

APPENDIX 1

DEPARTMENT/DIVISION OVERVIEWS

CORPORATE SERVICES



Corporate Services

2010 Budget

OVERVIEW

Purpose / Function

- To provide for the efficient delivery of administrative services by supporting Council and Operating Departments in the delivery of customer-focused City services. To advise Council on financial management strategies in order to assist Council in meeting its' goals while maintaining the City's credit worthiness.

Divisions

- General Manager Financial Planning & Policy
- Legal Services Treasury includes Financial Services, Taxation & Risk Management
- City Clerk Information Services
- Customer Service, Access & Equity

2009 NET BUDGET	\$25,217,655
2010 NET REQUESTED BUDGET	\$25,533,716
2010 NET CHANGE	\$316,061
2010 FTE	344.65



OVERVIEW

Major CHALLENGES the Department is facing, today...

- Financial Sustainability and need to grow the economy and non-residential tax base
- 2010 Budget challenges and pressures
 - Initial 6.2% projected tax increase vs. 2% or less guideline
- Tax Arrears and Revenue pressures eg. POA, Supplementary Assessment
- Lack of IT resources and investments
- Web site problems: governance, search engine, managing info, more business transactions, etc.
- Increasing Customer Service expectations, AODA Legislation & Regulatory compliance
- Proactive Risk Management and reducing legal exposures and law suits
- Maintaining a balance between effective, streamlined Purchasing and transparency / fairness
- The 2010 Election
- Demands to continually reduce costs
- Infrastructure financing and impacts on future debt and reserves

Corporate Services

2010 Budget

OVERVIEW

Strategic Plan – 2010 Initiatives/Objectives

- Continue to maintain 90% rate responding to MFIPPA requests within 30 days
- Implementation of Electronic Document Records Management System Pilot Project (EDRMS)
- Planning and Implementation of 2010 Municipal Election
- Implementation of HST Legislation & Implications
- Implementation of Payment Card Industry (PCI) Compliance requirements for Credit Card Security
- Completion of various Re-organizations (F&A, Taxation, Risk Management Services)
- Purchasing Program Review
- Pan Am Games (stadium and Velodrome Business Case and Financing Plan)
- Tangible Capital Assets System Development
- Preparing Financial Sustainability Plan
- Continuing to lobby the Province for fair funding and uploading the cost of social services
- Building an Information Services Strategy
- Institute dynamic pension policy
- Develop 2010 Departmental Business and Work plans

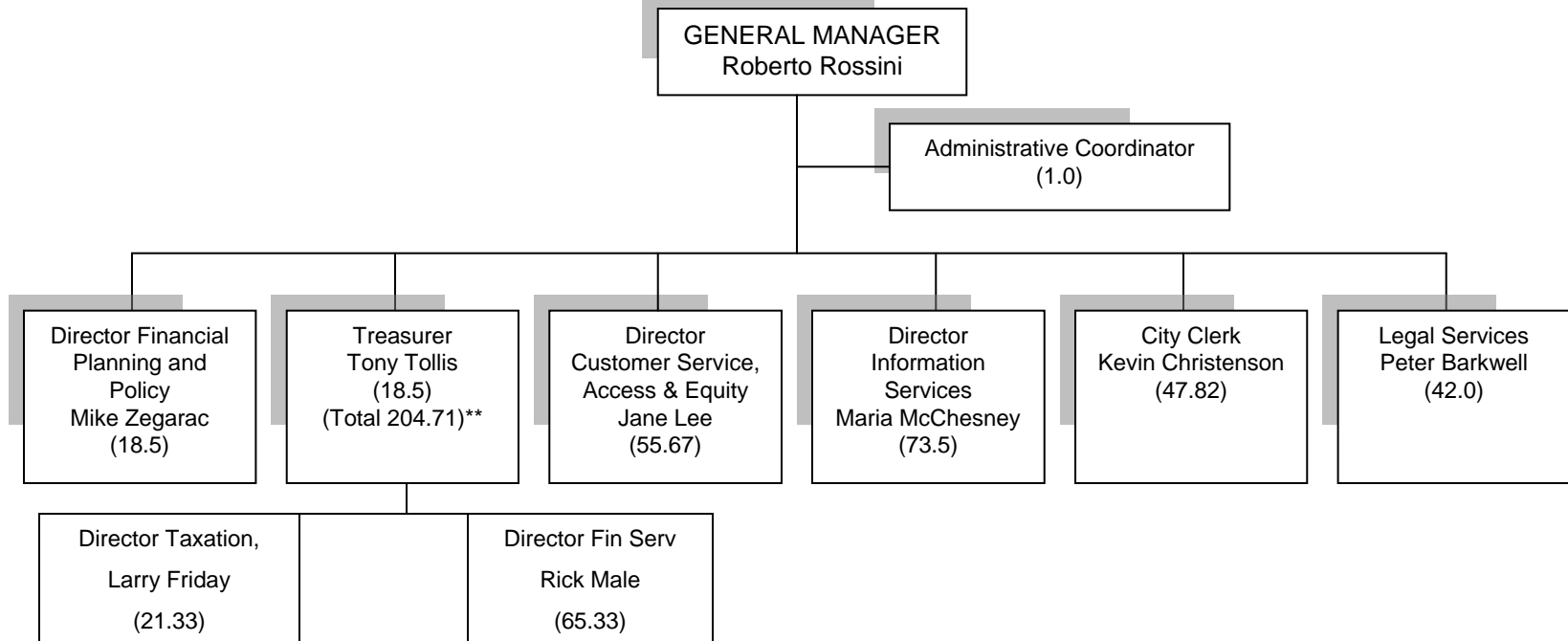
Strategic Plan - 2010 Initiatives/Objectives

- Implementing the Customer Service AODA Regulation
- To provide legal support to OMB Appeals of Rural and Urban Official Plans, Pan Am Games, LRT Project, Infrastructure Stimulus Funding Projects and On-going civil litigation
- Review, Revise and Develop Financial Policies and Procedures (F2-DER 2.2)
- Maintain City Credit Rating (F2-DER 2.2)
- Initiate Development of Multi-Year Budgeting and Business Planning (F2)
- Performance Management “Dashboard” Pilot Project (F2)
- Area Rating Public Consultation (F2)
- Manage Development Charge Appeals (F2)
- Deliver 2010 and 2011 Levy Rate Supported Budgets (F2)
- Report to Council 2009/2010 Development Activity and Complete Phase in of DC By-Law (F2)
- Build Disaster Recovery Facility
- Implementation of Citizen Service Centre in City Hall
- 2010 AODA Accessibility Plan
- \$50 million debt issue

Corporate Services

2010 Budget

OVERVIEW



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2009	31.0	319.11	350.11	10.29
2010	30.0	314.65	344.65	10.49
Change	(1.0)	(4.46)	(5.46)	(0.20)
F&A Complement (Budget in OP dept)	3.0	96.55	99.55	32.18

** Includes 96.55 fte F&A staff whose budgets are included within operating departments

CITY OF HAMILTON 2010 TAX OPERATING BUDGET By Program

Corporate Services

	2009	2009	2010	2010	2010	2010 Requested /	
	Budget	Projected Actual	Base Budget	Savings Options	Requested Budget	2009 Restated \$	%
City Clerk	1,975,097	1,983,300	2,124,604	(270,200)	1,854,404	(120,693)	(6.1)%
Corporate Services - Administration	320,019	393,829	323,992	0	323,992	3,973	1.2%
Customer Service	4,047,497	3,803,563	4,173,189	(170,300)	4,002,889	(44,608)	(1.1)%
Financial Planning & Policy	650,392	625,392	675,867	0	675,867	25,475	3.9%
Information Services	9,515,000	9,335,279	9,715,763	0	9,715,763	200,763	2.1%
Legal	2,087,582	2,087,582	2,181,878	0	2,181,878	94,296	4.5%
Treasury Services							
> <i>Financial Services</i>	4,984,635	4,774,201	5,073,607	0	5,073,607	88,972	1.8%
> <i>Taxation</i>	1,004,044	995,444	1,022,299	0	1,022,299	18,255	1.8%
> <i>Other</i>	<u>633,389</u>	<u>2,466,007</u>	<u>683,016</u>	<u>0</u>	<u>683,016</u>	<u>49,627</u>	<u>7.8%</u>
Total	6,622,068	8,235,652	6,778,922	0	6,778,922	156,854	2.4%
NET LEVY	25,217,655	26,464,596	25,974,216	(440,500)	25,533,716	316,061	1.3%

CITY OF HAMILTON
2010 TAX OPERATING BUDGET
By Cost Category

Corporate Services

	2009 Budget	2009 Projected Actual	2010 Base Budget	2010 Savings Options	2010 Requested Budget	2010 Requested / 2009 Budget	
						\$	%
EMPLOYEE RELATED COST	29,726,251	29,100,993	30,656,187	(375,607)	30,280,580	554,329	1.9%
MATERIAL AND SUPPLY	2,319,362	2,353,498	2,324,352	(44,173)	2,280,179	(39,183)	(1.7)%
BUILDING AND GROUND	1,024,640	1,013,140	1,100,500	(16,000)	1,084,500	59,860	5.8%
CONSULTING	144,470	129,180	139,470	0	139,470	(5,000)	(3.5)%
CONTRACTUAL	2,771,688	2,839,032	2,621,698	(5,720)	2,615,978	(155,710)	(5.6)%
RESERVES / RECOVERIES	3,847,640	3,790,860	3,982,695	0	3,982,695	135,055	3.5%
COST ALLOCATIONS	(16,653,030)	(16,700,496)	(17,285,202)	0	(17,285,202)	(632,172)	(3.8)%
FINANCIAL	11,449,870	13,462,262	11,635,782	1,000	11,636,782	186,912	1.6%
TOTAL EXPENDITURES	34,630,891	35,988,469	35,175,482	(440,500)	34,734,982	104,091	0.3%
FEES AND GENERAL	(6,035,457)	(6,202,482)	(6,129,711)	0	(6,129,711)	(94,254)	(1.6)%
TAX AND RATES	(105,000)	(125,000)	(107,100)	0	(107,100)	(2,100)	(2.0)%
RESERVES	(3,272,779)	(3,196,391)	(2,964,455)	0	(2,964,455)	308,324	9.4%
TOTAL REVENUES	(9,413,236)	(9,523,873)	(9,201,266)	0	(9,201,266)	211,970	2.3%
NET LEVY	25,217,655	26,464,596	25,974,216	(440,500)	25,533,716	316,061	1.3%

CITY OF HAMILTON 2010 TAX OPERATING BUDGET By Program

Corporate Services - Administration
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	2009 Budget	2009 Projected Actual	2010 Base Budget	2010 Savings Options	2010 Requested Budget	2010 Requested / 2009 Restated	
						\$	%
General Manager	320,019	393,829	323,992	0	323,992	3,973	1.2%
NET LEVY	320,019	393,829	323,992	0	323,992	3,973	1.2%

CITY OF HAMILTON
2010 TAX OPERATING BUDGET
By Cost Category

Corporate Services - Administration

	2009	2009	2010	2010	2010	2010 Requested /	
	Budget	Projected Actual	Base Budget	Savings Options	Requested Budget	\$	%
EMPLOYEE RELATED COST	321,209	381,422	326,102	0	326,102	4,893	1.5%
MATERIAL AND SUPPLY	7,730	7,730	7,730	0	7,730	0	0.0%
CONTRACTUAL	5,890	19,487	5,890	0	5,890	0	0.0%
COST ALLOCATIONS	(18,520)	(18,520)	(19,440)	0	(19,440)	(920)	(5.0)%
FINANCIAL	3,710	3,710	3,710	0	3,710	0	0.0%
TOTAL EXPENDITURES	320,019	393,829	323,992	0	323,992	3,973	1.2%
TOTAL REVENUES	0	0	0	0	0	0	0.0%
NET LEVY	320,019	393,829	323,992	0	323,992	3,973	1.2%

Corporate Services

2010 Budget

CITY CLERK'S

Purpose / Function

- To provide efficient and timely support and regulatory programs to Council, citizens, staff and external groups in order to ensure compliance with legislative requirements and procedures.

Services Provided

Information Management and Records

Vital Statistics

Legislative Services

Print Shop / Mail Room

Provincial Offences Court Admin

Freedom of Information

Elections

2009 NET BUDGET	\$1,975,097
2010 NET REQUESTED BUDGET	\$1,854,404
2010 NET CHANGE	(\$120,693)
2010 FTE	47.82

Corporate Services

2010 Budget

CITY CLERK'S

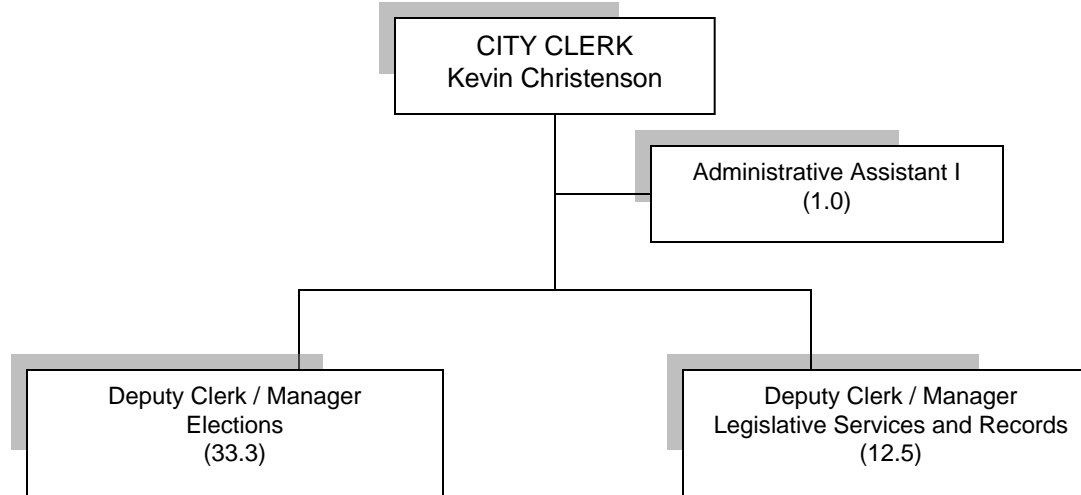
2009 Accomplishments

- Maintained 90% plus response rate on responding to MFIPPA requests within 30 days
- Developed document formatter for new report design. Provided Corporate wide training to all report writers (complete by end of Nov.)
- Updated Procedural By-law incorporating amendments to legislation and parliamentary practice
- Developed agreement with external historical society for Records archiving
- Supported Accountability and Transparency Committee
- Supported Governance Committee

Corporate Services

2010 Budget

CITY CLERK'S



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2009	3.0	47.82	50.82	15.94
2010	2.0	45.82	47.82	22.91
Change	(1.0)	(2.0)	(3.0)	(6.97)

CITY OF HAMILTON 2010 TAX OPERATING BUDGET By Program

City Clerk

	2009	2009	2010	2010	2010	2010 Requested /	
	Budget	Projected Actual	Base Budget	Savings Options	Requested Budget	2009 Restated \$	%
City Clerk - Admin	695,792	705,792	708,515	(270,200)	438,315	(257,477)	(37.0)%
Counter Services	(107,376)	(107,376)	(104,266)	0	(104,266)	3,110	2.9%
Elections	247,170	247,170	246,720	0	246,720	(450)	(0.2)%
FOI	189,721	189,721	193,579	0	193,579	3,858	2.0%
Legislative Support	531,902	541,902	548,517	0	548,517	16,615	3.1%
POA	0	0	0	0	0	0	100.0%
Print & Mail	101,065	89,268	201,889	0	201,889	100,824	99.8%
Records	316,823	316,823	329,650	0	329,650	12,827	4.0%
NET LEVY	1,975,097	1,983,300	2,124,604	(270,200)	1,854,404	(120,693)	(6.1)%

CITY OF HAMILTON
2010 TAX OPERATING BUDGET
By Cost Category

City Clerk

	2009	2009	2010	2010	2010	2010 Requested /	
	Budget	Projected Actual	Base Budget	Savings Options	Requested Budget	2009 Budget \$	%
EMPLOYEE RELATED COST	3,646,457	3,645,660	3,729,465	(240,000)	3,489,465	(156,992)	(4.3)%
MATERIAL AND SUPPLY	865,047	865,047	865,047	(30,200)	834,847	(30,200)	(3.5)%
BUILDING AND GROUND	141,260	141,260	141,260	0	141,260	0	0.0%
CONTRACTUAL	418,070	423,070	418,070	0	418,070	0	0.0%
RESERVES / RECOVERIES	251,000	251,000	251,000	0	251,000	0	0.0%
COST ALLOCATIONS	(308,000)	(304,000)	(236,060)	0	(236,060)	71,940	23.4%
FINANCIAL	501,930	501,930	501,930	0	501,930	0	0.0%
TOTAL EXPENDITURES	5,515,764	5,523,967	5,670,712	(270,200)	5,400,512	(115,252)	(2.1)%
FEES AND GENERAL	(3,498,957)	(3,498,957)	(3,504,398)	0	(3,504,398)	(5,441)	(0.2)%
RESERVES	(41,710)	(41,710)	(41,710)	0	(41,710)	0	0.0%
TOTAL REVENUES	(3,540,667)	(3,540,667)	(3,546,108)	0	(3,546,108)	(5,441)	(0.2)%
NET LEVY	1,975,097	1,983,300	2,124,604	(270,200)	1,854,404	(120,693)	(6.1)%

Corporate Services

2010 Budget

CUSTOMER SERVICE, ACCESS & EQUITY

Purpose / Function

- For the benefit of all residents, the Customer Service, Access & Equity Division, provides integrated customer service initiatives through voice, e-mail and in-person service delivery at the Customer Contact Centre and the Municipal Service Centres. The Access & Equity Office develops and implements internal and external initiatives that forge relationships and partnerships to identify needs, barriers and strategies, in order to ensure inclusive access to City services, programs and opportunities, with an emphasis on anti-racism and disabled persons requirements.

Services Provided

- Administration
- Customer Contact Centre
- Access & Equity
- Municipal Service Centres

2009 NET BUDGET	\$4,047,497
2010 NET REQUESTED BUDGET	\$4,002,889
2010 NET CHANGE	\$(44,608)
2010 FTE	55.67

Corporate Services

2010 Budget

CUSTOMER SERVICE, ACCESS & EQUITY

2009 Accomplishments

- POA Ticket payments implemented at MSC's
- Hansen Dynamic Portal launched for Waste Division Service Requests
- Entered into a partnership with Service Ontario to hold OHIP Clinics at Glanbrook MSC
- Confirmed Service Canada partnership to provide service at Dundas and Flamborough MSC, with possible rollout to Ancaster
- Implemented new MSC Statistic recording system
- Completed Senior Advisory New Horizon project re: Seniors and Youth traffic and pedestrian safety
- Continued operational planning for City Hall Customer Service Counter
- Investigated options and prepared draft statement of work for Workforce and Quality Management.
- Completed implementation of After Hour's Knowledge and Information Management System.
- Developed call types and answered calls for new programs including H1N1 (Public Health), Graffiti, Protective Plumbing Program

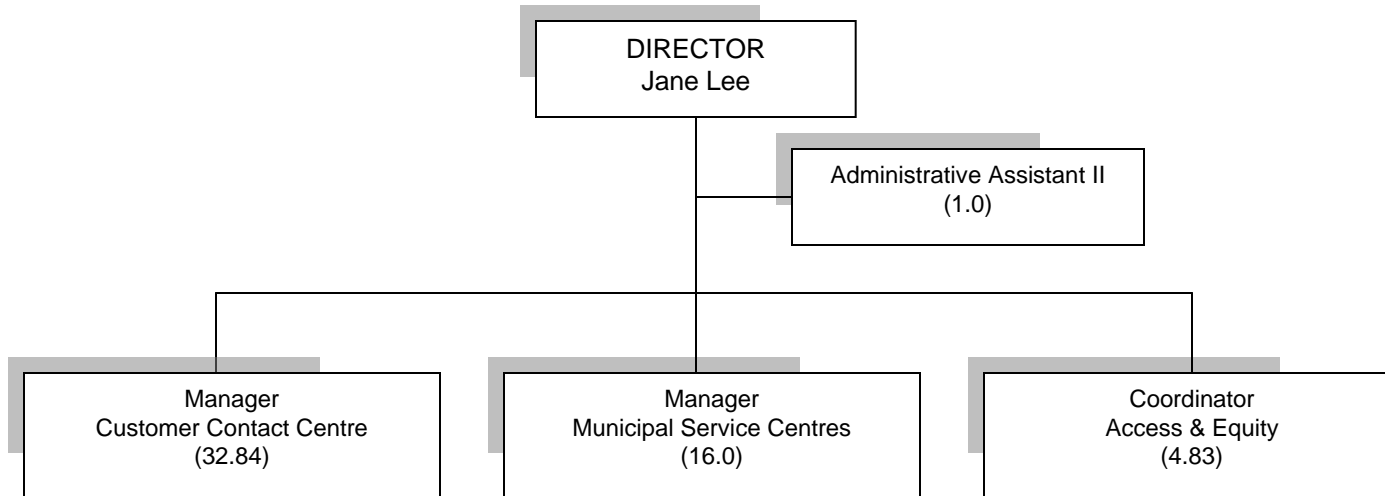
2009 Accomplishments

- Completed public consultation for implementation of AODA Customer Service Standard
- Completed public consultation and internal consultation for development of Corporate Equity Inclusion policy
- Developed policies and procedures for implementation of AODA Customer Service Standard
- Completed 2009 Accessibility Plan
- Commenced process for Call Handling Efficiency Review
- Developed feedback & tracking mechanism for accessibility feedback for AODA Customer Service Standard
- Hosted Accessibility Resource Fair for public sector agencies in Hamilton

Corporate Services

2010 Budget

CUSTOMER SERVICE, ACCESS & EQUITY



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2009	4.0	54.13	58.13	13.53
2010	4.0	51.67	55.67	12.92
Change	0	(2.46)	(2.46)	(.61)

CITY OF HAMILTON
2010 TAX OPERATING BUDGET
By Program

Customer Service

	2009	2009	2010	2010	2010	2010 Requested /	
	Budget	Projected Actual	Base Budget	Savings Options	Requested Budget	\$	%
Access & Equity	479,669	359,669	478,454	(5,000)	473,454	(6,215)	(1.3)%
Customer Contact Centre	2,180,621	2,076,687	2,267,360	(44,420)	2,222,940	42,319	1.9%
Customer Service - Administration	272,457	272,457	288,948	(3,000)	285,948	13,491	5.0%
Municipal Service Centre	1,114,750	1,094,750	1,138,427	(117,880)	1,020,547	(94,203)	(8.5)%
NET LEVY	4,047,497	3,803,563	4,173,189	(170,300)	4,002,889	(44,608)	(1.1)%

CITY OF HAMILTON
2010 TAX OPERATING BUDGET
By Cost Category

Customer Service

	2009	2009	2010	2010	2010	2010 Requested /	
	Budget	Projected Actual	Base Budget	Savings Options	Requested Budget	\$	%
EMPLOYEE RELATED COST	3,847,429	3,635,495	3,977,401	(135,607)	3,841,794	(5,635)	(0.1)%
MATERIAL AND SUPPLY	66,470	66,470	66,470	(13,973)	52,497	(13,973)	(21.0)%
BUILDING AND GROUND	52,740	40,740	52,740	(16,000)	36,740	(16,000)	(30.3)%
CONSULTING	89,510	69,510	89,510	0	89,510	0	0.0%
CONTRACTUAL	50,028	50,028	50,028	(5,720)	44,308	(5,720)	(11.4)%
COST ALLOCATIONS	(59,330)	(59,330)	(63,610)	0	(63,610)	(4,280)	(7.2)%
FINANCIAL	650	650	650	1,000	1,650	1,000	153.8%
TOTAL EXPENDITURES	4,047,497	3,803,563	4,173,189	(170,300)	4,002,889	(44,608)	(1.1)%
TOTAL REVENUES	0	0	0	0	0	0	0.0%
NET LEVY	4,047,497	3,803,563	4,173,189	(170,300)	4,002,889	(44,608)	(1.1)%

Corporate Services

2010 Budget

FINANCIAL PLANNING & POLICY

Purpose / Function

- To provide sound financial planning in the areas of Operating and Capital Budgets, Tax and Fiscal Policy, and Investments, as well as, providing accurate and timely financial information to Senior Management Team and Council.

Services Provided

Capital Budget

Current (Operating) Budget

Investments

Policy & Projects

2009 NET BUDGET	\$650,392
2010 NET REQUESTED BUDGET	\$675,867
2010 NET CHANGE	\$25,475
2010 FTE	18.5

FINANCIAL PLANNING & POLICY

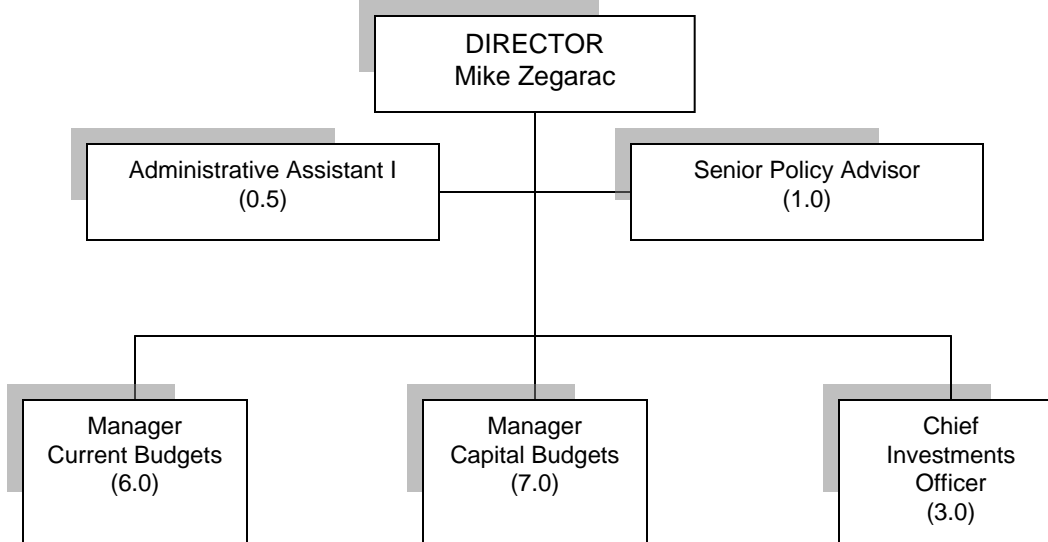
2009 Accomplishments

- Review /revise & develop Financial Policies and Procedures F2-DER 2.1
- Maintain City Credit Rating F2-DER 2.2
- Chargeback Review/Recovery Review and Recommendations F2-DER 2.1
- New Development Charges By-Law F2-DER 2.4
- 2009 Tax-Supported and Rate-Supported Budgets F2-DER 2.1
- 2009 Reassessment
- Area Rating Review
- Review of taxation of multi-Residential property class
- COIP Grant reconciliations F2-DER 2.6
- Coordinate Stimulus Grants (ISF, RinC and Rec) F2-DER 2.6
- Hwy 5 & 6 Cost Sharing Agreement reached

Corporate Services

2010 Budget

FINANCIAL PLANNING & POLICY



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2009	4	14.5	18.5	3.6
2010	4	14.5	18.5	3.6
Change	0	0	0	0

CITY OF HAMILTON 2010 TAX OPERATING BUDGET By Program

Financial Planning & Policy
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	2009 Budget	2009 Projected Actual	2010 Base Budget	2010 Savings Options	2010 Requested Budget	2010 Requested / 2009 Restated	
						\$	%
Administration	149,044	306,995	209,324	0	209,324	60,280	40.4%
Capital Budget	0	0	0	0	0	0	0.0%
Current Budget	501,348	318,397	466,543	0	466,543	(34,805)	(6.9)%
Investments	0	0	0	0	0	0	0.0%
NET LEVY	650,392	625,392	675,867	0	675,867	25,475	3.9%

CITY OF HAMILTON
2010 TAX OPERATING BUDGET
By Cost Category

Financial Planning & Policy

	2009	2009	2010	2010	2010	2010 Requested /	
	Budget	Projected Actual	Base Budget	Savings Options	Requested Budget	2009 Budget \$	%
EMPLOYEE RELATED COST	1,817,625	1,792,625	1,890,866	0	1,890,866	73,241	4.0%
MATERIAL AND SUPPLY	19,500	19,500	19,500	0	19,500	0	0.0%
CONSULTING	25,000	25,000	20,000	0	20,000	(5,000)	(20.0)%
CONTRACTUAL	56,960	56,960	56,960	0	56,960	0	0.0%
COST ALLOCATIONS	64,110	64,110	18,528	0	18,528	(45,582)	(71.1)%
FINANCIAL	417,670	567,670	422,670	0	422,670	5,000	1.2%
TOTAL EXPENDITURES	2,400,865	2,525,865	2,428,524	0	2,428,524	27,659	1.2%
FEES AND GENERAL	(1,099,680)	(1,249,680)	(1,085,473)	0	(1,085,473)	14,207	1.3%
RESERVES	(650,793)	(650,793)	(667,184)	0	(667,184)	(16,391)	(2.5)%
TOTAL REVENUES	(1,750,473)	(1,900,473)	(1,752,657)	0	(1,752,657)	(2,184)	(0.1)%
NET LEVY	650,392	625,392	675,867	0	675,867	25,475	3.9%

Corporate Services

2010 Budget

INFORMATION SERVICES

Purpose / Function

- To take a leadership role in delivering comprehensive IT services, to meet the City's vision and corporate goals in an efficient and cost-effective way, for the benefit of the City organization and the community.

Services Provided

- Desktop Hardware and Software Support
- Voice and Data Network Communications
- Corporate and Departmental Business System Support
- Web-Based Applications and Services
- Geographical Information Systems (G.I.S)
- IT Consulting – Business Process Reengineering support
- Data Management Services
- Project Management Services
- IT Strategic Planning

2009 NET BUDGET	\$9,515,000
2010 NET REQUESTED BUDGET	\$9,715,763
2010 NET CHANGE	\$200,763
2010 FTE	73.5

Corporate Services

2010 Budget

INFORMATION SERVICES

2009 Accomplishments

- Established a governance model that ensures IT resources are allocated to support the strategic direction established by the Senior Management team and Council.
- Implemented the Peoplesoft Position Management module.
- Tested and implemented all changes required to support the HPL technical separation of their website.
- Developed and implemented the infrastructure required to support a number of Transit initiatives, including electronic fare boxes, Transit radios, and AVL for a fleet of 190 vehicles.
- Delivered all application and infrastructure required to support the H1N1 Clinics.
- Implemented several security improvements such as a new spam filter for email and new web application firewall.
- Developed the Disaster Recovery plan, selected the site location for our DRP and started planning for the building of the second data center.
- Several upgrades were completed for the network, including the wireless implementation at the lodges and increasing the internet bandwidth.

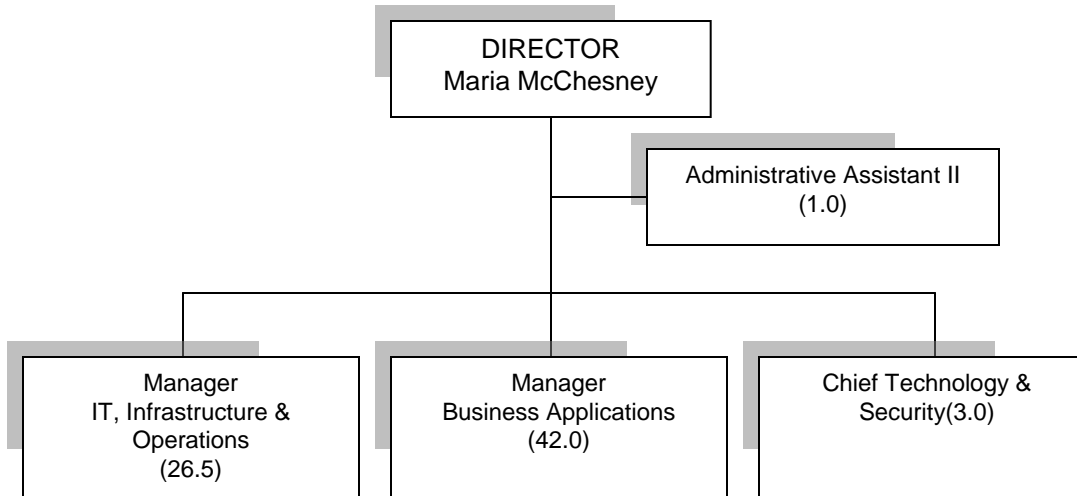
2009 Accomplishments

- Implemented Automated Vehicle Locator system for Parking and By-law and began the implementation in Public Works.
- Negotiated an Enterprise Wide site license agreement for GIS software and services.
- Upgraded the VOIP system with enhanced redundancy and features.
- Implemented a web-based, online system as a knowledge resource center for the contact center.
- Developed the infrastructure designs for the new City Hall.
- Participated in the design for the revised Scada system for Public Works.
- Complete the assessment for the data center server virtualization. The initial phase of virtualization in the data center was completed.
- Continued to extend the network to other city sites for e.g. HPL Turner Park location.
- Converted the phone system at DARTS to VOIP improving services to the public and resulting in budget savings.

Corporate Services

2010 Budget

INFORMATION SERVICES



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2009	4.0	69.5	73.5	17.37
2010	4.0	69.5	73.5	17.37
Change	0	0	0	0

CITY OF HAMILTON 2010 TAX OPERATING BUDGET By Program

Information Services

	2009	2009	2010	2010	2010	2010 Requested /	
	Budget	Projected Actual	Base Budget	Savings Options	Requested Budget	2009 Restated \$	%
Canon Printers	0	0	0	0	0	0	0.0%
Centres of Expertise	409,525	2,384,104	341,232	0	341,232	(68,293)	(16.7)%
Corporate Applications	0	0	0	0	0	0	0.0%
Equipment and Maintenance	5,000	5,000	5,000	0	5,000	0	0.0%
GIS	3,703,662	2,726,011	3,958,680	0	3,958,680	255,018	6.9%
IP Telephony	0	0	0	0	0	0	100.0%
IS - Admin	1,245,684	1,258,084	1,242,820	0	1,242,820	(2,864)	(0.2)%
Network and Client Support Services	4,151,130	2,962,080	4,168,031	0	4,168,031	16,902	0.4%
Servers	0	0	0	0	0	0	0.0%
Third Party Costs'	0	0	0	0	0	0	0.0%
NET LEVY	9,515,000	9,335,279	9,715,763	0	9,715,763	200,763	2.1%

CITY OF HAMILTON
2010 TAX OPERATING BUDGET
By Cost Category

Information Services

	2009 Budget	2009 Projected Actual	2010 Base Budget	2010 Savings Options	2010 Requested Budget	2010 Requested / 2009 Budget	
						\$	%
EMPLOYEE RELATED COST	7,140,920	6,912,729	7,389,053	0	7,389,053	248,133	3.5%
MATERIAL AND SUPPLY	904,860	904,860	904,860	0	904,860	0	0.0%
BUILDING AND GROUND	819,480	819,480	895,340	0	895,340	75,860	9.3%
CONTRACTUAL	1,979,040	2,095,040	1,832,720	0	1,832,720	(146,320)	(7.4)%
RESERVES / RECOVERIES	3,596,640	3,539,860	3,788,440	0	3,788,440	191,800	5.3%
COST ALLOCATIONS	(4,784,550)	(4,795,300)	(4,871,890)	0	(4,871,890)	(87,340)	(1.8)%
FINANCIAL	19,500	19,500	19,500	0	19,500	0	0.0%
TOTAL EXPENDITURES	9,675,890	9,496,169	9,958,023	0	9,958,023	282,133	2.9%
FEES AND GENERAL	(160,890)	(160,890)	(242,260)	0	(242,260)	(81,370)	(50.6)%
TOTAL REVENUES	(160,890)	(160,890)	(242,260)	0	(242,260)	(81,370)	(50.6)%
NET LEVY	9,515,000	9,335,279	9,715,763	0	9,715,763	200,763	2.1%

Corporate Services

2010 Budget

LEGAL SERVICES

Purpose / Function

To protect and promote the interests, vision and goals of the City by providing innovative, timely and cost-effective legal services to the highest professional standards.

Services Provided

- Commercial/Development/Policy Section
- Dispute Resolution Section
- Prosecution of Provincial Offences for Ontario, as well as, for City

2009 NET BUDGET	\$2,087,582
2010 NET REQUESTED BUDGET	\$2,181,878
2010 NET CHANGE	\$94,296
2010 FTE	42.0

Corporate Services

2010 Budget

LEGAL SERVICES

2009 Accomplishments

- Working with Accountability and Transparency Subcommittee on Code of Conduct for Members of Council and Integrity Commissioner
- Working with Human Resources on the Employee Code of Conduct and the Whistleblower by-law
- Work on Development Charges by-laws
- Advice and support to major City strategic initiatives - West Hamilton Innovation Park/Pan Am Games/LRT Project/Waterfront Development Corporation
- Updated construction procurement and contract documents/procedures/for ISF projects
- Supporting the increased number of licensing, building, fire and traffic charges being filed and prosecuted, including larger fines and penalties where cases allowed this
- Training sessions for police officers, and municipal staff in fire, building, municipal law enforcement and water/waste water (now Water/Wastewater and Sustainable Infrastructure) for POA matters
- Helping develop flood claim program arising out of the July storm

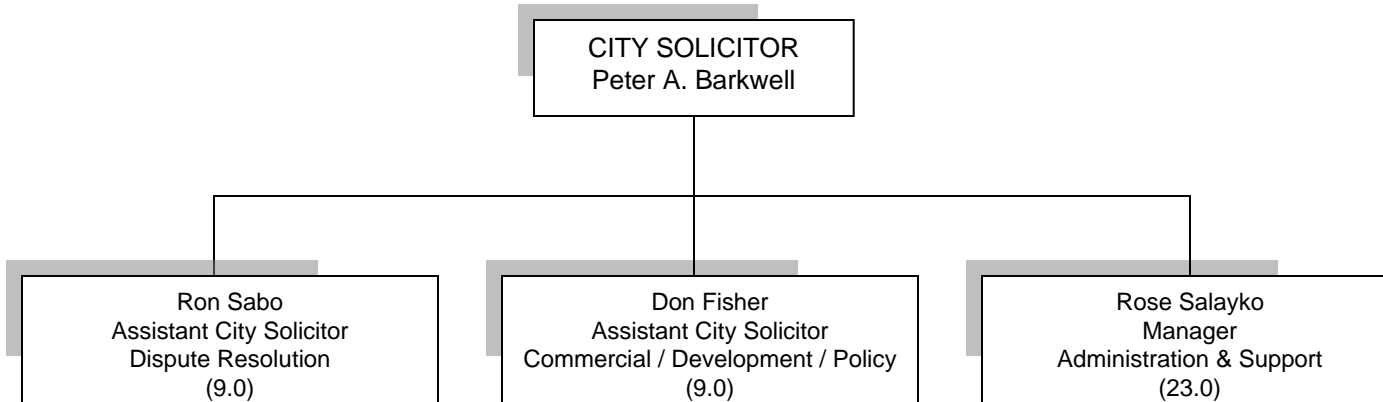
2009 Accomplishments

- Two trial victories in Superior Court defending the City against claims
- Cross-training of support staff in the areas of OMB, Contracts and Purchasing to increase service delivery effectiveness
- Work on Hess Village Multi-Disciplinary Team response to regulation of patios in Hess village

Corporate Services

2010 Budget

LEGAL SERVICES



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2009	4.0	38.0	42.0	9.5
2010	4.0	38.0	42.0	9.5
Change	0	0	0	0

CITY OF HAMILTON 2010 TAX OPERATING BUDGET By Program

Legal							
	2009 Budget	2009 Projected Actual	2010 Base Budget	2010 Savings Options	2010 Requested Budget	2010 Requested / 2009 Restated	
						\$	%
Inhouse-Outside Counsel - City	2,087,582	2,087,582	2,181,878	0	2,181,878	94,296	4.5%
NET LEVY	2,087,582	2,087,582	2,181,878	0	2,181,878	94,296	4.5%

CITY OF HAMILTON
2010 TAX OPERATING BUDGET
By Cost Category

Legal

	2009 Budget	2009 Projected Actual	2010 Base Budget	2010 Savings Options	2010 Requested Budget	2010 Requested / 2009 Budget	
						\$	%
EMPLOYEE RELATED COST	4,451,122	4,368,154	4,553,498	0	4,553,498	102,376	2.3%
MATERIAL AND SUPPLY	77,200	79,476	77,200	0	77,200	0	0.0%
BUILDING AND GROUND	420	920	420	0	420	0	0.0%
CONSULTING	0	4,710	0	0	0	0	0.0%
CONTRACTUAL	53,500	65,877	53,500	0	53,500	0	0.0%
COST ALLOCATIONS	(2,340,190)	(2,339,474)	(2,337,170)	0	(2,337,170)	3,020	0.1%
FINANCIAL	413,200	510,131	413,200	0	413,200	0	0.0%
TOTAL EXPENDITURES	2,655,252	2,689,794	2,760,648	0	2,760,648	105,396	4.0%
FEES AND GENERAL	(54,760)	(54,760)	(55,860)	0	(55,860)	(1,100)	(2.0)%
RESERVES	(512,910)	(547,452)	(522,910)	0	(522,910)	(10,000)	(1.9)%
TOTAL REVENUES	(567,670)	(602,212)	(578,770)	0	(578,770)	(11,100)	(2.0)%
NET LEVY	2,087,582	2,087,582	2,181,878	0	2,181,878	94,296	4.5%

Corporate Services

2010 Budget

TREASURY

Purpose / Function

- To provide sound financial policy, support services and monitoring in the areas of Financial Services (A/R, A/P, Payroll, Pensions, Accounting), Taxation and Risk Management, as well as, providing accurate and timely Financial and Administrative support services to assist the Operating Divisions/Management to effectively produce, monitor and control Operating and Capital Budgets.

Services Provided

Financial Services

Taxation

Finance and Administration

Risk Management

2009 NET BUDGET	\$6,622,068
2010 NET REQUESTED BUDGET	\$6,778,922
2010 NET CHANGE	\$156,854
2010 FTE	204.71

Corporate Services

2010 Budget

TREASURY

2009 Accomplishments

- Improvements to Avotus and Inventory database, and process
- Completion of Service Level Agreements for F&A
- AMCTO staff training – 2 courses
- Implementation of e-post as an option for receiving tax bills
- Implementation of new release of tax software
- Travel Policy Review completed
- Enhanced tracking and reporting capabilities from the Purchasing Point of Sale system for Construction Bid submission analysis
- Development and implementation of revised Flood Relief Program
- Timely and effective risk management response to flood/storm events

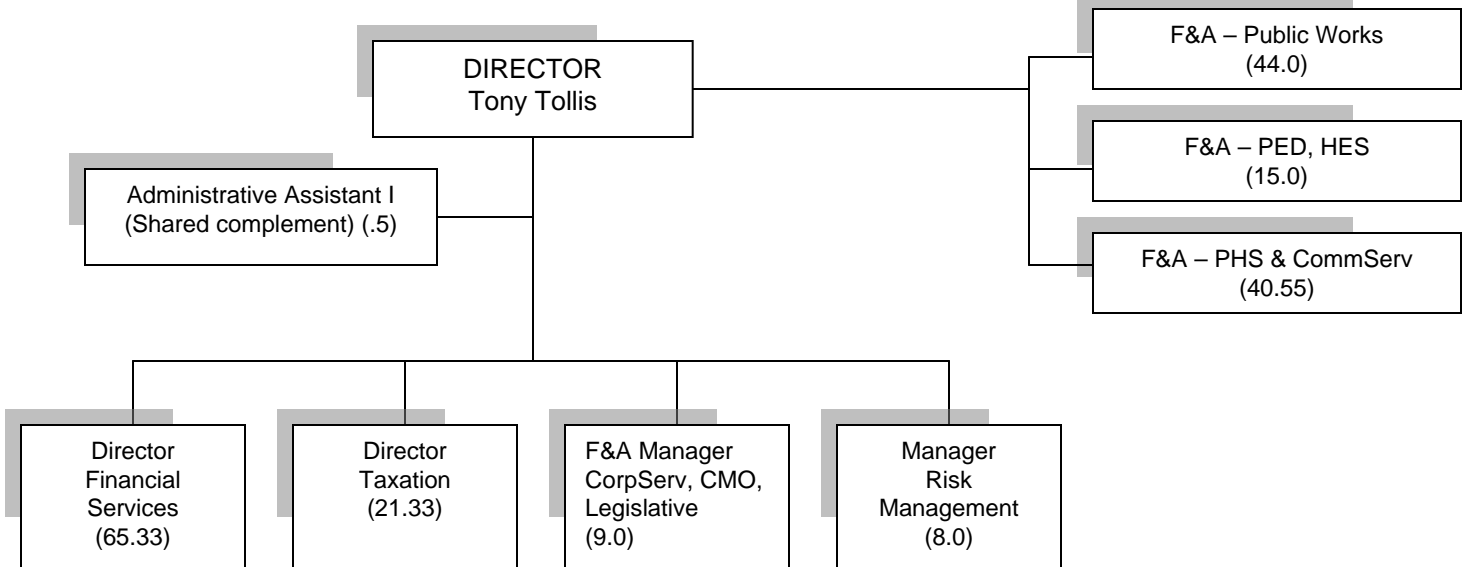
2009 Accomplishments

- Completed Phase II & III of the Tangible Capital Asset Project
- Finalization of HSR / OMERS Class Action Suit and associated implementation
 - Enhanced vendor relations through the use of scheduled presentations for the vendor community on changes to the City's procurement process and the City's Fleet Purchases
- HSR Write Off Policy Development
- Completed actuarial valuations of WSIB, Retirement Health, Dental and Sick Benefits, HSR and HMRF pension plans
- PCard Administration software transferred to web version

Corporate Services

2010 Budget

TREASURY



Complement (FTE)	Management	Distributed Management *	Other Staff	Distributed Staff *	Total	Staff to Mgt Ratio
2009	8.0	3.0	97.16	96.55	204.71	17.61
2010	8.0	3.0	97.16	96.55	204.71	17.61
Change	0.0	0.0	0.0	0.0	0.0	0.0

* Represents distributed staff whose budgets are in operating departments.

CITY OF HAMILTON 2010 TAX OPERATING BUDGET By Program

Treasury Services

	2009 Budget	2009 Projected Actual	2010 Base Budget	2010 Savings Options	2010 Requested Budget	2010 Requested / 2009 Restated	
						\$	%
Administration	291,242	343,442	292,866	0	292,866	1,624	0.6%
Finance & Administration	365,272	365,272	390,151	0	390,151	24,879	6.8%
Financial Services	4,984,635	4,774,201	5,073,607	0	5,073,607	88,972	1.8%
Risk Management	(23,125)	1,757,293	0	0	0	23,125	100.0%
Taxation	1,004,044	995,444	1,022,299	0	1,022,299	18,255	1.8%
NET LEVY	6,622,068	8,235,652	6,778,922	0	6,778,922	156,854	2.4%

CITY OF HAMILTON
2010 TAX OPERATING BUDGET
By Cost Category

Treasury Services

	2009 Budget	2009 Projected Actual	2010 Base Budget	2010 Savings Options	2010 Requested Budget	2010 Requested / 2009 Budget	
						\$	%
EMPLOYEE RELATED COST	8,501,489	8,364,909	8,789,802	0	8,789,802	288,313	3.4%
MATERIAL AND SUPPLY	378,555	410,415	383,545	0	383,545	4,990	1.3%
BUILDING AND GROUND	10,740	10,740	10,740	0	10,740	0	0.0%
CONSULTING	29,960	29,960	29,960	0	29,960	0	0.0%
CONTRACTUAL	208,200	128,570	204,530	0	204,530	(3,670)	(1.8)%
RESERVES / RECOVERIES	0	0	(56,745)	0	(56,745)	(56,745)	(100.0)%
COST ALLOCATIONS	(9,206,550)	(9,247,982)	(9,775,560)	0	(9,775,560)	(569,010)	(6.2)%
FINANCIAL	10,093,210	11,858,671	10,274,122	0	10,274,122	180,912	1.8%
TOTAL EXPENDITURES	10,015,604	11,555,283	9,860,394	0	9,860,394	(155,210)	(1.5)%
FEES AND GENERAL	(1,221,170)	(1,238,195)	(1,241,720)	0	(1,241,720)	(20,550)	(1.7)%
TAX AND RATES	(105,000)	(125,000)	(107,100)	0	(107,100)	(2,100)	(2.0)%
RESERVES	(2,067,366)	(1,956,436)	(1,732,651)	0	(1,732,651)	334,715	16.2%
TOTAL REVENUES	(3,393,536)	(3,319,631)	(3,081,471)	0	(3,081,471)	312,065	9.2%
NET LEVY	6,622,068	8,235,652	6,778,922	0	6,778,922	156,854	2.4%

APPENDIX 2
SAVINGS OPTIONS



City of Hamilton

		Recommended Savings Options		Budget Year: 2010	
Department	Corp Serv	Division	City Clerk		
Service	Deputy Clerk Retirement				
Current Service Level	Currently 2 Deputy Clerks performing the duties as required				
Proposed Service Level	1 Deputy Clerk with 1 New Support Staff person to support and perform the duties as required				
Potential Impact	Takes advantage of a recent retirement of 1 of the 2 Deputy Clerks				
Financial Analysis:					
Operating Budget Impact			Strategic Plan Linkage:		
Description	Annualized Amount	Pro Rata for 2010 @ 100%	-		
Employee Expenses	(120,200)	(120,200)			
Other Expenses	0	0			
Total Gross Expenditure	(120,200)	(120,200)			
Less: Revenues	0	0			
- 1%	0	0			
Annualized Net Impact	(120,200)	(120,200)			
FTE	-1.00	-1.00			
			Capital Budget Impact		
			Year 2010	Years 2011 & Beyond	Total
			0	0	0



City of Hamilton

	Recommended Savings Options			Budget Year: 2010		
Department	Corp Serv		Division	City Clerk		
Service	Re - Org					
Current Service Level	Currently Under Development					
Proposed Service Level	Currently Under Development					
Potential Impact	Our intention is to take advantage of retirement opportunities to reduce cost while minimizing the impact on service					
Financial Analysis:						
Operating Budget Impact			Strategic Plan Linkage:			
Description	Annualized Amount	Pro Rata for 2010 @ 100%	-			
Employee Expenses	(150,000)	(150,000)				
Other Expenses	0	0				
Total Gross Expenditure	(150,000)	(150,000)				
Less: Revenues	0	0				
- 1%	0	0				
Annualized Net Impact	(150,000)	(150,000)				
FTE	-2.00	-2.00				
			Capital Budget Impact			
			Year 2010	Years 2011 & Beyond	Total	
			0	0	0	



City of Hamilton

		Recommended Savings Options		Budget Year: 2010	
Department	Corp Serv		Division	Customer Service	
Service	Various Efficiencies at Customer Contact Centre				
Current Service Level	Current Grade of Service (GOS) is 70% of all calls answered in the first 30 seconds. Target abandon rate is 7% or less of all calls coming in.				
Proposed Service Level	Reduced part time hours at Customer Contact Centre, due to shift changes; reductions in travel, training, operating supplies, advertising & promotion, etc.				
Potential Impact	No service level changes proposed				
Financial Analysis:					
Operating Budget Impact			Strategic Plan Linkage:		
Description	Annualized Amount	Pro Rata for 2010 @ 100%	2.1: Financial Sustainability		
Employee Expenses	(17,300)	(17,300)	Tax increase/hold at or below rate of inflation, net of downloading, program changes and service level enhancements		
Other Expenses	(38,000)	(38,000)			
Total Gross Expenditure	(55,300)	(55,300)			
Less: Revenues	0	0			
- 1%	0	0	Capital Budget Impact		
Annualized Net Impact	(55,300)	(55,300)			
FTE	-0.46	-0.46	0	0	0



City of Hamilton

	Recommended Savings Options			Budget Year: 2010											
Department	Corp Serv		Division	Customer Service											
Service	Counter Re-org at Municipal Service Centres														
Current Service Level	Citizen services currently offered at 5 Municipal Service Centres; 5 days per week. For the most part three staff man each counter at all service centres														
Proposed Service Level	No reduction to hours of operation. Proposal is to provide the services with fewer full time staff; supplementing with part time staff for peak periods and absences, thus reducing overall costs without impacting service levels.														
Potential Impact	No service level reduction. Reduction of 2.0 FTEs and \$115,000.														
Financial Analysis:															
Operating Budget Impact				Strategic Plan Linkage:											
Description	Annualized Amount	Pro Rata for 2010 @ 100%	2.1: Financial Sustainability												
Employee Expenses	(109,000)	(109,000)	Tax increase/hold at or below rate of inflation, net of downloading, program changes and service level enhancements												
Other Expenses	(6,000)	(6,000)													
Total Gross Expenditure	(115,000)	(115,000)													
Less: Revenues	0	0													
- 1%	0	0	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="3">Capital Budget Impact</th> </tr> <tr> <th>Year 2010</th> <th>Years 2011 & Beyond</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> </tr> </tbody> </table>				Capital Budget Impact			Year 2010	Years 2011 & Beyond	Total	0	0	0
Capital Budget Impact															
Year 2010	Years 2011 & Beyond	Total													
0	0	0													
Annualized Net Impact	(115,000)	(115,000)													
FTE	-2.00	-2.00													