



2016

Tax Supported Preliminary Operating Budget

Book 1

Budget Summary Report
FCS16001



Hamilton

BOOK ONE:

2016 PRELIMINARY TAX SUPPORTED OPERATING BUDGET

SUMMARY

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BUDGET SUMMARY REPORT**Introduction**

The 2016 Tax Supported Operating Budget aims to address the key challenges and supports the City's current Strategic Plan, through continued focus on the following three Priority Areas:

- A Prosperous & Healthy Community
- Valued & Sustainable Services
- Leadership & Governance

The 2012 – 2015 Strategic Plan was connected to Vision 2020, which was developed in 1992 and asked the community what Hamilton would look like in 25 years. As Vision 2020 nears its end, and in time to support the development of a new strategic plan, the City of Hamilton launched “Our Future Hamilton: Communities in Conversation” (April 2015) to engage residents in conversations that will define Hamilton over the next 25 years. This new 25 year plan will be presented to Council for endorsement in February 2016 and will set the stage for the development of the 2016 – 2025 Strategic Plan, ensuring that City planning, including future budgets, will be informed by the priorities of our community.

The City also continues to provide the day to day services that our community expects through living out the City's Mission of *providing quality public services that contribute to a healthy, safe and prosperous community, in a sustainable manner*. Continued effort is being put towards service delivery practices that demonstrate value for money to residents and businesses. Moving forward, this will include a greater emphasis on alignment to the priorities of the community and to performance measurement and continuous improvement.

A focus for continuous improvement over this next year must continue to support the investments made by Council in 2015 where significant efforts were made to ensure the resources and investments that could capitalize and demonstrate support for economic development, growth and job creation, were in place. In 2016, the focus is on ensuring the processes that support the development community operate in a manner to continue to stimulate, support and contribute to the growth of the City's economy, which continues to align to the priority of *A Prosperous & Healthy Community*.

Continuing to move the organization forward in this regard will contribute to enhancing the City's overall financial sustainability and position of strength in the Greater Toronto Hamilton Area (GTHA) and beyond.

BUDGET SUMMARY REPORT

Some of the key challenges the City of Hamilton continues to face in the next few years include:

- *Additional funding for capital renewal to overcome the current annual deficit of \$195 million*
- *Need to balance more competitive property tax rates with key investments in the community*
- *Provide funding and resources to address future priorities*
- *Ability to address increased costs related to legislative and regulatory requirements*
- *Manage compensation pressures*

Budget Process

Submitted for Council's consideration is the 2016 Preliminary Tax Supported Operating Budget. The Tax Supported Operating Budget is one component of the City's overall annual expenditure plan and supports the delivery of all the City's services with the exception of water/wastewater/storm which is Rate supported. Both the Tax and Rate supported service groups have infrastructure requirements which are funded by their respective capital budgets. The 2016 User Fees, the 2016 Rate Operating and Capital Budgets and the 2016 Tax Capital Budget have already been submitted to Council for approval.

The following table highlights the consolidated gross expenditure preliminary budgets for the City combining Tax and Rate supported services:

BUDGET SUMMARY REPORT

**2016 Preliminary Consolidated City Budget
Gross Expenditures**

	Rate	Tax	Total
Operating	\$192.3M	\$1,417.8M	\$1,610.1M
Capital	\$192.9M	\$217.6M	\$410.5M
Total	\$385.2M	\$1,635.4M	\$2,020.6M

Note: Does not include Referred Items

The Preliminary Budget Outlook was presented to the General Issues Committee (GIC) on September 16, 2015 (FCS15062) advising of an estimated levy increase for 2016 of \$36.3 million which would result in an average residential tax increase of 3.6%.

After consideration of the report, at their September 23, 2015 meeting City Council approved the following budget guideline for 2016:

“That all City departments target a 2016 operating budget guideline, based on an increase of 1.0%, and that any increase beyond the guideline be forwarded for consideration with an appropriate explanation.”

The 2016 Preliminary Tax Supported Operating Budget, as submitted, does not include any measures that would negatively impact programs and services. During the deliberation process, which is expected to be completed by early March, staff will engage Council in an effort to progress to an appropriate budget which balances the need to limit tax increases while protecting services.

All budgets will be presented and deliberated at General Issues Committee (GIC). As such, the budget book formats are consistent with 2015, in that two documents have been produced. Book One is a summary of the 2016 Preliminary Tax Supported Operating Budget. Book Two is the departmental overviews and budget submissions.

Finally, the City is looking at various activities in order to engage citizens with respect to the City of Hamilton’s budget and budget process. In addition to timely updates posted on the City’s twitter account (@cityofhamilton) and the City’s website (www.hamilton.ca),

BUDGET SUMMARY REPORT

a Budget Allocator Tool will be available on the City's website. This user-friendly and educational tool will help citizens better understand the budget and the impacts of increasing, maintaining or decreasing the budget of the identified services.

2016 Preliminary Tax Supported Operating Budget - Tax Impact

The 2016 Preliminary Tax Supported Operating Budget, as submitted, requires a levy increase of \$28 million. Adjusting for an estimated assessment growth of 1.3%, the average residential municipal tax increase that would be required as a result of the preliminary budget is \$73 or 2.3%.

This compares favourably to the 2016 Budget Outlook presented to the General Issues Committee (GIC) in September of 2015. The Outlook projected a 2016 Tax Supported Operating Budget levy increase of \$36.3 million and a 3.6% tax increase. To achieve this reduced levy, staff have thoroughly reviewed their budgets to find efficiencies, revenue opportunities and align to actuals. Further information will be provided as the department's present their 2016 budgets.

The table below highlights the municipal tax increase by major component:

**2016 MUNICIPAL PRELIMINARY IMPACT
FOR THE AVERAGE RESIDENTIAL PROPERTY TAX BILL
(Excludes Education Levy)**

	2016 Impact (Average Residential)	
	Draft	
	\$	%
Municipal Taxes		
City Departments	\$ 37	1.2%
Boards & Agencies	\$ 20	0.6%
Capital Financing	\$ 16	0.5%
Total Municipal Taxes¹	\$ 73	2.3%

¹ Assumes 1.3% growth

As indicated in the table, the tax impact attributable to City departments is about 1.2%. The Boards and Agencies tax impact is 0.6%, subject to approval of the Police Services' budget (currently the budget assumes a 5 year average). An increase of 0.5% is recommended for the capital levy. This results in a total preliminary residential property tax impact of 2.3% to maintain existing service levels (Maintenance Budget).

Two significant items that impact the total property tax change are currently unknown. First, assessment growth is assumed to be 1.3% for 2016 taxation. The final assessment growth analysis will be available in late January. Based on draft data, staff are confident that growth of 1.3%, possibly more, will be achieved. The second unknown is the provincial education tax rates. To show a total property tax impact, including education, staff need to either know the education rates for 2016 or be confident of no change in rates.

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The provincial residential education tax rate has not increased since amalgamation. However, given the Province's continued fiscal challenges, this trend may not continue for 2016. Once clear indications or a draft tax rate has been released by the Province, staff will update Council. For now, only the municipal tax change is provided.

Also of note, contained within the present submission, but **not** included in the preliminary budget impact of 2.3%, are a number of items that have been previously presented to Council and were referred to the budget process. These Referred Items, if all were approved as currently submitted, would increase the residential tax impact by at least 1.0%. Additional information can be found in Appendix 1-5.

2016 Preliminary Tax Supported Operating Budget - Summary

The 2016 Preliminary Tax Supported Operating Budget identifies a levy requirement of \$826 million, which represents a levy increase of \$28 million or 3.5% over 2015. The following table highlights the preliminary budgets by major component:

2016 Preliminary Tax Budget

	Net Operating Budget			
	2015 Budget \$	2016 Preliminary \$	Change 2016/2015	
			\$	%
Total City Departments	495,353,540	513,375,520	18,021,980	3.6%
Boards & Agencies	194,364,180	200,396,720	6,032,540	3.1%
Capital Financing	107,900,570	111,800,570	3,900,000	3.6%
Total Maintenance Levy	797,618,290	825,572,810	27,954,520	3.5%
Total Residential Average Property Tax Impact				2.3%

BUDGET SUMMARY REPORT**City Departments**

The 2016 Preliminary Tax Supported Operating Budget for City Departments is increasing by approximately \$18 million or 3.6%. This results in an average residential tax increase of 1.2% or \$37 for the average home. This is the lowest starting tax impact for the City Departments in the last 3 years (2.9% and 1.8% in 2015 and 2014, respectively).

The following table summarizes the most significant items by department. Employee Related pressures of \$15.8 million are the primary driver for the departmental budgets and are incorporated in pressures below. Additional details in respect of Employee Related costs will be provided in a subsequent section. Other significant pressures include Social Housing, Operating Impacts from Capital, Recreation, Ontario Works (OW), Winter Control and Waste Management.

BUDGET SUMMARY REPORT

City Department Budget Pressures**Community & Emergency Services**

Social Housing	\$2.4M	
Recreation	\$1.3M	
Ontario Works Client Costs	\$0.8M	
Paramedic Service Annualization - 2015	\$1.4M	
Paramedic Service Annualization - 2016	\$0.9M	
Provincial Uploads	(\$3.4M)	
Paramedic Service Subsidy	(\$2.0M)	
Other (Primarily Employee Related)	\$3.9M	\$ 5.3M

Public Works

10 Year Transit Strategy Annualization	\$0.3M	
Winter Control & Mtnc	\$0.6M	
Waste Contracts	\$0.6M	
Other (Primarily Employee Related)	\$4.0M	\$ 5.5M

Other Departments

City Manager	\$0.4M	
Corporate Services	\$0.6M	
Planning & Economic Development	\$0.8M	
Public Health Services	\$0.7M	\$ 2.5M

Non-Departmental

Operating Impacts from Capital	\$2.1M	
HWRF Pension	\$1.0M	
Tax Write Offs	\$0.9M	
Legislative	\$0.4M	
Hamilton Entertainment Facilities	\$0.1M	
Payment in Lieu	(\$0.6M)	
Supplementary Taxes	(\$0.2M)	
Other	\$1.1M	\$ 4.8M

Total of City Departments Pressures	\$18.0M
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BUDGET SUMMARY REPORT

Community & Emergency Services has an overall pressure of \$5.3 million mainly driven by a \$2.4 million increase in Social Housing resulting from increased operating subsidies to social housing providers of \$1.3 million and other expenses such as property taxes and provincial benchmarks. Increased expenses are mitigated to some extent by recoveries in Rent Geared to Income (RGI), mortgage savings and increase in market-rates rent collected by providers.

Annualization of the Paramedic Services enhancement approved in 2015 is adding \$2.3 million to the budget, mostly related to compensation. This is partially offset by assumed provincial subsidy of \$1.1 million. Recreation is increasing by \$1.3 million which includes compensation costs of \$0.7 million and maintenance and utility costs of \$0.7 million. Ontario Works (client costs) are also increasing by \$0.8 million based on caseload and employee related expenses (OW Admin).

Increases in expenses are partially mitigated by a provincial upload of \$3.4 million related to OW costs and additional subsidies of \$0.9 million for Paramedic Services.

The Public Works budget is increasing about \$5.5 million. The most significant items are Winter Control (\$0.6 million), Waste Contracts (\$0.6 million) and the annualization of the Transit Strategy which includes \$3.5 million in expenses (\$1.8 million employee related) partially offset by increased revenues of \$3.2 million resulting from fare increases.

In Corporate Financials, Operating Impacts from Capital are adding a \$2.1 million pressure, which is the result of previously approved capital projects in areas such as roads, recreation, waste management and urban renewal, among others. Other items impacting the Corporate Financials include \$1.0 million to address HWRF pension requirements and \$0.9 million for tax write offs. Increases in Payments in Lieu of Taxes revenue (\$0.6 million) and Supplementary Taxes (\$0.2 million) partially alleviate the pressures.

Employee Related Costs

As previously mentioned, Employee Related pressures continue to be one of the major forces driving the overall budget increase with an increase of \$15.8 million (3.0%). The most significant increases relate to contractual settlements, merit increases and annualizations of enhancements approved in the 2015 budget.

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Employee Related Expenses (Estimated Gross)

COLA / Settlements	\$6.4M
Annualization of Enhancements	\$4.2M
OMERS	\$1.5M
Merit/Step Increases/Job Change	\$1.1M
HWRP Pension	\$1.0M
Retiree Benefits	\$0.1M
Employer Benefits	\$0.3M
Government Benefits	\$0.5M
Other	\$0.5M

Total of Employee Related Expenses	\$15.8M
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Increases in OMERS (\$1.5 million; 3.8%), Employer Benefits (\$0.3 million; 0.9%) and Government Benefits (\$0.5 million; 1.7%) are primarily tied to wage increases. OMERS and most benefit rates remain unchanged from 2015.

The previously mentioned pension requirement of \$1.0 million for HWRP is also included in the compensation pressures.

Boards & Agencies

The 2016 Boards and Agencies budget is increasing about \$6.0 million or 3.1% (excluding capital financing), which represents a tax impact for the average residential property of 0.6%. The largest increase relates to Police Services and is based on a 5 year average. The Hamilton Police Service budget will be considered by the Police Services Board on December 11, 2015. Staff will update Council during budget presentations.

BUDGET SUMMARY REPORT

The following summarizes the Boards & Agencies budgets:

2016 Boards & Agencies Preliminary Budgets

SUMMARY NET BUDGET INFORMATION: Years 2015 and 2016

Board/Agency	2015	2016 NET	Change	
	Budget Net \$	Preliminary Budget \$	\$	%
Conservation Authorities	5,164,120	5,225,190	61,060	1.2%
MPAC	6,227,680	6,289,960	62,280	1.0%
Hamilton Beach Rescue Unit	126,810	128,080	1,270	1.0%
Royal Botanical Gardens	599,210	605,200	5,990	1.0%
Hamilton Police Services	148,375,880	153,984,750	5,608,870	3.8%
Hamilton Public Library	28,522,870	28,815,940	293,070	1.0%
City Enrichment Fund	5,347,610	5,347,610	0	0.0%
Total for Above Items <i>excluding Capital Financing</i>	194,364,180	200,396,720	6,032,540	3.1%

Additional budget information for the Boards and Agencies can be found in Appendix 2-7.

Capital Financing

The 2016 Tax Capital Budget levy requirement is increasing by \$3.9 million representing a 0.5% tax impact for the average residential property. This additional funding is needed to partially support the capital renewal as infrastructure pressures for all City assets continue to grow. This budget is presented in detail in the 2016 Tax Supported Capital Budget process.

BUDGET SUMMARY REPORT

Further Budget Mitigation

The task of achieving the desired tax levy and tax impact will involve a balance between the need to find levy reductions (reduce expenses or increase revenue) and the desire to protect services and programs. The following chart estimates the levy reduction required to achieve certain benchmark tax impacts:

2016 REDUCTION SCENARIOS

	Reductions	Levy Increase	Residential Tax Incr.*
Preliminary Budget		\$ 28,000,000	2.3%
Total Reductions Of	\$ (2,340,000)	\$ 25,660,000	2.0%
Total Reductions Of	\$ (10,140,000)	\$ 15,520,000	1.0%

* Residential Municipal Tax Increase

Note - Excludes potential increases due to 2016 Referred Items

Approximately \$7.9 million is required to adjust the municipal tax impact by 1%

As shown above, the current 2016 Preliminary Tax Supported Operating Budget increase of \$28 million results in an average municipal residential tax increase of 2.3%. Various reduction amounts are shown with their resulting municipal tax impact. Note that the chart above does **not** provide for the Referred Items included in Appendix 1-5.

BUDGET SUMMARY REPORT

Staff Complement

The 2016 Preliminary Complement has a net decrease of -5.2 Full Time Equivalent (FTE) compared to the 2015 Restated Complement.

2016 Preliminary Complement (FTE)		
(excluding Police & Library)		
		Change
2015 Approved	5,690.8	
2015 Restated *	5,702.8	12.1
Impacts from Capital		10.2
Other Complement Change		(15.5)
2016 Preliminary	5,697.6	(5.2)

* - Restated represents Council's 2015 in-year approvals

The difference between the 2015 Approved and 2015 Restated complement are Council in-year approvals of 12.1 FTE; of those, 8.0 FTE where fully funded positions in the Lodges (CES) and Animal Services (PED).

For 2016, the Operating Impacts from Capital would increase the total Complement by 10.2 FTE, with the most significant increase due to Roads projects.

The net decrease of 15.5 FTE in the 2016 preliminary budget include a decrease of 20.0 FTE as part of the OW Caseload Contingency Plan and an increase of 10.0 FTE for the Paramedics enhancement approved in 2015, as well as other adjustments across departments.

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

BUDGET SUMMARY REPORT**Referred Items**

During 2015, a number of items were considered at Council via staff report or Councillor's Motion that were referred to the budget process for further discussion. Beyond the Referred Items, there are no new items being introduced in this budget. Senior Management Team considered a number of items during their review of the 2016 Budget, but in consideration of the budget target (1%) and the list of Referred Items, it was decided not to proceed with any additional requests.

Appendix 1-5 provides additional information and detail sheets for these Referred Items. Of the 16 Referred Items, 14 represent a total increase of \$7.3 million and additional 3.0 FTE; the impact of 2 other items is still to be determined. If approved, the impact on the average residential tax bill would be of at least 1.0%

Budget Documents

The 2016 budget process and schedule as was adopted by Council at its meeting of September 23, 2015. All budget documents, reports and presentations will be submitted to GIC. Once approved at GIC, the budget will be deliberated at Council. Note that all budget totals have been rounded to the nearest "10" dollars. Some minor rounding differences may occur between line items and totals.

Book One

The "2016 Preliminary Tax Operating Budget Summary" provides an overview of the issues impacting the 2016 Preliminary Tax Supported Operating Budget. Included in this report are the following appendices:

- Appendix 1-1: 2016 Preliminary Net Tax Supported Operating Budget: Summary – A budget summary by division highlighting 2015 restated budget, 2015 projected actuals, 2016 preliminary budget and \$/% change.
- Appendix 1-2: 2016 Preliminary Tax Supported Operating Budget: Gross and Net Expenditures Summary – A budget summary by division highlighting the 2015 and 2016 (preliminary) gross operating expenditures and revenues.

BUDGET SUMMARY REPORT

- Appendix 1-3: 2016 Preliminary Tax Supported Operating Budget: Cost Category Summary – A budget summary of expenditures and revenues for all departments by cost category (employee related, materials/supplies, fee revenue, etc.), excluding Police and Library.
- Appendix 1-4: 2016 Preliminary Tax Supported Operating Budget: Complement Summary – A complement summary by division highlighting FTE change 2015 / 2016.
- Appendix 1-5: 2016 Referred Items - A summary listing and detailed sheets of referred items.

Book Two

The “2016 Tax Supported Preliminary Operating Budget - Departmental Overviews” contains the departmental budgets, Boards and Agencies budgets and other programs budgets. Included with each department are high level reviews of the divisional areas, high level organizational charts with complement and budget information at both an organizational and cost category (gross & net) level.

APPENDIX “1 - 1”

**2016 PRELIMINARY NET TAX SUPPORTED
OPERATING BUDGET:
SUMMARY**

CITY OF HAMILTON
2016 PRELIMINARY NET TAX
SUPPORTED OPERATING BUDGET

	2015		2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
	Restated Budget	Projected Actual		\$	%
PLANNING & ECONOMIC DEVELOPMENT					
GM, Finance & Support Services	1,572,460	1,569,550	1,604,630	32,170	2.0%
Building	906,130	914,290	902,860	(3,280)	(0.4)%
Economic Development	6,241,970	6,352,630	6,210,850	(31,120)	(0.5)%
Growth Management	915,260	253,270	989,660	74,400	8.1%
Parking & By-law Services	7,119,560	7,637,730	7,377,060	257,490	3.6%
Planning	3,434,080	3,270,240	3,523,830	89,750	2.6%
Tourism & Culture	7,822,640	8,020,230	8,159,810	337,170	4.3%
TOTAL PLANNING & ECONOMIC DEVELOPMENT	28,012,100	28,017,940	28,768,690	756,590	2.7%
PUBLIC HEALTH SERVICES					
Medical Officer of Health	6,098,550	5,601,120	6,104,600	6,050	0.1%
Clinical & Preventive Services	6,456,030	6,573,270	5,858,340	(597,690)	(9.3)%
Family Health	4,188,150	4,177,140	4,237,410	49,260	1.2%
Health Protection	6,950,440	6,841,360	7,112,420	161,980	2.3%
Healthy Living	6,981,770	6,776,760	7,071,030	89,260	1.3%
Planning & Business Improvement	4,892,400	4,587,060	5,009,910	117,520	2.4%
Mandatory Public Health Subsidy	(23,925,940)	(23,456,900)	(23,081,300)	844,640	3.5%
TOTAL PUBLIC HEALTH SERVICES	11,641,390	11,099,820	12,312,420	671,020	5.8%

CITY OF HAMILTON

2016 PRELIMINARY NET TAX SUPPORTED OPERATING BUDGET

	2015		2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
	Restated Budget	Projected Actual		\$	%
COMMUNITY & EMERGENCY SERVICES					
Administration - CES	3,078,950	2,939,160	3,128,750	49,800	1.6%
Benefit Eligibility	7,296,400	7,064,540	7,236,380	(60,010)	(0.8)%
Employment & Income Support	14,712,550	15,288,710	12,257,760	(2,454,790)	(16.7)%
Children's & Home Management Services	6,762,440	6,593,930	6,823,760	61,320	0.9%
Housing Services	52,833,430	52,234,790	55,213,840	2,380,410	4.5%
Macassa Lodge	6,836,050	6,570,380	7,030,870	194,820	2.8%
Wentworth Lodge	4,892,770	4,430,890	5,035,200	142,430	2.9%
Neighbourhood & Community Initiatives	2,328,960	2,328,810	2,412,490	83,530	3.6%
Recreation	30,342,770	30,326,300	31,681,900	1,339,130	4.4%
Hamilton Fire Department	83,415,010	83,574,090	85,454,240	2,039,230	2.4%
Hamilton Paramedic Service	19,092,340	19,736,310	20,664,520	1,572,190	8.2%
TOTAL COMMUNITY & EMERGENCY SERVICES	231,591,660	231,087,890	236,939,720	5,348,060	2.3%
TOTAL COMMUNITY & EMERGENCY SERVICES (exclusive of upload savings)				8,776,570	3.8%
PUBLIC WORKS					
PW-General Administration	357,260	184,360	357,260	0	0.0%
Corporate Assets & Strategic Planning	18,651,020	19,196,050	19,694,770	1,043,740	5.6%
Engineering Services	7,290,420	7,290,410	7,090,420	(200,000)	(2.7)%
Environmental Services	33,375,280	33,258,700	34,435,230	1,059,950	3.2%
Operations	99,498,920	103,199,060	102,015,720	2,516,800	2.5%
Transit	57,887,550	57,612,600	58,999,080	1,111,530	1.9%
TOTAL PUBLIC WORKS	217,060,450	220,741,190	222,592,490	5,532,030	2.5%

CITY OF HAMILTON

2016 PRELIMINARY NET TAX SUPPORTED OPERATING BUDGET

	2015		2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
	Restated Budget	Projected Actual		\$	%
	LEGISLATIVE				
Legislative General	(275,220)	(275,220)	(279,050)	(3,830)	(1.4)%
Mayors Office	1,007,610	1,007,510	1,076,010	68,400	6.8%
Volunteer Committee	111,260	111,260	111,260	0	0.0%
Ward Budgets	3,444,840	3,444,840	3,807,040	362,200	10.5%
TOTAL LEGISLATIVE	4,288,490	4,288,390	4,715,260	426,770	10.0%
CITY MANAGER					
City Managers Office	1,513,680	1,206,250	1,600,380	86,700	5.7%
Audit Services	988,530	914,190	997,060	8,530	0.9%
City Clerk's Office	2,132,470	2,035,190	2,297,390	164,920	7.7%
Human Resources	5,445,020	5,623,680	5,451,030	6,010	0.1%
Legal Services	3,184,340	3,168,550	3,302,810	118,470	3.7%
TOTAL CITY MANAGER	13,264,030	12,947,850	13,648,660	384,620	2.9%
CORPORATE SERVICES					
Corporate Services - Administration	301,140	321,710	322,030	20,890	6.9%
Customer Service, Access & Equity	4,857,350	4,926,120	5,045,110	187,760	3.9%
Finance, Administration & Revenue Generation	1,273,790	1,303,910	1,247,870	(25,920)	(2.0)%
Financial Planning & Policy	387,750	490,830	392,600	4,850	1.3%
Financial Services	3,522,850	3,461,070	3,592,900	70,050	2.0%
Information Technology	7,993,980	8,781,860	8,279,510	285,530	3.6%
Taxation	734,550	467,540	749,760	15,210	2.1%
TOTAL CORPORATE SERVICES	19,071,410	19,753,040	19,629,770	558,360	2.9%

CITY OF HAMILTON

2016 PRELIMINARY NET TAX SUPPORTED OPERATING BUDGET

	2015		2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
	Restated Budget	Projected Actual		\$	%
CORPORATE FINANCIALS - EXPENDITURES					
Corporate Pensions, Benefits & Contingency	12,795,080	12,835,620	14,716,200	1,921,130	15.0%
Corporate Wage Gapping Target	(4,540,000)	0	(4,540,000)	0	0.0%
Corporate Initiatives	2,165,350	1,984,780	4,286,490	2,121,140	98.0%
Risk Management Program	0	650,000	0	0	0.0%
TOTAL CORPORATE FINANCIALS	10,420,430	15,470,400	14,462,690	4,042,270	38.8%

HAMILTON ENTERTAINMENT FACILITIES					
Operating	4,092,980	4,064,480	4,169,830	76,850	1.9%
Capital Financing	800,000	800,000	800,000	0	0.0%
TOTAL HAMILTON ENTERTAINMENT FACILITIES	4,892,980	4,864,480	4,969,830	76,850	1.6%

TOTAL CITY EXPENDITURES	540,242,950	548,271,000	558,039,530	17,796,580	3.3%
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CAPITAL FINANCING					
Debt-Planning & Economic Development	716,110	716,110	711,390	(4,720)	(0.7)%
Debt-Community & Emergency Services	3,851,110	3,851,110	3,838,640	(12,470)	(0.3)%
Debt-Public Health Services	390,390	390,390	378,290	(12,100)	(3.1)%
Debt-Public Works	42,093,880	42,093,880	42,573,060	479,180	1.1%
Debt-Corporate Financials	45,841,830	42,512,830	49,216,470	3,374,640	7.4%
Infrastructure Renewal Levy	13,428,870	13,428,870	13,428,870	0	0.0%
TOTAL CAPITAL FINANCING	106,322,190	102,993,190	110,146,720	3,824,530	3.6%

CITY OF HAMILTON
2016 PRELIMINARY NET TAX
SUPPORTED OPERATING BUDGET

	2015		2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
	Restated Budget	Projected Actual		\$	%
BOARDS & AGENCIES					
Police Services					
Operating	148,375,880	148,376,590	153,984,750	5,608,870	3.8%
Capital Financing	716,110	715,410	716,890	780	0.1%
Total Police Services	149,091,990	149,092,000	154,701,640	5,609,650	3.8%
Other Boards & Agencies					
Library	28,522,870	28,513,750	28,815,940	293,070	1.0%
Conservation Authorities	5,164,120	5,619,520	5,225,190	61,070	1.2%
MPAC	6,227,680	6,227,680	6,289,960	62,280	1.0%
Hamilton Beach Rescue Unit	126,810	126,810	128,080	1,270	1.0%
Royal Botanical Gardens	599,210	599,210	605,200	5,990	1.0%
Total Other Boards & Agencies	40,640,690	41,086,970	41,064,370	423,680	1.0%
Capital Financing - Other Boards & Agencies	62,270	62,270	136,950	74,680	119.9%
City Enrichment Fund	5,347,610	5,311,860	5,347,610	0	0.0%
TOTAL BOARDS & AGENCIES	195,142,570	195,553,100	201,250,580	6,108,010	3.1%
TOTAL EXPENDITURES	841,707,710	846,817,290	869,436,820	27,729,110	3.3%

CITY OF HAMILTON
2016 PRELIMINARY NET TAX
SUPPORTED OPERATING BUDGET

	2015		2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
	Restated Budget	Projected Actual		\$	%
	NON PROGRAM REVENUES				
Payment In Lieu	(14,866,100)	(15,463,300)	(15,463,700)	(597,600)	(4.0)%
Penalties and Interest	(10,500,000)	(11,800,000)	(10,500,000)	0	0.0%
Right of Way	(3,203,000)	(3,201,000)	(3,201,000)	2,000	0.1%
Supplementary Taxes	(8,925,000)	(10,925,000)	(9,125,000)	(200,000)	(2.2)%
Senior Tax Credit	560,000	560,000	576,000	16,000	2.9%
Tax Remissions and Write Offs	11,020,000	11,420,000	11,946,000	926,000	8.4%
Hydro Dividend and Other Interest	(5,300,000)	(5,300,000)	(5,300,000)	0	0.0%
Investment Income	(4,100,000)	(4,100,000)	(4,100,000)	0	0.0%
Other Revenue	0	0	0	0	0.0%
Slot Revenues	(5,100,000)	(4,900,000)	(5,000,000)	100,000	2.0%
POA Revenues	(3,675,320)	(4,120,180)	(3,696,310)	(20,990)	(0.6)%
TOTAL NON PROGRAM REVENUES	(44,089,420)	(47,829,480)	(43,864,010)	225,410	0.5%

TOTAL LEVY REQUIREMENT	797,618,290	798,987,810	825,572,810	27,954,520	3.5%
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AVERAGE RESIDENTIAL MUNICIPAL TAX IMPACT (including growth)	2.3%
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APPENDIX “1 - 2”

**2016 PRELIMINARY TAX SUPPORTED
OPERATING BUDGET:
GROSS AND NET EXPENDITURES
SUMMARY**

CITY OF HAMILTON
2016 PRELIMINARY TAX SUPPORTED
GROSS AND NET OPERATING BUDGET

	Gross Expenditures			Gross Revenues			Net Operating Budget			
	2015 Restated Budget	2016 Preliminary Budget	% Change	2015 Restated Budget	2016 Preliminary Budget	% Change	2015 Restated Budget	2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
							\$		\$	%
PLANNING & ECONOMIC DEVELOPMENT										
GM, Finance & Support Services	1,681,960	1,724,250	2.5%	(109,500)	(119,620)	(9.2)%	1,572,460	1,604,630	32,170	2.0%
Building	11,720,970	12,144,930	3.6%	(10,814,840)	(11,242,070)	(4.0)%	906,130	902,860	(3,280)	(0.4)%
Economic Development	8,462,970	8,878,860	4.9%	(2,221,000)	(2,668,000)	(20.1)%	6,241,970	6,210,850	(31,120)	(0.5)%
Growth Management	5,775,390	5,853,700	1.4%	(4,860,130)	(4,864,040)	(0.1)%	915,260	989,660	74,400	8.1%
Parking & By-law Services	26,145,470	26,678,930	2.0%	(19,025,910)	(19,301,870)	(1.5)%	7,119,560	7,377,060	257,490	3.6%
Planning	7,763,270	7,971,290	2.7%	(4,329,190)	(4,447,460)	(2.7)%	3,434,080	3,523,830	89,750	2.6%
Tourism & Culture	9,074,760	9,396,960	3.6%	(1,252,120)	(1,237,150)	1.2%	7,822,640	8,159,810	337,170	4.3%
TOTAL PLANNING & ECONOMIC DEVELOPMENT	70,624,790	72,648,920	2.9%	(42,612,690)	(43,880,220)	(3.0)%	28,012,100	28,768,690	756,590	2.7%
PUBLIC HEALTH SERVICES										
Medical Officer of Health	6,730,920	6,461,810	(4.0)%	(632,370)	(357,210)	43.5%	6,098,550	6,104,600	6,050	0.1%
Clinical & Preventive Services	10,841,660	9,686,540	(10.7)%	(4,385,630)	(3,828,190)	12.7%	6,456,030	5,858,340	(597,690)	(9.3)%
Family Health	10,817,790	10,708,440	(1.0)%	(6,629,640)	(6,471,040)	2.4%	4,188,150	4,237,410	49,260	1.2%
Health Protection	8,386,230	8,623,100	2.8%	(1,435,790)	(1,510,680)	(5.2)%	6,950,440	7,112,420	161,980	2.3%
Healthy Living	8,421,920	8,815,140	4.7%	(1,440,150)	(1,744,110)	(21.1)%	6,981,770	7,071,030	89,260	1.3%
Planning & Business Improvement	6,184,100	6,301,610	1.9%	(1,291,700)	(1,291,700)	0.0%	4,892,400	5,009,910	117,520	2.4%
Mandatory Public Health Subsidy	0	0	0.0%	(23,925,940)	(23,081,300)	3.5%	(23,925,940)	(23,081,300)	844,640	3.5%
TOTAL PUBLIC HEALTH SERVICES	51,382,620	50,596,640	(1.5)%	(39,741,220)	(38,284,230)	3.7%	11,641,390	12,312,420	671,020	5.8%
COMMUNITY & EMERGENCY SERVICES										
Administration - CES	3,454,930	3,513,620	1.7%	(375,980)	(384,870)	(2.4)%	3,078,950	3,128,750	49,800	1.6%
Benefit Eligibility	16,192,180	14,521,040	(10.3)%	(8,895,780)	(7,284,660)	18.1%	7,296,400	7,236,380	(60,010)	(0.8)%
Employment & Income Support	126,042,940	134,055,480	6.4%	(111,330,390)	(121,797,720)	(9.4)%	14,712,550	12,257,760	(2,454,790)	(16.7)%
Children's & Home Management Services	59,832,310	59,305,500	(0.9)%	(53,069,870)	(52,481,740)	1.1%	6,762,440	6,823,760	61,320	0.9%
Housing Services	101,133,030	103,116,090	2.0%	(48,299,600)	(47,902,250)	0.8%	52,833,430	55,213,840	2,380,410	4.5%
Macassa Lodge	26,555,040	26,840,770	1.1%	(19,718,990)	(19,809,890)	(0.5)%	6,836,050	7,030,870	194,820	2.8%
Wentworth Lodge	16,114,790	16,380,140	1.6%	(11,222,020)	(11,344,930)	(1.1)%	4,892,770	5,035,200	142,430	2.9%
Neighbourhood & Community Initiatives	3,308,370	3,394,660	2.6%	(979,410)	(982,180)	(0.3)%	2,328,960	2,412,490	83,530	3.6%
Recreation	45,943,590	47,136,310	2.6%	(15,600,820)	(15,454,410)	0.9%	30,342,770	31,681,900	1,339,130	4.4%
Hamilton Fire Department	83,800,470	85,834,270	2.4%	(385,460)	(380,030)	1.4%	83,415,010	85,454,240	2,039,230	2.4%
Hamilton Paramedic Service	39,915,170	43,450,300	8.9%	(20,822,830)	(22,785,780)	(9.4)%	19,092,340	20,664,520	1,572,190	8.2%
TOTAL COMMUNITY & EMERGENCY SERVICES	522,292,810	537,548,170	2.9%	(290,701,150)	(300,608,450)	(3.4)%	231,591,660	236,939,720	5,348,060	2.3%
TOTAL COMMUNITY & EMERGENCY SERVICES (exclusive of upload savings)									8,776,570	3.8%
PUBLIC WORKS										
PW-General Administration	948,110	357,260	(62.3)%	(590,850)	0	100.0%	357,260	357,260	0	0.0%
Corporate Assets & Strategic Planning	43,059,480	43,770,400	1.7%	(24,408,460)	(24,075,630)	1.4%	18,651,020	19,694,770	1,043,740	5.6%
Engineering Services	23,972,150	24,054,370	0.3%	(16,681,730)	(16,963,950)	(1.7)%	7,290,420	7,090,420	(200,000)	(2.7)%
Environmental Services	37,781,040	38,237,720	1.2%	(4,405,760)	(3,802,500)	13.7%	33,375,280	34,435,230	1,059,950	3.2%
Operations	114,901,040	117,799,150	2.5%	(15,402,120)	(15,783,430)	(2.5)%	99,498,920	102,015,720	2,516,800	2.5%
Transit	108,590,490	112,809,870	3.9%	(50,702,940)	(53,810,790)	(6.1)%	57,887,550	58,999,080	1,111,530	1.9%
TOTAL PUBLIC WORKS	329,252,310	337,028,780	2.4%	(112,191,860)	(114,436,290)	(2.0)%	217,060,450	222,592,490	5,532,030	2.5%

CITY OF HAMILTON
2016 PRELIMINARY TAX SUPPORTED
GROSS AND NET OPERATING BUDGET

	Gross Expenditures			Gross Revenues			Net Operating Budget			
	2015 Restated Budget	2016 Preliminary Budget	% Change	2015 Restated Budget	2016 Preliminary Budget	% Change	2015 Restated Budget	2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
									\$	%
LEGISLATIVE										
Legislative General	(275,220)	(279,050)	(1.4)%	0	0	0.0%	(275,220)	(279,050)	(3,830)	(1.4)%
Mayors Office	1,007,610	1,076,010	6.8%	0	0	0.0%	1,007,610	1,076,010	68,400	6.8%
Volunteer Committee	118,260	116,760	(1.3)%	(7,000)	(5,500)	21.4%	111,260	111,260	0	0.0%
Ward Budgets	3,444,840	3,807,040	10.5%	0	0	0.0%	3,444,840	3,807,040	362,200	10.5%
TOTAL LEGISLATIVE	4,295,490	4,720,760	9.9%	(7,000)	(5,500)	21.4%	4,288,490	4,715,260	426,770	10.0%
CITY MANAGER										
City Managers Office	1,573,680	1,660,380	5.5%	(60,000)	(60,000)	0.0%	1,513,680	1,600,380	86,700	5.7%
Audit Services	1,276,240	1,289,790	1.1%	(287,710)	(292,730)	(1.7)%	988,530	997,060	8,530	0.9%
City Clerk's Office	6,348,300	6,728,340	6.0%	(4,215,830)	(4,430,950)	(5.1)%	2,132,470	2,297,390	164,920	7.7%
Human Resources	7,152,630	7,201,990	0.7%	(1,707,610)	(1,750,960)	(2.5)%	5,445,020	5,451,030	6,010	0.1%
Legal Services	4,169,840	4,294,980	3.0%	(985,500)	(992,180)	(0.7)%	3,184,340	3,302,810	118,470	3.7%
TOTAL CITY MANAGER	20,520,680	21,175,480	3.2%	(7,256,650)	(7,526,820)	(3.7)%	13,264,030	13,648,660	384,620	2.9%
CORPORATE SERVICES										
Corporate Services - Administration	301,140	322,030	6.9%	0	0	0.0%	301,140	322,030	20,890	6.9%
Customer Service, Access & Equity	4,888,150	5,099,910	4.3%	(30,800)	(54,800)	(77.9)%	4,857,350	5,045,110	187,760	3.9%
Finance, Administration & Revenue Generation	1,829,780	1,835,370	0.3%	(555,990)	(587,500)	(5.7)%	1,273,790	1,247,870	(25,920)	(2.0)%
Financial Planning & Policy	2,590,150	2,581,030	(0.4)%	(2,202,400)	(2,188,430)	0.6%	387,750	392,600	4,850	1.3%
Financial Services	4,123,060	4,210,390	2.1%	(600,210)	(617,490)	(2.9)%	3,522,850	3,592,900	70,050	2.0%
Information Technology	8,231,460	8,783,340	6.7%	(237,480)	(503,830)	(112.2)%	7,993,980	8,279,510	285,530	3.6%
Taxation	2,171,650	2,206,730	1.6%	(1,437,100)	(1,456,980)	(1.4)%	734,550	749,760	15,210	2.1%
TOTAL CORPORATE SERVICES	24,135,390	25,038,800	3.7%	(5,063,980)	(5,409,030)	(6.8)%	19,071,410	19,629,770	558,360	2.9%
CORPORATE FINANCIALS - EXPENDITURES										
Corporate Pensions, Benefits & Contingency	12,795,080	14,716,200	15.0%	0	0	0.0%	12,795,080	14,716,200	1,921,130	15.0%
Corporate Wage Gapping Target	(4,540,000)	(4,540,000)	0.0%	0	0	0.0%	(4,540,000)	(4,540,000)	0	0.0%
Corporate Initiatives	2,327,510	4,472,810	92.2%	(162,160)	(186,320)	(14.9)%	2,165,350	4,286,490	2,121,140	98.0%
Risk Management Program	0	0	0.0%	0	0	0.0%	0	0	0	0.0%
TOTAL CORPORATE FINANCIALS	10,582,590	14,649,010	38.4%	(162,160)	(186,320)	(14.9)%	10,420,430	14,462,690	4,042,270	38.8%
HAMILTON ENTERTAINMENT FACILITIES										
Operating	4,440,700	4,544,890	2.3%	(347,720)	(375,060)	(7.9)%	4,092,980	4,169,830	76,850	1.9%
Capital Financing	800,000	800,000	0.0%	0	0	0.0%	800,000	800,000	0	0.0%
TOTAL HAMILTON ENTERTAINMENT FACILITIES	5,240,700	5,344,890	2.0%	(347,720)	(375,060)	(7.9)%	4,892,980	4,969,830	76,850	1.6%
TOTAL CITY EXPENDITURES	1,038,327,380	1,068,751,450	2.9%	(498,084,430)	(510,711,930)	(2.5)%	540,242,950	558,039,530	17,796,580	3.3%

CITY OF HAMILTON
2016 PRELIMINARY TAX SUPPORTED
GROSS AND NET OPERATING BUDGET

	Gross Expenditures			Gross Revenues			Net Operating Budget			
	2015 Restated Budget	2016 Preliminary Budget	% Change	2015 Restated Budget	2016 Preliminary Budget	% Change	2015 Restated Budget	2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
							\$			%
CAPITAL FINANCING										
Debt-Planning & Economic Development	777,290	772,570	(0.6)%	(61,180)	(61,180)	0.0%	716,110	711,390	(4,720)	(0.7)%
Debt-Community & Emergency Services	6,858,170	6,796,410	(0.9)%	(3,007,060)	(2,957,770)	1.6%	3,851,110	3,838,640	(12,470)	(0.3)%
Debt-Public Health Services	390,390	378,290	(3.1)%	0	0	0.0%	390,390	378,290	(12,100)	(3.1)%
Debt-Public Works	49,819,310	50,237,180	0.8%	(7,725,430)	(7,664,120)	0.8%	42,093,880	42,573,060	479,180	1.1%
Debt-Corporate Financials	45,841,830	49,216,470	7.4%	0	0	0.0%	45,841,830	49,216,470	3,374,640	7.4%
Infrastructure Renewal Levy	13,428,870	13,428,870	0.0%	0	0	0.0%	13,428,870	13,428,870	0	0.0%
TOTAL CAPITAL FINANCING	117,115,860	120,829,790	3.2%	(10,793,670)	(10,683,070)	1.0%	106,322,190	110,146,720	3,824,530	3.6%
BOARDS & AGENCIES										
Police Services										
Operating	157,660,160	163,269,030	3.6%	(9,284,280)	(9,284,280)	0.0%	148,375,880	153,984,750	5,608,870	3.8%
Capital Financing	1,026,340	1,027,460	0.1%	(310,230)	(310,570)	(0.1)%	716,110	716,890	780	0.1%
Total Police Services	158,686,500	164,296,490	3.5%	(9,594,510)	(9,594,850)	(0.0)%	149,091,990	154,701,640	5,609,650	3.8%
Other Boards & Agencies										
Library	30,371,640	30,605,540	0.8%	(1,848,770)	(1,789,600)	3.2%	28,522,870	28,815,940	293,070	1.0%
Conservation Authorities	5,164,120	5,225,190	1.2%	0	0	0.0%	5,164,120	5,225,190	61,070	1.2%
MPAC	6,227,680	6,289,960	1.0%	0	0	0.0%	6,227,680	6,289,960	62,280	1.0%
Hamilton Beach Rescue Unit	126,810	133,470	5.3%	0	(5,390)	(100.0)%	126,810	128,080	1,270	1.0%
Royal Botanical Gardens	599,210	605,200	1.0%	0	0	0.0%	599,210	605,200	5,990	1.0%
Total Other Boards & Agencies	42,489,460	42,859,360	0.9%	(1,848,770)	(1,794,990)	2.9%	40,640,690	41,064,370	423,680	1.0%
Capital Financing - Other Boards & Agencies	343,760	418,440	21.7%	(281,490)	(281,490)	0.0%	62,270	136,950	74,680	119.9%
City Enrichment Fund	5,478,580	5,353,120	(2.3)%	(130,970)	(5,500)	95.8%	5,347,610	5,347,610	0	0.0%
TOTAL BOARDS & AGENCIES	206,998,310	212,927,410	2.9%	(11,855,740)	(11,676,830)	1.5%	195,142,570	201,250,580	6,108,010	3.1%
TOTAL EXPENDITURES	1,362,441,550	1,402,508,650	2.9%	(520,733,840)	(533,071,830)	(2.4)%	841,707,710	869,436,820	27,729,110	3.3%

CITY OF HAMILTON
2016 PRELIMINARY TAX SUPPORTED
GROSS AND NET OPERATING BUDGET

	Gross Expenditures			Gross Revenues			Net Operating Budget			
	2015 Restated Budget	2016 Preliminary Budget	% Change	2015 Restated Budget	2016 Preliminary Budget	% Change	2015 Restated Budget	2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
									\$	%
NON PROGRAM REVENUES										
Payment In Lieu	500,000	500,000	0.0%	(15,366,100)	(15,963,700)	(3.9)%	(14,866,100)	(15,463,700)	(597,600)	(4.0)%
Penalties and Interest	0	0	0.0%	(10,500,000)	(10,500,000)	0.0%	(10,500,000)	(10,500,000)	0	0.0%
Right of Way	0	0	0.0%	(3,203,000)	(3,201,000)	0.1%	(3,203,000)	(3,201,000)	2,000	0.1%
Supplementary Taxes	100,000	100,000	0.0%	(9,025,000)	(9,225,000)	(2.2)%	(8,925,000)	(9,125,000)	(200,000)	(2.2)%
Senior Tax Credit	650,000	671,000	3.2%	(90,000)	(95,000)	(5.6)%	560,000	576,000	16,000	2.9%
Tax Remissions and Write Offs	11,020,000	11,946,000	8.4%	0	0	0.0%	11,020,000	11,946,000	926,000	8.4%
Hydro Dividend and Other Interest	2,000,000	2,000,000	0.0%	(7,300,000)	(7,300,000)	0.0%	(5,300,000)	(5,300,000)	0	0.0%
Investment Income	0	0	0.0%	(4,100,000)	(4,100,000)	0.0%	(4,100,000)	(4,100,000)	0	0.0%
Other Revenue	89,930	89,930	0.0%	(89,930)	(89,930)	0.0%	0	0	0	0.0%
Slot Revenues	0	0	0.0%	(5,100,000)	(5,000,000)	2.0%	(5,100,000)	(5,000,000)	100,000	2.0%
POA Revenues	0	0	0.0%	(3,675,320)	(3,696,310)	(0.6)%	(3,675,320)	(3,696,310)	(20,990)	(0.6)%
TOTAL NON PROGRAM REVENUES	14,359,930	15,306,930	6.6%	(58,449,350)	(59,170,940)	(1.2)%	(44,089,420)	(43,864,010)	225,410	0.5%
TOTAL LEVY REQUIREMENT	1,376,801,480	1,417,815,580	3.0%	(579,183,190)	(592,242,770)	(2.3)%	797,618,290	825,572,810	27,954,520	3.5%
AVERAGE RESIDENTIAL MUNICIPAL TAX IMPACT (including growth)										2.3%

APPENDIX “1 - 3”

**2016 PRELIMINARY TAX SUPPORTED
OPERATING BUDGET:
COST CATEGORY SUMMARY**

CITY OF HAMILTON
2016 PRELIMINARY TAX
SUPPORTED OPERATING BUDGET
By Cost Category

Tax (Excluding Police & Library)					
	2015 Restated Budget	2015 Projected Actual	2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	533,514,690	534,053,790	549,289,760	15,775,070	3.0%
<i>MATERIAL AND SUPPLY</i>	54,630,060	57,683,260	55,188,820	558,750	1.0%
<i>VEHICLE EXPENSES</i>	36,220,910	37,242,450	37,041,090	820,180	2.3%
<i>BUILDING AND GROUND</i>	33,761,270	35,326,300	34,807,470	1,046,200	3.1%
<i>CONSULTING</i>	1,079,950	1,393,360	1,009,650	(70,300)	(6.5)%
<i>CONTRACTUAL</i>	102,942,610	105,171,990	104,064,220	1,121,610	1.1%
<i>AGENCIES and SUPPORT PAYMENTS</i>	261,856,080	268,732,760	273,067,350	11,211,260	4.3%
<i>RESERVES / RECOVERIES</i>	25,229,330	24,508,030	24,553,890	(675,440)	(2.7)%
<i>COST ALLOCATIONS</i>	(5,882,340)	(5,756,600)	(5,780,240)	102,110	1.7%
<i>FINANCIAL</i>	36,459,520	37,039,410	36,921,830	462,310	1.3%
<i>CAPITAL FINANCING</i>	107,931,240	104,234,660	112,749,700	4,818,460	4.5%
<i>CAPITAL EXPENDITURES</i>	0	31,560	0	0	0.0%
<i>TOTAL EXPENDITURES</i>	1,187,743,340	1,199,660,980	1,222,913,550	35,170,200	3.0%
<i>FEES AND GENERAL</i>	(176,911,820)	(177,169,200)	(180,096,030)	(3,184,210)	(1.8)%
<i>TAX AND RATES</i>	(27,739,760)	(30,383,680)	(28,538,270)	(798,510)	(2.9)%
<i>GRANTS AND SUBSIDIES</i>	(312,017,970)	(316,234,030)	(323,157,090)	(11,139,120)	(3.6)%
<i>RESERVES</i>	(20,871,520)	(24,223,520)	(19,754,960)	1,116,560	5.3%
<i>RECOVERIES FROM CAPITAL</i>	(30,198,840)	(30,268,490)	(29,311,960)	886,880	2.9%
<i>TOTAL REVENUES</i>	(567,739,910)	(578,278,920)	(580,858,320)	(13,118,410)	(2.3)%
<i>NET LEVY</i>	620,003,430	621,382,060	642,055,230	22,051,800	3.6%

APPENDIX “1 - 4”

2016 PRELIMINARY TAX SUPPORTED
OPERATING BUDGET:
COMPLEMENT SUMMARY

CITY OF HAMILTON
2016 PRELIMINARY TAX SUPPORTED OPERATING BUDGET
COMPLEMENT

	2015 Approved Budget	2015 Restated Budget	2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
				FTE	%
<u>PLANNING & ECONOMIC DEVELOPMENT</u>					
GM, Finance & Support Services ¹	21.00	22.00	22.00	0.00	0.0%
Building Services ⁵	99.33	99.33	100.33	1.00	1.0%
Economic Development ³	44.54	43.54	43.54	0.00	0.0%
Growth Management ⁴	54.84	54.84	53.84	(1.00)	(1.8)%
Parking & By-Law Services ^{1,2,4}	244.54	244.54	243.54	(1.00)	(0.4)%
Planning	73.50	73.50	73.50	0.00	0.0%
Tourism & Culture	70.29	70.29	70.29	0.00	0.0%
Total Planning & Economic Development	608.04	608.04	607.04	(1.00)	(0.2)%

1 - From Approved to Restated - 1.0 FTE Transfer to the GM Division from PBS (FCS15052)

2 - From Approved to Restated 1.0 FTE increase for Animal Services Project Manger funded from Tax Stabilization Report (PED15115)

3 - From Approved to Restated - 1 FTE transferred from Cartographic Section to CMO for Web Development Team FCS15052(a))

4 - From Restated to 2016 Preliminary 1.0 FTE decrease for Residential Drainage Assistance and Blocked Swales Pilot program ending as of Dec 31 2015

5 - From Restated to 2016 Preliminary 1.0 FTE added per Council approval (PED13174)

CITY OF HAMILTON
2016 PRELIMINARY TAX SUPPORTED OPERATING BUDGET
COMPLEMENT

	2015 Approved Budget	2015 Restated Budget	2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
				FTE	%

<u>PUBLIC HEALTH SERVICES</u>					
Medical Officer of Health ^{1,9,10}	16.00	16.25	14.75	(1.50)	(9.2)%
Clinical & Preventive Services ^{1,2,3}	89.75	88.55	88.55	0.00	0.0%
Family Health ^{4,11,12,13}	91.31	90.75	89.15	(1.60)	(1.8)%
Health Protection ⁵	72.16	72.00	72.00	0.00	0.0%
Healthy Living ^{7,8}	74.58	74.58	74.28	(0.30)	(0.4)%
Planning & Business Improvement ^{3,6}	64.00	64.00	64.00	0.00	0.0%
Total Public Health Services	407.80	406.13	402.73	(3.40)	(0.8)%

- 1 - Approved to Restated: Transfer 0.25 FTE Medical Director from CPS to MOH (FCS15052(a))
- 2 - Approved to Restated: Increase 0.05 FTE Social Worker ADGS CMHPP Programs (BOH15032)
- 3 - Approved to Restated: Transfer 1.0 FTE Courier from CPS to PBI (FCS15052(a))
- 4 - Approved to Restated: Decrease (0.56) FTE C&A Clinical Therapist (BOH15016)
- 5 - Approved to Restated: Decrease (0.16) FTE PH Inspector Trainee (BOH15035)
- 6 - Approved to Restated: Transfer 1.0 FTE to CMO (FCS15052(a))
- 7 - Approved to Preliminary: Decrease (0.8) FTE PHN Secondment - Community Network Pilot Project (BOH13032)
- 8 - Approved to Preliminary: Increase 0.5 FTE Healthy Kids Community Challenge (BOH14007(a))
- 9 - Restated to Preliminary: Decrease (1.0) FTE Director Community Health Planning & Integration (BOH13037)
- 10 - Restated to Preliminary: Decrease (0.5) FTE PHN Bed Bug Navigator (BOH14010/CES14013)
- 11 - Restated to Preliminary: Decrease (0.5) FTE PHN Secondment - HFHT Child Health Initiative (BOH13002(a))
- 12 - Restated to Preliminary: Decrease (0.10) FTE Research Analyst Child Health Program
- 13 - Restated to Preliminary: Decrease (1.0) FTE PHN Hamilton Community Foundation grant ended (BOH07035(d))

CITY OF HAMILTON
2016 PRELIMINARY TAX SUPPORTED OPERATING BUDGET
COMPLEMENT

	2015 Approved Budget	2015 Restated Budget	2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
				FTE	%
<u>COMMUNITY & EMERGENCY SERVICES DEPARTMENT</u>					
Administration - CES	35.10	35.10	35.10	0.00	0.0%
Benefit Eligibility ⁶	107.00	107.00	105.00	(2.00)	(1.9)%
Employment & Income Support ⁶	209.00	209.00	192.33	(16.67)	(8.0)%
Children's & Home Management Services	65.00	65.00	65.00	0.00	0.0%
Housing Services ^{6,7}	48.00	48.00	46.17	(1.83)	(3.8)%
Macassa Lodge ^{1,2,8}	283.13	282.35	281.78	(0.57)	(0.2)%
Wentworth Lodge ^{1,2}	167.57	175.77	175.77	0.00	0.0%
Neighbourhood & Community Initiatives ^{3,4,5}	30.10	31.10	31.10	0.00	0.0%
Recreation	425.15	425.15	425.15	0.00	0.0%
Hamilton Fire Department	586.30	586.30	586.30	0.00	0.0%
Hamilton Paramedic Service ⁹	283.36	283.36	293.36	10.00	3.5%
Total Community & Emergency Services Department	2,239.71	2,248.13	2,237.06	(11.07)	(0.5)%

1 - Approved to Restated: Increase 7.00 FTE 100% funded positions . Decrease 2.58 FTE vacant positions and replace with 3.00 positions (CES15041)

2 - Approved to Restated: Transfer 1.20 FTE from Macassa to Wentworth

3 - Approved to Restated: Transfer 2.00 FTE in Neighbourhood & Community Initiatives to Corporate Services (FCS15052(a))

4 - Approved to Restated: Increase 0.5 FTE for Snow Angels program (CES14041(a))

5 - Approved to Restated: Increase 2.50 FTE for Learning Annex Partnership Initiative (CES15046)

6 - Approved to Preliminary: Decrease (2.00) FTE Benefit Eligibility, (16.67) FTE Employment & Income Support, (1.33) FTE Housing. Per OW Caseload Contingency Plan CS09021(e) approved to April 30, 2016

7 - Approved to Preliminary: Decrease (.50) FTE Bed Bug Strategy (BOH14010/CES14013)

8 - Approved to Preliminary: Decrease (.57) FTE due to discontinued Meals on Wheels program

9 - Approved to Preliminary: Increase 10.0 FTE for phase 3 additional ambulances and staffing (FCS15010)

CITY OF HAMILTON
2016 PRELIMINARY TAX SUPPORTED OPERATING BUDGET
COMPLEMENT

	2015 Approved Budget	2015 Restated Budget	2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
				FTE	%
<u>PUBLIC WORKS</u>					
PW General Administration ¹	57.00	58.00	58.00	0.00	0.0%
Corporate Assets & Strategic Planning ²	318.77	318.12	318.12	0.00	0.0%
Engineering Services	124.33	124.33	124.33	0.00	0.0%
Environmental Services ³	339.19	338.86	338.86	0.00	0.0%
Operations ^{2, 4}	426.85	427.17	427.17	0.00	0.0%
Transit ¹	705.21	704.21	704.21	0.00	0.0%
Total Public Works	1,971.35	1,970.69	1,970.69	0.00	0.0%

1 - Approved to Restated: Transfer 1.00 FTE from Transit to PW General Administration

2 - Approved to Restated: Transfer .65 FTE from Corporate Assets & Strategic Planning to Operations

3 - Approved to Restated: Reduce (0.33) FTE for Web Site Support (FCS15052(a))

4 - Approved to Restated: Reduce (0.34) FTE for Web Site Support (FCS15052(a))

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

<u>CITY MANAGER</u>					
City Manager's Office ¹	10.00	14.00	14.00	0.00	0.0%
Audit Services	9.00	9.00	9.00	0.00	0.0%
City Clerk	51.27	51.27	51.27	0.00	0.0%
Human Resources	56.00	56.00	56.00	0.00	0.0%
Legal Services	50.00	50.00	50.00	0.00	0.0%
Total City Manager	176.27	180.27	180.27	0.00	0.0%

1 - Approved to Restated: 4 FTEs transferred from CS,PH,PED & PW for Web Redevelopment (FCS15052(a))

CITY OF HAMILTON
2016 PRELIMINARY TAX SUPPORTED OPERATING BUDGET
COMPLEMENT

	2015 Approved Budget	2015 Restated Budget	2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
				FTE	%
<u>CORPORATE SERVICES</u>					
Corporate Services - Administration	2.00	2.00	2.00	0.00	0.0%
Customer Service, Access & Equity ¹	57.03	59.03	59.03	0.00	0.0%
Finance, Administration & Revenue Generation	15.97	15.97	15.97	0.00	0.0%
Financial Planning & Policy ²	20.50	18.50	18.50	0.00	0.0%
Financial Services	71.25	71.25	71.25	0.00	0.0%
Information Technology ^{3,4}	80.50	82.50	82.50	0.00	0.0%
Taxation	16.33	16.33	16.33	0.00	0.0%
Total Corporate Services	263.58	265.58	265.58	0.00	0.0%

1 - Approved to Restated: 1 FTE transferred from FP&P and 1 FTE transferred from Community & Emerg Serv for the Web Development team (FCS15052(a))

2 - Approved to Restated: 1 FTE transferred to Customer Service, 1 FTE transferred to City Manager's Office for Web Redevelopment Team (FCS15052(a))

3 - Approved to Restated: 1 FTE transferred from Community and Emerg Services for Web Development Team (FCS15052(a))

4 - Approved to Restated: 1 FTE increased for KRONOS (PW15064/FCS15063)

CITY OF HAMILTON
2016 PRELIMINARY TAX SUPPORTED OPERATING BUDGET
COMPLEMENT

	2015 Approved Budget	2015 Restated Budget	2016 Preliminary Budget	2016 Preliminary vs. 2015 Restated	
				FTE	%
Corporate Financials - Expenditures ¹	0.00	0.00	10.23	10.23	100.0%
1 - Operating Impacts from Capital					
TOTAL CITY COMPLEMENT	5,690.75	5,702.84	5,697.60	(5.24)	(0.1)%
<u>BOARDS & AGENCIES</u>					
Library	308.24	308.24	305.85	(2.39)	(0.8)%
Police Services	1,109.00	1,109.00	1,109.00	0.00	0.0%
Total Boards & Agencies	1,417.24	1,417.24	1,414.85	(2.39)	(0.2)%
TOTAL COMPLEMENT	7,107.99	7,120.08	7,112.45	(7.63)	(0.1)%

APPENDIX “1 - 5”
2016 REFERRED ITEMS

**CITY OF HAMILTON
2016 REFERRED ITEMS
SUMMARY**

			2016 IMPACT		
DIVISION	SERVICE / PROGRAM	DESCRIPTION OF REFERRED ITEM	\$ GROSS	\$ NET	FTE Impact
PLANNING & ECONOMIC DEVELOPMENT					
1	Tourism & Culture	Tourism & Creative Industries	Implementation of Tourism Strategy GIC March 4th, 2015 to increase economic impact of tourism in Hamilton. (Council Referred (PED15026))		
			\$ 350,000	\$ 350,000	-
2	Parking & By-Law Services	Licensing	License Facilitator - One Stop Business Centre. (Council Referred (PED14136))		
			\$ 62,000	\$ 62,000	1.00
3	Planning	Long Range Planning	Long Range Planning Office (Council Referred: Item A23, Book 1 Pg. 59 from the 2015 budget submission GIC Report 15-004)		
			\$ 350,000	\$ 350,000	-
4	Parking & By-Law Services	Revenue	Variance Reduction Strategy. (Council Referred (PED15121))		
			\$ 1,420,000	\$ 1,420,000	-
PLANNING & ECONOMIC DEVELOPMENT SUBTOTAL			\$ 2,182,000	\$ 2,182,000	1.00
PUBLIC HEALTH SERVICES					
5	Healthy Living	Chronic Disease Prevention	Annual \$200K grant to Neighbour 2 Neighbour from 2016 to 2020. This financial contribution will allow Neighbour 2 Neighbour to access the matching grant from Community Food Centres Canada. (BOH15030) (Council Referred)		
			\$ 200,000	\$ 200,000	-
PUBLIC HEALTH SERVICES SUBTOTAL			\$ 200,000	\$ 200,000	0.00
COMMUNITY & EMERGENCY SERVICES					
6	Housing Services	Housing Allowances	Establishment of a portable rent subsidy program for households with lower income. The rent subsidy per household may vary depending on income and household size, at an average monthly subsidy of approximately \$300, 287 households will be assisted. In accordance with Strategy 2.4 of the City's 10 Year Housing & Homelessness Action Plan (CS11017(c)) and the Plan's targets regarding Housing Allowances.		
			\$ 825,000	\$ 825,000	-
7	Long Term Care Homes	Macassa/Wentworth Lodges	Lodges capital plan - allocation for annual contribution to lodges dedicated reserve for future capital requirements		
			\$ 500,000	\$ 500,000	-
COMMUNITY & EMERGENCY SERVICES SUBTOTAL			\$ 1,325,000	\$ 1,325,000	0.00

**CITY OF HAMILTON
2016 REFERRED ITEMS
SUMMARY**

DIVISION	SERVICE / PROGRAM	DESCRIPTION OF REFERRED ITEM	2016 IMPACT		FTE Impact	
			\$ GROSS	\$ NET		
PUBLIC WORKS						
8	Environmental Services	Cemeteries	Cemetery Marketing Plan for pre-need, at-need and post-need products and services. PW November 2/15, Committee Report 15-014 Item 4 (Council Referred)	\$ 31,000	\$ 31,000	-
9	Transit	HSR	10 Year Year Local Transit Strategy - 2nd year of a two-year phasing of service level improvements. GIC March 6/15, Committee Report 15-004(g) Item 2 (Council Referred)	TBD	TBD	TBD
10	Transit	HSR	Debt Financing of 11 Buses. GIC March 6/15, Committee Report 15-004(g) Item 2 (Council Referred)	\$ 778,495	\$ 778,495	-
11	Transit	ATS	AODA Enhancement: Expand DARTS program by 75,000 trips. PW April 28/10, Committee Report 10-006 Item 2 (Legislated)	\$ 2,165,250	\$ 2,165,250	\$ -
12	CASP	Traffic Operations & Engineering - The Tools of the Trade	Double output and response to Community Traffic Requests. PW May 21/15, Committee Report 15-007 Item 6 (Council Referred)	\$ 112,500	\$ -	2.00
13	CASP	Golf Courses Business Plan Update	Develop a marketing strategy and new fee structure for Season Passes and Green Fees. PW June 15/15, Committee Report 15-009 Item 6 (Council Referred)	TBD	TBD	TBD
PUBLIC WORKS SUBTOTAL				\$ 3,087,245	\$ 2,974,745	2.00
CITY MANAGER						
14	Human Resources	Employment Systems Review	Employment System Review (FCS15048/CM15006) (GIC Report 15-012 Budget) (Council Referred) Currently deferred as staff are looking to find the capacity to fill this position within the City's existing budget and complement.	DEFERRED		
CITY MANAGER SUBTOTAL				\$ -	\$ -	0.00
CORPORATE SERVICES						
15	Finance, Admin and Revenue Generation	City Enrichment Fund	General Grant Program - \$300k for Arts, \$150k for the remaining programs; Agriculture, Community Services, Environment, Sports & active Lifestyles, and Community, Culture & Heritage. (Council Referred (FCS15010))	\$ 450,000	\$ 450,000	-
16	Financial Services	Waterfront Trust	Operation and maintenance of City's outdoor rink (summer/winter), washrooms, and grounds. (Council Referred (FCS15077)) .	\$ 143,000	\$ 143,000	-
CORPORATE SERVICES SUBTOTAL				\$ 593,000	\$ 593,000	0.00
TOTAL				\$ 7,387,245	\$ 7,274,745	3.00

**City of Hamilton
2016 Referred Items**

Type of Change	Council Referred			Form #:01		
Department	Planning & Economic Development		Division	Tourism & Culture		
Service	Tourism Strategy Funding					
Current Level of Service	The Tourism Strategy was developed in response to internal and external challenges including resources.					
Proposed Level of Service & Potential Impact	<p>The Tourism Strategy sets the direction for the City of Hamilton and the local tourism industry to increase tourism's contribution to Hamilton's prosperity.</p> <p>The Strategy identifies a clear role for the City and mandates a strong partnership approach between the municipality and the tourism industry.</p> <p>The Strategy concludes that additional and sustained municipal investment in sales, marketing, product development and business attraction incentives is critical to grow tourism in Hamilton.</p> <p>This enhancement request is for resources to implement the Tourism Strategy per Report PED15026.</p>					
Financial Analysis:						
Operating Budget Impact				Strategic Plan Linkage:		
Description	Annualized Amount	2016 Amount	Strategic Plan Linkage:			
Employee Expenses	350,000	350,000	Strategic Priority #1: 1.6 Enhance overall sustainability (financial, economic, social and environmental)			
Other Expenses		-				
Total Gross Expenditure	350,000	350,000				
Less: Revenues		-				
- 0%	-	-	Capital Budget Impact			
Net Impact	350,000	350,000	Year 2016		Years 2017 & Beyond	Total
FTE		-				-

**City of Hamilton
2016 Referred Items**

Type of Change	Council Referred			Form #:03
Department	Planning & Ec Dev		Division	Planning
Service	Long Range Planning			
Current Level of Service	<p>Previous restructurings in 2005, 2007 and 2013 deferred dealing with the role and function of long range planning current model of using capital funding for temporary positions makes it difficult to recruit and retain skilled long term employees. It is disruptive to the projects and the work environment when layoffs occur (with associated bumping). Planners in the three Planning Division Sections have different roles/functions and job codes. The current operating environment does not provide for a nimble/flexible work force and ability to transfer staff/functions/activities between current planning and long range planning. These situations do not contribute to a culture of employee engagement.</p>			
Proposed Level of Service & Potential Impact	<p>Robust and responsive land use planning studies/documents are essential to support the City's economy and 'Open for Business' initiatives. The Official Plans and Zoning By-laws, for example, provide opportunities for employment growth through diversified and flexible employment areas and to adapt neighbourhoods to attract more people to work and live in Hamilton. In many cases background work (e.g. growth plan updates, special land use studies) also play a critical role in creating a strong economic, social, environmental and cultural base for the City. Provincial planning reforms, OMB processes and statutory obligations require that OP's and Zoning By-laws be monitored and updated to reflect changing provincial/local economic and social environments. These are permanent FTEs that are currently being funded from Capital. It is the funding only, not the FTEs that are being requested. Referred during the 2015 budget process; GIC Report 15-004.</p>			
Financial Analysis:				
Operating Budget Impact			Strategic Plan Linkage:	
Description	Annualized Amount	2016 Amount	Strategic Priority #1: a Prosperous & Healthy Community	
Employee Expenses	350,000	350,000	1.5 Support the development and implementation of neighbourhood and City wide strategies that will improve the health and well-being of residents.	
Other Expenses		-		
Total Gross Expenditure	350,000	350,000		
Less: Revenues		-		
- 0%	-	-		
Net Impact	350,000	350,000	Capital Budget Impact	
			Year 2016	Years 2017 & Beyond
FTE	-	-		Total
				-

**City of Hamilton
2016 Referred Items**

Type of Change	Council Referred			Form #:04		
Department	Planning & Ec Dev		Division	Parking & By Law Services		
Service	Parking & By Law Services Variance Reduction Strategy					
Current Level of Service	The PBS unfavourable 2015 forecast is largely attributed to a \$1.7M shortfall in revenue as reported to the AF&A Committee on October 21, 2015 (report PED15121).					
Proposed Level of Service & Potential Impact	<p>The Council Referred request is to synchronize the 2016 budget with the anticipated 2016 revenues by reducing the following budgeted revenue:</p> <ul style="list-style-type: none"> - Fine Revenue \$360,000 - Lottery Revenue \$255,000 - Inspection Fees \$285,000 - Animal Service \$260,000 - Sign Fee Revenue \$90,000 - Business Licenses <u>\$170,000</u> <li style="text-align: right;"><u>\$1,420,00</u> 					
Financial Analysis:			Strategic Plan Linkage:			
Operating Budget Impact			Strategic Plan Linkage: Strategic Priority #1 1.6 Enhance overall sustainability (financial, economic, social and environmental)			
Description	Annualized Amount	2016 Amount				
Employee Expenses		0				
Other Expenses		0				
Total Gross Expenditure	0	0				
Revenue - Subsidy - 0%	0	0				
Revenue - Other	1,420,000	1,420,000				
Net Impact	1,420,000	1,420,000	Capital Budget Impact			
			Year 2016	Years 2017 & Beyond	Total	
FTE	0	0	0	0	0	

**City of Hamilton
2016 Referred Items**

Type of Change	Council Referred		Form #:05	
Department	Public Health Services	Division	Healthy Living	
Service	Chronic Disease and Injury Prevention: Subservice Chronic Disease Prevention			
Current Level of Service	<p>Food programming by Neighbour to Neighbour (N2N):</p> <p>1) Hamilton Community Garden Network: Maintain city-wide garden directory, support new and existing gardens, answer all garden inquiries, maintain/update garden resources. NB: funding ends in March 2016.</p> <p>2) Part of Hamilton Edible Education Network, which includes the Edible Education Guide and programming.</p> <p>3) Host events and networking for food groups.</p> <p>4) Share produce and other healthy food donations when have excess</p> <p>5) Mobile Community Kitchens: Run 6-8 week long courses in healthy, affordable cooking focused on community development</p>			
Proposed Level of Service & Potential Impact	<p>As per BOH15030, this annual \$200K grant will allow N2N to access the matching grant from Community Food Centre Canada, provide city-wide services and will be considered in the context of the Food Strategy.</p> <p>New/expanded services:</p> <p>1) Provide new complement of on-site skill-building, and engagement programs including community garden and kitchen programs, after school programs, summer camps</p> <p>2) Provide 3-5 healthy community meals each week to over 500 residents</p> <p>3) Provide purchasing and distribution support for pop-up subsidized produce markets as complement to Good Food Box in addition to free produce distribution through programs and City Housing sites</p> <p>4) Provide space and collaborative hosting of Hamilton Prenatal Nutrition Project</p> <p>5) Provide weekly purchasing and advertising support to local restaurants and farms at a national scale through events like Restaurants for Change, and advocacy efforts</p> <p>6) Provide train-the-trainer programs, as well as space and support for staff and volunteer training opportunities with St. Joseph's Healthcare Hamilton (SJHH), McQuesten Urban Farm, Riverdale Food Centre, etc.</p> <p>7) Share staff who can host ongoing, off-site programming at locations like SJHH, McQuesten Urban Farm, Riverdale Food Centre</p> <p>8) Provide resources and consultation to support Neighbourhood teams in completing food and health related actions such as the Food Forest in the Rolston Neighbourhood</p> <p>9) Continue the Hamilton Community Garden Network as funding ends in March 2016.</p>			
Financial Analysis:			Strategic Plan Linkage:	
Operating Budget Impact			Strategic Priority #1 A Prosperous & Healthy Community WE enhance our image, economy and well-being by demonstrating that Hamilton is a great place to live, work, play and learn. Strategic Objective 1.5 Support the development and implementation of neighbourhood and City wide strategies that will improve the health and well-being of residents. Strategic Priority #2	
Description	Annualized Amount	2016 Amount		
Employee Expenses		0		
Other Expenses	200,000	200,000		
Total Gross Expenditure	200,000	200,000		
Revenue - Subsidy - 0%	0	0		
Revenue - Other	0	0		
Net Impact	200,000	200,000		
FTE	0	0	Capital Budget Impact	
			Year 2016	Years 2017 & Beyond
			0	0
			Total	
			0	

**City of Hamilton
2016 Referred Items**

Type of Change	Other Referred			Form #:06		
Department	Community & Emergency Services	Division	Housing Services			
Service	Housing Allowances					
Current Level of Service	Two existing Housing Allowance programs: 450 Housing Allowances under the Federal/Provincial funded Investment in Affordable Housing program (fully allocated); and 500 Housing Allowances under the Federal/Provincial funded Investment in Affordable Housing program Extension (designated for existing Housing First programs). This current level of service is significantly below what is needed in the community and will not meet the targets established in the City's 10-year Housing & Homelessness Action Plan.					
Proposed Level of Service & Potential Impact	At a \$300 per month Housing Allowance, 287 households would be assisted. On December 11, 2013, Council approved the City's 10 year Housing & Homelessness Action Plan (CS11017(c)). Outcome #2 of the Plan is to increase people's housing affordability, stability and choice. Housing allowances are the most cost-effective way to provide affordable housing to those in need and can aid in achieving the Action Plan's Housing Allowance targets and the target of reducing the social housing waitlist by 50% by 2023. In addition, this will help achieve the City's Housing First homelessness targets. This program is needed because there are 5,700 households on the social housing waitlist, 1 in 5 renter households pay greater than 50% of their income on rent and since 2006 the average market rent in Hamilton has increased by 20% with sharp increases since 2011 (CES15018).					
Financial Analysis:			Strategic Plan Linkage:			
Operating Budget Impact			Strategic Priority #1 A Prosperous and Healthy Community: 1.5 Support the development and implementation of neighbourhood and City-wide strategies that will improve the health and well being of residents.			
Description	Annualized Amount	2016 Amount				
Employee Expenses	65,870	49,403				
Other Expenses	1,034,130	775,598				
Total Gross Expenditure	1,100,000	825,000				
Revenue - Subsidy - 0%	0	0				
Revenue - Other	0	0				
Net Impact	1,100,000	825,000	Capital Budget Impact			
			Year 2016	Years 2017 & Beyond	Total	
FTE		0	0	0	0	

**City of Hamilton
2016 Referred Items**

Type of Change	Other Referred			Form #:07		
Department	Community & Emergency Services		Division	Macassa and Wentworth Lodges		
Service	Lodges - Capital Plan					
Current Level of Service	A condition assessment was completed in 2014 for both Lodges and a 25 Year Capital Plan Summary was provided to staff. Although further analysis/studies are required, projected costs over the next 25 years for capital requirements is approximately \$19 million dollars or \$826,000 annually. In addition, there are ongoing annual capital costs of approximately \$200,000 - \$250,000 for tubs, lifts, shower chairs, mattresses and beds that were not identified as part of the original condition assessment. Total annualized projected requirements for capital are approximately \$1.1 million.					
Proposed Level of Service & Potential Impact	Staff are requesting an enhancement of \$500,000 to the Lodges Infrastructure Reserve to be used for capital repairs as outlined in the above capital plan. Report CES15042 outlined additional non-compliance capital pressures (e.g. nurse call system, lighting) as a result of the recent Ministry of Health annual inspections report. Over the past several years, capital/infrastructure requirements are increasing, particularly at Macassa Lodge, which has had no significant renovations in the last 25 years. Through the 2016 Capital budget process, staff initially identified a total of \$3,038 million in projects of which \$2,090 million are being recommended. The additional \$500,000 enhancement would be used to complete some of the remaining unfunded capital projects that were initially identified (\$948,000). These funds will be utilized to ensure compliance with the Ministry of Health safety and legislative requirements. This would be in addition to the current \$500,000 annual contribution to the reserve.					
Financial Analysis:				Strategic Plan Linkage:		
Operating Budget Impact				A Prosperous # Healthy Community; 1.6 Enhance Overall Sustainability (financial, economic, social and environmental).		
Description	Annualized Amount	2016 Amount				
Employee Expenses		0				
Other Expenses	500,000	500,000				
Total Gross Expenditure	500,000	500,000				
Revenue - Subsidy - 0%	0	0				
Revenue - Other	0	0				
Net Impact	500,000	500,000				
FTE	0	0		Capital Budget Impact		
				Year 2016	Years 2017 & Beyond	Total
				0	0	0

**City of Hamilton
2016 Referred Items**

Type of Change	Council Referred			Form #:08		
Department	Public Works		Division	Environmental Services		
Service	Cemeteries Business Plan Strategy - Marketing Plan					
Current Level of Service	Minimal marketing of cemeteries based on the present advertising and promotion budget of \$19,000.					
Proposed Level of Service & Potential Impact	<p>In conjunction with the hiring of the marketing and sales coordinator, the marketing of cemeteries would benefit greatly with additional marketing tools attracting sales, particularly pre-need sales. It is proposed that a budget of 3% of revenues or approximately \$50,000 would adequately support marketing efforts related to additional advertising and the production of print and display material. As such, we are requesting an additional \$31,000 (\$50K less \$19K) for a marketing plan.</p> <p>Also included in the marketing plan will be an enhanced website presence, broader use of social media networks, a wider community presence at selected events and development of a sales lead inventory. These will be job duties of the marketing and sales coordinator who will work with corporate leaders (web team, social media coordinator) and carry no additional budget requirements.</p> <p>Staff Report PW15075. November 2, 2015 Public Works Committee Report 15-014, Item 4.</p>					
				Strategic Plan Linkage:		
Operating Budget Impact				Strategic Priority #1 A Prosperous & Healthy Community 1.6 Enhance Overall Sustainability (financial, economic, social and environmental).		
Description	Annualized Amount	2016 Amount				
Employee Expenses		0				
Other Expenses	31,000	31,000				
Total Gross Expenditure	31,000	31,000				
Revenue - Subsidy - 0%	0	0				
Revenue - Other	0	0				
Net Impact	31,000	31,000				
FTE	0	0				
				Year 2016	Years 2017 & Beyond	Total
				0	0	0

**City of Hamilton
2016 Referred Items**

Type of Change	Council Referred			Form #:09		
Department	Public Works		Division	Transit		
Service	10 Year Strategy					
Current Level of Service	The 10-year Local Transit Strategy, contained within Report PW14015(a), identified a series of HSR routes and service corridors that exhibit deficiencies, where service supply is insufficient to provide an attractive travel option for trips in the urban area.					
Proposed Level of Service & Potential Impact	2016 is the 2nd year of a two-year phasing of service level improvements to address current system deficiencies. Similar to 2015, where HSR service level improvements were implemented in the CBD - McMaster corridor, on Routes 3 and 33, and on routes serving outlying portions of the urban area (Routes 18 & 21), additional improvements are planned for routes and areas that exhibit deficiencies. In addition, staff will implement actions aimed at refining the customer experience (branding, enhanced shelters at high-demand locations and additional shelter installations in the urban area). These strategies will improve service for existing customers and lay the ground work for dealing with growth in a manner which aligns with policies contained within the Transportation Master Plan, the Urban Official Plan, The Big Move and the HSR Transit Operational Review (2010). March 6, 2015 General Issues Committee Report 15-004(g) Item 2.					
Financial Analysis:			Strategic Plan Linkage:			
Operating Budget Impact			Strategic Priority #1 A Prosperous & Healthy Community 1.4 Improve the City's transportation system to support multi-modal mobility and encourage inter-regional connections.			
Description	Annualized Amount	2016 Amount				
Employee Expenses		TBD				
Other Expenses		TBD				
Total Gross Expenditure	0	TBD				
Revenue - Subsidy - 0%	0	TBD				
Revenue - Other	0	TBD				
Net Impact	0	TBD	Capital Budget Impact			
			Year 2016	Years 2017 & Beyond	Total	
FTE	0	TBD	0	0	0	

**City of Hamilton
2016 Referred Items**

Type of Change	Council Referred			Form #:10	
Department	Public Works		Division	Transit	
Service	Debt Financing of 11 Buses				
Current Level of Service	Originally, it was envisioned that the funding of 11 of the 25 buses identified in report PW14015(a) would be submitted to Metrolinx for approval. When the LRT was announced, the funding for these buses was no longer an option.				
Proposed Level of Service & Potential Impact	<p>In order to achieve the service levels identified in PW14015(a) the acquisition of the 11 buses is required. Since funding from Metrolinx is not forthcoming, there is a need to Debt Fund \$6.9M over 12 years to affect this purchase. This, with an identified interest rate of 5%, would result in an annual operating impact as noted below. The identified service levels are contained within the 10-year Local Transit Strategy. The 11 buses are to be allocated to address transit service deficiencies related to growth in HSR ridership and respond to on-going population growth in the urban transit area. The resulting service level improvements are aimed at providing customers with more consistently reliable journeys and ensuring that major origins/destinations, including key inter-regional connections points, will be linked with attractive local transit service.</p> <p>March 6, 2015 General Issues Committee Report 15-004(g) Item 2.</p>				
Financial Analysis:			Strategic Plan Linkage:		
Operating Budget Impact			Strategic Priority #1 A Prosperous & Healthy Community 1.6 Enhance Overall Sustainability (financial, economic, social and environmental).		
Description	Annualized Amount	2016 Amount			
Employee Expenses		0			
Other Expenses	778,495	778,495			
Total Gross Expenditure	778,495	778,495			
Revenue - Subsidy - 0%	0	0			
Revenue - Other	0	0			
Net Impact	778,495	778,495			
FTE			Capital Budget Impact		
			Year 2016	Years 2017 & Beyond	Total
			0	0	0

**City of Hamilton
2016 Referred Items**

Type of Change	Legislated			Form #:11		
Department	Public Works		Division	Transit - ATS		
Service	Accessible Transportation Services - Service Manager and DARTS					
Current Level of Service	Currently, there are 6,205 active customers taking a projected 580,000 trips at a total cost of \$15.9M.					
Proposed Level of Service & Potential Impact	Continue eligibility and registration program for Accessible Transportation Services section of Transportation, as directed by Council in Report PW03128(c). Expand DARTS program by 75,000 trips in 2016. Requires approximately \$2,165,250 in additional annual net expenditures which will be reflected as a Contractual Service related to DARTS. April 28, 2010 Public Works Committee Report 10-006 Item 2.					
Financial Analysis:				Strategic Plan Linkage:		
Operating Budget Impact				Strategic Priority #1 A Prosperous & Healthy Community 1.4 Improve the City's transportation system to support multi-modal mobility and encourage inter-regional connections.		
Description	Annualized Amount	2016 Amount				
Employee Expenses		0				
Other Expenses	2,165,250	2,165,250				
Total Gross Expenditure	2,165,250	2,165,250				
Revenue - Subsidy - 0%	0	0				
Revenue - Other	0	0				
Net Impact	2,165,250	2,165,250				
FTE	0	0				
				Year 2016	Years 2017 & Beyond	Total
				0	0	0

**City of Hamilton
2016 Referred Items**

Type of Change	Council Referred			Form #:12		
Department	Public Works		Division	CASP (EFT)		
Service	Traffic Operations & Engineering - The Tools of the Trade					
Current Level of Service	Currently the City has two Traffic Technologist in Community Traffic that manage requests from the public and councillors. For the first 11 months of 2015 the City has received 740 requests and is on target to receive over 800 by year end. Each traffic technologist can process on average about 125-150 requests/tech/yr. (300 in total with current resources). That means that will leave approx. 500 requests not met this year. Community traffic deals with traffic safety & traffic calming initiatives.					
Proposed Level of Service & Potential Impact	Propose the addition of two additional FTE's to double the output and response to Community Traffic Requests annual (from approx. 300 to 600 requests). The recommendation is that these positions be funded from the Red Light Camera Reserve, so that there would be no additional impact to the Tax Levy. The positions recommended are above and beyond what has been identified through the Capital budget process. May 21, 2015 Public Works Committee Report 15-007, Item 6.					
Financial Analysis:			Strategic Plan Linkage:			
Operating Budget Impact			Strategic Priority #2 - Values & Sustainable Service 2.2 Improve the City's approach to engaging and informing citizens and stakeholders.			
Description	Annualized Amount	2016 Amount				
Employee Expenses	188,000	110,000				
Other Expenses	4,000	2,500				
Total Gross Expenditure	192,000	112,500				
Revenue - Subsidy - 100%	(192,000)	(112,500)				
Revenue - Other		0				
Net Impact			Capital Budget Impact			
			Year 2016	Years 2017 & Beyond	Total	
			0	0	0	
FTE	2.00	2.00				

**City of Hamilton
2016 Referred Items**

Type of Change	Council Referred			Form #:13		
Department	Public Works		Division	CASP		
Service	Golf Course Business Plan Update					
Current Level of Service	Operate three municipally owned golf courses for public use.					
Proposed Level of Service & Potential Impact	Develop a marketing strategy and a new fee structure for season passes and green fees for the 2016 golf season in order to maximize rounds and increase revenues. June 15, 2015 Public Works Committee Report 15-009, Item 6.					
Financial Analysis:			Strategic Plan Linkage:			
Operating Budget Impact			Strategic Priority #1 A Prosperous & Healthy Community 1.6 Enhance Overall Sustainability (financial, economic, social and environmental).			
Description	Annualized Amount	2016 Amount				
Employee Expenses		TBD				
Other Expenses		TBD				
Total Gross Expenditure	0	TBD				
Revenue - Subsidy - 0%	0	TBD				
Revenue - Other	0	TBD	Capital Budget Impact			
Net Impact	0	TBD	Year 2016	Years 2017 & Beyond	Total	
FTE	0	0	0	0	0	

**City of Hamilton
2016 Referred Items**

Type of Change	Council Referred			Form #:14					
Department	City Manager		Division	Human Resources					
Service	Employment Systems Review								
Current Level of Service	<p>In 2013 the City commissioned an Employment Systems Review (ESR) to critically assess recruitment and employment practices to ensure legislative compliance and to identify and provide guidance with regard to any gaps or barriers to inclusion existing in the organization. The Turner Consulting Group completed the ESR in December 2014 and made recommendations to foster diversity, equity and inclusion and ensure AODA compliance. Employment Services does not have the capacity to be proactive in developing outreach programs and mutual supports with partner agencies that would attract, support and retain qualified candidates from our diverse communities, and implement the ESR recommendations.</p>								
Proposed Level of Service & Potential Impact	<p>1 FTE "Outreach Recruitment Coordinator" would provide information, education and consultation to client departments to encourage and support the hiring, retention and promotion of qualified individuals from diverse backgrounds including new Canadians, the disabled and socio-economically disadvantaged. The Coordinator would facilitate attraction and retention strategies through direct hires, work accommodations and community agency partnerships. The Coordinator would develop & implement strategies and processes that attract/retain diversity in our workplace and the Employee Survey (2016 capital request) will be used to benchmark and measure the impact of these strategies and processes. A workforce that reflects the community, understands the needs and desires of the community, will translate into better programs, services and citizen satisfaction. Currently deferred as staff are looking to find the capacity to fill this position within the City's existing budget and complement. (FCS15048/CM15006)</p>								
Operating Budget Impact				Strategic Plan Linkage:					
Description	Annualized Amount	2016 Amount	Strategic Priority #3: Leadership & Governance						
Employee Expenses	95,940	Deferred	3.2 Build organizational capacity to ensure the City has a skilled workforce that is capable and enabled to deliver its business objectives.						
Other Expenses	25,000	Deferred							
Total Gross Expenditure	120,940	Deferred							
Less: Revenues	-	Deferred							
- 0%	-	Deferred	Capital Budget Impact						
Net Impact	120,940	Deferred					Year 2016	Years 2017 & Beyond	Total
FTE	1.00	Deferred							-

**City of Hamilton
2016 Referred Items**

Type of Change	Council Referred			Form #:15		
Department	Finance & Corporate Services		Division	Finance, Administration & Revenue Generation		
Service	City Enrichment Fund					
Current Level of Service	Council approved the 1st of 3 recommended funding increases to the City Enrichment Fund; \$500k for Arts and \$250K for the remaining program areas. It was agreed that Council would consider in the 2016 budget an additional \$300K for Arts and \$150K for the remaining program areas.					
Proposed Level of Service & Potential Impact	<p>No material funding increases had been supported for more than a decade. The Arts Advisory Commission's report on Strategic Arts Investment recommended a \$1M increase in Arts funding to catch up to the benchmarks. The new City Enrichment Fund report approved by Council (FCS14024(c) and Appendix D FCS15010) recommended that Council consider a 3 year phase in with \$500K in 2015, \$300K in 2016, and \$200K in 2017. Similarly, no material increases had been made to the balance of the program areas since amalgamation and it was recommended in the same report that they receive an additional \$500K over a 3 year period with \$250K in 2015, \$150K in 2016, and \$100K in 2017.</p> <p>In all cases, the funding request, if approved by Council would serve to 'catch up' for real spending power lost through inflation over the years, and assist in providing opportunities for 1st time applicants in all program areas. In addition, two new program areas have been launched and applicants received in: a) Agriculture and b) Environment.</p>					
Financial Analysis:						
Operating Budget Impact				Strategic Plan Linkage:		
Description	Annualized Amount	2016 Amount	Strategic Priority #1 - A Prosperous & Healthy Community:			
Employee Expenses		-	1.5 Support the development and implementation of neighbourhood and City wide strategies that will improve the health and well-being of residents 1.6 Enhance Overall Sustainability (financial, economic, social and environmental).			
Other Expenses	450,000	450,000				
Total Gross Expenditure	450,000	450,000				
Less: Revenues		-				
- 0%	-	-				
Net Impact	450,000	450,000				
FTE		-				
			Capital Budget Impact			
			Year 2016	Years 2017 & Beyond	Total	
					-	

**City of Hamilton
2016 Referred Items**

Type of Change	Council Referred			Form#: 16		
Department	Corporate Services		Division	Financial Services		
Service	Hamilton Waterfront Trust Outdoor Rink, Washrooms, and Grounds Maintenance					
Current Level of Service	Operations and maintenance of City's outdoor rink (summer/ winter), washrooms, and grounds maintenance.					
Proposed Level of Service & Potential Impact	As per Council Report FCS15077, Feasibility and Options for Annual Base Funding for the Hamilton Waterfront Trust. Based on projected 2016 grounds maintenance expenses less skate rental earnings, plus a 10% management fee. Amount does NOT include funding for capital related items.					
Financial Analysis:						
Operating Budget Impact				Strategic Plan Linkage:		
Description	Annualized Amount	2016 Amount	Strategic Priority #2:			
Employee Expenses		-	2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.			
Other Expenses	143,000	143,000				
Total Gross Expenditure	143,000	143,000				
Less: Revenues		-				
- 0%	-	-	Capital Budget Impact			
Net Impact	143,000	143,000	Year 2016	Years 2017 & Beyond	Total	
FTE		-			-	