



City of Hamilton
GENERAL ISSUES COMMITTEE REVISED

Meeting #: 23-001(j)
Date: March 1, 2023
Time: 9:30 a.m.
Location: Council Chambers
Hamilton City Hall
71 Main Street West

Angela McRae, Legislative Coordinator (905) 546-2424 ext. 5987

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1. APPROVAL OF AGENDA	
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4.2 Correspondence from Dorothy Bartalos, respecting Hamilton as a Certified Living Wage Employer Recommendation: Be received.	29
4.3 Correspondence from Robert Cooper, respecting the 2023 proposed property tax increase Recommendation: Be received.	30

- *4.4 Correspondence from Lou Piriano, President, REALTORS Association of Hamilton-Burlington, respecting the proposed hike to the tax levy 32

Recommendation: Be received.

- *4.5 Correspondence from Grand River Conservation Authority, respecting the 2023 Grand River Conservation Authority Municipal Levy and Budget 33

Recommendation: Be received.

5. CONSENT ITEMS

- 5.1 Sufficiency of the Affordable Housing Funding Program (AHFP) (HSC23003(a)) (City Wide) (Outstanding Business List Item) 82

- 5.2 Service Delivery Review (FCS23038) (City Wide) 90

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- 7.1 Living Wage (HUR20003(c)) (City Wide) 449

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(Note: Deferred from the February 7, 2023 GIC Budget Meeting)

8. MOTIONS

9. NOTICES OF MOTION

10. GENERAL INFORMATION / OTHER BUSINESS

- *10.1 Amendments to the Outstanding Business List:

*a. Items Requiring a New Due Date: - REVISED

Requirements for the Implementation of a 311 Customer Service Call Platform

That staff be directed to review the 311 Customer Service Call Platform to determine the costs associated with having the 311 system operated by staff 24 hours per day, 7 days per week, and report back to the General Issues Committee during the 2023 operating budget process.

Added: November 25, 2022 at GIC

Requested New Due Date: Q2 2023 - Regular GIC

11. PRIVATE & CONFIDENTIAL

*11.1 Motion Regarding Grounds for an Appeal to the Ontario Civil Police Commission (LS23018) (City Wide)

Pursuant to Section 9.3, Sub-section (f) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (f) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

12. ADJOURNMENT



**GENERAL ISSUES COMMITTEE
(OPERATING BUDGET)
MINUTES 23-001(h)**

9:30 a.m.

Tuesday, February 21, 2023
Council Chambers, City Hall, 2nd Floor
71 Main Street West, Hamilton, Ontario

Present: Mayor A. Horwath, Councillors B. Clark (Chair)
J.P. Danko, J. Beattie, C. Cassar, M. Francis, T. Hwang, T. Jackson,
C. Kroetsch, T. McMeekin, N. Nann, E. Pauls, M. Spadafora,
M. Tadeson, A. Wilson

Absent: Councillor M. Wilson – Personal

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. **2004 Budget Adjustment - Accounting and Allocation of the Goods and Services Tax Rebate (FCS23028) (City Wide) (Outstanding Business List) (Item 5.1)**

(Spadafora/Beattie)

That Report FCS23028, respecting the 2004 Budget Adjustment - Accounting and Allocation of the Goods and Services Tax Rebate, be received.

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

Yes	-	Mayor Andrea Horwath
Absent	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Absent	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora

Absent - Ward 15 Councillor Ted McMeekin

2. Area Rating Review (FCS21078(d)) (City Wide) (Item 6.1)

(A. Wilson/Spadafora)

- (a) That the area rating of the Fire Service be updated to a “Full Time / Composite / Volunteer” model in the 2023 tax year to align with the existing boundaries of the Fire Response Type as shown in Appendix “A” to Report FCS21078(d); and,
- (b) That the tax impact to the properties remaining in the Fire Service full-time level of service be phased in on a two-year period starting in the 2023 tax year.
- (c) *That the properties within the Volunteer to Composite model be implemented in their entirety in 2023 (0.7% tax increase) using the tax stabilization reserve to offset the cost up to \$200,000 limit.***

Result: Main MOTION, As Amended, CARRIED by a vote of 15 to 0, as follows:

Yes	-	Mayor Andrea Horwath
Absent	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

3. 2022 Assessment Growth (FCS23025) (City Wide) (Item 7.1)

(Pauls/Hwang)

That Report FCS23025, respecting 2022 Assessment Growth, be received.

Result: MOTION, CARRIED by a vote of 15 to 0, as follows:

Yes	-	Mayor Andrea Horwath
Absent	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch

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Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 5	Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

4. 2023 Budget Submission – Advisory Committee for Persons with Disabilities (CM23005) (City Wide) (Item 7.2)

(McMeekin/Spadafora)

That the Advisory Committee for Persons with Disabilities (ACPD) 2023 base budget submission attached as Appendix “A” to Report (CM23005) in the amount of \$6,100.00, be approved and reflected in the final budget Report FCS23007(a).

Result: MOTION, CARRIED by a vote of 15 to 0, as follows:

Yes	-	Mayor Andrea Horwath
Absent	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 1)

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

7. DISCUSSION ITEMS - WITHDRAWN

- 7.3 Encampment Pilot Evaluation (HSC20038(e) / PED21188(b)) (City Wide) (Outstanding Business List Item)

(Pauls/Spadafora)

That the agenda for the February 21, 2023 General Issues Committee (Budget) meeting, be approved, as amended.

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

Yes	-	Mayor Andrea Horwath
Absent	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Absent	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

(b) DECLARATIONS OF INTEREST (Item 2)

Councillor E. Pauls declared a non-disqualifying interest to the Item 6.2, 2023 Tax Operating Budget Deliberations, respecting the Hamilton Police Budget as her son works for the Hamilton Police Service.

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

(Cassar/Francis)

That the following minutes of the General Issues Committee (Budget), be approved, as presented:

- (i) February 6, 2023 (Item 3.1)
- (ii) February 7, 2023 (Item 3.2)

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

Yes	-	Mayor Andrea Horwath
Absent	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch

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Absent	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 5	Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

(d) STAFF PRESENTATIONS (Item 6)

(i) Area Rating Review (FCS21078(d)) (City Wide) (Item 6.1)

Gloria Rojas, Senior Tax Policy Advisor, provided the Committee with a presentation respecting the Area Rating Review, and answered questions of Committee.

(Spadafora/Beattie)

That the presentation respecting the Area Rating Review, be received.

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

Yes	-	Mayor Andrea Horwath
Absent	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Absent	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

(A. Wilson/Spadafora)

(a) That the area rating of the Fire Service be updated to a "Full Time / Composite / Volunteer" model in the 2023 tax year to align with the

existing boundaries of the Fire Response Type as shown in Appendix "A" to Report FCS21078(d); and,

- (b) That the tax impact to the properties remaining in the Fire Service full-time level of service be phased in on a two-year period starting in the 2023 tax year.

(A. Wilson/Spadafora)

That Report FCS21078(d), respecting Area Rating Review, **be amended** by adding an additional sub-section (c), as follows:

- (c) ***That the properties within the Volunteer to Composite model be implemented in their entirety in 2023 (0.7% tax increase) using the tax stabilization reserve to offset the cost up to \$200,000 limit.***

Result: Amendment, CARRIED by a vote of 13 to 1, as follows:

Yes	-	Mayor Andrea Horwath
Absent	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Absent	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
No	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

For further disposition of this matter, refer to Item 2.

(Kroetsch/Beattie)

That the General Issues Committee recess for 15 minutes until 11:32 am.

Result: MOTION, CARRIED by a vote of 15 to 0, as follows:

Yes	-	Mayor Andrea Horwath
Absent	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis

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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 Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

(ii) 2023 Tax Operating Budget Deliberations (Item 6.2)

Mike Zegarac, General Manager of Finance and Corporate Services, provided the Committee with a presentation respecting the 2023 Tax Operating Budget Deliberations, and answered questions of Committee.

(Kroetsch/Cassar)

That the General Issues Committee recess for 30 minutes until 1:30 pm.

Result: MOTION, CARRIED by a vote of 15 to 0, as follows:

Yes	-	Mayor Andrea Horwath
Absent	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

(Beattie/Cassar)

That the presentation respecting the 2023 Tax Operating Budget Deliberations, be received.

Result: MOTION, CARRIED by a vote of 15 to 0, as follows:

Yes	-	Mayor Andrea Horwath
Absent	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch

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Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 5	Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

1. Other Budget Amendments (Corporate Financials)

(A. Wilson/Kroetsch)

That the amendment to the 2023 Tax Supported Budget respecting a One-time Gapping to Fund 50% of the Paramedic Business Cases 2.4 & 2.5 (Option B) (\$2,155,200) (Gross), (\$2,155,200) (Net), (Item 5), be approved and reflected in the final budget Report FCS23007(a).

Result: MOTION, CARRIED by a vote of 15 to 0, as follows:

Yes	-	Mayor Andrea Horwath	
Absent	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 5	Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

2. SLT Proposed Amendments / Other Budget Amendments

(Jackson/Tadeson)

That the amendment to the 2023 Tax Supported Budget respecting SLT Proposed Amendments, be approved and reflected in the final budget Report FCS23007(a), as follows:

- (a) Funding from Economic Development Reserve for the Canada Day Event (CM21014) Council Referred Item 1.4 (\$87,100);
- (b) Long-Term Care, Confirmation of funding from the Ministry of Long-Term Care for Q1 2023 for Business Case 2.6 (amends net levy amount of the Business Case to \$1,503,525) (\$501,175) (Item 4);
- (c) Boards and Agencies, Transfer from Unallocated Capital Levy Reserve for Hamilton Conservation Authority one-time special capital request (\$300,000) (Item 2); and,
- (d) Corporate Financials, Reduction of 10% in City-wide mileage budgets (\$63,100) (Item 3).

Result: MOTION, CARRIED by a vote of 15 to 0, as follows:

Yes	-	Mayor Andrea Horwath
Absent	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

3. Council Referred Items

(Danko/Nann)

- (a) That the following amendments to the 2023 Tax Supported Budget respecting Council Referred Items, be approved and reflected in the final budget Report FCS23007(a):
 - (i) General Manager, Planning and Economic Development, Annual Support for Bay Area Climate Change Office (CM22016 / PED22058(a) / HSC22030(a)), \$160,000 (Gross), \$160,000 (Net), (Item 1.1);

- (ii) General Manager, Planning and Economic Development, New Project Manager for Climate Change Office (CM22016 / PED22058(a) / HSC22030(a)), \$71,700 (Gross), \$71,700 (Net), 1.00 FTE, (Item 1.2);
- (iii) General Manager, Planning and Economic Development, New Senior Project Manager for Climate Change Office (CM22016 / PED22058(a) / HSC22030(a)), \$79,800 (Gross), \$79,800 (Net), 1.00 FTE, (Item 1.3);
- (iv) Tourism and Culture, Canada Day Event (CM21014), \$150,300 (Gross), \$41,200 (Net), 0.25 FTE, (Item 1.4);
- (v) Licensing & By-Law Services, Nuisance Party By-Law (PED22156), \$70,900 (Gross), \$70,900 (Net), 0.50 FTE, (Item 1.5);
- (vi) Children's and Community Services, Hamilton's Plan for an Age-Friendly Community (HSC22031), \$10,000 (Gross), \$10,000 (Net), (Item 2.1);
- (vii) Housing Services, Social Housing Providers at End of Mortgage (HSC22040), \$1,100,000 (Gross), \$1,100,000 (Net), (Item 2.2);
- (viii) Housing Services, Subsidy Request for Rapid Housing Initiative New Developments (HSC20056(a)), \$125,000 (Gross), \$125,000 (Net), (Item 2.3);
- (ix) Housing Services, Adaptation and Transformation of Housing Services Post Pandemic (HSC20020(f)), \$649,700 (Gross), \$649,700 (Net), (Item 2.4);
- (x) Housing Services, Shelters Cost of Living Enhancement (Homelessness Prevention Program (HSC20020(f)), \$546,700 (Gross), \$546,700 (Net), (Item 2.5);
- (xi) Housing Services, Affordable Housing Funding Program (HSC23003), \$4,000,000 (Gross), \$4,000,000 (Net), (Item 2.7);

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- (xii) Housing Services, Cold Alert Response (Motion - ECS Dec. 1, 2022), \$125,000 (Gross), \$125,000 (Net), (Item 2.8);
 - (xiii) Public Health, Alcohol, Drug & Gambling Services and Community Mental Health Promotion Program (BOH22012(b) as amended), \$105,420 (Gross), \$105,420 (Net), 1.25 FTE, (Item 2.10);
 - (xiv) Public Works – General Administration, Corporate Asset Management Resource Requirements (PW22048), \$1,117,900 (Gross), \$1,117,900 (Net), 10.00 FTE, (Item 3.1);
 - (xv) City Clerk's Office, Records & Information Management Policy (FCS22057), \$184,000 (Gross), \$184,000 (Net), 2.00 FTE, (Item 4.2);
 - (xvi) City Clerk's Office, Virtual Meeting Support (FCS21058), \$175,000 (Gross), \$175,000 (Net), 2.00 FTE, (Item 4.3);
 - (xvii) Legal Services and Risk Management, Implement Bill 13 and Bill 109 (PED22112), \$259,300 (Gross), \$259,300 (Net), 3.00 FTE, (Item 4.4);
 - (xviii) Government & Community Relations, Public Engagement Policy & Framework (CM21011), \$200,000 (Gross), \$200,000 (Net), 2.00 FTE, (Item 5.1);
 - (xix) Administration CEF, City Enrichment Fund (Motion - AF&A June 2, 2022), \$629,390 (Gross), \$629,390 (Net), 1.00 FTE, (Item 6.1); and,
 - (xx) Corporate Finance, Recruitment and Retention (HUR23002), TBD (Gross), TBD (Net), (Item 6.3);
- (b) That the following amendments to the 2023 Tax Supported Budget respecting Council Referred Items, be DEFERRED to the March 1, 2023 General Issues Committee Meeting:
- (i) Housing Services, Hamilton Alliance for Tiny Shelters Proposal (HSC22015(a)), \$100,000 (Gross), \$100,000 (Net), (Item 2.6); and,

- (ii) Housing Services, Funding for YWCA Hamilton (Motion - ECS Dec. 1, 2022), \$6,550,000 (Gross), \$2,600,000 (Net), (Item 2.9).

Result: MOTION, CARRIED by a vote of 15 to 0, as follows:

Yes	-	Mayor Andrea Horwath
Absent	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

4. Council Referred Items - DEFER

(Kroetsch/A. Wilson)

That the following amendments to the 2023 Tax Supported Budget respecting Council Referred Items, be DEFERRED to the March 1, 2023 General Issues Committee Meeting:

- (a) Housing Services, Encampment Pilot Evaluation – Coordination Response Team (HSC20038(e) / PED21188(b)), \$1,366,646 (Gross), \$1,366,646 (Net), 10.50 FTE, (Item 2.11);
- (b) City Clerk's Office, Election Expense Reserve for Internet Voting Consideration for 2026 Municipal Election (FCS20081(a)), \$153,800 (Gross), \$153,800 (Net), (Item 4.1); and,
- (c) Legislative, Increase to Councillors' Office Budgets (Motion - Council Dec. 7, 2022), \$600,000 (Gross), \$600,000 (Net), (Item 6.2);

Result: MOTION, CARRIED by a vote of 11 to 4, as follows:

No	-	Mayor Andrea Horwath
Absent	-	Ward 1 Councillor Maureen Wilson

Yes	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 5	Councillor Matt Francis
Yes	-	Ward 6	Councillor Tom Jackson
No	-	Ward 7	Councillor Esther Pauls
No	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
No	-	Ward 10	Councillor Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

5. Business Cases

(A. Wilson/Danko)

That the following amendments to the 2023 Tax Supported Budget respecting Business Cases, be approved and reflected in the final budget Report FCS23007(a):

- (a) Economic Development, Chief Real Estate Officer conversion from temporary to permanent, \$195,700 (Gross), \$- (Net), 1.00 FTE (Item 1.1);
- (b) Tourism & Culture, Film Production Facilitation, \$83,820 (Gross), \$- (Net), 1.00 FTE, (Item 1.2);
- (c) Children's and Community Services, Manager, Canada Wide Early Learning Child Care, \$178,700 (Gross), \$- (Net), 1.00 FTE, (Item 2.1);
- (d) Children's and Community Services, Indigenous Strategy, \$584,000 (Gross), \$484,000 (Net), 4.00 FTE, (Item 2.2);
- (e) Hamilton Fire Department, Hamilton Fire Department – Volunteer Staffing / Headcount Enhancement, \$- (Gross), \$- (Net), (Item 2.3);
- (f) Hamilton Paramedic Service, Hamilton Paramedic Service – Ambulance Enhancement - Call Growth, \$1,228,600 (Gross), **\$614,300** (Net), 10.00 FTE, (Item 2.4);
- (g) Hamilton Paramedic Service, Hamilton Paramedics - Ambulance Enhancement - Response Times & Current Demand, \$3,081,800 (Gross), **\$1,540,900** (Net), 25.00 FTE, (Item 2.5);

- (h) Long Term Care, 2023 Long Term Care - Covid costs, \$2,004,700 (Gross), **\$1,503,525** (Net), (Item 2.6);
- (i) Energy Fleet and Facilities, THF Post Event Increase Service Level, \$125,600 (Gross), \$125,600 (Net), 1.00 FTE, (Item 3.1);
- (j) Energy Fleet and Facilities, Green Fleet Planning, \$46,300 (Gross), \$46,300 (Net), 1.00 FTE, (Item 3.2);
- (k) Engineering Services, Roads Value for Money Audit Recommendations, \$199,500 (Gross), \$- (Net), 4.00 FTE, (Item 3.3);
- (l) Engineering Services, Request for additional staff resources for Structures, \$70,900 (Gross), \$- (Net), 1.00 FTE, (Item 3.4);
- (m) Engineering Services, Contracts Coordinator, \$55,600 (Gross), \$- (Net), 1.00 FTE, (Item 3.5);
- (n) Engineering Services, Project Manager Excess Soils, \$70,900 (Gross), \$- (Net), 1.00 FTE, (Item 3.6);
- (o) Engineering Services, Quality Management System (QMS) Staff within Engineering Services, \$80,900 (Gross), \$- (Net), 1.00 FTE, (Item 3.7);
- (p) Engineering Services, Request for additional staff resources for Municipal Class Environmental Assessments, \$70,900 (Gross), \$- (Net), 1.00 FTE, (Item 3.8);
- (q) City Clerk's Office, FOI Administration, \$50,000 (Gross), \$50,000 (Net), (Item 4.1);
- (r) Information Technology, Additional FTEs for IT, \$- (Gross), \$- (Net), 2.00 FTE, (Item 4.2);
- (s) Information Technology, Data Solution Specialist, \$159,300 (Gross), \$159,300 (Net), 2.00 FTE (Item 4.3); and,
- (t) Legal Services and Risk Management, Legal Taxation Support, \$159,000 (Gross), \$159,000 (Net), 2.00 FTE (Item 4.4).

Result: MOTION, CARRIED by a vote of 15 to 0, as follows:

Yes	-	Mayor Andrea Horwath
Absent	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

6. Other Budget Amendments (Boards & Agencies)

(A. Wilson/Hwang)

That the amendment to the 2023 Tax Supported Budget respecting Boards and Agencies to align to Board approval of external agencies budgets, \$1,414,714 (Gross), \$1,414,714 (Net), (Item 1), be approved and reflected in the final budget Report FCS23007(a).

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

Yes	-	Mayor Andrea Horwath
Absent	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Absent	-	Ward 15 Councillor Ted McMeekin

7. Other Budget Amendments (Corporate Financials)

(Hwang/Nann)

That the amendment to the 2023 Tax Supported Budget respecting Corporate Financials, Living Wage (HUR20003(b)), \$353,600 (Gross), \$353,600 (Net), (Item 6), be approved and reflected in the final budget Report FCS23007(a).

(Kroetsch/Beattie)

That the amendment to the 2023 Tax Supported Budget respecting Corporate Financials, Living Wage (HUR20003(b)), \$353,600 (Gross), \$353,600 (Net), (Item 6), be DEFERRED to the March 1, 2023 General Issues Committee Meeting.

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

Yes	-	Mayor Andrea Horwath
Absent	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Yes	-	Ward 7 Councillor Esther Pauls
No	-	Ward 8 Councillor J. P. Danko
No	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

(e) PRIVATE AND CONFIDENTIAL (Item 11)

(i) Closed Session Minutes – February 7, 2023 (Item 11.1)

(Pauls/Cassar)

That the Closed Session Minutes of the February 7, 2023 General Issues Committee (Budget) meeting, be approved and remain confidential.

Result: MOTION, CARRIED by a vote of 15 to 0, as follows:

Yes	-	Mayor Andrea Horwath
Absent	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang

General Issues Committee (Budget)
Minutes 23-001(h)

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Yes	-	Ward 5	Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

(f) ADJOURNMENT (Item 12)

(Tadeson/Horwath)

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

Result: MOTION, CARRIED by a vote of 15 to 0, as follows:

Yes	-	Mayor Andrea Horwath
Absent	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
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 Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

Respectfully submitted,

Councillor Brad Clark
 Chair, General Issues Committee Budget

Angela McRae
 Legislative Coordinator
 Office of the City Clerk



**GENERAL ISSUES COMMITTEE
(OPERATING BUDGET)
MINUTES 23-001(i)**

3:00 p.m.

Monday, February 27, 2023
Council Chambers, City Hall, 2nd Floor
71 Main Street West, Hamilton, Ontario

Present: Mayor A. Horwath, Councillors B. Clark (Chair)
J. Beattie, C. Cassar, J. P. Danko, M. Francis, T. Hwang,
T. Jackson, C. Kroetsch, T. McMeekin, N. Nann, E. Pauls,
M. Spadafora, M. Tadeson, A. Wilson, M. Wilson

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR INFORMATION:

(a) DECLARATIONS OF INTEREST (Item 1)

Councillor E. Pauls declared a non-disqualifying interest to the Delegations respecting the Hamilton Police Budget as her son works for the Hamilton Police Service.

(b) DELEGATIONS (Item 3)

- (i) The following Delegates addressed the Committee respecting the 2023 Budget:
- (1) Evan Ubene, Kilometres for Public Healthcare, respecting the Expansion of Public Health Services and the 2023 Hamilton Police Services Budget (In-Person) (Item 3.1)
 - (2) Nick de Koning, respecting the 2023 Municipal Budget (In-Person) (Item 3.4)
 - (3) Lucia Iannantuono, Hamilton 350, requesting Support for Care Fare Campaign (Virtual) (Item 3.6)
 - (4) Miranda Vander Vliet, requesting the 2023 Hamilton Police Services Budget (Virtual) (Item 3.7)
 - (5) Adeola Egbeyemi, Environment Hamilton, respecting Reducing Fossil Fuel Dependence in the City of Hamilton (In-Person) (Item 3.8)

- (6) Adan Amer, Hamilton 350, respecting Support for Care Fare Campaign Initiative (In-Person) (Item 3.11)
 - (7) Ken Stone, Community Coalition Against Racism, respecting the 2023 Hamilton Police Services Budget (Pre-Recorded Video) (Item 3.12)
 - (8) Nicole Tollenaar, respecting comments on the 2023 Budget (Pre-Recorded Video) (Item 3.13)
 - (9) Laura Katz, respecting the 2023 Hamilton Police Budget (Pre-Recorded Video) (Item 3.14)
 - (10) Marnie Schurter, ACORN, respecting the 2023 Municipal Budget (Pre-Recorded Video) (Item 3.15)
 - (11) Gord Smyth, ACORN, respecting the 2023 Municipal Budget (Pre-Recorded Video) (Item 3.16)
- (ii) The following delegates from the February 27th, 2023 meeting were not present when called upon:
- (1) Elizabeth Bloomfield, respecting the 2023 Hamilton Police Services Budget (In-Person) (Item 3.2)
 - (2) Jacqueline Cantar, respecting the 2023 Municipal Budget (In-Person) (Item 3.3)
 - (3) Kara Jongeling, respecting the 2023 Hamilton Police Service Budget (Virtual) (Item 3.5)
 - (4) Myles Demeter, respecting the 2023 Municipal Budget (In-Person) (Item 3.9)
 - (5) Mike Burnet, ACORN, respecting 2023 Municipal Budget (In-Person) (Item 3.10)

(Tadeson/Spadafora)

That the delegations respecting the 2023 Budget, be received, as follows:

- (i) Delegates from the February 6th, 2023 meeting:
 - (1) Anthony Marco, Hamilton and District Labour Council respecting Care Fare Transit (Virtual) (Added Item 6.1)

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- (2) Elizabeth Wong, Vice-President, and Simranjeet Singh, President, McMaster Students Union, respecting the 2023 municipal budget (In-Person) (Added Item 6.2)
- (3) Miriam Sager, respecting the 2023 Budget (In-Person) (Added Item 6.3)
- (4) Alex Bonenfant, respecting Hamilton's waterfalls (Virtual) (Added Item 6.4)
- (5) Tara McFadyen, respecting installation of security cameras on all escarpment stair needing to be put into the budget process (In-Person) (Added Item 6.5)
- (6) Kojo Dampsey, Hamilton Centre for Civic Inclusion, respecting public budget delegation on behalf of the Just Recovery HamOnt Coalition (In-Person) (Added Item 6.6)
- (7) Ian Borsuk, Environment Hamilton, respecting the 2023 Budget (In-Person) (Added Item 6.7)
- (8) Emily Scherzinger, respecting the 2023 Police Budget (In-Person) (Added Item 6.8)
- (9) Elia Hamelin, respecting the police budget (Virtual) (Added Item 6.10)
- (10) Rachel Chaplow, respecting the detrimental effects of the proposed budget cuts to specialized mental health and addiction services and the negative impact they will have on the citizens of Hamilton who rely on these services (In-Person) (Added Item 6.11)
- (11) Ed Reece, Council of Canadians, Hamilton Chapter, respecting the Care Fare Campaign (Virtual) (Added Item 6.12)
- (12) Steacy Easton, respecting questions about funding the police budget (In-Person) (Added Item 6.13)
- (13) Theresa Cardey, respecting the Care Fare Campaign submission (In-Person) (Added Item 6.14)
- (14) Katie King, respecting the 2023 Budget (Virtual) (Added Item 6.15)
- (15) Anna Norris, respecting the Care Fare Campaign submission (In-Person) (Added Item 6.16)

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- (16) Anastasia Zavarella, respecting the proposed budget increase for HPS (In-Person) (Added Item 6.17)
- (17) Jo Aitcheson, respecting the 2023 Hamilton Police Services Budget (In-Person) (Added Item 6.18)
- (18) Karl Andrus, Hamilton Community Benefits Network, respecting the 2023 Just Recovery Policy Paper for consideration in the 2023 municipal budget (In-Person) (Added Item 6.19)
- (19) Dania Igdoura, respecting the proposed budget increase for HPS (Virtual) (Added Item 6.20)
- (20) Brock Bodo, Just Recovery Hamilton Coalition, respecting 2023 Municipal Budget (In-Person) (Added Item 6.21)
- (21) Damien Ash, ACORN, respecting the 2023 Municipal Budget (In-Person) (Added Item 6.22)
- (22) Jessica Merolli, respecting the 2023 Municipal Budget and the 2023 Hamilton Police Services Budget (Virtual) (Added Item 6.23)
- (23) Sid Ryan Eilers, Aeris Korper Contemporary Dance, respecting 2023 Hamilton Police Budget (Virtual) (Added Item 6.24)
- (24) Montana Mellett, respecting the 2023 Hamilton Police Budget (In-Person) (Added Item 6.26)
- (25) Greg Dunnett, Hamilton Chamber of Commerce, respecting the 2023 Municipal Budget (In-Person) (Added Item 6.27)
- (26) Sue Markey, respecting Increasing Staffing and Green Infrastructure (Virtual) (Added Item 6.29)
- (27) Kim Martin, Social Planning and Research Council of Hamilton, respecting 2023 Municipal Budget (In-Person) (Added Item 6.30)
- (28) Donald Currie, respecting Encampment Response Funding in the 2023 Budget (In-Person) (Added Item 6.31)
- (29) Jane Jamnik, Hamilton Cycling Advisory Committee, respecting Expediting Cycling Plan and Cycling Infrastructure (In-Person) (Added Item 6.33)
- (30) Becky Shaini Katz, respecting the 2023 Hamilton Police Services Budget (In-Person) (Added Item 6.34)

- (31) Mohammed Shalalfeh, respecting Affordable Housing in the City of Hamilton (In-Person) (Added Item 6.35)
- (ii) Delegates from the February 27th, 2023 meeting:
- (1) Evan Ubene, Kilometres for Public Healthcare, respecting the Expansion of Public Health Services and the 2023 Hamilton Police Services Budget (In-Person) (Item 3.1)
 - (2) Nick de Koning, respecting the 2023 Municipal Budget (In-Person) (Item 3.4)
 - (3) Lucia Iannantuono, Hamilton 350, requesting Support for Care Fare Campaign (Virtual) (Item 3.6)
 - (4) Miranda Vander Vliet, requesting the 2023 Hamilton Police Services Budget (Virtual) (Item 3.7)
 - (5) Adeola Egbeyemi, Environment Hamilton, respecting Reducing Fossil Fuel Dependence in the City of Hamilton (In-Person) (Item 3.8)
 - (6) Adan Amer, Hamilton 350, respecting Support for Care Fare Campaign Initiative (In-Person) (Item 3.11)
 - (7) Ken Stone, Community Coalition Against Racism, respecting the 2023 Hamilton Police Services Budget (Pre-Recorded Video) (Item 3.12)
 - (8) Nicole Tollenaar, respecting comments on the 2023 Budget (Pre-Recorded Video) (Item 3.13)
 - (9) Laura Katz, respecting the 2023 Hamilton Police Budget (Pre-Recorded Video) (Item 3.14)
 - (10) Marnie Schurter, ACORN, respecting the 2023 Municipal Budget (Pre-Recorded Video) (Item 3.15)
 - (11) Gord Smyth, ACORN, respecting the 2023 Municipal Budget (Pre-Recorded Video) (Item 3.16)

Result: MOTION, CARRIED by a vote of 15 to 0, as follows:

- | | | |
|-----|---|------------------------------------|
| Yes | - | Mayor Andrea Horwath |
| Yes | - | Ward 1 Councillor Maureen Wilson |
| Yes | - | Ward 2 Councillor Cameron Kroetsch |
| Yes | - | Ward 3 Councillor Nrinder Nann |
| Yes | - | Ward 4 Councillor Tammy Hwang |

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Yes	-	Ward 5	Councillor Matt Francis
Yes	-	Ward 6	Councillor Tom Jackson
Absent	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Jeff Beattie
Yes	-	Ward 11	Councillor Mark Tadeson
Yes	-	Ward 12	Councillor Craig Cassar
Yes	-	Ward 13	Councillor Alex Wilson
Yes	-	Ward 14	Councillor Mike Spadafora
Yes	-	Ward 15	Councillor Ted McMeekin

(c) MOTIONS (Item 4)

(i) Investigate Increase in the Tax Rate on the Pipeline Class

(Nann/A. Wilson)

WHEREAS, the City of Hamilton approves an annual tax policy report;

WHEREAS, tax policies impact the City financially in terms of revenue streams and their sources, and have the potential to distribute the tax burden across property tax classes;

WHEREAS, in 2022 Council approved the following tax ratios:

	2021 Final Tax Ratios	Recommended 2022 Final Tax Ratios	Provincial Threshold
Residential	1.0000	1.0000	
Multi-Residential	2.4407	2.3594	2.0000
Commercial	1.9800	1.9800	1.9800
Industrial	3.2493	3.1985	2.6300
Industrial - Large	3.8102	3.7506	2.6300
Pipeline	1.7947	1.7947	
Landfills	2.9696	2.9696	3.1189
Fam	0.1767	0.1767	

WHEREAS, the City realized approximately \$4.9 million in municipal tax revenue from the pipeline class in 2022;

WHEREAS, the Education tax rate on the pipeline class is determined by the Province of Ontario;

WHEREAS, the City of Hamilton declared a Climate Emergency in 2019; and,

WHEREAS, the City has a weighty reliance on residential taxpayers;

THEREFORE BE IT RESOLVED;

That staff be directed to report back on the options to increase the tax rate on the Pipeline class, thereby decreasing the burden on other property classes, including residential.

(d) ADJOURNMENT (Item 12)

(Spadafora/Hwang)

That there being no further business, the General Issues Committee be adjourned at 4:48 p.m.

Result: MOTION, CARRIED by a vote of 15 to 0, as follows:

Yes	-	Mayor Andrea Horwath
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Cameron Kroetsch
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Tammy Hwang
Yes	-	Ward 5 Councillor Matt Francis
Yes	-	Ward 6 Councillor Tom Jackson
Absent	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Jeff Beattie
Yes	-	Ward 11 Councillor Mark Tadeson
Yes	-	Ward 12 Councillor Craig Cassar
Yes	-	Ward 13 Councillor Alex Wilson
Yes	-	Ward 14 Councillor Mike Spadafora
Yes	-	Ward 15 Councillor Ted McMeekin

Respectfully submitted,

Councillor Brad Clark
 Chair, General Issues Committee Budget

Angela McRae
 Legislative Coordinator
 Office of the City Clerk

From: Anne Washington
Sent: February 19, 2023 5:55 PM
To: clerk@hamilton.ca
Subject: letter to members of council re living wage.

Dear Madam Mayor and Hamilton City Councillors:

As our elected officials, you are faced with a myriad of challenging budget decisions on how to efficiently and effectively operate this great City of Hamilton at a time when the cost of everything needed to do that, is rising expodentially. This is not an easy task!

Some of your staff, particularly those raising a family, are similarly faced with increased expenses with no added income to meet them. So they struggle to stretch their current earnings by taking on another job, omitting items from their grocery list or trying to find cheaper housing of which there is a very limited supply locally. A treat out to eat or tickets for a game become out of the question. "Sorry, Kids. Maybe next month!"

I understand that a living wage for Hamilton has been calculated at \$19.05 an hour. You must surely want Hamilton employees, whether part time, full time, casual, or students to earn a wage that provides a decent standard of living for themselves and their dependents, but those costs may be inhibiting given the other demands on tax payers dollars. So I suspect that your sense of what is right, pulls you to want to solve this issue of giving your staff a living wage but not now. Let's do it next year when you **think** things may be better. Will they?

Congratulations to those Councillors, whose knowledge and understanding of this issue with its impact on the operation of the City and its workforce support a living wage for its workforce in 2023. For those of you whose understanding has lead you to an opposite conclusion, I ask and urge you to reconsider this situation and based on that, join your colleagues in making Hamilton a Living Wage Employer.

Happy Family Day.

Respectfully,

Anne Washington
Hamilton, Ontario

From:

Sent: February 20, 2023 1:02 PM

To: Office of the Mayor <Officeofthe.Mayor@hamilton.ca>; Ward 1 Office <ward1@hamilton.ca>; Ward 2 <ward2@hamilton.ca>; Office of Ward 3 City Councillor Nrinder Nann <ward3@hamilton.ca>; Ward 4 <ward4@hamilton.ca>; Francis Matt <ward5@hamilton.ca>; Jackson Tom <ward6@hamilton.ca>; Pauls Esther <ward7@hamilton.ca>; Ward 8 Office <ward8@hamilton.ca>; Clark Brad <ward9@hamilton.ca>; Beattie Jeff <ward10@hamilton.ca>; Ward 11 <ward11@hamilton.ca>; Ward 12 Office <ward12@hamilton.ca>; Ward 13 <ward13@hamilton.ca>; Ward 14 <ward14@hamilton.ca>; McMeekin Ted <ward15@hamilton.ca>

Subject: Hamilton as a Certified Living Wage Employer

To: The Mayor, Andrea Horwath and Members of Hamilton City Council

Maureen Wilson, Cameron Kroetsch, Nrinder Nann, Tammy Hwang, Matt Francis, Tom Jackson, Esther Pauls, John Paul Danko, Brad Clark, Jeff Beattie, Mark Tadeson, Craig Cassar, Alex Wilson, Mike Spadafora, Ted McMeekin

Re: Hamilton as a Certified Living Wage Employer

I write as a resident of Ward 13 of the City of Hamilton to encourage your support of the City becoming a Certified Living Wage Employer in 2023.

Increasing the hourly rate of some 300 employees – employees unionized or not and including summer students – to \$19.02 per hour, at a cost of approximately \$1.1 million dollars in 2023, would go a long way to reducing poverty, restoring dignity, and reducing stress among those individuals and families. It would signal that Hamilton is fair-minded and just in its practices, that it cares about its citizens, and that it is willing to take the lead in putting its values into action as a model for other municipalities and other employers.

If you have already demonstrated active support for this change, thank you for your positive approach to a healthier community.

If not, I urge you to reconsider your position with a view to supporting efforts to make Hamilton a Certified Living Wage Employer by voting FOR the motion for these fair practices, when it comes before the Special General Issues Budget Committee on February 21, 2023 and at any future meetings when the issue is an agenda item.

Yours sincerely,

Dorothy Bartalos
Dundas ON

February 17, 2023

Dear Mayor & Councillors;

Not one of you ran on a mandate of the outrageous tax hikes you are now proposing. You are currently completely out of touch with your constituents. As such I have written the following recommendations to address this discrepancy in the hopes this council does not create a new source of homelessness among those whose incomes are not rising at the rate of tax increases you are proposing;

Reserves – The City has a systemic approach of overcharging Hamiltonians on their taxes creating billions of dollars on reserve with no plan for these funds.

- **Recommendation** – Immediately stop overcharging taxes and release these reserves.

Bike Lanes – I encourage you to observe Bike Lanes anywhere in the City, they are completely underutilized and, in some cases, not used at all.

- **Recommendation** - Immediately stop the expansion of Bikes lanes in the City and study why these Bike Lanes are underutilized or not used at all.

Hiring New Employees – Over the last year 250 fulltime roles were unfilled at the City and I openly question what has not been done? Why do we need to fill these roles if we can adequately function without these people. Similarly, the additional 50 or so roles the City is proposing to add this year will likely be unfilled. However, these same 300 positions are resulting in tax payers being overtaxed for these empty positions

- **Recommendation** – Remove these 300 vacant positions from the budget.

Climate Change – The City’s recommendation to convert City buildings from gas to electricity is ill conceived with an inability to make a tangible difference in the climate footprint while encumbering the City with an incredible cost structure. The City should be thinking boldly if the goal is to truly address climate, let’s ask how can we eliminate as much carbon as possible. This will occur through employees working from home and not commuting to work. During the “Pandemic” City employees worked from home which dramatically reduced carbon not because buildings were idled but because the employees did not have to commute. As I spoke to employees across the corporation

the biggest barrier encountered was the technology of the corporation which lacked vision and is grossly inadequate for a modern corporation.

- **Recommendation** – The City develop a strategy that replaces Bricks and Mortar buildings with Technology and enables full work from home for employees. The City must also develop a strategy on what to do with these redundant buildings e.g., sell them, or use the lands for affordable housing etc.

Corporate Welfare - 7 of the top 10 largest employer corporations in this City pay no property taxes. The burden falls squarely on residential home owners and renters. The executives of many of these same organizations live outside Hamilton to avoid personally paying Hamilton's outrageous property taxes. These Executives include [REDACTED], [REDACTED]*, and [REDACTED]*. While corporations like McMaster University buy homes and buildings taking them off tax rolls while partnering with Investment Funds to build residences and shelter these Investment Funds from paying property taxes on these buildings.

- **Recommendation** – Immediately launch a study to find ways these organizations can pay their share of property taxes which may include negotiations with the Province on transfers to the City for these corporations many of which are Provincial entities. City should investigate passing a "Work Here Live Here Policy" encouraging all organizations which pay no property taxes within Hamilton to have their executives and staff live here.

Councillors Slush Fund - These funds are abused by Councillors. [REDACTED]

[REDACTED] This is completely inappropriate with the tax increases [REDACTED] council [REDACTED] proposing.

- **Recommendation** – Immediately look at ending the abuse of these funds along with closely examining why these Councillor Slush Funds even exist.

I am hopeful these recommendations allow this Council to chart a path that avoids creating more financial and economic devastation in the lives of Hamilton residents especially during this time of economic hardship.

Sincerely,

Robert Cooper

**these are forced redactions under the City Of Hamilton's Policy of "Don't Say Their Names". More secrecy and less transparency feeding the recently emerging Culture of Corruption at the City.*

March 1, 2023

To: Madam Mayor and City Council
City of Hamilton
71 Main Street, Hamilton

Thank you for accepting this correspondence from the REALTORS[®] Association of Hamilton Burlington (RAHB). We are a 102-year-old not-for-profit organization representing nearly 3,800 local REALTOR[®] members. Housing policy issues such as affordability are a priority for our members. As such, we feel it is important to weigh in on the proposed hike to the tax levy as it will negatively impact affordability and attainability in our city and add to the growing financial pressures on Hamiltonians.

While the proposed hikes are comparable to neighbouring municipalities, it is an unfair representation of the state of our affairs. In 2022 property taxes in Hamilton were approximately 1.25%, while Burlington was 0.78% and Toronto 0.63%. Hamiltonians are already paying significantly more property tax than municipalities that have approved 2023 property tax hikes similar to what is being proposed in the pending budget.

Not only are Hamiltonians already paying more property taxes than neighbouring municipalities, but they also have lower average wages. Hamiltonians are at a breaking point due to inflation and a decade of rapidly rising housing costs. Households have been forced to cut back on many cost-of-living expenses, such as groceries and gas, to make ends meet. Simply put, Hamiltonians cannot afford such an unprecedented hike to the levy.

We can appreciate that inflation is having the same impact on city expenditures. As such, now is not the time to increase spending on items such as expanded library hours, Councillor budgets, and new positions to be staffed. Instead, we urge Council to carefully consider what services might be put on hold or eliminated entirely while we contend with the municipal deficit, inflation and Covid-related financial pressures.

Thank you for this opportunity to provide input. We want to offer our resources to participate in the process as a stakeholder.



Lou Piriano
2022 President
REALTORS[®] Association of Hamilton-Burlington

From: Eowyn Spencer <espencer@grandriver.ca>

Sent: February 24, 2023 12:14 PM

To: clerk@hamilton.ca;

Subject: Municipal Levy & Budget 2023 - Grand River Conservation Authority

Greetings Grand River watershed member municipalities:

By letter dated January 25, 2023 you were advised that the Annual General Meeting of the Grand River Conservation Authority would be held on February 24, 2023 to consider the 2023 Budget and General Levy.

At that meeting, the following resolution was passed by weighted vote:

THAT the 2023 Budget of Grand River Conservation Authority of \$35,426,690 be approved;

AND THAT the member municipalities be assessed for payment of:

Matching Levy: \$449,688

Non-Matching Levy: \$11,568,312

Capital Levy: \$950,000

Total General Levy: \$12,968,000

AND THAT each member municipality's share of the 2023 General Levy be calculated using "Modified Current Value Assessment".

Attached are a summary of the 2023 municipal levies and the complete 2023 GRCA budget package. A hard copy of the 2023 budget package or a printable PDF **is available upon request.**

Should you have any questions or require further information, please contact [Karen Armstrong](#), Deputy CAO & Secretary Treasurer, or [Sonja Radoja](#), Manager of Corporate Services.

The attached Budget package should be received by Municipal Clerks of participating municipalities within the Grand River watershed; please forward if you have received this notification in error, and advise me of the correct contact.

On behalf of
Karen Armstrong
Deputy CAO & Secretary-Treasurer

Eowyn Spencer
Executive Assistant
Grand River Conservation Authority

400 Clyde Road, PO Box 729
Cambridge, ON N1R 5W6
Office: 519-621-2763 ext. 2240
Toll-free: 1-866-900-4722

www.grandriver.ca | [Connect with us on social](#)

Grand River Conservation Authority Summary of Municipal Levy - 2023 Budget

FINAL February 24, 2023

	% CVA in Watershed	2022 CVA (Modified)	CVA in Watershed	CVA-Based Apportionment	2023 Budget Matching & Maintenance Levy	2023 Budget Admin & Maintenance Levy	2023 Budget Capital Maintenance* Levy	2023 Budget Total Levy	Actual 2022	% Change
Brant County	82.9%	7,349,082,037	6,092,389,009	2.92%	13,125	337,655	27,729	378,509	361,733	4.6%
Brantford C	100.0%	15,438,439,128	15,438,439,128	7.40%	33,261	855,636	70,266	959,163	925,478	3.6%
Amaranth Twp	82.0%	823,007,110	674,865,830	0.32%	1,454	37,403	3,072	41,929	40,312	4.0%
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Waterloo Region	100.0%	105,303,687,542	105,303,687,542	50.45%	226,867	5,836,184	479,273	6,542,324	6,325,085	3.4%
Centre Wellington Twp	100.0%	5,401,783,927	5,401,783,927	2.59%	11,638	299,380	24,585	335,603	319,769	5.0%
Erin T	49.0%	2,607,980,359	1,277,910,376	0.61%	2,753	70,825	5,816	79,394	77,102	3.0%
Guelph C	100.0%	28,289,926,279	28,289,926,279	13.55%	60,948	1,567,896	128,757	1,757,601	1,702,688	3.2%
Guelph Eramosa Twp	100.0%	2,930,879,758	2,930,879,758	1.40%	6,314	162,436	13,339	182,089	176,486	3.2%
Mapleton Twp	95.0%	1,881,798,619	1,787,708,688	0.86%	3,851	99,079	8,136	111,066	106,574	4.2%
Wellington North Twp	51.0%	1,801,568,972	918,800,176	0.44%	1,979	50,922	4,182	57,083	55,274	3.3%
Puslinch Twp	75.0%	2,769,118,798	2,076,839,099	0.99%	4,474	115,105	9,452	129,031	124,311	3.8%
Total		348,809,062,729	208,729,823,079	100.00%	449,688	11,568,312	950,000	12,968,000	12,530,000	3.5%

*Capital Maintenance Levy represents levy allocated to maintenance of capital infrastructure, studies, and/or equipment.



2023 BUDGET

February 24, 2023

Grand River Conservation Authority

2023 Budget

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GRCA 2023 Budget Highlights

The Grand River Conservation Authority is a successful partnership of municipalities, working together to promote and undertake wise management of the water and natural resources of the Grand River watershed.

The Grand River stretches 300 kilometres from Dundalk in Dufferin County to Port Maitland on Lake Erie. It takes in one of the fastest growing regions in the province, with a population of approximately 1,000,000. The Grand River watershed is also home to some of the most intensively farmed land in the nation.

The prospect of high growth and the impact on water and natural resources and the quality of life present an enormous challenge to the GRCA, municipalities and all watershed residents. It creates an urgent need to work co-operatively to care wisely for the Grand River and its resources.

The work of the GRCA is divided into seven business areas:

- Reducing flood damages
- Improving water quality
- Maintaining reliable water supply
- Protecting natural areas and biodiversity
- Watershed planning
- Environmental education
- Outdoor recreation

In order to carry out these functions, the GRCA draws revenues from a variety of sources:

- User fees, such as park admissions, nature centre programs, planning fees and others
- Revenues from property rentals and hydro generation at our dams
- Municipal levies, which are applied primarily to watershed management programs
- Municipal grants dedicated to specific programs, such as the Rural Water Quality Program and Water Quality Monitoring
- Provincial transfer payments for water management operating expenses
- Provincial grants for specific purposes, such as the provincial Source Protection Program and Capital Projects related to water management
- Donations from the Grand River Conservation Foundation for programs such as outdoor education, tree nursery operations and various special projects
- Federal grants and other miscellaneous sources of revenue

The GRCA continues to work on the updates and implementation of a Drinking Water Source Protection Plan for each of the four watersheds in the Lake Erie Source Protection Region, including the Grand River watershed, as part of the provincial Source Protection Program under the *Clean Water Act, 2006*. Besides supporting municipalities and other agencies in implementing the plans, the focus in 2023 continues on completing updates to the Grand River Source Protection Plan, including development of water quantity policies, updating water quality vulnerability assessments, and the development of the annual progress report for the Grand River Source Protection Plan.

In 2022 terms of reference for a watershed-based resource management strategy was completed as part of the requirement of the Conservation Authorities Act to develop a watershed strategy. In 2023, the focus will be on developing a draft watershed-based resource management strategy and engage municipalities through the Water Managers Working group. The existing water management plan will provide important information to the watershed strategy.

Bill 23 – More Homes Built Faster Act, 2022 impacts the 2023 Budget to the extent that certain fees are being frozen and there is the potential for revenue declines due to restrictions on natural heritage resource planning services offered by Conservation Authorities.

1. Watershed Management and Monitoring

Watershed management and monitoring programs protect watershed residents from flooding and provide the information required to develop appropriate resource management strategies and to identify priority actions to maintain a healthy watershed. Activities include operation of flood and erosion control structures such as dikes and dams; flood forecasting and warning; water quality monitoring; natural heritage restoration and rehabilitation projects; water quantity assessment; watershed and subwatershed studies.

Operating Expenditures:

Water Resources Planning and Environment	\$2,338,900	(Table 1)
Flood Forecasting and Warning	\$ 923,000	(Table 2)
Water Control Structures	\$1,944,200	(Table 3)

Capital Expenditures: **\$1,800,000** (Section B)

Total Expenditures: **\$7,006,100**

Revenue sources: Municipal levies, provincial grants and reserves

2. Planning

Program areas:

- a) Natural Hazard Regulations
The administration of conservation authority regulations related to development in the floodplain, and other natural hazards e.g. wetlands, slopes, shorelines and watercourses.
- b) Plan Input and Review
Planning and technical review of municipal planning documents and recommending policies related to natural hazards; providing advice and information to municipal councils on development proposals and severances; review of environmental assessments.

Operating Expenditures: **\$2,574,200** (Table 4)

Capital Expenditures: **NIL**

Revenue sources: Permit fees, enquiry fees, plan review fees, and municipal levy

3. Watershed stewardship

The watershed stewardship program provides information and/or assistance to private and public landowners and community groups on sound water and environmental practices that will enhance, restore or protect their properties. Some activities are reforestation/tree planting through the Burford Tree Nursery, the Rural Water Quality Program, restoration and rehabilitation projects. The program also, provides conservation information through workshops, publications, the web site and media contacts.

Operating Expenditures:

Forestry & Conservation Land Taxes	\$ 1,402,500 (Table 5)
Conservation Services	\$ 605,700 (Table 6)

Capital Expenditures: NIL

Total Expenditures: \$ 2,008,200

Revenue sources:

Municipal levies and grants, provincial grants, tree sales, landowner contributions, donations from the Grand River Conservation Foundation and other donations.

4. Conservation Land Management

This includes expenses and revenues associated with the acquisition and management of land owned or managed by the GRCA including woodlots, provincially significant wetlands (e.g. Luther Marsh, Dunnville Marsh), passive conservation areas, rail-trails and a number of rental properties. Activities include forest management, woodlot thinning, and hydro production at our dams.

Operating Expenditures:

Conservation Lands, Rentals, Misc	\$4,278,800 (Table 10-Conservation Lands)
Hydro Production	\$ 212,000 (Table 10-Hydro Production)

Capital Expenditures: NIL

Total Expenditures: \$4,490,800

Revenue sources:

Property rentals, hydro production, timber sales, conservation land income, donations from the Grand River Conservation Foundation

5. Education

The GRCA operates six nature centres, which provide curriculum-based programs to about 50,000 students from six school boards and independent schools throughout the watershed. In addition, about 16,000 members of the public attend day camps and weekend family and community events.

Operating Expenditures: \$810,100 (Table 8)

Capital Expenditures: NIL

Revenue sources: School boards, nature centre user fees, community event fees, donations from the Grand River Conservation Foundation and municipal general levy.

6. Recreation

This includes the costs and revenues associated with operating the GRCA's 11 active conservation areas. The GRCA offers camping, hiking, fishing, swimming, skiing and other activities at its parks. It provides 2,200 campsites, making it the second-largest provider of camping accommodation in Ontario. About 1.7 million people visit GRCA parks each year.

Operating Expenditures: \$ **8,500,000** (Table 10)
Capital Expenditures: \$ **2,000,000** (Section B)
Total Expenditures: \$ **9,800,000**

Revenue sources:
 Conservation Area user fees, government grants, reserves and donations.

7. Corporate services & Strategic Communications

This includes the cost of head office functions such as accounting and human resources, as well as the cost of facilities, insurance, consulting and legal fees and expenses relating to the General Membership.

Operating Expenditures:

Strategic Communications \$ 597,500 (Table 7)
 Corporate Services \$3,960,790 (Table 9)

Capital Expenditures: \$ **779,000** (Section B)

Total Expenditures: \$**5,337,290**

Revenue sources: Municipal levies and reserves.

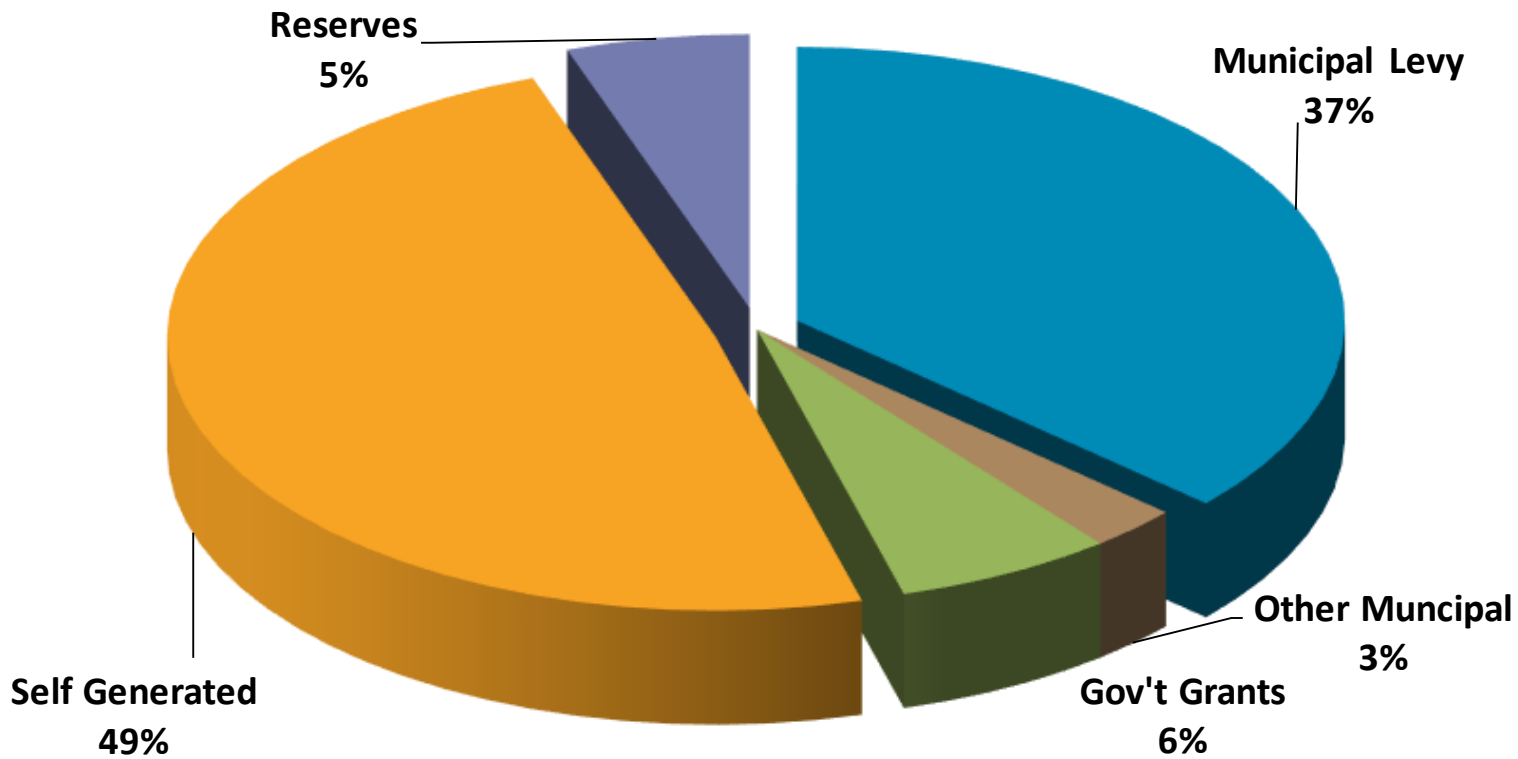
GRAND RIVER CONSERVATION AUTHORITY

BUDGET 2023 - Summary of Revenue and Expenditures

FUNDING		Actual 2020	Actual 2021	Actual 2022	Budget 2022	Budget 2023	Budget Incr/(decr)
Municipal General Levy Funding		11,927,000	12,225,000	12,530,000	12,530,000	12,968,000	438,000 3.50%
Other Government Grants		3,058,703	3,131,738	2,776,160	3,927,188	3,217,188	(710,000) -18.1%
Self-Generated Revenue		15,869,456	16,021,037	33,808,667	16,273,177	17,325,502	1,052,325 6.5%
Funding from Reserves		788,467	494,912	805,916	2,144,000	1,916,000	(228,000) -10.6%
TOTAL FUNDING		31,643,626	31,872,687	49,920,743	34,874,365	35,426,690	552,325 1.6%
EXPENDITURES		Actual 2020	Actual 2021	Actual 2022	Budget 2022	Budget 2023	Budget Incr/(decr)
Base Programs - Operating includes funding to reserves	SECTION A	26,583,370	27,048,151	44,299,866	26,497,365	28,182,690	1,685,325 6.36%
Base Programs - Capital	SECTION B	2,450,132	2,150,870	2,907,147	5,102,000	4,579,000	(523,000) -10.25%
Special Projects	SECTION C	2,293,883	2,106,489	2,151,228	3,275,000	2,665,000	(610,000) -18.6%
TOTAL EXPENDITURES		31,327,385	31,305,510	49,358,241	34,874,365	35,426,690	552,325 1.6%
NET RESULT		316,241	567,177	562,502	-	-	

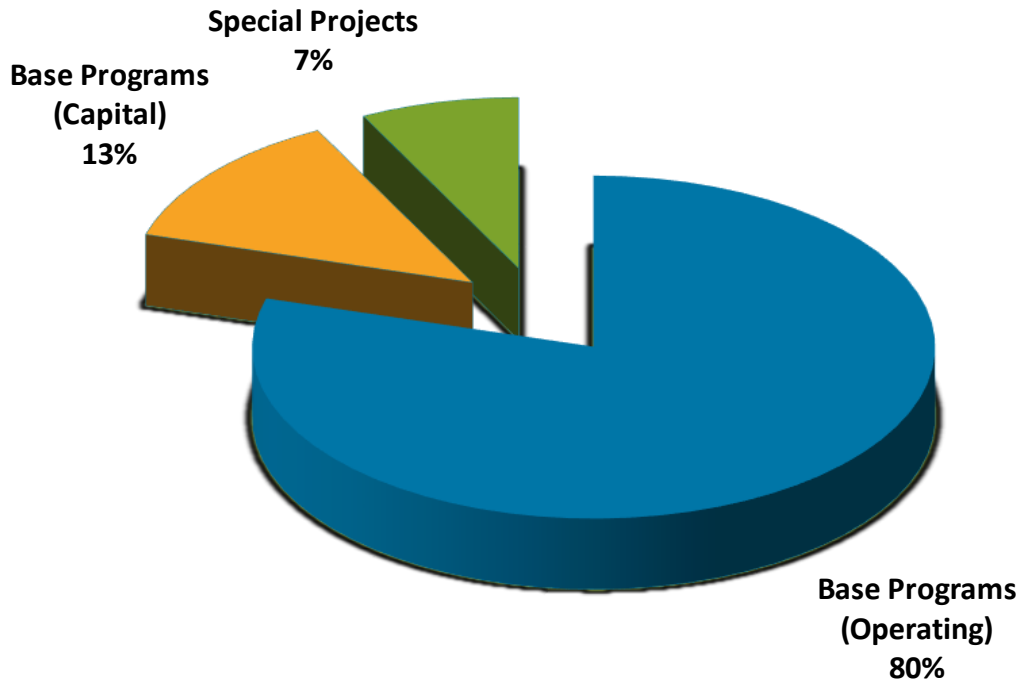
2023 Budget – Revenue by Source

Total 2023 Budget Revenue = \$35.4 Million (\$ 34.9 Million in 2022)

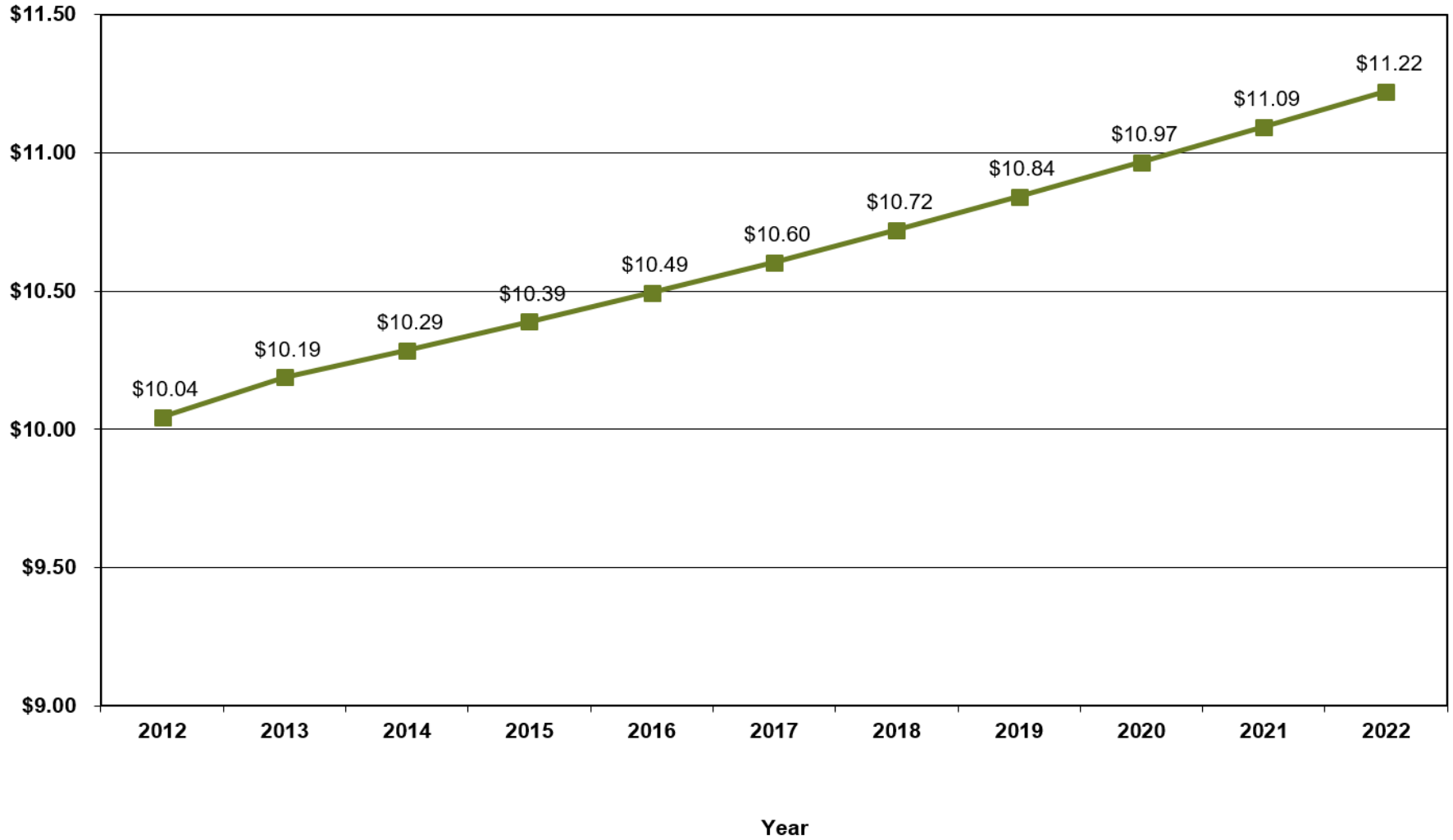


2023 Budget – Expenditures by Category

2023 Budget Expenditures = \$35.4 Million (\$ 34.9 Million in 2022)



Grand River Conservation Authority Per Capita General Levy (2012 to 2022)



GRAND RIVER CONSERVATION AUTHORITY

Budget 2023 - Summary of Expenditures, Funding and Change in Municipal Levy

		TABLE 1	TABLE 2	TABLE 3	TABLE 4	TABLE 5	TABLE 6	TABLE 7	TABLE 8	TABLE 9	TABLE 9	TABLE 10	TABLE 10	TABLE 10	
		Water Resources Planning & Environment	Flood Forecasting & Warning	Water Control Structures	Resource Planning	Forestry & Conservation Land Taxes	Conservation Services	Communications	Environmental Education	Corporate Services	Loss/(Surplus) impact on Municipal Levy Increase	Conservation Land and Rental Management and Misc	Hydro Production	Conservation Areas	TOTAL
2023 OPERATING															
TOTAL EXPENSES	A	2,373,900	923,000	1,944,200	2,574,200	1,402,500	605,700	597,500	810,100	3,960,790		4,278,800	212,000	8,500,000	28,182,690
TOTAL OTHER FUNDING	B	87,500	224,338	355,350	1,189,000	607,000	31,000	0	500,000	135,000		3,393,000	580,000	8,500,000	15,602,188
"Other Programs" Surplus/(Loss)	B less A											(885,800)	368,000	-	(517,800)
Loss to be offset with Surplus	C										517,800				(517,800)
Surplus 2021 carried forward to 2022											(562,502)				562,502
2023 Levy	A less B less C	2,286,400	698,662	1,588,850	1,385,200	795,500	574,700	597,500	310,100	3,825,790	(44,702)	0	0	0	12,018,000
															0
Levy Increase:															
2023 Levy		2,286,400	698,662	1,588,850	1,385,200	795,500	574,700	597,500	310,100	3,825,790	(44,702)				12,018,000
2022 Levy		2,179,900	678,662	1,537,350	1,307,200	773,500	555,200	577,500	284,600	3,786,565	(100,477)				11,580,000
Levy Increase over prior year		106,500	20,000	51,500	78,000	22,000	19,500	20,000	25,500	39,225	55,775	n/a	n/a	n/a	438,000
2023 CAPITAL															
TOTAL EXPENSES	A	110,000	190,000	1,500,000						779,000				2,000,000	4,579,000
TOTAL OTHER FUNDING	B	75,000	25,000	750,000						779,000				2,000,000	3,629,000
2023 Levy	A less B	35,000	165,000	750,000						-				-	950,000
Levy Increase:															
2023 Levy		35,000	165,000	750,000						-				-	950,000
2022 Levy		35,000	165,000	750,000						-				-	950,000
Levy Increase/(decrease) over prior year		-	-	-						-				-	-
2023 SPECIAL															
TOTAL EXPENSES	A	210,000	90,000	640,000		100,000	1,090,000		500,000			35,000			2,665,000
TOTAL OTHER FUNDING	B	210,000	90,000	640,000		100,000	1,090,000		500,000			35,000			2,665,000
2023 Levy	A less B	-	-	-		-	-		-			-			-
														TOTAL EXPENSES	35,426,690
														TOTAL FUNDING	35,426,690
														NET RESULT	-

Grand River Conservation Authority Summary of Municipal Levy - 2023 Budget

FINAL February 24, 2023

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Perth East Twp	40.0%	2,078,521,741	831,408,696	0.40%	1,791	46,079	3,784	51,654	49,597	4.1%
Waterloo Region	100.0%	105,303,687,542	105,303,687,542	50.45%	226,867	5,836,184	479,273	6,542,324	6,325,085	3.4%
Centre Wellington Twp	100.0%	5,401,783,927	5,401,783,927	2.59%	11,638	299,380	24,585	335,603	319,769	5.0%
Erin T	49.0%	2,607,980,359	1,277,910,376	0.61%	2,753	70,825	5,816	79,394	77,102	3.0%
Guelph C	100.0%	28,289,926,279	28,289,926,279	13.55%	60,948	1,567,896	128,757	1,757,601	1,702,688	3.2%
Guelph Eramosa Twp	100.0%	2,930,879,758	2,930,879,758	1.40%	6,314	162,436	13,339	182,089	176,486	3.2%
Mapleton Twp	95.0%	1,881,798,619	1,787,708,688	0.86%	3,851	99,079	8,136	111,066	106,574	4.2%
Wellington North Twp	51.0%	1,801,568,972	918,800,176	0.44%	1,979	50,922	4,182	57,083	55,274	3.3%
Puslinch Twp	75.0%	2,769,118,798	2,076,839,099	0.99%	4,474	115,105	9,452	129,031	124,311	3.8%
Total		348,809,062,729	208,729,823,079	100.00%	449,688	11,568,312	950,000	12,968,000	12,530,000	3.5%

*Capital Maintenance Levy represents levy allocated to maintenance of capital infrastructure, studies, and/or equipment.

SECTION A

BASE PROGRAMS – OPERATING

SECTION A - Operating Budget

GRAND RIVER CONSERVATION AUTHORITY

Budget 2023 vs Budget 2022

	Actual 2021	Budget 2022	Budget 2023	Incr/(Decr)	%age change
EXPENDITURES					
OPERATING EXPENSES	44,299,866	26,497,365	28,182,690	1,685,325	6.36%
Total Expenses	44,299,866	26,497,365	28,182,690	1,685,325	6.36%
SOURCES OF FUNDING					
MUNICIPAL GENERAL LEVY (NOTE)	11,004,351	11,580,000	12,018,000	438,000	3.78%
MUNICIPAL SPECIAL LEVY	32,157	50,000	50,000	-	0.00%
OTHER GOVT FUNDING	491,233	517,188	517,188	-	0.00%
SELF-GENERATED	31,959,285	13,666,000	14,593,000	927,000	6.78%
RESERVES	245,663	117,000	442,000	325,000	277.78%
SURPLUS CARRYFORWARD	567,177	567,177	562,502	(4,675)	-0.82%
Total BASE Funding	44,299,866	26,497,365	28,182,690	1,685,325	6.36%

NOTE: See "Summary of Revenue, Expenditures and Changes in Municipal Levy" for details of \$438,000 levy increase.

TABLE 1**(a) Watershed Studies**

This category includes watershed and subwatershed studies. These studies provide the strategic framework for understanding water resources and ecosystem form, functions and linkages. These allow for assessment of the impacts of changes in watershed resources and land use. Watershed studies also identify activities and actions that are needed to minimize the adverse impacts of change. This program supports other plans and programs that promote healthy watersheds.

Specific Activities:

- Carry out or partner with municipalities and other stakeholders on integrated subwatershed plans for streams and tributaries. Subwatershed Plans are technical reports which provide comprehensive background on how surface water, groundwater, terrestrial and aquatic ecosystems function in a subwatershed. The plans recommend how planned changes such as urbanization can take place in a sustainable manner. Subwatershed studies are ongoing or planned in the City of Kitchener, Region of Waterloo, City of Guelph and City of Brantford.
- In 2022 terms of reference for a watershed-based resource management strategy was completed as part of the requirement of the Conservation Authorities Act to develop a watershed strategy. In 2023, the focus will be on developing a draft watershed-based resource management strategy and engage municipalities through the Water Managers Working group.

(b) Water Resources Planning and Environment and Support

This category includes the collection and analysis of environmental data and the development of management plans for protection and management of water resources and natural heritage systems. These programs assist with implementation of monitoring water and natural resources and assessment of changes in watershed health and priority management areas.

Specific Activities:

- operate 8 continuous river water quality monitoring stations, 73 stream flow monitoring stations, 27 groundwater monitoring stations, and 37 water quality monitoring stations in conjunction with MOE, apply state-of-the-art water quality assimilation model to determine optimum sewage treatment options in the central Grand, and provide technical input to municipal water quality issues
- analyze and report on water quality conditions in the Grand River watershed
- maintain a water budget to support sustainable water use in the watershed, and maintain a drought response program
- analyze water use data for the watershed and provide recommendations for water conservation approaches

- provide advice to Provincial Ministries regarding water use permits to ensure that significant environmental concerns are identified so that potential impacts can be addressed.

(c) Water Management Division Support

Provides support services to the Water Management Division including support for Flood Forecasting and Warning and Water Control Structures.

Specific Spending:

- administrative services
- travel, communication, staff development and computer
- insurance

(d) Natural Heritage Management

The natural heritage management program includes those activities associated with providing service and/or assistance to private and public landowners and community groups on sound environmental practices that will enhance, restore or protect the aquatic and terrestrial ecosystems. The program includes watershed scale natural heritage assessments and implements restoration activities on GRCA land.

Specific Activities:

- implement “best bets” for protection and enhancement of fisheries, work with outside agencies, non-government organizations and the public to improve fish habitat through stream rehabilitation projects including the implementation of the recommendations of the watershed studies.
- maintain and implement the Forest Management Plan for the Grand River watershed and develop and implement components of the watershed Emerald Ash Borer strategy
- carry out restoration and rehabilitation projects for aquatic and terrestrial ecosystems e.g. species at risk and ecological monitoring on GRCA lands, and prescribed burn activities and community events such as tree planting and stream restoration

TABLE 1
 GRAND RIVER CONSERVATION AUTHORITY
Water Resources Planning & Environment

OPERATING	Actual 2022	Budget 2022	Budget 2023	Budget Change
Expenses:				incr/(decr)
Salary and Benefits	1,455,879	1,684,000	1,706,500	22,500
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	251,304	268,300	268,300	0
Insurance	166,978	150,000	234,000	84,000
Other Operating Expenses	105,592	165,100	165,100	0
Amount set aside to Reserves	110,000	-	-	0
TOTAL EXPENSE	2,089,753	2,267,400	2,373,900	106,500
Funding				(incr)/decr
Municipal Special/Other	31,482	50,000	50,000	0
Prov & Federal Govt	4,690	37,500	37,500	0
Funds taken from Reserves	-	-	-	0
TOTAL FUNDING	36,172	87,500	87,500	-
Net Funded by General Municipal Levy	2,053,581	2,179,900	2,286,400	
Net incr/(decr) to Municipal Levy				106,500

TABLE 2**Flood Forecasting and Warning**

The flood warning system includes the direct costs associated with monitoring the streams, and rivers in order to effectively provide warnings and guidance to municipalities and watershed residents during flood emergencies.

Overall, flood protection services provide watershed residents with an effective and efficient system that will reduce their exposure to the threat of flood damage and loss of life. It is estimated that the existing flood protection in the Grand River watershed saves an average of over \$5.0 million annually in property damage.

Specific Activities:

- maintain a ‘state of the art’ computerized flood forecasting and warning system.
- operate a 24 hour, year-round, on-call duty officer system to respond to flooding matters.
- collect and manage data on rainfall, water quantity, reservoir conditions, water levels from 56 stream flow gauges, 24 rainfall gauges, and 12 snow courses.
- use Ignition system to continuously, monitor river conditions and detect warning levels, assist municipalities with emergency planning, and respond to thousands of inquiries each year.
- assist municipalities with municipal emergency planning and participate in municipal emergency planning exercises when requested.
- hold municipal flood coordinator meetings twice a year to confirm responsibilities of agencies involved in the flood warning system. Test the system. Update and publish a flood warning system guide containing up to date emergency contact information. Maintain update to date emergency contact information throughout the year.

TABLE 2
GRAND RIVER CONSERVATION AUTHORITY
Flood Forecasting & Warning

OPERATING	Actual 2022	Budget 2022	Budget 2023	Budget change
Expenses:				incr/(decr)
Salary and Benefits	439,764	499,000	579,000	80,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	235,412	236,000	236,000	-
Other Operating Expenses	99,622	108,000	108,000	-
Amount set aside to Reserves	45,000	-	-	-
TOTAL EXPENSE	819,798	843,000	923,000	80,000
Funding				(incr)/decr
MNR Grant	164,338	164,338	164,338	-
Prov & Federal Govt		-	-	-
Funds taken from Reserves			60,000	(60,000)
TOTAL FUNDING	164,338	164,338	224,338	(60,000)
Net Funded by General Municipal Levy	655,460	678,662	698,662	
Net incr/(decr) to Municipal Levy				20,000

TABLE 3**Water Control Structures**

This category includes costs associated with the capital and maintenance of structures, the primary purpose of which is to provide protection to life and property. These structures include dams, dykes, berms and channels etc. Also included in this category are non-flood control dams and weirs, which maintain upstream water levels.

Overall, flood protection services provide watershed residents with an effective and efficient system that will reduce their exposure to the threat of flood damage and loss of life. It is estimated that the existing flood protection in the Grand River watershed saves an average of over \$5.0 million annually in property damage.

Specific Activities:

- operate and maintain 7 major multi-purpose reservoirs, which provide flood protection and flow augmentation, and 25 kilometres of dykes in 5 major dyke systems (Kitchener-Bridgeport, Cambridge-Galt, Brantford, Drayton and New Hamburg)
- ensure structural integrity of flood protection infrastructure through dam safety reviews, inspections and monitoring, reconstruction of deteriorating sections of floodwalls and refurbishing of major components of dams and dykes.
- carry out capital upgrades to the flood control structures in order to meet Provincial standards
- operate and maintain 22 non-flood control dams, which are primarily for aesthetic, recreational, municipal fire suppression water supply or municipal drinking water supply intake purposes
- develop and implement plans to decommission failing or obsolete dams
- ice management activities to prevent or respond to flooding resulting from ice jams
- develop and implement public safety plans for structures

TABLE 3
GRAND RIVER CONSERVATION AUTHORITY
Water Control Structures

OPERATING	Actual 2022	Budget 2022	Budget 2023	Budget change
Expenses:				incr/(decr)
Salary and Benefits	1,181,410	1,278,000	1,399,500	121,500
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	20,257	29,200	29,200	-
Property Taxes	160,648	170,700	170,700	-
Other Operating Expenses	304,998	344,800	344,800	-
Amount set aside to Reserves	187,000	-	-	-
TOTAL EXPENSE	1,854,313	1,822,700	1,944,200	121,500
Funding				(incr)/decr
MNR Grant	285,350	285,350	285,350	-
Funds taken from Reserves			70,000	70,000
TOTAL FUNDING	285,350	285,350	355,350	70,000
Net Funded by General Municipal Levy	1,568,963	1,537,350	1,588,850	
Net incr/(decr) to Municipal Levy				51,500

TABLE 4**(a) PLANNING - Regulations**

This category includes costs and revenues associated with administering the *Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation* made under the *Conservation Authorities Act*. This includes permit review, inspections, permit issuance, enforcement and follow-up, which may include defending appeals.

Specific Activities:

- Process over 1,000 permits each year related to development, alteration or activities that may interfere with the following types of lands:
 - ravines, valleys, steep slopes
 - wetlands including swamps, marshes, bogs, and fens
 - any watercourse, river, creek, floodplain or valley land
 - the Lake Erie shoreline
- The regulation applies to the development activities listed below in the areas listed above:
 - the construction, reconstruction, erection or placing of a building or structure of any kind,
 - any change to a building or structure that would have the effect of altering the use or potential use of the building or structure, increasing the size of the building or structure or increasing the number of dwelling units in the building or structure
 - site grading
 - the temporary or permanent placing, dumping or removal of any material originating on the site or elsewhere.
- maintain policies and guidelines to assist in the protection of people and property (i.e. Policies for the Administration of the Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation)
- enforcement of the Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation and maintain compliance policies and procedures
- update and maintain flood line mapping; develop natural hazards mapping in digital format to be integrated into municipal planning documents and Geographic Information Systems

(b) PLANNING - Municipal Plan Input and Review

This program includes costs and revenues associated with reviewing Official Plans, Secondary and Community Plans, Zoning Bylaws, Environmental Assessments, development applications and other proposals, in accordance with Conservation Authority and provincial or municipal agreements.

Specific Activities:

- review municipal planning and master plan documents and recommend environmental policies and designations for floodplains, wetlands, natural heritage areas, fisheries habitat, hazard lands and shorelines, which support GRCA regulations and complement provincial polices and federal regulations
- provide advice to municipalities regarding environmental assessments, and other proposals such as aggregate and municipal drain applications to ensure that all natural hazard concerns are adequately identified and that any adverse impacts are minimized or mitigated
- provide information and technical advice to Municipal Councils and Committees and Land Division Committees regarding development applications to assist in making wise land use decisions regarding protection of people and property from natural hazard areas such as flood plains, erosion areas, Lake Erie shoreline, watercourses and wetlands.

TABLE 4
GRAND RIVER CONSERVATION AUTHORITY
Resource Planning

OPERATING	Actual 2022	Budget 2022	Budget 2023	Budget change
Expenses:				incr/(decr)
Salary and Benefits	1,987,108	2,074,000	2,297,000	223,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	223,619	222,500	222,500	-
Other Operating Expenses	18,535	54,700	54,700	-
Amount set aside to Reserves	155,000	-	-	-
-	2,384,262	2,351,200	2,574,200	223,000
Funding				(incr)/decr
Self Generated	1,190,182	1,044,000	1,144,000	(100,000)
Funds taken from Reserves			45,000	(45,000)
TOTAL FUNDING	1,190,182	1,044,000	1,189,000	(145,000)
Net Funded by General Municipal Levy	1,194,080	1,307,200	1,385,200	
Net incr/(decr) to Municipal Levy				78,000

TABLE 5**Forestry & Property Taxes**

The forestry program includes those activities associated with providing service and/or assistance to private and public landowners and community groups on sound environmental practices that will enhance, restore or protect their properties.

This category includes direct delivery of remediation programs including tree planting/reforestation.

General Municipal Levy funds the property tax for GRCA owned natural areas/passive lands.

Specific Activities:

- plant trees on private lands (cost recovery from landowner)
- operate Burford Tree Nursery to grow and supply native and threatened species
- carry out tree planting and other forest management programs on over 7,000 hectares of managed forests on GRCA owned lands
- hazard tree management to protect people and property

TABLE 5
GRAND RIVER CONSERVATION AUTHORITY
Forestry & Conservation Land Taxes

OPERATING	Actual 2022	Budget 2021	Budget 2022	Budget change
Expenses:				incr/(decr)
Salary and Benefits	492,827	531,000	553,000	22,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	48,990	54,300	54,300	0
Property Taxes	185,993	183,200	183,200	0
Other Operating Expenses	600,126	612,000	612,000	0
Amount set aside to Reserves	70,000			0
TOTAL EXPENSE	1,397,936	1,380,500	1,402,500	22,000
Funding				(incr)/decr
Donations	17,654	27,000	27,000	-
Self Generated	663,392	580,000	580,000	-
TOTAL FUNDING	681,046	607,000	607,000	0
Net Funded by General Municipal Levy	716,890	773,500	795,500	
Net incr/(decr) to Municipal Levy				22,000

TABLE 6**Conservation Services**

The Conservation Services program includes those activities associated with providing service and/or assistance to private and public landowners and community groups implementing projects to conserve and enhance natural resources on their properties.

This category includes the Rural Water Quality program and Forestry extension services.

Specific Activities:

- Co-ordinate the Rural Water Quality Program. This involves landowner contact, community outreach and delivery of a grant program to encourage adoption of agricultural management practices and projects to improve and protect water quality. Funding for this important initiative comes from watershed municipalities and other government grants.
- Carry out tree planting, and naturalization projects with private landowners
- Co-ordinate community events e.g. children's water festivals and agricultural and rural landowner workshops to promote landowner environmental stewardship action

TABLE 6
GRAND RIVER CONSERVATION AUTHORITY
Conservation Services

OPERATING	Actual 2022	Budget 2022	Budget 2023	Budget change
Expenses:				incr/(decr)
Salary and Benefits	420,643	478,000	497,500	19,500
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	27,828	86,200	86,200	-
Other Operating Expenses	785	22,000	22,000	-
Amount set aside to Reserves	87,000	-	-	-
TOTAL EXPENSE	536,256	586,200	605,700	19,500
Funding				(incr)/decr
Prov & Federal Govt	-	30,000	30,000	-
Funds taken from Reserves	663	1,000	1,000	-
TOTAL FUNDING	663	31,000	31,000	-
Net Funded by General Municipal Levy	535,593	555,200	574,700	
Net incr/(decr) to Municipal Levy				19,500

TABLE 7**Strategic Communications**

The communications department provides a wide range of services and support for the GRCA, the Grand River Conservation Foundation, and the Lake Erie Region Source Protection Program. This category includes watershed-wide communication and promotion of conservation issues to watershed residents, municipalities and other agencies.

Communications - Specific Activities:

- Media relations
- Public relations and awareness building
- Online communications
- Issues management and crisis communications
- Community engagement and public consultation
- Corporate brand management

TABLE 7
GRAND RIVER CONSERVATION AUTHORITY
Strategic Communications

OPERATING	Actual 2022	Budget 2022	Budget 2023	Budget change
Expenses:				incr/(decr)
Salary and Benefits	360,523	492,000	512,000	20,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	45,541	62,000	62,000	-
Other Operating Expenses	-	23,500	23,500	-
Amount set aside to Reserves	110,000	-	-	-
TOTAL EXPENSE	516,064	577,500	597,500	20,000
Funding				
Net Funded by General Municipal Levy	516,064	577,500	597,500	
Net incr/(decr) to Municipal Levy				20,000

TABLE 8**Environmental Education**

This category includes costs and revenues associated with outdoor education facilities, which provide education and information about conservation, the environment and the Conservation Authority's programs to 50,000 students in 6 school boards and 16,000 members of the general public annually. The majority of funding for this program comes from school boards, the Grand River Conservation Foundation and public program fees.

Specific Activities:

- operate 6 outdoor education centres under contract with watershed school boards, providing hands-on, curriculum-based, outdoor education (App's Mills near Brantford, Taquanyah near Cayuga, Guelph Lake, Laurel Creek in Waterloo, Shade's Mills in Cambridge and Rockwood)
- offer curriculum support materials and workshops to watershed school boards
- offer conservation day camps to watershed children and interpretive community programs to the public (user fees apply)

TABLE 8
GRAND RIVER CONSERVATION AUTHORITY
Environmental Education

OPERATING	Actual 2022	Budget 2022	Budget 2023	Budget change
Expenses:				incr/(decr)
Salary and Benefits	545,422	553,000	574,500	21,500
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	42,654	57,000	57,000	0
Insurance	19,095	17,000	21,000	4,000
Property Taxes	10,629	14,000	14,000	0
Other Operating Expenses	199,234	143,600	143,600	0
Amount set aside to Reserves	35,000	0	0	0
TOTAL EXPENSE	852,034	784,600	810,100	25,500
Funding				(incr)/decr
Provincial & Federal Grants	225	0	0	0
Self Generated	567,578	500,000	500,000	0
TOTAL FUNDING	567,803	500,000	500,000	0
Net Funded by General Municipal Levy	284,231	284,600	310,100	
Net incr/(decr) to Municipal Levy				25,500

TABLE 9**CORPORATE SERVICES**

This category includes the costs for goods and services, as listed below, that are provided corporately. A small portion of these costs is recovered from provincial grants, namely from source protection program funding and from the MNR operating grant.

Specific Activities:

This category includes the following departments:

- Office of the Chief Administrative Officer and the Assistant Chief Administrative Officer/Secretary-Treasurer
- Finance
- Human Resources
- Payroll
- Health & Safety
- Office Services

In addition, this category includes expenses relating to:

- The General Membership
- Head Office Building
- Office Supplies, Postage, Bank fees
- Head Office Communication systems
- Insurance
- Audit fees
- Consulting, Legal, Labour Relations fees
- Health and Safety Equipment, Inspections, Training
- Conservation Ontario fees
- Corporate Professional Development
- General expenses

TABLE 9
GRAND RIVER CONSERVATION AUTHORITY
Corporate Services

Budget 2023Deficit to be funded
with Municipal Levy**Expenses:**

Salary and Benefits	2,133,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	424,000
Insurance	157,000
Other Operating Expenses	1,246,790
Amount set aside to Reserves	
TOTAL EXPENSE	3,960,790

Funding

Recoverable Corporate Services Expenses	70,000
Funds taken from Reserves	65,000
TOTAL FUNDING	135,000

Net Result before surplus adjustments	3,825,790	
Deficit from Other Programs offset by 2022 Surplus Carryforward		(517,800)
2022 Surplus Carried Forward to 2023 used to reduce Levy		562,502
Net Funded by General Municipal Levy	3,825,790	44,702

Budget 2022Surplus available to
offset Municipal
Levy Increase**Expenses:**

Salary and Benefits	2,051,000
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	379,000
Insurance	103,000
Other Operating Expenses	1,338,565
TOTAL EXPENSE	3,871,565

Funding

Recoverable Corporate Services Expenses	70,000
Funds taken from Reserves	15,000
TOTAL FUNDING	85,000

Net Result before surplus adjustments	3,786,565	
Deficit from Other Programs offset by 2021 Surplus Carryforward		(466,700)
2021 Surplus Carried Forward to 2022 used to reduce Levy		567,177
Net Funded by General Municipal Levy	3,786,565	100,477

ACTUAL 2022Surplus available to
offset Municipal
Levy**Expenses:**

Salary and Benefits	2,095,636
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	299,600
Insurance	115,301
Other Operating Expenses	1,594,682
Amount set aside to Reserves	
TOTAL EXPENSE	4,105,219

Funding

Provincial Grant	450
Donations/Other	975
Recoverable Corporate Services Expenses	56,783
Funds taken from Reserves	245,000
TOTAL FUNDING	303,208

Net Result before surplus/(deficit) adjustments	3,802,011	
2021 Surplus from Other Programs used to reduce Levy		(244,655)
2020 Surplus Carried Forward to 2021 used to reduce Levy		316,241
Net Funded by General Municipal Levy	3,802,011	71,586

TABLE 10 (a)**Conservation Lands, Rental Properties, Forestry & Misc**

The Conservation Land Management Program includes all expenses and revenues associated with acquisition and management of land owned/managed by the Authority. This includes protection of provincially significant conservation lands, woodlot management, rental/lease agreements and other revenues generated from managing lands and facilities. These expenses do not include those associated with the “active” Conservation Areas and outdoor education programs on GRCA lands.

Specific Activities:

- acquire and manage significant wetlands and floodplain lands, e.g. the Luther Marsh Wildlife Management Area, the Keldon Source Area, the Bannister-Wrigley Complex, and the Dunnville Marsh
- operate “passive” conservation areas in order to conserve forests and wildlife habitat (Puslinch Tract in Puslinch, Snyder’s Flats in Bloomingdale, etc.). Some are managed by municipalities or private organizations (Chicopee Ski Club in Kitchener, Scott Park in New Hamburg, etc.)
- develop and maintain extensive trail network on former rail lines owned by GRCA and municipalities (much of this is part of the Trans-Canada Trail network). The Grand River Conservation Foundation is one source of funding for the trails.
- rent 733 cottage lots at Belwood Lake and Conestogo Lake; hold leases on over 1200 hectares of agricultural land and 8 residential units, and over 50 other agreements for use of GRCA lands. Income from these rentals aids in the financing of other GRCA programs
- permit hunting at various locations including Luther Marsh Wildlife Management Area and Conestogo Lake
- carry out forestry disease control, woodlot thinning and selective harvesting on GRCA lands in accordance with the Forest Management Plan while generating income from sale of timber. Income generated helps pay for future forest management activities
- where appropriate, dispose of lands that have been declared surplus and continue to identify and plan for disposition of other surplus lands. Proceeds from future dispositions will be used for acquisition of “Environmentally Significant Conservation Lands” and for other core programs
- payment of non-insured losses and deductibles for vandalism, loss or theft; miscellaneous amounts recovered from insurance settlements

- investment income arising from reserves and funds received in advance of program expenses

TABLE 10 (b)

HYDRO PRODUCTION

This program generates revenue from ‘hydro production’.

Specific Activities:

- generate hydro from turbines in 4 dams, Shand, Conestogo, Guelph and Drimmie; the income is used to fund GRCA programs and repay reserves accordingly for the cost of building/repairing turbines.

TABLE 10 (c)

CONSERVATION AREAS

These programs include costs and revenues associated with delivering recreational programs on GRCA lands and include the costs and revenues associated with day-use, camping, concessions and other activities at GRCA active Conservation Areas.

Specific Activities:

- operate 11 “active” Conservation Areas (8 camping and 3 exclusively day-use) that are enjoyed by over 1.7 million visitors annually. These visitors also help generate significant spin-off revenues for the local economies
- offer camping, hiking, fishing, swimming, boating, picnicking, skiing and related facilities
- provide 2,200 campsites – second only to the provincial park system as a provider of camping accommodation in Ontario
- employ seasonally over 230 students within the conservation areas

TABLE 10
GRAND RIVER CONSERVATION AUTHORITY
OTHER PROGRAMS - OPERATING - SUMMARY of Results

	Conservation Lands	Property Rentals	MISC	(a) Cons Lands, Rental, Misc	(b) Hydro Production	(c) Conservation Areas	TOTAL Other Programs
Budget 2023 - OPERATING							
Expenses:							
Salary and Benefits	1,540,000	731,000	-	2,271,000	70,000	4,675,000	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	152,600	74,500	-	227,100	-	210,000	
Insurance	315,000	45,000	-	360,000	-	-	
Property Taxes	-	113,000	-	113,000	-	65,000	
Other Operating Expenses (consulting etc)	606,000	701,700	-	1,307,700	25,500	3,550,000	
Amount set aside to Reserves	-	-	-	-	116,500	-	
TOTAL EXPENSE	2,613,600	1,665,200	-	4,278,800	212,000	8,500,000	12,990,800
Funding							
Self Generated	86,000	3,006,000	100,000	3,192,000	580,000	8,500,000	
Funds taken from Reserves	101,000	100,000	-	201,000	-	-	
TOTAL FUNDING	187,000	3,106,000	100,000	3,393,000	580,000	8,500,000	12,473,000
NET Surplus/(Deficit) for programs not funded by general levy	(2,426,600)	1,440,800	100,000	(885,800)	368,000	-	(517,800)
Budget 2022 - OPERATING							
Expenses:							
Salary and Benefits	1,384,500	703,400	-	2,087,900	68,000	4,300,000	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	152,600	74,500	-	227,100	-	195,000	
Insurance	234,000	28,000	-	262,000	-	-	
Property Taxes	-	88,000	-	88,000	-	65,000	
Other Operating Expenses (consulting etc)	606,000	701,700	30,000	1,337,700	25,500	3,240,000	
Amount set aside to Reserves	-	-	-	-	116,500	-	
TOTAL EXPENSE	2,377,100	1,595,600	30,000	4,002,700	210,000	7,800,000	12,012,700
Funding							
Self Generated	86,000	2,921,000	108,000	3,115,000	530,000	7,800,000	
Funds taken from Reserves	1,000	100,000	-	101,000	-	-	
TOTAL FUNDING	87,000	3,021,000	108,000	3,216,000	530,000	7,800,000	11,546,000
NET Surplus/(Deficit) for programs not funded by general levy	(2,290,100)	1,425,400	78,000	(786,700)	320,000	-	(466,700)
Actual 2022 - OPERATING							
Expenses:							
Salary and Benefits	1,228,809	648,325	-	1,877,134	64,119	4,548,675	
Travel, Motor Pool, Expenses, Telephone, Training and Development, IT	131,634	70,867	-	202,501	-	203,238	
Insurance	259,313	31,638	-	290,951	-	-	
Property Taxes	-	114,396	-	114,396	-	53,928	
Other Expenses	480,954	392,209	19,233	892,396	186,142	3,338,347	
Amount set aside to Reserves	15,423,404	189,000	115,000	15,727,404	20,000	2,225,000	
TOTAL EXPENSE	17,524,114	1,446,435	134,233	19,104,782	270,261	10,369,188	29,744,231
Funding							
Provincial/Federal/Municipal	-	225	-	225	-	36,630	
Donations	-	-	-	-	-	-	
Self Generated	15,420,184	2,910,172	210,386	18,540,742	589,334	10,332,645	
Funds taken from Reserves	-	-	-	-	-	-	
TOTAL FUNDING	15,420,184	2,910,397	210,386	18,540,967	589,334	10,369,275	29,499,576
NET Surplus/(Deficit) for programs not funded by general levy	(2,103,930)	1,463,962	76,153	(563,815)	319,073	87	(244,655)

OTHER INFORMATION

1. INFORMATION SYSTEMS & TECHNOLOGY - COMPUTER CHARGES

The work of the IS&T Group includes wages, capital purchases and ongoing maintenance and operations is funded through the Information Systems and Technology Reserve. The IS&T Reserve is sustained through a charge back framework. A “Computer Charge” is allocated to the individual programs based on the number of users and the nature of system usage or degree of reliance on IS&T activities and services.

The *Information Systems and Technology* (IS&T) group leads GRCA’s information management activities; develops and acquires business solutions; and oversees investment in information and communications technology as detailed below:

Specific Activities:

- Develop and implement GRCA's long-term information management, information technology and communications plans.
- Assess business needs and develop tools to address requirements, constraints and opportunities. Acquire and implement business and scientific applications for use at GRCA. Manage information technology and business solutions implementation projects on behalf of GRCA, GRCF and the Lake Erie Source Protection Region.
- Develop, and implement GRCA’s Geographic Information Systems (GIS) technology and spatial data infrastructure. Manage GRCA’s water-related data. Create and maintain standards for the development, use and sharing of corporate data. Develop policies and implement tools to secure GRCA’s data and IT and communications infrastructure.
- Acquire, manage and support GRCA’s server, storage, network and personal computer infrastructure to support geographic information systems (GIS); flood forecasting and warning, including real-time data collection; database and applications development; website hosting; electronic mail; internet access; personal computing applications; and administration systems, including finance, property and human resources.
- Develop and operate a wide area network connecting 14 sites and campus style wireless point-to-multipoint networks at Head Office, Conservation Areas, Nature Centres and Flood Control Structures. Develop and operate an integrated Voice over IP Telephone network covering nine sites and 220 handsets. Support and manage mobile phones, smart phones and pagers. Develop, implement and maintain GRCA’s IS&T disaster recovery plan.
- Operate on-line campsite reservation and day-use systems with computers in 10 Conservation Areas. Provide computers and phone systems for use at outdoor education centres.
- Build and maintain working relationships with all other departments within GRCA. Develop and maintain partnerships and business relationships with all levels of government, Conservation Ontario, private industry and watershed communities with respect to information technology, information management, business solutions and data sharing.

2. VEHICLE, EQUIPMENT – MOTOR POOL CHARGES

Motor Pool charges are allocated to the individual sections based on usage of motor pool equipment. Effectively, motor pool charges are included with administrative costs or other operating expenses, as applicable, on Tables 1 to 10.

Specific Activities:

- Maintain a fleet of vehicles and equipment to support all GRCA programs.
- Purchases of new vehicles and/or equipment.
- Disposal of used equipment.
- Lease certain equipment.

SECTION B

BASE PROGRAMS – CAPITAL

SECTION B – CAPITAL BUDGET

Capital maintenance spending in 2023 includes spending in the following program areas:

- Water Resources Planning
- Flood Forecasting and Warning
- Water Control Structures
- Conservation Areas
- Corporate Services

Water Resources Planning expenditures will be for water quality monitoring equipment. Flood forecasting and warning expenditures will be for software systems and gauge equipment.

Water Control Structures expenditures will be for major maintenance on dams and dykes.

Conservation Area capital spending includes expenditures as part of the regular maintenance program as well as spending on major repairs and new construction. In 2023, major capital projects within the Conservation Areas will include:

- New workshop at the Brant CA
- Water service upgrades at Shade’s Mill CA
- Planning for Harris Mill masonry repairs at Rockwood CA
- Bridge replacement at Rockwood CA
- Septic replacements at Conestogo CA
- Constructing washrooms at Byng CA

Corporate Services capital spending represents the portion of overall Information Services and Motor Pool expenses that are funded by the Information Technology (IT) and Motor Pool (MP) reserve. See “Other Information” above for spending descriptions for IT and MP.

SECTION B - Capital Budget

GRAND RIVER CONSERVATION AUTHORITY

Budget 2023

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	BUDGET TOTAL
Expenses:							
WQ Monitoring Equipment & Instruments	110,000						110,000
Flood Forecasting Warning Hardware and Gauges		190,000					190,000
Flood Control Structures-Major Maintenance			1,500,000				1,500,000
Conservation Areas Capital Projects					2,000,000		2,000,000
Net IT/MP Capital Spending not allocated to Departments						779,000	779,000
TOTAL EXPENSE	110,000	190,000	1,500,000	-	2,000,000	779,000	4,579,000
Funding							
Prov & Federal Govt			700,000				700,000
Self Generated					1,500,000		1,500,000
Funding from Reserves	75,000	25,000	50,000		500,000	779,000	1,429,000
TOTAL FUNDING	75,000	25,000	750,000	-	2,000,000	779,000	3,629,000
Net Funded by General CAPITAL Levy	35,000	165,000	750,000	-	-	-	950,000

Budget 2022

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	BUDGET TOTAL
Expenses:							
WQ Monitoring Equipment & Instruments	110,000						110,000
Flood Forecasting Warning Hardware and Gauges		190,000					190,000
Flood Control Structures-Major Maintenance			2,200,000				2,200,000
Conservation Areas Capital Projects					2,000,000		2,000,000
Net IT/MP Capital Spending not allocated to Departments						602,000	602,000
TOTAL EXPENSE	110,000	190,000	2,200,000	-	2,000,000	602,000	5,102,000
Funding							
Prov & Federal Govt			1,110,000				1,110,000
Self Generated					1,200,000		1,200,000
Funding from Reserves	75,000	25,000	340,000		800,000	602,000	1,842,000
TOTAL FUNDING	75,000	25,000	1,450,000	-	2,000,000	602,000	4,152,000
Net Funded by General CAPITAL Levy	35,000	165,000	750,000	-	-	-	950,000

ACTUAL 2022 - CAPITAL

	Water Resources Planning & Environment	FFW	Flood Control Expenses	Conservation Land Management (Sch 4)	Conservation Areas	Corporate Services	ACTUAL TOTAL
Expenses:							
WQ Monitoring Equipment & Instruments	56,922						56,922
Flood Forecasting Warning Hardware and Gauges		188,310					188,310
Flood Control Structures-Major Maintenance			1,347,653				1,347,653
Conservation Areas Capital Projects					934,152		934,152
Net IT/MP Expenses in excess of chargebacks						380,110	380,110
TOTAL EXPENSE	56,922	188,310	1,347,653	-	934,152	380,110	2,907,147
Funding							
Prov & Federal Govt			629,738				629,738
Self Generated					934,152	8,384	942,536
Funding from Reserves	-	-	629,738	-	934,152	371,726	371,726
TOTAL FUNDING	-	-	629,738	-	934,152	380,110	1,944,000
Net Funded by General CAPITAL Levy	56,922	188,310	717,915	-	-	-	963,147

SECTION C

SPECIAL PROJECTS

SECTION C – SPECIAL PROJECTS

This category of activity represents projects that the GRCA undertakes where special one time and/or multi-year funding is applicable. The duration of these projects is typically one year although in some instances projects may extend over a number years, such as the Source Protection Planning Program. External funding is received to undertake these projects.

The main project in this category is the provincial Source Protection Planning Program under the *Clean Water Act, 2006*. Plan development work commenced in 2004, with plan implementation starting in 2015. Work includes research and studies related to the development and updates of a Drinking Water Source Protection Plan for each of the four watersheds in the Lake Erie Source Protection Region. The focus in 2022 continues on completing updates to the Grand River Source Protection Plan, including development of water quantity policies, updating water quality vulnerability assessments, and the development of the annual progress report for the Grand River Source Protection Plan.

Other special projects in the area of watershed stewardship include the “Rural Water Quality Program” grants, floodplain mapping projects, subwatershed study, waste water optimization project, trail development, and numerous ecological restoration projects on both GRCA lands and private lands in the watershed.

SECTION C - Special Projects Budget

GRAND RIVER CONSERVATION AUTHORITY

Budget 2023

EXPENDITURES	ACTUAL 2022	BUDGET 2022	BUDGET 2023
Subwatershed Plans - City of Kitchener	68,111	80,000	80,000
Dunnville Fishway Study	-	-	-
Waste Water Optimization Program	59,858	130,000	130,000
Floodplain Mapping	341,735	575,000	90,000
RWQP - Capital Grants	532,595	800,000	800,000
Brant/Brantford Children's Water Festival	-	-	35,000
Haldimand Children's Water Festival	-	-	25,000
Species at Risk	69,695	40,000	70,000
Ecological Restoration	52,653	100,000	100,000
Great Lakes Agricultural Stewardship Initiative	928	-	-
Precision Agriculture-OMFRA	27,057	70,000	-
Great Lakes Protection Initiative	114,731	100,000	-
Nature Smart Climate Solutions	8,441	-	75,000
Profit Mapping	3,925	-	85,000
Trails Capital Maintenance	229,921	240,000	-
Lands Mgmt - Land Purchases/Land Sale Expenses	17,660	-	-
Guelph Lake Nature Centre	26,600	500,000	500,000
Mill Creek Rangers	27,323	-	35,000
Total SPECIAL Projects 'Other'	1,581,233	2,635,000	2,025,000
Source Protection Program	569,995	640,000	640,000
Total SPECIAL Projects Expenditures	2,151,228	3,275,000	2,665,000
SOURCES OF FUNDING			
Provincial Grants for Source Protection Program	569,995	640,000	640,000
OTHER GOVT FUNDING	1,057,115	1,610,000	1,285,000
SELF-GENERATED	335,591	840,000	695,000
FUNDING FROM/(TO) RESERVES	188,527	185,000	45,000
Total SPECIAL Funding	2,151,228	3,275,000	2,665,000

APPENDIX A

GRAND RIVER CONSERVATION AUTHORITY MEMBERS (2023)

Region of Waterloo (including Cities of Kitchener, Waterloo, Cambridge and Townships of North Dumfries, Wellesley, Wilmot and Woolwich

Doug Craig (Cambridge), Mike Devine (Citizen), Jim Erb (Waterloo), Sue Foxton (North Dumfries), Gord Greavette (Citizen), Colleen James (Kitchener), Sandy Shantz (Woolwich), Natasha Salonen (Wilmot), Kari Williams (Kitchener), and Pam Wolf (Cambridge)

Regional Municipality of Halton

John Challinor II

Haldimand and Norfolk Counties

Dan Lawrence and Rob Shirton

City of Hamilton

Alex Wilson

County of Oxford

Bruce Banbury

City of Brantford

Gino Caputo and Kevin Davis

City of Guelph

Christine Billings and Ken Yee Chew

Townships of Amaranth, East Garafraxa, Southgate and Melancthon and Town of Grand Valley

Guy Gardhouse

Townships of Mapleton and Wellington North

Lisa Hern

Municipality of North Perth and Township of Perth East

Jerry Smith

Township of Centre Wellington

Shawn Watters

Town of Erin, Townships of Guelph-Eramosa and Puslinch

Chris White

County of Brant

Brian Coleman and David Miller



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	March 1, 2023
SUBJECT/REPORT NO:	Sufficiency of the Affordable Housing Funding Program (AHFP) (HSC23003(a)) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Al Fletcher (905) 546-2424 Ext. 4711
SUBMITTED BY:	Michelle Baird Director, Housing Services Division Healthy and Safe Communities Department
SIGNATURE:	<i>Michelle Baird</i>

COUNCIL DIRECTION

The Emergency and Community Services Committee directed at their meeting January 19, 2023 “That the General Manager of the Healthy and Safe Communities Division report to the 2023 Operating Budget on the sufficiency of the \$4 M dollars of funding proposed for the Affordable Housing Funding Program , in the context of need with recommended alternatives for consideration at that time.”

INFORMATION

Housing Services Division presented Report HSC23003 – Affordable Housing Funding Program (AHFP) which sought to create a fund to support not-for-profit affordable housing providers in the creation of new dwelling units. The staff recommendation was to create an annual \$4 M fund funded from the net levy, referred to the 2023 Tax Operating Budget for deliberations.

There continues to be significant pressure to build new affordable housing in the City of Hamilton to alleviate the housing crisis. However, the majority of the funding available for capital and seed funding has restrictions tying the funding to not-for-profit organizations (NFP) who have limited equity to support new development. The financial

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**SUBJECT: Sufficiency of the Affordable Housing Funding Program (AHFP)
(HSC23003(a)) (City Wide) - Page 2 of 7**

pressures include pre-development fees/consultants to support moving developments closer to shovel ready status, Development Charges (prior to Bill 23 exemptions), financial support on joint funding applications such as Canada Mortgage and Housing Corporation (CMHC) Co-Investment applications, capital build costs, etc.

Building new affordable housing dwelling units is a significant cost which has grown significantly over the past years, for reasons including supply chain, inflation and financing costs. Current environment indicates construction costs of approximately \$500,000 – 600,000 per unit for new builds, depending on the type of development, consequently the requested \$4 M AHFP has the potential to fund the construction of 6-8 new units, exclusive of funding from other partners. Alternatively, this funding can leverage additional units subject to funding contributions from partners such as, housing providers, Federal Government and Provincial Government. New construction projects can take approximately 12-18 months to build once all planning approvals are obtained and building permit is secured. Important to note that the above scenario relates exclusively to the funding of construction, excluding obligations the City would have on such developments, including development charge exemptions and annual housing subsidy.

To have a significant impact on the housing crisis, on its own, the City of Hamilton cannot be a sole investor or funder of the solution to build new affordable housing. Success requires a partnership between the Federal and Provincial governments, the City and the affordable housing provider will require innovative financing models, new investment partners and creative financing solutions to create viable projects. The \$4 M ask represents the approximate average funding the City has contributed over the past five or so years where dollars each year can vary significantly. As the need for supplemental funding for affordable housing and homelessness is escalated, municipalities are likewise left to address competing demands in transportation, infrastructure, inflationary pressures, as examples, against a regressive form of taxation.

While the development of purpose-built rental housing is a pressing matter, and the supply of housing is a shared interest, staff has concerns that many of the proposed changes to the DC Act through Bill 23, compounded upon the changes made to the DC Act through Bill 108 (*More Homes, More Choice Act, 2019*) and Bill 197 (*COVID-19 Economic Recovery Act, 2020*), creates incentives to developers on the backs of municipalities and municipal taxpayers / ratepayers.

Bill 23 advances that several forms of development will receive an exempt from DCs:

- Affordable housing (rental and ownership);
- Attainable housing (which has yet to be defined);
- Non-profit housing; and

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**SUBJECT: Sufficiency of the Affordable Housing Funding Program (AHFP)
(HSC23003(a)) (City Wide) - Page 3 of 7**

- Inclusionary zoning residential units.

This legislative change will have a significant financial impact for local taxpayer/ratepayers that are still being quantified. In addition, the City has made commitments to existing projects currently in development, and existing obligations will materialize in 2023 and future years from programs such as the Rapid Housing Initiative Rounds 1 and 2, and other council-supported projects as outlined below. These commitments could be partially funded from the Affordable Housing Funding Program and/or Ontario Priority Housing Initiative (OPHI), or separately, but represent real costs and obligations for the municipality over and above new projects that would apply to the Affordable Housing Funding Program.

To summarize these known commitments, the City has approximately \$7.5M in known obligations to projects from the RHI 1 and RHI 2 funding streams, and another \$13.5M in development charge exemptions and other costs for other projects which will be payable in upcoming years should those projects go forward.

Background

On January 19, 2023 staff presented Report HSC23003 requesting the development of a funding program to support the development of new affordable housing dwelling units. As outlined in the report, the focus of this funding was to support through an RFP the following:

- Support the City in fulfilling its financial responsibilities in respect of Rapid Housing Initiative (RHI) funded projects;
- Development Charges not covered within Bill 23, or required prior to enactment of the DC exemptions;
- Pay for pre-development costs including site feasibility studies, consultants, etc.;
- To support non-profit organisations in need of funding to complete due diligence processes and acquisitions; and,
- Capital costs of new development.

Council Request

At the January 19 Emergency and Community Services Committee meeting, the report was approved, referring the AHFP to the 2023 Budget deliberations and providing additional direction to staff as follows:

“(g) That the General Manager of the Healthy and Safe Communities Division report to the 2023 Operating Budget on the sufficiency of the \$4 M dollars of funding, in the context of need with recommended alternatives for consideration at that time.”

**SUBJECT: Sufficiency of the Affordable Housing Funding Program (AHFP)
(HSC23003(a)) (City Wide) - Page 4 of 7**

In regard to “sufficiency” of the funding, the Affordable Housing Funding Program of \$4 M would represent a minor investment forwards a need that requires a co-ordinated sustainable financing strategy.

The AHFP can:

- based on approximately \$500 K per unit to build new affordable dwelling units, the fund itself could support 6-8 new dwelling units, exclusive of any other funding partners. or leveraged equally with other upper levels of government funding may produce 12-16 new dwelling units; or,
- partially cover the City in fulfilling its financial responsibilities in respect of Rapid Housing Initiative funded projects. Currently, there are 4 Rapid Housing Initiative funded projects not complete and occupied; or,
- provide “top up” funding to projects already receiving funding support but not yet financially viable to construct; or,
- pay for pre-development costs including site feasibility studies, consultants, etc.;
- to support non-profit organisations in need of funding to complete due diligence processes, acquisitions and planning approvals; or,
- support the capital costs of new development.

The AHFP cannot:

- meet the Council approved Housing and Homelessness Action Plan of a stretch goal of creating 350 new affordable units per year. (With a per unit construction cost of new builds being \$500 K, capital build funding of \$175 M would be required yearly to meet the stretch goal, so this target must be achieved through significant partnership with community and upper levels of government);
- make any known non-profit affordable housing projects financially viable to move to construction.

While staff could support more opportunities with a greater level of funding of the AHFP in excess of \$4 M, staff tried to balance the financial ask between estimated historical yearly average funding against the many competing demands on the municipal budget.

Regarding alternatives for consideration by Council, any increase of funding allocated to the AHFP would increase the options for staff to consider, related to the above noted bullets.

For example, if funding was doubled to \$8 M, the AHFP could support

- The development of 12-16 new affordable housing units and potentially 24-32 units when leveraged; or,

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**SUBJECT: Sufficiency of the Affordable Housing Funding Program (AHFP)
(HSC23003(a)) (City Wide) - Page 5 of 7**

- Support a combination of funding bullets above such as covering RHI overages and supporting pre-development costs.

Existing City Financial Commitments for new builds

Through previous Rapid Housing Initiative rounds of funding, the following projects are not complete for various reasons including pandemic related delays, material supply chain issues, material availability, trade availability, required design changes, etc.:

Project	Units	Development Costs	City Funding (incl. DCs)	Upper level Gov't Funding	Rapid Housing Initiative Funding	Yearly Operating Subsidies
137 George Street	13	\$5,210,028	\$1,241,979	0	\$2,260,585	Funded through existing resources
35 Arkledun	73	\$26,440,087	\$5,394,152	\$8,100,000	\$12,945,935	Funded through existing resources
253 King William St.	24	\$14,700,919	\$420,542	\$1,900,000	\$6,475,844	\$144,000
412 Barton St.	15	\$7,722,551	\$608,790	\$2,520,880	\$3,850,000	\$90,000

Staff continue to work with the providers of the above noted projects to stay within budget however, final construction costs and potential overages will not be known until occupancy.

Outside of the Rapid Housing Initiative, the City has provided supports to other development:

60 Caledon – Caledon Community Collaborative

- Joint development between Kiwanis and Victoria Park
- 266 affordable units at 80% AMR – the upper level of affordable housing continuum
- Council approval of a \$9.1 M grant equal to the Development Charges payable

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**SUBJECT: Sufficiency of the Affordable Housing Funding Program (AHFP)
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Roxborough Development

- Proponent is building 107 townhouses and 200 apartment units
- As part of a Community Improvement Plan the proponent can access Homeownership Grant Program
- Eligible for grant to cover DCs for 107 townhouse units to a maximum of \$3.5 M.

Charlton Co-ops

- Corktown Co-ops (abutting) purchased 2 residential properties to create a new Co-op development of 17 units
- Proponent received \$820,000 in Ontario Priority Housing Initiatives (OPHI) to support pre-development costs
- OPHI requires occupancy by April 2025 failing which the City will be required to pay back the \$820,000 funding to the Province.

Development Charges for Non-profit and Affordable Housing

Ontario Bill 23, the *More Homes Built Faster Act, 2022*, provided a development charge exemption for non-profit housing developments. The Bill further provides for a future development charges exemption for affordable residential units, which will require municipalities to exempt units where rent is no greater than 80% of the average market rent as determined by the Province, and a future exemption for attainable housing units which has not yet been defined by the Province. These required exemptions are not accompanied by any upper level funding to offset the loss of cashflow to municipalities. In order to fund the growth infrastructure required to support the new population, this loss of revenue will need to be offset from other sources. While the exemptions for the future affordable and attainable housing exemptions cannot be estimated, Appendix "A" to Report HSC23003(a) is a list of potential new non-profit housing projects and their current development charge estimates.

Summary

To make a significant impact on the City of Hamilton housing crisis, the City of Hamilton cannot afford to do this on its own and requires partnerships with the Federal and Provincial governments, and affordable housing proponents bringing equity to the projects. Recently, new affordable housing developments are only undertaken by non-profit organizations and the ability to bring equity to the development has a direct relationship to the size of the organization and their assets.

Building new affordable housing is one of four pillars of the Housing Sustainability and Investment Framework. The other pillars include acquisition, retention of existing units and supports for individuals. There are significant pressures along the entire housing continuum and demand far exceeds available resources in each one of these areas. Ideally, investment in all pillars, as well as the City's existing obligations and

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**SUBJECT: Sufficiency of the Affordable Housing Funding Program (AHFP)
(HSC23003(a)) (City Wide) - Page 7 of 7**

commitments, should be considered as Council deliberates how much to invest in new affordable housing and the level of funding for the affordable housing funding program. It should be noted that while the Affordable Housing Funding Program focusses funding to support the creation of new affordable units, and this report is focused on sufficiency of the \$4M proposed for new the affordable housing funding program, there are other investments related to what it will take to end chronic homelessness in Hamilton that will be brought forward in a March report. Recommendations and resource requirements, and options for council's consideration to address all pillars and the entire housing continuum will be brought forward in a comprehensive way with the Housing Sustainability and Investment Roadmap that is coming forward in April.

To move the needle on the housing crisis, we need all partners, large and small, working towards the same goal with currently the most significant obstacle to overcome is the availability of funding to support the capital build, rent supplements and where necessary wrap-around supports.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report HSC23003(a): Affordable Housing Projects - Potential DC Exemptions

Appendix "A" to Report HSC23003(a)
Page 1 of 1

	Organization	Address	Units	DC Estimates
1	CHH	106 Bay St. N	55	
2	CHH	253-257 King William St.	24	
3	CHH	55 Queenston Rd.	40	
4	Indwell	405 James St. N	109	2,308,186
5	Indwell	174 Ottawa St. N	33	640,527
6	Indwell	204 Gage Ave. N	40	839,920
7	Indwell	120 Wentworth St. N	49	1,028,902
8	Indwell	315 Robert St.	30	521,157
9	Habitat for Humanity Hamilton	149 1/2 Sherman Ave. N	5	134,546
10	Habitat for Humanity Hamilton	3 North Park Ave.	2	120,020
11	Indwell, Sacajawea Non Profit Housing Inc.	219 East Ave	108	
12	Caledon Community Collaborative (KNPH, VPCH)	60 Caledon Ave.	266	9,053,904
13	Hamilton East Kiwanis Non- Profit Homes Inc. (HEK)	110 Essling Ave.	60	2,109,180
14	Hamilton East Kiwanis Non- Profit Homes Inc. (HEK)	1540 Upper Wentworth St.	126	3,171,673
15	Hamilton East Kiwanis Non- Profit Homes Inc. (HEK)	6 Acorn St.	60	
16	Good Shepherd Non-Profit Homes (GSNPH)	35 Arkledun Ave.	73	
17	Good Shepherd Non-Profit Homes (GSNPH)	121 & 135 Mary St.	157	1,983,833
18	YWCA - Oakwood Place	1067 Barton St.	90	2,497,230
19	YWCA	175 Longwood (address expected to change)	100	2,582,144
20	St. Matthew's House	412 Barton St.	15	
21	The Pearl in partnership Sacajawea	16 Steven St. & 436 King William St.	17	63,060
22	Township Glanbrook Non- Profit Housing Corporation	2800 Library Ln.	105	2,865,942
23	Charlton Co-op & Corktown Co-op	221-223 Charlton Ave. E	17	310,890
24	Options For Independent Living and Development	153 George St.	24	460,200
				\$30,691,314

* originally present to City Council on August 11, 2022 as Appendix "C" to Report HSC20051/FSC22073. Payments may have occurred since this date and are not reflected in the table.



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	March 1, 2023
SUBJECT/REPORT NO:	Service Delivery Review (FCS23038) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Duncan Robertson (905) 546-2424 Ext. 4744
SUBMITTED BY:	Brian McMullen Director, Financial Planning, Administration and Policy Corporate Services Department
SIGNATURE:	

COUNCIL DIRECTION

At its meeting January 10, 2023, the General Issues Committee (GIC) directed staff to identify the programs and services that exceed the prescribed service standard or level of service and report back through the 2023 GIC Operating Budget.

INFORMATION

In 2011, Council and staff undertook a Service Delivery Review to develop a strategy to reduce service delivery costs and improve service to citizens. KPMG was engaged as an external consultant to assist in the development of the service delivery strategy. They applied a methodology called the Municipal Reference Model in review of City services. The Municipal Reference Model is a proven methodology used to evaluate the delivery of municipal services from a customer perspective versus carrying out municipal operations at a technical level.

Through this review, KPMG and City staff identified several opportunities that were presented to Council through Report CM11009(b)/FCS11059(b) and has been attached as Appendix "A" to Report FCS23038 for reference.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report FCS23038 – Corporate Service Delivery Review – Opportunities for Service Improvement (CM11009(b)/FCS11059(b))

SUBJECT: Service Delivery Review – Opportunities for Service Improvement (City Wide)

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facilitate completion of the first two components of the approved SDR process methodology, namely:

1. Profile all City Facing and Internal Services
2. Rank and Prioritize Service Delivery Opportunities for Improvement/Reduction or Elimination

The Service Profiles were produced and presented to General Issues Committee earlier this month at its meeting of October 18th along with an overview of the lessons learned from the development of the profiles.

Background on the Process

Following Council's endorsement of the two stage opportunity filter process at the June 28th GIC, KPMG reviewed the Service Profiles using the Service Assessment Filter (attached as 'Appendix A' to report CM11009b/FCS11056b) and developed a list of opportunities. The following evaluation criteria were used to determine the Top 30 opportunities with the greatest potential for further review:

1. How the service contributes to achieving the Program's mandate or strategic goals and/or objectives.
2. The cost of delivering the service.
3. How this cost compares to other municipalities.
4. The relative impact on residents if the opportunity was implemented.

The criteria of cost of the service (2.) and client impact (4.) were weighted slightly higher than the other two. The maximum score achievable at this first step was a five (5).

As a result of this filter process, 34 opportunities moved on to the next stage of the evaluation process since several of the opportunities achieved the same score. The following criteria were used to further assess these opportunities in the second stage:

1. Continued analysis on how the service aligns with the Program's strategic objectives, the cost to deliver the service, comparison to other municipalities and how many residents would be impacted by any changes in the service.
2. Recent reports or studies that considered this opportunity and any decisions that resulted from it.
3. What are the potential savings?
4. Are there any barriers to implementation (legal, political environment, labour and contractual obligations, capital costs)?

Each of these criteria carried equal weights on the scale, and the maximum achievable score was twenty (20).

The resulting total score (out of a possible twenty-five (25)) from the application of stage 1 and 2 filters were determined for all of the 34 opportunities.

SUBJECT: Service Delivery Review – Opportunities for Service Improvement (City Wide)
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As was previously committed to Council, the list of opportunities would be brought forward in the Fall for validation of those service areas that should be the subject of a deep dive and development of a high-level business case for change.

The Results

Starting with the 34 ranked opportunities, KPMG worked with the Service Delivery Review Strategy Team and the Senior Management Team to determine recommended Top 10 service areas with the greatest potential for further review and service improvement that are being presented to the GIC today. In reviewing the list, it became evident that the Top 30 could be grouped into the following categories for ease of communication:

Top 34 Opportunities

- A** = Top 10: This group represents where we should focus our efforts to investigate the most appropriate service level and method of delivery for residents by working with KPMG to develop a high-level business case for further review. (10 opportunities)
- B** = This group includes the initiatives that are already underway. (10 opportunities)
- C** = This group includes initiatives that the City should consider pursuing. (10 opportunities)
- D** = These initiatives have already received a decision during the current term of Council. (4 opportunities)

The complete listing of the Top 34 Opportunities, including filter scores from each stage and other details is presented in Appendix 'B' to Report CM11009b/FCS11056b.

SMT are recommending a list of the Top 10 Opportunities for GIC's consideration today. The Top 10 (category 'A') which were filtered from within the Top 34 are depicted in the Table below:

SUBJECT: Service Delivery Review – Opportunities for Service Improvement (City Wide)

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Opportunity Number	Opportunity Description	Total Score	Comments
<i>Top 10 Recommended Opportunities (A)</i>			
1	Central Fleet - move to a model of purchasing vehicles on credit and charging user departments the cost of the debt payments, using lifecycle costing analysis to determine when vehicles should be retired.	21.7	The use of a credit model for fleet purchases improves the transparency of fleet purchases since fleet costs are fully represented in the operational budget; allows purchase of vehicles when appropriate from life-cycle costing analysis; Balance in fleet reserve can be applied against the City's debt position.
2	Transfer the business of food preparation/delivery at the City's arenas, recreation facilities, golf courses to the private sector and/or community and recreation user groups.	19.2	Food preparation is a service that can be assumed by community user groups or the private sector and reduce the City's operational costs.
3	Undertake a Master Fire Plan with a view to optimizing the use of existing resources and explore opportunities to achieve cost effectiveness and efficiencies, through cost avoidance. Considered an industry best practice, the Master Fire Planning process will draw a correlation between the City Of Hamilton's risk profile and the resources required to support the fire protection and public safety needs of the community. EMS needs, in terms of station locations and coordinated response should be considered.	19	Fire services is a significant cost to the City. It appears that there has not been a full review of the Fire Service since amalgamation. There is an opportunity to address many of the legacy inefficiencies carried over from amalgamation. Savings will largely be avoidance of future increases - but some reductions may be possible.
4	Increase parking rates at existing off-street paid lots, on-street at meters and for monthly permits.	18.2	Parking is an important source of non taxation revenue for municipalities. The opportunities represented by parking should be maximized to reduce the tax burden on property owners.
5	Make Fleet a competitive service provider (users can buy services from Fleet or elsewhere).	17.9	Allowing departments to use Fleet Services or other suppliers would make customer service and better customer value imperatives for Fleet.
6	Increase fees for City operated recreation programs and recreation facility rentals considering: - cost of operations and facility maintenance, - availability of private alternatives (avoiding unfair competition), - the target client group, - the fees charged by other municipalities. As part of the program, expand subsidy programs to ensure affordability is maintained.	17.5	Hamilton has made a significant investment in public recreation facilities and programs. There is an opportunity for the City to determine what is the appropriate R/C ratio for recreation and adjust fees accordingly. Maintaining access to programs for low income residents is a priority.
7	Examine P3 (Public/Private Partnership) Operations and/or lease of private facilities to replace/supplement municipal capacity for recreation facilities.	17.2	P3 development offers the potential to minimize capital and operating costs in development or renovation/upgrade of municipal recreation facilities.
8	Improve sustainability by reducing and limiting costs of voluntary sewer programs by: - Reducing the cost of the Protective Plumbing Program (\$1.7M in 2011), considering lower maximum grants, shared costing, and annual maximums - Establishing a maximum annual contribution to the Sewer Lateral Management Program of \$500,000 (\$3.4M in 2011) and - Limiting the flooding related compassionate grants to circumstances where City facilities created the flood, and for repeated events, protective plumbing was installed (from \$80K to \$730K per year).	17.2	Hamilton offers voluntary sewer programs to its citizens that are generous in their support in comparison to peer municipalities. There is an opportunity to review the terms and conditions of the sewer programs to ensure they are effectively applied, or eliminate them entirely.
9	To develop a Strategic Workforce Plan for the next 3-5 years that readies the City of Hamilton workforce to be flexible and responsive to the changing needs of the community, changing business strategy requirements and the fiscal realities of municipal government.	16.9	Staffing costs are the largest expenditure of the City. How staff are managed can either amplify or mitigate the City's labour costs. Improved flexibility can achieve cost savings without layoffs or outsourcing.
10	Review IT governance and strategy, focusing on: - establishing a corporate GIS system (outsourcing options) -centralizing more IT systems such as client data banks - consolidating records management - centralizing IT resources now in departments.	16.7	It appears that the City's IT strategy is disparate and resources are in various departments. Centralizing resources and addressing highest corporate priorities would improve effectiveness.

SUBJECT: Service Delivery Review – Opportunities for Service Improvement (City Wide)

As indicated, a number of the Top 34 items relate to initiatives that are currently underway. These opportunities were grouped into category 'B' as can be seen in this summary Table below:

Opportunity Number	Opportunity Description	Total Score	Comments
Opportunities Underway (B)			
11	Increase use of bus priority measures (dedicated lanes and signals) to improve the efficiency/effectiveness of public transit.	19.4	Transit Priority lane pilot initiated under development as a Metrolinx Quick-Wins funded initiative. A staff report to Council for consideration is planned in Q4/12.
12	Decrease employee absenteeism.	18.9	An Attendance Improvement Initiative is underway as described in the Management Action Plan reported to AF&A on June 11 (HUR12008). Goal is to achieve a minimum of 10% reduction in average sick days per employee by end of 2014, an average of one day per employee.
13	Consolidate corporate call handling.	17.7	Consolidation of corporate call handling is an opportunity to improve customer service and achieve efficiencies. With partial implementation, there has been approximately \$281k in savings realized to date.
14	In light of all day kindergarten in schools, develop a strategy for evolution of child care in Hamilton (as system operator) and at Red Hill Family Centre (as facility operator) to maximize return for funds spent.	17	The early years learning environment is undergoing widespread change as a result of the Province's policy shift. There is an opportunity for the City to review its early years/daycare services to ensure that they are still relevant and efficient in the new system.
15	Transit - focus on peak hours and days. Reduce evening and weekend service. Use a usage/cost recovery ratio to evaluate routes, route sections and time of day.	16.6	A comprehensive full system Operational Review was completed in 2010. During 2012 budget deliberations, staff listed curtailment of low performing routes as a budget mitigation option. No direction arose from Council discussion.
16	Implement the results of the review of major recreation and community facilities to determine if the current number is warranted or can be reduced, and if the configuration of facilities can be changed as lifecycle investments are required in order to reduce operating costs (e.g. consolidating). Review would encompass: - arenas - indoor pools - outdoor pools - community halls and recreation centres.	16.2	Should be considered in concert with item 7, with any new or replacement facilities considered as P3 approaches, for consolidation to improve efficiency.
17	Hospital emergency room - find resolution to delayed hand-off of EMS patients.	16.2	A continuing problem for EMS. Recently got two off-load nurses. Next steps to be defined.
18	Change procurement processes to emphasize value for dollar and good client service and appropriate levels of risk.	16	An external review of the procurement process was conducted by NIGP. As of December 2011, 27 of the 58 recommendations had been addressed.
19	Long Term Care Homes - Manage the Case Mix Index to maximize revenues.	15.5	The Case Mix Index is a key performance indicator and influences funding of Long Term Care homes. Continued attention to recording activities maximizes revenues.
20	Transit - Establish a target revenue: cost (R/C) ratio and increase transit fares and adjust services (see item 15) as required to achieve it.	15.4	A comprehensive full system Operational Review was completed in 2010. The establishment of a target R/C ratio by Council would give clear direction to Staff on implementing the operational review.

There were an additional 14 opportunities that make up the Top 30. Ten of these opportunities the City could consider pursuing at some future date (category 'C'), and the summary of these items are represented in the Table below:

SUBJECT: Service Delivery Review – Opportunities for Service Improvement (City Wide)
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Opportunity Number	Opportunity Description	Total Score	Comments
Opportunities to Consider Pursuing (C)			
21	Social Supports: One stop intake of clients for Ontario Works / housing / child care / recreation / transit subsidy / water-wastewater subsidy.	16.9	This approach can improve customer service, and ensure clients are aware of the full range of services available. There is an opportunity for the City to work with the Province to implement a one stop intake for social services and improve the service level while reducing the cost to the City.
22	Close the aviary - Gage Park Master Plan calls for a \$2M upgrade to the Aviary.	16.7	The construction of a new aviary is a significant capital expenditure (\$2M) for a non essential service. Gage Park Master Plan was approved in 2010 (PW10033), with staff to report back with a detailed cost analysis prior to implementation.
23	Examine impacts of development on ongoing municipal costs - storm water ponds, gateway features, landscaping, types of trees, illumination, winter control - change subdivision plans to minimize - or recover costs.	16.6	Approval of subdivisions with non-standard features can lead to costs following the assumption of the subdivision even if the capital cost is funded by the developer. There is an opportunity for the City to limit the features it will accept.
24	Explore opportunities for the City to become the delivery agent for Ambulance Dispatch and consolidate dispatch operations for all emergency services.	16.5	Niagara Region recently assumed ownership of ambulance dispatch; Ottawa has done it for some years. There is an opportunity for the City to explore the consolidation of all emergency services' dispatch into one central operation.
25	Improve corporate management of assets by: - consolidating management of all corporate real estate assets - consolidating asset management functions corporately.	16.5	The City manages/owns a large portfolio of real property and facilities. Leading practice suggests that a business unit devoted to corporate asset management improves minimizes cost of real estate and ensures resources go to highest priorities. This initiative is now underway through the departmental reorganization in Oct. 2012.
26	Examine cost-effectiveness of public health clinics - opportunities to consolidate clinics, delivery in other ways.	16.2	Some health units use multiple purpose clinics and/or make greater use of private practice doctors and dentists to minimize costs and expand client service options. Consolidation - underway Consider if number of clinics is appropriate.
27	Expand outsourcing of design and construction supervision.	16.2	Currently outsourcing is project specific and utilizes a Roster system for consultant selection.
28	Consolidate provision of maintenance for central fleet, fire, ambulance and transit non revenue vehicles. Consider discussion with police for inclusion.	15.7	Fleet maintenance is scattered across the organization. It appears that there are operational/facility issues that remain from amalgamation.
29	Pursue legislative changes to permit the establishment of a user room tax to fund visitor attractions.	15.2	Would serve as key funding source for destination marketing. No authority for compulsory tax.
30	Redesign the budget process with a view to establishing a multi-year, service-based operating budget, minimizing the length of the annual budget cycle.	15.2	Long term operating budgets promotes longer term thinking, reduces annual budget process demands, service based budgets provides a real understanding of the cost of services provided.

Of the remainder of the Top 34, there are four items that Council has already decided on (category 'D') and therefore would not be pursued at this time. These are shown on the following Table:

SUBJECT: Service Delivery Review – Opportunities for Service Improvement (City Wide)

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Opportunity Number	Opportunity Description	Total Score	Comments
<i>Opportunities that Council has already Decided (D)</i>			
31	Transfer one Long Term Care home to non-profit operation with resident/family involvement in governance.	15.6	Non-profit operation can lower costs over time, while providing opportunities for family involvement in governance.
32	Golf Courses -Sell one of the Chedoke courses for development purposes.	15.4	Municipal golf courses are a discretionary service, and compete with private courses with lower labour costs and generally similar or higher rates. Update the Business Plan for the course that takes the capital requirements into consideration.
33	Solid Waste Collection - Reduce to bi-weekly.	13.96	The new Waste collection system model was approved through General Issues Committee Report 12-005 in February 2012.
34	Expand contracting of garbage collection and bulk waste collection.	11.6	The new Waste collection system model was approved through General Issues Committee Report 12-005 in February 2012.

Next Steps

Through the scheduled SDR opportunities workshops, Council will be asked to endorse 10 Opportunities for KPMG to undertake development of Executive Business Cases.

The business cases and a Roadmap for Implementation will accompany the Final Report when it is completed in the first quarter of 2013. This body of work will fulfil the third component of the SDR process methodology, that is,

3. "Deep Dive" Service Delivery Reviews

The fourth and final component – Implementation of "Deep Dive" Reviews – will be presented to Council for consideration and further direction.

List of Appendices

- Appendix 'A' Service Assessment Filter
- Appendix 'B' List of Top 34 Opportunities
- Appendix 'C' List of Opportunities beyond the Top 34

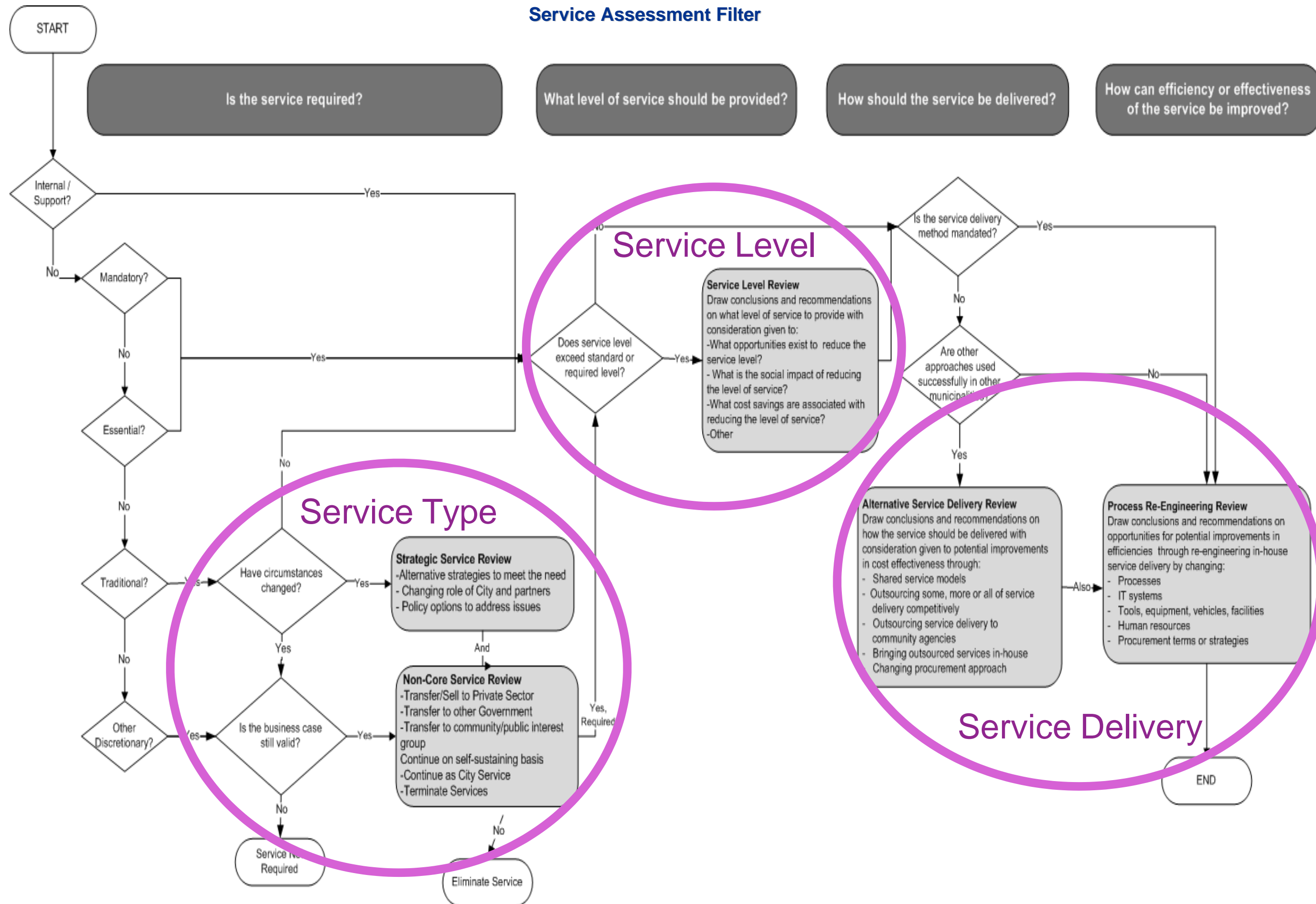
Opportunity Number	Opportunity Description					Phase One Opportunity Assessment Filter						Phase Two Opportunity Assessment Filter						Comments	Grouping		
	Opportunity Description	Opportunity Category	Department	Service	Sub-Service	Trigger	Strategic Alignment	Client Impact	Materiality	Comparator Analysis	Total	Gross Budget	Potential Annual Revenue/Savings	Potential One-time Cost/Savings	Recent Reviews	Barriers	Total Score			Timing	Prioritization
Top 10 Recommended Opportunities (A)																					
1	Central Fleet - move to a model of purchasing vehicles on credit and charging user departments the cost of the debt payments, using lifecycle costing analysis to determine when vehicles should be retired.	Operational Efficiency	Public Works	Fleet Management	Fleet Planning and Materials Management	Fleet Reserve is 45% underfunded	4	4	3	5	3.7	\$5.3M (fleet contribution + maintenance)	4	5	4	5	21.7	Short Term	Top 10	The use of a credit model for fleet purchases improves the transparency of fleet purchases since fleet costs are fully represented in the operational budget; allows purchase of vehicles when appropriate from life-cycle costing analysis; Balance in fleet reserve can be applied against the City's debt position.	A
2	Transfer the business of food preparation/delivery at the City's arenas, recreation facilities, golf courses to the private sector and/or community and recreation user groups.	Alternate Service Delivery Opportunities	Community Services	Food Preparation & Delivery	All but vending	Food Services operates at a loss and is supported by the tax levy \$417K	4	4	2	4	3.2	\$1.5M	5	3	4	4	19.2	Short Term	Top 10	Food preparation is a service that can be assumed by community user groups or the private sector and reduce the City's operational costs.	A
3	Undertake a Master Fire Plan with a view to optimizing the use of existing resources and explore opportunities to achieve cost effectiveness and efficiencies, through cost avoidance. Considered an industry best practice, the Master Fire Planning process will draw a correlation between the City Of Hamilton's risk profile and the resources required to support the fire protection and public safety needs of the community. EMS needs, in terms of station locations and coordinated response should be considered.	Operational Efficiency	City Manager's Office	Fire Services	-	FIR returns indicate that Hamilton spends more per household (\$358m) than most peer municipalities	4	3	5	4	4	\$77M	5	1	4	5	19	Mid Term	Top 10	Fire services is a significant cost to the City. It appears that there has not been a full review of the Fire Service since amalgamation. There is an opportunity to address many of the legacy inefficiencies carried over from amalgamation. Savings will largely be avoidance of future increases - but some reductions may be possible.	A
4	Increase parking rates at existing off-street paid lots, on-street at meters and for monthly permits.	User Fee Review Opportunity	Planning & Economic Development	Parking Operations	-	The revenue-to-cost ratio for Hamilton's parking services is 145%-the 4th lowest among 9 (OMBI) comparator cities	4	3	3	4	3.2	\$7.4M	5	2	4	4	18.2	Short Term	Top 10	Parking is an important source of non taxation revenue for municipalities. The opportunities represented by parking should be maximized to reduce the tax burden on property owners.	A
5	Make Fleet a competitive service provider (users can buy services from Fleet or elsewhere).	Alternate Service Delivery Opportunities	Public Works	Fleet Management	All	Hamilton has the highest door rate (\$93.50) and the second highest	4	4	4	3	3.9	\$4.3M plus	4	2	4	4	17.9	Short Term	Top 10	Allowing departments to use Fleet Services or other suppliers would make customer service and better customer value imperatives for Fleet.	A
6	Increase fees for City operated recreation programs and recreation facility rentals considering: - cost of operations and facility maintenance, - availability of private alternatives (avoiding unfair competition), - the target client group, - the fees charged by other municipalities. As part of the program, expand subsidy programs to ensure affordability is maintained.	User Fee Review Opportunity	Community Services	Recreational Facility Booking and Access	All	FIR returns indicate that Hamilton's user fees recover far lower percent of costs than other municipalities	4	2.5	4	5	3.5	\$16.9M	5	2	4	3	17.5	Mid Term	Top 10	Hamilton has made a significant investment in public recreation facilities and programs. There is an opportunity for the City to determine what is the appropriate R/C ratio for recreation and adjust fees accordingly. Maintaining access to programs for low income residents is a priority.	A
7	Examine P3 (Public/Private Partnership) Operations and/or lease of private facilities to replace/supplement municipal capacity for recreation facilities.	Alternate Service Delivery Opportunities	Community Services	Recreation Asset Management	All	Leading Practices	4	3	3	4	3.2	\$5.2M	4	4	4	2	17.2	Long term	Top 10	P3 development offers the potential to minimize capital and operating costs in development or renovation/upgrade of municipal recreation facilities.	A
8	Improve sustainability by reducing and limiting costs of voluntary sewer programs by: - Reducing the cost of the Protective Plumbing Program (\$1.7M in 2011), considering lower maximum grants, shared costing, and annual maximums - Establishing a maximum annual contribution to the Sewer Lateral Management Program of \$500,000 (\$3.4M in 2011) and - Limiting the flooding related compassionate grants to circumstances where City facilities created the flood, and for repeated events, protective plumbing was installed (from \$80K to \$730K per year).	Service Level Opportunities	Public Works	Storm Water and Wastewater Management	-	Hamilton's cost per kilometre of pipe is significantly higher than its peers, ties in part to discretionary payments	3.5	2.5	3.5	4.5	3.2	\$5.8M	5	2	4	3	17.2	Short Term	Top 10	Hamilton offers voluntary sewer programs to its citizens that are generous in their support in comparison to peer municipalities. There is an opportunity to review the terms and conditions of the sewer programs to ensure they are effectively applied, or eliminate them entirely.	A
9	To develop a Strategic Workforce Plan for the next 3-5 years that readies the City of Hamilton workforce to be flexible and responsive to the changing needs of the community, changing business strategy requirements and the fiscal realities of municipal government.	Operational Efficiency	City Manager's Office	Human Resources	Employee and Labour Relations	Leading Practice	4	3	5	3	3.9	\$625M	5	2	5	1	16.9	Mid Term	Underway*	Staffing costs are the largest expenditure of the City. How staff are managed can either amplify or mitigate the City's labour costs. Improved flexibility can achieve cost savings without layoffs or outsourcing.	A
10	Review IT governance and strategy, focusing on: - establishing a corporate GIS system (outsourcing options) -centralizing more IT systems such as client data banks - consolidating records management - centralizing IT resources now in departments.	Service Level Opportunities	Corporate Services	Information Technology	-	Leading Practice	5	3	4	4	3.7	\$7M plus	4	1	5	3	16.7	Short Term	Underway*	It appears that the City's IT strategy is disparate and resources are in various departments. Centralizing resources and addressing highest corporate priorities would improve effectiveness.	A
End Top 10 Recommended Opportunities (A)																					

Opportunity Number	Opportunity Description					Phase One Opportunity Assessment Filter						Phase Two Opportunity Assessment Filter						Comments	Grouping		
	Opportunity Description	Opportunity Category	Department	Service	Sub-Service	Trigger	Strategic Alignment	Client Impact	Materiality	Comparator Analysis	Total	Gross Budget	Potential Annual Revenue/Savings	Potential One-time Cost/Savings	Recent Reviews	Barriers	Total Score			Timing	Prioritization
Opportunities Underway (B)																					
11	Increase use of bus priority measures (dedicated lanes and signals) to improve the efficiency/effectiveness of public transit.	Operational Efficiency	Public Works	Public Transportation	Conventional Public Transit	Leading practice in transit operations	4	4	5	4	4.4	\$79M	4	2	5	4	19.4	Mid Term	Underway	Transit Priority lane pilot initiated under development as a Metrolinx Quick-Wins funded initiative. A staff report to Council for consideration is planned in Q4/12	B
12	Decrease employee absenteeism.	Operational Efficiency	City Manager's Office	Human Resources	Health, Safety & Wellness	Leading practice as well as recent report to Council on the Attendance Management Program	4	3	5	3	3.9	\$600M	5	2	5	3	18.9	Short Term	Underway	An Attendance Improvement Initiative is underway as described in the Management Action Plan reported to AF&A on June 11 (HUR12008). Goal is to achieve a minimum of 10% reduction in average sick days per employee by end of 2014, an average of one day per employee.	B
13	Consolidate corporate call handling.	Shared Services Opportunity	Corporate Services	Citizen and Customer Service	546-CITY and Info@hamilton.ca	Leading practice	4	4	3	5	3.7	\$3.6M plus	4	2	5	3	17.7	Mid Term	Underway	Consolidation of corporate call handling is an opportunity to improve customer service and achieve efficiencies. With partial implementation, there has been approximately \$281k in savings realized to date.	B
14	In light of all day kindergarten in schools, develop a strategy for evolution of child care in Hamilton (as system operator) and at Red Hill Family Centre (as facility operator) to maximize return for funds spent.	Alternate Service Delivery Opportunities	Community Services	Child Care Management	Planning and Development	The correlation of % of subsidized spaces compared to % of children from low income families is lowest among peer municipalities and Hamilton has lower fee subsidy per subsidized child care space (OMBI 2010).	3	4	4	5	4	\$42.1M	4	2	4	3	17	Mid Term	Underway	The early years learning environment is undergoing widespread change as a result of the Province's policy shift. There is an opportunity for the City to review its early years/daycare services to ensure that they are still relevant and efficient in the new system.	B
15	Transit - focus on peak hours and days. Reduce evening and weekend service. Use a usage/cost recovery ratio to evaluate routes, route sections and time of day.	Operational Efficiency	Public Works	Public Transportation	Conventional Public Transit	Leading Practice to increase ridership, reduce subsidy	4	2	5	4	3.6	\$95.9M	5	3	1	4	16.6	Mid Term	Underway	A comprehensive full system Operational Review was completed in 2010. During 2012 budget deliberations, staff listed curtailment of low performing routes as a budget mitigation option. No direction arose from Council discussion.	B
16	Implement the results of the review of major recreation and community facilities to determine if the current number is warranted or can be reduced, and if the configuration of facilities can be changed as lifecycle investments are required in order to reduce operating costs (e.g. consolidating). Review would encompass: - arenas - indoor pools - outdoor pools - community halls and recreation centres.	Operational Efficiency	Community Services	Recreational Facility Booking & Access	-	FIR returns for 2011 show that Hamilton has a comparable level of indoor recreation facilities and a higher rate of outdoor facilities than its peers, but the lowest rate of participation.	4	2	4	4	3.2	\$5.2M	5	1	5	2	16.2	Long term	Underway	Should be considered in concert with item 7, with any new or replacement facilities considered as P3 approaches, for consolidation to improve efficiency.	B
17	Hospital emergency room - find resolution to delayed hand-off of EMS patients.	Operational Efficiency	City Manager's Office	Emergency Medical Services	Inter-Facility Medical Transport	Hospital turnaround in excess of 30 minutes is above average compared to other jurisdictions (45.3%) OMBI 2010 data	4	3	3	4	3.2	\$14.4M	4	2	5	2	16.2	Mid Term	Underway	A continuing problem for EMS. Recently got two off-load nurses. Next steps to be defined.	B
18	Change procurement processes to emphasize value for dollar and good client service and appropriate levels of risk.	Operational Efficiency	Corporate Services	Financial Management	Procurement	Cost per contract is \$4752	5	3	5	3	4	TBD - very large	3	2	4	3	16	Short Term	Underway	An external review of the procurement process was conducted by NIGP. As of December 2011, 27 of the 58 recommendations had been addressed.	B
19	Long Term Care Homes - Manage the Case Mix Index to maximize revenues.	Operational Efficiency	Community Services	Long Term Care	-	OMBI data indicates costs are rising quickly, and exceed provincial funding levels	4	3	4	3	3.5	\$15.3M	4	2	3	3	15.5	Short Term	Underway	The Case Mix Index is a key performance indicator and influences funding of Long Term Care homes. Continued attention to recording activities maximizes revenues.	B
20	Transit - Establish a target revenue: cost (R/C) ratio and increase transit fares and adjust services (see item 15) as required to achieve it.	User Fee Review Opportunity	Public Works	Public Transportation	Conventional Public Transit	Revenue: Cost ratio has been declining	2	2	5	4	3.4	\$79M	5	2	2	3	15.4	Short Term	Underway	A comprehensive full system Operational Review was completed in 2010. The establishment of a target R/C ratio by Council would give clear direction to Staff on implementing the operational review.	B
End of Opportunities Underway (B)																					

Opportunity Number	Opportunity Description					Phase One Opportunity Assessment Filter						Phase Two Opportunity Assessment Filter						Comments	Grouping		
	Opportunity Description	Opportunity Category	Department	Service	Sub-Service	Trigger	Strategic Alignment	Client Impact	Materiality	Comparator Analysis	Total	Gross Budget	Potential Annual Revenue/Savings	Potential One-time Cost/Savings	Recent Reviews	Barriers	Total Score			Timing	Prioritization
Opportunities to Consider Pursuing (C)																					
21	Social Supports: One stop intake of clients for Ontario Works / housing / child care / recreation / transit subsidy / water-wastewater subsidy.	Shared Services Opportunity	Community Services	Financial Assistance Case Management	-	Leading practice	4	5	3	3	3.9	Estimate	4	2	4	3	16.9	Mid Term	Consider Pursuing	This approach can improve customer service, and ensure clients are aware of the full range of services available. There is an opportunity for the City to work with the Province to implement a one stop intake for social services and improve the service level while reducing the cost to the City.	C
22	Close the aviary - Gage Park Master Plan calls for a \$2M upgrade to the Aviary.	Alternate Service Delivery Opportunities	Public Works	Horticultural Programs	Aviary	Discretionary service with significant projected capital costs	5	3	2.5	5	3.2	\$2M capital liability	2.5	3	4	4	16.7	Short Term	Consider Pursuing	The construction of a new aviary is a significant capital expenditure (\$2M) for a non essential service. Gage Park Master Plan was approved in 2010 (PW10033), with staff to report back with a detailed cost analysis prior to implementation.	C
23	Examine impacts of development on ongoing municipal costs - storm water ponds, gateway features, landscaping, types of trees, illumination, winter control - change subdivision plans to minimize - or recover costs.	User Fee Review Opportunity	Planning & Economic Development	Development Approvals	Development Review	Leading Practice in development approvals	4	3	4	4	3.6	estimate	4	2	4	3	16.6	Short Term	Consider Pursuing	Approval of subdivisions with non-standard features can lead to costs following the assumption of the subdivision even if the capital cost is funded by the developer. There is an opportunity for the City to limit the features it will accept.	C
24	Explore opportunities for the City to become the delivery agent for Ambulance Dispatch and consolidate dispatch operations for all emergency services.	Alternate Service Delivery Opportunities	City Manager's Office	Emergency Medical Services	Emergency Medical (& Communications)	Leading practice to co-ordinate emergency response	4	3	4	3	3.5	\$26M	5	2	4	2	16.5	Long term	Consider Pursuing	Niagara Region recently assumed ownership of ambulance dispatch; Ottawa has done it for some years. There is an opportunity for the City to explore the consolidation of all emergency services' dispatch into one central operation.	C
25	Improve corporate management of assets by: - consolidating management of all corporate real estate assets - consolidating asset management functions corporately.	Operational Efficiency	Community Services, Public Works, Planning and Economic Development	-	-	Leading practice	5	3.5	3	4	3.5	\$1M plus assets	3	2	3	5	16.5	Mid Term	Consider Pursuing	The City manages/owns a large portfolio of real property and facilities. Leading practice suggests that a business unit devoted to corporate asset management improves minimizes cost of real estate and ensures resources go to highest priorities. This initiative is now underway through the departmental reorganization in Oct. 2012.	C
26	Examine cost-effectiveness of public health clinics - opportunities to consolidate clinics, delivery in other ways.	Operational Efficiency	Public Health Services	All	All	Net operating cost per capital is significantly higher for Hamilton (\$20.15) compared to London (\$16.79) and Halton (\$15.36)	4	3	3	4	3.2	15.7M	4	2	4	3	16.2	Mid Term	Consider Pursuing	Some health units use multiple purpose clinics and/or make greater use of private practice doctors and dentists to minimize costs and expand client service options. Consolidation - underway Consider if number of clinics is appropriate.	C
27	Expand outsourcing of design and construction supervision.	Alternate Service Delivery Opportunities	Public Works	Engineering Services	Design Services / Construction Services	Leading Practice	4	4	2	4	3.2		3	2	4	4	16.2	Mid Term	Consider Pursuing	Currently outsourcing is project specific and utilizes a Roster system for consultant selection.	C
28	Consolidate provision of maintenance for central fleet, fire, ambulance and transit non revenue vehicles. Consider discussion with police for inclusion.	Shared Services Opportunity	Public Works	Fleet Management	All	Scattered fleet maintenance activities	4	3	4	5	3.7	\$4.3M plus	4	2	4	2	15.7	Mid Term	Consider Pursuing	Fleet maintenance is scattered across the organization. It appears that there are operational/facility issues that remain from amalgamation.	C
29	Pursue legislative changes to permit the establishment of a user room tax to fund visitor attractions.	User Fee Review Opportunity	Planning & Economic Development	Tourism Development	Visitor Attraction	Greater Toronto Area (GTA), Niagara Falls, Ottawa, Sault Ste. Marie, Kingston, Kenora, Hamilton, St. Catharines, Burlington, Stratford charge three percent	4	3	3	4	3.2	\$0.4K	5	2	4	1	15.2	Mid Term	Consider Pursuing	Would serve as key funding source for destination marketing. No authority for compulsory tax.	C
30	Redesign the budget process with a view to establishing a multi-year, service-based operating budget, minimizing the length of the annual budget cycle.	Operational Efficiency	Corporate Services	Financial Management	Financial Planning and Control	Leading Practice	4	4	2	4	3.2	-	2	2	4	4	15.2	Mid Term	Consider Pursuing	Long term operating budgets promotes longer term thinking, reduces annual budget process demands, service based budgets provides a real understanding of the cost of services provided.	C
End of Opportunities to Consider Pursuing (C)																					

Opportunity Number	Opportunity Description					Phase One Opportunity Assessment Filter						Phase Two Opportunity Assessment Filter						Comments	Grouping		
	Opportunity Description	Opportunity Category	Department	Service	Sub-Service	Trigger	Strategic Alignment	Client Impact	Materiality	Comparator Analysis	Total	Gross Budget	Potential Annual Revenue/Savings	Potential One-time Cost/Savings	Recent Reviews	Barriers	Total Score			Timing	Prioritization
Opportunities that Council has already Decided (D)																					
31	Transfer one Long Term Care home to non-profit operation with resident/family involvement in governance.	Alternate Service Delivery Opportunities	Community Services	Long-Term Care/ Long-Term Care Accommodation	-	Legislated service target is to own and operate 1 Long Term Care home – Hamilton has two facilities.	4	3	4	4	3.6	\$15.3M	5	2	3	2	15.6	Mid Term	Decided	Non-profit operation can lower costs over time, while providing opportunities for family involvement in governance.	D
32	Golf Courses - Sell one of the Chedoke courses for development purposes.	Alternate Service Delivery Opportunities	Community Services	Recreational Facility Booking and Access	Golf Courses	Discretionary Service in a competitive market place	3	3	4	3	3.4	\$3.1M gross (for 3) plus capital value	3	5	2	2	15.4	Mid Term	Decided	Municipal golf courses are a discretionary service, and compete with private courses with lower labour costs and generally similar or higher rates. Update the Business Plan for the course that takes the capital requirements into consideration.	D
33	Solid Waste Collection - Reduce to bi-weekly.	Operational Efficiency	Public Works	Solid Waste Management	Garbage & Organic Waste Collection	Leading practice	3.4	3.8	4	5	3.96	\$15.6M	5	3	1	1	13.96	Long term	Decided	The new Waste collection system model was approved through General Issues Committee Report 12-005 in February 2012.	D
34	Expand contracting of garbage collection and bulk waste collection.	Alternate Service Delivery Opportunities	Public Works	Solid Waste Management	Garbage & Organic Waste Collection / Bulk Waste Collection Services	Hamilton spent twice the average per tonne to collect residential waste - OMBI 2010 - and costs are rising	4	3	4	4	3.6	\$16.6M	2	4	1	1	11.6	Long term	Decided	The new Waste collection system model was approved through General Issues Committee Report 12-005 in February 2012.	D
End Opportunities that Council has already Decided (D)																					
End of Top 30 Opportunities																					

Service Assessment Filter



Opportunity Number	Opportunity Description					Phase One Opportunity Assessment Filter					Phase Two Opportunity Assessment Filter									
	Opportunity Description	Opportunity Category	Department	Service	Sub-Service	Strategic Alignment	Client Impact	Materiality	Comparator Analysis	Total	Gross Budget	Potential Annual Revenue/Savings	Potential One-time Cost / Savings	Recent Reviews	Barriers	Total Score	Timing	Prioritization	Comments	Grouping
Opportunities that did NOT screen into second stage of the evaluation process																				
35	Evaluate the effectiveness and cost efficiency of housing options other than social housing such as rent supplements for low income households.	Service Level Opportunities	Community Services	Housing Supports	Rent Supplement / Housing Allowance Programs	4	3	3	3	3.1	-	-	-	-	-	-	-	-	-	n/a
36	Investigate opportunities to reduce residential fire injuries down to comparable municipalities - look at Ottawa/ Toronto.	Service Level Opportunities	City Manager's Office	Fire Services	N/A	4	3	3	3	3.1	-	-	-	-	-	-	-	-	-	n/a
37	Increase parking fines and other penalties for by-law infractions with a view to recovering costs and improving compliance.	User Fee Review Opportunity	Planning and Economic Development	By-Law Enforcement	All	4	3	3	3	3.1	-	-	-	-	-	-	-	-	-	n/a
38	Greater efficiency/effectiveness in by-law enforcement.	Operational Efficiency	Planning and Economic Development	By-Law Enforcement	N/A	4	3	3	3	3.1	-	-	-	-	-	-	-	-	-	n/a
39	Fleet Services - Review range of services provided in-house and those out-sourced.	Alternate Service Delivery Opportunities	Public Works	Fleet Management	All	4	3	3	3	3.1	-	-	-	-	-	-	-	-	-	n/a
40	Emergency Medical Response Times quicker than target - Reduce number of ambulances/ ambulance crews.	Operational Efficiency	City Manager's Office	Emergency Medical Service	Emergency Medical & Communications	3	2	4	4	3.1	-	-	-	-	-	-	-	-	-	n/a
41	Award responsibility of capital and operating activities of the two city golf courses to another organization using a competitive process.	Alternate Service Delivery Opportunities	Community Services	Recreational Facility Booking and Access	Golf Courses	3	3	3	4	3.1	-	-	-	-	-	-	-	-	-	n/a
42	Develop automated tools, application screeners, electronic performance management system.	Operational Efficiency	City Manager's Office	Human Resources	Organizational Effectiveness	3	4	2	4	3.1	-	-	-	-	-	-	-	-	-	n/a
43	Develop improved tools for capital budgeting and managing/monitoring capital project implementation.	Operational Efficiency	Corporate Services	Financial Management	Financial Planning and Control	4	4	2	3	3.1	-	-	-	-	-	-	-	-	-	n/a
44	Establish common database for people and people related assets (employees) - tie HR to locations, tools, skills, training, etc. - now PeopleSoft but not all modules.	Operational Efficiency	Corporate Services	Financial Management	PeopleSoft Application Support	4	4	2	3	3.1	-	-	-	-	-	-	-	-	-	n/a
45	Review opportunities to reduce equipment costs for solid waste by working two shifts.	Operational Efficiency	Public Works	Solid Waste Management	Garbage & Organic Waste Collection	4	3	3	2	3	-	-	-	-	-	-	-	-	-	n/a
46	Evaluate effectiveness of programs and service delivery options for Case Management and/or Employment Centres and/or Training and Skills Development and/or Job Development. Consider impact of caseload ratios.	Operational Efficiency	Community Services	Employment Services	All	3	4	2	3	3	-	-	-	-	-	-	-	-	-	n/a
47	Consolidate Divisional Support services for Fire and EMS into a single Departmental Support Service to gain efficiencies of scale.	Shared Services Opportunity	City Manager's Office	EMS and Fire Divisional Support Services	All	3	3	3	3	3	-	-	-	-	-	-	-	-	-	n/a
48	Increase building permit and inspection fees including Building Services Customer Service function, to recover all costs including allocated overhead and support costs from other departments.	User Fee Review Opportunity	Planning and Economic Development	Building Permits and Building Inspections	All	4	2.5	3	4	3	-	-	-	-	-	-	-	-	-	n/a
49	Outsource Parts Management for vehicle and equipment service and maintenance.	Alternate Service Delivery Opportunities	Public Works	Fleet Management	Vehicle & Equipment Service and Maintenance	5	3	2	5	3	-	-	-	-	-	-	-	-	-	n/a
50	Reduce or eliminate discretionary benefits to reflect new provincial funding cap.	Operational Efficiency	Community Services	Special Supports	Discretionary Health and Non-Health Related Benefits	4.1	2	3	5	2.91	-	-	-	-	-	-	-	-	-	n/a
51	Optimize leased and owned facilities utilization (related to Opportunity to improve the corporate management of assets) (<i>link to Real Estate</i>).	Shared Services Opportunity	Public Works	Facilities Management	Facility Planning & Customer Service	2	3	3	3	2.9	-	-	-	-	-	-	-	-	-	n/a
52	Outsource Off-street Parking Operations.	Alternate Service Delivery Opportunities	Planning and Economic Development	Parking Operations	Off-Street	4	3	2	5	2.9	-	-	-	-	-	-	-	-	-	n/a
53	Consolidate communications (or some sub-set) delivered by multiple business units across organization.	Shared Services Opportunity	City Manager's Office	Strategic Communications	All	4	4	1	5	2.9	-	-	-	-	-	-	-	-	-	n/a

DOES NOT APPLY TO OPPORTUNITIES BEYOND TOP 30

Opportunity Number	Opportunity Description					Phase One Opportunity Assessment Filter					Phase Two Opportunity Assessment Filter									
	Opportunity Description	Opportunity Category	Department	Service	Sub-Service	Strategic Alignment	Client Impact	Materiality	Comparator Analysis	Total	Gross Budget	Potential Annual Revenue/Savings	Potential One-time Cost/Savings	Recent Reviews	Barriers	Total Score	Timing	Prioritization	Comments	Grouping
Opportunities that did NOT screen into second stage of the evaluation process																				
54	Look at outsourcing animal control.	Alternate Service Delivery Opportunities	Planning and Economic Development	Animal Services	N/A	5	3	2	4	2.9	-	-	-	-	-	-	-	-	-	n/a
55	Review the use of City Fleet vehicles to ensure they respond to valid business case (usage rates, etc.),	Operational Efficiency	Public Works	Fleet Management	Fleet Planning and Materials Management	4	3	2	4	2.8	-	-	-	-	-	-	-	-	-	n/a
56	Service capacity increase for Legal Services, considering a mix of in-house resources and funding for outside counsel.	Alternate Service Delivery Opportunities	City Manager's Office	Legal	All	4	3	2	4	2.8	-	-	-	-	-	-	-	-	-	n/a
57	Explore on-street pay and display and/or pay-by-cell and/or prepaid in-car meters.	Alternate Service Delivery Opportunities	Planning and Economic Development	Parking Operations	On-Street	4	3	2	4	2.8	-	-	-	-	-	-	-	-	-	n/a
58	Reduce number of school crossing guards in light of school closings - traffic controls, ensure all meet warrants.	Operational Efficiency	Planning and Economic Development	School Crossing Guards	N/A	4	3	2	4	2.8	-	-	-	-	-	-	-	-	-	n/a
59	Conduct Public Works facilities rationalization review (related to Opportunity to improve corporate management of assets).	Shared Services Opportunity	Public Works	Facilities Management	Facility Planning & Customer Service	4	3	2	4	2.8	-	-	-	-	-	-	-	-	-	n/a
60	Consolidate Evaluations/ Operations Improvement/Value for Money Reviews - with focus on operations improvement.	Shared Services Opportunity	City Manager's Office	Internal Audit	Value for Money Auditing	5	4	1	3	2.8	-	-	-	-	-	-	-	-	-	n/a
61	Develop web enabled information and service packages for new parents to reduce need for calls.	Operational Efficiency	Public Health Services	Family Health	Child Health	4	4	1	4	2.8	-	-	-	-	-	-	-	-	-	n/a
62	Change fee structure and rates at golf courses to achieve long term sustainability including recovery of capital (including clubhouse renewal, irrigation, greens, etc.).	User Fee Review Opportunity	Community Services	Recreational Facility Booking and Access	Golf Courses	3	2	3	4	2.7	-	-	-	-	-	-	-	-	-	n/a
63	Re-engineer the service levels at Long-Term Care homes to operate within provincially provided funds.	Alternate Service Delivery Opportunities	Community Services	Long-Term Care/ Long-Term Care Accommodation		3	2	3	4	2.7	-	-	-	-	-	-	-	-	-	n/a
64	Review programs to reduce operating hours to match program demand/utilization (impacts 81).	Operational Efficiency	Community Services	Recreational Facility Booking and Access		2	2	3	5	2.7	-	-	-	-	-	-	-	-	-	n/a
65	Develop program to provide Ontario Works' (OW) recipients life skills and perhaps modest income as part of OW supplementary activity.	Service Level Opportunities	Community Services	Special Supports	Mandatory Health Related Benefits	4	4	1	3	2.7	-	-	-	-	-	-	-	-	-	n/a
66	Develop corporate leadership pathway, and employee recognition program.	Service Level Opportunities	City Manager's Office	Human Resources	Organizational Effectiveness	3	4	1	4	2.7	-	-	-	-	-	-	-	-	-	n/a
67	Look to PED fees generally - including Development Approvals - to recover all costs including allocated overhead and support costs from other departments.	User Fee Review Opportunity	Planning and Economic Development	All	All	4	2	3	3	2.7	-	-	-	-	-	-	-	-	-	n/a
68	Procure dental services from private dentists and close dental clinic.	Alternate Service Delivery Opportunities	Public Health Services	Chronic Disease and Injury Prevention	Adult Dental Treatment	4	3	2	3	2.7	-	-	-	-	-	-	-	-	-	n/a
69	Work to improve vaccination rates.	Service Level Opportunities	Public Health Services	Infectious Diseases	Vaccine Preventable Diseases	3	4	1	4	2.7	-	-	-	-	-	-	-	-	-	n/a
70	Outsource street sweeping.	Alternate Service Delivery Opportunities	Public Works	Roadway Access	Right of Way Infrastructure Maintenance	3	2	3	4	2.7	-	-	-	-	-	-	-	-	-	n/a
71	Snow Removal Service Level - reduce to target level.	Service Level Opportunities	Public Works	Roadway Access	Right of Way Infrastructure Maintenance	4	1	4	3	2.7	-	-	-	-	-	-	-	-	-	n/a
72	Look at OMBI cultural operating costs to determine why so high.	Operational Efficiency	Planning and Economic Development	Cultural Development	All	3	3	2	3	2.6	-	-	-	-	-	-	-	-	-	n/a
73	Consolidate Sector Development with Provincial Agency - Redundant Service currently provided by Province.	Alternate Service Delivery Opportunities	Planning and Economic Development	Tourism Development	Sector Development	3	3	2	3	2.6	-	-	-	-	-	-	-	-	-	n/a
74	Reduce dental screening in schools to standard levels.	Service Level Opportunities	Public Health Services	Family Health	Child Health	3	3	2	3	2.6	-	-	-	-	-	-	-	-	-	n/a

DOES NOT APPLY TO OPPORTUNITIES BEYOND TOP 30

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Opportunities that did NOT screen into second stage of the evaluation process																				
75	Reduce number of Client Service Centres.	Service Level Opportunities	Corporate Services	Citizen and Customer Service	Counter Service	4	2	2	5	2.5	-	-	-	-	-	-	-	-	-	n/a
76	Ensure consistent recovery of cost for legal services provided for boards and agencies.	User Fee Review Opportunity	City Manager's Office	Legal	All	5	3	1	4	2.5	-	-	-	-	-	-	-	-	-	n/a
77	Cleanliness Services - Charge BIAs for services beyond the standard service levels	User Fee Review Opportunity	Public Works	Solid Waste Management	Cleanliness Services	5	2	2	4	2.5	-	-	-	-	-	-	-	-	-	n/a
78	Close beach at Bayfront Park that is rarely open due to poor water quality.	Operational Efficiency	Public Works	Parks & Open Space Access	Natural Open Space	5	3	1	3	2.4	-	-	-	-	-	-	-	-	-	n/a
79	Develop co-ordinated (corporate) approach to purchase of management and other common training elements.	Shared Services Opportunity	City Manager's Office	Human Resources	Organizational Effectiveness	4	3	1	4	2.4	-	-	-	-	-	-	-	-	-	n/a
80	Outsource on-street operations, and/or reduce the parking enforcement resources.	Alternate Service Delivery Opportunities	Planning and Economic Development	Parking Operations	On-Street	4	2	2	4	2.4	-	-	-	-	-	-	-	-	-	n/a
81	Look to reduce business licensing costs - more like other municipalities.	Operational Efficiency	Planning and Economic Development	Business Licensing	All	4	3	1	4	2.4	-	-	-	-	-	-	-	-	-	n/a
82	Take credit cards at City Hall/off-street lots.	Operational Efficiency	Planning and Economic Development	Parking Operations	Off-Street	4	3	1	4	2.4	-	-	-	-	-	-	-	-	-	n/a
83	Animal licensing campaign - Opportunity for increased revenue.	User Fee Review Opportunity	Planning and Economic Development	Animal Services	N/A	4	3	1	4	2.4	-	-	-	-	-	-	-	-	-	n/a
84	Evaluate staffing for Child and Adolescent counselling services to reflect current needs and hours of direct services provided.	Operational Efficiency	Public Health Services	Family Health	Child and Adolescent Services	4	3	1	4	2.4	-	-	-	-	-	-	-	-	-	n/a
85	Residential Care Facility Inspections - optimize / rationalize process among various agencies.	Shared Services Opportunity	Public Health Services	Environmental Health	Residential Care Facility Inspection	4	3	1	4	2.4	-	-	-	-	-	-	-	-	-	n/a
86	Outsource tree planting.	Alternate Service Delivery Opportunities	Public Works	Forestry	Tree Planting	4	3	1	4	2.4	-	-	-	-	-	-	-	-	-	n/a
87	Sell/ Contract operation of marina.	Alternate Service Delivery Opportunities	Public Works	Parks & Open Space Access	Parks Maintenance	4	3	1	4	2.4	-	-	-	-	-	-	-	-	-	n/a
88	Transfer sports field maintenance to user groups or increase cost recovery.	Alternate Service Delivery Opportunities	Public Works	Parks & Open Space Access	Parks Maintenance	4	2	2	4	2.4	-	-	-	-	-	-	-	-	-	n/a
89	Examine value in consolidating stormwater pond management with stormwater collection.	Operational Efficiency	Public Works	Storm Water Management	Infrastructure Maintenance	4	3	1	4	2.4	-	-	-	-	-	-	-	-	-	n/a
90	Increase cemetery fees, optimize services to recover costs.	User Fee Review Opportunity	Public Works	Cemeteries	Active	4	2	2	4	2.4	-	-	-	-	-	-	-	-	-	n/a
91	Investigate feasibility of transferring Red Hill Family Centre operations to another organization to be determined by a competitive process.	Alternate Service Delivery Opportunities	Community Services	Red Hill Family Centre	N/A	4	3	1	3.5	2.35	-	-	-	-	-	-	-	-	-	n/a
92	Develop community operating agencies for some museums.	Alternate Service Delivery Opportunities	Planning and Economic Development	Museums and Heritage Presentation	N/A	3	3	1	4	2.3	-	-	-	-	-	-	-	-	-	n/a
93	546 CITY - Outsource the operation of the call centre.	Shared Services Opportunity	Corporate Services	Citizen and Customer Service	546-CITY and Info@hamilton.ca	4	2	2	3	2.3	-	-	-	-	-	-	-	-	-	n/a
94	Consider staff assessment of POA appeals - with fees/revenue, reduce needs for court hearings.	User Fee Review Opportunity	Corporate Services	Provincial Offences Administration	N/A	4	3	1	3	2.3	-	-	-	-	-	-	-	-	-	n/a
95	Food Safety Courses - Can be supplied by non-government provider or operated on break-even basis.	Alternate Service Delivery Opportunities	Public Health Services	Environmental Health	Food Safety	4	3	1	3	2.3	-	-	-	-	-	-	-	-	-	n/a
96	Reduce optional services to clients not means tested.	Service Level Opportunities	Public Health Services	Chronic Disease and Injury Prevention	Adult Dental Treatment	4	2	2	3	2.3	-	-	-	-	-	-	-	-	-	n/a
97	Consolidate public health tier 2 call centres.	Shared Services Opportunity	Public Health Services	All	All	4	3	1	3	2.3	-	-	-	-	-	-	-	-	-	n/a


DOES NOT APPLY TO OPPORTUNITIES BEYOND TOP 30

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Opportunities that did NOT screen into second stage of the evaluation process																				
98	Public Health has its own emergency measures unit that can be consolidated with Fire Services.	Shared Services Opportunity	Public Health Services	Emergency Preparedness	N/A	4	3	1	3	2.3	-	-	-	-	-	-	-	-	-	n/a
99	Outsource Driver Training.	Alternate Service Delivery Opportunities	Public Works	Fleet Management	Regulatory Compliance & Driver Training	4	3	1	3	2.3	-	-	-	-	-	-	-	-	-	n/a
100	Reduce horticulture costs by increasing use of perennials.	Service Level Opportunities	Public Works	Horticultural Programs	Beautification	4	3	1	3	2.3	-	-	-	-	-	-	-	-	-	n/a
101	Bulk Waste Collection - Charge fee for collection equivalent to cost.	User Fee Review Opportunity	Public Works	Solid Waste Management	Bulk Waste Collection Services	4	3	1	3	2.3	-	-	-	-	-	-	-	-	-	n/a
102	Reduce 107 heritage facilities in city portfolio based on evaluation of value, city uses, alternative uses.	Operational Efficiency	Planning and Economic Development	Heritage Asset Management	Heritage Facility and Asset Maintenance	3	2	2	3	2.2	-	-	-	-	-	-	-	-	-	n/a
103	Limit baby screening/ home visits to at-risk populations.	Service Level Opportunities	Public Health Services	Family Health	Child Health	2	2	2	4	2.2	-	-	-	-	-	-	-	-	-	n/a
104	Increase Fees for Film Shoots - Opportunity for increased revenue to achieve full cost recovery.	User Fee Review Opportunity	Planning and Economic Development	Tourism Development	Film	2	3	1	3	2.1	-	-	-	-	-	-	-	-	-	n/a
105	Reduce use of finance resources for admin services.	Operational Efficiency	All Departmental Support Services	Finance and Administration		4	2.5	1	3	2.1	-	-	-	-	-	-	-	-	-	n/a
106	Reduce costs of operating Museums by limiting open hours - perhaps rotating between facilities.	Operational Efficiency	Planning and Economic Development	Museums and Heritage Presentation	Museums	4	2	1	4	2	-	-	-	-	-	-	-	-	-	n/a
107	Remove Remote Office Services.	Service Level Opportunities	Planning and Economic Development	Building Services' Customer Service	Remote Office Services	4	2	1	3	1.9	-	-	-	-	-	-	-	-	-	n/a
108	Examine grant programs in Urban Renewal - e.g. facade - to determine value of return.	Operational Efficiency	Planning and Economic Development	Urban Renewal	N/A	4	2	1	3	1.9	-	-	-	-	-	-	-	-	-	n/a
109	Increase fees for mobile business licenses to achieve full cost recovery.	User Fee Review Opportunity	Planning and Economic Development	Business Licensing	Mobile	4	2	1	3	1.9	-	-	-	-	-	-	-	-	-	n/a
110	Eliminate tick report response.	Service Level Opportunities	Public Health Services	Infectious Diseases	Vector Borne Disease Prevention & Control	4	2	1	3	1.9	-	-	-	-	-	-	-	-	-	n/a
111	Community Service grants are an optional service - could be reduced or eliminated.	Service Level Opportunities	Community Services	Community Grants	N/A	3.6	2	1	3	1.86	-	-	-	-	-	-	-	-	-	n/a
112	Review to confirm value for money (ROI) of Urban Renewal.	Service Level Opportunities	Planning and Economic Development	Urban Renewal	N/A	4	2	1	2	1.8	-	-	-	-	-	-	-	-	-	n/a
113	Beautification - Convert Spring Tide and Mum Show to self-supporting or third party operations. Investigate sponsorship opportunities	Alternate Service Delivery Opportunities	Public Works	Horticultural Programs	Beautification	3	2	1	3	1.8	-	-	-	-	-	-	-	-	-	n/a
114	Adjust fees as required to ensure Adult Day Program is cost recovery.	User Fee Review Opportunity	Community Services	Community-Based Care	Adult Day Program	4	1	1	4	1.6	-	-	-	-	-	-	-	-	-	n/a
115	Reduce West Nile Virus program based on current needs.	Service Level Opportunities	Public Health Services	Infectious Diseases	Vector Borne Disease Prevention & Control	3	2	1	1	1.6	-	-	-	-	-	-	-	-	-	n/a
End of Opportunities that did NOT screen into second stage of the evaluation process																				

DOES NOT APPLY TO OPPORTUNITIES BEYOND TOP 30



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

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	March 1, 2023
SUBJECT/REPORT NO:	2023 Tax Supported Operating Budget - Recommendations (FCS23007(a)) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Kayla Petrovsky Fleming (905) 546-2424 Ext. 1310 Duncan Robertson (905) 546-2424 Ext. 4744
SUBMITTED BY:	Mike Zegarac General Manager, Finance and Corporate Services Corporate Services Department
SIGNATURE:	

RECOMMENDATION(S)

- (a) Council Referred Items, Business Cases and 2023 – 2025 Multi-Year Outlook
- (i) That the 2023 Council Referred Items in Appendix “A” attached to Report FCS23007(a), be received;
 - (ii) That the 2023 Business Cases in Appendix “B” attached to Report FCS23007(a), be received;
 - (iii) That the 2023 Tax Supported Operating Budget Amendments in Appendix “C” attached to Report FCS23007(a), be received;
 - (iv) That the 2024 – 2026 Multi-Year Outlook in Appendix “G” attached to Report FCS23007(a), be received;
 - (v) That the 2023 Pending Amendments in Appendix “H” attached to Report FCS23007(a), be considered;
- (b) Boards and Agencies
- (i) That the Hamilton Police Services operating budget of \$193,596,008 in Appendix “D” attached to Report FCS23007(a), be approved;

**SUBJECT: 2023 Tax Supported Operating Budget - Recommendations
(FCS23007(a)) (City Wide) – Page 2 of 7**

- (ii) That the City Enrichment Fund operating budget of \$6,717,793 in Appendix “D” attached to Report FCS23007(a), be approved;
 - (iii) That all other Boards and Agencies budgets totalling \$50,898,149 in Appendix “D” attached to Report FCS23007(a), be approved;
- (c) Planning and Economic Development Department
- (i) That the Planning and Economic Development operating budget (2023 Tax Supported Operating Budget Book – Appendix “I” to Report FCS23007(a), page 46) of \$33,627,976, inclusive of amendments as per Appendix “C” attached to Report FCS23007(a), be approved;
- (d) Healthy and Safe Communities Department
- (i) That the Healthy and Safe Communities operating budget (2023 Tax Supported Operating Budget Book – Appendix “I” attached to Report FCS23007(a), page 85) of \$298,203,618, inclusive of amendments as per Appendix “C” attached to Report FCS23007(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 “I” attached to Report FCS23007(a), inclusive of amendments as per Appendix “C” attached to Report FCS23007(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 “I” attached to Report FCS23007(a), inclusive of amendments as per Appendix “C” attached to Report FCS23007(a), and includes the authority to authorize the submission of budgets and quarterly and / or year-end reporting;
- (e) Public Works Department

**SUBJECT: 2023 Tax Supported Operating Budget - Recommendations
(FCS23007(a)) (City Wide) – Page 3 of 7**

- (i) That the Public Works operating budget (2023 Tax Supported Operating Budget Book – Appendix “I” to Report FCS23007(a), page 128) of \$293,485,615, inclusive of amendments as per Appendix “C” attached to Report FCS23007(a), be approved;
- (f) City Manager’s Office
 - (i) That the City Manager’s operating budget (2023 Tax Supported Operating Budget Book – Appendix “I” to Report FCS23007(a), page 161) of \$14,497,624, inclusive of amendments as per Appendix “C” attached to Report FCS23007(a), be approved;
- (g) Corporate Services Department
 - (i) That the Corporate Services operating budget (2023 Tax Supported Operating Budget Book – Appendix “I” to Report FCS23007(a), page 188) of \$42,621,670 inclusive of amendments as per Appendix “C” attached to Report FCS23007(a), be approved;
- (h) Legislative
 - (i) That the Legislative operating budget (2023 Tax Supported Operating Budget Book – Appendix “I” to Report FCS23007(a), page 231) of \$5,530,967, inclusive of amendments as per Appendix “C” attached to Report FCS23007(a), be approved;
- (i) Hamilton Entertainment Facilities
 - (i) That the Hamilton Entertainment Facilities operating budget (2023 Tax Supported Operating Budget Book – Appendix “I” to Report FCS23007(a), page 228) of \$150,000, inclusive of amendments as per Appendix “C” attached to Report FCS23007(a), be approved;
- (j) Corporate Financials – Expenditures / Non-Program Revenues
 - (i) That the Corporate Financials – Expenditures operating budget (2023 Tax Supported Operating Budget Book - Appendix “I” to Report FCS23007(a), page 220, \$30,579,480, inclusive of amendments as per Appendix “C” attached to Report FCS23007(a), be approved;
 - (ii) That the Non-Program Revenues operating budget (2023 Tax Supported Operating Budget Book - Appendix “I” to Report FCS23007(a), page 223) of \$51,319,613, inclusive of amendments as per Appendix “C” attached to Report FCS23007(a), be approved;

**SUBJECT: 2023 Tax Supported Operating Budget - Recommendations
(FCS23007(a)) (City Wide) – Page 4 of 7**

(k) Capital Financing

- (i) That the Capital Financing operating budget (2023 Tax Supported Operating Budget Book – Appendix “I” to Report FCS23007(a), page 249) of \$154,977,052, inclusive of amendments as per Appendix “C” attached to Report FCS23007(a), be approved;

(l) 2023 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;
- (ii) That the City Solicitor be authorized and directed to amend By-law 07-248 respecting the remuneration of members of Council to exclude salary adjustments in relation to the approved municipal comparators and Non-Union Compensation Policy;

(m) Budgeted Complement and Transfer Extension Schedule

- (i) That in accordance with the “Budgeted Complement Control Policy”, the requested change in staff complement as outlined in Appendix “E” attached to Report FCS23007(a), be approved;

(n) Budget Exclusions Related to Regulation 284/09

- (i) That the budget exclusions related to Regulation 284/09 of the *Municipal Act* titled “Budget Matters – Expenses”, as per Appendix “F” attached to Report FCS23007(a), be received;

EXECUTIVE SUMMARY

The 2023 Preliminary Tax Supported Operating Budget was submitted to the General Issues Committee (GIC) at its meeting on January 10, 2023. The total residential tax impact was presented at 5.4% at that time. City departments, as well as Boards and Agencies, provided GIC with an in-depth presentation of their 2023 budgets and multi-year outlook. Since the preliminary submission on January 10, 2023, several budget amendments have been considered and approved by GIC throughout budget deliberations in February 2023. The amendments that have been approved by GIC are identified in Appendix “C” attached to Report FCS23007(a). The recommended net levy, inclusive of amendments, is \$1,073,566,329, which represents an increase of \$80,028,590 over the 2022 net levy or an average total residential tax increase of 6.2%.

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: 2023 Tax Supported Operating Budget - Recommendations
(FCS23007(a)) (City Wide) – Page 5 of 7**

The recommendations in Report FCS23007(a) seek Council approval of the budget, as submitted in the preliminary document, including the approved amendments contained in Appendix “C” attached to Report FCS23007(a). Council may approve additional changes, which would then be added to the amendment list in Appendix “C” to Report FCS23007(a). Appendix “H” to Report FCS23007(a) includes a list of pending amendments for further consideration that were deferred from previous deliberations. The amendments represent a potential residential tax impact of 0.5% - if all were approved, the average total residential tax increase would be 6.7%.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Detailed financial information can be found in the 2023 Preliminary Tax Supported Operating Budget Book (Appendix “A” to Report FCS23007). Amendments to the Preliminary Budget are included in Appendix “C” to Report FCS23007(a), which were approved during budget deliberations in February 2023.

Staffing: A complement summary can be found in Appendix “4” of the 2023 Preliminary Tax Supported Operating Budget Book (Appendix “A” to Report FCS23007). Amendments to the Preliminary Budget are included in Appendix “C” to Report FCS23007(a), which were approved during budget deliberations in February 2023.

Legal: N/A

HISTORICAL BACKGROUND

The 2023 Committee calendar includes key dates pertaining to the 2023 Tax Supported Operating Budget for the GIC meetings. The budget kick-off took place on January 10, 2023 followed by various other GIC dates that allowed for departmental budget presentations and deliberations of the 2023 Tax Supported Operating Budget. A GIC meeting dedicated to hearing public delegations was held on February 6, 2023 and is scheduled to be continued on February 27, 2023.

There is one more deliberation meeting scheduled for March 3, 2023 for GIC consideration of the 2023 Tax Supported Operating Budget if required.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

**SUBJECT: 2023 Tax Supported Operating Budget - Recommendations
(FCS23007(a)) (City Wide) – Page 6 of 7**

RELEVANT CONSULTATION

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

ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)

The recommendations in Report FCS23007(a) are a result of 2023 Budget presentations, public delegations and deliberations at GIC meetings from January to March of 2023.

Appendix “G” to Report FCS23007(a) provides preliminary information on the multi-year outlook for Tax Supported Operating Budgets in 2024 to 2026 inclusive of impacts of the budget amendments approved in Appendix “C” to Report FCS23007(a).

Further to the Council approved amendment to confidential report HUR23002, Recruitment and Retention, staff is recommending that By-law 07-248, respecting the remuneration of members of Council, be revised to exclude salary adjustments for the Mayor and Members of Council, not including cost of living adjustments granted to non-union City of Hamilton employees. This would preclude members of Council from receiving any salary adjustments relative to the Non-Union Compensation Policy (adjustments to maintain the market percentile relative to the Council approved municipal comparators). Any future adjustments required to the salaries for Mayor or members of Council beyond cost of living will be determined by an independent consultant, who will be engaged to conduct a total compensation review of member of Council remuneration.

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 FCS23007(a) – 2023 Council Referred Items

Appendix “B” to Report FCS23007(a) – 2023 Business Cases

**SUBJECT: 2023 Tax Supported Operating Budget - Recommendations
(FCS23007(a)) (City Wide) – Page 7 of 7**

Appendix “C” to Report FCS23007(a) – 2023 Tax Supported Operating Budget Amendments

Appendix “D” to Report FCS23007(a) – 2023 Boards and Agencies Operating Budget

Appendix “E” to Report FCS23007(a) – Budgeted Complement and Extension Transfer Schedule

Appendix “F” to Report FCS23007(a) – Budget Exclusions Related to Regulation 284/09

Appendix “G” to Report FCS23007(a) – 2024 – 2026 Multi-Year Outlook

Appendix “H” to Report FCS23007(a) – 2023 Pending Amendments

Appendix “I” to Report FCS23007(a) – 2023 Preliminary Tax Supported Operating Budget Book

**CITY OF HAMILTON
2023 COUNCIL REFERRED ITEMS
SUMMARY**

FORM #	DIVISION	DESCRIPTION	2023 IMPACT			Status
			\$ GROSS	\$ NET	FTE Impact	
Planning & Economic Development						
1.1	General Manager PED	Annual Support for Bay Area Climate Change Office (CM22016/PED22058(a)/HSC22030(a)).	\$ 160,000	\$ 160,000	-	GIC APPROVED
1.2	General Manager PED	New Project Manager for Climate Change Office (CM22016/PED22058(a)/HSC22030(a)).	\$ 71,700	\$ 71,700	1.00	GIC APPROVED
1.3	General Manager PED	New Senior Project Manager for Climate Change Office (CM22016/PED22058(a)/HSC22030(a)).	\$ 79,800	\$ 79,800	1.00	GIC APPROVED
1.4	Tourism & Culture	Canada Day Event (CM21014)	\$ 150,300	\$ 41,200	0.25	GIC APPROVED
1.5	Licensing & By-Law Services	Nuisance Party By-Law (PED22156)	\$ 70,900	\$ 70,900	0.50	GIC APPROVED
1.6	Transportation, Planning & Parking	Accelerating the Implementation of the Cycling Master Plan (Motion - GIC Jan. 20, 2023)	\$ 308,000	\$ 308,000	5.00	GIC APPROVED
1.7	Transportation, Planning & Parking	Waterfalls and Special Areas Enforcement (PED18011(d))	\$ 490,000	\$ -	5.00	GIC APPROVED
Planning & Economic Development Total			\$ 1,330,700	\$ 731,600	12.75	
Healthy & Safe Communities						
2.1	Children's and Community Services	Hamilton's Plan for an Age-Friendly Community (HSC22031)	\$ 10,000	\$ 10,000	-	GIC APPROVED
2.2	Housing Services	Social Housing Providers at End of Mortgage (HSC22040)	\$ 1,100,000	\$ 1,100,000	-	GIC APPROVED
2.3	Housing Services	Subsidy Request for Rapid Housing Initiative New Developments (HSC20056(a))	\$ 125,000	\$ 125,000	-	GIC APPROVED
2.4	Housing Services	Adaptation and Transformation of Housing Services Post Pandemic (HSC20020(f))	\$ 649,700	\$ 649,700	-	GIC APPROVED
2.5	Housing Services	Shelters Cost of Living Enhancement (Homelessness Prevention Program (HSC20020(f))	\$ 546,700	\$ 546,700	-	GIC APPROVED
2.6	Housing Services	Hamilton Alliance for Tiny Shelters Proposal (HSC22015(a))	\$ 100,000	\$ 100,000	-	PENDING
2.7	Housing Services	Affordable Housing Funding Program (HSC23003)	\$ 4,000,000	\$ 4,000,000	-	GIC APPROVED
2.8	Housing Services	Cold Alert Response (Motion - ECS Dec. 1, 2022)	\$ 125,000	\$ 125,000	-	GIC APPROVED
2.9	Housing Services	Funding for YWCA Hamilton (Motion - ECS Dec. 1, 2022)	\$ 6,550,000	\$ 2,600,000	-	PENDING
2.10	Public Health	Alcohol, Drug & Gambling Services and Community Mental Health Promotion Program (BOH22012(b) as amended)	\$ 105,420	\$ 105,420	1.25	GIC APPROVED

**CITY OF HAMILTON
2023 COUNCIL REFERRED ITEMS
SUMMARY**

FORM #	DIVISION	DESCRIPTION	2023 IMPACT			Status
			\$ GROSS	\$ NET	FTE Impact	
2.11	Housing Services	Encampment Pilot Evaluation - Coordination Response Team (HSC20038(c)/PED21188(b))	\$ 1,366,646	\$ 1,366,646	10.50	PENDING
Healthy & Safe Communities Total			\$ 14,678,466	\$ 10,728,466	11.75	
Public Works						
3.1	PW-General Administration	Corporate Asset Management Resource Requirements (PW22048)	\$ 1,117,900	\$ 1,117,900	10.00	GIC APPROVED
Public Works Total			\$ 1,117,900	\$ 1,117,900	10.00	
Corporate Services						
4.1	City Clerk's Office	Election Expense Reserve for Internet Voting Consideration for 2026 Municipal Election (FCS20081(a))	\$ 153,800	\$ 153,800	-	PENDING
4.2	City Clerk's Office	Records & Information Management Policy (FCS22057)	\$ 184,000	\$ 184,000	2.00	GIC APPROVED
4.3	City Clerk's Office	Virtual Meeting Support (FCS21058)	\$ 175,000	\$ 175,000	2.00	GIC APPROVED
4.4	Legal Services and Risk Management	Implement Bill 13 and Bill 109 (PED22112)	\$ 259,300	\$ 259,300	3.00	GIC APPROVED
Corporate Services Total			\$ 772,100	\$ 772,100	7.00	
City Manager						
5.1	Government & Community Relations	Public Engagement Policy & Framework (CM21011)	\$ 200,000	\$ 200,000	2.00	GIC APPROVED
City Manager Total			\$ 200,000	\$ 200,000	2.00	
Other						
6.1	Administration CEF	City Enrichment Fund (Motion - AF&A June 2, 2022)	\$ 629,390	\$ 629,390	1.00	GIC APPROVED
6.2	Legislative	Increase to Councillors' Office Budgets (Motion - Council Dec. 7, 2022)	\$ 600,000	\$ 600,000	-	PENDING
6.3	Corporate Financials	Recruitment and Rentention Report (HUR23002)	CONFIDENTIAL			GIC APPROVED
Other Total			\$ 1,229,390	\$ 1,229,390	1.00	
Grand Total			\$ 29,162,919	\$ 24,613,819	44.50	

**CITY OF HAMILTON
2023 BUSINESS CASES
SUMMARY**

FORM #	DIVISION	DESCRIPTION	IMPACT			Status
			\$ GROSS	\$ NET	FTE Impact	
Planning & Economic Development						
1.1	Economic Development	Chief Real Estate Officer conversion from temporary to permanent	\$ 195,700	\$ -	1.00	GIC APPROVED
1.2	Tourism & Culture	Film Production Facilitation	\$ 83,820	\$ -	1.00	GIC APPROVED
Planning & Economic Development Total			\$ 279,520	\$ -	2.00	
Healthy & Safe Communities						
2.1	Children's and Community Services	Manager, Canada Wide Early Learning Child Care	\$ 178,700	\$ -	1.00	GIC APPROVED
2.2	Children's and Community Services	Indigenous Strategy	\$ 584,000	\$ 484,000	4.00	GIC APPROVED
2.3	Hamilton Fire Department	Hamilton Fire Department - Volunteer Staffing/Headcount Enhancement	\$ -	\$ -	-	GIC APPROVED
2.4	Hamilton Paramedic Service	Hamilton Paramedic Service - Ambulance Enhancement - Call Growth (includes capital component)	\$ 1,228,600	\$ 1,228,600	10.00	GIC APPROVED
2.5	Hamilton Paramedic Service	Hamilton Paramedics-Ambulance Enhancement-Response Times & Current Demand (includes capital component)	\$ 3,081,800	\$ 3,081,800	25.00	GIC APPROVED
2.6	Long Term Care	2023 Long Term Care - Covid costs	\$ 2,004,700	\$ 1,503,525	-	GIC APPROVED
Healthy & Safe Communities Total			\$ 7,077,800	\$ 6,297,925	40.00	
Public Works						
3.1	Energy Fleet and Facilities	Tim Hortons Field Post Event Increase Service Level	\$ 125,600	\$ 125,600	1.00	GIC APPROVED
3.2	Energy Fleet and Facilities	Green Fleet Planning	\$ 46,300	\$ 46,300	1.00	GIC APPROVED

**CITY OF HAMILTON
2023 BUSINESS CASES
SUMMARY**

FORM #	DIVISION	DESCRIPTION	IMPACT			Status
			\$ GROSS	\$ NET	FTE Impact	
3.3	Engineering Services	Roads Value for Money Audit Recommendations	\$ 199,500	\$ -	4.00	GIC APPROVED
3.4	Engineering Services	Request for additional staff resources for Structures	\$ 70,900	\$ -	1.00	GIC APPROVED
3.5	Engineering Services	Contracts Coordinator	\$ 55,600	\$ -	1.00	GIC APPROVED
3.6	Engineering Services	Project Manager Excess Soils	\$ 70,900	\$ -	1.00	GIC APPROVED
3.7	Engineering Services	Quality Management System (QMS) Staff within Engineering Services	\$ 80,900	\$ -	1.00	GIC APPROVED
3.8	Engineering Services	Request for additional staff resources for Municipal Class Environmental Assessments	\$ 70,900	\$ -	1.00	GIC APPROVED
Public Works Total			\$ 720,600	\$ 171,900	11.00	
Corporate Services						
4.1	City Clerk's Office	Freedom of Information Administration	\$ 50,000	\$ 50,000	-	GIC APPROVED
4.2	Information Technology	Additional FTEs for IT	\$ -	\$ -	2.00	GIC APPROVED
4.3	Information Technology	Data Solution Specialist	\$ 159,300	\$ 159,300	2.00	GIC APPROVED
4.4	Legal Services and Risk Management	Legal Taxation Support	\$ 159,000	\$ 159,000	2.00	GIC APPROVED
Corporate Services Total			\$ 368,300	\$ 368,300	6.00	
Grand Total			\$ 8,446,220	\$ 6,838,125	59.00	

**CITY OF HAMILTON
2023 TAX SUPPORTED OPERATING BUDGET AMENDMENTS**

Department	Description	FTE	NET LEVY ADJUSTMENT (\$)	NET LEVY ADJUSTMENT (%)
PRELIMINARY BUDGET (FCS23007)		7,728.47	\$ 55,730,630	5.6%
COUNCIL REFERRED ITEMS:				
PED	Annual Support for Bay Area Climate Change Office (CM22016/PED22058(a)/HSC22030(a)).	-	160,000	0.0%
PED	New Project Manager for Climate Change Office (CM22016/PED22058(a)/HSC22030(a)).	1.00	71,700	0.0%
PED	New Senior Project Manager for Climate Change Office (CM22016/PED22058(a)/HSC22030(a)).	1.00	79,800	0.0%
PED	Canada Day Event (CM21014)	0.25	41,200	0.0%
PED	Nuisance Party By-Law (PED22156)	0.50	70,900	0.0%
PED	Accelerating the Implementation of the Cycling Master Plan (Motion - GIC Jan. 20, 2023)	5.00	308,000	0.0%
PED	Waterfalls and Special Areas Enforcement (PED18011(d))	5.00	-	0.0%
HSC	Hamilton's Plan for an Age-Friendly Community (HSC22031)	-	10,000	0.0%
HSC	Social Housing Providers at End of Mortgage (HSC22040)	-	1,100,000	0.1%
HSC	Subsidy Request for Rapid Housing Initiative New Developments (HSC20056(a))	-	125,000	0.0%
HSC	Adaptation and Transformation of Housing Services Post Pandemic (HSC20020(f))	-	649,700	0.1%
HSC	Shelters Cost of Living Enhancement (Homelessness Prevention Program (HSC20020(f))	-	546,700	0.1%
HSC	Affordable Housing Funding Program (HSC23003)	-	4,000,000	0.4%
HSC	Cold Alert Response (Motion - ECS Dec. 1, 2022)	-	125,000	0.0%
HSC	Alcohol, Drug & Gambling Services and Community Mental Health Promotion Program (BOH22012(b) as amended)	1.25	105,420	0.0%
PW	Corporate Asset Management Resource Requirements (PW22048)	10.00	1,117,900	0.1%
CS	Records & Information Management Policy (FCS22057)	2.00	184,000	0.0%
CS	Virtual Meeting Support (FCS21058)	2.00	175,000	0.0%
CS	Implement Bill 13 and Bill 109 (PED22112)	3.00	259,300	0.0%
CMO	Public Engagement Policy & Framework (CM21011)	2.00	200,000	0.0%
CEF	City Enrichment Fund (Motion - AF&A June 2, 2022)	1.00	629,390	0.1%
CF	Recruitment and Rentention Report (HUR23002)		CONFIDENTIAL	
Subtotal Council Referred Items		34.00	19,793,373	2.0%
BUSINESS CASES:				
PED	Chief Real Estate Officer conversion from temporary to permanent	1.00	-	0.0%
PED	Film Production Facilitation	1.00	-	0.0%
HSC	Manager, Canada Wide Early Learning Child Care	1.00	-	0.0%
HSC	Indigenous Strategy	4.00	484,000	0.0%
HSC	Hamilton Fire Department - Volunteer Staffing/Headcount Enhancement	-	-	0.0%
HSC	Hamilton Paramedic Service - Ambulance Enhancement - Call Growth [Capital component with a gross cost of \$695,000 to be funded from Development Charge Reserves and the Unallocated Capital Levy for any ineligible portion]	10.00	1,228,600	0.1%
HSC	Hamilton Paramedics-Ambulance Enhancement-Response Times & Current Demand [Capital component with a gross cost of \$1,737,500 to be funded from Development Charge Reserves and the Unallocated Capital Levy for any ineligible portion]	25.00	3,081,800	0.3%
HSC	2023 Long Term Care - Covid costs	-	1,503,525	0.2%
PW	Tim Hortons Field Post Event Increase Service Level	1.00	125,600	0.0%
PW	Green Fleet Planning	1.00	46,300	0.0%
PW	Roads Value for Money Audit Recommendations	4.00	-	0.0%
PW	Request for additional staff resources for Structures	1.00	-	0.0%
PW	Contracts Coordinator	1.00	-	0.0%
PW	Project Manager Excess Soils	1.00	-	0.0%
PW	Quality Management System (QMS) Staff within Engineering Services	1.00	-	0.0%
PW	Request for additional staff resources for Municipal Class Environmental Assessments	1.00	-	0.0%
CS	FOI Administration	-	50,000	0.0%
CS	Additional FTEs for IT	2.00	-	0.0%
CS	Data Solution Specialist	2.00	159,300	0.0%
CS	Legal Taxation Support	2.00	159,000	0.0%
Subtotal Business Cases		59.00	6,838,125	0.7%

**CITY OF HAMILTON
2023 TAX SUPPORTED OPERATING BUDGET AMENDMENTS**

Department	Description	FTE	NET LEVY ADJUSTMENT (\$)	NET LEVY ADJUSTMENT (%)
OTHER AMENDMENTS:				
HSC	Arkedun Loan Repayment (Motion - Dec. 7, 2022 Council HSC22047))	-	(283,000)	0.0%
PED	Licensing Short-Term Rental (STR) Accommodations (PED17203(c))	2.25	-	0.0%
PW	Blue Box Program (increase in Resource Productivity and Recovery Authority subsidy) (Motion - Feb. 7, 2023 Budget GIC)	-	(747,464)	-0.1%
LEG	Volunteer Advisory Committees (Various staff reports - Feb. 7 and 21 GIC)	-	512	0.0%
B&A	To align Boards & Agencies Budgets with Board Approvals (Motion - Feb. 21, 2023 Budget GIC)	31.00	1,414,714	0.1%
B&A	Transfer from Unallocated Capital Levy Reserve to fund HCA one-time special capital request - Approved by Motion at Feb 21 Budget GIC	-	(300,000)	0.0%
CF	Reduction of 10% in City-wide mileage budgets - Approved by Motion at Feb 21 Budget GIC	-	(63,100)	0.0%
CF	One-time gapping reduction To fund the Hamilton Paramedics Service Ambulance Enhancement Business Cases 2.4 and 2.5 one-time in 2023- Approved by Motion at Feb 21 Budget GIC	-	(2,155,200)	-0.2%
HSC	Area Rating Review (FCS21078(d)) as amended - Approved by Motion at Feb 21 Budget GIC	-	(200,000)	0.0%
Subtotal Other Amendments		33.25	(2,333,538)	-0.2%
TOTAL NET LEVY ADJUSTMENT		7,854.72	\$ 80,028,590	8.1%

AVERAGE RESIDENTIAL TAX IMPACT (Inclusive of Above)	RESIDENTIAL TAX IMPACT (%)
Municipal Net Levy Adjustment	7.3%
Assessment Growth	1.6%
Property Class Restrictions	0.5%
Education	0.0%
AVERAGE RESIDENTIAL TAX IMPACT (Inclusive of Above) *	6.2%

Assumptions: 1% Residential tax impact = \$11 million (inclusive of Education)

*Anomalies in totals due to rounding.

CITY OF HAMILTON 2023 BOARDS & AGENCIES OPERATING BUDGET

#	Board/Agency	2023 NET Preliminary Budget \$
City Boards:		
1	Hamilton Police Services	193,596,008
2	Hamilton Public Library	34,059,326
3	Farmers' Market	242,280
4	City Enrichment Fund	6,717,793
	Subtotal	234,615,407
Conservation Authorities:		
4	Niagara Peninsula Conservation Authority	1,701,988
5	NPCA Binbrook Capital Improvements	91,790
6	Grand River Conservation Authority	1,605,660
7	Conservation Halton	813,080
8	Hamilton Conservation Authority	4,111,400
9	HCA: Westfield Heritage Village	636,000
	Subtotal	8,959,918
Grants:		
10	Hamilton Beach Rescue Unit Inc.	143,050
11	Royal Botanical Gardens	660,356
	Subtotal	803,406
Other Items:		
12	MPAC	6,833,219
	Subtotal	6,833,219
Total for All Boards and Agencies		251,211,950

Notes:

- 1) Anomalies in totals due to rounding.
- 2) Budget reflects budget amendments.
- 3) Budget includes Library and Police Capital Financing.

**CITY OF HAMILTON
 BUDGET AMENDMENT SCHEDULE**

STAFF COMPLEMENT CHANGE

Complement Transfer to another division or department ^(1,2)

ITEM #	TRANSFER FROM				TRANSFER TO			
	<u>Department</u>	<u>Division</u>	<u>Position Title (2)</u>	<u>FTE</u>	<u>Department</u>	<u>Division</u>	<u>Position Title (2)</u>	<u>FTE</u>
1	Planning and Economic Development	Tourism & Culture	Facility Attendant	0.68	Planning and Economic Development	Tourism & Culture	Retail Coordinator	0.68
Explanation: Position is being repurposed. Change will move the pay band from Grade B to F but can be accommodated within the current operating budget.								

(1) - All other budgeted complement changes that require Council approval per Budgeted Complement Control Policy must be done through either separate report or the budget process (i.e. Increasing/decreasing budgeted complement).

(2) - If a position is changing, the impact of the change is within 1 pay band unless specified.

Budget Exclusions Related to Regulation 284/09

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

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

These excluded expenses relate to:

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

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

Table 1 is a summary of these excluded expenses:

TABLE 1
Excluded Expenses

(Amounts are representative of 2021 expenses and are reported in \$ millions)

1. Amortization expenses on tangible capital assets	\$216.3 M
2. Increase in post-employment benefits liability	8.8 M
3. Increase in solid waste landfill closure and post closure liability	<u>13.1 M</u>
Total	\$238.2 M

Table 1 outlines the expenses as reported in the City's audited 2021 financial statements. Expenses for 2022 and 2023 have not yet been determined and will be reported in the 2022 and 2023 financial statements, respectively.

1. Amortization Expenses on Tangible Capital Assets

Amortization expenses on tangible capital assets were recorded in the 2021 financial statements of \$216.3 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 2023 Budget does not include amortization expenses on tangible capital assets, capital investments are made in the 2023 tax and rate Operating Budgets for transfers directly to the capital fund and transfers to capital reserves. The City's tangible capital asset spending requirements, funding requirements and capital financing policies are presented annually during the budget process.

Efforts have continued to further understand infrastructure needs over time, with work efforts being incorporated into the new Corporate Asset Management Office that recently formed. This office is accountable for implementing a City-wide integrated business approach to corporate asset management, which includes documenting and championing the long-term strategies, principles, and direction for managing corporate assets as identified by Council and senior leadership. One of the key goals of this office is to ensure the promotion of long-term sustainability of managing assets, while balancing community needs and maximizing financial resources.

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 2021 consolidated financial statements report liabilities of \$396.7 million and expense increases of \$8.8 million, while the City's 2023 budget includes expenses for expected 2022 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 2021, the City has reserves associated with these liabilities of \$82.1 million which represent 21% 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 2021 consolidated financial statements report liabilities of \$78.3 million and increase in expenses of \$13.1 million for landfill closure and post-closure. As of the end of 2021, the City has reserves associated with these liabilities of \$1.3 million which represent 1.6% funding for these liabilities.

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

CITY OF HAMILTON
2024 - 2026 MULTI YEAR OUTLOOK

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	2024			2025			2026		
	\$	2024 vs 2023		\$	2025 vs 2024		\$	2026 vs 2025	
		\$	%		\$	%		\$	%
PLANNING & ECONOMIC DEVELOPMENT									
General Manager PED	1,348,340	58,570	4.5%	1,411,390	63,050	4.7%	1,472,330	60,940	4.3%
Transportation Planning and Parking	3,101,360	179,730	6.2%	3,363,700	262,340	8.5%	3,611,290	247,590	7.4%
Building	1,246,020	43,570	3.6%	1,290,880	44,860	3.6%	1,330,080	39,200	3.0%
Economic Development	5,725,700	213,720	3.9%	5,928,360	202,660	3.5%	6,103,620	175,260	3.0%
Growth Management	1,070,140	170,440	18.9%	1,218,640	148,500	13.9%	1,322,810	104,170	8.5%
Licensing & By-Law Services	7,784,620	609,600	8.5%	8,123,590	338,970	4.4%	8,422,950	299,360	3.7%
Planning	4,011,860	271,700	7.3%	4,277,200	265,340	6.6%	4,450,530	173,330	4.1%
Tourism & Culture	10,438,380	282,710	2.8%	10,694,020	255,640	2.4%	10,928,980	234,960	2.2%
TOTAL PLANNING & ECONOMIC DEVELOPMENT	34,726,420	1,830,040	5.6%	36,307,780	1,581,360	4.6%	37,642,590	1,334,810	3.7%
HEALTHY & SAFE COMMUNITIES									
HSC Administration	3,043,200	126,870	4.4%	3,158,390	115,190	3.8%	3,265,070	106,680	3.4%
Children's and Community Services	11,388,950	321,900	2.9%	11,752,440	363,490	3.2%	12,100,490	348,050	3.0%
Ontario Works	14,292,330	881,120	6.6%	15,169,400	877,070	6.1%	15,977,080	807,680	5.3%
Housing Services	69,614,430	9,212,820	15.3%	73,635,830	4,021,400	5.8%	78,385,350	4,749,520	6.5%
Long Term Care	14,286,720	1,494,800	11.7%	15,738,650	1,451,930	10.2%	17,139,180	1,400,530	8.9%
Recreation	38,790,590	1,077,040	2.9%	39,706,820	916,230	2.4%	40,728,600	1,021,780	2.6%
Hamilton Fire Department	104,479,760	3,512,530	3.5%	108,225,100	3,745,340	3.6%	112,242,610	4,017,510	3.7%
Hamilton Paramedic Service	32,747,730	1,064,430	3.4%	33,874,470	1,126,740	3.4%	34,935,500	1,061,030	3.1%
Public Health Services	18,400,780	3,626,100	24.5%	19,795,270	1,394,490	7.6%	21,168,330	1,373,060	6.9%
TOTAL HEALTHY & SAFE COMMUNITIES	307,044,490	21,317,610	7.5%	321,056,370	14,011,880	4.6%	335,942,210	14,885,840	4.6%
PUBLIC WORKS									
PW-General Administration	713,920	27,400	4.0%	739,500	25,580	3.6%	957,820	218,320	29.5%
Energy Fleet and Facilities	15,441,110	646,950	4.4%	15,797,500	356,390	2.3%	16,099,810	302,310	1.9%
Engineering Services	0	0	0.0%	0	0	0.0%	0	0	0.0%
Environmental Services	48,506,820	1,305,470	2.8%	49,559,430	1,052,610	2.2%	51,407,380	1,847,950	3.7%
Transit	99,718,520	6,113,320	6.5%	103,230,550	3,512,030	3.5%	108,397,750	5,167,200	5.0%
Transportation Operations & Maintenance	88,844,910	1,588,500	1.8%	90,464,510	1,619,600	1.8%	92,085,930	1,621,420	1.8%
Waste Management	51,138,560	1,738,920	3.5%	54,124,940	2,986,380	5.8%	57,279,240	3,154,300	5.8%
TOTAL PUBLIC WORKS	304,363,840	11,420,560	3.9%	313,916,430	9,552,590	3.1%	326,227,930	12,311,500	3.9%

CITY OF HAMILTON
2024 - 2026 MULTI YEAR OUTLOOK

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	2024			2025			2026		
	\$	2024 vs 2023		\$	2025 vs 2024		\$	2026 vs 2025	
		\$	%		\$	%		\$	%
LEGISLATIVE									
Legislative General	(303,850)	(18,520)	(6.5)%	(321,220)	(17,370)	(5.7)%	(338,590)	(17,370)	(5.4)%
Mayors Office	1,278,640	28,630	2.3%	1,309,210	30,570	2.4%	1,339,830	30,620	2.3%
Volunteer Committee	120,730	0	0.0%	120,730	0	0.0%	120,730	0	0.0%
Ward Budgets	4,559,000	113,950	2.6%	4,677,120	118,120	2.6%	4,792,340	115,220	2.5%
TOTAL LEGISLATIVE	5,654,520	124,060	2.2%	5,785,840	131,320	2.3%	5,914,310	128,470	2.2%
CITY MANAGER									
Office of the City Auditor	1,455,880	209,220	16.8%	1,490,400	34,520	2.4%	1,524,200	33,800	2.3%
CMO - Admin	395,460	138,030	53.6%	407,710	12,250	3.1%	419,810	12,100	3.0%
Communication & Strategic Initiatives	2,775,020	77,300	2.9%	2,856,340	81,320	2.9%	2,935,790	79,450	2.8%
Digital & Innovation Office	318,870	61,210	23.8%	531,410	212,540	66.7%	743,610	212,200	39.9%
Government & Community Relations	1,015,240	22,600	2.3%	1,038,820	23,580	2.3%	1,062,010	23,190	2.2%
Human Resources	9,208,740	363,240	4.1%	9,448,340	239,600	2.6%	9,671,390	223,050	2.4%
TOTAL CITY MANAGER	15,169,210	871,600	6.1%	15,773,020	603,810	4.0%	16,356,810	583,790	3.7%
CORPORATE SERVICES									
City Clerk's Office	3,150,620	70,490	2.3%	3,223,990	73,370	2.3%	3,298,510	74,520	2.3%
Customer Service POA and Finl Integration	6,427,580	185,290	3.0%	6,618,590	191,010	3.0%	6,809,830	191,240	2.9%
Financial Serv Taxation and Corp Controller	4,573,530	88,630	2.0%	4,762,000	188,470	4.1%	4,935,490	173,490	3.6%
Legal Services and Risk Management	4,598,100	251,840	5.8%	4,834,490	236,390	5.1%	5,044,050	209,560	4.3%
Corporate Services Administration	352,920	8,890	2.6%	362,230	9,310	2.6%	371,420	9,190	2.5%
Financial Planning Admin & Policy	5,885,020	253,920	4.5%	6,131,850	246,830	4.2%	6,364,630	232,780	3.8%
Information Technology	18,631,750	1,125,380	6.4%	19,077,890	446,140	2.4%	19,478,770	400,880	2.1%
TOTAL CORPORATE SERVICES	43,619,520	1,984,440	4.8%	45,011,040	1,391,520	3.2%	46,302,700	1,291,660	2.9%
CORPORATE FINANCIALS - EXPENDITURES									
Corporate Initiatives	7,466,200	(226,970)	(3.0)%	6,912,220	(553,980)	(7.4)%	6,836,650	(75,570)	(1.1)%
Corporate Pensions, Benefits & Contingency	16,747,400	(722,840)	(4.1)%	17,964,510	1,217,110	7.3%	19,225,850	1,261,340	7.0%
TOTAL CORPORATE FINANCIALS - EXPENDITURES	24,213,600	(949,810)	(3.8)%	24,876,730	663,130	2.7%	26,062,500	1,185,770	4.8%
HAMILTON ENTERTAINMENT FACILITIES									
Operating	152,960	2,960	2.0%	156,480	3,520	2.3%	160,080	3,600	2.3%
TOTAL HAMILTON ENTERTAINMENT FACILITIES	152,960	2,960	2.0%	156,480	3,520	2.3%	160,080	3,600	2.3%
TOTAL CITY EXPENDITURES	734,944,560	36,601,460	5.2%	762,883,690	27,939,130	3.8%	794,609,130	31,725,440	4.2%

CITY OF HAMILTON
2024 - 2026 MULTI YEAR OUTLOOK

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	2024			2025			2026		
	\$	2024 vs 2023		\$	2025 vs 2024		\$	2026 vs 2025	
		\$	%		\$	%		\$	%
CAPITAL FINANCING									
Debt-Healthy & Safe Communities	2,309,070	1,140,270	97.6%	2,309,070	0	0.0%	2,309,070	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	113,998,670	8,088,050	7.6%	127,641,670	13,643,000	12.0%	139,759,670	12,118,000	9.5%
Debt-Planning & Economic Development	1,168,790	(135,480)	(10.4)%	1,168,790	0	0.0%	1,168,790	0	0.0%
Debt-Public Works	35,896,650	2,732,150	8.2%	35,896,650	0	0.0%	35,896,650	0	0.0%
TOTAL CAPITAL FINANCING	166,802,050	11,824,990	7.6%	180,445,050	13,643,000	8.2%	192,563,050	12,118,000	6.7%
BOARDS & AGENCIES									
Police Services									
Operating	194,278,600	5,658,600	3.0%	200,106,958	5,828,358	3.0%	206,110,167	6,003,209	3.0%
Capital	1,214,000	0	0.0%	1,214,000	0	0.0%	1,214,000	0	0.0%
Total Police Services	195,492,600	5,658,600	3.0%	201,320,958	5,828,358	3.0%	207,324,167	6,003,209	3.0%
Other Boards & Agencies									
Library	34,805,300	943,980	3.6%	35,811,080	1,005,780	2.9%	36,784,390	973,310	2.7%
Conservation Authorities	9,288,270	180,320	2.0%	9,472,200	183,930	2.0%	9,659,810	187,610	2.0%
MPAC	7,261,650	142,390	2.0%	7,406,880	145,230	2.0%	7,555,020	148,140	2.0%
Hamilton Beach Rescue Unit	145,910	2,860	2.0%	148,830	2,920	2.0%	151,830	3,000	2.0%
Royal Botanical Gardens	687,040	13,470	2.0%	700,780	13,740	2.0%	715,000	14,220	2.0%
Farmers Market	266,730	24,450	10.1%	304,770	38,040	14.3%	317,850	13,080	4.3%
Total Other Boards & Agencies	52,454,900	1,307,470	2.6%	53,844,540	1,389,640	2.6%	55,183,900	1,339,360	2.5%
Capital Financing - Other Boards & Agencies	198,000	0	0.0%	198,000	0	0.0%	198,000	0	0.0%
City Enrichment Fund	6,088,400	0	0.0%	6,088,410	10	0.0%	6,088,410	0	0.0%
TOTAL BOARDS & AGENCIES	254,233,900	6,966,070	2.8%	261,451,908	7,218,008	2.8%	268,794,477	7,342,569	2.8%
TOTAL EXPENDITURES	1,155,980,510	55,392,520	5.0%	1,204,780,648	48,800,138	4.2%	1,255,966,657	51,186,009	4.2%

**CITY OF HAMILTON
2024 - 2026 MULTI YEAR OUTLOOK**

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	2024			2025			2026		
	\$	2024 vs 2023		\$	2025 vs 2024		\$	2026 vs 2025	
		\$	%		\$	%		\$	%
NON PROGRAM REVENUES									
Payment In Lieu	(17,518,600)	0	0.0%	(17,518,600)	0	0.0%	(17,518,600)	0	0.0%
Penalties and Interest	(11,500,000)	0	0.0%	(11,500,000)	0	0.0%	(11,500,000)	0	0.0%
Right of Way	(3,229,500)	0	0.0%	(3,229,500)	0	0.0%	(3,229,500)	0	0.0%
Senior Tax Credit	534,100	0	0.0%	534,100	0	0.0%	534,100	0	0.0%
Supplementary Taxes	(10,130,000)	0	0.0%	(10,130,000)	0	0.0%	(10,130,000)	0	0.0%
Tax Remissions and Write Offs	9,790,000	0	0.0%	9,790,000	0	0.0%	9,790,000	0	0.0%
Hydro Dividend and Other Interest	(6,567,700)	0	0.0%	(6,567,700)	0	0.0%	(6,567,700)	0	0.0%
Investment Income	(4,800,000)	0	0.0%	(4,800,000)	0	0.0%	(4,800,000)	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	(2,832,260)	(134,350)	5.0%	(2,902,660)	(70,400)	2.5%	(2,961,510)	(58,850)	2.0%
TOTAL NON PROGRAM REVENUES	(51,453,960)	(134,350)	(0.3)%	(51,524,360)	(70,400)	(0.1)%	(51,583,210)	(58,850)	(0.1)%
TOTAL LEVY REQUIREMENT	1,104,526,550	55,258,170	5.3%	1,153,256,288	48,729,738	4.4%	1,204,383,447	51,127,159	4.4%

CITY OF HAMILTON 2023 PENDING AMENDMENTS

REF. #	DIVISION	DESCRIPTION	2023 IMPACT			RESIDENTIAL TAX IMPACT (%)
			\$ GROSS	\$ NET	FTE Impact	
Council Referred Items						
2.6	Housing Services	Hamilton Alliance for Tiny Shelters Proposal (HSC22015(a))	\$ 100,000	\$ 100,000	-	0.01%
2.9	Housing Services	Funding for YWCA Hamilton (Motion - ECS Dec. 1, 2022)	\$ 6,550,000	\$ 2,600,000	-	0.24%
2.11	Housing Services	Encampment Pilot Evaluation - Coordination Response Team (HSC20038(c)/PED21188(b))	\$ 1,366,646	\$ 1,366,646	10.50	0.12%
4.1	City Clerk's Office	Election Expense Reserve for Internet Voting Consideration for 2026 Municipal Election (FCS20081(a))	\$ 153,800	\$ 153,800	-	0.01%
6.2	Legislative	Increase to Councillors' Office Budgets (Motion - Council Dec. 7, 2022)	\$ 600,000	\$ 600,000	-	0.05%
Council Referred Items Total			\$ 8,770,446	\$ 4,820,446	10.50	0.44%
Other Budget Amendments						
6	Corporate Financials	Living Wage (HUR2003(b)/FCS20013(b))	\$ 353,600	\$ 353,600	-	0.03%
Other Budget Amendments Total			\$ 353,600	\$ 353,600	-	0.03%
Grand Total			\$ 9,124,046	\$ 5,174,046	10.50	0.47%

PRELIMINARY



Hamilton

CITY OF HAMILTON

BUDGET AND MULTI-YEAR OUTLOOK

2023

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CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK

2023



2023 BUDGET REPORT

EXECUTIVE SUMMARY

The 2023 Tax Supported Operating Budget Book focuses on budget submissions for City Departments and the capital financing required to support the 2023 Tax Supported Capital Budget for the services governed by City Council and supported through property taxes. Included in the information within the Budget Book are estimates for the Hamilton Police Service based on its multi-year budget approved in principle by the Police Services Board during 2022 budget deliberations. The Police Services Board will submit its proposed budget for Council's consideration in early 2023 in accordance with the *Police Services Act, 1990*. Additionally, the Budget Book includes information on budget requests from other Outside Boards and Agencies, such as the Hamilton Public Library and local Conservation Authorities, which have been approved by their respective Boards and forwarded to the City of Hamilton for consideration.

The proposed 2023 Tax Supported Operating Budget, as presented, would result in an estimated residential property tax increase of 5.4%. Property taxes support City Services, the municipal share of Provincially mandated programs, such as Public Health and Ontario Works, Outside Boards and Agencies, local Business Improvement Areas, as well as the local school boards through the education rate. The education rate will remain unchanged for 2023 as a result of the freeze on property tax reassessments by the Province of Ontario.

The City's 2023 Water, Wastewater and Stormwater Services Budget (Rate Supported Budget), presented through Report FCS22054, was ratified by Council on December 7, 2022 and results in an average combined rate increase of 6.49% or \$53.45 for the average residential household with annual water consumption of 200 m³. Additionally, the financing required to proceed with the 2023 Tax Supported Capital Budget, presented through Report FCS22081, has been included within the 2023 Preliminary Tax Supported Operating Budget submission. The 2023 Tax Supported Capital Levy requirement for 2023 is \$143M, which represents a net levy increase of \$9.2M, or 0.92%, and will continue through deliberations at the General Issues Committee meeting on January 20, 2023.

The City of Hamilton's 2023 Preliminary Tax Supported Operating Budget is proposed at \$1,062M inclusive of proposed service level changes through Business Cases and Council Referred Items, representing an increase in the net for tax levy of \$68M, or 6.9%, which translates to an estimated residential property tax increase of 5.4%, or \$242, for the average property assessed at \$382,000. In setting the net tax levy, the City first considers all other revenue sources available to the municipality, such as user fees and subsidies from senior levels of government, and levies the remaining funds required to deliver services at a balanced budget in accordance with *The Municipal Act, 2001*.

The net levy increase of \$68M, or 6.9%, is the estimated cost required to continue service delivery for City Departments inclusive of provincially mandated programs, Outside Boards & Agencies and delivery of the 2023 Tax Supported Capital Budget, as well as to advance strategic priorities that were previously approved or endorsed by Council. Other factors influencing the residential property tax increase include assessment growth (currently estimated at 1.0%), property class levy restrictions of 0.1%, and the education rate as illustrated in Figure 1.

FIGURE 1

MUNICIPAL PROPERTY TAX IMPACT

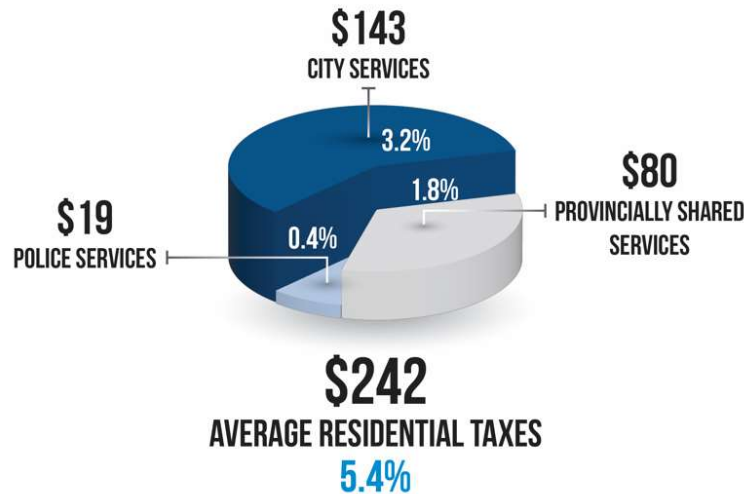
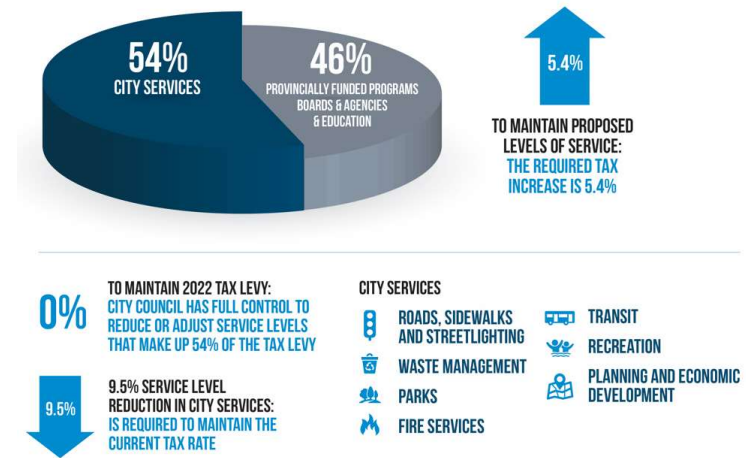


FIGURE 2

2023 PROPERTY TAX BREAKDOWN



The 2023 Preliminary Tax Supported Operating Budget, as presented, would result in an average residential tax impact of approximately 5.4%, which is required to support the delivery of all City provided services, the City’s Strategic Plan and the City’s vision to be the best place to raise a child and age successfully.

Property taxes support City Services, as well as Provincially Funded Programs, such as Public Health and Ontario Works, Outside Boards and Agencies, such as the Hamilton Police Service and Conservation Authorities, and Education. City Services make up approximately 55% of the total property tax bill. City Services are largely comprised of roads, sidewalks and streetlighting operations and maintenance, waste management services, parks operations and maintenance, fire services, transit services and recreation services, as well as Water, Wastewater and Stormwater services that are funded through water and wastewater rates.

An average residential tax impact of 5.4% is required to maintain current levels of service including pre-approved and legislated service level impacts. City Council has the legislated authority over approximately 55% of the total budget. Provincially Funded Programs, Boards and Agencies and Education are either governed by authorities other than City Council or are supported through Funding Agreements that limit City Council’s ability

to affect the overall tax rate by changes to these programs. Therefore, in order to maintain the current 2022 tax rate, City Services would require budget reductions of 9.5% to mitigate the estimated 5.4% overall tax impact.

2023 TAX SUPPORTED OPERATING BUDGET

Budget Process

The 2023 Preliminary Tax Supported Operating Budget was created through a collaborative process undertaken by City staff throughout 2022. 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 Stormwater services, which are supported through rate revenues. Both the tax and rate supported service groups have infrastructure and facility requirements that are funded by their respective capital budgets. The 2023 Rate Supported Operating and Capital Budget was submitted separately through Report FCS22054 and approved by Council on December 7, 2022, while deliberations of the 2023 Tax Supported Capital Budget submitted through Report FCS22081 are still ongoing with the next scheduled General Issues Committee meeting on January 20, 2023.

An overview of the 2023 Preliminary Tax Supported Operating Budget will be presented to the General Issues Committee on January 10, 2023 and the Departmental presentations will begin on January 23, 2023. The deliberation process and final budget approval is expected to be completed by March 29, 2023.

A multi-year outlook and update on the Capital Financing Plan was provided to Council through Report FCS22064 in August 2022. At that time, City staff did not seek direction from Council on a target tax rate increase for 2023 due to the end of that term of Council and the 2022 municipal election. Staff have prepared the 2023 Tax Supported Operating Budget in accordance with the following budget principles:

- The annual budget reflects and supports the 2016-2025 Strategic Plan and Term of Council Priorities;
- The annual budget is aligned with the financial policies approved by Council;
- The City's strong financial position and prudent financial management of debt is prioritized to ensure the City's AAA credit rating is maintained;
- All growth-related infrastructure costs that can be recovered under the *Development Charges Act, 1997* will be supported from development charge revenue, including dedicated development charge exemption funding for Council approved exemptions and interim financed through debt or reserves, as necessary;
- The annual budget accounts for the investment required to transition to the expected outcomes of the Strategic Asset Management Policy and the Asset Management Plan;
- All grant funding available to municipalities will be investigated;
- Reserves are maintained per policy in order to repair / replace infrastructure, fund identified priorities and ensure long-term sustainability;
- Maximizes use of the Tax Supported Capital Levy and debt capacity is leveraged to finance capital infrastructure projects in order to limit the impact on taxpayers;
- Total tax and rate supported debt as a percentage of City own-source revenues does not exceed 60% unless approved by Council;

- Total development charge supported debt as a percentage of the total development charge eligible costs for the forecast period of the latest Development Charge Background Study does not exceed 25% unless approved by Council;
- Ongoing expenses are funded from sustainable revenue sources to ensure continuity of services; and,
- New services, service level enhancements or reductions, increases or decreases to the full-time equivalent staff complement and changes in user fees that have not been previously approved by Council require a Business Case to be deliberated by Council as part of the annual budget process.

The preliminary budget reflects the increase required to maintain existing levels of service and finance previously approved service enhancements, as well as, recommends business cases that advance the strategic goals of the City, in alignment with the 2016 2025 Strategic Plan and other corporate initiatives. This is done in consideration of the overall tax impact on residents and businesses, recognizing the financial impact the current economic environment has had on the community. In accordance with the *Municipal Act, 2001, section 289*, the City must prepare a balanced budget and provide for any deficit in the previous year's budget.

Council Referred Items

Items that Council has referred by motion or through the approval of staff recommendations to the 2023 Tax Supported Operating Budget process will be vetted at GIC through deliberations in February 2023. The summary and details of these items are provided in the "Council Referred Items" section of this report. In total, there are seventeen items referred to the budget process included in this report, as of November 25, 2022, with a gross expenditure estimate of \$5.1M in 2023 and a net for tax levy impact of \$5.0M. Delivery of all items would require additional staff complement of 21.75 full-time equivalent positions and a residential tax impact of approximately 0.5%. These items have been included in the estimated 5.4% residential tax impact.

Business Cases

Additional to items that have been referred to the budget process through Council are Business Cases that have been put forward by staff for Council's consideration during budget deliberations. All staff proposals that include new services, service level enhancements or reductions, increases or decreases to the staff complement, and changes in user fees that have not been previously approved by Council require a Business Case. A summary and itemized Business Cases can be found in the "Business Cases" section of this report. In total, there are twenty Business Cases put forward by staff with a gross expenditure estimate of \$8.4M in 2023 and a net for tax levy impact of \$7.3M. If all Business Cases were approved, an additional staff complement of 59.00 full-time equivalent positions would be required and it would result in a residential tax impact of approximately 0.7%. These items have been included in the estimated 5.4% residential tax impact.

Multi-Year Budgets

Council, at its meeting on July 14, 2017, approved GIC Report 17-015 and Multi-Year Budget Planning Sub-Committee Report 17-001 (Report FCS17066) adopting the Multi Year Business Planning and Budget Policy ("Policy") for City Departments and forwarding the Policy to Hamilton Police Service, Hamilton Public Library and Hamilton Farmers' Market Boards for consideration.

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 and policies.

A three-year outlook for 2024-2026 is summarized in the “Multi-Year Outlook” section of this report. Three-year outlooks for 2024-2026 will also be presented by the General Managers and City Manager 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, Tax Supported Capital and Tax Supported Operating.

2023 Consolidated Budget

Table 1 highlights the consolidated gross expenditure preliminary budgets for the City combining Tax and Rate supported services. The 2023 Rate Supported Budget was approved by Council on December 7, 2022.

TABLE 1

2023 Preliminary Consolidated City Budget Gross Expenditures (\$000's)			
	Rate	Tax	Total
Operating	272,447	1,807,632	2,080,079
Capital	255,306	285,726	541,032
Total	527,753	2,093,358	2,621,111

Note: Does not include Council Referred Items or Business Cases

This document provides detailed information in respect of the 2023 Preliminary Tax Supported Operating Budget. As mentioned, the 2023 Rate Supported Operating and Capital Budget and the 2023 Tax Supported Capital Budget were submitted separately for Council's consideration at Budget GIC on November 24, 2022 and November 25, 2022 respectively.

During the 2022 Tax Supported Operating Budget process, staff prepared a 2023 to 2025 Multi-year Outlook based on assumptions and known increases. The initial Outlook for 2023 was a projected levy increase of \$41.2M and a 4.1% tax increase. An updated outlook for 2023 was provided to Council through Report FCS22064 in August 2022, which forecasted a 6.9% residential tax impact. Based on updated information, the initial projection has been revised to a levy increase of \$68.1M and a 5.4% tax increase. The 2023 Preliminary Tax Supported Operating Budget, as submitted, does not include any measures that would adversely impact programs and services.

2023 Residential Tax Impact

The submitted 2023 Preliminary Tax Supported Operating Budget requires a net levy increase of \$68.1M. This would result in an estimated average residential tax increase of 5.4% or \$242 for the average residential home assessed at \$382,000. Table 2 highlights the estimated tax increase by component on the residential tax bill, as well as the impact of the approved Rate Supported Budget for the average residential household.

TABLE 2

2023 Average Residential Impact (Per \$382,000 Current Value Assessment / 200m ³ of water consumption)				
Service	Property Tax (\$)	Property Tax (%)	Water Bill (\$)	Water Bill (%)
City Services	\$ 142.93	3.2%		
Provincially Shared	\$ 79.83	1.8%		
Police	\$ 19.25	0.4%		
Education	\$ -	0.0%		
Water, Wastewater, Stormwater			\$ 53.45	6.5%
Ave. Residential Impact	\$ 242.01	5.4%	\$ 53.45	6.5%

Notes:

1. Police Services impact is based on the multi-year estimate presented to the Police Services Board during 2022 budget deliberations in December 2021. The Hamilton Police Service will submit its updated budget request to City Council in January 2023.
2. All property tax impacts are estimated assuming an assessment growth percentage of 1.0%. The 2023 final assessment growth will be incorporated into estimates during GIC deliberations in February 2023.

As indicated in Table 2, the tax impact attributable to City departments is about 3.2%. The estimated Police Services increase is based on the multi-year estimate provided during budget deliberations in the 2022 budget process. The Hamilton Police Service will submit its 2023 budget request for consideration in January 2023. Provincially Shared Services represent legislated mandatory programs including Housing Services, Public Health, Hamilton Paramedic Service, Ontario Works, Long-Term Care, and Children's Services. Over the past several years, these programs have

experienced funding shifts towards property taxes resulting from structural changes to funding agreements from senior levels of government that have limited the transfer of income taxes to pay for these services. The education rate will remain unchanged for 2023 as a result of the freeze on property tax reassessments by the Province of Ontario. Included in the residential tax impact estimate of 5.4% are all current (as of November 25, 2022) Council Referred Items (0.7%) and Business Cases (0.7%) to be considered during the budget process. Approval of these items will be considered during budget deliberations in February and March of 2023.

City of Hamilton residents in all communities pay the same rate for general City services, such as police, public health, roads, waste management, libraries, parks and City administration while some services are area rated based on former municipal boundaries. Area rating is a municipal property taxation policy tool intended to account for either significant differences in service levels or differences in the cost of providing services across different parts of the City (*Municipal Act, 2001, Section 326*).

Through Report FCS21078(b), Area Rating Review, City Council approved several changes to the area rating model used the City of Hamilton including:

- Elimination of sidewalk snow removal as an area rated service;
- A four-year phase out of sidewalks and streetlighting starting in 2022;
- A four-year phase out of Recreation starting in 2022; and,
- Elimination of Parkland Purchases as an area rated service once existing internal debt has been paid off.

Through this report, staff were also directed to report back with analysis and public consultation plan of adjusting the Fire Service area rating methodology from the existing urban / rural model to one that aligns with the three levels of service (full-time / volunteer / composite) with a goal of implementation in the 2023 tax year. This report will be coming to GIC Budget in February 2023.

2023 Preliminary Tax Supported Operating Budget Overview

The 2023 Preliminary Tax Supported Operating Budget identifies a net levy requirement of \$1,061.6M, which represents an increase of \$68.1M, or 6.9%, over 2022. After factoring in estimated assessment growth of 1.0%, property class restrictions of 0.1% and no change in the education rate, the projected average residential tax impact is 5.4%.

The 2023 Preliminary Tax Supported Budget is detailed in Table 3. The projected costs to maintain current service levels (Maintenance Budget) is \$35.1M, or 3.5%. The Maintenance Budget would result in an average residential property tax increase of approximately 2.4%. Other strategic investments that have either been previously approved or are being proposed in the 2023 Preliminary Tax Supported Operating Budget total \$33.0M, or 3.4%, and account for the remainder of the estimated tax increase to arrive at the projected 5.4%. Primary themes and pressures in the 2023 Tax Supported Operating and Capital Budgets are response and recovery efforts related to the COVID-19 pandemic, extraordinary inflation and supply chain impacts for municipal goods and services, amendments in provincial funding agreements, addressing capital reinvestment requirements related to the Transportation Asset Management Plan, affordable housing and homelessness, responding to climate change, additional investment in emergency response services and advancing the strategic priorities of Council.

TABLE 3

(\$000's)	2022		2023			Change				
	Restated	Maintenance	Strategic Priorities			Total	Maintenance vs. Restated		Total vs. Restated	
			Pre-approved/ Pending	Business Cases	Council Referred					
City Departments	608,689	635,543	11,480	7,339	5,032	659,395	26,854	4.4%	50,706	8.3%
Boards & Agencies	239,161	247,268	-	-	-	247,268	8,107	3.4%	8,107	3.4%
Capital Financing*	145,688	145,781	9,196	-	-	154,977	92	0.1%	9,289	6.4%
Total Net for Levy	993,538	1,028,591	20,677	7,339	5,032	1,061,640	35,054	3.5%	68,102	6.9%
Assessment Growth Assumption								1.0%		1.0%
Total Average Residential Tax Impact								2.4%		5.4%

* Capital Financing includes the Area Rating Special Capital Reinvestment provision allocated to the pre-amalgamated City of Hamilton through the Tax Operating Budget

Key Budget Drivers

COVID-19 response and recovery: The COVID-19 pandemic has resulted in many changes affecting human behavior and impacting the world's economic condition. Municipalities were hit particularly hard as they managed service continuity for essential services and infrastructure during the lockdown and recovery periods. While financial pressures for the City were fully mitigated in 2020 and 2021 through the historic Safe Restart Agreement, Social Services Relief Fund and many other funding announcements, the City currently faces a substantial deficit of \$16.6M related principally to the COVID-19 pandemic response and less financial support from senior levels of government. Currently, senior levels of government have not made any financial commitments beyond 2022 to fund ongoing response and recovery efforts for municipalities related to COVID-19.

The provincial and federal governments were essential partners in tackling the social and economic issues posed by the pandemic as the City of Hamilton has leveraged funding of approximately \$61.3M in 2020 and \$99.8M in 2021, as well as, forecasting \$40.2M in 2022, for essential programs and services needed throughout the pandemic. However, pandemic recovery efforts still pose a major issue for the City, principally within Housing Services and Public Health as detailed in Report FCS22042(a), Tax and Rate Operating Budget Variance Report, as at August 31, 2022.

In accordance with the *Municipal Act, 2001, section 289*, the City must prepare a balanced budget and provide for any deficit in the previous year's budget. City Council has set aside \$35.6M in discretionary funding over the past two years into the COVID 19 Emergency Reserve, resulting from operating surpluses in 2020 and 2021, to address ongoing impacts of the pandemic on municipal operations and recovery efforts. Should advocacy efforts be unsuccessful, staff will utilize these funds to the extent possible in order to limit the financial impact of the pandemic response on the 2023 and future tax levies. However, such an impact would not only require a substantial investment from the community but would also limit flexibility to finance strategic initiatives moving forward.

Extraordinary inflation and supply chain impacts for municipal goods and services: The City is experiencing significant inflationary pressures in primary resources such as fuel, contracted services and employee related costs. The annual budget for fuel is anticipated to increase approximately 50%.

Inflation impacts of fuel have also significantly impacted contracted services secured by the City, such as waste collection, which further adds to the pressures the City will face in 2023. Material prices, as well as, supply chain issues within the construction industry are expected to continue to impact the City's ability to finance capital works.

Low levels of unemployment and increasing inflation have resulted in a very competitive labour market for employers in Hamilton. Staff is looking into various options in order to remain competitive as an employer of choice. While the City continues to see strong candidate interest in many roles at the City, there are some areas that have identified roles that are particularly difficult to fill caused by a shortage in qualified available applicants.

Asset Management: Through Report PW22048, Core Asset Management Plan, Council approved Asset Management Plans for transportation and waterworks assets in accordance with the provincial regulations introduced through Ontario Regulation 588/17. An annual funding gap of \$94.7M for tax supported programs was identified based on asset renewal needs and planned operations and maintenance. A \$101.1 M annual funding gap was identified for rate supported programs.

During 2022 budget deliberations, City Council approved the 2023-2031 Capital Financing Plan, in principle, which had included a 0.5% tax levy increase (\$4.8 M) to primarily address deficiencies in state-of-good-repair within the road network. Additionally, the Capital Financing Plan was updated with new allocations for discretionary block funding across all other City programs, increasing annual block allocations by approximately 30% to reflect cumulative inflation over the past decade. The increases in capital block allocations are funded through the reprioritization of debt that will be retired over the next few years. The Capital Financing Plan also included a 0.07% tax levy increase for annual debt repayments of West Harbour strategic investments.

Even with planned increases to the Capital Levy included in the Capital Financing Plan, there will be a significant funding gap for the renewal of assets within the road network and engineered structures portfolios of approximately \$900 M over the 10-year capital plan. The Capital Financing Plan has been updated to reflect a phase-in approach to increase the annual funding amounts for those assets over the 10-year planning period beginning in 2024. This results in an additional \$6.2M or 0.6% to the 0.5% annual increase that had previously been included in the Capital Financing Plan for a total Capital Levy increase of 1.12% in years 2024 through 2033 to address the annual funding gap.

Affordable housing and homelessness: On December 13, 2013, City Council approved the City's 10-year Housing and Homelessness Action Plan (HHAP), which was revised through the endorsement of the five-year review reported to Council in August of 2020 through Report CS11017(d). The five-year review of the HHAP was a comprehensive overhaul and refocusing of the HHAP necessary due to significant changes in Hamilton's housing system and its context. As provincial and federal programs evolve, and requests for municipal co-investment in housing projects increase, unprecedented pressures on every segment of the housing continuum are felt as a result of increasing costs, our current economic landscape and unprecedented demand for services and supports in order for individuals to be housed successfully, comprehensive strategies across city government and in partnership with upper levels of government and the community are required to address challenges arising since this five year review was completed.

Significant investments in the multi-year outlook and capital forecast have been endorsed by City Council over the past several years in an effort to combat homelessness and address ongoing concerns of housing affordability. Through the 2023 budget process, there have been many additional

investments put forward with sustainable financing strategies for Council's consideration in order to keep up with demand for service, as well as the continued implementation of several previously approved programs.

Responding to climate change: City Council declared a climate change emergency in March 2019, at that time, joining 435 municipalities world-wide. Since then, the total number of municipalities has reached more than 800 cities around the world, as well as, the Government of Canada, all acknowledging the scale of the climate crisis and the need for accelerated action.

To support the Corporate Climate Change Task Force and Hamilton's Climate Change Action Strategy, City Council established a Climate Change Reserve and Policy with initial funding of \$1.5M in the disposition of the 2020 tax operating budget surplus. However, to advance the climate change action goals established by the City of Hamilton, consideration of a sustainable funding source for the reserve must be considered; therefore, a 0.25% special levy (\$2.5M) has been included in the 2023 Tax Supported Capital Budget for Council's consideration, which would be contributed towards the Climate Change Reserve and used to support implementation items coming out of the Climate Change Action Strategy. Additionally, City Council approved the establishment of a Climate Change Office in 2022 within the Planning and Economic Development Department through Report CM22016/PED22058(a)/HSC22030(a) and referred additional resources to the 2023 budget process.

Provincial Funding Agreements: Changes in Provincial Funding Agreements continues to represent a significant budget pressure in 2023. The funding for mandatory programs and the mitigation funding received is based on 2018 expenses. Even with the one-time mitigation funding for Public Health in 2023, the Ministry of Health funding will only be approximately 70% of total costs as a result of cost increases since 2018 while programs, such as Ontario Works, that do not have any mitigation funding are left having to bear the full cost of inflation since 2018. In 2023, the transition funding for Children's Services has been extended for another year. Additionally, Provincial Funding continues to be communicated on an annual basis which is driving uncertainty when preparing municipal budgets. In order to ensure service continuity, Public Health Services and Ontario Works have absorbed the \$2.44M of capped funding for these programs.

Housing services continues to see pressures with the decline of federal funding for social housing providers. While there has been an increase in federal funding for new affordable housing developments, this has put upward pressure on municipalities to reflect the subsidy required to house tenants from the waitlist at deep affordability within new builds.

Multi-modal transportation and the Ten-Year Local Transit Strategy: The annualization of year six and implementation of year seven of the Ten-Year Local Transit Strategy has been incorporated into the 2023 Tax Supported Operating Budget as approved through Report PW14015(a). Additionally, the remaining budget for the service enhancement for winter sidewalk snow removal approved by Council on April 28, 2021, defined as Scenario 2 in Report PW19022(c), has been included in the budget. This scenario includes the clearing of an additional 783 km of sidewalk along transit routes.

Investments in emergency response services: Through Report HSC19026, City Council endorsed the Hamilton Fire Department Ten-Year Service Delivery Plan, which includes additional costs for volunteer staffing and equipment, as well as, outfitting and staffing for the Waterdown Station. Based on construction timelines, the outfitting of the Waterdown station will occur beyond 2023.

Additionally, at its meeting on May 12, 2021, Council approved a two-year phase-in for the impact of rural fire area rating, which amended the 2021 Tax Operating Budget with a \$1.4M contribution from the Tax Stabilization Reserve and a corresponding reduction in the 2021 net levy. During 2022 budget deliberations, staff proposed to continue with the \$1.4M contribution from reserve to provide time for an equitable solution to be presented to Council for consideration during the 2023 budget. A solution on Area Rating for Fire Services will be presented to Budget GIC in February 2023.

City Council adopted the Hamilton Paramedic Service Master Plan on May 26, 2022 through Report HSC22012. This plan provides direction for the service over the next 10 years through technology advancements, innovation, resource allocation and optimization of operations. The plan identifies 29 objectives with corresponding actions to address current and future needs to ensure optimal service delivery under three scenarios.

City Departments

The 2023 Preliminary Tax Supported Operating Budget for City Departments is proposed at a \$50.7M increase, or 8.3% inclusive of Council Referred Items and Business Cases. The preliminary budget includes all costs required to continue the delivery of services provided by the City of Hamilton, as well as strategic investments to advance the City's Strategic Plan. Throughout the Budget Process, City staff, in consultation with Council, investigate all grants and other revenues available to municipalities, as well as generate efficiencies in service delivery and operations in an effort to reduce the impact on taxes. Table 4 provides a breakdown of the \$50.7M increase for City Departments, as well as the overall net levy increase of \$68.1M.

TABLE 4

(\$000's)	2022				2023					
	Restated	Preliminary	Preliminary vs. Restated		Business Cases	Council Referred	Total	Total vs. Restated		
Planning and Economic Development	31,769	32,896	1,127	3.5%	-	511	33,407	1,638	5.2%	
Healthy and Safe Communities	267,989	285,727	17,738	6.6%	6,799	2,431	294,957	26,968	10.1%	
Public Works	278,499	292,943	14,445	5.2%	172	1,118	294,233	15,734	5.6%	
Legislative	5,283	5,530	247	4.7%	-	-	5,530	247	4.7%	
City Manager	13,689	14,298	608	4.4%	-	200	14,498	808	5.9%	
Corporate Services	39,667	41,635	1,968	5.0%	368	772	42,775	3,108	7.8%	
Corporate Financials / Non Program Revenues	(30,546)	(26,156)	4,390	-14.4%	-	-	(26,156)	4,390	-14.4%	
Hamilton Entertainment Facilities	2,338	150	(2,188)	-93.6%	-	-	150	(2,188)	-93.6%	
Total City Expenditures	608,689	647,023	38,335	6.3%	7,339	5,032	659,395	50,706	8.3%	
Hamilton Police Services	183,543	189,834	6,291	3.4%	-	-	189,834	6,291	3.4%	
Other Boards and Agencies	49,530	51,345	1,816	3.7%	-	-	51,345	1,816	3.7%	
City Enrichment Fund	6,088	6,088	0	0.0%	-	-	6,088	0	0.0%	
Total Boards and Agencies	239,161	247,268	8,107	3.4%	-	-	247,268	8,107	3.4%	
Capital Financing	145,688	154,977	9,289	6.4%	-	-	154,977	9,289	6.4%	
Total Net for Levy	993,538	1,049,268	55,731	5.6%	7,339	5,032	1,061,640	68,102	6.9%	
Assessment Growth Assumption									1.0%	
Total Residential Tax Impact									5.4%	

Table 5 summarizes the individual drivers that are having a significant impact on City departments "Maintenance Budget". Additional information on City department budgets can be found in "Departmental Budget Summaries" section of this report.

- **\$17.7M** for employee related expenses due to contractual settlements, cost of living adjustments, increases in premiums for employer provided benefits, Canada Pension Plan, Employment Insurance and Workers' Safety and Insurance Board and the annualization of staffing changes approved in the 2022 Tax Supported Operating Budget such as the ambulance enhancement to Paramedic Services. City operations are service oriented where salaries, wages and benefits comprise approximately 50% of the City's gross operating expenses;
- **\$8.1M** of the preliminary budget increase is attributable to outside Boards and Agencies. An additional \$2.2M in contingency has been included for the Hamilton Police Service as a stand-in estimate for inflation. The Hamilton Police Service will submit its budget for Council's consideration in January 2023;
- **\$4.2M** pressure related to Provincial benchmarks for Social Housing providers. The benchmark increases are largely driven by increases in maintenance, administration, capital reserves, hydro and fuel;
- **\$3.7M** net inflationary pressure for energy and fuel as diesel and unleaded gas prices have risen nearly 50% year-over-year;
- **\$3.1M** in additional contributions to reserves for inflationary pressures related to vehicle and fleet replacement. It is important to ensure that contributions to capital reserves increase in line with inflation in order to meet long-term asset replacement obligations;
- **\$2.7M** has been included as a budget pressure for year three of the curbside waste collection contract negotiated in late 2020;
- **\$2.4M** in pressures related to the changes in Provincial Funding Agreements. Since the funding for mandatory programs is based on 2018 expenses, the municipal portion of these programs continues to increase at an exponential rate;
- **\$1.0M** pressure related to WSIB, principally for emergency response services;

TABLE 5

Budget Drivers - Maintenance (\$'000's)	
	2023 Budget Impact
Salaries, Wages and Benefits (net of Funding Agreements)	17,694
Boards & Agencies	8,107
Housing Service Providers - Provincial Benchmarking	4,200
Fuel and Energy	3,727
Contributions to Reserves	3,093
Waste Collection Contract	2,708
Provincial Funding Agreements	2,440
Additional contingency for B&A budgets not yet received	2,200
WSIB	1,018
CCF, TS/CRC Operations, Landfill & LYW Composting	731
Insurance premiums	687
Other	(1,629)
TS/CRC Recycling Revenues	(1,734)
Hamilton Entertainment Facilities	(2,188)
User Fee Increase	(6,000)
Total Maintenance Budget	35,054

- **\$0.7M** in additional expenditures is projected for the recycling facility processing, Transfer Stations / Community Recycling, landfill and composting operations;
- **\$0.7M** pressure related to inflation on insurance premiums;
- **(\$1.7M)** in additional revenues from Transfer Stations and Community Recycling Centres;
- **(\$2.2M)** in the remaining budget savings from the Hamilton Urban Precinct Entertainment Group agreement to transfer operations of the First Ontario Centre, Hamilton Convention Centre and First Ontario Concert Hall; and,
- **(\$6.0M)** in additional revenues from user fees based on the fees contained in the 2023 Tax Supported User Fees Report (FCS22084) ratified by Council on December 7, 2022.

The 2023 Preliminary Tax Supported Operating Budget also includes strategic investments that advance the City's Strategic Plan and other priorities of Council that were previously approved through Strategic or Master Plans, referred to the budget process by Council, or have been submitted to the budget process for Council's consideration as a Business Case. The Strategic Priorities impacting the 2023 budget are highlighted in Table 6.

TABLE 6

Strategic Priorities - Net Levy Investments (\$000's)				
Item	Pre-approved/ Pending	Business Cases	Council Referred	Total
Asset Management	5,000		1,118	6,118
Hamilton Paramedics Service Master Plan		4,310		4,310
Social Housing, Affordable Housing and Homelessness	1,331		2,421	3,752
Operating Impacts from Capital	3,476			3,476
10-Year Local Transit Strategy	3,260			3,260
Climate Change Action Strategy	2,717	46	312	3,075
Long-Term Care COVID-19 Response		2,005		2,005
Debt and Operating Adjustments for New Assets	1,927			1,927
Administrative Services		368	1,053	1,421
Fire Services - Area Rating	1,400			1,400
Sidewalk Snow Clearing	1,404			1,404
Urban Indigenous Strategy		484		484
Tourism and Culture		126	128	254
Public Bike Share	162			162
Total Strategic Priorities	20,677	7,339	5,032	33,048

- Asset Management (\$6.1M):** The Tax Supported Capital Budget includes a Capital Levy increase of \$5.0M for Council's consideration in order to continue to increase sustainable annual funding for the City's Transportation network. Report PW22048, Core Asset Management Plan, Council approved Asset Management Plans for transportation and waterworks assets in accordance with the provincial regulations introduced through Ontario Regulation 588/17. An annual funding gap of \$94.7M for tax supported programs was identified based on asset renewal needs and planned operations and maintenance. The Capital Financing Plan addresses the funding identified in the Transportation Asset Management Plan through a ten-year phased approach. Additionally, consideration of sustainable funding for the Corporate Asset Management Office was referred to the budget process (Council Referred Item 3.1) totaling \$1.1M in 2023.
- Hamilton Paramedic Service Master Plan (\$4.3M):** City Council adopted the Hamilton Paramedic Service Master Plan on May 26, 2022 through Report HSC22012. This plan provides direction for the service over the next ten years through technology advancements, innovation, resource allocation and optimization of operations. The plan identifies 29 objectives with corresponding actions to address current and future

needs to ensure optimal service delivery under three scenarios. The recommended investments in 2023 have been included for Council's consideration in Business Cases 2.4 and 2.5.

- **Social Housing, Affordable Housing and Homelessness (\$3.8M):** Several additional investments in addressing Affordable Housing and Homelessness in the City of Hamilton have been referred to the 2023 budget for Council's consideration totaling \$2.7M. Please refer to Council Referred Items 2.2, 2.3, 2.4 and 2.5 of this report. As identified through Report HSC20020(f), Adaptation and Transformation of Services for People Experiencing Homelessness Update 6, staff has recommended key actions to support the implementation of the first phase of a transition plan until the end of Q1-2023 for the homeless-serving system to support COVID-19 recovery efforts in a planned and gradual manner. It is expected that the phased transition to a more permanent shelter system will occur over the next two years. Since March 2020, there has been unprecedented adaptation to Hamilton's emergency shelter system to work toward better meeting the needs of unhoused residents in Hamilton through various phases of the COVID-19 pandemic. Social housing continues to see pressures with federal funding agreements coming to an end – this has resulted in municipal budget pressures in order to maintain existing units.

A \$1.047M pressure has been included for the Roxborough Housing Incentive Program (RHIPP) as approved through Report HSC19034. The RHIPP allows developers of affordable rental or ownership housing units to receive exemptions of the City's development charges and parkland dedication fees for 10 years after the issuance of a building permit. Total cost of the program is estimated at \$10.47M over five years;

- **Operating Impacts from Capital (\$3.5M):** The budget includes \$3.5M of operating impacts for approved capital projects through the 2022 Capital Budget (Report FCS21096), as well as, operating impacts that were previously approved but deferred to 2023. The \$3.4M budget pressure includes the addition of 21.2 full-time equivalent staff positions.
- **Ten-Year Local Transit Strategy (\$3.2M):** The annualization of year six and implementation of year seven of the Ten-Year Local Transit Strategy have been incorporated into the preliminary budget as approved through Report PW14015(a). For 2023, a net levy pressure of \$3.2M is anticipated to support the continuation of the Ten-Year Local Transit Strategy.
- **Climate Change Action Strategy (\$3.1M):** A \$2.5M special levy has been included in the 2023 Tax Supported Capital Budget for Council's consideration representing an annual contribution to the Climate Change Reserve to support the implementation of the City's Climate Change Action Strategy. Additionally, City Council approved the establishment of a Climate Change Office in 2022 within the Planning and Economic Development Department through Report CM22016/PED22058(a)/HSC22030(a) and referred additional resources to the 2023 budget process (Council Referred Item(s) 1.1, 1.2, 1.3).
- **Long-Term Care COVID-19 Response (\$2.0M):** A proposed investment of \$2.0M has been included for Council's consideration related to Long-Term Care (LTC) COVID-19 response. LTC homes continue to see impacts of COVID-19 and are required to maintain levels of care for residents for provincial service agreements and address deficiencies in LTC Act & Regulations. COVID-19 outbreaks are still ongoing and an increase in other respiratory outbreaks is anticipated to continue as a new normal.

- **Administrative Services (\$1.4M):** Included for Council's consideration are several Council Referred Items and Business Cases related to Administrative Services such as municipal elections, records and information management, public engagement, legal and information technology.
- **Fire Services – Area Rating (\$1.4M):** At its meeting on May 12, 2021, Council approved a two-year phase-in for the impact of rural fire area rating, which amended the 2021 Tax Operating Budget with a \$1.4 M contribution from the Tax Stabilization Reserve and a corresponding reduction in the 2021 net levy. During 2022 budget deliberations, staff proposed to continue with the \$1.4 M contribution from reserve to provide time for an equitable solution to be presented to Council for consideration during the 2023 budget. A solution on Area Rating for Fire Services will be presented to Budget GIC in February 2023.
- **Sidewalk Snow Clearing (\$1.4M):** The annualization of the service enhancement for winter sidewalk snow removal approved by Council on April 28, 2021, defined as Scenario 2 in Report PW19022(c). This scenario includes the clearing of an additional 783 km of sidewalk along transit routes.
- **Urban Indigenous Strategy (\$0.5M):** In 2019, Council endorsed Hamilton's Urban Indigenous Strategy (UIS) in response to the Truth & Reconciliation Calls to Action and the Missing and Murdered Indigenous Women, Girls, and Two-Spirit Calls for Justice. Resources to support this work on an ongoing basis has been put forward for Council's consideration in Business Case 2.2.
- **Tourism and Culture (\$0.3M):** Several investments to support tourism and culture in the City have been included for Council's consideration through Council Referred Items 1.4 and Business Cases 1.2 and 3.1.
- **Public Bike Share (\$0.2M):** Annualization of the Public Bike Share program costs approved through Report PED20109(d) during 2022 Tax Supported Budget deliberations.

Boards and Agencies

The 2023 Boards and Agencies budget is projected to increase by \$8.1M or 3.4%. Table 6 summarizes the current Boards and Agencies budgets for 2023 in comparison to 2022. Of note, the City has not yet received 2023 budget submissions from the Hamilton Police Service, Royal Botanical Gardens, or the Municipal Property Assessment Corporation. Any adjustments to the projected budgets for Hamilton Police Service, Royal Botanical Gardens and Municipal Property Assessment Corporation will need to be incorporated into the overall results during budget deliberations commencing in February 2023.

TABLE 7

2023 Boards & Agencies Preliminary Budgets (\$000's)				
Board/Agency	2022	2023 NET	Change	
	Budget Net \$	Preliminary Budget \$	\$	%
Conservation Authorities	8,651	9,108	457	5.3%
MPAC	6,980	7,119	140	2.0%
Hamilton Beach Rescue Unit	133	143	10	7.7%
Hamilton Farmers' Market	242	242	(0)	(0.0%)
Royal Botanical Gardens	647	674	26	4.0%
Hamilton Police Services	182,369	188,620	6,251	3.4%
Police Capital Financing	1,174	1,214	40	3.4%
Hamilton Public Library	32,710	33,861	1,151	3.5%
Library Capital Financing	166	198	32	19.3%
City Enrichment Fund	6,088	6,088	-	0.0%
Total Boards & Agencies	239,161	247,268	8,107	3.4%

The budget pressure for the Hamilton Police Service of \$6.3M is based on the multi-year budget for 2023 that was presented to the Police Services Board on December 16, 2021 as part of 2022 budget deliberations. The Hamilton Police Service budget submission will be forwarded to City Council for consideration in January 2023 and any adjustments to these figures will need to be incorporated into the overall results.

All other budgets, with the exception of Royal Botanical Gardens, are based on the increases approved by their respective boards. Correspondence from the various Boards will be included on the January 12, 2023 GIC agenda where all stakeholders within Boards and Agencies, with the exception of the City Enrichment Fund, MPAC, and Hamilton Beach Rescue Unit, will present their budgets. Additional budget information can be found in "Departmental Budget Summaries – Boards & Agencies" section of this report.

Capital Financing

The levied funds required to deliver the 2023 Tax Supported Capital Budget will need to increase by \$9.2M representing a net levy impact of 0.9%. Table 8 outlines the components contributing to the additional investment. Final consideration of the 2023 Tax Supported Capital Budget has been deferred to Budget GIC on January 20, 2023. The final net levy requirement for capital financing will be incorporated once the 2023 Tax Supported Capital Budget has been approved.

TABLE 8

Capital Financing (\$000's)		
	2023	
	Change	Net Levy %
Asset Management	5,000	0.5%
Climate Change Action Strategy	2,500	0.3%
Paramedic Services and Central Stores Facility (debt)	869	0.1%
West Harbour Strategic Initiatives (debt)	774	0.1%
ICIP - Transit Stream (City Share - debt)	53	0.0%
Total	9,196	0.9%

The proposed gross capital investment by the City of Hamilton in 2023 is \$285.7M. This amount includes the \$251.8M recommended for approval through the 2023 Tax Supported Capital Budget (Report FCS22081), as well as, \$33.9M of previously approved funding for 2023 that includes reserve transfers and leveraging of grant funding made available from senior levels of government.

In order to support the \$285.7M in capital investment, the Capital Financing Plan incorporates a \$9.3M increase to the Capital Levy, or a 0.92% increase to the net levy. The increase in the Capital Levy is broken down as follows:

- \$5.0M, or 0.50%, increase for discretionary block funded projects to be used principally for rehabilitation and replacement investments in the City's 10-year Capital Financing Plan;
- \$2.5M, or 0.25%, increase for annual contributions to the Climate Change Reserve in order to provide sustainable financing for initiatives coming out of the Climate Change Action Strategy; and,
- \$1.7M, or 0.17%, increase to fund the debt servicing costs associated with the City's share of the ICIP – Transit approved capital investments (0.01%), West Harbour Waterfront strategic initiatives (0.08%) and the Paramedic and Central Stores facility (0.09%). The total cost of the approved ICIP – Transit projects for the City is \$28.9M in 2023, with the City's share amounting to \$8.8M with \$0.5M to be funded through tax supported debt with the remainder from development charge revenue and program reserves.

The proposed 2023 Tax Supported Capital Budget and 2024-2032 Capital Forecast is supported through the Capital Financing Plan that prioritizes the capital investment required to transition to the expected outcomes of the Strategic Asset Management Policy and Asset Management Plan, as well as, to support growth and development and service level targets outlined in the City's Strategic Plan, while maintaining the City's strong financial position and AAA credit rating. Elements of this plan include the following:

1. Annual increases to the Capital Levy (0.5% in 2023 and 1.1% in subsequent years) to meet the required asset reinvestment needs and inflationary increases to maintain infrastructure in its current state, as well as, a transitional plan to address the \$94.7M annual funding gap for transportation assets that was identified in the Transportation Asset Management Plan over the next 10 years;
2. Increases to the Capital Levy equal to the annual debt servicing charges for all new debt to be issued over the 10-year planning period. It is necessary to increase the Capital Levy at least in proportion with the amount needed to finance new debt in order to ensure continuity of the

level of funding available for replacement and rehabilitation, as well as, the proportion of debt repayments to City own-source revenues in order to maintain the City's AAA credit rating;

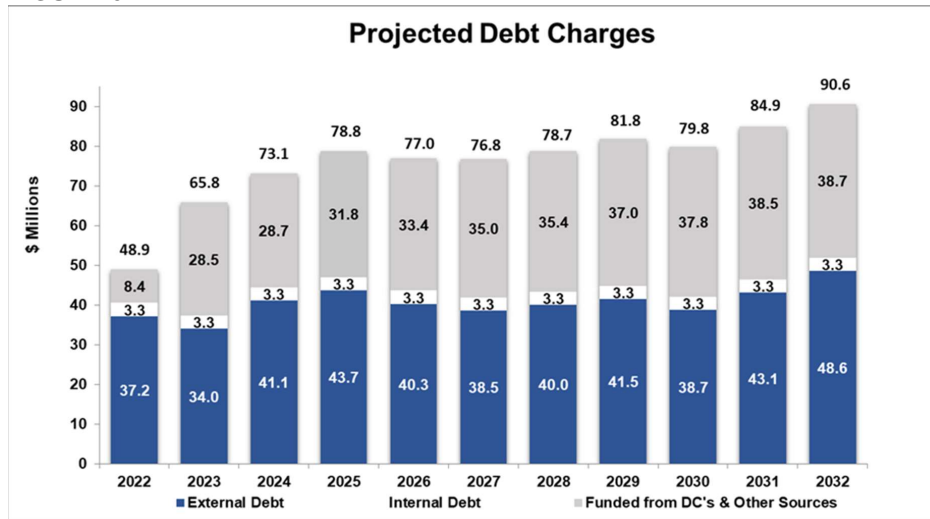
3. All discretionary program blocks have been increased by the cumulative Non-Residential Construction Price Index for the years 2012 through 2021 and at an estimated rate of inflation for all subsequent years beginning in 2022. This ensures that program areas maintain the same level of investment in capital infrastructure over the planning period and purchasing power is not eroded by inflation. Discretionary block allocations and service level targets will be revisited with the presentation of Asset Management Plans by the July 1, 2025 legislated deadline. The inflationary increases in capital block allotments have been funded through the reprioritization of debt paid by the Capital Levy that will be retired over the next few years;
4. The Capital Financing Plan has been updated with a strategy to address the \$54 M funding shortfall in discretionary DC exemptions. Beginning in 2023, the Capital Financing Plan incorporates an additional \$6.5 M per year over an eight-year period (ending in 2030) as dedicated funding for DC exemptions. Updates were made to the 10-year forecast for the timing of debt issuance, which provided the funding required over the eight-year period;
5. The Capital Financing Plan has prioritized funding for growth and development, such as, the West Harbour Waterfront and Airport Employment Growth District, that will provide both economic and socio-economic advantages to businesses and residents while also increasing the City's non-residential assessment; and,
6. The Capital Financing Plan advances key priorities of the 2016-2025 Strategic Plan through investment in strategic initiatives including Transportation, Transit, Housing and Homelessness, Park Development, Integrated Growth and Development and others.

Debt Management

In the proposed 2023-2032, 10-year Capital Financing Plan, tax supported budgeted external-debt levels peak in 2025 at \$576M. Figure 3 provides the projected tax supported debt forecast and debt charge amounts. The actual debt forecast takes into consideration the many reasons that debt issuance may be delayed (e.g. capital projects require a longer EA process, availability of contractors, lead times on materials, etc.). The City will only issue debt upon substantial completion of associated capital works. In the latter end of the 10-year debt forecast, the City is still issuing debt for previous period capital investments and that is why the budgeted debt is greater than the actual debt. Credit Rating Agencies are most focused on the level of actual external debt in assessing investor risk.

On October 21, 2022, City Council received a communication update that the City of Hamilton maintained its AAA credit rating and stable outlook from S&P Global Ratings. Earlier in 2022, S&P Global Ratings had raised the City of Hamilton's rating from AA+ to AAA following the revision of the Canadian municipal institutional framework assessment to extremely supportive and predictable from very predictable and well balanced. S&P Global Ratings cite that Hamilton continues to show characteristics of a resilient economy, including diversification and continues to have liquidity as a key strength.

FIGURE 3



However, over \$1B in capital works in progress have been approved for debt funding that has not yet been issued due to timing of completion and cash flow requirements. Given the amount of debt that has been previously approved and the reliance on debt financing for infrastructure improvements needed in the 10-year Rate Financing Plan, the City will exceed Council’s approved DC supported debt limit in 2026 and utilize the majority of debt capacity within the approved tax and rate limit over the next few years as illustrated in Figures 4 and 5. Finance staff will continue to monitor cash flow requirements and only issue debt when needed, but there may be a requirement to revisit Council’s approved debt policy in the near future. Staff will minimize the risk associated with DC debt by ensuring that any growth-related debt principal and interest are forecasted to be covered by future growth projections.

FIGURE 4

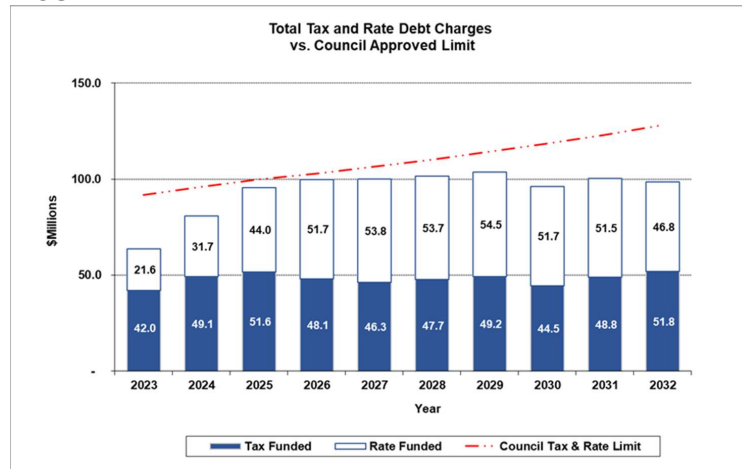
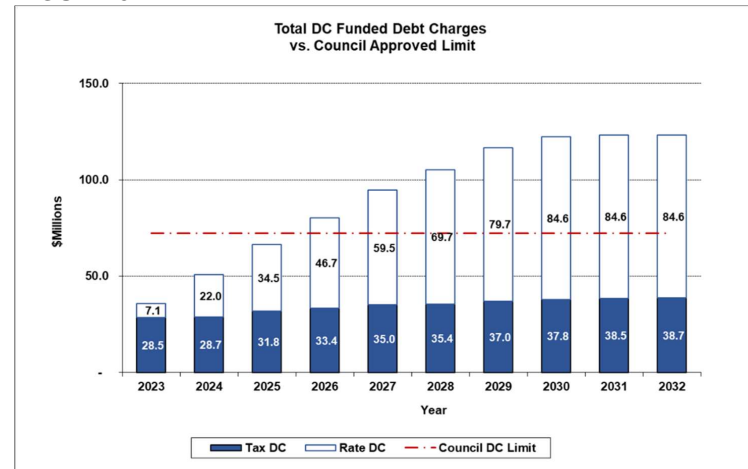


FIGURE 5



Of note, the City of Hamilton has a DC Funding Policy that requires staff to limit the amount of risk in sustaining DC reserves. Therefore, growth projects will only be included in the proposed capital budget if the sustainability of reserves is maintained. The impact of this policy is that some projects may be delayed when compared to their timing in the DC Background Study or infrastructure master plans and debt financing may be required in order to maintain DC Reserve integrity. Staff will minimize the risk by ensuring that any growth-related debt principal and interest will be covered by anticipated future DC revenues.

On October 25, 2022 the Provincial government announced a number of proposed legislative changes that, if passed, will have a significant impact on the amount of DC and CBC funds available to support growth related projects in the future. Additional information on the impact of Bill 23 for the City of Hamilton can be found in Report FCS22085 that was received by Audit, Finance and Administration Committee on December 1, 2022.

COVID-19 Response and Recovery

The COVID-19 pandemic has resulted in many changes affecting human behavior and impacting the world's economic condition. Municipalities were hit particularly hard as they managed service continuity for essential services and infrastructure during the lockdown period. While financial pressures for municipalities in 2020 and 2021 have been alleviated through the historic Safe Restart Agreement, Social Services Relief Fund and many other funding announcements, several City programs continue to be impacted in 2022 with unfunded pressures related to COVID-19 response and recovery efforts and it is anticipated that health risks will continue to remain on an ongoing basis and economic activity is not expected to return to pre-COVID-19 levels beyond 2022.

There are still many unknown variables related to the impact of COVID-19 on municipal service delivery for 2023 and into future years. Staff have continued to monitor the impacts of COVID-19 and the recovery plan while preparing the 2023 tax and rate supported budgets and will continue to review all City provided services in an effort to generate efficiencies and reduce costs.

As detailed in Report FCS22042(a), Tax and Rate Operating Budgets Variance Report as at August 31, 2022, presented to the Audit, Finance and Administration Committee on December 1, 2022, the City is forecasting a Tax Supported Operating Budget deficit of \$16.4M and a Rate Supported Operating Budget deficit of \$0.2M with both being driven by impacts of the COVID-19 pandemic on municipal services and a lack of funding from senior levels of government to address continued pressures.

Should advocacy efforts be unsuccessful, the City will be required to address the current year deficit and ongoing pressures related to the pandemic through the 2023 budget process. In accordance with the *Municipal Act, 2001, section 289*, the City must prepare a balanced budget and provide for any deficit in the previous year's budget. City Council has set aside \$35.6M in discretionary funding over the past two years into the COVID-19 Emergency Reserve, resulting from operating surpluses in 2020 and 2021, to address ongoing impacts of the pandemic on municipal operations and recovery efforts. In lieu of a funding source from senior levels of government, City staff have recommended using these funds to balance funding for programs that continue to be impacted by the pandemic. Table 9 provides a breakdown of the financial pressures related to the COVID-19 pandemic projected in 2023 and the proposed financing plan to address them.

TABLE 9

COVID-19 Response and Recovery (\$'000's)				
Pressure	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Healthy & Safe Communities				
Public Health	14,000	0	0	0
Ministry of Health Funding*	(14,000)	0	0	0
Net Levy Impact	0	0	0	0
Hamilton Paramedic Service	3,509	0	0	0
Ministry of Health Funding*	(3,509)	0	0	0
Net Levy Impact	0	0	0	0
Recreation forgone revenues	4,163	4,247	4,332	4,418
Recreation avoided expenses	(3,310)	(3,377)	(3,444)	(3,513)
Contribution from COVID-19 Emergency Reserve	(853)	(870)	(887)	(905)
Net Levy Impact	0	0	0	0
Housing Services	1,932	0	0	0
Contribution from COVID-19 Emergency Reserve	(1,932)	0	0	0
Net Levy Impact	0	0	0	0
Long Term Care	2,005	2,005	2,005	2,005
Net Levy Impact	2,005	2,005	2,005	2,005
Planning & Economic Development				
Hamilton Municipal Parking: Parking Revenue, On-Street Meter Revenue & Parking Fees	2,107	1,396	896	0
Contractual reduction correlated with revenue reduction	(360)	(396)	(396)	0
Increased User Fees	(247)	0	0	0
Contribution from COVID-19 Emergency Reserve	(1,500)	(1,000)	(500)	0
Net Levy Impact	0	0	0	0
Public Works				
Transit Revenue	4,109	0	0	0
DARTS Contractual Savings	(1,972)	0	0	0
Contribution from COVID-19 Emergency Reserve	(2,137)	0	0	0
Net Levy Impact	0	0	0	0
Total Net Levy Impact	2,005	2,005	2,005	2,005

* Assumes that the Ministry of Health will continue to provide one-time funding for Public Health and Paramedic Services on an ongoing basis. A formal commitment from the Ministry of Health has not yet been received for 2023.

Based on the current outlook, the \$35.6M set aside in the COVID-19 Reserve will be drawn down to \$6.2M by the end of 2026 to limit the impact of prolonged service impacts for taxpayers. Additionally, a net levy adjustment of \$2.0M is being proposed through Long-Term Care Business Case 2.6 for a permanent adjustment in service level standards. Table 10 provides the updated COVID-19 Emergency Reserve forecast for the multi-year planning period.

TABLE 10

COVID-19 Emergency Reserve Forecast (\$000's)					
	2022	2023	2024	2025	2026
Opening Balance	20,619	19,497	9,865	8,193	6,969
Additions:					
2021 year-end surplus disposition	15,000				
Interest	323	390	197	164	139
Reductions:					
Arkledun program costs (HSC22047)		(3,600)			
2022 Operating Deficit	(16,444)				
Housing Services - emergency shelter system		(1,932)			
Parking revenue shortfall		(1,500)	(1,000)	(500)	
Recreation revenue shortfall		(853)	(870)	(887)	(905)
Transit revenue shortfall		(2,137)			
Ending Balance	19,497	9,865	8,193	6,969	6,203

Staff Complement

The 2023 Preliminary Tax Supported Operating Budget is submitted with a staff complement net increase of 131.6 full-time equivalent staff positions (FTE), excluding Boards and Agencies, compared to the 2022 Restated Complement. Table 11 illustrates the changes from 2022.

TABLE 11

2023 Preliminary Complement (FTE) (exclusive of Boards & Agencies)		
		Change
2022 Approved	6,004.5	
2022 Restated	6,006.0	1.5
Impacts from Capital		14.0
Other Complement Change		117.6
2023 Preliminary	6,137.6	131.6

A detailed complement summary is provided under the “Complement Summary” section of this report, which includes footnotes explaining the changes in staff complement between the 2022 Council Approved Budget and the 2023 Preliminary Budget. Departmental presentations to GIC will provide additional information with respect to complement changes.

Council Referred Items & Business Cases

Council Referred Items and Business Cases have not been included in the Preliminary Budget schedule totals in the following sections. The following sections include only the costs to continue with Council approved service levels while service level reductions or enhancements through Council Referred Items and Business Cases will be considered by Council during budget deliberations commencing in February 2023.

There are currently seventeen Council Referred Items included in the “Council Referred Items” section for Council’s consideration with a net impact of \$7.9M or 0.7% residential tax impact. Any items that are referred to the budget process in the coming weeks will be compiled and added to an appendix to the 2023 Tax Supported Operating Budget – Recommendations Report and discussed during deliberations at GIC in February 2023.

All Business Cases submitted for Council’s consideration in the 2023 Budget Process have been included in the “Business Cases” section. There is a total of twenty submissions representing a net levy increase of \$7.3M and 59.00 FTE. If all are approved, the impact on the average residential tax bill would be an additional 0.7%.

Multi-Year Budget Outlook

The initial outlook for 2024 and 2025 prepared during the 2022 budget process resulted in projected tax increases of 3.4% and 3.2% respectively. However, these projections have been re-evaluated based on current information including known factors such as contractual agreements and operating impacts from capital projects, as well as service adjustments approved by Council.

The multi-year outlook for 2024 to 2026 is provided in the “Multi-Year Outlook” section of this report. Table 12 shows the projected levy and tax increases for the 2024 to 2026 period.

TABLE 12

2024 - 2026 Multi-Year Outlook - Net Levy Increases						
(\$000's)	2024		2025		2026	
	(\$000's)	%	(\$000's)	%	(\$000's)	%
Total City Departments	36,467,110	5.6%	27,868,730	4.1%	31,666,590	4.5%
Boards & Agencies	6,966,070	2.8%	7,218,008	2.8%	7,342,569	2.8%
Capital Financing	11,824,990	7.6%	13,643,000	8.2%	12,118,000	6.7%
Total Preliminary Operating Budget	55,258,170	5.3%	48,729,738	4.4%	51,127,159	4.4%
Residential Average Property Tax Impact		3.7%		2.8%		2.8%

Significant increases in future budgets are the result of service enhancements in Transit, both as a result of the continuation of the 10-Year Local Transit Strategy and increases in the DARTS contract with projected increases in ridership.

Additionally, Capital Levy increases of 1.12% have been included in years 2024 to 2026 as part of the ten-year phase-in strategy to address the infrastructure funding gap identified in the Transportation Asset Management Plan. Increases to the Capital Levy for debt servicing requirements related to new debt have been included as well. The corporate financials section includes increases resulting from the operating impacts of capital projects.

Actions taken to mitigate the pressures in the 2023 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 the rate of inflation and the utility guidelines will be revised annually.

The multi-year budgets will be included in the departmental presentations, which are scheduled to begin on January 23, 2023.

**CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK**

2023



**2023 PRELIMINARY TAX SUPPORTED OPERATING BUDGET
NET LEVY SUMMARY**

Net Levy Summary

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Planning & Economic Development					
General Manager PED	\$ 760,289	\$ 1,063,265	\$ 1,289,770	\$ 226,505	21.30%
Transportation Planning and Parking	1,215,405	2,873,713	2,921,633	47,920	1.67%
Building	1,112,071	1,184,186	1,202,445	18,259	1.54%
Economic Development	5,387,170	5,386,969	5,511,979	125,010	2.32%
Growth Management	475,790	881,183	899,699	18,516	2.10%
Licensing & By-Law Services	6,115,075	6,941,528	7,175,020	233,492	3.36%
Planning	3,063,500	3,721,467	3,740,165	18,698	0.50%
Tourism & Culture	7,737,915	9,716,929	10,155,665	438,736	4.52%
Total Planning & Economic Development	25,867,215	31,769,240	32,896,376	1,127,136	3.55%
Healthy & Safe Communities					
HSC Administration	2,962,493	3,066,969	2,916,328	(150,641)	(4.91)%
Children's and Community Services	9,600,347	10,945,917	11,067,052	121,135	1.11%
Ontario Works	10,407,985	12,839,928	13,411,205	571,277	4.45%
Housing Services	46,714,703	53,936,980	60,401,610	6,464,630	11.99%
Long Term Care	11,192,629	11,770,778	12,791,918	1,021,140	8.68%
Recreation	32,180,717	36,270,757	37,713,547	1,442,790	3.98%
Hamilton Fire Department	93,798,505	96,124,445	100,967,233	4,842,788	5.04%
Hamilton Paramedic Service	28,386,608	29,113,294	31,683,297	2,570,003	8.83%
Public Health Services	12,830,419	13,920,201	14,774,683	854,482	6.14%
Total Healthy & Safe Communities	248,074,406	267,989,269	285,726,873	17,737,604	6.62%

Net Levy Summary

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Public Works					
PW-General Administration	790,859	655,421	686,517	31,096	4.74%
Energy Fleet and Facilities	13,215,864	14,273,731	14,794,163	520,432	3.65%
Engineering Services	(581,414)	14	-	(14)	(100.00)%
Environmental Services	41,262,803	46,182,887	47,201,350	1,018,463	2.21%
Transit	79,589,395	86,784,630	93,605,198	6,820,568	7.86%
Transportation Operations & Maintenance	77,784,265	84,233,482	87,256,413	3,022,931	3.59%
Waste Management	42,317,221	46,368,524	49,399,638	3,031,114	6.54%
Total Public Works	254,378,993	278,498,689	292,943,279	14,444,590	5.19%
Legislative					
Legislative General	(355,516)	(363,297)	(285,332)	77,965	(21.46)%
Mayors Office	1,033,669	1,211,422	1,250,007	38,585	3.19%
Volunteer Committee	75,877	120,730	120,730	-	-%
Ward Budgets	3,927,729	4,314,419	4,445,050	130,631	3.03%
Total Legislative	4,681,759	5,283,274	5,530,455	247,181	4.68%
City Manager					
Office of the City Auditor	1,172,910	1,201,019	1,246,663	45,644	3.80%
CMO - Admin	224,455	233,422	257,431	24,009	10.29%
Communication & Strategic Initiatives	2,338,417	2,556,477	2,697,718	141,241	5.52%
Digital & Innovation Office	371,288	243,022	257,665	14,643	6.03%
Government & Community Relations	616,314	868,393	992,645	124,252	14.31%
Human Resources	7,177,997	8,587,081	8,845,502	258,421	3.01%
Total City Manager	11,901,381	13,689,414	14,297,624	608,210	4.44%

Net Levy Summary

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Corporate Services					
City Clerk's Office	3,043,135	3,213,004	3,080,129	(132,875)	(4.14)%
Customer Service POA and Finl Integration	5,587,845	6,003,386	6,242,286	238,900	3.98%
Financial Serv Taxation and Corp Controller	2,687,613	4,282,983	4,484,902	201,919	4.71%
Legal Services and Risk Management	4,321,735	4,010,029	4,346,258	336,229	8.38%
Corporate Services Administration	308,551	331,635	344,026	12,391	3.74%
Financial Planning Admin & Policy	4,818,855	5,369,610	5,631,102	261,492	4.87%
Information Technology	12,349,490	16,456,580	17,506,367	1,049,787	6.38%
Total Corporate Services	33,117,224	39,667,227	41,635,070	1,967,843	4.96%
Corporate Financials - Expenditures					
Corporate Initiatives	5,744,668	4,204,480	7,693,174	3,488,694	82.98%
Corporate Pensions Benefits & Contingency	49,254,646	15,705,393	17,470,243	1,764,850	11.24%
Total Corporate Financials - Expenditures	54,999,314	19,909,873	25,163,417	5,253,544	26.39%
Hamilton Entertainment Facilities					
Operating	4,988,180	2,337,713	150,000	(2,187,713)	(93.58)%
Total Hamilton Entertainment Facilities	4,988,180	2,337,713	150,000	(2,187,713)	(93.58)%
Total City Expenditures	638,008,472	659,144,699	698,343,094	39,198,395	5.95%

Net Levy Summary

	2021 Actual	2022 Restated Budget	2023 Preliminary Budget	Change \$	Change %
City Depts Capital Financing					
Debt Healthy & Safe Communities	2,239,351	2,309,070	1,168,801	(1,140,269)	(49.38)%
Debt Infrastructure Renewal Levy	13,428,870	13,428,870	13,428,870	-	-%
Debt Corporate Financials	84,841,077	92,884,930	105,910,621	13,025,691	14.02%
Debt Planning & Economic Development	26,035	1,168,790	1,304,265	135,475	11.59%
Debt Public Works	30,023,080	35,896,650	33,164,495	(2,732,155)	(7.61)%
Total City Depts Capital Financing	130,558,413	145,688,310	154,977,052	9,288,742	6.38%
Boards & Agencies					
Hamilton Police Service					
Operating	175,345,191	182,369,000	188,620,000	6,251,000	3.43%
Capital Financing	1,234,794	1,174,000	1,214,000	40,000	3.41%
Total Hamilton Police Service	176,579,985	183,543,000	189,834,000	6,291,000	3.43%
Boards & Agencies					
Library	32,030,050	32,709,983	33,861,325	1,151,342	3.52%
Conservation Authorities	8,459,774	8,651,200	9,107,947	456,747	5.28%
Go Transit	(299,914)	-	-	-	-%
MPAC	6,867,644	6,979,670	7,119,263	139,593	2.00%
Hamilton Beach Rescue	131,570	132,870	143,050	10,180	7.66%
Royal Botanical Gardens	647,410	647,408	673,565	26,157	4.04%
Farmers' Market	131,470	242,360	242,282	(78)	(0.03)%
Total Other Boards & Agencies	47,968,004	49,363,491	51,147,432	8,074,941	16.36%

Net Levy Summary

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Library Capital Financing	166,280	166,010	198,001	31,991	19.27%
City Enrichment Fund	6,088,340	6,088,340	6,088,403	63	-%
Total Boards & Agencies	230,802,609	239,160,841	247,267,836	8,106,995	3.39%
Total Expenditures	999,369,494	1,043,993,850	1,100,587,982	56,562,078	5.42%
Non Program Revenues					
Payment In Lieu	(17,415,685)	(17,108,444)	(17,518,600)	(410,156)	2.40%
Penalties & Interest	(11,956,776)	(11,400,000)	(11,500,000)	(100,000)	0.88%
Right Of Way	(3,228,763)	(3,228,877)	(3,229,500)	(623)	0.02%
Senior Tax Credit	524,152	529,830	534,100	4,270	0.81%
Supplementary Taxes	(10,775,352)	(10,130,000)	(10,130,000)	-	-%
Tax Remissions & Write Offs	14,719,593	9,750,000	9,790,000	40,000	0.41%
Hydro Dividend & Other Interest	(5,255,868)	(6,566,400)	(6,567,700)	(1,300)	0.02%
Investment Income	(4,100,000)	(4,800,000)	(4,800,000)	-	-%
Slot Revenues	(5,200,000)	(5,200,000)	(5,200,000)	-	-%
POA Revenues	(2,142,160)	(2,302,220)	(2,697,913)	(395,693)	17.19%
Total Non Program Revenues	(44,830,859)	(50,456,111)	(51,319,613)	(863,502)	1.71%
Total Net Levy Summary	\$ 954,538,635	\$ 993,537,739	\$ 1,049,268,369	\$ 55,730,630	5.61%

CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK

2023



**2023 PRELIMINARY TAX SUPPORTED OPERATING BUDGET
COST CATEGORY SUMMARY**

Cost Category Summary - Operating

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 820,155,135	\$ 879,213,361	\$ 906,912,500	27,699,139	3.0%
Contractual	114,140,701	132,548,445	135,044,404	2,495,959	2.0%
Material & Supply	55,331,456	67,464,723	64,103,462	(3,361,261)	(5.0)%
Recoveries from Capital	(32,273,758)	(33,506,741)	(34,476,037)	(969,296)	3.0%
Vehicle Expenses	38,715,812	41,120,087	46,095,724	4,975,637	12.0%
Building & Ground	44,193,467	47,520,378	45,585,294	(1,935,084)	(4.0)%
Consulting	1,579,234	1,286,053	1,191,634	(94,419)	(7.0)%
Agencies & Support Payments	255,830,045	332,240,191	382,041,160	49,800,969	15.0%
Reserves/Recoveries	107,292,813	51,888,690	57,234,521	5,345,831	10.0%
Cost Allocations	(6,692,676)	(5,953,167)	(5,720,087)	233,080	(4.0)%
Financial	50,886,111	50,081,928	50,407,087	325,159	1.0%
Capital Financing	138,447,882	154,232,099	159,202,503	4,970,404	3.0%
Capital Expenditures	745,289	9,730	9,730	-	-
Total Expenses	1,588,351,511	1,718,145,777	1,807,631,895	89,486,118	5.0%
Fees & General	(188,475,475)	(211,973,917)	(224,300,431)	(12,326,514)	(6.0)%
Tax & Rates	(43,542,624)	(31,555,321)	(31,968,100)	(412,779)	1.0%
Grants & Subsidies	(377,533,018)	(391,342,968)	(462,906,952)	(71,563,984)	18.0%
Reserves	(24,261,706)	(89,735,832)	(39,188,043)	50,547,789	(56.0)%
Total Revenues	(633,812,823)	(724,608,038)	(758,363,526)	(33,755,488)	5.0%
Net Levy	\$ 954,538,688	\$ 993,537,739	\$ 1,049,268,369	55,730,630	6.0%

CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK

2023



**2023 PRELIMINARY TAX SUPPORTED OPERATING BUDGET
COMPLEMENT SUMMARY**

Complement Summary

	2022	2022	2023	Change	Change
	Approved Budget	Restated Budget	Preliminary Budget	in FTE	%
Planning & Economic Development					
General Manager PED ^{1,2}	7.00	8.00	9.00	1.00	11.1%
Transportation Planning and Parking ³	141.24	141.24	143.74	2.50	1.7%
Building ⁴	100.82	100.82	102.82	2.00	1.9%
Economic Development ⁵	46.99	46.99	47.24	0.25	0.5%
Growth Management ⁶	60.88	60.88	62.88	2.00	3.2%
Licensing & By-Law Services ⁷	113.15	113.15	112.15	(1.00)	(0.9)%
Planning ⁸	96.00	96.00	101.00	5.00	5.0%
Tourism & Culture	74.04	74.04	74.04	-	-%
LRT ⁹	-	-	6.00	6.00	100.0%
Total Planning & Economic Development	640.12	641.12	658.87	17.75	2.7%

1. Approved to Restated: 1 FTE restated from Public Health, SPM Air Quality and Climate Change, GIC 22-016 (CM22016/PED22058(A)/HSC22030(A)).

2. Restated to Preliminary: 1 FTE director of Climate Change Office GIC 22-016 (CM22016/PED22058(A)/HSC22030(A)).

3. Restated to Preliminary: 1 FTE complement change to convert and transfer a By-Law Clerk from LBS Screening Officer to Transportation, Planning, and Parking. Approved by Council on March 31, 2021. 1 FTE: Mohawk Dedicated Officer (PED18220(c)), Approved at Planning Committee on March 22, 2022. That the temporary Parking Control Officer position approved by Council in September 2019 as part of the Mohawk Dedicated Officer Pilot be converted to a permanent FTE staff position with a net cost of \$0; 0.5 FTE. LRT Temp position fully funded from LRT (where the Metrolinx invoicing will be recorded). Council approval GIC Report 21-017.

4. Restated to Preliminary: CBO blanket Authority.

5. Restated to Preliminary: 0.25 FTE LRT Temp position fully funded from LRT (where the Metrolinx invoicing will be recorded). Council approval GIC Report 21-017, September 8, 2021.

6. Restated to Preliminary: 2 FTE added with PED 22187 - 1 Director Development Engineering, 1 Manager Development Engineering.

7. Restated to Preliminary: Complement Change to convert and transfer a By-Law Clerk from LBS to a Screening Officer to Transportation, Planning, and Parking. Approved at GIC on March 3rd, 2021 by Council for final approval on March 31, 2021.

8. Restated to Preliminary: 4 FTE added with PED 22187: Director HUD, Director Devt Planning, Manager HUD, Manager Devt Planning. 1 FTE LRT position added with GIC Report 21-017.

9. Restated to Preliminary: 6 FTE LRT Temp positions Council approval GIC Report 21-017, September 8, 2021.

Complement Summary

	2022	2022	2023	Change	Change
	Approved Budget	Restated Budget	Preliminary Budget	in FTE	%
Healthy & Safe Communities					
HSC Administration ¹	33.50	32.50	32.50	-	-%
Children's and Community Services ¹	90.00	91.00	91.00	-	-%
Ontario Works	210.00	210.00	210.00	-	-%
Housing Services ²	58.00	58.00	65.00	7.00	10.8%
Long Term Care ³	451.55	451.55	491.20	39.65	8.1%
Recreation	449.98	449.98	449.98	-	-%
Hamilton Fire Department	599.30	599.30	599.30	-	-%
Hamilton Paramedic Service	368.36	368.36	368.36	-	-%
Public Health Services ^{4,5,6,7}	403.59	403.59	403.59	-	-%
Total Healthy & Safe Communities	2,664.28	2,664.28	2,710.93	46.65	1.7%

1. Approved to Restated: Transfer of 1.00 FTE Senior Project Manager to Children's & Community Services from General Manager's Office.

2. Restated to Preliminary: Increase of 2 Case Aides and 1 Case Worker (HSC21017 100% funded HPP), 1 Supervisor 5 (HSC21008(a) 100% funded HPP), 2 Senior Project Manager and 1 Apps Analyst (HSC22048 100% funded HPP and RH).

3. Restated to Preliminary: Increase of 39.65 FTE for the use of Long Term Care funding enhancement per HSC21052 report.

4. Approved to Restated: Increase of 12.2 FTE due to Ontario Seniors Dental base increases approved in report BOH22011.

5. Includes 6.50 (2022 – 6.50) Finance & Administration FTE – Included in Overall Departmental Org Chart.

COVID TEMPORARY FTE NOT INCLUDED IN ABOVE COMPLEMENT

6. 2022 Council Approved to Restated: Excludes 344.15 temporary COVID19 Response Related FTE funded through senior levels of government.

7. 2023 Preliminary: Excludes 145.50 temporary COVID19 Response Related FTE funded through senior levels of government.

Complement Summary

	2022	2022	2023	Change	Change
	Approved Budget	Restated Budget	Preliminary Budget	in FTE	%
Public Works					
PW-General Administration	7.30	7.30	7.30	-	-%
Energy Fleet and Facilities ¹	182.21	182.21	182.71	0.50	0.3%
Engineering Services ²	123.33	123.33	125.33	2.00	1.6%
Environmental Services ³	397.62	397.62	398.28	0.66	0.2%
Transit ⁴	825.41	825.41	869.41	44.00	5.1%
Transportation Operations & Maintenance ⁵	406.71	406.71	408.71	2.00	0.5%
Waste Management	117.01	117.01	117.01	-	-%
Total Public Works	2,059.59	2,059.59	2,108.75	49.16	2.3%
1. Restated to Preliminary: Added 0.50 FTE as per PW22016, approved by Council March 30, 2022					
2. Restated to Preliminary: Added 2.0 FTE as per PED21176/CM21012/LS21034, approved by Council September 15, 2021.					
3. Restated to Preliminary: Added 0.50 FTE per Council Motion approved by Public Works Committee, Item 11.2 of PW22-004, approved on March 21, 2022 and 0.16 FTE per Council Motion approved by Public Works Committee, Item 12.1 of PW22-010, approved on June 15, 2022. Both items approved in-year in 2022, however not included as part of 2022 Council Approved Budget.					
4. Restated to Preliminary: Added 43.0 FTE per PW14015(a) Year 7 of the Ten Year Local Transit Strategy approved March 11, 2015 and added 1.0 FTE as per PED21176/CM21012/LS21034, approved by Council September 15, 2021					
5. Restated to Preliminary: Added 2.0 FTE as per PED21176/CM21012/LS21034, approved by Council September 15, 2021					
Legislative					
Mayors Office	6.00	6.00	6.00	-	-%
Ward Budgets	16.00	16.00	16.00	-	-%
Total Legislative	22.00	22.00	22.00	-	-%

Complement Summary

	2022	2022	2023	Change	Change
	Approved Budget	Restated Budget	Preliminary Budget	in FTE	%
City Manager					
Office of the City Auditor	7.00	7.00	7.00	-	-%
CMO - Admin	2.00	2.00	2.00	-	-%
Communication & Strategic Initiatives ¹	22.00	22.00	23.00	1.00	4.3%
Digital & Innovation Office	7.00	7.00	7.00	-	-%
Government & Community Relations	5.00	5.00	5.00	-	-%
Human Resources ¹	79.00	79.00	79.50	0.50	0.6%
Total City Manager	122.00	122.00	123.50	1.50	1.2%

1. Restated to Preliminary: LRT positions funded by Metrolinx - Council Minutes 21-016 Sept 15, 2021.

Corporate Services

City Clerk's Office	29.00	29.00	29.00	-	-%
Customer Service POA and Finl Integration ¹	96.97	97.47	97.47	-	-%
Financial Serv Taxation and Corp Controller	80.00	80.00	80.00	-	-%
Legal Services and Risk Management ²	78.00	78.00	80.00	2.00	2.5%
Corporate Services Administration	2.00	2.00	2.00	-	-%
Financial Planning Admin & Policy ³	84.58	84.58	85.08	0.50	0.6%
Information Technology	126.00	126.00	126.00	-	-%
Total Corporate Services	496.55	497.05	499.55	2.50	0.5%

1. Restated to Council Approved: Capital project 2052157002 was approved with 0.5 FTE for 2022, but was not captured on budget load.

2. Resated to Preliminary: LRT Temp position fully funded from LRT (where the Metrolinx invoicing will be recorded).

3. Restated to Preliminary: LRT Temp position fully funded from LRT (where the Metrolinx invoicing will be recorded).

Complement Summary

	2022	2022	2023	Change	Change
	Approved Budget	Restated Budget	Preliminary Budget	in FTE	%
Corporate Financials - Expenditures¹	-	-	14.00	14.00	100.0%
1. Operating Impacts from Capital.					
Total City Complement	6,004.54	6,006.04	6,137.60	131.56	2.1%
Boards & Agencies					
Library ¹	297.00	297.00	304.00	7.00	2.3%
Police Services ²	1,194.50	1,194.50	1,194.50	-	-%
Farmers' Market ³	4.42	4.42	4.42	-	-%
Total Boards & Agencies	1,495.92	1,495.92	1,502.92	7.00	0.5%
1. Per Library Board Approval.					
2. The Police Service Budget is approved by the Police Services Board. The Budget is scheduled to be submitted to the Board on December 15, 2022.					
3. No reported change to note until future board meeting.					
Total Complement	7,500.46	7,501.96	7,640.52	138.56	1.8%



**CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK**

2023



**2023 PRELIMINARY TAX SUPPORTED OPERATING BUDGET
DEPARTMENTAL BUDGET SUMMARIES**

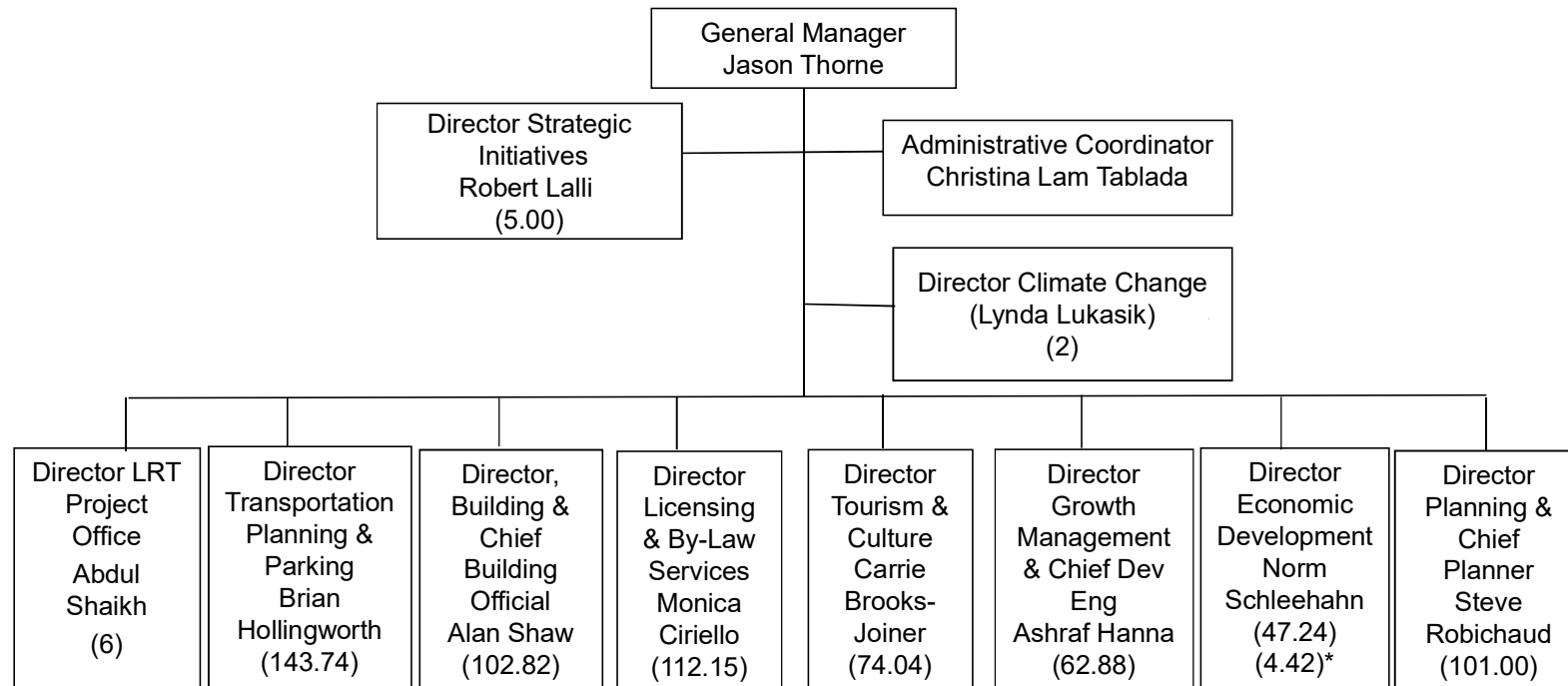
**CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK**

2023



| PLANNING AND ECONOMIC DEVELOPMENT

DEPARTMENT STRUCTURE



Complement (FTE)	Management	* Distributed Management	Other	* Distributed Other	Total	Staff to Management Ratio
2022	37.00	1.00	604.12	3.42	641.12	16.32:1
2023	48.00	1.00	610.87	3.42	658.87	12.73:1
Change	11.00	0.00	3.50	0.00	11.50	

• Distributed staff represents positions included in the complement, but funded by the operating departments. The Hamilton Farmer’s Market budget resides in Board’s and Agencies.

* Economic Development – 4.42 for Hamilton Farmer’s Market

Planning & Economic Development

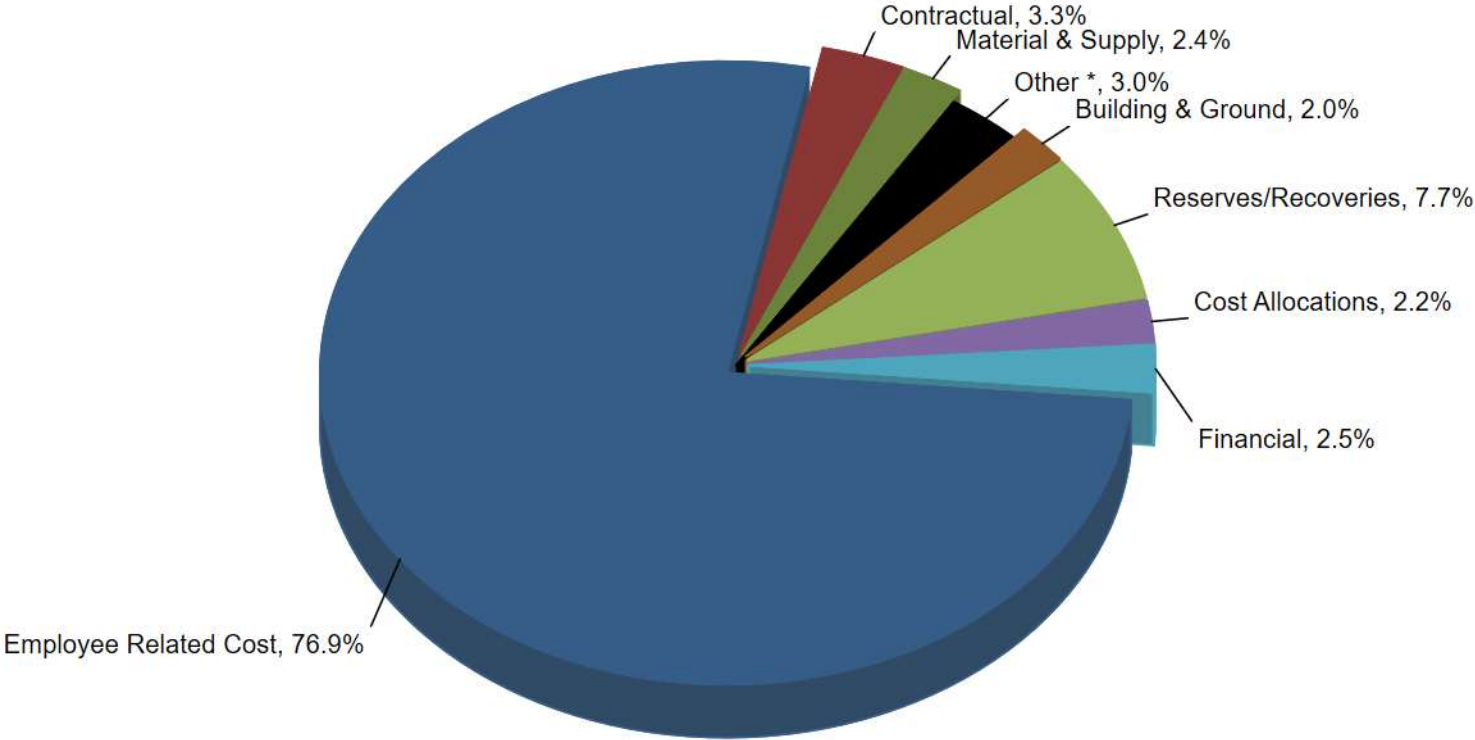
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
General Manager PED	\$ 760,289	\$ 1,063,265	\$ 1,289,770	\$ 226,505	21.3%
Transportation Planning and Parking	1,215,405	2,873,713	2,921,633	47,920	1.7%
Building	1,112,071	1,184,186	1,202,445	18,259	1.5%
Economic Development	5,387,170	5,386,969	5,511,979	125,010	2.3%
Growth Management	475,790	881,183	899,699	18,516	2.1%
Licensing & By-Law Services	6,115,075	6,941,528	7,175,020	233,492	3.4%
Planning	3,063,500	3,721,467	3,740,165	18,698	0.5%
Tourism & Culture	7,737,915	9,716,929	10,155,665	438,736	4.5%
Total Planning & Economic Development	\$25,867,215	\$31,769,240	\$32,896,376	\$ 1,127,136	3.5%

Planning & Economic Development

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost*	\$ 59,977,553	\$ 66,838,550	\$ 73,245,887	6,407,337	9.6%
Contractual*	2,769,995	3,482,838	3,117,771	(365,067)	(10.5)%
Material & Supply*	1,866,919	2,261,382	2,330,211	68,829	3.0%
Recoveries from Capital*	(3,149,408)	(3,924,284)	(3,852,791)	71,493	(1.8)%
Vehicle Expenses*	570,066	592,983	697,080	104,097	17.6%
Building & Ground*	1,955,404	2,179,116	1,922,046	(257,070)	(11.8)%
Consulting*	368,298	248,133	293,534	45,401	18.3%
Agencies & Support Payments*	617,834	1,661,387	1,900,250	238,863	14.4%
Reserves/Recoveries*	14,739,826	6,001,084	7,356,636	1,355,552	22.6%
Cost Allocations*	1,492,696	1,650,933	2,069,317	418,384	25.3%
Financial*	2,236,718	2,337,920	2,337,333	(587)	-%
Capital Financing*	35,347	60,000	-	(60,000)	(100.0)%
Capital Expenditures*	11,146	4,730	4,730	-	-%
Total Expenses	83,492,394	83,394,772	91,422,004	8,027,232	9.6%
Fees & General	(51,135,982)	(49,497,794)	(52,219,858)	(2,722,064)	5.5%
Grants & Subsidies	(5,814,782)	(882,320)	(3,435,609)	(2,553,289)	289.4%
Reserves	(674,415)	(1,245,420)	(2,870,160)	(1,624,740)	130.5%
Total Revenues	(57,625,179)	(51,625,534)	(58,525,627)	(6,900,093)	13.4%
Net Levy	\$ 25,867,215	\$ 31,769,238	\$ 32,896,377	1,127,139	3.5%
Full-Time Equivalents		641.12	658.87	17.75	2.8%

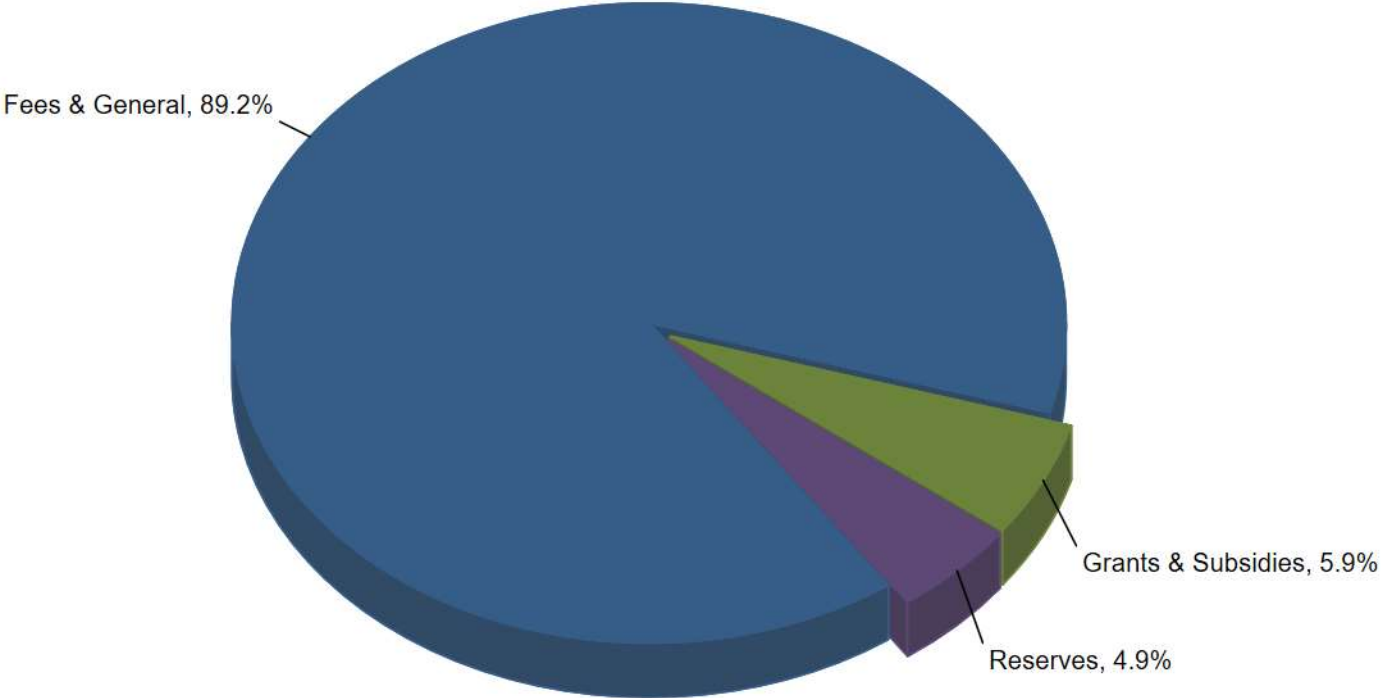
Planning & Economic Development

2023 Preliminary Budget Expenses



Planning & Economic Development

2023 Preliminary Budget Revenues



CITY OF HAMILTON 2024 - 2026 MULTI YEAR OUTLOOK BY DIVISION

Planning & Economic Development

	2023 Preliminary Budget Gross	2023 Preliminary Budget Net	2024 Preliminary Gross	2024 Preliminary Net	2025 Preliminary Gross	2025 Preliminary Net	2026 Preliminary Gross	2026 Preliminary Net
General Manager PED	1,289,770	1,289,770	1,348,340	1,348,340	1,411,390	1,411,390	1,472,330	1,472,330
Transportation Planning and Parking	18,255,390	2,921,630	18,744,640	3,101,360	19,206,980	3,363,700	19,654,570	3,611,290
Building	16,309,090	1,202,440	16,877,540	1,246,020	17,442,940	1,290,870	17,944,260	1,330,080
Economic Development	8,981,660	5,511,980	9,220,500	5,725,700	9,415,740	5,928,350	9,586,060	6,103,620
Growth Management	7,641,040	899,700	7,966,530	1,070,150	8,273,640	1,218,640	8,540,080	1,322,820
Licensing & By-Law Services	14,048,170	7,175,020	14,245,130	7,784,620	14,724,150	8,123,590	15,166,770	8,422,950
Planning	11,062,510	3,740,170	11,204,480	4,011,850	11,634,710	4,277,210	11,976,700	4,450,520
Tourism & Culture	11,278,950	10,155,670	11,581,950	10,438,380	11,858,340	10,694,020	12,114,530	10,928,980
Total Planning & Economic Development	88,866,580	32,896,380	91,189,110	34,726,420	93,967,890	36,307,770	96,455,300	37,642,590



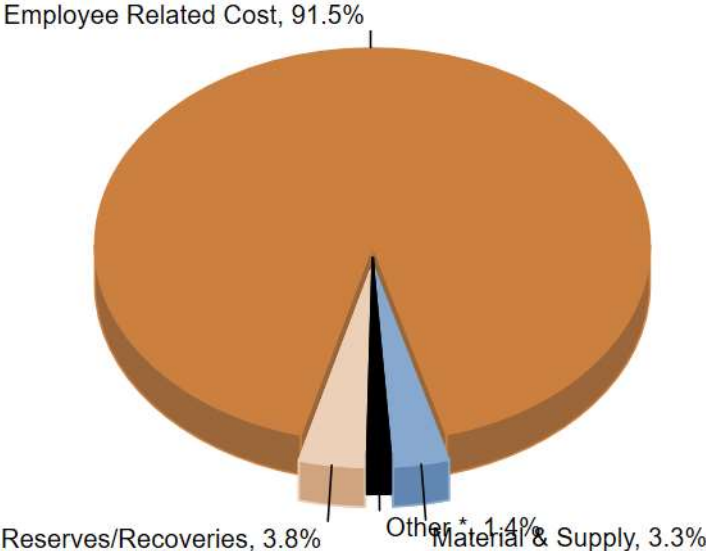
General Manager

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Strategic Initiatives	\$ 281,525	\$ 388,369	\$ 437,253	\$ 48,884	12.6%
GM Office	478,764	674,895	852,517	177,622	26.3%
Total General Manager	\$ 760,289	\$ 1,063,264	\$ 1,289,770	\$ 226,506	21.3%

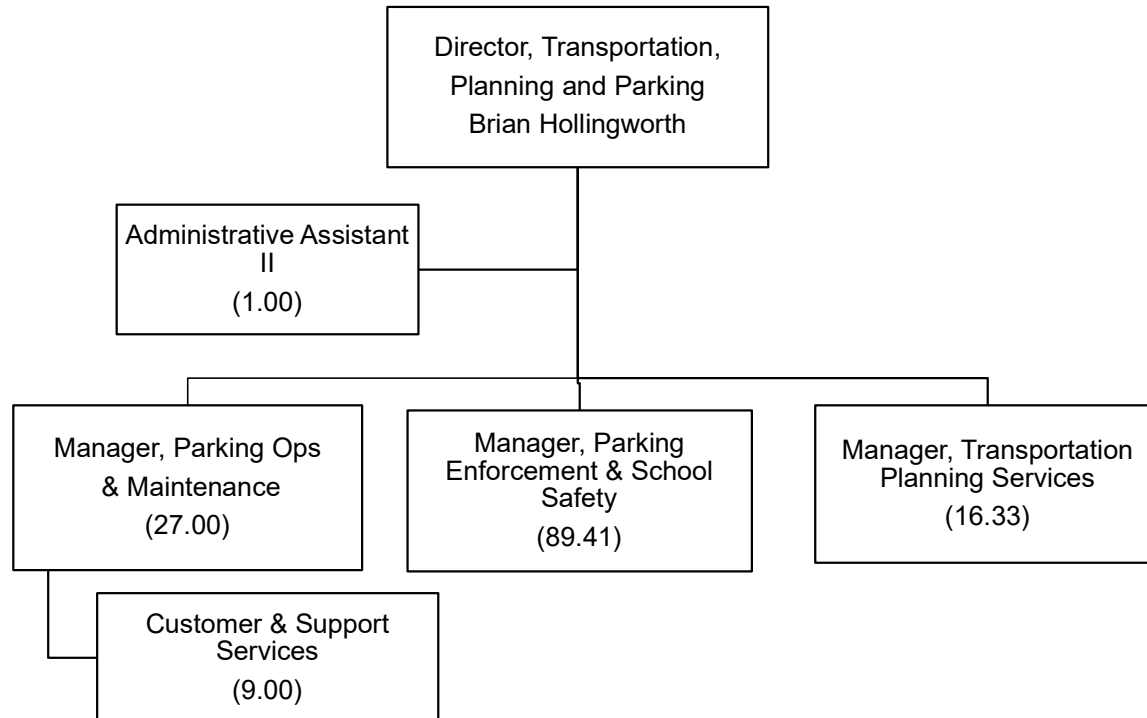
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 833,904	\$ 1,261,286	\$ 1,541,016	\$ 279,730	22.2%
Material & Supply	3,966	54,200	54,730	530	1.0%
Building & Ground*	1,602	1,967	2,160	193	9.8%
Consulting*	855	-	-	-	-%
Contractual*	2,515	13,530	16,338	2,808	20.8%
Capital Expenditures*	-	4,730	4,730	-	-%
Cost Allocations*	(190,715)	(329,670)	(393,972)	(64,302)	19.5%
Reserves/Recoveries	108,163	57,221	64,767	7,546	13.2%
Total Expenses	760,290	1,063,264	1,289,769	226,505	21.3%
Total Revenues	-	-	-	-	-%
Net Levy	\$ 760,290	\$ 1,063,264	\$ 1,289,769	\$ 226,505	21.3%
Full-Time Equivalents		8.00	9.00	1.00	12.5%

General Manager

2023 Restated Budget Expenses



TRANSPORTATION PLANNING AND PARKING



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	4.00	137.24	141.24	34.31:1
2023	4.00	139.74	143.74	34.94:1
Change	0.00	2.50	2.50	

Transportation Planning and Parking

Description

The Transportation Planning and Parking Division is responsible for ensuring that people's day to day travel choices are safe, convenient and reliable, and over time, help the City become more sustainable. Transportation planning and parking are closely linked to land use planning, healthy communities, environmental sustainability, and affordability. Increasingly technology is influencing the range of travel and parking options available and how people pay for them. Transportation Planning and Parking is tasked with predicting the future and assessing how our infrastructure will be planned, designed and operated to maximize economic prosperity and manage lifecycle costs.

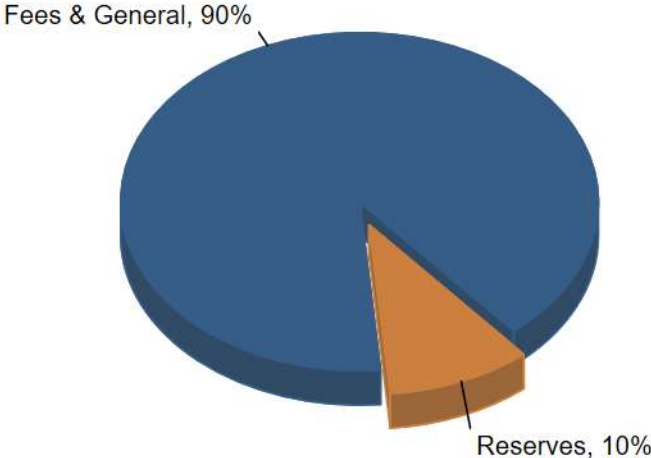
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Transportation Planning	\$ 1,429,419	\$ 2,019,523	\$ 2,322,075	\$ 302,552	15.0%
Directors Office TPP	(2,547,103)	164,465	(1,298,347)	(1,462,812)	(889.4)%
Hamilton Municipal Parking System	1,096,147	(1,390,999)	(248,452)	1,142,547	(82.1)%
School Crossing	1,236,942	2,080,723	2,146,357	65,634	3.2%
Total Transportation Planning and Parking	\$ 1,215,405	\$ 2,873,712	\$ 2,921,633	\$ 47,921	1.7%

Transportation Planning and Parking

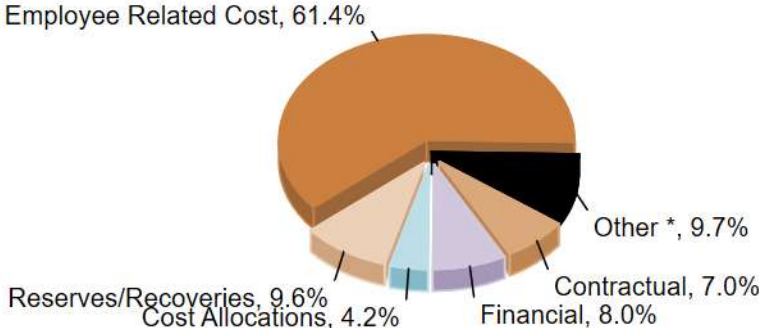
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 9,373,205	\$ 10,614,843	\$ 11,217,135	\$ 602,292	5.7%
Material & Supply*	251,562	358,410	357,410	(1,000)	(0.3)%
Recoveries from Capital*	(14,877)	(119,344)	-	119,344	(100.0)%
Vehicle Expenses*	177,973	205,090	242,373	37,283	18.2%
Building & Ground*	768,390	682,567	690,070	7,503	1.1%
Consulting*	227	-	-	-	-%
Contractual	1,096,851	1,679,090	1,283,290	(395,800)	(23.6)%
Agencies & Support Payments*	-	324,600	486,400	161,800	49.8%
Capital Financing*	5,347	-	-	-	-%
Financial	1,535,893	1,467,340	1,468,440	1,100	0.1%
Cost Allocations	837,203	792,577	759,795	(32,782)	(4.1)%
Reserves/Recoveries	1,643,387	1,714,760	1,750,478	35,718	2.1%
Total Expenses	15,675,161	17,719,933	18,255,391	535,458	3.0%
Fees & General	(11,397,429)	(14,846,220)	(13,833,758)	1,012,462	(6.8)%
Grants & Subsidies	(2,956,057)	-	-	-	-%
Reserves	(106,270)	-	(1,500,000)	(1,500,000)	-%
Total Revenues	(14,459,756)	(14,846,220)	(15,333,758)	(487,538)	3.3%
Net Levy	\$ 1,215,405	\$ 2,873,713	\$ 2,921,633	\$ 47,920	1.7%
Full-Time Equivalents		141.24	143.74	2.50	1.8%

Transportation Planning and Parking

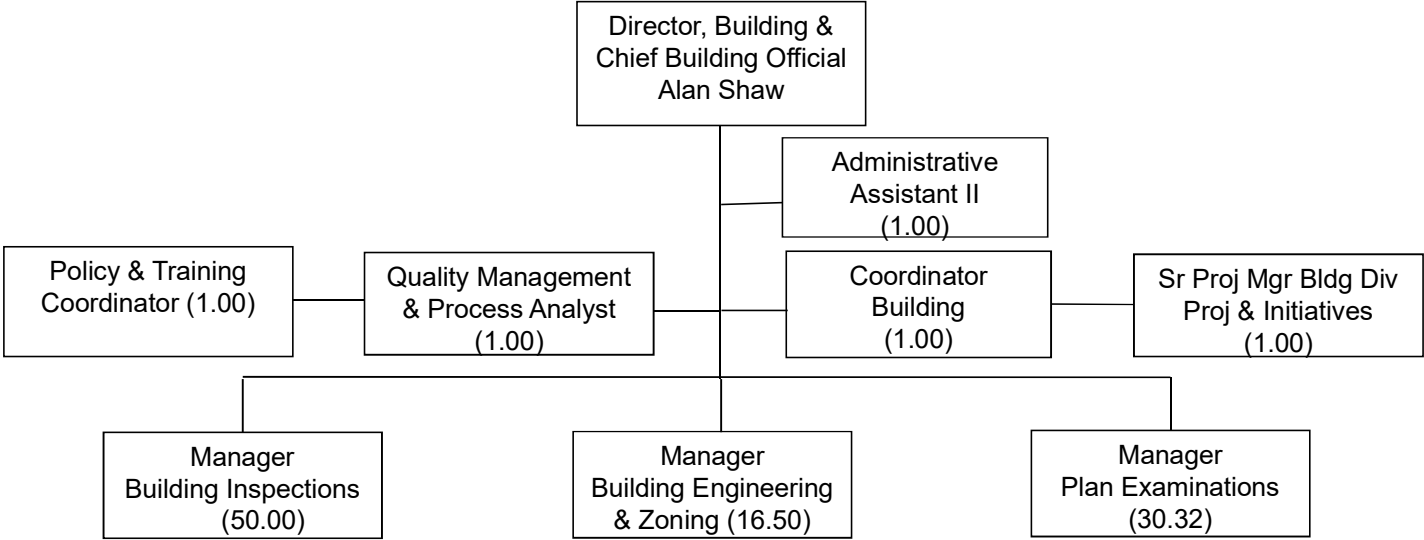
2023 Restated Budget Revenues



2023 Restated Budget Expenses



BUILDING



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	4.00	96.82	100.82	24.21:1
2023	4.00	98.82	102.82	24.71:1
Change	0.00	2.00	2.00	

Building

Description

The Building Division's primary roles are issuing building permits and performing related inspections to enforce the Ontario Building Code Act and its corresponding regulation, the Ontario Building Code (OBC). The OBC is essentially a set of minimum provisions regarding the safety of buildings with reference to public health, fire protection, accessibility and structural sufficiency. Enforcement of this regulation ensures buildings are safe to live, work and play in. As well as reviewing Planning and Building Applications for compliance with the six area zoning bylaws. Zoning By-laws establish land use and dimensional limitations on properties e.g. height, location, coverage etc. The division accomplishes this by developing and implementing building and zoning related policies, regulations and services that support and enhance the sustainability, growth and prosperity of the City.

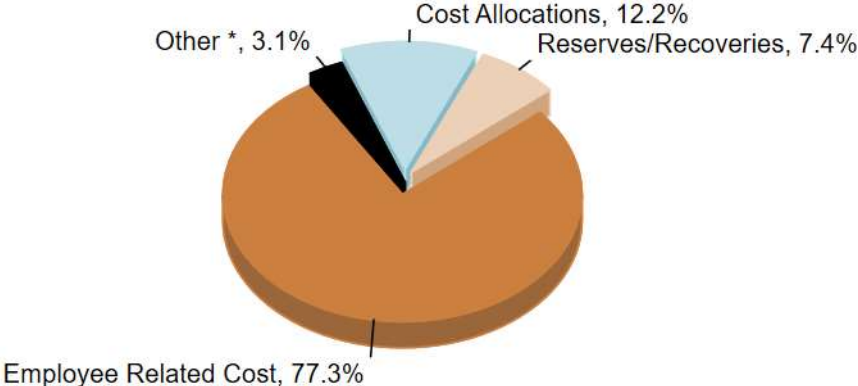
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Administration - Building	\$ 230,474	\$ 259,831	\$ 302,471	\$ 42,640	16.4%
Building Inspections	626,276	649,187	665,354	16,167	2.5%
Engineering Services	17,141	44,217	-	(44,217)	(100.0)%
Plan Examination	238,180	230,950	234,620	3,670	1.6%
Total Building	\$ 1,112,071	\$ 1,184,185	\$ 1,202,445	\$ 18,260	1.5%

Building

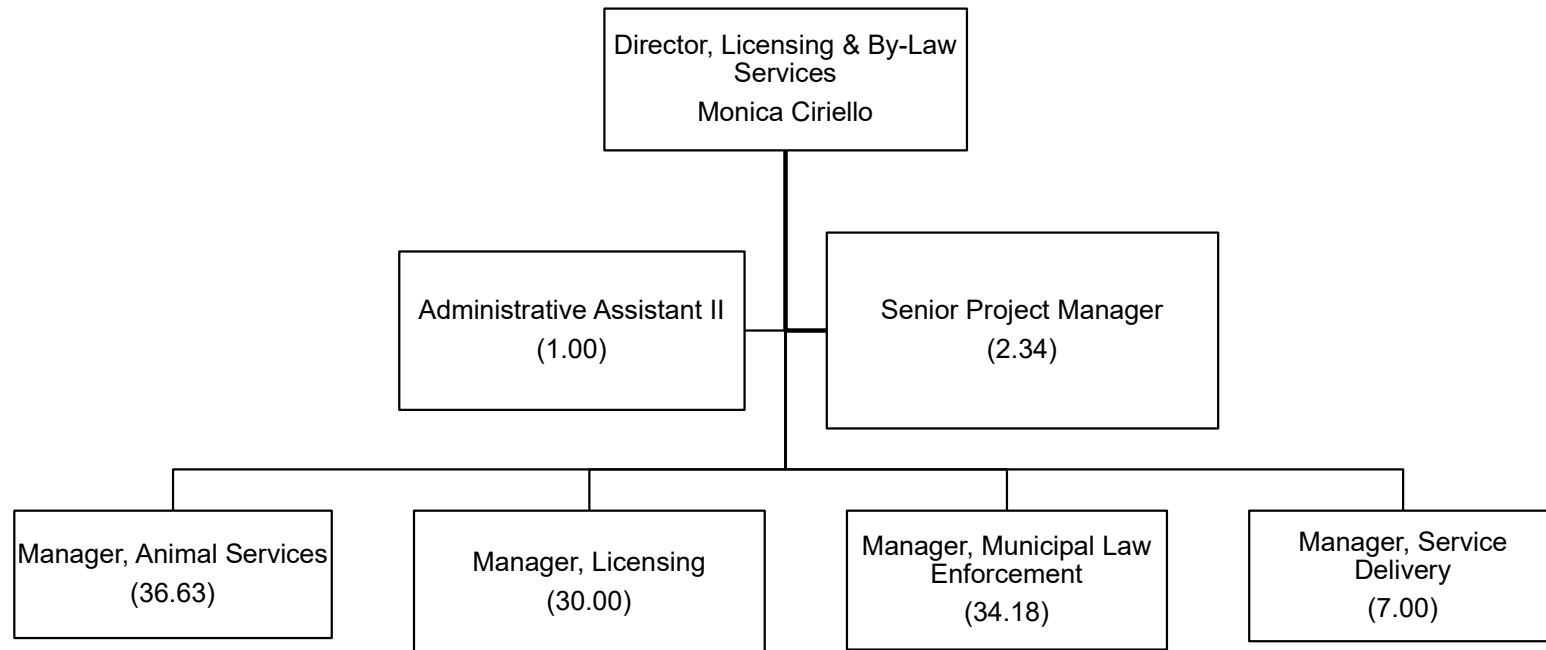
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 13,266,282	\$ 12,422,046	\$ 12,611,013	\$ 188,967	1.5%
Material & Supply*	280,610	186,770	186,770	-	-%
Recoveries from Capital*	(259)	-	-	-	-%
Vehicle Expenses*	101,415	123,301	127,615	4,314	3.5%
Building & Ground*	22,585	18,793	19,850	1,057	5.6%
Consulting*	119,495	-	-	-	-%
Contractual*	125,164	54,889	55,410	521	0.9%
Capital Expenditures*	11,050	-	-	-	-%
Financial*	161,562	51,500	112,000	60,500	117.5%
Cost Allocations	903,250	1,550,068	1,990,028	439,960	28.4%
Reserves/Recoveries	4,656,426	1,234,368	1,206,408	(27,960)	(2.3)%
Total Expenses	19,647,580	15,641,735	16,309,094	667,359	4.3%
Fees & General	(18,533,380)	(14,457,549)	(15,106,649)	(649,100)	4.5%
Grants & Subsidies	(2,128)	-	-	-	-%
Total Revenues	(18,535,508)	(14,457,549)	(15,106,649)	(649,100)	4.5%
Net Levy	\$ 1,112,072	\$ 1,184,186	\$ 1,202,445	\$ 18,259	1.5%
Full-Time Equivalents		100.82	102.82	2.00	2.0%

Building

2023 Restated Budget Expenses



LICENSING AND BY-LAW SERVICES



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	5.00	108.15	113.15	21.63:1
2023	5.00	107.15	112.15	21.43:1
Change	0.00	-1.00	-1.00	

Licensing & By-Law Services

Description

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

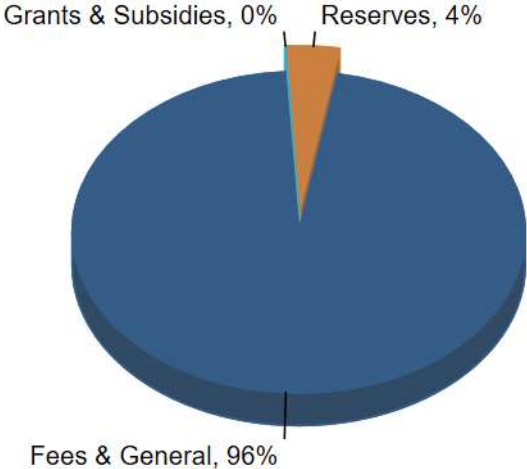
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Service Delivery	\$ 709,890	\$ 669,333	\$ 728,399	\$ 59,066	8.8%
Animal Services	3,075,888	3,002,462	3,091,013	88,551	2.9%
Directors Office L&BL	(237,168)	840,014	610,177	(229,837)	(27.4)%
Licensing	(616,570)	(529,227)	(306,576)	222,651	(42.1)%
Municipal Law Enforcement	3,183,035	2,958,946	3,052,006	93,060	3.1%
Total Licensing & By-Law Services	\$ 6,115,075	\$ 6,941,528	\$ 7,175,019	\$ 233,491	3.4%

Licensing & By-Law Services

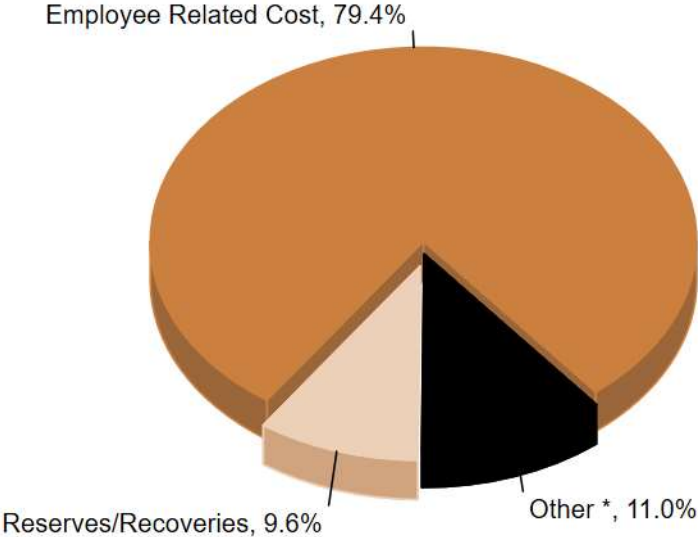
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 10,731,408	\$ 10,521,625	\$ 11,157,462	\$ 635,837	6.0%
Material & Supply*	352,117	405,300	411,180	5,880	1.5%
Recoveries from Capital*	(248,550)	-	-	-	-%
Vehicle Expenses*	259,677	223,322	281,905	58,583	26.2%
Building & Ground*	399,379	502,951	124,156	(378,795)	(75.3)%
Consulting*	37,940	30,350	30,350	-	-%
Contractual*	611,012	163,430	158,930	(4,500)	(2.8)%
Capital Financing*	-	60,000	-	(60,000)	(100.0)%
Financial*	117,416	125,500	120,500	(5,000)	(4.0)%
Cost Allocations*	387,878	408,860	416,864	8,004	2.0%
Reserves/Recoveries	939,548	958,976	1,346,826	387,850	40.4%
Total Expenses	13,587,825	13,400,314	14,048,173	647,859	4.8%
Fees & General	(5,630,687)	(6,454,786)	(6,616,152)	(161,366)	2.5%
Grants & Subsidies	(1,672,157)	(4,000)	(4,000)	-	-%
Reserves	(169,906)	-	(253,000)	(253,000)	-%
Total Revenues	(7,472,750)	(6,458,786)	(6,873,152)	(414,366)	6.4%
Net Levy	\$ 6,115,075	\$ 6,941,528	\$ 7,175,021	\$ 233,493	3.4%
Full-Time Equivalents		113.15	112.15	(1.00)	-0.9%

Licensing & By-Law Services

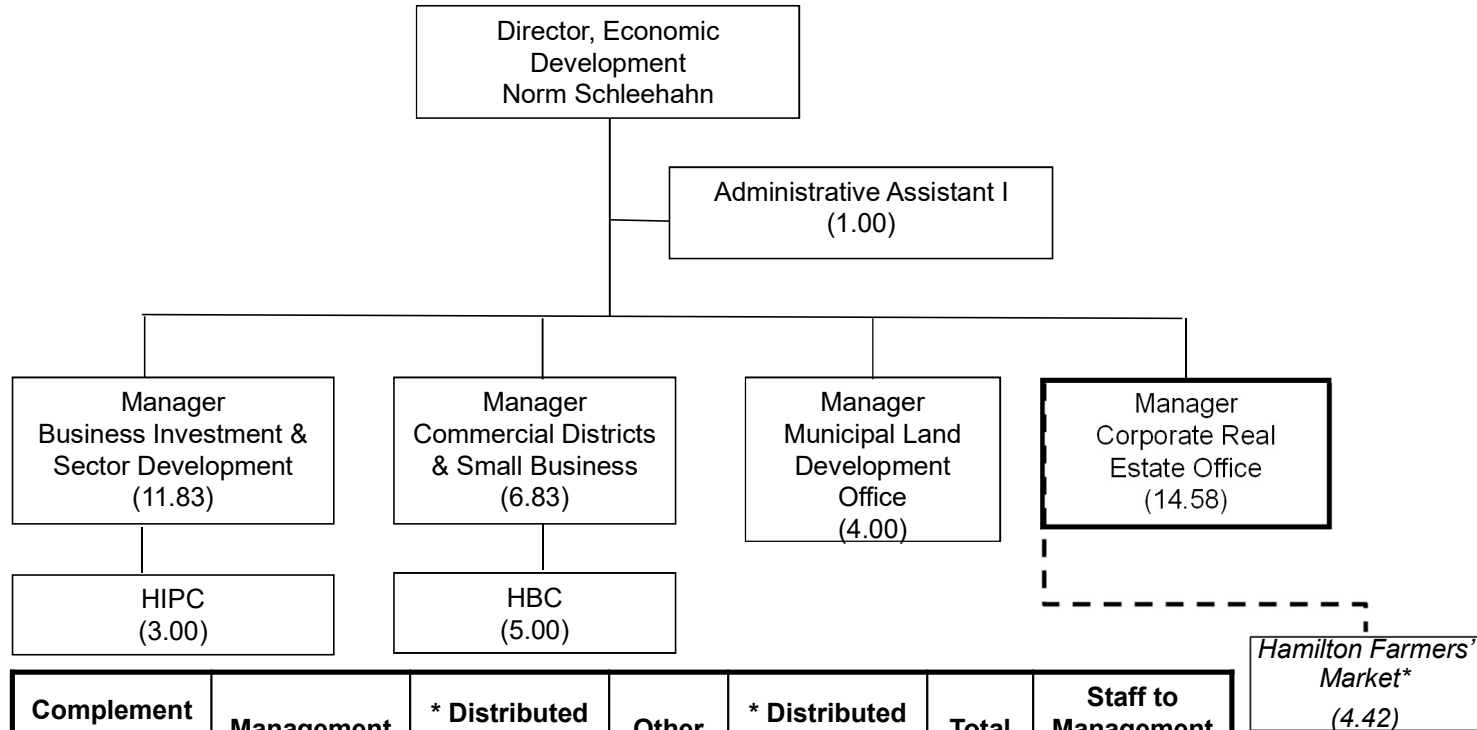
2023 Restated Budget Revenues



2023 Restated Budget Expenses



ECONOMIC DEVELOPMENT



Complement (FTE)	Management	* Distributed Management	Other	* Distributed Other	Total	Staff to Management Ratio
2022	5.00	1.00	41.99	3.42	46.99	8.40:1
2023	5.00	1.00	42.24	3.42	47.24	8.45:1
Change	0.00	0.00	0.25	3.42	0.25	0

- *Distributed staff represent a direct reporting structure to Chief Corporate Real Estate Officer (Ray Kessler) of Hamilton Farmer’s Market employees. Hamilton Farmer’s Market budget resides in Boards and Agencies.

Economic Development

Description

Economic Development is tasked with growing and retaining the workforce, and increasing the non-residential tax base for the City of Hamilton. The three sections within Economic Development that deliver the mandate of the division are: Urban Renewal, which focuses on the downtowns and commercial areas; Business Development, which focuses on all the industrial parks and on industries/ employers not generally found in the downtowns; and Real Estate, which is an in-house service for all departments in the City which require property to be purchased, sold, or leased.

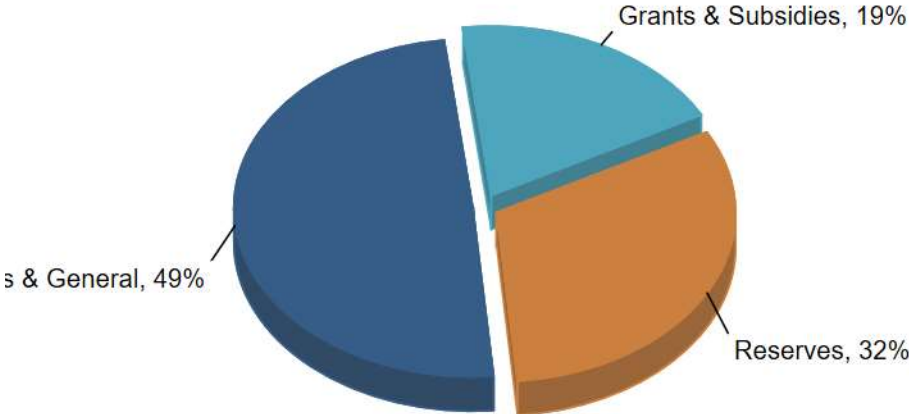
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Corporate Real Estate Office	\$ 948,040	\$ 500,634	\$ 421,677	\$ (78,957)	(15.8)%
Commercial Districts and Small Business	1,639,621	1,700,022	1,780,759	80,737	4.7%
Municipal Land Development	181,843	225,040	231,595	6,555	2.9%
Business Development	2,617,665	2,961,273	3,077,948	116,675	3.9%
Total Economic Development	\$ 5,387,169	\$ 5,386,969	\$ 5,511,979	\$ 125,010	2.3%

Economic Development

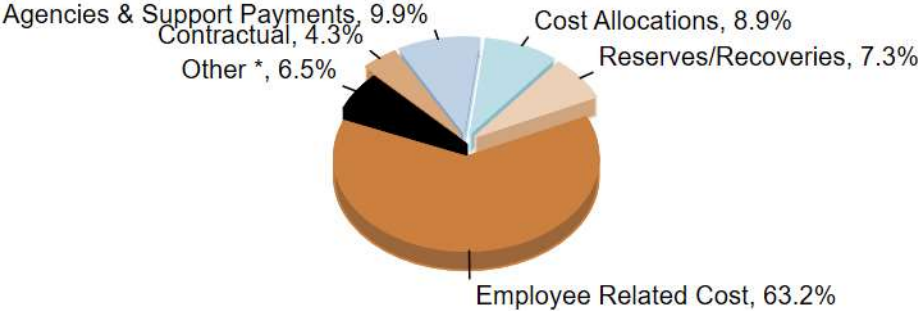
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 5,879,932	\$ 6,550,540	\$ 6,788,434	\$ 237,894	3.6%
Material & Supply*	180,671	261,022	274,691	13,669	5.2%
Recoveries from Capital*	(1,381,249)	(1,777,974)	(1,761,893)	16,081	(0.9)%
Building & Ground*	16,033	12,848	12,980	132	1.0%
Consulting*	31,652	23,903	19,304	(4,599)	(19.2)%
Contractual	241,002	439,694	457,860	18,166	4.1%
Agencies & Support Payments	545,958	1,058,600	1,058,600	-	-%
Capital Expenditures*	96	-	-	-	-%
Financial	178,861	486,690	390,553	(96,137)	(19.8)%
Cost Allocations	274,091	776,186	956,371	180,185	23.2%
Reserves/Recoveries	1,347,853	639,650	784,760	145,110	22.7%
Total Expenses	7,314,900	8,471,159	8,981,660	510,501	6.0%
Fees & General	(798,455)	(1,336,470)	(1,716,470)	(380,000)	28.4%
Grants & Subsidies	(841,779)	(654,560)	(660,050)	(5,490)	0.8%
Reserves	(287,497)	(1,093,160)	(1,093,160)	-	-%
Total Revenues	(1,927,731)	(3,084,190)	(3,469,680)	(385,490)	12.5%
Net Levy	\$ 5,387,169	\$ 5,386,969	\$ 5,511,980	\$ 125,011	2.3%
Full-Time Equivalents		46.99	47.24	0.25	0.5%

Economic Development

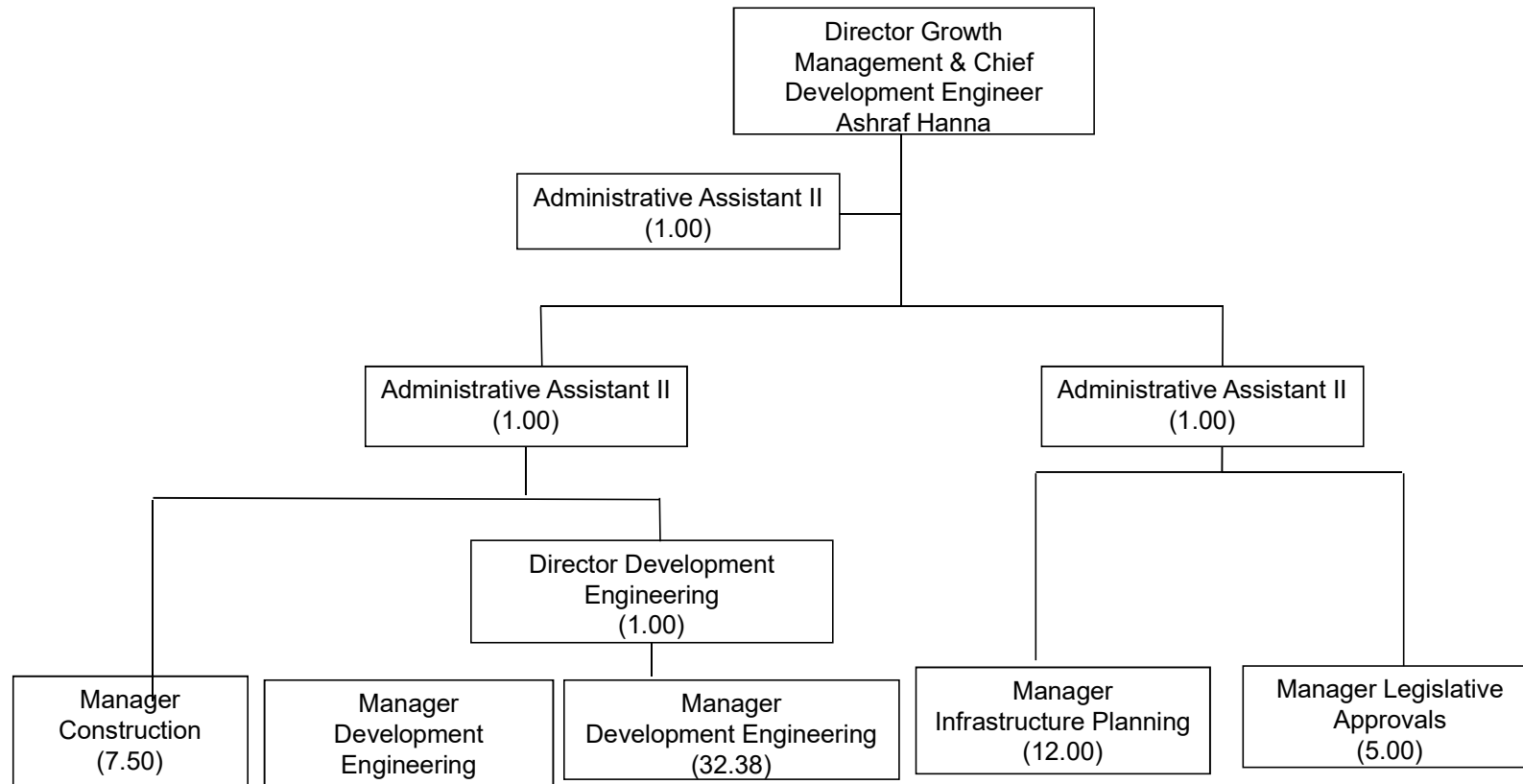
2023 Restated Budget Revenues



2023 Restated Budget Expenses



GROWTH MANAGEMENT



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	6.00	54.88	60.88	9.15:1
2023	8.00	54.88	62.88	6.86:1
Change	2.00	0.00	2.00	

Growth Management

Description

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

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Director & Admin Growth Management	\$ 155,116	\$ (15,694)	\$ 12,771	\$ 28,465	(181.4)%
Development Engineering	(895,863)	(837,653)	(834,195)	3,458	(0.4)%
Grading & Construction	211,183	135,198	138,187	2,989	2.2%
Infrastructure Planning	431,102	971,428	929,115	(42,313)	(4.4)%
Legislative Approvals	574,252	627,904	653,822	25,918	4.1%
Total Growth Management	\$ 475,790	\$ 881,183	\$ 899,700	\$ 18,517	2.1%

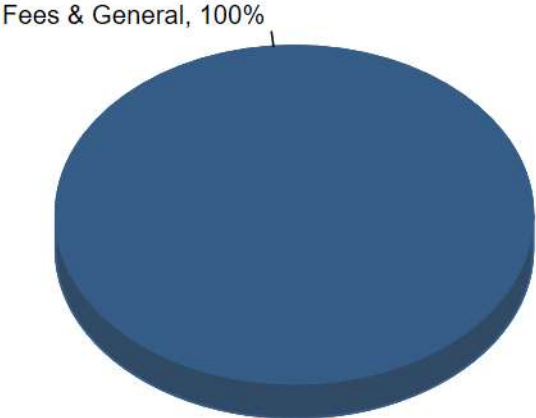
Growth Management

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 6,073,854	\$ 7,232,913	\$ 7,849,527	\$ 616,614	8.5%
Material & Supply*	217,074	156,320	157,580	1,260	0.8%
Recoveries from Capital*	(320,000)	(330,735)	(340,660)	(9,925)	3.0%
Vehicle Expenses*	28,494	35,308	38,574	3,266	9.3%
Building & Ground*	8,917	9,405	10,510	1,105	11.7%
Consulting*	102,234	70,000	70,000	-	-%
Contractual*	84,495	11,580	10,270	(1,310)	(11.3)%
Capital Financing*	30,000	-	-	-	-%
Financial*	62,645	28,170	28,170	-	-%
Cost Allocations*	(664,955)	(843,510)	(961,879)	(118,369)	14.0%
Reserves/Recoveries	2,579,174	346,226	778,943	432,717	125.0%
Total Expenses	8,201,932	6,715,677	7,641,035	925,358	13.8%
Fees & General	(7,670,174)	(5,834,495)	(6,741,336)	(906,841)	15.5%
Reserves	(55,968)	-	-	-	-%
Total Revenues	(7,726,142)	(5,834,495)	(6,741,336)	(906,841)	15.5%
Net Levy	\$ 475,790	\$ 881,182	\$ 899,699	\$ 18,517	2.1%
Full-Time Equivalents		60.88	62.88	2.00	3.3%

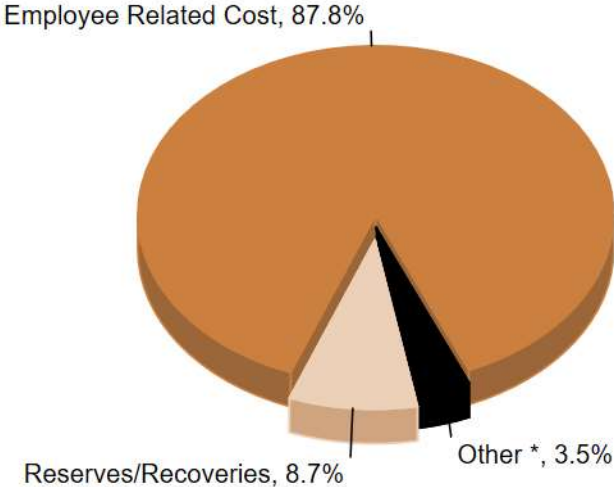


Growth Management

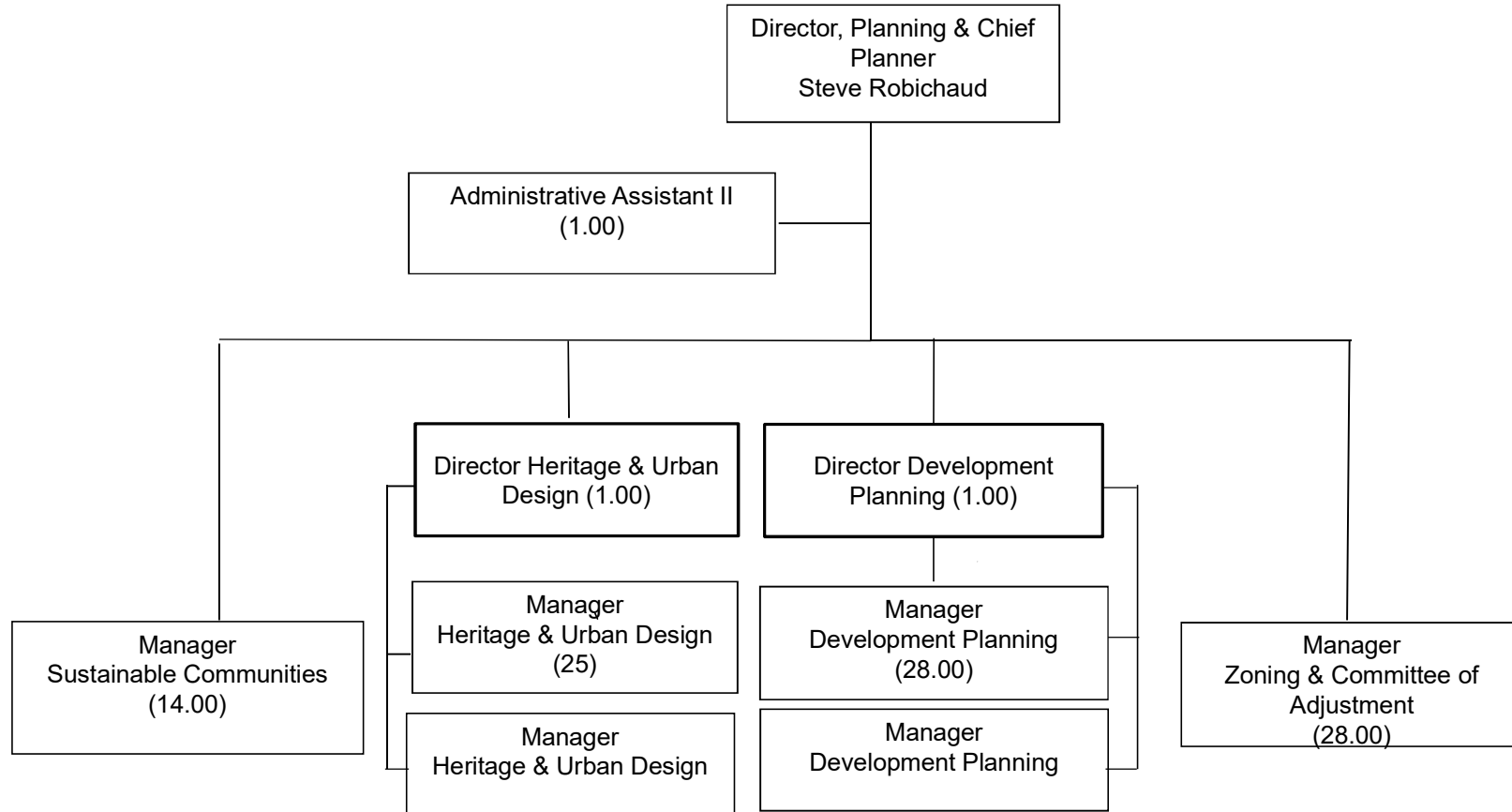
2023 Restated Budget Revenues



2023 Restated Budget Expenses



PLANNING



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	4.00	92.00	96.00	23.00:1
2023	9.00	92.00	101.00	10.22:1
Change	5.00	0.00	5.00	

Planning

Description

The Planning Division prepares and implements land use plans and strategies, which contribute to quality development, quality of life, and a good business environment for our community. The Division accomplishes this by the formulation and implementation of planning related legislation policies, regulations, programs and development approvals that support and enhance the sustainability, growth and prosperity of the City.

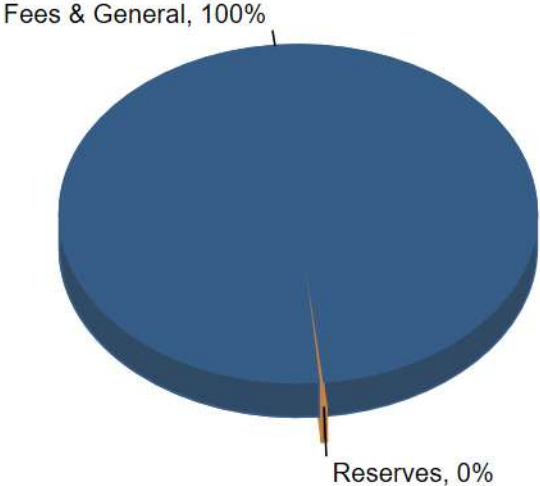
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Sustainable Communities	\$ 903,262	\$ 1,058,854	\$ 1,076,593	\$ 17,739	1.7%
Zoning & Committee of Adjmt	(599,632)	(346,399)	154,351	500,750	(144.6)%
Development Planning	1,068,044	(204,558)	(1,708,988)	(1,504,430)	735.5%
Director & Admin Planning	884,303	1,049,072	1,235,052	185,980	17.7%
Heritage & Urban Design	807,523	2,164,498	2,983,157	818,659	37.8%
Total Planning	\$ 3,063,500	\$ 3,721,467	\$ 3,740,165	\$ 18,698	0.5%

Planning

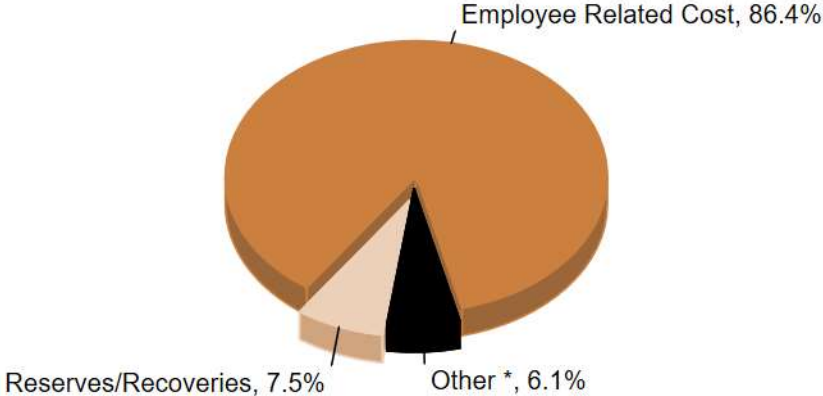
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 7,190,725	\$ 10,289,269	\$ 11,218,073	\$ 928,804	9.0%
Material & Supply*	249,533	223,200	255,890	32,690	14.6%
Recoveries from Capital*	(879,881)	(1,087,319)	(1,122,540)	(35,221)	3.2%
Vehicle Expenses*	-	1,500	1,500	-	-%
Building & Ground*	15,465	17,535	16,920	(615)	(3.5)%
Consulting*	66,228	114,380	164,380	50,000	43.7%
Contractual*	86,572	72,620	99,343	26,723	36.8%
Agencies & Support Payments*	24,280	90,937	168,000	77,063	84.7%
Financial*	97,953	62,770	86,270	23,500	37.4%
Cost Allocations*	(100,009)	(786,590)	(794,427)	(7,837)	1.0%
Reserves/Recoveries	2,066,593	566,659	969,099	402,440	71.0%
Total Expenses	8,817,459	9,564,961	11,062,508	1,497,547	15.7%
Fees & General	(5,699,183)	(5,819,494)	(7,298,343)	(1,478,849)	25.4%
Reserves	(54,775)	(24,000)	(24,000)	-	-%
Total Revenues	(5,753,958)	(5,843,494)	(7,322,343)	(1,478,849)	25.3%
Net Levy	\$ 3,063,501	\$ 3,721,467	\$ 3,740,165	\$ 18,698	0.5%
Full-Time Equivalents		96.00	101.00	5.00	5.2%

Planning

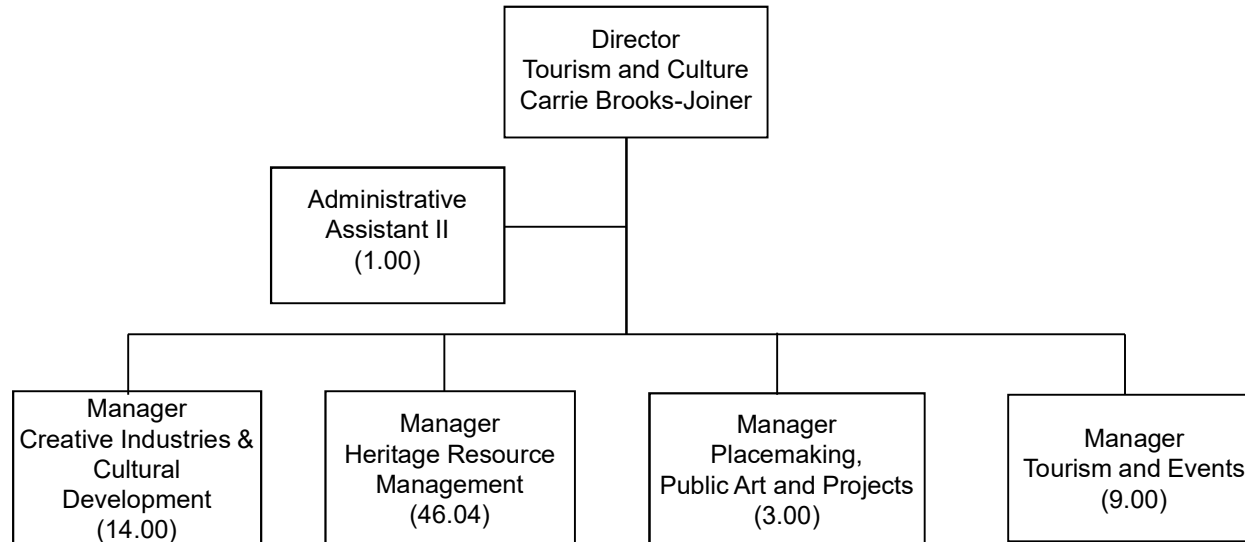
2023 Restated Budget Revenues



2023 Restated Budget Expenses



TOURISM & CULTURE



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	5.00	69.04	74.04	13.81:1
2023	5.00	69.04	74.04	13.81:1
Change	0.00	0.00	0.00	

Tourism & Culture

Description

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

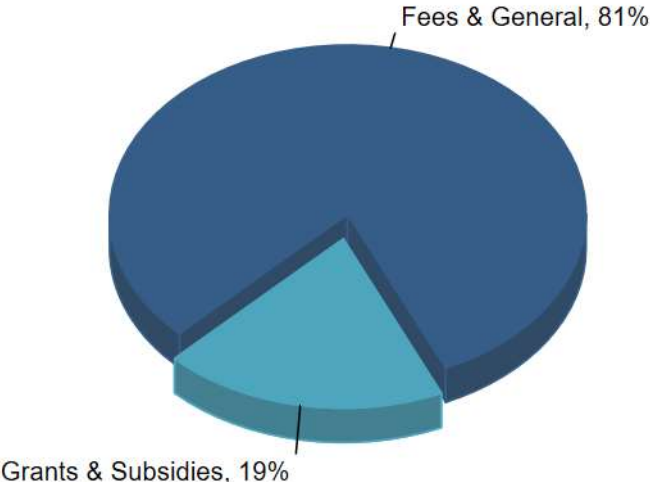
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Directors Office T&C	\$ 563,254	\$ 715,848	\$ 713,378	\$ (2,470)	(0.3)%
Tourism & Cultural Operations	7,174,661	9,001,082	9,442,287	441,205	4.9%
Total Tourism & Culture	\$ 7,737,915	\$ 9,716,930	\$10,155,665	\$ 438,735	4.5%

Tourism & Culture

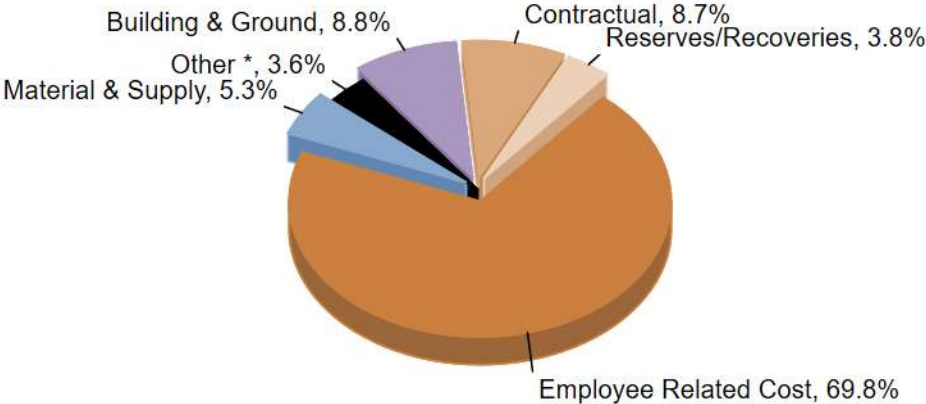
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 6,628,244	\$ 7,946,027	\$ 8,310,168	\$ 364,141	4.6%
Material & Supply	331,386	616,160	631,960	15,800	2.6%
Recoveries from Capital*	(304,593)	(608,912)	(627,698)	(18,786)	3.1%
Vehicle Expenses*	2,508	4,462	5,114	652	14.6%
Building & Ground	723,034	933,050	1,045,230	112,180	12.0%
Consulting*	9,667	9,500	9,500	-	-%
Contractual	522,385	1,048,005	1,036,330	(11,675)	(1.1)%
Agencies & Support Payments*	47,596	187,250	187,250	-	-%
Financial*	82,388	115,950	131,400	15,450	13.3%
Cost Allocations*	45,953	83,012	96,537	13,525	16.3%
Reserves/Recoveries	555,809	475,594	453,155	(22,439)	(4.7)%
Total Expenses	8,644,377	10,810,098	11,278,946	468,848	4.3%
Fees & General	(563,801)	(748,780)	(907,150)	(158,370)	21.2%
Grants & Subsidies	(342,661)	(216,130)	(216,130)	-	-%
Reserves	-	(128,260)	-	128,260	(100.0)%
Total Revenues	(906,462)	(1,093,170)	(1,123,280)	(30,110)	2.8%
Net Levy	\$ 7,737,915	\$ 9,716,928	\$ 10,155,666	\$ 438,738	4.5%
Full-Time Equivalents		74.04	74.04	-	-%

Tourism & Culture

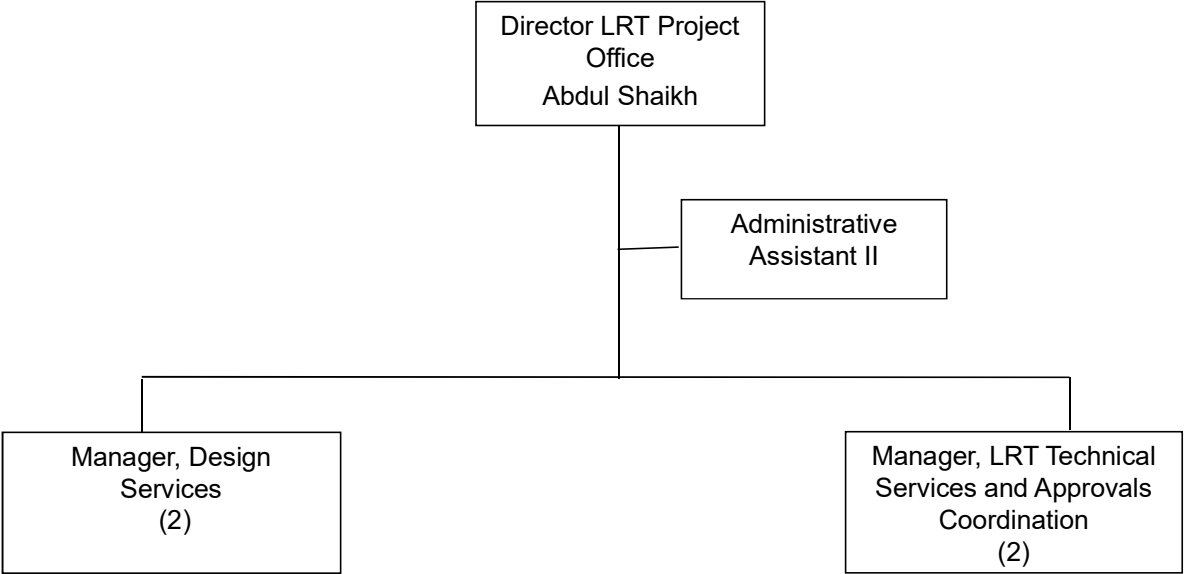
2023 Restated Budget Revenues



2023 Restated Budget Expenses



LIGHT RAIL TRANSIT (LRT)



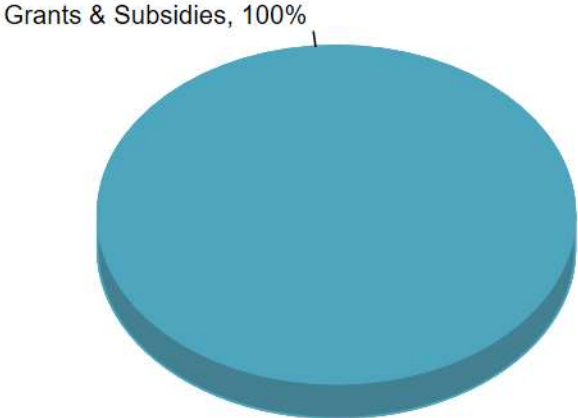
Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	0.00	0.00	0.00	
2023	3.00	3.00	6.00	1:1
Change	3.00	3.00	6.00	

LRT

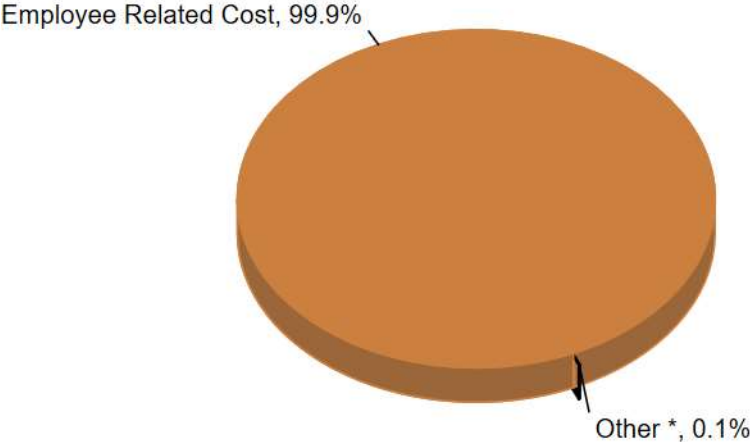
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ -	\$ -	\$ 2,553,059	\$ 2,553,059	-%
Building & Ground*	-	-	170	170	-%
Reserves/Recoveries*	-	7,630	2,200	(5,430)	(71.2)%
Total Expenses	-	7,630	2,555,429	2,547,799	33,391.9%
Grants & Subsidies	-	(7,630)	(2,555,429)	(2,547,799)	33,391.9%
Total Revenues	-	(7,630)	(2,555,429)	(2,547,799)	33,391.9%
Net Levy	\$ -	\$ -	\$ -	\$ -	-%
Full-Time Equivalents		-	6.00	6.00	-%



2023 Restated Budget Revenues



2023 Restated Budget Expenses



CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK

2023



| HEALTHY AND SAFE COMMUNITIES

Healthy & Safe Communities

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
HSC Administration	\$ 2,962,493	\$ 3,066,969	\$ 2,916,328	\$ (150,641)	(4.9)%
Children's and Community Services	9,600,347	10,945,917	11,067,052	121,135	1.1%
Ontario Works	10,407,985	12,839,928	13,411,205	571,277	4.4%
Housing Services	46,714,703	53,936,980	60,401,610	6,464,630	12.0%
Long Term Care	11,192,629	11,770,778	12,791,918	1,021,140	8.7%
Recreation	32,180,717	36,270,757	37,713,547	1,442,790	4.0%
Hamilton Fire Department	93,798,505	96,124,445	100,967,233	4,842,788	5.0%
Hamilton Paramedic Service	28,386,608	29,113,294	31,683,297	2,570,003	8.8%
Public Health Services	12,830,419	13,920,201	14,774,683	854,482	6.1%
Total Healthy & Safe Communities	\$ 248,074,406	\$ 267,989,269	\$285,726,873	\$ 17,737,604	6.6%

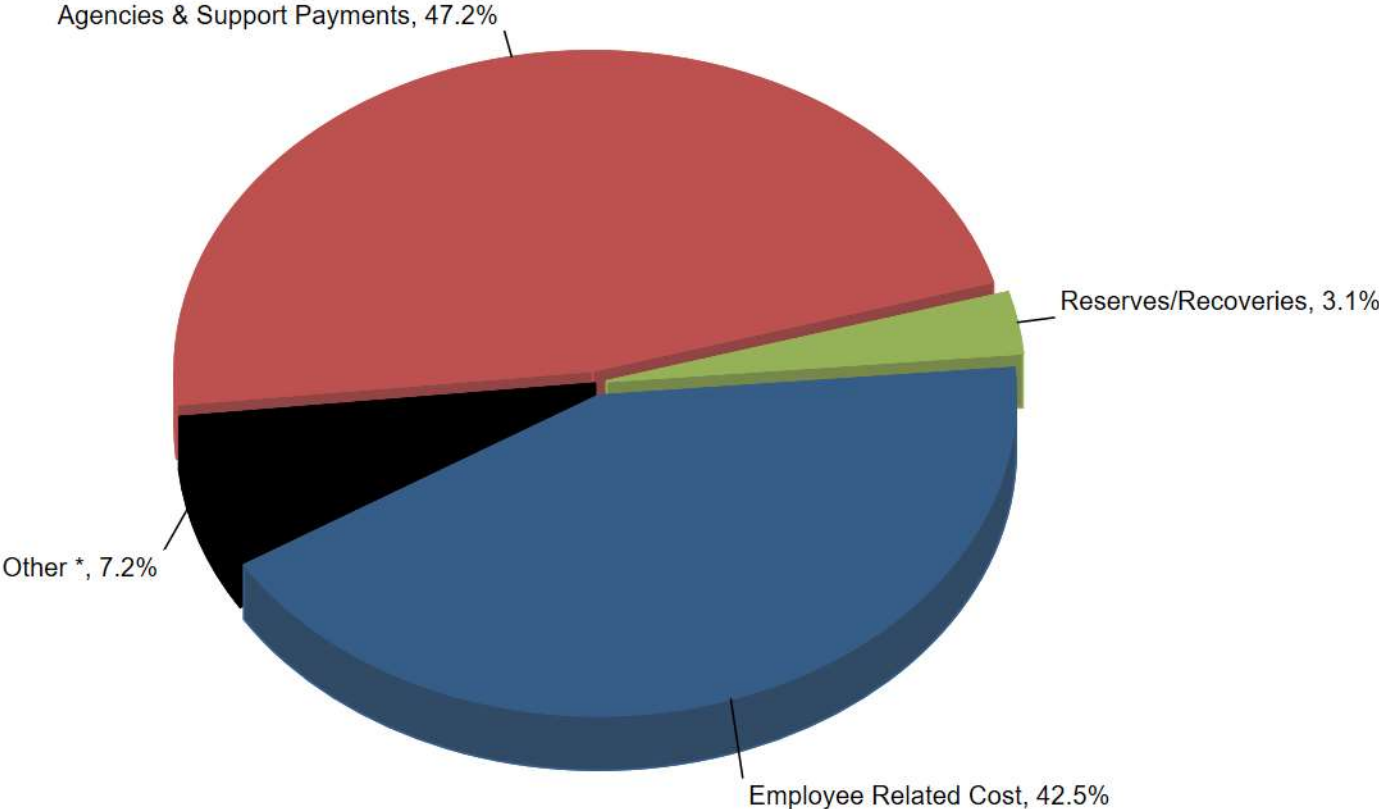
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost*	\$ 301,393,466	\$ 333,004,263	\$ 328,268,207	(4,736,056)	(1.4)%
Contractual*	7,649,692	9,527,230	9,497,217	(30,013)	(0.3)%
Material & Supply*	16,038,934	18,338,650	14,784,363	(3,554,287)	(19.4)%
Recoveries from Capital*	(1,407,977)	(756,096)	(652,813)	103,283	(13.7)%
Vehicle Expenses*	3,000,876	3,142,747	3,724,981	582,234	18.5%
Building & Ground*	13,829,823	15,772,553	14,763,696	(1,008,857)	(6.4)%
Consulting*	140,404	322,110	60,790	(261,320)	(81.1)%

Healthy & Safe Communities

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Agencies & Support Payments*	240,525,659	315,174,926	364,243,947	49,069,021	15.6%
Reserves/Recoveries*	22,794,860	22,933,809	23,971,019	1,037,210	4.5%
Cost Allocations*	5,919,356	6,376,452	6,507,893	131,441	2.1%
Financial*	1,791,992	4,064,249	4,126,552	62,303	1.5%
Capital Financing*	1,018,746	2,269,526	2,153,226	(116,300)	(5.1)%
Capital Expenditures*	118,253	-	-	-	-%
Total Expenses	612,814,084	730,170,419	771,449,078	41,278,659	5.7%
Fees & General	(26,538,070)	(31,821,323)	(35,762,623)	(3,941,300)	12.4%
Tax & Rates	(10,475,545)	-	-	-	-%
Grants & Subsidies	(323,979,460)	(360,286,561)	(428,896,851)	(68,610,290)	19.0%
Reserves	(3,746,602)	(70,073,265)	(21,062,730)	49,010,535	(69.9)%
Total Revenues	(364,739,677)	(462,181,149)	(485,722,204)	(23,541,055)	5.1%
Net Levy	\$ 248,074,407	\$ 267,989,270	\$ 285,726,874	17,737,604	6.6%
Full-Time Equivalents		2,664.28	2,710.93	46.65	1.8%

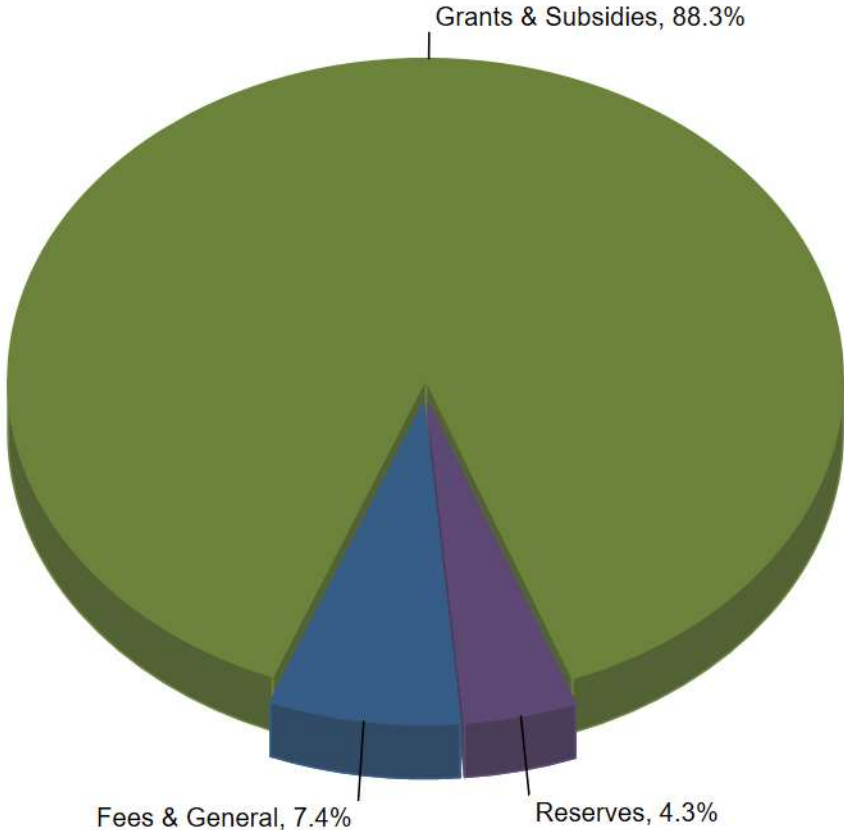
Healthy & Safe Communities

2023 Preliminary Budget Expenses



Healthy & Safe Communities

2023 Preliminary Budget Revenues

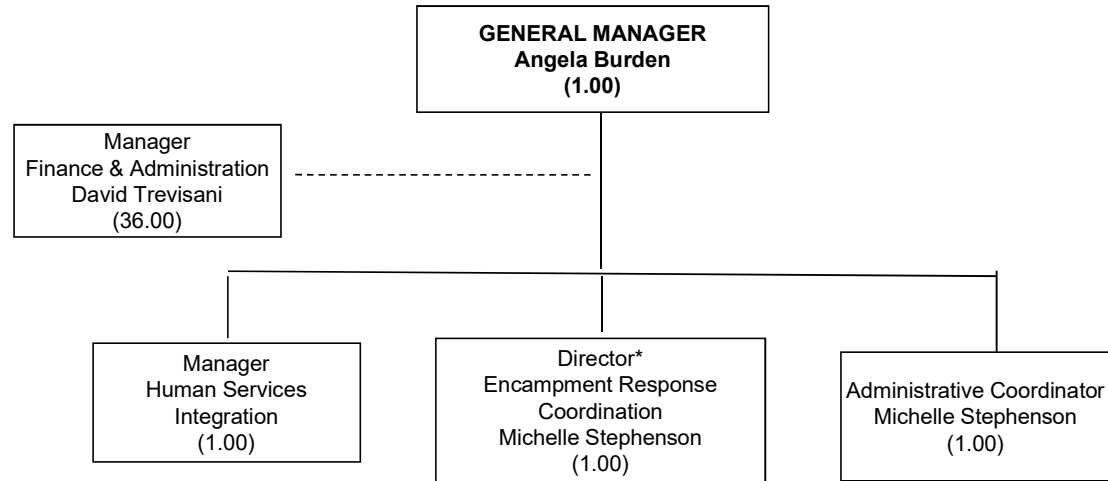


CITY OF HAMILTON 2024 - 2026 MULTI YEAR OUTLOOK BY DIVISION

Healthy & Safe Communities

	2023 Preliminary Budget Gross	2023 Preliminary Budget Net	2024 Preliminary Gross	2024 Preliminary Net	2025 Preliminary Gross	2025 Preliminary Net	2026 Preliminary Gross	2026 Preliminary Net
HSC Administration	3,627,480	2,916,330	3,775,780	3,043,200	3,911,560	3,158,390	4,036,400	3,265,060
Children's and Community Services	177,045,630	11,067,050	177,545,830	11,388,950	177,884,740	11,752,450	176,965,990	12,100,490
Ontario Works	146,252,060	13,411,210	146,976,740	14,292,330	147,853,810	15,169,400	148,661,490	15,977,080
Housing Services	90,257,400	60,401,610	80,926,140	69,614,430	83,097,880	73,635,830	85,962,730	78,385,360
Long Term Care	53,126,300	12,791,920	54,607,750	14,286,720	56,132,260	15,738,640	57,645,720	17,139,190
Recreation	55,187,160	37,713,540	56,614,250	38,790,600	57,878,360	39,706,820	59,254,880	40,728,600
Hamilton Fire Department	103,380,190	100,967,240	106,474,300	104,479,760	110,270,380	108,225,100	114,339,950	112,242,620
Hamilton Paramedic Service	70,139,520	31,683,300	70,684,980	32,747,730	72,322,550	33,874,480	74,418,770	34,935,500
Public Health Services	72,433,350	14,774,680	66,702,760	18,400,780	68,080,710	19,795,270	69,471,160	21,168,320
Total Healthy & Safe Communities	771,449,090	285,726,880	764,308,530	307,044,500	777,432,250	321,056,380	790,757,090	335,942,220

HSC ADMINISTRATION



* Not included in complement

Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2022	3.00	36.00	39.00	12.00:1
2023	3.00	36.00	39.00	12.00:1
Change	0.00	0.00	0.00	

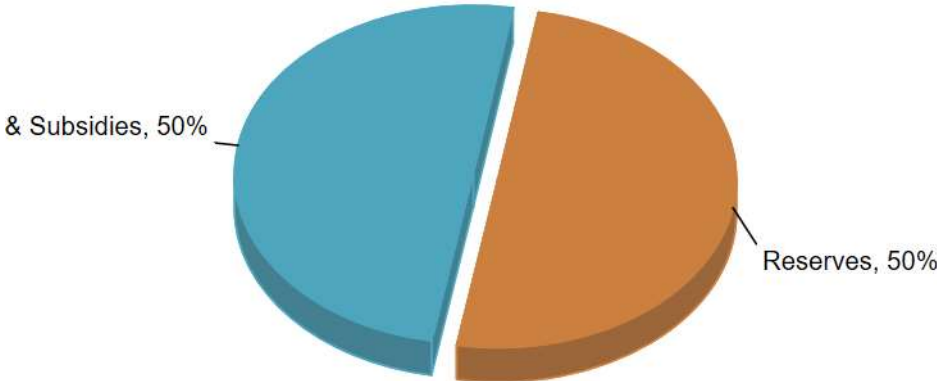
HSC Administration

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
HSC - Finance & Administration	\$ 2,063,551	\$ 2,204,677	\$ 2,213,468	\$ 8,791	0.4%
General Managers Office	898,942	862,292	702,860	(159,432)	(18.5)%
Total HSC Administration	\$ 2,962,493	\$ 3,066,969	\$ 2,916,328	\$ (150,641)	(4.9)%

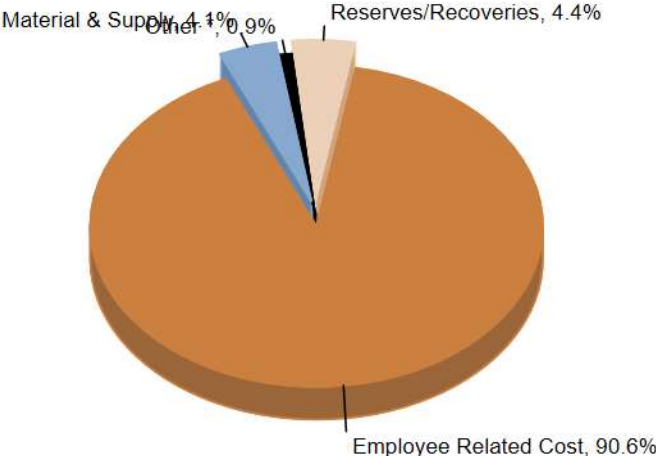
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 2,974,357	\$ 3,096,306	\$ 3,287,746	\$ 191,440	6.2%
Material & Supply	180,729	206,910	147,398	(59,512)	(28.8)%
Building & Ground*	5,528	6,227	6,484	257	4.1%
Consulting*	46,610	-	-	-	-%
Contractual*	4,737	2,370	2,068	(302)	(12.7)%
Cost Allocations*	31,320	31,950	23,348	(8,602)	(26.9)%
Reserves/Recoveries	149,015	178,070	160,432	(17,638)	(9.9)%
Total Expenses	3,392,296	3,521,833	3,627,476	105,643	3.0%
Grants & Subsidies	(429,805)	(349,110)	(355,082)	(5,972)	1.7%
Reserves	-	(105,754)	(356,065)	(250,311)	236.7%
Total Revenues	(429,805)	(454,864)	(711,147)	(256,283)	56.3%
Net Levy	\$ 2,962,491	\$ 3,066,969	\$ 2,916,329	\$ (150,640)	(4.9)%
Full-Time Equivalents		32.50	32.50	-	-%

HSC Administration

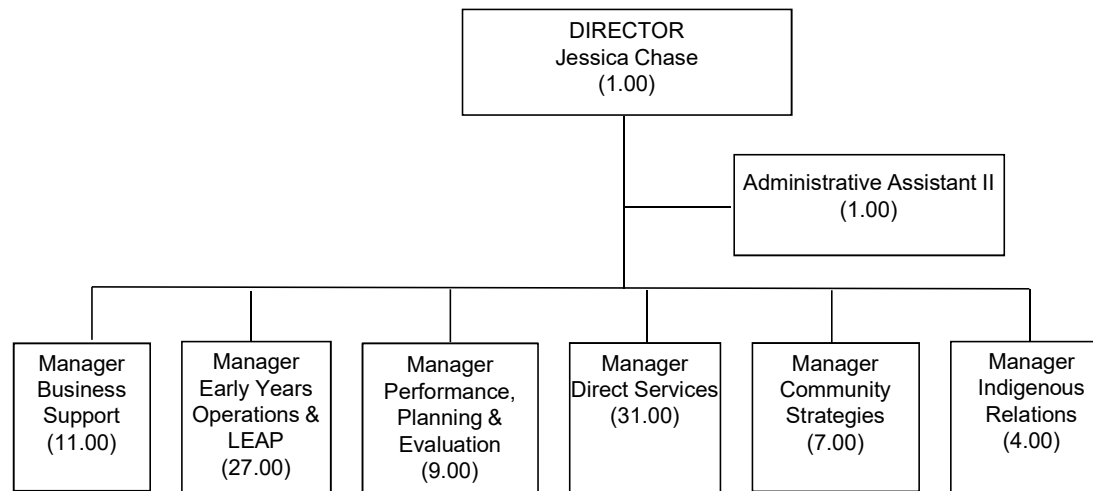
2023 Restated Budget Revenues



2023 Restated Budget Expenses



CHILDREN'S AND COMMUNITY SERVICES



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2022	7.00	84.00	91.00	12 :1
2023	7.00	84.00	91.00	12 :1
Change	0.00	0.00	0.00	

Children's and Community Services

Description

Children's Services and Neighbourhood Development provides leadership on strategic initiatives and the delivery of human services. The division provides comprehensive, evidence-based support to the early years and child care system, community and neighbourhood initiatives, and collaborates with partners to support public engagement.

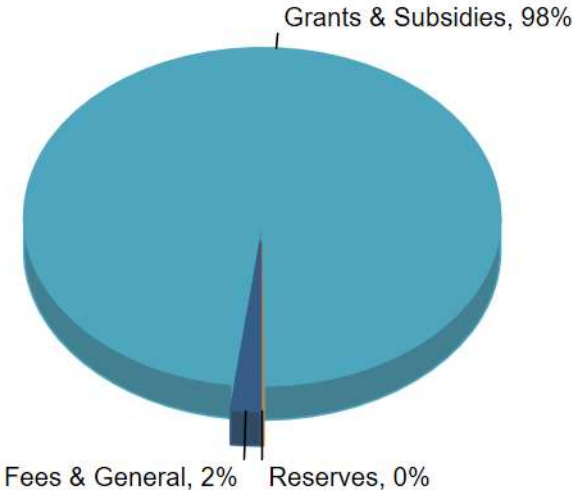
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Neighbourhoods & Community	\$ 1,448,421	\$ 1,053,168	\$ 958,934	\$ (94,234)	(8.9)%
CCS	59,224	373,360	462,239	88,879	23.8%
Early Years & Child Care	7,872,500	9,032,780	9,135,786	103,006	1.1%
Home Management	220,202	486,609	510,093	23,484	4.8%
Total Children's and Community Services	\$ 9,600,347	\$10,945,917	\$11,067,052	\$ 121,135	1.1%

Children's and Community Services

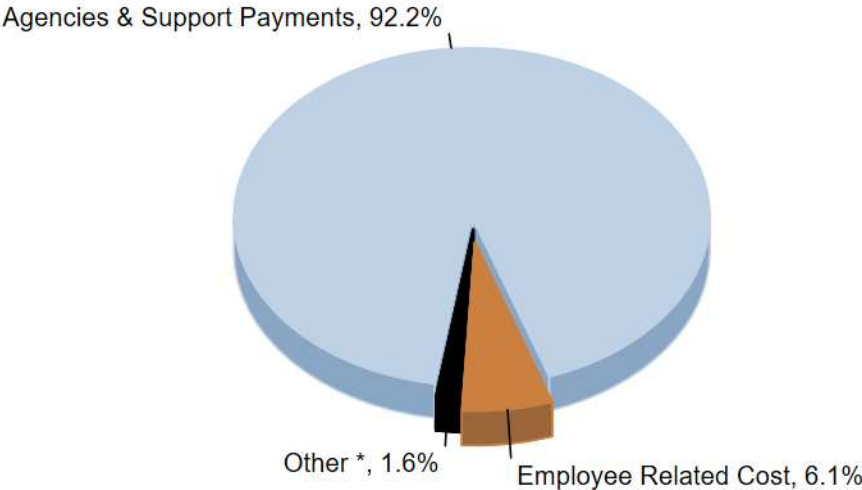
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 9,041,921	\$ 9,850,569	\$ 10,876,158	\$ 1,025,589	10.4%
Material & Supply*	565,353	761,670	1,663,147	901,477	118.4%
Building & Ground*	130,045	46,443	49,690	3,247	7.0%
Consulting*	25,440	-	20,000	20,000	-%
Contractual*	316,420	449,755	421,831	(27,924)	(6.2)%
Agencies & Support Payments	83,524,491	84,508,014	163,268,164	78,760,150	93.2%
Financial*	36,870	48,940	48,750	(190)	(0.4)%
Cost Allocations*	377,854	384,899	393,684	8,785	2.3%
Reserves/Recoveries*	(1,214,446)	341,502	304,204	(37,298)	(10.9)%
Total Expenses	92,803,948	96,391,792	177,045,628	80,653,836	83.7%
Fees & General	(2,960,510)	(3,316,520)	(3,322,140)	(5,620)	0.2%
Grants & Subsidies	(80,217,650)	(81,656,651)	(162,446,436)	(80,789,785)	98.9%
Reserves	(25,440)	(472,703)	(210,000)	262,703	(55.6)%
Total Revenues	(83,203,600)	(85,445,874)	(165,978,576)	(80,532,702)	94.2%
Net Levy	\$ 9,600,348	\$ 10,945,918	\$ 11,067,052	\$ 121,134	1.1%
Full-Time Equivalents		91.00	91.00	-	-%

Children's and Community Services

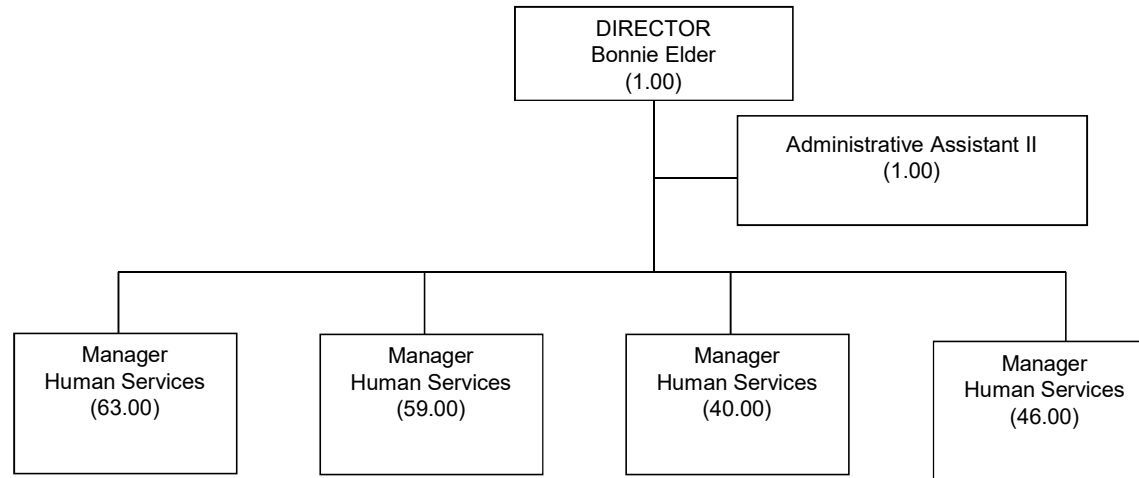
2023 Restated Budget Revenues



2023 Restated Budget Expenses



ONTARIO WORKS



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2022	5.00	205.00	210.00	41:1
2023	5.00	205.00	210.00	41:1
Change	0.00	0.00	0.00	

Ontario Works

Description

Ontario Works Hamilton helps eligible residents meet their basic food and shelter needs by providing financial assistance. Staff and programs assist them pursue the goal of sustainable employment or alternate sources of permanent financial support. In addition, we provide a range of health and nonhealth related benefits to assist qualified applicants improve their quality of life, health, safety and self-sufficiency

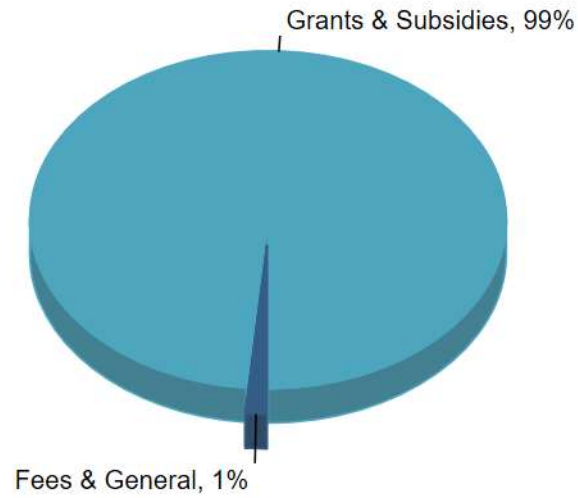
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Client Benefits/Spec Supports	\$ 703,350	\$ 1,222,200	\$ 1,236,992	\$ 14,792	1.2%
OW Admin	9,704,635	11,617,728	12,174,213	556,485	4.8%
Total Ontario Works	\$10,407,985	\$12,839,928	\$13,411,205	\$ 571,277	4.4%

Ontario Works

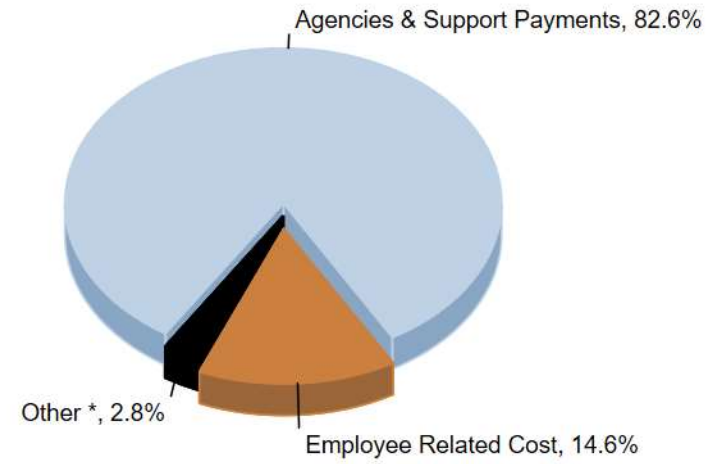
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 19,436,848	\$ 20,846,216	\$ 21,415,639	\$ 569,423	2.7%
Material & Supply*	343,972	673,570	556,530	(117,040)	(17.4)%
Building & Ground	1,875,743	1,763,837	1,688,246	(75,591)	(4.3)%
Contractual*	220,713	273,870	253,240	(20,630)	(7.5)%
Agencies & Support Payments	89,599,790	120,595,140	120,774,692	179,552	0.1%
Financial*	207,475	292,820	307,820	15,000	5.1%
Cost Allocations*	752,397	767,540	784,085	16,545	2.2%
Reserves/Recoveries*	558,980	459,315	471,804	12,489	2.7%
Total Expenses	112,995,918	145,672,308	146,252,056	579,748	0.4%
Fees & General	(1,190,872)	(1,923,040)	(1,923,160)	(120)	-%
Grants & Subsidies	(101,276,060)	(130,801,720)	(130,917,690)	(115,970)	0.1%
Reserves	(121,000)	(107,620)	-	107,620	(100.0)%
Total Revenues	(102,587,932)	(132,832,380)	(132,840,850)	(8,470)	-%
Net Levy	\$ 10,407,986	\$ 12,839,928	\$ 13,411,206	\$ 571,278	4.4%
Full-Time Equivalents		210.00	210.00	-	-%

Ontario Works

2023 Restated Budget Revenues

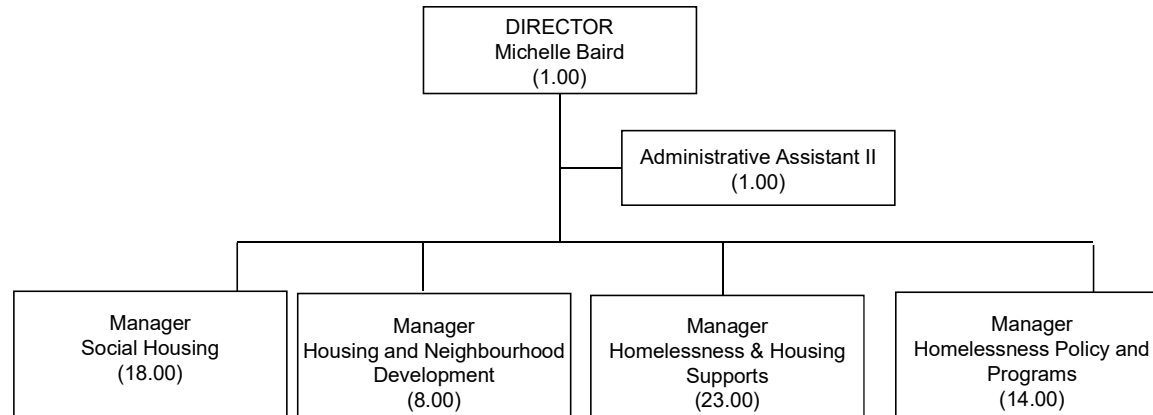


2023 Restated Budget Expenses



2

HOUSING SERVICES



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2022	5.00	53.00	58.00	10.60:1
2023	5.00	60.00	65.00	12:1
Change	0.00	7.00	7.00	

Housing Services

Description

The Housing Services Division provides leadership and administration funding, oversees standards, and builds capacity in the community to ensure everyone has a home. This is done through providing affordable housing options across the continuum of housing needs, from shelters, transitional and supportive housing to rent-geared-to-income, affordable rental and affordable homeownership that is funded by all levels of government. Meeting the unique and complex housing needs of our community is informed by Council approved priorities in the 10-year Housing and Homelessness Action Plan, as well as provincial and federal programs and legislation.

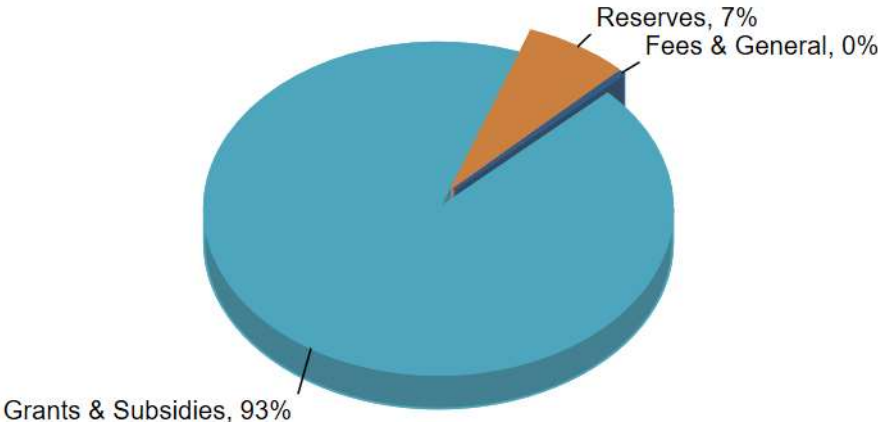
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Affordable Housing and Neighbourhood Development	\$ 5,861,509	\$ 7,199,833	\$ 8,766,517	\$ 1,566,684	21.8%
Homelessness Policy & Program	7,194,510	7,349,547	6,392,361	(957,186)	(13.0)%
Housing Services Administration	654,246	690,738	699,419	8,681	1.3%
Social Housing	33,004,438	38,696,863	44,543,313	5,846,450	15.1%
Total Housing Services	\$46,714,703	\$53,936,981	\$60,401,610	\$ 6,464,629	12.0%

Housing Services

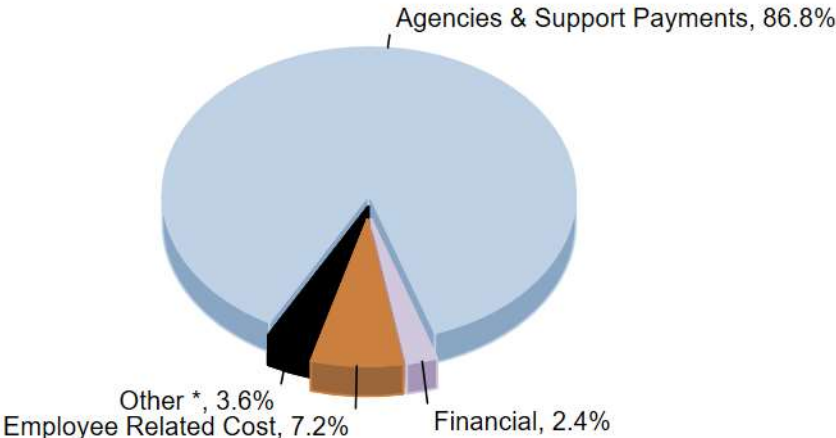
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 4,202,174	\$ 7,283,990	\$ 6,541,041	\$ (742,949)	(10.2)%
Material & Supply*	1,483,145	3,944,375	736,841	(3,207,534)	(81.3)%
Recoveries from Capital*	(1,107,414)	(756,096)	(652,813)	103,283	(13.7)%
Building & Ground*	943,143	1,005,610	331,707	(673,903)	(67.0)%
Consulting*	952	800	800	-	-%
Contractual*	18,472	1,180,929	332,692	(848,237)	(71.8)%
Agencies & Support Payments	65,255,614	108,722,132	79,118,394	(29,603,738)	(27.2)%
Capital Financing	-	1,250,786	1,134,486	(116,300)	(9.3)%
Capital Expenditures*	10,201	-	-	-	-%
Financial	45,050	2,181,210	2,174,935	(6,275)	(0.3)%
Cost Allocations*	93,227	(239,959)	(234,047)	5,912	(2.5)%
Reserves/Recoveries*	5,451,420	771,435	773,360	1,925	0.2%
Total Expenses	76,395,984	125,345,212	90,257,396	(35,087,816)	(28.0)%
Fees & General	(1,070,604)	(100,000)	(100,000)	-	-%
Tax & Rates	(10,238,209)	-	-	-	-%
Grants & Subsidies	(17,749,286)	(47,564,779)	(27,656,336)	19,908,443	(41.9)%
Reserves	(623,183)	(23,743,450)	(2,099,450)	21,644,000	(91.2)%
Total Revenues	(29,681,282)	(71,408,229)	(29,855,786)	41,552,443	(58.2)%
Net Levy	\$ 46,714,702	\$ 53,936,983	\$ 60,401,610	\$ 6,464,627	12.0%
Full-Time Equivalents		58.00	65.00	7.00	12.1%

Housing Services

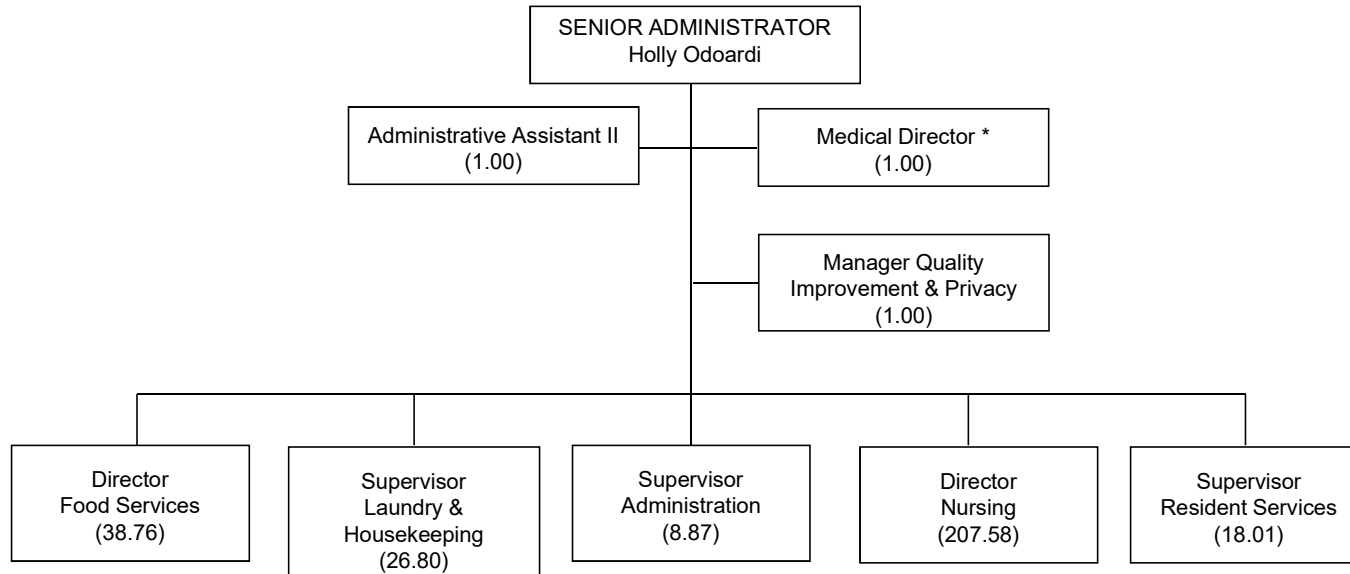
2023 Restated Budget Revenues



2023 Restated Budget Expenses



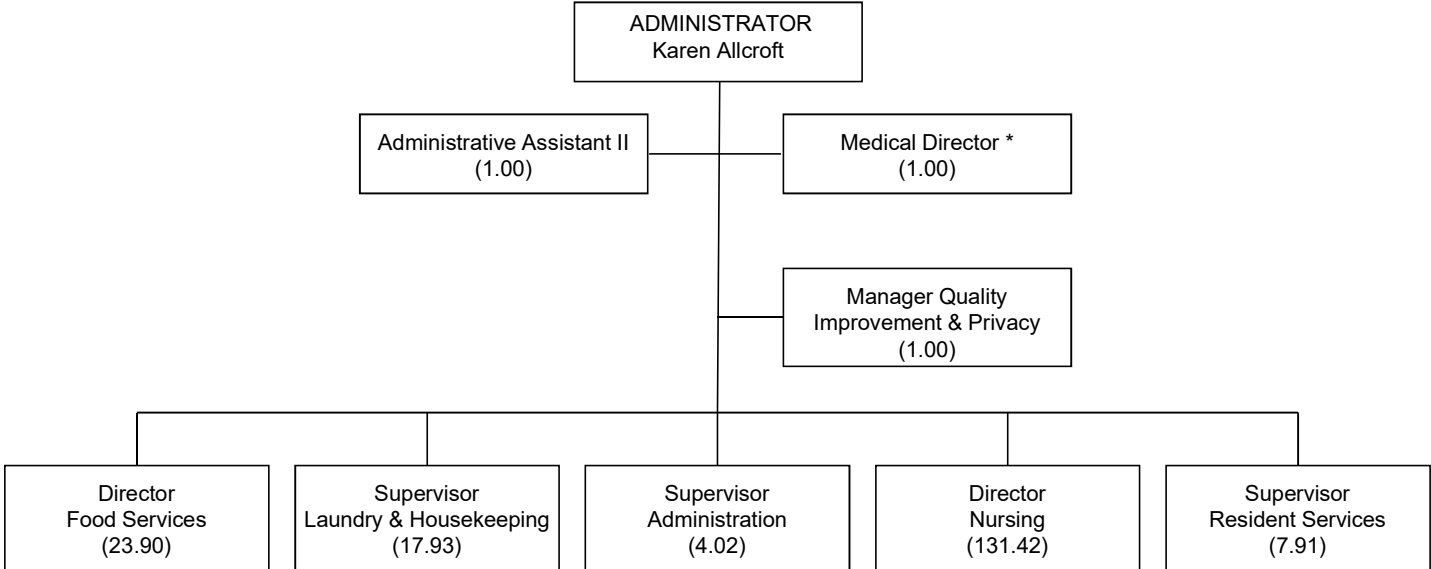
LONG TERM CARE – MACASSA LODGE



* Not included in complement

Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2022	7.00	270.94	277.94	38.71:1
2023	7.00	296.02	303.02	42:29:1
Change	0.00	25.08	25.08	

LONG TERM CARE – WENTWORTH LODGE



* Not included in complement

Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2022	5.00	168.61	173.61	33.72:1
2023	5.00	183.18	188.18	36.64:1
Change	0.00	14.57	14.57	

Long Term Care

Description

The Long Term Care Division provides person-centred, long term care that promotes well-being and creates opportunities to maximize the quality of life of our residents. Services include medical and nursing care, accommodation services including meals, laundry and housekeeping and community outreach, including Meals on Wheels and Adult Day Program.

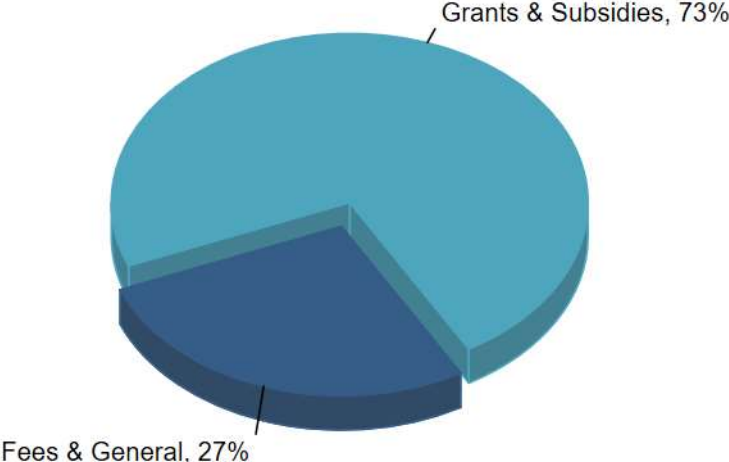
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Macassa Lodge	\$ 6,103,568	\$ 6,921,254	\$ 7,537,167	\$ 615,913	8.9%
Wentworth Lodge	5,089,060	4,849,523	5,254,751	405,228	8.4%
Total Long Term Care	\$11,192,628	\$11,770,777	\$12,791,918	\$ 1,021,141	8.7%

Long Term Care

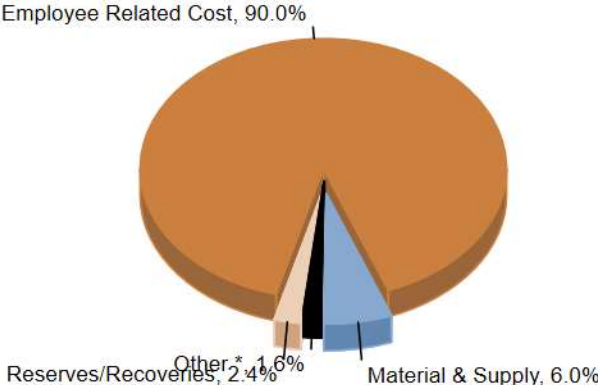
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 46,026,367	\$ 41,534,679	\$ 47,840,051	\$ 6,305,372	15.2%
Material & Supply	5,343,876	3,245,425	3,180,941	(64,484)	(2.0)%
Vehicle Expenses*	115	-	-	-	-%
Building & Ground*	32,263	31,767	31,450	(317)	(1.0)%
Contractual	757,276	608,165	608,465	300	-%
Agencies & Support Payments*	134,578	121,900	113,744	(8,156)	(6.7)%
Financial*	122,085	94,090	94,090	-	-%
Cost Allocations*	3,041	2,950	2,950	-	-%
Reserves/Recoveries	142,167	1,373,978	1,254,609	(119,369)	(8.7)%
Total Expenses	52,561,768	47,012,954	53,126,300	6,113,346	13.0%
Fees & General	(10,431,633)	(11,473,070)	(10,983,150)	489,920	(4.3)%
Tax & Rates	(165,396)	-	-	-	-%
Grants & Subsidies	(30,772,110)	(23,219,320)	(29,351,232)	(6,131,912)	26.4%
Reserves	-	(549,786)	-	549,786	(100.0)%
Total Revenues	(41,369,139)	(35,242,176)	(40,334,382)	(5,092,206)	14.4%
Net Levy	\$ 11,192,629	\$ 11,770,778	\$ 12,791,918	\$ 1,021,140	8.7%
Full-Time Equivalents		451.55	491.20	39.65	8.8%

Long Term Care

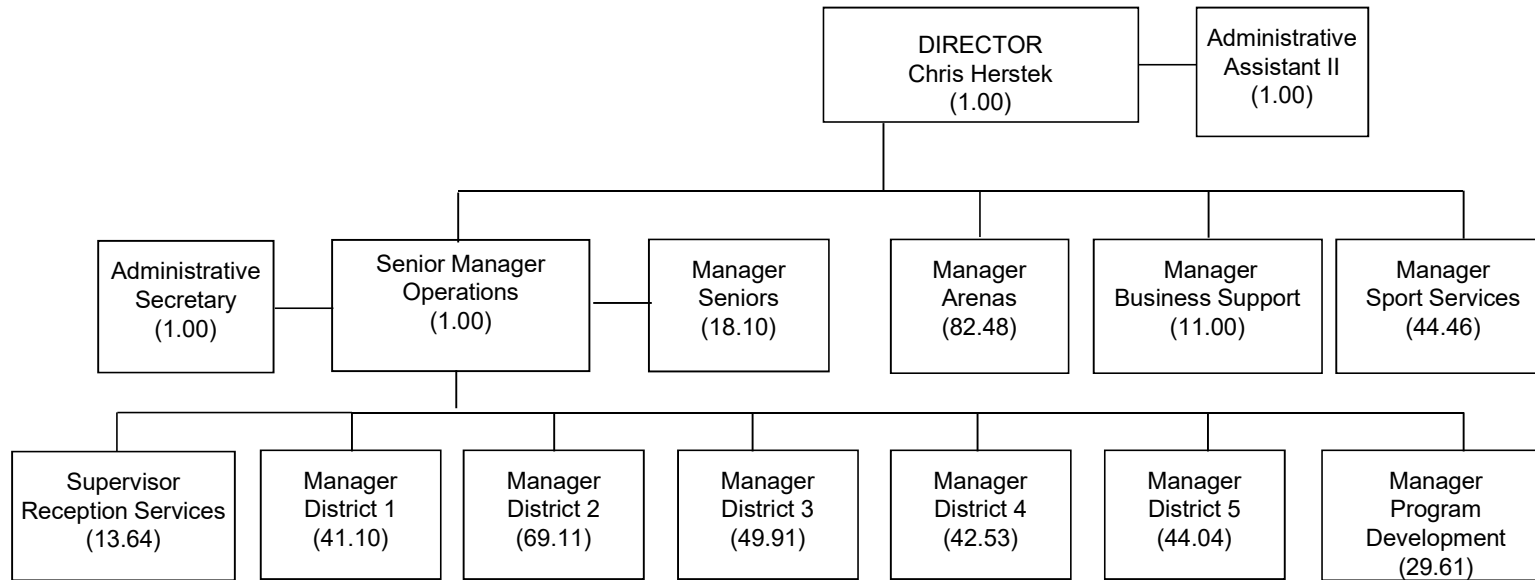
2023 Restated Budget Revenues



2023 Restated Budget Expenses



RECREATION



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2022	12.00	437.98	449.98	36.49:1
2023	12.00	437.98	449.98	36.49:1
Change	0.00	0.00	0.00	

Recreation

Description

The Recreation Division is responsible for providing high quality accessible recreation services that contribute to a healthy, safe and prosperous community, in a sustainable manner. These services include all activities and support services associated with existing recreation facilities, including programming, rentals, maintenance and inclusion services.

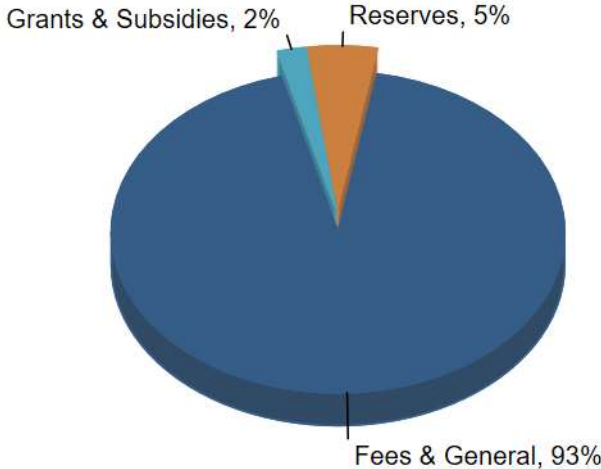
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
City Wide Services & Programs	\$ 4,193,577	\$ 4,397,798	\$ 4,458,492	\$ 60,694	1.4%
Recreation Administration	(2,706,475)	(62,847)	(58,484)	4,363	(6.9)%
Recreation Operations	30,693,616	31,935,806	33,313,540	1,377,734	4.3%
Total Recreation	\$32,180,718	\$36,270,757	\$37,713,548	\$ 1,442,791	4.0%

Recreation

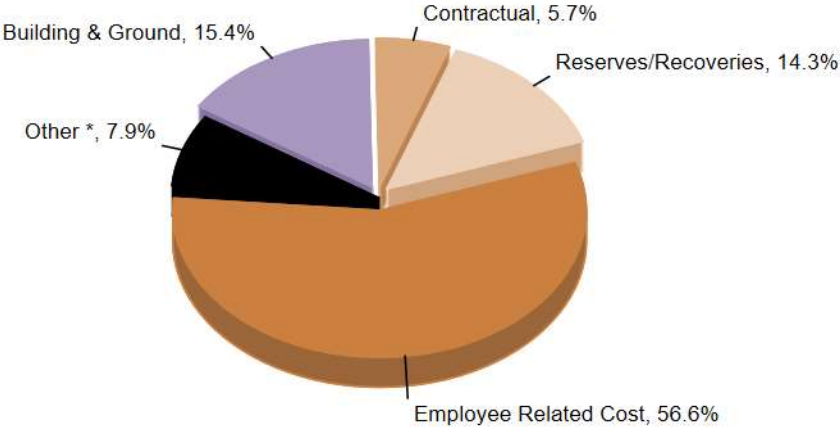
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 22,086,134	\$ 32,844,101	\$ 31,243,049	\$ (1,601,052)	(4.9)%
Material & Supply*	1,316,751	1,879,782	1,362,497	(517,285)	(27.5)%
Recoveries from Capital*	(10,000)	-	-	-	-%
Vehicle Expenses*	637,601	630,032	673,581	43,549	6.9%
Building & Ground	6,640,028	8,342,144	8,525,666	183,522	2.2%
Contractual	2,311,538	2,670,331	3,172,031	501,700	18.8%
Agencies & Support Payments*	891,977	986,660	900,760	(85,900)	(8.7)%
Capital Financing*	484,967	484,960	484,960	-	-%
Financial*	568,547	608,435	661,010	52,575	8.6%
Cost Allocations*	52,283	274,431	284,906	10,475	3.8%
Reserves/Recoveries	6,815,515	7,536,762	7,878,704	341,942	4.5%
Total Expenses	41,795,341	56,257,638	55,187,164	(1,070,474)	(1.9)%
Fees & General	(8,972,411)	(12,305,661)	(16,279,017)	(3,973,356)	(32.3)%
Grants & Subsidies	(628,065)	(427,000)	(341,600)	85,400	(20.0)%
Reserves	(14,147)	(7,254,220)	(853,000)	6,401,220	(88.2)%
Total Revenues	(9,614,623)	(19,986,881)	(17,473,617)	2,513,264	(12.6)%
Net Levy	\$ 32,180,718	\$ 36,270,757	\$ 37,713,547	\$ 1,442,790	4.0%
Full-Time Equivalents		449.98	449.98	-	-%

Recreation

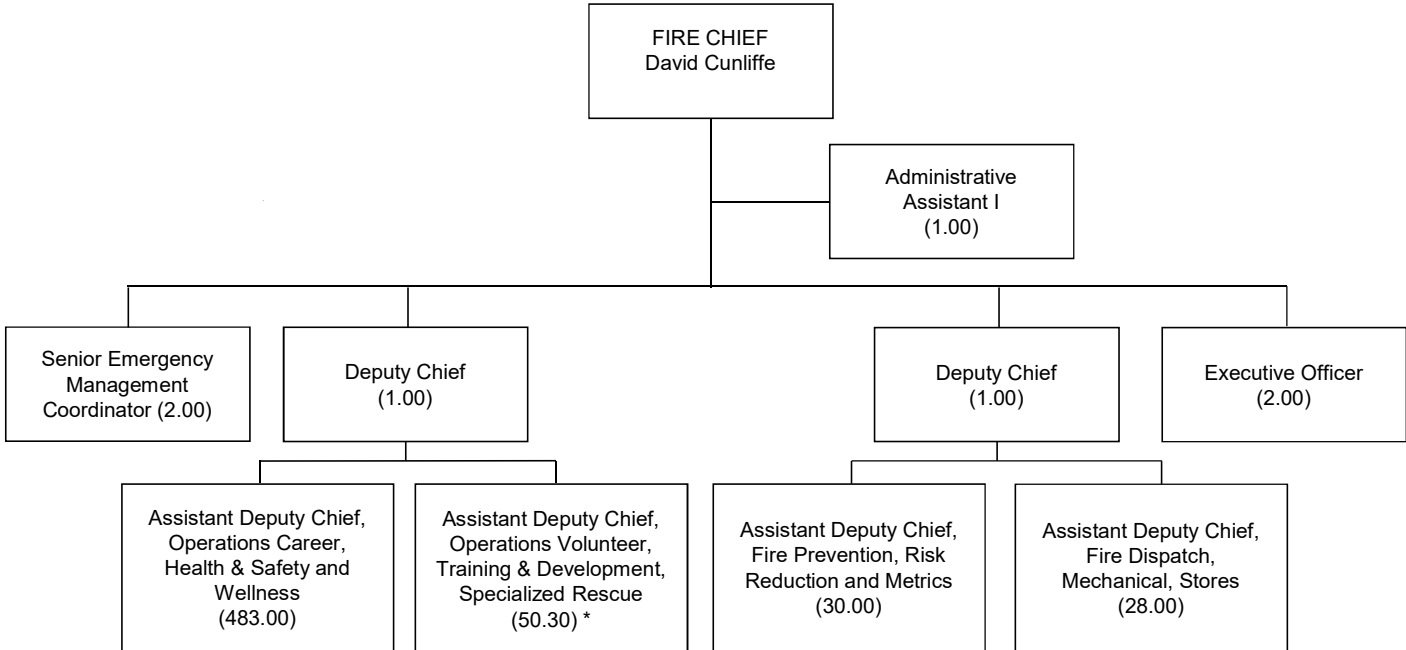
2023 Restated Budget Revenues



2023 Restated Budget Expenses



HAMILTON FIRE DEPARTMENT



* includes 39.30 FTE Volunteer Firefighters = 280 Head Count

Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2022	9.00	590.30	599.30	65.59:1
2023	9.00	590.30	599.30	65.59:1
Change	0.00	0.00	0.00	

Hamilton Fire Department

Description

The Hamilton Fire Department is dedicated to preserving life, property and the environment in Hamilton through an integrated program of fire protection and rescue services, and emergency management. The services provided by the Hamilton Fire Department that help to make the City safer for our residents include: Fire protection services, including public fire safety education, fire code standards and enforcement, fire response and rescue services focused on supporting a healthy and safe community. Co-ordination of the City's Emergency Management Program, including emergency plan development, training, exercises, and public safety education in order to enhance the City's disaster resiliency.

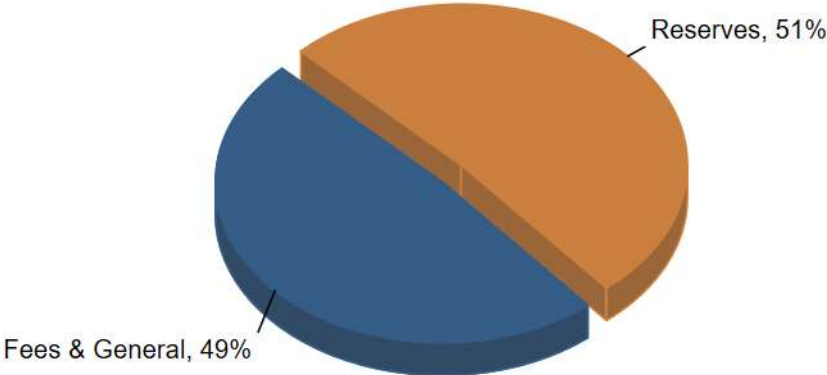
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Emergency Management	\$ 404,967	\$ 437,732	\$ 461,906	\$ 24,174	5.5%
Fire Administration	1,756,723	1,900,127	1,937,001	36,874	1.9%
Fire Operations	91,636,814	93,786,586	98,568,326	4,781,740	5.1%
Total Hamilton Fire Department	\$ 93,798,504	\$ 96,124,445	\$ 100,967,233	\$ 4,842,788	5.0%

Hamilton Fire Department

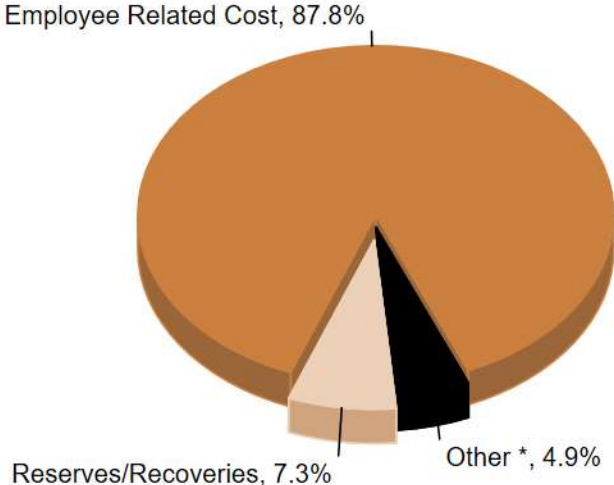
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 86,667,791	\$ 87,163,851	\$ 90,789,165	\$ 3,625,314	4.2%
Material & Supply*	2,244,759	1,792,823	1,765,218	(27,605)	(1.5)%
Recoveries from Capital*	(153)	-	-	-	-%
Vehicle Expenses*	1,192,448	1,178,690	1,302,129	123,439	10.5%
Building & Ground*	1,076,452	1,074,640	1,105,920	31,280	2.9%
Consulting*	6,462	-	-	-	-%
Contractual*	318,703	286,663	292,154	5,491	1.9%
Financial*	404,471	352,050	382,090	30,040	8.5%
Cost Allocations*	62,004	184,555	188,608	4,053	2.2%
Reserves/Recoveries	6,388,819	6,996,413	7,554,903	558,490	8.0%
Total Expenses	98,361,756	99,029,685	103,380,187	4,350,502	4.4%
Fees & General	(650,422)	(1,043,404)	(1,172,810)	(129,406)	12.4%
Grants & Subsidies	(1,227,600)	-	-	-	-%
Reserves	(2,685,228)	(1,861,836)	(1,240,143)	621,693	(33.4)%
Total Revenues	(4,563,250)	(2,905,240)	(2,412,953)	492,287	(16.9)%
Net Levy	\$ 93,798,506	\$ 96,124,445	\$ 100,967,234	\$ 4,842,789	5.0%
Full-Time Equivalents		599.30	599.30	-	-%

Hamilton Fire Department

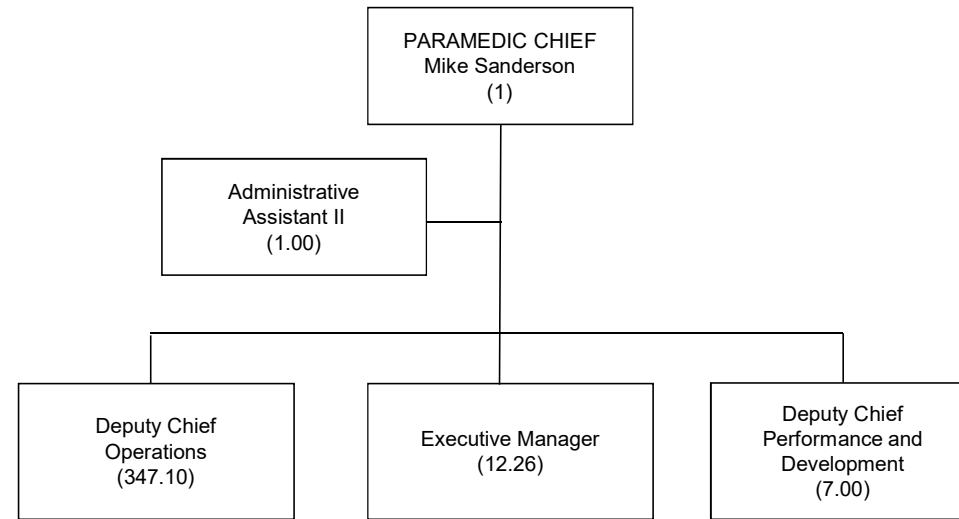
2023 Restated Budget Revenues



2023 Restated Budget Expenses



HAMILTON PARAMEDIC SERVICE



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2022	8.00	360.36	368.36	45.05:1
2023	8.00	360.36	368.36	45.05:1
Change	0.00	0.00	0.00	

Hamilton Paramedic Service

Description

To provide quality mobile health services in support of community needs. Hamilton Paramedic Service is authorized under the Ambulance Act of Ontario to provide paramedic services to all City of Hamilton citizens and visitors. The Hamilton Paramedic Service provides pre-hospital advanced medical and trauma care as well as the transportation of patients from emergency incidents to appropriate health care facilities. The Hamilton Paramedic service also undertakes demand mitigation activities including public education, safety promotion, and risk prevention activities in neighbourhoods and public facilities.

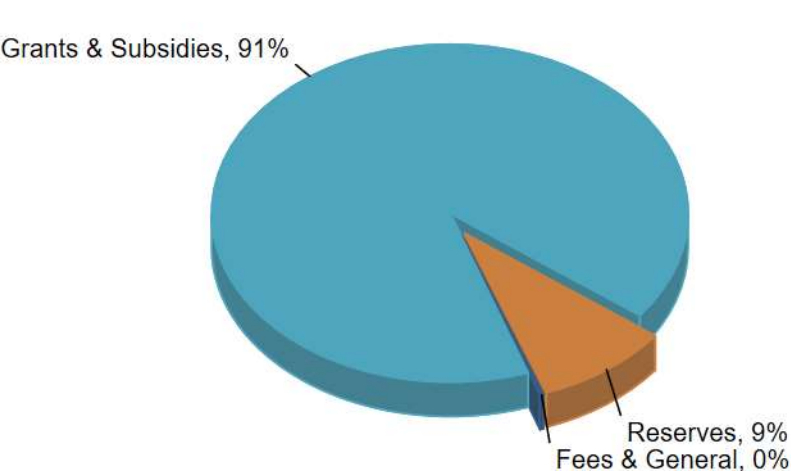
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Paramedic Service Admin	\$ 3,180,351	\$ 2,991,370	\$ 3,142,348	\$ 150,978	5.0%
Paramedic Service Operations	51,274,844	54,342,110	58,319,681	3,977,571	7.3%
Paramedic Service Provincial Funding	(26,068,587)	(28,220,187)	(29,778,732)	(1,558,545)	5.5%
Total Hamilton Paramedic Service	\$ 28,386,608	\$ 29,113,293	\$ 31,683,297	\$ 2,570,004	8.8%

Hamilton Paramedic Service

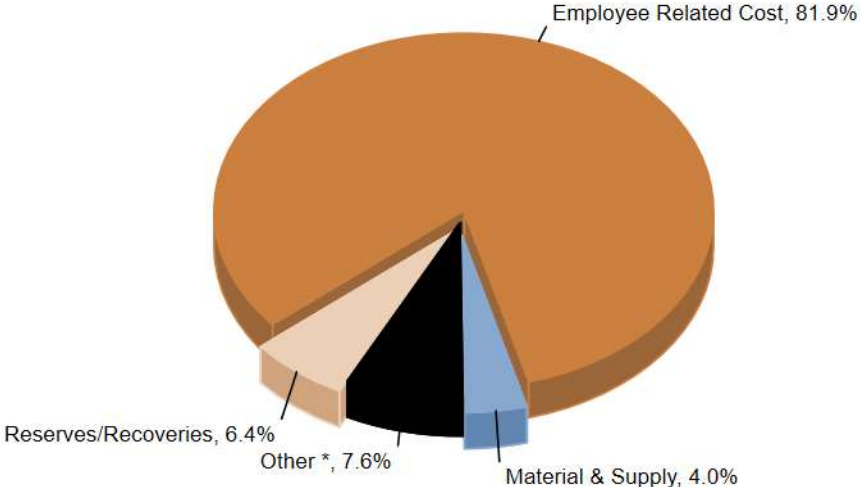
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 52,610,123	\$ 53,416,662	\$ 57,460,690	\$ 4,044,028	7.6%
Material & Supply	2,773,241	2,752,323	2,804,549	52,226	1.9%
Recoveries from Capital*	(290,410)	-	-	-	-%
Vehicle Expenses*	1,076,766	1,230,403	1,607,210	376,807	30.6%
Building & Ground*	340,271	374,693	365,735	(8,958)	(2.4)%
Contractual*	1,717,010	1,693,532	1,686,163	(7,369)	(0.4)%
Capital Expenditures*	108,052	-	-	-	-%
Financial*	32,724	85,240	77,500	(7,740)	(9.1)%
Cost Allocations*	1,563,112	1,596,706	1,617,864	21,158	1.3%
Reserves/Recoveries	3,545,256	4,294,088	4,519,807	225,719	5.3%
Total Expenses	63,476,145	65,443,647	70,139,518	4,695,871	7.2%
Fees & General	(257,362)	(87,419)	(90,654)	(3,235)	3.7%
Tax & Rates	(71,940)	-	-	-	-%
Grants & Subsidies	(34,682,632)	(33,207,117)	(34,856,740)	(1,649,623)	5.0%
Reserves	(77,604)	(3,035,817)	(3,508,828)	(473,011)	15.6%
Total Revenues	(35,089,538)	(36,330,353)	(38,456,222)	(2,125,869)	5.9%
Net Levy	\$ 28,386,607	\$ 29,113,294	\$ 31,683,296	\$ 2,570,002	8.8%
Full-Time Equivalents		368.36	368.36	-	-%

Hamilton Paramedic Service

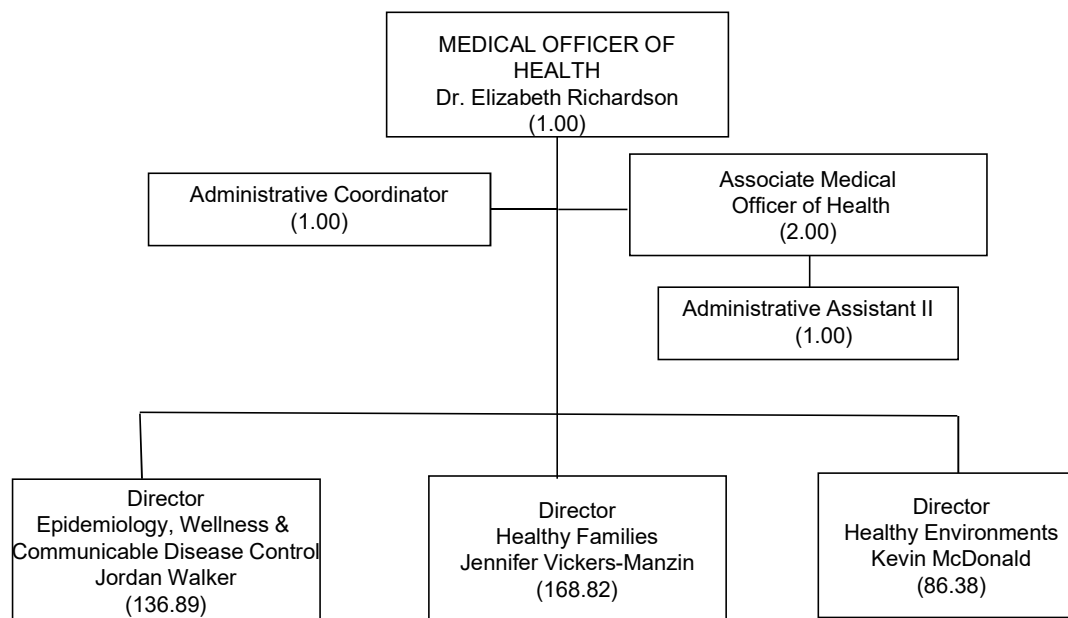
2023 Restated Budget Revenues



2023 Restated Budget Expenses



PUBLIC HEALTH SERVICES



Complement (FTE)	Management	Other	Total	Staff to Mgmt Ratio
2022	23.00	374.09	397.09 ^{1,2}	16.26:1
2023	23.00	374.09	397.09 ^{1,2}	16.26:1
Change	0.00	0.00	0.00	

¹ Excludes 6.50 (2022 – 6.50) Finance & Administration FTE – Included in Overall Departmental Org Chart.

² Excludes 145.50 (2022- 344.15) Temporary COVID19 Response Related FTE funded through senior levels of government.

Public Health Services

Description

Public Health Services contributes towards the City of Hamilton's vision to be the best place to raise a child and age successfully. From monitoring for communicable diseases, developing programs and services for local families of all ages and stages, to working with community partners to ensure that residents have access to safe food, water and air. Public Health Services plays an important role in the community by providing all citizens support to build resilience and achieve health through safe and healthy environments. Through leadership, evidence, performance measures, innovative practices and technology, this division will continue to be a catalyst in the formation of healthy public policy, provision of preventative services, and advocating for healthy environments through courage, innovation and collaboration.

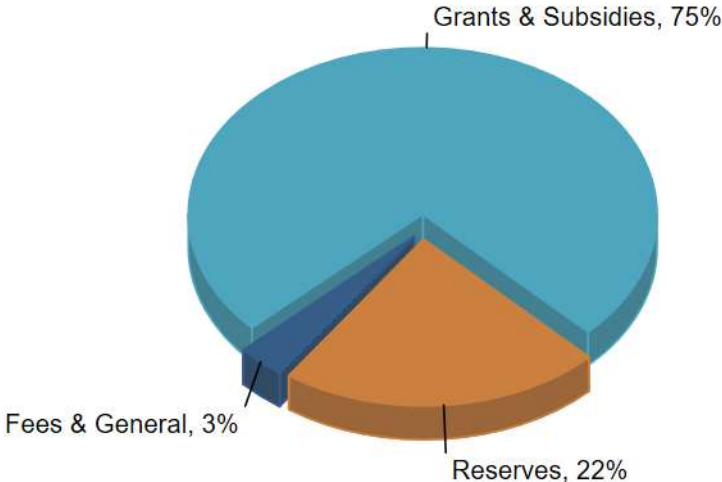
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Medical Officer of Health & Provincial Subsidy	\$ (13,961,319)	\$ (26,785,572)	\$ (26,706,636)	\$ 78,936	(0.3)%
Healthy Environments	5,846,144	11,777,176	12,051,345	274,169	2.3%
Healthy Families	6,850,609	13,242,988	13,475,363	232,375	1.8%
Epidemiology Wellness and Communicable Disease Con	14,094,986	15,685,609	15,954,611	269,002	1.7%
Total Public Health Services	\$ 12,830,420	\$ 13,920,201	\$ 14,774,683	\$ 854,482	6.1%

Public Health Services

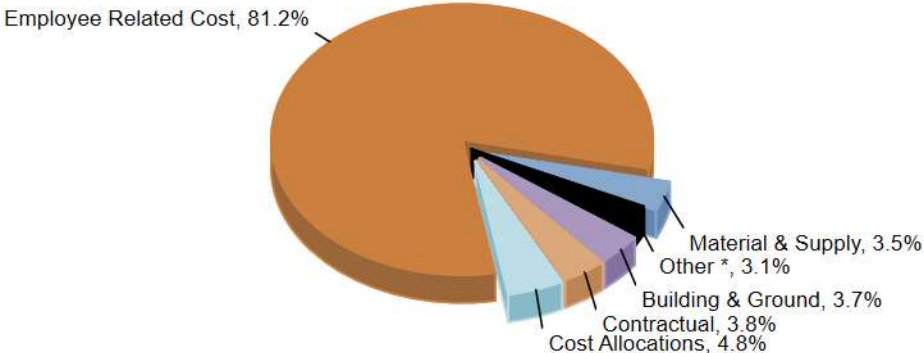
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 58,347,751	\$ 76,967,890	\$ 58,814,667	\$ (18,153,223)	(23.6)%
Material & Supply	1,787,107	3,081,772	2,567,242	(514,530)	(16.7)%
Vehicle Expenses*	93,944	103,622	142,060	38,438	37.1%
Building & Ground	2,786,349	3,127,192	2,658,798	(468,394)	(15.0)%
Consulting*	60,941	321,310	39,990	(281,320)	(87.6)%
Contractual	1,984,823	2,361,615	2,728,573	366,958	15.5%
Agencies & Support Payments*	1,119,209	241,081	68,192	(172,889)	(71.7)%
Capital Financing*	533,779	533,780	533,780	-	-%
Financial*	374,770	401,463	380,358	(21,105)	(5.3)%
Cost Allocations	2,984,118	3,373,382	3,446,495	73,113	2.2%
Reserves/Recoveries	958,134	982,246	1,053,197	70,951	7.2%
Total Expenses	71,030,925	91,495,353	72,433,352	(19,062,001)	(20.8)%
Fees & General	(1,004,255)	(1,572,209)	(1,891,692)	(319,483)	20.3%
Grants & Subsidies	(56,996,252)	(43,060,864)	(42,971,734)	89,130	(0.2)%
Reserves	(200,000)	(32,942,079)	(12,795,244)	20,146,835	(61.2)%
Total Revenues	(58,200,507)	(77,575,152)	(57,658,670)	19,916,482	(25.7)%
Net Levy	\$ 12,830,418	\$ 13,920,201	\$ 14,774,682	\$ 854,481	6.1%
Full-Time Equivalents		403.59	403.59	-	-%

Public Health Services

2023 Restated Budget Revenues



2023 Restated Budget Expenses



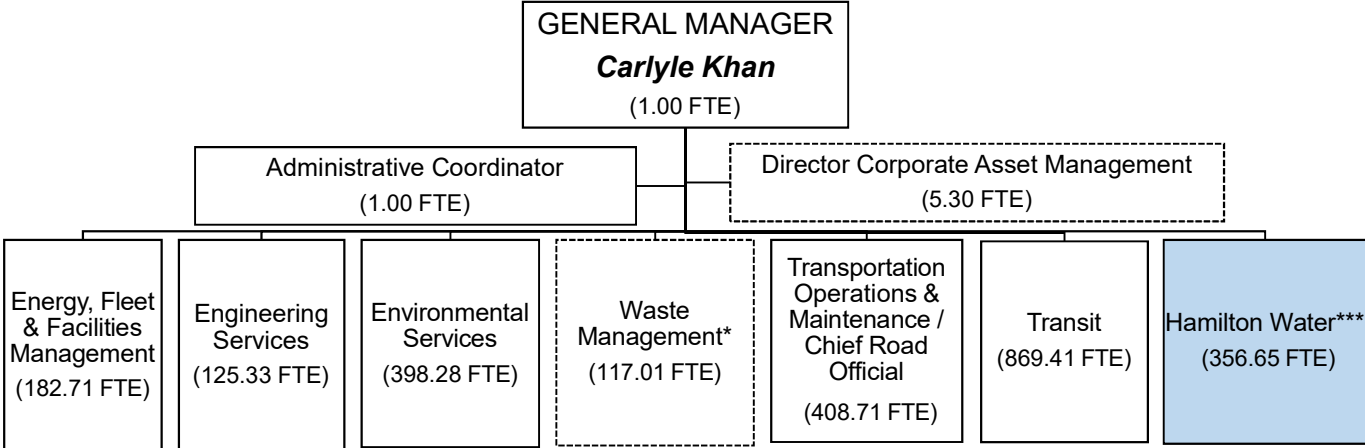
CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK

2023



| PUBLIC WORKS

DEPARTMENT STRUCTURE



Permanent Complement (FTE)	Management	Other	Total	Staff to Mgt. Ratio
2022	33.00	2026.59	2059.59	61.41:1
2023	33.00	2075.75	2108.75	62.90:1
Change	0.00	49.16	49.16	

- * 2 Director positions are excluded from the 2023 Budgeted Complement count. The positions are currently temporary and not counted as part of the permanent FTE Complement. If positions were included the Staff to Mgt Ratio would be 59.31:1
- ** Dotted line indicates the Division is temporary, but staff is permanent (with exception of the Director)
- *** Complement excludes Hamilton Water

Public Works

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
PW-General Administration	\$ 790,859	\$ 655,421	\$ 686,517	\$ 31,096	4.7%
Energy Fleet and Facilities	13,215,864	14,273,731	14,794,163	520,432	3.6%
Engineering Services	(581,414)	14	(1)	(15)	(107.1)%
Environmental Services	41,262,803	46,182,887	47,201,350	1,018,463	2.2%
Transit	79,589,395	86,784,630	93,605,198	6,820,568	7.9%
Transportation Operations & Maintenance	77,784,265	84,233,482	87,256,413	3,022,931	3.6%
Waste Management	42,317,221	46,368,524	49,399,638	3,031,114	6.5%
Total Public Works	\$ 254,378,993	\$ 278,498,689	\$292,943,278	\$ 14,444,589	5.2%

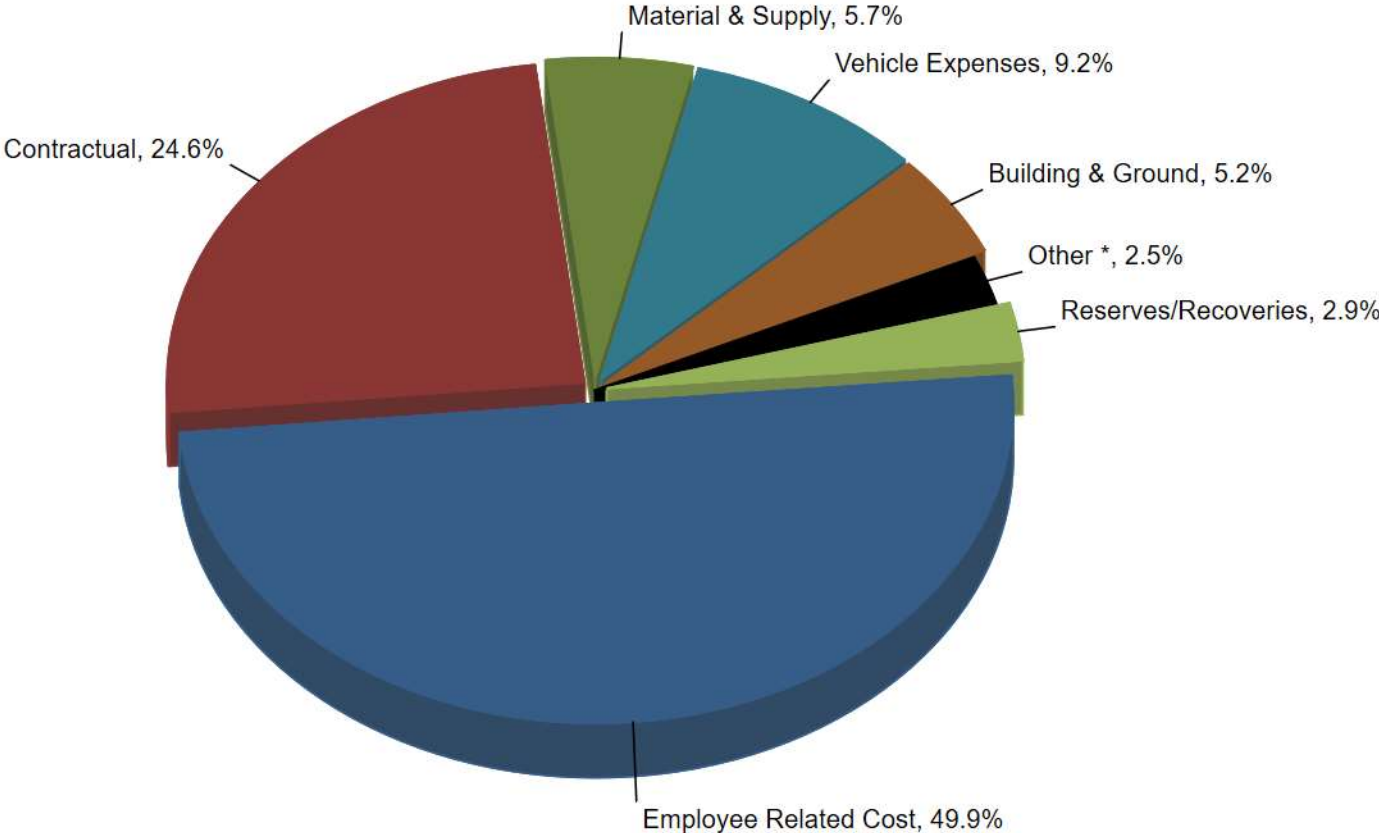
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost*	\$ 188,268,785	\$ 201,871,306	\$ 212,215,911	10,344,605	5.1%
Contractual*	86,930,762	102,571,324	104,481,200	1,909,876	1.9%
Material & Supply*	21,348,674	24,255,972	24,035,948	(220,024)	(0.9)%
Recoveries from Capital*	(25,137,573)	(26,582,928)	(27,614,117)	(1,031,189)	3.9%
Vehicle Expenses*	33,049,808	35,063,678	39,096,254	4,032,576	11.5%
Building & Ground*	18,590,014	21,460,448	22,135,510	675,062	3.1%
Consulting*	309,733	179,470	371,970	192,500	107.3%
Agencies & Support Payments*	8,010	29,480	29,480	-	-%
Reserves/Recoveries*	12,018,583	10,591,005	12,356,067	1,765,062	16.7%

Public Works

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Cost Allocations*	2,674,600	2,491,173	2,754,510	263,337	10.6%
Financial*	4,366,287	6,079,320	6,006,170	(73,150)	(1.2)%
Capital Financing*	1,809,227	1,650,000	1,650,000	-	-%
Capital Expenditures*	93,501	-	-	-	-%
Total Expenses	344,330,411	379,660,248	397,518,903	17,858,655	4.7%
Fees & General	(60,947,300)	(80,466,961)	(81,716,668)	(1,249,707)	1.6%
Grants & Subsidies	(26,458,267)	(18,630,320)	(20,767,225)	(2,136,905)	11.5%
Reserves	(2,545,849)	(2,064,278)	(2,091,732)	(27,454)	1.3%
Total Revenues	(89,951,416)	(101,161,559)	(104,575,625)	(3,414,066)	3.4%
Net Levy	\$ 254,378,995	\$ 278,498,689	\$ 292,943,278	14,444,589	5.2%
Full-Time Equivalents		2,059.59	2,108.75	49.16	2.4%

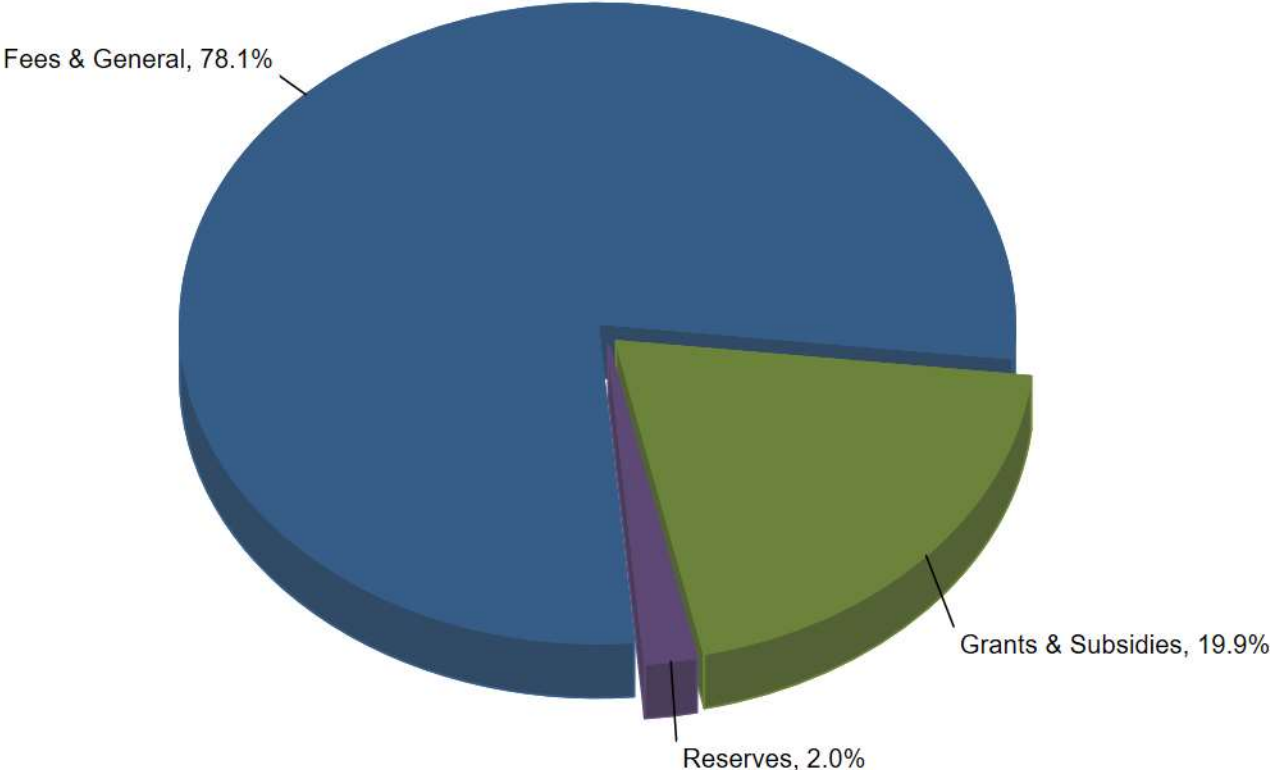
Public Works

2023 Preliminary Budget Expenses



Public Works

2023 Preliminary Budget Revenues



CITY OF HAMILTON 2024 - 2026 MULTI YEAR OUTLOOK BY DIVISION

Public Works

	2023 Preliminary Budget Gross	2023 Preliminary Budget Net	2024 Preliminary Gross	2024 Preliminary Net	2025 Preliminary Gross	2025 Preliminary Net	2026 Preliminary Gross	2026 Preliminary Net
PW-General Administration	686,520	686,520	713,920	713,920	739,500	739,500	957,820	957,820
Energy Fleet and Facilities	23,296,790	14,794,160	23,782,420	15,441,110	24,175,920	15,797,500	24,514,750	16,099,810
Engineering Services	4,685,990	0	4,738,710	0	4,792,630	0	4,845,810	0
Environmental Services	50,385,560	47,201,350	51,723,950	48,506,820	52,776,560	49,559,430	54,624,440	51,407,380
Transit	157,068,060	93,605,200	165,226,640	99,718,520	171,622,550	103,230,550	179,382,600	108,397,750
Transportation Operations & Maintenance	94,654,800	87,256,410	96,501,490	88,844,900	98,244,220	90,464,510	99,991,590	92,085,920
Waste Management	66,741,180	49,399,630	68,558,320	51,138,560	71,577,620	54,124,940	74,765,180	57,279,240
Total Public Works	397,518,900	292,943,270	411,245,450	304,363,830	423,929,000	313,916,430	439,082,190	326,227,920

PW-General Administration

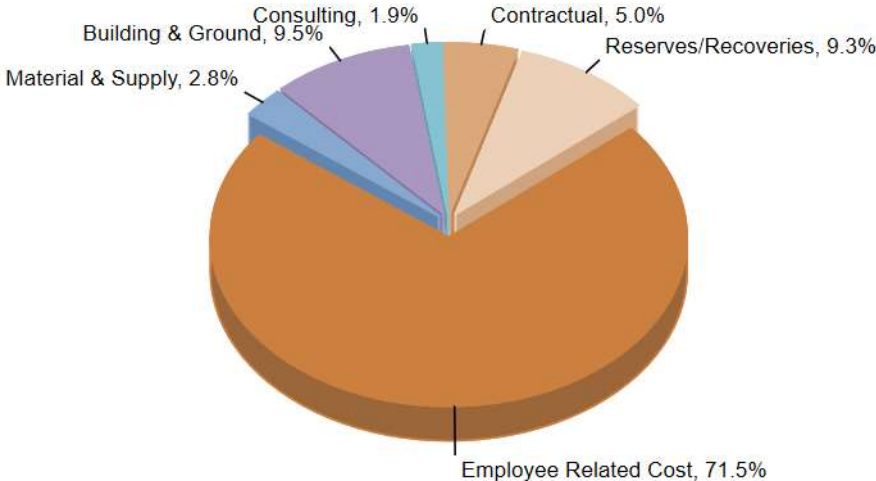
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
PW General Managers Office	\$ 790,859	\$ 655,421	\$ 686,517	\$ 31,096	4.7%
Total PW-General Administration	\$ 790,859	\$ 655,421	\$ 686,517	\$ 31,096	4.7%

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 2,610,342	\$ 1,045,038	\$ 1,102,156	\$ 57,118	5.5%
Material & Supply	192,293	43,130	43,130	-	-%
Recoveries from Capital*	(490,230)	-	(12,010)	(12,010)	-%
Building & Ground	88,409	159,472	146,900	(12,572)	(7.9)%
Consulting	33,901	30,000	30,000	-	-%
Contractual	101,830	76,410	76,410	-	-%
Financial*	675	-	-	-	-%
Cost Allocations*	(1,847,252)	(822,095)	(843,925)	(21,830)	2.7%
Reserves/Recoveries	102,223	123,466	143,856	20,390	16.5%
Total Expenses	792,191	655,421	686,517	31,096	4.7%
Fees & General	(1,333)	-	-	-	-%
Net Levy	\$ 790,858	\$ 655,421	\$ 686,517	\$ 31,096	4.7%

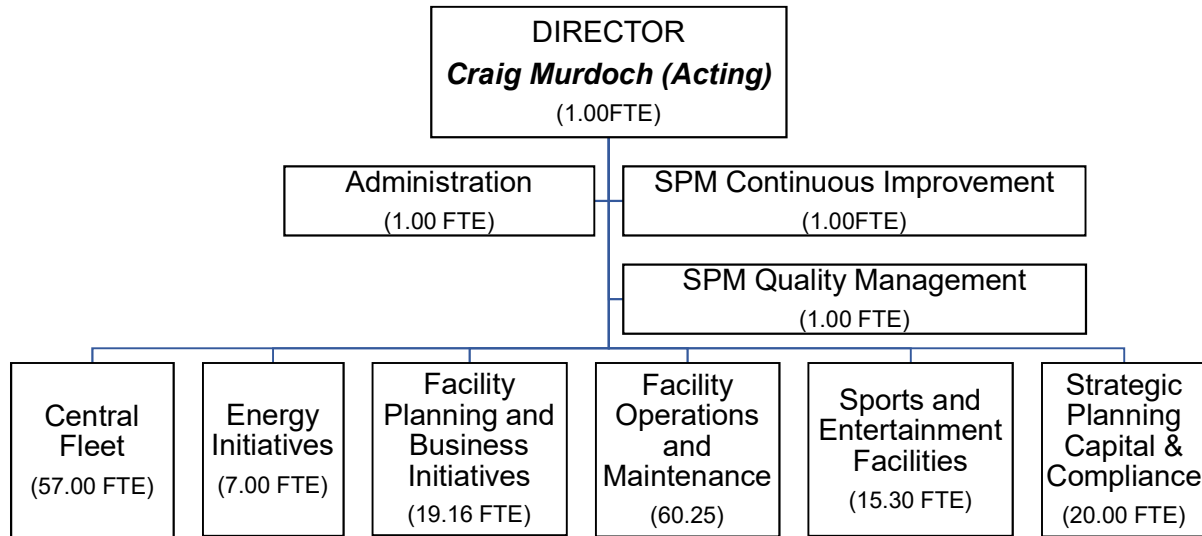
Full-Time Equivalents	7.30	7.30	-	-%
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PW-General Administration

2023 Restated Budget Expenses



ENERGY, FLEET & FACILITIES MANAGEMENT



Permanent Complement (FTE)	Management	Other	Total	Staff to Mgt. Ratio
2022	7.00	175.21	182.21	25.03:1
2023	7.00	175.71	182.71	25.10:1
Change	0.00	0.50	0.50	

Energy Fleet and Facilities

Description

The Energy, Fleet and Facilities Division provides a variety of high quality and value-added services to the City of Hamilton's stakeholders and the community through multi-disciplines, which include fleet planning, fleet acquisition and maintenance, regulatory compliance and driver training, managing energy policies and guidelines, consultation on the rationalization of energy management programs, strategic capital planning, facilities project management, facilities operations and maintenance, lease/contract management, stadium management, accommodations and space planning, and the delivery of Corporate Security for municipal facilities.

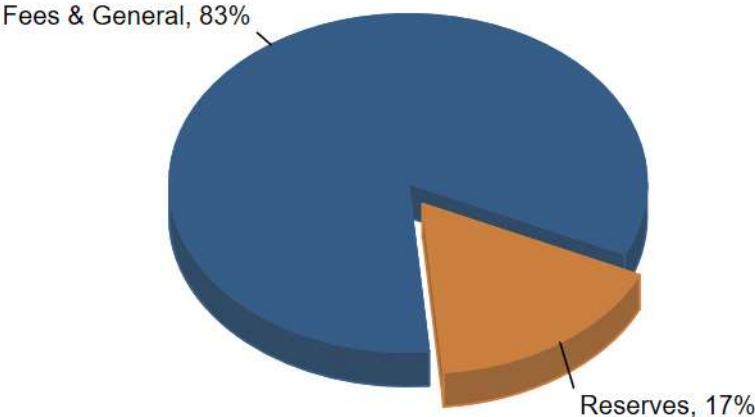
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Fleet Services	\$ 164,839	\$ 147,777	\$ 256,661	\$ 108,884	73.7%
Corporate Facility Ops & Tech	1,596,019	1,813,136	1,598,925	(214,211)	(11.8)%
Facilities Planning and Business Solutions	875,652	1,218,836	1,195,622	(23,214)	(1.9)%
Community Facility Ops & Tech Serv	6,282,385	6,552,366	7,330,101	777,735	11.9%
Sports & Entertainment Facilities	2,934,497	3,696,353	3,739,867	43,514	1.2%
Director EFF	908,925	461,558	455,152	(6,406)	(1.4)%
Energy Initiatives	51	593	-	(593)	(100.0)
Strategic Plan & Capital Compliance	453,496	383,113	217,835	(165,278)	(43.1)
Total Energy Fleet and Facilities	\$13,215,864	\$14,273,732	\$14,794,163	\$ 520,431	3.6%

Energy Fleet and Facilities

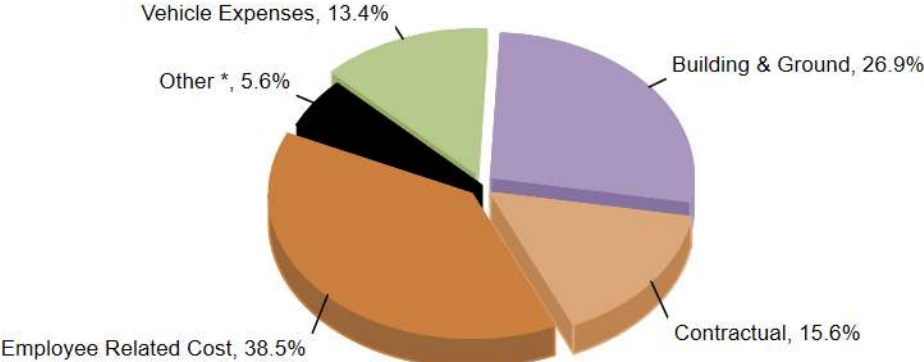
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 19,379,587	\$ 20,832,439	\$ 21,487,784	\$ 655,345	3.1%
Material & Supply	1,132,798	1,649,791	1,553,812	(95,979)	(5.8)%
Recoveries from Capital*	(2,260,561)	(2,755,628)	(2,857,254)	(101,626)	3.7%
Vehicle Expenses	5,874,587	6,885,817	7,444,330	558,513	8.1%
Building & Ground	12,361,719	14,096,268	15,009,745	913,477	6.5%
Consulting*	134,183	30,000	230,000	200,000	666.7%
Contractual	8,974,713	8,684,751	8,713,361	28,610	0.3%
Capital Financing	767,411	750,000	750,000	-	-%
Capital Expenditures*	92,499	-	-	-	-%
Financial*	614,881	572,000	565,280	(6,720)	(1.2)%
Cost Allocations*	(62,331)	(876,604)	(901,700)	(25,096)	2.9%
Reserves/Recoveries*	(25,608,515)	(27,924,451)	(28,698,563)	(774,112)	2.8%
Total Expenses	21,400,971	21,944,383	23,296,795	1,352,412	6.2%
Fees & General	(6,718,573)	(6,493,774)	(7,082,499)	(588,725)	9.1%
Grants & Subsidies	(269,671)	-	-	-	-%
Reserves	(1,196,863)	(1,176,878)	(1,420,132)	(243,254)	20.7%
Total Revenues	(8,185,107)	(7,670,652)	(8,502,631)	(831,979)	10.8%
Net Levy	\$ 13,215,864	\$ 14,273,731	\$ 14,794,164	\$ 520,433	3.6%
Full-Time Equivalents		182.21	182.71	0.50	0.3%

Energy Fleet and Facilities

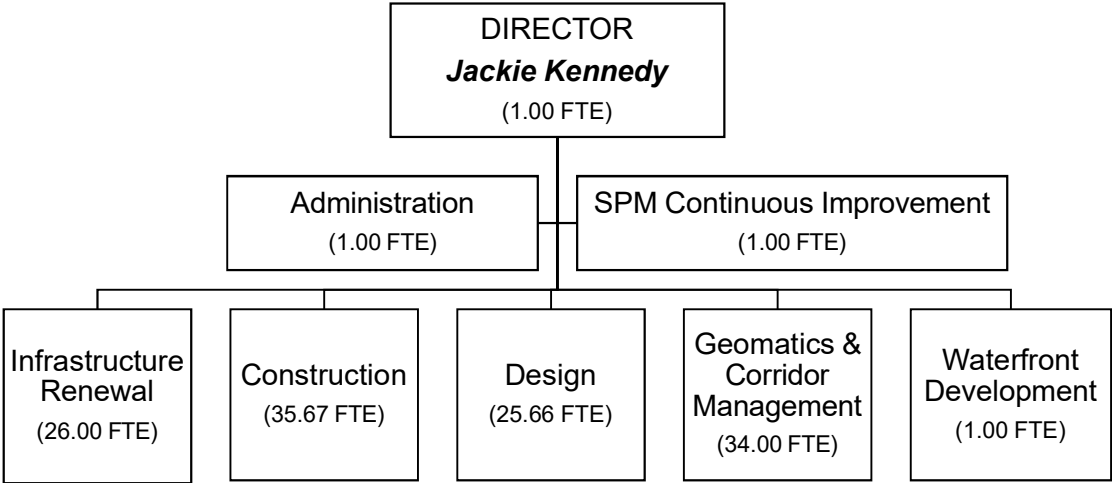
2023 Restated Budget Revenues



2023 Restated Budget Expenses



ENGINEERING SERVICES



Permanent Complement (FTE)	Management	Other	Total	Staff to Mgt. Ratio**
2022	6.00	117.33	123.33	19.56:1
2023	6.00	119.33	125.33	19.56:1
Change	0.00	2.00	2.00	

Engineering Services

Description

Engineering Services is a technology and process leader within the corporation. The division is responsible for the development of the capital budget and program that identifies the priority replacement and rehabilitation of all infrastructure within the roadway corridor through its asset management processes. The division is responsible for the provision of surveying, design, engineering, tendering and construction administration services associated with the delivery of the capital program and other corporate initiatives requiring the construction of municipal infrastructure that supports key corporate objectives including West Harbour, Transportation Master Plan Projects, and Water/ Wastewater Master Plan Projects. The street lighting program alongside the coordination of all utility, road occupancy and activity permitting is also delivered by the Engineering Services teams.

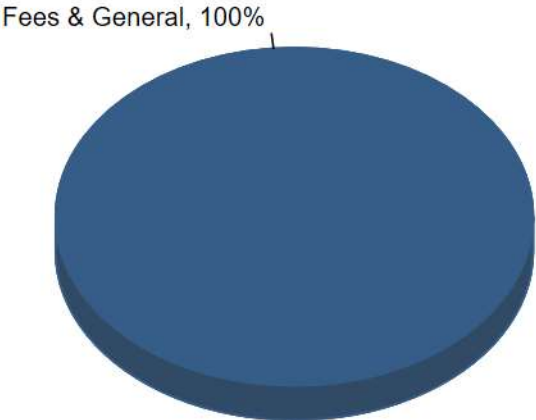
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Infrastructure Renewal	\$ -	\$ 10	\$ -	\$ (10)	(100.0)%
Construction	-	2	-	(2)	(100.0)%
Director of Engineering Services	-	3	-	(3)	(100.0)%
Geomatics and Corridor Management	(581,414)	-	-	-	-%
Total Engineering Services	\$ (581,414)	\$ 15	\$ -	\$ (15)	(100.0)%

Engineering Services

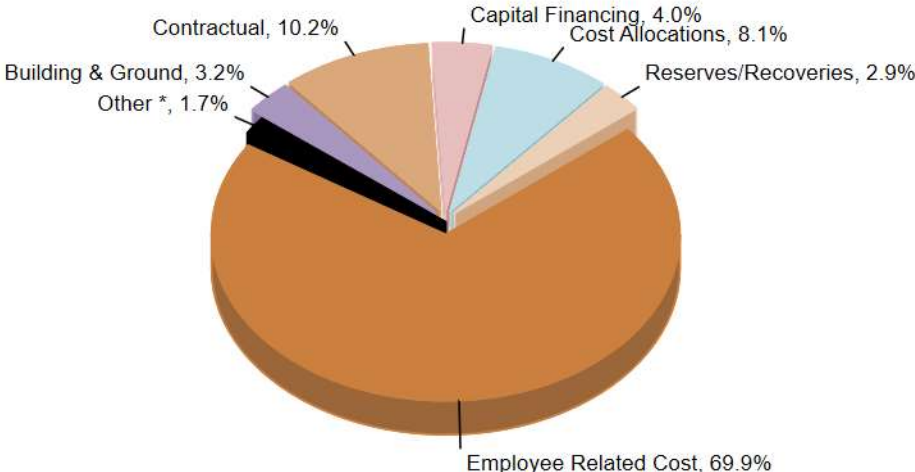
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 13,903,671	\$ 15,214,185	\$ 15,623,674	\$ 409,489	2.7%
Material & Supply	98,102	178,620	178,620	-	-%
Recoveries from Capital*	(15,403,519)	(17,181,753)	(17,680,893)	(499,140)	2.9%
Vehicle Expenses	74,738	102,022	102,607	585	0.6%
Building & Ground	686,826	728,612	715,650	(12,962)	(1.8)%
Consulting*	3,081	-	-	-	-%
Contractual	1,187,090	2,287,560	2,287,560	-	-%
Capital Financing	954,448	900,000	900,000	-	-%
Capital Expenditures*	1,002	-	-	-	-%
Financial	(42,602)	90,900	90,900	-	-%
Cost Allocations	1,613,101	1,685,049	1,819,025	133,976	8.0%
Reserves/Recoveries	727,859	636,047	648,844	12,797	2.0%
Total Expenses	3,803,797	4,641,242	4,685,987	44,745	1.0%
Fees & General	(4,372,078)	(4,641,227)	(4,685,987)	(44,760)	1.0%
Grants & Subsidies	(3,482)	-	-	-	-%
Reserves	(9,650)	-	-	-	-%
Total Revenues	(4,385,210)	(4,641,227)	(4,685,987)	(44,760)	1.0%
Net Levy	\$ (581,413)	\$ 15	\$ -	\$ (15)	(100.0)%
Full-Time Equivalents		123.33	125.33	2.00	1.6%

Engineering Services

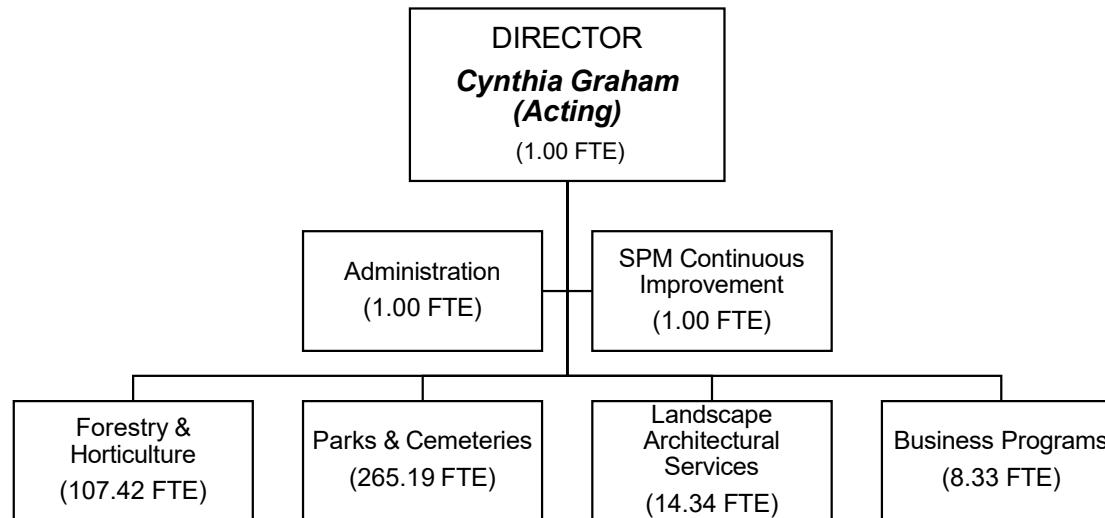
2023 Restated Budget Revenues



2023 Restated Budget Expenses



ENVIRONMENTAL SERVICES



Permanent Complement (FTE)	Management	Other	Total	Staff to Mgt. Ratio
2022	5.00	392.62	397.62	78.52:1
2023	5.00	393.28	398.28	78.66:1
Change	0.00	0.66	0.66	

Environmental Services

Description

Environmental Services is responsible for the planning, designing, constructing, operating and maintaining municipal parks, green spaces, programmed open space, recreational trails, and municipal cemeteries. To enhance the environment, promote safe and healthy spaces, and recreational opportunities for the citizens of the City of Hamilton, the division maintains the urban and rural tree canopy on municipal property, including streets, parks, and cemeteries. It also provides horticultural features in traffic islands, roundabouts, boulevards and civic properties, as well as maintaining hanging baskets and planters. Another major role of Environmental Services is to provide integrated waste management services for the City of Hamilton. The division oversees the collection and processing of approximately 240,000 tonnes of waste materials annually, including the operation and maintenance of three Transfer Stations/Community Recycling Centres, Material Recycling Facility, Central Composting Facility, Glanbrook Landfill, and 12 closed landfills.

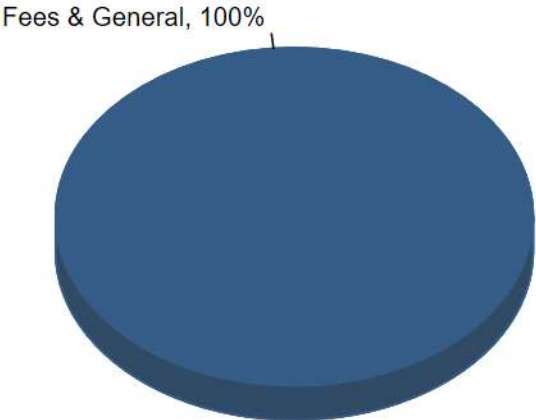
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Business Programs	\$ 802,074	\$ 1,196,365	\$ 1,234,724	\$ 38,359	3.2%
Director Environ Services	395,894	(559,730)	(559,730)	-	-%
Forestry & Horticulture	13,619,712	14,511,264	15,093,215	581,951	4.0%
Landscape & Architectural Serv	151,975	380,944	361,729	(19,215)	(5.0)%
Parks & Cemeteries	26,293,148	30,654,043	31,071,412	417,369	1.4%
Total Environmental Services	\$41,262,803	\$46,182,886	\$47,201,350	\$ 1,018,464	2.2%

Environmental Services

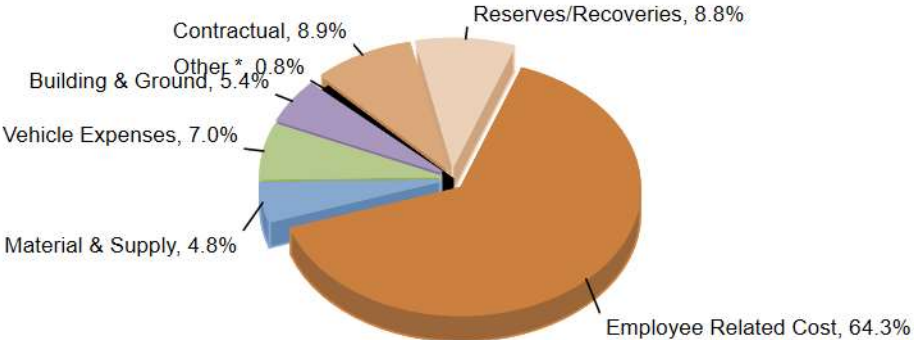
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 29,253,997	\$ 32,801,684	\$ 34,168,584	\$ 1,366,900	4.2%
Material & Supply	2,148,297	2,687,696	2,572,301	(115,395)	(4.3)%
Recoveries from Capital*	(2,255,566)	(2,806,346)	(2,767,730)	38,616	(1.4)%
Vehicle Expenses	3,070,163	3,440,875	3,701,261	260,386	7.6%
Building & Ground	2,786,135	3,405,058	2,881,255	(523,803)	(15.4)%
Consulting*	105,767	17,000	17,000	-	-%
Contractual	4,803,540	4,810,168	4,712,952	(97,216)	(2.0)%
Agencies & Support Payments*	-	12,000	12,000	-	-%
Capital Financing*	87,368	-	-	-	-%
Financial*	212,193	86,810	96,810	10,000	11.5%
Cost Allocations*	97,971	330,198	295,570	(34,628)	(10.5)%
Reserves/Recoveries	4,794,837	4,372,113	4,695,557	323,444	7.4%
Total Expenses	45,104,702	49,157,256	50,385,560	1,228,304	2.5%
Fees & General	(3,756,514)	(2,938,890)	(3,184,211)	(245,321)	8.3%
Grants & Subsidies	(8,000)	-	-	-	-%
Reserves	(77,388)	(35,480)	-	35,480	(100.0)%
Total Revenues	(3,841,902)	(2,974,370)	(3,184,211)	(209,841)	7.1%
Net Levy	\$ 41,262,800	\$ 46,182,886	\$ 47,201,349	\$ 1,018,463	2.2%
Full-Time Equivalents		397.62	398.28	0.66	0.2%

Environmental Services

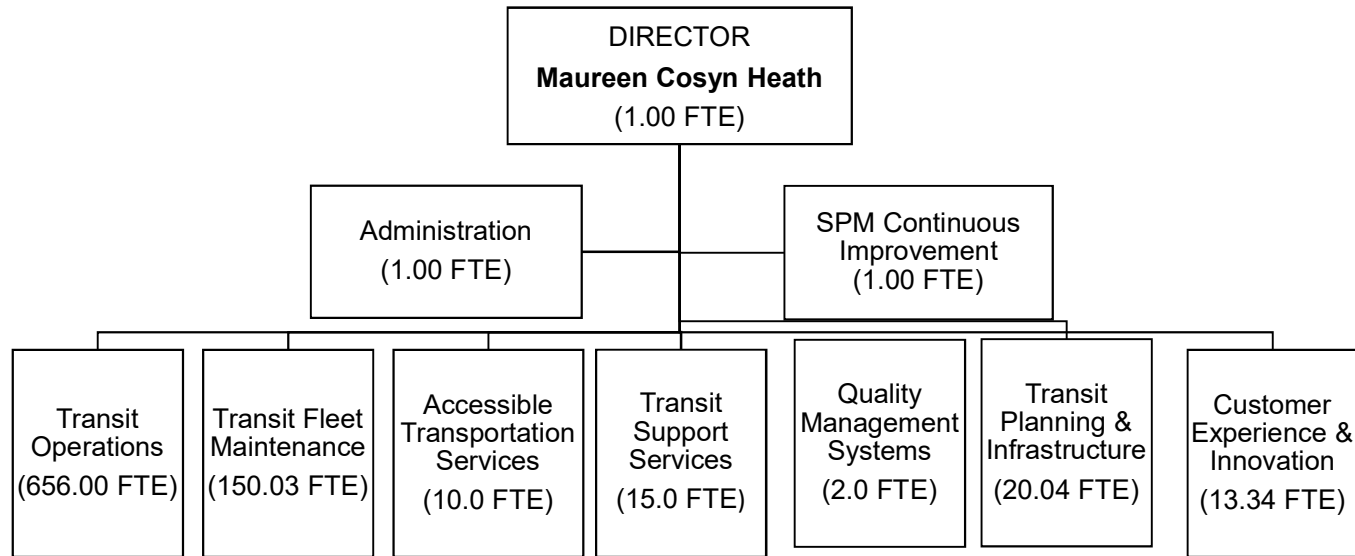
2023 Restated Budget Revenues



2023 Restated Budget Expenses



TRANSIT



Permanent Complement (FTE)	Management	Other	Total	Staff to Mgt. Ratio
2022	7.00	818.41	825.41	116.92:1
2023	7.00	862.41	869.41	123.05:1
Change	0.00	44.00	44.00	

Transit

Description

Transit strives to provide customer-focused experience that is safe, reliable, inclusive and accessible to all users of the City of Hamilton's public transit services. The division achieves this by providing a customer experience that meets or exceeds their expectations, by maintaining the service and infrastructure in a state of good repair, and by having a vision to accommodate future needs. Transit will continue building a reputation that leads people to choose transit first.

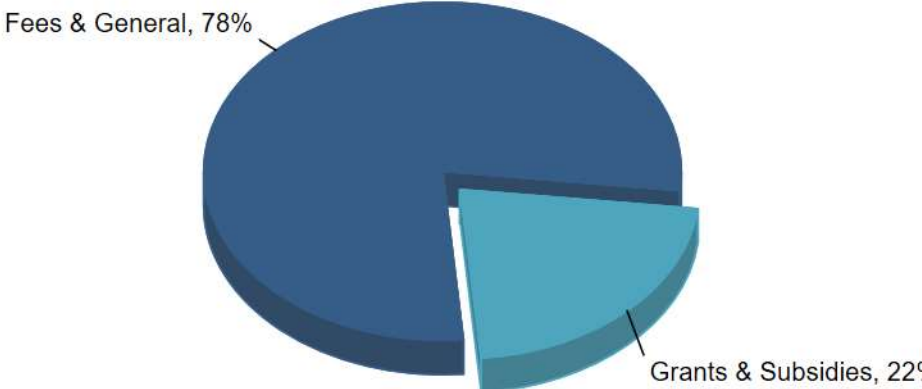
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Customer Experience and Innovation	\$ 1,186,419	\$ 1,841,074	\$ 2,107,286	\$ 266,212	14.5%
Transit Planning and Infrastructure	1,955,151	3,161,874	3,030,277	(131,597)	(4.2)%
Support Services	1,353,481	1,784,806	1,734,169	(50,637)	(2.8)%
Director Of Transit	(7,886,701)	621,481	(1,899,964)	(2,521,445)	(405.7)%
Financial Charges & General Revenue	13,330,536	35,655,037	33,512,424	2,142,613	(6.0)%
Operations HSR	52,756,018	55,879,978	60,897,468	5,017,490	9.0%
Transit Fleet	31,290,326	34,767,772	38,689,760	3,921,988	11.3
ATS	12,265,235	24,382,682	22,558,627	(1,824,055)	(7.5)
Total Transit	\$79,589,393	\$86,784,630	\$93,605,199	\$ 6,820,569	7.9%

Transit

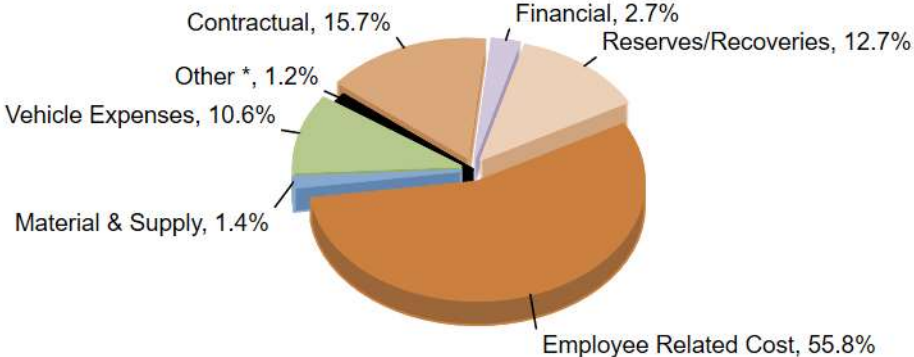
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 75,789,632	\$ 81,096,236	\$ 87,676,026	\$ 6,579,790	8.1%
Material & Supply	1,738,078	2,205,350	2,209,850	4,500	0.2%
Recoveries from Capital*	(161,521)	-	-	-	-%
Vehicle Expenses	14,491,624	14,308,970	16,599,830	2,290,860	16.0%
Building & Ground*	877,693	999,266	1,063,380	64,114	6.4%
Consulting*	10,405	51,880	51,880	-	-%
Contractual	14,196,165	27,812,840	24,634,870	(3,177,970)	(11.4)%
Financial	2,322,831	4,267,730	4,183,160	(84,570)	(2.0)%
Cost Allocations*	622,616	603,690	714,710	111,020	18.4%
Reserves/Recoveries	16,974,872	18,464,318	19,934,352	1,470,034	8.0%
Total Expenses	126,862,395	149,810,280	157,068,058	7,257,778	4.8%
Fees & General	(27,906,208)	(51,211,940)	(49,626,860)	1,585,080	(3.1)%
Grants & Subsidies	(19,366,792)	(11,699,000)	(13,836,000)	(2,137,000)	18.3%
Reserves	-	(114,710)	-	114,710	(100.0)%
Total Revenues	(47,273,000)	(63,025,650)	(63,462,860)	(437,210)	0.7%
Net Levy	\$ 79,589,395	\$ 86,784,630	\$ 93,605,198	\$ 6,820,568	7.9%
Full-Time Equivalents		825.41	869.41	44.00	5.3%

Transit

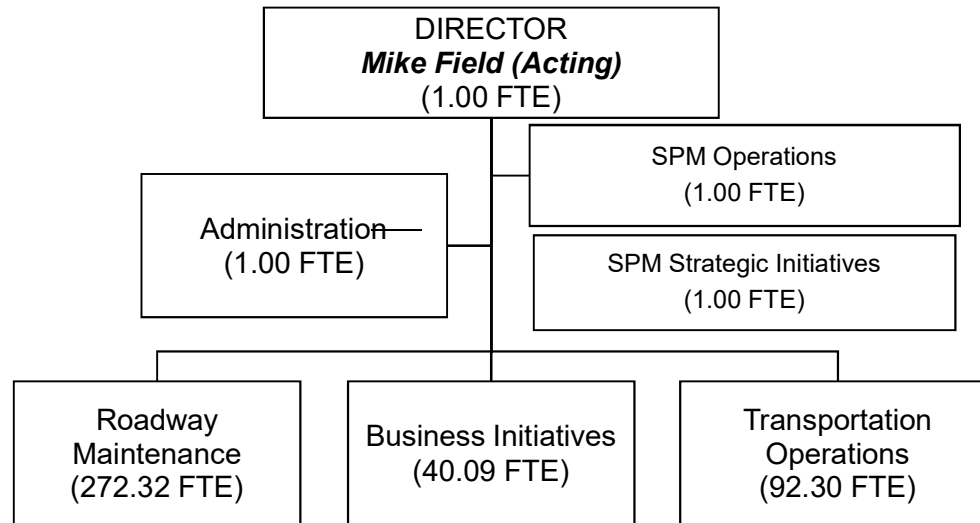
2023 Restated Budget Revenues



2023 Restated Budget Expenses



TRANSPORTATION OPERATIONS & MAINTENANCE



Permanent Complement (FTE)	Management	Other	Total	Staff to Mgt. Ratio
2022	4.00	402.71	406.71	100.68:1
2023	4.00	404.71	408.71	100.68:1
Change	0.00	2.00	2.00	

Transportation Operations & Maintenance

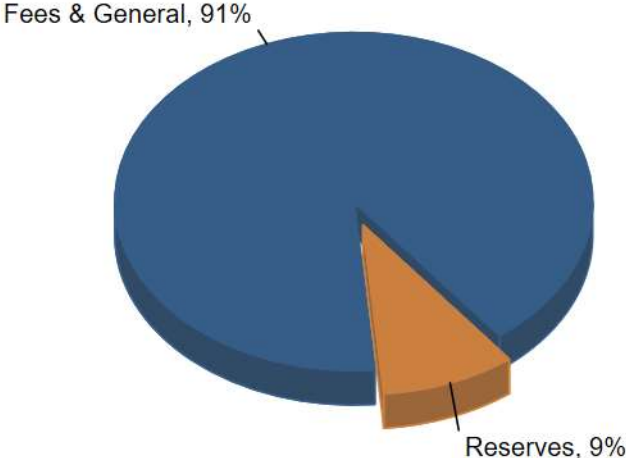
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Roadway Maintenance	\$59,358,058	\$63,883,754	\$66,541,166	\$ 2,657,412	4.2%
Director – Trans Ops & Mtce	-	(639,634)	(628,666)	10,968	(1.7)%
Transportation Operations	14,515,962	16,375,207	16,593,206	217,999	1.3%
Business Initiatives	3,910,245	4,614,155	4,750,707	136,552	3.0%
Total Transportation Operations & Maintenance	\$77,784,265	\$84,233,482	\$87,256,413	\$ 3,022,931	3.6%

Transportation Operations & Maintenance

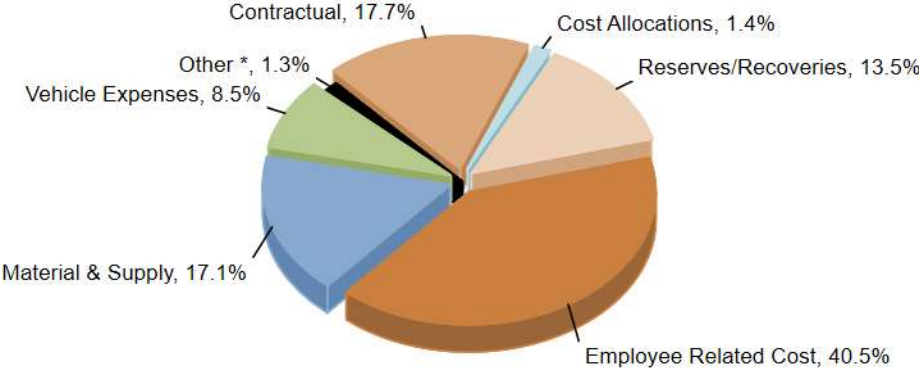
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 36,130,555	\$ 39,181,045	\$ 40,080,612	\$ 899,567	2.3%
Material & Supply	15,532,712	17,015,275	16,957,875	(57,400)	(0.3)%
Recoveries from Capital*	(4,391,769)	(3,839,202)	(4,296,230)	(457,028)	11.9%
Vehicle Expenses	6,919,918	8,005,816	8,395,950	390,134	4.9%
Building & Ground	852,863	943,618	980,240	36,622	3.9%
Consulting*	6,522	49,500	42,000	(7,500)	(15.2)%
Contractual	15,774,514	15,762,370	17,493,260	1,730,890	11.0%
Financial*	526,660	237,860	246,000	8,140	3.4%
Cost Allocations	1,597,709	1,274,690	1,369,214	94,524	7.4%
Reserves/Recoveries	12,920,816	12,809,579	13,385,881	576,302	4.5%
Total Expenses	85,870,500	91,440,551	94,654,802	3,214,251	3.5%
Fees & General	(7,022,996)	(6,504,790)	(6,726,790)	(222,000)	3.4%
Grants & Subsidies	(240,334)	-	-	-	-%
Reserves	(822,905)	(702,280)	(671,600)	30,680	(4.4)%
Total Revenues	(8,086,235)	(7,207,070)	(7,398,390)	(191,320)	2.7%
Net Levy	\$ 77,784,265	\$ 84,233,481	\$ 87,256,412	\$ 3,022,931	3.6%
Full-Time Equivalents		406.71	408.71	2.00	0.5%

Transportation Operations & Maintenance

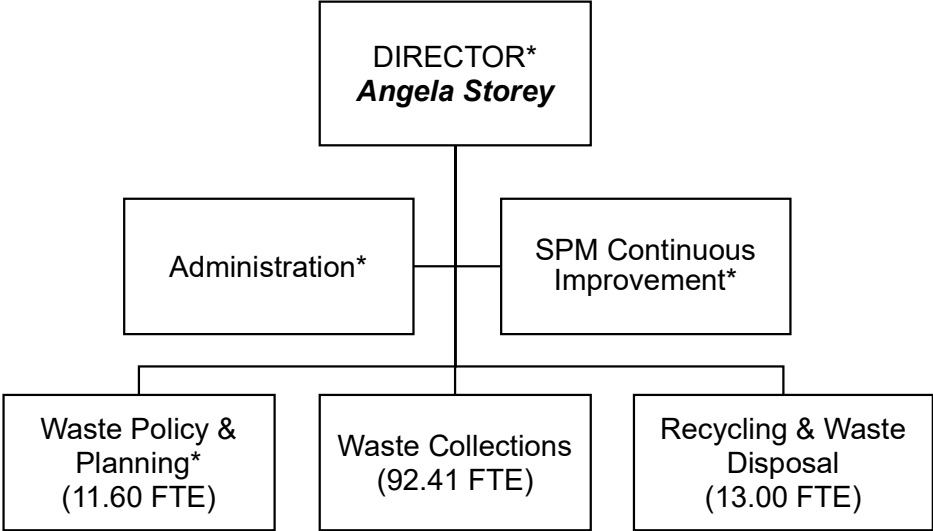
2023 Restated Budget Revenues



2023 Restated Budget Expenses



WASTE MANAGEMENT



Permanent Complement (FTE)	Management	Other	Total	Staff to Mgt. Ratio
2022	2.00	115.01	117.01	57.51:1
2023	2.00	115.01	117.01	57.51:1
Change	0.00	0.00	0.00	

* 4.0 positions are excluded from the 2023 Budgeted Complement count. The positions are currently temporary and not counted as part of the permanent FTE Complement. If Management positions were included the Staff to Mgt Ratio would be 29.25:1

Waste Management

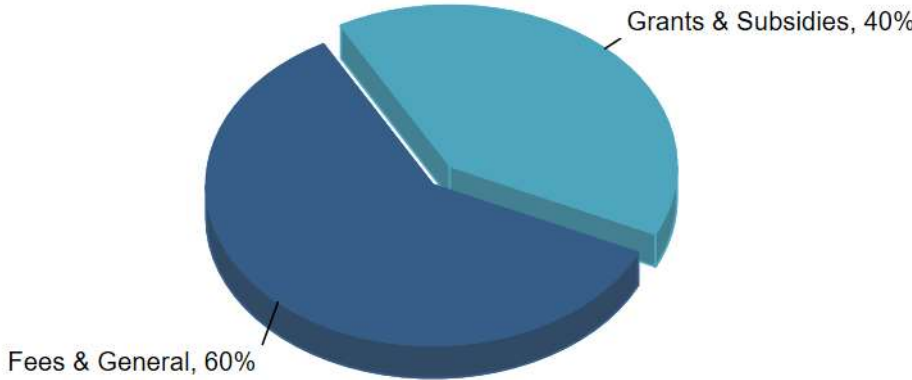
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Recycling & Waste Disposal	\$ 3,561,708	\$ 6,858,016	\$ 6,091,297	\$ (766,719)	(11.2)%
Waste Collections	37,176,950	38,065,075	41,765,686	3,700,611	9.7%
Waste Policy & Planning	1,441,479	1,597,792	1,695,014	97,222	6.1%
Director Waste	137,084	(152,360)	(152,360)	-	-%
Total Waste Management	\$42,317,221	\$46,368,523	\$49,399,637	\$ 3,031,114	6.5%

Waste Management

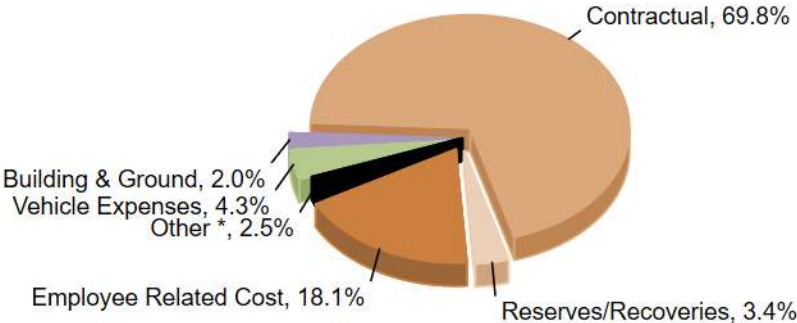
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 11,200,999	\$ 11,700,679	\$ 12,077,076	\$ 376,397	3.2%
Material & Supply*	506,394	476,110	520,360	44,250	9.3%
Recoveries from Capital*	(174,407)	-	-	-	-%
Vehicle Expenses	2,618,778	2,320,178	2,852,276	532,098	22.9%
Building & Ground	936,368	1,128,155	1,338,340	210,185	18.6%
Consulting*	15,873	1,090	1,090	-	-%
Contractual	41,892,912	43,137,225	46,562,787	3,425,562	7.9%
Agencies & Support Payments*	8,010	17,480	17,480	-	-%
Financial*	731,648	824,020	824,020	-	-%
Cost Allocations*	652,785	296,245	301,615	5,370	1.8%
Reserves/Recoveries	2,106,490	2,109,932	2,246,139	136,207	6.5%
Total Expenses	60,495,850	62,011,114	66,741,183	4,730,069	7.6%
Fees & General	(11,169,598)	(8,676,340)	(10,410,320)	(1,733,980)	20.0%
Grants & Subsidies	(6,569,988)	(6,931,320)	(6,931,225)	95	-%
Reserves	(439,043)	(34,930)	-	34,930	(100.0)%
Total Revenues	(18,178,629)	(15,642,590)	(17,341,545)	(1,698,955)	10.9%
Net Levy	\$ 42,317,221	\$ 46,368,524	\$ 49,399,638	\$ 3,031,114	6.5%
Full-Time Equivalents		117.01	117.01	-	-%

Waste Management

2023 Restated Budget Revenues



2023 Restated Budget Expenses



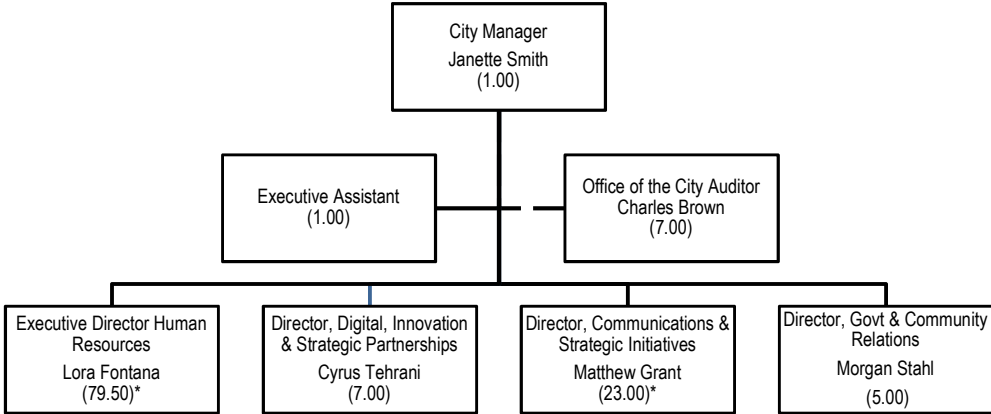
CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK

2023



| CITY MANAGER'S OFFICE

DEPARTMENT STRUCTURE



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	21	101.0	122.0	4.8:1
2023	21	102.5	123.5	4.9:1
Change	0	1.5	1.5	

*1.5 positions funded by Metrolinx

City Manager

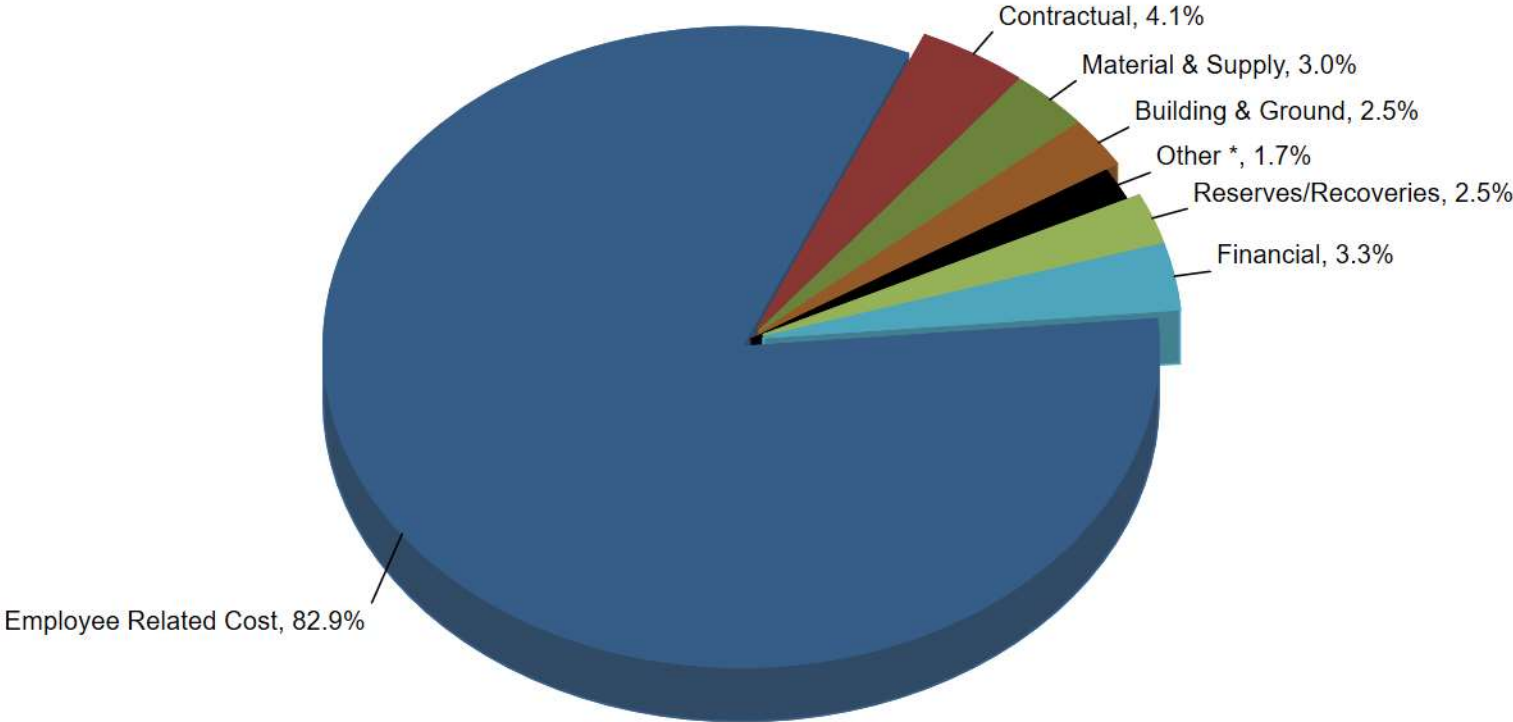
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Office of the City Auditor	\$ 1,172,910	\$ 1,201,019	\$ 1,246,663	\$ 45,644	3.8%
CMO - Admin	224,455	233,422	257,431	24,009	10.3%
Communication & Strategic Initiatives	2,338,417	2,556,477	2,697,718	141,241	5.5%
Digital & Innovation Office	371,288	243,022	257,665	14,643	6.0%
Government & Community Relations	616,314	868,393	992,645	124,252	14.3%
Human Resources	7,177,997	8,587,081	8,845,502	258,421	3.0%
Total City Manager	\$11,901,381	\$13,689,414	\$14,297,624	\$ 608,210	4.4%

City Manager

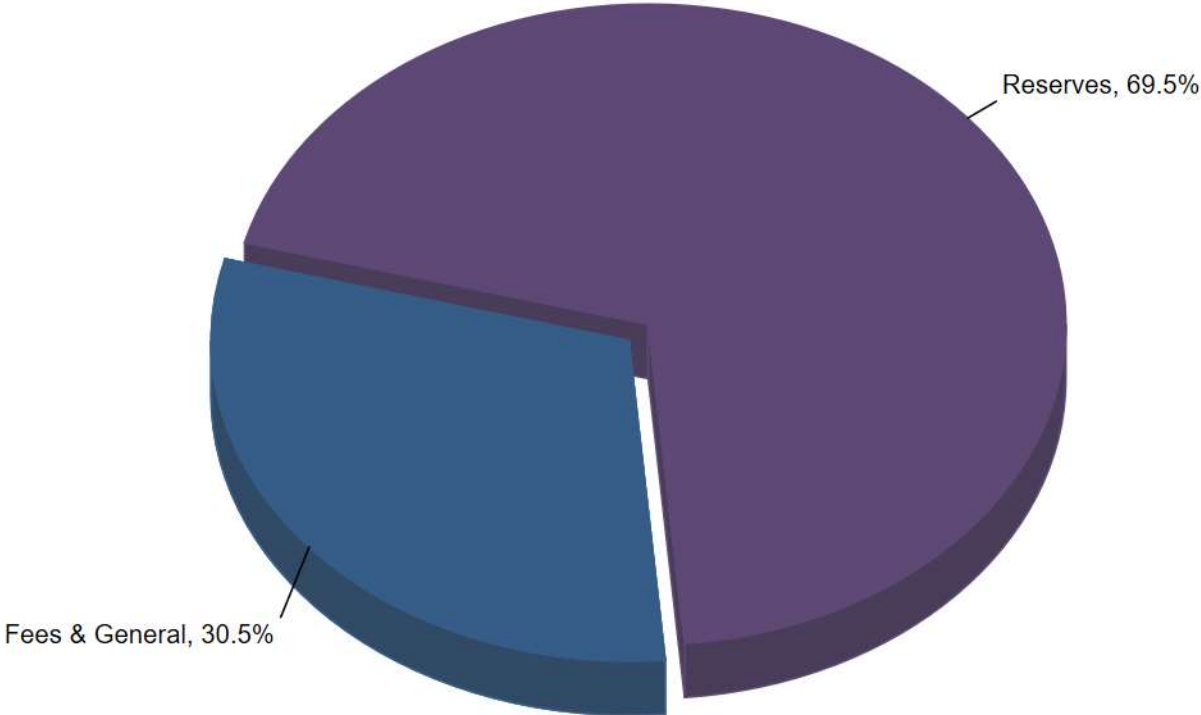
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost*	\$ 15,540,058	\$ 16,470,093	\$ 17,291,358	821,265	5.0%
Contractual*	782,868	861,900	864,594	2,694	0.3%
Material & Supply*	514,193	628,210	627,710	(500)	(0.1)%
Recoveries from Capital*	(156,117)	(30,000)	(30,000)	-	-%
Building & Ground*	482,660	507,370	512,990	5,620	1.1%
Consulting*	423,046	290,790	290,790	-	-%
Agencies & Support Payments*	1,840	-	-	-	-%
Reserves/Recoveries*	424,687	506,643	517,503	10,860	2.1%
Cost Allocations*	(3,478,333)	(3,543,024)	(3,630,652)	(87,628)	2.5%
Financial*	640,350	680,600	689,300	8,700	1.3%
Capital Financing*	56,210	56,210	56,210	-	-%
Total Expenses	15,231,462	16,428,792	17,189,803	761,011	4.6%
Fees & General	(1,198,627)	(791,460)	(882,194)	(90,734)	11.5%
Grants & Subsidies	(230,046)	-	-	-	-%
Reserves	(1,901,407)	(1,947,917)	(2,009,985)	(62,068)	3.2%
Total Revenues	(3,330,080)	(2,739,377)	(2,892,179)	(152,802)	5.6%
Net Levy	\$ 11,901,382	\$ 13,689,415	\$ 14,297,624	608,209	4.4%
Full-Time Equivalent		122.00	123.50	1.50	1.2%

City Manager

2023 Preliminary Budget Expenses



2023 Preliminary Budget Revenues

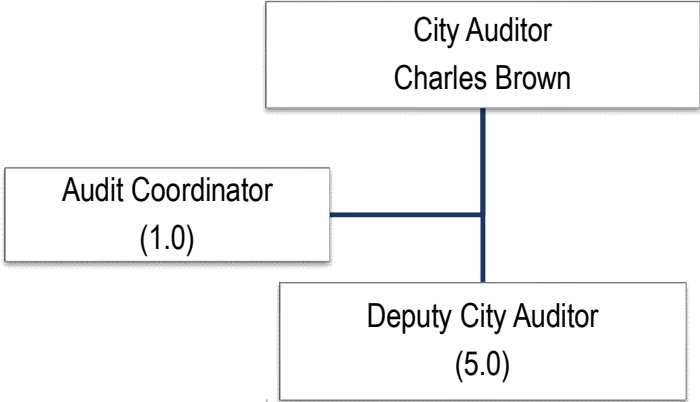


CITY OF HAMILTON 2024 - 2026 MULTI YEAR OUTLOOK BY DIVISION

City Manager

	2023 Preliminary Budget Gross	2023 Preliminary Budget Net	2024 Preliminary Gross	2024 Preliminary Net	2025 Preliminary Gross	2025 Preliminary Net	2026 Preliminary Gross	2026 Preliminary Net
Office of the City Auditor	1,246,660	1,246,660	1,455,880	1,455,880	1,490,400	1,490,400	1,524,200	1,524,200
CMO - Admin	257,430	257,430	395,460	395,460	407,710	407,710	419,810	419,810
Communication & Strategic Initiatives	2,727,720	2,697,720	2,805,020	2,775,020	2,886,340	2,856,340	2,965,790	2,935,790
Digital & Innovation Office	1,105,360	257,670	1,133,230	318,860	1,313,160	531,400	1,492,890	743,610
Government & Community Relations	992,640	992,640	1,015,240	1,015,240	1,038,820	1,038,820	1,062,010	1,062,010
Human Resources	10,859,990	8,845,500	11,268,580	9,208,740	11,555,110	9,448,340	11,825,060	9,671,390
Total City Manager	17,189,800	14,297,620	18,073,410	15,169,200	18,691,540	15,773,010	19,289,760	16,356,810

OFFICE OF THE CITY AUDITOR



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	2	5	7	2.5:1
2023	2	5	7	2.5:1
Change	0	0	0	

Office of the City Auditor

Description

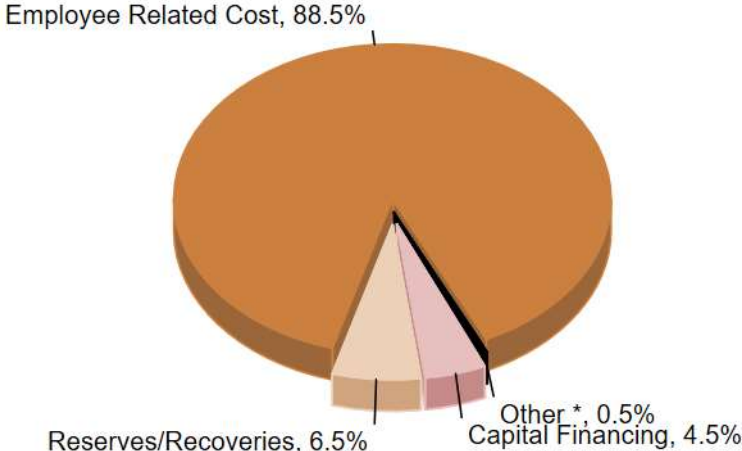
The division performs process and operational reviews of the City of Hamilton. The division conducts studies of issues and investigations of matters brought forward by members of Council, staff and citizens to provide advice and make recommendations on how to improve City operations and bring transparency to the public. By providing objective evaluation, consultation and facilitated assessments, the ultimate goal is to help the City manage risk, exploit opportunities and realize improvements that make operations more efficient, effective and compliant with policies and regulations.

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Audit Services	\$ 1,172,910	\$ 1,201,019	\$ 1,246,663	\$ 45,644	3.8%
Total Office of the City Auditor	\$ 1,172,910	\$ 1,201,019	\$ 1,246,663	\$ 45,644	3.8%

Office of the City Auditor

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 988,098	\$ 1,063,048	\$ 1,103,302	\$ 40,254	3.8%
Material & Supply*	1,747	2,390	2,390	-	-%
Building & Ground*	1,856	1,639	1,490	(149)	(9.1)%
Consulting*	46,535	-	-	-	-%
Contractual*	15,603	1,000	1,000	-	-%
Capital Financing	56,210	56,210	56,210	-	-%
Financial*	1,441	1,000	1,000	-	-%
Reserves/Recoveries	74,140	75,732	81,271	5,539	7.3%
Total Expenses	1,185,630	1,201,019	1,246,663	45,644	3.8%
Reserves	(12,720)	-	-	-	-%
Net Levy	\$ 1,172,910	\$ 1,201,019	\$ 1,246,663	\$ 45,644	3.8%
Full-Time Equivalents		7.00	7.00	-	-%

2023 Restated Budget Expenses



CMO - Admin

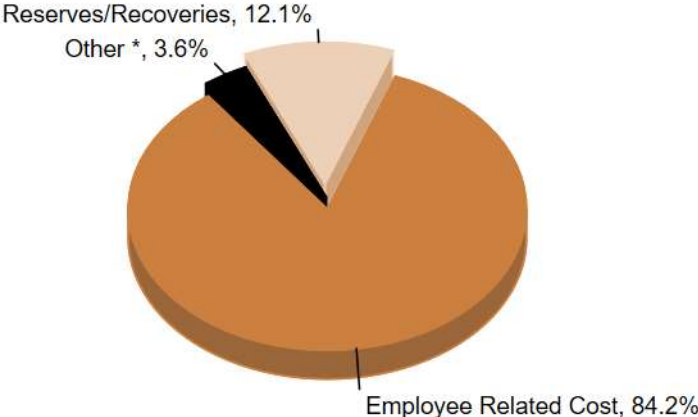
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
City Manager Administration	\$ 224,455	\$ 233,422	\$ 257,431	\$ 24,009	10.3%
Total CMO - Admin	\$ 224,455	\$ 233,422	\$ 257,431	\$ 24,009	10.3%

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 619,907	\$ 493,111	\$ 520,192	\$ 27,081	5.5%
Material & Supply	2,197	17,250	17,250	-	-%
Recoveries from Capital*	(30,000)	(30,000)	(30,000)	-	-%
Building & Ground*	4,661	819	1,000	181	22.1%
Consulting*	18,815	-	-	-	-%
Contractual*	93,934	1,240	1,240	-	-%
Agencies & Support Payments*	1,250	-	-	-	-%
Financial*	1,282	-	3,000	3,000	-%
Cost Allocations*	(319,580)	(322,790)	(330,214)	(7,424)	2.3%
Reserves/Recoveries	62,035	73,791	74,963	1,172	1.6%
Total Expenses	454,501	233,421	257,431	24,010	10.3%
Grants & Subsidies	(230,046)	-	-	-	-%
Net Levy	\$ 224,455	\$ 233,421	\$ 257,431	\$ 24,010	10.3%

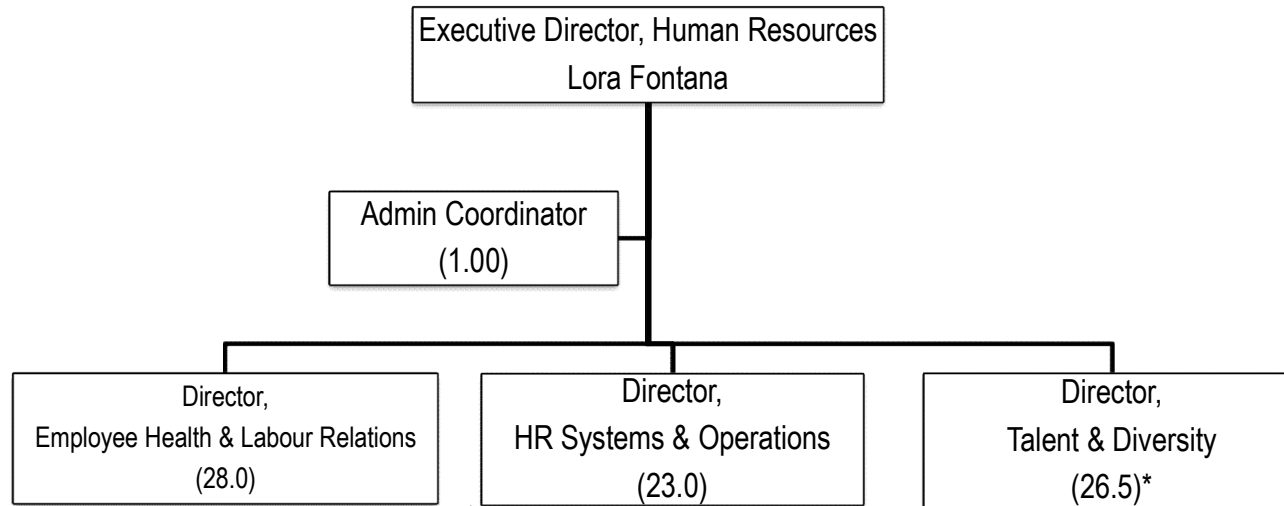
Full-Time Equivalents		2.00	2.00	-	-%
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CMO - Admin

2023 Restated Budget Expenses



HUMAN RESOURCES



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	10.0	69.0	79.0	6.9:1
2023	10.0	69.5	79.5	6.9:1
Change	0	0.5	0.5	

*0.5 position funded by Metrolinx

Human Resources

Description

Human Resources is accountable for attracting, retaining and building organizational talent. This internal support service also works closely with organizational partners to ensure the consistent application of our guiding documents including collective agreements, City policies, and relevant employment legislation. Through our various specialty areas, Human Resources promotes and administers programs supporting diversity and inclusion, employee engagement, and employee health and wellness (including benefits, safety and wellness programs). By incorporating best practice and leveraging technology, the division also supports the employee lifecycle through the administration of pay and leave programs, including records maintenance and compensation services.

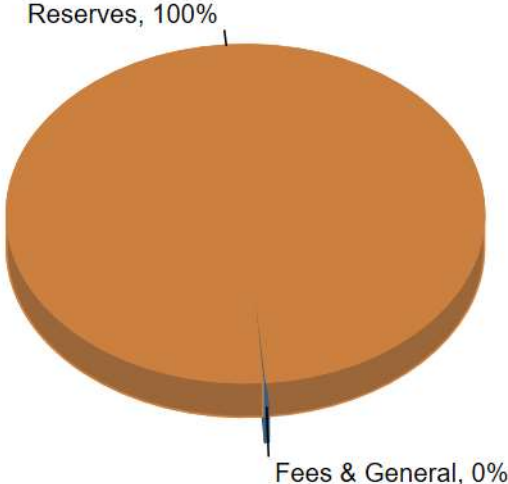
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Health & Labour Relations	\$ 2,903,098	\$ 3,088,027	\$ 3,159,858	\$ 71,831	2.3%
HR Systems & Operations	1,717,134	2,312,463	2,389,576	77,113	3.3%
Human Resources Admin	365,696	236,474	250,193	13,719	5.8%
Talent & Diversity	2,192,068	2,950,117	3,045,875	95,758	3.2%
Total Human Resources	\$ 7,177,996	\$ 8,587,081	\$ 8,845,502	\$ 258,421	3.0%

Human Resources

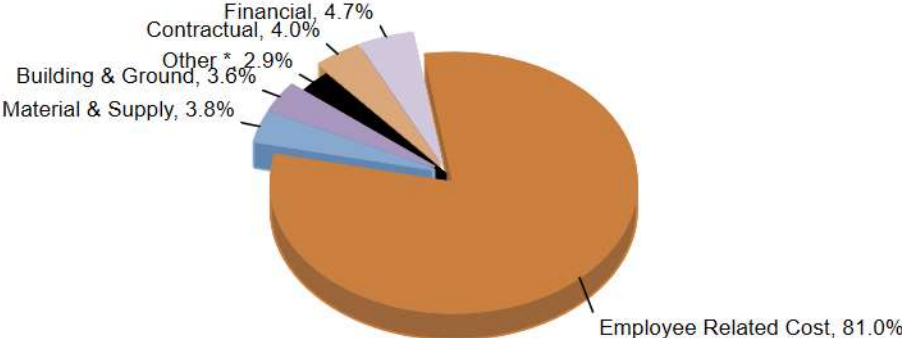
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 9,915,360	\$ 10,747,853	\$ 11,150,061	\$ 402,208	3.7%
Material & Supply	418,030	517,670	517,170	(500)	(0.1)%
Building & Ground	458,083	495,417	500,260	4,843	1.0%
Consulting	283,128	251,110	251,110	-	-%
Contractual	454,924	552,920	555,614	2,694	0.5%
Financial	608,008	649,650	649,350	(300)	-%
Cost Allocations*	(2,792,280)	(2,848,296)	(2,913,809)	(65,513)	2.3%
Reserves/Recoveries	157,895	173,175	150,232	(22,943)	(13.2)%
Total Expenses	9,503,148	10,539,499	10,859,988	320,489	3.0%
Fees & General	(570,666)	(4,500)	(4,500)	-	-%
Reserves	(1,754,486)	(1,947,917)	(2,009,985)	(62,068)	3.2%
Total Revenues	(2,325,152)	(1,952,417)	(2,014,485)	(62,068)	3.2%
Net Levy	\$ 7,177,996	\$ 8,587,082	\$ 8,845,503	\$ 258,421	3.0%
Full-Time Equivalents		79.00	79.50	0.50	0.6%

Human Resources

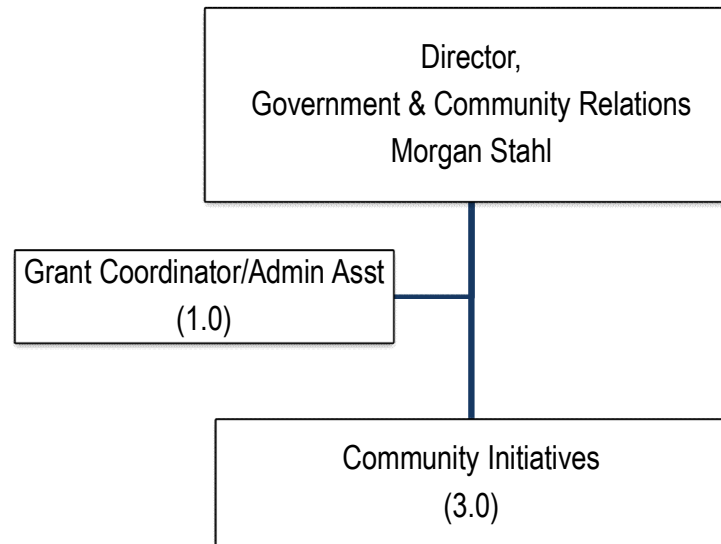
2023 Restated Budget Revenues



2023 Restated Budget Expenses



GOVERNMENT & COMMUNITY RELATIONS



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	2	3	5	1.5:1
2023	2	3	5	1.5:1
Change	0	0	0	

Government & Community Relations

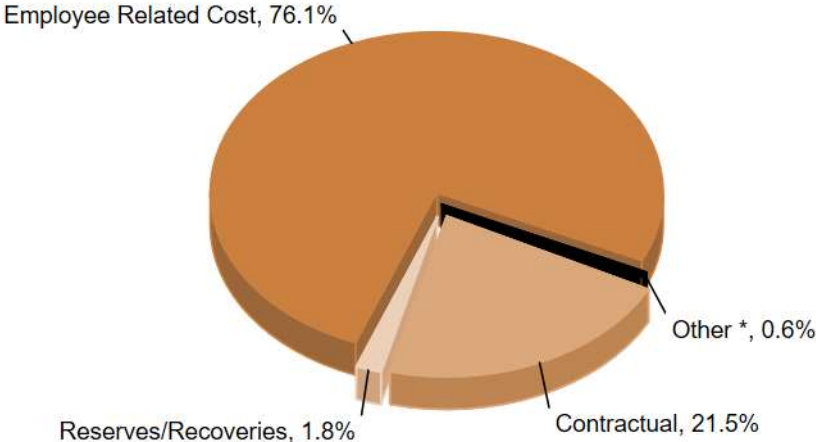
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Government & Community Relations	\$ 257,352	\$ 542,368	\$ 545,618	\$ 3,250	0.6%
Community Initiatives	358,962	326,026	447,027	121,001	37.1%
Total Government & Community Relations	\$ 616,314	\$ 868,394	\$ 992,645	\$ 124,251	14.3%

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 527,112	\$ 622,799	\$ 755,601	\$ 132,802	21.3%
Material & Supply*	2,286	4,550	4,550	-	-%
Building & Ground*	1,018	655	1,160	505	77.1%
Consulting*	67,894	-	-	-	-%
Contractual	91,498	213,380	213,380	-	-%
Reserves/Recoveries	15,708	27,009	17,953	(9,056)	(33.5)%
Total Expenses	705,516	868,393	992,644	124,251	14.3%
Reserves	(89,201)	-	-	-	-%
Net Levy	\$ 616,315	\$ 868,393	\$ 992,644	\$ 124,251	14.3%

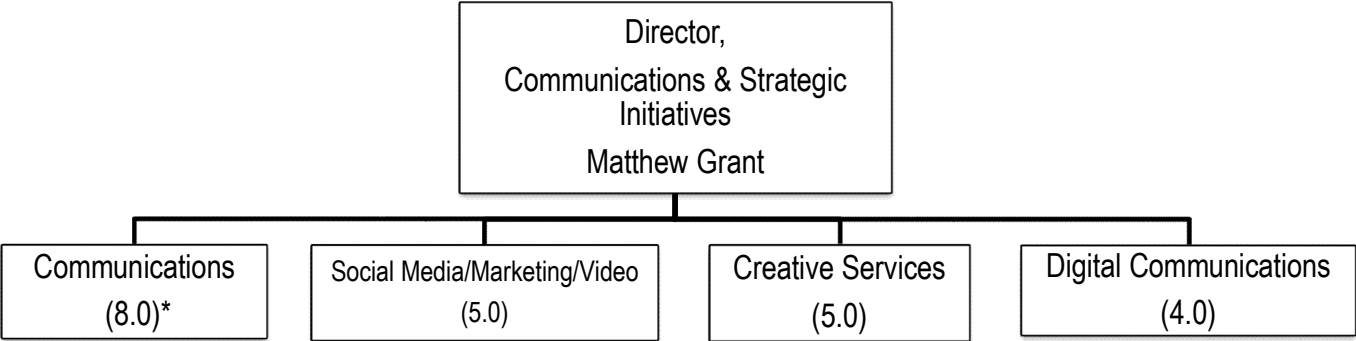
Full-Time Equivalents		5.00	5.00	-	-%
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Government & Community Relations

2023 Restated Budget Expenses



COMMUNICATIONS & STRATEGIC INITIATIVES



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	4	18	22	4.5:1
2023	4	19	23	4.7:1
Change	0	1	1	

*1.0 position funded by Metrolinx

Communication & Strategic Initiatives

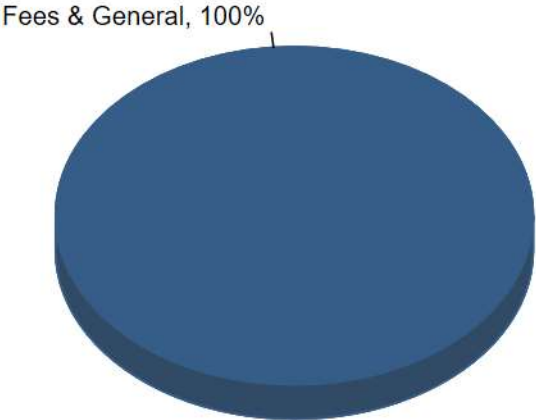
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Communications	\$ 2,338,417	\$ 2,556,477	\$ 2,697,718	\$ 141,241	5.5%
Total Communication & Strategic Initiatives	\$ 2,338,417	\$ 2,556,477	\$ 2,697,718	\$ 141,241	5.5%

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 2,548,026	\$ 2,702,594	\$ 2,829,024	\$ 126,430	4.7%
Material & Supply	66,396	68,340	68,340	-	-%
Building & Ground*	15,911	7,528	7,260	(268)	(3.6)%
Consulting*	4,961	18,920	18,920	-	-%
Contractual*	13,180	24,690	24,690	-	-%
Financial*	-	1,500	1,500	-	-%
Cost Allocations*	(366,480)	(371,938)	(386,629)	(14,691)	3.9%
Reserves/Recoveries	92,687	134,843	164,613	29,770	22.1%
Total Expenses	2,374,681	2,586,477	2,727,718	141,241	5.5%
Fees & General	(36,264)	(30,000)	(30,000)	-	-%
Net Levy	\$ 2,338,417	\$ 2,556,477	\$ 2,697,718	\$ 141,241	27.1%

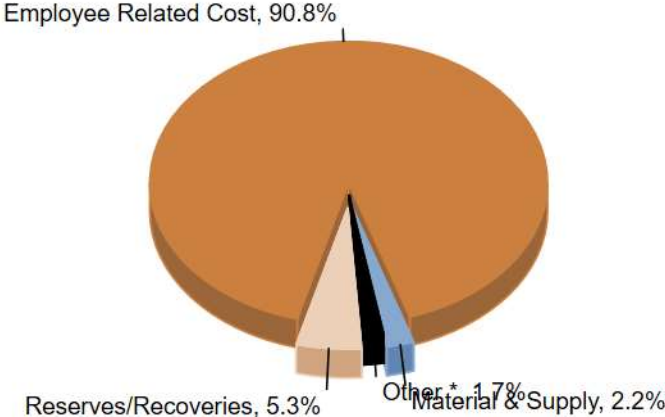
Full-Time Equivalents	22.00	23.00	1.00	4.5%
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Communication & Strategic Initiatives

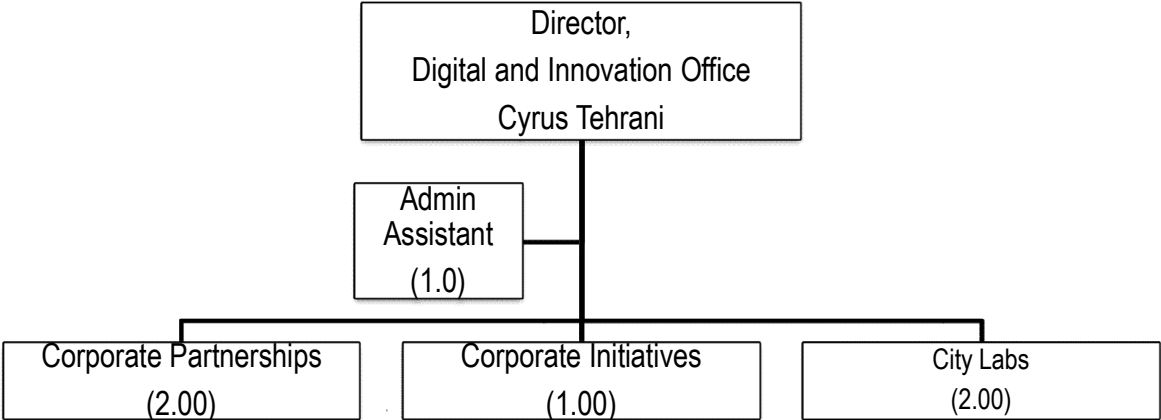
2023 Restated Budget Revenues



2023 Restated Budget Expenses



DIGITAL & INNOVATION OFFICE



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	2	5	7	2.5:1
2023	2	5	7	2.5:1
Change	0	0	0	

Digital & Innovation Office

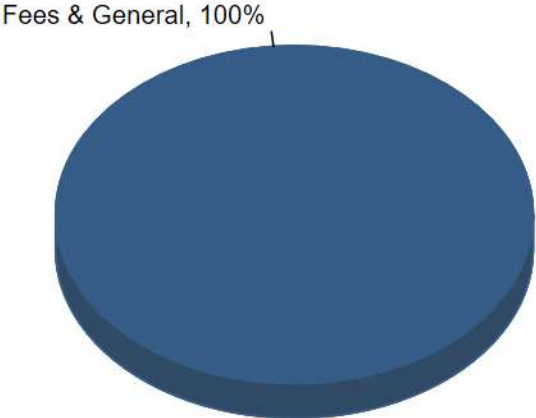
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Corporate Initiatives	\$ 252,474	\$ 285,190	\$ 299,795	\$ 14,605	5.1%
Corporate Partnership	(193,973)	(400,000)	(400,000)	-	-%
Digital & Innovation Office Admin	312,787	357,833	357,870	37	-%
Total Digital & Innovation Office	\$ 371,288	\$ 243,023	\$ 257,665	\$ 14,642	6.0%

Digital & Innovation Office

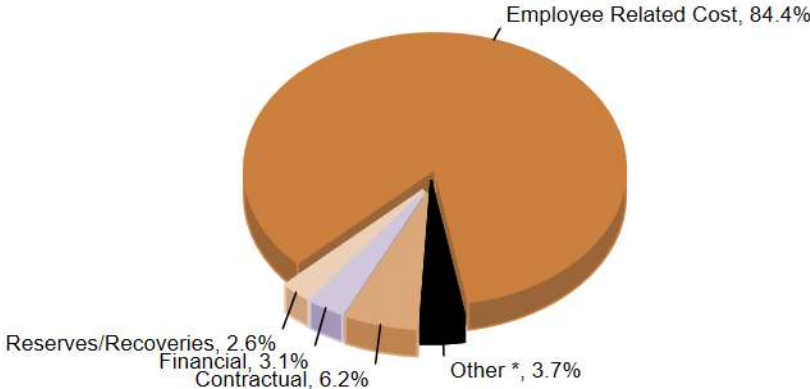
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 941,555	\$ 840,689	\$ 933,178	\$ 92,489	11.0%
Material & Supply	23,537	18,010	18,010	-	-%
Recoveries from Capital*	(126,117)	-	-	-	-%
Building & Ground*	1,131	1,311	1,820	509	38.8%
Consulting	1,713	20,760	20,760	-	-%
Contractual	113,729	68,670	68,670	-	-%
Agencies & Support Payments*	590	-	-	-	-%
Financial	29,618	28,450	34,450	6,000	21.1%
Cost Allocations*	7	-	-	-	-%
Reserves/Recoveries	22,223	22,093	28,471	6,378	28.9%
Total Expenses	1,007,986	999,983	1,105,359	105,376	10.5%
Fees & General	(591,698)	(756,960)	(847,694)	(90,734)	12.0%
Reserves	(45,000)	-	-	-	-%
Total Revenues	(636,698)	(756,960)	(847,694)	(90,734)	12.0%
Net Levy	\$ 371,288	\$ 243,023	\$ 257,665	\$ 14,642	6.0%
Full-Time Equivalents		7.00	7.00	-	-%

Digital & Innovation Office

2023 Restated Budget Revenues



2023 Restated Budget Expenses



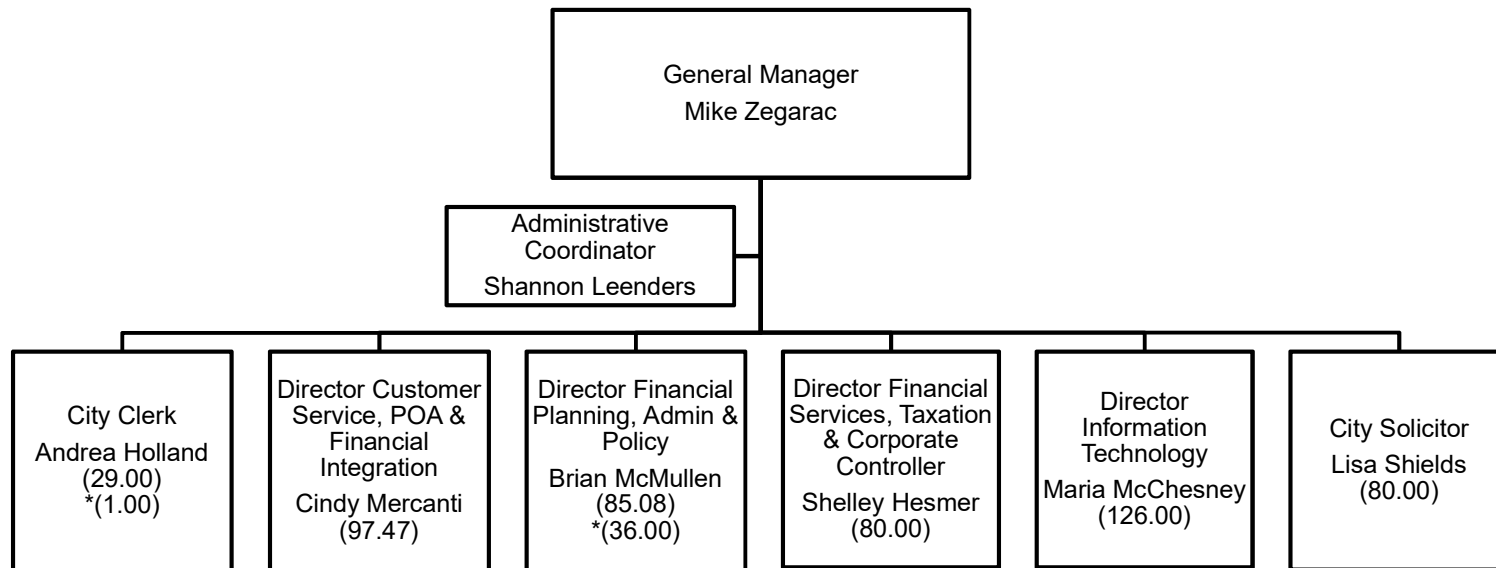
CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK

2023



| CORPORATE SERVICES

DEPARTMENT OVERVIEW



Complement (FTE)	Management	*Management Distributed	Other	*Other Distributed	Total	Staff to Management Ratio
2022	32.00	1.00	464.05	37.00	534.05	15.18:1
2023	32.00	1.00	466.55	37.00	536.55	15.26:1
Change	0.00	0.00	2.50	0.00	2.50	

* Represents distributed staff whose budget are in operating departments.

Corporate Services

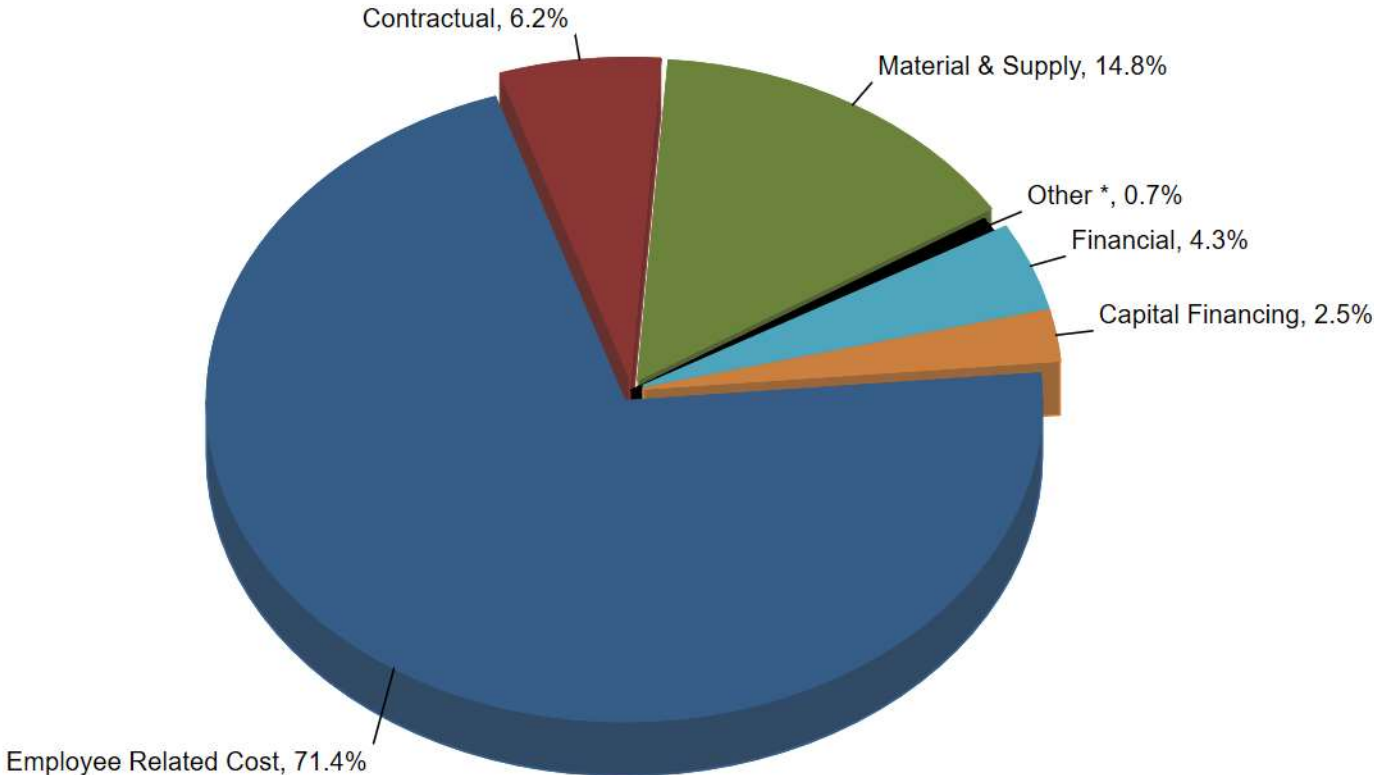
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
City Clerk's Office	\$ 3,043,135	\$ 3,213,004	\$ 3,080,129	\$ (132,875)	(4.1)%
Customer Service POA and Finl Integration	5,587,845	6,003,386	6,242,286	238,900	4.0%
Financial Serv Taxation and Corp Controller	2,687,613	4,282,983	4,484,902	201,919	4.7%
Legal Services and Risk Management	4,321,735	4,010,029	4,346,258	336,229	8.4%
Corporate Services Administration	308,551	331,635	344,026	12,391	3.7%
Financial Planning Admin & Policy	4,818,855	5,369,610	5,631,102	261,492	4.9%
Information Technology	12,349,490	16,456,580	17,506,367	1,049,787	6.4%
Total Corporate Services	\$33,117,224	\$39,667,227	\$41,635,070	\$ 1,967,843	5.0%

Corporate Services

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost*	\$ 45,790,120	\$ 51,869,990	\$ 55,097,388	3,227,398	6.2%
Contractual*	2,951,449	4,767,100	4,773,740	6,640	0.1%
Material & Supply*	8,061,561	11,028,291	11,453,555	425,264	3.9%
Recoveries from Capital*	(2,422,683)	(2,213,433)	(2,326,316)	(112,883)	5.1%
Vehicle Expenses*	16,002	21,001	21,633	632	3.0%
Building & Ground*	675,174	470,455	471,086	631	0.1%
Consulting*	125,355	65,760	60,760	(5,000)	(7.6)%
Agencies & Support Payments*	10,438	-	-	-	-%
Reserves/Recoveries*	(1,023,555)	(4,775,596)	(5,221,997)	(446,401)	9.3%
Cost Allocations*	(13,525,879)	(13,686,820)	(14,136,760)	(449,940)	3.3%
Financial*	2,415,653	3,344,420	3,355,730	11,310	0.3%
Capital Financing*	1,657,017	1,959,620	1,959,620	-	-%
Total Expenses	44,730,652	52,850,788	55,508,439	2,657,651	5.0%
Fees & General	(9,617,899)	(11,639,732)	(12,327,539)	(687,807)	5.9%
Tax & Rates	(837,711)	(618,000)	(620,000)	(2,000)	0.3%
Grants & Subsidies	(670,518)	-	-	-	-%
Reserves	(487,301)	(925,830)	(925,830)	-	-%
Total Revenues	(11,613,429)	(13,183,562)	(13,873,369)	(689,807)	5.2%
Net Levy	\$ 33,117,223	\$ 39,667,226	\$ 41,635,070	1,967,844	5.0%
Full-Time Equivalents		496.55	499.55	3.00	0.6%

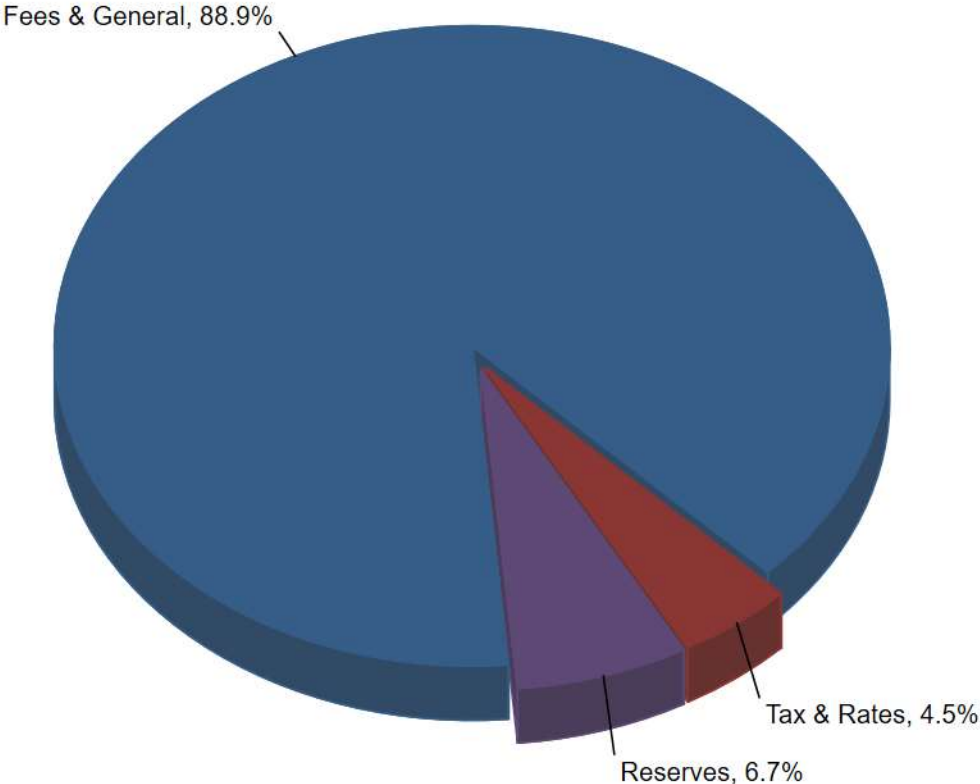
Corporate Services

2023 Preliminary Budget Expenses



Corporate Services

2023 Preliminary Budget Revenues



CITY OF HAMILTON 2024 - 2026 MULTI YEAR OUTLOOK BY DIVISION

Corporate Services

	2023 Preliminary Budget Gross	2023 Preliminary Budget Net	2024 Preliminary Gross	2024 Preliminary Net	2025 Preliminary Gross	2025 Preliminary Net	2026 Preliminary Gross	2026 Preliminary Net
City Clerk's Office	3,959,890	3,080,130	4,062,650	3,150,620	4,169,160	3,223,990	4,278,050	3,298,520
Customer Service POA and Finl Integration	13,878,250	6,242,280	14,235,520	6,427,580	14,602,440	6,618,580	14,973,650	6,809,830
Financial Serv Taxation and Corp Controller	7,407,660	4,484,900	7,650,150	4,573,530	7,897,370	4,762,000	8,132,250	4,935,490
Legal Services and Risk Management	4,504,120	4,346,260	4,755,960	4,598,100	4,992,350	4,834,490	5,201,910	5,044,050
Corporate Services Administration	357,810	344,030	366,700	352,920	376,010	362,230	385,200	371,420
Financial Planning Admin & Policy	7,123,980	5,631,100	7,384,010	5,885,020	7,634,460	6,131,850	7,870,720	6,364,630
Information Technology	18,276,730	17,506,370	19,402,240	18,631,750	19,848,380	19,077,890	20,249,270	19,478,770
Total Corporate Services	55,508,440	41,635,070	57,857,230	43,619,520	59,520,170	45,011,030	61,091,050	46,302,710

Corporate Services Administration

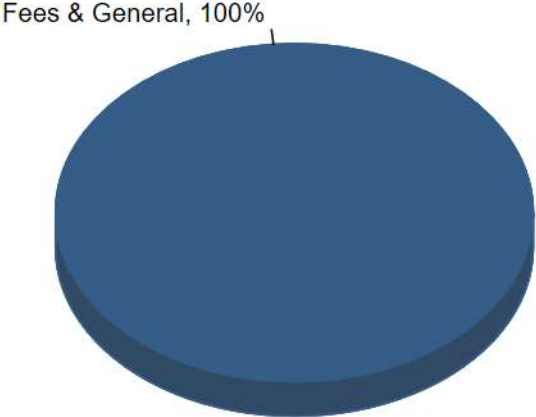
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Corporate Services Administration	\$ 308,551	\$ 331,635	\$ 344,026	\$ 12,391	3.7%
Total Corporate Services Administration	\$ 308,551	\$ 331,635	\$ 344,026	\$ 12,391	3.7%

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 412,925	\$ 423,992	\$ 440,726	\$ 16,734	3.9%
Material & Supply*	1,944	3,430	3,430	-	-%
Building & Ground*	527	328	330	2	0.6%
Consulting	15,307	25,000	25,000	-	-%
Contractual*	951	5,900	5,900	-	-%
Financial	11,257	7,500	7,500	-	-%
Cost Allocations*	(133,970)	(136,649)	(139,791)	(3,142)	2.3%
Reserves/Recoveries	13,596	15,915	14,712	(1,203)	(7.6)%
Total Expenses	322,537	345,416	357,807	12,391	3.6%
Fees & General	(13,988)	(13,780)	(13,780)	-	-%
Net Levy	\$ 308,549	\$ 331,636	\$ 344,027	\$ 12,391	3.7%

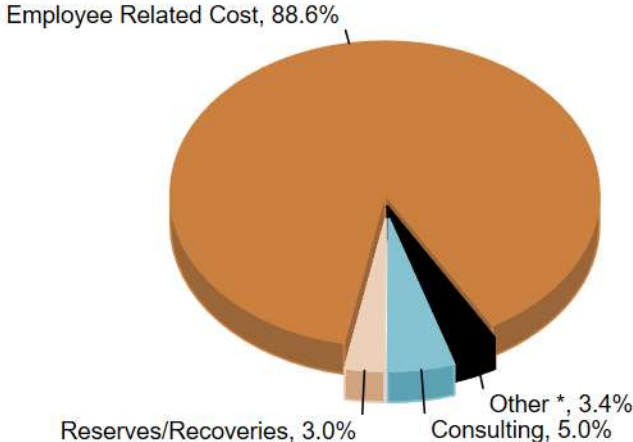
Full-Time Equivalents	2.00	2.00	-	-%
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Corporate Services Administration

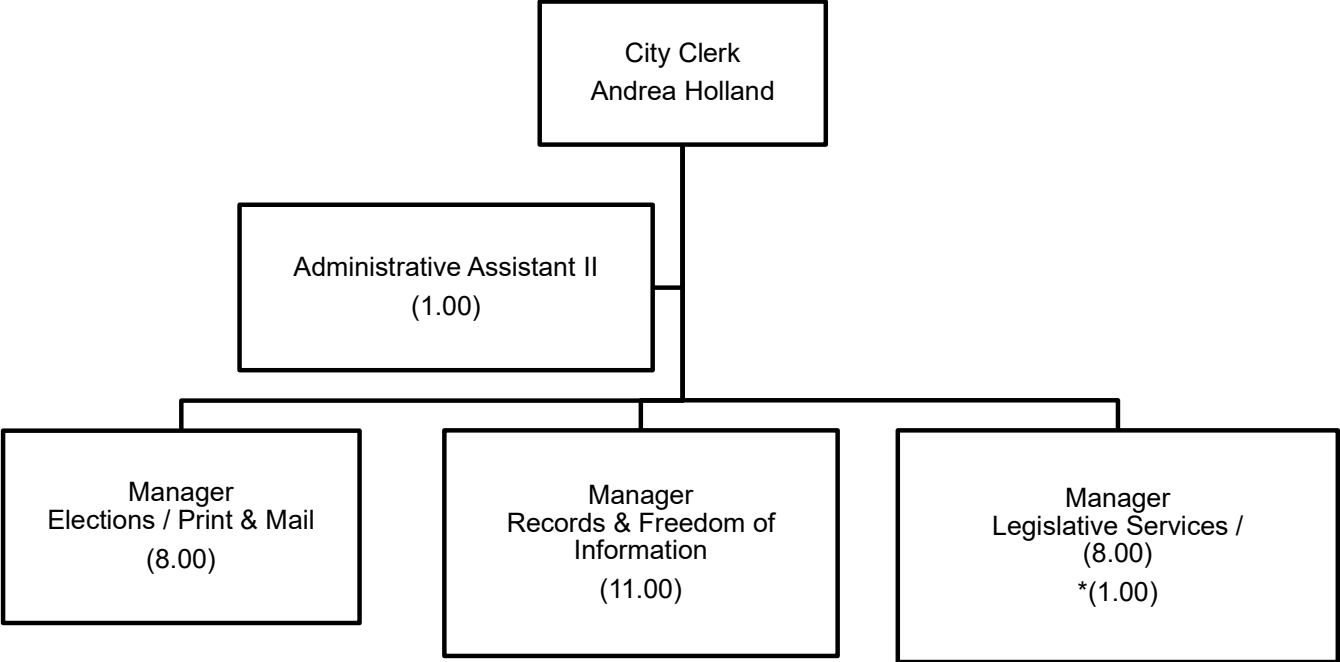
2023 Restated Budget Revenues



2023 Restated Budget Expenses



CITY CLERK'S OFFICE



Complement (FTE)	Management	Other	*Other Distributed	Total	Staff to Management Ratio
2022	4.00	25.00	1.00	30.00	6.50:1
2023	4.00	25.00	1.00	30.00	6.50:1
Change	0.00	0.00	0.00	0.00	

* Represents distributed staff whose budget are in operating departments.

City Clerk's Office

Description

City Clerk's Office delivers transparent, impartial and accessible services to Council, the corporation and our citizens. It is organized into three business units, Legislative Services, Election/ Print and Mail Services, and Records/Information Management Services. The division provides services under various responsibilities legislated through provincial Acts, striving to build public trust and confidence in local government. These services include, secretariat support to Council and its committees and various boards, conducting municipal and school board elections, managing Freedom of Information requests, administration of vital statistics on behalf of the province, and management of the organization's records and lobbyist registry. In addition to providing legislative, electoral and administrative services, the Office of the City Clerk also provides an internal business support to the corporation by offering distribution and collection of mail, internal courier services between facilities, along with printing and imaging services.

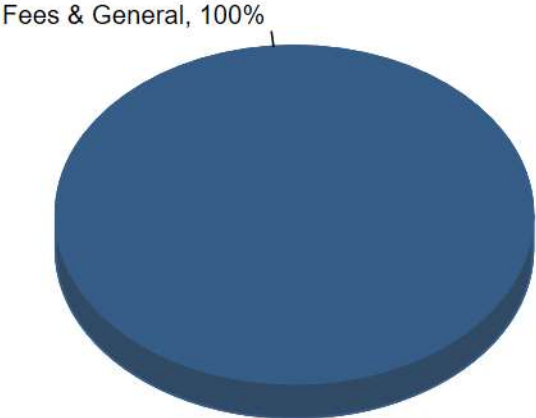
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
City Clerk - Admin	\$ 369,624	\$ 449,919	\$ 557,386	\$ 107,467	23.9%
Elections	778,368	868,185	1,017,405	149,220	17.2%
Legislative Support	886,687	866,136	888,929	22,793	2.6%
Print & Mail	569,643	420,705	203,898	(216,807)	(51.5)%
Records	438,813	608,058	412,510	(195,548)	(32.2)%
Total City Clerk's Office	\$ 3,043,135	\$ 3,213,003	\$ 3,080,128	\$ (132,875)	(4.1)%

City Clerk's Office

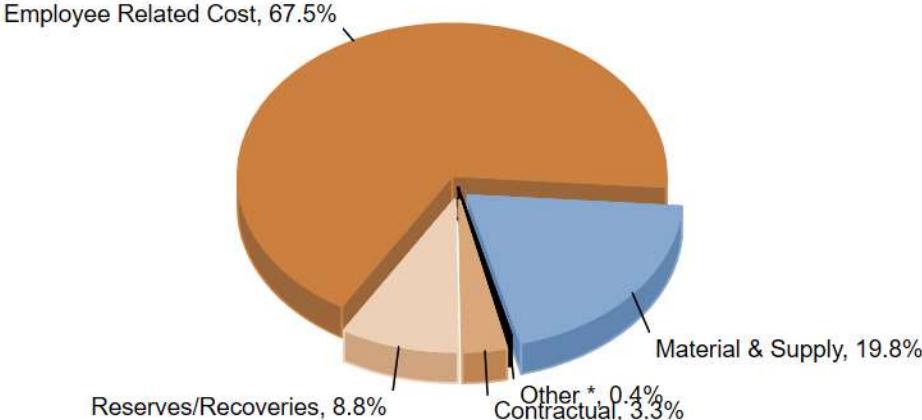
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 2,771,340	\$ 2,813,400	\$ 2,951,780	\$ 138,380	4.9%
Material & Supply	948,172	849,770	867,120	17,350	2.0%
Vehicle Expenses*	11,038	11,875	13,173	1,298	10.9%
Building & Ground*	8,279	5,408	6,310	902	16.7%
Contractual	196,282	145,530	145,530	-	-%
Financial*	25	-	-	-	-%
Cost Allocations*	(392,671)	(401,023)	(410,248)	(9,225)	2.3%
Reserves/Recoveries	190,408	420,415	386,223	(34,192)	(8.1)%
Total Expenses	3,732,873	3,845,375	3,959,888	114,513	3.0%
Fees & General	(636,566)	(632,370)	(879,760)	(247,390)	39.1%
Grants & Subsidies	(53,171)	-	-	-	-%
Total Revenues	(689,737)	(632,370)	(879,760)	(247,390)	39.1%
Net Levy	\$ 3,043,136	\$ 3,213,005	\$ 3,080,128	\$ (132,877)	(4.1)%
Full-Time Equivalents		29.00	29.00	-	-%

City Clerk's Office

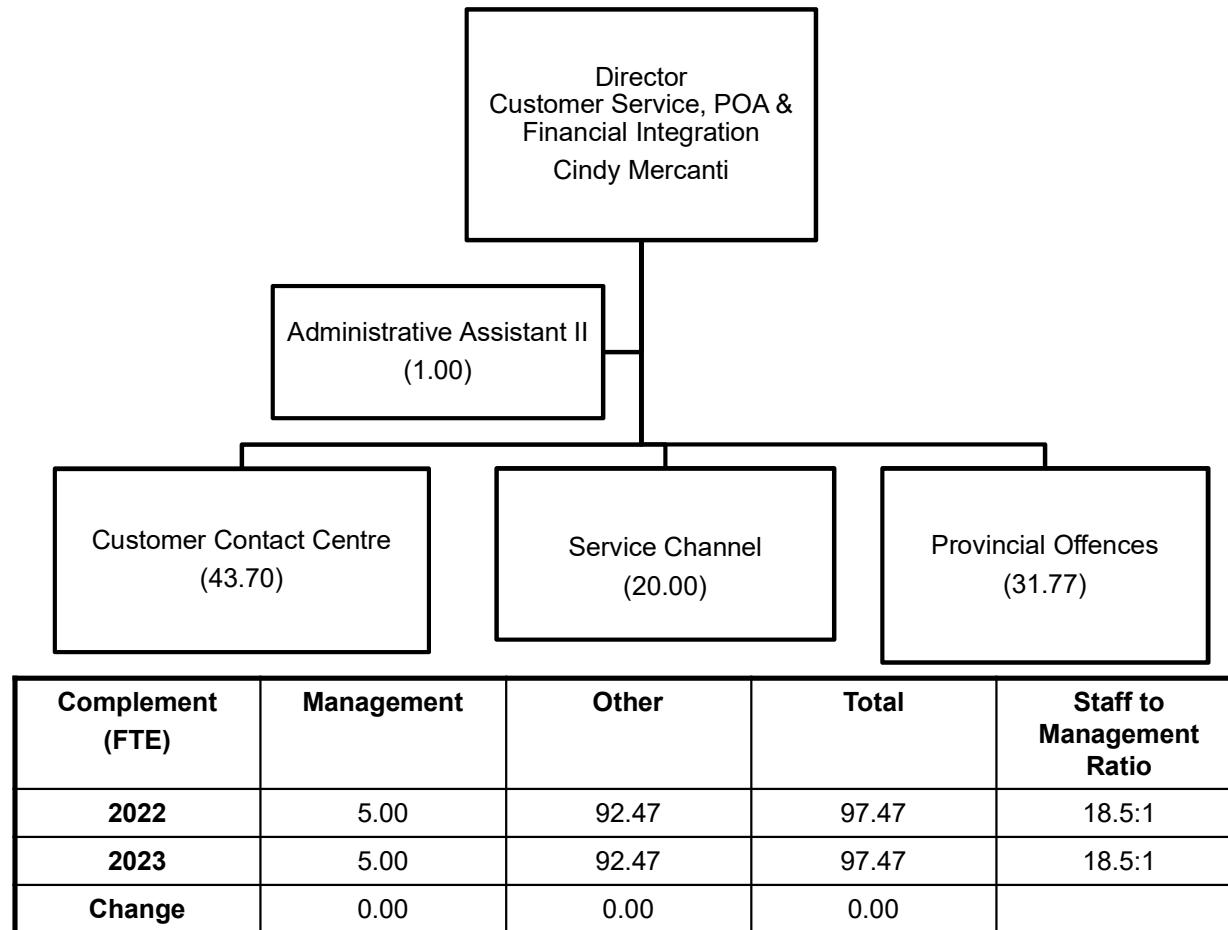
2023 Restated Budget Revenues



2023 Restated Budget Expenses



CUSTOMER SERVICE POA AND FINL INTEGRATION



Customer Service POA and Finl Integration

Description

The division is comprised of the Customer Contact Centre, Municipal Service Centres, the Service Channel Unit and the POA office. The Division provides residents with convenient access to City services, including the collection of fines, through both counter and phone service in a welcoming, responsive and accessible manner that fosters trust and confidence in government. In addition, the Division provides after-hour City emergency support on behalf of City departments. The Division is committed to providing sensational service to our customers, both internally and externally.

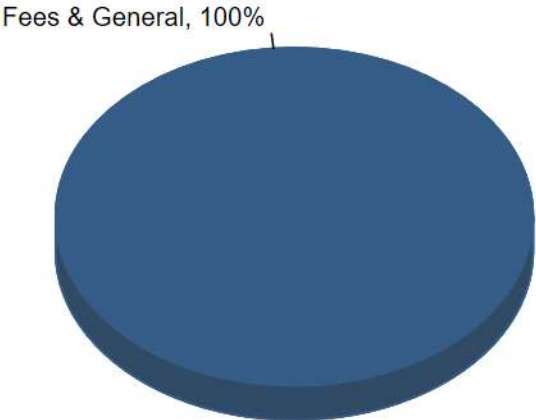
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Customer Contact Centre	\$ 3,402,831	\$ 3,565,374	\$ 3,772,643	\$ 207,269	5.8%
Customer Service - Administration	260,718	291,820	311,555	19,735	6.8%
Service Channel	1,924,297	2,146,192	2,158,088	11,896	0.6%
Total Customer Service POA and Finl Integration	\$ 5,587,846	\$ 6,003,386	\$ 6,242,286	\$ 238,900	4.0%

Customer Service POA and Finl Integration

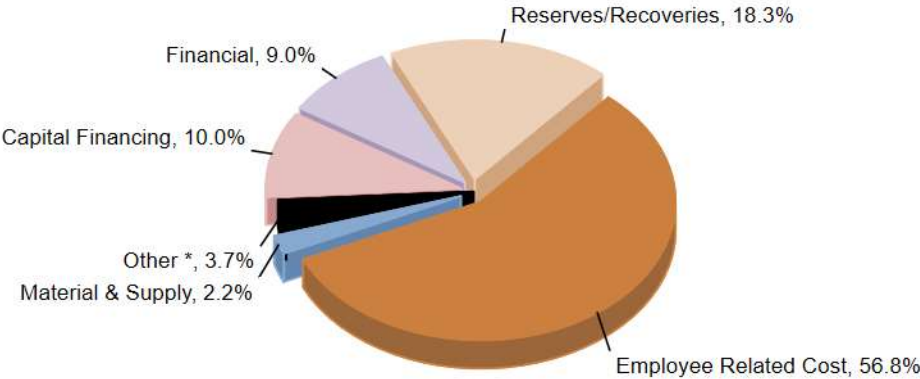
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 7,443,519	\$ 8,596,267	\$ 8,969,055	\$ 372,788	4.3%
Material & Supply	368,430	232,140	343,110	110,970	47.8%
Building & Ground*	214,569	265,100	266,050	950	0.4%
Consulting*	-	3,000	3,000	-	-%
Contractual	259,849	313,810	313,810	-	-%
Capital Financing	1,575,000	1,575,000	1,575,000	-	-%
Financial	791,201	1,425,930	1,425,930	-	-%
Cost Allocations*	(2,202,873)	(1,827,136)	(1,915,427)	(88,291)	4.8%
Reserves/Recoveries	2,426,788	2,670,771	2,897,727	226,956	8.5%
Total Expenses	10,876,483	13,254,882	13,878,255	623,373	4.7%
Fees & General	(5,084,925)	(7,251,497)	(7,635,969)	(384,472)	5.3%
Grants & Subsidies	(203,713)	-	-	-	-%
Total Revenues	(5,288,638)	(7,251,497)	(7,635,969)	(384,472)	5.3%
Net Levy	\$ 5,587,845	\$ 6,003,385	\$ 6,242,286	\$ 238,901	4.0%
Full-Time Equivalents		96.97	97.47	0.50	0.5%

Customer Service POA and Finl Integration

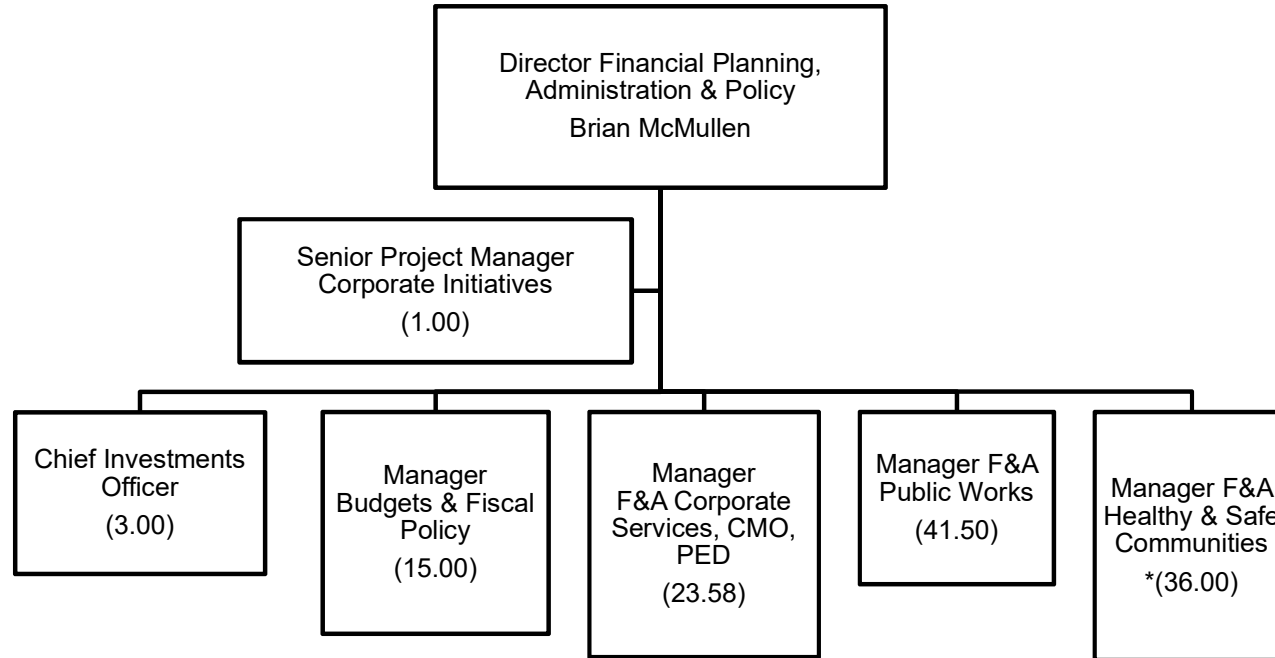
2023 Restated Budget Revenues



2023 Restated Budget Expenses



FINANCIAL PLANNING, ADMIN & POLICY



Complement (FTE)	Management	*Management Distributed	Other	*Other Distributed	Total	Staff to Management Ratio
2022	5.00	1.00	79.58	35.00	120.58	19.1 :1
2023	5.00	1.00	80.08	35.00	121.08	19.26:1
Change	0.00	0.00	0.50	0.00	0.50	

* Represents distributed staff whose budget are in operating departments

Financial Planning Admin & Policy

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Budgets & Fiscal Policy	\$ 705,318	\$ 592,074	\$ 714,708	\$ 122,634	20.7%
Admin Financial Policy & Planning	94,097	88,628	94,819	6,191	7.0%
Finance	4,136,400	4,794,223	4,924,247	130,024	2.7%
Investments	(116,960)	(105,316)	(102,672)	2,644	(2.5)%
Total Financial Planning Admin & Policy	\$ 4,818,855	\$ 5,369,609	\$ 5,631,102	\$ 261,493	4.9%

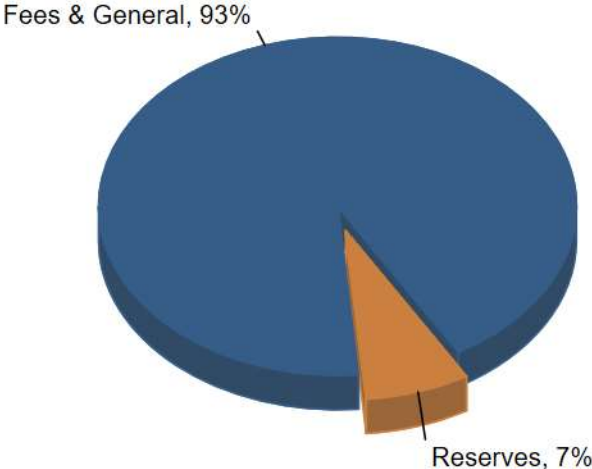


Financial Planning Admin & Policy

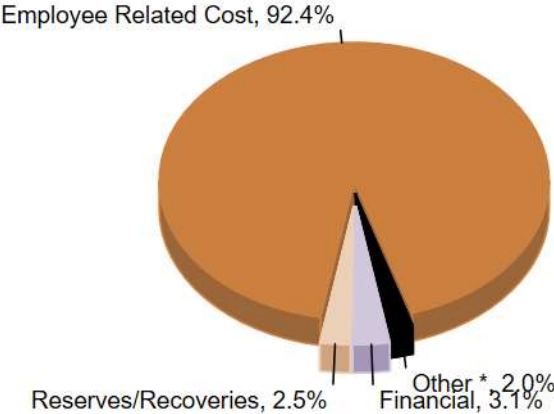
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 7,880,406	\$ 8,924,380	\$ 9,399,613	\$ 475,233	5.3%
Material & Supply*	30,465	38,380	38,430	50	0.1%
Recoveries from Capital*	(821,550)	(916,177)	(980,576)	(64,399)	7.0%
Building & Ground*	52,642	40,351	40,890	539	1.3%
Consulting*	15,183	20,700	15,700	(5,000)	(24.2)%
Contractual*	38,432	110,980	110,580	(400)	(0.4)%
Financial	305,354	304,310	310,310	6,000	2.0%
Cost Allocations*	(1,558,484)	(1,885,578)	(2,066,047)	(180,469)	9.6%
Reserves/Recoveries	224,578	246,592	255,082	8,490	3.4%
Total Expenses	6,167,026	6,883,938	7,123,982	240,044	3.5%
Fees & General	(1,249,797)	(1,408,828)	(1,387,380)	21,448	(1.5)%
Grants & Subsidies	(1,380)	-	-	-	-%
Reserves	(96,994)	(105,500)	(105,500)	-	-%
Total Revenues	(1,348,171)	(1,514,328)	(1,492,880)	21,448	(1.4)%
Net Levy	\$ 4,818,855	\$ 5,369,610	\$ 5,631,102	\$ 261,492	4.9%
Full-Time Equivalents		84.58	85.08	0.50	0.6%

Financial Planning Admin & Policy

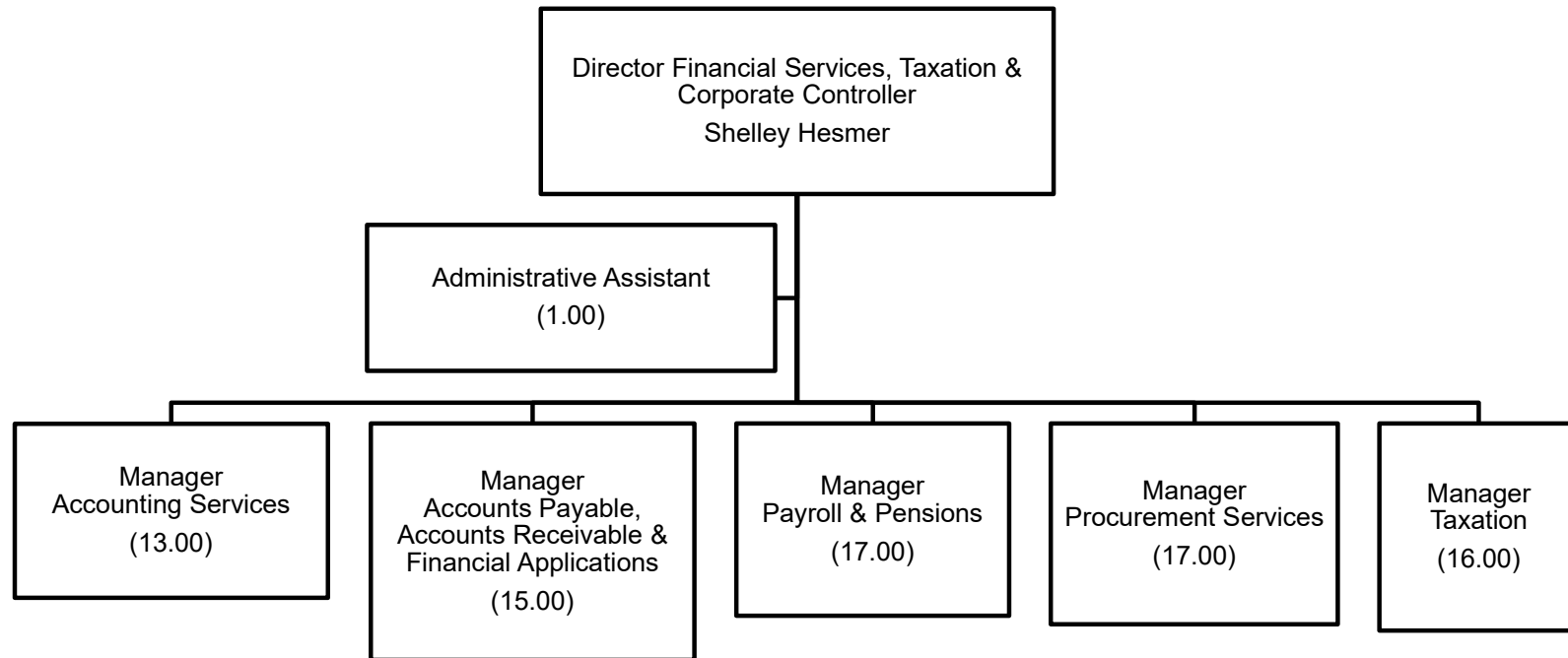
2023 Restated Budget Revenues



2023 Restated Budget Expenses



FINANCIAL SER TAXATION AND CORP CONTROLLER



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2021	6.00	74.00	80.00	12.33:1
2022	6.00	74.00	80.00	12.33:1
Change	0.00	0.00	0.00	

Financial Serv Taxation and Corp Controller

Description

The division plays a key role in ensuring that Hamilton is financially sound, accountable and transparent in managing public funds. Each section within the division delivers a range of services that contribute to the financial success of the City, including the collection of property taxes and non-tax revenues, payroll and pension services, securing quality vendors to provide goods and services and paying for these goods and services to enable the City to carry out mandated and Council directed services. As well as, providing advice to Council, Committee and management to ensure City finances are managed in accordance with legislative and contractual requirements, while mitigating financial risks and reporting of financial performance on a timely basis.

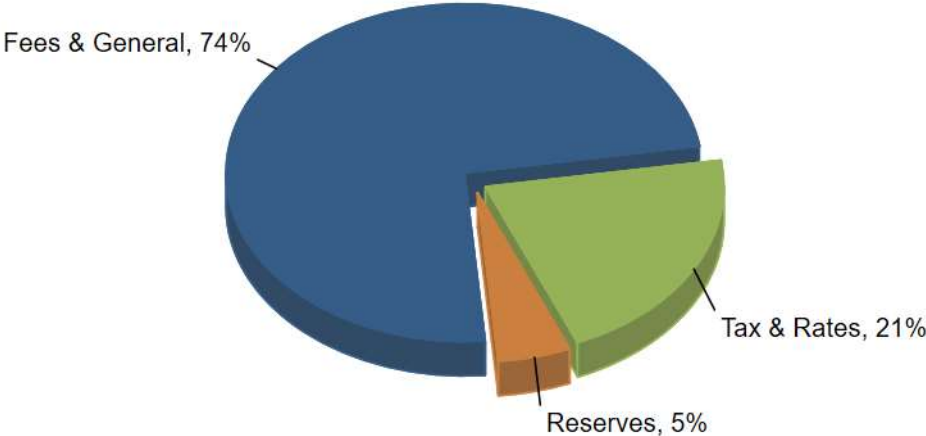
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Accounts Payable	\$ 213,406	\$ 322,427	\$ 330,156	\$ 7,729	2.4%
Accounts Receivable	156,071	175,012	171,398	(3,614)	(2.1)%
Financial Accounting Services	500,624	754,479	767,848	13,369	1.8%
Financial Application Support	329,460	494,782	522,547	27,765	5.6%
Financial Services Admin	403,512	366,118	346,923	(19,195)	(5.2)%
Payroll and Pensions	940,926	1,005,504	1,073,575	68,071	6.8%
Procurement	763,496	949,731	1,003,397	53,666	5.7
Taxation	(619,882)	214,931	269,058	54,127	25.2
Total Financial Serv Taxation and Corp Controller	\$ 2,687,613	\$ 4,282,984	\$ 4,484,902	\$ 201,918	4.7%

Financial Serv Taxation and Corp Controller

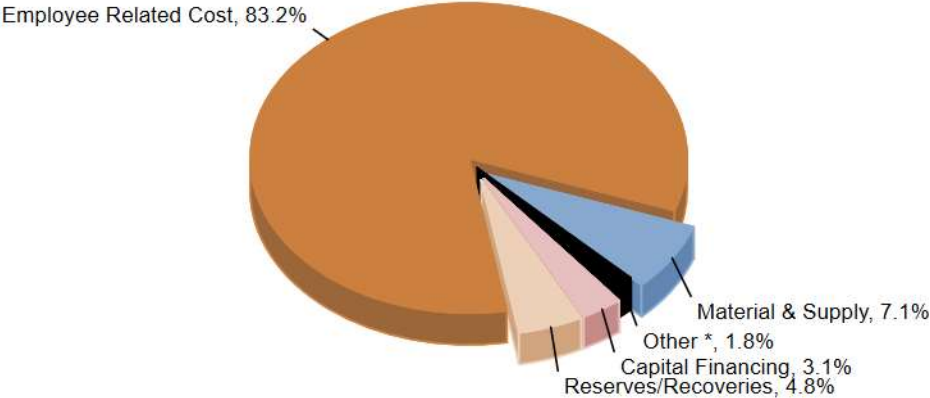
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 7,069,280	\$ 7,935,123	\$ 8,250,364	\$ 315,241	4.0%
Material & Supply	561,857	635,995	703,535	67,540	10.6%
Recoveries from Capital*	(392,576)	(410,336)	(429,004)	(18,668)	4.5%
Building & Ground*	15,838	18,235	15,270	(2,965)	(16.3)%
Consulting*	33,161	-	-	-	-%
Contractual*	41,426	98,330	93,640	(4,690)	(4.8)%
Agencies & Support Payments*	10,438	-	-	-	-%
Capital Financing	-	303,000	303,000	-	-%
Financial*	105,091	65,200	70,510	5,310	8.1%
Cost Allocations*	(1,984,969)	(2,027,286)	(2,073,917)	(46,631)	2.3%
Reserves/Recoveries	710,506	508,920	474,265	(34,655)	(6.8)%
Total Expenses	6,170,052	7,127,181	7,407,663	280,482	3.9%
Fees & General	(2,497,457)	(2,082,577)	(2,159,140)	(76,563)	3.7%
Tax & Rates	(837,711)	(618,000)	(620,000)	(2,000)	0.3%
Grants & Subsidies	(592)	-	-	-	-%
Reserves	(146,679)	(143,620)	(143,620)	-	-%
Total Revenues	(3,482,439)	(2,844,197)	(2,922,760)	(78,563)	2.8%
Net Levy	\$ 2,687,613	\$ 4,282,984	\$ 4,484,903	\$ 201,919	4.7%
Full-Time Equivalents		80.00	80.00	-	-%

Financial Serv Taxation and Corp Controller

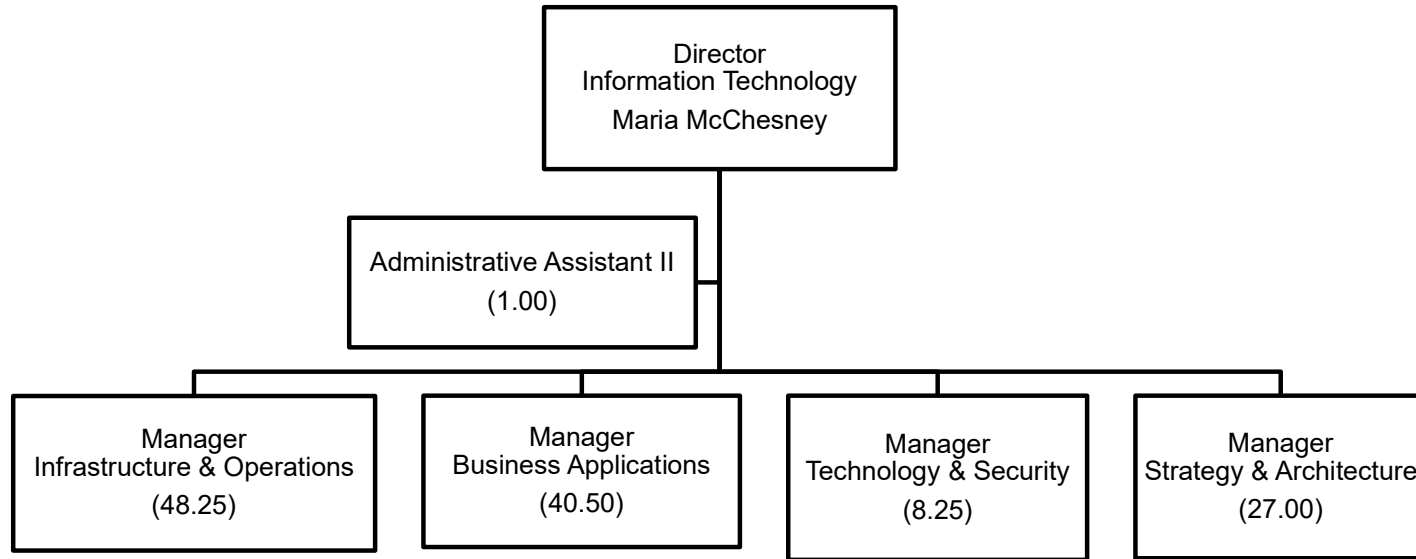
2023 Restated Budget Revenues



2023 Restated Budget Expenses



INFORMATION TECHNOLOGY



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	6.00	111.00	126.00	21:1
2023	6.00	111.00	126.00	21:1
Change	0.00	0.00	0.00	

Information Technology

Description

Information Technology (IT) supports all City department areas in improving current processes and finding innovative and viable technologies to meet current and future business challenges.. The division accomplishes this by performing a variety of services. Information Technology is managed through best practices and processes, and stays current with industry trends. The division is comprised of Corporate Information and Application Support, Infrastructure and Operation Support, and Information Security

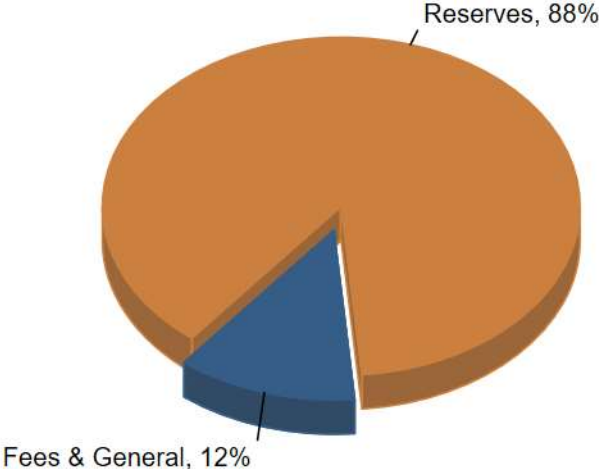
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Business Applications	\$ 7,004,879	\$ 7,688,028	\$ 8,222,258	\$ 534,230	6.9%
Infrastructure & Operations	5,969,448	8,083,193	8,241,279	158,086	2.0%
Strategy & Architecture	2,821,337	3,462,635	3,724,226	261,591	7.6%
IP Telephony	(205,142)	-	-	-	-%
IT - Admin	(4,050,399)	(4,229,309)	(4,264,036)	(34,727)	0.8%
Technology & Security	810,961	1,452,034	1,582,640	130,606	9.0%
Modems	1	-	-	-	-
Printers	(1,595)	-	-	-	-
Total Information Technology	\$12,349,490	\$16,456,581	\$17,506,367	\$ 1,049,786	6.4%

Information Technology

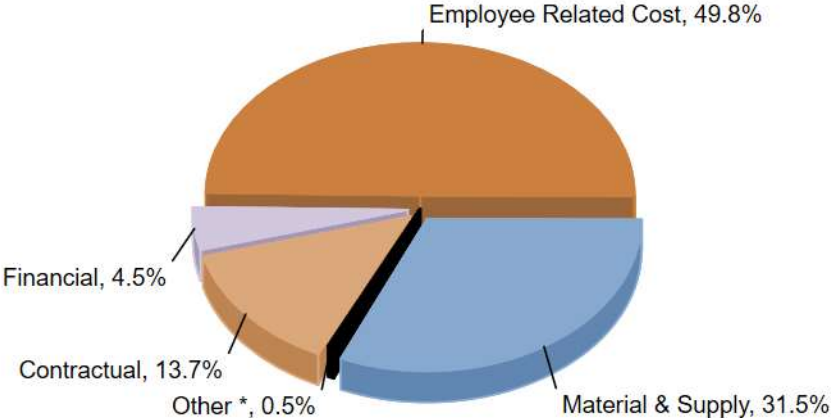
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 11,724,216	\$ 13,518,918	\$ 14,734,968	\$ 1,216,050	9.0%
Material & Supply	6,035,267	9,096,146	9,323,730	227,584	2.5%
Recoveries from Capital*	(340,937)	-	-	-	-%
Vehicle Expenses*	4,965	9,127	8,460	(667)	(7.3)%
Building & Ground*	367,934	124,198	125,076	878	0.7%
Consulting*	61,704	12,060	12,060	-	-%
Contractual	2,332,645	4,043,020	4,053,600	10,580	0.3%
Capital Financing*	397	-	-	-	-%
Financial	514,350	1,338,520	1,338,520	-	-%
Cost Allocations*	(6,518,907)	(6,608,646)	(6,712,417)	(103,771)	1.6%
Reserves/Recoveries*	(1,345,450)	(4,307,232)	(4,607,270)	(300,038)	7.0%
Total Expenses	12,836,184	17,226,111	18,276,727	1,050,616	6.1%
Fees & General	(75,668)	(92,820)	(93,650)	(830)	0.9%
Grants & Subsidies	(411,026)	-	-	-	-%
Reserves	-	(676,710)	(676,710)	-	-%
Total Revenues	(486,694)	(769,530)	(770,360)	(830)	0.1%
Net Levy	\$ 12,349,490	\$ 16,456,581	\$ 17,506,367	\$ 1,049,786	6.4%
Full-Time Equivalents		126.00	126.00	-	-%

Information Technology

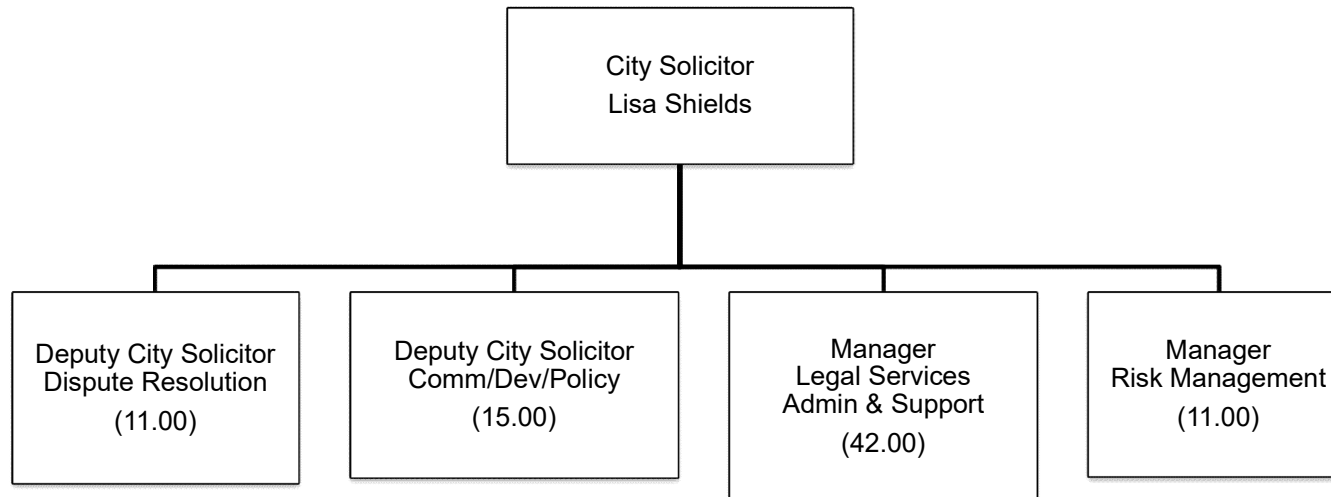
2023 Restated Budget Revenues



2023 Restated Budget Expenses



LEGAL SERVICES AND RISK MANAGEMENT



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	5.00	73.00	78.00	14.6:1
2023	5.00	75.00	80.00	15:1
Change	0.00	2.00	2.00	

Legal Services and Risk Management

Description

Legal and Risk Management Services provides a full range of legal and risk management services to the City in an effort to leverage the close working relationships with City Council and City departments. The division continues to support the core business, projects, and initiatives led by other areas of the City of Hamilton by: – advising on achieving compliance with provincial and federal regulations. – identifying legislative authority, drafting, interpreting and enforcing by-laws. – identifying, managing or monitoring risk and securing appropriate insurance. – addressing real estate, planning, development, environmental, financial, tax, intellectual property and privacy issues, as well as labour and employment matters. – advocating before the courts, quasi-judicial and regulatory bodies and prosecuting violations of City By-laws, Fire and Building Code Act, Highway Traffic Act and other provincial legislation. – negotiating and executing enforceable contracts

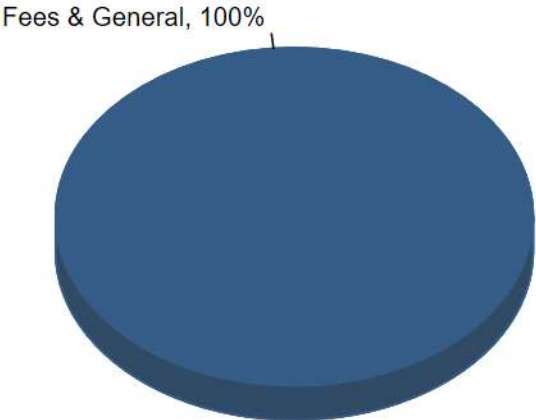
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Legal Services	\$ 4,321,735	\$ 4,010,029	\$ 4,346,258	\$ 336,229	8.4%
Total Legal Services and Risk Management	\$ 4,321,735	\$ 4,010,029	\$ 4,346,258	\$ 336,229	8.4%

Legal Services and Risk Management

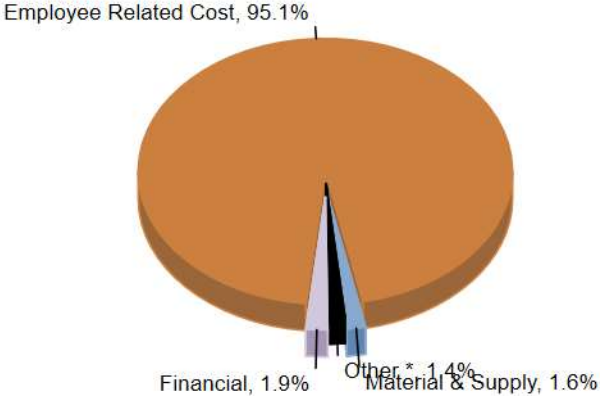
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 8,488,434	\$ 9,657,910	\$ 10,350,883	\$ 692,973	7.2%
Material & Supply	115,425	172,430	174,200	1,770	1.0%
Recoveries from Capital*	(867,619)	(886,920)	(916,735)	(29,815)	3.4%
Building & Ground*	15,386	16,836	17,160	324	1.9%
Consulting*	-	5,000	5,000	-	-%
Contractual	81,864	49,530	50,680	1,150	2.3%
Capital Financing	81,620	81,620	81,620	-	-%
Financial	688,374	202,960	202,960	-	-%
Cost Allocations*	(734,005)	(800,501)	(818,912)	(18,411)	2.3%
Reserves/Recoveries*	(3,243,981)	(4,330,976)	(4,642,738)	(311,762)	7.2%
Total Expenses	4,625,498	4,167,889	4,504,118	336,229	8.1%
Fees & General	(59,499)	(157,860)	(157,860)	-	-%
Grants & Subsidies	(636)	-	-	-	-%
Reserves	(243,628)	-	-	-	-%
Total Revenues	(303,763)	(157,860)	(157,860)	-	-%
Net Levy	\$ 4,321,735	\$ 4,010,029	\$ 4,346,258	\$ 336,229	8.4%
Full-Time Equivalents		78.00	80.00	2.00	2.6%

Legal Services and Risk Management

2023 Restated Budget Revenues



2023 Restated Budget Expenses



CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK

2023



CORPORATE FINANCIALS AND NON-PROGRAM REVENUES

Non Program Expenditures

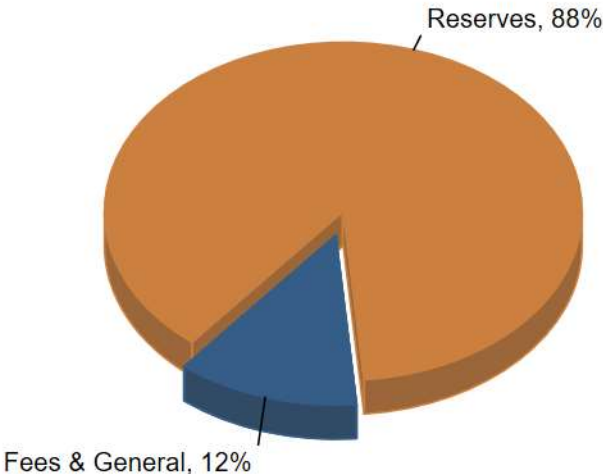
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Corporate Initiatives (NPE)	\$ 5,744,668	\$ 4,204,480	\$ 7,693,174	\$ 3,488,694	83.0%
Corporate Pensions Benefits & Contingency	49,254,646	15,705,393	17,470,243	1,764,850	11.2%
Total Non Program Expenditures	\$54,999,314	\$19,909,873	\$25,163,417	\$ 5,253,544	26.4%

Non Program Expenditures

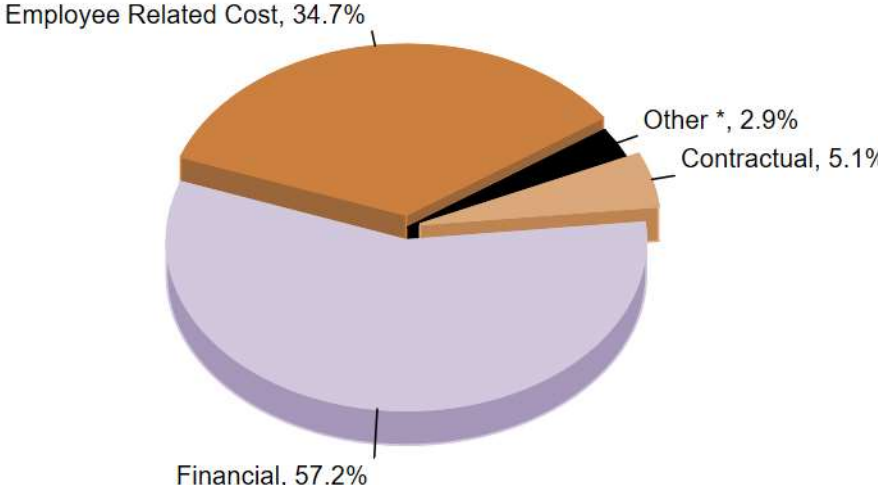
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 12,825,791	\$ 8,040,894	\$ 13,306,233	\$ 5,265,339	65.5%
Material & Supply*	(602,225)	110,828	83,000	(27,828)	(25.1)%
Vehicle Expenses*	40,432	-	-	-	-%
Building & Ground*	374,506	-	-	-	-%
Consulting*	(7,278)	-	-	-	-%
Contractual	456,456	493,349	1,960,205	1,466,856	297.3%
Capital Financing*	208,879	917,600	1,036,511	118,911	13.0%
Financial	21,729,570	21,675,039	21,922,082	247,043	1.1%
Cost Allocations*	4,810	-	-	-	-%
Reserves/Recoveries*	24,449,292	(11,141,236)	(12,118,294)	(977,058)	8.8%
Total Expenses	59,480,233	20,096,474	26,189,737	6,093,263	30.3%
Fees & General	(1,089,362)	(186,600)	(126,320)	60,280	(32.3)%
Tax & Rates	(685,249)	-	-	-	-%
Grants & Subsidies	(202,323)	-	-	-	-%
Reserves	(2,503,986)	-	(900,000)	(900,000)	-%
Total Revenues	(4,480,920)	(186,600)	(1,026,320)	(839,720)	450.0%
Net Levy	\$ 54,999,313	\$ 19,909,874	\$ 25,163,417	\$ 5,253,543	26.4%

Non Program Expenditures

2023 Restated Budget Revenues



2023 Restated Budget Expenses



Non Program Revenues

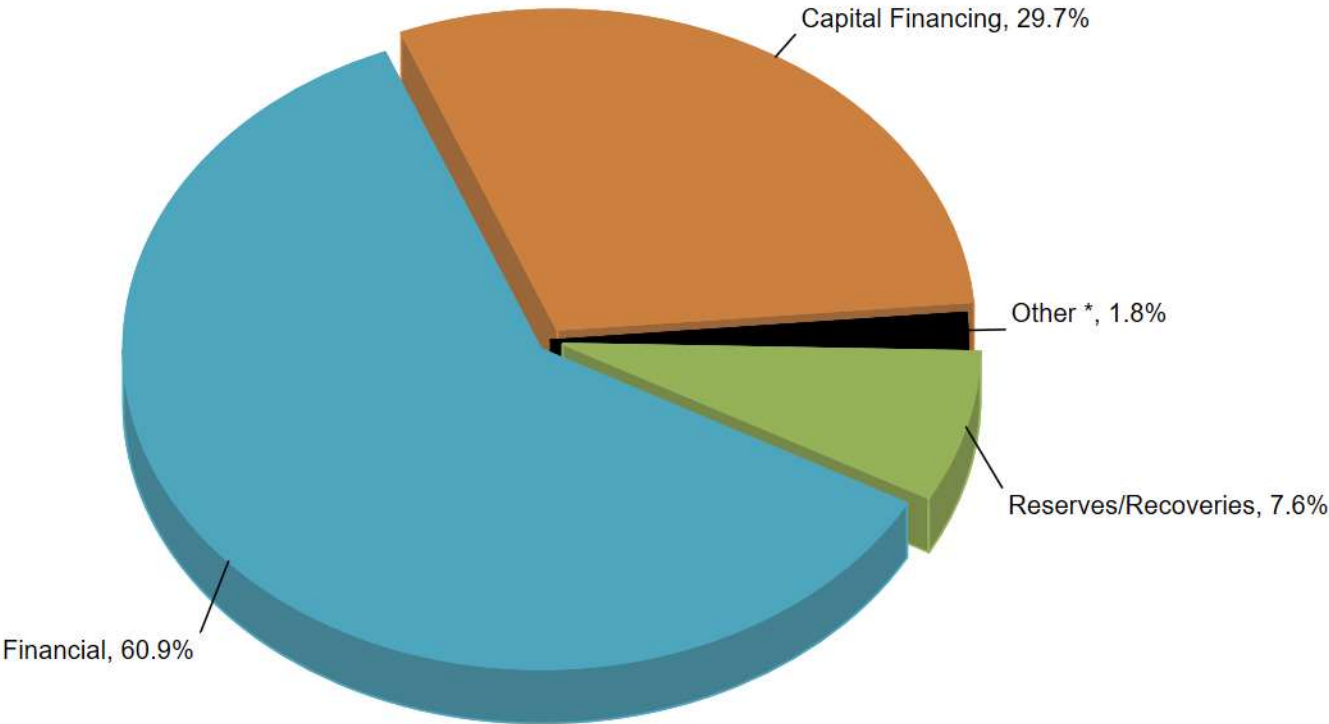
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Payment In Lieu	\$ (17,415,685)	\$ (17,108,444)	\$ (17,518,600)	\$ (410,156)	2.4%
Penalties & Interest	(11,956,776)	(11,400,000)	(11,500,000)	(100,000)	0.9%
Right Of Way	(3,228,763)	(3,228,877)	(3,229,500)	(623)	-%
Senior Tax Credit	524,152	529,830	534,100	4,270	0.8%
Supplementary Taxes	(10,775,352)	(10,130,000)	(10,130,000)	-	-%
Tax Remissions & Write Offs	14,719,593	9,750,000	9,790,000	40,000	0.4%
Hydro Dividend & Other Interest	(5,255,868)	(6,566,400)	(6,567,700)	(1,300)	-%
Investment Income	(4,100,000)	(4,800,000)	(4,800,000)	-	-%
Slot Revenues	(5,200,000)	(5,200,000)	(5,200,000)	-	-%
POA Revenues	(2,142,160)	(2,302,220)	(2,697,913)	(395,693)	17.2%
Total Non Program Revenues	\$ (44,830,859)	\$ (50,456,111)	\$ (51,319,613)	\$ (863,502)	1.7%

Non Program Revenues

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Contractual*	\$ 184,792	\$ 176,300	\$ 315,000	138,700	78.7%
Reserves/Recoveries*	4,206,042	1,500,000	1,360,000	(140,000)	(9.3)%
Financial*	16,373,889	10,829,000	10,869,000	40,000	0.4%
Capital Financing*	5,595,178	5,300,000	5,300,000	-	-%
Total Expenses	26,359,901	17,805,300	17,844,000	38,700	0.2%
Fees & General	(32,789,545)	(33,680,590)	(37,815,513)	(4,134,923)	12.3%
Tax & Rates	(31,549,774)	(30,937,321)	(31,348,100)	(410,779)	1.3%
Grants & Subsidies	(6,851,440)	(1,043,500)	-	1,043,500	(100.0)%
Reserves	-	(2,600,000)	-	2,600,000	(100.0)%
Total Revenues	(71,190,759)	(68,261,411)	(69,163,613)	(902,202)	1.3%
Net Levy	\$ (44,830,858)	\$ (50,456,111)	\$ (51,319,613)	(863,502)	1.7%

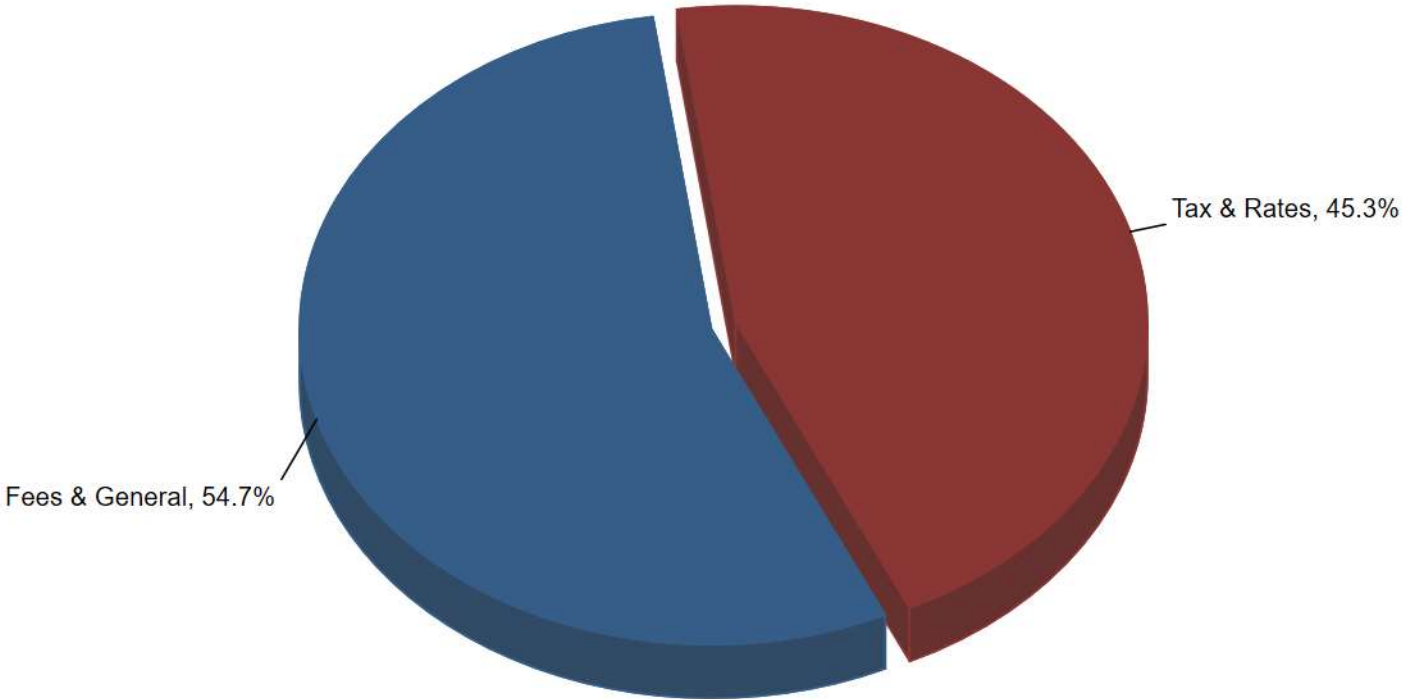
Non Program Revenues

2023 Preliminary Budget Expenses



Non Program Revenues

2023 Preliminary Budget Revenues



CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK

2023



| HAMILTON ENTERTAINMENT FACILITIES

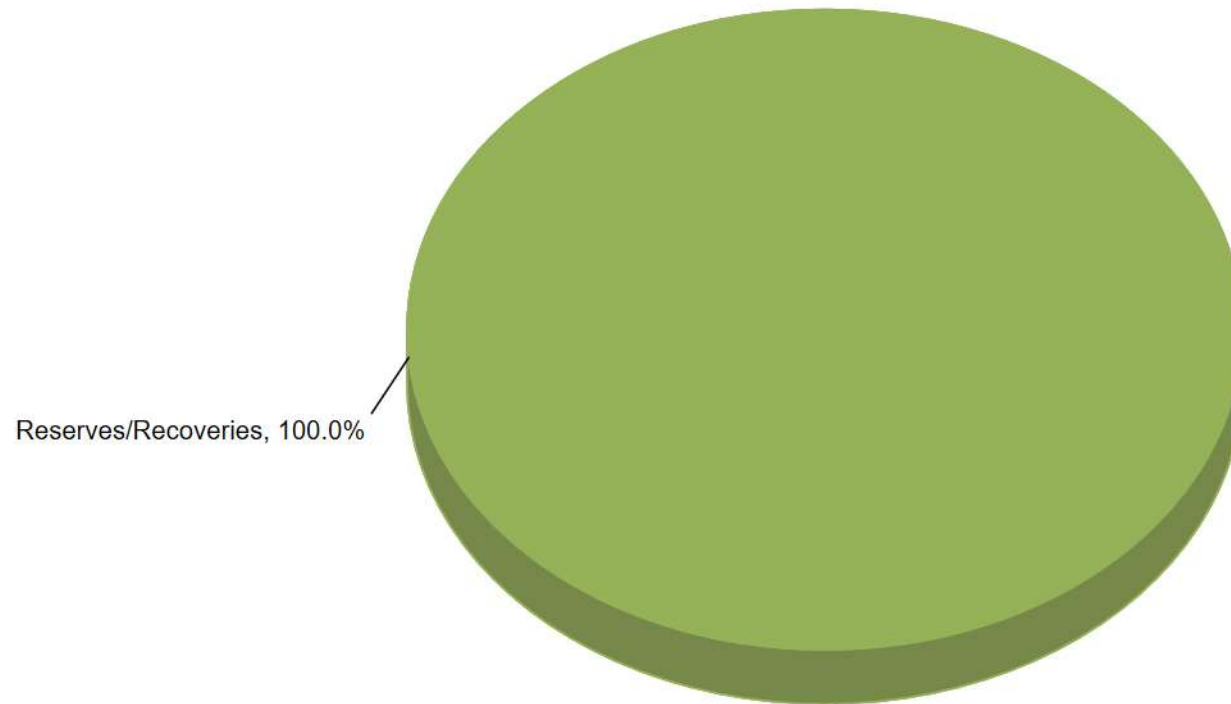
Hamilton Entertainment Facilities

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Operating	\$ 4,988,180	\$ 2,337,713	\$ 150,000	\$ (2,187,713)	(93.6)%
Total Hamilton Entertainment Facilities	\$ 4,988,180	\$ 2,337,713	\$ 150,000	\$ (2,187,713)	(93.6)%

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Contractual*	\$ 2,168,862	\$ 806,980	\$ -	(806,980)	(100.0)%
Building & Ground*	2,392,865	868,280	-	(868,280)	(100.0)%
Reserves/Recoveries*	736,615	1,053,223	150,000	(903,223)	(85.8)%
Capital Expenditures*	522,389	-	-	-	-%
Total Expenses	5,820,731	2,728,483	150,000	(2,578,483)	(94.5)%
Fees & General	(310,192)	(390,770)	-	(390,770)	(100.0)%
Grants & Subsidies	(522,359)	-	-	-	-%
Total Revenues	(832,551)	(390,770)	-	(390,770)	100.0%
Net Levy	\$ 4,988,180	\$ 2,337,713	\$ 150,000	(2,187,713)	(93.6)%

Hamilton Entertainment Facilities

2023 Preliminary Budget Expenses



CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK

2023



| LEGISLATIVE

Legislative

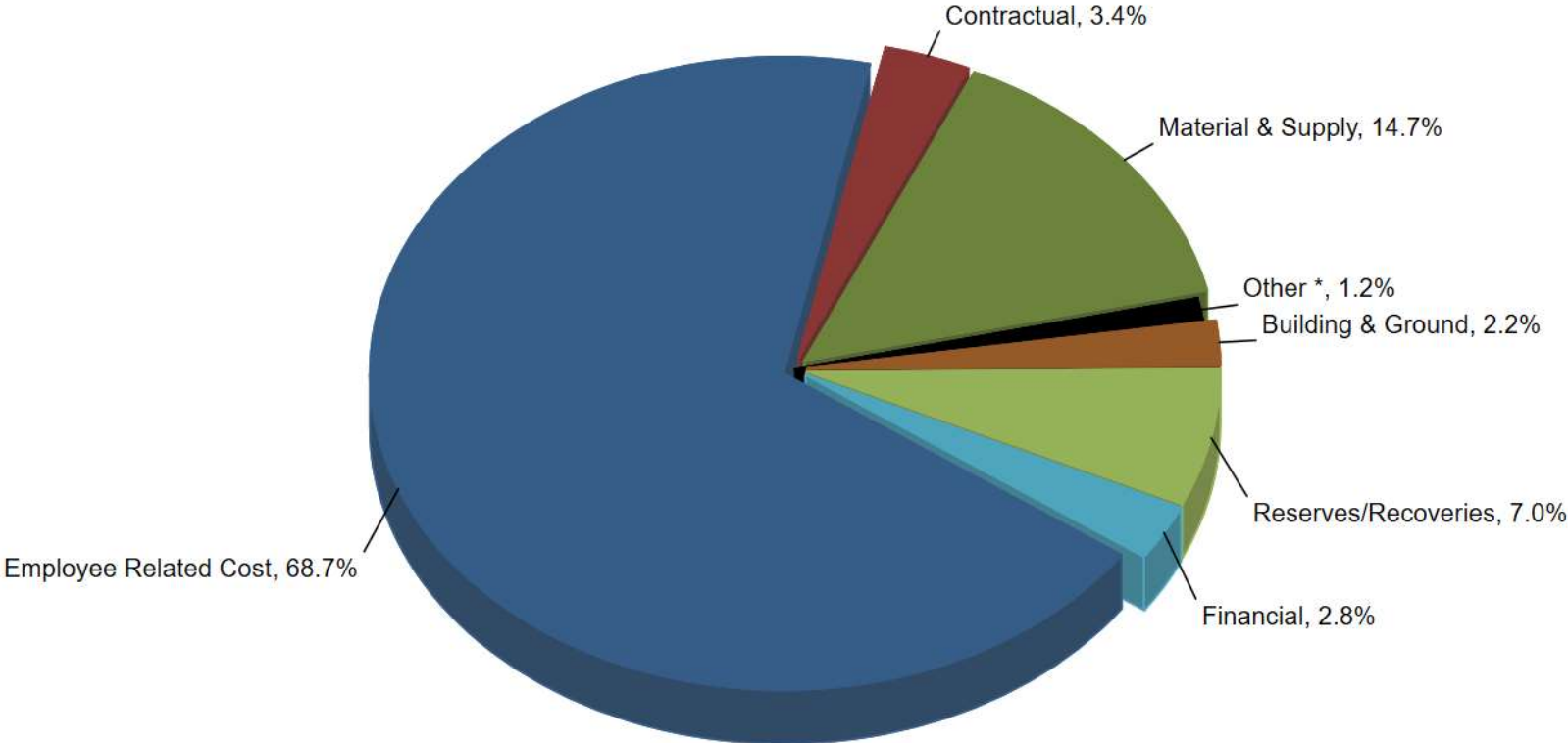
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Legislative General	\$ (355,516)	\$ (363,297)	\$ (285,332)	\$ 77,965	(21.5)%
Mayors Office	1,033,669	1,211,422	1,250,007	38,585	3.2%
Volunteer Committee	75,877	120,730	120,730	-	-%
Ward Budgets	3,927,729	4,314,419	4,445,050	130,631	3.0%
Total Legislative	\$ 4,681,759	\$ 5,283,274	\$ 5,530,455	\$ 247,181	4.7%

Legislative

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost*	\$ 4,566,664	\$ 4,315,852	\$ 4,474,054	158,202	3.7%
Contractual*	253,856	219,530	219,530	-	-%
Material & Supply*	106,848	979,438	956,363	(23,075)	(2.4)%
Vehicle Expenses*	1,399	4,137	4,172	35	0.8%
Building & Ground*	125,900	81,971	146,080	64,109	78.2%
Consulting*	-	54,190	54,190	-	-%
Agencies & Support Payments*	4,691	19,070	19,070	-	-%
Reserves/Recoveries*	428,098	440,737	458,256	17,519	4.0%
Cost Allocations*	(953,478)	(964,307)	(986,510)	(22,203)	2.3%
Financial*	157,935	155,250	185,250	30,000	19.3%
Total Expenses	4,691,913	5,305,868	5,530,455	224,587	4.2%
Fees & General	(2,159)	-	-	-	-%
Reserves	(7,996)	(22,595)	-	22,595	(100.0)%
Total Revenues	(10,155)	(22,595)	-	22,595	(100.0)%
Net Levy	\$ 4,681,758	\$ 5,283,273	\$ 5,530,455	247,182	4.7%
Full-Time Equivalents		22.00	22.00	-	-%

Legislative

2023 Preliminary Budget Expenses



**CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK**

2023



| BOARDS AND AGENCIES

Hamilton Police Service

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Operating	\$ 175,345,191	\$ 182,369,000	\$188,620,000	\$ 6,251,000	3.4%
Total Hamilton Police Service	\$ 175,345,191	\$ 182,369,000	\$188,620,000	\$ 6,251,000	3.4%

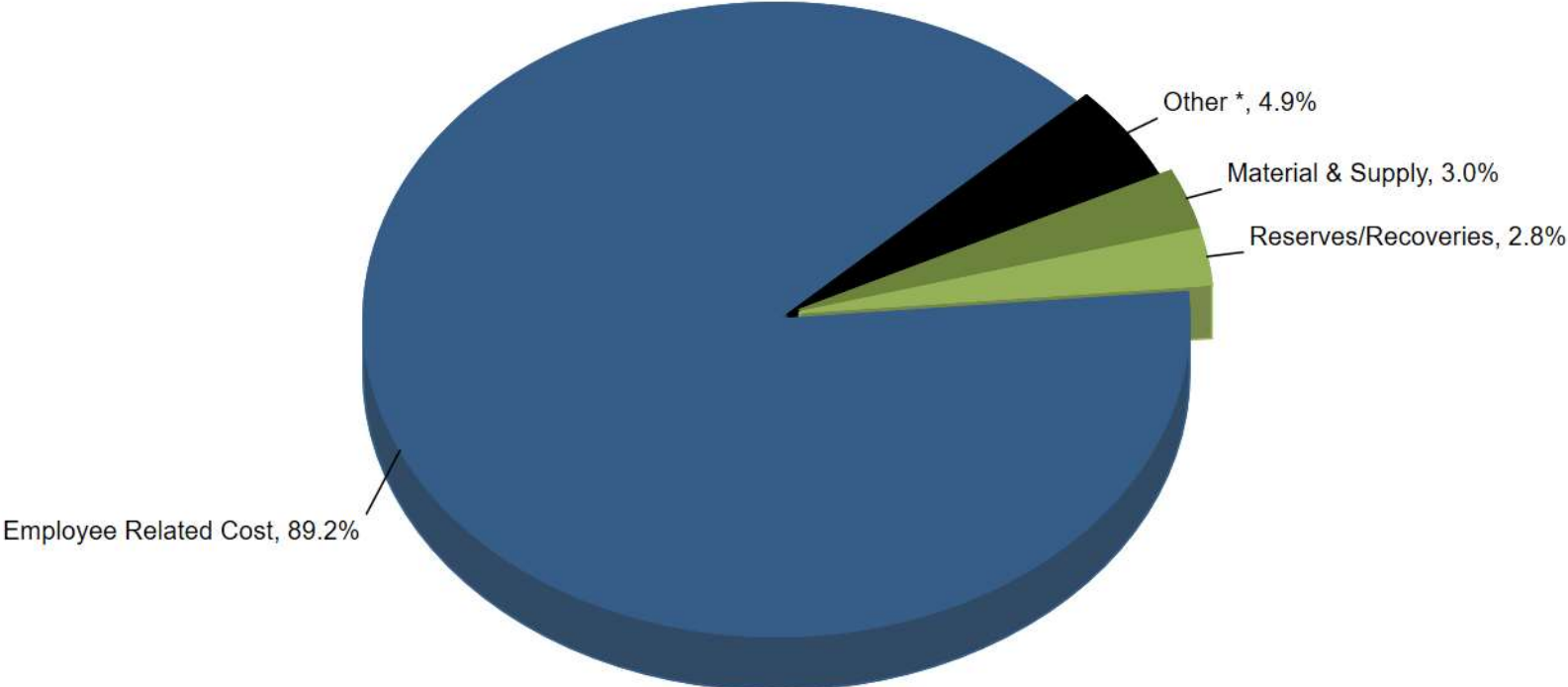


Hamilton Police Service

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost*	\$ 173,061,454	\$ 173,005,285	\$ 178,438,500	5,433,215	3.1%
Contractual*	1,062,247	886,934	886,934	-	-%
Material & Supply*	4,802,194	6,038,422	6,038,172	(250)	-%
Vehicle Expenses*	1,974,071	2,187,000	2,461,580	274,580	12.6%
Building & Ground*	3,007,899	3,379,350	3,424,648	45,298	1.3%
Consulting*	188,080	122,600	59,600	(63,000)	(51.4)%
Agencies & Support Payments*	7,500	42,300	42,300	-	-%
Reserves/Recoveries*	5,207,280	5,657,986	5,651,836	(6,150)	(0.1)%
Cost Allocations*	874,581	1,269,891	1,269,891	-	-%
Financial*	887,118	529,800	529,800	-	-%
Capital Financing*	1,085,800	1,139,363	1,135,863	(3,500)	(0.3)%
Total Expenses	192,158,224	194,258,931	199,939,124	5,680,193	2.9%
Fees & General	(3,694,211)	(2,495,247)	(2,501,307)	(6,060)	0.2%
Tax & Rates	5,655	-	-	-	-%
Grants & Subsidies	(11,012,557)	(8,517,817)	(8,517,817)	-	-%
Reserves	(2,111,920)	(876,867)	(300,000)	576,867	(65.8)%
Total Revenues	(16,813,033)	(11,889,931)	(11,319,124)	570,807	(4.8)%
Net Levy	\$ 175,345,191	\$ 182,369,000	\$ 188,620,000	6,251,000	3.4%
Full-Time Equivalents		1,194.50	1,194.50	-	-%

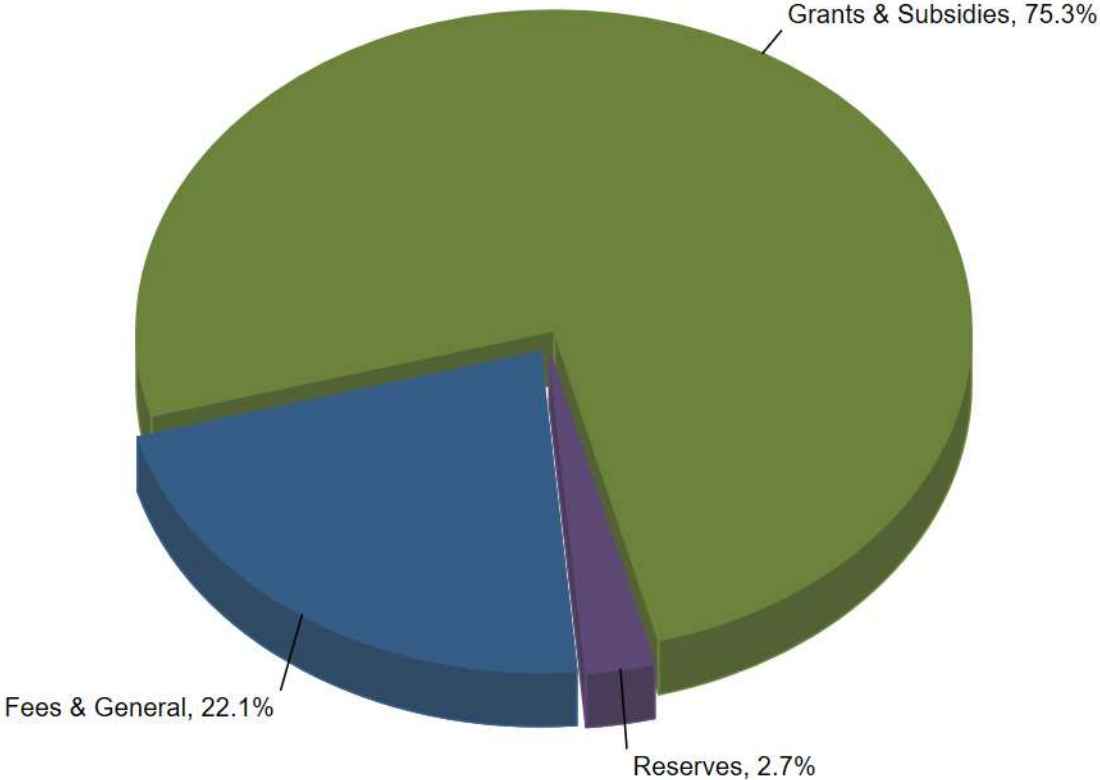
Hamilton Police Service

2023 Preliminary Budget Expenses



Hamilton Police Service

2023 Preliminary Budget Revenues



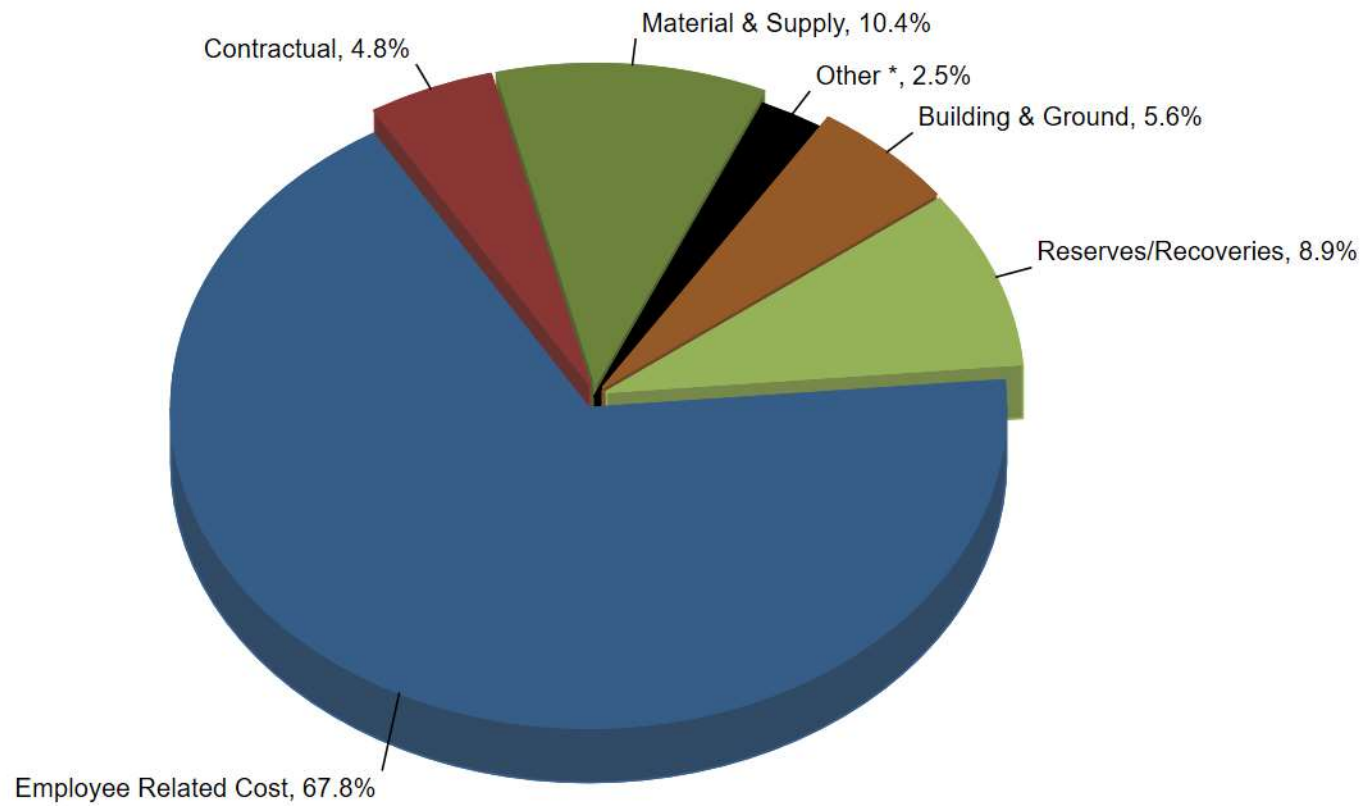
Hamilton Public Library

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Digital Technology & Creation	\$ 4,027,763	\$ 4,620,420	\$ 4,685,798	\$ 65,378	1.4%
Library Administration	704,089	837,929	1,127,210	289,281	34.5%
Library System	7,633,298	3,145,762	2,974,017	(171,745)	(5.5)%
Public Service - Branches	10,971,692	13,367,610	13,957,845	590,235	4.4%
Human Resources & Information Services	2,338,311	2,570,559	2,923,068	352,509	13.7%
Collections & Program Development	3,100,876	4,848,338	5,046,303	197,965	4.1%
Finance & Facilities	3,254,021	3,274,475	3,147,084	(127,391)	(3.9)%
Total Hamilton Public Library	\$32,030,050	\$32,665,093	\$33,861,325	\$ 1,196,232	3.7%

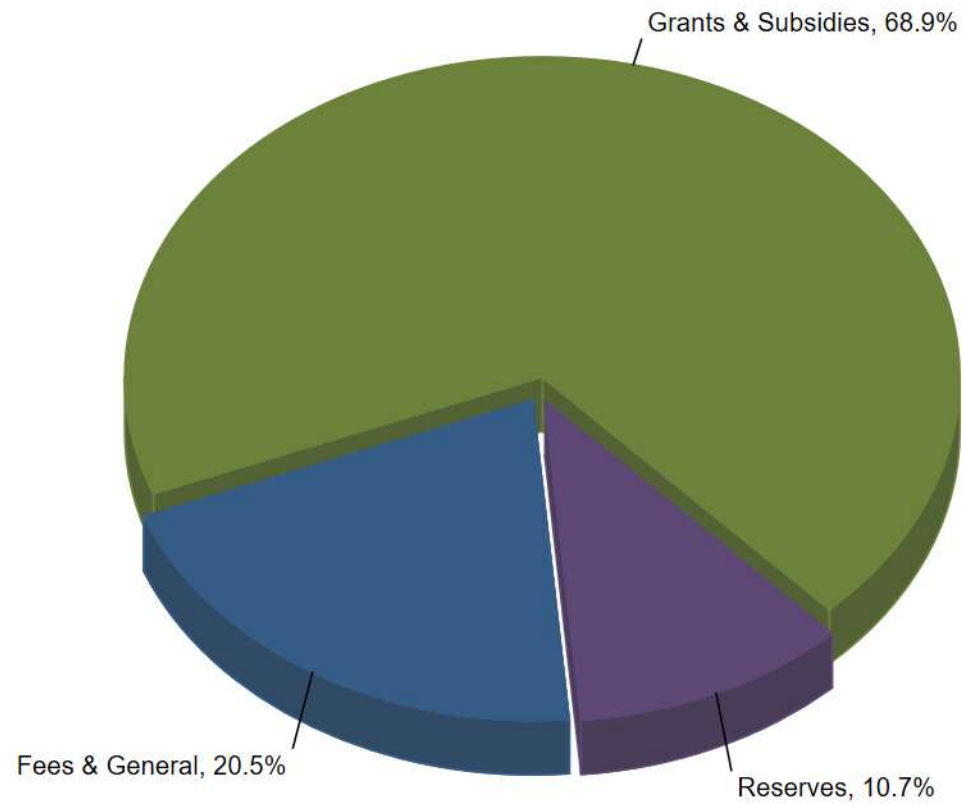
Hamilton Public Library

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost*	\$ 18,437,484	\$ 23,412,439	\$ 24,215,099	802,660	3.4%
Contractual*	1,744,692	1,696,770	1,721,770	25,000	1.5%
Material & Supply*	3,151,120	3,752,490	3,721,840	(30,650)	(0.8)%
Vehicle Expenses*	63,158	108,541	90,024	(18,517)	(17.1)%
Building & Ground*	2,541,917	2,605,719	2,014,610	(591,109)	(22.7)%
Consulting*	20,414	-	-	-	-%
Reserves/Recoveries*	7,506,102	2,486,348	3,183,928	697,580	28.1%
Cost Allocations*	108,175	402,297	411,164	8,867	2.2%
Financial*	217,266	375,880	375,420	(460)	(0.1)%
Total Expenses	33,790,328	34,840,484	35,733,855	893,371	2.6%
Fees & General	(524,188)	(440,940)	(383,080)	57,860	(13.1)%
Grants & Subsidies	(1,236,090)	(1,574,450)	(1,289,450)	285,000	(18.1)%
Reserves	-	(160,000)	(200,000)	(40,000)	25.0%
Total Revenues	(1,760,278)	(2,175,390)	(1,872,530)	302,860	(13.9)%
Net Levy	\$ 32,030,050	\$ 32,665,094	\$ 33,861,325	1,196,231	3.7%
Full-Time Equivalents		297.00	304.00	7.00	2.4%

2023 Preliminary Budget Expenses



2023 Preliminary Budget Revenues



Boards & Agencies

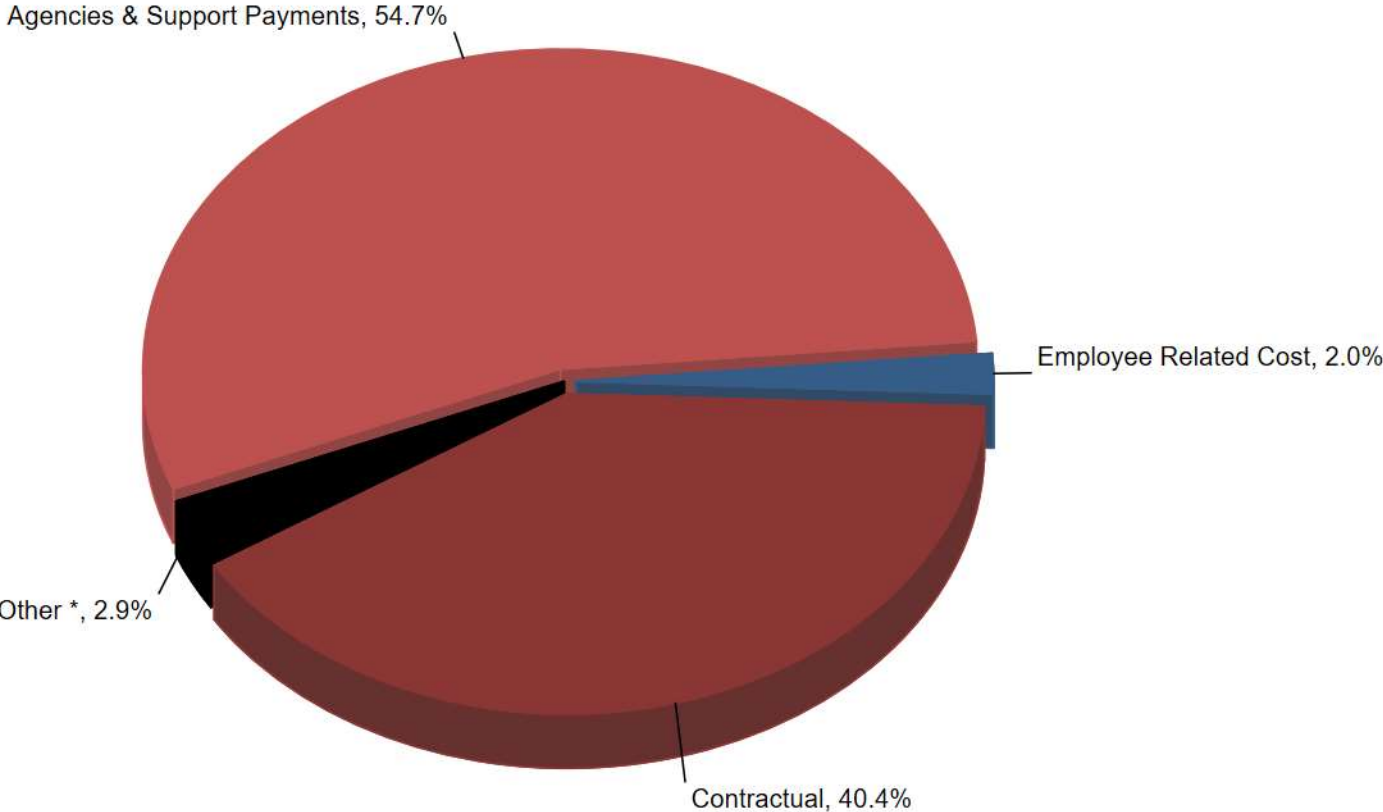
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Conservation Authorities	\$ 8,459,774	\$ 8,651,200	\$ 9,107,947	\$ 456,747	5.3%
Other Boards & Agencies	7,478,180	8,002,308	8,178,161	175,853	2.2%
Total Boards & Agencies	\$15,937,954	\$16,653,508	\$17,286,108	\$ 632,600	3.8%

Boards & Agencies

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost*	\$ 293,760	\$ 339,800	\$ 359,864	20,064	5.9%
Contractual*	7,184,466	7,058,190	7,206,443	148,253	2.1%
Material & Supply*	24,105	21,040	22,300	1,260	6.0%
Building & Ground*	217,306	195,115	194,628	(487)	(0.2)%
Consulting*	11,183	3,000	-	(3,000)	(100.0)%
Agencies & Support Payments*	9,081,964	9,274,688	9,767,773	493,085	5.3%
Reserves/Recoveries*	243,361	258,487	263,919	5,432	2.1%
Cost Allocations*	190,795	50,238	21,060	(29,178)	(58.1)%
Financial*	32,160	10,450	10,450	-	-%
Capital Expenditures*	-	5,000	5,000	-	-%
Total Expenses	17,279,100	17,216,008	17,851,437	635,429	3.7%
Fees & General	(627,942)	(562,500)	(565,330)	(2,830)	0.5%
Grants & Subsidies	(147,187)	-	-	-	-%
Reserves	(566,018)	-	-	-	-%
Total Revenues	(1,341,147)	(562,500)	(565,330)	(2,830)	0.5%
Net Levy	\$ 15,937,953	\$ 16,653,508	\$ 17,286,107	632,599	3.8%
Full-Time Equivalents		4.42	4.42	-	-%

Boards & Agencies

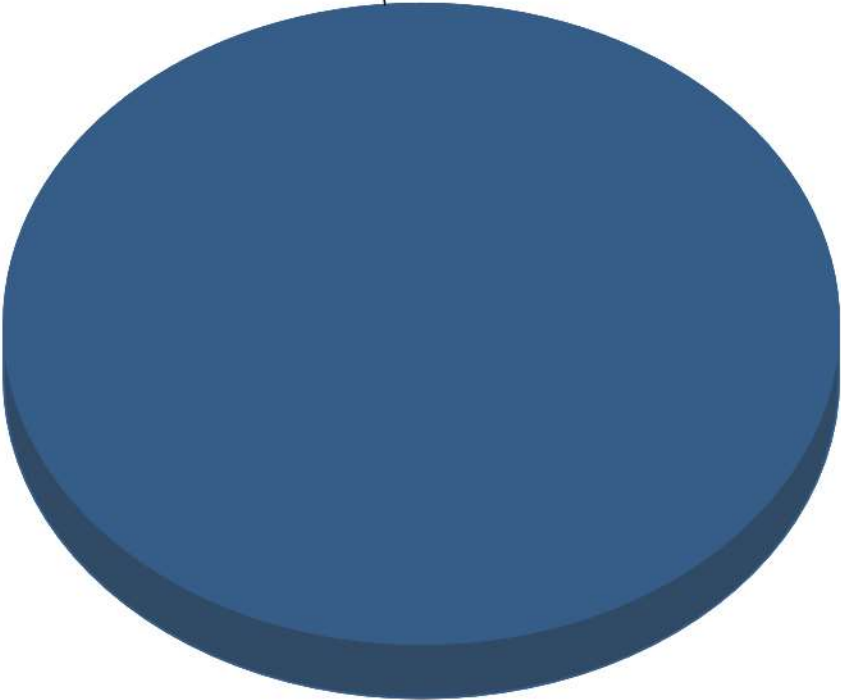
2023 Preliminary Budget Expenses



Boards & Agencies

2023 Preliminary Budget Revenues

Fees & General, 100.0%



CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK

2023



| CAPITAL FINANCING

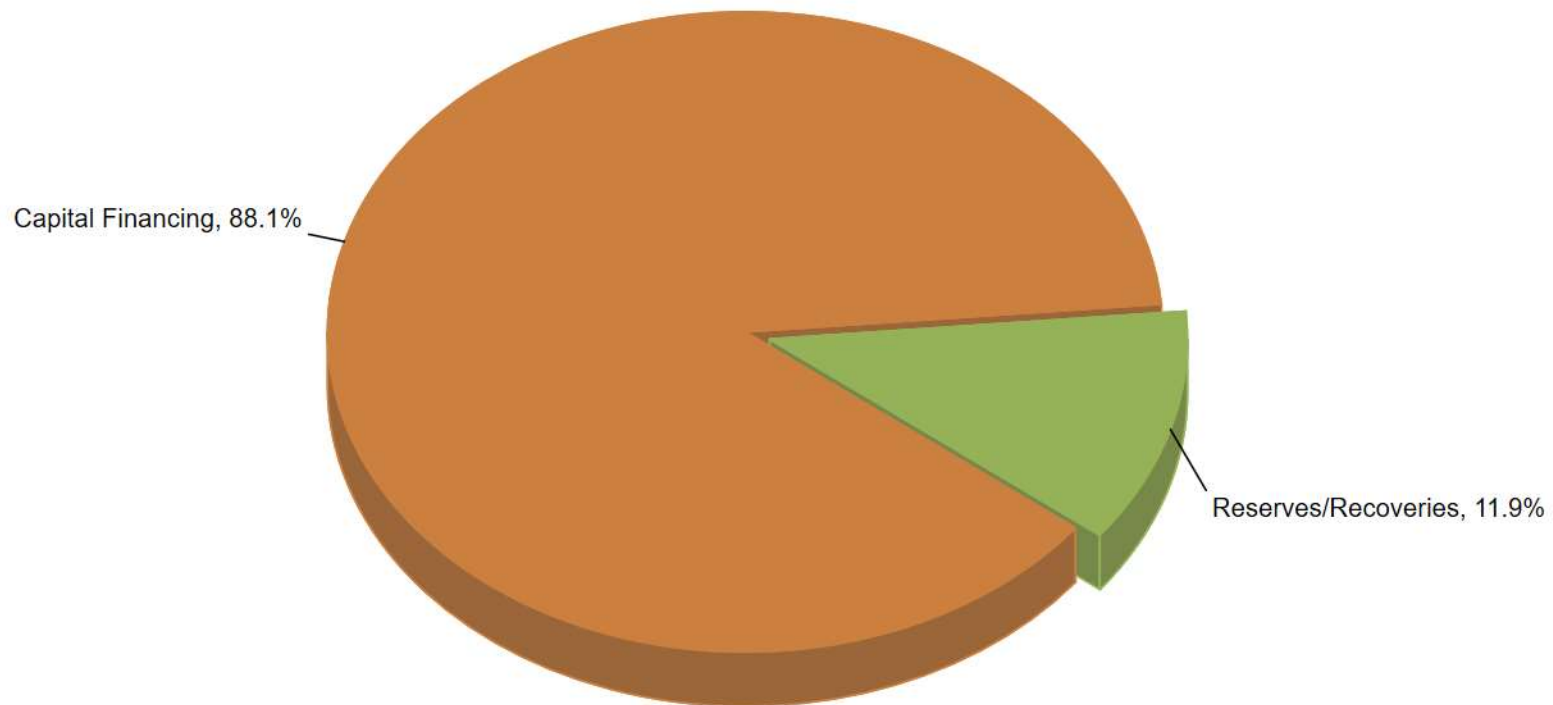
City Depts Capital Financing

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Debt Healthy & Safe Communities	\$ 2,239,351	\$ 2,309,070	\$ 1,168,801	\$ (1,140,269)	(49.4)%
Debt Infrastructure Renewal Levy	13,428,870	13,428,870	13,428,870	-	-%
Debt Corporate Financials	84,841,077	92,884,930	105,910,621	13,025,691	14.0%
Debt Planning & Economic Development	26,035	1,168,790	1,304,265	135,475	11.6%
Debt Public Works	30,023,080	35,896,650	33,164,495	(2,732,155)	(7.6)%
Total City Depts Capital Financing	\$130,558,413	\$ 145,688,310	\$ 154,977,052	\$ 9,288,742	6.4%

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Reserves/Recoveries*	\$ 15,068,870	\$ 16,376,200	\$ 19,305,586	\$ 2,929,386	17.9%
Financial*	30,341	-	-	-	-%
Capital Financing*	125,298,910	139,015,990	143,180,326	4,164,336	3.0%
Total Expenses	140,398,121	155,392,190	162,485,912	7,093,722	4.6%
Grants & Subsidies	(407,988)	(408,000)	-	408,000	(100.0)%
Reserves	(9,431,719)	(9,295,880)	(7,508,860)	1,787,020	19.2%
Total Revenues	(9,839,707)	(9,703,880)	(7,508,860)	2,195,020	(22.6)%
Net Levy	\$ 130,558,414	\$ 145,688,310	\$ 154,977,052	\$ 9,288,742	6.4%

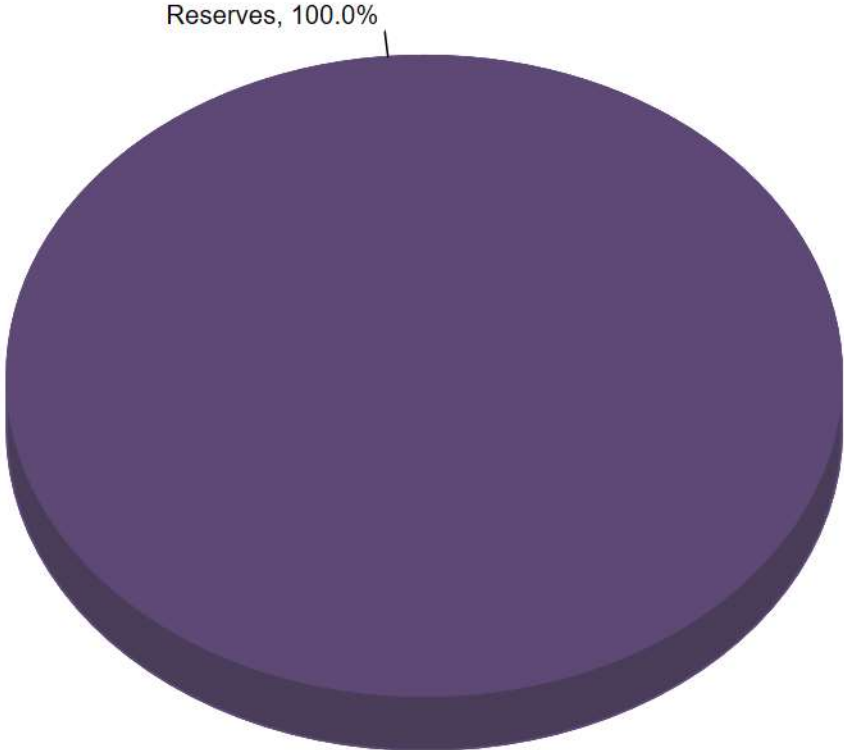
City Depts Capital Financing

2023 Preliminary Budget Expenses



City Depts Capital Financing

2023 Preliminary Budget Revenues



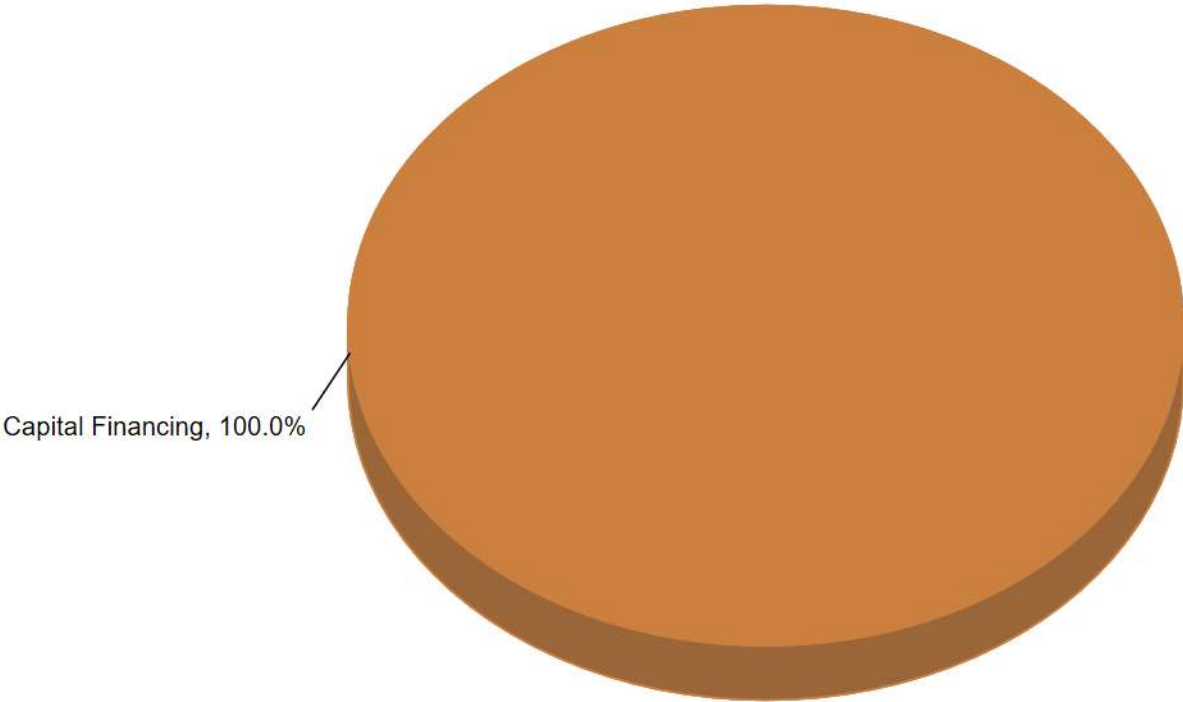
Boards & Agencies Capital Financing

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Police Capital Financing	\$ 1,234,794	\$ 1,174,000	\$ 1,214,000	\$ 40,000	3.4%
Library Capital Financing	166,280	166,010	198,001	31,991	19.3%
Total Boards & Agencies Capital Financing	\$ 1,401,074	\$ 1,340,010	\$ 1,412,001	\$ 71,991	5.4%

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Capital Financing*	\$ 1,682,567	\$ 1,863,790	\$ 2,730,747	\$ 866,957	46.5%
Reserves	(281,493)	(523,780)	(1,318,746)	(794,966)	(151.8)%
Total Revenues	(281,493)	(523,780)	(1,318,746)	(794,966)	151.8%
Net Levy	\$ 1,401,074	\$ 1,340,010	\$ 1,412,001	\$ 71,991	5.4%

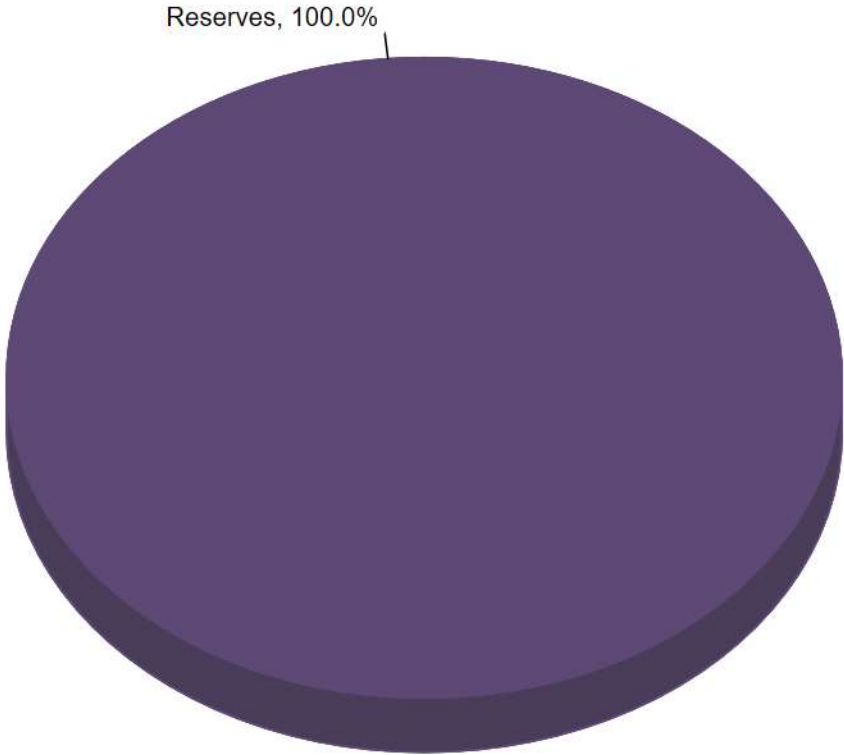
Boards & Agencies Capital Financing

2023 Preliminary Budget Expenses



Boards & Agencies Capital Financing

2023 Preliminary Budget Revenues



CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK

2023



| CITY ENRICHMENT FUND

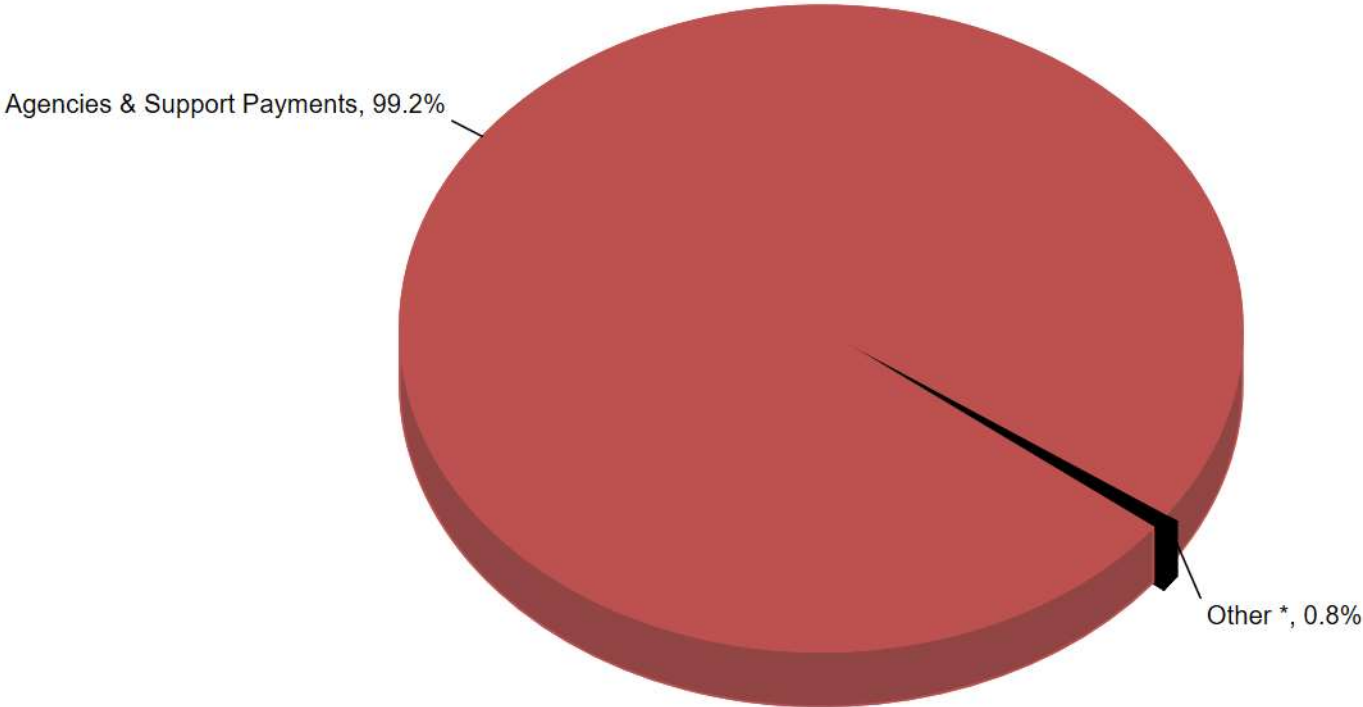
City Enrichment Fund

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Administration CEF	\$ 512,957	\$ 50,000	\$ 50,063	\$ 63	0.1%
Agriculture	94,637	143,360	143,360	-	-%
Arts	2,656,829	2,770,540	2,770,540	-	-%
Community Services	2,235,481	2,164,360	2,164,360	-	-%
Environment	139,205	146,390	146,390	-	-%
Sports & Active Lifestyles	177,802	245,990	245,990	-	-%
Culture & Heritage	271,429	567,700	567,700	-	-%
Total City Enrichment Fund	\$ 6,088,340	\$ 6,088,340	\$ 6,088,403	\$ 63	-%

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Contractual*	\$ 565	\$ -	\$ -	-	-%
Material & Supply*	12,455	50,000	50,000	-	-%
Agencies & Support Payments*	5,572,108	6,038,340	6,038,340	-	-%
Reserves/Recoveries*	501,111	-	63	63	-%
Financial*	2,100	-	-	-	-%
Total Expenses	6,088,339	6,088,340	6,088,403	63	-%
Net Levy	\$ 6,088,339	\$ 6,088,340	\$ 6,088,403	63	-%

City Enrichment Fund

2023 Preliminary Budget Expenses



CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK

2023



| OPERATING IMPACTS OF CAPITAL

Operating Impact of Capital - 2023 & Prior				
Project ID	Project Title	2023 Annualized \$'000	2023 Budget \$'000	2023 FTE
Planning & Economic Development Department				
Economic Development Division				
8202203206	Community Downtowns and BIAs	6.2	6.2	-
Economic Development Sub Total		6.2	6.2	-
Planning Division				
8121255620	Part IV Designation of Properties under the Ontario Heritage Act	11.5	11.5	0.10
Planning Sub Total		11.5	11.5	0.10
Tourism & Culture Division				
7102258200	Binbrook Branch Hamilton Public Library Public Art	10.8	10.8	0.10
7102258201	Vincent Massey Park Public Art	10.8	10.8	0.10
7102258202	Andrew Warburton Memorial Park Public Art	10.8	10.8	0.10
7202058201	Conservation of Art and Monuments	36.7	36.7	0.25
Tourism & Culture Sub Total		69.1	69.1	0.55

Operating Impact of Capital - 2023 & Prior				
Project ID	Project Title	2023 Annualized \$'000	2023 Budget \$'000	2023 FTE
Transportation Planning and Parking Division				
4032311222	New Sidewalk Program	120.0	120.0	1.00
4032355820	Sustainable Mobility Program	34.0	34.0	0.17
Transportation Planning and Parking Sub Total		154.0	154.0	1.17
Planning & Economic Development Department Total		240.8	240.8	1.82
Healthy & Safe Communities Department				
Hamilton Fire Department				
7402151102	SCBA Complete Unit Replacement	363.0	363.0	-
Hamilton Fire Department Sub Total		363.0	363.0	-
Recreation Division				
7101754706	Valley Park Community Centre Fit-up	75.0	75.0	-
Recreation Sub Total		75.0	75.0	-
Healthy & Safe Communities Department Total		438.0	438.0	-

Operating Impact of Capital - 2023 & Prior				
Project ID	Project Title	2023 Annualized \$'000	2023 Budget \$'000	2023 FTE
Public Works Department				
Energy Fleet and Facilities Division				
6301941003	WL - Radiant Heating Panel/Thermostat Controls	(6.0)	(6.0)	-
Energy Fleet and Facilities Sub Total		(6.0)	(6.0)	-
Environmental Services Division				
4032317053	Bicycle Boulevard (Neighbourhood Greenways) Program	25.0	25.0	-
4401756703	Mountain Brow Path	44.5	44.5	0.20
4401858800	Skatepark Facility - Recreation study implementation	11.0	11.0	-
4401956904	Andrew Warburton Memorial Park	11.5	11.5	-
4401956906	Gatesbury Park	5.0	5.0	-
4401956932	HRTMP Initiative 15-12 Mountain Brow Road Link	20.0	20.0	-
4402049004	Parkside Cemetery Development	54.8	54.8	0.83
4402049006	Millgrove Drainage & Repair	2.0	2.0	-
4402056010	Highland Road Park (Proposed) - Central Park Development	35.0	35.0	0.25
4402056918	Beasley Park Rehabilitation Phase 2 - Kelly Street Pedestrianization	64.9	64.9	0.43
4402149003	Backflow Prevention for Various Parks Facilities	187.3	187.3	1.00

Operating Impact of Capital - 2023 & Prior				
Project ID	Project Title	2023 Annualized \$'000	2023 Budget \$'000	2023 FTE
4402149007	Cemetery Columbarium	6.0	6.0	-
4402151601	Equipment Acquisition (DC) Program	127.2	127.2	-
4402156001	Leash Free Dog Park Program	16.0	16.0	-
4402156002	Ryckman's Park Pathway	1.0	1.0	-
4402156121	Tiffany Hills Park Pathway Connection to School	1.2	1.2	-
4402256110	Golf Links Park Ice Rink Servicing	9.0	9.0	-
4411606104	Pier 7 Commercial Village	139.2	139.2	1.26
4411806201	Central Park Redevelopment	51.0	51.0	0.66
4452153444	Tree Planting Program	10.6	10.6	-
4452253204	Fleet Assets - Forestry & Horticulture	20.6	20.6	-
4452253205	Horticulture Polyhouse Construction	5.0	5.0	-
7102054002	Confederation Park Sports Park Buildings	100.0	100.0	0.50
Environmental Services Sub Total		947.8	947.8	5.13

Operating Impact of Capital - 2023 & Prior				
Project ID	Project Title	2023 Annualized \$'000	2023 Budget \$'000	2023 FTE
Transportation Operations & Maintenance Division				
4032119111	Highway 8 - Bond to Woodleys Lane	4.0	4.0	-
4662020020	New Traffic Signal - Rymal Road at Arrowhead Drive	13.4	13.4	0.05
4662020023	New Traffic Signal - King at Kenilworth North Bound Off Ramp	13.4	13.4	0.05
4662020026	New Traffic Signal - 36 Dundas St E (Waterdown) 300m w/o Clappison Ave	13.4	13.4	0.05
4662020028	New Traffic Signal - Stone Church at Chesley	13.4	13.4	0.05
4662220229	New Traffic Signal - Fennell Ave & 50m W/O East 43rd St	13.8	13.8	0.05
Transportation Operations & Maintenance Sub Total		71.4	71.4	0.25
Public Works Department Total		1,013.2	1,013.2	5.38
Corporate Services				
Customer Service POA and Finl Integration Division				
2052255201	Administrative Penalties Expansion and Operational Enhancement Review	54.7	54.7	0.50
3452357001	Customer Relationship Management (CRM) - Upgrade and 311 Customer Service Number Introduction	65.0	65.0	0.50
Customer Service POA and Finl Integration Sub Total		119.7	119.7	1.00

Operating Impact of Capital - 2023 & Prior				
Project ID	Project Title	2023 Annualized \$'000	2023 Budget \$'000	2023 FTE
Financial Planning Admin & Policy Division				
3382255001	Vacant Home Tax	-	-	7.00
Financial Planning Admin & Policy Sub Total		-	-	7.00
Financial Serv Taxation and Corp Controller Division				
3382355002	Taxation Billing Replacement	100.0	100.0	-
Financial Serv Taxation and Corp Controller Sub Total		100.0	100.0	-
Information Technology Division				
3502157101	Next Generation 9-1-1 (nG 9-1-1)	312.0	312.0	-
3502157202	IT Asset Management Program	80.0	80.0	-
3502257200	IT Strategy Refresh	320.0	320.0	2.00
3502357001	Infrastructure & Security Sustainability and Continuous Improvement	419.5	419.5	2.00
3502357002	Technology End of Life Migrations	145.0	145.0	1.00
3502357003	Enterprise Data Management Strategy	288.0	288.0	1.00
Information Technology Sub Total		1,564.5	1,564.5	6.00
Corporate Services Department Total		1,784.2	1,784.2	14.00
Grand Total		3,476.2	3,476.2	21.20

CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK

2023



2023 PRELIMINARY TAX SUPPORTED OPERATING BUDGET
COUNCIL REFERRED ITEMS

**CITY OF HAMILTON
2023 COUNCIL REFERRED ITEMS
SUMMARY**

FORM #	DIVISION	SERVICE / PROGRAM	DESCRIPTION	2023 IMPACT		
				GROSS Expenses \$'000	NET Expenses \$'000	FTE Impact
Planning & Economic Development						
1.1	General Manager PED	Strategy & Performance Excellence	Annual Support for Bay Area Climate Change Office	160.0	160.0	-
1.2	General Manager PED	Strategy & Performance Excellence	New Project Manager for Climate Change Office	71.7	71.7	1.00
1.3	General Manager PED	Strategy & Performance Excellence	New Senior Project Manager for Climate Change Office	79.8	79.8	1.00
1.4	Tourism & Culture	Tourism Development	Canada Day Event	150.3	128.3	0.25
1.5	Licensing & By-Law Services	By-law Enforcement	Nuisance Party By-Law	70.9	70.9	0.50
Planning & Economic Development Total				532.7	510.7	2.75
Healthy & Safe Communities						
2.1	Children's and Community Services	Community Engagement	Hamilton's Plan for an Age-Friendly Community	10.0	10.0	-
2.2	Housing Services	Social Housing	Social Housing Providers at End of Mortgage	1,100.0	1,100.0	-
2.3	Housing Services	Affordable Housing and Neighbourhood Development	Subsidy Request for Rapid Housing Initiative New Developments	125.0	125.0	-
2.4	Housing Services	Homelessness	Adaptation and Transformation of Housing Services Post Pandemic	649.7	649.7	-
2.5	Housing Services	Homelessness	Shelters Cost of Living Enhancement	546.7	546.7	-
Healthy & Safe Communities Total				2,431.4	2,431.4	-

**CITY OF HAMILTON
2023 COUNCIL REFERRED ITEMS
SUMMARY**

FORM #	DIVISION	SERVICE / PROGRAM	DESCRIPTION	2023 IMPACT		
				GROSS Expenses \$'000	NET Expenses \$'000	FTE Impact
Public Works						
3.1	PW-General Administration	Financial Management	Corporate Asset Management Resource Requirements	1,117.9	1,117.9	10.00
Public Works Total				1,117.9	1,117.9	10.00
Corporate Services						
4.1	City Clerk's Office	Citizen and Customer Service	Election Expense Reserve for Internet Voting for 2026 Municipal Election	153.8	153.8	-
4.2	City Clerk's Office	Citizen and Customer Service	Records & Information Management Policy FCS22057	184.0	184.0	2.00
4.3	City Clerk's Office	Legislative Services and Council Relations	Virtual Meeting Support	175.0	175.0	2.00
4.4	Legal Services and Risk Management	Citizen and Customer Service	Implement Bill 13 and Bill 109 (PED22112)	259.3	259.3	3.00
Corporate Services Total				772.1	772.1	7.00
City Manager						
5.1	Government & Community Relations	Community Engagement	Public Engagement Policy & Framework	200.0	200.0	2.00
City Manager Total				200.0	200.0	2.00
City Enrichment Fund						
6.1	Administration CEF		Operating Budget Increase to City Enrichment Fund	TBD	TBD	-
City Enrichment Fund Total				-	-	-
Grand Total				5,054.1	5,032.1	21.75

COUNCIL REFERRED ITEM CRI #: 1.1		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Annual Support for Bay Area Climate Change Office	Total Expenditures	160,000	160,000
Department	Planning & Economic Development	Total Revenue	-	-
Division	General Manager PED	Net Levy	160,000	160,000
Service	Strategy and Performance Excellence	Full Time Equiv. (FTE)	-	-
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Built Environment and Infrastructure	Capital Budget Impact	-	-
BACKGROUND				
<p>General Issues Committee (GIC) approved Hamilton's Climate Action Strategy and Staff Recommendation Report (CM22016/PED22058(a)/HSC22030(a)). Recommendation (h) directed staff to refer the City's annual contribution of \$160,000.00 towards the Bay Area Climate Change Office (BACCO) to the 2023 Operating Budget, given the previous Memorandum of Understanding expires at the end of 2022. The BACCO is the support office to the Bay Area Climate Change Council, a 15 membership organization that harnesses the power of the community to accelerate climate action. Originally created in 2017/2018 with agreements of both Mayors of Hamilton and Burlington to work together on a regional approach to climate action. Total BACCO funding is \$334,500 with contributions from the following: City of Hamilton \$160,000; City of Burlington \$56,000; Private/Non-Government Organizations \$40,000; Canadian Summer Jobs Student Hiring (federal) \$40,000; Mohawk (in-kind) \$38,500.</p>				
DESCRIPTION				
<p>BACCO requests funding from the City of Hamilton and City of Burlington based on a per capita calculation using population. BACCO leverages the City's funding to obtain other sources of funding. In the past this has included private NGO funding and a federal summer jobs funding program which is forecasted to occur in 2023 as well. Mohawk College also provides annual administrative and other in-kind support for the BACCO to be housed administratively and physically within Mohawk College.</p>				

COUNCIL REFERRED ITEM CRI #: 1.2		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	New Project Manager for Climate Change Office	Total Expenditures	71,700	142,229
Department	Planning & Economic Development	Total Revenue	-	-
Division	General Manager PED	Net Levy	71,700	142,229
Service	Strategy and Performance Excellence	Full Time Equiv. (FTE)	1.00	1.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Built Environment and Infrastructure	Capital Budget Impact	-	-
BACKGROUND				
<p>General Issues Committee (GIC) approved Hamilton's Climate Action Strategy and Staff Recommendation Report (CM22016/PED22058(a)/HSC22030(a)) to create a Climate Change Office within Planning and Economic Development (PED) Department. Recommendation (f) included the creation of two additional permanent positions, and that those positions be referred to the 2023 Operating Budget.</p>				
DESCRIPTION				
<p>This request is for the creation of one, of the two, full-time permanent positions (1 FTE). It is requesting the creation of a Project Manager position to be allocated to the Climate Change Office within Planning and Economic Development Department. This position will support the roles and functions of the Climate Change Office to support implementation and coordination of Hamilton's Climate Action Strategy. This permanent position will directly support the substantial work required to implement and coordinate the actions on climate mitigation and climate adaptation.</p>				

COUNCIL REFERRED ITEM CRI #: 1.3		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	New Senior Project Manager for Climate Change Office	Total Expenditures	79,800	158,381
Department	Planning & Economic Development	Total Revenue	-	-
Division	General Manager PED	Net Levy	79,800	158,381
Service	Strategy and Performance Excellence	Full Time Equiv. (FTE)	1.00	1.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Built Environment and Infrastructure	Capital Budget Impact	-	-
BACKGROUND				
<p>General Issues Committee (GIC) approved Hamilton's Climate Action Strategy and Staff Recommendation Report (CM22016/PED22058(a)/HSC22030(a)) to create a Climate Change Office within Planning and Economic Development (PED) Department. Recommendation (f) included the creation of two additional permanent positions, and that those positions be referred to the 2023 Operating Budget.</p>				
DESCRIPTION				
<p>This request is for the creation of one, of the two, full-time permanent positions (1 FTE). It is requesting the creation of a Senior Project Manager position to be allocated to the Climate Change Office within Planning and Economic Development Department. This position will support the roles and functions of the Climate Change Office to support implementation and coordination of Hamilton's Climate Action Strategy. This permanent position would directly support the substantial work required to implement and coordinate actions on climate mitigation and adaptation.</p>				

COUNCIL REFERRED ITEM CRI #: 1.4		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Canada Day Event	Total Expenditures	150,300	150,300
Department	Planning & Economic Development	Total Revenue	(22,000)	(22,000)
Division	Tourism & Culture	Net Levy	128,300	128,300
Service	Tourism Development	Full Time Equiv. (FTE)	0.25	0.25
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Culture and Diversity	Capital Budget Impact	-	-
BACKGROUND				
<p>In 2018 Canada Day production responsibility was transferred from Tourism & Culture Division PED (T&C) to Strategic Partnerships, Corporate Services, and in 2019 the base budget allocation was eliminated and replaced by sponsorship investment. This funding model was negatively impacted by COVID. In 2021, Council approved Report CM21014 directing T&C to re-assume delivery of Canada Day on behalf of the corporation and approved that the 2022 Canada Day event be funded from the Ec Dev Reserve. Council also directed staff to report to GIC with an operating budget enhancement request as part of the 2023 budget process for base funding and resources to produce Canada Day in 2023 and beyond. Related Council reports: City of Hamilton Event Delivery Options (PED16089). City Operated Events and Options for Alternate Service Delivery Model (PED16089(a)). City Operated Events – Determine Interests of Event Vendors (PED16089(b)). Canada Day – Operating Model (CM18010). Canada Day Operating Model (CM21014)</p>				
DESCRIPTION				
<p>The annual Canada Day event is held at Bayfront Park; attendance estimate 20,000. Event includes family-friendly programming, with a modest enhancement to culture programming for 2023. Fireworks display expenses are 27% of the net event budget, on-site security/emergency services/equipment expenses are 43%, and 0.25 FTE is 22%. Expenses are partially offset by \$7K food truck revenue, \$10 K sponsorships, and \$5 K Canadian Heritage Grant. Budget expenditures total \$150,300: Fireworks - \$35,000, Programming - \$14,170, Event Supplies - \$4,900, Event Logistics/Permits - \$20,330, Professional Services (medical, security, etc) - \$34,700, Staffing (Parks staff, 0.25 FTE Coordinator, etc.) - \$41,200</p>				

COUNCIL REFERRED ITEM CRI #: 1.5		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Nuisance Party By-Law	Total Expenditures	70,900	70,940
Department	Planning & Economic Development	Total Revenue	-	-
Division	Licensing & By-Law Services	Net Levy	70,900	70,940
Service	By-law Enforcement	Full Time Equiv. (FTE)	0.50	0.50
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Healthy and Safe Communities	Capital Budget Impact	-	-
BACKGROUND				
<p>On February 15, 2022, Planning Committee passed the motion for Licensing and By-law Services to report back on the development and implementation of a Nuisance Party By-law in the City of Hamilton in response to recurring large unsanctioned gatherings within the City. On September 14, 2022, City Council passed City of Hamilton By-law 22-235 to regulate nuisance parties in the City of Hamilton.</p>				
DESCRIPTION				
<p>The Supervisor - Operations & Enforcement would be responsible for the planning, coordination and enforcement of City of Hamilton By-law 22-235 (recurring and non-recurring nuisance parties), including year-long participation as a sitting member of the Public Safety Working Group (comprised of Hamilton Police Service, Hamilton Fire, Hamilton Paramedic Service, Licensing & By-law Services and McMaster University), acting as a point-of-contact for all agencies and community stakeholders, the creation of operational plans for recurring events (e.g. St. Patrick's Day and Homecoming), coordinating municipal law enforcement officer briefings and debriefings, overseeing operations, and ensuring proper and completed prosecution packages by municipal law enforcement officers. It is estimated that 64 hours were utilized in 2022 for planning and preparation by Municipal Law Enforcement in relation to St. Patrick's Day and Homecoming enforcement operations.</p>				

COUNCIL REFERRED ITEM CRI #: 2.1		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Hamilton's Plan for an Age-Friendly Community	Total Expenditures	10,000	10,000
Department	Healthy & Safe Communities	Total Revenue	-	-
Division	Children's and Community Services	Net Levy	10,000	10,000
Service	Community Engagement	Full Time Equiv. (FTE)	-	-
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Community Engagement and Participation	Capital Budget Impact	-	-
BACKGROUND				
<p>The report Hamilton's Plan for an Age-Friendly Community, 2021 Community Progress Report and Hamilton Council on Aging Contract Renewal (HSC22031) was brought to the Emergency and Community Services Committee on May 26, 2022 and approved. In the report recommendation b) stated "That the Hamilton Council on Aging's annual contract be increased by \$10,000 to a total of \$40,000 on an annual basis for a term of five years to cover backbone supports associated with implementing the Age Friendly Plan and funded first from divisional surplus, then departmental surplus in 2022 and referred to the 2023 operating budget process.</p>				
DESCRIPTION				
<p></p>				

COUNCIL REFERRED ITEM CRI #: 2.2		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Social Housing Providers at End of Mortgage	Total Expenditures	1,100,000	1,100,000
Department	Healthy & Safe Communities	Total Revenue	-	-
Division	Housing Services	Net Levy	1,100,000	1,100,000
Service	Social Housing	Full Time Equiv. (FTE)	-	-
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Healthy and Safe Communities	Capital Budget Impact	-	-
BACKGROUND				
<p>On March 31, 2022, the Province notified SMs of the changes to regulations under the HSA including an amendment to Service and Exit Agreements. The Province amended Ontario Regulation 367/11 of the HSA, to establish baseline rules for Service Agreements between SMs and housing providers whose original obligations to provide social housing have come to an end, effective July 1, 2022. As per the new amendment, when housing projects reach End of Agreement (EOA) or End of Mortgage (EOM) they will be presented with two options; continue to offer social and/or affordable housing under a new agreement within a new community housing framework or exit the City's community housing portfolio. If a new agreement is not successfully negotiated with a provider, the future of those units are in question. For the year 2022-2023, 23 mortgages for provincial social housing projects will reach EOM representing a total of 2,087 units. By 2032 all existing mortgages (another 8,083 units) will reach EOM.</p>				
DESCRIPTION				
<p>To secure the future of these units and preserve within social housing inventory, it is recommended that an additional \$1.1 M in funding for rent supplements, operating subsidy and capital repairs be referred to the 2023 budget process. The start date of January 1st has been included to ensure there are funds available to support the end of agreements that are scheduled to occur in 2022 & 2023.</p>				

COUNCIL REFERRED ITEM CRI #: 2.3		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Subsidy Request for Rapid Housing Initiative New Developments	Total Expenditures	125,000	248,000
Department	Healthy & Safe Communities	Total Revenue	-	-
Division	Housing Services	Net Levy	125,000	248,000
Service	Affordable Housing and Neighbourhood Development	Full Time Equiv. (FTE)	-	-
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Healthy and Safe Communities	Capital Budget Impact	-	-
BACKGROUND				
<p>Canada Mortgage and Housing Corporation Rapid Housing Initiative (RHI) (HSC20056(a)) recommendation (d) referred an increase of \$248,000 to the Housing Services Division's 2023 operating budget, to fund rent subsidies for units. RHI is a federal initiative that provided capital funding to quickly expand housing available to target populations. Rent subsidies will bridge the difference between 80% average market rent (AMR) and rent geared to income (RGI) which will mean that households can be taken off the by-name priority list and access to housing waitlist. The rent subsidy will be applied to St. Matthews house's 14 unit project at 412 Barton Street and CityHousing Hamilton's 24 unit project at 253 King William. A portion of the units will serve people experiencing homelessness, Indigenous people and Black Canadians.</p>				
DESCRIPTION				
<p>The recommendation requested \$248,000 for the annualized rent subsidy. Construction of both projects are behind and it is estimated that \$125,000 will be required in 2023.</p>				

COUNCIL REFERRED ITEM CRI #: 2.4		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Adaptation and Transformation of Housing Services Post Pandemic	Total Expenditures	649,700	649,700
Department	Healthy & Safe Communities	Total Revenue	-	-
Division	Housing Services	Net Levy	649,700	649,700
Service	Homelessness	Full Time Equiv. (FTE)	-	-
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Healthy and Safe Communities	Capital Budget Impact	-	-
BACKGROUND				
<p>The Housing Stability Program (HSB) was implemented in 2013 and is financial support, for those receiving social assistance or living with a low income, to prevent an individual or families experience of homelessness. Due to pandemic related impacts on housing, there was a need to plan for an anticipated increase of evictions post pandemic, as a result Rent Ready (RR) was established through Housing Surplus. RR compliments the HSB in that there is greater eligibility for payment amounts and is more widely accessible to vulnerable members of Hamilton as HSB amounts are limiting and no longer meet the full needs of clients. In response to required capacity in the men's emergency shelter system during pandemic, 4 additional temporary men's system emergency shelter beds were created at Salvation Army Booth Centre men's shelter. These additional beds are required on a permanent basis in order to meet the demand of the men's system, with an annualized cost of \$88,000.</p>				
DESCRIPTION				
<p>Additional RR funds will allow for greater success in supporting families facing housing loss. Given current HSB and RR spending & forecasts, an additional \$561,703 is required to operate a merged program from Jan - Dec 2023, with adequate funding to meet the demands of the program and assist vulnerable individuals in maintaining or securing housing. COVID costs in 2020-21, 2021-22, and 2022-23 totalled \$36M, 41.8M, and \$24.4M respectively largely due to a dependency on emergency hotels and capital costs. By December of 2022, these services will have ended with clients being referred to shelters. At this time the 4 additional beds for the men's system is being requested. A separate request to support the rising shelter costs has been submitted. Further work is underway to understand the true operating cost of shelters to meet client needs which will continue to be an ongoing pressure.</p>				

COUNCIL REFERRED ITEM CRI #: 2.5		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Shelters Cost of Living Enhancement	Total Expenditures	546,700	725,556
Department	Healthy & Safe Communities	Total Revenue	-	-
Division	Housing Services	Net Levy	546,700	725,556
Service	Homelessness	Full Time Equiv. (FTE)	-	-
Proposed Start Date (MM/DD/YYYY)	4/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Healthy and Safe Communities	Capital Budget Impact	-	-
BACKGROUND				
<p>Emergency Shelters within Hamilton's Homelessness Serving system receive a block funding amount on an annual basis, funded through Homelessness Prevention Program (HPP) [formerly under CHPI]. Funding amounts for shelters have not increased since the implementation of block funding in 2013, under CHPI. Shelters have consistently expressed pressures in their ability to maintain operations at current levels, in the absence of increased funding. Funding under HPP have increased minimally year over year, while pressures in Hamilton's system have far outweighed available funding amount. As such, no increases have been possible. Housing Services has utilized Division savings to provide COLA adjustments, recognizing demands on agencies, which is not guaranteed.</p>				
DESCRIPTION				
<p>The 2021/2022 cumulative COLA adjustment provided to emergency shelters was approx \$710k and the request for 2023 budget is an annualized cost of \$725,556. In addition, that future COLA increases be based on City's budget guidelines for inflation and applied to all shelters that come online. The date of April 1, 2023 has been selected as this is the date new fiscal agreements will be signed and would result in an increase of \$546,700 for 2023.</p>				

COUNCIL REFERRED ITEM CRI #: 3.1		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Corporate Asset Management Resource Requirements	Total Expenditures	1,117,900	1,483,742
Department	Public Works	Total Revenue	-	-
Division	PW-General Administration	Net Levy	1,117,900	1,483,742
Service	Financial Management	Full Time Equiv. (FTE)	10.00	10.00
Proposed Start Date (MM/DD/YYYY)	4/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Built Environment and Infrastructure	Capital Budget Impact	-	-
BACKGROUND				
<p>Ontario Regulation 588/17 (O.Reg. 588/17) – Asset Management Planning for Municipal Infrastructure came into force on Jan 1, 2018. O.Reg. 588/17 sets out requirements and deadlines for municipal asset management plans and policies. The key requirements include the completion of a strategic asset management policy and phased implementation of the asset management plans for all assets on the City's ledger. The development of the Corporate Asset Management Office has been in direct response to this need. This Office provides the governance, framework and standardization required and ensures adherence to the regulation. Like many progressive municipalities, Hamilton is moving to a service-focused view of its infrastructure and investments. By adopting a customer-centric level-of-service framework, measures and targets, and weighing investment based on service impact and risk, the City will establish a clear relationship between infrastructure investment and service outcomes.</p>				
DESCRIPTION				
<p>Objective: Create a permanent Corporate Asset Management Office (CAMO) in response to O. Reg. 588/17 and Council direction per Report 22-012 (PW22048) Item 8.1 Recommendation 4 (b) "That staff be authorized and directed to extend the office of Corporate Asset Management permanently, to be reviewed in 2025". Expected Outcome: A centralized permanent CAMO responsible for the overall governance and framework for asset management city-wide including ensuring compliance with O.Reg. 588/17. Required: 10 FTE - Director, AAll, SPM, PM, Senior Analyst (2), Analyst (2), Junior Analyst (2). Opportunity: Create standardization, governance and efficiencies in the delivery of services and management of assets. Inefficiencies exist today which are limiting effective decision making across the city, particularly in capital programming. Value to the City: Adherence to O. Reg 588/17 and the opportunity to create efficiency and effectiveness in the delivery of services and management of assets.</p>				

COUNCIL REFERRED ITEM CRI #: 4.1		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Election Expense Reserve for Internet Voting for 2026 Municipal Election	Total Expenditures	153,800	153,750
Department	Corporate Services	Total Revenue	-	-
Division	City Clerk's Office	Net Levy	153,800	153,750
Service	Citizen and Customer Service	Full Time Equiv. (FTE)	-	-
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Community Engagement and Participation	Capital Budget Impact	-	-
BACKGROUND				
Report FCS20081 was approved by Council Oct. 13th 2021 but was missed an a Council Referred item for the 2022 budget.				
DESCRIPTION				
That the annual contribution to the Election Expense Reserve (112206) be increased annually by \$150,000 to cover the increased costs to deliver internet voting for the 2026 and future municipal elections be referred to the 2022 Operating Budget deliberations for consideration.				

COUNCIL REFERRED ITEM CRI #: 4.2		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Records & Information Management Policy FCS22057	Total Expenditures	184,000	184,000
Department	Corporate Services	Total Revenue	-	-
Division	City Clerk's Office	Net Levy	184,000	184,000
Service	Citizen and Customer Service	Full Time Equiv. (FTE)	2.00	2.00
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Community Engagement and Participation	Capital Budget Impact	-	-
BACKGROUND				
<p>AUDIT, FINANCE AND ADMINISTRATION COMMITTEE REPORT 22-016 September 22, 2021 (item 3) (b) That the request for 2 FTE's to support the administration of the policy, be referred to 2023 budget deliberations for consideration.</p>				
DESCRIPTION				
<p>Financial: Two FTE's are requested in the Records and FOI section of the Clerk's office in order to support and educate staff in our legislated requirement to retain and preserve records and to establish and maintain retention periods for the City's records. The total cost of the FTE's is \$184,000. Staffing: Staff resources are required in order to provide training, advice and measure policy compliance across the organization to support good records and information management principles. Currently, staff resources within the Office of the City Clerk manage operational day to day records management of corporate records within the custody of the Office only and do not have the capacity to provide extended consultation time with divisions and departments help them manage their records. The new positions would be responsible to advise, consult with, and guide employees to help divisions and departments to comply with the RIM Policy and procedures to effectively manage records.</p>				

COUNCIL REFERRED ITEM CRI #: 4.3		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Virtual Meeting Support	Total Expenditures	175,000	175,000
Department	Corporate Services	Total Revenue	-	-
Division	City Clerk's Office	Net Levy	175,000	175,000
Service	Legislative Services and Council Relations	Full Time Equiv. (FTE)	2.00	2.00
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Community Engagement and Participation	Capital Budget Impact	-	-
BACKGROUND				
<p>Deferred to 2023 budget</p> <p>Governance Review Sub-Committee Report 21-004 - June 25, 2021 (Item 10.1)</p> <p>(i)That Council approve the request for two (2) additional FTEs to support the provision of ongoing virtual participation of Members of Council and virtual delegations at Standing Committee and Sub-Committee meetings supported by the Office of the City Clerk, be referred to the 2022 budget deliberations for consideration;</p>				
DESCRIPTION				
<p>Add two (2) FTEs to the City Clerk's to support virtual Council meetings</p>				

COUNCIL REFERRED ITEM CRI #: 4.4		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Implement Bill 13 and Bill 109 (PED22112)	Total Expenditures	259,300	514,280
Department	Corporate Services	Total Revenue	-	-
Division	Legal Services and Risk Management	Net Levy	259,300	514,280
Service	Citizen and Customer Service	Full Time Equiv. (FTE)	3.00	3.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Economic Prosperity and Growth	Capital Budget Impact	-	-
BACKGROUND				
<p>Bill 109 - upholding planning by-laws and decisions of council in the new process.Process, Staffing and Fee Changes to Implement Bill 13 and Bill 109 (PED22112(c)). Authority through budget approval would be sought for 1 lawyer and 1 law clerk, with authority to add a second lawyer based on volume of appeal activity which will increase through the legislation changes. Th business case here is based on the need to have adequate staff to uphold planning controls and decisions imposed by Council.</p>				
DESCRIPTION				
<p>3 FTEs (2 Lawyers and 1 Law Clerk).</p>				

COUNCIL REFERRED ITEM CRI #: 5.1		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Public Engagement Policy & Framework	Total Expenditures	200,000	300,000
Department	City Manager	Total Revenue	-	-
Division	Government & Community Relations	Net Levy	200,000	300,000
Service	Community Engagement	Full Time Equiv. (FTE)	2.00	2.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Community Engagement and Participation	Capital Budget Impact	-	-
BACKGROUND				
<p>Community engagement is a key pillar of the City's Community Vision, Strategic Plan, and 2018-2022 Term of Council Priorities. Community engagement builds transparency, trust, and confidence in City government through increased public access to information and participation in decision-making processes. City services rely on community engagement as a key component of City building projects, legislative processes, and as a best practice to inform City initiatives. The need to establish a Public Engagement Policy was identified during the City Manager's Budget Presentation on February 5, 2021. On October 6, 2021, Council directed staff to establish a Policy & Framework to ensure consistent, transparent, and inclusive City-led public engagement processes. In accordance with Council direction, staff led a campaign to better understand resident experiences with City-led public engagement and feedback was shared with Council on June 23, followed by a Recommendation Report on July 4, 2022.</p>				
DESCRIPTION				
<p>Two dedicated FTE staff are required to lead a consistent, accountable, equitable and inclusive public engagement process. These efforts will advance City decision-making efforts by ensuring the process by which residents receive information and are engaged is meaningful, clear, convenient, and accessible at City-wide levels, including all municipal wards, urban & rural geographic regions, local neighbourhoods, and reach traditionally under-represented, racialized and equity-deserving groups. Comparative municipal staffing structures are upwards of 20 FTE to a minimum of 4 FTE to support cross-departmental engagement efforts, enhance City engagement tactics, build capacity, and ensure Cityled engagement meet the expectations of Council & community. An annual program budget forecast up to \$50,000 will support operational costs. An estimated annual budget forecast to support 2 FTE starting in 2023 requires \$250,000, with a total estimated annualized project budget forecast of \$300,000.</p>				

COUNCIL REFERRED ITEM CRI #: 6.1		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	CEF Operating Budget Increase	Total Expenditures	TBD	TBD
Department	City Enrichment Fund	Total Revenue	-	-
Division	Administration CEF	Net Levy	TBD	TBD
Service		Full Time Equiv. (FTE)	-	-
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Community Engagement and Participation	Capital Budget Impact	-	-
BACKGROUND				
<p>The Council Direction provided at Audit, Finance and Administration on June 16, 2022 inclusive of the Council Motion which was carried, expresses the following:</p> <p>“Therefore, be it resolved that in increase to the City Enrichment Fund be forwarded for consideration to the 2023 Budget submission.”</p> <p>The total of eligible requests often far surpasses the allocated approved budget for the City Enrichment Fund on an annual basis. For example, in 2022, the City Enrichment Fund annual approved operating budget was \$6,088,340.00 but the amount of eligible requests received totaled \$9,205,133.00. On average, between 2018 – 2022 the total amount of eligible requests was \$8,999,850.80 (2018 at 8,103,382.00, 2019 at 8,921,806.00, 2020 at 9,649,793.00, 2021 at 9,119,140.00 and 9,205,133.00) meaning the City receives application requests, most years, over \$2M more than base dollars within the budget.</p>				
DESCRIPTION				
<p>The increases proposed is in an effort to meet the need in community, local organizations and the demand of applications in order to ensure our grants program is enhanced and evolving in 2023 and beyond. In the last five years, the City Enrichment Fund has had one increase of \$93,200.00 in 2019 which was equivalent to 2% overall operating budget increase (in one of five years), despite increased applications and community demand. During the 2022 budget process, Council approved a total budget for the City Enrichment Fund of \$6,088,340. This has not increased the past few years, and with surpluses in certain areas being returned to the CEF Reserve due to cancelled and modified events and programming a request for an increase was not plausible at that time.</p>				

CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK

2023



**2023 PRELIMINARY TAX SUPPORTED OPERATING BUDGET
BUSINESS CASES**

**CITY OF HAMILTON
2023 BUSINESS CASES
SUMMARY**

FORM #	DIVISION	SERVICE / PROGRAM	DESCRIPTION	2023 IMPACT		
				GROSS Expenses \$'000	NET Expenses \$'000	FTE Impact
Planning & Economic Development						
1.1	Economic Development	Real Property Management	Chief Real Estate Officer conversion from temporary to permanent	195.7	-	1.00
1.2	Tourism & Culture	Cultural Development	Film Production Facilitation	83.8	-	1.00
Planning & Economic Development Total				279.5	-	2.00
Healthy & Safe Communities						
2.1	Children's and Community Services	Child Care System Management	Manager, Canada Wide Early Learning Child Care	178.7	-	1.00
2.2	Children's and Community Services	Community Engagement	Indigenous Strategy	584.0	484.0	4.00
2.3	Hamilton Fire Department	Hamilton Fire Department	Hamilton Fire Department - Volunteer Staffing/Headcount Enhancement	-	-	-
2.4	Hamilton Paramedic Service	Hamilton Paramedic Service	Hamilton Paramedic Service - Ambulance Enhancement - Call Growth	1,228.6	1,228.6	10.00
2.5	Hamilton Paramedic Service	Hamilton Paramedic Service	Hamilton Paramedics-Ambulance Enhance-ment-Response Times & Current Demand	3,081.8	3,081.8	25.00
2.6	Long Term Care	Long-Term Care	2023 Long Term Care - Covid costs	2,004.7	2,004.7	-
Healthy & Safe Communities Total				7,077.8	6,799.1	40.00
Public Works						
3.1	Energy Fleet and Facilities	Facilities Management	THF Post Event Increase Service Level	125.6	125.6	1.00
3.2	Energy Fleet and Facilities	Fleet Services Management	Green Fleet Planning	46.3	46.3	1.00
3.3	Engineering Services	Engineering Services	Roads Value for Money Audit Recommendations	199.5	-	4.00

**CITY OF HAMILTON
2023 BUSINESS CASES
SUMMARY**

FORM #	DIVISION	SERVICE / PROGRAM	DESCRIPTION	2023 IMPACT		
				GROSS Expenses \$'000	NET Expenses \$'000	FTE Impact
3.4	Engineering Services	Engineering Services	Request for additional staff resources for Structures	70.9	-	1.00
3.5	Engineering Services	Engineering Services	Contracts Coordinator	55.6	-	1.00
3.6	Engineering Services	Engineering Services	Project Manager Excess Soils	70.9	-	1.00
3.7	Engineering Services	Engineering Services	Quality Management System (QMS) Staff within Engineering Services	80.9	-	1.00
3.8	Engineering Services	Engineering Services	Request for additional staff resources for Municipal Class Environmental Assessments	70.9	-	1.00
Public Works Total				720.6	171.9	11.00
Corporate Services						
4.1	City Clerk's Office	Citizen and Customer Service	FOI Administration	50.0	50.0	-
4.2	Information Technology	Information Technology	Additional FTEs for IT	-	-	2.00
4.3	Information Technology	Information Technology	IT Security FTE	159.3	159.3	2.00
4.4	Legal Services and Risk Management	Legal Services	Legal Taxation Support	159.0	159.0	2.00
Corporate Services Total				368.3	368.3	6.00
Grand Total				8,446.2	7,339.3	59.00

BUSINESS CASE BC #: 1.1		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Chief Real Estate Officer conversion from temporary to permanent	Total Expenditures	195,700	195,700
Department	Planning & Economic Development	Total Revenue	(195,700)	(195,700)
Division	Economic Development	Net Levy	-	-
Service	Real Property Management	Full Time Equiv. (FTE)	1.00	1.00
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Economic Prosperity and Growth	Capital Budget Impact	-	-
BACKGROUND				
<p>In 2021, Council approved report (PED21134) that addressed organizational changes related to Corporate Real Estate Office in the Economic Development Division. These changes included the creation of a temporary Chief Corporate Real Estate Officer role to ensure achievement of improvements in service delivery, reinforce strategy via authority and structure, and have clear accountabilities and responsibilities at the right levels. In recent years, the CREO has taken on greater responsibilities of a more strategic nature, and having a steward at the appropriate level for long-term impact across the organization is a key component of this direction. The value of this senior leadership role is key in the City taking a strategic approach to managing its real property assets and interests to meet the current and future needs of the organization and the community we serve, and complementary to the City's Asset Management strategy in a comprehensive manner.</p>				
DESCRIPTION				
<p>This business case serves to make permanent the temporary position of Chief Corporate Real Estate Officer. There is no Levy impact from this business case as the position will continue to be funded from transaction fee based revenues.</p>				

BUSINESS CASE BC #: 1.2		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Film Production Facilitation	Total Expenditures	83,820	112,350
Department	Planning & Economic Development	Total Revenue	(83,820)	(112,350)
Division	Tourism & Culture	Net Levy	-	-
Service	Cultural Development	Full Time Equiv. (FTE)	1.00	1.00
Proposed Start Date (MM/DD/YYYY)	4/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Economic Prosperity and Growth	Capital Budget Impact	-	-
BACKGROUND				
<p>Film and television production in Hamilton brings in direct spending in the community of over \$50M annually. Hamilton is one of Ontario's busiest areas for filming, attracts prestige foreign and domestic productions, and was recognized at the international level with a nomination for "Outstanding Film Commission" at the 2021 Location Manager's Guild International awards. City revenues from rental revenues rose from \$203,836 in 2017 to \$921,180 in 2021. Increased filming also leads to the growth of local brick and mortar businesses that support the industry, including studio investment. The Film Office contributes to this growth by providing a one-stop shop for productions filming in Hamilton, including coordination of all City services, site rentals, and permits. This has become increasingly challenging in recent years as the volume and complexity of filming requests continue to increase. In order to keep pace with the demand and continue to foster growth, the Film Office must be adequately resourced.</p>				
DESCRIPTION				
<p>The addition of 1 permanent FTE (Business Development Officer – Film) will allow the film office meet the demand for film permits and continue to grow opportunities for City revenue and spending in the local economy. The additional position will be funded through film-related revenues and will have zero net levy impact. The role of the Business Development Officer – Film is to facilitate film and television production in Hamilton. Business Development Officers (BDOs) work with productions to match them with locations and local businesses that support their needs, liaise with community stakeholders to minimize negative impacts, coordinate all necessary City permissions and issue film permits, and manage any issues that arise during filming.</p>				

BUSINESS CASE BC #: 2.1		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Manager, Canada Wide Early Learning Child Care	Total Expenditures	178,700	178,740
Department	Healthy & Safe Communities	Total Revenue	(178,700)	(178,740)
Division	Children's and Community Services	Net Levy	-	-
Service	Child Care System Management	Full Time Equiv. (FTE)	1.00	1.00
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Healthy and Safe Communities	Capital Budget Impact	-	-
BACKGROUND				
<p>In March 2022, the federal and provincial governments signed the Canada-Wide Early Learning and Child Care (CWELCC) agreement aimed at:</p> <ul style="list-style-type: none"> •making child care more affordable for families; •increasing wages for Early Childhood Educators (ECEs); •expanding of licensed child care spots; and •increasing accessibility and inclusion. <p>As the Service System Manager for the Child Care and Early Years System in the City of Hamilton, Children's and Community Services Division (CCSD) is responsible for implementing the CWELCC agreement at a local level.</p>				
DESCRIPTION				
<p>We are requesting 1.0 additional Manager level FTE to support the implementation of the CWELCC agreement, which will include an increase in child care funding agreements, an expansion of licensed child care spaces, and development of new policies and procedures. New 100% provincial funding from the Ministry of Education will support this position, with no net levy impact.</p>				

BUSINESS CASE BC #: 2.2		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Indigenous Strategy	Total Expenditures	584,000	584,000
Department	Healthy & Safe Communities	Total Revenue	(100,000)	(100,000)
Division	Children's and Community Services	Net Levy	484,000	484,000
Service	Community Engagement	Full Time Equiv. (FTE)	4.00	4.00
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Culture and Diversity	Capital Budget Impact	-	-
BACKGROUND				
<p>In 2019, Council endorsed Hamilton's Urban Indigenous Strategy (UIS) in response to the Truth & Reconciliation Calls to Action and the Missing and Murdered Indigenous Women, Girls, and Two-Spirit Calls for Justice. Since then the role and scope of the Indigenous Relations (IR) team has expanded to include strengthening the relationships with local Treaty Nations and providing advisory support to other divisions/departments across the City. The goal of the team is to strengthen relationships with the Indigenous communities and to build capacity within the organization. An internal survey was conducted to inform priorities and resourcing for the IR team. Survey results show an increased level of support is required across the corporation (e.g. advice on consultation/engagement, training, policy/program development, protocols, etc.). There is a need to transition the temporary IR roles to permanent roles to ensure the stability and sustainability of the UIS.</p>				
DESCRIPTION				
<p>We are requesting 4.0 FTEs to support the implementation of the UIS and strengthen relationships with the Treaty Nations. This includes 1.0 Director, 1.0 Senior Project Manager, 1.0 Indigenous Community Outreach and Research Coordinator, and 1.0 Curator, Indigenous Culture and Heritage (within Tourism & Culture, PED). We are also requesting funding to hire an external Indigenous consultant that can provide strategic advice to SLT and Council. The additional FTEs would lead the development of relationship agreements with Treaty Nations, Landmarks & Monuments review, ongoing engagement with the Indigenous community and project management to implement the actions with the UIS. Based on the survey results described above, there is a need for ongoing support, advice, and capacity building from the IR team across the corporation to successfully implement the actions within the UIS and to further build and strengthen relationships with Treaty Nations.</p>				

BUSINESS CASE BC #: 2.3		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Hamilton Fire Department - Volunteer Staffing/Headcount Enhancement	Total Expenditures	-	-
Department	Healthy & Safe Communities	Total Revenue	-	-
Division	Hamilton Fire Department	Net Levy	-	-
Service	Hamilton Fire Department	Full Time Equiv. (FTE)	-	-
Proposed Start Date (MM/DD/YYYY)	4/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Healthy and Safe Communities	Capital Budget Impact	-	-
BACKGROUND				
<p>The Hamilton Fire Department utilizes Volunteer Firefighters to provide service in Stoney Creek, Binbrook, Mount Hope, Ancaster, Lynden, Rockton, Greenville, Freelon and Waterdown. Currently Council has approved a head count of 280 Volunteers. Our Volunteer Firefighter's ability to respond is impacted based on what they are doing when the alarm sounds (working at their fulltime job, out of town, etc.), the time of day and day of the week. Our data shows that for every 4 Volunteer Firefighters on the roster we will get on average 1 Volunteer Firefighter responding to the incident. The ability to maintain a sustainable volunteer operation is critical for the delivery of service levels.</p>				
DESCRIPTION				
<p>There is an immediate need to increase the total headcount from 280 to 300 in 2023 and distribute the increase between select volunteer stations to help maintain response staffing levels and reduce staff burnout. This need was identified in the 10-Year Fire Service Delivery Plan with a phased in approach from 2021-27. The 2021 & 2022 proposed headcount increases were deferred due to COVID & budget restrictions. Currently the volunteer salary & benefit operating budget is calculated based on an equivalent of 39.30 FTE. This business case would not change the FTE count, nor, based on historical data, require an increase in the operating budget to cover the cost of the additional 20 headcount.</p>				

BUSINESS CASE BC #: 2.4		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Hamilton Paramedic Service - Ambulance Enhancement - Call Growth	Total Expenditures	1,228,600	1,630,700
Department	Healthy & Safe Communities	Total Revenue	-	-
Division	Hamilton Paramedic Service	Net Levy	1,228,600	1,630,700
Service	Hamilton Paramedic Service	Full Time Equiv. (FTE)	10.00	10.00
Proposed Start Date (MM/DD/YYYY)	4/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Healthy and Safe Communities	Capital Budget Impact	695,000	695,000
BACKGROUND				
<p>As identified in our 2017 through 2021 Annual Reports, and in the HPS 2022-2031 Master plan, the Service continues to experience service demand growth at a rate greater than overall population growth. 2021 responses were 7% higher than the prior year, and 2022 is projected to be a further 6% increase - a total increase of more than 12,000 9-1-1 events and responses in 2 years. Our long term average is 3.8% demand increase per year and we anticipate continued growth in demand of around twelve (12) 9-1-1 responses per day thus necessitating this service capacity enhancement. The strategy to mitigate the adverse impact of increased call demand is to increase resources at a level commensurate with the increase in demand. This Business Case, which flows directly from the recommendations contained in the Master Plan approved by Council (HSC22012) is intended to maintain service at the current levels.</p>				
DESCRIPTION				
<p>The addition of an average increase of 12 responses per day, combined with the average committed unit time on task, necessitates an additional 24 hours of ambulance coverage to maintain current levels of performance. This workload growth request, as recommended in the HPS Master Plan approved by Council, provides one additional ambulance with ancillary equipment and 10 additional FTE's to provide emergency response 24 hours per day, 7 days per week. Provincial funding according to the current Provincial funding methodologies will cover approximately 50% of the operating expenses in Year 2 (2024) and subsequent years of the staffing enhancement. With approval, additional one-time capital funding of an ambulance and ancillary equipment will also be required amounting to \$347,500 in gross costs. *DC FUNDING TO BE APPLIED. *RESERVE FUNDING FOR 1ST YEAR OPERATING COSTS TO BE CONSIDERED.</p>				

BUSINESS CASE BC #: 2.5		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Hamilton Paramedics-Ambulance Enhancement-Response Times & Current Demand	Total Expenditures	3,081,800	4,090,410
Department	Healthy & Safe Communities	Total Revenue	-	-
Division	Hamilton Paramedic Service	Net Levy	3,081,800	4,090,410
Service	Hamilton Paramedic Service	Full Time Equiv. (FTE)	25.00	25.00
Proposed Start Date (MM/DD/YYYY)	4/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Healthy and Safe Communities	Capital Budget Impact	1,737,500	1,737,500
BACKGROUND				
<p>As identified in the HPS 2017 through 2021 Annual Reports, and in the HPS 2022-2031 Master Plan approved by Council (HSC22012), the Service continues to experience service demand growth at a rate greater than overall population growth. As identified in the Master Plan while regular enhancements have been provided annually to manage current demands (like BC#2.4), they have not resulted in service improvement. Emergency Response Time performance has not met the targeted 10 minutes at the 90th percentile and the number of long responses (greater than 20 minute response time) continues to be a challenge during peak periods. The strategy to mitigate the adverse impact of increased call demand is addressed in BC#2.4. This Business Case addresses the strategy outlined in the HPS Master Plan to improve our response times and capacity to manage significant peak demand activity in accordance with our legislated obligations to provide a level of service commensurate with the needs of the citizens.</p>				
DESCRIPTION				
<p>This strategy is intended to significantly reduce periods of narrowed resources (4 or less ambulances available) and should result in the target of 90% of emergency responses having an ambulance resource on scene within 10 minutes. This service improvement strategy, as outlined in the HPS Master Plan already approved by Council, requests five (5) additional twelve hour shifts of ambulance staffing, 7 days per week, to improve the level of service being provided to the public. Provision of five (5) additional ambulances and ancillary equipment, with an estimated gross cost of \$347,500 each, will be required to facilitate use of the additional staff. Provincial funding according to the current Provincial funding methodologies will cover approximately 50% of the operating expenses in Year 2 (2024) and subsequent years of the enhancement. *DC FUNDING TO BE APPLIED. *RESERVE FUNDING FOR 1ST YEAR OPERATING COSTS TO BE CONSIDERED.</p>				

BUSINESS CASE BC #: 2.6		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	2023 Long Term Care - Covid costs	Total Expenditures	2,004,700	2,004,719
Department	Healthy & Safe Communities	Total Revenue	-	-
Division	Long Term Care	Net Levy	2,004,700	2,004,719
Service	Long-Term Care	Full Time Equiv. (FTE)	-	-
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Healthy and Safe Communities	Capital Budget Impact	-	-
BACKGROUND				
<p>LTC homes continue to see impacts of COVID and are required to maintain levels of care for residents for provincial service agreements and Fixing Long Term Care Act & Regulations. Covid outbreaks continue and increased respiratory outbreaks are anticipated to continue as a new normal & there is a requirement for staff to have PPE, increase staffing levels to cohort to only work on outbreak areas per Ministry Directives. Continue to deal with cohorting of staff & the staffing crisis requiring OT costs for service delivery. Ongoing community acquired COVID, influenza & other respiratory viruses eliminates staff from attending work when symptomatic for a min. of 10 days with current directives. Active screening is a req. in LTC homes for all visitors for resident & staff safety. Staff can be passive screening but need to demonstrate for MLTC audits Home. If in outbreak need to move back to active screening of staff. One Home has been in perpetual COVID outbreak and require active screening</p>				
DESCRIPTION				
<p>LTC will need to continue with enhanced safety precautions including procuring medical supplies and PPE. Although this is post-pandemic for most, LTC homes will be required to maintain level of standards for resident care and staff safety to mitigate outbreaks. LTC is requesting to have 2023 Covid costs as part of the new service level operating budget to maintain costs as required by Ministry and Service standards. Request for \$1.22M costs for Macassa Lodge & \$782K for Wentworth Lodge. Costs include Screeners, OT, medical, cleaning & operating kitchen supplies, work accom., Suprv. Admin & nurse practitioner incremental costs to assist with onsite medical care. Potential for announcement of 2023 Prevention/Containment & PPE funding by the MOLTC, but at this time, no funding announced. If provincial funding received for entire Covid cost, then no net levy impact, however, anything less will cause a levy impact. There is no indication of how long funding will continue beyond 2023.</p>				

BUSINESS CASE BC #: 3.1		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	THF Post Event Increase Service Level	Total Expenditures	125,600	125,593
Department	Public Works	Total Revenue	-	-
Division	Energy Fleet and Facilities	Net Levy	125,600	125,593
Service	Facilities Management	Full Time Equiv. (FTE)	1.00	1.00
Proposed Start Date (MM/DD/YYYY)	1/1/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Healthy and Safe Communities	Capital Budget Impact	-	-
BACKGROUND				
<p>Facilities Management, in conjunction with Ward 3 Councillor Nann's office, had a Public meeting with the residents in June of 2022. New Initiatives were summarized from the public meeting. Facilities is planning to implement them in 2023. They are in relation to post events additional responsibilities; specifically increased Police presence, additional security, and garbage clean up in the surrounding the neighbouring streets of Tim Hortons Field.</p>				
DESCRIPTION				
<p>Facilities to complete a entire sweep of the exterior property of Tim Hortons Field for all post events. This will have an operating impact in the 2023 operating budget process.</p> <p>1.0 FTE is a Assistant Stadium Technician grade D part-time equivalent of 1827 additional hours:\$65,593</p> <p>Additional Police costs estimated at \$60,000</p> <p>Note: full amount required in 2023 due to seasonality of the events.</p>				

BUSINESS CASE BC #: 3.2		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Green Fleet Planning	Total Expenditures	46,300	91,886
Department	Public Works	Total Revenue	-	-
Division	Energy Fleet and Facilities	Net Levy	46,300	91,886
Service	Fleet Services Management	Full Time Equiv. (FTE)	1.00	1.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Clean and Green	Capital Budget Impact	-	-
BACKGROUND				
<p>Over the last five years the fleet compliment has increased by 140 units resulting in increase to annual replacement and parts/service contracts. Fleet Planning is in a transition phase where the demand for research and analysis for green technologies is high priority in order to comply to the Green Fleet Strategy and Climate Change Emergency targets including recharging/refuelling requirements. The additional position will allow for a shift in job duties so project management staff can acquire the knowledge for the transition/analysis to green/alternative technologies to targets/goals. Fleet has committed to investigating new fuel technology, electric opportunities, other ways to reduce GHG's such as light weighting, rolling resistance and developing a replacement plan that aligns to market availability. Fleet has also taken on coordination and installation of AVL systems, processes and tracking EV charging stations usage, repairs, cost recovery and replacment cycles</p>				
DESCRIPTION				
<p>The new position will be a procurement, analysis and research position. Grade I at 1827 hours. Focus on contract documents, researching new technologies, coordination of specifications with the user group and Procurement. The shift in job duties from other positions within Fleet Planning will allow for processes to be streamlined, high focus on green fleet replacements, plan projects more efficiently to accommodate complex builds, higher demand and volumes.</p>				

BUSINESS CASE BC #: 3.3		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Roads Value for Money Audit Recommendations	Total Expenditures	199,500	395,700
Department	Public Works	Total Revenue	(199,500)	(395,700)
Division	Engineering Services	Net Levy	-	-
Service	Engineering Services	Full Time Equiv. (FTE)	4.00	4.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Built Environment and Infrastructure	Capital Budget Impact	199,500	395,700
BACKGROUND				
<p>From AF&A on Jul 8, 2021 (Roads Value for Money Audit, AUD21006): Recommendation 14: "We recommend that Management consider providing more resource support for quality assurance functions and processes to ensure they are robust and work as intended." From AF&A on Aug 11, 2022 (Roads Value for Money QA Supplemental Audit, AUD21006(a)): Recommendation 1: "That consideration be given to increasing the inspection levels by designing and adopting a risk-based approach for weight validation processes or the use of all-inclusive lump sums and square meter payments.". Recommendation 5: "That consideration be given to expanding the quality assurance function during peak construction periods of the year in order adequately manage the risks associated with the construction activities. "Management Response:...2. Develop business case to increase quality assurance FTE's for the 2023 budget cycle."</p>				
DESCRIPTION				
<p>The purpose of this business case is to create additional positions in Engineering's Construction Section to address the recommendations from the 2021 and 2022 audits identified above associated with Contract Inspection and Quality Assurance activities on capital construction projects delivered by Engineering Services. This includes adding support to the Inspection group by adding 1 additional Contract Inspector and 2 additional Contract Inspector Co-op student positions (representing the equivalent of 2 FTE positions). This also includes adding 1 additional Project Manager for Quality Assurance. Additional resources would provide existing staff the support needed to deliver projects in a professional and efficient manner and would add value to projects delivered by the division. There are no anticipated impacts to Corporate Services (Procurement and Legal) associated with these additional staff. All staff in Eng Services are 100% recovered from Capital</p>				

BUSINESS CASE BC #: 3.4		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Request for additional staff resources for Structures	Total Expenditures	70,900	140,700
Department	Public Works	Total Revenue	(70,900)	(140,700)
Division	Engineering Services	Net Levy	-	-
Service	Engineering Services	Full Time Equiv. (FTE)	1.00	1.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Built Environment and Infrastructure	Capital Budget Impact	70,900	140,700
BACKGROUND				
<p>The Infrac. Ren., Structures group is involved in inspection and programming of repairs for approximately 400 bridges and culverts, 17 Escarpment crossings, 500 retaining walls (350 are inspected per OSIM), and numerous overhead signs and sound walls. As per O. Reg. 104/97, the structural integrity, safety and condition of every bridge shall be determined through the performance of at least one inspection in every second calendar year under the direction of a professional engineer and in accordance with the ON Structure Insp. Manual (OSIM). O. Reg. 472/10, s. 2. The Infrastructure Renewal PMs manage the biennial inspection contracts, and reviews the inspections to develop and prioritize work programs including maintenance, capital rehabilitation/replacement, proj. cost estimates and budgeting. The PMs also manage detailed structure investigations including material condition surveys, underwater investigations, fatigue investigations, structural evaluations, & structural monitoring.</p>				
DESCRIPTION				
<p>Due to the increasing number and type of assets over the past several years, it is becoming very difficult for the existing two Project Managers to properly assess and prioritize the needs of these structures. With bridges being identified as a critical City asset, it is recommended that additional staff are required in order to properly manage the workload. This request is to increase that staff complement by adding 1 additional Project Manager.</p> <p>This position will support the advancement of asset management and the Corporate Asset Management Plan. It is expected that the capital program will result in a need from additional support from Procurement and Legal. However, this is a result of the capital forecast and not this position directly.</p>				

BUSINESS CASE BC #: 3.5		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Contracts Coordinator	Total Expenditures	55,600	110,200
Department	Public Works	Total Revenue	(55,600)	(110,200)
Division	Engineering Services	Net Levy	-	-
Service	Engineering Services	Full Time Equiv. (FTE)	1.00	1.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Built Environment and Infrastructure	Capital Budget Impact	55,600	110,200
BACKGROUND				
<p>Over the past 4 years, the average number of tenders delivered by the Contracts group is +/-50 a year. To successfully deliver a contract, a Coordinator can complete approximately 3 each month. Approximately 50% of tenders delivered by a Contract Coordinator is from groups outside Design. These tenders tend to require more attention. To deliver the current demand in tenders coming through the Contracts Group, staff have had to work extra time. When pressures for delivery increase, and for complex projects, the PM, Contracts helps with the workload. This means that the duties of the PM are being utilized elsewhere. Delays in tendering tends to mean that the contracts are faced with higher tender costs as contractors tend to increase their costs as they acquire work through the construction season. Tenders that are put out in the fall, winter and early spring, tend to have the best value for money. Late tenders we have seen increase in cost and fewer bids.</p>				
DESCRIPTION				
<p>The Contracts group in Engineering Services has seen a dramatic increase in Projects being delivered through this section over the past 4 years. Currently the Contracts section prepares tenders for Design, HSR, Infrastructure Renewal, LAS, Road Maintenance, Street Lighting and Traffic as part of the C15 Contracts. Although the majority of the projects delivered for PW takes place between September and May, the section delivers projects year-round. This request is for 1 additional Contract Coordinator to deliver the tenders that are coming through the Contracts group on time and at the level of quality expected by Engineering Services. An additional Coordinator will ensure tenders can be delivered quickly when they are received. It is expected that the capital program will result in a need from additional support from Procurement and Legal. However, this is a result of the capital forecast, not this position directly.</p>				

BUSINESS CASE BC #: 3.6		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Project Manager Excess Soils	Total Expenditures	70,900	140,700
Department	Public Works	Total Revenue	(70,900)	(140,700)
Division	Engineering Services	Net Levy	-	-
Service	Engineering Services	Full Time Equiv. (FTE)	1.00	1.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Built Environment and Infrastructure	Capital Budget Impact	70,900	140,700
BACKGROUND				
<p>In December 2019, O. Regulation 406/19 (On-Site and Excess Soil Management) was passed under the Environmental Protection Act, R.S.O 1990, C E19 (EPA) to support improved management of excess soils. As this Reg. applies to all City projects where soils are being generated, a permanent position is required to help navigate and administer this Reg. The majority of this work is currently being completed by various staff members which leads to confusion or differing interpretation. The majority of the expertise in this subject is lacking internally, which makes reliance on consultants inevitable. This could put projects at risk of higher costs or inappropriate administration of the Reg. Further, the registry is best suited for one staff member as administrator. Monitoring of receiving and generating sites could lead to missed opportunities and cost savings with the movement of excess soils going to costly waste receiving sites instead of being reused on-site for other City projects.</p>				
DESCRIPTION				
<p>One (1) Project Manager position is requested to help with the additional effort need to implement the Reg. and help with the administration of the registry. The position will also help review and provide feedback on consultant reports and provide guidance to staff with the Reg. This new position would manage the use of the Provincial Registry for Excess Soils and help staff with inputting registry information. The role will be able to track data coordinated projects within the City looking for materials suitable for reuse. This Project Manager would liaise with consultants, the Ministry, and other agencies or stakeholders. This position was originally intended as a temporary position, however, retaining suitable candidates from outside the City with the knowledge and experience will be difficult in a temporary manner, it is recommended that this be created as permanent. There are no anticipated impacts to Corporate Services (Procurement and Legal) associated with this position.</p>				

BUSINESS CASE BC #: 3.7		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Quality Management System (QMS) Staff within Engineering Services	Total Expenditures	80,900	160,520
Department	Public Works	Total Revenue	(80,900)	(160,520)
Division	Engineering Services	Net Levy	-	-
Service	Engineering Services	Full Time Equiv. (FTE)	1.00	1.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Our People and Performance	Capital Budget Impact	80,900	160,520
BACKGROUND				
<p>Engineering Services is evolving in terms of the nature and volume of projects being delivered. Increasing internal resources to support project management and quality management within the division would support the delivery of capital projects on schedule and within budget, in alignment with Corporate Asset Management and the Public Works' Quality Management System (QMS). More recently, internal audits have identified the need for improved project management and quality management activities within Engineering Services. Dedicated staff resources are needed to meet these project management and quality management requirements and recommendations to continuously improve the services delivered by the division.</p>				
DESCRIPTION				
<p>The purpose of this business case is to create one (1) new position of Senior Project Manager, Quality Management System within Engineering Services. Currently, Engineering Services does not have dedicated resources for quality management. This position would support the development of Levels 1-5 controlled documents, maintain Engineering's Intelex and QRC, support PW Internal Process Reviews and required corrective and preventative actions, support the department's performance measurement program, and work to develop, communicate, and monitor existing and forthcoming policies, procedures, best practices, and more. It is envisioned that the SPM, QMS would be within the Infrastructure Renewal section of Engineering Services in the near-term. There are no anticipated impacts on Corporate Services (Procurement and Legal) associated with this position. All staff in Engineering Services are 100% recovered from Capital.</p>				

BUSINESS CASE BC #: 3.8		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Additional staff resources for Municipal Class Environmental Assessments	Total Expenditures	70,900	140,700
Department	Public Works	Total Revenue	(70,900)	(140,700)
Division	Engineering Services	Net Levy	-	-
Service	Engineering Services	Full Time Equiv. (FTE)	1.00	1.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Built Environment and Infrastructure	Capital Budget Impact	70,900	140,700
BACKGROUND				
<p>The Infrastructure Planning group within Engineering's Infrastructure Renewal section carries out pre-construction provincially mandated MCEAs to receive approval to proceed with many major capital projects. The workload of this group has far exceeded capacity thereby resulting in EAs being delayed and consequently capital projects not being tendered in the year programmed.</p> <p>Capital programs requiring MCEAs have, and will, increase in magnitude, causing pressures on current staff by demanding ever-increasing efficiencies to deliver the annual capital budget and program. The increasing volume of capital projects from the road, water, wastewater and storm programs with existing resources will affect the development of individual projects, scoping and budget estimates, and the timely delivery of projects to Design. More resources are needed for the delivery of these services that support the Transportation Master Plan, the Cycling Master Plan, Vision Zero, and Corporate Asset Management.</p>				
DESCRIPTION				
<p>This request is to increase the existing staff complement of Infrastructure Renewal's EA staff by adding 1 additional PM. The existing staff complement carrying out EA studies currently consists of 2 PMs and 1 Tech. The additional staffing resources will allow this group to meet the current demands and prevent delays. Without the requested additional staff, critical projects will continue to be delayed. If the shortfall in EA staff resources is not addressed, critical projects will be delayed resulting in reduced service and increased future costs. No viable alternative option is available as the requested staff resource increases can not be substituted. It is expected that the capital program will result in a need from additional support from Procurement and Legal. However, this is a result of the capital forecast not this position directly.</p>				

BUSINESS CASE BC #: 4.1		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	FOI Administration	Total Expenditures	50,000	50,000
Department	Corporate Services	Total Revenue	-	-
Division	City Clerk's Office	Net Levy	50,000	50,000
Service	Citizen and Customer Service	Full Time Equiv. (FTE)	-	-
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Community Engagement and Participation	Capital Budget Impact	-	-
BACKGROUND				
<p>The request to support the administration of FOI has been put forward in lieu of a request for an additional FTE. There are 2 FTE's in the FOI group and when there are requests that produce a high volume of records, it can be difficult for staff to meet the 30-day response time. We intend to use the support (outsourcing) for these requests with voluminous records to allow the 2 FOI staff to focus on the standard volume requests (under 250 pages).</p>				
DESCRIPTION				
<p>Requesting an annualized expense of no more than \$50,000 to seek legal opinion on discretionary and mandatory exemptions under the Municipal Freedom of Information & Protection of Privacy Act</p>				

BUSINESS CASE BC #: 4.2		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Additional FTEs for IT	Total Expenditures	-	-
Department	Corporate Services	Total Revenue	-	-
Division	Information Technology	Net Levy	-	-
Service	Information Technology	Full Time Equiv. (FTE)	2.00	2.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Our People and Performance	Capital Budget Impact	-	-
BACKGROUND				
<p>Business Case submitted during the 2020 budget , requested 6 FTE's based on increase demand/work for IT services. 2 FTE's approved in 2021, 2 approved in 2022, 2 to be approved in 2023. The IT division engaged an independent consultant to review and make recommendation to ensure stability of the city's use of technology and applications; stability of underlying software, and infrastructure; review our processes and resources for vendor and financial management including consideration for contractual complexities especially with cloud deployment; conduct a review of our security policies, processes and resources to ensure we continue to protect ourselves from cyber security violatio review our future skillsets of IT professionals focusing on cloud deployment; review of our IT disciplines and processes identifying any gaps</p>				
DESCRIPTION				
<p>The assessment findings determined the IT division does not have adequate resources to manage its portfolio and the need to train staff for cloud deployment. Six additional FTEs phased in over 4 years are required to ensure staff have experience in managing cloud technology services. This recommendation was made based on planned projects identified as high priority by departments, operational sustainability workload, resource capacity and skillsets. Canadian city benchmarking data was leveraged to assess COH IT staffing levels. A key metric that was reviewed measures IT staff as a percentage of total staff for a municipality. This metric was reviewed for nine Canadian cities, the median value of this metric is 2.2 percent. COH falls beneath the median value at 1.30 percent. To mitigate the cost of additional staff, the IT division will reduce the computer hardware budget as the shift from on-premise to cloud base solutions has changed the type of funding required within Information Technology.</p>				

BUSINESS CASE BC #: 4.3		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	IT Security FTE	Total Expenditures	159,300	316,000
Department	Corporate Services	Total Revenue	-	-
Division	Information Technology	Net Levy	159,300	316,000
Service	Information Technology	Full Time Equiv. (FTE)	2.00	2.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Our People and Performance	Capital Budget Impact	-	-
BACKGROUND				
<p>In the IT Asset Management Audit report issued by the Office of the City Auditor, a recommendation was made to implement city-wide the city's data classification policy. Information Technology management agrees with this recommendation, and has identified that two FTEs are required to complete the initial implementation and provide on-going support and monitoring of people, processes, and technology related to the data classification policy.</p>				
DESCRIPTION				
<p>The Information Technology (IT) division requires two additional FTEs in 2023 to execute the city wide implementation and operationalize the city's data classification policy.</p>				

BUSINESS CASE BC #: 4.4		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Legal Taxation Support	Total Expenditures	159,000	315,376
Department	Corporate Services	Total Revenue	-	-
Division	Legal Services and Risk Management	Net Levy	159,000	315,376
Service	Legal Services	Full Time Equiv. (FTE)	2.00	2.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Financial Management	Capital Budget Impact	-	-
BACKGROUND				
<p>Two positions are currently on contract, they have had a positive impact for the City with success in avoiding tax losses of approximately \$4.2 million dollars, which is only part of the years results. While this area has relied on external legal counsel in the past, the lawyer supporting this work has expertise such that the City will significantly reduce external counsel spend with the work being completed in house.</p> <p>The business case here is supported by success in resiting multiple tax assessment appeals which otherwise would have reduced the municipal levy. Legal activity will also include City appeals on assessment the effect of which could increase the municipal levy.</p>				
DESCRIPTION				
2 FTEs; 1 Lawyer and 1 Law Clerk				

CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK

2023



2023 PRELIMINARY TAX SUPPORTED OPERATING BUDGET
MULTI-YEAR BUDGET OUTLOOK

CITY OF HAMILTON 2024 - 2026 MULTI YEAR OUTLOOK

	2023	2024			2025			2026		
	Preliminary Budget	\$	2024 vs 2023		\$	2025 vs 2024		\$	2026 vs 2025	
			\$	%		\$	%		\$	%
PLANNING & ECONOMIC DEVELOPMENT										
General Manager PED	1,289,770	1,348,340	58,570	4.5%	1,411,390	63,050	4.7%	1,472,330	60,940	4.3%
Transportation Planning and Parking	2,921,630	3,101,360	179,730	6.2%	3,363,700	262,340	8.5%	3,611,290	247,590	7.4%
Building	1,202,450	1,246,020	43,570	3.6%	1,290,880	44,860	3.6%	1,330,080	39,200	3.0%
Economic Development	5,511,980	5,725,700	213,720	3.9%	5,928,360	202,660	3.5%	6,103,620	175,260	3.0%
Growth Management	899,700	1,070,140	170,440	18.9%	1,218,640	148,500	13.9%	1,322,810	104,170	8.5%
Licensing & By-Law Services	7,175,020	7,784,620	609,600	8.5%	8,123,590	338,970	4.4%	8,422,950	299,360	3.7%
Planning	3,740,160	4,011,860	271,700	7.3%	4,277,200	265,340	6.6%	4,450,530	173,330	4.1%
Tourism & Culture	10,155,670	10,438,380	282,710	2.8%	10,694,020	255,640	2.4%	10,928,980	234,960	2.2%
TOTAL PLANNING & ECONOMIC DEVELOPMENT	32,896,380	34,726,420	1,830,040	5.6%	36,307,780	1,581,360	4.6%	37,642,590	1,334,810	3.7%
HEALTHY & SAFE COMMUNITIES										
HSC Administration	2,916,330	3,043,200	126,870	4.4%	3,158,390	115,190	3.8%	3,265,070	106,680	3.4%
Children's and Community Services	11,067,050	11,388,950	321,900	2.9%	11,752,440	363,490	3.2%	12,100,490	348,050	3.0%
Ontario Works	13,411,210	14,292,330	881,120	6.6%	15,169,400	877,070	6.1%	15,977,080	807,680	5.3%
Housing Services	60,401,610	69,614,430	9,212,820	15.3%	73,635,830	4,021,400	5.8%	78,385,350	4,749,520	6.5%
Long Term Care	12,791,920	14,286,720	1,494,800	11.7%	15,738,650	1,451,930	10.2%	17,139,180	1,400,530	8.9%
Recreation	37,713,550	38,790,590	1,077,040	2.9%	39,706,820	916,230	2.4%	40,728,600	1,021,780	2.6%
Hamilton Fire Department	100,967,230	104,479,760	3,512,530	3.5%	108,225,100	3,745,340	3.6%	112,242,610	4,017,510	3.7%
Hamilton Paramedic Service	31,683,300	32,747,730	1,064,430	3.4%	33,874,470	1,126,740	3.4%	34,935,500	1,061,030	3.1%
Public Health Services	14,774,680	18,400,780	3,626,100	24.5%	19,795,270	1,394,490	7.6%	21,168,330	1,373,060	6.9%
TOTAL HEALTHY & SAFE COMMUNITIES	285,726,880	307,044,490	21,317,610	7.5%	321,056,370	14,011,880	4.6%	335,942,210	14,885,840	4.6%
PUBLIC WORKS										
PW-General Administration	686,520	713,920	27,400	4.0%	739,500	25,580	3.6%	957,820	218,320	29.5%
Energy Fleet and Facilities	14,794,160	15,441,110	646,950	4.4%	15,797,500	356,390	2.3%	16,099,810	302,310	1.9%
Engineering Services	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Environmental Services	47,201,350	48,506,820	1,305,470	2.8%	49,559,430	1,052,610	2.2%	51,407,380	1,847,950	3.7%
Transit	93,605,200	99,718,520	6,113,320	6.5%	103,230,550	3,512,030	3.5%	108,397,750	5,167,200	5.0%
Transportation Operations & Maintenance	87,256,410	88,844,910	1,588,500	1.8%	90,464,510	1,619,600	1.8%	92,085,930	1,621,420	1.8%
Waste Management	49,399,640	51,138,560	1,738,920	3.5%	54,124,940	2,986,380	5.8%	57,279,240	3,154,300	5.8%
TOTAL PUBLIC WORKS	292,943,280	304,363,840	11,420,560	3.9%	313,916,430	9,552,590	3.1%	326,227,930	12,311,500	3.9%

CITY OF HAMILTON 2024 - 2026 MULTI YEAR OUTLOOK

	2023		2024		2025			2026		
	Preliminary Budget	\$	2024 vs 2023		\$	2025 vs 2024		\$	2026 vs 2025	
			\$	%		\$	%		\$	%
LEGISLATIVE										
Legislative General	(285,330)	(303,850)	(18,520)	(6.5)%	(321,220)	(17,370)	(5.7)%	(338,590)	(17,370)	(5.4)%
Mayors Office	1,250,010	1,278,640	28,630	2.3%	1,309,210	30,570	2.4%	1,339,830	30,620	2.3%
Volunteer Committee	120,730	120,730	0	0.0%	120,730	0	0.0%	120,730	0	0.0%
Ward Budgets	4,445,050	4,559,000	113,950	2.6%	4,677,120	118,120	2.6%	4,792,340	115,220	2.5%
TOTAL LEGISLATIVE	5,530,460	5,654,520	124,060	2.2%	5,785,840	131,320	2.3%	5,914,310	128,470	2.2%
CITY MANAGER										
Office of the City Auditor	1,246,660	1,455,880	209,220	16.8%	1,490,400	34,520	2.4%	1,524,200	33,800	2.3%
CMO - Admin	257,430	395,460	138,030	53.6%	407,710	12,250	3.1%	419,810	12,100	3.0%
Communication & Strategic Initiatives	2,697,720	2,775,020	77,300	2.9%	2,856,340	81,320	2.9%	2,935,790	79,450	2.8%
Digital & Innovation Office	257,660	318,870	61,210	23.8%	531,410	212,540	66.7%	743,610	212,200	39.9%
Government & Community Relations	992,640	1,015,240	22,600	2.3%	1,038,820	23,580	2.3%	1,062,010	23,190	2.2%
Human Resources	8,845,500	9,208,740	363,240	4.1%	9,448,340	239,600	2.6%	9,671,390	223,050	2.4%
TOTAL CITY MANAGER	14,297,610	15,169,210	871,600	6.1%	15,773,020	603,810	4.0%	16,356,810	583,790	3.7%
CORPORATE SERVICES										
City Clerk's Office	3,080,130	3,150,620	70,490	2.3%	3,223,990	73,370	2.3%	3,298,510	74,520	2.3%
Customer Service POA and Finl Integration	6,242,290	6,427,580	185,290	3.0%	6,618,590	191,010	3.0%	6,809,830	191,240	2.9%
Financial Serv Taxation and Corp Controller	4,484,900	4,573,530	88,630	2.0%	4,762,000	188,470	4.1%	4,935,490	173,490	3.6%
Legal Services and Risk Management	4,346,260	4,598,100	251,840	5.8%	4,834,490	236,390	5.1%	5,044,050	209,560	4.3%
Corporate Services Administration	344,030	352,920	8,890	2.6%	362,230	9,310	2.6%	371,420	9,190	2.5%
Financial Planning Admin & Policy	5,631,100	5,885,020	253,920	4.5%	6,131,850	246,830	4.2%	6,364,630	232,780	3.8%
Information Technology	17,506,370	18,631,750	1,125,380	6.4%	19,077,890	446,140	2.4%	19,478,770	400,880	2.1%
TOTAL CORPORATE SERVICES	41,635,080	43,619,520	1,984,440	4.8%	45,011,040	1,391,520	3.2%	46,302,700	1,291,660	2.9%
CORPORATE FINANCIALS - EXPENDITURES										
Corporate Initiatives	7,693,170	7,466,200	(226,970)	(3.0)%	6,912,220	(553,980)	(7.4)%	6,836,650	(75,570)	(1.1)%
Corporate Pensions, Benefits & Contingency	17,470,240	16,747,400	(722,840)	(4.1)%	17,964,510	1,217,110	7.3%	19,225,850	1,261,340	7.0%
TOTAL CORPORATE FINANCIALS - EXPENDITURES	25,163,410	24,213,600	(949,810)	(3.8)%	24,876,730	663,130	2.7%	26,062,500	1,185,770	4.8%
HAMILTON ENTERTAINMENT FACILITIES										
Operating	150,000	152,960	2,960	2.0%	156,480	3,520	2.3%	160,080	3,600	2.3%
TOTAL HAMILTON ENTERTAINMENT FACILITIES	150,000	152,960	2,960	2.0%	156,480	3,520	2.3%	160,080	3,600	2.3%
TOTAL CITY EXPENDITURES	698,343,100	734,944,560	36,601,460	5.2%	762,883,690	27,939,130	3.8%	794,609,130	31,725,440	4.2%

CITY OF HAMILTON 2024 - 2026 MULTI YEAR OUTLOOK

	2023	2024			2025			2026		
	Preliminary Budget	\$	2024 vs 2023		\$	2025 vs 2024		\$	2026 vs 2025	
			\$	%		\$	%		\$	%
CAPITAL FINANCING										
Debt-Healthy & Safe Communities	1,168,800	2,309,070	1,140,270	97.6%	2,309,070	0	0.0%	2,309,070	0	0.0%
Debt-Infrastructure Renewal Levy	13,428,870	13,428,870	0	0.0%	13,428,870	0	0.0%	13,428,870	0	0.0%
Debt-Corporate Financials	105,910,620	113,998,670	8,088,050	7.6%	127,641,670	13,643,000	12.0%	139,759,670	12,118,000	9.5%
Debt-Planning & Economic Development	1,304,270	1,168,790	(135,480)	(10.4)%	1,168,790	0	0.0%	1,168,790	0	0.0%
Debt-Public Works	33,164,500	35,896,650	2,732,150	8.2%	35,896,650	0	0.0%	35,896,650	0	0.0%
TOTAL CAPITAL FINANCING	154,977,060	166,802,050	11,824,990	7.6%	180,445,050	13,643,000	8.2%	192,563,050	12,118,000	6.7%
BOARDS & AGENCIES										
Police Services										
Operating	188,620,000	194,278,600	5,658,600	3.0%	200,106,958	5,828,358	3.0%	206,110,167	6,003,209	3.0%
Capital	1,214,000	1,214,000	0	0.0%	1,214,000	0	0.0%	1,214,000	0	0.0%
Total Police Services	189,834,000	195,492,600	5,658,600	3.0%	201,320,958	5,828,358	3.0%	207,324,167	6,003,209	3.0%
Other Boards & Agencies										
Library	33,861,320	34,805,300	943,980	3.6%	35,811,080	1,005,780	2.9%	36,784,390	973,310	2.7%
Conservation Authorities	9,107,950	9,288,270	180,320	2.0%	9,472,200	183,930	2.0%	9,659,810	187,610	2.0%
MPAC	7,119,260	7,261,650	142,390	2.0%	7,406,880	145,230	2.0%	7,555,020	148,140	2.0%
Hamilton Beach Rescue Unit	143,050	145,910	2,860	2.0%	148,830	2,920	2.0%	151,830	3,000	2.0%
Royal Botanical Gardens	673,570	687,040	13,470	2.0%	700,780	13,740	2.0%	715,000	14,220	2.0%
Farmers Market	242,280	266,730	24,450	10.1%	304,770	38,040	14.3%	317,850	13,080	4.3%
Total Other Boards & Agencies	51,147,430	52,454,900	1,307,470	2.6%	53,844,540	1,389,640	2.6%	55,183,900	1,339,360	2.5%
Capital Financing - Other Boards & Agencies	198,000	198,000	0	0.0%	198,000	0	0.0%	198,000	0	0.0%
City Enrichment Fund	6,088,400	6,088,400	0	0.0%	6,088,410	10	0.0%	6,088,410	0	0.0%
TOTAL BOARDS & AGENCIES	247,267,830	254,233,900	6,966,070	2.8%	261,451,908	7,218,008	2.8%	268,794,477	7,342,569	2.8%
TOTAL EXPENDITURES	1,100,587,990	1,155,980,510	55,392,520	5.0%	1,204,780,648	48,800,138	4.2%	1,255,966,657	51,186,009	4.2%

CITY OF HAMILTON 2024 - 2026 MULTI YEAR OUTLOOK

	2023	2024			2025			2026		
	Preliminary Budget	\$	2024 vs 2023		\$	2025 vs 2024		\$	2026 vs 2025	
			\$	%		\$	%		\$	%
NON PROGRAM REVENUES										
Payment In Lieu	(17,518,600)	(17,518,600)	0	0.0%	(17,518,600)	0	0.0%	(17,518,600)	0	0.0%
Penalties and Interest	(11,500,000)	(11,500,000)	0	0.0%	(11,500,000)	0	0.0%	(11,500,000)	0	0.0%
Right of Way	(3,229,500)	(3,229,500)	0	0.0%	(3,229,500)	0	0.0%	(3,229,500)	0	0.0%
Senior Tax Credit	534,100	534,100	0	0.0%	534,100	0	0.0%	534,100	0	0.0%
Supplementary Taxes	(10,130,000)	(10,130,000)	0	0.0%	(10,130,000)	0	0.0%	(10,130,000)	0	0.0%
Tax Remissions and Write Offs	9,790,000	9,790,000	0	0.0%	9,790,000	0	0.0%	9,790,000	0	0.0%
Hydro Dividend and Other Interest	(6,567,700)	(6,567,700)	0	0.0%	(6,567,700)	0	0.0%	(6,567,700)	0	0.0%
Investment Income	(4,800,000)	(4,800,000)	0	0.0%	(4,800,000)	0	0.0%	(4,800,000)	0	0.0%
Slot Revenues	(5,200,000)	(5,200,000)	0	0.0%	(5,200,000)	0	0.0%	(5,200,000)	0	0.0%
POA Revenues	(2,697,910)	(2,832,260)	(134,350)	5.0%	(2,902,660)	(70,400)	2.5%	(2,961,510)	(58,850)	2.0%
TOTAL NON PROGRAM REVENUES	(51,319,610)	(51,453,960)	(134,350)	(0.3)%	(51,524,360)	(70,400)	(0.1)%	(51,583,210)	(58,850)	(0.1)%
TOTAL LEVY REQUIREMENT	1,049,268,380	1,104,526,550	55,258,170	5.3%	1,153,256,288	48,729,738	4.4%	1,204,383,447	51,127,159	4.4%



2023 TAX SUPPORTED OPERATING BUDGET - RECOMMENDATIONS

GENERAL ISSUES COMMITTEE

Report FCS23007(a)

2023 Tax Supported Operating Budget Agenda

1. Summary of Changes from Budget GIC on February 21, 2023
2. 2023 Tax Supported Operating Budget – Current Position
3. Pending Budget Amendments for Consideration



2023 Tax Supported Operating Budget Summary of Changes from Budget GIC February 21, 2023

- Area Rating Review (FCS21078(d)) approved with revised implementation strategy for properties moving from volunteer to composite –transfer from Tax Stabilization Reserve required to fund the revised strategy: **(\$200,000)**
- Boards & Agencies amended to reflect Board approvals: **\$1,414,714**
- SLT proposed amendments approved: **(\$951,375)**
- One-time gapping approved to offset the 50% provincial share of the Hamilton Paramedic Service Business Cases in Year 1: **(\$2,155,200)**
- Council Referred Items approved as amended: **\$19,485,373**
- Business Cases approved as amended: **\$4,682,925**
- Recommendations in Report FCS23007(a) reflect the decisions made to date through 2023 budget deliberations
- Six items were deferred from February 21, 2023 with a net levy impact of **\$5,174,046** and residential tax impact of 0.5%

2023 Tax Operating Budget Update

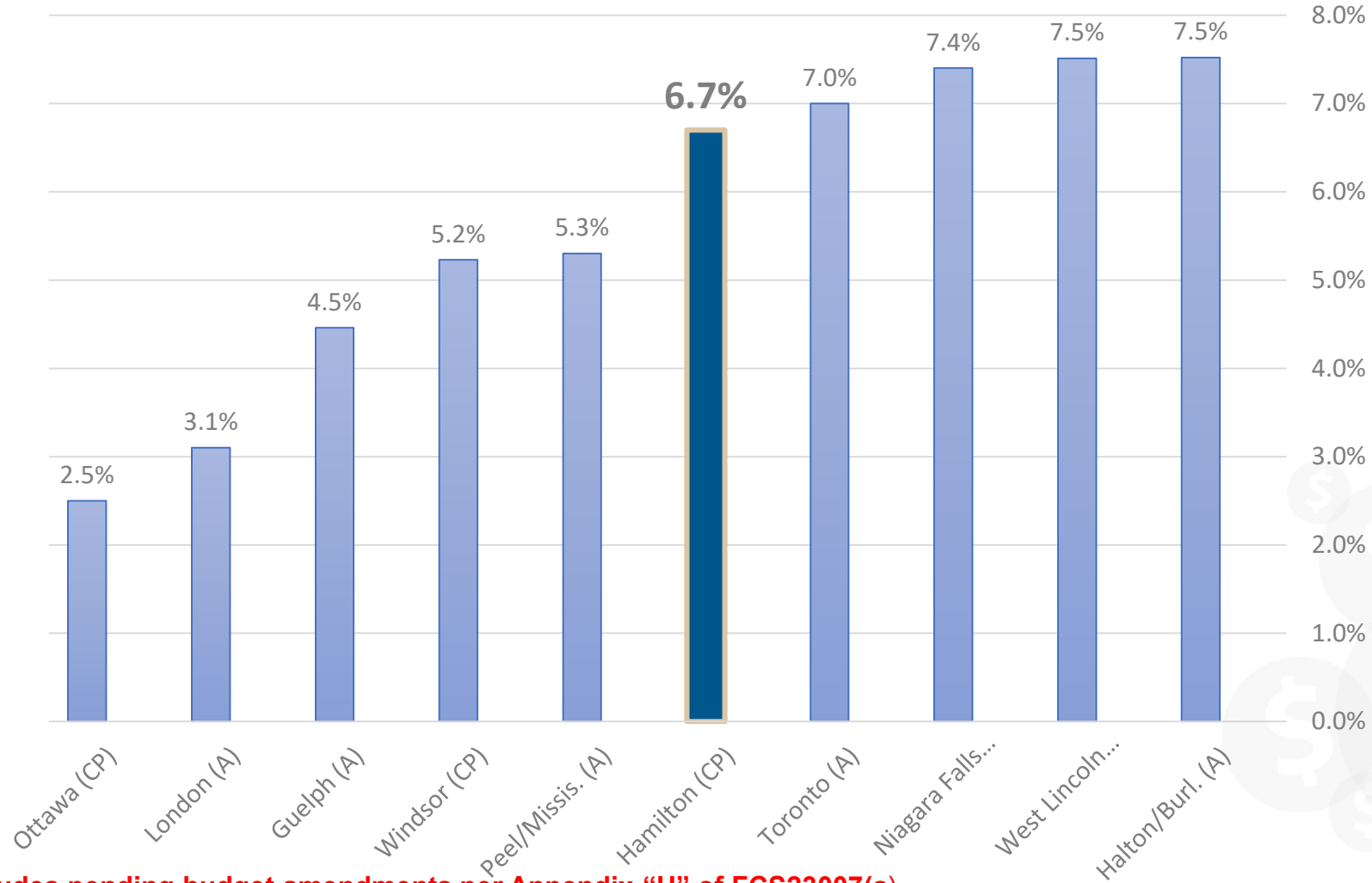
2023 Net Operating Budget – Current Position

(\$000's)	2022		2023				
	Restated	Preliminary	Budget Book vs. Restated		Current	Current vs. Restated	
Planning and Economic Development	31,769	33,407	1,638	5.2%	33,628	1,859	5.9%
Healthy and Safe Communities	267,989	294,957	26,968	10.1%	298,204	30,214	11.3%
Public Works	278,499	294,233	15,734	5.6%	293,486	14,987	5.4%
Legislative	5,283	5,530	247	4.7%	5,531	248	4.7%
City Manager	13,689	14,498	808	5.9%	14,498	808	5.9%
Corporate Services	39,667	42,775	3,108	7.8%	42,622	2,954	7.4%
Corporate Financials / Non Program Revenues	(30,546)	(26,156)	4,390	(14.4)%	(20,740)	9,806	(32.1)%
Hamilton Entertainment Facilities	2,338	150	(2,188)	(93.6)%	150	(2,188)	(93.6)%
Total City Expenditures	608,689	659,395	50,706	8.3%	667,377	58,689	9.6%
Hamilton Police Services	183,543	189,834	6,291	3.4%	193,596	10,053	5.5%
Other Boards and Agencies	49,530	51,345	1,816	3.7%	50,898	1,369	2.8%
City Enrichment Fund	6,088	6,088	0	0.0%	6,718	629	10.3%
Total Boards and Agencies	239,161	247,268	8,107	3.4%	251,212	12,051	5.0%
Capital Financing	145,688	154,977	9,289	6.4%	154,977	9,289	6.4%
Total Net for Levy	993,538	1,061,640	68,102	6.9%	1,073,566	80,029	8.1%
Assessment Growth Assumption				1.0%	1.6%		
Total Residential Tax Impact				5.4%	6.2%		
Pending Budget Amendments (Appendix G)						5,174	0.5%
Total Residential Tax Impact inclusive of pending amendments						85,203	6.7%

2023 Residential Tax Impacts Comparators

T = Targeted
 CP = Current Position
 A = Approved

Note: Haldimand County pending



Note: Hamilton position includes pending budget amendments per Appendix "H" of FCS23007(a)

2023 Tax Operating Budget Update

2023 Pending Amendments

PENDING BUDGET AMENDMENTS

ITEM #	DIVISION	DESCRIPTION	GROSS (\$)	NET (\$)	TAX (%)
2.6	Housing Services	Hamilton Alliance for Tiny Shelters Proposal (HSC22015(a))	\$100,000	\$100,000	0.01%
2.9	Housing Services	Funding for YWCA Hamilton (Motion - ECS Dec. 1, 2022)	\$6,550,000	\$2,600,000	0.24%
2.11	Housing Services	Encampment Pilot Evaluation - Coordination Response Team (HSC20038(c)/PED21188(b))	\$1,366,646	\$1,366,646	0.12%
4.1	City Clerk's Office	Election Expense Reserve for Internet Voting Consideration for 2026 Municipal Election (FCS20081(a))	\$153,800	\$153,800	0.01%
6.2	Legislative	Increase to Councillors' Office Budgets (Motion - Council Dec. 7, 2022)	\$600,000	\$600,000	0.05%

2023 Tax Operating Budget Update

2023 Pending Amendments

PENDING BUDGET AMENDMENTS CONTINUED...


ITEM #	DIVISION	DESCRIPTION	GROSS (\$)	NET (\$)	TAX (%)
6	Corporate Financials	Living Wage (HUR20003(b)) Supplemental information on student wage comparators to be provided at Budget GIC March 1, 2023	\$353,600	\$353,600	0.03%
TOTAL			\$9,124,046	\$5,174,046	0.47%

THANK YOU





INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	March 1, 2023
SUBJECT/REPORT NO:	Living Wage (HUR20003(c)) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Nenzi Cocca (905) 546-2424 Ext. 3924
SUBMITTED BY:	Lora Fontana Executive Director, Human Resources City Manager's Office
SIGNATURE:	

COUNCIL DIRECTION

On February 7, 2023, Human Resources and Corporate Services Department presented a Recommendation Report to the General Issues Committee (Report HUR20003(b)/FCS20013(b)) The Report recommendations included the implementation of the Living Wage, which was recently increased by 10.8% from \$17.20 to \$19.05 per hour by the Ontario Living Wage Network. As such, the new Living Wage was recommended to be applied to the City of Hamilton's School Crossing Guards and non-union part-time casual employee group, effective September 1, 2023, and July 1, 2023 respectively. This recommendation was consistent with the employee groups that Council had approved for the Living Wage previously.

An increase for the non-union full-time summer student and unionized full-time summer student classifications were not recommended, as these positions are both seasonal and do not meet the definition used by the Ontario Living Wage Network to calculate Living Wage.

Council deferred a decision on the student wages pending additional information on these wages, along with comparator information regarding summer student rates of pay in neighbouring municipalities and other local government agencies.

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SUBJECT: Living Wage (HUR20003(c)) (City Wide) - Page 2 of 3

This report provides those details, along with additional information outlining the anticipated impact to other salary grids (i.e. compression pay) as a result of the potential increases to the summer student rates of pay for both non union and unionized students.

INFORMATION

The City of Hamilton solicited comparable summer student rates from neighbouring municipalities and local government agencies. A summary of those rates is provided in Appendix "A" to Report HUR20003(c). The City of Hamilton's unionized full-time summer student rate is currently \$16.00 per hour, with a shift premium of \$0.95 per hour for afternoon and weekend work.

A survey was conducted with our neighbouring municipalities and local government agencies to determine the 2023 rate for their Summer Student General Labourer position (or comparable summer student positions where a labourer position was not available). Appendix "A" to Report HUR20003(c) provides a summary of all organizations surveyed. Some municipalities surveyed only employ non-union summer student positions. Unionized summer student positions ranged between \$16.00 per hour up to \$19.27 per hour. Community organizations that responded to the survey pay summer students \$15.50 per hour.

The City of Hamilton's job evaluation plans (both union and non-union) are a means for measuring jobs to determine their relative value. It measures skill, effort, responsibility and working conditions so that jobs can be fairly and equitably compared to one another. Job evaluation also ensures external competitiveness and adherence to legal requirements of the *Pay Equity Act* and the *Employment Standards Act*.

Internal equity measures the degree to which employees perceive that they are being compensated in a fair and equitable manner according to the relative value of their roles in an organization. From a pay equity perspective, internal equity may be impacted as individuals start to perceive they are being unfairly compensated when one salary schedule is being compared to another. The recommendation in Report HUR20003(b)/FCS20013(b) to bring the non-union casual part time group to the current Living Wage will result in an adjustment to the entire schedule in order to maintain the same differential. As the Living Wage continues to increase, internal equity and potential compression with other salary schedules will need to be assessed and amended in order to maintain the appropriate differential.

As an example, the lowest pay grade in the CUPE 5167 collective agreement, currently has a maximum rate of \$19.031/hr. Even with an anticipated negotiated cost of living increase through collective bargaining in 2023, the student Living Wage will be relatively the same as the lowest CUPE 5167 salary grade. Consequently, internal equity will become problematic in the event that the summer student rates earn the same or more

SUBJECT: Living Wage (HUR20003(c)) (City Wide) - Page 3 of 3

than the regular union employees. This inequity will increase with future Living Wage increases that are not commensurate with negotiated cost of living increases.

As an alternative, Council may consider an enhancement to the unionized summer student wages, consistent with the current rate for non union summer students. On March 30, 2022, Council approved the implementation of the updated Living Wage rate of \$17.20 per hour for the non-union full-time summer student group. Unionized outside full-time summer students were approved for a \$1.00 per hour wage enhancement due to attraction and retention issues and a shift premium of \$0.95 per hour for afternoon and weekend work. Council may elect to enhance the unionized full-time summer student wage to \$17.20 per hour, consistent with the non-union full time summer student group. The total cost, of increasing the hourly rate for unionized full time summer students from the 2023 budgeted amount of \$16.40 per hour to \$17.20 is \$214,500.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report HUR20003(c) – Summer Student Rates Comparison



**Summary of General Labourer Survey
(Comparable Municipalities & Government Agencies)**

Organization	Union / Non Union	Hourly Rates	Notes
Brampton	Non Union	\$15.50	Unlicensed seasonal labourer
		\$16.75	Licensed Seasonal Labourer
Brantford	Unionized	\$16.96 - \$17.14	no shift premium
Burlington	Unionized	\$17.89 - \$19.27	Shift premiums - \$0.61/hr for afternoon and \$0.91/hr for evening
Guelph	Unionized	\$16.89	
Halton		no response	
Hamilton	Unionized	\$16.00	Outside Summer Student Workers (Labourers). \$0.95 shift premium for afternoon and weekend work
London	Unionized	\$17.50	Eligible for shift premium like rest of bargaining unit
Mississauga	Unionized	\$18.58	Shift premium \$1.05 for afternoon and weekend work
Niagara		no response	
Oakville		no response	
Peel	Non Union	\$16.78	no shift premium
Waterloo Region	Non Union	\$18.14 - \$20.16	Student Labourer in Waste Operations, Facilities Maintenance and Roads \$18.14 - \$20.16/hr. Steps for returning students
REVISED Comparators			
Markham	Non Union	\$15.66	General Labourer I - \$15.66/hr
		15.81	General Labourer II - \$15.81/hr
Ottawa	Unionized	\$15.78	Summer Student Maintenance Helper IV - Graffiti, Horticulture, Roads, Solid Waste, Hydrants
Richmond Hill		no response	
Vaughan	Non Union	\$16.00 - \$17.50 - \$19.00	

Miscellaneous Organizations			
YMCA		no response	
Girls & Boys Club		\$15.50	Summer Camp Counsellors
HWDSB		no response	
HCDSB		\$15.50	All summer students paid minimum wage



CITY OF HAMILTON
CITY MANAGER'S OFFICE
Human Resources Division
and
CORPORATE SERVICES DEPARTMENT
Financial Planning, Administration and Policy Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	February 7, 2023
SUBJECT/REPORT NO:	Living Wage (HUR20003(b)/FCS20013(b)) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Nenzi Cocca (905) 546-2424 Ext. 3924 Kirk Weaver (905) 546-2424 Ext. 2878
SUBMITTED BY:	Lora Fontana Executive Director Human Resources
SIGNATURE:	
SUBMITTED BY:	Brian McMullen Director, Financial Planning, Administration and Policy Corporate Services Department
SIGNATURE:	

RECOMMENDATIONS

- (a) That staff be directed to implement the Living Wage of \$19.05 per hour for School Crossing Guards and the non-union part-time casual employee group as follows:
- (i) Effective September 1, 2023, amend the hourly rate for School Crossing Guards from \$17.20 to \$19.05 per hour and update the salary schedule to reflect the new Living Wage rate;
 - (ii) Effective July 1, 2023, amend the hourly rates for positions in the non-union part-time casual employee group by updating the salary schedule for the first three grades (1EK, 1DI, 1DI) from \$17.20 to \$19.05 per hour and applying the same percentage increase to the rest of the non-union, part-time casual salary schedule to maintain internal equity in accordance with the City of Hamilton compensation policy and practices;

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SUBJECT: Living Wage (HUR20003(b)/FCS20013(b)) (City Wide) - Page 2 of 12

- (b) That staff be directed to maintain the unionized full-time summer student classifications at their existing rates whereby outside unionized student workers continue to earn \$16.00 per hour with a \$0.95 shift premium for afternoon and weekend work and inside unionized student workers continue to earn a minimum \$16.00 per hour and up to \$19.773 per hour. As these positions fall under CUPE 5167, the rates are subject to the collective bargaining process;
- (c) That staff be directed to maintain the non-union full-time summer student classifications at their existing rates of \$17.20 per hour (previous Living Wage rate). These rates can be adjusted separately by the department should attraction and retention become an issue;
- (d) That staff be directed to bring forward a report to Council for approval should there be any future changes to the Living Wage rate prior to implementation, in order to consider budget impacts and to assess the effects on the City's internal compensation system.

EXECUTIVE SUMMARY

On March 22, 2019, Council approved the implementation of a Living Wage rate of \$15.85 per hour for the City of Hamilton School Crossing Guards, effective April 1, 2019, with the direction that the wage rate be adjusted annually to reflect the cost of living.

On March 20, 2020, Council approved the implementation of the updated Living Wage rate of \$16.45 per hour for the part-time non-union casual employee group, effective July 1, 2020, with the direction that the wage rate be adjusted annually to reflect the cost of living.

On March 30, 2022, Council approved the implementation of the updated Living Wage rate of \$17.20 per hour for three employee groups: City of Hamilton School Crossing Guards, non-union part-time casual employee group and non-union full-time summer student group. Unionized outside full-time summer students were approved for a \$1.00 per hour wage enhancement due to attraction and retention issues and a shift premium of \$0.95 per hour for afternoon and weekend work.

The following provides an update on the Living Wage rate (which was recently increased by 10.8% to \$19.05 per hour by the Ontario Living Wage Network and provides recommendations related to the adoption of the Living Wage rate for the City of Hamilton's School Crossing Guards and non-union part-time casual employee group. An increase for the non-union full-time summer student and unionized full-time summer student classifications are not being recommended at this time as these positions are both seasonal and do not meet the definition used by the Ontario Living Wage Network to calculate Living Wage.

SUBJECT: Living Wage (HUR20003(b)/FCS20013(b)) (City Wide) - Page 3 of 12

In late 2022, the Living Wage rate was reviewed and updated by Living Wage Hamilton and the Living Wage calculation workgroup. Based on revised local costing and analysis, the rate was increased by 10.8% from \$17.20 to \$19.05 per hour. All full-time City of Hamilton employees currently earn above the new Living Wage rate (with the exception of full-time summer students).

The costing and analysis used to determine this Living Wage was updated in late 2021 to reflect Living Wages based on the weighted average of costs for three different household or family types and what they would need to earn minimally to support their family unit: a family of four comprised of two adult earners aged 35 working full-time with two children aged seven and three; a single parent aged 35 with a child aged seven; and a single adult. This Living Wage rate does not factor in any considerations for savings, retirement planning or debt repayments.

As a result of the latest Living Wage rate increase to \$19.05 per hour, staff is recommending that:

- The hourly rate for School Crossing Guards be amended from \$17.20 to \$19.05 per hour effective September 1, 2023 and the salary schedule be updated to reflect the Living Wage rate (see Appendix “A” to Report HUR20003(b)/FCS20013(b)).
- The first three grades of the non-union part-time casual employee salary schedule (1EK, 1DI, 1DK) be updated effective July 1, 2023 to \$19.05 per hour and apply the same percentage increase to the rest of the non-union part-time casual salary schedule to maintain internal equity in accordance with the City of Hamilton compensation policy and practices. Maintaining internal equity ensures employees perceive that they are being compensated in a fair and equitable manner according to the relative value of their roles in an organization (see Appendix “A” to Report HUR20003(b)/FCS20013(b)).
- Maintain the unionized full-time summer student classifications at their existing rates whereby outside unionized student workers continue to earn \$16.00 per hour with a \$0.95 shift premium for afternoon and weekend work and inside unionized student workers continue to earn a minimum of \$16.00 per hour and up to \$19.773 per hour. These full-time summer student positions are hired to work during their regular school, college or university vacation period or they may be occupying a co-operative education position under a co-operative education program. This would result in no change to their salary schedule and is consistent in practice to how municipalities that adopted the Living Wage have handled student classifications. Also, these positions fall under CUPE 5167 and the rates are subject to the collective bargaining process.

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SUBJECT: Living Wage (HUR20003(b)/FCS20013(b)) (City Wide) - Page 4 of 12

- Maintain the non-union full-time summer student classifications (summer recreation counsellors and swim attendants) at their existing rates of \$17.20 per hour since these positions are hired to work during their regular school, college or university vacation period or they may be occupying a co-operative education position under a co-operative education program. This would result in no change to the salary schedule and is consistent in practice to how municipalities that have adopted the Living Wage have handled student classifications. These rates can be adjusted by the department should attraction and retention become an issue.
- Staff to bring forward a report to Council for approval should there be any future changes to the Living Wage rate prior to implementation, in order to consider budget impacts and assess the effect on the City's internal compensation system.

Alternatives for Consideration – See Page 9**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: The following outlines the costs associated with implementing the Living Wage of \$19.05 per hour for the following recommended employee groups.

Recommendation 1 - School Crossing Guards

The estimated annual cost to increase the hourly rate for School Crossing Guards from \$17.20 to \$19.05 per hour is illustrated in Table 1.

Table 1

Recommendation 1	\$19.05 per hour - 2023 Annualized Cost Impact	\$19.05 per hour – Effective Sept. 1, 2023 2023 Budget Impact
School Crossing Guards	\$160,500	\$64,200

Approximately 54.41 full-time equivalent (FTE) positions are affected.

Recommendation 2 – Non-Union Part-Time Casual Staff

The estimated annual cost to adopt the Living Wage of \$19.05 per hour for non-union part-time casual staff is illustrated in the Table 2.

SUBJECT: Living Wage (HUR20003(b)/FCS20013(b)) (City Wide) - Page 5 of 12

Table 2

Recommendation 2	\$19.05 per hour – 2023 Annualized Cost Impact	\$19.05 per hour – Effective July 1, 2023 2023 Budget Impact
City of Hamilton	\$383,600	\$191,800
HPL	\$195,100	\$97,600
Total Cost	\$578,700	\$289,400

Approximately 145.19 full-time equivalent (FTE) positions are affected.

Examples of positions within these grades include Dietary Aide, Inclusion Facilitator, Office Assistant and Community Health Worker. The Hamilton Public Library (HPL) is governed by its own Board and administers its own employee compensation, separate and apart from the City of Hamilton. HPL utilizes the City's male comparator position to meet Pay Equity legislative compliance. Any changes to the non-union part-time casual wage schedule has a direct impact to the Hamilton Public Library's Page positions as they are tied to the City's wage schedule for Pay Equity purposes.

The total estimated annual cost from the above two recommended options is summarized in Table 3 for a total annualized cost impact of \$739,200.

Table 3

Annualized Impact of All Recommendations	\$19.05 per hour - 2023 Annualized Cost Impact	\$19.05 per hour - 2023 Budget Impact
City of Hamilton School Crossing Guards	\$160,500	\$64,200
City of Hamilton Non-Union Part-Time Staff	\$383,600	\$191,800
COH Total Cost	\$544,100	\$256,000
HPL Non-Union Part-Time Staff	\$195,100	\$97,600
Hamilton Public Library Total Cost	\$195,100	\$97,600
Grand Total COH and HPL	\$739,200	\$353,600

The following financial analysis should be considered.

The updated Living Wage rate for Hamilton is \$19.05 per hour, and the previous Living Wage rate for Hamilton was \$17.20 per hour, an increase of 10.8%.

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All costings were determined based on the 2023 budget prepared by program divisions.

Staffing: The increases provided to these groups would help to retain and attract staff.

Legal: N/A

HISTORICAL BACKGROUND

On March 22, 2019, Council approved the implementation of a Living Wage rate of \$15.85 per hour for the City of Hamilton School Crossing Guards, effective April 1, 2019, with the direction that the wage rate be adjusted annually to reflect the cost of living.

On March 20, 2020, Council approved the implementation of the updated Living Wage rate of \$16.45 per hour for the part-time non-union casual employee group, effective July 1, 2020, with the direction that wage rate be adjusted annually to reflect the cost of living.

On March 30, 2022, Council approved the implementation of the updated Living Wage rate of \$17.20 per hour for three employee groups: City of Hamilton School Crossing Guards, non-union part-time casual employee group and non-union full-time summer student group. Unionized outside full-time summer students were approved for a \$1.00 per hour wage enhancement with a shift premium of \$0.95 per hour for afternoon and weekend work due to attraction and retention issues.

In accordance with the Ontario Living Wage Network, there are three defined levels used to characterize an Employer's status with respect to the implementation of Living Wage: Supporter; Leader; and Champion. The following three levels are defined below should organizations wish to obtain certification as a Living Wage employer:

“Supporter”

- All direct full-time employees are paid a Living Wage. The Employer is committed to begin raising the pay of all direct part-time employees to the Living Wage rate.

“Leader”

- All direct full-time and part-time employees are paid a Living Wage. The Employer is committed to including Living Wage to service contracts for externally contracted (third party) employees that provide service on a regular basis are paid a Living Wage.

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“Champion”

- All direct full-time and part-time employees are paid a Living Wage and all externally (third party) contracted staff that provide service on a regular basis are paid a Living Wage or the employer has signalled intent to re-contract at the Living Wage rate when the contract renews.

Based on the levels, the City of Hamilton fits into the “Supporter” level for Living Wage. Should Council wish to pursue certification, the City would need to determine which level of certification to apply for and submit an application to become a certified Living Wage employer. Note that should the City of Hamilton wish to exceed the current “Supporter” Level and pursue “Leader” Level, there would be additional costing required to determine the budget implications of paying a Living Wage to service contracts for externally contracted (third party) employees.

Once the certification level is confirmed by the Employer and Ontario Living Wage Network, a license agreement will be signed. An annual employer fee will be paid at the time of certification and will be due each subsequent year on the anniversary date. Employer fees are based on the size of the business and help to support ongoing calculation of Living Wages in the province, support employer recognition and promotion such as decals and provide an electronic logo for use on website and print materials. According to the City of Hamilton organization type and size, the annual fee would be \$400.

Living Wage in Other Communities

Staff conducted a survey in late 2022 with our current municipal comparators: Brampton, Brantford, Burlington, Guelph, Halton, London, Mississauga, Oakville, Regions of Niagara, Peel and Waterloo. The Region of Waterloo recently adopted a Living Wage policy that applies to all employees and contractors, but not to students. Their Living Wage rate is \$19.95/hr. Most of our current comparators have reported no plans to implement a Living Wage rate in the near future.

The City of Cambridge, City of St. Catharines and City of Sudbury are the only other known Ontario municipalities that have adopted a Living Wage policy.

The City of Cambridge’s Living Wage rate is \$19.95 per hour. Full-time staff at the City of Cambridge already earn more than \$19.95 per hour. They have adopted a policy to pay part-time staff a Living Wage rate. Students are not part of the Living Wage initiative at the City of Cambridge.

The City of St. Catharines recently adopted a Living Wage policy in May 2022 with a Living Wage rate of \$18.90, however, their rate has recently increased to \$19.80. Student positions are excluded from their Living Wage initiative.

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SUBJECT: Living Wage (HUR20003(b)/FCS20013(b)) (City Wide) - Page 8 of 12

The City of Sudbury has adopted a Living Wage rate effective July 1, 2022 with no commitment for an increase for 2023. Student positions are excluded. All permanent full-time and part-time employees are paid a Living Wage. The Living Wage rate is \$16.98 per hour and recently increased to \$19.70 per hour. They will be preparing a report to Council with additional options for consideration with the new rate.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

It is recommended that the rates for School Crossing Guards and non-union part-time casual employee groups be amended to reflect the updated Living Wage rate. Additionally, it is recommended that the rates for the non-union full-time summer student and unionized full-time summer student classifications be maintained at their current rates.

Staff recommends that the City maintain the Living Wage employer status, in principle, by adhering to the “Supporter” Level as defined by the Ontario Living Wage Network.

Should Council wish to become certified as a Living Wage Employer, staff recommends that a Living Wage Policy be developed to provide guidelines on implementation and maintenance.

RELEVANT CONSULTATION

Hamilton Public Library, Healthy and Safe Communities, Planning and Economic Development were consulted.

A Living Wage survey was conducted amongst our municipal comparators. A further environmental scan was conducted to identify other municipalities that had implemented a Living Wage, which identified the City of Cambridge, the City of St. Catharines and the City of Sudbury.

ANALYSIS AND RATIONALE FOR RECOMMENDATIONS

Staff conducted an analysis of the salary schedules to determine the impact of the latest Living Wage rate increase on pay equity and internal equity. From a pay equity perspective, the latest rate increase does not adversely affect the City as we would be paying above the original job rates of the adjusted roles. However, internal equity may be impacted as individuals may start to perceive they are being unfairly compensated when one salary schedule is being compared to another. Internal equity is when employees perceive that they are not being compensated in a fair and equitable manner according to the relative value of their roles in an organization. Positions within the non-union casual part time group are receiving the Living Wage increase and the entire schedule is being adjusted to maintain the same differential. As the Living Wage continues to increase, internal equity and potential compressions with other salary

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SUBJECT: Living Wage (HUR20003(b)/FCS20013(b)) (City Wide) - Page 9 of 12

schedules will need to be assessed and amended to maintain the appropriate differential.

Staff recommends the City maintain the Living Wage employer status, in principle, by adhering to the “Supporter” Level as defined by the Ontario Living Wage Network as it provides staff with a Living Wage, consistent with the definition used by the Ontario Living Wage Network to calculate Living Wage and comparable with how other municipalities are implementing a Living Wage. Should the City decide to adopt a Living Wage beyond the current “Supporter” Level status, in principle, and choose to become a certified Living Wage Employer, future increases to the Living Wage rates (which are set by an external party) will have an impact on the City’s internal compensation system and practices and would have budget implications. Maintaining a “Supporter” Level status, in principle, instead of becoming certified, will allow proper consideration and assessment of both budget implications and internal compensation issues prior to implementing.

ALTERNATIVES FOR CONSIDERATION

Based on the above options, Council can elect to implement the updated Living Wage rate to none, some or all the groups. In accordance with the Ontario Living Wage Network, the considerations utilized to calculate a Living Wage is based on an hourly wage to support three different household or family types: a family of four comprised of two adult earners aged 35 working full-time with two children aged seven and three; a single parent aged 35 with a child aged seven; and a single adult. Staff has recommended that the non-union full-time summer student and unionized full-time summer student classifications not be included because their rates can be adjusted separately from the Living Wage initiative. Additionally, excluding summer students is consistent with local municipalities that have adopted Living Wage, whereby student positions are not included.

Alternatively, Council may wish to include the full-time summer student groups. The cost to provide the current Living Wage to non-union full-time summer students (summer recreation counsellors and swim attendants) is estimated to be \$77,300. These summer student positions are hired to work during their regular school, college or university vacation period or they may be occupying a co-operative education position under a co-operative education program.

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Non-Union Full-Time Summer Students

Table 4

Option 1	\$19.05 per hour – Effective April 1, 2023 2023 Annualized Cost Impact
City of Hamilton	\$77,300
HPL	\$0
Total Cost	\$77,300

Approximately 24.82 full-time equivalent (FTE) positions are affected.

Unionized Full-Time Summer Students

A number of City of Hamilton student classifications fall within the scope of CUPE Local 5167. These summer student positions are hired to work during their regular school, college or university vacation period or they may be occupying a co-operative education position under a co-operative education program. Their rates of pay are based on a percentage of the Local 5167 equivalent, as in the case of inside student workers, who earn a minimum rate of \$15.50 per hour and up to a maximum rate of \$19.773 per hour. Effective April 1, 2022, outside unionized student workers earn \$16.000 per hour as result of the \$1.00 per hour increase approved in 2022 to address issues of attraction and retention and are eligible for a \$0.95 per hour shift premium for afternoon and weekend work. Given that these positions fall under CUPE Local 5167, they will receive the negotiated COLA increases in future years.

During the last round of bargaining, it was agreed that should Council implement a Living Wage that explicitly applies to student workers, the current wage rate for students will be adjusted accordingly to the prevailing Living Wage rates as established and accepted by Council. The student wage adjustment will not be subject to any annual increases negotiated, relative to the collective agreement nor shall they be treated retroactively for the purposes of any timelines set out in the collective agreement.

If Council chooses to implement a Living Wage rate for unionized full-time summer student workers, the estimated cost impact to implement a Living Wage is \$710,700.

SUBJECT: Living Wage (HUR20003(b)/FCS20013(b)) (City Wide) - Page 11 of 12

Table 5

Option 2	\$19.05 per hour – Effective April 1, 2023
	2023 Annualized Cost Impact
City of Hamilton	\$710,700
HPL	\$0
Total Cost	\$710,700

Approximately 112.81 full-time equivalent (FTE) positions are affected.

Should Council wish to apply the new Living Wage rate to the above two groups, the 2023 additional cost impact would be \$788,000 for full-time summer students (unionized and non-unionized).

The total estimated annual cost if full-time summer student positions are included to the current positions already receiving Living Wage, is summarized in Table 6 for a total annualized cost impact of \$1,527,200.

Table 6

Annualized Impact of All Options	\$19.05 per hour- 2023 Annualized Cost Impact	\$19.05 per hour- 2023 Budget Impact
City of Hamilton School Crossing Guards	\$160,500	\$64,200
City of Hamilton Non-Union Part-Time Staff	\$383,600	\$191,800
City of Hamilton Non-Union Summer Students	\$77,300	\$77,300
City of Hamilton Unionized Summer Students	\$710,700	\$710,700
COH Total Cost	\$1,332,100	\$1,044,000
HPL Non-Union Part-Time Staff	\$195,100	\$97,600
HPL Non-Union Summer Students	\$0	\$0
HPL Unionized Summer Students	\$0	\$0
Hamilton Public Library Total Cost	\$195,100	\$97,600
Grand Total COH and HPL	\$1,527,200	\$1,141,600

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: Living Wage (HUR20003(b)/FCS20013(b)) (City Wide) - Page 12 of 12

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Healthy and Safe Communities

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

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 HUR20003(b)/FCS20013(b) - Existing and Living Wage Rates for Non-Union Part-Time Positions and School Crossing Guards

Appendix” B” to Report HUR20003(b)/FCS20013(b) - Existing and Living Wage Rates for Non-Union and Unionized Full-Time Summer Student Positions

Existing & Living Wage Rates for School Crossing Guards and Non-Union Part-Time Positions

Existing and Living Wage Rates for School Crossing Guards

Existing Wage Rates for School Crossing Guards

Salary Grade	Hourly Rate (Step 2)
1CG	17.200

Living Wage Rates for School Crossing Guards at \$19.051

Salary Grade	Hourly Rate (Step 2)
1CG	19.051

Existing Wage Rates for Non-Union Part-Time Casual Group of Employees

Salary Grade	Hourly Rate (Step 1)	Hourly Rate (Step 2)	Hourly Rate (Step 3)
1EK			17.200
1DI			17.200
1DK			17.200
1CK			17.340
1BK	18.358	18.741	19.124
1AK	20.250	20.671	21.093
1K	22.338	22.803	23.268
2K	30.224	30.854	31.483

Living Wage Rates for Non-Union Part-Time Casual Employees at \$19.051

Salary Grade	Hourly Rate (Step 1)	Hourly Rate (Step 2)	Hourly Rate (Step 3)
1EK			19.051
1DI			19.051
1DK			19.051
1CK			19.206
1BK	20.333	20.758	21.182
1AK	22.429	22.895	23.363
1K	24.742	25.257	25.772
2K	33.476	34.174	34.871

Existing & Living Wage Rates for Hamilton Public Library Pages

Existing Wage Rates for Hamilton Public Library Pages

Salary Grade	Hourly Rate (Step 2)
3A	17.200

Living Wage Rates for Hamilton Public Library Pages at \$19.051

Salary Grade	Hourly Rate (Step 2)
3A	19.051

Existing & Living Wage Rates for Non-Union Full Time Summer Student Positions

Existing Wage Rates for Non-Union Full-Time Summer Students

Salary Grade	Hourly Rate
R5A	17.200
R5B	17.200
R8	20.664

Living Wage Rates for Non-Union Full Time Summer Students at \$19.051

Salary Grade	Hourly Rate
R5A	19.051
R5B	19.051
R8	22.887

Existing & Living Wage Rates for Unionized Full Time Summer Student Positions

Existing Wage Rates for Unionized Full Time Summer Students

Salary Grade	Hourly Rate
25	17.200

Living Wage Rates for Unionized Full Time Summer Students at \$19.051

Salary Grade	Hourly Rate
25	19.051