



2019

PRELIMINARY TAX SUPPORTED OPERATING BUDGET REPORT



Hamilton

CONTENT

2019 BUDGET SUMMARY REPORT	1
APPENDICES	
1-1 Net Levy Summary	15
1-2 Gross and Net Expenditures Summary	21
1-3 Cost Category Summary	25
1-4 Complement Summary	27
1-5 2019 Operating Budget Council Referred Items	31
1-6 2019 Operating Budget Business Cases	41
1-7 2020- 2022 Net Levy Summary	85

CITY OF HAMILTON STRATEGIC PLAN 2016-2025

The 2016-2025 Strategic Plan for the City of Hamilton is our guide for everything we do as an organization and illustrates to the community and to our stakeholders how we will contribute to moving our city forward over the next 10-years. It includes the following components:

- **Vision**
What we aspire to.
- **Mission**
Our purpose for being.
- **Culture**
What we value and how we interact with each other and our residents.
- **Priorities and Desired Outcomes**
Our focus and goals.

OUR VISION

To be the best place to raise a child and age successfully.



The City's vision statement best reflects the kind of city Hamiltonians want to aspire to become over the next 10-years.

Being the best place to raise a child and age successfully means having an inclusive community that actively engages in making Hamilton a better place for everyone. It is creating an accessible environment that encourages the positive development of children as they move towards being healthy adults and seniors, supporting residents through all of life's stages.

The 2019 Tax Supported Operating Budget supports the City's Vision and Mission through the delivery of its 72 City services.

OUR MISSION

To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.



The City's mission sets the context for the delivery of City services across all of Our Priorities and Our Culture guides the conduct, behaviours and actions that we hold each other accountable to.

OUR CULTURE

Collective Ownership

Steadfast Integrity

Courageous Change

Sensational Service

Engaged Empowered Employees

The culture of an organization has a major impact on the performance and reputation of an organization. It reflects the City's values, drives high performance and strengthens the trust and confidence of our citizens. Our Culture was developed by a cross-section of employees with diverse backgrounds and experiences, from front-line to senior management and was endorsed by City Council through its adoption into the Strategic Plan. The culture comes together to form what has become known as the five pillars of our corporate culture.

OUR PRIORITIES

Our Priorities are a result of the 54,000 resident conversations that took place as part of the Our Future Hamilton: Communities in Conversation initiative that asked one simple question, "What is your vision for the future of Hamilton?"

These aspirations for our city, as defined by the community for the next 25 years, together with more than 3,200 internal staff conversations, set the stage for the Strategic Plan and identified the desired outcomes we, as the City, will measure our success against.



COMMUNITY ENGAGEMENT & PARTICIPATION

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



BUILT ENVIRONMENT & INFRASTRUCTURE

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



ECONOMIC PROSPERITY & GROWTH

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



CULTURE & DIVERSITY

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



HEALTHY & SAFE COMMUNITIES

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



OUR PEOPLE & PERFORMANCE

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



CLEAN & GREEN

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

2019 TAX SUPPORTED OPERATING BUDGET

Budget Process

The 2019 Preliminary Tax Supported Operating Budget is the result of an extensive process undertaken by City staff throughout 2018. The Tax Supported Operating Budget is one component of the City's overall annual budget and supports the delivery of all the City's services with the exception of Water, Wastewater and Storm water services, which are Rate supported. Both the Tax and Rate supported service groups have infrastructure and facility requirements that are funded by their respective capital budgets. The 2019 Rate Operating and Capital Budget and the 2019 Tax Supported Capital Budget are being submitted separately for Council's consideration on December 6, 2018 and December 7, 2018 respectively. The 2019 Tax Supported User Fees are being submitted for Council's consideration on December 12, 2018.

The 2019 Preliminary Tax Supported Operating Budget overview will be presented to the General Issues Committee (GIC) on December 7, 2018 and the Departmental presentations will begin on January 18, 2019. The deliberation process and final budget approval is expected to be completed by late March, 2019.

Council Referred Items

Items that Council has referred by motion to the 2019 Operating Budget process are included in Appendix A – Book One to FCS18096, Appendix 1-5 Council Referred Items. These items are not included in the preliminary budget.

Business Cases

Business Cases can be found in Appendix A – Book One to FCS18096, Appendix 1-6 Business Cases. The proposal of new revenue, request for additional resources to deliver services or any recommended changes to staffing levels are summarized in business cases for Council's consideration.

Multi-Year Budgets

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

In 2018, staff provided a high level review of the Multi-Year budget in the overview presentation and a Multi-Year Budget summary by department near the end of the process which was received for information. For 2019, staff has continued to build on the Multi-Year Budget process started in 2018. This year, a three-year outlook for 2020-2022 is summarized in Appendix A – Book One to FCS18096, Appendix 1-7 for the City and Multi-Year Budgets are also presented at the departmental level in Appendix A – Book Two, 2019-2021 Business Plans. As well, Multi-Year Budget

information will be presented by the General Managers in their departmental presentations. Making the multi-year budgets more prominent will assist towards approval in principle of these budgets, in the upcoming years.

Business Plans

Multi-year business plans serve as a roadmap for municipalities to ensure Council's priorities, as outlined in the City's Strategic Plan are converted into action. As part of the 2019 Preliminary Tax Supported Operating Budget, City departments have developed four year (2019-2022) business plans as a way to communicate their contributions to the City's vision "to be the best place to raise a child and age successfully," with the Strategic Plan front and centre. The City does not have the financial resources or the organizational capacity to do everything at once. By establishing our priorities, creating achievable initiatives, and tracking progress with meaningful performance measurement, the City will realize its mission of providing high quality cost conscious public service that contributes to a healthy, safe and prosperous community.

The Multi-Year Business Plans are divided into departments and their respective divisions, similar to the 2019 Preliminary Tax Supported Operating Budget Report. Maintaining this structure in 2019 will preserve a sense of familiarity for Council, staff and the public as the business plans are updated annually. Within each department's section of their business plans, divisions have provided the following details:

- Overview
- Emerging issues and trends
- Divisional Initiatives are grouped as follows:
 - 2018 Completed
 - 2018 Reprioritized
 - 2019 Initiatives
 - 2020-2022 Initiatives
- Divisional Initiatives indicate the following:
 - Alignment with Strategic Plan Priorities
 - Alignment to other strategies and plans
 - Start and completion dates of initiatives
 - Collaborating divisions
- Division Structure
- 2019 Preliminary Tax Supported Operating Budget

2019 Consolidated Budget

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

Table 1

2019 Preliminary Consolidated City Budget			
Gross Expenditures			
	Rate	Tax	Total
Operating	\$222.3 M	\$1,566.4 M	\$1,788.7 M
Capital	\$273.1 M	\$226.8 M	\$499.9 M
Total	\$495.4 M	\$1,793.2 M	\$2,288.6 M

Note: Does not include Council Referred Items or Business Cases

This document provides detailed information in respect of the 2019 Tax Supported Operating Budget. As mentioned, the 2019 Rate Operating and Capital Budget and the 2019 Tax Supported Capital Budget are being submitted separately for Council's consideration on December 6, 2018 and December 7, 2018 respectively.

During the 2018 Tax Supported Operating Budget process, staff prepared a 2019 to 2021 Multi-year Outlook based on assumptions and known increases. The 2019 projected levy increase was \$34.4 M which would result in a tax increase of 3.6%. Staff has reviewed this initial outlook and has taken steps to validate and realign budgetary assumptions, maximize available subsidies and capitalize on revenue generation opportunities, and as a result, the present budget is submitted with a levy increase of \$31.1 M which would result in a tax increase of 3.2%.

The 2019 Preliminary Tax Supported Operating Budget, as submitted, does not include any measures that would adversely impact programs and services. During the deliberation process, which is expected to be completed by early March 2019, staff will engage Council in an effort to progress to an appropriate budget which balances the need to limit tax increases while protecting services.

2019 Preliminary Tax Supported Operating Budget - Tax Impact

The submitted 2019 Preliminary Tax Supported Operating Budget requires a levy increase of \$31.1 M. This increase would result in an average residential municipal tax increase of 3.2% or \$111.

Table 2 highlights the municipal tax increase by major component:

Table 2

2019 Municipal Preliminary Impact For the Average Residential Property Tax Bill (Excludes Education Impact)

	\$	%
Municipal Taxes		
City Departments	\$ 75	2.2%
Boards & Agencies	\$ 18	0.5%
Capital Financing	\$ 17	0.5%
Capital Financing - PTIF2	\$ 1	0.02%
Total Municipal Taxes	\$ 111	3.2%

- Anomalies due to rounding
- Assumes (1.0%) benefit for growth and 0.5% reassessment impact
- Average residential assessment: \$337,100

As indicated in the table, the tax impact attributable to City departments is about 2.2%. The Boards and Agencies tax impact is 0.5%, subject to the approval of the Police Services' budget (currently the budget assumes a 5-year average) and final decision regarding the Niagara Peninsula Conservation Authority's apportionment of the levy. An increase of 0.52% is recommended for the capital levy: 0.5% to support capital infrastructure replacement and 0.02% to fund the debt charges associated with the City's share of Capital Levy Funding required for Public Transit Infrastructure Fund (PTIF 2) Capital Investments.

Also submitted are Council Referred Items and Business Cases to be considered during the budget process. If approved as submitted, the Business Cases will add 0.1% to the tax impact while the Council Referred Items will increase the tax impact by 0.03%.

The total tax impact inclusive of Council Referred Items and the Business Cases submissions would result in a tax impact of 3.3% for 2019.

Note: The 0.02% Public Transit Infrastructure Fund (PTIF 2) increase is predicated on securing funding from senior levels of government. There may be a risk that the subsidy structure, once confirmed, may require an adjustment by the City in order to facilitate the completion of identified initiatives.

2019 Preliminary Tax Supported Operating Budget - Summary

The 2019 Preliminary Tax Supported Operating Budget identifies a levy requirement of \$889.0 M, which represents a levy increase of \$31.1 M or 3.6% over 2018. Table 3 highlights the preliminary budgets by major component:

Table 3

2019 Preliminary Tax Budget				
	Net Operating Budget			
	2018	2019	Change 2019/2018	
	Restated \$	Preliminary \$	\$	%
Total City Departments	\$ 523,110,816	\$ 544,286,150	\$ 21,175,334	4.0%
Boards & Agencies	\$ 209,346,900	\$ 214,883,390	\$ 5,536,490	2.6%
Capital Financing (*)	\$ 125,522,884	\$ 129,879,690	\$ 4,356,806	3.5%
Total Preliminary Operating Budget	\$ 857,980,600	\$ 889,049,230	\$ 31,068,630	3.6%
Average Residential Property Tax Impact				3.2%

(*) Includes PTIF 2. In addition, the Capital Financing figure in Table 3 includes the Area Rating Special Capital Reinvestment provision allocated to the pre-amalgamated City of Hamilton through the Tax Operating Budget.

An estimated assessment growth benefit of (1.0%) and a reassessment impact of 0.5% reduce the initial levy increase from 3.6% to the average residential tax impact of 3.2%.

City Departments

The 2019 Preliminary Tax Supported Operating Budget for City Departments is increasing by \$21.2 M or 4.0%. This contributes to the average residential tax increase by 2.2% or \$75 for the average home.

The departmental budgets of \$21.2 M include five specific drivers that increase the levy pressure by \$12.4 M and represent 1.5% of the 2.2% average residential tax impact. These are items for which the City has previous commitments or minimal control. Table 4 below summarizes these major budget drivers:

Table 4

Major Budget Drivers	
Item	2019 Budget Impact
DARTS	\$4.3 M
Operating Impacts of Capital	\$3.9 M
Transit	\$1.8 M
Provincial Offences Administration	\$1.4 M
HWRF & HSR Pension Deficiency	\$1.0 M
Total Major Budget Drivers	\$12.4 M

DARTS contract is increasing by \$4.3 M as a result of increased ridership intake and AODA requirements as well as increases in contractual and employee related costs.

The 2019 operating impacts from previously approved projects are \$3.9 M. Major projects in the Operating Impact from Capital category include \$670,000 for Paramedics, \$600,000 for Stadium Precinct Recreation Centre, and \$310,000 for Advanced Traffic Management System. A complete list of projects can be found in Appendix A – Book Two, 2019-2022 Business Plans (Other Programs section).

Transit is increasing by \$1.8 M mostly as a result of the addition of 30.0 FTE as part of years 3 and 4 of the 10-Year Transit Strategy. The pressure amounting to \$1.4 M related to the Provincial Offences Administration reflects the impact of reduced ticketing revenues. The budget also includes an increase in contribution of \$1.0 M to address the Hamilton Wentworth Retirement Fund and the Hamilton Street Railway (HSR) Pension funding deficiency identified in report “Hamilton Street Railway Pension Plan Actuarial Valuation at January 1, 2017 (FCS17094)”.

In addition to the previously mentioned items, in Environmental Services, recycling revenues have a \$2.4 M pressure as a result of a world-wide collapse of mixed fiber commodities. This loss of revenue has been mitigated in 2019 by a budgeted

transfer from reserve. If this transfer from the reserve was not budgeted for in 2019, the average residential tax impact would increase by an additional 0.3% or \$10. The transfer from reserves approach is not sustainable in the future. Projected 2018 year-end balance of the recycling reserve is \$4.9 M.

Employee Related Costs

Overall, the most significant budget driver is the Employee Related expenses with an increase of \$18.1 M. This includes contractual settlements, cost of living adjustments (COLA) and merit increases as well as staffing changes for a total of \$11.0 M, which also drives the increase in employer and government benefits.

Another significant component of the employee related increase is the estimated staffing costs due to the aforementioned Operating Impacts from Capital (OIC) and the increase in the Transit budget. OIC requires 20.58 FTE associated with capital projects approved prior to 2019 and results in an employee related budget increase of about \$2.1 M. Transit requires 30.0 FTE and results in an employee related budget increase of \$1.2 M.

Table 5 below provides a summary of the increases in the Employee Related expenses.

Table 5

<u>Changes to Employee Related Expenditures</u>	
COLA Settlements/Merit Increase	\$9.8 M
Operating Impact of Capital	\$2.1 M
Transit	\$1.2 M
Employer Benefits	\$1.3 M
Govt Ben	\$1.1 M
OMERS	\$1.2 M
WSIB	\$0.4 M
Retiree Benefits	\$0.5 M
Other	\$0.5 M
<u>Total Increase in Employee Related Expenses</u>	<u>\$18.1 M</u>

Boards & Agencies

The 2019 Boards and Agencies budget is increasing about \$5.5 M or 2.6% (excluding capital financing), which represents a tax impact for the average residential property of 0.5% or \$18. Table 6 summarizes the Boards & Agencies budgets.

Table 6

2019 Boards & Agencies Preliminary Budgets						
SUMMARY NET BUDGET INFORMATION: Years 2018 and 2019						
Board/Agency	2018		2019 NET		Change	
	Budget	Net \$	Preliminary	Budget \$	\$	%
Conservation Authorities	\$	5,416,650	\$	5,497,900	\$ 81,250	1.5%
MPAC	\$	6,587,150	\$	6,685,960	\$ 98,810	1.5%
Hamilton Beach Rescue Unit	\$	132,360	\$	134,340	\$ 1,980	1.5%
Hamilton Farmers' Market	\$	111,100	\$	112,800	\$ 1,700	1.5%
Royal Botanical Gardens	\$	625,340	\$	634,720	\$ 9,380	1.5%
Hamilton Police Services	\$	160,470,610	\$	165,094,790	\$ 4,624,180	2.9%
Hamilton Public Library	\$	29,981,000	\$	30,700,190	\$ 719,190	2.4%
City Enrichment Fund	\$	6,022,690	\$	6,022,690	\$ -	0.0%
Total for Above Items <i>excluding Capital Financing</i>	\$	209,346,900	\$	214,883,390	\$ 5,536,490	2.6%

The largest increase relates to Hamilton Police Services and is based on a 5-year average (2.9%). The Hamilton Police Service budget will be considered by the Police Services Board on December 20, 2018.

The Hamilton Public Library is submitting a budget with a 2.4% increase from 2018. Employee related expenses and recoveries for insurance and facilities costs are the main drivers behind the increase.

The Conservation Authorities budget assumes a 1.5% increase and is based on the City's position in respect of levy apportionment. The Conservation Authorities are anticipated to levy based on a ruling by the Mining and Lands Commissioner that occurred in December of 2018 which would result in a levy that is about \$2.5 M more than the City's budget. The City has since filed a motion for a judicial review of the decision before the Ontario Divisional Court.

All stakeholders within Boards and Agencies, with the exception of the City Enrichment Fund and the Municipal Property Assessment Corporation (MPAC), will present their budgets at GIC on January 22nd and 24th 2019. Additional budget information can be found in Appendix A – Book Two to FCS18096, Others section.

Capital Financing

The operating budget portion of the 2019 Tax Supported Capital Budget is increasing by \$4.4 M representing a 0.52% (or \$18) tax impact (including PTIF2) for the average residential property. Table 7 identifies these components.

Table 7

	Preliminary Capital Tax Budget Levy	
	2019	
	Change \$	Tax Impact %
Capital Tax Levy Increase	\$4,200,000	0.50%
PTIF 2 Capital Funding	\$157,000	0.02%
Total	\$4,357,000	0.52%

The operating levy contribution to the capital budget of \$4.2 M or 0.5% tax impact is dedicated to fund critical rehabilitation programs including roads and social housing, and strategic growth capital projects such as the West Harbour and Waterfront Strategic Initiatives.

The operating budget capital levy also includes debt charges of \$157,000 (net) to fund the debt charges associated with the City's share of Capital Levy Funding required for Public Transit Infrastructure Fund (PTIF 2) Capital Investments for 2019. Under PTIF 2 senior levels of government are expected to contribute 73% and the City is expected to contribute 27% of the eligible project costs. The operating budget impact of PTIF 2, including funding of Phase 2 of the Transit Maintenance and Storage Facility of \$250M, will be reported in multi-year forecasts.

Note: PTIF 2 is pending final approval, as such, there may be a risk that the subsidy structure, once confirmed, may require an adjustment by the City in order to facilitate the completion of identified initiatives.

The 2019 Tax Supported Capital Budget is being presented to Council for consideration on December 7, 2018 focusing on the City's 2019 Tax Capital Budget and the corresponding 4-year term of Council (2019 – 2022). The 4-year Capital Priorities align with Council's Strategic Directions regarding Built Environment and Infrastructure, Economic Prosperity and Growth, Healthy and Safe Communities and Our People and Performance.

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. Table 8 estimates the levy reduction required to achieve certain benchmark tax impacts, with the potential municipal tax impact of 3.2% as the starting point:

Table 8

2019 Reduction Scenarios			
	Reductions	Levy Increase	Residential Tax Incr.
Preliminary Budget		\$ 31,068,630	3.2%
Total Reductions Of	\$ (10,080,000)	\$ 20,988,630	2.0%
Total Reductions Of	\$ (18,480,000)	\$ 12,588,630	1.0%

Note - Excludes potential increases due to 2019 Referred Items and Business Cases

Approximately \$8.4 M is required to adjust the municipal tax impact by 1%

Note that the table above does **not** provide for the items included in Appendix 1-5 Council Referred Items or Appendix 1-6 Business Cases, both included in Appendix A – Book One to FCS18096.

Staff Complement

The 2019 Preliminary budget is submitted with a staff complement net increase of 47.4 Full Time Equivalents FTE, excluding Boards and Agencies, compared to the 2018 Restated Complement. Table 9 illustrates the changes from 2018.

Table 9

2019 Preliminary Complement (FTE) (exclusive of Boards & Agencies)		
		Change
2018 Approved	5,757.3	
2018 Restated	5,777.0	19.6
Impacts from Capital		20.6
Other Complement Change		26.8
2019 Preliminary	5,824.3	47.4

* - Anomalies due to rounding

The difference of 19.6 FTE between the 2018 Approved and 2018 Restated complement is mostly explained by the addition of 13.1 FTE in Recreation as a result of the annualized increase for the Bernie Morelli Recreation Center. The additional net change of 6.5 FTE is due to annualization of other previously approved enhancements and in-year approvals.

The 2019 submission includes 20.6 FTE which are being added to the staff complement as a result of operating impacts from previously approved capital projects: 10.0 FTE correspond to an enhancement in the Hamilton Paramedic Service; 3.6 FTE in Roads & Traffic and the additional 7.0 FTE are distributed across departments. A net change of 26.8 FTE in the operating departments is driven mainly by the addition of 30.0 FTE in Transit, as part of years 3 and 4 of the 10-Year Transit Strategy.

Appendix A – Book One to FCS18096, Appendix 1-4 Complement Macro, provides a complement summary including footnotes explaining all of the complement changes. As well, the departmental presentations to GIC will provide additional information with respect to complement changes.

Council Referred Items & Business Cases

Not included in the 2019 Preliminary Tax Supported Operating Budget are a number of items that were considered at Council via staff report or Councillor's Motion and were referred to the budget process for further discussion. In addition to these Council Referred Items, departments have submitted twelve Business Cases for Council's consideration.

Appendix 1-5 Council Referred Items, included in Appendix A – Book One to FCS18096, provides additional information and detail sheets for these Council Referred Items. The four Council Referred Items represent an increase of \$239,000 and additional 1.5 FTE. If approved, the impact on the average residential tax bill is an increase of 0.03%.

Appendix 1-6 Business Cases, included in Appendix A – Book One to FCS18096, provides additional information and detail sheets for the Business Cases. The twelve submissions represent a total increase of \$564,000 and additional 10.4 FTE. If approved, the impact on the average residential tax bill would be an additional 0.1%.

Multi-Year Budget Outlook

Appendix 1-7 Multi-Year Budget Outlook, included in Appendix A – Book One to FCS18096, presents the multi-year outlook for 2020-2022 which is developed as a maintenance budget but including known forth coming changes such as operating impacts from capital and annualizations of previously approved business cases. Table 10 below shows the projected levy and tax increases for the 2020-2022 period.

Table 10

2020 - 2022 Multi-Year Outlook						
	2020		2021		2022	
	\$	%	\$	%	\$	%
Total City Departments	\$ 25,696,420	4.7%	\$ 23,547,300	4.1%	\$ 22,620,130	3.8%
Boards & Agencies	\$ 5,694,610	2.7%	\$ 5,775,720	2.6%	\$ 5,932,440	2.6%
Capital Financing	\$ 7,696,000	5.9%	\$ 8,818,000	6.4%	\$ 8,544,000	5.8%
Total Preliminary Operating Budget	\$ 39,087,030	4.4%	\$ 38,141,020	4.1%	\$ 37,096,570	3.8%
Residential Average Property Tax Impact		3.9%		3.6%		3.3%

Continuing with the implementation of the 10-Year Transit Strategy and the operating impacts from capital projects are the main drivers throughout the forecast period. In addition, the outlook includes the projected increases in capital financing due to the implementation of the West Harbour Initiative and the subsequent phases of the PTIF 2 program.

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

The multi-year budgets will be included in the departmental presentations, which are scheduled to begin on January 18, 2019.

NET LEVY SUMMARY

	2018		2019 Preliminary Budget	2019 Preliminary vs. 2018 Restated	
	Restated Budget	Projected		\$	%
		Actual			
PLANNING & ECONOMIC DEVELOPMENT					
General Manager	1,074,800	1,040,410	1,109,890	35,090	3.3%
Transportation, Planning and Parking Building	1,992,060	1,648,110	1,956,440	(35,620)	(1.8)%
Economic Development	1,334,080	1,370,340	1,394,540	60,460	4.5%
Growth Management	5,478,590	5,254,650	5,533,280	54,690	1.0%
Licensing & By-Law Services	176,940	(105,220)	542,860	365,920	206.8%
LRT Office	6,696,140	6,415,270	6,774,260	78,120	1.2%
Planning	0	0	0	0	0.0%
Tourism & Culture	3,747,150	3,682,020	3,742,010	(5,140)	(0.1)%
TOTAL PLANNING & ECONOMIC DEVELOPMENT	29,386,080	28,342,950	30,185,000	798,920	2.7%
HEALTHY AND SAFE COMMUNITIES					
HSC Administration	2,568,720	2,569,790	2,630,930	62,210	2.4%
Children's Services and Neighbourhood Dev.	8,441,390	8,725,750	8,571,730	130,340	1.5%
Ontario Works	11,823,090	10,893,690	11,957,630	134,540	1.1%
Housing Services	45,318,550	42,746,640	45,080,420	(238,130)	(0.5)%
Long Term Care	13,338,090	13,133,600	13,484,300	146,210	1.1%
Recreation	32,186,090	31,728,920	33,292,610	1,106,520	3.4%
Hamilton Fire Department	91,105,420	90,896,980	92,509,590	1,404,170	1.5%
Hamilton Paramedic Service	22,361,980	22,409,340	23,244,480	882,500	3.9%
Public Health Services	12,488,880	11,569,900	12,473,320	(15,560)	(0.1)%
TOTAL HEALTHY AND SAFE COMMUNITIES	239,632,210	234,674,610	243,245,010	3,612,800	1.5%

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

NET LEVY SUMMARY

	2018		2019 Preliminary Budget	2019 Preliminary vs. 2018 Restated	
	Restated Budget	Projected Actual		\$	%
PUBLIC WORKS					
Roads & Traffic	73,055,070	72,319,830	73,785,620	730,550	1.0%
PW-General Administration	1,010,640	772,440	715,220	(295,420)	(29.2)%
Energy Fleet and Facilities	9,009,020	9,864,380	9,141,470	132,450	1.5%
Engineering Services	6,314,690	5,714,690	5,727,050	(587,640)	(9.3)%
Environmental Services	76,130,670	76,779,950	77,462,550	1,331,880	1.7%
Transit	65,701,190	67,931,390	74,948,270	9,247,080	14.1%
TOTAL PUBLIC WORKS	231,221,280	233,382,680	241,780,180	10,558,900	4.6%
LEGISLATIVE					
Legislative General	(395,620)	(391,810)	(337,730)	57,890	14.6%
Mayors Office	1,119,780	1,119,780	1,133,660	13,880	1.2%
Volunteer Committee	110,520	110,520	110,520	0	0.0%
Ward Budgets	4,036,790	4,036,790	4,109,920	73,130	1.8%
TOTAL LEGISLATIVE	4,871,470	4,875,280	5,016,370	144,900	3.0%
CITY MANAGER					
Strategic Partnerships & Communications	2,444,750	2,375,750	2,410,900	(33,850)	(1.4)%
Audit Services	1,066,430	932,330	1,115,980	49,550	4.6%
CMO - Administration	399,350	377,900	394,420	(4,930)	(1.2)%
Human Resources	6,885,170	6,865,410	7,046,520	161,350	2.3%
TOTAL CITY MANAGER	10,795,700	10,551,390	10,967,820	172,120	1.6%

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

NET LEVY SUMMARY

	2018		2019 Preliminary Budget	2019 Preliminary vs. 2018 Restated	
	Restated Budget	Projected Actual		\$	%
CORPORATE SERVICES					
City Clerk's Office	2,391,660	2,297,500	2,409,450	17,790	0.7%
Corporate Services - Administration	324,760	302,570	329,290	4,530	1.4%
Customer Service	5,189,350	5,185,450	5,270,000	80,650	1.6%
Financial Planning, Admin & Policy	4,720,250	4,773,160	4,800,070	79,820	1.7%
Financial Services	3,904,830	3,712,120	3,979,580	74,750	1.9%
Information Technology	8,837,600	8,898,700	9,006,370	168,770	1.9%
Legal Services	3,248,140	3,269,320	3,382,760	134,620	4.1%
TOTAL CORPORATE SERVICES	28,616,590	28,438,820	29,177,520	560,930	2.0%
CORPORATE FINANCIALS - EXPENDITURES					
Corporate Pensions, Benefits & Contingency	15,645,820	15,611,900	17,220,420	1,574,600	10.1%
Corporate Initiatives	4,156,310	4,471,260	7,745,940	3,589,630	86.4%
TOTAL CORPORATE FINANCIALS	19,802,130	20,083,160	24,966,360	5,164,230	26.1%
HAMILTON ENTERTAINMENT FACILITIES					
Operating	3,617,990	3,617,990	3,912,390	294,400	8.1%
TOTAL HAMILTON ENTERTAINMENT FACILITIES	3,617,990	3,617,990	3,912,390	294,400	8.1%

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

NET LEVY SUMMARY

	2018		2019 Preliminary Budget	2019 Preliminary vs. 2018 Restated	
	Restated Budget	Projected Actual		\$	%
CAPITAL FINANCING					
Debt-Planning & Economic Development	194,340	194,340	194,340	0	0.0%
Debt-Healthy and Safe Communities	2,175,060	2,175,060	2,175,060	0	0.0%
Debt-Public Works	38,073,520	38,073,520	38,378,370	304,850	0.8%
Debt-Corporate Financials	70,747,300	65,211,300	74,799,260	4,051,960	5.7%
Infrastructure Renewal Levy	13,428,870	13,428,870	13,428,870	0	0.0%
TOTAL CAPITAL FINANCING	124,619,090	119,083,090	128,975,900	4,356,810	3.5%

BOARDS & AGENCIES

Police Services					
Operating	160,470,610	160,475,160	165,094,790	4,624,180	2.9%
Capital Financing	716,500	716,500	716,500	0	0.0%
Total Police Services	161,187,110	161,191,660	165,811,290	4,624,180	2.9%
Other Boards & Agencies					
Library	29,981,000	29,973,540	30,700,190	719,190	2.4%
Conservation Authorities	5,416,650	7,860,650	5,497,900	81,250	1.5%
MPAC	6,587,150	6,587,150	6,685,960	98,810	1.5%
Hamilton Beach Rescue Unit	132,360	132,360	134,340	1,980	1.5%
Royal Botanical Gardens	625,340	625,340	634,720	9,380	1.5%
Farmers' Market	111,100	110,510	112,800	1,700	1.5%
Total Other Boards & Agencies	42,853,600	45,289,550	43,765,910	912,310	2.1%

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

NET LEVY SUMMARY

	2018		2019 Preliminary Budget	2019 Preliminary vs. 2018 Restated	
	Restated Budget	Projected Actual		\$	%
Capital Financing - Other Boards & Agencies	187,290	187,290	187,290	0	0.0%
City Enrichment Fund	6,022,690	6,022,690	6,022,690	0	0.0%
TOTAL BOARDS & AGENCIES	210,250,690	212,691,190	215,787,180	5,536,490	2.6%
TOTAL EXPENDITURES	902,813,230	895,741,160	934,013,730	31,200,500	3.5%
NON PROGRAM REVENUES					
Payment In Lieu	(15,588,700)	(15,726,700)	(15,726,700)	(138,000)	(0.9)%
Penalties and Interest	(10,500,000)	(11,100,000)	(10,500,000)	0	0.0%
Right of Way	(3,211,000)	(3,228,000)	(3,228,000)	(17,000)	(0.5)%
Senior Tax Credit	598,000	571,400	587,000	(11,000)	(1.8)%
Supplementary Taxes	(9,125,000)	(9,125,000)	(9,125,000)	0	0.0%
Tax Remissions and Write Offs	11,148,000	11,260,400	9,790,400	(1,357,600)	(12.2)%
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%
Slot Revenues	(5,000,000)	(5,000,000)	(5,000,000)	0	0.0%
POA Revenues	(3,753,930)	(2,895,300)	(2,362,200)	1,391,730	37.1%
TOTAL NON PROGRAM REVENUES	(44,832,630)	(44,643,200)	(44,964,500)	(131,870)	(0.3)%
TOTAL LEVY REQUIREMENT	857,980,600	851,097,960	889,049,230	31,068,630	3.6%

GROSS AND NET EXPENDITURES SUMMARY

	Gross Expenditures			% Change
	2018 Restated Budget	2019 Preliminary Budget		
PLANNING & ECONOMIC DEVELOPMENT		86,611,910		6.0%
General Manager	1,196,750	1,281,840		7.1%
Transportation, Planning and Parking Building	15,721,080	16,051,520		2.1%
Economic Development	13,525,850	14,065,550		4.0%
Growth Management	7,765,260	8,211,330		5.7%
Licensing & By-Law Services	6,092,710	6,524,080		7.1%
LRT Office	12,194,590	12,589,970		3.2%
Planning	8,657,150	8,819,400		1.9%
Tourism & Culture	10,315,290	10,461,670		1.4%
TOTAL PLANNING & ECONOMIC DEVELOPMENT	81,729,440	86,611,910		6.0%

	Gross Revenues		% Change
	2018 Restated Budget	2019 Preliminary Budget	
	(121,950)	(171,950)	(41.0)%
	(13,729,020)	(14,095,080)	(2.7)%
	(12,191,770)	(12,671,010)	(3.9)%
	(2,286,670)	(2,678,050)	(17.1)%
	(5,915,770)	(5,981,220)	(1.1)%
	(5,498,450)	(5,815,710)	(5.8)%
	(6,260,760)	(8,606,550)	(37.5)%
	(4,910,000)	(5,077,390)	(3.4)%
	(1,428,970)	(1,329,950)	6.9%
	(52,343,360)	(56,426,910)	(7.8)%

	Net Operating Budget		2019 Preliminary vs. 2018 Restated %
	2018 Restated Budget	2019 Preliminary Budget	
	1,074,800	1,109,890	3.3%
	1,992,060	1,956,440	(1.8)%
	1,334,080	1,394,540	4.5%
	5,478,590	5,533,280	1.0%
	176,940	542,860	206.8%
	6,696,140	6,774,260	1.2%
	0	0	0.0%
	3,747,150	3,742,010	(0.1)%
	8,886,320	9,131,720	2.8%
	29,386,080	30,185,000	2.7%

	Gross Expenditures			% Change
	2018 Restated Budget	2019 Preliminary Budget		
HEALTHY AND SAFE COMMUNITIES		630,812,500		(0.1)%
HSC Administration	2,935,300	2,970,640		1.2%
Children's Services and Neighbourhood Dev.	92,928,810	93,556,110		0.7%
Ontario Works	158,119,600	153,162,030		(3.1)%
Housing Services	92,576,650	90,983,920		(1.7)%
Long Term Care	45,527,460	46,331,560		1.8%
Recreation	48,686,030	50,148,910		3.0%
Hamilton Fire Department	91,842,400	92,937,340		1.2%
Hamilton Paramedic Service	47,487,880	49,081,060		3.4%
Public Health Services	51,475,660	51,641,030		0.3%
TOTAL HEALTHY AND SAFE COMMUNITIES	631,579,790	630,812,500		(0.1)%

	Gross Revenues		% Change
	2018 Restated Budget	2019 Preliminary Budget	
	(366,580)	(339,710)	7.3%
	(84,487,420)	(84,984,380)	(0.6)%
	(146,296,510)	(141,204,400)	3.5%
	(47,288,100)	(45,903,500)	2.9%
	(32,189,370)	(32,847,260)	(2.0)%
	(16,499,940)	(16,856,300)	(2.2)%
	(736,980)	(427,750)	42.0%
	(25,125,900)	(25,836,580)	(2.8)%
	(38,986,780)	(39,167,710)	(0.5)%
	(391,947,580)	(387,567,590)	1.1%

	Net Operating Budget		2019 Preliminary vs. 2018 Restated %
	2018 Restated Budget	2019 Preliminary Budget	
	2,568,720	2,630,930	2.4%
	8,441,390	8,571,730	1.5%
	11,823,090	11,957,630	1.1%
	45,318,550	45,080,420	(0.5)%
	13,338,090	13,484,300	1.1%
	32,186,090	33,292,610	3.4%
	91,105,420	92,509,590	1.5%
	22,361,980	23,244,480	3.9%
	12,488,880	12,473,320	(0.1)%
	239,632,210	243,245,010	1.5%

	Gross Expenditures			% Change
	2018 Restated Budget	2019 Preliminary Budget		
PUBLIC WORKS		364,432,230		4.0%
Roads & Traffic	82,238,050	85,835,910		4.4%
PW-General Administration	1,010,640	715,220		(29.2)%
Energy Fleet and Facilities	23,149,780	22,396,020		(3.3)%
Engineering Services	25,810,010	25,617,020		(0.7)%
Environmental Services	97,243,290	98,427,100		1.2%
Transit	121,055,880	131,440,960		8.6%
TOTAL PUBLIC WORKS	350,507,650	364,432,230		4.0%

	Gross Revenues		% Change
	2018 Restated Budget	2019 Preliminary Budget	
	(9,182,980)	(12,050,290)	(31.2)%
	0	0	0.0%
	(14,140,760)	(13,254,550)	6.3%
	(19,495,320)	(19,889,970)	(2.0)%
	(21,112,620)	(20,964,550)	0.7%
	(55,354,690)	(56,492,690)	(2.1)%
	(119,286,370)	(122,652,050)	(2.8)%

	Net Operating Budget		2019 Preliminary vs. 2018 Restated %
	2018 Restated Budget	2019 Preliminary Budget	
	73,055,070	73,785,620	1.0%
	1,010,640	715,220	(29.2)%
	9,009,020	9,141,470	1.5%
	6,314,690	5,727,050	(9.3)%
	76,130,670	77,462,550	1.7%
	65,701,190	74,948,270	14.1%
	231,221,280	241,780,180	4.6%

GROSS AND NET EXPENDITURES SUMMARY

	Gross Expenditures			Gross Revenues			Net Operating Budget			
	2018 Restated Budget	2019 Preliminary Budget	% Change	2018 Restated Budget	2019 Preliminary Budget	% Change	2018 Restated Budget	2019 Preliminary Budget	2019 Preliminary vs. 2018 Restated %	
LEGISLATIVE										
Legislative General	(395,620)	(337,730)	14.6%	0	0	0.0%	(395,620)	(337,730)	57,890	14.6%
Mayor's Office	1,119,780	1,133,660	1.2%	0	0	0.0%	1,119,780	1,133,660	13,880	1.2%
Volunteer Committee	118,520	118,520	0.0%	(8,000)	(8,000)	0.0%	110,520	110,520	0	0.0%
Ward Budgets	4,036,790	4,109,920	1.8%	0	0	0.0%	4,036,790	4,109,920	73,130	1.8%
TOTAL LEGISLATIVE	4,879,470	5,024,370	3.0%	(8,000)	(8,000)	0.0%	4,871,470	5,016,370	144,900	3.0%
CITY MANAGER										
Strategic Partnerships & Communications	3,120,690	3,756,220	20.4%	(675,940)	(1,345,320)	(99.0)%	2,444,750	2,410,900	(33,850)	(1.4)%
Audit Services	1,066,430	1,145,980	7.5%	0	(30,000)	(100.0)%	1,066,430	1,115,980	49,550	4.6%
CMO - Administration	429,350	424,420	(1.1)%	(30,000)	(30,000)	0.0%	399,350	394,420	(4,930)	(1.2)%
Human Resources	8,695,380	9,028,450	3.8%	(1,810,210)	(1,981,930)	(9.5)%	6,885,170	7,046,520	161,350	2.3%
TOTAL CITY MANAGER	13,311,850	14,355,070	7.8%	(2,516,150)	(3,387,250)	(34.6)%	10,795,700	10,967,820	172,120	1.6%
CORPORATE SERVICES										
City Clerk's Office	2,962,700	2,992,990	1.0%	(571,040)	(583,540)	(2.2)%	2,391,660	2,409,450	17,790	0.7%
Corporate Services - Administration	324,760	329,290	1.4%	0	0	0.0%	324,760	329,290	4,530	1.4%
Customer Service	9,657,610	10,159,360	5.2%	(4,468,260)	(4,889,360)	(9.4)%	5,189,350	5,270,000	80,650	1.6%
Financial Planning, Admin & Policy	7,055,680	7,206,010	2.1%	(2,335,430)	(2,405,940)	(3.0)%	4,720,250	4,800,070	79,820	1.7%
Financial Services	6,556,480	6,762,110	3.1%	(2,653,650)	(2,782,530)	(4.9)%	3,904,830	3,979,580	74,750	1.9%
Information Technology	13,408,430	13,581,300	1.3%	(4,570,830)	(4,574,930)	(0.1)%	8,837,600	9,006,370	168,770	1.9%
Legal Services	4,311,840	4,271,400	(0.9)%	(1,063,700)	(885,640)	16.5%	3,248,140	3,382,760	134,620	4.1%
TOTAL CORPORATE SERVICES	44,279,500	45,302,460	2.3%	(15,662,910)	(16,124,940)	(2.9)%	28,616,590	29,177,520	560,930	2.0%
CORPORATE FINANCIALS - EXPENDITURES										
Corporate Pensions, Benefits & Contingency	17,528,620	18,250,320	4.1%	(1,882,800)	(1,029,900)	45.3%	15,645,820	17,220,420	1,574,600	10.1%
Corporate Initiatives	4,377,910	7,967,540	82.0%	(221,600)	(221,600)	0.0%	4,156,310	7,745,940	3,589,630	86.4%
TOTAL CORPORATE FINANCIALS	21,906,530	26,217,860	19.7%	(2,104,400)	(1,251,500)	40.5%	19,802,130	24,966,360	5,164,230	26.1%
HAMILTON ENTERTAINMENT FACILITIES										
Operating	4,138,460	4,380,360	5.8%	(520,470)	(467,970)	10.1%	3,617,990	3,912,390	294,400	8.1%
TOTAL HAMILTON ENTERTAINMENT FACILITIES	4,138,460	4,380,360	5.8%	(520,470)	(467,970)	10.1%	3,617,990	3,912,390	294,400	8.1%
TOTAL CITY EXPENDITURES	1,152,332,690	1,177,136,860	2.2%	(584,389,240)	(587,886,210)	(0.6)%	567,943,450	589,250,650	21,307,200	3.8%

GROSS AND NET EXPENDITURES SUMMARY

	Gross Expenditures		Gross Revenues		Net Operating Budget		2019 Preliminary vs. 2018 Restated	
	2018 Restated Budget	2019 Preliminary Budget	2018 Restated Budget	2019 Preliminary Budget	2018 Restated Budget	2019 Preliminary Budget	\$	%
CAPITAL FINANCING								
Debt-Planning & Economic Development	255,520	255,520	(61,180)	(61,180)	194,340	194,340	0	0.0%
Debt-Health and Safe Communities	5,027,940	5,027,940	(2,852,880)	(2,852,880)	2,175,060	2,175,060	0	0.0%
Debt-Public Works	44,087,590	44,392,440	(6,014,070)	(6,014,070)	38,073,520	38,378,370	304,850	0.8%
Debt-Corporate Financials	70,747,300	74,799,260	0	0	70,747,300	74,799,260	4,051,960	5.7%
Infrastructure Renewal Levy	13,428,870	13,428,870	0	0	13,428,870	13,428,870	0	0.0%
TOTAL CAPITAL FINANCING	133,547,220	137,904,030	(8,928,130)	(8,928,130)	124,619,090	128,975,900	4,356,810	3.5%
BOARDS & AGENCIES								
Police Services								
Operating	173,025,490	177,649,670	(12,554,880)	(12,554,880)	160,470,610	165,094,790	4,624,180	2.9%
Capital Financing	1,027,200	1,027,200	(310,700)	(310,700)	716,500	716,500	0	0.0%
Total Police Services	174,052,690	178,676,870	(12,865,580)	(12,865,580)	161,187,110	165,811,290	4,624,180	2.9%
Other Boards & Agencies								
Library	31,776,520	32,513,110	(1,795,520)	(1,812,920)	29,981,000	30,700,190	719,190	2.4%
Conservation Authorities	5,416,650	5,497,900	0	0	5,416,650	5,497,900	81,250	1.5%
MPAC	6,587,150	6,685,960	0	0	6,587,150	6,685,960	98,810	1.5%
Hamilton Beach Rescue Unit	135,590	134,340	(3,230)	0	132,360	134,340	1,980	1.5%
Royal Botanical Gardens	625,340	634,720	0	0	625,340	634,720	9,380	1.5%
Farmers' Market	829,160	821,480	(7,680)	(7,680)	111,100	112,800	1,700	1.5%
Total Other Boards & Agencies	45,370,430	46,287,510	(2,516,830)	(2,521,600)	42,853,600	43,765,910	912,310	2.1%
Capital Financing - Other Boards & Agencies								
	468,790	468,780	(281,490)	(281,490)	187,290	187,290	0	0.0%
City Enrichment Fund	6,022,690	6,022,690	0	0	6,022,690	6,022,690	0	0.0%
TOTAL BOARDS & AGENCIES	225,914,590	231,455,850	(15,663,900)	(15,668,670)	210,250,690	215,787,180	5,536,490	2.6%
TOTAL EXPENDITURES	1,511,794,500	1,546,496,740	(608,981,270)	(612,483,010)	902,813,230	934,013,730	31,200,500	3.5%

GROSS AND NET EXPENDITURES SUMMARY

	Gross Expenditures			Gross Revenues			Net Operating Budget		
	2018	2019	% Change	2018	2019	% Change	2018	2019	2019 Preliminary vs. 2018 Restated
	Restated Budget	Preliminary Budget		Restated Budget	Preliminary Budget		Restated Budget	Preliminary Budget	
NON PROGRAM REVENUES									
Payment In Lieu	500,000	500,000	0.0%	(16,088,700)	(16,226,700)	(0.9)%	(15,568,700)	(15,726,700)	(138,000)
Penalties and Interest	0	0	0.0%	(10,500,000)	(10,500,000)	0.0%	(10,500,000)	(10,500,000)	0
Right of Way	0	0	0.0%	(3,211,000)	(3,228,000)	(0.5)%	(3,211,000)	(3,228,000)	(17,000)
Senior Tax Credit	686,000	685,000	(1.5)%	(98,000)	(98,000)	0.0%	598,000	587,000	(11,000)
Supplementary Taxes	100,000	100,000	0.0%	(9,225,000)	(9,225,000)	0.0%	(9,125,000)	(9,125,000)	0
Tax Remissions and Write Offs	11,148,000	9,790,400	(12.2)%	0	0	0.0%	11,148,000	9,790,400	(1,357,600)
Hydro Dividend and Other Interest	8,500,000	8,800,000	3.5%	(13,800,000)	(14,100,000)	(2.2)%	(5,300,000)	(5,300,000)	0
Investment Income	0	0	0.0%	(4,100,000)	(4,100,000)	0.0%	(4,100,000)	(4,100,000)	0
Slot Revenues	0	0	0.0%	(5,000,000)	(5,000,000)	0.0%	(5,000,000)	(5,000,000)	0
Other Revenue	89,930	0	(100.0)%	(89,930)	0	100.0%	0	0	0
POA Revenues	0	0	0.0%	(3,753,930)	(2,362,200)	37.1%	(3,753,930)	(2,362,200)	1,391,730
TOTAL NON PROGRAM REVENUES	21,033,930	19,875,400	(5.5)%	(65,866,560)	(64,839,900)	1.6%	(44,832,630)	(44,964,500)	(131,870)
TOTAL LEVY REQUIREMENT	1,532,828,430	1,566,372,140	2.2%	(674,847,830)	(677,322,910)	(0.4)%	857,980,600	889,049,230	31,068,630
AVERAGE RESIDENTIAL MUNICIPAL TAX IMPACT									3.2%

COST CATEGORY SUMMARY

Tax (Excluding Boards & Agencies)

	2018 Restated Budget	2018 Projected Actual	2019 Preliminary Budget	2019 Preliminary vs. 2018 Restated \$	%
EMPLOYEE RELATED COSTS	587,741,810	584,780,950	605,869,520	18,127,710	3.1%
MATERIAL AND SUPPLY	48,963,230	48,235,790	47,226,750	(1,736,480)	(3.5)%
VEHICLE EXPENSES	33,804,830	33,622,460	36,371,770	2,566,940	7.6%
BUILDING AND GROUND	40,918,250	40,695,610	40,265,990	(652,260)	(1.6)%
CONSULTING	1,205,620	1,677,060	1,876,890	671,270	55.7%
CONTRACTUAL	103,271,690	104,877,870	110,159,930	6,888,240	6.7%
AGENCIES and SUPPORT PAYMENTS	304,986,550	303,949,040	298,476,630	(6,509,920)	(2.1)%
RESERVES / RECOVERIES	28,271,630	31,377,730	31,629,290	3,357,660	11.9%
COST ALLOCATIONS	(6,613,440)	(6,839,730)	(6,699,180)	(85,740)	(1.3)%
FINANCIAL	38,183,470	38,537,260	38,672,050	488,580	1.3%
CAPITAL FINANCING	132,202,890	126,722,770	137,089,330	4,886,440	3.7%
TOTAL EXPENDITURES	1,312,936,530	1,307,636,810	1,340,938,970	28,002,440	2.1%
FEES AND GENERAL	(197,203,720)	(198,905,700)	(200,252,990)	(3,049,270)	(1.5)%
TAX AND RATES	(28,844,700)	(29,117,970)	(29,059,700)	(215,000)	(0.7)%
GRANTS AND SUBSIDIES	(378,488,100)	(380,724,990)	(376,392,990)	2,095,110	0.6%
RESERVES	(22,648,610)	(23,232,180)	(24,470,570)	(1,821,960)	(8.0)%
RECOVERIES FROM CAPITAL	(31,998,800)	(31,226,510)	(31,477,980)	520,820	1.6%
TOTAL REVENUES	(659,183,930)	(663,207,350)	(661,654,230)	(2,470,300)	(0.4)%
NET LEVY	653,752,600	644,429,460	679,284,740	25,532,140	3.9%

COMPLEMENTARY SUMMARY

	2018	2018	2019	2019 Preliminary vs. 2018 Restated	
	Approved Budget	Restated Budget	Preliminary Budget	FTE	%
<u>PLANNING & ECONOMIC DEVELOPMENT</u>					
General Manager ¹	10.00	11.00	11.00	0.00	0.0%
Transportation, Planning and Parking ²	137.34	137.34	137.24	(0.10)	(0.1)%
Building ³	108.32	108.32	109.32	1.00	0.9%
Economic Development ⁴	37.53	39.53	39.53	0.00	0.0%
Growth Management	56.34	56.34	56.34	0.00	0.0%
Licensing & By-Law Services ^{5,6}	113.55	109.55	110.15	0.60	0.5%
LRT Office ⁷	22.25	22.25	18.25	(4.00)	(18.0)%
Planning	78.00	78.00	78.00	0.00	0.0%
Tourism & Culture	72.29	72.29	72.29	0.00	0.0%
Total Planning & Economic Development	635.62	634.62	632.12	(2.50)	(0.4)%

1. Approved to Restated: 1.0 FTE Transferred from Licensing & By-law services to GM Office for Quality Management and Process Analyst

2. Restated to Preliminary: 0.1 FTE transferred to Licensing By-Law

3. Restated to Preliminary: Increased 1.0 FTE for Quality Management and Process Analyst under Building Enterprise approval PED13174

4. Approved to Restated: 2 FTE restated from Housing and Revenue Generation PED18187

5. Approved to Restated: 3 FTE restated to PW for Illegal Dumping PW18033/PED 18092, 1 FTE transferred to GM

6. Restated to Preliminary: 1.0 FTE added for Vacant Building Registry PED09031, 0.5 FTE reduction PED 17191, 0.1 FTE transferred from Transportation Planning Parking

7. Restated to Preliminary: 4.0 FTE removed for Design Technologist, SPM Water Infrastructure Planning, SPM Operations (water) and Goematics Co-ordinator, Metrolinx does not feel these positions will be required for 2019

COMPLEMENT SUMMARY

	2018 Approved Budget	2018 Restated Budget	2019 Preliminary Budget	2019 Preliminary vs. 2018 Restated	
				FTE	%
<u>HEALTHY AND SAFE COMMUNITIES</u>					
HSC Administration ¹	30.50	31.50	31.50	0.00	0.0%
Children's Services and Neighbourhood Dev. ^{1,2,3}	97.00	94.00	93.00	(1.00)	(1.1)%
Ontario Works	270.00	270.00	270.00	0.00	0.0%
Housing Services ^{2,4,5}	52.88	54.00	54.00	0.00	0.0%
Long Term Care	458.55	458.55	458.55	0.00	0.0%
Recreation ⁶	413.92	427.05	427.05	0.00	0.0%
Hamilton Fire Department	586.30	586.30	586.30	0.00	0.0%
Hamilton Paramedic Service ⁷	301.86	301.86	304.36	2.50	0.8%
Public Health Services ^{8,9}	392.89	395.55	393.85	(1.70)	(0.4)%
Total Healthy and Safe Communities	2,603.90	2,618.81	2,618.61	(0.20)	(0.0)%

- Approved to Restated: Transfer 1.0 FTE from Children's Services and Neighbourhood Dev (CSND) to HSC Administration (FCS18067).
- Approved to Restated: Transfer 2.0 FTE to Planning and Economic Development (PED) (HSC18018); Increase 3.0 FTE Red Hill (HSC18036); Transfer 1.0 FTE from CSND to Housing (HSC18047); Transfer 2.0 FTE from CSND to CMO (CM18021).
- Restated to Preliminary: Decrease (1.0 FTE) Bed Bug Strategy (GIC15026).
- Approved to Restated: Annualized increase 1.12 FTE Co-ordinated Access System (CES14052(d)).
- Approved to Restated: Transfer 1.0 FTE to PED (PED18187).
- Approved to Restated: Annualized increase 13.13 FTE Bernie Morelli Recreation Center (2018 Operating Impact of Capital).
- Restated to Preliminary: Annualized increase 2.5 FTE Paramedic Service Staffing (2018 Approved Business Case).
- Approved to Restated: Increase 0.3 FTE Remedial Measures (BOH18025); Increase 0.3 FTE ADGS (BOH18036); Increase 1.2 FTE Hamilton Health Sciences Addiction Initiatives (BOH18034); Increase 0.46 FTE Child & Adolescent Services (BOH18024); Increase 0.40 FTE Hamilton Community Foundation Oral Health (HSC18045).
- Restated to Preliminary: Decrease (0.6) FTE Bed Bug Strategy (BOH14010(a)/CES14013(a)); Decrease (0.5) FTE HKCC (BOH14007(a)); Decrease (0.5) FTE CANE Secondment (BOH16003) Decrease (0.1) FTE Healthy Smiles Ontario to remain within funding cap.

COMPLEMENT SUMMARY

	2018	2018	2019	2019 Preliminary vs.	
	Approved Budget	Restated Budget	Preliminary Budget	2018 Restated	%
PUBLIC WORKS					
Roads & Traffic ¹	403.66	400.66	400.66	0.00	0.0%
PW - General Administration ²	6.00	9.00	7.00	(2.00)	(22.2)%
Energy Fleet and Facilities ³	196.83	197.83	197.83	0.00	0.0%
Engineering Services	124.33	124.33	124.33	0.00	0.0%
Environmental Services ⁴	493.87	496.60	496.60	0.00	0.0%
Transit ⁵	731.21	731.21	761.21	30.00	4.1%
Total Public Works	1,955.90	1,959.63	1,987.63	28.00	1.4%

1. Approved to Restated: transfer 3 FTE to PW General Administration (approved under BER Report FSC18067 and FCS18067(a))
2. Approved to Restated: received 3 FTE from Roads & Traffic; Restated to Preliminary: elimination of 2.0 FTE Senior Director and Administration
3. Approved to Restated: Housing Capital Project, Approved by Council through motion item 7.2 June 27, 2018, increase by 1 FTE approval - John Rebecca Park approved June 27, 2018 increase by 0.73 FTE
4. Approved to Restated: PW18033/PED18092 transfer 3 FTE from PED to Waste Collections approved by Council May 9, 2018; Call handling 1 FTE Transfer to Customer Service; In-year approval - John Rebecca Park approved June 27, 2018 increase by 0.73 FTE
5. Restated to Preliminary: FCS16083(a), Approved by GIC April 19, 2017, increase by 30.00 FTE

	2018	2018	2019	2019 Preliminary vs.	
	Approved Budget	Restated Budget	Preliminary Budget	2018 Restated	%
LEGISLATIVE					
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%

	2018	2018	2019	2019 Preliminary vs.	
	Approved Budget	Restated Budget	Preliminary Budget	2018 Restated	%
CITY MANAGER					
Strategic Partnerships & Communications ¹	25.60	26.60	26.60	0.00	0.0%
Audit Services	7.00	7.00	7.00	0.00	0.0%
CMO - Administration	3.00	3.00	3.00	0.00	0.0%
Human Resources ²	75.50	75.50	77.00	1.50	2.0%
Total City Manager	111.10	112.10	113.60	1.50	1.3%

1. Approved to Restated: transfer of 2 FTEs from HSC to SPC (CM18021); transfer of 1 FTE from SPC to PED (PED18187)
2. Restated to Preliminary: 1.5 FTE's - temp 3 years for HR Transgender training (HUR17002c)

COMPLEMENT SUMMARY

	2018 Approved Budget	2018 Restated Budget	2019 Preliminary Budget	2019 Preliminary vs. 2018 Restated	
				FTE	%
<u>CORPORATE SERVICES</u>					
City Clerk's Office	28.00	28.00	28.00	0.00	0.0%
Corporate Services - Administration	2.00	2.00	2.00	0.00	0.0%
Customer Service ¹	90.47	91.47	91.47	0.00	0.0%
Financial Planning, Admin & Policy	82.50	82.50	82.50	0.00	0.0%
Financial Services	79.08	79.08	79.08	0.00	0.0%
Information Technology	83.75	83.75	83.75	0.00	0.0%
Legal Services	61.00	61.00	61.00	0.00	0.0%
Total Corporate Services	426.80	427.80	427.80	0.00	0.0%

1. Approved to Restated: 1.0 FTE transferred from Public Works (Waste) for Call Handling Consolidation in 2018

Corporate Financials - Expenditures ¹	0.00	0.00	20.58	20.58	100.0%
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1. Operating Impacts from Capital

TOTAL CITY COMPLEMENT	5,757.32	5,776.96	5,824.34	47.38	0.8%
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BOARDS & AGENCIES

Library	298.87	298.87	297.98	(0.89)	(0.3)%
Police Services ¹	1,118.50	1,118.50	1,118.50	0.00	0.0%
Farmers' Market	4.19	4.19	4.19	0.00	0.0%
Total Boards & Agencies	1,421.56	1,421.56	1,420.67	(0.89)	(0.1)%

1. The Police Services budget is approved by the Police Services Board. The Budget is scheduled to be submitted to the Board on December 20th, 2018

TOTAL COMPLEMENT	7,178.88	7,198.52	7,245.01	46.49	0.6%
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COUNCIL REFERRED ITEMS SUMMARY

FORM #	DIVISION	SERVICE / PROGRAM	DESCRIPTION OF REFERRED ITEM	2019 IMPACT		FTE Impact
				\$ GROSS	\$ NET	
PLANNING & ECONOMIC DEVELOPMENT						
CR-01	Licensing and Bylaw Services	Illegal Businesses in Ward 11	Zoning Examiner/Enforcement Officer in Ward 11 - PED16207(c)	\$ 116,240	\$ 116,240	1.00
CR-02	Licensing and Bylaw Services	Municipal Law Enforcement	Cigarette Butt By-law Enforcement Officer - PED18154(a), motion approved Sept 26, 2018	\$ 30,000	\$ 30,000	0.50
CR-03	Licensing and Bylaw Services	Support On-Demand Accessible Transportation	Financial Incentives for Taxi Operators to Provide Accessible Taxicab Trips - PED18082 Staff requesting deferral to 2020		Defer to 2020	
PLANNING & ECONOMIC DEVELOPMENT SUBTOTAL				\$ 146,240	\$ 146,240	1.50
CITY MANAGER'S OFFICE						
CR-04	Strategic Partnerships & Communications	Administration	City Enrichment Fund - GRA18003	\$ 93,200	\$ 93,200	-
CITY MANAGER'S OFFICE SUBTOTAL				\$ 93,200	\$ 93,200	0.00
TOTAL				\$ 239,440	\$ 239,440	1.50

CITY OF HAMILTON
2019 OPERATING BUDGET COUNCIL REFERRED ITEMS
COUNCIL REFERRED ITEM #CR-01

COUNCIL REFERRED OVERVIEW	
Request Title	Zoning Examiner/Enforcement Officer
Department	Planning & Economic Development
Division	Licensing and Bylaw Services
Service	Illegal Businesses in Ward 11
Request Driver	Council Directive
Funding Source	Tax Levy
Proposed Start Date	January 2019
Report Reference	PED16207(c)
Strategic Plan Priorities	<ul style="list-style-type: none"> • Economic Prosperity & Growth • Healthy & Safe Communities • Clean & Green

2019 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2019 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	\$116,240	\$116,240
Total Revenue	\$0	\$0
Net Levy	\$116,240	\$116,240
Full Time Equivalent (FTE)	1.0	1.0
Capital Budget Impact	\$0	\$0

COUNCIL REFERRED ITEM #CR-01

REFERRAL

Add 1 FTE (Zoning Examiner/Enforcement Officer) to the Licensing and Bylaw Services Division to address the illegal businesses on Agricultural Areas (Ward 11).

BACKGROUND

On June 22, 2016, Council directed staff to undertake a pilot program including hiring a temporary Zoning Enforcement Officer to address complaints regarding alleged illegal businesses in the agricultural areas of Ward 11. Staff provided Information Reports on this pilot in September 2017, February 2018 and August 2018. On August 17, 2018 Council approved that Report PED16207(c), respecting illegal Businesses on Agricultural Areas Pilot Project be extended to the end of the 2019 Budget process and continue to be funded through the Tax Stabilization Reserve; and the funding for a permanent Zoning Examiner/ Enforcement Officer be referred to the 2019 Budget process.

DESCRIPTION OF REFERRAL

The role of the Zoning Enforcement Officer is to investigate illegal businesses within Ward 11. Zoning complaints relating to illegal businesses are generally lengthy and complicated investigations that utilize every enforcement tool available for the Officer to achieve compliance, resulting in significant delays in the initial response/inspection of the property. The staff dedicated specifically to this project eliminated the backlog in calls for service in Ward 11 within the first four months of operation for an initial response within 72 hours. The officer performs site inspections, issues warnings, takes legal action and educates the public. In addition to responding to complaints that otherwise may not have been recognized, the pilot project is also having other positive effects such as:

- accumulation of garbage and debris;
- identifying illegal cannabis grow operations;
- discovering stolen vehicle; and,
- generating annual cost recovery through business taxes.

CITY OF HAMILTON
2019 OPERATING BUDGET COUNCIL REFERRED ITEMS
COUNCIL REFERRED ITEM #CR-02

COUNCIL REFERRED OVERVIEW	
Request Title	Cigarette Butt By-law Enforcement Officer
Department	Planning & Economic Development
Division	Licensing and Bylaw Services
Service	Municipal Law Enforcement
Request Driver	Council Directive
Funding Source	Tax Levy
Proposed Start Date	May 2019
Report Reference	Planning Committee Report 18-014
Strategic Plan Priorities	<ul style="list-style-type: none"> • Healthy & Safe Communities • Clean & Green

2019 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2019 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	\$30,000	\$45,000
Total Revenue	\$0	\$0
Net Levy	\$30,000	\$45,000
Full Time Equivalent (FTE)	0.5	0.5
Capital Budget Impact	\$0	\$0

COUNCIL REFERRED ITEM #CR-02**REFERRAL**

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

BACKGROUND

Council Direction:

At its meeting on September 26, 2018 Council approved the following motion;

- a. The Report PED18154(a) respecting Cigarette Butt Litter Enforcement be received;
- b. That the request from the Cleanliness and Security in the Downtown Core Task Force for a one year pilot program, to immediately follow the nine-month awareness campaign, that offers a part time Municipal Law Enforcement Officer dedicated solely to enforcing cigarette butt litter be referred to the 2019 Budget process; and,
- c. That in the event Council approves this pilot, the awareness campaign include warnings of pending enforcement of cigarette butt littering.

DESCRIPTION OF REFERRAL

Hire .5 FTE Municipal Law Enforcement Officer at a cost of \$45,000 to solely enforce cigarette butt litter for one-year pilot. The pilot is to include warnings of pending enforcement during a nine-month awareness campaign.

CITY OF HAMILTON
2019 OPERATING BUDGET COUNCIL REFERRED ITEMS
COUNCIL REFERRED ITEM #CR-03

COUNCIL REFERRED OVERVIEW	
Request Title	Financial Incentives for Taxi Operators to Provide Accessible Taxicab Trips
Department	Planning & Economic Development
Division	Licensing and Bylaw Services
Service	Support On-Demand Accessible Transportation
Request Driver	Council Directive
Funding Source	Tax Levy
Proposed Start Date	January 2020
Report Reference	PED18082
Strategic Plan Priorities	<ul style="list-style-type: none"> • Community Engagement & Participation • Economic Prosperity & Growth • Healthy & Safe Communities • Our People & Performance

2018 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2018 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	\$0	\$0
Total Revenue	\$0	\$0
Net Levy	Defer to 2020	
Full Time Equivalent (FTE)	0	0
Capital Budget Impact	\$0	\$0

COUNCIL REFERRED ITEM #CR-03

REFERRAL

That the Licensing and By-Law Services Division create a one year pilot program to provide a subsidy for accessible taxicab trips to further support the provision of accessible taxicab services for the accessible community, and the results of the pilot program be referred to the 2019 budget process for further consideration.

Staff are requesting that this item be deferred to the 2020 budget process so that enough information is available from the pilot project which started late in 2018.

BACKGROUND

On April 27, 2016, Council approved General Issues Report 16-011, Item 9, directing that the ACPD Report 16-002, Item 1, respecting Financial Incentives for Accessible Taxi Services, be referred to staff for a report back to the Planning Committee.

On May 10, 2017, Council approved General Issues Committee Report 17-010, Item 8, directing the City's Director of Licensing to review and address the lack of on-demand accessible taxicabs in full consultation with members of ACPD and that staff be directed to report back to ACPD on steps to be actively taken to ensure full and equitable access to the City's taxi system for all persons with disabilities.

DESCRIPTION OF REFERRAL:

\$115,000 (estimate) to provide a \$5.00 (plus HST) subsidy to all qualified accessible taxicabs drivers for each accessible taxi trip dispatched with Hamilton and Blue Line Taxicab Brokers.

0.25 FTE temporary FTE converted from temporary to permanent, funded by Personal Transportation Provider revenues generated from new licences.

CITY OF HAMILTON
2019 OPERATING BUDGET COUNCIL REFERRED ITEMS
COUNCIL REFERRED ITEM #CR-04

COUNCIL REFERRED OVERVIEW	
Request Title	City Enrichment Fund
Department	City Manager's Office
Division	Strategic Partnerships & Communications
Service	Administration
Request Driver	Council Directive
Funding Source	Tax Levy
Proposed Start Date	January 2019
Report Reference	GRA18003
Strategic Plan Priorities	<ul style="list-style-type: none"> • Community Engagement & Participation

2019 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2019 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	\$93,200	\$93,200
Total Revenue	\$0	\$0
Net Levy	\$93,200	\$93,200
Full Time Equivalent (FTE)	0	0
Capital Budget Impact	\$0	\$0

COUNCIL REFERRED ITEM #CR-04**REFERRAL**

Grants Sub-Committee Report 18-002 provides direction for the attached (2019 Referred Applicants) list of City Enrichment Fund applicants' base budget enhancements, be referred to the 2019 Operating Budget process (GIC) for consideration.

Grants Sub-Committee Report 18-003 provides direction for ART- A20 and CCH A-9 City Enrichment Fund applicants' base budget enhancements, be referred to the 2019 Operating Budget process (GIC) for consideration.

Audit, Finance & Administration Report 18-012 provides direction for CS F-8 City Enrichment Fund applicant base budget enhancement, be referred to the 2019 Operating Budget process (GIC) for consideration.

BACKGROUND

The attached (2019 Referred Applicants) list of City Enrichment Fund (CEF) applicants received one-time funding from the CEF Reserve #112230 for the 2018 funding cycle. Council directed this reserve funding to be referred to the 2019 GIC Operating Budget process in order to provide a base enhancement for the 2019 funding cycle. Future funding from the CEF Reserve #112230 for these applicants would not be practical as the reserve is designed to only provide one-time funding.

DESCRIPTION OF REFERRAL:

The applicants listed in the attached (2019 Referred Applicants) received funding enhancements, funded from the Grant Reserve #112230 for the 2018 CEF funding Cycle. These enhancements were to be added to the City Enrichment Fund Program, be referred to the 2019 Operating Budget process for consideration.

Grant Reserve #112230 is designed to fund extraordinary and unforeseen expenditures, providing one-time funding to grant recipients. The Reserve is not intended to be a long term funding source. In order to maintain the funding of these enhancement in future years, Council referred these items to the 2019 Operating Budget process.

APPENDIX TO CR-04

Ref No	Organization	Program-Event-Project Name	Refer to 2019
AGR A-12	The Equestrian Association for the Disabled	Operating Grant for The Equestrian Association for the Disabled (T.E.A.D)	2,500
AGR A-2	Binbrook Agricultural Society	Binbrook Fair	1,041
ART A-8	Brott Music Festival	Annual Operating	40,000
CCH A-14	Oh Canada Rotary Ribfest (Rotary Club of Waterdown)	Oh Canada Ribfest	5,000
CCH A-15	Dundas Cactus Parade Inc.	Dundas Cactus Parade	135
CCH A-2	Winona Peach Festival	Winona Peach Festival	8,258
CCH A-23	Lynden Canada Day Committee	Lynden Canada Day Celebration	2,500
CCH A-31	Ancaster Heritage Days	Ancaster Heritage Days 2018	3,510
CCH A-4	Cactus Festival of Dundas Ontario	Dundas Cactus Festival	2,346
CCH A-40	Hamilton Santa Claus Parade Committee 2	2018 Hamilton Santa Claus Parade	10,075
CCH A-5	Dundas Historical Society Museum	Dundas Museum and Archives Exhibition Project	2,550
CCH A-8	Dundas Valley Orchestra	Concerts Presented in 2018	653
CS D-4	Dundas Youth Chaplaincy	Routes Youth Centre	300
CS E-7	Flamborough Information & Community Services	Seniors Support	1,116
CS F-5	Flamborough Information & Community Services	Community Outreach	4,105
SAL E-2	Equestrian Association for the Disabled	Scholarship Program	2,145
ART A20	Hamilton Academy of Performing Art		5,482
CCH A9	Comunita Recalmultese		1,155
CS F-8	Dundas Community Services	Community Outreach	329
TOTAL			93,200

GSC 18-002 Items referred to the 2019 Operating budget process

GSC 18-003 Items referred to the 2019 Operating budget process

AF&A 18-012 Items referred to the 2019 Operating budget process

BUSINESS CASES SUMMARY

FORM #	DIVISION	SERVICE / PROGRAM	BUSINESS CASE DETAILS	2019 IMPACT		
				\$ GROSS	\$ NET	
				\$ NET	FTE Impact	
PLANNING & ECONOMIC DEVELOPMENT						
BC-01	Economic Development	Real Estate	Senior Business Development Consultant / Legal Services ⁽¹⁾	\$ 443,400	\$ -	3.00
BC-02	Economic Development	Business Development	Hamilton SBEC Business Development Officer position	\$ 103,430	\$ -	1.00
BC-03	Licensing and Bylaw Services	Student P Program	Student Co-ordinator/Trainer	\$ 102,000	\$ -	1.00
BC-04	Licensing and Bylaw Services	Licensing Intake/Renewal & Compliance /Enforcement	Licensing Administrator, Licensing Compliance - Mobile PED16099(c)	\$ 95,000	\$ -	1.00
PLANNING & ECONOMIC DEVELOPMENT SUBTOTAL				\$ 743,830	\$ -	\$ 6.00
CORPORATE SERVICES						
BC-05	Financial Services	Procurement Services	City Procurement Issuing Procurements on behalf of City/Housing Hamilton - AUD17024	\$ 102,630	\$ -	1.00
CORPORATE SERVICES SUBTOTAL				\$ 102,630	\$ -	\$ 1.00
CITY MANAGER						
BC-06	Strategic Partnership & Communications	Digital Communications	Digital Media Administrator	\$ 68,790	\$ 68,790	1.00
BC-07	Strategic Partnership & Communications	Creative Design Services	Graphic Designer - HUR17007/CM17012/FCS17056	\$ 68,790	\$ -	1.00
BC-08	Strategic Partnership & Communications	Strategy and Performance Excellence	Citizen Engagement and Marketing (Our Citizen Survey) - CM18016	\$ 65,000	\$ 65,000	-
BC-09	Strategic Partnership & Communications	Revenue Generation	Converting Contractual Positions to Permanent	\$ 130,200	\$ -	1.40
BC-10	Strategic Partnership & Communications	Government Relations & Civic Engagement (new)	Government Relations & Civic Engagement	\$ 200,000	\$ 200,000	-
BC-11	Human Resources	Legal Fees and Contract Services	Arbitration Legal Fees	\$ 230,000	\$ 230,000	-
BC-12	Human Resources	Return to Work Services	Return to Work Services Assistant	\$ 71,960	\$ -	-
CITY MANAGER SUBTOTAL				\$ 834,740	\$ 563,790	\$ 3.40
TOTAL				\$ 1,681,200	\$ 563,790	10.40

⁽¹⁾ The Real Estate business case is a joint submission between Corporate Services and PEC

CITY OF HAMILTON
2019 OPERATING BUDGET BUSINESS CASES
BUSINESS CASE #BC-01

BUSINESS CASE OVERVIEW	
Request Title	Senior Business Development Consultant – Real Estate; Solicitor, Law Clerk – Legal Services
Department	Planning & Economic Development
Division	Economic Development
Service	Real Estate Property Management
Request Driver	Service Delivery Change
Funding Source	Fees
Request Type	Program
Request Duration	On-going
Proposed Start Date	January 2019
Report Reference	N/A
Strategic Plan Priorities	<ul style="list-style-type: none"> • Economic Prosperity & Growth • Built Environment & Infrastructure • Our People & Performance

2019 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2019 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	\$443,400	\$443,400
Total Revenue	\$443,400	\$443,400
Net Levy	\$0	\$0
Full Time Equivalent (FTE)	3.0	3.0
Capital Budget Impact	\$0	\$0

BUSINESS CASE #BC-01

RECOMMENDATION

Convert from temporary to permanent the Senior Business Development Consultant – Real Estate position to support demonstrated on-going workload requirements
 Addition of a Solicitor and a Law Clerk – Legal Services positions to support Real Estate services and ensure demonstrated demand for services is met.

BACKGROUND

Faced with growing pressures on demand for real estate services and lacking key portfolio management expertise, Real Estate created a temporary position in 2016. The focus of the Senior Business Development Consultant – Real Estate role is three-fold: (1) provide senior level commercial real estate expertise for complex lease transactions; (2) lead collaborative portfolio planning and management exercises to ensure the City's office space requirements are maintained and new strategies and performance measure are achieved; and (3) identify, develop, and implement policies and procedures for the effective and efficient administration of the City's leased (tenant and landlord) portfolio across the City on a consistent basis.

The focus of the Solicitor and Law Clerk positions are: 1) to provide strategic advice and support on real estate transactions and strategic portfolio management; 2) to manage the increased volume and complexity of real estate matters; and 3) to ensure the transactions are completed on time, and meet all legal requirements, including mitigating the risk for the City.

Ultimately, the goal is to maximize revenues achievable by City real estate assets and to minimize costs. The cost of the positions is completely off-set by revenue. While achieving many milestones, the positions provide critical support to several priority City initiatives and the requirement for this resource is important to sustain in the long-run.

DESCRIPTION OF REQUEST

The corporate real estate function has responsibility for the management of the City's real estate assets and portfolio activities including property acquisitions and divestitures, leasing, appraisal services, cash-in-lieu of parkland dedication, and expropriations. In 2017, the City occupied almost 400,000 square feet of leased space and generated approximately \$2 million in lease revenue. Historically, while Real Estate has responsibility for lease management, various divisions/departments are actively involved with inconsistent approaches and ambiguity on roles. Significant improvements to how the City manages leasing activity was warranted. Similarly, the City lacked expertise to address more complex commercial transactions.

BUSINESS CASE #BC-01**DESCRIPTION OF REQUEST (cont'd)**

With the introduction and support of the Senior Business Development Consultant – Real Estate role, the Real Estate Section has achieved a number of important outcomes:

- established new lease pro forma to bring consistency to terms and conditions of lease agreements (e.g. optimization of term and conditions of leases where City is tenant to reduce operating costs and municipal capital facilities designation)
- improved accountability (role and responsibility delineation, effective monitoring) and service delivery (landlord and tenant relations and responsiveness) through creation and implementation of MOU/SLA with City Housing Hamilton and Facilities Management
- implemented changes to policies and procedures that is resulting in savings/recoveries of costs/taxes on leased properties
- advised on and negotiated over \$8M worth of annual payments on retail and commercial lease agreements, as a tenant, and approximately 225 lease/licence agreements that include Confederation Beach Park, West Harbour, City Housing Hamilton, Parks, Hamilton Police, Facilities, Libraries, Health and other City-owned and/or leased properties.

The solicitor and law clerk positions are required to ensure successful completion of real estate initiatives. By having an active role in developing agreement terms, and identifying and resolving issues early in the process, the solicitor and law clerk ensure risks are mitigated and transactions close on time. The volume of activity is increasing substantially, and more importantly, the nature and scope of initiatives are becoming increasingly more complex. Consequently, the level and expertise of legal input on these initiatives is vitally important and growing. To reinforce the on-going requirement to maintain the Real Estate position and provide adequate Legal Services support, the following highlights the priority City initiatives being directly supported or led through Real Estate/Legal teams:

- West Harbour Development Agreement
- West Harbour Parking investigation
- 10 West Harbour marine/boat club/land/commercial lease agreements, including Waterfront Trust and Hamilton Port Authority
- Land Development Task Force initiatives related to the City Hall precinct
- Jackson Square long-term land lease renewal
- Auchmar Estate land lease
- Lister Block Annex acquisition and Lister Block ground floor space leases
- Parking and Parking Garage lease acquisition and management
- Master Office Space Portfolio Management Strategy
- Commercial leasing activity for City Housing Hamilton (eg. Retail at First Place)

BUSINESS CASE #BC-01

DESCRIPTION OF REQUEST (cont'd)

- Relationship framework and agreements with Hamilton Wentworth District School Board for leases and joint property/space usage
- Ancaster Memorial Arts Centre lease
- Master agreement with Hydro One Networks for City parks/trails, etc.
- Affordable Housing development initiatives.

With these positions, the City will be in a position to continue to maintain a strong basis for actively pursuing successful results in current and future Council-directed priority City initiatives for which these positions are relied upon.

CITY OF HAMILTON
2019 OPERATING BUDGET BUSINESS CASES
BUSINESS CASE #BC-02

BUSINESS CASE OVERVIEW	
Request Title	Hamilton SBEC Business Development Officer position
Department	Planning & Economic Development
Division	Economic Development
Service	Business Development
Request Driver	Federal or Provincial Funding
Funding Source	Grants/Subsidies
Proposed Start Date	January 2019
Report Reference	N/A
Strategic Plan Priorities	<ul style="list-style-type: none"> • Community Engagement & Participation • Economic Prosperity & Growth

2019 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2019 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	\$103,430	\$103,430
Total Revenue	\$103,430	\$103,430
Net Levy	\$0	\$0
Full Time Equivalent (FTE)	1.0	1.0
Capital Budget Impact	\$0	\$0

BUSINESS CASE #BC-02

RECOMMENDATION

That the Hamilton Small Business Enterprise Centre retain the provincially funded Business Development Officer position, to support seamless program delivery fostering economic growth and prosperity in Hamilton. In the event that provincial funding no longer exists this position will no longer be required.

BACKGROUND

On April 1st, 2014 the Hamilton Small Business Enterprise Centre (SBEC) entered into a three-year Provincial agreement with our partners at the Ministry of Economic Development and Trade to deliver a new youth initiative; Starter Company.

The Starter Company Program was an extension of the Ontario Governments Youth Job Strategy, aimed at helping enterprising youth explore the merits of entrepreneurship. Through the delivery of this training, mentorship and micro-grant program, the Hamilton SBEC was able to secure additional staffing resources to deliver the program and expand entrepreneurship across the greater Hamilton region.

The Starter Company Program leveraged more than \$ 850,000.00 that resulted in 352 participants entering the program and receiving training with 110 new businesses being started that resulted in 213 new jobs created in Hamilton.

With the success of the program, Ministry partners saw the need for expanded programming that combined training, mentorship and micro-grants and in April 2017 expanded the previous youth focussed Starter Company Program to meet the growing needs of all entrepreneurs with the Starter Company Plus Program. The Hamilton SBEC received the second highest amount in program funding, which is attributed to the programming team's strength and ability to seamlessly transition to this new program.

Retaining the Business Development Officer position within the complement will allow for further opportunities to seamlessly deliver programs and services in an effort to support client needs and parallel our Economic Development action plan priorities for economic prosperity and growth.

BUSINESS CASE #BC-02**DESCRIPTION OF REQUEST**

The Hamilton SBEC team would like to retain the provincially funded Business Development Officer position to ensure seamless program transition and current service standards.

Outcomes of this opportunity will be seen in the ability to leverage new programs, resources and business opportunities, expanding entrepreneurship across Hamilton. These actions will result in increased jobs, new businesses opening and overall economic growth.

Additionally, there is a zero budget impact for this request as all funding for the position will be received through Provincial partners.

CITY OF HAMILTON
2019 OPERATING BUDGET BUSINESS CASES
BUSINESS CASE #BC-03

BUSINESS CASE OVERVIEW	
Request Title	Student Co-ordinator/Trainer
Department	Planning & Economic Development
Division	Licensing and Bylaw Services
Service	Student Program
Request Driver	Growth Impacts
Funding Source	Fees
Proposed Start Date	January 2019
Strategic Plan Priorities	<ul style="list-style-type: none"> • Community Engagement & Participation • Healthy & Safe Communities • Clean & Green • Our People & Performance

2019 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2019 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	\$102,000	\$102,000
Total Revenue	\$102,000	\$102,000
Net Levy	\$0	\$0
Full Time Equivalent (FTE)	1.0	1.0
Capital Budget Impact	\$0	\$0

BUSINESS CASE #BC-03**RECOMMENDATION**

To add 1 FTE to the Licensing and Bylaw Services Division to support the yearly student program and be the Divisional Trainer to ensure consistency for the officers and reduce the span and control for the existing Supervisors. A Student Co-ordinator/Trainer will train, develop and supervise the yearly co-op student program and summer student program approved by council. This position will be funded from the increased revenues generated with no impact on the levy.

The position supervises a total of 16 Students.

BACKGROUND

Through approved council reports PED17207, PED11127(a), PW17078/PED17198, PED16260(a), Licensing and Bylaw Services currently has 16 students, 8 co-op students and 8 summer students. The Summer student program became a permanent program in December 2011. In January 2016, 2 students were approved for City wide Maintenance. In December 2016, 2 additional students were approved for the McMaster area. In October 2017, 2 additional students were added to the McMaster area. In November 2017, 2 students were approved for Graffiti Management Strategy. In December 2017, 4 students were approved for Pro-active Enforcement of Albion Falls. The students action and investigate Yard Maintenance, Snow and Ice and Graffiti complaints reactively and pro-actively. All students require yearly training, supervision support and guidance throughout the year. This position would train, administer, mentor and develop our student program and train new and existing officers entering in our division. Currently senior officers are paid pursuant to 5167 CBA training pay which amounted to \$82,000 for the period January 2017 to September 2018. Based on this, the estimated 2019 training pay would be approximately \$55,000 and these costs will be reduced by having the Student Coordinator /Trainer. The training costs are not budgeted. Utilizing senior officers to train takes them away from their regular duties and revenues generated, with this new position they will go back to regular duties and we will see a increase in revenues from the additional time that officers will spend on the road instead of training as follows:

Revenue:	\$40,000	47302 Fines
	\$40,000	47247 Non-Compliance Fee
	\$20,000	47304 Penalties – APS

The students program generates revenue and is cost recovery. The students have generated an additional \$24,000 for the first eight months of 2018 in Fees for Service and APS compared to the Fees for service in 2017.

BUSINESS CASE #BC-03**DESCRIPTION OF REQUEST**

One Student Co-ordinator/Trainer would provide the Division training and development of 16 University/College students and be the Divisional Trainer of new and existing officers. Licensing and Bylaw Services continuously improves with new or amended procedures, Bylaw amendments and new Bylaws, pilot programs which requires training of existing and new officers throughout the year. The Student Co-ordinator/Trainer recruits through our local Universities and Colleges, administers all required documents, prioritizes and assigns work, provides verbal and written reports of inspection findings, trains students and other Municipal Law Enforcement Officers. They complete performance evaluations of students and recommend changes to policy and procedures. They attend BIA meetings to support and educate. They will oversee the students for Yard Maintenance/Snow/Graffiti reactive and proactive complaints. Graffiti strategy students continue to assist with a victim assistance program, educate owners and monitor hot spots throughout the city to ensure action is taken to keep our city clean of graffiti. The Student Co-ordinator generates monthly reports on the statistics of this team, monitors performance and disciplines when necessary.

CITY OF HAMILTON
2019 OPERATING BUDGET BUSINESS CASES
BUSINESS CASE #BC-04

BUSINESS CASE OVERVIEW	
Request Title	Licensing Administrator Licensing Compliance - Mobile
Department	Planning & Economic Development
Division	Licensing and Bylaw Services
Service	Licensing Intake/Renewal & Compliance/Enforcement
Request Driver	Service Delivery Change
Funding Source	Fees
Proposed Start Date	January 2019
Report Reference	PED16099(c)
Strategic Plan Priorities	<ul style="list-style-type: none"> • Community Engagement & Participation • Economic Prosperity & Growth • Healthy & Safe Communities • Clean & Green • Our People & Performance

2019 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2019 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	\$95,000	\$95,000
Total Revenue	\$95,000	\$95,000
Net Levy	\$0	\$0
Full Time Equivalent (FTE)	1.0	1.0
Capital Budget Impact	\$0	\$0

BUSINESS CASE #BC-04**RECOMMENDATION**

That staff be authorized and directed to hire additional staff at a rate of 1.0 FTE for every additional Personal Transportation Provider (PTP), beyond what is currently licensed, for the administration and enforcement funded by revenue generated from Schedule 24 of the Licensing By-Law based on full cost recovery.

BACKGROUND

The Licensing Section, in an effort to ensure public safety and consumer protection, is required to audit confidential data and insurance verification and to complete reactive and proactive enforcement of PTP vehicles and drivers.

DESCRIPTION OF REQUEST

1.0 FTE added to the licensing complement for each new PTP Licensed. This will include 0.5 FTE – Administration and 0.5 FTE Enforcement.

CITY OF HAMILTON
2019 OPERATING BUDGET BUSINESS CASES
BUSINESS CASE #BC-05

BUSINESS CASE OVERVIEW	
Request Title	City Procurement Issuing Procurements on behalf of City Housing Hamilton
Department	Corporate Services
Division	Financial Services
Service	Procurement Services Section
Request Driver	Council Directive
Funding Source	Tax Levy
Proposed Start Date	January 2019
Report Reference	AUD17024
Strategic Plan Priorities	<ul style="list-style-type: none"> • Community Engagement & Participation • Our People & Performance

2019 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2019 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	\$102,630	\$102,630
Total Cost Recovery	\$102,630	\$102,630
Net Levy	\$0	\$0
Full Time Equivalent (FTE)	1.0	1.0
Capital Budget Impact	\$0	\$0

BUSINESS CASE #BC-05**RECOMMENDATION**

That a budget enhancement of \$102,630 be approved as part of the Procurement Section operating budget to fund one permanent full time employee to provide procurement services for CityHousing Hamilton.

BACKGROUND

Internal Audit's report AUD17024 identified 24 recommendations regarding improvements to CityHousing Hamilton's current procurement and financial processes. In an effort to follow through on these recommendations, the Director of CHH has requested City of Hamilton Procurement Section to assist and carryout CityHousing Hamilton's ("CHH") procurement. To date, the City Procurement Section does not work on behalf of CHH. All procurement related duties are carried out by CHH staff.

CHH has agreed to fund the costs associated with the FTE, including all annual operating costs such as computer, phone and other necessary office furniture.

DESCRIPTION OF REQUEST

This request is for one full time employee to carry out procurement responsibilities for CityHousing Hamilton.

At this time, City of Hamilton Procurement Section does not have the full time employee resources to provide procurement related services to CHH. The objective of this request would be to add one additional staff person to City Procurement Section FTE complement to provide these services.

The City's Procurement Section staff is experienced in public procurement. The Procurement Section can provide the support and knowledge that is necessary to issue CHH procurement processes.

By utilizing the City's already established procurement processes for use with CityHousing projects and operating contracts will ensure that competitive bids will be issued and awarded in a manner that is fair, open and transparent.

A number of recommendations from Report AUD17024 are procurement-related. Utilizing the City's procurement process also allows CHH to come into compliance with the some of the recommendation in the Auditor's report. (Segregation of duties, develop updated General Conditions in solicitation documents.)

BUSINESS CASE #BC-05**DESCRIPTION OF REQUEST (cont'd)**

This request also complies with the City's corporate governance model in two of the seven Strategic Plan Priorities, including having an open, transparent and accessible approach to City government and provides Hamiltonians with a high level of trust and confidence in their City government.

This additional FTE will be fully funded by CHH.

CITY OF HAMILTON
2019 OPERATING BUDGET BUSINESS CASES
BUSINESS CASE #BC-06

BUSINESS CASE OVERVIEW	
Request Title	Digital Media Administrator
Department	City Manager's Office
Division	Strategic Partnerships & Communications
Service	Digital Communications
Request Driver	Growth Impacts
Funding Source	Tax Levy
Proposed Start Date	April 2019
Report Reference	N/A
Strategic Plan Priorities	<ul style="list-style-type: none"> • Community Engagement & Participation • Economic Prosperity & Growth • Our People & Performance

2019 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2019 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	\$68,790	\$91,720
Total Revenues	\$0	\$0
Net Levy	\$68,790	\$91,720
Full Time Equivalent (FTE)	1.0	1.0
Capital Budget Impact	\$0	\$0

BUSINESS CASE #BC-06

RECOMMENDATION

That the request for an FTE and supporting budget for the Web Team be approved to meet a current and growing backlog of work as well as providing capacity to respond to growing demands for services.

This would be a Non-Union Grade 2 Digital Media Administrator position to take on lower level day-to-day update work currently completed by a Non-Union Grade 5 Digital Communications Officer (DCO). This would free up the DCO time to focus on higher-level implementation plans and on-going consultation with departments on priority projects.

BACKGROUND

With a focus on 'digital first' and improving online service delivery, our intake request to maintain hamilton.ca (just keeping the lights on) has exponentially grown over the past few years. The current complement is at capacity and unable to advance any significant enhancements, new projects or online services forward. With the establishment of the Chief Digital Officer position, there is an increasing volume of work to support the related initiatives.

The team's avg. monthly request volume has increased approx. 33% from 2016 to 2017.

- Avg. monthly 2016 – 620 requests
- Avg. monthly 2017 – 827 requests
- Avg. monthly trend for 2018 – 1250 requests

At the end of 2017 it was forecasted the monthly 2018 numbers would expand to 1100 requests. That target was hit in April 2018 and exceeded in June 2018 to 1256 monthly requests.

The current team collectively puts in approximately 300 OT hours annually to support the increased workload. Because staff is compensated in the form of lieu time it has only compounded the resource issue.

This team is also on-call year-round to support emergency communication requests such as inclement weather responses, facility closures and significant service impacts, which works out to approx. 17 weeks per FTE. An additional resource would reduce the amount of on-call coverage required.

In early 2018, another channel (mobile app) was added for the team to support/maintain in parallel with the website.

BUSINESS CASE #BC-06

BACKGROUND (cont'd)

At the end of 2017, Digital Communications was identified as a Collaborating Resource on 23 specific department 2018 multi-year budget plans (direct involvement/consultation on public facing projects) and on 14 department plans for 2019-2025.

Throughout 2018, we significantly supported the Digital Office's Open Data program by providing a resource to build policy, oversee the open data intake process, chair meetings and investigate the technology required to support the program.

DESCRIPTION OF REQUEST

The request is for an additional FTE and budget to help deal with the backlog and growing volume of program requests for the Hamilton.ca website and City App. Additionally, the team has a growing demand to operationally support the strategic initiatives coming out of the Digital Office (Open Data, evolving online tools and enhancing services).

CITY OF HAMILTON
2019 OPERATING BUDGET BUSINESS CASES
BUSINESS CASE #BC-07

BUSINESS CASE OVERVIEW	
Request Title	Graphic Designer
Department	City Manager's Office
Division	Strategic Partnership & Communication Division
Service	Creative Design Services
Request Driver	Service Delivery Change
Funding Source	Tax Levy
Proposed Start Date	April 2019
Report Reference	HUR17007/CM17012/FCS17056
Strategic Plan Priorities	<ul style="list-style-type: none"> • Community Engagement & Participation • Our People & Performance

2019 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2019 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	\$68,790	\$91,720
Total Revenue	\$68,790	\$91,720
Net Levy	\$0	\$0
Full Time Equivalent (FTE)	1.0	1.0
Capital Budget Impact	\$0	\$0

BUSINESS CASE #BC-07**RECOMMENDATION**

To secure 1 FTE to change the status of an existing full time temporary position, to a full time permanent position. No levy funding is required; the position will be funded from budgets currently allocated to outsourced graphics design work.

This role supports the goal of ensuring that most graphics products can be produced and delivered in-house, rather than outsourcing. This is a more cost-effective approach, and better positions the team to respond quickly to production demands while maintaining City brand standards.

The mandate of the team was expanded in 2017 beyond the Planning and Economic Department, to complete in-house graphic design work for all departments by leveraging budgets previously used to outsource work. The demand for graphic design services currently outstrips the team's capacity to complete incremental project volumes in a timely manner.

BACKGROUND

Previously the team was called Cartographic and Graphics Services, as part of Planning & Development. C&G only produced work for the Planning and Economic Development Department. It was identified that a number of other programs needed graphic & design support and were out-sourcing it to external vendors.

To support continuous improvement, brand management and to minimize the requirement to outsource to external vendors across the corporation, the Graphics Services team was moved to the Communications Division, with the plan to grow the team through funds previously budgeted for outsource work.

Creative Design Services team was formed with the former Supervisor for C&G and the Graphics staff of three full time employees. The Creative Design Services section is responsible for all visual design products for the City of Hamilton. The section designs and executes creative concepts and design solutions that consistently and clearly communicate the City of Hamilton's brand identity, positioning and messaging through various media outlets including, but not limited to: print, web, email, social media, presentation materials, internal communications and marketing campaigns for both internal and external audiences.

Based on the volume of design work required across the City, it is more cost effective to do most of the work in-house. It also provides continuity of service, brand management and client communication.

BUSINESS CASE #BC-07**BACKGROUND (cont'd)**

When the focus shifted to reducing outsourcing, yet increasing quality and frequency of visual communications, there was a clear increase in demand for materials and collateral in-house. The current team is not positioned to deliver the service City-wide with only 3 members. A fourth full time member is required.

DESCRIPTION OF REQUEST

Create a new permanent full-time Graphic Designer position, making the temporary full-time Graphic Designer person permanent. This will increase the staff to a total of four Graphic Designers. This position will enhance the productivity in 2019 enabling the team to continue to deliver a high value, low cost service for an increased number of clients within the City.

CITY OF HAMILTON
2019 OPERATING BUDGET BUSINESS CASES
BUSINESS CASE #BC-08

BUSINESS CASE OVERVIEW	
Request Title	Citizen Engagement and Marketing (Our Citizen Survey)
Department	City Manager's Office
Division	Strategic Partnerships
Service	Strategy and Performance Excellence
Request Driver	Council Directive
Funding Source	Tax Levy
Proposed Start Date	January 2019
Report Reference	CM18016
Strategic Plan Priorities	<ul style="list-style-type: none"> • Community Engagement & Participation • Healthy & Safe Communities • Our People & Performance

2019 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2019 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	\$65,000	\$65,000
Total Revenue	\$0	\$0
Net Levy	\$65,000	\$65,000
Full Time Equivalent (FTE)	0	0
Capital Budget Impact	\$0	\$0

BUSINESS CASE #BC-08**RECOMMENDATION**

That operating funding of \$65,000 be approved to conduct the Our Citizen Survey bi-annually beginning 2019. The actual cost of the survey is estimated to be \$130,000; however given that the survey will be conducted bi-annually the budget will be spread out over 2 years. In a year that the survey is not conducted the \$65k surplus will be transferred to the Tax Stabilization reserve.

Our Citizen Survey is a survey that is completed via mobile and land line telephone interviews and is also available online. Survey results are posted on the city's website and an open data set of the results has been released.

This funding request provides the funding to increase the sample size of surveys completed via telephone so that a low (about +/-5%) margin of error can be achieved at the ward level so that the City:

1. Understands the needs and perceptions of Hamiltonians
2. To identify areas for improvement in City service delivery, quality of life and well-being

Comparisons and longer-term analysis of trends are the strength of performing the survey bi-annually, which can be achieved at the ward-level (and city-wide) if this request is approved. Council requested that this survey be performed regularly when the 2018 results were presented to them at GIC. If this request is not approved, survey results that contain ward-level analysis with a low margin of error will not be able to be provided to Council and residents.

The total cost of this request is \$130,000 on a bi-annual basis. If you break down the total cost of \$130,000 to the ward level (there are 15 wards), the cost of conducting this survey per ward is about \$8,700. At this cost per ward, this survey provides excellent value-for-money spent when compared to the useful information received.

The Strategic Partnerships & Communications Division in the City Manager's Office and the Healthy and Safe Communities Department collaborates to deliver the Our Citizen Survey and its results.

BACKGROUND

In late 2016, a Performance Excellence Program was launched. The four areas of focus for performance excellence are Performance Measurement, Continuous Improvement, Open Data and Citizen Feedback. The Our Citizen Survey is part of the focus area "Citizen Feedback".

BUSINESS CASE #BC-08

BACKGROUND (cont'd)

The initial Our Citizen Survey that was conducted in January-February 2018 was the first-ever standalone (not as part of a group of municipalities) comprehensive citizen satisfaction survey conducted by the City of Hamilton. Establishing city-wide baseline data has been completed; this request is to fund the costs of running the survey for future years (2019-onwards), so that comparative and trend analysis can be performed. The plan is for the survey to occur again in 2019, and on a bi-annual basis.

The focus areas of the survey are:

- Quality of City services
- Well-being/Quality of Life in Hamilton
- Customer Service and Service Channel preferences

The survey also asks residents:

- Preferred method for communicating with City of Hamilton
- Experience and satisfaction with contacting the City
- Ways the City can improve

Without this information, the City of Hamilton does not have comprehensive resident satisfaction information and communications preferences for doing business with the City. With the survey results, the City of Hamilton is able to consider resident satisfaction and feedback in future service delivery decisions and ensure that the communication channels most preferred by residents are utilized.

Overall, the results for the 2018 Our Citizen Survey were very positive, particularly in regards to satisfaction with quality of life and with some of our city's most essential services. There are some areas where the City can improve; but by and large, the results were positive.

BUSINESS CASE #BC-08**DESCRIPTION OF REQUEST**

The objective of this request is to obtain funding to complete the citizen satisfaction survey, known as “Our Citizen Survey” on a bi-annual basis, with a large enough sample size to achieve a low margin of error (about +/-5%) at the ward level. This means that a sample size of about 5,700 completed surveys completed via telephone.

The objective of this request is to obtain funding to complete the citizen satisfaction survey, known as “Our Citizen Survey” on a bi-annual basis, with a large enough sample size to achieve a low margin of error (about +/-5%) at the ward level. This means that a sample size of about 5,700 completed surveys completed via telephone.

By completing the Our Citizen Survey annually, with both City-wide and ward-level results available with a low margin of error (about +/-5% or lower). Our Citizen Survey is conducted both via telephone and online, and will be available in both English and French. The telephone survey is conducted to ensure all wards are fairly represented in the survey sample and as such, is a statistically representative sample of the Hamilton population.

With the survey results, the City of Hamilton is able to continually improve service delivery and focus on the areas that are perceived by residents as needing improvement. This survey also provides information to elected officials about residents’ level of satisfaction with City services in their specific ward, and can compare this to satisfaction levels in other areas of the city or the city as a whole.

Knowing that the City is listening to its most important customers, its citizens is critical and is one of the most valuable types of information that the City needs to deliver services in a manner that achieves value for money and ensures resident satisfaction. Without these survey results, it is difficult for the City to know what residents’ perceptions of the City’s effectiveness in service delivery are.

The survey development work is conducted in-house by staff to keep the costs as low as possible for this work. This funding request is for procuring contractual services for the administration of the telephone survey using CATI (Computer Automated Telephone Interviewing) technology with live agents and a license fee for the online survey tool.

At a cost of about \$8,700 annually per ward, the information gained at the ward level about resident satisfaction with City service provision and service channel preferences is well worth the cost to conduct the survey.

CITY OF HAMILTON
2019 OPERATING BUDGET BUSINESS CASES
BUSINESS CASE #BC-09

BUSINESS CASE OVERVIEW	
Request Title	Converting Contractual Positions to Permanent
Department	City Manager's Office
Division	Strategic Partnerships & Communication
Service	Revenue Generation
Request Driver	Service Delivery Change
Funding Source	Fees
Proposed Start Date	January 2019
Report Reference	N/A
Strategic Plan Priorities	<ul style="list-style-type: none"> • Community Engagement & Participation • Economic Prosperity & Growth • Culture & Diversity • Our People & Performance

2019 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2019 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	\$130,200	\$130,200
Total Revenue	\$130,200	\$130,200
Net Levy	\$0	\$0
Full Time Equivalent (FTE)	1.4	1.4
Capital Budget Impact	\$0	\$0

BUSINESS CASE #BC-09

RECOMMENDATION

Convert current 1.4 Temporary Contract headcount to Full Time Permanent Headcount.

Revenue Generation will continue to support this headcount through self-funded revenue streams.

BACKGROUND

The Revenue Generation Division's portfolio is experiencing rapid growth and success; the Division is currently managing an active client roster of 31 clients and a gross revenue portfolio of approx. \$1.3M. Over the past 4 years the Division has been able to deliver on revenue goals while maintaining a self-funded model. However, to maintain current portfolio levels and execute on many new opportunities, the staff resource capabilities and permanency of these resources is critical. The Section is currently working with a headcount of 1 full time manager and 1.4 temporary contract staff. Given the current pace of project execution, portfolio size and client demands, the requirements of adequate headcount and full-time resources are essential to maintaining and growing the Section.

DESCRIPTION OF REQUEST

As more opportunities are executed, the operational requirements and integrated client relationships that come along with these engagements will continue to increase; many of which have been shaped to become long-term, renewable, annual commitments. While expectations and service levels are currently being maintained, the lack of permanency within our staff resources creates potential destabilization and undermines long term sustainability of the divisional activities.

To strike a balance between the procurement of new opportunities and programs while maintaining a 'best in class' client experience, we are requesting that the 1.4 contracted staff be converted to full time FTE complements. These positions would remain funded from revenues generated by the Section.

CITY OF HAMILTON
2019 OPERATING BUDGET BUSINESS CASES
BUSINESS CASE #BC-10

BUSINESS CASE OVERVIEW	
Request Title	Government Relations & Civic Engagement
Department	City Manager's Office
Division	Strategic Partnerships & Communications
Service	Government Relations & Civic Engagement (new)
Request Driver	Service Delivery Change
Funding Source	Tax Levy
Proposed Start Date	January 2019
Report Reference	N/A
Strategic Plan Priorities	<ul style="list-style-type: none"> • Community Engagement & Participation • Economic Prosperity & Growth • Healthy & Safe Communities • Clean & Green • Built Environment & Infrastructure • Culture & Diversity • Our People & Performance

2019 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2019 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	\$200,000	\$200,000
Total Revenue	\$0	\$0
Net Levy	\$200,000	\$200,000
Full Time Equivalent (FTE)	0	0
Capital Budget Impact	\$0	\$0

BUSINESS CASE #BC-10

RECOMMENDATION

Create a Government Relations operating budget in the amount of \$200,000 to support appropriate resourcing to address the on-going need for proactive and reactive government relations needs.

There would be a strong focus on addressing City of Hamilton strategic priorities by expanding our partnerships with other municipalities, and by growing our relationships within the Provincial and Federal governments.

This operating budget will be part of the Strategic Partnerships & Communications Division and will be managed by the Director, Strategic Partnerships & Communications.

SLT will drive the work plan that will be funded from this budget.

BACKGROUND

Over the course of 2018, staff from the Strategic Partnerships & Communications Division (in particular Communications and Strategy & Performance service areas) were directed to respond to and/or provide government relations strategic input and communiques to Council and other levels of government as well as to plan and support a number of unanticipated events that brought the community together in either celebration or in reaction to issues of the day or City priorities.

In 2018, this included the coordination and managing all aspects of the Hamilton Summit and the Hamilton Steel Summit, and providing guidance to staff to coordinate the Air Summit, in addition to numerous communiques and the on-going political and leadership support provided by the Communications team. These all related to addressing City Strategy.

Staffing impact was absorbed by shuffling around the work of staff in the Strategic Partnerships & Communications Division. The events totalled a cost of \$37,500 and were absorbed through either sponsorship or existing operating budgets. Funding to support these events is not available within the existing Strategic Partnerships & Communications budgets. In addition, the required expertise around government relations matters cannot always be found in-house.

Prior to 2017, a Government Relations Position (FTE) and supporting operating budget was eliminated. This has resulted in the creation of a significant gap in regards to proactively meeting the government relations needs of the Corporation.

BUSINESS CASE #BC-10**DESCRIPTION OF REQUEST**

Having specific budget and access to expertise available to address government relations matters will provide options around meeting the growing government relations needs of the Corporation, both from a proactive and reactive perspective. This enhancement will:

- provide Council and SLT with resources to highlight specific Strategic Plan Priority needs to various decision makers at all levels of government, working to secure greater Provincial and Federal resources
- proactively identify to Council and SLT potential road blocks and solutions to moving different pieces of work forward through better connections to decision makers at all levels of government (than what current staff of Strategic Partnerships & Communications have)
- lead/assist appropriate service leads in the planning and execution of civic engagement activities that bring together service matter experts with topical issues
- provide government relations expertise to Communications staff in support of their client groups and SLT

CITY OF HAMILTON
2019 OPERATING BUDGET BUSINESS CASES
BUSINESS CASE #BC-11

BUSINESS CASE OVERVIEW	
Request Title	Arbitration Legal Fees
Department	City Manager's Office
Division	Human Resources
Service	Legal Fees and Contract Services
Request Driver	Legislation/Regulation
Funding Source	Tax Levy
Proposed Start Date	January 2019
Report Reference	N/A
Strategic Plan Priorities	<ul style="list-style-type: none"> • Our People & Performance

2019 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2019 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	\$230,000	\$230,000
Total Revenue	\$0	\$0
Net Levy	\$230,000	\$230,000
Full Time Equivalent (FTE)	0	0
Capital Budget Impact	\$0	\$0

BUSINESS CASE #BC-11

RECOMMENDATION

That Council approve an increase to the Human Resources budget for expenditures relating to cost of legal services.

BACKGROUND

Given the large number of unionized employees and unions representing City employees, as well as the complex and diverse nature of employment and labour relations matters, there are a significant number of labour and employment law matters requiring legal advice and support on a regular basis.

Labour Relations has two (2) budget lines for legal costs:

Line 55916 (Contractual Services) is associated with the costs of mediation and arbitration. This Line is budgeted at \$80,000 and covers the contractual costs of grievance mediators and grievance arbitrators. It also covers the cost of boards of arbitration for those union groups who do not have the legal right to strike for whose collective agreement disputes are settled at “interest arbitrations” (e.g. fire, paramedics, lodges, and CUPE 1041 (supervisors’ union)). This line has been historically and chronically underfunded. In 2017, the line was overspent by \$77,385.

Line 52425 (Legal Fees) is associated with the costs of all other legal services. This line is budgeted at \$500,000 and covers the cost of external lawyers associated with the grievance and interest arbitration files identified above. This budget line has remained unchanged since 2009. Further, this line covers legal opinions related to grievances, labour board disputes, matters related to human rights including the Human Rights Tribunals (HRT), and Worker’s Safety and Insurance issues including representation at the Worker’s Safety and Insurance Appeals Tribunal (WSIAT), and non-union legal matters relating to employee terminations and restructuring. This line has been historically and chronically underfunded. In 2017, the line was overspent by \$238,695.

DESCRIPTION OF REQUEST

Human Resources requests an increase to the budget for expenditures relating to the historically underfunded cost of legal services. The current funding levels are inadequate in the face of known historical annual costs. Setting the appropriate level will allow Human Resources Labour Relations to adequately fund the cost of legal services without relying on individual department service users to offset the cost of the unfavourable variances. This will also provide greater year end predictability to those departments that are annually asked to contribute.

CITY OF HAMILTON
2019 OPERATING BUDGET BUSINESS CASES
BUSINESS CASE #BC-12

BUSINESS CASE OVERVIEW	
Request Title	Return to Work Services Assistant
Department	City Manager's Office
Division	Human Resources
Service	Return to Work Services
Request Driver	Service Delivery Change
Funding Source	Reserve: 50% WSIB / 50% Benefits
Proposed Start Date	January 2019
Report Reference	N/A
Strategic Plan Priorities	<ul style="list-style-type: none"> • Our People & Performance

2019 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2019 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	\$71,960	\$71,960
Total Revenue	\$71,960	\$71,960
Net Levy	\$0	\$0
Full Time Equivalent (FTE)	0	0
Capital Budget Impact	\$0	\$0

BUSINESS CASE #BC-12

RECOMMENDATION

That Council approve one (1) Temporary Full Time Return to Work Assistant in order to supplement the existing staff in an effort to address increasing demands and the detrimental effects of four (4) recent retirements as well as the unexpected increase in the number of claims activity. The funding for this temporary position should be provided through the WSIB Reserve Fund (50%) and the Benefits Reserve Fund (50%).

BACKGROUND

Return to Work Services (RTWS) manages the absence intake and attendance control functions that translate into payroll. They are also charged with the duties related to first point of contact with workers claim sick leave benefits. There are two staff members that are primarily responsible for intake and processing of all short term disability (STD), long term disability (LTD) and WSIB. Return to Work Services has experienced a tumultuous year-to-date, suffering from the early retirements of 4 senior staff in 2018 including the Supervisor.

As well the increase in WSIB and STD and LTD claims has risen significantly without the commensurate ability to meet the demands, due to staff shortages, related demands for services and extremely junior staff still attempting to become fully trained and operational. This has created an unfavourable set of circumstances from an operational perspective. Consequently, there is a dire need to hire a temporary RTWS Assistant, which cannot be overstated.

DESCRIPTION OF REQUEST

The approval of the requested Temporary Return to Work Services Assistant will provide the critical support to the section in order to meet the increasing demands of sick claims and to provide necessary support for the new staff struggling with an enormous learning curve. The current staffing model is unsustainable and under review. The new Manager of Return to Work Services, in August, and under the direction of the Human Resources Leadership Team are undertaking a comprehensive assessment of roles and responsibilities with a view to rationalize functions and become more efficient in the delivery of services. This temporary position will provide necessary resources until the full review can be completed and a reorganizational plan can be developed that takes rising claims and the impact it has on the existing staff, into consideration.

The funding for this temporary position should be provided through the WSIB Reserve Fund (50%) and the Benefits Reserve Fund (50%) given that there is a nexus between the workload and rising WSIB and LTD claims.

2020-2022 NET LEVY SUMMARY

	Multi-Year Outlook											
	2020		2021		2022		2020 vs 2019		2021 vs 2020		2022 vs 2021	
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
PLANNING & ECONOMIC DEVELOPMENT												
General Manager	1,171,210	61,320	1,225,710	5.5%	54,500	4.7%	1,282,330	4.6%	56,620	4.6%	1,282,330	4.6%
Transportation, Planning and Parking	2,067,980	111,540	2,093,690	5.7%	25,710	1.2%	2,099,080	0.3%	5,390	0.3%	2,099,080	0.3%
Building	1,435,240	40,700	1,474,460	2.9%	39,220	2.7%	1,511,530	2.5%	37,070	2.5%	1,511,530	2.5%
Economic Development	5,667,970	134,690	5,785,370	2.4%	117,400	2.1%	5,896,840	1.9%	111,470	1.9%	5,896,840	1.9%
Growth Management	1,000,000	457,140	1,063,740	84.2%	63,740	6.4%	1,187,150	11.6%	123,410	11.6%	1,187,150	11.6%
Licensing & By-Law Services	7,058,490	284,230	7,235,870	4.2%	177,380	2.5%	7,402,620	2.3%	166,750	2.3%	7,402,620	2.3%
Planning	3,779,510	37,500	3,923,890	1.0%	144,380	3.8%	4,030,280	2.7%	106,390	2.7%	4,030,280	2.7%
Tourism & Culture	9,307,200	175,480	9,468,340	1.9%	161,140	1.7%	9,632,230	1.7%	163,890	1.7%	9,632,230	1.7%
TOTAL PLANNING & ECONOMIC DEVELOPMENT	31,487,600	1,302,600	32,271,070	4.3%	783,470	2.5%	33,042,060	2.4%	770,990	2.4%	33,042,060	2.4%
HEALTHY AND SAFE COMMUNITIES												
HSC Administration	2,718,690	87,760	2,800,800	3.3%	82,110	3.0%	2,871,610	2.5%	70,810	2.5%	2,871,610	2.5%
Children's Services and Neighbourhood Dev.	8,689,120	117,390	8,790,390	1.4%	101,270	1.2%	8,891,220	1.1%	100,830	1.1%	8,891,220	1.1%
Ontario Works	12,267,320	309,690	12,581,290	2.6%	313,970	2.6%	12,899,400	2.5%	318,110	2.5%	12,899,400	2.5%
Housing Services	45,700,370	619,950	46,514,260	1.4%	813,890	1.8%	47,868,510	2.9%	1,354,250	2.9%	47,868,510	2.9%
Long Term Care	14,073,990	589,691	14,749,240	4.4%	675,251	4.8%	15,329,750	3.9%	580,506	3.9%	15,329,750	3.9%
Recreation	34,055,690	763,080	34,852,200	2.3%	796,510	2.3%	35,678,670	2.4%	826,470	2.4%	35,678,670	2.4%
Hamilton Fire Department	95,728,520	3,218,930	98,559,540	3.5%	2,831,020	3.0%	100,304,530	1.8%	1,744,990	1.8%	100,304,530	1.8%
Hamilton Paramedic Service	23,525,970	281,490	24,056,330	1.2%	530,360	2.3%	24,267,260	0.9%	210,930	0.9%	24,267,260	0.9%
Public Health Services	13,318,130	844,810	14,235,580	6.8%	917,450	6.9%	15,054,160	5.8%	818,580	5.8%	15,054,160	5.8%
TOTAL HEALTHY AND SAFE COMMUNITIES	250,077,800	6,832,790	257,139,630	2.8%	7,061,830	2.8%	263,165,110	2.3%	6,025,480	2.3%	263,165,110	2.3%
PUBLIC WORKS												
Roads & Traffic	75,412,790	1,627,170	76,940,320	2.2%	1,527,530	2.0%	78,479,240	2.0%	1,538,920	2.0%	78,479,240	2.0%
PW-General Administration	730,590	15,370	745,960	2.1%	15,370	2.1%	761,330	2.1%	15,370	2.1%	761,330	2.1%
Energy Fleet and Facilities	9,362,990	221,520	9,573,320	2.4%	210,330	2.2%	9,786,990	2.2%	213,670	2.2%	9,786,990	2.2%
Engineering Services	5,741,000	13,950	5,756,740	0.2%	15,740	0.3%	5,769,580	0.2%	12,840	0.2%	5,769,580	0.2%
Environmental Services	79,743,420	2,280,870	81,520,010	2.9%	1,776,590	2.2%	83,286,840	2.2%	1,766,830	2.2%	83,286,840	2.2%
Transit	83,731,320	8,783,050	92,958,280	11.7%	9,226,960	11.0%	101,807,680	9.5%	8,849,400	9.5%	101,807,680	9.5%
TOTAL PUBLIC WORKS	254,722,110	12,941,930	267,494,630	5.4%	12,772,520	5.0%	279,891,660	4.6%	12,397,030	4.6%	279,891,660	4.6%
LEGISLATIVE												
Legislative General	(338,310)	(580)	(340,710)	0.2%	(2,400)	0.7%	(343,730)	0.9%	(3,020)	0.9%	(343,730)	0.9%
Mayors Office	1,171,570	37,910	1,210,280	3.3%	38,710	3.3%	1,250,560	3.3%	40,280	3.3%	1,250,560	3.3%
Volunteer Committee	110,360	(160)	110,200	(0.1%)	(160)	(0.1%)	110,040	(0.1%)	(160)	(0.1%)	110,040	(0.1%)
Ward Budgets	4,185,980	76,060	4,263,990	1.9%	78,010	1.9%	4,344,280	1.9%	80,290	1.9%	4,344,280	1.9%
TOTAL LEGISLATIVE	5,129,600	113,230	5,243,760	2.3%	114,160	2.2%	5,361,150	2.2%	117,390	2.2%	5,361,150	2.2%

2020-2022 NET LEVY SUMMARY

Multi-Year Outlook					
2020		2021		2022	
\$	%	\$	%	\$	%

CITY MANAGER					
Strategic Partnerships & Communications	2,486,580	75,680	2,555,860	69,280	2,608,240
Audit Services	1,142,420	26,440	1,169,700	27,280	1,197,840
CMO - Administration	407,020	12,600	419,540	12,920	432,320
Human Resources	7,192,410	145,890	7,348,980	156,570	7,503,480
TOTAL CITY MANAGER	11,228,430	260,610	11,494,080	265,650	11,741,880

CORPORATE SERVICES					
City Clerk's Office	2,478,980	69,530	2,545,350	66,370	2,609,860
Corporate Services - Administration	339,630	10,340	347,020	7,390	354,600
Customer Service	5,381,350	111,350	5,498,480	117,130	5,615,170
Financial Planning, Admin & Policy	4,976,330	176,260	5,136,940	160,610	5,294,110
Financial Services	4,124,800	145,220	4,232,660	107,860	4,368,340
Information Technology	9,265,020	258,650	9,494,010	228,990	9,712,130
Legal Services	3,520,700	137,940	3,654,980	134,280	3,777,460
TOTAL CORPORATE SERVICES	30,086,810	909,290	30,909,440	822,630	31,731,670

CORPORATE FINANCIALS - EXPENDITURES					
Corporate Pensions, Benefits & Contingency	17,745,900	525,480	18,259,490	513,590	18,788,860
Corporate Initiatives	10,324,430	2,578,490	11,374,010	1,049,580	12,837,710
TOTAL CORPORATE FINANCIALS	28,070,330	3,103,970	29,633,500	1,563,170	31,626,570

HAMILTON ENTERTAINMENT FACILITIES					
Operating	4,084,600	172,210	4,189,810	105,210	4,275,120
TOTAL HAMILTON ENTERTAINMENT FACILITIES	4,084,600	172,210	4,189,810	105,210	4,275,120

TOTAL CITY EXPENDITURES	614,887,280	25,636,630	638,375,920	23,488,640	660,835,220
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CAPITAL FINANCING					
Debt-Planning & Economic Development	193,120	(1,220)	191,870	(1,250)	190,600
Debt-Healthy and Safe Communities	2,118,000	(57,060)	2,059,810	(58,190)	2,000,440
Debt-Public Works	40,107,490	2,035,710	43,920,010	3,909,560	46,815,980
Debt-Corporate Financials	80,736,260	5,937,000	85,713,260	4,977,000	91,334,260
Infrastructure Renewal Levy	13,528,870	100,000	13,628,870	100,000	13,728,870
TOTAL CAPITAL FINANCING	136,683,740	7,707,840	145,513,820	8,830,080	154,070,150

2020-2022 NET LEVY SUMMARY

Multi-Year Outlook						
2020		2021		2022		
\$	2020 vs 2019	\$	2021 vs 2020	\$	2022 vs 2021	%

BOARDS & AGENCIES

POLICE SERVICES

Operating	4,841,720	2.9%	4,987,600	2.9%	5,138,000	2.9%
Capital Financing	(6,210)	(0.9%)	(6,340)	(0.9%)	(6,470)	(0.9%)
TOTAL POLICE SERVICES	4,835,510	2.9%	4,981,260	2.9%	5,131,530	2.9%

OTHER BOARDS & AGENCIES

Library	634,970	2.1%	670,050	2.1%	501,990	1.6%
Conservation Authorities	82,460	1.5%	83,700	1.5%	84,960	1.5%
Hamilton Beach Rescue Unit	1,960	1.5%	1,970	1.4%	2,010	1.5%
Royal Botanical Gardens	9,520	1.5%	9,660	1.5%	9,810	1.5%
MPAC	6,786,250	1.5%	6,888,040	1.5%	6,991,360	1.5%
Farmers Market	15,100	13.4%	10,700	8.4%	6,330	4.6%
TOTAL OTHER BOARDS & AGENCIES	844,300	1.9%	877,870	2.0%	708,420	1.6%

Capital Financing - Other Boards & Agencies

Capital Financing	(5,630)	(3.0%)	(5,740)	(3.2%)	(5,860)	(3.3%)
City Enrichment Fund	0	0.0%	0	0.0%	0	0.0%

TOTAL BOARDS & AGENCIES

TOTAL BOARDS & AGENCIES	5,674,180	2.6%	5,853,390	2.6%	5,834,090	2.6%
TOTAL EXPENDITURES	973,032,380	4.2%	1,011,204,490	3.9%	1,048,054,210	3.6%

NON PROGRAM REVENUES

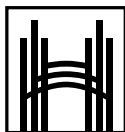
Payment In Lieu	0	0.0%	0	0.0%	0	0.0%
Penalties and Interest	0	0.0%	0	0.0%	0	0.0%
Right of Way	(3,228,000)	0.0%	(3,228,000)	0.0%	(3,228,000)	0.0%
Senior Tax Credit	587,000	0.0%	587,000	0.0%	587,000	0.0%
Supplementary Taxes	(9,125,000)	0.0%	(9,125,000)	0.0%	(9,125,000)	0.0%
Tax Remissions and Write Offs	9,685,400	(1.1%)	9,580,400	(1.1%)	9,575,400	(0.1%)
Hydro Dividend and Other Interest	(5,300,000)	0.0%	(5,300,000)	0.0%	(5,300,000)	0.0%
Investment Income	(4,100,000)	0.0%	(4,100,000)	0.0%	(4,100,000)	0.0%
Slot Revenues	(5,000,000)	0.0%	(5,000,000)	0.0%	(5,000,000)	0.0%
POA Revenues	(2,197,410)	7.0%	(2,033,750)	7.4%	(1,867,920)	8.2%
TOTAL NON PROGRAM REVENUES	(44,904,710)	0.1%	(44,846,050)	0.1%	(44,685,220)	0.4%

TOTAL LEVY REQUIREMENT

TOTAL LEVY REQUIREMENT	39,078,440	4.4%	38,230,770	4.1%	37,010,550	3.8%
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RESIDENTIAL MUNICIPAL TAX IMPACT

RESIDENTIAL MUNICIPAL TAX IMPACT	3.9%	3.9%	3.6%	3.6%	3.3%	3.3%
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Hamilton