



CORPORATE SERVICES
2019 TAX SUPPORTED OPERATING BUDGET

GENERAL ISSUES COMMITTEE
January 31, 2019

WHO WE ARE



**Office of the
City Clerk**



Customer Service and POA



**Financial Planning,
Administration and Policy**



**Financial Services
and Taxation**

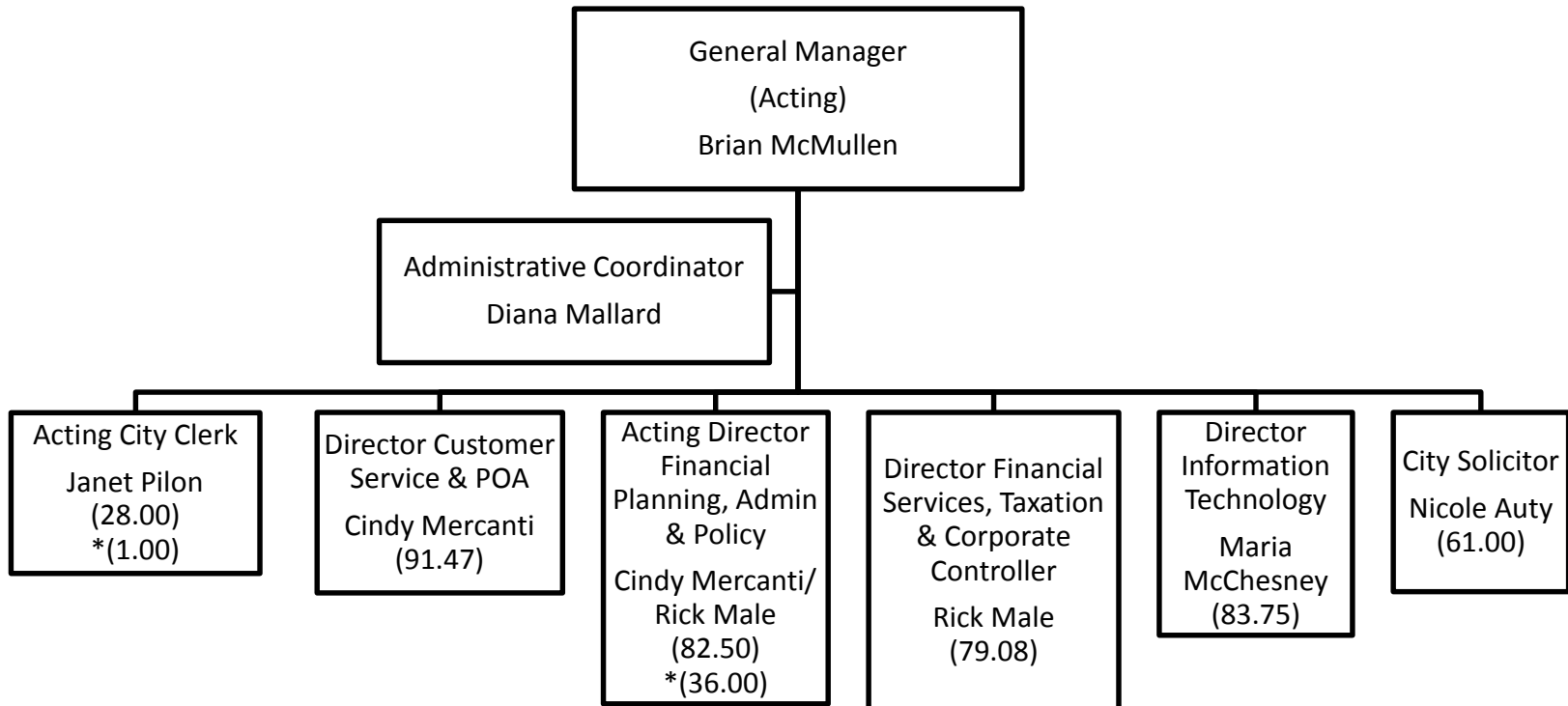


**Information
Technology**



**Legal and
Risk Management**

ORGANIZATIONAL CHART



Complement (FTE)	Management	*Management Distributed	Other	*Other Distributed	Total	Staff to Management Ratio
2018	30.00	1.00	397.80	36.00	464.80	13.99:1
2019	31.00	1.00	396.80	36.00	464.80	13.53:1
Change	1.00	0.00	(1.00)	0.00	0.00	

* Represents distributed staff whose budget are in operating departments.

WHAT WE DO

Financial and investment strategies

Enhanced multi-channel service experience

Trust, confidence and accessibility for local government

Technology and Application solutions

Expert legal and risk management advice

Multi-year financial framework

Administration and prosecution of provincial and municipal offences

CORPORATE SERVICES

HIGHLIGHTS

2018 HIGHLIGHTS

Credit Rating

AA+

Support PED Ph1 of Cannabis Licensing



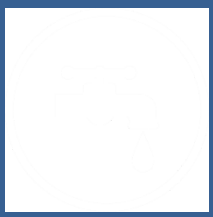
Modernization Municipal Act



Performance Dashboards



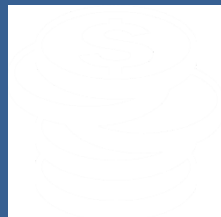
PW Initiatives



Records Management Software Update



Tax Program



Security Awareness



Training Program Award



Online Bid Submissions



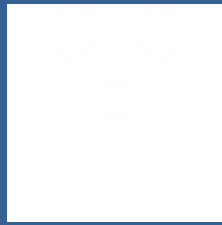
PED Initiatives



Agenda Management Software Update



Multi-Year Business Plans



IT Roadmap



POA Move



METRICS

METRICS



2,255

Marriage Licenses Issued



225

FOI Requests Received



590,688

Phone Calls to the CCC



79,839

POA Charges Filed



AA+

S&P Global Credit Rating



87%

% of Malicious Emails Blocked



103,473

Citizens Served



44.2%

Taxpayers Enrolled in PAP (2017)



154

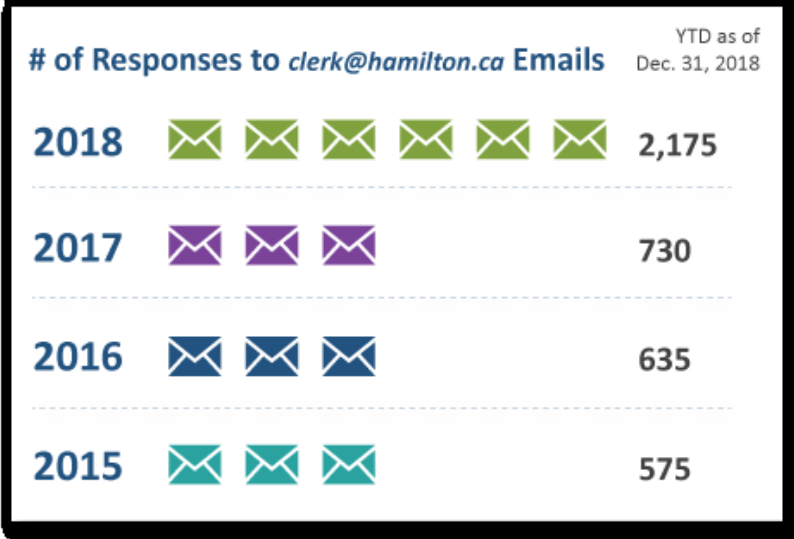
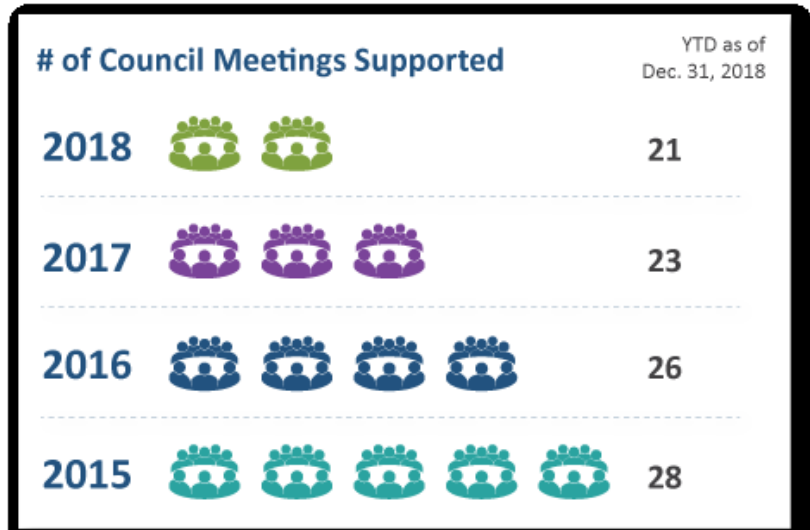
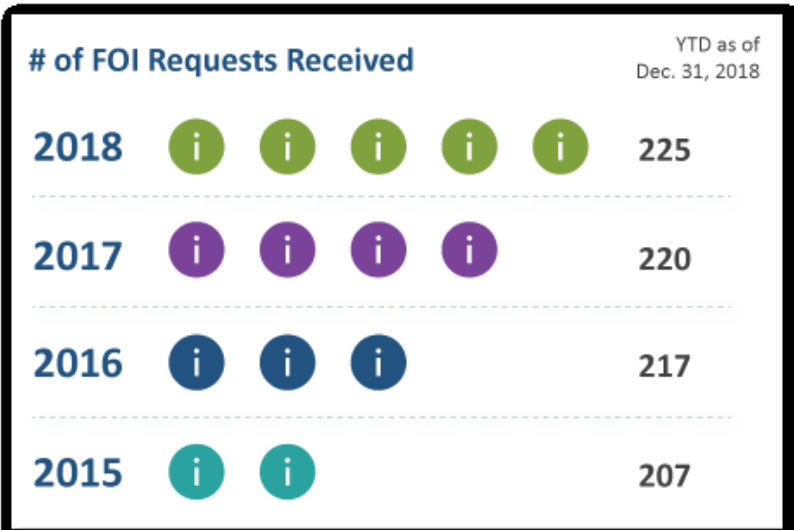
Litigated Files Resolved



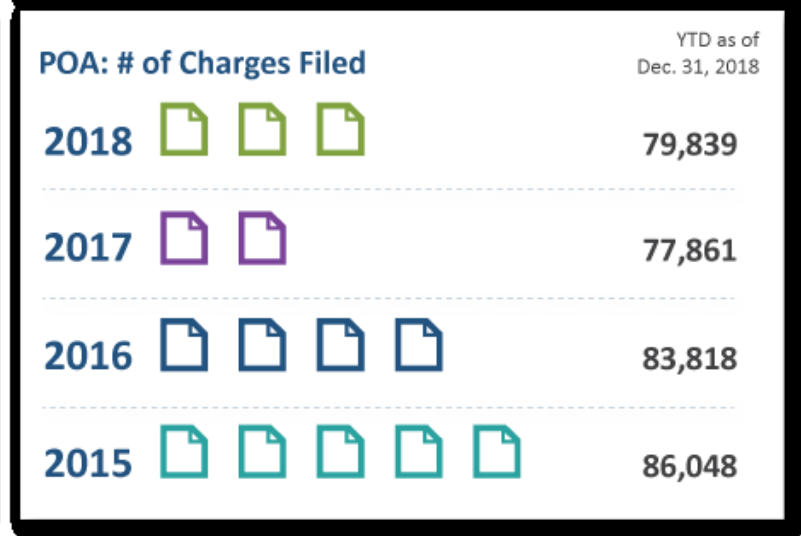
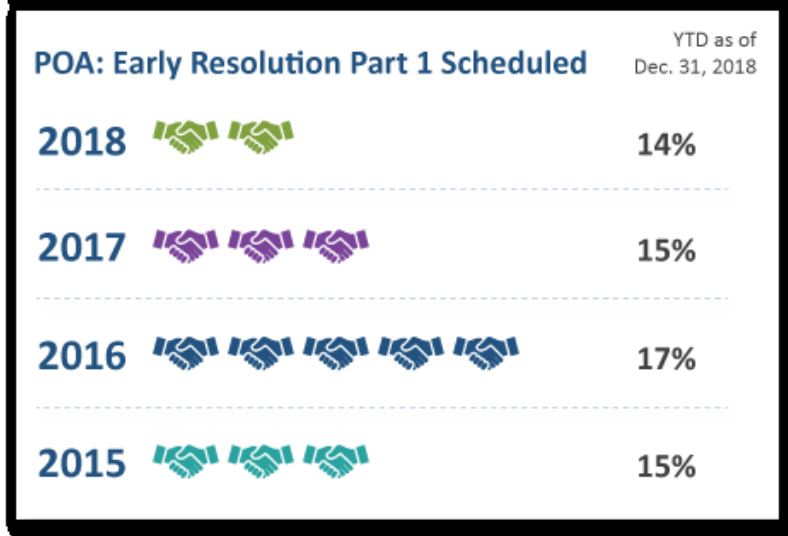
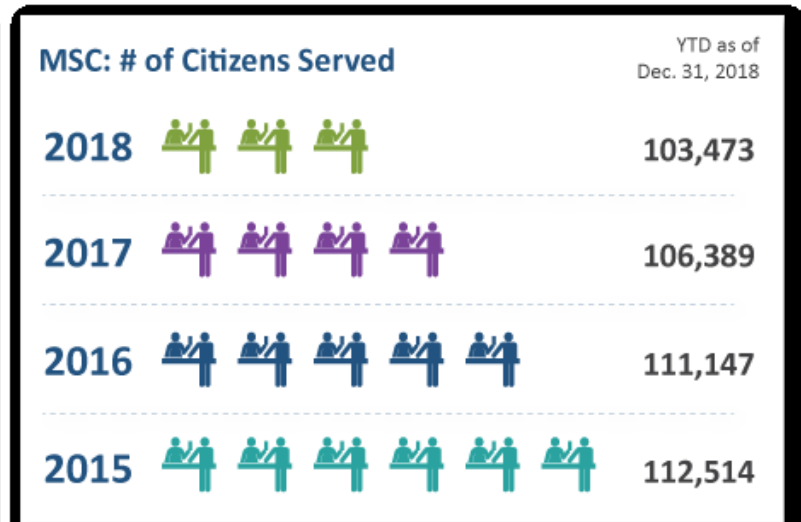
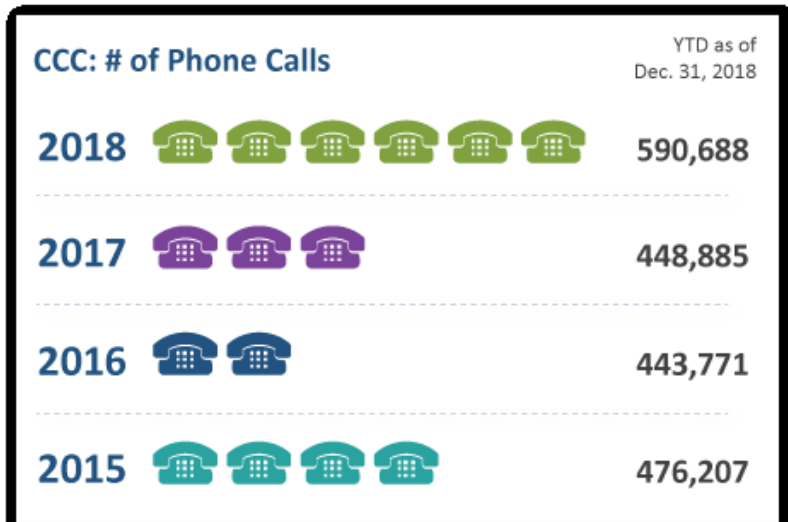
2.61%

Gross % Realized ROI (2017)

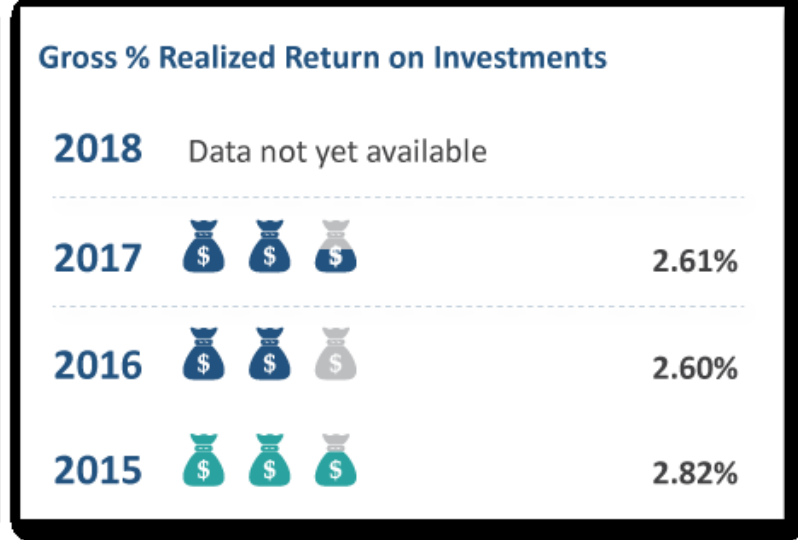
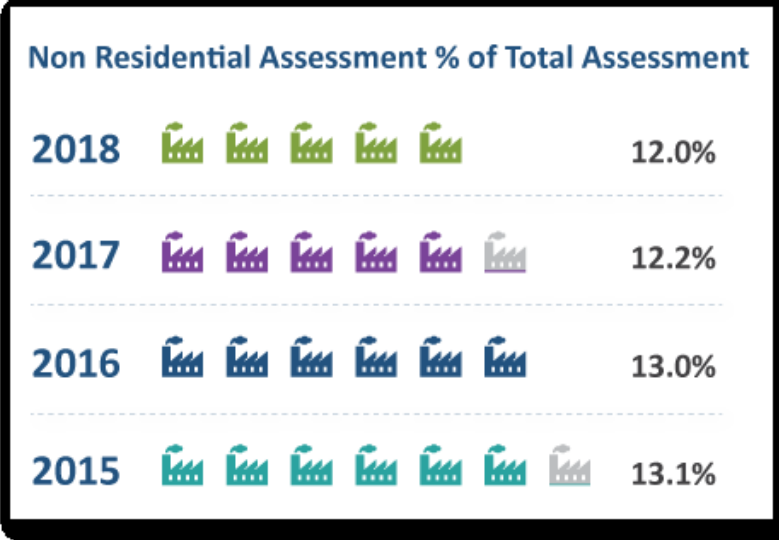
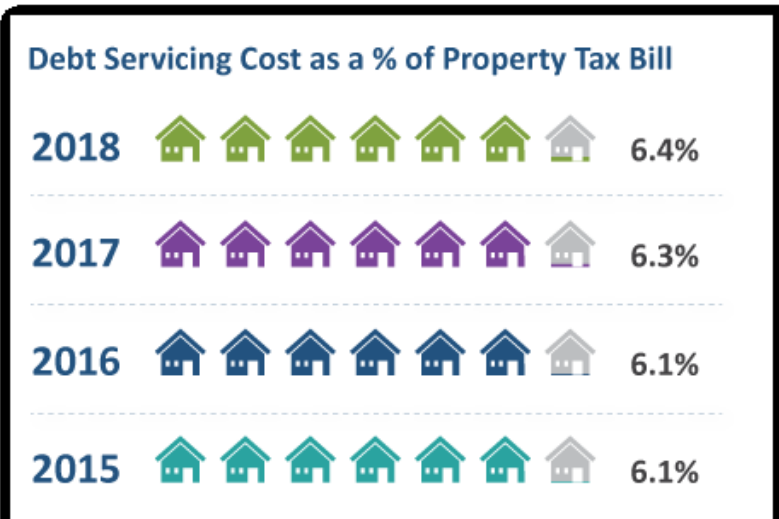
OFFICE OF THE CITY CLERK - BY THE NUMBERS



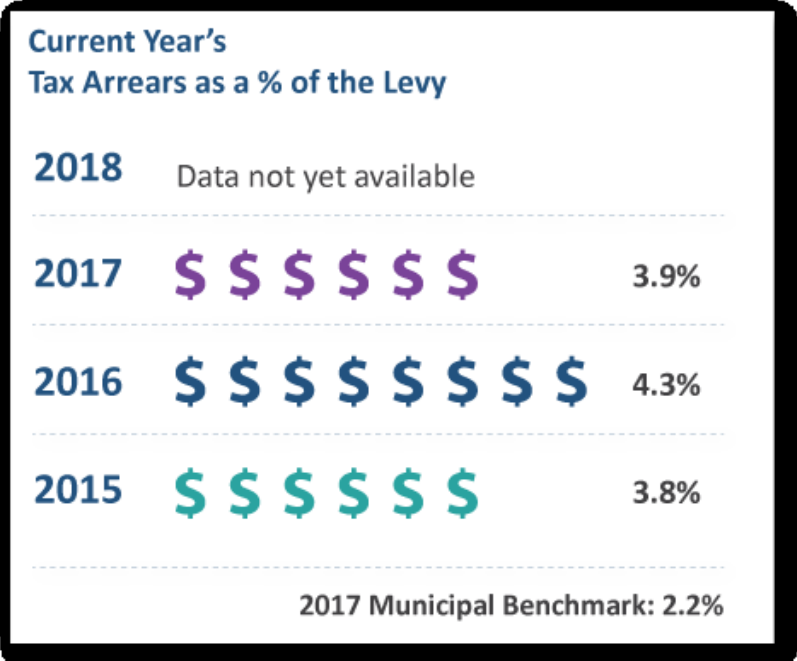
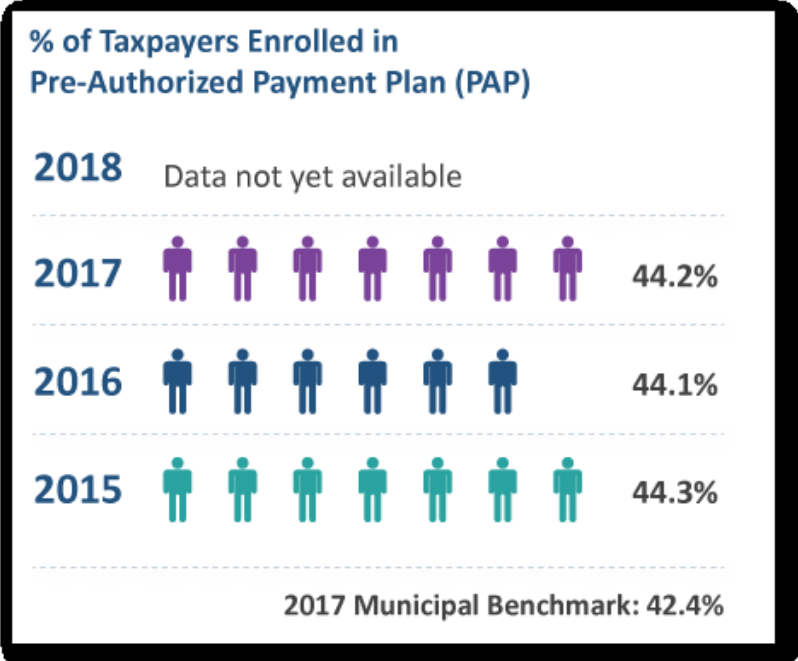
CUSTOMER SERVICE AND POA - BY THE NUMBERS



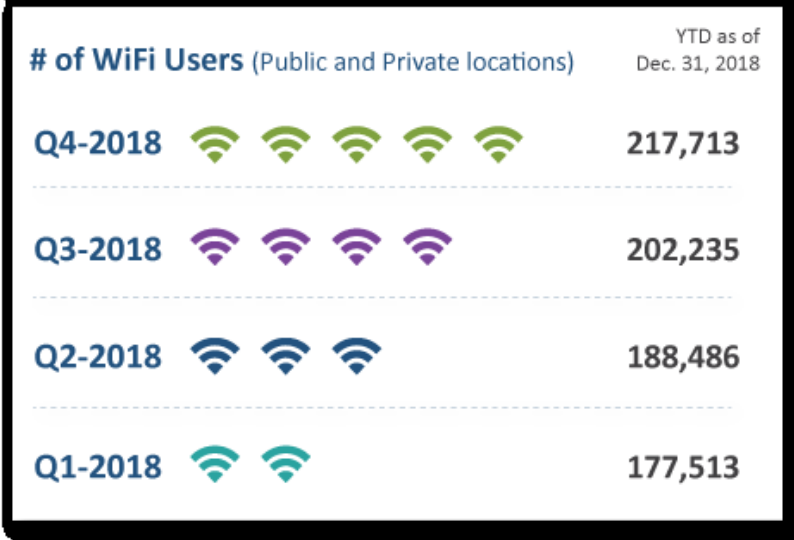
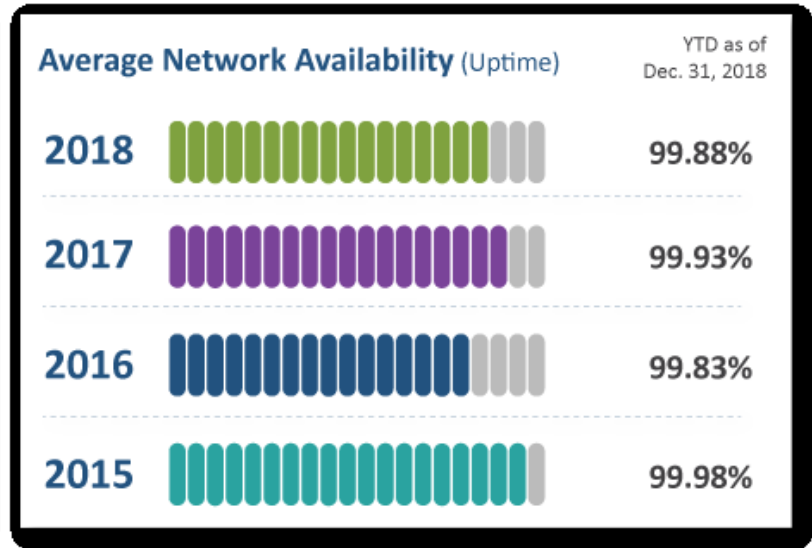
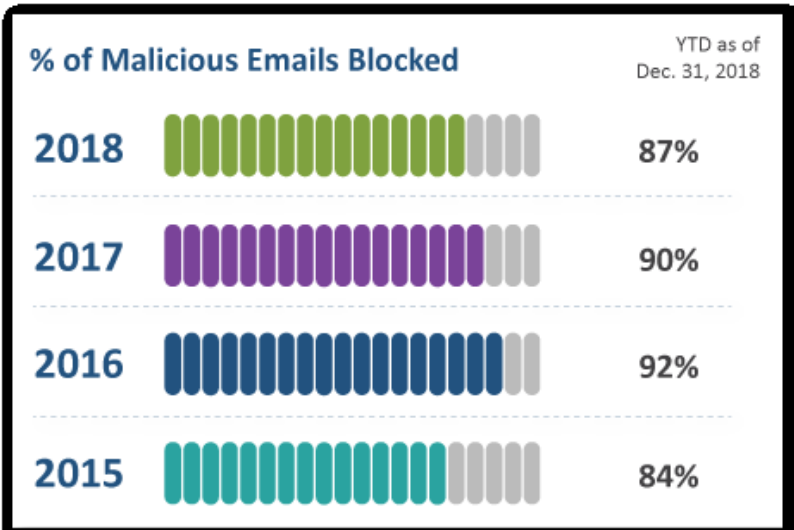
FINANCIAL PLANNING, ADMINISTRATION AND POLICY – BY THE NUMBERS



FINANCIAL SERVICES AND TAXATION - BY THE NUMBERS



INFORMATION TECHNOLOGY - BY THE NUMBERS

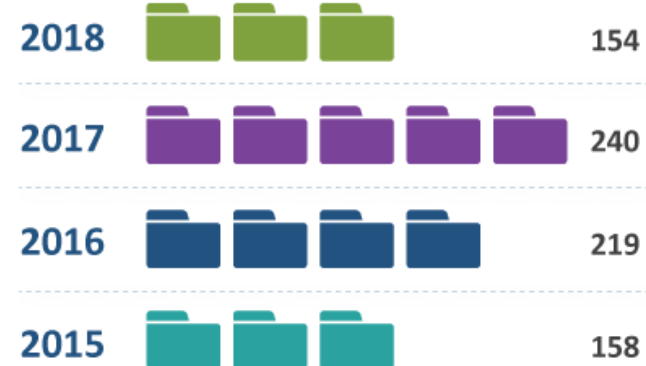


LEGAL AND RISK MANAGEMENT - BY THE NUMBERS

and Value of Procurement Contracts (Construction)



of Litigated Files Resolved



of Real Estate Transactions



TRENDS AND ISSUES

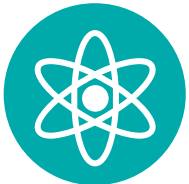
TRENDS AND ISSUES

Legislation



- Respond to changing provincial and federal legislation
 - Infrastructure for Jobs and Prosperity Act
 - Modernizing Ontario's Municipal Legislation Act
 - Building Better Communities and Conserving Watersheds Act
 - Bill 6 Asset Management
 - Bill 66 Restoring Ontario's Competitiveness Act

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 workforce planning and succession planning

MAJOR INITIATIVES

MAJOR INITIATIVES 2019+

Initiatives



- eSCRIBE Minute Module
- Implement Customer Service Strategy
- Call Consolidation Completion
- Asset Management Financial Strategy
- Multi-Year Budget Enhancements
- Implement Online Tax Services
- Implement New Accounting Standard
- IT Strategy Implementation
- Launch Online Self-Serve
- Legal /Risk Support for Strategic Initiatives

Initiatives



- Implement Staff Training Modules
- Expand use of eSCRIBE and eSCRIBE Workflow
- Implement Online Services
- Review and Update Corporate Policies and Procedures
- Implement Electronic Voting (Jan 2019)
- Introduce Assessment Roll Kiosk
- Prepare and Administer 2022 Election

CUSTOMER SERVICE AND POA MAJOR INITIATIVES 2019+

Initiatives



- Introduce Early Resolution Enhancements (POA)
- Introduce online and mobile payment enhancements
- Enhance call experience using online tools to promote self-serve options
- Support the Customer Service Strategy with technology to enhance the service experience
- Consolidate calls for remaining divisions

FINANCIAL PLANNING, ADMINISTRATION AND POLICY - MAJOR INITIATIVES 2019+

Initiatives



- Create and update Development Charge policies in response to completed Background Study
- Support development of a strategic asset management policy, plans and related financing plans to adhere to new Provincial Regulations
- Investigate and amend the City's Investment Policies resulting from proposed changes to the Municipal Act (Including Prudent Person Policy)
- Renewal discussions for water billing contract with service provider
- Implement continuous improvement initiatives in Finance and Administration

FINANCIAL SERVICES AND TAXATION MAJOR INITIATIVES 2019+

Initiatives



- Implement financial system upgrades to modules in PeopleSoft software
- Upgrade City's taxation software and update tax related policies and procedures
- Develop formal prioritization process tax appeal engagements based on impact and availability of resources
- Implement program to facilitate fulsome vendor performance reviews

Initiatives



- Implement road map initiatives defined in the IT Strategy (i.e. Mobility and Empowering Data and Analytics)
- Centralize Information Technology Services
- Enhance hardware, software, network and data centre infrastructure to improve and sustain the City's service delivery, technology and security infrastructure

LEGAL AND RISK MANAGEMENT

MAJOR INITIATIVES 2019+

Initiatives



- Support Planning and Economic Development initiatives
- Support Public Works initiatives
- Advise and review Development Charges By-law
- Support ongoing Enterprise Risk Management
- Support implementation of IT Strategy
- Manage staffing implications resulting from additional Provincial Offences Act prosecutions for Part III matters

2019 PRELIMINARY TAX OPERATING BUDGET

2019 OPERATING BUDGET BY DIVISION

	2018	2019	2019	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
Office of the City Clerk	2,391,660	2,992,990	2,409,450	17,790	0.7%
Corporate Services - Administration	324,760	329,290	329,290	4,530	1.4%
Customer Service and POA	5,189,350	10,159,360	5,270,000	80,650	1.6%
Financial Planning, Admin & Policy	4,720,250	7,206,010	4,800,070	79,820	1.7%
Financial Services and Taxation	3,904,830	6,762,110	3,979,580	74,750	1.9%
Information Technology	8,837,600	13,581,300	9,006,370	168,770	1.9%
Legal and Risk Management	3,248,140	4,271,400	3,382,760	134,620	4.1%
Total Corporate Services	28,616,590	45,302,460	29,177,520	560,930	2.0%

2019 BUDGET DRIVERS

Item	Cost (\$)
Net Employee Related Costs	\$840K
Cost Allocations	(\$185K)
Revenue	(\$142K)
Facilities & Rent	\$36K

MULTI-YEAR OUTLOOK

MULTI-YEAR OUTLOOK BY DIVISION

Preliminary	Multi-Year Outlook					
	2019	2020		2021		2022
Budget \$	Budget \$	% Change from 2019	Budget \$	% Change from 2020	Budget \$	% Change from 2021

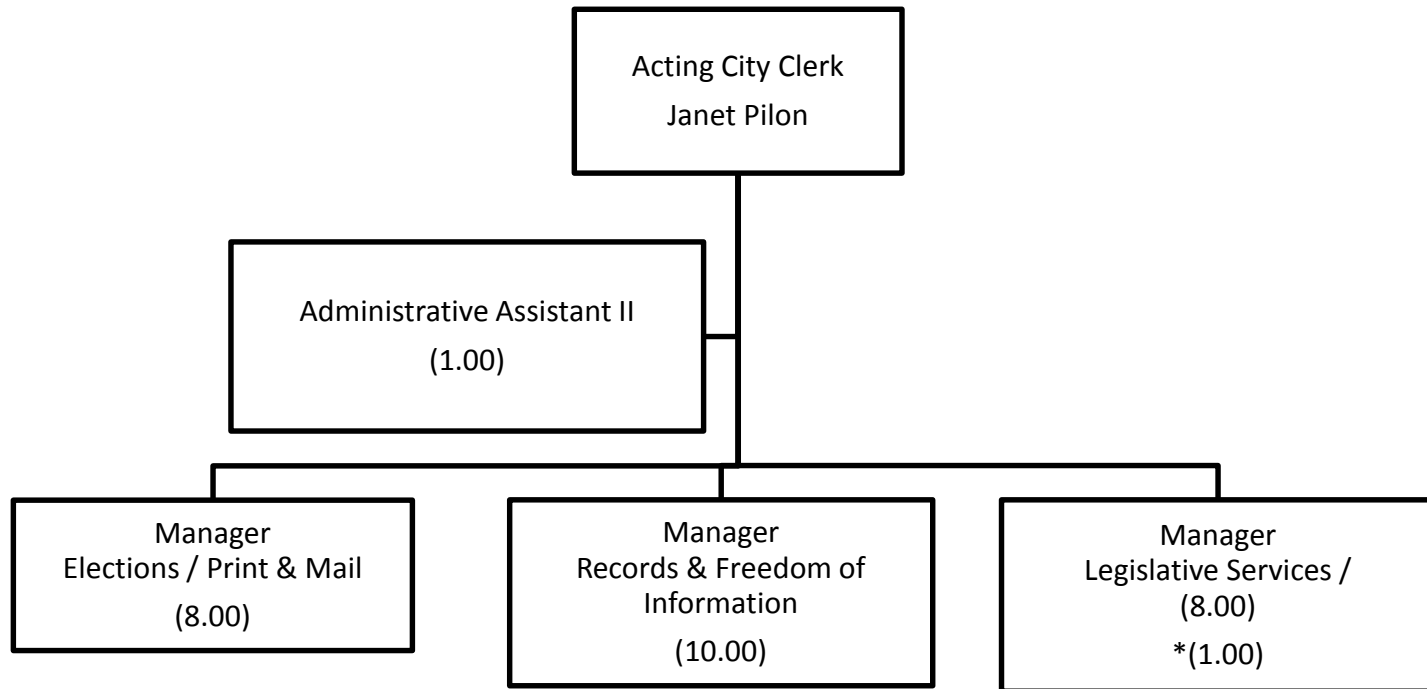
Corporate Services

Office of the City Clerk	2,409,450	2,478,980	2.9%	2,545,350	2.7%	2,609,860	2.5%
Corporate Services - Administration	329,290	339,630	3.1%	347,020	2.2%	354,600	2.2%
Customer Service	5,270,000	5,381,350	2.1%	5,498,480	2.2%	5,615,170	2.1%
Financial Planning, Admin & Policy	4,800,070	4,976,330	3.7%	5,136,940	3.2%	5,294,110	3.1%
Financial Services and Taxation	3,979,580	4,124,800	3.6%	4,232,660	2.6%	4,368,340	3.2%
Information Technology	9,006,370	9,265,020	2.9%	9,494,010	2.5%	9,712,130	2.3%
Legal and Risk Management	3,382,760	3,520,700	4.1%	3,654,980	3.8%	3,777,460	3.4%
Total Department	29,177,520	30,086,810	3.1%	30,909,440	2.7%	31,731,670	2.7%

2019 PRELIMINARY TAX OPERATING BUDGET

Office of the City Clerk

ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	*Other Distributed	Total	Staff to Management Ratio
2018	4.00	24.00	1.00	29.00	6.25:1
2019	4.00	24.00	1.00	29.00	6.25:1
Change	0.00	0.00	0.00	0.00	

* Represents distributed staff whose budget are in operating departments.

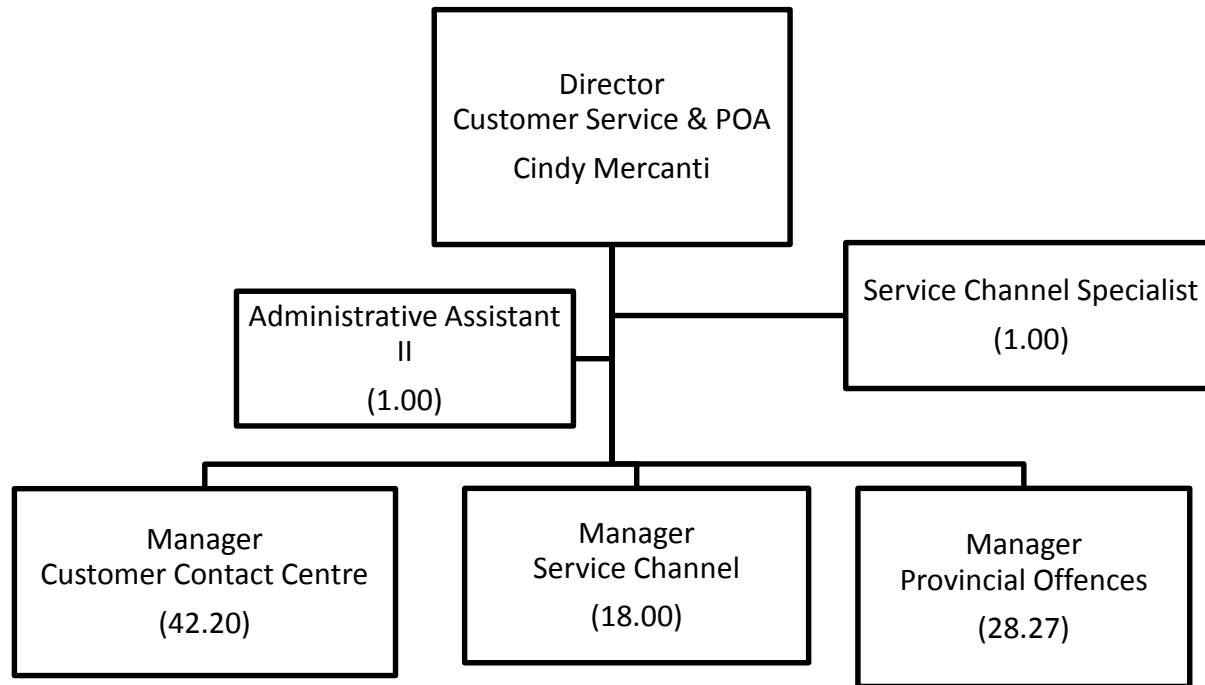
2019 OPERATING BUDGET BY SECTION

	2018	2019	2019	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
City Clerk - Admin	75,390	84,640	84,640	9,250	12.3%
Elections	637,140	672,840	624,900	(12,240)	(1.9%)
Legislative Support	857,010	877,140	877,140	20,130	2.3%
Print & Mail	421,120	419,050	419,050	(2,070)	(0.5%)
Records	401,000	939,320	403,720	2,720	0.7%
Total City Clerk's Office	2,391,660	2,992,990	2,409,450	17,790	0.7%

2019 PRELIMINARY TAX OPERATING BUDGET

Customer Service and POA

ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2018	4.00	87.47	91.47	21.87:1
2019	4.00	87.47	91.47	21.87:1
Change	0.00	0.00	0.00	

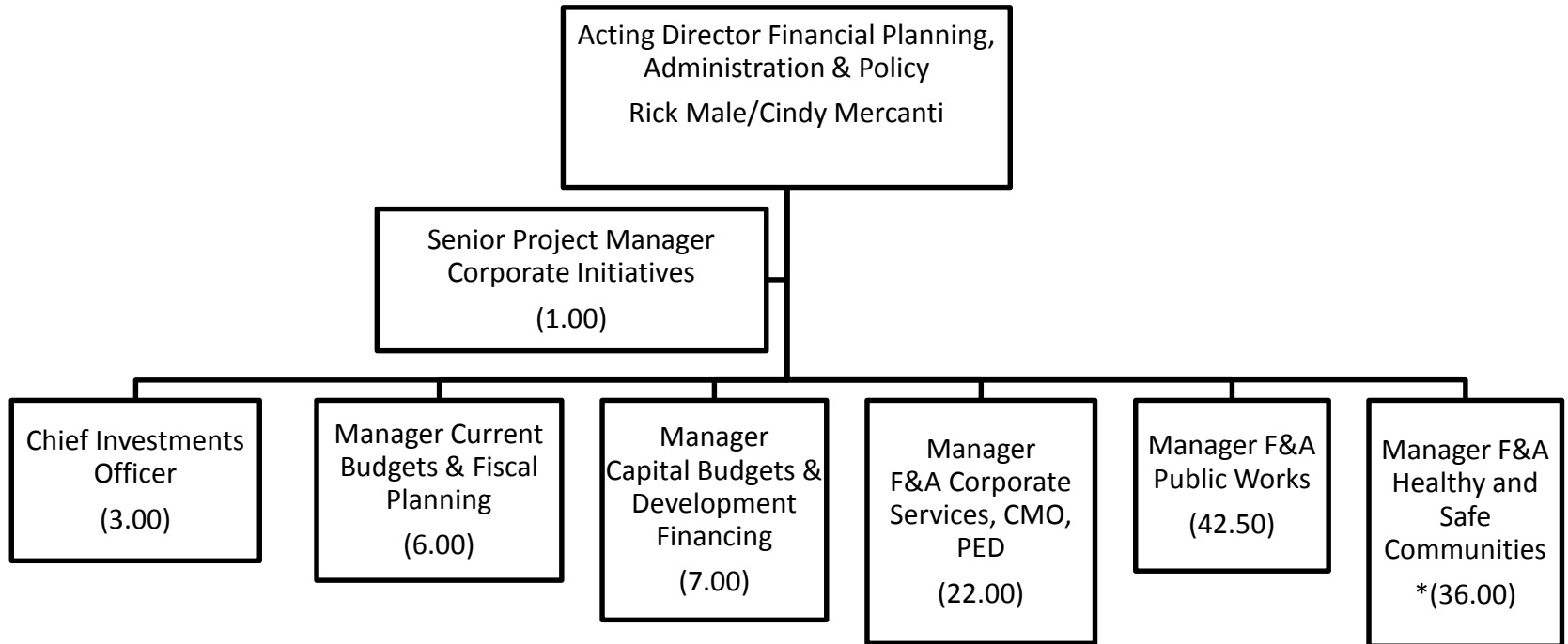
2019 OPERATING BUDGET BY SECTION

	2018	2019	2019	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
Customer Contact Centre	3,271,510	3,319,590	3,319,590	48,080	1.5%
Customer Service - Administration	286,870	295,960	295,960	9,090	3.2%
Provincial Offences Act	-	4,889,360	-	-	-
Service Channel	1,630,970	1,654,450	1,654,450	23,480	1.4%
Total Customer Service	5,189,350	10,159,360	5,270,000	80,650	1.6%

2019 PRELIMINARY TAX OPERATING BUDGET

Financial Planning, Administration and Policy³⁷

ORGANIZATIONAL CHART



Complement (FTE)	Management	*Management Distributed	Other	*Other Distributed	Total	Staff to Management Ratio
2018	6.00	1.00	76.50	35.00	118.50	15.93:1
2019	6.00	1.00	76.50	35.00	118.50	15.93:1
Change	0.00	0.00	0.00	0.00	0.00	

* Represents distributed staff whose budget are in operating departments.

2019 OPERATING BUDGET BY SECTION

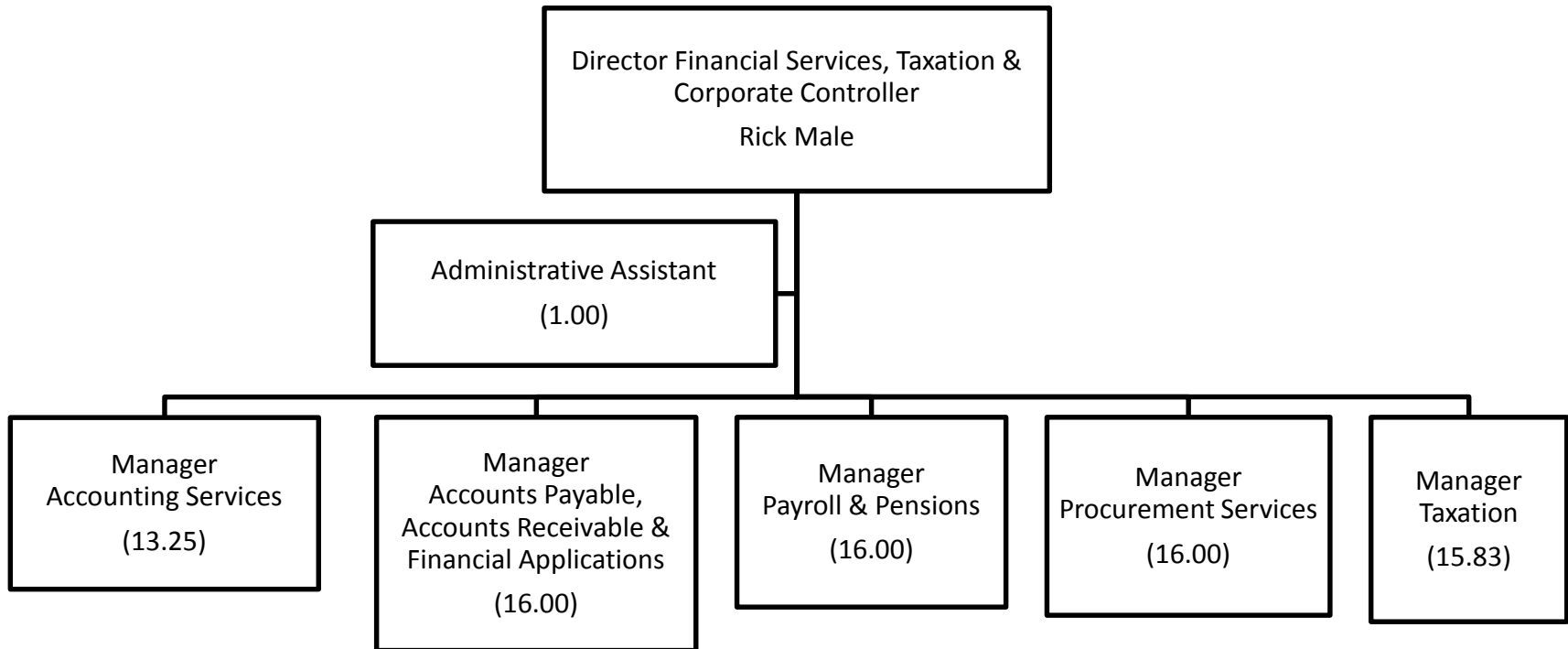
	2018	2019	2019	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
Administration Fin Policy & Plan	71,100	69,180	67,260	(3,840)	(5.4%)
Capital Budget	-	1,020,640	-	-	-
Current Budget	455,360	465,470	465,470	10,110	2.2%
Finance	4,325,170	4,483,750	4,393,420	68,250	1.6%
Investments	(131,380)	1,166,970	(126,080)	5,300	(4.0%)
Total Financial Planning, Admin & Policy	4,720,250	7,206,010	4,800,070	79,820	1.7%

2019 PRELIMINARY TAX OPERATING BUDGET

Financial Services and Taxation

40

ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2018	6.00	73.08	79.08	12.18:1
2019	6.00	73.08	79.08	12.18:1
Change	0.00	0.00	0.00	

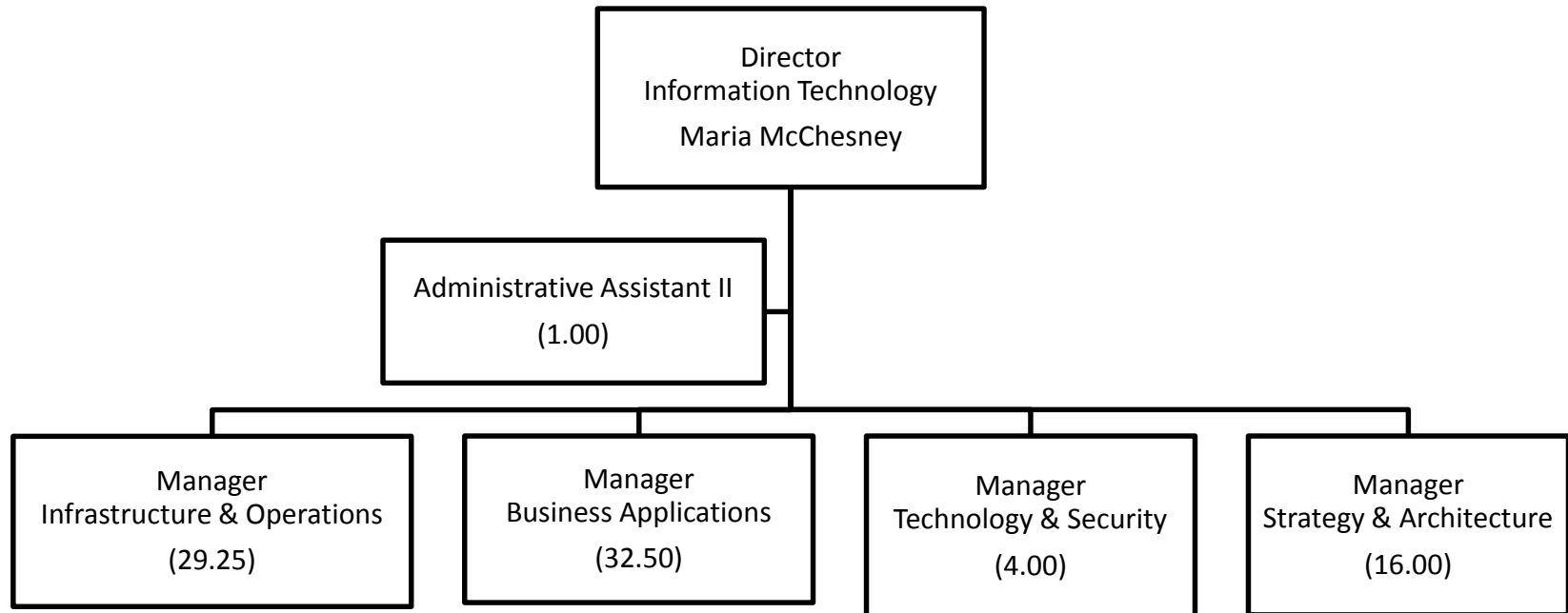
2019 OPERATING BUDGET BY SECTION

	2018	2019	2019	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
Accounts Payable	408,080	435,530	394,530	(13,550)	(3.3%)
Accounts Receivables	157,220	159,370	159,370	2,150	1.4%
Financial Accounting Services	620,200	1,043,900	607,250	(12,950)	(2.1%)
Financial Application Support	330,410	333,760	333,760	3,350	1.0%
Financial Services Admin	298,450	316,630	316,630	18,180	6.1%
Payroll and Pensions	902,520	1,034,720	934,220	31,700	3.5%
Procurement	912,620	1,168,970	935,400	22,780	2.5%
Taxation	275,330	2,269,230	298,420	23,090	8.4%
Total Financial Services	3,904,830	6,762,110	3,979,580	74,750	1.9%

2019 PRELIMINARY TAX OPERATING BUDGET

Information Technology

ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2018	4.00	79.75	83.75	19.94:1
2019	5.00	78.75	83.75	15.75:1
Change	1.00	(1.00)	0.00	

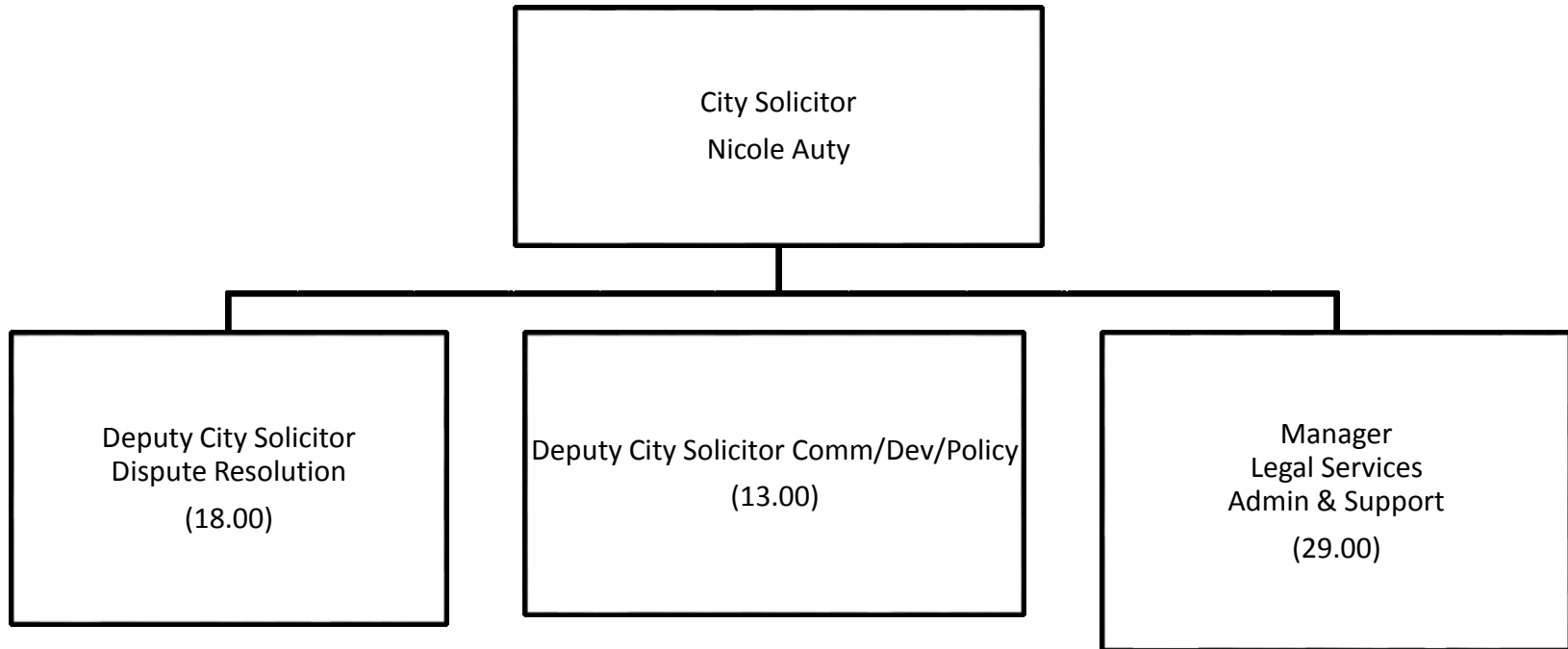
2019 OPERATING BUDGET BY SECTION

	2018	2019	2019	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
Business Applications	4,817,950	4,734,730	4,729,170	(88,780)	(1.8%)
City Leased Equipment	-	4,481,250	-	-	-
Equipment and Maintenance	-	5,000	5,000	5,000	-
Infrastructure & Operations	6,810,130	7,181,690	7,096,690	286,560	4.2%
IP Telephony	-	2,850	-	-	-
IT - Admin	(3,463,680)	(3,512,390)	(3,512,660)	(48,980)	1.4%
Technology & Security	673,200	688,170	688,170	14,970	2.2%
Total Information Technology	8,837,600	13,581,300	9,006,370	168,770	1.9%

2019 PRELIMINARY TAX OPERATING BUDGET

Legal and Risk Management

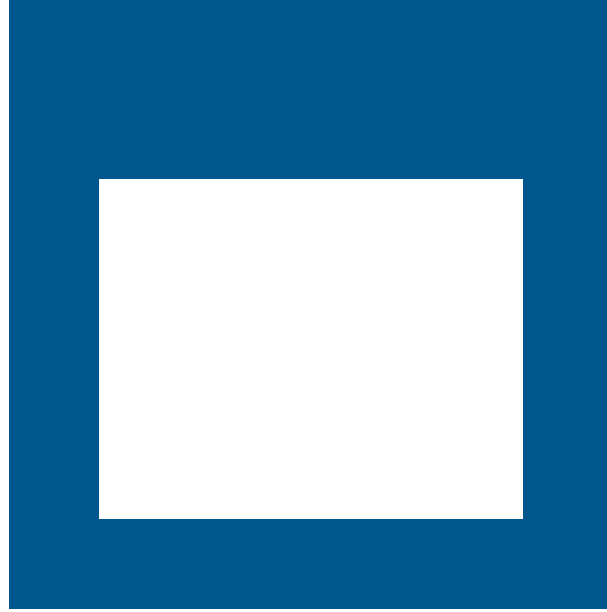
ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2018	5.00	56.00	61.00	11.20:1
2019	5.00	56.00	61.00	11.20:1
Change	0.00	0.00	0.00	

2019 OPERATING BUDGET BY SECTION

	2018	2019	2019	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
Legal and Risk Management	3,248,140	4,271,400	3,382,760	134,620	4.1%
Total Legal and Risk Management	3,248,140	4,271,400	3,382,760	134,620	4.1%



THANK YOU