CITY MANAGER’S OFFICE
January 29, 2020
City Manager’s Office (CMO) provides leadership and direction to the organization, and enables departments and program areas to achieve their outcomes.
SERVICES AND SUB-SERVICES

Office of the City Auditor
- Compliance Auditing
- Value for Money Auditing
- Special Investigations (Fraud and Waste, Whistleblower)
- Risk Assessments
- Consulting

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

Digital & Innovation 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

Strategic Partnerships & Communications
- Strategy & Performance Excellence
- Community Engagement
- Internal/External Communications
- Marketing
- Creative Design
- Social Media
- Media Buying
- Digital Communications Channels (web, App, Intranet)
- Strategic Partnerships
- City Enrichment Fund
- Hamilton Farmer’s Market
2019 HIGHLIGHTS
OFFICE OF THE CITY AUDITOR 2019 HIGHLIGHTS

**Fraud & Waste Hotline**
- launched July 2019
- Reports Assessed 2019: 66
- Investigations Opened Q1 to Q3: 13
- Presentations & Training Sessions Delivered: 20
- Investigations Closed Q1 to Q3: 5
- Hotline launch came in ~40% under budget
- 24 hours/day 7 days/week

**2019 Reports**
- Reports Issued: 15
- Audit & Consulting Recommendations: 14
- Detailed Risk Summaries Completed: 38
- Foundational Documents Updated: 100%
- Acceptance of Recommendations: 100%
HUMAN RESOURCES 2019 HIGHLIGHTS

Training Sessions
- 174 Diversity & Inclusion Sessions
  - 2819 total participants
- 36 Corporate Learning & Development sessions
  - 709 total participants
- 4 Leadership events
  - 1380 total participants

Employee Record Transactions:
- 36,054

Benefit Transactions:
- 6,984

Positive re-enrollment forms processed:
- 1,209

Labour Relations
- 375 Grievances filed
- 385 Mediated Settlements
- 146 Arbitrated Awards
- 6 Collective Agreements Renewed (with no labour disruptions)

The Working Mind
- 15 Employee Sessions
  - 159 participants
- 4 Manager Sessions
  - 45 participants

Harassment & Discrimination Investigations:
- 38 Ontario Human Rights Tribunal Applications
- 115 Human Rights Consultations

Talent
- 720 job postings resulting in 1,153 successful applicants from a total of 69,093 resumes
DIGITAL & INNOVATION OFFICE 2019 HIGHLIGHTS

NEW for 2019

open.hamilton.ca views
56,726

File Downloads
4872+

SMART 21 COMMUNITIES OF THE YEAR
AVIN
ITM

New Datasets Added to open.hamilton.ca in 2019
50

CityLab in 2019

89 projects
1190+ students
45 Faculty members
62 City Staff
INTEGRATED COMMUNICATIONS 2019 HIGHLIGHTS

Public Communications

Communications & Media
- Media releases: 277
- Media inquiries: 1,678
- Nat'l media mentions: 11,702

Digital
- Hamilton.ca Users: 3,314,238
- Requests/month: 756
- Total page views: 15,047,519

City App
- Total active app users: 53,983
- Total number of views: 627,699
- Total App downloads: 4,609

Social Media
- YouTube subscribers: 2,440
- Twitter followers: 117,775
- Instagram followers: 16,264
- LinkedIn followers: 22,972

Marketing & Branding Management

Centralized Creative Design Services
- Products: 2,800

HR Branding
City Housing Branding
Hamilton Fire Department 10 Year Plan

Jobs: 617
COMMUNICATIONS AND MARKETING CAMPAIGNS

2019 Samples
STRATEGIC PARTNERSHIPS 2019 HIGHLIGHTS

2019 Billed Revenues
Renewed RBC partnership for additional 4 YEARS
Secured $1M+ in new revenues

Since 2014...
$12M in signed revenue contracts
$7M in multi-year contracts
Averaging $1.2M in year gross revenues per year

Presenting Sponsor
Banner Program
GROW YOUR BUSINESS WITH THE CITY
Use the City of Hamilton’s Poles for Marketing in high-traffic areas.
LEARN MORE

Canada Day
E-sports
CITY ENRICHMENT FUND (CEF) 2019 HIGHLIGHTS

- Simplified, consolidated applications where possible
- Created and launched first City Enrichment Fund (CEF) applicant feedback survey
- Identified the need for a more user-friendly platform from application to award
- Researching new IT platform for 2021 CEF cycle
COMMUNITY & CORPORATE INITIATIVES 2019 HIGHLIGHTS

Advancing the **STRATEGIC PLAN**
- Term of Council Priorities identified
- Indicators of Success identified

**OUR FUTURE HAMILTON SUMMIT**
“Preparing Today for the Jobs of Tomorrow”

**LAUNCH OF 2019 CITY SURVEY**
Residents and community stakeholders expect greater transparency, access to information, involvement and value for tax dollars.

Respectful engagement with racialized and equity-seeking groups to address racism, and historical and systemic underserved populations.

Succession planning, talent, recruitment, retention and fostering a diverse and inclusive work place.

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

Leveraging technology to maximize use of resources and improve quality of life for residents.
2020 PRELIMINARY TAX OPERATING BUDGET

City Manager’s Office
ORGANIZATIONAL CHART

City Manager
Janette Smith
(1.0)

Executive Assistant
Rosanna Melatti
(1.0)

Chief Digital Officer
Cyrus Tehrani
(1.0)

Executive Director
Human Resources
Lora Fontana
(78.0)

Office of the
City Auditor
Charles Brown
(7.0)

Director, Strategic Partnerships &
Communications
John Hertel
(36.19)*

<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>2019</td>
<td>16</td>
<td>108.19</td>
<td>124.19</td>
<td>6.7:1</td>
</tr>
<tr>
<td>2020</td>
<td>17</td>
<td>107.19</td>
<td>124.19</td>
<td>6.3:1</td>
</tr>
<tr>
<td>Change</td>
<td>1</td>
<td>-1</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>
### 2020 OPERATING BUDGET BY DIVISION

<table>
<thead>
<tr>
<th></th>
<th>2019 Restated Net</th>
<th>2020 Preliminary Gross</th>
<th>2020 Preliminary Net</th>
<th>$</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of the City Auditor</td>
<td>1,129,980</td>
<td>1,181,710</td>
<td>1,151,710</td>
<td>21,730</td>
<td>1.9%</td>
</tr>
<tr>
<td>CMO - Admin &amp; Digital Office</td>
<td>391,750</td>
<td>451,010</td>
<td>421,010</td>
<td>29,260</td>
<td>7.5%</td>
</tr>
<tr>
<td>Strategic Partnerships &amp; Communications</td>
<td>3,025,040</td>
<td>4,467,820</td>
<td>3,137,840</td>
<td>112,800</td>
<td>3.7%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>7,396,650</td>
<td>9,638,340</td>
<td>7,552,560</td>
<td>155,910</td>
<td>2.1%</td>
</tr>
<tr>
<td><strong>Total City Manager</strong></td>
<td><strong>11,943,420</strong></td>
<td><strong>15,738,880</strong></td>
<td><strong>12,263,120</strong></td>
<td><strong>319,700</strong></td>
<td><strong>2.7%</strong></td>
</tr>
</tbody>
</table>

### 2020 DEPARTMENTAL BUDGET DRIVERS

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Related Costs</td>
<td>492,830</td>
</tr>
<tr>
<td>Indirect Cost Allocation Recoveries</td>
<td>(166,940)</td>
</tr>
</tbody>
</table>
MULTI-YEAR OUTLOOK BY DIVISION

<table>
<thead>
<tr>
<th>City Manager's Office</th>
<th>2020 Preliminary</th>
<th>Multi-Year Outlook</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Budget $</td>
<td>%</td>
<td>Budget $</td>
<td>%</td>
</tr>
<tr>
<td>City Manager's Office</td>
<td>12,263,120</td>
<td>12,269,200</td>
<td>0.1%</td>
<td>12,530,050</td>
</tr>
<tr>
<td>(excludes major drivers)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Major Drivers:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Related</td>
<td>350,830</td>
<td>311,610</td>
<td>303,660</td>
<td></td>
</tr>
<tr>
<td>Cost Allocations</td>
<td>(31,330)</td>
<td>(31,650)</td>
<td>(31,960)</td>
<td></td>
</tr>
<tr>
<td>Fees &amp; Revenues</td>
<td>(26,690)</td>
<td>(27,220)</td>
<td>(27,760)</td>
<td></td>
</tr>
<tr>
<td>Reserves</td>
<td>(38,190)</td>
<td>(38,950)</td>
<td>(39,730)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>12,263,120</td>
<td>12,523,820</td>
<td>2.1%</td>
<td>12,743,840</td>
</tr>
</tbody>
</table>
## 2020 BUSINESS CASES

<table>
<thead>
<tr>
<th>Service/Program</th>
<th>Description</th>
<th>Gross $(000's)</th>
<th>Net $(000's)</th>
<th>FTE Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources</td>
<td>BC-08 Return to Work Services (funded by Fire Services)</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>

**CITY MANAGER TOTAL**

|                          |                                                           | $0        | $0          | 1.0        |
KEY INITIATIVES
Major Initiatives 2020

- Operation of Fraud and Waste Hotline, 3-year pilot continues
- Grightmire Review
- DARTS/ATS Eligibility Audit
- Roads Operations Audit
- Cybersecurity Audit

2021-2023 Outlook

- Fraud and Waste Hotline pilot continues, evaluation to occur in 2022
- Continue to advance/enhance Risk Management Framework
- Completing other projects in the Council-approved Office of the City Auditor 2019-2022 Work Plan
Major Initiatives 2020

- Coordinate Equity, Diversity and Inclusion (EDI) Steering Committee to ensure application of EDI lens to business decisions
- Expand the use of HR Dashboard & Analytics
- Prepare for and launch 2020 Our People Survey
- Non Union Benefit Plan redesign

2021-2023 Outlook

- Maintain a reliable and robust assessment of current and future staffing needs through ongoing talent management/workforce planning
- Continue to enhance the accessibility and functionality of Howi
- Advance EDI framework by introducing online training and incorporating into leadership PADs
Major Initiatives 2020

- Delivery of Digital Strategy
- Enhance Digitally Accessible Services
- Enhance Open Data & Open Government Portal Strategy
- Rural Broadband Survey
- Launch Corporate Citizen Digital Engagement Platform

2020-2022 Outlook

- Ongoing long-term development and Implementation of Smart City / Intelligent Communities Strategy
- Ongoing enhancement of Digital Services Delivery and Accessibility
- Expand Digital & Innovation Partnership
- Grow CityLAB program jointly with Academic Partners
**DEPARTMENTAL KEY INITIATIVES**

**STRATEGIC PARTNERSHIPS & COMMUNICATIONS**

### Major Initiatives 2020

- Set-up of HARRC independent board
- Undertake public consultations for the Hate Prevention and Mitigation Policy
- Improve user experience, access to information and functionality of City’s digital channels (web, app, intranet, Open Data, City Enrichment Fund and engagement platforms)
- Implement a public engagement tool to better engage with residents (Engagement HQ)

### 2021-2023 Outlook

- Renew 2016 – 2025 Strategic Plan
- 5-year Our Future Hamilton Community Vision (Check-in)
- New City Intranet
- Ongoing enhancements to hamilton.ca
2020 PRELIMINARY TAX OPERATING BUDGET
By Division
2020 OPERATING BUDGET BY SECTION

CMO ADMIN & DIGITAL OFFICE

<table>
<thead>
<tr>
<th>Item</th>
<th>2019 Restated Net</th>
<th>2020 Preliminary Gross</th>
<th>2020 Preliminary Net</th>
<th>$</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>CMO - Admin &amp; Digital Office</td>
<td>391,750</td>
<td>451,010</td>
<td>421,010</td>
<td>29,260</td>
<td>7.5%</td>
</tr>
<tr>
<td>Total CMO - Admin &amp; Digital Office</td>
<td>391,750</td>
<td>451,010</td>
<td>421,010</td>
<td>29,260</td>
<td>7.5%</td>
</tr>
</tbody>
</table>

2020 DIVISIONAL BUDGET DRIVERS

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Related Costs</td>
<td>28,640</td>
</tr>
</tbody>
</table>
## Organizational Chart

### Office of the City Auditor

#### City Auditor
- Charles Brown

#### Manager, Performance & Internal Control/Deputy City Auditor
- (5.0)

#### Audit Coordinator
- (1.0)

### Complement (FTE)

<table>
<thead>
<tr>
<th>Year</th>
<th>Management</th>
<th>Other</th>
<th>Total</th>
<th>Staff to Management Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>1</td>
<td>6</td>
<td>7</td>
<td>6:1</td>
</tr>
<tr>
<td>2020</td>
<td>2</td>
<td>5</td>
<td>7</td>
<td>2.5:1</td>
</tr>
<tr>
<td>Change</td>
<td>1</td>
<td>-1</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>
2020 OPERATING BUDGET BY SECTION
OFFICE OF THE CITY AUDITOR

<table>
<thead>
<tr>
<th>Item</th>
<th>2019 Restated Net</th>
<th>2020 Preliminary Gross</th>
<th>2020 Preliminary Net</th>
<th>$</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of the City Auditor</td>
<td>1,129,980</td>
<td>1,181,710</td>
<td>1,151,710</td>
<td>21,730</td>
<td>1.9%</td>
</tr>
<tr>
<td>Total Office of the City Auditor</td>
<td>1,129,980</td>
<td>1,181,710</td>
<td>1,151,710</td>
<td>21,730</td>
<td>1.9%</td>
</tr>
</tbody>
</table>

2020 DIVISIONAL BUDGET DRIVERS

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Related Costs</td>
<td>39,030</td>
</tr>
<tr>
<td>Corporate Charges</td>
<td>-17,300</td>
</tr>
</tbody>
</table>
### 2020 OPERATING BUDGET BY SECTION

#### HUMAN RESOURCES

<table>
<thead>
<tr>
<th></th>
<th>2019 Restated Net</th>
<th>2020 Preliminary Gross</th>
<th>2020 Preliminary Net</th>
<th>$</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emp Health &amp; Labour Relations</td>
<td>2,870,330</td>
<td>4,160,960</td>
<td>2,856,810</td>
<td>-13,520</td>
<td>(0.5%)</td>
</tr>
<tr>
<td>HR Systems &amp; Operations</td>
<td>1,933,480</td>
<td>2,612,360</td>
<td>1,994,690</td>
<td>61,210</td>
<td>3.2%</td>
</tr>
<tr>
<td>Human Resources Admin</td>
<td>200,200</td>
<td>191,590</td>
<td>171,130</td>
<td>-29,070</td>
<td>(14.5%)</td>
</tr>
<tr>
<td>Talent and Diversity</td>
<td>2,392,640</td>
<td>2,673,430</td>
<td>2,529,930</td>
<td>137,290</td>
<td>5.7%</td>
</tr>
<tr>
<td><strong>Total Human Resources</strong></td>
<td><strong>7,396,650</strong></td>
<td><strong>9,638,340</strong></td>
<td><strong>7,552,560</strong></td>
<td><strong>155,910</strong></td>
<td><strong>2.1%</strong></td>
</tr>
</tbody>
</table>

### 2020 DIVISIONAL BUDGET DRIVERS

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Related Costs</td>
<td>289,530</td>
</tr>
<tr>
<td>Cost Allocations</td>
<td>-110,760</td>
</tr>
</tbody>
</table>
Director, Strategic Partnerships & Communications  
John Hertel

<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>Staff to Management Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>4</td>
<td>1</td>
<td>28</td>
<td>3.19</td>
<td>36.19</td>
<td>6.2:1</td>
</tr>
<tr>
<td>2020</td>
<td>4</td>
<td>1</td>
<td>28</td>
<td>3.19</td>
<td>36.19</td>
<td>6.2:1</td>
</tr>
<tr>
<td>Change</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</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

ORGANIZATIONAL CHART

STRATEGIC PARTNERSHIPS & COMMUNICATIONS

City Enrichment Fund  
(1.00)

Corporate & Community Initiatives  
(3.00)

Communications**  
(24.00)

Revenue Generation  
(3.00)

Farmers’ Market*  
(4.19)
### 2020 OPERATING BUDGET BY SECTION
#### STRATEGIC PARTNERSHIPS & COMMUNICATIONS

<table>
<thead>
<tr>
<th></th>
<th>2019 Restated</th>
<th>2020 Preliminary Gross</th>
<th>2020 Preliminary Net</th>
<th>$</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Communications</strong></td>
<td>1,848,100</td>
<td>1,921,010</td>
<td>1,921,010</td>
<td>72,910</td>
<td>3.9%</td>
</tr>
<tr>
<td><strong>Social Media</strong></td>
<td>429,260</td>
<td>473,980</td>
<td>443,980</td>
<td>14,720</td>
<td>3.4%</td>
</tr>
<tr>
<td><strong>Corporate &amp; Community Initiatives</strong></td>
<td>577,070</td>
<td>588,130</td>
<td>588,130</td>
<td>11,060</td>
<td>1.9%</td>
</tr>
<tr>
<td><strong>Revenue Generation</strong></td>
<td>-400,000</td>
<td>899,980</td>
<td>-400,000</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Administration</strong></td>
<td>570,610</td>
<td>584,720</td>
<td>584,720</td>
<td>14,110</td>
<td>2.5%</td>
</tr>
<tr>
<td><strong>Total Strategic Partnerships &amp; Communications</strong></td>
<td>3,025,040</td>
<td>4,467,820</td>
<td>3,137,840</td>
<td>112,800</td>
<td>3.7%</td>
</tr>
</tbody>
</table>

### 2020 DIVISIONAL BUDGET DRIVERS

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Related Costs</td>
<td>135,630</td>
</tr>
<tr>
<td>Cost Allocation</td>
<td>-49,980</td>
</tr>
</tbody>
</table>
THANK YOU