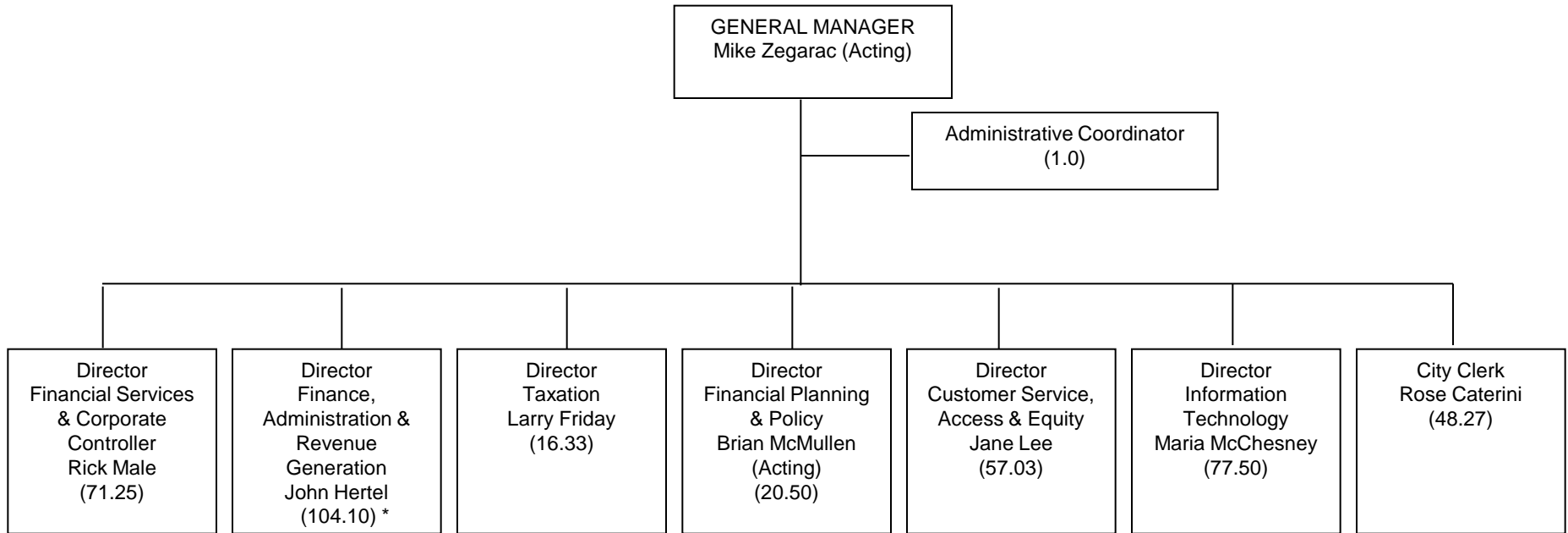


Corporate Services



OVERVIEW



Complement (FTE)	Management	Distributed Management *	Other Staff	Distributed Staff *	Total	Staff to Mgt Ratio
2013	27.00	3.00	278.38	89.60	397.98	12.27:1
2014	27.00	3.00	277.38	89.60	396.98	12.23:1
Change	0.00	0.00	(1.00)	0.00	(1.00)	

* Includes 92.60 FTE F&A staff whose budgets are included within operating departments

2013 HIGHLIGHTS

- Completed Water, Wastewater and Stormwater Rate Structure Review to promote water conservation, fairness, equity affordability, sustainable revenues
- Developed Debt Policy to enhance financial sustainability providing credibility through transparency
- Initiated Development Charges Background Study to enhance financial sustainability
- Developed and implemented a redesigned Accounts Payable Process
- Developed and implemented a new financial system for operating budget variance reporting
- Enhanced efficiencies in POA Court Administration through improvements to system for phone-in early resolution requests
- Lead the development of a Corporate Call Quality Standard and implementation
- Assisted in the development of Asset Management Plans to qualify for future infrastructure grants from the Provincial Government of Ontario
- Implemented workforce management strategies to build organizational capacity
- Implemented communication strategies to improve employee engagement



2014 INITIATIVES

- Review multi-year tax supported operating budget
- Review Reserve Policies
- Ensure the successful launch of the City of Hamilton redeveloped website
- Continue to assess service delivery review opportunities
- Begin implementation of Call Handling Review recommendations to improve access to City services for citizens and businesses
- Test and implement voting equipment for 2014 municipal election
- Test and implement Human Resources Management System functionality for online view of T4 forms and a disaster recovery process
- Develop training and mentoring programs to retain key staff as part of succession planning and retention strategy
- Implement workforce management strategies for more effective decision making
- Continue to develop plans to implement standards, guidelines and regulations of the Accessibility for Ontario and Disabilities Act (AODA)
- Continue to develop strategies and plans to implement strategies for equity and diversity in employment systems



SERVICE DELIVERY PROFILES

- Corporate Services supports the following programs and related services:

Justice

- Provincial Offences Administration

Governance and Civic Engagement

- Council - Legislative Support
- Vital Statistics Administration
- Municipal Elections Management

Corporate Services

- Access & Equity
- Financial Management
- Information Management & Records
- Information Technology
- Risk Management
- Citizen and Customer Service
- Printing and Distribution
- Corporate Services Departmental Support Services



2014 NET OPERATING BUDGET BY DIVISION

Corporate Services

	2013 Restated Budget	2013 Projected Actual	2014 Preliminary Budget	2014 Preliminary vs. 2013 Restated	
				\$	%
Corporate Services - Administration	256,650	236,870	262,580	5,930	2.3%
City Clerk	2,048,210	1,821,300	2,056,680	8,470	0.4%
Customer Service, Access & Equity	4,409,670	4,347,270	4,476,850	67,180	1.5%
Finance, Admin & Revenue Generatic	1,070,380	607,200	1,047,470	(22,910)	(2.1)%
Financial Planning & Policy	572,760	513,520	577,580	4,820	0.8%
Financial Services	3,668,310	3,339,190	3,672,790	4,480	0.1%
Information Technology	8,130,220	7,111,140	8,268,120	137,900	1.7%
Taxation	688,550	619,490	710,050	21,500	3.1%
NET LEVY	20,844,750	18,595,970	21,072,120	227,370	1.1%



2014 GROSS - NET DEPARTMENTAL BUDGET

Corporate Services

	2013 Restated Budget	2013 Projected Actual	2014 Preliminary Budget	2014 Preliminary vs. 2013 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	27,778,230	26,609,420	28,162,010	383,780	1.4%
<i>MATERIAL AND SUPPLY</i>	2,761,770	2,879,750	2,776,390	14,620	0.5%
<i>VEHICLE EXPENSES</i>	22,640	18,390	22,080	(560)	(2.5)%
<i>BUILDING AND GROUND</i>	1,251,510	1,242,360	1,326,040	74,530	6.0%
<i>CONSULTING</i>	205,430	153,800	212,510	7,080	3.4%
<i>CONTRACTUAL</i>	2,159,580	3,227,620	2,124,670	(34,910)	(1.6)%
<i>RESERVES / RECOVERIES</i>	(2,503,230)	(2,819,350)	(2,526,840)	(23,610)	(0.9)%
<i>COST ALLOCATIONS</i>	(4,769,980)	(5,244,570)	(4,921,220)	(151,240)	(3.2)%
<i>FINANCIAL</i>	1,100,570	1,131,150	1,080,570	(20,000)	(1.8)%
<i>CAPITAL FINANCING</i>	0	540	0	0	0.0%
TOTAL EXPENDITURES	28,006,520	27,199,110	28,256,200	249,680	0.9%
<i>FEES AND GENERAL</i>	(6,557,940)	(6,824,160)	(6,571,350)	(13,410)	(0.2)%
<i>TAX AND RATES</i>	(140,000)	(146,600)	(142,800)	(2,800)	(2.0)%
<i>RESERVES</i>	(463,830)	(1,632,390)	(469,930)	(6,100)	(1.3)%
TOTAL REVENUES	(7,161,770)	(8,603,140)	(7,184,080)	(22,310)	(0.3)%
NET LEVY	20,844,750	18,595,970	21,072,120	227,370	1.1%



2014 MAJOR COST DRIVERS

- Salaries, Wages, Benefits: \$388,940
(Net = \$312,040)
- Office Leases: \$57,880 (Net = \$11,060)
- Computer Software: \$33,000
- POA Fine Revenue Distribution: \$20,710
(Net = \$0)



2014 BASE BUDGET SAVINGS

- Base budget savings included in base budget:
 - Efficiencies (\$94,850)
 - Revenues (\$44,140)
 - Total** **(\$138,990)**



Corporate Services

Additional Information



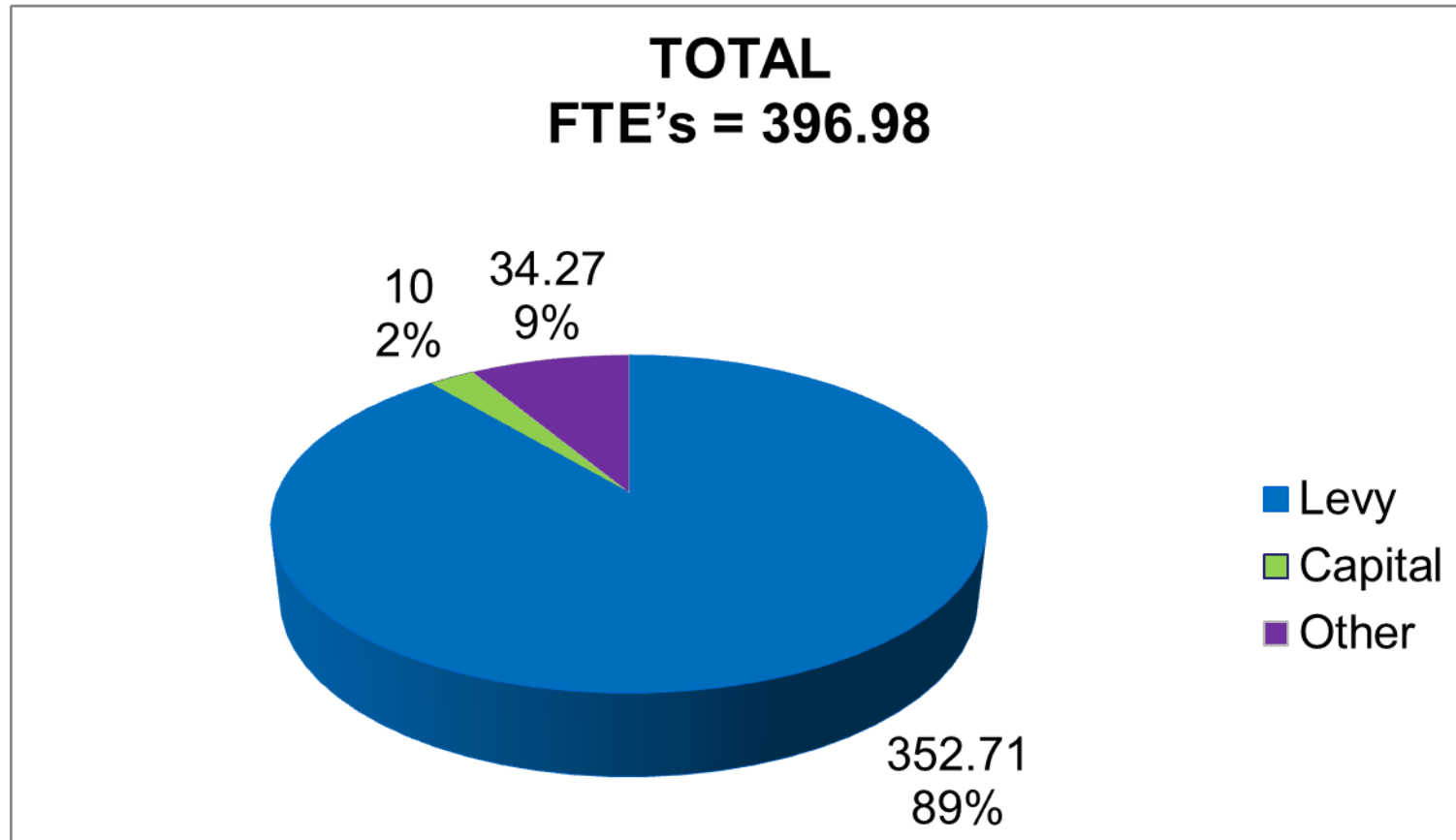
2013 VACANT POSITIONS AT YEAR-END

CORPORATE SERVICES NET VACANCIES (as at December 31, 2013)

Division	2013 Budget (FTE's)	Vacancies (FTE's)	Vacancy Rate
Corporate Services Administration	2.00	0.00	0.0%
City Clerk	48.27	2.00	4.1%
Customer Service, Access and Equity	57.03	1.00	1.8%
Finance, Administration & Revenue Generation	11.50	2.00	17.4%
Financial Planning and Policy	20.50	0.00	0.0%
Financial Services	72.25	6.00	8.3%
Information Technology	77.50	5.50	7.1%
Taxation	16.33	0.00	0.0%
Total	305.38	16.50	5.4%



2014 FTE FUNDING SOURCES



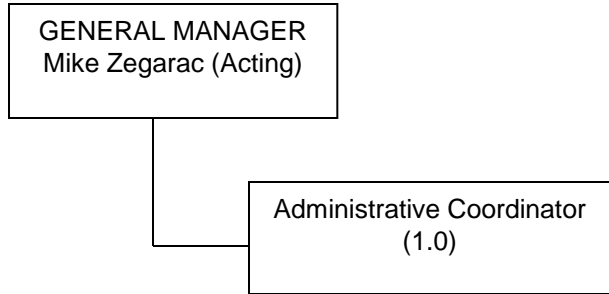
2014 Budget by Division



Corporate Services Administration



OVERVIEW



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2013	1.00	1.00	2.00	1.00:1
2014	1.00	1.00	2.00	1.00:1
Change	0.00	0.00	0.00	

2014 NET OPERATING BUDGET BY SECTION

Corporate Services - Administration

	2013 Restated Budget	2013 Projected Actual	2014 Preliminary Budget	2014 Preliminary vs. 2013 Restated	
				\$	%
General Manager	256,650	236,870	262,580	5,930	2.3%
NET LEVY	256,650	236,870	262,580	5,930	2.3%

2014 GROSS - NET DIVISIONAL BUDGET

Corporate Services - Administration

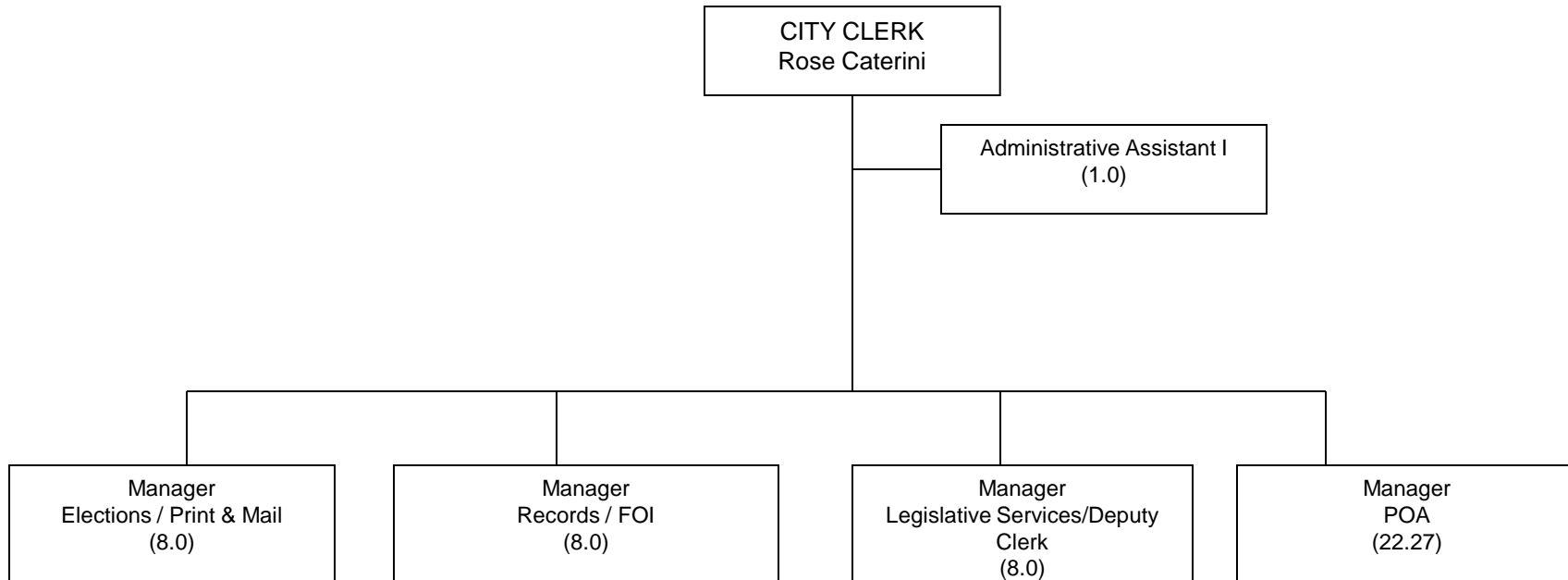
	2013 Restated Budget	2013 Projected Actual	2014 Preliminary Budget	2014 Preliminary vs. 2013 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	321,710	304,910	320,670	(1,040)	(0.3)%
<i>MATERIAL AND SUPPLY</i>	4,880	3,260	4,880	0	0.0%
<i>BUILDING AND GROUND</i>	270	270	280	10	3.7%
<i>CONSULTING</i>	1,470	2,820	9,190	7,720	525.2%
<i>CONTRACTUAL</i>	1,420	630	1,420	0	0.0%
<i>RESERVES / RECOVERIES</i>	40,610	38,440	41,020	410	1.0%
<i>COST ALLOCATIONS</i>	(117,420)	(117,420)	(118,590)	(1,170)	(1.0)%
<i>FINANCIAL</i>	3,710	3,960	3,710	0	0.0%
TOTAL EXPENDITURES	256,650	236,870	262,580	5,930	2.3%
TOTAL REVENUES	0	0	0	0	0.0%
NET LEVY	256,650	236,870	262,580	5,930	2.3%



City Clerk



OVERVIEW



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2013	5.00	43.27	48.27	8.65:1
2014	5.00	43.27	48.27	8.65:1
Change	0.00	0.00	0.00	



PERFORMANCE METRICS / SERVICE LEVELS

- **Legislative Services**
 - Clerked 667 hours of Committee/Council meetings
 - Prepared 700 agendas / minutes / reports
 - Processed over 1,200 staff reports to committee
- **Freedom of Information**
 - Received 146 requests to access information under MFIPPA



PERFORMANCE METRICS / SERVICE LEVELS

- **Records Management**

Over 1,200 telephone and counter services provided for assessment inquires, records searches, certified copies, pension documents and commissioning services

- processed 760 City Agreements for signature
- processed over 1,160 file transfer request from records storage facilities
- processed 4,910 death registrations



PERFORMANCE METRICS / SERVICE LEVELS

- Provincial Offences Administration (POA)
 - 99,266 charges files in 2013
 - Net POA revenues \$7.3 million
 - 92,136 payment transactions in 2013
 - 4,723 requests to process credit card payment over the phone
 - 13,673 Early Resolution scheduled in 2013
 - 6,648 trials scheduled



2014 NET OPERATING BUDGET BY SECTION

City Clerk

	2013 Restated Budget	2013 Projected Actual	2014 Preliminary Budget	2014 Preliminary vs. 2013 Restated	
				\$	%
City Clerk - Admin	124,980	116,970	119,740	(5,240)	(4.2)%
Elections	384,340	384,340	384,340	0	0.0%
Legislative Support	815,310	726,200	812,010	(3,300)	(0.4)%
POA	0	0	0	0	0.0%
Print & Mail	377,070	320,860	383,310	6,240	1.7%
Records	346,510	272,930	357,290	10,780	3.1%
NET LEVY	2,048,210	1,821,300	2,056,680	8,470	0.4%

2014 GROSS - NET DIVISIONAL BUDGET

City Clerk					
	2013 Restated Budget	2013 Projected Actual	2014 Preliminary Budget	2014 Preliminary vs. 2013 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	3,840,330	3,811,110	3,936,550	96,220	2.5%
<i>MATERIAL AND SUPPLY</i>	979,960	959,570	931,340	(48,620)	(5.0)%
<i>VEHICLE EXPENSES</i>	16,620	14,780	15,810	(810)	(4.9)%
<i>BUILDING AND GROUND</i>	545,750	556,210	602,450	56,700	10.4%
<i>CONTRACTUAL</i>	97,710	88,810	99,160	1,450	1.5%
<i>RESERVES / RECOVERIES</i>	554,870	485,460	560,850	5,980	1.1%
<i>COST ALLOCATIONS</i>	(936,320)	(986,130)	(1,053,380)	(117,060)	(12.5)%
<i>FINANCIAL</i>	712,470	752,520	712,470	0	0.0%
<i>TOTAL EXPENDITURES</i>	5,811,390	5,682,340	5,805,250	(6,140)	(0.1)%
<i>FEES AND GENERAL</i>	(3,721,470)	(3,818,780)	(3,700,760)	20,710	0.6%
<i>RESERVES</i>	(41,710)	(42,260)	(47,810)	(6,100)	(14.6)%
<i>TOTAL REVENUES</i>	(3,763,180)	(3,861,050)	(3,748,570)	14,610	0.4%
<i>NET LEVY</i>	2,048,210	1,821,300	2,056,680	8,470	0.4%



2014 MAJOR COST DRIVERS

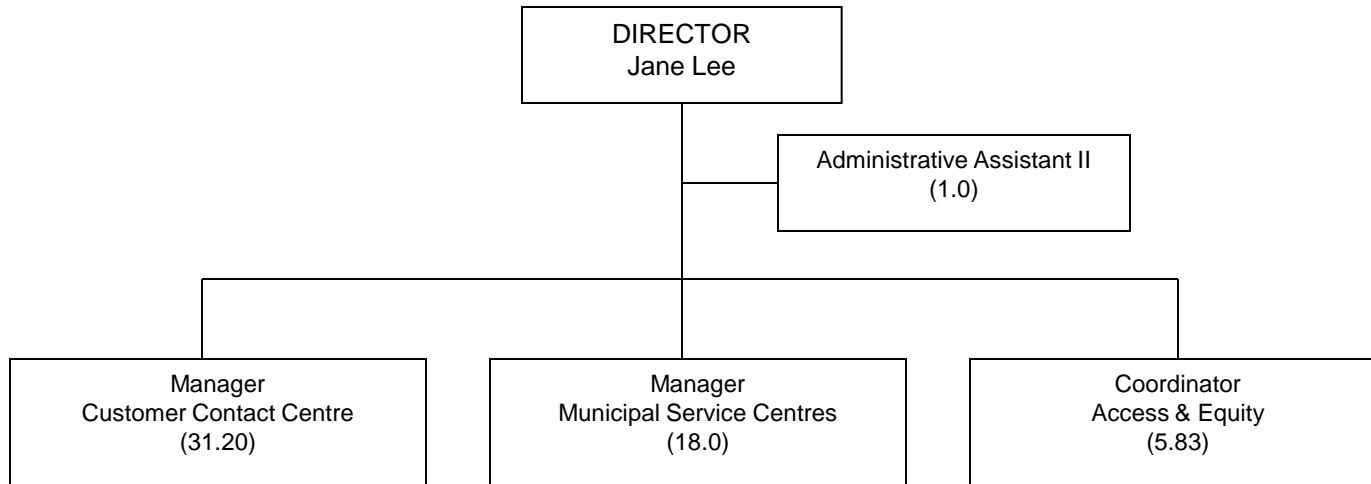
- Salaries, Wages, Benefits: \$94,870
(Net = \$62,560)
- POA Office Lease: \$45,000 (Net = \$0)
- POA Fine Revenue Distribution: \$20,710
(Net = \$0)
- ICON Data Line: \$10,000 (Net = \$0)



Customer Service, Access & Equity



OVERVIEW



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2013	3.00	54.03	57.03	18.01:1
2014	3.00	54.03	57.03	18.01:1
Change	0.00	0.00	0.00	

PERFORMANCE METRICS / SERVICE LEVELS

- Maintaining service levels in all 3 sections
- Added services
 - Municipal Service Centres
 - Collecting fees for Food Handler courses for Public Health
 - Expanded Presto sales to include full suite of HSR media (golden age passes, seniors monthly, etc) (piloting in City Hall and Dundas)
 - Added seniors monthly passes for ATS – DARTS passengers
 - Customer Contact Centre
 - Responded to more than 200 service-related Tweets
 - Special Supports & Affordable Transit pass calls for OW
 - Triaging Public Health Inspectors Duty Line
 - Mailing of Waste Tags in response to citizen requests



2014 NET OPERATING BUDGET BY SECTION

Customer Service, Access & Equity

	2013 Restated Budget	2013 Projected Actual	2014 Preliminary Budget	2014 Preliminary vs. 2013 Restated	
				\$	%
Access & Equity	589,020	559,790	598,240	9,220	1.6%
Customer Service - Administration	273,800	265,960	268,060	(5,740)	(2.1)%
Customer Contact Centre	2,111,310	2,108,100	2,151,250	39,940	1.9%
Municipal Service Centre	1,335,540	1,329,820	1,359,310	23,770	1.8%
AODA Accessibility	100,000	83,610	100,000	0	0.0%
NET LEVY	4,409,670	4,347,270	4,476,850	67,180	1.5%



2014 GROSS - NET DIVISIONAL BUDGET

Customer Service, Access & Equity

	2013 Restated Budget	2013 Projected Actual	2014 Preliminary Budget	2014 Preliminary vs. 2013 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	4,160,460	4,159,830	4,233,210	72,750	1.7%
<i>MATERIAL AND SUPPLY</i>	84,840	71,930	84,230	(610)	(0.7)%
<i>BUILDING AND GROUND</i>	57,160	45,410	57,200	40	0.1%
<i>CONSULTING</i>	149,510	117,760	148,870	(640)	(0.4)%
<i>CONTRACTUAL</i>	47,550	36,830	48,080	530	1.1%
<i>RESERVES / RECOVERIES</i>	96,970	106,450	94,240	(2,730)	(2.8)%
<i>COST ALLOCATIONS</i>	(215,880)	(215,880)	(218,040)	(2,160)	(1.0)%
<i>FINANCIAL</i>	29,060	27,370	29,060	0	0.0%
TOTAL EXPENDITURES	4,409,670	4,349,700	4,476,850	67,180	1.5%
<i>FEES AND GENERAL</i>	0	(2,420)	0	0	0.0%
TOTAL REVENUES	0	(2,420)	0	0	0.0%
NET LEVY	4,409,670	4,347,270	4,476,850	67,180	1.5%



2014 MAJOR COST DRIVERS

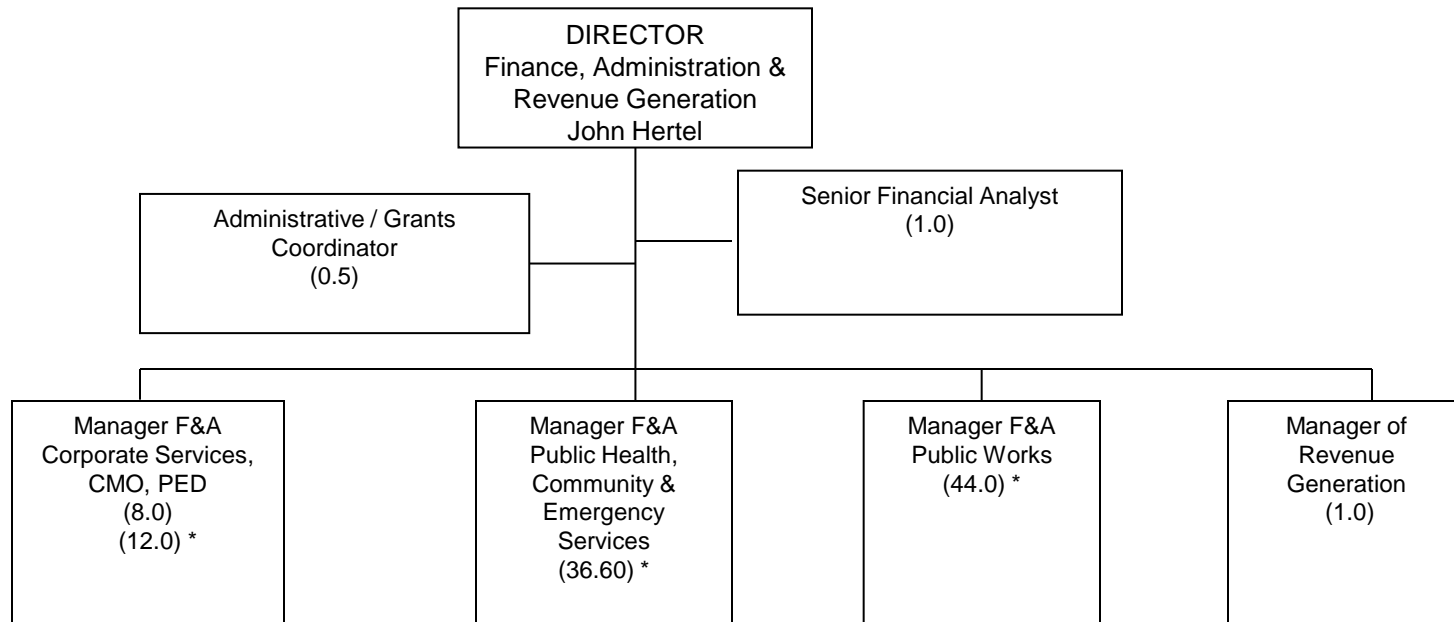
- Salaries, Wages, Benefits: \$74,250
- Minor reductions in conferences and training
- Various additional increases and offsetting decreases leave net increase of \$67,180 (1.5%)



Finance, Administration & Revenue Generation



OVERVIEW



Complement (FTE)	Management	Distributed Management *	Other Staff	Distributed Staff *	Total	Staff to Mgt Ratio
2013	2.00	3.00	9.50	89.60	104.10	19.82:1
2014	2.00	3.00	9.50	89.60	104.10	19.82:1
Change	0.00	0.00	0.00	0.00	0.00	

* Represents distributed staff whose budgets are in operating departments.

PERFORMANCE METRICS / SERVICE LEVELS

- Divisions combined for 2014 reducing one Director position
- F&A – Key Deliverables
 - Annual Departmental Operating Budget Compilation within Council timelines
 - Complete 3 Operating & *Capital Budget Variance reports: June, September, December (*new in 2013)
 - Account Analysis & Reconciliations
 - Weekly payroll and HR processing
 - Daily financial transaction processing
 - Reporting to funding agencies (i.e. provincial budgets / claims)
- F&A – Additional focus in 2014
 - Report standardization / best practices review across departments
 - Expansion of Division financial education programs
 - Process improvement



PERFORMANCE METRICS / SERVICE LEVELS

- Revenue Generation & Special Projects Overview
 - HECFI transition & contract management (full report after year end)
 - Revenue and Cost Reduction Opportunities:
 - DMT and Division meetings completed to identify revenue and cost savings opportunities (50 identified – top 10 being scoped)
 - Complete hiring of vacant Revenue Generation Manager – February
 - Complete hiring of vacant Senior Data Analyst position – March/April
 - Hamilton Farmers' Market report & implementation underway
 - CPP grants review (including Arts Boards & Agencies) underway (updates February 5 and March – completion in June)
 - Corporate IT Governance Model:
 - Preliminary work underway
 - Project Team being assembled
 - Learning from Web Governance work
 - Targeting fall 2014 for completion



2014 NET OPERATING BUDGET BY SECTION

Finance, Admin & Revenue Generation

	2013 Restated Budget	2013 Projected Actual	2014 Preliminary Budget	2014 Preliminary vs. 2013 Restated	
				\$	%
Administration	339,610	130,260	355,070	15,460	4.6%
Finance	530,780	476,930	541,340	10,560	2.0%
Enterprise Mgt & Rev Gen	199,990	0	151,060	(48,930)	(24.5)%
NET LEVY	1,070,380	607,200	1,047,470	(22,910)	(2.1)%



2014 GROSS - NET DIVISIONAL BUDGET

Finance, Admin & Revenue Generation

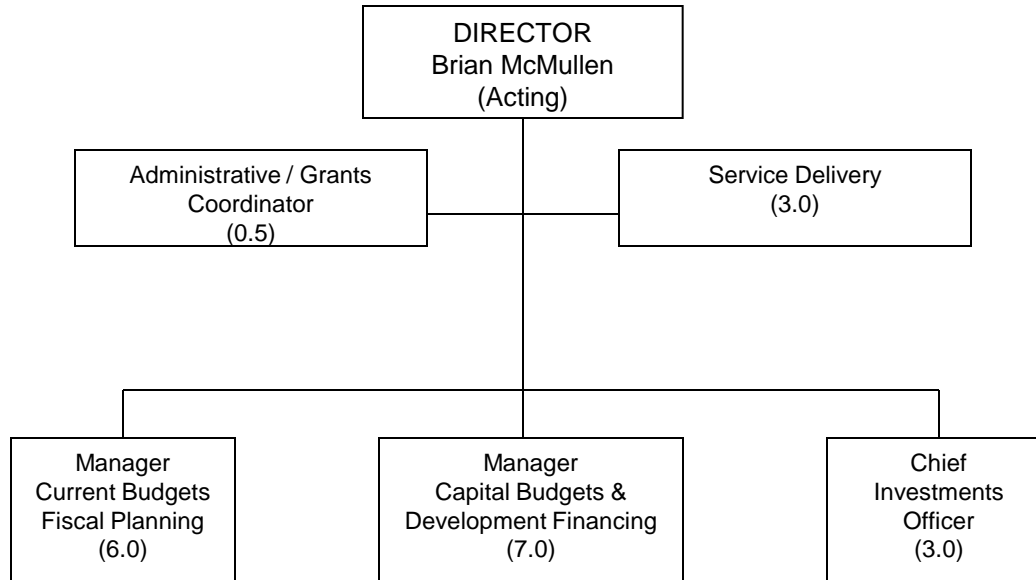
	2013 Restated Budget	2013 Projected Actual	2014 Preliminary Budget	2014 Preliminary vs. 2013 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	1,195,400	980,970	1,182,860	(12,540)	(1.0)%
<i>MATERIAL AND SUPPLY</i>	11,930	17,540	5,100	(6,830)	(57.3)%
<i>BUILDING AND GROUND</i>	1,880	1,920	2,100	220	11.7%
<i>CONSULTING</i>	27,450	5,000	27,450	0	0.0%
<i>CONTRACTUAL</i>	19,990	6,330	18,590	(1,400)	(7.0)%
<i>RESERVES / RECOVERIES</i>	46,570	(109,530)	46,530	(40)	(0.1)%
<i>COST ALLOCATIONS</i>	(232,840)	(295,040)	(235,160)	(2,320)	(1.0)%
<i>TOTAL EXPENDITURES</i>	1,070,380	607,200	1,047,470	(22,910)	(2.1)%
<i>TOTAL REVENUES</i>	0	0	0	0	0.0%
<i>NET LEVY</i>	1,070,380	607,200	1,047,470	(22,910)	(2.1)%



Financial Planning & Policy



OVERVIEW



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2013	4.00	16.50	20.50	4.13:1
2014	4.00	16.50	20.50	4.13:1
Change	0.00	0.00	0.00	

PERFORMANCE METRICS / SERVICE LEVELS

- Investment Fund Management: Gross ROI (internal portfolio) at 3.44% (OMBI Median of 2.41%)
- Financial Planning: Operating, Capital and Rate Budgets prepared annually; approved by Council in April annually. Variance reports prepared 3 times annually
- Fiscal/Financial Policies: All financial policies are reviewed over a 5 year cycle or as required.



2014 NET OPERATING BUDGET BY SECTION

Financial Planning & Policy

	2013 Restated Budget	2013 Projected Actual	2014 Preliminary Budget	2014 Preliminary vs. 2013 Restated	
				\$	%
Capital Budget	0	0	0	0	0.0%
Current Budget	541,820	542,580	545,640	3,820	0.7%
Investments	(237,700)	(237,700)	(237,700)	0	0.0%
Administration Fin Policy & Plan	268,640	208,640	269,640	1,000	0.4%
NET LEVY	572,760	513,520	577,580	4,820	0.8%



2014 GROSS - NET DIVISIONAL BUDGET

Financial Planning & Policy

	2013 Restated Budget	2013 Projected Actual	2014 Preliminary Budget	2014 Preliminary vs. 2013 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	2,339,590	2,284,590	2,361,480	21,890	0.9%
<i>MATERIAL AND SUPPLY</i>	13,520	13,520	13,330	(190)	(1.4)%
<i>BUILDING AND GROUND</i>	2,960	2,960	2,940	(20)	(0.7)%
<i>CONSULTING</i>	22,000	22,000	22,000	0	0.0%
<i>CONTRACTUAL</i>	56,650	56,650	56,700	50	0.1%
<i>RESERVES / RECOVERIES</i>	(652,370)	(652,370)	(659,480)	(7,110)	(1.1)%
<i>COST ALLOCATIONS</i>	95,760	91,520	96,880	1,120	1.2%
<i>FINANCIAL</i>	248,530	248,530	248,530	0	0.0%
TOTAL EXPENDITURES	2,126,640	2,067,400	2,142,370	15,730	0.7%
<i>FEES AND GENERAL</i>	(1,275,380)	(1,275,380)	(1,286,300)	(10,920)	(0.9)%
<i>RESERVES</i>	(278,500)	(278,500)	(278,500)	0	0.0%
TOTAL REVENUES	(1,553,880)	(1,553,880)	(1,564,800)	(10,920)	(0.7)%
NET LEVY	572,760	513,520	577,580	4,820	0.8%



2014 MAJOR COST DRIVERS

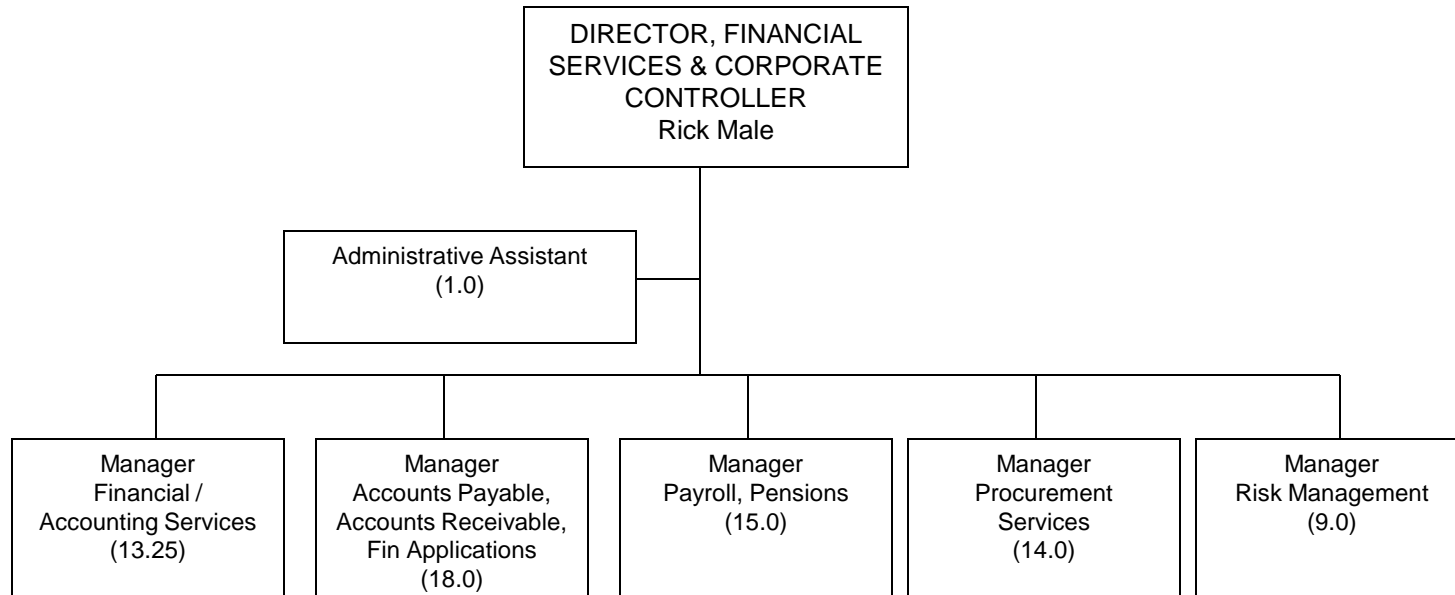
- Salaries, Gov't / Other Benefits: \$21,530



Financial Services



OVERVIEW



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2013	6.00	66.25	72.25	11.04:1
2014	6.00	65.25	71.25	10.88:1
Change	0.00	(1.00)	(1.00)	

PERFORMANCE METRICS / SERVICE LEVELS

- Number of Accounts Payable Invoice Lines Paid: 367,876
- Number of Accounts Receivable Invoice Lines Billed: 54,558
- Number of Purchase Orders Issued: 4,531
- Number of Procurement Contracts Issued: 251
 - Request for Proposals: 42
 - Request for Tenders: 195
 - Request for Pre-qualifications: 8
 - Request for Information: 6
- Operating cost to produce a payroll cheque: \$3.45
(OMBI average = \$5.08)
- Number of payments issued per Payroll FTE: 29,211
(OMBI average = 19,991)
- Number of T4 / T4a's issued per Payroll FTE: 1,495
(OMBI average = 1,017)



2014 NET OPERATING BUDGET BY SECTION

Financial Services

	2013 Restated Budget	2013 Projected Actual	2014 Preliminary Budget	2014 Preliminary vs. 2013 Restated	
				\$	%
Financial Services Admin	379,110	456,770	395,530	16,420	4.3%
Payroll and Pensions	848,710	743,080	862,110	13,400	1.6%
Accounts Payable	570,210	491,140	533,270	(36,940)	(6.5)%
Financial Application Support	310,440	204,580	313,400	2,960	1.0%
Financial Accounting Services	621,530	543,160	615,960	(5,570)	(0.9)%
Procurement	736,810	658,130	746,600	9,790	1.3%
Accounts Receivables	201,500	242,340	205,920	4,420	2.2%
NET LEVY	3,668,310	3,339,190	3,672,790	4,480	0.1%



2014 GROSS - NET DIVISIONAL BUDGET

Financial Services					
	2013 Restated Budget	2013 Projected Actual	2014 Preliminary Budget	2014 Preliminary vs. 2013 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	6,342,210	6,216,070	6,377,250	35,040	0.6%
<i>MATERIAL AND SUPPLY</i>	145,750	130,980	178,750	33,000	22.6%
<i>BUILDING AND GROUND</i>	497,680	495,810	510,700	13,020	2.6%
<i>CONSULTING</i>	5,000	6,220	5,000	0	0.0%
<i>CONTRACTUAL</i>	46,930	44,740	46,930	0	0.0%
<i>RESERVES / RECOVERIES</i>	(2,693,750)	(2,707,750)	(2,757,480)	(63,730)	(2.4)%
<i>COST ALLOCATIONS</i>	(444,240)	(564,390)	(447,040)	(2,800)	(0.6)%
<i>FINANCIAL</i>	5,800	7,160	5,800	0	0.0%
TOTAL EXPENDITURES	3,905,380	3,628,830	3,919,910	14,530	0.4%
<i>FEES AND GENERAL</i>	(93,450)	(146,020)	(103,500)	(10,050)	(10.8)%
<i>RESERVES</i>	(143,620)	(143,620)	(143,620)	0	0.0%
TOTAL REVENUES	(237,070)	(289,640)	(247,120)	(10,050)	(4.2)%
NET LEVY	3,668,310	3,339,190	3,672,790	4,480	0.1%



2014 MAJOR COST DRIVERS

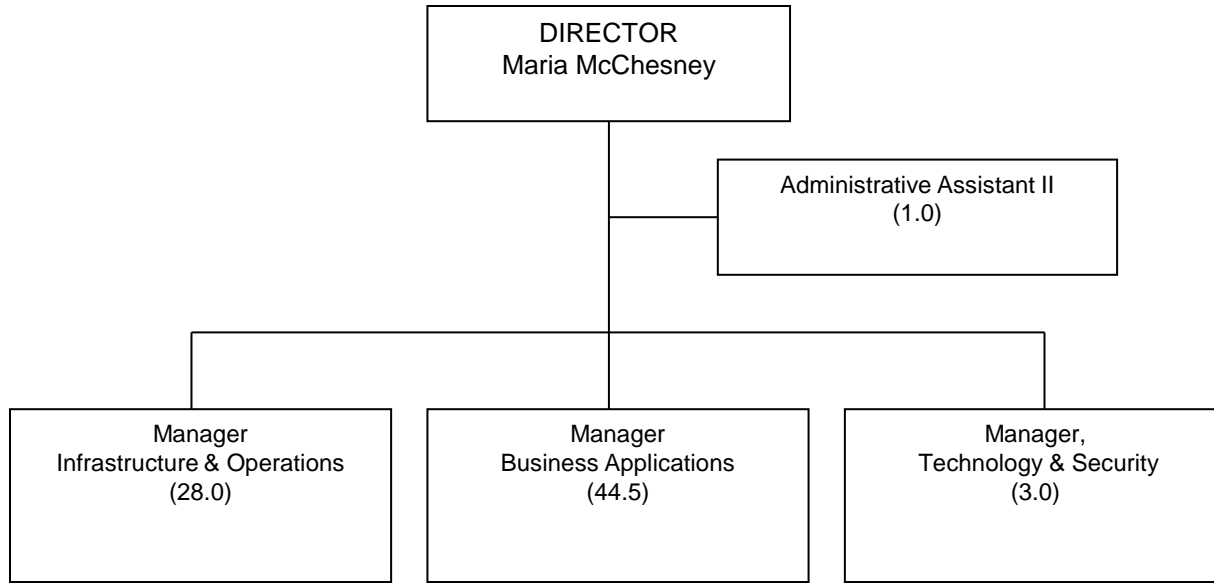
- Salaries, Wages, Benefits: \$34,550
- Computer Software: \$33,000
- Office Lease: \$12,880



Information Technology



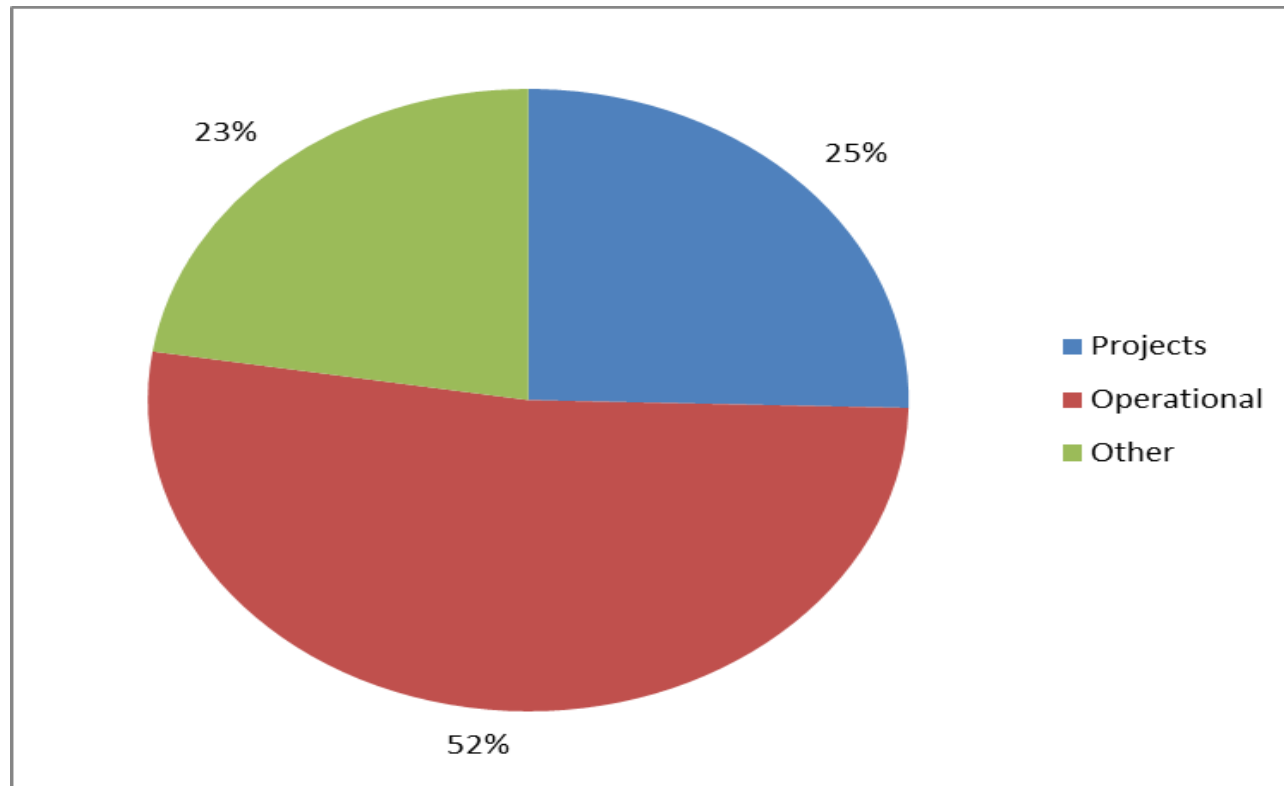
OVERVIEW



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2013	4.00	73.50	77.50	18.38:1
2014	4.00	73.50	77.50	18.38:1
Change	0.00	0.00	0.00	

PERFORMANCE METRICS / SERVICE LEVELS

- IT Staff Allocations



Number of IT Projects in 2013

- Projects active at the start of the year: 93
- Projects active at the end of the year: 87



PERFORMANCE METRICS / SERVICE LEVELS

- Email Messages:

	<u>Received</u>	<u>Accepted</u>	<u>% Rejected</u>
Year 2011	65,473,770	8,590,087	86.9%
Year 2012	95,184,552	9,067,321	90.5%
Year 2013	83,001,029	9,216,896	88.9%

- Number of computers: 4,563
- Number of phones: 4,117
- Number of phone calls: 10.7 million
- Number of terabytes: 137



PERFORMANCE METRICS / SERVICE LEVELS

- **Key Deliverables**
 - Continue to support corporate initiatives
 - Call Handling,
 - Call Quality
 - Web Redevelopment,
 - Election
 - Develop a communication plan to further improve employee engagement.
 - Develop work force management plan to support succession plan
 - Continue to provide IT support to many departmental initiatives



PERFORMANCE METRICS / SERVICE LEVELS

- Complete recruitment and hiring by end of February
- Recruiting Challenges
 - Union / Non union positions
 - Compensation issues
 - Attracting the employees with the skillset required
 - Structural Vacancies



2014 NET OPERATING BUDGET BY SECTION

Information Technology

	2013 Restated Budget	2013 Projected Actual	2014 Preliminary Budget	2014 Preliminary vs. 2013 Restated	
				\$	%
Technology & Security	422,100	421,290	427,960	5,860	1.4%
Equipment and Maintenance	5,000	3,200	5,000	0	0.0%
Business Applications	5,461,660	4,821,250	5,562,490	100,830	1.8%
IP Telephony	0	0	0	0	0.0%
IT - Admin	(2,120,150)	(2,395,010)	(2,128,560)	(8,410)	(0.4)%
Infrastructure & Operations	4,361,610	4,260,400	4,401,230	39,620	0.9%
Servers	0	0	0	0	0.0%
Third Party Costs ¹	0	0	0	0	0.0%
NET LEVY	8,130,220	7,111,140	8,268,120	137,900	1.7%



2014 GROSS - NET DIVISIONAL BUDGET

Information Technology

	2013 Restated Budget	2013 Projected Actual	2014 Preliminary Budget	2014 Preliminary vs. 2013 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	8,104,410	7,381,300	8,263,180	158,770	2.0%
<i>MATERIAL AND SUPPLY</i>	1,206,190	1,345,620	1,201,890	(4,300)	(0.4)%
<i>VEHICLE EXPENSES</i>	6,020	3,610	6,270	250	4.2%
<i>BUILDING AND GROUND</i>	142,980	137,220	147,710	4,730	3.3%
<i>CONTRACTUAL</i>	1,846,830	2,941,480	1,796,290	(50,540)	(2.7)%
<i>RESERVES / RECOVERIES</i>	(24,900)	(113,000)	14,300	39,200	157.4%
<i>COST ALLOCATIONS</i>	(2,919,040)	(3,157,230)	(2,945,890)	(26,850)	(0.9)%
<i>FINANCIAL</i>	21,000	11,610	21,000	0	0.0%
<i>CAPITAL FINANCING</i>	0	540	0	0	0.0%
<i>TOTAL EXPENDITURES</i>	8,383,490	8,551,150	8,504,750	121,260	1.4%
<i>FEES AND GENERAL</i>	(253,270)	(272,000)	(236,630)	16,640	6.6%
<i>RESERVES</i>	0	(1,168,010)	0	0	0.0%
<i>TOTAL REVENUES</i>	(253,270)	(1,440,010)	(236,630)	16,640	6.6%
<i>NET LEVY</i>	8,130,220	7,111,140	8,268,120	137,900	1.7%



2014 MAJOR COST DRIVERS

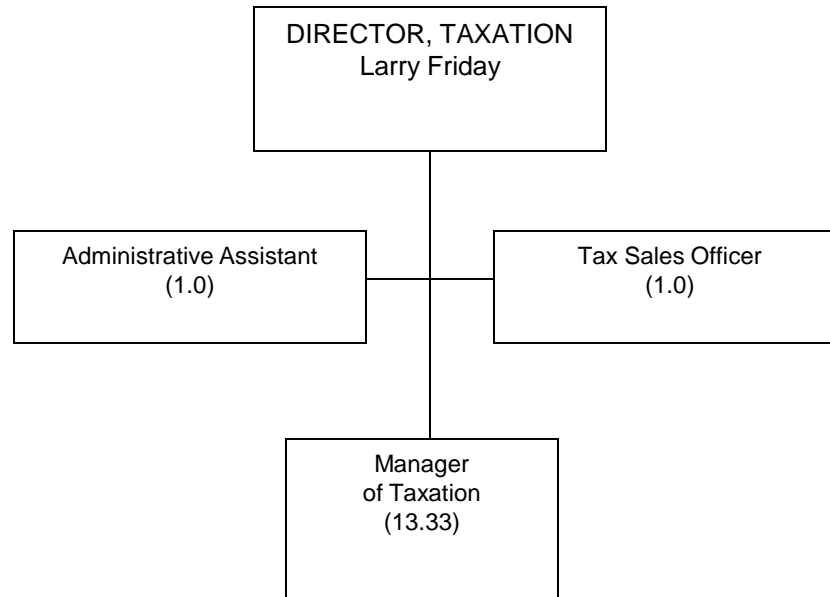
- Salaries, Wages, Benefits: \$158,770
- Telephone Commissions: \$16,730
(revenue decrease)
- Rent – Offsite Data Security: \$5,000



Taxation



OVERVIEW



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2013	2.00	14.33	16.33	7.17:1
2014	2.00	14.33	16.33	7.17:1
Change	0.00	0.00	0.00	

PERFORMANCE METRICS / SERVICE LEVELS

- Number of Tax Bills Issued: 169,452 (2X)
- Number of Tax Reminder Notices: 22,336 (May) 24,285 (October)
- Number of Three Years in Arrears Letters Issued: 1,446
- Number of Tax Liens Registered: 535, Rectified 473
- Number of calls in Tax Queue: 10,436, Answered 10,099 (97%)
- Average \$'s to maintain a tax account: \$14.25
(OMBI average = \$13.51)
- % of taxpayers paying via pre-authorized payment: 44%
(OMBI average = 39.2%)
- Average % of taxes outstanding to total levied: 4.8%
(OMBI average = 2.8%)
- Monitor and participate in up to 200 property appeals for Commercial, Industrial and Multi-residential



2014 NET OPERATING BUDGET BY SECTION

Taxation

	2013 Restated Budget	2013 Projected Actual	2014 Preliminary Budget	2014 Preliminary vs. 2013 Restated	
				\$	%
Tax Billing & Collection	442,360	448,290	489,140	46,780	10.6%
Taxation - Admin	246,190	171,200	220,910	(25,280)	(10.3)%
NET LEVY	688,550	619,490	710,050	21,500	3.1%

2014 GROSS - NET DIVISIONAL BUDGET

Taxation

	2013 Restated Budget	2013 Projected Actual	2014 Preliminary Budget	2014 Preliminary vs. 2013 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	1,474,120	1,470,640	1,486,800	12,680	0.9%
<i>MATERIAL AND SUPPLY</i>	314,700	337,330	356,870	42,170	13.4%
<i>BUILDING AND GROUND</i>	2,830	2,570	2,660	(170)	(6.0)%
<i>CONTRACTUAL</i>	42,500	52,150	57,500	15,000	35.3%
<i>RESERVES / RECOVERIES</i>	128,770	132,950	133,180	4,410	3.4%
<i>FINANCIAL</i>	80,000	80,000	60,000	(20,000)	(25.0)%
TOTAL EXPENDITURES	2,042,920	2,075,630	2,097,010	54,090	2.6%
<i>FEES AND GENERAL</i>	(1,214,370)	(1,309,550)	(1,244,160)	(29,790)	(2.5)%
<i>TAX AND RATES</i>	(140,000)	(146,600)	(142,800)	(2,800)	(2.0)%
TOTAL REVENUES	(1,354,370)	(1,456,150)	(1,386,960)	(32,590)	(2.4)%
NET LEVY	688,550	619,490	710,050	21,500	3.1%



2014 MAJOR COST DRIVERS

- Postage / Postage Chargebacks \$40,370
- Salaries, Wages, Gov't / Other Benefits \$17,830

