

PUBLIC WORKS

2018 OPERATING BUDGET

February 9, 2018

Public Works contributes towards the City of Hamilton's vision to be the best place to raise a child and age successfully.

Together with its partners, the department brings this vision to life, whether it's moving people or goods comfortably and predictably along our roads, ensuring they are clear and in good repair, making our drinking water safe and reliable, keeping waste out of our environment and recovering resources for sustainability.

Public Works provides services that are central to the lives of Hamiltonians.

SERVICES AND SUB-SERVICES

Cemeteries

- Active Cemetery Management
- Dormant Cemetery Management
- Active Cemeteries Support Services

Corporate Security

Energy Initiatives

- Energy Engineering Services
- Utilities

Engineering Services

- Asset Management
- Construction Services
- Corridor Services
- Design Services
- Survey and Technical Services
- Waterfront Development Initiative

Facilities Management

- Accommodations
- Capital Planning and Project Management
- Golf Courses
- Facilities Operations and Maintenance
- Energy Engineering Services
- Facilities Planning and Business Support
- Stadium Operations

Fleet Services Management

- Capital Planning and Contract Management
- Fleet Maintenance
- Materials, Fuel and Systems Management
- Regulatory Compliance and Driver Training

Forestry

- Tree Maintenance
- Tree Planting
- Tree Maintenance and Planting Support Services

Horticultural Programs

- Beautification
- Beautification Support Services

Parks and Open Space Access

- Parks Maintenance
- Planning, Design, Development and Acquisition
- Natural Open Spaces
- Parks and Natural Open Space Support Services

SERVICES AND SUB-SERVICES

Public Transportation

- Conventional Public Transit
- Rapid Transit
- Specialized Public Transit

Roadway Access

- Right of Way Infrastructure Maintenance Support Services
- Right of Way Infrastructure Repairs and Maintenance

Storm Water Management

- Infrastructure Maintenance
- Storm Water Collection
- Storm Water Support Services
- Storm Water Treatment

Solid Waste Management

- Bulk Waste Collection Services
- Cleanliness Services
- Drop Off and Transfer Facilities
- Garbage and Organic Waste Collection
- Leaf and Yard Waste Collection Services
- Organic Processing
- Recycling Collection
- Recycling Processing
- Solid Waste Support Services
- Waste Disposal and Closed Landfills

Water Supply and Distribution

- Water Distribution
- Water Supply
- Water Support Services

Transportation Services

- Environmental Planning
- Sustainable Mobility and Active Transportation
- Traffic Engineering and Road Safety
- Traffic Signals, Traffic Signs and Traffic Pavement Markings

Wastewater Collection and Treatment

- Wastewater Collection
- Wastewater Support Services
- Wastewater Treatment



2017 HIGHLIGHTS

Public Works

OUR PRIORITIES



COMMUNITY ENGAGEMENT & 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.



ECONOMIC PROSPERITY & GROWTH

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.



HEALTHY & SAFE COMMUNITIES

Hamilton is a safe and supportive city where people are active, healthy, and have a high quality of life.



CLEAN & GREEN

Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.



BUILT ENVIRONMENT & INFRASTRUCTURE

Hamilton is supported by state of the art infrastructure, transportation options, buildings and public spaces that create a dynamic City.



CULTURE & DIVERSITY

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.




OUR PEOPLE & PERFORMANCE

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

Clean & Green


2017 Highlights



10,072 
High pressure sodium lights converted to LED

 **11,279**
Trees planted under the City-Wide Tree Planting Program

225 
alternative water treatment mats installed at the Glanbrook Landfill

 **1.9%**
Reduction in energy consumption since 2016

41  New solar devices for pedestrian signals and school zone flashers installed

 **19**
Diesel buses replaced with new compressed natural gas (CNG) buses

42.4% 
Waste Diversion achieved

128,300

Landfill Tonnes

 Diverted **46,500** tonnes of blue box materials

 Diverted **31,000** tonnes of Green Bin materials

 Diverted **17,000** tonnes of Leaf and Yard Waste

246,000 
Plants Grown

Beautified

314 floral traffic islands

72 roundabouts

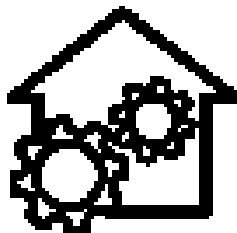
113 perennial medians

78 civic buildings

701 hanging baskets



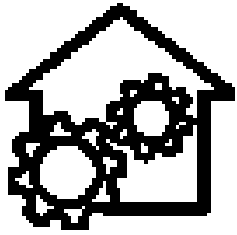
Built Environment & Infrastructure 2017 Highlights



BUILT ENVIRONMENT & INFRASTRUCTURE HIGHLIGHTS

- Commenced construction of Gage Park Tropical Greenhouse
- Started construction at William Connell City-Wide Park
- Completed renovations at:
 - Beverly and Carlisle Arenas
 - Waterdown and Binbrook Memorial Halls
 - Ancaster Aquatic Centre
 - Montgomery Park Fieldhouse





BUILT ENVIRONMENT & INFRASTRUCTURE HIGHLIGHTS

- Prepared and constructed Stage Three of the Glanbrook Landfill (approx. 25 years remaining)
- Completed condition assessments and plans for short and medium term maintenance for escarpment crossings
- Tendered 95% of the right-of-way capital program



CAPITAL DELIVERY



Centennial Sewer Trunk



Wilson Street Reconstruction



York Boulevard Reconstruction



Sherman Access West



Montgomery Drive Reconstruction



Upper Sherman Reconstruction

CAPITAL DELIVERY



Dartnall Road Culvert



Bell Road Culvert Replacement



Confederation Beach Park



Joe Sams Park



William Connell Park



Borer's Creek

CAPITAL DELIVERY



Grightmire Arena



Provincial Offences Building



Bernie Morelli Recreation Centre



Ancaster Aquatic Centre



Huntington Park Rec Centre



Binbrook Memorial



Healthy & Safe Communities

2017 Highlights



HEALTHY & SAFE COMMUNITIES HIGHLIGHTS



50

Traffic monitoring cameras installed through the Advanced Traffic Management System



6

New accessible pedestrian signals installed

2,100

Security cameras installed on buses



20

Small drinking water systems (wells) received major upgrades

Year 5

of the Emerald Ash Borer Management Program complete



2nd Year

of the Strategic Road Safety Program





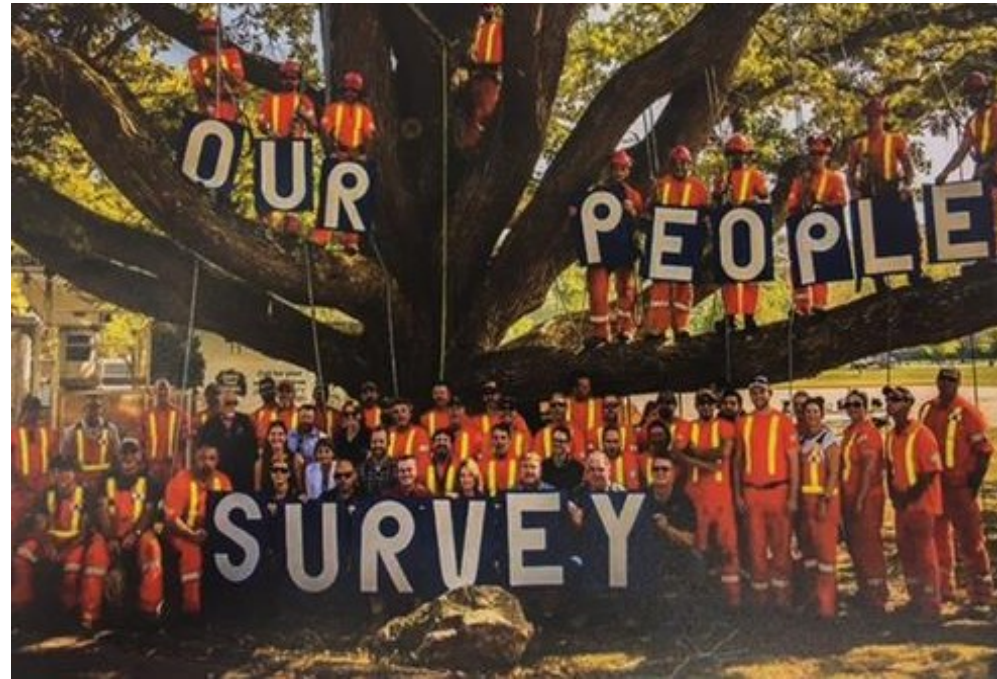
Our People & Performance

2017 Highlights



OUR PEOPLE & PERFORMANCE HIGHLIGHTS

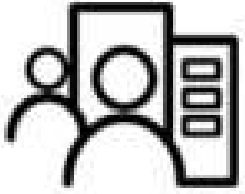
- Implementation of performance measurement program and balanced scorecard
- Develop leaders through the Cutting Edge of Leadership program (64 staff)
- Successfully surveyed staff through the Our People Survey (65% participation rate in Public Works)





Community Engagement & Participation

2017 Highlights



COMMUNITY ENGAGEMENT & PARTICIPATION HIGHLIGHTS

- Indigenous community engagement
- Joint Stewardship Board
- Transit route re-design
- Public information centres



ECONOMIC PROSPERITY & GROWTH

2017 Highlights



ECONOMIC PROSPERITY & GROWTH HIGHLIGHTS

- Open for Business
- Hamilton Youth in Construction
- Social procurement



The Hamilton City flag is shown waving on a flagpole against a blue sky with white clouds. The flag is divided into a blue upper section and a yellow lower section. The blue section features a yellow chain-link fence and a yellow stylized flower. The yellow section is solid yellow.

Continuous Improvement

2017 Highlights

CONTINUOUS IMPROVEMENT HIGHLIGHTS



Projects Started



Projects Closed



Customer Focus Projects



Efficiency Projects



Process Accuracy Projects



Processes Optimized



Staff Involved



Ideas Generated



Kaizens



5S Events



Green Belts Trained



Public Works Green Belts



ISSUES & TRENDS

Public Works

2017 TRENDS AND ISSUES

Extreme Weather & Climate Change

Increased rainfall and flooding impacting operations, activities, and budget.

Legislation

Changing provincial and federal legislation.
(i.e. *Waste Free Ontario Act*, and *Accessibility for Ontarians with Disabilities Act*).

Workforce Management

Retirements, recruitment, overtime and absenteeism.



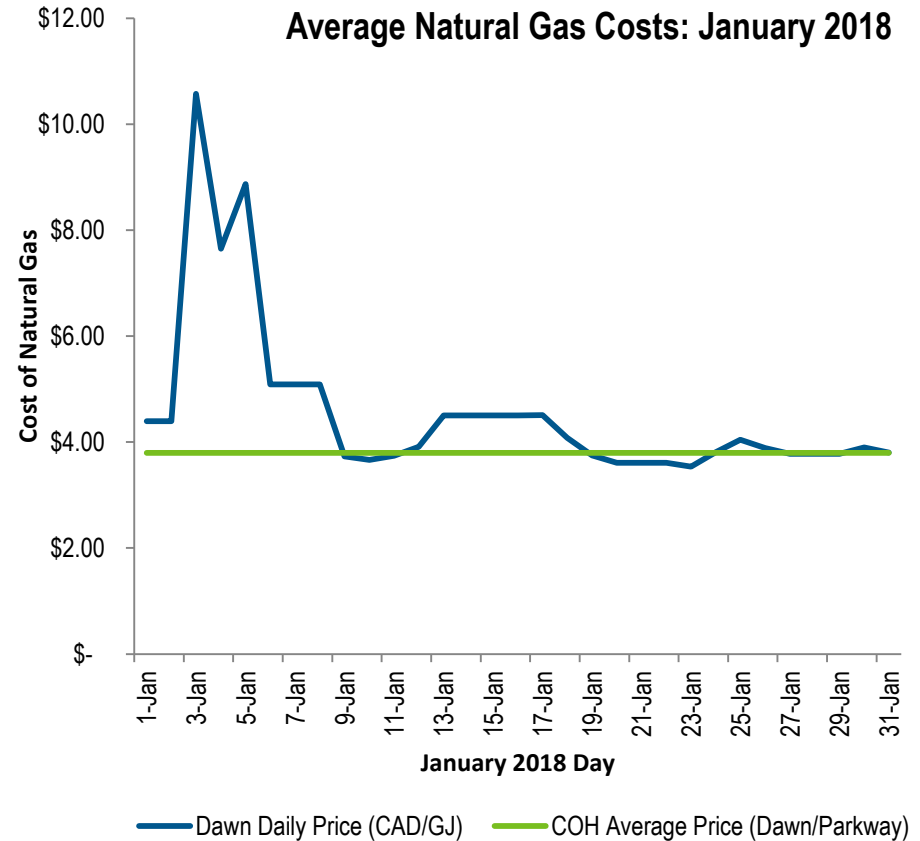
2017 TRENDS AND ISSUES

Energy & Fuel Markets

Electricity, diesel, gasoline and natural gas energy markets remain volatile and are impacted by various factors such as global market influences, and supply and demand. |

Lease Contracts & Accommodations

Expiring leases resulted in staff moving from leased properties into City-owned properties. Master Accommodation Plan will consider other expiring leases in 2019 and 2021.



2018-2021 TRENDS AND ISSUES

Technology

Managing and maximizing technology with strategic deployment solutions (i.e. vehicle locators, document and data control, mobile applications and street lighting).

Growth

Operating impacts from growth related activities are not readily identified or captured in real time. Budgetary constraints make it a challenge to accommodate these growth impacts.

Collective Bargaining Agreements

Negotiation and renewal of various Collective Bargaining Agreements.

2018-2021 TRENDS AND ISSUES

Legislation

Continue responding to changing provincial and federal legislation. (i.e. *Waste Free Ontario Act*, *Construction Lien Act*, Bill 6 – *Infrastructure for Jobs and Prosperity Act*; Bill 148 – *Fair Workplaces, Better Jobs Act*)

Workforce Management

Evolving within Public Works over the next four years. Creating a healthy, engaged and supportive workplace will enable the department to attract and retain knowledgeable staff, while at the same time plan for the exit of long standing and knowledgeable employees.

2018-2021 TRENDS AND ISSUES

Energy & Fuel Markets

Electricity, diesel, gasoline and natural gas energy markets remain volatile and are impacted by various factors such as global market influences, and supply and demand. |

Extreme Weather & Climate Change

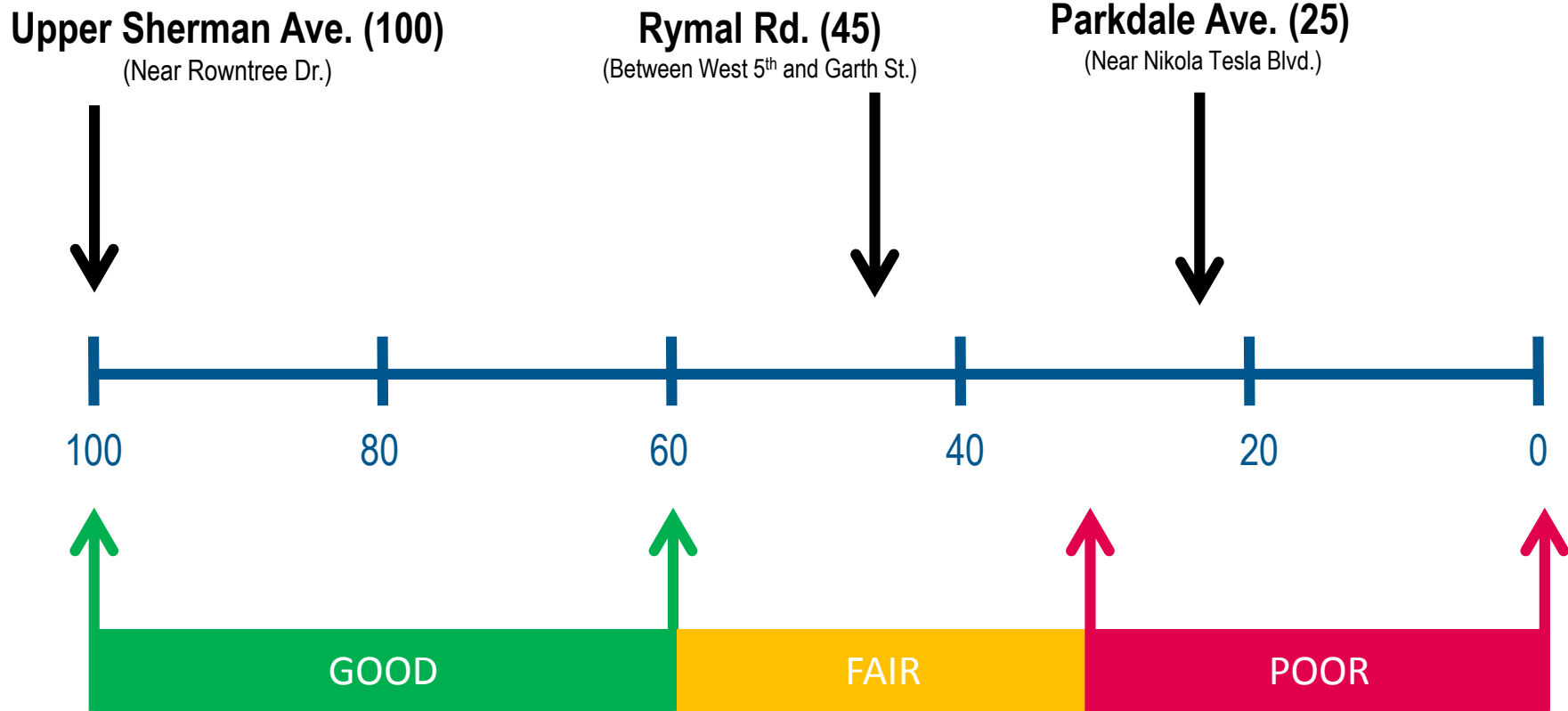
Temperature fluctuations, increased rainfall and potential for flooding impact operations and increase activities, which can result in an unexpected budget deficit.

Contract Renewals

Possible budget pressures as a result of contract renewals in Solid Waste Management and Winter Control in 2020.

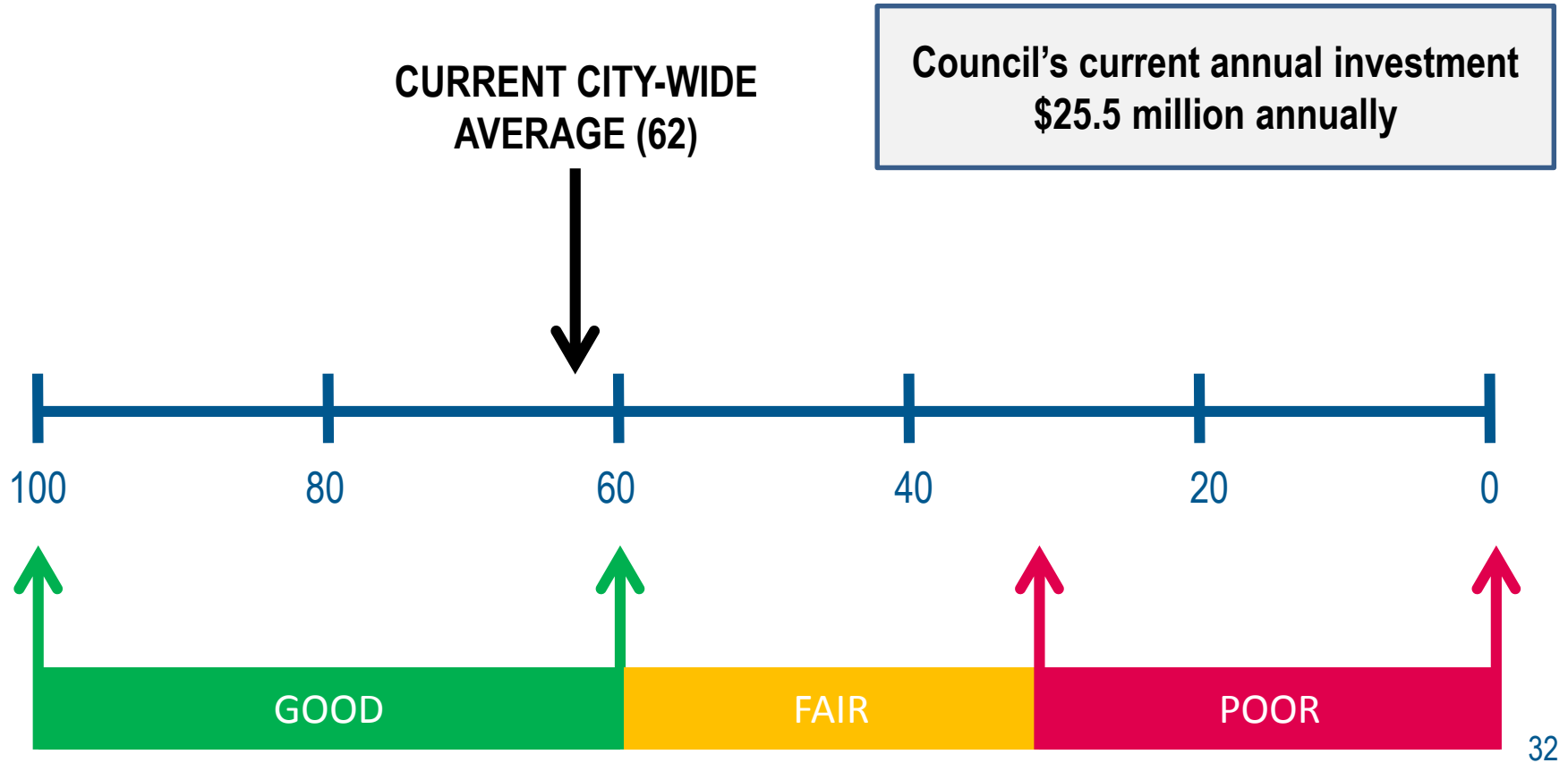
2018-2021 TRENDS AND ISSUES

Road Conditions – Overall Condition Index (OCI)



2018-2021 TRENDS AND ISSUES

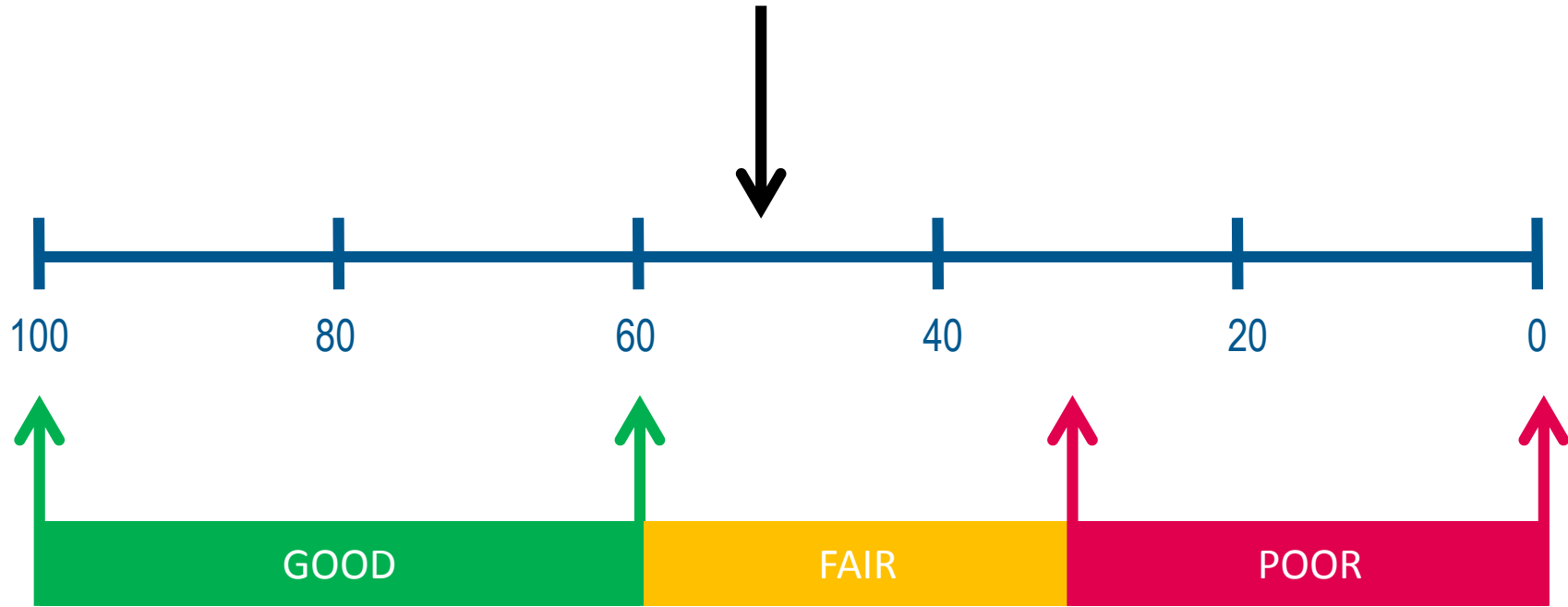
Road Conditions – Overall Condition Index (OCI)



2018-2021 TRENDS AND ISSUES

Road Conditions – Overall Condition Index (OCI)

10-YEAR PROJECTED CITY-WIDE AVERAGE (54)
WITH CURRENT \$25.5 MILLION/YEAR IN FUNDING

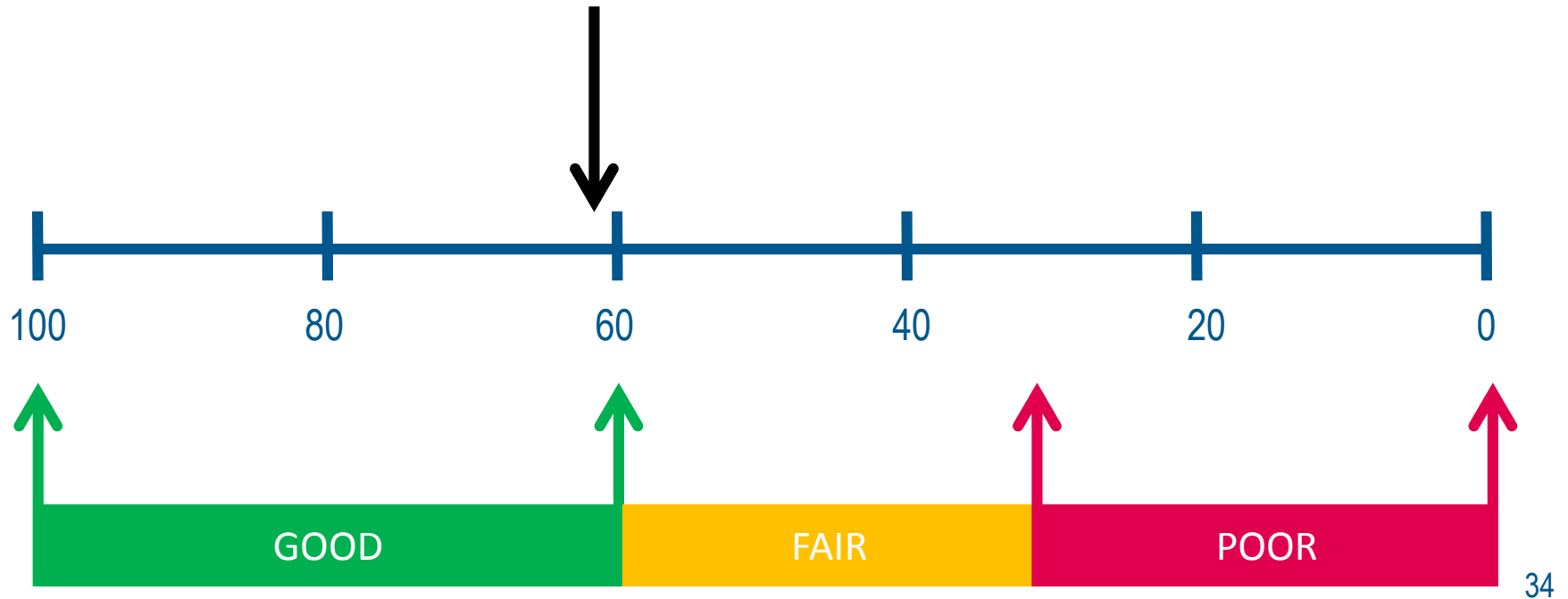


33

2018-2021 TRENDS AND ISSUES

Road Conditions – Overall Condition Index (OCI)

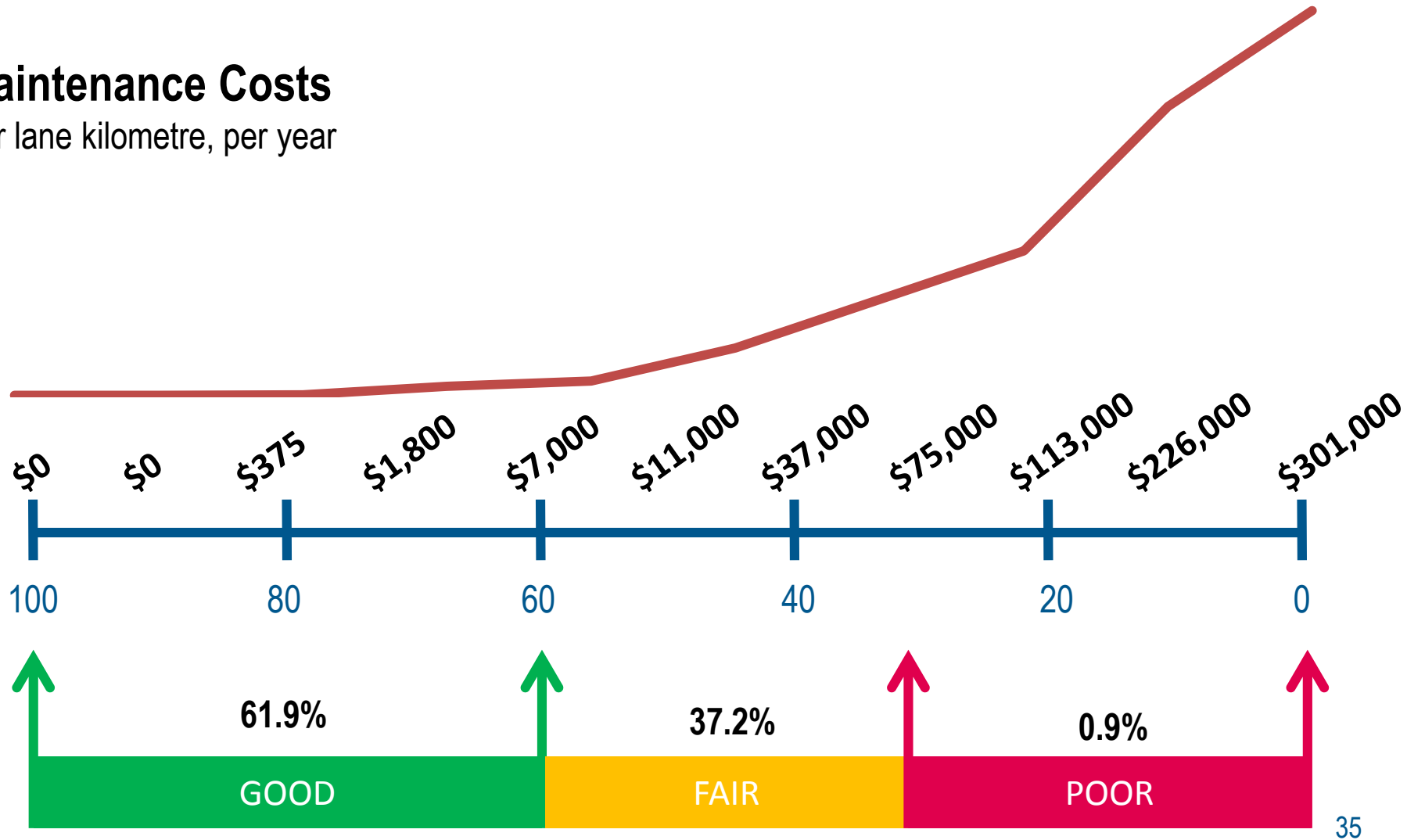
10-YEAR PROJECTED CITY-WIDE AVERAGE (62)
REQUIRES **\$52.1 MILLION/YEAR** IN FUNDING



2018-2021 TRENDS AND ISSUES

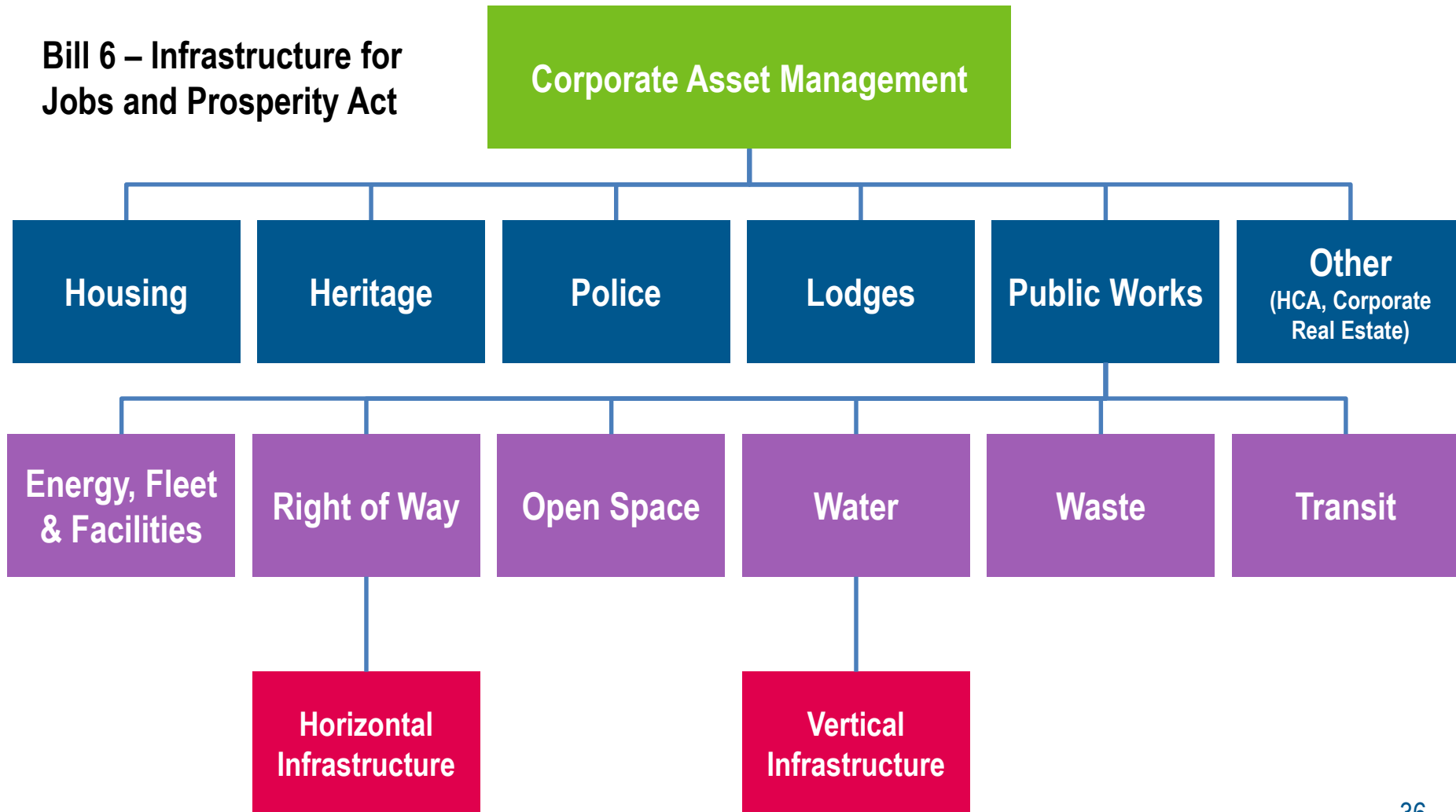
Maintenance Costs

Per lane kilometre, per year



LEGISLATION CHANGES

Bill 6 – Infrastructure for Jobs and Prosperity Act





METRICS

Public Works

ASSET METRICS

Facilities Management

Manage

\$2.1 Billion
in Assets



1,165 km Sanitary Sewer
1,175 km Storm Sewer
575 km Combined Sewer

Fleet Services

Manage and Maintain



Corridor Services

Manage

45,850
Street Lights



Transportation Services

Manage

600
Traffic Signals



Solid Waste Management Operate:

- 1** Open Landfill
- 12** Closed Landfills
- 1** Material Recycling Facility
- 1** Central Composting Facility
- 1** LYW Composting Pad




2,045  of watermains



Manage **69**
Municipal Cemeteries



Manage and maintain **2,400**  of sidewalks



Manage and maintain **377**
Bridges and Structures



Parks and Open Spaces



Manage **520**
Park Locations

Road Maintenance

Manage **2,945**  of Roads



PERFORMANCE METRICS

21.4 Million
rides provided by HSR



Public
Transportation
Drive Approximately



16,500,000 km

Water Supply and
Distribution

Provide

77,200 ML of Clean Water



Solid Waste Management



Manage

222,800 tonnes
of Waste

53,300
of Grassland Mown



Winter
Operations

Maintain

6,431
Lane km of Road

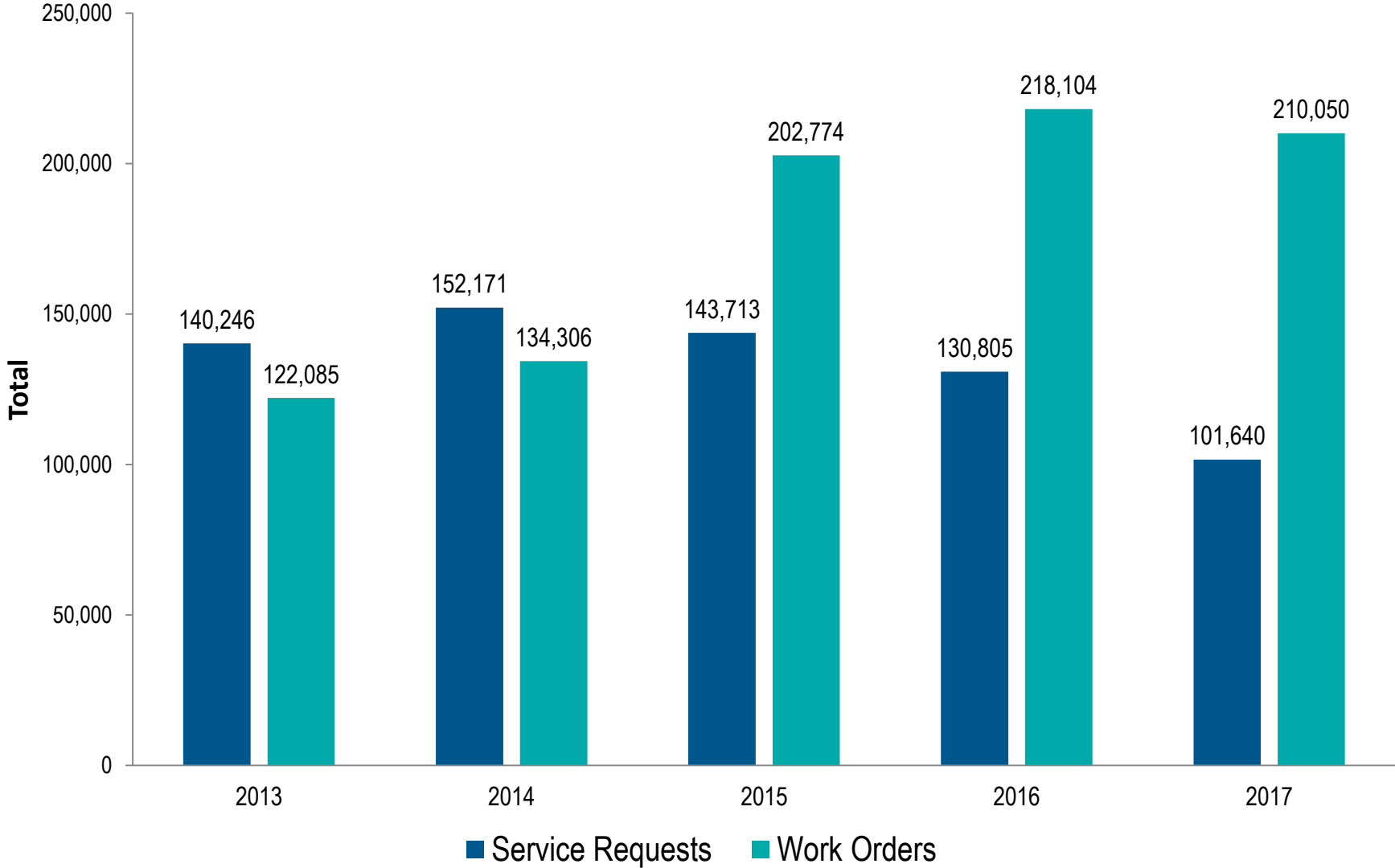


125,000 ML

Wastewater
Treated



SERVICE REQUESTS & WORK ORDERS



BALANCED SCORECARD





Public Works Balanced Scorecard

- Measures key objectives
- Provides visibility to performance and indicates when corrections or adjustments are needed

- Four sections:
 - People
 - Process
 - Financial
 - Strategic Goals




DRAFT Public Works Balanced Scorecard For 2017			Data for the Calendar Month of Nov-17				
Dimension	Objective	Metric	YE Target	Month Target	Month Actual	YTD Target	YTD Actual
Strategy							
Main	<u>Priority #1 Clean and Green</u>						
Goals	Energy Intensity Comparison - Q2	% Change total energy 2017 vs 2016 (ekWh/Sq.ft)	-1.8%	Quarterly	-5.5%	Quarterly	-5.5%
	Energy Consumption Comparison - Q2	% Change total energy 2017 vs 2016 (ekWh)	-2.0%	Quarterly	-2.9%	Quarterly	-2.9%
	Forestry - Ensure healthy tree canopy through tree planting	Plant 7,000 trees	7,000	0	1,099	7,000	10,268
	Horticulture - Traffic Island Program	Ensure Traffic Island Program delivered on time and within budget	Complete	Complete	Complete	Complete	Complete
	Engineering - Street Light Conversion	LED street light conversion	10,000	1,609	928	8,391	8,838
	Transit - Cancelled Service	Hours of cancelled service	0	0	1428	0	5872
	Water - Safe Drinking Water	Maintain zero confirmed adverse water quality indices	0	0	0	0	1
	WW Collection & Treatment - Achieve regulatory reqs.	# of exceedences for effluent from Dundas & Woodward WWTPs.	0	0	0	0	1
	Waste - Glanbrook Landfill	Ratio of soil to waste ratio (Use of Alternate Daily Cover)	7:1	Data currently being evaluated			
Priority #2 Built							
Daily Business							
	Capital Program - Tendering	Capital tendered	10%	7%	20%	7%	20%
	Capital Program - Construction	Capital construction projects to meet scheduled completion dates	90%	30%	42%	95%	84%
	Operations - Pothole Repair to MMSC	% Compliance	100%	100%	93%	100%	78%
	Operations - Sidewalk Inspection (MMSMC and Non-MMSMC)	% Inspections Complete	100%	0%	0%	100%	92%
	Operations - Sidewalk Repair to MMSMC	% Compliance	100%	100%	100%	100%	100%
	Facilities Management	% Regulatory Orders responded to by required date	100%	100%	100%	100%	100%
	Central Fleet	% Regulatory Orders responded to by required date	100%	100%	No orders due	100%	50%
	Emergency Watermain or Water Service Repair	All repairs complete within 2 days 100% of time	100%	100%	100%	100%	96%
	Damaged Fire Hydrant Inspection	All inspections complete within 15 days 100% of time	100%	100%	100%	100%	100%
	Emergency Fire Hydrant Replacement	All replacements complete within 15 days 100% of time	100%	100%	100%	100%	100%
	Emergency Sewer Lateral Repair (Loss of Sewer Service)	All repairs complete within 4 days 100% of time	100%	100%	88%	100%	88%
Priority #3 Healthy & Safe Communities							
Daily Business							
	Traffic Services	Collision Rate - # collisions/100,000 population	Future Reqs met	Future Reqs met	Future Reqs met	Future Reqs met	Future Reqs met
	Sports fields, parks and parkettes (Classes A-D)	Maintain per Council approved level of service	0	0	0	0	5
	Small drinking water systems/wells	# Adverse conditions from 50 wells tested monthly	Complete	Evaluating how to report, currently reported annually	320	2200	2708
	Cycling Master Plan Implementation	km/year complete	2,400	200	320	2200	2708
	Play Structures	Complete safety inspections					

METRICS – KEY PERFORMANCE INDICATORS

Objective	Metric	Target	YTD	Health
Energy Intensity Comparison	% change total energy 2017 vs 2016 (ekWh/Sq.ft)	-1.8%	-5.5%	
Forestry – Heathy tree canopy through tree planting	Plant 7,000 trees in 2017	7,000	11,279	
Street Light Conversion	Number of LED street light conversions	10,000	10,072	
Capital Program – Tendering	% capital tendered by year end	95%	95%	

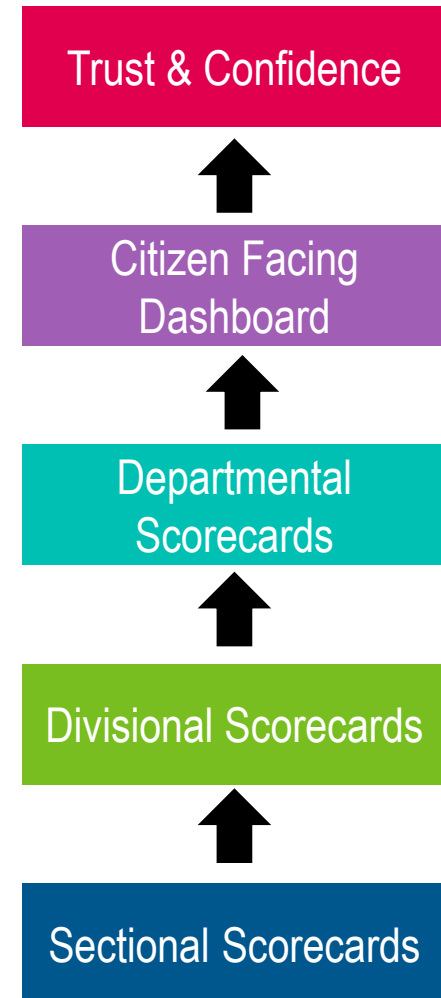
42

METRICS – KEY PERFORMANCE INDICATORS

Objective	Metric	Target	YTD	Health
Transit – Cancelled Service	Hours of cancelled service	0	7,508 (0.86%)	
Water – Safe Drinking Water	Maintain zero confirmed adverse water quality events	0	1	
Wastewater Collection & Treatment	Number of effluent exceedances	0	1	

LOOK AHEAD METRICS

- Modifying existing performance metrics to better reflect evolving operations
- Continue performance measurement by incorporating performance metrics and indicators down to the sectional level
- Ensuring efficiency, economy and effective measures exist in service delivery programs where there is value





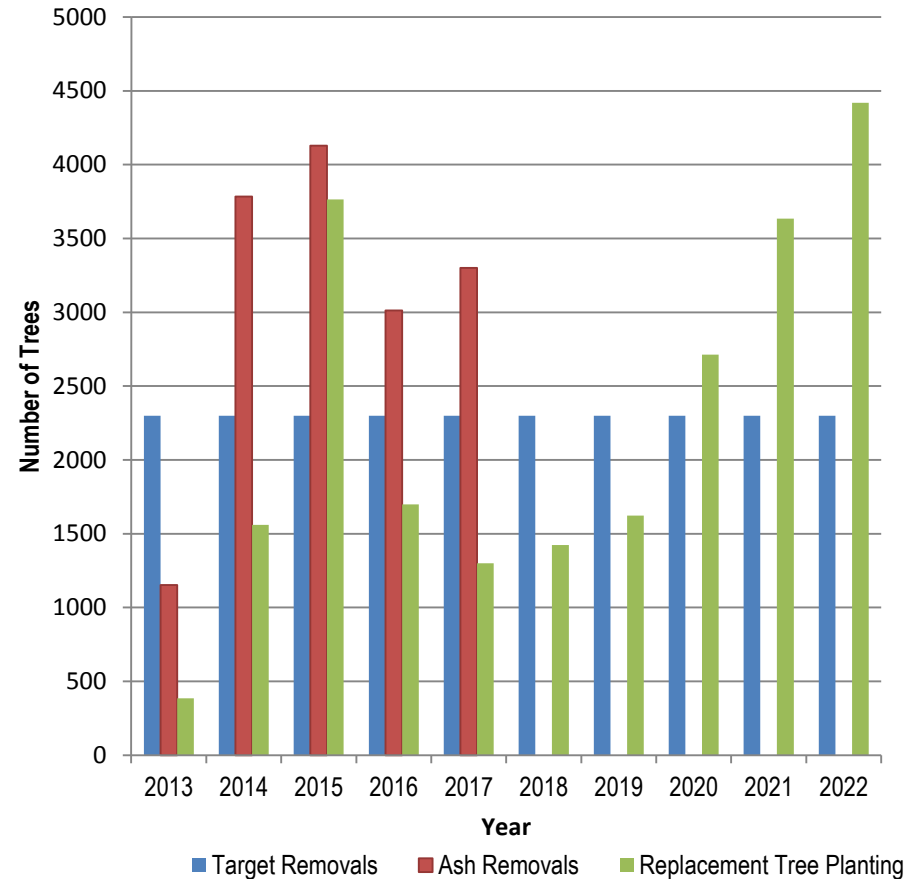
MAJOR INITIATIVES

Public Works

MAJOR INITIATIVES 2018

- Year three of the 10 Year Transit Strategy
- Escarpment maintenance and associated asset management strategy
- Project management standardization in collaboration with corporate project management initiatives
- Year six of the 10 Year Emerald Ash Borer Management Plan

Emerald Ash Borer Removals & Replacements



MAJOR INITIATIVES 2018

- Complete construction at:
 - Bernie Morelli Recreation Centre
 - Provincial Offences Administration Office
 - Gage Park Tropical House
- Corporate Security Office
- Leverage technology for mobile maintenance management system
- Deliver Public Works related projects on schedule supporting the Waterfront Development at Pier 8
- Our People Survey culture initiative and leadership / succession planning



MAJOR INITIATIVES 2019 to 2021

- Maintain the schedule to achieve a corporate energy intensity reduction target of 20% below 2005 levels by 2020.
- Develop, issue, evaluate and award Request for Proposals for the delivery of waste management and winter operation services.
- Explore other technology applications to address the need for more cost effective road rehabilitation strategies.



MAJOR INITIATIVES 2019 to 2021

- Prepare compliance with Infrastructure for Jobs and Prosperity Act (Bill 6) – asset management
- Public Works, through Engineering Services, is providing direction and technical support for the LRT project for all non-guideway related infrastructure
- Continue with the implementation of the 10 Year Transit Strategy with a focus on modal split and growth

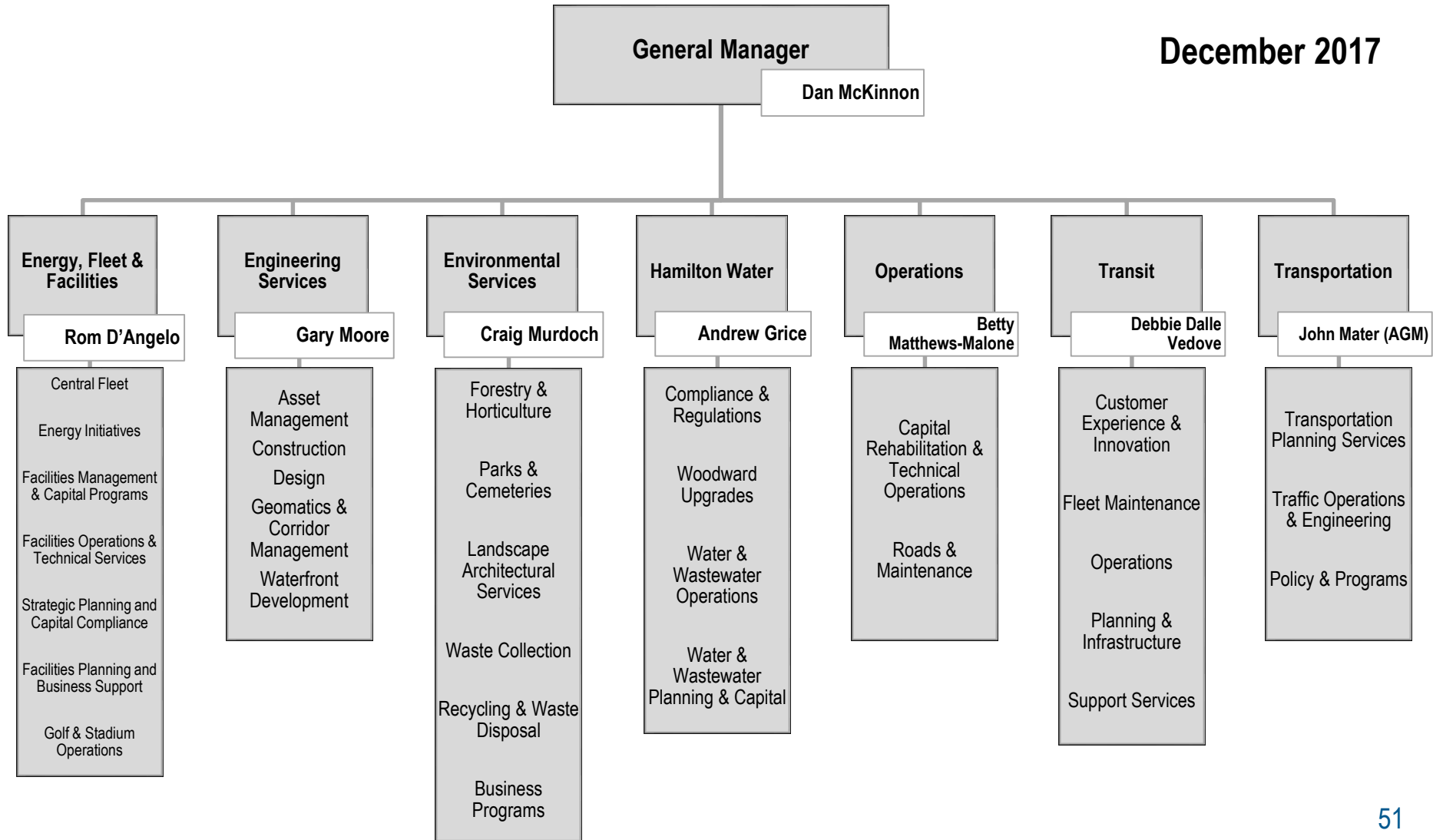


2018 PRELIMINARY TAX OPERATING BUDGET

Public Works Department

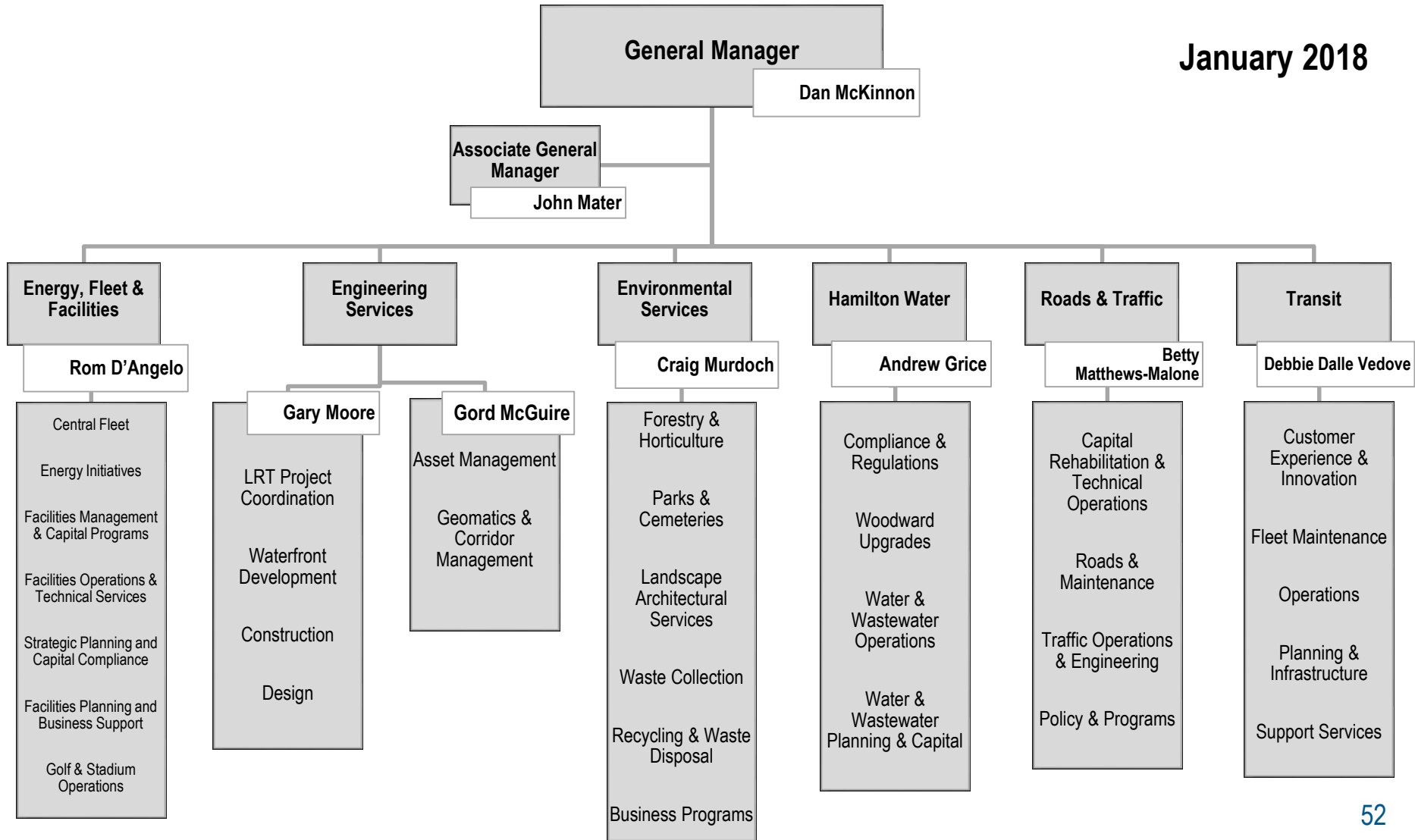
ORGANIZATIONAL CHART

December 2017



ORGANIZATIONAL CHART

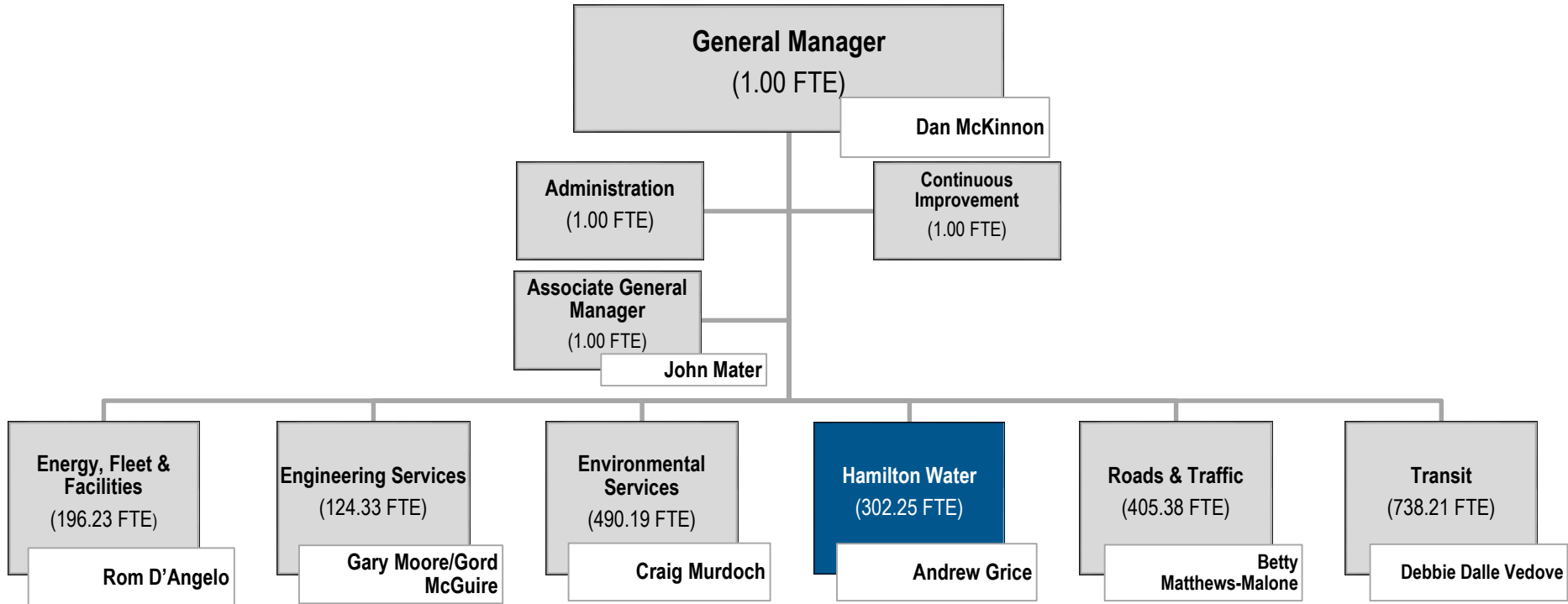
January 2018



ORGANIZATION DESIGN CRITERIA

- Take into account and address the reciprocal nature of work within Public Works and other parts of the City
- Reduce co-ordination costs
- Resolve/reduce redundant management work
- Group specialized tasks that require little or no crossover with other parts of the organization
- Optimize the use of human capital
- Establish clear accountability for work

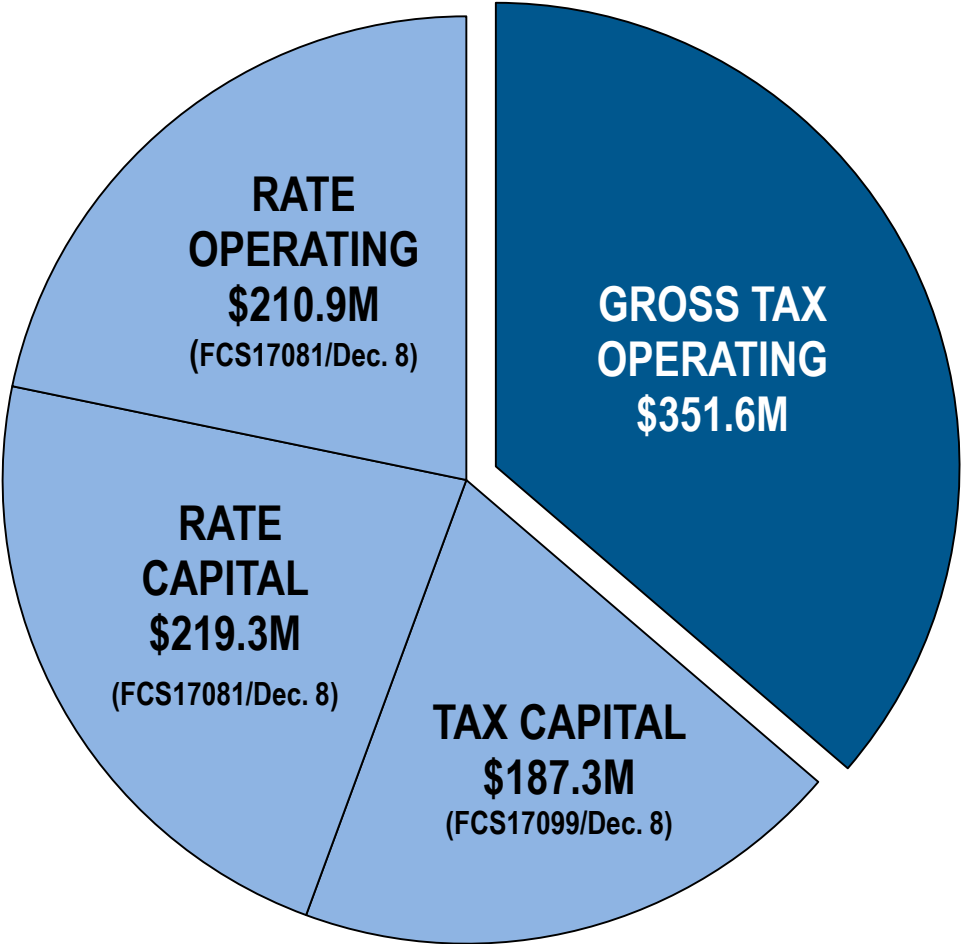
ORGANIZATIONAL CHART



Complement (FTE)	Management (Mgt)	Other	Total	Staff to Mgt Ratio
2017	36.00	1,902.67	1,938.67	52.85:1
2018	36.00	1,922.34	1,958.34	53.39:1
Change	0.00	30.00	30.00	
2018 (Inclusive of Hamilton Water)	48.00	2,212.59	2,260.59	46.09:1

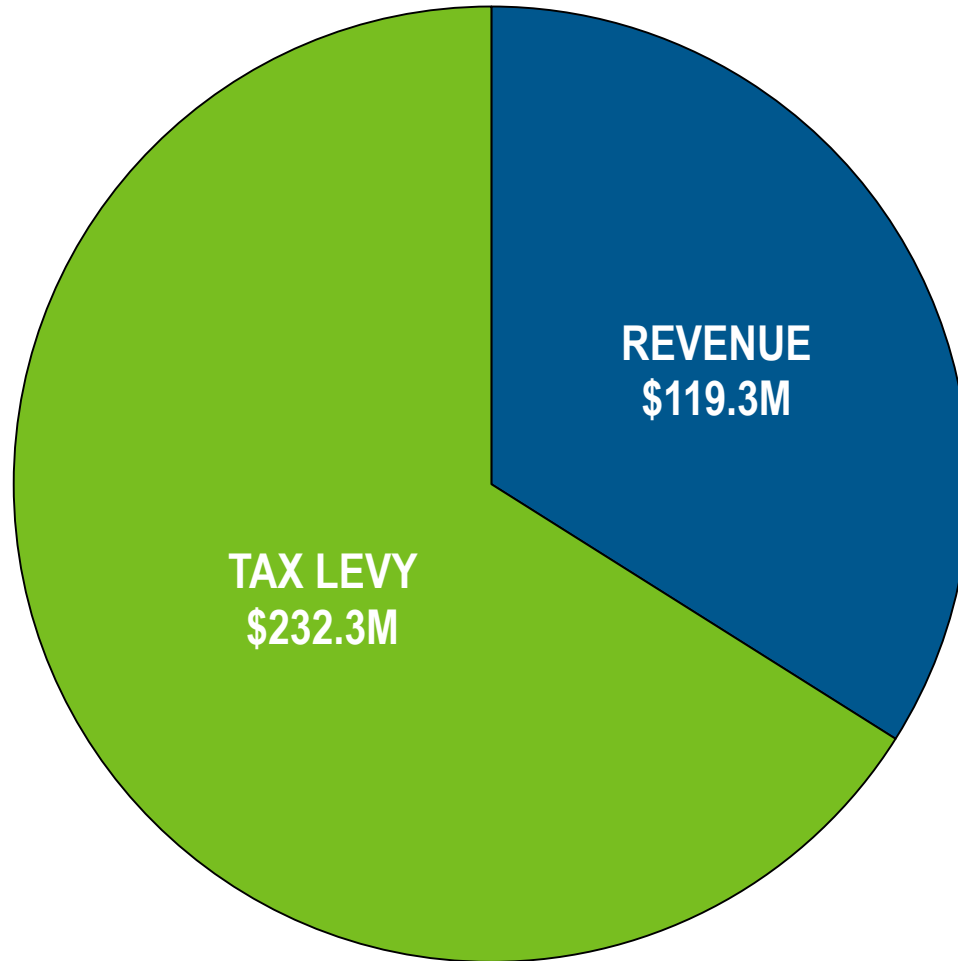
2018 GROSS BUDGET

2018 Gross Capital & Operating Budgets
\$969.1 million



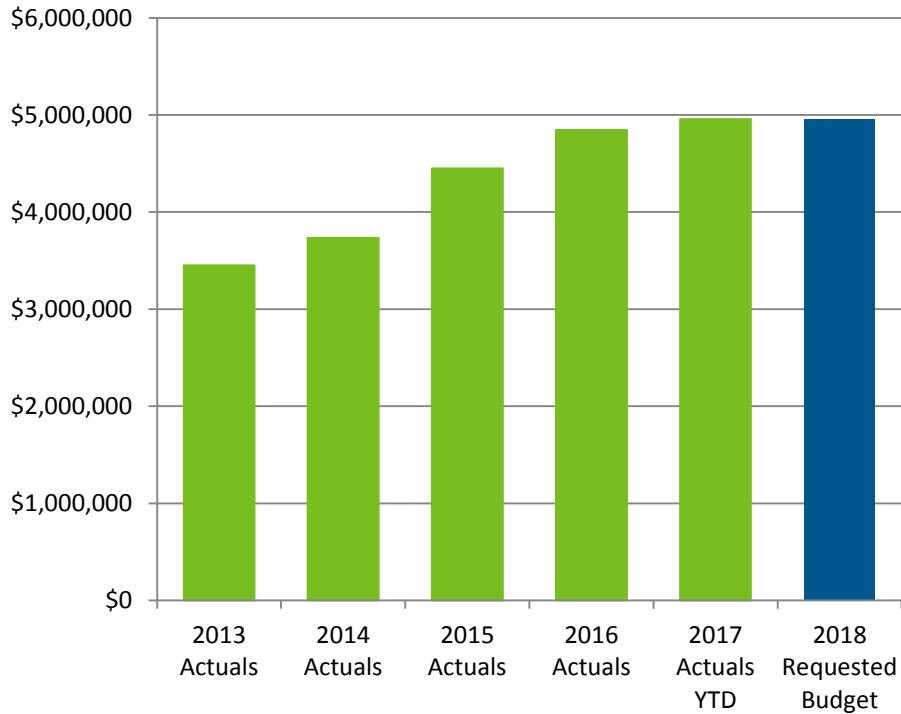
GROSS TAX OPERATING BUDGET

Gross Expenditures
\$351.6 million

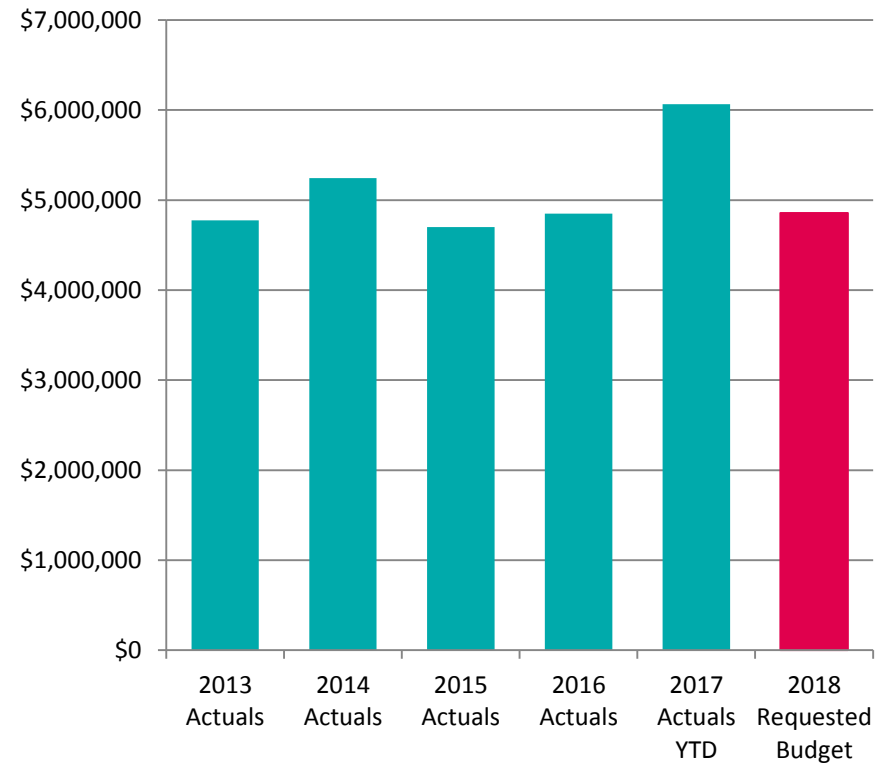


2018 REVENUES: RECYCLING

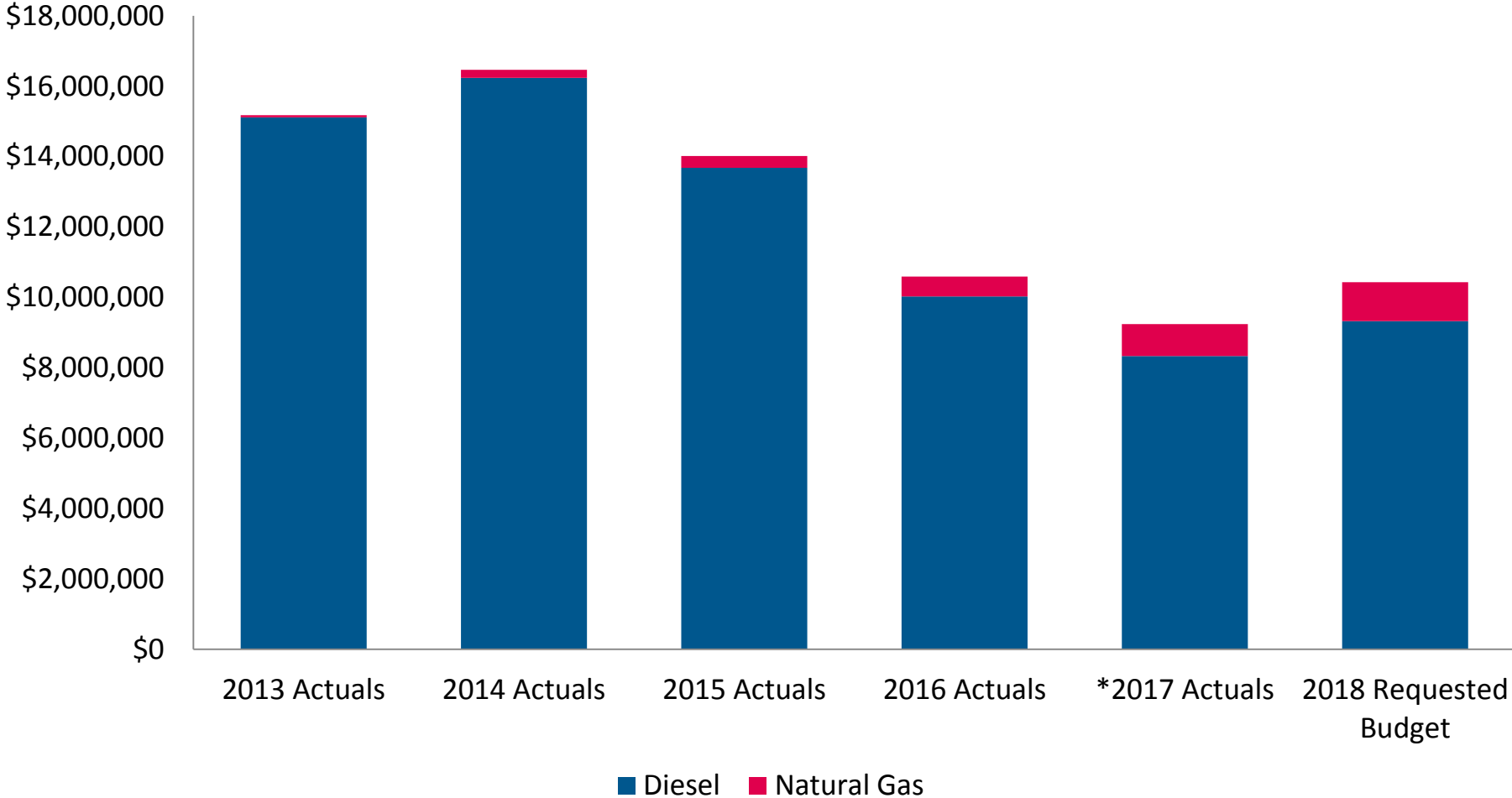
Blue Box Program Plan Funding (Former Waste Diversion Ontario Funding)



Recycling Program Revenues



NATURAL GAS AND DIESEL TRENDING – VEHICLE



*2017 Actuals as of Feb/6/18

2018 OPERATING BUDGET BY DIVISION

Public Works – Tax

2018 vs. 2017 net change

	2017 Restated Net	2018 Preliminary Gross	2018 Preliminary Net	\$	%
PW-General Administration	-1,726,810	-1,729,210	-1,729,210	-2,400	(0.1%)
Energy Fleet and Facilities	9,145,100	23,256,680	9,145,520	420	0.0%
Engineering Services	7,074,910	25,793,590	6,324,850	-750,060	(10.6%)
Environmental Services	75,181,100	97,421,060	76,308,440	1,127,340	1.5%
Operations	63,111,020	65,488,170	63,994,740	883,720	1.4%
Transit	60,299,290	121,858,210	66,503,520	6,204,230	10.3%
Transportation	11,552,340	19,556,980	11,725,510	173,170	1.5%
Total Public Works – Tax	224,636,950	351,645,480	232,273,370	7,636,420	3.4%

2018 OPERATING BUDGET BY DIVISION

Public Works – Tax

2018 vs. 2017 net change

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Engineering Services	7,074,910	25,793,590	6,324,850	-750,060	(10.6%)
Environmental Services	75,181,100	97,421,060	76,308,440	1,127,340	1.5%
Operations	63,111,020	65,488,170	63,994,740	883,720	1.4%
Transit	60,299,290	121,858,210	66,503,520	6,204,230	10.3%
Transportation	11,552,340	19,556,980	11,725,510	173,170	1.5%
Total Public Works – Tax	224,636,950	351,645,480	232,273,370	7,636,420	3.4%
Excluding Transit	60,299,290	121,858,210	66,503,520	6,204,230	10.3%
Public Works – Tax excluding Transit	164,337,660	229,787,270	165,769,850	1,432,190	0.9%

60

2018 BUDGET DRIVERS

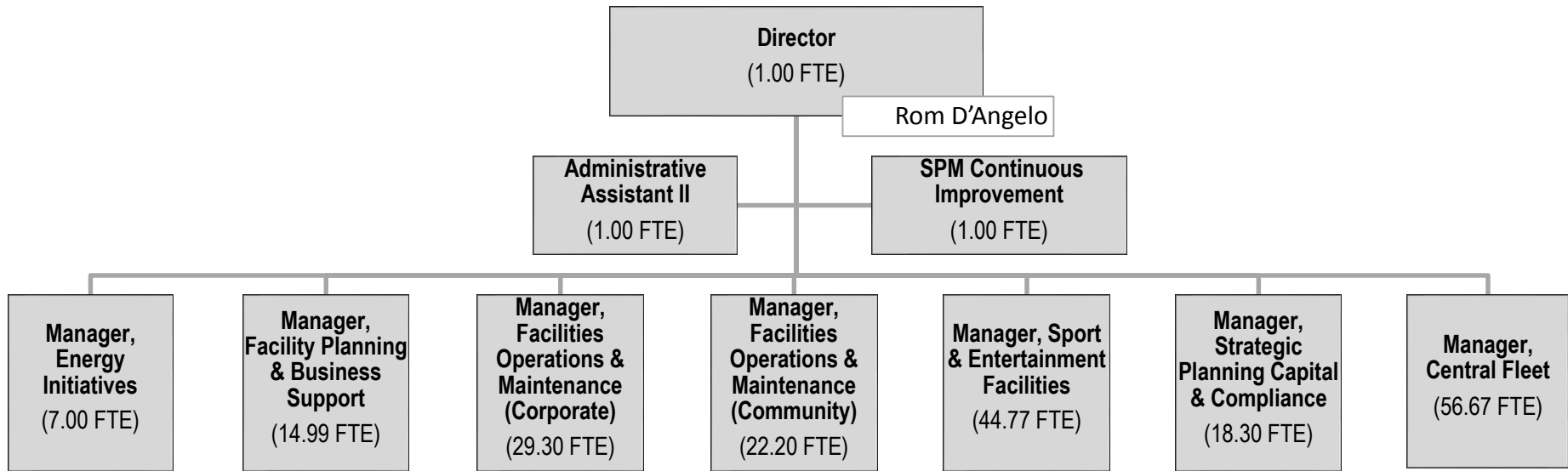
Item	Cost (\$000)
Employee Related Costs (excludes Winter Season)	\$3,800
Transit Strategy	\$2,100
DARTS Contractual/Ridership	\$1,680
Winter Control & Maintenance	\$1,100
Waste Contracts	\$870
PRESTO Operating Agreement	\$356
Reduced Energy cost for Street Lighting	(\$750)

Questions?

2018 PRELIMINARY TAX OPERATING BUDGET

Divisions

ENERGY, FLEET & FACILITIES



Complement (FTE)	Management (Mgt)	Other	Total	Staff to Mgt Ratio
2017	8.00	188.23	196.23	23.53:1
2018	8.00	188.23	196.23	23.53:1
Change	0.00	0.00	0.00	

2018 OPERATING BUDGET – ENERGY, FLEET & FACILITIES

Energy Fleet and Facilities

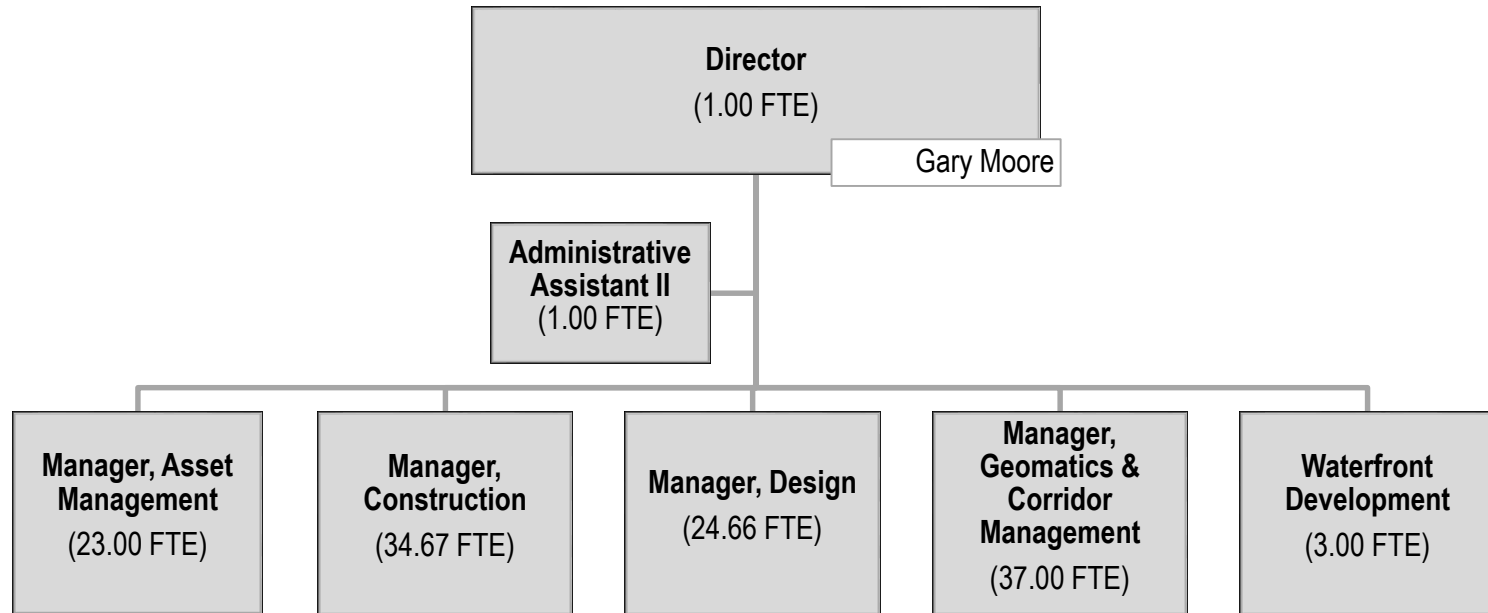
-2018 vs 2017 Net Change-

	2017 Restated Net	2018 Preliminary Gross	2018 Preliminary Net	\$	%
Corporate Facility Ops & Tech	1,341,420	5,236,510	1,168,770	(172,650)	(12.9%)
Central Fleet	83,830	2,092,340	386,010	302,180	360.5%
Community Facility Ops & Tech Serv	2,974,370	3,131,050	3,131,050	156,680	5.3%
Director EFF	463,810	531,000	516,850	53,040	11.4%
Energy Initiatives	633,710	1,403,180	37,420	(596,290)	(94.1%)
Facilities Planning and Business Support	239,400	786,000	419,530	180,130	75.2%
Golf & Stadium Ops	3,141,850	8,091,440	3,196,360	54,510	1.7%
Strategic Plan & Capital Compliance	266,710	1,985,160	289,530	22,820	8.6%
Total Energy Fleet and Facilities	9,145,100	23,256,680	9,145,520	420	0.0%

2018 BUDGET DRIVERS – ENERGY, FLEET & FACILITIES

Item	Cost (\$000)
Employee Related Costs	\$114
Energy Utility Rebates Revenue	(\$475)

ENGINEERING SERVICES



Complement (FTE)	Management (Mgt)	Other	Total	Staff to Mgt Ratio
2017	6.00	118.33	124.33	19.72:1
2018	6.00	118.33	124.33	19.72:1
Change	0.00	0.00	0.00	

2018 OPERATING BUDGET – ENGINEERING SERVICES

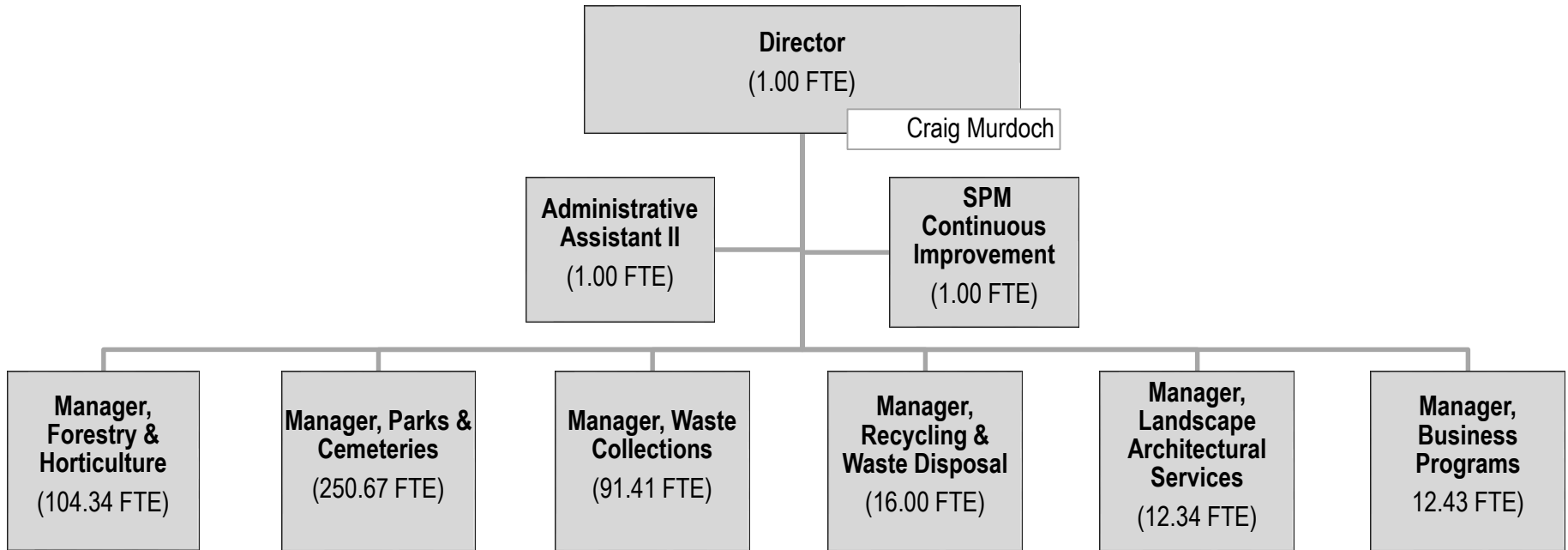
Engineering Services

	-2018 vs 2017 Net Change-				
	2017 Restated Net	2018 Preliminary Gross	2018 Preliminary Net	\$	%
Asset Management	-	2,649,800	-	-	-
Construction	-	4,489,320	-	-	-
Design Services	-	2,870,410	-	-	-
Director of Engineering Services	-	1,680,420	-	-	-
Geomatics and Corridor Management	7,074,910	13,334,470	6,324,850	(750,060)	(10.6%)
Waterfront Development	-	769,170	-	-	-
Total Engineering Services	7,074,910	25,793,590	6,324,850	(750,060)	(10.6%)

2018 BUDGET DRIVERS – ENGINEERING SERVICES

Item	Cost (\$000)
Employee Related Costs	\$292
Reduced Energy Costs for Street Lighting	(\$750)
Recoveries from Capital – increased recoveries to match costs associated with Capital projects	(\$261)

ENVIRONMENTAL SERVICES



Complement (FTE)	Management (Mgt)	Other	Total	Staff to Mgt Ratio
2017	7.00	483.19	490.19	69.03:1
2018	7.00	483.19	490.19	69.03:1
Change	0.00	0.00	0.00	

2018 OPERATING BUDGET – ENVIRONMENTAL SERVICES

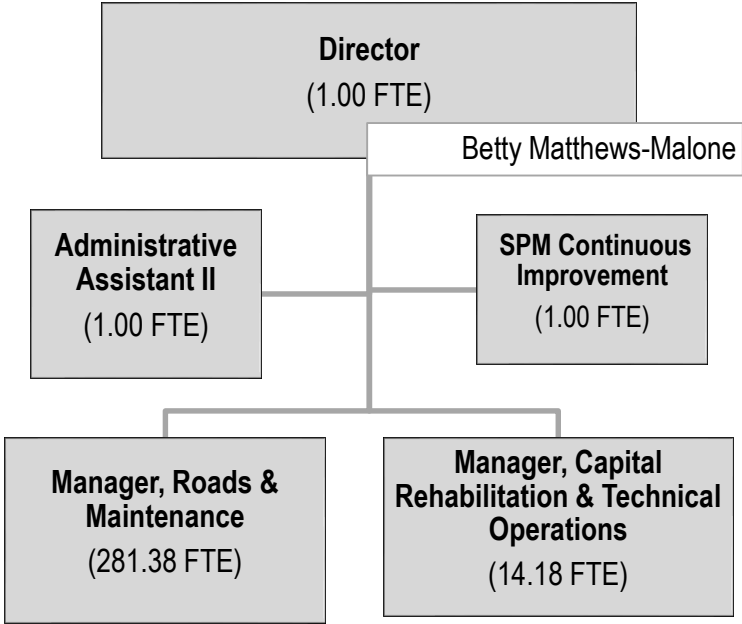
Environmental Services

	2017	2018	2018	-2018 vs 2017 Net Change-	
	Restated Net	Preliminary Gross	Preliminary Net	\$	%
Recycling & Waste Disposal	6,872,500	22,189,460	6,973,050	100,550	1.5%
Waste Collections	30,141,550	30,698,750	30,648,560	507,010	1.7%
Business Programs	1,680,090	1,816,060	1,705,000	24,910	1.5%
Forestry & Horticulture	12,439,080	13,984,080	12,626,040	186,960	1.5%
Landscape & Architectural Serv	51,980	1,879,240	-	(51,980)	(100.0%)
Parks & Cemeteries	23,995,900	26,853,470	24,355,790	359,890	1.5%
Total Environmental Services	75,181,100	97,421,060	76,308,440	1,127,340	1.5%

2018 BUDGET DRIVERS – ENVIRONMENTAL SERVICES

Item	Cost (\$000)
Employee Related Costs	\$850
Waste Collections	\$489
Loss of Central Composting Facility Merchant Capacity Revenues	\$381
Glanbrook Landfill property tax increase	\$179
Increased Fees & General (vehicle fee, commodity revenues)	(\$124)
Increased Recoveries to match work associated with Capital projects	(\$132)
Reduction in park maintenance supplies	(\$147)
Increased Resource Productivity and Recovery Authority (formerly Waste Diversion Ontario Subsidy)	(\$434)

OPERATIONS



Complement (FTE)	Management (Mgt)	Other	Total	Staff to Mgt Ratio
2017	3.00	295.56	298.56	98.52:1
2018	3.00	295.56	298.56	98.52:1
Change	0.00	0.00	0.00	

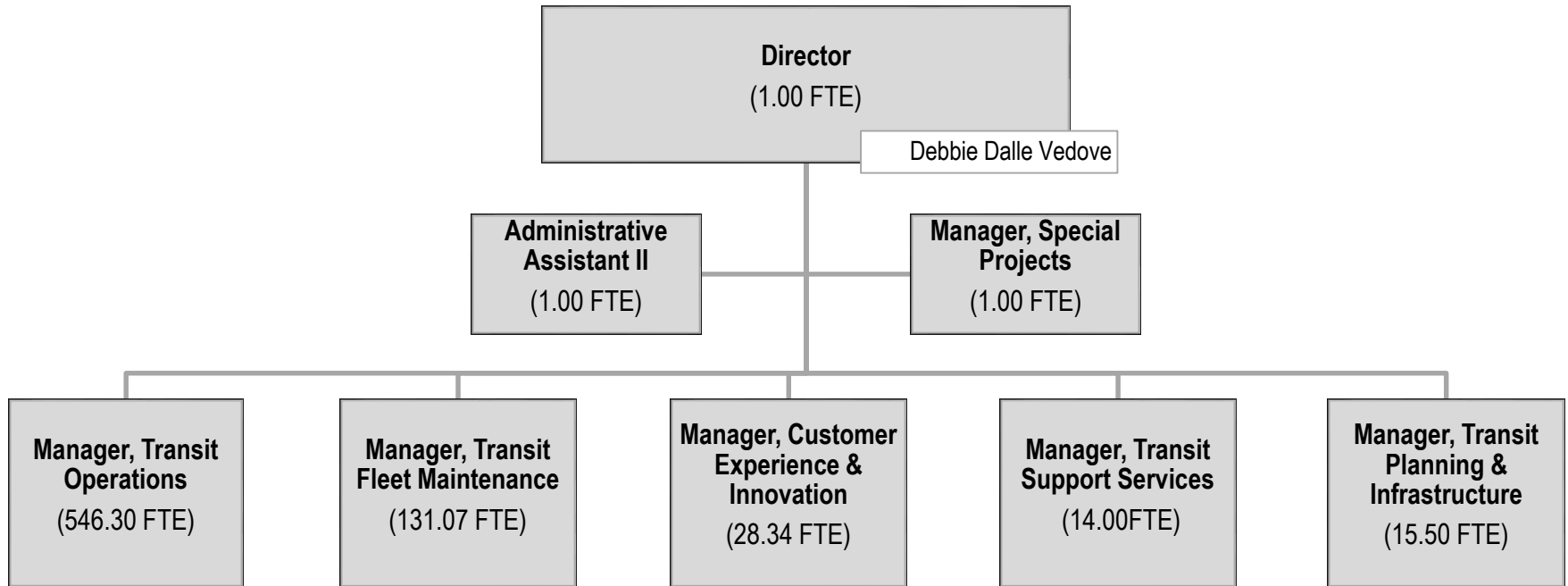
2018 OPERATING BUDGET – OPERATIONS

Operations

	-2018 vs 2017 Net Change-				
	2017 Restated Net	2018 Preliminary Gross	2018 Preliminary Net	\$	%
Roads Maintenance	61,790,730	63,703,490	62,400,120	609,390	1.0%
Capital Rehab and Technical Ops	1,320,290	1,784,680	1,594,620	274,330	20.8%
Total Operations	63,111,020	65,488,170	63,994,740	883,720	1.4%

2018 BUDGET DRIVERS – OPERATIONS

Item	Cost (\$000)
Winter Season (Includes Employee Related Expenses)	\$1,050
“Non Winter Season” Employee Related	\$160
Vehicle Expenses (Central Fleet charges, fuel, licences)	(\$417)



Complement (FTE)	Management (Mgt)	Other	Total	Staff to Mgt Ratio
2017	7.00	702.21	709.21	100.32:1
2018	7.00	731.21	738.21	104.46:1
Change	0.00	29.00	29.00	

2018 OPERATING BUDGET – TRANSIT

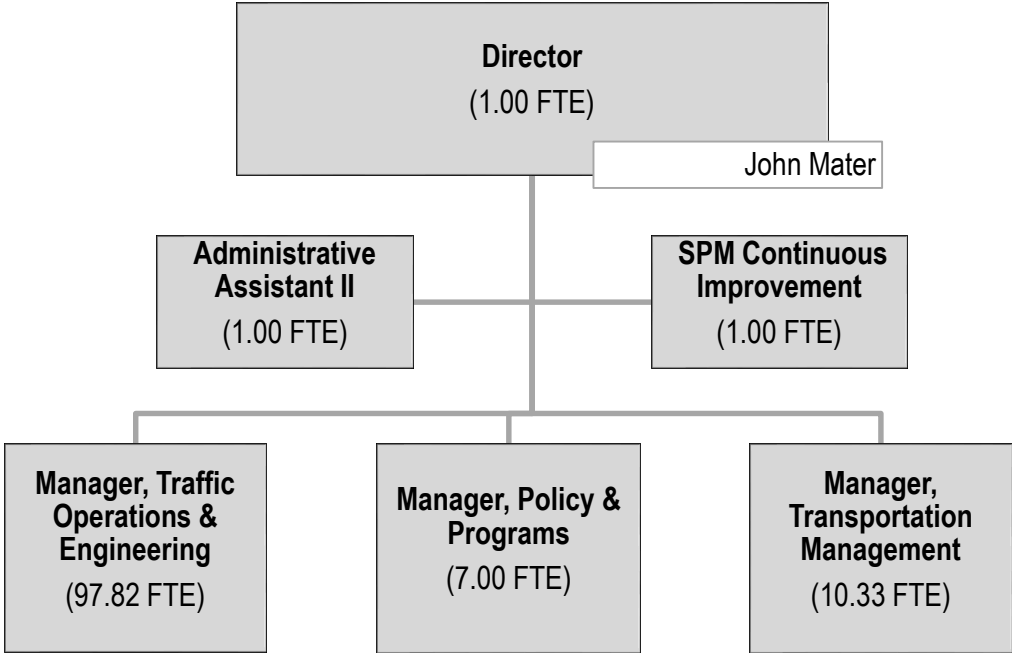
Transit

	-2018 vs 2017 Net Change-				
	2017 Restated Net	2018 Preliminary Gross	2018 Preliminary Net	\$	%
Customer Experience and Innovation	2,909,520	3,779,500	3,315,080	405,560	13.9%
Transit Planning and Infrastructure	16,847,350	20,978,760	18,744,580	1,897,230	11.3%
Director of Transit	529,100)	553,450)	553,450)	24,350)	4.6%
Financial Charges & General Revenue	(35,284,480)	11,071,600)	(34,469,590)	814,890)	(2.3%)
Operational Planning	2,775,530)	2,718,200)	2,717,200)	(58,330)	(2.1%)
Operations HSR	42,579,000	51,717,290	44,813,230	2,234,230	5.2%
Transit Fleet	29,943,270	31,039,410	30,829,570	886,300	3.0%
Total Transit	60,299,290	121,858,210	66,503,520	6,204,230	10.3%

2018 BUDGET DRIVERS – TRANSIT

Item	Cost (\$000)
Year 3 of 10 Year Strategy	\$2,188
DARTS Contractual Increase	\$1,680
PRESTO Operating Agreement	\$356
Employee Related Increases	\$1,738

TRANSPORTATION



Complement (FTE)	Management (Mgt)	Other	Total	Staff to Mgt Ratio
2017	4.00	113.15	117.15	28.29:1
2018	4.00	114.15	118.15	28.54:1
Change	0.00	1.00	1.00	

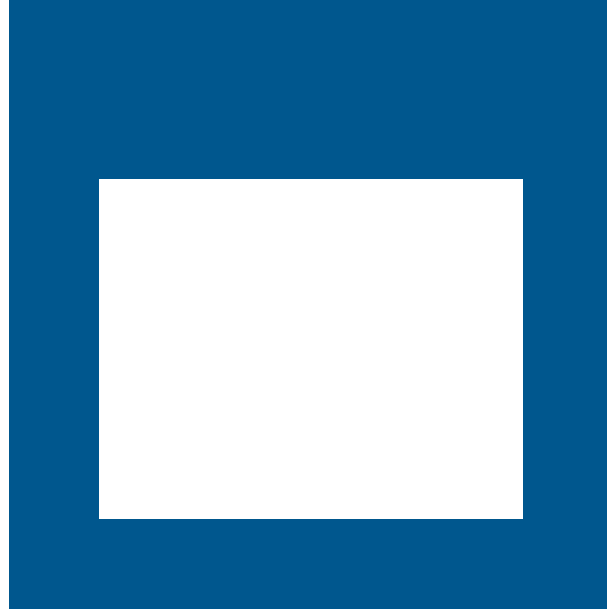
2018 OPERATING BUDGET – TRANSPORTATION

Transportation

	2017 Restated Net	2018 Preliminary Gross	2018 Preliminary Net	-2018 vs 2017 Net Change-	
				\$	%
Director Office Transportation	442,410	443,200	443,200	790	0.2%
Policy & Programs	1,919,970	2,003,860	1,949,860	29,890	1.6%
Traffic Operations & Engineering	9,176,570	15,353,060	9,332,450	155,880	1.7%
Transportation Planning	13,390	1,756,860	-	(13,390)	(100.0%)
Total Transportation	11,552,340	19,556,980	11,725,510	173,170	1.5%

2018 BUDGET DRIVERS – TRANSPORTATION

Item	Cost (\$000)
Employee Related Costs	\$350
Reserves/Recoveries (Facilities, Vehicle/Equipment)	\$200
Capital Recoveries (Employee Related, Rents/Contracts)	(\$90)
Vehicle Expenses	(\$100)
Revenue – Fines, Scrap Metal	(\$160)



THANK YOU