



2026 Proposed Tax Supported Budget

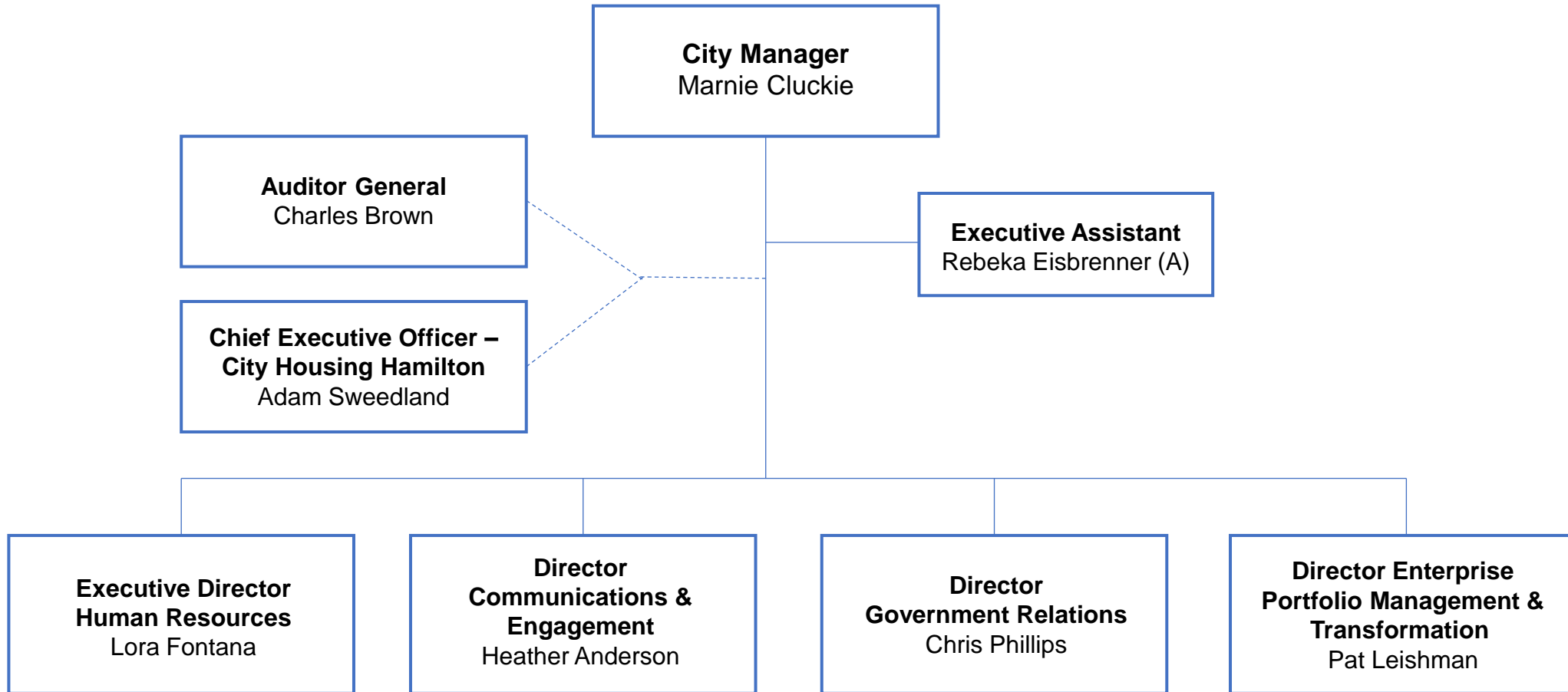
City Manager's Office

January 30, 2026

REVISED



Organizational Chart



Overview of Services Provided (1 of 3)

Human Resources

Employee Health & Labour Relations

- Workplace Mental Health and Well-being
- Injury and Illness Prevention
- Return to Work Support
- Collective Bargaining
- Grievance Resolution

Talent & Diversity

- Recruitment and Selection
- Succession Planning
- Inclusion, Diversity, Equity and Accessibility (IDEA)
- Harassment and Discrimination Investigation
- Human Rights Tribunal of Ontario Applications

HR Systems & Operations

- Learning & Development
- Reporting, Data and Analytics
- Benefits
- Compensation and Job Design
- HR Policy Development and Governance

Office of the Auditor General

Audits

- Value-for-Money Audits
- Council Requested Audits
- Process Controls Audits
- Lessons Learned Audits

Investigations

- Hotline Management
- Whistleblower By-law Administration
- Assessments and Investigations for Fraud, Waste, and Whistleblower Matters

Overview of Services Provided (2 of 3)

Government Relations

- Build relationships and advocate for Hamilton's needs with government partners
- Support local elected officials at intergovernmental events (e.g. AMO, ROMA, FCM)
- Seek investment and positive policy outcomes to advance Council Priorities

Community Initiatives & Engagement

- Public engagement (in-person and digital channels, including the Engage Hamilton platform)
- Policy and framework training and strategic advice
- Public Engagement Resource Lending Library and Community of Practice

City Enrichment Fund

- Support the Grants Sub-Committee
- Community outreach, support, administration and oversight of the City Enrichment Fund Program

Partnerships

- CityLAB Program
- Corporate Partnerships

Overview of Services Provided (3 of 3)

Internal & External Communications

- Strategic communications
- Public and media relations
- Issues management, emergency and crisis communications
- Corporate channel management (website, social media)
- City-wide marketing
- Brand alignment and promotions
- Corporate ad purchasing
- Graphic design
- Creative services
- Digital content and governance

Enterprise Portfolio Management & Transformation

- Portfolio Management (21 Build Better Projects)
- Customer Experience
- Continuous Improvement
- Change Management
- Operational and Performance Excellence
- Corporate Strategy

Digital & Innovation

- Digital strategy implementation and oversight
- Public access to data
- Broadband and digital equity
- Innovation and technology pilot projects



Advancing Council Priorities



Sustainable Economic & Ecological Development (1 of 2)

Government Relations, Advocacy, and Growth of Key Sectors

- Represented the City at key municipal and federal associations
- Advanced City priorities through senior government advocacy
- Secured provincial funding (e.g., long-term care, housing, culture, and tourism).
- Achieved federal investments (e.g., transit, housing, and tariff-impacted industries)
- Completed Connected Communities Strategy
- Delivered Broadband Strategy to support growth



Sustainable Economic & Ecological Development (2 of 2)

Financial Accountability – Reducing the Burden on Residential Taxpayers

- **Corporate Partnerships:** Generated \$1.3M+ in value through corporate partnerships, supporting 50+ partnership initiatives
- **Audit:** Strengthened oversight through value-for-money audits and fraud investigations, resulting in \$502K in recoveries
- **HR Reporting:** Introduced HR performance dashboards to support evidence-based workforce decisions
- **Labour Relations:** Negotiated collective agreements within Council-approved financial mandates



Safe & Thriving Neighbourhoods

Innovation, Workplace Safety & Community Engagement

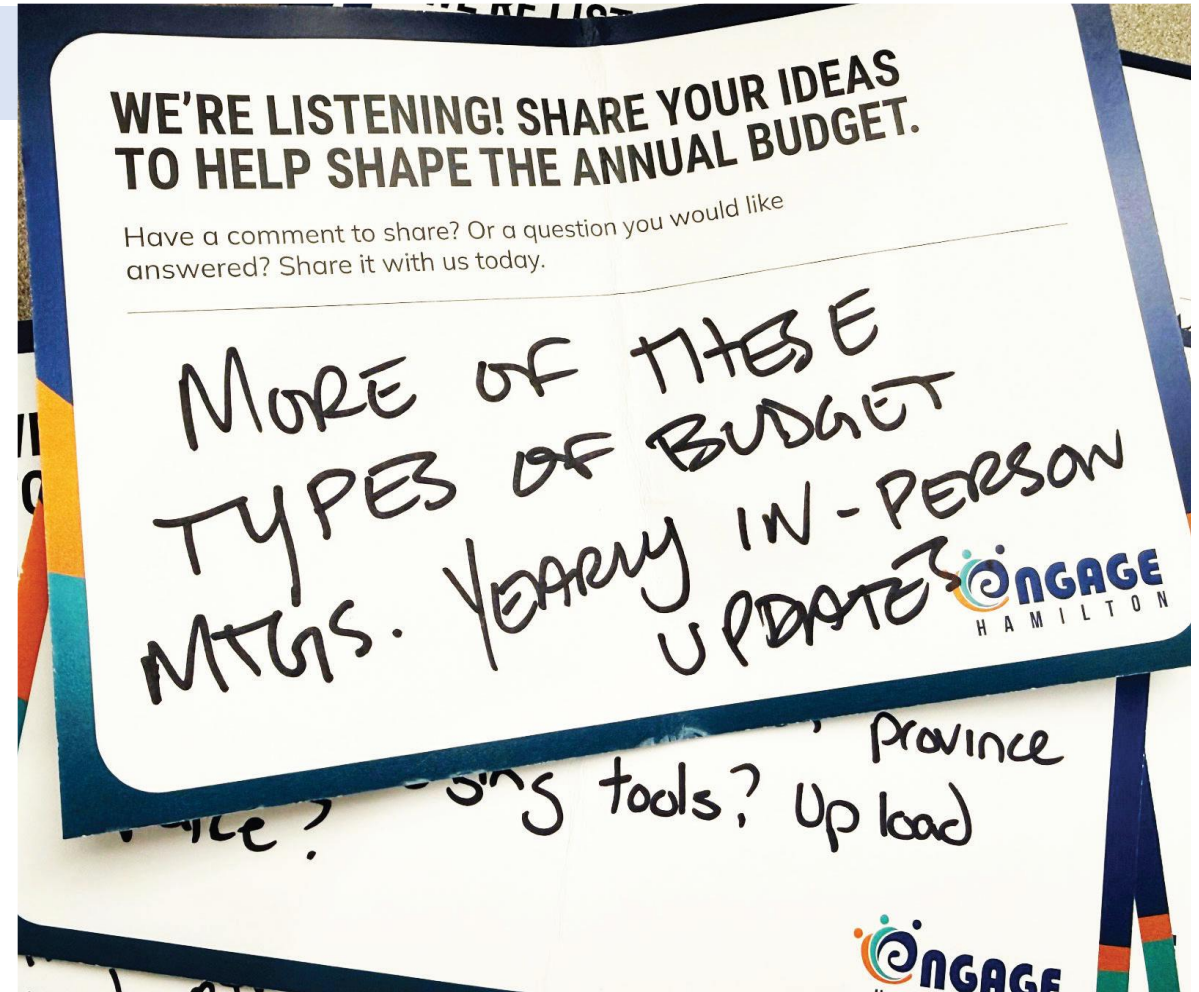
- **CityLAB:** Enabled 36 collaborative projects with McMaster, Mohawk, and Redeemer to advance Council priorities
- **Community Safety Summit:** Collaboratively delivered a fully booked event supported by integrated communications and strong public engagement
- **Downtown Revitalization:** Supported the successful opening of TD Coliseum through coordinated transportation, beautification, and safety initiatives
- **Staff Health, Safety & Wellness:** Strengthened organizational safety through standardized OHS reporting, targeted bulletins, learning programs, and workplace risk assessments



Responsiveness & Transparency (1 of 3)

Transparency, Engagement & Governance

- **MTFTAA:** Supported the Mayor's Task Force on Transparency, Access and Accountability through public consultation
- **Budget Engagement:** Expanded public participation in decision-making through 2026 Budget engagement, including in-person, virtual, and digital tools
- **Engagement:** Reached 100,000+ residents across 36 Engage Hamilton projects
- **Build Back Better:** Governance framework and project plans for 21 cyber projects, strengthening transparency and reporting



Responsiveness & Transparency (2 of 3)

Continuous Improvement and Data Initiative

City-wide Continuous Improvement Program

- Reviewed and enhanced key program elements to establish a structured, organization-wide approach to identifying opportunities to improve efficiency and effectiveness on an ongoing basis
- Program approved at SLT for launch in 2026

Data Initiatives

- Advancement of policies and programs to improve data access in support of improved service delivery
- Added 7 new Open Data Sets and updated Open Data Policy
- HR Dashboard and KPIs



Responsiveness & Transparency (3 of 3)

Building a High-Performing Public Service

- Measured and strengthened employee engagement through the Our People Survey, informing targeted action planning
- Enhanced leadership capacity through leadership development and a new Corporate Mentorship Program
- Strengthened ethics and accountability by updating the Code of Conduct and improving conflict-of-interest disclosures
- Improved talent attraction and hiring outcomes through roll-out of a new recruitment system, increasing postings, applications, and hires





Advancing the Customer Experience



Customer Experience

2025 Accomplishments

- Initiated enterprise customer experience strategy; identified current state service delivery channels and selected vendor through RFP.
- Six Sigma Black Belt project identified key drivers of service quality, including communication, procedures, and customer expectations.
- Delivered ~200 coordinated communications projects and strengthened media outreach
- Implemented consistent City-wide branding and customer-facing communication standards.
- Centralized Communication leadership and embedded accessibility roles to ensure consistent, accessible digital communications across all departments.

2026 Priorities

- Develop City-wide service standards and an integrated customer service experience across all channels.
- Identify and implement near-term improvements identified through Black Belt project key drivers.
- Adopt a City-wide plain-language standard to improve public understanding and the overall customer experience.
- Expand staff training and organizational capacity to deliver consistent, accessible communications across the City's channels.



Advancing Inclusion, Diversity, Equity and Accessibility (IDEA)



Advancing IDEA

2025 Accomplishments

- Built organizational capacity through IDEA training modules, with strong employee participation
- Embedded IDEA principles into HR policies and completed the AODA Gap Analysis RFP
- Advanced digital accessibility through Lunch & Learn sessions and National Accessibility Awareness Week
- Strengthened inclusive employment practices through partnerships, including CNIB's *Come to Work* program
- Increased awareness through IDEA communications, including newsletters, posters, and shared resources
- Advanced accessibility initiatives, including CNIB commitment and inclusive community event supports
- Strengthened community partnerships to expand inclusive employment opportunities and reduce hiring barriers

2026 Priorities

- Roll out IDEA Training Modules 3 and 4
- Complete AODA Gap Analysis
- Championing and supporting the development of equity-based budgeting





Proposed Operating Tax Budget



Addressing the Mayoral Directive

The 2026 Tax Proposed Budget was prepared in alignment with the Mayor's Directive (MDI-2025-01), prioritizing affordability, fiscal discipline, and long-term sustainability while protecting core City services.

Imperative:

Deliver a **hold-the-line budget** that maintains essential services and critical investments while limiting the residential tax increase to **no more than 4.25%**.

Key Direction:

- Hold-the-line approach ($\leq 4.25\%$ tax increase)
- Protect core municipal services
- Prioritize critical infrastructure renewal
- Maintain investments in community safety and well-being

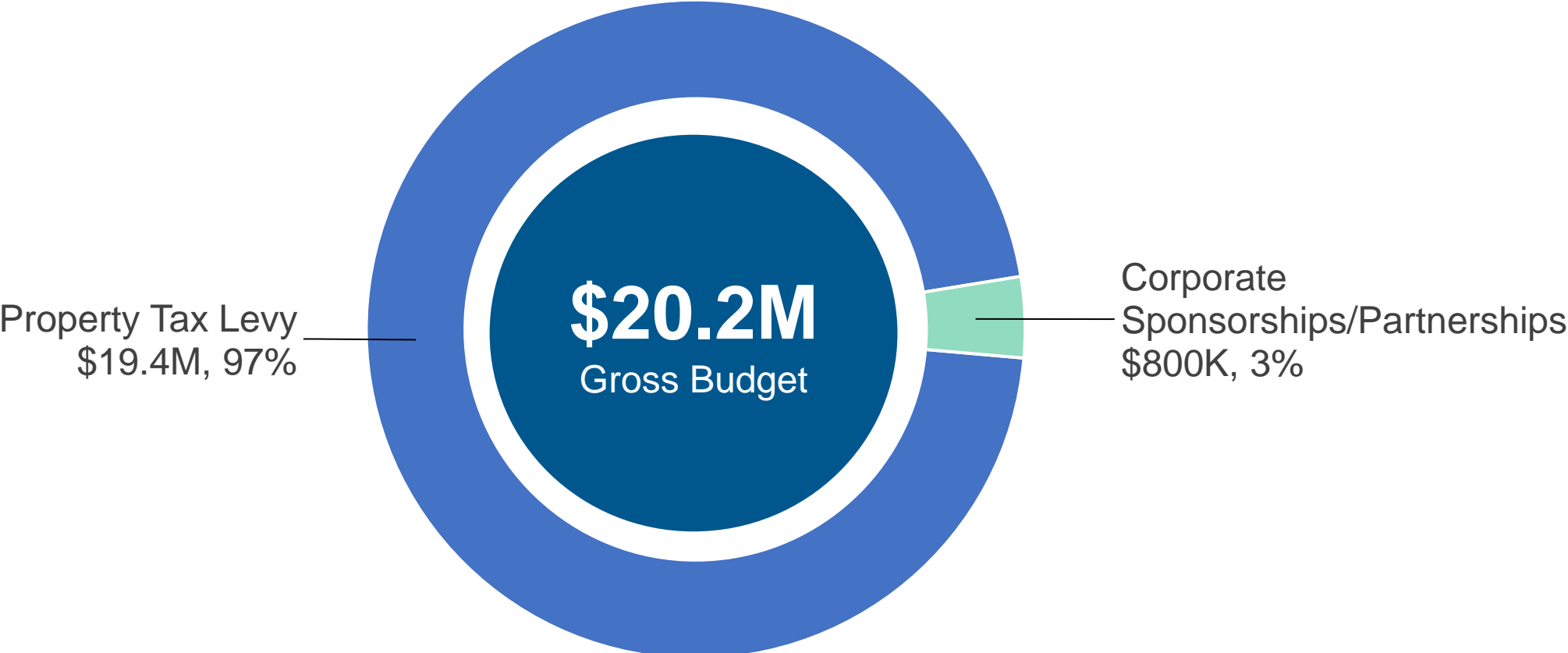
How to Achieve the Target:

- Operational efficiencies and cost savings
- Process modernization and technology enablement
- Staffing right-sizing and vacancy management
- External funding and alternative revenue opportunities
- Capital optimization and prudent use of reserves and debt

Process Expectations:

- Integrated operating and capital budgets
- Earlier, clearer, and more transparent budget process
- Expanded public engagement

Operating Budget Funding Sources



2026 Proposed Tax Operating Summary (000's)

1%
Net Levy

*Minor discrepancies due to rounding

City Manager	2025 Restated Budget	2026 Proposed Budget	Increase for Proposed Service Levels		Council Referred Items	Business Cases	Total Proposed Increase	
			\$	%			\$	%
CMO – General Administration (FTE Right Sizing)	315	(72)	(387)	(122.9)%			(387)	(122.9)%
Office of the Auditor General	1,449	1,565	117	8.1%			117	8.1%
Communication & Strategic Initiatives	3,317	3,443	126	3.8%			126	3.8%
Digital & Innovation Office	645	584	(61)	(9.4)%			(61)	(9.4)%
Government & Community Relations	1,742	1,770	28	1.6%			28	1.6%
Human Resources	9,410	9,754	344	3.7%			344	3.7%
Enterprise Portfolio Management & Transformation*	0*	0*	0	0.0%			0	0.0%
Total City Manager	16,877	17,043	167	1.0%	0	0	167	1.0%

* The funding is distributed across departments

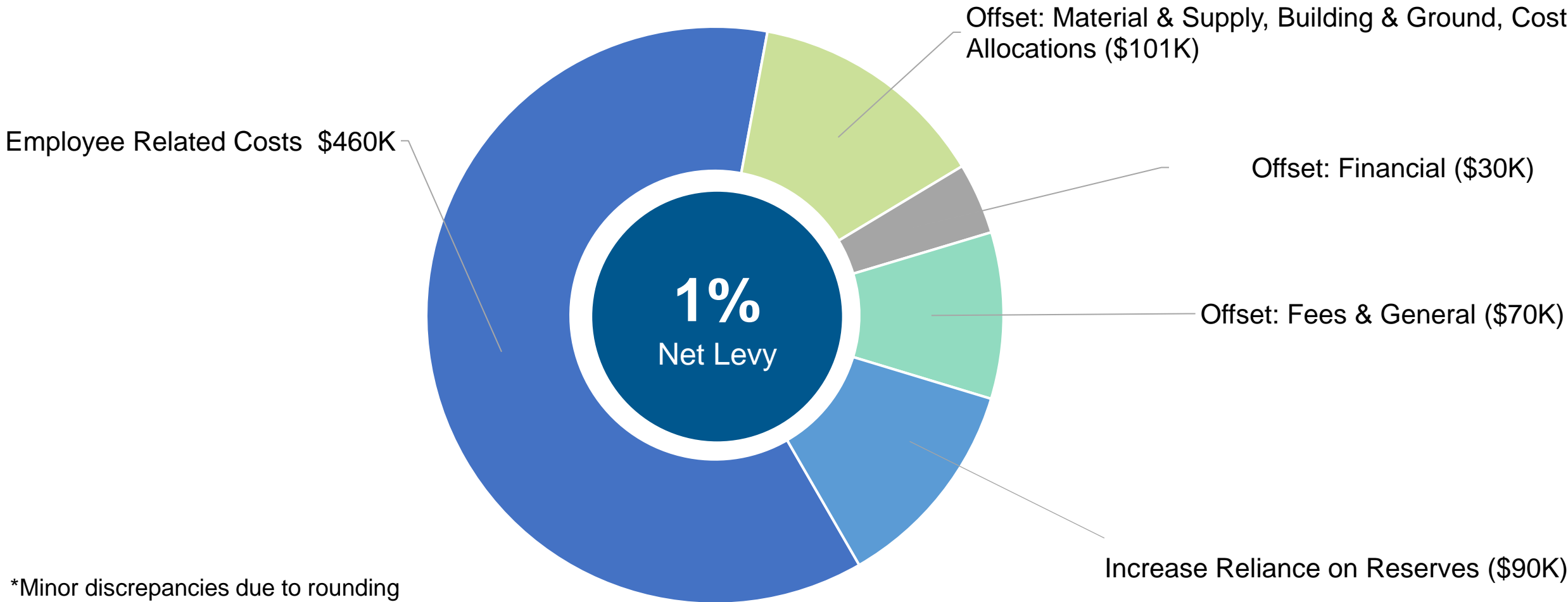
2026 Proposed Complement

City Manager	2025 Restated Budget FTE	2026 Proposed Budget FTE	2026 Proposed vs. 2025 Restated	
			FTE Change	% Change
CMO – General Administration (FTE Right Sizing)	2.00	(1.00)	(3.0)	(150.0)%
Office of the Auditor General	8.00	8.00	0.00	0.0%
Communication & Strategic Initiatives	27.00	27.00	0.00	0.0%
Digital & Innovation Office	8.00	8.00	0.00	0.0%
Government & Community Engagement	9.00	9.00	0.00	0.0%
Human Resources	82.00	82.00	0.00	0.0%
Enterprise Portfolio Management & Transformation*	12.00*	12.00*	0.00	0.0%
Total City Manager	136.00	133.00	(3.00)	(2.2)%

* These are temporary resources funded across departments and not included in total FTE counts

2026 Operating Budget Drivers

Proposed Operating Budget Net Levy Change: \$167K | 1%



*Minor discrepancies due to rounding

Operating Budget Mitigation Strategies

\$594K
Total
Reductions

**Mitigation Achieved: \$594K | 3.5% decrease
in Department Operating Budget**

Right-Sizing Budget

- \$392K – 3 FTE Right Sizing
- \$88K – Other Employee-Related Right Sizing
- \$64K – Operating Expense (Align Budget to Actuals)
- \$50K – Corporate Sponsorship Revenue Increase



CMO Department Multi-Year Outlook (000's)

2027 vs 2026 Budget			2028 vs 2027 Budget			2029 vs 2028 Budget		
2027	\$	%	2028	\$	%	2029	\$	%
17,504	460	2.7%	17,977	473	2.7%	18,674	485	2.7%

Operating Budget Multi-Year Drivers

Inflationary adjustments:

- Collective agreement and employee-related costs
- Corporate facility costs
- Revenue



Proposed Capital Budget



2026 Proposed Capital Budget Summary

\$19.9 M
Gross Capital
Budget

21 Build Better Projects \$17.1M



Implementing new technology and processes to improve the customer experience

Strategic Continuous Improvement and Customer Experience Initiatives \$700K



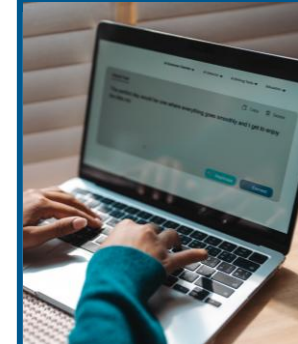
Ensures municipal services are delivered efficiently, reliably, and sustainably

Modernizing Attendance System \$1.9M



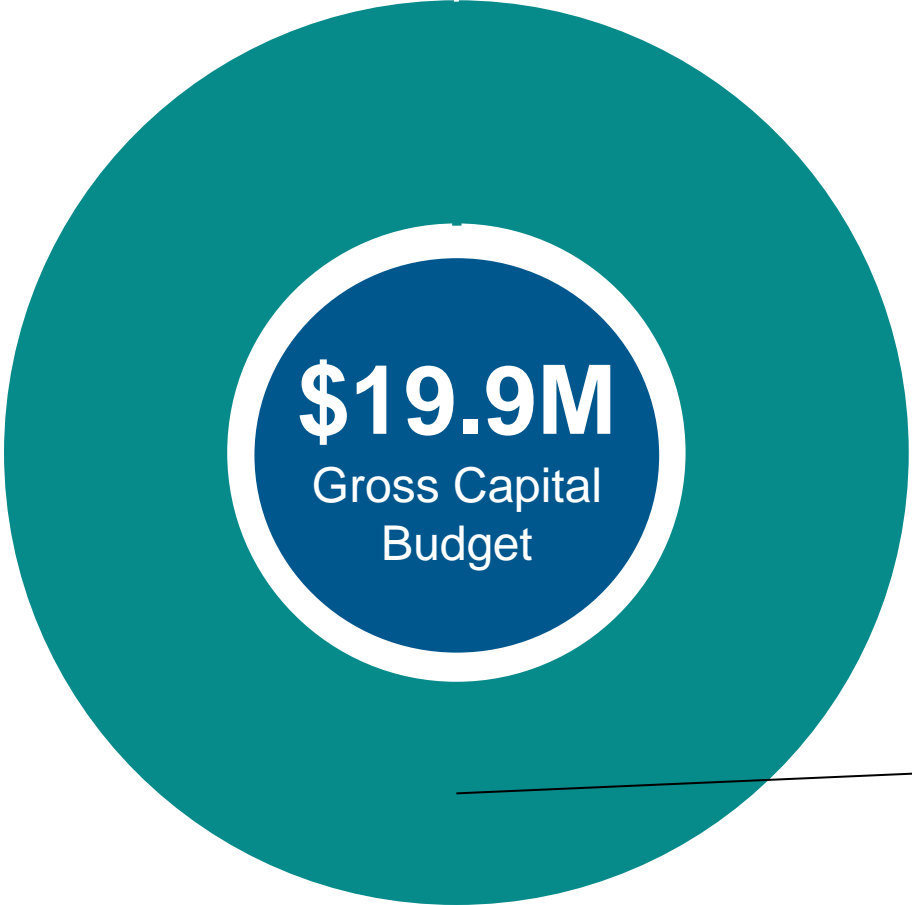
Supports better workforce planning, enables real-time tracking, and enhances the City's ability to manage staff resources effectively

Accessibility for Ontarians with Disabilities Act Initiatives \$200K



Addressing accessibility gaps and advancing initiatives that create more inclusive, accessible information and services for all residents

Capital Budget Funding Sources

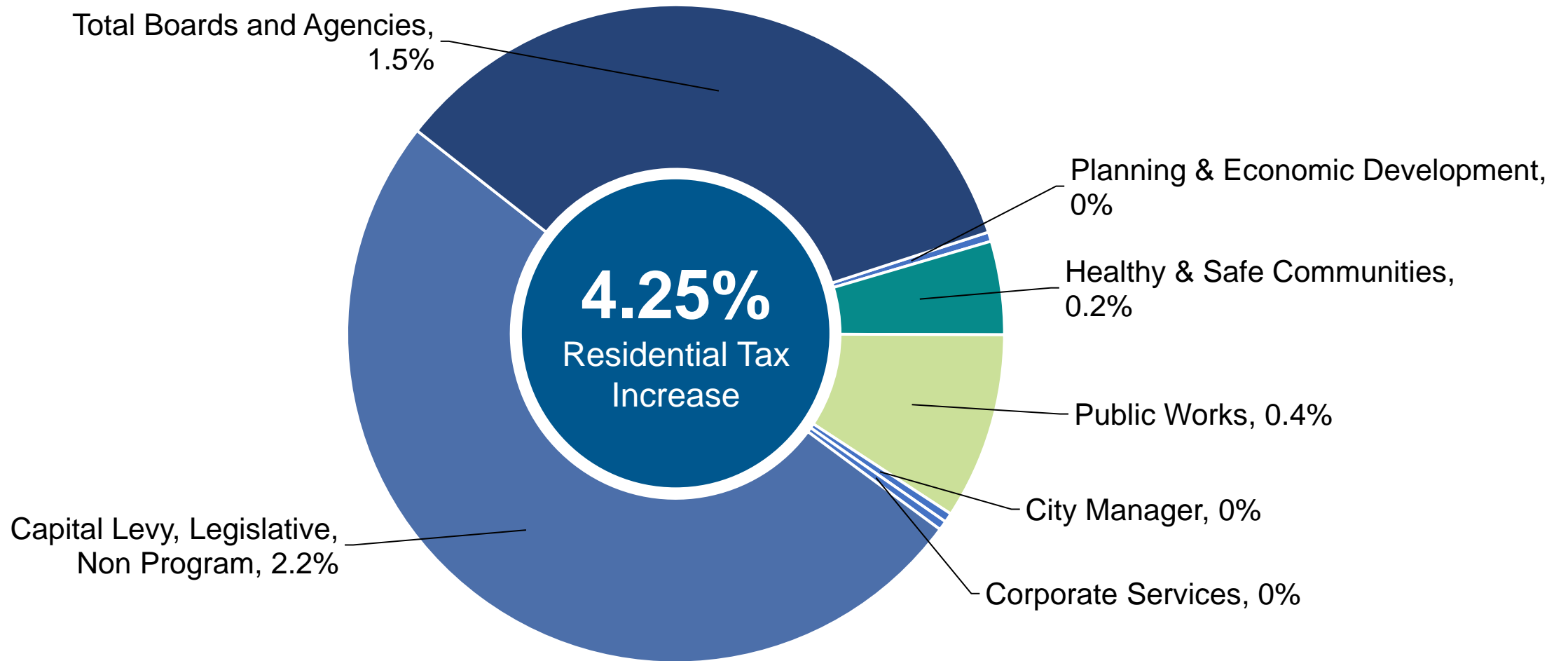


Property Tax Levy
\$19.9M, 100%

Proposed Budget Summary



Proposed Budget Summary



Conclusion



Departmental Summary - Net Levy Impacts



Conclusion

Objectives

- Achieve 4.25% Tax Increase
- Protect Core Municipal Services
- Prioritize Steady Critical Infrastructure Renewal
- Maintain Investments in Community Safety and Well-being



Questions?