



# City of Hamilton

## GENERAL ISSUES COMMITTEE REVISED

**Meeting #:** 21-002(k)  
**Date:** March 3, 2021  
**Time:** 9:30 a.m.  
**Location:** Due to the COVID-19 and the Closure of City Hall

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

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**GENERAL ISSUES COMMITTEE  
(2021 OPERATING BUDGET)  
MINUTES 21-002(j)**

9:30 a.m.

Thursday, February 25, 2021

Due to COVID-19 and the closure of City Hall, this meeting was held virtually.

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

**Absent:** Councillor T. Whitehead – Personal  
Councillor S. Merulla – Other City Business

**THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:**

**1. 2020 Assessment Growth (FCS21016) (City Wide) (Item 6.2)**

**(Eisenberger/Pearson)**

That Report FCS21016, respecting the 2020 Assessment Growth, be received.

**Result: Motion CARRIED by a vote of 14 to 0, as follows:**

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Ninder Nann
Absent	-	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 J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

**2. Savings Generated from Funded Projects (FCS21007) (City Wide) (Item 7.2)**

**(Ferguson/Farr)**

That Report FCS21007, respecting Savings Generated from Funded Projects, be received.

**Result: Motion CARRIED by a vote of 14 to 0, as follows:**

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	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 J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

**3. Neighbour to Neighbour Community Food Centre Funding (Item 8.1)**

**(Danko/Pauls)**

WHEREAS, City Council supported the establishment and ongoing operation of Neighbour to Neighbour Community Food Centre since 2015;

WHEREAS, the Neighbour to Neighbour Food Centre has become a community hub providing programs and support to the area residents;

WHEREAS the Neighbour to Neighbour Community Food Centre focussed programs and supports on hunger and food insecurity which connected to poverty, inequality, racism, health, the environment, and social relationships;

WHEREAS, the Neighbour to Neighbour Community Food Centre aligns with and contributes to the goals and objectives of the City of Hamilton's Food Strategy;

WHEREAS, Council has provided financial support to Neighbour to Neighbour for the Community Food Centre operation in the amount of \$200,000 per year for the past five years, expiring December 31, 2020;

THEREFORE, BE IT RESOLVED:

That the Neighbour to Neighbour Community Food Centre be supported for 2021 at a cost of \$200,000, to be provided through the 2021 budget Tax Stabilization Reserve.

**Result: Motion CARRIED by a vote of 11 to 3, as follows:**

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	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 J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
No	-	Ward 11 Councillor Brenda Johnson
No	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
No	-	Ward 15 Councillor Judi Partridge

**FOR INFORMATION:**

**(a) APPROVAL OF AGENDA (Item 1)**

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

**STAFF PRESENTATIONS:**

6.4 6.2 2020 Assessment Growth (FCS21016) (City Wide) – At the request of staff, this presentation has been moved to Item 6.2.

6.1 Added as the new Item 6.1 - 2021 Tax Operating Budget Update presentation.

**ADDED DISCUSSION ITEMS:**

7.1. Considerations to Implement a Vacant Home Tax in Hamilton (FCS21017) (City Wide)

7.2 Savings Generated from Funded Projects (FCS21007) (City Wide)

**(Partridge/Clark)**

That the agenda for the February 25, 2021 General Issues Committee (Budget) meeting be approved, as amended.

**Result: Motion CARRIED by a vote of 14 to 0, as follows:**

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	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 J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

**(b) DECLARATIONS OF INTEREST (Item 2)**

- (i) Councillor E. Pauls declared an interest to Communication Item 4.1 (4.1.a. to 4.1.e), respecting the Hamilton Police Service 2021 Operating Budget, as her son works for the Hamilton Police Service.
- (ii) Councillor M. Pearson declared an interest to Item 7.1, respecting Report FCS21007 - Considerations to Implement a Vacant Home Tax in Hamilton, as she is a rental property landlord.
- (iii) Councillor A. VanderBeek declared an interest to Item 7.1, respecting Report FCS21007 - Considerations to Implement a Vacant Home Tax in Hamilton, as she is a rental property landlord.

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

**(i) February 11, 2021 (Item 3.1)**

**(Ferguson/VanderBeek)**

That the Minutes of the February 11, 2021 General Issues Committee (Budget) meeting be approved, as presented.

**Result: Motion CARRIED by a vote of 13 to 0, as follows:**

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	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 J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

**(d) COMMUNICATIONS (Item 4)**

**(i) Correspondence respecting the 2021 Hamilton Police Service Budget (Item 4.1)**

**(Nann/Farr)**

That the following Communication Items, 4.1(a) to 4.1(e), respecting 2021 Operating Budget matters, be received:

- (1) Rebecca Steckle (Item 4.1.a.)
- (2) Meaghan Horn (Item 4.1.b.)
- (3) Tess Maclsaac (Item 4.1.c.)
- (4) Maddison Brockbank (Item 4.1.d.)
- (5) Laurel Carter (Item 4.1.e.)

**Result: Motion CARRIED by a vote of 13 to 0, as follows:**

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	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 J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Maria Pearson
Yes	-	Ward 11	Councillor Brenda Johnson
Yes	-	Ward 12	Councillor Lloyd Ferguson
Yes	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Yes	-	Ward 15	Councillor Judi Partridge

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

**(i) 2021 Tax Operating Budget Update (Item 6.1)**

Mike Zegarac, General Manager of Finance & Corporate Services, provided a PowerPoint presentation respecting the 2021 Tax Operating Budget.

**(Pearson/Nann)**

That the following amendment to the 2021 Operating Budget, be approved:

- (a) Area Rated Parkland Purchases (\$605,240) (0.0%)

**Result: Motion CARRIED by a vote of 13 to 0, as follows:**

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	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 J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Absent	-	Ward 15 Councillor Judi Partridge

**(Johnson/VanderBeek)**

That the presentation, respecting the 2021 Tax Operating Budget, be received.

**Result: Motion CARRIED by a vote of 13 to 0, as follows:**

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	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 J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Absent	-	Ward 15 Councillor Judi Partridge

**(ii) 2020 Assessment Growth (FCS21016) (City Wide) (Item 6.2)**

Mike Zegarac, General Manager of Finance & Corporate Services, provided a PowerPoint presentation respecting Report FCS21016 – 2020 Assessment Growth.

**(Clark/Farr)**

That the presentation, respecting Report FCS21016 – 2020 Assessment Growth, be received.

**Result: Motion CARRIED by a vote of 14 to 0, as follows:**

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	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 J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

**(Ferguson/Pearson)**

That Committee recess for one half hour until 12:45 p.m.

**Result: Motion CARRIED by a vote of 13 to 0, as follows:**

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	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 J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Absent	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

**(f) DISCUSSION ITEMS (Item 7)**

**(i) Considerations to Implement a Vacant Home Tax in Hamilton (FCS21017) (City Wide) (Item 7.1)**

**(Nann/Wilson)**

That staff be directed to prepare a report respecting a Vacant Homes Tax as it relates to Hamilton's Housing market, fees collected from Municipal Law Enforcement vacant lands registry, the status of assessing vacant residential properties as well as how the municipality assesses those properties (with Metrolinx properties removed), and the success of this tax as a mechanism to identifying vacant homes, and report back with a breakdown by Ward to the General Issues Committee by June 16, 2021.

**Result: Motion CARRIED by a vote of 9 to 3, as follows:**

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
No	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls

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Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Conflict	-	Ward 10	Councillor Maria Pearson
Yes	-	Ward 11	Councillor Brenda Johnson
No	-	Ward 12	Councillor Lloyd Ferguson
Conflict	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
No	-	Ward 15	Councillor Judi Partridge

**(g) ADJOURNMENT (Item 10)**

**(Pearson/Ferguson)**

That, there being no further business, the General Issues Committee (Budget), be adjourned at 3:05 p.m.

**Result: Motion CARRIED by a vote of 14 to 0, as follows:**

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson, Deputy Mayor
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	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 J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

Respectfully submitted,

Deputy Mayor Maureen Wilson  
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**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	March 3, 2021
<b>SUBJECT/REPORT NO:</b>	2021 Tax Supported Operating Budget - Recommendations (FCS21001(a)) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Kayla Petrovsky Fleming (905) 546-2424 Ext. 1310 Duncan Robertson (905) 546-2424 Ext. 4744
<b>SUBMITTED BY:</b>	Mike Zegarac General Manager, Finance and Corporate Services Corporate Services Department
<b>SIGNATURE:</b>	

**RECOMMENDATION(S)**

- (a) Council Referred Items, Business Cases and 2022 – 2024 Multi-Year Outlook
- (i) That the 2021 Council Referred Items in Appendix “A” attached to Report FCS21001(a), be received;
  - (ii) That the 2021 Business Cases in Appendix “B” attached to Report FCS21001(a), be received;
  - (iii) That the 2022 – 2024 Multi-Year Outlook in Appendix “I” attached to Report FCS21001(a), be received;
  - (iv) That the Proposed Amendment to 2021 Approved User Fees in Appendix “J” attached to Report FCS21001(a), be approved;
- (b) Boards and Agencies
- (i) That the Boards and Agencies operating budget of \$225,116,831 in Appendix “D” attached to Report FCS21001(a), inclusive of amendments as per Appendix “C” attached to Report FCS21001(a), be approved;

**SUBJECT: 2021 Tax Supported Operating Budget - Recommendations  
(FCS21001(a)) (City Wide) – Page 2 of 7**

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- (ii) That the City Enrichment Fund operating budget (2021 Tax Supported Operating Budget Book – Appendix “K” to Report FCS21001(a), page 31, \$6,088,340, be approved;
- (c) Planning and Economic Development Department
  - (i) That the Planning and Economic Development operating budget (2021 Tax Supported Operating Budget Book – Appendix “K” to Report FCS21001(a), page 54, \$30,327,260, inclusive of amendments as per Appendix “C” attached to Report FCS21001(a), be approved;
- (d) Healthy and Safe Communities Department
  - (i) That the Healthy and Safe Communities operating budget (2021 Tax Supported Operating Budget Book – Appendix “K” attached to Report FCS21001(a), page 74, \$256,380,200, inclusive of amendments as per Appendix “C” attached to Report FCS21001(a), be approved;
  - (ii) That the General Manager of the 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 Appendix “K” attached to Report FCS21001(a), which 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, in a form satisfactory to the City Solicitor;
  - (iii) That, where required for Public Health Services, the General Manager of the 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 Appendix “K” attached to Report FCS20001, and includes the authority to authorize the submission of budgets and quarterly and / or year-end reporting;
  - (iv) That a Line of Duty Death (LODD) Benefit Reserve (112050) be established with initial funding of \$494,000 from the Tax Stabilization Reserve (110046) in accordance with the reported 2019 Tax Operating Budget Surplus and the 2020 Tax Supported Operating Budget amendments;

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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: 2021 Tax Supported Operating Budget - Recommendations  
(FCS21001(a)) (City Wide) – Page 3 of 7**

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(e) Public Works Department

- (i) That the Public Works operating budget (2021 Tax Supported Operating Budget Book – Appendix “K” to Report FCS21001(a), page 98, \$264,776,990, inclusive of amendments as per Appendix “C” attached to Report FCS21001(a), be approved;

(f) City Manager’s Office

- (i) That the City Manager’s operating budget (2021 Tax Supported Operating Budget Book – Appendix “K” to Report FCS21001(a), page 114, \$12,866,920, inclusive of amendments as per Appendix “C” attached to Report FCS21001(a), be approved;

(g) Corporate Services Department

- (i) That the Corporate Services operating budget (2021 Tax Supported Operating Budget Book – Appendix “K” to Report FCS21001(a), page 128, \$36,111,650, inclusive of amendments as per Appendix “C” attached to Report FCS21001(a), be approved;

(h) Legislative

- (i) That the Legislative operating budget (2021 Tax Supported Operating Budget Book – Appendix “K” to Report FCS21001(a), page 145, \$5,164,412, inclusive of amendments as per Appendix “C” attached to Report FCS21001(a), be approved;

(i) Hamilton Entertainment Facilities

- (i) That the Hamilton Entertainment Facilities operating budget (2021 Tax Supported Operating Budget Book – Appendix “K” to Report FCS21001(a), page 153, \$4,037,180, inclusive of amendments as per Appendix “C” attached to Report FCS21001(a), be approved;

(j) Corporate Financials – Expenditures / Non-Program Revenues

- (i) That the Corporate Financials – Expenditures operating budget (2021 Tax Supported Operating Budget Book - Appendix “K” to Report FCS21001(a), page 146, \$22,799,200, inclusive of amendments as per Appendix “C” attached to Report FCS21001(a), be approved;

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(FCS21001(a)) (City Wide) – Page 4 of 7**

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- (ii) That the Non-Program Revenues operating budget (2021 Tax Supported Operating Budget Book - Appendix “K” to Report FCS21001(a), page 158, (\$47,391,950), inclusive of amendments as per Appendix “C” attached to Report FCS21001(a), be approved;
- (k) Capital Financing
  - (i) That the Capital Financing operating budget (2021 Tax Supported Operating Budget Book – Appendix “K” to Report FCS21001(a), page 154, \$139,541,860 inclusive of amendments as per Appendix “C” attached to Report FCS21001(a), be approved;
  - (ii) That the Capital Financing portion of the Police Services budget (2021 Tax Supported Operating Budget Book – Appendix “K” to Report FCS21001(a), page 154, \$1,234,776, inclusive of amendments as per Appendix “C” attached to Report FCS21001(a), be approved;
  - (iii) That the Capital Financing portion relating to the Hamilton Public Library budget (2021 Tax Supported Operating Budget Book – Appendix “K” to Report FCS21001(a), page 154, \$166,280, be approved;
- (l) 2021 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 FCS21001(a), be approved;
- (n) Budgeted Complement Temporary Extension Schedule
  - (i) That in accordance with the “Budgeted Complement Control Policy”, the requested complement extensions of temporary positions with 24-month terms or greater, with no impact on the levy, as outlined in Appendix “F” attached to Report FCS21001(a), be approved;

**SUBJECT: 2021 Tax Supported Operating Budget - Recommendations  
(FCS21001(a)) (City Wide) – Page 5 of 7**

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- (o) Budget Amendment Schedule
  - (i) That, in accordance with the “Budget Control Policy”, the requested amendments, transferring budget from one department / division to another and / or from one cost category to another with no impact on the levy, as outlined in Appendix “G” attached to Report FCS21001(a), be approved;
- (p) 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 “H” attached to Report FCS21001(a), be received;
- (q) That the Mayor and Senior Leadership Team of the City of Hamilton actively participate in efforts with other municipalities and municipal associations seeking financial support from senior levels of government to support the ongoing and longer term financial impacts of the COVID-19 pandemic and recovery.

**EXECUTIVE SUMMARY**

The 2021 Preliminary Tax Supported Operating Budget was submitted to the General Issues Committee (GIC) at its meeting on January 15, 2021. The Average Municipal Residential tax impact was presented at 2.5%, inclusive of approved amendments to date. City departments, as well as Boards and Agencies, provided GIC with an in-depth presentation of their 2021 budgets. Since the preliminary submission on January 15, 2021, several budget amendments have been approved and proposed. The amendments are identified in Appendix “C” attached to Report FCS21001(a).

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 2.6%, when combined with the 2021 impact for Education of (0.3%) and the impact of levy restrictions of 0.1% and the assessment growth impact of (0.2%), would result in an average total residential tax increase of 2.1% (anomalies in total due to rounding).

The recommendations to Report FCS21001(a) seek Council approval of the budget, as submitted in the preliminary document, including the approved amendments contained in Appendix “C” attached to Report FCS21001(a). Council may approve additional changes, which would then be added to this amendment list.

The average total residential tax impact of 2.1% includes the approved Council Referred Items and Business Cases in Appendices “A” and “B” to Report FCS21001(a).

**Alternatives for Consideration – Not Applicable**

**SUBJECT: 2021 Tax Supported Operating Budget - Recommendations  
(FCS21001(a)) (City Wide) – Page 6 of 7**

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**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: Full financial information can be found in the 2021 Preliminary Tax Supported Operating Budget Book (Appendix “K” to Report FCS21001(a)).

Staffing: A complement summary can be found in Appendix “1 – 4” of the 2021 Preliminary Tax Supported Operating Budget Book (Appendix “K” to Report FCS21001(a)).

Legal: N/A

**HISTORICAL BACKGROUND**

The 2021 Committee calendar includes key dates pertaining to the 2021 Tax Operating Budget for the GIC meetings. The budget kick-off took place on January 15, 2021 followed by various other GIC dates which allowed for departmental budget presentations.

There are no remaining scheduled GIC budget deliberation meeting dates.

**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)**

The recommendations in Report FCS21001(a) to be received or approved are a result of 2021 Budget presentations, public delegations and deliberations at GIC meetings from January to March of 2021. In addition, during the 2020 Budget process, amendments were made to the Healthy and Safe Communities (HSC) budget for Line of Duty Death (LODD) benefit costs and a LODD Benefit Reserve was to be established from the 2019 Tax Operating Budget Surplus of \$494,000. As the overall 2019 Budget Surplus was transferred to the Tax Stabilization Reserve, a transfer is required from the Tax Stabilization Reserve to a new LODD Benefit Reserve (112050). Within Business Case-02 (BC-02) for Hamilton Paramedic Service, a capital project 7641951103 is also approved with a gross cost of \$293,000 funded by development charges reserves of \$263,000 and the Unallocated Capital Levy Reserve of \$30,000.

**SUBJECT: 2021 Tax Supported Operating Budget - Recommendations  
(FCS21001(a)) (City Wide) – Page 7 of 7**

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**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 FCS21001(a) – 2021 Council Referred Items

Appendix “B” to Report FCS21001(a) – 2021 Business Cases

Appendix “C” to Report FCS21001(a) – 2021 Tax Supported Operating Budget Amendments

Appendix “D” to Report FCS21001(a) – 2021 Boards and Agencies Operating Budget

Appendix “E” to Report FCS21001(a) – Budgeted Complement Transfer Schedule

Appendix “F” to Report FCS21001(a) – Budgeted Complement Temporary Extension Schedule

Appendix “G” to Report FCS21001(a) – Budget Amendment Schedule

Appendix “H” to Report FCS21001(a) – Budget Exclusions Related to Regulation 284/09

Appendix “I” to Report FCS21001(a) – 2022 – 2024 Multi-Year Outlook

Appendix “J” to Report FCS21001(a) – Proposed Amendment to 2021 Approved User Fees and Charges

Appendix “K” to Report FCS21001(a) - 2021 Tax Supported Operating Budget Book

KP/DR/dt

**CITY OF HAMILTON  
2021 COUNCIL REFERRED ITEMS  
SUMMARY**

ITEM #	DIVISION	SERVICE / PROGRAM	DESCRIPTION OF REFERRED ITEM	2021 IMPACT		FTE IMPACT	STATUS
				\$ GROSS	\$ NET		
<b>POST BUDGET BOOK</b>							
<b>HEALTHY AND SAFE COMMUNITIES &amp; CITY MANAGER</b>							
CR-01	Housing Services	Portable Housing Benefit Program	Expanding Housing and Support Services for Women and Transgender Community Sub-Committee	\$ 950,000	\$ 950,000	0.00	APPROVED
<b>HEALTHY AND SAFE COMMUNITIES &amp; CITY MANAGER SUBTOTAL</b>				<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>0.00</b>	
<b>CORPORATE SERVICES</b>							
CR-02	City Clerk's Office	Protection of Privacy Policy	FTE requested in the Records and FOI section of the Clerk's office in order to continue to support and educate staff in our legislated requirement to protect personal and confidential information.	\$ 109,000	\$ 109,000	1.00	APPROVED
<b>CORPORATE SERVICES SUBTOTAL</b>				<b>\$ 109,000</b>	<b>\$ 109,000</b>	<b>1.00</b>	
<b>PUBLIC WORKS- TAX</b>							
CR-03	Transportation Operations and Maintenance	Sidewalk Clearing Program	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	REFERRED BACK TO PUBLIC WORKS COMMITTEE
CR-04	Energy, Fleet and Facilities	Parks Security Patrol Program	No 2021 Tax impact Security Patrol Program is a response from Council directing staff to identify and explore the feasibility of various options to address the increase in vandalism and theft in City-owned public spaces. The total cost of the program is 195 K (\$96.2K in 2021). There are one-time costs for 2021 and 2022 that will be offset from the Tax Rate Stabilization Reserve for a net zero impact on the levy.	\$ 96,200	\$ -	0.00	APPROVED
<b>PUBLIC WORKS - TAX SUBTOTAL</b>				<b>\$ 96,200</b>	<b>\$ -</b>	<b>0.00</b>	

**CITY OF HAMILTON  
 2021 COUNCIL REFERRED ITEMS  
 SUMMARY**

ITEM #	DIVISION	SERVICE / PROGRAM	DESCRIPTION OF REFERRED ITEM	2021 IMPACT		FTE IMPACT	STATUS
				\$ GROSS	\$ NET		
<b>BOARDS &amp; AGENCIES</b>							
CR-05	Hamilton Farmers Market	Hamilton Farmers Market	That one-time funding in the amount of \$30,000 to be funded from the Economic Development Investment Reserve (Account No.112221) or the COVID-19 Emergency Reserve (110053), to be to be utilized to promote the market during the ongoing pandemic.	\$ 30,000	\$ -	0.00	APPROVED
<b>BOARDS &amp; AGENCIES SUBTOTAL</b>				<b>\$ 30,000</b>	<b>\$ -</b>	<b>0.00</b>	
<b>PLANNING &amp; ECONOMIC DEVELOPMENT</b>							
CR-06	Planning & Economic Development	Licensing and By-law Services	Accessible Taxicab Financial Incentive Program	\$ 80,000	\$ 80,000	0.00	DEFERRED TO 2022
<b>PLANNING &amp; ECONOMIC DEVELOPMENT SUBTOTAL</b>				<b>\$ 80,000</b>	<b>\$ 80,000</b>	<b>0.00</b>	
<b>TOTAL</b>				<b>\$ 1,265,200</b>	<b>\$ 1,139,000</b>	<b>1.00</b>	

### CITY OF HAMILTON 2021 BUSINESS CASES SUMMARY

FORM #	DIVISION	SERVICE / PROGRAM	DESCRIPTION	2021 IMPACT		FTE Impact	STATUS
				\$ GROSS	\$ NET		
<b>PLANNING &amp; ECONOMIC DEVELOPMENT</b>							
BC-01	Economic Development	Hamilton Immigration Partnership Council	Communications Associate HIPC funded	\$ 62,093	\$ -	1.00	APPROVED
<b>PLANNING &amp; ECONOMIC DEVELOPMENT SUBTOTAL</b>				<b>\$ 62,093</b>	<b>\$ -</b>	<b>1.00</b>	
<b>HEALTHY AND SAFE COMMUNITIES</b>							
BC-02	Hamilton Paramedic Service	Hamilton Paramedic Service	Hamilton Paramedic Service 2021-2024 Enhancement (Ambulance)	\$ 1,045,580	\$ 522,790	10.00	APPROVED
<b>HEALTHY AND SAFE COMMUNITIES SUBTOTAL</b>				<b>\$ 1,045,580</b>	<b>\$ 522,790</b>	<b>10.00</b>	
<b>CORPORATE SERVICES</b>							
BC-03	Information Technology	Information Technology	Additional FTEs for Information Technology	\$ 182,250	\$ 182,250	2.00	APPROVED
<b>CORPORATE SERVICES SUBTOTAL</b>				<b>\$ 182,250</b>	<b>\$ 182,250</b>	<b>2.00</b>	
<b>TOTAL</b>				<b>\$ 1,289,923</b>	<b>\$ 705,040</b>	<b>13.00</b>	
<b>NOTE:</b>	BC-02 includes the purchase of an ambulance with no impact to the 2021 Tax Operating Budget. Capital project 7641951103 with a gross cost of \$293,000 and funding by development charges reserves of \$263,000 and Unallocated Capital Levy Reserve of \$30,000 is approved.						

**CITY OF HAMILTON  
2021 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 Municipal Impact</u>
<b>Recommended Operating Levy Impact Preliminary Budget</b>		<b>7,341.95</b>	<b>\$ 958,952,420</b>		<b>\$ 34,793,910</b>	<b>2.9%</b>
<b>APPROVED AMENDMENTS:</b>						
<b>Dec 7 PW Cmte</b>						
PW	PW Committee Dec 7/2020 - Motion 11.1: Park Improvements (W3)	0.16		\$ 11,800		
<b>Dec 16 Council</b>						
HSC	Roxborough CIPA adjustment	-		\$ (1,047,000)		
<b>Dec 18 GIC</b>						
Capital Finan.	Elimination of discretionary block funding	-		\$ (4,500,000)		
Corp Fin	OIC Capital Budget Approval			\$ 865,500		
<b>Jan 15 GIC</b>						
Corp Fin	Operating Impacts of Capital			\$ 2,492,100		
NPR	POA – Safe Restart Agreement funding for forgone revenue			\$ (1,043,500)		
PW	Blue Box Municipal Funding Allocation			\$ (1,389,950)		
<b>Feb 1 PW Cmte</b>						
PW	Environmental Services - Ferguson Avenue North Beautification	0.16		\$ 19,050		
PW	Environmental Services - Montgomery Park Pedestrian Lighting Improvements	0.00		\$ 4,500		
PW	Environmental Services - Red Hill Neighbourhood Park Improvements	0.03		\$ 8,900		
PW	Dundas Driving Park (Parkside Hill) - Formalization of designated tobogganing hill operating costs			\$ 2,500		
<b>Feb 11 GIC</b>						
B&A	Other Boards and Agencies			\$ 2,634		
B&A	Hamilton Police Services			\$ 1,271,247		
PED	Building division - Permit Intake Coordinator financial impact offset by Building permits revenues with no impact on levy. Position added to support increased activity and service level requirements (Gross Cost of \$105,430)	1.00		\$ -		
HSC	CSND funding adjustment for Children's Services			\$ (990,000)		
LEG	Volunteer Committees - to align to Volunteer Committee budget requests			\$ (108)		
<i>Council Referred:</i>						
HSC	CR-01 - Portable Housing Benefit Program			\$ 950,000		
CS	CR-02 - Protection of Privacy Policy	1.00		\$ 109,000		
PW	CR-04 - Parks Security Patrol Program (Gross Cost of \$96,200)			\$ -		
B&A	CR-05 - Hamilton Farmers Market (Gross Cost of \$30,000 to support marketing during pandemic be funded from Economic Development Investment Reserve (Account No.112221) or the COVID-19 Emergency Reserve (110053))			\$ -		

**CITY OF HAMILTON  
2021 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 Municipal Impact</u>
<i>Business Cases:</i>						
PED	BC-01 - Hamilton Immigration Partnership Council - Communications Associate HIPC funded (Gross Cost of \$62,093)	1.00		\$ -		
HSC	BC-02 - Hamilton Paramedic Service 2021 - 2021 Ambulance Enhancement (Gross Operating Cost of \$1,045,580. Capital project 7641951103 with a gross cost of \$293,000 and funding by development charges reserves of \$263,000 and Unallocated Capital Levy Reserve of \$30,000.)	10.00		\$ 522,790		
CS	BC-03 - Information Technology (Additional FTEs)	2.00		\$ 182,250		
<b>Feb 25 GIC</b>						
HSC	Neighbour to Neighbour Community Food Centre Funding (Gross cost of \$200,000 and funding from Tax Stabilization Reserve of \$200,000)			\$ -		
Corp Fin	Area Rated Parkland Purchases			\$ (605,240)		
					<b>\$ (3,133,527)</b>	<b>(0.3)%</b>
<b>AVERAGE RESIDENTIAL TAX IMPACT (Inclusive of Above) *</b>		<b>7,357.30</b>	<b>\$ 955,818,893</b>		<b>\$ 31,660,383</b>	<b>2.6%</b>
<b>Updated Assessment Growth Impact:</b>						<b>(0.2)%</b>
<b>Impact of Levy Restrictions</b>						<b>0.1%</b>
<b>AVERAGE RESIDENTIAL TAX IMPACT (Inclusive of Above) *</b>						<b>2.5%</b>
Education Impact						<b>(0.3)%</b>
<b>AVERAGE TOTAL TAX IMPACT (Inclusive of Education Amount) *</b>						<b>2.1%</b>

Assumptions: 1% Municipal impact = \$9.0 million  
\*Anomalies in totals due to rounding.

<b>2021 Boards and Agencies Operating Budget</b>		
<b>#</b>	<b>Board / Agency</b>	<b>2021 NET Preliminary Budget \$</b>
<b>City Boards:</b>		
1	Hamilton Police Services	176,587,027
2	Hamilton Public Library	32,196,330
3	Farmers' Market	115,060
	<b>Subtotal</b>	<b>208,898,417</b>
<b>Conservation Authorities:</b>		
4	Niagara Peninsula Conservation Authority	1,506,750
	NPCA Binbrook Capital Improvements	91,790
5	Grand River Conservation Authority	1,519,505
6	Conservation Halton	749,719
7	Hamilton Conservation Authority	3,978,000
8	HCA: Westfield Heritage Village	614,000
	<b>Subtotal</b>	<b>8,459,764</b>
<b>Grants:</b>		
9	Hamilton Beach Rescue Unit Inc.	131,570
10	Royal Botanical Gardens	647,410
	<b>Subtotal</b>	<b>778,980</b>
<b>Other Items:</b>		
11	MPAC	6,979,670
	<b>Subtotal</b>	<b>6,979,670</b>
<b>Total for All Boards and Agencies</b>		<b>225,116,831</b>

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 <sup>(1)</sup>**

ITEM #	TRANSFER FROM				TRANSFER TO			
	Department	Division	Position Title (2)	FTE	Department	Division	Position Title (2)	FTE
1	Corporate Services	Financial Services	Accounts Payable Clerk	1.0	Corporate Services	Financial Services	AP/AR Administrator	1.0
	<b>Explanation:</b> The Accounts Payable Clerk declared redundant. AP/AR Administrator will provide a higher level of analysis, conduct process control reviews, develop ad hoc reports and find efficiencies in the Accounts payable processes. The difference in position pay will be mitigated through existing budget.							
2	Corporate Services	Financial Services	Accounts Payable Vendor Clerk	1.0	Corporate Services	Financial Services	Appeals Officer (Taxation)	1.0
	<b>Explanation:</b> The Accounts Payable Vendor Clerk declared redundant. The Appeals Officer (Taxation), the position will respond to the City's more active participation in assessment appeals and will assume responsibilities of <i>Municipal Act</i> Appeals. The difference in position pay will be mitigated through existing budget. Centralization of Support Services.							
3	Corporate Services	Financial Services	Accounting Clerk	1.0	Corporate Services	Financial Services	Senior Financial Analyst-Accounting	1.0
	<b>Explanation:</b> The Accounting Clerk declared redundant. The Senior Financial Analyst-Accounting will provide a higher level of analysis required to keep up with financial statement and accounting policy changes as well as find efficiencies in accounting processes. The difference in position pay will be mitigated through existing budget.							
4	Corporate Services	Financial Services	Student Positions	0.58	Corporate Services	Financial Planning Administration & Policy	Student Positions	0.58
	<b>Explanation:</b> The dollars associated with the student positions in Accounting and Taxation were used in part to mitigate the above positions. The FTEs were transferred to FPAP for use when funding becomes available.							
5	Planning & Economic Development	Licensing and Bylaw Services	Project & Policy Asst.-MLE & Municipal Law Enforcement Officer	0.5 0.5	Planning & Economic Development	Licensing and Bylaw Services	Project & Policy Asst.-MLE	1.0
	<b>Explanation:</b> Convert two part time positions (0.5 FTE) Project & Policy Asst.-MLE (Grade 2) and (0.5 FTE) Municipal Law Enforcement Officer (Grade K) into a full time (1.0 FTE) Project & Policy Asst.-MLE (Grade 2). Position required to accommodate increasing court administration, admin support for Municipal Law Enforcement officers.							
6	Planning and Economic Development	Licensing & By-Law Services	By-Law Clerk	1.0	Planning and Economic Development	Transportation Planning and Parking	Screening Officer	1.0
	<b>Explanation:</b> Conversion of a By-Law Clerk (Pay Grade G) in LBS to a Screening Officer (Pay Grade 4) in TPP. Difference in pay can be accommodated through available gapping. Screening functions for LBS have been provided through a temporary third Screening Officer. With new by-laws being added to APS, it is appropriate that the existing temporary third Screening Officer Position be converted to a permanent position utilizing the By-Law clerk position.							
7	Planning and Economic Development	Licensing & By-Law Services	License Compliance Officer & License Administrator	0.5 0.5	Planning and Economic Development	Licensing & By-Law Services	License Compliance Officer	1.0
	<b>Explanation:</b> Conversion of two part time positions (0.5 FTE) License Compliance Officer (Pay Grade K) & (0.5FTE) License Administrator (Pay Grade H) to a (1.0 FTE) License Compliance Officer (Pay Grade K). Difference in pay can be mitigated through existing budget. FT PERM position is required due to union bump, without layoff.							

**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.

**CITY OF HAMILTON  
 BUDGETED COMPLEMENT TEMPORARY EXTENSION SCHEDULE**

**TEMPORARY POSITION EXTENSIONS**

**Extensions to temporary positions with terms of 24 months or greater as per the Budgeted Complement Control Policy**

ITEM #	TRANSFER FROM				TRANSFER TO			
	<u>Department</u>	<u>Division</u>	<u>Position Title</u>	<u>FTE</u>	<u>Department</u>	<u>Division</u>	<u>Position Title</u>	<u>FTE</u>
1	Public Works	Energy, Fleet & Facilities	Accommodations & Design Coord	1.0	Public Works	Energy, Fleet & Facilities	Accommodations & Design Coord	1.0
	<b>Explanation:</b> Extend temporary 24 month position #11260 an additional 1 year in order to complete initiatives currently underway							
2	Public Works	Energy, Fleet & Facilities	Sr Analyst Contracts Facility Position	1.0	Public Works	Energy, Fleet & Facilities	Sr Analyst Contracts Facility	1.0
	<b>Explanation:</b> Extend temporary 24 month position #8607 an additional 6 months in order to complete initiatives currently underway							

**CITY OF HAMILTON  
BUDGET AMENDMENT SCHEDULE**

**BUDGET AMENDMENT**

**Budget Transfer from one cost category to another cost category or one department / division to another**

ITEM #	Department	Dept ID	Division	Cost Category	Amount	Department	Dept ID	Division	Cost Category	Amount
1.1	Public Works	792127	Energy Fleet & Facilities	Buildings & Grounds	\$20,500	Healthy & Safe Communities	792422	Recreation	Buildings & Grounds	\$20,500
	<b>Explanation:</b> As per cost allocation methodology, direct bill correct department and division for water usage associated with metres when there is a single occupant.									
1.2	Public Works	792127	Energy Fleet & Facilities	Buildings & Grounds	\$29,500	Public Works	444005	Environmental Services	Buildings & Grounds	\$29,500
	<b>Explanation:</b> As per cost allocation methodology, direct bill correct department and division for water usage associated with metres when there is a single occupant.									
1.3	Public Works	530400	Transit	Financial	\$1,341,400	Public Works	530400	Transit	Reserves / Recoveries	\$1,341,400
	<b>Explanation:</b> Contribution to Reserve to fund PRESTO commissions that will be incurred when ridership recovers.									

### 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.

Table 1 is a summary of these excluded expenses:

**TABLE 1**  
**Excluded Expenses**

(Amounts are representative of 2019 expenses and are reported in \$ millions)

1. Amortization expenses on tangible capital assets	\$205.2 M
2. Decrease in post-employment benefits liability	(0.5) M
3. Decrease in solid waste landfill closure and post closure liability	<u>(0.2) M</u>
Total	<u>\$204.5 M</u>

Table 1 outlines the expenses as reported in the City’s audited 2019 financial statements. Expenses for 2020 and 2021 have not yet been determined and will be reported in the 2020 and 2021 financial statements, respectively.

#### 1. Amortization Expenses on Tangible Capital Assets

Amortization expenses on tangible capital assets were recorded in the 2019 financial statements of \$205.2 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 2021 Budget does not include amortization expenses on tangible capital assets, provisions are made in the 2021 tax and rate Operating Budgets for transfers to capital of \$212.0 million and transfers to capital reserves of \$45.4 million resulting in an infrastructure funding surplus estimated at \$52.2 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 2019 consolidated financial statements report liabilities of \$372.7 million and expense decreases of \$0.5 million, while the City's 2021 budget includes expenses for expected 2021 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 2019, the City has reserves associated with these liabilities of \$67.9 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 2019 consolidated financial statements report liabilities of \$71.4 million and reduction in expenses of \$0.2 million for landfill closure and post-closure. As of the end of 2019, the City has reserves associated with these liabilities of \$1.2 million which represent 1.7% 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 2022 - 2024 Multi-Year Outlook

	Multi-Year Outlook								
	2022			2023			2024		
	\$	2022 vs 2021		\$	2023 vs 2022		\$	2024 vs 2023	
		\$	%		\$	%		\$	%
<b>Planning &amp; Economic Development</b>									
General Manager	1,088,500	33,770	3.2%	1,134,820	46,320	4.3%	1,170,260	35,440	3.1%
Transportation, Planning and Parking	2,303,540	326,670	16.5%	2,307,480	3,940	0.2%	2,290,780	(16,700)	(0.7%)
Building	1,146,890	34,820	3.1%	1,171,380	24,490	2.1%	1,194,230	22,850	2.0%
Economic Development	5,713,700	140,050	2.5%	5,850,190	136,490	2.4%	5,961,850	111,660	1.9%
Growth Management	522,080	36,290	7.5%	646,630	124,550	23.9%	703,810	57,180	8.8%
Licensing & By-Law Services	6,999,420	218,060	3.2%	7,163,090	163,670	2.3%	7,303,460	140,370	2.0%
LRT Office	0	0	0.0%	0	0	0.0%	0	0	0.0%
Planning	4,029,900	176,640	4.6%	4,150,110	120,210	3.0%	4,279,620	129,510	3.1%
Tourism & Culture	9,679,880	190,350	2.0%	9,844,410	164,530	1.7%	9,998,450	154,040	1.6%
<b>TOTAL PLANNING &amp; ECONOMIC DEVELOPMENT</b>	<b>31,483,910</b>	<b>1,156,650</b>	<b>3.8%</b>	<b>32,268,110</b>	<b>784,200</b>	<b>2.5%</b>	<b>32,902,460</b>	<b>634,350</b>	<b>2.0%</b>
<b>Healthy and Safe Communities</b>									
HSC Administration	3,095,980	107,660	3.6%	3,176,920	80,940	2.6%	3,257,030	80,110	2.5%
Children's Services and Neighbourhood Dev.	13,530,370	1,275,460	10.4%	13,702,970	172,600	1.3%	13,922,090	219,120	1.6%
Ontario Works	12,916,420	606,700	4.9%	13,399,930	483,510	3.7%	13,861,500	461,570	3.4%
Housing Services	48,235,730	1,421,630	3.0%	49,390,530	1,154,800	2.4%	50,487,180	1,096,650	2.2%
Long Term Care	12,351,050	826,190	7.2%	13,104,200	753,150	6.1%	13,960,200	856,000	6.5%
Recreation	36,514,640	1,195,000	3.4%	37,097,950	583,310	1.6%	37,650,320	552,370	1.5%
Hamilton Fire Department	97,390,170	2,744,720	2.9%	100,207,140	2,816,970	2.9%	103,025,500	2,818,360	2.8%
Hamilton Paramedic Service	28,192,700	613,010	2.2%	28,719,820	527,120	1.9%	29,303,190	583,370	2.0%
Public Health Services	16,667,150	3,159,430	23.4%	17,550,350	883,200	5.3%	18,375,470	825,120	4.7%
<b>TOTAL HEALTHY AND SAFE COMMUNITIES</b>	<b>268,894,210</b>	<b>11,949,800</b>	<b>4.7%</b>	<b>276,349,810</b>	<b>7,455,600</b>	<b>2.8%</b>	<b>283,842,480</b>	<b>7,492,670</b>	<b>2.7%</b>
<b>Public Works - Tax</b>									
PW-General Administration	750,660	25,780	3.6%	777,140	26,480	3.5%	804,320	27,180	3.5%
Energy Fleet and Facilities	13,388,870	181,440	1.4%	13,636,770	247,900	1.9%	14,638,840	1,002,070	7.3%
Engineering Services	0	0	0.0%	0	0	0.0%	0	0	0.0%
Environmental Services	92,253,680	3,897,780	4.4%	94,498,620	2,244,940	2.4%	96,550,630	2,052,010	2.2%
Transit	89,140,460	8,385,760	10.4%	96,644,940	7,504,480	8.4%	104,138,260	7,493,320	7.8%
Transportation Operations & Maintenance	84,394,910	1,317,630	1.6%	85,634,730	1,239,820	1.5%	86,801,340	1,166,610	1.4%
<b>TOTAL PUBLIC WORKS</b>	<b>279,928,580</b>	<b>13,808,390</b>	<b>5.2%</b>	<b>291,192,200</b>	<b>11,263,620</b>	<b>4.0%</b>	<b>302,933,390</b>	<b>11,741,190</b>	<b>4.0%</b>

## CITY OF HAMILTON 2022 - 2024 Multi-Year Outlook

	Multi-Year Outlook								
	2022			2023			2024		
	\$	2022 vs 2021		\$	2023 vs 2022		\$	2024 vs 2023	
		\$	%		\$	%		\$	%
<b>Legislative</b>									
Legislative General	(388,390)	(2,210)	0.6%	(390,850)	(2,460)	0.6%	(393,320)	(2,470)	0.6%
Mayors Office	1,210,320	20,870	1.8%	1,231,850	21,530	1.8%	1,253,890	22,040	1.8%
Volunteer Committee	124,650	0	0.0%	124,650	0	0.0%	124,650	0	0.0%
Ward Budgets	4,303,280	66,680	1.6%	4,376,480	73,200	1.7%	4,448,780	72,300	1.7%
<b>TOTAL LEGISLATIVE</b>	<b>5,249,860</b>	<b>85,340</b>	<b>1.7%</b>	<b>5,342,130</b>	<b>92,270</b>	<b>1.8%</b>	<b>5,434,000</b>	<b>91,870</b>	<b>1.7%</b>
<b>City Manager</b>									
Office of the City Auditor	1,199,450	24,320	2.1%	1,223,250	23,800	2.0%	1,247,010	23,760	1.9%
CMO - Admin	424,410	11,190	2.7%	436,540	12,130	2.9%	448,840	12,300	2.8%
Comms And Govt Relations	2,706,020	58,530	2.2%	2,766,280	60,260	2.2%	2,825,900	59,620	2.2%
Digital Innovations and S/Partnerships	628,040	9,880	1.6%	644,150	16,110	2.6%	659,120	14,970	2.3%
Human Resources	8,192,220	179,300	2.2%	8,376,370	184,150	2.2%	8,569,320	192,950	2.3%
<b>TOTAL CITY MANAGER</b>	<b>13,150,140</b>	<b>283,220</b>	<b>2.2%</b>	<b>13,446,590</b>	<b>296,450</b>	<b>2.3%</b>	<b>13,750,190</b>	<b>303,600</b>	<b>2.3%</b>
<b>Corporate Services</b>									
City Clerk's Office	2,916,800	53,900	1.9%	2,971,500	54,700	1.9%	3,027,090	55,590	1.9%
Customer Service, POA and Financial Integration	5,781,400	116,330	2.1%	5,900,140	118,740	2.1%	6,006,390	106,250	1.8%
Financial Serv, Taxation and Corp Controller	4,192,170	109,160	2.7%	4,303,840	111,670	2.7%	4,418,120	114,280	2.7%
Legal Services and Risk Management	3,694,420	116,720	3.3%	3,813,910	119,490	3.2%	3,936,250	122,340	3.2%
Corporate Services - Administration	334,580	6,860	2.1%	341,610	7,030	2.1%	348,790	7,180	2.1%
Financial Planning, Administration and Policy	5,370,010	154,060	3.0%	5,516,310	146,300	2.7%	5,667,070	150,760	2.7%
Information Technology	14,227,360	139,310	1.0%	14,370,350	142,990	1.0%	14,517,330	146,980	1.0%
<b>TOTAL CORPORATE SERVICES</b>	<b>36,516,740</b>	<b>696,340</b>	<b>1.9%</b>	<b>37,217,660</b>	<b>700,920</b>	<b>1.9%</b>	<b>37,921,040</b>	<b>703,380</b>	<b>1.9%</b>
<b>Corporate Financials - Expenditures</b>									
Non Program Expenditures	19,164,890	(881,950)	(4.4%)	18,238,650	(926,240)	(4.8%)	17,265,850	(972,800)	(5.3%)
<b>TOTAL CORPORATE FINANCIALS</b>	<b>19,164,890</b>	<b>(881,950)</b>	<b>(4.4%)</b>	<b>18,238,650</b>	<b>(926,240)</b>	<b>(4.8%)</b>	<b>17,265,850</b>	<b>(972,800)</b>	<b>(5.3%)</b>
<b>Hamilton Entertainment Facilities</b>									
Contract Management	1,448,270	650	0.0%	0	(1,448,270)	(100.0%)	0	0	0.0%
Mgr. Carmen Group	595,290	13,330	2.3%	0	(595,290)	(100.0%)	0	0	0.0%
Mgr. Global Spectrum	2,052,420	44,820	2.2%	0	(2,052,420)	(100.0%)	0	0	0.0%
<b>TOTAL HAMILTON ENTERTAINMENT FACILITIES</b>	<b>4,095,980</b>	<b>58,800</b>	<b>1.5%</b>	<b>0</b>	<b>(4,095,980)</b>	<b>(100.0%)</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>TOTAL CITY EXPENDITURES</b>	<b>658,484,310</b>	<b>27,156,590</b>	<b>4.1%</b>	<b>674,055,150</b>	<b>15,570,840</b>	<b>2.3%</b>	<b>694,049,410</b>	<b>19,994,260</b>	<b>2.9%</b>

## CITY OF HAMILTON 2022 - 2024 Multi-Year Outlook

	Multi-Year Outlook								
	2022			2023			2024		
	\$	2022 vs 2021		\$	2023 vs 2022		\$	2024 vs 2023	
		\$	%		\$	%		\$	%
<b>City Depts Capital Financing</b>									
Debt-Healthy & Safe Communities	1,961,620	0	0.0%	1,961,620	0	0.0%	1,961,620	0	0.0%
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	108,122,000	5,697,000	5.6%	113,293,000	5,171,000	4.8%	119,622,000	6,329,000	5.6%
Debt-Planning & Economic Development	26,290	0	0.0%	26,290	0	0.0%	26,290	0	0.0%
Debt-Public Works	26,200,080	0	0.0%	26,200,080	0	0.0%	26,200,080	0	0.0%
<b>TOTAL CAPITAL FINANCING</b>	<b>149,738,860</b>	<b>5,697,000</b>	<b>4.0%</b>	<b>154,909,860</b>	<b>5,171,000</b>	<b>3.5%</b>	<b>161,238,860</b>	<b>6,329,000</b>	<b>4.1%</b>
<b>BOARDS &amp; AGENCIES</b>									
<b>POLICE SERVICES</b>									
Operating	177,693,450	3,434,700	2.0%	181,259,810	3,566,360	2.0%	184,947,640	3,687,830	2.0%
Capital Financing	1,057,034	0	0.0%	1,057,034	0	0.0%	1,057,034	0	0.0%
<b>TOTAL POLICE SERVICES</b>	<b>178,750,484</b>	<b>3,434,700</b>	<b>2.0%</b>	<b>182,316,844</b>	<b>3,566,360</b>	<b>2.0%</b>	<b>186,004,674</b>	<b>3,687,830</b>	<b>2.0%</b>
<b>OTHER BOARDS &amp; AGENCIES</b>									
Library	33,104,290	1,073,910	3.4%	33,716,860	612,370	1.8%	34,393,930	676,880	2.0%
Conservation Authorities	8,618,820	167,100	2.0%	8,786,320	167,500	1.9%	8,961,320	175,000	2.0%
Other Agencies	8,035,670	156,550	2.0%	8,190,540	154,870	1.9%	8,348,320	157,780	1.9%
<b>TOTAL OTHER BOARDS &amp; AGENCIES</b>	<b>49,758,780</b>	<b>1,397,560</b>	<b>2.9%</b>	<b>50,693,720</b>	<b>934,740</b>	<b>1.8%</b>	<b>51,703,570</b>	<b>1,009,660</b>	<b>2.0%</b>
<b>Capital Financing - Other Boards &amp; Agencies</b>									
Debt-Library	166,280	0	0.0%	166,280	0	0.0%	166,280	0	0.0%
<b>City Enrichment Fund</b>	<b>6,088,340</b>	<b>0</b>	<b>0.0%</b>	<b>6,088,340</b>	<b>0</b>	<b>0.0%</b>	<b>6,088,340</b>	<b>0</b>	<b>0.0%</b>
<b>TOTAL BOARDS &amp; AGENCIES</b>	<b>234,763,884</b>	<b>4,832,260</b>	<b>2.1%</b>	<b>239,265,184</b>	<b>4,501,100</b>	<b>1.9%</b>	<b>243,962,864</b>	<b>4,697,490</b>	<b>2.0%</b>
<b>TOTAL EXPENDITURES</b>	<b>1,042,987,054</b>	<b>37,685,850</b>	<b>3.7%</b>	<b>1,068,230,194</b>	<b>25,242,940</b>	<b>2.4%</b>	<b>1,099,251,134</b>	<b>31,020,750</b>	<b>2.9%</b>

**CITY OF HAMILTON**  
**2022 - 2024 Multi-Year Outlook**

	Multi-Year Outlook								
	2022			2023			2024		
	\$	2022 vs 2021		\$	2023 vs 2022		\$	2024 vs 2023	
		\$	%		\$	%		\$	%
<b>NON PROGRAM REVENUES</b>									
<b>POA Revenues</b>	(1,258,720)	63,550	(4.8%)	(1,190,820)	67,900	(5.4%)	(1,127,540)	63,280	(5.3%)
<b>Corporate Revenues</b>									
Hydro Dividend and Other Interest	(5,281,480)	0	0.0%	(5,281,480)	0	0.0%	(5,281,480)	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%
<b>TOTAL Corporate Revenues</b>	<b>(14,581,480)</b>	<b>0</b>	<b>0.0%</b>	<b>(14,581,480)</b>	<b>0</b>	<b>0.0%</b>	<b>(14,581,480)</b>	<b>0</b>	<b>0.0%</b>
<b>Tax Adjustments</b>									
Payment In Lieu	(16,399,700)	0	0.0%	(16,399,700)	0	0.0%	(16,399,700)	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	(3,227,000)	0	0.0%	(3,227,000)	0	0.0%	(3,227,000)	0	0.0%
Senior Tax Credit	537,000	0	0.0%	537,000	0	0.0%	537,000	0	0.0%
Supplementary Taxes	(9,925,000)	0	0.0%	(9,925,000)	0	0.0%	(9,925,000)	0	0.0%
Tax Remissions and Write Offs	9,570,000	0	0.0%	9,570,000	0	0.0%	9,570,000	0	0.0%
<b>TOTAL Tax Adjustments</b>	<b>(30,444,700)</b>	<b>0</b>	<b>0.0%</b>	<b>(30,444,700)</b>	<b>0</b>	<b>0.0%</b>	<b>(30,444,700)</b>	<b>0</b>	<b>0.0%</b>
<b>TOTAL NON PROGRAM REVENUES</b>	<b>(46,284,900)</b>	<b>63,550</b>	<b>(0.1%)</b>	<b>(46,217,000)</b>	<b>67,900</b>	<b>(0.1%)</b>	<b>(46,153,720)</b>	<b>63,280</b>	<b>(0.1%)</b>
<b>TOTAL LEVY REQUIREMENT</b>	<b>996,702,154</b>	<b>37,749,400</b>	<b>3.9%</b>	<b>1,022,013,194</b>	<b>25,310,840</b>	<b>2.5%</b>	<b>1,053,097,414</b>	<b>31,084,030</b>	<b>3.0%</b>

## PROPOSED AMENDMENT TO 2021 APPROVED USER FEES AND CHARGES

**Department: Corporate Services**

**Division: Financial Services**

#	Service or Activity Provided or Use of City Property	Incorrect 2020 Approved Fee	Amended 2020 Approved Fee	Incorrect 2021 Proposed Fee	Amended 2021 Proposed Fee	Previously Approved % Change in Fee	Revised % Change in Fee
1	Tenders and RFPs	\$ 48.32	\$ 48.32	\$ 49.30	\$ 49.29	2.0%	2.0%
2	Tenders and RFPs - Complex	\$ 163.05	\$ 166.33	\$ 166.40	\$ 169.65	2.1%	2.0%
3	Change in Banking Information (Note 1)	\$ 26.28	\$ 26.86	\$ 26.90	\$ 27.43	2.3%	2.1%
	<b>Consideration of assignment / corporate change requests (Note 2)</b>						
4	Simple	\$ 379.78	\$ 379.78	\$ 387.40	\$ 387.39	2.0%	2.0%
5	Standard	\$ 682.35	\$ 682.35	\$ 696.00	\$ 696.02	2.0%	2.0%
6	Complex	\$ 909.73	\$ 909.73	\$ 928.00	\$ 927.92	2.0%	2.0%
	<b>Notes:</b>						
1	Change in Banking Information will only be applied when there is more than one request per year made by the vendor.						
2	The fee for consideration of assignment/corporate change requests include any applicable 'change in Banking Information' fee.						



Hamilton

**PRELIMINARY**

# 2020 TAX SUPPORTED OPERATING BUDGET REPORT



# CONTENT

<b>1</b>	<b>2020 BUDGET SUMMARY REPORT</b>
	<b>APPENDICES</b>
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<b>27</b>	3 Cost Category Summary
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<b>129</b>	6 Council Referred Items
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<b>171</b>	8 Multi-Year Outlook



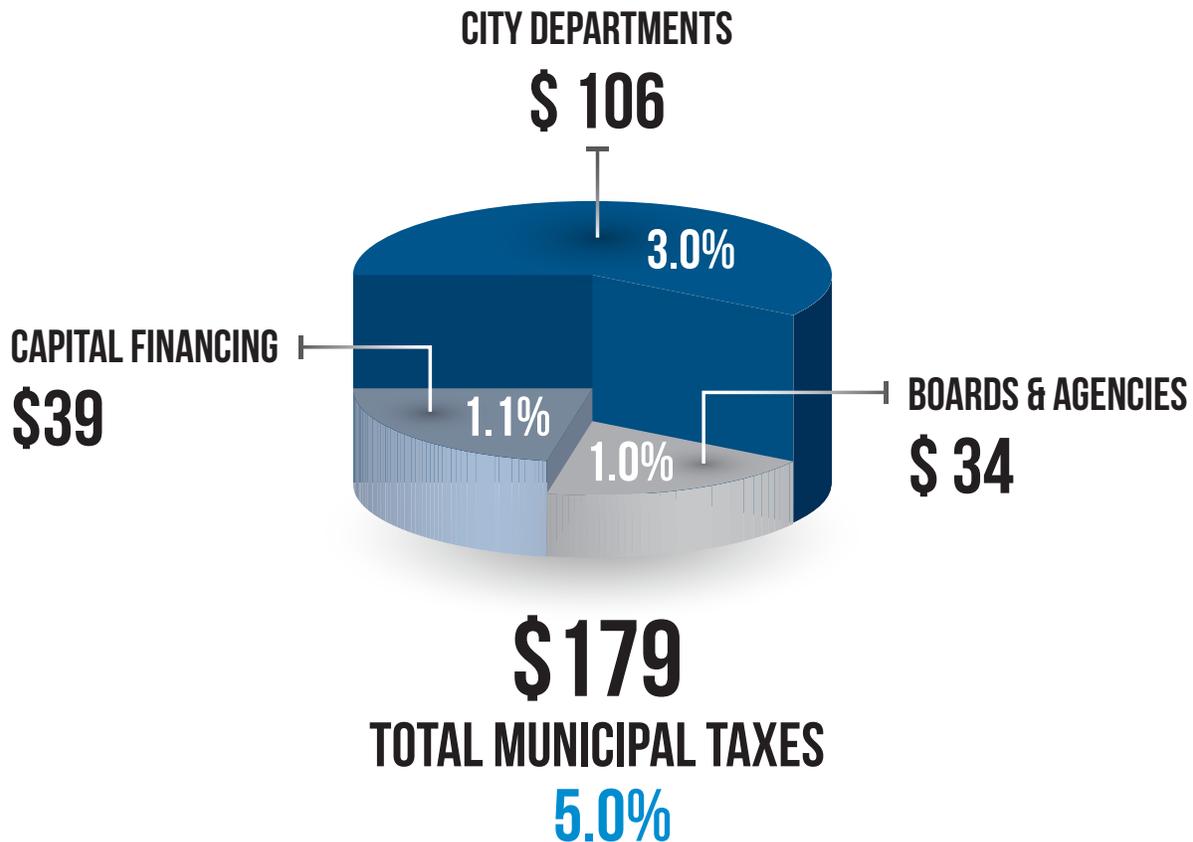
# 2020 BUDGET SUMMARY REPORT

The City of Hamilton’s Preliminary Tax Supported Operating Budget of \$935.0 M requires a 5.0% municipal property tax increase, which translates to \$179 for the average residential property assessed at \$358,600.

The 2020 Preliminary Tax Supported Operating Budget for City Departments is increasing by \$29.0 M or 5.3%. This contributes to the average residential tax increase by 3.0% or \$106. This amount forms part of the 5.0% municipal property tax increase.

An estimated assessment growth benefit of (1.0%) and a reassessment impact of 0.5% reduce the initial levy increase from 5.4% to the average residential tax impact of 5.0%.

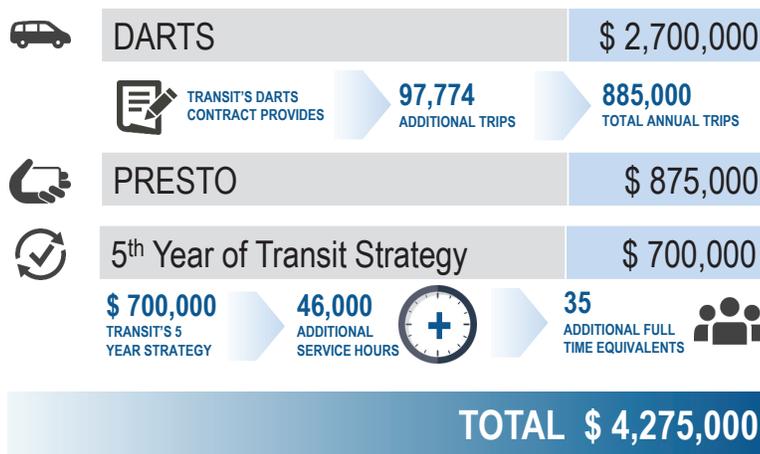
## 2020 MUNICIPAL PRELIMINARY TAX IMPACT FOR THE AVERAGE RESIDENTIAL PROPERTY TAX BILL Excludes Education Impact



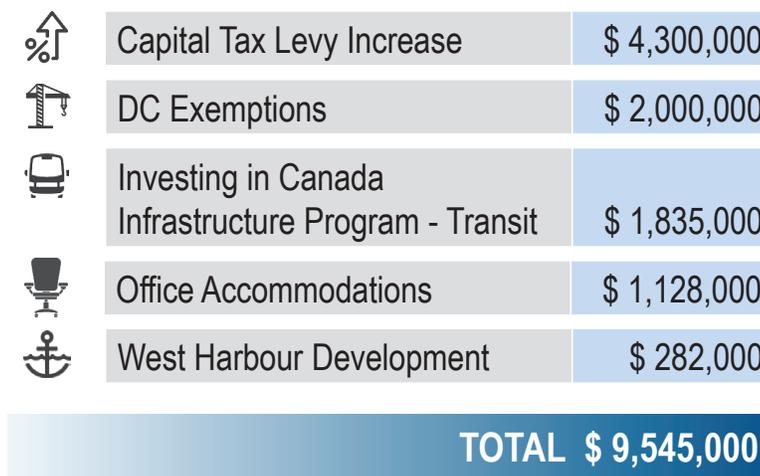
• Anomalies due to rounding • Assumes (1.0%) benefit for growth and 0.5% reassessment impact • Average residential assessment: \$358,600

This year’s Preliminary Tax Supported Operating Budget include significant investments in Transit, contributions to capital projects as well as protecting services that would have been lost due to changes in provincial funding. The Tax Supported Operating Budget also includes other key priorities that support the City’s Strategic Plan and contribute to the City’s vision to be the best place to raise a child and age successfully.

## TRANSIT IMPACTS



## CAPITAL FINANCING



## PROTECTING CHILD CARE SPACES



# 2020 TAX SUPPORTED OPERATING BUDGET

## BUDGET PROCESS

The 2020 Preliminary Tax Supported Operating Budget is the result of an extensive process undertaken by City staff throughout 2019. The Tax Supported Operating Budget is one component of the City's overall annual budget and supports the delivery of all the City's services with the exception of Water, Wastewater and Storm Water services, which are Rate supported. Both the Tax and Rate supported service groups have infrastructure and facility requirements that are funded by their respective capital budgets. The 2020 Rate Operating and Capital Budget and the 2020 Tax Supported Capital Budget are being submitted separately for Council's consideration on November 25, 2019 and November 29, 2019 respectively. The 2020 Tax Supported User Fees are being submitted for Council's consideration on December 4, 2019.

The 2020 Preliminary Tax Supported Operating Budget overview will be presented to the General Issues Committee (GIC) on January 17, 2020 and the Departmental presentations will begin on January 28, 2020. The deliberation process and final budget approval is expected to be completed by late March 2020.

## COUNCIL REFERRED ITEMS

Items that Council has referred by motion to the 2020 Operating Budget process are included in Appendix A to Report FCS20001- Appendix 6 "Council Referred Items". These items are not included in the preliminary budget totals.

## BUSINESS CASES

Business Cases can be found in Appendix A to Report FCS20001- Appendix 7 "Business Cases". The proposal of new revenue, request for additional resources to deliver services or any recommended changes to staffing levels are summarized in business cases for Council's consideration. These items are not included in the preliminary budget totals.

## MULTI-YEAR BUDGETS

Multi-Year budgeting strengthens the link between budgeting and strategic priorities and enables Council to implement a multi-year vision, assessing the long-term financial implications of current and proposed Operating and Capital Budgets, budget policies, investment policies, tax policies and assumptions.

A three-year outlook for 2021-2023 is summarized in Appendix A to Report FCS20001- Appendix 8 "Multi-Year Outlook" for the City. Three-year outlooks for 2021-2023 will also be presented by the General Managers during their departmental budget presentations. Making the multi-year budgets more prominent will assist towards approval in principle of these budgets, in the upcoming years.

## BUSINESS PLANS

Multi-year business planning serves as a roadmap for municipalities to ensure Council's priorities, as outlined in the City's Strategic Plan, are converted into action. Each City department prepares multi-year business plans to identify and align departmental and divisional initiatives to the City's vision "to be the best place to raise a child and age successfully," with the Strategic Plan front and centre. The City does not have the financial resources or the organizational capacity to do everything at once. By establishing our priorities, creating achievable initiatives, and tracking progress with meaningful performance measurement, the City will realize its mission of providing high quality cost conscious public service that contributes to a healthy, safe and prosperous community.

Departmental and divisional initiatives are communicated during the departmental budget presentations as well as summarized in the Corporate Plan. The Corporate Plan is issued upon approval of all three budgets; Rate Supported Operating and Capital Budget, Tax Supported Capital Budget and Tax Supported Operating Budget.

## 2020 CONSOLIDATED BUDGET

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

Table 1

<b>2020 Preliminary Consolidated City Budget</b>			
<b>Gross Expenditures</b>			
	<b>Rate</b>	<b>Tax</b>	<b>Total</b>
<b>Operating</b>	\$232.6 M	\$1,600.1 M	\$1,832.7 M
<b>Capital</b>	\$325.9 M	\$226.8 M	\$552.7 M
<b>Total</b>	\$558.5 M	\$1,829.6 M	\$2,285.4 M

Note: Does not include Council Referred Items or Business Cases

This document provides detailed information in respect of the 2020 Preliminary Tax Supported Operating Budget. As mentioned, the 2020 Rate Operating and Capital Budget and the 2020 Tax Supported Capital Budget are being submitted separately for Council’s consideration on November 25, 2019 and November 29, 2019 respectively.

During the 2019 Tax Supported Operating Budget process, staff prepared a 2020 - 2022 Multi-year Outlook based on assumptions and known increases. The initial Outlook for 2020 was projecting a levy increase of \$39.1 M and a 3.9% tax increase. Based on updated information, the initial projection has been revised to a levy increase of \$48.2 M and a 5.0% tax increase.

The 2020 Preliminary Tax Supported Operating Budget, as submitted, does not include any measures that would adversely impact programs and services. For this year, however, Council directed staff to report back on a series of scenarios in order to mitigate the projected average residential tax impact of 5.0%. Additional information on the mitigation options will be included in the “Budget Mitigation Options” section of this report.

## 2020 PRELIMINARY TAX SUPPORTED OPERATING BUDGET - TAX IMPACT

The submitted 2020 Preliminary Tax Supported Operating Budget requires a levy increase of \$48.2 M. This increase would result in an average residential municipal tax increase of 5.0% or \$179.

Table 2 highlights the municipal tax increase by major component:

Table 2

**2020 Municipal Preliminary Impact  
 For the Average Residential Property Tax Bill  
 (Excludes Education Impact)**

	\$	%
Municipal Taxes		
City Departments	\$ 106	3.0%
Boards & Agencies	\$ 34	1.0%
Capital Financing	\$ 39	1.1%
<b>Total Municipal Taxes</b>	<b>\$ 179</b>	<b>5.0%</b>

- Anomalies due to rounding
- Assumes (1.0%) benefit for growth and 0.5% reassessment impact
- Average residential assessment: \$358,600

As indicated in the table, the tax impact attributable to City departments is about 3.0%. The Boards and Agencies tax impact is 1.0%, subject to the approval of the Police Services’ budget (currently the budget assumes a 5-year average plus 2019 annualization of new hires) and the submission of the Niagara Peninsula Conservation Authority’s budget. An increase of 1.1% is recommended for the capital levy. Additional details can be found in the found in the “Summary” section of the Report.

Also submitted are Council Referred Items and Business Cases to be considered during the budget process. If approved as submitted, the Business Cases will add 0.1% to the tax impact while the Council Referred Items will increase the tax impact by 0.1%. The total tax impact inclusive of Council Referred Items and the Business Cases submissions would result in a tax impact of 5.2% for 2020.

**2020 BUDGET SUMMARY REPORT**

**2020 PRELIMINARY TAX SUPPORTED OPERATING BUDGET - SUMMARY**

The 2020 Preliminary Tax Supported Operating Budget identifies a levy requirement of \$935.0 M, which represents a levy increase of \$48.2 M or 5.4% over 2019. Table 3 highlights the preliminary budgets by major component:

Table 3

<b>2020 Preliminary Tax Budget</b>					
	<b>Net Operating Budget</b>				
	<b>2019</b>	<b>2020</b>	<b>Change 2020/2019</b>		
	<b>Restated \$</b>	<b>Preliminary \$</b>	<b>\$</b>	<b>%</b>	
<b>Total City Departments</b>	\$ 542,735,000	\$ 571,746,000	\$ 29,010,000	5.3%	
<b>Boards &amp; Agencies</b>	\$ 214,172,000	\$ 223,834,000	\$ 9,663,000	4.5%	
<b>Capital Financing (*)</b>	\$ 129,880,000	\$ 139,425,000	\$ 9,545,000	7.3%	
<b>Total Preliminary Operating Budget</b>	<b>\$ 886,787,000</b>	<b>\$ 935,005,000</b>	<b>\$ 48,218,000</b>	<b>5.4%</b>	
<b>Average Residential Property Tax Impact</b>				<b>5.0%</b>	

Note: The Capital Financing figure in Table 3 includes the Area Rating Special Capital Reinvestment provision allocated to the pre-amalgamated City of Hamilton through the Tax Supported Operating Budget.

An estimated assessment growth benefit of (1.0%) and a reassessment impact of 0.5% reduce the initial 2020 budget levy increase from 5.4% to the average residential tax impact of 5.0%.

**City Departments**

The 2020 Preliminary Tax Supported Operating Budget for City Departments is increasing by \$29.0 M or 5.3%. This contributes to the average residential tax increase by 3.0% or \$106 for the average home. This year the City is facing significant pressures due to maintenance items, changes in provincial funding, transit and operating impacts from capital.

Table 4 summarizes the individual maintenance items that are having a significant impact in the City departments.

Table 4

<b>Budget Drivers - Maintenance</b>	
<b>Item</b>	<b>2020 Budget Impact</b>
Salary and Wages / Benefits	\$9.3 M
Insurance Premiums	\$2.0 M
WSIB Shortfall	\$1.5 M
Road Salt Contract	\$1.5 M
Computer Software Licensing	\$1.5 M
<b>Total Major Budget Drivers</b>	<b>\$15.8 M</b>

Employee related expenses, primarily salaries, wages and benefits comprise approximately 34% of the City’s tax supported operating budget excluding Boards & Agencies. The \$9.3 M increase is due to contractual settlements, cost of living adjustments (COLA) and staffing changes plus the resulting increase in employer and government benefits.

Other maintenance items include a \$2.0 M increase in insurance premiums and a \$1.5 M increase due to a WSIB shortfall originating from increased number of cases as well as higher costs per case. These two items are cost allocated to the departmental budgets. An additional pressure of \$1.5 M is due to recent negotiations in the road salt contract. Furthermore, \$1.5 M is due to a change in the delivery model of the computer software licensing city-wide.

In addition to maintenance items, there are a number of additional expenditures that are driving the budget increase in the City’s departments. Table 5 highlights those items.

Table 5

<b>Budget Drivers - Additional Items</b>		
<b>Item</b>		<b>2020 Budget Impact</b>
<b>Provincial Funding</b>		<b>\$4.7 M</b>
Children's Services	\$2.3 M	
Public Health	\$1.4 M	
Ontario Works	\$1.0 M	
<b>Transit</b>		<b>\$4.3 M</b>
DARTS	\$2.7 M	
PRESTO	\$0.9 M	
Transit Strategy	\$0.7 M	
<b>Operating Impacts from Capital</b>		<b>\$2.3 M</b>
Traffic Management/Signalling	\$0.7 M	
Confederation Park	\$0.3 M	
Backflow Prevention	\$0.2 M	
IT Strategy	\$0.2 M	
Others	\$0.9 M	
<b>Total Major Budget Drivers</b>		<b>\$11.3 M</b>

(\*) Anomalies due to rounding

One of most significant item affecting this year's budget is changes in provincial funding which represent a \$4.7 M pressure. \$2.3 M in the Children's Services and Neighborhood Development division is the result of reduced funding from 100% to 80% for Core Service Delivery and Ontario Early Years Child & Family Centres as well as changes to Expansion Funding impacting financial support to 370 child care spaces. Additional \$1.4 M are due to changes in funding from 100% subsidy to 70% subsidy in a number of programs in Public Health and another \$1.0 M also due to funding changes in Ontario Works. Provincial funding pressures for Public Health Services are partially mitigated by a one-time transitional funding of \$1.4 M.

A pressure of \$4.3 M in Transit is the result of contractual increases in Disabled and Aged Regional Transportation System (DARTS) of \$2.7 M due to ridership increase; the operating agreement with PRESTO is increasing the budget by \$875 K and year 5 of the 10-year Transit Strategy is adding \$688 K (net).

The 2020 operating impacts from previously approved capital projects are \$2.3 M. Major projects include new traffic signals (\$734 K), the redevelopment of Confederation Park (\$291 K), backflow prevention for various facilities (\$240 K) and the IT Strategy (\$235 K). A complete list of projects can be found in Appendix A to Report FCS20001 - Appendix 5 "Departmental Budget Summaries - Other Programs".

**Boards & Agencies**

The 2020 Preliminary Boards and Agencies Budget is increasing by \$9.7 M or 4.5% (excluding capital financing), which represents a tax impact for the average residential property of 1.0% or \$34. Table 6 summarizes the Boards & Agencies budgets.

Table 6

**2020 Boards & Agencies Preliminary Budgets**

Board/Agency	2019 Budget		2020 NET Preliminary Budget		Change	
	Net \$		Budget \$		\$	%
Conservation Authorities	\$ 5,498,000		\$ 8,179,000		\$ 2,681,000	48.8%
MPAC	\$ 6,715,000		\$ 6,849,000		\$ 134,000	2.0%
Hamilton Beach Rescue Unit	\$ 134,000		\$ 134,000		\$ -	0.0%
Hamilton Farmers' Market	\$ 113,000		\$ 113,000		\$ -	0.0%
Royal Botanical Gardens	\$ 635,000		\$ 635,000		\$ -	0.0%
Hamilton Police Services	\$ 164,290,000		\$ 170,509,000		\$ 6,219,000	3.8%
Hamilton Public Library	\$ 30,701,000		\$ 31,330,000		\$ 629,000	2.0%
City Enrichment Fund	\$ 6,086,000		\$ 6,086,000		\$ -	0.0%
<b>Total for Above Items excluding Capital Financing</b>	<b>\$ 214,172,000</b>		<b>\$ 223,834,000</b>		<b>\$ 9,663,000</b>	<b>4.5%</b>

The Police budget pressure of \$6.2 M is based on a five-year average levy increase of 3.0% and the annualization of FTE's approved during the 2019 budget process. The final 2020 budget will be presented by the Police Services Board in December 2020. Staff will update Council during the budget deliberations. The Hamilton Public Library is submitting a budget with a \$629 K (2.0%) increase from 2019. Employee related expenses and recoveries for insurance and facilities costs are the main drivers behind the increase.

The major pressure in Boards and Agencies, however, is related to the increased levy payable to the Conservation Authorities. The City had appealed the 2015-2019 Niagara Peninsula Conservation Authority (NPCA) levy and the 2018-2019 levies for the Grand River Conservation Authority, Hamilton Conservation Authority and Halton Conservation. The City was unsuccessful with the NPCA appeal and a judicial review. The NPCA appeal was repealed. Staff continues to review the other appeals. For 2020, the Conservation Authorities budget has been increased by \$2.5 M to reflect the court decision. The final budget submission from the Niagara Conservation Authority is still pending at the time of the preparation of this report.

All stakeholders within Boards and Agencies, with the exception of the City Enrichment Fund and the Municipal Property Assessment Corporation (MPAC), will present their budgets at GIC on January 21st and 23rd, 2020. Additional budget information can be found in Appendix A to Report FCS20001 - Appendix 5 "Departmental Budget Summaries - Other Programs".

### Capital Financing

The operating budget portion of the 2020 Tax Supported Capital Budget is increasing by \$9.6 M representing a 1.1% or \$39 tax impact for the average residential property. Table 7 identifies these components.

Table 7

	2020	
	Change \$	Tax Impact %
Capital Tax Levy Increase	\$ 4,300,000	0.50%
DC Exemptions	\$ 2,000,000	0.23%
Investing in Canada Infrastructure Program - Transit	\$ 1,835,000	0.21%
Office Accommodations	\$ 1,128,000	0.14%
West Harbour Development	\$ 282,000	0.03%
<b>Total</b>	<b>\$ 9,545,000</b>	<b>1.11%</b>

The operating levy contribution to the capital budget for 2020 is \$4.3 M or 0.5% tax impact; \$2.9M of this increase is directed to fund the state of good repair of roads, bridges and sidewalks; \$1.0 M for transit and \$0.4 M for parkland acquisition.

In addition, debt financing requirements have resulted in proposed tax levy increases of \$2.0 M or 0.23% to fund Development Charges Exemptions, \$1.8 M or 0.21% for the City's funding share of the Investing in Canada Infrastructure Program ICIP – Transit (previously PTIF), \$1.1 M or 0.14% for the Downtown Office Accommodation project and \$0.3 M or 0.03% for the West Harbour Development project.

The 2020 Tax Supported Capital Budget is being presented to Council for consideration on November 29, 2019. The 2020 Tax Supported Capital Budget and the 10-year Tax Supported Capital Program supports the City's Strategic Plan and Financing Strategy and aligns with the following City objectives: rehabilitation of existing assets; leveraging funding programs from senior levels of government for transit, culture, recreation and housing; and targeted funding for growth to increase property assessment.

## BUDGET MITIGATION OPTIONS

The task of achieving the desired tax levy and tax impact will involve a balance between the need to find levy reductions (reduce expenses or increase revenue) and the desire to protect services and programs. For the 2020 Tax Supported Operating Budget, Council directed staff to develop options to reduce the tax impact to 4.6%, 3.6% and 2.6%. Table 8 estimates the levy reduction required to achieve these tax impacts, with the preliminary municipal tax impact of 5.0% as the starting point:

Table 8

<b>2020 Reduction Scenarios</b>			
	Reductions	Levy Increase	Residential Tax Incr.
<b>Preliminary Budget</b>		\$ 48,217,000	5.0%
<b>Total Reductions Of</b>	\$ (3,500,000)	\$ 44,717,000	4.6%
<b>Total Reductions Of</b>	\$ (12,200,000)	\$ 36,017,000	3.6%
<b>Total Reductions Of</b>	\$ (20,900,000)	\$ 27,317,000	2.6%

Note - Excludes potential increases due to 2020 Referred Items and Business Cases

### Approximately \$8.7 M is required to adjust the municipal tax impact by 1%

Staff have identified a number of options to achieve the different tax impacts, which can be categorized as financial, revenues and services. Some of the options to achieve a 4.6% tax impact include:

**Financial:** Reduce contributions to reserves impacting long term financial plan.

**Revenues:** Enhance user fee increases in several areas.

**Services:** Reduce response time to inquiries, request for service and policy work; Reduce service hours for facilities/programs; Reduce or eliminate service levels where service is under-utilized; Align service levels to comparator municipalities where the City exceeds those comparators; Align service levels to provincial funding; Reduce grants to external agencies.

To further reduce the tax impact to 3.6%, in addition to the options needed to achieve a 4.6% reduction, the following options would need to be considered:

**Revenues:** New user fees for services traditionally provided at no charge.

**Services:** Close facilities and related services not considered core municipal services or not required by provincial mandate; Reduce service levels in core areas.

## STAFF COMPLEMENT

The 2020 Preliminary Tax Supported Operating Budget is submitted with a staff complement net increase of 2.9 Full Time Equivalents (FTE), excluding Boards and Agencies, compared to the 2019 Restated Complement. Table 9 illustrates the changes from 2019.

Table 9

<b>2020 Preliminary Complement (FTE)</b>		
<b>(exclusive of Boards &amp; Agencies)</b>		
		<b>Change</b>
<b>2019 Approved</b>	<b>5,824.7</b>	
<b>2019 Restated</b>	<b>5,837.3</b>	<b>12.6</b>
<b>Impacts from Capital</b>		<b>11.6</b>
<b>Other Complement Change</b>		<b>(8.7)</b>
<b>2020 Preliminary</b>	<b>5,840.2</b>	<b>2.9</b>

\* - Anomalies due to rounding

The difference of 12.6 FTE between the 2019 Approved and 2019 Restated is mostly due to annualization of previously approved enhancements and in-year approvals.

The 2020 submission includes a net change of 2.9 FTE which includes 11.6 FTE as a result of operating impacts from previously approved capital projects (Open Space Development and Traffic Management/Signaling). A net change of (8.7) FTE in the departments include a decrease of (44.0) FTE due to changes in provincial program funding and the addition of 35.0 FTE as a result of the continuation of the Transit Strategy.

Appendix A to Report FCS20001 - Appendix 4 "Complement Summary", provides a complement summary including footnotes explaining all of the complement changes. As well, the departmental presentations to GIC will provide additional information with respect to complement changes.

### COUNCIL REFERRED ITEMS & BUSINESS CASES

Not included in the 2020 Preliminary Tax Supported Operating Budget are a number of items that were considered at Council via staff report or Councillor’s Motion and were referred to the budget process for further discussion. In addition to these Council Referred Items, departments have submitted ten Business Cases for Council’s consideration.

Appendix A to Report FCS20001 - Appendix 6 “Council Referred Items” provides additional information and detail sheets for these Council Referred Items. The nine Council Referred Items represent an increase of \$1.1 M and additional 14.5 FTE. The most significant item is the 10 Year Fire Service Delivery Plan. If approved, the impact on the average residential tax bill is an increase of 0.1%. Note, a number of the Council Referred Items are pending a calculation of required levy. Therefore approval of these items may increase the stated tax impact.

Appendix A to Report FCS20001 - Appendix 7 “Business Cases”, provides additional information and detail sheets for the Business Cases. The ten submissions represent a total levy increase of \$1.2 M and additional 28.2 FTE. If approved, the impact on the average residential tax bill would be an additional 0.1%.

### MULTI-YEAR BUDGET OUTLOOK

The initial Tax Supported Operating Budget Outlook for 2021 and 2022 prepared during the 2019 budget process resulted in projected tax increases of 3.6% and 3.3% respectively. These projections, however, needed to be re-evaluated based on current information, tax increases above inflation and other known factors such as contractual agreements and operating impacts from capital projects, and needed to be adjusted based on the 2020 budget.

Appendix A to Report FCS20001 - Appendix 8 “Multi-Year Budget Outlook”, presents the multi-year outlook for 2021-2023. Table 10 below shows the projected levy and tax increases for the 2021-2023 period.

Table 10

2021 - 2023 Multi-Year Outlook

	2021		2022		2023	
	\$	%	\$	%	\$	%
Total City Departments	\$ 31,110,000	5.3%	\$ 18,739,000	3.0%	\$ 19,300,000	3.0%
Boards & Agencies	\$ 6,371,000	2.8%	\$ 6,474,000	2.8%	\$ 6,503,000	2.7%
Capital Financing	\$ 6,236,000	4.5%	\$ 5,815,000	4.0%	\$ 5,312,000	3.5%
<b>Total Preliminary Operating Budget</b>	<b>\$ 43,717,000</b>	<b>4.7%</b>	<b>\$ 31,028,000</b>	<b>3.2%</b>	<b>\$ 31,115,000</b>	<b>3.1%</b>
<b>Residential Average Property Tax Impact</b>		<b>4.2%</b>		<b>2.7%</b>		<b>2.6%</b>

The most significant item impacting future budgets is the change in provincial funding and cost sharing agreements. Significant increases are also due to Transit, both as a result of the continuation of the 10-Year Transit Strategy and increases in the DARTS contract due to increase ridership.

In addition, corporate financials include increases resulting from the operating impacts of capital projects as well as increases in insurance.

Actions taken to mitigate the pressures in the 2020 budget should not include postponing expenditures to future years but rather, they should be geared towards finding sustainable solutions.

For every year, the residential tax increase assumes a growth benefit of (1.0%) based on historical results and a reassessment impact of 0.5%. These assumptions, as well as all the other assumptions used in the preparation of the outlook such as inflation rate and the utility guidelines will be revised yearly.

The multi-year budgets will be included in the departmental presentations, which are scheduled to begin on January 28, 2020.



# APPENDIX 1

# 2020 Preliminary Tax Supported Operating Budget Net Levy Summary

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# NET LEVY SUMMARY

	2019		2020 Preliminary vs. 2019 Restated %
	Restated Budget	Projected Actual	
	2020 Preliminary Budget		
<b>PLANNING &amp; ECONOMIC DEVELOPMENT</b>			
General Manager	1,021,680	950,070	16,410 1.6%
Transportation, Planning and Parking Building	2,148,020	1,750,860	295,690 13.8%
Economic Development	1,273,970	1,304,460	(213,280) (16.7)%
Growth Management	5,359,750	5,424,280	61,720 1.2%
Licensing & By-Law Services	405,240	445,350	185,580 45.8%
LRT Office	6,615,610	6,879,690	30,340 0.5%
Planning	0	0	0 0.0%
Tourism & Culture	3,368,470	3,330,690	373,800 11.1%
<b>TOTAL PLANNING &amp; ECONOMIC DEVELOPMENT</b>	<b>29,334,000</b>	<b>29,355,200</b>	<b>828,540 2.8%</b>
<b>HEALTHY AND SAFE COMMUNITIES</b>			
HSC Administration	2,760,720	2,919,010	36,100 1.3%
Children's Services and Neighbourhood Dev.	8,675,010	8,543,680	2,306,610 26.6%
Ontario Works	11,918,050	11,288,700	1,125,330 9.4%
Housing Services	45,068,420	41,635,250	211,410 0.5%
Long Term Care	13,472,300	13,336,740	609,110 4.5%
Recreation	33,503,780	33,718,260	678,020 2.0%
Hamilton Fire Department	92,083,970	92,103,520	1,605,740 1.7%
Hamilton Paramedic Service	23,794,770	24,500,820	1,314,000 5.5%
Public Health Services	12,356,500	12,546,620	1,116,490 9.0%
<b>TOTAL HEALTHY AND SAFE COMMUNITIES</b>	<b>243,633,520</b>	<b>240,592,600</b>	<b>9,002,810 3.7%</b>

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

# NET LEVY SUMMARY

	2019		2020 Preliminary vs. 2019 Restated \$ %	
	Restated Budget	Projected		2020 Preliminary Budget
		Actual		
<b>PUBLIC WORKS</b>				
PW-General Administration	874,810	715,220	28,730 3.3%	
Energy Fleet and Facilities	8,718,820	9,893,420	578,540 6.6%	
Engineering Services	0	0	0 0.0%	
Environmental Services	79,243,370	82,794,430	3,551,060 4.5%	
Transit	74,298,880	76,213,180	7,096,830 9.6%	
Transportation Operations & Maintenance	78,920,680	78,214,040	2,519,890 3.2%	
<b>TOTAL PUBLIC WORKS</b>	<b>242,056,560</b>	<b>243,280,500</b>	<b>13,775,050 5.7%</b>	
<b>LEGISLATIVE</b>				
Legislative General	(373,660)	(168,350)	14,090 3.8%	
Mayors Office	1,118,300	1,133,660	45,720 4.1%	
Volunteer Committee	112,650	112,650	0 0.0%	
Ward Budgets	4,113,730	3,936,730	56,390 1.4%	
<b>TOTAL LEGISLATIVE</b>	<b>4,971,020</b>	<b>5,014,690</b>	<b>116,200 2.3%</b>	
<b>CITY MANAGER</b>				
CMO - Admin & Digital Office	391,750	474,190	29,260 7.5%	
Office of the City Auditor	1,129,980	1,082,310	21,730 1.9%	
Strategic Partnerships & Communications	3,025,040	2,711,310	112,800 3.7%	
Human Resources	7,396,650	7,216,880	155,910 2.1%	
<b>TOTAL CITY MANAGER</b>	<b>11,943,420</b>	<b>11,484,690</b>	<b>319,700 2.7%</b>	

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

# NET LEVY SUMMARY

	2019		2020 Preliminary vs. 2019 Restated %	
	Restated Budget	Projected		2020 Preliminary Budget
		Actual		
<b>CORPORATE SERVICES</b>				
Corporate Services - Administration	315,420	317,840	9,430 3.0%	
City Clerk's Office	2,619,110	2,239,990	171,510 6.5%	
Customer Service	5,555,340	5,290,280	(30,370) (0.5)%	
Financial Planning, Admin & Policy	4,817,260	4,755,050	97,230 2.0%	
Financial Services	3,975,310	3,659,320	271,490 6.8%	
Information Technology	11,494,450	10,820,350	8,940 0.1%	
Legal Services	3,505,470	3,382,750	(89,120) (2.5)%	
<b>TOTAL CORPORATE SERVICES</b>	<b>32,282,360</b>	<b>30,465,580</b>	<b>439,110 1.4%</b>	
<b>CORPORATE FINANCIALS - EXPENDITURES</b>				
Corporate Initiatives	4,222,500	4,120,250	4,091,200 96.9%	
Corporate Pensions, Benefits & Contingency	15,344,590	15,584,660	601,560 3.9%	
<b>TOTAL CORPORATE FINANCIALS</b>	<b>19,567,090</b>	<b>19,704,910</b>	<b>4,692,760 24.0%</b>	
<b>HAMILTON ENTERTAINMENT FACILITIES</b>				
Operating	3,912,390	4,078,010	588,800 15.0%	
<b>TOTAL HAMILTON ENTERTAINMENT FACILITIES</b>	<b>3,912,390</b>	<b>4,078,010</b>	<b>588,800 15.0%</b>	
<b>TOTAL CITY EXPENDITURES</b>	<b>587,700,360</b>	<b>583,976,180</b>	<b>29,762,970 5.1%</b>	

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

# NET LEVY SUMMARY

	2019		2020 Preliminary Budget	2020 Preliminary vs. 2019 Restated	
	Restated Budget	Projected Actual		\$	%
<b>CAPITAL FINANCING</b>					
Debt-Healthy & Safe Communities	2,339,720	4,409,570	2,339,720	0	0.0%
Debt-Infrastructure Renewal Levy	13,428,870	13,428,870	13,428,870	0	0.0%
Debt-Corporate Financials	74,224,300	71,112,580	83,769,300	9,545,000	12.9%
Debt-Planning & Economic Development	194,070	88,360	194,070	0	0.0%
Debt-Public Works	38,695,920	35,077,860	38,695,920	0	0.0%
<b>TOTAL CAPITAL FINANCING</b>	<b>128,882,880</b>	<b>124,117,240</b>	<b>138,427,880</b>	<b>9,545,000</b>	<b>7.4%</b>
<b>BOARDS &amp; AGENCIES</b>					
<b>Police Services</b>					
Operating	164,290,320	164,290,320	170,508,940	6,218,620	3.8%
Capital Financing	805,750	805,750	805,750	0	0.0%
<b>Total Police Services</b>	<b>165,096,070</b>	<b>165,096,070</b>	<b>171,314,690</b>	<b>6,218,620</b>	<b>3.8%</b>
<b>Other Boards &amp; Agencies</b>					
Library	30,700,750	30,700,190	31,329,600	628,850	2.0%
Conservation Authorities	5,497,900	8,025,760	8,178,740	2,680,840	48.8%
MPAC	6,715,220	6,715,220	6,849,520	134,300	2.0%
Hamilton Beach Rescue Unit	134,340	134,340	134,340	0	0.0%
Royal Botanical Gardens	634,720	634,720	634,720	0	0.0%
Farmers Market	112,800	132,610	112,800	0	0.0%
<b>Total Other Boards &amp; Agencies</b>	<b>43,795,730</b>	<b>46,342,840</b>	<b>47,239,720</b>	<b>3,443,990</b>	<b>7.9%</b>

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

# NET LEVY SUMMARY

	2019		2020 Preliminary vs. 2019 Restated %
	Restated Budget	Projected Actual	
<b>Capital Financing - Other Boards &amp; Agencies</b>			
	191,240	191,240	0 0.0%
<b>City Enrichment Fund</b>			
	6,085,610	6,115,890	0 0.0%
<b>TOTAL BOARDS &amp; AGENCIES</b>	<b>215,168,650</b>	<b>217,746,040</b>	<b>9,662,610 4.5%</b>
<b>TOTAL EXPENDITURES</b>	<b>931,751,890</b>	<b>925,839,460</b>	<b>48,970,580 5.3%</b>
<b>NON PROGRAM REVENUES</b>			
Payment In Lieu	(15,726,700)	(16,027,400)	(299,600) (1.9)%
Penalties and Interest	(10,500,000)	(12,000,000)	(500,000) (4.8)%
Right of Way	(3,228,000)	(3,226,930)	0 0.0%
Senior Tax Credit	587,000	562,230	(20,000) (3.4)%
Supplementary Taxes	(9,125,000)	(9,125,000)	(300,000) (3.3)%
Tax Remissions and Write Offs	9,790,400	9,355,000	(190,400) (1.9)%
Hydro Dividend and Other Interest	(5,300,000)	(4,947,000)	697,060 13.2%
Investment Income	(4,100,000)	(4,100,000)	0 0.0%
Slot Revenues	(5,000,000)	(5,000,000)	(200,000) (4.0)%
POA Revenues	(2,362,200)	(2,362,200)	59,820 2.5%
<b>TOTAL NON PROGRAM REVENUES</b>	<b>(44,964,500)</b>	<b>(46,871,300)</b>	<b>(753,120) (1.7)%</b>
<b>TOTAL LEVY REQUIREMENT</b>	<b>886,787,390</b>	<b>878,968,160</b>	<b>48,217,460 5.4%</b>
<b>AVERAGE RESIDENTIAL MUNICIPAL TAX IMPACT</b>			<b>5.0%</b>



## APPENDIX 2

# 2020 Preliminary Tax Supported Operating Budget Gross and Net Expenditures Summary

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# GROSS AND NET EXPENDITURES SUMMARY

	Gross Expenditures			Gross Revenues			Net Operating Budget		
	2019 Restated Budget	2020 Preliminary Budget	% Change	2019 Restated Budget	2020 Preliminary Budget	% Change	2019 Restated Budget	2020 Preliminary Budget	2020 Preliminary vs. 2019 Restated %
<b>PLANNING &amp; ECONOMIC DEVELOPMENT</b>									
General Manager	1,193,630	1,217,250	2.0%	(171,950)	(179,160)	(4.2)%	1,021,680	1,038,090	1.6%
Transportation, Planning and Parking Building	16,243,100	16,630,320	2.4%	(14,095,080)	(14,186,610)	(0.6)%	2,148,020	2,443,710	13.8%
Economic Development	14,108,580	14,880,730	5.5%	(12,834,610)	(13,820,040)	(7.7)%	1,273,970	1,060,690	(16.7)%
Growth Management	8,584,630	8,837,830	2.9%	(3,224,880)	(3,416,360)	(5.9)%	5,359,750	5,421,470	1.2%
Licensing & By-Law Services	6,900,610	6,819,740	(1.2)%	(6,495,370)	(6,228,920)	4.1%	405,240	590,820	45.8%
LRT Office	12,775,320	12,670,260	(0.8)%	(6,159,710)	(6,024,310)	2.2%	6,615,610	6,645,950	0.5%
Planning	8,606,550	9,196,740	6.9%	(8,606,550)	(9,196,740)	(6.9)%	0	0	0.0%
Tourism & Culture	8,977,150	9,822,510	(8.6)%	(6,454,040)	(5,234,880)	18.9%	3,368,470	3,742,270	11.1%
<b>TOTAL PLANNING &amp; ECONOMIC DEVELOPMENT</b>	<b>10,471,210</b>	<b>10,617,550</b>	<b>1.4%</b>	<b>(1,329,950)</b>	<b>(1,398,010)</b>	<b>(5.1)%</b>	<b>9,141,260</b>	<b>9,219,540</b>	<b>0.9%</b>
	<b>88,706,140</b>	<b>89,847,570</b>	<b>1.3%</b>	<b>(59,372,140)</b>	<b>(59,685,030)</b>	<b>(0.5)%</b>	<b>29,334,000</b>	<b>30,162,540</b>	<b>2.8%</b>
<b>HEALTHY AND SAFE COMMUNITIES</b>									
HSC Administration	3,100,450	3,140,320	1.3%	(399,710)	(343,500)	(1.1)%	2,760,720	2,796,820	1.3%
Children's Services and Neighbourhood Dev.	93,659,390	93,604,240	(0.1)%	(84,984,380)	(82,622,620)	2.8%	8,675,010	10,981,620	26.6%
Ontario Works	153,082,450	143,509,570	(6.3)%	(41,164,400)	(30,466,190)	7.6%	11,918,050	13,043,380	9.4%
Housing Services	91,231,810	91,230,470	0.0%	(46,163,370)	(45,950,620)	0.5%	45,068,420	45,279,830	0.5%
Long Term Care	46,319,570	46,813,860	1.1%	(32,847,260)	(32,732,450)	0.3%	13,472,300	14,081,410	4.5%
Recreation	53,185,920	53,724,390	1.0%	(19,682,140)	(19,542,590)	0.7%	33,503,780	34,181,800	2.0%
Hamilton Fire Department	92,511,720	94,239,730	1.9%	(427,750)	(550,020)	(28.6)%	92,083,970	93,689,710	1.7%
Hamilton Paramedic Service	51,827,330	52,801,160	2.9%	(27,532,560)	(27,692,390)	(0.6)%	23,794,770	25,108,770	5.5%
Public Health Services	51,522,580	53,714,350	4.3%	(39,166,050)	(40,241,360)	(2.7)%	12,356,500	13,472,990	9.0%
<b>TOTAL HEALTHY AND SAFE COMMUNITIES</b>	<b>635,941,200</b>	<b>632,778,090</b>	<b>(0.5)%</b>	<b>(392,307,620)</b>	<b>(380,141,740)</b>	<b>3.1%</b>	<b>243,633,520</b>	<b>252,636,330</b>	<b>9.0%</b>
<b>PUBLIC WORKS</b>									
PW-General Administration	874,810	903,540	3.3%	0	0	0.0%	874,810	903,540	3.3%
Energy Fleet and Facilities	19,530,760	19,433,110	(0.5)%	(10,811,940)	(10,135,750)	6.3%	8,718,820	9,297,360	6.6%
Engineering Services	20,188,660	20,572,580	1.9%	(20,188,660)	(20,572,580)	(1.9)%	0	0	0.0%
Environmental Services	100,198,420	104,040,500	3.8%	(20,955,050)	(21,246,070)	(1.4)%	79,243,370	82,794,430	4.5%
Transit	130,791,570	141,439,580	8.1%	(56,492,690)	(60,043,870)	(6.3)%	74,298,880	81,395,710	9.6%
Transportation Operations & Maintenance	92,251,380	93,190,760	1.0%	(13,330,700)	(11,750,190)	11.9%	78,920,680	81,440,570	3.2%
<b>TOTAL PUBLIC WORKS</b>	<b>363,835,600</b>	<b>379,580,070</b>	<b>4.3%</b>	<b>(121,779,040)</b>	<b>(123,748,460)</b>	<b>(1.6)%</b>	<b>242,056,560</b>	<b>255,831,610</b>	<b>5.7%</b>

# GROSS AND NET EXPENDITURES SUMMARY

	Gross Expenditures			Gross Revenues			Net Operating Budget			
	2019 Restated Budget	2020 Preliminary Budget	% Change	2019 Restated Budget	2020 Preliminary Budget	% Change	2019 Restated Budget	2020 Preliminary Budget	2020 Preliminary vs. 2019 Restated	
							\$	\$	%	
<b>LEGISLATIVE</b>										
Legislative General	(375,660)	(359,570)	3.8%	0	0	0.0%	(375,660)	(359,570)	14,090	3.8%
Mayors Office	1,118,300	1,164,020	4.1%	0	0	0.0%	1,118,300	1,164,020	45,720	4.1%
Volunteer Committee	142,160	112,650	(20.8)%	(29,510)	0	100.0%	112,650	112,650	0	0.0%
Ward Budgets	4,113,730	4,170,120	1.4%	0	0	0.0%	4,113,730	4,170,120	56,390	1.4%
<b>TOTAL LEGISLATIVE</b>	<b>5,000,530</b>	<b>5,087,220</b>	<b>1.7%</b>	<b>(29,510)</b>	<b>0</b>	<b>100.0%</b>	<b>4,971,020</b>	<b>5,087,220</b>	<b>116,200</b>	<b>2.3%</b>
<b>CITY MANAGER</b>										
CMC- Admin & Digital Office	421,750	451,010	6.9%	(30,000)	(30,000)	0.0%	391,750	421,010	29,260	7.5%
Office of the City Auditor	1,159,980	1,181,710	1.9%	(30,000)	(30,000)	0.0%	1,129,980	1,151,710	21,730	1.9%
Strategic Partnerships & Communications	4,370,360	4,467,820	2.2%	(1,345,320)	(1,329,980)	1.1%	3,025,040	3,137,840	112,800	3.7%
Human Resources	9,450,540	9,638,340	2.0%	(2,053,890)	(2,085,780)	(1.6)%	7,396,650	7,552,560	155,910	2.1%
<b>TOTAL CITY MANAGER</b>	<b>15,402,630</b>	<b>15,738,880</b>	<b>2.2%</b>	<b>(3,459,210)</b>	<b>(3,475,760)</b>	<b>(0.5)%</b>	<b>11,943,420</b>	<b>12,263,120</b>	<b>319,700</b>	<b>2.7%</b>
<b>CORPORATE SERVICES</b>										
Corporate Services - Administration	315,420	324,850	3.0%	0	0	0.0%	315,420	324,850	9,430	3.0%
City Clerk's Office	3,202,650	3,374,160	5.4%	(583,540)	(583,540)	0.0%	2,619,110	2,790,620	171,510	6.5%
Customer Service	10,444,700	11,875,160	13.7%	(4,889,360)	(6,350,190)	(29.9)%	5,555,340	5,524,970	(30,370)	(0.5)%
Financial Planning, Admin & Policy	7,223,200	7,322,250	1.4%	(2,405,940)	(2,407,760)	(0.1)%	4,817,260	4,914,490	97,230	2.0%
Financial Services	6,757,840	7,088,390	4.9%	(2,782,530)	(2,841,590)	(2.1)%	3,975,310	4,246,800	271,490	6.8%
Information Technology	16,069,380	15,076,640	0.0%	(4,574,930)	(4,573,250)	0.0%	11,494,450	11,503,390	8,940	0.1%
Legal Services	4,394,110	4,404,990	0.2%	(888,640)	(988,640)	(11.3)%	3,505,470	3,416,350	(89,120)	(2.5)%
<b>TOTAL CORPORATE SERVICES</b>	<b>48,407,300</b>	<b>50,466,440</b>	<b>4.3%</b>	<b>(16,124,940)</b>	<b>(17,744,970)</b>	<b>(10.0)%</b>	<b>32,282,360</b>	<b>32,721,470</b>	<b>439,110</b>	<b>1.4%</b>
<b>CORPORATE FINANCIALS - EXPENDITURES</b>										
Corporate Initiatives	4,444,100	8,535,300	92.1%	(221,600)	(221,600)	0.0%	4,222,500	8,313,700	4,091,200	96.9%
Corporate Pensions, Benefits & Contingency	16,374,480	12,797,850	(21.8)%	(1,029,900)	3,146,300	405.7%	15,344,580	15,946,150	601,560	3.9%
<b>TOTAL CORPORATE FINANCIALS</b>	<b>20,818,580</b>	<b>21,333,150</b>	<b>2.5%</b>	<b>(1,251,500)</b>	<b>2,926,700</b>	<b>333.9%</b>	<b>19,567,080</b>	<b>24,259,850</b>	<b>4,692,760</b>	<b>24.0%</b>
<b>HAMILTON ENTERTAINMENT FACILITIES</b>										
Operating	4,380,360	4,866,960	11.1%	(467,970)	(365,770)	21.8%	3,912,390	4,501,190	588,800	15.0%
<b>TOTAL HAMILTON ENTERTAINMENT FACILITIES</b>	<b>4,380,360</b>	<b>4,866,960</b>	<b>11.1%</b>	<b>(467,970)</b>	<b>(365,770)</b>	<b>21.8%</b>	<b>3,912,390</b>	<b>4,501,190</b>	<b>588,800</b>	<b>15.0%</b>
<b>TOTAL CITY EXPENDITURES</b>	<b>1,182,492,350</b>	<b>1,199,698,380</b>	<b>1.5%</b>	<b>(594,791,930)</b>	<b>(582,235,030)</b>	<b>2.1%</b>	<b>587,700,360</b>	<b>617,463,330</b>	<b>29,762,970</b>	<b>5.1%</b>

# GROSS AND NET EXPENDITURES SUMMARY

	Gross Expenditures			Gross Revenues			Net Operating Budget			
	2019 Restated Budget	2020 Preliminary Budget	% Change	2019 Restated Budget	2020 Preliminary Budget	% Change	2019 Restated Budget	2020 Preliminary Budget	2020 Preliminary vs. 2019 Restated %	
<b>CAPITAL FINANCING</b>										
Debt-Planning & Economic Development	255,250	255,250	0.0%	(61,180)	(61,180)	0.0%	194,070	194,070	0	0.0%
Debt-Healthy and Safe Communities	5,675,260	5,675,260	0.0%	(3,335,540)	(3,335,540)	0.0%	2,339,720	2,339,720	0	0.0%
Debt-Public Works	45,397,280	45,397,280	0.0%	(6,701,360)	(6,701,360)	0.0%	38,695,920	38,695,920	0	0.0%
Debt-Corporate Financials	74,224,300	83,769,300	12.9%	0	0	0.0%	74,224,300	83,769,300	9,545,000	12.9%
Infrastructure Renewal Levy	13,428,870	13,428,870	0.0%	0	0	0.0%	13,428,870	13,428,870	0	0.0%
<b>TOTAL CAPITAL FINANCING</b>	<b>139,980,960</b>	<b>148,525,960</b>	<b>6.9%</b>	<b>(10,098,080)</b>	<b>(10,098,080)</b>	<b>0.0%</b>	<b>128,882,880</b>	<b>138,427,880</b>	<b>9,545,000</b>	<b>7.4%</b>
<b>BOARDS &amp; AGENCIES</b>										
Police Services										
Operating	176,780,650	182,999,270	3.5%	(12,490,330)	(12,490,330)	0.0%	164,290,320	170,508,940	6,218,620	3.8%
Capital Financing	1,116,130	1,116,130	0.0%	(310,380)	(310,380)	0.0%	805,750	805,750	0	0.0%
<b>Total Police Services</b>	<b>177,896,780</b>	<b>184,115,400</b>	<b>3.5%</b>	<b>(12,800,710)</b>	<b>(12,800,710)</b>	<b>0.0%</b>	<b>165,096,070</b>	<b>171,314,690</b>	<b>6,218,620</b>	<b>3.8%</b>
Other Boards & Agencies										
Library	32,513,670	33,103,990	1.8%	(1,812,920)	(1,774,390)	2.1%	30,700,750	31,329,600	628,850	2.0%
Conservation Authorities	5,497,900	8,178,740	48.8%	0	0	0.0%	5,497,900	8,178,740	2,680,840	48.8%
MPAC	6,715,220	6,849,520	2.0%	0	0	0.0%	6,715,220	6,849,520	134,300	2.0%
Hamilton Beach Rescue Unit	134,340	134,340	0.0%	0	0	0.0%	134,340	134,340	0	0.0%
Royal Botanical Gardens	634,720	634,720	0.0%	0	0	0.0%	634,720	634,720	0	0.0%
Farmers' Market	821,480	805,460	(2.0)%	(708,680)	(692,660)	2.3%	112,800	112,800	0	0.0%
<b>Total Other Boards &amp; Agencies</b>	<b>46,317,330</b>	<b>49,706,770</b>	<b>7.3%</b>	<b>(2,521,600)</b>	<b>(2,467,050)</b>	<b>2.2%</b>	<b>43,795,730</b>	<b>47,239,720</b>	<b>3,443,990</b>	<b>7.9%</b>
Capital Financing - Other Boards & Agencies	472,730	472,730	0.0%	(281,490)	(281,490)	0.0%	191,240	191,240	0	0.0%
City Enrichment Fund	6,085,610	6,085,610	0.0%	0	0	0.0%	6,085,610	6,085,610	0	0.0%
<b>TOTAL BOARDS &amp; AGENCIES</b>	<b>230,772,450</b>	<b>240,380,510</b>	<b>4.2%</b>	<b>(15,603,800)</b>	<b>(15,549,250)</b>	<b>0.3%</b>	<b>215,168,650</b>	<b>224,831,260</b>	<b>9,662,610</b>	<b>4.5%</b>
<b>TOTAL EXPENDITURES</b>	<b>1,552,245,760</b>	<b>1,588,604,850</b>	<b>2.3%</b>	<b>(620,493,810)</b>	<b>(607,882,360)</b>	<b>2.0%</b>	<b>931,751,890</b>	<b>980,722,470</b>	<b>48,970,580</b>	<b>5.3%</b>

# GROSS AND NET EXPENDITURES SUMMARY

	Gross Expenditures		Gross Revenues		Net Operating Budget		
	2019 Restated Budget	2020 Preliminary Budget	% Change	2019 Restated Budget	2020 Preliminary Budget	2020 Preliminary vs. 2019 Restated \$	%
<b>NON PROGRAM REVENUES</b>							
Payment In Lieu	500,000	500,000	0.0%	(16,225,700)	(16,026,300)	(299,600)	(1.9)%
Penalties and Interest	0	0	0.0%	(10,500,000)	(11,000,000)	(500,000)	(4.8)%
Right of Way	0	0	0.0%	(3,228,000)	(3,228,000)	0	0.0%
Senior Tax Credit	685,000	665,000	(2.9)%	(98,000)	567,000	(20,000)	(3.4)%
Supplementary Taxes	100,000	100,000	0.0%	(9,225,000)	(9,425,000)	(300,000)	(3.3)%
Tax Remissions and Write Offs	0	0	0.0%	(10,500,000)	9,600,000	(190,400)	(1.9)%
Hydro Dividend and Other Interest	8,800,000	10,256,060	16.5%	(14,100,000)	(4,602,940)	697,060	13.2%
Investment Income	0	0	0.0%	(4,100,000)	(4,100,000)	0	0.0%
Slot Revenues	0	0	0.0%	(5,000,000)	(5,200,000)	(200,000)	(4.0)%
POA Revenues	0	0	0.0%	(2,362,200)	(2,302,380)	59,820	2.5%
<b>TOTAL NON PROGRAM REVENUES</b>	<b>10,085,000</b>	<b>11,521,060</b>	<b>14.2%</b>	<b>(75,339,900)</b>	<b>(44,964,500)</b>	<b>(753,120)</b>	<b>(1.7)%</b>

<b>TOTAL LEVY REQUIREMENT</b>	<b>1,562,330,760</b>	<b>1,600,125,910</b>	<b>2.4%</b>	<b>(695,833,710)</b>	<b>(685,721,040)</b>	<b>886,787,390</b>	<b>935,004,850</b>	<b>48,217,460</b>	<b>5.4%</b>
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<b>AVERAGE RESIDENTIAL MUNICIPAL TAX IMPACT</b>									<b>5.0%</b>
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## APPENDIX 3

# 2020 Preliminary Tax Supported Operating Budget Cost Category Summary

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# COST CATEGORY SUMMARY

	2019		2020		2020 Preliminary vs. 2019 Restated	
	Restated Budget	Projected Actual	Preliminary Budget	\$	%	
EMPLOYEE RELATED COSTS	608,305,910	608,415,280	617,609,060	9,303,150	1.5%	
MATERIAL AND SUPPLY	47,582,350	48,372,360	51,137,860	3,555,510	7.5%	
VEHICLE EXPENSES	36,432,830	35,919,320	37,379,640	946,810	2.6%	
BUILDING AND GROUND	40,210,820	40,069,380	39,768,760	(442,060)	(1.1)%	
CONSULTING	1,846,780	2,220,320	2,331,130	484,350	26.2%	
CONTRACTUAL	111,318,880	113,270,800	117,076,260	5,757,380	5.2%	
AGENCIES and SUPPORT PAYMENTS	291,853,270	284,003,980	284,592,630	(7,260,640)	(2.5)%	
RESERVES / RECOVERIES	33,293,770	35,109,540	35,190,230	1,896,460	5.7%	
COST ALLOCATIONS	(6,557,270)	(6,297,520)	(7,407,290)	(850,020)	(13.0)%	
FINANCIAL	38,895,100	38,198,950	40,867,860	1,972,760	5.1%	
CAPITAL FINANCING	138,166,260	133,520,240	150,799,260	12,633,000	9.1%	
<b>TOTAL EXPENDITURES</b>	<b>1,341,348,700</b>	<b>1,332,802,650</b>	<b>1,369,345,400</b>	<b>27,996,700</b>	<b>2.1%</b>	
FEES AND GENERAL	(203,326,100)	(212,509,560)	(211,214,210)	(7,888,110)	(3.9)%	
TAX AND RATES	(29,059,700)	(29,479,330)	(29,679,300)	(619,600)	(2.1)%	
GRANTS AND SUBSIDIES	(378,955,820)	(369,977,160)	(367,437,020)	11,518,800	3.0%	
RESERVES	(27,175,990)	(29,506,150)	(19,019,970)	8,156,020	30.0%	
RECOVERIES FROM CAPITAL	(31,212,300)	(30,108,280)	(31,821,290)	(608,990)	(2.0)%	
<b>TOTAL REVENUES</b>	<b>(669,729,910)</b>	<b>(671,580,480)</b>	<b>(659,171,790)</b>	<b>10,558,120</b>	<b>1.6%</b>	
<b>NET LEVY</b>	<b>671,618,790</b>	<b>661,222,170</b>	<b>710,173,610</b>	<b>38,554,820</b>	<b>5.7%</b>	



## APPENDIX 4

# 2020 Preliminary Tax Supported Operating Budget Complement Summary

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# COMPLEMENT SUMMARY

	2019 Approved Budget	2019 Restated Budget	2020 Preliminary Budget	2020 Preliminary vs. 2019 Restated	
				FTE	%
<b>PLANNING &amp; ECONOMIC DEVELOPMENT</b>					
General Manager <sup>1</sup>	10.00	9.00	9.00	0.00	0.0%
Transportation, Planning and Parking <sup>2,3</sup>	138.24	136.74	137.74	1.00	0.7%
Building <sup>4,5</sup>	108.32	108.32	108.32	0.00	0.0%
Economic Development <sup>1</sup>	40.53	41.53	41.53	0.00	0.0%
Growth Management	56.34	56.34	56.34	0.00	0.0%
Licensing & By-Law Services <sup>6,7</sup>	111.15	110.15	108.15	(2.00)	(1.8)%
LRT Office <sup>8</sup>	18.25	12.25	12.25	0.00	0.0%
Planning	78.00	78.00	78.00	0.00	0.0%
Tourism & Culture <sup>9</sup>	73.29	72.29	72.29	0.00	0.0%
<b>Total Planning &amp; Economic Development</b>	<b>634.12</b>	<b>624.62</b>	<b>623.62</b>	<b>(1.00)</b>	<b>(0.2)%</b>

1. Approved to Restated: Decrease 1.0 FTE fromto Ec Dev from GM Office FCS19055(a)
2. Approved to Restated: Decrease 1.0 FTE from Admin Secty to CS; 0.5 FTE from SCG to F&A, FCS19055
3. Restated to Preliminary: Increase of 1.0 FTE Program Coordinator Smart Commute PED 19124
4. Approved to Restated: Decrease 1.0 FTE due to administrative staff re-org PED 13174
5. Approved to Restated: Increase 1.0 FTE Zoning Examiner based on PED 13174
6. Approved to Restated: Decrease 1.0 FTE Lic Clerk to CS FCS19055
7. Restated to Preliminary: Decrease 2.0 FTE Graffiti pilot ends Dec 2019 PW17078 / PED17198
8. Approved to Restated: Decrease 6.0 FTE to PW per FCS19055(a)
9. Approved to Restated: Decrease 1.0 FTE Coordinator restated to HSC Rec Division PED19087/HSC19018

# COMPLEMENT SUMMARY

	2019 Approved Budget	2019 Restated Budget	2020 Preliminary Budget	2020 Preliminary vs. 2019 Restated	
				FTE	%
<b>HEALTHY AND SAFE COMMUNITIES</b>					
HSC Administration	32.50	32.50	32.50	0.00	0.0%
Children's Services and Neighbourhood Dev.	94.00	94.00	94.00	0.00	0.0%
Ontario Works <sup>1,5</sup>	266.00	262.00	218.00	(44.00)	(16.8)%
Housing Services <sup>6</sup>	54.00	54.00	53.00	(1.00)	(1.9)%
Long Term Care	458.55	458.55	458.55	0.00	0.0%
Recreation <sup>1,2</sup>	454.23	450.23	450.23	0.00	0.0%
Hamilton Fire Department <sup>1</sup>	586.30	582.30	582.30	0.00	0.0%
Hamilton Paramedic Service <sup>3</sup>	314.36	324.36	324.36	0.00	0.0%
Public Health Services <sup>4,7,8</sup>	393.85	393.43	395.73	2.30	0.6%
<b>Total Healthy and Safe Communities</b>	<b>2,653.79</b>	<b>2,651.37</b>	<b>2,608.67</b>	<b>(42.70)</b>	<b>(1.6)%</b>

1. Approved to Restated: Decrease of OW 4.0 FTE, Recreation 3.0 FTE and Fire 4.0 FTE as it relates to the IT Centralization (FCS19055).
2. Approved to Restated: Decrease of 2.0 FTE for Marketing Centralization (FCS17056) and Increase of 1.0 FTE for SEAT position from Culture to Recreation (HSC19018).
3. Approved to Restated: Increase 10.0 FTE related to NICU 100% Funding (HSC19021).
4. Approved to Restated: Decrease 0.25 FTE Social Workers (BOH19001/BOH19025) ADGS/Mental Health; decrease 0.17 FTE Clinical Therapist MA Child & Adolescent Services (BOH19036).
5. Restated to Preliminary: Decrease of 44.0 FTE's due to changes in Provincial Program Funding.
6. Restated to Preliminary: Decrease 1.0 FTE due to end of Federal/Provincial funding.
7. Restated to Preliminary: Decrease 2.5 FTE to balance to Ministry cap; Increase of 5.80 FTE to New Seniors Oral Health per Ministry funding.
8. Restated to Preliminary: Decrease 1.0 FTE, for IT Centralization Transfer.

# COMPLEMENT SUMMARY

	2019 Approved Budget	2019 Restated Budget	2020 Preliminary Budget	2020 Preliminary vs. 2019 Restated	
				FTE	%
<b>PUBLIC WORKS</b>					
PW - General Administration	7.00	7.00	7.00	0.00	0.0%
Energy Fleet and Facilities	170.60	170.60	170.60	0.00	0.0%
Engineering Services <sup>1,2</sup>	124.33	131.33	131.33	0.00	0.0%
Environmental Services	499.83	499.83	499.83	0.00	0.0%
Transit <sup>3</sup>	756.71	756.71	791.71	35.00	4.6%
Transportation Operations & Maintenance <sup>2</sup>	397.26	396.26	396.26	0.00	0.0%
<b>Total Public Works</b>	<b>1,955.73</b>	<b>1,961.73</b>	<b>1,996.73</b>	<b>35.00</b>	<b>1.8%</b>

1. Approved to Restated: Increase 6.0 FTE from PED to PW Engineering (approved under report FCS19055(a))
2. Approved to Restated: Increase 1.0 FTE from Transportation Operations & Maintenance to Engineering (approved under report PW19007)
3. Restated to Preliminary: Increase by 35.0 FTE (Year 5 of Transit Strategy- Report PW14015(a))

	2019 Approved Budget	2019 Restated Budget	2020 Preliminary Budget	2020 Preliminary vs. 2019 Restated	
				FTE	%
<b>LEGISLATIVE</b>					
Mayors Office	6.00	6.00	6.00	0.00	0.0%
Ward Budgets	16.00	16.00	16.00	0.00	0.0%
<b>Total Legislative</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>0.00</b>	<b>0.0%</b>
<b>CITY MANAGER</b>					
Office of the City Auditor	7.00	7.00	7.00	0.00	0.0%
CMO - Admin & Digital Office	3.00	3.00	3.00	0.00	0.0%
Strategic Partnerships & Communications <sup>1</sup>	30.00	32.00	32.00	0.00	0.0%
Human Resources <sup>2</sup>	77.00	78.00	78.00	0.00	0.0%
<b>Total City Manager</b>	<b>117.00</b>	<b>120.00</b>	<b>120.00</b>	<b>0.00</b>	<b>0.0%</b>

1. Approved to Restated: Increase of 2.0 FTE from REC to SPC (FCS 19055)
2. Approved to Restated: Increase 1.0 FTE from Housing to HR (Centralization Report HUR17007/CM17012/FCS17056)

# COMPLEMENT SUMMARY

	2019 Approved Budget	2019 Restated Budget	2020 Preliminary Budget	2020 Preliminary vs. 2019 Restated	
				FTE	%
<b><u>CORPORATE SERVICES</u></b>					
City Clerk's Office	28.00	28.00	28.00	0.00	0.0%
Corporate Services - Administration	2.00	2.00	2.00	0.00	0.0%
Customer Service <sup>1</sup>	91.47	93.47	93.47	0.00	0.0%
Financial Planning, Admin & Policy <sup>2</sup>	82.50	83.00	83.00	0.00	0.0%
Financial Services	80.08	80.08	80.08	0.00	0.0%
Information Technology <sup>3</sup>	94.00	108.00	108.00	0.00	0.0%
Legal Services	63.00	63.00	63.00	0.00	0.0%
<b>Total Corporate Services</b>	<b>441.05</b>	<b>457.55</b>	<b>457.55</b>	<b>0.00</b>	<b>0.0%</b>

1. Approved to Restated: Increase of 2.0 FTE from Planning & Economic Development (Licensing and Parking) for Call Handling Consolidation

2. Approved to Restated: Increase of 0.5 FTE from Planning & Economic Development (Transportation Planning & Parking) to Financial Planning Administration & Policy

3. Approved to Restated: Increase of 14.0 FTE from I.T. Centralization; 3 FTE from Recreation; 4 FTE from Hamilton Fire; 4 FTE from Ontario Works; 1 FTE from Public Health; 2 FTE from City Housing

<b>Corporate Financials - Expenditures <sup>1</sup></b>	<b>1.00</b>	<b>0.00</b>	<b>11.60</b>	<b>11.60</b>	<b>0.0%</b>
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1. Operating Impacts from Capital

<b>TOTAL CITY COMPLEMENT</b>	<b>5,824.69</b>	<b>5,837.27</b>	<b>5,840.17</b>	<b>2.90</b>	<b>0.0%</b>
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**BOARDS & AGENCIES**

Library	297.99	297.99	299.28	1.29	0.4%
Police Services <sup>1</sup>	1,147.00	1,147.00	1,147.00	0.00	0.0%
Farmers' Market	4.19	4.19	4.40	0.21	5.0%
<b>Total Boards &amp; Agencies</b>	<b>1,449.18</b>	<b>1,449.18</b>	<b>1,450.68</b>	<b>1.50</b>	<b>0.1%</b>

1. The Police Services budget is approved by the Police Services Board. The Budget is scheduled to be submitted to the Board late December 2019.

## APPENDIX 5

# 2020 Preliminary Tax Supported Operating Budget Departmental Budget Summaries

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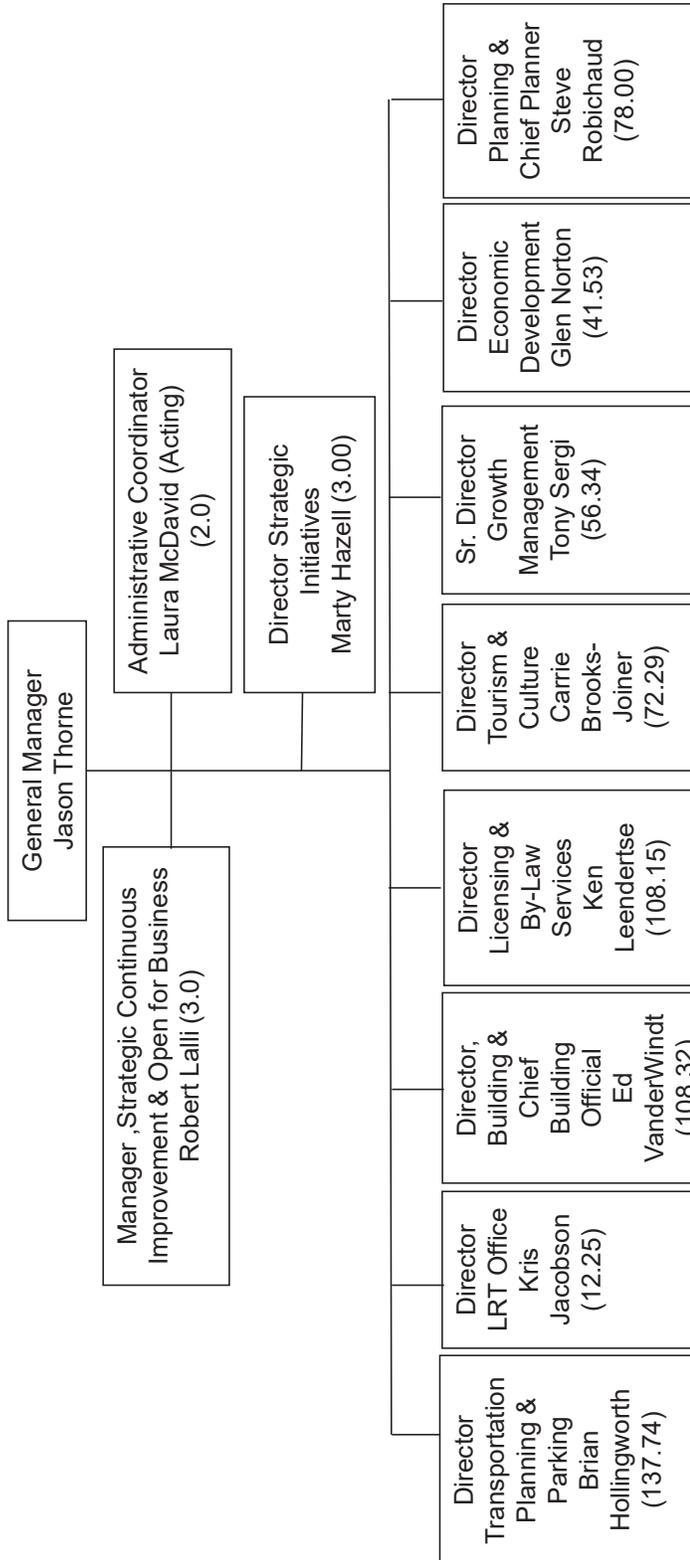
# PLANNING AND ECONOMIC DEVELOPMENT

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# DEPARTMENT STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	39.50	585.12	624.62	14.81:1
2020	39.50	584.12	623.62	14.79:1
CHANGE	0.00	(1.00)	(1.00)	

# 2020 Preliminary Tax Supported Operating Budget

## BY DIVISION

	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Prel. Net vs. '19 Rest. Net (\$)	'20 Prel. Net vs. '19 Rest. Net
General Manager	1,193,630	1,021,680	950,070	1,217,250	1,038,090	16,410	1.6%
Transportation, Planning and Parking	16,243,100	2,148,020	1,750,860	16,630,320	2,443,710	295,690	13.8%
Building	14,108,580	1,273,970	1,304,460	14,880,730	1,060,690	(213,280)	(16.7%)
Economic Development	8,584,630	5,359,750	5,424,280	8,837,830	5,421,470	61,720	1.2%
Growth Management	6,900,610	405,240	445,350	6,819,740	590,820	185,580	45.8%
Licensing & By-Law Services	12,775,320	6,615,610	6,879,690	12,670,260	6,645,950	30,340	0.5%
LRT Office	8,606,550	0	0	9,196,740	0	0	0.0%
Planning	9,822,510	3,368,470	3,330,690	8,977,150	3,742,270	373,800	11.1%
Tourism & Culture	10,471,210	9,141,260	9,269,800	10,617,550	9,219,540	78,280	0.9%
<b>Total Planning &amp; Economic Development</b>	<b>88,706,140</b>	<b>29,334,000</b>	<b>29,355,200</b>	<b>89,847,570</b>	<b>30,162,540</b>	<b>828,540</b>	<b>2.8%</b>

## BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	66,318,700	66,818,380	67,721,730	1,403,030	2.1%
MATERIAL AND SUPPLY	2,053,010	2,342,070	2,046,810	(6,200)	(0.3%)
VEHICLE EXPENSES	592,840	553,230	609,490	16,650	2.8%
BUILDING AND GROUND	2,475,930	2,522,060	2,259,330	(216,600)	(8.7%)
CONSULTING	1,047,310	1,228,330	1,496,920	449,610	42.9%
CONTRACTUAL	4,149,820	4,667,110	4,178,300	28,480	0.7%
AGENCIES and SUPPORT PAYMENTS	1,336,020	1,528,110	1,336,020	0	0.0%
RESERVES / RECOVERIES	6,256,400	7,963,430	5,424,830	(831,570)	(13.3%)
COST ALLOCATIONS	1,150,860	1,137,390	1,415,220	264,360	23.0%
FINANCIAL	3,235,250	3,151,560	3,358,920	123,670	3.8%
CAPITAL FINANCING	90,000	208,610	0	(90,000)	(100.0%)
<b>TOTAL EXPENDITURES</b>	<b>88,706,140</b>	<b>92,120,290</b>	<b>89,847,570</b>	<b>1,141,430</b>	<b>1.3%</b>
FEES AND GENERAL	(45,925,960)	(48,328,560)	(45,880,650)	45,310	0.1%
GRANTS AND SUBSIDIES	(9,461,520)	(9,807,250)	(10,124,710)	(663,190)	(7.0%)
RESERVES	(1,571,260)	(2,104,840)	(1,183,460)	387,800	24.7%
RECOVERIES FROM CAPITAL	(2,413,400)	(2,524,440)	(2,496,210)	(82,810)	(3.4%)
<b>TOTAL REVENUES</b>	<b>(59,372,140)</b>	<b>(62,765,090)</b>	<b>(59,685,030)</b>	<b>(312,890)</b>	<b>(0.5%)</b>
<b>NET LEVY</b>	<b>29,334,000</b>	<b>29,355,200</b>	<b>30,162,540</b>	<b>828,540</b>	<b>2.8%</b>

# 2020 Preliminary Tax Supported Operating Budget Multi-Year Budget Outlook

## BY DIVISION

	2021 Preliminary Gross	2021 Preliminary Net	2022 Preliminary Gross	2022 Preliminary Net	2023 Preliminary Gross	2023 Preliminary Net
General Manager	1,258,390	1,079,230	1,283,160	1,104,000	1,321,280	1,142,120
Transportation, Planning and Parking	16,917,460	2,518,570	17,152,760	2,424,290	17,370,900	2,350,000
Building	15,147,110	1,188,190	15,442,950	1,181,630	15,730,830	1,207,150
Economic Development	8,980,730	5,534,510	9,103,340	5,633,660	9,220,140	5,727,200
Growth Management	6,859,900	776,120	7,009,020	534,550	7,150,060	677,590
Licensing & By-Law Services	12,953,330	6,812,640	13,212,600	6,953,200	13,456,730	7,076,280
LRT Office	9,309,010	0	9,416,820	0	9,522,050	0
Planning	9,261,900	4,406,920	9,475,890	4,311,570	9,658,880	4,490,470
Tourism & Culture	10,809,550	9,399,050	10,987,200	9,563,990	11,152,230	9,716,030
<b>Total Planning &amp; Economic Development</b>	<b>91,497,380</b>	<b>31,715,230</b>	<b>93,083,740</b>	<b>31,706,890</b>	<b>94,583,100</b>	<b>32,386,840</b>

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION - GENERAL MANAGER

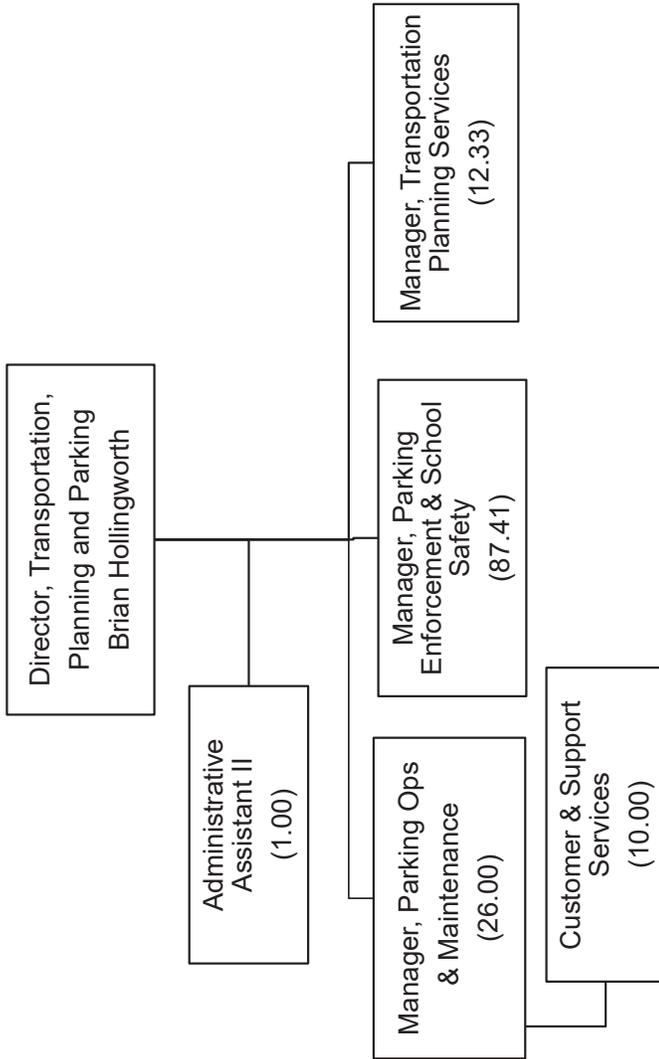
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Strategic Initiatives	386,450	386,450	306,070	368,740	368,740	(17,710)	(4.6%)
GM Office	807,180	635,230	644,000	848,510	669,350	34,120	5.4%
<b>Total General Manager</b>	<b>1,193,630</b>	<b>1,021,680</b>	<b>950,070</b>	<b>1,217,250</b>	<b>1,038,090</b>	<b>16,410</b>	<b>1.6%</b>

### BY COST CATEGORY - GENERAL MANAGER

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	1,226,750	1,134,230	1,256,390	29,640	2.4%
MATERIAL AND SUPPLY	21,080	21,080	21,080	0	0.0%
BUILDING AND GROUND	1,650	1,650	1,310	(340)	(20.6%)
CONTRACTUAL	23,770	23,770	22,310	(1,460)	(6.1%)
RESERVES / RECOVERIES	96,190	40,080	106,970	10,780	11.2%
COST ALLOCATIONS	(175,810)	(175,810)	(190,810)	(15,000)	(8.5%)
<b>TOTAL EXPENDITURES</b>	<b>1,193,630</b>	<b>1,045,000</b>	<b>1,217,250</b>	<b>23,620</b>	<b>2.0%</b>
RESERVES	(50,000)	(50,000)	(50,000)	0	0.0%
RECOVERIES FROM CAPITAL	(121,950)	(44,930)	(129,160)	(7,210)	(5.9%)
<b>TOTAL REVENUES</b>	<b>(171,950)</b>	<b>(94,930)</b>	<b>(179,160)</b>	<b>(7,210)</b>	<b>(4.2%)</b>
<b>NET LEVY</b>	<b>1,021,680</b>	<b>950,070</b>	<b>1,038,090</b>	<b>16,410</b>	<b>1.6%</b>

**TRANSPORTATION  
 PLANNING AND PARKING**

**DIVISION STRUCTURE**



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	4.00	132.74	136.74	33.19:1
2020	4.00	133.74	137.74	33.44:1
CHANGE	0.00	1.00	1.00	

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

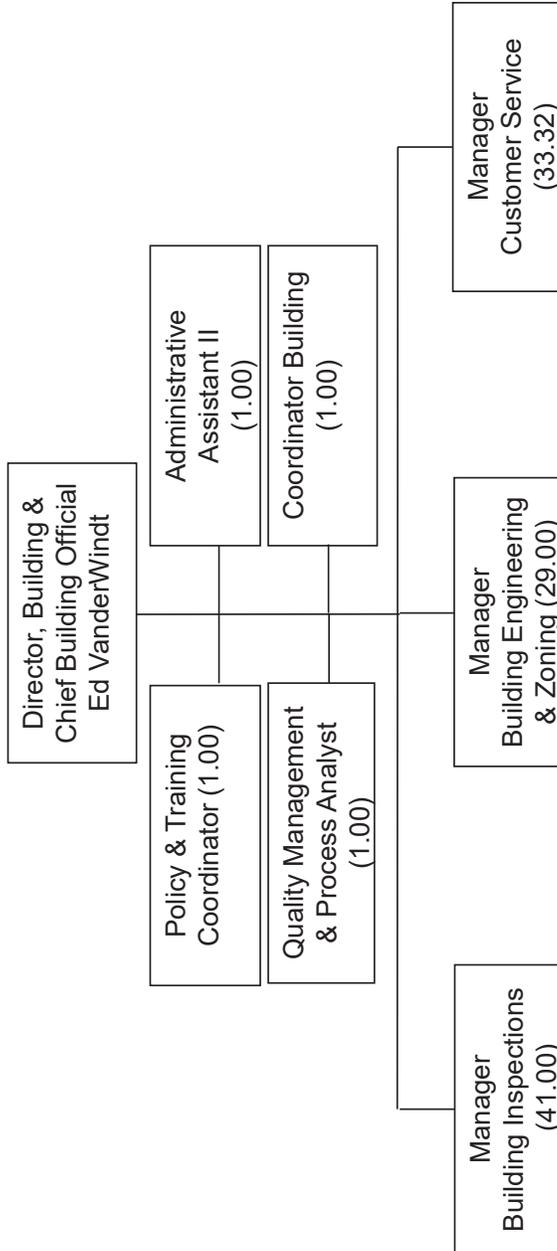
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Transportation Planning	1,548,730	1,548,730	1,250,110	1,667,220	1,164,000	(384,730)	(24.8%)
Director's Office TPP	138,610	138,610	285,990	159,750	159,750	21,140	15.3%
Hamilton Municipal Parking System	12,800,110	(1,294,970)	(1,320,310)	12,908,010	(775,380)	519,590	(40.1%)
School Crossing	1,755,650	1,755,650	1,535,070	1,895,340	1,895,340	139,690	8.0%
<b>Total Transportation, Planning and Parking</b>	<b>16,243,100</b>	<b>2,148,020</b>	<b>1,750,860</b>	<b>16,630,320</b>	<b>2,443,710</b>	<b>295,690</b>	<b>13.8%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	9,244,070	9,296,320	9,651,260	407,190	4.4%
MATERIAL AND SUPPLY	306,790	452,790	340,610	33,820	11.0%
VEHICLE EXPENSES	193,280	193,560	205,170	11,890	6.2%
BUILDING AND GROUND	1,048,310	1,016,540	807,160	(241,150)	(23.0%)
CONSULTING	0	4,000	0	0	0.0%
CONTRACTUAL	1,776,600	1,664,650	1,778,290	1,690	0.1%
RESERVES / RECOVERIES	1,500,510	2,184,080	1,552,130	51,620	3.4%
COST ALLOCATIONS	774,380	696,460	783,270	8,890	1.1%
FINANCIAL	1,399,160	1,440,420	1,512,430	113,270	8.1%
CAPITAL FINANCING	0	21,130	0	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>16,243,100</b>	<b>16,969,950</b>	<b>16,630,320</b>	<b>387,220</b>	<b>2.4%</b>
FEES AND GENERAL	(14,095,080)	(15,148,410)	(14,069,830)	25,250	0.2%
RESERVES	0	(70,010)	0	0	0.0%
RECOVERIES FROM CAPITAL	0	(670)	(116,780)	(116,780)	(100.0%)
<b>TOTAL REVENUES</b>	<b>(14,095,080)</b>	<b>(15,219,090)</b>	<b>(14,186,610)</b>	<b>(91,530)</b>	<b>(0.6%)</b>
<b>NET LEVY</b>	<b>2,148,020</b>	<b>1,750,860</b>	<b>2,443,710</b>	<b>295,690</b>	<b>13.8%</b>

**BUILDING**

**DIVISION STRUCTURE**



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	4.00	104.32	108.32	26.08
2020	4.00	104.32	108.32	26.08
CHANGE	0.00	0.00	0.00	

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

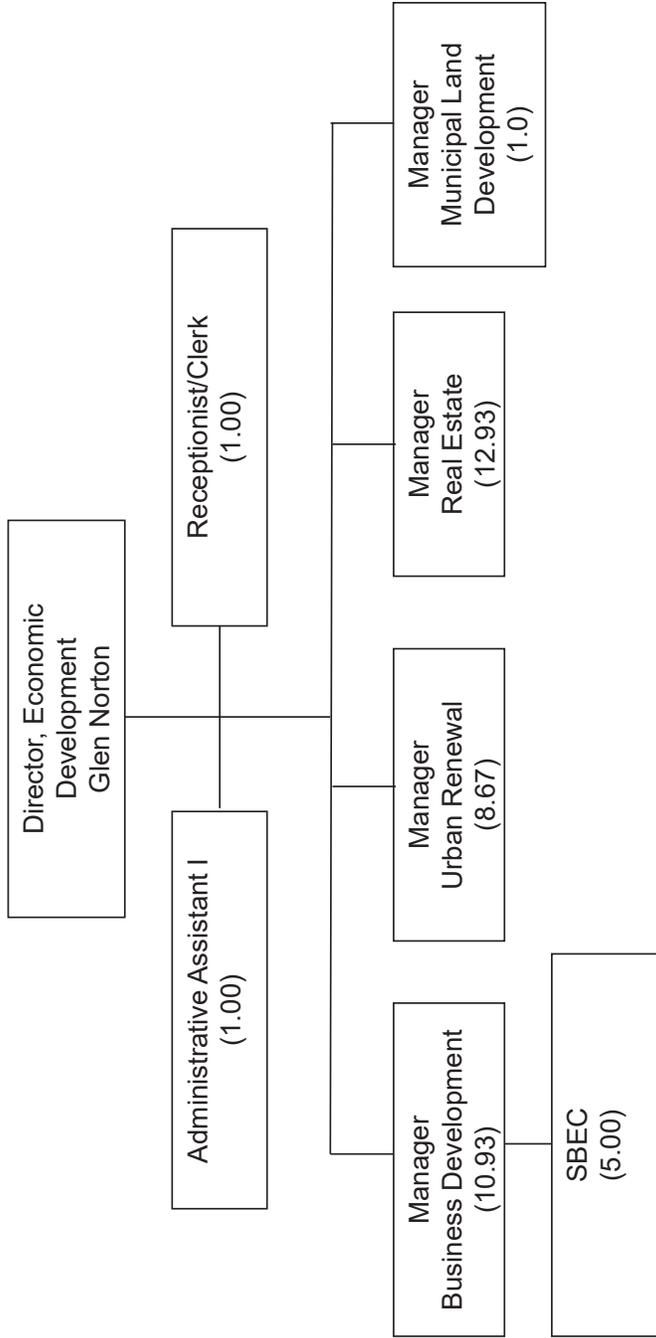
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Administration - Building Serv	284,000	280,000	271,780	282,150	278,150	(1,850)	(0.7%)
Building Inspections	623,680	623,680	628,380	617,370	617,370	(6,310)	(1.0%)
Engineering & Zoning Services	919,830	182,380	179,400	1,324,810	(57,660)	(240,040)	(131.6%)
Enterprise Model	12,060,650	(32,510)	0	12,437,660	4,090	36,600	(112.6%)
Plan Examination Sec	220,420	220,420	224,900	218,740	218,740	(1,680)	(0.8%)
<b>Total Building</b>	<b>14,108,580</b>	<b>1,273,970</b>	<b>1,304,460</b>	<b>14,880,730</b>	<b>1,060,690</b>	<b>(213,280)</b>	<b>(16.7%)</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	12,139,780	12,128,510	12,405,710	265,930	2.2%
MATERIAL AND SUPPLY	185,620	253,760	182,680	(2,940)	(1.6%)
VEHICLE EXPENSES	132,210	100,400	127,400	(4,810)	(3.6%)
BUILDING AND GROUND	16,800	32,960	17,220	420	2.5%
CONSULTING	0	11,870	0	0	0.0%
CONTRACTUAL	43,750	109,570	40,010	(3,740)	(8.5%)
RESERVES / RECOVERIES	881,590	935,640	1,282,780	401,190	45.5%
COST ALLOCATIONS	682,390	682,390	798,490	116,100	17.0%
FINANCIAL	26,440	82,170	26,440	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>14,108,580</b>	<b>14,337,270</b>	<b>14,880,730</b>	<b>772,150</b>	<b>5.5%</b>
FEES AND GENERAL	(12,834,610)	(13,033,300)	(13,820,040)	(985,430)	(7.7%)
RECOVERIES FROM CAPITAL	0	490	0	0	0.0%
<b>TOTAL REVENUES</b>	<b>(12,834,610)</b>	<b>(13,032,810)</b>	<b>(13,820,040)</b>	<b>(985,430)</b>	<b>(7.7%)</b>
<b>NET LEVY</b>	<b>1,273,970</b>	<b>1,304,460</b>	<b>1,060,690</b>	<b>(213,280)</b>	<b>(16.7%)</b>

ECONOMIC DEVELOPMENT

DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	5.00	36.53	41.53	7.31:1
2020	5.00	36.53	41.53	7.31:1
CHANGE	0.00	0.00	0.00	

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

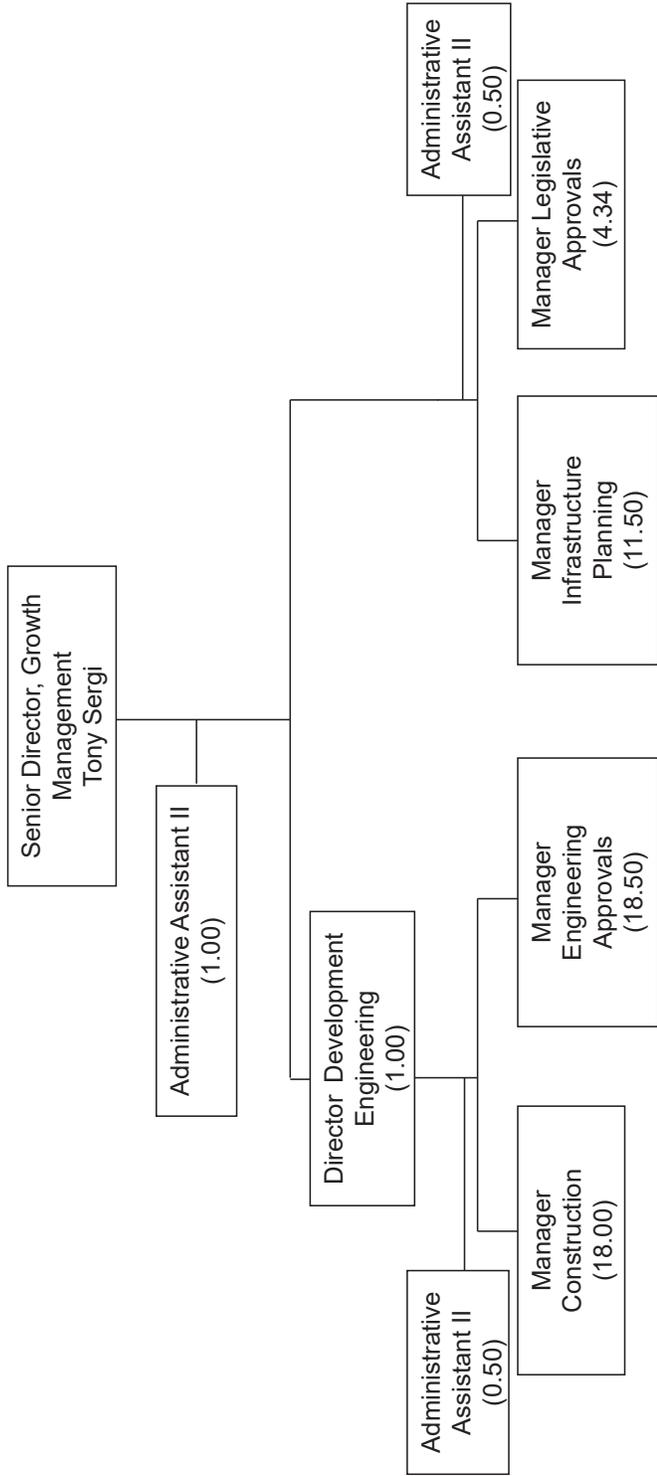
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Business Development	3,462,740	3,074,510	3,257,270	3,555,940	3,147,710	73,200	2.4%
Real Estate	2,279,240	962,250	847,870	2,407,870	920,060	(42,190)	(4.4%)
Urban Renewal	2,842,650	1,322,990	1,319,140	2,874,020	1,353,700	30,710	2.3%
<b>Total Economic Development</b>	<b>8,584,630</b>	<b>5,359,750</b>	<b>5,424,280</b>	<b>8,837,830</b>	<b>5,421,470</b>	<b>61,720</b>	<b>1.2%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	5,402,210	5,841,520	5,613,870	211,660	3.9%
MATERIAL AND SUPPLY	250,260	294,410	246,300	(3,960)	(1.6%)
BUILDING AND GROUND	10,520	15,020	7,900	(2,620)	(24.9%)
CONSULTING	31,000	42,650	31,000	0	0.0%
CONTRACTUAL	510,680	542,300	517,180	6,500	1.3%
AGENCIES and SUPPORT PAYMENTS	1,057,100	1,244,010	1,057,100	0	0.0%
RESERVES / RECOVERIES	196,200	572,540	227,370	31,170	15.9%
COST ALLOCATIONS	316,200	312,150	331,140	14,940	4.7%
FINANCIAL	810,460	610,410	805,970	(4,490)	(0.6%)
<b>TOTAL EXPENDITURES</b>	<b>8,584,630</b>	<b>9,475,010</b>	<b>8,837,830</b>	<b>253,200</b>	<b>2.9%</b>
FEES AND GENERAL	(1,529,900)	(2,034,560)	(1,646,690)	(116,790)	(7.6%)
GRANTS AND SUBSIDIES	(495,840)	(768,900)	(495,840)	0	0.0%
RESERVES	(1,083,160)	(1,083,160)	(1,108,160)	(25,000)	(2.3%)
RECOVERIES FROM CAPITAL	(115,980)	(164,110)	(165,670)	(49,690)	(42.8%)
<b>TOTAL REVENUES</b>	<b>(3,224,880)</b>	<b>(4,050,730)</b>	<b>(3,416,360)</b>	<b>(191,480)</b>	<b>(5.9%)</b>
<b>NET LEVY</b>	<b>5,359,750</b>	<b>5,424,280</b>	<b>5,421,470</b>	<b>61,720</b>	<b>1.2%</b>

GROWTH MANAGEMENT

DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	6.00	50.34	56.34	8.39:1
2020	6.00	50.34	56.34	8.39:1
CHANGE	0.00	0.00	0.00	

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

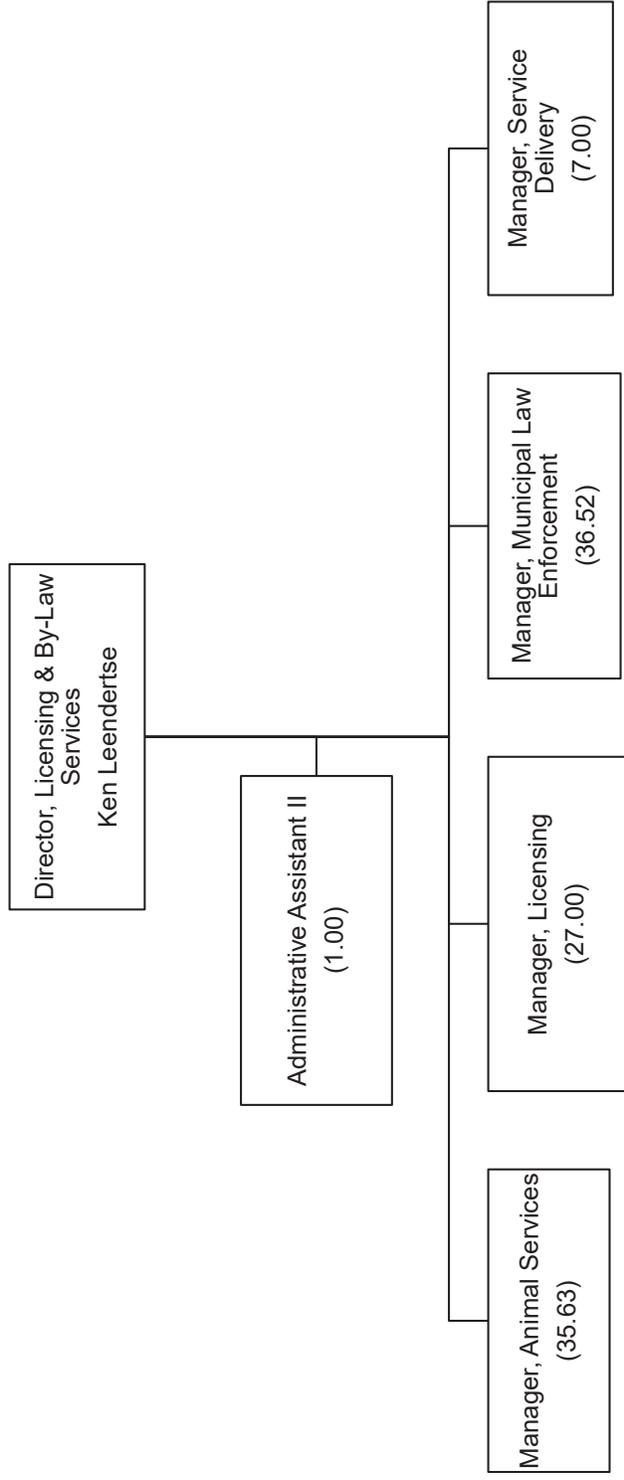
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Infrastructure Planning	2,225,960	1,107,150	1,062,880	2,321,180	1,242,710	135,560	12.2%
Grading & Construction Services	730,920	65,920	124,780	745,200	130,230	64,310	97.6%
Growth Management	3,943,730	(767,830)	(742,310)	3,753,360	(782,120)	(14,290)	1.9%
<b>Total Growth Management</b>	<b>6,900,610</b>	<b>405,240</b>	<b>445,350</b>	<b>6,819,740</b>	<b>590,820</b>	<b>185,580</b>	<b>45.8%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	6,331,590	6,087,330	6,503,420	171,830	2.7%
MATERIAL AND SUPPLY	156,320	147,570	156,320	0	0.0%
VEHICLE EXPENSES	30,490	30,490	34,150	3,660	12.0%
BUILDING AND GROUND	9,130	9,130	8,460	(670)	(7.3%)
CONSULTING	70,000	70,000	70,000	0	0.0%
CONTRACTUAL	10,270	269,810	10,270	0	0.0%
RESERVES / RECOVERIES	953,270	1,797,700	586,420	(366,850)	(38.5%)
COST ALLOCATIONS	(677,630)	(677,630)	(566,470)	111,160	16.4%
FINANCIAL	17,170	12,920	17,170	0	0.0%
CAPITAL FINANCING	0	30,000	0	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>6,900,610</b>	<b>7,777,320</b>	<b>6,819,740</b>	<b>(80,870)</b>	<b>(1.2%)</b>
FEES AND GENERAL	(5,866,560)	(6,385,940)	(5,910,450)	(43,890)	(0.7%)
RESERVES	(220,000)	(464,920)	0	220,000	100.0%
RECOVERIES FROM CAPITAL	(408,810)	(481,110)	(318,470)	90,340	22.1%
<b>TOTAL REVENUES</b>	<b>(6,495,370)</b>	<b>(7,331,970)</b>	<b>(6,228,920)</b>	<b>266,450</b>	<b>4.1%</b>
<b>NET LEVY</b>	<b>405,240</b>	<b>445,350</b>	<b>590,820</b>	<b>185,580</b>	<b>45.8%</b>

LICENSING AND BY-LAW SERVICES

DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/AMGT RATIO
2019	5.00	105.15	110.15	21.03:1
2020	5.00	103.15	108.15	20.63:1
CHANGE	0.00	(2.00)	(2.00)	

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

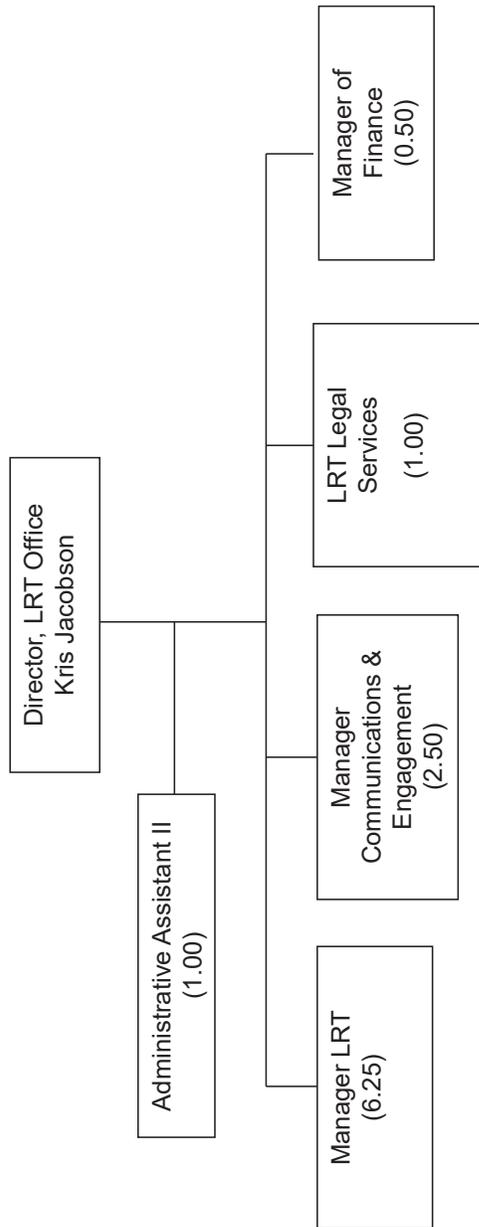
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Service Delivery	651,400	651,400	637,330	655,280	655,280	3,880	0.6%
Animal Services	4,306,330	2,765,330	2,830,780	4,392,930	2,851,930	86,600	3.1%
Directors Office L&BL	593,710	593,710	715,630	604,410	604,410	10,700	1.8%
Licensing	3,087,610	(315,680)	(687,870)	2,894,810	(594,180)	(278,500)	88.2%
Municipal Law Enforcement	4,136,270	2,920,850	3,383,820	4,122,830	3,128,510	207,660	7.1%
<b>Total Licensing &amp; By-Law Services</b>	<b>12,775,320</b>	<b>6,615,610</b>	<b>6,879,690</b>	<b>12,670,260</b>	<b>6,645,950</b>	<b>30,340</b>	<b>0.5%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	10,409,800	10,624,030	10,332,650	(77,150)	(0.7%)
MATERIAL AND SUPPLY	283,250	330,320	277,630	(5,620)	(2.0%)
VEHICLE EXPENSES	230,750	222,790	236,190	5,440	2.4%
BUILDING AND GROUND	502,380	526,920	501,800	(580)	(0.1%)
CONSULTING	2,500	47,500	27,500	25,000	1,000.0%
CONTRACTUAL	146,220	328,520	154,690	8,470	5.8%
AGENCIES and SUPPORT PAYMENTS	0	550	0	0	0.0%
RESERVES / RECOVERIES	708,510	707,600	726,100	17,590	2.5%
COST ALLOCATIONS	317,710	383,790	331,500	13,790	4.3%
FINANCIAL	84,200	102,100	82,200	(2,000)	(2.4%)
CAPITAL FINANCING	90,000	157,480	0	(90,000)	(100.0%)
<b>TOTAL EXPENDITURES</b>	<b>12,775,320</b>	<b>13,431,600</b>	<b>12,670,260</b>	<b>(105,060)</b>	<b>(0.8%)</b>
	0	0	0	0	
FEES AND GENERAL	(5,818,610)	(6,043,250)	(5,804,310)	14,300	0.2%
GRANTS AND SUBSIDIES	(147,000)	(209,990)	(220,000)	(73,000)	(49.7%)
RESERVES	(194,100)	(268,470)	0	194,100	100.0%
RECOVERIES FROM CAPITAL	0	(30,200)	0	0	0.0%
<b>TOTAL REVENUES</b>	<b>(6,159,710)</b>	<b>(6,551,910)</b>	<b>(6,024,310)</b>	<b>135,400</b>	<b>2.2%</b>
<b>NET LEVY</b>	<b>6,615,610</b>	<b>6,879,690</b>	<b>6,645,950</b>	<b>30,340</b>	<b>0.5%</b>

LRT OFFICE

# DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/AMGT RATIO
2019	3.50	8.75	12.25	2.5:1
2020	3.50	8.75	12.25	2.5:1
CHANGE	0.00	0.00	0.00	

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

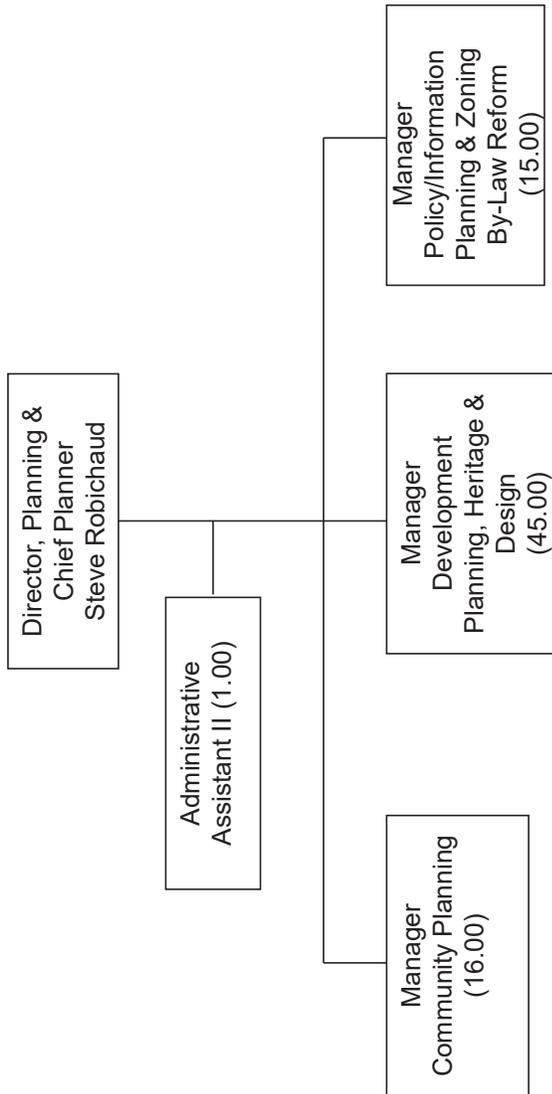
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Prel. vs. '19 Rest. (\$)	'20 Prel. vs. '19 Rest. (%)
LRT Office	8,606,550	0	0	9,196,740	0	0	0.0%
<b>Total LRT Office</b>	<b>8,606,550</b>	<b>0</b>	<b>0</b>	<b>9,196,740</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Prel. vs. '19 Rest. (\$)	'20 Prel. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	6,206,860	6,212,860	6,368,580	161,720	2.6%
MATERIAL AND SUPPLY	41,170	46,510	39,490	(1,680)	(4.1%)
BUILDING AND GROUND	103,600	103,600	103,210	(390)	(0.4%)
CONSULTING	815,430	817,530	1,241,040	425,610	52.2%
CONTRACTUAL	636,480	639,480	635,000	(1,480)	(0.2%)
RESERVES / RECOVERIES	36,510	20,070	39,360	2,850	7.8%
COST ALLOCATIONS	0	0	1,000	1,000	100.0%
FINANCIAL	766,500	766,500	769,060	2,560	0.3%
<b>TOTAL EXPENDITURES</b>	<b>8,606,550</b>	<b>8,606,550</b>	<b>9,196,740</b>	<b>590,190</b>	<b>6.9%</b>
GRANTS AND SUBSIDIES	(8,606,550)	(8,606,550)	(9,196,740)	(590,190)	(6.9%)
<b>TOTAL REVENUES</b>	<b>(8,606,550)</b>	<b>(8,606,550)</b>	<b>(9,196,740)</b>	<b>(590,190)</b>	<b>(6.9%)</b>
<b>NET LEVY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>

PLANNING

**DIVISION STRUCTURE**



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	4.00	74.00	78.00	18.5:1
2020	4.00	74.00	78.00	18.5:1
CHANGE	0.00	0.00	0.00	

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

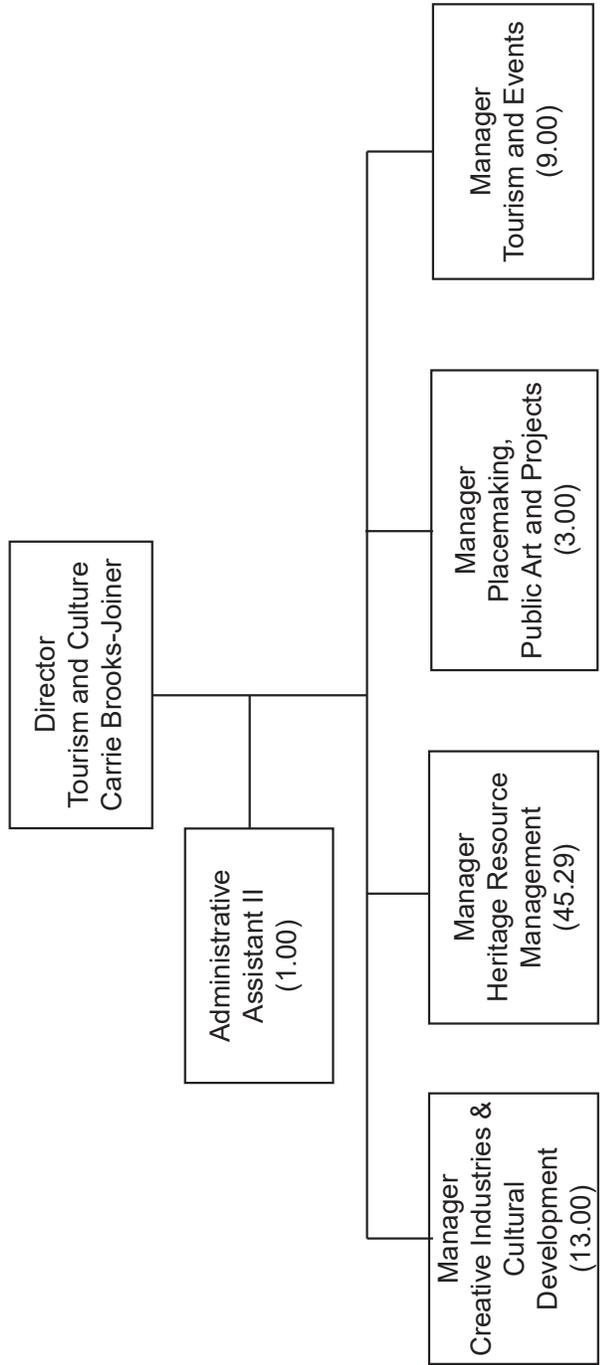
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Community Planning	1,736,660	1,732,660	1,710,890	1,752,380	1,748,380	15,720	0.9%
Planning & Committee of Adjmt	6,523,310	1,388,560	1,371,260	5,663,150	1,744,940	356,380	25.7%
Policy Planning, Zoning & Data	1,562,540	247,250	248,540	1,561,620	248,950	1,700	0.7%
<b>Total Planning</b>	<b>9,822,510</b>	<b>3,368,470</b>	<b>3,330,690</b>	<b>8,977,150</b>	<b>3,742,270</b>	<b>373,800</b>	<b>11.1%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	7,987,000	7,457,530	8,097,660	110,660	1.4%
MATERIAL AND SUPPLY	216,020	224,970	216,020	0	0.0%
VEHICLE EXPENSES	1,500	1,500	1,500	0	0.0%
BUILDING AND GROUND	12,900	14,180	12,850	(50)	(0.4%)
CONSULTING	114,380	218,380	114,380	0	0.0%
CONTRACTUAL	76,490	111,280	76,490	0	0.0%
AGENCIES and SUPPORT PAYMENTS	91,670	95,000	91,670	0	0.0%
RESERVES / RECOVERIES	1,417,940	1,210,590	427,540	(990,400)	(69.8%)
COST ALLOCATIONS	(152,160)	(142,130)	(117,730)	34,430	22.6%
FINANCIAL	56,770	56,770	56,770	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>9,822,510</b>	<b>9,248,070</b>	<b>8,977,150</b>	<b>(845,360)</b>	<b>(8.6%)</b>
FEES AND GENERAL	(5,112,240)	(4,847,780)	(3,898,210)	1,214,030	23.7%
RESERVES	(24,000)	(154,890)	(24,000)	0	0.0%
RECOVERIES FROM CAPITAL	(1,317,800)	(914,710)	(1,312,670)	5,130	0.4%
<b>TOTAL REVENUES</b>	<b>(6,454,040)</b>	<b>(5,917,380)</b>	<b>(5,234,880)</b>	<b>1,219,160</b>	<b>18.9%</b>
<b>NET LEVY</b>	<b>3,368,470</b>	<b>3,330,690</b>	<b>3,742,270</b>	<b>373,800</b>	<b>11.1%</b>

**TOURISM AND CULTURE**

**DIVISION STRUCTURE**



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	5.00	67.29	72.29	13.46:1
2020	5.00	67.29	72.29	13.46:1
CHANGE	0.00	0.00	0.00	

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Tourism and Events	9,778,030	8,448,080	8,538,280	9,909,390	8,511,380	63,300	0.7%
Directors Office T&C	693,180	693,180	731,520	708,160	708,160	14,980	2.2%
<b>Total Tourism &amp; Culture</b>	<b>10,471,210</b>	<b>9,141,260</b>	<b>9,269,800</b>	<b>10,617,550</b>	<b>9,219,540</b>	<b>78,280</b>	<b>0.9%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	7,370,640	8,036,050	7,492,190	121,550	1.6%
MATERIAL AND SUPPLY	592,500	570,670	566,680	(25,820)	(4.4%)
VEHICLE EXPENSES	4,610	4,490	5,080	470	10.2%
BUILDING AND GROUND	770,640	802,060	799,420	28,780	3.7%
CONSULTING	14,000	16,400	13,000	(1,000)	(7.1%)
CONTRACTUAL	925,560	977,730	944,060	18,500	2.0%
AGENCIES and SUPPORT PAYMENTS	187,250	188,550	187,250	0	0.0%
RESERVES / RECOVERIES	465,680	495,130	476,160	10,480	2.3%
COST ALLOCATIONS	65,780	58,170	44,830	(20,950)	(31.8%)
FINANCIAL	74,550	80,270	88,880	14,330	19.2%
<b>TOTAL EXPENDITURES</b>	<b>10,471,210</b>	<b>11,229,520</b>	<b>10,617,550</b>	<b>146,340</b>	<b>1.4%</b>
FEES AND GENERAL	(668,960)	(835,320)	(731,120)	(62,160)	(9.3%)
GRANTS AND SUBSIDIES	(212,130)	(221,810)	(212,130)	0	0.0%
RESERVES	0	(13,390)	(1,300)	(1,300)	(100.0%)
RECOVERIES FROM CAPITAL	(448,860)	(889,200)	(453,460)	(4,600)	(1.0%)
<b>TOTAL REVENUES</b>	<b>(1,329,950)</b>	<b>(1,959,720)</b>	<b>(1,398,010)</b>	<b>(68,060)</b>	<b>(5.1%)</b>
<b>NET LEVY</b>	<b>9,141,260</b>	<b>9,269,800</b>	<b>9,219,540</b>	<b>78,280</b>	<b>0.9%</b>

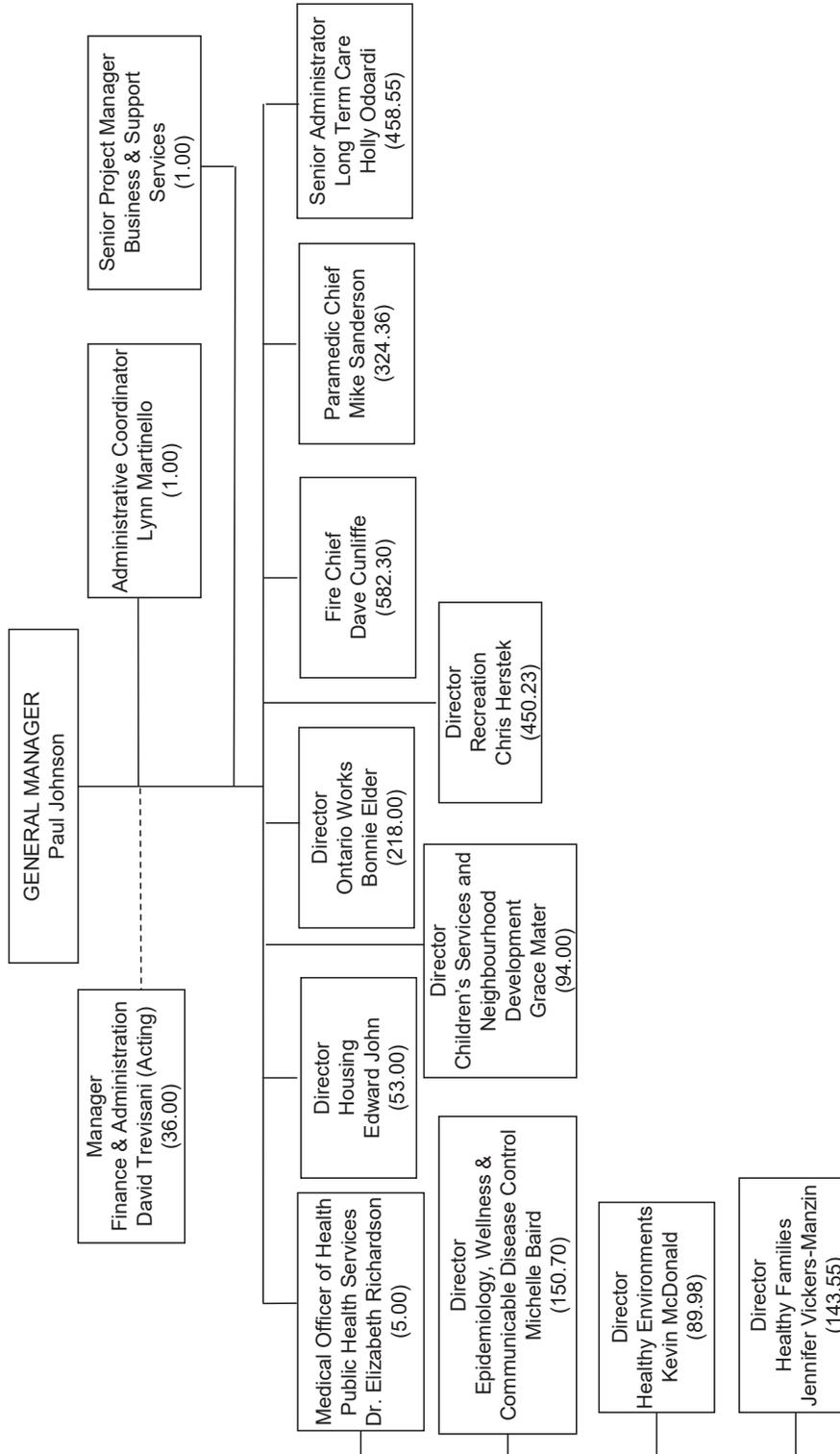
# HEALTHY AND SAFE COMMUNITIES

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# DEPARTMENT STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	86.00	2,565.37	2,651.37	29.83:1
2020	85.00	2,523.67	2,608.67	29.69:1
CHANGE	(1.00)	(41.70)	(42.70)	

# 2020 Preliminary Tax Supported Operating Budget

## BY DIVISION

	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Prel. Net vs. '19 Rest. Net (\$)	'20 Prel. Net vs. '19 Rest. Net
HSC Administration	3,100,430	2,760,720	2,919,010	3,140,320	2,796,820	36,100	1.3%
Children's Services and Neighbourhood Dev.	93,659,390	8,675,010	8,543,680	93,604,240	10,981,620	2,306,610	26.6%
Ontario Works	153,082,450	11,918,050	11,288,700	143,509,570	13,043,380	1,125,330	9.4%
Housing Services	91,231,810	45,068,420	41,635,250	91,230,470	45,279,830	211,410	0.5%
Long Term Care	46,319,570	13,472,300	13,336,740	46,813,860	14,081,410	609,110	4.5%
Recreation	53,185,920	33,503,780	33,718,260	53,724,390	34,181,800	678,020	2.0%
Hamilton Fire Department	92,511,720	92,083,970	92,103,520	94,239,730	93,689,710	1,605,740	1.7%
Hamilton Paramedic Service	51,327,330	23,794,770	24,500,820	52,801,160	25,108,770	1,314,000	5.5%
Public Health Services	51,522,580	12,356,500	12,546,620	53,714,350	13,472,990	1,116,490	9.0%
<b>Total Healthy and Safe Communities</b>	<b>635,941,200</b>	<b>243,633,520</b>	<b>240,592,600</b>	<b>632,778,090</b>	<b>252,636,330</b>	<b>9,002,810</b>	<b>3.7%</b>

## BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	281,404,400	279,483,560	283,980,340	2,575,940	0.9%
MATERIAL AND SUPPLY	12,209,140	13,105,830	12,120,410	(88,730)	(0.7%)
VEHICLE EXPENSES	2,617,860	2,639,160	2,696,510	78,650	3.0%
BUILDING AND GROUND	15,837,370	15,434,020	15,508,250	(329,120)	(2.1%)
CONSULTING	67,240	92,300	92,240	25,000	37.2%
CONTRACTUAL	8,247,570	8,281,540	8,935,780	688,210	8.3%
AGENCIES and SUPPORT PAYMENTS	290,248,700	282,190,650	282,988,060	(7,260,640)	(2.5%)
RESERVES / RECOVERIES	16,656,500	16,819,520	17,897,510	1,241,010	7.5%
COST ALLOCATIONS	5,771,810	5,873,280	5,655,150	(116,660)	(2.0%)
FINANCIAL	1,861,870	1,909,040	1,885,100	23,230	1.2%
CAPITAL FINANCING	1,018,740	1,019,760	1,018,740	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>635,941,200</b>	<b>626,848,660</b>	<b>632,778,090</b>	<b>(3,163,110)</b>	<b>(0.5%)</b>
FEES AND GENERAL	(37,492,720)	(38,440,610)	(38,198,110)	(705,390)	(1.9%)
GRANTS AND SUBSIDIES	(353,017,870)	(343,693,530)	(340,835,880)	12,181,990	3.5%
RESERVES	(932,450)	(2,883,630)	(377,450)	555,000	59.5%
RECOVERIES FROM CAPITAL	(864,580)	(1,238,270)	(730,300)	134,280	15.5%
<b>TOTAL REVENUES</b>	<b>(392,307,620)</b>	<b>(386,256,040)</b>	<b>(380,141,740)</b>	<b>12,165,880</b>	<b>3.1%</b>
<b>NET LEVY</b>	<b>243,633,520</b>	<b>240,592,600</b>	<b>252,636,330</b>	<b>9,002,810</b>	<b>3.7%</b>

# 2020 Preliminary Tax Supported Operating Budget Multi-Year Budget Outlook

## BY DIVISION

	2021 Preliminary Gross	2021 Preliminary Net	2022 Preliminary Gross	2022 Preliminary Net	2023 Preliminary Gross	2023 Preliminary Net
HSC Administration	3,234,750	2,889,770	3,313,070	2,965,660	3,381,800	3,032,010
Children's Services and Neighbourhood Dev.	94,338,440	12,621,480	94,496,430	12,719,190	94,652,020	12,815,410
Ontario Works	140,619,240	13,575,430	141,090,750	14,046,360	141,537,070	14,492,090
Housing Services	93,115,110	48,336,640	93,474,730	50,695,970	93,526,320	52,387,890
Long Term Care	47,754,180	15,086,070	48,676,115	15,777,760	49,597,815	16,464,590
Recreation	54,888,250	34,966,670	55,826,821	35,518,710	56,747,221	36,044,850
Hamilton Fire Department	96,965,980	96,406,810	99,674,810	99,106,300	102,459,400	101,881,380
Hamilton Paramedic Service	53,978,030	26,071,260	55,023,740	26,515,870	56,076,440	27,031,860
Public Health Services	54,421,490	15,581,220	55,237,890	16,435,490	56,056,400	17,255,590
<b>Total Healthy and Safe Communities</b>	<b>639,315,470</b>	<b>265,535,350</b>	<b>646,814,356</b>	<b>273,781,310</b>	<b>654,034,486</b>	<b>281,405,670</b>
<b>Budget Increase</b>	<b>1.0%</b>	<b>5.1%</b>	<b>1.2%</b>	<b>3.1%</b>	<b>1.1%</b>	<b>2.8%</b>

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION - ADMINISTRATION

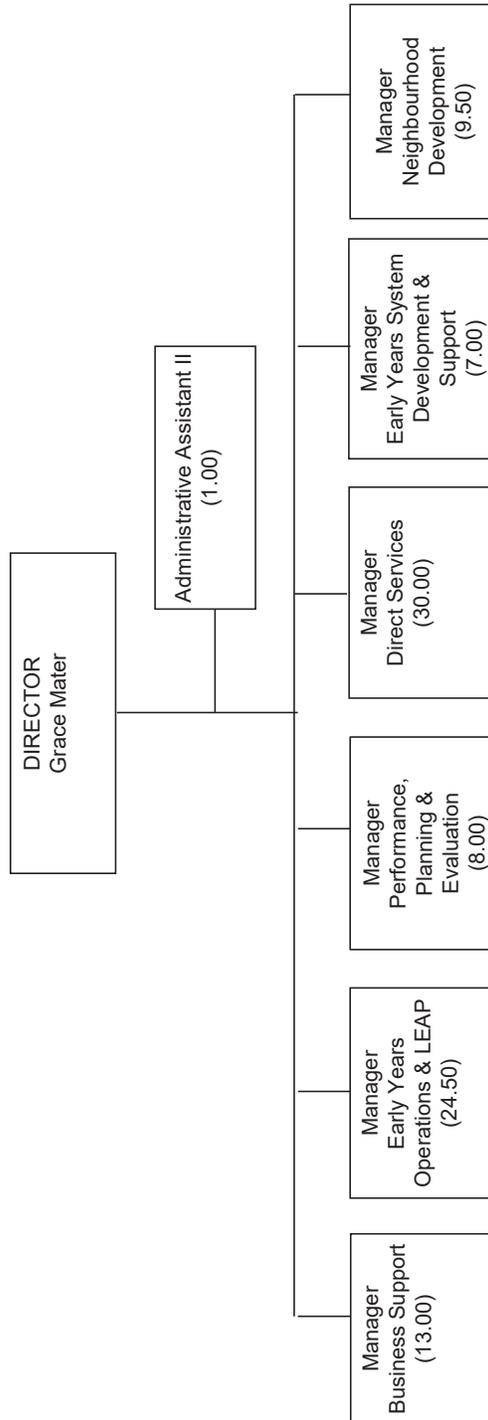
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
HSC - Finance & Administration	2,344,720	2,041,060	1,958,030	2,385,450	2,078,000	36,940	1.8%
General Manager's Office	755,710	719,660	960,980	754,870	718,820	(840)	(0.1%)
<b>Total HSC Administration</b>	<b>3,100,430</b>	<b>2,760,720</b>	<b>2,919,010</b>	<b>3,140,320</b>	<b>2,796,820</b>	<b>36,100</b>	<b>1.3%</b>

### BY COST CATEGORY - ADMINISTRATION

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	2,806,460	2,996,800	2,854,200	47,740	1.7%
MATERIAL AND SUPPLY	35,690	69,360	35,690	0	0.0%
BUILDING AND GROUND	5,250	5,740	5,390	140	2.7%
CONTRACTUAL	1,580	2,990	1,580	0	0.0%
RESERVES / RECOVERIES	230,560	231,280	222,180	(8,380)	(3.6%)
COST ALLOCATIONS	20,890	20,890	21,280	390	1.9%
<b>TOTAL EXPENDITURES</b>	<b>3,100,430</b>	<b>3,327,060</b>	<b>3,140,320</b>	<b>39,890</b>	<b>1.3%</b>
GRANTS AND SUBSIDIES	(339,710)	(328,860)	(343,500)	(3,790)	(1.1%)
RECOVERIES FROM CAPITAL	0	(79,190)	0	0	0.0%
<b>TOTAL REVENUES</b>	<b>(339,710)</b>	<b>(408,050)</b>	<b>(343,500)</b>	<b>(3,790)</b>	<b>(1.1%)</b>
<b>NET LEVY</b>	<b>2,760,720</b>	<b>2,919,010</b>	<b>2,796,820</b>	<b>36,100</b>	<b>1.3%</b>

**CHILDREN'S SERVICES  
 AND NEIGHBOURHOOD  
 DEVELOPMENT**

**DIVISION STRUCTURE**



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	7.00	87.00	94.00	12.43 : 1
2020	7.00	87.00	94.00	12.43 : 1
CHANGE	0.00	0.00	0.00	

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

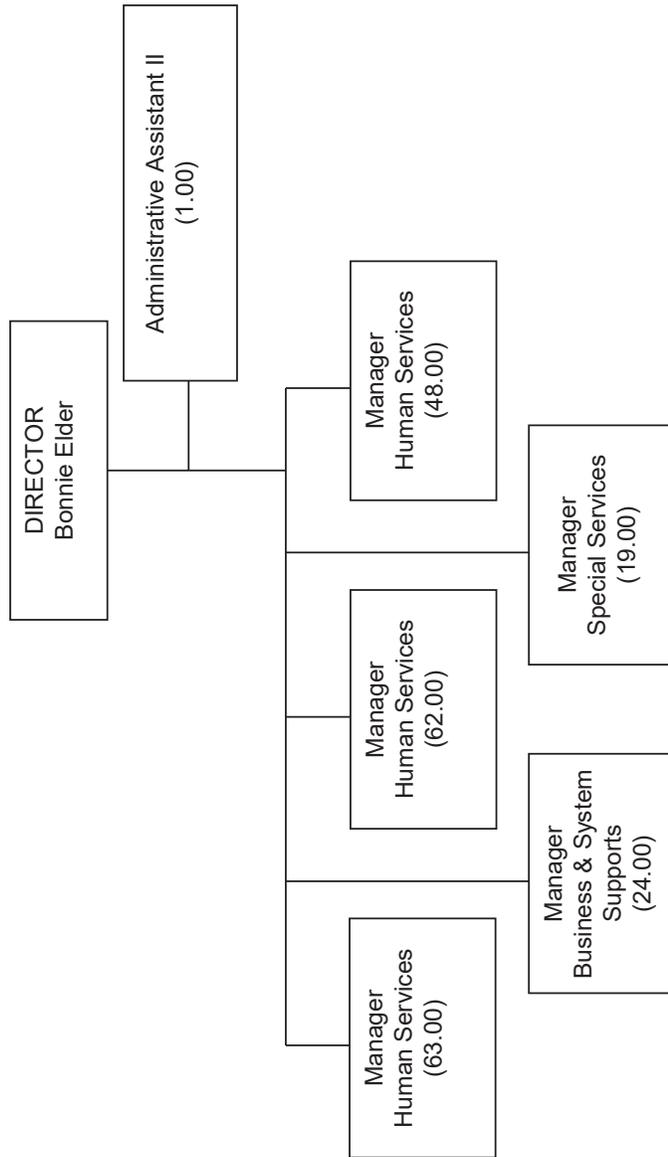
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Neighbourhoods & Community	1,774,800	1,734,100	1,610,780	1,858,270	1,716,030	(18,070)	(1.0%)
CSND Administration	412,340	(15,090)	0	427,860	(15,680)	(590)	3.9%
Early Years & Child Care	89,625,430	6,709,800	6,700,790	89,806,830	9,026,830	2,317,030	34.5%
Home Management	1,846,820	246,200	232,110	1,511,280	254,440	8,240	3.3%
<b>Total Children's Services and Neighbourhood Dev.</b>	<b>93,659,390</b>	<b>8,675,010</b>	<b>8,543,680</b>	<b>93,604,240</b>	<b>10,981,620</b>	<b>2,306,610</b>	<b>26.6%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	9,672,450	9,257,900	9,777,170	104,720	1.1%
MATERIAL AND SUPPLY	1,013,540	736,260	694,240	(319,300)	(31.5%)
BUILDING AND GROUND	45,700	46,670	45,710	10	0.0%
CONTRACTUAL	617,530	464,280	546,260	(71,270)	(11.5%)
AGENCIES and SUPPORT PAYMENTS	81,691,670	82,761,190	81,773,940	82,270	0.1%
RESERVES / RECOVERIES	245,260	(356,450)	377,660	132,400	54.0%
COST ALLOCATIONS	319,940	320,260	337,220	17,280	5.4%
FINANCIAL	53,300	46,060	52,040	(1,260)	(2.4%)
<b>TOTAL EXPENDITURES</b>	<b>93,659,390</b>	<b>93,276,160</b>	<b>93,604,240</b>	<b>(55,150)</b>	<b>(0.1%)</b>
FEES AND GENERAL	(2,886,850)	(3,146,790)	(3,416,520)	(529,670)	(18.3%)
GRANTS AND SUBSIDIES	(81,332,530)	(80,818,910)	(78,996,100)	2,336,430	2.9%
RESERVES	(765,000)	(765,000)	(210,000)	555,000	72.5%
RECOVERIES FROM CAPITAL	0	(1,790)	0	0	0.0%
<b>TOTAL REVENUES</b>	<b>(84,984,380)</b>	<b>(84,732,490)</b>	<b>(82,622,620)</b>	<b>2,361,760</b>	<b>2.8%</b>
<b>NET LEVY</b>	<b>8,675,010</b>	<b>8,543,680</b>	<b>10,981,620</b>	<b>2,306,610</b>	<b>26.6%</b>

ONTARIO WORKS

DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/AMGT RATIO
2019	7.00	255.00	262.00	36.43:1
2020	6.00	212.00	218.00	35.33:1
CHANGE	(1.00)	(43.00)	(44.00)	

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

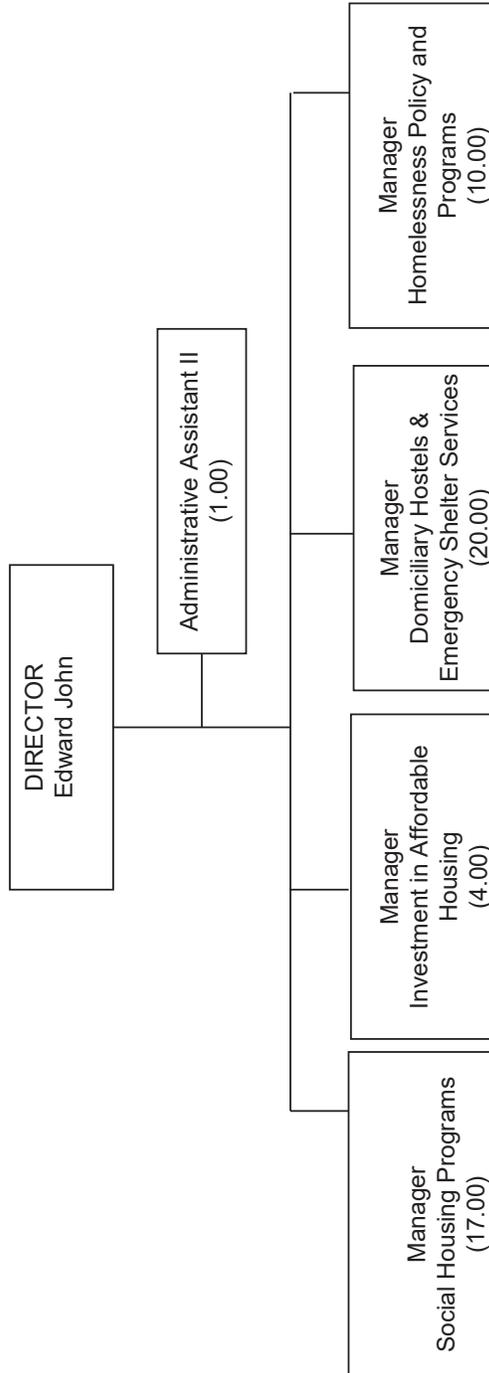
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Client Benefits/Spec Supports	121,499,880	1,065,230	1,021,710	113,999,740	1,084,860	19,630	1.8%
OW Admin	31,582,570	10,852,820	10,266,990	29,509,830	11,958,520	1,105,700	10.2%
<b>Total Ontario Works</b>	<b>153,082,450</b>	<b>11,918,050</b>	<b>11,288,700</b>	<b>143,509,570</b>	<b>13,043,380</b>	<b>1,125,330</b>	<b>9.4%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	25,010,310	23,595,710	23,364,240	(1,646,070)	(6.6%)
MATERIAL AND SUPPLY	780,100	864,330	696,640	(83,460)	(10.7%)
VEHICLE EXPENSES	10,000	6,630	5,800	(4,200)	(42.0%)
BUILDING AND GROUND	2,361,180	2,334,640	2,300,420	(60,760)	(2.6%)
CONTRACTUAL	175,730	140,400	48,890	(126,840)	(72.2%)
AGENCIES and SUPPORT PAYMENTS	123,082,270	116,800,160	115,486,270	(7,596,000)	(6.2%)
RESERVES / RECOVERIES	427,000	430,720	445,110	18,110	4.2%
COST ALLOCATIONS	912,320	912,860	869,290	(43,030)	(4.7%)
FINANCIAL	323,540	334,660	292,910	(30,630)	(9.5%)
CAPITAL FINANCING	0	1,030	0	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>153,082,450</b>	<b>145,421,140</b>	<b>143,509,570</b>	<b>(9,572,880)</b>	<b>(6.3%)</b>
FEES AND GENERAL	(2,020,420)	(1,982,280)	(1,909,230)	111,190	5.5%
GRANTS AND SUBSIDIES	(139,143,980)	(132,137,420)	(128,556,960)	10,587,020	7.6%
RECOVERIES FROM CAPITAL	0	(12,740)	0	0	0.0%
<b>TOTAL REVENUES</b>	<b>(141,164,400)</b>	<b>(134,132,440)</b>	<b>(130,466,190)</b>	<b>10,698,210</b>	<b>7.6%</b>
<b>NET LEVY</b>	<b>11,918,050</b>	<b>11,288,700</b>	<b>13,043,380</b>	<b>1,125,330</b>	<b>9.4%</b>

**HOUSING SERVICES**

**DIVISION STRUCTURE**



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	5.00	49.00	54.00	9.80:1
2020	5.00	48.00	53.00	9.60:1
CHANGE	0.00	(1.00)	(1.00)	

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

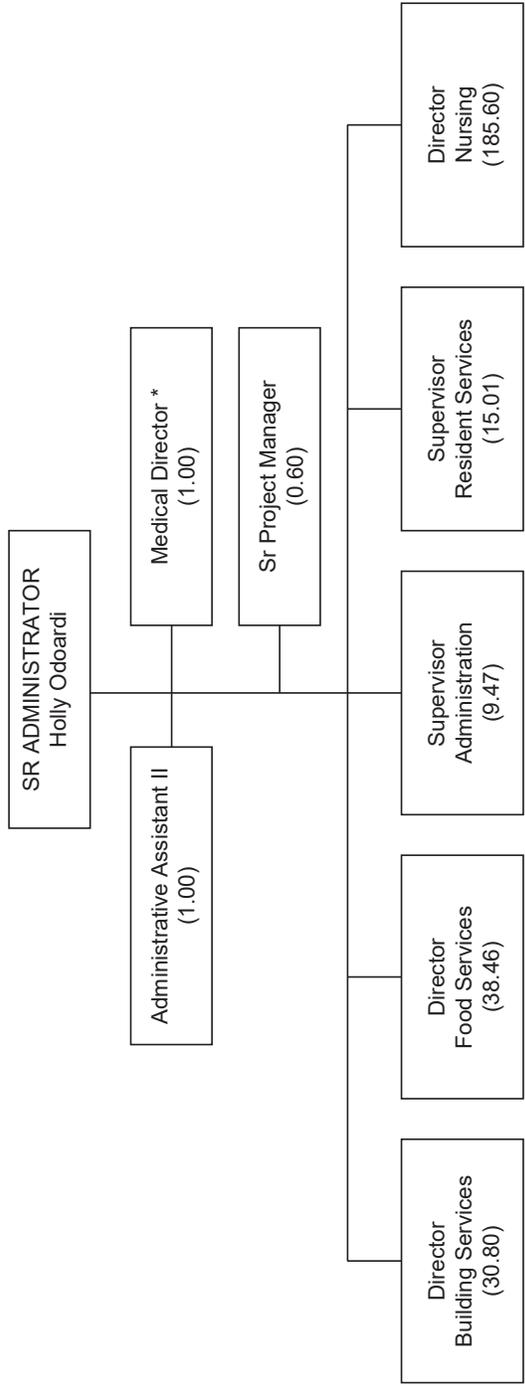
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Housing Services Administration	722,230	595,470	597,230	532,830	532,830	(62,640)	(10.5%)
Affordable Housing	7,696,920	4,727,130	4,555,820	7,626,570	4,839,490	112,360	2.4%
Homelessness	32,023,350	4,688,920	4,710,780	32,020,720	4,804,750	115,830	2.5%
Social Housing	50,789,310	35,056,900	31,771,420	51,050,350	35,102,760	45,860	0.1%
<b>Total Housing Services</b>	<b>91,231,810</b>	<b>45,068,420</b>	<b>41,635,250</b>	<b>91,230,470</b>	<b>45,279,830</b>	<b>211,410</b>	<b>0.5%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	6,277,330	5,581,130	6,059,290	(218,040)	(3.5%)
MATERIAL AND SUPPLY	219,270	325,335	230,220	10,950	5.0%
BUILDING AND GROUND	174,680	167,880	182,290	7,610	4.4%
CONSULTING	0	52,300	0	0	0.0%
CONTRACTUAL	310,090	76,940	311,480	1,390	0.4%
AGENCIES and SUPPORT PAYMENTS	84,316,670	82,106,920	84,557,530	240,860	0.3%
RESERVES / RECOVERIES	62,270	400,570	75,920	13,650	21.9%
COST ALLOCATIONS	(201,410)	(106,230)	(271,370)	(69,960)	(34.7%)
FINANCIAL	72,910	77,430	85,110	12,200	16.7%
<b>TOTAL EXPENDITURES</b>	<b>91,231,810</b>	<b>88,682,275</b>	<b>91,230,470</b>	<b>(1,340)</b>	<b>(0.0%)</b>
FEES AND GENERAL	(15,000)	(344,050)	(15,000)	0	0.0%
GRANTS AND SUBSIDIES	(45,116,340)	(44,639,170)	(45,037,870)	78,470	0.2%
RESERVES	(167,450)	(913,300)	(167,450)	0	0.0%
RECOVERIES FROM CAPITAL	(864,580)	(1,150,500)	(730,300)	134,280	15.5%
<b>TOTAL REVENUES</b>	<b>(46,163,370)</b>	<b>(47,047,020)</b>	<b>(45,950,620)</b>	<b>212,750</b>	<b>0.5%</b>
<b>NET LEVY</b>	<b>45,068,420</b>	<b>41,635,250</b>	<b>45,279,830</b>	<b>211,410</b>	<b>0.5%</b>

**LONG TERM CARE  
 – Macassa Lodge**

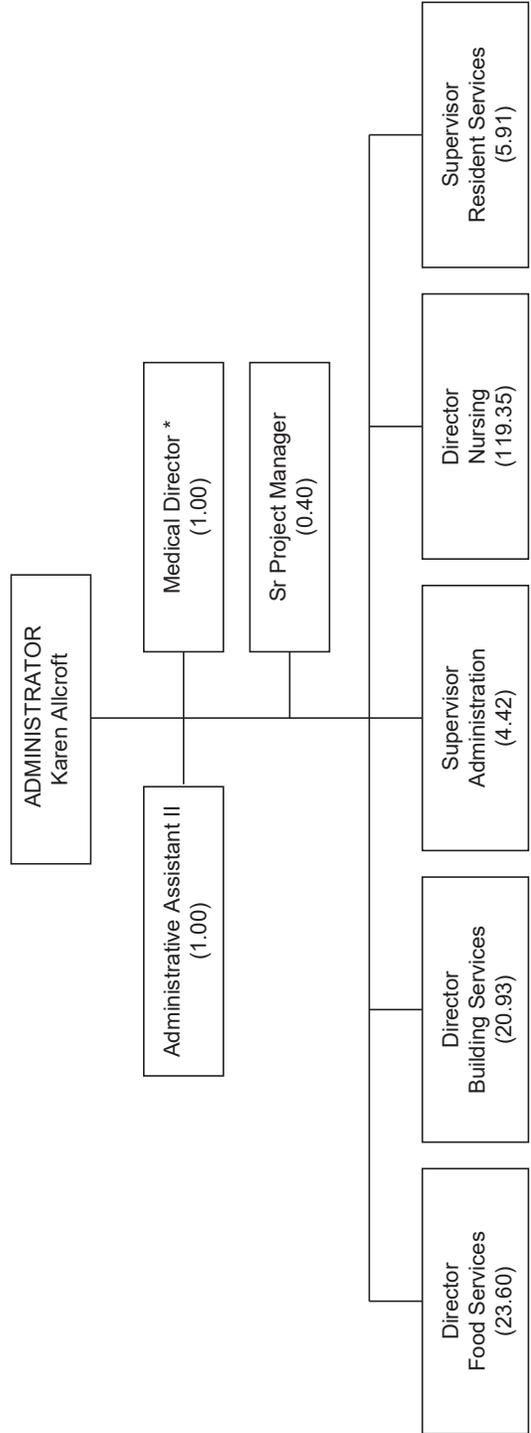
**DIVISION STRUCTURE**



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	8.00	273.94	281.94	34.24:1
2020	8.00	273.94	281.94	34.24:1
CHANGE	0.00	0.00	0.00	

LONG TERM CARE  
 – Wentworth Lodge

# DIVISION STRUCTURE



\* Not included in complement

COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	6.00	170.61	176.61	28.44:1
2020	6.00	170.61	176.61	28.44:1
CHANGE	0.00	0.00	0.00	

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

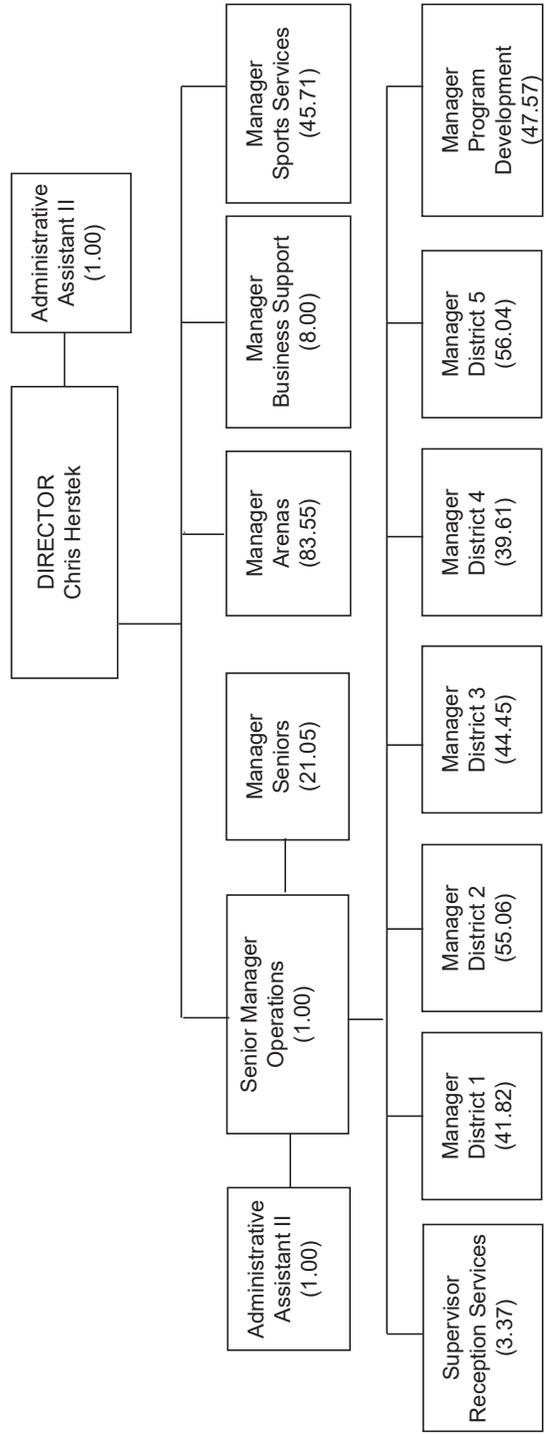
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Macassa Lodge	28,815,430	7,948,800	7,950,090	29,076,280	8,436,540	487,740	6.1%
Wentworth Lodge	17,504,140	5,523,500	5,386,650	17,737,580	5,644,870	121,370	2.2%
<b>Total Long Term Care</b>	<b>46,319,570</b>	<b>13,472,300</b>	<b>13,336,740</b>	<b>46,813,860</b>	<b>14,081,410</b>	<b>609,110</b>	<b>4.5%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	40,087,570	40,223,070	40,477,920	390,350	1.0%
MATERIAL AND SUPPLY	3,076,380	2,938,090	3,103,800	27,415	0.9%
BUILDING AND GROUND	1,381,840	1,288,260	1,381,020	(820)	(0.1%)
CONTRACTUAL	685,760	701,370	732,980	47,215	6.9%
AGENCIES and SUPPORT PAYMENTS	111,900	107,810	124,630	12,730	11.4%
RESERVES / RECOVERIES	913,830	947,780	928,350	14,515	1.6%
COST ALLOCATIONS	0	90	2,880	2,880	100.0%
FINANCIAL	62,290	65,630	62,290	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>46,319,570</b>	<b>46,272,100</b>	<b>46,813,860</b>	<b>494,285</b>	<b>1.1%</b>
FEES AND GENERAL	(11,284,900)	(11,245,740)	(11,534,530)	(249,630)	(2.2%)
GRANTS AND SUBSIDIES	(21,562,360)	(21,689,630)	(21,197,920)	364,445	1.7%
<b>TOTAL REVENUES</b>	<b>(32,847,260)</b>	<b>(32,935,370)</b>	<b>(32,732,450)</b>	<b>114,815</b>	<b>0.3%</b>
<b>NET LEVY</b>	<b>13,472,300</b>	<b>13,336,740</b>	<b>14,081,410</b>	<b>609,110</b>	<b>4.5%</b>

# RECREATION

## DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	12.00	438.23	450.23	36.52:1
2020	12.00	438.23	450.23	36.52:1
CHANGE	0.00	0.00	0.00	

# 2020 Preliminary Tax Supported Operating Budget

## BY SECTION

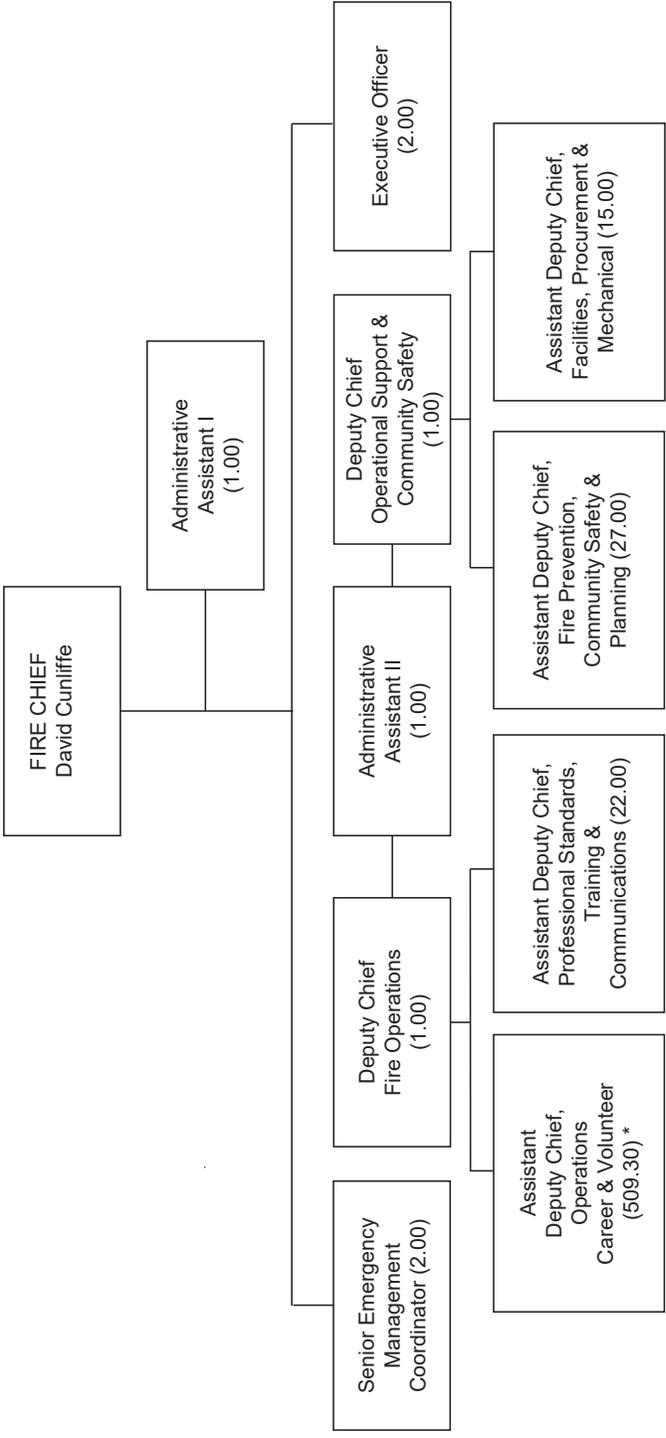
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
City Wide Services & Programs	9,749,070	4,710,050	4,788,350	9,459,670	4,425,290	(284,760)	(6.0%)
Recreation Administration	(43,450)	(43,450)	321,560	(36,110)	(36,110)	7,340	(16.9%)
Recreation Operations	43,480,300	28,837,180	28,608,350	44,300,830	29,792,620	955,440	3.3%
<b>Total Recreation</b>	<b>53,185,920</b>	<b>33,503,780</b>	<b>33,718,260</b>	<b>53,724,390</b>	<b>34,181,800</b>	<b>678,020</b>	<b>2.0%</b>

## BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	30,931,930	31,018,020	31,384,700	452,770	1.5%
MATERIAL AND SUPPLY	1,830,950	1,962,590	1,849,400	18,450	1.0%
VEHICLE EXPENSES	641,280	689,180	652,530	11,250	1.8%
BUILDING AND GROUND	8,352,090	8,231,470	8,056,160	(295,926)	(3.5%)
CONTRACTUAL	3,014,700	3,100,650	3,007,050	(7,653)	(0.3%)
AGENCIES and SUPPORT PAYMENTS	966,740	1,062,190	966,240	(500)	(0.1%)
RESERVES / RECOVERIES	6,387,590	6,476,810	6,746,140	358,550	5.6%
COST ALLOCATIONS	8,500	13,150	11,380	2,880	33.9%
FINANCIAL	567,180	607,780	565,830	(1,350)	(0.2%)
CAPITAL FINANCING	484,960	484,960	484,960	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>53,185,920</b>	<b>53,646,800</b>	<b>53,724,390</b>	<b>538,471</b>	<b>1.0%</b>
FEES AND GENERAL	(19,303,740)	(19,347,460)	(19,115,590)	188,149	1.0%
GRANTS AND SUBSIDIES	(378,400)	(440,080)	(427,000)	(48,600)	(12.8%)
RESERVES	0	(141,000)	0	0	0.0%
<b>TOTAL REVENUES</b>	<b>(19,682,140)</b>	<b>(19,928,540)</b>	<b>(19,542,590)</b>	<b>139,549</b>	<b>0.7%</b>
<b>NET LEVY</b>	<b>33,503,780</b>	<b>33,718,260</b>	<b>34,181,800</b>	<b>678,020</b>	<b>2.0%</b>

# HAMILTON FIRE DEPARTMENT

## DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/AMGT RATIO
2019	9.00	573.30	582.30	63.70:1
2020	9.00	573.30	582.30	63.70:1
CHANGE	0.00	0.00	0.00	

\* 270 Volunteer Firefighter not included

# 2020 Preliminary Tax Supported Operating Budget

## BY SECTION

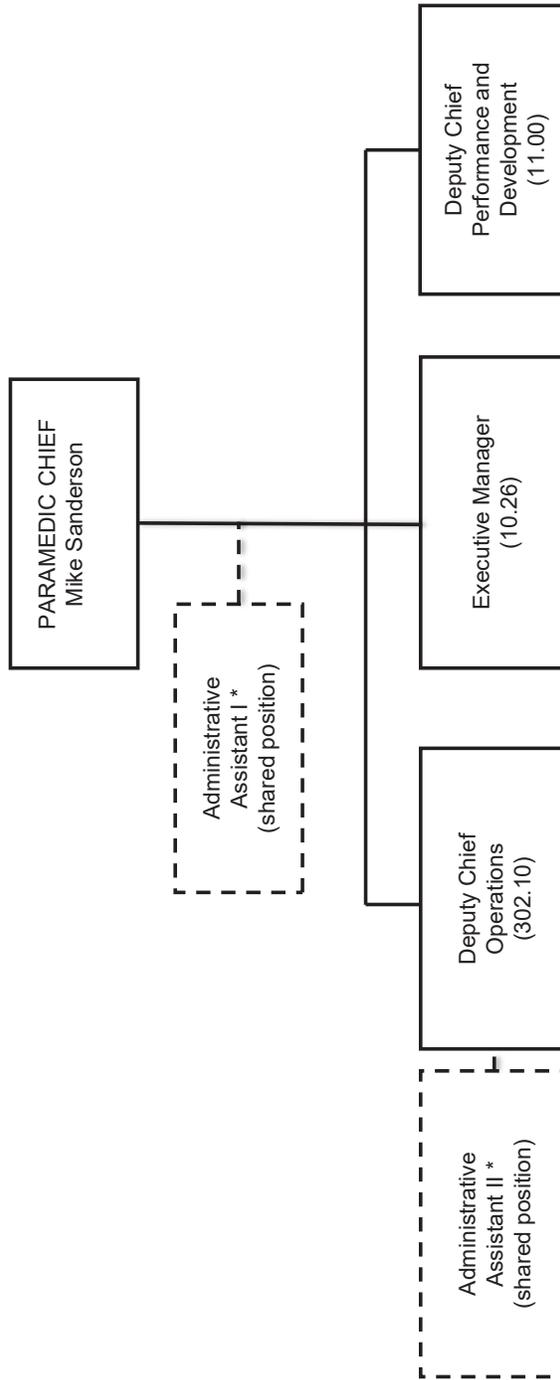
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Emergency Management	372,580	372,580	372,990	383,040	383,040	10,460	2.8%
Fire Administration	1,986,650	1,986,650	2,461,690	2,032,890	2,032,890	46,240	2.3%
Fire Operations	90,152,490	89,724,740	89,268,840	91,823,800	91,273,780	1,549,040	1.7%
<b>Total Hamilton Fire Department</b>	<b>92,511,720</b>	<b>92,083,970</b>	<b>92,103,520</b>	<b>94,239,730</b>	<b>93,689,710</b>	<b>1,605,740</b>	<b>1.7%</b>

## BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	82,926,910	83,468,290	84,009,580	1,082,670	1.3%
MATERIAL AND SUPPLY	1,575,940	2,022,280	1,634,940	59,000	3.7%
VEHICLE EXPENSES	1,033,670	1,041,060	1,085,270	51,600	5.0%
BUILDING AND GROUND	1,144,170	972,690	1,115,350	(28,820)	(2.5%)
CONSULTING	15,000	15,000	15,000	0	0.0%
CONTRACTUAL	142,330	162,300	142,330	0	0.0%
RESERVES / RECOVERIES	5,326,440	5,601,690	5,801,020	474,580	8.9%
COST ALLOCATIONS	78,960	101,560	87,940	8,980	11.4%
FINANCIAL	268,300	239,370	348,300	80,000	29.8%
<b>TOTAL EXPENDITURES</b>	<b>92,511,720</b>	<b>93,624,240</b>	<b>94,239,730</b>	<b>1,728,010</b>	<b>1.9%</b>
FEES AND GENERAL	(427,750)	(462,340)	(550,020)	(122,270)	(28.6%)
RESERVES	0	(1,064,330)	0	0	0.0%
RECOVERIES FROM CAPITAL	0	5,960	0	0	0.0%
<b>TOTAL REVENUES</b>	<b>(427,750)</b>	<b>(1,520,720)</b>	<b>(550,020)</b>	<b>(122,270)</b>	<b>(28.6%)</b>
<b>NET LEVY</b>	<b>92,083,970</b>	<b>92,103,520</b>	<b>93,689,710</b>	<b>1,605,740</b>	<b>1.7%</b>

# HAMILTON PARAMEDIC SERVICE

## DIVISION STRUCTURE



\* Not included in complement

COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	7.00	317.36	324.36	45.34:1
2020	7.00	317.36	324.36	45.34:1
CHANGE	0.00	0.00	0.00	

# 2020 Preliminary Tax Supported Operating Budget

## BY SECTION

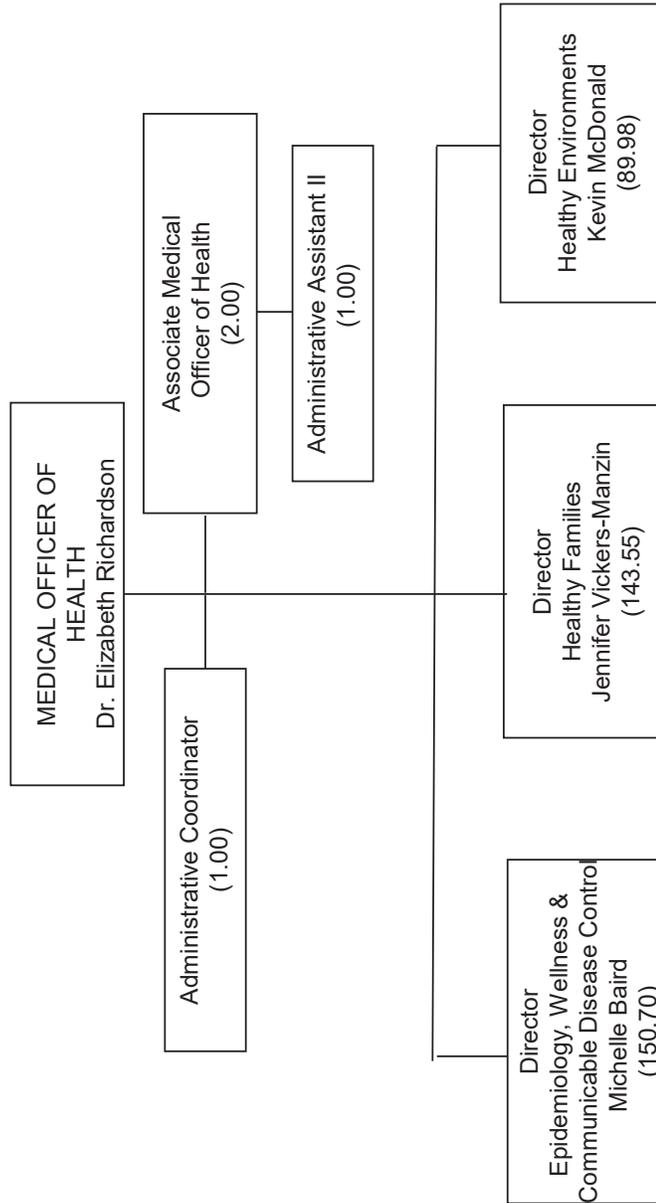
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Paramedic Service Admin	2,912,620	2,912,620	2,789,460	2,947,730	2,947,730	35,110	1.2%
Paramedic Service Operations	48,414,710	45,622,590	45,385,260	49,853,430	46,985,900	1,363,310	3.0%
Paramedic Service Provincial Funding	0	(24,740,440)	(23,673,900)	0	(24,824,860)	(84,420)	0.3%
<b>Total Hamilton Paramedic Service</b>	<b>51,327,330</b>	<b>23,794,770</b>	<b>24,500,820</b>	<b>52,801,160</b>	<b>25,108,770</b>	<b>1,314,000</b>	<b>5.5%</b>

## BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	42,366,600	41,823,300	43,488,840	1,122,240	2.6%
MATERIAL AND SUPPLY	1,908,610	1,981,640	1,923,090	14,480	0.8%
VEHICLE EXPENSES	903,990	868,710	927,500	23,510	2.6%
BUILDING AND GROUND	300,420	292,410	313,920	13,500	4.5%
CONSULTING	44,000	40,000	44,000	0	0.0%
CONTRACTUAL	1,526,470	1,532,380	1,528,180	1,710	0.1%
RESERVES / RECOVERIES	2,745,710	2,741,730	2,971,990	226,280	8.2%
COST ALLOCATIONS	1,446,530	1,424,620	1,518,640	72,110	5.0%
FINANCIAL	85,000	77,320	85,000	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>51,327,330</b>	<b>50,782,110</b>	<b>52,801,160</b>	<b>1,473,830</b>	<b>2.9%</b>
FEES AND GENERAL	(82,620)	(197,980)	(83,120)	(500)	(0.6%)
GRANTS AND SUBSIDIES	(27,449,940)	(26,083,300)	(27,609,270)	(159,330)	(0.6%)
<b>TOTAL REVENUES</b>	<b>(27,532,560)</b>	<b>(26,281,280)</b>	<b>(27,692,390)</b>	<b>(159,830)</b>	<b>(0.6%)</b>
<b>NET LEVY</b>	<b>23,794,770</b>	<b>24,500,820</b>	<b>25,108,770</b>	<b>1,314,000</b>	<b>5.5%</b>

PUBLIC HEALTH SERVICES

DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/AMGT RATIO
2019	23.50	369.93	393.43	15.74:1
2020	23.50	372.23	395.73	15.94:1
CHANGE	0.00	2.30	2.30	

# 2020 Preliminary Tax Supported Operating Budget

## BY SECTION

	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Medical Officer of Health & Provincial Subsidy	2,501,350	(20,999,460)	(20,977,120)	2,577,690	(25,643,370)	(4,643,910)	22.1%
Epidemiology, Wellness and Communicable Disease Control	19,089,250	14,196,330	14,210,690	19,408,960	16,517,040	2,320,710	16.3%
Healthy Environments	12,256,340	9,257,430	9,478,560	12,266,590	11,646,420	2,388,990	25.8%
Healthy Families	17,675,640	9,902,200	9,834,490	19,461,110	10,952,900	1,050,700	10.6%
<b>Total Public Health Services</b>	<b>51,522,580</b>	<b>12,356,500</b>	<b>12,546,620</b>	<b>53,714,350</b>	<b>13,472,990</b>	<b>1,116,490</b>	<b>9.0%</b>

## BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	41,324,830	40,742,970	42,564,400	1,239,570	3.0%
MATERIAL AND SUPPLY	1,768,660	2,191,940	1,952,390	183,730	10.4%
VEHICLE EXPENSES	28,920	33,580	25,410	(3,510)	(12.1%)
BUILDING AND GROUND	2,072,040	2,094,260	2,107,990	35,950	1.7%
CONSULTING	8,240	33,250	33,240	25,000	303.4%
CONTRACTUAL	1,773,390	1,860,670	2,617,040	843,650	47.6%
AGENCIES and SUPPORT PAYMENTS	79,450	69,780	79,450	0	0.0%
RESERVES / RECOVERIES	317,840	349,620	329,140	11,300	3.6%
COST ALLOCATIONS	3,186,080	3,186,080	3,077,890	(108,190)	(3.4%)
FINANCIAL	429,350	398,380	393,620	(35,730)	(8.3%)
CAPITAL FINANCING	533,780	533,770	533,780	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>51,522,580</b>	<b>51,494,300</b>	<b>53,714,350</b>	<b>2,191,770</b>	<b>4.3%</b>
FEES AND GENERAL	(1,471,440)	(1,128,060)	(1,574,100)	(102,660)	(7.0%)
GRANTS AND SUBSIDIES	(37,694,640)	(32,790,000)	(38,667,260)	(972,620)	(2.6%)
<b>TOTAL REVENUES</b>	<b>(39,166,080)</b>	<b>(33,918,060)</b>	<b>(40,241,360)</b>	<b>(1,075,280)</b>	<b>(2.7%)</b>
<b>NET LEVY</b>	<b>12,356,500</b>	<b>12,546,620</b>	<b>13,472,990</b>	<b>1,116,490</b>	<b>9.0%</b>



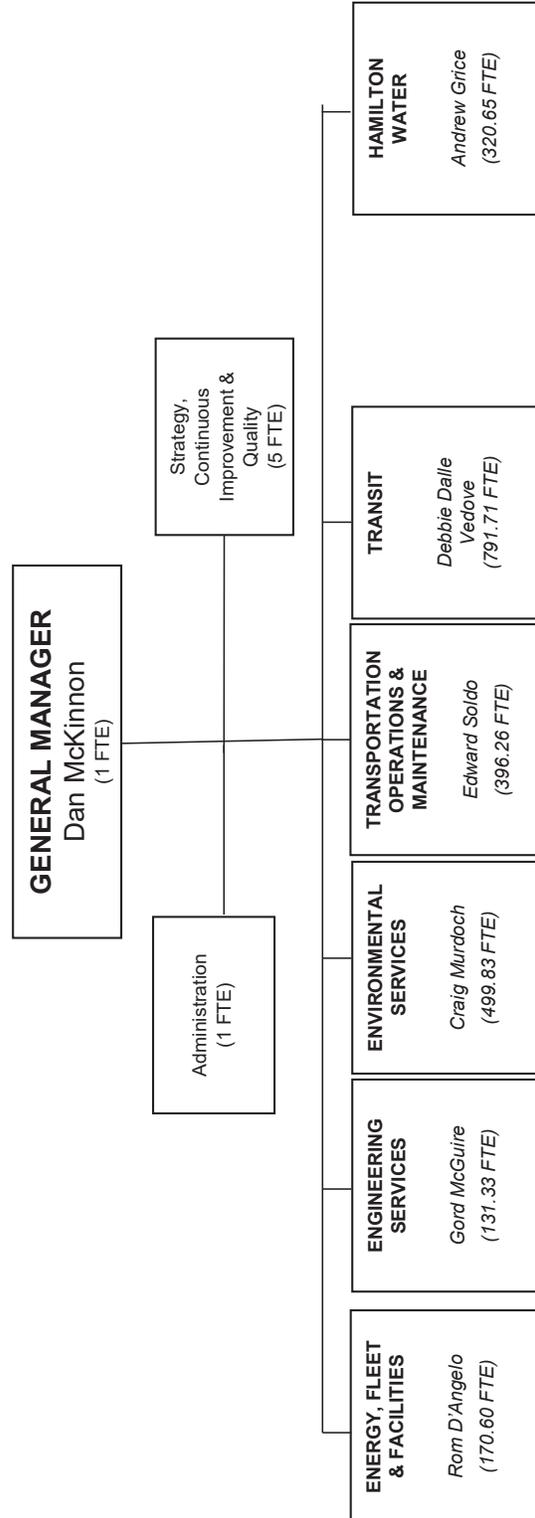
# PUBLIC WORKS

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# DEPARTMENT STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	32.00	1,929.73	1,961.73	60.30:1
2020	32.00	1,964.73	1,996.73	61.40:1
CHANGE	0.00	35.00	35.00	

\*Complement Excludes Hamilton Water

## 2020 Preliminary Tax Supported Operating Budget

### BY DIVISION

	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Prel. Net vs. '19 Rest. Net (\$)	'20 Prel. Net vs. '19 Rest. Net (%)
PW-General Administration	874,810	874,810	715,220	903,540	903,540	28,730	3.3%
Energy Fleet and Facilities	19,530,760	8,718,820	9,893,420	19,433,110	9,297,360	578,540	6.6%
Engineering Services	20,188,660	0	0	20,572,580	0	0	0.0%
Environmental Services	100,198,420	79,243,370	78,244,640	104,040,500	82,794,430	3,551,060	4.5%
Transit	130,791,570	74,298,880	76,213,180	141,439,580	81,395,710	7,096,830	9.6%
Transportation Operations & Maintenance	92,251,380	78,920,680	78,214,050	93,190,760	81,440,570	2,519,890	3.2%
<b>Total Public Works - Tax</b>	<b>363,835,600</b>	<b>242,056,560</b>	<b>243,280,510</b>	<b>379,580,070</b>	<b>255,831,610</b>	<b>13,775,050</b>	<b>5.7%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	182,146,430	181,613,710	188,109,240	5,962,810	3.3%
MATERIAL AND SUPPLY	23,911,970	23,811,750	25,766,920	1,854,950	7.8%
VEHICLE EXPENSES	33,198,470	32,703,820	34,052,820	854,350	2.6%
BUILDING AND GROUND	18,374,220	18,431,870	18,980,030	605,810	3.3%
CONSULTING	194,490	194,490	191,230	(3,260)	(1.7%)
CONTRACTUAL	90,666,910	91,724,700	94,571,470	3,904,560	4.3%
AGENCIES and SUPPORT PAYMENTS	179,480	196,150	179,480	0	0.0%
RESERVES / RECOVERIES	5,848,040	6,086,860	7,643,610	1,795,570	30.7%
COST ALLOCATIONS	2,898,880	2,974,520	2,349,920	(548,960)	(18.9%)
FINANCIAL	4,766,710	4,612,470	6,085,350	1,318,640	27.7%
CAPITAL FINANCING	1,650,000	1,650,000	1,650,000	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>363,835,600</b>	<b>364,000,330</b>	<b>379,580,070</b>	<b>15,744,470</b>	<b>4.3%</b>
FEEES AND GENERAL	(72,815,230)	(73,399,930)	(77,192,240)	(4,377,010)	(6.0%)
GRANTS AND SUBSIDIES	(16,068,430)	(16,068,430)	(16,068,430)	0	0.0%
RESERVES	(6,993,930)	(6,918,930)	(3,956,530)	3,037,400	43.4%
RECOVERIES FROM CAPITAL	(25,901,450)	(24,332,540)	(26,531,260)	(629,810)	(2.4%)
<b>TOTAL REVENUES</b>	<b>(121,779,040)</b>	<b>(120,719,830)</b>	<b>(123,748,460)</b>	<b>(1,969,420)</b>	<b>(1.6%)</b>
<b>NET LEVY</b>	<b>242,056,560</b>	<b>243,280,500</b>	<b>255,831,610</b>	<b>13,775,050</b>	<b>5.7%</b>

# 2020 Preliminary Tax Supported Operating Budget Multi-Year Budget Outlook

## BY DIVISION

	2021 Preliminary Gross	2021 Preliminary Net	2022 Preliminary Gross	2022 Preliminary Net	2023 Preliminary Gross	2023 Preliminary Net
PW-General Administration	921,990	921,990	940,800	940,800	960,000	960,000
Energy Fleet and Facilities	19,642,370	9,540,330	19,806,412	9,636,742	19,959,633	9,721,003
Engineering Services	20,925,290	0	21,261,660	0	21,593,020	0
Environmental Services	106,737,850	85,330,910	109,023,190	87,453,710	111,333,200	89,598,870
Transit	152,483,370	90,102,380	161,376,290	96,367,180	170,255,720	102,362,490
Transportation Operations & Maintenance	95,160,570	83,295,100	96,725,750	84,742,720	98,031,050	85,928,100
<b>Total Public Works - Tax</b>	<b>395,871,440</b>	<b>269,190,710</b>	<b>409,134,102</b>	<b>279,141,152</b>	<b>422,132,623</b>	<b>288,570,463</b>

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION - GENERAL ADMINISTRATION

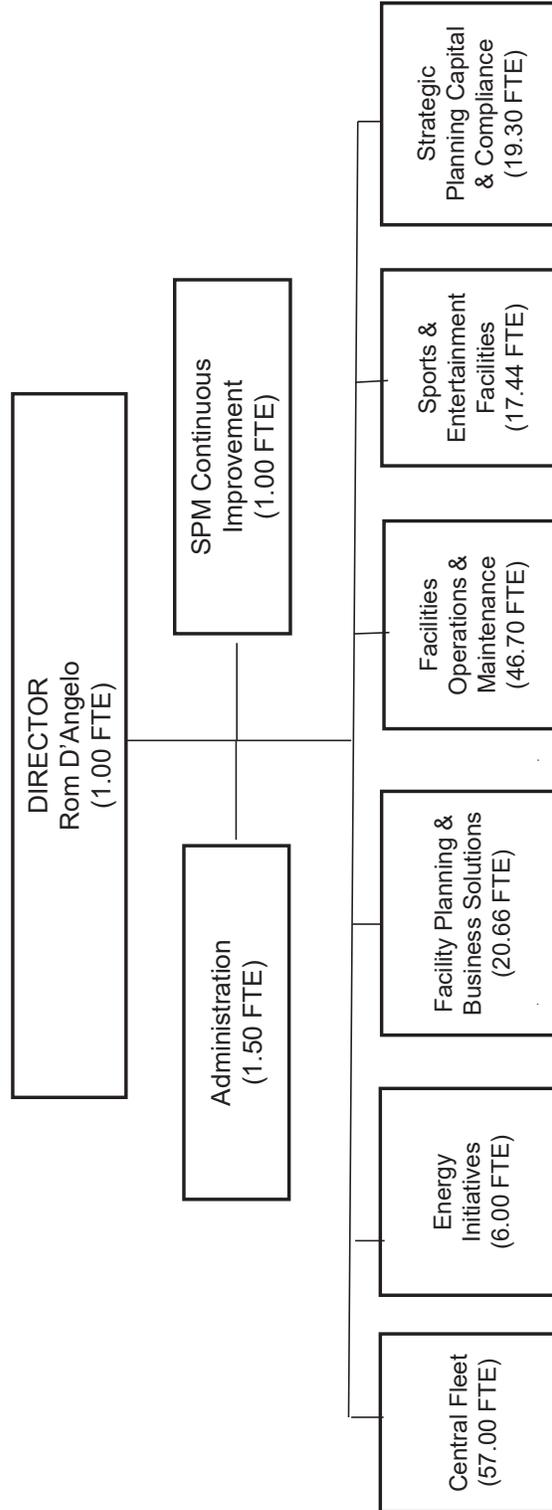
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
PW General Managers Office	874,810	874,810	715,220	903,540	903,540	28,730	3.3%
<b>Total PW-General Administration</b>	<b>874,810</b>	<b>874,810</b>	<b>715,220</b>	<b>903,540</b>	<b>903,540</b>	<b>28,730</b>	<b>3.3%</b>

### BY COST CATEGORY - GENERALADMINISTRATION

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	1,072,950	1,063,900	1,095,780	22,830	2.1%
MATERIAL AND SUPPLY	43,130	52,180	43,130	0	0.0%
BUILDING AND GROUND	115,120	107,740	138,740	23,620	20.5%
CONSULTING	30,000	30,000	30,000	0	0.0%
CONTRACTUAL	73,190	73,190	73,190	0	0.0%
AGENCIES and SUPPORT PAYMENTS	150,000	0	150,000	0	0.0%
RESERVES / RECOVERIES	56,060	53,850	63,910	7,850	14.0%
COST ALLOCATIONS	(665,640)	(665,640)	(691,210)	(25,570)	(3.8%)
<b>TOTAL EXPENDITURES</b>	<b>874,810</b>	<b>715,220</b>	<b>903,540</b>	<b>28,730</b>	<b>3.3%</b>
<b>TOTAL REVENUES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>NET LEVY</b>	<b>874,810</b>	<b>715,220</b>	<b>903,540</b>	<b>28,730</b>	<b>3.3%</b>

**ENERGY, FLEET AND FACILITIES**

**DIVISION STRUCTURE**



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	7.00	163.60	170.60	23.37:1
2020	7.00	163.60	170.60	23.37:1
CHANGE	0.00	0.00	0.00	

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

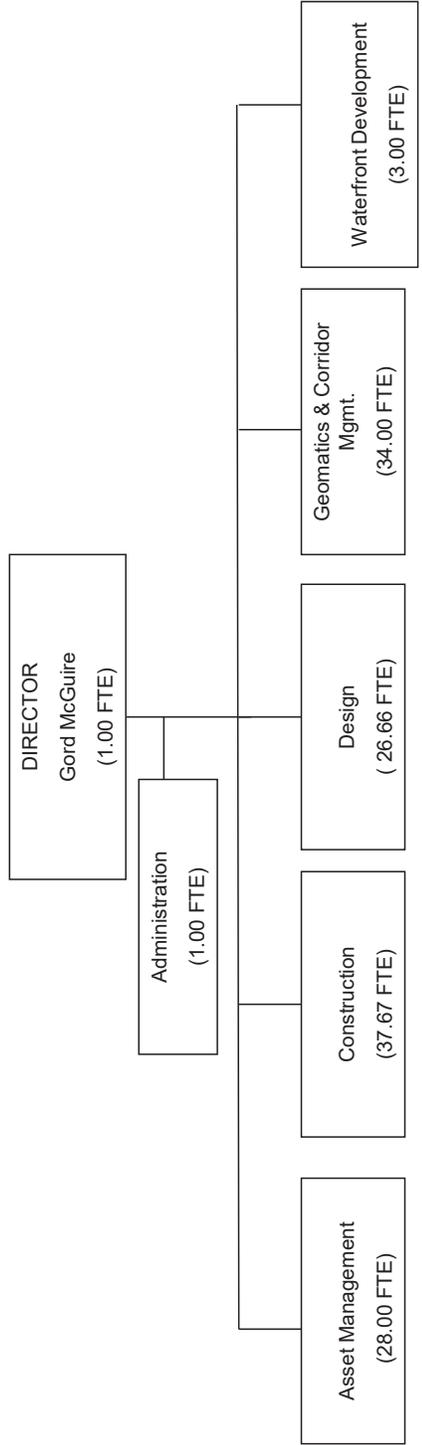
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Fleet Services	2,211,640	170,550	500,430	2,024,220	25,530	(145,020)	(85.0%)
Corporate Facility Ops & Tech	3,245,230	1,359,670	1,715,630	3,312,360	1,905,120	545,450	40.1%
Facilities Planning and Business Solutions	1,346,180	681,610	823,850	1,651,190	895,470	213,860	31.4%
Community Facility Ops & Tech Serv	3,164,410	3,164,410	3,256,650	3,258,090	3,258,090	93,680	3.0%
Sports & Entertainment Facilities	5,854,770	3,002,660	3,001,020	5,979,730	2,907,610	(95,050)	(3.2%)
Director EFF	326,120	305,310	560,310	327,550	305,750	440	0.1%
Energy Initiatives	1,347,840	36,120	37,040	818,550	0	(36,120)	(100.0%)
Strategic Plan & Capital Compliance	2,034,570	(1,510)	(1,510)	2,061,420	(210)	1,300	(86.1%)
<b>Total Energy Fleet and Facilities</b>	<b>19,530,760</b>	<b>8,718,820</b>	<b>9,893,420</b>	<b>19,433,110</b>	<b>9,297,360</b>	<b>578,540</b>	<b>6.6%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	17,937,970	18,298,780	18,661,440	723,470	4.0%
MATERIAL AND SUPPLY	1,603,450	1,598,080	1,551,940	(51,510)	(3.2%)
VEHICLE EXPENSES	6,891,210	6,891,210	6,907,620	16,410	0.2%
BUILDING AND GROUND	12,112,750	12,113,740	11,774,700	(338,050)	(2.8%)
CONSULTING	36,000	36,000	30,000	(6,000)	(16.7%)
CONTRACTUAL	6,001,950	5,993,860	7,338,050	1,336,100	22.3%
RESERVES / RECOVERIES	(26,658,280)	(26,369,720)	(28,372,330)	(1,714,050)	(6.4%)
COST ALLOCATIONS	258,110	258,110	201,850	(56,260)	(21.8%)
FINANCIAL	597,600	597,600	589,840	(7,760)	(1.3%)
CAPITAL FINANCING	750,000	750,000	750,000	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>19,530,760</b>	<b>20,167,660</b>	<b>19,433,110</b>	<b>(97,650)</b>	<b>(0.5%)</b>
FEEES AND GENERAL	(6,676,730)	(6,293,500)	(6,746,080)	(69,350)	(1.0%)
RESERVES	(2,005,730)	(1,855,730)	(1,059,090)	946,640	47.2%
RECOVERIES FROM CAPITAL	(2,129,480)	(2,125,010)	(2,330,580)	(201,100)	(9.4%)
<b>TOTAL REVENUES</b>	<b>(10,811,940)</b>	<b>(10,274,240)</b>	<b>(10,135,750)</b>	<b>676,190</b>	<b>6.3%</b>
<b>NET LEVY</b>	<b>8,718,820</b>	<b>9,893,420</b>	<b>9,297,360</b>	<b>578,540</b>	<b>6.6%</b>

**ENGINEERING SERVICES**

**DIVISION STRUCTURE**



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	6.00	125.33	131.33	20.89:1
2020	6.00	125.33	131.33	20.89:1
CHANGE	0.00	0.00	0.00	

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

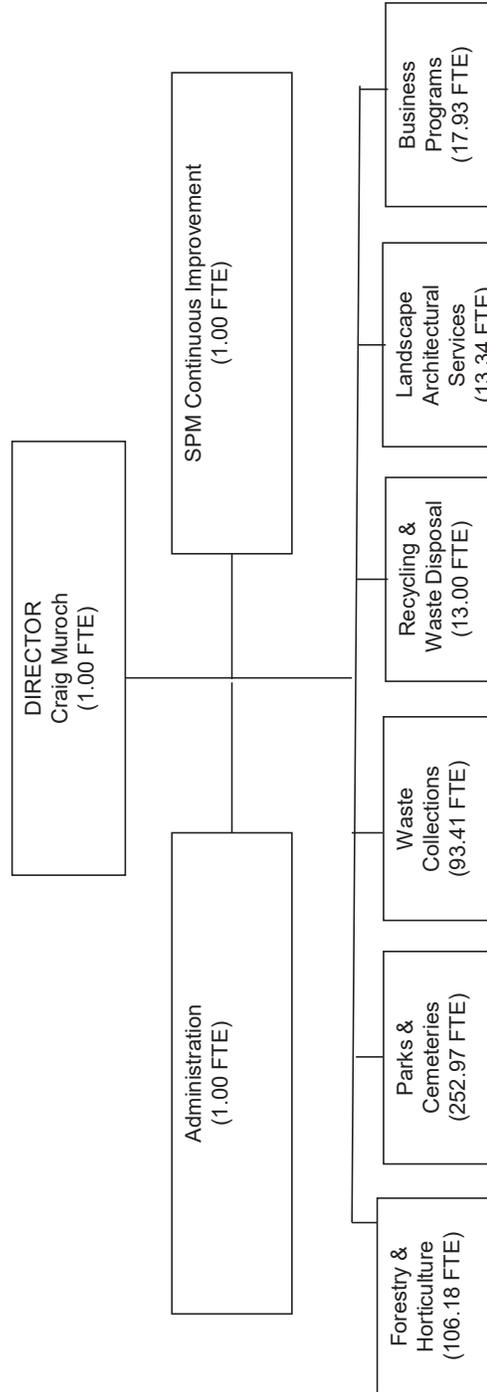
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Asset Management	3,306,260	0	0	3,474,180	0	0	0.0%
Construction	4,610,200	2,390	0	4,690,090	0	(2,390)	(100.0%)
Design Services	2,943,810	0	0	3,001,480	0	0	0.0%
Director of Engineering Services	1,675,710	(4,210)	0	1,681,310	0	4,210	(100.0%)
Geomatics and Corridor Management	6,874,500	1,130	0	6,992,680	0	(1,130)	(100.0%)
Waterfront Development	778,180	680	0	732,840	0	(680)	(100.0%)
<b>Total Engineering Services</b>	<b>20,188,660</b>	<b>0</b>	<b>0</b>	<b>20,572,580</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	14,056,070	13,516,910	14,461,470	405,400	2.9%
MATERIAL AND SUPPLY	180,280	171,260	183,960	3,680	2.0%
VEHICLE EXPENSES	91,450	90,700	98,120	6,670	7.3%
BUILDING AND GROUND	507,430	512,770	541,040	33,610	6.6%
CONTRACTUAL	2,289,570	2,285,580	2,290,560	990	0.0%
RESERVES / RECOVERIES	514,900	519,150	539,460	24,560	4.8%
COST ALLOCATIONS	1,558,060	1,551,010	1,467,070	(90,990)	(5.8%)
FINANCIAL	90,900	90,900	90,900	0	0.0%
CAPITAL FINANCING	900,000	900,000	900,000	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>20,188,660</b>	<b>19,638,280</b>	<b>20,572,580</b>	<b>383,920</b>	<b>1.9%</b>
FEEES AND GENERAL	(4,315,710)	(4,315,700)	(4,324,290)	(8,580)	(0.2%)
RECOVERIES FROM CAPITAL	(15,872,950)	(15,322,580)	(16,248,290)	(375,340)	(2.4%)
<b>TOTAL REVENUES</b>	<b>(20,188,660)</b>	<b>(19,638,280)</b>	<b>(20,572,580)</b>	<b>(383,920)</b>	<b>(1.9%)</b>
<b>NET LEVY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>

**ENVIRONMENTAL SERVICES**

**DIVISION STRUCTURE**



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	7.00	492.83	499.83	70.40:1
2020	7.00	492.83	499.83	70.40:1
CHANGE	0.00	0.00	0.00	

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

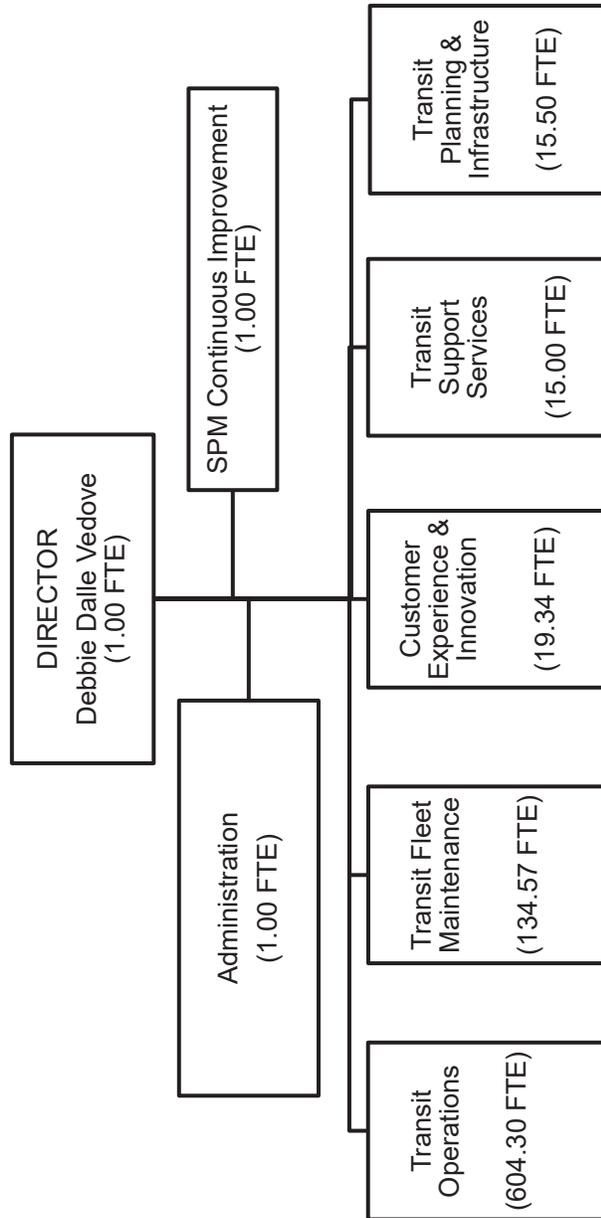
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Recycling & Waste Disposal	21,766,740	6,906,870	7,396,030	22,961,590	7,816,720	909,850	13.2%
Waste Collections	31,933,180	31,889,180	31,544,970	32,866,100	32,823,100	933,920	2.9%
Business Programs	2,189,260	2,076,090	2,038,000	2,281,510	2,166,850	90,760	4.4%
Director Environ Services	(701,070)	(701,070)	0	(701,070)	(701,070)	0	0.0%
Forestry & Horticulture	14,299,960	12,941,860	12,173,990	14,609,580	13,221,460	279,600	2.2%
Landscape & Architectural Serv	2,026,770	98,710	101,100	2,004,300	102,630	3,920	4.0%
Parks & Cemeteries	28,683,580	26,031,730	24,990,550	30,018,490	27,364,740	1,333,010	5.1%
<b>Total Environmental Services</b>	<b>100,198,420</b>	<b>79,243,370</b>	<b>78,244,640</b>	<b>104,040,500</b>	<b>82,794,430</b>	<b>3,551,060</b>	<b>4.5%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	40,570,810	39,023,000	41,338,160	767,350	1.9%
MATERIAL AND SUPPLY	2,807,230	2,807,230	2,901,200	93,970	3.3%
VEHICLE EXPENSES	5,051,860	5,051,860	5,313,720	261,860	5.2%
BUILDING AND GROUND	3,823,850	3,823,850	4,673,820	849,970	22.2%
CONSULTING	10,350	10,350	8,090	(2,260)	(21.8%)
CONTRACTUAL	40,936,130	41,506,130	42,738,420	1,802,290	4.4%
AGENCIES and SUPPORT PAYMENTS	29,480	29,480	29,480	0	0.0%
RESERVES / RECOVERIES	5,633,930	5,622,510	5,742,280	108,350	1.9%
COST ALLOCATIONS	423,950	423,950	384,500	(39,450)	(9.3%)
FINANCIAL	910,830	910,830	910,830	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>100,198,420</b>	<b>99,209,190</b>	<b>104,040,500</b>	<b>3,842,080</b>	<b>3.8%</b>
FEES AND GENERAL	(9,989,480)	(9,998,980)	(10,553,480)	(564,000)	(5.6%)
GRANTS AND SUBSIDIES	(5,169,430)	(5,169,430)	(5,169,430)	0	0.0%
RESERVES	(2,613,000)	(2,613,000)	(2,363,000)	250,000	9.6%
RECOVERIES FROM CAPITAL	(3,183,140)	(3,183,140)	(3,160,160)	22,980	0.7%
<b>TOTAL REVENUES</b>	<b>(20,955,050)</b>	<b>(20,964,550)</b>	<b>(21,246,070)</b>	<b>(291,020)</b>	<b>(1.4%)</b>
<b>NET LEVY</b>	<b>79,243,370</b>	<b>78,244,640</b>	<b>82,794,430</b>	<b>3,551,060</b>	<b>4.5%</b>

TRANSIT

# DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	6.00	750.71	756.71	125.12:1
2020	6.00	785.71	791.71	130.95:1
CHANGE	0.00	35.00	35.00	

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

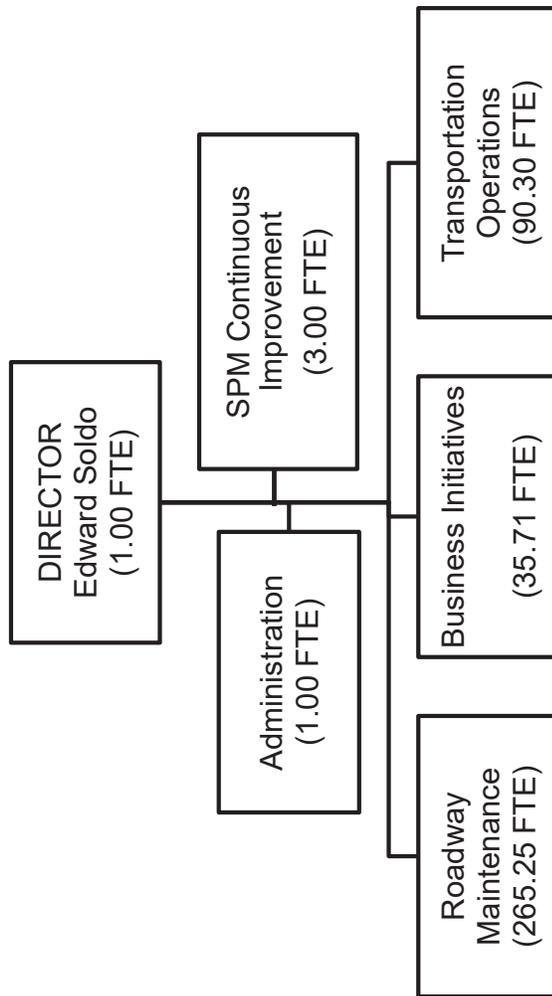
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Customer Experience and Innovation	4,891,860	3,541,660	3,520,250	5,537,410	4,187,210	645,550	18.2%
Transit Planning and Infrastructure	24,836,280	23,490,180	23,953,880	27,536,190	26,190,090	2,699,910	11.5%
Support Services	2,106,120	2,105,120	1,863,660	2,130,050	2,129,050	23,930	1.1%
Director of Transit	124,890	124,890	560,660	134,200	134,200	9,310	7.5%
Financial Charges & General Revenue	13,087,920	(33,597,270)	(34,841,620)	15,708,680	(34,527,690)	(930,420)	2.8%
Operations HSR	53,880,880	46,980,520	50,482,370	57,671,540	50,771,180	3,790,660	8.1%
Transit Fleet	31,863,620	31,653,780	30,673,980	32,721,510	32,511,670	857,890	2.7%
<b>Total Transit</b>	<b>130,791,570</b>	<b>74,298,880</b>	<b>76,213,180</b>	<b>141,439,580</b>	<b>81,395,710</b>	<b>7,096,830</b>	<b>9.6%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	71,433,380	74,483,830	75,297,340	3,863,960	5.4%
MATERIAL AND SUPPLY	2,202,700	2,107,820	2,381,700	179,000	8.1%
VEHICLE EXPENSES	13,945,060	13,451,160	13,999,110	54,050	0.4%
BUILDING AND GROUND	792,120	850,820	933,740	141,620	17.9%
CONSULTING	51,880	51,880	51,880	0	0.0%
CONTRACTUAL	24,804,290	25,304,150	27,763,420	2,959,130	11.9%
RESERVES / RECOVERIES	14,461,710	14,438,190	16,519,530	2,057,820	14.2%
COST ALLOCATIONS	74,110	156,810	136,540	62,430	84.2%
FINANCIAL	3,026,320	2,872,080	4,356,320	1,330,000	43.9%
<b>TOTAL EXPENDITURES</b>	<b>130,791,570</b>	<b>133,716,730</b>	<b>141,439,580</b>	<b>10,648,010</b>	<b>8.1%</b>
FEEES AND GENERAL	(45,593,690)	(46,552,120)	(49,144,870)	(3,551,180)	(7.8%)
GRANTS AND SUBSIDIES	(10,899,000)	(10,899,000)	(10,899,000)	0	0.0%
RECOVERIES FROM CAPITAL	0	(52,430)	0	0	0.0%
<b>TOTAL REVENUES</b>	<b>(56,492,690)</b>	<b>(57,503,550)</b>	<b>(60,043,870)</b>	<b>(3,551,180)</b>	<b>(6.3%)</b>
<b>NET LEVY</b>	<b>74,298,880</b>	<b>76,213,180</b>	<b>81,395,710</b>	<b>7,096,830</b>	<b>9.6%</b>

TRANSPORTATION,  
 OPERATIONS AND  
 MAINTENANCE

# DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	4.00	392.26	396.26	98.07:1
2020	4.00	392.26	396.26	98.07:1
CHANGE	0.00	0.00	0.00	

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Roadway Maintenance	63,532,700	62,229,330	60,721,890	65,724,580	63,936,340	1,707,010	2.7%
Director – Trans Ops & Mtce	(629,950)	(629,950)	0	(629,950)	(629,950)	0	0.0%
Transportation Operations	25,581,710	13,753,490	13,937,100	24,235,020	14,372,510	619,020	4.5%
Business Initiatives	3,766,920	3,567,810	3,555,060	3,861,110	3,761,670	193,860	5.4%
<b>Total Transportation Operations &amp; Maintenance</b>	<b>92,251,380</b>	<b>78,920,680</b>	<b>78,214,050</b>	<b>93,190,760</b>	<b>81,440,570</b>	<b>2,519,890</b>	<b>3.2%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	37,075,250	35,227,290	37,255,050	179,800	0.5%
MATERIAL AND SUPPLY	17,075,180	17,075,180	18,704,990	1,629,810	9.5%
VEHICLE EXPENSES	7,218,890	7,218,890	7,734,250	515,360	7.1%
BUILDING AND GROUND	1,022,950	1,022,950	917,990	(104,960)	(10.3%)
CONSULTING	66,260	66,260	71,260	5,000	7.5%
CONTRACTUAL	16,561,780	16,561,780	14,367,830	(2,193,950)	(13.2%)
AGENCIES and SUPPORT PAYMENTS	0	166,670	0	0	0.0%
RESERVES / RECOVERIES	11,839,720	11,822,880	13,150,760	1,311,040	11.1%
COST ALLOCATIONS	1,250,290	1,250,290	851,170	(399,120)	(31.9%)
FINANCIAL	141,060	141,060	137,460	(3,600)	(2.6%)
<b>TOTAL EXPENDITURES</b>	<b>92,251,380</b>	<b>90,553,250</b>	<b>93,190,760</b>	<b>939,380</b>	<b>1.0%</b>
FEES AND GENERAL	(6,239,620)	(6,239,620)	(6,423,520)	(183,900)	(2.9%)
RESERVES	(2,375,200)	(2,450,200)	(534,440)	1,840,760	77.5%
RECOVERIES FROM CAPITAL	(4,715,880)	(3,649,380)	(4,792,230)	(76,350)	(1.6%)
<b>TOTAL REVENUES</b>	<b>(13,330,700)</b>	<b>(12,339,200)</b>	<b>(11,750,190)</b>	<b>1,580,510</b>	<b>11.9%</b>
<b>NET LEVY</b>	<b>78,920,680</b>	<b>78,214,050</b>	<b>81,440,570</b>	<b>2,519,890</b>	<b>3.2%</b>

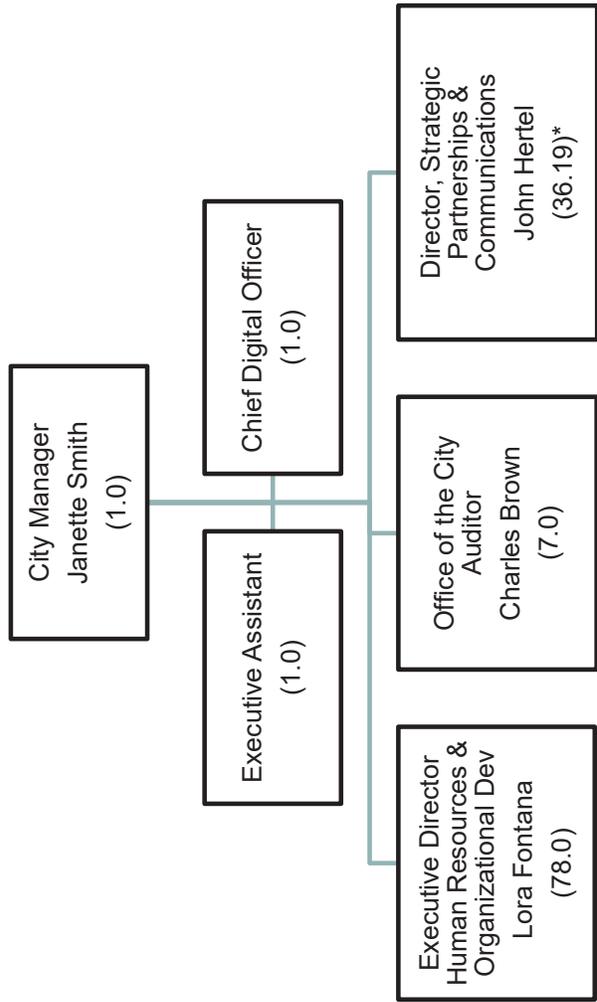
# CITY MANAGER'S OFFICE

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# DEPARTMENT STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	16.00	108.19	124.19	6.7:1
2020	17.00	107.19	124.19	6.7:1
CHANGE	1.00	(1.00)	0.00	

\* Denotes positions included in the complement, funded by the operating departments and appear in their budget  
 • Strategic Partnerships & Revenue Generation – 4.19 for Hamilton Farmer's Market

# 2020 Preliminary Tax Supported Operating Budget

## BY DIVISION

	2019	2019	2019	2020	2020	'20 Prel. Net	'20 Prel. Net
	Restated	Restated	Projected	Preliminary	Preliminary	vs.	vs.
	Gross	Net	Net	Gross	Net	'19 Rest. Net (\$)	'19 Rest. Net
Office of the City Auditor	1,159,980	1,129,980	1,082,310	1,181,710	1,151,710	21,730	1.9%
CMO - Admin & Digital Office	421,750	391,750	474,190	451,010	421,010	29,260	7.5%
Strategic Partnerships & Communications	4,370,360	3,025,040	2,711,310	4,467,820	3,137,840	112,800	3.7%
Human Resources	9,450,540	7,396,650	7,216,880	9,638,340	7,552,560	155,910	2.1%
<b>Total City Manager</b>	<b>15,402,630</b>	<b>11,943,420</b>	<b>11,484,690</b>	<b>15,738,880</b>	<b>12,263,120</b>	<b>319,700</b>	<b>2.7%</b>

## BY COST CATEGORY

	2019	2019	2020	'20 Preli.	'20 Preli.
	Restated	Projected	Preliminary	vs.	vs.
	Budget	Actual	Budget	'19 Rest. (\$)	'19 Rest. (%)
EMPLOYEE RELATED COST	14,816,010	14,185,620	15,306,020	490,010	3.3%
MATERIAL AND SUPPLY	675,290	727,590	693,090	17,800	2.6%
BUILDING AND GROUND	486,930	486,630	466,210	(20,720)	(4.3%)
CONSULTING	342,790	513,070	330,790	(12,000)	(3.5%)
CONTRACTUAL	1,274,110	1,028,620	1,303,520	29,410	2.3%
AGENCIES and SUPPORT PAYMENTS	50,000	50,000	50,000	0	0.0%
RESERVES / RECOVERIES	343,730	352,590	342,420	(1,310)	(0.4%)
COST ALLOCATIONS	(3,325,080)	(3,325,080)	(3,492,020)	(166,940)	(5.0%)
FINANCIAL	682,640	680,840	682,640	0	0.0%
CAPITAL FINANCING	56,210	56,210	56,210	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>15,402,630</b>	<b>14,756,090</b>	<b>15,738,880</b>	<b>336,250</b>	<b>2.2%</b>
FEES AND GENERAL	(1,349,820)	(1,162,020)	(1,334,480)	15,340	1.1%
RESERVES	(2,079,390)	(2,079,390)	(2,111,280)	(31,890)	(1.5%)
RECOVERIES FROM CAPITAL	(30,000)	(30,000)	(30,000)	0	0.0%
<b>TOTAL REVENUES</b>	<b>(3,459,210)</b>	<b>(3,271,410)</b>	<b>(3,475,760)</b>	<b>(16,550)</b>	<b>(0.5%)</b>
<b>NET LEVY</b>	<b>11,943,420</b>	<b>11,484,690</b>	<b>12,263,120</b>	<b>319,700</b>	<b>2.7%</b>

# 2020 Preliminary Tax Supported Operating Budget Multi-Year Budget Outlook

## BY DIVISION

	2021 Preliminary Gross	2021 Preliminary Net	2022 Preliminary Gross	2022 Preliminary Net	2023 Preliminary Gross	2023 Preliminary Net
Office of the City Auditor	1,208,030	1,178,030	1,229,980	1,199,980	1,251,380	1,221,380
CMO - Admin & Digital Office	468,720	438,720	480,020	450,020	490,950	460,950
Strategic Partnerships & Communications	4,568,200	3,211,620	4,648,800	3,265,090	4,727,480	3,316,100
Human Resources	9,819,510	7,695,450	9,991,850	7,828,750	10,158,920	7,956,000
<b>Total City Manager</b>	<b>16,064,460</b>	<b>12,523,820</b>	<b>16,350,650</b>	<b>12,743,840</b>	<b>16,628,730</b>	<b>12,954,430</b>

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION - ADMIN AND DIGITAL OFFICE

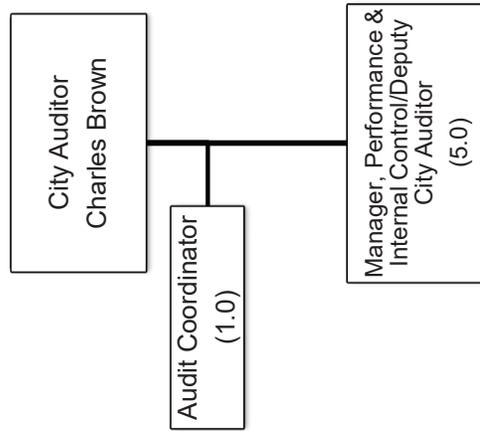
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
CMO - Administration	421,750	391,750	474,190	451,010	421,010	29,260	7.5%
<b>Total CMO - Admin &amp; Digital Office</b>	<b>421,750</b>	<b>391,750</b>	<b>474,190</b>	<b>451,010</b>	<b>421,010</b>	<b>29,260</b>	<b>7.5%</b>

### BY COST CATEGORY - ADMIN AND DIGITAL OFFICE

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	644,170	598,650	672,810	28,640	4.4%
MATERIAL AND SUPPLY	22,350	22,350	22,650	300	1.3%
BUILDING AND GROUND	900	900	880	0	(2.2%)
CONSULTING	0	120,280	0	0	0.0%
CONTRACTUAL	1,660	1,660	2,470	810	48.8%
RESERVES / RECOVERIES	53,760	61,430	59,490	5,730	10.7%
COST ALLOCATIONS	(301,090)	(301,090)	(307,290)	(6,200)	(2.1%)
<b>TOTAL EXPENDITURES</b>	<b>421,750</b>	<b>504,190</b>	<b>451,010</b>	<b>29,280</b>	<b>6.9%</b>
RECOVERIES FROM CAPITAL	(30,000)	(30,000)	(30,000)	0	0.0%
<b>TOTAL REVENUES</b>	<b>(30,000)</b>	<b>(30,000)</b>	<b>(30,000)</b>	<b>0</b>	<b>0.0%</b>
<b>NET LEVY</b>	<b>391,750</b>	<b>474,190</b>	<b>421,010</b>	<b>29,280</b>	<b>7.5%</b>

OFFICE OF THE  
 CITY AUDITOR

# DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	1.00	6.00	7.00	6:1
2020	2.00	5.00	7.00	2.5:1
CHANGE	1.00	(1.00)	0.00	

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

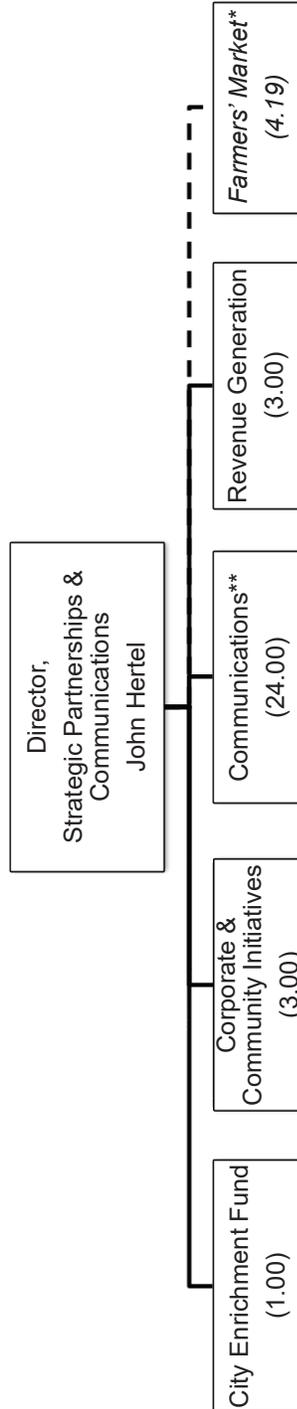
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Audit Services	1,159,980	1,129,980	1,082,310	1,181,710	1,151,710	21,730	1.9%
<b>Total Office of the City Auditor</b>	<b>1,159,980</b>	<b>1,129,980</b>	<b>1,082,310</b>	<b>1,181,710</b>	<b>1,151,710</b>	<b>21,730</b>	<b>1.9%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	988,110	954,440	1,027,140	39,030	3.9%
MATERIAL AND SUPPLY	4,430	4,430	4,430	0	0.0%
BUILDING AND GROUND	1,650	1,650	1,600	0	(3.0%)
CONSULTING	30,000	30,000	30,000	0	0.0%
CONTRACTUAL	1,000	1,000	1,000	0	0.0%
RESERVES / RECOVERIES	78,040	64,040	60,790	(17,250)	(22.1%)
FINANCIAL	540	540	540	0	0.0%
CAPITAL FINANCING	56,210	56,210	56,210	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>1,159,980</b>	<b>1,112,310</b>	<b>1,181,710</b>	<b>21,780</b>	<b>1.9%</b>
RESERVES	(30,000)	(30,000)	(30,000)	0	0.0%
<b>TOTAL REVENUES</b>	<b>(30,000)</b>	<b>(30,000)</b>	<b>(30,000)</b>	<b>0</b>	<b>0.0%</b>
<b>NET LEVY</b>	<b>1,129,980</b>	<b>1,082,310</b>	<b>1,151,710</b>	<b>21,780</b>	<b>1.9%</b>

**STRATEGIC PARTNERSHIPS  
 & COMMUNICATIONS**

**DIVISION STRUCTURE**



COMPLEMENT (FTE)	MANAGEMENT	* DISTRIBUTED MANAGEMENT	OTHER	* DISTRIBUTED OTHER	TOTAL	STAFF/MGT RATIO
2019	4.00	1.00	28.00	3.19	36.19	6.2:1
2020	4.00	1.00	28.00	3.19	36.19	6.2:1
CHANGE	0.00	0.00	0.00	0.00	0.00	

\*Distributed staff represent a direct reporting structure to John Hertel of Hamilton Market employees. Hamilton Market budget resides in Boards and Agencies

\*\*Communications include: Communication Officers, Digital Communications (Web), Social Media & Marketing, and Graphic Design

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

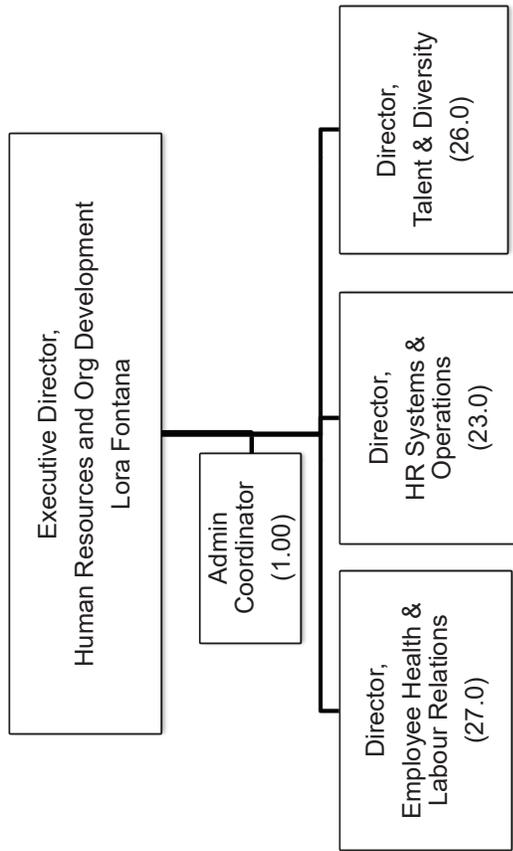
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Communications	1,848,100	1,848,100	1,667,110	1,921,010	1,921,010	72,910	3.9%
Social Media	459,260	429,260	298,310	473,980	443,980	14,720	3.4%
Corporate & Community Initiatives	577,070	577,070	575,120	588,130	588,130	11,060	1.9%
Revenue Generation	915,320	(400,000)	(400,000)	899,980	(400,000)	0	0.0%
Administration	570,610	570,610	570,770	584,720	584,720	14,110	2.5%
<b>Total Strategic Partnerships &amp; Communications</b>	<b>4,370,360</b>	<b>3,025,040</b>	<b>2,711,310</b>	<b>4,467,820</b>	<b>3,137,840</b>	<b>112,800</b>	<b>3.7%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	3,557,840	3,243,560	3,690,650	132,810	3.7%
MATERIAL AND SUPPLY	130,840	183,140	148,340	17,500	13.4%
BUILDING AND GROUND	5,220	4,920	8,190	2,970	56.9%
CONSULTING	61,680	61,680	49,680	(12,000)	(19.5%)
CONTRACTUAL	760,060	514,570	757,040	(3,020)	(0.4%)
AGENCIES and SUPPORT PAYMENTS	50,000	50,000	50,000	0	0.0%
RESERVES / RECOVERIES	99,420	107,460	108,600	9,180	9.2%
COST ALLOCATIONS	(327,150)	(327,150)	(377,130)	(49,980)	(15.3%)
FINANCIAL	32,450	30,650	32,450	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>4,370,360</b>	<b>3,868,830</b>	<b>4,467,820</b>	<b>97,460</b>	<b>2.2%</b>
FEES AND GENERAL	(1,345,320)	(1,157,520)	(1,329,980)	15,340	1.1%
<b>TOTAL REVENUES</b>	<b>(1,345,320)</b>	<b>(1,157,520)</b>	<b>(1,329,980)</b>	<b>15,340</b>	<b>1.1%</b>
<b>NET LEVY</b>	<b>3,025,040</b>	<b>2,711,310</b>	<b>3,137,840</b>	<b>112,800</b>	<b>3.7%</b>

HUMAN RESOURCES

DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	8.00	70.00	78.00	8.7:1
2020	8.00	70.00	78.00	8.7:1
CHANGE	0.00	0.00	0.00	

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Emp Health & Labour Relations	4,153,390	2,870,330	2,813,120	4,160,960	2,856,810	(13,520)	(0.5%)
HR Systems & Operations	2,540,580	1,933,480	1,756,920	2,612,360	1,994,690	61,210	3.2%
Human Resources Admin	220,430	200,200	339,740	191,590	171,130	(29,070)	(14.5%)
Talent and Diversity	2,536,140	2,392,640	2,307,090	2,673,430	2,529,930	137,290	5.7%
<b>Total Human Resources</b>	<b>9,450,540</b>	<b>7,396,650</b>	<b>7,216,880</b>	<b>9,638,340</b>	<b>7,552,560</b>	<b>155,910</b>	<b>2.1%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	9,625,890	9,388,970	9,915,420	289,530	3.0%
MATERIAL AND SUPPLY	517,670	517,670	517,670	0	0.0%
BUILDING AND GROUND	479,160	479,160	455,540	(23,620)	(4.9%)
CONSULTING	251,110	301,110	251,110	0	0.0%
CONTRACTUAL	511,390	511,390	543,010	31,620	6.2%
RESERVES / RECOVERIES	112,510	119,660	113,540	1,030	0.9%
COST ALLOCATIONS	(2,696,840)	(2,696,840)	(2,807,600)	(110,760)	(4.1%)
FINANCIAL	649,650	649,650	649,650	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>9,450,540</b>	<b>9,270,770</b>	<b>9,638,340</b>	<b>187,800</b>	<b>2.0%</b>
FEES AND GENERAL	(4,500)	(4,500)	(4,500)	0	0.0%
RESERVES	(2,049,390)	(2,049,390)	(2,081,280)	(31,890)	(1.6%)
<b>TOTAL REVENUES</b>	<b>(2,053,890)</b>	<b>(2,053,890)</b>	<b>(2,085,780)</b>	<b>(31,890)</b>	<b>(1.6%)</b>
<b>NET LEVY</b>	<b>7,396,650</b>	<b>7,216,880</b>	<b>7,552,560</b>	<b>155,910</b>	<b>2.1%</b>

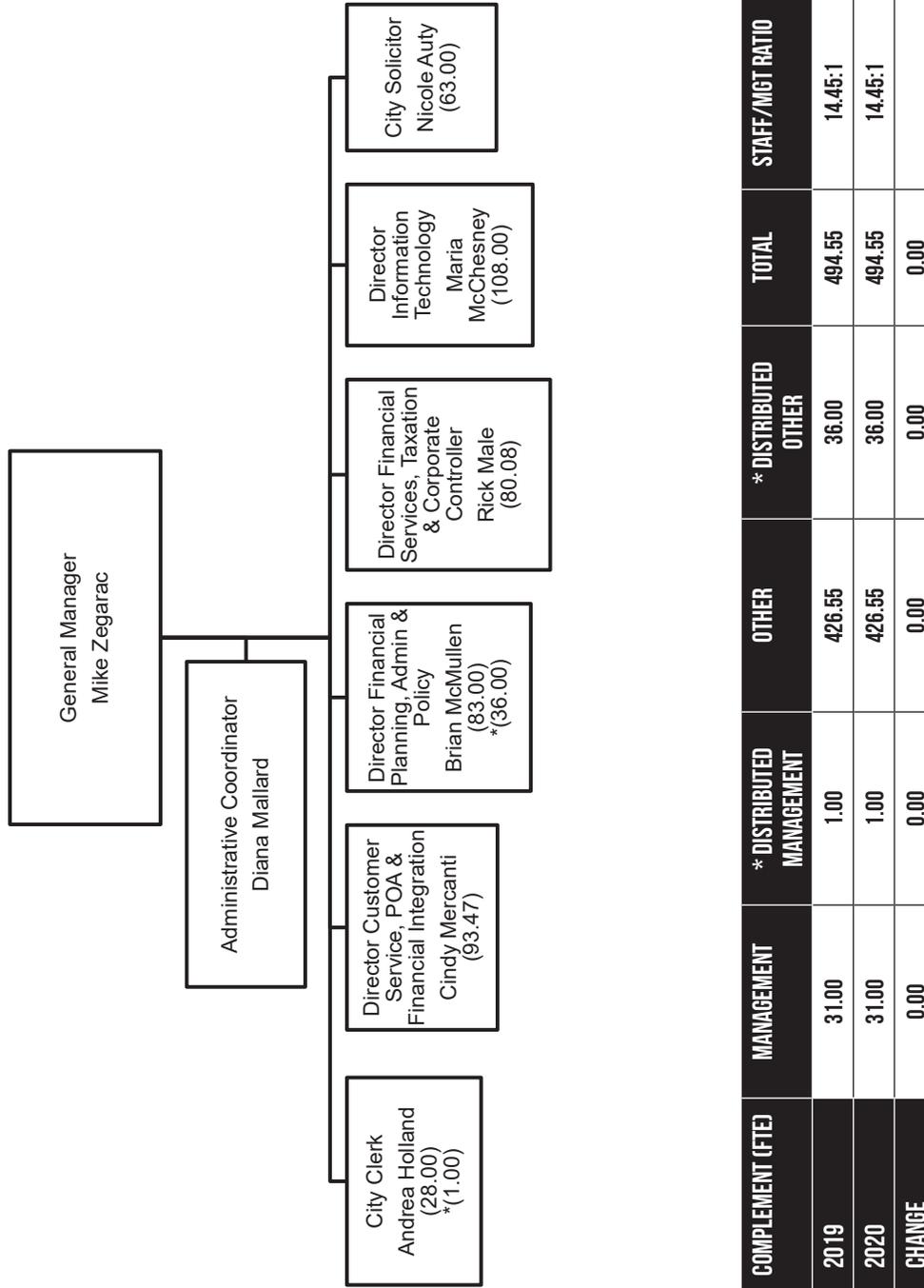
# CORPORATE SERVICES

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# DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	* DISTRIBUTED MANAGEMENT	OTHER	* DISTRIBUTED OTHER	TOTAL	STAFF/MGT RATIO
2019	31.00	1.00	426.55	36.00	494.55	14.45:1
2020	31.00	1.00	426.55	36.00	494.55	14.45:1
CHANGE	0.00	0.00	0.00	0.00	0.00	

\* \* Represents distributed staff whose budget are in operating departments.

# 2020 Preliminary Tax Supported Operating Budget

## BY DIVISION

	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Prel. Net vs. '19 Rest. Net (\$)	'20 Prel. Net vs. '19 Rest. Net (%)
Corporate Services - Administration	315,420	315,420	317,840	324,850	324,850	9,430	3.0%
City Clerk's Office	3,202,650	2,619,110	2,239,990	3,374,160	2,790,620	171,510	6.5%
Customer Service	10,444,700	5,555,340	5,290,280	11,875,160	5,524,970	(30,370)	(0.5%)
Financial Planning, Admin & Policy	7,223,200	4,817,260	4,755,050	7,322,250	4,914,490	97,230	2.0%
Financial Services	6,757,840	3,975,310	3,659,320	7,088,390	4,246,800	271,490	6.8%
Information Technology	16,069,380	11,494,450	10,820,350	16,076,640	11,503,390	8,940	0.1%
Legal Services	4,394,110	3,505,470	3,382,750	4,404,990	3,416,350	(89,120)	(2.5%)
<b>Total Corporate Services</b>	<b>48,407,300</b>	<b>32,282,360</b>	<b>30,465,580</b>	<b>50,466,440</b>	<b>32,721,470</b>	<b>439,110</b>	<b>1.4%</b>

## BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Prel. vs. '19 Rest. (\$)	'20 Prel. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	45,081,110	43,606,220	46,044,480	963,370	2.1%
MATERIAL AND SUPPLY	7,526,200	7,368,580	9,331,810	1,805,610	24.0%
VEHICLE EXPENSES	18,040	17,490	15,820	(2,220)	(12.3%)
BUILDING AND GROUND	959,610	943,420	452,960	(506,650)	(52.8%)
CONSULTING	65,760	62,940	65,760	0	0.0%
CONTRACTUAL	4,314,800	4,381,970	4,354,040	39,240	0.9%
RESERVES / RECOVERIES	470,310	120,730	(1,407,380)	(1,877,690)	(399.2%)
COST ALLOCATIONS	(12,147,660)	(12,051,550)	(12,417,380)	(269,720)	(2.2%)
FINANCIAL	2,037,510	1,866,840	2,066,710	29,200	1.4%
CAPITAL FINANCING	81,620	81,620	1,959,620	1,878,000	2,300.9%
<b>TOTAL EXPENDITURES</b>	<b>48,407,300</b>	<b>46,398,260</b>	<b>50,466,440</b>	<b>2,059,140</b>	<b>4.3%</b>
FEES AND GENERAL	(8,927,600)	(8,722,170)	(10,496,980)	(1,569,380)	(17.6%)
TAX AND RATES	(380,000)	(500,000)	(400,000)	(20,000)	(5.3%)
RESERVES	(4,814,470)	(4,727,470)	(4,814,470)	0	0.0%
RECOVERIES FROM CAPITAL	(2,002,870)	(1,983,040)	(2,033,520)	(30,650)	(1.5%)
<b>TOTAL REVENUES</b>	<b>(16,124,940)</b>	<b>(15,932,680)</b>	<b>(17,744,970)</b>	<b>(1,620,030)</b>	<b>(10.0%)</b>
<b>NET LEVY</b>	<b>32,282,360</b>	<b>30,465,580</b>	<b>32,721,470</b>	<b>439,110</b>	<b>1.4%</b>

# 2020 Preliminary Tax Supported Operating Budget Multi-Year Budget Outlook

## BY DIVISION

	2021 Preliminary Gross	2021 Preliminary Net	2022 Preliminary Gross	2022 Preliminary Net	2023 Preliminary Gross	2023 Preliminary Net
Corporate Services - Administration	331,240	331,240	337,470	337,470	343,510	343,510
City Clerk's Office	3,455,770	2,861,520	3,520,370	2,915,200	3,584,180	2,967,860
Customer Service	12,059,240	5,646,840	12,230,430	5,757,580	12,399,360	5,866,420
Financial Planning, Admin & Policy	7,540,980	5,096,460	7,718,480	5,250,400	7,892,510	5,399,050
Financial Services	7,230,530	4,346,620	7,381,410	4,458,050	7,529,330	4,566,140
Information Technology	17,301,420	12,727,350	17,966,340	13,391,440	18,624,860	14,049,100
Legal Services	4,565,290	3,576,650	4,692,270	3,703,630	4,814,840	3,826,200
<b>Total Corporate Services</b>	<b>52,484,470</b>	<b>34,586,680</b>	<b>53,846,770</b>	<b>35,813,770</b>	<b>55,188,590</b>	<b>37,018,280</b>

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION - ADMINISTRATION

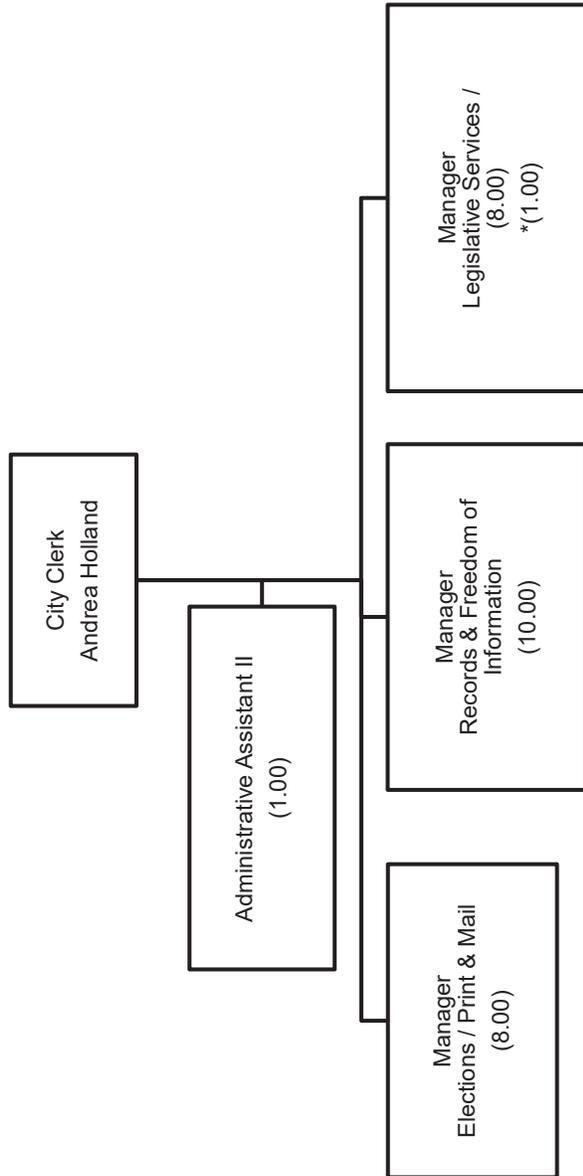
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
General Manager Office	315,420	315,420	317,840	324,850	324,850	9,430	3.0%
<b>Total Corporate Services - Administration</b>	<b>315,420</b>	<b>315,420</b>	<b>317,840</b>	<b>324,850</b>	<b>324,850</b>	<b>9,430</b>	<b>3.0%</b>

### BY COST CATEGORY - ADMINISTRATION

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	389,650	378,200	397,990	8,340	2.1%
MATERIAL AND SUPPLY	3,930	3,930	3,930	0	0.0%
BUILDING AND GROUND	300	300	300	0	0.0%
CONSULTING	25,000	25,000	25,000	0	0.0%
CONTRACTUAL	6,900	6,900	6,900	0	0.0%
RESERVES / RECOVERIES	9,850	23,720	10,950	1,100	11.2%
COST ALLOCATIONS	(126,710)	(126,710)	(126,710)	0	0.0%
FINANCIAL	6,500	6,500	6,500	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>315,420</b>	<b>317,840</b>	<b>324,850</b>	<b>9,430</b>	<b>3.0%</b>
<b>TOTAL REVENUES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>NET LEVY</b>	<b>315,420</b>	<b>317,840</b>	<b>324,850</b>	<b>9,430</b>	<b>3.0%</b>

CITY CLERK'S OFFICE

# DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	* OTHER DISTRIBUTED	TOTAL	STAFF/MGT RATIO
2019	4.00	24.00	1.00	29.00	6.25:1
2020	4.00	24.00	1.00	29.00	6.25:1
CHANGE	0.00	0.00	0.00	0.00	

\* Represents distributed staff whose budget are in operating departments.

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

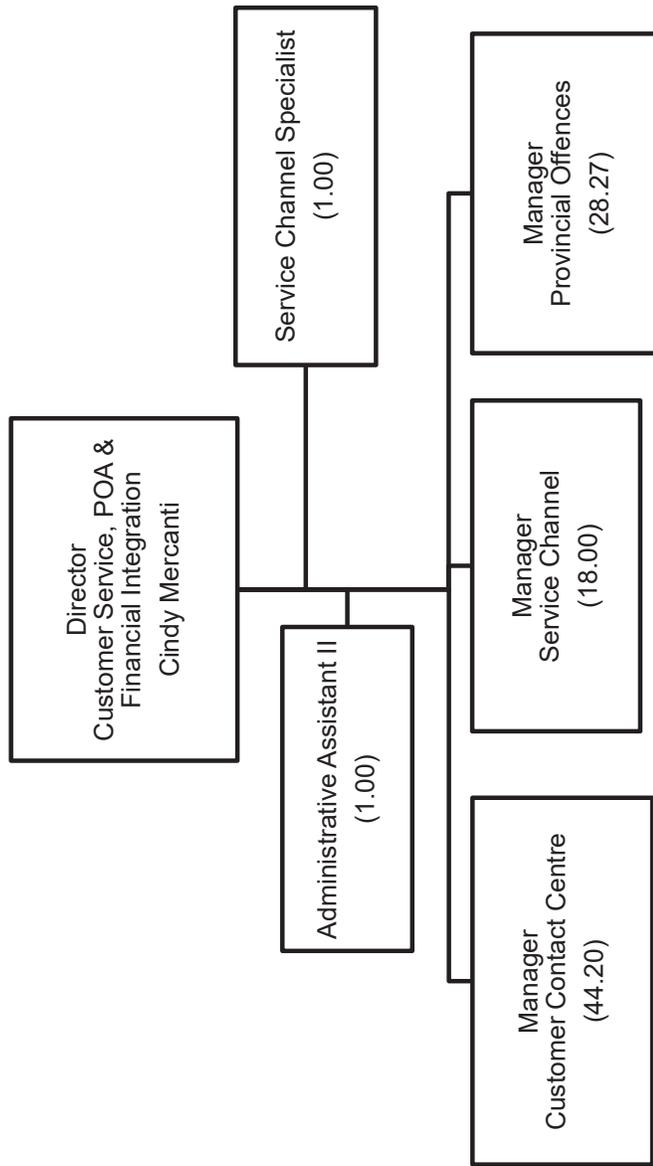
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
City Clerk - Admin	325,380	325,380	96,630	388,410	388,410	63,030	19.4%
Elections	672,840	624,900	624,900	678,530	630,590	5,690	0.9%
Legislative Support	877,140	877,140	754,200	902,130	902,130	24,990	2.8%
Print & Mail	387,830	387,830	464,860	424,620	424,620	36,790	9.5%
Records	939,460	403,860	299,400	980,470	444,870	41,010	10.2%
<b>Total City Clerk's Office</b>	<b>3,202,650</b>	<b>2,619,110</b>	<b>2,239,990</b>	<b>3,374,160</b>	<b>2,790,620</b>	<b>171,510</b>	<b>6.5%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	2,508,370	2,226,750	2,575,940	67,570	2.7%
MATERIAL AND SUPPLY	814,820	882,720	832,570	17,750	2.2%
VEHICLE EXPENSES	11,280	11,280	10,550	(730)	(6.5%)
BUILDING AND GROUND	5,100	5,100	4,970	(130)	(2.5%)
CONTRACTUAL	88,540	88,540	88,540	0	0.0%
RESERVES / RECOVERIES	164,440	(44,800)	249,220	84,780	51.6%
COST ALLOCATIONS	(389,900)	(389,900)	(387,630)	2,270	0.6%
<b>TOTAL EXPENDITURES</b>	<b>3,202,650</b>	<b>2,779,690</b>	<b>3,374,160</b>	<b>171,510</b>	<b>5.4%</b>
FEES AND GENERAL	(535,600)	(542,600)	(535,600)	0	0.0%
RESERVES	(47,940)	2,900	(47,940)	0	0.0%
<b>TOTAL REVENUES</b>	<b>(583,540)</b>	<b>(539,700)</b>	<b>(583,540)</b>	<b>0</b>	<b>0.0%</b>
<b>NET LEVY</b>	<b>2,619,110</b>	<b>2,239,990</b>	<b>2,790,620</b>	<b>171,510</b>	<b>6.5%</b>

CUSTOMER SERVICE

# DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	4.00	89.47	93.47	21.62:1
2020	4.00	89.47	93.47	21.62:1
CHANGE	0.00	0.00	0.00	

\* Represents distributed staff whose budget are in operating departments.

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

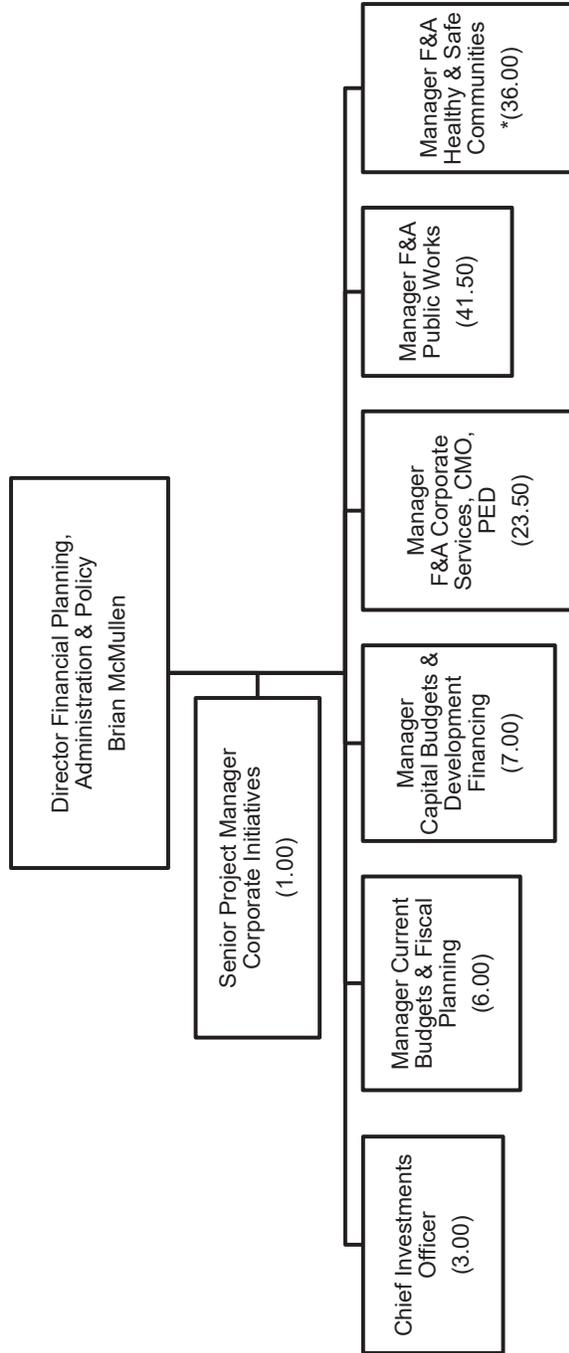
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Customer Contact Centre	3,461,880	3,461,880	3,281,980	3,510,060	3,510,060	48,180	1.4%
Customer Service - Administration	294,250	294,250	364,450	300,580	300,580	6,330	2.2%
Provincial Offences Act	5,030,200	140,840	0	6,350,190	0	(140,840)	(100.0%)
Service Channel	1,658,370	1,658,370	1,643,860	1,714,330	1,714,330	55,960	3.4%
<b>Total Customer Service</b>	<b>10,444,700</b>	<b>5,555,340</b>	<b>5,290,280</b>	<b>11,875,160</b>	<b>5,524,970</b>	<b>(30,370)</b>	<b>(0.5%)</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	7,586,990	7,408,710	7,699,070	112,080	1.5%
MATERIAL AND SUPPLY	186,640	137,350	187,140	500	0.3%
BUILDING AND GROUND	257,040	243,500	259,880	2,840	1.1%
CONSULTING	3,000	180	3,000	0	0.0%
CONTRACTUAL	299,610	240,620	319,910	20,300	6.8%
RESERVES / RECOVERIES	2,139,480	2,104,410	1,979,440	(160,040)	(7.5%)
COST ALLOCATIONS	(1,400,210)	(1,400,040)	(1,575,210)	(175,000)	(12.5%)
FINANCIAL	1,372,150	1,202,640	1,426,930	54,780	4.0%
CAPITAL FINANCING	0	0	1,575,000	1,575,000	100.0%
<b>TOTAL EXPENDITURES</b>	<b>10,444,700</b>	<b>9,937,360</b>	<b>11,875,160</b>	<b>1,430,460</b>	<b>13.7%</b>
FEES AND GENERAL	(4,889,360)	(4,647,080)	(6,350,190)	(1,460,830)	(29.9%)
<b>TOTAL REVENUES</b>	<b>(4,889,360)</b>	<b>(4,647,080)</b>	<b>(6,350,190)</b>	<b>(1,460,830)</b>	<b>(29.9%)</b>
<b>NET LEVY</b>	<b>5,555,340</b>	<b>5,290,280</b>	<b>5,524,970</b>	<b>(30,370)</b>	<b>(0.5%)</b>

**FINANCIAL PLANNING,  
 ADMIN & POLICY**

**DIVISION STRUCTURE**



COMPLEMENT (FTE)	MANAGEMENT	*MANAGEMENT DISTRIBUTED	OTHER	* OTHER DISTRIBUTED	TOTAL	STAFF/MGT RATIO
2019	6.00	1.00	77.00	35.00	119.00	16:1
2020	6.00	1.00	77.00	35.00	119.00	16:1
CHANGE	0.00	0.00	0.00	0.00	0.00	

\* Represents distributed staff whose budget are in operating departments

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

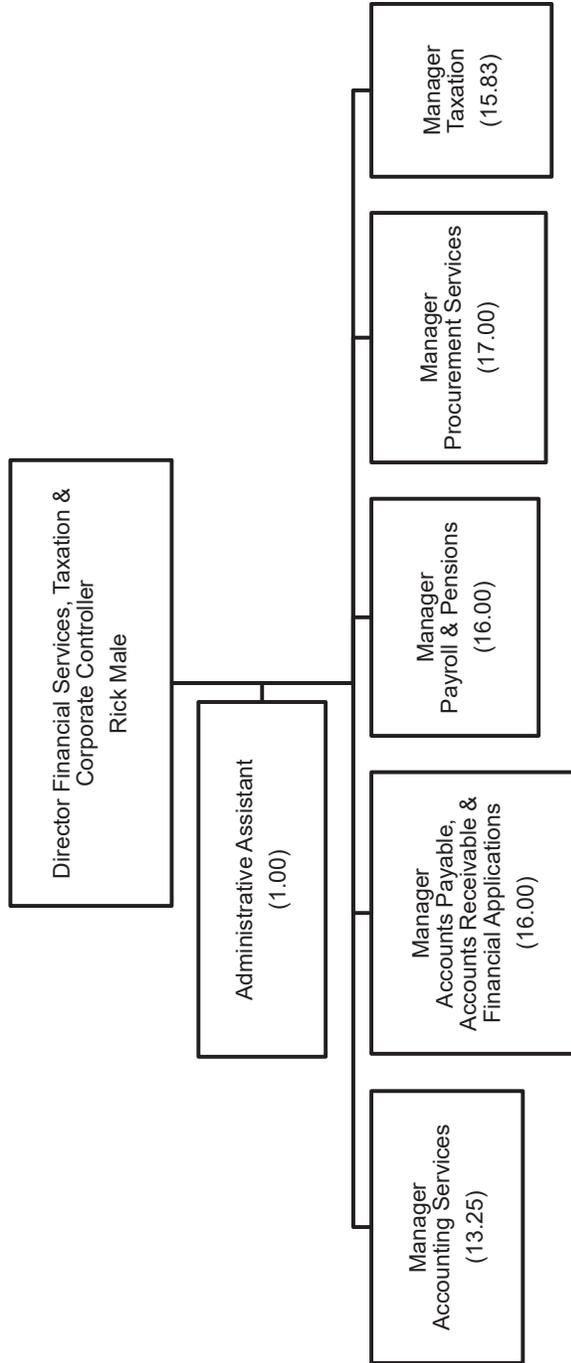
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Administration Fin Policy & Plan	67,940	66,020	165,230	84,900	81,870	15,850	24.0%
Capital Budget	1,018,050	(2,590)	0	1,041,120	0	2,590	(100.0%)
Current Budget	462,120	462,120	465,470	458,720	458,720	(3,400)	(0.7%)
Finance	4,509,450	4,419,120	4,250,430	4,586,540	4,494,390	75,270	1.7%
Investments	1,165,640	(127,410)	(126,080)	1,150,970	(120,490)	6,920	(5.4%)
<b>Total Financial Planning, Admin &amp; Policy</b>	<b>7,223,200</b>	<b>4,817,260</b>	<b>4,755,050</b>	<b>7,322,250</b>	<b>4,914,490</b>	<b>97,230</b>	<b>2.0%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	8,207,120	8,044,030	8,385,190	178,070	2.2%
MATERIAL AND SUPPLY	42,880	42,880	42,880	0	0.0%
BUILDING AND GROUND	79,060	79,060	37,820	(41,240)	(52.2%)
CONSULTING	20,700	20,700	20,700	0	0.0%
CONTRACTUAL	81,210	97,350	81,210	0	0.0%
RESERVES / RECOVERIES	145,900	159,040	161,410	15,510	10.6%
COST ALLOCATIONS	(1,676,770)	(1,580,830)	(1,704,480)	(27,710)	(1.7%)
FINANCIAL	323,100	323,100	297,520	(25,580)	(7.9%)
<b>TOTAL EXPENDITURES</b>	<b>7,223,200</b>	<b>7,185,340</b>	<b>7,322,250</b>	<b>99,050</b>	<b>1.4%</b>
FEES AND GENERAL	(1,521,380)	(1,545,730)	(1,501,610)	19,770	1.3%
RESERVES	(105,500)	(105,500)	(105,500)	0	0.0%
RECOVERIES FROM CAPITAL	(779,060)	(779,060)	(800,650)	(21,590)	(2.8%)
<b>TOTAL REVENUES</b>	<b>(2,405,940)</b>	<b>(2,430,290)</b>	<b>(2,407,760)</b>	<b>(1,820)</b>	<b>(0.1%)</b>
<b>NET LEVY</b>	<b>4,817,260</b>	<b>4,755,050</b>	<b>4,914,490</b>	<b>97,230</b>	<b>2.0%</b>

**FINANCIAL SERVICES**

**DIVISION STRUCTURE**



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	6.00	74.08	80.08	12.35:1
2020	6.00	74.08	80.08	12.35:1
CHANGE	0.00	0.00	0.00	

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

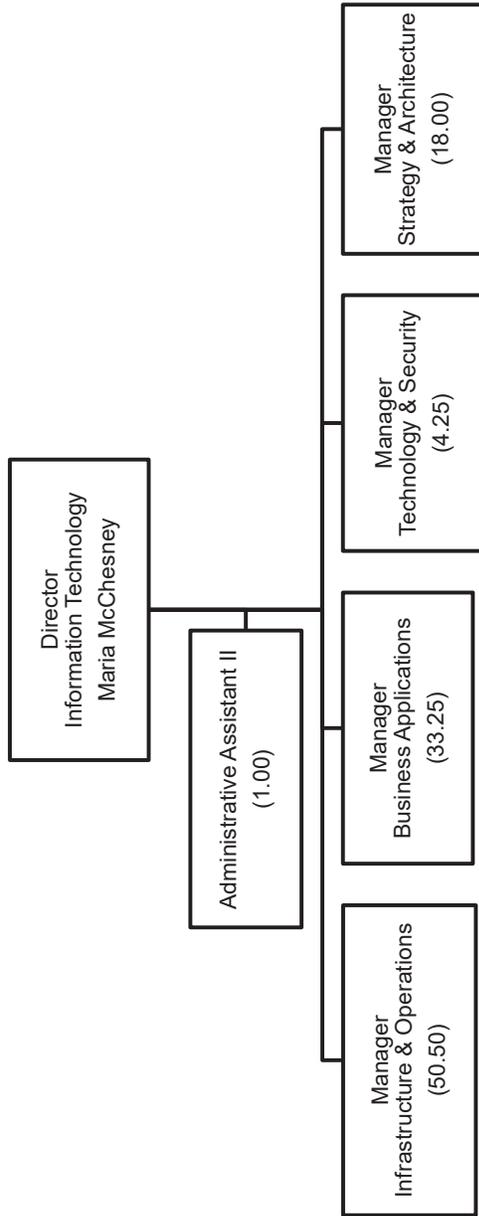
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Accounts Payable	435,530	394,530	394,530	479,460	438,460	43,930	11.1%
Accounts Receivables	159,370	159,370	159,370	168,670	168,670	9,300	5.8%
Financial Accounting Services	1,043,900	607,250	510,020	1,138,530	692,820	85,570	14.1%
Financial Application Support	333,760	333,760	333,760	367,260	367,260	33,500	10.0%
Financial Services Admin	316,630	316,630	432,940	377,010	377,010	60,380	19.1%
Payroll and Pensions	1,034,720	934,220	849,220	1,055,250	954,750	20,530	2.2%
Procurement	1,168,970	935,400	935,400	1,162,330	928,760	(6,640)	(0.7%)
Taxation	2,264,960	294,150	44,080	2,339,880	319,070	24,920	8.5%
<b>Total Financial Services</b>	<b>6,757,840</b>	<b>3,975,310</b>	<b>3,659,320</b>	<b>7,088,390</b>	<b>4,246,800</b>	<b>271,490</b>	<b>6.8%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	7,357,330	7,118,590	7,529,060	171,730	2.3%
MATERIAL AND SUPPLY	583,080	580,980	589,580	6,500	1.1%
BUILDING AND GROUND	482,340	482,340	16,510	(465,830)	(96.6%)
CONTRACTUAL	102,520	103,020	103,020	500	0.5%
RESERVES / RECOVERIES	264,240	268,510	437,590	173,350	65.6%
COST ALLOCATIONS	(2,096,470)	(2,096,470)	(1,955,170)	141,300	6.7%
FINANCIAL	64,800	64,800	64,800	0	0.0%
CAPITAL FINANCING	0	0	303,000	303,000	100.0%
<b>TOTAL EXPENDITURES</b>	<b>6,757,840</b>	<b>6,521,770</b>	<b>7,088,390</b>	<b>330,550</b>	<b>4.9%</b>
FEEES AND GENERAL	(1,831,720)	(1,837,220)	(1,861,720)	(30,000)	(1.6%)
TAX AND RATES	(380,000)	(500,000)	(400,000)	(20,000)	(5.3%)
RESERVES	(179,780)	(143,620)	(179,780)	0	0.0%
RECOVERIES FROM CAPITAL	(391,030)	(381,610)	(400,090)	(9,060)	(2.3%)
<b>TOTAL REVENUES</b>	<b>(2,782,530)</b>	<b>(2,862,450)</b>	<b>(2,841,590)</b>	<b>(59,060)</b>	<b>(2.1%)</b>
<b>NET LEVY</b>	<b>3,975,310</b>	<b>3,659,320</b>	<b>4,246,800</b>	<b>271,490</b>	<b>6.8%</b>

**INFORMATION TECHNOLOGY**

**DIVISION STRUCTURE**



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	5.00	103.00	108.00	20.6:1
2020	5.00	103.00	108.00	20.6:1
CHANGE	0.00	0.00	0.00	

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

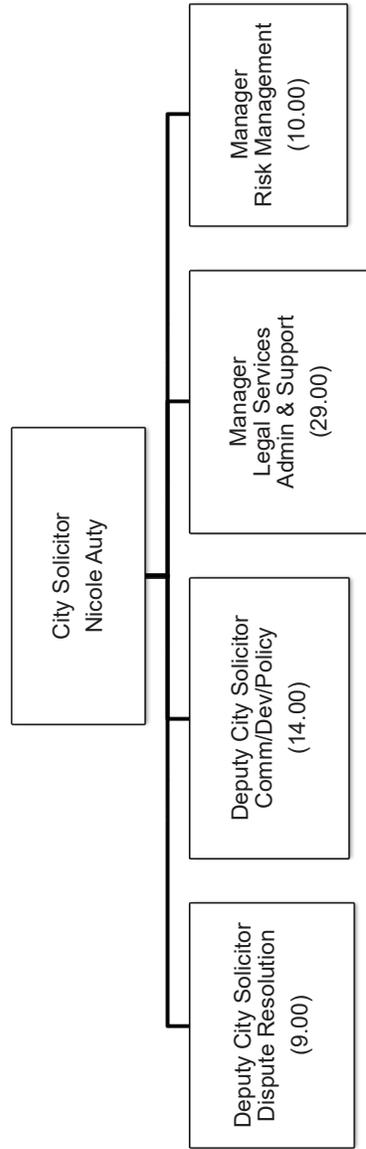
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Business Applications	6,334,770	6,329,210	5,516,300	6,449,420	6,443,860	114,650	1.8%
City Leased Equipment	4,481,250	0	0	4,481,250	0	0	0.0%
Equipment and Maintenance	5,000	5,000	5,000	5,000	5,000	0	0.0%
Infrastructure & Operations	8,059,730	7,974,730	7,962,830	8,193,630	8,108,630	133,900	1.7%
IP Telephony	2,850	0	0	1,170	0	0	0.0%
IT - Admin	(3,512,390)	(3,512,660)	(3,361,950)	(3,763,000)	(3,763,270)	(250,610)	7.1%
Technology & Security	698,170	698,170	698,170	709,170	709,170	11,000	1.6%
<b>Total Information Technology</b>	<b>16,069,380</b>	<b>11,494,450</b>	<b>10,820,350</b>	<b>16,076,640</b>	<b>11,503,390</b>	<b>8,940</b>	<b>0.1%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	11,289,100	10,747,830	11,545,990	256,890	2.3%
MATERIAL AND SUPPLY	5,770,360	5,589,060	7,543,760	1,773,400	30.7%
VEHICLE EXPENSES	6,760	6,210	5,270	(1,490)	(22.0%)
BUILDING AND GROUND	120,780	118,140	118,350	(2,430)	(2.0%)
CONSULTING	12,060	12,060	12,060	0	0.0%
CONTRACTUAL	3,690,170	3,747,490	3,708,610	18,440	0.5%
RESERVES / RECOVERIES	983,260	978,760	(792,090)	(1,775,350)	(180.6%)
COST ALLOCATIONS	(5,871,110)	(5,871,110)	(6,133,310)	(262,200)	(4.5%)
FINANCIAL	68,000	66,840	68,000	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>16,069,380</b>	<b>15,395,280</b>	<b>16,076,640</b>	<b>7,260</b>	<b>0.0%</b>
FEEES AND GENERAL	(93,680)	(93,680)	(92,000)	1,680	1.8%
RESERVES	(4,481,250)	(4,481,250)	(4,481,250)	0	0.0%
<b>TOTAL REVENUES</b>	<b>(4,574,930)</b>	<b>(4,574,930)</b>	<b>(4,573,250)</b>	<b>1,680</b>	<b>0.0%</b>
<b>NET LEVY</b>	<b>11,494,450</b>	<b>10,820,350</b>	<b>11,503,390</b>	<b>8,940</b>	<b>0.1%</b>

LEGAL SERVICES

DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	5.00	58.00	63.00	12.6:1
2020	5.00	58.00	63.00	12.6:1
CHANGE	0.00	0.00	0.00	

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

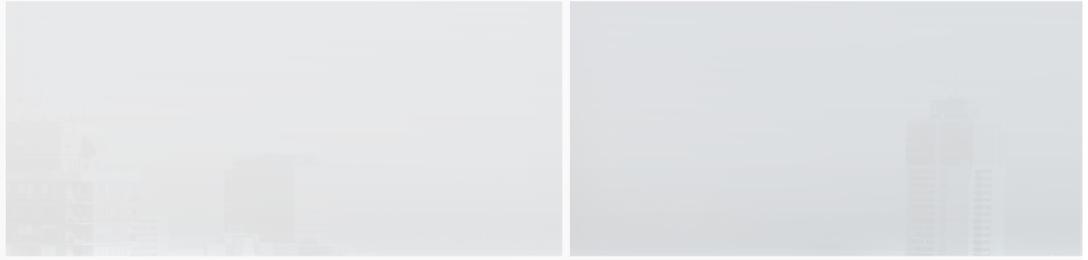
	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Legal Services	4,394,110	3,505,470	3,382,750	4,404,990	3,416,350	(89,120)	(2.5%)
<b>Total Legal Services</b>	<b>4,394,110</b>	<b>3,505,470</b>	<b>3,382,750</b>	<b>4,404,990</b>	<b>3,416,350</b>	<b>(89,120)</b>	<b>(2.5%)</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	7,742,550	7,682,110	7,911,240	168,690	2.2%
MATERIAL AND SUPPLY	124,490	131,650	131,950	7,460	6.0%
BUILDING AND GROUND	14,990	14,990	15,140	150	1.0%
CONSULTING	5,000	5,000	5,000	0	0.0%
CONTRACTUAL	45,850	98,050	45,850	0	0.0%
RESERVES / RECOVERIES	(3,236,860)	(3,368,910)	(3,453,900)	(217,040)	(6.7%)
COST ALLOCATIONS	(586,490)	(586,490)	(534,870)	51,620	8.8%
FINANCIAL	202,960	202,960	202,960	0	0.0%
CAPITAL FINANCING	81,620	81,620	81,620	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>4,394,110</b>	<b>4,260,980</b>	<b>4,404,990</b>	<b>10,880</b>	<b>0.2%</b>
FEEES AND GENERAL	(55,860)	(55,860)	(155,860)	(100,000)	(179.0%)
RECOVERIES FROM CAPITAL	(832,780)	(822,370)	(832,780)	0	0.0%
<b>TOTAL REVENUES</b>	<b>(888,640)</b>	<b>(878,230)</b>	<b>(988,640)</b>	<b>(100,000)</b>	<b>(11.3%)</b>
<b>NET LEVY</b>	<b>3,505,470</b>	<b>3,382,750</b>	<b>3,416,350</b>	<b>(89,120)</b>	<b>(2.5%)</b>

# OTHERS

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LEGISLATIVE

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Legislative General	(373,660)	(373,660)	(168,350)	(359,570)	(359,570)	14,090	(3.8%)
Mayors Office	1,118,300	1,118,300	1,133,660	1,164,020	1,164,020	45,720	4.1%
Volunteer Committee	142,160	112,650	112,650	112,650	112,650	0	0.0%
Ward Budgets	4,113,730	4,113,730	3,936,730	4,170,120	4,170,120	56,390	1.4%
<b>Total Legislative</b>	<b>5,000,530</b>	<b>4,971,020</b>	<b>5,014,690</b>	<b>5,087,220</b>	<b>5,087,220</b>	<b>116,200</b>	<b>2.3%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	4,075,980	4,075,840	4,165,200	89,220	2.2%
MATERIAL AND SUPPLY	988,640	811,640	960,220	(28,420)	(2.9%)
VEHICLE EXPENSES	5,620	5,620	5,000	(620)	(11.0%)
BUILDING AND GROUND	82,000	82,000	81,040	(960)	(1.2%)
CONSULTING	54,190	54,190	54,190	0	0.0%
CONTRACTUAL	219,530	392,720	219,530	0	0.0%
AGENCIES and SUPPORT PAYMENTS	19,070	19,070	19,070	0	0.0%
RESERVES / RECOVERIES	306,330	353,950	345,900	39,570	12.9%
COST ALLOCATIONS	(906,080)	(906,080)	(918,180)	(12,100)	(1.3%)
FINANCIAL	155,250	155,250	155,250	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>5,000,530</b>	<b>5,044,200</b>	<b>5,087,220</b>	<b>86,690</b>	<b>1.7%</b>
RESERVES	(29,510)	(29,510)	0	29,510	100.0%
<b>TOTAL REVENUES</b>	<b>(29,510)</b>	<b>(29,510)</b>	<b>0</b>	<b>29,510</b>	<b>100.0%</b>
<b>NET LEVY</b>	<b>4,971,020</b>	<b>5,014,690</b>	<b>5,087,220</b>	<b>116,200</b>	<b>2.3%</b>

CORPORATE FINANCIALS

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Corporate Initiatives	4,444,100	4,222,500	4,120,250	8,535,300	8,313,700	4,091,200	96.9%
Corporate Pensions, Benefits & Contingency	16,374,490	15,344,590	15,584,660	12,797,850	15,946,150	601,560	3.9%
<b>Total Corporate Financials - Expenditures</b>	<b>20,818,590</b>	<b>19,567,090</b>	<b>19,704,910</b>	<b>21,333,150</b>	<b>24,259,850</b>	<b>4,692,760</b>	<b>24.0%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	14,463,290	18,631,960	12,282,050	(2,181,240)	(15.1%)
MATERIAL AND SUPPLY	218,100	204,910	218,600	500	0.2%
CONSULTING	75,000	75,000	100,000	25,000	33.3%
CONTRACTUAL	974,140	974,140	1,440,560	466,420	47.9%
AGENCIES and SUPPORT PAYMENTS	20,000	20,000	20,000	0	0.0%
RESERVES / RECOVERIES	(10,930,010)	(10,930,010)	(9,414,550)	1,515,460	13.9%
FINANCIAL	15,080,470	15,219,720	15,768,890	688,420	4.6%
CAPITAL FINANCING	917,600	917,600	917,600	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>20,818,590</b>	<b>25,113,310</b>	<b>21,333,150</b>	<b>514,560</b>	<b>2.5%</b>
FEES AND GENERAL	(186,600)	(4,336,110)	(186,600)	0	0.0%
RESERVES	(1,064,900)	(1,072,300)	3,113,300	4,178,200	392.4%
<b>TOTAL REVENUES</b>	<b>(1,251,500)</b>	<b>(5,408,410)</b>	<b>2,926,700</b>	<b>4,178,200</b>	<b>333.9%</b>
<b>NET LEVY</b>	<b>19,567,090</b>	<b>19,704,910</b>	<b>24,259,850</b>	<b>4,692,760</b>	<b>24.0%</b>

# OPERATING IMPACTS OF CAPITAL (2020 AND PRIOR)

	FCS18097		UPDATED		FTE	Comments
	\$ (000's)	FTE's	Annualized (\$ 000's)	2020		
<b>City Manager</b>						
<b>Human Resources</b>						
20519579703 Performance and Learning Management System	150.00	0.00	50.00	50.00	0.00	\$50k required for 2020; \$100k deferred to 2021
<b>Total City Manager</b>	<b>150.00</b>	<b>0.00</b>	<b>50.00</b>	<b>50.00</b>	<b>0.00</b>	
<b>Planning &amp; Economic Development</b>						
<b>Licensing and By-Law</b>						
4501957900 Handheld Ticketing Device-System Integration	82.00	0.00	82.00	82.00	0.00	
<b>Urban Renewal</b>						
8201703706 Community Downtowns and BIA	11.00	0.00	11.00	11.00	0.00	
<b>Planning Services</b>						
8121957900 3D Model Development	3.00	0.00	0.00	0.00	0.00	Defer to 2021
<b>Tourism and Culture</b>						
7201841803 St. Mark's Interior Restoration	42.00	0.50	42.00	42.00	0.50	
<b>Total Planning &amp; Economic Development</b>	<b>138.00</b>	<b>0.50</b>	<b>135.00</b>	<b>135.00</b>	<b>0.50</b>	
<b>Healthy and Safe Communities</b>						
<b>Paramedic</b>						
7641951102 Paramedic Helmet Replacement	17.00	0.00	17.00	17.00	0.00	
<b>Total Healthy and Safe Communities</b>	<b>17.00</b>	<b>0.00</b>	<b>17.00</b>	<b>17.00</b>	<b>0.00</b>	
<b>Corporate Services</b>						
<b>Information Technology (IT)</b>						
3501957905 Strategic Theme Enabling	235.00	0.00	235.00	235.00	0.00	
<b>Customer Service &amp; POA</b>						
Corporate Wide Customer Experience Feedback	157.00	0.00	0.00	0.00	0.00	Defer to 2021
2051957901 Program	392.00	0.00	235.00	235.00	0.00	
<b>Total Corporate Services</b>	<b>392.00</b>	<b>0.00</b>	<b>235.00</b>	<b>235.00</b>	<b>0.00</b>	

# OPERATING IMPACTS OF CAPITAL (2020 AND PRIOR)

	FCS18097		UPDATED		FTE	Comments
	\$ (000's)	FTE's	Annualized (\$ 000's)	2020		
<b>Public Works Tax Funded</b>						
<b>Corporate Facilities</b>						
3541849003 Backflow Prevention for Various Facilities	120.00	0.00	120.00	120.00	0.00	
<b>Sub-Total Corporate Facilities</b>	<b>120.00</b>	<b>0.00</b>	<b>120.00</b>	<b>120.00</b>	<b>0.00</b>	
<b>Recreation Facilities</b>						
7101841800 Parks North Yard at Bayfront Park	30.00	0.00	0.00	0.00	0.00	Defer to 2021
<b>Sub-Total Recreation Facilities</b>	<b>30.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Forestry &amp; Horticulture</b>						
4451953444 Tree Planting Program	67.40	0.00	67.40	67.40	0.00	
<b>Sub-Total Forestry &amp; Horticulture</b>	<b>67.40</b>	<b>0.00</b>	<b>67.40</b>	<b>67.40</b>	<b>0.00</b>	
<b>O &amp; M - Parks &amp; Cemeteries</b>						
4401956001 Leash free Dog Park Program	5.00	0.00	5.00	5.00	0.00	
4401951601 Equipment Acquisition (DC) Program	75.00	0.00	75.00	75.00	0.00	
<b>Sub-Total O &amp; M - Parks &amp; Cemeteries</b>	<b>80.00</b>	<b>0.00</b>	<b>80.00</b>	<b>80.00</b>	<b>0.00</b>	
<b>Open Space Development</b>						
Open Space Replacement Strategy-East Mtn Trail	0.20				0.20	
4401056060 Loop	18.50		18.50	18.50		
4401356801 Confederation Park Redevelopment	291.00	3.66	291.00	291.00	3.66	
Heritage Green Community Sports Park	12.80	0.20	12.80	12.80	0.20	
4401556503 Implementation						
4401756718 Ancaster Meadows Park	23.50	0.25	23.50	23.50	0.25	
4401856601 Legislated Monitoring	21.00	0.25	0.00	0.00	0.00	Cancelled
4401856806 Bookjans West Proposed Park - Ancaster Glen	20.50	0.20	20.50	20.50	0.20	
4401956902 Red Hill Phase 3 and 4 Park	18.50	0.15	0.00	0.00	0.00	Defer to 2021
4401956903 Stonechurch Road Trail Link @ Dartnall	16.00	0.20	16.00	16.00	0.20	
4401956921 Johnson Tew Planting	15.00	0.33	15.00	15.00	0.33	
4401956925 City Hall Peace Garden	28.00	0.33	28.00	28.00	0.33	
4401956802 Beach Park Development Program	3.00	0.00	3.00	3.00	0.00	
4401956922 Alexander Park Skate Park	15.00	0.00	15.00	15.00	0.00	
HRTMP Initiative 15-7: Highway 5 - Mountain	15.00		15.00	15.00		
4401956933 Brow Link		0.00			0.00	
4401956910 Ancaster Soccer Improvements	6.00	0.00	6.00	6.00	0.00	
4401756703 Mountain Brow Path	4.80	0.00	4.80	4.80	0.00	
<b>Sub-Total Open Space Development</b>	<b>508.60</b>	<b>5.77</b>	<b>469.10</b>	<b>469.10</b>	<b>5.37</b>	

# OPERATING IMPACTS OF CAPITAL (2020 AND PRIOR)

	FCS18097		UPDATED		FTE	Comments
	\$ (000's)	FTE's	Annualized (\$ 000's)	2020		
<b>Roads, Bridges, Sidewalks, Traffic</b>						
New Traffic Signal - Dundas at Pamela/Riverwalk	30.00	0.20	30.00	30.00	0.20	
4031980941						
Dundas at Mallard Trail/Springcreek	30.00	0.20	30.00	30.00	0.20	
4031980988						
Fruitland Road By-pass - Barton to Hwy 8	60.00	0.30	0.00	0.00	0.00	Defer to 2021
4661817124						
On Street Bike Facilities	73.00	0.50	73.00	73.00	0.50	
4661820821						
New Traffic Signal - Drakes @ North Service Rd	30.00	0.20	30.00	30.00	0.20	
ATMS - Advanced Traffic Management System	204.00	2.00	204.00	204.00	2.00	
4661920001						
New Traffic Signal Installation Program	117.00	0.80	117.00	117.00	0.80	
4661920008						
Intersection Pedestrian Signal	30.00	0.20	30.00	30.00	0.20	
4661920525						
APS - Accessible Pedestrian Signals	63.00	0.60	63.00	63.00	0.60	
4661920531						
New Traffic Signal - Waterdown Rd/Mill St @ Mountain	30.00	0.20	0.00	0.00	0.00	Defer to 2021
4661920921						
New Traffic Signal - Rymal Rd west of Walmart	30.00	0.20	30.00	30.00	0.20	
4661920922						
Access	30.00	0.20	30.00	30.00	0.20	
4661920923						
New Traffic Signal - RR 56 at Daigliesh Rd	30.00	0.20	30.00	30.00	0.20	
4661920924						
New Traffic Signal - Hughson at Hunter	30.00	0.20	30.00	30.00	0.20	
New Traffic Signal - Rymal at Canadian Tire	30.00	0.20	30.00	30.00	0.20	
4661920926						
Access	30.00	0.20	30.00	30.00	0.20	
4661920927						
Crescent	7.70	0.00	7.70	7.70	0.00	
4031921960						
Construction	-600.00	0.00	0.00	0.00	0.00	
4041610018						
Low-Wattage Street Lighting LED Replacement	224.70	6.20	734.70	734.70	5.70	Savings captured in PW's 2020 Base Budget
<b>Sub-Total Roads, Bridges, Sidewalks, Traffic</b>						
<b>Transit Services</b>						
5301985901						
Transit Terminal Development	20.00	0.00	0.00	0.00	0.00	Defer
Express Bus (L-A-S-T Lines) Enhanced Passenger Amenities	90.00	0.00	90.00	90.00	0.00	
5301785702						
Corridor Capacity	50.00	0.00	0.00	0.00	0.00	Defer
5301984901						
Corridor Capacity	160.00	0.00	90.00	90.00	0.00	
<b>Sub-Total Transit Services</b>						
<b>Waste Management</b>						
5121951900						
Waste Collection Equipment - Downtown/BIA	30.00	0.00	30.00	30.00	0.00	
<b>Sub-Total Waste Management</b>						
<b>West Harbour &amp; Waterfront Strategic Initiatives</b>						
4411606102						
Pier 5-7 Boardwalk	72.00	0.33	0.00	0.00	0.00	Defer to 2021
<b>Sub-Total West Harbour &amp; Waterfront Strategic Initiatives</b>						
<b>Total Public Works Tax Funded</b>						
	1,292.70	12.30	1,591.20	1,591.20	11.07	
<b>Total (FCS18097)</b>	1,989.70	12.80	2,028.20	2,028.20	11.57	

# OPERATING IMPACTS OF CAPITAL (2020 AND PRIOR)

	FCS19091		UPDATED		FTE	Comments
	\$ (000's)	FTE's	Annualized (\$ 000's)	2020		
<b>2020 impacts submitted for approval during 2020 budget process:</b>						
<b>Corporate Services</b>						
Information Technology (IT)						
3501957903 IT Strategy - Strategic Theme Mobility	15.00	0.00	15.00	15.00	0.00	
<b>Total (FCS19091)</b>	<b>15.00</b>	<b>0.00</b>	<b>15.00</b>	<b>15.00</b>	<b>0.00</b>	
<b>2019 impacts (from 2018 Capital) Deferred to 2020:</b>						
<b>West Harbour &amp; Waterfront Strategic Initiatives</b>						
4411506107 Pier 5-7 Marina Shoreline Rehab	20.00	0.00	0.00	0.00	0.00	Defer to 2021
4411606102 Pier 5-7 Boardwalk	72.01	0.33	0.00	0.00	0.00	Defer to 2021
4411606104 Pier 7 Commercial Village	139.20	1.26	0.00	0.00	0.00	Defer to 2021
4411606105 Pier 8 Shorewall	20.00	0.00	0.00	0.00	0.00	Defer to 2021
4411606106 Pier 8 Promenade	439.03	4.32	0.00	0.00	0.00	Defer to 2021
4411706102 Pier 8 Park	161.26	0.60	0.00	0.00	0.00	Defer to 2021
4411806201 Central Park Redevelopment	51.00	0.66	0.00	0.00	0.00	Defer to 2021
<b>Corporate Facilities</b>						
3541849003 Backflow Prevention for Various Facilities	120.00	0.00	120.00	120.00	0.00	
<b>Transit Services</b>						
5301785702 Express Bus (L-A-S-T Lines) Enhanced Passenger Amenities	12.00	0.00	12.00	12.00	0.00	
<b>O &amp; M - Parks &amp; Cemeteries</b>						
7101841800 Parks North Yard at Bayfront Park	30.00	0.00	0.00	0.00	0.00	Defer to 2021
7101854807 Dundas Valley Community Park Improvement & Pavilion Feasibility	6.00	0.00	0.00	0.00	0.00	Delete
4401849802 Heritage Green Maintenance Building Site Works	15.00	0.00	15.00	15.00	0.00	
<b>Recreation Facilities</b>						
7101558501 Parkdale Outdoor Pool Redevelopment	30.00	0.00	30.00	30.00	0.00	
<b>Police Services</b>						
3761851802 Ice Rescue Equipment	9.50	0.00	0.00	0.00	0.00	Defer to 2021
<b>Entertainment Facilities</b>						
3721851801 First Ontario Centre Vertical Transportation	45.00	0.00	45.00	45.00	0.00	

# OPERATING IMPACTS OF CAPITAL (2020 AND PRIOR)

	Other Deferred		UPDATED		FTE	Comments
	\$ (000's)	FTE's	Annualized (\$ 000's)	2020		
<b>2018 impacts (from 2017 Capital) Deferred to 2019:</b>						
<b>West Harbour &amp; Waterfront Strategic Initiatives</b>						
4411606104 Pier 7 Commercial Village	130.00	0.00	0.00	0.00	0.00	Defer to 2021
4411606103 Pier 6 Artisan Village	33.00	0.00	0.00	0.00	0.00	Defer to 2021
<b>2017 Impacts (from 2016 Capital) Deferred to 2018:</b>						
<b>Recreation Facilities</b>						
7101654609 Greensville Recreation Centre/School	53.00	0.00	0.00	0.00	0.00	Defer to 2021
7101654603 Beverly Recreation Centre/School	53.00	0.00	53.00	53.00	0.00	
<b>2016 Impacts (from 2015 Capital) Deferred to 2017:</b>						
<b>Roads</b>						
4041520510 Traffic Management System - Lincoln Alexander Parkway	90.00	1.00	0.00	0.00	0.00	Project is parked
<b>2015 Impacts (from 2014 Capital) Deferred to 2016:</b>						
<b>Roads</b>						
4041420110 Traffic Management System - Lincoln Alexander Parkway	160.00	2.00	0.00	0.00	0.00	Project is parked
<b>2012 Impacts (from 2011 Capital) Deferred to 2015:</b>						
<b>Recreation</b>						
7101141501 Winona Seniors Centre Expansion	10.00	1.00	0.00	0.00	0.00	Parked by Council
<b>Total Deferred from Previous Years</b>	<b>1,699.00</b>	<b>11.17</b>	<b>275.00</b>	<b>275.00</b>	<b>0.00</b>	
<b>GRAND TOTAL</b>	<b>3,703.70</b>	<b>23.97</b>	<b>2,318.20</b>	<b>2,318.20</b>	<b>11.57</b>	

HAMILTON ENTERTAINMENT  
 FACILITIES

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Contract Management	1,516,620	1,456,620	1,447,620	1,861,620	1,797,620	341,000	23.4%
Mgr:Carmen Group	622,040	476,020	582,080	730,230	705,230	229,210	48.2%
Mgr:Global Spectrum	2,241,700	1,979,750	2,048,310	2,275,110	1,998,340	18,590	0.9%
<b>Total Hamilton Entertainment Facilities</b>	<b>4,380,360</b>	<b>3,912,390</b>	<b>4,078,010</b>	<b>4,866,960</b>	<b>4,501,190</b>	<b>588,800</b>	<b>15.0%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
BUILDING AND GROUND	1,994,760	2,169,380	2,020,940	26,180	1.3%
CONTRACTUAL	1,472,000	1,467,000	1,917,000	445,000	30.2%
RESERVES / RECOVERIES	913,600	913,600	929,020	15,420	1.7%
<b>TOTAL EXPENDITURES</b>	<b>4,380,360</b>	<b>4,549,980</b>	<b>4,866,960</b>	<b>486,600</b>	<b>11.1%</b>
FEES AND GENERAL	(467,970)	(471,970)	(365,770)	102,200	21.8%
<b>TOTAL REVENUES</b>	<b>(467,970)</b>	<b>(471,970)</b>	<b>(365,770)</b>	<b>102,200</b>	<b>21.8%</b>
<b>NET LEVY</b>	<b>3,912,390</b>	<b>4,078,010</b>	<b>4,501,190</b>	<b>588,800</b>	<b>15.0%</b>

CAPITAL FINANCING

## 2020 Preliminary Tax Supported Operating Budget

### BY DIVISION

	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Prel. Net vs. '19 Rest. Net (\$)	'20 Prel. Net vs. '19 Rest. Net
Debt-Healthy & Safe Communities	5,675,260	2,339,720	4,409,570	5,675,260	2,339,720	0	0.0%
Debt-Infrastructure Renewal Levy	13,428,870	13,428,870	13,428,870	13,428,870	13,428,870	0	0.0%
Debt-Corporate Financials	74,224,300	74,224,300	71,112,580	83,769,300	83,769,300	9,545,000	12.9%
Debt-Planning & Economic Development	255,250	194,070	88,360	255,250	194,070	0	0.0%
Debt-Public Works	45,397,280	38,695,920	35,077,860	45,397,280	38,695,920	0	0.0%
<b>Total City Depts Capital Financing</b>	<b>138,980,960</b>	<b>128,882,880</b>	<b>124,117,230</b>	<b>148,525,960</b>	<b>138,427,880</b>	<b>9,545,000</b>	<b>7.4%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
RESERVES / RECOVERIES	13,428,870	13,428,870	13,428,870	0	0.0%
CAPITAL FINANCING	125,552,090	120,786,440	135,097,090	9,545,000	7.6%
<b>TOTAL EXPENDITURES</b>	<b>138,980,960</b>	<b>134,215,310</b>	<b>148,525,960</b>	<b>9,545,000</b>	<b>6.9%</b>
GRANTS AND SUBSIDIES	(408,000)	(408,000)	(408,000)	0	0.0%
RESERVES	(9,690,080)	(9,690,080)	(9,690,080)	0	0.0%
<b>TOTAL REVENUES</b>	<b>(10,098,080)</b>	<b>(10,098,080)</b>	<b>(10,098,080)</b>	<b>0</b>	<b>0.0%</b>
<b>NET LEVY</b>	<b>128,882,880</b>	<b>124,117,230</b>	<b>138,427,880</b>	<b>9,545,000</b>	<b>7.4%</b>

**LIBRARY**

# 2020 Preliminary Tax Supported Operating Budget

## BY DIVISION

	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Prel. Net vs. '19 Rest. Net (\$)	'20 Prel. Net vs. '19 Rest. Net
Digital Technology & Creation	3,905,320	3,729,020	3,728,880	4,140,950	3,944,650	215,630	5.8%
Human Resources & Information Services	2,439,450	2,385,050	2,385,050	2,366,030	2,348,030	(37,020)	(1.6%)
Collections & Program Development	5,210,360	4,942,520	4,940,460	5,407,690	5,113,850	171,330	3.5%
Finance and Facilities	2,891,780	2,891,780	2,891,640	2,959,540	2,959,540	67,760	2.3%
Library Administration	814,900	814,900	814,900	820,310	820,310	5,410	0.7%
Library System	4,643,890	3,621,590	3,621,590	4,598,400	3,604,230	(17,360)	(0.5%)
Public Service - Branches	12,607,660	12,315,580	12,317,360	12,810,720	12,538,640	223,060	1.8%
Inactive	310	310	310	350	350	40	12.9%
<b>Total Library</b>	<b>32,513,670</b>	<b>30,700,750</b>	<b>30,700,190</b>	<b>33,103,990</b>	<b>31,329,600</b>	<b>628,850</b>	<b>2.0%</b>

## BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	22,007,750	22,005,410	22,299,290	291,540	1.3%
MATERIAL AND SUPPLY	3,853,880	3,853,880	3,750,780	(103,100)	(2.7%)
VEHICLE EXPENSES	82,790	82,790	85,640	2,850	3.4%
BUILDING AND GROUND	2,452,820	2,452,820	2,462,190	9,370	0.4%
CONTRACTUAL	1,367,980	1,367,980	1,529,710	161,730	11.8%
RESERVES / RECOVERIES	2,128,150	2,129,930	2,353,060	224,910	10.6%
COST ALLOCATIONS	233,080	233,080	232,600	(480)	(0.2%)
FINANCIAL	387,220	387,220	390,720	3,500	0.9%
<b>TOTAL EXPENDITURES</b>	<b>32,513,670</b>	<b>32,513,110</b>	<b>33,103,990</b>	<b>590,320</b>	<b>1.8%</b>
FEEES AND GENERAL	(620,470)	(620,470)	(554,940)	65,530	10.6%
GRANTS AND SUBSIDIES	(1,192,450)	(1,192,450)	(1,219,450)	(27,000)	(2.3%)
<b>TOTAL REVENUES</b>	<b>(1,812,920)</b>	<b>(1,812,920)</b>	<b>(1,774,390)</b>	<b>38,530</b>	<b>2.1%</b>
<b>NET LEVY</b>	<b>30,700,750</b>	<b>30,700,190</b>	<b>31,329,600</b>	<b>628,850</b>	<b>2.0%</b>

BOARDS AND AGENCIES

## 2020 Preliminary Tax Supported Operating Budget

### BY DIVISION

	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Prel. Net vs. '19 Rest. Net (\$)	'20 Prel. Net vs. '19 Rest. Net
Conservation Authorities	5,497,900	5,497,900	8,025,760	8,178,740	8,178,740	2,680,840	48.8%
Other Agencies							
Farmers Market	821,480	112,800	132,610	805,460	112,800	0	0.0%
Hamilton Beach Rescue Unit	134,340	134,340	134,340	134,340	134,340	0	0.0%
MPAC	6,715,220	6,715,220	6,715,220	6,849,520	6,849,520	134,300	2.0%
Royal Botanical Gardens	634,720	634,720	634,720	634,720	634,720	0	0.0%
<b>Total Other Agencies</b>	<b>8,305,760</b>	<b>7,597,080</b>	<b>7,616,890</b>	<b>8,424,040</b>	<b>7,731,380</b>	<b>134,300</b>	<b>1.8%</b>
<b>Total Boards and Agencies</b>	<b>13,803,660</b>	<b>13,094,980</b>	<b>15,642,650</b>	<b>16,602,780</b>	<b>15,910,120</b>	<b>2,815,140</b>	<b>21.5%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
EMPLOYEE RELATED COST	321,960	321,960	325,070	3,110	1.0%
MATERIAL AND SUPPLY	30,150	25,310	27,550	(2,600)	(8.6%)
BUILDING AND GROUND	211,100	196,100	182,580	(28,520)	(13.5%)
CONTRACTUAL	6,809,450	6,804,420	6,938,720	129,270	1.9%
AGENCIES and SUPPORT PAYMENTS	6,199,190	8,727,050	8,880,030	2,680,840	43.2%
RESERVES / RECOVERIES	176,160	176,160	181,140	4,980	2.8%
COST ALLOCATIONS	46,200	46,200	52,240	6,040	13.1%
FINANCIAL	9,450	10,450	10,450	1,000	10.6%
CAPITAL EXPENDITURES	0	28,500	5,000	5,000	100.0%
<b>TOTAL EXPENDITURES</b>	<b>13,803,660</b>	<b>16,336,150</b>	<b>16,602,780</b>	<b>2,799,120</b>	<b>20.3%</b>
FEES AND GENERAL	(708,680)	(693,500)	(692,660)	16,020	2.3%
<b>TOTAL REVENUES</b>	<b>(708,680)</b>	<b>(693,500)</b>	<b>(692,660)</b>	<b>16,020</b>	<b>2.3%</b>
<b>NET LEVY</b>	<b>13,094,980</b>	<b>15,642,650</b>	<b>15,910,120</b>	<b>2,815,140</b>	<b>21.5%</b>

CITY ENRICHMENT FUND

## 2020 Preliminary Tax Supported Operating Budget

### BY SECTION

	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
Administration CEF	50,000	50,000	50,000	50,000	50,000	0	0.0%
Agriculture	143,360	143,360	143,360	143,360	143,360	0	0.0%
Arts	2,770,540	2,770,540	2,770,540	2,770,540	2,770,540	0	0.0%
Communities Culture and Heritage	564,970	564,970	564,970	564,970	564,970	0	0.0%
Community Services	2,164,360	2,164,360	2,164,360	2,164,360	2,164,360	0	0.0%
Environment	146,390	146,390	146,390	146,390	146,390	0	0.0%
Sports & Active Lifestyles	245,990	245,990	276,270	245,990	245,990	0	0.0%
<b>Total City Enrichment Fund</b>	<b>6,085,610</b>	<b>6,085,610</b>	<b>6,115,890</b>	<b>6,085,610</b>	<b>6,085,610</b>	<b>0</b>	<b>0.0%</b>

### BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
MATERIAL AND SUPPLY	50,000	50,000	50,000	0	0.0%
AGENCIES and SUPPORT PAYMENTS	6,035,610	6,065,890	6,035,610	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>6,085,610</b>	<b>6,115,890</b>	<b>6,085,610</b>	<b>0</b>	<b>0.0%</b>
<b>TOTAL REVENUES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>NET LEVY</b>	<b>6,085,610</b>	<b>6,115,890</b>	<b>6,085,610</b>	<b>0</b>	<b>0.0%</b>

**NON PROGRAM REVENUES**

# 2020 Preliminary Tax Supported Operating Budget

## BY DIVISION

	2019 Restated Gross	2019 Restated Net	2019 Projected Net	2020 Preliminary Gross	2020 Preliminary Net	'20 Prel. Net vs. '19 Rest. Net (\$)	'20 Prel. Net vs. '19 Rest. Net
POA Levy Contribution	0	(2,362,200)	(2,362,200)	0	(2,302,380)	59,820	(2.5%)
Corporate Revenues	8,800,000	(14,400,000)	(14,047,000)	10,256,060	(13,902,940)	497,060	(3.5%)
Tax Adjustments	11,075,400	(28,202,300)	(30,462,100)	10,865,000	(29,512,300)	(1,310,000)	4.6%
<b>Total Non Program Revenues</b>	<b>19,875,400</b>	<b>(44,964,500)</b>	<b>(46,871,300)</b>	<b>21,121,060</b>	<b>(45,717,620)</b>	<b>(753,120)</b>	<b>1.7%</b>

## BY COST CATEGORY

	2019 Restated Budget	2019 Projected Actual	2020 Preliminary Budget	'20 Preli. vs. '19 Rest. (\$)	'20 Preli. vs. '19 Rest. (%)
CONTRACTUAL	0	353,000	156,060	156,060	100.0%
FINANCIAL	11,075,400	10,603,230	10,865,000	(210,400)	(1.9%)
CAPITAL FINANCING	8,800,000	8,800,000	10,100,000	1,300,000	14.8%
<b>TOTAL EXPENDITURES</b>	<b>19,875,400</b>	<b>19,756,230</b>	<b>21,121,060</b>	<b>1,245,660</b>	<b>6.3%</b>
FEEES AND GENERAL	(36,160,200)	(37,648,200)	(37,559,380)	(1,399,180)	(3.9%)
TAX AND RATES	(28,679,700)	(28,979,330)	(29,279,300)	(599,600)	(2.1%)
<b>TOTAL REVENUES</b>	<b>(64,839,900)</b>	<b>(66,627,530)</b>	<b>(66,838,680)</b>	<b>(1,998,780)</b>	<b>(3.1%)</b>
<b>NET LEVY</b>	<b>(44,964,500)</b>	<b>(46,871,300)</b>	<b>(45,717,620)</b>	<b>(753,120)</b>	<b>(1.7%)</b>



## APPENDIX 6

# 2020 Preliminary Tax Supported Operating Budget Council Referred Items

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# COUNCIL REFERRED ITEMS SUMMARY

FORM #	DIVISION	SERVICE / PROGRAM	DESCRIPTION OF REFERRED ITEM	2020 IMPACT		FTE Impact
				\$ GROSS	\$ NET	
<b>PLANNING &amp; ECONOMIC DEVELOPMENT</b>						
CR-01	Licensing & By-Law Services	By-law Enforcement	Cigarette Butt By-law Enforcement Officer	\$ 45,000	\$ 45,000	0.50
CR-02	Licensing & By-Law Services	By-law Enforcement	Hess Village Paid Duty Policing (PED18081(a))	TBD	TBD	0.00
<b>PLANNING &amp; ECONOMIC DEVELOPMENT SUBTOTAL</b>				<b>\$ 45,000</b>	<b>\$ 45,000</b>	<b>0.50</b>
<b>HEALTHY AND SAFE COMMUNITIES</b>						
CR-03	Hamilton Fire Department	Hamilton Fire Department	10 Year Fire Service Delivery Plan	\$ 610,420	\$ 572,420	14.00
CR-04	Recreation	Recreation Facilities, Products and Services	Enhancement for CANUSA Funding	\$ 10,920	\$ 10,920	0.00
<b>HEALTHY AND SAFE COMMUNITIES SUBTOTAL</b>				<b>\$ 621,340</b>	<b>\$ 583,340</b>	<b>14.00</b>
<b>PUBLIC WORKS - TAX</b>						
CR-05	Transportation Operations & Maintenance	Roadway Access	Sidewalk Clearing Program	\$ -	TBD	TBD
CR-06	Transportation Operations & Maintenance	Roadway Access	Snow Angels Program (Council Referred Item)	\$ -	TBD	TBD
<b>PUBLIC WORKS - TAX SUBTOTAL</b>				<b>\$ -</b>	<b>TBD</b>	<b>0.00</b>

# COUNCIL REFERRED ITEMS SUMMARY

FORM #	DIVISION	SERVICE / PROGRAM	DESCRIPTION OF REFERRED ITEM	2020 IMPACT		FTE Impact
				\$ GROSS	\$ NET	
<b>CITY MANAGER</b>						
CR-07	Strategic Partnerships & Communications	City Enrichment Fund	City Enrichment Fund	\$ 2,730	\$ 2,730	0.00
CR-08	Human Resources	Human Resources	Implement Living Wage Over Three Year Period	\$ 490,000	\$ 490,000	0.00
<b>CITY MANAGER SUBTOTAL</b>				<b>\$ 492,730</b>	<b>\$ 492,730</b>	<b>0.00</b>
<b>CORPORATE SERVICES</b>						
CR-09	Financial Planning, Admin & Policy	Financial Management	Establish Climate Change Reserve for Sustainable Funding	TBD	TBD	0.00
<b>CORPORATE SERVICES SUBTOTAL</b>				<b>\$ -</b>	<b>\$ -</b>	<b>0.00</b>
<b>TOTAL</b>				<b>\$ 1,159,070</b>	<b>\$ 1,121,070</b>	<b>14.50</b>

CITY OF HAMILTON  
**2020 OPERATING BUDGET COUNCIL REFERRED ITEMS**

COUNCIL REFERRED ITEM #CR-01

<b>OVERVIEW</b>	
<b>Request Title</b>	Cigarette Butt By-law Enforcement Officer
<b>Department</b>	Planning & Economic Development
<b>Division</b>	Licensing & By-Law Services
<b>Service</b>	By-law Enforcement
<b>Proposed Start Date</b>	January - 2020
<b>Strategic Plan Priorities</b>	Healthy and Safe Communities

<b>2020 OPERATING BUDGET FINANCIAL IMPACTS</b>		
<b>DESCRIPTION</b>	<b>2020 AMOUNT</b>	<b>ANNUALIZED AMOUNT</b>
<b>Total Expenditures</b>	<b>\$45,000</b>	<b>\$45,000</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Levy</b>	<b>\$45,000</b>	<b>\$45,000</b>
<b>Full Time Equivalent (FTE)</b>	<b>0.5</b>	<b>0.5</b>
<b>Capital Budget Impact</b>	<b>\$0</b>	<b>\$0</b>

## COUNCIL REFERRED ITEM #CR-01

**BACKGROUND**

On September 26, 2018 Council approved:

- (a) Report PED18154(a) respecting Cigarette Butt Litter Enforcement be received;
- (b) That the request ...that offers a part time Municipal Law Enforcement Officer dedicated solely to enforcing cigarette butt litter be referred to the 2019 Budget process; and,
- (c) That in the event Council approves this pilot, the awareness campaign include warnings of pending enforcement of cigarette butt littering.

Without the added position, it would be not be possible to maintain the increased workload of the council motion and there would be an impact on other services and Municipal Law Enforcements ability to respond in a timely manner.

**DESCRIPTION**

That .5 FTE Municipal By-Law Enforcement Officer (MLEO) be hired to enforce cigarette butt littering following a nine-month awareness campaign for a one-year pilot program with a cost of \$45, 000.

CITY OF HAMILTON  
**2020 OPERATING BUDGET COUNCIL REFERRED ITEMS**

COUNCIL REFERRED ITEM #CR-02

OVERVIEW	
<b>Request Title</b>	Hess Village Paid Duty Policing (PED18081(a))
<b>Department</b>	Planning & Economic Development
<b>Division</b>	Licensing & By-Law Services
<b>Service</b>	By-law Enforcement
<b>Proposed Start Date</b>	January - 2020
<b>Strategic Plan Priorities</b>	Healthy and Safe Communities

2020 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2020 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	TBD	\$50,000
Total Revenue	\$0	\$0
Net Levy	TBD	\$50,000
Full Time Equivalent (FTE)	0.0	0.0
Capital Budget Impact	\$0	\$0

## COUNCIL REFERRED ITEM #CR-02

**BACKGROUND**

On April 25, 2018, Council approved Item 4 of Planning Committee Report 18-006 in response to Hess Village Paid Duty Policing Report (PED18081), Council resolved:

- (a) That the Hess Village Licence Holders' portion of the 2018 Paid Duty fee of approximately 50K be funded one-time from the Tax Stabilization Reserve; and,
- (b) That this portion of the Paid Duty fee be referred to the City of Hamilton and the Hamilton Police Service's 2019 budget process.

The Hamilton Police Services believes that a robust staffing plan beyond Divisional patrol response continues to be warranted for the Hess Village operational season. Without this enhancement, the Licence holders would be responsible for their share of the proportional billing. Several new establishments are now at Hess Village and the exemption of a restaurant versus a tavern/bar will need to be eliminated.

**DESCRIPTION**

At the February 8, 2019 General Issues Committee (Budget) meeting, the item respecting Hess Village Paid Duty Policing, in the amount of \$50,000, was deferred pending information from staff regarding the actual costs for the Hess Village Paid Duty Policing in 2018.

CITY OF HAMILTON  
**2020 OPERATING BUDGET COUNCIL REFERRED ITEMS**

COUNCIL REFERRED ITEM #CR-03

OVERVIEW	
<b>Request Title</b>	10 Year Fire Service Delivery Plan
<b>Department</b>	Healthy and Safe Communities
<b>Division</b>	Hamilton Fire Department
<b>Service</b>	Hamilton Fire Department
<b>Proposed Start Date</b>	January - 2020
<b>Strategic Plan Priorities</b>	Healthy and Safe Communities

2020 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2020 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	\$610,420	\$1,465,000
Total Revenue	\$38,000	\$91,200
Net Levy	\$572,420	\$1,373,800
Full Time Equivalent (FTE)	14.0	14.0
Capital Budget Impact	\$0	\$0

## COUNCIL REFERRED ITEM #CR-03

**BACKGROUND**

10 Year Fire Service Delivery Plan approved by Council in June 2019 (HSC19026).

The Hamilton Fire Department Service Delivery Plan is guided by four principles; Principle #4, Reduce Risk for a Healthier and Safer Community is the driving principle for Council Referred Item CR-03. At present, during an incident, scene safety and accountability are the responsibility of the Safety Officer. To mitigate the increased risk profile across the City (Initiative 11.3) and to enhance safety of personnel on scene, a new role of Firefighter Safety/Accountability Officer is required.

Objective #11 Resourcing Community Growth Demands, was initiated to identify resource gaps needed to mitigate increased risk (Initiative #11.3). As a composite response area, Upper Stoney Creek, like Waterdown, has challenges and an increased risk profile in converging an Effective Firefighting & Rescue Force, (EFRF) response as a result of location/geography, volunteer staffing response levels, growth and out-of-area support to volunteer responses. To mitigate risk, a five-person day crew is required, at both Station 17, (Upper Stoney Creek) & Station 24, (Waterdown).

**DESCRIPTION**

Day Crew - Upper Stoney Creek - 5 FTE

Day Crew - Waterdown - 5 FTE

Continue transition of composite delivery model by increasing full-time firefighting staff at Station 17 (Upper Stoney Creek) and Station 24 (Waterdown) to support Effective Firefighting and Rescue Force (EFRF) through implementation of 5 - person Monday to Friday day crew (5 FTE per Station).

Fire Safety and Accountability Officer - 4 FTE

This position will be responsible to ensure personnel are accounted for on a scene which will enable the Officer to focus on the safety of personnel. To continue to build the multi-functionality of the workforce, this position will also include working with the Safety/Shift Training Officer during their shift to jointly manage and deliver training.

CITY OF HAMILTON  
**2020 OPERATING BUDGET COUNCIL REFERRED ITEMS**

COUNCIL REFERRED ITEM #CR-04

<b>OVERVIEW</b>	
<b>Request Title</b>	Enhancement for CANUSA Funding
<b>Department</b>	Healthy and Safe Communities
<b>Division</b>	Recreation
<b>Service</b>	Recreation Facilities, Products and Services
<b>Proposed Start Date</b>	January - 2020
<b>Strategic Plan Priorities</b>	Economic Prosperity and Growth

<b>2020 OPERATING BUDGET FINANCIAL IMPACTS</b>		
<b>DESCRIPTION</b>	<b>2020 AMOUNT</b>	<b>ANNUALIZED AMOUNT</b>
<b>Total Expenditures</b>	<b>\$10,920</b>	<b>\$10,920</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Levy</b>	<b>\$10,920</b>	<b>\$10,920</b>
<b>Full Time Equivalent (FTE)</b>	<b>0.0</b>	<b>0.0</b>
<b>Capital Budget Impact</b>	<b>\$0</b>	<b>\$0</b>

## COUNCIL REFERRED ITEM #CR-04

**BACKGROUND**

The Executive Committee for CANUSA Hamilton requested annual static funding from the City of Hamilton to support the planning and implementation of the CANUSA Games. Prior to 2015, CANUSA was not required to make a formal application, but rather, received annual operating funds from the City of Hamilton.

As per Audit, Finance and Administration Report 19-015 Council approved \$30,284 transfer from the City Enrichment Fund to the operating budget of Recreation. CANUSA requires an additional \$10,916 to support their annual operating budget, for a total of \$41,200.

**DESCRIPTION**

That an enhancement of \$10,916, to increase the annual base budget of funding to CANUSA Hamilton (from \$30,284 to \$41,200) to support the annual CANUSA games at the current level, be submitted through the Recreation Divisions 2020 operating budget for consideration, as per AF&A Report 19-015 Item 6(b).

CITY OF HAMILTON  
**2020 OPERATING BUDGET COUNCIL REFERRED ITEMS**

COUNCIL REFERRED ITEM #CR-05

<b>OVERVIEW</b>	
<b>Request Title</b>	Sidewalk Clearing Program
<b>Department</b>	Public Works - Tax
<b>Division</b>	Transportation Operations & Maintenance
<b>Service</b>	Roadway Access
<b>Proposed Start Date</b>	January - 2020
<b>Strategic Plan Priorities</b>	Economic Prosperity and Growth

<b>2020 OPERATING BUDGET FINANCIAL IMPACTS</b>		
<b>DESCRIPTION</b>	<b>2020 AMOUNT</b>	<b>ANNUALIZED AMOUNT</b>
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Levy</b>	<b>TBD</b>	<b>TBD</b>
<b>Full Time Equivalent (FTE)</b>	<b>TBD</b>	<b>TBD</b>
<b>Capital Budget Impact</b>	<b>\$0</b>	<b>\$0</b>

## COUNCIL REFERRED ITEM #CR-05

**BACKGROUND**

Report PW19022(a) will be presented to the General Issues Committee during the Public Works budget presentation in January 2020.

**DESCRIPTION**

At the March 27, 2019 Council Meeting, staff was directed to prepare a report for consideration during the 2020 budget that would include, but not be limited to, integrating an Equity, Diversity and Inclusion framework of removing snow on sidewalks in high pedestrian areas, around parks, daycare and childcare facilities, senior housing and eldercare facilities and provide connectivity to transit routes.

CITY OF HAMILTON  
**2020 OPERATING BUDGET COUNCIL REFERRED ITEMS**

COUNCIL REFERRED ITEM #CR-06

OVERVIEW	
<b>Request Title</b>	Snow Angels Program (Council Referred Item)
<b>Department</b>	Public Works - Tax
<b>Division</b>	Transportation Operations & Maintenance
<b>Service</b>	Roadway Access
<b>Proposed Start Date</b>	January - 2020
<b>Strategic Plan Priorities</b>	Economic Prosperity and Growth

2020 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2020 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	\$0	\$0
Total Revenue	\$0	\$0
Net Levy	TBD	TBD
Full Time Equivalent (FTE)	TBD	TBD
Capital Budget Impact	\$0	\$0

## COUNCIL REFERRED ITEM #CR-06

**BACKGROUND**

Report PW19022(a) will be presented to the General Issues Committee during the Public Works budget presentation in January 2020.

**DESCRIPTION**

At the March 27, 2019 Council Meeting, staff was directed to report either before or to the General Issues Committee during the 2020 Operating Budget process respecting the following: (a) The feasibility of ways and means to enhance the Snow Angel program; (b) The feasibility of greater proactive sidewalk snow removal enforcement; and (c) Communications with Canada Post for regular maintenance (snow and ice removal) of the Community Mailbox locations.

CITY OF HAMILTON  
**2020 OPERATING BUDGET COUNCIL REFERRED ITEMS**

COUNCIL REFERRED ITEM #CR-07

OVERVIEW	
<b>Request Title</b>	City Enrichment Fund
<b>Department</b>	City Manager
<b>Division</b>	Strategic Partnerships & Communications
<b>Service</b>	City Enrichment Fund
<b>Proposed Start Date</b>	January - 2020
<b>Strategic Plan Priorities</b>	Community Engagement and Participation

2020 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2020 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	\$2,730	\$2,730
Total Revenue	\$0	\$0
Net Levy	\$2,730	\$2,730
Full Time Equivalent (FTE)	0.0	0.0
Capital Budget Impact	\$0	\$0

## COUNCIL REFERRED ITEM #CR-07

**BACKGROUND**

Motion 7.4 presented at Council October 9, 2019

- (a) That an enhancement of an additional \$1,178 for the Concession Street BIA-Sidewalk Sounds base budget be referred to the 2020 Operating Budget Process (GIC) for consideration;
- (b) That an enhancement of an additional \$1,550 for the Concession Street BIA - Street fest base budget, be referred to the 2020 Operating Budget process (GIC) for consideration

**DESCRIPTION**

City Enrichment Fund 2020 Budget enhancement for Concession Street BIA

CITY OF HAMILTON  
**2020 OPERATING BUDGET COUNCIL REFERRED ITEMS**

COUNCIL REFERRED ITEM #CR-08

OVERVIEW	
<b>Request Title</b>	Implement Living Wage Over Three Year Period
<b>Department</b>	City Manager
<b>Division</b>	Human Resources
<b>Service</b>	Human Resources
<b>Proposed Start Date</b>	January - 2020
<b>Strategic Plan Priorities</b>	Economic Prosperity and Growth

2020 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2020 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	\$490,000	\$490,000
Total Revenue	\$0	\$0
Net Levy	\$490,000	\$490,000
Full Time Equivalent (FTE)	0.0	0.0
Capital Budget Impact	\$0	\$0

## COUNCIL REFERRED ITEM #CR-08

**BACKGROUND**

On March 27, 2019, Council directed that, per 2019 Operating Budget Report 19-002 Item (g), that staff report back on the impact of implementing a Living Wage Policy for students for 2020 and the rest of the eligible positions over a three year period.

In March 2019, Council requested that staff provide a report outlining the cost of providing a living wage to employees who are paid below the living wage level of \$15.85 per hour. As part of the 2019 budget process, Council approved the provision of the living wage for School Crossing Guards but deferred the decision related to the rest of the positions to the 2020 budget cycle.

**DESCRIPTION**

Implement Living Wage Policy by setting the wage @ \$15.85 per hour for students in 2020 and for the rest of the eligible positions over a three year period. The total estimate of \$844K comprises of:

- \$313K for students in 2020; and,
- \$177K per annum for each of the years 2020 to 2022 for a total of 531K (including \$209K over the three year period for Library).

CITY OF HAMILTON  
**2020 OPERATING BUDGET COUNCIL REFERRED ITEMS**

COUNCIL REFERRED ITEM #CR-09

OVERVIEW	
<b>Request Title</b>	Establish Climate Change Reserve for Sustainable Funding
<b>Department</b>	Corporate Services
<b>Division</b>	Financial Planning, Admin & Policy
<b>Service</b>	Financial Management
<b>Proposed Start Date</b>	January - 2020
<b>Strategic Plan Priorities</b>	Our People and Performance

2020 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2020 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	TBD	\$0
Total Revenue	\$0	\$0
Net Levy	TBD	\$0
Full Time Equivalent (FTE)	0.0	0.0
Capital Budget Impact	\$0	\$0

## COUNCIL REFERRED ITEM #CR-09

**BACKGROUND**

On August 15, 2019, the Audit, Finance and Administration Committee reference 19-011 Item 3(c) directed the establishment of a Climate Change Reserve # 108062 for which the funding level was to be determined as part of the 2020 Budget process.

**DESCRIPTION**

Sustainable funding for the new Climate Change Reserve # 108062 would require an increase to the tax levy.

## APPENDIX 7

# 2020 Preliminary Tax Supported Operating Budget Business Cases

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# BUSINESS CASES SUMMARY

FORM #	DIVISION	SERVICE / PROGRAM	DESCRIPTION OF BUSINESS CASE	2020 IMPACT		FTE Impact
				\$ GROSS	\$ NET	
<b>PLANNING &amp; ECONOMIC DEVELOPMENT</b>						
BC-01	Economic Development	Real Property Management	Converting Contract Positions to Permanent - Real Estate	\$ 323,620	\$ -	3.00
BC-02	Licensing & By-Law Services	By-law Enforcement	Graffiti Management	\$ 252,000	\$ 252,000	3.50
BC-03	Licensing & By-Law Services	Animal Services	Animal Adoption Program Co-ordinator	\$ 90,000	\$ -	1.00
BC-04	Transportation, Planning and Parking	Transportation Planning	Transportation Development Review	\$ -	\$ -	1.00
<b>PLANNING &amp; ECONOMIC DEVELOPMENT SUBTOTAL</b>				<b>\$ 665,620</b>	<b>\$ 252,000</b>	<b>8.50</b>
<b>HEALTHY AND SAFE COMMUNITIES</b>						
BC-05	Hamilton Paramedic Service	Hamilton Paramedic Service	Hamilton Paramedic Service 2020-2023 Enhancement (Ambulance)	\$ 1,039,500	\$ 1,039,500	10.00
<b>HEALTHY AND SAFE COMMUNITIES SUBTOTAL</b>				<b>\$ 1,039,500</b>	<b>\$ 1,039,500</b>	<b>10.00</b>
<b>PUBLIC WORKS - TAX</b>						
BC-06	Transportation Operations & Maintenance	Roadway Access	Converting Consultant Inspectors to In-house Permanent Technologist Inspector & Student Inspectors	\$ 284,270	\$ (89,530)	4.40
BC-07	Energy Fleet and Facilities	Facilities Management	Assistant Stadium Technicians Required for Tim Horton's Field to handle the addition of Forge FC Soccer games.	\$ 140,000	\$ -	2.30
<b>PUBLIC WORKS - TAX SUBTOTAL</b>				<b>\$ 424,270</b>	<b>\$ (89,530)</b>	<b>6.70</b>

# BUSINESS CASES SUMMARY

FORM #	DIVISION	SERVICE / PROGRAM	DESCRIPTION OF BUSINESS CASE	2020 IMPACT		FTE Impact
				\$ GROSS	\$ NET	
<b>CITY MANAGER</b>						
BC-08	Human Resources	Human Resources	Return to Work Services Specialist - HR Employee Health and Labour Relations FTE request being funded by Fire	\$ -	\$ -	1.00
<b>CITY MANAGER SUBTOTAL</b>				\$ -	\$ -	1.00
<b>CORPORATE SERVICES</b>						
BC-09	Financial Services	Financial Management	Enhanced WSIB Payroll Processing Services	\$ -	\$ -	1.00
BC-10	Information Technology	Information Technology	Additional FTE for IT Division	\$ -	\$ -	1.00
<b>CORPORATE SERVICES SUBTOTAL</b>				\$ -	\$ -	2.00
<b>TOTAL</b>				\$ 2,129,390	\$ 1,201,970	28.20

CITY OF HAMILTON  
**2020 OPERATING BUDGET BUSINESS CASES**

BUSINESS CASE #BC-01

<b>BUSINESS CASE OVERVIEW</b>	
<b>Request Title</b>	Converting Contract Positions to Permanent - Real Estate
<b>Department</b>	Planning & Economic Development
<b>Division</b>	Economic Development
<b>Service</b>	Real Property Management
<b>Proposed Start Date</b>	January - 2020
<b>Strategic Plan Priorities</b>	Economic Prosperity and Growth

<b>2020 OPERATING BUDGET FINANCIAL IMPACTS</b>		
<b>DESCRIPTION</b>	<b>2020 AMOUNT</b>	<b>ANNUALIZED AMOUNT</b>
<b>Total Expenditures</b>	<b>\$323,620</b>	<b>\$323,620</b>
<b>Total Revenue</b>	<b>\$323,620</b>	<b>\$323,620</b>
<b>Net Levy</b>	<b>\$0</b>	<b>\$0</b>
<b>Full Time Equivalent (FTE)</b>	<b>3.0</b>	<b>3.0</b>
<b>Capital Budget Impact</b>	<b>\$0</b>	<b>\$0</b>

**BUSINESS CASE #BC-01****BACKGROUND**

The corporate real estate function has responsibility for the City's real estate assets and portfolio activities, including property acquisitions and divestitures, leasing, property valuation, cash-in-lieu of parkland determination, expropriations, and project leadership for major project implementation.

While achieving many milestones, these positions provide critical support to several priority City initiatives, and the requirement for this resource is important to sustain in the long-run.

Faced with growing pressures on demand for real estate services, and lacking key expertise, Real Estate has created a number of temporary positions since 2016. Due to the temporary nature of the position, the relative pay rate at the City, and the relatively small pool of qualified individuals, Real Estate has had considerable difficulty in filling these positions and maintaining adequate staffing levels. As a result, workload issues continue to be one of the Our People Survey matters.

**DESCRIPTION**

Convert from temporary to permanent 2 Business Development Consultant – Real Estate positions and 1 Sr. Property Officer/Appraiser position, to support demonstrated on-going workload requirements

CITY OF HAMILTON  
**2020 OPERATING BUDGET BUSINESS CASES**

BUSINESS CASE #BC-02

<b>BUSINESS CASE OVERVIEW</b>	
<b>Request Title</b>	Graffiti Management
<b>Department</b>	Planning & Economic Development
<b>Division</b>	Licensing & By-Law Services
<b>Service</b>	By-law Enforcement
<b>Proposed Start Date</b>	January - 2020
<b>Strategic Plan Priorities</b>	Healthy and Safe Communities

<b>2020 OPERATING BUDGET FINANCIAL IMPACTS</b>		
<b>DESCRIPTION</b>	<b>2020 AMOUNT</b>	<b>ANNUALIZED AMOUNT</b>
<b>Total Expenditures</b>	<b>\$252,000</b>	<b>\$252,000</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Levy</b>	<b>\$252,000</b>	<b>\$252,000</b>
<b>Full Time Equivalent (FTE)</b>	<b>3.5</b>	<b>3.5</b>
<b>Capital Budget Impact</b>	<b>\$0</b>	<b>\$0</b>

**BUSINESS CASE #BC-02****BACKGROUND**

PW17078/PED 17198 Council approved a 2 year pilot program for establishing an internal Graffiti Working Group led by Policy and Program staff, to develop and implement a Graffiti Management Strategy with Victim Assistance Program. This included the hiring of 2 FTE Municipal Enforcement officers (co op students)funded through Tax Stabilization Reserve. The pilot program concludes at the end of 2019.

Graffiti impacts the entire community, targeting City and public assets. The 2 year pilot project had a positive response, minimizing reoccurrences and increasing community confidence. The Program Administrator coordinates the removal of graffiti from City and third-party assets, public education and graffiti prevention initiatives identified by the Graffiti Working Group. The 2 student MLEO prevent/respond to new or repeat incidents of graffiti.

**DESCRIPTION**

To add 1FTE Program Administrator to coordinate the internal Graffiti Working Group.  
Add 2 FTE Municipal Law Enforcement Officers (co-op students) and ancillary costs .  
Add 0.5 FTE Administrative staff.

Alternatives:

1. Close the program, each Division to address Graffiti issues in their own department
2. Fund the Pro-active student program and \$2,000 per year Victim Assistance Fund to continue the work of Graffiti removal within the City.

CITY OF HAMILTON  
**2020 OPERATING BUDGET BUSINESS CASES**

BUSINESS CASE #BC-03

<b>BUSINESS CASE OVERVIEW</b>	
<b>Request Title</b>	Animal Adoption Program Co-ordinator
<b>Department</b>	Planning & Economic Development
<b>Division</b>	Licensing & By-Law Services
<b>Service</b>	Animal Services
<b>Proposed Start Date</b>	January - 2020
<b>Strategic Plan Priorities</b>	Healthy and Safe Communities

<b>2020 OPERATING BUDGET FINANCIAL IMPACTS</b>		
<b>DESCRIPTION</b>	<b>2020 AMOUNT</b>	<b>ANNUALIZED AMOUNT</b>
<b>Total Expenditures</b>	<b>\$90,000</b>	<b>\$90,000</b>
<b>Total Revenue</b>	<b>\$90,000</b>	<b>\$90,000</b>
<b>Net Levy</b>	<b>\$0</b>	<b>\$0</b>
<b>Full Time Equivalent (FTE)</b>	<b>1.0</b>	<b>1.0</b>
<b>Capital Budget Impact</b>	<b>\$0</b>	<b>\$0</b>

**BUSINESS CASE #BC-03****BACKGROUND**

On February 28, 2018, Council approved Item 11 of Planning Committee Report 18-003 directing staff to commence an 18-month Animal Adoption Pilot Program to assess the impacts the program would have on current operations and the City's rescue partners.

Additional FTE required to manage & co-ordinate the Program at an est. cost of \$90K. The Program received \$103,048 in new revenue through collection of adoption fees over the 18-month pilot period. With a Permanent program, \$90K anticipated annually, offsetting budget impacts.

**DESCRIPTION**

Staff are recommending that animal adoptions be a permanent program within HAS with the addition of an Animal Adoption Program Co-ordinator, fully funded through Animal Adoption Program Revenue.

That one FTE, Animal Adoption Co-ordinator, be approved and funded from the Animal Adoption Revenue for \$90,000 and be referred to the 2020 Budget Deliberation process.

CITY OF HAMILTON  
**2020 OPERATING BUDGET BUSINESS CASES**

BUSINESS CASE #BC-04

<b>BUSINESS CASE OVERVIEW</b>	
<b>Request Title</b>	Transportation Development Review
<b>Department</b>	Planning & Economic Development
<b>Division</b>	Transportation, Planning and Parking
<b>Service</b>	Transportation Planning
<b>Proposed Start Date</b>	January - 2020
<b>Strategic Plan Priorities</b>	Economic Prosperity and Growth

<b>2020 OPERATING BUDGET FINANCIAL IMPACTS</b>		
<b>DESCRIPTION</b>	<b>2020 AMOUNT</b>	<b>ANNUALIZED AMOUNT</b>
<b>Total Expenditures</b>	\$0	\$0
<b>Total Revenue</b>	\$0	\$0
<b>Net Levy</b>	\$0	\$0
<b>Full Time Equivalent (FTE)</b>	1.0	1.0
<b>Capital Budget Impact</b>	\$0	\$0

**BUSINESS CASE #BC-04**

**BACKGROUND**

The 2019 Proposed Tariff of Fees for Planning and Engineering Development Applications (City Wide) (PED19015(a)) included a comprehensive review of user fees. This position will be funded by user fees.

This position is for development reviews completed by the Transportation Planning Section. Transportation Planning’s capacity to complete development reviews is critical to meet targeted service levels for development applications.

**DESCRIPTION**

The purpose of this Business Case is to convert a currently funded temporary position to full time permanent. The position is for development approvals and funded through development application fees.

CITY OF HAMILTON  
**2020 OPERATING BUDGET BUSINESS CASES**

BUSINESS CASE #BC-05

<b>BUSINESS CASE OVERVIEW</b>	
<b>Request Title</b>	Hamilton Paramedic Service 2020-2023 Enhancement (Ambulance)
<b>Department</b>	Healthy and Safe Communities
<b>Division</b>	Hamilton Paramedic Service
<b>Service</b>	Hamilton Paramedic Service
<b>Proposed Start Date</b>	January - 2020
<b>Strategic Plan Priorities</b>	Healthy and Safe Communities

<b>2020 OPERATING BUDGET FINANCIAL IMPACTS</b>		
<b>DESCRIPTION</b>	<b>2020 AMOUNT</b>	<b>ANNUALIZED AMOUNT</b>
<b>Total Expenditures</b>	<b>\$1,039,500</b>	<b>\$1,386,000</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Levy</b>	<b>\$1,039,500</b>	<b>\$1,386,000</b>
<b>Full Time Equivalent (FTE)</b>	<b>10.0</b>	<b>10.0</b>
<b>Capital Budget Impact</b>	<b>\$270,000</b>	<b>\$270,000</b>

**BUSINESS CASE #BC-05****BACKGROUND**

As identified in the Paramedic Service 2017 and 2018 Annual Reports (HSC18020, HSC19035), the Service continues to experience service demand growth at a rate greater than overall population growth. For the past 7 years demand has increased by an average of more than 4% 9-1-1 events annually. This growth is accelerating, with the major increases occurring in seniors (over age 65). Demand is expected to grow at an accelerating rate, with minimal projection of an average of around 3,000 events, and almost 4,000 ambulance responses to these events per year from 2019 - 2023. This translates into an average increase of 12 more ambulance responses per day in each of the next four years, thus necessitating this capability enhancement.

**DESCRIPTION**

Therefore we are requesting one additional ambulance with ancillary equipment and 10 additional FTE's to provide emergency response 24 hours per day, 7 days per week. Note that Provincial funding will be available for approximately 50 percent of the operating expenses in Year 2 (2021) for these additional expenditures, under current Provincial funding methodologies. There is also \$243,000 of DC's to fund the Capital Purchase of the new vehicle.

CITY OF HAMILTON  
**2020 OPERATING BUDGET BUSINESS CASES**

BUSINESS CASE #BC-06

<b>BUSINESS CASE OVERVIEW</b>	
<b>Request Title</b>	Converting Consultant Inspectors to In-house Permanent Technologist Inspector & Student Inspectors
<b>Department</b>	Public Works - Tax
<b>Division</b>	Transportation Operations & Maintenance
<b>Service</b>	Roadway Access
<b>Proposed Start Date</b>	January - 2020
<b>Strategic Plan Priorities</b>	Economic Prosperity and Growth

<b>2020 OPERATING BUDGET FINANCIAL IMPACTS</b>		
DESCRIPTION	2020 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	\$284,270	\$284,270
Total Revenue	\$373,800	\$373,800
Net Levy	<b>-\$89,530</b>	<b>-\$89,530</b>
Full Time Equivalent (FTE)	4.4	4.4
Capital Budget Impact	\$0	\$0

**BUSINESS CASE #BC-06****BACKGROUND**

The Roads Administration manages 18 regular programs, valued at approximately \$18.9 million. These programs require continuous inspection. A green belt project was conducted to review the current spending on external consultants to inspect projects. The review was also to identify where there is a gap on inspection and if there is potential for cost and efficiency savings by completing the inspection in-house.

The results recommend to bring the process in house. The additional FTE's will provide the program with resources to ensure contracts are delivered and inspected within the City of Hamilton in an efficient and cost-effective manner. By not providing sufficient staffing for inspections, we are putting the City at risk by not maintaining our infrastructure to its life expectancy, creating risk to citizens living or visiting our City by not ensuring the work is completed by the contractor.

**DESCRIPTION**

The results recommend to bring the process in house and create 1 FTE, Technologist Inspector position, and 3.4 FTE's for student co-op Inspector positions. The costs of the new 4.4 FTE's will be offset by reducing Consultant costs with an estimated 2020 operating budget savings of \$89K.

CITY OF HAMILTON  
**2020 OPERATING BUDGET BUSINESS CASES**

BUSINESS CASE #BC-07

<b>BUSINESS CASE OVERVIEW</b>	
<b>Request Title</b>	Assistant Stadium Technicians Required for Tim Horton's Field to handle the addition of Forge FC Soccer games.
<b>Department</b>	Public Works - Tax
<b>Division</b>	Energy Fleet and Facilities
<b>Service</b>	Facilities Management
<b>Proposed Start Date</b>	January - 2020
<b>Strategic Plan Priorities</b>	Clean and Green

<b>2020 OPERATING BUDGET FINANCIAL IMPACTS</b>		
<b>DESCRIPTION</b>	<b>2020 AMOUNT</b>	<b>ANNUALIZED AMOUNT</b>
<b>Total Expenditures</b>	<b>\$140,000</b>	<b>\$140,000</b>
<b>Total Revenue</b>	<b>\$140,000</b>	<b>\$140,000</b>
<b>Net Levy</b>	<b>\$0</b>	<b>\$0</b>
<b>Full Time Equivalent (FTE)</b>	<b>2.3</b>	<b>2.3</b>
<b>Capital Budget Impact</b>	<b>\$0</b>	<b>\$0</b>

**BUSINESS CASE #BC-07****BACKGROUND**

With the addition of the Canadian Soccer League and with Community and user group events, Tim Hortons Field has seen an increase in revenues and higher demand for quality service resulting in the need for additional FTEs. The additional FTEs, will provide operational support for one of the City of Hamilton's largest assets, assist in delivering the program schedule and will have a net zero impact to the operating budget, based on revenues from the Soccer Agreement.

Without the additional FTEs, City staff may be required to either refuse events due to insufficient staffing budget or convert an existing Facilities position, reducing services elsewhere.

**DESCRIPTION**

New revenue stream requires additional support of 2.3 part-time FTEs in the position of Assistant Stadium Technician, to handle the addition of Forge FC Soccer games. For the City of Hamilton to provide quality service and continue to increase revenue and interest at Tim Hortons Field, a minimum of 2.3 FTE is required to keep up with demand.

CITY OF HAMILTON  
**2020 OPERATING BUDGET BUSINESS CASES**

BUSINESS CASE #BC-08

<b>BUSINESS CASE OVERVIEW</b>	
<b>Request Title</b>	Return to Work Services Specialist - HR Employee Health and Labour Relations FTE request being funded by Fire
<b>Department</b>	City Manager
<b>Division</b>	Human Resources
<b>Service</b>	Human Resources
<b>Proposed Start Date</b>	January - 2020
<b>Strategic Plan Priorities</b>	Our People and Performance

<b>2020 OPERATING BUDGET FINANCIAL IMPACTS</b>		
<b>DESCRIPTION</b>	<b>2020 AMOUNT</b>	<b>ANNUALIZED AMOUNT</b>
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Levy</b>	<b>\$0</b>	<b>\$0</b>
<b>Full Time Equivalent (FTE)</b>	<b>1.0</b>	<b>1.0</b>
<b>Capital Budget Impact</b>	<b>\$0</b>	<b>\$0</b>

**BUSINESS CASE #BC-08****BACKGROUND**

In a report on attendance presented to the Audit, Finance and Administration Committee in April 2017, an action plan was developed to address the rise in absenteeism in the Fire Department in 2015 and 2016 (HUR 17010). The plan included an 18-month pilot with a dedicated full time Return to Work Services Specialist. Since 2017 a full-time Return to Work Services Specialist has been assigned to work with Fire management.

This position will be funded exclusively by the Fire Department and with a permanent dedicated assignment. This request comes as a result of a successful 18-month trial that has provided evidence worthy of its continuance on a permanent basis. The Return to Work Specialist will continue with all of the efforts developed over the past 18 months in maintaining a supportive and guided approach to disability management that emphasized regular and predictable attendance at work.

**DESCRIPTION**

That Council approve one (1) Permanent Full Time Return to Work Services Specialist for dedicated assignment to the Fire Department. The FTE position will be part of Human Resources staff complement (in Return to Work Services) with ongoing funding provided by Fire.

CITY OF HAMILTON  
**2020 OPERATING BUDGET BUSINESS CASES**

BUSINESS CASE #BC-09

<b>BUSINESS CASE OVERVIEW</b>	
<b>Request Title</b>	Enhanced WSIB Payroll Processing Services
<b>Department</b>	Corporate Services
<b>Division</b>	Financial Services
<b>Service</b>	Financial Management
<b>Proposed Start Date</b>	January - 2020
<b>Strategic Plan Priorities</b>	Our People and Performance

<b>2020 OPERATING BUDGET FINANCIAL IMPACTS</b>		
<b>DESCRIPTION</b>	<b>2020 AMOUNT</b>	<b>ANNUALIZED AMOUNT</b>
<b>Total Expenditures</b>	\$0	\$0
<b>Total Revenue</b>	\$0	\$0
<b>Net Levy</b>	\$0	\$0
<b>Full Time Equivalent (FTE)</b>	1.0	1.0
<b>Capital Budget Impact</b>	\$0	\$0

**BUSINESS CASE #BC-09****BACKGROUND**

Police: Approved by Police Services Board in Dec 2017 per PSP 17-137  
Fire: Memorandum of Agreement dated March 15 2019

Savings will accrue in City Divisions with staff on WSIB

**DESCRIPTION**

Alter WSIB payment method by paying the lower WSIB non taxable award directly to employee plus WSIB top-up to maintain the pre-disability net pay. This change would result in annual savings of \$40K PER ABSENCE; and, CPP refund claims previously forgone will be filed.

Arrangement already in place for Fire and Police; this proposal is to extend this to rest of the City.

CITY OF HAMILTON  
**2020 OPERATING BUDGET BUSINESS CASES**

BUSINESS CASE #BC-10

<b>BUSINESS CASE OVERVIEW</b>	
<b>Request Title</b>	Additional FTE for IT Division
<b>Department</b>	Corporate Services
<b>Division</b>	Information Technology
<b>Service</b>	Information Technology
<b>Proposed Start Date</b>	January - 2020
<b>Strategic Plan Priorities</b>	Community Engagement and Participation

<b>2020 OPERATING BUDGET FINANCIAL IMPACTS</b>		
<b>DESCRIPTION</b>	<b>2020 AMOUNT</b>	<b>ANNUALIZED AMOUNT</b>
<b>Total Expenditures</b>	\$0	\$0
<b>Total Revenue</b>	\$0	\$0
<b>Net Levy</b>	\$0	\$0
<b>Full Time Equivalent (FTE)</b>	1.0	1.0
<b>Capital Budget Impact</b>	\$0	\$0

**BUSINESS CASE #BC-10****BACKGROUND**

The FTE will be used to make a resource that has been employed on a temporary basis since 2015 permanent. This resource has specific subject matter expertise required to deliver key strategic initiatives for the Planning & Economic Development department. The FTE will be fully funded by the Planning & Economic Development department. The FTE has the skillset and subject matter expertise to deliver the expansion of the Amanda software application within Planning & Economic Development, a key strategic initiative for the department. This proposal is supported by the PED leadership team.

This FTE will be leveraged to create a permanent position for a position that has been temporary since 2015.

**DESCRIPTION**

This FTE will be leveraged to provide additional support for the PED AMANDA team and will work on key strategic initiatives including the Amanda software expansion project.

## APPENDIX 8

# 2020 Preliminary Tax Supported Operating Budget Multi-Year Budget Outlook

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# MULTI-YEAR OUTLOOK

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

# 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%
<b>TOTAL POLICE SERVICES</b>	<b>176,567,280</b>	<b>5,252,590</b>	<b>3.1%</b>	<b>181,980,536</b>	<b>5,413,256</b>	<b>3.1%</b>	<b>187,559,404</b>	<b>5,578,868</b>	<b>3.1%</b>

**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%)
<b>TOTAL OTHER BOARDS &amp; AGENCIES</b>	<b>48,236,110</b>	<b>996,390</b>	<b>2.1%</b>	<b>49,173,040</b>	<b>936,930</b>	<b>1.9%</b>	<b>49,970,500</b>	<b>797,460</b>	<b>1.6%</b>

**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%
<b>TOTAL BOARDS &amp; AGENCIES</b>	<b>231,201,952</b>	<b>6,370,692</b>	<b>2.8%</b>	<b>237,676,284</b>	<b>6,474,332</b>	<b>2.8%</b>	<b>244,179,241</b>	<b>6,502,957</b>	<b>2.7%</b>

**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**

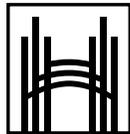
Payment In Lieu	(16,026,300)	0	0.0%	(16,026,300)	0	0.0%	(16,026,300)	0	0.0%
Penalties and Interest	(11,000,000)	0	0.0%	(11,000,000)	0	0.0%	(11,000,000)	0	0.0%
Right of Way	(3,228,000)	0	0.0%	(3,228,000)	0	0.0%	(3,228,000)	0	0.0%
Senior Tax Credit	567,000	0	0.0%	567,000	0	0.0%	567,000	0	0.0%
Supplementary 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%
<b>TOTAL NON PROGRAM REVENUES</b>	<b>(45,717,620)</b>	<b>0</b>	<b>0.0%</b>	<b>(45,717,620)</b>	<b>0</b>	<b>0.0%</b>	<b>(45,717,620)</b>	<b>0</b>	<b>0.0%</b>

**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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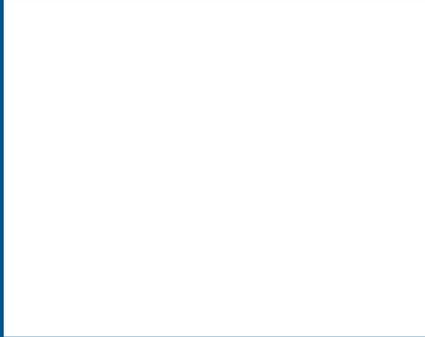






Hamilton

# Item 6.1



# 2021 TAX OPERATING BUDGET BUDGET UPDATE

**GENERAL ISSUES COMMITTEE**

Report FCS21001(a)

**March 3, 2021**

# AGENDA

1. Reminder on Current Position for 2021 Budget
2. Update on COVID-19 Emergency Funding
3. Update on 2020 Year-end Position
4. 2022 Preliminary Budget Outlook
5. Next Steps

# 2021 RESIDENTIAL TAX IMPACT

		Residential Impact
<b>Preliminary Residential Tax Increase - Budget Book</b>	<b>\$ 34,793,910</b>	<b>2.9%</b>
<b>TOTAL APPROVED AMENDMENTS</b>	<b>(3,133,527)</b>	<b>(0.3%)</b>
	<b>\$31,660,383</b>	<b>2.6%</b>
Updated Assessment Growth Impact (from 1.0% to 1.2%)		(0.2%)
Education Impact		(0.3%)
Impact of Levy Restrictions		0.1%
<b>AVG. RESIDENTIAL TOTAL TAX IMPACT</b>		<b>2.1%</b>

NOTE: Anomalies due to rounding

# 2021 RESIDENTIAL TAX IMPACT

	2020 \$	2021 \$	Change \$	Change %
City Departments	2,470	2,534	64	1.7%
Boards and Agencies	859	875	16	0.4%
Capital Financing	364	373	9	0.2%
<b>MUNICIPAL TAX IMPACT</b>	<b>3,693</b>	<b>3,782</b>	<b>89</b>	<b>2.4%</b>
EDUCATION TAXES	583	583	-	0.0%
<b>TOTAL TAXES</b>	<b>4,276</b>	<b>4,365</b>	<b>89</b>	<b>2.1%</b>

NOTE: Anomalies due to rounding

# UPDATE ON 2020 – 2021 COVID-19 FUNDING

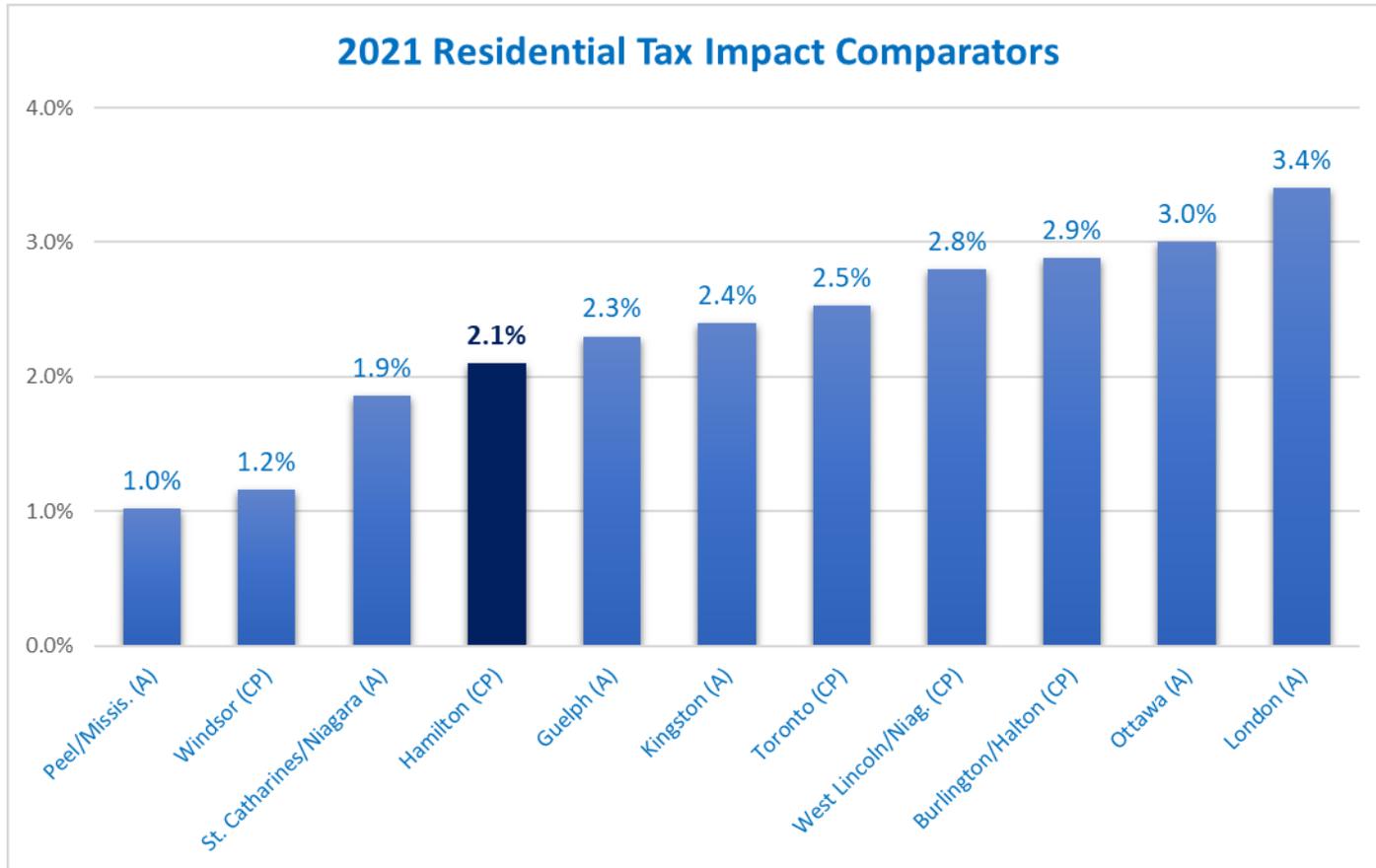
Grant Funding From Senior Levels of Government	Total Amount Available (\$)
<b>Transit</b>	
Enhanced Cleaning Grant	464,000
Safe Restart Agreement - Phase 1 Transit	17,211,723
Safe Restart Agreement - Phase 2 Transit	34,475,134
<b>Subtotal Transit</b>	<b>52,150,857</b>
<b>General Municipal</b>	
Safe Restart Agreement - Phase 1 Municipal	27,614,200
Safe Restart Agreement - Phase 2 Municipal	11,677,000
ICIP - COVID-19 Resilience Infrastructure Stream *	7,434,008
<b>Subtotal General Municipal</b>	<b>46,725,208</b>
<b>Housing Services</b>	
Reaching Home Initiative - Phase 1	2,651,550
Reaching Home Initiative - Phase 2	5,306,800
FCM - Community Response Fund for Vulnerable Persons	345,500
Mental Health and Addictions-Related Support Services	302,208
Housing - Temporary Pandemic Pay	1,615,164
Social Services Relief Fund - Phase 1	6,880,800
Social Services Relief Fund - Phase 2	11,323,812
Social Services Relief Fund - Phase 2 Additional Allocation	6,395,900
CMHC Rapid Housing Initiative *	10,760,585
<b>Subtotal Housing Services</b>	<b>45,582,319</b>

\* Capital Funding 5

# UPDATE ON 2020 – 2021 COVID-19 FUNDING

<b>Grant Funding From Senior Levels of Government</b>	<b>Total Amount Available (\$)</b>
<b>Public Health and Emergency Services</b>	
Community Mental Health & Addictions	177,899
Public Health - Temporary Pandemic Pay	311,800
Public Health Case and Contact Management Solution	33,400
Public Health Funding and Accountability Agreement	6,054,200
School-Focused Nurses Initiative	2,300,000
Paramedics - critical medical supplies for front-line staff	2,543,126
Paramedics - COVID-19 Response Support for Community Services	136,646
Paramedics - COVID-19 COVID Assessment Center (SJH)	204,071
Paramedics - COVID-19 Mobile Swabbing (SJH)	156,420
Paramedics - COVID-19 Remote Patient Monitoring (SJH)	151,453
Paramedics - Temporary Pandemic Pay	1,558,200
LHIN Agreement - Mobile Integrated Health	257,153
<b><i>Subtotal Public Health and Emergency Services</i></b>	<b><i>13,884,368</i></b>
<b>Other Social Services</b>	
Long-Term Care Prevention and Containment Funding	1,856,000
LTC Temporary Pandemic Pay	1,713,620
Infection Prevention and Control	371,740
PSW Temporary Wage Enhancement	698,211
Children's Services - Federal Safe Restart Funding	7,506,502
<b><i>Subtotal Other Social Services</i></b>	<b><i>12,146,073</i></b>
<b>Total City of Hamilton</b>	<b>\$ 170,488,825</b>

*T = Targeted*  
*CP = Current Position*  
*A = Approved*



# UPDATE ON PRELIM 2020 YEAR-END POSITION

Department	2020 Year-end Variance from Operations			COVID-19 Emergency Funding		
	2020 Approved Budget	2020 Actuals at December 31, 2020	2020 Variance	Other Sources	Safe Restart Agreement	Net Financial Position
Planning & Economic Development	29,141,640	30,419,539	(1,277,899)		(3,376,127)	2,098,228
Healthy and Safe Communities	246,916,770	264,161,358	(17,244,588)	(28,964,083)		11,719,495
Public Works	256,380,120	251,955,824	4,424,296	(464,000)	(12,200,000)	17,088,296
Legislative	5,091,600	4,661,591	430,009			430,009
City Manager's Office	12,285,240	11,662,254	622,986			622,986
Corporate Services	34,660,540	32,986,008	1,674,532			1,674,532
Corporate Financials	21,096,450	21,997,457	(901,007)		(1,860,216)	959,209
Non-Program Revenues	(47,336,680)	(42,808,196)	(4,528,484)		(8,020,124)	3,491,640
Hamilton Entertainment Facilities	4,096,190	5,789,754	(1,693,564)		(1,442,624)	(250,940)
<b>Total City Expenditures</b>	<b>562,331,870</b>	<b>580,825,589</b>	<b>(18,493,719)</b>	<b>(29,428,083)</b>	<b>(26,899,091)</b>	<b>37,833,455</b>
Hamilton Police Service	170,815,160	169,215,223	1,599,937		(562,077)	2,162,014
Hamilton Public Library	31,577,600	28,243,782	3,333,818			3,333,818
Other Boards and Agencies	15,920,680	16,027,187	(106,507)		(144,652)	38,145
City Enrichment Fund	6,088,340	6,088,340	-	-	-	-
<b>Total Boards and Agencies</b>	<b>224,401,780</b>	<b>219,574,532</b>	<b>4,827,248</b>	<b>-</b>	<b>(706,729)</b>	<b>5,533,977</b>
Capital Financing	137,424,864	131,907,113	5,517,751	-	-	5,517,751
<b>Total Tax Supported</b>	<b>924,158,514</b>	<b>932,307,234</b>	<b>(8,148,720)</b>	<b>(29,428,083)</b>	<b>(27,605,820)</b>	<b>48,885,183</b>

# 2021 COVID-19 FINANCIAL IMPACTS

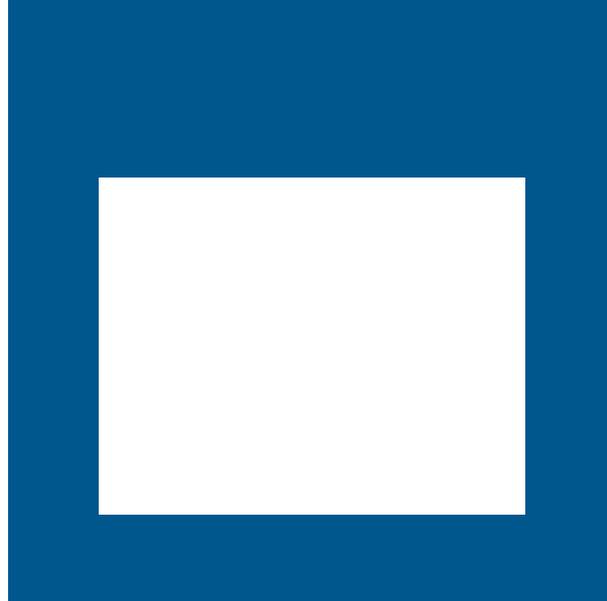
Service	Carryover Funding (\$)
General Municipal	23,900,000
Housing Services	18,300,000
Public Health and Emergency Services	4,800,000
Transit	39,500,000
Other Social Services	8,700,000
<b><i>Subtotal for Operations</i></b>	<b><i>95,200,000</i></b>
Capital	16,200,000
<b>Total</b>	<b>111,400,000</b>

- Of the \$111M in carryover funding, \$70M expires on March 31, 2021
- Need for advocacy to retain unused funding to cover ongoing pressures in 2021 and 2022

# 2022 PRELIMINARY BUDGET OUTLOOK

CITY OF HAMILTON 2022 OUTLOOK	Revised 2021 Net Levy	2022 Adjustments	2022 Outlook	%
Total City Departments	585,071,862	27,220,140	612,292,002	4.7%
Boards & Agencies	231,205,171	6,341,997	237,547,168	2.7%
Capital Financing	139,541,860	5,697,000	145,238,860	4.1%
Amending Items (2021 Budget)		2,812,010	2,812,010	0.3%
<b>Net Levy Requirement before adjustments</b>	<b>955,818,893</b>	<b>42,071,147</b>	<b>997,890,040</b>	<b>4.4%</b>
Assessment Growth				-1.0%
Impact of Levy Restrictions (Re-assessment)				0.5%
Education				-0.3%
<b>Average Total Tax Impact</b>				<b>3.6%</b>
COVID-19 Impacts		57,700,000		6.0%
<b>Average Total Tax Impact including COVID-19</b>	<b>955,818,893</b>	<b>99,771,147</b>	<b>1,097,661,187</b>	<b>9.6%</b>

- 2021 Tax Supported Operating Budget – Recommendations for GIC consideration
- City Council - March 31, 2021



THANK YOU

# CITY OF HAMILTON MOTION

General Issues Committee (Budget): March 3, 2020

**MOVED BY COUNCILLOR C. COLLINS.....**

**SECONDED BY COUNCILLOR B. CLARK.....**

## **Accessible Taxicab Financial Incentive Program**

WHEREAS, at its meeting of January 22, 2020, Council approved Item 9 of the Planning Committee Report 20-001, which reads as follows:

**9. Accessible Taxicab Financial Incentive Program (PED18082(a)) (City Wide) (Item 10.1)**

- (a) That the Accessible Taxicab Financial Incentive Pilot Program be extended for an additional 16 months to the end of April 2021 and that the program be funded through the Working Funds - General Reserve 112400 at an estimated net cost of \$80,000 or \$5,000 per month; and,
- (b) That funding for a permanent Accessible Taxicab Financial Incentive Program be considered during the 2021 budget deliberations;

WHEREAS, the Accessible Taxicab Financial Incentive Pilot Program has been placed on hold due to COVID-19; and,

WHEREAS, staff therefore did not utilize the funding originally approved for the Accessible Taxicab Financial Incentive Pilot Program;

THEREFORE, BE IT RESOLVED:

- (a) That funding for a permanent Accessible Taxicab Financial Incentive Program be DEFERRED to the 2022 Operating budget for consideration; and,
- (b) That the Accessible Taxicab Financial Incentive Pilot Program, be further extended to the end of April 2022, to be funded through the PTP Voluntary Accessibility Payment, with any shortfall being funded through the original identified funding source of Working Funds - General Reserve 112400, at an estimated net cost of \$5,000 per month if/when pre-COVID activity levels resume.