CITY MANAGER’S OFFICE 2018
DEPARTMENTAL BUDGET PRESENTATION

Tuesday, February 13, 2018
The CMO provides leadership and direction to the organization, focusing and aligning activities to the vision, mission and priorities of the City’s Strategic Plan.

We provide critical support services and targeted professional advice in the field of:

- Auditing Services
- Human Resources
- Communications
- Corporate initiatives
- Strategic Partnerships & Revenue Generation
- Digital Strategy
2018 CMO ORGANIZATIONAL CHART

<table>
<thead>
<tr>
<th>Complement (FTE)</th>
<th>Management</th>
<th>Other</th>
<th>Total</th>
<th>Staff to Mgt Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>13</td>
<td>99.1</td>
<td>112.1</td>
<td>7.62:1</td>
</tr>
<tr>
<td>2018</td>
<td>13</td>
<td>98.1</td>
<td>111.1</td>
<td>7.55:1</td>
</tr>
<tr>
<td>Change</td>
<td>0</td>
<td>-1</td>
<td>-1</td>
<td></td>
</tr>
</tbody>
</table>

*Hamilton Farmer’s Market has an additional 4.19 FTE included in Boards & Agencies*
2016 - 2025 STRATEGIC PLAN PRIORITIES

In the City of Hamilton’s 2016 - 2025 Strategic Plan, there were seven priorities, as identified below.

COMMUNITY ENGAGEMENT & PARTICIPATION
Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

ECONOMIC PROSPERITY & GROWTH
Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

HEALTHY & SAFE COMMUNITIES
Hamilton is a safe and supportive city where people are active, healthy, and have a high quality of life.

CLEAN & GREEN
Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.

BUILT ENVIRONMENT & INFRASTRUCTURE
Hamilton is supported by state of the art infrastructure, transportation options, buildings and public spaces that create a dynamic City.

CULTURE & DIVERSITY
Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

OUR PEOPLE & PERFORMANCE
Hamiltonians have a high level of trust and confidence in their City government.
CMO SERVICES AND SUB-SERVICES

**Human Resources**
- Access and Equity
- Benefits Administration
- Compensation Services
- Employee and Labour Relations
- Health & Safety
- Occupational Health
- HR Admin/Analytics/Metrics
- Business Partner Services
- HR Records Admin/Info Systems
- Human Rights/Wellness
- Development and Learning
- Recruitment Services
- Return to Work Services

**Strategic Partnerships & Communications**
- Corporate Strategy
- Strategic Communications
- Internal/External Communications
- Marketing/Graphic Design
- Social Media
- Revenue Generation
- Account Management
- New Business Dev
- Event Management
- City Enrichment Fund
- Land Development
- Business Improvement
- Performance Excellence
- Hamilton Farmers’ Market

**Audit Services**
- Compliance Auditing
- Consulting
- Fraud Prevention and Detection
- Risk Assessment
- Value for Money Auditing

**Digital Office**
- Digital Service Channels (Mobile App, Web)
- Digital Strategy
- Digital Transformation (Smart City Strategy)
- Open Data Program
CMO TRENDS AND ISSUES

Citizens expect greater: transparency, access to information, involvement and value for tax dollars.

Legislation and regulation changes by other levels of government are impacting current and future City initiatives.

Identifying, developing and implementing strategies relating to succession planning, talent retention, collective bargaining and fostering a diverse and inclusive work place.

Managing technological change and adopting appropriate technology are fundamental to Hamilton’s smart city journey.
2017 HIGHLIGHTS
City Manager’s Office
City Managers’ Office 2017 Highlights

 Citizen Dashboard

<table>
<thead>
<tr>
<th>Hamilton Fire Department</th>
<th>Food Safety</th>
<th>Ontario Works</th>
<th>Waste Collection &amp; Diversions Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water Supply &amp; Distribution</td>
<td>City Finances</td>
<td>Building - Ontario Building Code, Administration &amp; Enforcement</td>
<td>HSR Transit</td>
</tr>
<tr>
<td>Housing Services</td>
<td>Local Economy &amp; Economic Development</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

TOP 7 Intelligent Communities of 2018

Hamilton, Ontario
City Managers’ Office 2017 Highlights

STELCO LANDS STRATEGY
City Managers’ Office 2017 Highlights

$7.7 million
15 year deal
City Managers’ Office 2017 Highlights

$3.25 million proceeds from sale
City Managers’ Office 2017 Highlights

2017 Total Gross Revenue
$1.7m

In Gross Revenues Since 2015
$3m+

Revenue Contracted for 2018 and on
$8m+

Net Levy Contribution
$600k

City Programming
$350k

Investment Income
$500k

Staff
$250k
City Managers’ Office 2017 Highlights

5 Year, $750k Partnership

$100k in Sponsorships

November 25
Tim Hortons Field
Kick Off: 1:00pm
TICKETMASTER.CA

ArcelorMittal

2017 VANIER CUP

FORTINOS

Your Supermarket with a heart
#VANIERHOUSE
City Managers’ Office 2017 Highlights

Revamped Intranet

Employee Newsletter

9 Editions

14,200 Views
City Managers’ Office 2017 Highlights

Development and Implementation of the Human Rights, Diversity & Inclusion Strategic Plan (including the Transgender Protocol Agreement)

Advancement of the Mental Health Strategy (including the establishment of Action Team and the Working Mind Training)
## City Managers’ Office 2017 Highlights

### Human Resources Metrics

<table>
<thead>
<tr>
<th>2017 Training Session Attendees</th>
<th>Harassment &amp; Discrimination Investigations</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,839</td>
<td>64</td>
</tr>
<tr>
<td>515 WHIMIS</td>
<td>155 Mental Health Strategy</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2017 Jobs Posted</th>
<th>Resumes Processed in 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>706</td>
<td>52,947</td>
</tr>
</tbody>
</table>
City Managers’ Office 2017 Highlights

Value for Money audit of the Use of External Consultants which made **12 recommendations to improve how external consultants are managed and more effectively utilized.**

Audit Services **conducted a review of Ontario Works Employment Services** making recommendations for organizational changes and process improvement.

Finalized the Audit Services **Value for Money Pilot Program** audit report, receiving Council support to continue performance audits and to reorganize with two fewer FTE’s.
City Managers’ Office 2017 Highlights

Audit Services Metrics:

<table>
<thead>
<tr>
<th># of Reports</th>
<th># of Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>110</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>% of Recommendations Accepted</th>
<th>% of Staff Meeting CPE* Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>94%</td>
<td>100%</td>
</tr>
</tbody>
</table>

*Continuing Professional Education
City Managers’ Office 2017 Highlights

CONTINUOUS IMPROVEMENT AWARD
(L-R) Andrew Grice, Dave Alberton, Aaron Wilton, Peter Kowalski

LIFETIME ACHIEVEMENT AWARD
(L-R) Vicki Woodcox, Acting General Manager and Jack Brown

CORPORATE EMPLOYEE RECOGNITION EVENT 2018

CITY MANAGER’S AWARD FOR PUBLIC SERVICE EXCELLENCE
Dawn Hannemann

CITY MANAGER’S AWARD FOR PUBLIC SERVICE EXCELLENCE
Kelly Anderson, Meaghan Carroccio, Jason Thorne, Carla Ippolito, Trevor Horzellenberg, David Derbyshire, Harold Groen, and Derek Sohail. Absent: Christina Lam Tablada, Kris Jacobson, Chris McCafferty, and Ashley Frisina.

EMPLOYEE SPIRIT AWARD
Sharon Murphy
2018 PRELIMINARY TAX OPERATING BUDGET

City Manager’s Office
# 2018 CMO NET OPERATING BUDGET BY DIVISION

<table>
<thead>
<tr>
<th>City Manager</th>
<th>2017 Restated Budget</th>
<th>2018 Requested Budget</th>
<th>YoY +/-</th>
<th>YoY %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Audit Services</strong></td>
<td>1,019,900</td>
<td>1,079,370</td>
<td>59,470</td>
<td>5.8%</td>
</tr>
<tr>
<td><strong>CMO – Admin (Net)</strong></td>
<td>9,070</td>
<td>(5,510)</td>
<td>(14,580)</td>
<td>(160.7%)</td>
</tr>
<tr>
<td><strong>Human Resources</strong></td>
<td>6,989,470</td>
<td>7,025,084</td>
<td>35,614</td>
<td>0.5%</td>
</tr>
<tr>
<td><strong>Strategic Partnerships &amp; Communications</strong></td>
<td>2,398,450</td>
<td>2,457,900</td>
<td>59,450</td>
<td>2.0%</td>
</tr>
<tr>
<td><strong>Total City Manager</strong></td>
<td>10,416,890</td>
<td>10,556,844</td>
<td>139,945</td>
<td>1.3%</td>
</tr>
</tbody>
</table>
## CMO 2018 Budget Drivers

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary &amp; Benefit costs</td>
<td>292,095</td>
</tr>
<tr>
<td>Facility and Rental increases</td>
<td>35,735</td>
</tr>
<tr>
<td>Recovery from Reserves</td>
<td>(5,460)</td>
</tr>
<tr>
<td>Savings in Consulting &amp; Contractual budgets</td>
<td>(54,460)</td>
</tr>
<tr>
<td>Indirect Recoveries</td>
<td>(136,434)</td>
</tr>
<tr>
<td>Other</td>
<td>8,478</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$139,954</strong></td>
</tr>
</tbody>
</table>
Strategic Partnerships & Communications

John Hertel

Director,
Strategic Partnerships & Communications

Revenue Generation & Admin (3.6)

Communications & Corporate Initiatives (22)

- 9 Communications
- 4 Web/App Dev Oversight/Digital
- 3 Social Media/Media Buying
- 4 Graphic Design
- 2 Corporate Initiatives

*Hamilton Farmers’ Market (Boards & Agencies) (4.19)

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<tr>
<th>Complement (FTE)</th>
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<th>Other</th>
<th>Total</th>
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</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>4</td>
<td>22.6</td>
<td>26.6</td>
<td>5.65:1</td>
</tr>
<tr>
<td>2018</td>
<td>4</td>
<td>22.6</td>
<td>26.6</td>
<td>5.65:1</td>
</tr>
<tr>
<td>Change</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

*Strategic Partnerships & Communications
Hamilton Farmer’s Market has an additional 4.19 FTE included in Boards & Agencies
## 2018 NET OPERATING BUDGET BY SECTION

### Strategic Partnerships & Communications

<table>
<thead>
<tr>
<th>City Manager</th>
<th>2017 Restated Budget</th>
<th>2018 Requested Budget</th>
<th>YoY +/- ( )</th>
<th>YoY %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications</td>
<td>2,018,620</td>
<td>2,133,360</td>
<td>114,740</td>
<td>5.7%</td>
</tr>
<tr>
<td>Corporate Initiatives</td>
<td>306,280</td>
<td>225,270</td>
<td>(81,010)</td>
<td>(26.4%)</td>
</tr>
<tr>
<td>SPRG – Admin &amp; CEF*</td>
<td>505,690</td>
<td>532,616</td>
<td>26,926</td>
<td>5.3%</td>
</tr>
<tr>
<td>Revenue Generation</td>
<td>(432,140)</td>
<td>(433,346)</td>
<td>(1,206)</td>
<td>0.3%</td>
</tr>
<tr>
<td><strong>Total Strategic Partnerships &amp; Communications</strong></td>
<td><strong>2,398,450</strong></td>
<td><strong>2,457,900</strong></td>
<td><strong>59,450</strong></td>
<td><strong>2.0%</strong></td>
</tr>
</tbody>
</table>

*Strategic Partnerships & Revenue Generation
## 2018 BUDGET DRIVERS

### Strategic Partnerships & Communications

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary and Benefit Costs</td>
<td>77,840</td>
</tr>
<tr>
<td>Savings in Contractual Obligations</td>
<td>(45,930)</td>
</tr>
<tr>
<td>Budget Reallocation</td>
<td>20,320</td>
</tr>
<tr>
<td>Direct Cost Allocations</td>
<td>3,400</td>
</tr>
<tr>
<td>Indirect Recoveries</td>
<td>(7,170)</td>
</tr>
<tr>
<td>Facility Charges</td>
<td>15,070</td>
</tr>
<tr>
<td>Other adjustments</td>
<td>(4,080)</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>59,450</strong></td>
</tr>
</tbody>
</table>
SOCIAL MEDIA - TWITTER

- 63.7k Followers
- 3,285 Tweets
- 20.9k Retweets
- 11.5m Impressions
SOCIAL MEDIA - YOUTUBE

- 540 Videos
- 177k Video views
- 1.1k subscribers
- 296k Min of video watched
- 46% Views on mobile device
SOCIAL MEDIA - INSTAGRAM

1.5k Followers
Average Monthly Web Requests

827
REVENUE GENERATION

Land Development Task Force

Council Approved Work Plan

2 – Projects Successfully closed
5 – To be completed in 2018
3 – Ongoing (multi-year projects)
CORPORATE INITIATIVES

City’s Performance Excellence Dashboard with emphasis on the use of **Results Based Accountability** framework for performance measurement.

Phase 2 of the **Trust and Confidence Report**.

Conduct “**Hamilton Summit 2018**” to better understand community needs leading up to the Provincial elections.
“CITY APP”

Winterfest
February 3-19
Current
Job Postings
Council
& Committee
Pay a Ticket
Garbage
& Recycling
Recreation
Transit
Pets
Food Safety
Zone
Locations
News & Alerts
Events
Social Media
Contact Us
Feedback
Survey

CityApp is now available for download in the App Store and Google Play

City Manager’s Office
2018 Departmental Budget Presentation
CityLAB Hamilton

Vibrant • Healthy • Sustainable

CityLab Key Metrics
• 11 projects
• Over 135 students
• 20 city staff
• 16 faculty members
• 6000+ student hours
Develop and deliver a **Smart City Strategy** and Implementation Roadmap.

Enable **Open Data** capabilities and processes to underpin the **Citizen Dashboard**.

Participate in the **Federal Smart City Challenge** ($50m Opportunity)
ORGANIZATIONAL CHART

Human Resources

Executive Director,
Human Resources and Org Development
Lora Fontana

Admin Coordinator

Director,
Employee Health & Labour Relations
(27.00)

Director,
HR Systems & Operations
(23.00)

Director,
Talent & Diversity
(23.50)

<table>
<thead>
<tr>
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<th>Total</th>
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</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>8</td>
<td>67.5</td>
<td>75.5</td>
<td>8.44:1</td>
</tr>
<tr>
<td>2018</td>
<td>8</td>
<td>67.5</td>
<td>75.5</td>
<td>8.44:1</td>
</tr>
<tr>
<td>Change</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
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</tbody>
</table>
## 2018 NET OPERATING BUDGET BY SECTION

### Human Resources

<table>
<thead>
<tr>
<th>City Manager</th>
<th>2017 Restated Budget</th>
<th>2018 Requested Budget</th>
<th>YoY +/- (%)</th>
<th>YoY %</th>
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<tbody>
<tr>
<td>Human Resources</td>
<td>6,989,470</td>
<td>7,025,084</td>
<td>35,614</td>
<td>0.5%</td>
</tr>
<tr>
<td>Emp Health &amp; Labour Relations</td>
<td>2,702,480</td>
<td>2,553,160</td>
<td>(150,320)</td>
<td>(5.6%)</td>
</tr>
<tr>
<td>HR Systems &amp; Operations</td>
<td>1,903,790</td>
<td>1,830,750</td>
<td>(73,040)</td>
<td>(3.8%)</td>
</tr>
<tr>
<td>Human Resources Admin</td>
<td>335,670</td>
<td>324,060</td>
<td>(11,610)</td>
<td>(3.5%)</td>
</tr>
<tr>
<td>Talent &amp; Diversity</td>
<td>2,047,530</td>
<td>2,318,114</td>
<td>270,584</td>
<td>13.2%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>6,989,470</td>
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## 2018 BUDGET DRIVERS

### Human Resources

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary and Benefit Costs</td>
<td>148,380</td>
</tr>
<tr>
<td>Rent &amp; Facility Charges</td>
<td>16,650</td>
</tr>
<tr>
<td>Recovery from Reserves</td>
<td>(5,460)</td>
</tr>
<tr>
<td>Indirect Recoveries</td>
<td>(126,330)</td>
</tr>
<tr>
<td>Direct Cost Allocations</td>
<td>2,374</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$35,614</strong></td>
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</tbody>
</table>
HUMAN RESOURCES MAJOR INITIATIVES

**LEADERSHIP**

Develop **Leadership Profile Competencies** for the Managers/Supervisory level of the organization.

Execute Phase 2 of **Communication and Action Planning** Activities in response to the Our **People Survey**.

Gather data to support the **Collective Agreement Bargaining Strategy**.
HUMAN RESOURCES MAJOR INITIATIVES

Introduce the **Human Resources Portal** to expand self-serve capabilities.

Implement the **Training Administration Module** of the PeopleSoft HRMS.

Develop **Corporate Learning and Development Strategy**.
2018 PRELIMINARY TAX OPERATING BUDGET

Audit Services
AUDIT SERVICES ORGANIZATIONAL CHART

<table>
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<tr>
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<tbody>
<tr>
<td>2017</td>
<td>1</td>
<td>7</td>
<td>8</td>
<td>7:1</td>
</tr>
<tr>
<td>2018</td>
<td>1</td>
<td>6</td>
<td>8</td>
<td>6:1</td>
</tr>
<tr>
<td>Change</td>
<td>0</td>
<td>-1</td>
<td>-1</td>
<td></td>
</tr>
</tbody>
</table>

Directory, Audit Services
Charles Brown

Supervisor, Audit Services (5.0)

Performance Auditor (1.0)

Admin Asst II
# 2018 NET OPERATING BUDGET BY SECTION

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## AUDIT SERVICES 2018 BUDGET DRIVERS

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary &amp; Benefit costs</td>
<td>57,115</td>
</tr>
<tr>
<td>Direct Cost Allocations</td>
<td>2,355</td>
</tr>
<tr>
<td>Total</td>
<td>$59,470</td>
</tr>
</tbody>
</table>
AUDIT SERVICES MAJOR INITIATIVES

Pilot a **Hotline Service** in order to better handle increasing demands of fraud, waste and major wrongdoing.

Post content on **City Website** to increase transparency/accessibility to information.

Implement **Annual Reporting** of audit services activity to Council.
THANK YOU