



City of Hamilton
GENERAL ISSUES COMMITTEE

Meeting #: 19-002(f)
Date: January 31, 2019
Time: 9:30 a.m.
Location: Council Chambers, Hamilton City Hall
71 Main Street West

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

	Pages
1. APPROVAL OF AGENDA	
2. DECLARATIONS OF INTEREST	
3. APPROVAL OF MINUTES OF PREVIOUS MEETING	
4. COMMUNICATIONS	
5. CONSENT ITEMS	
6. STAFF PRESENTATIONS	
6.1 Corporate Services Department 2019 Operating Budget	2
6.2 Non-Program 2019 Operating Budget	51
7. DISCUSSION ITEMS	
7.1 Sub-section (d) to Report FCS18097 - 2019 Tax Supported Capital Budget (FTEs)	60
8. MOTIONS	
9. NOTICES OF MOTION	
10. ADJOURNMENT	



CORPORATE SERVICES
2019 TAX SUPPORTED OPERATING BUDGET

GENERAL ISSUES COMMITTEE
January 31, 2019

WHO WE ARE



**Office of the
City Clerk**



Customer Service and POA



**Financial Planning,
Administration and Policy**



**Financial Services
and Taxation**

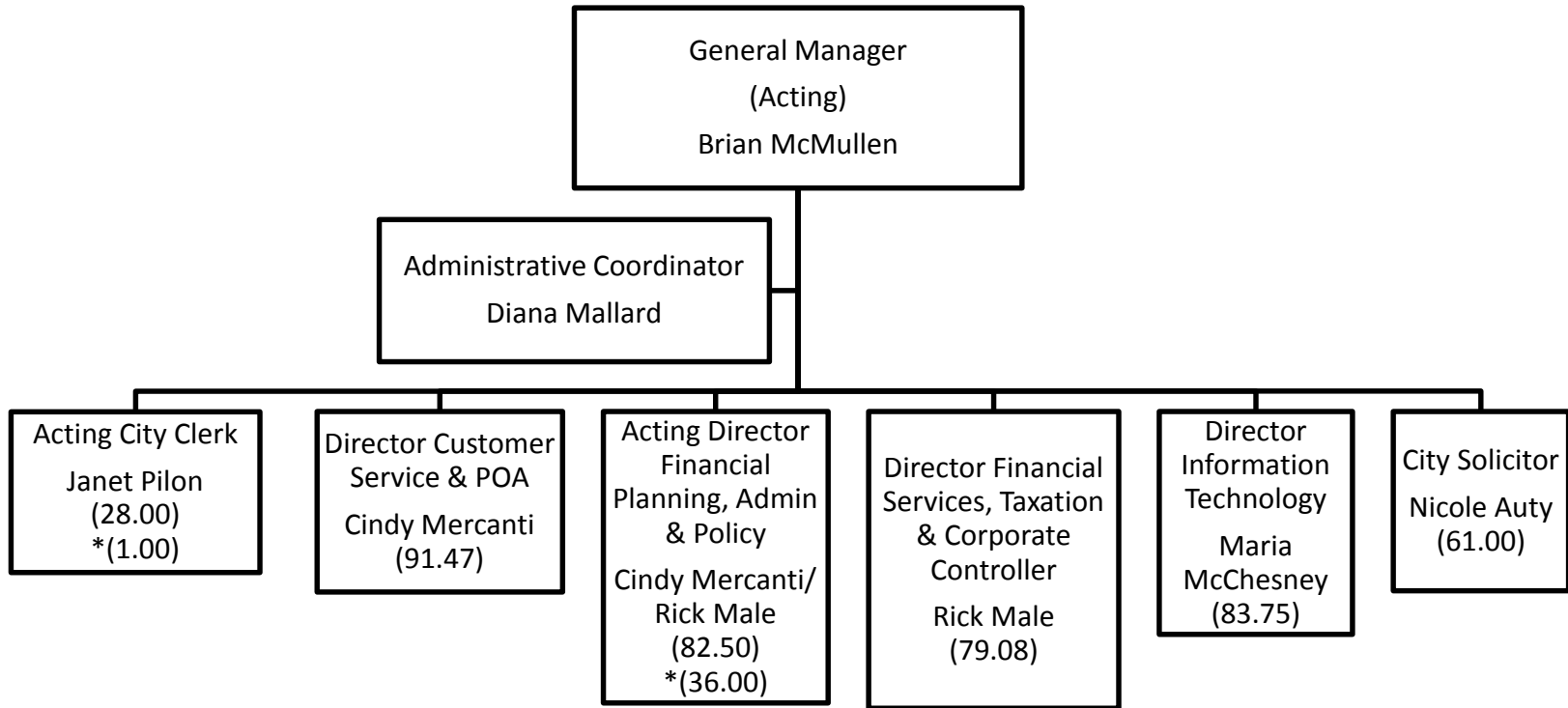


**Information
Technology**



**Legal and
Risk Management**

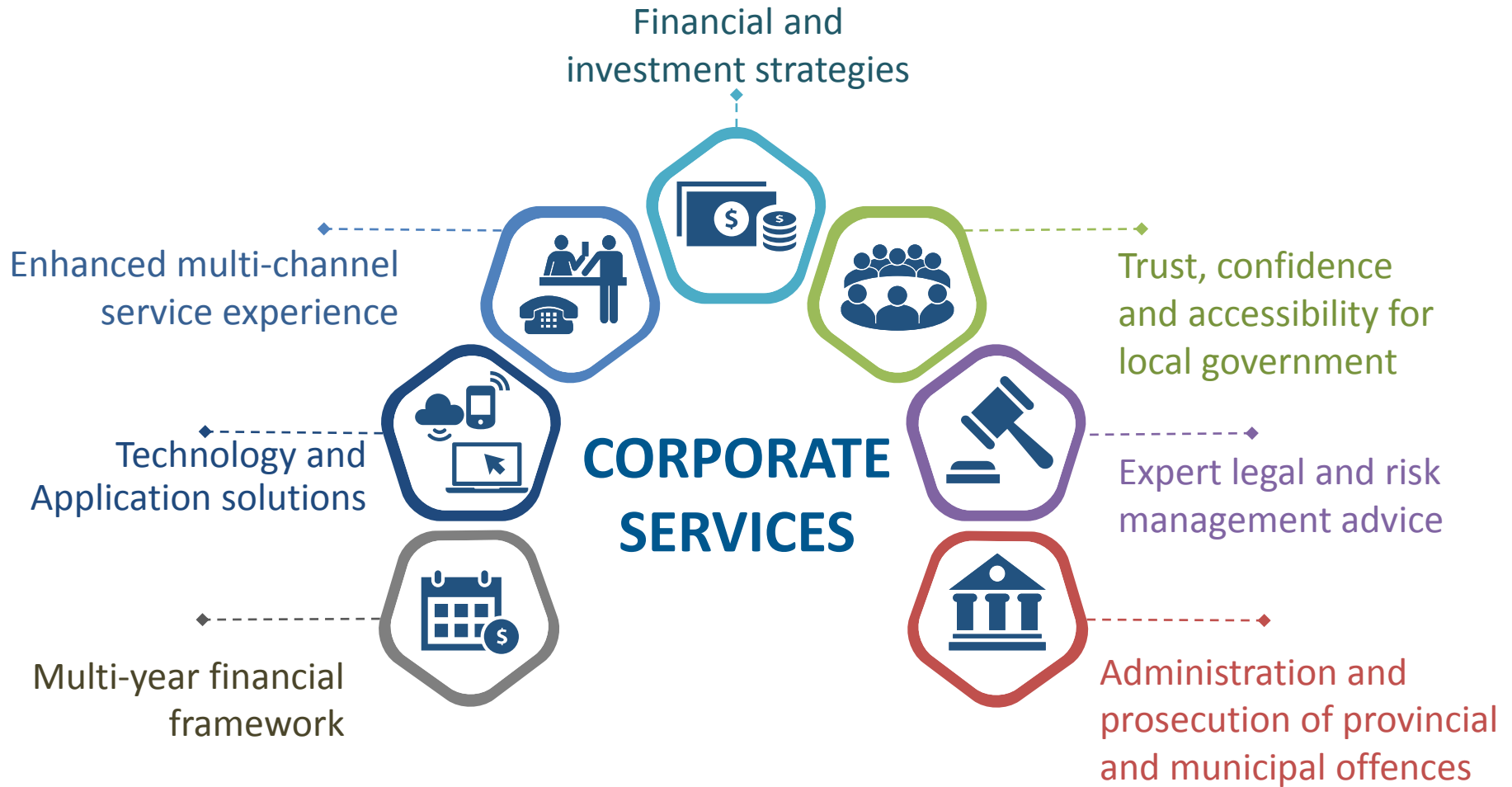
ORGANIZATIONAL CHART



Complement (FTE)	Management	*Management Distributed	Other	*Other Distributed	Total	Staff to Management Ratio
2018	30.00	1.00	397.80	36.00	464.80	13.99:1
2019	31.00	1.00	396.80	36.00	464.80	13.53:1
Change	1.00	0.00	(1.00)	0.00	0.00	

* Represents distributed staff whose budget are in operating departments.

WHAT WE DO



HIGHLIGHTS

2018 HIGHLIGHTS

Credit Rating

AA+

Support PED Ph1 of Cannabis Licensing



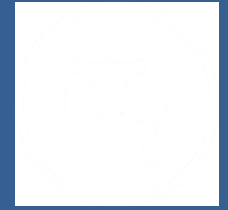
Modernization Municipal Act



Performance Dashboards



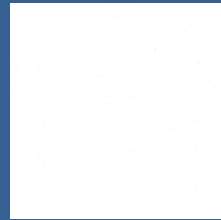
PW Initiatives



Records Management Software Update



Tax Program



Security Awareness



Training Program Award



Online Bid Submissions



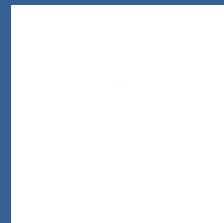
PED Initiatives



Agenda Management Software Update



Multi-Year Business Plans



IT Roadmap



POA Move



METRICS

METRICS



2,255

Marriage Licenses Issued



225

FOI Requests Received



590,688

Phone Calls to the CCC



79,839

POA Charges Filed



AA+

S&P Global Credit Rating



87%

% of Malicious Emails Blocked



103,473

Citizens Served



44.2%

Taxpayers Enrolled in PAP (2017)



154

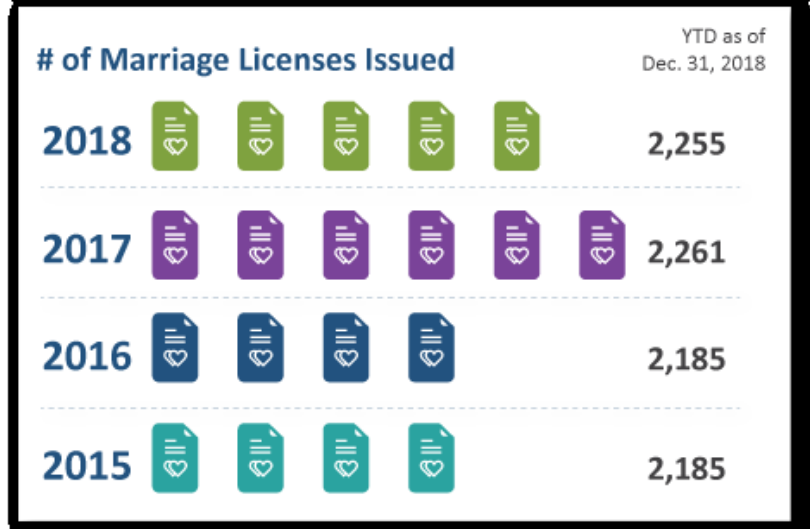
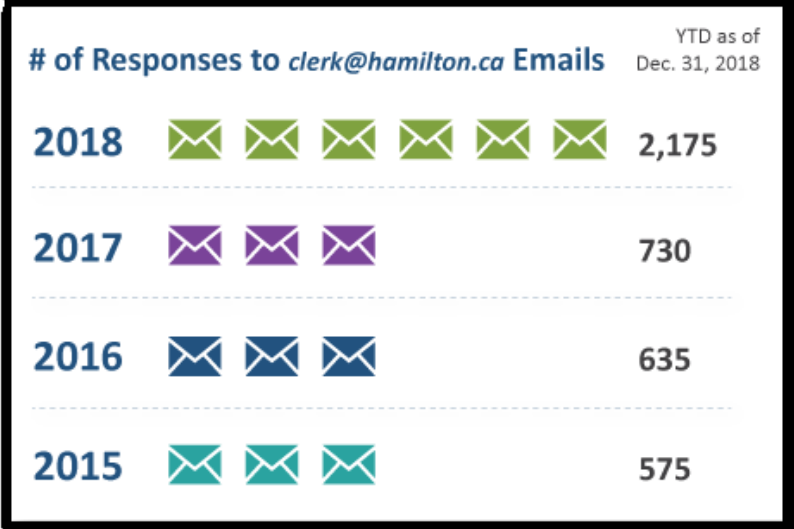
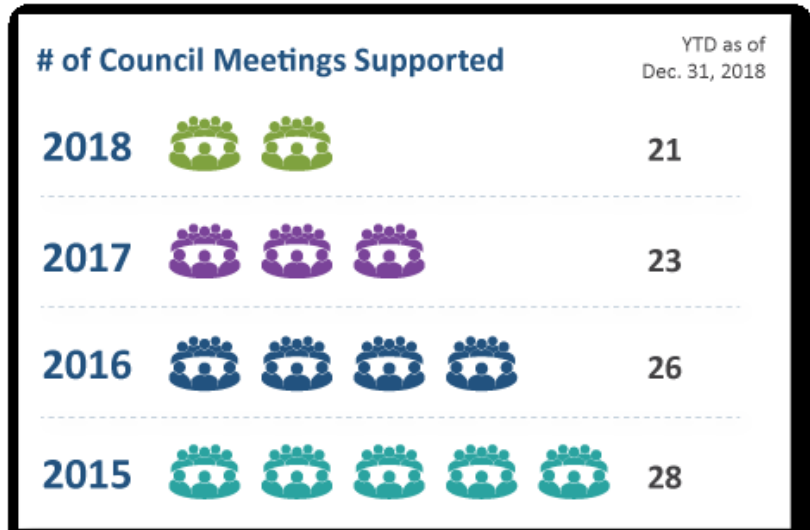
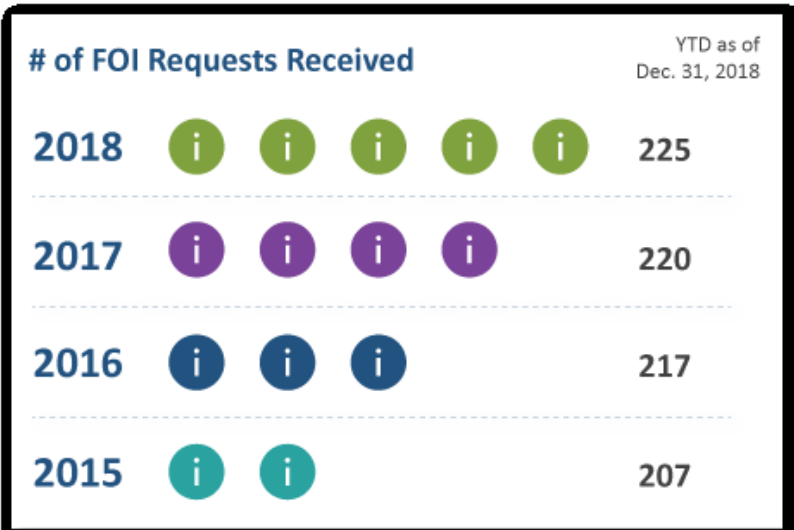
Litigated Files Resolved



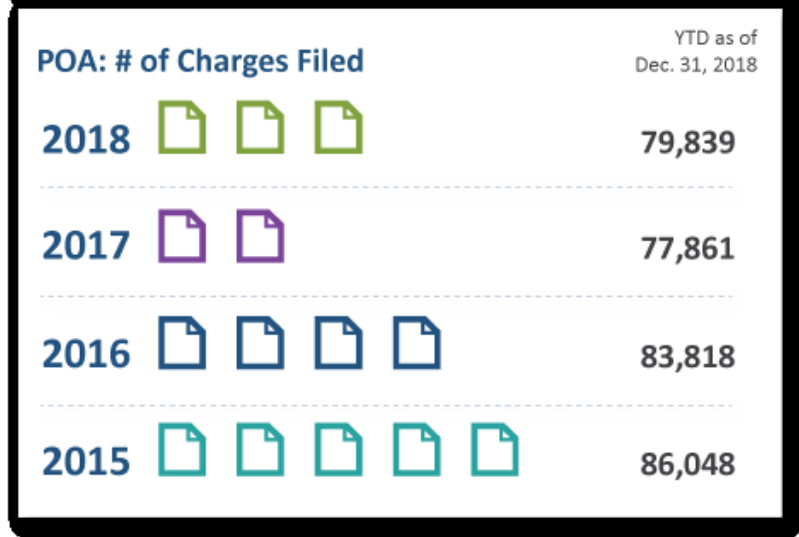
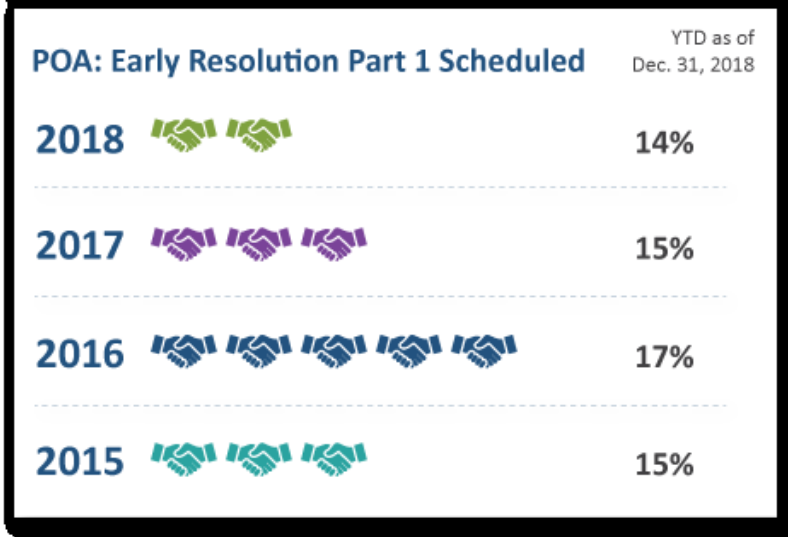
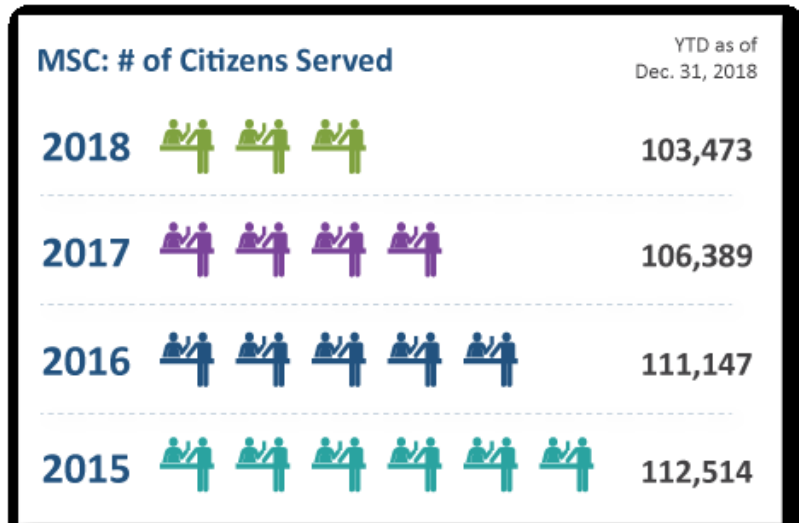
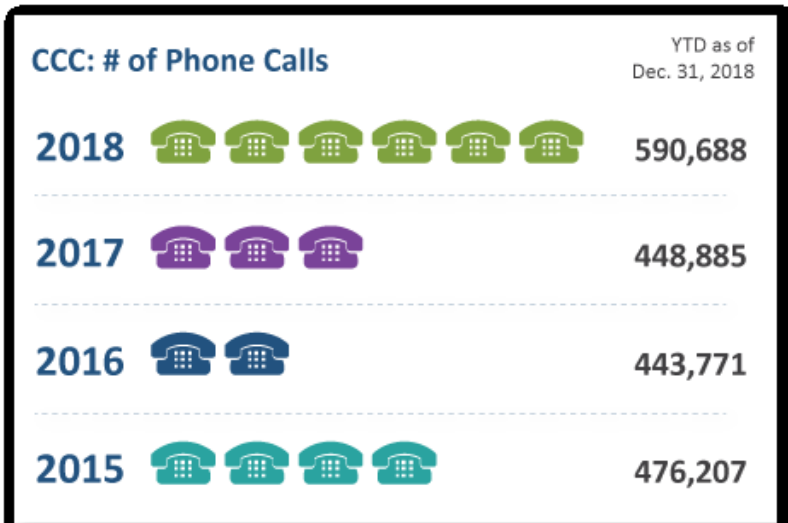
2.61%

Gross % Realized ROI (2017)

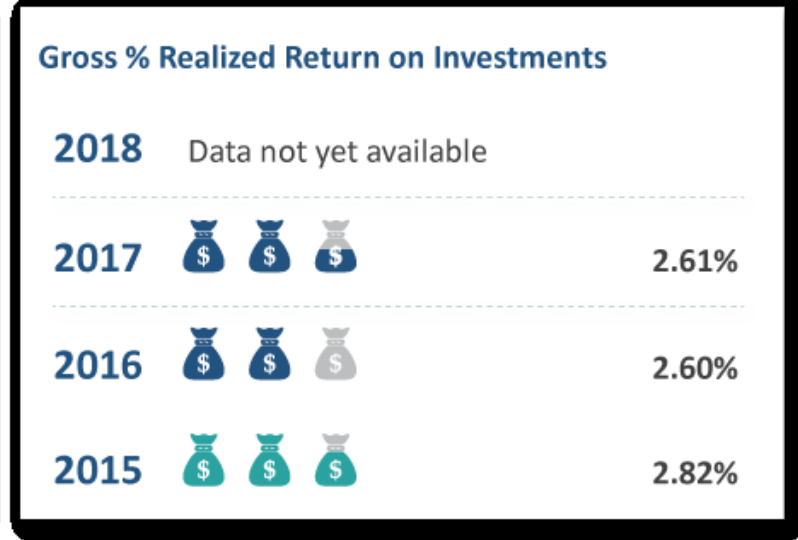
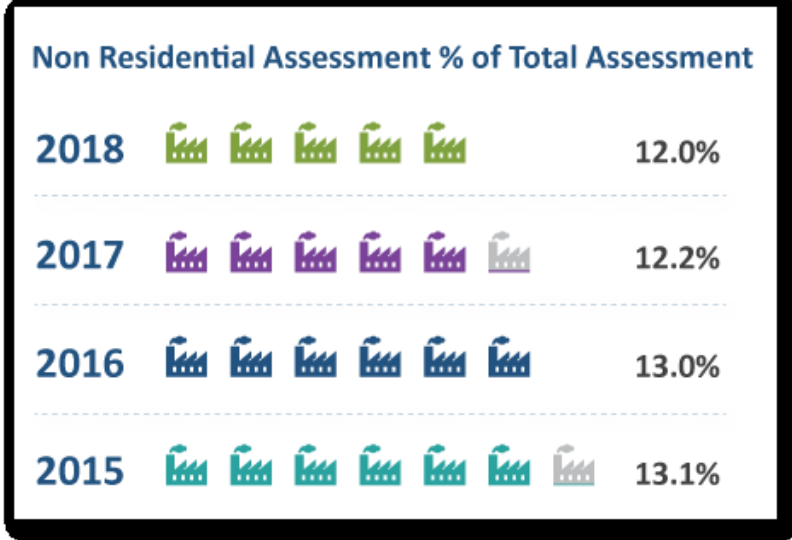
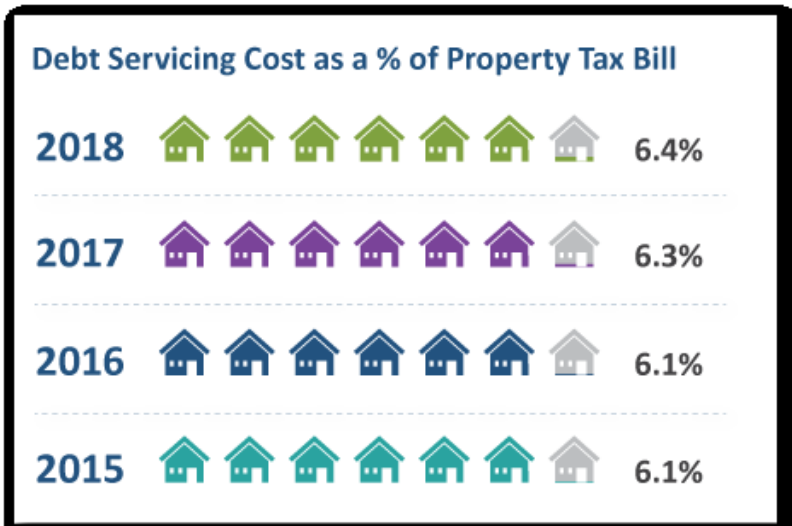
OFFICE OF THE CITY CLERK - BY THE NUMBERS



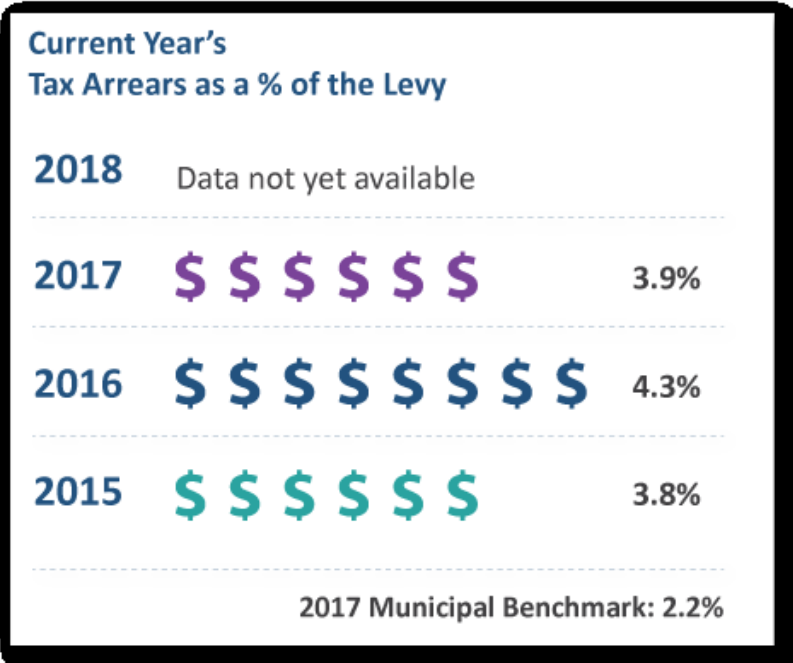
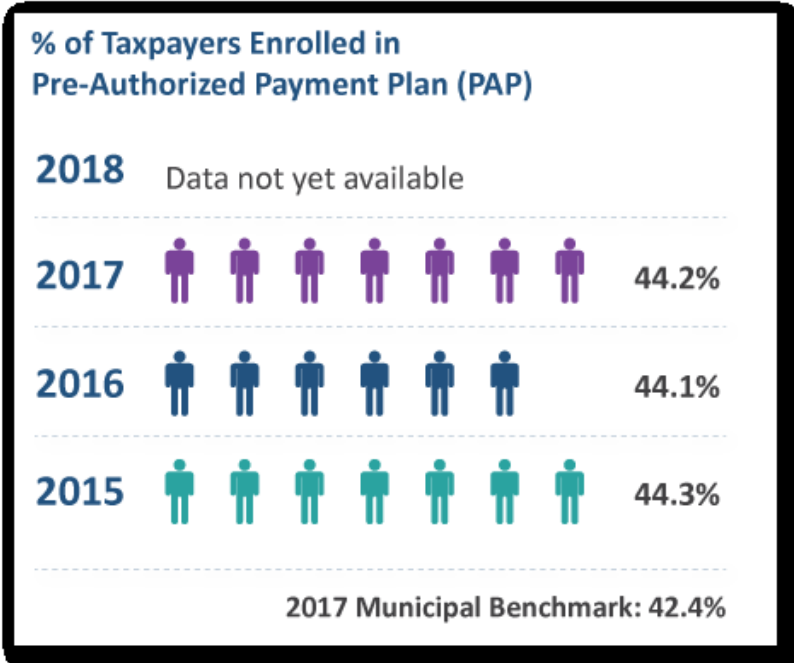
CUSTOMER SERVICE AND POA - BY THE NUMBERS



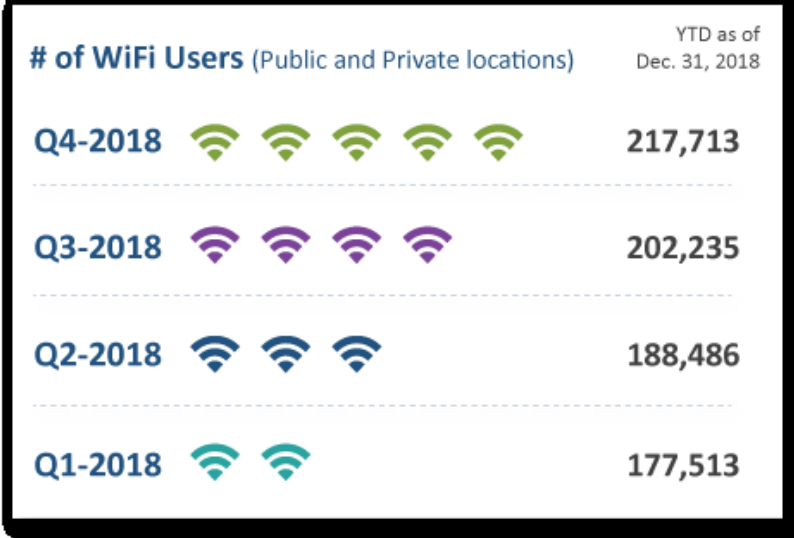
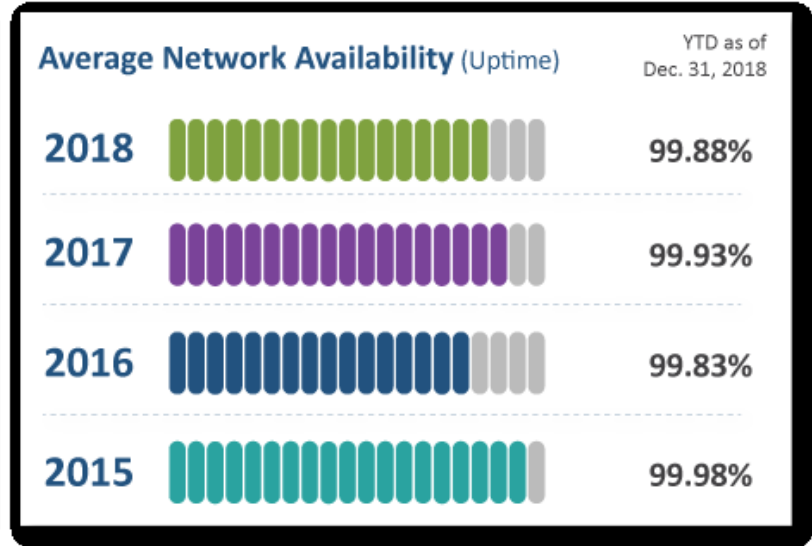
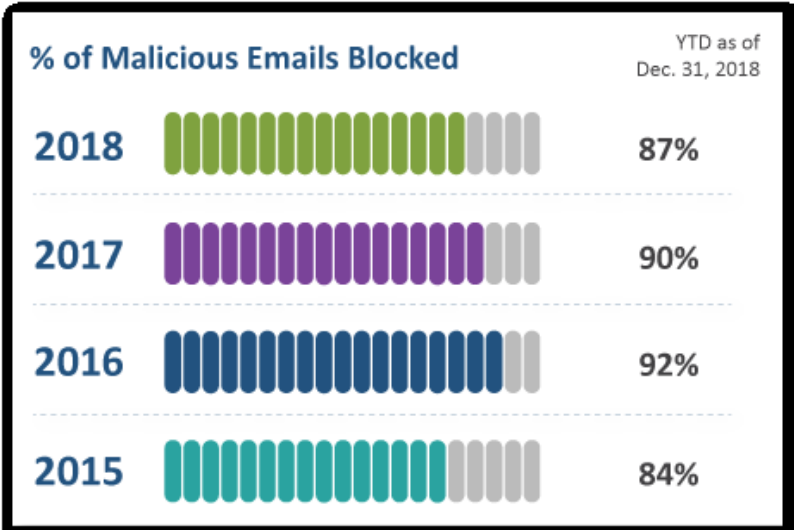
FINANCIAL PLANNING, ADMINISTRATION AND POLICY – BY THE NUMBERS



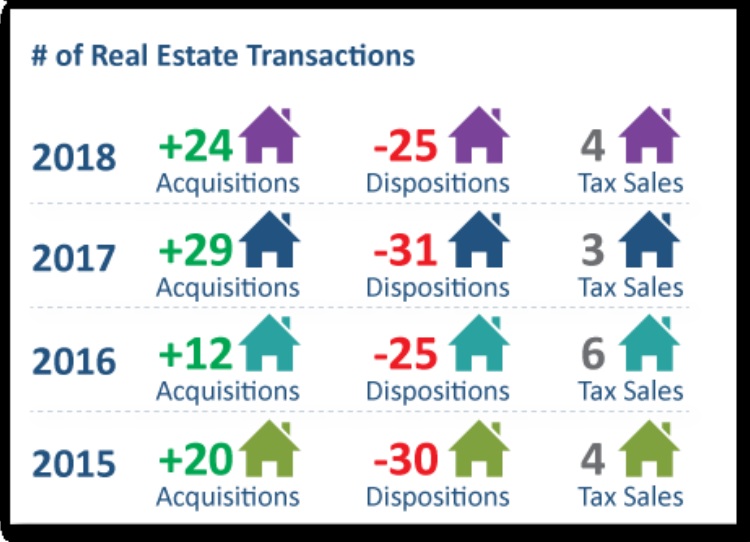
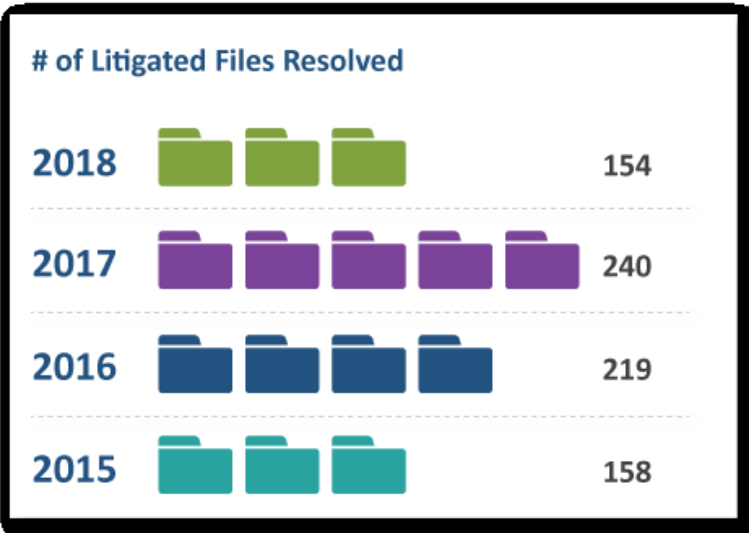
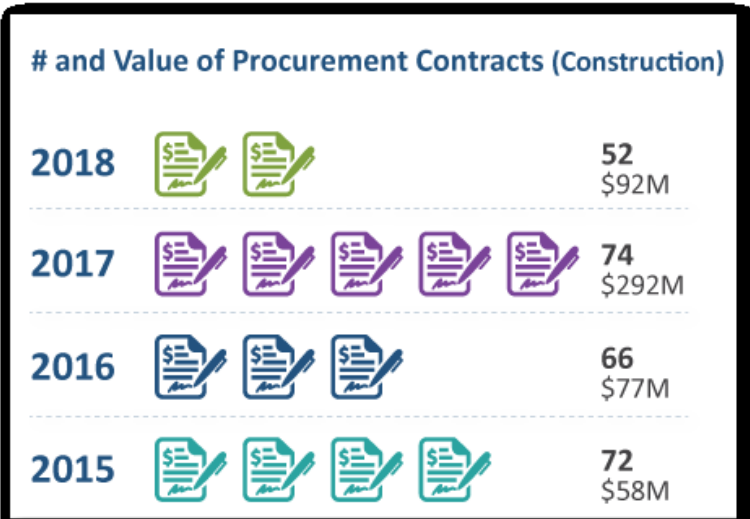
FINANCIAL SERVICES AND TAXATION - BY THE NUMBERS



INFORMATION TECHNOLOGY - BY THE NUMBERS



LEGAL AND RISK MANAGEMENT - BY THE NUMBERS



TRENDS AND ISSUES

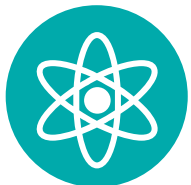
TRENDS AND ISSUES

Legislation



- Respond to changing provincial and federal legislation
 - Infrastructure for Jobs and Prosperity Act
 - Modernizing Ontario's Municipal Legislation Act
 - Building Better Communities and Conserving Watersheds Act
 - Bill 6 Asset Management
 - Bill 66 Restoring Ontario's Competitiveness Act

Technology



- Optimize existing or new technologies
- Enhance financial systems, policies and practices
- Provide responsive analytical and technology support solutions

TRENDS AND ISSUES

Growth



- Support Hamilton's property tax competitiveness
- Support sustainable investments and management of funds and reserves
- Leveraging new technologies and maximizing current solutions
- Accessible in-person counter locations, telephone and email service delivery
- Oversight of municipal elections, by-elections and applicable school boards
- Timely and transparent access to information
- Monitor, and manage changes in the legislative landscape
- Mitigate risks through the management of claims

Workforce



- Attract and retain knowledgeable and high performing staff
- Manage knowledge retention through workforce planning and succession planning

MAJOR INITIATIVES

MAJOR INITIATIVES 2019+

Initiatives



- eSCRIBE Minute Module
- Implement Customer Service Strategy
- Call Consolidation Completion
- Asset Management Financial Strategy
- Multi-Year Budget Enhancements
- Implement Online Tax Services
- Implement New Accounting Standard
- IT Strategy Implementation
- Launch Online Self-Serve
- Legal /Risk Support for Strategic Initiatives

MAJOR INITIATIVES 2019+

Initiatives



- Implement Staff Training Modules
- Expand use of eSCRIBE and eSCRIBE Workflow
- Implement Online Services
- Review and Update Corporate Policies and Procedures
- Implement Electronic Voting (Jan 2019)
- Introduce Assessment Roll Kiosk
- Prepare and Administer 2022 Election

Initiatives



- Introduce Early Resolution Enhancements (POA)
- Introduce online and mobile payment enhancements
- Enhance call experience using online tools to promote self-serve options
- Support the Customer Service Strategy with technology to enhance the service experience
- Consolidate calls for remaining divisions

Initiatives



- Create and update Development Charge policies in response to completed Background Study
- Support development of a strategic asset management policy, plans and related financing plans to adhere to new Provincial Regulations
- Investigate and amend the City's Investment Policies resulting from proposed changes to the Municipal Act (Including Prudent Person Policy)
- Renewal discussions for water billing contract with service provider
- Implement continuous improvement initiatives in Finance and Administration

Initiatives



- Implement financial system upgrades to modules in PeopleSoft software
- Upgrade City's taxation software and update tax related policies and procedures
- Develop formal prioritization process tax appeal engagements based on impact and availability of resources
- Implement program to facilitate fulsome vendor performance reviews

Initiatives



- Implement road map initiatives defined in the IT Strategy (i.e. Mobility and Empowering Data and Analytics)
- Centralize Information Technology Services
- Enhance hardware, software, network and data centre infrastructure to improve and sustain the City's service delivery, technology and security infrastructure

Initiatives



- Support Planning and Economic Development initiatives
- Support Public Works initiatives
- Advise and review Development Charges By-law
- Support ongoing Enterprise Risk Management
- Support implementation of IT Strategy
- Manage staffing implications resulting from additional Provincial Offences Act prosecutions for Part III matters

2019 PRELIMINARY TAX OPERATING BUDGET

2019 OPERATING BUDGET BY DIVISION

	2018	2019	2019	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
Office of the City Clerk	2,391,660	2,992,990	2,409,450	17,790	0.7%
Corporate Services - Administration	324,760	329,290	329,290	4,530	1.4%
Customer Service and POA	5,189,350	10,159,360	5,270,000	80,650	1.6%
Financial Planning, Admin & Policy	4,720,250	7,206,010	4,800,070	79,820	1.7%
Financial Services and Taxation	3,904,830	6,762,110	3,979,580	74,750	1.9%
Information Technology	8,837,600	13,581,300	9,006,370	168,770	1.9%
Legal and Risk Management	3,248,140	4,271,400	3,382,760	134,620	4.1%
Total Corporate Services	28,616,590	45,302,460	29,177,520	560,930	2.0%

2019 BUDGET DRIVERS

Item	Cost (\$)
Net Employee Related Costs	\$840K
Cost Allocations	(\$185K)
Revenue	(\$142K)
Facilities & Rent	\$36K

MULTI-YEAR OUTLOOK

MULTI-YEAR OUTLOOK BY DIVISION

Preliminary	Multi-Year Outlook					
	2019	2020		2021		2022
Budget \$	Budget \$	% Change from 2019	Budget \$	% Change from 2020	Budget \$	% Change from 2021

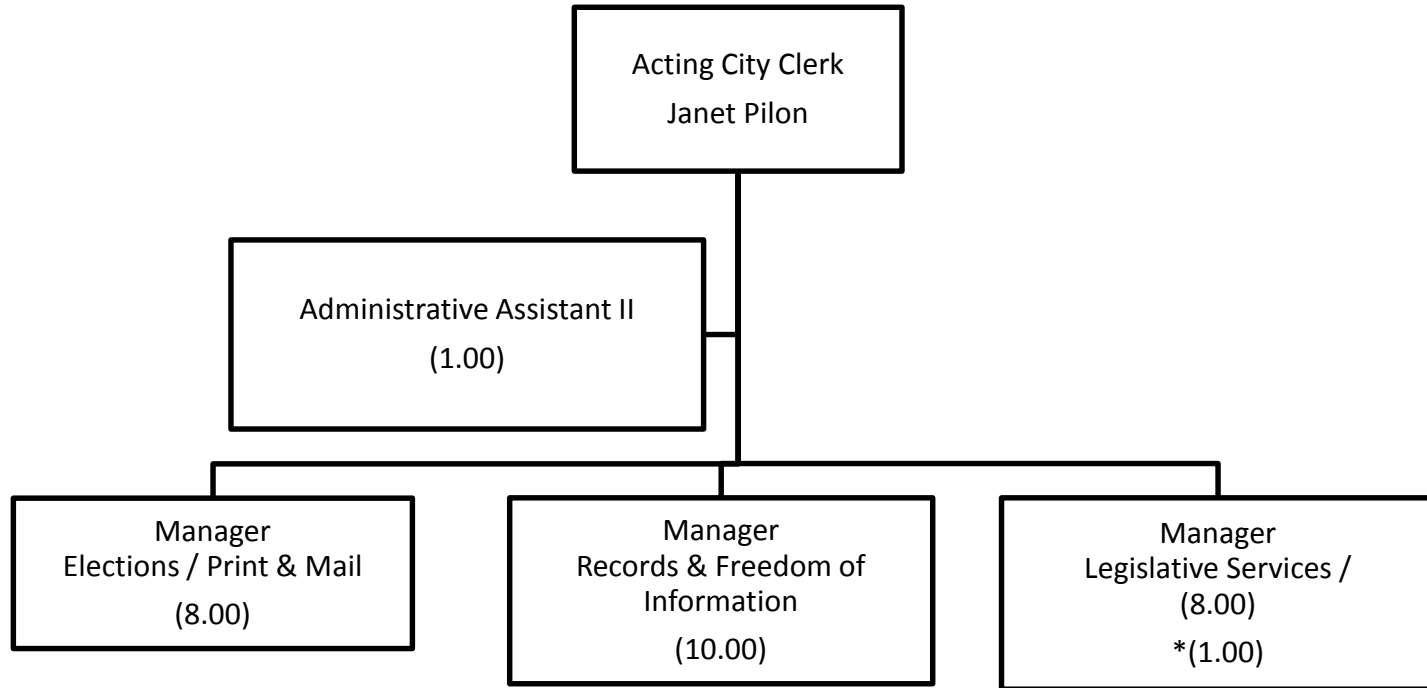
Corporate Services

Office of the City Clerk	2,409,450	2,478,980	2.9%	2,545,350	2.7%	2,609,860	2.5%
Corporate Services - Administration	329,290	339,630	3.1%	347,020	2.2%	354,600	2.2%
Customer Service	5,270,000	5,381,350	2.1%	5,498,480	2.2%	5,615,170	2.1%
Financial Planning, Admin & Policy	4,800,070	4,976,330	3.7%	5,136,940	3.2%	5,294,110	3.1%
Financial Services and Taxation	3,979,580	4,124,800	3.6%	4,232,660	2.6%	4,368,340	3.2%
Information Technology	9,006,370	9,265,020	2.9%	9,494,010	2.5%	9,712,130	2.3%
Legal and Risk Management	3,382,760	3,520,700	4.1%	3,654,980	3.8%	3,777,460	3.4%
Total Department	29,177,520	30,086,810	3.1%	30,909,440	2.7%	31,731,670	2.7%

2019 PRELIMINARY TAX OPERATING BUDGET

Office of the City Clerk

ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	*Other Distributed	Total	Staff to Management Ratio
2018	4.00	24.00	1.00	29.00	6.25:1
2019	4.00	24.00	1.00	29.00	6.25:1
Change	0.00	0.00	0.00	0.00	

* Represents distributed staff whose budget are in operating departments.

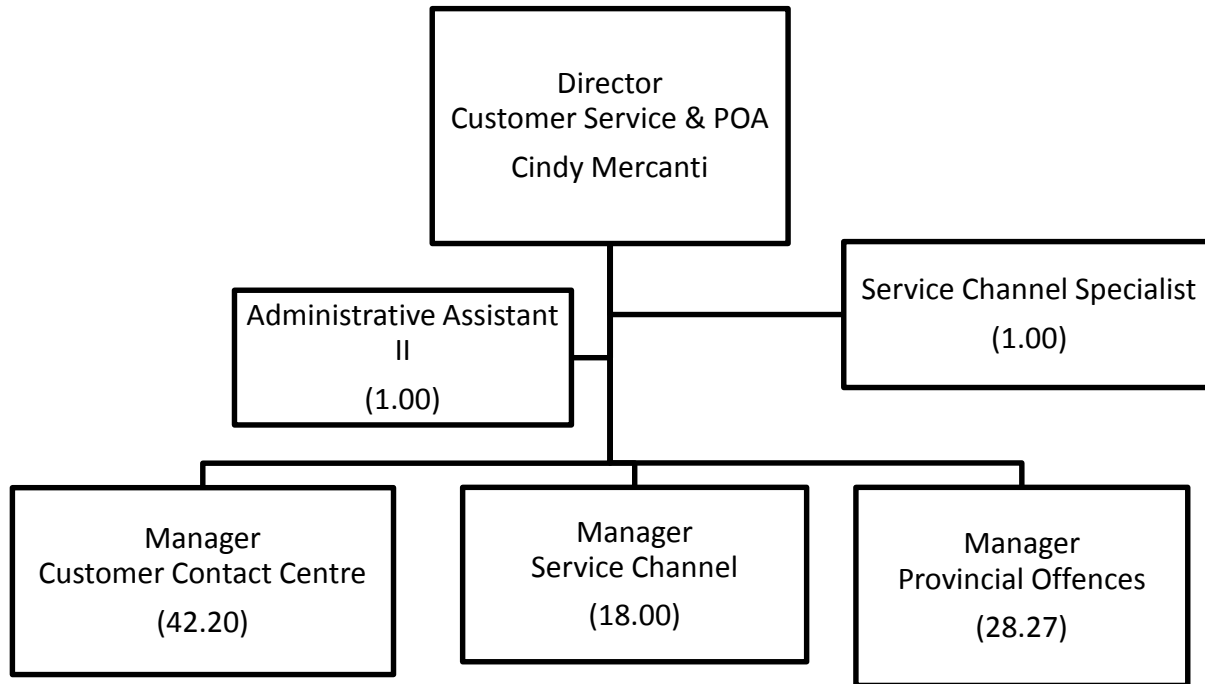
2019 OPERATING BUDGET BY SECTION

	2018	2019	2019	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
City Clerk - Admin	75,390	84,640	84,640	9,250	12.3%
Elections	637,140	672,840	624,900	(12,240)	(1.9%)
Legislative Support	857,010	877,140	877,140	20,130	2.3%
Print & Mail	421,120	419,050	419,050	(2,070)	(0.5%)
Records	401,000	939,320	403,720	2,720	0.7%
Total City Clerk's Office	2,391,660	2,992,990	2,409,450	17,790	0.7%

2019 PRELIMINARY TAX OPERATING BUDGET

Customer Service and POA

ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2018	4.00	87.47	91.47	21.87:1
2019	4.00	87.47	91.47	21.87:1
Change	0.00	0.00	0.00	

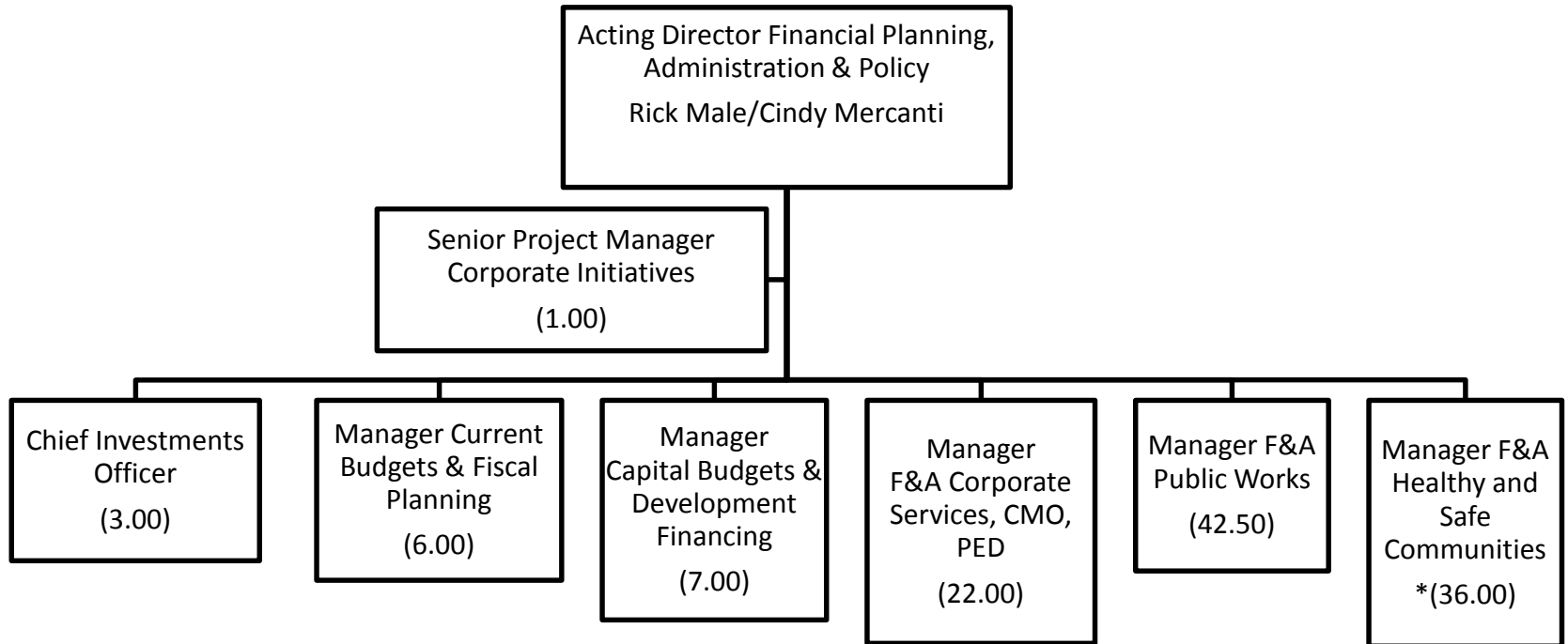
2019 OPERATING BUDGET BY SECTION

	2018	2019	2019	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
Customer Contact Centre	3,271,510	3,319,590	3,319,590	48,080	1.5%
Customer Service - Administration	286,870	295,960	295,960	9,090	3.2%
Provincial Offences Act	-	4,889,360	-	-	-
Service Channel	1,630,970	1,654,450	1,654,450	23,480	1.4%
Total Customer Service	5,189,350	10,159,360	5,270,000	80,650	1.6%

2019 PRELIMINARY TAX OPERATING BUDGET

Financial Planning, Administration and Policy³⁷

ORGANIZATIONAL CHART



Complement (FTE)	Management	*Management Distributed	Other	*Other Distributed	Total	Staff to Management Ratio
2018	6.00	1.00	76.50	35.00	118.50	15.93:1
2019	6.00	1.00	76.50	35.00	118.50	15.93:1
Change	0.00	0.00	0.00	0.00	0.00	

* Represents distributed staff whose budget are in operating departments.

2019 OPERATING BUDGET BY SECTION

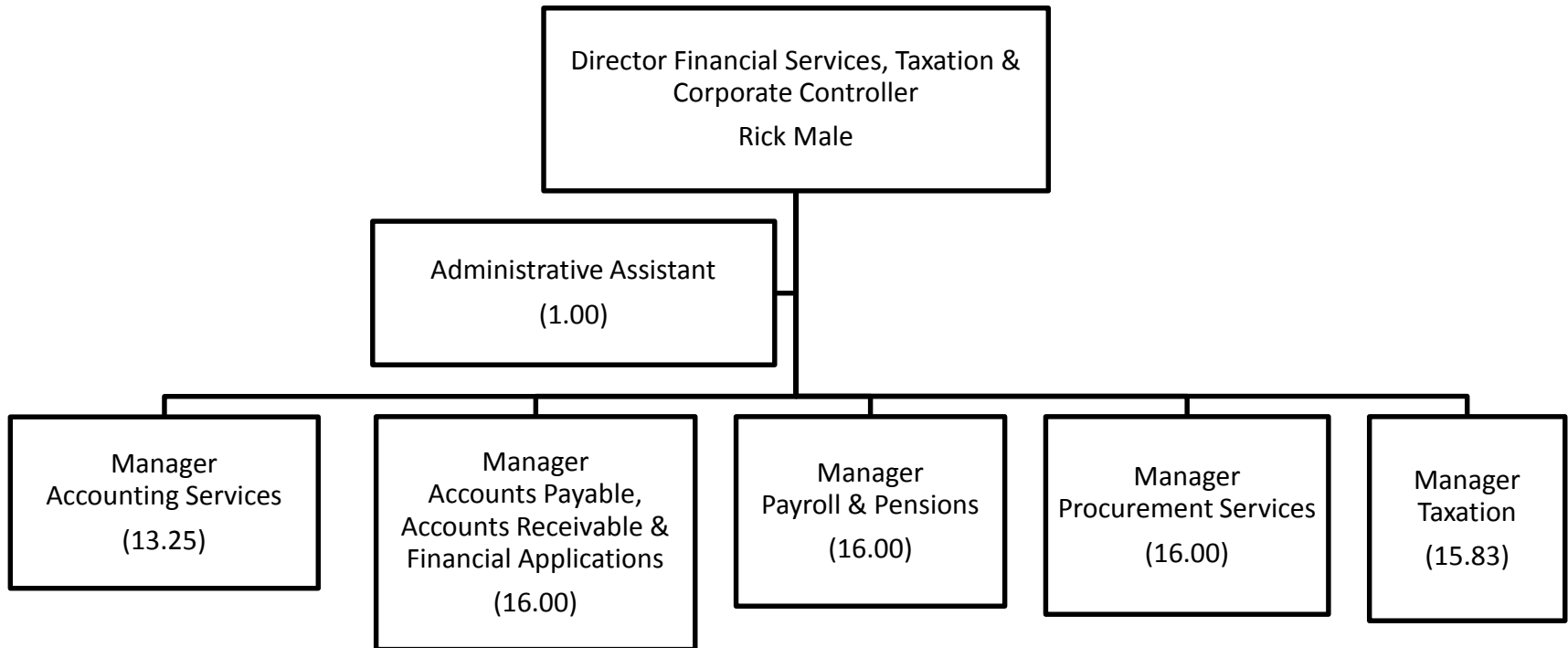
	2018	2019	2019	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
Administration Fin Policy & Plan	71,100	69,180	67,260	(3,840)	(5.4%)
Capital Budget	-	1,020,640	-	-	-
Current Budget	455,360	465,470	465,470	10,110	2.2%
Finance	4,325,170	4,483,750	4,393,420	68,250	1.6%
Investments	(131,380)	1,166,970	(126,080)	5,300	(4.0%)
Total Financial Planning, Admin & Policy	4,720,250	7,206,010	4,800,070	79,820	1.7%

2019 PRELIMINARY TAX OPERATING BUDGET

Financial Services and Taxation

40

ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2018	6.00	73.08	79.08	12.18:1
2019	6.00	73.08	79.08	12.18:1
Change	0.00	0.00	0.00	

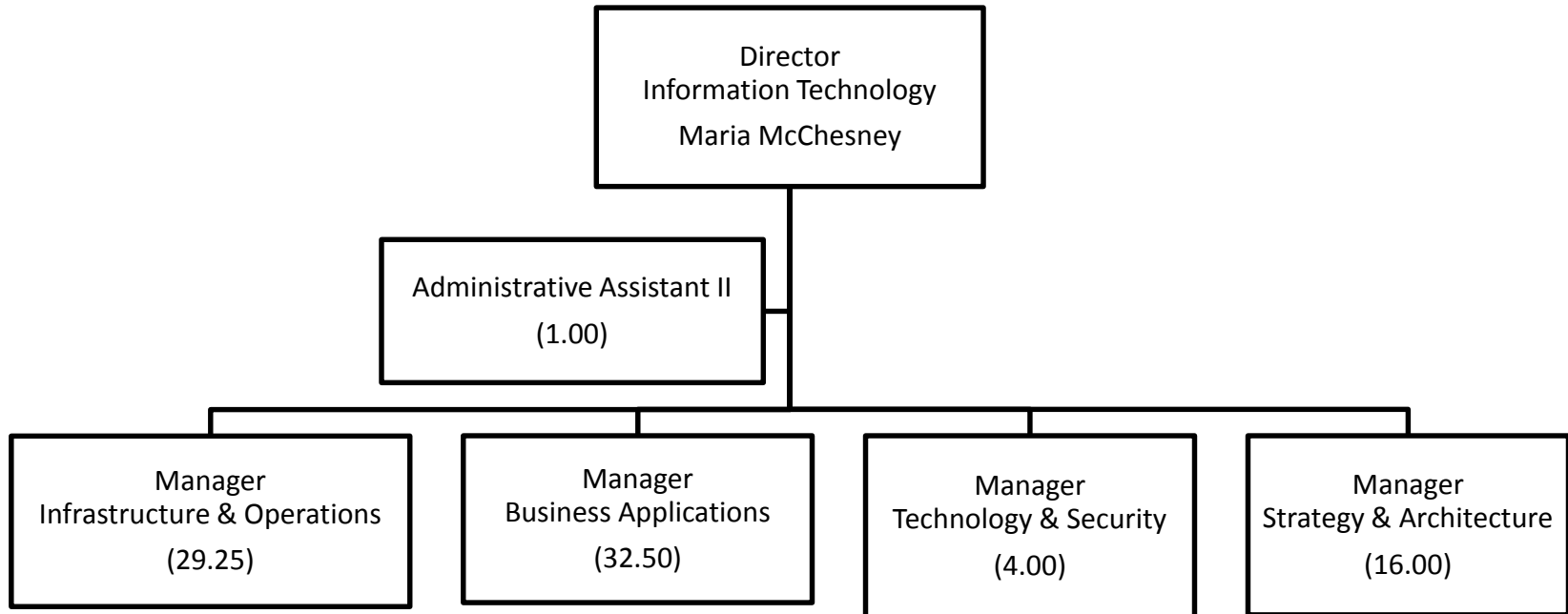
2019 OPERATING BUDGET BY SECTION

	2018	2019	2019	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
Accounts Payable	408,080	435,530	394,530	(13,550)	(3.3%)
Accounts Receivables	157,220	159,370	159,370	2,150	1.4%
Financial Accounting Services	620,200	1,043,900	607,250	(12,950)	(2.1%)
Financial Application Support	330,410	333,760	333,760	3,350	1.0%
Financial Services Admin	298,450	316,630	316,630	18,180	6.1%
Payroll and Pensions	902,520	1,034,720	934,220	31,700	3.5%
Procurement	912,620	1,168,970	935,400	22,780	2.5%
Taxation	275,330	2,269,230	298,420	23,090	8.4%
Total Financial Services	3,904,830	6,762,110	3,979,580	74,750	1.9%

2019 PRELIMINARY TAX OPERATING BUDGET

Information Technology

ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2018	4.00	79.75	83.75	19.94:1
2019	5.00	78.75	83.75	15.75:1
Change	1.00	(1.00)	0.00	

2019 OPERATING BUDGET BY SECTION

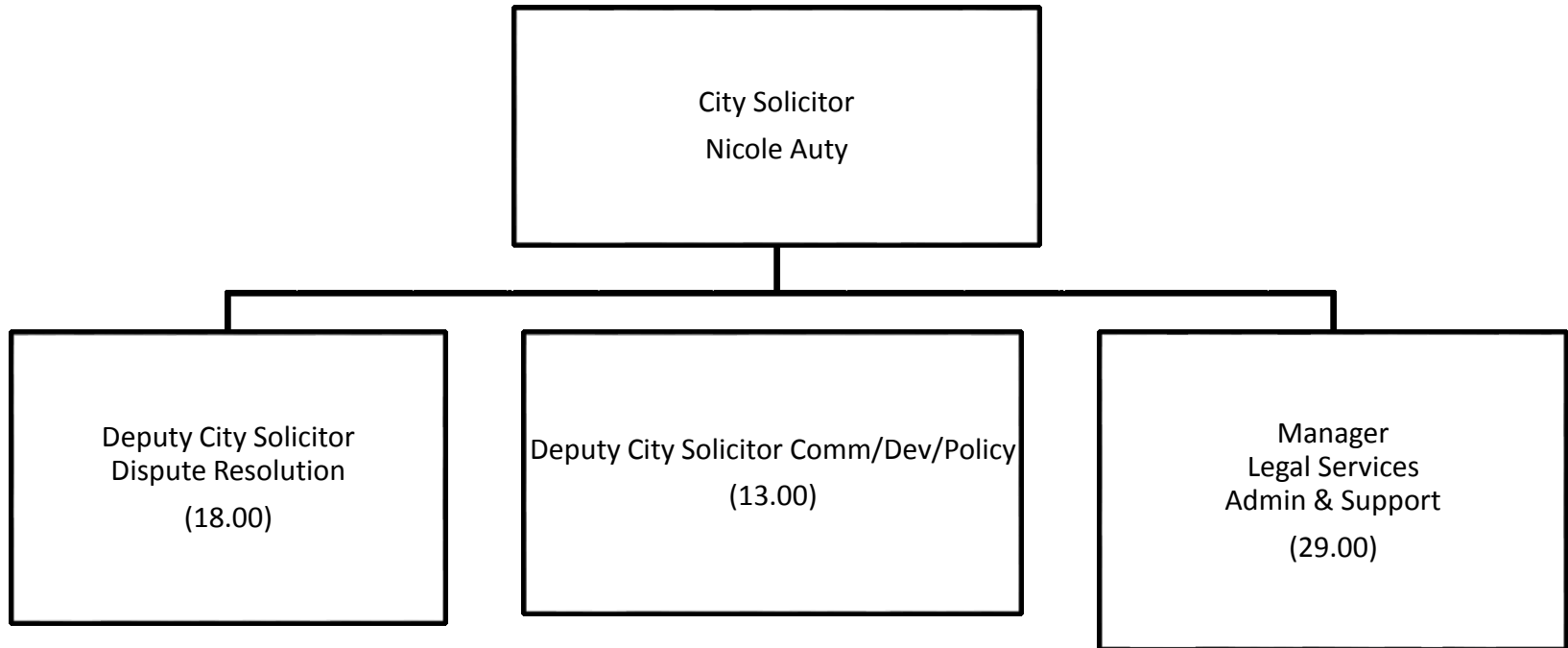
	2018	2019	2019	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
Business Applications	4,817,950	4,734,730	4,729,170	(88,780)	(1.8%)
City Leased Equipment	-	4,481,250	-	-	-
Equipment and Maintenance	-	5,000	5,000	5,000	-
Infrastructure & Operations	6,810,130	7,181,690	7,096,690	286,560	4.2%
IP Telephony	-	2,850	-	-	-
IT - Admin	(3,463,680)	(3,512,390)	(3,512,660)	(48,980)	1.4%
Technology & Security	673,200	688,170	688,170	14,970	2.2%
Total Information Technology	8,837,600	13,581,300	9,006,370	168,770	1.9%

2019 PRELIMINARY TAX OPERATING BUDGET

Legal and Risk Management

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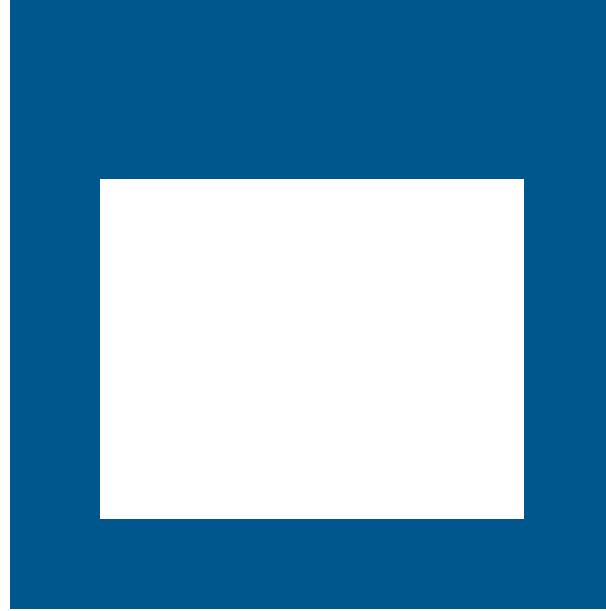
ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2018	5.00	56.00	61.00	11.20:1
2019	5.00	56.00	61.00	11.20:1
Change	0.00	0.00	0.00	

2019 OPERATING BUDGET BY SECTION

	2018	2019	2019	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
Legal and Risk Management	3,248,140	4,271,400	3,382,760	134,620	4.1%
Total Legal and Risk Management	3,248,140	4,271,400	3,382,760	134,620	4.1%



THANK YOU



**2019 PRELIMINARY TAX BUDGET
CORPORATE FINANCIALS
& NON PROGRAM REVENUES**

Jan 31st, 2019

Corporate Financials – Corporate Expenditures

	2018	2019	Change 2019 / 2018	
(\$'000)	Restated Budget	Preliminary Budget	\$	%
Corporate Initiatives	4,156.3	7,745.9	3,589.6	86.4%
Corporate Pensions, Benefits & Contingency	15,645.8	17,220.4	1,574.6	10.1%
Total Corporate Financials - Expenditures	19,802.1	24,966.4	5,164.2	26.1%

Corporate Financials – Corporate Expenditures

Major Cost Drivers (\$000's)

Category	Item	2018 Restated Budget	2019 Preliminary Budget	Draft Change Amount
Corporate Initiatives	Area Rated Levy	2,408.9	2,241.5	(167.4)
	Operating Impact of Capital	163.0	3,913.6	3,750.6
	Other Items	1,584.4	1,590.8	6.4
Corporate Initiatives Total		4,156.3	7,745.9	3,589.6
Corporate Pensions, Benefits & Contingency	Salary Contingency	2,565.8	2,588.4	22.6
	Retiree Benefits	11,944.0	13,021.0	1,077.0
	Current Employee Benefits	830.0	1,280.0	450.0
	Other Items	306.0	331.0	25.0
Corporate Pensions, Benefits & Contingency Total		15,645.8	17,220.4	1,574.6
Total: Non Program Expenditures		19,802.1	24,966.4	5,164.2

Non-Program Revenues-Tax Adjustments

\$'000

Item	2018 Restated Budget	2019 Preliminary Budget	Draft Change Amount
Payment In Lieu	(15,588.7)	(15,726.7)	(138.0)
Penalties and Interest	(10,500.0)	(10,500.0)	-
Right of Way	(3,211.0)	(3,228.0)	(17.0)
Senior Tax Credit	598.0	587.0	(11.0)
Supplementary Taxes	(9,125.0)	(9,125.0)	-
Vacancy Rebates	1,250.0	-	(1,250.0)
LEED Grant	800.0	700.0	(100.0)
Other Tax Adjustments	9,098.0	9,090.4	(7.6)
Total Tax Adjustments	(26,678.7)	(28,202.3)	(1,523.6)

4

Non-Program Revenues- Other

\$'000

Category	Item	2018 Restated Budget	2019 Preliminary Budget	Draft Change Amount
Other Corporate Revenues	Hydro Dividend and Other Interest	(5,300.0)	(5,300.0)	-
	Investment Income	(4,100.0)	(4,100.0)	-
	Slot Revenues	(5,000.0)	(5,000.0)	-
	POA Revenues	(3,753.9)	(2,362.2)	1,391.7
Total Other Corporate Revenues		(18,153.9)	(16,762.2)	1,391.7

Non-Program Revenues- Trend Analysis - \$ M .

Historical Trends	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Proj Act 2018	Budget 2019	5 Yr Ave 2014-18
Tax Adjustments							
Payment In Lieu	(15.0)	(15.5)	(15.9)	(16.0)	(15.7)	(15.7)	(15.6)
Penalties and Interest	(11.7)	(11.3)	(11.6)	(11.5)	(11.1)	(10.5)	(11.4)
Right of Way	(3.2)	(3.2)	(3.2)	(3.2)	(3.2)	(3.2)	(3.2)
Senior Tax Credit	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Supplementary Taxes	(12.1)	(15.0)	(7.9)	(11.2)	(9.1)	(9.1)	(11.0)
Tax Remissions and Write Offs	11.0	13.6	15.1	24.5	11.3	9.8	15.1
Sub Total Tax Adjustments	(30.5)	(30.7)	(22.8)	(16.8)	(27.3)	(28.2)	(25.6)
Corporate Revenues							
POA Revenues	(3.8)	(3.8)	(4.2)	(2.9)	(2.9)	(2.4)	(3.5)
Hydro Dividend & Other Interest	(9.4)	(6.2)	(5.5)	(10.3)	(5.3)	(5.3)	(7.3)
Investment Income	(4.1)	(4.1)	(4.1)	(4.1)	(4.1)	(4.1)	(4.1)
Slot Revenues	(4.9)	(5.0)	(5.0)	(5.3)	(5.0)	(5.0)	(5.0)
Provincial Funding	(0.5)	(0.7)	-	-	-	-	(0.2)
Sub Total Corporate Revenues	(22.6)	(19.8)	(18.8)	(22.5)	(17.3)	(16.8)	(20.2)
Net Levy	(53.1)	(50.5)	(41.6)	(39.3)	(44.6)	(45.0)	(45.8)



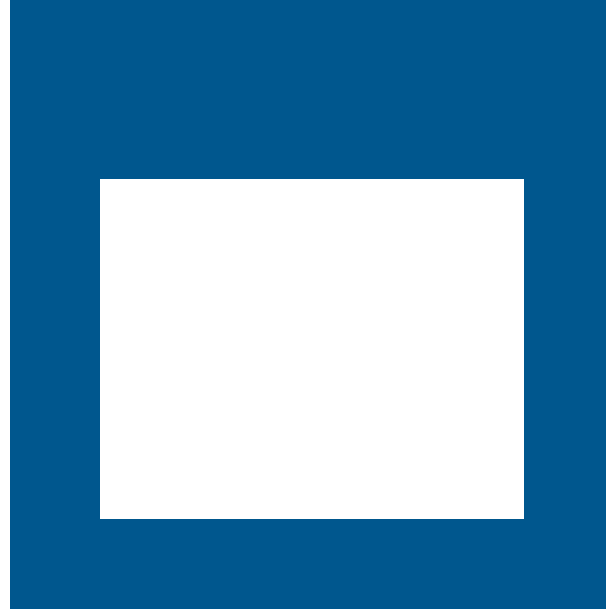
**2019 PRELIMINARY BUDGET
BOARDS & AGENCIES
PROPOSED BUDGET ADJUSTMENTS**

Jan 31st, 2018

Boards & Agencies –

Proposed Budget Adjustments

Budget Item	Adjustment Amount \$
Police Per Board Approval	30,784
MPAC - Per Levy Notice	29,260
Total Adjustment	60,044
<i>Motion Required</i>	



THANK YOU

7.1

Deferred to the Operating Budget Process by the General Issues Committee at its Capital Budget meeting of January 21, 2019:

(i) 2019 Tax Supported Capital Budget (Update) (FCS18097) (City Wide) (Item 6.1)

Sub-section (d) to Report FCS18097, respecting the 2019 Tax Supported Capital Budget, which reads as follows, was deferred to the January 31, 2019 GIC Operating budget (Corporate Financials) meeting for further discussion:

- (d) That the operating budget and Full Time Equivalent (FTE) impacts of the 2019 Tax Supported Capital Budget in the amount of \$2,742,490 and 24.24 FTEs, attached hereto as Appendix "A", be incorporated into the 2019, or future, Tax Supported Operating Budgets.

**OPERATING BUDGET IMPACTS & FTE IMPACTS FOR
PROJECTS INCLUDED IN THE 2019 FINANCING PLAN**

	Operating Impact anticipated with 2019 Approval of Capital Project		Anticipated Year Operating Impact will be realized (based on one year following final year of construction, actual timing may vary)					
	FTE (#)	\$ (000's)	2019		2020		2021	
			FTE (#)	\$ (000's)	FTE (#)	\$ (000's)	FTE (#)	\$ (000's)
<u>City Manager</u>								
Human Resources								
20519579703		Performance and Learning Management System		150.00		150.00		
		Total City Manager		150.00				
<u>Planning & Economic Development</u>								
Licencing and By-Law								
4501951900		Vehicle Purchases - Licencing		22.59	22.59			
4501957900		Handheld Ticketing Device-System Integration		82.00		82.00		
Urban Renewal								
8201703706		Community Downtowns and BIA		11.00		11.00		
Planning Services								
8121957900		3D Model Development		3.00		3.00		
Tourism and Culture								
7201841803		St. Mark's Interior Restoration	0.50	42.00		0.50	42.00	
		Total Planning & Economic Development	0.50	160.59				
<u>Healthy and Safe Communities</u>								
Paramedic								
7641951102		Paramedic Helmet Replacement		17.00		17.00		
7641951103		Ambulance Enhancement	10.00	670.00	10.00	670.00		
		Total Healthy and Safe Communities	10.00	687.00				
<u>Corporate Services</u>								
Information Technology (IT)								
3501857801		IT Strategy and Enterprise Architecture	1.00	125.00	1.00	125.00		
3501957905		Strategic Theme Enabling	.25	275.00	.25	40.00	235.00	
3501857806		Data Centre HVAC		7.00		7.00		
3501957906		IT Strategy - Strategic Theme IT Optimization		2.00		2.00		
Customer Service & POA								
2051957901		Corporate Wide Customer Experience Feedback Program		157.00		157.00		
		Total Corporate Services	1.25	566.00				
<u>Public Works Tax Funded</u>								
Corporate Facilities								
3541849003		Backflow Prevention for Various Facilities		120.00		120.00		
		Sub-Total Corporate Facilities	-	120.00				
Recreation Facilities								
7101841800		Parks North Yard at Bayfront Park		30.00		30.00		
		Sub-Total Recreation Facilities	-	30.00				
Forestry & Horticulture								
4451953444		Tree Planting Program		67.40		67.40		
		Sub-Total Forestry & Horticulture	-	67.40				
O & M - Parks & Cemeteries								
4401956001		Leash free Dog Park Program		5.00		5.00		
4401951601		Equipment Acquisition (DC) Program		75.00		75.00		
		Sub-Total O & M - Parks & Cemeteries	-	80.00				

OPERATING BUDGET IMPACTS & FTE IMPACTS FOR PROJECTS INCLUDED IN THE 2019 FINANCING PLAN

Open Space Development

4401056060	Open Space Replacement Strategy-East Mtn Trail Loop	.20	18.50
4401356801	Confederation Park Redevelopment	3.66	291.00
4401556503	Heritage Green Community Sports Park Implementation	.20	12.80
4401756718	Ancaster Meadows Park	.25	23.50
4401856601	Legislated Monitoring	.25	21.00
4401856806	Bookjans West Proposed Park - Ancaster Glen	.20	20.50
4401956902	Red Hill Phase 3 and 4 Park	.15	18.50
4401956903	Stonechurch Road Trail Link @ Dartnall	.20	16.00
4401956912	Meadowlands Community Park	.19	16.20
4401956921	Johnson Tew Planting	.33	15.00
4401956925	City Hall Peace Garden	.33	28.00
4401956802	Beach Park Development Program		3.00
4401956922	Alexander Park Skate Park		15.00
4401956933	HRTMP Initiative 15-7: Highway 5 - Mountain Brow Link		15.00
4401956910	Ancaster Soccer Improvements		6.00
4401756703	Mountain Brow Path		4.80

Sub-Total Open Space Development

Operating Impact anticipated with 2019 Approval of Capital Project		Anticipated Year Operating Impact will be realized (based on one year following final year of construction, actual timing may vary)					
FTE (#)	\$ (000's)	2019		2020		2021	
		FTE (#)	\$ (000's)	FTE (#)	\$ (000's)	FTE (#)	\$ (000's)
5.96	524.80						

Roads, Bridges, Sidewalks, Traffic

4031980941	New Traffic Signal - Dundas at Pamela/Riverwalk	.20	30.00
4031980942	Dundas at Mallard Trail/Springcreek	.20	30.00
4031980988	Fruitland Road By-pass - Barton to Hwy 8	.30	60.00
4661817124	On Street Bike Facilities	.50	73.00
4661820821	New Traffic Signal - Drakes @ North Service Rd	.20	30.00
4661920001	ATMS – Advanced Traffic Management System	2.00	204.00
4661920008	New Traffic Signal Installation Program	.80	117.00
4661920525	IPS - Intersection Pedestrian Signal	.20	30.00
4661920531	APS - Accessible Pedestrian Signals	.60	63.00
4661920921	New Traffic Signal - Waterdown Rd/Mill St @ Mountain	.20	30.00
4661920922	New Traffic Signal - Rymal Rd west of Walmart Access	.20	30.00
4661920923	New Traffic Signal - RR 56 at Dalgliesh Rd	.20	30.00
4661920924	New Traffic Signal - Hughson at Hunter	.20	30.00
4661920926	New Traffic Signal - Rymal at Canadian Tire Access	.20	30.00
4661920927	New Traffic Signal - Rymal (opposite Celestial Crescent)	.20	30.00
4031921960	Fleet Additions - Engineering Services - Construction		7.70
4041610018	Low-Wattage Street Lighting LED Replacement		(600.00)

Sub-Total Roads, Bridges, Sidewalks, Traffic

6.20	224.70						

Transit Services

5301985901	Transit Terminal Development		20.00
5301785702	Express Bus (L-A-S-T Lines) Enhanced Passenger Amenities		90.00
5301985902	Transit Shelter Expansion Program		20.00
5301984901	Corridor Capacity		50.00

Sub-Total Transit Services

-	180.00						

Waste Management

5121951900	Waste Collection Equipment - Downtown/BIA		30.00
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Sub-Total Waste Management

-	30.00						

West Harbour & Waterfront Strategic Initiatives

4411606102	Pier 5-7 Boardwalk	.33	72.00
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Sub-Total West Harbour & Waterfront Strategic Initiatives

.33	72.00						

Total Public Works Tax Funded

12.49	1,328.90						
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GRAND TOTAL

24.24	2,892.49	11.25	886.59	12.80	1,989.70	.19	16.20
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Total 2019 Impacts

11.25	886.59
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Total 2020-2021 Impacts

12.99	2,005.90
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