



PUBLIC WORKS

2019 OPERATING BUDGET

General Issues Committee
January 29, 2019

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

The Public Works Department supports the City's vision by providing high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner. The department brings the City's vision and mission to life through its core services including corporate facility management, infrastructure rehabilitation, roads operations, parks and green space maintenance, transit, and waste management which are essential to the lives of residents and visitors to the City.

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

SERVICES AND SUB-SERVICES

Cemeteries

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

Corporate Security

Energy Initiatives

- Energy Engineering Services
- Utilities

Engineering Services

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

Facilities Management

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

Fleet Services Management

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

Forestry

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

Horticultural Programs

- Beautification
- Beautification Support Services

Parks and Open Space Access

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

SERVICES AND SUB-SERVICES

Public Transportation

- Conventional Public Transit
- Rapid Transit
- Specialized Public Transit

Roadway Access

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

Transportation Services

- Traffic Engineering and Road Safety
- Traffic Signals, Traffic Signs and Traffic Pavement Markings

Solid Waste Management

- Cleanliness Services
- Organic Waste Collection
- Leaf and Yard Waste Collection Services
- Recycling Collection
- Bulk Waste Collection Services
- Garbage Collection
- Community Recycling Centres & Waste Transfer Facilities
- Organic Waste Processing
- Recycling Processing
- Landfill Operation
- Closed Landfill Monitoring
- Solid Waste Support Services

Storm Water Management

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

Water Supply and Distribution

- Water Distribution
- Water Supply
- Water Support Services

Wastewater Collection and Treatment

- Wastewater Collection
- Wastewater Support Services
- Wastewater Treatment

BUDGET SCHEDULE: HAMILTON WATER & TRANSIT

Water – Rate Budget

December 6, 2018

Transit Day

January 25, 2019

Public Works

January 29, 2019

- Energy, Fleet & Facilities
- Engineering Services
- Environmental Services
- Roads & Traffic



2018 HIGHLIGHTS

Public Works

OUR PRIORITIES



COMMUNITY ENGAGEMENT & PARTICIPATION

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



ECONOMIC PROSPERITY & GROWTH

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



HEALTHY & SAFE COMMUNITIES

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



CLEAN & GREEN

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



BUILT ENVIRONMENT & INFRASTRUCTURE

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



CULTURE & DIVERSITY

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




OUR PEOPLE & PERFORMANCE

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




Clean & Green 2018 Highlights

CLEAN & GREEN HIGHLIGHTS

16,834 
High pressure sodium lights
converted to LED

 **11,731**
Trees planted under the City-Wide
Tree Planting Program


18 water bottle
filling stations installed
at City facilities 

 **2%**
Reduction in energy consumption
since 2017

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

34.3%
Waste
Diversion achieved 

146,500
 **Landfill Tonnes**

 **108** tonnes reused at
Community Recycling Centres

 Diverted **44,500** tonnes
of blue box materials

 Diverted **13,900** tonnes
of Green Bin materials

 Diverted **18,100** tonnes
of Leaf and Yard Waste

250,000 
Plants Grown

Beautified

313 floral traffic islands

73 roundabouts

120 perennial medians

79 civic buildings

794 hanging baskets

CLEAN & GREEN HIGHLIGHTS

- Gypsy Moth Control Program (Year 1)
- Constructed 20 hectares of new parkland
- Planning to develop a natural/green burial section at Mount Hamilton Cemetery
- Proactive enforcement of By-laws (e.g. Graffiti, Waste)
- Renewable Natural Gas Supply Agreement (BPU) (>\$300K annual net revenue)
- Installed storm-water management facility at Gage Park



Gypsy Moth Control Program



Gage Park Storm-water Management



Built Environment & Infrastructure 2018 Highlights



BUILT ENVIRONMENT & INFRASTRUCTURE HIGHLIGHTS

Road Right-of-Way Infrastructure

38 Projects

Worth

\$81 Million



Road Repairs

Additional

\$20 Million

for damage repair



\$12 Million
spent to date

Infrastructure Rehabilitation

17 km

Sewers



5.4 km

Water mains



15.7 km

Road Reconstruction



255.9 km

Paving





BUILT ENVIRONMENT & INFRASTRUCTURE HIGHLIGHTS

- From 2015 to 2018, the City invested \$7.61M Net (\$12.95M Gross) in LED conversions.
 - 2018 - Operating budget was reduced \$750K
 - 2019 - Operating budget will be reduced another \$600K
 - After investment the payback for these projects is 5.6 years conservatively.
- Major Road Reconstruction Projects:
 - Dartnall & Rymal
 - Wilson St (Ancaster)
 - Upper Sherman
 - Rymal (Garth to West 5th)



Street lighting upgrades



\$12 million in road resurfacing
“shave and paves”



BUILT ENVIRONMENT & INFRASTRUCTURE HIGHLIGHTS

- Waterfront Development: 8 projects valued at \$47M
- Glanbrook Landfill - completed Stage 3 construction (approx. 25 years remaining)
- Initiated Central Park Site Remediation & Redevelopment (value \$5M)
- Shoreline mitigation work at Confederation Beach Trail & Waterfront Trail
- William Connell Park construction in progress
- Woodward upgrades in progress
- Continued Biosolids P3 project (completion in 2020)



Waterfront Development



Glanbrook Landfill Stage 3



BUILT ENVIRONMENT & INFRASTRUCTURE HIGHLIGHTS

- Major facilities projects undertaken in 2018:
 - Provincial Offences Administration Offices
 - Bernie Morelli Recreation Centre & Serafini Splash Pad
 - Gage Park Tropical Greenhouse
 - Grightmire Recreation Centre (ongoing)
- Capital Lifecycle Renewal Report (Strategic Renewal of Facilities)
- Development of Master Office Space Management Plan



Bernie Morelli Recreation Centre



Provincial Offences Administration Office

CAPITAL DELIVERY



Rymal & Garth Reconstruction



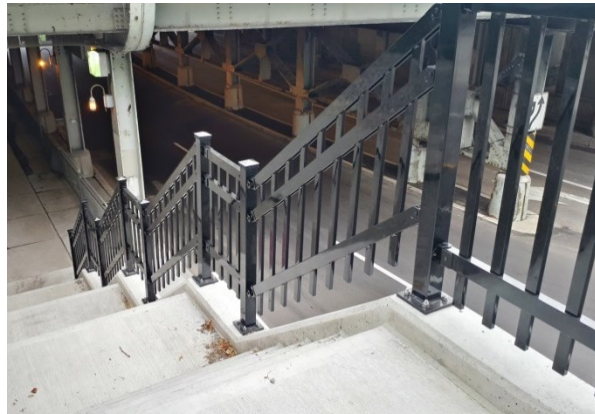
Dartnall & Rymal Reconstruction



Governor's Road Reconstruction



Sherman Access Remediation



James Street Reconstruction



Centennial Sewer Trunk

CAPITAL DELIVERY



Burlington Street Resurfacing



Main Street West Resurfacing



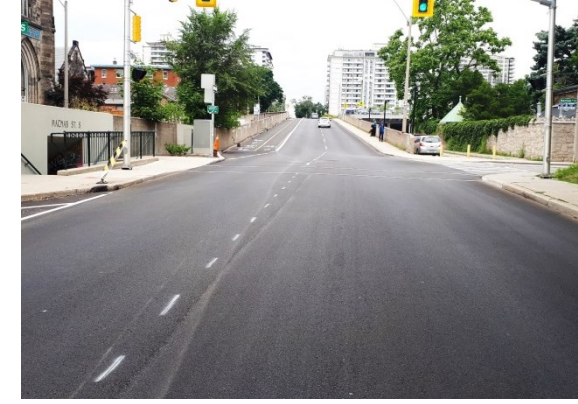
Mohawk Road Resurfacing



Upper Sherman Resurfacing



James St S Resurfacing



Hunter St Resurfacing

CAPITAL DELIVERY



Provincial Offences Administration



Glanbrook Hills Park



Heritage Green Park



William Connell Park



Maplewood Park



Beasley Skate Park

CAPITAL DELIVERY



BEFORE: Grightmire Arena



BEFORE: POA Building



BEFORE: Bernie Morelli Recreation Centre



PROGRESS: Grightmire Arena



AFTER: POA Building



AFTER: Bernie Morelli Recreation Centre



Healthy & Safe Communities

2018 Highlights

HEALTHY & SAFE COMMUNITIES HIGHLIGHTS



75

Traffic monitoring cameras installed through the Advanced Traffic Management System

25



Locations with new traffic calming measures

Intersections

250



Intersections connected to the advanced traffic management system

150



with wireless connectivity

24



New AODA compliant audible pedestrian signals installed

Year 6



of the Emerald Ash Borer Management Program complete

3000

Trees removed

125

Injected trees



3rd Year

of the Strategic Road Safety Program





HEALTHY & SAFE COMMUNITIES

- Development of the Corporate Security Office
- Hamilton Water Corrosion Control implemented
- Launched Traffic Safety campaign
- Installed 6 new & 4 replacement play structures in City parks



New play structure at Glanbrook Hills



Pedestrian Crossover



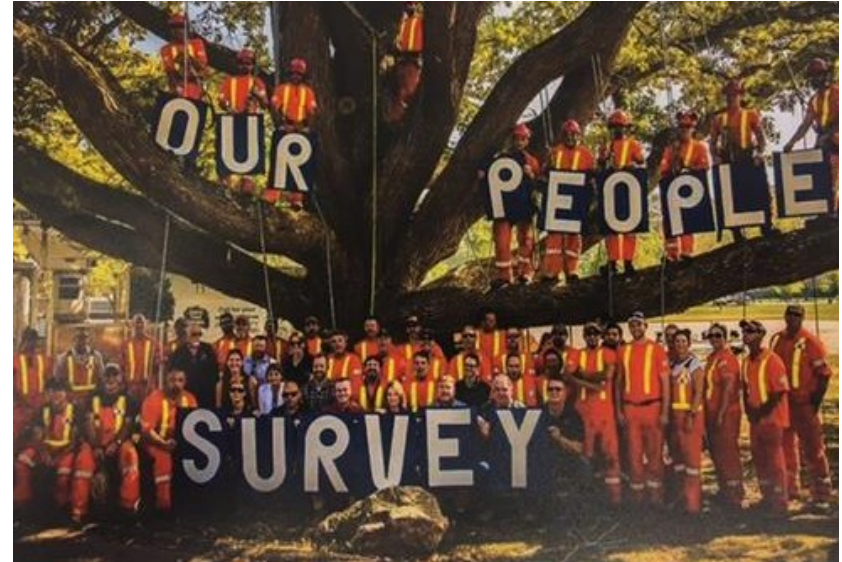
Our People & Performance

2018 Highlights



OUR PEOPLE & PERFORMANCE HIGHLIGHTS

- Our People Survey – Phase 3 development of action plans (e.g. improved communications at PW Yards)
- Develop leaders through the Cutting Edge of Leadership program and Green Belt training
- City Housing Hamilton partnership for capital project delivery (est. \$100M)

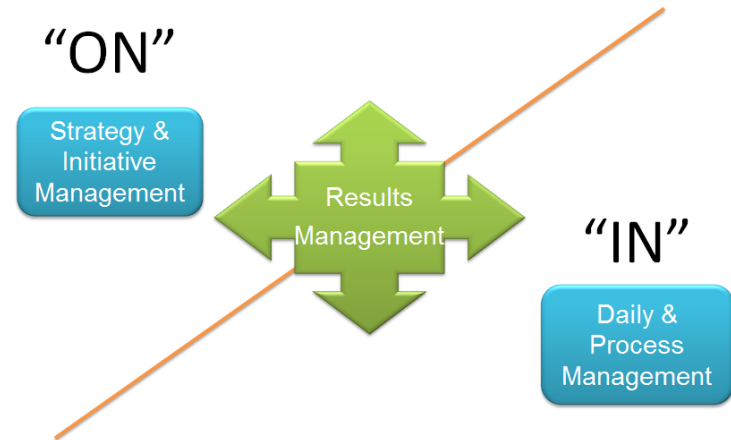


City Forestry crews promoting the Our People Survey



OUR PEOPLE & PERFORMANCE HIGHLIGHTS

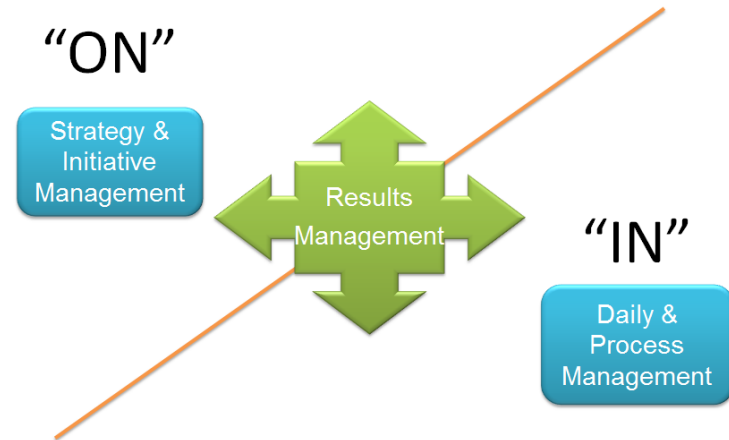
- Business Acumen/Change Management response to loss of corporate knowledge with staff departure (i.e. retirement, job change)
 - Sectional Annual Review Process
 - SWOT analyses
 - Divisional SPM role
 - Divisional Leadership programs





OUR PEOPLE & PERFORMANCE HIGHLIGHTS

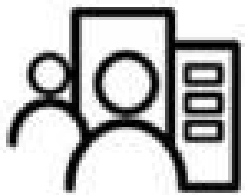
- Departmental Strategic Planning
 - Development of foundational strategic framework
 - DLT mandate
 - SWOT
 - Divisional “moon shots” and top priority sharing
 - Quality Management
 - Workforce Planning
 - Common objectives for 2019-2022
 - Balanced Scorecard





Community Engagement & Participation

2018 Highlights



COMMUNITY ENGAGEMENT & PARTICIPATION HIGHLIGHTS

- New City Hall high definition audio visual system
- Implementation of Plow Tracker App
- 11th annual Children's Water Festival & World Toilet Day (1st event)
- Indigenous Engagement – Staff Circle & Smudging Ceremonies
- >21,000 registered participants for 164 registered Team Up to Clean Up events



Team Up to Clean Up Event



World Toilet Day

28



ECONOMIC PROSPERITY & GROWTH

2018 Highlights



ECONOMIC PROSPERITY & GROWTH HIGHLIGHTS

- Open for Business:
 - Planning initiated in 2018 for major Telco upgrade to start in 2019
 - ROW Access Report (FCM)
- Hamilton Youth in Construction
- Social procurement
 - Policy development
 - Pilot projects
- Canadian premier soccer league at Tim Horton's Field
- New Revenues: Federal Tax Court tenant in Hall of Fame



Telco Roll Out



Hamilton Youth in Construction Program 30

Continuous Improvement



2018 Highlights

CONTINUOUS IMPROVEMENT HIGHLIGHTS

Ideas Generated



90+

Since Program Inception

310+

Projects Started



87

Since Program Inception

156+

Projects Completed



54

Since Program Inception

90+

Kaizen Events



13

Since Program Inception

25+

Recovered Capacity



\$1,417k

Cost Reduction



\$912k

Since Program Inception

\$1,012k

Cross-Dep. / Cross Div. Collaboration

10



Staff Involvement



500+

Green Belts Trained

8



Since Program Inception

28



METRICS

Public Works

Facilities Management

Manage

\$2.1 Billion
in Assets



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

Fleet Services

Manage
and Maintain



Corridor Services

Manage

45,385
Street Lights

Intersections

150



wirelessly connected to ATMS

Solid Waste Management Operate:

- 1 Open Landfill
- 12 Closed Landfills
- 1 Material Recycling Facility
- 1 Central Composting Facility
- 1 Yard Waste Composting Pad



ASSET METRICS

2,075 **£**



of watermains



Manage

70

Municipal Cemeteries

Manage and maintain

2,445 **km**
of sidewalks

Manage and maintain

389

Bridges
and Structures



Parks and Open Spaces

28

Playgrounds

65

Spray pads

521

Park Locations



Road Maintenance

Manage

2,964
centerlane km

of Roads



PERFORMANCE METRICS

215,000 ^{km}

of roadway patrolled
for deficiencies



165 ^{km}
sewer mainlines

&

2000
laterals inspected



440,000 ^{cm}

of tree diameter
maintained



5,649 ^{MWH}
Electricity produced

1250

Internments at
Hamilton Cemeteries



Solid Waste Management
Manage

223,000 ^{tonnes}
of Waste



Over
27 Million
Waste Pickups per year



53,326
of Grassland Mown

**Winter
Operations**

Maintain

6,478

Lane km of Road



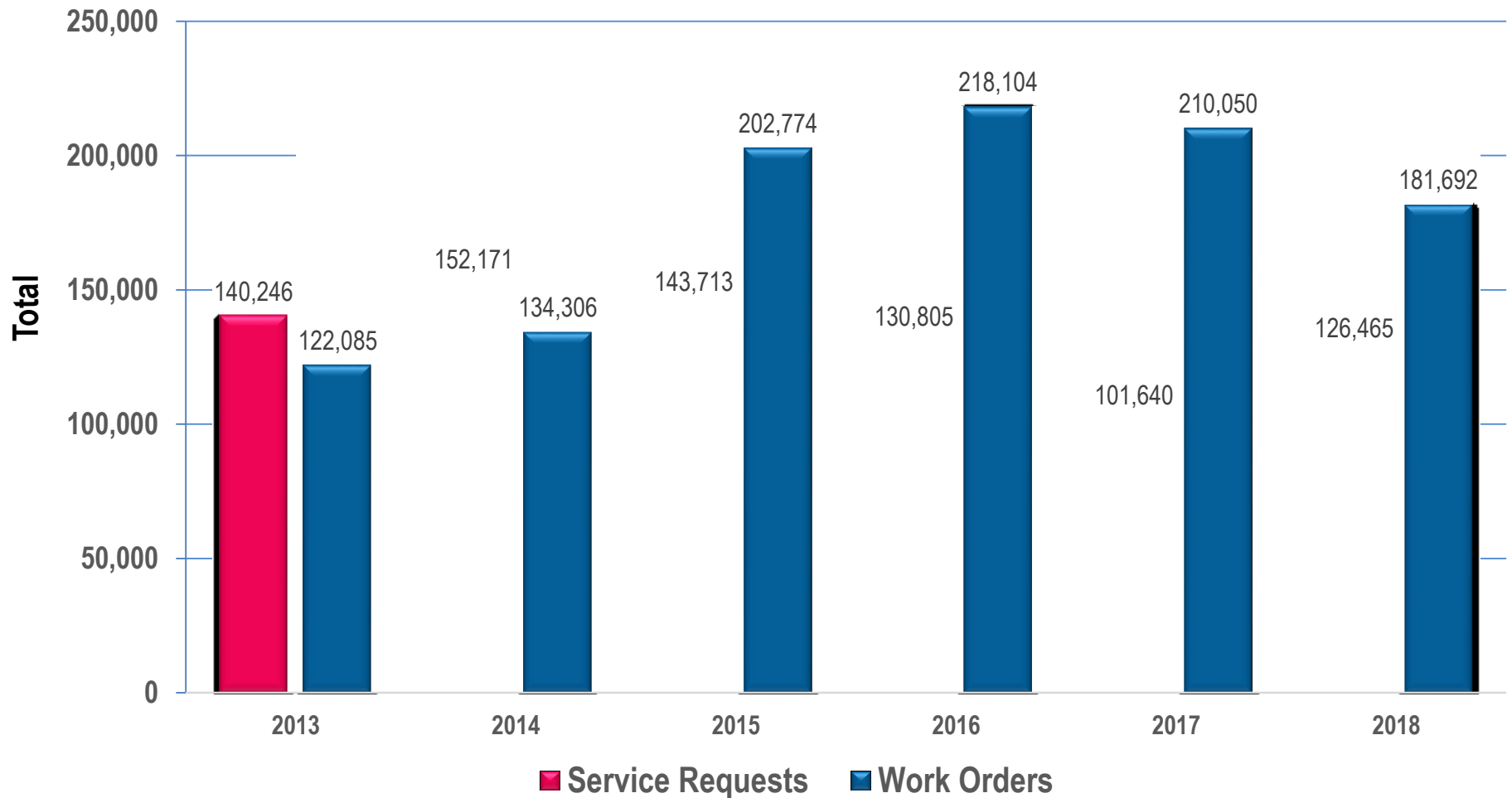
Natural Open Space & Parkland

Manage

24,082 ^{hectares}



SERVICE REQUESTS & WORK ORDERS






BALANCED SCORECARD





Public Works Balanced Scorecard

- Measures key objectives in four sections: Customer, Financial, Process and People
- In 2018, ~125 scorecards were identified and established for Superintendent and SPM levels
- ~ 800 metrics are being tracked and categorized based on our Corporate Priorities and organizational requirements
- The data collection has been optimized through the implementation of a web-based integrated tool allowing staff to enter metric/KPI data in a consistent and effective manner

METRICS – KEY PERFORMANCE INDICATORS

Objective	Metric	Target	YTD	Health
Transit – Cancelled Service	Hours of Cancelled Service <i>% of Total Service</i>	5,740 0.66%	2,978 0.34%	
Development Applications	Response by PED due date	80%	84%	
Capital Program – Tendering	% capital tendered by year end	95%	100%	

METRICS – KEY PERFORMANCE INDICATORS

Objective	Metric	Target	YTD	Health
Roads – Pothole Repair	% Compliance to MMS	100%	97%	
Water – Emergency Response	Water main/water service repair within 2 days	100%	93%	
Cemeteries	Increase pre-need sales by 10%	\$1.2M	\$1.1M	
Energy Intensity Comparison	% change total energy 2018 vs 2017 (ekWh/Sq.ft)	-1.8%	1.6%	

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TRENDS & ISSUES

Public Works

TRENDS AND ISSUES 2018 / 2019

Capital Program Development

Making investments in assets at the most opportune time while managing tariffs, competitive market, and skilled trade shortages.

Legislation

Changes to federal and provincial legislation have an associated impact on how the City delivers its services, i.e. *Construction Lien Act*, *Waste-Free Ontario Act*, *Bill 6 – Infrastructure for Jobs & Prosperity Act* (i.e. impact on personal emergency leave)



Roadway damage



Materials Recycling Facility

TRENDS AND ISSUES 2018 / 2019

Climate Change

Extreme weather events impacting operations, activities, and budget.

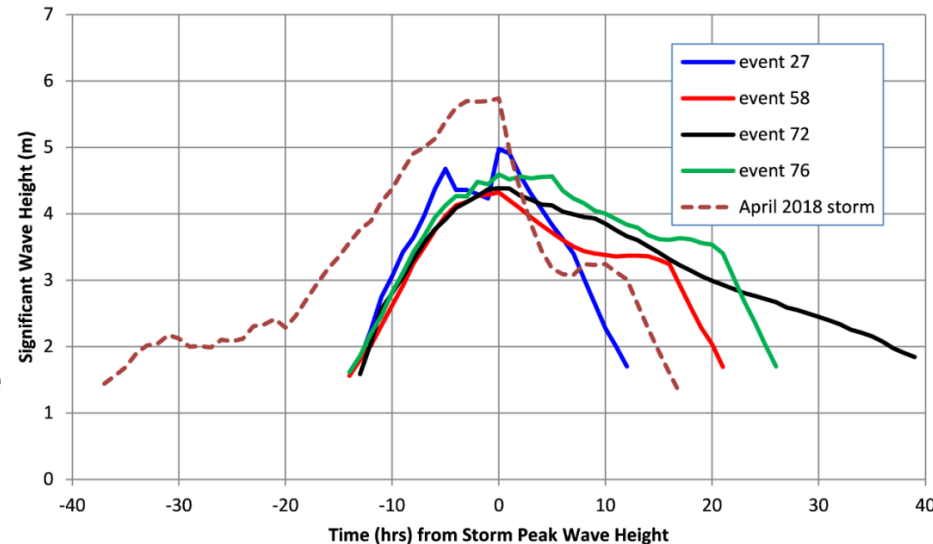
Technology

Innovation must leverage technological change in order to make strides in delivering projects and services

Workforce Management

Contract negotiations, retirements, succession planning, recruitment, overtime, and absenteeism.

Significant Wave Heights (45 Year Hindcast)



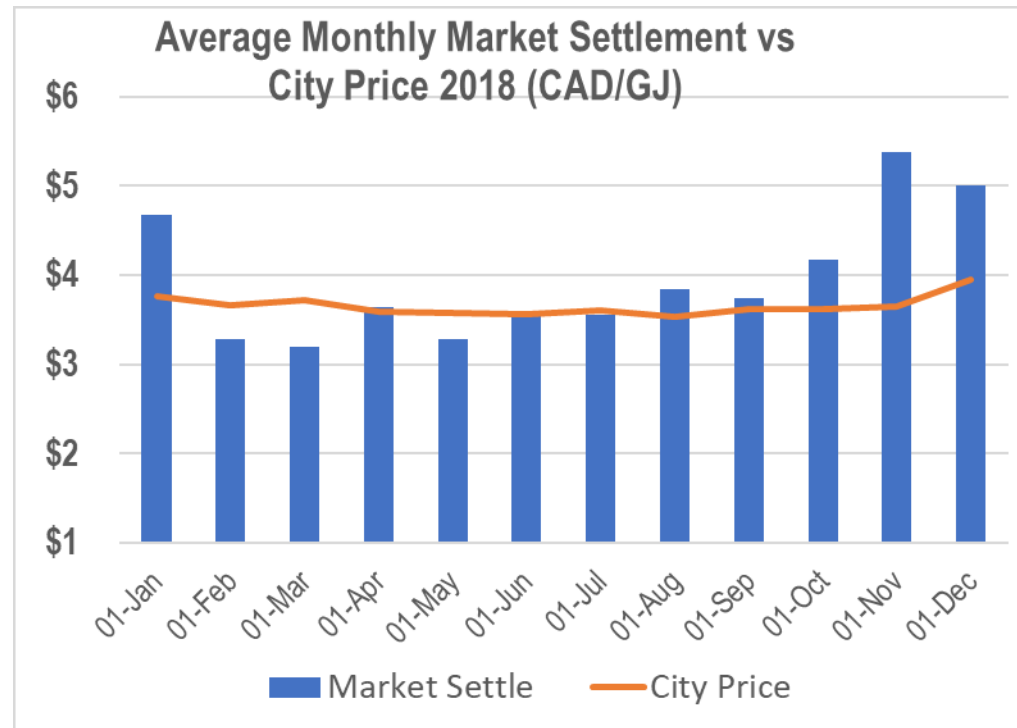
TRENDS AND ISSUES 2018 / 2019

Energy & Fuel Markets

Hydro and fuel costs remain volatile and are impacted by factors such as global markets, supply and demand. Energy projects can lead to future savings.

Lease Contracts & Accommodations

Master Accommodation Plan to consider expiring leases for office accommodations between 2019 to 2021





MAJOR INITIATIVES 2019

Public Works

MAJOR INITIATIVES 2019

- Update City's Energy Policy and continuing to meet corporate intensity reduction targets
- Facility construction projects:
 - Police Forensics
 - City Housing Hamilton Project (500 MacNab St.)
 - Woodward Upgrades – Tertiary treatment
- Support for accommodation requirements for office leases, new developments, and yard rationalization
- Refine and implement corporate security plans for the City's infrastructure



500 MacNab St – City Housing

MAJOR INITIATIVES 2019

- Major Rehabilitation Projects include:
 - Locke Street - \$7.5M
 - RHVP resurfacing – \$15.5M
 - Birch Avenue – Wilson to Barton Two Way
 - Cannon Street – Road and cycle track upgrades
 - 6 Bridge structures
- Escarpment studies – City & McMaster University partnership for geological study



Red Hill Valley Parkway

MAJOR INITIATIVES 2019

- Year 7 of the 10-Year Emerald Ash Borer Management Plan
- Year 2 of the 2-Year Gypsy Moth Control Program (500 hectares)
- Successful negotiation through the collective bargaining process with CUPE 5167, CUPE 1041 and ATU to avoid potential impacts to citizen facing services
- Continuation of the Our People Survey culture initiative and leadership / succession planning
- Project management standardization for Public Works in collaboration with corporate project management initiatives
- Year 4 of 10-Year Transit Strategy

MAJOR INITIATIVES 2019

Enterprise Asset Management System

- 12+ software systems being used in Public Works cost \$1.06M annually
- Challenges with unaligned data and systems resulting in:
 - Inefficiencies & substantial rework
 - Risks due to lack of integration
 - Higher costs
- Adopting one system would offer:
 - Data integrity & transparency
 - Standardized processes and reporting
 - Improved cost and maintenance structure
 - Alignment with legislation, asset management best practice and IT strategy
 - Significant opportunity for continuous improvement and improved service delivery to residents



MAJOR INITIATIVES 2019

Quality Management System

Continuing to introduce:

- Document control
- Process management
- Performance measurement
- Standard operating procedures
- Audits
- Emergency preparedness
- Risk management
- Continuous improvement

Will allow us to:

- Meet regulatory requirements
- Instill Trust & Confidence
- Drive ownership
- Promote agreement
- Validate processes
- Transform the way we do things
- Sustain success at all levels



MULTI-YEAR OUTLOOK

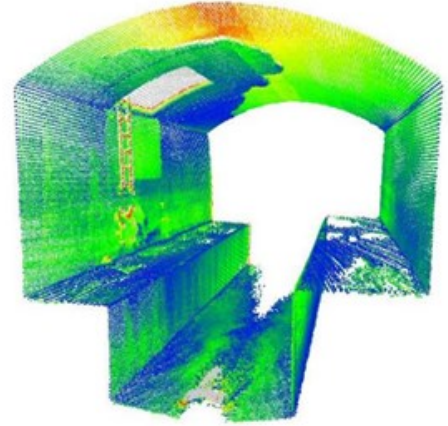
2020 - 2022

Public Works

TRENDS AND ISSUES 2019 - 2022

Roads Capital Program Delivery

- 2019 Roads Capital program investment increased to \$51.7M million (gross), \$5.7M higher than 5 year average investment
- Revised Roads budget achieves re-investment rate of 1.1%; however, it is below the recommended 2%-3% target
- LiDAR (Light Detection and Ranging) Scanning Technology will assist with asset management strategy
- 2019 Road Condition project is planned to determine current Overall Condition Index (OCI) and Level of Service (LOS)



LiDAR Scan – Mountain Trunk Storm Sewer



Mountain Trunk Storm Sewer Rehabilitation

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OCI RESULTS



Chapple St.
OCI 0% to 30% (Reconstruction)



West 3rd St
OCI 30% to 45% (Major Rehabilitation)



Fruitland Road
OCI 45% to 60% (Minor Rehabilitation)



Blossom Lane
OCI 60% to 100% (Good Condition)

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TRENDS AND ISSUES 2019 - 2022

Facilities Capital Program Delivery

- Current capital funding does not support sustainable facility condition for municipal buildings:
 - Canadian Infrastructure Report Card recommended target of 1.7% to 2.5% of the replacement value of buildings
 - City's block funds rate of 0.47% of total replacement value
- Examples of buildings requiring rehabilitation:
 - Fire Station 13 (mechanics garage)
 - Eastwood Arena
 - Valley Park Recreation Centre
 - Brewster Pool
 - Greensville Hall
 - Forestry Quonset (in need of replacement)

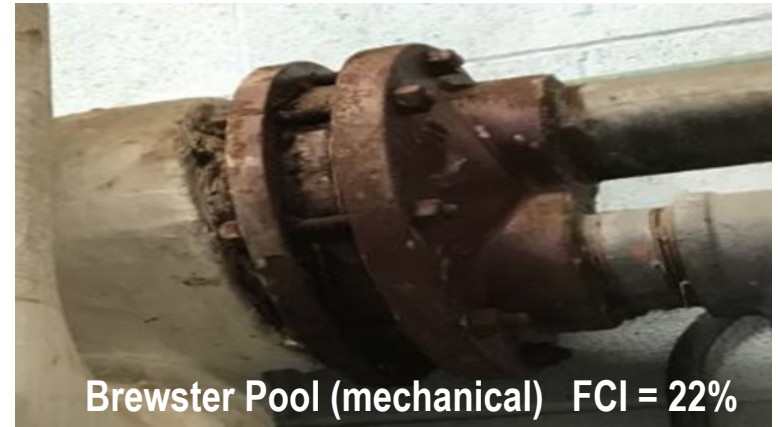
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FACILITY CONDITION INDEX (FCI) RATINGS



Fire Station 13 (HVAC) FCI = 33%

FCI >30% (Critical condition)



Brewster Pool (mechanical) FCI = 22%

FCI 10% to 30% (Poor condition)



Greenville Hall FCI = 14%

FCI 10% to 30% (Poor condition)



Hamilton Convention Centre FCI = 12%

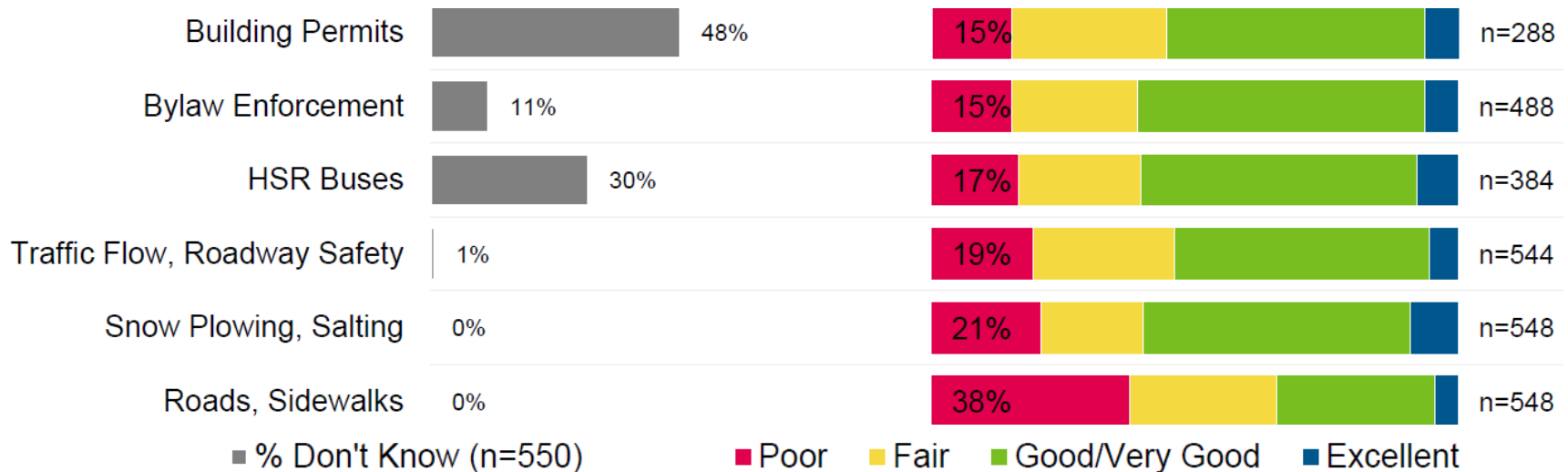
FCI 10% to 30% (Poor condition)

TRENDS AND ISSUES 2019 - 2022

Our Citizen Survey 2018 Report

Public Works services that were most often rated as “poor” include:

- Roads and Sidewalks (38%)
- Snow plow and Salting (21%)
- Traffic Flow, Roadway Safety (19%)
- Hamilton Street Railway (HSR) Buses 17%



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TRENDS AND ISSUES 2020 - 2022

Growth

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

Legislation

Continue responding to changing provincial and federal legislation. (i.e. *Waste Free Ontario Act*, *Construction Lien Act*, Bill 6 – *Infrastructure for Jobs and Prosperity Act*; Bill 47 which repeals Bill 148 *Fair Workplaces Act*)

Capital Program Delivery

Capital rehabilitation program delays leads to increased maintenance and operating costs

TRENDS AND ISSUES 2020 - 2022

Urgent Request/Emergency Response

Public Works is highly reactive to urgent requests and emergencies, but this reduces capacity to manage planned activities.



RHVP: Liquid Asphalt Spill

Extreme Weather & Climate Change

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



Wind damage at Woodlawn Cemetery

TRENDS AND ISSUES 2020 - 2022

Energy & Fuel Markets

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

Workforce Management

Creating a healthy, engaged and supportive workplace will enable the department to attract and retain knowledgeable staff, while at the same time react to the exit of long standing and knowledgeable employees. |

Contract Renewals

Possible budget pressures due to contract renewals in Winter Control and Solid Waste Management in 2020.

LEGISLATION CHANGES 2020 - 2022

Bill 66 - Restoring Ontario's Competitiveness Act, 2018

- Bill 66, if passed, will amend several pieces of legislation (e.g. Employment Standards Act (2000), Labour Relations Act (LRA) (1995), Planning Act, Ontario Energy Board Act (1998), Long-Term Care Homes Act (2007))
- Municipal impacts related to employee work hours, construction projects, and potential changes to “open for business” zoning bylaws
- Bill 66 would amend the LRA to deem municipalities, school boards, hospitals, colleges/universities and public bodies to be non-construction employers.

Bill 47 – Making Ontario Open for Business Act, 2018

- Bill 47 repeals Bill 148, which impacts Minimum Wage standards, work scheduling, personal emergency leave

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MAJOR INITIATIVES 2020 to 2022

- Develop, issue, evaluate and award Request for Proposals for the delivery of waste collection services and winter operation services.
- Explore other technology applications to address the need for more cost effective road rehabilitation strategies.
- Implementation of the strategic road safety strategy that focuses on Vision Zero and the Complete Livable Better Streets principles.



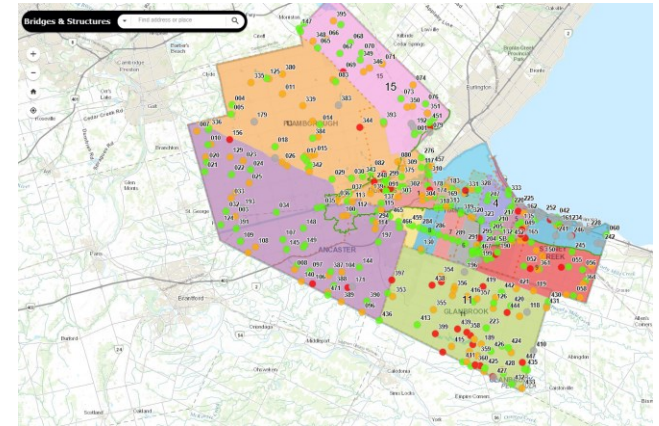
Waste Collection Vehicle



Road Safety Program

MAJOR INITIATIVES 2020 to 2022

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



Bridge Assets



LRT Project

MAJOR INITIATIVES 2020 to 2022

- Prioritization of funding needs for rehabilitation and reconstruction of infrastructures within the roadway corridor.
- Continued support for City projects related to the Hamilton Harbour Remedial Action Plan targets and Waterfront Development
- Parks Waterfront Trail redevelopment, shoreline protection and erosion control
- Infrastructure rehabilitation to improve resiliency for climate change and extreme storm events



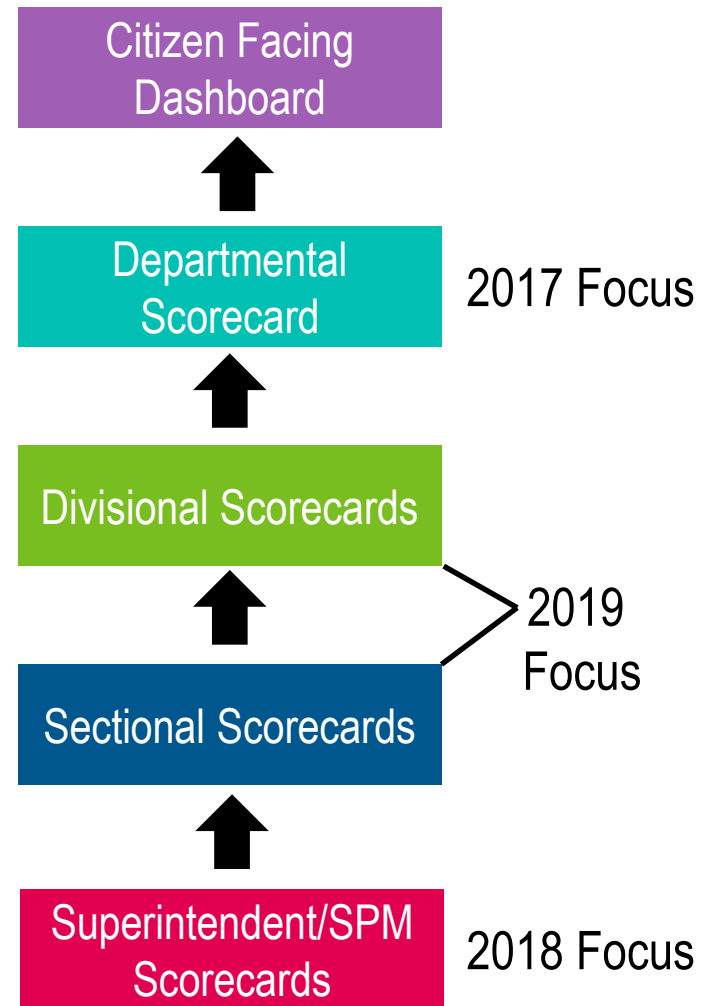
Waterfront Development



Confederation Beach Park

LOOK AHEAD METRICS

- Continue the implementation of methodologies for sectional and divisional reporting as well as visualizing performance in a Departmental dashboard
- Engage with management staff to ensure that each metric owner has the authority and support to effect change and minimize impact
- Provide insight to staff and enable better decision management through monitoring actual performance against expected targets

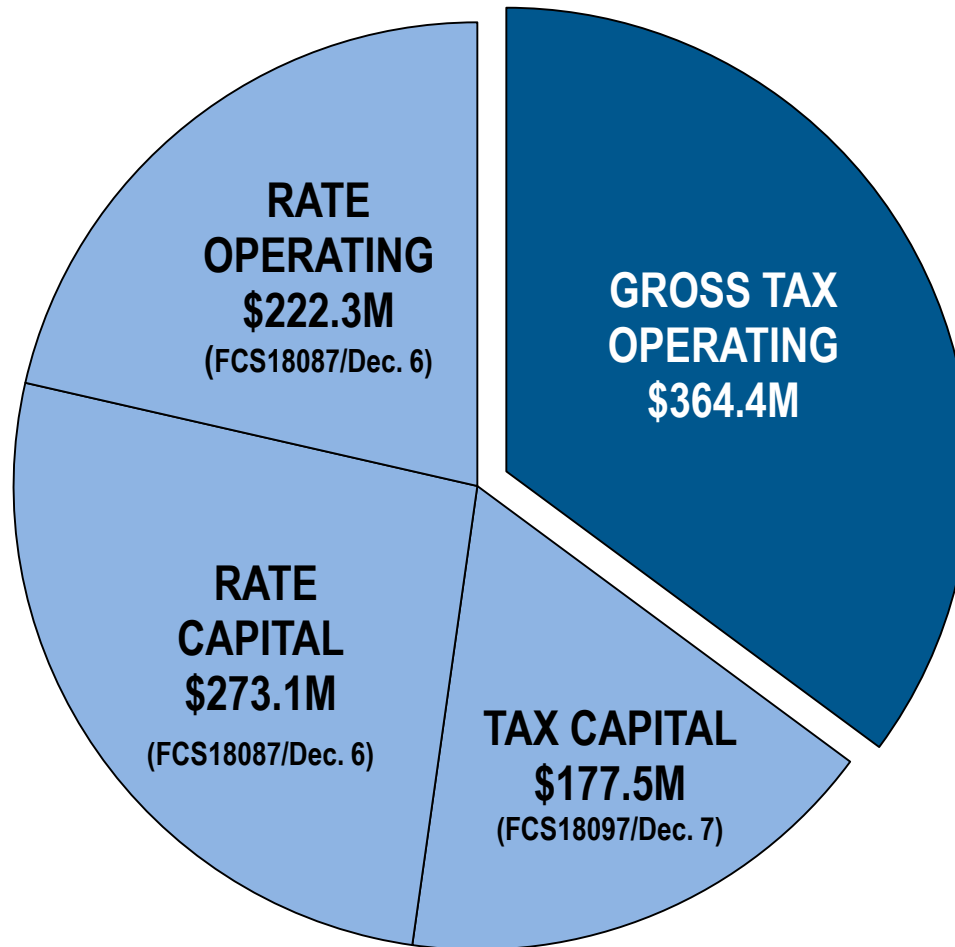


2019 PRELIMINARY TAX OPERATING BUDGET

Public Works Department

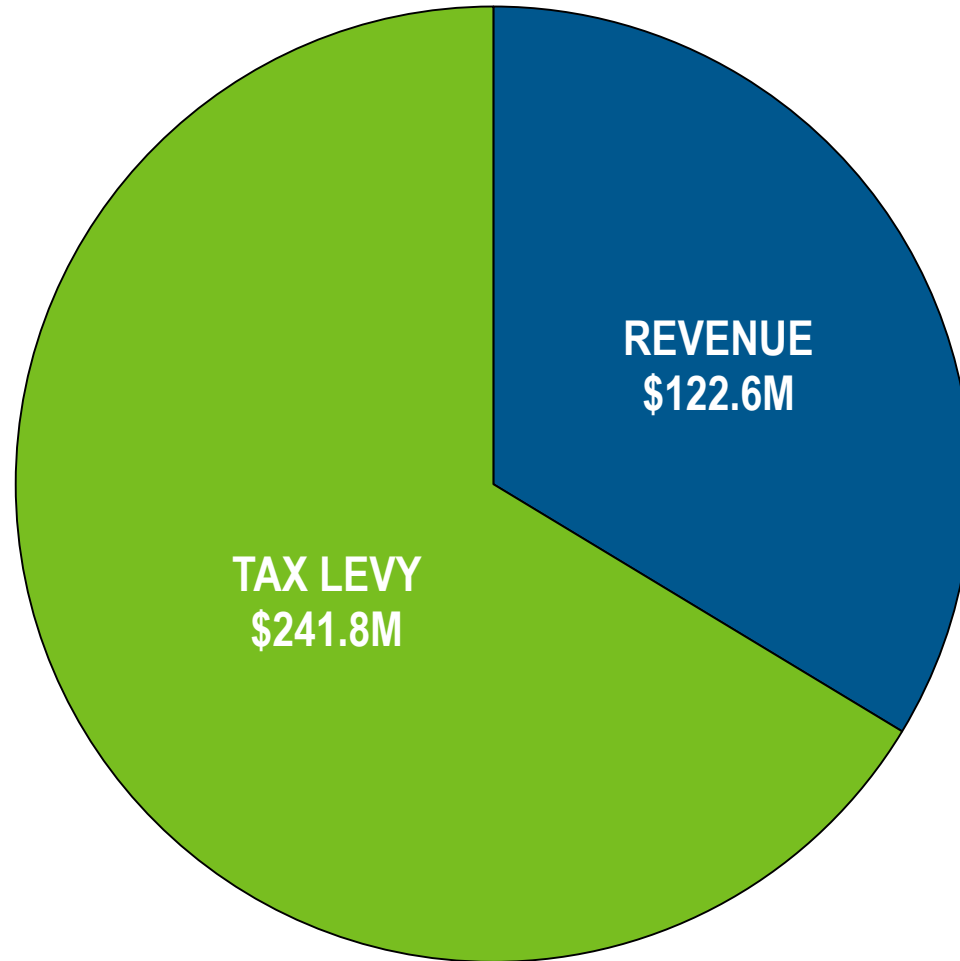
2019 GROSS BUDGET

2019 Gross Capital & Operating Budgets
\$1.037 billion

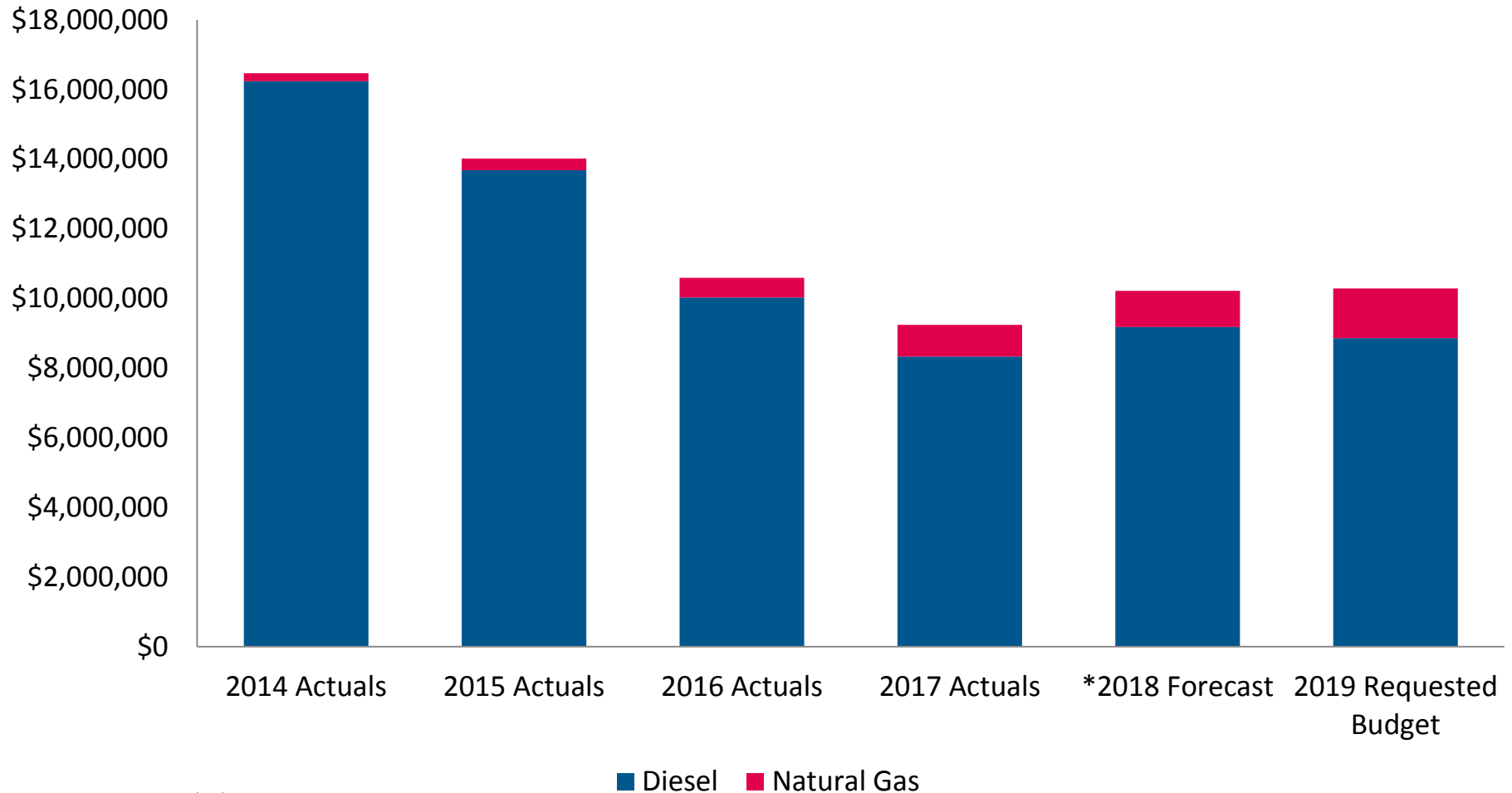


GROSS TAX OPERATING BUDGET

Gross Expenditures
\$364.4 million

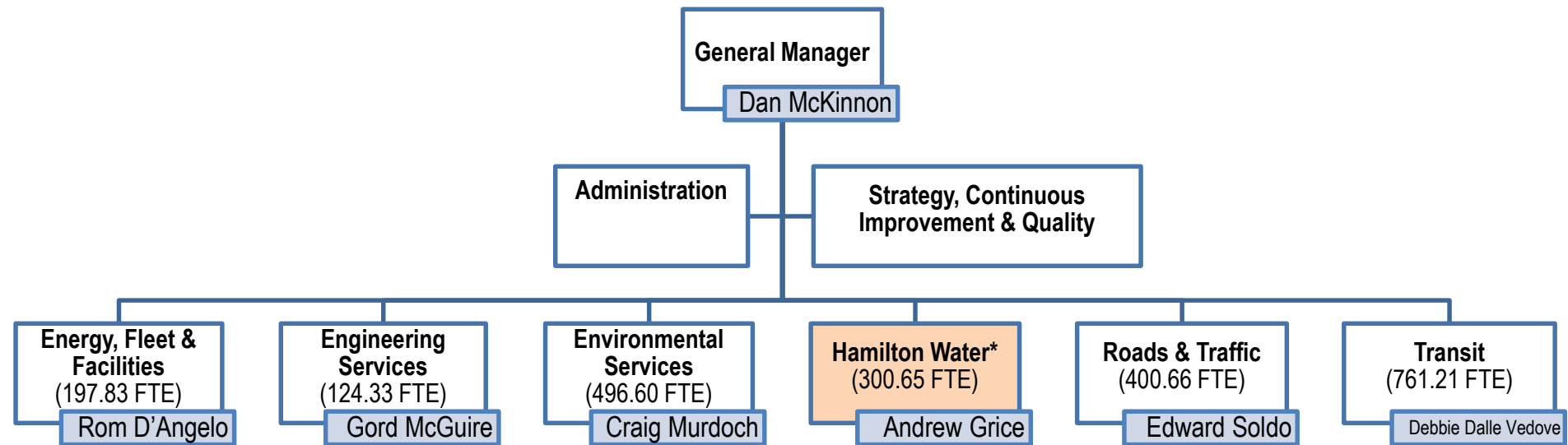


NATURAL GAS AND DIESEL TRENDING – VEHICLE



*2018 Forecast as of Dec/19/18

ORGANIZATIONAL CHART



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2018	36.0	1921.63	1,957.63	53.38:1
2019	34.0	1953.63	1,987.63	57.46:1
Change	(2.0)	32.0	30.0	

* Complement Excludes Hamilton Water

2019 BUDGET DRIVERS

Item	Cost (\$000)
DARTS Contractual/Ridership	\$4,284
Transit Strategy	\$1,784
Employee Related Costs	\$3,146
Central Fleet Charges	\$999
PRESTO Operating Agreement	\$642
Transit Fleet Reserve	\$616
In-year approval – Environmental Services	\$211
Reduced Energy Costs for Streetlighting	(\$600)
Right Sizing Budget	(\$1,508)

Note:

- Recycling revenues has a \$2.4 M pressure as a result of a world-wide collapse of mixed fiber commodities. This risk has been mitigated in 2019 by a budgeted transfer from reserve

HISTORICAL BUDGET INCREASES

Total Council Approved

2017		2018		2019	
\$ Change from 2016	% Change from 2016	\$ Change from 2017	% Change from 2017	\$ Change from 2018	% Change from 2018
	2.2%		3.8%		4.6%
361,000	0.2%	2,188,000	1.0%	1,784,000	0.8%
-		356,000	0.2%	642,000	0.3%
577,000	0.3%	-		616,000	0.3%
-		1,680,000	0.8%	4,284,000	1.9%
1,593,000	0.7%	-		-	
	1.1%		1.9%		1.4%

Guideline

2.0%

1.5%

1.5%

2019 OPERATING BUDGET BY DIVISION

Public Works - Tax

	2018	2019	2019	-2019 vs 2018 Net Change-	
	Restated Net	Preliminary Gross	Preliminary Net	\$	%
PW-General Administration	1,010,640	715,220	715,220	(295,420)	(29.2%)
Energy Fleet and Facilities	9,009,020	22,396,020	9,141,470	132,450	1.5%
Engineering Services	6,314,690	25,617,020	5,727,050	(587,640)	(9.3%)
Environmental Services	76,130,670	98,427,100	77,462,550	1,331,880	1.7%
Roads & Traffic	73,055,070	85,835,910	73,785,620	730,550	1.0%
Transit	65,701,190	131,440,960	74,948,270	9,247,080	14.1%
	231,221,280	364,432,230	241,780,180	10,558,900	4.6%

Transit - Key Drivers

DARTS Contractual	4,284,000	
Annual 10 Year Strategy (Net)	1,784,000	
PRESTO Maint. Agreement	642,000	
Transit Fleet Reserve	616,120	
Public Works - Tax excluding Key Transit Drivers	3,232,780	1.4%

MULTI-YEAR OUTLOOK

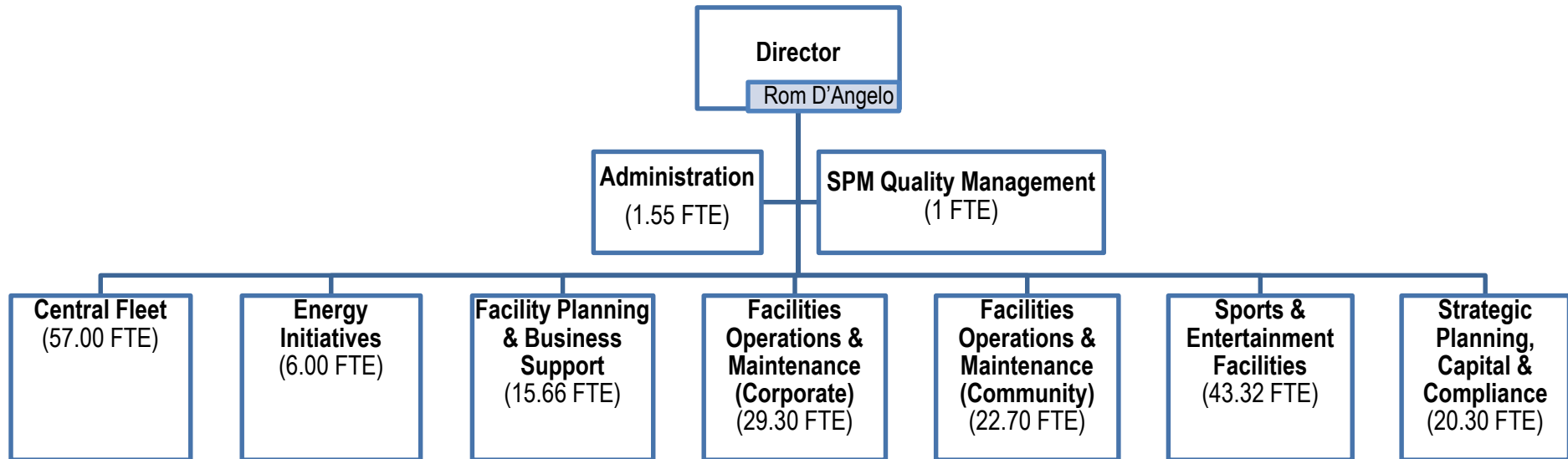
Preliminary	Multi-Year Outlook					
2019	2020		2021		2022	
Budget \$	Budget \$	% Change from 2019	Budget \$	% Change from 2020	Budget \$	% Change from 2021
235,070,180	247,841,110	2.2%	261,581,519	2.4%	274,593,660	2.6%
4,284,000	2,270,000		1,720,000		1,360,000	
1,784,000	3,368,000		3,511,111		3,778,000	
642,000	1,243,000		682,000		160,000	
616,120	628,450		207,470		229,560	
242,396,300	255,350,560	5.3%	267,702,100	4.8%	280,121,220	4.6%



2019 PRELIMINARY TAX OPERATING BUDGET

Divisions

ENERGY, FLEET & FACILITIES MANAGEMENT



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2018	8	189.83	197.83	23.7:1
2019	8	189.83	197.83	23.7:1
Change	0			

2019 OPERATING BUDGET – ENERGY, FLEET & FACILITIES

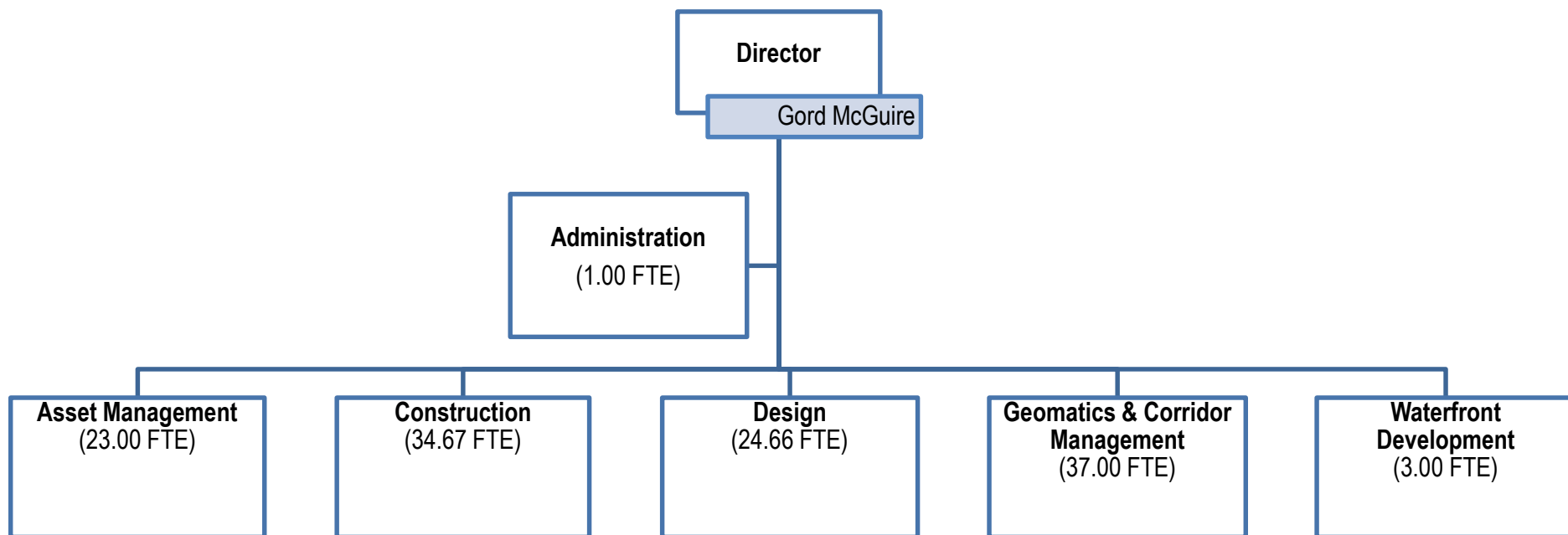
Energy Fleet and Facilities

				-2019 vs 2018 Net Change-	
	2018	2019	2019	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
Corporate Facility Ops & Tech	1,255,880	4,216,160	1,290,310	34,430	2.7%
Central Fleet	386,010	2,167,790	500,430	114,420	29.6%
Community Facility Ops & Tech Serv	3,191,050	3,205,180	3,205,180	14,130	0.4%
Director EFF	262,840	327,110	306,300	43,460	16.5%
Energy Initiatives	37,420	1,348,760	37,040	(380)	(1.0%)
Facilities Planning and Business Support	419,530	1,108,760	716,160	296,630	70.7%
Golf & Stadium Ops	3,166,760	7,987,690	3,087,560	(79,200)	(2.5%)
Strategic Plan & Capital Compliance	289,530	2,034,570	(1,510)	(291,040)	(100.5%)
Total Energy Fleet and Facilities	9,009,020	22,396,020	9,141,470	132,450	1.5%

2019 BUDGET DRIVERS – ENERGY, FLEET & FACILITIES

Item	Cost (\$000)
Chedoke Golf Course Revenue decrease: Food services revenue reduction	\$185
Fleet Revenue decrease: Darts fuel reduction	\$112
Tim Hortons Field Revenue: <ul style="list-style-type: none">• Movie Shoots• Soccer	 (\$75) (\$50)

ENGINEERING SERVICES



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2018	6	118.33	124.33	19.72:1
2019	6	118.33	124.33	19.72:1
Change	0	0	0	

2019 OPERATING BUDGET – ENGINEERING SERVICES

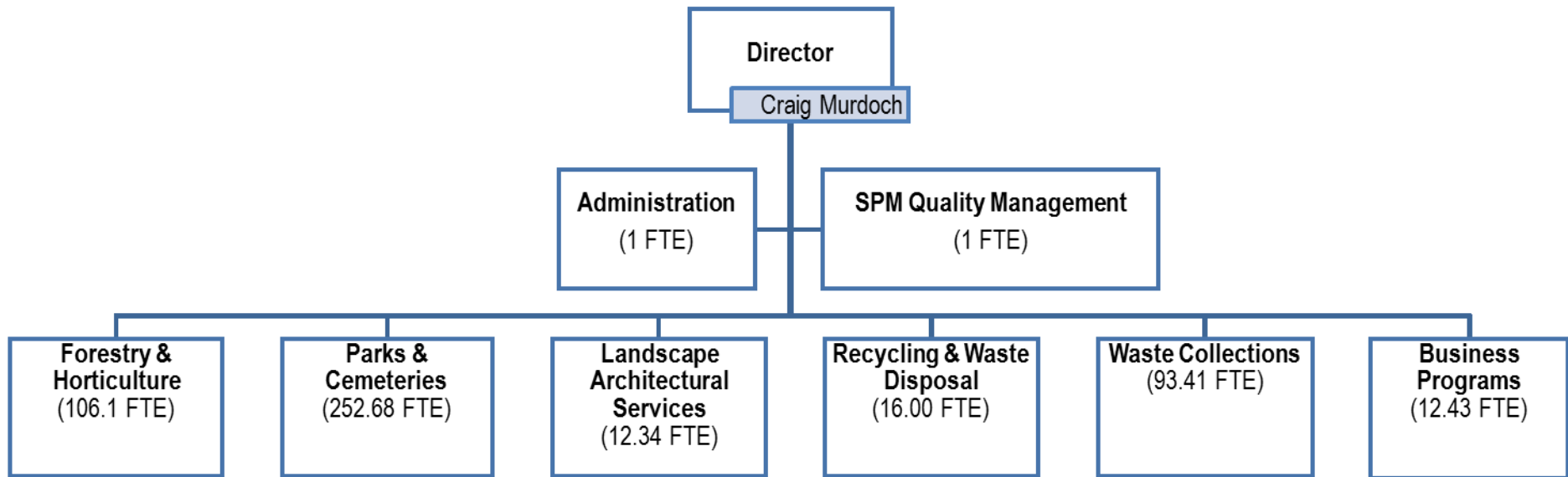
Engineering Services

	-2019 vs 2018 Net Change-				
	2018 Restated Net	2019 Preliminary Gross	2019 Preliminary Net	\$	%
Asset Management	-	2,763,880	-	-	-
Construction	-	4,607,810	-	-	-
Design Services	-	2,935,810	-	-	-
Director of Engineering Services	(10,190)	1,679,920	-	10,190	(100.0%)
Geomatics and Corridor Management	6,324,880	12,852,110	5,727,050	(597,830)	(9.5%)
Waterfront Development	-	777,490	-	-	-
Total Engineering Services	6,314,690	25,617,020	5,727,050	(587,640)	(9.3%)

2019 BUDGET DRIVERS – ENGINEERING SERVICES

Item	Cost (\$000)
Employee Related Costs	\$369
Reduced Energy Costs for Streetlighting	(\$600)
Recoveries from Capital – increased recoveries to match costs associated with Capital projects	(\$360)

ENVIRONMENTAL SERVICES



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2018	7	489.60	496.60	69.94:1
2019	7	489.60	496.60	69.94:1
Change	0	0	0	

2019 OPERATING BUDGET – ENVIRONMENTAL SERVICES

Environmental Services

				-2019 vs 2018 Net Change-	
	2018	2019	2019	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
Recycling & Waste Disposal	6,979,710	21,955,260	7,095,390	115,680	1.7%
Waste Collections	30,610,300	31,888,970	31,844,970	1,234,670	4.0%
Business Programs	1,706,670	1,689,930	1,576,760	(129,910)	(7.6%)
Director Environ Services	(701,070)	(701,070)	(701,070)	-	-
Forestry & Horticulture	12,840,530	14,141,390	12,783,290	(57,240)	(0.4%)
Landscape & Architectural Serv	5,000	1,928,060	-	(5,000)	(100.0%)
Parks & Cemeteries	24,689,530	27,524,560	24,863,210	173,680	0.7%
Total Environmental Services	76,130,670	98,427,100	77,462,550	1,331,880	1.7%
Excludes In Year Approval				1,120,880	1.5%

2019 BUDGET DRIVERS - ENVIRONMENTAL SERVICES

Item	Cost (\$000)
Employee Related Costs	\$772
Central Fleet Charges	\$473
In Year Approval	\$211
Right Sizing Budget - Various Operating Material & Supplies	
• Parks & Cemeteries	(\$465)
• Forestry & Horticulture	(\$220)

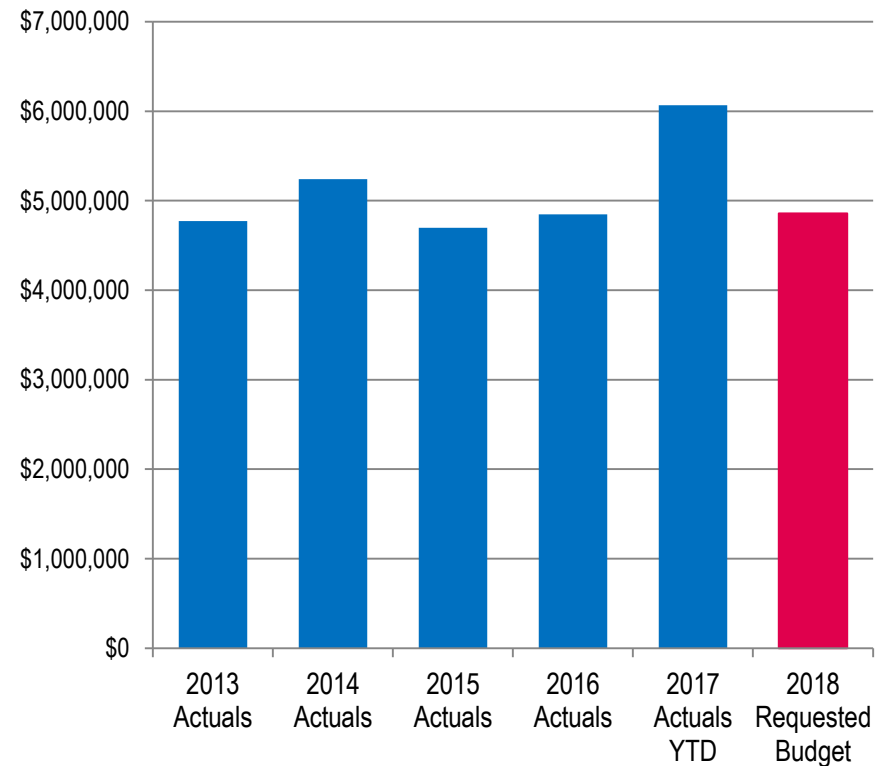
- Note: Recycling revenues has a \$2.4 M pressure as a result of a world-wide collapse of mixed fiber commodities
- This risk has been mitigated in 2019 by a budgeted transfer from reserve

2018 REVENUES: RECYCLING

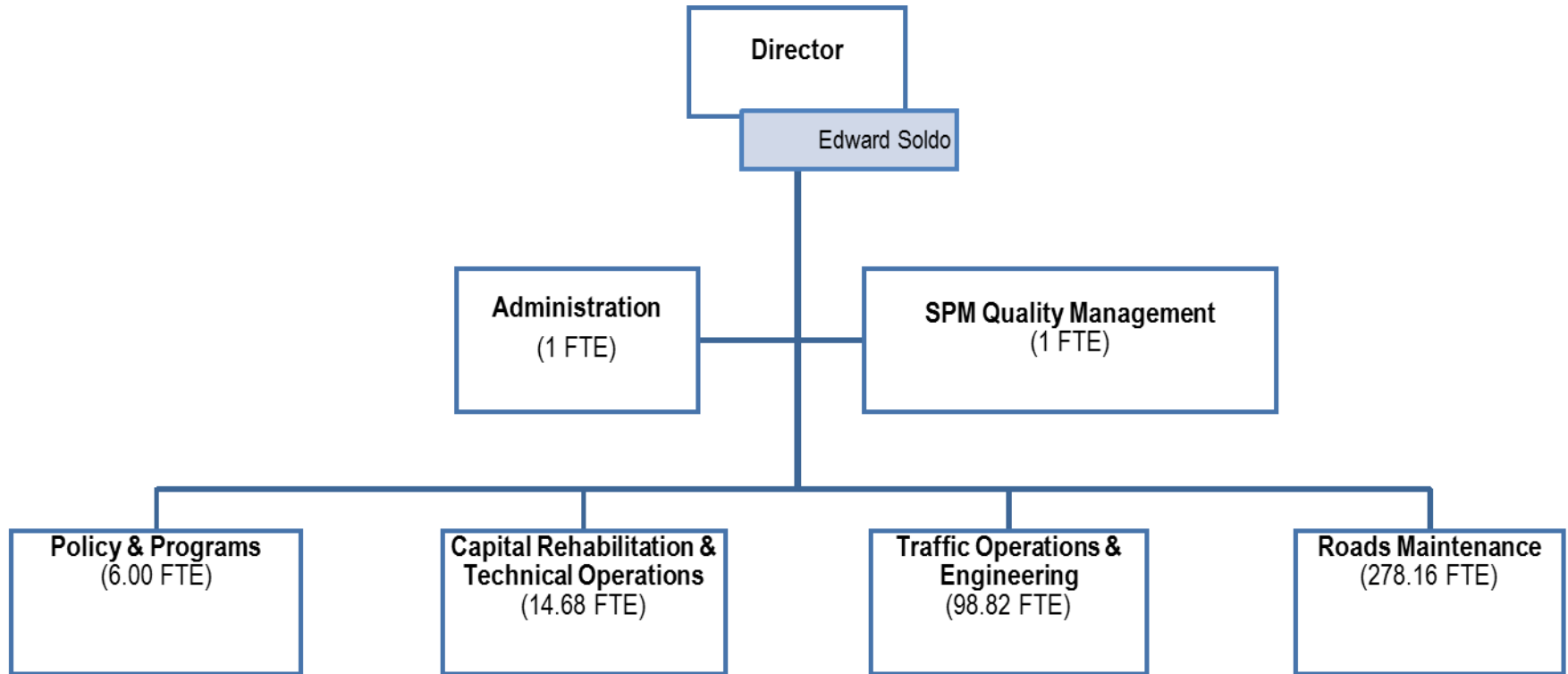
Recycling Program Impacts

- China National Sword policy has greatly impacted global recycling markets
- Higher contamination results in lower recycling revenues
- City is in litigation with the current MRF operator
- Future changes to Municipal Blue Box programs due to the Waste-Free Ontario Act

Recycling Program Revenues



ROADS & TRAFFIC



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2018	5	395.66	400.66	79.13:1
2019	5	395.66	400.66	79.13:1
Change	0	0	0	

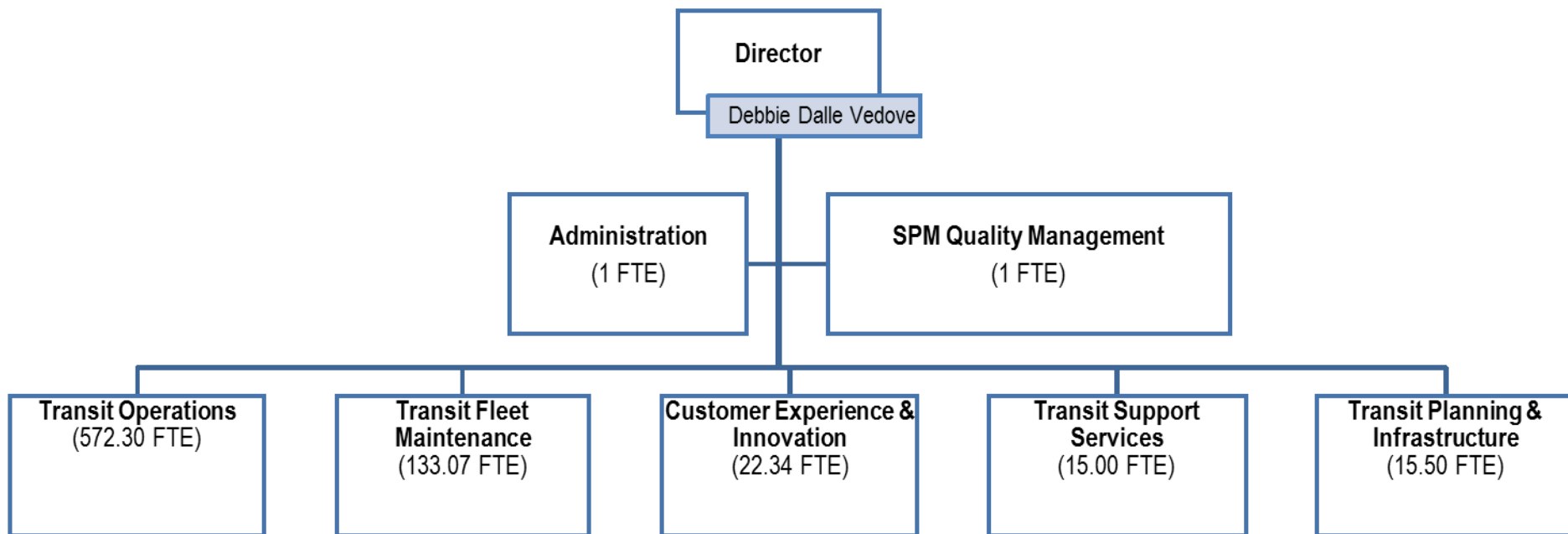
2019 OPERATING BUDGET – ROADS & TRAFFIC

Roads & Traffic

				-2019 vs 2018 Net Change-	
	2018	2019	2019	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
Roads Maintenance	61,385,310	63,324,150	62,020,780	635,470	1.0%
Capital Rehab and Technical Ops	1,834,660	2,032,030	1,837,790	3,130	0.2%
Policy & Programs	1,878,710	1,944,300	1,884,900	6,190	0.3%
Director - Roads & Traffic	(619,790)	(619,790)	(619,790)	-	-
Traffic Operations & Engineering	8,576,180	19,155,220	8,661,940	85,760	1.0%
Total Roads & Traffic	73,055,070	85,835,910	73,785,620	730,550	1.0%

2019 BUDGET DRIVERS – ROADS & TRAFFIC

Item	Cost (\$000)
Employee Related Expenses	\$774
Central Fleet Charges	\$526
Right Sizing Budget - Summer Roads Maintenance Program	(\$468)
Right Sizing Budget - Winter Season Sweeper Rental, Storm Water Management Contracts	(\$308)



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2018	7.0	724.21	731.21	103.46:1
2019	7.0	754.21	761.21	107.74:1
Change	0.0	30.0	30.00	

2019 OPERATING BUDGET – TRANSIT

Transit

				-2019 vs 2018 Net Change-	
	2018	2019	2019	\$	%
	Restated	Preliminary	Preliminary		
	Net	Gross	Net		
Customer Experience and Innovation	3,492,300	5,135,000	3,784,800	292,500	8.4%
Transit Planning and Infrastructure	19,128,300	24,822,840	23,474,440	4,346,140	22.7%
Support Services	2,361,200	2,442,120	2,441,120	79,920	3.4%
Director of Transit	147,030	120,010	120,010	(27,020)	(18.4%)
Financial Charges & General Revenue	(34,024,790)	13,007,840	(33,671,350)	353,440	(1.0%)
Operations HSR	43,767,580	53,963,600	47,059,540	3,291,960	7.5%
Transit Fleet	30,829,570	31,949,550	31,739,710	910,140	3.0%
Total Transit	65,701,190	131,440,960	74,948,270	9,247,080	14.1%

Exclude Key Drivers

DARTS Contractual	4,284,000	
Annual 10 Year Strategy (Net)	1,784,000	
PRESTO Maint. Agreement	642,000	
Transit Fleet Reserve	616,120	
	1,920,960	2.9%

2019 BUDGET DRIVERS - TRANSIT

Item	Cost (\$000)
DARTS Contractual Increase	\$4,284
Year 4 of 10 Year Strategy	\$1,784
PRESTO Operating Agreement	\$642
Employee Related Costs	\$1,554
Fleet Reserve Contribution: Year 7 of 8 loss of OBRP Funding	\$616

Questions?



THANK YOU