



CORPORATE SERVICES GENERAL ISSUES COMMITTEE

February 13, 2018

OVERVIEW



**Office of the
City Clerk**



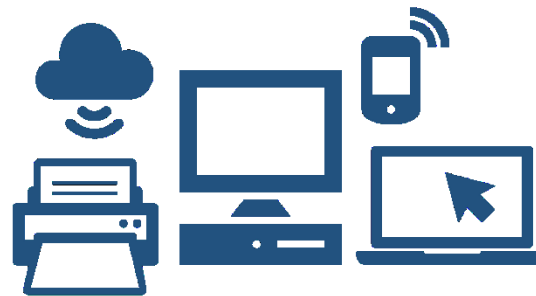
Customer Service and POA



**Financial Planning,
Administration and Policy**



**Financial Services, Taxation
and Corporate Controller**



**Information
Technology**



**Legal and
Risk Management**

SERVICES AND SUB-SERVICES

Citizen and Customer Services

- 546-CITY (Customer Contact Centre)
- askCity@hamilton.ca (Email inquiries)
- Municipal Service Centres (In-person counter service)

Financial Management

- Accounting Services
- Finance and Administration
- Financial Planning and Policy
- Investments
- Non-Tax Revenue Collection
- Payroll and Pensions
- PeopleSoft Application Support
- Procurement
- Property Tax Billing and Collections

Information Technology

- Corporate Information & Applications
- End User Technology Support Services
- Information Security
- Voice and Data Infrastructure Management

Printing and Distribution Services

- Courier Services
- Mail Delivery and Collection
- Printing

Election Services

Legal Services

- Civil and Administrative Litigation
- Prosecution
- Solicitor

Legislative Services & Council Relations

Provincial Offences Administration

- Court Support

Information Management

- Lobbyist Registry
- Municipal Freedom of Information and Protection of Privacy Administration
- Records Management, Retention and Archives
- Vital Statistics Administration

Risk Management

- Claims Administration
- Insurance Procurement
- Loss Prevention
- Risk Transfer

HIGHLIGHTS

Corporate Services

2017 HIGHLIGHTS



Guelph Hydro
Electric Systems Inc.



2017 HIGHLIGHTS

Office of the City Clerk

- Agenda Management System Upgraded
- Audio Visual Equipment Improvement
- Lobbyist By-law Review
- Ward Boundary Review Completed

Customer Service and POA

- 2017 Gold Marcom Award for Customer Service Training
- Web Dashboard Launched
- Call Handling Pre-Launch

Financial Planning, Administration & Policy

- Multi-Year Business Planning and Budget Implemented
- New Operating Budget System
- AA+ Credit Rating & Stable Outlook from S&P Global Ratings



AA+

2017 HIGHLIGHTS

Financial Services, Taxation & Corporate Controller

- Procurement Policy Review
- Tax System Upgrade Phase 1
- E-Bidding Portal Launched

Information Technology

- Expanded Mobile Device Management for Androids and iPhones
- Human Capital Management System Upgraded
- New Recruiting Module Commissioned
- Security Internet Email Gateway Enhanced
- Network Upgrades



Legal & Risk Management

- Transgender Protocol
- P3 Biosolids and Woodward Upgrade Project Support
- West Harbour Support, Including Pier 8 Development Opportunity
- Two Compassionate Grant Programs Administered

TRENDS & ISSUES

Corporate Services

TRENDS AND ISSUES

Legislation

- Respond to changing provincial and federal (examples listed below):
 - Infrastructure for Jobs and Prosperity Act
 - Modernizing Ontario's Municipal Legislation Act
 - Building Better Communities and Conserving Watersheds Act
 - Construction Lien Amendment Act (Prompt Payment)

Technology

- Optimize existing or new technologies
- Enhance financial systems, policies and practices
- Provide responsive analytical and technology support solutions

TRENDS AND ISSUES

Growth

- Support Hamilton's property tax competitiveness
- Support sustainable investments and management of funds and reserves
- Leveraging new technologies and maximizing current solutions
- Accessible in-person counter locations, telephone and email service delivery
- Oversight of municipal elections, by-elections and applicable school boards
- Timely and transparent access to information
- Monitor, and manage changes in the legislative landscape
- Mitigate risks through the management of claims

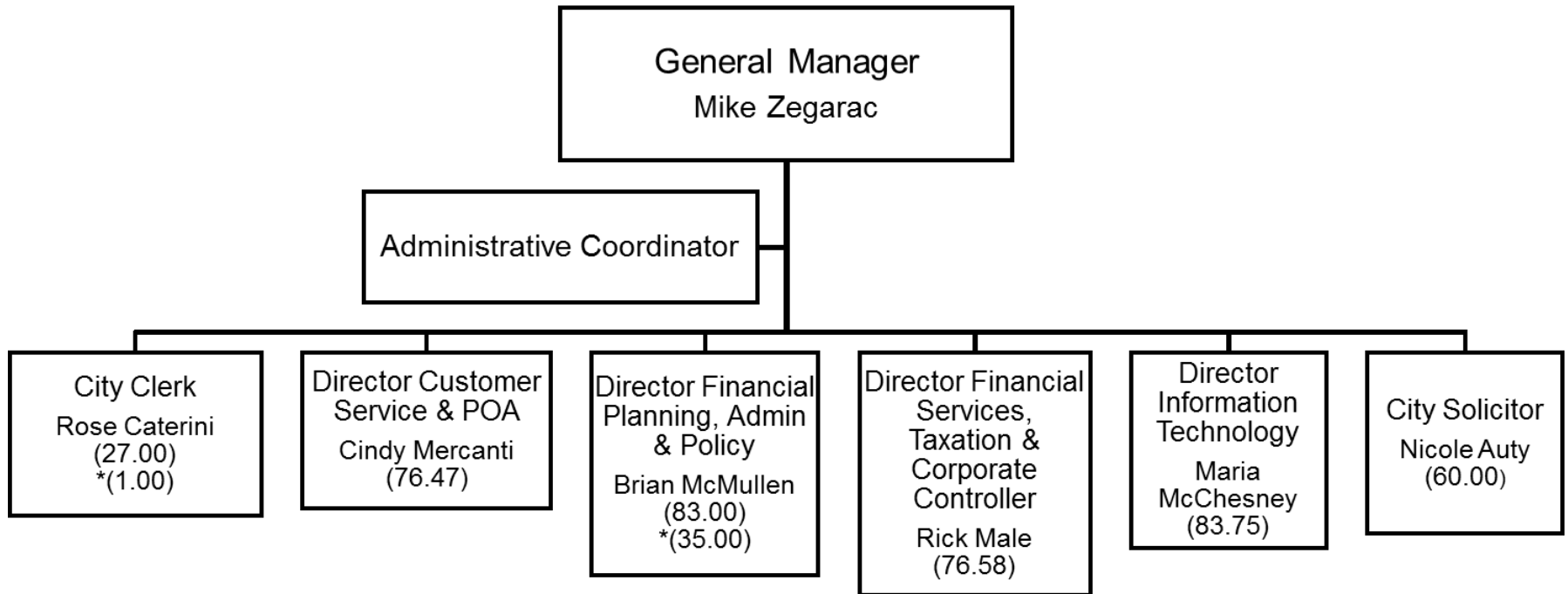
Workforce

- Attract and retain knowledgeable and high performing staff
- Manage knowledge retention through succession planning

2018 PRELIMINARY TAX OPERATING BUDGET

Corporate Services

ORGANIZATIONAL CHART



*Represents distributed staff whose budget are in operating departments

Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2017	30.00	378.80	444.80	13.35:1
2018	30.00	378.80	444.80	13.35:1
Change	0.00	0.00	0.00	

2018 OPERATING BUDGET BY DIVISION

	2017 Restated Net	2018 Preliminary Gross	2018 Preliminary Net	\$ 2018 vs 2017 Net Change	%
City Clerk's Office	2,361,120	2,927,410	2,356,370	(4,750)	(0.2%)
Corporate Services - Administration	(247,460)	(244,850)	(244,850)	2,610	(1.1%)
Customer Service	4,526,750	8,952,910	4,594,650	67,900	1.5%
Financial Planning, Admin & Policy	4,751,530	7,180,930	4,845,500	93,970	2.0%
Financial Services	4,100,930	6,529,250	3,917,000	(183,930)	(4.5%)
Information Technology	8,442,700	9,168,430	8,808,850	366,150	4.3%
Legal Services	3,274,660	4,401,640	3,337,940	63,280	1.9%
Total Corporate Services	27,210,230	38,915,720	27,615,460	405,230	1.5%

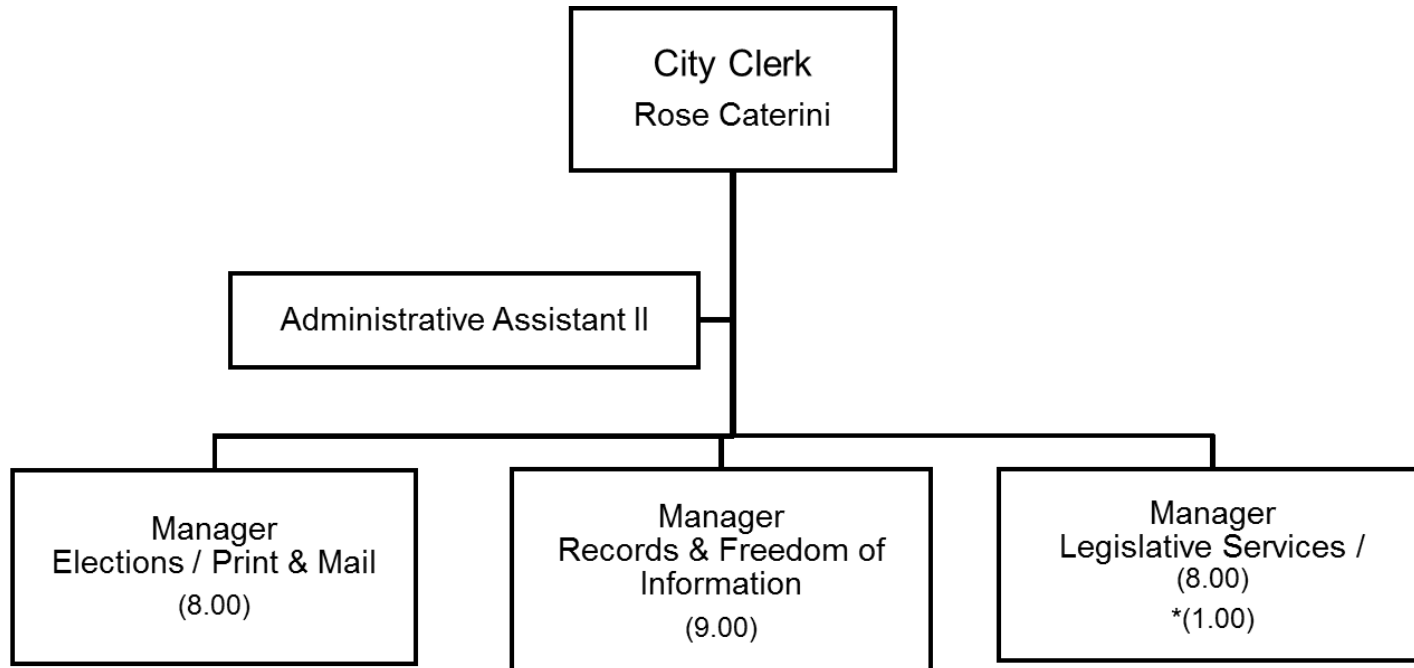
2018 BUDGET DRIVERS

Item (Pressure)	Cost(\$)	Item (Savings)	Cost(\$)
Net Employee Related	\$570k	Taxation Fees	(\$320k)
Computer Software	\$195k	Administrative Recovery from POA	(\$90k)
Loss of Indirect Funding	\$106k	Marriage License Revenue	(\$30k)

2018 PRELIMINARY TAX OPERATING BUDGET

Office of the City Clerk

ORGANIZATIONAL CHART



*Represents distributed staff whose budget are in operating departments

Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2017	4.00	23.00	27.00	5.75:1
2018	4.00	23.00	27.00	5.75:1
Change	0.00	0.00	0.00	

2018 OPERATING BUDGET BY SECTION

	2017 Restated Net	2018 Preliminary Gross	2018 Preliminary Net	\$ 2018 vs 2017 Net Change	%
City Clerk - Admin	112,920	116,100	116,100	3,180	2.8%
Elections	636,620	685,080	637,140	520	0.1%
Legislative Support	840,990	857,010	857,010	16,020	1.9%
Print & Mail	415,470	421,120	421,120	5,650	1.4%
Records	355,120	848,100	325,000	(30,120)	(8.5%)
Total City Clerk's Office	2,361,120	2,927,410	2,356,370	(4,750)	(0.2%)

2018 BUDGET DRIVERS





Item	Cost (\$)
Employee Related	\$27k
Marriage License Revenue	(\$30k)
Image Processing Recoveries	(\$11k)
Print Supplies	\$10k

METRICS





Office of the City Clerk

METRICS

of FOI Requests Received

2017		220
2016		217
2015		207
2014		175

of Council Meetings Supported

2017		23
2016		26
2015		28
2014		19

of Responses to clerk@hamilton.ca Emails

2017		730
2016		635
2015		575

of Marriage Licenses Issued

2017		2,261
2016		2,185
2015		2,185
2014		2,167

MAJOR INITIATIVES

Office of the City Clerk

MAJOR INITIATIVES 2018



**Community
Engagement
and
Participation**



**Economic
Prosperity
and Growth**



**Healthy
and Safe
Communities**



**Clean
and Green**



**Built
Environment
and
Infrastructure**



**Culture
and
Diversity**



**Our
People
and
Performance**

	Community Engagement and Participation	Economic Prosperity and Growth	Healthy and Safe Communities	Clean and Green	Built Environment and Infrastructure	Culture and Diversity	Our People and Performance
Introduce staff training modules							✓
Implement Agenda Management Software	✓						✓
Administer 2018 Municipal Elections	✓						✓

MAJOR INITIATIVES 2019-2021



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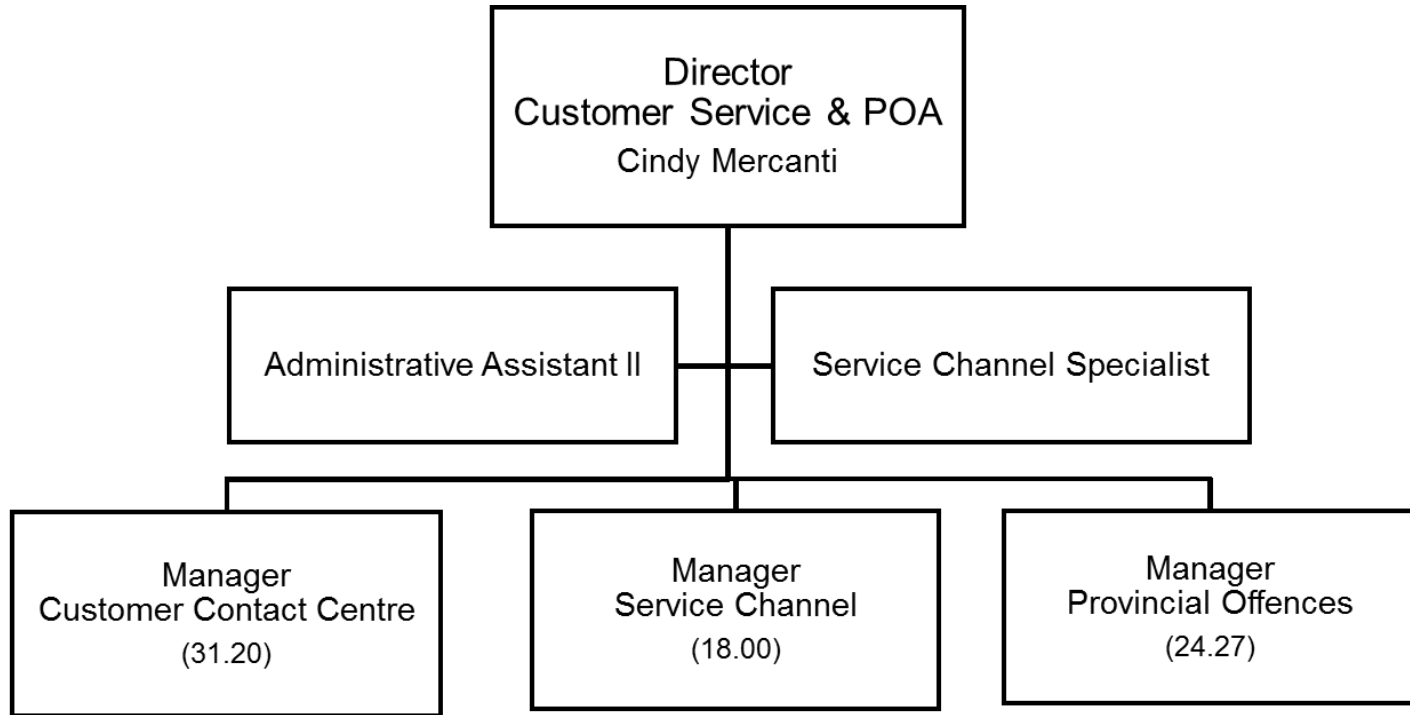
**Our
People
and
Performance**

	Community Engagement and Participation	Economic Prosperity and Growth	Healthy and Safe Communities	Clean and Green	Built Environment and Infrastructure	Culture and Diversity	Our People and Performance
Expand Agenda Management Software	✓						✓
Coordinate Citizen Appointments to Committees	✓						✓
2022 Municipal Elections Preparation							✓

2018 PRELIMINARY TAX OPERATING BUDGET

Customer Service & POA

ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2017	4.00	72.47	76.47	18.12:1
2018	4.00	72.47	76.47	18.12:1
Change	0.00	0.00	0.00	

2018 OPERATING BUDGET BY SECTION

	2017 Restated Net	2018 Preliminary Gross	2018 Preliminary Net	\$ 2018 vs 2017 Net Change	%
Customer Contact Centre	2,534,640	2,612,440	2,612,440	77,800	3.1%
Customer Service - Admin	422,030	359,700	359,700	(62,330)	(14.8%)
Provincial Offences Act	-	4,358,260	-	-	-
Service Channel	1,570,080	1,622,510	1,622,510	52,430	3.3%
Total Customer Service	4,526,750	8,952,910	4,594,650	67,900	1.5%

2018 BUDGET DRIVERS

Item	Cost (\$)
Employee Related	\$128k
Facilities Cost	\$34k
Administrative Recovery from POA	(\$90k)

METRICS

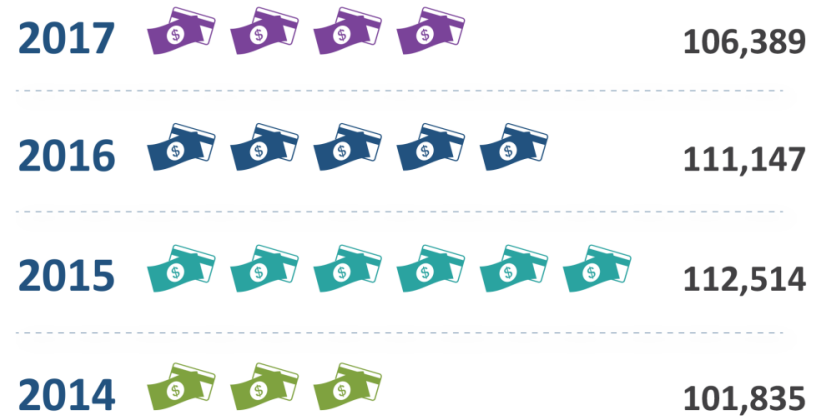
Customer Service & POA

METRICS

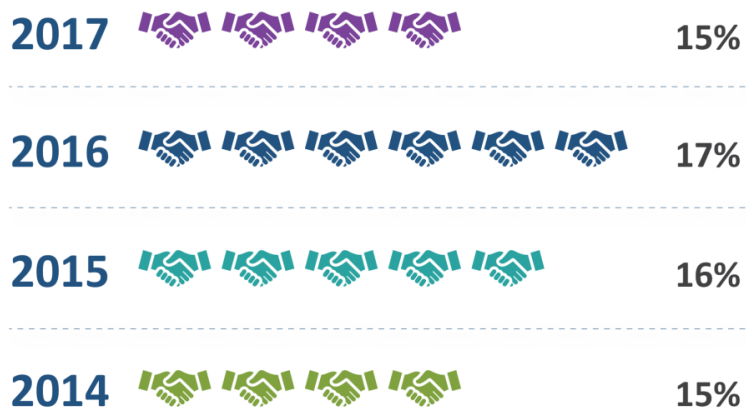
CCC: # of Phone Calls



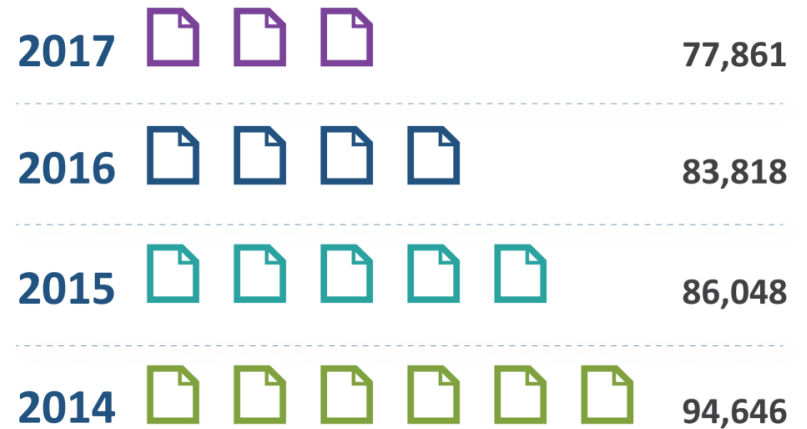
MSC: # of Transactions



POA: Early Resolution Part 1 Scheduled



POA: # of Charges Filed



MAJOR INITIATIVES

Customer Service & POA

MAJOR INITIATIVES 2018



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	Community Engagement and Participation	Economic Prosperity and Growth	Healthy and Safe Communities	Clean and Green	Built Environment and Infrastructure	Culture and Diversity	Our People and Performance
Call Consolidation Launch							✓
Expand the Customer Service Training							✓
Facilitate Move of POA to New Building							✓

MAJOR INITIATIVES 2019 to 2021



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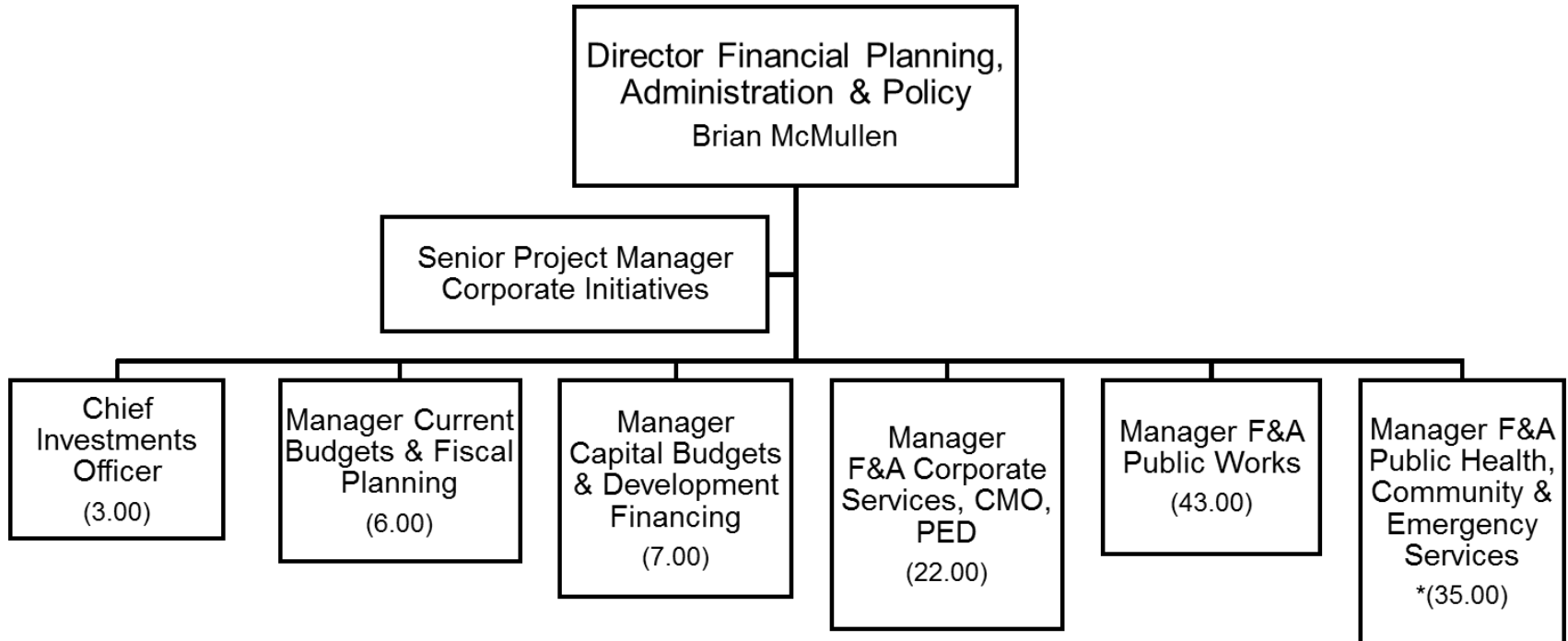
Continuation of Call Consolidation							✓
Delivery of Seamless Customer Experience	✓						✓
Support the Customer Service Strategy							✓

2018 PRELIMINARY TAX OPERATING BUDGET

Financial Planning, Administration & Policy

33

ORGANIZATIONAL CHART



*Represents distributed staff whose budget are in operating departments

Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2017	7.00	111.00	118.00	15.86:1
2018	7.00	111.00	118.00	15.86:1
Change	0.00	0.00	0.00	

2018 OPERATING BUDGET BY SECTION

	2017 Restated Net	2018 Preliminary Gross	2018 Preliminary Net	\$ 2018 vs 2017 Net Change	%
Administration Fin Policy & Plan	162,950	171,330	169,070	6,120	3.8%
Capital Budget	5,280	974,000	-	(5,280)	(100.0%)
Current Budget	439,440	455,360	455,360	15,920	3.6%
Finance	4,274,730	4,440,850	4,352,450	77,720	1.8%
Investments	(130,870)	1,139,390	(131,380)	(510)	0.4%
Total Financial Planning, Admin & Policy	4,751,530	7,180,930	4,845,500	93,970	2.0%

2018 BUDGET DRIVERS

Item	Cost (\$)
Employee Related	\$120k
Facilities Expense	\$23k
Reduction in Overtime	(\$19k)
Reduction in Temp Agency	(\$39k)
Reduction in Training	(\$11k)

METRICS

Financial Planning, Administration & Policy

37

Debt Servicing Cost as a % of Property Tax Bill



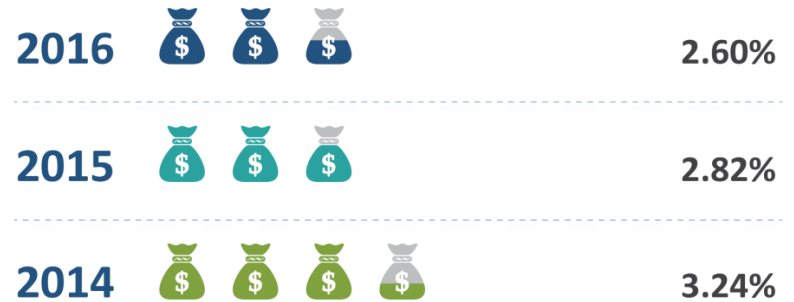
Credit Ratings



Non Residential Assessment % of Total Assessment



Gross % Realized Return on Investments



MAJOR INITIATIVES

Financial Planning, Administration & Policy

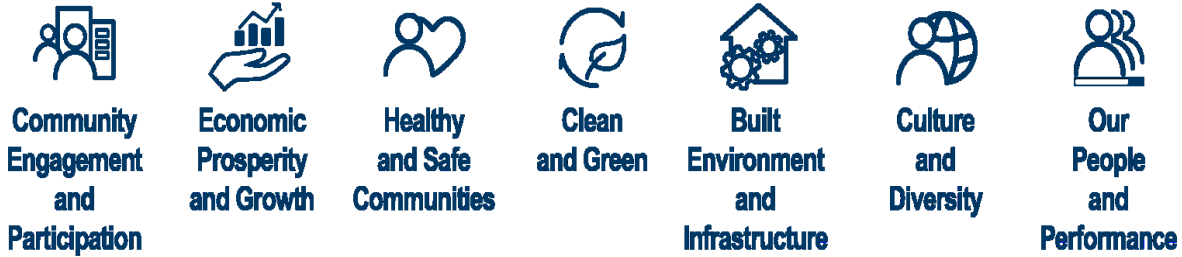
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MAJOR INITIATIVES 2018

 Community Engagement and Participation	 Economic Prosperity and Growth	 Healthy and Safe Communities	 Clean and Green	 Built Environment and Infrastructure	 Culture and Diversity	 Our People and Performance
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Develop a Financial Condition Index and Financial Dashboard		✓			✓		✓
Enhance Multi-Year Business Planning and Budget Processes	✓	✓			✓		✓
Coordinate the Development Charge Background Study and Related Policies	✓	✓	✓	✓	✓	✓	✓

MAJOR INITIATIVES 2019 to 2021



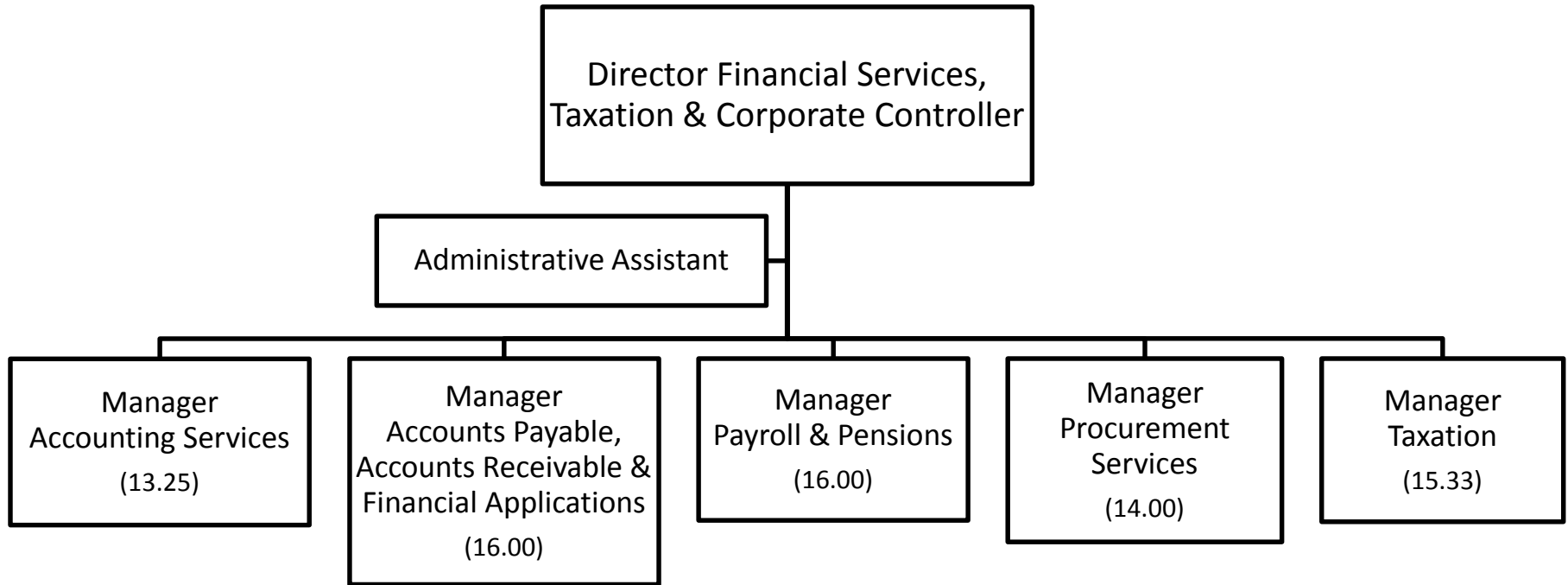
	Community Engagement and Participation	Economic Prosperity and Growth	Healthy and Safe Communities	Clean and Green	Built Environment and Infrastructure	Culture and Diversity	Our People and Performance
Update Development Charge Policies Related to Completed Background Study and By-law	✓	✓	✓	✓	✓	✓	✓
Enhance Multi-Year Business Planning and Forecasting		✓			✓		✓
Water Billing Contract Review		✓					

2018 PRELIMINARY TAX OPERATING BUDGET

Financial Services, Taxation & Corporate Controller

42

ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2017	6.00	70.58	76.58	11.77:1
2018	6.00	70.58	76.58	11.77:1
Change	0.00	0.00	0.00	

2018 OPERATING BUDGET BY SECTION

	2017 Restated Net	2018 Preliminary Gross	2018 Preliminary Net	\$ 2018 VS 2017 Net Changes	% Net
Accounts Payable	280,670	434,080	408,080	127,410	45.4%
Accounts Receivables	147,480	157,220	157,220	9,740	6.6%
Financial Accounting Services	653,520	1,047,670	623,060	(30,460)	(4.7%)
Financial Application Support	322,270	330,410	330,410	8,140	2.5%
Financial Services Admin	438,600	411,900	411,900	(26,700)	(6.1%)
Payroll and Pensions	912,650	1,003,020	902,520	(10,130)	(1.1%)
Procurement	698,130	996,830	808,340	110,210	15.8%
Taxation	647,610	2,148,120	275,470	(372,140)	(57.5%)
Total Financial Services	4,100,930	6,529,250	3,917,000	(183,930)	(4.5%)

2018 BUDGET DRIVERS

Item	Cost (\$)
Employee related	\$52k
Loss of Indirect Internal Recoveries	\$93k
Tax Registration Revenue	(\$79k)
Reminder Notice Admin Fees	(\$29k)
Tax Certificate Revenue	(\$49k)
Tax Transfer Fee Revenue	(\$165k)

METRICS

Financial Services, Taxation & Corporate Controller

METRICS

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

2017 Data not yet available

2016  44.1%

2015  44.3%

2014  44.0%

2016 Municipal Benchmark: 38.3%

Tax Arrears as a % of the Levy

2017 Data not yet available

2016  4.3%

2015  3.8%

2014  4.2%

2016 Municipal Benchmark: 2.6%

MAJOR INITIATIVES

Financial Services, Taxation & Corporate Controller

MAJOR INITIATIVES 2018



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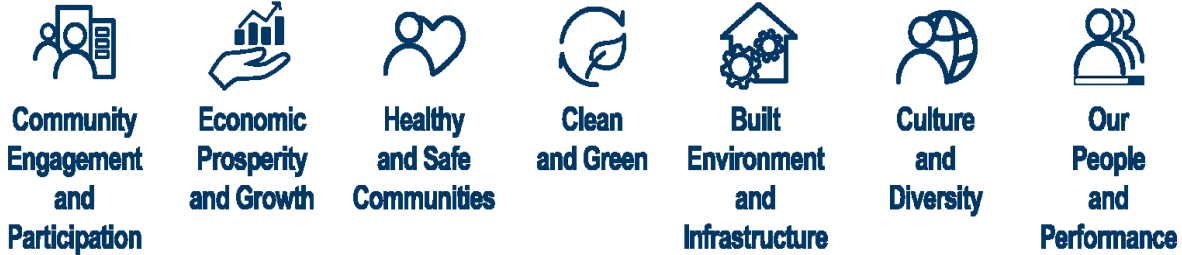
**Culture
and
Diversity**



**Our
People
and
Performance**

	Community Engagement and Participation	Economic Prosperity and Growth	Healthy and Safe Communities	Clean and Green	Built Environment and Infrastructure	Culture and Diversity	Our People and Performance
Financial System Upgrades to PeopleSoft							✓
Tax System Upgrade							✓
Online Bid and Vendor Performance Review Program Enhancements	✓						✓

MAJOR INITIATIVES 2019 to 2021

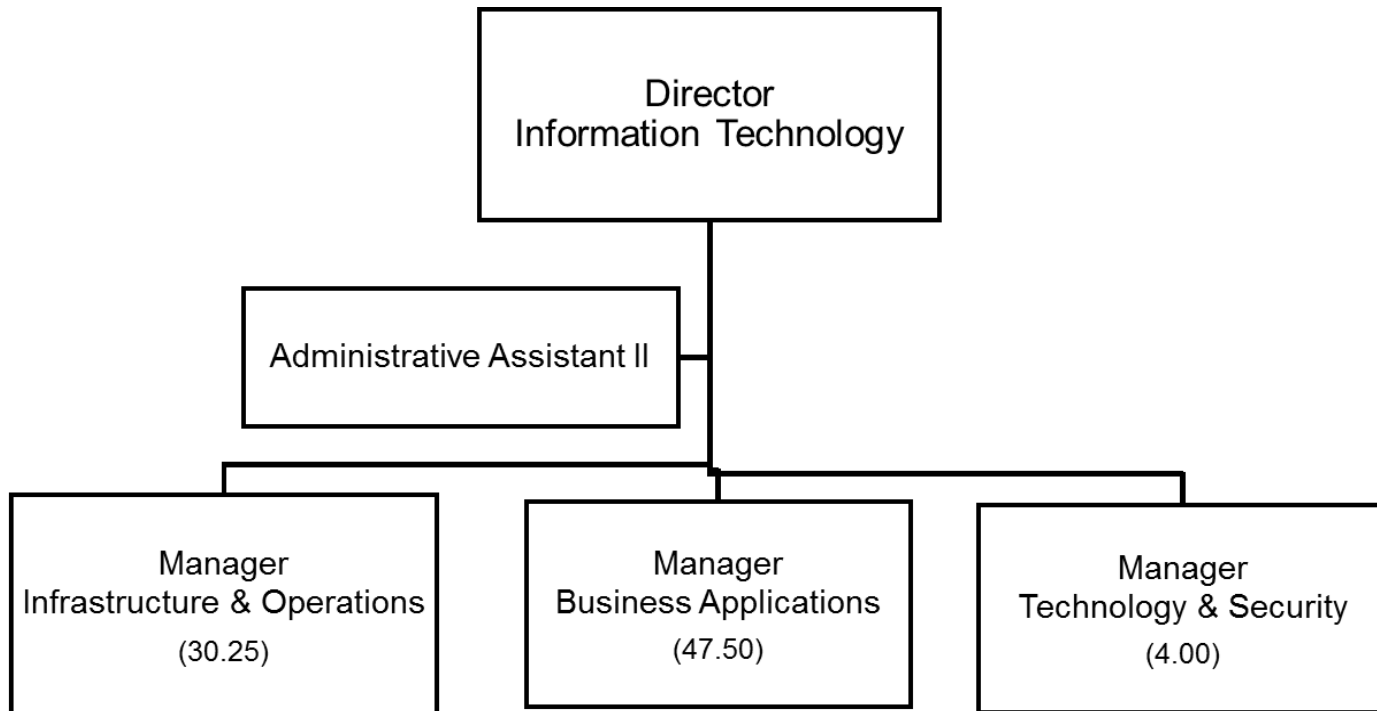


	Community Engagement and Participation	Economic Prosperity and Growth	Healthy and Safe Communities	Clean and Green	Built Environment and Infrastructure	Culture and Diversity	Our People and Performance
Support Kronos Implementation							✓
Enhance Online Taxation Services	✓						✓
Review and Revise Fair Wage Policy	✓						✓

2018 PRELIMINARY TAX OPERATING BUDGET

Information Technology

ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2017	4.00	79.75	83.75	19.94:1
2018	4.00	79.75	83.75	19.94:1
Change	0.00	0.00	0.00	

2018 OPERATING BUDGET BY SECTION

	2017 Restated Net	2018 Preliminary Gross	2018 Preliminary Net	\$ 2018 vs 2017 Change	% Net
Business Applications	6,309,280	6,544,990	6,539,430	230,150	3.6%
Infrastructure & Operations	4,899,280	5,284,940	4,931,190	31,910	0.7%
IT - Admin	(3,358,780)	(3,312,700)	(3,312,970)	45,810	(1.4%)
Technology & Security	592,920	651,200	651,200	58,280	9.8%
Total Information Technology	8,442,700	9,168,430	8,808,850	366,150	4.3%

2018 BUDGET DRIVERS

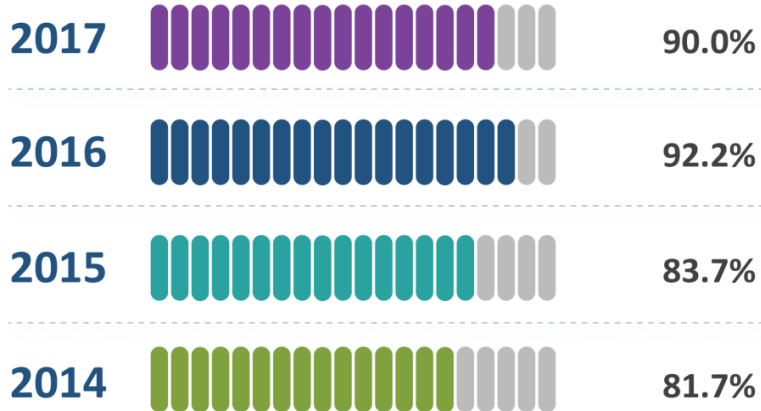
Item	Cost (\$)
Employee Related	\$141k
Indirect Cost Allocations	\$51k
Business Applications Software	\$150k
Security Software	\$45k
Infrastructure & Operations Software	(\$23k)

METRICS

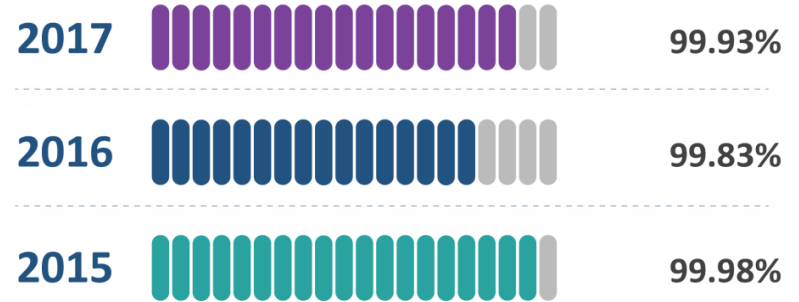
Information Technology

METRICS

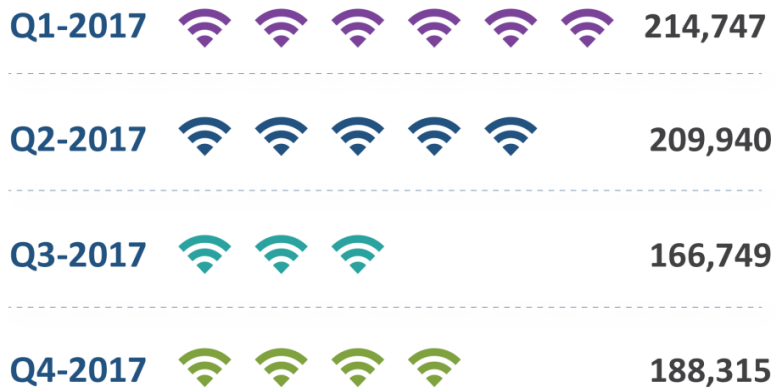
% of Malicious Emails Blocked



Average Network Availability (Uptime)



of WiFi Users (Public and Private locations)



MAJOR INITIATIVES

Information Technology

MAJOR INITIATIVES 2018



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**Our
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	Community Engagement and Participation	Economic Prosperity and Growth	Healthy and Safe Communities	Clean and Green	Built Environment and Infrastructure	Culture and Diversity	Our People and Performance
Develop IT Strategy	✓	✓	✓	✓	✓	✓	✓
Develop Enterprise Architecture Framework					✓		✓
Centralize Information Technology Services					✓		✓

MAJOR INITIATIVES 2019 to 2021

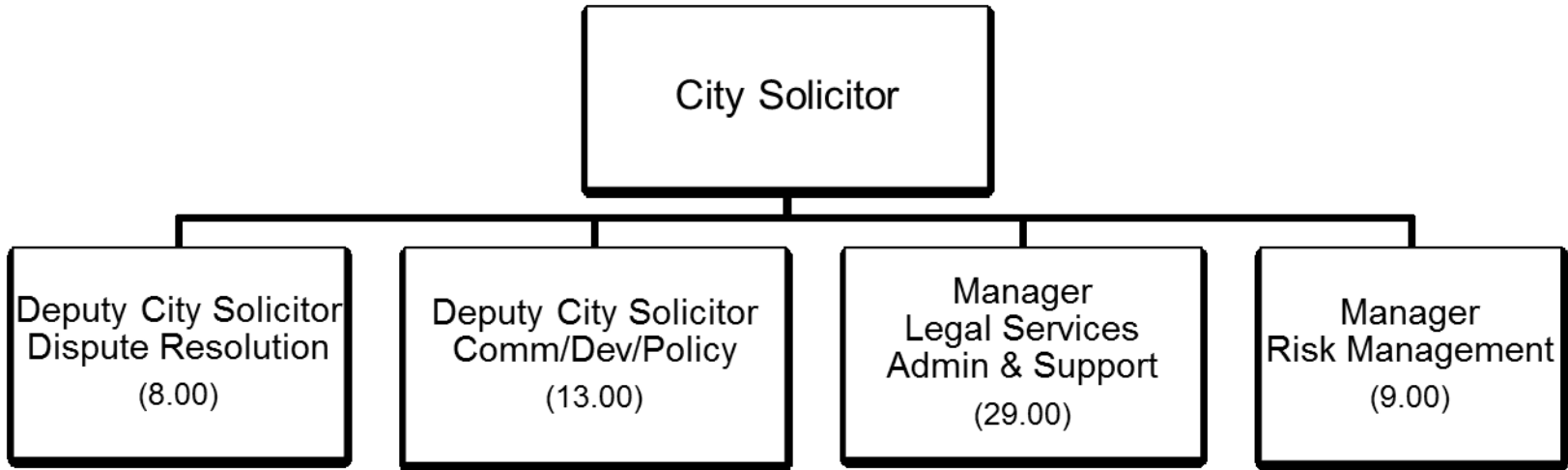
						
Community Engagement and Participation	Economic Prosperity and Growth	Healthy and Safe Communities	Clean and Green	Built Environment and Infrastructure	Culture and Diversity	Our People and Performance

Implement IT Strategy	✓	✓	✓	✓	✓	✓	✓
Implement Enterprise Architecture Framework					✓		✓
Integrate Property Information Applications	✓		✓		✓		✓

2018 PRELIMINARY TAX OPERATING BUDGET

Legal & Risk Management Services

60



(FTE)				Ratio
2017	5.00	55.00	60.00	11.00:1
2018	5.00	55.00	60.00	11.00:1
Change	0.00	0.00	0.00	

2018 OPERATING BUDGET BY SECTION

	2017 Restated Net	2018 Preliminary Gross	2018 Preliminary Net	\$ 2018 vs 2017 Net Changes	%
Legal Services	3,274,660	4,401,640	3,337,940	63,280	1.9%

2018 BUDGET DRIVERS

Item	Cost (\$)
Employee Related	\$95k
Indirect Recoveries	(\$18k)

METRICS

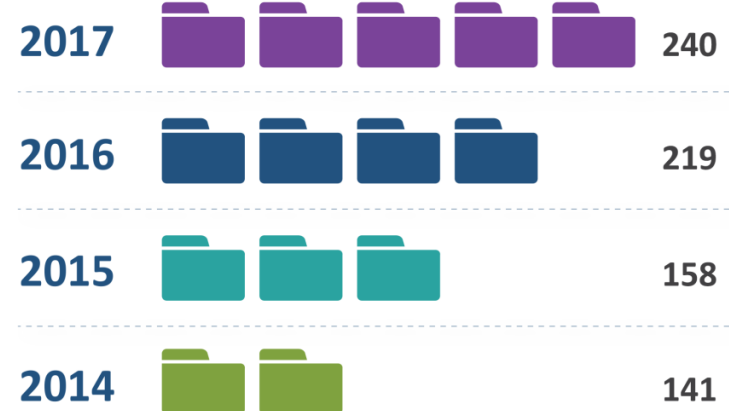
Legal & Risk Management Services

METRICS

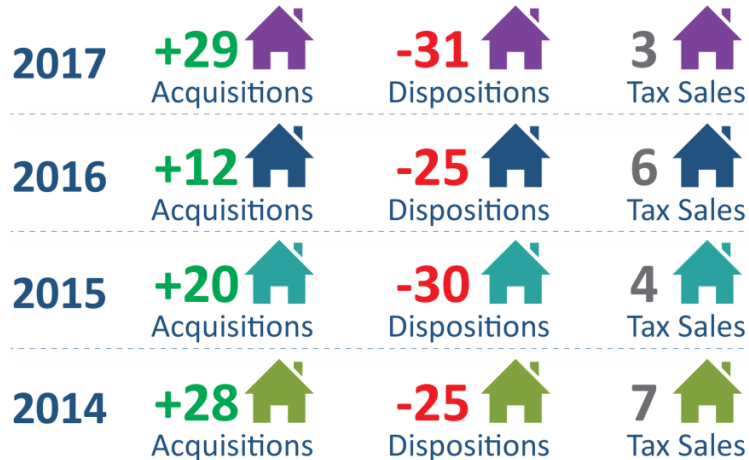
and Value of Procurement Contracts (Construction)



of Litigated Files Resolved



of Real Estate Transactions



MAJOR INITIATIVES

Legal & Risk Management Services

MAJOR INITIATIVES 2018



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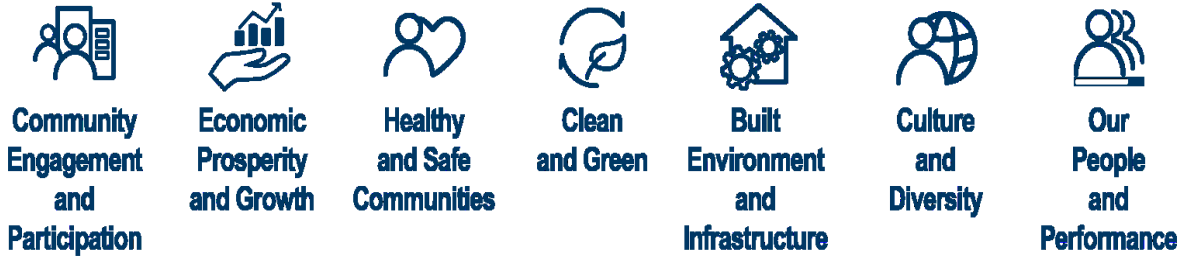
**Culture
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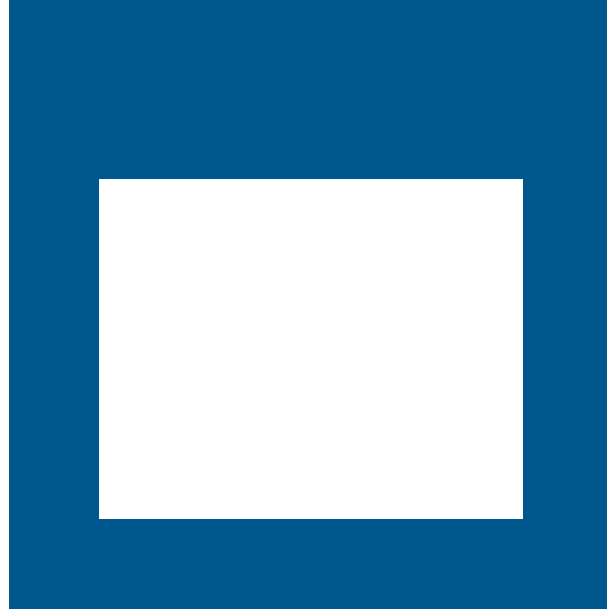
**Our
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	Community Engagement and Participation	Economic Prosperity and Growth	Healthy and Safe Communities	Clean and Green	Built Environment and Infrastructure	Culture and Diversity	Our People and Performance
Facilitate Move of POA to New Building							✓
Support Planning & Economic Development on Key Initiatives	✓	✓	✓	✓	✓		
Support Public Works on Key Initiatives	✓	✓	✓	✓	✓		

MAJOR INITIATIVES 2019 to 2021



	Community Engagement and Participation	Economic Prosperity and Growth	Healthy and Safe Communities	Clean and Green	Built Environment and Infrastructure	Culture and Diversity	Our People and Performance
Support Implementation of IT Strategy	✓	✓	✓	✓	✓	✓	✓
Support Planning & Economic Development on Key Initiatives	✓	✓	✓	✓	✓		
Support Public Works on Key Initiatives	✓	✓	✓	✓	✓		



THANK YOU