

APPENDIX 1

DEPARTMENT/DIVISION OVERVIEWS

2010 Budget

CITY MANAGER'S OFFICE



Hamilton

City Manager's Office

2010 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, 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.

Divisions/Services

- Audit Services
- Corporate Initiatives and Special Projects
- Corporate Communications
- Human Resources
- Service Delivery

2009 NET BUDGET	\$6,683,032
2010 NET REQUESTED BUDGET	\$6,944,301
2010 NET CHANGE	\$261,269
2010 FTE	77.0

City Manager's Office

2010 Budget

OVERVIEW

Major CHALLENGES the Department is facing, today...

- Creating capacity for strategic HR while balancing day-to-day operational demands
- Achieving competitive pay & affordable benefits in challenging economy
- Leveraging technology for Core HR processes
- Organizational culture alignment corporate-wide

City Manager's Office

2010 Budget

OVERVIEW

Strategic Plan – 2010 Initiatives/Objectives

- Lead implementation of Corporate Priority Plan and key strategic initiatives
- Complete and report on findings of Call Rationalization Review
- Develop process/protocol to determine service areas that require operational review
- Create in-depth service profiles (municipal reference model)
- Develop and implement a coordinate corporate communications, media relations and public affairs strategy
- Complete and launch Hamilton Immigration Portal Project
- Implement Priority Web Projects for City Website that will improve findability, use and usefulness
- Collect City-wide Citizen insight and satisfaction measurement data
- Determine technology solution for Performance and Talent Management; implement new performance appraisal tool for unionized employees; support performance management and learning & development plans (F1-DER 1.1)
- Complete comprehensive review of employee benefits plans and recommend cost containment strategy (F2-DER 2.1)

Strategic Plan - 2010 Initiatives/Objectives

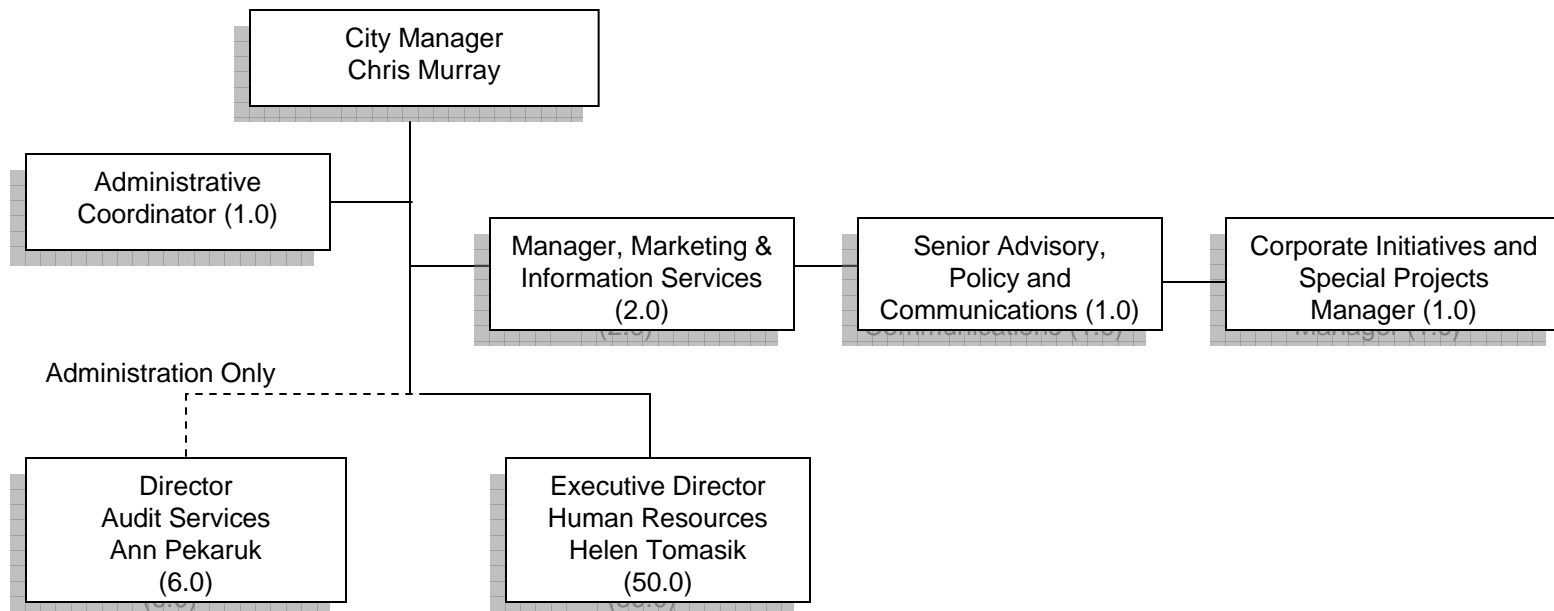
- Prepare corporate and departmental reports on labour relations activity with recommendations for improvements
- Implement Employee Diversity Survey and develop recommendations accordingly (F1-DER 1.5)
- Develop corporate succession management framework and leadership development strategy (F1-DER 1.6)
- Develop an employee engagement strategy that includes: a plan to assess and monitor employee commitment and satisfaction; a corporate-wide recognition program; a corporate employee wellness plan (F1-DER 1.2, 1.4)
- Develop and implement a compliance plan for Bill 168 – Workplace Violence and Harassment legislation (F1-DER 1.4)
- Update corporate risk assessment for use in prioritization of future workplan
- Develop a 2-3 year workplan in order to ensure adequate risk coverage over a longer term
- Develop an audit recommendations database and follow up procedures to ensure continued coverage and reporting of implementation of action plans
- Pilot one operational review within division's resource capacity.



City Manager's Office

2010 Budget

OVERVIEW



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2009	8.0	69.0*	77.0	8.6
2010	8.0	69.0*	77.0	8.6
Change	0	0	0	0

* Includes 14.0 fte HR positions whose budgets are included within operating departments

City Manager's Office

2009 Budget

OFFICE OF THE CITY MANAGER

2009 Accomplishments

- Canadian Urban Institute: Infrastructure Study – Completed Sept 2009
- Accessible Transportation Services (ATS) Governance Review – Completed April 2009
- Presented the Corporate Strategic Plan Annual Report – June 2009
- Service Inventory Data Collection – Completed November 2009
- Developed a plan for improvements in online service delivery
- Implementing the immigration portal through a user centred design methodology

CITY OF HAMILTON 2010 TAX OPERATING BUDGET By Program

City Manager

	2009 Budget	2009 Projected Actual	2010 Base Budget	2010 Savings Options	2010 Requested Budget	2010 Requested / 2009 Restated	
						\$	%
Administration - City Manager	1,030,125	785,379	1,049,252	0	1,049,252	19,127	1.9%
Human Resources	5,092,228	5,072,657	5,316,571	0	5,316,571	224,343	4.4%
Internal Audit	560,679	519,192	578,478	0	578,478	17,799	3.2%
NET LEVY	6,683,032	6,377,227	6,944,301	0	6,944,301	261,269	3.9%

CITY OF HAMILTON
2010 TAX OPERATING BUDGET
By Cost Category

City Manager

	2009 Budget	2009 Projected Actual	2010 Base Budget	2010 Savings Options	2010 Requested Budget	2010 Requested / 2009 Budget	
						\$	%
EMPLOYEE RELATED COST	6,446,606	5,962,227	6,561,688	0	6,561,688	115,082	1.8%
MATERIAL AND SUPPLY	180,324	197,993	175,015	0	175,015	(5,309)	(2.9)%
BUILDING AND GROUND	1,760	1,760	1,760	0	1,760	0	0.0%
CONSULTING	260,120	251,566	260,120	0	260,120	0	0.0%
CONTRACTUAL	405,260	503,667	512,129	0	512,129	106,869	26.4%
AGENCIES and SUPPORT PAYMENTS	26,000	26,000	0	0	0	(26,000)	(100.0)%
RESERVES / RECOVERIES	(6,500)	(14,198)	(6,500)	0	(6,500)	0	0.0%
COST ALLOCATIONS	288,191	274,651	370,290	0	370,290	82,099	28.5%
FINANCIAL	575,186	654,055	544,640	0	544,640	(30,546)	(5.3)%
TOTAL EXPENDITURES	8,176,947	7,857,720	8,419,142	0	8,419,142	242,195	3.0%
FEES AND GENERAL	(100,500)	(103,732)	(102,000)	0	(102,000)	(1,500)	(1.5)%
RESERVES	(1,393,415)	(1,376,761)	(1,372,841)	0	(1,372,841)	20,574	1.5%
TOTAL REVENUES	(1,493,915)	(1,480,493)	(1,474,841)	0	(1,474,841)	19,074	1.3%
NET LEVY	6,683,032	6,377,227	6,944,301	0	6,944,301	261,269	3.9%

CITY OF HAMILTON 2010 TAX OPERATING BUDGET By Program

Administration - City Manager

	2009 Budget	2009 Projected Actual	2010 Base Budget	2010 Savings Options	2010 Requested Budget	2010 Requested / 2009 Restated	
						\$	%
City Manager's Office	985,125	745,406	1,004,252	0	1,004,252	19,127	1.9%
Best Practices	45,000	39,973	45,000	0	45,000	0	0.0%
NET LEVY	1,030,125	785,379	1,049,252	0	1,049,252	19,127	1.9%

CITY OF HAMILTON
2010 TAX OPERATING BUDGET
By Cost Category

Administration - City Manager

	2009	2009	2010	2010	2010	2010 Requested /	
	Budget	Projected Actual	Base Budget	Savings Options	Requested Budget	\$	%
EMPLOYEE RELATED COST	816,549	586,426	810,402	0	810,402	(6,147)	(0.8)%
MATERIAL AND SUPPLY	24,429	33,313	24,070	0	24,070	(359)	(1.5)%
CONSULTING	58,450	49,896	58,450	0	58,450	0	0.0%
CONTRACTUAL	59,790	54,367	55,190	0	55,190	(4,600)	(7.7)%
RESERVES / RECOVERIES	22,560	9,400	22,560	0	22,560	0	0.0%
COST ALLOCATIONS	14,101	12,507	49,580	0	49,580	35,479	251.6%
FINANCIAL	34,246	39,470	29,000	0	29,000	(5,246)	(15.3)%
TOTAL EXPENDITURES	1,030,125	785,379	1,049,252	0	1,049,252	19,127	1.9%
TOTAL REVENUES	0	0	0	0	0	0	0.0%
NET LEVY	1,030,125	785,379	1,049,252	0	1,049,252	19,127	1.9%

City Manager's Office

2010 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

2009 NET BUDGET	\$5,092,228
2010 NET REQUESTED BUDGET	\$5,316,571
2010 NET CHANGE	\$224,343
2010 FTE	65.0 (14 funded through operating depts)

City Manager's Office

2010 Budget

HUMAN RESOURCES

2009 Accomplishments

- Completed collective bargaining for CUPE 1041; ONA Public Health; initiated bargaining with CUPE 5167 (Lodges), ONA (Lodges), OPSEU 256 (Paramedics), HPFFA 288 (Fire)
- Developed an Employee & Labour Relations Information Management System; entered data for 2007, 2008 and 2009
- Developed and implemented corporate tracking process for completion of performance appraisals; provided training to supervisory staff on managing performance (F1-DER 1.1)
- Developed and piloted a Labour Relations module and developed module on Effective Recruitment for the Management Skills Development Program (F1-DER 1.4)
- Developed Human Resources Pandemic Response Plan, including policies, risk assessment tool, employee communications
- Developed Whistle Blower By-Law; enhanced City's Code of Conduct for Employees; updated and consolidated City's Flexible Work Arrangements policy; drafted Learning & Development policy (F1-DER 1.2, 1.4)
- Secured vendor for Employee Diversity Survey and established a Cross-City Advisory Team for the Diversity Survey (F1-DER 1.5)

2009 Accomplishments

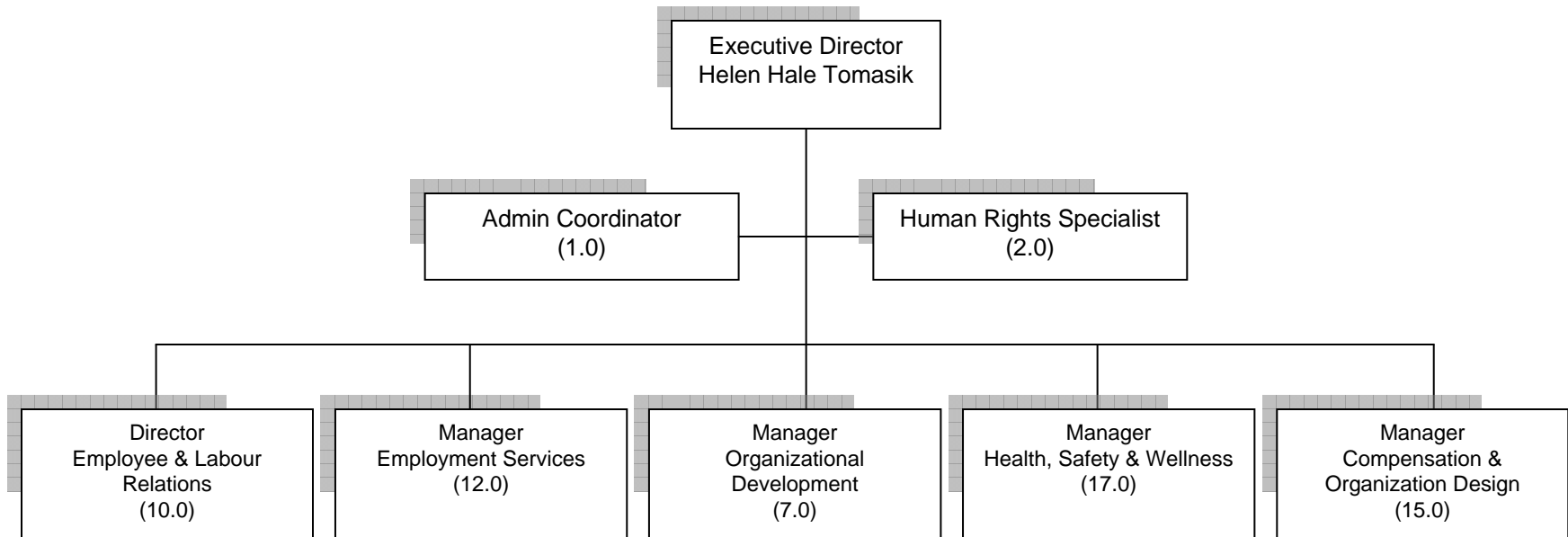
- Implemented significant efficiency on vacation pay-out when non-union employees resign - \$500,000 annual savings (F2-DER 2.1)
- Completed Part-time Non-Union Pay Equity Plan
- Initiated implementation of People Soft Position Management to provide foundation for E-performance management and E-succession planning
- Completed comprehensive review of City's employee benefits provider – annual savings of \$73,000
- Established process to collect data on why employees leave the City (F1-DER 1.4)
- Implemented recommendations of Return to Work/Work Accommodation Review, including acquisition of a disability management system and disability management training for managers and supervisors (F1-DER 1.7)
- Coordinated Health & Safety audits in Planning & Economic Development, Public Health, Hamilton Emergency Services, Corporate Services, Lodges, Housing, Ontario Works and City Manager's Office (F1-DER 1.3)
- Held two employee physical activity challenges through Hamilton in Motion website, delivered Mental Health training to managers and Mental & Emotional Well-being sessions for employees; responded to 11 requests for Critical Incident Peer Support (F1-DER 1.7)



City Manager's Office

2010 Budget

HUMAN RESOURCES



Complement (FTE)	Management	Other	Distributed Staff *	Total	Staff / Mgt Ratio
2009	6.0	45.0	14.0	65.0	9.83
2010	6.0	45.0	14.0	65.0	9.83
Change	0	0	0	0	0

* Represents distributed staff whose budgets are in operating departments.

CITY OF HAMILTON
2010 TAX OPERATING BUDGET
By Program

Human Resources

	2009 Budget	2009 Projected Actual	2010 Base Budget	2010 Savings Options	2010 Requested Budget	2010 Requested / 2009 Restated	
						\$	%
Compensation & Benefits	1,085,783	987,434	1,104,790	0	1,104,790	19,007	1.8%
Employment Services	821,158	779,356	825,414	0	825,414	4,256	0.5%
Health Safety & Wellness	615,440	712,353	646,742	0	646,742	31,302	5.1%
Human Resources Admin & Human Rights	699,159	623,868	730,832	0	730,832	31,673	4.5%
Labour Relations	1,449,704	1,571,025	1,569,275	0	1,569,275	119,571	8.2%
Organizational Development	420,984	398,621	439,518	0	439,518	18,534	4.4%
NET LEVY	5,092,228	5,072,657	5,316,571	0	5,316,571	224,343	4.4%

CITY OF HAMILTON
2010 TAX OPERATING BUDGET
By Cost Category

Human Resources

	2009 Budget	2009 Projected Actual	2010 Base Budget	2010 Savings Options	2010 Requested Budget	2010 Requested / 2009 Budget	
						\$	%
EMPLOYEE RELATED COST	4,998,028	4,798,643	5,101,678	0	5,101,678	103,650	2.1%
MATERIAL AND SUPPLY	154,165	162,950	149,215	0	149,215	(4,950)	(3.2)%
BUILDING AND GROUND	1,760	1,760	1,760	0	1,760	0	0.0%
CONSULTING	201,670	201,670	201,670	0	201,670	0	0.0%
CONTRACTUAL	345,470	449,300	456,939	0	456,939	111,469	32.3%
AGENCIES and SUPPORT PAYMENTS	26,000	26,000	0	0	0	(26,000)	(100.0)%
RESERVES / RECOVERIES	0	(7,698)	0	0	0	0	0.0%
COST ALLOCATIONS	318,650	306,480	365,050	0	365,050	46,400	14.6%
FINANCIAL	540,400	614,045	515,100	0	515,100	(25,300)	(4.7)%
TOTAL EXPENDITURES	6,586,143	6,553,150	6,791,412	0	6,791,412	205,269	3.1%
FEES AND GENERAL	(100,500)	(103,732)	(102,000)	0	(102,000)	(1,500)	(1.5)%
RESERVES	(1,393,415)	(1,376,761)	(1,372,841)	0	(1,372,841)	20,574	1.5%
TOTAL REVENUES	(1,493,915)	(1,480,493)	(1,474,841)	0	(1,474,841)	19,074	1.3%
NET LEVY	5,092,228	5,072,657	5,316,571	0	5,316,571	224,343	4.4%

City Manager's Office

2010 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

2009 NET BUDGET	\$560,679
2010 NET REQUESTED BUDGET	\$578,478
2010 NET CHANGE	\$17,799
2010 FTE	6.0

City Manager's Office

2010 Budget

AUDIT SERVICES

2009 Accomplishments

- Completion of 7 audits/reviews, 9 follow ups and 2 fair wage compliance reviews; 5 other audits/reviews are currently in progress resulting in a 90% completion rate for the 2009 Council approved work plan
- 145 recommendations made to strengthen controls and improve efficiency and effectiveness of operations with a 100% acceptance rate (excluding those recommendations no longer applicable or alternatives to be implemented)

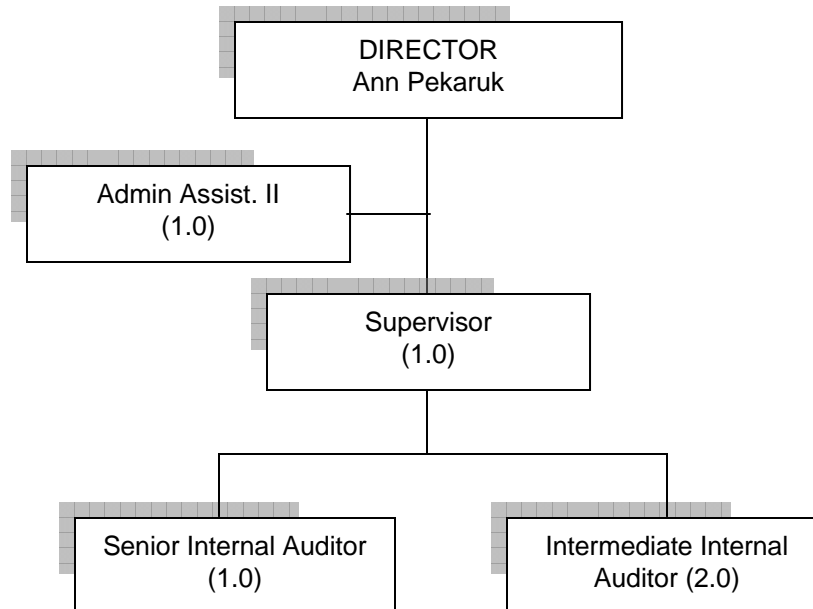
2009 Accomplishments

- 72% implementation rate (full or in progress) 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

2010 Budget

AUDIT SERVICES



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2009	1.0	5.0	6.0	5.0
2010	1.0	5.0	6.0	5.0
Change	0	0	0	0

CITY OF HAMILTON 2010 TAX OPERATING BUDGET By Program

Audit Services							
	2009 Budget	2009 Projected Actual	2010 Base Budget	2010 Savings Options	2010 Requested Budget	2010 Requested / 2009 Restated	
						\$	%
Audit Services	560,679	519,192	578,478	0	578,478	17,799	3.2%
NET LEVY	560,679	519,192	578,478	0	578,478	17,799	3.2%

CITY OF HAMILTON
2010 TAX OPERATING BUDGET
By Cost Category

Audit Services

	2009 Budget	2009 Projected Actual	2010 Base Budget	2010 Savings Options	2010 Requested Budget	2010 Requested / 2009 Budget	
						\$	%
EMPLOYEE RELATED COST	632,029	577,158	649,608	0	649,608	17,579	2.8%
MATERIAL AND SUPPLY	1,730	1,730	1,730	0	1,730	0	0.0%
RESERVES / RECOVERIES	(29,060)	(15,900)	(29,060)	0	(29,060)	0	0.0%
COST ALLOCATIONS	(44,560)	(44,337)	(44,340)	0	(44,340)	220	0.5%
FINANCIAL	540	540	540	0	540	0	0.0%
TOTAL EXPENDITURES	560,679	519,192	578,478	0	578,478	17,799	3.2%
TOTAL REVENUES	0	0	0	0	0	0	0.0%
NET LEVY	560,679	519,192	578,478	0	578,478	17,799	3.2%