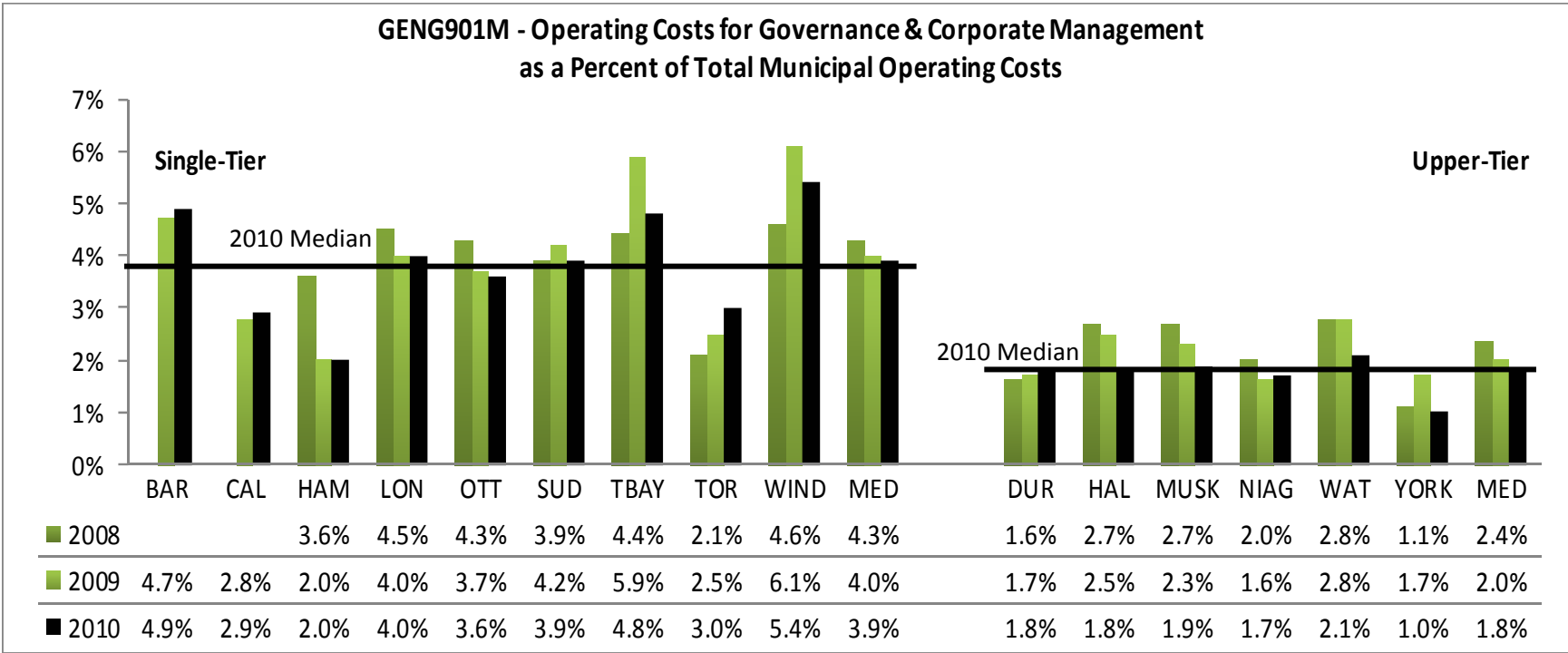


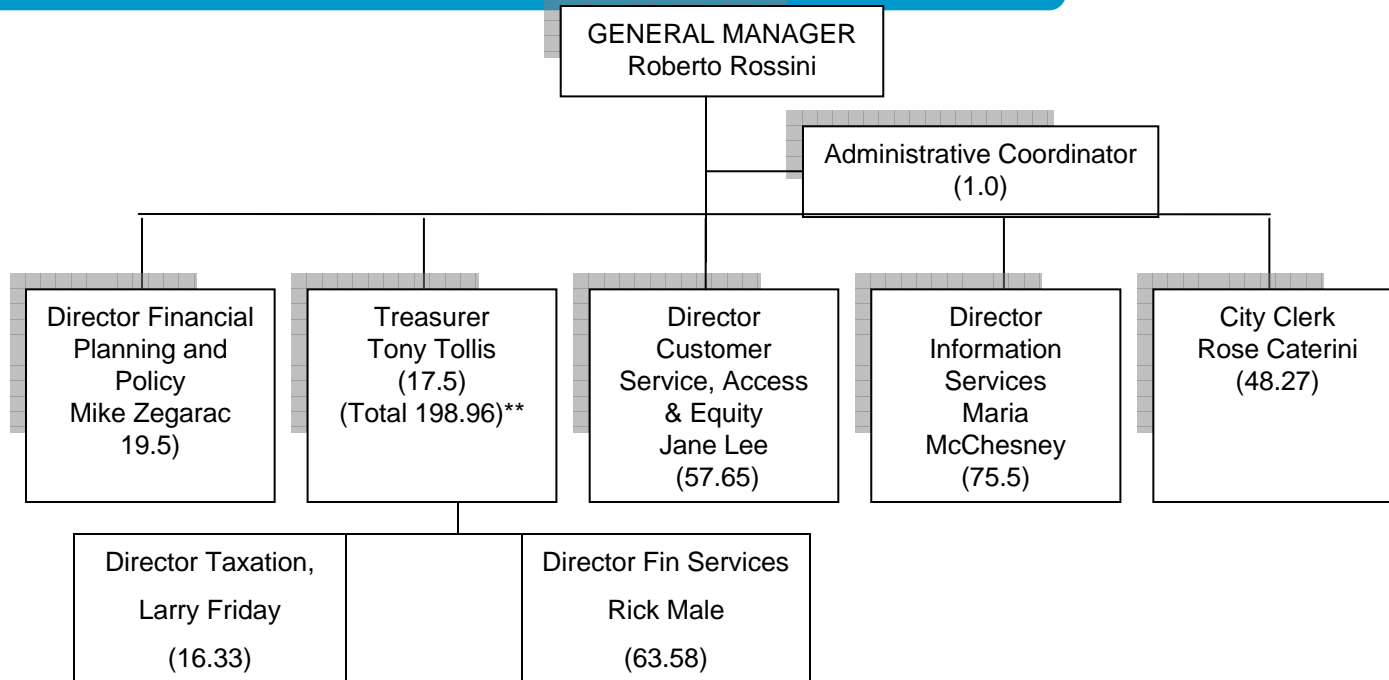
Corporate Services



PERFORMANCE METRICS / SERVICE LEVELS



OVERVIEW



Complement (FTE)	Management	Distributed Management**	Other Staff	Distributed Staff**	Total	Staff to Mgt Ratio
2011	27.00	3.00	277.34	98.55	405.89	12.53:1
2012	26.00	3.00	274.33	98.55	401.88	12.86:1
Change	(1.00)	0.00	(3.01)	0.00	(4.01)	

** Includes 101.55 FTE F&A staff whose budgets are included within operating departments

2012 NET OPERATING BUDGET BY DIVISION

	2011 Budget	2011 Projected Actual	2012 Preliminary Budget	2012 Preliminary / 2011 Budget	
				\$	%
City Clerk	1,834,543	1,571,109	1,857,684	23,141	1.3%
Corporate Services - Administration	274,380	226,039	285,794	11,414	4.2%
Customer Service	4,448,661	4,063,238	4,401,761	(46,900)	(1.1)%
Financial Planning & Policy	645,748	496,907	442,008	(203,740)	(31.6)%
Information Services	7,296,116	7,101,703	7,492,724	196,608	2.7%
Treasury Services					
<i>Finance & Administration</i>	449,445	392,903	473,202	23,757	5.3%
<i>Financial Services</i>	3,351,665	3,141,441	3,429,226	77,561	2.3%
<i>Risk Management Administration</i>	38,340	38,340	0	(38,340)	(100.0)%
<i>Taxation</i>	766,836	677,987	686,735	(80,101)	(10.4)%
<i>Treasury Administration</i>	232,387	207,812	255,656	23,269	10.0%
<i>Total</i>	4,838,673	4,458,483	4,844,820	6,147	0.1%
NET LEVY					
	19,338,121	17,917,478	19,324,791	(13,329)	(0.1)%

2012 GROSS - NET DEPARTMENTAL BUDGET

	2011 Budget	2011 Projected Actual	2012 Preliminary Budget	2012 Preliminary / 2011 Budget	
				\$	%
<i>EMPLOYEE RELATED COST</i>	25,944,707	25,359,541	26,525,427	580,720	2.2%
<i>MATERIAL AND SUPPLY</i>	2,597,110	2,471,727	2,672,150	75,040	2.9%
<i>VEHICLE EXPENSES</i>	23,900	23,900	22,250	(1,650)	(6.9)%
<i>BUILDING AND GROUND</i>	355,290	379,574	336,580	(18,710)	(5.3)%
<i>CONSULTING</i>	203,940	171,930	198,940	(5,000)	(2.5)%
<i>CONTRACTUAL</i>	2,808,550	2,954,981	2,725,950	(82,600)	(2.9)%
<i>RESERVES / RECOVERIES</i>	(948,648)	(1,973,219)	(929,473)	19,175	2.0%
<i>COST ALLOCATIONS</i>	(4,738,280)	(4,684,780)	(5,066,400)	(328,120)	(6.9)%
<i>FINANCIAL</i>	1,199,720	1,270,178	914,295	(285,425)	(23.8)%
TOTAL EXPENDITURES	27,446,289	25,973,832	27,399,719	(46,569)	(0.2)%
<i>FEES AND GENERAL</i>	(6,502,324)	(6,411,019)	(6,454,349)	47,975	0.7%
<i>TAX AND RATES</i>	(133,000)	(146,000)	(133,000)	0	0.0%
<i>RESERVES</i>	(1,472,844)	(1,499,336)	(1,487,579)	(14,735)	(1.0)%
TOTAL REVENUES	(8,108,168)	(8,056,355)	(8,074,928)	33,240	0.4%
NET LEVY	19,338,121	17,917,478	19,324,791	(13,329)	(0.1)%

2012 MAJOR COST DRIVERS

- Significant budget driving factors:
 - Higher salary costs \$284,775
 - Increase in OMERS pension costs \$251,616
 - More expensive Government and Employer Benefits \$70,927
 - Additional Computer Software requirements \$49,000
 - Increase in Facilities chargeback for City Hall and downtown Library space \$35,360



2012 BASE BUDGET SAVINGS

Efficiencies and Other Savings	FTE	\$ Levy Impact	
		Gross	Net
Financial Planning & Policy - Bank Service Contract	-	\$ (237,700)	\$ (237,700)
Treasury - Downsizing of full-time staff	(2.00)	\$ (199,790)	\$ (199,790)
Customer Service - Contact Centre Service Rationalization	(1.52)	\$ (91,000)	\$ (91,000)
City Clerk / Treasury - Postage and Printing	-	\$ (70,160)	\$ (70,160)
Information Services - Desktop anti-virus software maintenance	-	\$ (21,000)	\$ (21,000)
City Clerk - Reduction of part-time staff hours	(0.40)	\$ (18,544)	\$ (18,544)
City Clerk - Provincial Sales Tax self assessment	-	\$ (18,440)	\$ (18,440)
City Clerk - Election Accuvote System maintenance	-	\$ (18,000)	\$ (18,000)
City Clerk - Eliminate student work term hours	(0.24)	\$ (6,791)	\$ (6,791)
City Clerk - Outside Temp Agencies	-	\$ (5,050)	\$ (5,050)
Corp Services Administration - Rent Office Equipment	-	\$ (2,000)	\$ (2,000)
City Clerk - Parking	-	\$ (1,100)	\$ (1,100)
Total	(4.16)	\$ (689,575)	\$ (689,575)



CHRONICALLY UNDER FUNDED PROGRAMS

- **Wireless Hamilton**
 - Through Council direction an unfunded expenditure of \$90,000 is being absorbed by the Information Services budget for Wireless Hamilton, which started in 2007 as a pilot project. A report to Council will be prepared with funding solutions for consideration.
- **Electronic Document Records Management System (EDRMS)**
 - EDRMS has resulted in a \$155,000 pressure to the Information Services budget due to software maintenance and staff support costs (1 FTE). The IS budget was able to accommodate this cost in 2012 using unspent capital funds. However, staff support costs amounting to \$100,000 is unsustainable going forward, creating an unresolved funding issue.

ADDITIONAL INFORMATION

CORPORATE SERVICES PERMANENT VACANCIES (as at December 13, 2011)

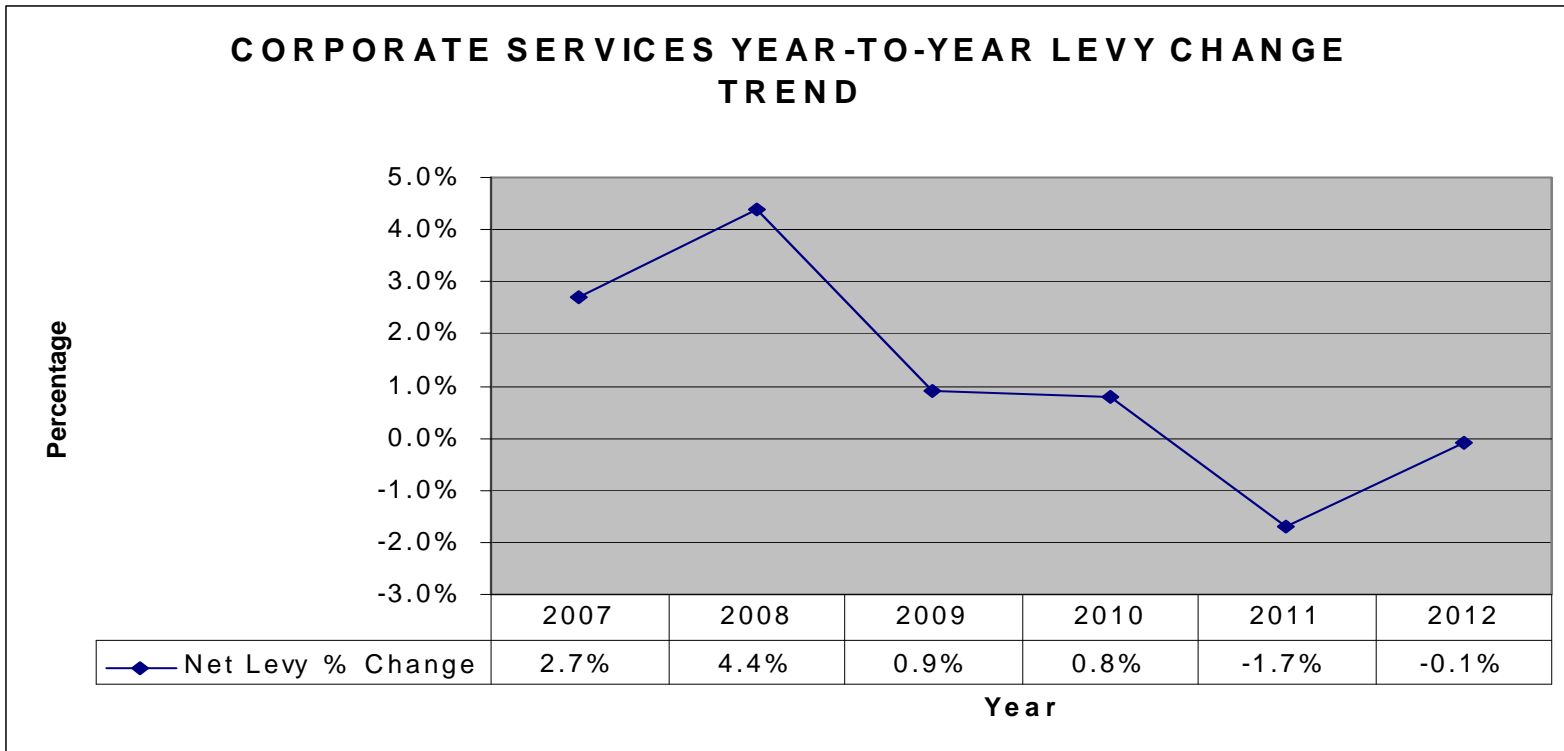
Division	2011 FTE's	Vacant Positions *	Vacancy Rate	2011 Preliminary Gapping Savings	
				Gross \$'s	Net \$'s
Corporate Services					
Corporate Services Administration	2.00	0.00	0%	\$ -	\$ -
City Clerk	48.76	2.00	4.1%	\$ (245,162)	\$ (29,643)
Customer Service, Access and Equity	59.17	3.00	5.1%	\$ 308,123	\$ 308,123
Financial Planning and Policy	19.50	1.00	5.1%	\$ 96,729	\$ 90,010
Information Services	75.50	6.00	7.9%	\$ 545,616	\$ 545,616
Treasury Services	99.41	4.00	4.0%	\$ 278,367	\$ 200,167
Total	304.34	16.00	5.3%	\$ 983,673	\$ 1,114,273

* 15 full-time vacant positions

* 1 part-time vacant position

() = over budget

ADDITIONAL INFORMATION



2012 Budget by Division



Corporate Services Administration



2012 NET OPERATING BUDGET BY SECTION

	2011 Budget	2011 Projected Actual	2012 Preliminary Budget	2012 Preliminary / 2011 Budget	
				\$	%
General Manager	274,380	226,039	285,794	11,414	4.2%
NET LEVY	274,380	226,039	285,794	11,414	4.2%

2012 GROSS - NET DIVISIONAL BUDGET

	2011 Budget	2011 Projected Actual	2012 Preliminary Budget	2012 Preliminary / 2011 Budget	
				\$	%
<i>EMPLOYEE RELATED COST</i>	326,380	325,061	344,654	18,274	5.6%
<i>MATERIAL AND SUPPLY</i>	7,730	4,878	7,730	0	0.0%
<i>BUILDING AND GROUND</i>	340	340	340	0	0.0%
<i>CONSULTING</i>	2,470	0	2,470	0	0.0%
<i>CONTRACTUAL</i>	3,420	981	1,420	(2,000)	(58.5)%
<i>RESERVES / RECOVERIES</i>	45,440	6,070	41,730	(3,710)	(8.2)%
<i>COST ALLOCATIONS</i>	(115,110)	(115,110)	(116,260)	(1,150)	(1.0)%
<i>FINANCIAL</i>	3,710	3,819	3,710	0	0.0%
TOTAL EXPENDITURES	274,380	226,039	285,794	11,414	4.2%
TOTAL REVENUES	0	0	0	0	0.0%
NET LEVY	274,380	226,039	285,794	11,414	4.2%

2012 MAJOR COST DRIVERS

- Major Cost Drivers:
 - Higher salary costs \$11,684
 - Increase in OMERS rates, government and employer benefits \$6,590
- Mitigated By:
 - Net reduction in direct service cost allocations for postage, computers, facilities and committee / council agendas (\$3,710)
 - Eliminated office equipment rent budget (\$2,000)
 - Additional internal department cost recoveries from Investments, Risk Management and Capital Budgets (\$1,150)



City Clerk



OVERVIEW OF SERVICES

- Legislative support to Council and Committees
- Maintain the official records of the City of Hamilton (by-laws, agendas, minutes)
- Coordinate all requests received under the Municipal Freedom of Information & Protection of Privacy Act
- Vital Statistics – provide information regarding birth registration; process death registrations; issue marriage licenses
- Coordinate the conduct of Municipal Elections
- Internal Print & Mail services
- Administers the Provincial Offences Court



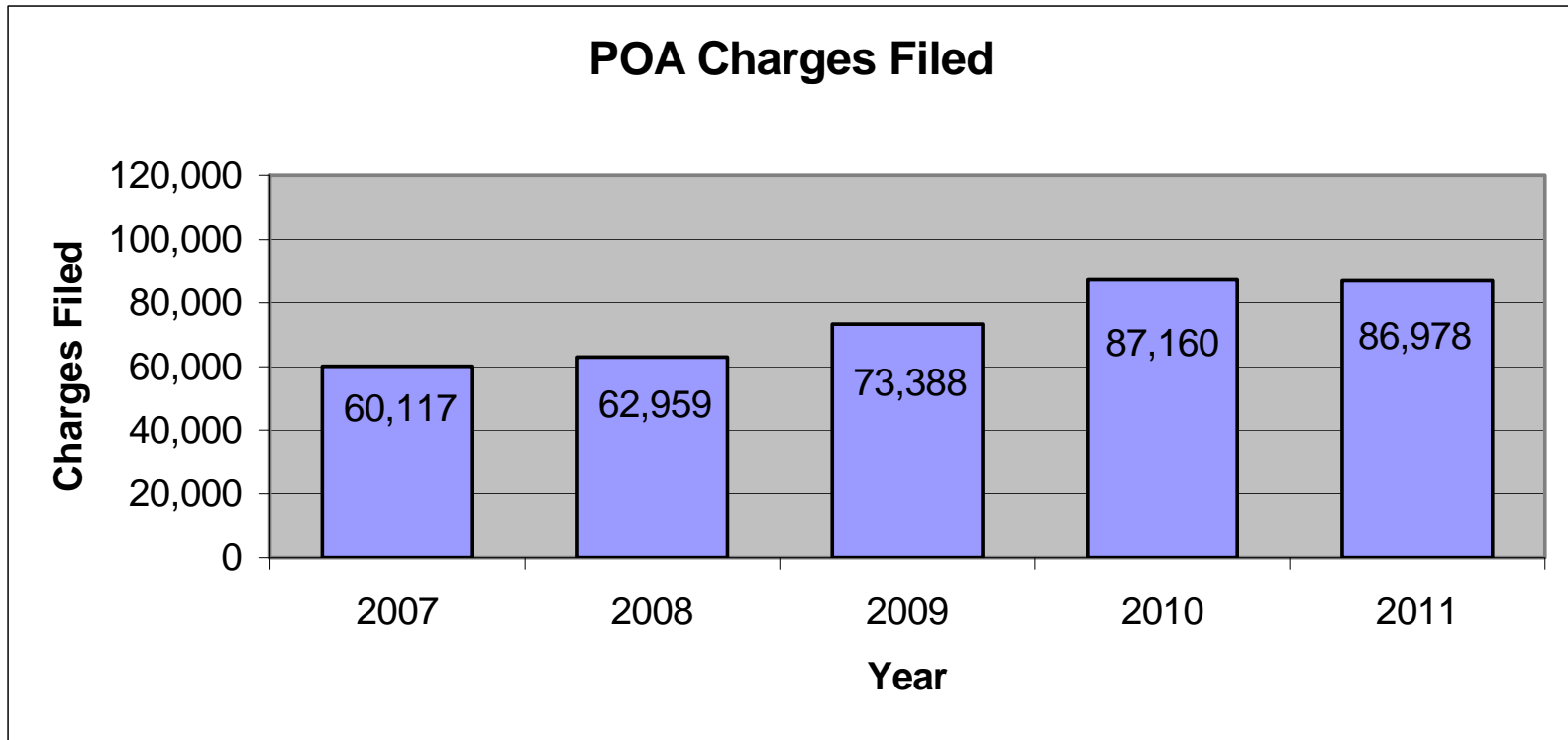
OVERVIEW OF SERVICES

2011 SERVICE INDICATORS

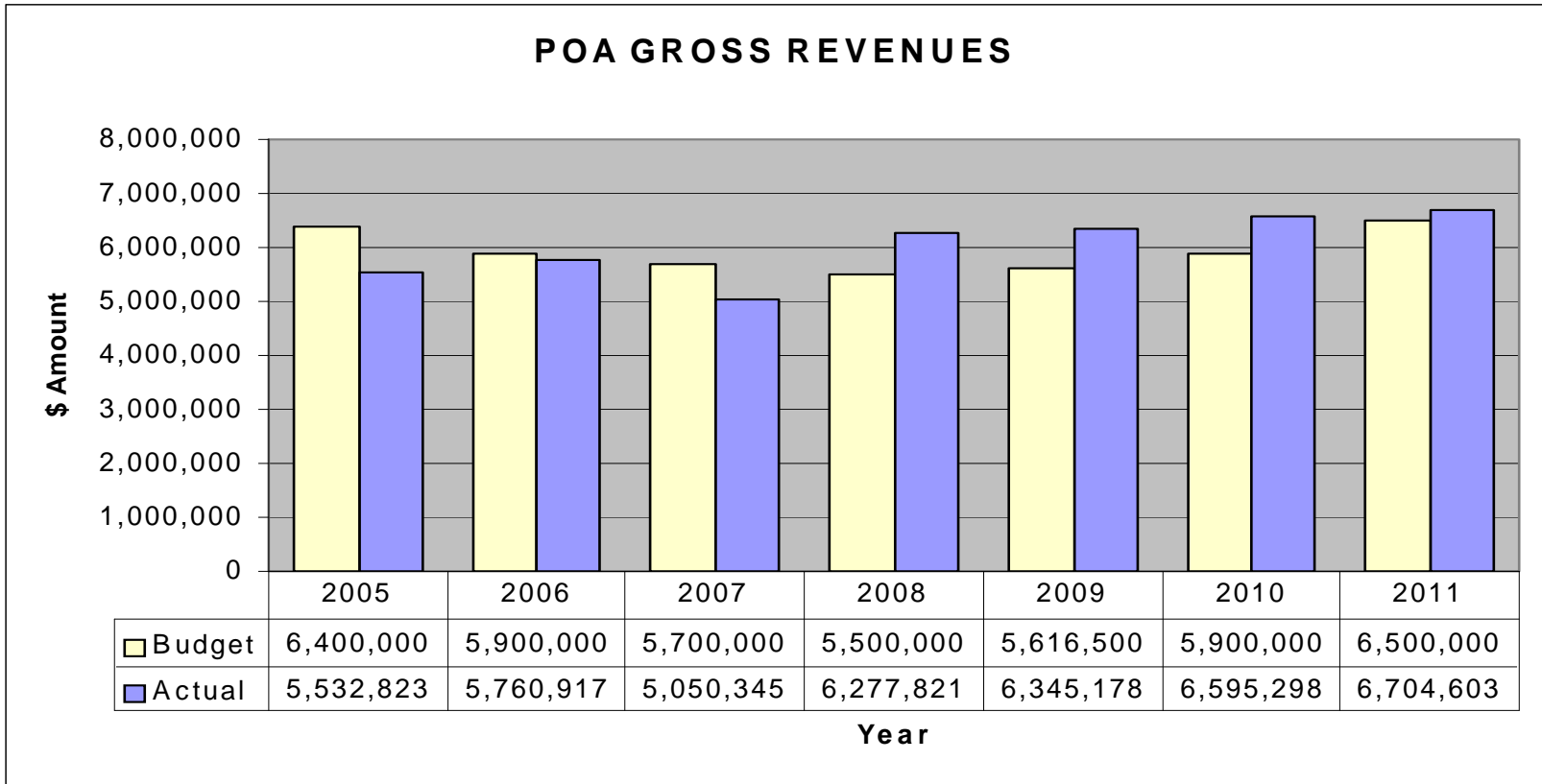
Section	Service Indicator	Volume
Legislative Services	Number of Committee Meetings (Council, Standing, Sub Committee)	281
	Staff Reports considered by Committee	1,037
	Committees clerked by Legislative section	29
Print and Mail	Internal Print Job Requests	966
	Internal Impressions	3,656,242
Records	Freedom of Information Requests (FOI) Worked in 2011	174
	2011 FOI Requests Received	153
	2009 and 2010 FOI Appeals Finalized	21
Provincial Offences Administration	Provincial Offences Act - Charges Filed	86,978
	Number of Fine Payment Transactions	76,764
	Number of Trials Scheduled in the Integrated Courts Offence Network (ICON)	9,075
	Number of First Attendance Meetings Scheduled in ICON	3,201



OVERVIEW OF SERVICES



OVERVIEW OF SERVICES



OVERVIEW OF SERVICES

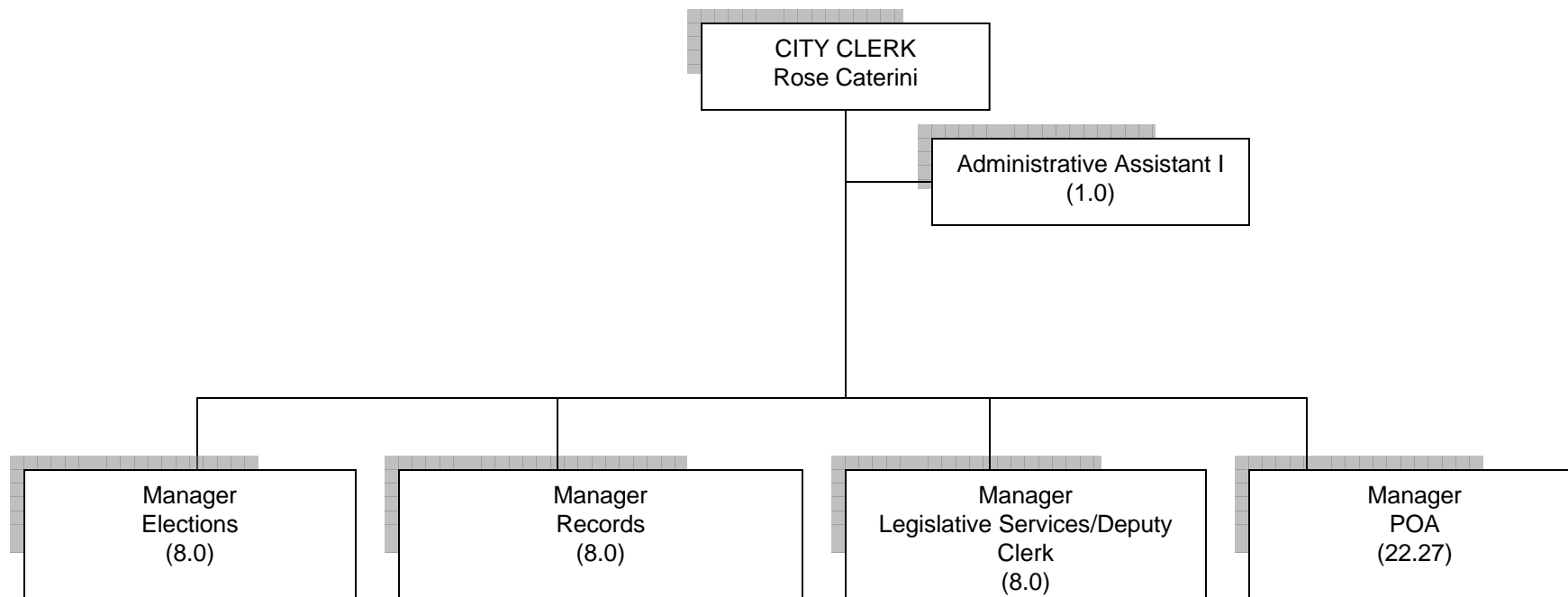
Process Improvements:

Provincial Offences Administration (POA)

1. Hamilton POA is now accepting telephone credit card payments. An auto attendant advises the caller of this option, redirecting them to a live body who processes the credit card payment and provides a confirmation number. This should result in more voluntary and faster payments.
2. Early Resolution is a new POA process starting March 1, 2012. This process offers the defendant the option to meet with the prosecutor in an attempt to resolve the charge without trial. It is hoped that there will be many more resolutions that see the defendant paying their fine on the date of their meeting instead of scheduling a trial.



CITY CLERK



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2011	5.0	43.76	48.76	8.75:1
2012	5.0	43.27	48.27	8.65:1
Change	0.0	(0.49)	(0.49)	

2012 NET OPERATING BUDGET BY SECTION

	<u>2011 Budget</u>	2011 Projected Actual	2012 Preliminary Budget	2012 Preliminary / 2011 Budget	
				\$	%
City Clerk - Admin	110,660	(3,995)	119,425	8,765	7.9%
Elections	375,999	374,508	363,288	(12,711)	(3.4)%
Legislative Support	729,012	712,116	750,403	21,391	2.9%
POA	10	10	(0)	(10)	(100.9)%
Print & Mail	348,675	171,417	293,130	(55,545)	(15.9)%
Records	270,187	317,053	331,437	61,250	22.7%
NET LEVY	1,834,543	1,571,109	1,857,684	23,141	1.3%

2012 GROSS - NET DIVISIONAL BUDGET

	2011 Budget	2011 Projected Actual	2012 Preliminary Budget	2012 Preliminary / 2011 Budget	
				\$	%
<i>EMPLOYEE RELATED COST</i>	3,574,328	4,006,330	3,690,849	116,521	3.3%
<i>MATERIAL AND SUPPLY</i>	864,950	879,341	866,370	1,420	0.2%
<i>VEHICLE EXPENSES</i>	18,720	18,720	16,370	(2,350)	(12.6)%
<i>BUILDING AND GROUND</i>	149,920	183,420	149,460	(460)	(0.3)%
<i>CONTRACTUAL</i>	417,110	418,679	417,110	0	0.0%
<i>RESERVES / RECOVERIES</i>	522,573	(480,063)	687,103	164,530	31.5%
<i>COST ALLOCATIONS</i>	(561,750)	(511,750)	(850,270)	(288,520)	(51.4)%
<i>FINANCIAL</i>	501,930	586,150	523,490	21,560	4.3%
<i>TOTAL EXPENDITURES</i>	<i>5,487,781</i>	<i>5,100,827</i>	<i>5,500,482</i>	<i>12,701</i>	<i>0.2%</i>
<i>FEES AND GENERAL</i>	(3,611,528)	(3,448,702)	(3,601,088)	10,440	0.3%
<i>RESERVES</i>	(41,710)	(81,016)	(41,710)	0	0.0%
<i>TOTAL REVENUES</i>	<i>(3,653,238)</i>	<i>(3,529,718)</i>	<i>(3,642,798)</i>	<i>10,440</i>	<i>0.3%</i>
<i>NET LEVY</i>	<i>1,834,543</i>	<i>1,571,109</i>	<i>1,857,684</i>	<i>23,141</i>	<i>1.3%</i>

2012 MAJOR COST DRIVERS

- Major Cost Drivers:
 - Higher Employee Related costs including OMERS, government and employer benefits \$141,856
 - Increase in Legal and By-law Services chargeback to POA program \$160,750
 - Added Data Processing Services for 3rd party input of POA tickets and charges into the ICON system \$40,000
 - Increase in Facilities chargeback for occupied space at City Hall \$13,040
 - Decreased funding of POA program costs from Corporate Financial revenues \$10,440
 - Net increase in various direct and indirect service cost allocations and other charges \$3,830
- Mitigated By:
 - Reduction in part-time staffing hours, .64 FTE (\$25,335)
 - Savings from Provincial Sales Tax self assessment that is no longer required due to HST implementation (\$18,440)
 - Discontinued maintenance agreement for Election AccuVote System (\$18,000)
 - Additional Red Light Camera ticket revenue from Public Works, Traffic (\$285,000)



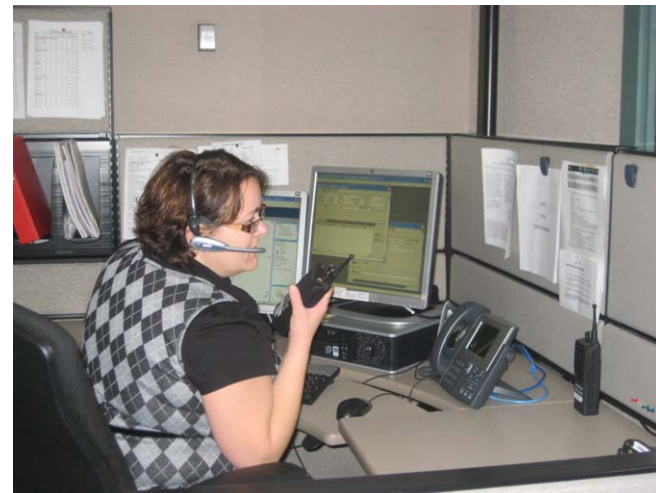
Customer Service, Access & Equity



OVERVIEW OF SERVICES

Customer Contact Centre

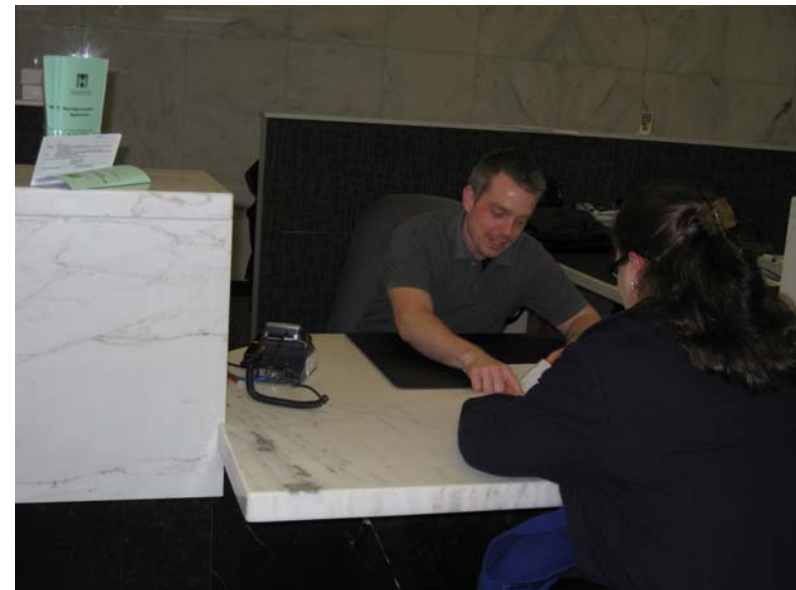
- Customer service through telephone & e-mail at the Customer Contact Centre
- 546-CITY (2489) - a 24/7 operation which responds to citizen requests for service during business hours
- Also responds to After Hours Municipal Emergency calls 24/7, Parking & Animal Control calls
- Assists non-911 emergency responders – radio & telephone dispatch
- New initiatives in 2011:
 - Emergency Hotel Placements in the After Hours (when shelters are at capacity)
 - Bed Bug Calls response & tracking
 - Responding to Safety Line, a service for employees working alone in the after hours
 - Logging of Forestry Calls



OVERVIEW OF SERVICES

Municipal Service Centres

- Assists citizens in person at the Citizen Service Centre in City Hall & 5 Municipal Service Centres
- Services provided include:
 - Tax & City invoice payments
 - Seniors Tax Rebate applications
 - Bus ticket sales, DARTS tickets & taxi scrip
 - Burial Permits
 - Parking & Provincial Offences ticket payments
 - Blue boxes, composter sales, record & schedule Green cart requests
 - Requests for City services
 - Animal Licences, burn permits, etc.
 - Tourism Information
 - Information on City programs & initiatives
- Shared location in partnership with Service Canada for federal services in 4 locations



OVERVIEW OF SERVICES

- Access & Equity Office
 - works to ensure that citizens have equitable & inclusive access to City services, programs & opportunities
 - work with departments & community to identify needs, barriers & strategies to address inequities;
 - an emphasis on anti-racism and accessibility
 - provide support/training/advice to internal departments & Council regarding customer service, access & equity matters



PERFORMANCE METRICS / SERVICE LEVELS

Customer Contact Centre

Customer Contact Centre	2010	2011
Total Calls	489,516	483,022
Calls Answered in less than 30 seconds	375,058 (77%)	390,620 (81%)
Abandoned Calls	22,009 (4%)	23,579 (5%)

Highlights:

- Quarterly average speed of answer in 2010 did not exceed 30 seconds
- Quarterly average speed of answer slightly exceeded 30 seconds during the day time in the 3rd quarter, and in the After Hours in the 1st and 3rd quarters
- Daily high for the average speed of answer exceeded 2 minutes in July
- Longest wait until answer was 34 minutes in July
- Average call processing time was 2.2 minutes during day time hours and 3.1 minutes in the After hours



PERFORMANCE METRICS / SERVICE LEVELS

Customer Contact Centre

Call Handling Efficiency Review (AtFocus, 2009)

(Review of city's 18 call centres, 68 phone lines, 178 published numbers)

- Findings:
 - Customer Contact Centre handles about 50% of the total calls coming to the City
 - With about 27% of the staff
 - Spends about 25% of the total City budget for call handling

- Recommendations for improvements at the Customer Contact Centre:
 - Alter the mix of Full time and part time staff to an approximate 60% full time and 40% part time mix
 - Complete planned installation of Workforce Management & Quality Monitoring tools
 - Improve Quality Monitoring
 - Consider further consolidation of calls into the Customer Contact Centre



PERFORMANCE METRICS / SERVICE LEVELS

Customer Contact Centre

Call Handling Efficiency Review (AtFocus, 2009)

- Customer Contact Centre Results/Accomplishments

	% Full Time Staff	% Part Time Staff
2009 Day Time	84%	16%
2012 Day Time	64%	36%
2009 After Hours	9%	91%
2012 After Hours	38%	62%

- Reduction of FTEs by 3 since 2010
- Annualized savings in 2012 of \$188,000
- Maintained Grade of Service – 70% of the calls answered in 30 seconds



PERFORMANCE METRICS / SERVICE LEVELS

Municipal Service Centres

People Served	Ancaster	Dundas	Flamborough	Glanbrook	Hamilton	Stoney Creek	Total Visits
2010	13,679	14,499	10,305	10,208	20,289* (May to Dec)	18,440	87,420
2011	14,082	15,223	9,355	8,279	32,582	18,315	97,836

Revenue collected (millions)	Municipal Service Centres	Payment Processing Machine (cheques)	Total Revenue
2010	\$ 82.192	\$ 24.895	\$107.087
2011	\$103.412	\$ 16.755	\$120.167

Highlights:

- Conversion of all full time staff in 2010 to a mix of Full Time and Part Time staff
- Reduced FTEs by 3 in 2010; 2011 first full year with the full and part time mix of staff
- Challenges in scheduling part time staff, but is working well

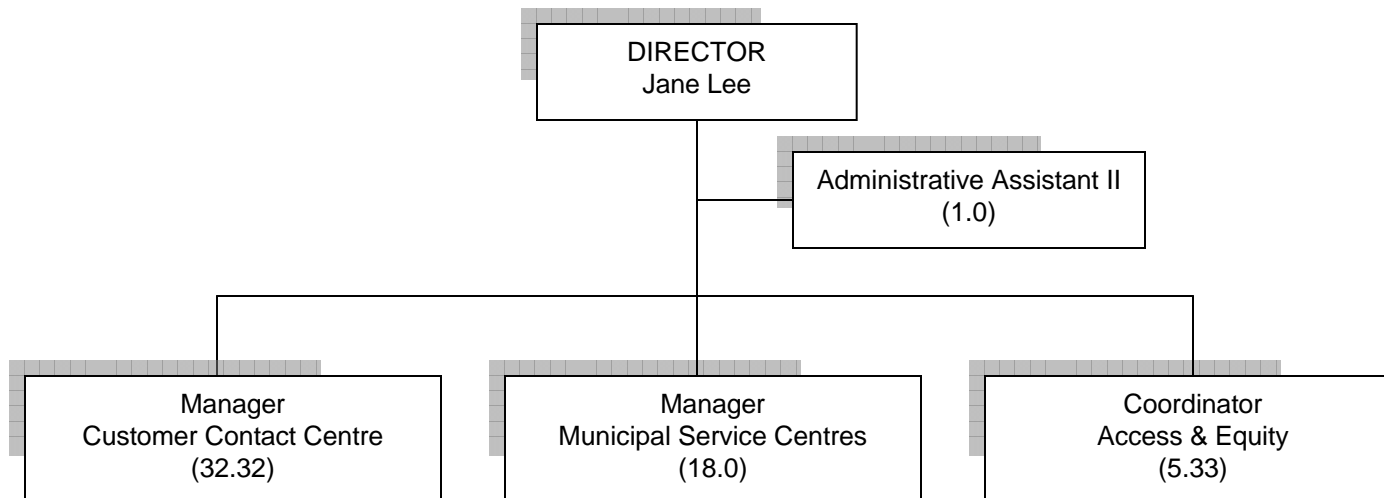
PERFORMANCE METRICS / SERVICE LEVELS

Access & Equity

Community Feedback & Contacts	2011 Totals
AODA Accessibility Feedback/complaints (final analysis incomplete & does not include transit feedback)	171 * preliminary estimate
AODA general information inquiries	45
Equity, Inclusion & Diversity Inquiries – policies, procedures, information	35
Volunteering information re: Advisory Committees	15
Business Facilitation Inquiries from diverse community members	10
Events/outreach activities	45
Customer Service type requests (non discrimination or rights based inquiries, requests for by-law information)	34
Discrimination type feedback/complaints	25

Racial Equity Training	1567 staff trained to date
AODA Customer Service Handbook	3776 staff trained to date
AODA Assistive Devices Training	397 staff trained to date

CUSTOMER SERVICE, ACCESS & EQUITY



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2011	3.0	56.17	59.17	18.72:1
2012	3.0	54.65	57.65	18.22:1
Change	0.0	(1.52)	(1.52)	

2012 NET OPERATING BUDGET BY SECTION

	2011 Budget	2011 Projected Actual	2012 Preliminary Budget	2012 Preliminary / 2011 Budget	
				\$	%
Access & Equity	522,387	448,536	543,616	21,229	4.1%
AODA Accessibility	100,000	60,000	100,000	0	0.0%
Customer Contact Centre	2,187,108	2,006,890	2,140,744	(46,364)	(2.1)%
Customer Service - Administration	292,925	255,424	265,854	(27,071)	(9.2)%
Municipal Service Centre	1,346,241	1,292,388	1,351,548	5,307	0.4%
NET LEVY	4,448,661	4,063,238	4,401,761	(46,900)	(1.1)%

2012 GROSS - NET DIVISIONAL BUDGET

	2011	2011	2012	2012 Preliminary /	
	Budget	Projected Actual	Preliminary Budget	2011 Budget \$	%
<i>EMPLOYEE RELATED COST</i>	4,091,651	3,859,423	4,105,061	13,410	0.3%
<i>MATERIAL AND SUPPLY</i>	94,490	74,490	94,490	0	0.0%
<i>BUILDING AND GROUND</i>	63,430	54,430	51,250	(12,180)	(19.2)%
<i>CONSULTING</i>	149,510	129,510	149,510	0	0.0%
<i>CONTRACTUAL</i>	83,200	52,060	52,060	(31,140)	(37.4)%
<i>RESERVES / RECOVERIES</i>	151,060	78,005	134,070	(16,990)	(11.2)%
<i>COST ALLOCATIONS</i>	(213,740)	(213,740)	(213,740)	0	0.0%
<i>FINANCIAL</i>	29,060	29,060	29,060	0	0.0%
TOTAL EXPENDITURES	4,448,661	4,063,238	4,401,761	(46,900)	(1.1)%
TOTAL REVENUES	0	0	0	0	0.0%
NET LEVY	4,448,661	4,063,238	4,401,761	(46,900)	(1.1)%



2012 MAJOR COST DRIVERS

- Major Cost Drivers:
 - Higher employee related costs including OMERS, government and employer benefits \$104,410

- Mitigated By:
 - Savings from Customer Contact Centre restructuring resulting in a 1.52 FTE reduction (\$91,000)
 - Office Rent budget no longer required for Standard Life Building space vacated (\$31,140)
 - Net reduction in direct service cost allocations (i.e. Ricoh printers, agendas, computers, insurance, facilities) and other charges (\$16,570)
 - Decrease in telephone costs from the conversion of Municipal Service Centre fax lines to IP Telephony (\$12,600)



Financial Planning & Policy



OVERVIEW OF SERVICES

An enabler service, enabling City Council to achieve its strategic priorities.

- ❑ Supporting a prosperous and healthy community
 - Co-ordinate the tax and rate supported operating budgets of \$689 million and \$159 million, respectively.
 - Co-ordinate the tax and rate supported capital budgets of \$209 million and \$210 million, respectively.
 - Co-ordinate in-year operating and capital variance reporting
 - Managing of annual investment transactions of \$670 million (\$661 million 2010)
 - Strategic use of debt (2011 = \$95 million, 2010 = \$25 million) and maintenance of \$781 million of reserve and reserve funds in an effort to address the infrastructure financing challenge while maintaining the City's credit rating.



OVERVIEW OF SERVICES

- Planning and delivery of tax and financing policies and strategies to improve the financial position of the City.
 - Tax policies (e.g. area rating)
 - Updates and reviews of Develop Charges By-Laws (e.g. CIPA)
 - Hamilton Renewable Power Inc Dividend Policy
 - Development of Dynamic Investment Policy

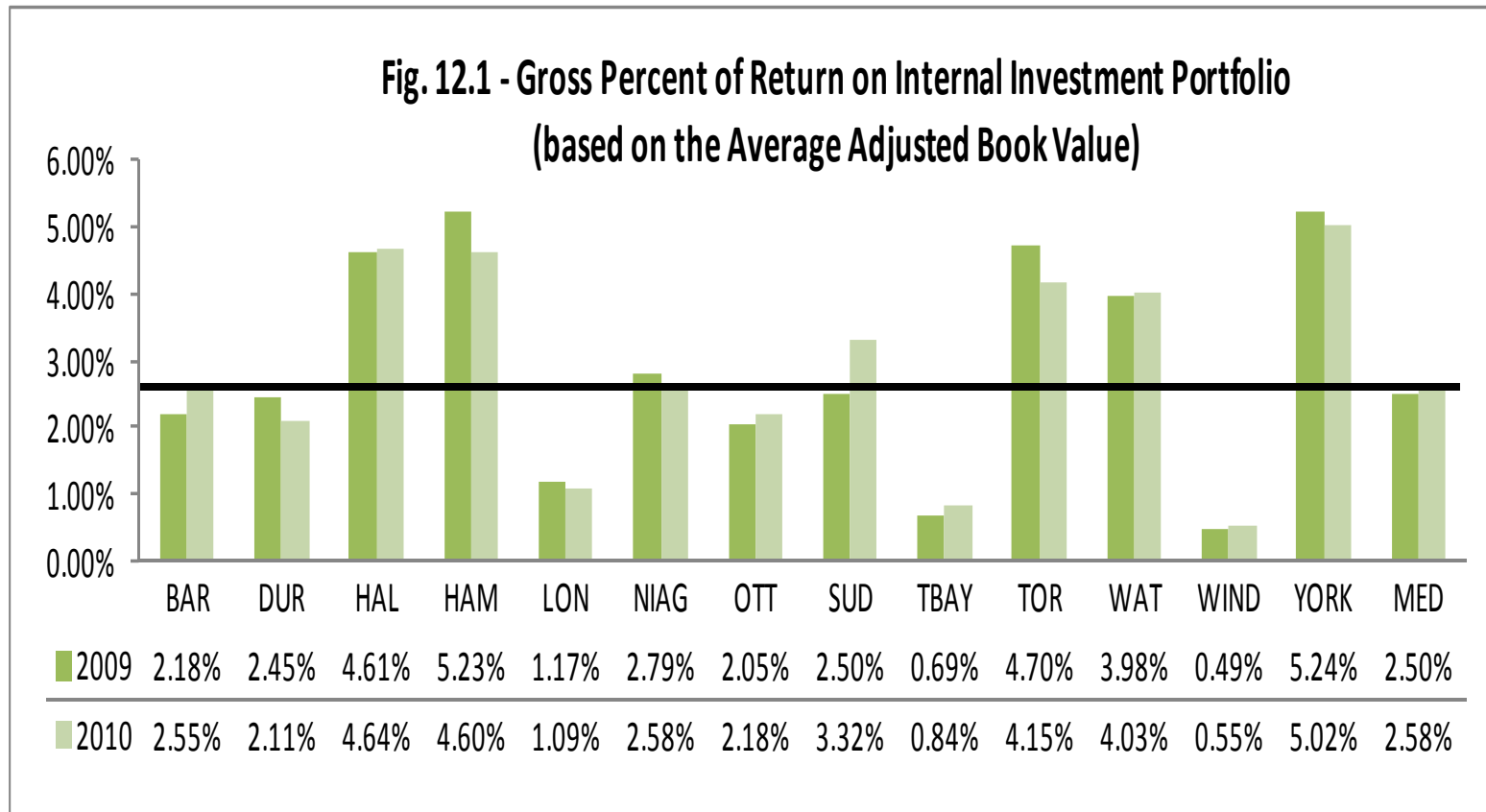
- Contributing to Revenue Generation
 - Gross return on internal investment portfolio of 4.6%

- Provide financial support for various special projects.

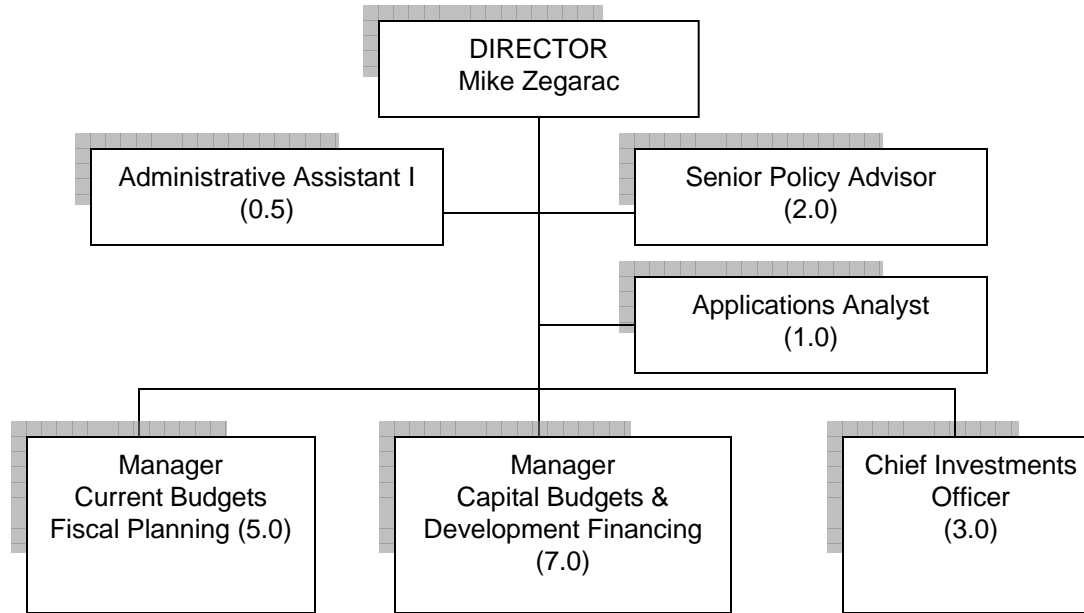
- Preparation of Recommendation and Information Update reports to Council (105 FCS reports).



PERFORMANCE METRICS / SERVICE LEVELS



FINANCIAL PLANNING & POLICY



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2011	4.0	15.50	19.50	3.88:1
2012	4.0	15.50	19.50	3.88:1
Change	0.0	0.00	0.00	

2012 NET OPERATING BUDGET BY SECTION

	2011 Budget	2011 Projected Actual	2012 Preliminary Budget	2012 Preliminary / 2011 Budget	
				\$	%
Administration	233,162	142,912	276,954	43,792	18.8%
Capital Budget	13,840	32	(0)	(13,840)	(100.0)%
Current Budget	388,926	353,963	402,754	13,828	3.6%
Investments	9,820	0	(237,700)	(247,520)	(2520.6)%
NET LEVY	645,748	496,907	442,008	(203,740)	(31.6)%

2012 GROSS - NET DIVISIONAL BUDGET

	2011 Budget	2011 Projected Actual	2012 Preliminary Budget	2012 Preliminary / 2011 Budget	
				\$	%
<i>EMPLOYEE RELATED COST</i>	2,101,006	1,988,196	2,177,237	76,231	3.6%
<i>MATERIAL AND SUPPLY</i>	19,500	19,500	19,500	0	0.0%
<i>BUILDING AND GROUND</i>	3,740	3,570	3,520	(220)	(5.9)%
<i>CONSULTING</i>	22,000	22,000	17,000	(5,000)	(22.7)%
<i>CONTRACTUAL</i>	57,680	57,680	55,840	(1,840)	(3.2)%
<i>RESERVES / RECOVERIES</i>	63,240	21,963	59,390	(3,850)	(6.1)%
<i>COST ALLOCATIONS</i>	89,740	89,740	90,620	880	1.0%
<i>FINANCIAL</i>	547,870	547,870	246,885	(300,985)	(54.9)%
TOTAL EXPENDITURES	2,904,776	2,750,519	2,669,992	(234,784)	(8.1)%
<i>FEES AND GENERAL</i>	(1,293,486)	(1,296,272)	(1,259,051)	34,435	2.7%
<i>RESERVES</i>	(965,542)	(957,340)	(968,933)	(3,391)	(0.4)%
TOTAL REVENUES	(2,259,028)	(2,253,612)	(2,227,984)	31,044	1.4%
NET LEVY	645,748	496,907	442,008	(203,740)	(31.6)%

2012 MAJOR COST DRIVERS

- Major Cost Drivers:
 - Higher salary / wage costs \$22,762
 - Increase in OMERS rates, government and employer benefits, professional memberships \$53,469
 - Reduction in interest income due to lower investment expenditures \$34,845
- Mitigated By:
 - Savings in banking / credit rating fees (\$254,200)
 - Lower investment related legal fees (\$46,785)
 - Decrease in Consulting budget (\$5,000)
 - Net decrease in various direct and indirect service cost allocations, general fees and other charges (\$8,831)



Information Services



OVERVIEW OF SERVICES

- Strategic
 - ❑ City's Web Site
 - Improve the Search Engine
 - Review the Technology Platform for the Web Site
 - ❑ Desktop Refresh
 - New hardware, Windows 7, Office 2010
 - » Training for Office 2010
 - » Lock down of all our units
 - An assessment of all applications
 - » Applications information which will be used to improve the accuracy of the Application Inventory
 - ❑ Application Rationalization Plan
 - ❑ Common Address Data Base
 - ❑ Report will be prepared for council



OVERVIEW OF SERVICES

- Operations
 - Ensure the City's computer infrastructure (network, servers, storage, printers, desktops, phone, cellular) is effectively maintained and replaced through effective asset management life cycle analysis, risk assessment, prioritization of needs
 - Total Value of Infrastructure Assets \$23.5 M
 - Continue to reduce energy use and the impact on the environment through effective use of IT infrastructure
 - Support the delivery of business application services to ensure city services are effectively provided.



OVERVIEW OF SERVICES

• Operations

- Manage Corporate IT Contracts
- Ensure the security of all city computer assets.
- Ensure compliance with legislation and regulations. e.g. Payment Card Industry
- Operations Services include: Service Desk, Desktop Support, Application Support, data and information management, Project Management , Accommodation Services (network) , preventative maintenance, etc.
 - No. of Service Calls 27,000
 - 8.6 M external email messages received
 - 12.1M external phone calls received
- Employee Management- Efficient use of staff, Performance and attendance management, staff retention, succession planning



OVERVIEW OF SERVICES**Infrastructure Assets Managed by IS**

PC's 3,892

Servers 189

Storage 65TB

IP Phones 4,200

Printers 467

Cellular Devices 2,307

(Blackberries/Cell Phones/Air Cards/Modems)

Application Assets Supported by IS 300



OVERVIEW OF SERVICES

Major Projects – Infrastructure and Operations

- Desktop Hardware and Software Refresh
 - Assessment of all applications
- Accommodation
 - Hamilton Public Library – 6th floor
 - Lister Block
- Core Infrastructure Upgrade
 - Network refresh
 - Datacenter upgrade
- Upgrades required for PCI compliance



OVERVIEW OF SERVICES

Major Projects – Business Applications

- Hansen Upgrade
- Review options for AVL and GIS software
 - Current products are no longer vendor supported
- Kronos implementation for the Lodges
- Avantis Upgrade Fleet and Transit
- Common Address Data Base
 - Report will be prepared for council
- Complete Management Action Plans for the Internal Audit
 - Telecommunications
 - Business Processes
 - Software Asset Management
 - Hardware Asset Management



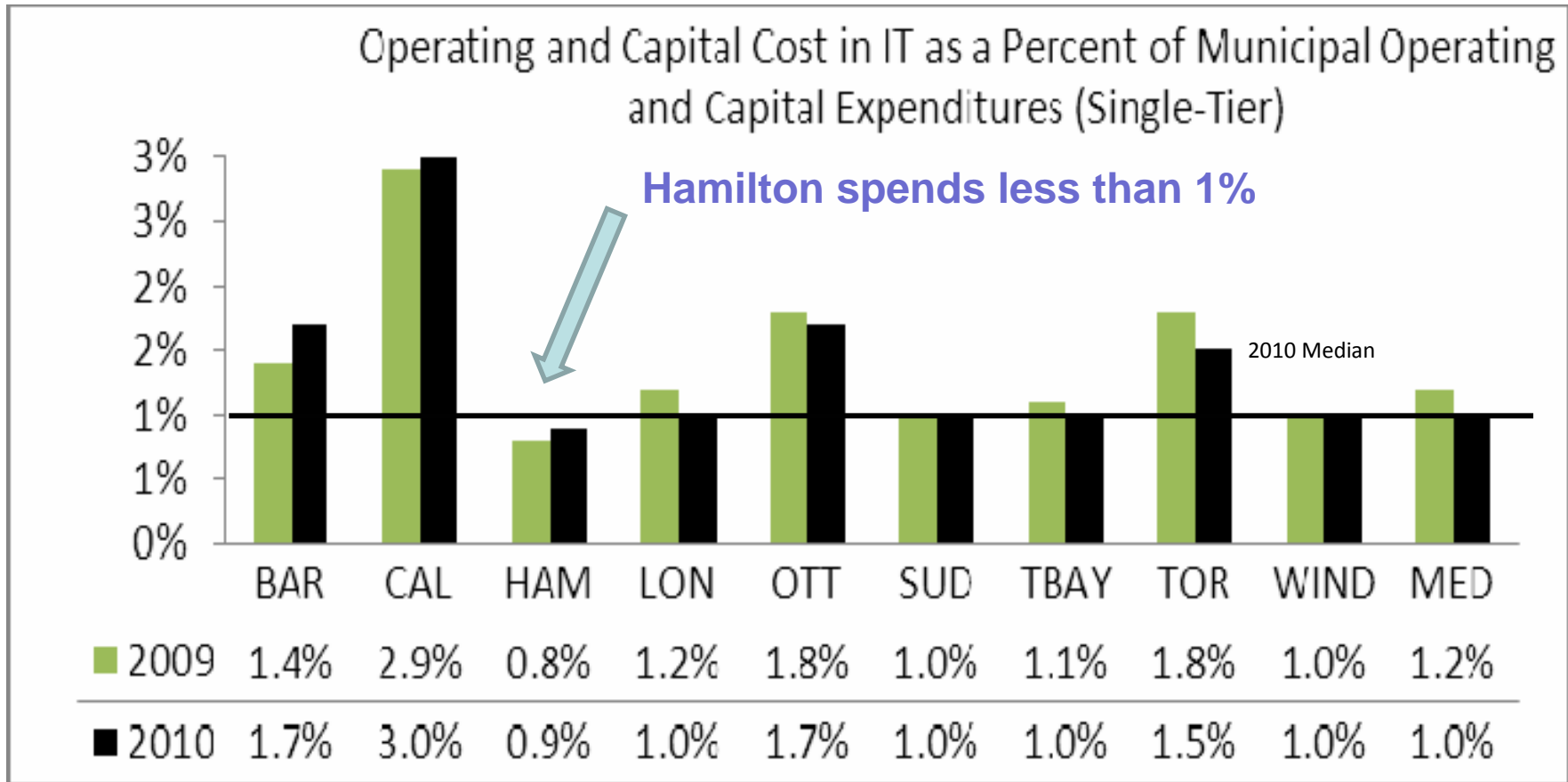
Information Services

2011 IS MUNICIPAL COMPARITORS

Municipality / Region	# of Personal Computers	# of I.T. Staff	Staff to Device Ratio
City of Mississauga	2750	129	21.30 devices per IT staff
City of Guelph	600	27	22.20 devices per IT staff
City of Barrie	770	31	24.80 devices per IT staff
City of Windsor	1475	53	27.80 devices per IT staff
City of Burlington	700	25	28.00 devices per IT staff
Town of Oakville	1000	35	28.50 devices per IT staff
City of Kingston	570	20	29.20 devices per IT staff
City of London	2250	77	29.20 devices per IT staff
City of Oshawa	800	23	34.70 devices per IT staff
Region of Niagara	1870	46	40.60 devices per IT staff
City of Hamilton	3600	73	49.31 devices per IT staff

PERFORMANCE METRICS / SERVICE LEVELS

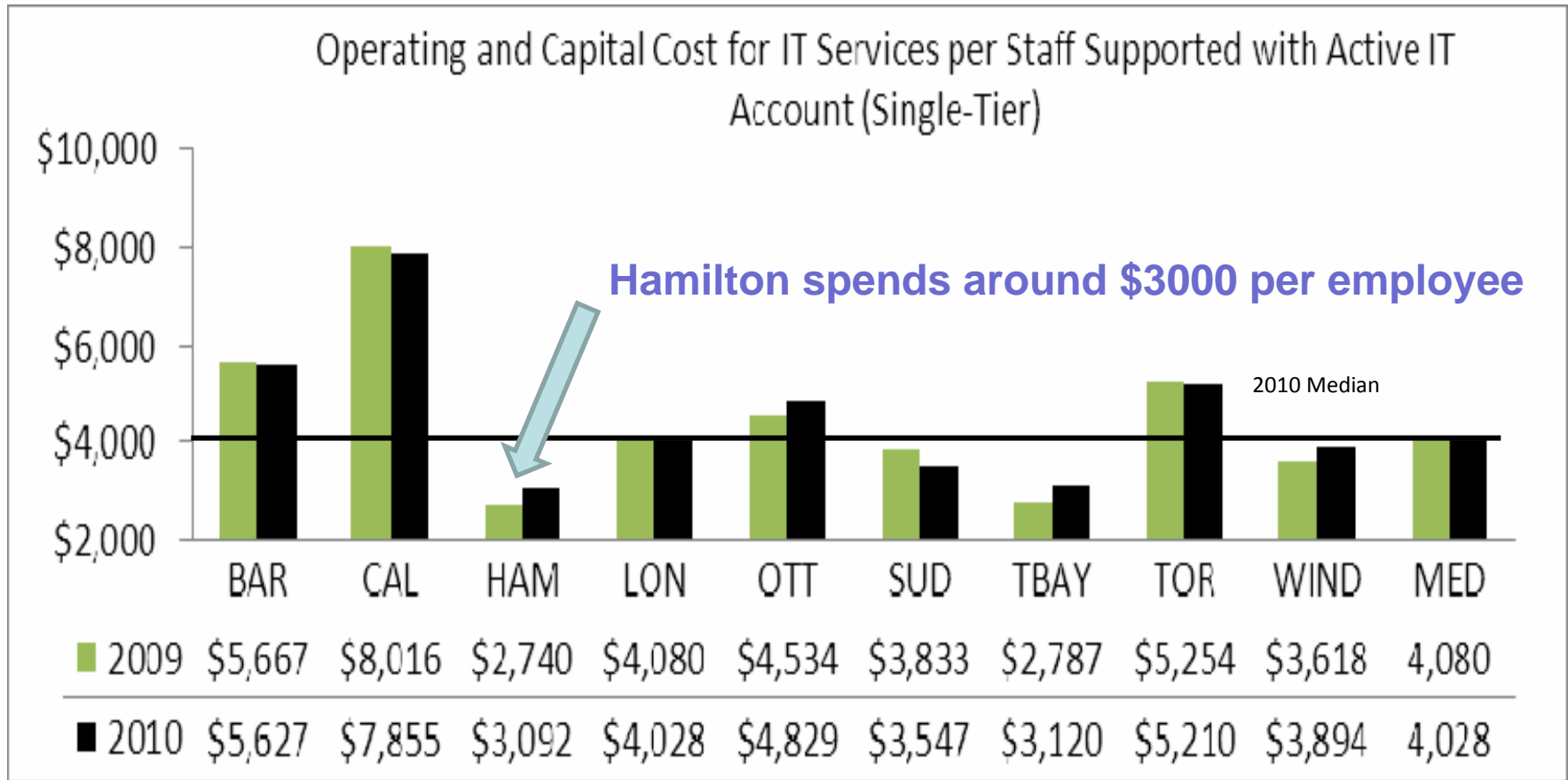
What is the Percent of Investment on Information Technology Services?



Source OMBI 2011

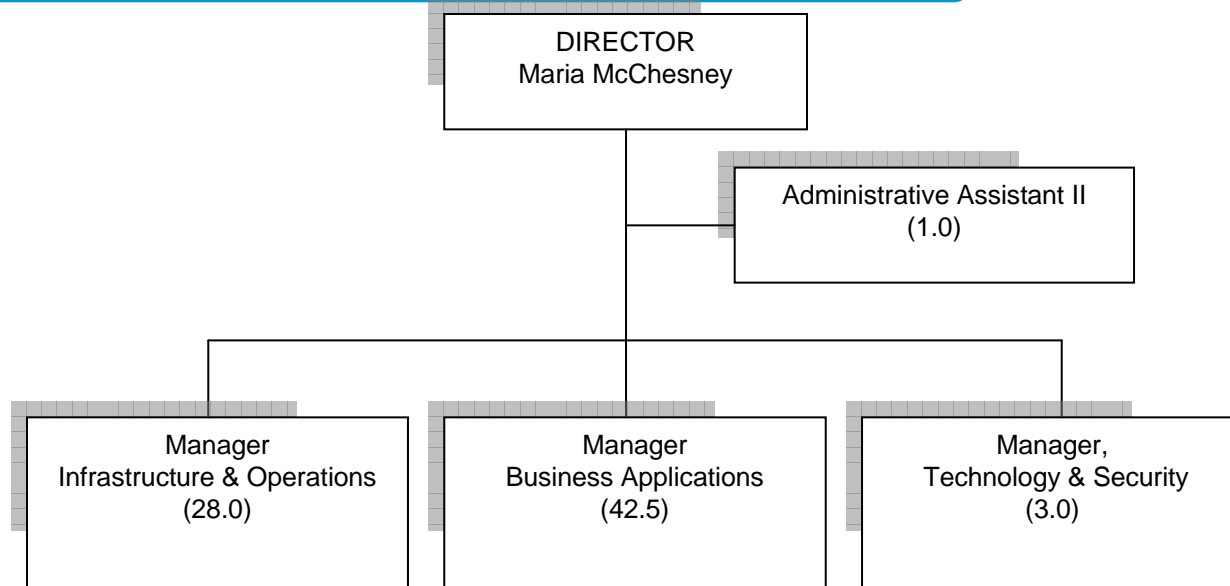
PERFORMANCE METRICS / SERVICE LEVELS

How Much Does Information Technology Services Cost Per Municipal Staff Member Supported?



Source OMBI 2011

INFORMATION SERVICES



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2011	4.0	71.50	75.50	17.88:1
2012	4.0	71.50	75.50	17.88:1
Change	0.0	0.00	0.00	

2012 NET OPERATING BUDGET BY SECTION

	2011 Budget	2011 Projected Actual	2012 Preliminary Budget	2012 Preliminary / 2011 Budget	
				\$	%
Business Applications	4,362,405	4,165,726	4,538,169	175,765	4.0%
Equipment and Maintenance	5,000	5,000	5,000	0	0.0%
Infrastructure & Operations	4,245,786	4,317,139	4,268,818	23,032	0.5%
IS - Admin	(1,709,176)	(1,722,574)	(1,737,595)	(28,419)	(1.7)%
Technology & Security	392,101	336,412	418,331	26,230	6.7%
NET LEVY	7,296,116	7,101,703	7,492,724	196,608	2.7%

2012 GROSS - NET DIVISIONAL BUDGET

	2011 Budget	2011 Projected Actual	2012 Preliminary Budget	2012 Preliminary / 2011 Budget	
				\$	%
<i>EMPLOYEE RELATED COST</i>	7,441,806	7,077,465	7,639,074	197,268	2.7%
<i>MATERIAL AND SUPPLY</i>	1,143,990	1,075,390	1,192,990	49,000	4.3%
<i>VEHICLE EXPENSES</i>	5,180	5,180	5,880	700	13.5%
<i>BUILDING AND GROUND</i>	112,410	112,410	107,080	(5,330)	(4.7)%
<i>CONTRACTUAL</i>	1,726,710	1,885,310	1,680,320	(46,390)	(2.7)%
<i>RESERVES / RECOVERIES</i>	222,610	419,318	245,290	22,680	10.2%
<i>COST ALLOCATIONS</i>	(3,095,080)	(3,091,580)	(3,126,000)	(30,920)	(1.0)%
<i>FINANCIAL</i>	19,500	19,500	19,500	0	0.0%
<i>TOTAL EXPENDITURES</i>	7,577,126	7,502,993	7,764,134	187,008	2.5%
<i>FEES AND GENERAL</i>	(281,010)	(401,290)	(271,410)	9,600	3.4%
<i>TOTAL REVENUES</i>	(281,010)	(401,290)	(271,410)	9,600	3.4%
<i>NET LEVY</i>	7,296,116	7,101,703	7,492,724	196,608	2.7%

2012 MAJOR COST DRIVERS

- Major Cost Drivers:
 - Higher salary / wage costs \$117,800
 - Increase in OMERS rates, government and employer benefits \$79,468
 - EDRMS software maintenance fee \$55,000
 - Security network application requirements \$15,000
 - Increase in Facilities chargeback for City Hall (storage) and downtown Library space \$12,740
 - Net increase in various direct and indirect service cost allocations, recoveries and other charges \$14,910

- Mitigated By:
 - Ricoh printer contract savings (\$46,390)
 - Additional indirect service cost allocation recoveries for network connections per 1% corporate guideline (\$30,920)
 - McAfee desktop anti-virus software maintenance funded from IS reserves (\$21,000)



Treasury Services



OVERVIEW OF SERVICES

Provides sound financial policy, support services and monitoring in all areas of Accounts Receivable, Accounts Payable, Payroll Pensions, general accounting, Taxation and Risk Management, as well as providing accurate and timely financial and administrative support services to assist the operating Division/Management to effectively produce, monitor and control Operating and Capital Budgets.



OVERVIEW OF SERVICES

2011 SERVICE INDICATORS

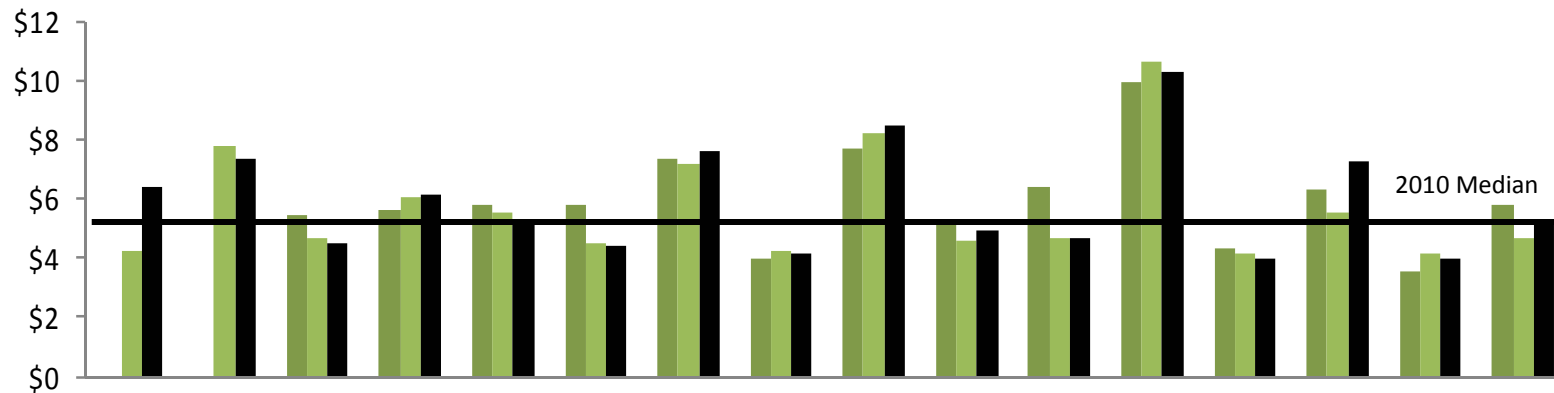
Section	Service Indicator	Volume
Taxation Services	Total Tax Bills Issued (twice a year)	165,520
	Non Residential Tax Bills Issued	7,000
	Tax Reminder Notices (twice a year)	22,000
	Three Years in Arrears Letters Issued	1,600
	Liens on Properties for Non Payment of Taxes	380
	Tax Inquiries (phone calls)	12,000
	O/S Property Standard Charges to Tax Roll for Collection Purposes	2,220
	Metered Water Arrears to Tax Accounts for Collection Purposes	5,460
	Assessment Adjustments (from appeals / MPAC corrections)	2,050

Section	Service Indicator	Volume	
Financial Services and F&A	Number of Accounts Payable Invoices Paid	398,601	
	Number of Accounts Receivable Invoices Billed	48,632	
	Number of Purchase Orders Issued	5,687	
	Number of Procurement Contracts Issued	180	
		Request for Proposals	25
		Request for Tenders	139
		Request for Prequalifications	16
	Number of Payroll Payments	236,186	
		Payroll Direct Deposits	234,439
		Payroll Cheques	462
		Payroll Manual Payments	1,285
		T4 / T4a's Issued (2010 Data)	13,698



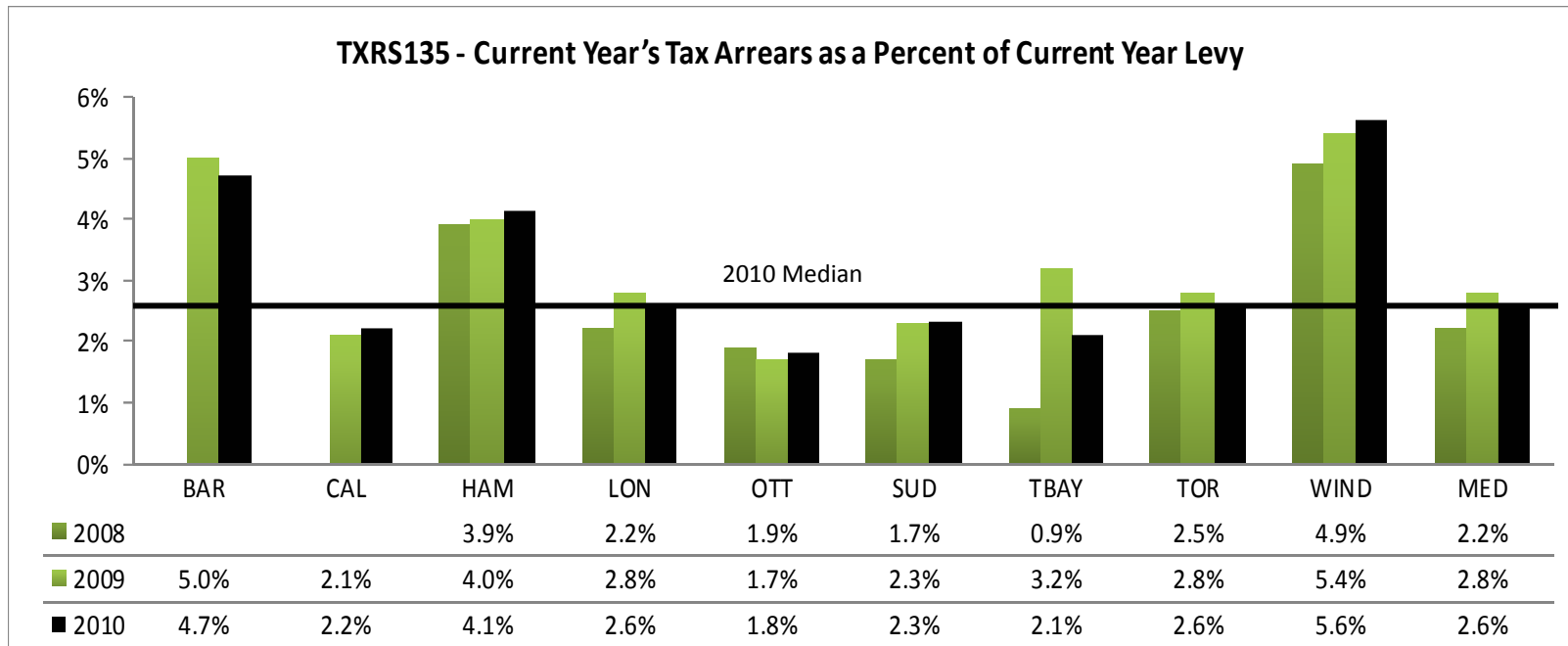
PERFORMANCE METRICS / SERVICE LEVELS

FINV317 - Accounts Payable Operating Cost per Invoice Paid



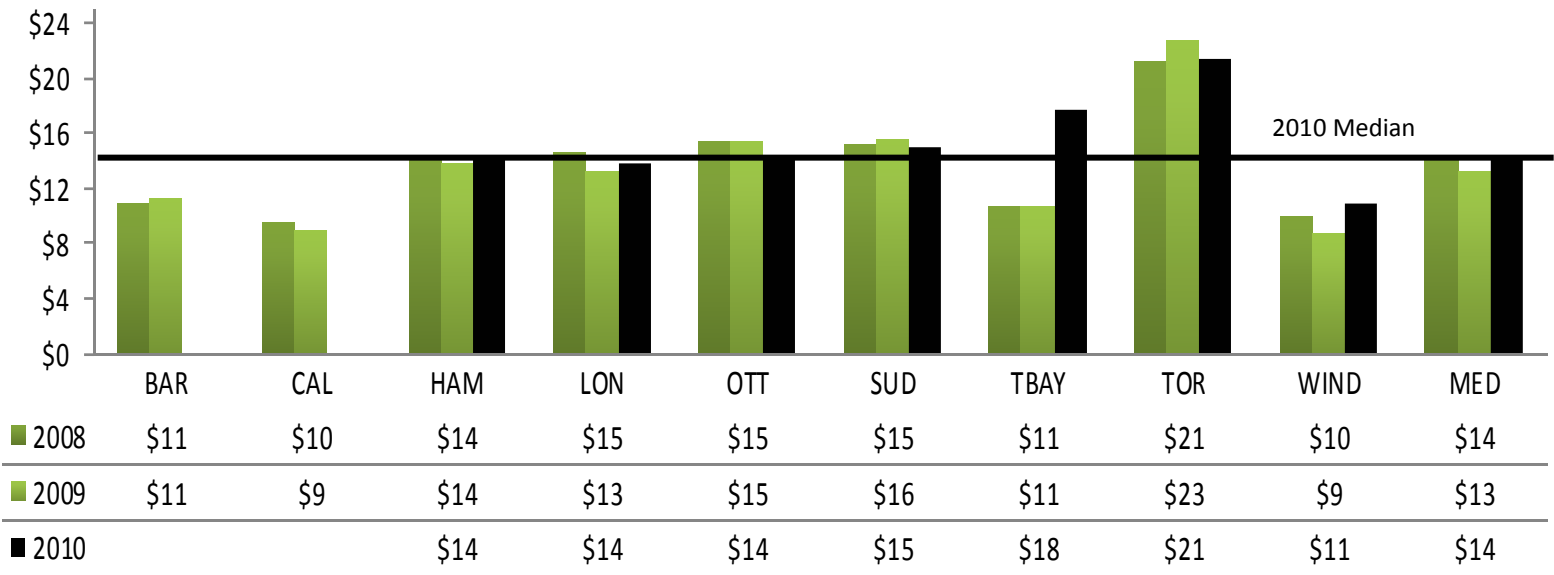
■ 2008			5.43	5.61	5.75	5.82	7.32	3.95	7.72	5.18	6.37	9.94	4.36	6.35	3.51	5.75
■ 2009	4.20	7.77	4.63	6.06	5.50	4.49	7.13	4.21	8.19	4.57	4.66	10.63	4.18	5.57	4.13	4.66
■ 2010	6.40	7.37	4.50	6.18	5.29	4.45	7.61	4.19	8.45	4.93	4.68	10.24	3.97	7.25	3.95	5.29

PERFORMANCE METRICS / SERVICE LEVELS

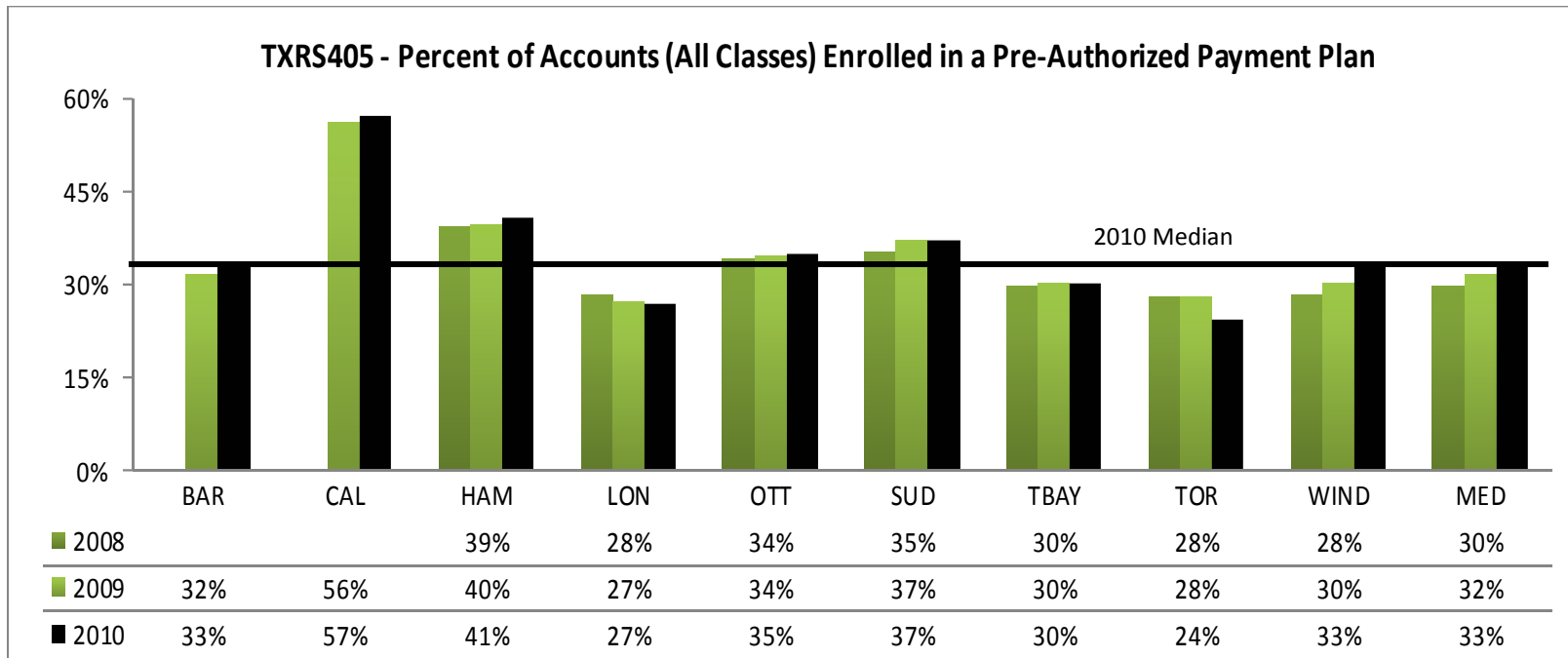


PERFORMANCE METRICS / SERVICE LEVELS

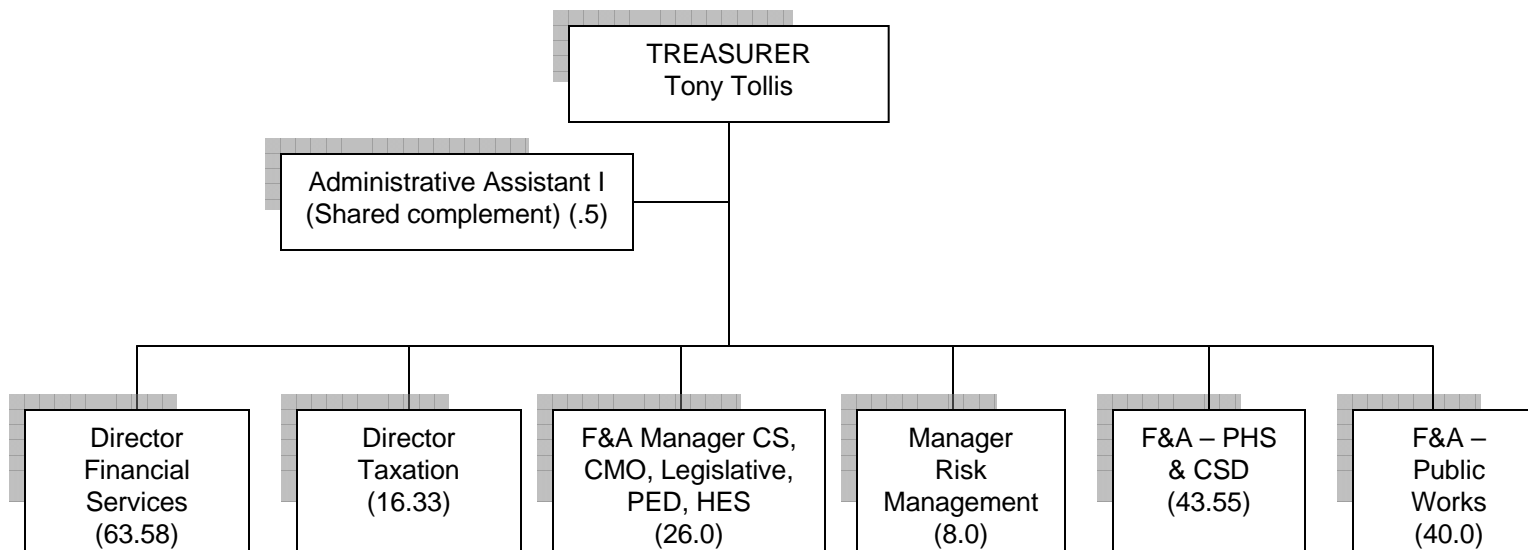
TXRS310 - Operating Cost to Maintain Taxation Accounts per Account Served



PERFORMANCE METRICS / SERVICE LEVELS



TREASURY SERVICES



Complement (FTE)	Management	Distributed Management *	Other Staff	Distributed Staff *	Total	Staff to Mgt Ratio
2011	10.00	3.00	89.41	98.55	200.96	14.46:1
2012	9.00	3.00	88.41	98.55	198.96	15.58:1
Change	(1.00)	0.00	(1.00)	0.00	(2.00)	

* Represents distributed staff whose budgets are in operating departments.

2012 NET OPERATING BUDGET BY SECTION

	2011 Budget	2011 Projected Actual	2012 Preliminary Budget	2012 Preliminary / 2011 Budget	
				\$	%
Finance & Administration	449,445	392,903	473,202	23,757	5.3%
Financial Services	3,351,665	3,141,441	3,429,226	77,561	2.3%
Risk Management Administration	38,340	38,340	0	(38,340)	(100.0)%
Taxation	766,836	677,987	686,735	(80,101)	(10.4)%
Treasury Administration	232,387	207,812	255,656	23,269	10.0%
NET LEVY	4,838,673	4,458,483	4,844,820	6,147	0.1%

2012 GROSS - NET DIVISIONAL BUDGET

	2011 Budget	2011 Projected Actual	2012 Preliminary Budget	2012 Preliminary / 2011 Budget	
				\$	%
<i>EMPLOYEE RELATED COST</i>	8,409,536	8,103,066	8,568,552	159,016	1.9%
<i>MATERIAL AND SUPPLY</i>	466,450	418,128	491,070	24,620	5.3%
<i>BUILDING AND GROUND</i>	25,450	25,404	24,930	(520)	(2.0)%
<i>CONSULTING</i>	29,960	20,420	29,960	0	0.0%
<i>CONTRACTUAL</i>	520,430	540,271	519,200	(1,230)	(0.2)%
<i>RESERVES / RECOVERIES</i>	(1,953,571)	(2,018,511)	(2,097,056)	(143,485)	(7.3)%
<i>COST ALLOCATIONS</i>	(842,340)	(842,340)	(850,750)	(8,410)	(1.0)%
<i>FINANCIAL</i>	97,650	83,779	91,650	(6,000)	(6.1)%
TOTAL EXPENDITURES	6,753,565	6,330,217	6,777,556	23,991	0.4%
<i>FEES AND GENERAL</i>	(1,316,300)	(1,264,755)	(1,322,800)	(6,500)	(0.5)%
<i>TAX AND RATES</i>	(133,000)	(146,000)	(133,000)	0	0.0%
<i>RESERVES</i>	(465,592)	(460,980)	(476,936)	(11,344)	(2.4)%
TOTAL REVENUES	(1,914,892)	(1,871,735)	(1,932,736)	(17,844)	(0.9)%
NET LEVY	4,838,673	4,458,483	4,844,820	6,147	0.1%

2012 MAJOR COST DRIVERS

- Major Cost Drivers:
 - Higher Employee Related costs including OMERS, Benefits and General increases \$359,000
 - Less:
 - Reduction in 2 full-time staff, 1 Management / 1 Clerical (\$199,800)
 - Net Decrease in Image Processing chargeback (microfiche) due to EDRMS implementation (\$25,000)
 - Increase in cost allocation / recoveries (\$128,000) including Risk Management (\$73,000), Capital for Tangible Capital Asset expenditures (\$11,000), various others (\$44,000)



Corporate Services

Council Referred Items & Program Enhancement Options

(not included in budget)



Council Referred Items

(not included in budget)



2012 COUNCIL REFERRED ITEMS**City Clerk – Provincial Offences Administration (POA)**

(Report PED11122a / LS11007a / FSC11049a – Recommendation (g))

- Hiring of an additional Court Reporter is being recommended for the POA program to address the expected increase in workload resulting from the March 2012 implementation of a new Early Resolution process.
- Early Resolution will necessitate more court scheduling days for negotiated guilty pleas to be heard by the Justice of the Peace. The outcome will be an increase in the volume of calls, scheduling, paperwork and public service requests.
- This program enhancement would be funded from POA fine revenue resulting in no tax levy impact on the department.



Program Enhancement Options

(None)

