



**City of Hamilton**  
**GENERAL ISSUES COMMITTEE**

**Meeting #:** Meeting#-xx-xxxx  
**Date:** January 19, 2018  
**Time:** 9:30 a.m.  
**Location:** Council Chambers, Hamilton City Hall  
71 Main Street West

Stephanie Paparella, Legislative Coordinator (905) 546-2424 ext. 3993

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	<b>Pages</b>
1. APPROVAL OF AGENDA (Added Items, if applicable, will be noted with an *)	
2. DECLARATIONS OF INTEREST	
3. APPROVAL OF MINUTES OF PREVIOUS MEETING	
4. CONSENT ITEMS	
4.1 Trust and Confidence Report (CM18001) (City Wide)	3
5. STAFF PRESENTATIONS	
5.1 2018 Budget Overview (FCS18009) (City Wide)	39
Due to the size of Appendices "A" and "B" to Report FCS18009, they will not be provided in the printed agenda, but are available on the City's website.	
6. DISCUSSION ITEMS	
7. MOTIONS	
8. NOTICES OF MOTION	
9. GENERAL ISSUES / OTHER BUSINESS	

**10. PRIVATE & CONFIDENTIAL**

10.1 2015 and 2016 Niagara Peninsula Conservation Authority Levy  
Apportionment (LS16020) (City Wide)

Pursuant to Section 8.1, Sub-sections (e) and (f) of the City's Procedural By-law 14-300, and Section 239(2), Sub-sections (e) and (f) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the City; and, the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

**11. ADJOURNMENT**



# INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 19, 2018
<b>SUBJECT/REPORT NO:</b>	Trust and Confidence Report (CM18001)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Brigitte Minard 905-546-2424 x2297
<b>SUBMITTED BY:</b>	Chris Murray City Manager
<b>SIGNATURE:</b>	

## Council Direction:

Not Applicable

## Information:

The City of Hamilton provides a wide array of services that citizens and business owners require to thrive in this community. Why and how well we provide those services is the focus of this report.

Demonstrating results is key to building the public's trust and confidence in government. Over the past year and a half, the City Manager's Office (CMO) has worked with departments to establish performance measures in support of the strategic plan and align with the development of the multi-year budget and business plans. Additionally in the fall of 2016, there was a commitment to move to a consistent performance measurement framework; Results Based Accountability (RBA) was implemented as the corporate framework for measurement.

A key step in rolling out the framework was reviewing and updating the City's 2012 Service Delivery Report (CM12001). The CMO has worked with the departments to refresh the services to the current state. The outcome of the review, with some consolidation and modernization, is now 72 services (the 2012 report identified 89). Those services were also reviewed against standards and aligned to the RBA measurement framework which asks the questions: How much service do you provide? How well do you do it? Is anyone better off?

Using a common and consistent language for measurement will make it easier for the public to understand performance. The migration to RBA is still underway with approximately 74% of programs having completed measurement work.

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The Trust and Confidence Report presents the updated services, as well as the program measurements. The measurement section of the report is currently a work in progress and will continue to be expanded as information is received. To enable an agile approach to delivery, the report has been produced digitally rather than print. It can be accessed on the City's website at [www.hamilton.ca/trustandconfidence](http://www.hamilton.ca/trustandconfidence).

In summary, this report highlights the core City services and identifies the commitment the teams are making to ensure the citizens of Hamilton see value in City services. The goal is to share information with stakeholders about the services the City provides while using their hard-earned tax dollars. Additionally, the report and the corporate program that supports it, is intended to identify areas where measures are below expectations and to prioritize for review and continuous improvement opportunities.

The current status of the services in the report is:

- 72 services
- 243 subservices
- 74% of services have measures included in their profiles
- 90% of services are at or exceeding standard

The content of this report includes:

- Roadmap to Ongoing Excellence
  
- Our Community
  - Various demographic information
  
- Our Economy
  - Various economic indicators
  - Hamilton Transportation
  
- Our Outlook
  - Checks and Balances – A summary of independent assessments of our City
  
- Our Commitment to Our Community
  - City of Hamilton's Strategic Plan (including vision, mission and strategic priorities)
  - Our People Survey
  - Demonstrating our Success
  - Taking the Pulse of the City
    - Our Future Hamilton
    - Our Citizen Survey

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- City by the Numbers
  - Our Financial Situation
  
- Service Profiles - the services provided to residents

This report will be updated regularly. The planned update frequency is quarterly. The next update is scheduled for April 2018.

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# TRUST AND CONFIDENCE REPORT

January 19, 2018  
General Issues Committee

# Trust and Confidence Report

## What It Is:

- The first-ever comprehensive performance report at the City of Hamilton.
- A web-based report.
  - Easy to update
  - Environmentally friendly
  - Consistent with today's tech-focused world



# Why Trust and Confidence?



Conference Board of Canada

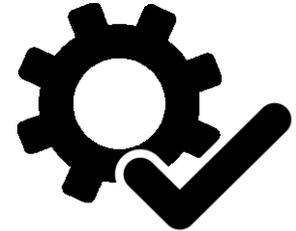
# Why Trust and Confidence?

## **Council direction:** Hamilton's Progress 2000 to 2017

At GIC on June 21, 2017  
State of the City Comparative Study

# Why It Matters

- Results Matter  
People expect value for money.
- Helps track progress towards the City's Strategic Plan.
- Aligns with the development of Multi-Year Budgeting and Business Planning.



# Two Sections

- Services we deliver today
- Snapshots of our city



**72 Services**  
**243 Sub services**

# Our Services



- Service Description
- Related Subservices
- Type of Service
- Rationale
- Primary Funding Sources
- Service Level
- Service Level Source
- Performance Measures

# Results-Based Accountability™

- How much did you do?
- How well did you do it?
- Is anyone better off?

Measures that are meaningful to residents and are easy to understand.

# Why RBA?

- Effective way to communicate what we do
- Based on the book by Mark Friedman  
“Trying Hard Is Not Good Enough”
- Used by:
  - Boston
  - Calgary
  - Burlington
  - London (ON)
  - State of Vermont
  - Tillamook County (OR)
  - North Lincolnshire (UK)
  - And many more



# THE GOOD THE BAD AND THE UGLY

# Our Services



- **71% of services** have measures included in their profiles.
- Measures will continue to be added to the service profiles. **Next update: April 2018**

# Our Services

- Animal Services
- Audit Services
- Building Inspections
- Building Permits and Zoning By-law Review
- Business Development
- Business Improvement & Performance Excellence
- Business Licensing
- By-Law Enforcement
- Cemeteries
- Child Care System Management
- Chronic Disease and Injury Prevention
- Citizen and Customer Service
- City Enrichment Fund
- Community Hubs (under construction)
- Community Initiatives
- Corporate Radio System
- Corporate Security (under construction)
- Cultural Development
- Development Approvals
- Digital Operations and Open Data
- Directly Operated Child Care Program- Red Hill Family Centre
- Early Years System Management
- Election Services
- Emergency Management
- Energy Initiatives
- Engineering Services
- Facilities Management
- Fire Protection Services
- Financial Management
- Fleet Services Management
- Forestry
- Growth Management
- Hamilton Farmers' Market
- Hamilton Paramedic Service
- Healthy Environments
- Healthy Families
- Heritage Resource Management
- Horticultural Programs
- Housing Service System Management
- Housing Supports
- Human Resources
- Infectious Diseases
- Information Management
- Information Technology
- Land Use Planning
- Legal Services
- Legislative Services & Council Relations
- Life Skills and Case Management
- Long-Term Care
- Ontario Works
- Organizational Oversight
- Parking Operations
- Parks and Open Space Access
- Printing and Distribution Services
- Provincial Offences Administration
- Public Health Foundational Standards
- Public Transportation
- Real Property Management
- Recreation Facilities, Products and Services
- Revenue Generation
- Risk Management
- Roadway Access
- School Crossing Guards
- Solid Waste Management
- Special Services Special Supports - Low Income Program
- Storm Water Management
- Strategic Communications
- Tourism Development
- Transportation Services
- Urban Renewal
- Wastewater Collection and Treatment
- Water Supply and Distribution



## Energy Initiatives Profile

Home > Government Information > Trust and Confidence Report > Energy Initiatives Profile

The Corporate Energy Policy requires the City of Hamilton to achieve prescribed targets and meet prescribed energy and environmental standards, including standards for energy conservation and demand management. This service includes:

### Utilities

- Procurement and management of all utility purchases (fuels, electricity, natural gas, and renewable energy commodity transactions). Utility data and billings are reviewed regularly to balance natural gas direct purchase agreements for large volume accounts. Supply contracts and forward purchasing is performed to reduce budget volatility.
- Reporting including mandatory annual Green Energy Act reporting, Corporate Energy Policy directed reporting (Annual Energy Report, Annual Commodity Report Corporate Greenhouse Gas Emissions Inventory).
- Energy and utility data management: Quarterly Fuel Reports, fuel card management, rate and billing reviews containing over 2,000 meters' data, and fuel tax credits.

### Energy Engineering

- Energy Management Plans – Individual site and portfolio benchmarking of energy intensity, energy consumption and overall efficiency of Corporate built space.
- Project Management – Energy retrofit projects.
- Renewable Energy Operations – Hamilton Renewable Power Incorporated (HRPI), Solar, Renewable Natural Gas, and new opportunities as they arise. Management of renewable energy operations that include methane-based electricity generation at the landfill and at the Woodward wastewater treatment plant. There is also a biogas purification unit that takes additional methane from the digesters at the Woodward wastewater plant and creates renewable natural gas. The Energy Office manages the solar installations along with looking for new sources of revenue from other renewable energy projects and operations.
- Building Automation Systems – Strategy and policy for all corporate buildings, which includes the implementation of energy retrofit projects that lower the City of Hamilton's operating costs. Such projects include LED lighting, pumps, building automation systems, district energy, and arena ice plant optimization.

## Service Details

### Related Subservices

- Utilities
- Energy Engineering

### Primary Funding Sources

- Transfers/Grants (incentives, revenues and some efficiency savings directed to Energy Reserve as per Corporate Energy Policy)
- Net Levy

### Type of Service

- Internal corporate service

### Service Level

- Exceeds standard

### Rationale

- Essential/Mandatory, Legislated requirement
- Core municipal service
- Other - societal benefits from a Clean and Green approach and expectation of the public to best manage any energy use wisely and efficiently

### Service Level Source

- Legislated
- Council approved policy or service standard
- Management directive

## Performance Measures

### How much did you do? (volume)

#### 2016

- Utility cost to the City: \$45 million
- The Energy Office manages any reductions in price from supplier contracts or cost reduction through better rates or reducing volatility.
- Methane based electricity generation
  - City of Hamilton's landfill: 3.2 megawatts
  - Woodward Wastewater Treatment Plant: 1.6 megawatts

### How well did you do it? (quality)

- Net benefit from all HRPI operations in 2016: approximately \$1.3 million
- The 2016 energy savings contribution from projects is \$2.5 million, plus nearly \$4 million received for incentives (which includes the Street Lighting incentive of about \$3.8 million), for a total of \$6.5 million.

### Is anyone better off? (impact)

- HRPI produces approximately 31,000,000 kWh of renewable energy annually with a reduction of emissions in excess of 100,000 tonnes CO<sub>2</sub>e (CO<sub>2</sub> equivalent).

Strategic Plan Priority





## Smart City/Digital Strategy Profile

Home > Government Information > Trust and Confidence Report > Smart City/Digital Strategy Profile

The expectations of a modern municipal government's services and access to information have evolved significantly in the digital era. Citizens continue to expect that information and services be available quickly and easily electronically. Technology can also enhance management's availability to monitor service performance, find efficiency, and evolve.

This service includes:

- **Smart City** - A Smart City is a municipality that uses information and communication technologies to increase operational efficiency, share information with the public and improve both the quality of government services and citizen welfare.
- **Digital Strategy** - Establishment of a digital strategy that supports corporate and community objectives. Residents, businesses and the community have enhanced access to City of Hamilton information/data and services supported by mature digital public-private partnerships.
- **Digital Transformation (Smart City Roadmap)** - Use of a broad range of technology that enables new methods of engagement and service delivery to facilitate quality of life for its citizens and increasing the operational efficiency of the City.
- **Open Data Program** - Making meaningful and high quality municipal data available to the public for reuse with an open license. Deliver a sustainable Open Data program through the development of policies and growth backed by business processes.
- **Digital Service Channels (Mobile App, Web)** - Modernizing government's approach to e-service delivery by enabling our citizens in a format that works for them. To become part of citizen's daily routine and go-to channels for critical communications.

## Service Details

### Related Subservices

- Digital Transformation (Smart City Strategy)
- Digital Strategy
- Open Data Program
- Digital Service channels (Mobile App, Web)

### Primary Funding Sources

- Capital Budget
- Net Levy

### Type of Service

- Both public facing and internal corporate service

### Service Level

- Below standard

### Rationale

- Core municipal service

### Service Level Source

- Council approved policy or service standard

## Performance Measures

### How much did you do? (volume)

#### Open Data Program (August 1, 2016 to July 31, 2017)

- Dataset downloads: 5,736

#### Digital Service Channels (August 1, 2016 to July 31, 2017)

- Page views: 14,302,822
- New visitors: 1,308,778

#### Top Five Datasets

- City of Hamilton 2016 Census
- Licensed Contractors in Hamilton
- Roads
- Bikeways
- City Properties

#### Top Five Pages

- City of Hamilton homepage ([www.hamilton.ca](http://www.hamilton.ca))
- Jobs Open to the Public
- PDF Bus Schedules
- Hamilton Street Railway (HSR) Schedule, Routes and Maps
- Garbage and Recycling landing page

Strategic Plan Priority





# Snapshots of our city



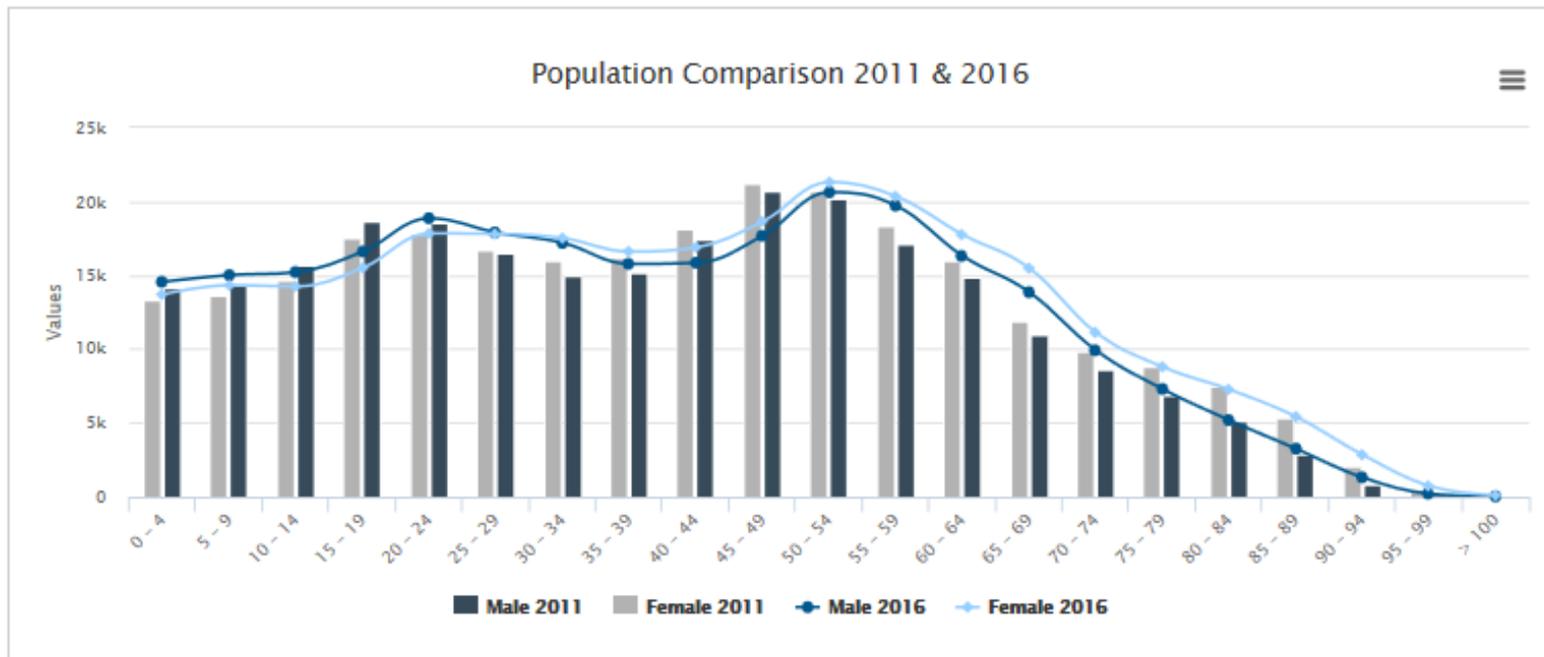
# Content

- Our Community
- Our Economy
- Our Outlook - independent assessments of our City
- The City of Hamilton's Strategic Plan
- Taking the Pulse of the city
- City by the Numbers - Our Financial Situation



## Population

- In 2016, there were 536,917 people living in Hamilton. This represents an increase of 16,970 (3.3%) people since 2011.
- The majority (66.8%) of the overall population increase since 2011 can be attributed to the change in the population age 65 years and older which increased by 11,335.
- Of the total 2016 population, 16.2% were youths under the age of 15, 66.5% were age 15 to 64 and 17.3% were age 65 years and older.
- In 2016, the median age of the population was 41.5 years. This is an increase of 0.6 years since 2011.
- In 2016, there were slightly more females than males living in Hamilton, 51.1% and 48.9% respectively. This is a trend that has remained unchanged from 2006.
- An increasingly greater difference between the proportion of females and males is notable amongst older age groups. For residents age 75 and over, 59.3% were females and 40.7% were males. The difference becomes greater for those ages 85 and over where 65.4% were females; and for residents age 100 and over there were 80.0% females and only 20.0% males.





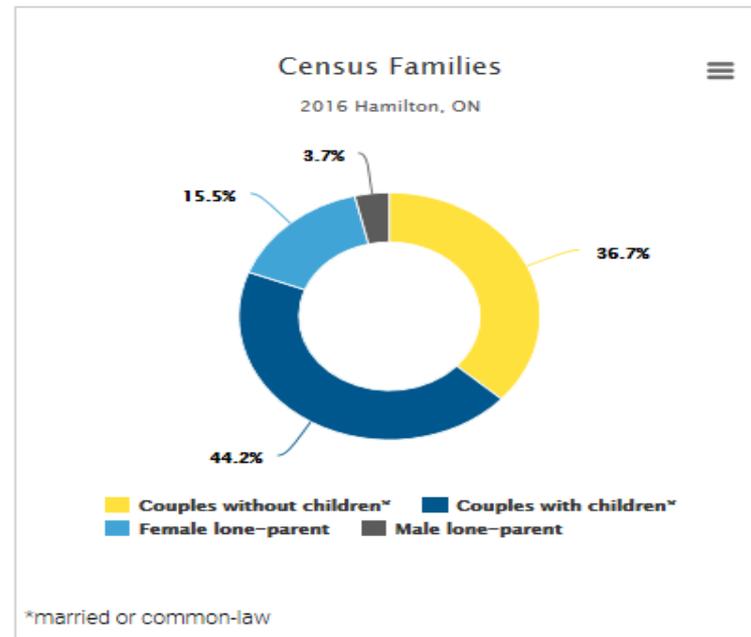
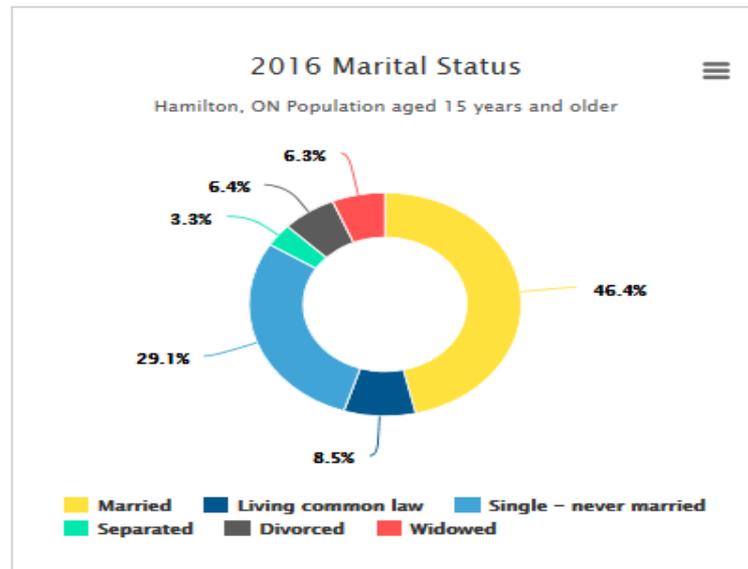
## Families, Households and Marital Status

In 2016, approximately 46.4% of residents age 15 and over were married, 8.5% were living in a common-law relationship and 29.1% were single (never-married).

Between 2011 and 2016, residents who were living in a common-law relationship increased by 17.2%, those who were divorced increased by 6.1% and those who were separated increased by 2.1%.

- In 2016, there were 149,355 census families in Hamilton. This represents an increase of 5,230 census families since 2011. The increase can mostly be accounted for by an increase of common-law couple families (2,820) and female lone-parent families (1,165).

- Between 2011 and 2016, Hamilton has seen common-law couple families increased by 17.3%, female lone-parent families increased by 5.3%, male lone-parent families increased by 4.9% and married couples increased by just 1.0%.
- In 2016, families with children comprised 63.3% of all families in the city of Hamilton.
- Since 2011, families with children have seen a 2.7% increase whereas families without children have increased by 5.4%.





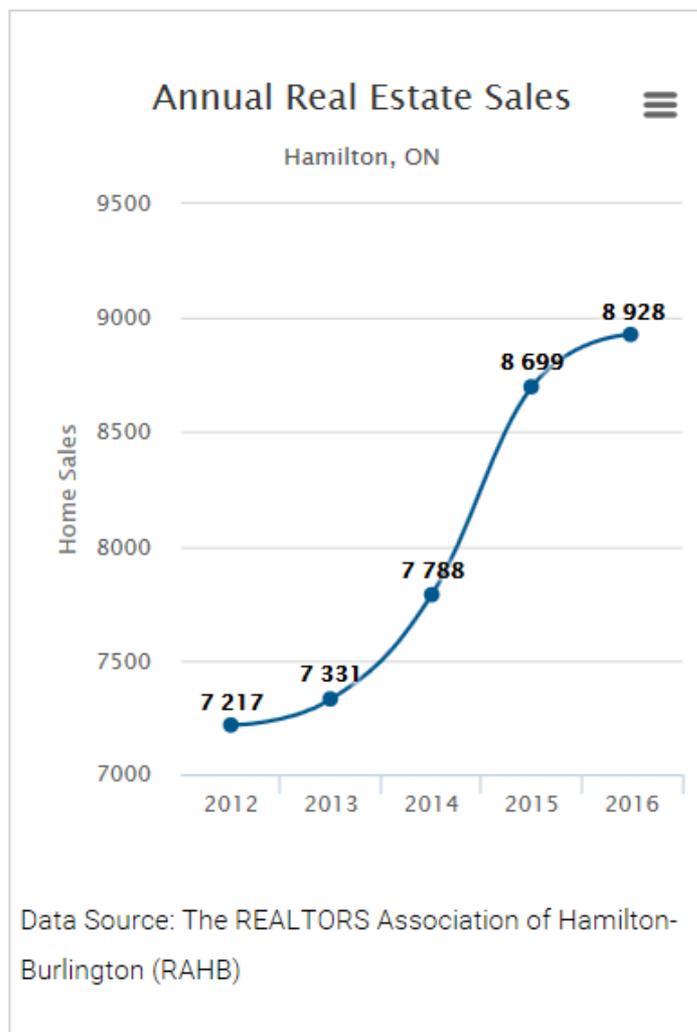
## Our Economy

Home > Government Information > Trust and Confidence Report > Our Economy

### Annual Real Estate Sales

The measurement and reporting of residential real estate transactions is a common and valuable source of information on the general health of an economy. A large and growing number of residential real estate transactions indicate a healthy market for what is for most Canadians their largest asset, and a demonstration of a stable equilibrium in the general perceptions of buyers and sellers. Real estate professionals as well as current and prospective citizens look at statistics on real estate sales volumes in addition to current real estate inventories, historic and recent transaction values to understand and forecast supply/demand, and establish market pricing for future transactions.

- There has been a consistent increase in the annual real estate sales in Hamilton over the past five years, reaching a record high total in 2016.
- The annual sales total for 2017 is trending lower in 2017 (as of August).





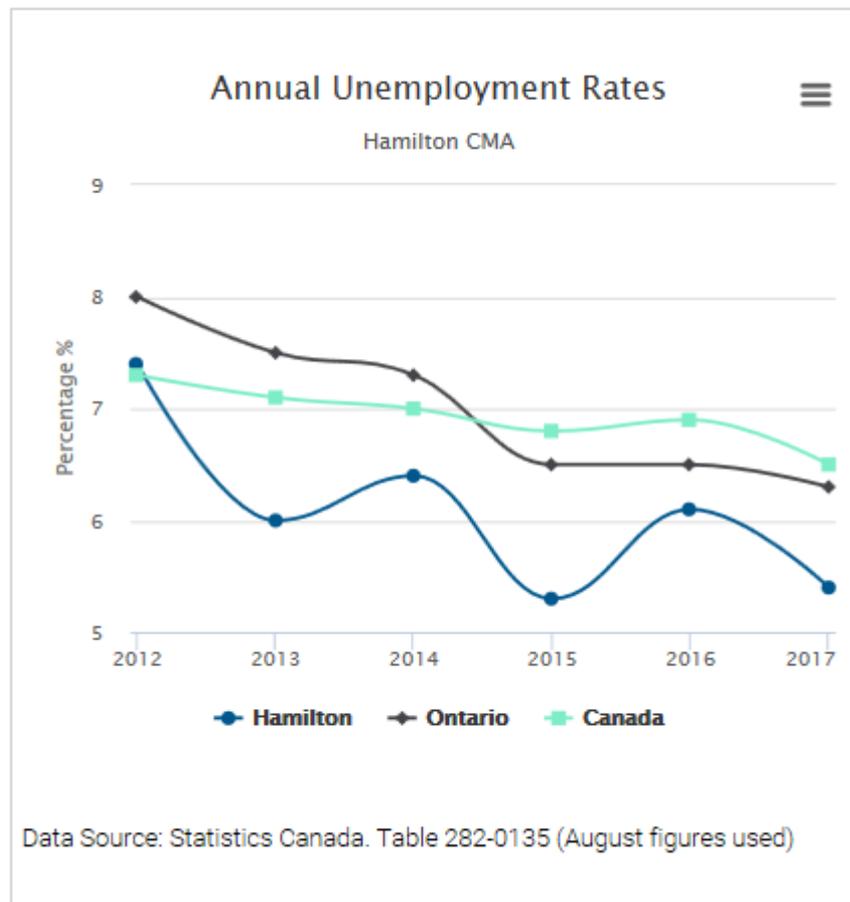
## Our Economy

Home > Government Information > Trust and Confidence Report > Our Economy

### Unemployment Rate

One of the most commonly used sources of information to obtain a basic measure of the health of an economy is the unemployment rate. The unemployment rate identifies the percentage of the labour force (those people who are employed or are actively seeking employment) that are unemployed. Both businesses and citizens look to this measure among others to understand employment demand and opportunity for the designated area, with a lower unemployment rate normally signaling a job market favouring the job seeker, and a higher unemployment rate normally signalling a job market favouring the employer.

- The past five years of unemployment data shows a downward trend on the unemployment rate, indicating that a larger percentage of the population actively involved in the labour force have been successful in finding and maintaining employment.
- Provincially, Hamilton has consistently outperformed the provincial average over the past five years.
- Nationally, Hamilton has one of the lowest unemployment rates compared to all major urban areas.





# Our Outlook - Checks and Balances

Home > Government Information > Trust and Confidence Report > Our Outlook - Checks and Balances



## A summary of independent assessments of our City

There are three significant independent assessments that are regularly conducted to independently assess the City of Hamilton's operations:

1. Internal Audits conducted by the City's independent Audit Services Division on an ongoing basis.
2. The annual independent external financial statement audit that is required to be conducted over the City's financial statements. The current external auditor for the City of Hamilton is KPMG LLP.
3. Periodic assessments of the City of Hamilton's credit and debt ratings by external credit rating agency Standard and Poor's (S&P).



## Management of Discretionary Reserves and Obligatory Reserve Funds

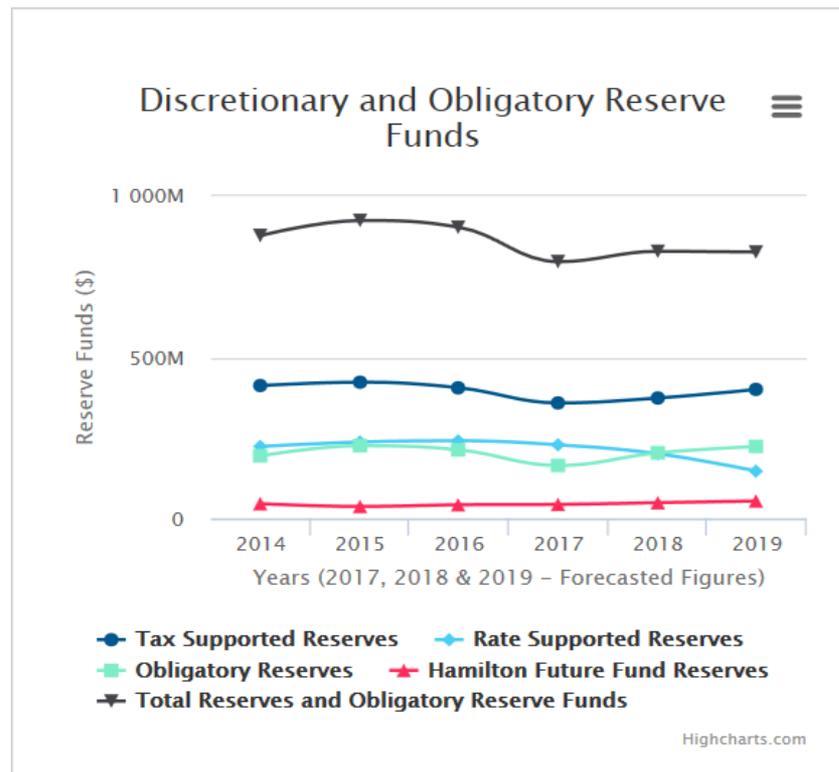
Reserves and reserve funds are comprised of funds set aside for specific purposes by Council and funds set aside for specific purposes by legislation, regulation or agreement. Reserves provide flexibility to manage the financial needs of the corporation.

The City's discretionary reserves are comprised of tax supported reserves, rate supported reserves and Hamilton Future Fund Reserves. The Hamilton Future Fund Reserves were created from a special dividend from Hamilton Utilities Corporation upon restructuring of the electrical industry in 2002. The Hamilton Future Fund Board of Governors have oversight on the funds to be used on projects that create and protect a permanent legacy for current and future generations of Hamiltonians to enjoy economic prosperity and improved quality of life.

The City's obligatory reserve funds are comprised of development charges reserves, federal gas tax reserve, provincial gas tax reserve, parkland dedication reserve and building permit fees reserve.

Reserve balances are projected to decrease in 2017 as previously approved usage of reserves for capital expenditures (including growth related infrastructure, lifecycle infrastructure renewal including roads, vehicles and equipment) are expected to occur.

Balances in the Rate Supported Reserves are projected to decrease in 2017 and beyond as funding received (and deposited to reserves) from the Provincial Government of \$100 million and program reserves of \$45 million are expended for Clean Harbour wastewater treatment plant upgrades.





## Our Financial Situation

## Our Infrastructure Assets

Our most recent  [State of the Infrastructure Report](#) provides details on the types of assets that the City of Hamilton has.

The infrastructure “report card” on assets is part of an on-going improvement process for the management of the City of Hamilton’s public works infrastructure. It reviews the current state and condition of City infrastructure assets essential for the delivery of public services to citizens. The ratings are from 2016.

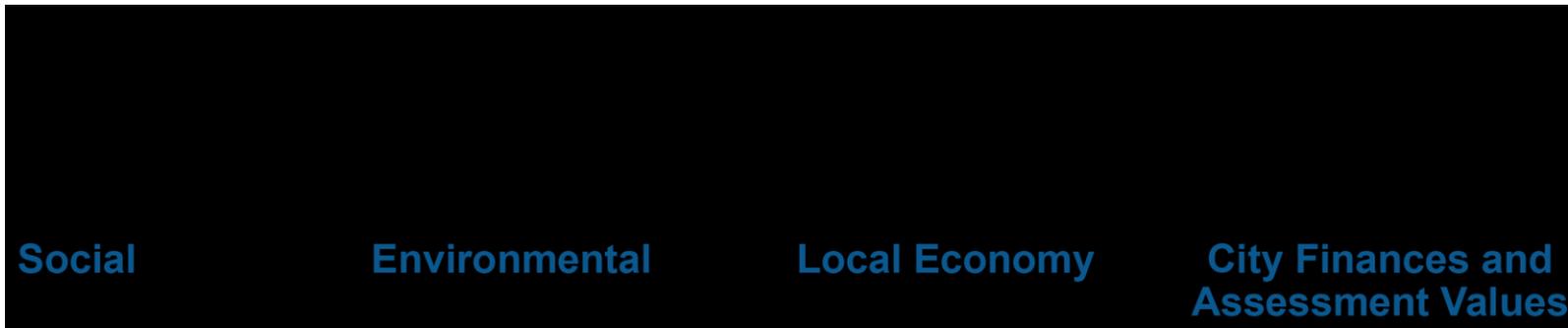
The report’s objectives are to measure and report the effectiveness of the City’s management practices as they impact:

- The physical condition of the infrastructure.
- The capacity of the infrastructure to service peak demands.
- The availability of funding to address infrastructure investment needs.
- Projections of the state of these assets in 2020 and 2050 should the status quo be maintained.
- The Asset Rating criterion include: Condition and Performance, Capacity vs. Need, Funding vs. Need.

# Hamilton's Progress from 2000 to 2017

Compiled per Council's Direction

## Key areas of progress:



[Web Link](#)

# Report Updates

- Quarterly update frequency
  - selected sections
- Annual refreshment of service profiles.
- Next update: **April 2018**



# Coming Soon

## Enhanced service profiles:

- Service and performance trends
- Continuous improvement action plans
- Citizen feedback action items



# We Want Your Feedback



Email:

[performance@hamilton.ca](mailto:performance@hamilton.ca)

[www.hamilton.ca/trustandconfidence](http://www.hamilton.ca/trustandconfidence)





# INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	January 19, 2018
<b>SUBJECT/REPORT NO:</b>	2018 Budget Overview (FCS18009) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Kayla Petrovsky (905) 546-2424 Ext. 1335
<b>SUBMITTED BY:</b>	Brian McMullen Director, Financial Planning, Administration and Policy Corporate Services Department
<b>SIGNATURE:</b>	

## Council Direction:

N/A

## Information:

At its meeting on August 14, 2017, the General Issues Committee (GIC) approved the 2018 Budget Guidelines, Preliminary Outlook and Process (Report FCS17063). The 2018 Budget Overview (Report FCS18009) provides an updated overview of the 2018 Budget Process and Schedule. Preliminary budget information will be provided to GIC in a staff presentation.

The 2018 Budget Process incorporates the following components:

- Tax Capital and Rate Budget

The City of Hamilton's multi-year Capital Budget supports the City's planned investment in capital infrastructure and capital assets. The Tax Supported Capital Budget Available Funding represents a portion of the financing required to support the City's existing capital infrastructure repair and replacement requirements based on industry standards and Council priorities.

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## **SUBJECT: 2018 Budget Overview (FCS18009) (City Wide) - Page 2 of 3**

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The 2018 Tax Supported Capital Budget (Report FCS17099) was approved by Council on December 8, 2017.

The City of Hamilton's Rate Supported Operating Budget provides the cost and ongoing financial obligations to deliver water, wastewater and stormwater programs and services to ratepayers. The City of Hamilton's Rate Supported Capital Budget supports the City's investment in capital infrastructure and capital assets. The cost for water, wastewater and stormwater programs are fully funded from user fees and, therefore, do not affect municipal property taxes.

The 2018 Recommended Water, Wastewater and Stormwater Budget (Report FCS17081) was approved by Council on December 8, 2017.

- Tax Supported Operating Budget

The City of Hamilton's Tax Supported Operating Budget provides the costs and ongoing financial obligations to deliver programs and services to taxpayers.

The 2018 Tax Supported Preliminary Operating Budget (Report FCS18009) is submitted for Council's information with the overview to be presented at GIC on January 19, 2018. Included is the budget document, listed as Appendix "A" and Appendix "B" to this Report on the GIC agenda. Binder copies have been distributed to members of Council.

- Tax Supported User Fees

The City of Hamilton's User Fees represent charges to individual users of specific municipal services and are an integral part of the annual budget process. Revenue estimates for the current budget year are based on the fees contained in the Tax Supported User Fee Report (Report FCS17092) and other user fee reports are included in the Tax Supported Operating Budget.

The 2018 Tax Supported User Fees (Report FCS17092) was approved by Council on November 22, 2017.

The schedule for the meetings for the General Issues Committee is summarized in the following Table:

**SUBJECT: 2018 Budget Overview (FCS18009) (City Wide) - Page 3 of 3**

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<b>ITEM</b>	<b>DATE</b>
Tax Supported Operating Budget Overview	January 19, 2018
Boards and Agencies Presentation	January 23 and 25, 2018
Departmental Budget Presentations	January 30 / February 1,9,13,16, (2018)
Public Delegations	February 27, 2018
GIC Budget Deliberations	March 2,5,6,8 (2018)
Council Budget Approval	March 28, 2018

**Appendices and Schedules Attached**

Appendix “A” – 2018 Preliminary Tax Supported Operating Budget Report

Appendix “B” – 2018 – 2021 Business Plans

(Due to the bulk size of Appendices “A” and “B”, they are not included as part of this Report but are available for viewing in the City Clerk’s Office and on-line at [www.hamilton.ca](http://www.hamilton.ca))

KP/dt

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# 2018

## PRELIMINARY TAX SUPPORTED OPERATING BUDGET REPORT



Hamilton



# CONTENT

2018 BUDGET SUMMARY REPORT .....	<b>1</b>
APPENDICES	
1-1 Net Levy Summary .....	<b>15</b>
1-2 Gross and Net Expenditures Summary ....	<b>21</b>
1-3 Cost Category Summary .....	<b>25</b>
1-4 Complement Summary .....	<b>27</b>
1-5 2018 Operating Budget Council Referred Items .....	<b>33</b>
1-6 2018 Operating Budget Business Cases .....	<b>51</b>



# CITY OF HAMILTON STRATEGIC PLAN 2016-2025

The 2016-2025 Strategic Plan for the City of Hamilton is our guide for everything we do as an organization and illustrates to the community and to our stakeholders how we will contribute to moving our city forward over the next 10-years. It includes the following components:

- **Vision**  
What we aspire to.
- **Mission**  
Our purpose for being.
- **Culture**  
What we value and how we interact with each other and our residents.
- **Priorities and Desired Outcomes**  
Our focus and goals.

## OUR VISION

To be the best place to raise a child and age successfully.



The City's vision statement best reflects the kind of city Hamiltonians want to aspire to become over the next 10-years.

Being the best place to raise a child and age successfully means having an inclusive community that actively engages in making Hamilton a better place for everyone. It is creating an accessible environment that encourages the positive development of children as they move towards being healthy adults and seniors, supporting residents through all of life's stages.

The 2018 Tax Supported Operating Budget supports the City's Vision and Mission through the delivery of its 72 City services.

## OUR MISSION

To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.



The City's mission sets the context for the delivery of City services across all of Our Priorities and Our Culture guides the conduct, behaviours and actions that we hold each other accountable to.

# OUR CULTURE

Collective Ownership

Steadfast Integrity

Courageous Change

Sensational Service

Engaged Empowered Employees

The culture of an organization has a major impact on the performance and reputation of an organization. It reflects the City's values, drives high performance and strengthens the trust and confidence of our citizens. Our Culture was developed by a cross-section of employees with diverse backgrounds and experiences, from front-line to senior management and was endorsed by City Council through its adoption into the Strategic Plan. The culture comes together to form what has become known as the five pillars of our corporate culture.

# OUR PRIORITIES

Our Priorities are a result of the 54,000 resident conversations that took place as part of the Our Future Hamilton: Communities in Conversation initiative that asked one simple question, "What is your vision for the future of Hamilton?"

These aspirations for our city, as defined by the community for the next 25 years, together with more than 3,200 internal staff conversations, set the stage for the Strategic Plan and identified the desired outcomes we, as the City, will measure our success against.



### COMMUNITY ENGAGEMENT & PARTICIPATION

Hamilton has an open, transparent and accessible approach to City government that engages with and empower all citizens to be involved in their community.



### BUILT ENVIRONMENT & INFRASTRUCTURE

Hamilton is supported by state of the art infrastructure, transportation options, buildings and public spaces that create a dynamic City.



### ECONOMIC PROSPERITY & GROWTH

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.



### CULTURE & DIVERSITY

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.



### HEALTHY & SAFE COMMUNITIES

Hamilton is a safe and supportive city where people are active, healthy, and have a high quality of life.



### OUR PEOPLE & PERFORMANCE

Hamiltonians have a high level of trust and confidence in their City government.



### CLEAN & GREEN

Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.

## 2018 TAX SUPPORTED OPERATING BUDGET

### **Budget Process**

The 2018 Preliminary Tax Supported Operating Budget is the result of an extensive process undertaken by City staff throughout 2017. The Tax Supported Operating Budget is one component of the City's overall annual budget and supports the delivery of all the City's services with the exception of Water, Wastewater and Storm water services, which are Rate supported. Both the Tax and Rate supported service groups have infrastructure and facility requirements that are funded by their respective capital budgets. Both the 2018 Tax Capital and Rate Budgets and 2018 User Fees were approved by City Council on December 8, 2017 and November 22, 2017, respectively.

### **Council Referred Items**

Items considered at Council via staff reports or Councillor's Motions and referred to the 2018 Operating Budget process for further discussion are included as Council Referred Items in Appendix 1-5.

### **Business Cases (Formerly Enhancements)**

For 2018, as part of the new business planning process, staff have introduced Business Cases into the budget approval process. These can be found in Appendix 1-6 of this document. The proposal of new revenue, request for additional resources to deliver services or any recommended changes to staffing levels are summarized in business cases for Council's consideration.

### **Introduction of Business Plans**

As part of the 2018 Tax Supported Operating Budget process, the City of Hamilton has taken the first step towards integrating business planning, budgeting and performance measurement. An integrated process improves decision making by providing Council and tax and rate payers more information about where City funds are used, linking service costs to service levels and outcomes, and better connecting long-term goals to short term spending decisions.

Multi-year business plans serve as a roadmap for municipalities to ensure Council's priorities, as outlined in the City's Strategic Plan are converted into action. As part of the 2018 Preliminary Tax Supported Operating Budget, City departments have developed four year (2018-2021) business plans as a way to communicate their contributions to the City's vision "to be the best place to raise a child and age successfully," with the Strategic Plan front and centre. The City doesn't have the financial resources or the organizational capacity to do everything at once. By establishing our priorities, creating achievable initiatives, and tracking progress with meaningful performance measurement, the City will realize its mission of providing high quality cost conscious public service that contributes to a healthy, safe and prosperous community.

Based on the business plans, a Preliminary Tax Supported Operating Budget Multi-year Outlook for the years 2019-2021 is being targeted for January 19, 2018, as part of the Preliminary Tax Supported Operating Budget Overview Presentation to the General Issues Committee (GIC). This will allow Councillors and interested stakeholders the opportunity to understand the upcoming significant budget drivers for the City before departmental presentations to Council begin on January 30, 2018.

Departmental Budget Presentations to GIC in January and February, 2018 will focus on the 2018 Preliminary Tax Supported Operating Budget and will highlight major initiatives, as well as emerging issues and trends identified in the Multi-Year Business Plans.

### **Structure of Business Plans**

The initial Multi-Year Business Plans are divided into departments and their respective divisions, similar to the 2018 Preliminary Tax Supported Operating Budget Report. Maintaining this structure in 2018 will preserve a sense of familiarity for Council, staff and the public during the transition of multi-year reporting. Within each department's section of their business plans, divisions have provided the following details:

- Overview
- Emerging issues and trends
- Alignment with Strategic Plan Priorities
- 2018-2021 Initiatives
- Start and completion dates of Initiatives
- Collaborating divisions

## 2018 Consolidated Budget

Table 1 highlights the consolidated gross expenditure preliminary budgets for the City combining Tax and Rate supported services:

**2018 Preliminary Consolidated City Budget**

*Table 1*

<b>Gross Expenditures</b>			
	<b>Rate</b>	<b>Tax</b>	<b>Total</b>
<b>Operating</b>	\$210.9M	\$1,517.2M	\$1,728.1M
<b>Capital</b>	\$219.3M	\$236.2M	\$455.5M
<b>Total</b>	\$430.2M	\$1,753.4M	\$2,183.6M

Note: Does not include Referred Items or Business Cases

On August 14, 2017 the GIC approved the following budget guidelines for 2018:

- a. That 2018 user fees (excluding golf, transit and ice fees) be increased by a rate of 2.0% and that any user fee adjustments, other than inflationary, be forwarded for consideration with an appropriate explanation;
- b. That Boards and Agencies be requested to submit their 2018 operating budget based on a guideline increase of 1.5%, and that any increase beyond the guideline, be forwarded for consideration with an appropriate explanation;
- c. That all City departments target a 2018 operating budget guideline, based on an increase of 1.5%, and that any increase beyond the guideline be forwarded for consideration with an appropriate explanation.

At the time the 2018 Budget Guidelines, Preliminary Outlook and Process report was submitted, staff had estimated a levy increase of \$43.7 million which would result in an average municipal residential tax increase of 4.8%, assuming a net growth and reassessment benefit of (0.5%).

Staff worked diligently to review the original budget figures presented in the Outlook in August 2017, to arrive at the 2.4% tax impact submitted in this report. Inflationary and contractual pressures were reduced by \$11.0 million, energy and fuel estimates were reduced by \$2.0 million and revisions to the employee expenses (Full Time Equivalents (FTE's), realignment of job codes, etc.) resulted in an additional reduction of \$1.5 million.

The 2018 Preliminary Tax Supported Operating Budget, as submitted, does not include any measures that would negatively impact programs and services. During the deliberation process, which is expected to be completed by early March 2018, staff will engage Council in an effort to progress to an appropriate budget which balances the need to limit tax increases while protecting services.

## 2018 Preliminary Tax Supported Operating Budget - Tax Impact

The submitted 2018 Preliminary Tax Supported Operating Budget requires a levy increase of \$23.6 million. This increase would result in an average residential municipal tax increase of 2.4% or \$80, including an estimated benefit from assessment growth of (1.0%) and a reassessment impact of 0.5%.

Table 2 highlights the municipal tax increase by major component:

Table 2

### 2018 Municipal Preliminary Impact For the Average Residential Property Tax Bill (Excludes Education Impact)

Municipal Taxes		
City Departments	\$ 31	0.9%
Boards & Agencies	\$ 18	0.5%
Capital Financing	\$ 17	0.5%
<b>Sub-Total Municipal Taxes</b>	<b>\$ 66</b>	<b>2.0%</b>
Capital Financing - PTIF	\$ 14	0.4%
<b>Total Municipal Taxes</b>	<b>\$ 80</b>	<b>2.4%</b>

- Anomalies due to rounding
- Assumes (1.0%) benefit for growth and 0.5% reassessment impact
- Average residential assessment: \$315,000

As indicated in Table 2, the tax impact attributable to City departments is about 0.9%. The Boards and Agencies tax impact is 0.5%, subject to both the approval of the Police Services' budget (currently the budget assumes a 5 year average) and the Niagara Peninsula Conservation Authority's apportionment of the levy. An increase of 0.9% is recommended for the capital levy; 0.5% to support normal capital infrastructure replacement and 0.4% representing the City's planned matching contribution to the Federal Government's Public Transit Infrastructure Fund (PTIF) grant program.

Also submitted are Council Referred Items and Business Cases to be considered during the budget process. If approved as submitted, the Council Referred Items will increase the tax impact by 0.04% while the Business Cases will add 0.1% to the tax impact.

## 2018 Preliminary Tax Supported Operating Budget - Summary

The 2018 Preliminary Tax Supported Operating Budget identifies a levy requirement of \$856.4 million, which represents a levy increase of \$23.6 million or 2.8% over 2017. Table 3 highlights the preliminary budgets by major component:

Table 3

	2018 Preliminary Tax Budget				
	Net Operating Budget				
	2017	2018	Change 2018/2017		
Restated \$	Preliminary \$	\$	%		
<b>Total City Departments</b>	\$ 511,720,510	\$ 522,246,690	\$ 10,526,180	2.1%	
<b>Boards &amp; Agencies</b>	\$ 204,691,750	\$ 210,244,780	\$ 5,553,030	2.7%	
<b>Capital Financing</b>	\$ 116,382,880	\$ 120,482,880	\$ 4,100,000	3.5%	
<b>Total Maintenance Levy</b>	<b>\$ 832,795,140</b>	<b>\$ 852,974,350</b>	<b>\$ 20,179,210</b>	<b>2.4%</b>	
Capital Financing - PTIF		\$ 3,400,000	\$ 3,400,000		
<b>Total Preliminary Operating Budget</b>	<b>\$ 832,795,140</b>	<b>\$ 856,374,350</b>	<b>\$ 23,579,210</b>	<b>2.8%</b>	
<b>Total Residential Average Property Tax Impact</b>					<b>2.4%</b>

### 2017 Approved Levy Restatement

Of note, the 2017 Approved Net Levy of \$845.4 million has been restated to \$832.8 million for presentation purposes in the 2018 budget. This is due to the reclassification of 536 social housing properties (\$356.0 million in assessment) owned by City Housing Hamilton (CHH) from the Multi-Residential property class to the Exempt class. In 2017, The City of Hamilton entered into a Municipal Capital Facilities Agreement with CHH to exempt eligible properties from municipal and education taxes and as a result, the annual subsidy provided by the City to CHH was reduced by \$12.6 million, which is equal to the municipal portion of the property taxes previously paid by the eligible properties.

By restating, comparable budget totals are clearer and assessment growth is presented without the impact of this exemption. As previously mentioned, the estimated assessment growth of 1.0% is net of the \$356.0 million in assessment that was reclassified as Exempt as a consequence of this Agreement.

Without restatement, the 2018 preliminary levy increase is \$11.0 million (\$856.4 million less \$845.4 million) which includes a (\$12.6) million reduction in the Housing Services budget. Instead of a (1.0%) benefit from assessment growth, the City would face an impact of 0.6%, due to the loss of the \$356.0 million in assessment from the CHH properties. Table 4 illustrates the difference between the two methodologies.

Table 4

### 2017 Restatement for CHH Exemption

	Before Restatement	After Restatement
2017 Levy	\$ 845,391,710	\$ 832,795,140
2018 Preliminary	\$ 856,374,350	\$ 856,374,350
Change \$	\$ 10,982,640	\$ 23,579,210
Change %	1.3%	2.9%

Assessment Growth Benefit	0.6%	(1.0%)
Reassessment Impact	0.5%	0.5%
<b>Tax Impact</b>	<b>2.4%</b>	<b>2.4%</b>

### City Departments

The 2018 Preliminary Tax Supported Operating Budget for City Departments is increasing by approximately \$10.5 million or 2.1%. This contributes to the average residential tax increase by 0.9% or \$31 for the average home.

Table 5

### City Department Budget Pressures

#### **Public Works**

Transit - PTIF	\$2.1M	
DARTS Contractual Increase	\$1.7M	
Winter Control & Mtnc	\$1.1M	
Other (Primarily Employee Related)	<u>\$2.7M</u>	<b>\$7.6M</b>

#### **Non-Departmental**

Operating Impacts from Capital	\$1.2M	
Other (Primarily Employee Related)	<u>\$1.5M</u>	<b>\$ 2.7M</b>

#### **Other Departments**

Corporate Services	\$0.4M	
Planning & Economic Development	\$0.4M	
Public Health Services	\$0.2M	
City Manager	\$0.1M	
Community & Emergency Services <sup>1</sup>	<u>\$(0.9M)</u>	<b>\$ 0.2M</b>

#### **Total of City Departments Pressures**

**\$10.5M**

<sup>1</sup> CES Excluding provincial upload benefit is increasing 1.0%

The previous table summarizes the departmental change and highlights some of the significant pressures in Public Works. Employee Related pressures of \$12.7 million are the primary driver for the departmental budgets. Additional details in respect of Employee Related costs are provided in Table 6. Other significant pressures include the 10-year Transit Strategy, ridership increases in Disabled and Aged Regional Transit System (DARTS) and Operating Impacts from Capital.

### **Departmental Budget Pressures**

The Public Works departmental budget is increasing by \$7.6M. Transit – PTIF operating costs of \$2.1 million are a result of an additional 26 FTE's, an increase in contribution to reserves for the replacement of 16 buses, as well as expenses related to maintenance and communications equipment. DARTS is also increasing by \$1.7 million as a result of increased ridership intake and AODA requirements as well as an increase in contractual costs. Winter operations is also increasing by \$1.1 million. Other budget increases are partially mitigated by savings realized in energy and maintenance costs as a result of the LED conversion of streetlights and increased revenue due to energy utility rebates.

Community and Emergency Services departmental budget has a budget reduction of (\$0.9) million, which is due to the OW Provincial upload (\$3.1 million), increase in provincial subsidies in Paramedic Services (inflationary increase and LHIN funding for Community Paramedicine Program) and an overall reduction in Housing Services despite a decrease in Federal funding.

Further information with respect to the departmental budgets can be found in the 2018-2021 Business Plans section of the report. In addition, each department will present its budget in detail to the GIC in selected dates in January and February, 2018.

### **Non-Departmental Pressures**

Within Corporate Financials, the Operating Impact from Capital projects are adding \$1.2 million to the 2018 preliminary budget. Some of the projects include the Stadium Precinct Senior's Recreation/Community Centre, commercial and artisan villages in Piers 6 and 7, as well as Information Technology and roads projects. A complete list can be found in the 2018-2021 Business Plans section of the report (Other Programs).

Other items impacting the Corporate Financials are certain employee related expenses budgeted at the corporate level for an additional \$1.5 million.

### Employee Related Costs

The most significant budget driver is the Employee Related expenses with an increase of \$12.7 million. This includes contractual settlements, cost of living adjustments (COLA) and merit increases as well as staffing changes for a total of \$7.2 million, which also drives the increase in employer and government benefits.

A total of \$1.4 million have also been added as a result of the Provincial regulations: \$1.3 million for personal emergency leave and an additional \$0.4 million due to the minimum wage increase. Table 6 below provides a summary of the increases in the Employee Related expenses.

Table 6

<b>Changes to Employee Related Expenses</b>	
COLA / Settlements /Other	\$7.2M
Personal Emergency Leave	\$1.3M
Employer Benefits	\$0.9M
Government Benefits	\$0.7M
Overtime	\$0.6M
Operating Impact of Capital	\$0.6M
Minimum Wage Impact	\$0.4M
OMERS	\$(0.3)M
Other	\$1.3M
<b>Total of Employee Related Expenses</b>	<b>\$12.7M</b>

### Distribution of Budgeted Gapping Savings

Included in the employee related expenses is the corporate gapping. Gapping is understood as the difference between the budget and actuals for a group of compensation accounts. The difference, which is mainly caused by vacancies, has traditionally been budgeted in the Corporate Financials portion of the Tax Supported Operating Budget. Further to direction from Council, the City has changed the reporting methodology and the budgeted gapping savings of \$4.5 million has been distributed to the departments based on the principle that the savings occur in the respective departmental budgets. The distribution was based on an analysis of positions that generate savings and historical gapping savings as identified in Tax Supported Operating Budget Variance reports.

## Boards & Agencies

The 2018 Boards and Agencies budget is increasing about \$5.6 million or 2.7% (excluding capital financing), which represents a tax impact for the average residential property of 0.5% or \$18. With the exception of the Hamilton Police Services and the Niagara Peninsula Conservation Authority, the budgets included in this report have been submitted by the respective Board or Agency. Table 7 summarizes the Boards & Agencies budgets.

Table 7

<b>2018 Boards &amp; Agencies Preliminary Budgets</b>						
<b>SUMMARY NET BUDGET INFORMATION: Years 2017 and 2018</b>						
<b>Board/Agency</b>	<b>2017 Budget</b>		<b>2018 NET Preliminary Budget</b>		<b>Change</b>	
	<b>Net \$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>%</b>
Conservation Authorities	\$ 5,328,570	\$	\$ 5,429,850	\$	\$ 101,280	1.9%
MPAC	\$ 6,417,100	\$	\$ 6,587,150	\$	\$ 170,050	2.6%
Hamilton Beach Rescue Unit	\$ 130,390	\$	\$ 132,360	\$	\$ 1,970	1.5%
Hamilton Farmers' Market	\$ 116,600	\$	\$ 111,100	\$	\$ (5,500)	(4.7%)
Royal Botanical Gardens	\$ 616,090	\$	\$ 625,340	\$	\$ 9,250	1.5%
Hamilton Police Services	\$ 156,616,870	\$	\$ 161,356,900	\$	\$ 4,740,030	3.0%
Hamilton Public Library	\$ 29,443,440	\$	\$ 29,979,390	\$	\$ 535,950	1.8%
City Enrichment Fund	\$ 6,022,690	\$	\$ 6,022,690	\$	\$ -	0.0%
<b>Total for Above Items</b>						
<i>excluding Capital Financing</i>	<b>\$ 204,691,750</b>	<b>\$</b>	<b>\$ 210,244,780</b>	<b>\$</b>	<b>\$ 5,553,030</b>	<b>2.7%</b>

The largest increase relates to Police Services and is based on a 5 year average (3.0%). The Hamilton Police Service budget will be considered by the Police Services Board on December 14, 2017.

The Niagara Peninsula Conservation Authorities (NPCA) budget is estimated at \$557,300 (1.5% above 2017 budget) pending the outcome of the City's appeal filed with the Commissioner of Mining and Land in relation to the apportionment of the levy by the NPCA. The City's appeal was heard earlier this year and the decision is still pending. Should the appeal be unsuccessful, the levy will increase by approximately \$0.8 million.

All stakeholders within Boards and Agencies, with the exception of the City Enrichment Fund and the Municipal Property Assessment Corporation (MPAC), will present their budgets at GIC on January 23 and 25, 2018. Additional budget information for the Boards and Agencies can be found in the 2018-2021 Business Plans section of the report.

## Capital Financing

The operating budget portion of the 2018 Tax Supported Capital Budget is increasing by \$7.5 million representing a 0.9% (or \$31) tax impact (including PTIF) for the average residential property. Table 8 identifies these components.

Table 8

	<b>Preliminary Capital Tax Budget Levy</b>	
	<b>2018</b>	
	<b>Change \$</b>	<b>Tax Impact %</b>
Capital Funding Plan	\$4.1M	0.5%
PTIF Capital Funding	\$3.4M	0.4%
<b>Total</b>	<b>\$7.5M</b>	<b>0.9%</b>

With a few exceptions, the historical capital levy tax increase has been 0.5% and is used to partially fund a wide range of projects city-wide. Some of the most significant projects approved for 2018 include the Parks North Yard at Bayfront Park, the external restoration of the Hamilton Convention Centre and the First Ontario Centre Vertical Transportation project.

As well, an additional \$3.4M, equivalent to a 0.4% tax increase, is being requested to fund the debt charges associated with the City's share of the investment through the Public Transit Infrastructure Fund (PTIF). The Federal Government of Canada through Infrastructure Ontario has been requested to provide funding of \$36.5 million with the City funding an additional \$36.5 million (\$29.3 million net of development charges) for PTIF projects totalling \$73 million. The external debt issue to support the projects results in debt charges of \$3.4 million over 10 years.

The 2018 Tax Supported Capital Budget was approved by Council on December 8, 2017. Following direction from Council, staff are in the process of implementing a multi-year capital budget. This approach to business planning enables the City to respond to political, economic, social and environmental conditions.

## Further Budget Mitigation

The task of achieving the desired tax levy and tax impact will involve a balance between the need to find levy reductions (reduce expenses or increase revenue) and the desire to protect services and programs. Table 9 estimates the levy reduction required to achieve certain benchmark tax impacts, with the potential municipal tax impact of 2.4% as the starting point:

Table 9

<b>2018 Reduction Scenarios</b>			
	<b>Reductions</b>	<b>Levy Increase</b>	<b>Residential Tax Incr.</b>
<b>Preliminary Budget</b>		\$ 23,600,000	2.4%
<b>Total Reductions Of</b>	\$ (3,280,000)	\$ 20,320,000	2.0%
<b>Total Reductions Of</b>	\$ (7,380,000)	\$ 12,940,000	1.5%

**Approximately \$8.2 million is required to adjust the municipal tax impact by 1%**

Note that the table above does not provide for the Council Referred Items included in Appendix 1-5 or the Business Cases included in Appendix 1-6.

## Staff Complement

The 2018 Preliminary Staff Complement, exclusive of Boards & Agencies, has a net increase of 16.3 Full Time Equivalents (FTE) compared to the 2017 Restated Complement. Table 10 illustrates the changes from 2017.

Table 10

<b>2018 Preliminary Complement (FTE) (exclusive of Boards &amp; Agencies)</b>		
		<b>Change</b>
2017 Approved	5,703.5	
2017 Restated	5,710.1	6.6
<b>Impacts from Capital</b>		22.5
<b>Other Complement Change</b>		(6.2)
<b>2018 Preliminary</b>	<b>5,726.4</b>	<b>16.3</b>

The difference between the 2017 Approved and 2017 Restated complement are Council in-year approvals of 6.6 FTE (net) distributed across City departments.

The net increase of 16.3 FTE in the 2018 preliminary budget includes an increase of 29.0 FTE in Transit as a result of PTIF and 22.5 FTE from Operating Impacts from Capital, of which 18.5 are associated to the Stadium Precinct Senior's Recreation/Community Centre. A decrease of 24.0 FTE, part of the OW Caseload Contingency Plan, as well as other minor adjustments across departments, partially offset the increase.

Appendix 1-4 provides a complement summary including footnotes explaining all of the complement changes. As well, the departmental presentations to GIC will provide additional information with respect to complement changes.

### **Council Referred Items & Business Cases**

Not included in the 2018 Preliminary Tax Supported Operating Budget are a number of items that were considered at Council via staff report or Councillor's Motion and were referred to the budget process for further discussion. In addition to these Council Referred Items, departments have submitted eight Business Cases for Council's consideration.

Appendix 1-5 provides additional information and detail sheets for these Council Referred Items. The five Council Referred Items represent an increase of \$0.4 million and additional 1.0 FTE. If approved, the impact on the average residential tax bill is an increase of 0.04%.

Appendix 1-6 provides additional information and detail sheets for the Business Cases. The eight submissions represent a total increase of \$1.0 million and additional 21.32 FTE. If approved, the impact on the average residential tax bill would be an additional 0.1%.

# NET LEVY SUMMARY

	2017		2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated	
	Restated Budget	Projected Actual		\$	%
<b>PLANNING &amp; ECONOMIC DEVELOPMENT</b>					
General Manager	303,540	1,113,580	304,810	1,270	0.4%
Building	957,540	946,200	965,250	7,710	0.8%
Economic Development	5,675,670	5,592,740	5,649,520	(26,150)	(0.5)%
Growth Management	478,040	218,080	492,220	14,180	3.0%
Licensing & By-Law Services	6,693,410	6,623,440	6,773,480	80,070	1.2%
LRT Office	0	0	0	0	0.0%
Parking/School Crossing	316,750	336,090	675,090	358,340	113.1%
Planning	3,772,230	3,668,280	3,601,480	(170,750)	(4.5)%
Tourism & Culture	8,802,390	8,529,510	8,942,290	139,900	1.6%
<b>TOTAL PLANNING &amp; ECONOMIC DEVELOPMENT</b>	<b>26,999,570</b>	<b>27,027,920</b>	<b>27,404,140</b>	<b>404,570</b>	<b>1.5%</b>

<b>PUBLIC HEALTH SERVICES</b>					
Medical Officer of Health	5,972,390	5,784,100	5,930,630	(41,760)	(0.7)%
Communicable Disease Control & Wellness	7,766,090	7,655,470	7,793,290	27,200	0.4%
Healthy Environments	8,355,820	8,071,660	8,377,200	21,380	0.3%
Healthy Families	7,932,360	7,765,840	8,025,170	92,810	1.2%
Planning & Business Improvement	4,924,280	4,835,490	5,002,390	78,110	1.6%
Mandatory Public Health Subsidy	(22,650,700)	(22,650,700)	(22,650,700)	0	0.0%
<b>TOTAL PUBLIC HEALTH SERVICES</b>	<b>12,300,240</b>	<b>11,461,860</b>	<b>12,477,980</b>	<b>177,740</b>	<b>1.4%</b>

Note: Projected Actuals have not been restated for the organizational structure changes that are reflected in restatement of budget program expenditures and revenues.

# NET LEVY SUMMARY

	2017		2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated	
	Restated Budget	Projected		\$	%
		Actual			
<b>COMMUNITY &amp; EMERGENCY SERVICES</b>					
Administration - CES	2,264,120	3,121,090	2,321,490	57,370	2.5%
Children's & Home Management Services	6,818,660	6,800,980	6,743,560	(75,100)	(1.1)%
Housing Services	46,271,880	43,548,610	45,457,030	(814,850)	(1.8)%
Ontario Works	15,175,750	14,068,740	11,993,350	(3,182,400)	(21.0)%
Macassa Lodge	7,354,730	7,296,640	7,747,130	392,400	5.3%
Wentworth Lodge	5,256,550	5,051,540	5,492,240	235,690	4.5%
Neighbourhood & Community Initiatives	1,795,010	1,952,970	1,857,820	62,810	3.5%
Recreation	31,739,280	30,744,230	32,332,580	593,300	1.9%
Hamilton Fire Department	87,961,190	87,971,860	89,316,840	1,355,650	1.5%
Hamilton Paramedic Service	21,284,820	20,983,930	21,738,000	453,180	2.1%
<b>TOTAL COMMUNITY &amp; EMERGENCY SERVICES</b>	<b>225,921,990</b>	<b>221,540,590</b>	<b>225,000,040</b>	<b>(921,950)</b>	<b>(0.4)%</b>

<b>TOTAL COMMUNITY &amp; EMERGENCY SERVICES (exclusive of upload savings)</b>				<b>2,235,610</b>	<b>1.0%</b>
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	2017		2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated	
	Restated Budget	Projected		\$	%
		Actual			
<b>PUBLIC WORKS</b>					
PW-General Administration	(1,726,810)	192,970	(1,729,210)	(2,400)	(0.1)%
Energy Fleet and Facilities	9,145,100	12,195,240	9,145,520	420	0.0%
Engineering Services	7,074,910	7,074,900	6,324,850	(750,060)	(10.6)%
Environmental Services	75,181,100	76,653,340	76,308,440	1,127,340	1.5%
Operations	63,111,020	58,487,390	63,994,740	883,720	1.4%
Transit	60,299,290	63,455,410	66,503,520	6,204,230	10.3%
Transportation	11,552,340	11,446,490	11,725,510	173,170	1.5%
<b>TOTAL PUBLIC WORKS</b>	<b>224,636,950</b>	<b>229,505,740</b>	<b>232,273,370</b>	<b>7,636,420</b>	<b>3.4%</b>

Note: Projected Actuals have not been restated for the organizational structure changes that are reflected in restatement of budget program expenditures and revenues.

# NET LEVY SUMMARY

	2017		2018 Preliminary vs. 2017 Restated %
	Restated Budget	Projected Actual	
<b>LEGISLATIVE</b>			
Legislative General	(384,320)	(310,490)	(2,980) (0.8)%
Mayors Office	1,105,350	1,104,210	14,430 1.3%
Volunteer Committee	105,820	105,820	0 0.0%
Ward Budgets	3,975,560	3,975,560	61,230 1.5%
<b>TOTAL LEGISLATIVE</b>	<b>4,802,410</b>	<b>4,875,100</b>	<b>72,680 1.5%</b>
<b>CITY MANAGER</b>			
Audit Services	1,019,900	1,019,900	59,470 5.8%
CMO - Administration	9,070	214,120	(14,580) (160.7)%
Communications, Corp Initiatives	2,324,900	2,263,160	33,730 1.5%
Human Resources	6,989,470	6,932,480	35,230 0.5%
Strategic Partnerships & Revenue Generation	73,550	67,850	25,720 35.0%
<b>TOTAL CITY MANAGER</b>	<b>10,416,890</b>	<b>10,497,510</b>	<b>139,570 1.3%</b>

Note: Projected Actuals have not been restated for the organizational structure changes that are reflected in restatement of budget program expenditures and revenues.

# NET LEVY SUMMARY

	2017		2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated	
	Restated Budget	Projected		\$	%
		Actual			
<b>CORPORATE SERVICES</b>					
Corporate Services - Administration	(247,460)	317,750	(244,850)	2,610	1.1%
City Clerk's Office	2,361,120	2,447,890	2,356,370	(4,750)	(0.2)%
Customer Service	4,526,750	4,822,080	4,594,650	67,900	1.5%
Financial Planning, Admin & Policy	4,751,530	4,413,290	4,845,500	93,970	2.0%
Financial Services	4,100,930	3,531,080	3,917,000	(183,930)	(4.5)%
Information Technology	8,442,700	8,018,490	8,808,850	366,150	4.3%
Legal Services	3,274,660	3,203,180	3,337,940	63,280	1.9%
<b>TOTAL CORPORATE SERVICES</b>	<b>27,210,230</b>	<b>26,753,760</b>	<b>27,615,460</b>	<b>405,230</b>	<b>1.5%</b>
<b>CORPORATE FINANCIALS - EXPENDITURES</b>					
Corporate Pensions, Benefits & Contingency	15,839,120	14,130,140	17,064,300	1,225,180	7.7%
Corporate Initiatives	4,933,270	3,964,140	6,194,490	1,261,220	25.6%
<b>TOTAL CORPORATE FINANCIALS</b>	<b>20,772,390</b>	<b>18,094,280</b>	<b>23,258,790</b>	<b>2,486,400</b>	<b>12.0%</b>
<b>HAMILTON ENTERTAINMENT FACILITIES</b>					
Operating	3,882,030	3,763,790	3,617,990	(264,040)	(6.8)%
<b>TOTAL HAMILTON ENTERTAINMENT FACILITIES</b>	<b>3,882,030</b>	<b>3,763,790</b>	<b>3,617,990</b>	<b>(264,040)</b>	<b>(6.8)%</b>
<b>TOTAL CITY EXPENDITURES</b>	<b>556,942,700</b>	<b>553,520,550</b>	<b>567,079,320</b>	<b>10,136,620</b>	<b>1.8%</b>

Note: Projected Actuals have not been restated for the organizational structure changes that are reflected in restatement of budget program expenditures and revenues.

# NET LEVY SUMMARY

	2017		2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated	
	Restated Budget	Projected Actual		\$	%
<b>CAPITAL FINANCING</b>					
Debt-Planning & Economic Development	567,200	567,200	567,200	0	0.0%
Debt-Community & Emergency Services	3,300,570	3,300,570	3,300,570	0	0.0%
Debt-Public Health Services	632,770	632,770	632,770	0	0.0%
Debt-Public Works	41,666,800	41,666,800	41,666,800	0	0.0%
Debt-Corporate Financials	55,882,880	55,882,880	63,382,880	7,500,000	13.4%
Infrastructure Renewal Levy	13,428,870	13,428,870	13,428,870	0	0.0%
<b>TOTAL CAPITAL FINANCING</b>	<b>115,479,090</b>	<b>115,479,090</b>	<b>122,979,090</b>	<b>7,500,000</b>	<b>6.5%</b>

	2017		2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated	
	Restated Budget	Projected Actual		\$	%
<b>BOARDS &amp; AGENCIES</b>					
<b>Police Services</b>					
Operating	156,616,870	156,616,890	161,356,900	4,740,030	3.0%
Capital Financing	716,500	716,500	716,500	0	0.0%
<b>Total Police Services</b>	<b>157,333,370</b>	<b>157,333,390</b>	<b>162,073,400</b>	<b>4,740,030</b>	<b>3.0%</b>
<b>Other Boards &amp; Agencies</b>					
Library	29,443,440	29,338,890	29,979,390	535,950	1.8%
Conservation Authorities	5,328,570	5,328,570	5,429,850	101,280	1.9%
MPAC	6,417,100	6,417,100	6,587,150	170,050	2.6%
Hamilton Beach Rescue Unit	130,390	130,390	132,360	1,970	1.5%
Royal Botanical Gardens	616,090	616,090	625,340	9,250	1.5%
Farmers' Market	116,600	109,450	111,100	(5,500)	(4.7)%
<b>Total Other Boards &amp; Agencies</b>	<b>42,052,190</b>	<b>41,940,490</b>	<b>42,865,190</b>	<b>813,000</b>	<b>1.9%</b>

# NET LEVY SUMMARY

	2017		2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated	
	Restated Budget	Projected Actual		\$	%
<b>Capital Financing - Other Boards &amp; Agencies</b>	187,290	187,290	187,290	0	0.0%
<b>City Enrichment Fund</b>	<b>6,022,690</b>	<b>6,039,670</b>	<b>6,022,690</b>	<b>0</b>	<b>0.0%</b>
<b>TOTAL BOARDS &amp; AGENCIES</b>	<b>205,595,540</b>	<b>205,500,840</b>	<b>211,148,570</b>	<b>5,553,030</b>	<b>2.7%</b>

<b>TOTAL EXPENDITURES</b>	<b>878,017,330</b>	<b>874,500,480</b>	<b>901,206,980</b>	<b>23,189,650</b>	<b>2.6%</b>
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<b>NON PROGRAM REVENUES</b>					
Payment In Lieu	(15,993,700)	(16,549,260)	(15,588,700)	405,000	2.5%
Penalties and Interest	(10,500,000)	(11,700,000)	(10,500,000)	0	0.0%
Right of Way	(3,202,000)	(3,209,000)	(3,211,000)	(9,000)	(0.3)%
Senior Tax Credit	598,000	592,500	598,000	0	0.0%
Supplementary Taxes	(9,125,000)	(9,125,000)	(9,125,000)	0	0.0%
Tax Remissions and Write Offs	11,146,000	15,186,300	11,148,000	2,000	0.0%
Hydro Dividend and Other Interest	(5,300,000)	(5,300,000)	(5,300,000)	0	0.0%
Investment Income	(4,100,000)	(4,100,000)	(4,100,000)	0	0.0%
Slot Revenues	(5,000,000)	(5,200,000)	(5,000,000)	0	0.0%
POA Revenues	(3,745,490)	(3,154,430)	(3,753,930)	(8,440)	(0.2)%
<b>TOTAL NON PROGRAM REVENUES</b>	<b>(45,222,190)</b>	<b>(42,558,890)</b>	<b>(44,832,630)</b>	<b>389,560</b>	<b>0.9%</b>

<b>TOTAL LEVY REQUIREMENT</b>	<b>832,795,140</b>	<b>831,941,590</b>	<b>856,374,350</b>	<b>23,579,210</b>	<b>2.8%</b>
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<b>AVERAGE RESIDENTIAL MUNICIPAL TAX IMPACT (including growth)</b>					<b>2.4%</b>
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# GROSS AND NET EXPENDITURES SUMMARY

	Gross Expenditures			Gross Revenues			Net Operating Budget			
	2017 Restated Budget	2018 Preliminary Budget	% Change	2017 Restated Budget	2018 Preliminary Budget	% Change	2017 Restated Budget	2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated	
									\$	%
<b>PLANNING &amp; ECONOMIC DEVELOPMENT</b>										
General Manager	419,660	426,760	1.7%	(116,120)	(121,950)	(5.0)%	303,540	304,810	1,270	0.4%
Building	12,555,010	12,977,700	3.4%	(1,597,470)	(2,012,450)	(3.6)%	957,540	965,250	7,710	0.8%
Economic Development	8,385,050	7,713,130	(8.0)%	(2,709,380)	(2,063,610)	23.8%	5,675,670	5,649,520	(26,150)	(0.5)%
Growth Management	6,050,700	6,102,820	0.9%	(5,572,660)	(5,610,600)	(0.7)%	478,040	492,220	14,180	3.0%
Licensing & By-Law Services	12,128,940	12,115,230	(0.1)%	(5,435,530)	(5,341,750)	1.7%	6,693,410	6,773,480	80,070	1.2%
LRT Office	6,116,840	6,260,760	2.4%	(6,116,840)	(6,260,760)	(2.4)%	0	0	0	0.0%
Parking/School Crossing	13,360,970	13,854,110	3.7%	(13,044,220)	(13,179,020)	(1.0)%	316,750	675,090	358,340	113.1%
Planning	8,280,840	8,507,480	2.7%	(4,506,610)	(4,906,000)	(8.8)%	3,772,230	3,601,480	(170,750)	(4.5)%
Tourism & Culture	9,976,450	10,271,260	3.0%	(1,174,060)	(1,328,970)	(13.2)%	8,802,390	8,942,290	139,900	1.6%
<b>TOTAL PLANNING &amp; ECONOMIC DEVELOPMENT</b>	<b>77,274,460</b>	<b>78,229,250</b>	<b>1.2%</b>	<b>(50,274,890)</b>	<b>(50,825,110)</b>	<b>(1.1)%</b>	<b>26,999,570</b>	<b>27,404,140</b>	<b>404,570</b>	<b>1.5%</b>
<b>PUBLIC HEALTH SERVICES</b>										
Medical Officer of Health	6,123,040	6,069,580	(0.9)%	(150,650)	(138,950)	7.8%	5,972,390	5,930,630	(41,760)	(0.7)%
Communicable Disease Control & Wellness	11,407,750	11,081,290	(2.9)%	(3,641,660)	(3,288,000)	9.7%	7,766,090	7,793,290	27,200	0.4%
Healthy Environments	11,877,330	11,372,450	(4.3)%	(3,521,510)	(2,995,250)	14.9%	8,355,820	8,377,200	21,380	0.3%
Healthy Families	15,704,370	15,753,000	0.3%	(7,772,010)	(7,727,830)	0.6%	7,932,360	8,025,170	92,810	1.2%
Planning & Business Improvement	6,337,460	6,415,590	1.2%	(1,413,180)	(1,413,200)	(0.0)%	4,924,280	5,002,390	78,110	1.6%
Mandatory Public Health Subsidy	0	0	0.0%	(22,650,700)	(22,650,700)	0.0%	(22,650,700)	(22,650,700)	0	0.0%
<b>TOTAL PUBLIC HEALTH SERVICES</b>	<b>51,449,950</b>	<b>50,691,910</b>	<b>(1.5)%</b>	<b>(39,149,710)</b>	<b>(38,213,930)</b>	<b>2.4%</b>	<b>12,300,240</b>	<b>12,477,980</b>	<b>177,740</b>	<b>1.4%</b>
<b>COMMUNITY &amp; EMERGENCY SERVICES</b>										
Administration - CES	2,652,020	2,713,040	2.3%	(387,900)	(391,550)	(0.9)%	2,264,120	2,321,490	57,370	2.5%
Children's & Home Management Services	74,979,480	84,361,450	12.5%	(68,160,820)	(77,617,890)	(13.9)%	6,818,660	6,743,560	(75,100)	(1.1)%
Housing Services	93,836,440	91,882,630	(2.1)%	(47,564,560)	(46,425,600)	2.4%	46,271,880	45,457,030	(814,850)	(1.8)%
Ontario Works	165,488,150	158,318,960	(4.3)%	(150,312,400)	(146,325,610)	2.7%	15,175,750	11,993,350	(3,182,400)	(21.0)%
Macassa Lodge	27,645,260	28,224,990	2.1%	(20,290,530)	(20,477,860)	(0.9)%	7,354,730	7,747,130	392,400	5.3%
Wentworth Lodge	16,834,020	17,203,750	2.2%	(11,577,470)	(11,711,510)	(1.2)%	5,256,550	5,492,240	235,690	4.5%
Neighbourhood & Community Initiatives	2,417,770	2,385,020	(1.4)%	(622,760)	(527,200)	15.3%	1,795,010	1,857,820	62,810	3.5%
Recreation	47,756,540	48,746,590	2.1%	(16,017,260)	(16,414,010)	(2.5)%	31,739,280	32,332,580	593,300	1.9%
Hamilton Fire Department	88,365,750	90,053,820	1.9%	(404,560)	(736,980)	(82.2)%	87,961,190	89,316,840	1,355,650	1.5%
Hamilton Paramedic Service	45,007,030	46,416,440	3.1%	(23,722,210)	(24,678,440)	(4.0)%	21,284,820	21,738,000	453,180	2.1%
<b>TOTAL COMMUNITY &amp; EMERGENCY SERVICES</b>	<b>564,982,460</b>	<b>570,306,690</b>	<b>0.9%</b>	<b>(339,060,470)</b>	<b>(345,306,650)</b>	<b>(1.8)%</b>	<b>225,921,990</b>	<b>225,000,040</b>	<b>(921,950)</b>	<b>(0.4)%</b>
<b>TOTAL COMMUNITY &amp; EMERGENCY SERVICES (exclusive of up-load savings)</b>									<b>2,235,610</b>	<b>1.0%</b>
<b>PUBLIC WORKS</b>										
PW-General Administration	(1,726,810)	(1,729,210)	(0.1)%	0	0	0.0%	(1,726,810)	(1,729,210)	(2,400)	(0.1)%
Energy Fleet and Facilities	21,003,160	23,256,680	10.7%	(11,858,060)	(14,111,160)	(19.0)%	9,145,100	9,145,520	420	0.0%
Engineering Services	26,026,360	25,793,590	(0.9)%	(18,951,450)	(19,468,740)	(2.7)%	7,074,910	6,324,850	(750,060)	(10.6)%
Environmental Services	95,604,080	97,421,060	1.9%	(20,422,980)	(21,112,620)	(3.4)%	75,181,100	76,308,440	1,127,340	1.5%
Operations	64,468,360	65,488,170	1.6%	(1,357,340)	(1,493,430)	(10.0)%	63,111,020	63,994,740	883,720	1.4%
Transit	115,653,980	121,858,210	5.4%	(55,354,690)	(55,354,690)	0.0%	60,299,290	66,503,520	6,204,230	10.3%
Transportation	19,141,870	19,556,980	2.2%	(7,589,530)	(7,831,470)	(3.2)%	11,552,340	11,725,510	173,170	1.5%
<b>TOTAL PUBLIC WORKS</b>	<b>340,171,000</b>	<b>351,645,480</b>	<b>3.4%</b>	<b>(115,534,050)</b>	<b>(119,372,110)</b>	<b>(3.3)%</b>	<b>224,636,950</b>	<b>232,273,370</b>	<b>7,636,420</b>	<b>3.4%</b>

# GROSS AND NET EXPENDITURES SUMMARY

	Gross Expenditures			Gross Revenues			Net Operating Budget		
	2017 Restated Budget	2018 Preliminary Budget	% Change	2017 Restated Budget	2018 Preliminary Budget	% Change	2017 Restated Budget	2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated %
<b>LEGISLATIVE</b>									
Legislative General	(384,320)	(387,300)	(0.8)%	0	0	0.0%	(384,320)	(387,300)	(2,980)
Mayors Office	1,105,350	1,119,780	1.3%	0	0	0.0%	1,105,350	1,119,780	14,430
Volunteer Committee	105,820	105,820	0.0%	0	0	0.0%	105,820	105,820	0
Ward Budgets	3,975,560	4,036,790	1.5%	0	0	0.0%	3,975,560	4,036,790	61,230
<b>TOTAL LEGISLATIVE</b>	<b>4,802,410</b>	<b>4,875,090</b>	<b>1.5%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>4,802,410</b>	<b>4,875,090</b>	<b>72,680</b>
<b>CITY MANAGER</b>									
Audit Services	1,190,010	1,079,370	(9.3)%	(170,110)	0	100.0%	1,019,900	1,079,370	59,470
CMO - Administration	39,070	24,490	(37.3)%	(30,000)	(30,000)	0.0%	9,070	(5,510)	(14,580)
Communications, Corp Initiatives	2,538,650	2,434,570	(4.1)%	(213,750)	(75,940)	64.5%	2,324,900	2,358,630	33,730
Human Resources	8,794,220	8,834,910	0.5%	(1,804,750)	(1,810,210)	(0.3)%	6,989,470	7,024,700	35,230
Strategic Partnerships & Revenue Generation	673,550	699,270	3.8%	(600,000)	(600,000)	0.0%	73,550	99,270	25,720
<b>TOTAL CITY MANAGER</b>	<b>13,235,500</b>	<b>13,072,610</b>	<b>(1.2)%</b>	<b>(2,818,610)</b>	<b>(2,516,150)</b>	<b>10.7%</b>	<b>10,416,890</b>	<b>10,556,460</b>	<b>139,570</b>
<b>CORPORATE SERVICES</b>									
Corporate Services - Administration	(247,460)	(244,850)	1.1%	0	0	0.0%	(247,460)	(244,850)	2,610
City Clerk's Office	2,902,030	2,927,410	0.9%	(640,910)	(571,040)	(5.6)%	2,361,120	2,356,370	(4,750)
Customer Service	8,441,270	8,952,910	6.1%	(3,914,520)	(4,358,260)	(11.3)%	4,526,750	4,594,650	67,900
Financial Planning, Admin & Policy	7,041,350	7,180,930	2.0%	(2,289,820)	(2,335,430)	(2.0)%	4,751,530	4,845,500	93,970
Financial Services	6,392,240	6,529,250	2.1%	(2,291,310)	(2,612,250)	(14.0)%	4,100,930	3,917,000	(183,930)
Information Technology	8,801,850	9,168,430	4.2%	(359,150)	(359,580)	(0.1)%	8,442,700	8,808,850	366,150
Legal Services	4,315,480	4,401,640	2.0%	(1,040,820)	(1,063,700)	(2.2)%	3,274,660	3,337,940	63,280
<b>TOTAL CORPORATE SERVICES</b>	<b>37,646,760</b>	<b>38,915,720</b>	<b>3.4%</b>	<b>(10,436,530)</b>	<b>(11,300,260)</b>	<b>(8.3)%</b>	<b>27,210,230</b>	<b>27,615,460</b>	<b>405,230</b>
<b>CORPORATE FINANCIALS - EXPENDITURES</b>									
Corporate Pensions, Benefits & Contingency	16,469,120	18,947,100	15.0%	(630,000)	(1,882,800)	(198.9)%	15,839,120	17,064,300	1,225,180
Corporate Initiatives	5,154,870	6,416,090	24.5%	(221,600)	(221,600)	0.0%	4,933,270	6,194,490	1,261,220
<b>TOTAL CORPORATE FINANCIALS</b>	<b>21,623,990</b>	<b>25,363,190</b>	<b>17.3%</b>	<b>(851,600)</b>	<b>(2,104,400)</b>	<b>(147.1)%</b>	<b>20,772,390</b>	<b>23,258,790</b>	<b>2,486,400</b>
<b>HAMILTON ENTERTAINMENT FACILITIES</b>									
Operating	4,351,820	4,138,460	(4.9)%	(469,790)	(520,470)	(10.8)%	3,882,030	3,617,990	(264,040)
<b>TOTAL HAMILTON ENTERTAINMENT FACILITIES</b>	<b>4,351,820</b>	<b>4,138,460</b>	<b>(4.9)%</b>	<b>(469,790)</b>	<b>(520,470)</b>	<b>(10.8)%</b>	<b>3,882,030</b>	<b>3,617,990</b>	<b>(264,040)</b>
<b>TOTAL CITY EXPENDITURES</b>	<b>1,115,538,350</b>	<b>1,137,238,400</b>	<b>1.9%</b>	<b>(558,595,650)</b>	<b>(570,159,080)</b>	<b>(2.1)%</b>	<b>556,942,700</b>	<b>567,079,320</b>	<b>10,136,620</b>

# GROSS AND NET EXPENDITURES SUMMARY

	Gross Expenditures			Gross Revenues			Net Operating Budget			
	2017 Restated Budget	2018 Preliminary Budget	% Change	2017 Restated Budget	2018 Preliminary Budget	% Change	2017 Restated Budget	2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated %	
<b>CAPITAL FINANCING</b>										
Debt-Planning & Economic Development	628,380	628,380	0.0%	(61,180)	(61,180)	0.0%	567,200	567,200	0	0.0%
Debt-Community & Emergency Services	6,208,850	6,208,850	0.0%	(2,908,280)	(2,908,280)	0.0%	3,300,570	3,300,570	0	0.0%
Debt-Public Health Services	632,770	632,770	0.0%	0	0	0.0%	632,770	632,770	0	0.0%
Debt-Public Works	49,653,150	49,653,150	0.0%	(7,986,350)	(7,986,350)	0.0%	41,666,800	41,666,800	0	0.0%
Debt-Corporate Financials	55,882,880	63,382,880	13.4%	0	0	0.0%	55,882,880	63,382,880	7,500,000	13.4%
Infrastructure Renewal Levy	13,428,870	13,428,870	0.0%	0	0	0.0%	13,428,870	13,428,870	0	0.0%
<b>TOTAL CAPITAL FINANCING</b>	<b>126,434,900</b>	<b>133,934,900</b>	<b>5.9%</b>	<b>(10,955,810)</b>	<b>(10,955,810)</b>	<b>0.0%</b>	<b>115,479,090</b>	<b>122,979,090</b>	<b>7,500,000</b>	<b>6.5%</b>
<b>BOARDS &amp; AGENCIES</b>										
<b>Police Services</b>										
Operating	167,376,050	172,116,080	2.8%	(10,759,180)	(10,759,180)	0.0%	156,616,870	161,356,900	4,740,030	3.0%
Capital Financing	1,027,200	1,027,200	0.0%	(310,700)	(310,700)	0.0%	716,500	716,500	0	0.0%
<b>Total Police Services</b>	<b>168,403,250</b>	<b>173,143,280</b>	<b>2.8%</b>	<b>(11,069,880)</b>	<b>(11,069,880)</b>	<b>0.0%</b>	<b>157,333,370</b>	<b>162,073,400</b>	<b>4,740,030</b>	<b>3.0%</b>
<b>Other Boards &amp; Agencies</b>										
Library	31,249,510	31,774,910	1.7%	(1,806,070)	(1,795,520)	0.6%	29,443,440	29,979,390	535,950	1.8%
Conservation Authorities	5,328,570	5,429,850	1.9%	0	0	0.0%	5,328,570	5,429,850	101,280	1.9%
MPAC	6,417,100	6,587,150	2.6%	0	0	0.0%	6,417,100	6,587,150	170,050	2.6%
Hamilton Beach Rescue Unit	134,620	135,590	0.7%	(4,230)	(3,230)	23.6%	130,390	132,360	1,970	1.5%
Royal Botanical Gardens	616,090	625,340	1.5%	0	0	0.0%	616,090	625,340	9,250	1.5%
Farmers' Market	714,650	829,180	16.0%	(598,050)	(718,080)	(20.1)%	116,600	111,100	(5,500)	(4.7)%
<b>Total Other Boards &amp; Agencies</b>	<b>44,460,540</b>	<b>45,382,020</b>	<b>2.1%</b>	<b>(2,408,350)</b>	<b>(2,516,830)</b>	<b>(4.5)%</b>	<b>42,052,190</b>	<b>42,865,190</b>	<b>813,000</b>	<b>1.9%</b>
<b>Capital Financing - Other Boards &amp; Agencies</b>										
	468,780	468,780	0.0%	(281,490)	(281,490)	0.0%	187,290	187,290	0	0.0%
<b>City Enrichment Fund</b>										
	6,022,690	6,022,690	0.0%	0	0	0.0%	6,022,690	6,022,690	0	0.0%
<b>TOTAL BOARDS &amp; AGENCIES</b>	<b>219,355,260</b>	<b>225,016,770</b>	<b>2.6%</b>	<b>(13,759,720)</b>	<b>(13,868,200)</b>	<b>(0.8)%</b>	<b>205,595,540</b>	<b>211,148,570</b>	<b>5,553,030</b>	<b>2.7%</b>
<b>TOTAL EXPENDITURES</b>	<b>1,461,328,510</b>	<b>1,496,190,070</b>	<b>2.4%</b>	<b>(563,311,180)</b>	<b>(594,983,090)</b>	<b>(2.0)%</b>	<b>878,017,330</b>	<b>901,206,980</b>	<b>23,189,650</b>	<b>2.6%</b>



# COST CATEGORY SUMMARY

Tax (Excluding Boards & Agencies)	2017		2018		2018 Preliminary vs.	
	Restated Budget	Projected Actual	Preliminary Budget	2017 Restated \$	2017 Restated %	
EMPLOYEE RELATED COSTS	568,933,260	573,100,790	582,893,090	13,959,830	2.5%	
MATERIAL AND SUPPLY	47,473,800	46,662,130	46,143,430	(1,330,370)	(2.8)%	
VEHICLE EXPENSES	33,671,150	33,376,740	33,766,400	95,250	0.3%	
BUILDING AND GROUND	38,124,110	38,649,830	40,852,130	2,728,020	7.2%	
CONSULTING	1,586,170	2,137,780	1,221,620	(364,550)	(23.0)%	
CONTRACTUAL	97,722,840	97,465,480	100,762,830	3,039,990	3.1%	
AGENCIES and SUPPORT PAYMENTS	296,895,250	277,001,390	298,979,560	2,084,310	0.7%	
RESERVES / RECOVERIES	29,150,840	32,976,150	28,723,850	(426,990)	(1.5)%	
COST ALLOCATIONS	(6,602,370)	(6,692,630)	(6,970,540)	(368,170)	(5.6)%	
FINANCIAL	37,562,290	41,077,580	39,503,080	1,940,790	5.2%	
CAPITAL FINANCING	119,010,130	119,014,260	132,354,070	13,343,940	11.2%	
CAPITAL EXPENDITURES	400	25,300	400	0	0.0%	
<b>TOTAL EXPENDITURES</b>	<b>1,263,527,870</b>	<b>1,254,794,800</b>	<b>1,298,229,920</b>	<b>34,702,050</b>	<b>2.7%</b>	
FEES AND GENERAL	(186,013,030)	(189,877,800)	(195,260,150)	(9,247,120)	(5.0)%	
TAX AND RATES	(29,075,700)	(29,638,260)	(28,844,700)	231,000	0.8%	
GRANTS AND SUBSIDIES	(365,202,970)	(347,655,780)	(370,661,180)	(5,458,210)	(1.5)%	
RESERVES	(20,132,350)	(25,039,690)	(21,846,240)	(1,713,890)	(8.5)%	
RECOVERIES FROM CAPITAL	(29,881,530)	(30,102,850)	(30,369,180)	(487,650)	(1.6)%	
<b>TOTAL REVENUES</b>	<b>(630,305,580)</b>	<b>(622,314,380)</b>	<b>(646,981,450)</b>	<b>(16,675,870)</b>	<b>(2.6)%</b>	
<b>NET LEVY</b>	<b>633,222,290</b>	<b>632,480,420</b>	<b>651,248,470</b>	<b>18,026,180</b>	<b>2.8%</b>	



# COMPLEMENT SUMMARY

	2017 Approved Budget	2017 Restated Budget	2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated	
				FTE	%
<b>PLANNING &amp; ECONOMIC DEVELOPMENT</b>					
General Manager <sup>1</sup>	25.00	10.00	10.00	0.00	0.0%
Building	102.32	102.32	102.32	0.00	0.0%
Economic Development <sup>2</sup>	42.54	38.53	38.53	0.00	0.0%
Growth Management	54.34	54.34	54.34	0.00	0.0%
Licensing & By Law Services <sup>3,4,5,6</sup>	112.73	112.98	109.98	(3.00)	(2.7)%
LRT Office <sup>7</sup>	19.25	22.25	22.25	0.00	0.0%
Parking/School Crossing	126.01	126.01	126.01	0.00	0.0%
Planning	75.00	75.00	75.00	0.00	0.0%
Tourism & Culture	72.29	72.29	72.29	0.00	0.0%
<b>Total Planning &amp; Economic Development</b>	<b>629.48</b>	<b>613.72</b>	<b>610.72</b>	<b>(3.00)</b>	<b>(0.5)%</b>

1 - Approved to Restated: Transfer of 1 Comms Officer to Comms CMO, 1 HR Staffing Specialist to HR, 13 F&A positions to Corporate Services per report(HUR17007/ CM17012/FCS17056)

2 - Approved to Restated: Transfer of 4 Cartographic FTE from Urban Renewal to Communications in CMO per report (HUR17007/ CM17012/FCS17056)

3 - Restated to Preliminary: Pilot project ended. Removed temp FTE Project Manager in Licensing Section - Licensing By-Law Review (FCS15010)

4 - Restated to Preliminary: Pilot project ended. Removed temp FTE Project Manager in Animal Services (PED15115)

5 - Approved to Restated: In year approval of Pay Day Loans licensing (PED16039)

6 - Restated to Preliminary: Elimination of the Animal Control Rabies Coordinator due to lack of Ministry Funding

7 - Approved to Restated: 3 FTE approved per report PED16210

# COMPLEMENT SUMMARY

	2017 Approved Budget	2017 Restated Budget	2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated	
				FTE	%
<b>PUBLIC HEALTH SERVICES</b>					
Medical Officer of Health	10.50	10.50	10.50	0.00	0.0%
Communicable Disease Control & Wellness <sup>1,2,3</sup>	95.80	97.30	94.30	(3.00)	(3.1)%
Healthy Environments <sup>4,5,6,7</sup>	94.48	93.48	89.58	(3.90)	(4.2)%
Healthy Families <sup>8,9,10</sup>	134.42	133.96	132.66	(1.30)	(1.0)%
Planning & Business Improvement <sup>4,11</sup>	65.85	63.85	63.85	0.00	0.0%
<b>Total Public Health Services</b>	<b>401.05</b>	<b>399.09</b>	<b>390.89</b>	<b>(8.20)</b>	<b>(2.1)%</b>

- 1 - Approved to Restated: Decrease (0.80) FTE Alcohol, Drug & Gambling Services (ADGS) (BOH17007) and (0.05) FTE ADGS Secondment (BOH16043)
- 2 - Approved to Restated: Increase 2.35 FTE Harm Reduction Opioid Strategy (BOH17028)
- 3 - Approved to Preliminary: Decrease (3.00) FTE due to conclusion of Program Based Grant - Immunization of Schools Pupil Act (ISPA) one-time funding (BOH16064)
- 4 - Approved to Restated: Transfer 1.00 FTE from Healthy Environments to Planning & Business Improvement (FCS17060)
- 5 - Approved to Preliminary: Decrease due to conclusion of Program Based Grant - Raccoon Rabies (2.00) FTE, Climate Change Adaptation (1.00) FTE one-time funding (BOH16064)
- 6 - Approved to Preliminary: Decrease (0.40) FTE Bed Bug to remain within capital allocation (BOH14010(a)/CES14013(a))
- 7 - Approved to Preliminary: Decrease (0.50) FTE Chronic Disease Prevention programming
- 8 - Approved to Restated: Decrease (0.24) FTE in Child and Adolescent Services (C&AS) (BOH16025) and (0.78) FTE (BOH15016 / BOH17014). Increase 0.56 FTE C&AS (BOH15016)
- 9 - Approved to Preliminary: Decrease (0.30) FTE Child and Reproductive Health to align with new service delivery model
- 10 - Approved to Preliminary: Decrease (1.00) FTE Nurse Family Partnership Program (BOH07035(f))
- 11 - Approved to Restated: Transfer (3.00) FTE to HR/CMO per Centralization of City Internal Support Services (HRI7007/CM17012/FCS17056)

## COMPLEMENT SUMMARY

	2017	2017	2018	2018 Preliminary vs.	
	Approved Budget	Restated Budget	Preliminary Budget	2017 Restated FTE	2018 Restated %
<b>COMMUNITY &amp; EMERGENCY SERVICES DEPARTMENT</b>					
Administration - Community & Emergency Services <sup>1,2</sup>	38.50	34.50	34.50	0.00	0.0%
Children's & Home Management Services <sup>3</sup>	71.00	72.00	72.00	0.00	0.0%
Housing Services <sup>4</sup>	47.50	49.50	49.50	0.00	0.0%
Ontario Works <sup>5</sup>	294.00	294.00	270.00	(24.00)	(8.2)%
Macassa Lodge <sup>6</sup>	281.38	281.34	281.34	0.00	0.0%
Wentworth Lodge <sup>6</sup>	176.17	176.21	176.21	0.00	0.0%
Neighbourhood & Community Initiatives <sup>1,2,7</sup>	18.60	17.00	17.00	0.00	0.0%
Recreation <sup>2</sup>	410.55	409.55	409.55	0.00	0.0%
Hamilton Fire Department	586.30	586.30	586.30	0.00	0.0%
Hamilton Paramedic Service <sup>2</sup>	294.36	293.36	293.36	0.00	0.0%
<b>Total Community &amp; Emergency Services Department</b>	<b>2,218.36</b>	<b>2,213.76</b>	<b>2,189.76</b>	<b>(24.00)</b>	<b>(1.1)%</b>

1 - Approved to Restated: Transfer 1.00 FTE from Administration CES to Neighbourhood & Community Initiatives (NCI) (FCS17060(a))

2 - Approved to Restated: Transfer (3.00) FTE from Administration CES; (2.00) FTE from NCI; (1.0) FTE from Hamilton Paramedic Service, (1.0) FTE from Recreation to HR/CMO per Centralization of City Internal Support Services (HRI7007/CM17012/FCS17056)

3 - Approved to Restated: Increase 1.0 FTE Child Care and Early Years (CES17033)

4 - Approved to Restated: Increase 2.00 FTE Poverty Reduction Investment Plan (CES16043(a))

5 - Approved to Preliminary: Decrease (24.00) FTE Ontario Works (OW) per OW Caseload Contingency Plan CS09021(g) approved to December 31, 2017

6 - Approved to Restated: Transfer 0.04 FTE from Macassa Lodge to Wentworth Lodge

7 - Approved to Restated: Decrease (0.60) FTE to remain within Immigration Strategy 100% funding cap

# COMPLEMENT SUMMARY

	2017 Approved Budget	2017 Restated Budget	2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated	
				FTE	%
<b>PUBLIC WORKS</b>					
PW General Administration <sup>1</sup>	56.00	3.00	3.00	0.00	0.0%
Energy Fleet and Facilities	196.23	196.23	196.23	0.00	0.0%
Engineering Services <sup>4</sup>	127.33	124.33	124.33	0.00	0.0%
Environmental Services <sup>3</sup>	497.19	490.19	490.19	0.00	0.0%
Operations <sup>3</sup>	291.56	298.56	298.56	0.00	0.0%
Transit <sup>1,5</sup>	710.21	709.21	738.21	29.00	4.1%
Transportation <sup>2,4</sup>	114.15	117.15	118.15	1.00	0.9%
<b>Total Public Works</b>	<b>1,992.67</b>	<b>1,938.67</b>	<b>1,968.67</b>	<b>30.00</b>	<b>1.5%</b>

1 - Approved to Restated: Centralization of HR, Communications and F&A Staff (Transit: decrease by 1.00 FTE, PW General Administration: decrease by 53.00 FTE)

2 - Restated to Preliminary: Report PW16027. Approved by Council April 13, 2016 (Increase by 1.00 FTE)

3 - Approved to Restated: Transfer of 7.00 FTE between Environmental Services and Operations due to PW restructuring (PW17025)

4 - Restated to Approved: Transfer of 3.00 FTE from Engineering Services to Transportation (FCS17060)

5 - Restated to Preliminary: FCS16083(a), Approved by GIC April 19, 2017 (Increase by 29.00 FTE)

<b>LEGISLATIVE</b>					
Mayors Office	6.00	6.00	6.00	0.00	0.0%
Ward Budgets	18.00	18.00	18.00	0.00	0.0%
<b>Total Legislative</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>0.00</b>	<b>0.0%</b>

# COMPLEMENT SUMMARY

	2017	2017	2018	2018 Preliminary vs.	
	Approved Budget	Restated Budget	Preliminary Budget	2017 Restated FTE	%
<b>CITY MANAGER</b>					
Audit Services <sup>1</sup>	8.00	8.00	7.00	(1.00)	(12.5)%
CMO Administration	2.00	2.00	2.00	0.00	0.0%
Human Resources <sup>2</sup>	59.50	75.50	75.50	0.00	0.0%
Communications & Corporate Initiatives <sup>3</sup>	11.00	22.00	22.00	0.00	0.0%
Strategic Partnerships & Revenue Generation	4.60	4.60	4.60	0.00	0.0%
<b>Total City Manager</b>	<b>85.10</b>	<b>112.10</b>	<b>111.10</b>	<b>(1.00)</b>	<b>(0.9)%</b>

1 - Restated to Preliminary: Removal of Audit 2 \* 0.5 FTE's (funded for 6 months in 2017). Pilot ended.

2 - Approved to Restated: Transfer of 16 FTEs to Human Resources. Per centralization report (HUR17007/ CM17012/FCS17056)

3 - Approved to Restated - transfer of 7 FTEs to Communications and 4 FTEs from Planning, to Graphic Design. Per centralization report (HUR17007/ CM17012/FCS17056)

## **CORPORATE SERVICES**

Corporate Services - Administration	2.00	2.00	2.00	0.00	0.0%
City Clerk's Office	27.00	27.00	27.00	0.00	0.0%
Customer Service <sup>1</sup>	77.47	76.47	76.47	0.00	0.0%
Financial Planning, Admin & Policy <sup>2</sup>	26.00	83.00	83.00	0.00	0.0%
Financial Services	76.58	76.58	76.58	0.00	0.0%
Information Services	83.75	83.75	83.75	0.00	0.0%
Legal Services	60.00	60.00	60.00	0.00	0.0%
<b>Total Corporate Services</b>	<b>352.80</b>	<b>408.80</b>	<b>408.80</b>	<b>0.00</b>	<b>0.0%</b>

1 - Approved to Restated: Centralization of F&A transferred 1 FTE from POA into FPAP. Report (HUR17007/ CM17012/FCS17056)

2 - Approved to Restated - Centralization of F&A transferred 56 FTE from distributed Departments into FPAP. Report (HUR17007/ CM17012/FCS17056)

# COMPLEMENT SUMMARY

	2017 Approved Budget	2017 Restated Budget	2018 Preliminary Budget	2018 Preliminary vs. 2017 Restated	
				FTE	%

<b>Corporate Financials - Expenditures<sup>1</sup></b>	<b>0.00</b>	<b>0.00</b>	<b>22.46</b>	<b>22.46</b>	<b>100.0%</b>
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<sup>1</sup> - Operating Impacts from Capital

<b>TOTAL CITY COMPLEMENT</b>	<b>5,703.46</b>	<b>5,710.14</b>	<b>5,726.40</b>	<b>16.26</b>	<b>0.3%</b>
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**BOARDS & AGENCIES**

Library	305.02	305.02	298.87	(6.15)	(2.0)%
Police Services <sup>1</sup>	1,118.50	1,118.50	1,118.50	0.00	0.0%
Farmers' Market	3.97	3.97	4.19	0.22	5.5%
<b>Total Boards &amp; Agencies</b>	<b>1,427.49</b>	<b>1,427.49</b>	<b>1,421.56</b>	<b>(5.93)</b>	<b>(0.4)%</b>

<sup>1</sup> - Note: The Police Services budget is approved by the Police Services Board. The Budget is scheduled to be submitted to the Board on December 14th, 2017.

<b>TOTAL COMPLEMENT</b>	<b>7,130.95</b>	<b>7,137.63</b>	<b>7,147.96</b>	<b>10.33</b>	<b>0.1%</b>
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# COUNCIL REFERRED ITEMS SUMMARY

FORM #	DIVISION	SERVICE / PROGRAM	DESCRIPTION OF REFERRED ITEM	2018 IMPACT		FTE Impact
				\$ GROSS	\$ NET	
<b>PLANNING &amp; ECONOMIC DEVELOPMENT</b>						
CR-01	Tourism and Culture	Music	Music and Creative Industries Operations and Programming	\$ 25,000	\$ 25,000	0.00
CR-02	Tourism and Culture	Tourism	Phase III Tourism Enhancement - To be funded from the Economic Development Reserve for 2018 and be referred to the 2019 budget process	\$ 100,000	\$ 0	0.00
<b>PLANNING &amp; ECONOMIC DEVELOPMENT SUBTOTAL</b>				<b>\$ 125,000</b>	<b>\$ 25,000</b>	<b>0.00</b>
<b>PUBLIC WORKS</b>						
CR-03	Forestry and Horticulture	Horticultural Programs	Equalization of Horticulture Services to BIAs in the 2018 Public Works Operating Budget	\$ 224,000	\$ 224,000	1.00
CR-04	Transportation	Parks	Identified Tobogganing Locations on City Property	\$ 110,000	\$ 110,000	-
<b>PUBLIC WORKS SUBTOTAL</b>				<b>\$ 334,000</b>	<b>\$ 334,000</b>	<b>1.00</b>
<b>CORPORATE SERVICES</b>						
CR-05	Corporate Financials	Corporate Financials	Allocation of savings resulting from changes in the vacancy rebate program	TBD	TBD	0.00
<b>CORPORATE SERVICES SUBTOTAL</b>				<b>TBD</b>	<b>TBD</b>	<b>0.00</b>
<b>TOTAL</b>				<b>\$ 459,000</b>	<b>\$ 359,000</b>	<b>1.00</b>



**CITY OF HAMILTON**  
**2018 OPERATING BUDGET COUNCIL REFERRED ITEMS**  
**COUNCIL REFERRED ITEM #CR-01**

<b>COUNCIL REFERRED OVERVIEW</b>	
<b>Request Title</b>	Music and Creative Industries Operations and Programming
<b>Request Year</b>	2018
<b>Department</b>	Planning & Economic Development
<b>Division</b>	Tourism and Culture
<b>Service</b>	Music
<b>Request Driver</b>	Council Directive
<b>Funding Source</b>	Tax Levy
<b>Proposed Start Date</b>	January 2018
<b>Strategic Plan Priorities</b>	<ul style="list-style-type: none"> <li>• Community Engagement &amp; Participation</li> <li>• Economic Prosperity &amp; Growth</li> <li>• Culture &amp; Diversity</li> <li>• Our People &amp; Performance</li> </ul>

<b>2018 OPERATING BUDGET FINANCIAL IMPACTS</b>		
<b>DESCRIPTION</b>	<b>2018 AMOUNT</b>	<b>ANNUALIZED AMOUNT</b>
<b>Total Expenditures</b>	<b>\$25,000</b>	<b>\$25,000</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Levy</b>	<b>\$25,000</b>	<b>\$25,000</b>
<b>Full Time Equivalent (FTE)</b>	<b>0.0</b>	<b>0.0</b>
<b>Capital Budget Impact</b>	<b>\$0</b>	<b>\$0</b>

## COUNCIL REFERRED ITEM #CR-01

### REFERRAL

That a budget enhancement of \$25,000 be approved as part of an operating budget to fund marketing efforts that help maintain and enhance Hamilton's presence as a City of Music and continue to support the City's Music Strategy as per initial request from GIC Report PED14001.

### BACKGROUND

On December 7, 2016 (PED14001 (b)) staff and music industry representatives presented an update on the City's Music Strategy and proposed actions to help move the Strategy forward, which include the launch of the City of Music brand and establishing Hamilton as a City of Music in 2017 using capital dollars. In an effort to identify the need for ongoing marketing efforts after establishing Hamilton as a City of Music, staff recommended that staff would be referring an ask of \$25,000 for marketing efforts to the 2018 Budget process.

### DESCRIPTION OF REFERRAL

#### THE OPPORTUNITY

Continuing to support the City's Music Strategy and build on the initial Council approved 2017 launch efforts associated with marketing the City as a City of Music.

Marketing Hamilton as a City of Music supports key higher order corporate priorities within the Corporate Strategic Plan and 2016-2020 Economic Development Action Plan, such as economic prosperity and growth, and promoting the city as a vibrant place to work and live.

Offers low risk opportunities at a reasonably low cost to promote and test marketing tactics until we gather a much more substantive and well researched approach (through the Creative Industries Sector Profile and Music Business Plan) that will more comprehensively outline, based on local stats/research, recommendations for targeted and highest value marketing efforts and realistic costs.

**COUNCIL REFERRED ITEM #CR-01**

**DESCRIPTION OF REFERRAL (cont'd)**

**ASSISTS WITH THE CORPORATE STRATEGIC PLAN IN THE FOLLOWING AREAS/WAYS:**

**Economic Prosperity and Growth**

Strengthening and supporting the local music industry (music businesses, musicians as entrepreneurs, venues) and encouraging residents and tourists to explore Hamilton’s music scene, both of which offer economic impacts (helping to retain and attract business, spending and tourism dollars)

**Community Engagement & Participation**

Encouraging residents to enjoy music events (many free and accessible to all) increases opportunities for residents to celebrate and actively strengthens engagement and communities.

**Culture & Diversity**

Helps promote Hamilton as a vibrant city to work, invest and live.

**ASSISTS WITH THE ECONOMIC DEVELOPMENT ACTION PLAN WITH THE FOLLOWING GOALS AND ACTIONS:**

**Grow the Non-Residential Tax Assessment and Living Wage Jobs**

Helps support all businesses that make up the music industry: musicians, live music venues, music managers/promoters, music events and organizers, recording studios, music education, music retail, etc.

Encourage and support fair and equitable payment of musicians.

Promotion of a vibrant and thriving music industry also serves to attract other industries and their workers to a city that is known and celebrated as a place that supports creativity and is an excellent place to live.

**Vibrant Commercial and Cultural Districts and Places**

Strengthening and supporting a vibrant music scene helps create and maintain a city that is vibrant commercially (live music venues) and its districts and places

**POTENTIAL MARKETING TACTICS REQUIRING BUDGET EXAMPLES:**

- continuation of social media pilot
- marketing for campaigns (i.e. get out and see a show similar to NOSH campaign for restaurants) and for musician workshops, etc.
- collateral materials



**CITY OF HAMILTON**  
**2018 OPERATING BUDGET COUNCIL REFERRED ITEMS**  
**COUNCIL REFERRED ITEM #CR-02**

<b>COUNCIL REFERRED OVERVIEW</b>	
<b>Request Title</b>	Phase III Tourism Enhancement
<b>Request Year</b>	2018
<b>Department</b>	Planning & Economic Development
<b>Division</b>	Tourism and Culture
<b>Service</b>	Tourism Marketing
<b>Request Driver</b>	Council Directive
<b>Funding Source</b>	Reserve in 2018 Tax Levy in 2019
<b>Proposed Start Date</b>	January 2018
<b>Strategic Plan Priorities</b>	<ul style="list-style-type: none"> <li>• Community Engagement &amp; Participation</li> <li>• Economic Prosperity &amp; Growth</li> <li>• Culture &amp; Diversity</li> </ul>

<b>2018 OPERATING BUDGET FINANCIAL IMPACTS</b>		
<b>DESCRIPTION</b>	<b>2018 AMOUNT</b>	<b>ANNUALIZED AMOUNT</b>
<b>Total Expenditures</b>	<b>\$100,000</b>	<b>\$100,000</b>
<b>Total Revenue</b>	<b>\$100,000</b>	<b>\$100,000</b>
<b>Net Levy</b>	<b>\$0</b>	<b>\$0</b>
<b>Full Time Equivalent (FTE)</b>	<b>0.0</b>	<b>0.0</b>
<b>Capital Budget Impact</b>	<b>\$0</b>	<b>\$0</b>

## COUNCIL REFERRED ITEM #CR-02

### REFERRAL

That a budget enhancement of \$100,000 be approved as part of an operating budget to fund business attraction efforts in the meeting, convention and sports tourism sectors as outlined in the Tourism Strategy (PED15026). The \$100,000 will be funded in 2018 by the Economic Development Reserve (112221). This request is being referred to the 2019 budget process for permanent funding.

### BACKGROUND

Tourism Hamilton staff have been aggressively and successfully selling Hamilton as a destination for the meeting, conference and sports markets in alignment with the Council approved 5 year Tourism Strategy (2015-2020) and the Economic Development Plan (2016-2020).

Competitive bids to attract the meeting, convention, sport tourism and major event business include fees and other financial incentives as an industry standard. Such incentives can range from \$5K-\$1.5M depending on the scale of the event and economic impact of the activity. The City's ability to compete has been hindered by depletion of tourism reserves and a loss of \$350K in provincial funding in 2012 for tourism.

The Tourism reserve is completely allocated to finance smaller bids already secured or meet commitments for bids in process (bids fees are only paid if bid is successful).

Bringing forth multiple small single requests to Council for bid incentive dollars as an ongoing business practice does not allow for nimbleness and the seizing of timely bid opportunities. However, major bids which exceed Tourism Hamilton resources will still be brought to Council for consideration.

### DESCRIPTION OF REFERRAL

In conjunction with the approval of the Tourism Strategy in 2015, Council has taken a phased in approach to the initial requested enhancement of \$350,000. \$150K was approved as part of the 2016 budget process; \$100K in 2017; and this request is for the final \$100,000. (PED15026).

**CITY OF HAMILTON**  
**2018 OPERATING BUDGET COUNCIL REFERRED ITEMS**  
**COUNCIL REFERRED ITEM #CR-03**

<b>COUNCIL REFERRED OVERVIEW</b>	
<b>Request Title</b>	Equalization of Horticulture Services to BIAs in the 2018 Public Works Operating Budget
<b>Request Year</b>	2018
<b>Department</b>	Public Works
<b>Division</b>	Forestry and Horticulture
<b>Service</b>	Horticultural Programs
<b>Request Driver</b>	Council Directive
<b>Funding Source</b>	Tax Levy
<b>Proposed Start Date</b>	April 2018
<b>Strategic Plan Priorities</b>	<ul style="list-style-type: none"> <li>• Community Engagement &amp; Participation</li> <li>• Economic Prosperity &amp; Growth</li> <li>• Clean &amp; Green</li> <li>• Built Environment &amp; Infrastructure</li> </ul>

<b>2018 OPERATING BUDGET FINANCIAL IMPACTS</b>		
<b>DESCRIPTION</b>	<b>2018 AMOUNT</b>	<b>ANNUALIZED AMOUNT</b>
Planter and/or hanging basket plant material, and/or watering services	\$137,000	\$137,000
Employee costs	\$87,000	\$87,000
<b>Total Expenditures</b>	<b>\$224,000</b>	<b>\$224,000</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Levy</b>	<b>\$224,000</b>	<b>\$224,000</b>
<b>Full Time Equivalent (FTE)</b>	<b>1.0</b>	<b>1.0</b>
<b>Capital Budget Impact</b>	<b>\$0</b>	<b>\$0</b>

## COUNCIL REFERRED ITEM #CR-03

### REFERRAL

To address the equalization of City services provided to the Business Improvement Areas (BIAs) throughout the City of Hamilton, an annual budget of \$ 224,000 is being requested. Out of this total, \$137,000 is requested to be distributed between all BIAs for horticultural services, including planters, hanging baskets and water services, along with an additional 1.0 Full time Equivalent (FTE) requested to carry out this service.

### BACKGROUND

At its meeting on June 11, 2013, the Business Improvement Area Advisory Committee (BIAAC) raised the equalization of City services provided to the BIAs throughout the City.

Following a number of presentations and discussions with members of the BIAAC on the services provided by the City of Hamilton, Public Works staff provided an update presentation to the BIAAC, titled "Public Works Service Level Equalization-Business Improvement Areas" on August 9, 2016. At this meeting the BIAAC approved the following motion:

WHEREAS, the Business Improvement Areas (BIA) represent Commercial Retail Corridors throughout the City of Hamilton and across nine wards;

WHEREAS, all BIAs contribute to the BIA Tax Levy; and,

WHEREAS, there remain opportunities to equalize Public Works Service Levels throughout the BIAs;

THEREFORE BE IT RESOLVED:

- (i) That staff be directed to include the following enhancement in the 2017 Public Works Department Operating budget for consideration during the 2017 Operating Budget (GIC) process:
  - \$137,000 to be distributed between all BIAs for Horticulture Services (Planters, Hanging Baskets, and Watering Services); and
- (ii) That staff be directed to include in that report, respecting the enhanced Horticultural Services for the BIAs, any additional FTEs and associated costs that will be required to facilitate the equalization of Horticulture Services amongst the BIAs.

**COUNCIL REFERRED ITEM #CR-03****BACKGROUND (cont'd)**

Due to insufficient resources and competing priorities, the 2017 operating budget enhancement request was not approved. On June 13, 2017, the BIACC approved a similar motion as in August, 2016 requesting staff to include the equalization of horticultural services throughout the City's BIAs as part of the 2018 Operating Budget.

**DESCRIPTION OF REFERRAL**

A total of \$137,000 would align horticultural services offered across the City's 13 BIAs, including planters, hanging baskets and/or watering services.

In reviewing the current resources of the Public Works Horticultural section and existing service levels, it has been identified that an additional 1.0 FTE at a cost of \$87,000 is required to carry out the related services. Without the additional 1.0 FTE the services cannot be implemented, given the current resource capacity of the section.

Funding for materials will be distributed to BIAs as per the equalization formula approved by the BIAAC, and can be used for watering services or for plant stock in hanging baskets and planters. Funding cannot be used as cash to secure services from a third party vendor and only to be used for City of Hamilton provided services and purchased materials only.

All horticulture materials and services to be provided are subject to availability based on standardized specifications determined by the City. Installation of hanging baskets or planters is only possible where proper locations are identified in public spaces.



**CITY OF HAMILTON**  
**2018 OPERATING BUDGET COUNCIL REFERRED ITEMS**  
**COUNCIL REFERRED ITEM #CR-04**

<b>COUNCIL REFERRED OVERVIEW</b>	
<b>Request Title</b>	Identified Tobogganing Locations on City Property
<b>Request Year</b>	2018
<b>Department</b>	Public Works
<b>Division</b>	Transportation
<b>Service</b>	Parks and Open Space Access
<b>Request Driver</b>	Council Directive
<b>Funding Source</b>	Tax Levy
<b>Proposed Start Date</b>	December 2018
<b>Strategic Plan Priorities</b>	<ul style="list-style-type: none"> <li>• Community Engagement &amp; Participation</li> <li>• Economic Prosperity &amp; Growth</li> <li>• Health &amp; Safe Communities</li> <li>• Clean &amp; Green</li> <li>• Built Environment &amp; Infrastructure</li> <li>• Culture &amp; Diversity</li> <li>• Our People &amp; Performance</li> </ul>

<b>2018 OPERATING BUDGET FINANCIAL IMPACTS</b>		
<b>DESCRIPTION</b>	<b>2018 AMOUNT</b>	<b>ANNUALIZED AMOUNT</b>
Set Up / Take Down	\$28,000	\$28,000
Inspection / Maintenance	\$60,000	\$60,000
Plowing Contract	\$22,000	\$22,000
<b>Total Expenditures</b>	<b>\$110,000</b>	<b>\$110,000</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Levy</b>	<b>\$110,000</b>	<b>\$110,000</b>
<b>Full Time Equivalent (FTE)</b>	<b>0.0</b>	<b>0.0</b>
<b>Capital Budget Impact</b>	<b>\$0</b>	<b>\$0</b>

## COUNCIL REFERRED ITEM #CR-04

### REFERRAL

Staff are recommending that the four current designated tobogganing hills (Garth Street Reservoir, Chedoke Golf Course, Kings Forest Golf Course, and Waterdown Memorial Park), be approved and made a permanent program within the Public Works Department with an annual operating budget of \$110,000 and no change to staffing levels.

### BACKGROUND

In February 2015, City Council gave staff the following direction:

That the Manager of Risk Management coordinate, together with the City Solicitor, staff of the Public Works Department or other affected departments, a review of the options available to the City in respect of tobogganing on City property, including feasibility of the City of Hamilton designating tobogganing areas within the community, and report back to the General Issues Committee (GIC).

As a result of that direction a report was brought forward in November 2015; a subsequent motion requested staff to report back to GIC identifying tobogganing site for the 2015-2016 winter season which would be maintained specifically for tobogganing use.

Through Report PW15086(a) to GIC on December 5, 2015, Council gave staff the following direction:

That the General Manager of Public Works or his designate be authorized and directed to implement a pilot program to identify tobogganing sites for the 2015-2016 season, whereas the Garth Street Reservoir, Kings Forest Golf Course (Hole #1 – Tee and Hole #9 – below the Green) and the Chedoke Golf Course (Martin Course, Hole #1), as further described will be the piloted sites.

With a less than average snowfall in the 2015-2016 season, staff submitted report PW15086(b), recommending an extension to the pilot program to gather a more accurate projection of future program costs.

Through Report PW15086(b) to GIC on June 22, 2016, Council approved that the pilot program continue through the 2016-2017 season, as well as adding the Waterdown Memorial Park location. The estimated cost of \$70k was to be funded from any Parks, Water and Facilities divisions' surplus, then Public Works departmental surplus if required.

The second pilot season ran from December 23, 2016 until March 31, 2017.

**COUNCIL REFERRED ITEM #CR-04****DESCRIPTION OF REFERRAL**

The actual expenses of the 2016-2017 season totalled \$105k. The main activities that resulted in higher than anticipated costs were hill inspection and maintenance. Designated tobogganing hills were inspected three times per week, as well as on school holidays and snow days. Additional steps were taken at the Garth Street Reservoir hill to prepare the site and ensure site safety prior to season opening. This included signage and minor grading. All sites required installation of snow fences and hay bales and removal of existing hazards; inspection and maintenance of each hill was required throughout the season.

Expenses for the second pilot season were absorbed through each service groups' Operating Budget; however, this funding model is not sustainable if the designation of tobogganing hills continues as a provided service. Public Works staff have managed to provide a high level of service during the two pilot seasons, but designated funds are required to maintain this level of service in the future.

Staff have determined that an annual budget enhancement of \$110,000 would be required to support the four designated tobogganing hills within the City of Hamilton (at the service levels established during the 2016-2017 winter season). Expected cost to set up/take down total \$28k, costs for inspection and maintenance activities are projected at \$60k, and plowing contracts estimated at \$22k.



**CITY OF HAMILTON**  
**2018 OPERATING BUDGET COUNCIL REFERRED ITEMS**  
**COUNCIL REFERRED ITEM #CR-05**

<b>COUNCIL REFERRED OVERVIEW</b>	
<b>Request Title</b>	Vacancy Rebate
<b>Request Year</b>	2018
<b>Department</b>	Corporate Financials
<b>Division</b>	Corporate Financials
<b>Service</b>	Corporate Financials
<b>Request Driver</b>	Council Directive
<b>Funding Source</b>	Tax Levy
<b>Proposed Start Date</b>	January 2018
<b>Strategic Plan Priorities</b>	<ul style="list-style-type: none"> <li>Economic Prosperity &amp; Growth</li> </ul>

<b>2018 OPERATING BUDGET FINANCIAL IMPACTS</b>		
<b>DESCRIPTION</b>	<b>2018 AMOUNT</b>	<b>ANNUALIZED AMOUNT</b>
Vacancy Rebate Reduction	TBD	TBD
<b>Total Expenditures</b>	<b>TBD</b>	<b>TBD</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Levy</b>	<b>TBD</b>	<b>TBD</b>
<b>Full Time Equivalent (FTE)</b>	<b>0.0</b>	<b>0.0</b>
<b>Capital Budget Impact</b>	<b>\$0</b>	<b>\$0</b>

## COUNCIL REFERRED ITEM #CR-05

### REFERRAL

Council has referred the application of the \$1.25 M in budget savings resulting from the phase-out of the Vacant Unit Rebate Program to the 2018 Budget process. Alternatives, include applying the savings towards reducing the levy and therefore benefiting all taxpayers or using the savings to support specific programs without having a levy impact in 2018.

The following options from FCS17021(a) has been referred to the 2018 Budget:

- a. To apply the \$1.25 M to reduce the 2018 levy, which will reduce the levy impact by 0.2%.
- b. To apply the \$1.25 M to create a city-wide affordable housing incentive program. This option will not have a levy impact for 2018.
- c. To apply \$1.25 M to any other specified program as directed by Council. This option will not have a levy impact for 2018.

### BACKGROUND

As per sections 313 (1.1) and 364 of the Municipal Act, for 2017, the City of Hamilton established a rebate of 30% of the property tax for vacant space in commercial and industrial properties.

In response to municipal and other stakeholder's requests, in 2017 the Province provided municipalities with greater flexibility in the application of the Vacant Unit Rebate program and the reduction program for Vacant/Excess land subclasses. The change was intended to allow municipalities to customize the program to their specific needs and circumstances, while maintaining the interest of local businesses community in mind.

After an internal analysis, business and public consultation and analyzing municipal comparator information, staff submitted recommendations through report FCS17021(a) New Municipal Flexibility for Vacant Unit Rebates and Vacant/Excess Land Subclasses.

Council at its meeting on June 14, 2017 approved with the following recommendations:

- a. That the Vacant Unit Rebate Program be phased out over two years with a 30% rebate in 2017 (status quo), a 15% rebate in 2018 and a 0% rebate in 2019;
- b. That the estimated budget savings of \$1.25 M be referred to the 2018 Operating Budget Process;
- c. That staff continue to review the Vacant / Excess Land Tax Reduction and report back during the 2018 Budget Process; and,
- d. That staff be directed to review the feasibility of creating a city-wide affordable housing incentive program utilizing the \$1.25 million property taxes recovered from the vacant unit rebate, and report back to the General Issues Committee during the 2018 Operating Budget process.

# BUSINESS CASES SUMMARY

FORM #	DIVISION	SERVICE / PROGRAM	BUSINESS CASE DETAILS	2018 IMPACT		
				\$ GROSS	\$ NET	
				FTE Impact		
<b>PLANNING &amp; ECONOMIC DEVELOPMENT</b>						
BC-01	Building	Building Permits and Zoning By-Law Review	Zoning Section Program Enhancement	\$ 293,700	\$ 293,700	3.00
BC-02	Licensing and By-Law Services	Municipal Law Enforcement	Parks Patrol and Waterfalls Enforcement Team	\$ 80,080	\$ 80,080	1.32
<b>PLANNING &amp; ECONOMIC DEVELOPMENT SUBTOTAL</b>				<b>\$ 373,780</b>	<b>\$ 373,780</b>	<b>4.32</b>
<b>PUBLIC HEALTH</b>						
BC-03	Healthy Environments	Healthy Environments	Raccoon Rabies Response	\$ 327,160	\$ 0	2.00
<b>PUBLIC HEALTH SUBTOTAL</b>				<b>\$ 327,160</b>	<b>\$ 0</b>	<b>2.00</b>
<b>COMMUNITY &amp; EMERGENCY SERVICES</b>						
BC-04	Hamilton Paramedic Service	Paramedic Service	Paramedic Service Staffing	\$ 894,920	\$ 447,460	7.50
<b>COMMUNITY &amp; EMERGENCY SERVICES SUBTOTAL</b>				<b>\$ 894,920</b>	<b>\$ 447,460</b>	<b>7.50</b>
<b>CORPORATE SERVICES</b>						
BC-05	Office of the City Clerk	Information Management	Administration of Freedom of Information	\$ 76,000	\$ 76,000	1.00
BC-06	Financial Services, Taxation & Corporate Controller	Financial Management	Oversight of City Procurement and Contract Management	\$ 77,000	\$ 77,000	1.50
BC-07	Customer Service & Provincial Offences Administration	Provincial Offences Administration	Relocation of Provincial Offences Administration Courtrooms and Offices - Addition of 1 Court Room	\$ 110,000	\$ 0	4.00
BC-08	Legal and Risk Management Services	Risk Management	Risk Assistant	\$ 0	\$ 0	1.00
<b>CORPORATE SERVICES SUBTOTAL</b>				<b>\$ 263,000</b>	<b>\$ 153,000</b>	<b>7.50</b>
<b>TOTAL</b>				<b>\$ 1,858,860</b>	<b>\$ 974,240</b>	<b>21.32</b>



**CITY OF HAMILTON**  
**2018 OPERATING BUDGET BUSINESS CASES**  
**BUSINESS CASE #BC-01**

<b>BUSINESS CASE OVERVIEW</b>	
<b>Request Title</b>	Zoning Section Program Enhancement
<b>Request Year</b>	2018
<b>Department</b>	Planning & Economic Development
<b>Division</b>	Building
<b>Service</b>	Building Permits and Zoning By-law Review
<b>Request Driver</b>	Service Delivery Change
<b>Funding Source</b>	Tax Levy
<b>Proposed Start Date</b>	January 2018
<b>Strategic Plan Priorities</b>	<ul style="list-style-type: none"> <li>• Economic Prosperity &amp; Growth</li> <li>• Health &amp; Safe Communities</li> <li>• Our People &amp; Performance</li> </ul>

<b>2018 OPERATING BUDGET FINANCIAL IMPACTS</b>		
<b>DESCRIPTION</b>	<b>2018 AMOUNT</b>	<b>ANNUALIZED AMOUNT</b>
Employee Related Costs	\$293,700	\$293,700
<b>Total Expenditures</b>	<b>\$293,700</b>	<b>\$293,700</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Levy</b>	<b>\$293,700</b>	<b>\$293,700</b>
<b>Full Time Equivalent (FTE)</b>	<b>3.0</b>	<b>3.0</b>
<b>Capital Budget Impact</b>	<b>\$0</b>	<b>\$0</b>

## BUSINESS CASE #BC-01

### RECOMMENDATION

Creation of three new permanent full-time Zoning Examiner/Code Correlator positions within the Building Division at an annual cost of \$293,700.

### BACKGROUND

The Zoning Section of the Building Division is responsible for reviewing all planning applications for compliance with the City's zoning by-laws. These include applications for minor variances, zoning amendments, and site plan approvals.

Since 2011, the City of Hamilton has been experiencing unmanageable work volumes throughout the Planning & Economic Development department. A component of this work is the provision of zoning comments on planning applications. As identified in the LEAN Review process, the zoning review team has not met the review times as required in the planning process. Contributing factors are the complexity and the increase in number of planning applications.

An outcome of the above is that for years there has been a significant backlog of planning files waiting for zoning comments, some by as much as five months. Without the required zoning review/comments, planning staff are unable to finalize conditional approval(s) for site plan applications and are unable to complete their report(s) to Planning Committee for rezoning applications, resulting in extensive delays to the applicant.

In addition to the above, two further items of concern were raised:

1. Through the Open for Business Sub-Committee:
  - a. A request to reduce the timeframe to provide zoning comments for planning applications; and
  - b. A request in December 2015 and March 2016 by the Hamilton Halton Homebuilders Association to introduce a new service of providing zoning comments at the Formal Consultation stage, and
2. The decision was made to have zoning review staff present at all Development Review Team (DRT) meetings.

These additional components have further exacerbated the existing inability to provide service level expectations.

In response to 1) above, on June 24, 2016, an Information Report was provided to the Open for Business SubCommittee to hire two temporary additional Zoning Examiners as a pilot project for 18 months to address the inability to meet response times and to provide comments at the Formal Consultation stage (initiative 2 above).

## BUSINESS CASE #BC-01

### BACKGROUND (cont'd)

The temporary hires were completed in September and October 2016. A third temporary Zoning Examiner was added to improve response times to other zoning by-law inquiries and to have zoning review staff also present at DRT meetings. Extensions of the three pilot temporary positions to 24 months will bring us into 2018, following which service levels will deteriorate quickly.

The cost of these temporary positions was covered through existing planning fees and as a result of positive gapping pressures in the Planning Division, there were no levy impacts for the temporary pilot project.

The pilot to hire three temporary Zoning Examiner/Code Correlator positions has yielded clear and positive service level improvements.

In 2017, the Zoning review team received 636 additional planning applications to an already backlogged list of applications requiring zoning compliance review. 294 of these new applications were for site plan approval. With the pilot program of three temporary Zoning Examiner/Code Correlators, the review time for site plan applications has been reduced from 54 days to 25 days, moving towards the 15 day standard service level for zoning compliance reviews.

Furthermore, the additional staff would eventually be able to begin addressing review time for the remaining categories of planning applications (zoning amendments, subdivision agreements, condominium agreements, part lot control, surplus lands, NEC, etc.) which remain between 38 to 46 days per application.

Once the three pilot temporary positions expire, zoning review timelines will rapidly fall further behind and outcomes will negate the recent LEAN Review changes by the Planning and Growth Management divisions to streamline the development application work flow processes, jeopardizing proposed development projects and affecting growth investment in the City.

### DESCRIPTION OF REQUEST

To 'make permanent' three temporary pilot Zoning Examiner/Code Correlator positions by creating three new permanent full-time Zoning Examiner/Code Correlator positions to address significant delays identified in the PED 'LEAN Review' process.

The new positions will reduce the response times for comprehensive zoning by-law reviews for planning applications to address the needs and concerns of the development and construction industry.



**CITY OF HAMILTON**  
**2018 OPERATING BUDGET BUSINESS CASES**  
**BUSINESS CASE #BC-02**

<b>BUSINESS CASE OVERVIEW</b>	
<b>Request Title</b>	Parks Patrol and Waterfalls Enforcement Team
<b>Request Year</b>	2018
<b>Department</b>	Planning & Economic Development
<b>Division</b>	Licensing and By-Law Services
<b>Service</b>	Municipal Law Enforcement
<b>Request Driver</b>	Service Delivery Change
<b>Funding Source</b>	Tax Levy
<b>Proposed Start Date</b>	April 2018
<b>Strategic Plan Priorities</b>	<ul style="list-style-type: none"> <li>• Community Engagement &amp; Participation</li> <li>• Health &amp; Safe Communities</li> </ul>

<b>2018 OPERATING BUDGET FINANCIAL IMPACTS</b>		
<b>DESCRIPTION</b>	<b>2018 AMOUNT</b>	<b>ANNUALIZED AMOUNT</b>
Employee Related Costs	\$80,080	\$80,080
<b>Total Expenditures</b>	<b>\$80,080</b>	<b>\$80,080</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Levy</b>	<b>\$80,080</b>	<b>\$ 80,080</b>
<b>Full Time Equivalent (FTE)</b>	<b>1.32</b>	<b>1.32</b>
<b>Capital Budget Impact</b>	<b>\$52,800</b>	<b>\$ 52,800</b>

## BUSINESS CASE #BC-02

### RECOMMENDATION

The hiring of four (4) Summer Students.

### BACKGROUND

In 2017, in response to the number of Rope Rescues and potential injuries of people entering the prohibited area of Albion Falls, Council directed the aggressive proactive enforcement of the City of Hamilton Parks By-law.

Over the period of the summer, staff covered an average of 78 hours of additional enforcement per week, impacting Municipal Law Enforcement by reducing staffing hours by the equivalent of 4 Full Time Equivalents (FTEs). Overtime charges for weekend and Sunday coverage cost approximately \$6,000 a week of un-budgeted funds.

Although there was a reduction in violations while enforcement increased, other demands for services from other area Waterfalls increased as well. Complaints from areas of Chedoke Waterfalls, Websters and the Devil's Punch Bowl identified a need to an alternative response such as a Parks being patrolled.

### DESCRIPTION OF REQUEST

The hiring of four (4) Summer Students to educate and enforce the City of Hamilton Parks By-law at Albion Falls, Chedoke Falls and other City Parks areas that have complaints and concerns about public safety. (PED17207).

The Program to run over the summer months – April – September with a possible expansion for weekend coverage until Nov 1, 2018.

The Students will be Ambassadors for compliance of the Parks By-law and will educate and enforce when needed.

**CITY OF HAMILTON**  
**2018 OPERATING BUDGET BUSINESS CASES**  
**BUSINESS CASE #BC-03**

<b>BUSINESS CASE OVERVIEW</b>	
<b>Request Title</b>	Raccoon Rabies Response
<b>Request Year</b>	2018
<b>Department</b>	Public Health Services
<b>Division</b>	Healthy Environments
<b>Service</b>	Healthy Environments
<b>Request Driver</b>	Service Delivery Change
<b>Funding Source</b>	Grants/Subsidies
<b>Proposed Start Date</b>	January 2018
<b>Strategic Plan Priorities</b>	<ul style="list-style-type: none"> <li>• Community Engagement &amp; Participation</li> <li>• Healthy &amp; Safe Communities</li> <li>• Our People &amp; Performance</li> </ul>

<b>2018 OPERATING BUDGET FINANCIAL IMPACTS</b>		
<b>DESCRIPTION</b>	<b>2018 AMOUNT</b>	<b>ANNUALIZED AMOUNT</b>
Employee Related Costs	\$211,170	\$211,170
Other Expenses	\$115,990	\$115,990
<b>Total Expenditures</b>	<b>\$327,160</b>	<b>\$327,160</b>
Provincial Subsidy - 100%	\$327,160	\$327,160
Revenue - Other	\$0	\$0
<b>Total Revenue</b>	<b>\$327,160</b>	<b>\$327,160</b>
<b>Net Levy</b>	<b>\$0</b>	<b>\$0</b>
<b>Full Time Equivalent (FTE)</b>	<b>2.0</b>	<b>2.0</b>
<b>Capital Budget Impact</b>	<b>\$0</b>	<b>\$0</b>

## BUSINESS CASE #BC-03

### RECOMMENDATION

Continuation of funding two temporary full time Public Health Inspector (PHI) positions in Public Health Services (PHS) to meet the increased service levels due to the unexpected and extraordinary raccoon rabies outbreak in Hamilton and surrounding areas that began in December, 2015.

Provision of at least two low cost rabies clinics and provide support for the local collection and coordination with Public Health Services of wild animal specimens, including but not limited to, skunks and raccoons for raccoon rabies surveillance and testing by Ministry of Natural Resources and Forestry.

### BACKGROUND

One-time funding requests submitted in 2016 and 2017 (for PHS staff) were approved by Board of Health, and the Ministry of Health and Long-Term Care approved 100% funding for each of those respective operating years.

Rabies is fatal in humans once symptoms start so it is imperative that rabies is prevented by reducing risk of exposure and providing preventive treatment ('rabies shots') after any bite/exposure.

The outbreak of raccoon rabies began December, 2015 and the Ministry of Natural Resources and Forestry (MNR) recently revised their timeline to another three to five years to control the outbreak. Previously, Ontario was free of the raccoon rabies strain of the rabies virus for over 10 years. Before the outbreak, Hamilton's last rabid land animal was in 1994 so this outbreak in wildlife poses an ongoing new risk to the community.

Public Health Inspectors investigate all reported incidents of a potentially rabid animal (any mammal) biting, scratching, or having another type of exposure to a person that may result in rabies in that person. Public health Inspectors confine cats and dogs when available and deliver post exposure prophylaxis (PEP - rabies shots) in cases where PEP is needed to prevent rabies in a victim of an exposure to a rabid or potentially rabid animal.

Public Health Inspectors also follow up with each person who reported a raccoon or skunk that tested positive for rabies to ensure there was no risk of rabies to that person. This work continues to be done but has increased since the outbreak.

Public Health Services also wishes to continue to provide at least two low cost rabies clinics a year for pet owners.

**BUSINESS CASE #BC-03****DESCRIPTION OF REQUEST**

Two Public Health Inspector positions would provide the necessary resources to respond to the raccoon rabies outbreak to help meet the increased service level demands in the rabies program within the Vector Borne Disease team.

The two Public Health Inspector positions would continue to liaise with all rabies partners including the Ministry of Natural Resources and Forestry (MNR) regarding their surveillance and control efforts for the outbreak, with the Ontario Association of Veterinary Technicians and the Canadian Wildlife Health Centre (CWHC) for animal testing, with local vets for low cost rabies vaccination options, with the Ontario Ministry of Agriculture, Food, and Rural Affairs (OMAFRA) for animal to animal referrals and investigations, and with the Ministry of Health and Long-Term Care for consultations and other support for human exposure incidents.

This funding request is also to provide Public Health Services with the ability to run at least two low cost rabies clinics and to support local collection of wild animals, mainly raccoons and skunks, from the community in order for those animal specimens to be submitted to MNR for ongoing raccoon rabies surveillance.

The two proposed rabies clinics would provide the community with spring and fall options for low cost pet vaccination. The goal of this funding request is to provide Public Health Services with the ability to acquire continued accurate surveillance data about the state of the rabies outbreak and its spread or control.

As Hamilton is at the epicentre of Ontario's raccoon rabies outbreak it is crucial that Public Health Services is aware of the level of control or spread occurring in order to tailor our communication strategies through each year.

Losing the level of local submissions that were possible through Hamilton Animal Services could mean gaps in understanding where rabies risks exist and the potential for the incursion of other rabies strains including fox rabies to go unnoticed.

In 2017, a one-time funding request to fund a new Hamilton Animal Services rabies coordinator position was not approved by the Ministry of Health and Long-Term Care and Animal Services plans to withdraw their services to Public Health Services in 2018. Their services included providing a local, robust, and responsive program to retrieve sick and dead wildlife. They prepared and housed these collected specimens at Animal Services until MNR could collect and transport them to their lab. Upon positive results, Animal Services also provided the key information about the callers to Public Health Services so that each positive result could be traced back to ensure no human or animal rabies risk existed with each positive animal. This triage and coordination helps Public Health Services safeguard the public through these trace backs. As Animal Services plans to withdraw this service for 2018, the Hamilton community will be at a disadvantage. The number of animals to be tested for raccoon rabies is estimated to drop substantially. The level and extent of the outbreak will no longer be as accurately known or tracked unless a similar collection program can be supported by Public Health Services.



**CITY OF HAMILTON**  
**2018 OPERATING BUDGET BUSINESS CASES**  
**BUSINESS CASE #BC-04**

<b>BUSINESS CASE OVERVIEW</b>	
<b>Request Title</b>	Paramedic Service Staffing
<b>Request Year</b>	2018
<b>Department</b>	Community & Emergency Services
<b>Division</b>	Hamilton Paramedic Service
<b>Service</b>	Paramedic Service
<b>Request Driver</b>	Growth Impacts
<b>Funding Source</b>	Tax Levy
<b>Proposed Start Date</b>	April 2018
<b>Strategic Plan Priorities</b>	<ul style="list-style-type: none"> <li>• Healthy &amp; Safe Communities</li> <li>• Our People &amp; Performance</li> </ul>

<b>2018 OPERATING BUDGET FINANCIAL IMPACTS</b>		
<b>DESCRIPTION</b>	<b>2018 AMOUNT</b>	<b>ANNUALIZED AMOUNT</b>
Salary and Benefits	\$817,900	\$1,090,520
Other Expenses	\$77,020	\$102,680
<b>Total Expenditures</b>	<b>\$894,920</b>	<b>\$1,193,200</b>
Provincial Subsidy - 50%	\$447,460	\$596,600
<b>Total Revenue</b>	<b>\$447,460</b>	<b>\$596,600</b>
<b>Net Levy</b>	<b>\$447,460</b>	<b>\$596,600</b>
<b>Full Time Equivalent (FTE)</b>	<b>7.5</b>	<b>10.0</b>
<b>Capital Budget Impact</b>	<b>\$250,000</b>	<b>\$250,000</b>

## BUSINESS CASE #BC-04

### RECOMMENDATION

For the 2018 budget, that Council approve the addition of 10 Full Time Equivalent (FTEs) in paramedic staffing, plus the required ambulance and equipment to support the staffing of one additional ambulance for the purpose of emergency coverage and response 24 hours per day, 7 days per week.

Staff note for planning purposes that the pending multi-year budget request will address anticipated incremental needs for the future budget years of 2019, 2020 and 2021.

### BACKGROUND

Hamilton Paramedic Service continues to experience service demand growth at a rate in excess of the overall population growth. Over the past 7 years demand has increased an average of just over 4% or 2,775 9-1-1 events, per year. This annual growth is accelerating with the major increases occurring in seniors (over age 65).

This growth in demand is anticipated to continue at an accelerating rate, with minimal projection of an average of around 3,000 events, and almost 4,000 ambulance responses to these events, per year over each of the next four years. This translates into an average increase of 12 more ambulance responses per day in each of the next four years.

Hamilton Paramedic Service Operating Pressures (CES17043) was approved by Council at its meeting of October 25, 2017. The report addressed these pressures through the interim staffing of one additional ambulance utilizing temporary full time staff for the five (5) month period from November 2017 through March 2018 at a cost of approximately \$369,842, funded from the Tax Stabilization Reserve Dept. ID 110046.

This business case recommends the implementation of the interim staffing as a permanent resource to respond to the increases in demand without negatively impacting service performance, employee wellness, and operational efficiency. Performance metrics will be maintained at the current or slightly improved levels.

**BUSINESS CASE #BC-04****DESCRIPTION OF REQUEST**

This business case request includes the addition of 10 FTE paramedic positions in 2018. The 10 FTEs will be used as follows:

- Eight (8) of the ten (10) FTEs provide for one additional ambulance to be staffed by two qualified paramedics 24 hours per day, 7 days per week.
- Two (2) of the ten (10) FTEs provide for shift replacement of staff absent on vacation, statutory holidays, sick time, personal emergency leave, and other absences etc.).

Under the current provincial funding schemes, the cost is shared 50/50 with the Province of Ontario under conditional grant funding. Assuming continuation of the 50/50 funding formula the net levy cost, inclusive of contributions to reserves for ambulances and related equipment is \$447,460 in 2018.

In addition to the tax operating budget impact above, there is a capital budget impact for the purchase of a new ambulance and equipment estimated at \$250,000. Staff were directed by Council at its meeting of October 25, 2017 to engage in discussions with Provincial Ministry officials for 50% funding of necessary ambulance costs in the year in which they are incurred. This capital project was not included in the 2018 Tax Capital Budget that was approved by Council at its meeting of December 8, 2017. As such, alternative funding sources will be identified during General Issues Committee meetings on the 2018 Tax Operating Budget between January and March 2018.



**CITY OF HAMILTON**  
**2018 OPERATING BUDGET BUSINESS CASES**  
**BUSINESS CASE #BC-05**

<b>BUSINESS CASE OVERVIEW</b>	
<b>Request Title</b>	Administration of Freedom of Information
<b>Request Year</b>	2018
<b>Department</b>	Corporate Services
<b>Division</b>	Office of the City Clerk
<b>Service</b>	Information Management
<b>Request Driver</b>	Service Delivery Change
<b>Funding Source</b>	Tax Levy
<b>Proposed Start Date</b>	January 2018
<b>Strategic Plan Priorities</b>	<ul style="list-style-type: none"> <li>• Community Engagement &amp; Participation</li> <li>• Our People &amp; Performance</li> </ul>

<b>2018 OPERATING BUDGET FINANCIAL IMPACTS</b>		
<b>DESCRIPTION</b>	<b>2018 AMOUNT</b>	<b>ANNUALIZED AMOUNT</b>
Employee Related Costs	\$76,000	\$76,000
<b>Total Expenditures</b>	<b>\$76,000</b>	<b>\$76,000</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Levy</b>	<b>\$76,000</b>	<b>\$76,000</b>
<b>Full Time Equivalent (FTE)</b>	<b>1.0</b>	<b>1.0</b>
<b>Capital Budget Impact</b>	<b>\$0</b>	<b>\$0</b>

## BUSINESS CASE #BC-05

### RECOMMENDATION

To add 1 Full Time Equivalent (FTE) to the Office of the City Clerk's staff compliment, in Records & Freedom of Information section, to support the administration of the Municipal Freedom of Information & Protection of Privacy Act (MFIPPA).

### BACKGROUND

In 2009/2010, the Office of the City Clerk underwent a change in organizational structure, which included the retirement of 1 Access & Privacy Officer. At that time, the operational budget did not support filling the position, so the Records & Freedom of Information section went from two full-time Access & Privacy Officers down to one. Between 2006 and 2009, the average number of Freedom of Information (FOI) requests received and completed annually was approximately 135. Of the completed requests in that time frame, staff responded to requests within 30 days (as required by legislation), an average of 90% of the time.

Moving forward to today, the statistics on processing FOI requests demonstrate that the number of FOI requests filed has increased considerably in the last 4 years. The stats demonstrate the following:

- the City's response rate (response within 30 days) decreased by 10% immediately following the decrease in FOI staff in Q4 of 2009
- the number of FOI requests filed has increased by 40% since 2014

In 2015, temporary full-time support was required to keep up with the increasing volume and complexity of requests. This support ends on June 30, 2018. Due to the continued increase in volume and complexity of requests, the program area requires 1 FTE to sustain the administration of the MFIPPA.

**BUSINESS CASE #BC-05****DESCRIPTION OF REQUEST**

The administration of MFIPPA is a legislated requirement. The role of an Access and Privacy Officer has evolved and expanded over the last number of years in support of Council's objectives related to transparency and accountability. FOI staff have been working with departments/divisions to facilitate and enhance routine disclosure of public information.

Despite these efforts, there has been continued growth in the number of FOI requests filed in the last several years. This may be due to a number of influencing factors:

- increased citizen engagement
- political climate
- contentious issues
- nature of requests
- complexity of requests
- increased awareness of privacy protection

Access & Privacy staff continually strive to respond to requests under the legislation within 30 days, as required by legislation to support Openness and Accountability to government information, to continue to provide guidance to departmental staff on requests for records in their program areas, and to support the protection of privacy. It will become increasingly more difficult to achieve these objectives with only 1FTE.



**CITY OF HAMILTON**  
**2018 OPERATING BUDGET BUSINESS CASES**  
**BUSINESS CASE #BC-06**

<b>BUSINESS CASE OVERVIEW</b>	
<b>Request Title</b>	Oversight of City Procurement and Contract Management
<b>Request Year</b>	2018
<b>Department</b>	Corporate Services
<b>Division</b>	Financial Services, Taxation & Corporate Controller
<b>Service</b>	Financial Management
<b>Request Driver</b>	Council Directive
<b>Funding Source</b>	Tax Levy
<b>Proposed Start Date</b>	May 2018
<b>Strategic Plan Priorities</b>	<ul style="list-style-type: none"> <li>• Community Engagement &amp; Participation</li> <li>• Our People &amp; Performance</li> </ul>

<b>2018 OPERATING BUDGET FINANCIAL IMPACTS</b>		
<b>DESCRIPTION</b>	<b>2018 AMOUNT</b>	<b>ANNUALIZED AMOUNT</b>
Employee Related Costs	\$77,000	\$115,000
<b>Total Expenditures</b>	<b>\$77,000</b>	<b>\$115,000</b>
<b>Total Revenues</b>	<b>\$77,000</b>	<b>\$115,000</b>
<b>Net Levy</b>	<b>\$0</b>	<b>\$0</b>
<b>Full Time Equivalent (FTE)</b>	<b>1.5</b>	<b>1.5</b>
<b>Capital Budget Impact</b>	<b>\$0</b>	<b>\$0</b>

## BUSINESS CASE #BC-06

### RECOMMENDATION

That a budget enhancement of \$115,000 be approved as part of the Procurement Section operating budget to fund one and one half permanent full time employees to provide enhanced oversight of City spending, implement a fulsome vendor performance program, and provide additional contract management for all contracts awarded through the Procurement Section.

### BACKGROUND

A recommendation resulting from Internal Audit's report AUD14023 "Roster Requirements Review" requires Procurement to conduct random checks for conformity on the use of the City's Professional Consultant Roster. To date, the Procurement Section does not have adequate resources to complete the random checks and therefore the checks have been carried out on an ad-hoc basis by coop students under the guidance of the Manager of Procurement.

As well, the City Manager's Office report, CM17015, "Management Action Plan for Use of External Consultants" listed responses to a number of recommendations stemming from the Internal Audit report AUD17008. Four of these recommendations and responses mandated additional responsibilities to be undertaken by the Procurement Section. These responsibilities include developing additional policies and procedures, developing and administering a fulsome vendor performance program, incorporating oversight into random checks, and identify opportunities for value for money.

In the presentation of Report CM17015, the Audit, Finance and Administration Committee was reminded that the responses to the recommendations were part of the new corporate governance model being implemented out of the City Manager's Office. This model provides stronger financial controls, the use of business cases providing value for money and risk outcomes, as well as a fulsome vendor management performance with mechanisms in place to evaluate past performance and factor it into the awarding of contracts. In addition to this, the Procurement Section is being requested to provide additional reporting of data, some through public facing dashboards.

As mentioned in report CM17015, Procurement currently carries out some of the responsibilities, however at the present time the Procurement Section does not have the resources to complete the recommendations from Internal Audit in their entirety nor does it have the resources to support the requirements of the new corporate governance model within Procurement's current capacity.

**BUSINESS CASE #BC-06****DESCRIPTION OF REQUEST**

This request is for one and one half full time employees to carry out duties for additional oversight reporting and contract management as recommended through reports AUD14023, AUD17008 and CM17015.

In order to implement the new corporate governance model's goal of stronger financial controls, the Procurement Section has begun to assess what efficiencies and controls could be made that would be achieved by a consolidation of some services. One position has been identified to date, that being a Financial Assistant II position currently being funded by Public Works to provide services directly related to procurement contracts. Half of the duties carried out by this Full Time Equivalent (FTE) are responsibilities that are currently being performed by Procurement Section staff. The remaining half of the FTEs duties is directly related to Finance Administration.

Procurement has consulted with staff from both Public Works and Finance Administration and has gained their approval to transfer half of the funds to support this position in Procurement. This FTE will also be directly responsible for contract administration and management within the responsibility of Procurement for all City contracts, including those for Public Works. This request is to support the remaining unfunded cost of the FTE.

The second position being requested is for an FTE to provide additional oversight in accordance with the recommendations set out in the Internal Audit reports regarding the City's Professional Consultant Roster and the Use of Consultants. This position's duties would include performing reviews and analysis on spending throughout the City, consistent review regarding the use of rostered consultants, the collection of data for council report and public facing dashboards. This position would also support the implementation of the vendor performance program, as well as procurement training for all City employees to gain an understanding of the Procurement Policy and the requirement for compliance.



**CITY OF HAMILTON**  
**2018 OPERATING BUDGET BUSINESS CASES**  
**BUSINESS CASE #BC-07**

<b>BUSINESS CASE OVERVIEW</b>	
<b>Request Title</b>	Relocation of Provincial Offences Administration Courtrooms and Offices – Addition of 1 Court Room
<b>Request Year</b>	2018
<b>Department</b>	Corporate Services
<b>Division</b>	Customer Service & Provincial Offences Administration
<b>Service</b>	Provincial Offences Administration
<b>Request Driver</b>	Legislation/Regulation
<b>Funding Source</b>	Revenue
<b>Proposed Start Date</b>	June 2018
<b>Strategic Plan Priorities</b>	<ul style="list-style-type: none"> <li>• Health &amp; Safe Communities</li> </ul>

<b>2018 OPERATING BUDGET FINANCIAL IMPACTS</b>		
<b>DESCRIPTION</b>	<b>2018 AMOUNT</b>	<b>ANNUALIZED AMOUNT</b>
Employee Related Costs	\$110,000	\$328,000
<b>Total Expenditures</b>	<b>\$110,000</b>	<b>\$328,000</b>
Revenue - Other	\$110,000	\$328,000
<b>Total Revenue</b>	<b>\$110,000</b>	<b>\$328,000</b>
<b>Net Levy</b>	<b>\$0</b>	<b>\$0</b>
<b>Full Time Equivalent (FTE)</b>	<b>4.0</b>	<b>4.0</b>
<b>Capital Budget Impact</b>	<b>\$0</b>	<b>\$0</b>

## BUSINESS CASE #BC-07

### RECOMMENDATION

As recommended in the Relocation of Provincial Offences Administration (POA) Courtrooms and Offices reports (PED13204) (PW13079) (LS13035) (FCS13090), given the pending relocation of the Provincial Offences Administration (POA) office to the new facility, which will facilitate the addition of one courtroom (required to support volume growth) and in order to meet Memorandum of Understanding (MOU) and Legislative obligations, POA requires 2 Full Time Equivalents (FTEs) to support the inclusion of court reporters as well as 2 FTEs to support court administration clerk functions.

### BACKGROUND

The POA office administers all charges under the Provincial Offences Act, which includes the Highway Traffic Act, Compulsory Automobile Insurance Act, City By-laws, Building Code, Environmental charges, Occupational Health and Safety and Workplace Safety Insurance Board charges. There are approximately forty enforcement agencies filing charges in the City's courts.

On August 13, 2012, City staff was informed by the Ontario Realty Corporation that this would be the final lease renewal of the John Sopinka Courthouse (JSCH). The reason provided was identified as the escalating and projected demands for courtrooms and related space in the JSCH.

On November 20, 2013, General Issues Committee (GIC) approved the Recommendation Report (PED13204) (PW13079) (LS13035) (FCS13090) (City Wide), later approved by Council. This included approval and budget to renovate 50 Main Street East, which was approved as the new location of the POA courtrooms and offices along with other municipal divisions/departments on floors one and two. These renovations are currently underway.

The latest design for floors one and two is an expansion from the current POA courtrooms, which includes four courtrooms, 15 intake, early resolution and settlement rooms, and a shelled area for a possible future courtroom. This is an expansion from the current capacity of the POA, which addresses current needs, while also providing room for expansion in the future.

A court reporter is required for each courtroom to capture the digital court record, which is utilized to prepare court transcripts. The court reporter is required to manage all of the court documents for each court tier and keeps the official digital record and updates notes to assist with the preparation of the transcript. They prepare documentation for court administration staff to produce warrants of committal, bench warrants, and summons and probation orders. It is important to note that a court reporter requires time out of court to type transcripts, pull and file exhibits to and from court, enter utilization into the ICON system, prepare all documentation for future court dates and ensuring all documents are present.

In order to support the anticipated volume growth, 2 court reporters are required, in which one will be assigned to the fourth courtroom and one will be required to support the activity of all courtrooms, as well as provide court support and coverage.

## BUSINESS CASE #BC-07

### BACKGROUND (cont'd)

A court administration clerk supports the running of a courtroom by pulling information and certificates of offence for future court appearances, placing them in alphabetical order to match the court docket. Locate any missing documentation. Provide docket and information to the court reporter. Each matter that goes into court must be updated with the decision – i.e. an adjournment date or the final disposition. These matters are then filed in future court dates and times for the next appearance. Having an additional courtroom will generate more public in the building looking for direction or assistance, making payments, and more courts running equals more matters to be updated in ICON. With five additional red light cameras being added each year from 2017 – 2021 = an additional 25 cameras producing more charges. These charges will require receiving, entering into ICON, scheduling for Early Resolution or Trial, updating at each court appearance, payments, enforcement, etc. In order to support the anticipated volume growth, 2 administrative clerks are also required to facilitate the processing of the anticipated volume.

The additional courtroom space will generate \$1.425M in additional POA revenues.

As stated in the aforementioned reports, if these resources are not approved, POA will be unable to support the utilization of the fourth courtroom and as such, will default on its ability to meet MOU and Legislative obligations. In addition, approximately \$1.425M in loss revenues will be realized due to a lack of courtroom support.

### DESCRIPTION OF REQUEST

As recommended in the Relocation of Provincial Offences Administration (POA) Courtrooms and Offices reports (PED13204) (PW13079) (LS13035) (FCS13090), given the pending relocation of the Provincial Offences Administration office to the new facility, which will facilitate the addition of one courtroom (required to support volume growth) and in order to meet MOU and Legislative obligations, POA requires 2 FTEs to support the inclusion of court reporters as well as 2 FTEs to support court administration clerk functions.

In order to support the anticipated volume growth, 2 court reporters are required, in which one will be assigned to the fourth courtroom and one will be required to support the activity of all courtrooms as well as provide court support and coverage. In addition, in order to support the anticipated volume growth, 2 administrative clerks are also required to facilitate the processing of the anticipated volume. The cost for the 4 FTEs will be offset by approximately \$1.425M in additional POA revenues and have been outlined in the aforementioned reports.

Note: the revenue growth is predicate on volume growth with no anticipated fee rate increase. In addition, the above noted reports identified the addition of 5 FTEs for POA, however, through the identification of efficiencies, POA was able to reduce the request to 4 FTEs.



**CITY OF HAMILTON**  
**2018 OPERATING BUDGET BUSINESS CASES**  
**BUSINESS CASE #BC-08**

<b>BUSINESS CASE OVERVIEW</b>	
<b>Request Title</b>	Risk Assistant
<b>Request Year</b>	2018
<b>Department</b>	Corporate Services
<b>Division</b>	Legal and Risk Management Services
<b>Service</b>	Risk Management
<b>Request Driver</b>	Council Directive
<b>Funding Source</b>	Program Expenditure Reductions
<b>Proposed Start Date</b>	January 2018
<b>Strategic Plan Priorities</b>	<ul style="list-style-type: none"> <li>• Our People &amp; Performance</li> </ul>

<b>2018 OPERATING BUDGET FINANCIAL IMPACTS</b>		
<b>DESCRIPTION</b>	<b>2018 AMOUNT</b>	<b>ANNUALIZED AMOUNT</b>
Employee Related Costs	\$75,000	\$75,000
Reduction of Expenses	(\$75,000)	(\$75,000)
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Levy</b>	<b>\$0</b>	<b>\$0</b>
<b>Full Time Equivalent (FTE)</b>	<b>1.0</b>	<b>1.0</b>
<b>Capital Budget Impact</b>	<b>\$0</b>	<b>\$0</b>

**BUSINESS CASE #BC-08****RECOMMENDATION**

That the contract position of Risk Assistant within Risk Management Services be made permanent.

**BACKGROUND**

Performance Audit Report 2015-02 (AUD15018) – Claims Adjusters & Operational Efficiencies recommended that the position of Risk Assistant be created within Risk Management Services for the primary purposes of reducing costs in the form of vendor payments to outside adjusting services, and RMS staff overtime.

Council initially granted an 18 month contract position, which has since been renewed once. With the Risk Assistant in place outside adjusting costs have been reduced and Risk Management Services staff overtime has been eliminated altogether. As such, it would seem in order to make the position permanent.

**DESCRIPTION OF REQUEST**

Re-classification of current contracted position of Risk Assistant within Risk Management Services to a permanent position.





Hamilton



# 2018 - 2021

## BUSINESS PLANS



Hamilton



# CONTENT

## MESSAGE FROM THE CITY MANAGER

### INTRO

### PLANNING AND

#### ECONOMIC DEVELOPMENT ..... 1

Building ..... 9

Economic Development..... 15

Growth Management ..... 27

Licensing and By-law Services ..... 37

Light Rail Transit Project Office ..... 45

Strategic Initiatives..... 55

Planning ..... 59

Tourism and Culture ..... 65

#### PUBLIC HEALTH SERVICES ..... 75

Communicable Disease Control  
and Wellness..... 83

Healthy Environments ..... 89

Healthy Families ..... 99

Planning and  
Business Improvement..... 107

### COMMUNITY AND

#### EMERGENCY SERVICES ..... 115

Children's and  
Home Management Services ..... 123

Housing Services..... 129

Ontario Works ..... 137

Lodges..... 147

Neighbourhood and  
Community Initiatives..... 157

Recreation..... 169

Hamilton Fire Department..... 175

Hamilton Paramedic Service..... 185

<b>PUBLIC WORKS .....</b>	<b>193</b>
Energy, Fleet and Facilities Management .....	<b>203</b>
Engineering Services .....	<b>211</b>
Environmental Services .....	<b>217</b>
Hamilton Water .....	<b>225</b>
Operations.....	<b>231</b>
Transit .....	<b>239</b>
Transportation .....	<b>247</b>
<b>CITY MANAGER'S OFFICE .....</b>	<b>255</b>
Audit Services .....	<b>263</b>
Communications and Corporate Initiatives .....	<b>269</b>
Human Resources .....	<b>277</b>
Strategic Partnerships and Revenue Generation .....	<b>287</b>
<b>CORPORATE SERVICES .....</b>	<b>297</b>
Office of the City Clerk.....	<b>305</b>
Customer Service and Provincial Offences Administration .....	<b>313</b>
Financial Planning, Administration and Policy .....	<b>319</b>
Financial Services, Taxation and Corporate Controller .....	<b>329</b>
Information Technology .....	<b>339</b>
Legal and Risk Management Services.....	<b>349</b>

**OTHER**

Legislative .....	<b>361</b>
Corporate Financials - Expenditures ...	<b>363</b>
Operating Impacts of Capital .....	<b>365</b>
Hamilton Entertainment Facilities .....	<b>368</b>
Capital Financing.....	<b>370</b>
Library .....	<b>372</b>
Boards and Agencies.....	<b>374</b>
City Enrichment Fund .....	<b>376</b>
Non Program Revenues.....	<b>378</b>

# MESSAGE FROM



# THE CITY MANAGER

It's no secret that there is a constant demand on government for increased transparency, and it's also no secret that we at the City of Hamilton have been working hard to implement changes and increase accountability to citizens.

The City's adoption of multi-year business planning and budgeting is an important step forward in improving our business acumen, strategic decision-making and, ultimately, service to our residents.

It will provide taxpayers with more information about how City funds are used, more clearly link service costs to service levels and outcomes, and reinforce the connection between long-term goals and short-term spending decisions, ensuring that we're making the right investments, at the right time.

It will better position us to assess current and future needs and make informed strategic recommendations on investments. Ultimately, it will allow us to prove to Council and our residents that we deliver service well, help us identify where we can improve, and strengthen the public's trust and confidence in our ability to deliver quality services now, in 2025 and beyond.

We are committed to using performance measurement, continuous improvement methods and digital strategies to help us ensure we accomplish our 2016-2025 Strategic Plan goals. These approaches will continue to lead us in the direction of having a municipality that is open and accountable to residents.



Chris Murray, City Manager

# INTRO



## THE CITY OF HAMILTON

# 9<sup>th</sup> largest city IN CANADA

As a global city, Hamilton boasts a renowned education and health sector as well as a thriving arts scene. Industries in Hamilton include manufacturing, bioscience and medical, and agriculture. Our vision is to be the best place to raise a child and age successfully. Our mission is to provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

With the 2016-2025 Strategic Plan always in our focus, and with Council's support, the Senior Leadership Team is committed to using performance measurement, continuous improvement methods and digital strategies to accomplish our goals.

One approach to increasing the City's overall business acumen is adopting multi-year business planning. An integrated business planning and budget process improves decision-making by providing Council and tax and rate payers more information about where City funds are used, linking service costs to service levels and outcomes, and better connecting long-term goals to short term spending decisions.

Essentially, the City's Strategic Plan sets the direction of the business plans and all other organizational plans. These multi-year business plans serve as a roadmap to identify the activities, performance measures and specific people responsible for ensuring the objectives of the City's departments or boards are met. A multi-year budget is developed to support the business plans by ensuring the activities in the plan are funded. The ultimate goal is to develop a self-managed organization where everything we do is a cycle of continuous improvement and results.

This process supports the Trust & Confidence report which combines community and demographic information, as well as performance measurement information to provide context and timely information for Hamilton City Council and the public in support of the upcoming budget decision making process.

Multi-year budgeting supports the business plans by ensuring the activities in the plan are funded, while a performance measurement and monitoring framework assess program and service performance by monitoring progress in achieving the intended results.

An integrated business planning and budget process relies on performance measurement to provide evidence to support the budget along with decisions regarding new or enhanced services and ultimately demonstrates whether the service delivery practices provide value for money. As part of the City's Performance Excellence Program, the Results Based Accountability (RBA) approach is being implemented as a performance measurement methodology. RBA uses a data-driven, decision-making process to help communities and organizations get beyond talking about problems to taking action to solve problems.

While each of our 15 Wards and six amalgamated communities are unique in landscape, needs and community focus; the commonality that over 500,000 residents share is the pride they feel when calling Hamilton home.





Jason Thorne  
General Manager

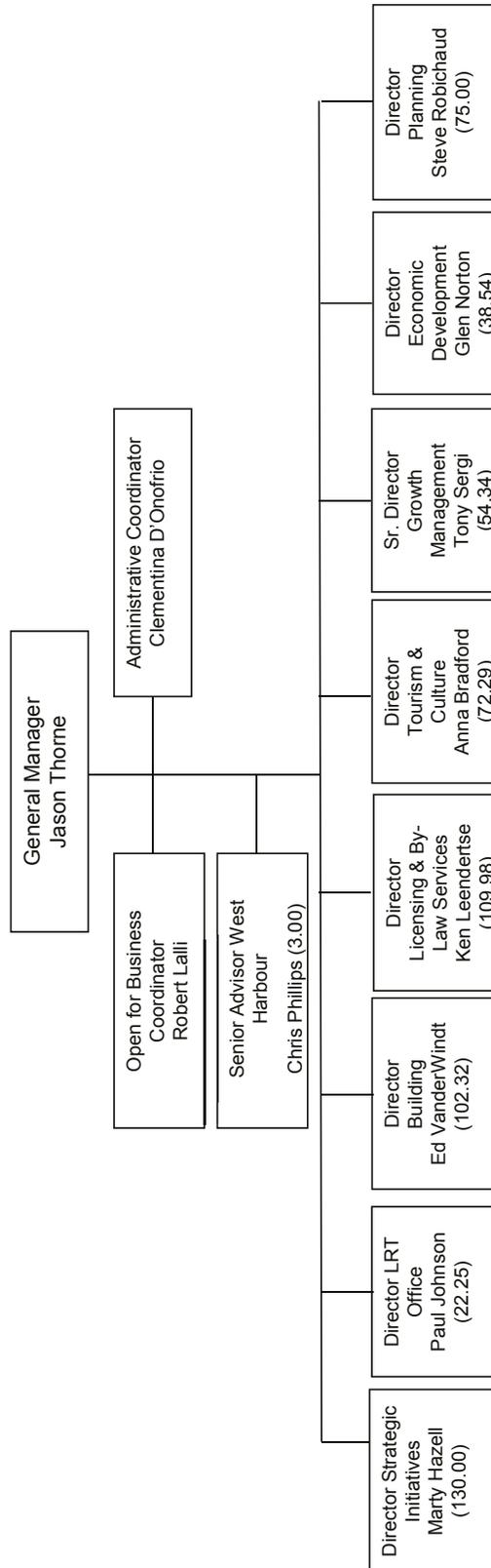
# PLANNING AND ECONOMIC DEVELOPMENT

Planning and Economic Development (PED) contributes to the City of Hamilton's vision to be the best place to raise a child and age successfully. Together with its partners, the department brings this vision to life through effective planning for existing and future communities, processing of development applications, support for new and existing businesses, delivery of major infrastructure and development projects, support for the city's heritage, culture and arts, and ensuring the health, safety and well-being of the public through compliance with municipal By-laws.

## Planning and Economic Development contributes to the City's vision by:

- supporting the coordination of land use and infrastructure planning to ensure that growth aligns with the objectives of the City of Hamilton's Official Plan.
- facilitating the review and approval of planning and building applications, permits, licences and inspections to advance the livability, vibrancy, safety and sustainability of the city.
- supporting the growth and renewal of the city's historic commercial areas and downtowns.
- facilitating the establishment and growth of businesses and employers
- supporting City departments to administer the purchasing, selling and leasing of property.
- managing the planning, design, construction, maintenance operations and enforcement of the City's public parking program.
- seeking compliance, while ensuring public safety is obtained through education and enforcement of the City's by-laws.
- delivering Hamilton's LRT project that features new, modern light rail vehicles and offers rapid, reliable, safe and convenient transportation.
- strengthening and celebrating the City's tourism, heritage and cultural resources to further quality of life and economic prosperity.

# Department Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	37.50	576.22	613.72	15.36:1
2018	37.50	573.22	610.72	15.29:1
<b>Change</b>	0.00	-3.00	-3.00	

## Divisions

The Planning and Economic Development Department is comprised of the following eight divisions:

- Building
- Economic Development
- Growth Management
- Licensing and By-law Services
- Light Rail Transit Project Office
- Strategic Initiatives
- Planning
- Tourism and Culture

## Services

Planning and Economic Development continues to evolve to meet the changing needs of its citizens. The department proactively reviews its services on an annual basis to ensure the provision of sensational service and that strategic objectives are achieved.

- **Animal Services**
  - Municipal Law Enforcement
  - Public Complaints Handling
  - Public Education
- **Building Inspections**
  - Building Code Inspections and Enforcement
  - Enforcement of various relevant City of Hamilton by-laws
- **Building Permits and Zoning By-law Review**
  - AGCO Liquor License
  - Applicable Law Review
  - Industrial, Commercial and Institutional, and High Density Residential
  - Low Density Residential
  - Ontario Building Code Pre-consultation
- **Building Development**
  - Business Services
- **By-law Enforcement**
  - Lottery License
  - Municipal Law Enforcement
  - Parking Enforcement
- Public Complaints Handling
- Public Education
- Residential Care Facility Inspection
- Revenue Collection and Accounting
- Sign By-Law
- Trade License
- Zoning Verification and Property Reports
- **Cultural Development**
  - Cultural Marketing
  - Cultural Policies and Strategies
  - Emerging Sectors (Fashion)
  - Events Development
  - Film/Film Permits
  - Music
  - Public Art and Arts Development
- **Development Approvals**
  - Approvals/Implementation
  - Grading
- **Growth Management**
  - Airport Lease Management/Liaison
  - Growth Planning
- **Heritage Resource Management**
  - Heritage Facility and Resource Management
  - Heritage Policy, Initiatives and Strategies
  - Museum Operations

- **Land Use Planning**
  - Official Plans
  - Secondary Plans
  - Special Studies (Community)
  - Special Studies (Long-Range)
- **Parking Operations**
  - Operations and Maintenance
- **Real Estate Property Management**
- **School Crossing Guards**
- **Tourism Development**
  - Major Events
  - Meetings and Conventions
  - Sport Tourism
  - Tourism Marketing
  - Visitor Services and Visitor Centre
- **Urban Renewal**

## Priorities

Planning and Economic Development will continue to work collaboratively with other City departments along with community partners to deliver required programs and services in a fiscally accountable manner. The department aims to support the achievement of the City's vision and strategic objectives. Priorities for 2018 and beyond include the following:

- Ensure new developments in the City contribute to a high quality of design, the creation of exceptional public and private spaces, and the protection and celebration of the City's cultural and natural heritage.
- Continue to implement the highly successful "Open for Business" initiative to improve the approval timelines, identify efficiencies in the approvals process, and create appropriate and flexible policies and regulations, such as new zoning and business licensing by-laws that achieves economic growth and vibrancy.
- Successfully complete the procurement phases and prepare for the implementation of the City's Light Rail Transit and West Harbour initiatives.
- Achieve economic growth, and growth of the City's non-residential assessment base through the implementation of the Economic Development Action Plan, the completion of the updated Growth Related Integrated Development Strategy, known as GRIDS 2, along with the growth of the City's supply of shovel-ready employment land.
- Continue to embed the City's creative, tourism and cultural sectors as cornerstones of our economic development and quality of life through the implementation of the Cultural Plan, Tourism Strategy, Public Art Master Plan and Music Strategy.

## Emerging Issues and Trends

### Legislation

- Continue to respond to changing legislation and regulations, such as the Building Code Act, Climate Change Action Plan, Condominium Act, Development Charges Act, Heritage Act, Infrastructure for Jobs and Prosperity Act, Planning Act, Ontario Building Code, Ontario Heritage Act, Species At Risk Act and other applicable laws to support the building of reliable infrastructure.
- Recent changes to federal legislation surrounding the legalization of recreational marijuana have permitted the province to create a framework in order to regulate the sale of marijuana. The role of the municipality regarding enforcement, licensing and current illegal operations still remains unknown at this time.

## Technology

- PED's success over the next four years will be enhanced by managing technological change and maximizing technology utilization to meet internal and external expectations. This will involve the strategic deployment of technology to improve service delivery, such as software applications to accept building permits in a digital format and accept on-line and app-based payments for services, such as public parking and licenses.

## Growth

- Hamilton's population is expected to increase over the next four years and become increasingly diverse with the addition of newcomers, seniors and low-income families. The department continues to accommodate this population growth by:
  - meeting the increase in volume and complexity of development and construction activities by improving permit and inspection services to maintain customer service standards.
  - continuing to monitor and maintain land supply of planned/serviced lands, and process plans and applications.
  - integrating the use of more public and private spaces with pedestrian friendly and mixed use forms of high density development.
  - planning for culture and responding to rapid changes fosters open, tolerant and innovative communities.
- Light Rail Transit (LRT) construction will require strategies to mitigate the impact on municipal services, local residences and businesses. For example, the rerouting and management of vehicle, transit and pedestrian traffic, along with the continued delivery of City services (e.g. garbage, snow removal, landscaping) will be a focus during this project. However, the short term impacts are expected to introduce an economic uplift to the City. The LRT will stimulate economic growth and contribute to the ongoing revitalization of Hamilton.
- Hamilton's population is expected to grow to 660,000 by 2031 with a greater emphasis on infill and intensification within existing neighbourhoods and communities
- Canadian economy is currently experiencing an upswing, resulting in additional interest in Hamilton by industries. This growth has occurred within a regional and provincial environment that is experiencing a shift in employment within manufacturing and construction. This new reality provides Hamilton with an opportunity to leverage its impressive cultural, economic and academic assets to enhance economic development for the City.
- Hamilton's growing creative industries sector needs dedicated attention, including the development of a strategy, which outlines actions and tactics for attracting, developing, retaining, and growing this sector. Also, attracting and retaining creative talent is vital. The lack of creative incubator spaces and services is an issue, as well as the need for increased opportunities to present creative products (music, performance, retail products, exhibitions, books, community art installations, etc.), that have been expressed in all art forms.

## Workforce

Workforce management will be an evolving process for Planning and Economic Development over the next four years. Creating a healthy, engaged and supportive workplace will enable the department to attract and retain knowledgeable staff, while at the same time plan for the exit of long standing and knowledgeable employees. Planning for the departure of knowledgeable employees through succession planning, mentoring and knowledge transfers is crucial for the long-term success of the department.

## 2018 Preliminary Tax Supported Operating Budget By Division

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Prel. Net vs. '17 Rest. Net (\$)	'18 Prel. Net vs. '17 Rest. Net (%)
General Manager	419,660	303,540	1,113,580	426,760	304,810	1,270	0.4%
Building	12,555,010	957,540	946,200	12,977,700	965,250	7,710	0.8%
Economic Development	8,385,050	5,675,670	5,592,740	7,713,130	5,649,520	(26,150)	(0.5%)
Growth Management	6,050,700	478,040	218,080	6,102,820	492,220	14,180	3.0%
Licensing & By-Law Services	12,128,940	6,693,410	6,623,440	12,115,230	6,773,480	80,070	1.2%
LRT Office	6,116,840	0	0	6,260,760	0	0	0.0%
Parking/School Crossing	13,360,970	316,750	336,090	13,854,110	675,090	358,340	113.1%
Planning	8,280,840	3,772,230	3,668,280	8,507,480	3,601,480	(170,750)	(4.5%)
Tourism & Culture	9,976,450	8,802,390	8,529,510	10,271,260	8,942,290	139,900	1.6%
<b>Total Planning &amp; Economic Development</b>	<b>77,274,460</b>	<b>26,999,570</b>	<b>27,027,920</b>	<b>78,229,250</b>	<b>27,404,140</b>	<b>404,570</b>	<b>1.5%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	58,972,900	59,126,430	60,569,290	1,596,390	2.7%
MATERIAL AND SUPPLY	2,128,060	2,266,770	2,019,730	(108,330)	(5.1%)
VEHICLE EXPENSES	576,880	536,440	510,750	(66,130)	(11.5%)
BUILDING AND GROUND	2,461,910	2,350,450	2,421,320	(40,590)	(1.6%)
CONSULTING	763,950	834,680	429,580	(334,370)	(43.8%)
CONTRACTUAL	3,325,270	3,826,180	3,129,250	(196,020)	(5.9%)
AGENCIES and SUPPORT PAYMENTS	1,540,450	1,617,410	1,326,450	(214,000)	(13.9%)
RESERVES / RECOVERIES	4,313,170	6,946,500	4,403,770	90,600	2.1%
COST ALLOCATIONS	611,140	1,066,480	663,780	52,640	8.6%
FINANCIAL	2,580,730	2,733,050	2,755,330	174,600	6.8%
CAPITAL FINANCING	0	4,130	0	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>77,274,460</b>	<b>81,308,520</b>	<b>78,229,250</b>	<b>954,790</b>	<b>1.2%</b>
FEES AND GENERAL	(39,238,790)	(42,195,600)	(40,186,550)	(947,760)	(2.4%)
GRANTS AND SUBSIDIES	(6,902,320)	(7,113,510)	(6,643,240)	259,080	3.8%
RESERVES	(1,456,280)	(2,253,370)	(1,198,660)	257,620	17.7%
RECOVERIES FROM CAPITAL	(2,677,500)	(2,718,120)	(2,796,660)	(119,160)	(4.5%)
<b>TOTAL REVENUES</b>	<b>(50,274,890)</b>	<b>(54,280,600)</b>	<b>(50,825,110)</b>	<b>(550,220)</b>	<b>(1.1%)</b>
<b>NET LEVY</b>	<b>26,999,570</b>	<b>27,027,920</b>	<b>27,404,140</b>	<b>404,570</b>	<b>1.5%</b>

## 2018 Preliminary Tax Supported Operating Budget By Section - General Manager

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Executive Leadership	404,900	404,900	375,540	410,310	410,310	5,410	1.3%
GM Office	14,760	(101,360)	738,040	16,450	(105,500)	(4,140)	(4.1%)
<b>Total General Manager</b>	<b>419,660</b>	<b>303,540</b>	<b>1,113,580</b>	<b>426,760</b>	<b>304,810</b>	<b>1,270</b>	<b>0.4%</b>

## By Cost Category - General Manager

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	456,110	1,375,140	460,690	4,580	1.0%
MATERIAL AND SUPPLY	21,080	41,800	21,080	0	0.0%
BUILDING AND GROUND	1,540	21,460	1,680	140	9.1%
CONTRACTUAL	22,250	23,280	23,770	1,520	6.8%
RESERVES / RECOVERIES	39,490	39,180	40,350	860	2.2%
COST ALLOCATIONS	(120,810)	(120,810)	(120,810)	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>419,660</b>	<b>1,380,050</b>	<b>426,760</b>	<b>7,100</b>	<b>1.7%</b>
RESERVES	0	(70,350)	0	0	0.0%
RECOVERIES FROM CAPITAL	(116,120)	(196,120)	(121,950)	(5,830)	(5.0%)
<b>TOTAL REVENUES</b>	<b>(116,120)</b>	<b>(266,470)</b>	<b>(121,950)</b>	<b>(5,830)</b>	<b>(5.0%)</b>
<b>NET LEVY</b>	<b>303,540</b>	<b>1,113,580</b>	<b>304,810</b>	<b>1,270</b>	<b>0.4%</b>





## BUILDING

The Building Division's primary roles are issuing building permits and performing related inspections to enforce the Ontario Building Code Act and its corresponding regulation, the Ontario Building Code (OBC). The OBC is a set of minimum provisions regarding the safety of buildings with reference to public health, fire protection, accessibility and structural sufficiency. Enforcement of this regulation ensures buildings are safe to live, work and play in.

The division accomplishes this by developing and implementing building related policies, regulations and services that support and enhance the sustainability, growth and prosperity of the City.

## Emerging Issues and Trends

- The Building Division will continue to respond to changing legislation and regulations, such as the Building Code Act, Condominium Act, Development Charges Act, Heritage Act, Ontario Building Code, Planning Act and other applicable laws to support the building of reliable infrastructure.
- As regulations and codes are being used to address policy issues, such as energy conservation, healthy environments, the regulations are being amended with new areas of focus, requiring regular upgraded training. In order to keep up with the changes, staff are moving to a new electronic review model.
- The Canadian economy is currently experiencing an upswing, resulting in additional interest in Hamilton by both industries and residents. With this renewed interest comes an increase in building permit applications submitted for processing. The division is preparing for the increase in workload by examining resource capacity and implementing efficiency improvements in service delivery.
- The Building Division's successes over the next four years will be enhanced by managing changes to technology and maximizing technology utilization. This will involve the deployment of software applications to accept building permits in a digital format. The division will ensure staff have the resources and skills necessary to implement, and respond to these changes.
- Workforce management will be an evolving process for the Building Division over the next four years. Creating a healthy, engaged and supportive workplace will enable the division to attract and retain knowledgeable staff while at the same time plan for the exit of long-standing and knowledgeable employees. Planning for the departure of knowledgeable employees through succession planning, mentoring and knowledge transfers is critical for the long-term success of the division.

## 2018 Initiatives

1

**Complete an Electronic Submission and Digital Review Project to facilitate the submission of building permit applications in a digital format using web based technology.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Economic Prosperity &amp; Growth</p>	N/A	2018	2019	Corporate Services <ul style="list-style-type: none"> <li>• Customer Service and Provincial Offences Administration</li> <li>• Information Technology</li> </ul>
 <p>Clean &amp; Green</p>				
 <p>Our People &amp; Performance</p>				

2

**Develop and implement an Electronic Document Management system to support the digitization of existing microfiche and paper documents/files.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Economic Prosperity &amp; Growth</p>	N/A	2018	2018	Corporate Services <ul style="list-style-type: none"> <li>• Office of the City Clerk</li> <li>• Information Technology</li> </ul>
 <p>Healthy &amp; Safe Communities</p>				
 <p>Our People &amp; Performance</p>				

3

**Address significant staff retirement/turnover through succession planning and integrated work force planning.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Staffing/Workforce Planning	2018	2021	City Manager's Office • Human Resources
 Healthy & Safe Communities				
 Our People & Performance				

## 2019 - 2021 Initiatives

1

**Digitize all microfiche files to improve staff access and review of records.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	N/A	2019	Beyond 2021	Corporate Services • Information Technology • Office of the City Clerk
 Healthy & Safe Communities				
 Our People & Performance				

2

**Perform a Building Inspection Service Delivery Review to evaluate the opportunity of inputting notes and records by staff in the field.**

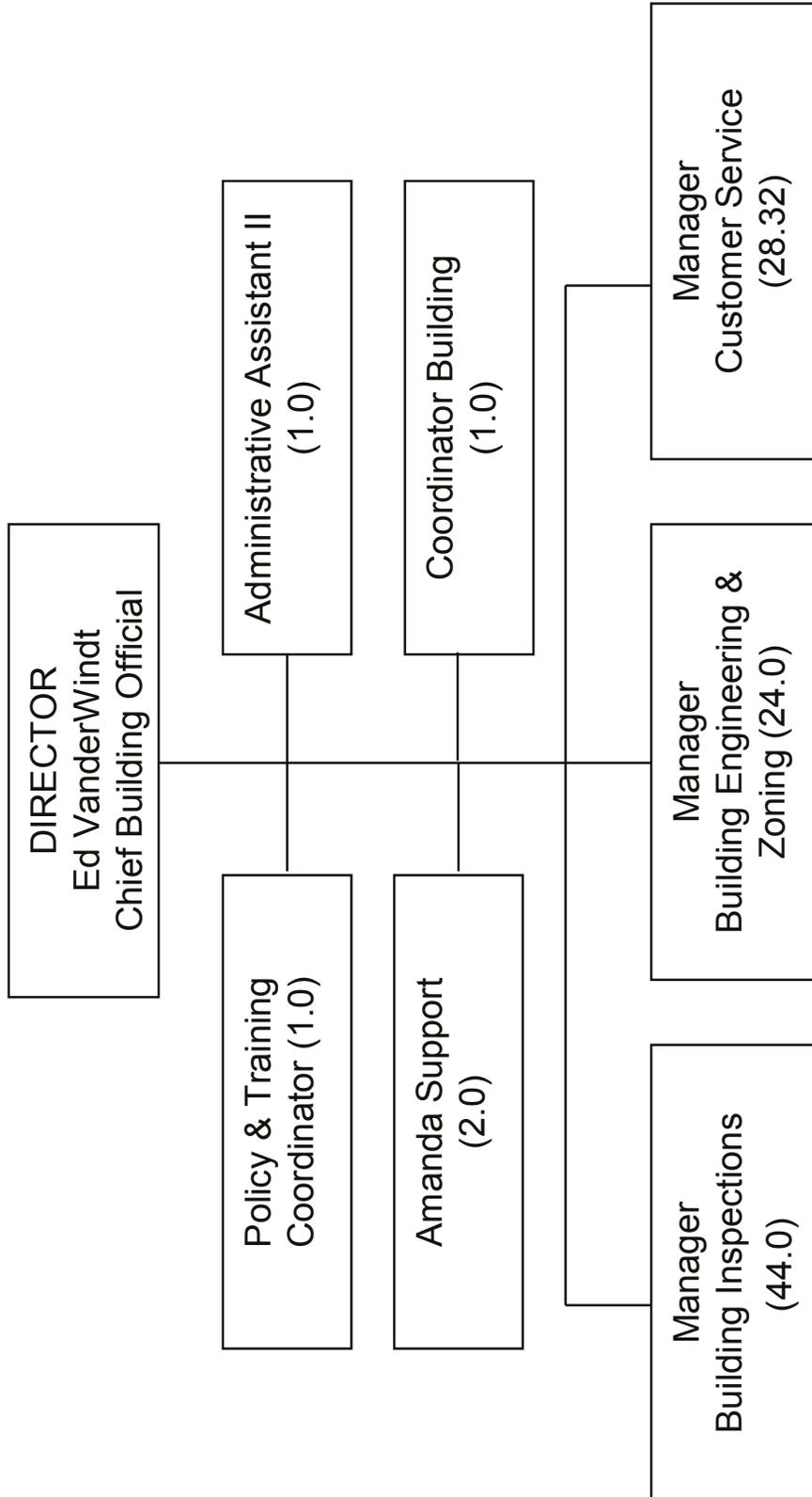
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	N/A	2019	2019	Corporate Services • Information Technology
 Healthy & Safe Communities				
 Our People & Performance				

3

**Incorporate new Ontario Building Code training and policy development.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	N/A	2020	2021	City Manager's Office • Human Resources
 Healthy & Safe Communities				
 Our People & Performance				

# Division Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	4.00	98.32	102.32	24.58:1
2018	4.00	98.32	102.32	24.58:1
Change	0.00	0.00	0.00	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Prel. vs. '17 Rest. (\$)	'18 Prel. vs. '17 Rest. (%)
Administration - Building Serv	296,170	292,170	288,040	307,100	303,100	10,930	3.7%
Building Inspections	615,450	605,450	607,930	609,010	599,010	(6,440)	(1.1%)
Engineering & Zoning Services	432,620	(146,840)	(152,320)	442,410	(137,050)	9,790	6.7%
Enterprise Model	11,015,790	11,780	0	11,418,990	0	(11,780)	(100.0%)
Plan Examination Sec	194,980	194,980	202,550	200,190	200,190	5,210	2.7%
<b>Total Building</b>	<b>12,555,010</b>	<b>957,540</b>	<b>946,200</b>	<b>12,977,700</b>	<b>965,250</b>	<b>7,710</b>	<b>0.8%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Prel. vs. '17 Rest. (\$)	'18 Prel. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	10,830,670	10,659,200	11,187,790	357,120	3.3%
MATERIAL AND SUPPLY	156,130	218,180	156,130	0	0.0%
VEHICLE EXPENSES	146,760	90,870	123,590	(23,170)	(15.8%)
BUILDING AND GROUND	14,720	18,430	14,910	190	1.3%
CONSULTING	0	25,050	0	0	0.0%
CONTRACTUAL	43,750	63,290	43,750	0	0.0%
RESERVES / RECOVERIES	798,810	2,909,840	876,020	77,210	9.7%
COST ALLOCATIONS	537,730	578,120	549,070	11,340	2.1%
FINANCIAL	26,440	44,480	26,440	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>12,555,010</b>	<b>14,607,460</b>	<b>12,977,700</b>	<b>422,690</b>	<b>3.4%</b>
FEES AND GENERAL	(11,597,470)	(13,661,260)	(12,012,450)	(414,980)	(3.6%)
<b>TOTAL REVENUES</b>	<b>(11,597,470)</b>	<b>(13,661,260)</b>	<b>(12,012,450)</b>	<b>(414,980)</b>	<b>(3.6%)</b>
<b>NET LEVY</b>	<b>957,540</b>	<b>946,200</b>	<b>965,250</b>	<b>7,710</b>	<b>0.8%</b>



# ECONOMIC DEVELOPMENT

Economic Development is tasked with growing and retaining the workforce, and increasing the non-residential tax base for the City of Hamilton. The major strategies that drive the work performed by the division, include Urban Renewal, which focuses on the downtown and commercial areas; Business Development, which focuses on all the industrial parks and on industries/employers not generally found in the downtowns; and Real Estate, which is an in-house service for all departments in the City which require property to be purchased, sold, or leased.

## Emerging Issues and Trends

- Canadian economy is currently experiencing an upswing, resulting in additional interest in Hamilton by industries. The City's growth has occurred within a regional and provincial environment that is experiencing a shift in employment within manufacturing and construction. This new reality provides Hamilton with an opportunity to leverage its impressive cultural, economic and academic assets to enhance economic development for the City.
- Hamilton and its economy do not exist in a vacuum. The City is affected by provincial, national and international events and policies. Responding to these external factors and adjusting the City's strategies to reflect our current economy, competitive environment, and workforce demographics will lead to greater economic success.
- Uncertainty over the future of the North America Free Trade Agreement and the impact it will have on Hamilton's employers.
- Unknown impact of the minimum wage increase to \$15 per hour in Ontario by 2019 through the Fair Workplaces, Better Jobs Act on Hamilton's local economy. Many employers in Hamilton are typically paying less than that rate for entry level positions.

## 2018 Initiatives

1

### Create an updated Global Hamilton Strategy (formerly known as the Immigration Attraction Strategy)

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Economic Development Action Plan	2018	2018	N/A
 Economic Prosperity & Growth				
 Culture & Diversity				

2

### Update and implement the Economic Development Marketing Strategy.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Economic Development Action Plan Foreign Direct Investment Strategy	2018	2018	City Manager's Office • Communications and Corporate Initiatives

3

### Update and implement the Economic Development website.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Economic Development Action Plan Foreign Direct Investment Strategy	2018	2019	City Manager's Office • Communications and Corporate Initiatives
 Economic Prosperity & Growth				

## 4

**Create an incentive program for business parks and industrial areas to increase the investment allure.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Economic Development Action Plan Foreign Direct Investment Strategy	2018	2019	Planning and Economic Development • Growth Management • Planning
 Economic Prosperity & Growth				
 Clean & Green				
 Built Environment & Infrastructure				

## 5

**Complete an Internet of things Cluster Feasibility Study.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Economic Development Action Plan Foreign Direct Investment Strategy	2018	2018	N/A
 Economic Prosperity & Growth				
 Built Environment & Infrastructure				

6

### Create and implement a Finance, Insurance & Real Estate (FIRE) Sector Strategy.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Economic Prosperity &amp; Growth</p>	Economic Development Action Plan	2018	2021	N/A

7

### Create and implement a Life Science Industry Sector Strategy.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Community Engagement &amp; Participation</p>	Economic Development Action Plan Foreign Direct Investment Strategy Synapse Consortium	2018	2018	N/A
 <p>Economic Prosperity &amp; Growth</p>				
 <p>Healthy &amp; Safe Communities</p>				
 <p>Culture &amp; Diversity</p>				
 <p>Our People &amp; Performance</p>				

8

**Obtain official designation for Hamilton as a Foreign Trade Point Zone.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Economic Development Action Plan Foreign Direct Investment Strategy	2018	2018	City Manager's Office • Communications and Corporate Initiatives

9

**Acquire industrial lands for business attraction and strategically dispose of surplus City properties.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Economic Development Action Plan	2018	2021	N/A
 Built Environment & Infrastructure				

10

**Implement the recommendations provided by the Mayor's Blue Ribbon Task Force for Workforce Development.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Economic Development Action Plan	2018	2021	Mayor's Office
 Economic Prosperity & Growth				
 Culture & Diversity				

11

## Implement the West Harbour Redevelopment plans.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Economic Development Action Plan West Harbour Redevelopment Plan	2018	Beyond 2021	Corporate Services <ul style="list-style-type: none"> <li>• Legal and Risk Management Services</li> </ul> Planning and Economic Development <ul style="list-style-type: none"> <li>• Building</li> <li>• Growth Management</li> <li>• Planning</li> <li>• Tourism and Culture</li> </ul> Public Works <ul style="list-style-type: none"> <li>• Energy, Fleet &amp; Facilities Management</li> <li>• Engineering Services</li> <li>• Environmental Services</li> <li>• Hamilton Water</li> <li>• Operations</li> <li>• Transportation</li> </ul>
 Economic Prosperity & Growth				
 Built Environment & Infrastructure				
 Culture & Diversity				

12

## Conduct a feasibility study on a food business incubator

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Economic Development Action Plan Foreign Direct Investment Strategy City of Hamilton Food Strategy	2018	2019	City Manager's Office <ul style="list-style-type: none"> <li>• Strategic Partnerships and Revenue Generation</li> </ul> Planning and Economic Development <ul style="list-style-type: none"> <li>• Tourism and Culture</li> </ul> Public Health Services <ul style="list-style-type: none"> <li>• Healthy Families</li> </ul>
 Economic Prosperity & Growth				
 Built Environment & Infrastructure				

13

**Create and implement a Digital Strategy that identifies strategies to improve the Information, Communications & Technology infrastructure (broadband internet) in the City.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Economic Development Action Plan Foreign Direct Investment Strategy	2018	2018	City Manager's Office <ul style="list-style-type: none"> <li>• Communications and Corporate Initiatives Office</li> <li>• Strategic Partnerships and Revenue Generation</li> </ul> Corporate Services <ul style="list-style-type: none"> <li>• Information Technology</li> </ul> Community & Emergency Services <ul style="list-style-type: none"> <li>• Neighbourhood &amp; Community Initiatives</li> </ul>
 Economic Prosperity & Growth				
 Built Environment & Infrastructure				

## 2019 - 2021 Initiatives

1

**Design a targeted multi-year marketing campaign related to Hamilton's commercial office opportunities.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Economic Development Action Plan	2019	2019	N/A

## 2

## Create strategy to maximize future economic uplift and actions resulting from the Light Rail Transit project.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	B-Line Light Rail Transit Project  Economic Development Action Plan	2019	2021	Planning and Economic Development • Light Rail Transit Project Office • Planning
 Economic Prosperity & Growth				
 Built Environment & Infrastructure				

## 3

## Conduct analysis of the viability of operating the Small Business Enterprise Centre across multiple sites in the city.

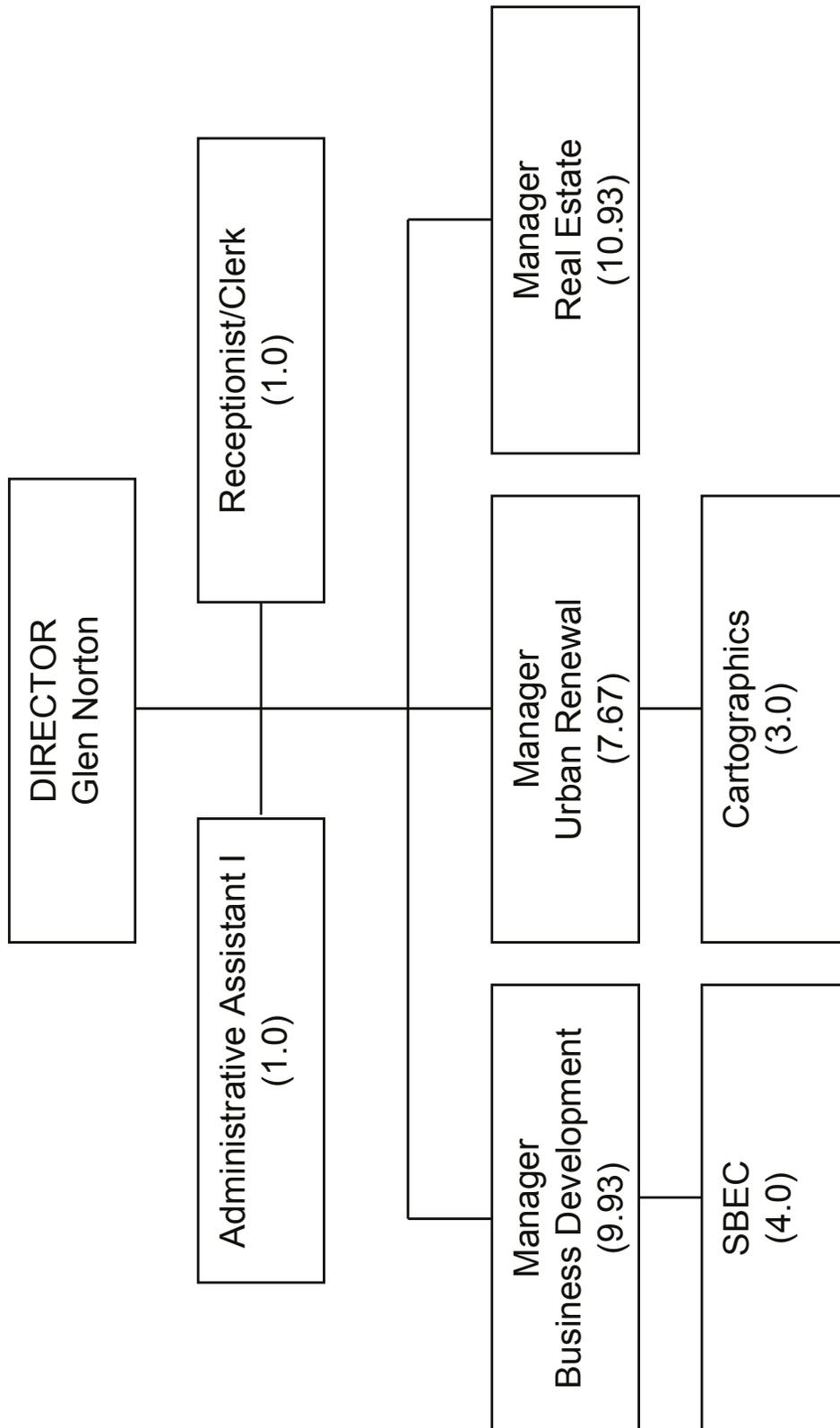
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Neighbour Action Strategy  Hamilton Music Strategy  Economic Development Action Plan	2019	Beyond 2021	Community and Emergency Services • Neighbourhood & Community Initiatives  Planning and Economic Development • Tourism and Culture
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Built Environment & Infrastructure				
 Culture & Diversity				
 Our People & Performance				

## 4

## Update Goods Movement Sector Strategy.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Community Engagement &amp; Participation</p>  <p>Built Environment &amp; Infrastructure</p>	<p>Economic Development Action Plan</p> <p>Foreign Direct Investment Strategy</p> <p>Transportation Master Plan</p>	<p>2019</p>	<p>2020</p>	<p>City Manager's Office</p> <ul style="list-style-type: none"> <li>• Communications and Corporate Initiatives</li> </ul>

# Division Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	4.00	34.53	38.53	8.63:1
2018	4.00	34.53	38.53	8.63:1
Change	0.00	0.00	0.00	

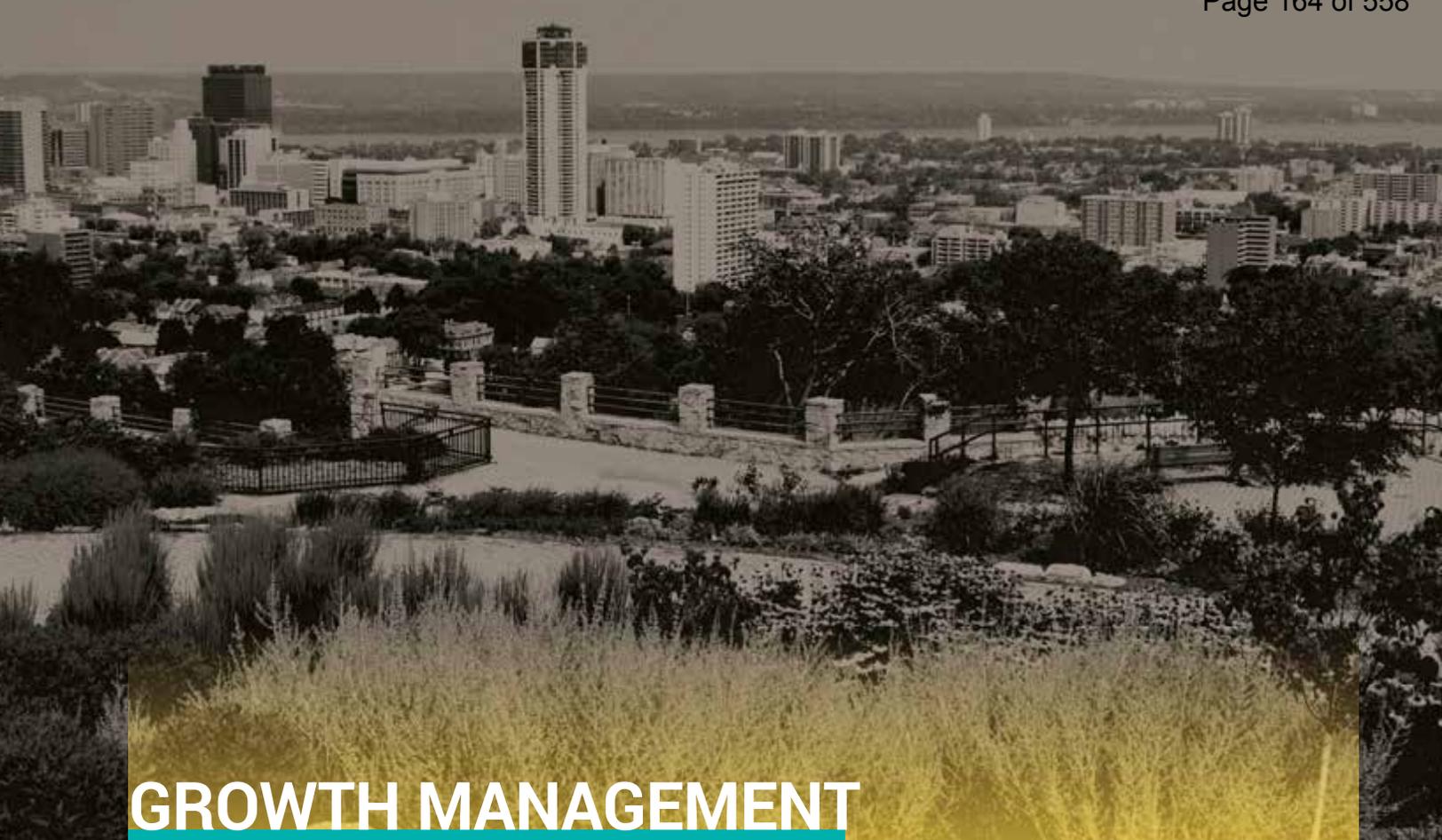
## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Business Development	3,860,680	3,167,880	3,118,450	3,465,630	3,180,830	12,950	0.4%
HTC Operations	330,970	52,620	22,520	0	0	(52,620)	(100.0%)
Real Estate	1,181,740	708,420	730,670	1,201,590	719,380	10,960	1.5%
Urban Renewal	3,011,660	1,746,750	1,721,100	3,045,910	1,749,310	2,560	0.1%
<b>Total Economic Development</b>	<b>8,385,050</b>	<b>5,675,670</b>	<b>5,592,740</b>	<b>7,713,130</b>	<b>5,649,520</b>	<b>(26,150)</b>	<b>(0.5%)</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	4,565,550	5,107,880	4,596,970	31,420	0.7%
MATERIAL AND SUPPLY	312,330	347,850	262,370	(49,960)	(16.0%)
BUILDING AND GROUND	116,600	70,060	7,200	(109,400)	(93.8%)
CONSULTING	31,000	36,390	31,000	0	0.0%
CONTRACTUAL	731,420	683,930	507,820	(223,600)	(30.6%)
AGENCIES and SUPPORT PAYMENTS	1,357,100	1,413,680	1,057,100	(300,000)	(22.1%)
RESERVES / RECOVERIES	277,270	228,280	281,450	4,180	1.5%
COST ALLOCATIONS	282,190	294,180	291,010	8,820	3.1%
FINANCIAL	711,590	719,400	678,210	(33,380)	(4.7%)
<b>TOTAL EXPENDITURES</b>	<b>8,385,050</b>	<b>8,901,650</b>	<b>7,713,130</b>	<b>(671,920)</b>	<b>(8.0%)</b>
FEES AND GENERAL	(561,700)	(778,830)	(315,040)	246,660	43.9%
GRANTS AND SUBSIDIES	(573,350)	(773,820)	(165,350)	408,000	71.2%
RESERVES	(1,083,160)	(1,083,160)	(1,083,160)	0	0.0%
RECOVERIES FROM CAPITAL	(491,170)	(673,100)	(500,060)	(8,890)	(1.8%)
<b>TOTAL REVENUES</b>	<b>(2,709,380)</b>	<b>(3,308,910)</b>	<b>(2,063,610)</b>	<b>645,770</b>	<b>23.8%</b>
<b>NET LEVY</b>	<b>5,675,670</b>	<b>5,592,740</b>	<b>5,649,520</b>	<b>(26,150)</b>	<b>(0.5%)</b>





# GROWTH MANAGEMENT

Growth Management implements infrastructure and approves servicing applications submitted by developers to create opportunities for development to proceed that meet the needs of businesses and citizens of the City. Growth Management supports the coordination of policy and infrastructure to ensure that growth aligns with the objectives of the City of Hamilton's Official Plan, Growth Related Integrated Development Strategy, City-Wide Transportation Master Plan, and Water and Wastewater Master Plan.

## Emerging Issues and Trends

- Continue to respond to changing legislation and regulations, such as the Building Code Act, Condominium Act, Development Charges Act, Heritage Act, Ontario Building Code, Planning Act, and other applicable laws to support the building of reliable infrastructure.
- Increasing stakeholder expectation to reduce the turnaround time of submitted development applications to the Growth Management division.
- As a result of intensification, Hamilton's population is expected to grow to 660,000 by 2031. City development is increasing from Greenfields to new residential and commercial developments. This transition requires changes to service standards that make a better use of existing infrastructure for citizens.
- Construction of the City's Light Rail Transit system may contribute to an increase of infill applications within existing neighbourhoods and communities around the City, which tend to be more complex in nature and require special attention compared to standard Greenfield development applications.
- Workforce management will be an evolving process for Growth Management over the next four years. Creating a healthy, engaged and supportive workplace will enable the division to attract and retain knowledgeable staff while at the same time plan for the exit of long-standing and knowledgeable employees.

## 2018 Initiatives

1

### Complete annual staging of the Development Program.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Economic Development Strategy	2018	2021	Planning and Economic Development
 Clean & Green	Urban Official Plan			<ul style="list-style-type: none"> <li>• Economic Development</li> <li>• Planning</li> </ul>
 Built Environment & Infrastructure	Water and Wastewater Master Plan			Public Works <ul style="list-style-type: none"> <li>• Hamilton Water</li> <li>• Transportation</li> </ul>

2

### Resolve outstanding Development Charge Appeals.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Economic Development Strategy	2018	2021	Corporate Services
 Clean & Green	Urban Official Plan			<ul style="list-style-type: none"> <li>• Financial Planning, Administration and Policy</li> <li>• Legal and Risk Management Service</li> </ul>
 Built Environment & Infrastructure	Water and Wastewater Master Plan			

## 3

## Complete annual Employment Area Inventory.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Economic Development Strategy Urban Official Plan Water and Wastewater Master Plan	2018	2021	Planning and Economic Development • Economic Development • Planning  Public Works • Hamilton Water • Transportation
 Clean & Green				
 Built Environment & Infrastructure				

## 4

## Complete required Environmental Assessments to facilitate growth projects.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Economic Development Strategy Urban Official Plan Water and Wastewater Master Plan	2018	2021	Planning and Economic Development • Economic Development • Planning  Public Works • Hamilton Water • Transportation
 Clean & Green				
 Built Environment & Infrastructure				

5

**Finalize the user fee review which collects service delivery information and the cost of assessment per service for implementation.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Economic Development Strategy Urban Official Plan Water and Wastewater Master Plan	2018	2018	Corporate Services <ul style="list-style-type: none"> <li>• Financial Planning, Administration and Policy</li> <li>• Legal and Risk Management Services</li> </ul>
 Clean & Green				
 Built Environment & Infrastructure				

6

**Develop shovel ready employment land initiatives.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Economic Development Strategy Urban Official Plan Water and Wastewater Master Plan	2018	2021	Planning and Economic Development <ul style="list-style-type: none"> <li>• Economic Development</li> <li>• Planning</li> </ul> Public Works <ul style="list-style-type: none"> <li>• Hamilton Water</li> <li>• Transportation</li> </ul>
 Clean & Green				
 Built Environment & Infrastructure				

## 7

### Develop strategy to support detailed construction management and prepare for development applications.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth   Clean & Green   Built Environment & Infrastructure	Economic Development Strategy Urban Official Plan Water and Wastewater Master Plan	2018	2021	Planning and Economic Development • Licensing and By-law Services • Planning Public Works • Engineering Services

## 8

### Support development of the 2019 Development Charges Background Study by advancing the Corporate Strategic Growth Initiative.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth   Clean & Green   Built Environment & Infrastructure	Economic Development Strategy Urban Official Plan Water and Wastewater Master Plan	2018	2021	Corporate Services • Financial Planning, Administration and Policy Planning and Economic Development • Planning Public Works • Hamilton Water • Transportation

## 2019 - 2021 Initiatives

1

**Develop technology and training strategy to manage applications submitted online.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth   Clean & Green   Built Environment & Infrastructure	N/A	2019	2020	City Manager's Office • Human Resources  Corporate Services • Information Technology

2

**Implement recommendations from the 2018 user fees review.**

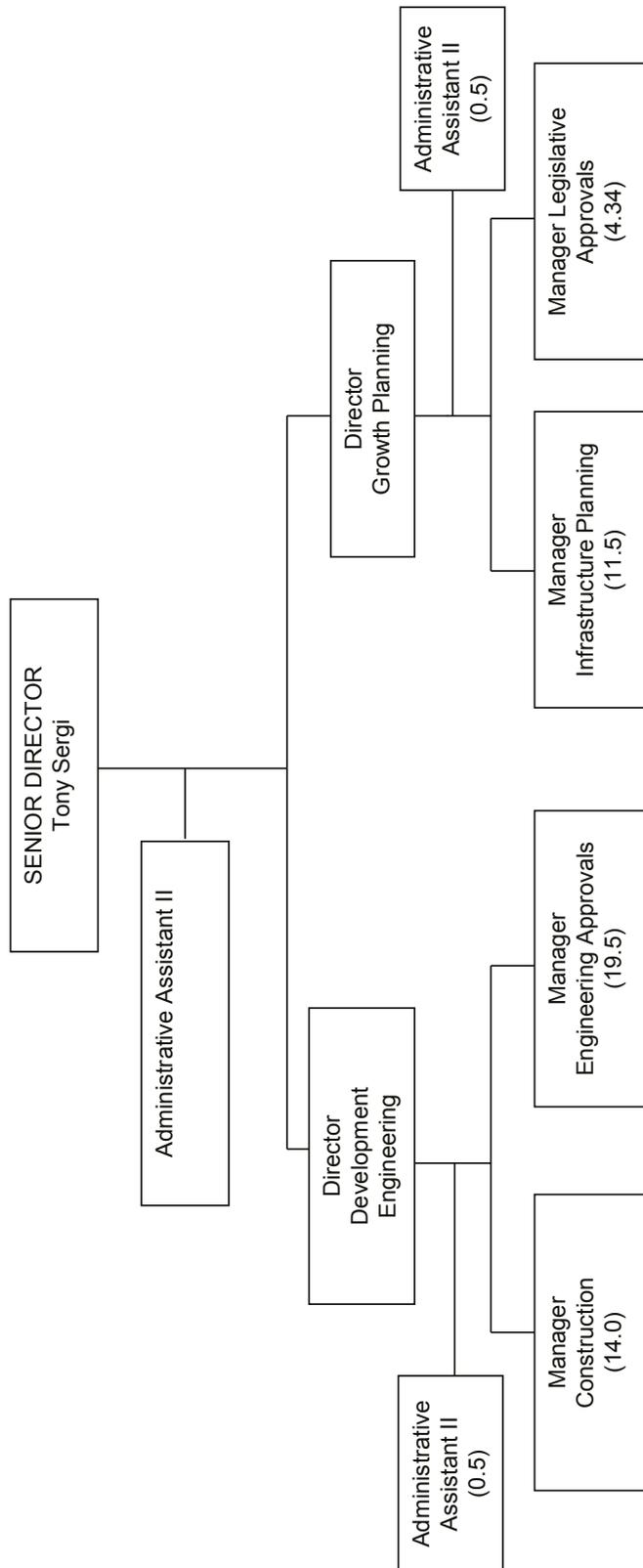
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth   Clean & Green   Built Environment & Infrastructure	Economic Development Strategy Urban Official Plan Water and Wastewater Master Plan	2019	Beyond 2021	Corporate Services • Financial Planning, Administration and Policy • Legal and Risk Management Services

## 3

### Develop a framework to foster group implementation of landowners in the Elfrida growth area.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth   Clean & Green   Built Environment & Infrastructure	N/A	2019	2020	Planning and Economic Development <ul style="list-style-type: none"> <li>• Economic Development</li> <li>• Planning</li> </ul>

# Division Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	7.00	47.34	54.34	6.76:1
2018	7.00	47.34	54.34	6.76:1
Change	0.00	0.00	0.00	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Grading & Construction Services	699,920	116,120	49,130	704,150	112,010	(4,110)	(3.5%)
Growth Management	3,195,380	(797,850)	(807,120)	3,207,630	(802,230)	(4,380)	(0.5%)
Infrastructure Planning	2,155,400	1,159,770	976,070	2,191,040	1,182,440	22,670	2.0%
<b>Total Growth Management</b>	<b>6,050,700</b>	<b>478,040</b>	<b>218,080</b>	<b>6,102,820</b>	<b>492,220</b>	<b>14,180</b>	<b>3.0%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	6,043,280	5,593,700	6,102,590	59,310	1.0%
MATERIAL AND SUPPLY	133,700	128,880	143,700	10,000	7.5%
VEHICLE EXPENSES	48,150	27,750	31,260	(16,890)	(35.1%)
BUILDING AND GROUND	8,240	37,740	7,740	(500)	(6.1%)
CONSULTING	70,000	70,000	70,000	0	0.0%
CONTRACTUAL	11,220	125,360	10,750	(470)	(4.2%)
RESERVES / RECOVERIES	398,050	630,270	398,050	0	0.0%
COST ALLOCATIONS	(675,110)	(623,040)	(678,440)	(3,330)	(0.5%)
FINANCIAL	13,170	18,500	17,170	4,000	30.4%
<b>TOTAL EXPENDITURES</b>	<b>6,050,700</b>	<b>6,009,160</b>	<b>6,102,820</b>	<b>52,120</b>	<b>0.9%</b>
FEES AND GENERAL	(5,187,030)	(5,300,920)	(5,212,000)	(24,970)	(0.5%)
RESERVES	0	(101,760)	0	0	0.0%
RECOVERIES FROM CAPITAL	(385,630)	(388,400)	(398,600)	(12,970)	(3.4%)
<b>TOTAL REVENUES</b>	<b>(5,572,660)</b>	<b>(5,791,080)</b>	<b>(5,610,600)</b>	<b>(37,940)</b>	<b>(0.7%)</b>
<b>NET LEVY</b>	<b>478,040</b>	<b>218,080</b>	<b>492,220</b>	<b>14,180</b>	<b>3.0%</b>





## LICENSING AND BY-LAW SERVICES

Licensing and By-law Services is focused on seeking compliance, while ensuring public safety is obtained through education and enforcement of the City's By-laws. The major sections that comprise the division include Business Licensing, Municipal Law Enforcement and Animal Services. Together these sections enforce the City's by-laws in relation to public safety, nuisance control and consumer protection.

### Emerging Issues and Trends

- Amendments to the Municipal Act will impact current enforcement practice areas, including payday loans, sign by-law and the Administrative Monetary Penalty System (APS).
- Short term rental accommodations, including Airbnb, FlipKey, HomeAway, and Vacation Rental By Owner (VRBO) are increasing in popularity within the City with residents and tourists. This industry poses a consumer protection and health and safety risk as it is not currently regulated by the City.
- Recent changes in federal legislation surrounding the legalization of recreational marijuana have permitted the province to create a framework to regulate the sale of marijuana. The role of the municipality regarding enforcement, licensing and current illegal operations still remains unknown at this time.
- Ongoing concern with rabies in the raccoon population and the threat it poses to humans. The outbreak of raccoon rabies began in December 2015 and the Ministry of Natural Resources and Forestry expects it to last three to five years or longer in the Hamilton area.
- An increase in community cat control and wildlife incidents related to rabies is a concern for Licensing and By-law Services, considering cats are in direct competition with rabies vector species (raccoon, skunk) for resources (food, water, shelter). The potential for the spread of rabies into the domestic cat population is alarming.

## 2018 Initiatives

# 1

**Implement the Administrative Monetary Penalty System to replace the traditional court process.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Healthy & Safe Communities	N/A	2018	2020	Corporate Services • Legal and Risk Management Services  Planning and Economic Development • Building  Public Health Services • Healthy Environments

# 2

**Develop a City Wide Cat Strategy that addresses the issues of feral and community cat and create a Community Cat Coalition with community partners.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Healthy & Safe Communities	N/A	2018	2020	N/A

## 3

**Create a Recreational Marijuana Enforcement Strategy following the outline of municipal authority by the province.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Healthy & Safe Communities	N/A	2018	2020	Corporate Services <ul style="list-style-type: none"> <li>• Legal and Risk Management Services</li> </ul> Hamilton Police Service Planning and Economic Development <ul style="list-style-type: none"> <li>• Building</li> <li>• Planning</li> </ul> Public Health Services <ul style="list-style-type: none"> <li>• Healthy Environments</li> </ul>

## 4

**Create regulations for short term rentals through the licensing by-law to ensure consumer protection and public safety.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Healthy & Safe Communities	N/A	2018	2018	Planning and Economic Development <ul style="list-style-type: none"> <li>• Building</li> <li>• Planning</li> <li>• Tourism and Culture</li> </ul> Public Health Services <ul style="list-style-type: none"> <li>• Healthy Environments</li> </ul>

## 5

**Update the current Business Licensing by-law to ensure all schedules are up to date and in line with the Open for Business focus.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Economic Prosperity & Growth	N/A	2018	2018	Planning and Economic Development <ul style="list-style-type: none"> <li>• Economic Development</li> </ul>

6

### Increase enforcement and compliance of the City of Hamilton Parks by-law at Hamilton waterfalls to ensure public safety.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities   Our People & Performance	N/A	2018	Beyond 2021	Corporate Services <ul style="list-style-type: none"> <li>• Legal and Risk Management Services</li> </ul> Public Works <ul style="list-style-type: none"> <li>• Environmental Services</li> </ul>

## 2019 - 2021 Initiatives

1

### Implement the Administrative Monetary Penalty System to replace the traditional court process.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Economic Prosperity & Growth   Our People & Performance	N/A	2019	2020	Corporate Services <ul style="list-style-type: none"> <li>• Customer Service and Provincial Offences Administration</li> <li>• Financial Services, Taxation and Corporate Controller</li> <li>• Information Technology</li> <li>• Legal and Risk Management Services</li> </ul>

## 2

**Support other departments (Public Health) and internal divisions (Buildings) in developing and implementing an Administrative Monetary Penalty System.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	N/A	2019	2021	Corporate Services <ul style="list-style-type: none"> <li>• Legal and Risk Management Services</li> </ul> Planning and Economic Development <ul style="list-style-type: none"> <li>• Building</li> </ul> Public Health Services <ul style="list-style-type: none"> <li>• Healthy Environments</li> </ul>
 Economic Prosperity & Growth				
 Our People & Performance				

## 3

**Complete the Licensing by-law revisions with examination of other licensing categories as directed by Council.**

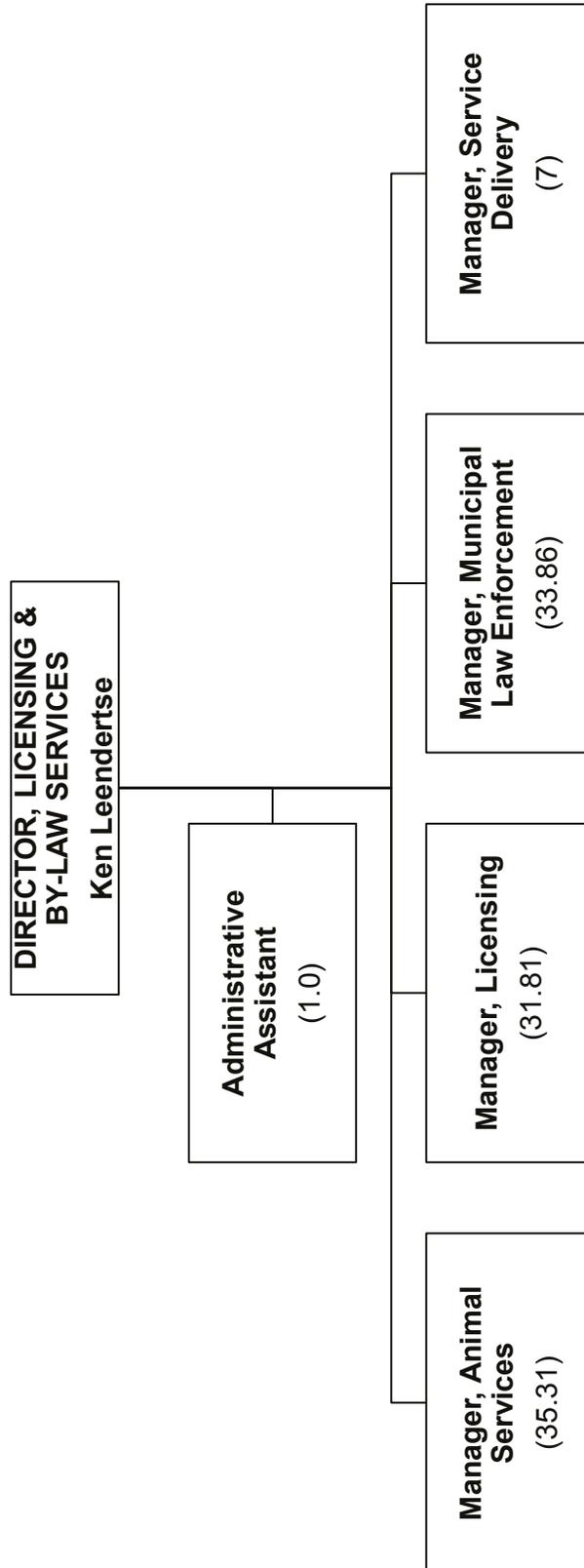
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	N/A	2019	2021	Corporate Services <ul style="list-style-type: none"> <li>• Legal and Risk Management Services</li> </ul>
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Clean & Green				
 Built Environment & Infrastructure				
 Culture & Diversity				

## 4

## Investigate efficiencies and cost savings through operational reviews of Municipal Law Enforcement and Animal Services.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p data-bbox="126 534 444 561">Economic Prosperity &amp; Growth</p>  <p data-bbox="147 678 423 706">Our People &amp; Performance</p>	N/A	2019	2021	N/A

# Division Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	4.00	108.98	112.98	27.25:1
2018	5.00	104.98	109.98	21.00:1
Change	1.00	-4.00	-3.00	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Service Delivery	552,550	552,550	552,560	631,280	631,280	78,730	14.2%
Animal Services	4,115,790	2,734,790	2,821,860	4,132,630	2,682,890	(51,900)	(1.9%)
Directors Office L&BL	931,600	677,420	671,250	721,390	721,390	43,970	6.5%
Licensing	2,858,290	(137,010)	(184,350)	3,076,530	(15,050)	121,960	(89.0%)
Municipal Law Enforcement	3,670,710	2,865,660	2,762,120	3,553,400	2,752,970	(112,690)	(3.9%)
<b>Total Licensing &amp; By-Law Services</b>	<b>12,128,940</b>	<b>6,693,410</b>	<b>6,623,440</b>	<b>12,115,230</b>	<b>6,773,480</b>	<b>80,070</b>	<b>1.2%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	10,305,420	10,437,250	10,294,040	(11,380)	(0.1%)
MATERIAL AND SUPPLY	262,570	301,340	245,390	(17,180)	(6.5%)
VEHICLE EXPENSES	220,760	251,010	183,250	(37,510)	(17.0%)
BUILDING AND GROUND	515,420	518,170	537,560	22,140	4.3%
CONSULTING	1,500	11,000	1,500	0	0.0%
CONTRACTUAL	160,360	318,910	147,110	(13,250)	(8.3%)
RESERVES / RECOVERIES	612,140	645,680	636,360	24,220	4.0%
COST ALLOCATIONS	(19,690)	106,580	(12,980)	6,710	34.1%
FINANCIAL	70,460	84,600	83,000	12,540	17.8%
CAPITAL FINANCING	0	4,130	0	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>12,128,940</b>	<b>12,678,670</b>	<b>12,115,230</b>	<b>(13,710)</b>	<b>(0.1%)</b>
FEES AND GENERAL	(5,086,410)	(5,276,790)	(5,250,250)	(163,840)	(3.2%)
GRANTS AND SUBSIDIES	0	(1,110)	0	0	0.0%
RESERVES	(349,120)	(676,330)	(91,500)	257,620	73.8%
RECOVERIES FROM CAPITAL	0	(101,000)	0	0	0.0%
<b>TOTAL REVENUES</b>	<b>(5,435,530)</b>	<b>(6,055,230)</b>	<b>(5,341,750)</b>	<b>93,780</b>	<b>1.7%</b>
<b>NET LEVY</b>	<b>6,693,410</b>	<b>6,623,440</b>	<b>6,773,480</b>	<b>80,070</b>	<b>1.2%</b>



# LIGHT RAIL TRANSIT PROJECT OFFICE

The Light Rail Transit (LRT) Project Office is comprised of a multi-disciplinary team working on both the technical design elements of the project, as well as community and stakeholder engagement. As a collaborative city building project, City staff are working side-by-side with Metrolinx staff to deliver one of Hamilton's largest, most complex capital projects.

The Hamilton LRT project will feature new, modern light rail vehicles and offer rapid, reliable, safe and convenient transit service on the B-Line from McMaster University through downtown Hamilton to Eastgate Square. This project will complete the first 14 km of approximately 100 km identified in the City of Hamilton's rapid transit network.

#### Benefits of the LRT project

- **Clean and Green.** No emissions from the vehicle, and moves people around more efficiently.
- **Transit Integration.** LRT will integrate with GO Transit, the Hamilton Street Railway (HSR) network and the SoBi bike share system.
- **Economic Uplift.** LRT will stimulate economic growth and contribute to the ongoing revitalization of Hamilton.
- **Accessibility.** LRT vehicles will feature low floor level boarding with multiple doors so that strollers and mobility devices can easily roll on and off.

## Emerging Issues and Trends

- Political decisions from all levels of government may affect project schedule and delivery.
- The LRT will stimulate economic growth and contribute to the ongoing revitalization of Hamilton.
- Economic uplift expected to generate an increase in construction along the LRT corridor that will need to be coordinated with LRT construction.
- Changing of local by-laws, regulations, zonings in order to support the delivery of the LRT.
- LRT construction will require strategies to mitigate the impact on municipal services, local residences and businesses. For example, the rerouting and management of vehicle, transit and pedestrian traffic, along with the continued delivery of City services (e.g. garbage, snow removal, landscaping) will be a focus throughout this project.

## 2018 Initiatives

# 1

### Support Metrolinx through the Request for Proposal phase of LRT procurement.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Urban Hamilton Official Plan	2018	2018	All
 Healthy & Safe Communities	Transportation Master Plan			
 Clean & Green	Rapid Ready			
 Built Environment & Infrastructure	10-Year Local Transit Strategy			
	Regional Transportation Plan			
	Economic Development Strategy			

# 2

### Develop the Operations and Maintenance Agreement.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Urban Hamilton Official Plan	2018	2018	City Manager's Office • Human Resources  Corporate Services • Financial Planning, Administration and Policy  Planning and Economic Development • Licensing and By-Law Services • Strategic Initiatives (Parking and School Safety)  Public Works • Engineering Services • Environmental Services • Operations • Transit • Transportation
 Healthy & Safe Communities	Transportation Master Plan			
 Clean & Green	Rapid Ready			
 Built Environment & Infrastructure	10-Year Local Transit Strategy			
	Regional Transportation Plan			
	Economic Development Strategy			

## 3

**Initiate a regulatory scan to determine the by-laws that need to be changed, rescinded or created to support the safe and effective operation of the LRT system.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Urban Hamilton Official Plan	2018	2019	Corporate Services
 Healthy & Safe Communities	Transportation Master Plan			<ul style="list-style-type: none"> <li>• Legal and Risk Management Services</li> </ul>
 Clean & Green	Rapid Ready			Planning and Economic Development
 Built Environment & Infrastructure	10-Year Local Transit Strategy			<ul style="list-style-type: none"> <li>• Licensing and By-Law Services</li> </ul>
	Regional Transportation Plan			
	Economic Development Strategy			

## 4

**Develop a Construction Mitigation & Transportation Demand Management Strategy.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Urban Hamilton Official Plan	2018	Beyond 2021	Public Works
 Clean & Green	Transportation Master Plan			<ul style="list-style-type: none"> <li>• Transportation</li> </ul>
 Built Environment & Infrastructure	Rapid Ready			
	10-Year Local Transit Strategy			
	Regional Transportation Plan			
	Economic Development Strategy			

5

### Develop a Communication and Outreach Strategy to support residents and businesses during LRT construction.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Community Engagement &amp; Participation</p>	Urban Hamilton Official Plan Transportation Master Plan Rapid Ready 10-Year Local Transit Strategy Regional Transportation Plan Economic Development Strategy	2018	Beyond 2021	City Manager's Office <ul style="list-style-type: none"> <li>• Communications and Corporate Initiatives</li> </ul> Planning and Economic Development <ul style="list-style-type: none"> <li>• Economic Development</li> </ul>

6

### Develop processes to review and provide planning support as development occurs along the LRT corridor prior to and during construction.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Economic Prosperity &amp; Growth</p>	Urban Hamilton Official Plan Transportation Master Plan Rapid Ready 10-Year Local Transit Strategy Regional Transportation Plan Economic Development Strategy	2018	Beyond 2021	Planning and Economic Development <ul style="list-style-type: none"> <li>• Economic Development</li> <li>• Planning</li> </ul> Public Works <ul style="list-style-type: none"> <li>• Engineering Services</li> </ul>
 <p>Built Environment &amp; Infrastructure</p>				

## 7

### Review and define the Right of Way LRT corridor and develop a new policy for the City's Official Plan.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Urban Hamilton Official Plan Transportation Master Plan Rapid Ready 10-Year Local Transit Strategy	2018	2019	Planning and Economic Development <ul style="list-style-type: none"> <li>• Planning</li> </ul>
 Built Environment & Infrastructure	Regional Transportation Plan Economic Development Strategy			Public Works <ul style="list-style-type: none"> <li>• Engineering Services</li> <li>• Transportation</li> </ul>

## 8

### Develop the Parking and Loading Strategy to support businesses and residents along the LRT corridor.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Urban Hamilton Official Plan Transportation Master Plan Rapid Ready 10-Year Local Transit Strategy	2018	2018	Planning and Economic Development <ul style="list-style-type: none"> <li>• Planning</li> <li>• Licensing and By-Law Services</li> <li>• Strategic Initiatives (Parking and School Safety)</li> </ul>
 Built Environment & Infrastructure	Regional Transportation Plan Economic Development Strategy			Public Works <ul style="list-style-type: none"> <li>• Engineering Services</li> <li>• Transportation</li> </ul>

## 9

## Plan for the integration of conventional transit with LRT during and after construction.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Urban Hamilton Official Plan	2018	Beyond 2021	Planning and Economic Development
 Healthy & Safe Communities	Transportation Master Plan			<ul style="list-style-type: none"> <li>• Licensing and By-Law Services</li> <li>• Strategic Initiatives (Parking and School Safety)</li> </ul>
 Clean & Green	Rapid Ready			Public Works
 Culture & Diversity	10-Year Local Transit Strategy			<ul style="list-style-type: none"> <li>• Engineering Services</li> <li>• Transit</li> <li>• Transportation</li> </ul>
	Regional Transportation Plan			
	Economic Development Strategy			

## 2019 - 2021 Initiatives

# 1

**Coordinate all City related activities during LRT construction.**

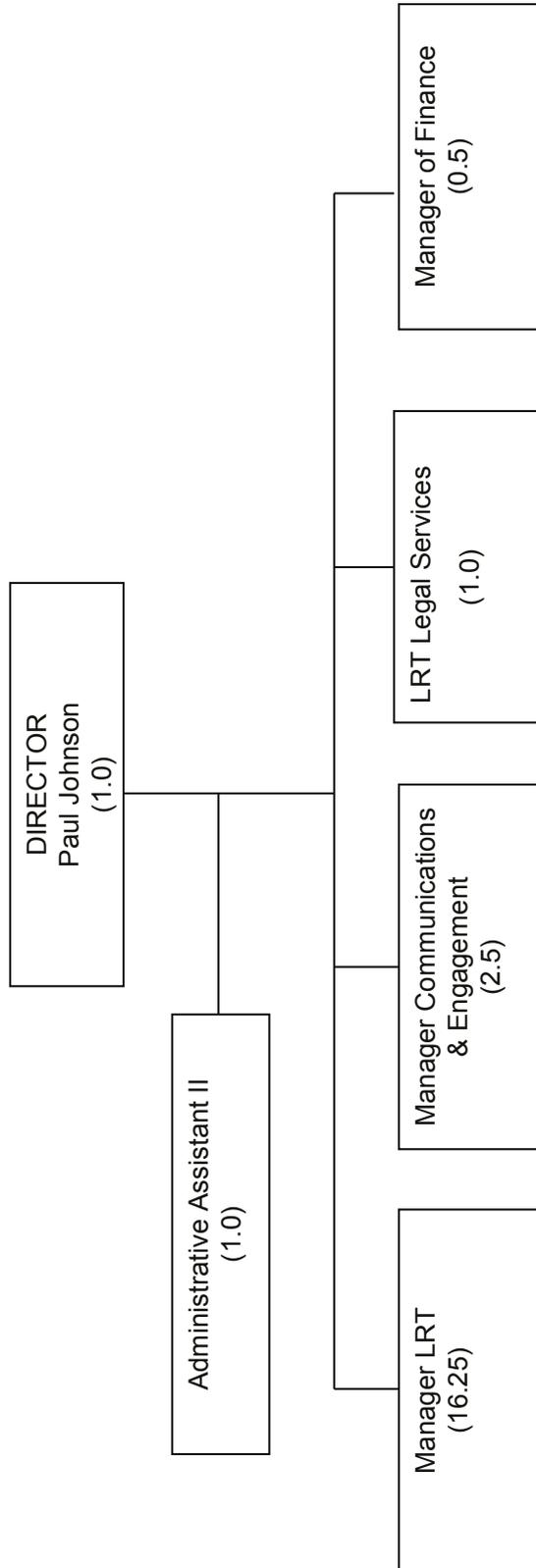
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Urban Hamilton Official Plan	2019	Beyond 2021	All
 Economic Prosperity & Growth	Transportation Master Plan			
 Built Environment & Infrastructure	Rapid Ready			
	10-Year Local Transit Strategy			
	Regional Transportation Plan			
	Economic Development Strategy			

# 2

**Develop the operations plan to integrate conventional transit with LRT operations.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Urban Hamilton Official Plan	2019	Beyond 2021	Public Works • Transit
 Economic Prosperity & Growth	Transportation Master Plan			
 Built Environment & Infrastructure	Rapid Ready			
	10-Year Local Transit Strategy			
	Regional Transportation Plan			
	Economic Development Strategy			

## Division Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2016	3.50	18.75	22.25	5.36:1
2017	3.50	18.75	22.25	5.36:1
Change	0.00	0.00	0.00	

Not Included: Real Estate - Property Acquisition Unit = 15 Contract Positions (approved by Metrolinx & City)

Not Included: Proposed FTE net increase in 2017/2018 = 6.85 (pending approval by Metrolinx & City)

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
LRT Office	6,116,840	0	0	6,260,760	0	0	0.0%
<b>Total LRT Office</b>	<b>6,116,840</b>	<b>0</b>	<b>0</b>	<b>6,260,760</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	4,724,850	4,724,850	5,226,910	502,060	10.6%
MATERIAL AND SUPPLY	90,840	90,840	62,540	(28,300)	(31.2%)
BUILDING AND GROUND	111,250	111,250	102,940	(8,310)	(7.5%)
CONSULTING	530,370	530,370	206,700	(323,670)	(61.0%)
CONTRACTUAL	300,600	300,600	302,550	1,950	0.6%
RESERVES / RECOVERIES	16,930	16,930	17,120	190	1.1%
FINANCIAL	342,000	342,000	342,000	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>6,116,840</b>	<b>6,116,840</b>	<b>6,260,760</b>	<b>143,920</b>	<b>2.4%</b>
GRANTS AND SUBSIDIES	(6,116,840)	(6,116,840)	(6,260,760)	(143,920)	(2.4%)
<b>TOTAL REVENUES</b>	<b>(6,116,840)</b>	<b>(6,116,840)</b>	<b>(6,260,760)</b>	<b>(143,920)</b>	<b>(2.4%)</b>
<b>NET LEVY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>





## STRATEGIC INITIATIVES (PARKING AND SCHOOL SAFETY)

The Hamilton Municipal Parking System is a self-financing business unit responsible for managing the lifecycle of the public parking program, from planning, design and construction to operations maintenance and enforcement; all in support of the City's land use, transportation and economic development goals.

### Emerging Issues and Trends

- Strategic Initiatives' successes over the next four years will be enhanced by managing technological change and maximizing new technology for parking fee payments. This will involve the strategic deployment of technology, and ensuring staff have the resources and skills necessary to implement, and respond to technological changes.
- Light Rail Transit (LRT) will significantly affect the Hamilton Municipal Parking Systems' ability to continue operating as a self-financing business unit due to changes/loss of prime parking meters/revenue, and changes to enforcement practices (i.e. towing).
- Workforce management will be an evolving process for the Strategic Initiatives Division over the next four years. Creating a healthy, engaged and supportive workplace will enable the division to attract and retain knowledgeable staff while at the same time plan for the exit of long-standing and knowledgeable employees. Planning for the departure of knowledgeable employees through succession planning, mentoring and knowledge transfers is critical for the long-term success of the division

## 2018 Initiatives

1

**Develop a pay-by-phone application for parking meter fee payments.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Economic Prosperity &amp; Growth</p>	Continuous Improvement Plan	2018	2019	Corporate Services <ul style="list-style-type: none"> <li>• Customer Service, Provincial Offences Administration</li> <li>• Information Technology</li> </ul>

2

**Continue to upgrade the 'GTechna' parking system.**

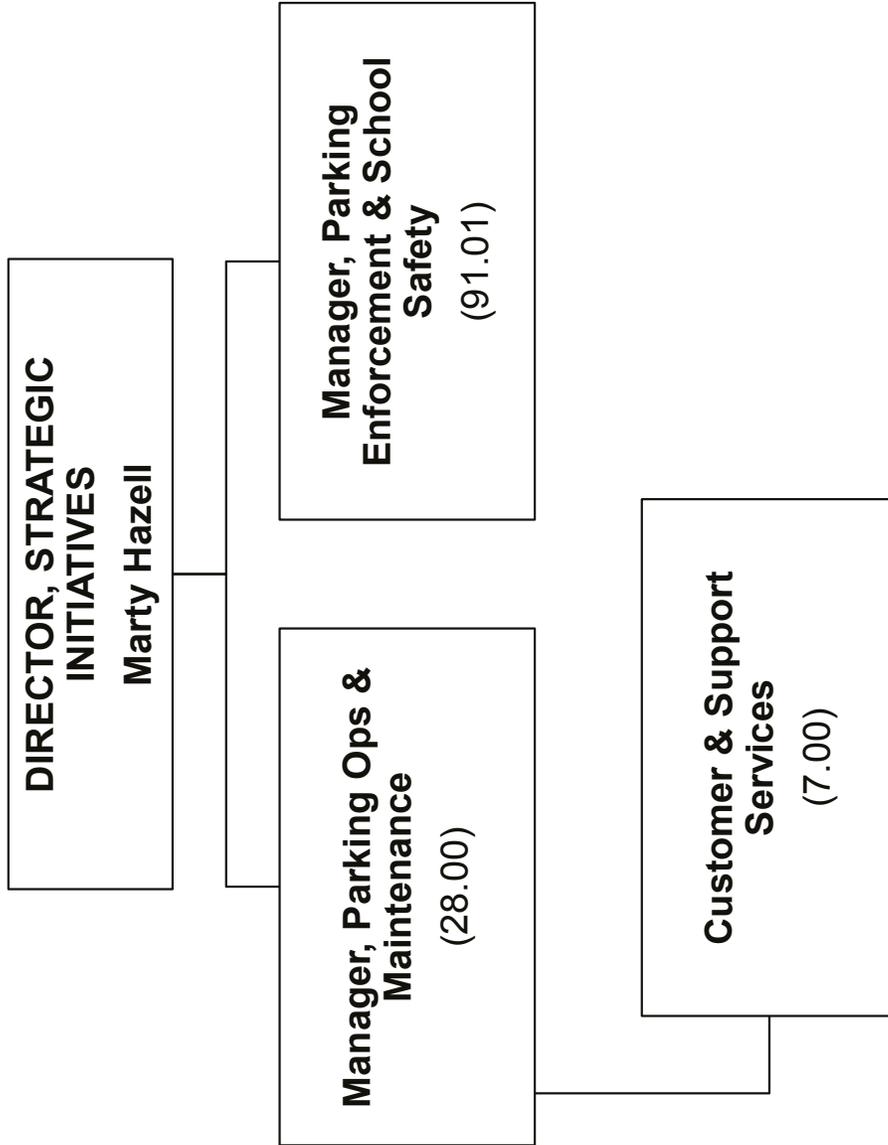
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Our People &amp; Performance</p>	Continuous Improvement Plan	2018	2018	Corporate Services <ul style="list-style-type: none"> <li>• Information Technology</li> </ul>

3

**Develop an on-line parking permit issuance/renewals module.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Economic Prosperity &amp; Growth</p>	Continuous Improvement Plan	2018	2019	Corporate Services <ul style="list-style-type: none"> <li>• Information Technology</li> </ul>

# Division Structure



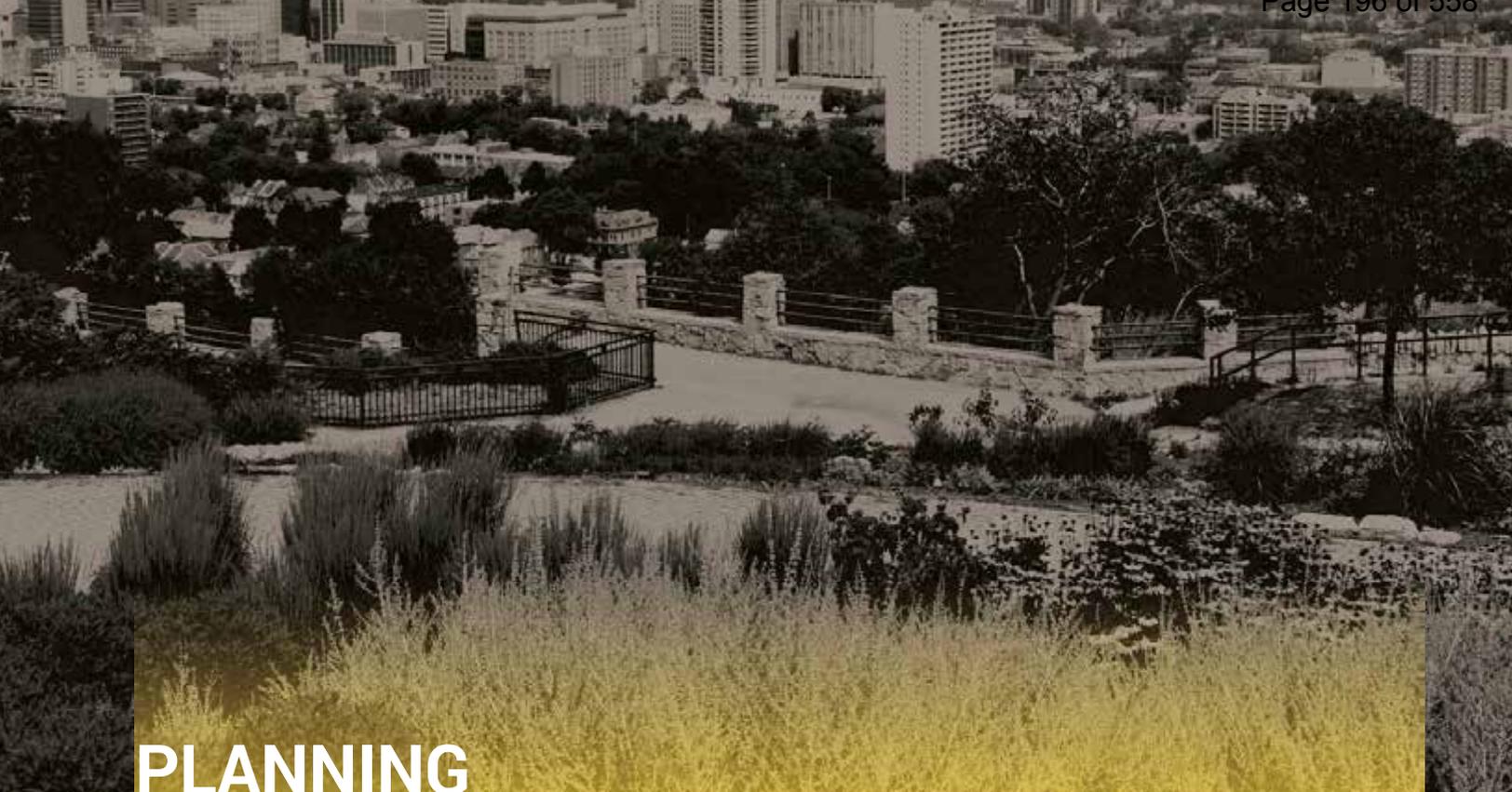
Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	3.00	123.01	126.01	41.00:1
2018	3.00	123.01	126.01	41.00:1
Change	0.00	0.00	0.00	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Prel. vs. '17 Rest. (\$)	'18 Prel. vs. '17 Rest. (%)
Hamilton Municipal Parking System	11,875,540	(1,168,680)	(1,134,600)	12,253,060	(925,960)	242,720	20.8%
School Crossing	1,485,430	1,485,430	1,470,690	1,601,050	1,601,050	115,620	7.8%
<b>Total Parking/School Crossing</b>	<b>13,360,970</b>	<b>316,750</b>	<b>336,090</b>	<b>13,854,110</b>	<b>675,090</b>	<b>358,340</b>	<b>113.1%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Prel. vs. '17 Rest. (\$)	'18 Prel. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	7,510,630	7,546,520	7,768,020	257,390	3.4%
MATERIAL AND SUPPLY	362,920	351,390	318,570	(44,350)	(12.2%)
VEHICLE EXPENSES	157,230	157,770	168,860	11,630	7.4%
BUILDING AND GROUND	925,360	805,190	982,620	57,260	6.2%
CONSULTING	10,700	0	0	(10,700)	(100.0%)
CONTRACTUAL	1,135,960	1,286,630	1,119,940	(16,020)	(1.4%)
RESERVES / RECOVERIES	1,296,870	1,037,250	1,320,370	23,500	1.8%
COST ALLOCATIONS	669,470	784,860	704,930	35,460	5.3%
FINANCIAL	1,291,830	1,395,740	1,470,800	178,970	13.9%
<b>TOTAL EXPENDITURES</b>	<b>13,360,970</b>	<b>13,365,350</b>	<b>13,854,110</b>	<b>493,140</b>	<b>3.7%</b>
FEES AND GENERAL	(13,044,220)	(12,764,760)	(13,179,020)	(134,800)	(1.0%)
RESERVES	0	(264,500)	0	0	0.0%
<b>TOTAL REVENUES</b>	<b>(13,044,220)</b>	<b>(13,029,260)</b>	<b>(13,179,020)</b>	<b>(134,800)</b>	<b>(1.0%)</b>
<b>NET LEVY</b>	<b>316,750</b>	<b>336,090</b>	<b>675,090</b>	<b>358,340</b>	<b>113.1%</b>



# PLANNING

The Planning Division provides efficient and effective programs and services, which contribute to quality development, quality of life, and a good business environment for our community. The division accomplishes this by the formulation and implementation of planning related legislation policies, regulations, and programs that support and enhance the sustainability, growth and prosperity of the City.

## Emerging Issues and Trends

- Planning Division will continue to respond to changing legislation and regulations, such as the Building Code Act, Condominium Act, Development Charges Act, Heritage Act, Ontario Building Code, Planning Act, and provincial land use plans that work together to manage growth, build complete communities, curb sprawl and protect the natural environment.
- The Province is supporting land use intensification by encouraging more optimal use of land and infrastructure. With the trend towards greater urban densities comes the need to consider new or improved services and infrastructure investment, as well as best practices to effectively process more complex development applications.
- The Planning Division's successes over the next four years will be enhanced by managing technological change and maximizing technology utilization. This will involve the strategic deployment of technology, such as the integration of various processes in AMANDA, custom built solutions for the development approvals process, as well as the use of 3D-visualization and modeling tools. The division will ensure staff have the resources and skills necessary to implement, and respond to technological changes.
- Workforce management will be an evolving process for the Planning Division over the next four years. Creating a healthy, engaged and supportive workplace will enable the division to attract and retain knowledgeable staff while at the same time plan for the exit of long-standing and knowledgeable employees. Planning for the departure of knowledgeable employees through succession planning, mentoring and knowledge transfers is critical for the long-term success of the division.

## 2018 Initiatives

# 1

### Complete the following Secondary Plans under the City's Official Plan

- Downtown Secondary Plan and Zoning Appeals
- Centennial Neighborhoods Secondary Plan
- Setting Sail Secondary Plan
- Fruitland-Winona Secondary Plan
- Elfrida Growth Area Study
- Waterdown Node Secondary Plan
- Dundas Community Node Secondary Plan / 2 Zone Flood Plain Special Policy Area

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Growth Related Integrated Development Strategy (GRIDS) 10 Year Transit Strategy Transportation Management Plan Transportation Master Plan Urban Hamilton Official Plan	2018	2018	Planning and Economic Development • Economic Development Public Works • Environmental Services
 Economic Prosperity & Growth				
 Built Environment & Infrastructure				
 Culture & Diversity				

# 2

### Complete the following Neighbourhood and Special Studies

- A-Line Corridor Study
- Limeridge Mall Node
- Bayfront Strategy
- Barton-Tiffany Implementation
- Community Energy Plan
- Natural Areas Acquisition Strategy

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Growth Related Integrated Development Strategy (GRIDS) 10 Year Transit Strategy Transportation Management Plan Transportation Master Plan Urban Hamilton Official Plan	2018	2018	Planning and Economic Development • Economic Development Public Works • Environmental Services
 Built Environment & Infrastructure				

3

**Develop process improvements to the following Planning core areas:**

- Customer Service
- Development Approvals
- Comprehensive Zoning By-law Development & Ontario Municipal Board Appeals
- Bonusing Study
- Part IV and Part V Designations and Heritage Permit

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Development Applications Approvals Process Review	2018	2021	Planning and Economic Development • Growth Management
 Economic Prosperity & Growth				
 Built Environment & Infrastructure				
 Our People & Performance				

## 4

**Conduct reviews of the following City plans in response to revised Provincial Plans**

- Hamilton Growth Management Review (GRIDS2) and Municipal Comprehensive Review
- Planning for Strategic Growth Areas around Transit
- Urban and Rural Official Plan Five Year Review
- Urban Hamilton Official Plan Ontario Municipal Board Appeals
- Updates to the Official Plans and Zoning By-law Information Systems

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Growth Plan for the Greater Golden Horseshoe	2018	2019	Planning and Economic Development
 Economic Prosperity & Growth	Urban Hamilton Official Plan			• Economic Development • Growth Management
 Built Environment & Infrastructure	Rural Hamilton Official Plan			Public Works
	Greenbelt Plan			• Hamilton Water • Transit • Transportation
	Economic Development Strategy			
	Water, Wastewater and Storm Master Plans			
	Transportation Master Plan			
	Development Charges By-law Review			
	Elfrida Secondary Plan			

## 2019 - 2021 Initiatives

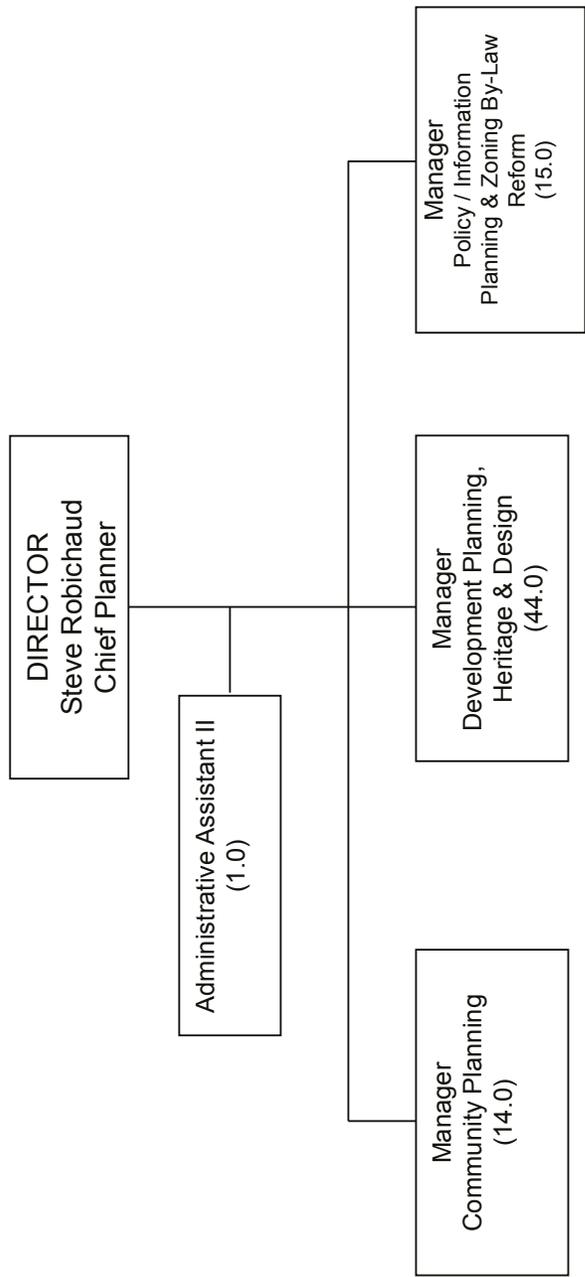
## 1

**Develop and implement enhancements to the following Information Systems:**

- Database Maintenance & Management
- ARCGIS Online/Map Hamilton Application Development
- 3 Dimensional Modelling Capability Development
- Data Optimization and ERSI Product Transition
- City-wide Employment Survey

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	N/A	2019	Beyond 2021	Corporate Services
 Our People & Performance				• Information Technology
				Planning and Economic Development
				• Buildings

# Division Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	4.00	71.00	75.00	17.75:1
2018	4.00	71.00	75.00	17.75:1
Change	0.00	0.00	0.00	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Community Planning	1,464,630	1,378,910	1,335,940	1,490,440	1,413,090	34,180	2.5%
Planning & Committee of Adjmt	5,300,510	2,149,460	2,087,920	5,504,090	1,937,500	(211,960)	(9.9%)
Policy Planning, Zoning & Data	1,515,700	243,860	244,420	1,512,950	250,890	7,030	2.9%
<b>Total Planning</b>	<b>8,280,840</b>	<b>3,772,230</b>	<b>3,668,280</b>	<b>8,507,480</b>	<b>3,601,480</b>	<b>(170,750)</b>	<b>(4.5%)</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	7,597,540	6,794,230	7,743,610	146,070	1.9%
MATERIAL AND SUPPLY	173,370	169,560	178,370	5,000	2.9%
VEHICLE EXPENSES	0	1,300	1,500	1,500	100.0%
BUILDING AND GROUND	11,050	11,160	10,950	(100)	(0.9%)
CONSULTING	114,380	132,790	114,380	0	0.0%
CONTRACTUAL	48,390	71,230	77,540	29,150	60.2%
AGENCIES and SUPPORT PAYMENTS	0	21,750	86,000	86,000	100.0%
RESERVES / RECOVERIES	425,440	1,050,740	386,540	(38,900)	(9.1%)
COST ALLOCATIONS	(141,820)	(57,740)	(148,180)	(6,360)	(4.5%)
FINANCIAL	52,490	47,910	56,770	4,280	8.2%
<b>TOTAL EXPENDITURES</b>	<b>8,280,840</b>	<b>8,242,930</b>	<b>8,507,480</b>	<b>226,640</b>	<b>2.7%</b>
FEES AND GENERAL	(3,118,750)	(3,614,250)	(3,540,080)	(421,330)	(13.5%)
RESERVES	(24,000)	(46,890)	(24,000)	0	0.0%
RECOVERIES FROM CAPITAL	(1,365,860)	(913,510)	(1,341,920)	23,940	1.8%
<b>TOTAL REVENUES</b>	<b>(4,508,610)</b>	<b>(4,574,650)</b>	<b>(4,906,000)</b>	<b>(397,390)</b>	<b>(8.8%)</b>
<b>NET LEVY</b>	<b>3,772,230</b>	<b>3,668,280</b>	<b>3,601,480</b>	<b>(170,750)</b>	<b>(4.5%)</b>



# TOURISM AND CULTURE

The work of the Tourism and Culture Division cultivates a love for Hamilton by strengthening and celebrating the City's tourism and cultural resources to further quality of life and economic prosperity. The major strategies that drive the work performed by the division include the City of Hamilton Cultural Plan – Transforming Hamilton through Culture, Public Art Master Plan, Tourism Strategy, Music Strategy, Economic Development Action Plan and the Provincial Community Museum Standards.

## Emerging Issues and Trends

- Culture is foundational to city building. It is the fourth pillar of sustainable development, equal to economic development prosperity, social inclusion, and environmental balance. Culture transforms cities and fosters open, tolerant and innovative communities. Planning for culture is rapidly changing, and the City must respond promptly to garner the positive benefits.
- Hamilton's growing Creative Industries sector needs dedicated City attention including the development of a strategy, which outlines actions and tactics for attracting, developing, retaining and growing the creative industry sector. Also, attracting and retaining creative talent for this sector is vital. The lack of creative incubator spaces and services is an issue, as well as the need for increased opportunities for presenting creative products (music, performance, retail products, exhibitions, books, community art installations, etc.), that have been expressed in all art forms.
- Tourism development is on the upswing in Hamilton, resulting in Hamilton becoming a desirable location for hosting major events, such as the Canadian Open, JUNOs, and Tall Ships. However, a lack of sustainable funding to secure such business may result in Hamilton losing its market share and the associated economic benefits.
- Tourism Division will continue to respond to changing legislation and regulations, such as Infrastructure for Jobs and Prosperity Act, the Ontario Heritage Act and the Provincial Policy Statement.
- A shortfall in capital funding to address failing and aging heritage infrastructure continues to be an issue. The introduction of the Province's Infrastructure for Jobs and Prosperity Act is aimed at helping municipalities clearly identify what their infrastructure needs are through strategic long-term infrastructure planning, as well as assist municipalities work towards a more sustainable position regarding the funding of their infrastructure.
- Workforce management will be an evolving process for the Tourism and Culture Division over the next four years. Creating a healthy, engaged and supportive workplace will enable the division to attract and retain knowledgeable staff while at the same time plan for the exit of long-standing and knowledgeable employees. Planning for the departure of knowledgeable employees through succession planning, mentoring and knowledge transfers is critical for the long-term success of the division

## 2018 Initiatives

1

**Develop an Art in Public Places Policy to address the growing demand from community groups and businesses for more art in public places across the city.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Public Art Master Plan 2016 Neighbourhood Action Strategy Cultural Plan – Transforming Hamilton through Culture	2018	2019	Community and Emergency Services <ul style="list-style-type: none"> <li>• Neighbourhood and Community Initiatives</li> <li>• Recreation</li> </ul> Planning and Economic Development <ul style="list-style-type: none"> <li>• Economic Development</li> <li>• Light Rail Transit Project Office</li> </ul> Public Works <ul style="list-style-type: none"> <li>• Energy, Fleet and Facility Management</li> <li>• Engineering Services</li> <li>• Environmental Services</li> <li>• Transit</li> <li>• Transportation</li> </ul>
 Economic Prosperity & Growth				
 Built Environment & Infrastructure				
 Culture & Diversity				

## 2

## Develop the Municipal Archaeology Management and Implementation Plan to ensure compliance with provincial legislation.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Cultural Plan – Transforming Hamilton through Culture City of Hamilton Official Plan	2018	2020	Public Works • Environmental Services
 Economic Prosperity & Growth	City of Hamilton Municipal Archaeology Management Plan Provincial Policy Statement – Section 2 - 2.6 Cultural Heritage and Archaeology			
 Healthy & Safe Communities				
 Clean & Green				
 Built Environment & Infrastructure				
 Culture & Diversity				
 Our People & Performance				

3

**Develop Creative Industry Sector profiles to identify the specific creative industries where the City should target its efforts for sector growth and to maximize its economic impact.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth   Culture & Diversity	Economic Development Action Plan  Cultural Plan – Transforming Hamilton through Culture	2018	2019	Planning and Economic Development • Economic Development

4

**Host the 2018 Canadian Country Music Week and the Canadian Country Music Awards to attract visitors, enhance Hamilton's national profile, contribute to the local music industry, and drive economic impact.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Economic Prosperity & Growth   Culture & Diversity	Tourism Strategy Music Strategy Cultural Plan – Transforming Hamilton through Culture Economic Development Action Plan	2018	2018	City Manager's Office • Communications and Corporate Initiatives • Strategic Partnerships and Revenue Generation  Hamilton Police Services  Planning and Economic Development • Economic Development

## 2019 - 2021 Initiatives

1

**Review and update the existing Cultural Plan (2012) to reflect emerging trends and priorities in the community.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Neighbourhood Action Strategy Economic Development Action Plan Tourism Strategy Cultural Plan - Transforming Hamilton through Culture	2019	2020	Community and Emergency Services • Neighbourhood and Community Initiatives Planning and Economic Development • Economic Development
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Culture & Diversity				

2

**Secure four major cultural (2) and sporting (2) events to attract visitors, enhance Hamilton's national profile, contribute to the local cultural vitality, and drive economic impact.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Tourism Strategy Music Strategy Cultural Plan – Transforming Hamilton through Culture Economic Development Action Plan	2019	2019	City Manager's Office • Communications and Corporate Initiatives • Strategic Partnerships and Revenue Generation Hamilton Police Services Planning and Economic Development • Economic Development
 Economic Prosperity & Growth				
 Culture & Diversity				

3

### Develop long term Hamilton Civic Museum Strategy to guide the development, sustainability, relevance, value, and on-going operations of the Hamilton Civic Museums.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Cultural Plan – Transforming Hamilton through Culture  Provincial Community Museum Standards	2019	2020	Community and Emergency Services <ul style="list-style-type: none"> <li>• Neighbourhood and Community Initiatives</li> <li>• Recreation</li> </ul>
 Economic Prosperity & Growth				Planning and Economic Development <ul style="list-style-type: none"> <li>• Economic Development</li> </ul>
 Healthy & Safe Communities				Public Works <ul style="list-style-type: none"> <li>• Energy, Fleet and Facilities Management</li> <li>• Engineering Services</li> <li>• Environmental Services</li> </ul>
 Clean & Green				
 Built Environment & Infrastructure				
 Culture & Diversity				
 Our People & Performance				

4

**Review and update the current Arts Awards Program to effectively reflect and celebrate the arts community regarding diversity, changing disciplines and community outreach.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Culture & Diversity	Cultural Plan – Transforming Hamilton through Culture	2020	2021	N/A

5

**Complete five year review of the City's Tourism Strategy and Action Plan to assess performance of current programs and consider new initiatives for implementation.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Economic Prosperity & Growth   Culture & Diversity	Tourism Strategy Music Strategy Cultural Plan – Transforming Hamilton through Culture Economic Development Action Plan	2019	2021	N/A

## 6

### Review and update the City's Public Art Master Plan to facilitate the prioritization of public art projects to be implemented from 2023 to 2030.

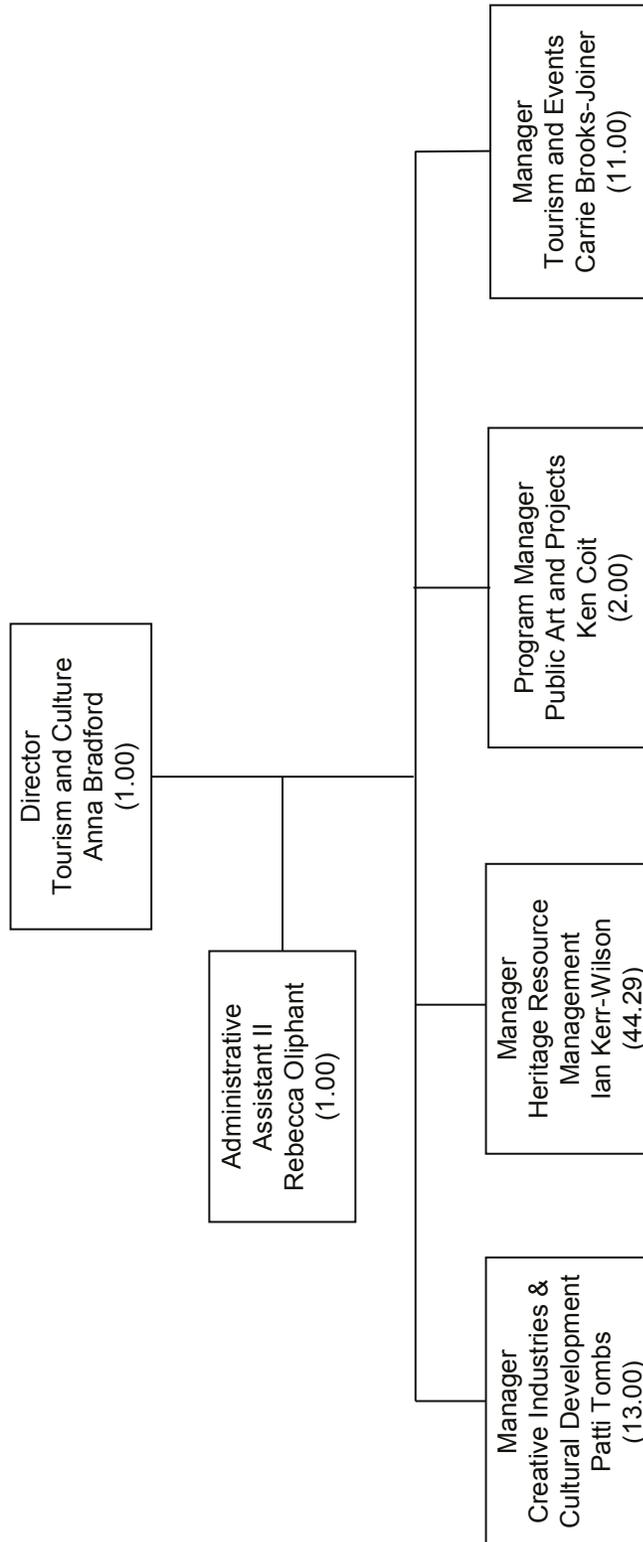
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Culture & Diversity	Public Art Master Plan Neighbourhood Action strategy Culture Plan – Transforming Hamilton through Culture Art in Public Places Policy	2021	Beyond 2021	Community and Emergency Services <ul style="list-style-type: none"> <li>• Neighbourhood and Community Initiatives</li> <li>• Recreation</li> </ul> Planning and Economic Development <ul style="list-style-type: none"> <li>• Economic Development</li> <li>• Light Rail Transit Project Office</li> </ul> Public Works <ul style="list-style-type: none"> <li>• Energy, Fleet and Facilities Management</li> <li>• Engineering Services</li> <li>• Environmental Services</li> <li>• Transit</li> <li>• Transportation</li> </ul>

## 7

### Complete five year review of the Municipal Archeology Management Plan to assess performance and update to reflect any changes to the Ontario Heritage Act and the Provincial Policy Statement.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Economic Prosperity & Growth   Built Environment & Infrastructure   Culture & Diversity   Our People & Performance	Cultural Plan – Transforming Hamilton through Culture City of Hamilton Official Plan City of Hamilton Municipal Archeology Management Plan Provincial Policy Statement – Section 2 - 2.6 Cultural Heritage and Archaeology	2021	Beyond 2021	Planning and Economic Development <ul style="list-style-type: none"> <li>• Planning</li> </ul> Public Works <ul style="list-style-type: none"> <li>• Environmental Services</li> <li>• Transportation</li> </ul>

# Division Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	6.00	66.29	72.29	11.05:1
2018	5.00	67.29	72.29	13.46:1
Change		1.00	0.00	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Directors Office T&C	683,980	683,980	640,390	695,220	695,220	11,240	1.6%
Tourism and Cultural Operations	9,292,470	8,118,410	7,889,120	9,576,040	8,247,070	128,660	1.6%
<b>Total Tourism &amp; Culture</b>	<b>9,976,450</b>	<b>8,802,390</b>	<b>8,529,510</b>	<b>10,271,260</b>	<b>8,942,290</b>	<b>139,900</b>	<b>1.6%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	6,938,850	6,887,660	7,188,670	249,820	3.6%
MATERIAL AND SUPPLY	615,120	616,930	631,580	16,460	2.7%
VEHICLE EXPENSES	3,980	7,740	2,290	(1,690)	(42.5%)
BUILDING AND GROUND	757,730	756,990	755,720	(2,010)	(0.3%)
CONSULTING	6,000	29,080	6,000	0	0.0%
CONTRACTUAL	871,320	952,950	896,020	24,700	2.8%
AGENCIES and SUPPORT PAYMENTS	183,350	181,980	183,350	0	0.0%
RESERVES / RECOVERIES	448,170	388,330	447,510	(660)	(0.1%)
COST ALLOCATIONS	79,180	104,330	79,180	0	0.0%
FINANCIAL	72,750	80,420	80,940	8,190	11.3%
<b>TOTAL EXPENDITURES</b>	<b>9,976,450</b>	<b>10,006,410</b>	<b>10,271,260</b>	<b>294,810</b>	<b>3.0%</b>
FEEES AND GENERAL	(643,210)	(798,790)	(677,710)	(34,500)	(5.4%)
GRANTS AND SUBSIDIES	(212,130)	(221,740)	(217,130)	(5,000)	(2.4%)
RESERVES	0	(10,380)	0	0	0.0%
RECOVERIES FROM CAPITAL	(318,720)	(445,990)	(434,130)	(115,410)	(36.2%)
<b>TOTAL REVENUES</b>	<b>(1,174,060)</b>	<b>(1,476,900)</b>	<b>(1,328,970)</b>	<b>(154,910)</b>	<b>(13.2%)</b>
<b>NET LEVY</b>	<b>8,802,390</b>	<b>8,529,510</b>	<b>8,942,290</b>	<b>139,900</b>	<b>1.6%</b>



Dr. Elizabeth Richardson  
*Medical Officer of Health*

# PUBLIC HEALTH SERVICES

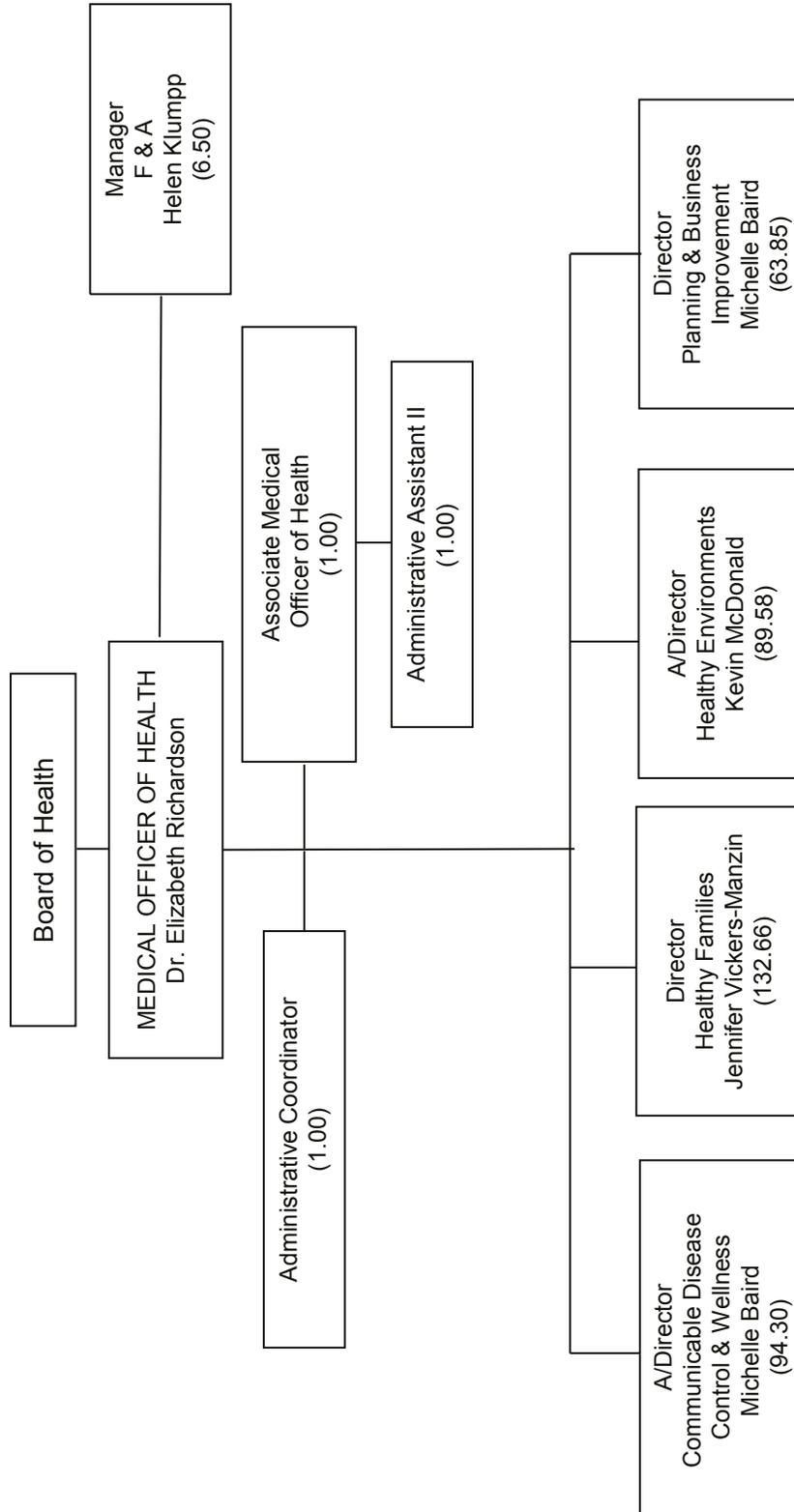
Public Health Services contributes towards the City of Hamilton's vision to be the best place to raise a child and age successfully. They ensure citizens have access to the public health services they need. From monitoring the city for communicable diseases, to developing programs and services for local families of all stages during their children's development, and working with community partners to ensure the safety of the food we eat, the water we drink and the air we breathe. Public Health Services plays an important role in the community.

The department supports all citizens to build resilience and achieve health through safe and healthy environments. Through leadership, evidence, performance measures, innovative practices and technology, Public Health Services will continue to be a catalyst in the formation of healthy public policy, provision of preventative services, and advocating for healthy environments through courage, innovation and collaboration.

## **Public Health Services contributes to the City's vision by:**

- creating an understanding of the health of the population in Hamilton through population health assessment.
- collaborating with the healthcare system and community partners to identify health needs in order to inform service planning.
- using evidence informed decision making and data in the design and delivery of services.
- working in collaboration with partners to reduce health inequities in the community.
- influencing policy to promote active lifestyles through physical activity, healthy eating and natural and built environments.
- improving services to enable all children to attain and sustain optimal health and developmental potential.
- educating and preventing infectious disease, addressing substance misuse and mental wellbeing and ensuring preparedness in the event of a public health emergency.

# Department Structure



NOTE: Effective January 1, 2018, Public Health Services will merge with Community and Emergency Services to create one department called Healthy and Safe Communities

Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	27.50	371.59	399.09	13.51:1
2018	27.50	363.39	390.89	13.21:1
<b>Change</b>	0.00	-8.20	-8.20	

## Divisions

The Public Health Service Department is comprised of the following four divisions:

- Communicable Disease Control and Wellness
- Healthy Families
- Healthy Environments
- Planning and Business Improvement

## Services

Public Health Services continues to evolve to meet the changing needs of its citizens. The department proactively reviews its services on an annual basis to ensure the provision of sensational service and that strategic objectives are achieved.

- **Chronic Disease and Injury Prevention**
  - Adult Dental Treatment
  - Alcohol Drugs and Gambling Services
  - Chronic Disease Prevention
  - Injury Prevention
  - Mental Health Promotion
  - Substance Misuse
- **Healthy Environments**
  - Food Safety
  - Healthy Environments
  - Residential Care Facility Inspection
  - Safe Water
- **Healthy Families**
  - Child and Adolescent Services
  - Healthy Growth & Development
  - School Health
- **Infectious Disease**
  - Immunization
  - Infectious and Communicable Diseases Prevention and Control
  - Vector Borne Disease Prevention and Control
- **Public Health Foundational Standards**
  - Effective Public Health Practice
  - Emergency Preparedness, Response, and Recovery
  - Health Equity
  - Organizational Standards
  - Population Health Assessment

## Priorities

Public Health Services will continue to work collaboratively with various City departments, along with community partners to deliver required programs and services in a fiscally accountable manner. The department aims to support the achievement of the City's vision and strategic objectives. Priorities for 2018 and beyond include the following:

- Implement changes to public health program and service delivery in order to become compliant with the new Ontario Public Health Standards.
- Implement the Population Health Assessment & Surveillance Strategy in order to use population health data to better understand the health of Hamiltonians and to inform decision-making on public health program and service delivery, as well as support partners, such as the Hamilton Community Health Work Group in cross-sector collaboration to improve population health outcomes.

- Develop a city-wide Drug and Opioid Strategy, in collaboration with community partners, to address substance misuse and deliver targeted harm reduction services to address opioid use in communities.
- Pilot Families First program by offering integrated support between home visiting, child care, Ontario Works, employment services and recreation in order to reduce barriers and empower lone parents to meet their basic needs, improve health and increase economic stability.
- Investigate integration opportunities with Community & Emergency Services, and implement a structure for Public Health Services to best deliver on Council's strategic plan and provincial direction (Ontario Public Health Standards, Public Health Accountability Framework and Organizational Requirements, Public Health Funding and Accountability Agreement, and Patients First Act responsibilities).
- Commitment to our people and performance through continued development of indicators and performance measures using the Results Based Accountability framework, monitoring of provincial indicators, implementation of a Continuous Quality Improvement framework and completion of quality improvement projects
- Implement recommendations from vaccine program review to improve service delivery, vaccine utilization and compliance with vaccine legislation and mandates.
- Collaborate with school board partners to provide data intelligence to develop shared goals for school board and school annual plans, prioritize public health interventions in schools and identify schools in which to offer service delivery in order to implement the new School Health Standard within the Ontario Public Health Standards.

## Emerging Issues and Trends

### Legislation

- Ongoing public health transformation is occurring across Ontario with the introduction of the new Ontario Public Health Standards, Public Health Work Stream to determine the most effective governance structures of public health units and relationship development with Local Health Integration Networks, and the Expert Panel on Public Health centred on regionalization of public health units.
- Amendments to the Immunization of School Pupils Act and implementation of the province's Immunization 2020: Modernizing Ontario's Publicly Funded Immunization Program are both expected to improve access to immunization, connect system partners, inform the public, protect health through continuous quality improvement, and reduce inequities.
- Pending recreational marijuana legalization and corresponding smoke free prohibition and enforcement role of municipalities still remains unknown at this time.

### Collaboration

- Restructuring and merger between Public Health Services and Community & Emergency Services departments within the City of Hamilton.
- A key aspect in a healthier living environment for citizens is to shape the built environment. A stronger collaboration between Public Health Services, Public Works and Planning & Economic Development on many land use planning initiatives is aimed at promoting healthier living and a reduction of obesogenic environments through active transportation options, more parks, trails and open spaces.

## Evidence Informed Decision Making

- Increased expectation to use population health assessment and data to inform program planning and decision-making both within Public Health Services and the broader health system.
- Focus on performance measurement and continuous quality improvement at the provincial and municipal levels.

## Public Health Needs

- Ongoing opioid crisis in Hamilton, Ontario and across Canada is creating interest in carrying out feasibility studies of potential Supervised Injection Sites within the City of Hamilton, along with increased uptake in harm reduction supplies.
- Rising mental health issues among adults have an impact on parenting capacity as a child's development is greatly influenced by their relationship with their parents. Home visiting program clients are increasing in complexity of issues (e.g. addictions and intimate partner violence). About 30% of young children have some type of developmental vulnerability.
- Currently, there are 26,400 eligible children enrolled in the Healthy Smiles Ontario, however, over 8,000 eligible children are still not enrolled. Approximately 40% of families in Hamilton do not have dental insurance coverage and therefore are less likely to visit the dentist. Children from low income families are 2.5 times more likely to have dental decay than their high income counterparts.

## 2018 Preliminary Tax Supported Operating Budget By Division

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Prel. Net vs. '17 Rest. Net (\$)	'18 Prel. Net vs. '17 Rest. Net (%)
Medical Officer of Health	6,123,040	5,972,390	5,784,100	6,069,580	5,930,630	(41,760)	(0.7%)
Communicable Disease Control & Wellness	11,407,750	7,766,090	7,655,470	11,081,290	7,793,290	27,200	0.4%
Healthy Environments	11,877,330	8,355,820	8,071,660	11,372,450	8,377,200	21,380	0.3%
Healthy Families	15,704,370	7,932,360	7,765,840	15,753,000	8,025,170	92,810	1.2%
Planning & Business Improvement	6,337,460	4,924,280	4,835,490	6,415,590	5,002,390	78,110	1.6%
Mandatory Public Health Subsidy	0	(22,650,700)	(22,650,700)	0	(22,650,700)	0	0.0%
<b>Total Public Health Services</b>	<b>51,449,950</b>	<b>12,300,240</b>	<b>11,461,860</b>	<b>50,691,910</b>	<b>12,477,980</b>	<b>177,740</b>	<b>1.4%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	41,019,210	40,402,290	40,516,630	(502,580)	(1.2%)
MATERIAL AND SUPPLY	2,256,160	2,223,570	1,919,420	(336,740)	(14.9%)
VEHICLE EXPENSES	25,940	26,840	24,530	(1,410)	(5.4%)
BUILDING AND GROUND	1,888,890	1,965,180	2,002,730	113,840	6.0%
CONSULTING	0	96,300	0	0	0.0%
CONTRACTUAL	1,865,230	1,917,340	1,853,230	(12,000)	(0.6%)
AGENCIES and SUPPORT PAYMENTS	81,000	81,000	81,000	0	0.0%
RESERVES / RECOVERIES	298,380	309,480	305,790	7,410	2.5%
COST ALLOCATIONS	3,030,590	2,636,130	2,995,670	(34,920)	(1.2%)
FINANCIAL	450,770	477,080	459,130	8,360	1.9%
CAPITAL FINANCING	533,780	533,780	533,780	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>51,449,950</b>	<b>50,668,980</b>	<b>50,691,910</b>	<b>(758,040)</b>	<b>(1.5%)</b>
FEES AND GENERAL	(1,339,450)	(1,371,230)	(1,273,500)	65,950	4.9%
GRANTS AND SUBSIDIES	(37,720,260)	(37,176,540)	(36,878,840)	841,420	2.2%
RESERVES	0	(580,870)	0	0	0.0%
RECOVERIES FROM CAPITAL	(90,000)	(78,480)	(61,590)	28,410	31.6%
<b>TOTAL REVENUES</b>	<b>(39,149,710)</b>	<b>(39,207,110)</b>	<b>(38,213,930)</b>	<b>935,780</b>	<b>2.4%</b>
<b>NET LEVY</b>	<b>12,300,240</b>	<b>11,461,870</b>	<b>12,477,980</b>	<b>177,740</b>	<b>1.4%</b>

## 2018 Preliminary Tax Supported Operating Budget By Section - Medical Officer of Health

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
PHS Departmental	6,123,040	5,972,390	5,784,100	6,069,580	5,930,630	(41,760)	(0.7%)
<b>Total Medical Officer of Health</b>	<b>6,123,040</b>	<b>5,972,390</b>	<b>5,784,100</b>	<b>6,069,580</b>	<b>5,930,630</b>	<b>(41,760)</b>	<b>(0.7%)</b>

## By Cost Category - Medical Officer of Health

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	1,567,320	2,245,520	1,521,530	(45,790)	(2.9%)
MATERIAL AND SUPPLY	7,200	12,390	7,200	0	0.0%
BUILDING AND GROUND	1,523,080	1,508,190	1,613,990	90,910	6.0%
CONSULTING	0	96,300	0	0	0.0%
CONTRACTUAL	1,520	3,860	1,520	0	0.0%
RESERVES / RECOVERIES	84,230	66,220	83,680	(550)	(0.7%)
COST ALLOCATIONS	2,381,940	2,060,810	2,283,610	(98,330)	(4.1%)
FINANCIAL	23,970	24,610	24,270	300	1.3%
CAPITAL FINANCING	533,780	533,780	533,780	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>6,123,040</b>	<b>6,551,670</b>	<b>6,069,580</b>	<b>(53,460)</b>	<b>(0.9%)</b>
FEES AND GENERAL	(42,510)	(91,350)	(42,510)	0	0.0%
GRANTS AND SUBSIDIES	(108,140)	(95,350)	(96,440)	11,700	10.8%
RESERVES	0	(580,870)	0	0	0.0%
<b>TOTAL REVENUES</b>	<b>(150,650)</b>	<b>(767,570)</b>	<b>(138,950)</b>	<b>11,700</b>	<b>7.8%</b>
<b>NET LEVY</b>	<b>5,972,390</b>	<b>5,784,100</b>	<b>5,930,630</b>	<b>(41,760)</b>	<b>(0.7%)</b>





# COMMUNICABLE DISEASE CONTROL AND WELLNESS

Communicable Disease Control and Wellness offers prevention, case management and harm reduction programs to prevent or reduce the spread, morbidity and mortality by infectious diseases, address substance misuse and mental wellbeing and to ensure preparedness in the event of a public health emergency.

## Emerging Issues and Trends

- Amendments to the Immunization of School Pupils Act and implementation of the province's Immunization 2020: Modernizing Ontario's Publicly Funded Immunization Program are both expected to improve access to immunization, connect system partners, inform the public, protect health through continuous quality improvement, and reduce inequities.
- Greater accountability for public health units regarding vaccine inventory management processes have been mandated by the Ministry of Health and Long-Term Care, including enhanced control of vaccines in the community, reporting on vaccine inventory resources, purpose built fridges and public disclosure of cold chain inspections.
- Expansion of Infection Prevention and Control (IPAC) in community settings, including Regulated Health Professional Practices may contribute to an increased awareness of IPAC Lapse Protocols. This perceived increase in awareness may translate to a growing number of complaints or referrals for lapse investigations by public health units.
- Need to continue to build resiliency in youth and adults related to mental wellbeing.
- The ongoing opioid crisis in Hamilton, Ontario and across Canada is creating interest in carrying out feasibility studies of potential Supervised Injection Sites within the City of Hamilton, along with increased uptake in harm reduction supplies.
- Uncertainty around forthcoming Resilient Health System Policy on emergency responses within the health sector.

## 2018 Initiatives

### 1

**Implement recommendations from the vaccine program review to improve service delivery, vaccine utilization and compliance with vaccine legislation and mandates.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	2018	Public Health Services • Planning and Business Improvement

### 2

**Facilitate immunization education sessions for parents who request a non-medical vaccine exemption to fulfill new education amendment to the Immunization of School Pupils Act.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	2018	N/A

### 3

**Implement priorities of Immunization 2020: Modernizing Ontario's Publicly Funded Immunization Program.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	2021	Public Health Services • Healthy Families • Planning and Business Improvement

### 4

**In collaboration with community partners, develop a city-wide Drug and Opioid Strategy to address substance misuse and deliver targeted harm reduction services.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	Beyond 2021	Community and Emergency Services • Housing Services • Paramedic Services  Public Health Services • Healthy Families • Planning and Business Improvement

**5****Implement recommendations as a result of the Supervised Injection Site Feasibility Study as approved by the Board of Health.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	2018	Public Health Services • Planning and Business Improvement

**6****Develop a comprehensive Mental Health Strategy that addresses mental health across a person's lifespan.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	Beyond 2021	Public Health Services • Healthy Families

**7****Implement recommendations from the review of sexual health clinics offered by Public Health Services in the community.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	2018	Public Health Services • Planning and Business Improvement

## 2019 - 2021 Initiatives

1

**Implement priorities within Immunization 2020: Modernizing Ontario's Publicly Funded Immunization Program.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2019	2021	Public Health Services • Healthy Families • Planning and Business Improvement

2

**Implement and evaluate actions within the city-wide Drug and Opioid Strategy to address substance misuse in collaboration with community partners.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2019	Beyond 2021	Community and Emergency Services • Housing Services • Paramedic Services  Public Health Services • Healthy Families • Planning and Business Improvement

3

**Implement and evaluate actions within the comprehensive Mental Health Strategy that addresses mental health across a person's lifespan.**

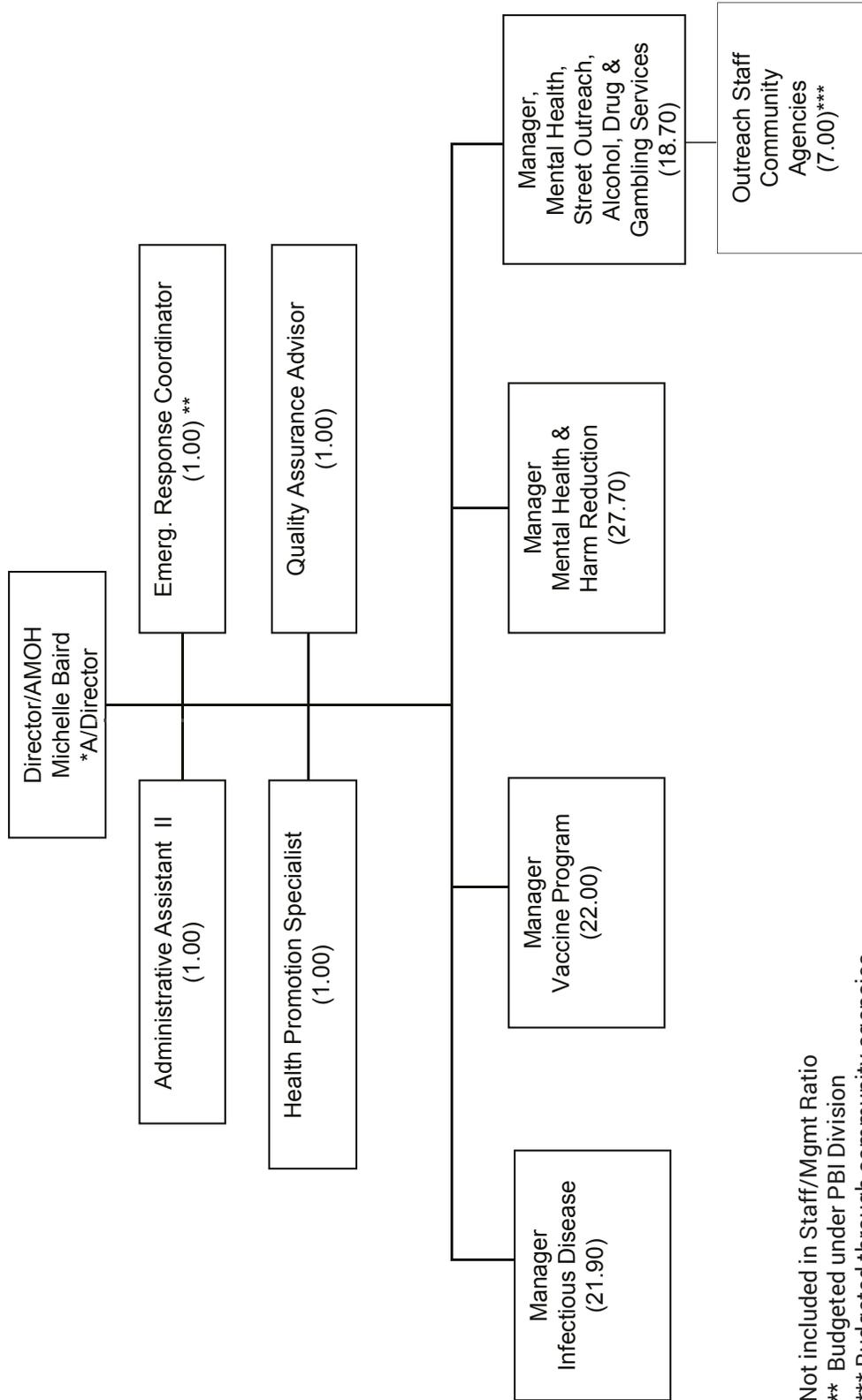
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2019	Beyond 2021	Public Health Services • Healthy Families

4

**Assess immunization records for students across nine birth cohorts to achieve full compliance with the Immunization of School Pupils Act.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2019	2020	Public Health Services • Healthy Families • Planning and Business Improvement

# Division Structure



Not included in Staff/Mgmt Ratio

\*\* Budgeted under PBI Division

\*\*\* Budgeted through community agencies

Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	4.00	93.30	97.30	23.33:1
2018	4.00	90.30	94.30	22.58:1
<b>Change</b>	0.00	-3.00	-3.00	

## COMMUNICABLE DISEASE CONTROL AND WELLNESS

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Administration - Communicable Disease Control & Wellness	712,170	655,530	532,840	754,640	703,260	47,730	7.3%
Mental Health & Addictions	2,207,830	0	0	2,207,830	0	0	0.0%
Mental Health & Harm Reduction	3,549,240	2,822,600	2,556,870	3,575,780	2,849,140	26,540	0.9%
Mental Health Street Outreach	15,000	15,000	17,180	15,000	15,000	0	0.0%
Infectious Disease Control	2,461,660	2,280,360	2,234,350	2,463,920	2,275,850	(4,510)	(0.2%)
Vaccine Preventable Disease Program	2,461,850	1,992,600	2,314,230	2,064,120	1,950,040	(42,560)	(2.1%)
<b>Total Communicable Disease Control &amp; Wellness</b>	<b>11,407,750</b>	<b>7,766,090</b>	<b>7,655,470</b>	<b>11,081,290</b>	<b>7,793,290</b>	<b>27,200</b>	<b>0.4%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	9,836,060	9,388,910	9,645,550	(190,510)	(1.9%)
MATERIAL AND SUPPLY	721,900	705,080	597,510	(124,390)	(17.2%)
VEHICLE EXPENSES	6,690	6,690	6,830	140	2.1%
BUILDING AND GROUND	136,770	139,190	135,420	(1,350)	(1.0%)
CONTRACTUAL	569,960	559,980	561,740	(8,220)	(1.4%)
RESERVES / RECOVERIES	(67,770)	(54,670)	(71,210)	(3,440)	(5.1%)
COST ALLOCATIONS	72,640	72,620	74,350	1,710	2.4%
FINANCIAL	131,500	126,640	131,100	(400)	(0.3%)
<b>TOTAL EXPENDITURES</b>	<b>11,407,750</b>	<b>10,944,440</b>	<b>11,081,290</b>	<b>(326,460)</b>	<b>(2.9%)</b>
FEES AND GENERAL	(394,050)	(397,000)	(401,320)	(7,270)	(1.8%)
GRANTS AND SUBSIDIES	(3,247,610)	(2,891,970)	(2,886,680)	360,930	11.1%
<b>TOTAL REVENUES</b>	<b>(3,641,660)</b>	<b>(3,288,970)</b>	<b>(3,288,000)</b>	<b>353,660</b>	<b>9.7%</b>
<b>NET LEVY</b>	<b>7,766,090</b>	<b>7,655,470</b>	<b>7,793,290</b>	<b>27,200</b>	<b>0.4%</b>



# HEALTHY ENVIRONMENTS

Healthy Environments provides public health inspection, enforcement and promotion programs designed to prevent or reduce the impact of foodborne illness, waterborne illness related to drinking water and recreational water use, as well as illness from health hazards in the environment. Healthy Environments also aims to reduce the impact of chronic disease and prevent injuries through the development of healthy public policy, community-based strategies and evidence-based interventions.

## Emerging Issues and Trends

- The raccoon rabies outbreak in Hamilton and Ontario is expected to continue for another three or more years. The “One Health” approach is a growing trend globally for public health to work more closely with the medical community and veterinary/animal health.
- Hamilton is likely to become an identified risk area for Lyme disease over the next year, as it is expected that more human cases will occur. Other tick-borne diseases may occur in Ontario over time, including Powassan and Rocky Mountain Spotted fever. Additionally, emerging mosquito-borne diseases other than West Nile virus may be experienced.
- The Safe Water program will continue to respond to changing legislation and regulations, including the Public Pool and Public Spa Regulations, Lead in Schools and Childcare Centres Regulations, and the Watermain Disinfection Procedure.
- Pending recreational marijuana legalization and a potential corresponding smoke-free prohibition the enforcement role of municipalities remains unknown at this time.
- Increasing variation in food service models being offered in the community, including the “sharing economy” (i.e. food sales/service from private homes) and “business- outofabox” (i.e. temporary/transient seasonal food premises).
- A key aspect towards a healthier living environment for all citizens is to shape the built environment. A stronger collaboration between Public Health Services, Public Works and Planning & Economic Development on land use planning initiatives is aimed at promoting healthier living and a reduction of obesogenic environments through active transportation options, more parks, trails and open spaces.
- Coordinated efforts in governance are needed to address climate change and air pollution through health outcome modelling, risk communication and enforcement of by-laws and regulations to reduce air pollutants. The division is experiencing a need to increase public health capacity in response to rising demands posed by climate change.

## 2018 Initiatives

### 1

**Publicly disclose results of all public health inspections to ensure compliance with the new Standards for Public Health Programs and Services.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	2018	Public Health Services • Communicable Disease Control and Wellness

### 2

**Plan, resource and operationalize public health's role in smokefree prohibition and enforcement of cannabis as per legalization legislation.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	2018	N/A

### 3

**Implement final theme of the Healthy Kids Community Challenge focused on reducing screen time and sedentary behaviour in children.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	Neighbourhood Action Strategy	2018	2018	Public Health Services • Healthy Families

## 4

### Implement priority actions from the Hamilton Food Strategy to ensure availability of healthy, sustainable, and just food for all.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Hamilton Food Strategy	2018	Beyond 2021	Community and Emergency Services <ul style="list-style-type: none"> <li>• Housing Services</li> <li>• Recreation</li> </ul> Planning and Economic Development <ul style="list-style-type: none"> <li>• Tourism and Culture</li> </ul> Public Health Services <ul style="list-style-type: none"> <li>• Healthy Families</li> </ul> Public Works <ul style="list-style-type: none"> <li>• Operations</li> </ul>
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Clean & Green				
 Built Environment & Infrastructure				

## 5

### Implement a Smoking Cessation Care Pathway, in collaboration with community partners to coordinate cessation services in Hamilton.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	Smoke-Free Ontario Strategy	2018	2020	N/A

## HEALTHY ENVIRONMENTS

6

### Develop the City of Hamilton's Climate Adaptation Plan in collaboration with the Bay Area Climate Change Partnership and the Building Adaptive and Resilient Cities Initiative.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Hamilton Community Climate Change Action Plan	2018	Beyond 2021	Community and Emergency Services • Neighbourhood and Community Initiatives  Planning and Economic Development • Building  Public Works • Energy, Fleet and Facilities Management
 Healthy & Safe Communities				
 Clean & Green				
 Built Environment & Infrastructure				

7

### Develop best practices for estimating health outcomes based on the local Airshed Model data with Public Health Ontario and other public health units in the Greater Toronto-Hamilton Area.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	Neighbourhood Action Strategy	2018	2020	N/A
 Clean & Green				

8

**Develop a strategy with community partners to apply the Healthy Development Assessment design standards to planning or development proposals in Hamilton.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	N/A	2018	Beyond 2021	Planning and Economic Development <ul style="list-style-type: none"> <li>• Building</li> <li>• Planning</li> </ul> Public Works <ul style="list-style-type: none"> <li>• Engineering Services</li> <li>• Environmental Services</li> <li>• Operations</li> <li>• Transportation</li> </ul>
 Healthy & Safe Communities				
 Built Environment & Infrastructure				

## 2019 - 2021 Initiatives

1

**Provide physical literacy training to stakeholders in Hamilton through the Moving Hamilton Initiative in order to increase physical literacy capacity in the community.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	N/A	2019	2020	Community and Emergency Services <ul style="list-style-type: none"> <li>• Recreation</li> </ul>
 Healthy & Safe Communities				

2

**Monitor and measure success of priority actions from the Hamilton Food Strategy and develop implementation plans for remaining mid to long term actions within the strategy.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Hamilton Food Strategy	2019	Beyond 2021	Community and Emergency Services • Housing Services • Recreation  Planning and Economic Development • Tourism and Culture  Public Health Services • Healthy Families  Public Works • Environmental Services
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Clean & Green				
 Built Environment & Infrastructure				

3

**Support and sustain the established Smoking Cessation Care Pathway, in collaboration with community partners to continue providing cessation services in Hamilton.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2019	2020	N/A

## 4

### Implement climate change mitigation projects identified in the City of Hamilton's Climate Adaptation Plan, in collaboration with the Bay Area Climate Change Partnership and the Building Adaptive and Resilient Cities Initiative.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Hamilton Community Climate Change Action Plan	2019	Beyond 2021	Community and Emergency Services <ul style="list-style-type: none"> <li>• Neighbourhood and Community Initiatives</li> </ul> Planning and Economic Development <ul style="list-style-type: none"> <li>• Building</li> </ul> Public Works <ul style="list-style-type: none"> <li>• Energy, Fleet and Facilities Management</li> </ul>
 Healthy & Safe Communities				
 Clean & Green				
 Built Environment & Infrastructure				

## 5

### Implement health outcome modelling best practices and local data from Hamilton Airshed Model to estimate local population health outcomes related to air pollution.

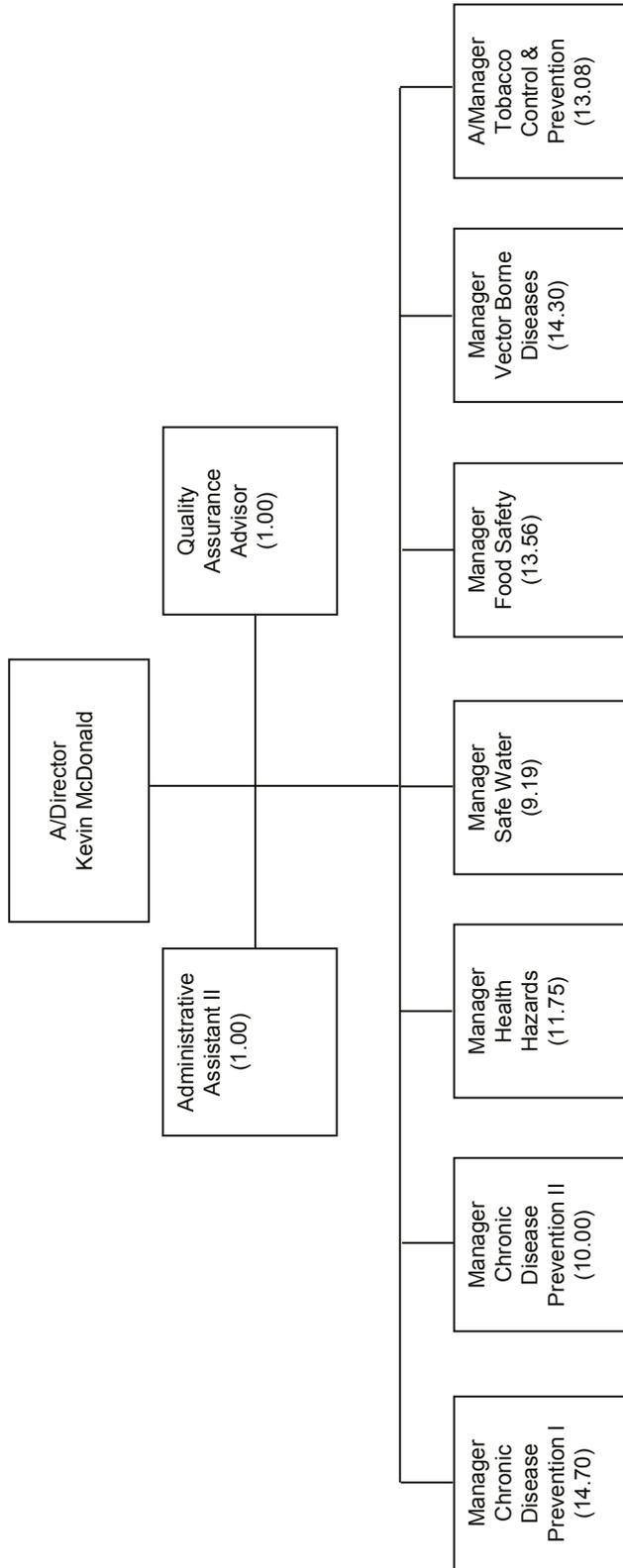
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	Neighbourhood Action Strategy	2019	2020	N/A
 Clean & Green				

## 6

### Support implementation of the Healthy Development Assessment for planning or development proposals in Hamilton in collaboration with community partners.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Economic Prosperity &amp; Growth</p>  <p>Healthy &amp; Safe Communities</p>  <p>Built Environment &amp; Infrastructure</p>	N/A	2019	Beyond 2021	Planning and Economic Development <ul style="list-style-type: none"> <li>• Building</li> <li>• Planning</li> </ul> Public Works <ul style="list-style-type: none"> <li>• Engineering Services</li> <li>• Environmental Services</li> <li>• Operations</li> <li>• Transportation</li> </ul>

# Division Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	8.00	85.48	93.48	10.69:1
2018	8.00	81.58	89.58	10.20:1
<b>Change</b>	0.00	-3.90	-3.90	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Prel. vs. '17 Rest. (\$)	'18 Prel. vs. '17 Rest. (%)
Administration - Healthy Environments	513,000	513,000	639,200	513,280	513,280	280	0.1%
Chronic Disease Prevention	3,091,460	2,810,260	2,675,080	3,076,040	2,794,840	(15,420)	(0.5%)
Environmental Health	6,463,820	4,534,080	4,303,140	6,024,650	4,580,140	46,060	1.0%
Tobacco Programs	1,809,050	498,480	454,240	1,758,490	488,940	(9,540)	(1.9%)
<b>Total Healthy Environments</b>	<b>11,877,330</b>	<b>8,355,820</b>	<b>8,071,660</b>	<b>11,372,460</b>	<b>8,377,200</b>	<b>21,380</b>	<b>0.3%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Prel. vs. '17 Rest. (\$)	'18 Prel. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	9,980,290	9,543,420	9,611,070	(369,220)	(3.7%)
MATERIAL AND SUPPLY	843,360	787,110	673,590	(169,770)	(20.1%)
BUILDING AND GROUND	34,420	37,850	33,460	(960)	(2.8%)
CONTRACTUAL	534,740	576,530	530,850	(3,890)	(0.7%)
AGENCIES and SUPPORT PAYMENTS	81,000	81,000	81,000	0	0.0%
RESERVES / RECOVERIES	141,270	145,120	143,920	2,650	1.9%
COST ALLOCATIONS	108,780	87,560	136,360	27,580	25.4%
FINANCIAL	153,470	162,820	162,200	8,730	5.7%
<b>TOTAL EXPENDITURES</b>	<b>11,877,330</b>	<b>11,421,410</b>	<b>11,372,450</b>	<b>(504,880)</b>	<b>(4.3%)</b>
FEES AND GENERAL	(510,500)	(525,560)	(540,270)	(29,770)	(5.8%)
GRANTS AND SUBSIDIES	(2,921,010)	(2,745,710)	(2,393,390)	527,620	18.1%
RECOVERIES FROM CAPITAL	(90,000)	(78,480)	(61,590)	28,410	31.6%
<b>TOTAL REVENUES</b>	<b>(3,521,510)</b>	<b>(3,349,750)</b>	<b>(2,995,250)</b>	<b>526,260</b>	<b>14.9%</b>
<b>NET LEVY</b>	<b>8,355,820</b>	<b>8,071,660</b>	<b>8,377,200</b>	<b>21,380</b>	<b>0.3%</b>



# HEALTHY FAMILIES

Healthy Families' programs are designed to enable all children to attain and sustain optimal health and developmental potential, and to support individuals and families in achieving optimal preconception health, experiencing a healthy pregnancy, having the healthiest newborn(s) possible, preparing for parenthood, and achieving optimal health of children and youth in schools.

## Emerging Issues and Trends

- Currently, there are 26,400 eligible children enrolled in the Healthy Smiles Ontario (HSO), however, over 8,000 eligible children are still not enrolled. Approximately 40% of families in Hamilton do not have dental insurance coverage and therefore are less likely to visit the dentist. Children from low income families are 2.5 times more likely to have dental decay than their high income counterparts.
- Neighbourhoods with low social determinants of health continue to be a priority population, with 24% of children under six-years-old living in low income neighbourhoods in Hamilton.
- Starting in the 2018-2019 school year, the Ministry of Health and Long-Term Care will introduce a new vision screening requirement for public health units to provide vision screening for school age children. Presently, only 14% of Ontario children under six-years-old get an eye exam by an optometrist. There are 5,506 potential Senior or Junior Kindergarten students who will require this screening.
- The City of Hamilton has seen a steady decline in exclusive breastfeeding rates from expressing intention to breastfeed right up to breastfeeding for six months postpartum.
- About 30% of young children in Hamilton have some type of developmental vulnerability. A child's development and long term health is greatly influenced by their relationship with their parents/caregiver. The first three years of life have a unique and formative impact on development, relationships and functioning throughout life. Many adverse outcomes can be prevented when parents and other caregivers are provided with support that enables them to be optimally responsive to their infants and young children.
- Preconception health (PCH) needs to be an area of focused intervention for healthy growth and development, as well as chronic disease prevention. Focusing on PCH prevents preterm births, improves birth weights, prevents congenital anomalies, reduces infant/maternal mortality and improves generational long term health outcomes. PCH interventions are fragmented, with guidance and supports to integrate PCH care into practice often lacking, which leads to inconsistent and incomplete practices.

## 2018 Initiatives

1

**Piloting the Families First program by offering integrated support between home visiting, child care, Ontario Works, employment services and recreation to reduce barriers and empower lone parents.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	Safe Transitions Plan	2018	Beyond 2021	Community and Emergency Services <ul style="list-style-type: none"> <li>• Children's and Home Management Services</li> <li>• Ontario Works</li> <li>• Recreation</li> </ul>

2

**Increase awareness and enrollment in the Healthy Smiles Ontario program with service providers interacting with families.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	Neighbourhood Action Strategy	2018	Beyond 2021	Community and Emergency Services <ul style="list-style-type: none"> <li>• Ontario Works</li> </ul>

3

**Pilot a model to enhance access in schools to preventative dental services for eligible children.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	Neighbourhood Action Strategy	2018	Beyond 2021	Community and Emergency Services <ul style="list-style-type: none"> <li>• Ontario Works</li> </ul>

4

**Collaborate with school boards by employing data intelligence to identify and prioritize schools that are eligible for services under the new School Health Standard implement plan.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	Neighbourhood Action Strategy Early Years Plan Corporate Youth Engagement Strategy	2018	Beyond 2021	Community and Emergency Services <ul style="list-style-type: none"> <li>• Children's and Home Management Services</li> </ul> Public Health Services <ul style="list-style-type: none"> <li>• Communicable Disease Control and Wellness</li> <li>• Healthy Environments</li> </ul>

5

**Pilot a model for providing visual health supports and vision screening services in schools.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	Beyond 2021	N/A

6

**Collaborate with hospitals, primary care and midwifery partners to create a sustainable safe transitions strategy from hospital to home following birth. This will be accomplished by increasing the provider's knowledge and enhanced coordination of range of health and community resources available.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	Beyond 2021	N/A

7

**Collaborate with service providers across sectors to better understand and enhance awareness of healthy growth and development services, with a focus on mental well-being, for children from infancy to the early years.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	Mental Health Transformation Mental Health Strategy Early Years Community Plan Safe Transitions Plan	2018	Beyond 2021	N/A

## 2019 - 2021 Initiatives

1

**Measure impact of Families First pilot program aimed at offering integrated support between home visiting, child care, Ontario Works, employment services and recreation to reduce barriers and empower lone parents.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2019	Beyond 2021	Community and Emergency Services <ul style="list-style-type: none"> <li>• Children's and Home Management Services</li> <li>• Ontario Works</li> <li>• Recreation</li> </ul>

2

**Collaborate with the Ontario Dental Association and primary care to increase intake by improving the referral process of Healthy Smiles Ontario clients by dentists.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	Neighbourhood Action Strategy	2019	Beyond 2021	Community and Emergency Services <ul style="list-style-type: none"> <li>• Ontario Works</li> </ul>

3

**Collaborate with school board partners to provide data intelligence for continued planning and evaluation of shared goals for school board and implementation of school annual plans, and public health interventions in schools.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	Neighbourhood Action Strategy Early Years Plan Corporate Youth Engagement Strategy	2019	Beyond 2021	Community and Emergency Services <ul style="list-style-type: none"> <li>• Children's and Home Management Services</li> </ul> Public Health Services <ul style="list-style-type: none"> <li>• Healthy Environments</li> <li>• Communicable Disease Control and Wellness</li> </ul>

4

**Complete and evaluate pilot model for providing visual health support and vision screening services in schools to inform Child Visual Health and Screening Program.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2019	Beyond 2021	N/A

5

**Collaborate with hospitals, primary care and midwifery partners to create a sustainable safe transitions strategy from hospital to home following birth through coordination and integration of prenatal and postpartum services.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2019	Beyond 2021	N/A

6

**Support alignment of healthy growth and development services, with a focus on mental well-being to continue to improve supports for children from infancy to the early years.**

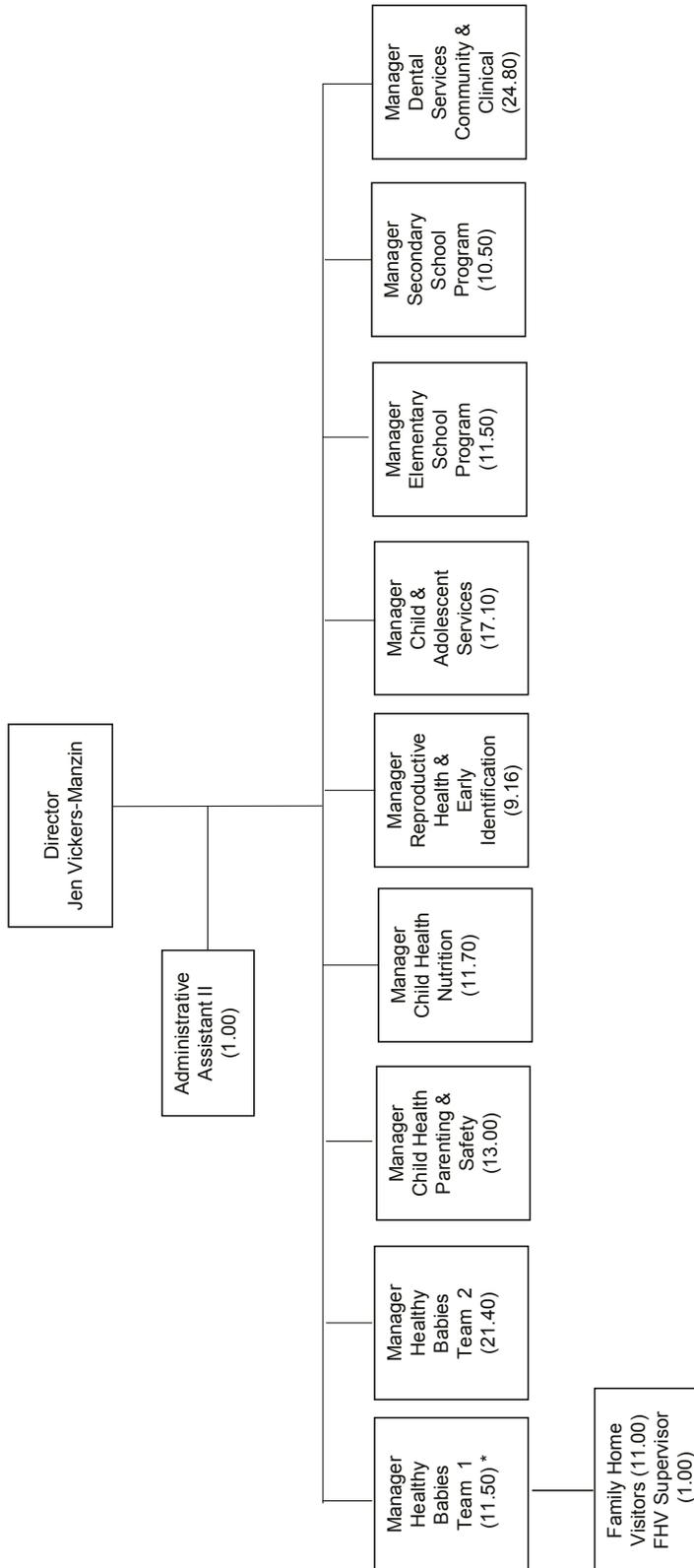
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	Mental Health Transformation Mental Health Strategy	2019	Beyond 2021	N/A

7

**Build awareness of preconception health as an important determinant of health, working with primary care and healthcare system partners to increase screening and education during preconception years.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2019	Beyond 2021	Public Health Services • Healthy Environments

# Division Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	10.00	123.96	133.96	12.40:1*
2018	10.00	122.66	132.66	12.27:1*
Change	0.00	-1.30	-1.30	

\* Does not include Family Home Visitors

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Administration - Healthy Families	269,450	269,450	265,830	280,510	280,510	11,060	4.1%
Child & Adolescent Services	2,242,920	0	0	2,242,920	0	0	0.0%
Child & Reproductive Health	6,462,690	6,166,510	6,037,000	6,465,220	6,186,550	20,040	0.3%
Child Health - HBHC	4,091,270	359,850	337,250	4,018,380	372,440	12,590	3.5%
Dental Services	2,638,040	1,136,550	1,125,760	2,745,970	1,185,670	49,120	4.3%
<b>Total Healthy Families</b>	<b>15,704,370</b>	<b>7,932,360</b>	<b>7,765,840</b>	<b>15,753,000</b>	<b>8,025,170</b>	<b>92,810</b>	<b>1.2%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	13,562,340	13,286,400	13,594,990	32,650	0.2%
MATERIAL AND SUPPLY	581,580	593,100	542,970	(38,610)	(6.6%)
VEHICLE EXPENSES	14,880	15,430	14,350	(530)	(3.6%)
BUILDING AND GROUND	182,720	266,470	207,380	24,660	13.5%
CONTRACTUAL	750,200	749,770	745,680	(4,520)	(0.6%)
RESERVES / RECOVERIES	83,830	88,840	84,440	610	0.7%
COST ALLOCATIONS	402,550	359,320	437,590	35,040	8.7%
FINANCIAL	126,270	143,460	125,600	(670)	(0.5%)
<b>TOTAL EXPENDITURES</b>	<b>15,704,370</b>	<b>15,502,790</b>	<b>15,753,000</b>	<b>48,630</b>	<b>0.3%</b>
FEES AND GENERAL	(392,390)	(357,310)	(289,400)	102,990	26.2%
GRANTS AND SUBSIDIES	(7,379,620)	(7,379,630)	(7,438,430)	(58,810)	(0.8%)
<b>TOTAL REVENUES</b>	<b>(7,772,010)</b>	<b>(7,736,940)</b>	<b>(7,727,830)</b>	<b>44,180</b>	<b>0.6%</b>
<b>NET LEVY</b>	<b>7,932,360</b>	<b>7,765,840</b>	<b>8,025,170</b>	<b>92,810</b>	<b>1.2%</b>



# PLANNING AND BUSINESS IMPROVEMENT

Planning and Business Improvement provides strategy, data and business support to Public Health Services to ensure programs and services in Hamilton are informed by evidence and are responsive to local needs and emerging issues in the community.

## Emerging Issues and Trends

- Ongoing public health transformation is occurring across Ontario. The introduction of new Standards for Public Health Programs and Services and Public Health Work Streams to determine the most effective governance structures of public health units and relationship development with the Local Health Integration Network (LHIN), and expert panel on public health and regionalization of public health units.
- Restructuring and integration of Public Health Services and Community & Emergency Services departments within the City of Hamilton to create one department called the Healthy and Safe Communities Department.
- Ongoing provincial and municipal budget pressures to effectively fund public health program and services
- Increased expectation to use population health assessment data to inform program planning and decision-making both within Public Health Services and the broader healthcare system.
- Focus on performance measurement and continuous quality improvement at the provincial and municipal levels.

## 2018 Initiatives

1

**Initiate development of an Indigenous Health Strategy focused on engaging in relationships with Indigenous communities to address health inequities.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	Urban Indigenous Strategy	2018	Beyond 2021	Community and Emergency Services • Neighbourhood and Community Initiatives

2

**Implement changes to public health program and service delivery in order to become compliant with the new Standards for Public Health Programs and Services.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	2018	All

3

**Develop additional indicators and performance measures using the Results Based Accountability framework, monitoring provincial indicators, implement a Continuous Quality Improvement framework and complete quality improvement projects.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	Our People and Performance Plan	2018	2021	City Manager's Office • Communications and Corporate Initiatives  Public Health Services • Communicable Disease Control and Wellness • Healthy Environments • Healthy Families

4

**Develop and implement action plans based on the results of the Our People Survey with the support of the Public Health Services Culture Action Workgroup.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	Our People and Performance Plan	2018	Beyond 2021	City Manager's Office <ul style="list-style-type: none"> <li>• Human Resources</li> </ul> Public Health Services <ul style="list-style-type: none"> <li>• Communicable Disease Control and Wellness</li> <li>• Healthy Environments</li> <li>• Healthy Families</li> </ul>

5

**Implement the Population Health Assessment & Surveillance Strategy to access population health data to better understand the health of Hamiltonians and to inform decision-making on public health program and service delivery.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	2018	Public Health Services <ul style="list-style-type: none"> <li>• Communicable Disease Control and Wellness</li> <li>• Healthy Environments</li> <li>• Healthy Families</li> </ul>

## 2019 - 2021 Initiatives

1

**Complete development of an Indigenous Health Strategy and implement associated action plans to address health inequities.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	Urban Indigenous Strategy	2019	Beyond 2021	Community and Emergency Services • Neighbourhood and Community Initiatives

2

**Monitor indicators and performance measures, as well as complete quality improvement projects.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	Our People and Performance Plan	2019	2021	City Manager's Office • Communications and Corporate Initiatives  Public Health Services • Communicable Disease Control and Wellness • Healthy Environments • Healthy Families

3

**Monitor and review action plans implemented based on the results of the Our People Survey with the support of the Public Health Services Culture Action Workgroup.**

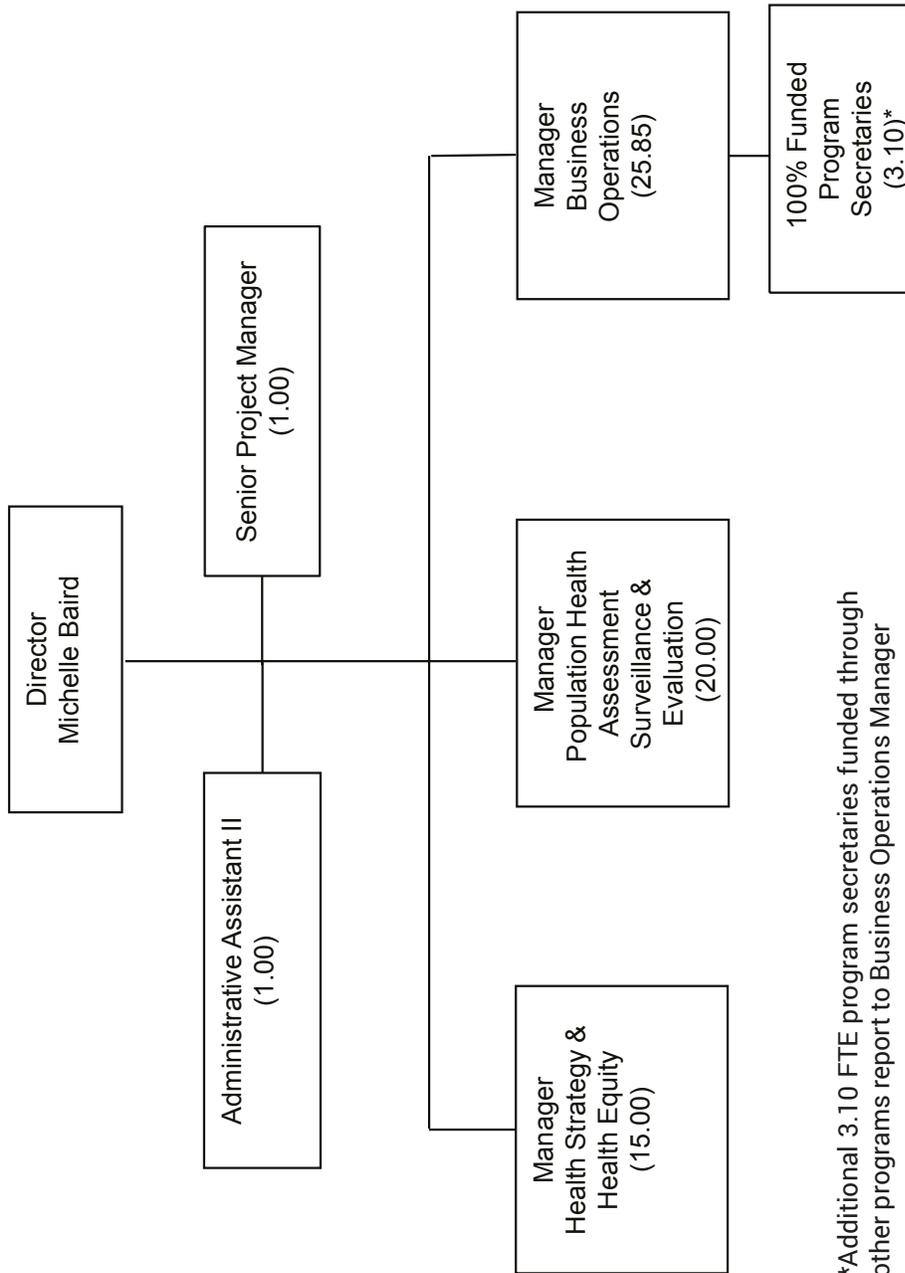
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	Our People and Performance Plan	2019	Beyond 2021	City Manager's Office • Human Resources  Public Health Services • Communicable Disease Control and Wellness • Healthy Environments • Healthy Families

## 4

**Advocate and support the continued use of population health data in the City and with community partners to inform decision-making on public health program and service delivery.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Healthy &amp; Safe Communities</p>	N/A	2019	2019	Public Health Services <ul style="list-style-type: none"> <li>• Communicable Disease Control and Wellness</li> <li>• Healthy Environments</li> <li>• Healthy Families</li> </ul>

# Division Structure



\*Additional 3.10 FTE program secretaries funded through other programs report to Business Operations Manager

Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	4.00	59.85	63.85	14.96:1
2018	4.00	59.85	63.85	14.96:1
Change	0.00	0.00	0.00	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Administration - Planning & Business Improvement	2,445,650	2,445,650	2,446,740	2,500,350	2,500,350	54,700	2.2%
Chief Nursing Officer	129,400	7,900	6,930	131,560	10,060	2,160	27.3%
Foundational Standards	3,762,410	2,470,730	2,381,820	3,783,680	2,491,980	21,250	0.9%
<b>Total Planning &amp; Business Improvement</b>	<b>6,337,460</b>	<b>4,924,280</b>	<b>4,835,490</b>	<b>6,415,590</b>	<b>5,002,390</b>	<b>78,110</b>	<b>1.6%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	6,073,200	5,938,030	6,143,490	70,290	1.2%
MATERIAL AND SUPPLY	102,120	125,900	98,150	(3,970)	(3.9%)
VEHICLE EXPENSES	4,370	4,720	3,350	(1,020)	(23.3%)
BUILDING AND GROUND	11,900	13,480	12,480	580	4.9%
CONTRACTUAL	8,810	27,200	13,440	4,630	52.6%
RESERVES / RECOVERIES	56,820	63,970	64,960	8,140	14.3%
COST ALLOCATIONS	64,680	55,820	63,760	(920)	(1.4%)
FINANCIAL	15,560	19,550	15,960	400	2.6%
<b>TOTAL EXPENDITURES</b>	<b>6,337,460</b>	<b>6,248,670</b>	<b>6,415,590</b>	<b>78,130</b>	<b>1.2%</b>
GRANTS AND SUBSIDIES	(1,413,180)	(1,413,180)	(1,413,200)	(20)	0.0%
<b>TOTAL REVENUES</b>	<b>(1,413,180)</b>	<b>(1,413,180)</b>	<b>(1,413,200)</b>	<b>(20)</b>	<b>0.0%</b>
<b>NET LEVY</b>	<b>4,924,280</b>	<b>4,835,490</b>	<b>5,002,390</b>	<b>78,110</b>	<b>1.6%</b>

## MANDATORY PUBLIC HEALTH SUBSIDY

# MANDATORY PUBLIC HEALTH SUBSIDY

## 2018 Preliminary Tax Supported Operating Budget

### By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Mandatory Subsidy - Public Health	0	(22,650,700)	(22,650,700)	0	(22,650,700)	0	0.0%
<b>Total Mandatory Public Health Subsidy</b>	<b>0</b>	<b>(22,650,700)</b>	<b>(22,650,700)</b>	<b>0</b>	<b>(22,650,700)</b>	<b>0</b>	<b>0.0%</b>

### By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
GRANTS AND SUBSIDIES	(22,650,700)	(22,650,700)	(22,650,700)	0	0.0%
<b>TOTAL REVENUES</b>	<b>(22,650,700)</b>	<b>(22,650,700)</b>	<b>(22,650,700)</b>	<b>0</b>	<b>0.0%</b>
<b>NET LEVY</b>	<b>(22,650,700)</b>	<b>(22,650,700)</b>	<b>(22,650,700)</b>	<b>0</b>	<b>0.0%</b>



Paul Johnson  
General Manager

# COMMUNITY AND EMERGENCY SERVICES

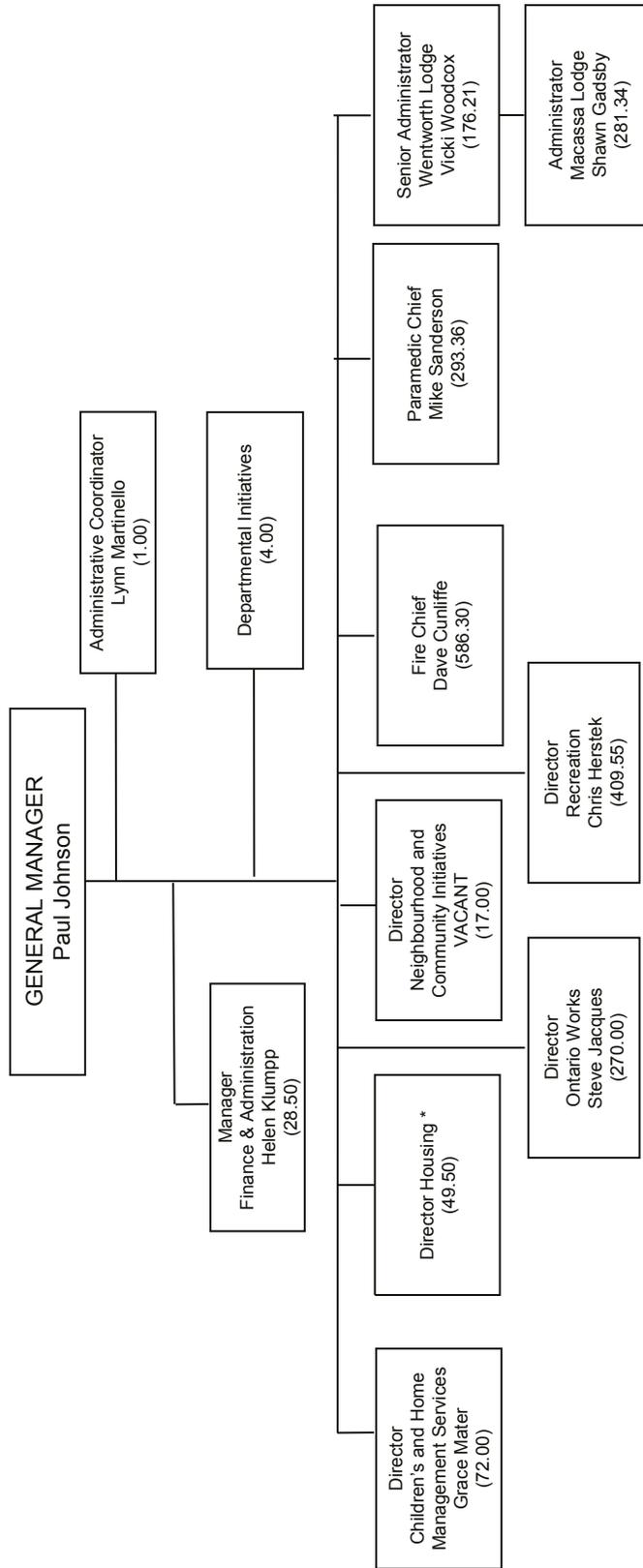
Community and Emergency Services contributes towards the City of Hamilton's vision to be the best place to raise a child and age successfully. Together with its partners, the department brings this vision to life by creating a city where people of all ages, backgrounds, cultures and income levels have the opportunity to succeed. Enhancing the quality of life for Hamiltonians requires building a diverse and inclusive city, connecting people and neighbourhoods, assuring accessible and affordable housing, and ensuring public safety through the deployment of fire, emergency, medical and healthcare services.

The department delivers a broad array of social, recreation and leisure programs that promote active lifestyles, wellness, inclusive communities and vibrant neighbourhoods. In addition, the department promotes and protects public safety through education programs and services, and emergency response systems.

## Community and Emergency Services contributes to the City's vision by:

- delivering social assistance, childcare and affordable, social housing and homelessness initiatives.
- providing income and employment supports to people who are in temporary financial need.
- providing accommodation and support services to elderly and disabled adults
- Implementing a licensed childcare program.
- offering recreational amenities and programming.
- mobilizing emergency medical and health care services.
- delivering fire protection services.
- building partnerships to develop sustainable solutions to community and neighbourhood issues.
- investing in individuals, families and neighbourhoods to advance personal well-being and build strong communities.
- assisting Hamiltonians to participate in a range of community and health related activities.
- protecting and promoting quality of life and public safety.

# Department Structure



\* 1.0 FTE not included in complement

NOTE: Effective January 1, 2018, Community and Emergency Services will merge with Public Health Services to create one department called Healthy and Safe Communities

Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	63.50	2150.26	2213.76	33.86:1
2018	63.50	2126.26	2189.76	33.86:1
Change	0.00	-24.00	-24.00	

## Divisions

Community and Emergency Services Department is comprised of the following eight divisions:

- Children's and Home Management Services
- Housing Services
- Ontario Works
- Lodges
- Neighbourhood and Community Initiatives
- Recreation
- Hamilton Fire Department
- Hamilton Paramedic Services

## Services

The City of Hamilton's Community and Emergency Services Department continues to evolve in order to meet the changing needs of citizens. The department proactively reviews its services on an annual basis to ensure the provision of sensational service and that strategic objectives are achieved.

- **Child Care System Management**
  - Funding
  - Planning and Development
  - Subsidy Eligibility and Placement
- **Community Hubs**
- **Community Initiatives**
  - Age-Friendly Hamilton
  - Local Immigration Partnership
  - Neighbourhood Action Strategy
  - Our Future Hamilton Community Vision
  - Urban Indigenous Strategy
  - Strategic Youth Initiatives
- **Corporate Radio System**
  - Fire Department Paging Network
  - Radio/Communications Network (Fire, Police, Public Works, and Airport)
  - Radio System Equipment Installation and Repair
  - Radio System Troubleshooting and Maintenance
- **Directly Operated Child Care Program-Red Hill Family Centre**
- Childcare and Family Supports
- Specialized Supports for Children with Special Needs
- **Early Years System Management**
  - Community Provider Funding
  - Early Years Research and Evaluation
  - System Planning and Development
- **Emergency Management**
- **Fire Protection Services**
  - Emergency Response - Fire /Medical/Rescue/Hazmat/Alarm Investigation/Mitigation
  - Fire Dispatch
  - Fire Fleet/Equipment Mechanical Services
  - Fire Prevention/Code Enforcement
  - Public Education/Community Safety/Awareness
  - Training of Hamilton Fire Department Personnel
- **Hamilton Paramedic Services**
- **Housing Service System Management**
  - Affordable Housing Program
  - Emergency Shelter Services
  - Homelessness Services
  - Policy and Development
  - Residential Care Facilities
  - Social Housing Administration

- **Housing Supports**
  - Homeownership and Loans Program
  - Rent Supplement/Housing Allowance Program
  - Residential Care Facilities/ Homelessness Services
- **Life Skills and Case Management**
- **Long Term Care**
  - Adult Day Program
  - Meals on Wheels
- **Ontario Works**
  - Employment Counselling
  - Human Service Case Management
  - Job Development and Placement
  - Training and Skills Development
- **Recreation Facilities, Products and Services**
  - Child Care Services
  - Drop-In Programs
  - Facility Maintenance and Operation
  - Facility Rentals
  - Food Services
  - Inclusive Recreation Services
  - Registered Programs
- **Special Services Special Supports - Low Income Program**

## Priorities

Community and Emergency Services will continue to work collaboratively with other City departments along with community partners to deliver required programs and services in a fiscally accountable manner. The department aims to support the achievement of the City's vision and strategic objectives. Priorities for 2018 and beyond include the following:

- Implementation of the newly formed integrated Community Emergency Services and Public Health Departments.
- Integration of intake processes within Ontario Works, Housing Services and Children's and Home Management Divisions.
- Development of the Urban Indigenous Strategy.
- Development and implementation of a 10 year plan to distribute the \$50 million municipal poverty reduction investment fund.
- Completion of two major service/strategy reviews – Fire Services and Paramedic Services.
- Expansion of Child Care to reach a target of an additional 760 children.
- Creation of a Community Hub strategy to engage community partners and City Departments to ensure access to services at a neighbourhood level.
- Development of the next phase of the Neighbourhood Action Strategy with alignment with the Hub model.
- Creation of a Youth Strategy for the City of Hamilton.
- Meeting or exceeding all performance targets in the Lodges' Annual Quality Plan.
- Implementation of the Ontario Works client-service path model.
- Implementation of a new operating system (Legend) to manage recreation program registration, rentals and memberships.

## Emerging Issues and Trends

### Legislation

- Continue to respond to changing legislation and regulations, such as the Accessibility for Ontarians with Disabilities Act, Ambulance Act, Child Care and Early Years Act, Employment Standards Act, Fair Workplaces, Better Jobs Act, Fire Prevention and Protection Act, Long Term Care Act, Municipal Act, Ontario Fire Code and Pension Benefits Act, along with other applicable laws and regulations to support the delivery of quality public service, operational efficiency and accountability.

### Growth

- Need to deliver new and innovative delivery of core services and programs in response to changing expectations of legislation, public expectations, media focus, changing demographics and population growth. At the same time, operational complexity increases, while financial and staff resources are either reduced or remain the same.

### Infrastructure Renewal

- Aging facilities and equipment requiring new capital investment for maintenance or replacement, together with new investment that is required for new buildings and equipment to service population growth.

### External Environment

- Economic conditions are working to widen the gap for low income individuals and families as a result of decreased employment opportunities available and increasing housing and living costs in Hamilton.

### Workforce

- Workforce management will be an evolving process for Community and Emergency Services over the next four years. Creating a healthy, engaged and supportive workplace will enable the department to attract and retain knowledgeable staff, while at the same time plan for the exit of long standing and knowledgeable employees. Planning for the departure of knowledgeable employees through succession planning, mentoring and knowledge transfers is crucial for the long-term success of the department.

## COMMUNITY AND EMERGENCY SERVICES

## 2018 Preliminary Tax Supported Operating Budget By Division

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Prel. Net vs. '17 Rest. Net (\$)	'18 Prel. Net vs. '17 Rest. Net
Administration - CES	2,652,020	2,264,120	3,121,090	2,713,040	2,321,490	57,370	2.5%
Childrens & Home Management Services	74,979,480	6,818,660	6,800,980	84,361,450	6,743,560	(75,100)	(1.1%)
Housing Services	93,836,440	46,271,880	43,548,610	91,882,630	45,457,030	(814,850)	(1.8%)
Ontario Works	165,488,150	15,175,750	14,068,740	158,318,960	11,993,350	(3,182,400)	(21.0%)
Macassa Lodge	27,645,260	7,354,730	7,296,640	28,224,990	7,747,130	392,400	5.3%
Wentworth Lodge	16,834,020	5,256,550	5,051,540	17,203,750	5,492,240	235,690	4.5%
Neighbourhood & Community Initiatives	2,417,770	1,795,010	1,952,970	2,385,020	1,857,820	62,810	3.5%
Recreation	47,756,540	31,739,280	30,744,230	48,746,590	32,332,580	593,300	1.9%
Hamilton Fire Department	88,365,750	87,961,190	87,971,860	90,053,820	89,316,840	1,355,650	1.5%
Hamilton Paramedic Service	45,007,030	21,284,820	20,983,930	46,416,440	21,738,000	453,180	2.1%
<b>Total Community &amp; Emergency Services</b>	<b>564,982,460</b>	<b>225,921,990</b>	<b>221,540,590</b>	<b>570,306,690</b>	<b>225,000,040</b>	<b>(921,950)</b>	<b>(0.4%)</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	224,378,640	225,373,750	227,736,960	3,358,320	1.5%
MATERIAL AND SUPPLY	10,842,350	10,597,120	10,183,650	(658,700)	(6.1%)
VEHICLE EXPENSES	1,925,720	2,047,180	2,109,920	184,200	9.6%
BUILDING AND GROUND	13,523,460	13,104,750	13,737,010	213,554	1.6%
CONSULTING	181,980	430,830	161,760	(20,220)	(11.1%)
CONTRACTUAL	6,127,220	6,149,270	6,120,760	(6,463)	(0.1%)
AGENCIES and SUPPORT PAYMENTS	289,043,440	269,072,620	291,358,930	2,315,490	0.8%
RESERVES / RECOVERIES	16,044,770	16,630,710	16,107,470	62,700	0.4%
COST ALLOCATIONS	980,830	635,030	853,070	(127,760)	(13.0%)
FINANCIAL	1,449,080	1,441,470	1,452,200	3,120	0.2%
CAPITAL FINANCING	484,970	484,970	484,960	(10)	(0.0%)
<b>TOTAL EXPENDITURES</b>	<b>564,982,460</b>	<b>545,967,700</b>	<b>570,306,690</b>	<b>5,324,231</b>	<b>0.9%</b>
FEES AND GENERAL	(31,501,220)	(32,501,080)	(32,309,630)	(808,411)	(2.6%)
GRANTS AND SUBSIDIES	(304,537,890)	(286,877,050)	(310,662,660)	(6,124,770)	(2.0%)
RESERVES	(2,530,440)	(4,437,550)	(1,820,910)	709,530	28.0%
RECOVERIES FROM CAPITAL	(490,920)	(611,430)	(513,450)	(22,530)	(4.6%)
<b>TOTAL REVENUES</b>	<b>(339,060,470)</b>	<b>(324,427,110)</b>	<b>(345,306,650)</b>	<b>(6,246,181)</b>	<b>(1.8%)</b>
<b>NET LEVY</b>	<b>225,921,990</b>	<b>221,540,590</b>	<b>225,000,040</b>	<b>(921,950)</b>	<b>(0.4%)</b>

## 2018 Preliminary Tax Supported Operating Budget By Section - Administration

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
CES - Finance & Administration	2,335,170	2,031,920	1,997,770	2,376,730	2,071,400	39,480	1.9%
General Manager	316,850	232,200	1,123,320	336,310	250,090	17,890	7.7%
<b>Total Administration - CES</b>	<b>2,652,020</b>	<b>2,264,120</b>	<b>3,121,090</b>	<b>2,713,040</b>	<b>2,321,490</b>	<b>57,370</b>	<b>2.5%</b>

## By Cost Category - Administration

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	2,368,980	3,950,510	2,422,790	53,810	2.3%
MATERIAL AND SUPPLY	47,520	37,860	46,790	(730)	(1.5%)
BUILDING AND GROUND	5,880	5,990	5,600	(280)	(4.8%)
CONSULTING	0	120,800	0	0	0.0%
CONTRACTUAL	3,420	3,940	3,050	(370)	(10.8%)
RESERVES / RECOVERIES	205,200	214,100	213,910	8,710	4.2%
COST ALLOCATIONS	20,720	18,530	20,600	(120)	(0.6%)
FINANCIAL	300	310	300	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>2,652,020</b>	<b>4,352,040</b>	<b>2,713,040</b>	<b>61,020</b>	<b>2.3%</b>
GRANTS AND SUBSIDIES	(387,900)	(454,680)	(391,550)	(3,650)	(0.9%)
RESERVES	0	(776,260)	0	0	0.0%
<b>TOTAL REVENUES</b>	<b>(387,900)</b>	<b>(1,230,940)</b>	<b>(391,550)</b>	<b>(3,650)</b>	<b>(0.9%)</b>
<b>NET LEVY</b>	<b>2,264,120</b>	<b>3,121,090</b>	<b>2,321,490</b>	<b>57,370</b>	<b>2.5%</b>





## CHILDREN'S AND HOME MANAGEMENT SERVICES

Children's and Home Management Services provides leadership to create a more responsive, high quality, accessible, and increasingly integrated system of human and early years programs and services that contribute to healthy development and stronger futures for all children and families. The division provides comprehensive evidence based support services for children, families, and the community, including access to child care fee subsidy and special needs resourcing, life skills and case management supports, employment services for young parents, and a directly operated licensed childcare program.

### Emerging Issues and Trends

- Increased municipal leadership role, service system management accountabilities, and expectations from community partners and funders in delivering human and early years programs and services.
- Increased expectations to provide more integrated and accessible programs and services (e.g. community hubs).
- Children's and Home Management Services (CHMS) will continue to respond to changing legislation and regulations, such as the Child Care and Early Years Act. Among the changes being introduced is a requirement for the City of Hamilton, through the CHMS Division, to act as the Consolidated Municipal Service Manager for Ontario Early Years Child and Family Centres.
- Provincial and federal investments in child care and early years programs and services, resulting in increased expectations and outcomes to be achieved.
- Expectation to provide both universal (available to all) and targeted (available to low-income or special needs) programs and services.
- Workforce management will be an evolving process for Children's and Home Management Services over the next four years. Creating a healthy, engaged and supportive workplace will enable the division to attract and retain knowledgeable staff while at the same time plan for the exit of long-standing and knowledgeable employees. Planning for the departure of knowledgeable employees through succession planning, mentoring and knowledge transfers is critical for the long-term success of the division.

## 2018 Initiatives

1

**Increase participation in licenced childcare programs and work with operators to improve accessibility and affordability of licenced child care programs.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Early Years Community Plan	2018	2018	Community and Emergency Services <ul style="list-style-type: none"> <li>• Recreation</li> </ul> Corporate Services <ul style="list-style-type: none"> <li>• Financial Planning, Administration and Policy</li> </ul> Planning and Economic Development <ul style="list-style-type: none"> <li>• Planning</li> </ul>
 Economic Prosperity & Growth				
 Healthy & Safe Communities				

2

**Implement an Early Years Community Plan.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Early Years Community Plan	2018	2020	Community and Emergency Services <ul style="list-style-type: none"> <li>• Housing Services</li> <li>• Ontario Works</li> <li>• Recreation</li> </ul> Public Health Services <ul style="list-style-type: none"> <li>• Healthy Families</li> </ul>
 Economic Prosperity & Growth				
 Healthy & Safe Communities				

## 3

## Develop and implement the new Ontario Early Years Child and Family Centres.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Healthy & Safe Communities	Early Years Community Plan	2018	Beyond 2021	Community and Emergency Services <ul style="list-style-type: none"> <li>• Housing Services</li> <li>• Ontario Works</li> <li>• Recreation</li> </ul> Hamilton Public Library Public Health Services <ul style="list-style-type: none"> <li>• Healthy Families</li> </ul>

## 2019 - 2021 Initiatives

## 1

## Implement Community Hubs Strategy.

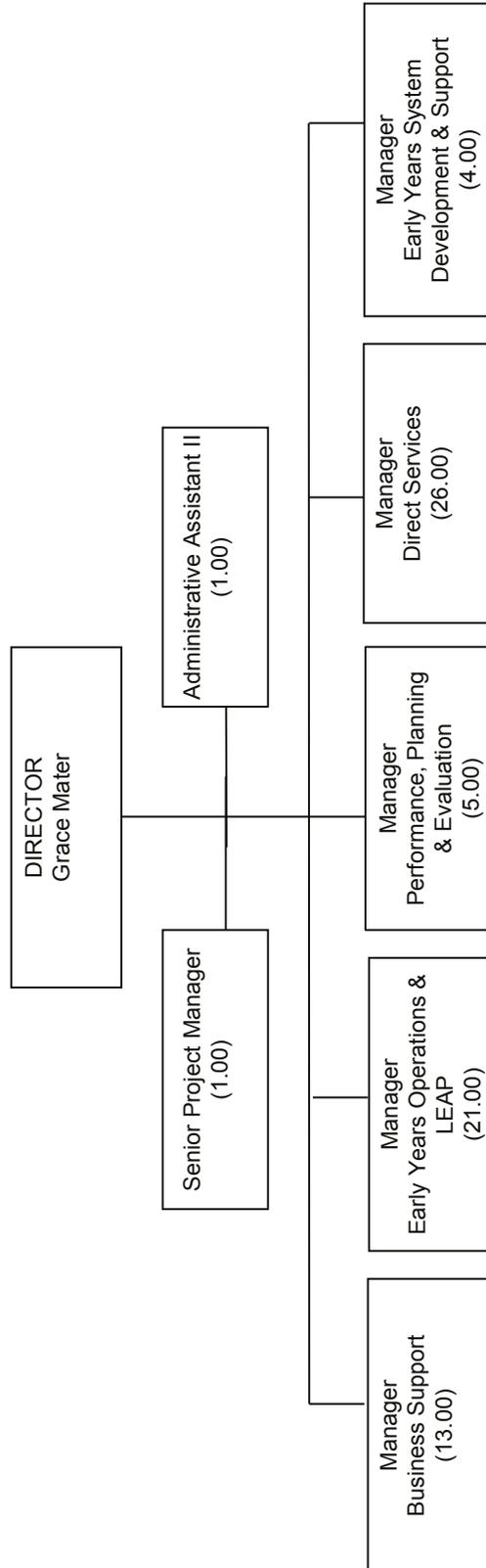
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Economic Prosperity & Growth   Healthy & Safe Communities   Built Environment & Infrastructure   Culture & Diversity	N/A	2019	Beyond 2021	Community and Emergency Services <ul style="list-style-type: none"> <li>• Housing Services</li> <li>• Ontario Works</li> <li>• Recreation</li> </ul> Planning and Economic Development <ul style="list-style-type: none"> <li>• Planning</li> </ul> Public Health Services <ul style="list-style-type: none"> <li>• Healthy Families</li> </ul>

## 2

## Implement City's Community Bed Bug Strategy

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Community Engagement &amp; Participation</p>  <p>Healthy &amp; Safe Communities</p>  <p>Built Environment &amp; Infrastructure</p>	Hamilton Community Bed Bug Strategy	2019	2019	Community and Emergency Services <ul style="list-style-type: none"> <li>• Housing Services</li> </ul> Public Health Services <ul style="list-style-type: none"> <li>• Healthy Environments</li> </ul> Public Works <ul style="list-style-type: none"> <li>• Environmental Services</li> </ul>

# Division Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	6.00	66.00	72.00	11.00:1
2018	6.00	66.00	72.00	11.00:1
<b>Change</b>	0.00	0.00	0.00	

## CHILDREN'S AND HOME MANAGEMENT SERVICES

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Child Care	63,408,890	6,223,410	6,172,910	64,283,140	6,177,530	(45,880)	(0.7%)
CHMS - Administration	266,610	0	0	421,140	0	0	0.0%
Early Years	9,193,060	44,620	44,620	17,531,870	44,620	0	0.0%
Home Management	1,795,180	239,890	220,120	1,803,570	204,680	(35,210)	(14.7%)
Red Hill	315,740	310,740	363,320	321,730	316,730	5,990	1.9%
<b>Total Children's &amp; Home Management Services</b>	<b>74,979,480</b>	<b>6,818,660</b>	<b>6,800,980</b>	<b>84,361,450</b>	<b>6,743,560</b>	<b>(75,100)</b>	<b>(1.1%)</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	7,171,510	7,051,690	7,367,410	195,900	2.7%
MATERIAL AND SUPPLY	1,131,820	819,430	917,680	(214,140)	(18.9%)
BUILDING AND GROUND	40,930	38,480	40,590	(340)	(0.8%)
CONSULTING	20,000	20,000	20,000	0	0.0%
CONTRACTUAL	384,330	242,260	302,680	(81,650)	(21.2%)
AGENCIES and SUPPORT PAYMENTS	65,668,970	57,923,530	75,141,870	9,472,900	14.4%
RESERVES / RECOVERIES	209,690	215,190	221,330	11,640	5.6%
COST ALLOCATIONS	316,860	293,990	315,220	(1,640)	(0.5%)
FINANCIAL	35,370	36,130	34,670	(700)	(2.0%)
<b>TOTAL EXPENDITURES</b>	<b>74,979,480</b>	<b>66,640,700</b>	<b>84,361,450</b>	<b>9,381,970</b>	<b>12.5%</b>
FEES AND GENERAL	(1,805,000)	(2,074,200)	(2,194,150)	(389,150)	(21.6%)
GRANTS AND SUBSIDIES	(65,109,910)	(56,568,000)	(74,408,500)	(9,298,590)	(14.3%)
RESERVES	(1,120,370)	(1,071,570)	(887,040)	233,330	20.8%
RECOVERIES FROM CAPITAL	(125,540)	(125,950)	(128,200)	(2,660)	(2.1%)
<b>TOTAL REVENUES</b>	<b>(68,160,820)</b>	<b>(59,839,720)</b>	<b>(77,617,890)</b>	<b>(9,457,070)</b>	<b>(13.9%)</b>
<b>NET LEVY</b>	<b>6,818,660</b>	<b>6,800,980</b>	<b>6,743,560</b>	<b>(75,100)</b>	<b>(1.1%)</b>



## HOUSING SERVICES

The Housing Services Division is the manager, relationship builder and coordinator of strategies and services to make sure everyone has a home. Funded by all levels of government this work covers the administration of \$100 million in operations and is guided by the Council approved 10 year Housing and Homelessness Action Plan. The diverse work of the division includes social housing administration, direct assistance, policy development, preventing and ending chronic homelessness, increasing housing stability, facilitating new affordable housing, and asset management.

### Emerging Issues and Trends

- The decline of subsidies associated with ending federal operating agreements will challenge the operational viability of some social housing providers and impact their ability to provide housing that meets deep affordability.
- Although the annual number of shelter users has decreased since 2012, demand for shelter beds has increased due to longer shelter stays.
- Increased focus and shift to Housing with Supports philosophy. This could impact service delivery in Residential Care Facilities with a shift away from a more custodial model. This approach is supported and directed by a provincial mandate.
- Funds required to end chronic homelessness outpaces homelessness funding overall. Community Homelessness Prevention Initiative/Homelessness Partnering Strategy funding agreements are up for renewal in 2019. A mandate from the provincial and federal governments to develop system-wide coordination in the homeless serving sector to maximize impact of investment is likely.
- November 2017, the federal government released the National Housing Strategy. Program details and information on funding envelopes is expected in 2018. These will have a significant impact on new affordable housing, the operation of the City's social housing, housing subsidy programs, and homelessness services.
- Housing Services budget, including operation and capital is significantly funded by all three levels of government. The provincial (2018) and federal (2019) elections and government spending will impact the division's scope of work and resources.
- Rapidly increasing rents are a challenging and concerning trend in Hamilton. Rental rates increased by 7.7% between 2015 and 2016 and this trend is expected to continue in 2017. Increasing rents are eroding Hamilton's supply of affordable rental housing. The increase in interest rates of 0.5% in 2017 will have a significant impact on rental supply.
- There is an ongoing need for social housing capital repairs. In the short term, over \$10 million is needed for 20 projects of high priority. Over the long term \$400 Million is needed for capital repairs over the next 20 years.

## 2018 Initiatives

1

### Deliver enhanced model of the social housing waitlist.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	Housing and Homelessness Action Plan	2018	2020	N/A

2

### Develop Social Housing asset management strategy.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Built Environment & Infrastructure   Our People & Performance	Housing and Homelessness Action Plan	2018	2019	N/A

3

### Implement Poverty Reduction Plan, including new affordable housing investment, quality of social housing stock and Indigenous poverty reduction.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	Housing and Homelessness Action Plan	2018	Beyond 2021	Corporate Services • Financial Services, Taxation and Corporate Controller • Legal and Risk Management Services

## 4

## Initiate a 5-year review of the Housing and Homelessness Action Plan.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Housing and Homelessness Action Plan	2018	2019	Community and Emergency Services • Ontario Works  Planning and Economic Development • Planning
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Built Environment & Infrastructure				

## 5

## Plan for the use of surplus municipal land for affordable housing development.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	Housing and Homelessness Action Plan	2018	To be determined	Corporate Services • Financial Planning, Administration and Policy • Legal and Risk Management Services  Planning and Economic Development • Economic Development • Planning
 Built Environment & Infrastructure				

6

**Implement coordinated access for individuals seeking supports within the Homelessness Serving System.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities   Built Environment & Infrastructure	Housing and Homelessness Action Plan	2018	To be determined	City Manager's Office • Communications and Corporate Initiatives  Corporate Services • Legal and Risk Management Services

7

**Develop and design a homelessness systems plan to end homelessness.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	Housing and Homelessness Action Plan	2018	2019	N/A

8

**Conduct homelessness enumeration to provide real time data of homelessness in Hamilton.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	Housing and Homelessness Action Plan	2018	2018	N/A

## 2019 - 2021 Initiatives

1

**Renew federal and provincial funding agreements for homelessness, new affordable housing development and rent supplements.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities   Built Environment & Infrastructure	Housing and Homelessness Action Plan	2019	2019	Corporate Services • Financial Planning, Administration and Policy • Legal and Risk Management Services

2

**Implement coordinated homelessness management information system.**

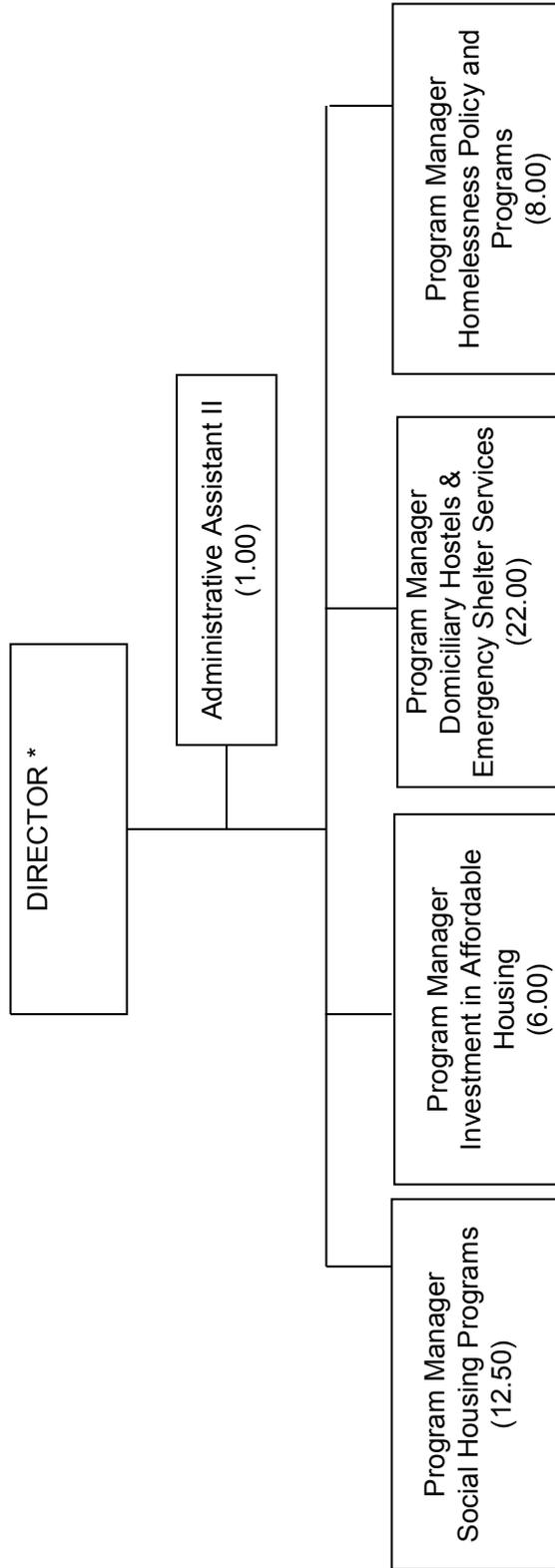
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	Housing and Homelessness Action Plan	2019	2019	Corporate Services • Information Technology

3

**Implement Integrated Housing Software.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	Housing and Homelessness Action Plan	2019	2019	Corporate Services • Information Technology

# Division Structure



\* Not included in complement

Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	4.00	45.50	49.50	11.38:1
2018	4.00	45.50	49.50	11.38:1
<b>Change</b>	0.00	0.00	0.00	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Affordable Housing	7,960,890	4,495,350	4,534,490	7,697,500	4,770,640	275,290	6.1%
CHPI	22,171,710	2,954,960	2,483,920	22,821,910	2,954,960	0	0.0%
Homelessness	2,638,320	1,583,850	1,557,690	2,429,200	1,596,250	12,400	0.8%
Homelessness Partnering Strategy	5,285,330	0	0	5,305,330	0	0	0.0%
Housing Services Administration	518,020	518,020	493,810	654,770	562,610	44,590	8.6%
Social Housing	55,262,170	36,719,700	34,478,700	52,973,920	35,572,570	(1,147,130)	(3.1%)
<b>Total Housing Services</b>	<b>93,836,440</b>	<b>46,271,880</b>	<b>43,548,610</b>	<b>91,882,630</b>	<b>45,457,030</b>	<b>(814,850)</b>	<b>(1.8%)</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	4,587,870	4,712,270	4,920,000	332,130	7.2%
MATERIAL AND SUPPLY	744,590	811,720	194,600	(549,990)	(73.9%)
BUILDING AND GROUND	134,890	135,590	134,610	(280)	(0.2%)
CONSULTING	85,770	232,690	71,250	(14,520)	(16.9%)
CONTRACTUAL	83,760	84,710	24,130	(59,630)	(71.2%)
AGENCIES and SUPPORT PAYMENTS	88,328,720	85,929,650	86,629,810	(1,698,910)	(1.9%)
RESERVES / RECOVERIES	56,290	567,770	54,070	(2,220)	(3.9%)
COST ALLOCATIONS	(246,300)	(261,260)	(205,790)	40,510	16.4%
FINANCIAL	60,850	53,820	59,950	(900)	(1.5%)
<b>TOTAL EXPENDITURES</b>	<b>93,836,440</b>	<b>92,266,960</b>	<b>91,882,630</b>	<b>(1,953,810)</b>	<b>(2.1%)</b>
FEES AND GENERAL	0	(633,960)	0	0	0.0%
GRANTS AND SUBSIDIES	(46,958,080)	(47,250,140)	(45,661,070)	1,297,010	2.8%
RESERVES	(296,660)	(371,270)	(379,280)	(82,620)	(27.9%)
RECOVERIES FROM CAPITAL	(309,820)	(462,980)	(385,250)	(75,430)	(24.3%)
<b>TOTAL REVENUES</b>	<b>(47,564,560)</b>	<b>(48,718,350)</b>	<b>(46,425,600)</b>	<b>1,138,960</b>	<b>2.4%</b>
<b>NET LEVY</b>	<b>46,271,880</b>	<b>43,548,610</b>	<b>45,457,030</b>	<b>(814,850)</b>	<b>(1.8%)</b>





# ONTARIO WORKS

Ontario Works (OW) provides temporary financial and employment assistance for eligible individuals and households. Assistance can include basic needs, shelter, health and employment related benefits in order for qualified applicants to achieve life stabilization.

For individuals not receiving Ontario Works, the City of Hamilton Special Supports program provides a wide range of health and non-health related benefits. The intent is to improve the quality of life, health, wellness, safety and self-sufficiency for City of Hamilton's low income residents and seniors.

## Emerging Issues and Trends

- The Hamilton OW caseload experienced a 2.5% increase between 2015 and 2016. It is anticipated that the caseload will continue to increase on average for 2017 by 2% and 2.3% in 2018, then see a decline in 2019 by 2.2%. The increase in caseloads over the next two years is attributed to the following:

- Syrian newcomers accessing social assistance
- Increased social assistance rates and earnings exemptions
- Precarious employment
- Low paying employment opportunities

In addition, the caseloads consist of mostly single males and sole supporter females, which are both at risk due to the above noted factors.

- Industries that employ a majority of the people in Hamilton, include retail and wholesale trade, health care and social assistance, manufacturing, educational services, and finance, insurance

and real estate. These are not necessarily where the job vacancies are found. Employment gains are seen in transportation and warehousing, construction, recreation/culture and information sectors. Participants are finding employment in construction, manufacturing, accommodations and food services; however employment is increasingly precarious and low paying.

- It is anticipated that with the construction of the Light Rail Transit in Hamilton along with ongoing major road construction there will be hiring opportunities in the construction sector.
- On April 24th 2017, the Provincial government announced their commitment to implement and evaluate a basic income pilot with Hamilton selected as the pilot site. The three year pilot, which is being conducted independently of Ontario Works will test how a basic income might improve the financial stability, health, education and job prospects of those individuals and families living on low incomes.

- In 2013, the government announced a number of changes to social assistance to reform Ontario's social assistance program. These reforms are centered on removing barriers and increasing opportunities. The government is looking at creative, innovative and evidence-informed solutions. Broad conversations on issues, such as social inclusion, health, income and housing are currently happening. These ministries are coming together to roll out a five year Service Modernization roadmap.
- The province identified the following four Interconnected Service Modernization Initiatives:
  - **Community Hubs** - bringing services together and using spaces to better serve Ontarians, being responsive to clients and communities, and delivering services in a more effective way.
  - **Benefit Transformation** – providing clients

a better experience with Ontario's income-tested benefits programs while realizing efficiencies in back-office administration.

- **Transfer Payment Administrative Modernization** - achieving better outcomes for transfer payment recipient organizations and the Ontario Public Service (OPS) by administering OPS transfer payment business and administrative processes in a more efficient and effective way.
- **Social Assistance Delivery Modernization** – improving access, responsive, cost effective and sustainable service delivery that is client centred, integrated across program areas and seamless from client perspective-simple, consistent and easy to understand and navigate.

These initiatives will have an impact on how the City of Hamilton delivers social services in the near future.

## 2018 Initiatives

1

**Implement recommended Ontario Works organizational structure review and client service path.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Human Services Integration	2018	2018	City Manager's Office • Human Resources  Corporate Services • Financial Planning, Administration and Policy  Public Works • Energy, Fleet and Facilities Management
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Our People & Performance				

2

**Review Integrated Common Intake Procedures among Ontario Works, Children and Home Management and Housing Division clients.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Human Services Integration	2018	2018	Community and Emergency Services • Children's and Home Management Services • Housing Services
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Our People & Performance				

## 3

## Develop and implement Ontario Works application and referral centre.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Human Service Integration	2018	2018	Community and Emergency Services • Children's and Home Management Services • Housing Services
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Our People & Performance				

## 4

## Develop and enhance existing Ontario Works dashboard and performance measurements for continuous improvement.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	N/A	2018	2018	City Manager's Office • Communications and Corporate Initiatives
 Economic Prosperity & Growth				
 Our People & Performance				

## 2019 - 2021 Initiatives

1

**Expand digital tools and processes to enable clients more flexibility and access to information and reporting of changes.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Human Service Integration Provincial Social Assistance Reform	2019	2021	N/A
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Our People & Performance				

2

**Implement client-focused communications to ensure clients receive information by being able to utilize various technology i.e. mobile solutions.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Human Service Integration Provincial Social Assistance Reform	2019	2020	City Manager's Office • Communications and Corporate Initiatives  Corporate Services • Information Technology
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Our People & Performance				

## 3

### Streamline benefits delivery processes to permit reloadable payment cards to eliminate the need for paper based cheques.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Human Service Integration Provincial Social Assistance Reform	2019	2019	N/A
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Our People & Performance				

## 4

### Develop strategy to address support required by recipients with complex barriers to self-sufficiency and potentially employment.

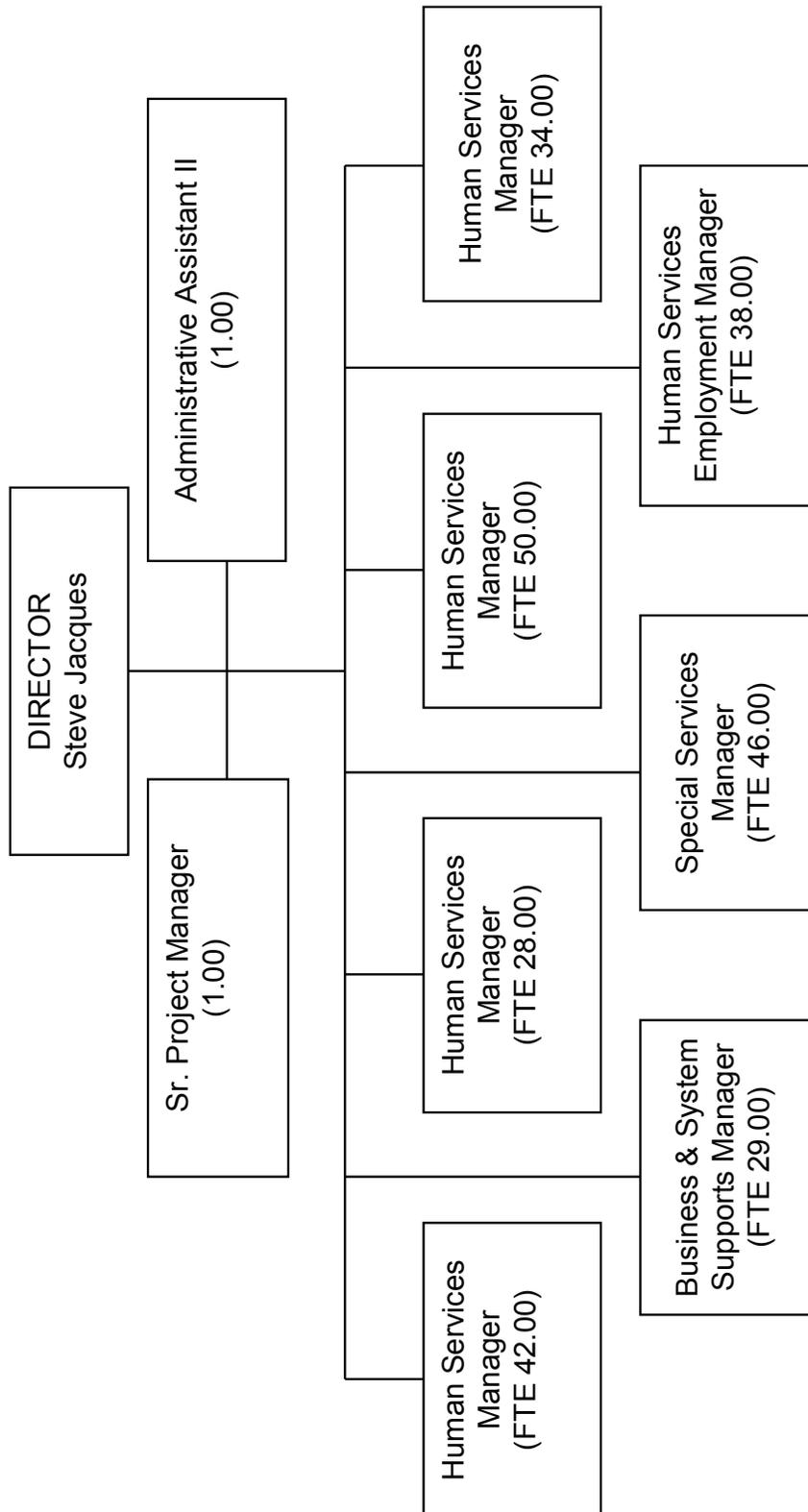
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Human Service Integration Provincial Social Assistance Reform	2019	2019	N/A
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Our People & Performance				

## 5

## Develop and implement strategies to support broader human services integration i.e. outreach, hubs.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Provincial Social Assistance Reform	2019	2020	N/A
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Our People & Performance				

# Division Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	8.00	286.00	294.00	35.75:1
2018	8.00	262.00	270.00	32.75:1
<b>Change</b>	0.00	-24.00	-24.00	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Client Benefits/Spec Supports	132,117,980	3,920,170	3,807,210	126,689,070	1,049,700	(2,870,470)	(73.2%)
OW Admin	33,370,170	11,255,580	10,261,530	31,629,890	10,943,650	(311,930)	(2.8%)
<b>Total Ontario Works</b>	<b>165,488,150</b>	<b>15,175,750</b>	<b>14,068,740</b>	<b>158,318,960</b>	<b>11,993,350</b>	<b>(3,182,400)</b>	<b>(21.0%)</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	26,390,010	25,182,640	24,859,080	(1,530,930)	(5.8%)
MATERIAL AND SUPPLY	742,960	718,560	718,650	(24,310)	(3.3%)
VEHICLE EXPENSES	11,630	11,070	9,090	(2,540)	(21.8%)
BUILDING AND GROUND	2,431,430	2,406,990	2,419,680	(11,750)	(0.5%)
CONTRACTUAL	178,520	130,240	178,520	0	0.0%
AGENCIES and SUPPORT PAYMENTS	133,943,300	124,119,230	128,514,390	(5,428,910)	(4.1%)
RESERVES / RECOVERIES	425,520	403,030	412,080	(13,440)	(3.2%)
COST ALLOCATIONS	1,033,630	896,030	896,580	(137,050)	(13.3%)
FINANCIAL	331,150	324,410	310,880	(20,270)	(6.1%)
<b>TOTAL EXPENDITURES</b>	<b>165,488,150</b>	<b>154,192,200</b>	<b>158,318,960</b>	<b>(7,169,190)</b>	<b>(4.3%)</b>
FEES AND GENERAL	(2,709,380)	(2,600,770)	(2,550,270)	159,110	5.9%
GRANTS AND SUBSIDIES	(146,554,610)	(136,646,990)	(143,775,340)	2,779,270	1.9%
RESERVES	(1,048,410)	(875,710)	0	1,048,410	100.0%
<b>TOTAL REVENUES</b>	<b>(150,312,400)</b>	<b>(140,123,460)</b>	<b>(146,325,610)</b>	<b>3,986,790</b>	<b>2.7%</b>
<b>NET LEVY</b>	<b>15,175,750</b>	<b>14,068,740</b>	<b>11,993,350</b>	<b>(3,182,400)</b>	<b>(21.0%)</b>





## LODGES

Lodges Division provides person centred, long-term care that promotes well-being and creates opportunities to maximize the quality of life of our residents. Services include medical and nursing care, accommodation and community outreach, including Meals on Wheels and Adult Day Program.

### Emerging Issues and Trends

- An overall aging population with increased medical acuity and complex needs are not keeping pace with staffing levels and infrastructure maintenance. In addition, the younger population are experiencing an increase in chronic healthcare needs, and cognitive impairments.
- Increased choice and expectations by stakeholders, legislated requirements by other levels of government and aging infrastructure contribute to ongoing challenges for the Lodges Division.
- Increases in food and labour costs continue to be a pressure on resources.
- Adult Day Program and Meals on Wheels services will continue to support community members to live at home longer. There is a need to look at expansion and examining appropriate support levels for the programs to remain self-funded and self-sufficient.
- Workforce management will be an evolving process for Lodges over the next four years. Creating a healthy, engaged and supportive workplace will enable the division to attract and retain knowledgeable staff, while at the same time plan for the exit of long standing and knowledgeable employees. The long-term care environment is becoming more complex, with new regulations, greater integration and increased understanding of health issues.

## 2018 Initiatives

1

**Assess roof conditions and upgrade heating, ventilation and air conditioning systems at Macassa and Wentworth Lodges.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities   Built Environment & Infrastructure	N/A	2018	2018	Public Works • Energy, Fleet and Facilities Management

2

**Replace and upgrade wireless network at Macassa and Wentworth Lodges.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities   Built Environment & Infrastructure	N/A	2018	2018	Corporate Services • Information Technology  Public Works • Energy, Fleet and Facilities Management

3

**Replace and upgrade lift equipment and resident's beds at Macassa and Wentworth Lodges.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities   Built Environment & Infrastructure	N/A	2018	2018	N/A

4

**Implement a staff communication system to respond to staff requests for assistance from high risk areas and a staff paging system to broadcast needs and communicate general alerts.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	2018	Corporate Services • Information Technology
 Our People & Performance				

5

**Introduce Lodge's dashboard and performance measurements on City's website.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Our People and Performance Plan	2018	2018	City Mangers Office • Communications and Corporate Initiatives • Human Resources
 Healthy & Safe Communities				Corporate Services • Information Technology
 Our People & Performance				

## 2019 - 2021 Initiatives

1

**Assess resident demographics and clinical acuity to match staffing levels and skill mix to provide safe care.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2019	2019	N/A
 Our People & Performance				

2

**Implement capital projects as outlined in the Lodges' 10-year Capital Plan.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2019	2021	Public Works <ul style="list-style-type: none"> <li>• Energy, Fleet and Facilities Management</li> <li>• Engineering Services</li> </ul>
 Built Environment & Infrastructure				

3

**Renew D-Wing at Macassa Lodge.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2021	2023	Public Works <ul style="list-style-type: none"> <li>• Energy, Fleet and Facilities Management</li> </ul>
 Built Environment & Infrastructure				

## 4

### Implement environmental improvement projects at the lodges aimed at using local foods, increasing recycling and reducing amount of paper used.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Serving Up Local-Golden Horseshoe Food Farming Alliance Project	2019	Beyond 2021	Public Works • Environmental Services
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Clean & Green				

## 5

### Create and update City's website with information on Lodges, Adult Day and Volunteer Programs.

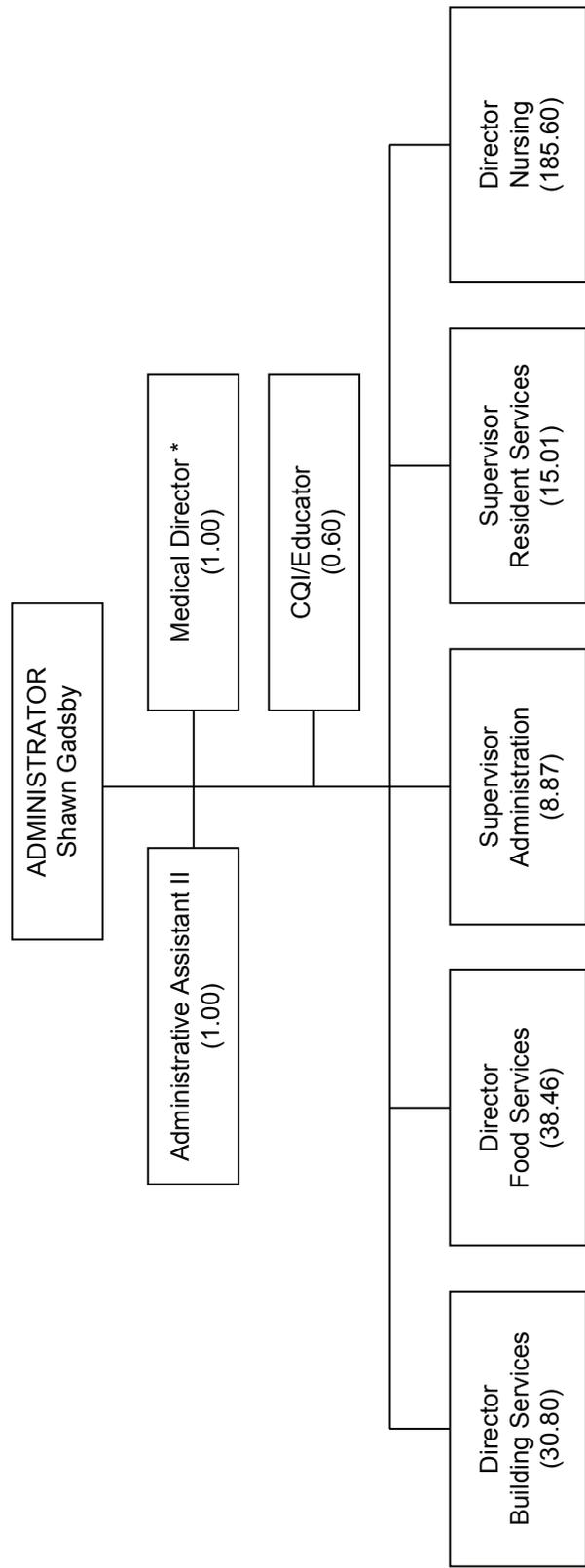
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	N/A	2019	2020	City Mangers Office • Communications and Corporate Initiatives • Human Resources

## 6

### Expand Adult Day Program's hours of operation, clients served, level of care and service provided.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	N/A	2019	2020	N/A

# Division Structure - Macassa Lodge



\* Not included in complement

Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	8.00	273.34	281.34	34.17:1
2018	8.00	273.34	281.34	34.17:1
<b>Change</b>	0.00	0.00	0.00	

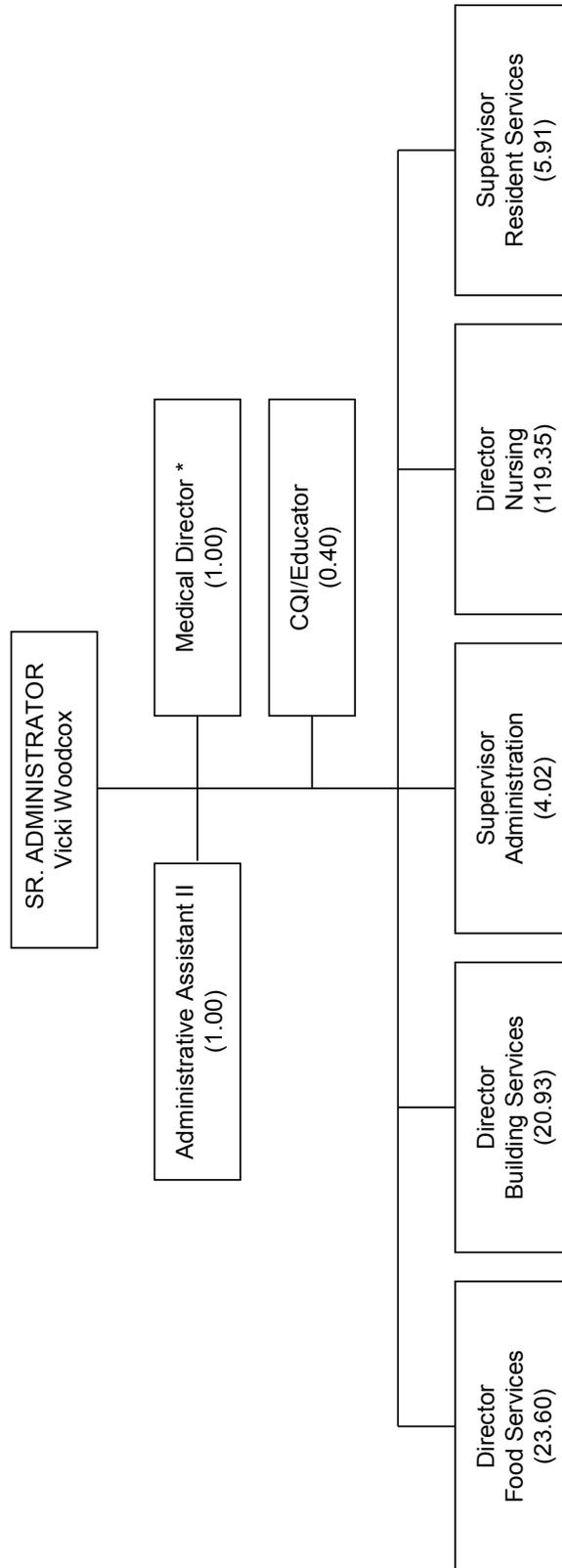
## 2018 Preliminary Tax Supported Operating Budget By Section - Macassa Lodge

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Administration Macassa	1,511,340	1,484,340	1,486,700	1,565,750	1,538,750	54,410	3.7%
Adult Day Program	407,810	0	0	429,000	0	0	0.0%
Building Services - Macassa	4,269,310	4,268,710	4,160,560	4,314,880	4,314,680	45,970	1.1%
Dietary - Macassa	3,783,250	2,910,520	3,754,920	3,854,710	2,926,780	16,260	0.6%
Nursing & Personal Care - Macassa	16,375,100	15,770,450	15,782,140	16,738,560	16,191,790	421,340	2.7%
Resident Program - Macassa	1,298,450	1,056,920	1,049,590	1,322,090	1,076,240	19,320	1.8%
Revenues - Macassa	0	(18,136,210)	(18,937,280)	0	(18,301,110)	(164,900)	(0.9%)
<b>Total Macassa Lodge</b>	<b>27,645,260</b>	<b>7,354,730</b>	<b>7,296,640</b>	<b>28,224,990</b>	<b>7,747,130</b>	<b>392,400</b>	<b>5.3%</b>

## By Cost Category - Macassa Lodge

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	23,569,530	23,554,680	24,082,570	513,040	2.2%
MATERIAL AND SUPPLY	1,662,240	1,709,320	1,740,510	78,270	4.7%
BUILDING AND GROUND	1,066,210	951,650	1,060,330	(5,880)	(0.6%)
CONSULTING	7,700	0	0	(7,700)	(100.0%)
CONTRACTUAL	417,880	434,150	430,500	12,620	3.0%
AGENCIES and SUPPORT PAYMENTS	71,210	70,710	71,210	0	0.0%
RESERVES / RECOVERIES	813,090	808,780	802,030	(11,060)	(1.4%)
FINANCIAL	37,400	39,260	37,840	440	1.2%
<b>TOTAL EXPENDITURES</b>	<b>27,645,260</b>	<b>27,568,550</b>	<b>28,224,990</b>	<b>579,730</b>	<b>2.1%</b>
FEEES AND GENERAL	(6,842,460)	(6,899,770)	(6,881,700)	(39,240)	(0.6%)
GRANTS AND SUBSIDIES	(13,448,070)	(13,372,140)	(13,596,160)	(148,090)	(1.1%)
<b>TOTAL REVENUES</b>	<b>(20,290,530)</b>	<b>(20,271,910)</b>	<b>(20,477,860)</b>	<b>(187,330)</b>	<b>(0.9%)</b>
<b>NET LEVY</b>	<b>7,354,730</b>	<b>7,296,640</b>	<b>7,747,130</b>	<b>392,400</b>	<b>5.3%</b>

# Division Structure - Wentworth Lodge



\* Not included in complement

Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	6.00	170.21	176.21	28.37:1
2018	6.00	170.21	176.21	28.37:1
Change	0.00	0.00	0.00	

## 2018 Preliminary Tax Supported Operating Budget By Section - Wentworth Lodge

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Administration Wentworth	933,510	917,510	894,240	993,570	977,570	60,060	6.5%
Building Services - Wentworth	2,316,270	2,316,270	2,280,430	2,356,610	2,356,610	40,340	1.7%
Dietary - Wentworth	2,434,790	1,899,320	2,411,040	2,522,490	1,942,800	43,480	2.3%
Nursing & Personal Care - Wentworth	10,418,270	10,096,560	9,954,130	10,584,490	10,299,930	203,370	2.0%
Resident Program - Wentworth	731,180	588,050	584,340	746,590	600,900	12,850	2.2%
Revenues - Wentworth	0	(10,561,160)	(11,072,640)	0	(10,685,570)	(124,410)	(1.2%)
<b>Total Wentworth Lodge</b>	<b>16,834,020</b>	<b>5,256,550</b>	<b>5,051,540</b>	<b>17,203,750</b>	<b>5,492,240</b>	<b>235,690</b>	<b>4.5%</b>

## By Cost Category - Wentworth Lodge

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	14,775,890	14,681,330	15,126,510	350,620	2.4%
MATERIAL AND SUPPLY	1,183,680	1,174,340	1,217,620	33,940	2.9%
BUILDING AND GROUND	533,710	491,430	518,330	(15,380)	(2.9%)
CONTRACTUAL	233,110	239,860	237,350	4,240	1.8%
AGENCIES and SUPPORT PAYMENTS	40,690	40,690	40,690	0	0.0%
RESERVES / RECOVERIES	42,830	39,310	38,990	(3,840)	(9.0%)
FINANCIAL	24,110	23,480	24,260	150	0.6%
<b>TOTAL EXPENDITURES</b>	<b>16,834,020</b>	<b>16,690,440</b>	<b>17,203,750</b>	<b>369,730</b>	<b>2.2%</b>
FEES AND GENERAL	(4,072,970)	(4,106,710)	(4,129,100)	(56,130)	(1.4%)
GRANTS AND SUBSIDIES	(7,504,500)	(7,532,190)	(7,582,410)	(77,910)	(1.0%)
<b>TOTAL REVENUES</b>	<b>(11,577,470)</b>	<b>(11,638,900)</b>	<b>(11,711,510)</b>	<b>(134,040)</b>	<b>(1.2%)</b>
<b>NET LEVY</b>	<b>5,256,550</b>	<b>5,051,540</b>	<b>5,492,240</b>	<b>235,690</b>	<b>4.5%</b>





# NEIGHBOURHOOD AND COMMUNITY INITIATIVES

Neighbourhood and Community Initiatives (NCI) raises the engagement consciousness of the City by promoting a culture of public participation, advancing collaborative action-taking by community partners and ensuring the diverse voices of residents continue to shape City priorities. The division collaborates with funders and partners to support resident engagement, community development, action planning and implementation to ultimately increase community health, inclusivity, and support for the City of Hamilton's 2016-2025 Strategic Plan Priorities. The major strategies that drive the work performed by the Division, includes the Neighbourhood Action Strategy, Our Future Hamilton Community Vision, Age Friendly Plan, Hamilton Immigration Partnership Council, Urban Indigenous Strategy, Youth Action Strategy and Community Enrichment Funds.

## Emerging Issues and Trends

- The Hamilton Neighbourhood Survey for the Neighbourhood Action Strategy shows that the “needle is moving” in terms of trust-building, engagement, and especially resident satisfaction with their neighbourhoods in the six surveyed neighbourhoods.
- As residents become more engaged with local government and community partners, they are looking for greater levels of involvement in decision-making and having more of a say in decisions that affect them and their communities. Over 100 community partners are engaged with NCI to implement the six community priorities, 88 strategic directions, and 226 community-suggested actions of Our Future Hamilton Community Vision.
- Hamilton's population is changing, with one in four Hamiltonians born outside of Canada. This figure exemplifies the need for a cohesive and coordinated settlement and integration sector in Hamilton. The 2016 census data reveals that for the first time in Canadian history, there are also more seniors (65+) than children under 14 years of age. There are currently 93,000 Hamiltonians over the age of 65 and that is expected to double in the next two decades.
- In 2015, the Truth and Reconciliation Commission Report was released by the Federal government, with 94 Calls to Action to address Indigenous issues across the country. Hamilton is home to over 15,000 residents who identify as Indigenous - a population that has a poverty rate of 29% versus 16% for the general population.
- Our Future Hamilton Community Vision and the Neighbourhood Action Strategy neighbourhood plans highlight a need for youth to be engaged in civic life and in activities that positively influence and shape their futures, such as volunteering, community engagement, education, skill building, and employment opportunities.
- Creating inclusive neighbourhood planning processes that reflect neighbourhood diversity continues to be a challenge, and requires ongoing effort and support; considering concerns on gentrification and displacement are growing in Hamilton communities.

## 2018 Initiatives

# 1

**Create new operational structure for Neighbourhood Action Strategy that is linked with City Wide Hub initiatives.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Neighbourhood Action Strategy	2018	2018	Community and Emergency Services <ul style="list-style-type: none"> <li>• Children's and Home Management Services</li> <li>• Housing Services</li> <li>• Ontario Works</li> <li>• Recreation</li> </ul> Public Health Services <ul style="list-style-type: none"> <li>• Healthy Living</li> </ul>
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Built Environment & Infrastructure				

# 2

**Develop a sustainability plan for the Xperience Annex to increase ability to address the social determinants of health issues experienced by Hamilton youth.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Neighbourhood Action Strategy	2018	2018	Community and Emergency Services <ul style="list-style-type: none"> <li>• Children's and Home Management Services</li> <li>• Housing Services</li> <li>• Ontario Works</li> </ul> Public Health Services <ul style="list-style-type: none"> <li>• Healthy Families</li> </ul>
 Economic Prosperity & Growth				

## 3

## Complete 11 Neighbourhood Action Plan updates.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Neighbourhood Action Strategy Public Engagement Policy and Toolkit Our Future Hamilton	2018	2018	N/A

## 4

## Implement not for profit/charity organization to oversee the operations of the community based McQuesten Urban Farm.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Neighbourhood Action Strategy Hamilton Food Strategy	2018	2018	Community and Emergency Services • Ontario Works
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Built Environment & Infrastructure				
 Culture & Diversity				

5

## Produce Hamilton's first Urban Indigenous Strategy.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Our Future Hamilton Community Vision Truth and Reconciliation Calls to Action Report	2017	2018	All
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Clean & Green				
 Built Environment & Infrastructure				
 Culture & Diversity				

## 6

## Develop Hamilton's first Youth Strategy.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Our Future Hamilton Community Vision	2017	2018	All
 Economic Prosperity & Growth	Stepping Up: A Strategic Framework to Help Ontario's Youth Succeed (Ontario's Youth Strategy)			
 Healthy & Safe Communities				
 Clean & Green				
 Built Environment & Infrastructure				
 Culture & Diversity				

## NEIGHBOURHOOD AND COMMUNITY INITIATIVES

7

## Launch Hamilton's first Newcomer Day.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Our Future Hamilton Community Vision Hamilton Immigration Partnership Council's 2017-2020 Strategic Plan	2018	2018	All
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Culture & Diversity				

8

## Establish a Mentoring Program for Newcomers within City structure .

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Our Future Hamilton Community Vision Hamilton Immigration Partnership Council's 2017-2020 Strategic Plan	2018	2018	All
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Culture & Diversity				

## 9

## Develop Our Future Hamilton's Community Metrics and first Progress Report.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Our Future Hamilton Community Vision City of Hamilton Strategic Plan	2018	2018	City Manager's Office • Communications and Corporate Initiatives
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Clean & Green				
 Built Environment & Infrastructure				
 Culture & Diversity				

## 2019 - 2021 Initiatives

1

### Implement Hamilton Urban Indigenous Strategy for the City of Hamilton.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Culture & Diversity	Neighbourhood Action Strategy  Our Future Hamilton Community Vision	2019	2022	N/A

2

### Implement Hamilton Youth Strategy.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Culture & Diversity	Neighbourhood Action Strategy  Our Future Hamilton	2019	2022	Community and Emergency Services <ul style="list-style-type: none"> <li>• Recreation</li> </ul> Public Health Services <ul style="list-style-type: none"> <li>• Healthy Family</li> </ul>

## 3

### Coordinate implementation of the Our Future Hamilton Community Vision, Age-Friendly Plan, Neighbourhood Action Plans within the community and the City of Hamilton strategic priorities.

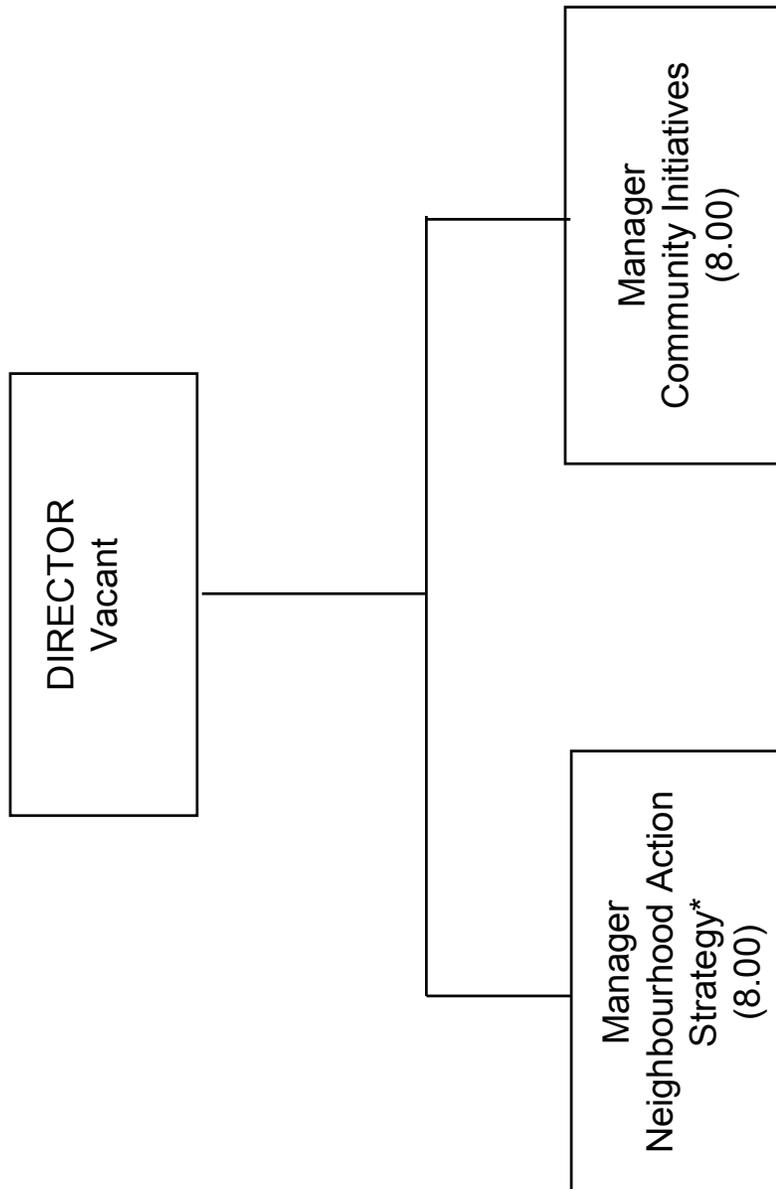
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Neighbourhood Action Strategy Age Friendly Plan Urban Indigenous Strategy	2019	2020	All
 Economic Prosperity & Growth	Our Future Hamilton Community Vision			
 Healthy & Safe Communities				
 Clean & Green				
 Built Environment & Infrastructure				
 Culture & Diversity				

## 4

## Implement Operational Structure for Neighbourhood Action Strategy.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Neighbourhood Action Strategy	2019	2020	Community and Emergency Services • Children's and Home Management Services • Housing Services • Ontario Works • Recreation
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Built Environment & Infrastructure				

## Division Structure



\* 1.0 not included in complement

Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	2.00	15.00	17.00	7.50:1
2018	2.00	15.00	17.00	7.50:1
<b>Change</b>	0.00	0.00	0.00	

## NEIGHBOURHOOD AND COMMUNITY INITIATIVES

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Community Initiatives	1,261,340	947,300	990,040	1,276,250	986,160	38,860	4.1%
NCI Administration	168,400	168,400	140,570	171,510	171,510	3,110	1.8%
Neighbourhood Action Strategy	988,030	679,310	822,370	937,260	700,150	20,840	3.1%
<b>Total Neighbourhood &amp; Community Initiatives</b>	<b>2,417,770</b>	<b>1,795,010</b>	<b>1,952,970</b>	<b>2,385,020</b>	<b>1,857,820</b>	<b>62,810</b>	<b>3.5%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	1,827,130	1,928,070	1,791,980	(35,150)	(1.9%)
MATERIAL AND SUPPLY	92,350	111,760	110,850	18,500	20.0%
BUILDING AND GROUND	7,340	8,970	8,290	950	12.9%
CONSULTING	24,510	28,340	11,510	(13,000)	(53.0%)
CONTRACTUAL	408,810	467,710	394,070	(14,740)	(3.6%)
AGENCIES and SUPPORT PAYMENTS	16,500	18,350	25,500	9,000	54.5%
RESERVES / RECOVERIES	17,840	22,000	18,030	190	1.1%
FINANCIAL	23,290	23,080	24,790	1,500	6.4%
<b>TOTAL EXPENDITURES</b>	<b>2,417,770</b>	<b>2,608,280</b>	<b>2,385,020</b>	<b>(32,750)</b>	<b>(1.4%)</b>
FEES AND GENERAL	(21,000)	(26,250)	(22,500)	(1,500)	(7.1%)
GRANTS AND SUBSIDIES	(481,200)	(564,060)	(504,700)	(23,500)	(4.9%)
RESERVES	(65,000)	(65,000)	0	65,000	100.0%
RECOVERIES FROM CAPITAL	(55,560)	0	0	55,560	100.0%
<b>TOTAL REVENUES</b>	<b>(622,760)</b>	<b>(655,300)</b>	<b>(527,200)</b>	<b>95,560</b>	<b>15.3%</b>
<b>NET LEVY</b>	<b>1,795,010</b>	<b>1,952,970</b>	<b>1,857,820</b>	<b>62,810</b>	<b>3.5%</b>



## RECREATION

The Recreation Division is responsible for providing high quality cost conscious recreation services that contribute to a healthy, safe and prosperous community, in a sustainable manner. These services include all activities and support services associated with existing recreation facilities, including programming, rentals, maintenance and inclusion services.

### Emerging Issues and Trends

- Hamilton's changing demographics will have an impact on participation rates and registrations for minor sports, in particular ice sports, along with seniors programming.
- Recreation will continue to respond to changing legislation and regulations, such as the Accessibility for Ontarians with Disabilities Act (AODA). There is a growing demand for inclusion of special needs in recreational programming with the introduction of the AODA.
- Insufficient capital funding available to meet current and future maintenance and regeneration for recreation facilities. Recreation will need to balance the maintenance of these buildings while still providing high quality recreational programs at them.
- Some recreation spaces are challenged with low utilization of daytime space. Finding opportunities to maximize utilization of facilities will be a common theme over the coming years.
- Provincial Minimum Wage increase to \$15 per hour by 2019 as a result of the Fair Workplaces, Better Jobs Act will have an impact on the operating budget in both 2018 and 2019. Along with many other divisions, Recreation will be required to manage the budget impacts of the increasing minimum wage.

## 2018 Initiatives

1

**Implement new Operating System (Legend) to manage point of sale transactions for program registrations, rentals and memberships.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	2018	Corporate Services <ul style="list-style-type: none"> <li>• Customer Service and Provincial Offences Administration</li> <li>• Financial Planning, Administration and Policy</li> </ul> Planning and Economic Development <ul style="list-style-type: none"> <li>• Tourism and Culture</li> </ul>

2

**Develop strategic plan to guide the division over the next five years.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	2018	N/A

3

**Open Bernie Morelli Recreation Centre, equipped with gymnasium, fitness rooms, leisure pool, an indoor walking track and craft rooms.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Built Environment & Infrastructure	N/A	2018	2018	Public Works <ul style="list-style-type: none"> <li>• Energy, Fleet and Facilities Management</li> </ul>

4

**Extend 55+ It's Your Day! Program, which provides older adults opportunities to participate in physical movement programs, fitness classes, and educational workshops.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	2018	N/A

## 2019 - 2021 Initiatives

1

**Implement strategic initiatives to improve operations and healthy choice options provided by the Food Services Unit at City facilities.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2019	2020	Public Health Services • Healthy Environments

2

**Conduct strategic analysis to review and prioritize capital expenditures to renew City recreational facilities.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Built Environment & Infrastructure	N/A	2019	2020	Public Works • Energy, Fleet and Facilities Management • Engineering Services • Environmental Services

3

**Conduct studies to examine the current state of City's indoor facilities, outdoor courts and park washrooms.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Built Environment & Infrastructure	N/A	2019	2020	Public Works • Energy, Fleet and Facilities Management • Engineering Services • Environmental Services

## RECREATION

4

**Open Greenville/Beverly Hubs to provide recreational programming and space in areas currently underserved.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Built Environment & Infrastructure	N/A	2019	2021	Public Works • Energy, Fleet and Facilities Management

5

**Develop plan to examine needs of older adults, as well as pilot the High Five Older Adult Quality standard.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Built Environment & Infrastructure	N/A	2019	2021	Public Works • Energy, Fleet and Facilities Management

6

**Enhance new Operating System (Legend) to accommodate additional online services and review membership offerings.**

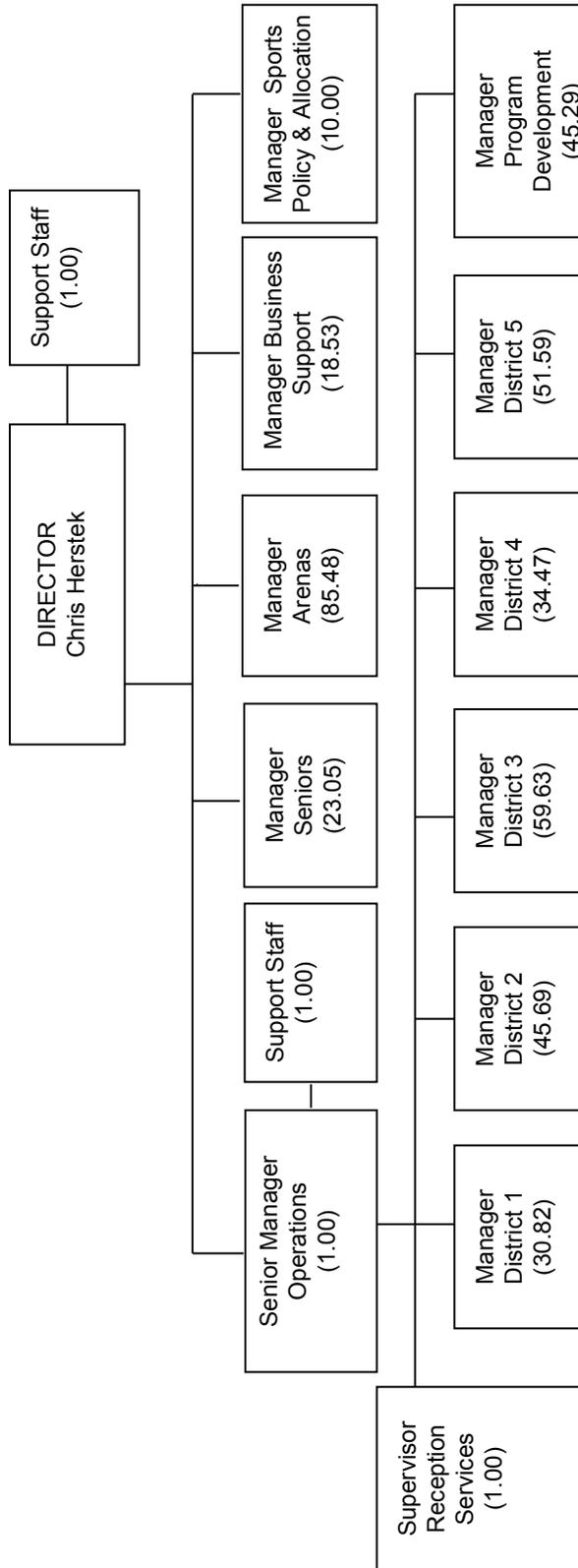
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2019	2021	Corporate Services • Customer Service and Provincial Offences Administration • Financial Planning, Administration and Policy  Planning and Economic Development • Tourism and Culture

7

**Develop policy to guide principles and direction on costing, discounts and premiums associated with recreation fees.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2019	2021	Corporate Services • Financial Planning, Administration and Policy

# Division Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	12.00	397.55	409.55	33.13:1
2018	12.00	397.55	409.55	33.13:1
<b>Change</b>	0.00	0.00	0.00	

## RECREATION

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
City Wide Services & Programs	9,851,700	4,848,000	5,028,380	9,852,960	4,811,080	(36,920)	(0.8%)
Recreation Administration	376,680	366,680	328,550	394,640	384,640	17,960	4.9%
Recreation Operations	37,528,160	26,524,600	25,387,300	38,498,990	27,136,860	612,260	2.3%
<b>Total Recreation</b>	<b>47,756,540</b>	<b>31,739,280</b>	<b>30,744,230</b>	<b>48,746,590</b>	<b>32,332,580</b>	<b>593,300</b>	<b>1.9%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	28,012,390	27,668,320	28,747,960	735,570	2.6%
MATERIAL AND SUPPLY	1,298,710	1,349,060	1,308,170	9,460	0.7%
VEHICLE EXPENSES	303,160	299,890	304,770	1,610	0.5%
BUILDING AND GROUND	7,703,740	7,503,570	7,948,420	244,684	3.2%
CONTRACTUAL	2,766,420	2,872,980	2,900,870	134,447	4.9%
AGENCIES and SUPPORT PAYMENTS	974,050	970,460	935,460	(38,590)	(4.0%)
RESERVES / RECOVERIES	5,696,430	5,810,510	5,585,010	(111,420)	(2.0%)
COST ALLOCATIONS	8,500	13,350	8,500	0	0.0%
FINANCIAL	508,170	515,260	522,470	14,300	2.8%
CAPITAL FINANCING	484,970	484,970	484,970	0	(0.0%)
<b>TOTAL EXPENDITURES</b>	<b>47,756,540</b>	<b>47,488,360</b>	<b>48,746,590</b>	<b>990,051</b>	<b>2.1%</b>
FEES AND GENERAL	(15,570,110)	(15,640,770)	(16,035,600)	(465,491)	(3.0%)
GRANTS AND SUBSIDIES	(447,150)	(634,790)	(378,410)	68,740	15.4%
RESERVES	0	(468,580)	0	0	0.0%
<b>TOTAL REVENUES</b>	<b>(16,017,260)</b>	<b>(16,744,140)</b>	<b>(16,414,010)</b>	<b>(396,751)</b>	<b>(2.5%)</b>
<b>NET LEVY</b>	<b>31,739,280</b>	<b>30,744,230</b>	<b>32,332,580</b>	<b>593,300</b>	<b>1.9%</b>



# HAMILTON FIRE DEPARTMENT

The Hamilton Fire Department is dedicated to preserving life, property and the environment in Hamilton through an integrated program of emergency fire and medical response, fire protection and fire prevention education, emergency management, and operation of the City's corporate radio system. The services provided by Hamilton Fire to make it a safer and more livable city include:

- fire protection services, including fire prevention, public education and emergency response services focused on supporting a healthy and safe community.
- co-ordination of the City's Emergency Management Program, including the development and implementation of mitigation, preparedness, response, and recovery initiatives to enhance the City's disaster resiliency.
- oversight of the corporate radio system, including mission critical voice and data communications for the Hamilton Fire Department, Hamilton Police Service, City of Hamilton Public Works and the Airport Operations Group.

## Emerging Issues and Trends

- As the City continues to grow and transform in terms of demographics and development types, there is a need to evaluate the emerging and changing risk profile of Hamilton communities against the current service delivery model to ensure the appropriate actions are taken to maintain the required level of service.
- The continuous updating of legislation, industry standards, best practices, and advancements in equipment related to fire protection services and emergency management programs require ongoing review to determine the impact on service delivery.
- Hamilton Fire Department's successes over the next four years will be enhanced by managing technological change and maximizing technology utilization, such as the corporate radio system. This will involve the strategic deployment of technology, and ensuring staff have the resources and skills necessary to implement and respond to technological changes to prevent both financial and operational pressures.
- Growing need to enhance the level of public education and awareness relative to emergency preparedness and community fire safety.
- Insufficient capital funding to meet the current and future building maintenance or replacement costs of an aged building stock.
- Workforce management will be an evolving process for the Hamilton Fire Department over the next four years. Creating a healthy, engaged and supportive workplace will enable the department to attract and retain knowledgeable staff, while at the same time plan for the exit of long standing and knowledgeable employees. Planning for the departure of knowledgeable employees through succession planning, mentoring and knowledge transfers is crucial for the long-term success of the Hamilton Fire Department.

## 2018 Initiatives

1

### Develop 10-Year Fire Service Delivery Plan.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	N/A	2018	2018	City Manager's Office <ul style="list-style-type: none"> <li>• Communications and Corporate Initiatives</li> <li>• Human Resources</li> </ul> Corporate Services <ul style="list-style-type: none"> <li>• Financial Planning, Administration and Policy</li> <li>• Information Technology</li> <li>• Legal and Risk Management Services</li> </ul> Planning and Economic Development <ul style="list-style-type: none"> <li>• Economic Development</li> <li>• Public Works</li> <li>• Energy, Fleet and Facilities Management</li> </ul>
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Built Environment & Infrastructure				
 Culture & Diversity				
 Our People & Performance				

2

### Develop and implement Business Continuity Planning.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	10-Year Fire Service Delivery Plan	2018	2018	All
 Healthy & Safe Communities				

## 3

## Conduct community risk assessment.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	2018	City Manager's Office <ul style="list-style-type: none"> <li>• Communications and Corporate Initiatives</li> <li>• Human Resources</li> </ul> Corporate Services <ul style="list-style-type: none"> <li>• Financial Planning, Administration and Policy</li> <li>• Legal and Risk Management Services</li> </ul> Planning and Economic Development <ul style="list-style-type: none"> <li>• Economic Development</li> </ul> Public Works <ul style="list-style-type: none"> <li>• Energy, Fleet and Facilities Management</li> </ul>

## 4

## Conduct Citizen Satisfaction Survey.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Healthy & Safe Communities	10 Year Fire Service Delivery Plan	2018	2018	City Manager's Office <ul style="list-style-type: none"> <li>• Communications and Corporate Initiatives</li> </ul>

## 5

**Conduct Station Location Assessment.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	10-Year Fire Service Delivery Plan	2018	2018	City Manager's Office <ul style="list-style-type: none"> <li>• Communications and Corporate Initiatives</li> <li>• Human Resources</li> </ul> Corporate Services <ul style="list-style-type: none"> <li>• Financial Planning, Administration and Policy</li> <li>• Legal and Risk Management Services</li> </ul> Planning and Economic Development <ul style="list-style-type: none"> <li>• Economic Development</li> </ul> Public Works <ul style="list-style-type: none"> <li>• Energy, Fleet and Facilities Management</li> </ul>

## 6

**Implement communication strategy Implementation to enhance public awareness of fire safety and emergency management safety information.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Healthy & Safe Communities	10-Year Fire Service Delivery Plan	2018	2018	City Manager's Office <ul style="list-style-type: none"> <li>• Communications and Corporate Initiatives</li> </ul>

## 7

## Identify and implement operational efficiency projects.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	10-Year Fire Service Delivery Plan	2018	2018	City Manager's Office <ul style="list-style-type: none"> <li>• Communications and Corporate Initiatives</li> <li>• Human Resources</li> </ul> Corporate Services <ul style="list-style-type: none"> <li>• Financial Planning, Administration and Policy</li> <li>• Legal and Risk Management Services</li> </ul> Planning and Economic Development <ul style="list-style-type: none"> <li>• Economic Development</li> </ul> Public Works <ul style="list-style-type: none"> <li>• Energy, Fleet and Facilities Management</li> </ul>

## 8

## Introduce Fire Protection Services' dashboard and performance measurements for continuous improvement.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	N/A	2018	2018	City Manager's Office <ul style="list-style-type: none"> <li>• Communications and Corporate Initiatives</li> <li>• Human Resources</li> </ul>
 Healthy & Safe Communities				
 Our People & Performance				

## 2019 - 2021 Initiatives

1

**Implement any potential modifications to the Fire Protection Service delivery model based on the completion of the 10-Year Fire Service Delivery Plan.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	10-Year Fire Service Delivery Plan	2019	2021	City Manager's Office • Communications and Corporate Initiatives • Human Resources  Corporate Services • Financial Planning, Administration and Policy • Information Technology • Legal and Risk Management Services  Planning and Economic Development • Economic Development  Public Works • Energy, Fleet and Facilities Management
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Built Environment & Infrastructure				
 Culture & Diversity				
 Our People & Performance				

2

**Develop new operational plans in response to the construction and implementation of the new Light Rail Transit system.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	Light Rail Transit Plan	2019	2021	Corporate Services • Financial Planning, Administration and Policy  Planning and Economic Development • Economic Development • Light Rail Transit Project Office  Public Works • Energy, Fleet and Facilities Management

3

**Replace all front line Self Contained Breathing Apparatuses (SCBA).**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	10-Year Fire Service Delivery Plan	2019	2021	Corporate Services <ul style="list-style-type: none"> <li>• Financial Planning, Administration and Policy</li> <li>• Financial Services, Taxation and Corporate Controller</li> <li>• Legal and Risk Management Services</li> </ul>

4

**Relocate Hamilton Fire Department's mechanical operations.**

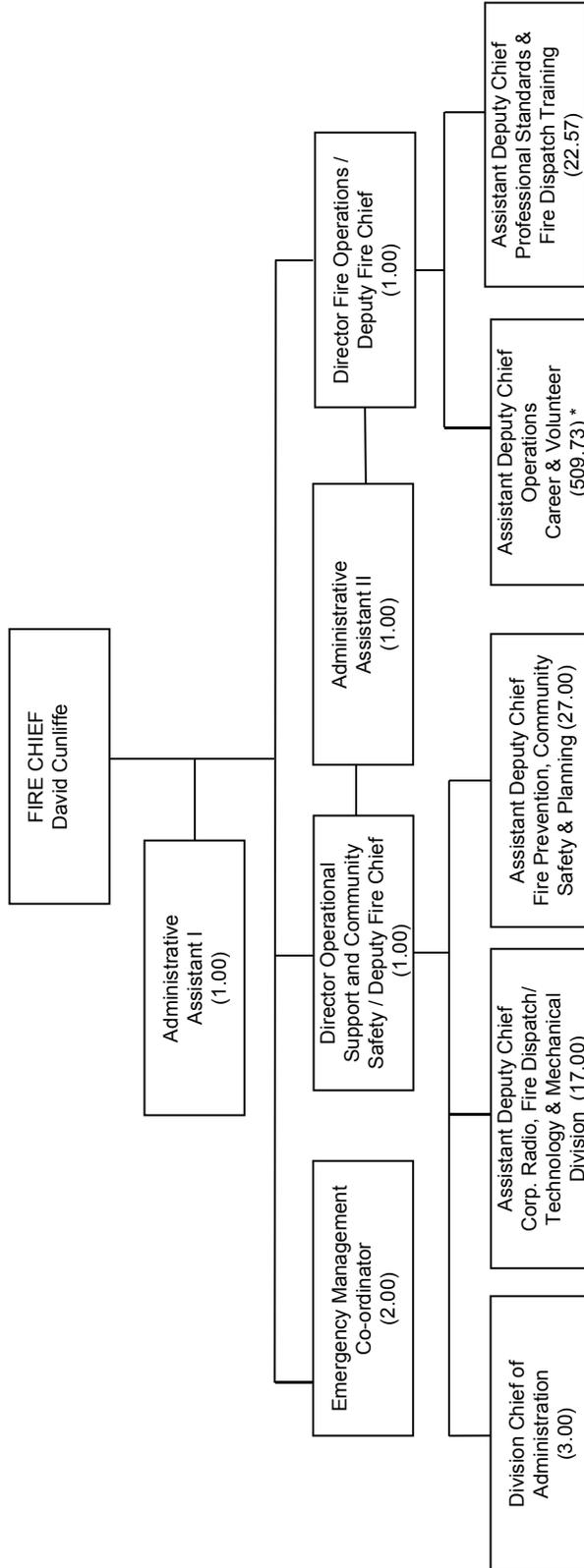
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2019	2021	City Manager's Office <ul style="list-style-type: none"> <li>• Communications and Corporate Initiatives</li> <li>• Human Resources</li> </ul> Corporate Services <ul style="list-style-type: none"> <li>• Financial Planning, Administration and Policy</li> <li>• Information Technology</li> <li>• Legal and Risk Management Services</li> </ul> Planning and Economic Development <ul style="list-style-type: none"> <li>• Economic Development</li> </ul> Public Works <ul style="list-style-type: none"> <li>• Energy, Fleet and Facilities Management</li> </ul>

5

**Review and update the City's Development Charges program relative to fire protection services.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	10-Year Fire Service Delivery Plan	2019	2021	Corporate Services <ul style="list-style-type: none"> <li>• Financial Planning, Administration and Policy</li> <li>• Legal and Risk Management Services</li> </ul>

# Division Structure



\* Volunteer Firefighter HC of 270 not included

Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	9.00	577.30	586.30	64.14:1
2018	9.00	577.30	586.30	64.14:1
<b>Change</b>	0.00	0.00	0.00	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Prel. vs. '17 Rest. (\$)	'18 Prel. vs. '17 Rest. (%)
Corporate Radio System	747,200	747,200	785,740	746,110	746,110	(1,090)	(0.1%)
Emergency Management	369,990	369,990	354,180	367,170	367,170	(2,820)	(0.8%)
Fire Administration	3,388,310	3,388,310	3,471,000	3,495,070	3,495,070	106,760	3.2%
Fire Operations	83,860,250	83,455,690	83,360,950	85,445,470	84,708,490	1,252,800	1.5%
<b>Total Hamilton Fire Department</b>	<b>88,365,750</b>	<b>87,961,190</b>	<b>87,971,860</b>	<b>90,053,820</b>	<b>89,316,840</b>	<b>1,355,650</b>	<b>1.5%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Prel. vs. '17 Rest. (\$)	'18 Prel. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	78,832,900	79,566,480	80,341,710	1,508,810	1.9%
MATERIAL AND SUPPLY	2,427,820	2,326,140	2,347,530	(80,290)	(3.3%)
VEHICLE EXPENSES	802,760	1,000,500	985,210	182,450	22.7%
BUILDING AND GROUND	1,294,950	1,278,920	1,303,870	8,920	0.7%
CONSULTING	0	0	15,000	15,000	100.0%
CONTRACTUAL	121,280	117,770	121,280	0	0.0%
RESERVES / RECOVERIES	6,270,670	6,220,960	6,293,540	22,870	0.4%
COST ALLOCATIONS	(1,719,690)	(1,649,210)	(1,699,690)	20,000	1.2%
FINANCIAL	335,060	329,370	345,370	10,310	3.1%
<b>TOTAL EXPENDITURES</b>	<b>88,365,750</b>	<b>89,190,940</b>	<b>90,053,820</b>	<b>1,688,070</b>	<b>1.9%</b>
FEES AND GENERAL	(404,560)	(409,920)	(411,980)	(7,420)	(1.8%)
RESERVES	0	(809,150)	(325,000)	(325,000)	(100.0%)
<b>TOTAL REVENUES</b>	<b>(404,560)</b>	<b>(1,219,080)</b>	<b>(736,980)</b>	<b>(332,420)</b>	<b>(82.2%)</b>
<b>NET LEVY</b>	<b>87,961,190</b>	<b>87,971,860</b>	<b>89,316,840</b>	<b>1,355,650</b>	<b>1.5%</b>





# HAMILTON PARAMEDIC SERVICE

Hamilton Paramedic Service provides the only available licensed ambulance services to all citizens and visitors to the City. In addition to the emergency care, treatment, and transportation by highly qualified paramedics to the sick and injured we also provide other services that support the community. This includes various community paramedic activities to assess and treat patients as well as the maintenance of more than 400 Public Access Defibrillators across the City.

## Emerging Issues and Trends

- Shifting age demographics in the City of Hamilton are resulting in a growth of demand for service exceeding the growth in actual population.
- Broad healthcare funding challenges are resulting in changing healthcare system design, which has resulted in lower bed availability per 1,000 population. This creates an increasing focus on decreasing the length of stay in hospitals and increased reliance on homecare and home support of patients with multiple health challenges.
- Challenges in hospital bed, nursing home, long-term care, and transitional bed space availability are significantly impacting patient flow through hospitals. This is creating backlogs in patient flow through the hospital's Emergency Department. Backlogs in patient flow through the Emergency Department are resulting in increased frequency and duration of ambulance offload delays, which impacts ambulance availability for response in the community.
- Hospitals are consolidating more and more specialist resources and capacity at individual sites. This contributes to an increase in hospital bypasses to access the right level of care, an increase in inter-facility transfers, and reduces the system capacity to balance patient distribution across sites to mitigate against hospital offload surges.
- The development of "Community Paramedic" activities has emerged as a strategy to mitigate growth in call demands and alleviate some pressure on hospitals by reducing patient transports of frequent user clients. In Hamilton this is linked to the Community Health Assessment by Paramedics Program, Social Navigator Program, Community Referral by Emergency Medical Services, and the @Home Community Paramedic Program, which is now Local Health Integrated Network (LHIN) funded.
- The Ministry of Health and Long-term Care continues to increase skills and procedures within the scope of practice for both advanced and primary care paramedics. This additional set of requirements results in increased training time requirements, as well as equipment and/or medication costs.
- The introduction of presumptive legislation related to Post Traumatic Stress Disorders (PTSD) has increased the frequency and lengthened the duration of Workplace Safety Insurance Board (WSIB) claims. Ongoing strategies to reduce the impact and to better manage the stress paramedics deal with are required.

## 2018 Initiatives

# 1

### Complete 10-Year Paramedic Service Delivery Plan.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	2018	N/A
 Built Environment & Infrastructure				
 Our People & Performance				

# 2

### Finalize real time data requirements to satisfy Ministry of Health and Long-term Care reporting and create an internal operating dashboard and analysis tool.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	2018	Corporate Services • Information Technology
 Built Environment & Infrastructure				
 Our People & Performance				

## 3

## Implement Kronos time and attendance reporting system.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2018	2018	City Manager's Office • Human Resources  Corporate Services • Financial Services, Taxation and Corporate Controller • Information Technology

## 4

## Develop long-term paramedic facilities plan.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	N/A	2018	2018	Public Works • Energy, Fleet and Facilities Management
 Healthy & Safe Communities				
 Built Environment & Infrastructure				
 Our People & Performance				

5

**Investigate new equipment potential to further reduce workplace safety impacts for staff.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	2018	City Manager's Office • Human Resources
 Our People & Performance				

6

**Integrate existing Electronic Patient Care Report (ePCR) data into the Hamilton Health Sciences shared Information Decision Support system for improved systems planning.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	N/A	2018	2018	Corporate Services • Information Technology
 Community Engagement & Participation				
 Healthy & Safe Communities				

## 2019 - 2021 Initiatives

1

**Secure required vehicles and equipment to support the growth in demand of paramedic services.**

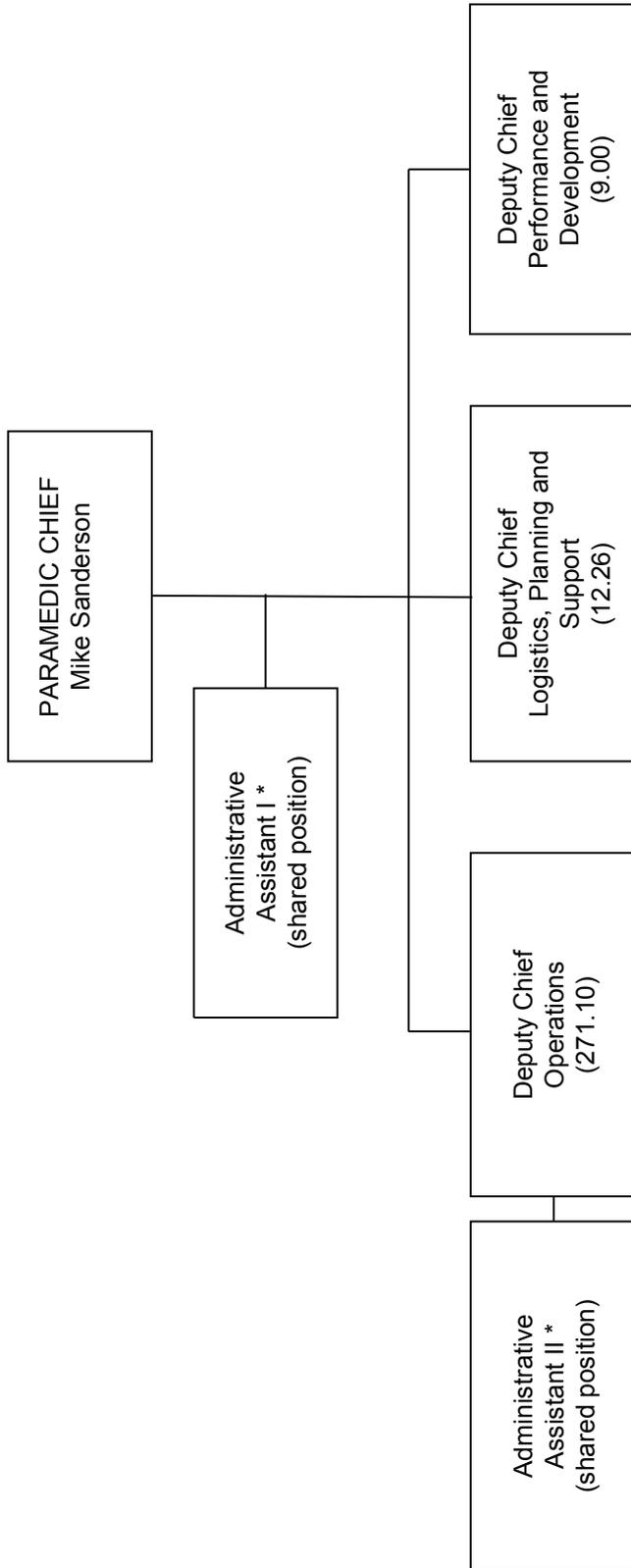
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	N/A	2019	2021	Corporate Services <ul style="list-style-type: none"> <li>• Financial Planning, Administration and Policy</li> <li>• Financial Services, Taxation and Corporate Controller</li> </ul> Public Works <ul style="list-style-type: none"> <li>• Energy, Fleet and Facilities Management</li> </ul>
 Healthy & Safe Communities				
 Our People & Performance				

2

**Recruit suitable staff to support the growth in demand of paramedic services.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	N/A	2019	2021	City Manager's Office <ul style="list-style-type: none"> <li>• Human Resources</li> </ul>
 Healthy & Safe Communities				
 Our People & Performance				

# Division Structure



\* Not included in complement

Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	7.00	286.36	293.36	40.91:1
2018	7.00	286.36	293.36	40.91:1
<b>Change</b>	0.00	0.00	0.00	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Paramedic Service Admin	2,740,830	2,740,830	2,853,530	2,893,320	2,893,320	152,490	5.6%
Paramedic Service Operations	42,266,200	40,802,250	40,388,660	43,523,120	41,633,380	831,130	2.0%
Paramedic Service Provincial Funding	0	(22,258,260)	(22,258,260)	0	(22,788,700)	(530,440)	(2.4%)
<b>Total Hamilton Paramedic Service</b>	<b>45,007,030</b>	<b>21,284,820</b>	<b>20,983,930</b>	<b>46,416,440</b>	<b>21,738,000</b>	<b>453,180</b>	<b>2.1%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	36,842,430	37,077,740	38,076,950	1,234,520	3.4%
MATERIAL AND SUPPLY	1,510,660	1,538,940	1,581,250	70,590	4.7%
VEHICLE EXPENSES	808,170	735,720	810,850	2,680	0.3%
BUILDING AND GROUND	304,380	283,170	297,290	(7,090)	(2.3%)
CONSULTING	44,000	29,000	44,000	0	0.0%
CONTRACTUAL	1,529,690	1,555,660	1,528,300	(1,390)	(0.1%)
RESERVES / RECOVERIES	2,307,210	2,329,060	2,468,480	161,270	7.0%
COST ALLOCATIONS	1,567,110	1,323,600	1,517,650	(49,460)	(3.2%)
FINANCIAL	93,380	96,350	91,670	(1,710)	(1.8%)
<b>TOTAL EXPENDITURES</b>	<b>45,007,030</b>	<b>44,969,240</b>	<b>46,416,440</b>	<b>1,409,410</b>	<b>3.1%</b>
FEES AND GENERAL	(75,740)	(108,740)	(84,330)	(8,590)	(11.3%)
GRANTS AND SUBSIDIES	(23,646,470)	(23,854,070)	(24,364,520)	(718,050)	(3.0%)
RESERVES	0	0	(229,590)	(229,590)	(100.0%)
RECOVERIES FROM CAPITAL	0	(22,500)	0	0	0.0%
<b>TOTAL REVENUES</b>	<b>(23,722,210)</b>	<b>(23,985,310)</b>	<b>(24,678,440)</b>	<b>(956,230)</b>	<b>(4.0%)</b>
<b>NET LEVY</b>	<b>21,284,820</b>	<b>20,983,930</b>	<b>21,738,000</b>	<b>453,180</b>	<b>2.1%</b>





Dan McKinnon  
*General Manager*

# PUBLIC WORKS

Public Works contribute towards the City of Hamilton's vision to be the best place to raise a child and age successfully. Together with its partners, the department brings this vision to life, whether it's moving people or goods comfortably and predictably along our roads, ensuring they are clear and in good repair, making our drinking water safe and reliable, keeping waste out of our environment and recovering resources for sustainability. Public Works provides services that are central to the lives of Hamiltonians.

Quality of life is further enhanced through the development and maintenance of beautiful public parks, trails, cemeteries, golf courses and open spaces, as well as providing facilities that enable fitness and entertainment for citizens to enjoy.

To ensure that this is possible for all citizens now and in the future, the department plans, rehabilitates and replaces our built infrastructure efficiently and in a timely way whenever needed. In addition to the built environment and infrastructure, many people work behind the scenes to provide high value internal services for the entire corporation; from caring for the City's vehicles and equipment, to planning and implementing energy and environmental initiatives in order to help the City achieve its energy efficiency targets and improve air quality.

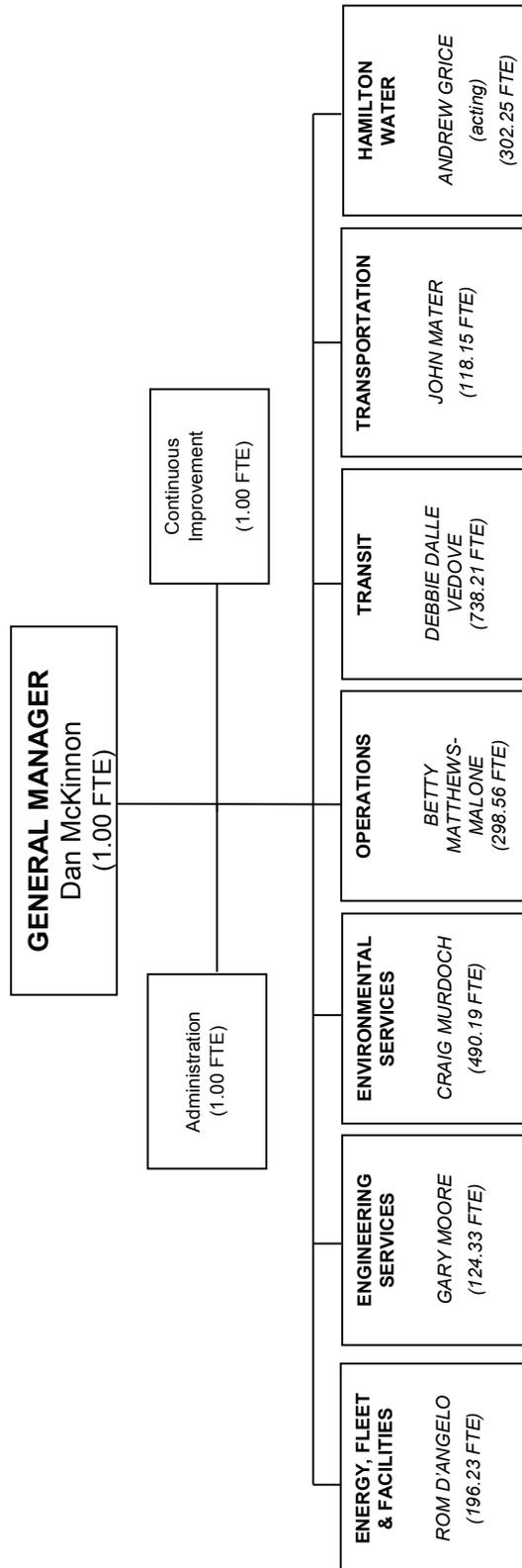
## **Public Works contributes to the City's vision by:**

- planning, designing, constructing operating and maintaining municipal parks, programmed open space, recreational trails and cemeteries.
- maintaining the urban and rural tree canopy on City property (including streets and parks) and providing horticultural features in traffic islands, roundabouts, medians & boulevards, hanging baskets, planters and civic properties.
- delivering residential and commercial waste management services, including collection, managing active and inactive landfill sites, and operating recycling, composting and other waste diversion programs.
- designing roads that are safe for all road users and pedestrians, as well as developing policies and strategies for the City's transportation network and infrastructure to 2031 and beyond.
- planning, designing and providing minor rehabilitation work of the City's road systems, as well as operating and maintaining them in adherence to legislated standards and regulations in a safe, cost effective and efficient manner.
- operating and maintaining a large network of infrastructure to provide the City's residents with uninterrupted water, wastewater and stormwater services.

## PUBLIC WORKS

- providing quality water services that contribute to a healthy, safe and prosperous community through excellence and disciplined water management practices.
- delivering capital budget program for the City's municipal infrastructure and environmental features.
- designing and constructing the City's Waterfront Development initiative.
- providing a customer focused experience that is safe, accessible, efficient, and inclusive to all users of the City's public transit services
- maintaining the City's transit service and infrastructure in a state of good repair with a vision to accommodate future needs.
- utilizing expertise in order to maintain City vehicles and equipment throughout the entire life cycle.
- maximizing existing resources to operate, maintain, preserve and improve buildings and facilities throughout the City .
- providing energy and environmental initiatives to achieve corporate energy efficiency targets through continuous improvement, utility and commodity management, energy engineering, and employing renewable energy and new technology.

# Department Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	36.00	1902.67	1938.67	52.85:1
2018	36.00	1932.67	1968.67	53.69:1
Change	0.00	30.00	30.00	
2018 (inclusive of Hamilton Water)	48.00	2222.92	2270.92	46.31:1

## Divisions

Public Works Department is comprised of the following seven divisions:

- Energy, Fleet and Facilities Management
- Engineering Services
- Environmental Services
- Operations
- Hamilton Water
- Transit
- Transportation

## Services

Public Works continues to evolve to meet the changing needs of its citizens and the Corporation. The department proactively reviews its services on an annual basis to ensure the provision of sensational services and that strategic objectives are received.

- **Cemeteries**
  - Active Cemeteries Support Services
  - Active Management
  - Dormant Management
- **Corporate Security**
- **Energy Initiatives**
  - Energy Engineering
  - Utilities
- **Engineering Services**
  - Asset Management
  - Construction Services
  - Corridor Service
  - Design Services
  - Survey and Technical Services
  - Waterfront Development Initiative (design and construction)
- **Facilities Management**
  - Accommodations
  - Capital Planning and Project Management
  - Compliance
  - Golf Courses
  - Facilities Operations and Maintenance
  - Facilities Planning and Business Support
  - Stadium Operations
- **Fleet Services Management**
  - Capital Planning and Contract Management
  - Fleet Maintenance
  - Materials, Fuel and Systems Management
  - Regulatory Compliance and Driver Training
- **Forestry**
  - Tree Maintenance
  - Tree Maintenance and Planting Support Services
  - Tree Planting
- **Horticultural Programs**
  - Beautification
  - Beautification Support Services
- **Parks and Open Space Access**
  - Parks Maintenance
  - Parks and Natural Open Space Support Services
  - Planning, Design, Development and Acquisition
  - Natural Open Space
- **Public Transportation**
  - Conventional Public Transit
  - Rapid Transit
  - Specialized Public Transit

- **Roadway Access**
  - Right of Way Infrastructure Maintenance Support Services
  - Right of Way Infrastructure Repairs and Maintenance
- **Solid Waste Management**
  - Bulk Waste Collection Services
  - Cleanliness Services
  - Drop Off and Transfer Facilities
  - Garbage and Organic Waste Collection
  - Leaf and Yard Waste Collection Services
  - Organics Processing
  - Recycling Collection
  - Recycling Processing
  - Solid Waste Support Services
  - Waste Disposal and Closed Landfills
- **Storm Water Management**
  - Infrastructure Maintenance
  - Storm Water Collection
  - Storm Water Support Services
  - Storm Water Treatment
- **Transportation Services**
  - Environmental Planning
  - Sustainable Mobility and Active Transportation
  - Traffic Engineering and Road Safety
  - Traffic Signals, Traffic Signs and Traffic Pavement Markings
  - Transportation Planning
- **Wastewater Collection and Treatment**
  - Wastewater Collection
  - Wastewater Support Services
  - Wastewater Treatment

- **Water Supply and Distribution**

- Water Distribution
- Water Supply
- Water Support Services

## Priorities

Public Works will continue to work collaboratively with other City departments and community partners to deliver required programs and services in a fiscally accountable manner. The department aims to support the achievement of the City's vision and strategic objectives. Priorities for 2018 and beyond include the following:

- Maintain the schedule to achieve a corporate energy intensity reduction target of 20% below 2005 levels by 2020.
- Maintain the schedule respecting Hamilton Harbour Remedial Action Plan targets and associated City projects, including the Woodward Upgrade, Randle Reef and Watershed Nutrient and Sediment management throughout the City.
- Deliver Public Works related projects on schedule supporting the Waterfront Development at Pier 8.
- Implement years three to six of the 10-Year Local Transit Strategy, including successful delivery of Public Infrastructure Transit Infrastructure Fund - Phase one.
- Successful delivery of Clean Water and Wastewater Fund - Phase one.
- Develop and begin implementation plans that support vision zero safe streets initiative.
- Develop and implement project management standardization in conjunction with Corporate project management initiatives.
- Develop Public Works Process Improvement Initiative in order to support the corporate performance excellence program.

## Emerging Issues and Trends

### Capital Program Development

- Public Works success over the next four years will be enhanced by ensuring capital investments into assets are made at the most opportune time and in the right place through capital program development.

### Legislation

- Operating within a legislative and policy framework, the Department continues to respond to changing provincial and federal legislation to support the delivery of quality public service, operational efficiency and accountability, including the Accessibility for Ontarians with Disabilities Act, Construction Lien Act, Development Charges Act, Municipal Act, Fair Workplaces, Better Jobs Act, Green Energy Act, Electricity Act, Highway Traffic Act, Infrastructure for Jobs and Prosperity Act, Provincial Cosmetic Pesticide Ban Act, and Waste Free Ontario Act.

### Technology

- Public Works successes over the next four years will be reliant on managing technological change and maximizing technology utilization. This will involve the strategic deployment of technology solutions in the areas of inventory databases, automatic vehicle locators, document control, work order control processes, mobile applications, and street lighting. To ensure staff have the resources and skills necessary to implement and respond to technological changes, training and coaching tools will be made available as part of the implementation.
- Public Works will also play a key role in the implementation of the Corporate time attendance and scheduling software to ensure efficient and effective deployment of human resources.

### Growth

- Over the next four years, Hamilton's population is predicted to grow and become increasingly diverse with the addition of newcomers, seniors and low income families. With growing demands for programs, services and amenities, expectations of citizens for convenient, accessible and innovative customer service increases as well. With diverse populations comes diverse needs, this could have an impact on what projects, programs or services are delivered.
- Public Works will play a key role in facilitating the efficient and effective management of growth and the financial challenges it presents. Growth in the City and the corresponding infrastructure, along with service delivery priorities entails very real financial commitments of capital and operating costs.
- Hamilton continues to grow, and Hamiltonians are seeking better travel alternatives to access activities and employment throughout the City. Expectations are high for a great transit service that has additional capacity, better frequency, more direct routes, and access to better information about the system.
- Investment from the federal and provincial governments through designated infrastructure funds creates a pressure at the municipal level to reprioritize capital projects and also invest in the infrastructure projects that qualify or funding.

### Fuel and Energy

- Electricity, fuel (diesel and gasoline) and natural gas energy markets remain volatile and are directly impacted by global market influences, supply and demand, weather impact, and a changing regulatory framework.

## Climate Change

- Climate change and extreme weather events, such as increased temperature fluctuations, increased rainfall and flooding potentially have an effect on the department's operations. Extreme weather can increase activities, which can result in an unexpected budget deficit.

Climate change impacts and extreme weather events include:

- Erosion/landslide/mudslide
- Frozen water services
- Flooding
- High winds resulting in debris on road and tree damage
- Increase in accident response
- Fluctuations in summer grass cutting depending on rain levels in the growing season
- Water quality

## Workforce

- Preparation for collective bargaining with local unions is proceeding to ensure the department is able to achieve Council's direction to reduce costs, and help address overtime and absenteeism challenges.
- Workforce management will be an evolving process for Public Works over the next four years. Creating a healthy, engaged and supportive workplace will enable the department to attract and retain knowledgeable staff, while at the same time plan for the exit of long standing and knowledgeable employees. Planning for the departure of knowledgeable employees through succession planning, mentoring and knowledge transfers is crucial for the long-term success of the department.

## 2018 Preliminary Tax Supported Operating Budget By Division

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Prel. Net vs. '17 Rest. Net (\$)	'18 Prel. Net vs. '17 Rest. Net
PW-General Administration	(1,726,810)	(1,726,810)	192,970	(1,729,210)	(1,729,210)	(2,400)	(0.1%)
Energy Fleet and Facilities	21,003,160	9,145,100	12,195,240	23,256,680	9,145,520	420	0.0%
Engineering Services	26,026,360	7,074,910	7,074,900	25,793,590	6,324,850	(750,060)	(10.6%)
Environmental Services	95,604,080	75,181,100	76,653,340	97,421,060	76,308,440	1,127,340	1.5%
Operations	64,468,360	63,111,020	58,487,390	65,488,170	63,994,740	883,720	1.4%
Transit	115,653,980	60,299,290	63,455,410	121,858,210	66,503,520	6,204,230	10.3%
Transportation	19,141,870	11,552,340	11,446,490	19,556,980	11,725,510	173,170	1.5%
<b>Total Public Works - Tax</b>	<b>340,171,000</b>	<b>224,636,950</b>	<b>229,505,740</b>	<b>351,645,480</b>	<b>232,273,370</b>	<b>7,636,420</b>	<b>3.4%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Prel. vs. '17 Rest. (\$)	'18 Prel. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	171,552,180	173,586,170	177,374,930	5,822,750	3.4%
MATERIAL AND SUPPLY	26,356,620	25,519,060	25,951,010	(405,610)	(1.5%)
VEHICLE EXPENSES	31,118,640	30,737,720	31,101,360	(17,280)	(0.1%)
BUILDING AND GROUND	15,642,280	16,719,510	18,214,910	2,572,630	16.4%
CONSULTING	195,730	336,210	203,600	7,870	4.0%
CONTRACTUAL	81,434,110	80,348,090	84,265,000	2,830,890	3.5%
AGENCIES and SUPPORT PAYMENTS	211,100	194,120	201,420	(9,680)	(4.6%)
RESERVES / RECOVERIES	5,363,210	6,245,810	5,820,410	457,200	8.5%
COST ALLOCATIONS	2,918,290	5,626,020	2,769,320	(148,970)	(5.1%)
FINANCIAL	3,468,570	3,730,130	4,093,120	624,550	18.0%
CAPITAL FINANCING	1,909,870	1,909,870	1,650,000	(259,870)	(13.6%)
CAPITAL EXPENDITURES	400	25,300	400	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>340,171,000</b>	<b>344,978,000</b>	<b>351,645,480</b>	<b>11,474,480</b>	<b>3.4%</b>
FEES AND GENERAL	(73,344,740)	(71,840,520)	(74,937,320)	(1,592,580)	(2.2%)
GRANTS AND SUBSIDIES	(15,634,500)	(16,080,680)	(16,068,430)	(433,930)	(2.8%)
RESERVES	(2,225,530)	(3,318,150)	(3,564,400)	(1,338,870)	(60.2%)
RECOVERIES FROM CAPITAL	(24,329,280)	(24,232,900)	(24,801,960)	(472,680)	(1.9%)
<b>TOTAL REVENUES</b>	<b>(115,534,050)</b>	<b>(115,472,260)</b>	<b>(119,372,110)</b>	<b>(3,838,060)</b>	<b>(3.3%)</b>
<b>NET LEVY</b>	<b>224,636,950</b>	<b>229,505,740</b>	<b>232,273,370</b>	<b>7,636,420</b>	<b>3.4%</b>

## 2018 Preliminary Tax Supported Operating Budget By Section - General Administration

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
PW General Managers Office	(1,726,810)	(1,726,810)	192,970	(1,729,210)	(1,729,210)	(2,400)	(0.1%)
<b>Total PW-General Administration</b>	<b>(1,726,810)</b>	<b>(1,726,810)</b>	<b>192,970</b>	<b>(1,729,210)</b>	<b>(1,729,210)</b>	<b>(2,400)</b>	<b>(0.1%)</b>

## By Cost Category - General Administration

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	(1,471,660)	912,030	(1,454,590)	17,070	1.2%
MATERIAL AND SUPPLY	119,230	18,300	111,450	(7,780)	(6.5%)
BUILDING AND GROUND	107,000	116,380	107,000	0	0.0%
CONSULTING	0	115,880	40,900	40,900	100.0%
CONTRACTUAL	113,000	115,030	72,100	(40,900)	(36.2%)
RESERVES / RECOVERIES	79,160	79,860	47,120	(32,040)	(40.5%)
COST ALLOCATIONS	(673,540)	(1,160,020)	(653,190)	20,350	3.0%
<b>TOTAL EXPENDITURES</b>	<b>(1,726,810)</b>	<b>197,460</b>	<b>(1,729,210)</b>	<b>(2,400)</b>	<b>(0.1%)</b>
RESERVES	0	(4,480)	0	0	0.0%
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(4,480)</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>NET LEVY</b>	<b>(1,726,810)</b>	<b>192,970</b>	<b>(1,729,210)</b>	<b>(2,400)</b>	<b>(0.1%)</b>





# ENERGY, FLEET AND FACILITIES MANAGEMENT

Energy, Fleet and Facilities Management provides a variety of high quality and value added services to the City of Hamilton's stakeholders and to the community through multi-disciplines, which include fleet planning, acquisition and maintenance, regulatory compliance and driver training, manage energy policies and guidelines. As well as provide consultation on the rationalization of energy management programs, strategic capital planning, project management, facilities operations and maintenance, lease/contract management, stadium and turf management, accommodations and space planning.

## Emerging Issues and Trends

- Energy, Fleet and Facilities Management will continue to respond to changing legislation and regulations, such as the Accessibility for Ontarians with Disabilities Act, Development Charges Act, Green Energy Act, Electricity Act, Highway Traffic Act, Infrastructure for Jobs and Prosperity Act, and Municipal Act. As well as continue to support the delivery of quality public service through the provision of leadership, collaborative problem solving, and the efficient and effective use of resources.
  - Electricity, fuel (diesel and gasoline) and natural gas energy markets remain volatile and are directly impacted by global market influences, supply and demand, weather impact, and a changing regulatory framework.
  - Current capital funding levels in Facilities Management do not support a sustainable facility condition across all portfolios. In order to sustain the City's facility infrastructure condition at current levels, and help prevent further deterioration, additional funding sources from all levels of government will have to be secured.
  - Security incidents are on the rise, as traditional security equipment/devices and systems (e.g. key scan, cameras) are becoming obsolete.
- Increasing concerns around physical security are causing the City of Hamilton to seek smart and effective solutions to protect employees, City facilities, and the public.
- Energy, Fleet and Facilities Management will be reviewing the current office accommodations delivery model in 2018. This will assess the feasibility of a decentralized model, where roles and responsibilities are shared between the City's operations areas, as well as the Facilities and the Portfolio Management Committee. One of the major tasks of this division will be to manage all downtown leases that will be expiring within the next two years.
  - Workforce management will be an evolving process for Energy, Fleet and Facilities Management over the next four years. Creating a healthy, engaged and supportive workplace will enable the division to attract and retain knowledgeable staff, while at the same time plan for the exit of long standing and knowledgeable employees. Planning for the departure of knowledgeable employees through succession planning, mentoring and knowledge transfers is crucial for the long-term success of the division.

## 2018 Initiatives

1

**Develop a strategy to address the refrigerant conversion needed for Parkdale and Eastwood arenas.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	2018	N/A
 Clean & Green				
 Built Environment & Infrastructure				

2

**Reintroduce the operations of the Biogas Purification Unit at the Woodward Treatment Facility.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	N/A	2018	2018	Public Works • Hamilton Water
 Clean & Green				
 Built Environment & Infrastructure				

3

**Prepare and prioritize work plans and internal and external resources in preparation for possible Provincial funding from the Municipal Greenhouse Gas Challenge Funding program.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Municipal Greenhouse Gas Challenge Fund	2018	2018	N/A
 Clean & Green				
 Built Environment & Infrastructure				

4

**Complete and evaluate the City's Master Office Accommodation Plan.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	City of Hamilton's Master Office Accommodation Plan	2018	2019	All
 Built Environment & Infrastructure				

5

**Implement year one initiatives of the City's Five Year Security Plan.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	City of Hamilton's Security Plan	2018	2018	All
 Our People & Performance				

6

Explore various opportunities for a public/private partnership to operate City golf courses and banquet facilities.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth   Our People & Performance	City of Hamilton's Golf Operations Strategy and Master Plan	2018	2020	N/A

7

Complete the construction of the Bernie Morelli Centre and complete the major renovation of the Provincial Offences Administration Office.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Healthy & Safe Communities   Built Environment & Infrastructure	N/A	2018	2018	Community and Emergency Services • Recreation  Corporate Services • Customer Service and Provincial Offences Administration

## 2019 - 2021 Initiatives

1

**Develop and implement capital guidelines for facilities to assist in providing clarity during annual capital planning process.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	N/A	2019	2020	N/A
 Our People & Performance				

2

**Review and revise the Corporate Energy Policy if necessary.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	Corporate Energy Policy	2019	2020	All
 Our People & Performance				

3

**Prepare for asset management compliance associated with Infrastructure for Jobs and Prosperity Act.**

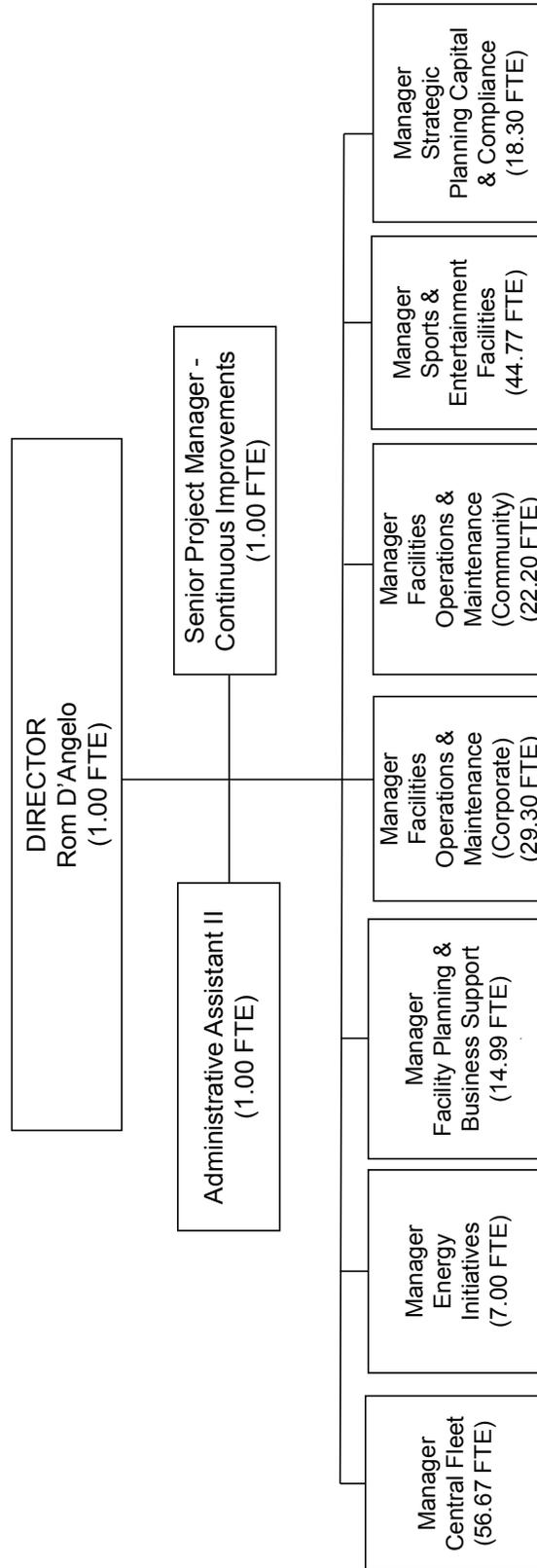
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Built Environment & Infrastructure	N/A	2019	2019	All

## 4

### Finalize and execute recommendations from the City's Master Office Accommodation Plan.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Economic Prosperity &amp; Growth</p>  <p>Built Environment &amp; Infrastructure</p>	<p>City of Hamilton's Master of Office Accommodation Plan</p>	<p>2019</p>	<p>Beyond 2021</p>	<p>All</p>

# Division Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	8.00	188.23	196.23	23.53:1
2018	8.00	188.23	196.23	23.53:1
<b>Change</b>	0.00	0.00	0.00	

## ENERGY, FLEET AND FACILITIES MANAGEMENT

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Corporate Facility Ops & Tech	3,395,870	1,341,420	2,857,130	5,236,510	1,168,770	(172,650)	(12.9%)
Central Fleet	1,723,100	83,830	584,990	2,092,340	386,010	302,180	360.5%
Community Facility Ops & Tech Serv	2,974,370	2,974,370	2,674,480	3,131,050	3,131,050	156,680	5.3%
Director EFF	477,960	463,810	1,559,220	531,000	516,850	53,040	11.4%
Energy Initiatives	1,662,280	633,710	715,500	1,403,180	37,420	(596,290)	(94.1%)
Facilities Planning and Business Support	622,780	239,400	546,900	786,000	419,530	180,130	75.2%
Golf & Stadium Ops	7,952,440	3,141,850	3,257,020	8,091,440	3,196,360	54,510	1.7%
Strategic Plan & Capital Compliance	2,194,360	266,710	0	1,985,160	289,530	22,820	8.6%
<b>Total Energy Fleet and Facilities</b>	<b>21,003,160</b>	<b>9,145,100</b>	<b>12,195,240</b>	<b>23,256,680</b>	<b>9,145,520</b>	<b>420</b>	<b>0.0%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	17,845,160	18,241,050	18,420,630	575,470	3.2%
MATERIAL AND SUPPLY	1,794,740	1,944,200	1,952,380	157,640	8.8%
VEHICLE EXPENSES	6,114,810	6,114,810	6,288,560	173,750	2.8%
BUILDING AND GROUND	10,139,800	11,134,080	11,989,650	1,849,850	18.2%
CONSULTING	15,000	39,600	21,000	6,000	40.0%
CONTRACTUAL	4,879,120	4,879,120	5,637,080	757,960	15.5%
AGENCIES and SUPPORT PAYMENTS	10,000	10,000	0	(10,000)	(100.0%)
RESERVES / RECOVERIES	(21,698,790)	(20,830,090)	(22,604,790)	(906,000)	(4.2%)
COST ALLOCATIONS	270,600	1,444,050	221,420	(49,180)	(18.2%)
FINANCIAL	622,850	681,370	580,750	(42,100)	(6.8%)
CAPITAL FINANCING	1,009,870	1,009,870	750,000	(259,870)	(25.7%)
CAPITAL EXPENDITURES	0	24,900	0	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>21,003,160</b>	<b>24,692,960</b>	<b>23,256,680</b>	<b>2,253,520</b>	<b>10.7%</b>
FEES AND GENERAL	(8,268,120)	(8,696,150)	(9,431,330)	(1,163,210)	(14.1%)
GRANTS AND SUBSIDIES	0	(5,000)	0	0	0.0%
RESERVES	(1,587,890)	(1,676,030)	(2,926,760)	(1,338,870)	(84.3%)
RECOVERIES FROM CAPITAL	(2,002,050)	(2,120,540)	(1,753,070)	248,980	12.4%
<b>TOTAL REVENUES</b>	<b>(11,858,060)</b>	<b>(12,497,720)</b>	<b>(14,111,160)</b>	<b>(2,253,100)</b>	<b>(19.0%)</b>
<b>NET LEVY</b>	<b>9,145,100</b>	<b>12,195,240</b>	<b>9,145,520</b>	<b>420</b>	<b>0.0%</b>



# ENGINEERING SERVICES

Engineering Services is responsible for the development and creation of the budget and program that identifies the priority replacement and rehabilitation of all infrastructures within the roadway corridor. The division is also responsible for the provision of design, engineering, tendering and construction administration services associated with the delivery of this service.

Engineering Services also provides legal survey and plan preparation services for the City, as well as the provision of oversight and administration of corridor management undertakings and permits. The operation, maintenance and administration of the streetlight assets within the City are also components of the Engineering Services scope of work.

## Emerging Issues and Trends

- The cost of electricity for the City's street lighting system has increased at a faster pace than all other City electricity users. There are many fundamental issues with the determination of electricity rates and how electricity is charged. This uncertainty makes it a challenge to predict and budget annual electricity costs.
- Lighting technology for street lighting has advanced at a rapid pace essentially evolving from basic to highly advanced equipment, these advancements introduce capabilities that did not previously exist. This will prove to be highly beneficial by enabling the street lighting system to perform at a higher service level and provide features that go beyond the simple illumination of sidewalks and roadways.
- An infrastructure funding gap exists in Hamilton. Additional federal and provincial infrastructure funding, as well as our own source revenue is necessary to improve the state of the City's existing infrastructure. This will help to prepare for the introduction of the Province's Infrastructure for Jobs and Prosperity Act.
- Escarpment condition and access maintenance are growing. Escarpment accesses are critical transportation corridors that move traffic from the upper part of the City to the lower part. Closure of any of the major access will significantly impact the movement of traffic and result in delays and increases in travel time. For this reason, regular maintenance programs and additional investment are needed to maintain these accesses and prevent any service disruptions or increases in traffic delays.

## 2018 Initiatives

1

**Implement an escarpment maintenance asset class management and related access strategy.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	Transportation Master Plan Asset Management Plan	2018	Beyond 2021	Public Works • Hamilton Water • Operations
 Built Environment & Infrastructure				

2

**Develop a procedure or protocol for the handling of excess soil.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Clean & Green	City of Hamilton's Soil Management Strategy	2018	2018	N/A

## 3

### Research and conduct pilots of SMART Cities/Internet of Things (IoT) applications for street lighting.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Intelligent Cities Task Force	2018	Beyond 2021	City Managers' Office • Communications and Corporate Initiatives
 Healthy & Safe Communities	Smart City by Federation of Municipalities			Community and Emergency Services • Hamilton Fire Department • Hamilton Paramedic Service
 Built Environment & Infrastructure	Federal Government Smart Cities Challenge			Planning and Economic Development • Growth Management Public Health Services • Healthy Environments • Healthy Families Public Works • Environmental Services • Operations • Transportation

## 4

### Initiate the preliminary design and assessment for the phase one removal of walls along the Claremont Access.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Built Environment & Infrastructure	N/A	2018	Beyond 2021	Public Works • Operations

## 2019 - 2021 Initiatives

1

**Mitigate further street lighting power consumption and associated cost escalation.**

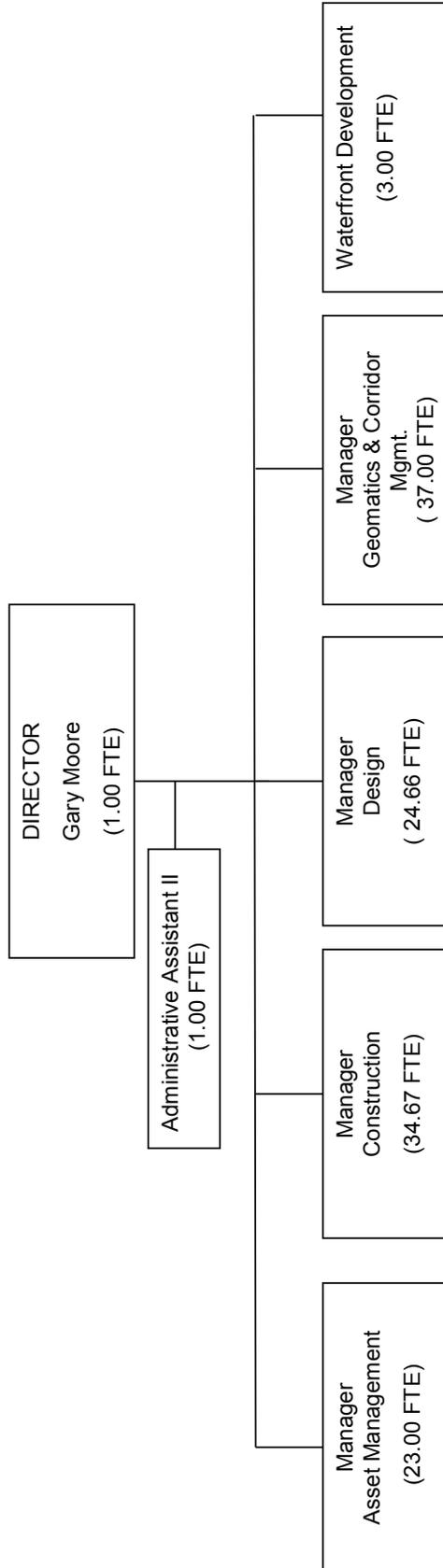
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities   Clean & Green   Built Environment & Infrastructure	City of Hamilton's Strategic Energy Plan released by the Office of Energy Initiatives	2019	Beyond 2021	N/A

2

**Explore other technology applications to address the need for more cost effective road rehabilitation strategies.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Built Environment & Infrastructure	N/A	2019	Beyond 2021	N/A

# Division Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	6.00	118.33	124.33	19.72:1
2018	6.00	118.33	124.33	19.72:1
Change	0.00	0.00	0.00	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Prel. vs. '17 Rest. (\$)	'18 Prel. vs. '17 Rest. (%)
Asset Management	2,601,980	0	0	2,649,800	0	0	0.0%
Construction	4,380,090	0	0	4,489,320	0	0	0.0%
Design Services	2,821,870	0	0	2,870,410	0	0	0.0%
Director of Engineering Services	1,451,200	0	0	1,680,420	0	0	0.0%
Geomatics and Corridor Management	14,011,470	7,074,910	7,074,900	13,334,470	6,324,850	(750,060)	(10.6%)
Waterfront Development	759,750	0	0	769,170	0	0	0.0%
<b>Total Engineering Services</b>	<b>26,026,360</b>	<b>7,074,910</b>	<b>7,074,900</b>	<b>25,793,590</b>	<b>6,324,850</b>	<b>(750,060)</b>	<b>(10.6%)</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Prel. vs. '17 Rest. (\$)	'18 Prel. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	13,347,520	13,380,230	13,639,200	291,680	2.2%
MATERIAL AND SUPPLY	6,385,840	6,435,800	6,156,490	(229,350)	(3.6%)
VEHICLE EXPENSES	59,770	59,770	87,340	27,570	46.1%
BUILDING AND GROUND	511,100	552,470	511,560	460	0.1%
CONTRACTUAL	2,360,570	2,360,570	2,360,570	0	0.0%
RESERVES / RECOVERIES	828,240	828,240	503,230	(325,010)	(39.2%)
COST ALLOCATIONS	1,539,260	1,475,810	1,541,140	1,880	0.1%
FINANCIAL	93,660	93,660	93,660	0	0.0%
CAPITAL FINANCING	900,000	900,000	900,000	0	0.0%
CAPITAL EXPENDITURES	400	400	400	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>26,026,360</b>	<b>26,086,950</b>	<b>25,793,590</b>	<b>(232,770)</b>	<b>(0.9%)</b>
FEES AND GENERAL	(4,300,620)	(4,355,040)	(4,347,800)	(47,180)	(1.1%)
RECOVERIES FROM CAPITAL	(14,650,830)	(14,657,010)	(15,120,940)	(470,110)	(3.2%)
<b>TOTAL REVENUES</b>	<b>(18,951,450)</b>	<b>(19,012,050)</b>	<b>(19,468,740)</b>	<b>(517,290)</b>	<b>(2.7%)</b>
<b>NET LEVY</b>	<b>7,074,910</b>	<b>7,074,900</b>	<b>6,324,850</b>	<b>(750,060)</b>	<b>(10.6%)</b>



# ENVIRONMENTAL SERVICES

Environmental Services is responsible for the planning, designing, constructing, operating and maintaining of municipal parks, green spaces, programmed open space, recreational trails, and cemeteries. To enhance the environment, promote safe and healthy spaces, and recreational opportunities for the citizens of Hamilton, the division maintains the urban and rural tree canopy on City property including streets, parks and cemeteries. It also provides horticultural features in traffic islands, roundabouts, medians, boulevards and civic properties, as well as hanging baskets and planters.

Providing integrated waste management services to the City of Hamilton is another major role of Environmental Services. The division oversees the collection and processing of approximately 240,000 tonnes of waste materials annually, including the operation and maintenance of three Transfer Stations/Community Recycling Centres, Material Recycling Facility, Central Composting Facility, Glanbrook Landfill and 12 closed landfills.

## Emerging Issues and Trends

- The Provincial Cosmetic Pesticide Ban Act has created pressure on sports field management forcing the City to find alternative methods for turf grass maintenance, such as increased cultural practices, mowing frequency, and fertility programs.
- The Waste-Free Ontario Act, (WFOA) will have significant impacts on municipal waste management services. In particular, the WFOA will change how waste diversion programs are managed in Ontario, including collection and processing of blue box materials, waste electronics, used tires, and household hazardous waste. The WFOA will place greater responsibilities on product manufacturers to deal with their packaging and end of life of their products.
- Environmental Services will play a key role in facilitating the efficient and effective management of growth and the financial challenges it presents. Growth in the City and in the corresponding service delivery entails very real financial commitments of operating and capital costs. The City must be financially responsible and ensure that growth and service level change occurs within its financial capacity.
- Climate change and extreme weather events, such as increased rainfall and flooding potentially have an effect on the division's operations, such as maintenance activities and services to residents. Extreme weather can increase activities, which can result in an unexpected budget deficit.
- Workforce management will be an evolving process for Environmental Services over the next four years. Creating a healthy, engaged and supportive workplace will enable the division to attract and retain knowledgeable staff, while at the same time plan for the exit of long standing and knowledgeable employees. Planning for the departure of knowledgeable employees through succession planning, mentoring and knowledge transfers is crucial for the long-term success of the division.

## 2018 Initiatives

### 1

**Maintain Urban Forest through new and replacement tree planting, as part of Emerald Ash Borer Program.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Clean & Green	N/A	2018	Beyond 2021	N/A

### 2

**Complete the construction of the Gage Park Tropical House.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Built Environment & Infrastructure   Culture & Diversity	N/A	2018	2018	Public Works • Energy, Fleet & Facilities Management

### 3

**Investigate technology solutions in the areas of inventory databases, automatic vehicle locators, document control, training/coaching tools, and improved work order control processes.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2018	2019	Corporate Services • Information Technology  Public Works • Energy, Fleet & Facilities Management

4

**Develop and fill Stage 3 of Glanbrook Landfill.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Clean & Green   Built Environment & Infrastructure	N/A	2018	2018	Public Works • Hamilton Water

5

**Implement Cemeteries Branding and Marketing Plan.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth   Culture & Diversity   Our People & Performance	City of Hamilton Cemeteries Business Planning and Land Needs Assessment - 2015 produced by Lees & Associates	2018	2018	Corporate Services • Information Technology

## 6

## Complete construction of William Connell Community Park.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	City of Hamilton Urban Official Plan	In progress	2018	Community and Emergency Services • Recreation  Corporate Services • Financial Planning, Administration and Policy  Planning and Economic Development • Growth Management  Public Works • Energy, Fleet & Facilities Management
 Clean & Green				
 Built Environment & Infrastructure				

## 7

## Explore opportunities of renewable energy from organic waste to generate new revenues and reduce operating costs.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	2018	Corporate Services • Financial Services, Taxation and Corporate Controller  Public Works • Energy, Fleet & Facilities Management • Hamilton Water
 Clean & Green				
 Built Environment & Infrastructure				

## 2019 - 2021 Initiatives

# 1

**Engage community members in sponsoring various aspects of the Hamilton In Bloom Program.**

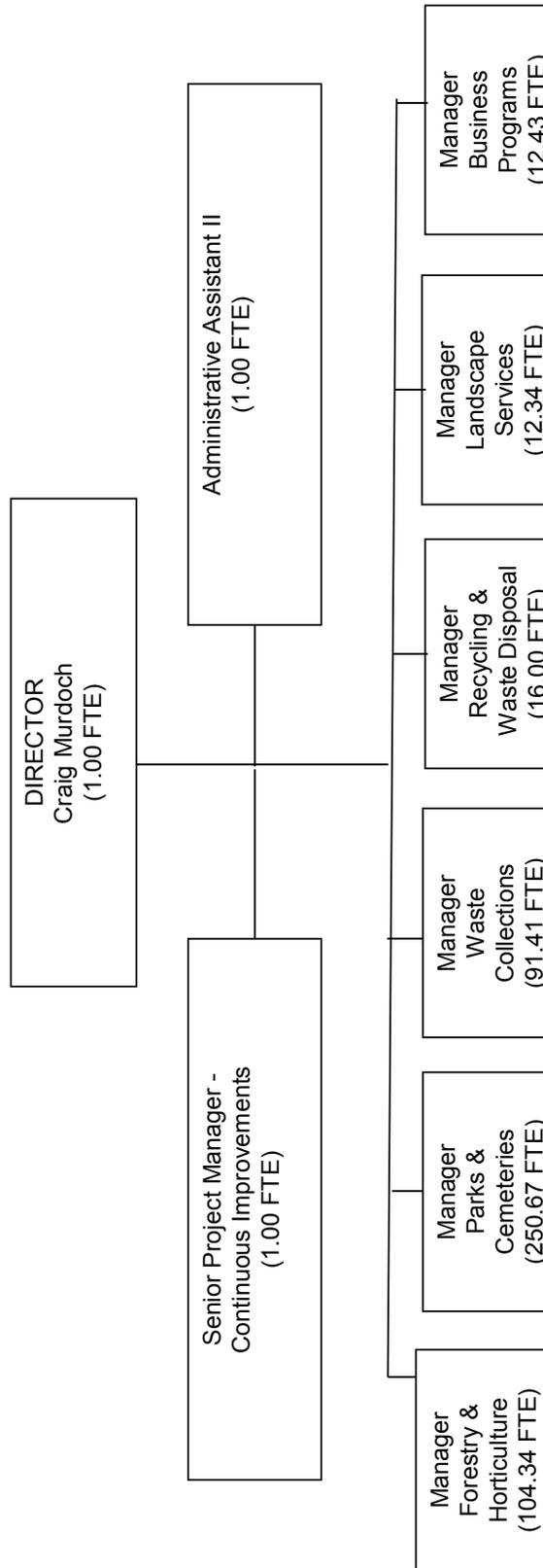
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	N/A	2019	2020	Corporate Services • Customer Service and Provincial Offences Administration • Information Technology
 Economic Prosperity & Growth				
 Clean & Green				
 Culture & Diversity				
 Our People & Performance				

# 2

**Develop, issue, evaluate and award a Request for Proposal for the delivery of specified waste collection services.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2019	2020	N/A
 Clean & Green				

# Division Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	7.00	483.19	490.19	69.03:1
2018	7.00	483.19	490.19	69.03:1
<b>Change</b>	0.00	0.00	0.00	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Recycling & Waste Disposal	21,534,160	6,872,500	6,766,440	22,189,460	6,973,050	100,550	1.5%
Waste Collections	30,201,140	30,141,550	30,499,610	30,698,750	30,648,560	507,010	1.7%
Business Programs	1,791,940	1,680,090	2,330,680	1,816,060	1,705,000	24,910	1.5%
Director Environ Services	0	0	110,000	0	0	0	0.0%
Forestry & Horticulture	13,793,270	12,439,080	12,550,760	13,984,080	12,626,040	186,960	1.5%
Landscape & Architectural Serv	1,804,990	51,980	0	1,879,240	0	(51,980)	(100.0%)
Parks & Cemeteries	26,478,580	23,995,900	24,395,850	26,853,470	24,355,790	359,890	1.5%
<b>Total Environmental Services</b>	<b>95,604,080</b>	<b>75,181,100</b>	<b>76,653,340</b>	<b>97,421,060</b>	<b>76,308,440</b>	<b>1,127,340</b>	<b>1.5%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	38,619,660	39,345,510	39,469,400	849,740	2.2%
MATERIAL AND SUPPLY	3,587,680	3,588,100	3,407,860	(179,820)	(5.0%)
VEHICLE EXPENSES	4,729,540	4,654,540	4,604,630	(124,910)	(2.6%)
BUILDING AND GROUND	2,803,600	2,819,280	3,551,070	747,470	26.7%
CONSULTING	15,090	15,090	13,560	(1,530)	(10.1%)
CONTRACTUAL	39,391,270	39,417,970	39,879,870	488,600	1.2%
AGENCIES and SUPPORT PAYMENTS	34,980	18,000	34,980	0	0.0%
RESERVES / RECOVERIES	4,919,480	4,924,230	4,759,660	(159,820)	(3.2%)
COST ALLOCATIONS	785,640	1,626,220	803,540	17,900	2.3%
FINANCIAL	717,140	1,057,140	896,490	179,350	25.0%
<b>TOTAL EXPENDITURES</b>	<b>95,604,080</b>	<b>97,466,080</b>	<b>97,421,060</b>	<b>1,816,980</b>	<b>1.9%</b>
FEES AND GENERAL	(12,535,180)	(12,447,460)	(12,659,100)	(123,920)	(1.0%)
GRANTS AND SUBSIDIES	(4,735,500)	(5,176,680)	(5,169,430)	(433,930)	(9.2%)
RESERVES	(163,000)	(163,000)	(163,000)	0	0.0%
RECOVERIES FROM CAPITAL	(2,989,300)	(3,025,600)	(3,121,090)	(131,790)	(4.4%)
<b>TOTAL REVENUES</b>	<b>(20,422,980)</b>	<b>(20,812,740)</b>	<b>(21,112,620)</b>	<b>(689,640)</b>	<b>(3.4%)</b>
<b>NET LEVY</b>	<b>75,181,100</b>	<b>76,653,340</b>	<b>76,308,440</b>	<b>1,127,340</b>	<b>1.5%</b>





# HAMILTON WATER

Hamilton Water provides quality water services that contribute to a healthy, safe and prosperous community, in a sustainable manner, through excellence and disciplined water management. The division is responsible for operating and maintaining a large network of infrastructure to provide the City with uninterrupted water, wastewater and stormwater services. Hamilton Water strives to be trusted by their customers to protect their health, the environment and our future.

## Emerging Issues and Trends

- Climate change is a challenge for Hamilton Water as it creates irregular service conditions, which are unpredictable and translates to an increase maintenance cost to accommodate these events. Examples of events related to climate change are high lake levels, erosion, flooding and frozen water services.
- Existing funding challenges delay the timely rehabilitation and replacement of the City's water, wastewater and storm water infrastructure. A delay in capital works could lead to an increase in maintenance costs.
- Hamilton Water's successes over the next four years will be enhanced by managing technological change and maximizing technology utilization. This will involve the strategic deployment of technology, and ensuring staff have the resources and skills necessary to implement, and respond to technological changes.
- Responding to stakeholder expectations to enhance service delivery prompts the division to investigate opportunities to improve the turn-around time on service calls, immediate updates on watermain breaks and local impacts, and visibility on overflow and bypasses.
- Hamilton Water will play a key role in facilitating the efficient and effective management of growth and the financial challenges it presents. Growth in the City and in the corresponding service delivery entails very real financial commitments of operating and capital costs. The City must be financially responsible and ensure that growth and service level change occurs within its financial capacity.
- Workforce management will be an evolving process for Hamilton Water over the next four years. Creating a healthy, engaged and supportive workplace will enable the division to attract and retain knowledgeable staff, while at the same time plan for the exit of long standing and knowledgeable employees. Planning for the departure of knowledgeable employees through succession planning, mentoring and knowledge transfers is crucial for the long-term success of the division.

## 2018 Initiatives

1

### Complete the construction of the Woodward Water Treatment Plant Upgrades.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	Beyond 2021	N/A
 Built Environment & Infrastructure				

2

### Complete the construction of the Woodward Upgrades Project.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	2021	N/A
 Clean & Green				
 Built Environment & Infrastructure				

3

**Complete the construction of the Biosolids Public Private Partnership (P3) Project.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Clean & Green   Built Environment & Infrastructure	N/A	2018	2020	N/A

4

**Implement the Corrosion Control Initiative within the Woodward Drinking Water System.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities   Clean & Green   Built Environment & Infrastructure	N/A	2018	2018	N/A

5

**Construct the expansion and HVAC upgrade to the City's Water and Wastewater Environmental Laboratory.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities   Built Environment & Infrastructure	N/A	2018	2019	N/A

## 2019 - 2021 Initiatives

1

### Complete the construction of the Dundas Wastewater Treatment Upgrades.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2019	Beyond 2021	N/A
 Clean & Green				
 Built Environment & Infrastructure				

2

### Initiate and complete the design of the new Ancaster elevated water tower.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	N/A	2019	2020	Planning and Economic Development <ul style="list-style-type: none"> <li>• Economic Development</li> <li>• Growth Management</li> </ul>
 Healthy & Safe Communities				

## 2019 - 2021 Initiatives

### 3

**Complete the rebuilding of the Governors Road water pumping station.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2020	Beyond 2021	N/A
 Built Environment & Infrastructure				

### 4

**Initiate and complete the design of the new waste hauler receiving station.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2019	2020	N/A
 Clean & Green				
 Built Environment & Infrastructure				

City of Hamilton's Water, Wastewater and Stormwater Budget (FCS17081) was approved by City Council on December 8, 2017. A copy of the approved budget report can be found online at [www.hamilton.ca/Budget2018](http://www.hamilton.ca/Budget2018)



# OPERATIONS

Operations is responsible for the management of the City of Hamilton's road operations and maintenance; including winter activities such as snow plowing, anti-icing, salt and sand application, snow removal and snow storage from City roads and bike lanes. In addition, summer activities include pothole repairs, street sweeping, catch basin cleaning, hot spot flooding maintenance, repair of sidewalk deficiencies, and litter control along right of ways.

The division is also responsible for effective and timely participation in planning, designing and minor rehabilitation of these systems, operating and maintaining them in accordance to legislated standards and regulations, in a safe, and cost effective and efficient manner.

## Emerging Issues and Trends

- Operations will continue to respond to changing legislation and regulations, such as the Municipal Act, Ontario Regulation 232/02. This regulation requires municipalities to comply with road maintenance standards set by the Province. It is anticipated that there will be significant changes introduced to reflect and align with the needs of multi-modal transportation networks.
- Operations successes over the next four years will be enhanced by managing technological change and maximizing technology utilization. This will involve the strategic deployment of technology and ensuring staff have the resources and skills necessary to implement and respond to technological changes.
- Existing funding challenges and delays in timely rehabilitation and replacement of the City's road network results in increased maintenance as road surfaces deteriorate. As part of the standard life cycle of a road, the condition of a road fails exponentially with age and delayed capital rehabilitation.
- Climate change and extreme weather events, such as mild and extreme winters have an effect on the winter control and maintenance activities and budgets.
- Operating impacts from City initiated capital works are detailed and incorporated into operating budgets. Operating impacts from growth related activities are not readily identified nor captured in real time. Budgetary constraints make it a challenge to accommodate these growth impacts.
- Workforce management will be an evolving process for Operations over the next four years. Creating a healthy, engaged and supportive workplace is enabling the division to attract and retain knowledgeable staff, while at the same time plan for the exit of long standing and knowledgeable employees. Planning for the departure of knowledgeable employees through succession planning, mentoring and knowledge transfer are crucial for the long-term success of the division.

## 2018 Initiatives

### 1

**Implement a computerised maintenance management system to be accessed from a mobile device.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Built Environment & Infrastructure   Our People & Performance	Theme – Performance Excellence & Accountability	In progress	2018	Corporate Services • Information Technology  Public Works • Engineering Services

### 2

**Collect condition assessment data of minor assets within the Road Right of Way, such as culverts, guiderails, and catch basins.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Built Environment & Infrastructure	Asset Management Plan	In progress	2019	Corporate Services • Information Technology  Public Works • Engineering Services

### 3

**Scope and plan for operational impacts for Light Rail Transit corridor and adjacent roads.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Built Environment & Infrastructure	N/A	In progress	Beyond 2021	Planning and Economic Development • Light Rail Transit Project Office  Public Works • Engineering Services

4

**Review data available from the City's new vehicle locating system (GPS/AVL) to identify optimization opportunities in operations.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Our People &amp; Performance</p>	<p>Theme – Performance Excellence &amp; Accountability</p>	<p>2018</p>	<p>Beyond 2021</p>	<p>Corporate Services • Information Technology</p>

## 2019 - 2021 Initiatives

1

**Plan for operational changes to align and support the City's Light Rail Transit System construction.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Built Environment & Infrastructure	N/A	In progress	Beyond 2021	Planning and Economic <ul style="list-style-type: none"> <li>• Planning</li> <li>• Light Rail Transit project Office</li> </ul> Public Works <ul style="list-style-type: none"> <li>• Engineering Services</li> </ul>

2

**Investigate an “Operator in Training” program for Roads & Maintenance staff to help address recruiting pressures for experienced staff.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	Theme – Performance Excellence & Accountability	2018	2020	City Manager's Office <ul style="list-style-type: none"> <li>• Human Resources</li> </ul>

3

**Align operations with Complete Liveable Better Streets to support enhanced pedestrian mobility, cycling, smart and dynamic road networks.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Built Environment & Infrastructure	Transportation Master Plan	In progress	Beyond 2021	Public Works <ul style="list-style-type: none"> <li>• Engineering Services</li> <li>• Transportation</li> </ul>

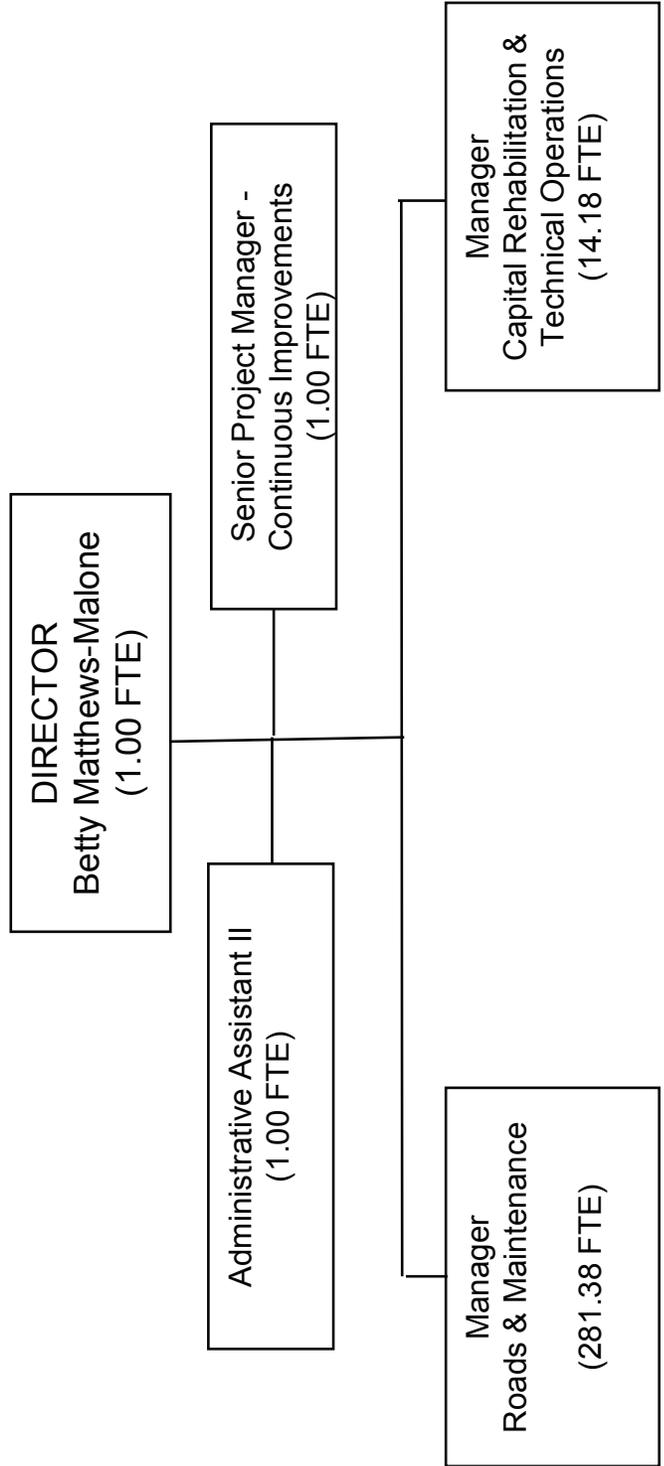
**4 Investigate new products, technologies and approaches to optimise maintenance budgets and help to delay the need for road rehabilitation and reconstruction work.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Built Environment & Infrastructure	Asset Management Plan	In progress	Beyond 2021	Corporate Services <ul style="list-style-type: none"> <li>• Information Technology</li> </ul> Public Works <ul style="list-style-type: none"> <li>• Engineering Services</li> </ul>

**5 Delineate roles and responsibilities between Hamilton Water and Operations related to storm water networks within the City.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Clean & Green   Built Environment & Infrastructure	N/A	In progress	2018	Public Works <ul style="list-style-type: none"> <li>• Hamilton Water</li> <li>• General Manager's Office</li> </ul>

# Division Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	3.00	295.56	298.56	98.52:1
2018	3.00	295.56	298.56	98.52:1
Change	0.00	0.00	0.00	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Roads Maintenance	62,991,520	61,790,730	57,473,030	63,703,490	62,400,120	609,390	1.0%
Capital Rehab abd Technical Ops	1,476,840	1,320,290	1,014,360	1,784,680	1,594,620	274,330	20.8%
<b>Total Operations</b>	<b>64,468,360</b>	<b>63,111,020</b>	<b>58,487,390</b>	<b>65,488,170</b>	<b>63,994,740</b>	<b>883,720</b>	<b>1.4%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	25,692,070	23,537,630	26,671,450	979,380	3.8%
MATERIAL AND SUPPLY	8,915,950	7,930,780	8,677,600	(238,350)	(2.7%)
VEHICLE EXPENSES	6,390,370	6,390,370	6,331,300	(59,070)	(0.9%)
BUILDING AND GROUND	883,410	888,040	874,390	(9,020)	(1.0%)
CONSULTING	100,000	100,000	62,500	(37,500)	(37.5%)
CONTRACTUAL	13,809,330	11,994,880	13,767,060	(42,270)	(0.3%)
RESERVES / RECOVERIES	8,223,580	8,205,210	8,742,390	518,810	6.3%
COST ALLOCATIONS	437,950	782,120	361,280	(76,670)	(17.5%)
FINANCIAL	15,700	15,700	200	(15,500)	(98.7%)
<b>TOTAL EXPENDITURES</b>	<b>64,468,360</b>	<b>59,844,730</b>	<b>65,488,170</b>	<b>1,019,810</b>	<b>1.6%</b>
FEES AND GENERAL	(1,200,790)	(1,200,790)	(1,303,370)	(102,580)	(8.5%)
RECOVERIES FROM CAPITAL	(156,550)	(156,550)	(190,060)	(33,510)	(21.4%)
<b>TOTAL REVENUES</b>	<b>(1,357,340)</b>	<b>(1,357,340)</b>	<b>(1,493,430)</b>	<b>(136,090)</b>	<b>(10.0%)</b>
<b>NET LEVY</b>	<b>63,111,020</b>	<b>58,487,390</b>	<b>63,994,740</b>	<b>883,720</b>	<b>1.4%</b>





# TRANSIT

Transit strives to provide customer-focused experience that is safe, reliable, and inclusive to all users of the City's public transit services. The division achieves this by providing a customer experience that meets or exceeds their expectations, by maintaining the service and infrastructure in a state of good repair, and by having a vision to accommodate future needs. The City's public transit service is fully accessible to all residents and visitors.

## Emerging Issues and Trends

- Flat lining ridership is an issue across the country with some cities affected more than others. The main reason for the steady numbers can be linked to low fuel prices, and the competition created by on demand car services, Bike Share and Car Share programs. The creation of a Customer Experience and Innovation Section, will give the division the ability to analyze the competition, better understand the changing societal demographics, and develop responsive marketing programs.
- Record high absenteeism has caused a large amount of transit service to be cancelled. The approval of the Transit Bus Operator Complement Control Policy allows the division to hire in excess of the budget complement, which will provide the relief needed to reduce reliance on overtime and return the service to full operation.
- With the delivery of a Light Rail Transit System (LRT) in Hamilton, there is an uncertainty whether the Transit division will be responsible for operating and maintaining the new transit system.
- Investment from the federal government through the Public Transit Infrastructure Fund (PTIF) creates a pressure at the municipal level to match the financial investment. A second phase of funding is expected to be announced in 2018.
- The increased commission rates to the City contained in the PRESTO operating agreement will be phased in beginning January 1, 2018, with the full rates being paid by 2021. The doubling of the Provincial Gas Tax Fund (PGT), which was announced by the provincial government early in 2017 is expected to cover the increased costs of the PRESTO commission.
- Preparation for collective bargaining with ATU Local 107 for the 2019 – 2022 collective agreement has begun, with a focus to achieve Council direction to reduce costs.
- Workforce management will be an evolving process for Transit over the next four years. Creating a healthy, engaged and supportive workplace will enable the division to attract and retain knowledgeable staff, while at the same time plan for the exit of long standing and knowledgeable employees. Planning for the departure of knowledgeable employees through succession planning, mentoring and knowledge transfers is crucial for the long-term success of the division.

## 2018 Initiatives

1

**Implement year three of the 10 year local transit strategy with a focus on meeting service standards, keeping up with growth and understanding our customers.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Growth Related Integrated Development Strategy (GRIDS)	2018	2018	Public Works <ul style="list-style-type: none"> <li>• Engineering Services</li> <li>• Transportation</li> </ul> Planning and Economic Development <ul style="list-style-type: none"> <li>• Light Rail Transit Project Office</li> </ul>
 Healthy & Safe Communities	10 Year Local Transit Strategy			
 Clean & Green	Transportation Master Plan			
 Built Environment & Infrastructure				

2

**Complete projects funded under phase one of the Public Transit Infrastructure Fund.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	10 Year Local Transit Strategy	2018	2019	Public Works <ul style="list-style-type: none"> <li>• Energy, Fleet &amp; Facilities Management</li> <li>• Transportation</li> </ul> Corporate Services <ul style="list-style-type: none"> <li>• Financial Services, Taxation and Corporate Controller</li> <li>• Information Technology</li> <li>• Legal and Risk Management Services</li> </ul>
 Built Environment & Infrastructure				

3

**Evaluate DARTS contract for anticipated growth in service and prepare for 18 month value for money audit.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	N/A	2018	2020	City Manager's Office • Audit Services Corporate Services • Legal and Risk Management Services
 Healthy & Safe Communities				
 Culture & Diversity				

4

**Introduce an Attendance Management and Overtime Mitigation Program.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	N/A	2018	2020	City Manager's Office • Human Resources
 Our People & Performance				

5

## Implement PRESTO operating agreement.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Community Engagement &amp; Participation</p>	N/A	2018	2019	Corporate Services <ul style="list-style-type: none"> <li>• Legal and Risk Management Services</li> </ul>
 <p>Economic Prosperity &amp; Growth</p>				
 <p>Our People &amp; Performance</p>				

## 2019 - 2021 Initiatives

1

**Implement year four of the 10 year local transit strategy with a focus on keeping up with growth, increasing the modal split and preparing for LRT construction.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Growth Related Integrated Development Strategy (GRIDS)	2019	2020	Public Works • Engineering Services • Transportation  Planning and Economic Development • Light Rail Transit Project Office
 Healthy & Safe Communities	10 Year Local Transit Strategy			
 Clean & Green	Transportation Master Plan			
 Built Environment & Infrastructure				

2

**Implement year five of the 10 year local transit strategy with a focus on keeping up with growth, increasing the modal split and preparing for LRT construction.**

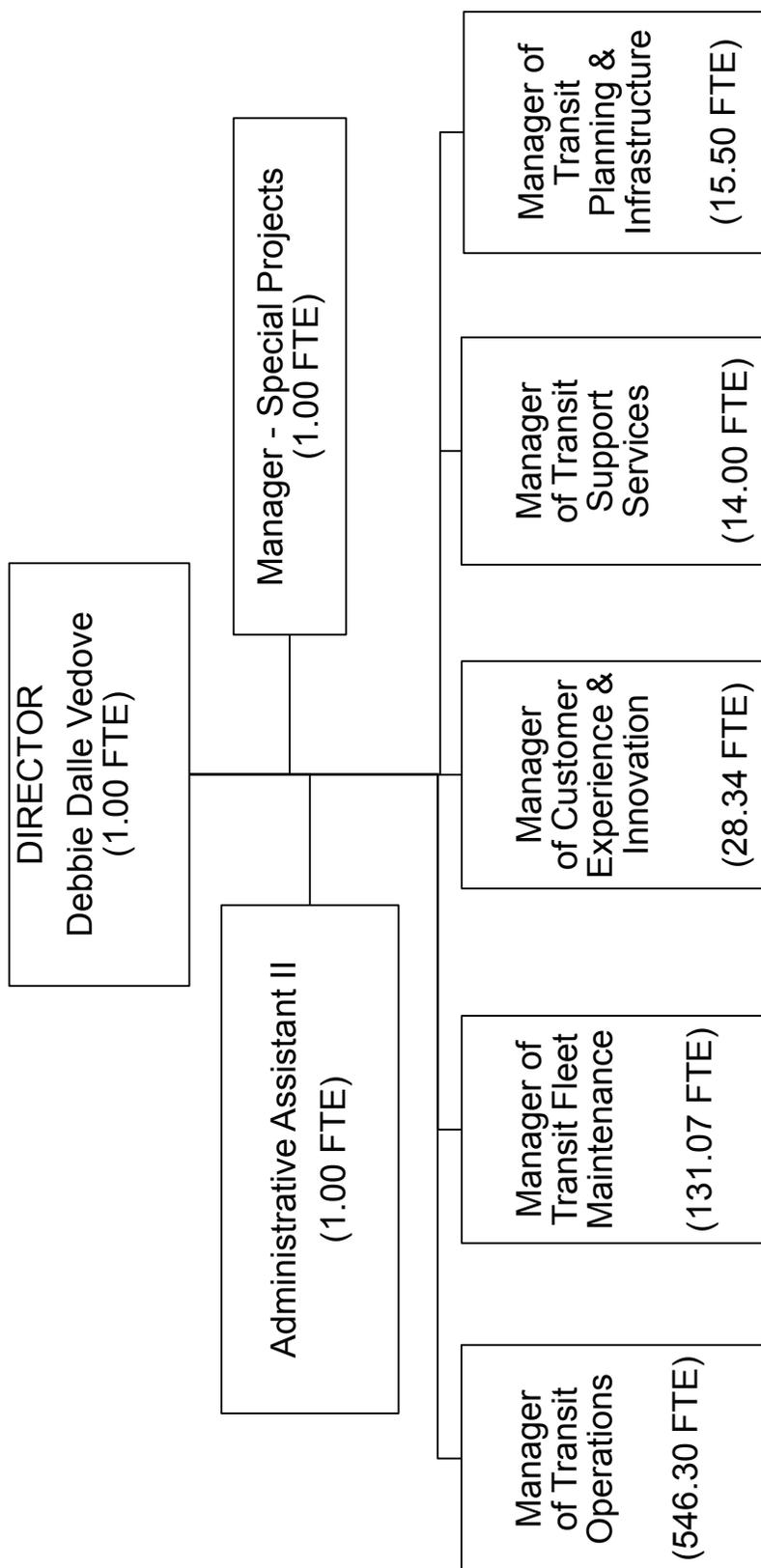
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Growth Related Integrated Development Strategy (GRIDS)	2020	2021	Public Works • Engineering Services • Transportation  Planning and Economic Development • Light Rail Transit Project Office
 Healthy & Safe Communities	10 Year Local Transit Strategy			
 Clean & Green	Transportation Master Plan			
 Built Environment & Infrastructure				

## 3

**Implement year six of the 10 year local transit strategy with a focus on keeping up with growth, increasing the modal split and preparing for LRT completion.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Growth Related Integrated Development Strategy (GRIDS)	2021	2022	Public Works • Engineering Services • Transportation
 Healthy & Safe Communities	10 Year Local Transit Strategy			Planning and Economic Development • Light Rail Transit Project Office
 Clean & Green	Transportation Master Plan			
 Built Environment & Infrastructure				

# Division Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	7.00	702.21	709.21	100.32:1
2018	7.00	731.21	738.21	104.46:1
<b>Change</b>	0.00	29.00	29.00	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Customer Experience and Innovation	3,398,940	2,909,520	2,206,130	3,779,500	3,315,080	405,560	13.9%
Transit Planning and Infrastructure	19,081,530	16,847,350	15,068,860	20,978,760	18,744,580	1,897,230	11.3%
Director of Transit	529,100	529,100	398,190	553,450	553,450	24,350	4.6%
Financial Charges & General Revenue	10,231,710	(35,284,480)	(32,454,890)	11,071,600	(34,469,590)	814,890	2.3%
Operational Planning	2,776,530	2,775,530	2,835,160	2,718,200	2,717,200	(58,330)	(2.1%)
Operations HSR	49,483,060	42,579,000	43,925,710	51,717,290	44,813,230	2,234,230	5.2%
Route Planning & Scheduling	0	0	1,927,310	0	0	0	0.0%
Transit Fleet	30,153,110	29,943,270	29,000,510	31,039,410	30,829,570	886,300	3.0%
Transit Strategy and Infrastructure	0	0	548,420	0	0	0	0.0%
<b>Total Transit</b>	<b>115,653,980</b>	<b>60,299,290</b>	<b>63,455,410</b>	<b>121,858,210</b>	<b>66,503,520</b>	<b>6,204,230</b>	<b>10.3%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	66,168,230	67,248,510	68,926,870	2,758,640	4.2%
MATERIAL AND SUPPLY	2,152,590	2,201,290	2,244,640	92,050	4.3%
VEHICLE EXPENSES	13,363,410	13,057,490	13,428,070	64,660	0.5%
BUILDING AND GROUND	804,590	816,470	786,760	(17,830)	(2.2%)
CONSULTING	51,880	51,880	51,880	0	0.0%
CONTRACTUAL	18,833,640	19,533,340	20,481,140	1,647,500	8.7%
RESERVES / RECOVERIES	12,405,260	12,432,080	13,563,810	1,158,550	9.3%
COST ALLOCATIONS	(7,140)	825,530	(9,280)	(2,140)	(30.0%)
FINANCIAL	1,881,520	1,744,560	2,384,320	502,800	26.7%
<b>TOTAL EXPENDITURES</b>	<b>115,653,980</b>	<b>117,911,150</b>	<b>121,858,210</b>	<b>6,204,230</b>	<b>5.4%</b>
FEES AND GENERAL	(44,455,690)	(42,556,740)	(44,455,690)	0	0.0%
GRANTS AND SUBSIDIES	(10,899,000)	(10,899,000)	(10,899,000)	0	0.0%
RESERVES	0	(1,000,000)	0	0	0.0%
<b>TOTAL REVENUES</b>	<b>(55,354,690)</b>	<b>(54,455,740)</b>	<b>(55,354,690)</b>	<b>0</b>	<b>0.0%</b>
<b>NET LEVY</b>	<b>60,299,290</b>	<b>63,455,410</b>	<b>66,503,520</b>	<b>6,204,230</b>	<b>10.3%</b>



# TRANSPORTATION

Transportation division provides transportation network to ensure our community moves efficiently and safely. This is accomplished by designing roads that are safe for all road users and pedestrians, as well as developing policies and strategies in collaboration with key internal/external stakeholders for the City's transportation network and infrastructure to 2031 and beyond.

To determine the highest and best use of the City's transportation infrastructure, the division supports the Complete/Livable/Better Streets initiatives, including roads, transit, cycling, and walking modes of transportation.

## Emerging Issues and Trends

- Provincial Minimum Wage increase to \$15 per hour by 2019 as a result of the Fair Workplaces, Better Jobs Act will have an impact on the operating budget of the Confederation Beach Park, including Wild Waterworks.
- Visitors/users of Confederation Beach Park and the Waterfront Trail may be impacted by beachfront erosion or flooding due to the potential of higher water levels in Lake Ontario.
- Changing social perspective on function and use of alleyways around the City will impact the decisions around service levels and continued ownership within the inventory.
- Responding to stakeholder expectations for safer streets prompts the division to investigate alternative and accessible transportation options.

## 2018 Initiatives

1

### Complete installation of signalized intersections, as a part of the Advanced Traffic Management Systems.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Economic Prosperity &amp; Growth</p>  <p>Healthy &amp; Safe Communities</p>	Hamilton Strategic Road Safety Program	2018	2018	Corporate Services • Information Technology

2

### Initiate an inventory of public space assets within the City's Business Improvement Areas.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Economic Prosperity &amp; Growth</p>  <p>Built Environment &amp; Infrastructure</p>	Street Furniture Guidelines	2018	2019	Public Works • Engineering Services • Environmental Services • Operations  Planning and Economic Development • Economic Development • Planning

3

**Coordinate implementation of activities, including the development of the victim assistance component identified in the City's Graffiti Strategy.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Clean and Green Strategy	2018	2020	Corporate Services <ul style="list-style-type: none"> <li>• Customer Service and Provincial Offences Administration</li> <li>• Legal and Risk Management Services</li> </ul> Hamilton Police Services Planning and Economic Development, <ul style="list-style-type: none"> <li>• Licensing and By-Law Services</li> <li>• Tourism and Culture</li> </ul> Public Works <ul style="list-style-type: none"> <li>• Energy, Fleet &amp; Facilities Management</li> <li>• Environmental Services</li> <li>• Hamilton Water</li> <li>• Operations</li> <li>• Transit</li> </ul>
 Healthy & Safe Communities	Neighbourhood Action Strategy			
 Clean & Green				

4

**Review the City's Truck Route Master Plan Review to study truck routes and develop a comprehensive transportation system for truck traffic flow.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Transportation Master Plan	2018	2021	Planning and Economic Development <ul style="list-style-type: none"> <li>• Growth Management</li> </ul>
 Healthy & Safe Communities				

5

### Complete 10-year capital replacement strategy for all components of Confederation Beach Park.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	Confederation Beach Park Master Plan	2018	2019	Corporate Services <ul style="list-style-type: none"> <li>• Financial Planning, Administration and Policy</li> </ul> Public Works <ul style="list-style-type: none"> <li>• Energy, Fleet &amp; Facilities Management</li> <li>• Engineering Services</li> </ul>
 Healthy & Safe Communities				
 Clean & Green				
 Built Environment & Infrastructure				

6

### Expand and enhance Bike Share program.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Clean & Green	Transportation Demand Management Strategy	2018	2020	Planning and Economic Development <ul style="list-style-type: none"> <li>• Growth management</li> <li>• Economic Development</li> <li>• Planning</li> </ul> Public Health Services <ul style="list-style-type: none"> <li>• Planning and Business Improvement</li> </ul> Public Works <ul style="list-style-type: none"> <li>• Operations</li> </ul>

## 2019 - 2021 Initiatives

1

### Implement a Variable Message System on the Red Hill Valley Parkway (RHVP)/ Lincoln M. Alexander Parkway (LINC).

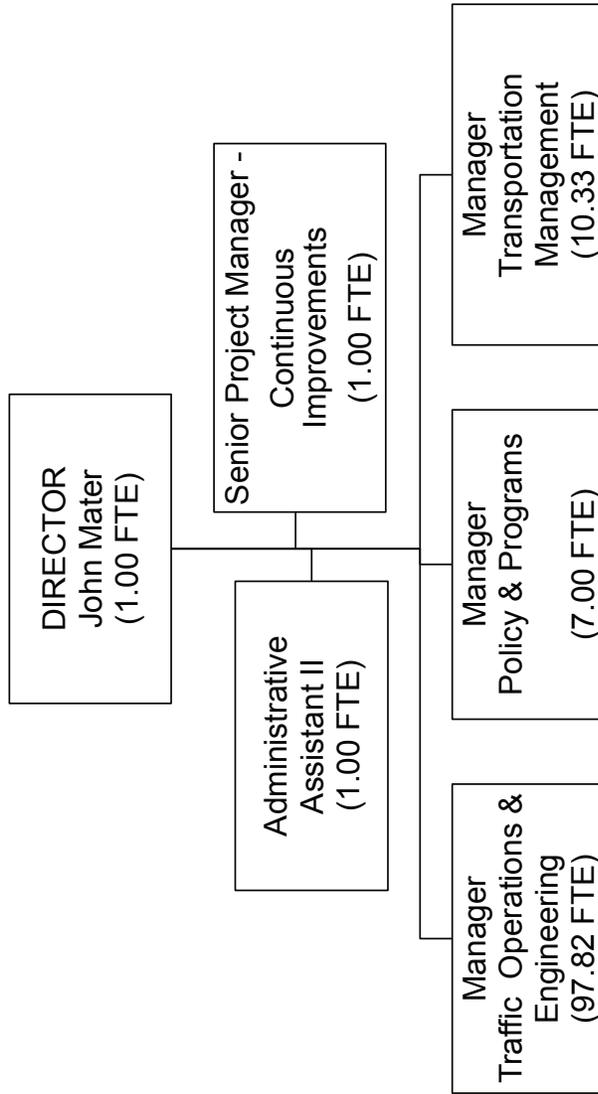
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	Strategic Road Safety Program	2019	Beyond 2021	N/A
 Built Environment & Infrastructure				
 Culture & Diversity				
 Our People & Performance				

2

### Analyze results of pavement marking program and evaluate the use of new materials, including longitudinal lines.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Built Environment & Infrastructure	N/A	2019	2019	N/A

# Division Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	4.00	113.15	117.15	28.29:1
2018	4.00	114.15	118.15	28.54:1
Change	0.00	1.00	1.00	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Prel. vs. '17 Rest. (\$)	'18 Prel. vs. '17 Rest. (%)
Director Office Transportation	515,990	442,410	243,830	443,200	443,200	790	0.2%
Policy & Programs	1,971,970	1,919,970	2,079,390	2,003,860	1,949,860	29,890	1.6%
Traffic Operations & Engineering	14,987,800	9,176,570	9,123,270	15,353,060	9,332,450	155,880	1.7%
Transportation Planning	1,666,110	13,390	0	1,756,860	0	(13,390)	(100.0%)
<b>Total Transportation</b>	<b>19,141,870</b>	<b>11,552,340</b>	<b>11,446,490</b>	<b>19,556,980</b>	<b>11,725,510</b>	<b>173,170</b>	<b>1.5%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Prel. vs. '17 Rest. (\$)	'18 Prel. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	11,351,200	10,921,210	11,701,970	350,770	3.1%
MATERIAL AND SUPPLY	3,400,590	3,400,590	3,400,590	0	0.0%
VEHICLE EXPENSES	460,740	460,740	361,460	(99,280)	(21.5%)
BUILDING AND GROUND	392,780	392,780	394,480	1,700	0.4%
CONSULTING	13,760	13,760	13,760	0	0.0%
CONTRACTUAL	2,047,180	2,047,180	2,067,180	20,000	1.0%
AGENCIES and SUPPORT PAYMENTS	166,120	166,120	166,440	320	0.2%
RESERVES / RECOVERIES	606,280	606,280	808,990	202,710	33.4%
COST ALLOCATIONS	565,520	632,310	504,410	(61,110)	(10.8%)
FINANCIAL	137,700	137,700	137,700	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>19,141,870</b>	<b>18,778,670</b>	<b>19,556,980</b>	<b>415,110</b>	<b>2.2%</b>
FEES AND GENERAL	(2,584,340)	(2,584,340)	(2,740,030)	(155,690)	(6.0%)
RESERVES	(474,640)	(474,640)	(474,640)	0	0.0%
RECOVERIES FROM CAPITAL	(4,530,550)	(4,273,200)	(4,616,800)	(86,250)	(1.9%)
<b>TOTAL REVENUES</b>	<b>(7,589,530)</b>	<b>(7,332,180)</b>	<b>(7,831,470)</b>	<b>(241,940)</b>	<b>(3.2%)</b>
<b>NET LEVY</b>	<b>11,552,340</b>	<b>11,446,490</b>	<b>11,725,510</b>	<b>173,170</b>	<b>1.5%</b>





Chris Murray  
City Manager

# CITY MANAGER'S OFFICE

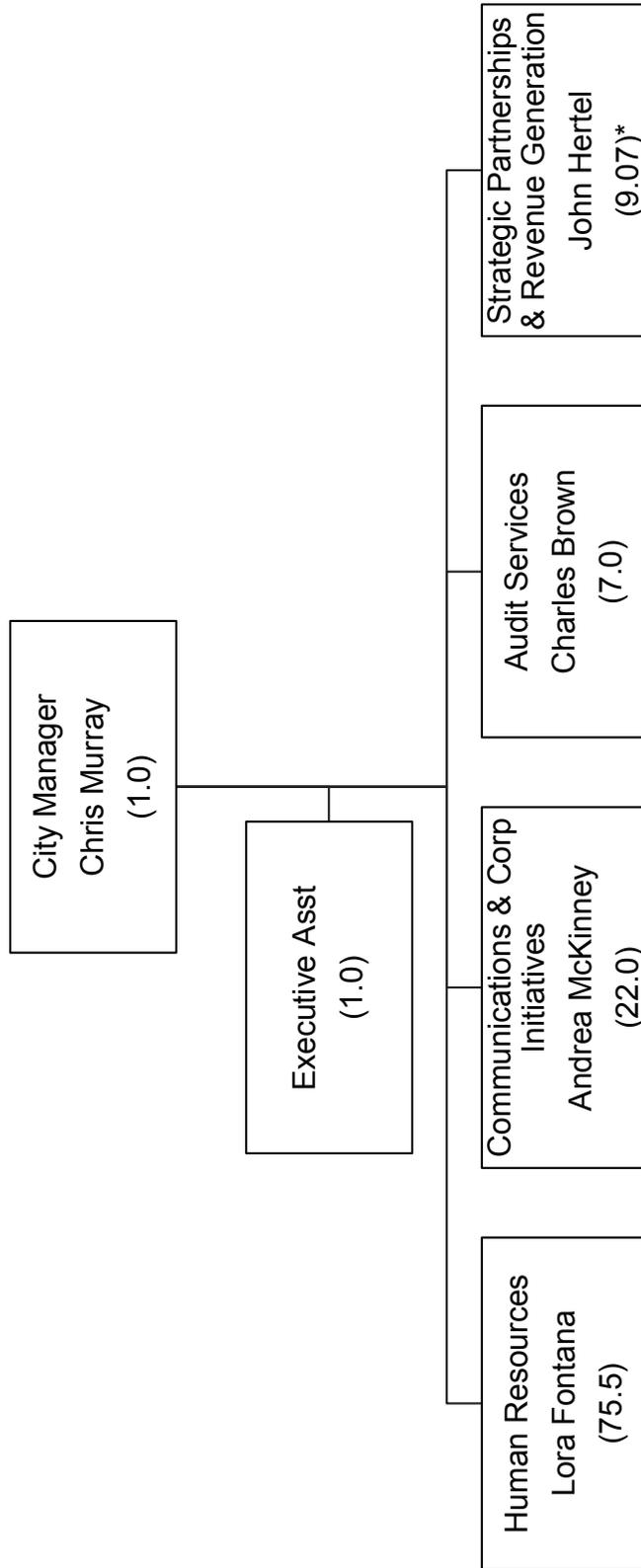
The City Manager's Office contributes towards the City of Hamilton's vision to be the best place to raise a child and age successfully. The department provides leadership and direction to the organization, focusing and aligning activities to the vision, mission and priorities of the City's Strategic Plan. Along with corporate guidance, the department provides critical support services and targeted professional advice in the field of auditing services, human resource management, communications, strategic partnerships, and revenue generation to Council, Boards and Agencies, internal departments in order to successfully achieve strategic objectives.

The department offers an array of strategic and administrative support to the Senior Leadership Team (SLT) in effective governance by ensuring Council's decisions are coordinated and implemented into City services. The City Manager's Office is working collaboratively with other departments to build a program that will monitor and illustrate the City's performance in value for money and continuous improvement. In addition, the department plays a vital role in advancing the City of Hamilton's reputation and brand by engaging citizens through strategic communications and marketing, and private sector partnerships to generate new revenues for the City through creative opportunities.

## **The work performed by the City Manager's Office contributes to the City's vision by:**

- leveraging City of Hamilton assets, programs and relationships for the purpose of providing the best strategic value to taxpayers.
- overseeing the City of Hamilton's real estate holdings to develop strategies aimed at generating revenue, facilitating the development of affordable housing and promoting non-residential tax growth.
- investing in the community through the Community Enrichment Fund in areas, such as agriculture, arts, communities, culture and heritage, community services, environmental and sport and active lifestyles.
- developing and implementing corporate tools and processes that link the provision of all services with the City's strategic and corporate priorities while aligning to performance.
- communicating information in a fast and easy to understand format across multiple channels, such as web, social media and print.
- overseeing the City's brand and reputation by managing the City's website, social media channels, and marketing and design.
- guiding the City to manage risk, explore opportunities and realize improvements that make operations more efficient, effective, transparent, and compliant with policies and regulations.
- supporting internal organizational partners to ensure the consistent application of the City's guiding documents, including collective agreements, policies, and relevant employment legislation.
- promoting and administering programs that support diversity and inclusion, and employee health and wellness.

# Department Structure



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

- Strategic Partnerships & Revenue Generation – 4.47 for Hamilton Farmer's Market

Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	14.00	102.57	116.57	7:47:1
2018	14.00	101.57	115.57	7:26:1
<b>Change</b>	0.00	-1.00	-1.00	

## Divisions

The City Manager's Office is comprised of the following four divisions:

- Auditing Services
- Communications and Corporate Initiatives
- Human Resources
- Strategic Partnerships and Revenue Generation

## Services

The City Manager's Office continues to evolve to meet the changing needs of citizens and the corporation. The department proactively reviews its services on an annual basis to ensure the provision of sensational service and that strategic objectives are achieved.

- **Audit Services**
  - Compliance Auditing
  - Consulting
  - Fraud Prevention and Detection
  - Risk Assessment
  - Value for Money Auditing
- **Business Improvement and Performance Excellence**
  - Corporate Initiatives
  - Performance Excellence
  - Strategic Planning
- **City Enrichment Fund**
  - Policy Development and Implementation
- **Hamilton Farmers' Market**
- **Human Resources**
  - Access and Equity
  - Benefits Administration
  - Compensation Services
  - Employee and Labour Relations
  - Health & Safety
  - Human Resources Administration
  - Human Resources Analytics & Metrics
  - Human Resources Business Partner Services
  - Human Resources Information Systems
  - Human Resources Records Administration
  - Human Rights
  - Occupational Health
  - Organizational Development and Learning
  - Recruitment Services
  - Return to Work Services
  - Wellness
- **Organizational Oversight**
- **Revenue Generation**
  - Account Management
  - Event Development
  - New Business Development
- **Smart City/Digital Strategy**
  - Digital Service channels (Mobile App, Web)
  - Digital Strategy
  - Digital Transformation (Smart City Strategy)
  - Open Data Program
- **Strategic Communications**
  - External Communications
  - Graphic Design
  - Internal Communications
  - Marketing
  - Social Media

## Priorities

The City Manager's Office will continue to focus on providing sensational service both internally and externally, as well as supporting the achievement of the City's vision and strategic objectives. Priorities for 2018 and beyond include the following:

- Continue to build public trust and confidence in local government through transparent and accessible access to information.
- Support strategies and initiatives that foster relationships with other levels of government and external stakeholders to achieve the City's priorities.
- Move towards the implementation of a Smart City Plan for Hamilton along with the delivery of the City's Digital Strategy and Open Data Program.
- Implement the City's Performance Excellence Dashboard with emphasis on the use of Results Based Accountability framework for performance measurement.
- Continue to advance the City of Hamilton's reputation and in engaging stakeholders through strategic communications, marketing and public engagement support.
- Collaborate and build synergies with external stakeholders to evolve strategic partnerships into employment opportunities and other revenue generating initiatives for the City.
- Provide expert internal audit advice, as well as support risk management through the championing of a mature risk assessment process for adoption by the City.
- Maintain a fair, healthy and innovative workplace through the development of diversity and inclusion, along with mental health strategies.
- Develop learning and development strategies to identify, build and sustain the skills and competencies required today of our employees and into the future.

## Emerging Issues and Trends

### Legislation

- Legislation and regulation changes by other levels of government could impact current and future City initiatives. The City Manager's Office continues to respond to changing provincial and federal legislation to support the delivery of quality public service, operational efficiency, transparency and accountability.

### Technology

- The successes of the City Manager's Office over the next four years will be reliant on managing technological change and maximizing technology utilization. This will involve the strategic deployment of technology solutions in the areas of e-government, accessible online services for staff and external stakeholders, and performance metrics and analytics. To ensure staff has the resources and skills necessary to implement and respond to technological changes, training and coaching tools will be made readily available.

### Expectations

- The public sector is changing as citizens expect greater transparency, access to information and value for money of tax dollars. The City Manager's Office will continue to proactively provide strategic and analytical support solutions to internal departments, Council, Committees and key stakeholders in order to support the achievement of strategic objectives.

## Workforce

- Identifying and developing collective bargaining strategies for the 2019 bargaining cycle have begun in order to be prepared for collective bargaining with local unions.
- Workforce management will be an evolving process for City Manager's Office over the next four years. Creating a healthy, engaged and supportive workplace will enable the City to attract and retain knowledgeable staff, while at the same time plan for the exit of long standing and knowledgeable employees. Planning for the departure of knowledgeable employees through succession planning, mentoring and knowledge transfers is crucial for the long-term success of the City.
- Diversity, equity and inclusion in the workplace are imperative to create a fair, healthy and innovative corporate culture. The City Manager's Office is leading this work by engaging in promising practices that are making a difference at the City and in the community.

## 2018 Preliminary Tax Supported Operating Budget By Division

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Prel. Net vs. '17 Rest. Net (\$)	'18 Prel. Net vs. '17 Rest. Net (%)
Audit Services	1,190,010	1,019,900	1,019,900	1,079,370	1,079,370	59,470	5.8%
CMO - Administration	39,070	9,070	214,120	24,490	(5,510)	(14,580)	(160.7%)
Communications, Corp Initiatives	2,538,650	2,324,900	2,263,160	2,434,570	2,358,630	33,730	1.5%
Human Resources	8,794,220	6,989,470	6,932,480	8,834,910	7,024,700	35,230	0.5%
Strategic Partnerships & Revenue Generation	673,550	73,550	67,850	699,270	99,270	25,720	35.0%
<b>Total City Manager</b>	<b>13,235,500</b>	<b>10,416,890</b>	<b>10,497,510</b>	<b>13,072,610</b>	<b>10,556,460</b>	<b>139,570</b>	<b>1.3%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	13,586,080	13,753,060	13,547,560	(38,520)	(0.3%)
MATERIAL AND SUPPLY	574,890	705,850	586,950	12,060	2.1%
BUILDING AND GROUND	537,830	539,360	583,650	45,820	8.5%
CONSULTING	334,320	325,400	300,790	(33,530)	(10.0%)
CONTRACTUAL	462,990	735,780	463,020	30	0.0%
RESERVES / RECOVERIES	308,070	346,630	297,500	(10,570)	(3.4%)
COST ALLOCATIONS	(3,117,370)	(3,038,900)	(3,253,550)	(136,180)	(4.4%)
FINANCIAL	548,690	548,940	546,690	(2,000)	(0.4%)
<b>TOTAL EXPENDITURES</b>	<b>13,235,500</b>	<b>13,916,120</b>	<b>13,072,610</b>	<b>(162,890)</b>	<b>(1.2%)</b>
FEES AND GENERAL	(634,500)	(1,234,500)	(634,500)	0	0.0%
RESERVES	(1,970,360)	(1,970,360)	(1,805,710)	164,650	8.4%
RECOVERIES FROM CAPITAL	(213,750)	(213,750)	(75,940)	137,810	64.5%
<b>TOTAL REVENUES</b>	<b>(2,818,610)</b>	<b>(3,418,610)</b>	<b>(2,516,150)</b>	<b>302,460</b>	<b>10.7%</b>
<b>NET LEVY</b>	<b>10,416,890</b>	<b>10,497,510</b>	<b>10,556,460</b>	<b>139,570</b>	<b>1.3%</b>

## 2018 Preliminary Tax Supported Operating Budget By Section - Administration

	2017	2017	2017	2018	2018	'18 Preli.	'18 Preli.
	Restated	Restated	Projected	Preliminary	Preliminary	vs.	vs.
	Gross	Net	Net	Gross	Net	'17 Rest. (\$)	'17 Rest. (%)
CMO - Administration	39,070	9,070	214,120	24,490	(5,510)	(14,580)	(160.7%)
<b>Total CMO - Administration</b>	<b>39,070</b>	<b>9,070</b>	<b>214,120</b>	<b>24,490</b>	<b>(5,510)</b>	<b>(14,580)</b>	<b>(160.7%)</b>

## By Cost Category - Administration

	2017	2017	2018	'18 Preli.	'18 Preli.
	Restated	Projected	Preliminary	vs.	vs.
	Budget	Actual	Budget	'17 Rest. (\$)	'17 Rest. (%)
EMPLOYEE RELATED COST	274,360	479,690	270,240	(4,120)	(1.5%)
MATERIAL AND SUPPLY	20,690	20,690	17,250	(3,440)	(16.6%)
BUILDING AND GROUND	840	840	840	0	0.0%
CONTRACTUAL	1,230	1,230	1,230	0	0.0%
RESERVES / RECOVERIES	31,650	31,370	31,570	(80)	(0.3%)
COST ALLOCATIONS	(293,700)	(293,700)	(296,640)	(2,940)	(1.0%)
FINANCIAL	4,000	4,000	0	(4,000)	(100.0%)
<b>TOTAL EXPENDITURES</b>	<b>39,070</b>	<b>244,120</b>	<b>24,490</b>	<b>(14,580)</b>	<b>(37.3%)</b>
RECOVERIES FROM CAPITAL	(30,000)	(30,000)	(30,000)	0	0.0%
<b>TOTAL REVENUES</b>	<b>(30,000)</b>	<b>(30,000)</b>	<b>(30,000)</b>	<b>0</b>	<b>0.0%</b>
<b>NET LEVY</b>	<b>9,070</b>	<b>214,120</b>	<b>(5,510)</b>	<b>(14,580)</b>	<b>(160.7%)</b>





## AUDIT SERVICES

Audit Services performs process and operational reviews of the City of Hamilton. The division conducts studies of issues and investigations of matters brought forward by members of Council, staff and citizens to provide advice and make recommendations on how to improve City operations and bring transparency to the public. By providing objective evaluation, consultation and facilitated assessments, the ultimate goal is to help the City manage risk, exploit opportunities and realize improvements that make operations more efficient, effective and compliant with policies and regulations.

### Emerging Issues and Trends

- Increasing demand for consulting services or special requests for investigate work by departments and Council, while facing resource constraints and maintaining regular audit work plan.
- Carrying out the goal of broadening the Audit Services' portfolio towards more consultation, facilitation and education in risk assessment of City staff and Councillors.
- Responding to changing professional standards (Institute of Internal Audit) related to how internal audits are conducted or the expansion of areas or services that can be audited.
- Workforce management will be an evolving process for Internal Audit to attract and retain knowledgeable staff. The auditing environment is becoming more complex, with changing professional requirements and best practices, new regulations, greater integration, and increased understanding of auditing matters

## 2018 Initiatives

### 1

**Stabilize the division's organization structure to meet the expanded mandate of Audit Services.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2018	2018	City Manager's Office • Human Resources

### 2

**Champion a mature risk assessment process for adoption by the City.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2018	2018	N/A

### 3

**Pilot a hotline service in order to better handle increasing demands of fraud, waste and major wrongdoing.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2018	2018	N/A

### 4

**Implement an audit rotation program by mentoring staff from across the organization.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2018	2018	All

5

**Prepare for external quality assurance review of internal auditing processes.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2018	2018	N/A

## 2019 - 2021 Initiatives

1

**Develop a website to raise visibility/accessibility to information related to plans or studies conducted by Audit Services to the public.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2019	2019	City Manager's Office • Communications and Corporate Initiatives

2

**Establish a stronger performance measurement regime for Audit Services.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2019	2019	All

3

**Implement annual reporting of audit services activity to Council.**

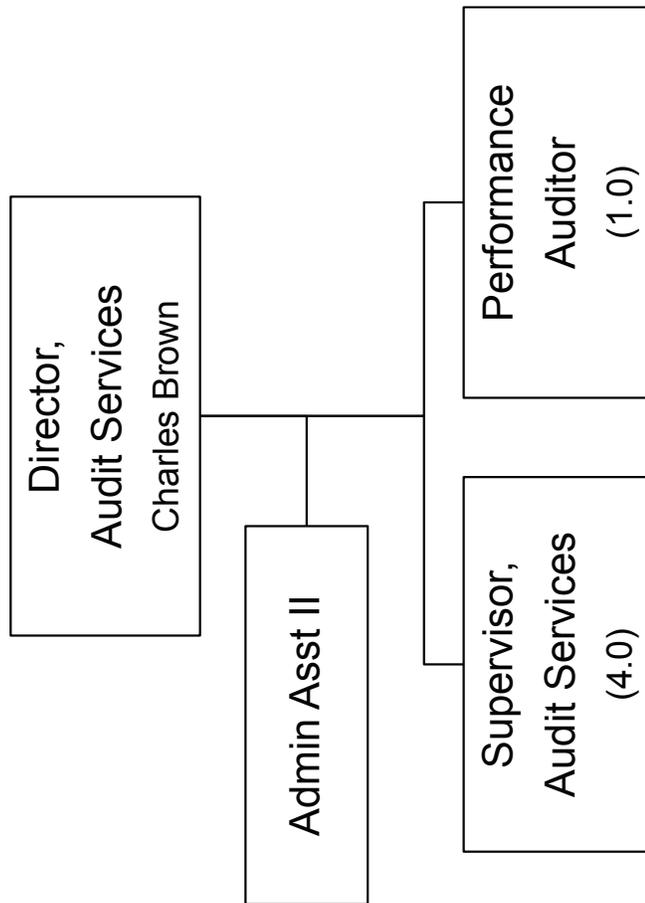
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2019	2019	N/A

4

**Expand continuous auditing to include more City processes for continuous auditing, such as procurement and attendance.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2020	2021	N/A

# Division Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	1.00	7.00	8.00	7.00:1
2018	1.00	6.00	7.00	6.00:1
Change	0.00	-1.00	-1.00	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Audit Services	1,190,010	1,019,900	1,019,900	1,079,370	1,079,370	59,470	5.8%
<b>Total Audit Services</b>	<b>1,190,010</b>	<b>1,019,900</b>	<b>1,019,900</b>	<b>1,079,370</b>	<b>1,079,370</b>	<b>59,470</b>	<b>5.8%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	1,038,600	1,038,600	953,240	(85,360)	(8.2%)
MATERIAL AND SUPPLY	5,630	5,630	4,430	(1,200)	(21.3%)
BUILDING AND GROUND	110,780	110,780	110,560	(220)	(0.2%)
CONSULTING	25,000	25,000	0	(25,000)	(100.0%)
CONTRACTUAL	1,000	1,000	1,000	0	0.0%
RESERVES / RECOVERIES	8,460	8,460	9,600	1,140	13.5%
FINANCIAL	540	540	540	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>1,190,010</b>	<b>1,190,010</b>	<b>1,079,370</b>	<b>(110,640)</b>	<b>(9.3%)</b>
RESERVES	(170,110)	(170,110)	0	170,110	100.0%
<b>TOTAL REVENUES</b>	<b>(170,110)</b>	<b>(170,110)</b>	<b>0</b>	<b>170,110</b>	<b>100.0%</b>
<b>NET LEVY</b>	<b>1,019,900</b>	<b>1,019,900</b>	<b>1,079,370</b>	<b>59,470</b>	<b>5.8%</b>

# COMMUNICATIONS AND CORPORATE INITIATIVES

The Communications and Corporate Initiatives (C&CI) Division enables information to be shared with the community about City services, activities and possible disruptions. It also provides a strategic planning function internally that supports the delivery of key corporate priorities and initiatives, and oversees the delivery of the performance excellence office.

The public expects their government to share information in a fast and easy to understand format across multiple channels, such as web, social media and print. This is key to an open and transparent government. Communications works with the departments, the media and the public to ensure information is timely and accurate. It's also accountable for the City's brand and reputation, with oversight of the City's website, social media channels and marketing and design. The digital team focuses on e-government, working with other departments on delivering service digitally including communications, leads the City's Digital Strategy, delivers the open data program, and is building towards an implementable Smart City plan.

Corporate Initiatives focuses on supporting the delivery of the City's approved strategic initiatives across all departments. It creates, manages, monitors and maintains corporate tools and processes that link the provision of all services with the City's strategic and corporate priorities with traceability to performance. Through the Performance Excellence Office, staff works collaboratively with departments to build a program that will monitor and illustrate the City's performance for Council, the public and the senior leadership, including how programs show value for money and continuous improvement.

## Emerging Issues and Trends

- Smart City Initiatives are a global trend that municipalities employ to increase operational efficiency, share information with the public, and improve the quality of service delivery. The City will be moving forward with the next phase of its Digital Strategy.
- Open Data is becoming a common approach to the delivery of public information. The City will continue to expand its program and shift towards automation.
- The way the public expects to receive information has evolved; communications continues to expand information distribution to focus on the audience, including the use of contemporary media.
- The expectation of a transparent and accountable government is growing for the public. The City's Communications and Corporate Initiatives division is meeting the need of this increasing demand.
- There is a growing expectation by the public that they see value for money in the services provided by the City.
- Existing trends in technology and best practices from other industries can inform the evolution of service delivery and communications for the City.
- The expectation of front line staff and management across the organization to consistently adhere to the current standards and processes established by C&CI.

## 2018 Initiatives

### 1

**Develop and deliver a Smart City Implementation Roadmap as part of the second phase of the City's Digital Strategy.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Smart City Digital Transformation & Implementation Plan	2018	2018	All
 Built Environment & Infrastructure				
 Our People & Performance				

### 2

**Investigate automation processes for Open Data program.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2018	2018	Corporate Services • Information Technology

### 3

**Implement the City's Performance Excellence Dashboard with emphasis on the use of Results Based Accountability framework for performance measurement.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2018	2018	All

## 4

## Launch of the City of Hamilton App.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Our People & Performance	Digital Strategy Smart City – Smart Citizen	2018	2018	Corporate Services • Information Technology

## 5

## Evolve Business and Information Technology Governance Model and establish a Project Management Community of Practice.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2018	2021	All

## 6

## Complete the second phase of the Trust and Confidence report.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2018	2018	All

7

## Evolve the CityLAB planning by establishing an evaluation process of viable initiatives.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	CityLab Hamilton Pilot	2018	2018	Community and Emergency Services <ul style="list-style-type: none"> <li>• Children's and Home Management Service</li> <li>• Housing Services</li> <li>• Neighbourhood and Community Initiatives</li> </ul>
 Economic Prosperity & Growth				Planning and Economic Development <ul style="list-style-type: none"> <li>• Building</li> <li>• Economic Development</li> <li>• Growth Management</li> </ul>
 Healthy & Safe Communities				Light Rail Transit Project Office <ul style="list-style-type: none"> <li>• Planning</li> <li>• Tourism and Culture</li> </ul>
 Clean & Green				Public Health Services <ul style="list-style-type: none"> <li>• Healthy Environments</li> <li>• Healthy Families</li> </ul>
 Built Environment & Infrastructure				Public Works <ul style="list-style-type: none"> <li>• Energy, Fleet &amp; Facilities Management</li> <li>• Engineering Services</li> <li>• Environmental Services</li> </ul>
 Culture & Diversity				Hamilton Water <ul style="list-style-type: none"> <li>• Transit</li> <li>• Transportation</li> </ul>
 Our People & Performance				

## 2019 - 2021 Initiatives

1

**Prioritize, implement and monitor Smart City Roadmap project.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Built Environment & Infrastructure   Our People & Performance	Smart City Digital Transformation & Implementation Plan	2019	2021	All

2

**Implement automated Open Data program.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2019	2021	Corporate Services • Information Technology

3

**Expand Performance Excellence dashboard to include Open Data capabilities and processes.**

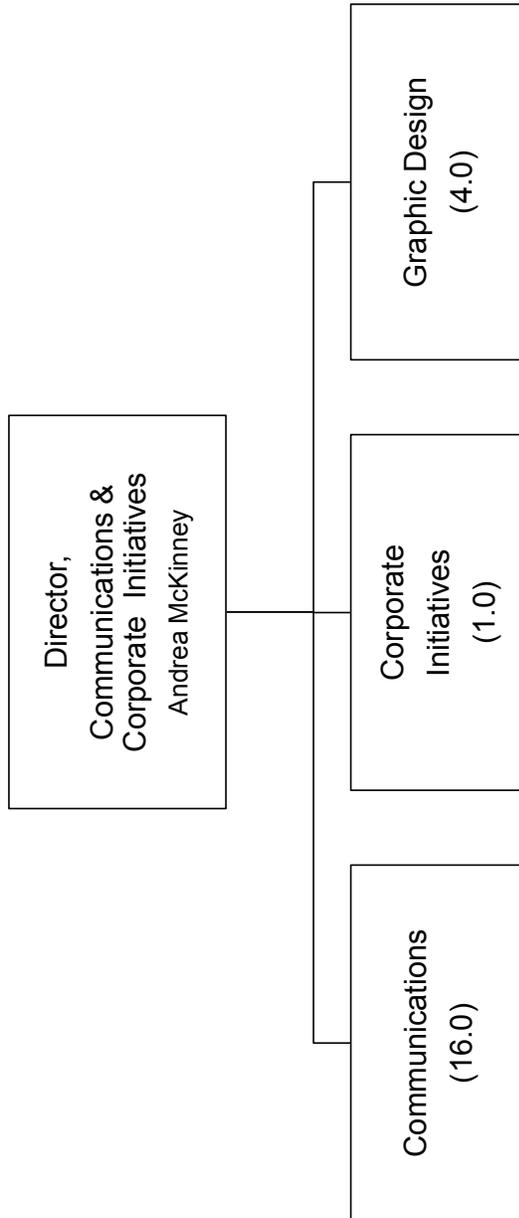
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2019	2020	All

## 4

## Evaluate the effectiveness of CityLAB pilot.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	CityLab Hamilton Pilot	2019	2020	Community and Emergency Services <ul style="list-style-type: none"> <li>• Children's and Home Management Service</li> <li>• Housing Services</li> <li>• Neighbourhood and Community Initiatives</li> </ul>
 Economic Prosperity & Growth				Planning and Economic Development <ul style="list-style-type: none"> <li>• Building</li> <li>• Economic Development</li> <li>• Growth Management</li> </ul>
 Healthy & Safe Communities				Light Rail Transit Project Office <ul style="list-style-type: none"> <li>• Planning</li> <li>• Tourism and Culture</li> </ul>
 Clean & Green				Public Health Services <ul style="list-style-type: none"> <li>• Healthy Environments</li> <li>• Healthy Families</li> </ul>
 Built Environment & Infrastructure				Public Works <ul style="list-style-type: none"> <li>• Energy, Fleet &amp; Facilities Management</li> <li>• Engineering Services</li> <li>• Environmental Services</li> </ul>
 Culture & Diversity				Hamilton Water <ul style="list-style-type: none"> <li>• Transit</li> <li>• Transportation</li> </ul>
 Our People & Performance				

# Division Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	2.00	20.00	22.00	10.00:1
2018	2.00	20.00	22.00	10.00:1
Change	0.00	0.00	0.00	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Communications	2,048,620	2,018,620	1,956,880	2,163,360	2,133,360	114,740	5.7%
Corporate Initiatives CMO	490,030	306,280	306,280	271,210	225,270	(81,010)	(26.4%)
<b>Total Communications, Corp Initiatives</b>	<b>2,538,650</b>	<b>2,324,900</b>	<b>2,263,160</b>	<b>2,434,570</b>	<b>2,358,630</b>	<b>33,730</b>	<b>1.5%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	2,589,460	2,566,590	2,472,700	(116,760)	(4.5%)
MATERIAL AND SUPPLY	24,090	3,520	38,290	14,200	58.9%
BUILDING AND GROUND	2,600	1,960	2,740	140	5.4%
CONSULTING	42,760	42,760	42,760	0	0.0%
CONTRACTUAL	50,170	49,860	50,170	0	0.0%
RESERVES / RECOVERIES	95,580	89,840	98,840	3,260	3.4%
COST ALLOCATIONS	(293,010)	(304,620)	(299,930)	(6,920)	(2.4%)
FINANCIAL	27,000	27,000	29,000	2,000	7.4%
<b>TOTAL EXPENDITURES</b>	<b>2,538,650</b>	<b>2,476,910</b>	<b>2,434,570</b>	<b>(104,080)</b>	<b>(4.1%)</b>
FEES AND GENERAL	(30,000)	(30,000)	(30,000)	0	0.0%
RECOVERIES FROM CAPITAL	(183,750)	(183,750)	(45,940)	137,810	75.0%
<b>TOTAL REVENUES</b>	<b>(213,750)</b>	<b>(213,750)</b>	<b>(75,940)</b>	<b>137,810</b>	<b>64.5%</b>
<b>NET LEVY</b>	<b>2,324,900</b>	<b>2,263,160</b>	<b>2,358,630</b>	<b>33,730</b>	<b>1.5%</b>



# HUMAN RESOURCES

Human Resources at the City of Hamilton is accountable for attracting, retaining and building organizational talent. This internal support service also works closely with organizational partners to ensure the consistent application of our guiding documents including Collective Agreements, City Policies, and relevant employment legislation.

Through various specialty areas, Human Resources promotes and administers programs supporting diversity and inclusion, and employee health and wellness (including benefits, safety and wellness programs). The division also supports the employee lifecycle through the administration of pay and leave programs, including records maintenance and compensation services.

## Emerging Issues and Trends

- Human Resources will continue to respond to changing legislation, such as the Fair Workplaces, Better Jobs Act to support the City from a human resource perspective, along with Workplace Safety and Insurance Board legislation changes regarding mental health, and health and safety.
- Delivery of human resource services will be driven by technological change and maximizing technology utilization. This will involve the strategic deployment of technology which will focus on accessible services for all staff, enhancing self-service options, and driving decisions and providing operational support through analytics.
- Strategic workforce management will be a main focus of Human Resources over the next four years. Building and sustaining employee engagement will ensure the retention of talent here at the City. By aligning learning and development strategies to build and sustain organizational capacity will ensure we have the right skills at the right time. In addition to creating an engaging and supportive workplace, the division is also supporting all departments on succession planning for the departure of long-standing and knowledgeable employees.
- Identifying and developing collective bargaining strategies for the 2019 bargaining cycle have begun in order to be prepared for collective bargaining with local unions.
- In the current climate, diversity, equity and inclusion in municipalities are imperative to create a fair, healthy and innovative workplace. The Human Resource Division is leading this work by engaging in promising practices that are making a difference for at the City and in the community, such as the Partnership in Anti-Racism Resource Centre in conjunction with McMaster University and Hamilton Centre for Civic, and Transgender and Gender Non-Conforming Protocol employee training.
- Ongoing budget constraints is challenging Human Resources to lead the mobilizing and managing of staff impacts and restructuring to help the City continue to provide high quality cost conscious public service. The division is accommodating this demand for human resource services by rapidly aligning its priorities and resources to provide wider range of expertise necessary, as well as looking to workforce data, metrics and predictive analytics.

## 2018 Initiatives

# 1

**Introduce the Human Resources Portal to expand self-serve capabilities with the objective of enhancing the employee experience.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2018	2019	City Manager's Office • Communications and Corporate Initiatives Corporate Services • Information Technology

# 2

**Implement the training administration module of the PeopleSoft HRMS to improve training registration, monitoring of mandated job specific training requirements, and data collection.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2018	2019	Corporate Services • Information Technology

# 3

**Develop corporate learning and development strategy to identify, build and sustain the skills and competencies required today and into the future.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2018	2018	N/A

## 4

## Implement the City's diversity and inclusion strategy.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	Diversity and Inclusion Strategic Plan	2018	2021	Community and Emergency Services • Neighbourhood and Community Initiatives
 Culture & Diversity				
 Our People & Performance				

## 5

## Develop Leadership Profile competencies for the Managers/Supervisory level of the organization to ensure a consistent and relevant set of competencies/behaviours.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2018	2018	All

## 6

## Gather data to justify the Collective Agreement Bargaining Strategy.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	N/A	2018	2018	N/A
 Culture & Diversity				
 Our People & Performance				

7

### Review Corporate Recognition/Rewards Program and develop recommendations to achieve a consistent and effective recognition program, which aligns with the City's Culture Values.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2018	2019	All

8

### Implement a City mental health strategy.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	A Prosperous and Healthy Community Valued and Sustainable Services Leadership and Governance	In Progress	2018	All
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Clean & Green				
 Built Environment & Infrastructure				
 Culture & Diversity				
 Our People & Performance				

9

**Develop a strategy to bring temporary administrative agency services in-house.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2018	2019	N/A

10

**Creation of the new Anti-Racism Resource Centre and providing ongoing support as member of the three party Oversight Committee.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Culture & Diversity	Diversity and Inclusion Strategic Plan	2018	2021	N/A

11

**Execute Phase 2 of Communication and Action Planning Activities in response to the Our People Survey.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	Diversity and Inclusion Strategic Plan	2018	2020	All

12

**Expand HR Analytics function with a focus on delivering internal dashboards and the evolution of turnover metrics.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2018	2018	N/A

## 2019 - 2021 Initiatives

# 1

**Initiate the collective bargaining process for all union groups (within Council approved mandate).**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Economic Prosperity &amp; Growth</p>	N/A	2019	2020	N/A
 <p>Culture &amp; Diversity</p>				
 <p>Our People &amp; Performance</p>				

# 2

**Investigate and scope the formal automation of the City's Performance and Accountability Development (PAD) program.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Our People &amp; Performance</p>	N/A	2019	2020	Corporate Services • Information Technology

3

### Implement action items generated from the Corporate Learning and Development Strategy.

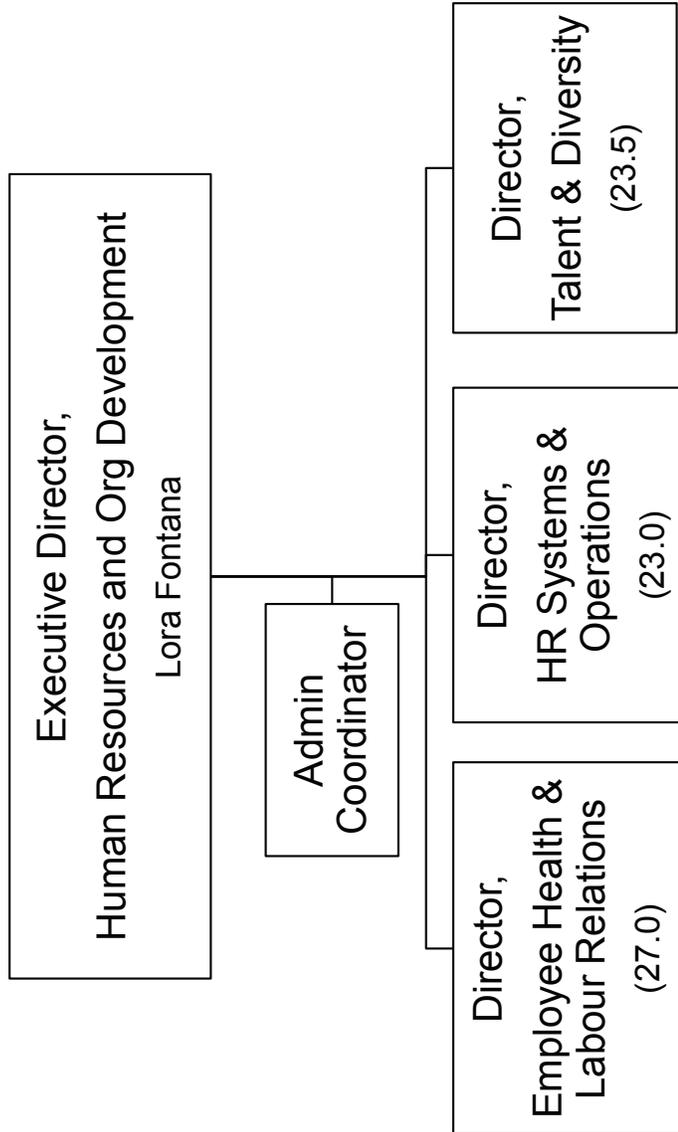
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2019	2020	N/A

4

### Review recruitment processes and develop recommendations to improve time to hire and retention rates.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2019	2020	N/A

## Division Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	8.00	67.50	75.50	8.44:1
2018	8.00	67.50	75.50	8.44:1
Change	0.00	0.00	0.00	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Emp Health & Labour Relations	3,905,250	2,702,480	2,203,060	3,741,890	2,552,160	(150,320)	(5.6%)
HR Systems & Operations	2,486,100	1,903,790	2,078,870	2,426,840	1,830,750	(73,040)	(3.8%)
Human Resources Admin	355,340	335,670	482,420	343,570	323,680	(11,990)	(3.6%)
Talent and Diversity	2,047,530	2,047,530	2,168,130	2,322,610	2,318,110	270,580	13.2%
<b>Total Human Resources</b>	<b>8,794,220</b>	<b>6,989,470</b>	<b>6,932,480</b>	<b>8,834,910</b>	<b>7,024,700</b>	<b>35,230</b>	<b>0.5%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	9,072,080	8,932,000	9,225,070	152,990	1.7%
MATERIAL AND SUPPLY	519,080	519,180	517,580	(1,500)	(0.3%)
BUILDING AND GROUND	422,490	422,420	468,530	46,040	10.9%
CONSULTING	239,110	239,110	239,110	0	0.0%
CONTRACTUAL	409,400	408,110	408,230	(1,170)	(0.3%)
RESERVES / RECOVERIES	145,570	139,600	116,220	(29,350)	(20.2%)
COST ALLOCATIONS	(2,530,660)	(2,440,580)	(2,656,980)	(126,320)	(5.0%)
FINANCIAL	517,150	517,400	517,150	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>8,794,220</b>	<b>8,737,230</b>	<b>8,834,910</b>	<b>40,690</b>	<b>0.5%</b>
FEEES AND GENERAL	(4,500)	(4,500)	(4,500)	0	0.0%
RESERVES	(1,800,250)	(1,800,250)	(1,805,710)	(5,460)	(0.3%)
<b>TOTAL REVENUES</b>	<b>(1,804,750)</b>	<b>(1,804,750)</b>	<b>(1,810,210)</b>	<b>(5,460)</b>	<b>(0.3%)</b>
<b>NET LEVY</b>	<b>6,989,470</b>	<b>6,932,480</b>	<b>7,024,700</b>	<b>35,230</b>	<b>0.5%</b>





# STRATEGIC PARTNERSHIPS AND REVENUE GENERATION

Strategic Partnerships & Revenue Generation works to leverage City of Hamilton assets, programs and relationships for the purpose of providing the best strategic value to taxpayers. In addition to managing programs, such as the City Enrichment fund and overseeing the Hamilton Farmers' Market Operating Agreement, the division provides consulting and project management services on corporate wide revenue generation and land development initiatives. The major sections that drive the work performed by the division include:

- Revenue Generation leverages City of Hamilton assets, events and programming to find creative ways to generate new revenues for the City of Hamilton. Working closely with private sector partners, this section identifies opportunities to integrate private enterprises into City collateral through sponsorships and advertising.
- Land Development Task Force examines the City of Hamilton's real estate holdings through a strategic lens and develops, proposes, and executes strategies aimed at generating revenue, facilitating the development of affordable housing and promoting non-residential tax growth.
- Hamilton Farmers' Market recently adopted a community based not-for-profit corporation model with a Board of Directors consisting of vendors, citizens, and Councillors. Consisting of a diverse and growing family of approximately 60 vendors, the Market has become a culinary incubator, driven by local foodies and aspiring restaurateurs alike.
- City Enrichment Fund invests in the community by providing grants in areas, such as Agriculture, Arts, Communities, Culture & Heritage, Community Services, Environmental and Sport & Active Lifestyles.

## Emerging Issues and Trends

- Greater collaboration creates more meaningful successes for the City. The Revenue Generation team is increasingly forming alliances within our client base to take advantage of synergies among the members. Each member brings their relevant assets to facilitate the creation of new and unique opportunities.
- Offering clients a web presence or digital signage in addition to traditional media options is becoming increasingly important to clients. In an effort to take advantage of this trend, Revenue Generation has been exploring ways to integrate corporate sponsors into our web channels and testing various models involving digital assets in a tasteful, safe and cost effective manner.
- With the recent boom in the construction of residential homes and condominiums, the municipal tax base has become increasingly dependent on residential tax payers. When this accelerated growth in residential dwellings is accompanied with a longer term decline in the industrial tax base, a strategy to grow the non-residential tax base becomes even more pressing. To assist in combatting this trend, the Land Development Task Force prioritizes projects that intend to grow the City of Hamilton's non-residential tax base.
- As property values in the Hamilton real estate market continue to rise, the need to increase the City's affordable housing stock becomes essential to ensuring that Hamilton's growth benefits all of its residents. The Land Development Task Force will assist in increasing the amount of affordable housing within the City.
- As the demographic picture of Hamilton continues to be redrawn each year, the need grows for us to find new avenues to communicate the opportunities for diverse community groups to participate in the City Enrichment Fund.

## 2018 Initiatives

# 1

**Implement a strategy to maintain and grow existing client relationships, while investigating new revenue generation opportunities throughout the City.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	N/A	2018	Beyond 2021	N/A
 Economic Prosperity & Growth				
 Our People & Performance				

# 2

**Secure sponsorships for the 2018 Canadian Country Music Awards to be hosted in Hamilton.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	N/A	2018	2018	Planning and Economic Development • Tourism and Culture
 Economic Prosperity & Growth				
 Our People & Performance				

## STRATEGIC PARTNERSHIPS AND REVENUE GENERATION

3

**Implement land development programs to generate revenue, increase the City's affordable housing stock and/or increase the non-residential tax base.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Economic Prosperity & Growth   Our People & Performance	N/A	2018	Beyond 2021	Planning and Economic Development • Economic Development  Public Works • Energy, Fleet and Facilities Management

4

**Complete review of all City's land holdings and propose a strategy to access the holdings in the future.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Economic Prosperity & Growth   Our People & Performance	N/A	2018	2018	Planning and Economic Development • Economic Development  Public Works • Energy, Fleet and Facilities Management

5

**Develop the City Enrichment Fund's online application submission platform and engagement tool enhancements to reach the City's community organizations.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Community Engagement &amp; Participation</p>	N/A	2018	Beyond 2021	Community and Emergency Services • Recreation
 <p>Economic Prosperity &amp; Growth</p>				Planning and Economic Development • Tourism and Culture
 <p>Healthy &amp; Safe Communities</p>				
 <p>Culture &amp; Diversity</p>				
 <p>Our People &amp; Performance</p>				

## 2019 - 2021 Initiatives

1

**Replace existing sponsorship agreements with long-term multi-year agreements with strategic partners.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Economic Prosperity & Growth   Our People & Performance	N/A	2019	Beyond 2021	Planning and Economic Development • Tourism and Culture

2

**Collaborate and build synergies with the City's Economic Development Division to evolve strategic partnerships into employment opportunities and other revenue generating initiatives.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Economic Prosperity & Growth   Our People & Performance	N/A	2019	Beyond 2021	Planning and Economic Development • Economic Development

## 3

**Examine the City's existing portfolio of properties and develop strategic recommendations for repurposing or disposing of various City properties.**

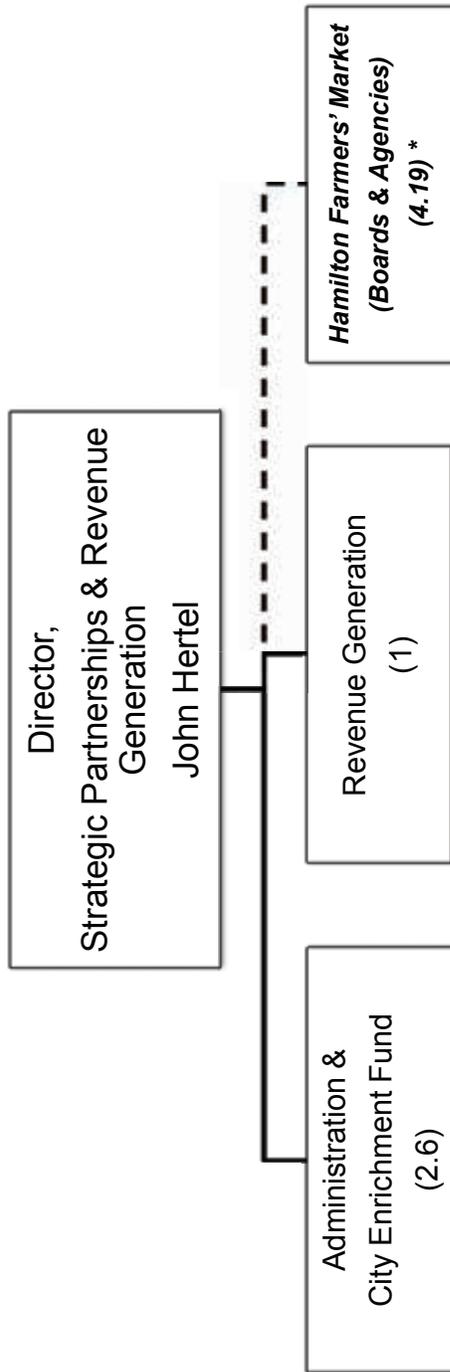
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	N/A	2019	Beyond 2021	Planning and Economic Development • Economic Development • Tourism and Culture
 Economic Prosperity & Growth				
 Our People & Performance				

## 4

**Implement the City Enrichment Fund's online application submission platform and engagement tool enhancements to reach the City's community organizations.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2019	2020	Community and Emergency Services • Recreation Planning and Economic Development • Economic Development • Tourism and Culture

## Division Structure



\*Distributed staff represent a direct reporting structure to John Hertel of Hamilton Farmers' Market employees whose budget resides in Boards and Agencies

Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	2.00	2.60	4.60	1.30:1
2018	2.00	2.60	4.60	1.30:1
Change	0.00	0.00	0.00	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Administration	673,550	73,550	67,850	699,270	99,270	25,720	35.0%
<b>Total Strategic Partnerships &amp; Revenue Generation</b>	<b>673,550</b>	<b>73,550</b>	<b>67,850</b>	<b>699,270</b>	<b>99,270</b>	<b>25,720</b>	<b>35.0%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	611,580	736,180	626,310	14,730	2.4%
MATERIAL AND SUPPLY	5,400	156,830	9,400	4,000	74.1%
BUILDING AND GROUND	1,120	3,360	980	(140)	(12.5%)
CONSULTING	27,450	18,530	18,920	(8,530)	(31.1%)
CONTRACTUAL	1,190	275,590	2,390	1,200	100.8%
RESERVES / RECOVERIES	26,810	77,360	41,270	14,460	53.9%
<b>TOTAL EXPENDITURES</b>	<b>673,550</b>	<b>1,267,850</b>	<b>699,270</b>	<b>25,720</b>	<b>3.8%</b>
FEES AND GENERAL	(600,000)	(1,200,000)	(600,000)	0	0.0%
<b>TOTAL REVENUES</b>	<b>(600,000)</b>	<b>(1,200,000)</b>	<b>(600,000)</b>	<b>0</b>	<b>0.0%</b>
<b>NET LEVY</b>	<b>73,550</b>	<b>67,850</b>	<b>99,270</b>	<b>25,720</b>	<b>35.0%</b>





Mike Zegarac  
General Manager

## CORPORATE SERVICES

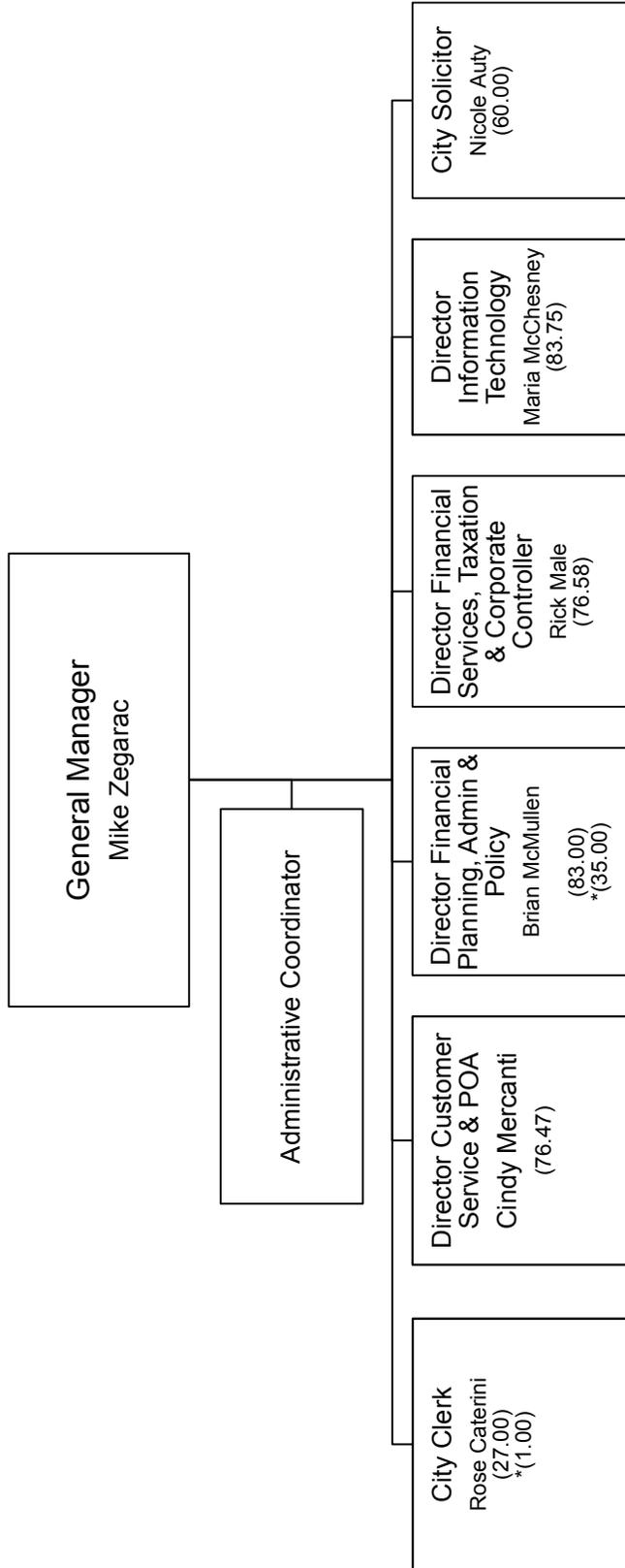
Corporate Services contributes towards the City of Hamilton's vision to be the best place to raise a child and age successfully. This department provides critical support services and targeted professional advice in the field of law, risk management, information technology, municipal governance, financial management, provincial offences administration, and customer service to Council, Boards and Agencies, internal departments and key stakeholders in order to successfully achieve strategic objectives.

An array of financial and administrative support is offered across the organization to help fund and deliver vital programs and services to the citizens of Hamilton. Corporate Services proactively reports financial performance and effectively manages the flow of money that has resulted in the achievement of an AA+ credit rating. In addition, this department provides convenient phone, counter and email access to City services, inclusive of after-hours City emergency support. Corporate Services is committed to providing sensational service and has been awarded the internationally recognized 2017 Gold Marcom Award for its Customer Service training program.

### Corporate Services contributes to the City's vision by:

- providing effective management, and financial oversight of the City's financial systems and reporting, as well as manage the administration of development charges, development agreements and utility rate policies.
- overseeing the effective and timely billing and collection of property taxes which contributes to a major source of funding for City operations.
- managing and conducting municipal elections and by-elections on behalf of the City of Hamilton and applicable school boards.
- managing Council and Committee meetings, quasi-judicial boards, as well as coordinating the appointments of citizens to committees, boards and agencies.
- providing secure, reliable, responsive and cost-effective information technology services for the City of Hamilton.
- providing expert internal legal advice, as well as representation/advocacy for issues that are before the courts and tribunals.
- mitigating risk proactively through the acquisition of insurance and the investigation and management of insurance claims.
- administrating and prosecuting provincial and municipal offences on behalf of approximately forty enforcement agencies filing charges in our courts.
- providing sensational and accessible in-person counter, telephone and email municipal service to all residents, businesses and visitors.

# Department Structure



\* Represents distributed staff whose budget are in operating departments.

Complement (FTE)	Management	Management Distributed	Other	Other Distributed	Total	Staff to Management Ratio
2017	30.00	1.00	378.80	35.00	444.80	13.35:1
2018	30.00	1.00	378.80	35.00	444.80	13.35:1
Change	0.00	0.00	0.00	0.00	0.00	

## Divisions

The Corporate Services Department is comprised of the following six divisions:

- Office of the City Clerk
- Customer Service and Provincial Offences Administration
- Financial Planning, Administration and Policy
- Financial Services, Taxation and Corporate Controller
- Information Technology
- Legal and Risk Management Services

## Services

Corporate Services continues to evolve in order to meet the changing needs of citizens and the corporation. The department proactively reviews its services on an annual basis to ensure the provision of sensational service and that strategic objectives are achieved.

- **Citizen and Customer Services**
  - 546-CITY (Customer Contact Centre)
  - Info@hamilton.ca (Email inquiries)
  - Municipal Service Centres (In-person counter service)
- **Election Services**
- **Financial Management**
  - Accounting Services
  - Finance and Administration
  - Financial Planning and Policy
  - Investments
  - Non-Tax Revenue Collection
  - Payroll and Pensions
  - PeopleSoft Application Support
  - Procurement
  - Property Tax Billing and Collections
- **Information Management**
  - Lobbyist Registry
  - Municipal Freedom of Information and Protection of Privacy Administration
- Records Management, Retention and Archives
- Vital Statistics Administration
- Information Technology
  - Corporate Information & Applications
  - End User Technology Support Services
  - Information Security
  - Voice and Data Infrastructure Management
- Legal Services
  - Civil and Administrative Litigation
  - Prosecution
  - Solicitor
- Legislative Services & Council Relations
- Printing and Distribution Services
  - Courier Services
  - Mail Delivery and Collection
  - Printing
- Provincial Offences Administration
  - Court Support and Prosecution
- Risk Management
  - Claims Administration
  - Insurance Procurement
  - Loss Prevention
  - Risk Transfer

## Priorities

Corporate Services will continue to focus on providing sensational service both internally and externally, as well as support the achievement of the City's vision and strategic objectives. Priorities for 2018 and beyond include the following:

- Launch of a multi-year financial framework that will help the City plan and manage future financial obligations.
- Support the effective development and implementation of technology solutions that will support the delivery of sensational services and timely reporting.
- Continue to actively enhance service experience for citizens, visitors and businesses accessing in-person counter, telephone and email municipal service, as well as providing critical after-hours City emergency phone support.
- Proactively develop financial and investment strategies that will support the City to maintain its AA+ credit rating.
- Continue to build public trust and confidence in local government through transparent and accessibility access to information.
- Provide expert internal legal advice, as well as manage risk through the acquisition of insurance and the management of claims.
- Support the administration and prosecution of provincial and municipal offences to ensure the safety of citizens, businesses and visitors.

## Emerging Issues and Trends

### Legislation

- Operating within a legislative and policy framework, the department continues to respond to changing provincial and federal legislation to support the delivery of quality public service, operational efficiency and accountability, including:
  - Accessibility for Ontarians with Disabilities Act
  - Assessment Act
  - Building Code Act
  - Canada-European Union Comprehensive Economic and Trade Agreement
  - Canadian Free Trade Agreement
  - Construction Lien Act
  - Development Charges Act
  - Education Act
  - Employment Standards Act
  - Infrastructure for Jobs and Prosperity Act
  - Modernizing Ontario's Municipal Legislation Act
  - Municipal Act
  - Municipal Conflict of Interest Act
  - Municipal Elections Act
  - Municipal Freedom of Information and Protection of Privacy Act
  - Pension Benefits Act
  - Planning Act
  - Prompt Payment Act
  - Trustee Act

## Technology

- Continue to proactively investigate new technology solutions that can support the secured delivery of municipal services in order to better support citizens, businesses and visitors.
- Corporate Services will continue to evolve and enhance the City's financial systems, policies and practices in order to support strong financial performance and the mitigation of risk.
- Proactively provide responsive analytical and technology support solutions to internal departments, Council, committees and key stakeholders in order to support the achievement of strategic objectives.

## Growth

- Foster Hamilton's property tax competitiveness by providing accurate reporting of financial performance, as well as the effective mitigation of risks.
- Support the delivery of municipal services through sustainable investments and the effective management of City funds and reserves.
- Proactively respond to the changing needs of the City and its citizens through leveraging new technologies and maximizing current technology solutions.
- Continue to respond to citizens, businesses and visitors needs through the delivery of sensational service through accessible in-person counter locations, telephone and email.
- Encourage citizen engagement through the transparent oversight of municipal elections, by-elections and applicable school boards.
- Proactively respond to citizens' expectations for seamless, timely and transparent access to information and municipal governance.
- Monitor and respond to changes in the legislative landscape by providing legal expertise and representation/advocacy for

issues that are before the courts and tribunals, as well as proactively mitigate risks through effective management of claims.

## Workforce

- Workforce management will be an evolving process for Corporate Services over the next four years. Creating a healthy, engaged and supportive workplace will enable the department to attract and retain knowledgeable staff, while at the same time plan for the exit of long standing and knowledgeable employees. Planning for the departure of knowledgeable employees through succession planning, mentoring and knowledge transfers is crucial for the long-term success

## 2018 Preliminary Tax Supported Operating Budget By Division

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Prel. Net vs. '17 Rest. Net (\$)	'18 Prel. Net vs. '17 Rest. Net
Corporate Services - Administration	(247,460)	(247,460)	317,750	(244,850)	(244,850)	2,610	1.1%
City Clerk's Office	2,902,030	2,361,120	2,447,890	2,927,410	2,356,370	(4,750)	(0.2%)
Customer Service	8,441,270	4,526,750	4,822,080	8,952,910	4,594,650	67,900	1.5%
Financial Planning, Admin & Policy	7,041,350	4,751,530	4,413,290	7,180,930	4,845,500	93,970	2.0%
Financial Services	6,392,240	4,100,930	3,531,080	6,529,250	3,917,000	(183,930)	(4.5%)
Information Technology	8,801,850	8,442,700	8,018,490	9,168,430	8,808,850	366,150	4.3%
Legal Services	4,315,480	3,274,660	3,203,180	4,401,640	3,337,940	63,280	1.9%
<b>Total Corporate Services</b>	<b>37,646,760</b>	<b>27,210,230</b>	<b>26,753,760</b>	<b>38,915,720</b>	<b>27,615,460</b>	<b>405,230</b>	<b>1.5%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	40,265,810	43,093,450	40,964,480	698,670	1.7%
MATERIAL AND SUPPLY	4,186,330	4,220,380	4,345,200	158,870	3.8%
VEHICLE EXPENSES	18,120	22,710	14,270	(3,850)	(21.2%)
BUILDING AND GROUND	1,692,250	1,621,430	1,665,930	(26,320)	(1.6%)
CONSULTING	56,000	60,170	71,700	15,700	28.0%
CONTRACTUAL	2,317,400	2,298,190	2,178,810	(138,590)	(6.0%)
RESERVES / RECOVERIES	(2,259,230)	(2,560,030)	(2,083,750)	175,480	7.8%
COST ALLOCATIONS	(10,142,000)	(12,733,540)	(10,106,140)	35,860	0.4%
FINANCIAL	1,512,080	1,686,860	1,865,220	353,140	23.4%
<b>TOTAL EXPENDITURES</b>	<b>37,646,760</b>	<b>37,709,640</b>	<b>38,915,720</b>	<b>1,268,960</b>	<b>3.4%</b>
FEES AND GENERAL	(7,464,520)	(7,436,120)	(7,869,730)	(405,210)	(5.4%)
TAX AND RATES	(155,000)	(155,000)	(320,000)	(165,000)	(106.5%)
RESERVES	(736,930)	(1,116,580)	(990,950)	(254,020)	(34.5%)
RECOVERIES FROM CAPITAL	(2,080,080)	(2,248,180)	(2,119,580)	(39,500)	(1.9%)
<b>TOTAL REVENUES</b>	<b>(10,436,530)</b>	<b>(10,955,880)</b>	<b>(11,300,260)</b>	<b>(863,730)</b>	<b>(8.3%)</b>
<b>NET LEVY</b>	<b>27,210,230</b>	<b>26,753,760</b>	<b>27,615,460</b>	<b>405,230</b>	<b>1.5%</b>

## 2018 Preliminary Tax Supported Operating Budget By Section - Administration

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
General Manager Office	(247,460)	(247,460)	317,750	(244,850)	(244,850)	2,610	1.1%
<b>Total Corporate Services - Administration</b>	<b>(247,460)</b>	<b>(247,460)</b>	<b>317,750</b>	<b>(244,850)</b>	<b>(244,850)</b>	<b>2,610</b>	<b>1.1%</b>

## By Cost Category - Administration

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	(210,480)	354,060	(187,460)	23,020	10.9%
MATERIAL AND SUPPLY	3,880	9,890	3,880	0	0.0%
BUILDING AND GROUND	280	280	280	0	0.0%
CONSULTING	25,000	25,000	25,000	0	0.0%
CONTRACTUAL	8,270	3,170	8,270	0	0.0%
RESERVES / RECOVERIES	41,290	41,050	22,100	(19,190)	(46.5%)
COST ALLOCATIONS	(122,200)	(122,200)	(123,420)	(1,220)	(1.0%)
FINANCIAL	6,500	6,500	6,500	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>(247,460)</b>	<b>317,750</b>	<b>(244,850)</b>	<b>2,610</b>	<b>1.1%</b>
<b>TOTAL REVENUES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>NET LEVY</b>	<b>(247,460)</b>	<b>317,750</b>	<b>(244,850)</b>	<b>2,610</b>	<b>1.1%</b>





# OFFICE OF THE CITY CLERK

The Office of the City Clerk delivers transparent, impartial, and accessible services to Council, the corporation and our citizens. It is organized into three business units, Legislative Services, Election/Print & Mail Services, and Records/Information Management Services.

The division provides services under various responsibilities legislated through provincial Acts, striving to build public trust and confidence in local government. These services include, secretariat support to Council and its committees and various boards, conducting municipal and school board elections, managing Freedom of Information requests, administration of vital statistics on behalf of the province, and management of the organization's records and lobbyist registry. In addition to providing legislative, electoral and administrative services, the Office of the City Clerk also provides an internal business support to the corporation by offering distribution and collection of mail, internal courier services between City facilities, along with printing and imaging services.

## Emerging Issues and Trends

- Increasing demands and growing expectations from stakeholders, particularly around the expectation of an open and transparent municipal government.
- Operating within a legislative and policy framework governed by the province, municipal by-laws, and internal processes, the division continues to adapt to changes in legislation, such as the Accessibility for Ontarians with Disabilities Act, Building Code Act, Education Act, Modernizing Ontario's Municipal Legislation Act, Municipal Act, Municipal Elections Act, as well as the Municipal Freedom of Information and Protection of Privacy Act.
- Responding to stakeholder expectations prompts the division to investigate opportunities to enhance service delivery through the use of technology, such as online applications and making more governance information available on the City's website.
- Workforce management will be an evolving process for the Office of the City Clerk to attract and retain knowledgeable staff. The legislative environment is becoming more complex, with new regulations, greater integration and increased understanding of procedural matters.

## 2018 Initiatives

### 1

**Consolidation of calls to support the timely and effective response to citizens, businesses and visitor enquiries on behalf of all departments.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2018	2018	Corporate Services • Information Technology

### 2

**Implement amendments legislated by the Province, such as the Modernizing Ontario's Municipal Legislation Act.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	N/A	2018	2019	Corporate Services • Financial Planning, Administration and Policy • Human Resources • Information Technology • Legal and Risk Management Services  Planning and Economic Development • Building • Growth Management • Licensing and By-law • Planning  Public Works • Energy, Fleet and Facilities Management • Engineering Services • Environmental Services • Operations

### 3

**Introduce staff training modules on records management, email management and privacy of information.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2018	2018	Corporate Services • Legal and Risk Management Services

## 4

## Upgrade Electronic Document &amp; Records Management software.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2018	2018	Corporate Services • Information Technology

## 5

## Implement online services for Access &amp; Privacy and Marriage License applications.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Economic Prosperity & Growth   Our People & Performance	N/A	2018	2019	Corporate Services • Information Technology

## 6

## Implement the eSCRIBE Agenda Management Software.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Our People & Performance	N/A	2018	2018	Corporate Services • Information Technology

7

**Expand eSCRIBE to allow posting of Advisory and Sub-Committee Agendas and Minutes on the City's website.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2018	2019	All

8

**Prepare and administer 2018 Municipal Elections.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Economic Prosperity & Growth   Our People & Performance	N/A	2018	2019	Corporate Services • Information Technology  Corporate Services • Legal and Risk Management Services

## 2019 - 2021 Initiatives

1

### Review Records Retention By-law.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2019	2019	Corporate Services • Legal and Risk Management Services

2

### Expand Agenda Management Software Workflow Corporate-Wide.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2019	2021	All

3

### Orientate new Council following the 2018 Municipal Elections.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2019	2019	All

4

### Coordinate selection of citizen appointments to various committees in new term of Council.

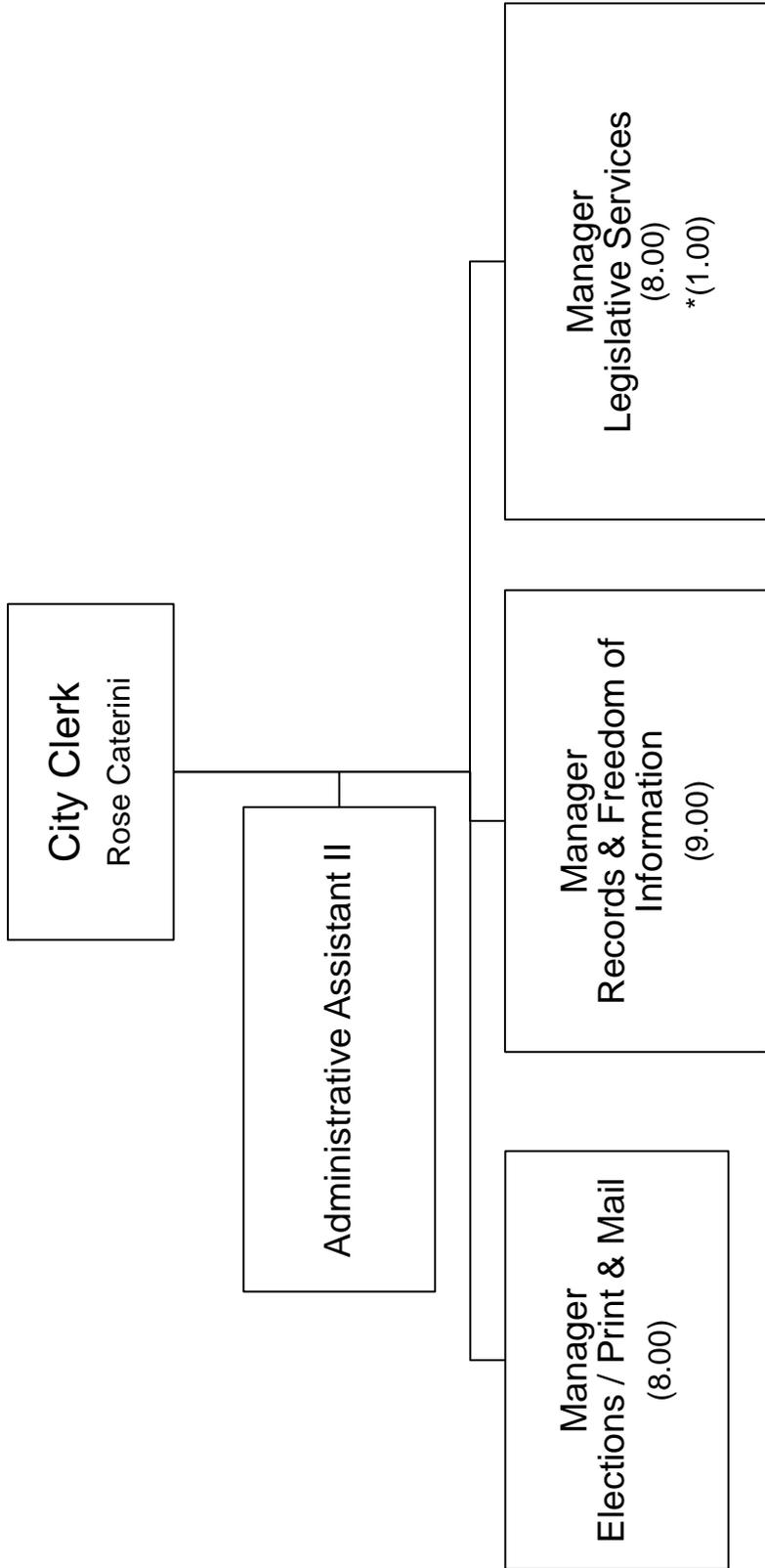
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Our People & Performance	N/A	2019	2019	N/A

5

### Prepare and administer 2022 Municipal Elections.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Our People & Performance	N/A	2021	Beyond 2021	Corporate Services • Information Technology • Legal and Risk Management Services

# Division Structure



\* Represents distributed staff whose budget are in operating departments.

Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	4.00	23.00	27.00	5.75:1
2018	4.00	23.00	27.00	5.75:1
<b>Change</b>	0.00	0.00	0.00	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Prel. vs. '17 Rest. (\$)	'18 Prel. vs. '17 Rest. (%)
City Clerk - Admin	112,920	112,920	107,380	116,100	116,100	3,180	2.8%
Elections	684,430	636,620	636,620	685,080	637,140	520	0.1%
Legislative Support	840,990	840,990	824,990	857,010	857,010	16,020	1.9%
Print & Mail	415,470	415,470	455,020	421,120	421,120	5,650	1.4%
Records	848,220	355,120	423,880	848,100	325,000	(30,120)	(8.5%)
<b>Total City Clerk's Office</b>	<b>2,902,030</b>	<b>2,361,120</b>	<b>2,447,890</b>	<b>2,927,410</b>	<b>2,356,370</b>	<b>(4,750)</b>	<b>(0.2%)</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Prel. vs. '17 Rest. (\$)	'18 Prel. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	2,390,680	2,488,270	2,417,780	27,100	1.1%
MATERIAL AND SUPPLY	740,120	780,120	750,120	10,000	1.4%
VEHICLE EXPENSES	15,730	20,320	12,070	(3,660)	(23.3%)
BUILDING AND GROUND	6,870	6,870	7,010	140	2.0%
CONSULTING	0	8,170	0	0	0.0%
CONTRACTUAL	84,450	116,360	88,040	3,590	4.3%
RESERVES / RECOVERIES	40,230	3,710	37,620	(2,610)	(6.5%)
COST ALLOCATIONS	(376,050)	(376,070)	(385,230)	(9,180)	(2.4%)
<b>TOTAL EXPENDITURES</b>	<b>2,902,030</b>	<b>3,047,760</b>	<b>2,927,410</b>	<b>25,380</b>	<b>0.9%</b>
FEES AND GENERAL	(493,100)	(500,100)	(523,100)	(30,000)	(6.1%)
RESERVES	(47,810)	(99,760)	(47,940)	(130)	(0.3%)
<b>TOTAL REVENUES</b>	<b>(540,910)</b>	<b>(599,860)</b>	<b>(571,040)</b>	<b>(30,130)</b>	<b>(5.6%)</b>
<b>NET LEVY</b>	<b>2,361,120</b>	<b>2,447,890</b>	<b>2,356,370</b>	<b>(4,750)</b>	<b>(0.2%)</b>



# CUSTOMER SERVICE AND PROVINCIAL OFFENCES ADMINISTRATION

The Customer Service and Provincial Offences Administration (POA) division is comprised of the Customer Contact Centre, Municipal Service Centres, the Service Channel Unit and the POA office. The division provides citizens with convenient access to City services, including the collection of fines, through both counter and phone service in a welcoming, responsive and accessible manner that fosters trust and confidence in government. In addition, the division provides after-hour City emergency support on behalf of City departments. The division is committed to providing sensational service to our customers, both internally and externally.

## Emerging Issues and Trends

- Optimization of service channels to provide a seamless and consistent service experience.
- Analytics reveal a better understanding of the changing needs of citizens and the performance of service delivery through channel and operational dashboards.
- Technological and digital trends are shaping and guiding the business of customer service. Citizens of all ages are utilizing an array of technological devices to attain access to City information, products and services.
- Demographic factors, including the City of Hamilton's growing and aging population, along with the increase of newcomers to the City still depend on conventional service channels (i.e. telephone and in-person) for information on basic City services.

## 2018 Initiatives

### 1

**Consolidation of calls to support the timely and effective response to citizens, businesses and visitor enquiries on behalf of identified departments.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	Customer Service Strategy	2018	2019	All

### 2

**Streamline corporate wide cash handling processes and automate reconciliation activities.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	Customer Service Strategy	2018	2019	All

### 3

**Facilitate move of POA operations to a new building.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	Facility Consolidation	2018	2019	City Manager's Office • Human Resources  Corporate Services • Legal and Risk Management Services  Public Works • Energy, Fleet and Facilities Management

4

**Develop a corporate payment framework that facilitates the provision of convenient online payment options.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	Customer Service Strategy	2018	2020	All

5

**Expand Customer Service Training.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	Customer Service Strategy	2018	2021	All

6

**Improve POA collection efforts.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Our People & Performance	Customer Service Strategy	2018	2019	Corporate Services • Financial Services, Taxation and Corporate Controller

## 2019 - 2021 Initiatives

### 1

**Consolidation of calls to support the timely and effective response to citizens, businesses and visitor enquiries on behalf of remaining departments.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	Customer Service Strategy	2019	2020	All

### 2

**Implement corporate wide processes that support a seamless customer experience, such as collecting customer feedback, channel dashboards.**

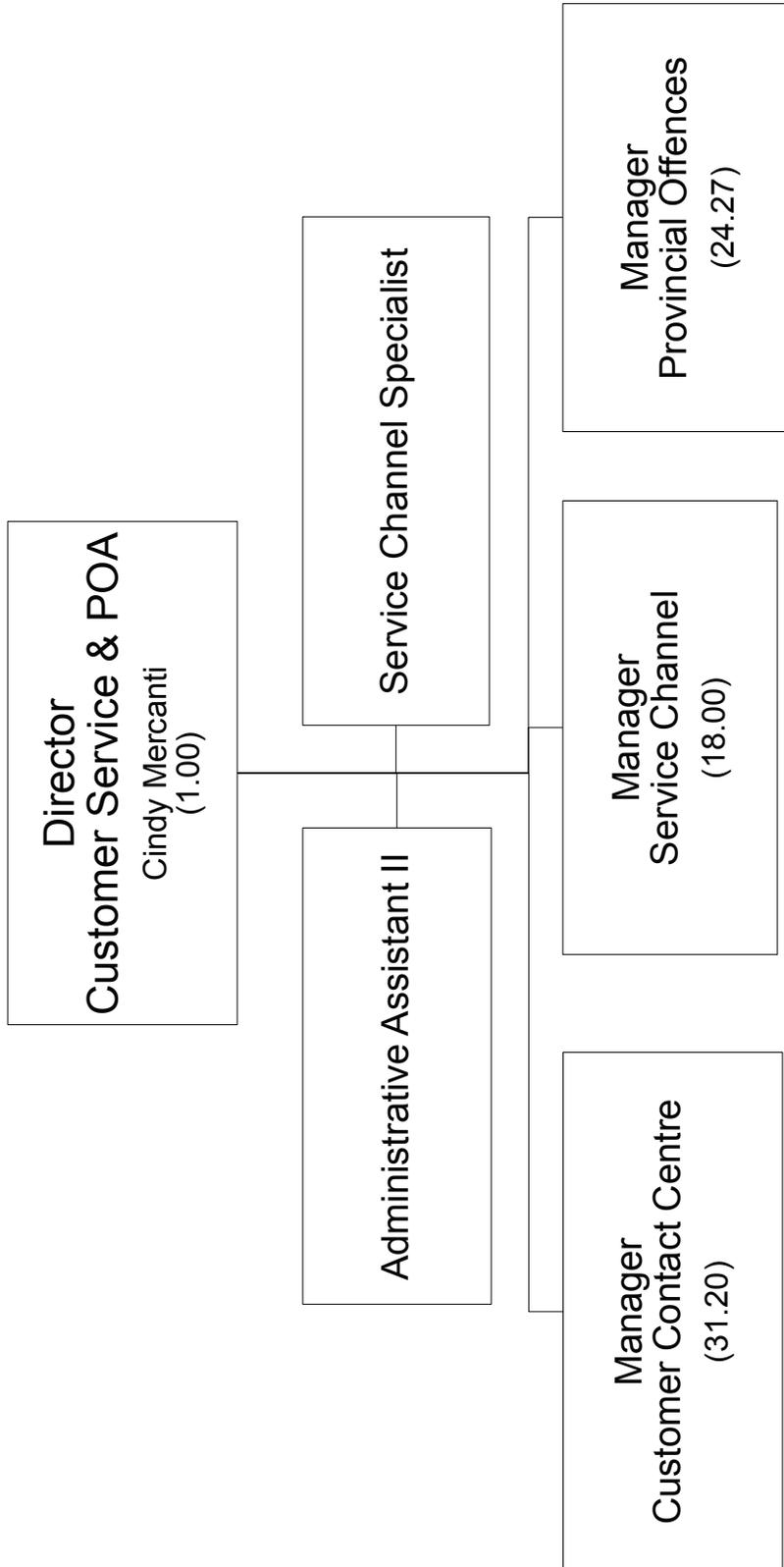
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	Customer Service Strategy	2019	2020	All

### 3

**Support the Customer Service Strategy.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	Customer Service Strategy	2019	2021	All

## Division Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	4.00	72.47	76.47	18.12:1
2018	4.00	72.47	76.47	18.12:1
Change	0.00	0.00	0.00	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Customer Contact Centre	2,534,640	2,534,640	2,759,520	2,612,440	2,612,440	77,800	3.1%
Customer Service - Administration	422,030	422,030	394,140	359,700	359,700	(62,330)	(14.8%)
Provincial Offences Act	3,914,520	0	5,040	4,358,260	0	0	0.0%
Service Channel	1,570,080	1,570,080	1,663,380	1,622,510	1,622,510	52,430	3.3%
<b>Total Customer Service</b>	<b>8,441,270</b>	<b>4,526,750</b>	<b>4,822,080</b>	<b>8,952,910</b>	<b>4,594,650</b>	<b>67,900</b>	<b>1.5%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	6,252,710	6,829,230	6,421,190	168,480	2.7%
MATERIAL AND SUPPLY	169,020	139,810	164,530	(4,490)	(2.7%)
BUILDING AND GROUND	702,840	671,750	670,730	(32,110)	(4.6%)
CONSULTING	4,000	0	4,000	0	0.0%
CONTRACTUAL	326,270	285,720	330,430	4,160	1.3%
RESERVES / RECOVERIES	1,239,590	1,029,970	1,391,090	151,500	12.2%
COST ALLOCATIONS	(1,180,120)	(1,180,120)	(1,299,040)	(118,920)	(10.1%)
FINANCIAL	926,960	1,101,810	1,269,980	343,020	37.0%
<b>TOTAL EXPENDITURES</b>	<b>8,441,270</b>	<b>8,878,160</b>	<b>8,952,910</b>	<b>511,640</b>	<b>6.1%</b>
FEES AND GENERAL	(3,914,520)	(3,645,660)	(4,104,370)	(189,850)	(4.8%)
RESERVES	0	(242,330)	(253,890)	(253,890)	(100.0%)
RECOVERIES FROM CAPITAL	0	(168,100)	0	0	0.0%
<b>TOTAL REVENUES</b>	<b>(3,914,520)</b>	<b>(4,056,080)</b>	<b>(4,358,260)</b>	<b>(443,740)</b>	<b>(11.3%)</b>
<b>NET LEVY</b>	<b>4,526,750</b>	<b>4,822,080</b>	<b>4,594,650</b>	<b>67,900</b>	<b>1.5%</b>



# FINANCIAL PLANNING, ADMINISTRATION AND POLICY

Financial Planning, Administration and Policy (FPA&P) ensures the City's finances are managed in accordance with legislative requirements and provides advice to Council, management and frontline staff. This is accomplished through the facilitation, coordination and delivery of business plans, capital and operating budgets, financial policies and long range forecasting, as well as administration of City investments, cash and debt issuance. The division is also committed to providing an internal business support service to the City's departments through capital and operating budget development, budget variance analysis, and financial transaction processing.

## Emerging Issues and Trends

- Volatility in energy prices, foreign exchange fluctuations, increases to inflation, fluctuating equity markets impacting investment returns, as well as the provincial and national fiscal situation have boosted the need for the division on behalf of the City to monitor closely developments that could impact grants and transfers provided by senior levels of government, user fees, and other sources of funding.
- An infrastructure funding gap exists in Hamilton. Additional federal and provincial infrastructure funding, as well as own source revenue is necessary to improve the state of the City's existing infrastructure. The introduction of the province's Infrastructure for Jobs and Prosperity Act is aimed at helping municipalities clearly identify what their infrastructure needs are through strategic long term infrastructure planning, as well as assist municipalities work towards a more sustainable position regarding the funding of their infrastructure.
- The financial status of some City reserves may compromise the City's ability in the future to make investments in new infrastructure, replacement of existing infrastructure or maintain infrastructure in a state of good repair. Prudent fiscal management of reserves is imperative to maintain appropriate levels for future use and reduce the reliance on property taxes, rate revenue, and debt financing.
- FPA&P will continue to respond to changing legislation and regulations, such as the Assessment Act, Development Charges Act, Infrastructure for Jobs and Prosperity Act, Municipal Act, Pension Benefits Act, and Trustee Act, as well as continue to support the delivery of quality public service through the provision of sound financial leadership, collaborative problem solving, and the efficient and effective use of resources.
- FPA&P will play a key role in supporting the decisions surrounding development and management of growth for the City of Hamilton.
- FPA&P successes over the next four years will be enhanced by managing technological change and maximizing technology utilization. This will involve the strategic deployment of technology, and ensuring staff have the resources and skills necessary to implement, and respond to technological changes.
- Workforce management will be an evolving process for FPA&P over the next four years. Creating a healthy, engaged and supportive workplace will enable the division to attract and retain knowledgeable staff, while at the same time plan for the exit of long standing and knowledgeable employees. Planning for the departure of knowledgeable employees through succession planning, mentoring and knowledge transfers is crucial for the long term success of the division.

## 2018 Initiatives

# 1

**Develop a multi-year financial plan that assesses the long term financial implications of legislation, operating and capital budgets, and policies.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	N/A	2018	2019	All
 Built Environment & Infrastructure				
 Our People & Performance				

# 2

**Develop a Financial Condition Index and implement a corporate financial performance measure dashboard.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	N/A	2018	2018	City Manager's Office • Communications and Corporate Initiatives
 Economic Prosperity & Growth				Corporate Services • Financial Services, Taxation and Corporate Controller
 Our People & Performance				

## 3

### Develop business process improvements in Capital and Operating Budget development, facilitation, prioritization and monitoring.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Community Engagement &amp; Participation</p>	N/A	2018	2019	City Manager's Office • Communications and Corporate Initiatives
 <p>Economic Prosperity &amp; Growth</p>				
 <p>Built Environment &amp; Infrastructure</p>				
 <p>Our People &amp; Performance</p>				

4

### Coordinate the Development Charge background study and develop related policies.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Community Engagement &amp; Participation</p>  <p>Economic Prosperity &amp; Growth</p>  <p>Healthy &amp; Safe Communities</p>  <p>Clean &amp; Green</p>  <p>Built Environment &amp; Infrastructure</p>  <p>Culture &amp; Diversity</p>  <p>Our People &amp; Performance</p>	<p>City's Intensification Strategy</p> <p>Light Rail Transit Corridor Plans</p> <p>City-Wide Master Plans</p>	<p>2018</p>	<p>2019</p>	<p>All</p>

5

**Review and amend (if necessary) the tax programs for seniors, low income persons with disabilities, businesses, and multi-residential property classes.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	N/A	2018	2019	Corporate Services • Financial Services, Taxation and Corporate Controller
 Healthy & Safe Communities				

6

**Amend the City's Investment Policies for City Funds in response to proposed changes to the Municipal Act, including option of a Prudent Person Policy.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	N/A	2018	2019	Corporate Services • Legal and Risk Management Services
 Our People & Performance				

## 2019 - 2021 Initiatives

1

**Implement a multi-year financial plan that assesses the long term financial implications of legislation, operating and capital budgets, and policies.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	N/A	2019	2020	All
 Built Environment & Infrastructure				
 Our People & Performance				

2

**Enhance the multi-year business planning and budget processes**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	N/A	2019	Beyond 2021	City Manager's Office • Communication and Corporate Initiatives
 Economic Prosperity & Growth				
 Our People & Performance				

## 3

**Support development of a strategic asset management policy, asset management plans for core assets, and other assets and related financing plans to meet the province's Municipal Infrastructure Asset Management Regulations.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Community Engagement &amp; Participation</p>	N/A	2019	Beyond 2021	All
 <p>Economic Prosperity &amp; Growth</p>				
 <p>Healthy &amp; Safe Communities</p>				
 <p>Built Environment &amp; Infrastructure</p>				

## 4

## Update and create Development Charge policies in response to completed Background Study and By-law.

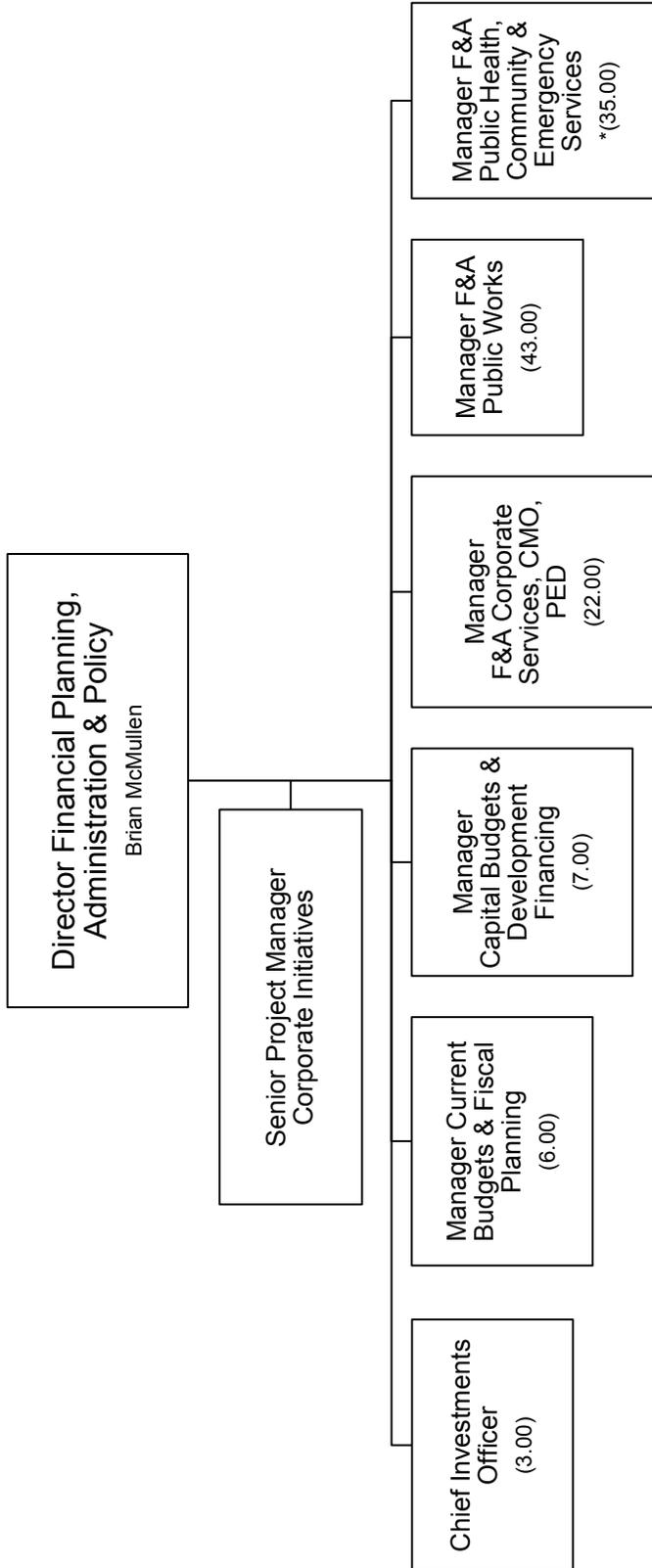
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	City's Intensification Strategy Light Rail Transit Corridor Plans City-Wide Master Plans	2019	2019	Corporate Services <ul style="list-style-type: none"> <li>• Legal and Risk Management Services</li> </ul> Planning and Economic Development <ul style="list-style-type: none"> <li>• Growth Management</li> <li>• Planning</li> </ul> Public Works <ul style="list-style-type: none"> <li>• Engineering Services</li> <li>• Hamilton Water</li> </ul>
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Clean & Green				
 Built Environment & Infrastructure				
 Culture & Diversity				
 Our People & Performance				

## 5

## Review water billing contract with service provider.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth	N/A	2019	2019	Corporate Services <ul style="list-style-type: none"> <li>• Financial Services, Taxation and Corporate Controller</li> <li>• Information Technology</li> <li>• Legal and Risk Management Services</li> </ul> Public Works <ul style="list-style-type: none"> <li>• Hamilton Water</li> </ul>

# Division Structure



\* Represents distributed staff whose budget are in operating departments

Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	7.00	111.00	118.00	15.86:1
2018	7.00	111.00	118.00	15.86:1
<b>Change</b>	0.00	0.00	0.00	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Administration Fin Policy & Plan	165,310	162,950	169,980	171,330	169,070	6,120	3.8%
Capital Budget	960,340	5,280	0	974,000	0	(5,280)	(100.0%)
Current Budget	446,440	439,440	438,970	455,360	455,360	15,920	3.6%
Finance	4,361,640	4,274,730	3,940,790	4,440,850	4,352,450	77,720	1.8%
Investments	1,107,620	(130,870)	(136,450)	1,139,390	(131,380)	(510)	0.4%
<b>Total Financial Planning, Admin &amp; Policy</b>	<b>7,041,350</b>	<b>4,751,530</b>	<b>4,413,290</b>	<b>7,180,930</b>	<b>4,845,500</b>	<b>93,970</b>	<b>2.0%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	7,917,440	10,314,340	8,036,120	118,680	1.5%
MATERIAL AND SUPPLY	42,690	41,700	42,490	(200)	(0.5%)
BUILDING AND GROUND	77,660	39,930	77,820	160	0.2%
CONSULTING	15,000	15,000	20,700	5,700	38.0%
CONTRACTUAL	120,700	81,860	81,210	(39,490)	(32.7%)
RESERVES / RECOVERIES	135,060	132,170	153,380	18,320	13.6%
COST ALLOCATIONS	(1,576,060)	(4,158,430)	(1,543,570)	32,490	2.1%
FINANCIAL	308,860	309,990	312,780	3,920	1.3%
<b>TOTAL EXPENDITURES</b>	<b>7,041,350</b>	<b>6,776,570</b>	<b>7,180,930</b>	<b>139,580</b>	<b>2.0%</b>
FEES AND GENERAL	(1,300,400)	(1,333,860)	(1,327,170)	(26,770)	(2.1%)
RESERVES	(275,500)	(315,500)	(275,500)	0	0.0%
RECOVERIES FROM CAPITAL	(713,920)	(713,920)	(732,760)	(18,840)	(2.6%)
<b>TOTAL REVENUES</b>	<b>(2,289,820)</b>	<b>(2,363,280)</b>	<b>(2,335,430)</b>	<b>(45,610)</b>	<b>(2.0%)</b>
<b>NET LEVY</b>	<b>4,751,530</b>	<b>4,413,290</b>	<b>4,845,500</b>	<b>93,970</b>	<b>2.0%</b>

# FINANCIAL SERVICES, TAXATION AND CORPORATE CONTROLLER

The Financial Services, Taxation and Corporate Controller (FST&CC) division plays a key role in ensuring that Hamilton is financially sound, accountable and transparent in managing public funds. Each section within the division delivers a range of services that contribute to the financial success of the City, including the collection of property taxes and non-tax revenues, payroll and pension services, securing quality vendors to provide goods and services and paying for these goods and services to enable the City to carry out mandated and Council directed services. As well as, providing advice to Council, Committee and management to ensure that the City's finances are managed in accordance with legislative and contractual requirements, while mitigating financial risks and reporting of financial performance on a timely basis.

## Emerging Issues and Trends

- Changes to the accounting standards issued by the Public Sector Accounting Board (PSAB) impacts the accounting services provided by the division. The standards require various levels of preparation and work depending on the scope and impact of the change to accounting practices, including the details found in the annual consolidated financial statements for the City.
- Legislative changes to the Canada-European Union Comprehensive Economic Trade Agreement and the Canadian Free Trade Act have led to additional standards for the City to comply with it, making the procurement process longer, although more transparent.
- Recent amendments to the Construction Lien Amendment Act have resulted in changes to the City's practice of paying contractors. This act requires a prompt payment provision to ensure contractors are paid on a timely basis, in addition to prescribing the practices for holdback of payments to contractors.
- Assessment Review Board introduced new rules of practice and procedure, which will usher in significant changes as to how the City will participate in property tax assessment appeals in the future. To comply with the rules, every municipality must address the action items in their operations and processes.
- The Fair Workplaces, Better Jobs Act will not only impact the City by increasing minimum wage to \$15 per hour by 2019, it will also have other impacts on how the City administers employee scheduling, leaves of absence, vacation, overtime, and standby time.
- FST&CC's successes over the next four years will be enhanced by managing technological change and maximizing technology utilization. This will involve upgrades to the City's financial and tax systems. The division will ensure staff have the resources and skills necessary to implement, and respond to technological changes.
- Proposed changes to solvency funding by the province as part of their 2016 budget commitment is expected to have a positive impact on the City. It is expected to reduce the required annual solvency deficit payment that is currently being made to the pension fund which may impact the current budget and levy funding.

## 2018 Initiatives

### 1

**Implement financial system upgrades to the following modules in the PeopleSoft software: WebCenter, Accounts Payable, Accounts Receivable, General Ledger, and Purchasing.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2018	2018	Corporate Services • Information Technology

### 2

**Support the City wide development and testing of the Kronos system to meet time and payroll requirements.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	N/A	2018	2018	City Manager's Office • Human Resources  Community & Emergency Services • Hamilton Paramedic Service  Corporate Services • Financial Planning, Administration and Policy • Information Technology

### 3

**Explore feasibility of transferring the City's Private Pension Plans to the Ontario Municipal Employee Retirement System (OMERS).**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2018	2020	Corporate Services • Legal and Risk Management Services

4

**Upgrade the City's taxation system (Vailtech) and update tax related policies and procedures.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2018	2018	Corporate Services • Information Technology

5

**Develop a formal prioritization process for engaging in tax appeals based on impact to the City and availability of resources.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Economic Prosperity & Growth   Our People & Performance	N/A	2018	2019	N/A

6

**Implement a program to accept online bid submissions and facilitate a fulsome vendor performance review program.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Our People & Performance	N/A	2018	2018	Corporate Services • Legal and Risk Management Services  Planning and Economic Development • All Divisions  Public Works • All Divisions

7

### Update legislated accounting standard changes issued by the Public Sector Accounting Board to City's policies and procedures.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2018	2019	All

8

### Review and update the City's Procurement By-law

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Economic Prosperity & Growth   Our People & Performance	N/A	2018	2018	All

## 2019 - 2021 Initiatives

1

**Automate mileage and other expense claim processes as part of the City's existing financial system.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2019	2019	Corporate Services • Financial Planning, Administration and Policy

2

**Purge and archive data from the City's financial system in accordance with the City's Records Retention By-law.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2019	2019	Corporate Services • Financial Planning, Administration and Policy

3

**Support the City wide implementation and deployment of the Kronos system.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2019	2020	All

## 4

## Enhance taxation services available online.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Our People & Performance	N/A	2020	2021	Corporate Services <ul style="list-style-type: none"> <li>• Information Technology</li> <li>• Customer Service and Provincial Offences Administration</li> </ul>

## 5

## Revise the City's Fair Wage Policy and schedule and other relevant procurement policies.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Our People & Performance	N/A	2019	2021	Corporate Services <ul style="list-style-type: none"> <li>• Legal and Risk Management Services</li> </ul> Planning and Economic Development <ul style="list-style-type: none"> <li>• Economic Development</li> </ul> Public Works <ul style="list-style-type: none"> <li>• Transportation</li> </ul>

## 6

## Review the City's contract for banking services and potentially prepare and issue a Request for Proposal for a new banking service agreement.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Our People & Performance	N/A	2021	Beyond 2021	N/A

7

### Implement payroll changes necessitated by the introduction of the Fair Workplaces, Better Jobs Act.

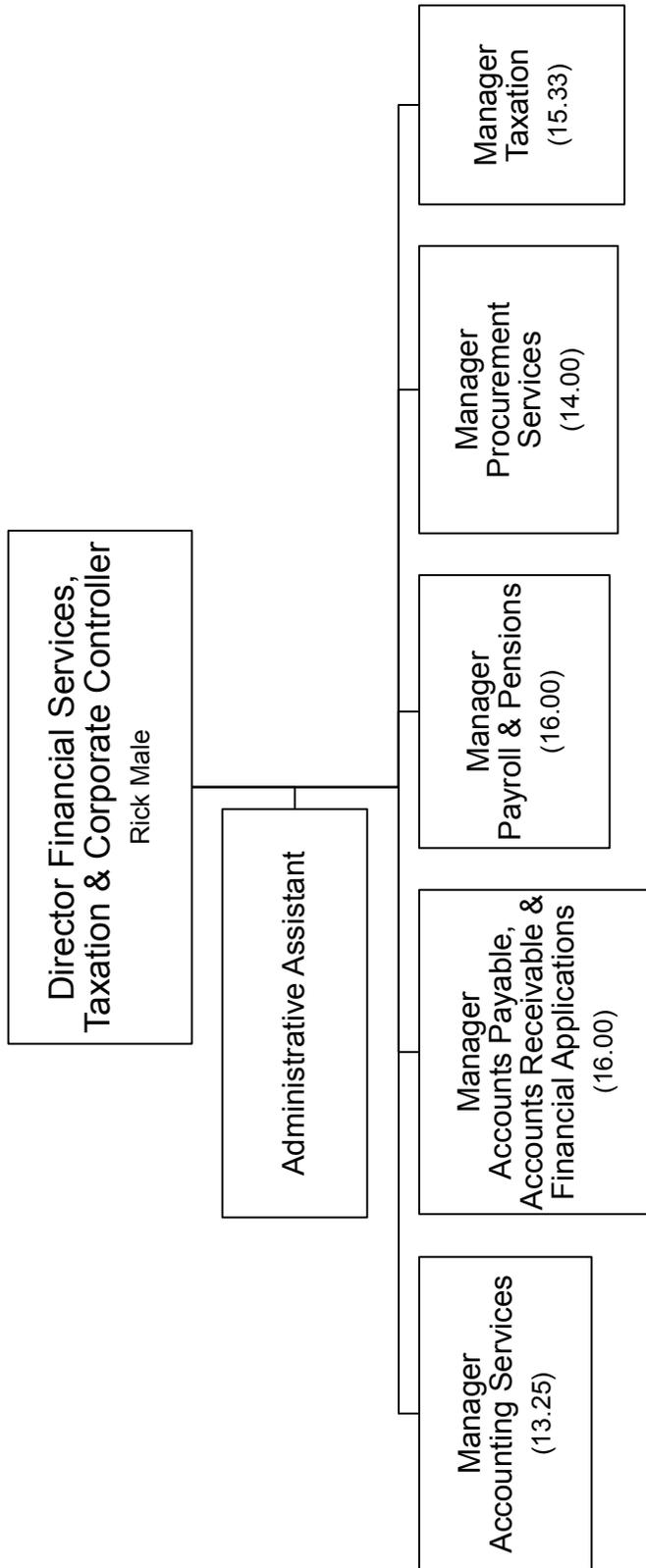
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Economic Prosperity & Growth   Our People & Performance	N/A	2019	2019	City Manager's Office • Human Resources

8

### Review and update the City's Procurement By-law

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation   Economic Prosperity & Growth   Our People & Performance	N/A	2021	2021	All

## Division Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	6.00	70.58	76.58	11.77:1
2018	6.00	70.58	76.58	11.77:1
<b>Change</b>	0.00	0.00	0.00	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Accounts Payable	306,670	280,670	265,670	434,080	408,080	127,410	45.4%
Accounts Receivables	147,480	147,480	152,480	157,220	157,220	9,740	6.6%
Financial Accounting Services	1,080,350	653,520	606,470	1,047,670	623,060	(30,460)	(4.7%)
Financial Application Support	322,270	322,270	286,040	330,410	330,410	8,140	2.5%
Financial Services Admin	438,600	438,600	421,370	411,900	411,900	(26,700)	(6.1%)
Payroll and Pensions	1,013,150	912,650	814,610	1,003,020	902,520	(10,130)	(1.1%)
Procurement	886,620	698,130	652,580	996,830	808,340	110,210	15.8%
Taxation	2,197,100	647,610	331,860	2,148,120	275,470	(372,140)	(57.5%)
<b>Total Financial Services</b>	<b>6,392,240</b>	<b>4,100,930</b>	<b>3,531,080</b>	<b>6,529,250</b>	<b>3,917,000</b>	<b>(183,930)</b>	<b>(4.5%)</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	7,081,510	6,752,340	7,133,280	51,770	0.7%
MATERIAL AND SUPPLY	543,790	540,710	542,580	(1,210)	(0.2%)
BUILDING AND GROUND	476,450	476,450	481,040	4,590	1.0%
CONTRACTUAL	112,520	119,400	112,520	0	0.0%
RESERVES / RECOVERIES	269,800	274,050	258,870	(10,930)	(4.1%)
COST ALLOCATIONS	(2,158,830)	(2,160,990)	(2,066,040)	92,790	4.3%
FINANCIAL	67,000	65,800	67,000	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>6,392,240</b>	<b>6,067,760</b>	<b>6,529,250</b>	<b>137,010</b>	<b>2.1%</b>
FEES AND GENERAL	(1,611,490)	(1,811,490)	(1,769,650)	(158,160)	(9.8%)
TAX AND RATES	(155,000)	(155,000)	(320,000)	(165,000)	(106.5%)
RESERVES	(143,620)	(188,990)	(143,620)	0	0.0%
RECOVERIES FROM CAPITAL	(381,200)	(381,200)	(378,980)	2,220	0.6%
<b>TOTAL REVENUES</b>	<b>(2,291,310)</b>	<b>(2,536,680)</b>	<b>(2,612,250)</b>	<b>(320,940)</b>	<b>(14.0%)</b>
<b>NET LEVY</b>	<b>4,100,930</b>	<b>3,531,080</b>	<b>3,917,000</b>	<b>(183,930)</b>	<b>(4.5%)</b>





# INFORMATION TECHNOLOGY

Information Technology (IT) supports all City department areas in improving current processes and finding innovative and viable technologies to meet the growing business challenges of today and tomorrow. The division accomplishes this by performing a variety of services including:

- providing corporate information & application support for internal business applications, the City's website and Geographical Information Systems (GIS).
- overseeing information security management system to protect the confidentiality, integrity and availability of the City's information.
- maintaining computer hardware, software and corporate contracts for technology assets.

Information Technology is managed through best practices and processes, and stays current with industry trends. The division is comprised of Corporate Information and Application Support, Infrastructure and Operation Support, and Information Security.

## Emerging Issues and Trends

- With increased urbanization and continued pressure on municipal budgets, the City is increasingly turning towards technology to efficiently improve service delivery.
- An increase in expectations by stakeholders for access to open data.
- Integration of the IT environment and the adoption of cloud services for data management have resulted in an increased risk of significant data breaches. The sophistication and speed of cyber-attacks require new approaches to information security and new skills.
- Responding to departments' expectations for multimedia platforms or new business solutions prompts the division to investigate opportunities to enhance support service delivery.
- Workforce management will be an evolving process for the IT division to attract and retain knowledgeable staff. The IT environment is becoming more complex, with new technologies, greater integration and increased cyber security threats. The City's reliance on technology is increasing in order to provide the type of services that are needed. An investment in upgrading and improving IT skills is required.

## 2018 Initiatives

# 1

**Develop an Information Technology (IT) Strategy to serve as a three to five year road map for IT Services at the City.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	N/A	2018	2019	All
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Clean & Green				
 Built Environment & Infrastructure				
 Culture & Diversity				
 Our People & Performance				

2

**Develop an Enterprise Architecture Framework to assess the current and future state of the City's enterprise systems.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Built Environment & Infrastructure	Information Technology Strategy	2018	2019	All
 Our People & Performance				

3

**Implement hardware and software solutions to enhance the City's technology and security infrastructure.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Built Environment & Infrastructure	Information Technology Strategy	2018	2020	All
 Our People & Performance				

4

**Upgrade necessary network and data center infrastructure to ensure services are effectively delivered.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Built Environment & Infrastructure	Information Technology Strategy	2018	2019	N/A

5

### Implement a single repository for property information to ensure the reliability of information to the community.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	N/A	2018	2019	All
 Healthy & Safe Communities				
 Built Environment & Infrastructure				
 Our People & Performance				

6

### Centralize Information Technology Services.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Built Environment & Infrastructure	Information Technology Strategy	2018	2019	All
 Our People & Performance				

## 2019 - 2021 Initiatives

1

Implement the road map initiatives defined in the Information Technology Strategy.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	N/A	2019	2021	All
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Clean & Green				
 Built Environment & Infrastructure				
 Culture & Diversity				
 Our People & Performance				

2

**Implement the Enterprise Architecture Framework that enables IT staff to independently apply the Enterprise Architecture practices.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Built Environment & Infrastructure	Information Technology Strategy	2019	2021	All
 Our People & Performance				

3

**Implement additional enhancements to hardware and software solutions to improve the City's technology and security infrastructure.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Built Environment & Infrastructure	Information Technology Strategy	2020	2021	All
 Our People & Performance				

4

**Improve upgrades to network and data center infrastructure for effective service delivery.**

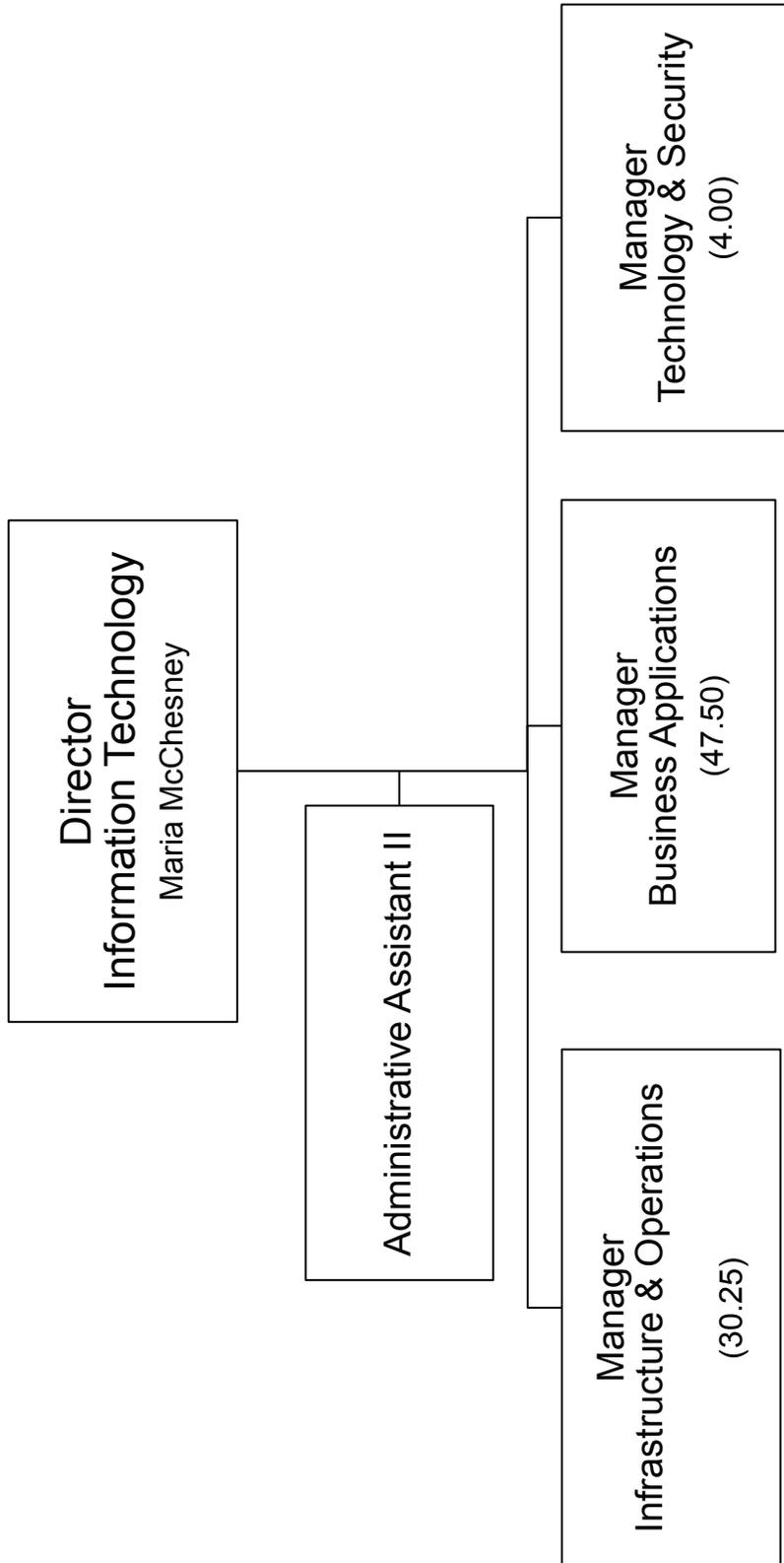
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Built Environment & Infrastructure	Information Technology Strategy	2019	2020	N/A

## 5

## Integrate all City applications that rely on property information

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Community Engagement &amp; Participation</p>  <p>Healthy &amp; Safe Communities</p>  <p>Built Environment &amp; Infrastructure</p>  <p>Our People &amp; Performance</p>	N/A	2019	2020	All

## Division Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	4.00	79.75	83.75	19.94:1
2018	4.00	79.75	83.75	19.94:1
<b>Change</b>	0.00	0.00	0.00	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017 Restated Gross	2017 Restated Net	2017 Projected Net	2018 Preliminary Gross	2018 Preliminary Net	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
Business Applications	6,314,840	6,309,280	5,873,730	6,544,990	6,539,430	230,150	3.6%
City Leased Equipment	270,000	0	0	270,000	0	0	0.0%
Equipment and Maintenance	5,000	5,000	5,000	0	0	(5,000)	(100.0%)
Infrastructure & Operations	4,972,280	4,894,280	4,875,230	5,009,190	4,931,190	36,910	0.8%
IP Telephony	5,320	0	0	5,750	0	0	0.0%
IT - Admin	(3,358,510)	(3,358,780)	(3,373,390)	(3,312,700)	(3,312,970)	45,810	(1.4%)
Technology & Security	592,920	592,920	637,920	651,200	651,200	58,280	9.8%
<b>Total Information Technology</b>	<b>8,801,850</b>	<b>8,442,700</b>	<b>8,018,490</b>	<b>9,168,430</b>	<b>8,808,850</b>	<b>366,150</b>	<b>4.3%</b>

## By Cost Category

	2017 Restated Budget	2017 Projected Actual	2018 Preliminary Budget	'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	9,245,460	8,781,360	9,391,090	145,630	1.6%
MATERIAL AND SUPPLY	2,572,440	2,593,760	2,727,210	154,770	6.0%
VEHICLE EXPENSES	2,390	2,390	2,200	(190)	(7.9%)
BUILDING AND GROUND	100,790	98,790	109,550	8,760	8.7%
CONSULTING	7,000	7,000	17,000	10,000	142.9%
CONTRACTUAL	1,627,340	1,653,840	1,520,490	(106,850)	(6.6%)
RESERVES / RECOVERIES	(597,310)	(600,080)	(494,090)	103,220	17.3%
COST ALLOCATIONS	(4,162,260)	(4,165,410)	(4,111,020)	51,240	1.2%
FINANCIAL	6,000	6,000	6,000	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>8,801,850</b>	<b>8,377,640</b>	<b>9,168,430</b>	<b>366,580</b>	<b>4.2%</b>
FEES AND GENERAL	(89,150)	(89,150)	(89,580)	(430)	(0.5%)
RESERVES	(270,000)	(270,000)	(270,000)	0	0.0%
<b>TOTAL REVENUES</b>	<b>(359,150)</b>	<b>(359,150)</b>	<b>(359,580)</b>	<b>(430)</b>	<b>(0.1%)</b>
<b>NET LEVY</b>	<b>8,442,700</b>	<b>8,018,490</b>	<b>8,808,850</b>	<b>366,150</b>	<b>4.3%</b>





# LEGAL AND RISK MANAGEMENT SERVICES

Legal Services provides a full range of legal and risk management services to the City in an effort to leverage the close working relationships with City Council and City departments. The division continues to support the core business, projects, and initiatives led by other areas of the City of Hamilton by:

- advising on achieving compliance with provincial and federal regulations.
- identifying legislative authority, drafting, interpreting and enforcing by-laws.
- identifying, managing or monitoring risk and securing appropriate insurance.
- addressing real estate, planning, development, environmental, financial, tax, intellectual property and privacy issues, as well as labour and employment matters.
- addressing claims and acting for the city in litigation matters.
- advocating before the courts, quasi-judicial and regulatory bodies and prosecuting violations of City by-laws, Fire and Building Code Act, Highway Traffic Act and other provincial legislation.
- negotiating and executing enforceable contracts.

## Emerging Issues and Trends

- The City is engaged in dozens of lines of service. Flexibility, capacity and expertise in new areas of law are required to help assess risk and respond to changing needs of City Council and City departments.
- Responding to an increasing number and complex set of regulations, including changes in legislation, including the Construction Lien Act, Municipal Act, Municipal Conflict of Interest Act, Planning Act, among many others.
- Increasing number of claims and litigation files, value and complexity of contracts and by-laws, type and length of hearings that have to be managed by existing Legal and Risk Management Services (LRMS) staff.
- Adapting to technology is essential for LRMS to deliver efficient, timely service to its clients. There is an increasing frequency to provide advice to clients developing or acquiring technology to meet their needs.
- Workforce management will be an evolving process for LRMS to attract and retain knowledgeable staff. The municipal environment is becoming more complex, with new regulations, greater integration and increased understanding of legal and risk management matters.

## 2018 Initiatives

1

### Develop an improved file management system.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Clean & Green   Our People & Performance	Our People and Performance Plan	2018	2018	Corporate Services • Office of the City Clerk

2

### Facilitate move of POA operations to a new building.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Built Environment & Infrastructure	Facility Consolidation	2018	2019	City Manager's Office • Human Resources  Corporate Services • Customer Service and Provincial Offences Administration  Public Works • Energy, Fleet and Facilities Management

3

### Manage staffing implications resulting from additional Provincial Offences Act prosecutions for Part III matters.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities   Our People & Performance	Our People and Performance Plan	2018	2019	N/A

4

**Support Planning & Economic Development on key initiatives, such as Recreational Marijuana Enforcement Strategy, Pier 8 development, and Planning Act Reform implementation.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	N/A	2018	2020	Planning and Economic Development <ul style="list-style-type: none"> <li>• Licensing and By-law Services</li> <li>• Planning</li> <li>• Building</li> </ul>
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Clean & Green				
 Built Environment & Infrastructure				

5

**Support Public Works on key initiatives, such as Woodward Upgrade Project, Randle Reef Sediment Remediation Project, and Infrastructure for Jobs and Prosperity Act implementation.**

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	N/A	2018	2021	Public Works • Engineering Services • Hamilton Water • Operations
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Clean & Green				
 Built Environment & Infrastructure				

6

Advise and review the Development Charge By-law

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	City's Intensification Strategy	2018	2019	All
 Economic Prosperity & Growth	Light Rail Transit Corridor Plans			
 Healthy & Safe Communities	City-Wide Master Plans			
 Clean & Green				
 Built Environment & Infrastructure				
 Culture & Diversity				
 Our People & Performance				

## 7

## Support ongoing Enterprise Risk Management

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	2020	All
 Built Environment & Infrastructure				

## 8

## Conduct market search for insurance coverage for the City

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Healthy & Safe Communities	N/A	2018	2019	Corporate Services • Financial Services, Taxation and Corporate Controller
 Built Environment & Infrastructure				

## 2019 - 2021 Initiatives

# 1

### Implement an improved records management solution

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 <p>Clean &amp; Green</p>  <p>Our People &amp; Performance</p>	<p>Our People and Performance Plan</p>	<p>2019</p>	<p>2019</p>	<p>Corporate Services • Office of the City Clerk</p>

## LEGAL AND RISK MANAGEMENT SERVICES

2

## Support implementation of Information Technology Strategy

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	N/A	2019	2021	All
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Clean & Green				
 Built Environment & Infrastructure				
 Culture & Diversity				
 Our People & Performance				

3

## Assist with review of Records Retention and Delegation By-law.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Our People & Performance	N/A	2019	2019	Corporate Services • Office of the City Clerk

4

**Support Planning & Economic Development initiatives, including Hamilton's Light Rail Transit project delivery and West Harbour redevelopment plan implementation.**

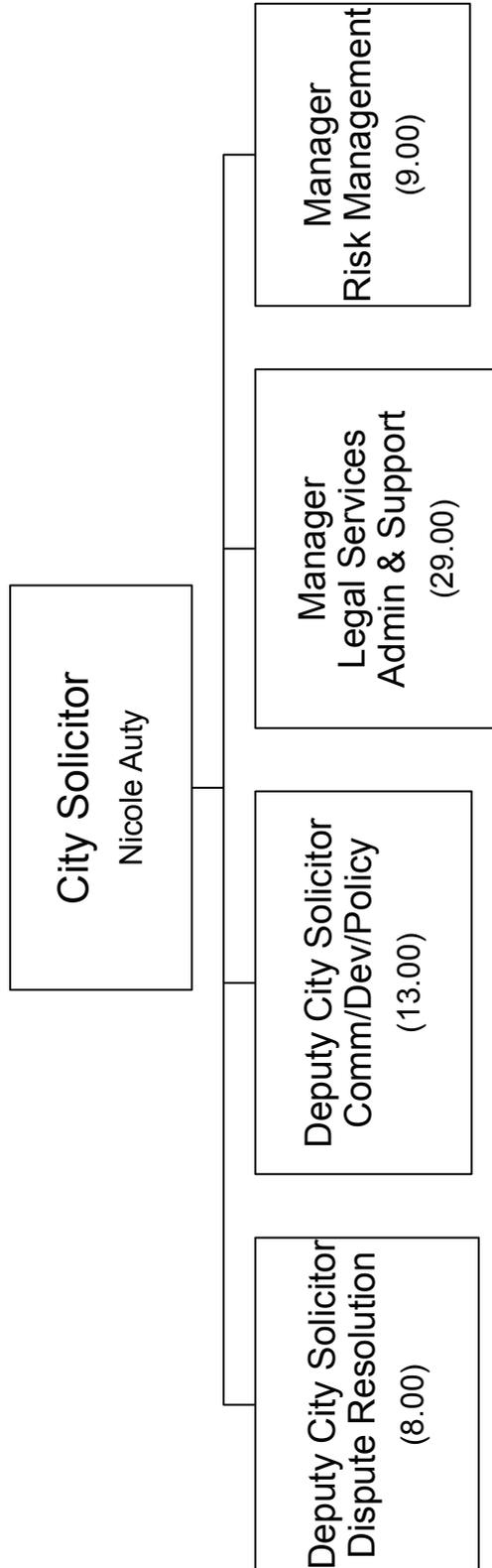
Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	City's Intensification Strategy Light Rail Transit Corridor Plans City-Wide Master Plans	2019	Beyond 2021	Planning and Economic Development • Building • Light Rail Transit Project Office • Planning
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Clean & Green				
 Built Environment & Infrastructure				

5

### Support Public Works initiatives, including Dundas wastewater treatment facility upgrades and procurement of waste collection services for the City.

Strategic Plan Priorities	Aligned to a Strategy or Plan	Start Date	Completion Date	Collaborating Divisions
 Community Engagement & Participation	N/A	2019	Beyond 2021	Public Works • Engineering Services • Hamilton Water • Operations
 Economic Prosperity & Growth				
 Healthy & Safe Communities				
 Clean & Green				
 Built Environment & Infrastructure				

# Division Structure



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2017	5.00	55.00	60.00	11:01
2018	5.00	55.00	60.00	11:01
Change	0.00	0.00	0.00	

## 2018 Preliminary Tax Supported Operating Budget By Section

	2017	2017	2017	2018	2018	'18 Preli.	'18 Preli.
	Restated	Restated	Projected	Preliminary	Preliminary	vs.	vs.
	Gross	Net	Net	Gross	Net	'17 Rest. (\$)	'17 Rest. (%)
Legal Services	4,315,480	3,274,660	3,203,180	4,401,640	3,337,940	63,280	1.9%
<b>Total Legal Services</b>	<b>4,315,480</b>	<b>3,274,660</b>	<b>3,203,180</b>	<b>4,401,640</b>	<b>3,337,940</b>	<b>63,280</b>	<b>1.9%</b>

## By Cost Category

	2017	2017	2018	'18 Preli.	'18 Preli.
	Restated	Projected	Preliminary	vs.	vs.
	Budget	Actual	Budget	'17 Rest. (\$)	'17 Rest. (%)
EMPLOYEE RELATED COST	7,588,490	7,573,850	7,752,480	163,990	2.2%
MATERIAL AND SUPPLY	114,390	114,390	114,390	0	0.0%
BUILDING AND GROUND	327,360	327,360	319,500	(7,860)	(2.4%)
CONSULTING	5,000	5,000	5,000	0	0.0%
CONTRACTUAL	37,850	37,850	37,850	0	0.0%
RESERVES / RECOVERIES	(3,387,890)	(3,440,890)	(3,452,720)	(64,830)	(1.9%)
COST ALLOCATIONS	(566,480)	(570,320)	(577,820)	(11,340)	(2.0%)
FINANCIAL	196,760	196,760	202,960	6,200	3.2%
<b>TOTAL EXPENDITURES</b>	<b>4,315,480</b>	<b>4,244,000</b>	<b>4,401,640</b>	<b>86,160</b>	<b>2.0%</b>
FEES AND GENERAL	(55,860)	(55,860)	(55,860)	0	0.0%
RECOVERIES FROM CAPITAL	(984,960)	(984,960)	(1,007,840)	(22,880)	(2.3%)
<b>TOTAL REVENUES</b>	<b>(1,040,820)</b>	<b>(1,040,820)</b>	<b>(1,063,700)</b>	<b>(22,880)</b>	<b>(2.2%)</b>
<b>NET LEVY</b>	<b>3,274,660</b>	<b>3,203,180</b>	<b>3,337,940</b>	<b>63,280</b>	<b>1.9%</b>

# LEGISLATIVE

## 2018 Preliminary Tax Supported Operating Budget By Division

	2017		2017		2017		2018		'18 Prel. Net		'18 Prel. Net vs. '17 Rest. Net
	Restated Gross	Restated Net	Restated Net	Projected Net	Preliminary Gross	Preliminary Net	'17 Rest. Net (\$)	'17 Rest. Net	'17 Rest. Net	'17 Rest. Net	
Legislative General	(384,320)	(384,320)	(384,320)	(310,490)	(387,300)	(387,300)	(2,980)	(2,980)	(0.8%)		
Mayors Office	1,105,350	1,105,350	1,104,210	1,119,780	1,119,780	1,119,780	14,430	14,430	1.3%		
Volunteer Committee	105,820	105,820	105,820	105,820	105,820	105,820	0	0	0.0%		
Ward Budgets	3,975,560	3,975,560	3,975,560	3,975,560	4,036,790	4,036,790	61,230	61,230	1.5%		
<b>Total Legislative</b>	<b>4,802,410</b>	<b>4,802,410</b>	<b>4,875,100</b>	<b>4,875,100</b>	<b>4,875,090</b>	<b>4,875,090</b>	<b>72,680</b>	<b>72,680</b>	<b>1.5%</b>		

## LEGISLATIVE

### 2018 Preliminary Tax Supported Operating Budget By Cost Category

	2017		2018		'18 Preli.	
	Restated Budget	Projected Actual	2018 Preliminary Budget	'17 Rest. (\$)	vs. '17 Rest. (%)	'18 Preli. vs. '17 Rest. (%)
EMPLOYEE RELATED COST	4,105,270	4,181,480	4,179,140	73,870	1.8%	
MATERIAL AND SUPPLY	765,740	765,740	767,820	2,080	0.3%	
VEHICLE EXPENSES	5,850	5,850	5,570	(280)	(4.8%)	
BUILDING AND GROUND	35,290	35,290	35,430	140	0.4%	
CONSULTING	54,190	54,190	54,190	0	0.0%	
CONTRACTUAL	224,530	224,530	219,530	(5,000)	(2.2%)	
AGENCIES and SUPPORT PAYMENTS	26,570	26,570	19,070	(7,500)	(28.2%)	
RESERVES / RECOVERIES	333,570	330,050	346,780	13,210	4.0%	
COST ALLOCATIONS	(883,850)	(883,850)	(892,690)	(8,840)	(1.0%)	
FINANCIAL	135,250	135,250	140,250	5,000	3.7%	
<b>TOTAL EXPENDITURES</b>	<b>4,802,410</b>	<b>4,875,100</b>	<b>4,875,090</b>	<b>72,680</b>	<b>1.5%</b>	
<b>TOTAL REVENUES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	
<b>NET LEVY</b>	<b>4,802,410</b>	<b>4,875,100</b>	<b>4,875,090</b>	<b>72,680</b>	<b>1.5%</b>	

# CORPORATE FINANCIALS - EXPENDITURES

## 2018 Preliminary Tax Supported Operating Budget

### By Division

	2017		2017		2017		2018		2018		'18 Prel. Net vs. '17 Rest. Net (%)	
	Restated Gross	Restated Net	Projected Net	Restated Net	Projected Net	Preliminary Gross	Preliminary Net	'18 Prel. Net vs. '17 Rest. Net (\$)	'18 Prel. Net vs. '17 Rest. Net (%)			
Non Program Expenditures	21,623,990	20,772,390	18,094,280	20,772,390	18,094,280	25,363,190	23,258,790	2,486,400	12.0%			
<b>Total Corporate Financials - Expenditures</b>	<b>21,623,990</b>	<b>20,772,390</b>	<b>18,094,280</b>	<b>20,772,390</b>	<b>18,094,280</b>	<b>25,363,190</b>	<b>23,258,790</b>	<b>2,486,400</b>	<b>12.0%</b>			

## CORPORATE FINANCIALS - EXPENDITURES

### 2018 Preliminary Tax Supported Operating Budget By Cost Category

	2017		2017		2018		'18 Preli.	
	Restated Budget	Projected Actual	Projected Actual	Projected Actual	Preliminary Budget	'17 Rest. (\$)	'18 Preli. vs.	'17 Rest. (%) vs.
EMPLOYEE RELATED COST	15,053,170	13,584,190			18,004,100	2,950,930		19.6%
MATERIAL AND SUPPLY	313,650	313,650			319,650	6,000		1.9%
BUILDING AND GROUND	11,000	11,000			0	(11,000)		(100.0%)
CONTRACTUAL	438,040	438,040			1,061,230	623,190		142.3%
AGENCIES and SUPPORT PAYMENTS	20,000	20,000			20,000	0		0.0%
RESERVES / RECOVERIES	(9,262,470)	(9,194,470)			(10,468,230)	(1,205,760)		(13.0%)
FINANCIAL	14,975,120	13,847,990			15,747,140	772,020		5.2%
CAPITAL FINANCING	75,480	75,480			679,300	603,820		800.0%
<b>TOTAL EXPENDITURES</b>	<b>21,623,990</b>	<b>19,095,880</b>			<b>25,363,190</b>	<b>3,739,200</b>		<b>17.3%</b>
FEEES AND GENERAL	(186,600)	(186,600)			(186,600)	0		0.0%
RESERVES	(665,000)	(815,000)			(1,917,800)	(1,252,800)		(188.4%)
<b>TOTAL REVENUES</b>	<b>(851,600)</b>	<b>(1,001,600)</b>			<b>(2,104,400)</b>	<b>(1,252,800)</b>		<b>(147.1%)</b>
<b>NET LEVY</b>	<b>20,772,390</b>	<b>18,094,280</b>			<b>23,258,790</b>	<b>2,486,400</b>		<b>12.0%</b>

# Operating Impacts of Capital (2018 and Prior)

	FCS16089		UPDATED		Comments
	\$ (000's)	FTE's	Annualized (\$ 000's)	2018 FTE	
<b>Corporate Services</b>					
<b>Information Technology (IT)</b>					
3501157102	25.0	0.00	25.0	25.0	0.00
3501357302	70.0	0.00	70.0	70.0	0.00
3501657602	22.0	0.00	22.0	22.0	0.00
<b>Sub-Total Information Technology (IT)</b>	<b>117.0</b>	<b>0.00</b>	<b>117.0</b>	<b>117.0</b>	<b>0.00</b>
<b>Total Corporate Services</b>	<b>117.0</b>	<b>0.0</b>	<b>117.0</b>	<b>117.0</b>	<b>0.00</b>
<b>Planning &amp; Economic Development</b>					
<b>Planning - General Manager's Office</b>					
8121457600	74.0	0.00	74.0	74.0	0.00
<b>Sub-Total Planning - General Manager's Office</b>	<b>74.0</b>	<b>0.00</b>	<b>74.0</b>	<b>74.0</b>	<b>0.00</b>
<b>Urban Renewal</b>					
8201703706	11.0	0.00	11.0	11.0	0.00
8201703707	8.0	0.00	8.0	8.0	0.00
8201703708	8.0	0.00	8.0	8.0	0.00
<b>Sub-Total Urban Renewal</b>	<b>27.0</b>	<b>0.00</b>	<b>27.0</b>	<b>27.0</b>	<b>0.00</b>
<b>Total Planning &amp; Economic Development</b>	<b>101.0</b>	<b>0.00</b>	<b>101.0</b>	<b>101.0</b>	<b>0.00</b>
<b>Council Initiatives</b>					
4241609101	1.5	0.00	1.5	1.5	0.00
4241609103	5.7	0.00	5.7	5.7	0.00
4241609104	5.7	0.00	5.7	5.7	0.00
<b>Sub-Total Council Initiatives</b>	<b>12.9</b>	<b>0.00</b>	<b>12.9</b>	<b>12.9</b>	<b>0.00</b>
<b>Total Council Initiatives</b>	<b>12.9</b>	<b>0.00</b>	<b>12.9</b>	<b>12.9</b>	<b>0.00</b>
<b>Public Works Tax Funded</b>					
<b>Corporate Facilities</b>					
3541349003	30.0	0.00	30.0	30.0	0.00
<b>Sub-Total Corporate Facilities</b>	<b>30.0</b>	<b>0.00</b>	<b>30.0</b>	<b>30.0</b>	<b>0.00</b>
<b>Forestry &amp; Horticulture</b>					
4451753444	126.0	1.00	126.0	126.0	1.00
4451749701	11.0	0.00	11.0	11.0	0.00
<b>Sub-Total Forestry &amp; Horticulture</b>	<b>137.0</b>	<b>1.00</b>	<b>137.0</b>	<b>137.0</b>	<b>1.00</b>

# Operating Impacts of Capital (2018 and Prior)

	FCS16089		UPDATED		FTE	Comments
	\$ (000's)	FTE's	Annualized (\$ 000's)	2018		
<b>Open Space Development</b>						
4401056127	13.0	0.00	13.0	13.0	0.00	
4400756755	16.0	0.00	16.0	16.0	0.00	
4401556516	13.0	0.00	13.0	13.0	0.00	
4401756612	12.0	0.00	12.0	12.0	0.00	
4401756402	18.0	0.00	18.0	18.0	0.00	
4401056060	10.0	0.33	10.0	10.0	0.33	
4401756907	4.0	0.00	4.0	4.0	0.00	
4401256520	16.0	0.00	16.0	16.0	0.00	
4401556503	11.0	0.33	11.0	11.0	0.33	
4401356801	52.0	0.50	52.0	52.0	0.50	
4401556504	12.0	0.00	12.0	12.0	0.00	
4241409341	3.0	0.00	3.0	3.0	0.00	
4401256126	25.0	0.50	25.0	25.0	0.50	
<b>Sub-Total Open Space Development</b>	<b>205.0</b>	<b>1.66</b>	<b>205.0</b>	<b>205.0</b>	<b>1.66</b>	
<b>Recreation Facilities</b>						
7101554510	26.0	0.00	26.0	6.5	0.00	
7101649602	50.0	0.00	50.0	4.2	0.00	
7101654802	70.0	0.00	0.0	0.0	0.00	Deferred to 2019
<b>Sub-Total Recreation Facilities</b>	<b>146.0</b>	<b>0.00</b>	<b>76.0</b>	<b>10.7</b>	<b>0.00</b>	
<b>Roads</b>						
4031519101	28.0	0.09	28.0	28.0	0.09	
4031619101	22.0	0.05	22.0	22.0	0.05	
4031680685	44.0	0.14	44.0	44.0	0.14	
4041757723	22.0	0.00	22.0	22.0	0.00	
<b>Sub-Total Roads</b>	<b>116.0</b>	<b>0.28</b>	<b>116.0</b>	<b>116.0</b>	<b>0.28</b>	
<b>West Harbour &amp; Waterfront Strategic Initiatives</b>						
4411606103	33.0	0.00	33.0	33.0	0.00	
4411606104	130.0	0.00	130.0	130.0	0.00	
<b>Sub-Total West Harbour &amp; Waterfront Strategic Initiatives</b>	<b>163.0</b>	<b>0.00</b>	<b>163.0</b>	<b>163.0</b>	<b>0.00</b>	
<b>Total Public Works Tax Funded</b>						
	<b>797.0</b>	<b>2.9</b>	<b>727.0</b>	<b>661.70</b>	<b>2.94</b>	
<b>Total (FCS16089)</b>						
	<b>1,027.90</b>	<b>2.94</b>	<b>957.9</b>	<b>892.60</b>	<b>2.94</b>	

# Operating Impacts of Capital (2018 and Prior)

	FCS16089		UPDATED 2018		Comments
	\$ (000's)	FTE's	Annualized (\$ 000's)	FTE	
<b>2018 impacts (identified in 2017):</b>					
4451451004 Gage Park Tropical House	0	0	65	65	
<b>2017 Impacts (from 2016 Capital) Deferred to 2018:</b>					
<b>Recreation Facilities</b>					
7101654609 Greensville Recreation Centre/School	53.0	0.00	0.0	0.0	Deferred to 2019
7101654603 Beverly Recreation Centre/School	53.0	0.00	0.0	0.0	Deferred to 2019
<b>2016 Impacts (from 2015 Capital) Deferred to 2017:</b>					
<b>Urban Renewal</b>					
4401656002 Gore Master Plan	20.0	0.00	20.0	20.0	
8201603100 Implementation of the Barton/Kenilworth Commercial Corridor Study	20.0	0.00	20.0	20.0	
<b>O &amp; M - Parks &amp; Cemeteries</b>					
4401649101 Path Pathway Resurfacing Program	2.0	0.00	2.0	2.0	
4401649007 Cemetary Columbarium	15.0	0.35	15.0	15.0	
<b>Open Space Development</b>					
4401656802 Beach Park Development Program	2.0	0.00	2.0	0.0	
<b>Recreation Facilities</b>					
7101254201 Stadium Precinct Senior's Recreation/Community Centre	800.0	18.50	800.0	200.0	18.50
<b>Roads</b>					
4041520510 Traffic Management System - Lincoln Alexander Parkway	90.0	1.00	0.0	0.0	Project is parked
<b>2015 Impacts (from 2014 Capital) Deferred to 2016:</b>					
<b>Roads</b>					
4041420110 Traffic Management System - Lincoln Alexander Parkway	160.0	2.00	0.0	0.0	Project is parked
<b>2012 Impacts (from 2011 Capital) Deferred to 2015:</b>					
<b>Recreation</b>					
7101141501 Winona Seniors Centre Expansion	10.0	1.00	0.0	0.0	Parked by Council
<b>Total Deferred from Previous Years</b>	<b>1,119.0</b>	<b>22.85</b>	<b>924.0</b>	<b>322.0</b>	<b>19.5</b>
<b>GRAND TOTAL</b>	<b>2,146.9</b>	<b>25.8</b>	<b>1,881.9</b>	<b>1,214.6</b>	<b>22.46</b>

# HAMILTON ENTERTAINMENT FACILITIES

## 2018 Preliminary Tax Supported Operating Budget

### By Division

	2017		2017		2017		2018		'18 Prel. Net vs. '17 Rest. Net (\$)		'18 Prel. Net vs. '17 Rest. Net (%)	
	Restated Gross	Restated Net	Projected Net	Projected Net	Preliminary Gross	Preliminary Net	Preliminary Gross	Preliminary Net	'17 Rest. Net (\$)	'18 Prel. Net (\$)	'17 Rest. Net (%)	'18 Prel. Net (%)
Operating	4,351,820	3,882,030	3,763,790	3,763,790	4,138,460	3,617,990	4,138,460	3,617,990	(264,040)	(264,040)	(6.8%)	(6.8%)
<b>Total Hamilton Entertainment Facilities</b>	4,351,820	3,882,030	3,763,790	3,763,790	4,138,460	3,617,990	4,138,460	3,617,990	(264,040)	(264,040)	(6.8%)	(6.8%)

# HAMILTON ENTERTAINMENT FACILITIES

## 2018 Preliminary Tax Supported Operating Budget By Cost Category

	2017		2018		'18 Preli. vs. '17 Rest. (%)	
	Restated Budget	Projected Actual	2018 Preliminary Budget	'17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)	
BUILDING AND GROUND	2,331,200	2,302,860	2,191,150	(140,050)	(6.0%)	
CONTRACTUAL	1,528,050	1,528,050	1,472,000	(56,050)	(3.7%)	
RESERVES / RECOVERIES	492,570	402,670	475,310	(17,260)	(3.5%)	
<b>TOTAL EXPENDITURES</b>	<b>4,351,820</b>	<b>4,233,580</b>	<b>4,138,460</b>	<b>(213,360)</b>	<b>(4.9%)</b>	
FEES AND GENERAL	(469,790)	(469,790)	(520,470)	(50,680)	(10.8%)	
<b>TOTAL REVENUES</b>	<b>(469,790)</b>	<b>(469,790)</b>	<b>(520,470)</b>	<b>(50,680)</b>	<b>(10.8%)</b>	
<b>NET LEVY</b>	<b>3,882,030</b>	<b>3,763,790</b>	<b>3,617,990</b>	<b>(264,040)</b>	<b>(6.8%)</b>	

## CAPITAL FINANCING - TAX

### 2018 Preliminary Tax Supported Operating Budget By Division

	2017		2017		2017		2018		'18 Prel. Net		'18 Prel. Net	
	Restated Gross	Restated Net	Restated Net	Projected Net	Projected Net	Preliminary Gross	Preliminary Net	'17 Rest. Net (\$)	vs.	'17 Rest. Net	vs.	'17 Rest. Net
Debt-Planning & Economic Development	628,380	567,200	567,200	567,200	567,200	628,380	567,200	0		0		0.0%
Debt-Community & Emergency Services	6,208,850	3,300,570	3,300,570	3,300,570	3,300,570	6,208,850	3,300,570	0		0		0.0%
Debt-Public Health Services	632,770	632,770	632,770	632,770	632,770	632,770	632,770	0		0		0.0%
Debt-Public Works	49,653,150	41,666,800	41,666,800	41,666,800	41,666,800	49,653,150	41,666,800	0		0		0.0%
Debt-Corporate Financials	55,882,880	55,882,880	55,882,880	55,882,880	55,882,880	63,382,880	63,382,880	7,500,000		7,500,000		13.4%
Infrastructure Renewal Levy	13,428,870	13,428,870	13,428,870	13,428,870	13,428,870	13,428,870	13,428,870	0		0		0.0%
<b>Total Capital Financing - Tax</b>	<b>126,434,900</b>	<b>115,479,090</b>	<b>115,479,090</b>	<b>115,479,090</b>	<b>115,479,090</b>	<b>133,934,900</b>	<b>122,979,090</b>	<b>7,500,000</b>		<b>7,500,000</b>		<b>6.5%</b>

## CAPITAL FINANCING - TAX

### 2018 Preliminary Tax Supported Operating Budget By Cost Category

	2017		2018		'18 Preli. vs. '17 Rest. (\$)		'18 Preli. vs. '17 Rest. (%)	
	Restated Budget	Projected Actual	2018 Preliminary Budget					
RESERVES / RECOVERIES	13,428,870	13,428,870	13,428,870		0		0.0%	
CAPITAL FINANCING	113,006,030	113,006,030	120,506,030		7,500,000		6.6%	
<b>TOTAL EXPENDITURES</b>	<b>126,434,900</b>	<b>126,434,900</b>	<b>133,934,900</b>		<b>7,500,000</b>		<b>5.9%</b>	
GRANTS AND SUBSIDIES	(408,000)	(408,000)	(408,000)		0		0.0%	
RESERVES	(10,547,810)	(10,547,810)	(10,547,810)		0		0.0%	
<b>TOTAL REVENUES</b>	<b>(10,955,810)</b>	<b>(10,955,810)</b>	<b>(10,955,810)</b>		<b>0</b>		<b>0.0%</b>	
<b>NET LEVY</b>	<b>115,479,090</b>	<b>115,479,090</b>	<b>122,979,090</b>		<b>7,500,000</b>		<b>6.5%</b>	

## LIBRARY

# 2018 Preliminary Tax Supported Operating Budget

### By Division

	2017		2017		2017		2018		'18 Prel. Net vs.		'18 Prel. Net vs.	
	Restated Gross	Restated Net	Projected Net	Preliminary Gross	Preliminary Net	Restated Gross	Restated Net	'17 Rest. Net (\$)	'17 Rest. Net (%)	'18 Prel. Net	'18 Prel. Net (%)	
Digital Technology	2,985,460	2,875,460	2,875,460	3,137,840	3,000,840			125,380	4.4%			
Finance and Facilities	2,432,560	2,432,560	2,397,110	2,530,810	2,530,810			98,250	4.0%			
Library Administration	833,920	833,920	805,540	855,380	855,380			21,460	2.6%			
Library System	4,688,410	3,603,440	3,603,440	4,603,700	3,551,400			(52,040)	(1.4%)			
Public Service - Branches	12,182,410	11,887,230	11,846,510	12,418,500	12,126,420			239,190	2.0%			
Public Service - Central	3,651,950	3,352,870	3,352,870	3,605,330	3,308,030			(44,840)	(1.3%)			
Youth Services & Collections	3,762,760	3,745,920	3,745,920	3,888,300	3,871,460			125,540	3.4%			
Inactive	130	130	130	620	620			490	376.9%			
Library Human Resources	711,910	711,910	711,910	734,430	734,430			22,520	3.2%			
<b>Total Library</b>	<b>31,249,510</b>	<b>29,443,440</b>	<b>29,338,890</b>	<b>31,774,910</b>	<b>29,979,390</b>			<b>535,950</b>	<b>1.8%</b>			

# LIBRARY

## 2018 Preliminary Tax Supported Operating Budget By Cost Category

	2017		2018		'18 Preli. vs. '17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
	Restated Budget	Projected Actual	2018 Preliminary Budget			
EMPLOYEE RELATED COST	21,146,820	21,146,820	21,564,670		417,850	2.0%
MATERIAL AND SUPPLY	3,836,880	3,836,880	3,836,880		0	0.0%
VEHICLE EXPENSES	37,480	37,480	80,640		43,160	115.2%
BUILDING AND GROUND	2,471,170	2,471,170	2,424,150		(47,020)	(1.9%)
CONTRACTUAL	1,241,180	1,241,180	1,247,380		6,200	0.5%
RESERVES / RECOVERIES	1,920,340	1,815,790	2,006,310		85,970	4.5%
COST ALLOCATIONS	210,420	210,420	229,660		19,240	9.1%
FINANCIAL	385,220	385,220	385,220		0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>31,249,510</b>	<b>31,144,960</b>	<b>31,774,910</b>		<b>525,400</b>	<b>1.7%</b>
FEES AND GENERAL	(596,620)	(596,620)	(603,070)		(6,450)	(1.1%)
GRANTS AND SUBSIDIES	(1,209,450)	(1,209,450)	(1,192,450)		17,000	1.4%
<b>TOTAL REVENUES</b>	<b>(1,806,070)</b>	<b>(1,806,070)</b>	<b>(1,795,520)</b>		<b>10,550</b>	<b>0.6%</b>
<b>NET LEVY</b>	<b>29,443,440</b>	<b>29,338,890</b>	<b>29,979,390</b>		<b>535,950</b>	<b>1.8%</b>

## BOARDS AND AGENCIES 2018 Preliminary Tax Supported Operating Budget By Division

	2017		2017		2017		2018		'18 Preli. vs. '17 Rest. (\$)		'18 Preli. vs. '17 Rest. (%)	
	Restated Gross	Restated Net	Projected Net	Projected Gross	2018 Preliminary Gross	2018 Preliminary Net	'17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)	'17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)		
Conservation Authorities	5,328,570	5,328,570	5,328,570	5,429,850	5,429,850	5,429,850	101,280	1.9%	101,280	1.9%		
Other Agencies												
MPAC	6,417,100	6,417,100	6,417,100	6,587,150	6,587,150	6,587,150	170,050	2.6%	170,050	2.6%		
Hamilton Beach Rescue Unit	134,620	130,390	130,390	135,590	132,360	132,360	1,970	1.5%	1,970	1.5%		
Royal Botanical Gardens	616,090	616,090	616,090	625,340	625,340	625,340	9,250	1.5%	9,250	1.5%		
Farmers Market	714,650	116,600	109,450	829,180	111,100	111,100	(5,500)	(4.7%)	(5,500)	(4.7%)		
<b>Total Other Agencies</b>	7,882,460	7,280,180	7,273,030	8,177,260	7,455,950	7,455,950	175,770	2.4%	175,770	2.4%		
<b>Total Boards and Agencies</b>	<b>13,211,030</b>	<b>12,608,750</b>	<b>12,601,600</b>	<b>13,607,110</b>	<b>12,885,800</b>	<b>12,885,800</b>	<b>277,050</b>	<b>2.2%</b>	<b>277,050</b>	<b>2.2%</b>		

# BOARDS AND AGENCIES

## 2018 Preliminary Tax Supported Operating Budget

### By Cost Category

	2017		2018		'18 Preli. vs. '17 Rest. (\$)		'18 Preli. vs. '17 Rest. (%)	
	Restated Budget	Projected Actual	2018 Preliminary Budget					
EMPLOYEE RELATED COST	310,420	305,480	327,510		17,090		5.5%	
MATERIAL AND SUPPLY	26,000	28,000	42,750		16,750		64.4%	
BUILDING AND GROUND	211,360	240,360	207,560		(3,800)		(1.8%)	
CONSULTING	0	3,460	0		0		0.0%	
CONTRACTUAL	6,473,880	6,477,530	6,616,760		142,880		2.2%	
AGENCIES and SUPPORT PAYMENTS	6,009,280	6,009,280	6,120,780		111,500		1.9%	
RESERVES / RECOVERIES	149,890	142,740	172,840		22,950		15.3%	
COST ALLOCATIONS	30,200	30,320	36,520		6,320		20.9%	
FINANCIAL	0	8,800	8,600		8,600		100.0%	
<b>TOTAL EXPENDITURES</b>	<b>13,211,030</b>	<b>13,245,970</b>	<b>13,533,320</b>		<b>322,290</b>		<b>2.4%</b>	
FEEs AND GENERAL	(598,050)	(640,140)	(718,080)		(120,030)		(20.1%)	
RESERVES	(4,230)	(4,230)	(3,230)		1,000		23.6%	
<b>TOTAL REVENUES</b>	<b>(602,280)</b>	<b>(644,370)</b>	<b>(721,310)</b>		<b>(119,030)</b>		<b>(19.8%)</b>	
<b>NET LEVY</b>	<b>12,608,750</b>	<b>12,601,600</b>	<b>12,812,010</b>		<b>203,260</b>		<b>1.6%</b>	

## CITY ENRICHMENT FUND

### 2018 Preliminary Tax Supported Operating Budget By Division

	2017		2017		2017		2018		2018		'18 Prel. Net vs. '17 Rest. Net (\$)		'18 Prel. Net vs. '17 Rest. Net (%)	
	Restated Gross	Restated Net	Projected Net	Restated Net	Projected Net	Preliminary Gross	Preliminary Net	Preliminary Gross	Preliminary Net	'17 Rest. Net (\$)	'18 Prel. Net	'17 Rest. Net (%)	'18 Prel. Net	
Administration CEF	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	0	0	0.0%	0	0.0%
Agriculture	139,820	139,820	139,820	139,820	139,820	139,820	139,820	139,820	139,820	0	0	0.0%	0	0.0%
Arts	2,728,060	2,728,060	2,728,060	2,728,060	2,728,060	2,725,060	2,725,060	2,725,060	2,725,060	(3,000)	(3,000)	(0.1%)	(3,000)	(0.1%)
Communities Culture and Heritage	537,080	537,080	537,080	537,080	537,080	528,790	528,790	528,790	528,790	(8,290)	(8,290)	(1.5%)	(8,290)	(1.5%)
Community Services	2,144,920	2,144,920	2,161,900	2,144,920	2,161,900	2,158,510	2,158,510	2,158,510	2,158,510	13,590	13,590	0.6%	13,590	0.6%
Environment	141,190	141,190	141,190	141,190	141,190	146,390	146,390	146,390	146,390	5,200	5,200	3.7%	5,200	3.7%
Sports & Active Lifestyles	281,620	281,620	281,620	281,620	281,620	274,120	274,120	274,120	274,120	(7,500)	(7,500)	(2.7%)	(7,500)	(2.7%)
<b>Total City Enrichment Fund</b>	<b>6,022,690</b>	<b>6,022,690</b>	<b>6,039,670</b>	<b>6,022,690</b>	<b>6,039,670</b>	<b>6,022,690</b>	<b>6,022,690</b>	<b>6,022,690</b>	<b>6,022,690</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>

**CITY ENRICHMENT FUND**  
**2018 Preliminary Tax Supported Operating Budget**  
**By Cost Category**

	2017		2017		2018		'18 Preli.	
	Restated Budget	Projected Actual	Projected Actual	Preliminary Budget	'17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)	'17 Rest. (\$)	'18 Preli. vs. '17 Rest. (%)
MATERIAL AND SUPPLY	50,000	50,000	50,000	50,000	0	0.0%	0	0.0%
AGENCIES and SUPPORT PAYMENTS	5,972,690	5,989,670	5,989,670	5,972,690	0	0.0%	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>6,022,690</b>	<b>6,039,670</b>	<b>6,039,670</b>	<b>6,022,690</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
<b>TOTAL REVENUES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
<b>NET LEVY</b>	<b>6,022,690</b>	<b>6,039,670</b>	<b>6,039,670</b>	<b>6,022,690</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>

## NON PROGRAM REVENUES

### 2018 Preliminary Tax Supported Operating Budget

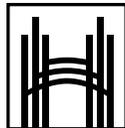
#### By Division

	2017		2017		2017		2018		'18 Prel. Net vs. '17 Rest. Net (\$)		'18 Prel. Net vs. '17 Rest. Net (%)	
	Restated Gross	Restated Net	Projected Net	Restated Net	Projected Net	Preliminary Gross	Preliminary Net	'17 Rest. Net (\$)	'18 Prel. Net vs. '17 Rest. Net (\$)	'17 Rest. Net (%)	'18 Prel. Net vs. '17 Rest. Net (%)	
Corporate Revenues	3,089,930	(14,400,000)	(14,600,000)	(14,400,000)	(14,600,000)	8,589,930	(14,400,000)	0	0	0.0%	0.0%	
POA Revenues	0	(3,745,490)	(3,154,430)	(3,745,490)	(3,154,430)	0	(3,753,930)	(8,440)	(8,440)	(0.2%)	(0.2%)	
Tax Adjustments	12,442,000	(27,076,700)	(24,804,460)	(27,076,700)	(24,804,460)	12,444,000	(26,678,700)	398,000	398,000	1.5%	1.5%	
<b>Total Non Program Revenues</b>	<b>15,531,930</b>	<b>(45,222,190)</b>	<b>(42,558,890)</b>	<b>(45,222,190)</b>	<b>(42,558,890)</b>	<b>21,033,930</b>	<b>(44,832,630)</b>	<b>389,560</b>	<b>389,560</b>	<b>0.9%</b>	<b>0.9%</b>	

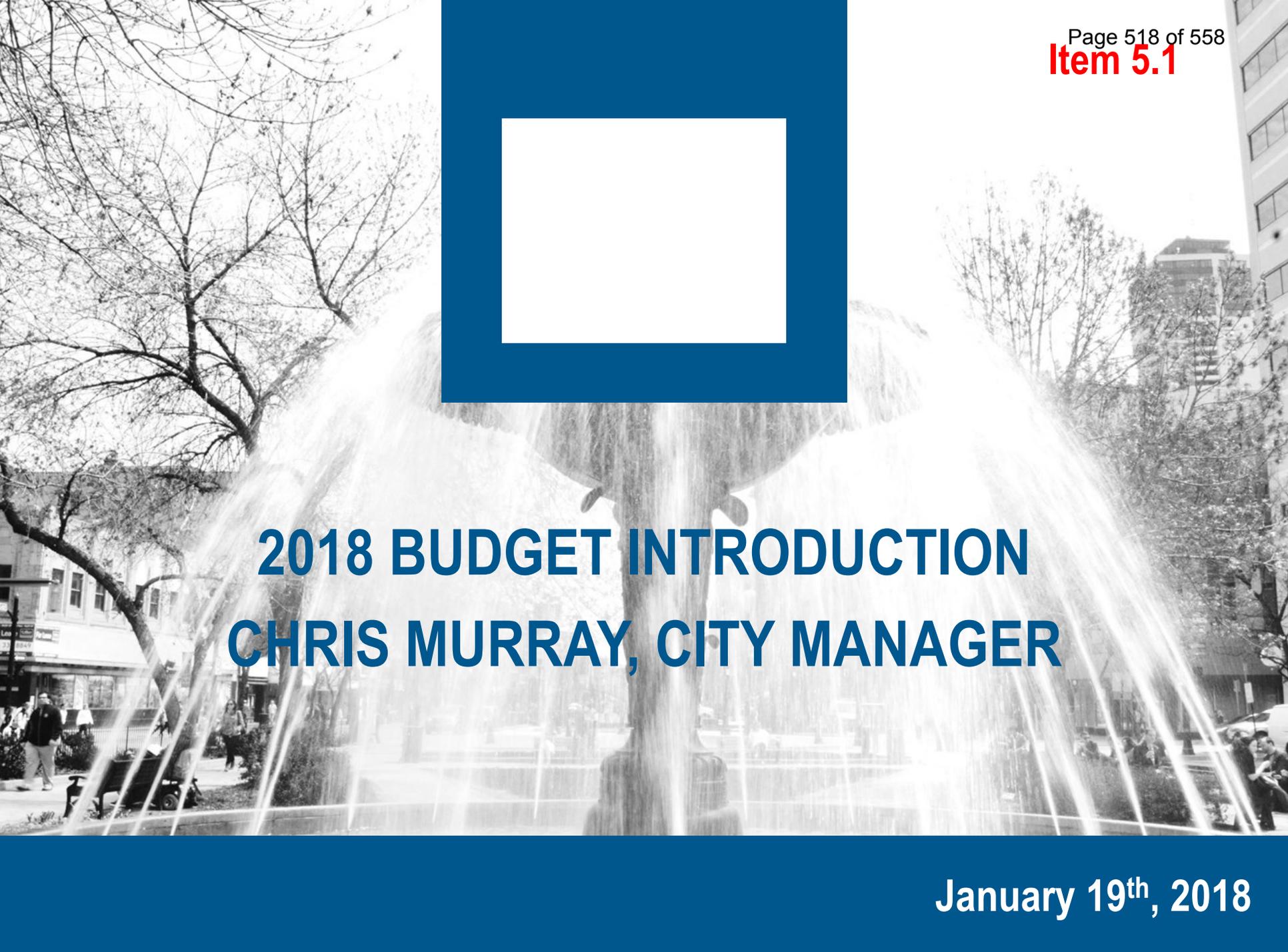
## NON PROGRAM REVENUES

### 2018 Preliminary Tax Supported Operating Budget By Cost Category

	2017		2017		2018		'18 Preli. vs. '17 Rest. (\$)		'18 Preli. vs. '17 Rest. (%)	
	Restated Budget	Projected Actual	Projected Actual	Projected Actual	Preliminary Budget	Preliminary Budget	'17 Rest. (\$)	'17 Rest. (%)	'18 Preli. vs. '17 Rest. (%)	
RESERVES / RECOVERIES	89,930	89,930	89,930	89,930	89,930	89,930	0	0.0%	0	0.0%
FINANCIAL	12,442,000	16,476,800	16,476,800	16,476,800	12,444,000	12,444,000	2,000	0.0%	2,000	0.0%
CAPITAL FINANCING	3,000,000	3,000,000	3,000,000	3,000,000	8,500,000	8,500,000	5,500,000	183.3%	5,500,000	183.3%
<b>TOTAL EXPENDITURES</b>	<b>15,531,930</b>	<b>19,566,730</b>	<b>19,566,730</b>	<b>19,566,730</b>	<b>21,033,930</b>	<b>21,033,930</b>	<b>5,502,000</b>	<b>35.4%</b>	<b>5,502,000</b>	<b>35.4%</b>
FEES AND GENERAL	(31,833,420)	(32,642,360)	(32,642,360)	(32,642,360)	(37,341,860)	(37,341,860)	(5,508,440)	(17.3%)	(5,508,440)	(17.3%)
TAX AND RATES	(28,920,700)	(29,483,260)	(29,483,260)	(29,483,260)	(28,524,700)	(28,524,700)	396,000	1.4%	396,000	1.4%
<b>TOTAL REVENUES</b>	<b>(60,754,120)</b>	<b>(62,125,620)</b>	<b>(62,125,620)</b>	<b>(62,125,620)</b>	<b>(65,866,560)</b>	<b>(65,866,560)</b>	<b>(5,112,440)</b>	<b>(8.4%)</b>	<b>(5,112,440)</b>	<b>(8.4%)</b>
<b>NET LEVY</b>	<b>(45,222,190)</b>	<b>(42,558,890)</b>	<b>(42,558,890)</b>	<b>(42,558,890)</b>	<b>(44,832,630)</b>	<b>(44,832,630)</b>	<b>389,560</b>	<b>0.9%</b>	<b>389,560</b>	<b>0.9%</b>



Hamilton



**2018 BUDGET INTRODUCTION**  
**CHRIS MURRAY, CITY MANAGER**

**January 19<sup>th</sup>, 2018**

## Our Vision

To be the best place to raise a child and age successfully.

## Our Mission

To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

## Our Culture

Collective  
Ownership

Steadfast  
Integrity

Courageous  
Change

Sensational  
Service

Engaged  
Empowered  
Employees

# OUR PRIORITIES



Community Engagement & Participation



Economic Prosperity & Growth



Healthy & Safe Communities



Clean & Green



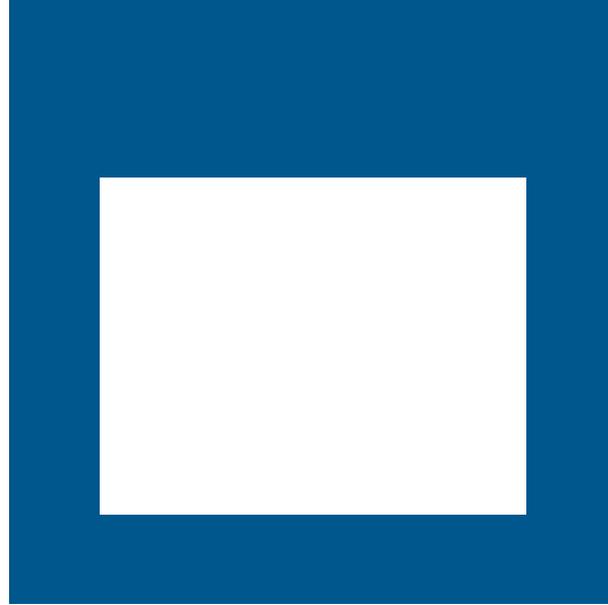
Built Environment & Infrastructure



Culture & Diversity



Our People & Performance



**2018 PRELIMINARY TAX OPERATING BUDGET**  
**MIKE ZEGARAC, GENERAL MANAGER**  
**FINANCE & CORPORATE SERVICES**

**January 19<sup>th</sup>, 2018**

# OBJECTIVES

- Budget Overview
- 2017 Assessment Growth
- Council Referred Items
- Business Cases
- Additional Information & Process
- Multi-Year Outlook

# 2018 COUNCIL APPROVED GUIDELINES

- 2018 user fees (excluding golf fees, transit fares, and ice rental fees) be increased based on guideline of 2.0%
- That all City departments target a 2018 operating budget guideline, based on an increase of 1.5%
- That the Boards and Agencies be requested to submit their 2018 operating budget based on a guideline increase of 1.5%
- Tax supported operating budget guideline for capital of a 0.5% increase and a 0.41% tax increase for capital financing of Public Transit Infrastructure Fund (PTIF) projects

## 2018 Operating Budget Impact

	Levy	Res.
	Increase	Impact (*)
Outlook (August)	\$43.7 M	4.8%
Budget Book	\$23.6 M	2.4%
GIC - Overview	\$22.9 M	2.3%

\* Municipal impact

# PENDING AMENDMENTS

	2018 Impact (Average Residential)	
	Draft	
	\$	%
<b>Preliminary Municipal Taxes</b>	<b>\$ 80</b>	<b>2.4%</b>

<b>Adjustments</b>	
Hamilton Police Services - Approved Budget Adj.	(886,294)
Volunteer Firefighters Wage Impact	160,000

<b>Updated Municipal Taxes</b>	<b>\$ 77</b>	<b>2.3%</b>
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## 2018 Municipal Preliminary Impact For the Average Residential Property Tax Bill (Excludes Education Impact)

Municipal Taxes		
City Departments	\$ 32	0.9%
Boards & Agencies	\$ 14	0.4%
Capital Financing	\$ 17	0.5%
<b>Sub-Total Municipal Taxes</b>	<b>\$ 63</b>	<b>1.9%</b>
Capital Financing - PTIF	\$ 14	0.4%
<b>Total Municipal Taxes</b>	<b>\$ 77</b>	<b>2.3%</b>

Assumes benefit of 1% net assessment growth and impact of 0.5% reassessment

- *These numbers exclude Council Referred Items & Enhancements*
- *Excludes Tax Policy & Education Impacts*

# 2018 NET OPERATING BUDGET BY DEPARTMENT

	Net Operating Budget				
	2017	2018	Proposed	Revised Change 2018	
	Restated Budget	Preliminary Budget	Amendments	\$	%
PLANNING & ECONOMIC DEVELOPMENT	26,999,570	27,404,140	-	404,570	1.5%
PUBLIC HEALTH SERVICES	12,300,240	12,477,980	-	177,740	1.4%
COMMUNITY & EMERGENCY SERVICES	225,921,990	225,000,040	-	(921,950)	(0.4%)
PUBLIC WORKS	224,636,950	232,273,370	-	7,636,420	3.4%
LEGISLATIVE	4,802,410	4,875,090	-	72,680	1.5%
CITY MANAGER	10,416,890	10,556,460	-	139,570	1.3%
CORPORATE SERVICES	27,210,230	27,615,460	-	405,230	1.5%
CORP FINANCIALS/ NON PROG REVENUES	(24,449,800)	(21,573,840)	160,000	3,035,960	12.4%
HAMILTON ENTERTAINMENT FACILITIES	3,882,030	3,617,990	-	(264,040)	(6.8%)
<b>TOTAL CITY EXPENDITURES</b>	<b>511,720,510</b>	<b>522,246,690</b>	<b>160,000</b>	<b>10,686,180</b>	<b>2.1%</b>

COMMUNITY SERVICES (exclusive of upload)				2,235,610	1.0%
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Note – Due to timing constraints, the 2018 Preliminary Budget is not adjusted for some Organizational changes that occurred at the end of 2017.

# 2018 BOARDS & AGENCIES / CAPITAL LEVY

	Net Operating Budget				
	2017 Restated Budget	2018 Preliminary Budget	Proposed Amendments	Revised Change 2018 / 2017	
				\$	%
<b>TOTAL CITY EXPENDITURES</b>	<b>511,720,510</b>	<b>522,246,690</b>	<b>160,000</b>	<b>10,686,180</b>	<b>2.1%</b>
HAMILTON POLICE SERVICES	156,616,870	161,356,900	(886,294)	3,853,736	2.5%
OTHER BOARDS & AGENCIES	42,052,190	42,865,190	-	813,000	1.9%
CITY ENRICHMENT FUND	6,022,690	6,022,690	-	-	0.0%
<b>TOTAL BOARDS &amp; AGENCIES</b>	<b>204,691,750</b>	<b>210,244,780</b>	<b>(886,294)</b>	<b>4,666,736</b>	<b>2.3%</b>
<b>CAPITAL FINANCING</b>	<b>116,382,880</b>	<b>123,882,880</b>	<b>-</b>	<b>7,500,000</b>	<b>6.4%</b>
<b>TOTAL LEVY REQUIREMENT</b>	<b>832,795,140</b>	<b>856,374,350</b>	<b>(726,294)</b>	<b>22,852,916</b>	<b>2.7%</b>

# SIGNIFICANT BUDGET ITEMS - CITY DEPARTMENTS

## Public Works

Transit Strategy	\$2.1M	
DARTS Contractual/Ridership	\$1.7M	
Winter Control & Mtnc	\$1.1M	
Other (Primarily Employee Related)	\$2.7M	<b>\$7.6M</b>

## Non-Departmental

Operating Impacts from Capital	\$1.2M	
Other (Primarily Employee Related)	\$1.5M	<b>\$ 2.7M</b>

## Other Departments

Corporate Services	\$0.4M	
Planning & Economic Development	\$0.4M	
Public Health Services	\$0.2M	
City Manager	\$0.1M	
Community & Emergency Services <sup>1</sup>	\$(0.9M)	<b>\$ 0.2M</b>

<b>Total of City Departments Pressures</b>	<b>\$10.5M</b>
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<sup>1</sup> CES Excluding provincial upload benefit is increasing \$2.2M or 1.0%

# EMPLOYEE RELATED EXPENSES

## Changes to Employee Related Expenses

COLA / Settlements /Other	\$7.2M
Personal Emergency Leave	\$1.3M
Employer Benefits	\$0.9M
Government Benefits	\$0.7M
Overtime	\$0.6M
Operating Impact of Capital	\$0.6M
Minimum Wage Impact	\$0.4M
OMERS	\$(0.3)M
Other	\$1.3M
Pension Deficiency - HWRF <sup>1</sup>	\$1.3M

<b>Total of Employee Related Expenses</b>	<b>\$14.0M</b>
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1. Fully funded from reserve

# 2018 GAPPING

- Included in the employee related expenses is budgeted savings for salary/wage gapping.
- Gapping has traditionally been budgeted in the Corporate Financials portion of the Tax Supported Operating Budget.
- Further to direction from Council, the City has changed the reporting methodology and the budgeted gapping savings of -\$4.5 million has been distributed to the departments within the City Mgr/General Manager's budgets.
- Next steps are to develop policies and procedures related to use of gapping.

Board/ Agency	2017	2018 NET	Change		
	Budget Net \$	Preliminary Budget \$	\$	%	
<b><i>Conservation Authorities</i></b>					
Grand River CA	\$ 263,510	\$ 271,570	\$ 8,060	3.1%	
Halton Region CA	\$ 202,030	\$ 209,100	\$ 7,070	3.5%	
Hamilton CA	\$ 4,313,970	\$ 4,391,880	\$ 77,910	1.8%	
Niagara Peninsula CA	\$ 549,060	\$ 557,300	\$ 8,240	1.5%	
<b>Total Conservation Authorities</b>	<b>\$ 5,328,570</b>	<b>\$ 5,429,850</b>	<b>\$ 101,280</b>	<b>1.9%</b>	
MPAC	\$ 6,417,100	\$ 6,587,150	\$ 170,050	2.6%	
Hamilton Beach Rescue Unit	\$ 130,390	\$ 132,360	\$ 1,970	1.5%	
Hamilton Farmers' Market	\$ 116,600	\$ 111,100	\$ (5,500)	(4.7%)	
Royal Botanical Gardens	\$ 616,090	\$ 625,340	\$ 9,250	1.5%	
Hamilton Police Services *	\$ 156,616,870	\$ 160,470,606	\$ 3,853,736	2.5%	
Hamilton Public Library	\$ 29,443,440	\$ 29,979,390	\$ 535,950	1.8%	
City Enrichment Fund	\$ 6,022,690	\$ 6,022,690	\$ -	0.0%	
<b>Total for Above Items</b>					
<i>excluding Capital Financing</i>	<b>\$ 204,691,750</b>	<b>\$ 209,358,486</b>	<b>\$ 4,666,736</b>	<b>2.3%</b>	

\* Includes proposed HPS amendment

- The City's appeal regarding the apportionment of the Niagara Peninsula Conservation Authorities (NPCA) levy was heard during 2017 by the Commissioner of Mining and Lands.
- Recently, the Commissioner ruled against the City of Hamilton's appeal.
- Potential impact with respect to NPCA and the other Conservation Authorities is \$2.4M
- Refer to LS16020(a) on this agenda.

# 2018 STAFFING COMPLEMENT (TAX) (EXCLUSIVE OF BOARDS & AGENCIES)

	<u>Change</u>
<b>2017 Restated</b>	<b>5,710.1</b>
<b>Impacts from Capital</b>	<b>22.5</b>
<b>Other Complement Change:</b>	
Reductions	(35.2)
Transit Strategy	29.0
	<u>(6.2)</u>
	<b>16.3</b>
<b>2018 Preliminary</b>	<b>5,726.4</b>

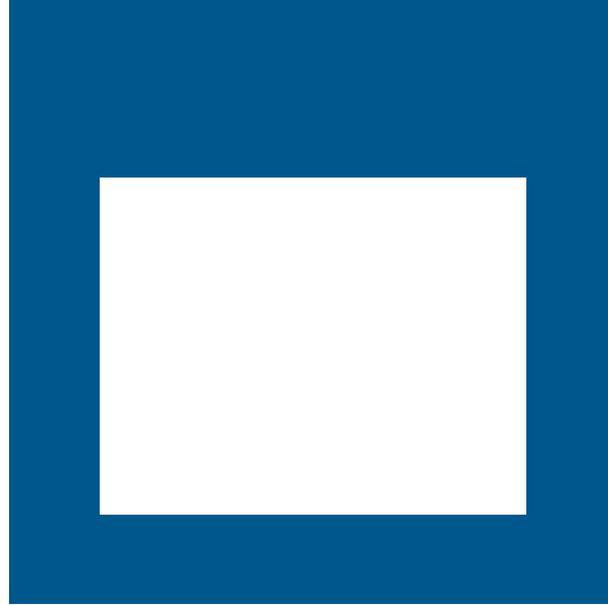
\* - Restated represents Council's 2017 in-year approvals

# 2017 ASSESSMENT GROWTH

- Estimated net assessment growth for 2017 is 1.0%
- Includes the restatement of \$356 million in assessment due to the reclassification of CityHousing Hamilton properties from Multi-Residential to Exempt
- Without the restatement the assessment growth would be a decrease of (0.6%)
- Growth continues to be negatively affected by appeals in the non-residential class eg. Stelco Lands

# POTENTIAL TAX IMPACT – WARD AVERAGES

	Residential Impact	
Current Projection	2.3%	
Reassessment (Ward shifts)	-0.9%	1.8%
<b>Potential Municipal Impact</b>	<b>1.4%</b>	<b>4.1%</b>



# 2018 COUNCIL REFERRED ITEMS

## 2018 COUNCIL REFERRED ITEMS

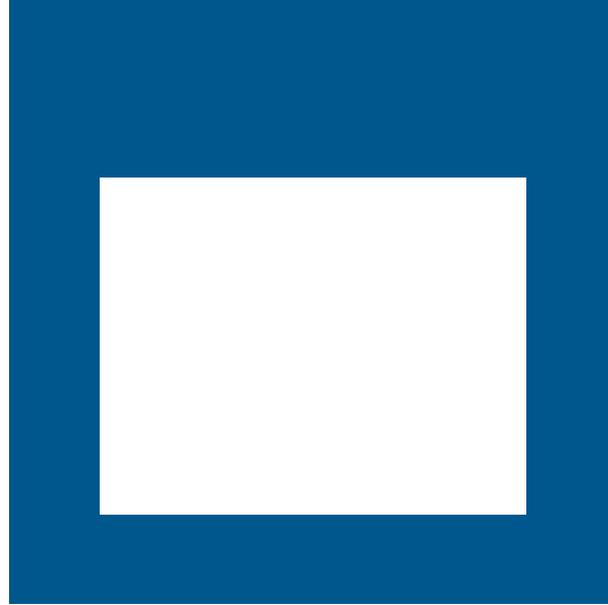
- Items previously considered at Council and referred to the budget process for further discussion.
- 5 council referred items:

Department	# of Items	Gross (\$)	Net (\$)	FTE
Planning & Economic Development	2	125,000	25,000	-
Public Works	2	334,000	334,000	1.00
Corporate Services	1	-	-	-
	5	459,000	359,000	1.00

- If approved, would result in a 0.04% tax impact
- See Appendix 1-5 in the Preliminary Tax Supported Operating Budget Book for further details

# 2018 COUNCIL REFERRED ITEMS

			2018 Amount		
	Department/Service	Referred Item	Gross Impact	Net Impact	FTE
1	PED: Tourism & Culture: Music	Music and Creative Industries Operations and Programming	\$25,000	\$25,000	0.00
2	PED: Tourism & Culture: Tourism	Phase III Tourism Enhancement	\$100,000	\$0	0.00
3	PW: Forestry & Horticulture: Horticultural Programs	Equalization of Horticulture Services to BIAs in the 2018 Public Works Operating Budget	\$224,000	\$224,000	1.00
4	PW: Transportation: Parks	Identified Tobogganing Locations on City Property	\$110,000	\$110,000	0.00
5	CS: Corporate Financials	Allocation of savings resulting from changes in the vacancy rebate program	TBD	TBD	0.00
	<b>TOTAL</b>		<b>\$459,000</b>	<b>\$359,000</b>	<b>1.00</b>



# 2018 BUSINESS CASES

(FORMERLY ENHANCEMENTS)

# 2018 BUSINESS CASES

- 8 business cases for consideration in the 2018 budget process:

Department	# of Items	Gross (\$)	Net (\$)	FTE
Planning & Economic Development	2	373,780	373,780	4.32
Public Health	1	327,160	-	2.00
Community & Emergency Services	1	894,920	447,460	7.50
Corporate Services	4	263,000	153,000	7.50
	8	1,858,860	974,240	21.32

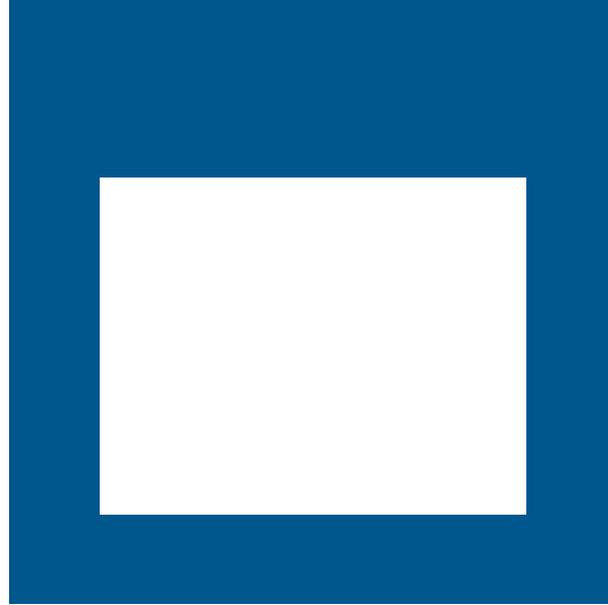
- If approved, would result in a 0.1% tax impact
- See Appendix 1-6 in the Preliminary Tax Supported Operating Budget Book for further details

# 2018 BUSINESS CASES

			2018 Amount		
	Department/Service	Business Case Details	Gross Impact	Net Impact	FTE
1	PED: Building Permits and Zoning By-Law Review	Zoning Section Program Enhancement	\$293,700	\$293,700	3.00
2	PED: Municipal Law Enforcement	Parks Patrol and Waterfalls Enforcement Team	\$80,080	\$80,080	1.32
3	PH: Healthy Environments	Raccoon Rabies Response	\$327,160	\$0	2.00
4	CES: Paramedic Service	Paramedic Service Staffing	\$894,920	\$447,460	7.50
5	CS: Office of the City Clerk	Administration of Freedom of Information	\$76,000	\$76,000	1.00
6	CS: Financial Services, Taxation & Corporate Controller: Financial Management	Oversight of City Procurement and Contract Management	\$77,000	\$77,000	1.50

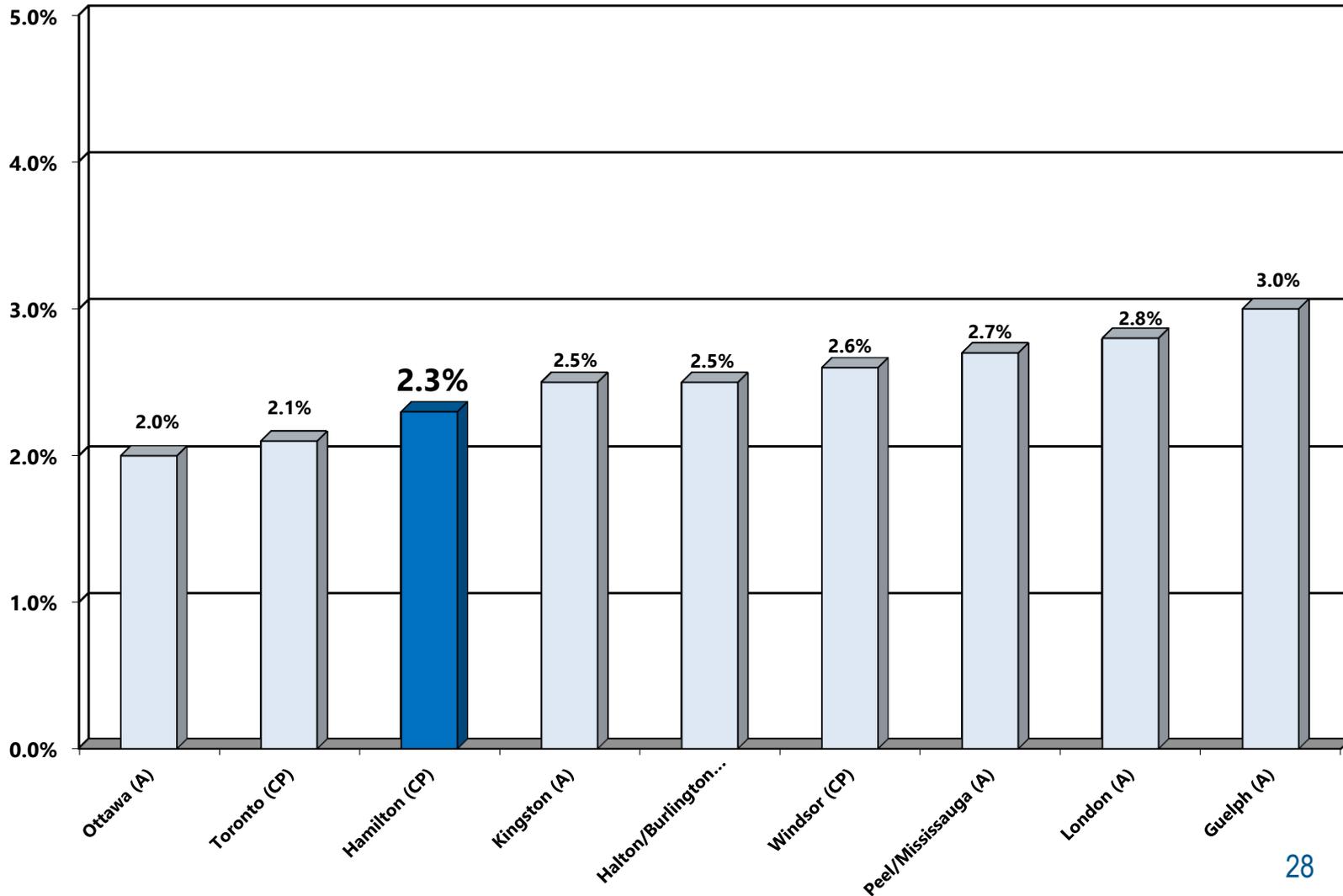
# 2018 BUSINESS CASES

			2018 Amount		
	Department/Service	Business Case Details	Gross Impact	Net Impact	FTE
7	CS: Customer Services & Provincial Offences Administration	Relocation of Provincial Offences Administration Courtrooms and Offices – Addition of 1 Court Room	\$110,000	\$0	4.00
8	CS: Legal & Risk Management Services	Risk Assistant	\$0	\$0	1.00
	<b>TOTAL</b>		<b>\$1,858,860</b>	<b>\$974,240</b>	<b>21.32</b>



# ADDITIONAL INFORMATION & BUDGET PROCESS

# 2018 AVERAGE RESIDENTIAL TAX IMPACTS



# 2018 REDUCTION SCENARIOS

	<b>Reductions</b>	<b>Levy Increase</b>	<b>Residential Tax Incr.</b>
<b>Preliminary Budget *</b>		<b>\$ 22,900,000</b>	<b>2.3%</b>
<b>Total Reductions Of</b>	<b>\$ (2,460,000)</b>	<b>\$ 20,440,000</b>	<b>2.0%</b>
<b>Total Reductions Of</b>	<b>\$ (6,560,000)</b>	<b>\$ 13,880,000</b>	<b>1.5%</b>

Note - Excludes potential increases due to 2018 Referred Items and Business Cases

\* Includes proposed amendments

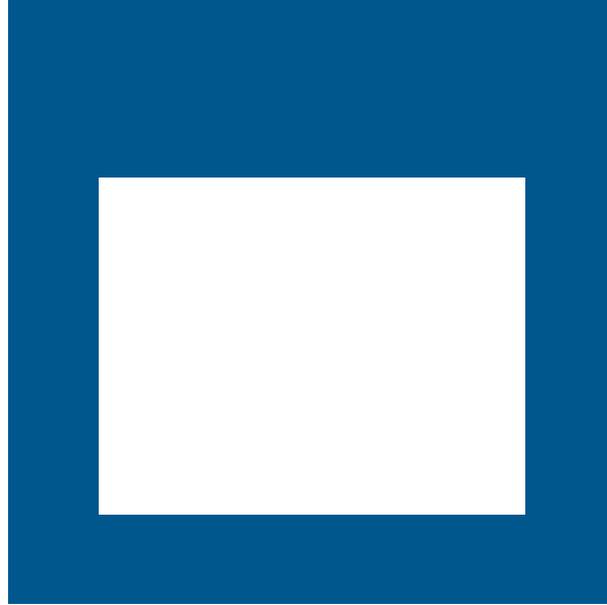
\$8.2M is required to adjust the municipal tax impact by 1%

# 2018 PROCESS DATES

ITEM	DATE
Boards and Agencies Presentation	January 23 and 25, 2018
Transit Day (if required)	January 26, 2018
Departmental Budget Presentations	January 30, 2018 / February 1, 9, 13, 16, 2018
Public Delegations	February 27, 2018
GIC Budget Deliberations	March 2, 5, 6, 8, 2018
Tax Assessment and Growth Reports	February / March 2018
Council Budget Approval	March 28, 2018

# 2018 ADDITIONAL INFORMATION

- As in the past, Staff are committing to provide Council additional information.
- Complete list can be found at:
  - S:\Councillor Information\Committee Request\2018 Requests\Outstanding Committee Requests - 2018.xls
- Most of the responses will occur during budget presentations.
- Staff will also respond to information requests that occur during the budget process.



# MULTI-YEAR OUTLOOK 2019-2021

# MULTI-YEAR OUTLOOK PROCESS

- Council has provided direction to implement a Multi-Year Budget beginning with the 2018 Budget process
- 2018 Preliminary Budget was used as the base and was adjusted for forecasted incremental changes across 2019 to 2021
- Multi- year Outlook is provided to Council as information to be received during the 2018 Budget Process – Outlook will be included in the March Budget Recommendation Report
- Multi- year Budget / Business Planning Sub-Committee will be engaged as the process evolves during 2018 for the upcoming 2019 Budget Process

# MULTI-YEAR OUTLOOK ASSUMPTIONS

- Salary / Wage Compensation:
  - Annual Contingency 2%
  - Employer Benefits range 2% to 10%
  - Government Benefits – includes CPP increase
  - OMERS no increase in rate
- Utilities (Fuel, Natural Gas, Electricity, Water) 5%
- User Fee Revenue (excluding golf fees, transit fares, and ice rental fees) 2%
- Net assessment growth of 1.0%

# MULTI-YEAR OUTLOOK BY DEPARTMENT

	BUDGET	MULTI-YR OUTLOOK		
	2018 %	2019 %	2020 %	2021 %
PLANNING & ECONOMIC DEVELOPMENT	1.5%	6.4%	4.2%	2.7%
PUBLIC HEALTH SERVICES	1.4%	9.6%	7.4%	6.8%
COMMUNITY & EMERGENCY SERVICES	(0.4%)	3.1%	1.9%	2.5%
PUBLIC WORKS	3.4%	3.8%	4.1%	2.2%
LEGISLATIVE	1.5%	3.2%	2.2%	2.3%
CITY MANAGER	1.3%	3.5%	3.0%	2.7%
CORPORATE SERVICES	1.5%	4.7%	3.4%	3.3%
CORP FINANCIALS/ NON PROG REVENUES	12.4%	17.0%	7.8%	7.8%
HAMILTON ENTERTAINMENT FACILITIES	(6.8%)	2.5%	2.6%	2.6%
<b>TOTAL CITY EXPENDITURES</b>	<b>2.1%</b>	<b>4.7%</b>	<b>3.6%</b>	<b>2.9%</b>

# MULTI-YEAR OUTLOOK BY DEPARTMENT

	BUDGET	MULTI-YR OUTLOOK		
	2018 %	2019 %	2020 %	2021 %
HAMILTON POLICE SERVICES	2.5%	2.2%	1.9%	1.9%
OTHER BOARDS & AGENCIES	1.9%	2.1%	1.7%	1.6%
CITY ENRICHMENT FUND	0.0%	0.0%	0.0%	0.0%
<b>TOTAL BOARDS &amp; AGENCIES</b>	<b>2.3%</b>	<b>2.2%</b>	<b>1.8%</b>	<b>1.9%</b>
<b>CAPITAL FINANCING</b>	<b>6.4%</b>	<b>4.5%</b>	<b>3.2%</b>	<b>3.1%</b>
<b>TOTAL LEVY REQUIREMENT</b>	<b>2.7%</b>	<b>4.0%</b>	<b>3.1%</b>	<b>2.7%</b>
<b>TOTAL MUNICIPAL TAXES</b>	<b>2.3%</b>	<b>3.6%</b>	<b>2.7%</b>	<b>2.3%</b>

# MULTI-YEAR OUTLOOK CITY DEPARTMENT DRIVERS

	2019	2020	2021
	(\$M)		
<b><u>Pressures</u></b>			
Employee Related Costs	\$18.5	\$11.9	\$15.0
Departmental Inflationary / Contractual	\$5.6	\$8.9	\$3.3
Utilities (Fuel, Natural Gas, Electricity, Water)	\$1.6	\$2.0	\$2.1
Operating Impact of Capital Projects	\$1.1	\$0.2	\$0.1
User Fee Revenues	\$(2.2)	\$(3.3)	\$(4.0)
<b>Total City Department Pressures</b>	<b>\$24.5</b>	<b>\$19.6</b>	<b>\$16.5</b>

# SIGNIFICANT DEPARTMENTAL PRESSURES

2019	2020	2021
(\$M)		

## Public Works

Transit Strategy Plan	\$2.5	\$1.2	-
Various Contractual Pressures	\$2.1	\$1.9	\$1.9
DARTS Contractual Increase	\$1.6	\$2.3	\$1.7
Presto Operating Agreement	\$0.6	\$1.2	\$0.7
Transfer to Vehicle Reserve (OBRP)	\$0.5	\$0.5	-
Gas Tax Increase	\$(2.5)	\$(0.5)	\$(1.0)
Other pressures mainly due to employee related costs, CUP capacity charge, Wentworth Courthouse, and contractual Bill 148 impact			

## Planning Economic Development

Main pressures related to employee related costs, property tax reassessment for parking lots, partially offset by net revenue increase

# SIGNIFICANT DEPARTMENTAL PRESSURES

	2019	2020	2021
	(\$M)		
<b><u>Community Emergency Services</u></b>			
Social Housing Federal Funding	\$1.7	\$(0.1)	\$1.2
Social Housing Provincial Benchmark	\$0.4	\$0.4	\$0.2
Transfer to Vehicle & Equipment Reserve	\$0.5	\$0.5	\$0.5
Employee Related Costs	\$0.5	-	-
Provincial Subsidies	\$(1.0)	\$(0.8)	\$(0.8)
Social Housing Mortgage & Debenture Savings	\$(0.8)	\$(0.6)	\$(0.5)

## **Public Health Services**

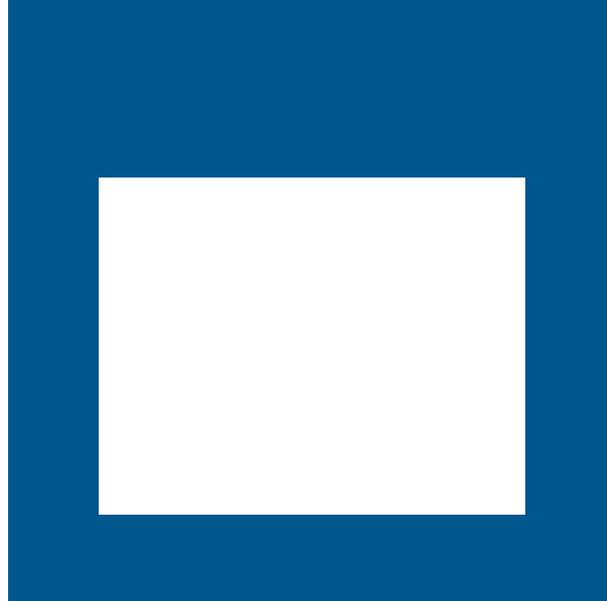
Pressure mainly due to employee related costs and stagnant Provincial subsidies

## **Other City Departments**

Corporate Services, City Manager Office, and Legislative pressures largely due to employee related costs

# MULTI-YEAR OUTLOOK RISKS / OPPORTUNITIES

- Unknown increases for expiring external operational contracts
- Labour related assumptions are subject to negotiation and arbitration outcomes
- Various subsidies have been assumed to offset costs however there is a risk that subsidies may not materialize
- By generating the multi-year outlook, staff will have an earlier opportunity to begin mitigating future year pressures.



THANK YOU