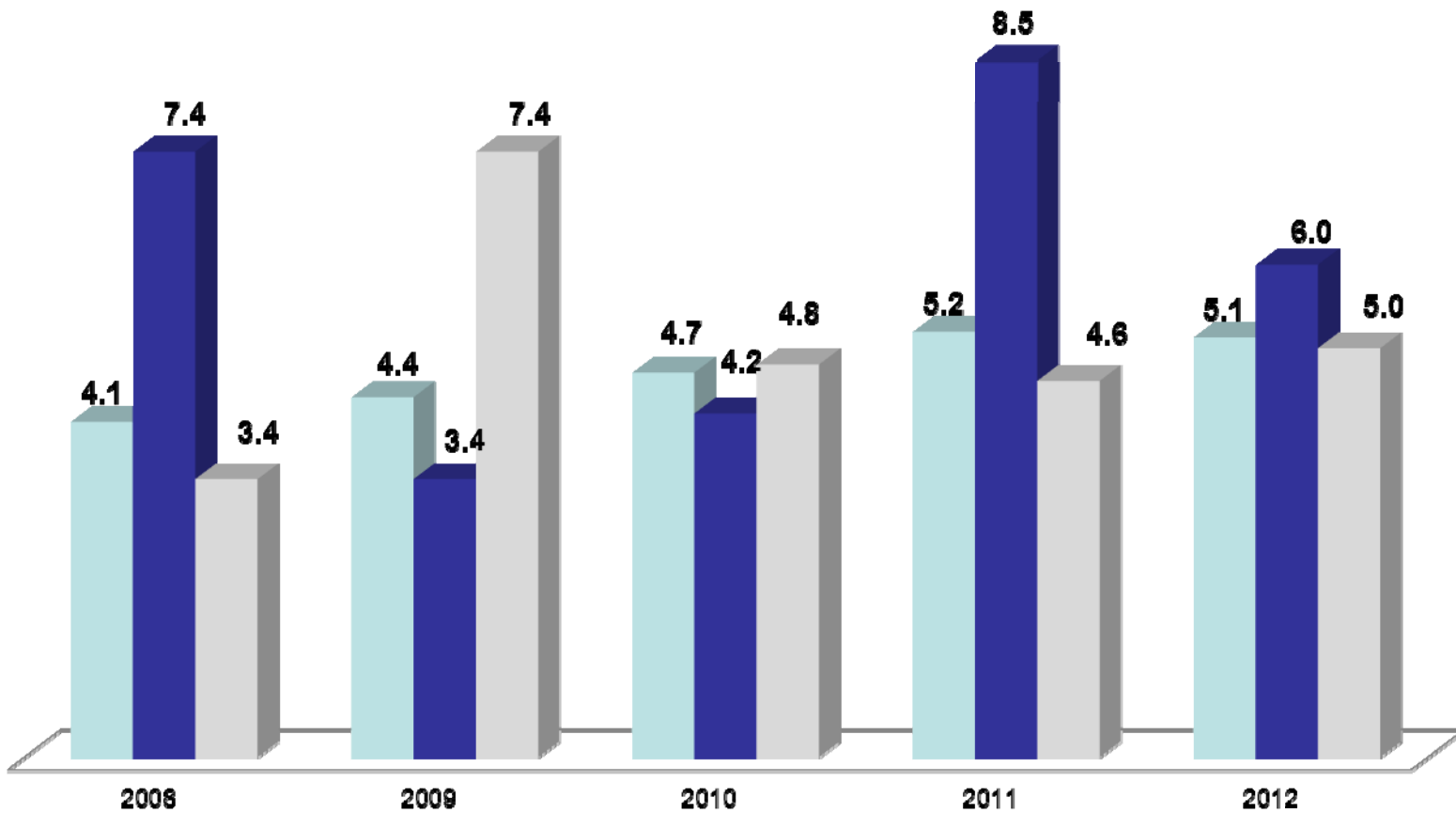




**ADDITIONAL INFORMATION**

**Historical Turnover Rate (%)**

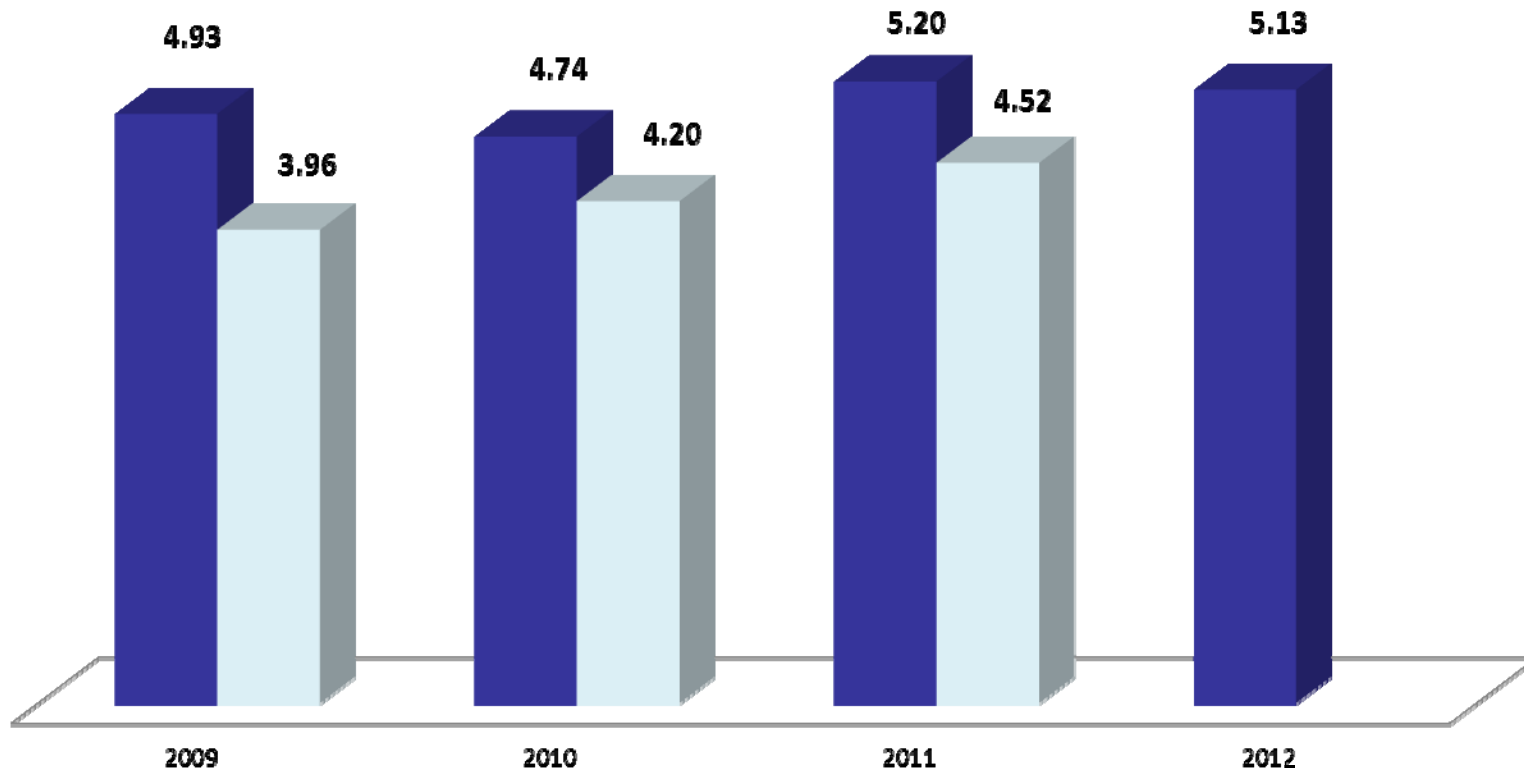
Overall    Non-Union & Management    Union



**ADDITIONAL INFORMATION**

**Overall Permanent Employee Turnover (%)**

■ City of Hamilton    ■ OMBI Performance



**ADDITIONAL INFORMATION**

- **Management to Staff Ratios**

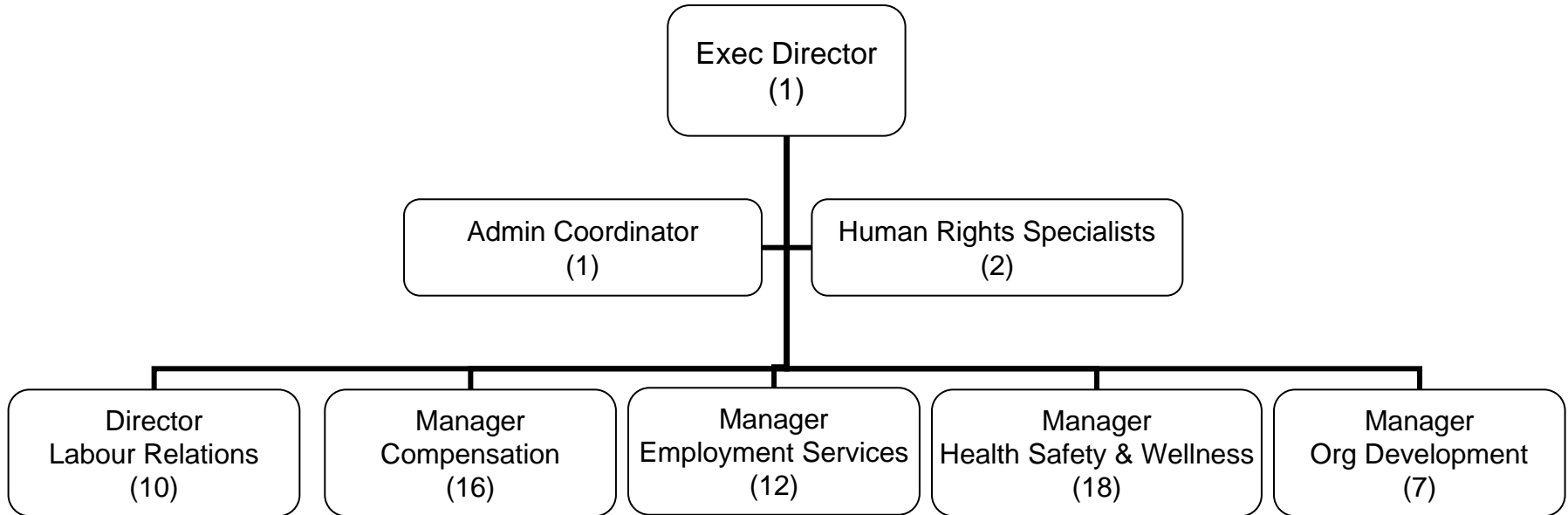
- City of Hamilton – 1:29.28 (2012) 1:28.89 (2011)
- Comparator Municipalities – 1:21.16 (2011) 1:22.63 (2010)

- **2012 Job Evaluations**

- CUPE 5167 – 7 positions evaluated, all rated higher, impacted 14 employees; average annualized increase \$3,833
- Non-Union – 11 positions evaluated, 8 rated higher, 3 positions stayed same; 11 employees received an increase, 3 no change; average annualized increase \$4,197



**OVERVIEW**



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2012	6.00	61.00*	67.00*	10.17:1
2013	6.00	61.00*	67.00*	10.17:1
Change	0.00	0.00	0.00	0.00

\* 14 of these HR positions are funded by the operating departments and appear in their budget



## 2013 NET OPERATING BUDGET BY SECTION

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Budget	
				\$	%
Human Resources Admin & Human Rights	(274,630)	(213,310)	(205,260)	69,370	25.3%
Employment Services	962,740	967,810	988,460	25,720	2.7%
Labour Relations	1,490,420	1,409,040	1,493,030	2,610	0.2%
Organizational Development	468,270	453,950	470,820	2,550	0.5%
Health Safety & Wellness	975,310	997,000	1,047,390	72,080	7.4%
Compensation & Benefits	1,162,500	1,149,100	1,203,830	41,330	3.6%
<b>NET LEVY</b>	<b>4,784,610</b>	<b>4,763,590</b>	<b>4,998,270</b>	<b>213,660</b>	<b>4.5%</b>

## 2013 NET OPERATING BUDGET BY SECTION

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Budget	
				\$	%
Human Resources Admin & Human Rights	814,000	875,320	894,260	80,260	9.9%
Employment Services	962,740	967,810	988,460	25,720	2.7%
Labour Relations	1,490,420	1,409,040	1,493,030	2,610	0.2%
Organizational Development	468,270	453,950	470,820	2,550	0.5%
Health Safety & Wellness	975,310	997,000	1,047,390	72,080	7.4%
Compensation & Benefits	1,162,500	1,149,100	1,203,830	41,330	3.6%
Indirect Cost Recoveries	(1,088,630)	(1,088,630)	(1,099,520)	(10,890)	(1.0)%
<b>NET LEVY</b>	<b>4,784,610</b>	<b>4,763,590</b>	<b>4,998,270</b>	<b>213,660</b>	<b>4.5%</b>

## 2013 GROSS - NET DIVISIONAL BUDGET

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	5,651,500	5,512,930	5,804,320	152,820	2.7%
<i>MATERIAL AND SUPPLY</i>	492,570	486,530	490,400	(2,170)	(0.4)%
<i>BUILDING AND GROUND</i>	301,610	356,610	357,920	56,310	18.7%
<i>CONSULTING</i>	124,240	107,520	124,240	0	0.0%
<i>CONTRACTUAL</i>	394,610	372,210	395,620	1,010	0.3%
<i>RESERVES / RECOVERIES</i>	66,740	66,740	92,880	26,140	39.2%
<i>COST ALLOCATIONS</i>	(1,088,630)	(1,088,630)	(1,099,520)	(10,890)	(1.0)%
<i>FINANCIAL</i>	510,300	514,380	510,300	0	0.0%
<b><i>TOTAL EXPENDITURES</i></b>	<b>6,452,940</b>	<b>6,328,290</b>	<b>6,676,160</b>	<b>223,220</b>	<b>3.5%</b>
<i>FEES AND GENERAL</i>	(3,500)	(3,500)	(4,500)	(1,000)	(28.6)%
<i>RESERVES</i>	(1,664,830)	(1,561,200)	(1,673,390)	(8,560)	(0.5)%
<b><i>TOTAL REVENUES</i></b>	<b>(1,668,330)</b>	<b>(1,564,700)</b>	<b>(1,677,890)</b>	<b>(9,560)</b>	<b>(0.6)%</b>
<b><i>NET LEVY</i></b>	<b>4,784,610</b>	<b>4,763,590</b>	<b>4,998,270</b>	<b>213,660</b>	<b>4.5%</b>

**2013 MAJOR COST DRIVERS**

- Employee Related Expenses \$153,000
  - Merit & COLA increases - \$75K
  - OMERS - \$57K
  - Benefits - \$21K
  
- Rent Increase \$60,000
  
- Corporate Charges & Recoveries \$12,000
  
- Indirect Recoveries (\$10,890)





# Audit Services

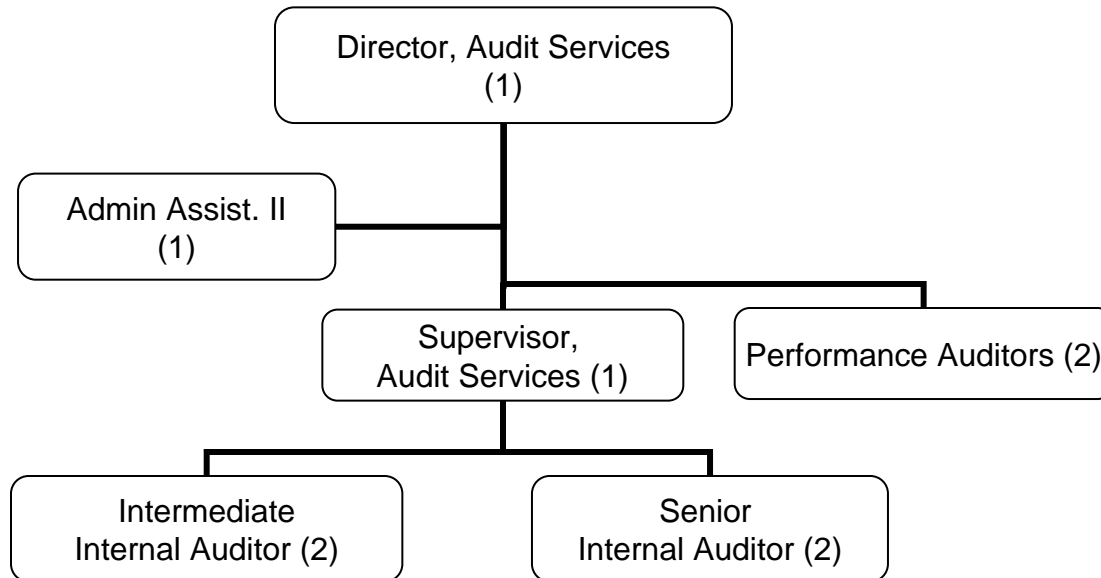


**PERFORMANCE METRICS / SERVICE LEVELS**

- 2012 Work Plan completed
- 71 recommendations made in 2012 of which 96% accepted
- 94% completed implementation rate for recommendations made since 2005



**OVERVIEW**



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2012	1.00	8.00	9.00	8.00:1
2013	1.00	8.00	9.00	8.00:1
Change	0.00	0.00	0.00	0.00



**2013 GROSS - NET DIVISIONAL BUDGET**

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Budget	
				\$	%
Audit Services	932,980	854,860	953,940	20,960	2.2%
<b>NET LEVY</b>	932,980	854,860	953,940	20,960	2.2%

**2013 NET OPERATING BUDGET BY SECTION**

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	927,780	848,950	1,095,590	167,810	18.1%
<i>MATERIAL AND SUPPLY</i>	1,330	1,330	1,330	0	0.0%
<i>BUILDING AND GROUND</i>	119,510	119,510	117,190	(2,320)	(1.9)%
<i>CONSULTING</i>	25,000	25,000	25,000	0	0.0%
<i>RESERVES / RECOVERIES</i>	2,700	(3,300)	590	(2,110)	(78.1)%
<i>FINANCIAL</i>	540	540	540	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>1,076,860</b>	<b>992,030</b>	<b>1,240,240</b>	<b>163,380</b>	<b>15.2%</b>
<i>RESERVES</i>	(143,880)	(137,170)	(286,300)	(142,420)	(99.0)%
<b>TOTAL REVENUES</b>	<b>(143,880)</b>	<b>(137,170)</b>	<b>(286,300)</b>	<b>(142,420)</b>	<b>(99.0)%</b>
<b>NET LEVY</b>	<b>932,980</b>	<b>854,860</b>	<b>953,940</b>	<b>20,960</b>	<b>2.2%</b>

## 2013 MAJOR COST DRIVERS

- Employee related costs \$168k
  - Employee merit & COLA increases \$25k
  - Additional staff costs for Value for Money Audit Program offset by reserve funding for approved two positions
- Reduced Corp expenses & recovery (\$4k)



# Legal Services



**PERFORMANCE METRICS / SERVICE LEVELS**

- OMBI 2011 results indicate that Hamilton's Legal Services operating costs were among the lowest of peer municipalities.
- In-house blended hourly rate of \$80.72



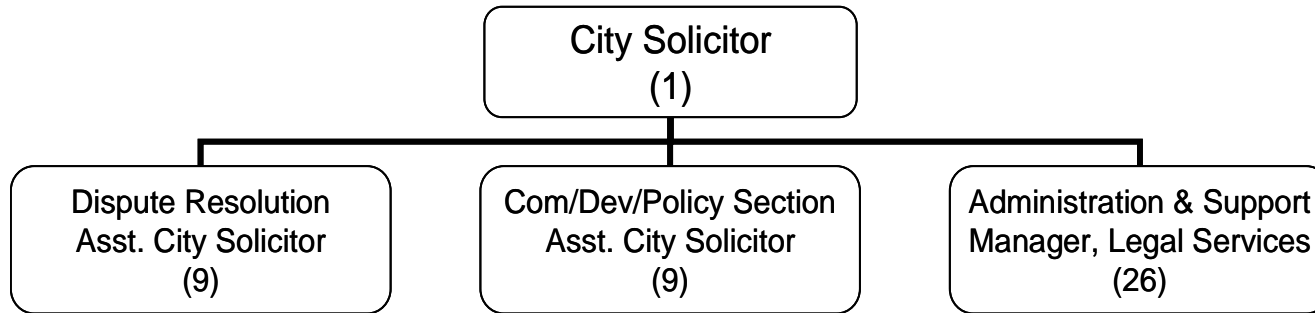


**PERFORMANCE METRICS / SERVICE LEVELS**

- 2012 Win/Loss
  - **Overall:** **83%**
  - Civil Litigation/Other: 83%
  - OMB: 85%
- Resolved claims against the City totaling \$124 M for \$4.7 M



**OVERVIEW**



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2012	4.00	41.00	45.00	10.25:1
2013	4.00	41.00	45.00	10.25:1
Change	0.00	0.00	0.00	0.00

**2013 NET OPERATING BUDGET BY SECTION**

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Budget	
				\$	%
Inhouse-Outside Counsel - City	2,853,000	3,028,080	2,958,910	105,910	3.7%
<b>NET LEVY</b>	2,853,000	3,028,080	2,958,910	105,910	3.7%



**2013 GROSS - NET DIVISIONAL BUDGET**

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	5,131,510	5,272,390	5,262,630	131,120	2.6%
<i>MATERIAL AND SUPPLY</i>	81,460	77,460	76,890	(4,570)	(5.6)%
<i>BUILDING AND GROUND</i>	224,610	224,610	230,680	6,070	2.7%
<i>CONTRACTUAL</i>	37,980	47,270	36,980	(1,000)	(2.6)%
<i>RESERVES / RECOVERIES</i>	(1,243,180)	(1,231,680)	(1,248,790)	(5,610)	(0.5)%
<i>COST ALLOCATIONS</i>	(1,733,040)	(1,733,040)	(1,750,370)	(17,330)	(1.0)%
<i>FINANCIAL</i>	409,520	431,920	406,760	(2,760)	(0.7)%
<b><i>TOTAL EXPENDITURES</i></b>	<b>2,908,860</b>	<b>3,088,940</b>	<b>3,014,770</b>	<b>105,910</b>	<b>3.6%</b>
<i>FEES AND GENERAL</i>	(55,860)	(60,860)	(55,860)	0	0.0%
<b><i>TOTAL REVENUES</i></b>	<b>(55,860)</b>	<b>(60,860)</b>	<b>(55,860)</b>	<b>0</b>	<b>0.0%</b>
<b><i>NET LEVY</i></b>	<b>2,853,000</b>	<b>3,028,080</b>	<b>2,958,910</b>	<b>105,910</b>	<b>3.7%</b>

## 2013 MAJOR COST DRIVERS

- Employee merit & COLA increases \$120k
- Rent \$8k
- Corp charges & budget reductions (\$4k)
- Indirect Recoveries (\$17k)



# City Manager's Office

## Additional Information



## ADDITIONAL INFORMATION

### CITY MANAGER'S OFFICE - PERMANENT VACANCIES (as at December 31, 2012)

Position	2012 Annual Budget (S&B estimates)	Months Vacant	Comments
City Solicitor	198,652	10	Filled - Feb 1, 2013 start
Labour Relations Officer	125,204	6	Filled - Jan 7, 2013
Human Rights Specialist	112,727	4	Filled - Feb 4, 2013 start
RTW Services Asst	70,622	2	Filled - Jan 25, 2013
<b>Total</b>	<b>507,205</b>		



## ADDITIONAL INFORMATION

- **Vacation Carryovers and Payouts**
  - analysis is underway; report to be completed by end of February

