



City of Hamilton
GENERAL ISSUES COMMITTEE REVISED

Meeting #: 20-002(I)
Date: March 4, 2020
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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1. APPROVAL OF AGENDA	
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8. MOTIONS

9. NOTICES OF MOTION

10. PRIVATE & CONFIDENTIAL

11. ADJOURNMENT



**GENERAL ISSUES COMMITTEE
(2020 OPERATING BUDGET)
MINUTES 20-002(k)**

9:30 a.m.

Monday, March 2, 2020

Council Chambers

Hamilton City Hall

71 Main Street West

Present: Mayor F. Eisenberger, Deputy Mayor J. Farr (Chair)
Councillors M. Wilson, N. Nann, S. Merulla, C. Collins, T. Jackson,
E. Pauls, J. P. Danko, B. Clark, M. Pearson, B. Johnson,
L. Ferguson, A. VanderBeek, T. Whitehead, J. Partridge

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. 2019 Assessment Growth (FCS20019) (City Wide) (Item 6.4)

(Pearson/Nann)

That Report FCS20019, respecting the 2019 Assessment Growth, be received.

CARRIED

2. Parking Fee Review (PED19238(a)) (City Wide) (Item 7.2)

(Eisenberger/Nann)

That Report PED19238(a), respecting the Parking Fee Review, be received.

CARRIED

3. Parking Fee Review (PED19238(b)) (City Wide) (Item 7.2(a))

(Eisenberger/Nann)

That Report PED19238(b), respecting the Parking Fee Review, be received.

CARRIED

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 1)

The Committee Clerk advised of the following changes to the agenda:

1. DISCUSSION ITEMS (Item 7)

7.2(a) Parking Fee Review (PED19238(b) (City Wide)

7.3 2019 Assessment Growth (FCS20019) (City Wide)

As there is a presentation to accompany Report FCS20019, this item has been moved to Item 6.4.

7.4 Under-Performing HSR Routes (PW20015) (City Wide)

(Pearson/Ferguson)

That the agenda for the March 2, 2020 General Issues Committee (Budget) meeting be approved, as amended.

Result: Motion CARRIED by a vote of 12 to 0, as follows:

YES - Ward 1 Councillor Maureen Wilson
 NOT PRESENT - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 NOT PRESENT - Ward 5 Councillor Chad Collins
 NOT PRESENT - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeek
 YES - Ward 12 Councillor Lloyd Ferguson
 YES - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson
 YES - Ward 9 Councillor Brad Clark

(b) DECLARATIONS OF INTEREST (Item 2)

- (i) Councillor E. Pauls declared an interest to Item BC-05, within Item 6.2, respecting the Healthy & Safe Communities, Hamilton Paramedic Service Enhancement (Ambulance), as her daughter-in-law is a paramedic in the Hamilton Paramedic Service.
- (ii) Councillor E. Pauls declared an interest to Item CR-02, within Item 6.3, respecting Planning and Economic Development, Hess Village Paid Duty Policing, as her son is a Staff Sargent with the Hamilton Police Service.

- (iii) Councillor J. Farr declared an interest to Item CR-08, within Item 6.3, respecting the City Manager's Office, Implement Living Wage, as his son has applied for a position within the City of Hamilton that pays less than living wage.

(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 3)

(i) February 24, 2020 (Item 3.1)

(Danko/Nann)

That the February 24, 2020 General Issues Committee meeting minutes be approved, as presented.

Result: Motion CARRIED by a vote of 12 to 0, as follows:

YES - Ward 1 Councillor Maureen Wilson
 NOT PRESENT - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 NOT PRESENT - Ward 5 Councillor Chad Collins
 NOT PRESENT - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeek
 YES - Ward 12 Councillor Lloyd Ferguson
 YES - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson
 YES - Ward 9 Councillor Brad Clark

(d) COMMUNICATIONS (Item 4)

(i) Correspondence from the Advisory Committee for Persons with Disabilities respecting Sidewalk Snow Removal Report PW19022(a) (Item 4.1)

(Nann/Partridge)

That the correspondence from the Advisory Committee for Persons with Disabilities respecting Sidewalk Snow Removal Report PW19022(a), be received and referred to staff for review and consideration when preparing the report back to the General Issues Committee respecting Sidewalk Snow Removal.

CARRIED

(e) **STAFF PRESENTATIONS (Item 6)**

(i) **2020 Budget Update (Item 6.1)**

Mike Zegarac, General Manager of Finance & Corporate Services, addressed Committee and provided a PowerPoint presentation respecting the 2020 Budget Update.

(VanderBeek/Clark)

That the presentation, respecting the 2020 Budget Update, be received.

CARRIED

A copy of the presentation is available on the City's web site at www.hamilton.ca or through the Office of the City Clerk.

(a) **Amendments to the 2020 Operating Budget**

(Clark/Ferguson)

That the following amendments to the 2020 Operating Budget be approved:

(i)	Planning & Ec. Dev.	Parking Fines and Rates	(\$500,000)
(ii)	Capital Financing	Corporate Capital Financing	\$143,360
(iii)	Boards & Agencies	Police Services Board: Capital Financing	(\$143,360)
(iv)	Boards & Agencies	Police Services Board: Operating	\$569,020
(v)	Boards & Agencies	Grand River Conservation Authority	\$17,270
(vi)	Boards & Agencies	Municipal Property Assessment Corporation (MPAC)	(\$6,710)
(vii)	All Departments	Increased Gapping Targets	(\$450,000)

Result: Motion CARRIED by a vote of 12 to 0, as follows:

YES - Ward 1 Councillor Maureen Wilson
 NOT PRESENT - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 NOT PRESENT - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge

NOT PRESENT - Ward 14 Councillor Terry Whitehead
 NOT PRESENT - Ward 13 Councillor Arlene VanderBeek
 YES - Ward 12 Councillor Lloyd Ferguson
 YES - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson
 YES - Ward 9 Councillor Brad Clark

(Eisenberger/Nann)

That the following amendments to the 2020 Operating Budget, be reconsidered:

(i)	Planning & Ec. Dev.	Parking Fines and Rates	(\$500,000)
(ii)	Capital Financing	Corporate Capital Financing	\$143,360
(iii)	Boards & Agencies	Police Services Board: Capital Financing	(\$143,360)
(iv)	Boards & Agencies	Police Services Board: Operating	\$569,020
(v)	Boards & Agencies	Grand River Conservation Authority	\$17,270
(vi)	Boards & Agencies	Municipal Property Assessment Corporation (MPAC)	(\$6,710)
(vii)	All Departments	Increased Gapping Targets	(\$450,000)

Result: Motion CARRIED by a 2/3rds vote of 16 to 0, as follows:

YES - Ward 1 Councillor Maureen Wilson
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 YES - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 2 Councillor Jason Farr
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 YES - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeek
 YES - Ward 12 Councillor Lloyd Ferguson
 YES - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson
 YES - Ward 9 Councillor Brad Clark

(Eisenberger/Nann)

That the following amendments to the 2020 Operating Budget, be approved:

(i)	On-Street Meter Rates, only when technology becomes available (Summer 2020)	50 cent increase	\$560,000
(ii)	Off-Street Parking Rates	Increase to \$3/hour and \$12/day in downtown parkades and lots (Downtown Hamilton in CIP area only)	\$376,000
(iii)	Off-Street Parking Rates	\$10/month increase in monthly permits (every lot)	\$306,000
(iv)	Parking Penalties	Increase parking penalties to a level equal to comparator municipalities	\$383,000

Result: Motion CARRIED by a vote of 13 to 2, as follows:

YES - Ward 1 Councillor Maureen Wilson
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 YES - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 2 Councillor Jason Farr
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 YES - Ward 14 Councillor Terry Whitehead
 NO - Ward 13 Councillor Arlene VanderBeek
 YES - Ward 12 Councillor Lloyd Ferguson
 YES - Ward 11 Councillor Brenda Johnson
 NOT PRESENT - Ward 10 Councillor Maria Pearson
 NO - Ward 9 Councillor Brad Clark

(Eisenberger/Nann)

That the following amendments to the 2020 Operating Budget be approved, **as amended**, as follows:

(i)	Planning & Ec. Dev.	Parking Fines and Rates	(\$750,000)
(ii)	Capital Financing	Corporate Capital Financing	\$143,360
(iii)	Boards & Agencies	Police Services Board: Capital Financing	(\$143,360)

(iv)	Boards & Agencies	Police Services Board: Operating	\$569,020
(v)	Boards & Agencies	Grand River Conservation Authority	\$17,270
(vi)	Boards & Agencies	Municipal Property Assessment Corporation (MPAC)	(\$6,710)
(vii)	All Departments	Increased Gapping Targets	(\$450,000)

Result: Motion CARRIED by a vote of 13 to 2, as follows:

YES - Ward 1 Councillor Maureen Wilson
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 YES - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 2 Councillor Jason Farr
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 NO - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeek
 YES - Ward 12 Councillor Lloyd Ferguson
 YES - Ward 11 Councillor Brenda Johnson
 NOT PRESENT - Ward 10 Councillor Maria Pearson
 NO - Ward 9 Councillor Brad Clark

(ii) 2020 Business Cases (Item 6.2)

Mike Zegarac, General Manager of Finance & Corporate Services, addressed Committee and provided a PowerPoint presentation respecting the 2020 Business Cases.

(Pauls/VanderBeek)

That the presentation, respecting the 2020 Business Cases, be received.

CARRIED

A copy of the presentation is available on the City's web site at www.hamilton.ca or through the Office of the City Clerk.

(Merulla/Collins)

(a) That the Item, respecting By-Law Enforcement – Graffiti Management – 2 Co-op Students (2 FTEs) be approved, **as amended**, as follows:

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BC-02	Planning & Ec. Dev.	By-Law Enforcement – Graffiti Management – 2 Co-op Students (2 FTEs)	\$100,000
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- (b) That the Graffiti Wall be DEFERRED to the 2021 operating budget for consideration.

(Eisenberger/Merulla)

That the matter respecting By-Law Enforcement – Graffiti Management – 2 Co-op Students (2 FTEs), be DEFERRED to the March 4, 2020 General Issues Committee Budget meeting to allow Licensing and By-law Services Division staff to obtain the statistics, respecting By-Law Enforcement related to Graffiti, requested by Committee.

CARRIED

(Clark/Jackson)

That the Hamilton Paramedic Service Enhancement (Ambulance and 10 FTEs) be approved, as follows:

BC-05	Healthy & Safe Communities	Hamilton Paramedic Service Enhancement (Ambulance and 10 FTEs)	\$1,039,500
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Result: Motion CARRIED by a vote of 9 to 1, as follows:

YES - Ward 1 Councillor Maureen Wilson
 YES - Ward 3 Councillor Nrinder Nann
 NOT PRESENT - Ward 4 Councillor Sam Merulla
 NOT PRESENT - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 CONFLICT - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 2 Councillor Jason Farr
 YES - Mayor Fred Eisenberger
 NOT PRESENT - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeek
 NO - Ward 12 Councillor Lloyd Ferguson
 NOT PRESENT - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson
 YES - Ward 9 Councillor Brad Clark

(Eisenberger/Merulla)

That the following amendments to the 2020 Operating Budget be approved, as follows:

BC-01	Planning & Economic Development – Real Estate	Converting Contract Positions to Permanent (3 FTEs)	\$0.00
BC-04	Planning & Economic Development	Transportation Development Review – Converting Contract Position to Permanent (1 FTE)	\$0.00
BC-06	Public Works – Transportation, Operations and Maintenance	Converting Consultant Inspectors to In-House Permanent Technologist Inspector and Student Inspectors (4.4 FTEs)	(\$89,530)
BC-07	Public Works - Tax	Tim Horton's Field – Assistant Stadium Technicians to handle the addition of Forge FC Soccer Games (2.3 FTEs)	\$0.00
BC-08	City Manager's Office – Human Resources	Return to Work Services Specialist (funded by Fire) (1 FTE)	\$0.00
BC-09	Corporate Services – Payroll	Enhanced WSIB Payroll Processing Services (1 FTE)	\$0.00
BC-10	Corporate Services – Information Technology	Conversion of an FTE from Temporary to Permanent (1 FTE)	\$0.00

Result: Motion CARRIED by a vote of 11 to 0, as follows:

NOT PRESENT - Ward 1 Councillor Maureen Wilson
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 NOT PRESENT - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 2 Councillor Jason Farr
 YES - Mayor Fred Eisenberger
 NOT PRESENT - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeek
 NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
 YES - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson

YES - Ward 9 Councillor Brad Clark

(iii) 2020 Council Referred Items (Item 6.3)

Mike Zegarac, General Manager of Finance & Corporate Services, addressed Committee and provided a PowerPoint presentation respecting the 2020 Council Referred Items.

(Eisenberger/Merulla)

That the presentation, respecting the 2020 Council Referred Items, be received.

CARRIED

A copy of the presentation is available on the City's web site at www.hamilton.ca or through the Office of the City Clerk.

(Farr/Merulla)

That the Item, respecting Planning and Economic Development, the Hess Village Paid Duty Policing, be DEFERRED to the end of the March 2, 2020 General Issues Committee (Budget) meeting, on order to receive additional information from staff.

CARRIED

(Jackson/Eisenberger)

That the following amendment to the 2020 Operating Budget, be approved:

CR-04	Healthy & Safe Communities	Enhancement for CANUSA Funding	\$10,920
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Result: Motion CARRIED by a vote of 11 to 0, as follows:

YES - Ward 1 Councillor Maureen Wilson
 NOT PRESENT - Deputy Mayor - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 NOT PRESENT - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Mayor Fred Eisenberger
 NOT PRESENT - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeek
 NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
 YES - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson
 YES - Ward 9 Councillor Brad Clark

(Jackson/Pauls)

That the following amendment to the 2020 Operating Budget, be approved:

CR-07	City Manager's Office	City Enrichment Fund – Concession Street BIA	\$2,730
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Result: Motion CARRIED by a vote of 10 to 0, as follows:

YES - Ward 1 Councillor Maureen Wilson
 NOT PRESENT - Deputy Mayor - Ward 2 Councillor Jason Farr
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 NOT PRESENT - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Mayor Fred Eisenberger
 NOT PRESENT - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 NOT PRESENT - Ward 13 Councillor Arlene VanderBeek
 NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
 YES - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson
 YES - Ward 9 Councillor Brad Clark

(Jackson/Partridge)

That the following amendment to the 2020 Operating Budget, be approved:

CR-03	Healthy & Safe Communities	10-Year Fire Service Delivery Plan	\$572,420
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Result: Motion CARRIED by a vote of 10 to 0, as follows:

YES - Ward 1 Councillor Maureen Wilson
 YES - Ward 3 Councillor Nrinder Nann
 NOT PRESENT - Ward 4 Councillor Sam Merulla
 NOT PRESENT - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 NOT PRESENT - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 2 Councillor Jason Farr
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 NOT PRESENT - Ward 13 Councillor Arlene VanderBeek

NOT PRESENT - Ward 12 Councillor Lloyd Ferguson
 YES - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson
 YES - Ward 9 Councillor Brad Clark

(Nann/Danko)

That following amendment to the 2020 Operating Budget, be approved:

CR-08	City Manager's Office	Implement Living Wage: (i) Non-Union, Part-time Casuals (\$432,640); (ii) Non-Union, Full-time Students (\$119,600); and, (iii) Unionized Summer Students (\$325,420). To be phased in over a 3-year period at \$292,550/year.	\$292,550
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Result: Motion was DEFEATED by a vote of 10 to 4, as follows:

YES - Ward 1 Councillor Maureen Wilson
 YES - Ward 3 Councillor Nrinder Nann
 NO - Ward 4 Councillor Sam Merulla
 NO - Ward 5 Councillor Chad Collins
 NO - Ward 6 Councillor Tom Jackson
 NO - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 CONFLICT - Deputy Mayor - Ward 2 Councillor Jason Farr
 YES - Mayor Fred Eisenberger
 NO - Ward 15 Councillor Judi Partridge
 NO - Ward 14 Councillor Terry Whitehead
 NOT PRESENT - Ward 13 Councillor Arlene VanderBeeck
 NO - Ward 12 Councillor Lloyd Ferguson
 NO - Ward 11 Councillor Brenda Johnson
 NO - Ward 10 Councillor Maria Pearson
 NO - Ward 9 Councillor Brad Clark

(Eisenberger/Nann)

That the following amendment to the 2020 Operating Budget, be approved:

CR-08	City Manager's Office	Implement Living Wage: Non-Union, Part-time Casuals (\$432,640). To be phased in over a 3-year period (\$144,220).	\$144,220
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Result: Motion was DEFEATED by a tied vote of 7 to 7, as follows:

YES - Ward 1 Councillor Maureen Wilson
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 NO - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 CONFLICT - Deputy Mayor - Ward 2 Councillor Jason Farr
 YES - Mayor Fred Eisenberger
 NO - Ward 15 Councillor Judi Partridge
 NO - Ward 14 Councillor Terry Whitehead
 NOT PRESENT - Ward 13 Councillor Arlene VanderBeek
 NO - Ward 12 Councillor Lloyd Ferguson
 NO - Ward 11 Councillor Brenda Johnson
 NO - Ward 10 Councillor Maria Pearson
 NO - Ward 9 Councillor Brad Clark

(Eisenberger/Clark)

That the matter respecting the establishment of a Climate Change Reserve for sustainable funding, be DEFERRED to discussion of the forthcoming Climate Change Report, at an upcoming General Issues Committee meeting outside of the 2020 Operating Budget process.

CARRIED

(Eisenberger/Danko)

That the following amendment to the 2020 Operating Budget, be approved:

CR-10	Healthy & Safe Communities and City Manager's Office	Corporate Goals and Areas of Focus for Climate Change Mitigation and Adaptation An annual commitment, for a 3-year term for the Bay Area Climate Change Office (2 FTEs)	\$160,000
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Result: Motion CARRIED by a vote of 9 to 7, as follows:

YES - Ward 1 Councillor Maureen Wilson
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 YES - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 2 Councillor Jason Farr
 YES - Mayor Fred Eisenberger
 NO - Ward 15 Councillor Judi Partridge
 NO - Ward 14 Councillor Terry Whitehead
 NO - Ward 13 Councillor Arlene VanderBeek
 NO - Ward 12 Councillor Lloyd Ferguson
 NO - Ward 11 Councillor Brenda Johnson
 NO - Ward 10 Councillor Maria Pearson
 NO - Ward 9 Councillor Brad Clark

(Clark/Merulla)

That the following amendment to the 2020 Operating Budget, be approved:

CR-11	Public Works - Tax	Ongoing Care and Maintenance of the Aviary and Birds	\$30,000
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Result: Motion CARRIED by a vote of 9 to 3, as follows:

YES – Ward 1 Councillor Maureen Wilson
 YES – Ward 3 Councillor Nrinder Nann
 NOT PRESENT – Ward 4 Councillor Sam Merulla
 YES – Ward 5 Councillor Chad Collins
 YES – Ward 6 Councillor Tom Jackson

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YES – Ward 7 Councillor Esther Pauls
 NOT PRESENT – Ward 8 Councillor John-Paul Danko
 YES – Deputy Mayor – Ward 2 Councillor Jason Farr
 YES – Mayor Fred Eisenberger
 NOT PRESENT – Ward 15 Councillor Judi Partridge
 NOT PRESENT – Ward 14 Councillor Terry Whitehead
 NO – Ward 13 Councillor Arlene VanderBeek
 NO – Ward 12 Councillor Lloyd Ferguson
 NO – Ward 11 Councillor Brenda Johnson
 YES – Ward 10 Councillor Maria Pearson
 YES – Ward 9 Councillor Brad Clark

(Merulla/Pearson)

That the matter respecting the Parkdale Landing Mini Library Branch be approved, as follows:

CR-12	Boards and Agencies	Parkdale Landing Mini Library Branch	\$145,000
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Result: Motion CARRIED by a vote of 15 to 0, as follows:

YES – Ward 1 Councillor Maureen Wilson
 YES – Ward 3 Councillor Nrinder Nann
 YES – Ward 4 Councillor Sam Merulla
 YES – Ward 5 Councillor Chad Collins
 YES – Ward 6 Councillor Tom Jackson
 YES – Ward 7 Councillor Esther Pauls
 YES – Ward 8 Councillor John-Paul Danko
 YES – Deputy Mayor – Ward 2 Councillor Jason Farr
 YES – Mayor Fred Eisenberger
 YES – Ward 15 Councillor Judi Partridge
 NOT PRESENT – Ward 14 Councillor Terry Whitehead
 YES – Ward 13 Councillor Arlene VanderBeek
 YES – Ward 12 Councillor Lloyd Ferguson
 YES – Ward 11 Councillor Brenda Johnson
 YES – Ward 10 Councillor Maria Pearson
 YES – Ward 9 Councillor Brad Clark

(Merulla/Collins)

That the matter respecting the Animal Adoption Pilot Program be approved, as follows:

CR-13	Planning & Ec. Dev.	Animal Adoption Pilot Program (1 FTE)	\$90,000
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Result: Motion CARRIED by a vote of 14 to 1, as follows:

NO - Ward 1 Councillor Maureen Wilson
 YES - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 YES - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 YES - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 2 Councillor Jason Farr
 YES - Mayor Fred Eisenberger
 YES - Ward 15 Councillor Judi Partridge
 NOT PRESENT - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeek
 YES - Ward 12 Councillor Lloyd Ferguson
 YES - Ward 11 Councillor Brenda Johnson
 YES - Ward 10 Councillor Maria Pearson
 YES - Ward 9 Councillor Brad Clark

(Collins/Partridge)

That the matter respecting the Planning and Economic Development Department, Cigarette Butt By-law Enforcement Officer (CR-01), be received.

CARRIED

(Farr/Whitehead)

That the following amendment to the 2020 Operating Budget, be approved:

CR-02	Planning & Ec. Dev.	Hess Village Paid Duty Policing	\$20,000
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Result: Motion CARRIED by a vote of 9 to 6, as follows:

NO - Ward 1 Councillor Maureen Wilson
 NO - Ward 3 Councillor Nrinder Nann
 YES - Ward 4 Councillor Sam Merulla
 YES - Ward 5 Councillor Chad Collins
 YES - Ward 6 Councillor Tom Jackson
 CONFLICT - Ward 7 Councillor Esther Pauls
 YES - Ward 8 Councillor John-Paul Danko
 YES - Deputy Mayor - Ward 2 Councillor Jason Farr
 YES - Mayor Fred Eisenberger
 NO - Ward 15 Councillor Judi Partridge
 YES - Ward 14 Councillor Terry Whitehead
 YES - Ward 13 Councillor Arlene VanderBeek
 YES - Ward 12 Councillor Lloyd Ferguson
 NO - Ward 11 Councillor Brenda Johnson
 NO - Ward 10 Councillor Maria Pearson

NO - Ward 9 Councillor Brad Clark

(iv) 2019 Assessment Growth (FCS20019) (City Wide) (Item 6.4)

Mike Zegarac, General Manager of Finance & Corporate Services, addressed Committee and provided a PowerPoint presentation respecting Report FCS20019, regarding the 2019 Assessment Growth.

(Pearson/Nann)

That the presentation, respecting Report FCS20019, regarding the 2019 Assessment Growth, be received.

CARRIED

A copy of the presentation is available on the City's web site at www.hamilton.ca or through the Office of the City Clerk.

(f) DISCUSSION ITEMS (Item 7)

(Jackson/Eisenberger)

That the following Items be DEFERRED to the March 4, 2020 General Issues Committee (Budget) meeting:

- (i) Summary of Communications Team Functions (CM20003) (City Wide) (Item 7.1)
- (ii) Under-Performing HSR Routes (PW20015) (City Wide) (Item 7.4)

CARRIED

(g) ADJOURNMENT (Item 11)

(Partridge/Merulla)

That, there being no further business, the General Issues Committee (Budget), be adjourned at 4:52 p.m.

CARRIED

Respectfully submitted,

Deputy Mayor J. Farr
 Chair, General Issues Committee

Stephanie Paparella
 Legislative Coordinator
 Office of the City Clerk



CITY OF HAMILTON
CORPORATE SERVICES DEPARTMENT
Financial Planning, Administration and Policy Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	March 4, 2020
SUBJECT/REPORT NO:	2020 Tax Supported Operating Budget - Recommendations (FCS20001(a)) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Simone Patel (905) 546-2424 Ext. 3626 Andreia Bevilacqua (905) 546-2424 Ext. 4190
SUBMITTED BY:	Mike Zegarac General Manager, Finance and Corporate Services Corporate Services Department
SIGNATURE:	

RECOMMENDATION(S)

- (a) Council Referred Items, Business Cases and 2021 – 2023 Multi-Year Outlook
- (i) That the 2020 Council Referred Items in Appendix “A” attached to Report FCS20001(a), be received;
 - (ii) That the 2020 Business Cases in Appendix “B” attached to Report FCS20001(a), be received;
 - (iii) That the 2021 – 2023 Multi-Year Outlook in Appendix “G” attached to Report FCS20001(a), be received;
 - (iv) That the Proposed Amendment to 2020 Approved User Fees in Appendix “H” attached to Report FCS20001(a), be approved;
- (b) Boards and Agencies
- (i) That the Boards and Agencies operating budget of \$219,326,870 in Appendix “D” attached to Report FCS20001(a), inclusive of amendments as per Appendix “C” attached to Report FCS20001(a), be approved;

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.

**SUBJECT: 2020 Tax Supported Operating Budget - Recommendations
(FCS20001(a)) (City Wide) – Page 2 of 6**

- (ii) That the City Enrichment Fund operating budget (2020 Tax Supported Operating Budget Book – Appendix “A” to Report FCS20001), page 21, \$6,088,340, be approved;
- (c) Planning and Economic Development Department
 - (i) That the Planning and Economic Development operating budget (2020 Tax Supported Operating Budget Book – Appendix “A” to Report FCS20001), page 34, \$29,034,290, inclusive of amendments as per Appendix “C” attached to Report FCS20001(a), be approved;
- (d) Healthy and Safe Communities Department
 - (i) That the Healthy and Safe Communities operating budget (2020 Tax Supported Operating Budget Book – Appendix “A” to Report FCS20001), page 54, \$251,009,170, inclusive of amendments as per Appendix “C” attached to Report FCS20001(a), be approved;
 - (ii) That the General Manager of Healthy and Safe Communities Department, or delegate, be authorized and directed to execute, on behalf of the City, all agreements, including all federal and provincial funding agreements, and any agreements with Community Services Provider(s), as well as any ancillary agreements, contracts, extensions and documents, associated with, or arising out of, Council’s approval of the budgets outlined in Report FCS20001. This also includes the authority to authorize the submission of budgets and quarterly and/or year-end reporting as well as the authority to make appropriate payments to Community Service Providers; and
 - (iii) Where required for Public Health Services that the General Manager of Healthy and Safe Communities Department, or delegate, or the Medical Officer of Health, or delegate, be authorized and directed to execute, on behalf of the City, all agreements, including all federal and provincial funding agreements, as well as any ancillary agreements, contracts, extensions and documents, associated with, or arising out of, Council’s approval of the budgets outlined in Report FCS20001. This also includes the authority to authorize the submission of budgets and quarterly and/or year-end reporting;
- (e) Public Works Department
 - (i) That the Public Works operating budget (2020 Tax Supported Operating Budget Book – Appendix “A” to Report FCS20001), page 76, \$253,786,730, inclusive of amendments as per Appendix “C” attached to Report FCS20001(a), be approved;

**SUBJECT: 2020 Tax Supported Operating Budget - Recommendations
(FCS20001(a)) (City Wide) – Page 3 of 6**

- (f) City Manager’s Office
 - (i) That the City Manager’s operating budget (2020 Tax Supported Operating Budget Book – Appendix “A” to Report FCS20001), page 90, \$12,243,120, inclusive of amendments as per Appendix “C” attached to Report FCS20001(a), be approved;
- (g) Corporate Services Department
 - (i) That the Corporate Services operating budget (2020 Tax Supported Operating Budget Book – Appendix “A” to Report FCS20001), page 100, \$32,559,370, inclusive of amendments as per Appendix “C” attached to Report FCS20001(a), be approved;
- (h) Legislative
 - (i) That the Legislative operating budget (2020 Tax Supported Operating Budget Book – Appendix “A” to Report FCS20001), page 115, \$5,099,220, inclusive of amendments as per Appendix “C” attached to Report FCS20001(a), be approved;
- (i) Hamilton Entertainment Facilities
 - (i) That the Hamilton Entertainment Facilities operating budget (2020 Tax Supported Operating Budget Book – Appendix “A” to Report FCS20001), page 122, \$4,051,190, inclusive of amendments as per Appendix “C” attached to Report FCS20001(a), be approved;
- (j) Corporate Financials – Expenditures / Non-Program Revenues
 - (i) That the Corporate Financials – Expenditures operating budget (2020 Tax Supported Operating Budget Book - Appendix “A” to Report FCS20001), page 116, \$22,920,850, inclusive of amendments as per Appendix “C” attached to Report FCS20001(a), be approved;
 - (ii) That the Non-Program Revenues operating budget (2020 Tax Supported Operating Budget Book - Appendix “A” to Report FCS20001), page 127, (\$46,544,680), inclusive of amendments as per Appendix “C” attached to Report FCS20001(a), be approved;

**SUBJECT: 2020 Tax Supported Operating Budget - Recommendations
(FCS20001(a)) (City Wide) – Page 4 of 6**

(k) Capital Financing

- (i) That the Capital Financing operating budget (2020 Tax Supported Operating Budget Book – Appendix “A” to Report FCS20001), page 123, \$136,571,240 inclusive of amendments as per Appendix “C” attached to Report FCS20001(a), be approved;
- (ii) That the Capital Financing portion of the Police Services budget (2020 Tax Supported Operating Budget Book – Appendix “A” to Report FCS20001), page 20, \$662,390, inclusive of amendments as per Appendix “C” attached to Report FCS20001(a), be approved;
- (iii) That the Capital Financing portion relating to the Hamilton Public Library budget (2020 Tax Supported Operating Budget Book – Appendix “A” to Report FCS20001), page 20, \$191,240, be approved;

(l) 2020 By-Law Authorization

- (i) That the City Solicitor be authorized and directed to prepare all necessary by-laws, for Council approval, for the purposes of establishing the tax levy;

(m) Budgeted Complement Transfer Schedule

- (i) That in accordance with the “Budgeted Complement Control Policy”, the requested complement transfers from one department / division / cost category to another, as outlined in Appendix “E” attached to Report FCS20001(a), be approved;

(n) Budget Exclusions Related to Regulation 284/09

- (i) That the budget exclusions related to Regulation 284/09 of the *Municipal Act* titled “Budget Matters – Expenses”, as per Appendix “F” attached to Report FCS20001(a), be received.

EXECUTIVE SUMMARY

The 2020 Preliminary Tax Supported Operating Budget was submitted to the General Issues Committee (GIC) at its meeting on January 17, 2020. The Average Municipal Residential tax impact, excluding the reassessment impact, was presented at 5.0%. City departments, as well as Boards and Agencies, provided GIC with an in-depth presentation of their 2020 budget. Since the preliminary submission on January 17, 2020, several budget amendments have been approved and proposed. The amendments are identified in Appendix “C” attached to Report FCS20001(a).

**SUBJECT: 2020 Tax Supported Operating Budget - Recommendations
(FCS20001(a)) (City Wide) – Page 5 of 6**

The Municipal portion of the total tax bill is 86%, while the remaining share of 14% supports local School Boards. The proposed Municipal Residential tax increase of 3.6%, when combined with the 2020 increase for Education of 0.4%, would result in an average total residential tax increase of 3.1%.

The recommendations to Report FCS20001(a) seek Council approval of the budget, as submitted in the preliminary document, including the approved amendments contained in Appendix “C” attached to Report FCS20001(a). Council may approve additional changes, which would then be added to this amendment list.

The average total residential tax impact of 3.1% includes the approved Council Referred Items and Business Cases in appendices “A” and “B” to Report FCS20001(a). Following the General Issues Committee budget deliberations on March 2, 2020, there remains one pending Council Referred item for consideration. Should Council wish to approve the remaining item from the Council Referred Items (Appendix “A” attached to Report FCS20001(a)), they may do so by motion and it would then be added to Appendix “C” of Report FCS20001(a) (the amendment schedule). The remaining Council Referred item represents a net total levy increase of \$45K – the Average Total Residential Tax Impact will remain at 3.1%.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Full financial information can be found in the 2020 Preliminary Tax Supported Operating Budget Book (Appendix “A” to Report FCS20001).

Staffing: A complement summary can be found in Appendix “1 – 4” of the 2020 Preliminary Tax Supported Operating Budget Book (Appendix “A” to Report FCS20001).

Legal: N/A

HISTORICAL BACKGROUND

The 2020 Committee calendar includes key dates pertaining to the 2020 Tax Operating Budget for the GIC meetings. The budget kick-off took place on January 17, 2020, followed by various other GIC dates which allowed for departmental budget presentations.

The next GIC Budget Deliberations meeting is scheduled for March 25, 2020.

**SUBJECT: 2020 Tax Supported Operating Budget - Recommendations
(FCS20001(a)) (City Wide) – Page 6 of 6**

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

RELEVANT CONSULTATION

The budget has been developed in conjunction with internal and external partners.

ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)

N/A

ALTERNATIVES FOR CONSIDERATION

As part of the budget deliberations, Council can direct changes to the budget as required.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Community Engagement and Participation

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

Our People and Performance

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

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report FCS20001(a) – 2020 Council Referred Items

Appendix “B” to Report FCS20001(a) – 2020 Business Cases

Appendix “C” to Report FCS20001(a) – 2020 Tax Supported Operating Budget Amendments

Appendix “D” to Report FCS20001(a) – 2020 Boards and Agencies Operating Budget

Appendix “E” to Report FCS20001(a) – Budgeted Complement Transfer Schedule

Appendix “F” to Report FCS20001(a) – Budget Exclusions Related to Regulation 284/09

Appendix “G” to Report FCS20001(a) – 2021 – 2023 Multi-Year Outlook

Appendix “H” to Report FCS20001(a) – Proposed Amendment to 2020 Approved User Fees and Charges

SP/AB/dt

**CITY OF HAMILTON
 2020 COUNCIL REFERRED ITEMS
 SUMMARY**

FORM #	DIVISION	SERVICE / PROGRAM	DESCRIPTION OF REFERRED ITEM	2020 IMPACT		FTE IMPACT	STATUS
				\$ GROSS	\$ NET		
PLANNING & ECONOMIC DEVELOPMENT							
CR-01	Licensing & By-Law Services	By-law Enforcement	Cigarette Butt By-law Enforcement Officer	\$ 45,000	\$ 45,000	0.50	PENDING
CR-02	Licensing & By-Law Services	By-law Enforcement	Hess Village Paid Duty Policing (PED18081(a))	\$ 20,000	\$ 20,000	0.00	APPROVED
PLANNING & ECONOMIC DEVELOPMENT SUBTOTAL				\$ 45,000	\$ 45,000	0.50	
HEALTHY AND SAFE COMMUNITIES							
CR-03	Hamilton Fire Department	Hamilton Fire Department	10 Year Fire Service Delivery Plan	\$ 610,420	\$ 572,420	14.00	APPROVED
CR-04	Recreation	Recreation Facilities, Products and Services	Enhancement for CANUSA Funding	\$ 10,920	\$ 10,920	0.00	APPROVED
HEALTHY AND SAFE COMMUNITIES SUBTOTAL				\$ 621,340	\$ 583,340	14.00	
PUBLIC WORKS - TAX							
CR-05	Transportation Operations & Maintenance	Roadway Access	Sidewalk Clearing Program - PW19022 (a) Option 1: Existing Service Option 2: Priority 1 and 2A Roadways - additional \$1.78 M *Option 3: City Wide Roadways - additional \$3.78 M	TBD	TBD	0.00	DEFERRED
CR-06	Transportation Operations & Maintenance	Roadway Access	Snow Angels Program - PW19022 (a)	TBD	TBD	0.00	REMOVED
PUBLIC WORKS - TAX SUBTOTAL				\$ -	\$ -	0.00	

APPROVED: Included in 2020 Preliminary Budget
 DEFERRED: Deferred to 2021 budget deliberations
 PENDING: Awaiting decision for 2020 budget
 REMOVED: No longer presented for consideration
 DEFEATED: Not to be included in 2020 Preliminary Budget

**CITY OF HAMILTON
2020 COUNCIL REFERRED ITEMS
SUMMARY**

FORM #	DIVISION	SERVICE / PROGRAM	DESCRIPTION OF REFERRED ITEM	2020 IMPACT		FTE IMPACT	STATUS
				\$ GROSS	\$ NET		
CITY MANAGER							
CR-07	Strategic Partnerships & Communications	City Enrichment Fund	City Enrichment Fund	\$ 2,730	\$ 2,730	0.00	APPROVED
CR-08*	Human Resources	Human Resources	Implement Living Wage Option 1 Non-Union PT Casuals: \$432,640 Option 2 Non-Union FT Summer Students: \$119,600 Option 3 Unionized Summer Students: \$325,420 One Instalment (Options 1, 2 and 3): \$877,660 *Three Year (2020 - 2022) Phase-In: \$292,550/year	\$ 292,550	\$ 292,550	0.00	DEFEATED
CITY MANAGER SUBTOTAL				\$ 295,280	\$ 295,280	0.00	
CORPORATE SERVICES							
CR-09	Financial Planning, Admin & Policy	Financial Management	Establish Climate Change Reserve for Sustainable Funding	TBD	TBD	0.00	DEFERRED
CORPORATE SERVICES SUBTOTAL				\$ -	\$ -	0.00	
TOTAL- BUDGET BOOK				\$ 961,620	\$ 923,620	14.50	
*Updated Total							

APPROVED: Included in 2020 Preliminary Budget
 DEFERRED: Deferred to 2021 budget deliberations
 PENDING: Awaiting decision for 2020 budget
 REMOVED: No longer presented for consideration
 DEFEATED: Not to be included in 2020 Preliminary Budget

**CITY OF HAMILTON
2020 COUNCIL REFERRED ITEMS
SUMMARY**

FORM #	DIVISION	SERVICE / PROGRAM	DESCRIPTION OF REFERRED ITEM	2020 IMPACT		FTE IMPACT	STATUS
				\$ GROSS	\$ NET		
POST BUDGET BOOK							
HEALTHY AND SAFE COMMUNITIES & CITY MANAGER							
CR-10	Public Health Services - Healthy Environments Healthy Environments		Corporate Goals and Areas of Focus for Climate Change Mitigation and Adaptation	\$ 160,000	\$ 160,000	0.00	APPROVED
HEALTHY AND SAFE COMMUNITIES & CITY MANAGER SUBTOTAL				\$ 160,000	\$ 160,000	0.00	
PUBLIC WORKS- TAX							
CR-11	Environmental Services	Forestry & Horticulture	Ongoing care and maintenance of the Aviary and birds	\$ 30,000	\$ 30,000	0.00	APPROVED
PUBLIC WORKS- TAX SUBTOTAL				\$ 30,000	\$ 30,000	0.00	
BOARD & AGENCIES							
CR-12	Library	Library	Parkdale Landing Library Mini Branch	\$ 145,000	\$ 145,000	0.00	APPROVED
BOARD AND AGENCIES SUBTOTAL				\$ 145,000	\$ 145,000	0.00	
PLANNING ECONOMIC & DEVELOPMENT							
CR-13	Licensing & By-Law Services	Animal Services	Animal Adoption Pilot Program	\$ 90,000	\$ -	1.00	APPROVED
PLANNING ECONOMIC & DEVELOPMENT SUBTOTAL				\$ 90,000	\$ -	1.00	
TOTAL				\$ 1,386,620	\$ 1,258,620	15.50	

APPROVED: Included in 2020 Preliminary Budget
 DEFERRED: Deferred to 2021 budget deliberations
 PENDING: Awaiting decision for 2020 budget
 REMOVED: No longer presented for consideration
 DEFEATED: Not to be included in 2020 Preliminary Budget

**CITY OF HAMILTON
2020 BUSINESS CASES
SUMMARY**

FORM #	DIVISION	SERVICE / PROGRAM	DESCRIPTION OF ITEM	2020 IMPACT		FTE IMPACT	STATUS
				\$ GROSS	\$ NET		
PLANNING & ECONOMIC DEVELOPMENT							
BC-01	Economic Development	Real Property Management	Converting Contract Positions to Permanent	\$ 323,620	\$ -	3.00	APPROVED
BC-02	Licensing & By-Law Services	By-law Enforcement	Graffiti Management	\$ 100,000	\$ 100,000	3.50	DEFERRED
BC-03	Licensing & By-Law Services	Animal Services	Animal Adoption Program Co-ordinator - PED18004(b) Now Council Referred: Dec 11, 2019 Council Minutes 19-022	COUNCIL REFERRED	COUNCIL REFERRED	COUNCIL REFERRED	COUNCIL REFERRED
BC-04	Transportation, Planning and Parking	Transportation Planning	Transportation Development Review – Converting Contract Position to Permanent	\$ 101,500	\$ -	1.00	APPROVED
PLANNING & ECONOMIC DEVELOPMENT SUBTOTAL				\$ 525,120	\$ 100,000	7.50	
HEALTHY AND SAFE COMMUNITIES							
BC-05	Hamilton Paramedic Service	Hamilton Paramedic Service	Hamilton Paramedic Service Enhancement (Ambulance)	\$ 1,039,500	\$ 1,039,500	10.00	APPROVED
HEALTHY AND SAFE COMMUNITIES SUBTOTAL				\$ 1,039,500	\$ 1,039,500	10.00	
PUBLIC WORKS - TAX							
BC-06	Transportation Operations & Maintenance	Roadway Access	Converting Consultant Inspectors to In-house Permanent Technologist Inspector & Student Inspectors	\$ 284,270	\$ (89,530)	4.40	APPROVED
BC-07	Energy Fleet and Facilities	Facilities Management	Tim Horton's Field - Assistant Stadium Technicians to handle the addition of Forge FC Soccer games	\$ 140,000	\$ -	2.30	APPROVED
PUBLIC WORKS - TAX SUBTOTAL				\$ 424,270	\$ (89,530)	6.70	

APPROVED: Included in 2020 Preliminary Budget
DEFERRED: Deferred to 2021 budget deliberations
COUNCIL REFERRED: Moved to Council Referred Items

**CITY OF HAMILTON
 2020 BUSINESS CASES
 SUMMARY**

FORM #	DIVISION	SERVICE / PROGRAM	DESCRIPTION OF ITEM	2020 IMPACT		FTE IMPACT	STATUS
				\$ GROSS	\$ NET		
CITY MANAGER							
BC-08	Human Resources	Human Resources	Return to Work Services Specialist - HR Employee Health and Labour Relations FTE request being funded by Fire	\$ 120,000	\$ -	1.00	APPROVED
CITY MANAGER SUBTOTAL				\$ 120,000	\$ -	1.00	
CORPORATE SERVICES							
BC-09	Financial Services	Financial Management	Enhanced WSIB Payroll Processing Services	\$ 100,000	\$ -	1.00	APPROVED
BC-10	Information Technology	Information Technology	Conversion of an FTE from Temporary to Permanent	\$ 106,950	\$ -	1.00	APPROVED
CORPORATE SERVICES SUBTOTAL				\$ 206,950	\$ -	2.00	
TOTAL				\$ 2,315,840	\$ 1,049,970	27.20	

APPROVED: Included in 2020 Preliminary Budget
 DEFERRED: Deferred to 2021 budget deliberations
 COUNCIL REFERRED: Moved to Council Referred Items

**CITY OF HAMILTON
2020 TAX SUPPORTED OPERATING BUDGET AMENDMENTS**

<u>Department</u>	<u>Description</u>	<u>FTE</u>	<u>Preliminary Budget</u>	<u>Net Levy Adjustment</u>	<u>Levy Increase \$</u>	<u>Residential Impact Municipal</u>
Recommended Operating Levy Impact Preliminary Budget - Budget 7,290.85 \$ 935,004,850 \$ 48,217,460						5.0%
APPROVED AMENDMENTS:						
Dec 4 GIC						
PW	Minimum vehicle fee increase at the City's Transfer Stations/Community Recycling Centres (from \$8.50 to \$10)	-		\$ (100,000)		
Dec 9 GIC						
Capital Finan	DC Exemptions contribution to be funded one time for 2020			\$ (2,000,000)		
Jan 17 GIC						
Corp Fin	Partial mitigation of 2020 Operating Impacts of Capital - New Traffic Signals	(2.60)		\$ (327,000)		
City Wide	Fuel Savings as a result of a \$0.02 reduction:			\$ (220,000)		
PW	- Public Works Portion (\$195,350)					
HSC	- Healthy and Safe Communities Portion (\$20,400)					
PED	- Planning & Economic Development Portion (\$4,250)					
PW	Environmental Services - Landfill Contract Efficiencies			\$ (75,000)		
PW	Contractual adjustments			\$ (370,000)		
HSC	Housing - Financial Adjustments to Benchmarks			\$ (1,000,000)		
HSC	OW deliver at 2019 budget levels	(3.50)		\$ (1,100,000)		
HSC	Public Health Reserve			\$ (278,000)		
Feb 7 GIC						
Corp Fin	HUC Dividend			\$ (697,060)		
HEF	Global Spectrum Profit Sharing			\$ (350,000)		
HEF	Hamilton Convention Centre by Carmen's - transfer from working reserve			\$ (100,000)		
Feb 13 GIC						
Legislative	Hamilton Veterans Committee			\$ 13,000		
Legislative	Food Advisory Committee			\$ (1,000)		
Feb 24 GIC						
CMO	Cost Efficiencies via Review of 2019 Actuals			\$ (20,000)		
Corp Fin	10% Reduction of Advertising and Promotion Costs			\$ (270,000)		
Corp Fin	POA Automated Speed Enforcement			\$ (130,000)		
Corp Fin	Provincial Cannabis Funding (OCLIF)			\$ (292,000)		
CS	Cost Efficiencies via Review of 2019 Actuals			\$ (69,100)		
CS	Increases in Taxation Related and Miscellaneous Revenues			\$ (43,000)		
HSC	Elimination of Vacant Position (Recreation) (1.00 FTE)	1.00		\$ (82,000)		
HSC	Revised Scheduling			\$ (24,000)		
HSC	Align Training and Conference Budget to 2019 Actuals			\$ (20,000)		
HSC	Use of City Vehicles Reduction			\$ (10,000)		
HSC	Defer Increased Reserve Transfer to HFD Vehicle & Equipment Reserve to 2021			\$ (356,000)		
HSC	Align Contribution to Line of Duty Death budget to forecasted levels			\$ (300,000)		
HSC	Defer Increased Reserve Transfer to HPS Vehicle & Equipment Reserve to 2021			\$ (108,100)		
HSC	Request 100% Provincial Funding (raccoon rabies outbreak program)			\$ (111,500)		
PED	Elimination of Vacant Position (Licensing By Law Services) (1.00 FTE)	1.00		\$ (77,400)		
PED	Elimination of Vacant Position (Transportation Planning & Parking) (1.00 FTE)	1.00		\$ (66,600)		
PED	Align to 2019 Actuals - Airport lease			\$ (250,000)		
PW	Shift Optimization (Winter Control)			\$ (125,000)		
PW	TransCab Contract Savings			\$ (130,000)		
PW	Transfer from reserve for 5th year of Transit Strategy			\$ (990,000)		
Feb 26 Council						
CS	New Revenue: Offering Wedding Ceremonies at City Hall			\$ (50,000)		

CITY OF HAMILTON 2020 TAX SUPPORTED OPERATING BUDGET AMENDMENTS

Department	Description	FTE	Preliminary Budget	Net Levy Adjustment	Levy Increase \$	Residential Impact Municipal
Mar 2 GIC						
All Depts	Increase gapping target			\$ (450,000)		
PED	Parking fines and rates			\$ (750,000)		
Capital Finan	Corporate Capital Financing			\$ 143,360		
B&A	Police Services Board: Capital Financing			\$ (143,360)		
B&A	Police Services Board: Operating			\$ 569,020		
B&A	Grand River Conservation Authority			\$ 17,270		
B&A	MPAC			\$ (6,710)		
PED	BC-01 - Real Estate - Converting Contract Positions to Permanent	3.00		\$ -		
PED	BC-04 - Transportation Development Review – Converting Contract Position to Permanent	1.00		\$ -		
HSC	BC-05 - Hamilton Paramedic Service Enhancement (Ambulance)	10.00		\$ 1,039,500		
HSC	BC-05 - Hamilton Paramedic Service Enhancement (Ambulance) - For the purchase of a one-time capital cost of an ambulance with ancillary equipment (Gross Cost = \$270K, funded from Development Charge Reserves of \$243K and WIP [7641951102] \$27K			\$ -		
PW	BC-06 - T.O.M - Converting Consultant Inspectors to In-house Permanent Technologist Inspector & Student Inspectors	4.40		\$ (89,530)		
PW	BC-07 - Tim Horton's Field - Assistant Stadium Technicians to handle the addition of Forge FC Soccer games	2.30		\$ -		
CMO	BC-08 - HR - Return to Work Services Specialist (funded by Fire)	1.00		\$ -		
CS	BC-09 - Payroll - Enhanced WSIB Payroll Processing Services	1.00		\$ -		
CS	BC-10 - IT - Conversion of an FTE from Temporary to Permanent	1.00		\$ -		
PED	CR-02 - Hess Village Paid Duty Policing			\$ 20,000		
HSC	CR-03 - 10 Year Fire Service Delivery Plan	14.00		\$ 572,420		
HSC	CR-04 - Enhancement for CANUSA Funding			\$ 10,920		
CMO	CR-07 - City Enrichment Fund – Concession BIA			\$ 2,730		
HSC / CMO	CR-10 - Corporate Goals and Areas of Focus for Climate Change Mitigation and Adaptation			\$ 160,000		
PW	CR-11 - Ongoing care and maintenance of the Aviary and birds			\$ 30,000		
B&A	CR-12 - Parkdale Landing Library Mini Branch			\$ 145,000		
PED	CR-13 - Animal Adoption Pilot Program	1.00		\$ -		
					\$ (8,859,140)	(1.0)%
AVERAGE RESIDENTIAL TAX IMPACT (Inclusive of Above)		7,326.45	\$ 926,145,710		\$ 39,358,320	4.0%
Updated Assessment Growth Impact: (from 1.0% to 1.2%)						(0.2)%
Dec 11 Council						
New Municipal Flexibility for Vacant Unit Rebates and Vacant Excess Land						(0.2)%
AVERAGE RESIDENTIAL TAX IMPACT (Inclusive of Above) *						3.6%
Education Impact						(0.4)%
AVERAGE TOTAL TAX IMPACT (Inclusive of Education Amount) *						3.1%

*Anomalies in totals due to rounding.

Assumptions: 1% Total impact = \$9.0 million

2020 Boards and Agencies Operating Budget		
#	Board/Agency	2020 NET Preliminary Budget \$
City Boards:		
1	Hamilton Police Services	171,740,350
2	Hamilton Public Library	31,665,840
3	Farmers' Market	112,800
	Subtotal	203,518,990
Conservation Authorities:		
4	Niagara Peninsula Conservation Authority	1,477,210
5	Grand River Conservation Authority	1,471,640
6	Conservation Halton	730,060
7	Hamilton Conservation Authority	3,914,800
8	HCA: Westfield Heritage Village	602,300
	Subtotal	8,196,010
Grants:		
9	Hamilton Beach Rescue Unit Inc.	134,340
10	Royal Botanical Gardens	634,720
	Subtotal	769,060
Other Items:		
11	MPAC	6,842,810
	Subtotal	6,842,810
Total for All Boards and Agencies		219,326,870

Note - Anomalies in totals due to rounding.
 Note - Budget reflects budget amendments.
 Note - Budget includes Library and Police Capital Financing.

CITY OF HAMILTON BUDGETED COMPLEMENT TRANSFER SCHEDULE

STAFF COMPLEMENT CHANGE

Complement Transfer to another division or department ⁽¹⁾

ITEM #	TRANSFER FROM				TRANSFER TO			
	Department	Division	Position Title (2)	FTE	Department	Division	Position Title (2)	FTE
1	Healthy and Safe Communities	Hamilton Fire Department	Administrative Assistant II	1.0	Healthy and Safe Communities	Hamilton Paramedic Service	Administrative Assistant II	1.0
	Explanation: To re-align currently shared administrative resources to provide dedicated divisional administrative support based on operational needs.							
2	Healthy and Safe Communities	Public Health Services	Supervisor	1.0	Corporate Services	Information Technology	Supervisor	1.0
	Explanation: Transfer of position and corresponding phone and computer costs from Healthy and Safe Communities to Corporate Services, Information Technology Division as part of the next phase of Centralization of Support Services							
3	Healthy and Safe Communities	Ontario Works	Manager (Mgr8)	1.0	Planning and Economic Development	Economic Development	Manager (Mgr8)	1.0
	Explanation: Transfer of vacant manager position from OW to PED to provide savings in OW budget required due to Funding announcements.							
4	Public Works	Energy, Fleet & Facilities	Ste Mtce/Caretaker Position Job Code 6989 Grade D	1.00	Public Works	Energy, Fleet & Facilities	Project Coordinator-Compliance & Fac Job Code 7212 Grade M	1.0
	Explanation: Requesting permission To covert a vacant Site Maintenance Caretaker (position #11670) to a Project Coordinator (new position #11265) which is needed on a permanent basis due to the volume of work and to support a growing Facilities Operations & Maintenance section. Currently there is 500+ facilities that requires a position to support the Facilities supervisors on service contracts, low dollar capital contracts as well as coordinating RFQ's up to \$100 K projects. The position funding changes from Levy to Capital. The salary differential of \$31 K will have zero impact to the 2020 Levy Budget. Further savings will be achieved through efficiencies in the coordination of small valued capital & maintenance projects.							
5	Corporate Services	IT Services	Northgate Support Technician	1.0	Corporate Services	IT Services	Application Developer	1.0
	Explanation: Requesting to move pay to an M level to bring in line with the Yardi Application Specialist which performs the same role/functions. Northgate Support Technician to be changed to Application Developer. Any difference in payrate will be absorbed within the IT operating budget.							
6	Corporate Services	Customer Service & POA	Court Reporter	1.0	Corporate Services	Customer Service & POA	Coordinator Enforcement & Support	1.0
	Explanation: Requesting approval to convert reporter position grade I to a Coordinator Enforcement and Support to support Bill 177. Differential to be absorbed by operating budget. No levy impact.							
7	Corporate Services	Customer Service & POA	Customer Service Rep	1.0	Corporate Services	Customer Service & POA	Service Channel Specialist	1.0
	Explanation: Requesting approval to convert Customer Service Rep position grade F to a Service Channel Specialist to support the continued expansion of services at the CCC. Differential to be absorbed by operating budget. No levy impact.							
8	Planning & Economic Development	GM Office	Sr Advisor West Harbour	1.0	Planning & Economic Development	Economic Development	Sr Advisor West Harbour	1.0
	Explanation: Move 1.0 FTE as part of restructuring for Municipal Land Development from GM Office to Economic Development							
9	Planning & Economic Development	Economic Development	Property Coordinator	0.54	Planning & Economic Development	Growth Management	Planner Legislative Approvals	0.5
	Explanation: Move 0.54 FTE to Growth Management to assist with Planning Approvals. Transferring FTE without dollars							
10	Public Works	Environmental Services	Operations Services Rep	1.00	City Manager	Communications	Director, Communications and Intergovernmental Relations	1.0
	Explanation: Requesting approval to transfer Operations Services Rep (position #2496) Job Code 1287 Grade G, to the City Managers Office to be converted to a Director of Communications and Intergovernmental Relations. Pay differential will be funded from Healthy and Safe Communities.							
11	City Manager	Strategic Partnership & Communications	Social Media & Mktg Coor	1.00	Public Works	HSR	HSR Social Media Coordinator	1.0
	Explanation: Requesting approval to transfer 1 FTE (position #10223) Grade 4, to the HSR to directly provide services to that area.							

Note - Complement transfers include the transfer of corresponding budget.

- (1) - All other budgeted complement changes that require Council approval per Budgeted Complement Control Policy must be done through either separate report or the budget process (i.e. Increasing/decreasing budgeted complement).
(2) - If a position is changing, the impact of the change is within 1 pay band unless specified.

Budget Exclusions Related to Regulation 284/09

On June 5, 2009, the Provincial Government of Ontario approved Bill 162 - *An Act Respecting the Budget Measures and Other Matters* and Schedule 18 *Municipal Act, 2001*. On July 31, 2009, Regulation 284/09 titled "*Budget Matters – Expenses*" was filed with the Ontario Registrar of Regulations.

Regulation 284/09 states that municipalities may exclude certain estimated expenses from their budget.

These excluded expenses relate to:

- Amortization expenses on tangible capital assets
- Post-employment benefits expenses
- Solid waste landfill closure and post-closure expenses

As per Public Sector Accounting Board (PSAB) standards, which follows the full accrual basis of accounting, these expenses are reported on in the City's annual financial statements. Although these expenses do not need to be budgeted for, there is a requirement under Ontario Regulation 284/09 to report on the excluded expenses before adopting a budget.

Below is summary of these excluded expenses:

TABLE 1
Excluded Expenses

(Amounts are representative of 2018 expenses and are reported in \$ millions)

1. Amortization expenses on tangible capital assets	\$196.4M
2. Increase in post-employment benefits liability	5.6M
3. Increase in solid waste landfill closure and post closure liability	<u>47.4M</u>
Total	<u>\$249.4M</u>

The Table above outlines the expenses as reported in the City's audited 2018 financial statements. Expenses for 2019 and 2020 have not yet been determined and will be reported in the 2019 and 2020 financial statements respectively.

1. Amortization Expenses on Tangible Capital Assets

Amortization expenses on tangible capital assets were recorded in the 2018 financial statements of \$196.4 million as required by PSAB standards. Amortization expenses represent the cost of tangible capital assets allocated to the financial period, based on the *original* cost of the assets when they were originally constructed or purchased.

Although the City's 2020 Budget does not include amortization expenses on tangible capital assets, provisions are made in the 2020 tax and rate Operating Budgets for transfers to capital of \$178.5 million and transfers to capital reserves of \$22.4 million resulting in an infrastructure funding surplus estimated at \$4.5 million when compared to the amortization expenses. However, the infrastructure repair deficit is estimated to be approximately \$195 million, annually, in *today's* dollars. The City's tangible capital asset spending requirements, funding requirements and capital financing policies are presented annually during the budget process.

2. Post-Employment Benefits Expenses

The PSAB standards do not require liabilities associated with post-employment benefits to be fully funded by setting aside any portion as reserves and reserve funds. The City's 2018 consolidated financial statements report liabilities of \$373.2 million and expense increases of \$5.6 million, while the City's 2020 budget includes expenses for expected 2020 payments for retirement benefit plans, sick leave benefit plans, long-term disability plans, *Workplace Safety and Insurance Act* benefits, vacation agreements and non-OMERS pension plans.

As of the end of 2018, the City has reserves associated with these liabilities of \$67.8 million which represent 18% funding for these liabilities. The future payments for these liabilities and expenditures for transfers to reserves will continue to be included in the operating budget as these liabilities are addressed.

3. Solid Waste Landfill Closure and Post-Closure Expenses

The PSAB standards do not require liabilities associated with solid waste landfill closure and post-closure care activities to be fully funded by setting aside any portion as reserves and reserve funds. The City's 2018 consolidated financial statements report liabilities of \$71.6 million and expense increases of \$47.4 million for landfill closure and post-closure. As of the end of 2018, the City has reserves associated with these liabilities of \$1.1 million which represent 1.6% funding for these liabilities.

To conform to the PSAB standard, future liabilities reported on the City's financial statements have been estimated. As actual work is planned and undertaken related to the City's closure and post-closure care, the associated costs will be included in the budget.

CITY OF HAMILTON
2021 - 2023 MULTI-YEAR OUTLOOK

Multi-Year Outlook									
2021			2022			2023			
\$	2021 vs 2020		\$	2022 vs 2021		\$	2023 vs 2022		
	\$	%		\$	%		\$	%	
PLANNING & ECONOMIC DEVELOPMENT									
General Manager	1,079,230	41,140	4.0%	1,104,000	24,770	2.3%	1,142,120	38,120	3.5%
Transportation, Planning and Parking Building	2,518,570	74,860	3.1%	2,424,290	(94,280)	(3.7%)	2,350,000	(74,290)	(3.1%)
Economic Development	1,188,190	127,500	12.0%	1,181,630	(6,560)	(0.6%)	1,207,150	25,520	2.2%
Growth Management	5,534,510	113,040	2.1%	5,633,660	99,150	1.8%	5,727,200	93,540	1.7%
Licensing & By-Law Services	776,120	185,300	31.4%	534,550	(241,570)	(31.1%)	677,590	143,040	26.8%
Planning	6,812,640	166,690	2.5%	6,953,200	140,560	2.1%	7,076,280	123,080	1.8%
Tourism & Culture	4,406,920	664,650	17.8%	4,311,570	(95,350)	(2.2%)	4,490,470	178,900	4.1%
TOTAL PLANNING & ECONOMIC DEVELOPMENT	9,399,050	179,510	1.9%	9,563,990	164,940	1.8%	9,716,030	152,040	1.6%
	31,715,230	1,552,690	5.1%	31,706,890	(8,340)	(0.0%)	32,386,840	679,950	2.1%
HEALTHY AND SAFE COMMUNITIES									
HSC Administration	2,889,770	92,950	3.3%	2,965,660	75,890	2.6%	3,032,010	66,350	2.2%
Children's Services and Neighbourhood Dev.	12,621,480	1,639,860	14.9%	12,719,190	97,710	0.8%	12,815,410	96,220	0.8%
Ontario Works	13,575,430	532,050	4.1%	14,046,360	470,930	3.5%	14,492,090	445,730	3.2%
Housing Services	48,336,640	3,056,810	6.8%	50,695,970	2,359,330	4.9%	52,387,890	1,691,920	3.3%
Long Term Care	15,086,070	1,004,660	7.1%	15,777,760	691,690	4.6%	16,464,590	686,830	4.4%
Recreation	34,966,670	784,870	2.3%	35,518,710	552,040	1.6%	36,044,850	526,140	1.5%
Hamilton Fire Department	96,406,810	2,717,100	2.9%	99,106,300	2,699,490	2.8%	101,881,380	2,775,080	2.8%
Hamilton Paramedic Service	26,071,260	962,490	3.8%	26,515,870	444,610	1.7%	27,031,860	515,990	1.9%
Public Health Services	15,581,220	2,108,230	15.6%	16,435,490	854,270	5.5%	17,255,590	820,100	5.0%
TOTAL HEALTHY AND SAFE COMMUNITIES	265,535,350	12,899,020	5.1%	273,781,310	8,245,960	3.1%	281,405,670	7,624,360	2.8%
PUBLIC WORKS									
PW-General Administration	921,990	18,450	2.0%	940,800	18,810	2.0%	960,000	19,200	2.0%
Energy Fleet and Facilities	9,540,330	242,970	2.6%	9,636,742	96,412	1.0%	9,721,003	84,261	0.9%
Engineering Services	0	0	0.0%	0	0	0.0%	0	0	0.0%
Environmental Services	85,330,910	2,536,480	3.1%	87,453,710	2,122,800	2.5%	89,598,870	2,145,160	2.5%
Transit	90,102,380	8,706,670	10.7%	96,367,180	6,264,800	7.0%	102,362,490	5,995,310	6.2%
Transportation Operations & Maintenance	83,295,100	1,854,530	2.3%	84,742,720	1,447,620	1.7%	85,928,100	1,185,380	1.4%
TOTAL PUBLIC WORKS	269,190,710	13,359,100	5.2%	279,141,152	9,950,442	3.7%	288,570,463	9,429,311	3.4%
LEGISLATIVE									
Legislative General	(362,260)	(2,690)	0.7%	(365,060)	(2,800)	0.8%	(367,860)	(2,800)	0.8%
Mayors Office	1,201,160	37,140	3.2%	1,221,570	20,410	1.7%	1,241,570	20,000	1.6%
Volunteer Committee	112,650	0	0.0%	112,650	0	0.0%	112,650	0	0.0%
Ward Budgets	4,237,720	67,600	1.6%	4,306,220	68,500	1.6%	4,372,770	66,550	1.5%
TOTAL LEGISLATIVE	5,189,270	102,050	2.0%	5,275,380	86,110	1.7%	5,359,130	83,750	1.6%

CITY OF HAMILTON
2021 - 2023 MULTI-YEAR OUTLOOK

Multi-Year Outlook									
2021			2022			2023			
\$	2021 vs 2020		\$	2022 vs 2021		\$	2023 vs 2022		
CITY MANAGER									
Office of the City Auditor	1,178,030	26,320	2.3%	1,199,980	21,950	1.9%	1,221,380	21,400	1.8%
CMO - Admin & Digital Office	438,720	17,710	4.2%	450,020	11,300	2.6%	460,950	10,930	2.4%
Strategic Partnerships & Communications	3,211,620	73,780	2.4%	3,265,090	53,470	1.7%	3,316,100	51,010	1.6%
Human Resources	7,695,450	142,890	1.9%	7,828,750	133,300	1.7%	7,956,000	127,250	1.6%
TOTAL CITY MANAGER	12,523,820	260,700	2.1%	12,743,840	220,020	1.8%	12,954,430	210,590	1.7%
CORPORATE SERVICES									
City Clerk's Office	2,861,520	70,900	2.5%	2,915,200	53,680	1.9%	2,967,860	52,660	1.8%
Corporate Services - Administration	331,240	6,390	2.0%	337,470	6,230	1.9%	343,510	6,040	1.8%
Customer Service	5,646,840	121,870	2.2%	5,757,580	110,740	2.0%	5,866,420	108,840	1.9%
Financial Planning, Admin & Policy	5,096,460	181,970	3.7%	5,250,400	153,940	3.0%	5,399,050	148,650	2.8%
Financial Services	4,346,620	99,820	2.4%	4,458,050	111,430	2.6%	4,566,140	108,090	2.4%
Information Technology	12,727,350	1,223,960	10.6%	13,391,440	664,090	5.2%	14,049,100	657,660	4.9%
Legal Services	3,576,650	160,300	4.7%	3,703,630	126,980	3.6%	3,826,200	122,570	3.3%
TOTAL CORPORATE SERVICES	34,586,680	1,865,210	5.7%	35,813,770	1,227,090	3.5%	37,018,280	1,204,510	3.4%
CORPORATE FINANCIALS - EXPENDITURES									
Non Program Expenditures	25,282,280	1,022,430	4.2%	24,249,360	(1,032,920)	(4.1%)	24,264,950	15,590	0.1%
TOTAL CORPORATE FINANCIALS	25,282,280	1,022,430	4.2%	24,249,360	(1,032,920)	(4.1%)	24,264,950	15,590	0.1%
HAMILTON ENTERTAINMENT FACILITIES									
Operating	4,550,300	49,110	1.1%	4,600,580	50,280	1.1%	4,652,050	51,470	1.1%
TOTAL HAMILTON ENTERTAINMENT FACILITIES	4,550,300	49,110	1.1%	4,600,580	50,280	1.1%	4,652,050	51,470	1.1%
TOTAL CITY EXPENDITURES	648,573,640	31,110,310	5.0%	667,312,282	18,738,642	2.9%	686,611,813	19,299,531	2.9%
CAPITAL FINANCING									
Debt-Healthy & Safe Communities	2,303,440	(36,280)	(1.6%)	2,266,440	(37,000)	(1.6%)	2,228,700	(37,740)	(1.7%)
Debt-Infrastructure Renewal Levy	13,428,870	0	0.0%	13,428,870	0	0.0%	13,428,870	0	0.0%
Debt-Corporate Financials	90,062,300	6,293,000	7.5%	95,935,300	5,873,000	6.5%	101,306,300	5,371,000	5.6%
Debt-Planning & Economic Development	194,070	0	0.0%	194,070	0	0.0%	194,070	0	0.0%
Debt-Public Works	38,675,500	(20,420)	(0.1%)	38,654,670	(20,830)	(0.1%)	38,633,420	(21,250)	(0.1%)
TOTAL CAPITAL FINANCING	144,664,180	6,236,300	4.5%	150,479,350	5,815,170	4.0%	155,791,360	5,312,010	3.5%

CITY OF HAMILTON
2021 - 2023 MULTI-YEAR OUTLOOK

Multi-Year Outlook								
2021			2022			2023		
\$	2021 vs 2020		\$	2022 vs 2021		\$	2023 vs 2022	

BOARDS & AGENCIES

POLICE SERVICES

Operating	175,761,530	5,252,590	3.1%	181,174,786	5,413,256	3.1%	186,753,654	5,578,868	3.1%
Capital Financing	805,750	0	0.0%	805,750	0	0.0%	805,750	0	0.0%
TOTAL POLICE SERVICES	176,567,280	5,252,590	3.1%	181,980,536	5,413,256	3.1%	187,559,404	5,578,868	3.1%

OTHER BOARDS & AGENCIES

Library	32,017,790	688,190	2.2%	32,646,780	628,990	2.0%	33,130,450	483,670	1.5%
Conservation Authorities	8,330,610	151,870	1.9%	8,485,520	154,910	1.9%	8,643,530	158,010	1.9%
Hamilton Beach Rescue Unit	137,030	2,690	2.0%	139,770	2,740	2.0%	142,570	2,800	2.0%
Royal Botanical Gardens	647,410	12,690	2.0%	660,360	12,950	2.0%	673,570	13,210	2.0%
MPAC	6,986,510	136,990	2.0%	7,126,240	139,730	2.0%	7,268,770	142,530	2.0%
Farmers Market	116,760	3,960	3.5%	114,370	(2,390)	(2.0%)	111,610	(2,760)	(2.4%)
TOTAL OTHER BOARDS & AGENCIES	48,236,110	996,390	2.1%	49,173,040	936,930	1.9%	49,970,500	797,460	1.6%

Capital Financing - Other Boards & Agencies

	191,240	0	0.0%	191,240	0	0.0%	191,240	0	0.0%
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City Enrichment Fund

	6,207,322	121,712	2.0%	6,331,468	124,146	2.0%	6,458,097	126,629	2.0%
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TOTAL BOARDS & AGENCIES

	231,201,952	6,370,692	2.8%	237,676,284	6,474,332	2.8%	244,179,241	6,502,957	2.7%
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TOTAL EXPENDITURES

	1,024,439,772	43,717,302	4.5%	1,055,467,916	31,028,144	3.0%	1,086,582,414	31,114,498	2.9%
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NON PROGRAM REVENUES

Payment In Lieu	(16,026,300)	0	0.0%	(16,026,300)	0	0.0%	(16,026,300)	0	0.0%
Penalties and Interest	(11,000,000)	0	0.0%	(11,000,000)	0	0.0%	(11,000,000)	0	0.0%
Right of Way	(3,228,000)	0	0.0%	(3,228,000)	0	0.0%	(3,228,000)	0	0.0%
Senior Tax Credit	567,000	0	0.0%	567,000	0	0.0%	567,000	0	0.0%
Supplementary Taxes	(9,425,000)	0	0.0%	(9,425,000)	0	0.0%	(9,425,000)	0	0.0%
Tax Remissions and Write Offs	9,600,000	0	0.0%	9,600,000	0	0.0%	9,600,000	0	0.0%
Hydro Dividend and Other Interest	(4,602,940)	0	0.0%	(4,602,940)	0	0.0%	(4,602,940)	0	0.0%
Investment Income	(4,100,000)	0	0.0%	(4,100,000)	0	0.0%	(4,100,000)	0	0.0%
Slot Revenues	(5,200,000)	0	0.0%	(5,200,000)	0	0.0%	(5,200,000)	0	0.0%
POA Revenues	(2,302,380)	0	0.0%	(2,302,380)	0	0.0%	(2,302,380)	0	0.0%
TOTAL NON PROGRAM REVENUES	(45,717,620)	0	0.0%	(45,717,620)	0	0.0%	(45,717,620)	0	0.0%

TOTAL LEVY REQUIREMENT

	978,722,152	43,717,302	4.7%	1,009,750,296	31,028,144	3.2%	1,040,864,794	31,114,498	3.1%
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RESIDENTIAL MUNICIPAL TAX IMPACT

			4.2%			2.7%			2.6%
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PROPOSED AMENDMENT TO 2020 APPROVED USER FEES AND CHARGES

Department: Corporate Services

Division: Financial Services

Service or Activity Provided or Use of City Property	2018 Approved Fee	2019 Approved Fee	Incorrect 2020 Approved Fee	Amended 2020 Proposed Fee	Previously Approved % Change in Fee	Revised % Change in Fee
Tenders and RFPs - Complex	\$ 158.32	\$ 161.50	\$ 163.05	\$ 166.33	1.0%	3.0%
Change in Banking Information	\$ 25.53	\$ 26.06	\$ 26.28	\$ 26.86	0.9%	3.1%
Consideration of assignment/corporate change requests						
Simple	\$ 361.50	\$ 368.72	\$ 372.35	\$ 379.78	1.0%	3.0%
Standard	\$ 649.47	\$ 662.48	\$ 668.94	\$ 682.35	1.0%	3.0%
Complex	\$ 865.93	\$ 883.23	\$ 891.90	\$ 909.73	1.0%	3.0%



Hamilton

2020 BUDGET UPDATE

GENERAL ISSUES COMMITTEE

Report FCS20001(a)

March 4, 2020

APPROVED AMENDMENTS - MARCH 2 GIC

			Residential Impact
Preliminary Residential Tax Increase - Budget Book		\$48,217,460	5.0%
APPROVED AMENDMENTS PRIOR TO MARCH 2 GIC:		(10,129,760)	(1.2%)
APPROVED AMENDMENTS FROM MARCH 2 GIC:			
Planning & Economic Dev.	Parking fines and rates - <i>Approved Pending Item, as amended</i>	(750,000)	
All Departments	Increased gapping targets - <i>Approved Proposed Item</i>	(450,000)	
Capital Financing, Boards & Agencies	Various - <i>Approved Pending Items</i>	579,580	
Business Cases	BC-01, BC-04, BC-05, BC-06, BC-07, BC-08, BC-09, BC-10 (23.7 FTE)	949,970	
Council Referred	CR-02, CR-03, CR-04, CR-07, CR-10, CR-11, CR-12, CR-13 (15.0 FTE)	<u>941,070</u>	
AMENDMENTS APPROVED AT MARCH 2 GIC		1,270,620	0.2%
TOTAL APPROVED AMENDMENTS		(8,859,140)	(1.0%)

2020 BUDGET AMENDMENTS

		Residential Impact
Preliminary Residential Tax Increase - Budget Book	\$48,217,460	5.0%
TOTAL APPROVED AMENDMENTS from previous slide		
	(8,859,140)	(1.0%)
	\$39,358,320	4.0%
Updated Assessment Growth Impact (from 1.0% to 1.2%)		(0.2%)
Elimination of tax discount for vacant & excess lands subclass		(0.2%)
AVERAGE RESIDENTIAL MUNICIPAL TAX IMPACT		3.6%
AVERAGE RESIDENTIAL TOTAL TAX IMPACT (INCLUSIVE OF EDUCATION)		3.1%

2020 OUTSTANDING COUNCIL REFERRED ITEM

#	DEPARTMENT	DETAILS	\$ GROSS	\$ NET	FTE
CR-01	Planning & Economic Development	Cigarette Butt By-law Enforcement Officer (PED18154(a))	45,000	45,000	0.50

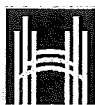
2020 BUDGET PROCESS DATES

ITEM	DATE
GIC - Tax Supported Operating Budget Overview	<i>January 17, 2020</i>
GIC - Departmental Budget Presentations	<i>January 28, 29, 30 & February 7, 2020</i>
GIC - Boards & Agencies Presentations	<i>January 21 & 23, 2020</i>
GIC - Transit Day	<i>January 24, 2020</i>
GIC - Public Delegations	<i>February 10, 2020</i>
GIC - Budget Deliberations	<i>February 13, 24, 27*, March 2, 4, 25**, 2020</i>
Council - Tax Operating Budget Approval	April 1, 2020

Notes:

* Cancelled

** Added



Hamilton

INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	February 24, 2020
SUBJECT/REPORT NO:	Summary of Communications Team Functions (CM20003) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	John Hertel
SUBMITTED BY:	John Hertel Director Strategic Partnerships and Communications
SIGNATURE:	

COUNCIL DIRECTION

At General Issues Committee Budget meeting January 29, 2020, Council requested a more detailed summary of roles and responsibilities within the Communications team.

INFORMATION

Communications is an enabling support to all the Divisions of the Corporation, communicating with the public and staff about City business, programs, services, and engagement opportunities through a variety of channels.

The Communications team supports all 70 of the City's services through a unique set of skills in four main categories; an organized, integrated approach to delivering services to the community and the corporation:

<ol style="list-style-type: none"> 1. Media relations and information 2. Marketing and Social Media 3. Graphic Design and Production 4. Digital Communication Operations 	Roles: The prime point of contact for all media relations, keeps the public informed through all media channels, develops & executes campaigns with operating departments, manages the City's digital channels. Seeks out savings through media buys, use of digital tools
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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.

**SUBJECT: Summary of Communications Team Functions – February 24, 2020
(CM200003) (City Wide) - Page 2 of 4**

The City of Hamilton is a 24-hour, 7 day a week operation, as is the news cycle. The majority of staff including the Communications Officers, Social Media and Digital Communications Officers are available seven (7) days a week to provide timely public communications related to emergencies, closures, cancellations, roads and inclement weather events, urgent matters, etc. The strong media relationships that have been established through the team are very important to the City.

In the past, many of these resources were decentralized across the operating departments. Council approved Centralization of City Internal support Services (HUR17007/CM17012 /FCS170560), dated May 8, 2017, to gain consistency, efficiency, and standards across the corporation. Centralized media buying, for example, has resulted in a dramatic reduction in rates and better placements of ads in the appropriate media channel.

Many of these Communications deliverables would otherwise require contracting out to suppliers. Bringing the work in house for core projects is a cost-effective delivery method compared to outsourcing. For example, some of our operating groups used 3rd party suppliers to develop and maintain micro web sites for their Division. The Digital team developed a framework within Hamilton.ca to meet their needs and eliminate the costs for design, content management, and hosting.

Both digital and traditional media activity has continued to increase significantly in 2019, for example, there was a 42% increase in the number of campaigns and projects, continued growth across our digital platform followers, and Hamilton.ca enhancements that created \$35,000 in savings.

While the team has grown modestly through centralization, the incremental FTE's and their funding have mostly resulted from transfers of work, and in some cases people, from the operating groups. Much of this work was previously outsourced. By centralizing these resources, it has provided capacity through efficiencies that enabled additional work to be handled, and it has avoided additional staffing or outsourcing costs.

There are four (4) functional teams within the collective group, each reporting to the Director: Total current FTE = 24

<p>Communications Officer Team – 9 FTE</p> <p>Manager 1 - supports team, CMO and all departments:</p>	<p>Key responsibilities:</p> <p>Leads public communications on behalf of the corporation:</p> <ul style="list-style-type: none"> • Media relations • Issues management messaging and plans
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**SUBJECT: Summary of Communications Team Functions – February 24, 2020
(CM200003) (City Wide) - Page 3 of 4**

<ul style="list-style-type: none"> • 3 - supporting Healthy and Safe Communities (1 solely funded by the Province) • 1 - supporting Public Works • 2 - supporting PED • 1 - supporting the CMO and Corporate Services • 1 - Videographer – supports team and all departments 	<ul style="list-style-type: none"> • Emergency response communications • Public awareness campaigns • Event protocols and support • Media training • Internal communications; employee communications, support organizational changes, etc. • Video production to communicate with the public about City programs, services and initiatives
<p>Marketing & Social Media – 4*</p> <p>Senior Communications Officer – 1</p> <ul style="list-style-type: none"> • 1 - Media Buyer • 1 - Marketing Officer (moved from Recreation Division)1 • *1- Social Media and Marketing Coordinator – FTE and funding transferring to HSR 	<p>Key Responsibilities:</p> <ul style="list-style-type: none"> • Social Media & Marketing: Leads City's social media strategy, policy and disclaimer, brand and reputation management, marketing strategies, plans and tactics, logo/brand development • Management of City of Hamilton social media accounts (Twitter, Instagram, LinkedIn, YouTube) • Media Buyer: Management of centralized media buying program to achieve significant savings • Marketing Officer: Responsible for all marketing and outreach tactics for Recreation including Municipal Golf
<p>Graphic Design – 6</p> <p>Creative Design Lead – 1</p> <ul style="list-style-type: none"> • 5 - Graphic Designers (1 moved from Recreation and 1 funded by Waste & HSR vs. outsource) 	<p>Key Responsibilities:</p> <ul style="list-style-type: none"> • Supports communications efforts by developing creative and professionally designed materials for public and internal campaigns
<p>Digital Communications – 5</p> <p>Senior Digital Officer – 1</p> <ul style="list-style-type: none"> • 2- Digital Communications Officers • 2- Digital Media Administrator (1 incremental 	<p>Key Responsibilities:</p> <ul style="list-style-type: none"> • Ensuring that the City's suite of digital channels' presence is strategic, professional, and effective in reaching key audiences

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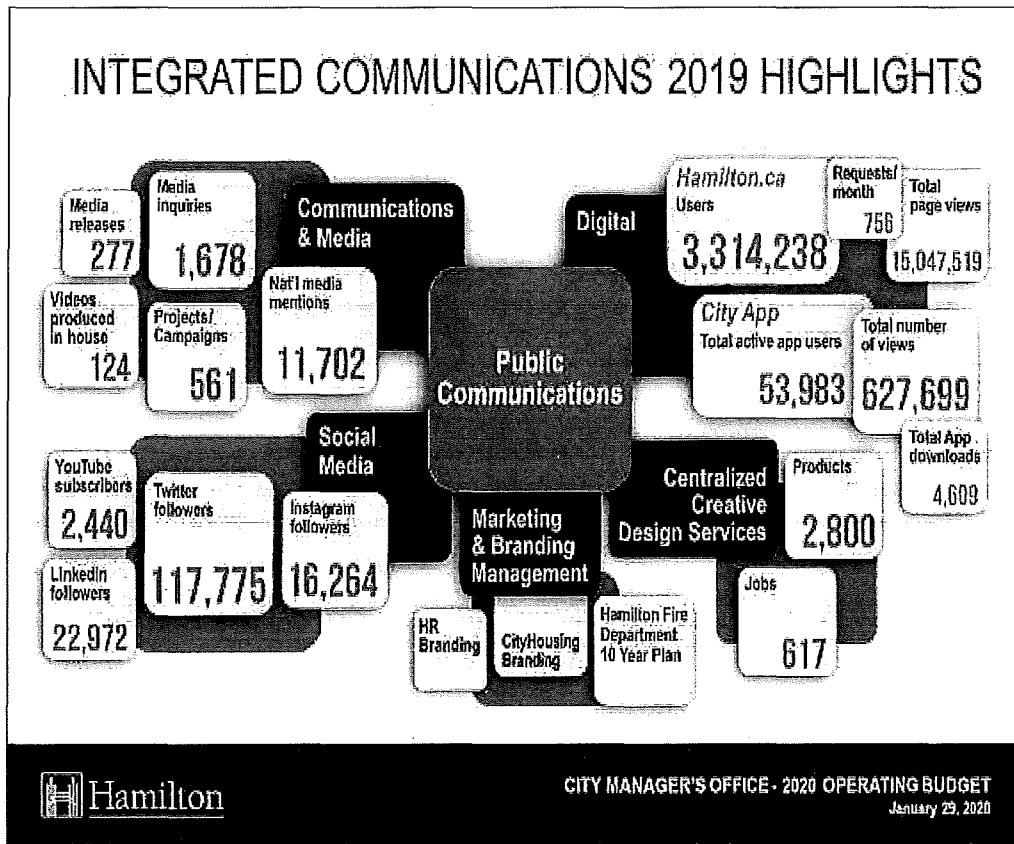
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**SUBJECT: Summary of Communications Team Functions – February 24, 2020
(CM200003) (City Wide) - Page 4 of 4**

<p>FTE approved by Council in 2019 budget)</p>	<ul style="list-style-type: none"> Operational management of City’s digital channels: Hamilton.ca, CityApp, Open Data Portal, Public Engagement Portal, Intranet/ internal communications, Google Analytics program Each channel has its own plan of action and implementation roadmap including: standards and policies, KPIs, business, user and legislative requirements, continuity planning, vendor management/procurement
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The intentional move towards centralization and the use of digital media has resulted in a significant increase in the volume of work, and importantly, a higher level of integration of the effectiveness and approaches to communications, branding, and campaigns.



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INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	March 2, 2020
SUBJECT/REPORT NO:	Under-Performing HSR Routes (PW20015) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Debbie Dalle Vedove (905) 546-2424 Ext. 1860
SUBMITTED BY:	Debbie Dalle Vedove Director, Transit Public Works Department
SIGNATURE:	

COUNCIL DIRECTION

At the February 24, 2020 General Issues Committee Budget meeting a motion was passed that staff be directed to report back during the 2020 budget process with a list of under-performing HSR routes.

INFORMATION

Detailed information regarding under-performing HSR routes is attached as Appendix “A” to Report PW20015 and also includes the Council approved service standards in the local 10-year strategy. Appendix “B” attached to Report PW20015 includes measures relative to how identified underperforming routes are performing against the approved service standards. Finally, Appendix “C” attached to Report PW20015 outlines a breakdown of possible service reductions on the low performing routes and other adjustments that could be made to reduce operating costs.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report PW20015 – Council Approved Service Standards
 Appendix “B” to Report PW20015 – Service Standards Application
 Appendix “C” to Report PW20015 – Budget Mitigation Options

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HSR Service Standards			
Coverage	Weekday	Saturday	Sunday
System Wide Minimum	90% of residents / workplaces within Urban Transit Area to be within 400 metres of Weekday Peak service.		
Span (Start of trip)			
Weekday	Saturday	Sunday	
Route Maximum	5:00 AM – 2:00 AM	5:00 AM – 2:00 AM	6:00 AM – 12:00 AM
Frequency (Time between buses)			
Weekday Peak / Non-Peak/ Evening	Saturday AM / Day / Evening	Sunday AM / Day / Evening	
Route Minimum	30 / 30 / 60	30 / 30 / 60	30 / 30 / 60
Productivity (Boardings per Service Hour)			
Weekday Peak / Non-Peak/ Evening	Saturday AM / Day / Evening	Sunday AM / Day / Evening	
Route Minimum	25 / 15 / 15	15 / 15 / 15	15 / 15 / 15
Loading (Expressed as Percentage of Seated Capacity)			
Weekday Peak / Non-Peak/ Evening	Saturday AM / Day / Evening	Sunday AM / Day / Evening	
Route Maximum	125 / 100 / 100	100 / 100 / 100	100 / 100 / 100

WARD	Route	Frequency (minimum time btwn buses (mins))																		Productivity (minimum boardings per serv. hr.)									Service Standard						Coverage (system wide minimum)
		Wkdy									Sat									Wkdy			Sat and Sun			Wkdy			Sat			Sun			Wkdy
		30	30	60	30	30	60	30	30	60	25	15	15	15	15	15	15	15	15	15	125	100	100	100	100	100	5AM to 2AM	5AM to 2AM	6AM to 12AM	90% of res./workpl. within UTA within 400m of service					
2,3,4	3-Cannon	☑	☑	☑	☑	☑	☑	☑	☑	n/a	☑	☑	☑	☑	☑	☑	☑	☑	☑	n/a							☑	☑	☑	44,587 population within 400m of route stops					
2,3,4,5	4-Bayfront	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑							☑	☑	☑	39,505 population within 400m of route stops					
1,2	6-Aberdeen	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑							☑	☑	☑	25,896 population within 400m of route stops					
1,2	7-Locke	☑	☑	☑	☑	☑	☑	☑	☑	n/a	☑	☑	☑	☑	☑	☑	☑	☑	☑	n/a							☑	☑	☑	24,594 population within 400m of route stops					
1,2	8-York	☑	☑	☑	☑	☑	☑	☑	☑	n/a	☑	☑	☑	☑	☑	☑	☑	☑	☑	n/a							☑	☑	☑	18,822 population within 400m of route stops					
1,2	9-Rock Gardens	n/a	n/a	n/a	n/a	n/a	n/a	n/a	☑	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	☑	n/a							n/a	n/a	☑	does not contribute to coverage standard					
9,4,5	11-Parkdale	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑							☑	☑	☑	24,466 population within 400m of route stops					
3	12-Wentworth	☑	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	☑	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Analysis yet to be completed						☑	n/a	n/a	19,907 population within 400m of route stops					
12	16-Ancaster	☑	☑	n/a	☑	☑	n/a	n/a	n/a	n/a	☑	☑	☑	☑	☑	☑	☑	☑	☑	n/a							☑	☑	n/a	14,712 population within 400m of route stops					
15	18-Waterdown	☑	☑	n/a	☑	☑	n/a	n/a	n/a	n/a	☑	☑	☑	☑	☑	☑	☑	☑	☑	n/a							☑	☑	n/a	12,770 population within 400m of route stops					
6,7	42-Mohawk East	☑	☑	n/a	☑	☑	n/a	☑	☑	n/a	☑	☑	☑	☑	☑	☑	☑	☑	☑	n/a							☑	☑	☑	15,223 population within 400m of route stops					
1,13	52A-Dundas Loc.	☑	n/a	n/a	n/a	n/a	n/a	n/a	n/a	☑	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a							☑	n/a	n/a	8,245 population within 400m of route stops					
5,10	55-St. Creek Cent.	☑	☑	☑	☑	☑	☑	n/a	☑	n/a	☑	☑	☑	☑	☑	☑	☑	☑	n/a	☑							☑	☑	☑	22,361 population within 400m of route stops					
5	56-Centennial	n/a	n/a	n/a	n/a	☑	n/a	n/a	☑	n/a	n/a	n/a	n/a	☑	n/a	n/a	☑	n/a	n/a	n/a							n/a	☑	☑	5,323 population within 400m of route stops					
5,10	58-St. Creek Loc.	☑	☑	☑	n/a	☑	☑	n/a	☑	n/a	☑	☑	☑	☑	☑	☑	☑	☑	n/a	☑							☑	☑	☑	11,907 population within 400m of route stops					
2	99-Waterfront	☑	☑	n/a	n/a	☑	n/a	n/a	☑	n/a	☑	☑	n/a	n/a	☑	n/a	n/a	☑	n/a	n/a							☑	☑	☑	does not contribute to coverage standard					

Legend	
n/a	not applicable (bus does not operate during defined period)
☑	does not meet standard in defined period
☑	meets or exceeds standard

2020 Budget Mitigation - Under Performing Route Adjustments

Ward	Route	Recommendation	Rationale	Hours	Annualized Savings Non-Peak 2020	Non Peak Savings at Fall Board Implement.	Non Peak Savings at Summer Board Implement.	Annualized Savings Peak 2020	Peak Savings at Fall Board Implement.	Peak Savings at Summer Board Implement.	Annualized Total Savings	Fall Implement. Total Savings	Summer Implement. Total Savings	Comments	Customer Impact
1,2,3,4,5	1	(WD) Adjust frequency to 15mins at 7pm eb from GO Station	Introduction of B line from 7pm to 10pm adds capacity to corridor	725	\$58,373	\$18,746	\$29,855				\$58,373	\$18,746	\$29,855	This is not an unperforming time period, however, introduction of extended B line service between 7pm and 9pm in Fall 2019 will offset the need for 10 minute King service and will support the change.	average wait +2 min.
2,3,4	3	(M to SA) Reduce span to have last depart at 10pm eb	Route underperforming to standard	689	\$55,532	\$18,010	\$28,561				\$55,532	\$18,010	\$28,561	Frequency drops from 30 minutes to 1 hour during this period and the lone bus on route after 10 pm operates below 10 boardings/hour in the westerly direction and between 10 and 14 boardings per/hour in the easterly direction. (Service standard = 15 boardings per hour)	average wait +15 min.
2,3,4	3	(WD) Eliminate first eb trips on keys 1, 2, and 3 starting them at Reid/Dunsmere instead	Route underperforming to standard	441	\$35,531	\$11,411	\$18,173				\$35,531	\$11,411	\$18,173	The first 3 eb trips operate with an average of 3.5 boardings per bus.	EB service starts 1h later
2,3,4	3	(SA) Eliminate first eb trips on keys 1 and 2 starting them at Reid/Dunsmere instead	Route underperforming to standard	97	\$7,793	\$2,644	\$4,113				\$7,793	\$2,644	\$4,113	The first 2 eb tips operate with an average of 2.2 boardings per bus.	EB service starts 1h later
2,3,4	3	(SA) Adjust frequency to 30 minutes during the day, to match Weekday base	Lower demand than WD base	399	\$32,147	\$10,909	\$16,969				\$32,147	\$10,909	\$16,969	The route is operating just above the service standard of 15 boardings/hour at 15.75 boardings/hour and could support a reduction in frequency based on current demand.	average wait +5 min.
2,3,4,5	4	(SU) 4-1 end at 11:10pm, (SU) 4-2 end at 11:02pm - span reduction to 10pm eb depart	Route underperforming to standard	183	\$14,744	\$4,911	\$7,857				\$14,744	\$4,911	\$7,857	Frequency drops from 30 minutes to 1 hour after 9pm and after 10pm the route operates with one bus and at 10.4 boardings per hour.	average wait +15 min.

2020 Budget Mitigation - Under Performing Route Adjustments

Ward	Route	Recommendation	Rationale	Hours	Annualized Savings Non-Peak 2020	Non Peak Savings at Fall Board Implement.	Non Peak Savings at Summer Board Implement.	Annualized Savings Peak 2020	Peak Savings at Fall Board Implement.	Peak Savings at Summer Board Implement.	Annualized Total Savings	Fall Implement. Total Savings	Summer Implement. Total Savings	Comments	Customer Impact
2,3, 4,5	4	(SU) Eliminate first eb trips on keys 1 and 3 starting them at Mt Albion. Reduced frequency until 8am	Route underperforming to standard	114	\$9,172	\$3,055	\$4,887				\$9,172	\$3,055	\$4,887	The first 3 eb trips operate with an average of 6.2 boardings per bus. Eliminating 2 of 3 trips would set frequency back to one hour for the first hour of the day and could achieve the boarding service standard with 18 boardings per bus.	EB service starts 40 min. later; average wait +15 min.
1,2,3, 4, 5, 12	5	(SA) Adjust frequency to 12 minutes (36 min. on tails), 6a to 9p; allocate r'tic to 5A/C	Addition of B Line provides west end coverage, east end underperforming	2,340	\$188,534	\$63,975	\$99,516				\$188,534	\$63,975	\$99,516	This is not an unperforming time period, however, a 2 min reduction from 10 min truck frequency to 12 min truck frequency and a 6 min tail reduction could be handle demand across the route were r'tic buses to be allocated to route (approx 10 more boardings per hour per bus with a capacity increase of 18 additional seats on an r'tic)	average wait on trunk +1 min. and on tails +3 min.
1,2,3, 4, 5, 12	5	(SU) Adjust frequency to 12 minutes (36 min. on tails), 9a to 6p	East end underperforming; r'tics will accommodate west end	1,647	\$132,699	\$44,195	\$70,711				\$132,699	\$44,195	\$70,711	Same as above.	average wait on trunk +1 min. and on tails +3 min.
1,2	6	(SU) 6-1 end at 10:52pm - span reduction to 10pm wb depart	Route underperforming to standard	122	\$9,830	\$3,274	\$5,238				\$9,830	\$3,274	\$5,238	Frequency drops to one hour after 5pm. After 10pm less than 3 boardings are taking place per hour.	service ends 2h earlier
1,2	7 and 8	(WD) 6-1 end at 10:15pm, (SA) 6-2 end at 9:35pm. Only route 6 after 10pm	Route underperforming to standard	1,168	\$94,109	\$30,520	\$48,401				\$94,109	\$30,520	\$48,401	Route 7 operates once per hour in the identified periods and has less than 2 boardings per hour during these periods. Route 8 operates once per hour in the identified periods and has less than 1 boarding per hour during these periods. Similar treatment on interlined routes occurs on Sunday night as well.	service ends 3h earlier

2020 Budget Mitigation - Under Performing Route Adjustments

Ward	Route	Recommendation	Rationale	Hours	Annualized Savings Non-Peak 2020	Non Peak Savings at Fall Board Implement.	Non Peak Savings at Summer Board Implement.	Annualized Savings Peak 2020	Peak Savings at Fall Board Implement.	Peak Savings at Summer Board Implement.	Annualized Total Savings	Fall Implement. Total Savings	Summer Implement. Total Savings	Comments	Customer Impact
1,2	9	(SU) Reduce span by 2 hours	Route underperforming to standard	48	\$3,867	\$1,288	\$2,061				\$3,867	\$1,288	\$2,061	Less than 2 boardings per hour are taking place on trips after 5pm. The route does not meet service standard in any period but has one trip midday that approx 10 boardings take place.	service ends 2h earlier
4,5	11	(SA) change start time on key 2 to 7:19am VP, and (SU) key 2 to 7:17am VP. Reduced frequency until 7am	Route underperforming to standard	169	\$13,656	\$4,588	\$7,245				\$13,656	\$4,588	\$7,245	Less than 6 boardings per hour take place on the identified key during the time period on Saturdays and less than 3 boardings per hour take place on the identified key during the time period on Sundays. Route frequency would drop from 30 minutes to one hour for the first trip of each day and service standard would be achieved on the one operating bus on Saturday morning during the period. The one operating bus on Sunday morning would continue to not achieve the standard with approx 8 boardings per hour.	average wait +15 min.
12	16	(SA) end service at 6:10pm wb trip - span reduction	Route underperforming to standard	208	\$16,759	\$5,687	\$8,846				\$16,759	\$5,687	\$8,846	Currently operating at approx 6 boardings per hour during period. Standard = 15	service ends 4h earlier
15	18	(WD) Reduce span with final trips arriving at ALGO at key 1 - 6:52p, 2 - 7:12p, 3 - 7:42p	Route underperforming to standard	907	\$73,093	\$23,474	\$37,384				\$73,093	\$23,474	\$37,384	Currently operating at less than 8 boardings per hour during period. Standard = 15	service ends 1h earlier; average wait +22 min.
15	18	(SA) Reduce span with final trips arriving at ALGO at key 1 - 7:15p, 2- 7:10p, 3 - 6:45p, 4 - 7:00p	Route underperforming to standard	312	\$25,138	\$8,530	\$13,269				\$25,138	\$8,530	\$13,269	Currently operating at less than 3 boardings per hour during period. Standard = 15	service ends 1.5h earlier; average wait +22 min.

2020 Budget Mitigation - Under Performing Route Adjustments

Ward	Route	Recommendation	Rationale	Hours	Annualized Savings Non-Peak 2020	Non Peak Savings at Fall Board Implement.	Non Peak Savings at Summer Board Implement.	Annualized Savings Peak 2020	Peak Savings at Fall Board Implement.	Peak Savings at Summer Board Implement.	Annualized Total Savings	Fall Implement. Total Savings	Summer Implement. Total Savings	Comments	Customer Impact
2,8, 14	33	(WD) 33-1 end at 10:34pm, 33-2 (SU) end at 10:46pm - span reduction to 10pm sb depart	Route underperforming to standard	626	\$50,437	\$16,198	\$25,796				\$50,437	\$16,198	\$25,796	(WD) route operates just above standard during this period but demand could be handled by one bus. (SU) route operates below 9 boardings per hour during period. Standard = 15	service ends 3h earlier
1,2, 14	34	(WD) Reduce frequency to 1 hour at 10:15pm sb depart. 34-1 ends at 10:22p	Route underperforming to standard	504	\$40,607	\$13,041	\$20,769				\$40,607	\$13,041	\$20,769	(WD) route operates just below standard during this period @ 14 boardings per hour. One bus could handle demand and potentially meet standard.	average wait on trunk +15 min. and on tails +30 min.
2,8, 14	35	(SU) change start time on key 1 to 6am MCTM, key 2 to 5:59am SEVI	Route underperforming to standard	57	\$4,587	\$1,528	\$2,444				\$4,587	\$1,528	\$2,444	Annual boardings on keys averaged 7 and 5 customers respectively during the identified period.	service starts 30 min. later
6,7	42	Eliminate route - all periods	Grossly underperforming to standard in all periods	3,989				\$409,224	\$104,690	\$166,273	\$409,224	\$104,690	\$166,273	Grossly underproductive and is achieving less than 5 boardings per hour during off peak (standard = 15) and less than 15 boardings per hour in peak periods (standard = 25). During summer the route fails to achieve 5 boardings per hour in any period. 75% of the route operates over top of existing routes. 87% of annual activity is taking place at stops on existing routes and only 5.5% of annual activity is taking place at the Arena which was the intended destination of purpose for the route. Pilot that was never removed when it underperformed.	no service at Mohawk 4 Ice Centre

2020 Budget Mitigation - Under Performing Route Adjustments

Ward	Route	Recommendation	Rationale	Hours	Annualized Savings Non-Peak 2020	Non Peak Savings at Fall Board Implement.	Non Peak Savings at Summer Board Implement.	Annualized Savings Peak 2020	Peak Savings at Fall Board Implement.	Peak Savings at Summer Board Implement.	Annualized Total Savings	Fall Implement. Total Savings	Summer Implement. Total Savings	Comments	Customer Impact
2	99	Eliminate route - all periods	2018 = 27,000+ boardings. No fares. Service area available by 2 routes. Takes away fares from other routes.	848				\$87,037	\$0	\$0	\$87,037	\$0	\$0	The route meets productivity service standards, however it is provided with no return on investment. A regular fare charge could produce approx \$50,000 in revenue to offset costs or the route could be eliminated as productivity on routes 4 and 20 show a slight decline during the summer months (potentially shifting to no cost offering) and could support the additional demand should it be removed.	no free Summer service between Downtown and Waterfront; 2 other routes available
n/a	Drop off	Eliminate Mountain/West End drop off for all day types and operate only one drop off	Over resourced based on demand. Consider using driver shuttle for remaining drop off	465	\$37,459	\$12,202	\$19,380				\$37,459	\$12,202	\$19,380	Not customer based	no customer impact
10	Festival	Require fare payment for Peach Festival Shuttle customers	Estimated 16,000 boardings in 2018 at avg fare of \$1.90 = potential lost revenue to offset service	264	\$21,299	\$0	\$21,299				\$21,299	\$0	\$21,299	Approx 10,000 shuttle boardings took place in 2019. At an average customer cost of \$1.90, revenue of approx. \$19,000 could be produced to offset cost of service.	fare payment required
City wide	Holiday	Service 4 (Christmas) on New Years Day, Family Day and Good Friday	Closures and limited demand	2,036	\$164,041	\$0	\$0				\$164,041	\$0	\$0	Customer demand on these 3 stat holidays drops approx 40% compared to normal Sunday demand which is currently offered.	service ends 3h earlier
City wide	Holiday	Alternative delivery model for Boxing Day - 1, 2, 21, 25, 26, 41 and 43 on SA schedule all others on SU schedule	Over resourced on routes that do not have major shopping centers	402	\$32,389	\$32,389	\$32,389				\$32,389	\$32,389	\$32,389	Customer demand on Boxing day is equivalent to demand on a normal Sunday. The routes identified represent 56% of the total demand on this holiday.	majority of routes converted to Sunday sched.

2020 Budget Mitigation - Under Performing Route Adjustments

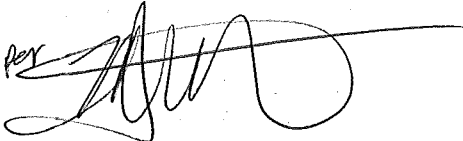
Ward	Route	Recommendation	Rationale	Hours	Annualized Savings Non-Peak 2020	Non Peak Savings at Fall Board Implement.	Non Peak Savings at Summer Board Implement.	Annualized Savings Peak 2020	Peak Savings at Fall Board Implement.	Peak Savings at Summer Board Implement.	Annualized Total Savings	Fall Implement. Total Savings	Summer Implement. Total Savings	Comments	Customer Impact
City wide	Holiday	Alternative delivery model for Thanksgiving - end Service 3 (SU) at 10pm	Closures and limited demand	77	\$6,204	\$6,204	\$6,204				\$6,204	\$6,204	\$6,204	Customer demand on this stat holiday drops approx 40% compared to normal Sunday demand and only 6.5% of existing demand is taking place after the hour 10pm	service ends 2h earlier
n/a	ScEx	Extra 7010 eliminated for Fall 2019	No longer required based on Fall enhancements	459	\$36,949	\$36,949	\$36,949				\$36,949	\$36,949	\$36,949	Completed	none
2,8	ScEx	Eliminate Part B - 7054, Part C - 7061, Part B and C - 7004, Part B - 7014	Added capacity through Mohawk College based on Fall 2019 enhancements	688	\$55,423	\$55,423	\$55,423				\$55,423	\$55,423	\$55,423	School extra pieces could be re-aligned. Identified ones are those that have redundancy with regular routes that could handle demand.	some students may be required to transfer
Total				19,984	\$1,220,370	\$429,148	\$623,738	\$496,262	\$104,690	\$166,273	\$1,716,632	\$533,838	\$790,011		

7.3



Hamilton

INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	March 4, 2020
SUBJECT/REPORT NO:	Graffiti Enforcement Program Update (PED20079) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Robert Ustrzycki (905) 546-2424 Ext. 4721
SUBMITTED BY:	Ken Leendertse Director, Licensing and By-law Services Planning and Economic Development Department
SIGNATURE:	

COUNCIL DIRECTION

On March 2, 2020, the General Issues Committee requested additional information on the 2018-2019 Graffiti Enforcement Program.

INFORMATION

This Report provides additional information as requested at the General Issues Committee meeting on March 2, 2020 regarding the Graffiti Enforcement Program.

Since January 2018, Licensing and By-law Services have employed two co-op students as Municipal Law Enforcement Officers (MLEO) as part of the two-year Graffiti Enforcement Program pilot that Council approved on November 22, 2017. The MLEOs provide a proactive, solution focused, graffiti enforcement strategy by working with property owners to obtain compliance with the Yard Maintenance By-law.

Understanding that the property owners are victims of crime when graffiti is on their property, MLEOs implement a soft enforcement approach and as a result, the MLEOs have had positive responses from the public. Furthermore, since June 2018, MLEOs have been providing \$25 gift cards to assist property owners who have been affected by graffiti more than once or those who are self-identified as low income. The gift card assists by offsetting the cost to purchase paint or products to remove the graffiti. The

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.

SUBJECT: Graffiti Enforcement Program Update (PED20079) (City Wide) - Page 2 of 2

gift cards for the victim assistance program was funded through the Keep Hamilton Clean and Green Committee, and Licensing and By-law Services has provided funds as well. This demonstrates the City's continued dedication to work with the community by helping to ease the burden of graffiti removal costs to private property owners.

The MLEO co-op student wage of \$20.09 is based on 55% of a step 1 MLEO position at \$36.52. The annualized cost for two students, including wages, benefits, overhead and vehicle costs is \$97,556. With a May 1, 2020 implementation date, the prorated cost on the 2020 Operating Budget would be \$65,037.

	Total Annual Costs (2 students)	Prorated 8 months
Wages	\$73,409	\$48,939
Benefits	\$7,740	\$5,160
Cell Phone	\$1,000	\$667
Computer	\$1,480	\$987
Uniforms (safety gear, hat, shoes, pant/shorts, shirts, rain gear, utility belt)	\$1,600	\$1067
Fleet Chargebacks	\$6,670	\$4,447
Accommodation Cost	\$5,657	\$3,771
Total	\$97,556	\$65,037

In 2017 the Graffiti Enforcement Program, MLEOs enforced graffiti mainly on a reactive complaint basis with occasional proactive enforcement. In 2017, Licensing and By-law Services received 236 complaints for private property.

During the two-year Graffiti Enforcement Program 361 private property complaints were received and investigated by the students in 2018, and 322 complaints were received and investigated in 2019. In addition, the students proactively identified 1,362 incidents of graffiti that normally would not be reported or identified to the City. In total, the students issued 1,276 orders that required a second or third inspection totalling 3,898 site visits with a voluntary compliance rate of 97% for the total of graffiti incidents in the City.

APPENDICES AND SCHEDULES ATTACHED

None