




# *Challenges and Opportunities Navigating the City of Hamilton*

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*Putting Residents and Taxpayers at the  
Centre of Service Excellence*

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# Key Issues/Challenges

- The City of Hamilton has been a challenging matrix municipality that I have experience with. Being a single-tier Municipality, taxpayers expect efficiencies and breaking silos. The City does not have a 360-degree lense of residents and taxpayer concerns.
- City Staff lack a “Customer Service” mindset, transparency and SLA
- The City complaint handling framework is broken. It doesn’t work for taxpayers
- The City does not have any SLA when complaints are responded to in a timely matter.
- Value for Money – As we are experience increase property tax rolls, what the value of taxpayers when navigating with this City when we see a mill rate of 1.424% vs other cities with a lower mill rate.
- Continuing to not address this issue will drive investments and growth with residents and taxpayers and will impact housing.

# 2023-24 – Ontario Ombudsman Report

Municipality	Population	Cases Received 2023-2024*
Hamilton	589,748	119
Brampton	697,335	44
Burlington	189,163	21
Mississauga	715,700	45
Niagara, Regional Municipality	447,000	53
Toronto	2,930,000	561
York, Regional Municipality	1,100,000	48

- Ontario's 444 municipalities consistently generate a high volume of complaints.
- In 2023-2024, the office received a record **3,595** cases about general municipal issues – a significant increase from 2,814 the previous year.
- Based on the stats in the Ombudsman Report, the City of Hamilton has the most complaints escalated to Ombudsman Ontario based on population vs. any other Municipality in Ontario

# Navigating City Hall

Over the last 16 months, I have experience lack of service and responses with the following departments.

As of today, my service issues have not been resolved.

Poor Service	Average Service	Great Service
City Clerk	By-Law	Water
Human Resources	Taxation/Revenue Services	Office of the City Manager
Community Services		Fire
Building		
Planning		
Office of the Mayor		

# Recommendations



Setup service standards in resolving complaints within the City, framework for residents and taxpayers to navigate



Set Accountability to staff to resolve complaints in an SLA



Conduct a Value for Money Audit – How much resources , time, money, does it take to resolve an issue vs lack of response or no response.



Improve Transparency and Accountability to Taxpayers



Council to direct the City Manager and staff to report back to council investigate how residents/taxpayers service standards are with other Municipalities vs. Hamilton. Why does Hamilton continue to have the most complaints to Ombudsman Ontario?

Thank you

