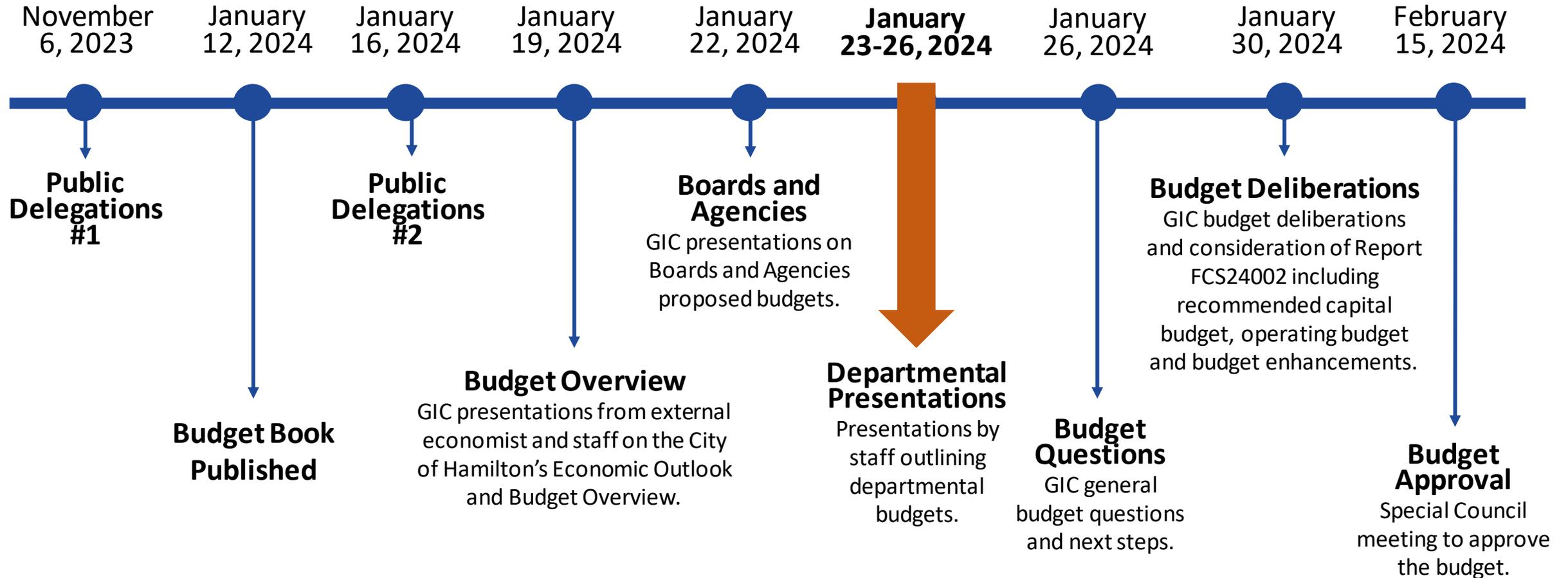


2024 Proposed Operating and Capital Budget Presentation

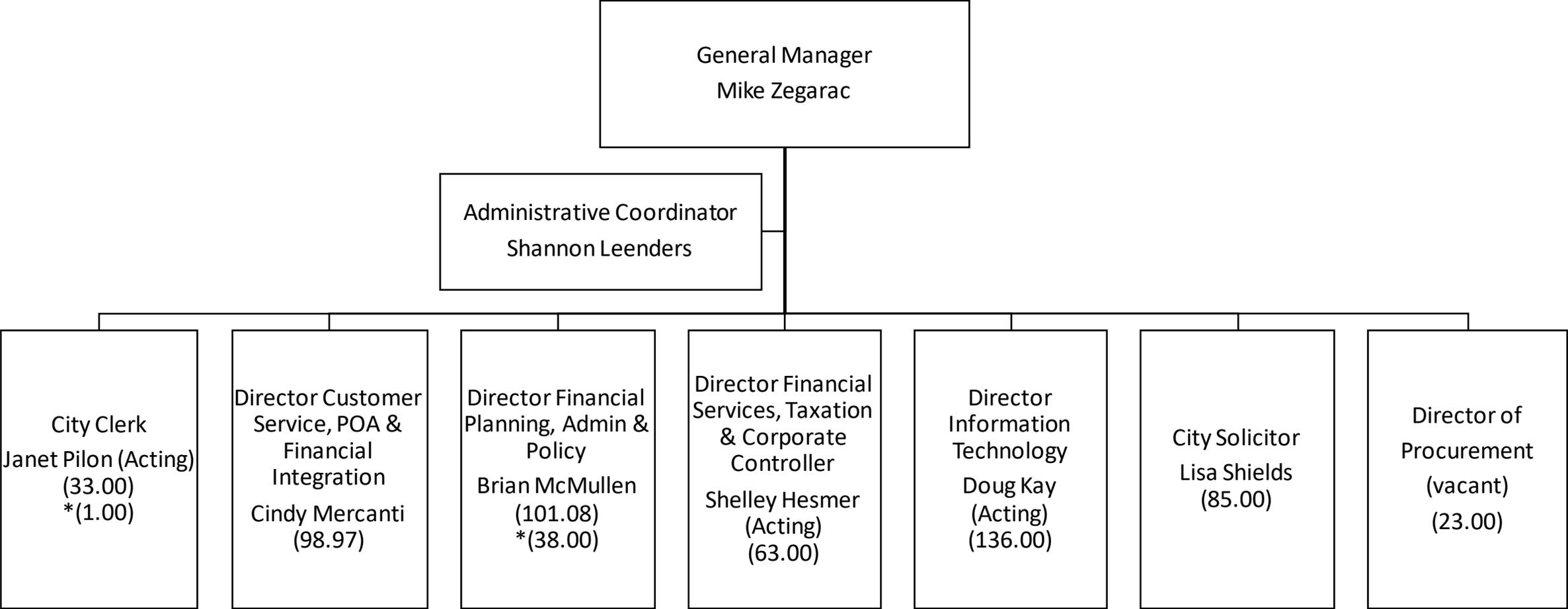
CORPORATE SERVICES



Tax Budget Process



Organizational Chart



* Represents distributed staff whose budget are in operating departments.

Overview of Services Provided (1 of 2)

Financial Management

- Budgeting, Financial Planning, Financial Analysis, Debt Management, and Reserves Management

Fiscal Policy

- Fiscal policy, development charges, community benefits charges, utility revenues

Financial Services

- Accounting and Tangible Capital Assets
- Accounts Payable, Receivable and Business Applications
- Payroll and Pension

Taxation

- Property Tax Billings and Collections, Tax Assistance Programs, Tax Appeals

Procurement

- Procurement of Goods and Services, Vendor Management

Legislative Services

- Legislative Services
- Citizen committee recruitment, delegation support
- Municipal Election Administration

Courier & Print Services

- Corporate Print; Corporate Mail & Courier Services

Records Management

- Records and Information Management

Overview of Services Provided (2 of 2)

Legal Services

- Legal advice to advance the City's corporate goals and strategic plan
- Legal representation before courts and tribunals
- Prosecution of by-law and Provincial offences

Justice

- Provincial Offences Administration and Prosecution

Citizen and Customer Service

- Customer Contact Centre (546-CITY)
- Municipal Service Centres
- Marriage ceremonies

Risk Management

- Provide risk and claims management services and delivery of the City's insurance program
- Management and oversight of enterprise cash management contracts (i.e. payment processing)

Information Technology

- Business Relationship Management; Enterprise Architecture; Project Management
- Business Applications; Spatial Services; Data Analytics Services; Integration Services
- Security; Voice and Data Infrastructure Services (Radio Network for Emergency Services); Data Center
- Service Desk; Contract Management

Advancing Council Priorities

Sustainable Economic & Ecological Development

Exploration and Introduction of New City Revenue Models and Efficiencies

- Stormwater funding review
- Vacant Unit Tax

Reduce the burden on residential taxpayers

- Actively participating in appeals of commercial and industrial properties in an effort to preserve the assessment base and mitigate potential municipal property tax losses.

Responsiveness & Transparency (1 of 3)

Modernized City Systems

- **PeopleSoft Upgrade** – Improved ease of use.
- **Information Technology (IT) Strategy:** An updated Information Technology Strategy outlines a four-year roadmap of the key IT initiatives to support council priorities, the City's strategic priorities, Digital strategy and meeting of service delivery expectations.
- **Next Generation 911:** Continued partnership between the City, Hamilton Police Services, and the Province of Ontario to deliver a highly complex program.
- **Enterprise Standardization:** Successfully standardized the Microsoft product suite as a city-wide opportunity for business application rationalization and new value opportunities.
- **Enterprise Data Management:** Focuses on putting structure in place around inventorying and governing the City's data, while supporting our employees in understanding data processes, how to manage data and putting the data to work to help inform decision making and increasing transparency to the public.
- **Employee Life Cycle Synchronization:** Implemented to improve and automate the onboarding, offboarding, and transfer of City employees.

Responsiveness & Transparency (2 of 3)

Build a high performing public service

- Launch of DocuSign electronic execution of contracts.
- **Procurement section reorganization** - Enables high performance, better span of control and oversight, expands the role of Procurement for broader community matters .
- **Refresh of City Telephony Systems** – Mature and Scale City Telephony solutions to address business growth and End of Life risk.
- **Refresh of City Information Technology Infrastructure** – Mature and Scale Information Technology hardware and software to manage business growth, security and End of Life risk.
- **Recruitment of the Integrity Commissioner/Lobbyist Registrar**
- **Fulfilled the Governance Requirements for Fixing Long-Term Care Act**
- **Fulfilled the requirements within the Municipal Elections Act following a Municipal Election**
- **Compiled a Procedural Handbook for Citizen Appointees to City of Hamilton Local Boards**

Implementation of City's Digital Strategy to enhance customer-centered service design

- Enterprise Point of Sale – To support the modernization of the City's payment processes
- Electronic Filing of Red Light Camera Charges; pending electronic filing of Automated Speed Enforcement Charges.

Responsiveness & Transparency (3 of 3)

Develop enterprise customer service strategy

- Transitioning from current end-of-life Customer Relationship Management platform to a newly approved standardized platform
- Initiated implementation of 311-phone number provided through Canadian Radio-television and Telecommunications Commission (CRTC)

Protecting City Assets

- 75 sessions held on fraud prevention training

Executive Summary of the City's Annual Financial Report

- Summary of the Annual Financial Report using clear writing standards

Transition to a revised budget process that emphasizes long-term financial planning, asset management, public engagement, and climate principles

- Advanced the 2024 Budget process with public engagement, alignment to Council priorities, an accelerated schedule and a single comprehensive Tax Budget.

Proposed Operating Budget

2024 Proposed Tax Operating Budget Summary

Division	2023	2024	2024 vs 2023		Council Referred Items	Business Cases	2024 vs 2023	
	Restated Budget	Proposed Budget	\$	%			\$	%
City Clerk's Office	3,653	3,892	239	6.5%		550	788	21.6%
Corporate Services Administration	342	350	7	2.1%			7	2.1%
Customer Service POA and Financial Integration	6,334	6,410	76	1.2%			76	1.2%
Financial Planning Admin & Policy	5,696	5,872	176	3.1%			176	3.1%
Financial Services Taxation and Corporate Controller	3,651	3,534	(117)	(3.2%)			(117)	(3.2%)
Information Technology	19,416	20,237	821	4.2%		118	939	4.8%
Legal Services and Risk Management	4,828	5,189	360	7.5%			360	7.5%
Procurement	1,031	1,609	578	56.0%	524		1,101	106.8%
Total Corporate Services	44,951	47,091	2,140	4.8%	524	668	3,331	7.4%

NOTE: Figures presented are in (\$000s). For more information on this slide, please refer to full budget report pages 176-212

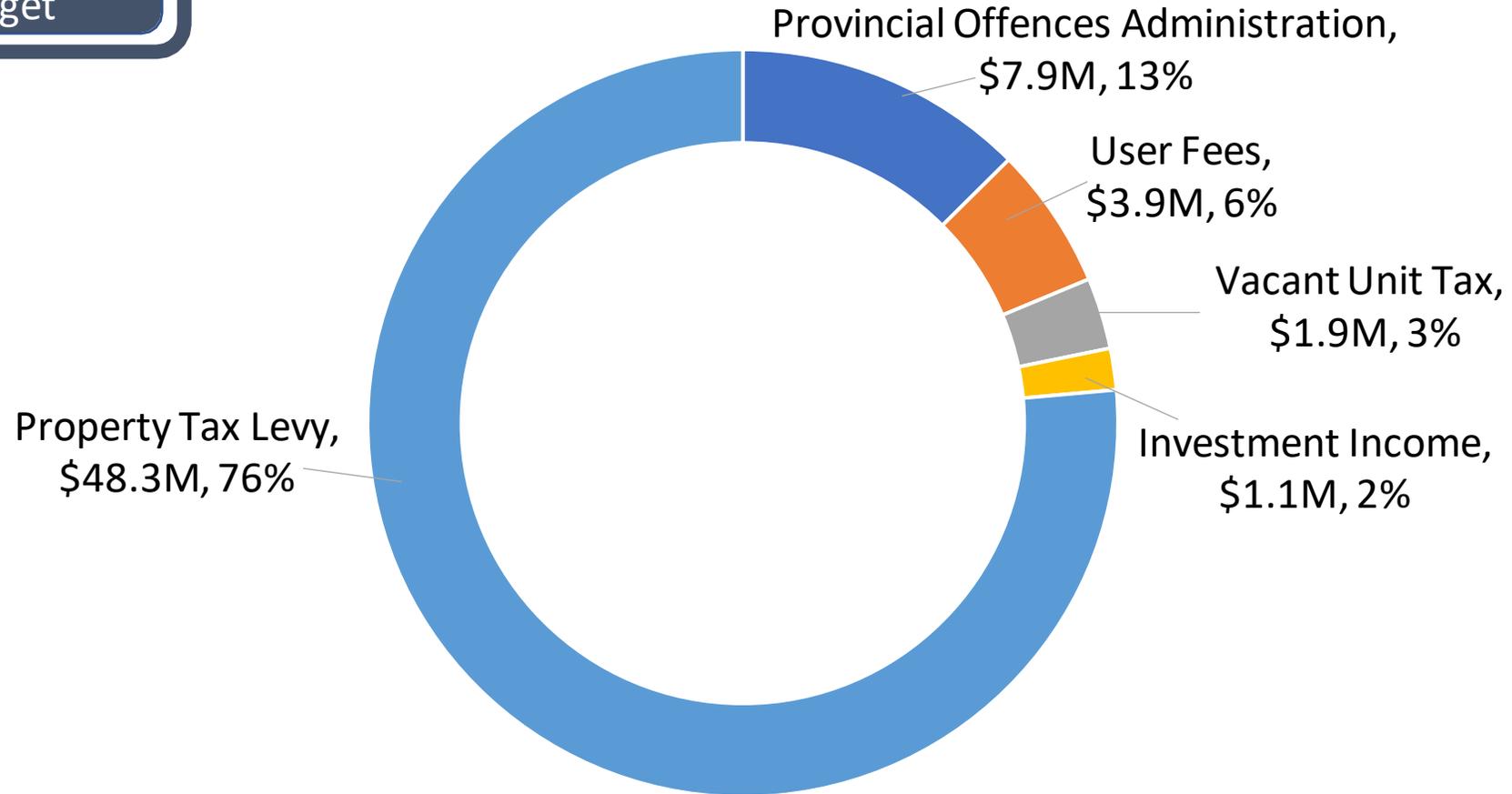
2024 Proposed Complement

	2023 Council Approved FTE	2023 Restated Budget FTE	2024 Preliminary Budget FTE	2024 Preliminary vs. 2023 Restated Budget	
				FTE Change	% Change
Corporate Services					
City Clerk's Office	33.00	33.00	33.00	0.00	0.0%
Corporate Services Administration	2.00	2.00	2.00	0.00	0.0%
Customer Service, POA and Financial Integration	98.97	98.97	98.97	0.00	0.0%
Financial Planning Admin & Policy	92.08	101.08	101.08	0.00	0.0%
Financial Services Taxation and Corporate Controller	80.00	63.00	63.00	0.00	0.0%
Legal Services and Risk Management	85.00	85.00	85.00	0.00	0.0%
Information Technology	136.00	136.00	136.00	0.00	0.0%
Procurement	0.00	23.00	23.00	0.00	0.0%
TOTAL Corporate Services	527.05	542.05	542.05	0.00	0.0%

Operating Budget Funding Sources

\$63.2M*

Gross Budget



* May include rounding anomalies

Operating Budget Drivers

- \$1.0M | 2.2% Salary increases related to cost of living and merit
- \$0.9M | 2.1% Wage increases tied to collective bargaining
- \$0.6M | 1.3% Procurement reorganization approved in 2023
- \$0.5M | 1.2% Annualization of enhancements approved in 2023
- \$0.2M | 0.3% Facilities and insurance cost increases

- (\$0.6M) | (1.3%) Increase to gapping target
- (\$0.3M) | (0.7%) User fee increases
- (\$0.2M) | (0.3%) Culmination of savings from review of various accounts

- **\$2.1M | 4.8% Total Net Levy Change**

Operating Budget Mitigation Strategies

Mitigation Achieved: \$1.1M | 2.3% Decrease in Operating Budget

- **Increase to gapping target : \$0.6M**
 - Corporate wide increase to gapping targets to align with recent vacancy trends
- **User fee increases: \$0.3M**
 - Tax arrears processing fee increased by 30% to align with municipal comparators
 - Increased demand in fee funded services (marriage licenses; tax certificates)
- **Culmination of savings from review of various accounts: \$0.2M**

Council Referred Operational Investments

Procurement Re-Organization - Additional FTEs (FCS23082)

Procurement Division

2024 Net Levy Impact: \$523,700 | Net Annualized Impact: \$862,222

Staffing impact: 8 FTEs (two of which have been approved in rate budget)

- To implement recommended structure from organizational review addressing the need to strategically deliver corporate service initiatives and Council priorities and to carry out service improvements and betterments resulting from internal audit recommendations and a robust vendor performance program.
- Expanded role of procurement as it relates to broader community matters and interests (Community Benefits, social, green or circular procurement, etc.).

Audit Based Enhancements to Elections

City Clerk's Office

2024 Net Levy Impact: \$549,600 | Net Annualized Impact: \$621,700

Staffing impact: 2 FTEs

- Build consistency, continuity, innovation and readiness in Elections; provide greater customer service to the community
- Enhancement required to implement recommendations made through the Election Administration Audit (AUD23008) and to address current gaps in funding and resourcing

IT Support for City 311 and Digital Strategy

Information Technology Division

2024 Net Levy Impact: \$0 | Net Annualized Impact: \$158,000

Staffing impact: 1 FTE

- Expand capacity and capability to implement the Digital Strategy, including the 311 project, including the continued delivery of online services to residents

IT Architect to Modernize & Integrate City Systems

Information Technology Division

2024 Net Levy Impact: \$117,900 | Net Annualized Impact: \$157,085

Staffing impact: 1 FTEs

- Multi-year enterprise IT initiatives to modernize city systems (APS, Enterprise Asset Management, Water Billing, 311)

Customer Service Excellence Enhancement to IT Service Desk

Information Technology Division

2024 Net Levy Impact: \$0 | Net Annualized Impact: \$0

Staffing impact: 6 FTE

- Improve response times and customer satisfaction levels at the Service Desk
- Currently resources are comprised of part time, temporary and full time staff, the enhancement would make all staff full time permanent

Department Multi-Year Outlook

	2024	2025			2026			2027		
	Current Budget	\$	2025 vs 2024		\$	2026 vs 2025		\$	2027 vs 2026	
			\$	%		\$	%		\$	%
CORPORATE SERVICES										
City Clerk's Office	4,441	4,582	141	3.2%	4,651	69	1.5%	4,738	87	1.9%
Corporate Services Administration	350	352	2	0.6%	354	2	0.7%	357	3	0.8%
Customer Service POA and Financial Integration	6,410	6,537	127	2.0%	6,663	126	1.9%	6,776	113	1.7%
Financial Planning Admin & Policy	5,872	6,257	385	6.6%	6,437	180	2.9%	6,557	120	1.9%
Financial Services Taxation and Corporate Controller	3,534	3,649	115	3.3%	3,758	109	3.0%	3,851	92	2.5%
Legal Services and Risk Management	5,189	5,666	478	9.2%	5,962	296	5.2%	6,202	240	4.0%
Information Technology	20,354	21,515	1,161	5.7%	22,780	1,265	5.9%	23,391	611	2.7%
Procurement	2,133	2,516	383	18.0%	2,561	45	1.8%	2,601	40	1.6%
TOTAL CORPORATE SERVICES	48,282	51,074	2,792	5.8%	53,167	2,093	4.1%	54,472	1,306	2.5%

* NOTE: For more information on this slide, please refer to full budget report page 182.

Proposed Capital Budget

2024 Proposed Capital Budget Summary (1 of 2)

Customer Service, POA and Financial Integration: \$0 Net

100%
Levy
Funded

Customer Relationship Management (CRM) (\$0 Net | \$0.1 gross)

- Replace current end of life Customer Relationship Management software
- Implement the requirements for the adoption of a 311 Customer Service number

Enterprise Point of Sale (\$0 Net | \$0.4M gross)

- To support the modernization of the City's payment processes

Financial Planning Admin and Policy: \$0M Net

0%
Levy
Funded

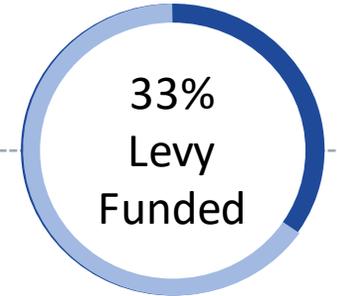
Community Benefits Charge Study – 2025 (\$0 Net | \$0.3M gross)

- The City's Community Benefits Charges Strategy and By-law is required to be reviewed every 5 years.

Net represents amount funded by tax levy. Gross represents total project cost. Difference is funded through reserves, grants, development charges, or transfers from existing approved capital.

2024 Proposed Capital Budget Summary (2 of 2)

Information Technology (IT): \$3.7M Net



System expansion

- Next generation 911 (\$0 Net | \$1.9M gross), Information security program (\$0 Net | \$0.4M gross), IT Infrastructure Asset Management (\$3.6M Net | \$4.1M gross), Enterprise Data Management Strategy (\$0 Net | \$0.2M gross)

System Upgrades

- Windows 11 (\$0.1M Net; \$0.2M gross), Telephony infrastructure (\$0 Net | \$3.1M gross)

System Renewal

- IT Strategy refresh (\$0 Net | \$0.2M gross), platform end of life (\$0 Net | \$0.2M gross)

Net represents amount funded by tax levy. Gross represents total project cost. Difference is funded through reserves, grants, development charges, or transfers from existing approved capital.

Operating Impacts of Capital

\$465K | 3.5FTE

Customer Service, POA and Financial Integration

\$43K | 0.5FTE

Customer Relationship Management:

- Upgrade and 311 customer service number introduction

Information Technology

\$344K | 3 FTE

Next Generation 9-1-1

Legal Services and Risk Management

\$78K

Claims management software replacement

Net represents amount funded by tax levy.
Gross represents total project cost.
Difference is funded through reserves, grants, development charges, or transfers from existing approved capital.

Capital Budget Mitigation Strategies

Mitigation Achieved: \$7.7M | 66% Decrease

- \$1.9M | Next Generation 9-1-1 funded from provincial grants
- \$4.5M | Information technology projects funded from IT reserve
- \$0.2M | Information technology projects funded from approved capital
- \$0.1M | Customer Relationship Management funded from reserve
- \$0.4M | Enterprise Point of Sale funded from reserve
- \$0.6M | Customer Relationship Management Expansion/Enterprise roll out deferred to 2025

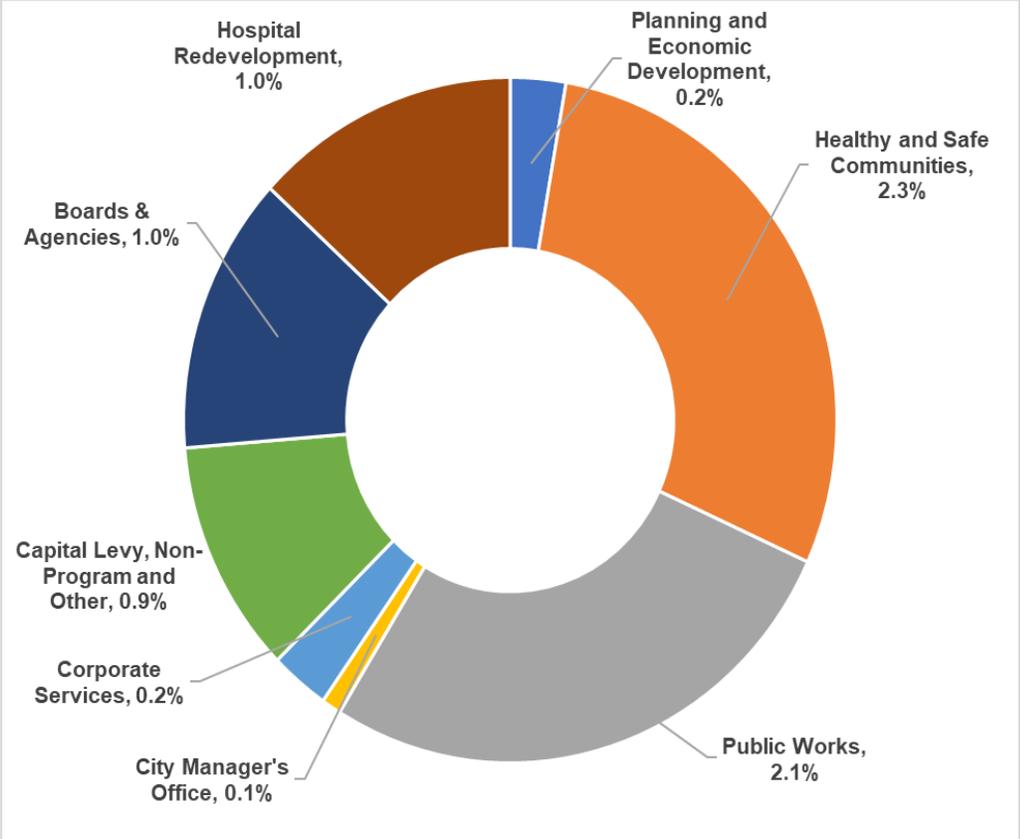
Proposed Budget Summary: Corporate Services

Proposed Budget Summary

OPERATING	2023	2024	2024 vs 2023	
	Restated Budget	Proposed Budget	\$	%
Preliminary Operating Budget	44,951	48,191	3,240	7.1%
Mitigation Strategies		(1,100)	(1,100)	-2.3%
Operational Investments		1,191	1,191	2.6%
Total Operating Budget	44,951	48,282	3,331	7.4%

CAPITAL	2023	2024	2024 vs 2023	
	Restated Budget	Proposed Budget	\$	%
Capital investments	5,710	11,702	5,992	104.9%
Mitigation Strategies		(7,728)	(7,728)	-135.3%
Operating impacts of capital		465	465	8.1%
Capital Budget	5,710	4,439	(1,271)	(22.3)%

Corporate Services Impact on Tax Levy



QUESTIONS?