

APPENDIX 1

DEPARTMENT / DIVISIONAL OVERVIEWS

2011 Budget

CITY MANAGER'S OFFICE



City Manager's Office

2011 Budget

OVERVIEW

Purpose / Function

- The City Manager is responsible to lead the organization in carrying out the direction of Council. In conjunction with the Corporate Strategic Plan and Corporate Priority Plan, this includes developing a number of strategic and innovative policies and initiatives that improve the quality of life for the residents of the City of Hamilton. The City Manager also promotes customer focused, performance oriented approaches and practices that lead to improved control, efficiencies and effectiveness in operations.

Services Provided

- Audit Services
- Corporate Initiatives (i.e., Healthy Neighbourhoods/Citizen-Centred Service Delivery) and Special Projects
- Corporate Communications
- Human Resources
- Legal Services

2010 NET BUDGET	\$8,824,763
2011 NET REQUESTED BUDGET	\$8,914,398
2011 NET CHANGE	\$89,635
2011 FTE	124.0 *

* Includes 14 FTE in Human Resources funded by the operating departments and appear in their budgets



Hamilton

OVERVIEW

Major CHALLENGES the Department is facing, today...

- Aligning the current Strategic Plan and Corporate Priority Plan with the priorities of the new Council
- Ensuring coordination across and between all City Departments in regards to the delivery of the aforementioned
- Transforming the existing culture to achieve the above (i.e., starts with SMT)
- Finding ways to better engage and inform staff, Members of Council, and the Community at large
- Improving Hamilton's image
- Creating capacity for strategic HR while balancing day-to-day operational demands
- Leveraging technology for core HR processes
- Resources to carry out a complete Internal Audit work plan



City Manager's Office

2011 Budget

OVERVIEW

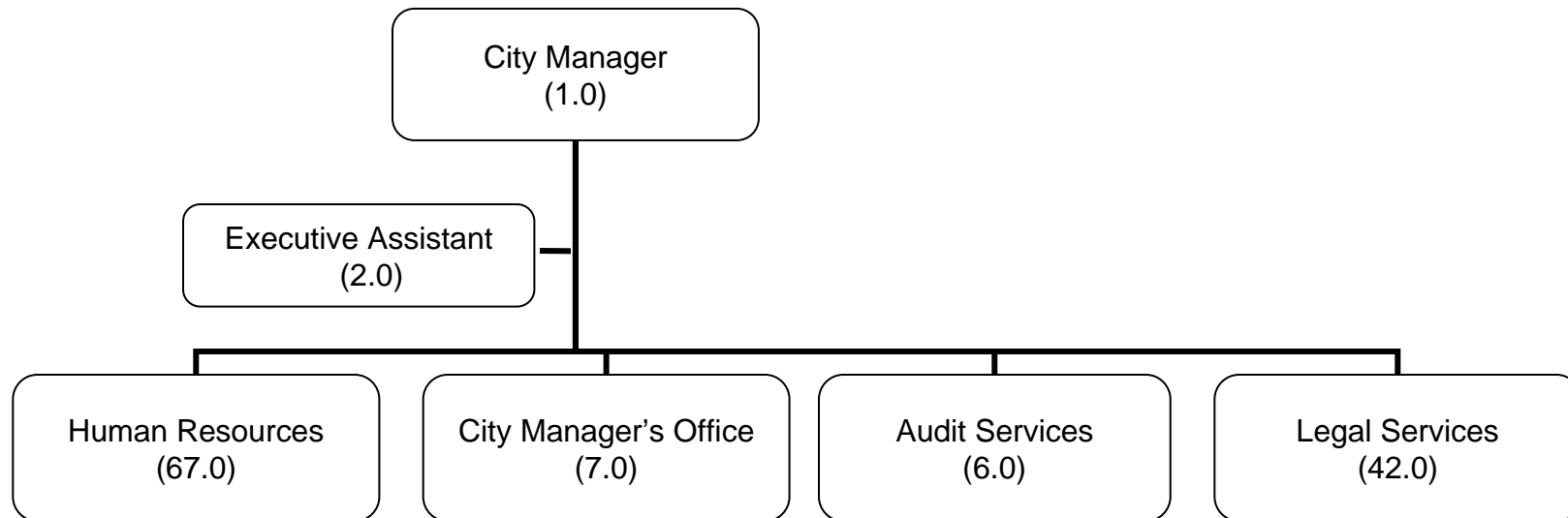
Corporate Priority Plan / Strategic Plan – 2011 Initiatives/Objectives

- Lead and complete the development of one guiding corporate plan that integrates the current Strategic Plan and Corporate Priority Plan
- Coordinate cross departmental initiatives (CPP-1)
- Define clearer lines of accountability & measurement (clear and achievable priorities) across the organization (CPP-2)
- Develop service profiles with associated costs and performance for each service. The profiling process will also create a list of potential service delivery opportunities that will lead to decreased costs and ensure value for money (CPP-2)
- Implement Phase 1 of Call Handling Review over 2 yrs to save a minimum of \$600,000 annually pending Council approval (CPP-2)
- Improve how the City manages its service channels like the website through proper prioritization, funding, understanding citizen need, measurement, standards and policies. Ultimately this will improve the service to citizens (e.g. 24/7, ease of use) and lower the cost of service for the City (CPP-2)
- Develop and implement a coordinated corporate communications, media relations and public affairs strategy (CPP-1 & CPP-2)
- Complete an initial implementation plan for a comprehensive neighborhood development strategy (CPP-1)
- Implement new performance management process and tools for all employees; support performance management through developing people management skills and fostering employee learning & development plans (F1-DER 1.1; CPP-2)
- Ensure continuing legal education and staff training to meet professional obligations and provide most up to date municipal legal expertise.
- Finalize workforce planning framework and implement corporate-wide tools and processes in support of a Workforce Management Strategy that aligns with corporate priorities, operational outcomes and the service delivery review (CPP-2)
- Review results and recommendations from the Workforce Census and develop implementation strategies that support workforce attraction and retention, the needs of a shifting age demographic, and a more diverse workforce (F1-DER 1.5)
- Freely negotiate new collective agreements with CUPE 5167, ATU, CUPE 1041 and ONA (Public Health); prepare contingency plans in the event there is labour disruption (CPP-2)
- Develop corporate succession management framework and leadership development program in partnership with local institutions (F1-DER 1.6)
- Implement management action plan arising out of internal audit of HR Recruitment and Selection processes
 - Develop a 2-3 year audit work plan in order to ensure adequate risk coverage over a longer term
 - Develop an audit recommendations database and follow up procedures to ensure continued monitoring and reporting of implementation of action plans
 - Pilot one operational audit review in order to assess economy, efficiency and effectiveness and incorporate performance measurement into audit procedures
 - Provide ongoing legal support for Pan Am Games, finalization of 20 year License Agreement with Tiger-Cats, OMB Appeals of Rural and Urban Official Plans, Harmonization of Licensing Bylaws, and enforcement, LRT Project, Ongoing Civil Litigation

City Manager's Office

2011 Budget

OVERVIEW



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2010	14.0	110.0*	124.0	7.86
2011	14.0	110.0*	124.0	7.86
Change	0	0	0	0

*14 HR positions are funded by the operating departments and appear in their budgets.

City Manager's Office

2011 Budget

OFFICE OF THE CITY MANAGER

2010 Accomplishments

- Restructured office to address day to day and strategic needs of the City.
- Played leadership role in key projects like the Pan Am Stadium
- Established staff position to work with Senior Management Team on healthy neighbourhood strategies related to Code Red
- Implemented priority web projects to improve ease of access for citizens to key information (cleaned up home page, HR sections, public meetings)
- Reviewed state of call handling and online services - cost, volume, service, performance/effectiveness
- Created City Manager awards of excellence and corporate wide staff recognition program
- Developed governance model and framework for citizen centered service delivery
- Developed a plan for improvements in online service delivery
- Implemented the immigration portal (www.hamilton.ca/connect) through a user centred design methodology



CITY OF HAMILTON

2011 TAX OPERATING BUDGET

By Program

City Manager

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
Administration - City Manager	1,215,733	777,267	1,248,596	0	1,248,596	32,863	2.7%
Audit Services	657,081	612,580	660,784	0	660,784	3,703	0.6%
Human Resources	4,746,474	4,296,757	4,746,147	0	4,746,147	(327)	(0.0)%
Legal	2,205,475	3,221,090	2,258,871	0	2,258,871	53,396	2.4%
NET LEVY	8,824,763	8,907,694	8,914,398	0	8,914,398	89,635	1.0%

CITY OF HAMILTON

2011 TAX OPERATING BUDGET

By Cost Category

City Manager

	2010	2010	2011	2011	2011	2010 Budget /	
	Budget	Projected Actual	Base Budget	Savings Options	Draft Budget	\$	%
<i>EMPLOYEE RELATED COST</i>	11,377,635	10,711,852	11,575,920	0	11,575,920	198,285	1.7%
<i>MATERIAL AND SUPPLY</i>	657,615	255,185	612,359	0	612,359	(45,256)	(6.9)%
<i>BUILDING AND GROUND</i>	30,320	29,320	24,450	0	24,450	(5,870)	(19.4)%
<i>CONSULTING</i>	265,140	248,120	289,490	0	289,490	24,350	9.2%
<i>CONTRACTUAL</i>	1,046,936	1,037,349	1,026,868	0	1,026,868	(20,068)	(1.9)%
<i>RESERVES / RECOVERIES</i>	170,017	197,668	167,867	0	167,867	(2,150)	(1.3)%
<i>COST ALLOCATIONS</i>	(3,480,297)	(2,462,351)	(3,506,103)	0	(3,506,103)	(25,806)	(0.7)%
<i>FINANCIAL</i>	957,840	957,840	960,040	0	960,040	2,200	0.2%
TOTAL EXPENDITURES	11,025,206	10,974,982	11,150,891	0	11,150,891	125,685	1.1%
<i>FEES AND GENERAL</i>	(157,860)	(165,706)	(157,860)	0	(157,860)	0	0.0%
<i>RESERVES</i>	(2,042,583)	(1,901,583)	(2,078,633)	0	(2,078,633)	(36,050)	(1.8)%
TOTAL REVENUES	(2,200,443)	(2,067,289)	(2,236,493)	0	(2,236,493)	(36,050)	(1.6)%
NET LEVY	8,824,763	8,907,694	8,914,398	0	8,914,398	89,635	1.0%

CITY OF HAMILTON
2011 TAX OPERATING BUDGET
By Program

Administration - City Manager

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
City Manager's Office	1,170,733	732,267	1,218,596	0	1,218,596	47,863	4.1%
Best Practices	45,000	45,000	30,000	0	30,000	(15,000)	(33.3)%
NET LEVY	1,215,733	777,267	1,248,596	0	1,248,596	32,863	2.7%

CITY OF HAMILTON
2011 TAX OPERATING BUDGET
By Cost Category

Administration - City Manager

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
<i>EMPLOYEE RELATED COST</i>	1,291,131	856,150	1,320,720	0	1,320,720	29,589	2.3%
<i>MATERIAL AND SUPPLY</i>	38,870	24,070	22,890	0	22,890	(15,980)	(41.1)%
<i>BUILDING AND GROUND</i>	2,840	1,840	2,040	0	2,040	(800)	(28.2)%
<i>CONSULTING</i>	55,750	46,450	80,600	0	80,600	24,850	44.6%
<i>CONTRACTUAL</i>	56,290	55,190	55,090	0	55,090	(1,200)	(2.1)%
<i>RESERVES / RECOVERIES</i>	11,492	34,207	12,905	0	12,905	1,413	12.3%
<i>COST ALLOCATIONS</i>	(269,640)	(269,640)	(276,649)	0	(276,649)	(7,009)	(2.6)%
<i>FINANCIAL</i>	29,000	29,000	31,000	0	31,000	2,000	6.9%
TOTAL EXPENDITURES	1,215,733	777,267	1,248,596	0	1,248,596	32,863	2.7%
NET LEVY	1,215,733	777,267	1,248,596	0	1,248,596	32,863	2.7%

City Manager's Office

2011 Budget

HUMAN RESOURCES

Purpose / Function

- To provide human resource management programs and services to enable the City to meet its goals, consistent with Council directions, the City of Hamilton strategic plan and regulatory requirements.

Services Provided

- Human Resources Administration and Human Rights
- Employment Services
- Organizational Development
- Employee and Labour Relations
- Health, Safety and Wellness
- Compensation & Organization Design

2010 NET BUDGET	\$4,746,474
2011 NET REQUESTED BUDGET	\$4,746,147
2011 NET CHANGE	(\$327)
2011 FTE	67.0 *

* Includes 14 FTE funded by the operating departments and appear in their budgets

City Manager's Office

2011 Budget

HUMAN RESOURCES

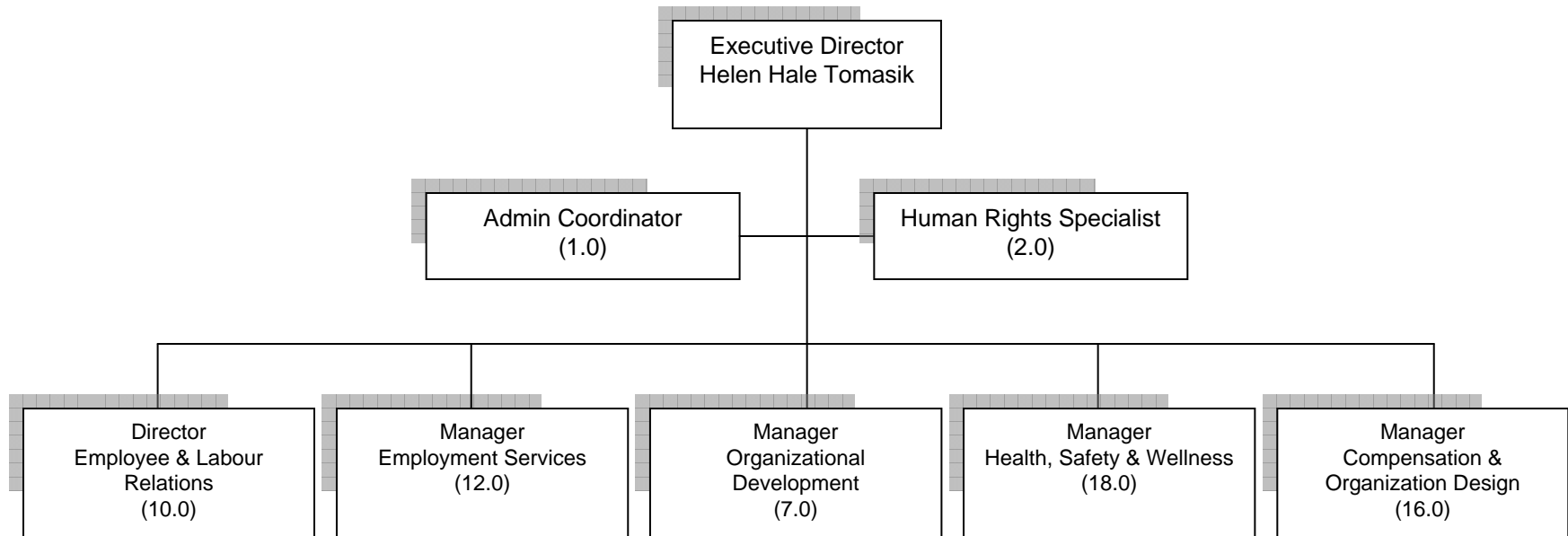
Corporate Priority Plan / Strategic Plan – 2010 Accomplishments

- Developed 2011 collective bargaining strategy and drafted proposals; at conciliation with CUPE 5167 (Lodges) and OPSEU 256 (Paramedics); finalized negotiations with ONA (Lodges) through interest arbitration, bargained and settled with HPFFA 288(Fire); finalized LR strategy with Carpenters Union - ICI sectors; at conciliation for heavy engineering and residential sectors
- Completed analysis of labour relations activities and prepared corporate and departmental reports for discussion with operating departments
- Implemented 2 Labour Relations training modules – Labour Relations Basics and Grievance Handling & Investigations for Management Skills Development Program (F1-DER 1.4)
- Initiated development of new performance management program; tracked completion of performance appraisals across corporation; provided training to supervisory staff on managing performance (F1-DER 1.1)
- Developed retirement recognition policy; developed proposal for telecommuting pilot; drafted substance abuse policy & procedures for safety-sensitive positions; revised Smoke-free Workplace Policy; implemented Whistle Blower By-law (F1-DER 1.2, 1.4)
- Drafted a workforce planning model to be implemented in conjunction with strategic planning/service delivery review
- Implemented Workforce Census and established baseline profile of current workforce (F1-DER 1.5, 1.4)
- Implemented PeopleSoft Position Management and developed HR technology blueprint to support work force planning, time & attendance management; performance management; and to automate performance measures (F1 DER 1.1; 1.6; CPP)
- Completed review of employee benefit plans; implemented positive re-enrollment (F2-DER 2.1)
- Developed and implemented a compliance plan for Bill 168 – Workplace Violence & Harassment legislation (F1-DER 1.4)
- Implemented the WSIB module in disability management system, provided disability management training for managers and supervisors; developed performance measures for Return to Work Services (F1-DER 1.3, 1.7)
- Coordinated Health & Safety audits for Fire Services and City Manager's Office & developed implementation plan to address recommendations of other audits (F1-DER 1.3)
- Established corporate Healthy Workplace Advisory Committee; held 2 employee physical activity challenges; delivered Mental Health training to managers; responded to 11 requests for Critical Incident Peer Support (F1-DER 1.2, 1.4,1.7)
- Developed & implemented City Manager's Awards for City of Hamilton Public Service Excellence (F1-DER1.4)

City Manager's Office

2011 Budget

HUMAN RESOURCES



Complement (FTE)	Management	Other	Total	Staff / Mgt Ratio
2010	6.0	61.0*	67.0	10.17
2011	6.0	61.0*	67.0	10.17
Change	0	0	0	0

* 14 of these HR positions are funded by the operating departments and appear in their budgets.

CITY OF HAMILTON
2011 TAX OPERATING BUDGET
By Program

Human Resources

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
Compensation & Benefits	1,114,471	1,115,048	1,127,146	0	1,127,146	12,675	1.1%
Employment Services	901,689	901,689	915,118	0	915,118	13,429	1.5%
Health Safety & Wellness	1,108,518	650,818	1,037,691	0	1,037,691	(70,827)	(6.4)%
Human Resources Admin & Human Rights	(310,569)	(303,163)	(301,965)	0	(301,965)	8,604	2.8%
Labour Relations	1,503,308	1,503,308	1,518,381	0	1,518,381	15,073	1.0%
Organizational Development	429,057	429,057	449,777	0	449,777	20,720	4.8%
NET LEVY	4,746,474	4,296,757	4,746,147	0	4,746,147	(327)	(0.0)%

CITY OF HAMILTON

2011 TAX OPERATING BUDGET

By Cost Category

Human Resources

	2010	2010	2011	2011	2011	2010 Budget /	
	Budget	Projected Actual	Base Budget	Savings Options	Draft Budget	\$	%
<i>EMPLOYEE RELATED COST</i>	5,316,788	5,130,748	5,414,268	0	5,414,268	97,480	1.8%
<i>MATERIAL AND SUPPLY</i>	539,815	152,061	511,539	0	511,539	(28,276)	(5.2)%
<i>BUILDING AND GROUND</i>	15,100	15,100	12,130	0	12,130	(2,970)	(19.7)%
<i>CONSULTING</i>	209,390	201,670	208,890	0	208,890	(500)	(0.2)%
<i>CONTRACTUAL</i>	726,909	717,569	707,188	0	707,188	(19,721)	(2.7)%
<i>RESERVES / RECOVERIES</i>	117,164	120,430	112,392	0	112,392	(4,772)	(4.1)%
<i>COST ALLOCATIONS</i>	(1,072,119)	(1,067,402)	(1,077,837)	0	(1,077,837)	(5,718)	(0.5)%
<i>FINANCIAL</i>	515,100	515,100	515,300	0	515,300	200	0.0%
TOTAL EXPENDITURES	6,368,147	5,785,276	6,403,870	0	6,403,870	35,723	0.6%
<i>FEES AND GENERAL</i>	(102,000)	(109,846)	(102,000)	0	(102,000)	0	0.0%
<i>RESERVES</i>	(1,519,673)	(1,378,673)	(1,555,723)	0	(1,555,723)	(36,050)	(2.4)%
TOTAL REVENUES	(1,621,673)	(1,488,519)	(1,657,723)	0	(1,657,723)	(36,050)	(2.2)%
NET LEVY	4,746,474	4,296,757	4,746,147	0	4,746,147	(327)	0.0%

City Manager's Office

2011 Budget

AUDIT SERVICES

Purpose / Function

- Audit Services provides objective information, advice and assurance to Council, management and staff with respect to controls, operations, performance and accountability in order to ensure compliance with policies and procedures and promote efficiency and effectiveness throughout the organization. Reporting results of audits and reviews to the Audit and Administration Committee assists Council in the discharge of its control and governance oversight responsibilities.

Services Provided

- Internal Audit

2010 NET BUDGET	\$657,081
2011 NET REQUESTED BUDGET	\$660,784
2011 NET CHANGE	\$3,703
2011 FTE	6.0



AUDIT SERVICES

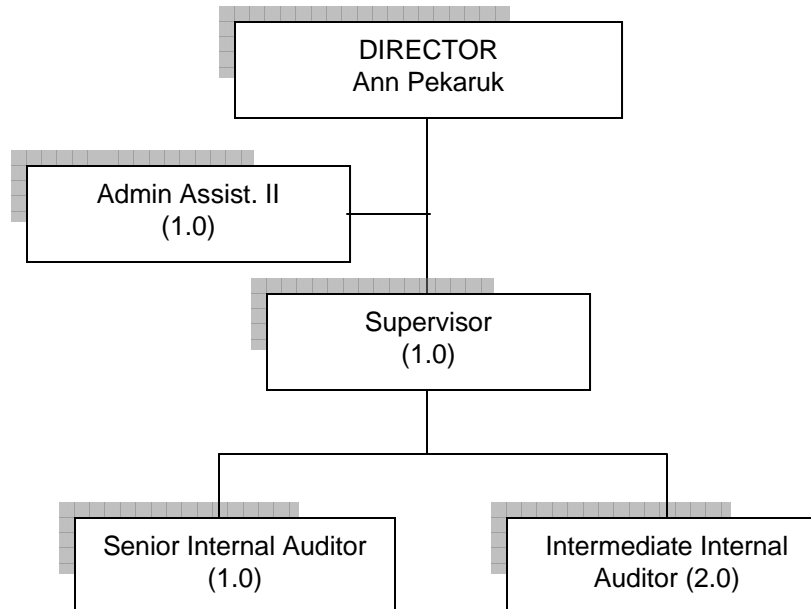
Corporate Priority Plan / Strategic Plan – 2010 Accomplishments

- Completion of 11 audits and reviews, 13 follow ups and 1 fair wage compliance review; 5 other audits/reviews are currently in progress resulting in a 93% completion rate for the 2010 Council approved work plan
- 202 audit recommendations made to strengthen controls and improve efficiency and effectiveness of operations with a 96% acceptance rate
- 70% audit report implementation rate (full, in progress or alternative implemented) of previous recommendations (based on follow up work carried out 12-18 months after recommendations initially made)
- Use of corporate risk assessment completed by Internal Audit to prioritize audit projects with regard to value added and risk mitigation

City Manager's Office

2011 Budget

AUDIT SERVICES



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2010	1	5	6	5
2011	1	5	6	5
Change	0	0	0	0

CITY OF HAMILTON
2011 TAX OPERATING BUDGET
By Program

Audit Services

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
Audit Services	657,081	612,580	660,784	0	660,784	3,703	0.6%
NET LEVY	657,081	612,580	660,784	0	660,784	3,703	0.6%

CITY OF HAMILTON
2011 TAX OPERATING BUDGET
By Cost Category

Audit Services

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
<i>EMPLOYEE RELATED COST</i>	653,917	609,155	659,131	0	659,131	5,214	0.8%
<i>MATERIAL AND SUPPLY</i>	1,730	1,854	1,030	0	1,030	(700)	(40.5)%
<i>BUILDING AND GROUND</i>	1,610	1,610	1,020	0	1,020	(590)	(36.6)%
<i>RESERVES / RECOVERIES</i>	(716)	(579)	(937)	0	(937)	(221)	(30.9)%
<i>FINANCIAL</i>	540	540	540	0	540	0	0.0%
TOTAL EXPENDITURES	657,081	612,580	660,784	0	660,784	3,703	0.6%
TOTAL REVENUES	0	0	0	0	0	0	0.0%
NET LEVY	657,081	612,580	660,784	0	660,784	3,703	0.6%

Corporate Services

2011 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

2010 NET BUDGET	\$2,205,475
2011 NET REQUESTED BUDGET	\$2,258,871
2011 NET CHANGE	\$53,396
2011 FTE	42.0



Corporate Services

2011 Budget

LEGAL SERVICES

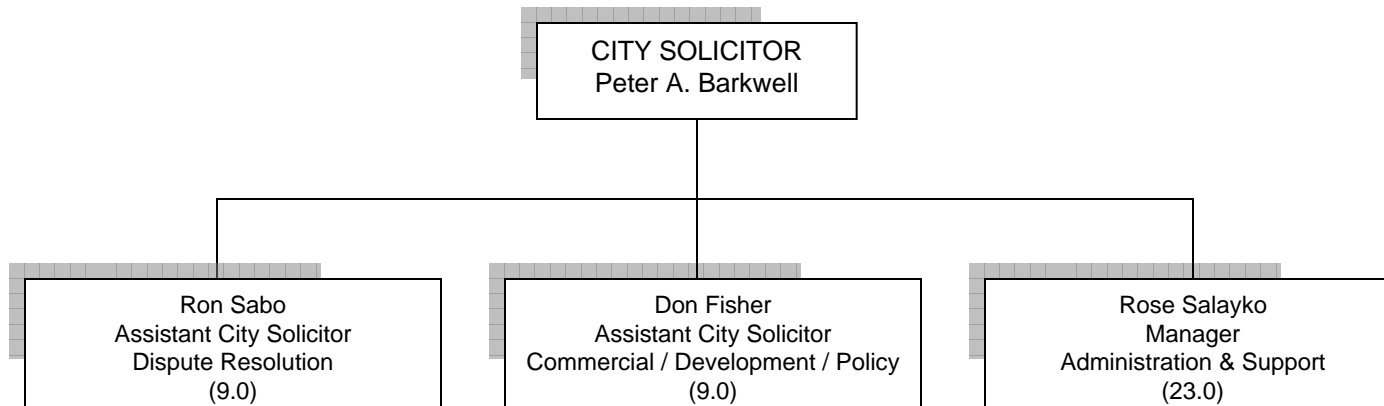
Corporate Priority Plan / Strategic Plan – 2010 Accomplishments

- Superior Court and Small Claims Court: 99 Superior Court claims resolved, primarily through settlement discussion and arbitration, 1 as a result of trial. Small Claims (Jurisdiction up to \$25,000 per claim): 22 matters, primarily through settlement discussion and pre-trials, 6 as a result of trial. A number of claims against the City resolved without any contribution by the City, and a number of successes included costs awarded to the City. The City also successfully pursued court orders under statute in Superior Court hearings.
- Divisional Court and Court of Appeal: The City successfully defended 2 administrative orders in the Superior Court, and again defended one of the orders in an appeal to the Divisional Court. The City successfully defended an appeal of a claim in Divisional Court. The City successfully upheld a municipal by-law from challenge in the Court of Appeal.
- The City also successfully pursued costs/debts as plaintiff/creditor in 6 other proceedings during this period.
- Workplace Safety (WSIB/WSIAT): The City successfully resolved 3 matters at hearings.
- Ontario Human Rights: 3 claims settled, 1 at a hearing and 2 prior to the hearing.
- Public Health: City successfully defended orders appealed to the Health Services Appeal and Review Board.
- Dealt with an increase of POA charges of almost 19%, together with an increase in trial requests of 45%
- Assisted with development of new Municipal Alcohol Policy
- Assisted with development of new Fortification By-law
- Repeal and replacement of Council procedural by-law with City Clerks
- Repeal and replacement of sign, property standards and yard maintenance by-laws with MLE
- Worked with MLE on new vacant building registry and wellness services by-law
- Working with Culture Division on Hamilton Farmers' Market transition
- Working with IS and Purchasing on Print RFP, Bell cellular contract and Furniture RFP
- Working with Public Works to develop a Community Gardens policy and precedent agreement with Community Groups
- Working with Homelessness Division to develop a Call for Application for a Homelessness Partnering Strategy
- Overhaul and expansion of City Consulting Roster (RFRC) procurement documents

Corporate Services

2011 Budget

LEGAL SERVICES



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2010	4	38	42	9.5
2011	4	38	42	9.5
Change	0	0	0	0

CITY OF HAMILTON
2011 TAX OPERATING BUDGET
By Program

Legal

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
Inhouse-Outside Counsel - City	2,205,475	3,221,090	2,258,871	0	2,258,871	53,396	2.4%
NET LEVY	2,205,475	3,221,090	2,258,871	0	2,258,871	53,396	2.4%

CITY OF HAMILTON
2011 TAX OPERATING BUDGET
By Cost Category

Legal

	2010	2010	2011	2011	2011	2010 Budget /	
	Budget	Projected Actual	Base Budget	Savings Options	Draft Budget	2011 Draft \$	%
<i>EMPLOYEE RELATED COST</i>	4,115,799	4,115,799	4,181,802	0	4,181,802	66,003	1.6%
<i>MATERIAL AND SUPPLY</i>	77,200	77,200	76,900	0	76,900	(300)	(0.4)%
<i>BUILDING AND GROUND</i>	10,770	10,770	9,260	0	9,260	(1,510)	(14.0)%
<i>CONTRACTUAL</i>	263,737	264,590	264,590	0	264,590	853	0.3%
<i>RESERVES / RECOVERIES</i>	42,077	43,610	43,507	0	43,507	1,430	3.4%
<i>COST ALLOCATIONS</i>	(2,138,538)	(1,125,309)	(2,151,617)	0	(2,151,617)	(13,079)	(0.6)%
<i>FINANCIAL</i>	413,200	413,200	413,200	0	413,200	0	0.0%
TOTAL EXPENDITURES	2,784,245	3,799,860	2,837,641	0	2,837,641	53,396	1.9%
<i>FEES AND GENERAL</i>	(55,860)	(55,860)	(55,860)	0	(55,860)	0	0.0%
<i>RESERVES</i>	(522,910)	(522,910)	(522,910)	0	(522,910)	0	0.0%
TOTAL REVENUES	(578,770)	(578,770)	(578,770)	0	(578,770)	0	0.0%
NET LEVY	2,205,475	3,221,090	2,258,871	0	2,258,871	53,396	2.4%