2007 Budget Presentation
- CITY MANAGER’S OFFICE -
CITY MANAGER’S OFFICE
Organizational Chart

City Manager
Glen Peace

Admin Assist. I
Connie Comeau

Corporate Initiatives
Connie Wheeler, Co-ordinator

Admin Assist. II
Cathy Davies

Communications Officer
Tim Tuck (.5)

Public Health Services
Elizabeth Richardson
Medical Officer of Health

Audit Services
Ann Pekaruk, Director

Legal Services
Peter Barkwell, City Solicitor

<table>
<thead>
<tr>
<th>Complement (FTE)</th>
<th>Management</th>
<th>Other</th>
<th>Total</th>
<th># of staff/ Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>7.0</td>
<td>47.0</td>
<td>54.0</td>
<td>6.7</td>
</tr>
<tr>
<td>2007</td>
<td>6.0</td>
<td>46.0</td>
<td>52.0</td>
<td>7.7</td>
</tr>
<tr>
<td>Change</td>
<td>(1.0)</td>
<td>(1.0)</td>
<td>(2.0)</td>
<td>1.0</td>
</tr>
</tbody>
</table>

NB: Chart does not include Public Health Staff.
City Manager’s Office
2006 Accomplishments - Highlights

Corporate Initiatives

Strategic Planning

• Supported a Corporate Strategic Planning process for CMT and Staff.
• Preliminary meetings with Mayor to develop and support a Strategic Planning process for Council.

Budget Process

• Staff met with members of Council and implemented several new processes to the 2006 Budget process.
City Manager’s Office
2006 Accomplishments - Highlights

Organizational/Operational Reviews
- Economic Development Business Development Profile and Governance Review – Completed. (Recommendations will be presented to Council in Feb/Mar 07.)
- Accessible Transit Services – Completed.

Performance Reporting
- OMBI 2006 Data Collection: 90% response rate
- Conducted evaluation workshops with staff and implemented recommendations
City Manager’s Office
2006 Accomplishments - Highlights

**Communications – Corporate**

- Employee Survey support to City Manager
- City of Hamilton Report to the Community 2005-2006
- Hamilton Pandemic Communication Plan
- Tailored materials and presentations to meet specific needs of new and existing employees including communicating through media - reducing the City’s outsourced training costs
City Manager’s Office
2007 Objectives/Initiatives

**Corporate Initiatives**

- Support Council in its Strategic Planning process.
- Develop a Financial Sustainability Plan.
- Conduct a minimum of two Operational / Organization Reviews.
- Complete a Service Inventory of all services/programs provided by the City of Hamilton.
- Heighten awareness about Performance Reporting and incorporate relevant performance measurement / benchmarking data into Committee Reports where applicable.
City Manager’s Office
2007 Objectives/Initiatives

**Corporate Initiatives** cont’d.

- Ensure legislative requirements are fulfilled regarding continuous improvement through MPMP and Section 300.
- Continue to investigate strategic alliances / partnerships with the community to achieve cost effective solutions for service delivery.
- Continue to pursue savings and efficiencies while ensuring the effectiveness of municipal services.
City Manager’s Office
2007 Objectives/Initiatives

Communications – Corporate

• Contribute to client department savings through in-house service support to reduce or eliminate outsourcing.
• Publish the 2007 Community Report
• Provide expertise and advice in: issues/crisis communications (ie. December ’06 flood), media relations, employee communications, corporate advertising and advocacy, community relations, corporate image and identity, and communications.
• Conduct training in order to assist corporate departments and staff to achieve their objectives.
## City Manager’s Office

### 2007 Net Operating Budget by Division

<table>
<thead>
<tr>
<th>Division</th>
<th>2006 Restated</th>
<th>2007 Requested</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Manager</td>
<td>$805,560</td>
<td>$822,260</td>
<td>$16,700</td>
<td>3.0%</td>
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<tr>
<td>Audit Services Division</td>
<td>$421,430</td>
<td>$435,440</td>
<td>$14,010</td>
<td>3.3%</td>
</tr>
<tr>
<td>Legal Services Division</td>
<td>$1,993,170</td>
<td>$2,047,080</td>
<td>$53,910</td>
<td>2.7%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$3,220,160</strong></td>
<td><strong>$3,304,780</strong></td>
<td><strong>$84,620</strong></td>
<td><strong>2.6%</strong></td>
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</table>

Cost drivers / pressures explained in divisional presentation
AUDIT SERVICES DIVISION
AUDIT SERVICES
Organizational Chart

Director
Ann Pekaruk, x4469

Admin Assist. II
Complement 1.0

Senior Internal Auditor
Complement 1.0

Intermediate Internal Auditor
Complement 2.0

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<td>2007 Proposed</td>
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<td>4.0</td>
<td>5.0</td>
<td>4.0</td>
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<tr>
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Audit Services Division
2006 Accomplishments - Highlights

Audit Services

- 86% of recommendations made were accepted for implementation by management
- Completion of approximately 77% of 2006 approved work plan despite loss of 2 professional staff members for a combined loss equivalent to 45 weeks
- 85% implementation rate (full or in progress) of previous recommendations (based on follow ups)
- Standards and Licensing operational review
- Instituted a follow up program with the use of Audit Effectiveness Questionnaires sent to auditees after the completion of audits
- Co-ordination of subject specific training offered to internal audit staff of Ontario municipalities and school boards
Audit Services Division
2007 Objectives/Initiatives

Audit Services

- Implementation of recommendations made in the operational review of Internal Audit
- Promotion of the role of the Audit Committee as it relates to overseeing the control environment and corporate governance
- Corporate risk assessment to ensure supported work plan that addresses value and risk mitigation
- Preparation for an external quality assessment review as per the requirements of the Institute of Internal Auditors (IIA)
- Attainment of professional accreditation (Certified Internal Auditors) for all professional staff
# Audit Services Division

2007 Net Operating Budget by Program

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Audit Services Division
2007 Major Cost Drivers

• Salary & Benefit Increases $14,190
LEGAL SERVICES DIVISION
Legal Services Division
2006 Accomplishments - Highlights

**Legal Services**

- Recruitment and hiring of seven lawyers; six law clerks; three legal secretaries
- Integration of new staff; reductions in backlog; and improved service levels for client departments
- Resolution of OMB Appeal regarding Aerotropolis
- Finalization of recovery of amounts due to the City from Stelco during CCAA restructuring.
- Significant legal work on short time frames for a series of RFP’s and tenders regarding waste collection services.
- Commence changes to First Attendance system at Provincial Offences Court in an effort to mitigate backlog.
- Successful defence at Court of Appeal of favourable Trial result in case of Rhora v Hamilton Police Service et al.
Legal Services Division
2007 Objectives/Initiatives

**Legal Services**

- Completion and implementation of service level agreements with all client departments.
- Continue to improve service levels and client satisfaction.
- Minimize use of outside counsel.
- Re-activate and expand participation in professional organizations.
- Work with client departments to align the delivery of legal services with the needs of the client departments.
## Legal Services Division

### 2007 Net Operating Budget by Program

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Legal Services Division
2007 Major Cost Drivers

- Salary & Benefit Increases $121,920
- Increase in CA Solicitor $(70,080)
City Manager’s Office

INFLUENCING FACTORS that will contribute to fulfilling the Department’s mandate over the next four years

General
• Budget constraints (tax shift)
• Council priorities (Strategic Plan)
• Provincial legislation (Places To Grow, Greenbelt, etc.)
• Increased budget (Community Councils, Public Consultation)
• Increased resources (ability to meet mandate)

Audit
• Funding for outside consultants
• Complete Corporate Risk Assessment to determine course of action (best Audits to conduct)
City Manager’s Office

INFLUENCING FACTORS that will contribute to fulfilling the Department’s mandate over the **next four years**

**Corporate Initiatives**
- Corporate Strategic Plan – more focus on strategic planning
- Performance Reporting – municipal comparisons, Best Practices
- Operational Reviews

**Communications – Corporate**
- Continue to build strong relationships that promote a positive reputation for the City of Hamilton

**Legal**
- Client priority shifts and need to adapt (depending on shift; may have budgeting impact)
- Service Level Agreements