



Hamilton

CITY MANAGER

2019 TAX SUPPORTED OPERATING BUDGET

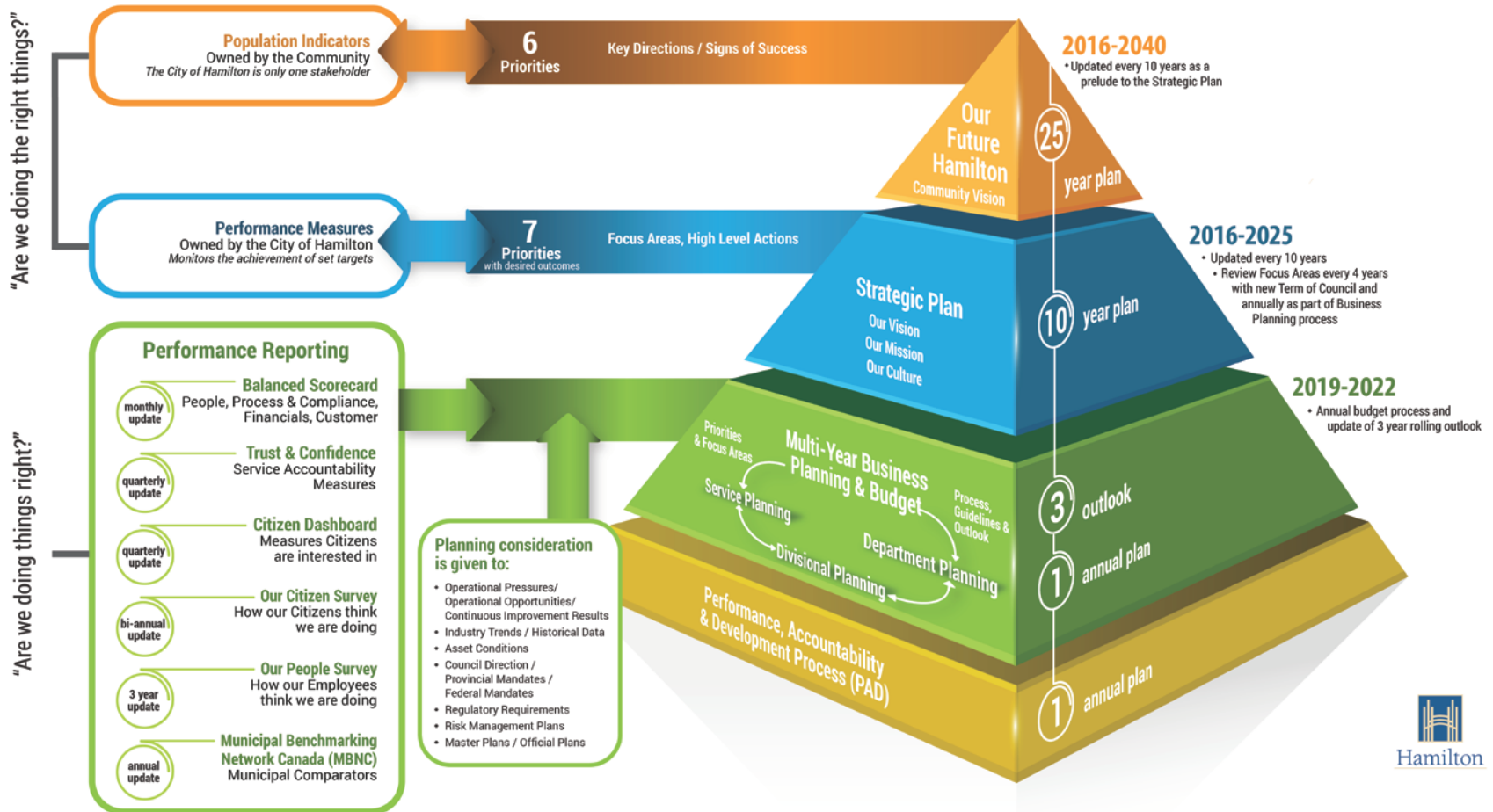
GENERAL ISSUES COMMITTEE

January 30, 2019

Priorities Cascade from our 25 Year Community Vision

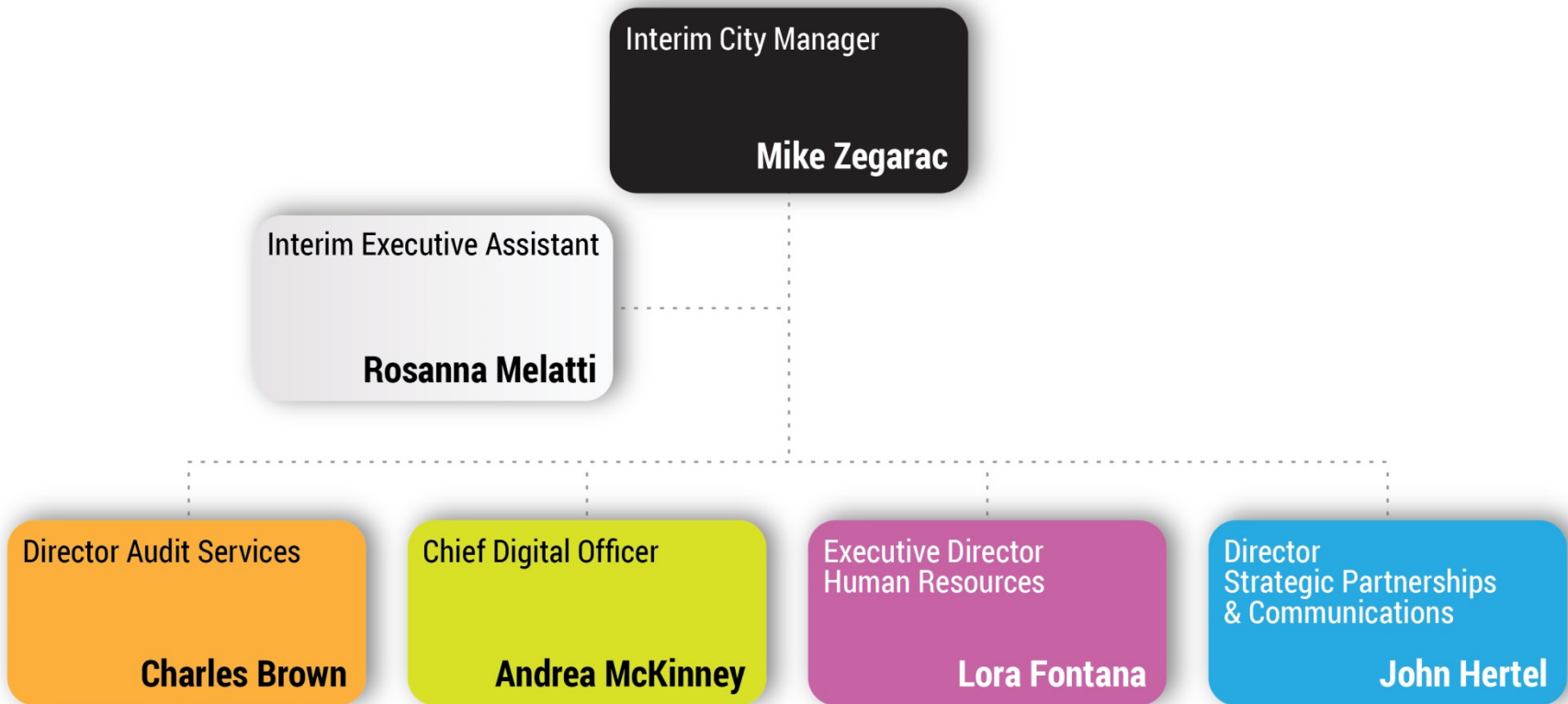
Our Strategy & Performance

(v.4)
January 2019



2019 CMO Organizational Chart

City Manager's Office (CMO) provides leadership and direction to the organization, focusing and aligning activities to the vision, mission and priorities of the City's Strategic Plan.



CMO Services and Sub-Services

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 & Program
- Open Government & Open Data
- CityLAB
- Digital infrastructure planning and liaison

Human Resources

- Benefits Administration
- Compensation Services
- Employee & Labour Relations
- Collective Bargaining
- Health & Safety
- Wellness
- Occupational Health
- HR Analytics & Metrics
- HR Administration
- HR Business Partner Services
- HR Information Systems
- HR Records Administration
- Human Rights
- Diversity & Inclusion
- Organizational Development & Learning
- Talent (Recruitment Services)
- Return to Work Services

Strategic Partnerships & Communications

- Corporate Strategy & Initiatives
- Community Engagement
- Internal/External Communications
- Marketing
- Creative Design
- Social Media
- Media Buying
- Corporate Website
- Revenue Generation & Account Management
- City Enrichment Fund
- Continuous Improvement
- Trust & Confidence Rpt.
- Performance Excellence
- Hamilton Farmers' Market

2018 HIGHLIGHTS

Greater Transparency, Measurement & Accountability in 2018



Community Engagement 2018 Summits Highlights

Brought together community and industry leaders, as well as key members from all levels of government to discuss major topics that are key to Hamilton's future success.



Audit Services 2018 Highlights

% of Staff Meeting
CPE Requirements

100%
continuing
professional education

Follow-up
Audit Reports Issued

3

Fraud/Waste Whistleblower
Items Assessed

12 including **6** citizen
assessing **6** complaints

Coming soon!

10
projects in progress,
reports to be
issued in 2019

Housing Value
for Money Audit

Road
Capital
Construction

Hamilton
Fire Department
Risk Assessment

Digital Office 2018 Highlights

- Developed the City's Digital Transformation & Smart City Strategy
- Launched CityApp
- Launched Open Data Portal – Open Hamilton
- Building partnerships with Telecom Industry
- HAIL data initiative
- Held City's first Hack-a-thon

TOP7
INTELLIGENT
COMMUNITIES
OF 2018

CityLab
in 2018

20 projects
268 students
 over **10,000** hours
25 members of Faculty
43 City Staff

Open Data Portal



CityApp



Downloads

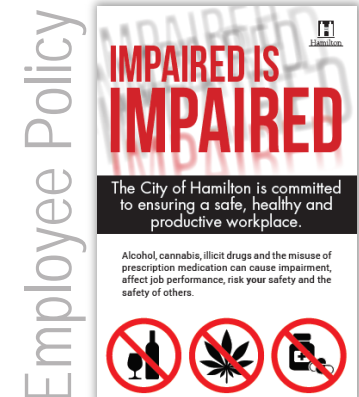
8500+

New Data Sets

66



Human Resources 2018 Highlights

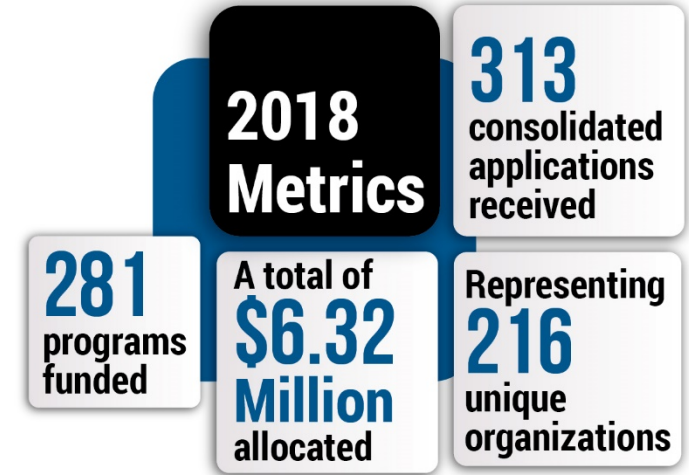


Human Resources 2018 Metrics



City Enrichment Fund 2018 Highlights

- Consistent adjudication & scoring across all programs
- Simplified, consolidated applications where possible
- Supported 6 applicants who lost all or part of United Way funding (approx. \$140K from reserve)
- Established closer working relationship with United Way & HCF



Small Sample of our Client Organizations



Coordinated Communications 2018

Social Media Channels

3,394 Tweets
63,442 Twitter followers
1,637 YouTube subscribers
6,984 Instagram followers
17,944 LinkedIn followers

Hamilton.ca

980 internal requests/month
45 projects ongoing
2,895,244 users 2018
 – 12% increase from 2017
15,266,060 total page views
 – 3.5% increase from 2017

City App

46,694 Total Active App Users in 2018
580,910 Total Number of Views in 2018
7,144 Total App Downloads in 2018



Media Buying

\$1.3M spend – negotiated savings of approx. **\$1.2M**
 Working with **75** internal client teams & **50** media reps– all mediums

Communications

344 Media releases,
1,069 Media inquiries
10,808 Nat'l media mentions
6 Employee Newsletters
325 Projects/Campaigns
100 Staff media trained
140 Videos produced in house

Creative Design Services

525 jobs, with over
2000 products in 2018
EXAMPLES **16** Marketing campaigns
109 Publications
16 Open houses and charrettes
40 Posters/flyers
11 Creative art/Interior design
300+ Other products

Communications 2018 Campaigns

DID YOU KNOW ?

- School property and within 20 metres of property
- Hospital property
- Daycares
- Long-term care homes and within 9 metres of their entrances and exits
- Restaurant and bars patios and within 9 metres of these patios
- Children's playgrounds and play areas, sports fields, community recreation facilities and within 20 metres of these places
- Common area multi-unit homes such as lobbies and elevators
- Enclosed public places, work and work vehicles

ARE SMOKE AND VAPE FR

FOR MORE INFORMATION:
CALL: 905-540-5566
VISIT: www.hamilton.ca/tobacco

IMPAIRED IS IMPAIRED

DON'T DRIVE WHILE IMPAIRED BY ALCOHOL OR DRUGS

- Have a designated driver
- Call a friend or family member
- Call a cab or rideshare
- Take public transit
- Stay over & sleep it off

Hamilton
hamilton.ca/impaireddriving

Instagram

tourismhamilton

1,286 posts 15.9k followers 663 likes

Share your photos with us via the link below! [upload to tourismhamilton.com](https://www.instagram.com/tourismhamilton)

SHORT TERM RENTALS?

Your Neighbourhood. Your Say.

SHORT TERM RENTALS ARE POPPING UP IN HAMILTON

Take our online survey and tell us what you think.

Survey runs from September 7 to December 7, 2018
www.hamilton.ca/shorttermrentals

Your Hamilton Your Vote

#HamiltonVotes18

Be heard on October 22

www.hamilton.ca/Elections

MEET THE 3Ps

Only the 3Ps (pee, poo and toilet paper) are safe to flush down your toilet. Help defend your throne with Richard the Turd, Sir Peeter and the Duchess of Swirl. Keep everything else out of your pipes.

#OwnYourThrone

Learn more at hamilton.ca/OwnYourThrone

City of Hamilton Animal Services

Animals, Pets, Love, Responsible Pet Ownership, Licences, Animal Services

Did you know? ...

DISCOVER: RADON

IT'S CLOSER THAN YOU THINK.

Discover how you can test your home to protect yourself and your family.

hamilton.ca/radon

HSRnow

real-time | 24/7 | service alerts

2,948 followers 1,581 likes

Events: Toronto & replies, Media

Hamilton Street Railway

Who to follow: Hamilton Police, Hamilton Fire, Hamilton Transit

Centralized Creative Design Services

Examples of 2018 Jobs

The collage features the following posters:

- Information Technology:** Connecting you to your city. Sub-topics: IT Culture (how we get things done), IT Centralization (the resources we have), IT Governance (our framework). Email: xxxxx@hamilton.ca.
- Ever wonder WHAT IS HAPPENING in your city @ youth?** hamilton.ca/youth. Has you covered with programs, supports, events and fun opportunities youth 14-29 can participate in.
- Considering Home Child Care? Choose LICENSED Home Child Care.** Deserve it. Demand it.
- PHISHING:** Don't Take The Bait! SECURITY is everyone's responsibility. To learn more about how we all can help protect the City's information, visit the Security Matters page on eNet.
- Mayor Fred Eisenberger and Council invite you to attend HAMILTON SUMMIT 2018.** Advancing Hamilton's Priorities in the 2018 Provincial Election. Friday, April 13, 2018, 9 a.m. Hamilton City Hall, Council Chambers, 71 Main Street West, Hamilton. Website: www.hamilton.ca/HamiltonSummit2018.
- HAMILTON ANNUAL BUDGET SURVEY.** 17 TABLES AND CHARTS.
- 2018 FIRE PREVENTION WEEK OPEN HOUSE.** Monday, October 8th, 2018 • 1-4 pm. Also visit your local Fire Station on October 6th from 10am-12pm.
- To elevate civic pride across the City by transforming HAMILTON's URBAN LANDSCAPES through Horticulture excellence and innovative floral displays.**
- ENTEWAYA'TARÒ:ROKÉ.** We will gather together. THE URBAN INDIGENOUS STRATEGY SURVEY. Survey period: May 1 to June 30, 2018. Take the survey today!
- A DOG LICENCE CAN GET ME HOME.** BECAUSE THERE'S NO PLACE LIKE HOME. May is dog licence late fee "forgiveness" month.
- THE AMBITIOUS CITY: ACHIEVEMENTS IN GROWTH SINCE 2006.** Includes a map of Hamilton with various zones highlighted and a list of key statistics:

Special Plans	1
Process Improvements	10
Planning Studies	10
Development Applications	10
Special Studies	10
Other	10
TOTAL	11,806
- Celebrate Hamilton's First NEWCOMER DAY!** Friday July 27 12-6PM HAMILTON CITY HALL 71 Main St. West.
- ePLANS.** Taking Your Building Permits On-Line. Access Our Efficient, Stream-Lined, On-Line Process.

Revenue Generation 2018 Highlights

- **Gross Billed Revenue 2018 = \$1.2M**
- **Gross Billed Revenue 2015+ = \$4.2M**
- **Total Contracted Revenues 2019 and beyond = \$10M**
- **Relationship with TD also created \$1M land donation to Library in 2018**



McNally Foundation:
Youth Rooms at four Recreation Centres



TRENDS & ISSUES

CMO TRENDS AND ISSUES



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



Legislative and regulatory changes by other levels of government as well as partnering opportunities.



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

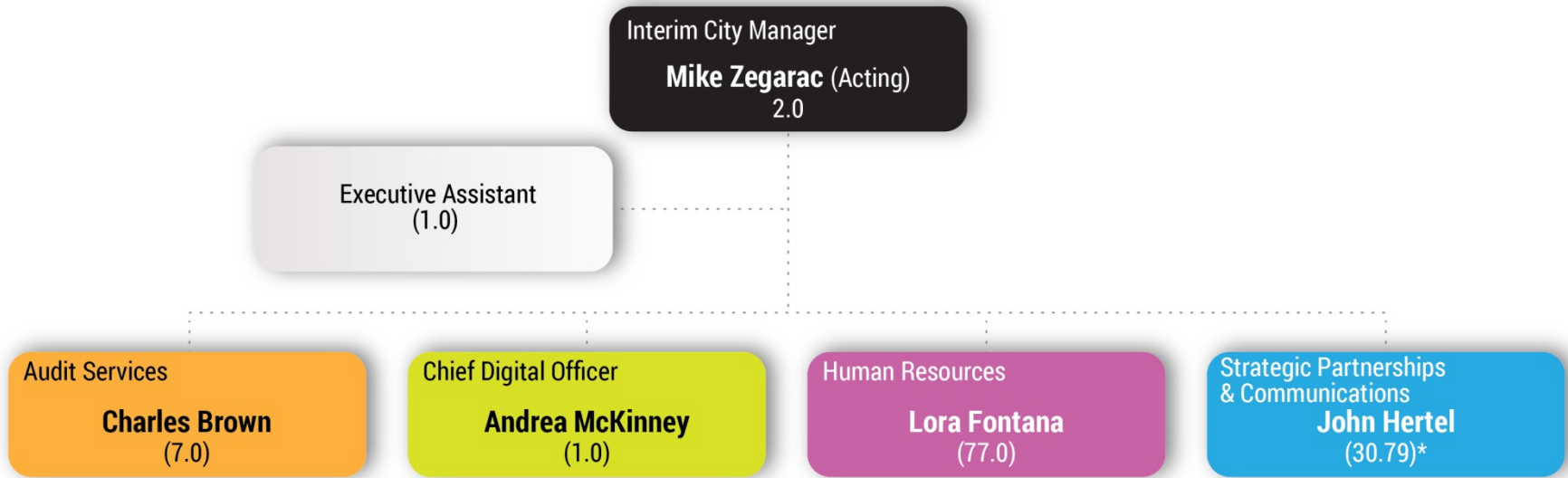


Government modernization improves service delivery and operating efficiencies. Leveraging technology can maximize use of resources and improve quality of life for residents

2019 PRELIMINARY TAX OPERATING BUDGET

City Manager's Office

ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	# of staff/ Management
2018	15	101.29	116.29	6.75:1
2019	15	102.79	117.79	6.85:1
Change	0	1.5	1.5	

* Denotes positions included in the complement, funded by the operating departments and appear in their budget
Strategic Partnerships & Revenue Generation – 4.19 for Hamilton Farmer’s Market

2019 OPERATING BUDGET BY DIVISION

City Manager

	2018	2019	2019	2019 vs 2018	
	Restated Net	Preliminary Gross	Preliminary Net	\$	%
Strategic Partnerships & Communications	2,444,750	3,756,220	2,410,900	-33,850	(1.4%)
Audit Services	1,066,430	1,145,980	1,115,980	49,550	4.6%
CMO - Administration	399,350	424,420	394,420	-4,930	(1.2%)
Human Resources	6,885,170	9,028,450	7,046,520	161,350	2.3%
Total City Manager	10,795,700	14,355,070	10,967,820	172,120	1.6%

2019 BUDGET DRIVERS

Item	Cost (\$)
Employee related costs	\$297k
Revenues	\$85k
Cost Allocations	\$55k

MULTI-YEAR OUTLOOK

2020-2022

TRENDS AND ISSUES 2020 - 2022



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AUDIT SERVICES

Major Initiatives 2019

Champion a mature risk assessment process for adoption by the City

Launch the pilot of Fraud and Waste Hotline

Implement an audit rotation program by mentoring staff from across the organization

2020-2022 Outlook

Expand continuous auditing to include more City processes for continuous auditing, such as procurement and attendance.

Quality Assessment Reviews (QAR)

Consolidated Annual Report on Audit Services activity to Council

Major Initiatives 2019

Develop Smart City Pilots including – 311 / online report a problem

Working with Telecommunications industry on investments in infrastructure

Open Government: work in partnership with the divisions on service modernization and better online services

2020-2022 Outlook

Move the Smart City program initiatives to full production

Open Government enabling residents to easily access services online

Focus on supporting government modernization including reducing paper based/manual processes

HUMAN RESOURCES

Major Initiatives 2019

Continued enhancements and improved functionality on the Human Resources Portal (HOWI) to expand self-serve capabilities

Implement the centralization of a training module capturing, tracking and monitoring mandated job specific training requirements and data collection.

Commence delivery of Transgender Protocol training to all employees

Return to Work Services Functional Review

Commence the collective bargaining cycle covering nine collective agreements

Finalize and implement the HR branding strategy

2020-2022 Outlook

Implement action items generated from the Corporate Performance & Learning Strategy

Review Talent processes & develop recommendations to improve time to hire & retention rates.

Implement the City's diversity and inclusion strategy

On-going implementation of HR Technology Strategy.

Implement and monitor Return to Work Services initiatives based on the structural review audit results

STRATEGIC PARTNERSHIPS & COMMUNICATIONS

Major Initiatives 2019

Implement the City's Performance Excellence Dashboard with emphasis on the use of RBA framework for performance measurement.

Drive additional revenues to public facing departmental programming and festivals

Create and implement a Communications Scorecard.

Migrate Hamilton.ca to Drupal 8 Platform

RFP for visual design agencies and vendors – use of approved vendors list.

2020-2022 Outlook

Creation of centralized Marketing plan for the City of Hamilton, along with aligning all marketing resources and staff internally.

Launch of Formal Corporate Continuous Improvement Program.

Implementation of Standards for Public Engagement and Project Management.

Develop the City's Enrichment Fund online application submission platform and engagement tool enhancements to reach the City's community organizations.

METRICS OUTLOOK 2020-2022

Audit

- Anticipate increased volume in Fraud, Waste & Whistleblower complaints from both citizens and employees with the launch of the Fraud & Waste Hotline in Q2 2019

Digital Office

- +60 new open data sets and increase data downloads to +5% a year
- Develop five Smart City pilots, each with their own performance measures
- Minimum of 12 CityLab projects, each with their own outcomes

Human Resources

- We will continue to develop and expand on the HR dashboard to measure metrics such as workforce & succession planning related initiatives (ie. turnover, retirements, demographics, etc.)
- Implementation of OPS action items challenges and issues raised through the OPS results as measured against the survey implemented in 2020

Strategic Partnerships & Communications

- Revenue Generation to grow Gross Billed Revenues by 10% per year
- Each Section within the Division to continue to grow capacity through 5% productivity improvements per year

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

City Manager

Strategic Partnerships & Communications	2,410,900	2,486,580	3.1%	2,555,860	2.8%	2,608,240	2.0%
Audit Services	1,115,980	1,142,420	2.4%	1,169,700	2.4%	1,197,840	2.4%
CMO - Administration	394,420	407,020	3.2%	419,540	3.1%	432,320	3.0%
Human Resources	7,046,520	7,192,410	2.1%	7,348,980	2.2%	7,503,480	2.1%
Total City Manager	10,967,820	11,228,430	2.4%	11,494,080	2.4%	11,741,880	2.2%

BUDGET CHALLENGES 2020-2022

Audit

- Possible budget pressures related to investigations with respect to whistleblower complaints
- Expanding services while maintaining the same level of workforce

Digital Office

- Investment in the program needs to be secured beyond the pilots, outcomes will be measured to demonstrate returns

Human Resources

- Investment in self-serve and automation of learning, development and talent management, including sustainability of consumer grade technology
- Increased benefit related costs associated with aging workforce and growing drug costs
- Increased volume and expanding role scope to meet organizational needs to Diversity and Inclusion initiatives

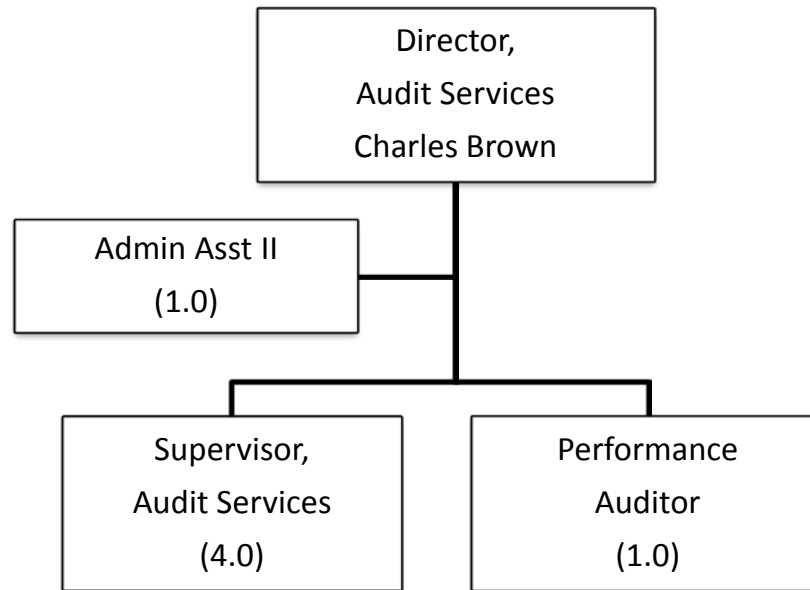
Strategic Partnerships & Communications

- Capacity building pressure as communications demands and opportunities grow
- Capacity building as the corporation and community demand more web based service delivery

2019 PRELIMINARY TAX OPERATING BUDGET

Audit Services

ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2018	1.00	6.00	7.00	6.00:1
2019	1.00	6.00	7.00	6.00:1
Change	0.00	0.00	0.00	

2019 OPERATING BUDGET BY SECTION

Audit Services

	2018 Restated Net	2019 Preliminary Gross	2019 Preliminary Net	2019 vs 2018	
				\$	%
Audit Services	1,066,430	1,145,980	1,115,980	49,550	4.6%
Total Audit Services	1,066,430	1,145,980	1,115,980	49,550	4.6%

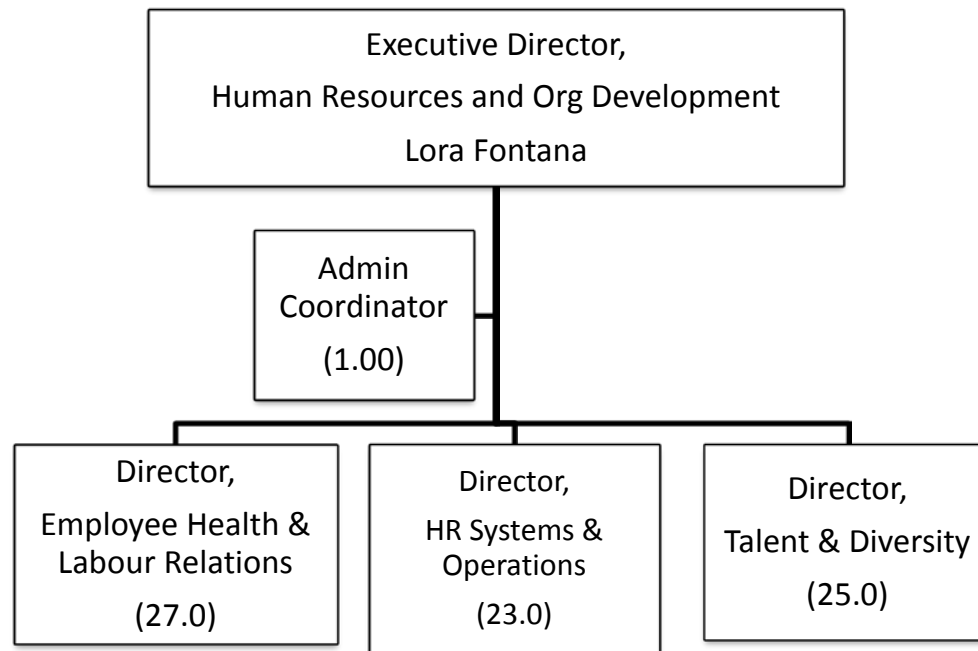
2019 BUDGET DRIVERS

Item	Cost (\$)
Employee Related Costs	\$48k

2019 PRELIMINARY TAX OPERATING BUDGET

Human Resources

ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2018	8.00	67.50	75.50	8.44:1
2019	8.00	69.00	77.00	8.63:1
Change	0.00	1.50	1.50	

2019 OPERATING BUDGET BY SECTION

Human Resources

	2018	2019	2019	2019 vs 2018	
	Restated Net	Preliminary Gross	Preliminary Net	\$	%
Emp Health & Labour Relations	2,546,400	3,737,490	2,526,390	-20,010	(0.8%)
HR Systems & Operations	1,833,230	2,528,580	1,921,480	88,250	4.8%
Human Resources Admin	184,140	220,430	200,200	16,060	8.7%
Talent and Diversity	2,321,400	2,541,950	2,398,450	77,050	3.3%
Total Human Resources	6,885,170	9,028,450	7,046,520	161,350	2.3%

2019 BUDGET DRIVERS

Item	Cost (\$)
Net Employee Related Costs	\$181k
Cost Allocations	(40k)
Other	20k

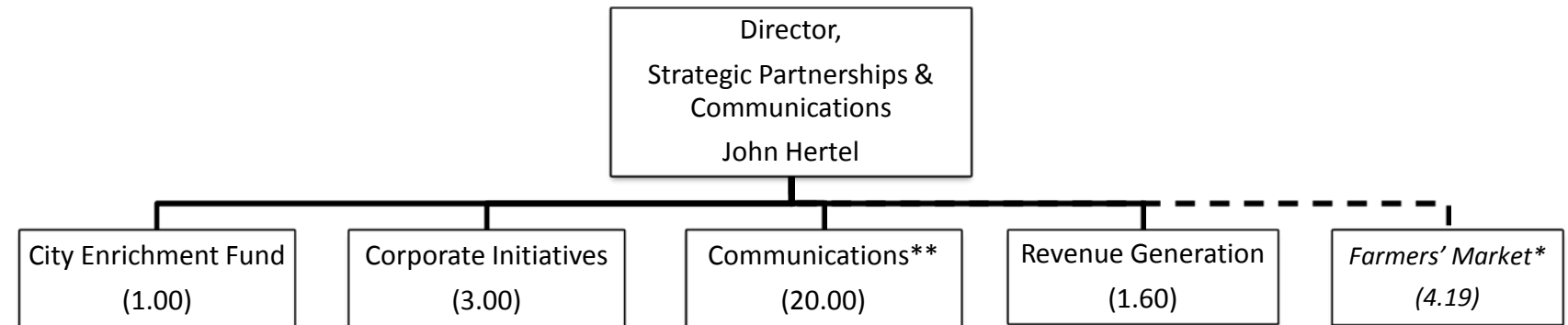
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2019 PRELIMINARY TAX OPERATING BUDGET

Strategic Partnerships & Communications

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ORGANIZATIONAL CHART



Complement (FTE)	Management	* Distributed Management	Other	* Distributed Other	Total	# of staff/ Management
2018	4.00	1.00	22.60	3.19	30.79	5.16:1
2019	4.00	1.00	22.60	3.19	30.79	5.16:1
Change	0.00	0.00	0.00	0.00	0.00	

- *Distributed staff represent a direct reporting structure to John Hertel of Hamilton Market employees. Hamilton Market budget resides in Boards and Agencies
- **Communications include: Communication Officers, Digital Communications (Web), Social Media & Marketing, and Graphic Design

2019 OPERATING BUDGET BY SECTION

Strategic Partnerships & Communications

	2018	2019	2019	2019 vs 2018	
	Restated Net	Preliminary Gross	Preliminary Net	\$	%
Communications	1,576,330	1,609,640	1,609,640	33,310	2.1%
Social Media	303,010	342,380	312,380	9,370	3.1%
Corporate Initiatives CMO	522,260	512,070	512,070	-10,190	(2.0%)
Revenue Generation	-320,570	915,320	-400,000	-79,430	24.8%
Administration	363,720	376,810	376,810	13,090	3.6%
Total Strategic Partnerships & Communications	2,444,750	3,756,220	2,410,900	-33,850	(1.4%)

2019 BUDGET DRIVERS

Item	Cost (\$)
Employee Related Costs	\$95k
Revenues	(\$85k)
Cost Allocations and Recoveries	(\$29)

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Hamilton

THANK YOU