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

### Forestry
- Tree Maintenance
- Tree Planting
- Tree Maintenance and Planting Support Services

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

### 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

<table>
<thead>
<tr>
<th>Service</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water – Rate Budget</td>
<td>December 6, 2018</td>
</tr>
<tr>
<td>Transit Day</td>
<td>January 25, 2019</td>
</tr>
<tr>
<td>Public Works</td>
<td>January 29, 2019</td>
</tr>
<tr>
<td>- Energy, Fleet &amp; Facilities</td>
<td></td>
</tr>
<tr>
<td>- Engineering Services</td>
<td></td>
</tr>
<tr>
<td>- Environmental Services</td>
<td></td>
</tr>
<tr>
<td>- Roads &amp; Traffic</td>
<td></td>
</tr>
</tbody>
</table>
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 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

313 Beautified floral traffic islands

73 Beautified roundabouts

120 Beautified perennial medians

79 Beautified civic buildings

794 Beautified 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
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
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)
• 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
CAPITAL DELIVERY

Mohawk Road Resurfacing

Upper Sherman Resurfacing

Main Street West Resurfacing

James St S Resurfacing

Burlington Street 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

Traffic monitoring cameras installed through the Advanced Traffic Management System - 75

Locations with new traffic calming measures - 25

Year 6 of the Emerald Ash Borer Management Program complete - 6

New AODA compliant audible pedestrian signals installed - 24

Trees removed - 3000

Injected trees - 125

Intersections connected to the advanced traffic management system - 250

Wireless connectivity - 150

3rd Year of the Strategic Road Safety Program - 3
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
Our People & Perform

2018 Highlights

PUBLIC WORKS

2019 Operating Budget Presentation
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)
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
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

- 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
ECONOMIC PROSPERITY & GROWTH

2018 Highlights

PUBLIC WORKS
2019 Operating Budget Presentation
• Open for Business:
  o Planning initiated in 2018 for major Telco upgrade to start in 2019
  o ROW Access Report (FCM)
• Hamilton Youth in Construction
• Social procurement
  o Policy development
  o Pilot projects
• Canadian premier soccer league at Tim Hortons’s Field
• New Revenues: Federal Tax Court tenant in Hall of Fame
CONTINUOUS IMPROVEMENT HIGHLIGHTS

Ideas Generated
- 90+ Since Program Inception
- 310+ Since Program Inception

Projects Started
- 87 Since Program Inception
- 156+ Since Program Inception

Projects Completed
- 54 Since Program Inception
- 90+ Since Program Inception

Kaizen Events
- 13 Since Program Inception
- 25+ Since Program Inception

Recovered Capacity
- $1,417k
- 25+

Cost Reduction
- $912k
- $1,012k

Cross-Dep. / Cross Div. Collaboration
- 10
- 10

Staff Involvement
- 500+
- 500+

Green Belts Trained
- 8
- 28

PUBLIC WORKS
2019 Operating Budget Presentation
Facilities Management
- Manage $2.1 Billion in Assets
  - 1,165 km Sanitary Sewer
  - 1,175 km Storm Sewer
  - 575 km Combined Sewer

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

Parks and Open Spaces
- 28 Playgrounds
- 65 Spray pads
- 521 Park Locations

Road Maintenance
- Manage 2,964 centerlane km of Roads

ASSET METRICS

PUBLIC WORKS
2019 Operating Budget Presentation
PERFORMANCE METRICS

215,000 km of roadway patrolled for deficiencies

165 sewer mainlines & 2000 laterals inspected

440,000 cu m of tree diameter maintained

1250 Internments at Hamilton Cemeteries

Solid Waste Management: Manage 223,000 tonnes of waste

Over 27 Million Waste Pickups per year

5,649 MWH Electricity produced

53,326 of Grassland Mown

Winter Operations: Maintain 6,478 Lane km of Road

Natural Open Space & Parkland: Manage 24,082 hectares
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

<table>
<thead>
<tr>
<th>Objective</th>
<th>Metric</th>
<th>Target</th>
<th>YTD</th>
<th>Health</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transit – Cancelled Service</strong></td>
<td>Hours of Cancelled Service</td>
<td>5,740</td>
<td>2,978</td>
<td></td>
</tr>
<tr>
<td></td>
<td>% of Total Service</td>
<td>0.66%</td>
<td>0.34%</td>
<td></td>
</tr>
<tr>
<td><strong>Development Applications</strong></td>
<td>Response by PED due date</td>
<td>80%</td>
<td>84%</td>
<td></td>
</tr>
<tr>
<td><strong>Capital Program – Tendering</strong></td>
<td>% capital tendered by year end</td>
<td>95%</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>
# METRICS – KEY PERFORMANCE INDICATORS

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

• 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
MAJOR INITIATIVES 2019

• Major Rehabilitation Projects include:
  o Locke Street - $7.5M
  o RHVP resurfacing – $15.5M
  o Birch Avenue – Wilson to Barton Two Way
  o Cannon Street – Road and cycle track upgrades
  o 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
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
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
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).
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)
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)
FACILITY CONDITION INDEX (FCI) RATINGS

FCI >30% (Critical condition)

- Fire Station 13 (HVAC) FCI = 33%
- Greensville Hall FCI = 14%

FCI 10% to 30% (Poor condition)

- Brewster Pool (mechanical) FCI = 22%
- Hamilton Convention Centre FCI = 12%
- Fire Station 13 (HVAC) FCI = 33%
- Greensville Hall FCI = 14%

- Brewster Pool (mechanical) FCI = 22%
- Hamilton Convention Centre FCI = 12%
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%
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.

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.
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.
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
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.
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
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
• 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 Gross Capital & Operating Budgets
$1.037 billion

- **GROSS TAX OPERATING**
  - $364.4M (FCS18087/Dec. 6)

- **RATE OPERATING**
  - $222.3M (FCS18087/Dec. 6)

- **RATE CAPITAL**
  - $273.1M (FCS18087/Dec. 6)

- **TAX CAPITAL**
  - $177.5M (FCS18097/Dec. 7)
GROSS TAX OPERATING BUDGET

Gross Expenditures
$364.4 million

- Revenue: $122.6M
- Tax Levy: $241.8M
NATURAL GAS AND DIESEL TRENDING – VEHICLE

<table>
<thead>
<tr>
<th>Year</th>
<th>Diesel</th>
<th>Natural Gas</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014 Actuals</td>
<td>$16,000,000</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>2015 Actuals</td>
<td>$14,000,000</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>2016 Actuals</td>
<td>$12,000,000</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>2017 Actuals</td>
<td>$10,000,000</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>*2018 Forecast</td>
<td>$12,000,000</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>2019 Requested Budget</td>
<td>$12,000,000</td>
<td>$2,000,000</td>
</tr>
</tbody>
</table>

*2018 Forecast as of Dec/19/18
**ORGANIZATIONAL CHART**

- **General Manager**: Dan McKinnon

  **Administration**
  - **Energy, Fleet & Facilities**: (197.83 FTE) - Rom D'Angelo
  - **Engineering Services**: (124.33 FTE) - Gord McGuire
  - **Environmental Services**: (496.60 FTE) - Craig Murdoch
  - **Hamilton Water**: (300.65 FTE) - Andrew Grice
  - **Roads & Traffic**: (400.66 FTE) - Edward Soldo
  - **Transit**: (761.21 FTE) - Debbie Dalle Vedove

- **Strategy, Continuous Improvement & Quality**

**Complement (FTE)**

<table>
<thead>
<tr>
<th></th>
<th>Management</th>
<th>Other FTE</th>
<th>Total FTE</th>
<th>Staff to Mgt Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>36.0</td>
<td>1921.63</td>
<td>1,957.63</td>
<td>53.38:1</td>
</tr>
<tr>
<td>2019</td>
<td>34.0</td>
<td>1953.63</td>
<td>1,987.63</td>
<td>57.46:1</td>
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<tr>
<td>Change</td>
<td>(2.0)</td>
<td>32.0</td>
<td>30.0</td>
<td></td>
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</tbody>
</table>

* Complement Excludes Hamilton Water
## 2019 BUDGET DRIVERS

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

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

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ Change from 2016</td>
<td>% Change from 2016</td>
<td>$ Change from 2017</td>
</tr>
<tr>
<td>Total Council Approved</td>
<td>2.2%</td>
<td>3.8%</td>
<td>4.6%</td>
</tr>
<tr>
<td>Key Drivers:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 Year Strategy (Net)</td>
<td>361,000 0.2%</td>
<td>2,188,000 1.0%</td>
<td>1,784,000 0.8%</td>
</tr>
<tr>
<td>PRESTO Maintenance Agreement</td>
<td>- 0%</td>
<td>356,000 0.2%</td>
<td>642,000 0.3%</td>
</tr>
<tr>
<td>Transit Fleet Reserve</td>
<td>577,000 0.3%</td>
<td>-</td>
<td>616,000 0.3%</td>
</tr>
<tr>
<td>DARTS Contractual</td>
<td>- 0%</td>
<td>1,680,000 0.8%</td>
<td>4,284,000 1.9%</td>
</tr>
<tr>
<td>Tim Hortons Field</td>
<td>1,593,000 0.7%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Excludes Key Drivers</td>
<td>1.1%</td>
<td>1.9%</td>
<td>1.4%</td>
</tr>
</tbody>
</table>

Guideline

|      | 2.0% | 1.5% | 1.5% |
## Public Works - Tax

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

### Transit - Key Drivers

<table>
<thead>
<tr>
<th>Driver</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>DARTS Contractual</td>
<td>4,284,000</td>
</tr>
<tr>
<td>Annual 10 Year Strategy (Net)</td>
<td>1,784,000</td>
</tr>
<tr>
<td>PRESTO Maint. Agreement</td>
<td>642,000</td>
</tr>
<tr>
<td>Transit Fleet Reserve</td>
<td>616,120</td>
</tr>
</tbody>
</table>

**Public Works - Tax excluding Key Transit Drivers**

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,232,780</td>
</tr>
</tbody>
</table>

**1.4%**
## Multi-Year Outlook

<table>
<thead>
<tr>
<th>Preliminary</th>
<th>Multi-Year Outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2019</td>
</tr>
<tr>
<td>Budget $</td>
<td>235,070,180</td>
</tr>
<tr>
<td>% Change from 2019</td>
<td>2.2%</td>
</tr>
</tbody>
</table>

### Public Works - (Excludes Transit Key Drivers)

### Transit Key Drivers:
- **DARTS Contractual Increase:**
  - 2019: 4,284,000
  - 2020: 2,270,000
  - 2021: 1,720,000
  - 2022: 1,360,000
- **Annual 10 Year Strategy (Net):**
  - 2019: 1,784,000
  - 2020: 3,368,000
  - 2021: 3,511,111
  - 2022: 3,778,000
- **PRESTO Maintenance Agreement:**
  - 2019: 642,000
  - 2020: 1,243,000
  - 2021: 682,000
  - 2022: 160,000
- **Transit Fleet Reserve:**
  - 2019: 616,120
  - 2020: 628,450
  - 2021: 207,470
  - 2022: 229,560

### Total Public Works - Tax
- **2019:** 242,396,300
- **2020:** 255,350,560
- **2021:** 267,702,100
- **2022:** 280,121,220

% Change from previous year:
- **2020:** 5.3%
- **2021:** 4.8%
- **2022:** 4.6%
ENERGY, FLEET & FACILITIES MANAGEMENT

Director
Rom D'Angelo

Administration
(1.55 FTE)

SPM Quality Management
(1 FTE)

Central Fleet
(57.00 FTE)

Energy Initiatives
(6.00 FTE)

Facility Planning
& Business Support
(15.66 FTE)

Facilities Operations & Maintenance
(Corporate)
(29.30 FTE)

Facilities Operations & Maintenance
(Community)
(22.70 FTE)

Sports & Entertainment Facilities
(43.32 FTE)

Strategic Planning, Capital & Compliance
(20.30 FTE)

<table>
<thead>
<tr>
<th>Complement (FTE)</th>
<th>Management</th>
<th>Other</th>
<th>Total</th>
<th>Staff to Mgt Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>8</td>
<td>189.83</td>
<td>197.83</td>
<td>23.7:1</td>
</tr>
<tr>
<td>2019</td>
<td>8</td>
<td>189.83</td>
<td>197.83</td>
<td>23.7:1</td>
</tr>
<tr>
<td>Change</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Energy Fleet and Facilities

<table>
<thead>
<tr>
<th></th>
<th>2018 Restated Net</th>
<th>2019 Preliminary Gross</th>
<th>2019 Preliminary Net</th>
<th>$</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Facility Ops &amp; Tech</td>
<td>1,255,880</td>
<td>4,216,160</td>
<td>1,290,310</td>
<td>34,430</td>
<td>2.7%</td>
</tr>
<tr>
<td>Central Fleet</td>
<td>386,010</td>
<td>2,167,790</td>
<td>500,430</td>
<td>114,420</td>
<td>29.6%</td>
</tr>
<tr>
<td>Community Facility Ops &amp; Tech Serv</td>
<td>3,191,050</td>
<td>3,205,180</td>
<td>3,205,180</td>
<td>14,130</td>
<td>0.4%</td>
</tr>
<tr>
<td>Director EFF</td>
<td>262,840</td>
<td>327,110</td>
<td>306,300</td>
<td>43,460</td>
<td>16.5%</td>
</tr>
<tr>
<td>Energy Initiatives</td>
<td>37,420</td>
<td>1,348,760</td>
<td>37,040</td>
<td>(380)</td>
<td>(1.0%)</td>
</tr>
<tr>
<td>Facilities Planning and Business Support</td>
<td>419,530</td>
<td>1,108,760</td>
<td>716,160</td>
<td>296,630</td>
<td>70.7%</td>
</tr>
<tr>
<td>Golf &amp; Stadium Ops</td>
<td>3,166,760</td>
<td>7,987,690</td>
<td>3,087,560</td>
<td>(79,200)</td>
<td>(2.5%)</td>
</tr>
<tr>
<td>Strategic Plan &amp; Capital Compliance</td>
<td>289,530</td>
<td>2,034,570</td>
<td>(1,510)</td>
<td>(291,040)</td>
<td>(100.5%)</td>
</tr>
<tr>
<td><strong>Total Energy Fleet and Facilities</strong></td>
<td><strong>9,009,020</strong></td>
<td><strong>22,396,020</strong></td>
<td><strong>9,141,470</strong></td>
<td><strong>132,450</strong></td>
<td><strong>1.5%</strong></td>
</tr>
<tr>
<td>Item</td>
<td>Cost ($000)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------------------------</td>
<td>-------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chedoke Golf Course Revenue decrease: Food services revenue reduction</td>
<td>$185</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fleet Revenue decrease: Darts fuel reduction</td>
<td>$112</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tim Hortons Field Revenue:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Movie Shoots</td>
<td>($75)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Soccer</td>
<td>($50)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Engineer Services

Director

Gord McGuire

Administration
(1.00 FTE)

Asset Management
(23.00 FTE)

Construction
(34.67 FTE)

Design
(24.66 FTE)

Geomatics & Corridor Management
(37.00 FTE)

Waterfront Development
(3.00 FTE)

<table>
<thead>
<tr>
<th>Year</th>
<th>Complement (FTE)</th>
<th>Management</th>
<th>Other</th>
<th>Total</th>
<th>Staff to Mgt Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td></td>
<td>6</td>
<td>118.33</td>
<td>124.33</td>
<td>19.72:1</td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td>6</td>
<td>118.33</td>
<td>124.33</td>
<td>19.72:1</td>
</tr>
<tr>
<td>Change</td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
## Engineering Services

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset Management</td>
<td>-</td>
<td>2,763,880</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Construction</td>
<td>-</td>
<td>4,607,810</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Design Services</td>
<td>-</td>
<td>2,935,810</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Director of Engineering Services</td>
<td>(10,190)</td>
<td>1,679,920</td>
<td>-</td>
<td>10,190</td>
<td>(100.0%)</td>
</tr>
<tr>
<td>Geomatics and Corridor Management</td>
<td>6,324,880</td>
<td>12,852,110</td>
<td>5,727,050</td>
<td>(597,830)</td>
<td>(9.5%)</td>
</tr>
<tr>
<td>Waterfront Development</td>
<td>-</td>
<td>777,490</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Engineering Services</strong></td>
<td><strong>6,314,690</strong></td>
<td><strong>25,617,020</strong></td>
<td><strong>5,727,050</strong></td>
<td><strong>(587,640)</strong></td>
<td><strong>(9.3%)</strong></td>
</tr>
<tr>
<td>Item</td>
<td>Cost ($000)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Related Costs</td>
<td>$369</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduced Energy Costs for Streetlighting</td>
<td>($600)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recoveries from Capital – increased recoveries to match costs associated with Capital projects</td>
<td>($360)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## 2019 OPERATING BUDGET – ENVIRONMENTAL SERVICES

### Environmental Services

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

- Excludes In Year Approval 76,130,670 98,427,100 77,462,550 1,120,880 1.5%
## 2019 Budget Drivers - Environmental Services

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost ($000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Related Costs</td>
<td>$772</td>
</tr>
<tr>
<td>Central Fleet Charges</td>
<td>$473</td>
</tr>
<tr>
<td>In Year Approval</td>
<td>$211</td>
</tr>
<tr>
<td>Right Sizing Budget - Various Operating</td>
<td></td>
</tr>
<tr>
<td>Material &amp; Supplies</td>
<td></td>
</tr>
<tr>
<td>• Parks &amp; Cemeteries</td>
<td>($465)</td>
</tr>
<tr>
<td>• Forestry &amp; Horticulture</td>
<td>($220)</td>
</tr>
</tbody>
</table>

- 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
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
### 2019 OPERATING BUDGET – ROADS & TRAFFIC

#### Roads & Traffic

<table>
<thead>
<tr>
<th></th>
<th>2018 Restated Net</th>
<th>2019 Preliminary Gross</th>
<th>2019 Preliminary Net</th>
<th>$</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roads Maintenance</td>
<td>61,385,310</td>
<td>63,324,150</td>
<td>62,020,780</td>
<td>635,470</td>
<td>1.0%</td>
</tr>
<tr>
<td>Capital Rehab and Technical Ops</td>
<td>1,834,660</td>
<td>2,032,030</td>
<td>1,837,790</td>
<td>3,130</td>
<td>0.2%</td>
</tr>
<tr>
<td>Policy &amp; Programs</td>
<td>1,878,710</td>
<td>1,944,300</td>
<td>1,884,900</td>
<td>6,190</td>
<td>0.3%</td>
</tr>
<tr>
<td>Director - Roads &amp; Traffic</td>
<td>(619,790)</td>
<td>(619,790)</td>
<td>(619,790)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Traffic Operations &amp; Engineering</td>
<td>8,576,180</td>
<td>19,155,220</td>
<td>8,661,940</td>
<td>85,760</td>
<td>1.0%</td>
</tr>
<tr>
<td><strong>Total Roads &amp; Traffic</strong></td>
<td><strong>73,055,070</strong></td>
<td><strong>85,835,910</strong></td>
<td><strong>73,785,620</strong></td>
<td><strong>730,550</strong></td>
<td><strong>1.0%</strong></td>
</tr>
</tbody>
</table>
## 2019 BUDGET DRIVERS – ROADS & TRAFFIC

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost ($000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Related Expenses</td>
<td>$774</td>
</tr>
<tr>
<td>Central Fleet Charges</td>
<td>$526</td>
</tr>
<tr>
<td>Right Sizing Budget - Summer Roads Maintenance Program</td>
<td>($468)</td>
</tr>
<tr>
<td>Right Sizing Budget - Winter Season Sweeper Rental, Storm Water Management Contracts</td>
<td>($308)</td>
</tr>
</tbody>
</table>
### 2019 Operating Budget Presentation

#### Staff to Mgt Ratio

<table>
<thead>
<tr>
<th>Complement (FTE)</th>
<th>Management</th>
<th>Other</th>
<th>Total</th>
<th>Staff to Mgt Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>7.0</td>
<td>724.21</td>
<td>731.21</td>
<td>103.46:1</td>
</tr>
<tr>
<td>2019</td>
<td>7.0</td>
<td>754.21</td>
<td>761.21</td>
<td>107.74:1</td>
</tr>
<tr>
<td>Change</td>
<td>0.0</td>
<td>30.0</td>
<td>30.00</td>
<td></td>
</tr>
</tbody>
</table>
## 2019 OPERATING BUDGET – TRANSIT

### Transit

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

### 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

**Total**: $1,920,960 or 2.9%
## 2019 BUDGET DRIVERS - TRANSIT

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost ($000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>DARTS Contractual Increase</td>
<td>$4,284</td>
</tr>
<tr>
<td>Year 4 of 10 Year Strategy</td>
<td>$1,784</td>
</tr>
<tr>
<td>PRESTO Operating Agreement</td>
<td>$642</td>
</tr>
<tr>
<td>Employee Related Costs</td>
<td>$1,554</td>
</tr>
<tr>
<td>Fleet Reserve Contribution: Year 7 of 8 loss of OBRP Funding</td>
<td>$616</td>
</tr>
</tbody>
</table>
Questions?
THANK YOU