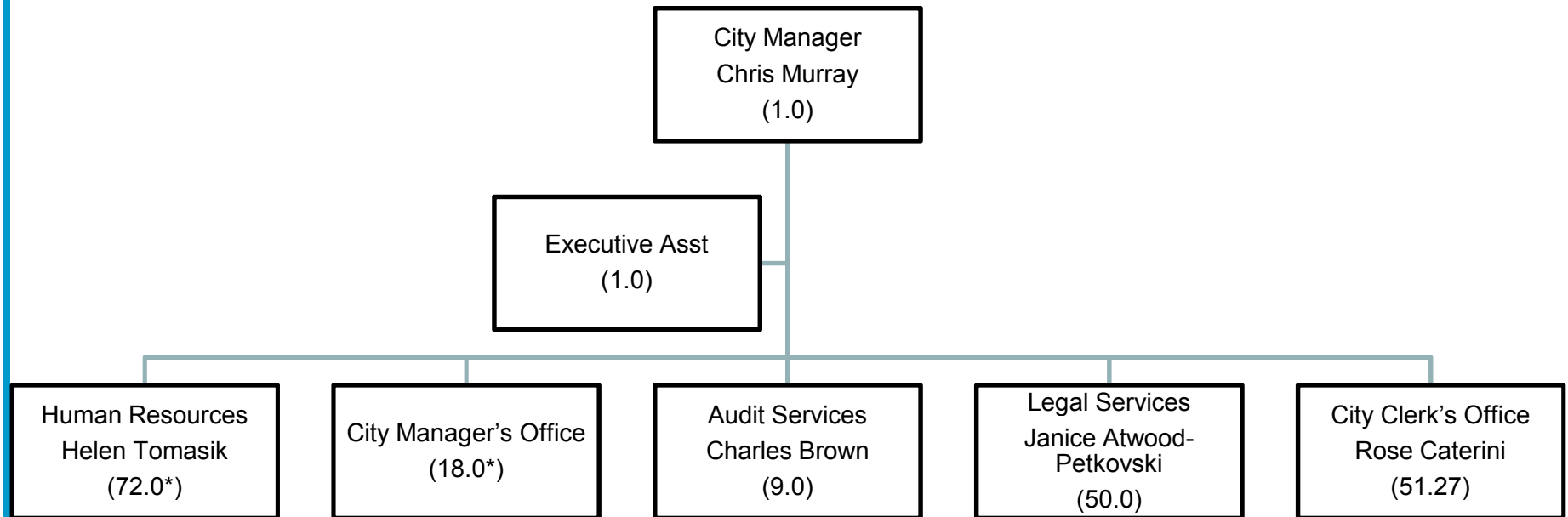


2016 TAX OPERATING BUDGET

# City Manager



**OVERVIEW**



Complement (FTE)	Management	Other	Total	# of staff/ Management
<b>2015 (restated)</b>	18	184.27*	202.27*	10.24:1
<b>2016</b>	18	184.27*	202.27*	10.24:1
<b>Change</b>	0	0	0	0

\* Denotes positions included in the complement, funded by the operating departments and appear in their budget

- Human Resources – 16
- City Manager Admin (Communications) - 6

## 2015 HIGHLIGHTS

### **Prosperous & Healthy Community**

- Initiated review of land use development process (Ian Neville Report)
- Lead on the Our Future Hamilton: Communities in Conversation 2-day Speakers series; engaging 1700+ citizens in two days

### **Leadership & Governance**

- Initiation of the 2016 – 2025 Strategic Plan process
- Supported the City's Leadership through:
  - Extended Management Team Meetings (2) and Corporate Leadership Team Meetings (3)
  - Continued development and implementation of corporate leadership program
  - Performance Accountability and Development system with training modules and management coaching
- Developed for Council a government relations program
- Implementation of the Lobbyist Registry By-law
- Administration of Municipal Elections Act Compliance Audit Process



## 2015 HIGHLIGHTS

### **Leadership & Governance** (con't)

- Created on-line training module on ethics and the employee Code of Conduct with provision for electronic sign off in 2016



## 2015 HIGHLIGHTS

### Valued & Sustainable Services

- Extension of Value for Money Audit Pilot Program to June 2017 to continue performing value-for-money audits
- Filled all vacancies in 2015, operating with full complement as of January 2016
- New Director of Audit Services hired and started in January 2016
- Introduction of Continuous Improvement using Lean / Six Sigma
- Implemented ergonomic strategy that decreased lost time injury rates in targeted employee groups
- Negotiated collective agreements for CUPE 5167, ATU, ONA (Public Health) and IUOE; resolved outstanding Roads Arbitration
- Implemented Automated Workflow & Manager Self Service system for HR related employee transactions
- Assessed satisfaction with internal services provided by CMO & Corporate Services and initiated Service Level Agreements accordingly



## 2015 HIGHLIGHTS

### Valued & Sustainable Services (con't)

- Audit Services provided 33 reports to AF&A in 2015, covering a wide variety of topics.
  - Over 150 recommendations were made to improve service delivery; management accepted 92% of these recommendations.
- Clerked 262 Council and committee meetings.

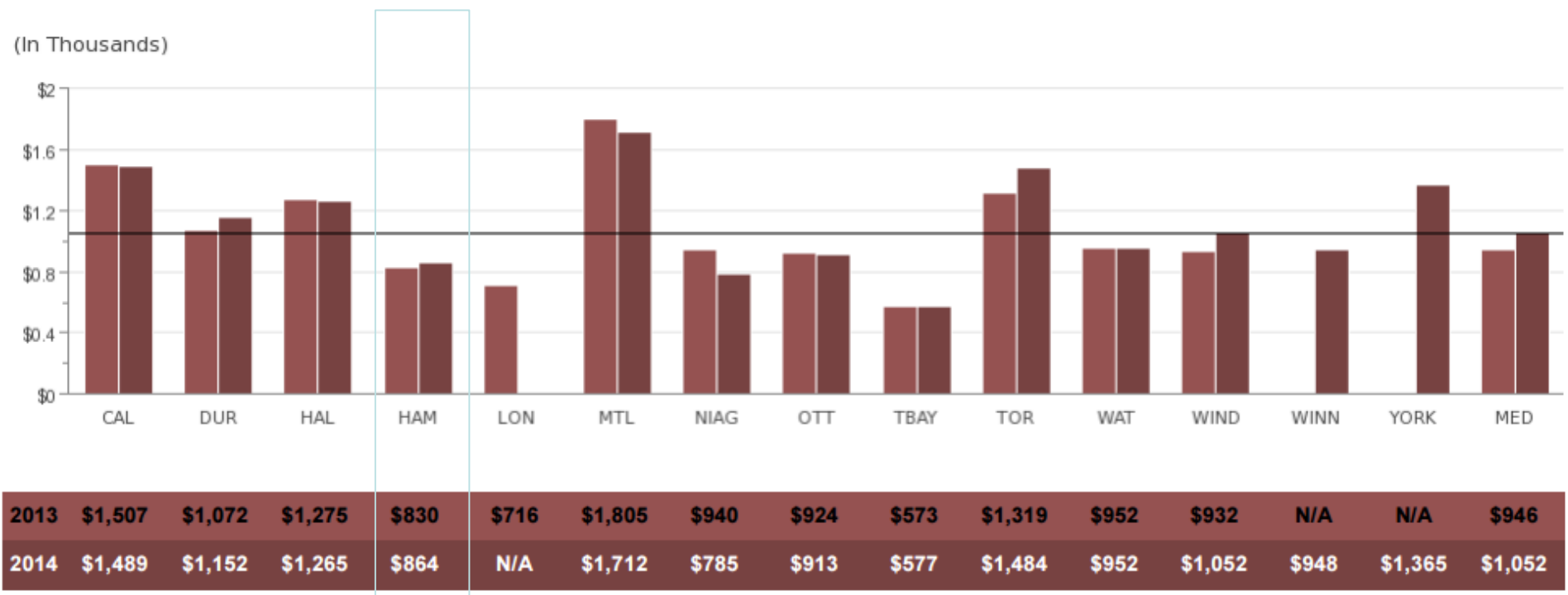


**PERFORMANCE METRICS / SERVICE LEVELS**

**Human Resources**

**What is the total cost of HR administration per T4 supported?**

Fig 14.1 Total Cost for Human Resources Administration per T4 Supported (includes amortization)



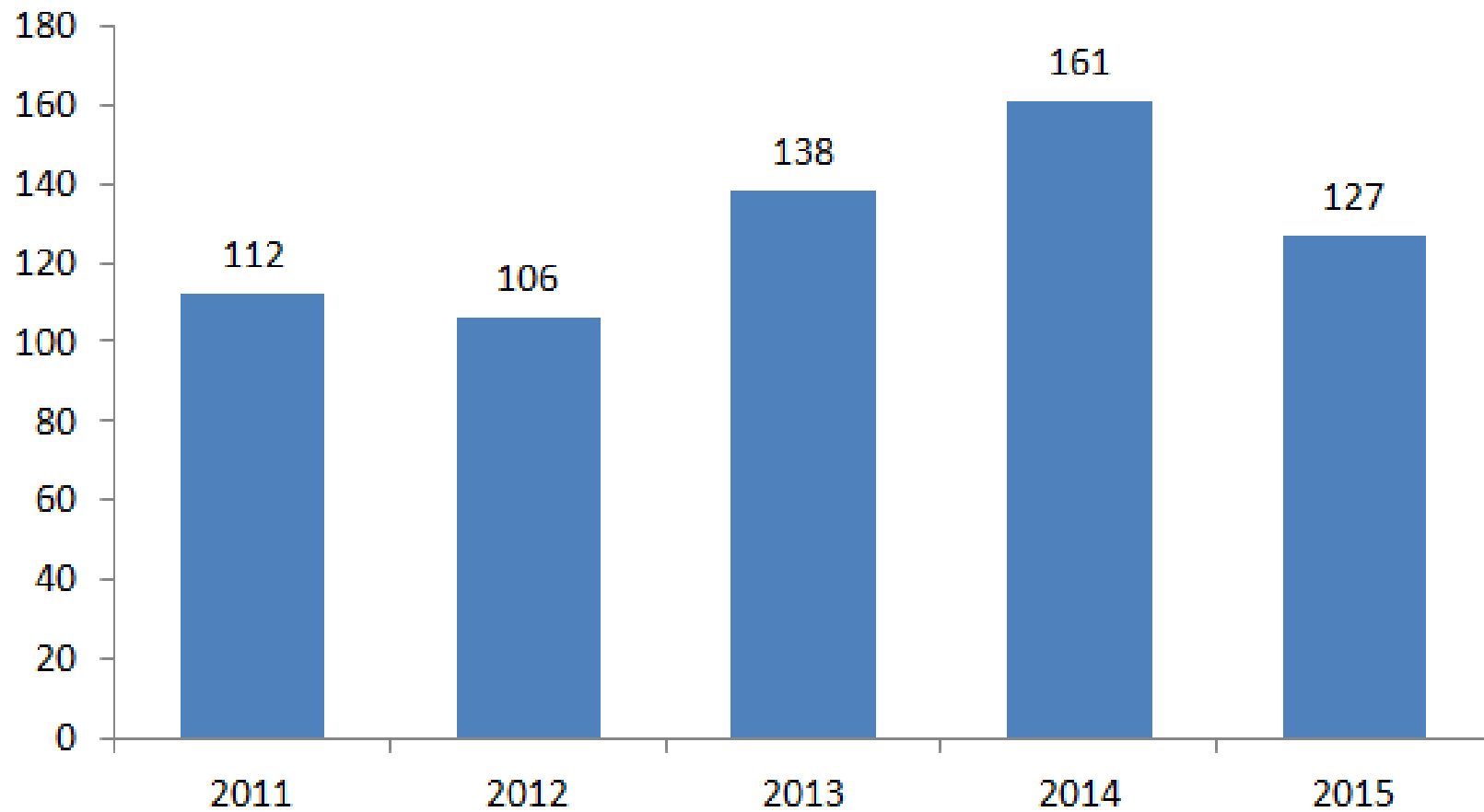
Source: HMRS305T (Efficiency)

2014 OMBI PERFORMANCE MEASUREMENT REPORT

**PERFORMANCE METRICS / SERVICE LEVELS**

**Impact of Ergonomic Strategy in 2015**

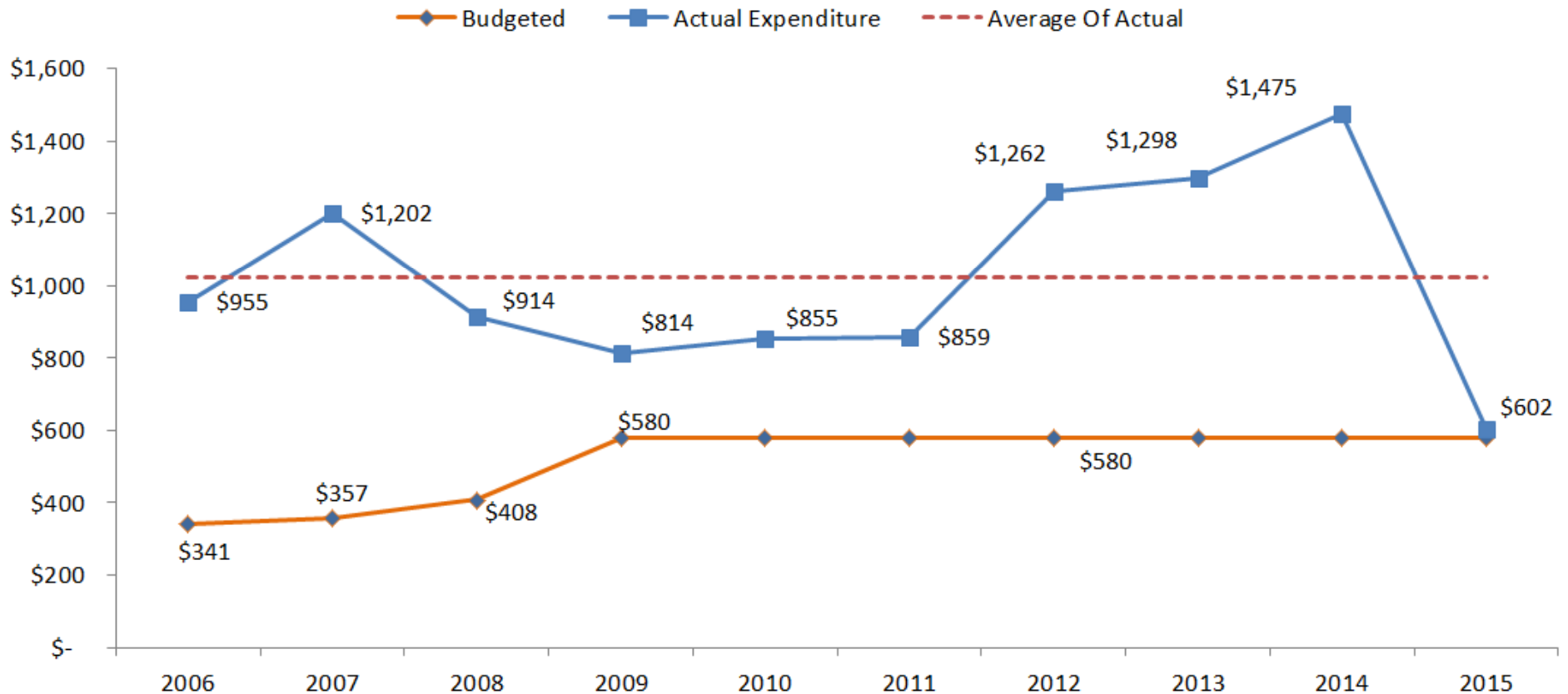
**Musculoskeletal Disorder – Lost Time Injury Occurrences**





**PERFORMANCE METRICS / SERVICE LEVELS**

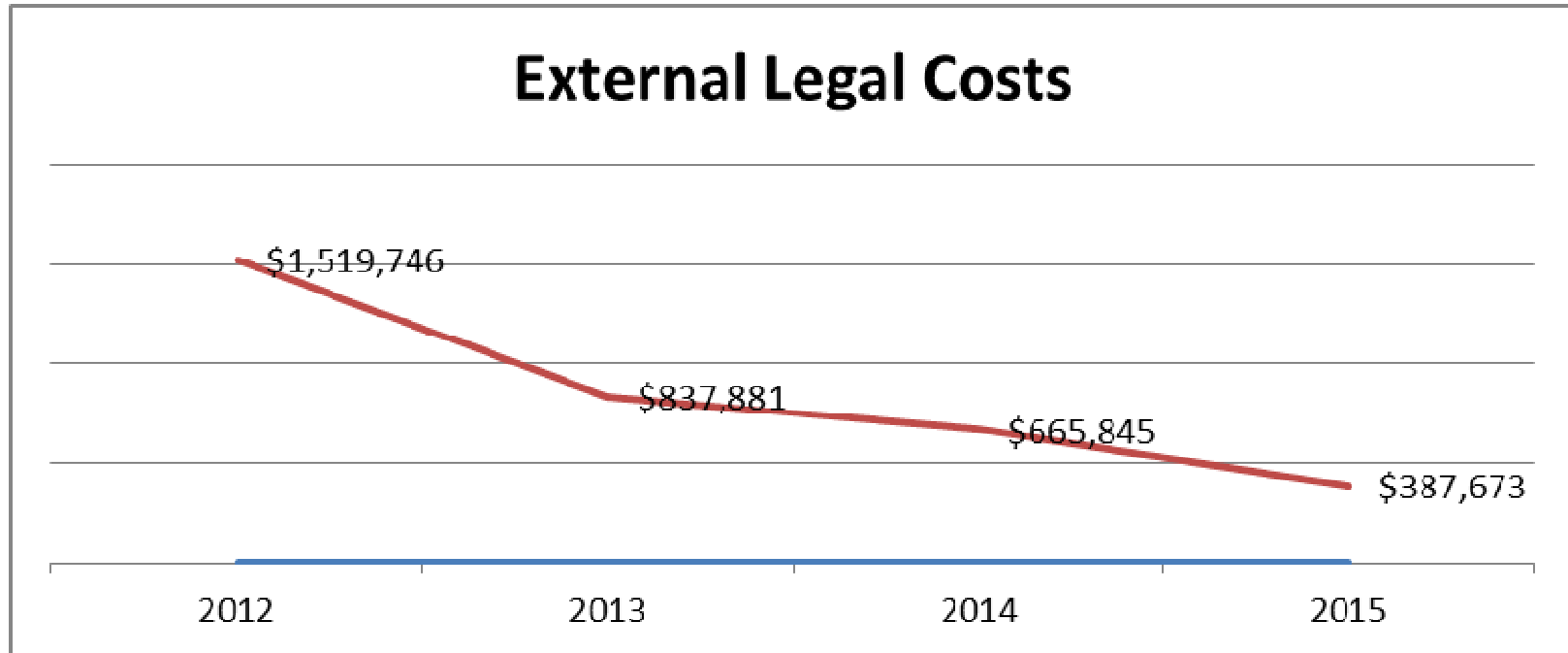
**Total Legal, Arbitration & Mediation Costs 2006 – 2015 (in thousands)**



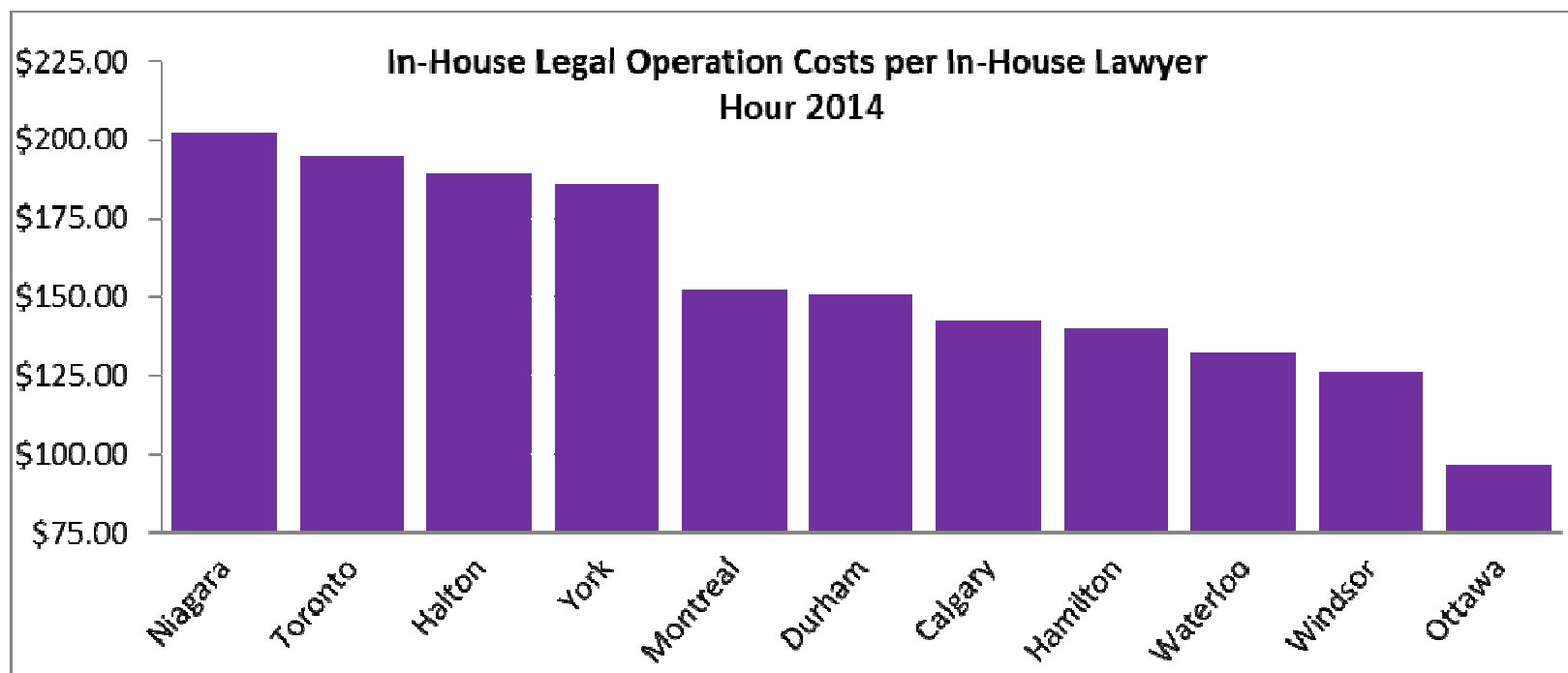
\* 2015 results as of Jan 18<sup>th</sup>, 2016 (some expenses are still being reported).

Performance Metrics/Service Levels

Reduce reliance on External Lawyers



Performance Metrics/Service Levels



\* 2014 OMBI Report



## 2016 INITIATIVES

### **Prosperous & Healthy Community**

- Legal support of LRT
- Legal support of In-house HR lawyer
- Continue providing support to land use development review process

### **Valued & Sustainable Services**

- Broadening the portfolio of services offered by Audit Services:
  - Audits (including value-for-money auditing)
  - Consulting
  - Independent risk assessments
  - Developing a comprehensive fraud program.
- Formalization of Continuous Improvement Program
- Negotiate collective agreements for CUPE 1041, CLAC, OPSEU, ONA (Lodges), and CUPE (Lodges)



## 2016 INITIATIVES

### **Valued & Sustainable Services** (con't)

- Develop and issue RFP for Employee Benefits Provider
- Finalize delivery of Employer proposals for Fire Interest Arbitration and receive award
- Implementation of paper-reduced agenda distribution process, including e-agendas for members of Council and review audio-visual technology



**2016 INITIATIVES****Leadership & Governance**

- Finalization of the 2016 – 2025 Strategic Plan
- Assist Council with aligning City needs/priorities with Federal/Provincial government mandates
- Create a People Plan that enables achievement of the City's strategic plan and desired corporate culture
  - Continue to advance succession planning, workforce planning, and the performance accountability and development system corporate-wide
  - Continue development and implementation of the corporate leadership development pathway
- Develop a corporate employee survey to assess current corporate culture, employee engagement, employee health and well-being as well as monitor employee diversity
- Develop and implement Workplace Mental Health strategy
- Review and modify Attendance Support Program in consideration of Audit recommendations and best practices



# 2016 Preliminary Tax Operating Budget



**2016 NET OPERATING BUDGET BY DIVISION**

**City Manager**

	2015 Restated Budget	2015 Projected Actual	2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
				\$	%
City Managers Office	1,513,680	1,206,250	1,600,380	86,700	5.7%
Audit Services	988,530	914,190	997,060	8,530	0.9%
City Clerk's Office	2,132,470	2,035,190	2,297,390	164,920	7.7%
Human Resources	5,445,020	5,623,680	5,451,030	6,010	0.1%
Legal Services	3,184,340	3,168,550	3,302,810	118,470	3.7%
<b>NET LEVY</b>	13,264,030	12,947,850	13,648,660	384,620	2.9%

\* Proposed budget reductions will bring the Net Levy increase to 2.5%



**2016 MAJOR COST DRIVERS / Opportunities**





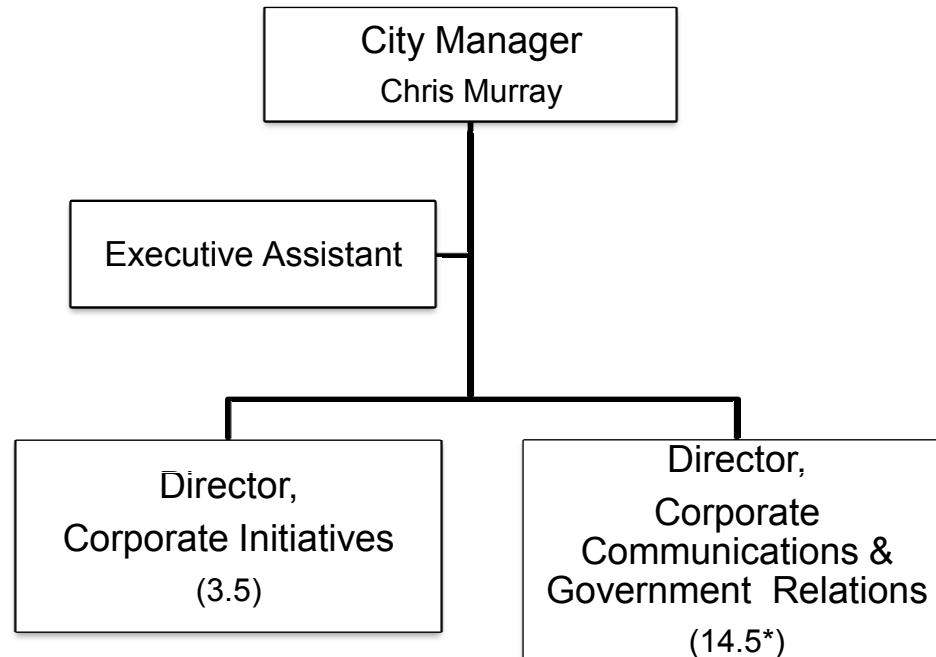
# 2016 Budget by Division



# City Manager's Office



**OVERVIEW**



Complement (FTE)	Management	Other	Total	# of staff/ Management
<b>2015 (restated)</b>	3	17*	20*	5.67:1
<b>2016</b>	3	17*	20*	5.67:1
<b>Change</b>	0	0	0	0

\* 6 positions included in the complement, are funded by the operating departments and appear in their budget

**2016 NET OPERATING BUDGET BY SECTION**

**City Managers Office**

	2015 Restated Budget	2015 Projected Actual	2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
				\$	%
Administration - CMO	271,030	270,860	280,870	9,840	3.6%
Corporate Initiatives CMO	407,280	407,280	415,690	8,410	2.1%
Comms & Intergov Affairs	835,370	528,110	903,810	68,440	8.2%
<b>NET LEVY</b>	1,513,680	1,206,250	1,600,380	86,700	5.7%

\* Proposed budget reductions will bring the Net Levy increase to 3.1%

**2016 MAJOR COST DRIVERS / Opportunities**

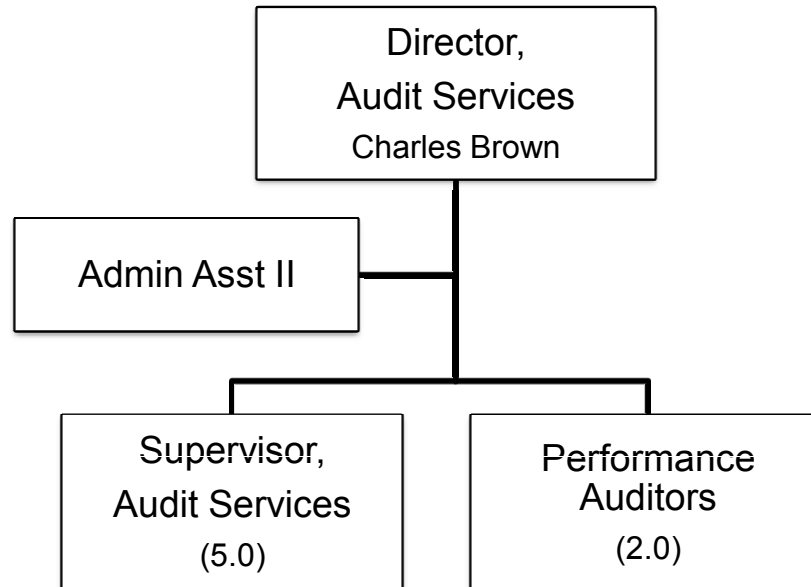
- Employee Related Costs \$90,870
- Parking & Advertising (\$3,000)
- Corporate Costs & Indirect CAs (\$1,170)



# Audit Services



**OVERVIEW**



Complement (FTE)	Management	Other	Total	# of staff/ Management
2015	1	8	9	8:1
2016	1	8	9	8:1
Change	0	0	0	0



**2016 NET OPERATING BUDGET BY SECTION**

**Audit Services**

	2015 Restated Budget	2015 Projected Actual	2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
				\$	%
Audit Services	988,530	914,190	997,060	8,530	0.9%
<b>NET LEVY</b>	988,530	914,190	997,060	8,530	0.9%

**2016 MAJOR COST DRIVERS / Opportunities**

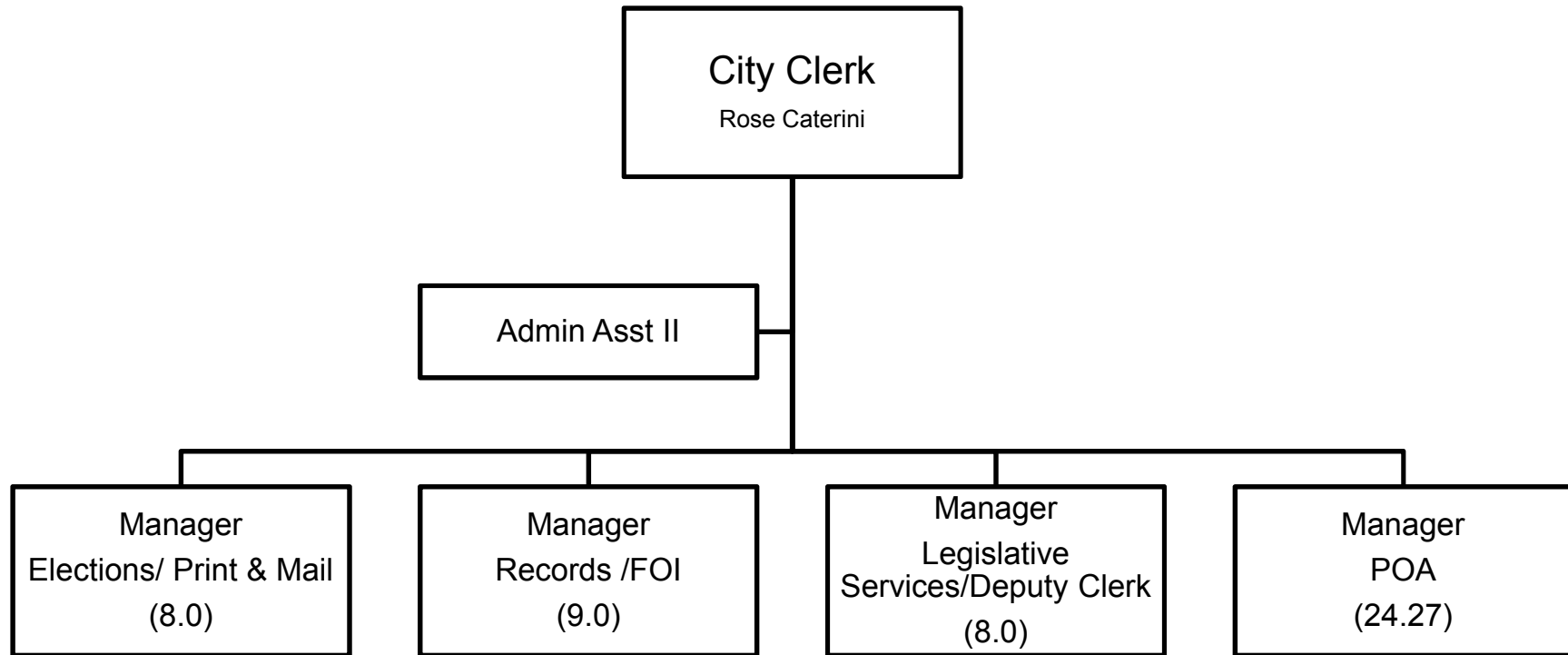
- Employee Related Costs \$29,050
- Lease Rental (\$16,000)
- Recovery from Reserves & Other (\$ 4,520)



# City Clerk's Office



**OVERVIEW**



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2015	5	46.27	51.27	9.25:1
2016	5	46.27	51.27	9.25:1
Change	0	0	0	0

**2016 NET OPERATING BUDGET BY SECTION**

**City Clerk's Office**

	2015 Restated Budget	2015 Projected Actual	2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
				\$	%
City Clerk - Admin	111,810	106,860	115,080	3,270	2.9%
Elections	389,520	389,520	507,170	117,650	30.2%
Legislative Support	816,690	755,380	827,680	10,990	1.3%
POA	0	0	0	0	0.0%
Print & Mail	390,980	380,500	414,140	23,160	5.9%
Records	423,470	402,930	433,310	9,840	2.3%
<b>NET LEVY</b>	<b>2,132,470</b>	<b>2,035,190</b>	<b>2,297,390</b>	<b>164,920</b>	<b>7.7%</b>

**2016 MAJOR COST DRIVERS / Opportunities**

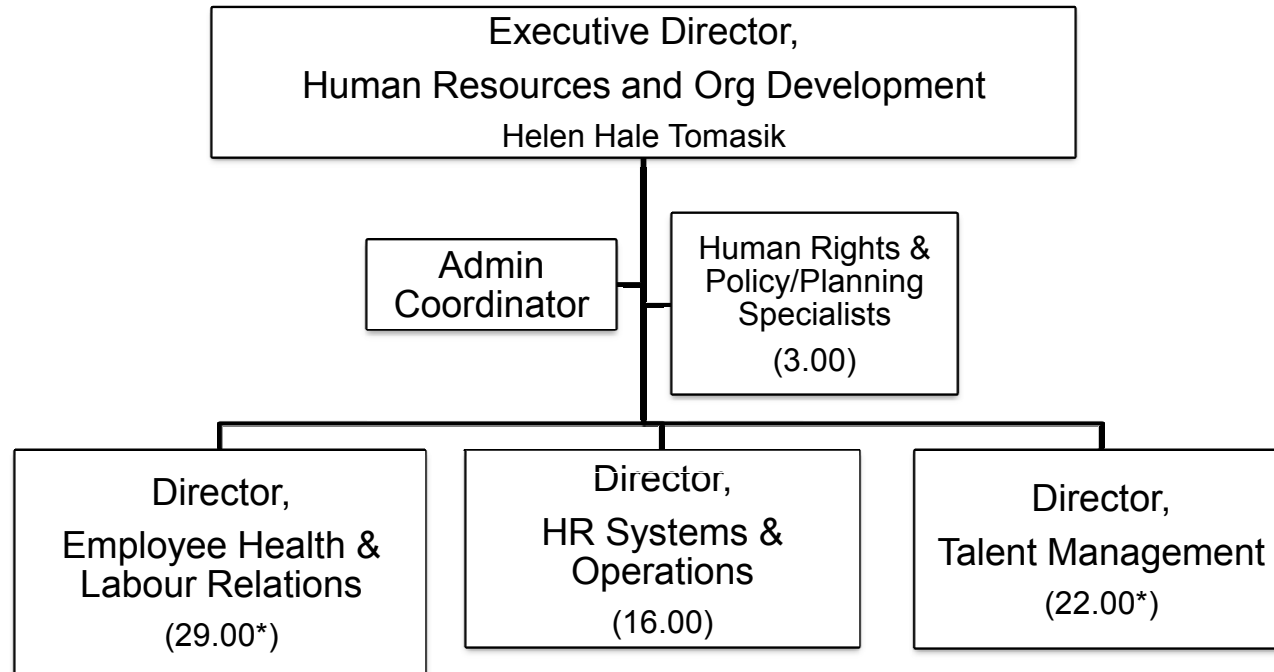
- Employee Related Costs \$ 45,740
- Election Expense contribution \$117,000
- Other \$ 2,180



# Human Resources



**OVERVIEW**



Complement (FTE)	Management	Other	Total	# of staff/ Management
2015 (restated)	5	67*	72*	13.4:1
2016	5	67*	72*	13.4:1
Change	0	0	0	0

\* 16 positions included in the complement, are funded by the operating departments and appear in their budget



**2016 NET OPERATING BUDGET BY SECTION**

**Human Resources**

	2015 Restated Budget	2015 Projected Actual	2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
				\$	%
Human Resources Admin & Human Righ	854,330	876,240	856,940	2,610	0.3%
Emp Health & Labour Relations	2,076,320	2,219,530	2,056,440	(19,880)	(1.0)%
Talent Management	1,505,910	1,491,050	1,517,780	11,860	0.8%
HR Systems & Operations	1,008,460	1,036,860	1,019,880	11,420	1.1%
<b>NET LEVY</b>	<b>5,445,020</b>	<b>5,623,680</b>	<b>5,451,030</b>	<b>6,010</b>	<b>0.1%</b>

**2016 MAJOR COST DRIVERS / Opportunities**

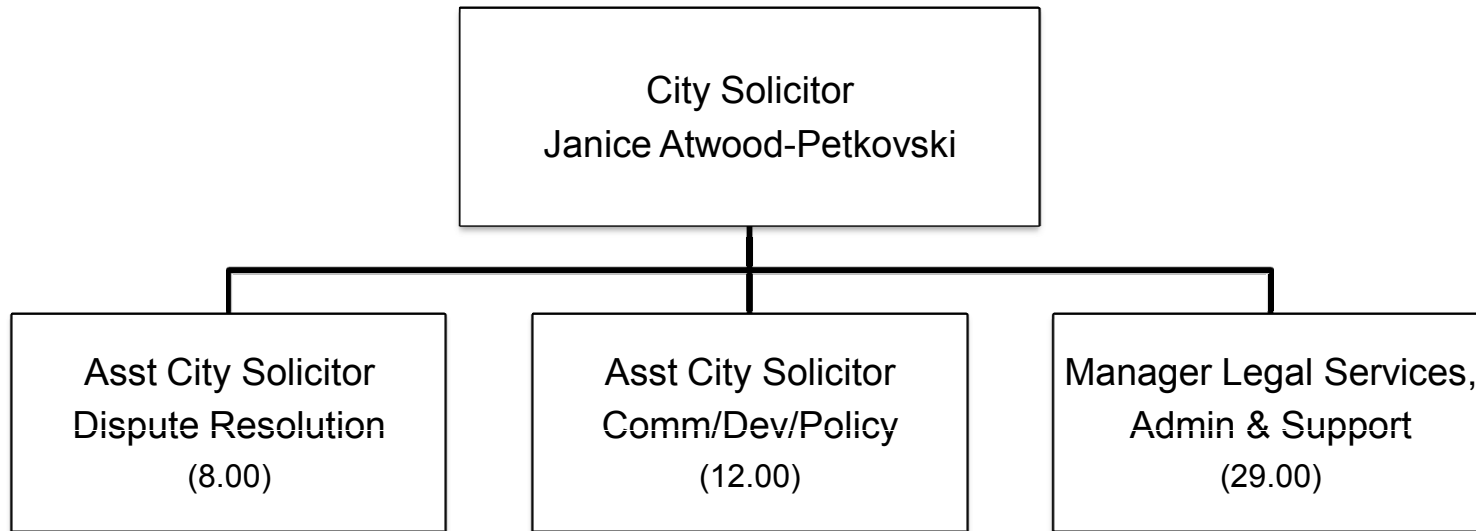
- Employee Related Costs \$160,390
- Reduced Contractual Expenses (\$ 10,000)
- Corp Charges & Indirect Recovery (\$ 98,520)
- Recovery from Reserve (\$ 43,330)
- Other (\$ 2,500)



# Legal Services



**OVERVIEW**



Complement (FTE)	Management	Other	Total	# of staff/ Management
<b>2015</b>	4	46	50	11.5:1
<b>2016</b>	4	46	50	11.5:1
<b>Change</b>	0	0	0	0

**2016 NET OPERATING BUDGET BY SECTION**

**Legal Services**

	2015 Restated Budget	2015 Projected Actual	2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
				\$	%
Inhouse-Outside Counsel - City	3,184,340	3,168,550	3,302,810	118,470	3.7%
<b>NET LEVY</b>	3,184,340	3,168,550	3,302,810	118,470	3.7%

**2016 MAJOR COST DRIVERS / Opportunities**



