CITY MANAGER

2019 TAX SUPPORTED OPERATING BUDGET

GENERAL ISSUES COMMITTEE

January 30, 2019
Priorities Cascade from our 25 Year Community Vision
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

- Fraud & Waste Hotline
- Citizen Survey
- Continuous Improvement Program
- Trust & Confidence Report
- Citizen Dashboards
- City App
- Results-Based Accountability
- Open Data
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 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

CityLab in 2018
- 20 projects
- 268 students
- Over 10,000 hours
- 25 members of Faculty
- 43 City Staff

Open Data Portal

CityApp

Downloads

New Data Sets

8500+

66
Human Resources 2018 Metrics

Training Sessions
- 86 Diversity & Inclusion Sessions (2,116 participants)
- 41 Corporate Learning & Development sessions (821 participants)
- 5 Leadership events (1,451 participants)

Employee Record Transactions
- 30,775

Benefit Enrollments
- 745

Positive re-enrollment forms processed
- 1,016

The Working Mind
- 15 Employee Sessions (200 participants)
- 4 Manager Sessions (55 participants)

Labour Relations

Grievances
- 378

Mediated Settlements
- 44

Arbitrated Settlements
- 5

Harassment & Discrimination Investigations
- 178

Ontario Human Rights & Tribunal Applications
- 26
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

2018 Metrics
- 281 programs funded
- A total of $6.32 Million allocated
- 313 consolidated applications received
- Representing 216 unique 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

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
16 Marketing campaigns
109 Publications
16 Open houses and charrettes
40 Posters/flyers
11 Creative art/Interior design
300+ Other products

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

ARE SMOKE AND VAPE FREE?
For more information:
Call: 905-540-5556
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

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

Learn more at hamilton.ca/OwnYourThrone

DISCOVER: RADON
IT'S CLOSER THAN YOU THINK.
Discover how you can test your home to protect yourself and your family.
hamilton.ca/radon

Your Hamilton
Your Vote
#HamiltonVotes18

SHORT TERM RENTALS?
Your Neighbourhood. Your Say.
Take our online survey and tell us what you think.
Survey runs from September 7 to December 7, 2018
www.hamilton.ca/shorttermunits

City Manager’s Office
2019 Departmental Operating Budget Presentation
Centralized Creative Design Services

Examples of 2018 Jobs
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 workplace.

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**

Interim City Manager

Mike Zegarac (Acting)

2.0

Executive Assistant

(1.0)

Audit Services

Charles Brown

(7.0)

Chief Digital Officer

Andrea McKinney

(1.0)

Human Resources

Lora Fontana

(77.0)

Strategic Partnerships & Communications

John Hertel

(30.79)*

<table>
<thead>
<tr>
<th>Complement (FTE)</th>
<th>Management</th>
<th>Other</th>
<th>Total</th>
<th># of staff/ Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>15</td>
<td>101.29</td>
<td>116.29</td>
<td>6.75:1</td>
</tr>
<tr>
<td>2019</td>
<td>15</td>
<td>102.79</td>
<td>117.79</td>
<td>6.85:1</td>
</tr>
<tr>
<td>Change</td>
<td>0</td>
<td>1.5</td>
<td>1.5</td>
<td></td>
</tr>
</tbody>
</table>

* 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

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Strategic Partnerships &amp; Communications</td>
<td>2,444,750</td>
<td>3,756,220</td>
<td>2,410,900</td>
<td>-33,850 (1.4%)</td>
</tr>
<tr>
<td>Audit Services</td>
<td>1,066,430</td>
<td>1,145,980</td>
<td>1,115,980</td>
<td>49,550 4.6%</td>
</tr>
<tr>
<td>CMO - Administration</td>
<td>399,350</td>
<td>424,420</td>
<td>394,420</td>
<td>-4,930 (1.2%)</td>
</tr>
<tr>
<td>Human Resources</td>
<td>6,885,170</td>
<td>9,028,450</td>
<td>7,046,520</td>
<td>161,350 2.3%</td>
</tr>
<tr>
<td><strong>Total City Manager</strong></td>
<td>10,795,700</td>
<td>14,355,070</td>
<td>10,967,820</td>
<td>172,120 1.6%</td>
</tr>
</tbody>
</table>

## 2019 BUDGET DRIVERS

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee related costs</td>
<td>$297k</td>
</tr>
<tr>
<td>Revenues</td>
<td>$85k</td>
</tr>
<tr>
<td>Cost Allocations</td>
<td>$55k</td>
</tr>
</tbody>
</table>
MULTI-YEAR OUTLOOK
2020-2022
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.
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
### 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.
<table>
<thead>
<tr>
<th>METRICS OUTLOOK 2020-2022</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Audit</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Anticipate increased volume in Fraud, Waste &amp; Whistleblower complaints from both citizens and employees with the launch of the Fraud &amp; Waste Hotline in Q2 2019</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Digital Office</th>
</tr>
</thead>
<tbody>
<tr>
<td>• +60 new open data sets and increase data downloads to +5% a year</td>
</tr>
<tr>
<td>• Develop five Smart City pilots, each with their own performance measures</td>
</tr>
<tr>
<td>• Minimum of 12 CityLab projects, each with their own outcomes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Human Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>• We will continue to develop and expand on the HR dashboard to measure metrics such as workforce &amp; succession planning related initiatives (ie. turnover, retirements, demographics, etc.</td>
</tr>
<tr>
<td>• Implementation of OPS action items challenges and issues raised through the OPS results as measured against the survey implemented in 2020</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Partnerships &amp; Communications</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Revenue Generation to grow Gross Billed Revenues by 10% per year</td>
</tr>
<tr>
<td>• Each Section within the Division to continues to grow capacity through 5% productivity improvements per year</td>
</tr>
</tbody>
</table>
# MULTI-YEAR OUTLOOK BY DIVISION

## City Manager

<table>
<thead>
<tr>
<th>Division</th>
<th>Preliminary Budget $</th>
<th>2020 Budget $</th>
<th>% Change from 2019</th>
<th>Multi-Year Outlook Budget $</th>
<th>% Change from 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Partnerships &amp; Communications</td>
<td>2,410,900</td>
<td>2,486,580</td>
<td>3.1%</td>
<td>2,555,860</td>
<td>2.8%</td>
</tr>
<tr>
<td>Audit Services</td>
<td>1,115,980</td>
<td>1,142,420</td>
<td>2.4%</td>
<td>1,169,700</td>
<td>2.4%</td>
</tr>
<tr>
<td>CMO - Administration</td>
<td>394,420</td>
<td>407,020</td>
<td>3.2%</td>
<td>419,540</td>
<td>3.1%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>7,046,520</td>
<td>7,192,410</td>
<td>2.1%</td>
<td>7,348,980</td>
<td>2.2%</td>
</tr>
<tr>
<td><strong>Total City Manager</strong></td>
<td><strong>10,967,820</strong></td>
<td><strong>11,228,430</strong></td>
<td><strong>2.4%</strong></td>
<td><strong>11,494,080</strong></td>
<td><strong>2.4%</strong></td>
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</tbody>
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City Manager’s Office
2019 Departmental Operating Budget Presentation
<table>
<thead>
<tr>
<th>Audit</th>
<th>Digital Office</th>
<th>Human Resources</th>
<th>Strategic Partnerships &amp; Communications</th>
</tr>
</thead>
</table>
| • Possible budget pressures related to investigations with respect to whistleblower complaints  
• Expanding services while maintaining the same level of workforce | • Investment in the program needs to be secured beyond the pilots, outcomes will be measured to demonstrate returns | • 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 | • 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
Director, Audit Services
Charles Brown

Admin Asst II
(1.0)

Supervisor, Audit Services
(4.0)

Performance Auditor
(1.0)

<table>
<thead>
<tr>
<th>Complement (FTE)</th>
<th>Management</th>
<th>Other</th>
<th>Total</th>
<th>Staff to Management Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>1.00</td>
<td>6.00</td>
<td>7.00</td>
<td>6.00:1</td>
</tr>
<tr>
<td>2019</td>
<td>1.00</td>
<td>6.00</td>
<td>7.00</td>
<td>6.00:1</td>
</tr>
<tr>
<td>Change</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
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</tbody>
</table>
### Audit Services

<table>
<thead>
<tr>
<th></th>
<th>2018 Restated</th>
<th>2019 Preliminary</th>
<th>2019 Preliminary</th>
<th>2019 vs 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Net</td>
<td>Gross</td>
<td>Net</td>
<td>$</td>
</tr>
<tr>
<td>Audit Services</td>
<td>1,066,430</td>
<td>1,145,980</td>
<td>1,115,980</td>
<td>49,550</td>
</tr>
<tr>
<td>Total Audit Services</td>
<td>1,066,430</td>
<td>1,145,980</td>
<td>1,115,980</td>
<td>49,550</td>
</tr>
</tbody>
</table>

### 2019 Budget Drivers

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Related Costs</td>
<td>$48k</td>
</tr>
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</table>
2019 PRELIMINARY TAX OPERATING BUDGET

Human Resources
Executive Director, Human Resources and Org Development
Lora Fontana

Admin Coordinator (1.00)

Director, Employee Health & Labour Relations (27.0)
Director, HR Systems & Operations (23.0)
Director, Talent & Diversity (25.0)

<table>
<thead>
<tr>
<th>Complement (FTE)</th>
<th>Management</th>
<th>Other</th>
<th>Total</th>
<th>Staff to Management Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>8.00</td>
<td>67.50</td>
<td>75.50</td>
<td>8.44:1</td>
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<tr>
<td>2019</td>
<td>8.00</td>
<td>69.00</td>
<td>77.00</td>
<td>8.63:1</td>
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<tr>
<td>Change</td>
<td>0.00</td>
<td>1.50</td>
<td>1.50</td>
<td></td>
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</table>
### Human Resources

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Emp Health &amp; Labour Relations</td>
<td>2,546,400</td>
<td>3,737,490</td>
<td>2,526,390</td>
<td>-20,010</td>
</tr>
<tr>
<td>HR Systems &amp; Operations</td>
<td>1,833,230</td>
<td>2,528,580</td>
<td>1,921,480</td>
<td>88,250</td>
</tr>
<tr>
<td>Human Resources Admin</td>
<td>184,140</td>
<td>220,430</td>
<td>200,200</td>
<td>16,060</td>
</tr>
<tr>
<td>Talent and Diversity</td>
<td>2,321,400</td>
<td>2,541,950</td>
<td>2,398,450</td>
<td>77,050</td>
</tr>
<tr>
<td><strong>Total Human Resources</strong></td>
<td><strong>6,885,170</strong></td>
<td><strong>9,028,450</strong></td>
<td><strong>7,046,520</strong></td>
<td><strong>161,350</strong></td>
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### 2019 Budget Drivers

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Employee Related Costs</td>
<td>$181k</td>
</tr>
<tr>
<td>Cost Allocations</td>
<td>(40k)</td>
</tr>
<tr>
<td>Other</td>
<td>20k</td>
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</table>
2019 PRELIMINARY TAX OPERATING BUDGET

Strategic Partnerships & Communications
ORGANIZATIONAL CHART

Director,
Strategic Partnerships & Communications
John Hertel

City Enrichment Fund (1.00)
Corporate Initiatives (3.00)
Communications** (20.00)
Revenue Generation (1.60)
Farmers’ Market* (4.19)

<table>
<thead>
<tr>
<th>Complement (FTE)</th>
<th>Management</th>
<th>* Distributed Management</th>
<th>Other</th>
<th>* Distributed Other</th>
<th>Total</th>
<th># of staff/Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>4.00</td>
<td>1.00</td>
<td>22.60</td>
<td>3.19</td>
<td>30.79</td>
<td>5.16:1</td>
</tr>
<tr>
<td>2019</td>
<td>4.00</td>
<td>1.00</td>
<td>22.60</td>
<td>3.19</td>
<td>30.79</td>
<td>5.16:1</td>
</tr>
<tr>
<td>Change</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
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</tbody>
</table>

- *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

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>Communications</td>
<td>1,576,330</td>
<td>1,609,640</td>
<td>1,609,640</td>
<td>33,310</td>
<td>2.1%</td>
</tr>
<tr>
<td>Social Media</td>
<td>303,010</td>
<td>342,380</td>
<td>312,380</td>
<td>9,370</td>
<td>3.1%</td>
</tr>
<tr>
<td>Corporate Initiatives CMO</td>
<td>522,260</td>
<td>512,070</td>
<td>512,070</td>
<td>-10,190</td>
<td>(2.0%)</td>
</tr>
<tr>
<td>Revenue Generation</td>
<td>-320,570</td>
<td>915,320</td>
<td>-400,000</td>
<td>-79,430</td>
<td>24.8%</td>
</tr>
<tr>
<td>Administration</td>
<td>363,720</td>
<td>376,810</td>
<td>376,810</td>
<td>13,090</td>
<td>3.6%</td>
</tr>
<tr>
<td><strong>Total Strategic Partnerships &amp; Communications</strong></td>
<td><strong>2,444,750</strong></td>
<td><strong>3,756,220</strong></td>
<td><strong>2,410,900</strong></td>
<td><strong>-33,850</strong></td>
<td><strong>(1.4%)</strong></td>
</tr>
</tbody>
</table>

### 2019 BUDGET DRIVERS

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Related Costs</td>
<td>$95k</td>
</tr>
<tr>
<td>Revenues</td>
<td>($85k)</td>
</tr>
<tr>
<td>Cost Allocations and Recoveries</td>
<td>($29)</td>
</tr>
</tbody>
</table>

City Manager’s Office
2019 Departmental Operating Budget Presentation
THANK YOU