



Hamilton

Corporate Services
2020 Tax Supported Operating Budget
January 29, 2020

Who We Are



**Office of the
City Clerk**



**Customer Service, POA &
Financial Integration**



**Financial Planning,
Administration and Policy**



**Financial Services
and Taxation**

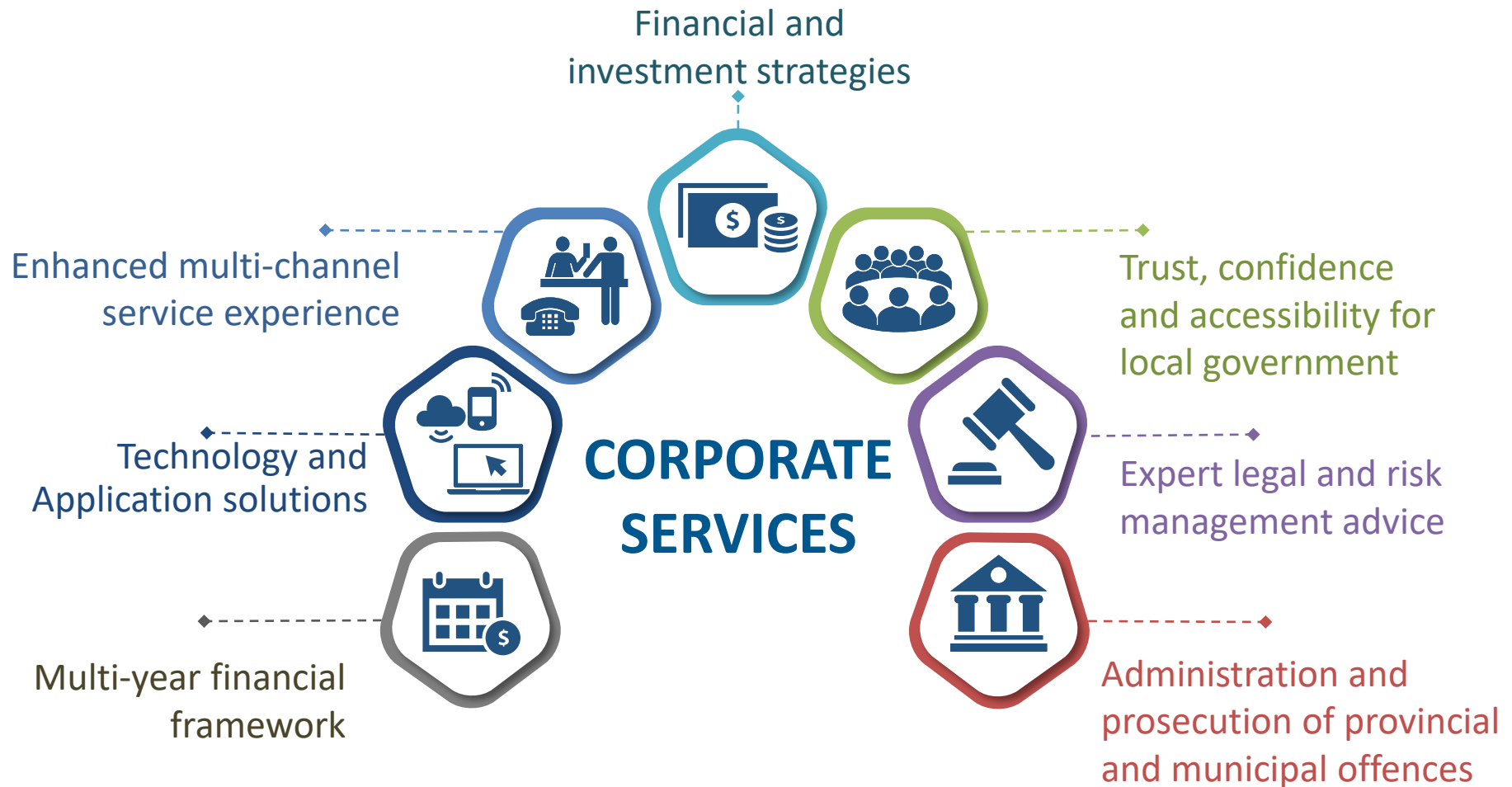


**Information
Technology**



**Legal and
Risk Management**

What We Do



HIGHLIGHTS

A Look Back at 2019

Credit Rating

AA+

Call Consolidation



Development
Charges By-Law



Performance
Dashboards



Strategic
Initiatives



New Accounting
Standards



Tax Program



Security Awareness



Customer Service
Strategy



Routine Disclosure
& Active
Dissemination
Policy



Provincial Policy
Review



Agenda
Management
Software Update



Multi-Year Budget
Improvements



IT Strategy



Asset Management
Strategy



Our People Survey

PERSONAL RECOGNITION

Recognize Staff on Department
Intranet Site



Give a Shout Out now »

IMPROVE INTERNAL COMMUNICATIONS

Virtual Town Halls and Intranet Site



MANAGING CHANGE

Succession and Career Management Plan



ENHANCE TRAINING

Online Email Training Program and
Enhanced Customer Service Training



CONTINUOUS IMPROVEMENT

Improved Performance Reporting



TELECOMMUTE FRAMEWORK

Pilots Completed and Implemented in
IT and Legal



Metrics



2,299

Marriage
Licenses Issued



262

FOI Requests
Received



604,916

Phone Calls
to the CCC



83,416

POA Charges
Filed



AA+

S&P Global
Credit Rating



91%

% of Malicious
Emails Blocked



102,233

Citizens
Served
(MSC Only)



44.5%

Taxpayers
Enrolled in PAP
(2018)



140

Litigated Files
Resolved



2.53%

Gross %
Realized ROI
(2019 Est.)



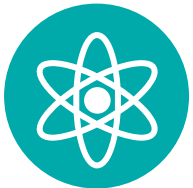
TRENDS & ISSUES

Legislation



- Respond to changing provincial and federal
- Infrastructure for Jobs and Prosperity Act (Bill 6)
- Modernizing Ontario's Municipal Legislation Act
- Building Better Communities and Conserving Watersheds Act
- Bill 66 Restoring Ontario's Competitiveness Act
- Bill 108 More Homes More Choices (DC, Planning, Cannabis, etc.)
- Bill 138 Plan to Build Ontario Together Act

Technology



- Leverage existing or new technologies to meet business outcomes
- Establish a cloud strategy that aligns with business objectives
- Establish a platform of reliable data with supporting tools to provide accurate and timely information
- Provide responsive analytical and technology support solutions

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
- Appropriate access and use of City Facilities
- Timely and transparent access to information
- Monitor, and manage changes in the legislative landscape
- Mitigate risks through the management of claims

Workforce



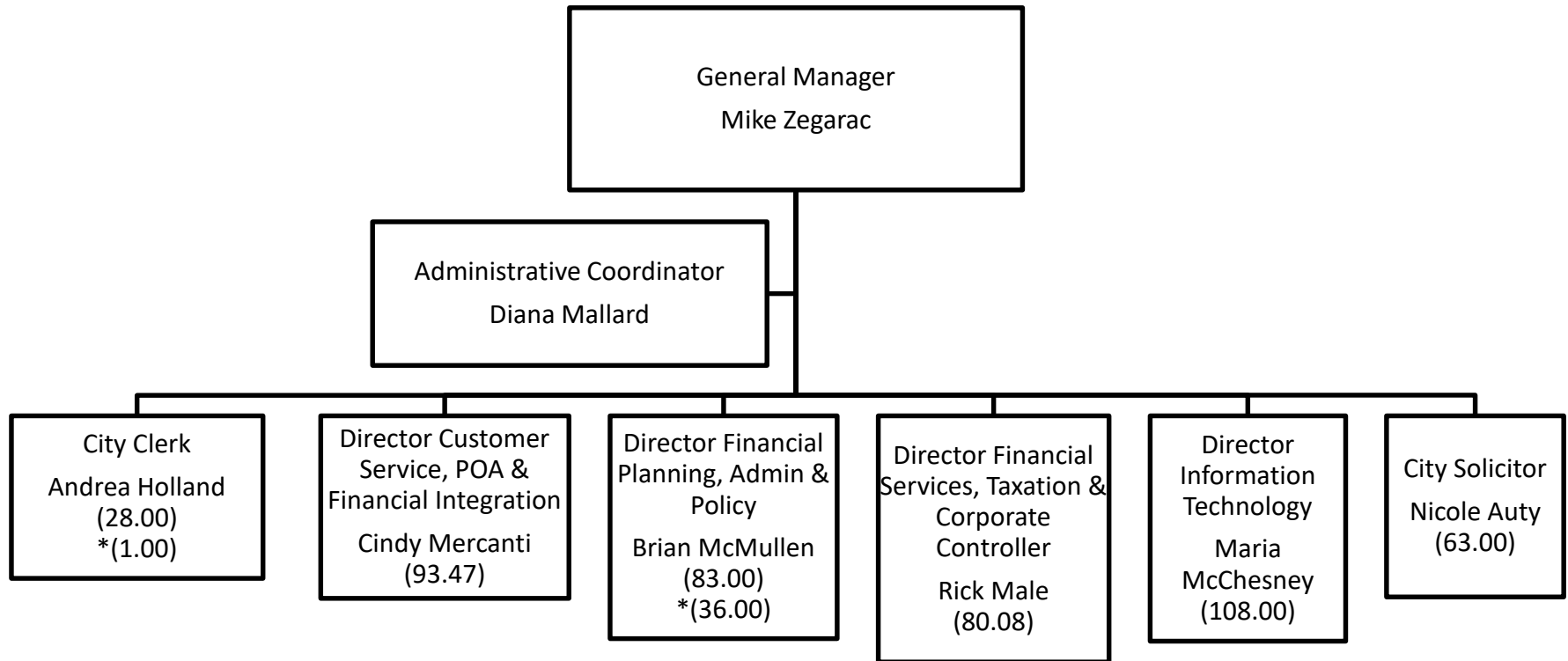
- Attract and retain knowledgeable and high performing staff
- Manage knowledge retention through workforce planning and succession planning

MAJOR INITIATIVES

2020 PRELIMINARY TAX OPERATING BUDGET

Corporate Services

Organizational Chart



Complement (FTE)	Management	*Management Distributed	Other	*Other Distributed	Total	Staff to Management Ratio
2019	31.00	1.00	426.55	36.00	494.55	14.45:1
2020	31.00	1.00	426.55	36.00	494.55	14.45:1
Change	0.00	0.00	0.00	0.00	0.00	

* Represents distributed staff whose budget are in operating departments.

2020 Operating Budget by Division

	2019	2020	2020	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
Corporate Services - Administration	315,420	324,850	324,850	9,430	3.0%
City Clerk's Office	2,619,110	3,374,160	2,790,620	171,510	6.5%
Customer Service, POA & Financial Integration	5,555,340	11,875,160	5,524,970	(30,370)	(0.5%)
Financial Planning, Admin & Policy	4,817,260	7,322,250	4,914,490	97,230	2.0%
Financial Services & Taxation	3,975,310	7,088,390	4,246,800	271,490	6.8%
Information Technology	11,494,450	16,076,640	11,503,390	8,940	0.1%
Legal & Risk Management Services	3,505,470	4,404,990	3,416,350	(89,120)	(2.5%)
Total Corporate Services	32,282,360	50,466,440	32,721,470	439,110	1.4%

2020 Departmental Budget Drivers

Item	Cost (\$)
Employee Related COLA and Merit	963,000
Internal Cost Recovery	(175,000)
IT Recovery	(264,000)
Administration Fee Revenue	(100,000)

Multi-Year Outlook by Division

	Multi-Year Outlook						
	Preliminary						
	2020	2021		2022		2023	
	Budget \$	Budget \$	% Change from 2020	Budget \$	% Change from 2021	Budget \$	% Change from 2022
Corporate Services - Administration	324,850	331,240	2.0%	337,470	1.9%	343,510	1.8%
City Clerk's Office	2,790,620	2,861,520	2.5%	2,915,200	1.9%	2,967,860	1.8%
Customer Service, POA and Financial Integration	5,524,970	5,646,840	2.2%	5,757,580	2.0%	5,866,420	1.9%
Financial Planning, Administration & Policy	4,914,490	5,096,460	3.7%	5,250,400	3.0%	5,399,050	2.8%
Financial Services and Taxation	4,246,800	4,346,620	2.4%	4,458,050	2.6%	4,566,140	2.4%
Information Technology	11,503,390	12,727,350	10.6%	13,391,440	5.2%	14,049,100	4.9%
Legal and Risk Management Services	3,416,350	3,576,650	4.7%	3,703,630	3.6%	3,826,200	3.3%
Total Corporate Services	32,396,620	34,586,680	6.8%	35,813,770	3.5%	37,018,280	3.4%

Highlight Efforts to Reduce the Budget

Enhanced staff utilization



**Reclassification of
positions**

Increased revenues

2020 Business Cases

Service/ Program	Description	Gross \$(000's)	Net \$(000's)	FTE Impact
Payroll	BC-09 Enhanced WSIB Payroll Processing Services with an Additional FTE	\$0	\$0	1
Information Technology	BC-10 Conversion of an FTE for IT Division from Temporary to Permanent	\$0	\$0	1
CORPORATE SERVICES TOTAL		\$0	\$0	2

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KEY INITIATIVES

Initiatives

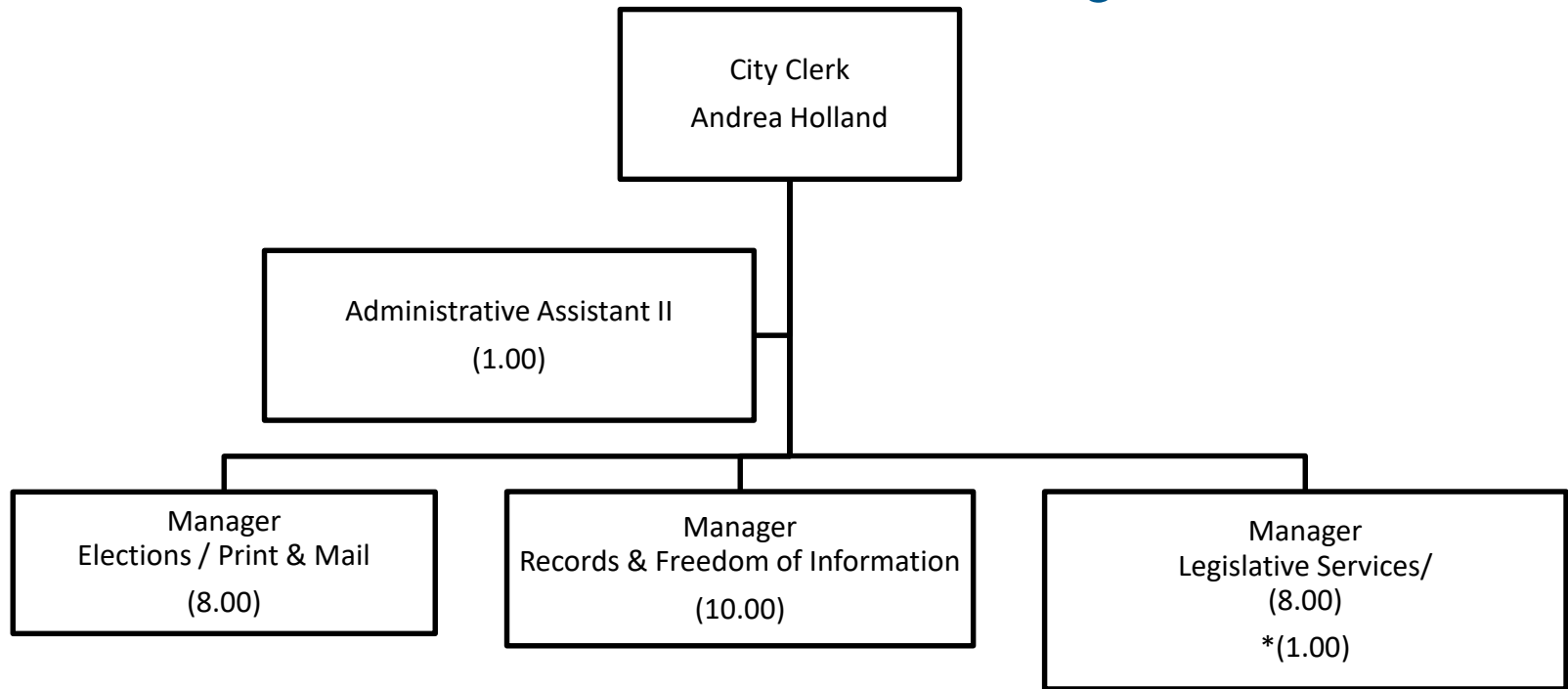


- eSCRIBE implement Report Workflow
- Continued Implementation of components of the Customer Service Strategy
- Call Consolidation Completion
- Support the Asset Management Strategy
- Establish Financial Scorecard
- Investigate New Property Tax Billing Software
- Implement New Accounting Standard
- Continued Implementation of the IT Strategy
- Support the Implementation of RDAD Policy
- Launch Online Self-Serves
- Legal & Risk Support for Strategic Initiatives

2020 PRELIMINARY TAX OPERATING BUDGET

City Clerk's Office

Organizational Chart



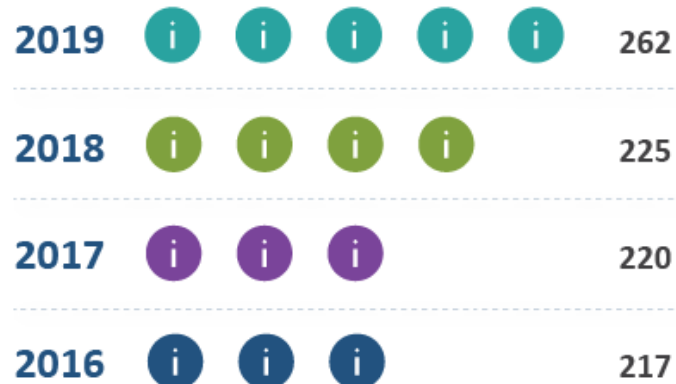
Complement (FTE)	Management	Other	*Other Distributed	Total	Staff to Management Ratio
2019	4.00	24.00	1.00	29.00	6.25:1
2020	4.00	24.00	1.00	29.00	6.25:1
Change	0.00	0.00	0.00	0.00	

* Represents distributed staff whose budget are in operating departments.

By The Numbers

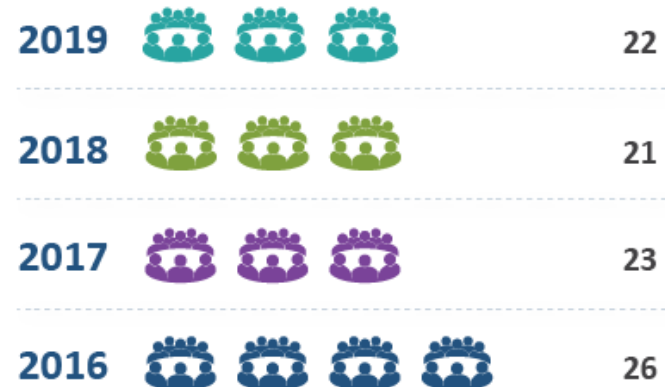
of FOI Requests Received

YTD as of
Dec. 31, 2019



of Council Meetings Supported

YTD as of
Dec. 31, 2019



of Responses to clerk@hamilton.ca Emails

YTD as of
Dec. 31, 2019



of Marriage Licenses Issued

YTD as of
Dec. 31, 2019



Initiatives



- Implement the Report Manager Module corporate wide to improve workflow efficiencies
- Implement Routine Disclosure Policy to enhance corporate governance through consistency, transparency and accountability
- Explore Wedding officiating to support the customer need
- Explore improved access of Clerk's Records on the web
- Explore the use of a corporate wide ECM/EDRMS system

2020 Operating Budget by Section

	2019	2020	2020	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
City Clerk - Admin	325,380	388,410	388,410	63,030	19.4%
Elections	624,900	678,530	630,590	5,690	0.9%
Legislative Support	877,140	902,130	902,130	24,990	2.8%
Print & Mail	387,830	424,620	424,620	36,790	9.5%
Records	403,860	980,470	444,870	41,010	10.2%
Total City Clerk's Office	2,619,110	3,374,160	2,790,620	171,510	6.5%

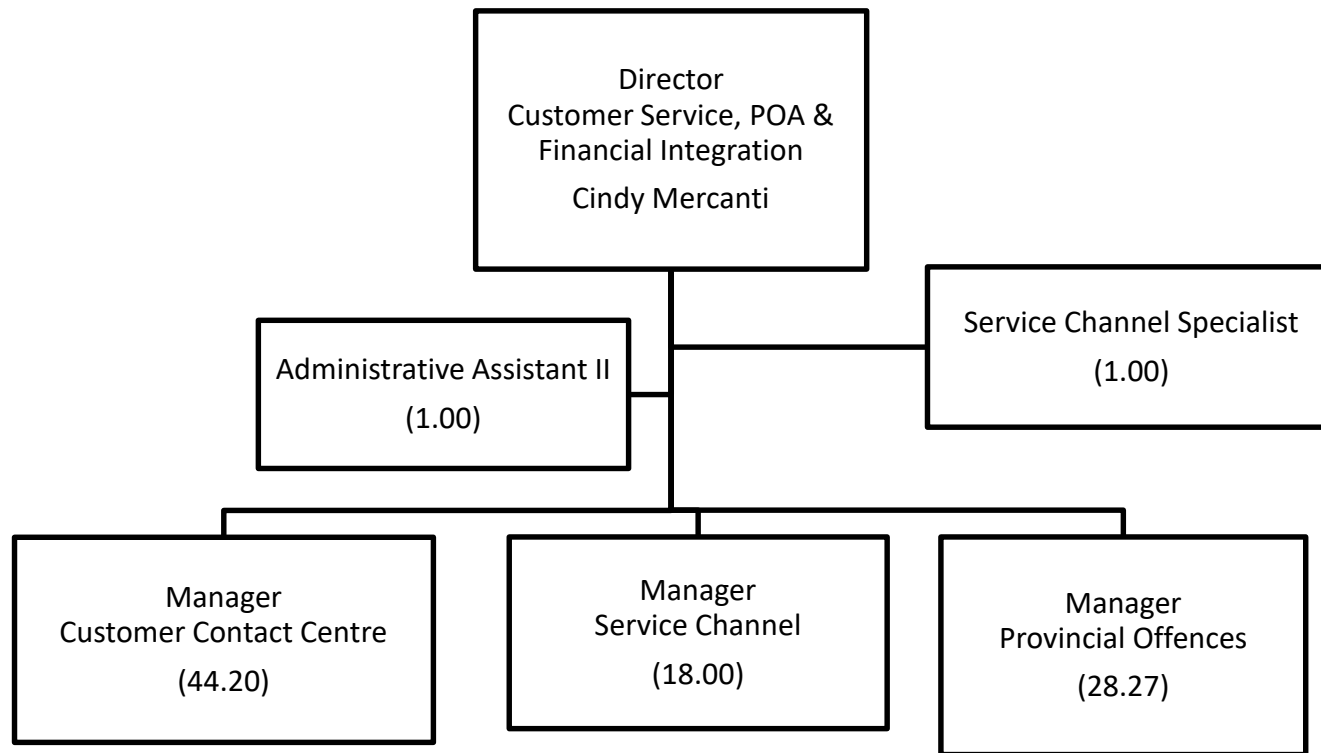
2020 Divisional Budget Drivers

Item	Cost (\$)
Employee Related COLA and Merit	67,570
Facilities – City Hall costs have increased	78,090

2020 PRELIMINARY TAX OPERATING BUDGET

Customer Service, POA & Financial Integration

Organizational Chart



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2019	4.00	89.47	93.47	21.62:1
2020	4.00	89.47	93.47	21.62:1
Change	0.00	0.00	0.00	

By The Numbers





CCC: # of Phone Calls

YTD as of
Dec. 31, 2019

2019		604,916
2018		590,688
2017		448,885
2016		443,771





MSC: # of Citizens Served

YTD as of
Dec. 31, 2019

2019		102,233
2018		103,473
2017		106,389
2016		111,147





POA: Early Resolution Part 1 Scheduled

YTD as of
Dec. 31, 2019

2019		16%
2018		14%
2017		15%
2016		17%

POA: # of Charges Filed

YTD as of
Dec. 31, 2019

2019		83,416
2018		79,839
2017		77,861
2016		83,818

Initiatives



- Consolidation of calls to support the timely and effective response to residents, businesses and visitor enquiries
- Review the impacts of the transfer of services from the Ministry of the Attorney General to POA
- Launch of Phase 2 of the Customer Service On-Line Training Program
- Improving the service experience across the various channels through technology
- Expanding the Customer Service Strategy to include multi-channel service experience

2020 Operating Budget by Section

	2019 Restated Net	2020 Preliminary Gross	2020 Preliminary Net	\$	%
Customer Contact Centre	3,461,880	3,510,060	3,510,060	48,180	1.4%
Customer Service - Administration	294,250	300,580	300,580	6,330	2.2%
Provincial Offences Act	140,840	6,350,190	0	(140,840)	(100.0%)
Service Channel	1,658,370	1,714,330	1,714,330	55,960	3.4%
Total Customer Service, POA & Financial Integration	5,555,340	11,875,160	5,524,970	(30,370)	(0.5%)

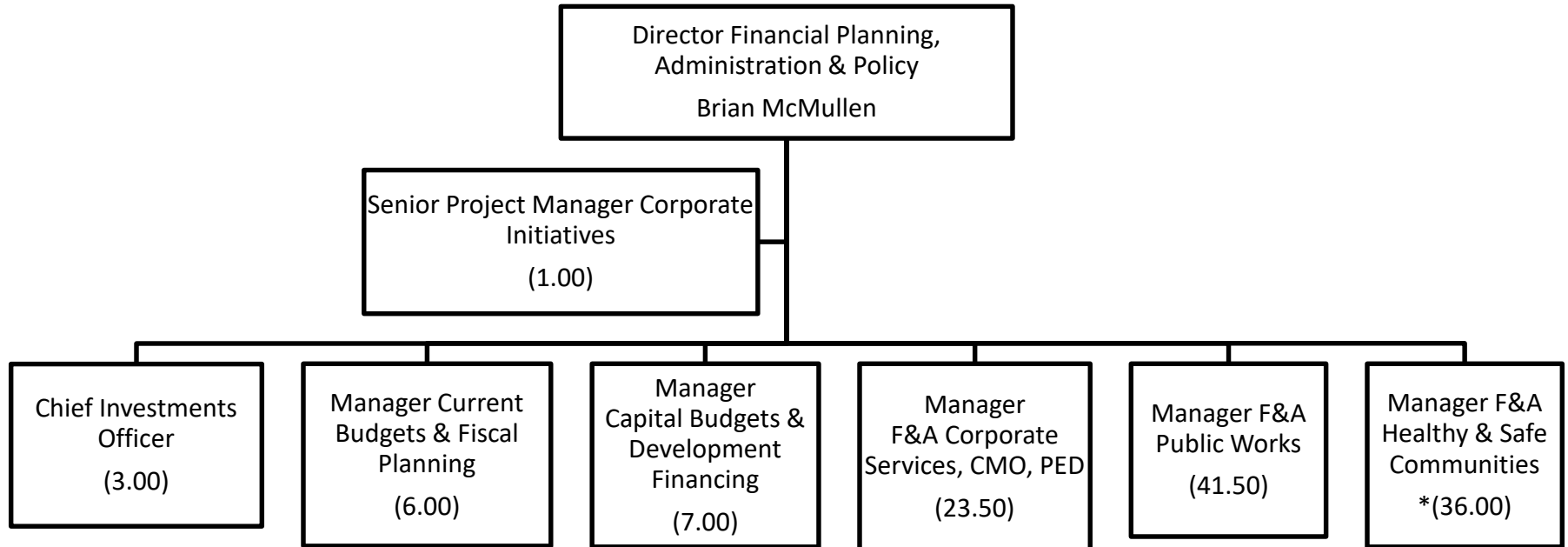
2020 Divisional Budget Drivers

Item	Cost (\$)
Employee Related COLA and Merit	112,080
Facilities Recoveries	(184,800)

2020 PRELIMINARY TAX OPERATING BUDGET

Financial Planning, Admin & Policy

Organizational Chart



Complement (FTE)	Management	*Management Distributed	Other	*Other Distributed	Total	Staff to Management Ratio
2019	6.00	1.00	77.00	35.00	119.00	16:1
2020	6.00	1.00	77.00	35.00	119.00	16:1
Change	0.00	0.00	0.00	0.00	0.00	

* Represents distributed staff whose budget are in operating departments

By The Numbers

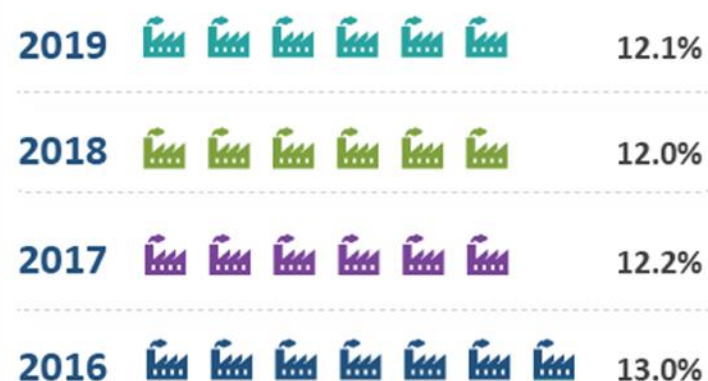
Debt Servicing Cost as a % of Property Tax Bill



Credit Ratings



Non Residential Assessment % of Total Assessment



Gross % Realized Return on Investments



Initiatives



- Assess impact of Bill 108 "More Homes, More Choice Act, 2019" on Development Charges
- Review of Property taxation policies including Transit Area Rating to support the delivery of City services
- Implement a Financial Scorecard to enhance transparency and reporting
- Review of Investment Policies and the implementation of legislative changes

2020 Operating Budget by Section

	2019	2020	2020	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
Administration Fin Policy & Plan	66,020	84,900	81,870	15,850	24.0%
Capital Budget	(2,590)	1,041,120	0	2,590	(100.0%)
Current Budget	462,120	458,720	458,720	(3,400)	(0.7%)
Finance	4,419,120	4,586,540	4,494,390	75,270	1.7%
Investments	(127,410)	1,150,970	(120,490)	6,920	(5.4%)
Total Financial Planning, Admin & Policy	4,817,260	7,322,250	4,914,490	97,230	2.0%

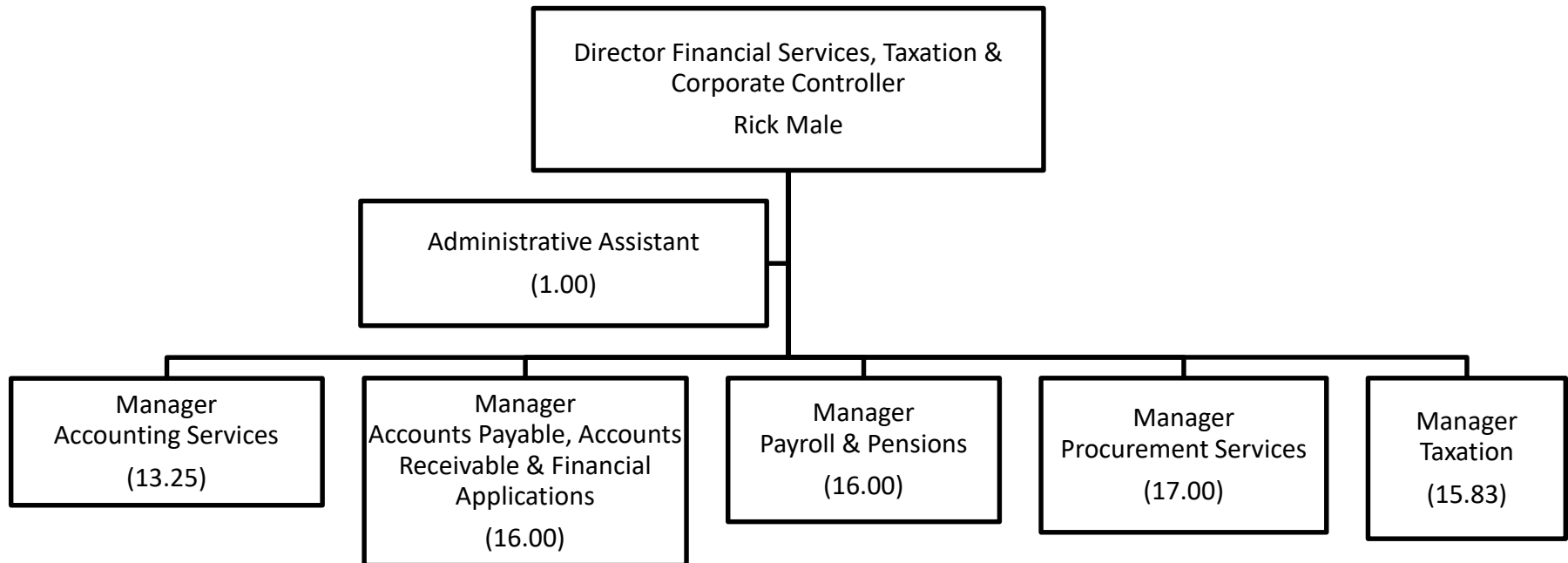
2020 Divisional Budget Drivers

Item	Cost (\$)
Employee Related COLA and Merit	178,070
Facility Recovery	(38,560)
Bank Fee Reduction	(25,580)

2020 PRELIMINARY TAX OPERATING BUDGET

Financial Services & Taxation

Organizational Chart



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2019	6.00	74.08	80.08	12.35:1
2020	6.00	74.08	80.08	12.35:1
Change	0.00	0.00	0.00	

By The Numbers

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

2019 Data not yet available

2018  44.5%

2017  44.2%

2016  44.1%

2018 Municipal Benchmark: 43.2%

Current Year's Tax Arrears as a % of the Levy

2019 Data not yet available

2018  4.1%

2017  3.9%

2016  4.3%

2018 Municipal Benchmark: 2.3%

Initiatives



- Software upgrades/improvements (i.e. financial statement reporting software/ Taxation software) to increase reporting efficiency through reduced manual processing time
- Enhance taxation services available on-line
- Automation of employee mileage and other expenses to increase reporting efficiency through reduced manual processing time
- Explore Payroll Self-service mobile applications
- Update the Procurement Policy

2020 Operating Budget by Section

	2019	2020	2020	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
Accounts Payable	394,530	479,460	438,460	43,930	11.1%
Accounts Receivables	159,370	168,670	168,670	9,300	5.8%
Financial Accounting Services	607,250	1,138,530	692,820	85,570	14.1%
Financial Application Support	333,760	367,260	367,260	33,500	10.0%
Financial Services Admin	316,630	377,010	377,010	60,380	19.1%
Payroll and Pensions	934,220	1,055,250	954,750	20,530	2.2%
Procurement	935,400	1,162,330	928,760	(6,640)	(0.7%)
Taxation	294,150	2,339,880	319,070	24,920	8.5%
Total Financial Services & Taxation	3,975,310	7,088,390	4,246,800	271,490	6.8%

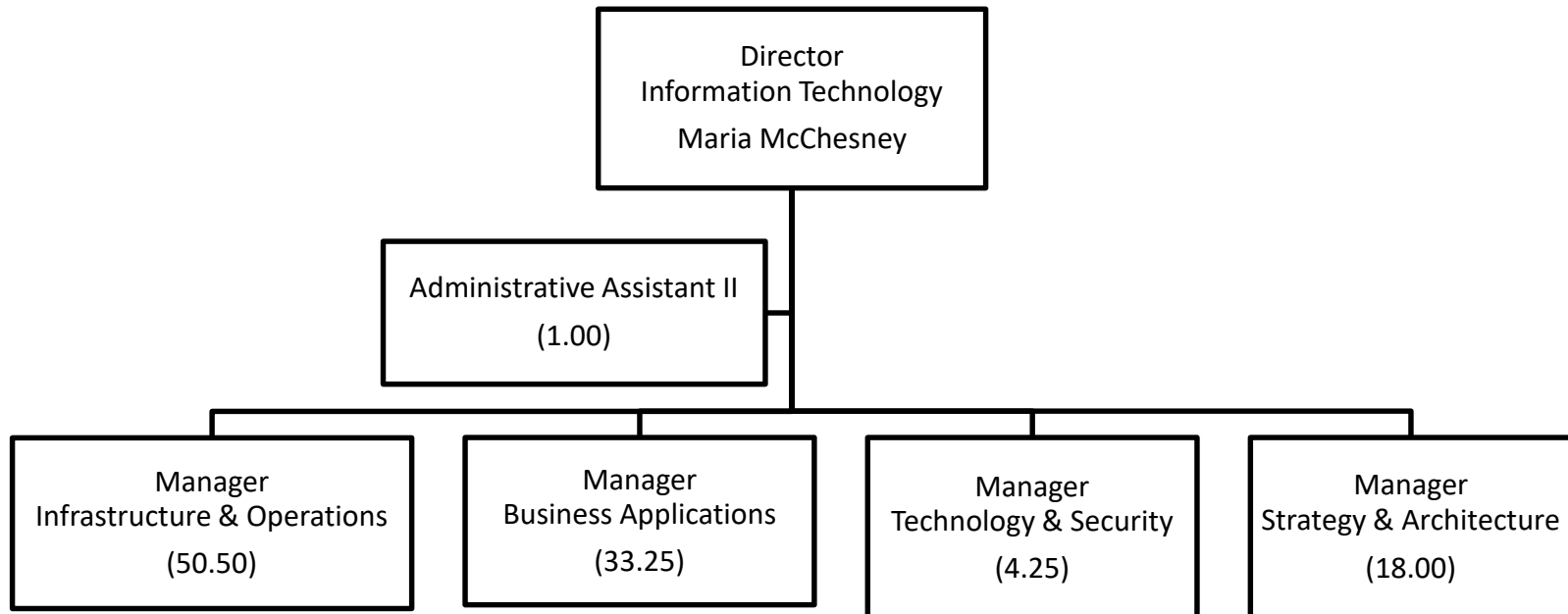
2020 Divisional Budget Drivers

Item	Cost (\$)
Employee Related COLA and Merit	171,730
Accounting Services Recovery	120,040

2020 PRELIMINARY TAX OPERATING BUDGET

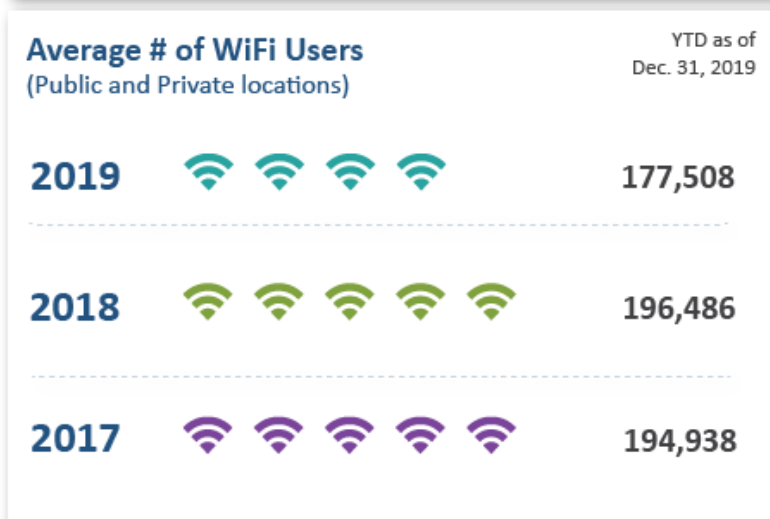
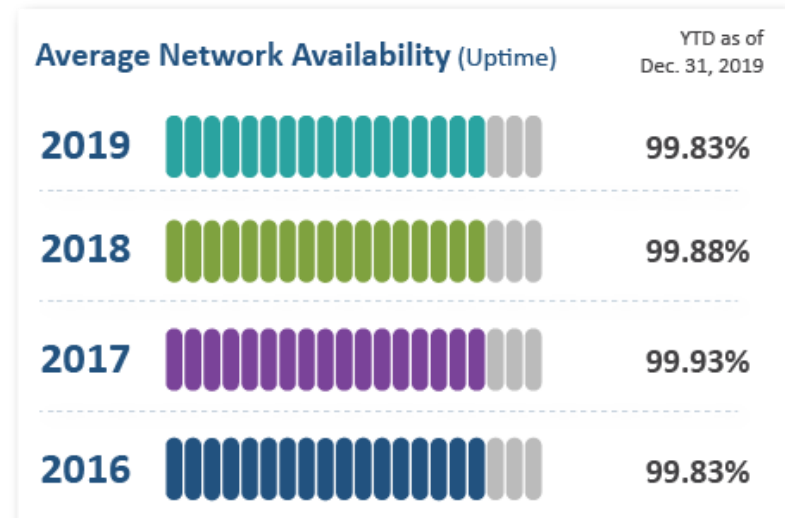
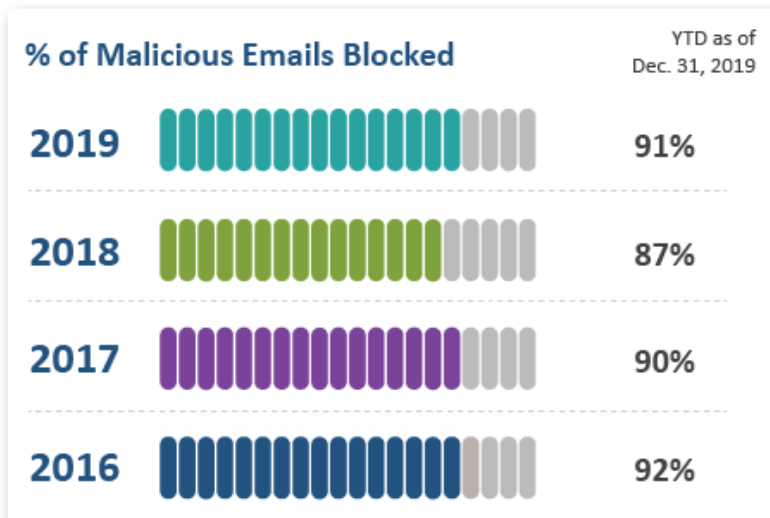
Information Technology

Organizational Chart



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2019	5.00	103.00	108.00	20.6:1
2020	5.00	103.00	108.00	20.6:1
Change	0.00	0.00	0.00	

By The Numbers



Initiatives



- Continued Implementation of IT Strategy
- Continued development of a Business Service Continuity plan for essential applications
- Continue to Implement security improvements to reduce the city's exposure to security risks and data breaches
- Develop a 3 year roadmap for enhancement and expansion of Spatial Services (GIS)
- Implement the Enterprise Data Management and Business Intelligence (BI) Program

2020 Operating Budget by Section

	2019	2020	2020	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
Business Applications	6,329,210	6,449,420	6,443,860	114,650	1.8%
City Leased Equipment	0	4,481,250	0	0	0.0%
Equipment and Maintenance	5,000	5,000	5,000	0	0.0%
Infrastructure & Operations	7,974,730	8,193,630	8,108,630	133,900	1.7%
IP Telephony	0	1,170	0	0	0.0%
IT - Admin	(3,512,660)	(3,763,000)	(3,763,270)	(250,610)	7.1%
Technology & Security	698,170	709,170	709,170	11,000	1.6%
Total Information Technology	11,494,450	16,076,640	11,503,390	8,940	0.1%

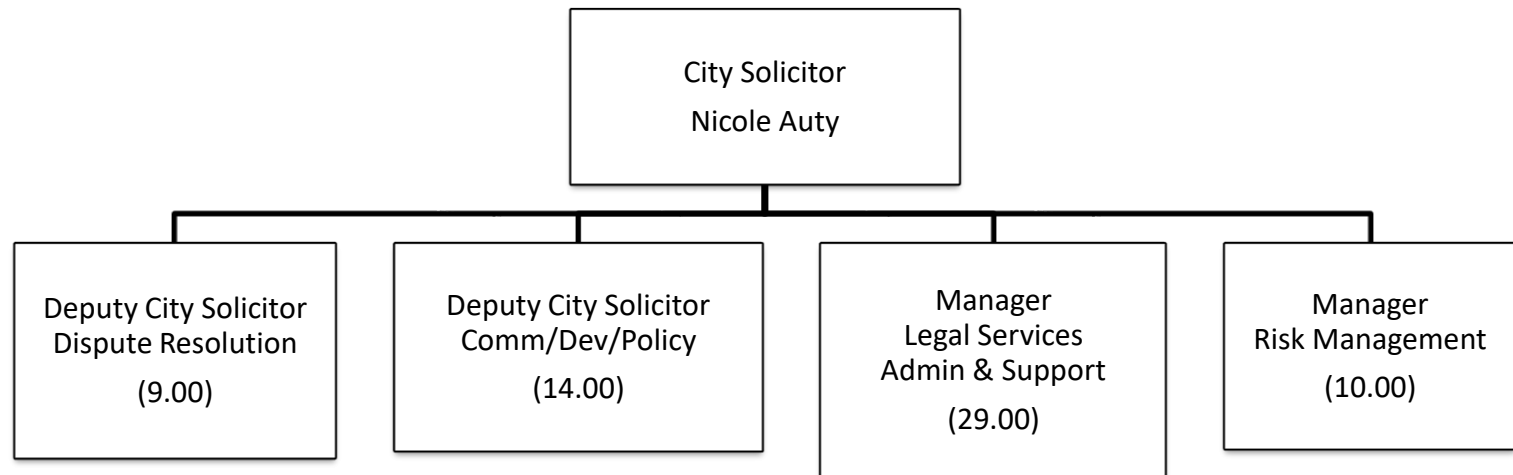
2020 Divisional Budget Drivers

Item	Cost (\$)
Employee Related COLA and Merit	256,890
Information Services Recovery	(262,600)

2020 PRELIMINARY TAX OPERATING BUDGET

Legal & Risk Management Services

Organizational Chart



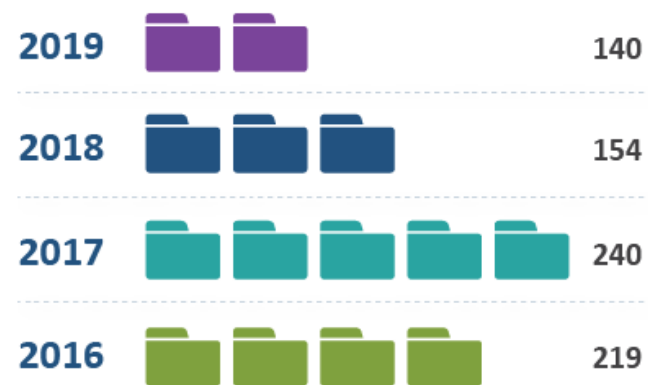
Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2019	5.00	58.00	63.00	12.6:1
2020	5.00	58.00	63.00	12.6:1
Change	0.00	0.00	0.00	

By The Numbers

and Value of Procurement Contracts (Construction)



of Litigated Files Resolved



of Real Estate Transactions



Initiatives



- Support and implementation of new legislation to ensure the City is compliant
- Corporate insurance coverage renewal to secure the best market rate
- Review records management system in POA prosecution matters to enhance the response rate to requests
- Support council and departmental priorities to ensure the overall strategic plan is met
- Support priority initiatives

2020 Operating Budget by Section

	2019	2020	2020	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
Legal Services					
Inhouse-Outside Counsel - City	3,489,630	4,389,440	3,400,800	(88,830)	(2.5%)
Risk Management, Administration	15,840	15,550	15,550	(290)	(1.8%)
Total Legal and Risk Management Services	3,505,470	4,404,990	3,416,350	(89,120)	(2.5%)

2020 Divisional Budget Drivers

Item	Cost (\$)
Employee Related COLA and Merit	168,690
Planning Fees Revenue Allocation	(100,000)
Facilities Recovery	(82,580)
Risk Management Recovery	(102,430)



Hamilton

THANK YOU