



Hamilton

CORPORATE SERVICES

January 25, 2022

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



2021 HIGHLIGHTS

A LOOK BACK AT 2021

Credit Rating

AA+

Virtual Trials



DC Background Study & By-law Amendments



IT Security Program



Policy & Strategic Review



Electronic Marriage License



Oracle Upgrade



IT Strategy



Customer Service Strategy



Bill 177 Implementation



Workforce Planning



Requisition Approval Workflow



Budget Process Enhancements



Election 2022
(Planning, Outreach & Policies)



Covid Response



METRICS 2021



2,204
Marriage
Licenses Issued



214
FOI Requests
Received



572,190
Phone Calls
to the CCC



86,780
POA Charges
Filed



AA+
S&P Global
Credit Rating



77%
% of Malicious
Emails Blocked



93,695
Citizens
Served
(MSC Only)



43.8%
Taxpayers
Enrolled in PAP



121
Litigated Files
Resolved



2.40%
Gross %
Realized ROI
(2020)

Fiscal Health & Financial Management

- Completed the implementation of the IT Strategy 1.0
- Completed the development of the GIS Plan
- Deployed Citizen Facing COVID Dashboards
- Developed Enterprise Electronic Document and Records Management Roadmap
- Commenced Implementation of the Mobility Strategy
- Developed and completed Phase 1 Cloud Strategy
- Initiated the Next Generation 911 Program
- Initiated the IT Asset Management Program
- Utilized enhanced 2022 Election technology solutions
- Assisted Ontario Works staff with the launch of Right of Pay cards (RPC)
- Launched auto deposit (e-transfer) payment solution for Payroll, Pensions and Ontario Works
- Identified and implemented alternative banking solutions

Fiscal Health & Financial Management

- Implemented online expense module for processing employee expenses
- Initiated Accounts Receivable enhanced electronic invoicing
- Implemented construction lien act bid document amendments
- Successfully supported the Bill 66 resolution process
- Initiated the planning for the New Public Sector Accounting Board (PSAB) standards
- Enhanced digital court filings
- Enhanced virtual early resolution service delivery and virtual trial service delivery
- Implemented financial policies to assist customers
- Optimized funding opportunities from senior levels of government
- Implemented new budget system

2021 HIGHLIGHTS

A Healthy, Respectful & Supportive Workplace

- Supported the Public Health Hotline to respond to residents
- Supported Covid 19 PPE procurement
- Supported the Covid 19 response work for time, attendance and payroll support for the vaccine clinics

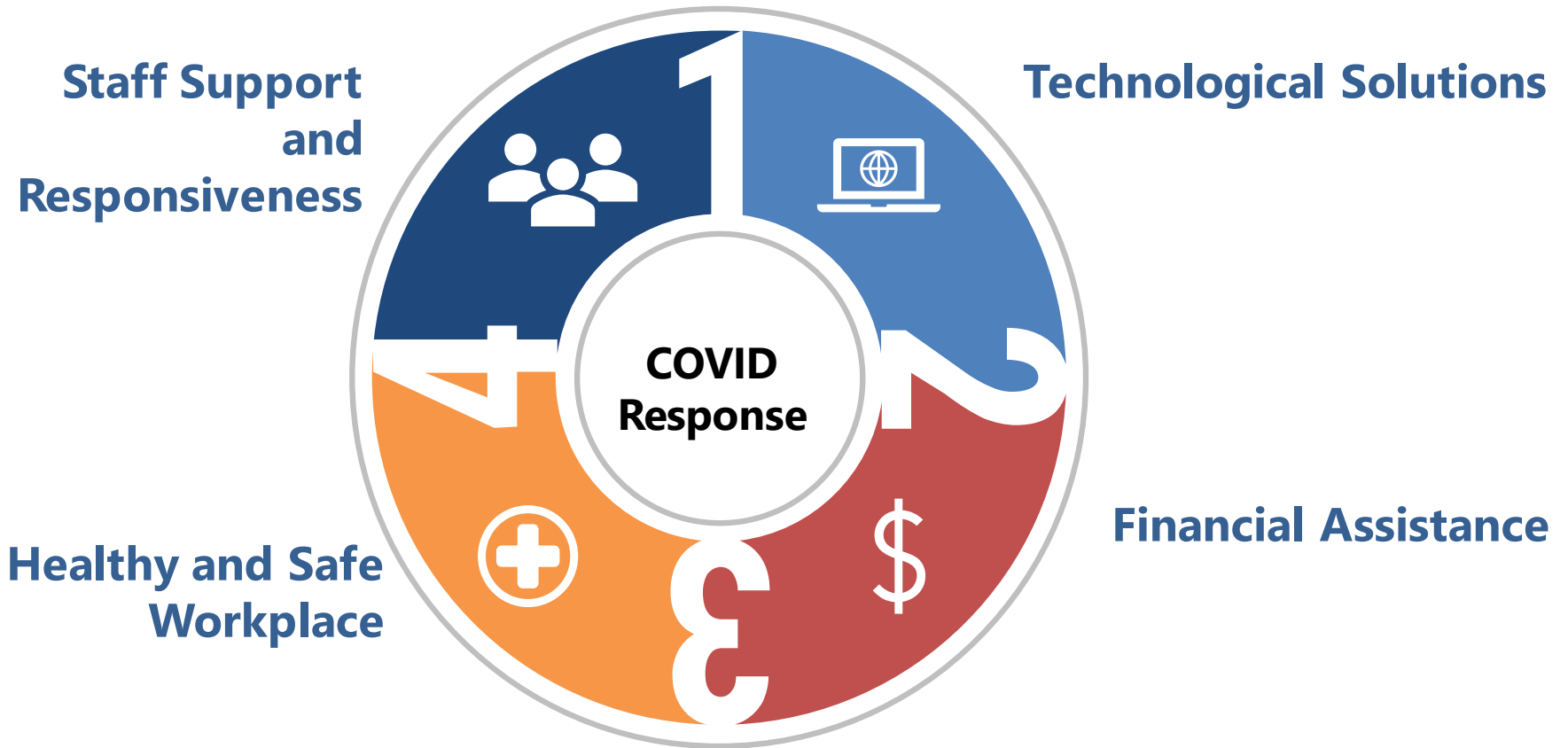
Integrated Growth & Development

- Completed DC background study and by-law amendments
- Developed a Climate Change Reserve Policy
- Implemented Surety Bond Policy

Trust & Confidence in City Government

- Enhanced Cash Handling protocols
- Implemented the transfer of services from the Ministry of the Attorney General to POA (re. Bill 177)
- Developed a Legal & Risk Management Services Strategic Plan
- Lead enhanced stakeholders engagement for the Vacant Home Tax and Small Business Property Tax sub-class
- Engagement and outreach for the 2022 Election
- Introduction of Vote by Mail for eligible voters
- Utilized technology for improved financial management of print and mail
- Continued implementation of routine disclosure
- Introduced or amended corporate policies
- Procedural By-Law change to allow for ongoing virtual participation for residents

COVID-19 RESPONSE



LOOKING AHEAD

2022 - 2024

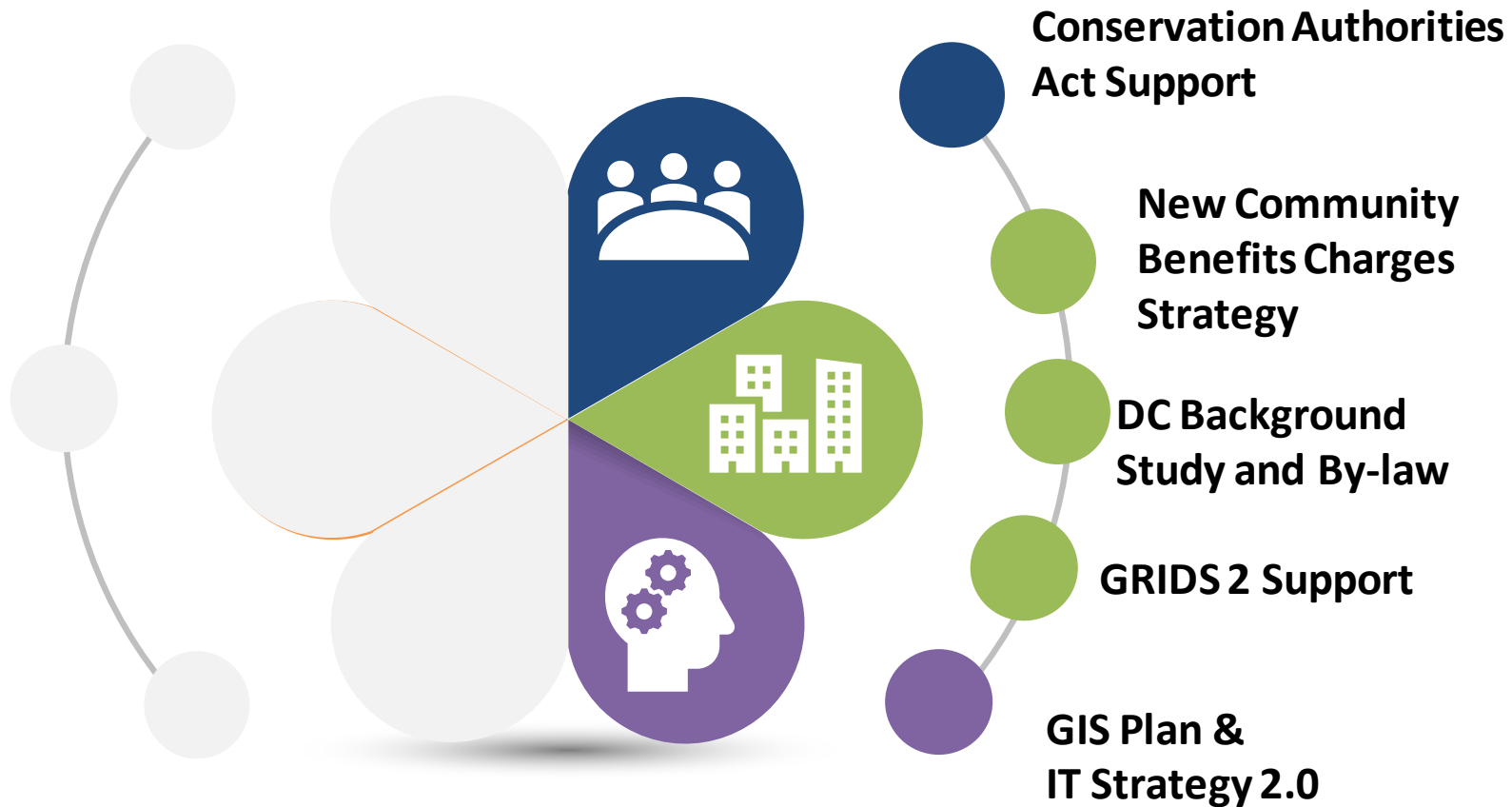
Fiscal Health and Financial Management



Trust & Confidence in City Government



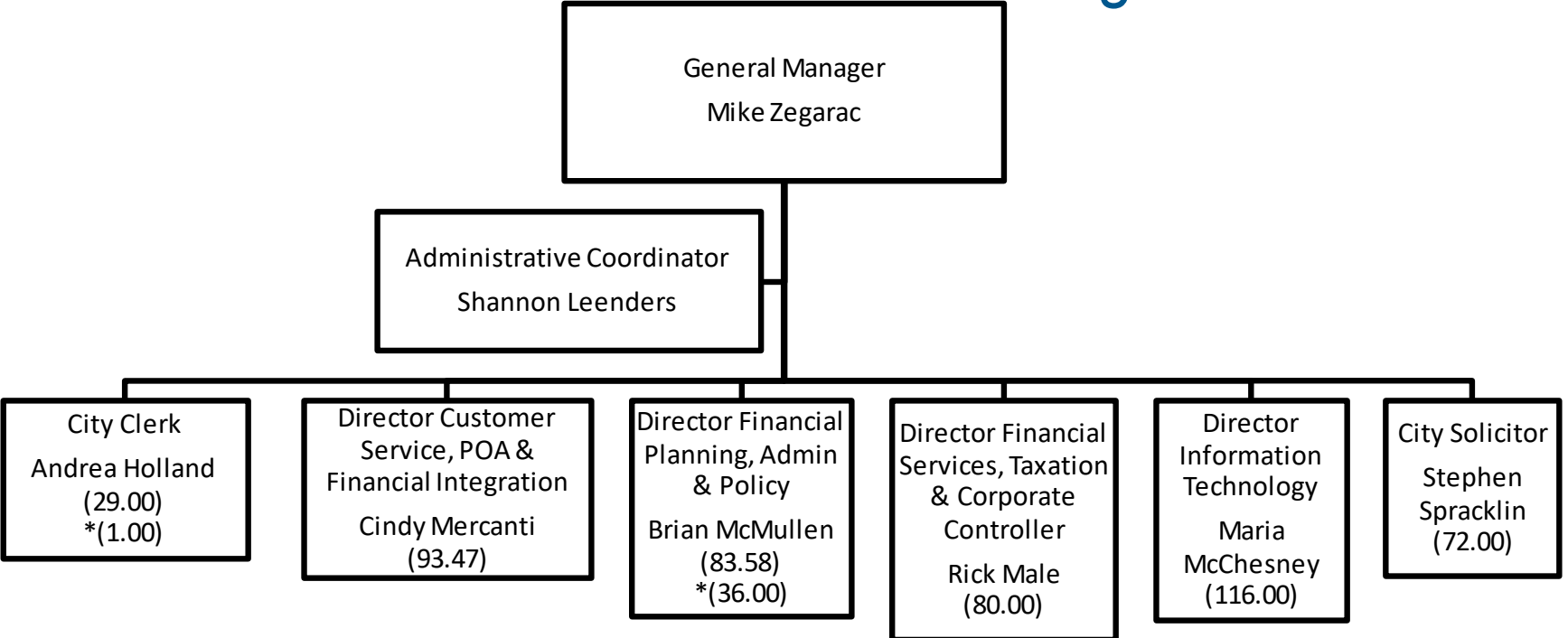
Integrated Growth & Development



2022 PRELIMINARY TAX OPERATING BUDGET

Corporate Services

Organizational Chart



Complement (FTE)	Management	*Management Distributed	Other	*Other Distributed	Total	Staff to Management Ratio
2021	31.00	1.00	439.05	37.00	508.05	14.88:1
2022	31.00	1.00	444.05	37.00	513.05	15.03:1
Change	0.00	0.00	5.00	0.00	5.00	

* Represents distributed staff whose budget are in operating departments.

2022 Operating Budget by Division

	2021 Restated Net	2022 Preliminary Gross	2022 Preliminary Net	2022-2021 \$	2022-2021 %
City Clerk's Office	2,995,070	3,800,800	3,168,430	173,360	5.8%
Customer Service POA and Finl Integration	5,824,460	12,606,240	5,959,640	135,180	2.3%
Financial Serv Taxation and Corp Controller	4,085,540	7,129,190	4,284,990	199,450	4.9%
Legal Services and Risk Management	4,008,810	4,097,440	3,939,580	(69,230)	-1.7%
Corporate Services Administration	328,010	345,520	331,740	3,730	1.1%
Financial Planning Admin & Policy	5,219,620	6,885,630	5,371,300	151,680	2.9%
Information Technology	15,211,770	16,095,210	15,325,680	113,910	0.7%
Sub-total Corporate Services	37,673,280	50,960,030	38,381,360	708,080	1.9%
Sub-total Council Referred		75,300	75,300	75,300	
Sub-total Business Cases		1,215,500	539,900	539,900	
Total Corporate Services	37,673,280	52,250,830	38,996,560	1,323,280	3.5%

2022 Departmental Budget Drivers

Item	Impact (\$000s)
Employee Related Cost - COLA and Benefit Increases, 5 additional FTE	1,686
Computer Software	87
Capital Recoveries	(21)
Fees and Fines	(183)
Reserve and Cost Allocations	(870)

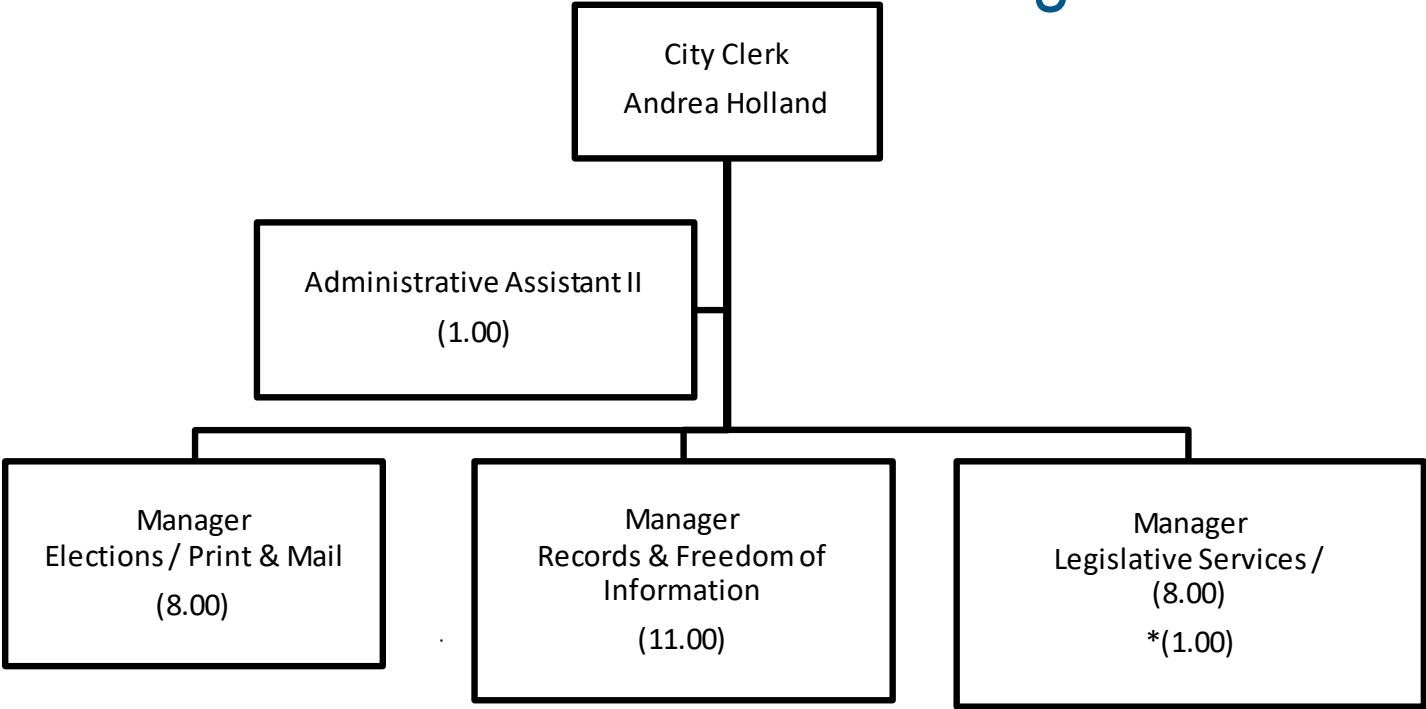
Multi-Year Outlook by Division

	Multi-Year Outlook						
	Preliminary	2023		2024		2025	
	Budget \$	Budget \$	% Change From 2021	Budget \$	% Change From 2021	Budget \$	% Change From 2021
City Clerk's Office	3,168,430	3,236,490	2.1%	3,312,620	2.4%	3,383,960	2.2%
Customer Service POA and Finl Integration	5,959,640	6,122,340	2.7%	6,260,330	2.3%	6,384,540	2.0%
Financial Serv Taxation and Corp Controller	4,284,990	4,419,730	3.1%	4,529,810	2.5%	4,637,100	2.4%
Legal Services and Risk Management	3,939,580	4,087,620	3.8%	4,193,640	2.6%	4,267,300	1.8%
Corporate Services Administration	331,740	340,310	2.6%	346,830	1.9%	351,640	1.4%
Financial Planning Admin & Policy	5,371,300	5,611,080	4.5%	5,763,740	2.7%	5,943,850	3.1%
Information Technology	15,325,680	15,785,440	3.0%	16,005,400	1.4%	16,182,180	1.1%
Total Corporate Services	38,381,360	39,603,010	3.2%	40,412,370	2.0%	41,150,570	1.8%

2022 PRELIMINARY TAX OPERATING BUDGET

City Clerk's Office

Organizational Chart



Complement (FTE)	Management	Other	*Other Distributed	Total	Staff to Management Ratio
2021	4.00	25.00	1.00	30.00	6.50:1
2022	4.00	25.00	1.00	30.00	6.50:1
Change	0.00	0.00	0.00	0.00	

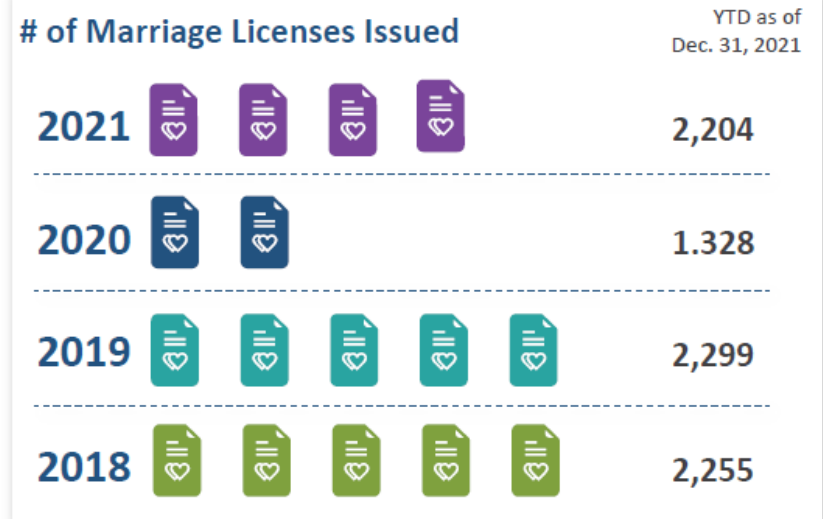
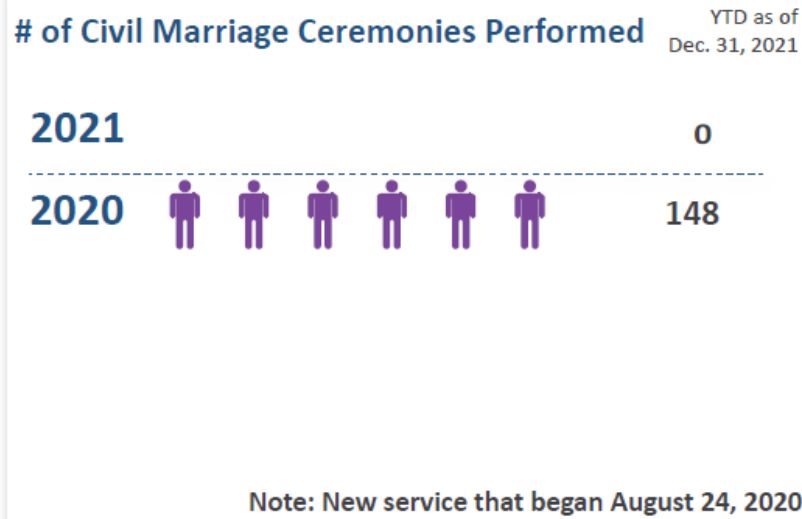
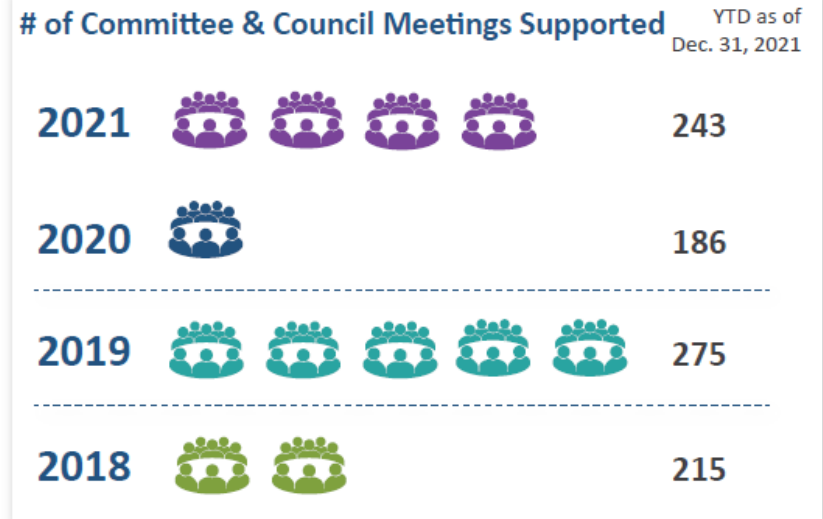
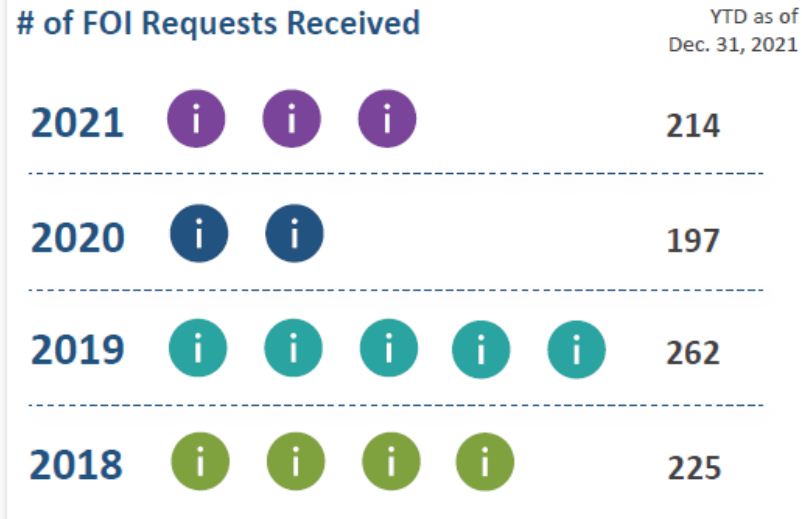
* Represents distributed staff whose budget are in operating departments.

2022 Operating Budget by Section

	2021 Restated Net	2022 Preliminary Gross	2022 Preliminary Net	2022-2021 \$	2022-2021 %
City Clerk - Admin	425,050	450,650	450,650	25,600	6.0%
Elections	711,480	822,890	822,890	111,410	15.7%
Legislative Support	855,660	917,200	866,140	10,480	1.2%
Print & Mail	400,940	420,710	420,710	19,770	4.9%
Records	601,950	1,189,370	608,060	6,110	1.0%
Total City Clerk's Office	2,995,080	3,800,820	3,168,450	173,370	5.8%

Cost Drivers	Impact (\$000s)
Election Expense	88
Employee Related Cost - COLA and Benefit Increases	57
Facilities Recovery	31
Certificates and Licences	(46)

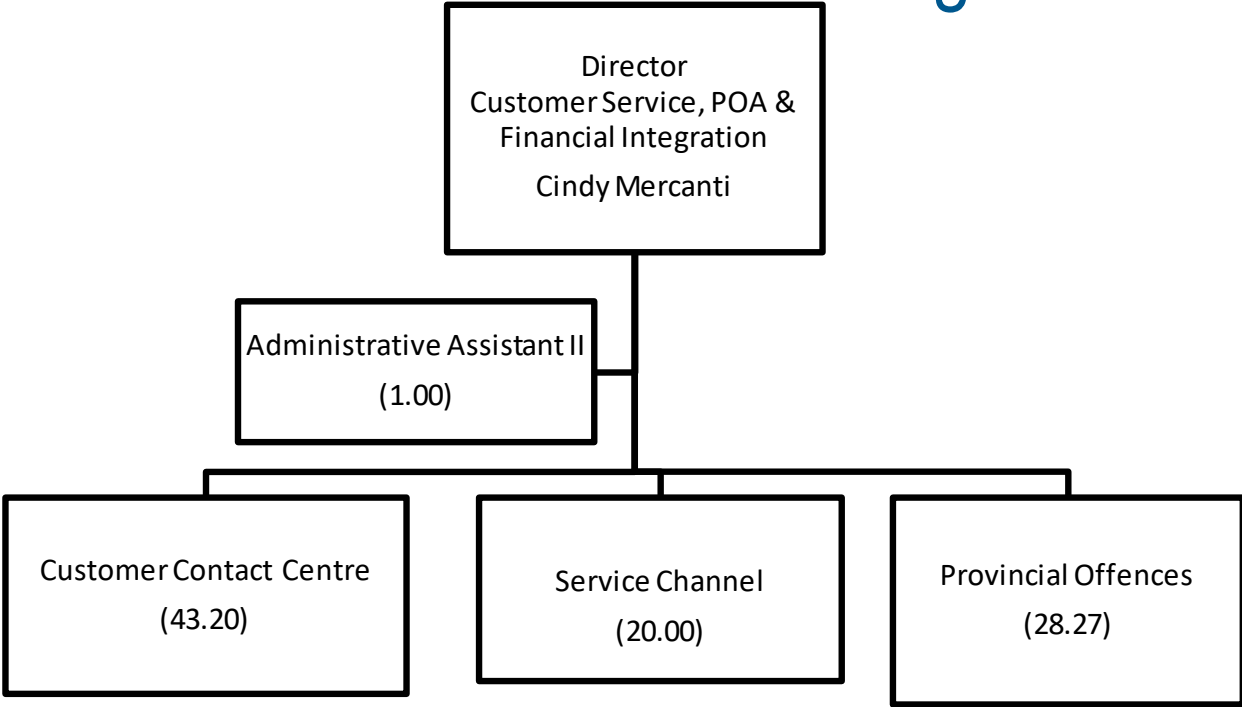
By The Numbers



2022 PRELIMINARY TAX OPERATING BUDGET

Customer Service, POA & Financial Integration

Organizational Chart



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2021	5.00	88.47	93.47	17.69:1
2022	5.00	88.47	93.47	17.69:1
Change	0.00	0.00	0.00	

2022 Operating Budget by Section

	2021 Restated Net	2022 Preliminary Gross	2022 Preliminary Net	2022-2021 \$	2022-2021 %
Customer Contact Centre	3,488,800	3,567,800	3,567,800	79,000	2.3%
Customer Service - Administration	266,870	293,080	293,080	26,210	9.8%
Provincial Offences Administration	0	6,646,600	0	0	0.0%
Service Channel	2,068,790	2,098,770	2,098,770	29,980	1.4%
Total Customer Service POA and Finl Integration	5,824,460	12,606,250	5,959,650	135,190	2.3%

Cost Drivers	Impact (\$000s)
Employee Related Cost - COLA and Benefit Increases	231
Internal costs (Legal, IT, and Facilities)	61
Internal recoveries (Red Light Camera and Call Center)	(84)
POA Fine Revenue	(75)

By The Numbers

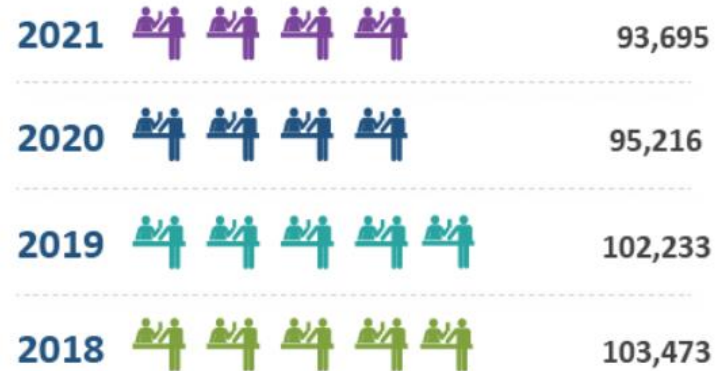
CCC: # of Phone Calls

YTD as of
Dec. 31, 2021



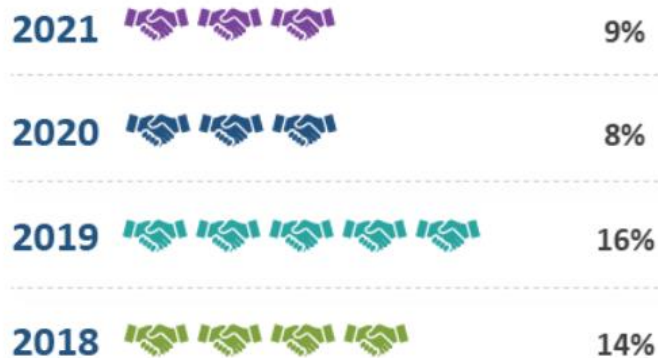
MSC: # of Citizens Served

YTD as of
Dec. 31, 2021



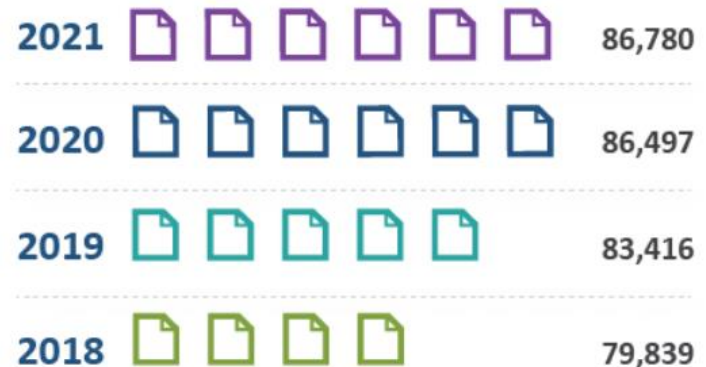
POA: Early Resolution Part 1 Scheduled

YTD as of
Dec. 31, 2021



POA: # of Charges Filed

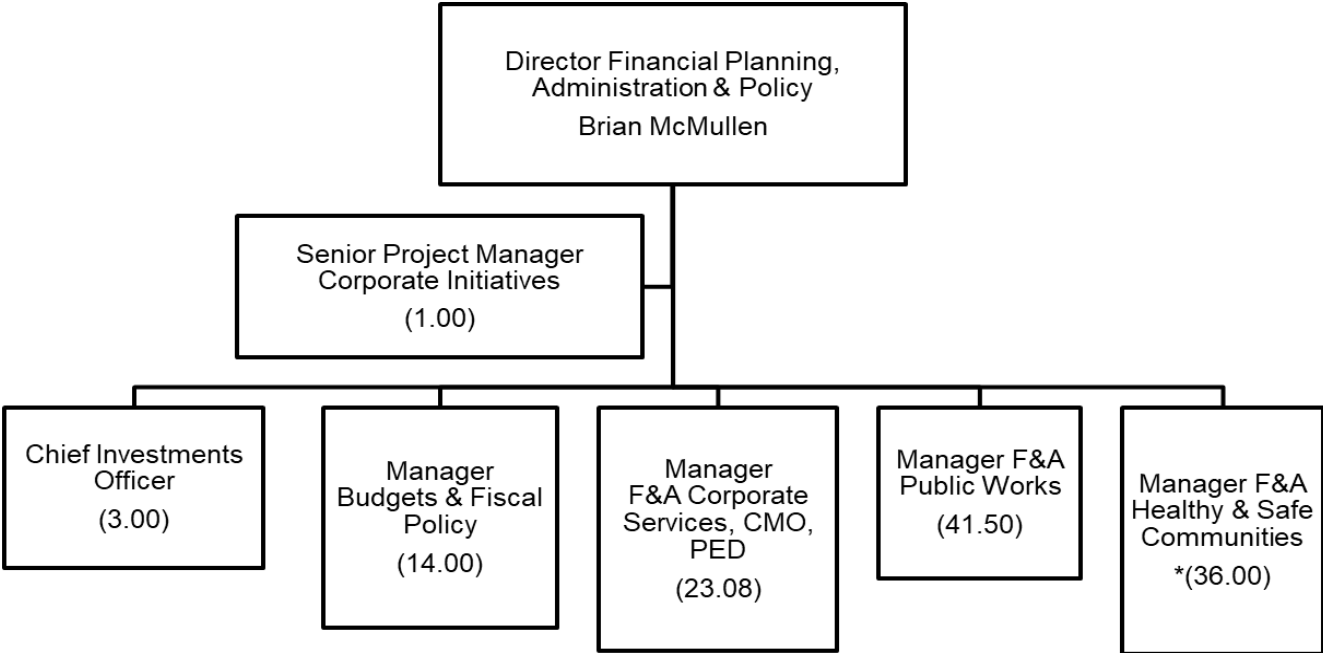
YTD as of
Dec. 31, 2021



2022 PRELIMINARY TAX OPERATING BUDGET

Financial Planning, Administration & Policy

Organizational Chart



Complement (FTE)	Management	*Management Distributed	Other	*Other Distributed	Total	Staff to Management Ratio
2021	5.00	1.00	78.58	35.00	119.58	18.93:1
2022	5.00	1.00	78.58	35.00	119.58	18.93:1
Change	0.00	0.00	0.00	0.00	0.00	

* Represents distributed staff whose budget are in operating departments

2022 Operating Budget by Section

	2021 Restated Net	2022 Preliminary Gross	2022 Preliminary Net	2022-2021 \$	2022-2021 %
Budgets & Fiscal Policy	622,990	835,570	592,070	(30,920)	-5.0%
Admin Financial Policy & Planning	87,610	90,320	90,320	2,710	3.1%
Finance	4,625,660	4,891,010	4,794,220	168,560	3.6%
Investments	(116,640)	1,068,720	(105,320)	11,320	9.7%
Total Financial Planning Admin & Policy	5,219,620	6,885,620	5,371,290	151,670	2.9%

Cost Drivers	Impact (\$000s)
Employee Related Cost - COLA and Benefit Increases	285
Cost Allocations	(111)
Recoveries from Capital	(21)

By The Numbers

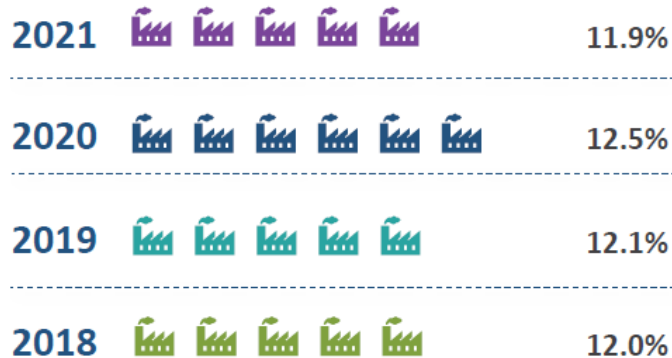
Debt Servicing Cost as a % of Property Tax Bill



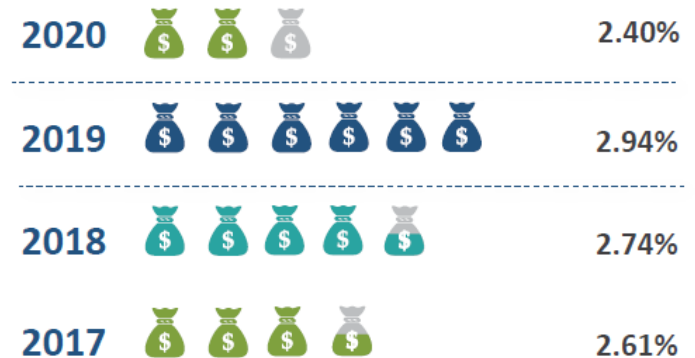
Credit Ratings



Non Residential Assessment % of Total Assessment



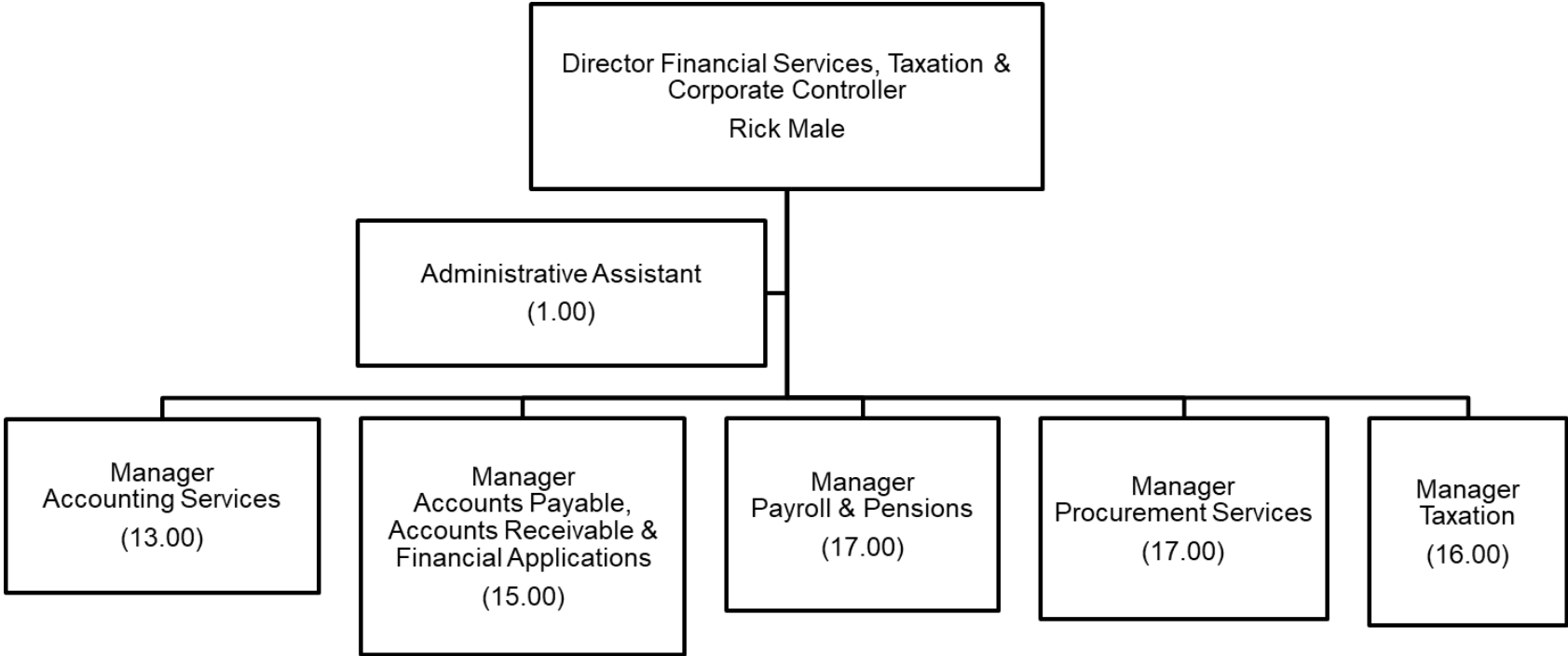
Gross % Realized Return on Investments



2022 PRELIMINARY TAX OPERATING BUDGET

Financial Services, Taxation and Corporate Controller

Organizational Chart



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2021	6.00	74.00	80.00	12.33:1
2022	6.00	74.00	80.00	12.33:1
Change	0.00	0.00	0.00	

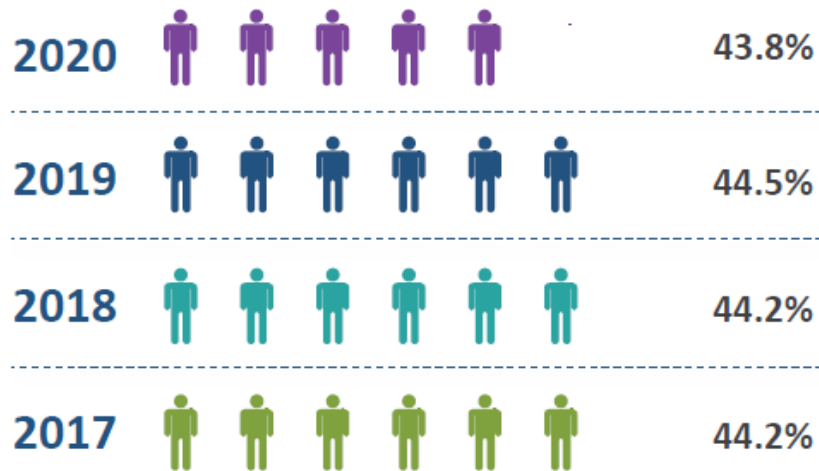
2022 Operating Budget by Section

	2021 Restated Net	2022 Preliminary Gross	2022 Preliminary Net	2022-2021 \$	2022-2021 %
Accounts Payable	412,960	364,250	322,430	(90,530)	-21.9%
Accounts Receivable	177,180	175,010	175,010	(2,170)	-1.2%
Financial Accounting Services	725,100	800,100	754,480	29,380	4.1%
Financial Application Support	360,350	494,780	494,780	134,430	37.3%
Financial Services Admin	354,520	368,130	368,130	13,610	3.8%
Payroll and Pensions	967,160	1,132,990	1,005,500	38,340	4.0%
Procurement	902,750	1,213,470	949,730	46,980	5.2%
Taxation	185,520	2,580,460	214,930	29,410	15.9%
Total Financial Serv Taxation and Corp Controller	4,085,540	7,129,190	4,284,990	199,450	4.9%

Cost Drivers	Impact (\$000s)
Employee Related Cost - COLA and Benefit Increases	229
Fees	(40)

By The Numbers

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



2020 Municipal Benchmark: 43.0%

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

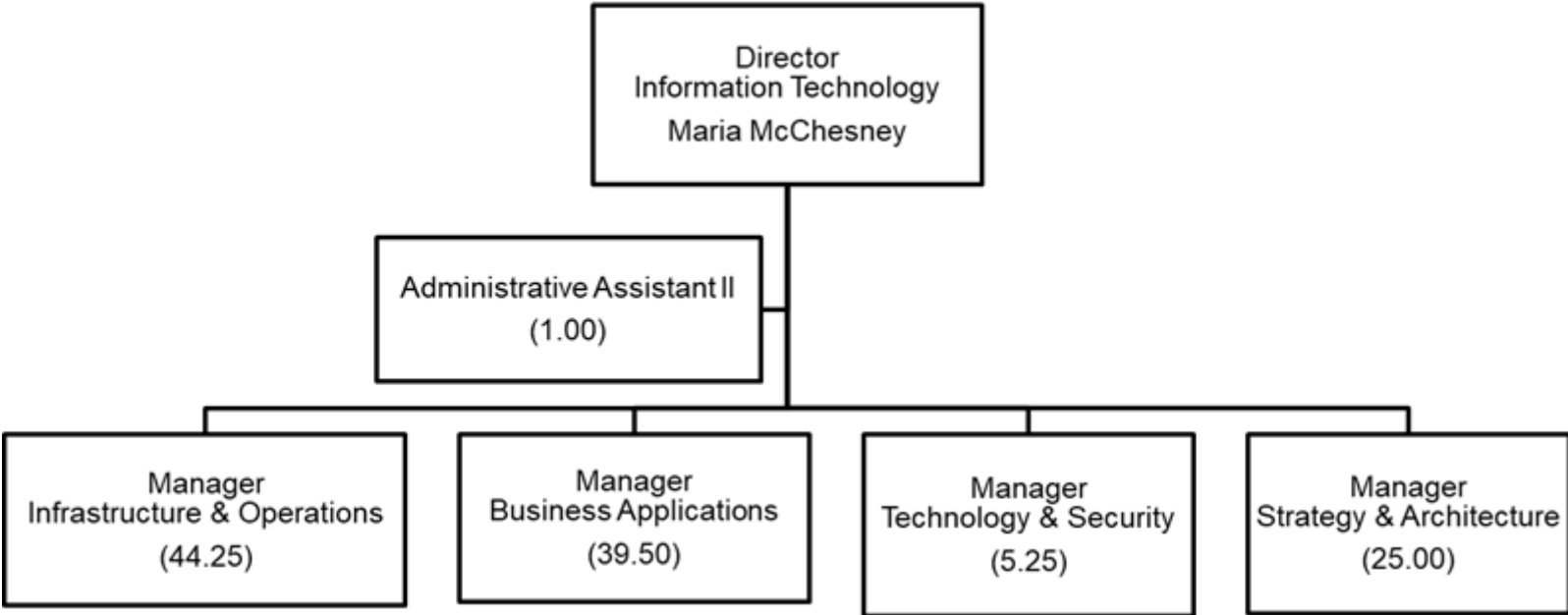


2020 Municipal Benchmark: 3.0%

2022 PRELIMINARY TAX OPERATING BUDGET

Information Technology

Organizational Chart



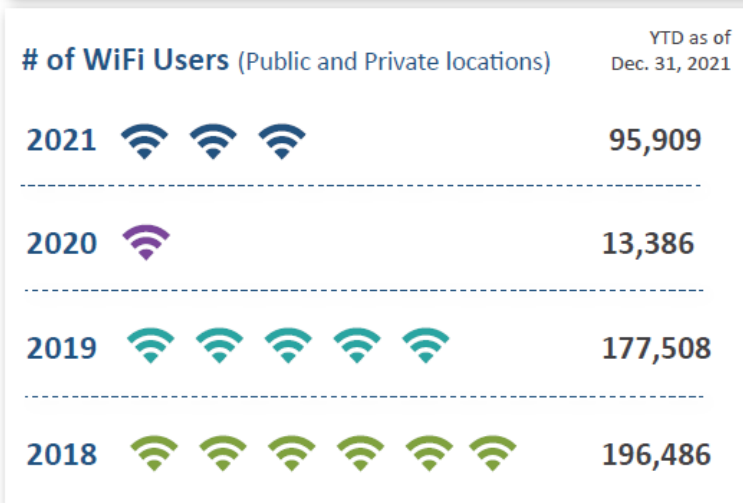
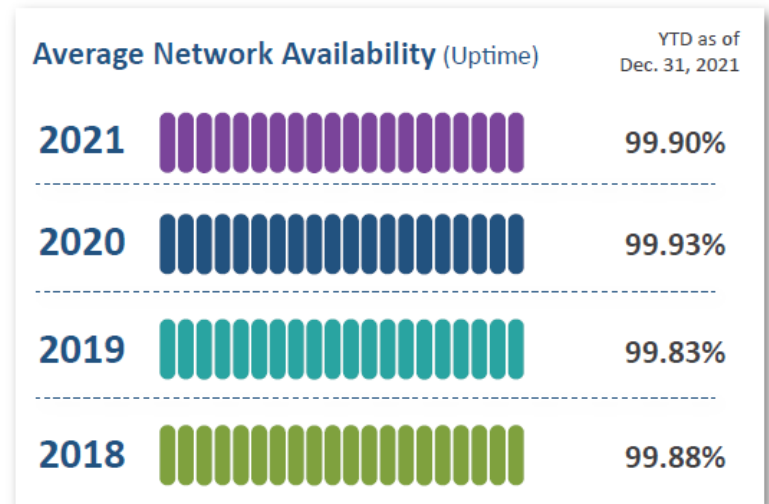
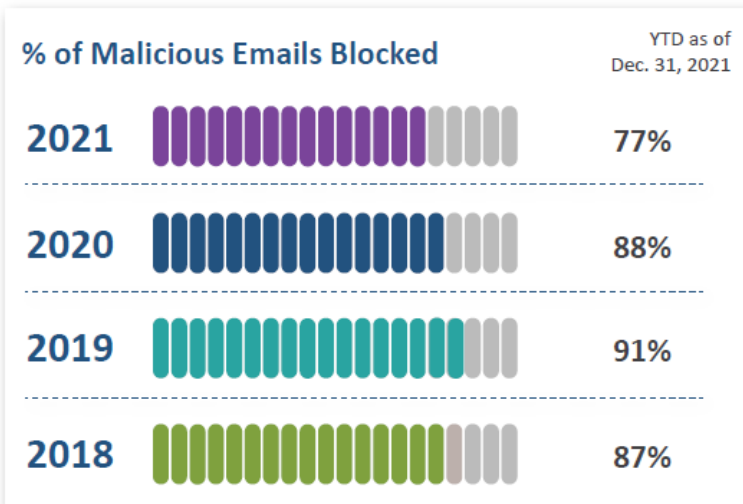
Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2021	5.00	111.00	116.00	22.20:1
2022	5.00	111.00	116.00	22.20:1
Change	0.00	0.00	0.00	

2022 Operating Budget by Section

	2021 Restated Net	2022 Preliminary Gross	2022 Preliminary Net	2022-2021 \$	2022-2021 %
Business Applications	8,143,020	7,772,300	7,766,630	(376,390)	-4.6%
Infrastructure & Operations	10,095,010	11,247,480	10,650,220	555,210	5.5%
IT - Admin	(4,138,120)	(4,226,430)	(4,226,710)	(88,590)	-2.1%
Technology & Security	1,111,860	1,135,530	1,135,530	23,670	2.1%
Sub-total Information Technology	15,211,770	15,928,880	15,325,670	113,900	0.7%
IP Telephony	0	1,170	0	0	0.0%
Equipment & Maintenance	0	165,150	0	0	0.0%
Total Information Technology	15,211,770	16,095,200	15,325,670	113,900	0.7%

Cost Drivers	Impact (\$000s)
Employee Related Cost - COLA and Benefit Increases	133
Computer Software	50
Cost Allocation	(89)

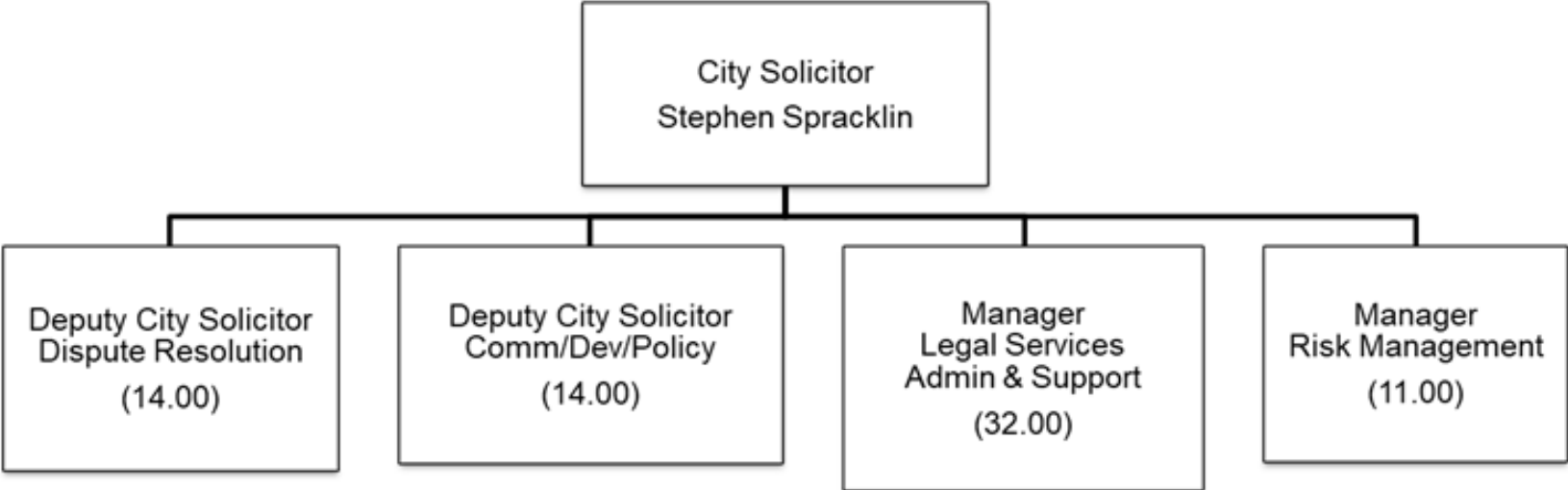
By The Numbers



2022 PRELIMINARY TAX OPERATING BUDGET

Legal Services and Risk Management

Organizational Chart



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2021	5.00	62.00	67.00	12.40:1
2022	5.00	67.00	72.00	13.40:1
Change	0.00	5.00	5.00	

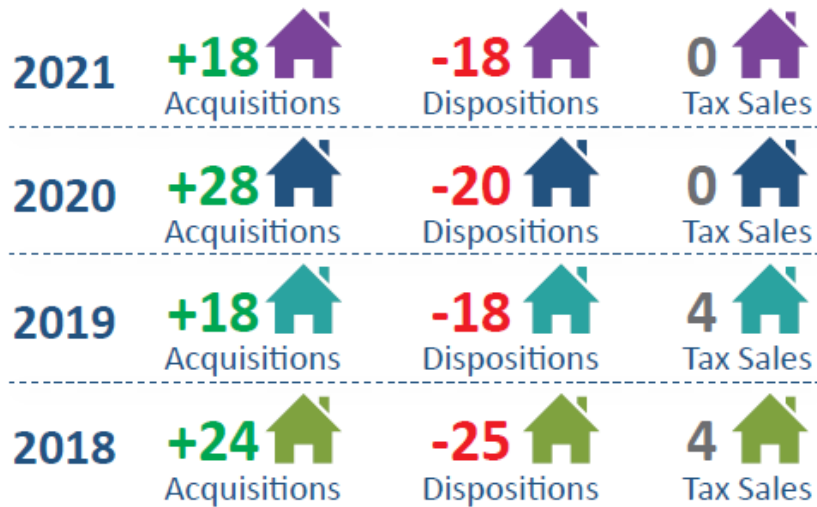
2022 Operating Budget by Section

	2021 Restated Net	2022 Preliminary Gross	2022 Preliminary Net	2022-2021 \$	2022-2021 %
Legal Services	3,927,390	4,097,440	3,939,580	12,190	0%
Risk Management	81,410	0	0	(81,410)	-100%
Total Legal Services and Risk Management	4,008,800	4,097,440	3,939,580	(69,220)	-1.7%

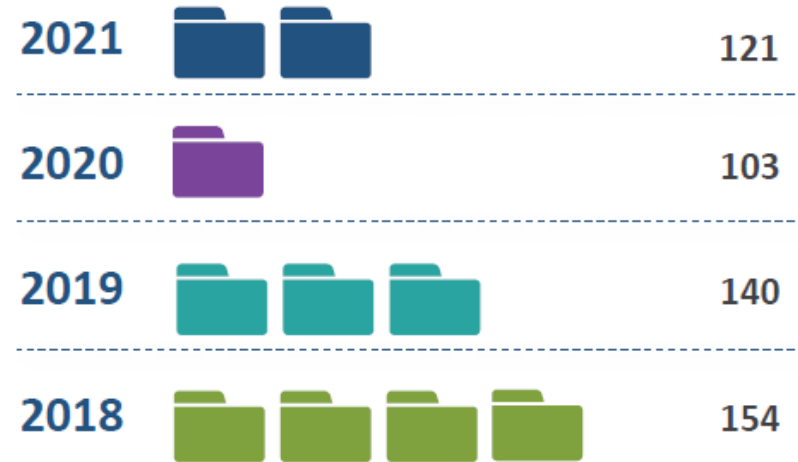
Cost Drivers	Impact (\$000s)
Employee Related Cost – 5 new FTEs, COLA and Benefit Increases	730
Computer Software	35
Cost Allocation Recovery (Legal)	(61)
Cost Allocation Recovery (Insurance)	(778)

By The Numbers

of Real Estate Transactions



of Litigated Files Resolved





Hamilton

THANK YOU