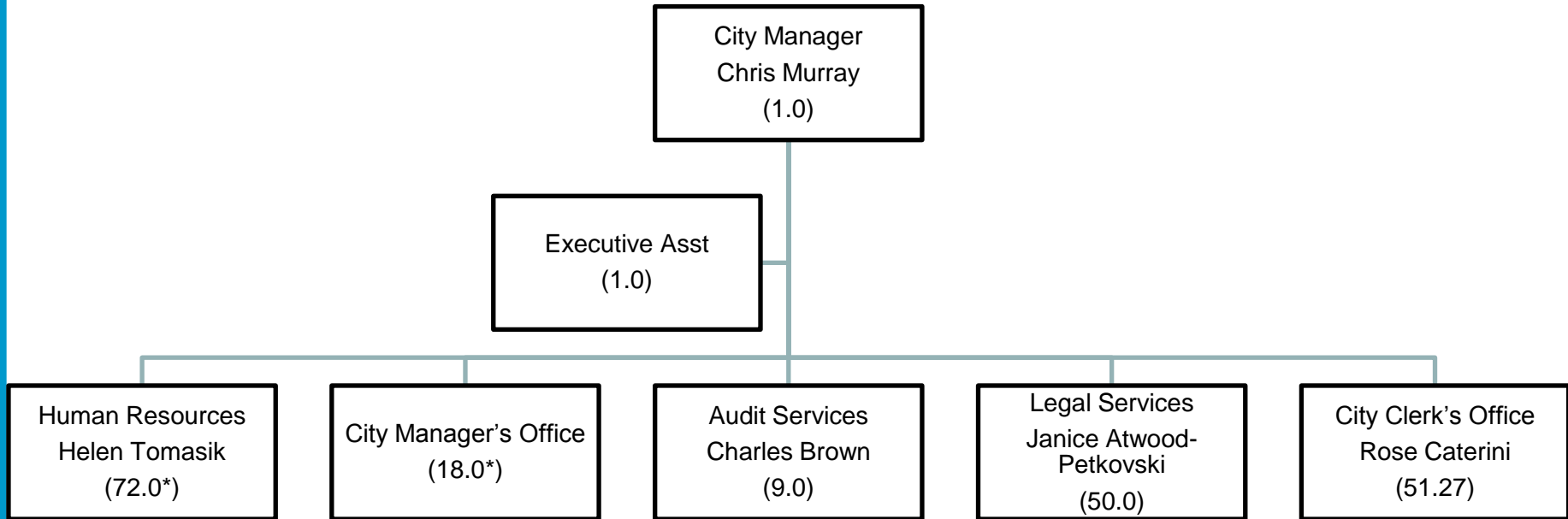


2016 TAX OPERATING BUDGET

City Manager



OVERVIEW



Complement (FTE)	Management	Other	Total	# of staff/ Management
2015 (restated)	18	184.27*	202.27*	10.24:1
2016	18	184.27*	202.27*	10.24:1
Change	0	0	0	0

* Denotes positions included in the complement, funded by the operating departments and appear in their budget

- Human Resources – 16
- City Manager Admin (Communications) - 6

2015 HIGHLIGHTS

Prosperous & Healthy Community

- Initiated review of land use development process (Ian Neville Report)
- Lead on the Our Future Hamilton: Communities in Conversation 2-day Speakers series; engaging 1700+ citizens in two days

Leadership & Governance

- Initiation of the 2016 – 2025 Strategic Plan process
- Supported the City's Leadership through:
 - Extended Management Team Meetings (2) and Corporate Leadership Team Meetings (3)
 - Continued development and implementation of corporate leadership program
 - Performance Accountability and Development system with training modules and management coaching
- Developed for Council a government relations program
- Implementation of the Lobbyist Registry By-law
- Administration of Municipal Elections Act Compliance Audit Process



2015 HIGHLIGHTS

Leadership & Governance (con't)

- Created on-line training module on ethics and the employee Code of Conduct with provision for electronic sign off in 2016



2015 HIGHLIGHTS

Valued & Sustainable Services

- Extension of Value for Money Audit Pilot Program to June 2017 to continue performing value-for-money audits
- Filled all vacancies in 2015, operating with full complement as of January 2016
- New Director of Audit Services hired and started in January 2016
- Introduction of Continuous Improvement using Lean / Six Sigma
- Implemented ergonomic strategy that decreased lost time injury rates in targeted employee groups
- Negotiated collective agreements for CUPE 5167, ATU, ONA (Public Health) and IUOE; resolved outstanding Roads Arbitration
- Implemented Automated Workflow & Manager Self Service system for HR related employee transactions
- Assessed satisfaction with internal services provided by CMO & Corporate Services and initiated Service Level Agreements accordingly



2015 HIGHLIGHTS

Valued & Sustainable Services (con't)

- Audit Services provided 33 reports to AF&A in 2015, covering a wide variety of topics.
 - Over 150 recommendations were made to improve service delivery; management accepted 92% of these recommendations.
- Clerked 262 Council and committee meetings.

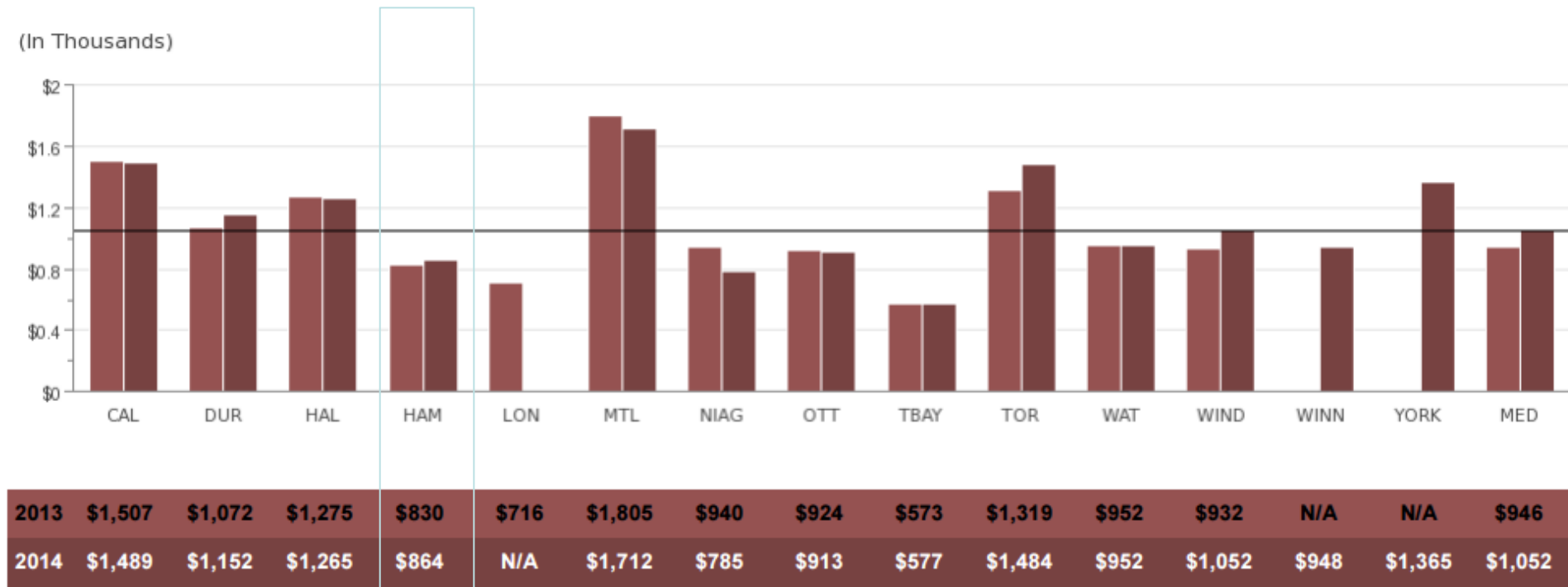


PERFORMANCE METRICS / SERVICE LEVELS

Human Resources

What is the total cost of HR administration per T4 supported?

Fig 14.1 Total Cost for Human Resources Administration per T4 Supported (includes amortization)



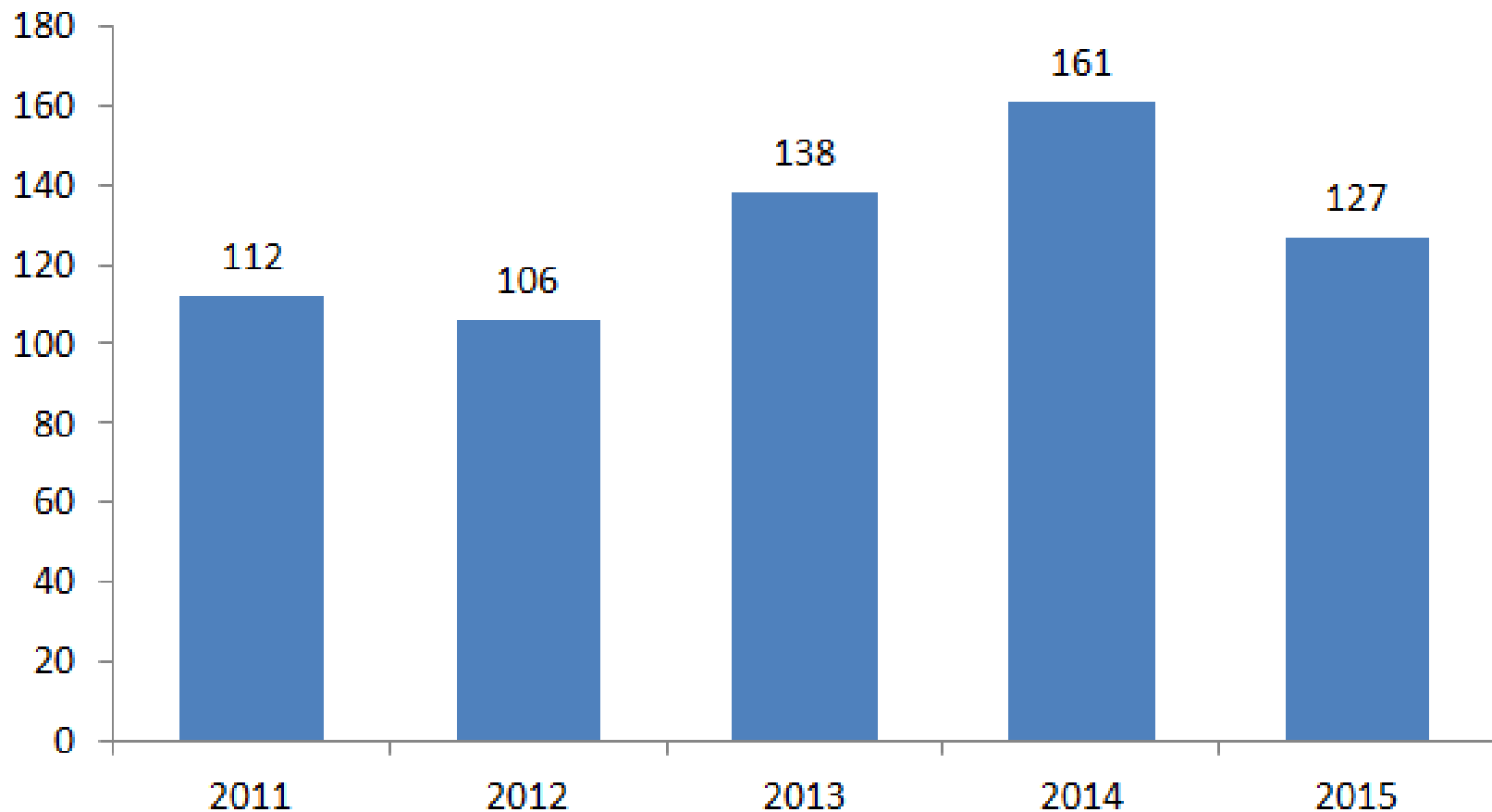
Source: HMRS305T (Efficiency)

2014 OMBI PERFORMANCE MEASUREMENT REPORT

PERFORMANCE METRICS / SERVICE LEVELS

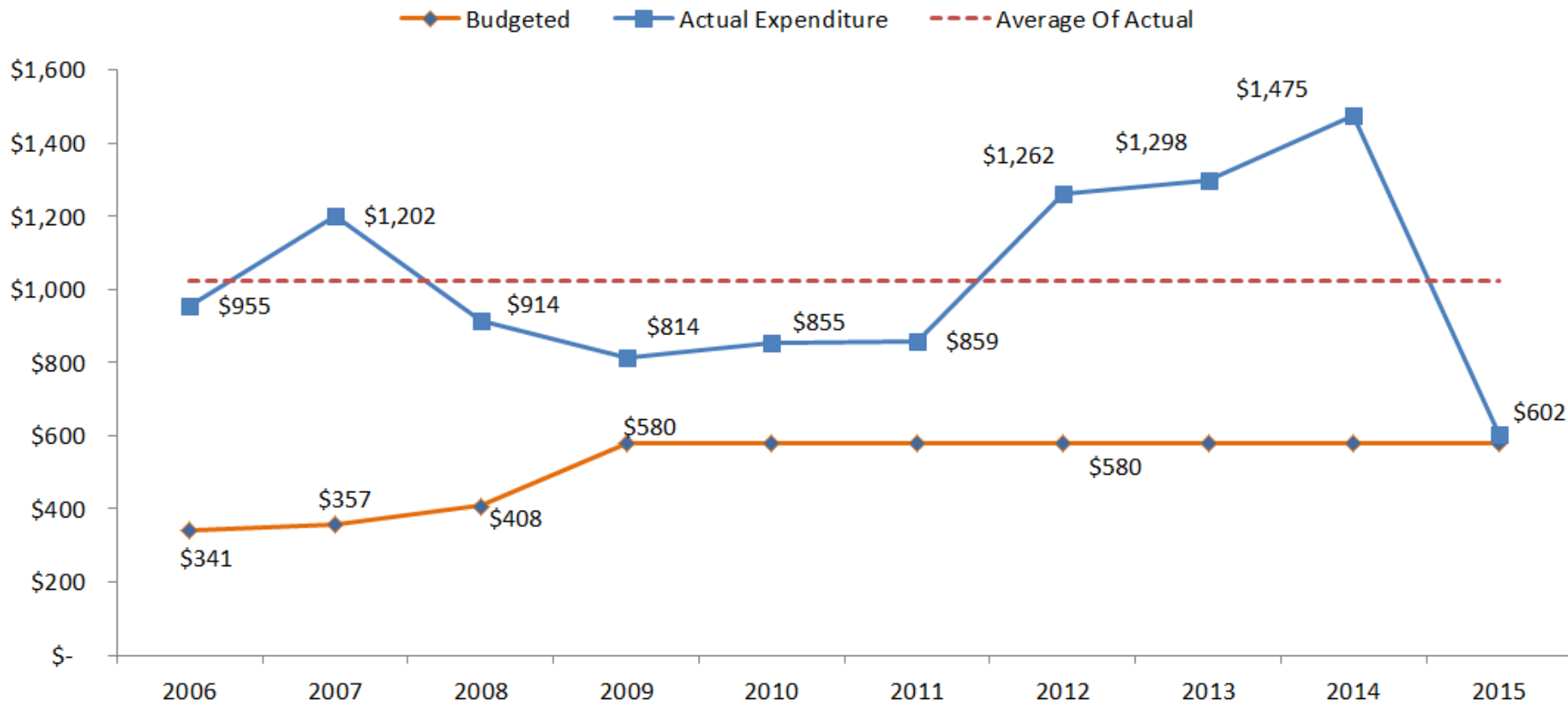
Impact of Ergonomic Strategy in 2015

Musculoskeletal Disorder – Lost Time Injury Occurrences



PERFORMANCE METRICS / SERVICE LEVELS

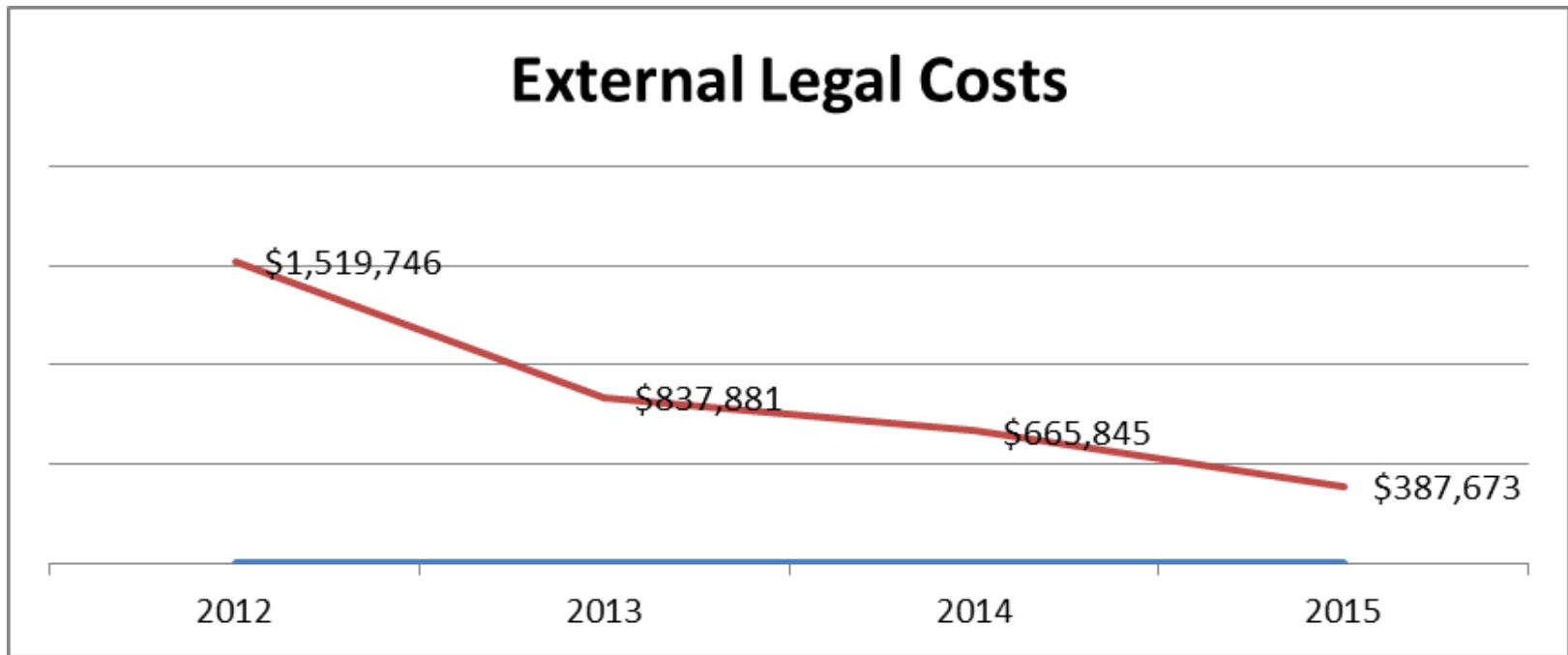
Total Legal, Arbitration & Mediation Costs 2006 – 2015 (in thousands)



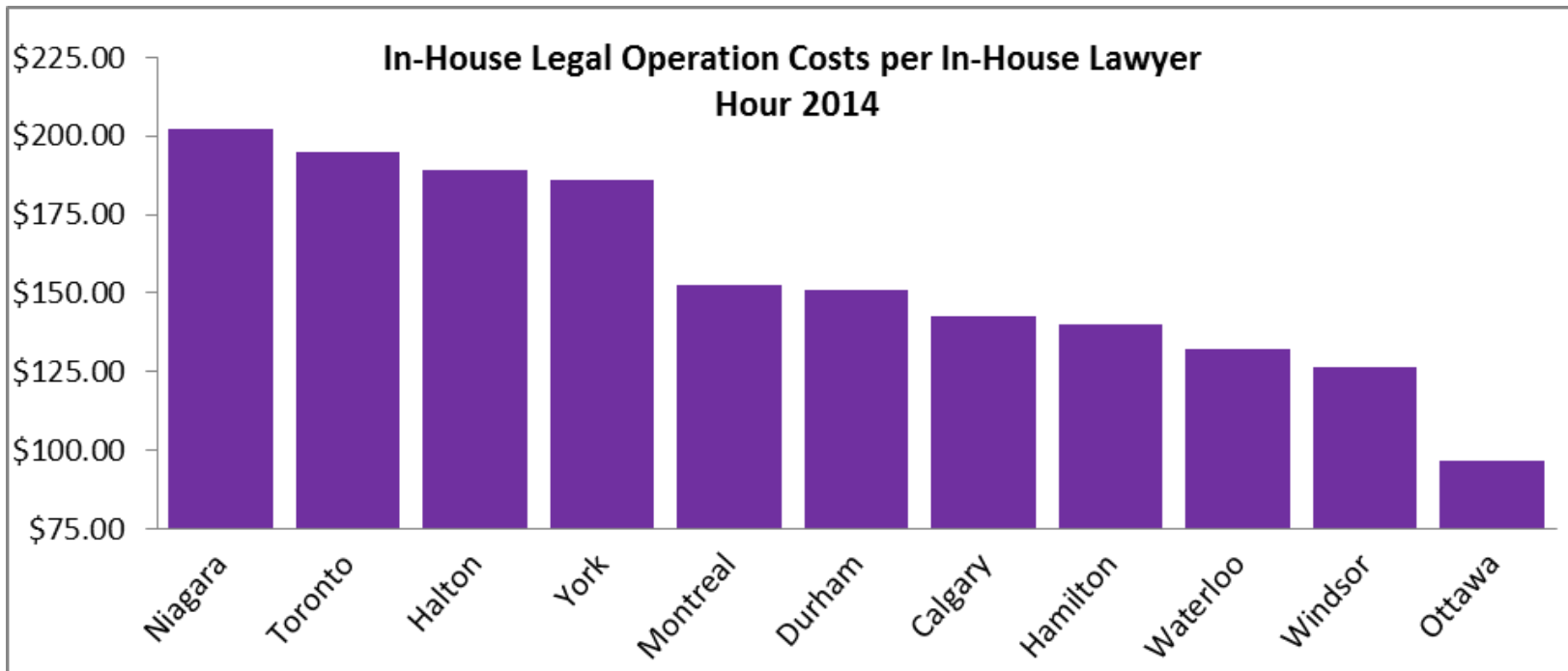
* 2015 results as of Jan 18th, 2016 (some expenses are still being reported).

Performance Metrics/Service Levels

Reduce reliance on External Lawyers



Performance Metrics/Service Levels



* 2014 OMBI Report



2016 INITIATIVES

Prosperous & Healthy Community

- Legal support of LRT
- Legal support of In-house HR lawyer
- Continue providing support to land use development review process

Valued & Sustainable Services

- Broadening the portfolio of services offered by Audit Services:
 - Audits (including value-for-money auditing)
 - Consulting
 - Independent risk assessments
 - Developing a comprehensive fraud program.
- Formalization of Continuous Improvement Program
- Negotiate collective agreements for CUPE 1041, CLAC, OPSEU, ONA (Lodges), and CUPE (Lodges)



2016 INITIATIVES**Valued & Sustainable Services (con't)**

- Develop and issue RFP for Employee Benefits Provider
- Finalize delivery of Employer proposals for Fire Interest Arbitration and receive award
- Implementation of paper-reduced agenda distribution process, including e-agendas for members of Council and review audio-visual technology



2016 INITIATIVES

Leadership & Governance

- Finalization of the 2016 – 2025 Strategic Plan
- Assist Council with aligning City needs/priorities with Federal/Provincial government mandates
- Create a People Plan that enables achievement of the City's strategic plan and desired corporate culture
 - Continue to advance succession planning, workforce planning, and the performance accountability and development system corporate-wide
 - Continue development and implementation of the corporate leadership development pathway
- Develop a corporate employee survey to assess current corporate culture, employee engagement, employee health and well-being as well as monitor employee diversity
- Develop and implement Workplace Mental Health strategy
- Review and modify Attendance Support Program in consideration of Audit recommendations and best practices



2016 Preliminary Tax Operating Budget



2016 NET OPERATING BUDGET BY DIVISION

City Manager

	2015 Restated Budget	2015 Projected Actual	2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
				\$	%
City Managers Office	1,513,680	1,206,250	1,600,380	86,700	5.7%
Audit Services	988,530	914,190	997,060	8,530	0.9%
City Clerk's Office	2,132,470	2,035,190	2,297,390	164,920	7.7%
Human Resources	5,445,020	5,623,680	5,451,030	6,010	0.1%
Legal Services	3,184,340	3,168,550	3,302,810	118,470	3.7%
NET LEVY	13,264,030	12,947,850	13,648,660	384,620	2.9%

* Proposed budget reductions will bring the Net Levy increase to 2.5%

2016 MAJOR COST DRIVERS / Opportunities



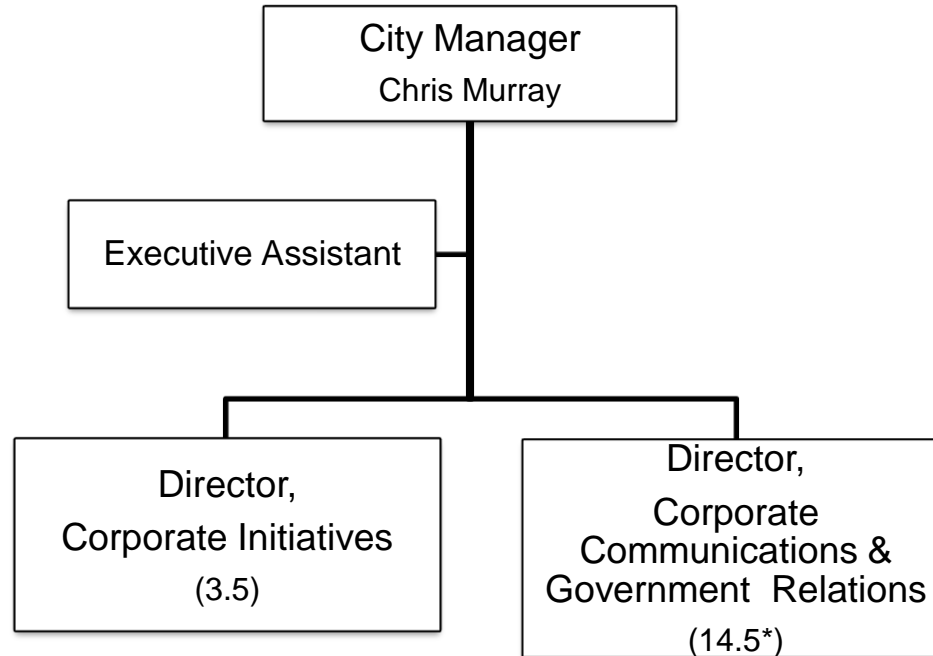
2016 Budget by Division



City Manager's Office



OVERVIEW



Complement (FTE)	Management	Other	Total	# of staff/ Management
2015 (restated)	3	17*	20*	5.67:1
2016	3	17*	20*	5.67:1
Change	0	0	0	0

* 6 positions included in the complement, are funded by the operating departments and appear in their budget

2016 NET OPERATING BUDGET BY SECTION

City Managers Office

	2015 Restated Budget	2015 Projected Actual	2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
				\$	%
Administration - CMO	271,030	270,860	280,870	9,840	3.6%
Corporate Initiatives CMO	407,280	407,280	415,690	8,410	2.1%
Comms & Intergov Affairs	835,370	528,110	903,810	68,440	8.2%
NET LEVY	1,513,680	1,206,250	1,600,380	86,700	5.7%

* Proposed budget reductions will bring the Net Levy increase to 3.1%

2016 MAJOR COST DRIVERS / Opportunities

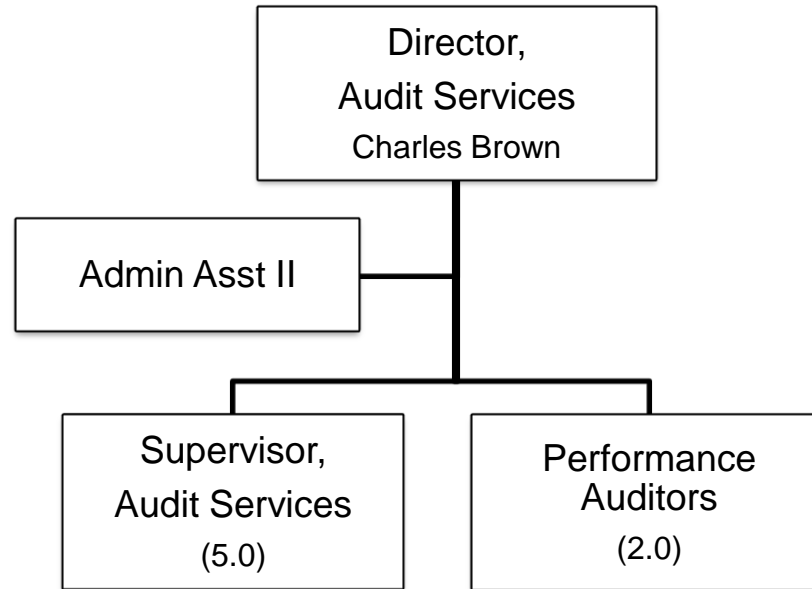
- Employee Related Costs \$90,870
- Parking & Advertising (\$3,000)
- Corporate Costs & Indirect CAs (\$1,170)



Audit Services



OVERVIEW



Complement (FTE)	Management	Other	Total	# of staff/ Management
2015	1	8	9	8:1
2016	1	8	9	8:1
Change	0	0	0	0

2016 NET OPERATING BUDGET BY SECTION

Audit Services

	2015 Restated Budget	2015 Projected Actual	2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
				\$	%
Audit Services	988,530	914,190	997,060	8,530	0.9%
NET LEVY	988,530	914,190	997,060	8,530	0.9%

2016 MAJOR COST DRIVERS / Opportunities

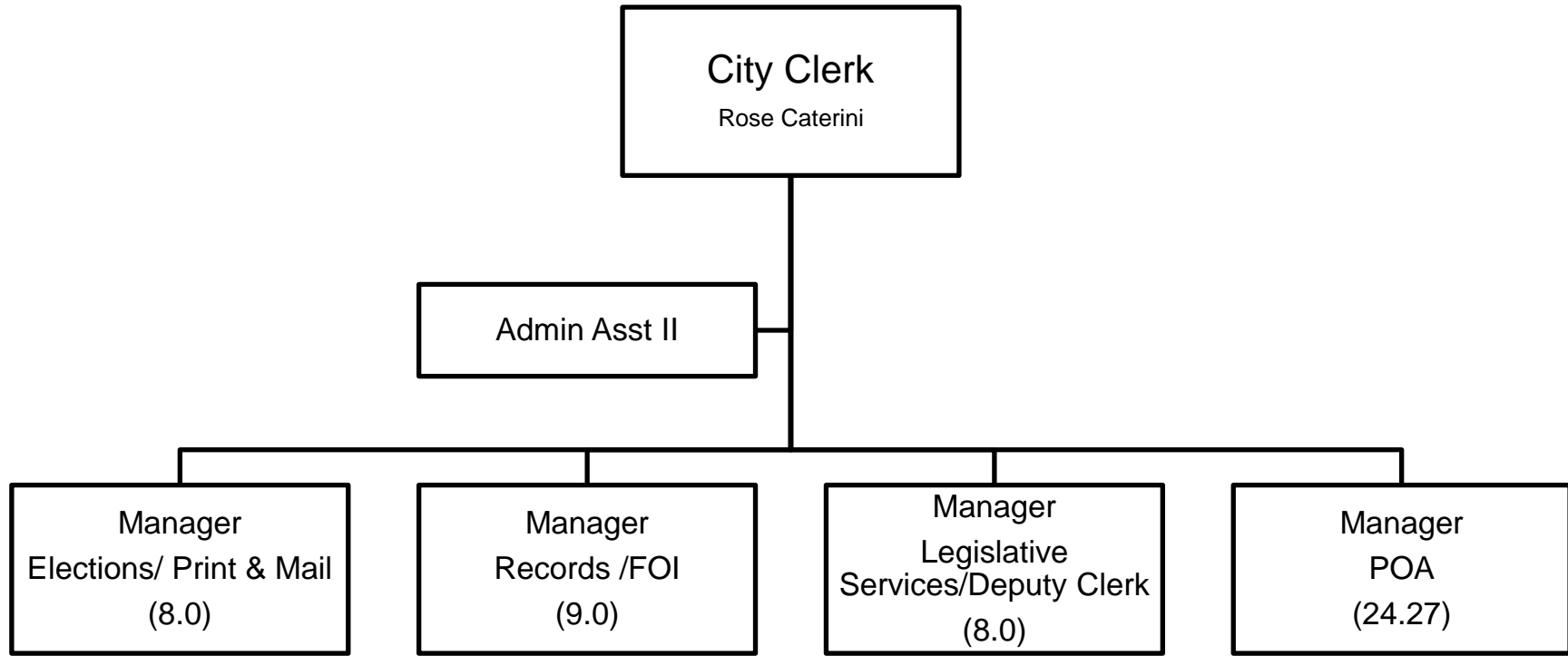
- Employee Related Costs \$29,050
- Lease Rental (\$16,000)
- Recovery from Reserves & Other (\$ 4,520)



City Clerk's Office



OVERVIEW



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2015	5	46.27	51.27	9.25:1
2016	5	46.27	51.27	9.25:1
Change	0	0	0	0

2016 NET OPERATING BUDGET BY SECTION

City Clerk's Office

	2015 Restated Budget	2015 Projected Actual	2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
				\$	%
City Clerk - Admin	111,810	106,860	115,080	3,270	2.9%
Elections	389,520	389,520	507,170	117,650	30.2%
Legislative Support	816,690	755,380	827,680	10,990	1.3%
POA	0	0	0	0	0.0%
Print & Mail	390,980	380,500	414,140	23,160	5.9%
Records	423,470	402,930	433,310	9,840	2.3%
NET LEVY	2,132,470	2,035,190	2,297,390	164,920	7.7%

2016 MAJOR COST DRIVERS / Opportunities

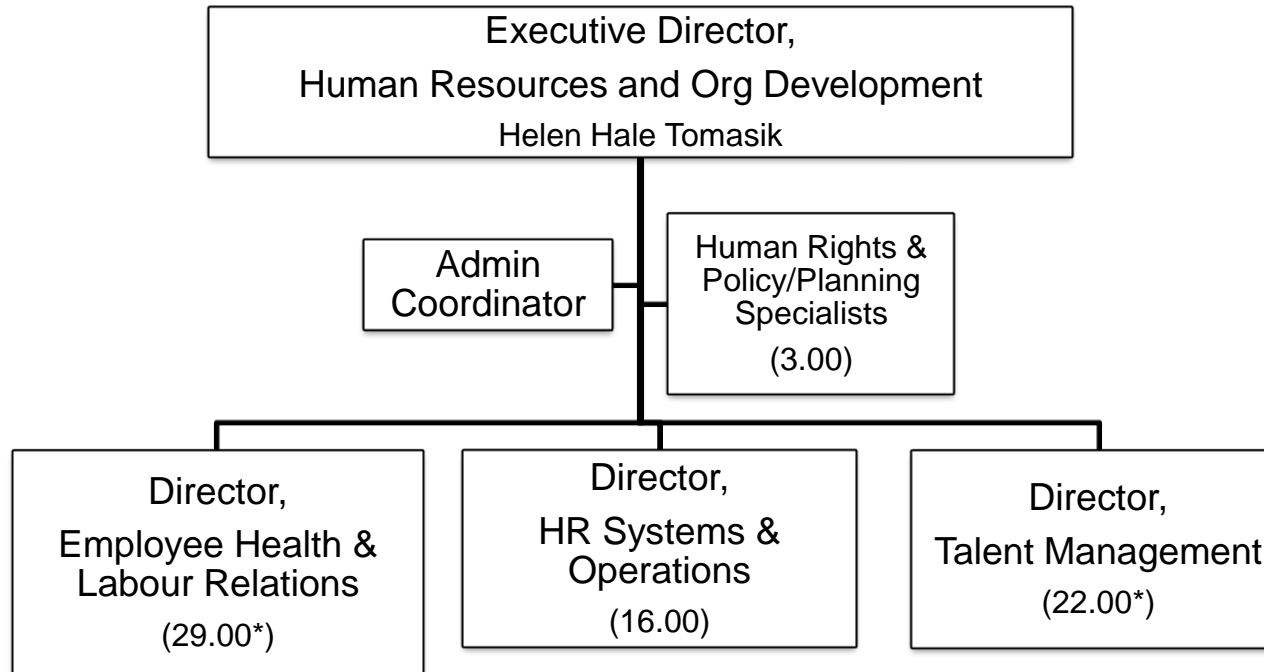
- Employee Related Costs \$ 45,740
- Election Expense contribution \$117,000
- Other \$ 2,180



Human Resources



OVERVIEW



Complement (FTE)	Management	Other	Total	# of staff/ Management
2015 (restated)	5	67*	72*	13.4:1
2016	5	67*	72*	13.4:1
Change	0	0	0	0

* 16 positions included in the complement, are funded by the operating departments and appear in their budget

2016 NET OPERATING BUDGET BY SECTION

Human Resources

	2015 Restated Budget	2015 Projected Actual	2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
				\$	%
Human Resources Admin & Human Rights	854,330	876,240	856,940	2,610	0.3%
Emp Health & Labour Relations	2,076,320	2,219,530	2,056,440	(19,880)	(1.0)%
Talent Management	1,505,910	1,491,050	1,517,780	11,860	0.8%
HR Systems & Operations	1,008,460	1,036,860	1,019,880	11,420	1.1%
NET LEVY	5,445,020	5,623,680	5,451,030	6,010	0.1%



2016 MAJOR COST DRIVERS / Opportunities

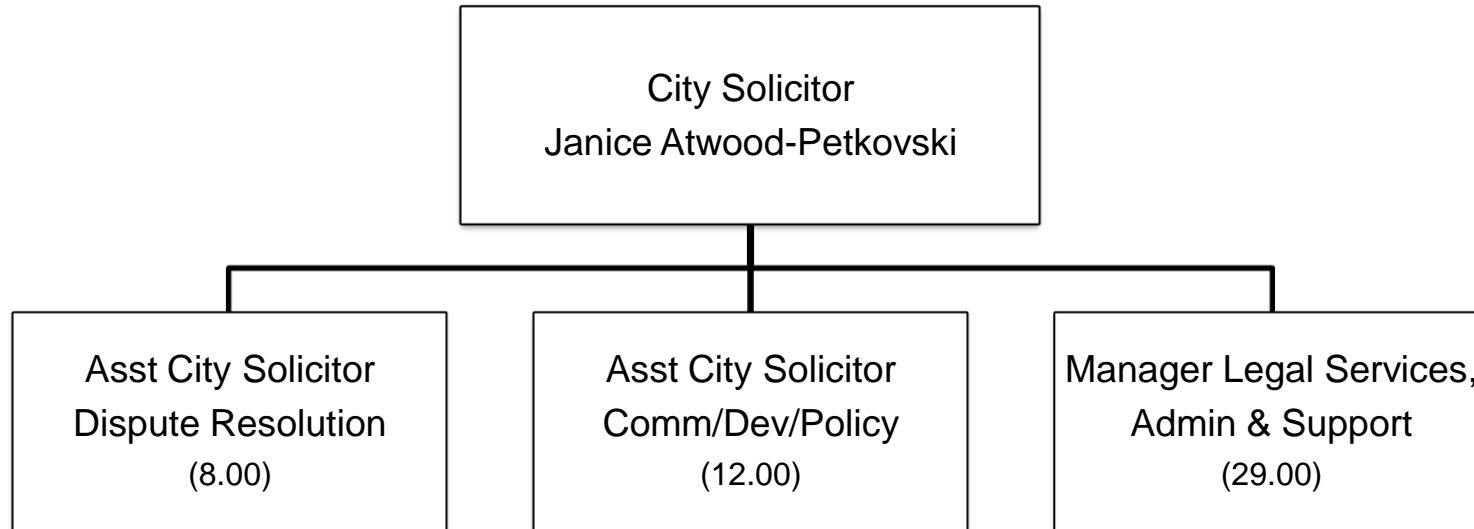
- Employee Related Costs \$160,390
- Reduced Contractual Expenses (\$ 10,000)
- Corp Charges & Indirect Recovery (\$ 98,520)
- Recovery from Reserve (\$ 43,330)
- Other (\$ 2,500)



Legal Services



OVERVIEW



Complement (FTE)	Management	Other	Total	# of staff/ Management
2015	4	46	50	11.5:1
2016	4	46	50	11.5:1
Change	0	0	0	0

2016 NET OPERATING BUDGET BY SECTION

Legal Services

	2015 Restated Budget	2015 Projected Actual	2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
				\$	%
Inhouse-Outside Counsel - City	3,184,340	3,168,550	3,302,810	118,470	3.7%
NET LEVY	3,184,340	3,168,550	3,302,810	118,470	3.7%

2016 MAJOR COST DRIVERS / Opportunities

- Employee Related Costs \$256,730
- Legal Fees (\$100,000)
- Recovery from POA & Capital (\$ 36,410)
- Indirect Recoveries (\$ 17,430)
- Other \$ 15,580

