



Hamilton

PRELIMINARY

2021 TAX SUPPORTED OPERATING BUDGET REPORT

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2021 BUDGET SUMMARY REPORT

The City of Hamilton's Preliminary Tax Supported Operating Budget of \$959.0M requires a 2.9% municipal property tax increase, which translates to \$106 for the average residential property assessed at \$380,300.

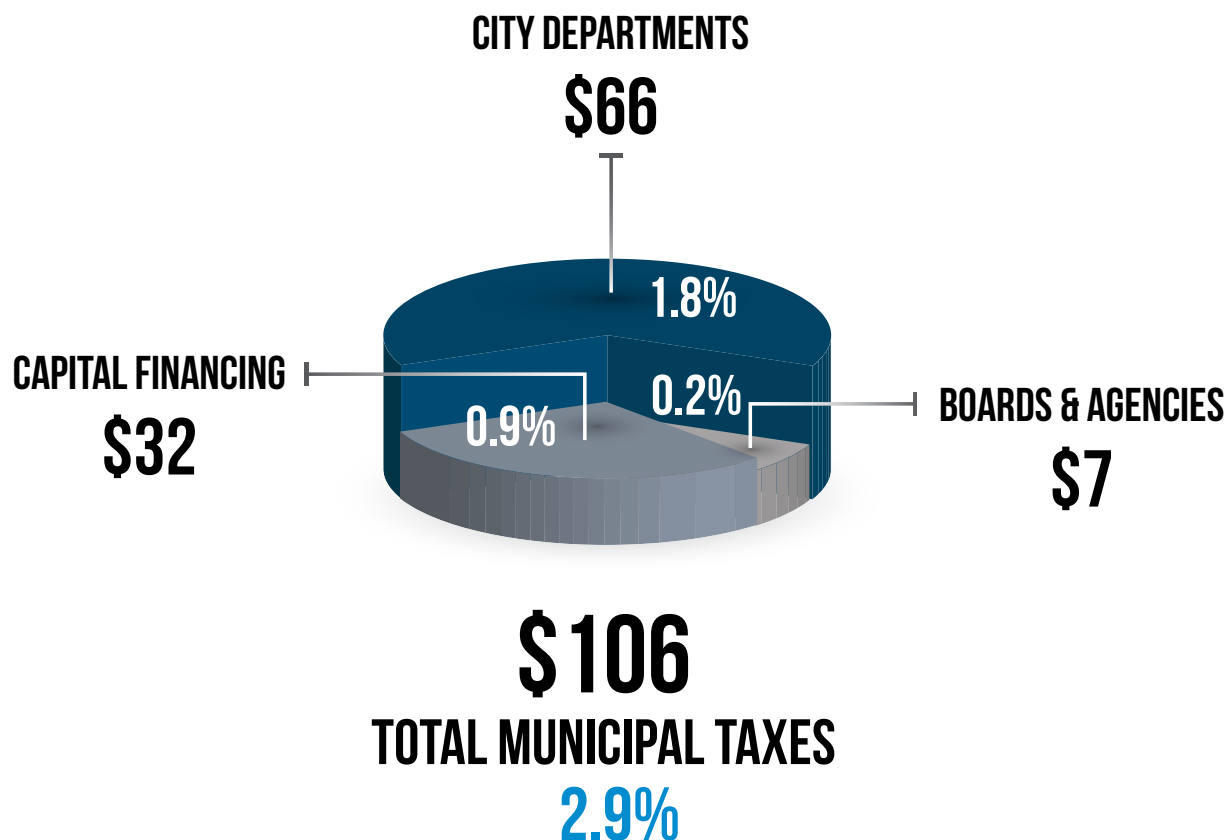
The 2021 Tax Supported Operating Budget for City Departments is increasing by \$21.7M or 3.6%. This contributes to the average residential tax increase by 1.8% or \$66. This amount forms part of the 2.9% municipal property tax increase.

An estimated assessment growth benefit of (1.0%) with no reassessment impact reduces the initial levy increase of 3.8% to the average residential tax impact of 2.9%.

2021 MUNICIPAL PRELIMINARY TAX IMPACT

FOR THE AVERAGE RESIDENTIAL PROPERTY TAX BILL

Excludes Education Impact



• Anomalies due to rounding • Assumes (1.0%) benefit for growth and no reassessment impact • Average residential assessment: \$380,300

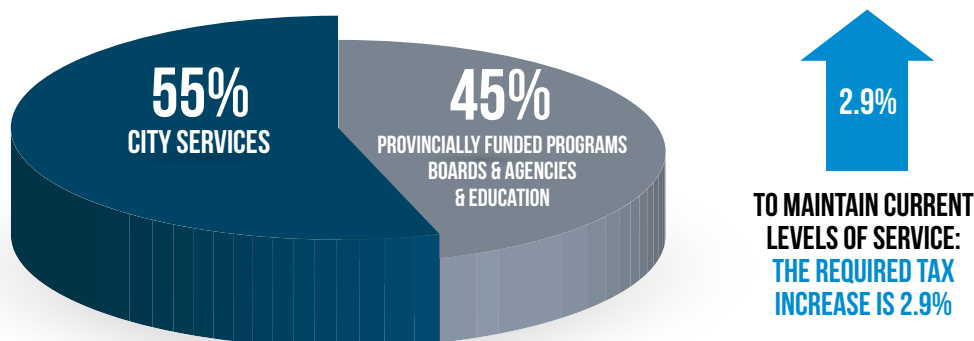
The 2021 Preliminary Tax Supported Operating Budget would result in an average municipal tax impact of 2.9% required to support the delivery of all City provided services, the City's Strategic Plan and the City's vision to be the best place to raise a child and age successfully. The recommended levy increase includes inflation and non-discretionary contractual increases required to maintain services at current levels, as well as key investments in strategic initiatives and service continuity for services that continue to be affected by changes in the Provincial Funding Agreements:

- **Transit:** The 2021 budget includes the continuation of year 5 of the 10-year Local Transit Strategy approved by Council. Due to the COVID-19 pandemic, year 5 of the 10-year Local Transit Strategy, originally planned for implementation in September 2020, was postponed (PW14015(c)). As a result of the postponement, the 2021 budget increase for Transit does not include additional pressures related to the implementation of the 10-Year Local Transit Strategy with the impact of year 6 shifting to 2022.
- **Affordable Housing:** The Roxborough Housing Incentive Program (RHIPP) will launch in 2021, which supports Council's goal of transforming Hamilton's housing and homelessness system. The RHIPP allows developers of affordable rental or ownership housing units to receive exemptions of the City's development charges and parkland dedication fees for 10 years after the issuance of a building permit – providing incentive for development of affordable housing units in the Roxborough Community Improvement Project Area.
- **Infrastructure Planning:** A key priority of the annual budget process is to ensure appropriate and financially sustainable investment in replacement infrastructure to ensure assets are maintained in a state-of-good-repair. The 2021 proposed budget continues the 0.5% Capital Levy (\$4.5M) to support sound stewardship of existing assets by providing sufficient funding to maintain the desired condition and service levels of critical infrastructure. In addition, a 0.22% levy increase related to the recovery of exemptions of tax services provided through the City's Development Charge exemption programs and a 0.18% levy increase for the debt related financing of the municipal share for the Investing in Canada Infrastructure Program – Public Transit Stream is proposed. There may be further adjustments to the capital financing required through 2021 Tax Supported Capital Budget deliberations in December 2020.
- **Provincial Funding:** Changes in provincial funding for Children's Services continues to represent a significant budget pressure for 2021. In order to maintain current service levels, the City of Hamilton has absorbed \$0.8M of annual funding for these programs.

Property taxes support City Services, as well as Provincially Funded Programs, such as Public Health and Ontario Works, Boards and Agencies, such as the Hamilton Police Service and Conservation Authorities, and Education. City Services make up approximately 55% of the total property tax bill. Tax supported City Services are largely comprised of roads, sidewalks and streetlighting operations and maintenance, waste management services, parks operations and maintenance, fire services, transit services and recreation services.

An average municipal tax impact of 2.9% is required to maintain current levels of service including pre-approved and legislated service level impacts. City Council has the legislated authority over approximately 55% of the total budget. Provincially Funded Programs, Boards and Agencies and Education are either governed by authorities other than City Council or are supported through Funding Agreements that limit City Council's ability to affect the overall tax rate by changes to these programs. Therefore, in order to maintain the current tax rate, City Services would require service level reductions of 5.1% to mitigate the estimated 2.9% overall tax impact.

2021 PROPERTY TAX BREAKDOWN



0%
**TO MAINTAIN 2020 TAX LEVY:
CITY COUNCIL HAS FULL CONTROL TO
REDUCE OR ADJUST SERVICE LEVELS
THAT MAKE UP 55% OF THE TAX LEVY**

5.1%
**5.1% SERVICE LEVEL
REDUCTION IN CITY SERVICES:
IS REQUIRED TO MAINTAIN THE
CURRENT TAX RATE**

CITY SERVICES

 **ROADS, SIDEWALKS
AND STREETLIGHTING**

 **WASTE MANAGEMENT**

 **PARKS**

 **FIRE SERVICES**

 **TRANSIT**

 **RECREATION**

 **PLANNING AND ECONOMIC
DEVELOPMENT**

2021 TAX SUPPORTED OPERATING BUDGET

BUDGET PROCESS

The 2021 Preliminary Tax Supported Operating Budget is the result of an extensive process undertaken by City staff throughout 2020. 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 Stormwater services, which are supported through rate revenues. Both the tax and rate supported service groups have infrastructure and facility requirements that are funded by their respective capital budgets. The 2021 Rate Supported Operating and Capital Budget and the 2021 Tax Supported Capital Budget were submitted separately for Council's consideration on November 23, 2020 and November 27, 2020 respectively. The 2021 Tax Supported User Fees were submitted for Council's consideration on December 9, 2020.

The 2021 Preliminary Tax Supported Operating Budget overview will be presented to the General Issues Committee (GIC) on January 15, 2021 and the Departmental presentations will begin on January 26, 2021. The deliberation process and final budget approval is expected to be completed by late March 2021.

COUNCIL REFERRED ITEMS

Items that Council has referred by motion or through the approval of staff recommendations to the 2021 Operating Budget process will be vetted at GIC through the deliberation process in February 2021. There are currently no Council Referred Items included in the preliminary budget totals or presented in the Budget Book for consideration.

BUSINESS CASES

Business Cases can be found in Appendix 7 “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. These items are not included in the preliminary budget totals. There is a total of three submissions representing a net levy increase of \$0.7M and 13.00 FTE. If approved, the impact on the average residential tax bill would be an additional 0.1%.

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.

A three-year outlook for 2022-2024 is summarized in Appendix 8 “2022-2024 Net Levy Summaries” for the City. Three-year outlooks for 2022-2024 will also be presented by the General Managers during their departmental budget 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 planning serves as a roadmap for municipalities to ensure Council’s priorities, as outlined in the City’s Strategic Plan, are converted into action. Each City department prepares multi-year business plans to identify and align departmental and divisional initiatives 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.

Departmental and divisional initiatives are communicated during the departmental budget presentations as well as summarized in the Corporate Plan. The Corporate Plan is issued upon approval of all three budgets: Rate Supported Operating and Capital, Tax Supported Capital and Tax Supported Operating.

Through discussions with the City Manager, motions of Council and approval of various staff reports, previous Council direction where significant work was under way and matters critical to the successful operation of the administration, the following priorities were identified for the remainder of this Term of Council (2018-2022):

- Climate Change;
- Multi-Modal Transportation;
- Affordable Housing;
- Equity, Diversity and Inclusion;
- Integrated Growth and Development;
- Trust and Confidence in City Government;
- Fiscal Health and Financial Management; and,
- A Healthy, Respectful and Supportive Workplace.

2021 CONSOLIDATED BUDGET

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

Table 1

2021 Preliminary Consolidated City Budget			
Gross Expenditures			
	Rate	Tax	Total
Operating	\$245.6 M	\$1,652.4 M	\$1,898.0 M
Capital	\$299.9 M	\$486.8 M	\$786.7 M
Total	\$545.5 M	\$2,139.2 M	\$2,684.7 M

Note: Does not include Council Referred Items or Business Cases

This document provides detailed information in respect of the 2021 Preliminary Tax Supported Operating Budget. As mentioned, the 2021 Rate Supported Operating and Capital Budget and the 2021 Tax Supported Capital Budget were submitted separately for Council's consideration on November 23, 2020 and November 27, 2020 respectively.

During the 2020 Tax Supported Operating Budget process, staff prepared a 2021 - 2023 Multi-year Outlook based on assumptions and known increases. The initial Outlook for 2021 was projecting a levy increase of \$43.7M and a 4.2% tax increase. Based on updated information, the initial projection has been revised to a levy increase of \$34.8M and a 2.9% tax increase. The 2021 Preliminary Tax Supported Operating Budget, as submitted, does not include any measures that would adversely impact programs and services.

2021 PRELIMINARY TAX SUPPORTED OPERATING BUDGET - TAX IMPACT

The submitted 2021 Preliminary Tax Supported Operating Budget requires a levy increase of \$34.8M. This increase would result in an average residential municipal tax increase of 2.9% or \$106 for the average residential home assessed at \$380,300.

Table 2 highlights the municipal tax increase by major component:

Table 2

2021 Municipal Preliminary Impact For the Average Residential Property Tax Bill (Excludes Education Impact)

	\$	%
Municipal Taxes		
City Departments	\$ 66	1.8%
Boards & Agencies	\$ 7	0.2%
Capital Financing	\$ 32	0.9%
Total Municipal Taxes	\$ 106	2.9%

- Anomalies due to rounding
- Assumes (1.0%) benefit for growth and no reassessment impact
- Average residential assessment: \$380,300

As indicated in Table 2, the tax impact attributable to City departments is about 1.8%. The Boards and Agencies tax impact is 0.2%, subject to any changes that may occur through the deliberation of the budgets submitted by the various Boards and Agencies. Currently, the budgets for Boards and Agencies assume a 2.0% net levy increase in line with the Council directed target approved on November 11, 2020. An increase of 0.9% is also assumed per Council's direction. Additional details can be found in the "Summary" section of the Report.

Also submitted are any applicable 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 there are currently no Council Referred Items for consideration.

2021 PRELIMINARY TAX SUPPORTED OPERATING BUDGET - SUMMARY

The 2021 Preliminary Tax Supported Operating Budget identifies a levy requirement of \$959.0M, which represents a levy increase of \$34.8M or 3.8% over 2020. An estimated assessment growth benefit of (1.0%) and no reassessment impact reduce the initial levy increase from 3.8% to the average residential tax impact of 2.9%. Table 3 highlights the preliminary budgets by major component:

Table 3

2021 Preliminary Tax Budget					
	Net Operating Budget				
	2020	2021	Change 2021/2020		
	Restated \$	Preliminary \$	\$		%
Total City Departments	\$ 562,338,000	\$ 584,979,000	\$ 22,641,000		4.0%
Boards & Agencies	\$ 224,395,000	\$ 228,708,000	\$ 4,313,000		1.9%
Capital Financing*	\$ 137,425,000	\$ 145,265,000	\$ 7,840,000		5.7%
Total Preliminary Operating Budget	\$ 924,158,000	\$ 958,952,000	\$ 34,794,000		3.8%
Average Residential Property Tax Impact					2.9%

* 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.

City Departments

The 2021 Preliminary Tax Supported Operating Budget for City Departments is proposed at a \$22.6M increase, or 4.0%. This contributes to the average residential tax increase by 1.8% or \$66 for the average home. The City of Hamilton faces significant pressures related to annual inflation on existing contract agreements in excess of the Consumer Price Index for inflation. Through the Budget Process, City staff in consultation with Council investigate all grants available to municipalities and generate efficiencies in service delivery and operations in an effort to minimize tax increases.

Table 4 summarizes the individual maintenance items that are having a significant impact in the City departments.

Table 4

Budget Drivers - Maintenance	
Item	2021 Budget Impact
Salaries, wages and benefits (net of Funding Agreements)	\$14.8 M
Curbside waste collection	\$2.9 M
Organics and recycling processing contracts	\$1.5 M
PRESTO Operating Agreement	\$1.1 M
Computer software licensing	\$0.9 M
Fuel and energy costs	-\$1.1 M
Community Recycling Centres Contract	-\$1.5 M
Increase in user fees (2.0% guideline)	-\$2.8 M
Miscellaneous	-\$1.0 M
Total Major Budget Drivers	\$14.8 M

- \$14.8M for employee related expenses, primarily salaries, wages and benefits comprise approximately 45% of the City's gross operating expenses excluding Boards & Agencies. The net increase of \$14.8M is due to contractual settlements, cost of living adjustments (COLA) of 1.60%, increases in premiums for employer provided benefits, Canada Pension Plan, Employment Insurance and Workers' Safety and Insurance Board and the annualization of staffing changes approved in the 2020 Tax Supported Operating Budget such as the living wage implementation.

- \$2.9M has been included as a budget pressure for year one of the new curbside waste collection contract. The 2021 projection includes three months of the existing contract and nine months of new contracts with a 2% Consumer Price Index (CPI) and 1% growth;
- \$1.5M in additional expenditures is projected for the organics processing contract (\$0.9 M) and the recycling processing contract (\$0.6 M). The organics processing contract assumes the current contract continues until June 2021 with a 2% estimated CPI over 2020 rates for the period of April to June. The new contract is projecting to begin July 2021 and has not yet been negotiated. The recycling processing contract has been adjusted for 2% CPI over 2020 rates and will be the first full year of the new contract;
- \$1.1M net inflationary pressure in the PRESTO Operating Agreement;
- \$0.9M increase in software licences and subscriptions;
- \$1.1M in projected savings as a result of market price fluctuations in energy and fuel;
- \$1.5M in annualized savings in the Community Recycling Centres Contract. As indicated in Report PW16059(f), there was anticipated annual savings of approximately \$2.3M as a result of the Request for Proposal process for Hamilton's Waste Transfer and Disposal System. A portion of the savings were realized in the 2020 Tax Supported Operating Budget based on the timing of current contract. Between the 2020 approved budget and the 2021 proposed budget, estimated annual savings are now \$2.9M;
- \$2.8M in additional revenues from user fees based on the fees contained in the 2021 Tax Supported User Fees Report (FCS20085). User fees were increased towards full cost recovery where it was reasonable to expect that users can afford to pay and by a rate of 2.0% for all other fees as directed by Council; and,
- \$1.0M in other miscellaneous budget reductions through efficiencies gained in the review of all City provided services.

In addition to maintenance items, there are a number of additional expenditures that are driving the budget increase in the City's departments as highlighted in Table 5.

Table 5

Budget Drivers - Additional Items	
Item	2021 Budget Impact
Operating Impacts from Capital	\$3.4 M
Information Technology	\$0.9 M
West Harbour & Waterfront Strategic Initiatives	\$0.9 M
Transportation Infrastructure	\$0.4 M
Tree planting and parks maintenance	\$0.3 M
Performance and Learning Management System	\$0.2 M
Backflow prevention	\$0.1 M
Others	\$0.6 M
Housing Services	\$2.1 M
Roxborough Housing Incentive Program	\$2.1 M
Environmental Services	\$1.5 M
Recycling Program revenue pressure	\$1.5 M
Provincial Funding	\$0.8 M
Children's Services	\$0.8 M
Total Additional Items	\$7.8 M

- \$3.4M for operating impacts of approved capital projects through the 2020 Capital Budget (Report FCS19091), as well as, operating impacts that were previously approved but deferred to 2021. The \$3.4M budget pressure includes the addition of 14.7 full-time equivalent staff positions;
- \$2.1M for the Roxborough Housing Incentive Program (RHIPP) as approved in Report HSC19034. The RHIPP allows developers of affordable rental or ownership housing units to receive exemptions of the City's development charges and parkland dedication fees for 10 years after the issuance of a building permit. Total cost of the program is estimated at \$10.47 M over five years;

- \$1.5M has been included as a recycling program revenue pressure. This is the residual difference after depleting the Recycling Reserve Fund established to stabilize ongoing deficits as a result of declining recycling commodity revenues; and,
- \$0.8M pressure in Children's Services and Neighbourhood Development as a result of reductions in provincial funding.

Boards & Agencies

The 2021 Boards and Agencies budget is projected to increase by \$4.3M or 1.9% (excluding capital financing), which represents a tax impact for the average residential property of 0.2% or \$7 for the average home. Table 6 summarizes the Boards and Agencies budgets.

Table 6 2021 Boards & Agencies Preliminary Budgets

Board/Agency	2020 Budget Net \$	2021 NET Preliminary Budget \$	Change \$	%
Conservation Authorities *	\$ 8,196,000	\$ 8,451,700	\$ 255,700	3.1%
MPAC	\$ 6,842,800	\$ 6,979,700	\$ 136,900	2.0%
Hamilton Beach Rescue Unit	\$ 134,300	\$ 137,000	\$ 2,700	2.0%
Hamilton Farmers' Market	\$ 112,800	\$ 115,000	\$ 2,200	2.0%
Royal Botanical Gardens	\$ 634,700	\$ 647,400	\$ 12,700	2.0%
Hamilton Police Services	\$ 170,815,100	\$ 174,258,800	\$ 3,443,700	2.0%
Hamilton Public Library	\$ 31,571,000	\$ 32,030,100	\$ 459,100	1.5%
City Enrichment Fund	\$ 6,088,300	\$ 6,088,300	\$ -	0.0%
Total for Above Items				
<i>excluding Capital Financing</i>	\$ 224,395,000	\$ 228,708,000	\$ 4,313,000	1.9%

* Includes \$92K Special Levy for Niagara Peninsula Conservation Authority related to capital works at Binbrook Conservation Area (FCS20096)

The Police budget pressure of \$3.4M is based on Council's directed target levy increase of 2.0%. The Hamilton Police Service budget submission will be presented to the Police Services Board in December 2020. Any increase beyond the 2.0% guideline will be presented to the General Issues Committee for consideration with an appropriate explanation in January 2021. The Hamilton Public Library has submitted a budget within the 2.0% guideline at a \$459K (1.5%) increase from 2020 for consideration of the General Issues Committee.

Similar to the Hamilton Police Service, Conservation Authorities, MPAC, Hamilton Beach Rescue Unit, Hamilton Farmers' Market and the Royal Botanical Gardens operating budgets have been included at Council's guideline of a 2.0% increase. Any increase beyond the 2.0% guideline will be presented to the General Issues Committee for consideration with an appropriate explanation in January 2021.

Additional to the 2.0% levy guideline for the Niagara Peninsula Conservation Authority (NPCA), a budget pressure of \$92K has been included as a special levy for financing capital improvements to the Binbrook Conservation Area as approved through the Binbrook Conservation Area Capital Funding Plan Report (FCS20096). The Binbrook Conservation Area capital levy was noted as a critical unfunded pressure in the NPCA's 2020 Operating and Capital Budgets when presented to the General Issues Committee on January 21, 2020. The \$1.2M total in capital improvements required will be funded from the Unallocated Capital Levy Reserve and repaid from the \$92K special levy over a period of 15 years (1.66% annual interest rate).

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 19 and 21, 2021. Additional budget information can be found in Appendix 5 "Departmental Financial Information - Other Programs".

Capital Financing

The operating budget portion of the 2021 Tax Supported Capital Budget is increasing by \$7.8M representing a 0.9% (or \$32) tax impact for the average residential property. Table 7 identifies these components.

Table 7

Preliminary Capital Tax Budget Levy

	2021	
	Change \$	Tax Impact %
Capital Tax Levy - Discretionary Blocks	\$ 4,500,000	0.5%
DC Exemptions	\$ 2,000,000	0.2%
Investing in Canada Infrastructure Program - Transit	\$ 1,654,000	0.2%
Prior Year Adjustment	\$ (314,000)	0.0%
Total	\$ 7,840,000	0.9%

A \$4.5M increase (0.50% tax impact) to the Capital Levy has been included in 2021 to fund discretionary block funded projects as directed by Council on November 11, 2020; \$3.0M of this increase is directed to fund the state-of-good-repair for transportation infrastructure including roads, sidewalks and cycling, while the remaining \$1.5M is directed towards priority state-of-good-repair capital works in Facilities Management. There may be further adjustments to the capital financing required through 2021 Tax Supported Capital Budget deliberations in December 2020.

In addition, debt financing requirements have resulted in proposed tax levy increases of \$2.0M, or 0.22%, related to recovery of exemptions of tax services provided through the City's Development Charge exemption programs and \$1.7M, or 0.18%, for the debt related financing of the municipal share for the Investing in Canada Infrastructure Program ICIP – Public Transit Stream.

The 2021 Tax Supported Capital Budget was presented to Council for consideration on November 27, 2020. The 2021 Tax Supported Capital Budget and the 10-year Tax Supported Capital Financing Plan supports the City's Strategic Plan and aligns with the following City objectives: rehabilitation of existing assets; leveraging funding programs from senior levels of government for transit, culture, recreation and affordable housing; and, targeted funding for growth to maximize assessment.

COVID-19 ECONOMIC RECOVERY AND FINANCIAL PRESSURES

The Canadian economy is in the deepest recession since the 1930s, peaking in April and slowly recovering throughout the summer with the gradual reopening of the economy followed by additional mitigation measures in response to a second wave in the Fall. Municipalities were hit particularly hard as they managed service continuity for essential services and infrastructure during the lockdown period. While financial pressures for municipalities in 2020 were somewhat alleviated through the historic Safe Restart Agreement and Social Services Relief Fund, it is anticipated that health risks will continue to remain on an ongoing basis and economic activity is not expected to return to pre-COVID-19 levels until at least 2022.

As the economy reopens, municipalities will play a crucial role in implementing robust crisis management programs, public health safeguards and community support for the most vulnerable. It is essential that municipalities continue to provide service continuity for front-line workers and to play a key role in local economic recovery through rebuilding growth and providing stimulus.

The City will continue to face many financial pressures in 2021 including the loss of revenue from transit operations and recreation user fees, as well as, increased costs for Public Health and housing for the most vulnerable. In accordance with the Safe Restart Agreement, the City can address its 2021 COVID-19 related financial pressures with remaining funds at the end of 2020, but there have been no announcements related to ongoing funding to address additional pressures in 2021.

Based on current information, staff project financial pressures of \$50.9M in 2021 related to the COVID-19 pandemic. In the latest Tax Operating Budget Variance Report as at August 31, 2020 (FCS20069(a)), it was forecasted that the City of Hamilton will have \$38.4M remaining from the Safe Restart Agreement and Social Services Relief Fund to address ongoing pressures. The 2021 Preliminary Tax Operating Budget assumes that all pressures related to COVID-19 will be funded from senior levels of government and staff will continue to pursue advocacy efforts for relief funding and potential economic stimulus funding programs to address the shortfall.

Table 8 provides a breakdown of the financial pressures related to the COVID-19 pandemic projected in 2021.

Table 8

COVID-19 Financial Pressures	
Department	2021 Preliminary
Planning and Economic Development	\$ 4,839,000
Healthy and Safe Communities	\$ 29,470,000
Public Works	\$ 15,640,000
Corporate Financials	\$ 1,000,000
Subtotal	\$ 50,949,000
Contribution from Senior Levels of Gov't	\$ (50,949,000)
Net Levy Impact	\$ -

STAFF COMPLEMENT

The 2021 Preliminary Tax Supported Operating Budget is submitted with a staff complement net decrease of 33.9 full-time equivalent staff positions (FTE), excluding Boards and Agencies, compared to the 2020 Restated Complement. The staff complement does not include temporary resources approved by Council or funded through senior levels of government as part of the COVID-19 pandemic response. Table 9 illustrates the changes from 2020.

Table 9

**2021 Preliminary Complement (FTE)
(exclusive of Boards & Agencies)**

		Change
2020 Approved	5,892.7	
2020 Restated	5,897.3	4.5
Impacts from Capital		14.7
Other Complement Change		(48.6)
2021 Preliminary	5,863.3	(33.9)

* - Anomalies due to rounding

The difference of 4.5 FTE between the 2020 Approved and 2020 Restated is mostly due to annualization of previously approved operating impacts of capital within Public Works that had been temporarily deferred in 2020 as a mitigation measure to control costs in 2020 in response to the COVID-19 pandemic.

The net decrease of 33.9 FTE in the 2021 submission includes the closure of the LRT Office (decrease of 12.25 FTE) and an end to the 100% Employment Funding in Ontario Works as of October 2020 (decrease of 25.50 FTE). An additional 14.7 FTE have been included in the 2021 submission as a result of previously approved capital projects.

A detailed complement summary is provided in Appendix 4 "Complement Macro", which includes footnotes explaining the changes in staff complement. Departmental presentations to GIC will provide additional information with respect to complement changes.

COUNCIL REFERRED ITEMS & BUSINESS CASES

Not included in the 2021 Preliminary Tax Supported Operating Budget are any items that were considered at Council via staff report or Councillor's Motion and referred to the budget process for further discussion. Business Cases submitted by departments for Council's consideration have also been excluded from the preliminary budget.

There are currently no Council Referred Items included in this document for Council's consideration. Any items that are referred to the budget process in the coming weeks will be compiled and added to an appendix to the 2021 Tax Supported Operating Budget – Recommendations Report and discussed during deliberations at GIC in February, 2021.

All Business Cases submitted for Council's consideration in the 2021 Budget Process have been included in Appendix 7 "Business Cases". There are a total of three submissions representing a net levy increase of \$0.7M and 13.00 FTE. If approved, the impact on the average residential tax bill would be an additional 0.1%.

MULTI-YEAR BUDGET OUTLOOK

The initial outlook for 2022 and 2023 prepared during the 2020 budget process resulted in projected tax increases of 2.7% and 2.6% respectively. However, these projections have been re-evaluated based on current information including known factors such as contractual agreements and operating impacts from capital projects, as well as service adjustments approved by Council.

The multi-year outlook for 2022-2024 is provided in Appendix 8 “Multi-Year Budget Outlook”. Table 10 shows the projected levy and tax increases for the 2022-2024 period.

Table 10:

2022 - 2024 Multi-Year Outlook						
	2022		2023		2024	
	\$	%	\$	%	\$	%
Total City Departments	\$ 27,220,000	4.1%	\$ 15,639,000	2.3%	\$ 20,058,000	2.9%
Boards & Agencies	\$ 4,832,000	2.1%	\$ 4,501,000	1.9%	\$ 4,697,000	2.0%
Capital Financing	\$ 5,697,000	4.0%	\$ 5,171,000	3.5%	\$ 6,329,000	4.1%
Total Preliminary Operating Budget	\$ 37,749,000	3.9%	\$ 25,311,000	2.5%	\$ 31,084,000	3.0%
Residential Average Property Tax Impact		3.4%		2.0%		2.5%

Significant increases in future budgets are the result of service enhancements in Transit, both as a result of the continuation of the 10-Year Transit Strategy and increases in the DARTS contract due to increase ridership.

Additionally, a standard Capital Levy increase of 0.5% has been included in years 2022-2024 for the purposes of funding discretionary block funded projects and addressing the infrastructure deficit. Increases to the Capital Levy for debt servicing requirements for the municipal share of the Investing in Canada Infrastructure – Public Transit Stream and West Harbour Waterfront Strategic Initiatives have been included as well. The corporate financials section includes increases resulting from the operating impacts of capital projects.

Actions taken to mitigate the pressures in the 2021 budget should not include postponing expenditures to future years but rather, they should be geared towards finding sustainable solutions.

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 annually.

The multi-year budgets will be included in the departmental presentations, which are scheduled to begin on January 26, 2021.

**2021
Preliminary
Tax Supported
Operating Budget
Net Levy
Summary**

NET LEVY SUMMARY

	2020		2021 Preliminary Budget	2021 Preliminary vs. 2020 Restated	
	Restated Budget	Projected		2020 Restated \$	%
		Actual			
PLANNING & ECONOMIC DEVELOPMENT					
General Manager	1,012,850	853,780	1,054,730	41,880	4.1%
Transportation, Planning and Parking	1,769,380	4,747,150	1,976,870	207,490	11.7%
Building	1,545,790	1,626,350	1,112,070	(433,720)	(28.1)%
Economic Development	5,391,620	5,325,410	5,573,650	182,030	3.4%
Growth Management	346,130	(1,985,920)	485,790	139,660	40.3%
Licensing & By-Law Services	6,756,610	6,991,430	6,781,360	24,750	0.4%
Planning	3,735,710	3,664,980	3,853,260	117,550	3.1%
Tourism & Culture	9,254,450	8,306,530	9,489,530	235,080	2.5%
TOTAL PLANNING & ECONOMIC DEVELOPMENT	29,812,540	29,529,710	30,327,260	514,720	1.7%

HEALTHY AND SAFE COMMUNITIES					
HSC Administration	2,953,420	2,981,000	2,988,320	34,900	1.2%
Children's Services and Neighbourhood Dev.	11,030,270	10,164,840	12,254,910	1,224,640	11.1%
Ontario Works	12,031,310	11,008,410	12,309,720	278,410	2.3%
Housing Services	44,284,200	44,263,810	46,814,100	2,529,900	5.7%
Long Term Care	10,975,250	10,909,210	11,524,860	549,610	5.0%
Recreation	33,944,020	31,202,480	35,319,640	1,375,620	4.1%
Hamilton Fire Department	93,417,020	91,492,140	94,645,450	1,228,430	1.3%
Hamilton Paramedic Service	25,677,670	29,621,710	27,579,690	1,902,020	7.4%
Public Health Services	13,349,460	15,072,830	13,507,720	158,260	1.2%
TOTAL HEALTHY AND SAFE COMMUNITIES	247,662,620	246,716,430	256,944,410	9,281,790	3.7%

NET LEVY SUMMARY

	2020		2021 Preliminary Budget	2021 Preliminary vs. 2020 Restated	
	Restated Budget	Projected Actual		\$	%
PUBLIC WORKS					
PW-General Administration	709,400	703,380	724,880	15,480	2.2%
Energy Fleet and Facilities	12,778,750	12,643,220	13,207,430	428,680	3.4%
Engineering Services	66,430	0	0	(66,430)	(100.0)%
Environmental Services	82,876,690	75,339,550	88,355,900	5,479,210	6.6%
Transit	78,066,940	90,469,260	80,754,700	2,687,760	3.4%
Transportation Operations & Maintenance	82,214,060	75,119,650	83,077,280	863,220	1.0%
TOTAL PUBLIC WORKS	256,712,270	254,275,070	266,120,190	9,407,920	3.7%
LEGISLATIVE					
Legislative General	(367,950)	(242,690)	(386,180)	(18,230)	(5.0)%
Mayors Office	1,166,500	1,159,020	1,189,450	22,950	2.0%
Volunteer Committee	124,650	124,650	124,650	0	0.0%
Ward Budgets	4,186,410	4,170,120	4,236,600	50,190	1.2%
TOTAL LEGISLATIVE	5,109,610	5,211,100	5,164,520	54,910	1.1%
CITY MANAGER					
Office of the City Auditor	1,142,440	1,024,780	1,175,130	32,690	2.9%
CMO - Admin	408,540	509,150	413,220	4,680	1.1%
Comms And Govt Relations	2,569,550	2,547,700	2,647,490	77,940	3.0%
Digital Innovations And S/Partnerships	512,700	465,060	618,160	105,460	20.6%
Human Resources	7,744,560	7,540,200	8,012,920	268,360	3.5%
TOTAL CITY MANAGER	12,377,790	12,086,890	12,866,920	489,130	4.0%

NET LEVY SUMMARY

	2020		2021 Preliminary Budget	2021 Preliminary vs. 2020 Restated	
	Restated Budget	Projected		\$	%
		Actual			
CORPORATE SERVICES					
City Clerk's Office	2,737,880	2,760,570	2,862,900	125,020	4.6%
Customer Service, POA and Fin'l Integration	5,541,080	5,548,380	5,665,070	123,990	2.2%
Financial Serv, Taxation and Corp Controller	4,152,040	3,939,710	4,083,010	(69,030)	(1.7)%
Legal Services and Risk Management	3,412,920	3,346,330	3,577,700	164,780	4.8%
Corporate Services - Administration	325,040	277,030	327,720	2,680	0.8%
Financial Planning, Admin & Policy	4,935,140	4,429,890	5,215,950	280,810	5.7%
Information Technology	13,709,510	13,660,240	14,088,050	378,540	2.8%
TOTAL CORPORATE SERVICES	34,813,610	33,962,150	35,820,400	1,006,790	2.9%
CORPORATE FINANCIALS - EXPENDITURES					
Corporate Initiatives	3,019,660	5,899,090	4,392,880	1,373,220	45.5%
Corporate Pensions, Benefits & Contingency	16,059,460	16,124,170	15,653,960	(405,500)	(2.5)%
TOTAL CORPORATE FINANCIALS	19,079,120	22,023,260	20,046,840	967,720	5.1%
HAMILTON ENTERTAINMENT FACILITIES					
Operating	4,096,190	4,115,660	4,037,180	(59,010)	(1.4)%
TOTAL HAMILTON ENTERTAINMENT FACILITIES	4,096,190	4,115,660	4,037,180	(59,010)	(1.4)%
TOTAL CITY EXPENDITURES	609,663,750	607,920,270	631,327,720	21,663,970	3.6%

NET LEVY SUMMARY

	2020		2021 Preliminary Budget	2021 Preliminary vs. 2020 Restated	
	Restated Budget	Projected		\$	%
		Actual			
CAPITAL FINANCING					
Debt-Healthy & Safe Communities	2,339,720	2,339,720	1,961,620	(378,100)	(16.2)%
Debt-Infrastructure Renewal Levy	13,428,870	13,428,870	13,428,870	0	0.0%
Debt-Corporate Financials	81,912,660	81,912,660	102,425,000	20,512,340	25.0%
Debt-Planning & Economic Development	194,070	194,070	26,290	(167,780)	(86.5)%
Debt-Public Works	38,695,920	38,695,920	26,200,080	(12,495,840)	(32.3)%
TOTAL CAPITAL FINANCING	136,571,240	136,571,240	144,041,860	7,470,620	5.5%

BOARDS & AGENCIES

Police Services					
Operating	170,815,160	170,815,160	174,258,750	3,443,590	2.0%
Capital Financing	662,380	662,380	1,057,030	394,650	59.6%
Total Police Services	171,477,540	171,477,540	175,315,780	3,838,240	2.2%
Other Boards & Agencies					
Library	31,571,050	31,577,600	32,030,050	459,000	1.5%
Conservation Authorities	8,196,010	8,196,010	8,451,720	255,710	3.1%
MPAC	6,842,810	6,842,810	6,979,670	136,860	2.0%
Hamilton Beach Rescue Unit	134,340	134,340	137,030	2,690	2.0%
Royal Botanical Gardens	634,720	634,720	647,410	12,690	2.0%
Farmers Market	112,800	288,920	115,010	2,210	2.0%
Total Other Boards & Agencies	47,491,730	47,674,400	48,360,890	869,160	1.8%

NET LEVY SUMMARY

	2020		2021 Preliminary Budget	2021 Preliminary vs. 2020 Restated	
	Restated Budget	Projected Actual		\$	%
Capital Financing - Other Boards & Agencies					
City Enrichment Fund	191,240	191,240	166,280	(24,960)	(13.1)%
	6,088,340	6,088,340	6,088,340	0	0.0%
TOTAL BOARDS & AGENCIES	225,248,850	225,431,520	229,931,290	4,682,440	2.1%
TOTAL EXPENDITURES	971,483,840	969,923,030	1,005,300,870	33,817,030	3.5%

NON PROGRAM REVENUES					
Payment In Lieu	(16,026,300)	(16,399,700)	(16,399,700)	(373,400)	(2.3)%
Penalties and Interest	(11,000,000)	(11,000,000)	(11,000,000)	0	0.0%
Right of Way	(3,228,000)	(3,227,000)	(3,227,000)	1,000	0.0%
Senior Tax Credit	567,000	537,000	537,000	(30,000)	(5.3)%
Supplementary Taxes	(9,925,000)	(9,925,000)	(9,925,000)	0	0.0%
Tax Remissions and Write Offs	9,600,000	8,298,290	9,570,000	(30,000)	(0.3)%
Hydro Dividend and Other Interest	(5,300,000)	(5,300,000)	(5,281,480)	18,520	0.3%
Provincial Funding	(292,000)	(292,000)	0	292,000	100.0%
Investment Income	(4,100,000)	(4,100,000)	(4,100,000)	0	0.0%
Slot Revenues	(5,200,000)	(5,200,000)	(5,200,000)	0	0.0%
POA Revenues	(2,421,030)	1,769,760	(1,322,270)	1,098,760	45.4%
TOTAL NON PROGRAM REVENUES	(47,325,330)	(44,838,650)	(46,348,450)	976,880	2.1%

TOTAL LEVY REQUIREMENT	924,158,510	925,084,380	958,952,420	34,793,910	3.8%
AVERAGE RESIDENTIAL MUNICIPAL TAX IMPACT					2.9%

**2021
Preliminary
Tax Supported
Operating Budget
Gross and Net
Expenditures
Summary**

GROSS AND NET EXPENDITURES SUMMARY

	Gross Expenditures			% Change
	2020 Restated Budget	2021 Preliminary Budget		
PLANNING & ECONOMIC DEVELOPMENT				
General Manager	1,012,850	1,041,250		2.8%
Transportation, Planning and Parking Building	16,712,290	16,915,220		1.2%
Economic Development	15,710,430	16,071,100		2.3%
Growth Management	7,597,150	9,276,540		22.1%
Licensing & By-Law Services	6,873,750	7,026,980		2.2%
Planning	12,890,830	13,157,220		2.1%
Tourism & Culture	8,983,790	9,072,030		1.0%
TOTAL PLANNING & ECONOMIC DEVELOPMENT	80,433,550	83,690,650		4.0%
HEALTHY AND SAFE COMMUNITIES				
HSC Administration	3,295,920	3,452,130		5.0%
Children's Services and Neighbourhood Dev.	93,652,890	94,008,970		0.4%
Ontario Works	142,497,500	145,365,260		2.0%
Housing Services	90,234,820	98,005,370		8.6%
Long Term Care	43,707,710	44,818,490		2.5%
Recreation	53,486,610	54,777,680		2.4%
Hamilton Fire Department	93,967,040	95,295,160		1.4%
Hamilton Paramedic Service	53,770,060	58,457,930		8.7%
Public Health Services	53,980,300	58,627,210		8.7%
TOTAL HEALTHY AND SAFE COMMUNITIES	628,593,850	662,818,200		5.4%
PUBLIC WORKS				
PW-General Administration	709,400	724,880		2.2%
Energy Fleet and Facilities	22,422,450	23,386,380		4.3%
Engineering Services	20,639,010	21,243,920		2.9%
Environmental Services	103,851,060	107,926,830		3.9%
Transit	139,100,810	141,518,570		1.7%
Transportation Operations & Maintenance	93,367,260	94,087,530		0.8%
TOTAL PUBLIC WORKS	380,090,590	388,888,110		2.3%

	Gross Revenues			% Change
	2020 Restated Budget	2021 Preliminary Budget		
	0	13,480		100.0%
	(14,942,910)	(14,938,350)		0.0%
	(14,164,640)	(14,959,030)		(5.6%)
	(2,205,530)	(3,702,890)		(67.9%)
	(6,527,620)	(6,541,190)		(0.2%)
	(6,134,220)	(6,375,860)		(3.9%)
	(5,248,080)	(5,218,770)		0.6%
	(1,398,010)	(1,640,780)		(17.4%)
TOTAL PLANNING & ECONOMIC DEVELOPMENT	(50,621,010)	(53,363,390)		(5.4%)
HEALTHY AND SAFE COMMUNITIES				
	(343,500)	(473,810)		(37.9%)
	(82,622,620)	(81,754,060)		1.1%
	(130,466,190)	(133,055,540)		(2.0%)
	(45,950,620)	(51,191,270)		(11.4%)
	(32,732,450)	(33,293,630)		(1.7%)
	(19,542,590)	(19,458,040)		0.4%
	(550,020)	(649,710)		(18.1%)
	(28,092,390)	(30,878,240)		(9.9%)
	(40,630,840)	(55,119,490)		(35.7%)
TOTAL HEALTHY AND SAFE COMMUNITIES	(390,931,220)	(405,873,790)		(6.5%)
PUBLIC WORKS				
	0	0		0.0%
	(9,643,700)	(10,178,950)		(5.6%)
	(20,572,580)	(21,243,920)		(3.3%)
	(20,974,970)	(19,570,930)		6.7%
	(61,033,870)	(60,763,870)		0.4%
	(11,153,200)	(11,010,250)		1.3%
TOTAL PUBLIC WORKS	(123,378,320)	(122,767,920)		0.5%

	Net Operating Budget			2021 Preliminary vs. 2020 Restated
	2020 Restated Budget	2021 Preliminary Budget		
	1,012,850	1,054,730		4.1%
	1,769,380	1,976,870		11.7%
	1,545,790	1,112,070		(28.1%)
	5,391,620	5,573,650		3.4%
	346,130	485,790		40.3%
	6,756,610	6,781,360		0.4%
	3,735,710	3,853,250		3.1%
	9,254,450	9,489,530		2.5%
TOTAL PLANNING & ECONOMIC DEVELOPMENT	29,812,540	30,327,260		1.7%
HEALTHY AND SAFE COMMUNITIES				
	2,953,420	2,988,320		1.2%
	11,030,270	12,254,910		11.1%
	12,031,310	12,309,720		2.3%
	44,284,200	46,814,100		5.7%
	10,975,250	11,524,860		5.0%
	33,944,020	35,319,640		4.1%
	93,417,020	94,645,450		1.3%
	25,677,670	27,579,690		7.4%
	13,349,460	13,507,720		1.2%
TOTAL HEALTHY AND SAFE COMMUNITIES	247,662,620	256,944,410		3.7%
PUBLIC WORKS				
	709,400	724,880		2.2%
	12,778,750	13,207,430		3.4%
	66,430	0		(100.0%)
	82,876,690	88,355,900		6.6%
	78,066,940	80,754,700		3.4%
	82,214,060	83,077,280		1.0%
TOTAL PUBLIC WORKS	256,712,270	266,120,190		3.7%

GROSS AND NET EXPENDITURES SUMMARY

	Gross Expenditures			Gross Revenues			Net Operating Budget		
	2020 Restated Budget	2021 Preliminary Budget	% Change	2020 Restated Budget	2021 Preliminary Budget	% Change	2020 Restated Budget	2021 Preliminary Budget	2021 Preliminary vs. 2020 Restated \$ %
LEGISLATIVE									
Legislative General	(367,950)	(386,180)	(5.0)%	0	0	0.0%	(367,950)	(386,180)	(18,230) (5.0)%
Mayors Office	1,166,500	1,189,450	2.0%	0	0	0.0%	1,166,500	1,189,450	22,950 2.0%
Volunteer Committee	149,650	149,650	0.0%	(25,000)	(25,000)	0.0%	124,650	124,650	0 0.0%
Ward Budgets	4,186,410	4,236,600	1.2%	0	0	0.0%	4,186,410	4,236,600	50,190 1.2%
TOTAL LEGISLATIVE	5,134,610	5,189,520	1.1%	(25,000)	(25,000)	0.0%	5,109,610	5,164,520	54,910 1.1%
CITY MANAGER									
Office of the City Auditor	1,172,440	1,205,130	2.8%	(30,000)	(30,000)	0.0%	1,142,440	1,175,130	32,690 2.9%
CMO - Admin	438,540	443,220	1.1%	(30,000)	(30,000)	0.0%	408,540	413,220	4,680 1.1%
Comms And Govt Relations	2,599,550	2,677,490	3.0%	(30,000)	(30,000)	0.0%	2,569,550	2,647,490	77,940 3.0%
Digital Innovations And S/Partnerships	1,237,350	1,266,650	2.4%	(724,680)	(648,460)	10.5%	512,700	618,160	105,460 20.6%
Human Resources	9,503,340	10,046,630	2.2%	(2,085,780)	(2,033,710)	2.5%	7,744,560	8,012,920	268,360 3.5%
TOTAL CITY MANAGER	15,278,250	15,639,120	2.4%	(2,900,460)	(2,772,200)	4.4%	12,377,790	12,866,920	489,130 4.0%
CORPORATE SERVICES									
City Clerk's Office	3,374,420	3,448,500	2.2%	(636,540)	(585,600)	8.0%	2,737,880	2,862,900	125,020 4.6%
Customer Service, POA and Fin'l Integration	12,059,410	12,236,320	1.5%	(6,518,330)	(6,571,180)	(0.8)%	5,541,080	5,665,070	123,990 2.2%
Financial Serv, Taxation and Corp Controller	7,083,800	7,298,820	3.0%	(2,931,760)	(3,215,810)	(9.7)%	4,152,040	4,083,010	(69,030) (1.7)%
Legal Services and Risk Management	4,401,560	4,620,480	5.0%	(988,540)	(1,042,780)	(5.5)%	3,412,920	3,577,700	164,780 4.8%
Corporate Services - Administration	325,040	327,720	0.8%	0	0	0.0%	325,040	327,720	2,680 0.8%
Financial Planning, Admin & Policy	7,342,900	7,547,100	2.8%	(2,407,760)	(2,331,150)	3.2%	4,935,140	5,215,950	280,810 5.7%
Information Technology	18,282,760	14,856,760	(18.7)%	(4,573,250)	(768,710)	83.2%	13,709,510	14,088,050	378,540 2.8%
TOTAL CORPORATE SERVICES	52,869,890	50,335,030	(4.8)%	(18,056,280)	(14,515,230)	19.6%	34,813,610	35,820,400	1,006,790 2.9%
CORPORATE FINANCIALS - EXPENDITURES									
Corporate Initiatives	4,433,550	4,594,480	3.6%	(1,413,890)	(201,500)	85.7%	3,019,660	4,392,880	1,373,220 45.5%
Corporate Pensions, Benefits & Contingency	12,911,160	15,653,960	21.2%	3,148,300	0	(100.0)%	16,059,460	15,653,960	(405,500) (2.5)%
TOTAL CORPORATE FINANCIALS	17,344,710	20,248,440	16.7%	1,734,410	(201,600)	(111.6)%	19,079,120	20,046,840	967,720 5.1%
HAMILTON ENTERTAINMENT FACILITIES									
Operating	4,461,960	4,402,950	(1.3)%	(365,770)	(365,770)	0.0%	4,096,190	4,037,180	(59,010) (1.4)%
TOTAL HAMILTON ENTERTAINMENT FACILITIES	4,461,960	4,402,950	(1.3)%	(365,770)	(365,770)	0.0%	4,096,190	4,037,180	(59,010) (1.4)%
TOTAL CITY EXPENDITURES	1,184,207,410	1,231,212,620	4.0%	(574,543,650)	(599,884,900)	(4.4)%	609,663,750	631,327,720	21,663,970 3.6%

GROSS AND NET EXPENDITURES SUMMARY

	Gross Expenditures			% Change
	2020 Restated Budget	2021 Preliminary Budget		
CAPITAL FINANCING				
Debt-Healthy and Safe Communities	5,675,260	5,195,060	(8.5)%	
Debt-Infrastructure Renewal Levy	13,428,870	13,428,870	0.0%	
Debt-Corporate Financials	81,912,660	102,477,430	25.1%	
Debt-Planning & Economic Development	255,250	87,470	(65.7)%	
Debt-Public Works	45,397,280	34,032,480	(25.0)%	
TOTAL CAPITAL FINANCING	146,669,320	155,221,310	5.8%	
BOARDS & AGENCIES				
Police Services				
Operating	183,604,780	187,048,370	1.9%	
Capital Financing	783,530	1,299,330	65.8%	
Total Police Services	184,388,310	188,347,700	2.1%	
Other Boards & Agencies				
Library	33,345,440	33,678,740	1.0%	
Conservation Authorities	8,196,010	8,451,720	3.1%	
MPAC	6,842,810	6,979,670	2.0%	
Hamilton Beach Rescue Unit	134,340	137,030	2.0%	
Royal Botanical Gardens	634,720	647,410	2.0%	
Farmers' Market	805,460	807,670	0.3%	
Total Other Boards & Agencies	49,988,780	50,702,240	1.5%	
Capital Financing - Other Boards & Agencies	472,730	447,770	(5.3)%	
City Enrichment Fund	6,088,340	6,088,340	0.0%	
TOTAL BOARDS & AGENCIES	240,908,160	245,586,050	1.9%	
TOTAL EXPENDITURES	1,571,784,890	1,632,019,980	3.8%	

	Gross Revenues			% Change
	2020 Restated Budget	2021 Preliminary Budget		
	(3,335,540)	(3,233,440)	3.1%	
	0	0	0.0%	
	(52,430)	(52,430)	(100.0)%	
	(61,180)	(61,180)	0.0%	
	0	(7,832,400)	(100.0)%	
	(3,396,720)	(11,179,460)	(229.1)%	
	(12,789,620)	(12,789,620)	0.0%	
	(121,150)	(242,300)	(100.0)%	
	(12,910,770)	(13,031,920)	(0.9)%	
	(1,774,390)	(1,648,690)	7.1%	
	0	0	0.0%	
	0	0	0.0%	
	0	0	0.0%	
	0	0	0.0%	
	(692,660)	(692,660)	0.0%	
	(2,467,050)	(2,341,350)	5.1%	
	(281,490)	(281,490)	0.0%	
	0	0	0.0%	
	(15,659,310)	(15,654,760)	0.0%	
	(593,599,680)	(626,719,110)	(5.6)%	

	Net Operating Budget			2021 Preliminary vs. 2020 Restated %
	2020 Restated Budget	2021 Preliminary Budget	\$	
	2,339,720	1,961,620	(378,100)	(16.2)%
	13,428,870	13,428,870	0	0.0%
	81,912,660	102,425,000	20,512,340	25.0%
	194,070	26,290	(167,780)	(86.5)%
	38,695,920	26,200,080	(12,495,840)	(32.3)%
	136,571,240	144,041,860	7,470,620	5.5%
	170,815,160	174,258,750	3,443,590	2.0%
	662,380	1,057,030	394,650	59.6%
	171,477,540	175,315,780	3,838,240	2.2%
	31,571,050	32,030,050	459,000	1.5%
	8,196,010	8,451,720	255,710	3.1%
	6,842,810	6,979,670	136,860	2.0%
	134,340	137,030	2,690	2.0%
	634,720	647,410	12,690	2.0%
	112,800	115,010	2,210	2.0%
	47,491,730	48,360,890	869,160	1.8%
	191,240	166,280	(24,960)	(13.1)%
	6,088,340	6,088,340	0	0.0%
	225,248,850	229,931,290	4,682,440	2.1%
	971,483,840	1,005,300,870	33,817,030	3.5%

GROSS AND NET EXPENDITURES SUMMARY

	Gross Expenditures		2021 Preliminary Budget	% Change	Gross Revenues		2021 Preliminary Budget	% Change	Net Operating Budget		2021 Preliminary vs. 2020 Restated
	2020 Restated Budget				2020 Restated Budget				2020 Restated Budget	2021 Preliminary Budget	
NON PROGRAM REVENUES											
Payment In Lieu	500,000		500,000	0.0%	(16,526,300)	(16,899,700)	(16,899,700)	(2.3)%	(16,026,300)	(16,399,700)	(373,400)
Penalties and Interest	0	0	0	0.0%	(11,000,000)	(11,000,000)	(11,000,000)	0.0%	(11,000,000)	(11,000,000)	0
Right of Way	0	0	0	0.0%	(3,228,000)	(3,227,000)	(3,227,000)	0.0%	(3,228,000)	(3,227,000)	1,000
Senior Tax Credit	665,000		635,000	(4.5)%	(98,000)	(98,000)	(98,000)	0.0%	567,000	537,000	(30,000)
Supplementary Taxes	100,000		100,000	0.0%	(10,025,000)	(10,025,000)	(10,025,000)	0.0%	(9,925,000)	(9,925,000)	0
Tax Remissions and Write Offs	9,600,000		9,570,000	(0.3)%	0	0	0	0.0%	9,600,000	9,570,000	(30,000)
Hydro Dividend and Other Interest	9,559,000		9,562,120	0.0%	(14,859,000)	(14,843,600)	(14,843,600)	0.1%	(5,300,000)	(5,281,480)	18,520
Provincial Funding	0	0	0	0.0%	(292,000)	0	0	100.0%	(292,000)	0	292,000
Investment Income	0	0	0	0.0%	(4,100,000)	(4,100,000)	(4,100,000)	0.0%	(4,100,000)	(4,100,000)	0
Slot Revenues	0	0	0	0.0%	(5,200,000)	(5,200,000)	(5,200,000)	0.0%	(5,200,000)	(5,200,000)	0
POA Revenues	0	0	0	0.0%	(2,421,030)	(1,322,270)	(1,322,270)	45.4%	(2,421,030)	(1,322,270)	1,098,760
TOTAL NON PROGRAM REVENUES	20,424,000		20,367,120	(0.3)%	(67,749,330)	(66,715,570)	(66,715,570)	1.5%	(47,325,330)	(46,348,450)	976,880

TOTAL LEVY REQUIREMENT	1,592,208,890	1,652,387,100	3.8%
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AVERAGE RESIDENTIAL MUNICIPAL TAX IMPACT	2.9%
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**2021
Preliminary
Tax Supported
Operating Budget
Cost Category
Summary**

COST CATEGORY SUMMARY

Tax (Excluding Boards & Agencies)

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	2021 Preliminary vs. 2020 Restated \$ %
EMPLOYEE RELATED COSTS	617,352,900	611,921,810	638,711,480	21,358,580 3.5%
MATERIAL AND SUPPLY	52,060,590	47,853,660	52,823,835	763,245 1.5%
VEHICLE EXPENSES	36,969,460	34,463,380	35,956,160	(1,013,300) (2.7)%
BUILDING AND GROUND	39,785,160	38,618,370	39,832,974	47,814 0.1%
CONSULTING	2,271,280	2,438,490	928,330	(1,342,950) (59.1)%
CONTRACTUAL	114,084,190	99,148,750	116,960,122	2,875,932 2.5%
AGENCIES and SUPPORT PAYMENTS	283,043,310	279,959,830	294,293,820	11,250,510 4.0%
RESERVES / RECOVERIES	37,370,600	36,789,870	37,369,980	(620) (0.0)%
COST ALLOCATIONS	(7,265,460)	(6,655,580)	(7,279,670)	(14,210) (0.2)%
FINANCIAL	40,487,760	39,762,290	45,377,630	4,889,870 12.1%
CAPITAL FINANCING	144,337,670	144,247,880	151,821,664	7,483,994 5.2%
CAPITAL EXPENDITURES	0	33,900	4,730	4,730 100.0%
TOTAL EXPENDITURES	1,360,497,460	1,328,582,650	1,406,801,055	46,303,595 3.4%
FEES AND GENERAL	(210,418,430)	(167,672,720)	(196,718,240)	13,700,190 6.5%
TAX AND RATES	(30,199,300)	(30,546,400)	(30,769,700)	(570,400) (1.9)%
GRANTS AND SUBSIDIES	(367,840,510)	(376,681,880)	(363,064,390)	4,776,120 1.3%
RESERVES	(20,887,970)	(22,130,070)	(52,736,150)	(31,848,180) (152.5)%
RECOVERIES FROM CAPITAL	(32,241,590)	(31,898,740)	(34,491,440)	(2,249,850) (7.0)%
TOTAL REVENUES	(661,587,800)	(628,929,810)	(677,779,920)	(16,192,120) (2.4)%
NET LEVY	698,909,660	699,652,840	729,021,140	30,111,480 4.3%

2021 Preliminary Tax Supported Operating Budget Complement Summary

COMPLEMENT SUMMARY

	2020 Approved Budget	2020 Restated Budget	2021 Preliminary Budget	2021 Preliminary vs. 2020 Restated	
				FTE	%
<u>PLANNING & ECONOMIC DEVELOPMENT</u>					
General Manager	7.00	7.00	7.00	0.00	0.0%
Transportation, Planning and Parking Building ¹	139.24	139.24	139.24	0.00	0.0%
Economic Development	110.32	110.32	109.32	(1.00)	(0.9)%
Growth Management	45.99	45.99	45.99	0.00	0.0%
Licensing & By-Law Services	56.88	56.88	56.88	0.00	0.0%
LRT Office ²	110.15	110.15	110.15	0.00	0.0%
Planning	12.25	12.25	0.00	(12.25)	(100.0)%
Tourism & Culture	78.00	78.00	78.00	0.00	0.0%
	72.79	72.79	72.79	0.00	0.0%
Total Planning & Economic Development	632.62	632.62	619.37	(13.25)	(2.1)%

1. Restated to Preliminary: Decrease of 1.0 FTE due to removal of vacant Plans Examiner position

2. Restated to Preliminary: Decrease 12.25 FTE as LRT Office closed at the end of March 2020

COMPLEMENT SUMMARY

	2020 Approved Budget	2020 Restated Budget	2021 Preliminary Budget	2021 Preliminary vs. 2020 Restated	
				FTE	%
HEALTHY AND SAFE COMMUNITIES					
HSC Administration	32.50	32.50	32.50	0.00	0.0%
Children's Services and Neighbourhood Dev.	94.00	94.00	94.00	0.00	0.0%
Ontario Works ^{5,6}	240.50	240.50	210.00	(30.50)	(12.7)%
Housing Services ⁴	53.25	53.25	53.00	(0.25)	(0.5)%
Long Term Care	451.55	451.55	451.55	0.00	0.0%
Recreation	449.23	449.23	449.23	0.00	0.0%
Hamilton Fire Department	595.30	595.30	595.30	0.00	0.0%
Hamilton Paramedic Service	335.36	335.36	335.36	0.00	0.0%
Public Health Services ^{1,2,3,7,8}	395.73	395.23	394.89	(0.34)	(0.1)%
Total Healthy and Safe Communities	2,647.42	2,646.92	2,615.83	(31.09)	(1.2)%

1. Approved to Restated: Decrease (1.00) FTE Public Health Nurse to balance to provincial funding cap in Healthy Babies Healthy Children (BOH20017)

2. Approved to Restated: Increase 1.10 FTE Dental Clinic Lab Asst, 0.20 FTE Dental Asst, 0.20 FTE Clinical Dentist and decrease (1.00) FTE Denturist for Ontario Seniors Dental Program (BOH19062(b))

3. Restated to Preliminary: Decrease (0.34) FTE Public Health Nurse due to termination of Arrell Secondment Agreement (BOH17008(b))

4. Restated to Preliminary: Decrease (0.25) FTE Housing Loans Officer due to exhausting available IAHE Capital Administration funds as of 2020.

5. Restated to Preliminary: Decrease of (25.50) FTEs due to the 100% Employment Funding ending October 2020. (34.00) FTEs @ 75%. (17.25) Employment Development Counsellor, (1.50) Supervisor, (0.75) Manager, (3.75) Training Coordinator, (2.25) Dispatcher.

6. Restated to Preliminary: Decrease of (5.00) FTEs due to Electronic Data Management HSC20023, expected to be 5.0 OW file clerks.

7. Transfer 0.41 FTE for Urban Farm FTE split adjustment from Healthy Families to Epidemiology, Wellness and Communicable Disease Control based on ending the CSND contribution of funding to June 30, 2021. No impact on overall department total FTE count.

8. Excludes 110.24 Temporary COVID19 Response Related FTE to be funded through senior levels of government

COMPLEMENT SUMMARY

	2020 Approved Budget	2020 Restated Budget	2021 Preliminary Budget	2021 Preliminary vs. 2020 Restated FTE	%
<u>PUBLIC WORKS</u>					
PW - General Administration	7.00	7.00	7.00	0.00	0.0%
Energy Fleet and Facilities	179.95	179.95	179.95	0.00	0.0%
Engineering Services	131.33	131.33	131.33	0.00	0.0%
Environmental Services ^{1,2}	499.17	504.21	504.37	0.16	0.0%
Transit ³	788.41	788.41	782.41	(6.00)	(0.8)%
Transportation Operations & Maintenance	403.26	403.26	403.26	0.00	0.0%
Total Public Works	2,009.12	2,014.16	2,008.32	(5.84)	(0.3)%

1. Approved to Restated: Transfer 5.04 FTE from Corporate Financials to Environmental Services for 2020 OIC Adjustment due to COVID pandemic

2. Restated to Preliminary: Increase of 0.16 FTE approved by Council September 16, 2020 Public Works Committee Report 20-007

3. Restated to Preliminary: Decrease of 6 FTE due to underperforming routes (approved under report PW20015)

<u>LEGISLATIVE</u>					
Mayors Office	6.00	6.00	6.00	0.00	0.0%
Ward Budgets	16.00	16.00	16.00	0.00	0.0%
Total Legislative	22.00	22.00	22.00	0.00	0.0%

<u>CITY MANAGER</u>					
Office of the City Auditor	7.00	7.00	7.00	0.00	0.0%
CMO - Admin	3.00	3.00	3.00	0.00	0.0%
Comms And Govt Relations ^{1,2}	25.00	24.00	22.00	(2.00)	(8.3)%
Digital Innovations And S/Partnerships ²	7.00	8.00	8.00	0.00	0.0%
Human Resources	79.00	79.00	79.00	0.00	0.0%
Total City Manager	121.00	121.00	119.00	(2.00)	(1.7)%

1 Restated to Preliminary: Decrease of 2.00 FTE due to elimination of FTEs from Communications Budget as approved by Council in 2020 Operating Budget Report FCS20001(a)

2 Approved to Restated: Transfer of Grant Coordinator (1.00 FTE) to Digital Innovation and Strategic Partnerships from Communications and Government Relations

COMPLEMENT SUMMARY

	2020 Approved Budget	2020 Restated Budget	2021 Preliminary Budget	2021 Preliminary vs. 2020 Restated	
				FTE	%
<u>CORPORATE SERVICES</u>					
City Clerk's Office	28.00	28.00	28.00	0.00	0.0%
Customer Service, POA and Fin'l Integration	93.47	93.47	93.47	0.00	0.0%
Financial Serv, Taxation and Corp Controller ^{1,3}	81.08	81.08	80.00	(1.08)	(1.3)%
Legal Services and Risk Management ²	63.00	63.00	67.00	4.00	6.3%
Corporate Services - Administration	2.00	2.00	2.00	0.00	0.0%
Financial Planning, Admin & Policy ³	83.00	83.00	83.58	0.58	0.7%
Information Technology	110.00	110.00	110.00	0.00	0.0%
Total Corporate Services	460.55	460.55	464.05	3.50	0.8%

1. Approved to Preliminary: Reduction in 0.50 FTE was due to a pilot program coming to an end

2. Approved to Preliminary: Increase in 4 FTE's per report LS20010 approved the addition of 2 Legal Assistants, 1 Law Clerk and 1 Solicitor

3. Approved to Preliminary: 0.58 FTE were reallocated from Financial Services to Financial Planning, Administration and Policy

Corporate Financials - Expenditures ¹	0.00	0.00	14.70	14.70	0.0%
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1. Operating Impacts from Capital. 4 FTE relates to Corporate Services. 10.7 FTE relates to Public Works.

TOTAL CITY COMPLEMENT	5,892.71	5,897.25	5,863.27	(33.98)	-0.6%
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BOARDS & AGENCIES

Library	299.28	299.28	299.28	0.00	0.0%
Police Services ¹	1,175.00	1,175.00	1,175.00	0.00	0.0%
Farmers' Market	4.40	4.40	4.40	0.00	0.0%
Total Boards & Agencies	1,478.68	1,478.68	1,478.68	0.00	0.0%

1. The Police Services budget is approved by the Police Services Board. The Budget is scheduled to be submitted to the Board on December 17th, 2020.

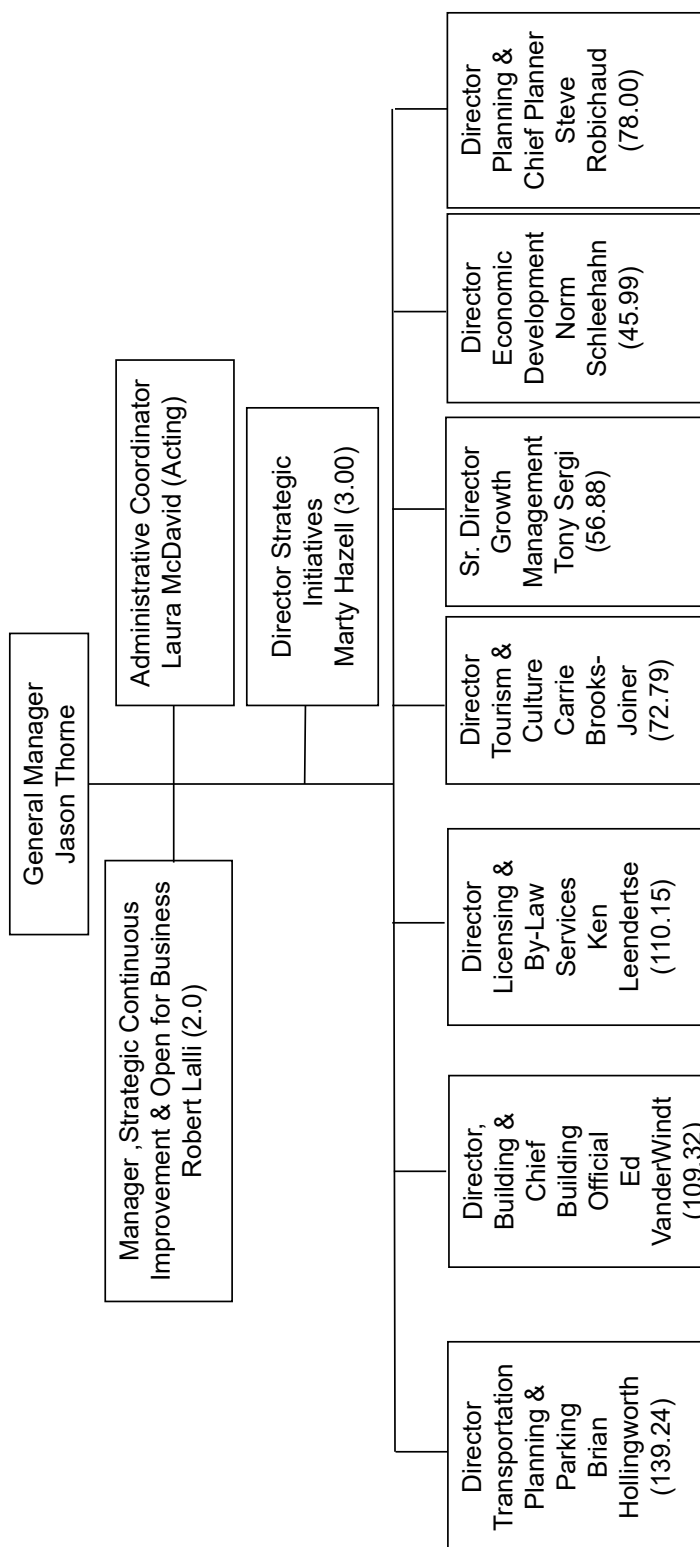
TOTAL COMPLEMENT	7,371.39	7,375.93	7,341.95	(33.98)	-0.5%
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**2021
Preliminary
Tax Supported
Operating Budget
Departmental
Budget
Summaries**

PLANNING AND ECONOMIC DEVELOPMENT



DEPARTMENT STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	39.50	593.12	632.62	15.01:1
2021	36.00	583.37	619.37	16.20:1
CHANGE	(3.5)	(9.75)	(13.25)	

2021 Preliminary Tax Supported Operating Budget

BY DIVISION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. Net vs. '20 Rest. Net (\$)	'21 Prel. Net vs. '20 Rest. Net
General Manager	1,012,850	1,012,850	853,780	1,041,250	1,054,730	41,880	4.1%
Transportation, Planning and Parking	16,712,290	1,769,380	4,747,150	16,915,220	1,976,870	207,490	11.7%
Building	15,710,430	1,545,790	1,626,350	16,071,100	1,112,070	-433,720	(28.1%)
Economic Development	7,597,150	5,391,620	5,325,410	9,276,540	5,573,650	182,030	3.4%
Growth Management	6,873,750	346,130	-1,985,920	7,026,980	485,790	139,660	40.3%
Licensing & By-Law Services	12,890,830	6,756,610	6,991,430	13,157,220	6,781,360	24,750	0.4%
LRT Office	9,196,740	0	0	0	0	0	0.0%
Planning	8,983,790	3,735,710	3,664,980	9,072,030	3,853,260	117,550	3.1%
Tourism & Culture	10,652,460	9,254,450	8,306,530	11,130,310	9,489,530	235,080	2.5%
Total Planning & Economic Development	89,630,290	29,812,540	29,529,720	83,690,650	30,327,260	514,720	1.7%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	68,469,720	66,221,360	63,408,370	-5,061,350	(7.4%)
MATERIAL AND SUPPLY	2,133,870	1,872,190	2,148,750	14,880	0.7%
VEHICLE EXPENSES	605,240	508,280	558,500	-46,740	(7.7%)
BUILDING AND GROUND	2,259,330	2,125,980	2,250,500	-8,830	(0.4%)
CONSULTING	1,491,070	1,486,380	262,330	-1,228,740	(82.4%)
CONTRACTUAL	4,061,850	3,622,350	3,385,100	-676,750	(16.7%)
AGENCIES and SUPPORT PAYMENTS	1,336,020	1,550,300	1,339,900	3,880	0.3%
RESERVES / RECOVERIES	5,679,740	5,985,860	5,993,040	313,300	5.5%
COST ALLOCATIONS	1,903,650	1,447,140	1,999,520	95,870	5.0%
FINANCIAL	1,689,800	2,277,730	2,339,910	650,110	38.5%
CAPITAL FINANCING	0	104,440	0	0	0.0%
CAPITAL EXPENDITURES	0	16,240	4,730	4,730	100.0%
TOTAL EXPENDITURES	89,630,290	87,218,230	83,690,650	-5,939,640	(6.6%)
FEES AND GENERAL	-46,013,370	-43,293,360	-42,119,350	3,894,020	8.5%
GRANTS AND SUBSIDIES	-10,124,710	-10,606,780	-1,241,510	8,883,200	87.7%
RESERVES	-1,183,460	-1,142,320	-5,969,970	-4,786,510	(404.5%)
RECOVERIES FROM CAPITAL	-2,496,210	-2,646,060	-4,032,560	-1,536,350	(61.5%)
TOTAL REVENUES	-59,817,750	-57,688,520	-53,363,390	6,454,360	10.8%
NET LEVY	29,812,540	29,529,720	30,327,260	514,720	1.7%

2020 Preliminary Tax Supported Operating Budget Multi-Year Budget Outlook

BY DIVISION

	2021 Preliminary Gross	2021 Preliminary Net	2022 Preliminary Gross	2022 Preliminary Net	2023 Preliminary Gross	2023 Preliminary Net	2024 Preliminary Gross	2024 Preliminary Net
General Manager	1,041,250	1,054,730	1,088,500	1,088,500	1,134,820	1,134,820	1,170,260	1,170,260
Transportation, Planning and Parking	16,915,220	1,976,870	17,252,260	2,303,540	17,558,100	2,307,480	17,849,370	2,290,780
Building	16,071,100	1,112,070	16,466,080	1,146,890	16,799,350	1,171,380	17,116,140	1,194,230
Economic Development	9,276,540	5,573,650	9,448,790	5,713,700	9,615,940	5,850,190	9,755,530	5,961,850
Growth Management	7,026,980	485,790	7,235,200	522,080	7,479,070	646,630	7,655,870	703,810
Licensing & By-Law Services	13,157,220	6,781,360	13,501,200	6,999,420	13,785,050	7,163,090	14,047,960	7,303,460
Planning	9,072,030	3,853,260	9,364,160	4,029,900	9,589,860	4,150,110	9,822,190	4,279,620
Tourism & Culture	10,866,120	9,260,150	11,113,040	9,458,540	11,291,600	9,623,070	11,459,890	9,777,110
Total Planning & Economic Development	83,426,460	30,097,880	85,469,230	31,262,570	87,253,790	32,046,770	88,877,210	32,681,120

2021 Preliminary Tax Supported Operating Budget

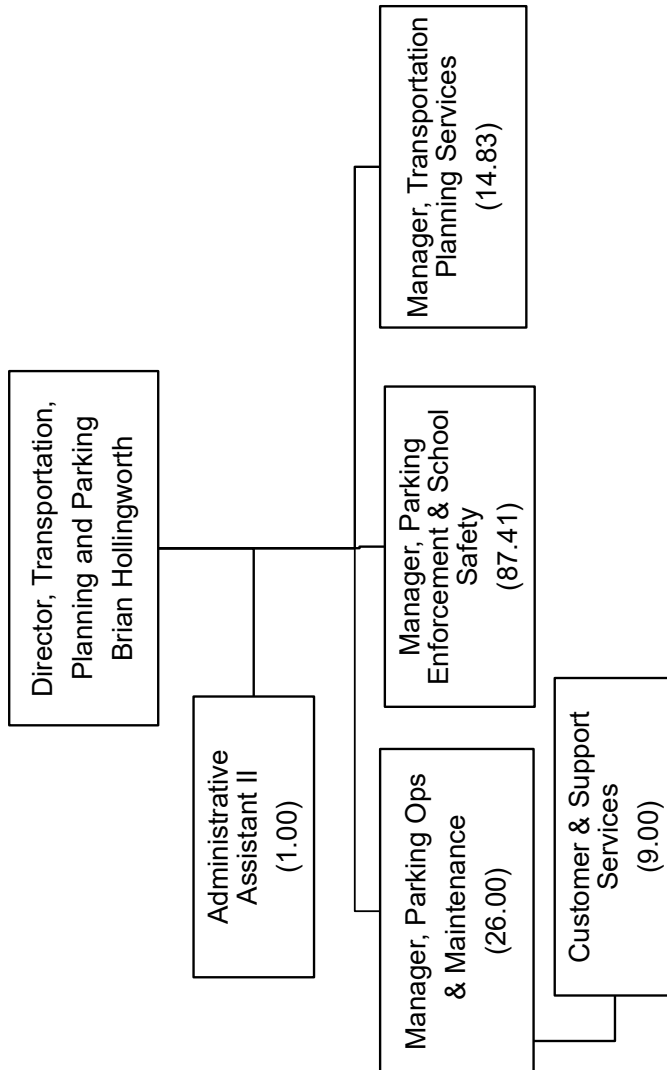
BY SECTION - GENERAL MANAGER

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
Strategic Initiatives	370,990	370,990	273,480	385,190	385,190	14,200	3.8%
GM Office	641,860	641,860	580,300	656,060	669,540	27,680	4.3%
Total General Manager	1,012,850	1,012,850	853,780	1,041,250	1,054,730	41,880	4.1%

BY COST CATEGORY - GENERAL MANAGER

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	1,054,040	899,370	1,068,820	14,780	1.4%
MATERIAL AND SUPPLY	21,090	20,200	27,680	6,590	31.2%
BUILDING AND GROUND	1,310	1,440	1,600	290	22.1%
CONTRACTUAL	14,060	8,790	13,520	-540	(3.8%)
RESERVES / RECOVERIES	113,160	103,550	115,050	1,890	1.7%
COST ALLOCATIONS	-190,810	-190,630	-190,150	660	0.3%
CAPITAL EXPENDITURES	0	11,140	4,730	4,730	100.0%
TOTAL EXPENDITURES	1,012,850	853,860	1,041,250	28,400	2.8%
FEES AND GENERAL	0	-80	0	0	0.0%
RESERVES	0	0	13,480	13,480	100.0%
TOTAL REVENUES	0	-80	13,480	13,480	100.0%
NET LEVY	1,012,850	853,780	1,054,730	41,880	4.1%

DIVISION STRUCTURE



TRANSPORTATION PLANNING AND PARKING

COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	4.00	135.24	139.24	33.81:1
2021	4.00	135.24	139.24	33.81:1
CHANGE	0.00	0.00	0.00	

2021 Preliminary Tax Supported Operating Budget

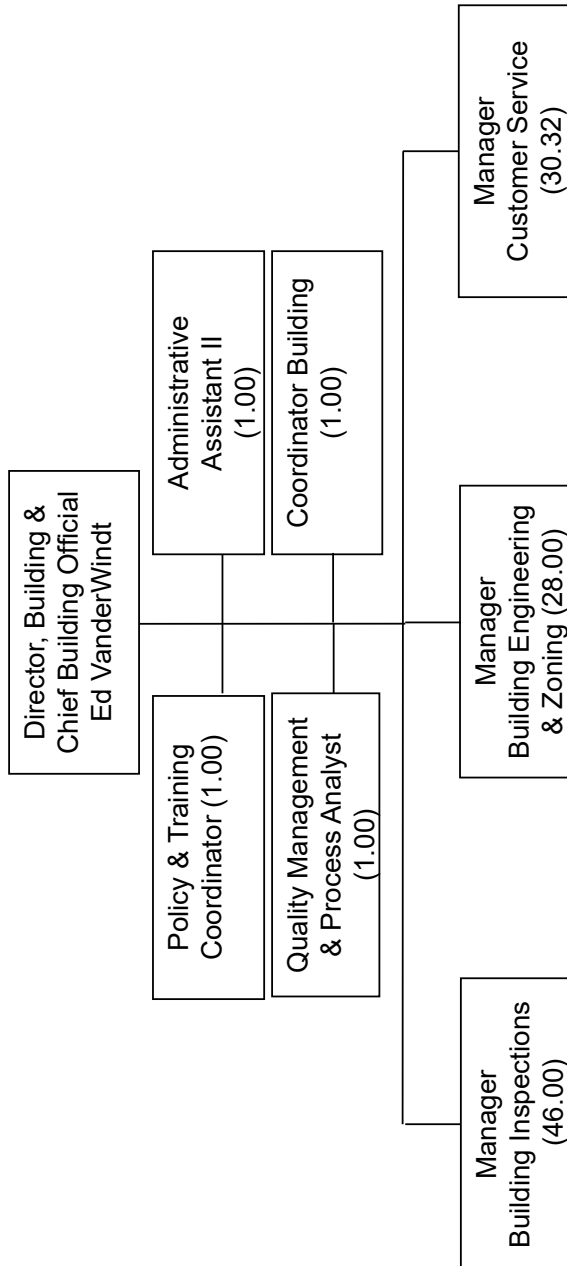
BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
Transportation Planning	1,819,330	1,316,110	1,414,520	1,950,530	1,445,570	129,460	9.8%
Director's Office TPP	139,470	133,170	370,190	166,470	166,470	33,300	25.0%
Hamilton Municipal Parking System	12,858,150	-1,575,240	1,176,270	12,885,150	-1,548,240	27,000	(1.7%)
School Crossing	1,895,340	1,895,340	1,786,180	1,913,070	1,913,070	17,730	0.9%
Total Transportation, Planning and Parking	16,712,290	1,769,380	4,747,150	16,915,220	1,976,870	207,490	11.7%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	9,704,610	9,993,300	10,068,950	364,340	3.8%
MATERIAL AND SUPPLY	340,610	343,500	338,910	-1,700	(0.5%)
VEHICLE EXPENSES	205,170	150,700	189,410	-15,760	(7.7%)
BUILDING AND GROUND	807,160	785,040	791,900	-15,260	(1.9%)
CONTRACTUAL	1,777,150	1,426,810	1,600,150	-177,000	(10.0%)
RESERVES / RECOVERIES	1,577,110	1,545,390	1,645,840	68,730	4.4%
COST ALLOCATIONS	788,050	787,150	749,960	-38,090	(4.8%)
FINANCIAL	1,512,430	1,556,840	1,530,100	17,670	1.2%
CAPITAL FINANCING	0	30,370	0	0	0.0%
TOTAL EXPENDITURES	16,712,290	16,619,090	16,915,220	202,930	1.2%
FEES AND GENERAL	-14,819,830	-11,755,160	-11,754,240	3,065,590	20.7%
RESERVES	-6,300	0	-3,067,330	-3,061,030	(48,587.8%)
RECOVERIES FROM CAPITAL	-116,780	-116,780	-116,780	0	0.0%
TOTAL REVENUES	-14,942,910	-11,871,940	-14,938,350	4,560	0.0%
NET LEVY	1,769,380	4,747,150	1,976,870	207,490	11.7%

DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	4.00	106.32	110.32	26.58
2021	4.00	105.32	109.32	26.33
CHANGE	0.00	(1.00)	(1.00)	

BUILDING

2021 Preliminary Tax Supported Operating Budget

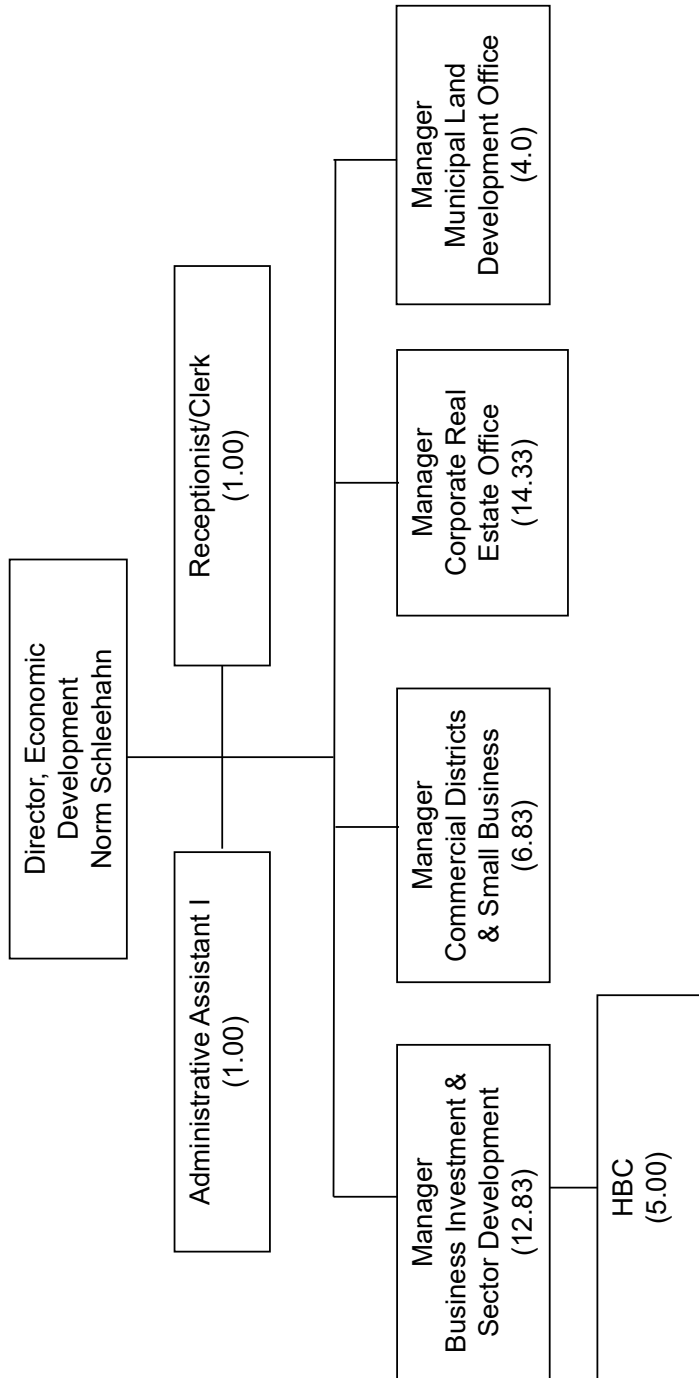
BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
Administration - Building Serv	287,320	277,920	328,310	312,060	308,060	30,140	10.8%
Building Inspections	617,370	617,370	632,300	628,510	628,510	11,140	1.8%
Engineering & Zoning Services	1,324,810	-57,660	449,230	1,338,290	-47,620	10,040	(17.4%)
Enterprise Model	13,262,190	489,420	0	13,569,120	0	-489,420	(100.0%)
Plan Examination Sec	218,740	218,740	216,510	223,120	223,120	4,380	2.0%
Total Building	15,710,430	1,545,790	1,626,350	16,071,100	1,112,070	-433,720	(28.1%)

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	12,733,180	12,565,100	12,838,070	104,890	0.8%
MATERIAL AND SUPPLY	186,770	262,690	186,770	0	0.0%
VEHICLE EXPENSES	126,300	97,600	119,890	-6,410	(5.1%)
BUILDING AND GROUND	17,220	18,230	18,910	1,690	9.8%
CONSULTING	0	35,420	0	0	0.0%
CONTRACTUAL	39,460	77,500	55,410	15,950	40.4%
RESERVES / RECOVERIES	1,339,030	1,443,550	1,455,890	116,860	8.7%
COST ALLOCATIONS	1,242,030	803,070	1,344,660	102,630	8.3%
FINANCIAL	26,440	84,350	51,500	25,060	94.8%
TOTAL EXPENDITURES	15,710,430	15,387,510	16,071,100	360,670	2.3%
FEES AND GENERAL	-14,159,240	-13,755,910	-14,816,910	-657,670	(4.6%)
RESERVES	-5,400	0	-142,120	-136,720	(2,531.9%)
RECOVERIES FROM CAPITAL	0	-5,250	0	0	0.0%
TOTAL REVENUES	-14,164,640	-13,761,160	-14,959,030	-794,390	(5.6%)
NET LEVY	1,545,790	1,626,350	1,112,070	-433,720	(28.1%)

DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	5.00	40.99	45.99	8.20:1
2021	5.00	40.99	45.99	8.20:1
CHANGE	0.00	0.00	0.00	

2021 Preliminary Tax Supported Operating Budget

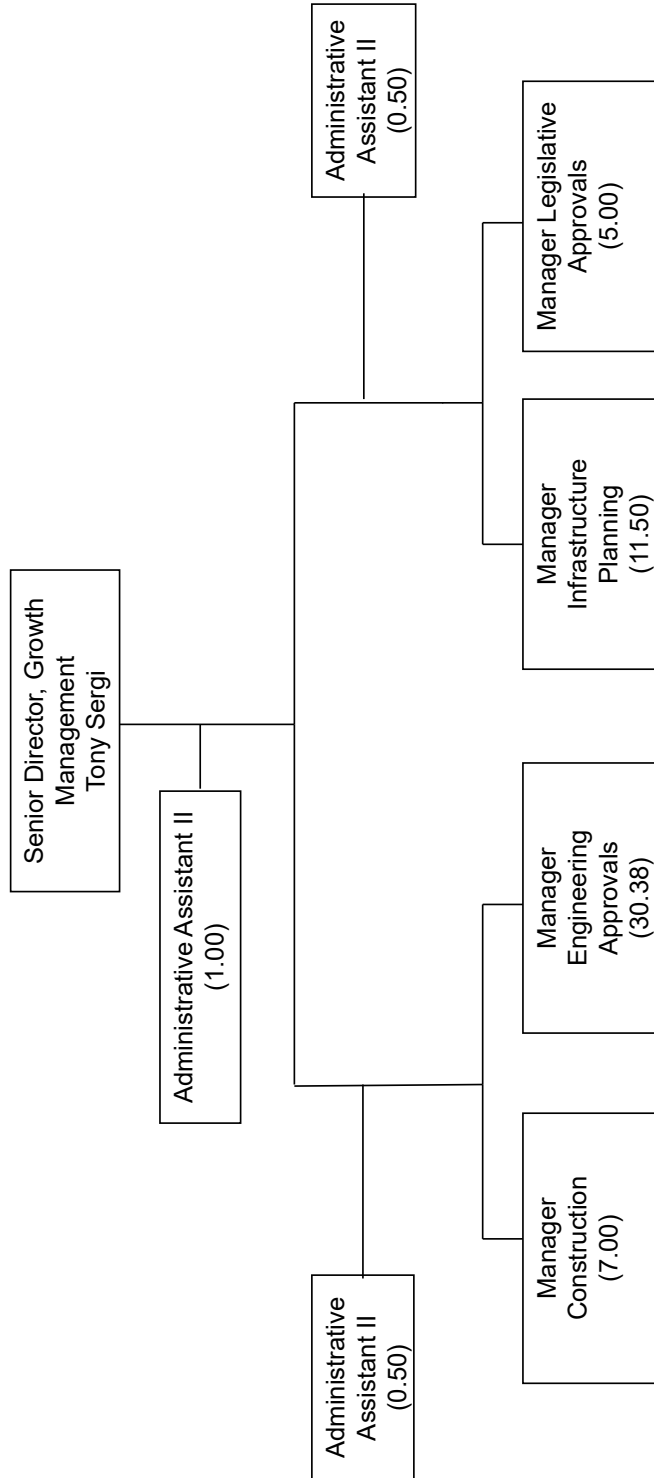
BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
Corporate Real Estate Office	797,020	649,200	715,940	2,289,460	725,820	76,620	11.8%
Commercial Districts and Small Business	3,232,380	1,605,890	1,630,150	3,254,300	1,632,420	26,530	1.7%
Municipal Land Development	349,170	220,010	114,800	360,940	229,570	9,560	4.3%
Business Development	3,218,580	2,916,520	2,864,520	3,371,840	2,985,840	69,320	2.4%
Total Economic Development	7,597,150	5,391,620	5,325,410	9,276,540	5,573,650	182,030	3.4%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	6,078,730	5,639,580	6,271,720	192,990	3.2%
MATERIAL AND SUPPLY	246,300	234,780	261,540	15,240	6.2%
BUILDING AND GROUND	7,900	10,210	14,640	6,740	85.3%
CONSULTING	25,150	48,920	30,450	5,300	21.1%
CONTRACTUAL	455,770	403,650	468,100	12,330	2.7%
AGENCIES and SUPPORT PAYMENTS	1,057,100	1,313,120	1,059,650	2,550	0.2%
RESERVES / RECOVERIES	247,210	377,160	317,590	70,380	28.5%
COST ALLOCATIONS	342,140	314,290	348,270	6,130	1.8%
FINANCIAL	-863,150	-326,960	504,580	1,367,730	158.5%
TOTAL EXPENDITURES	7,597,150	8,014,750	9,276,540	1,679,390	22.1%
FEES AND GENERAL	-306,700	-259,450	-274,960	31,740	10.3%
GRANTS AND SUBSIDIES	-495,840	-723,480	-624,250	-128,410	(25.9%)
RESERVES	-1,108,160	-1,111,590	-1,093,160	15,000	1.4%
RECOVERIES FROM CAPITAL	-294,830	-594,820	-1,710,520	-1,415,690	(480.2%)
TOTAL REVENUES	-2,205,530	-2,689,340	-3,702,890	-1,497,360	(67.9%)
NET LEVY	5,391,620	5,325,410	5,573,650	182,030	3.4%

DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	6.00	50.88	56.88	8.48:1
2021	6.00	50.88	56.88	8.48:1
CHANGE	0.00	0.00	0.00	

2021 Preliminary Tax Supported Operating Budget

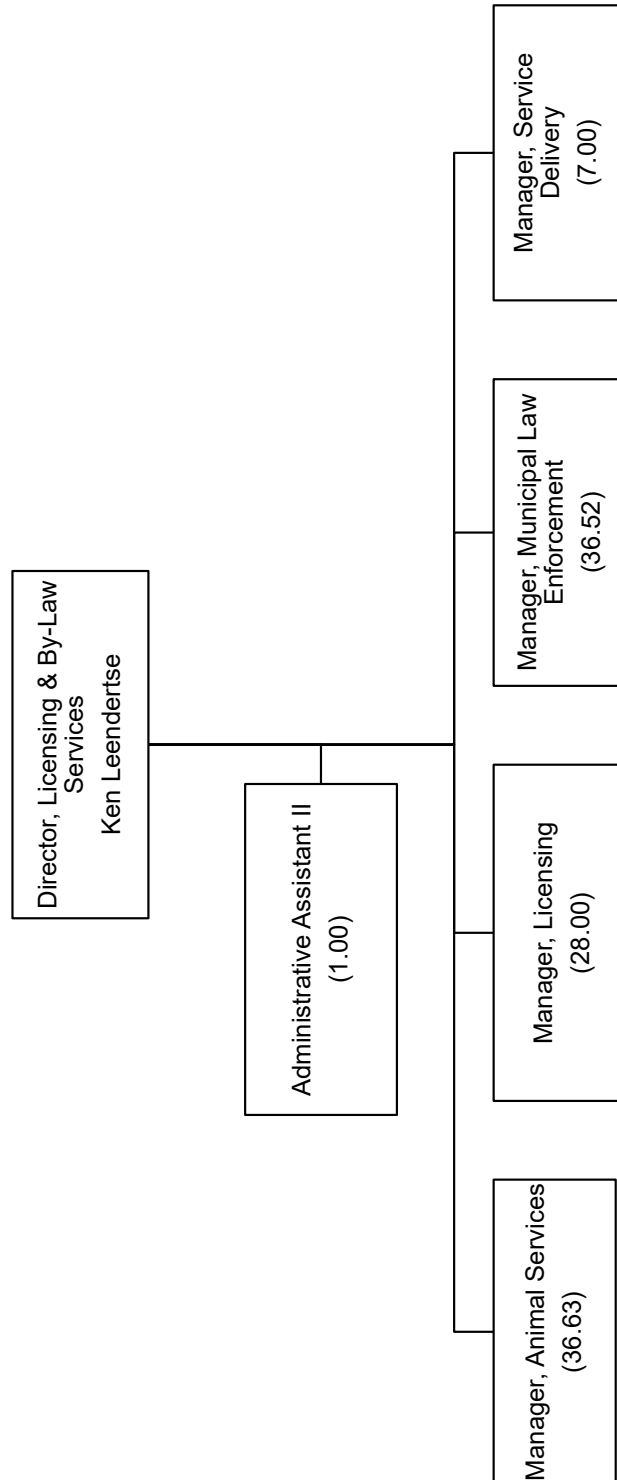
BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
Infrastructure Planning	2,374,030	1,045,560	1,574,240	2,400,570	1,065,260	19,700	1.9%
Grading & Construction Services	746,760	131,790	133,800	765,520	150,550	18,760	14.2%
Growth Management	3,752,960	-831,220	-3,693,960	3,860,890	-730,020	101,200	(12.2%)
Total Growth Management	6,873,750	346,130	-1,985,920	7,026,980	485,790	139,660	40.3%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	6,536,620	6,123,350	6,660,780	124,160	1.9%
MATERIAL AND SUPPLY	156,320	77,590	156,320	0	0.0%
VEHICLE EXPENSES	31,000	28,650	30,500	-500	(1.6%)
BUILDING AND GROUND	8,460	8,210	9,560	1,100	13.0%
CONSULTING	70,000	50,200	70,000	0	0.0%
CONTRACTUAL	10,270	24,050	10,270	0	0.0%
RESERVES / RECOVERIES	609,120	859,390	637,290	28,170	4.6%
COST ALLOCATIONS	-565,210	-564,850	-564,910	300	0.1%
FINANCIAL	17,170	15,330	17,170	0	0.0%
CAPITAL FINANCING	0	30,000	0	0	0.0%
TOTAL EXPENDITURES	6,873,750	6,651,920	7,026,980	153,230	2.2%
FEES AND GENERAL	-6,207,950	-8,266,710	-5,720,380	487,570	7.9%
RESERVES	-1,200	0	-495,500	-494,300	(41,191.7%)
RECOVERIES FROM CAPITAL	-318,470	-371,130	-325,310	-6,840	(2.1%)
TOTAL REVENUES	-6,527,620	-8,637,840	-6,541,190	-13,570	(0.2%)
NET LEVY	346,130	-1,985,920	485,790	139,660	40.3%

DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	5.00	105.15	110.15	21.03:1
2021	5.00	105.15	105.15	21.03:1
CHANGE	0.00	0.00	0.00	

LICENSING AND
BY-LAW SERVICES

2021 Preliminary Tax Supported Operating Budget

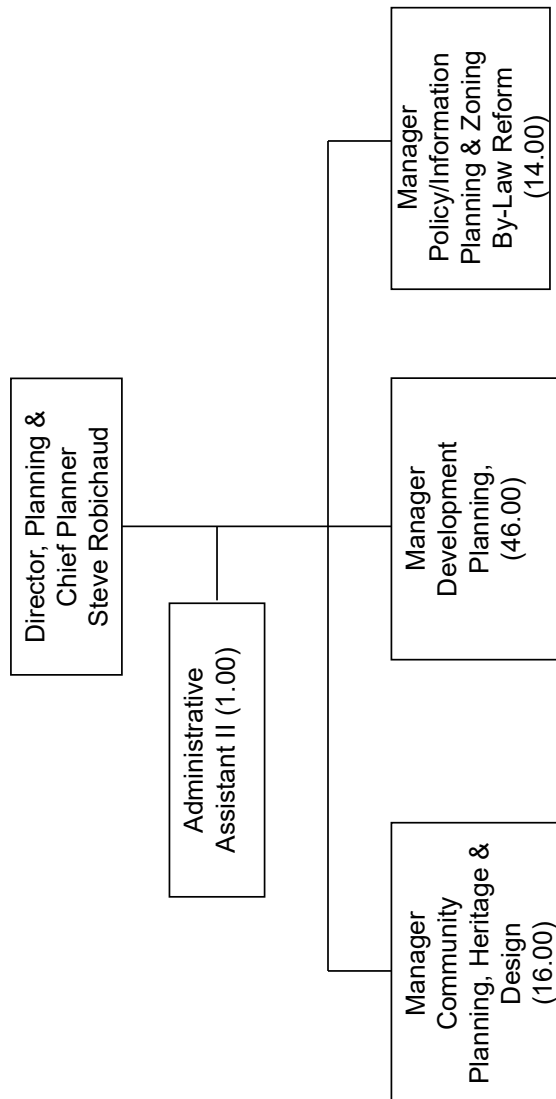
BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
Service Delivery	657,740	657,740	598,000	671,910	671,910	14,170	2.2%
Animal Services	4,490,260	2,863,250	3,065,940	4,631,850	2,954,840	91,590	3.2%
Directors Office L&BL	594,410	570,510	778,760	591,460	599,570	29,060	5.1%
Licensing	3,014,540	-474,450	-428,220	3,175,500	-537,140	-62,690	13.2%
Municipal Law Enforcement	4,133,880	3,139,560	2,976,950	4,086,500	3,092,180	-47,380	(1.5%)
Total Licensing & By-Law Services	12,890,830	6,756,610	6,991,430	13,157,220	6,781,360	24,750	0.4%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	10,385,290	9,942,530	10,569,890	184,600	1.8%
MATERIAL AND SUPPLY	360,590	272,450	365,650	5,060	1.4%
VEHICLE EXPENSES	236,190	226,640	212,850	-23,340	(9.9%)
BUILDING AND GROUND	501,800	512,390	499,550	-2,250	(0.4%)
CONSULTING	27,500	33,830	28,500	1,000	3.6%
CONTRACTUAL	154,270	298,560	158,390	4,120	2.7%
RESERVES / RECOVERIES	783,780	725,730	820,570	36,790	4.7%
COST ALLOCATIONS	359,210	353,390	411,020	51,810	14.4%
FINANCIAL	82,200	76,580	90,800	8,600	10.5%
CAPITAL FINANCING	0	44,070	0	0	0.0%
TOTAL EXPENDITURES	12,890,830	12,486,160	13,157,220	266,390	2.1%
FEES AND GENERAL	-5,890,320	-5,273,680	-5,924,830	-34,510	(0.6%)
GRANTS AND SUBSIDIES	-220,000	-221,050	-403,130	-183,130	(83.2%)
RESERVES	-23,900	0	-47,900	-24,000	(100.4%)
TOTAL REVENUES	-6,134,220	-5,494,730	-6,375,860	-241,640	(3.9%)
NET LEVY	6,756,610	6,991,430	6,781,360	24,750	0.4%

DIVISION STRUCTURE



PLANNING

COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	4.00	74.00	78.00	18.5:1
2021	4.00	74.00	78.00	18.5:1
CHANGE	0.00	0.00	0.00	

2021 Preliminary Tax Supported Operating Budget

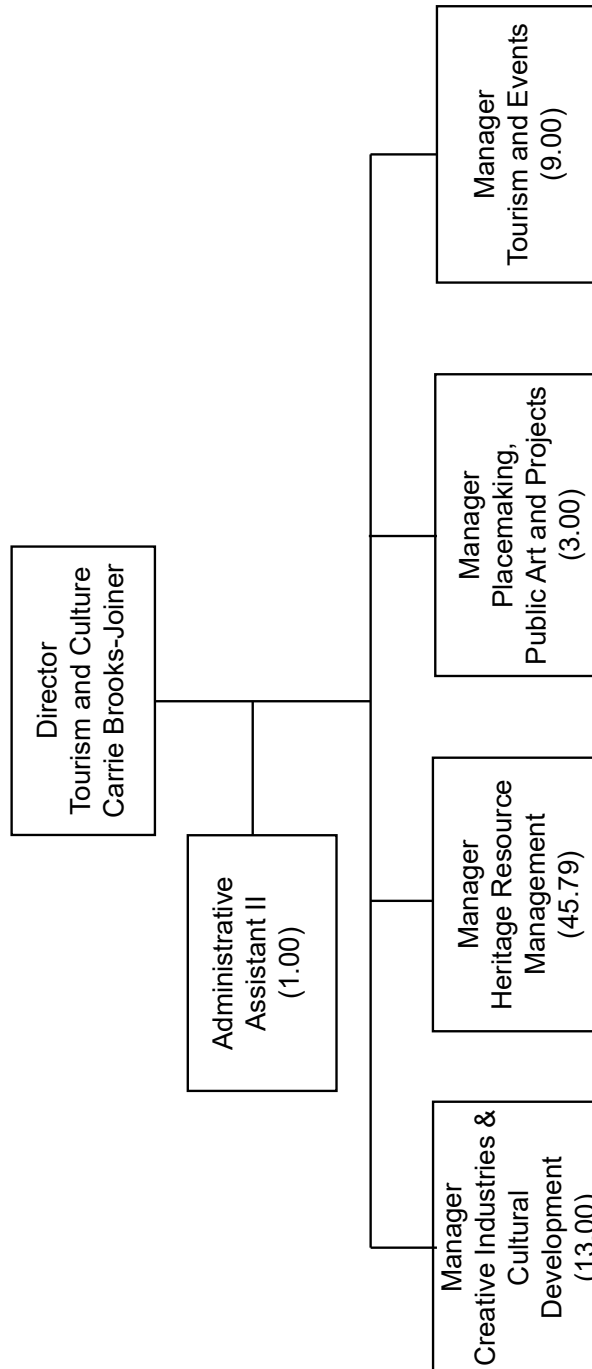
BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
Community Planning	1,755,200	1,751,200	1,636,470	1,781,070	1,777,070	25,870	1.5%
Planning & Committee of Adjmt	5,666,970	1,735,560	1,795,500	5,759,250	1,821,310	85,750	4.9%
Policy Planning, Zoning & Data	1,561,620	248,950	233,010	1,531,710	254,880	5,930	2.4%
Total Planning	8,983,790	3,735,710	3,664,980	9,072,030	3,853,260	117,550	3.1%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	8,077,290	7,574,280	8,164,590	87,300	1.1%
MATERIAL AND SUPPLY	216,020	199,720	216,020	0	0.0%
VEHICLE EXPENSES	1,500	500	1,500	0	0.0%
BUILDING AND GROUND	12,850	15,640	14,780	1,930	15.0%
CONSULTING	114,380	57,740	114,380	0	0.0%
CONTRACTUAL	72,620	62,790	72,620	0	0.0%
AGENCIES and SUPPORT PAYMENTS	91,670	55,580	93,000	1,330	1.5%
RESERVES / RECOVERIES	458,420	414,430	491,820	33,400	7.3%
COST ALLOCATIONS	-117,730	-105,640	-153,450	-35,720	(30.3%)
FINANCIAL	56,770	21,530	56,770	0	0.0%
TOTAL EXPENDITURES	8,983,790	8,296,570	9,072,030	88,240	1.0%
FEES AND GENERAL	-3,898,210	-3,499,370	-3,055,090	843,120	21.6%
RESERVES	-37,200	-30,730	-886,850	-849,650	(2,284.0%)
RECOVERIES FROM CAPITAL	-1,312,670	-1,101,490	-1,276,830	35,840	2.7%
TOTAL REVENUES	-5,248,080	-4,631,590	-5,218,770	29,310	0.6%
NET LEVY	3,735,710	3,664,980	3,853,260	117,550	3.1%

DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	5.00	67.29	72.29	13.56:1
2021	5.00	67.29	72.29	13.56:1
CHANGE	0.00	0.00	0.00	

TOURISM AND CULTURE

2021 Preliminary Tax Supported Operating Budget

BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
Tourism and Events	9,945,460	8,547,450	7,628,710	10,424,630	8,783,850	236,400	2.8%
Directors Office T&C	707,000	707,000	677,820	705,680	705,680	-1,320	(0.2%)
Total Tourism & Culture	10,652,460	9,254,450	8,306,530	11,130,310	9,489,530	235,080	2.5%

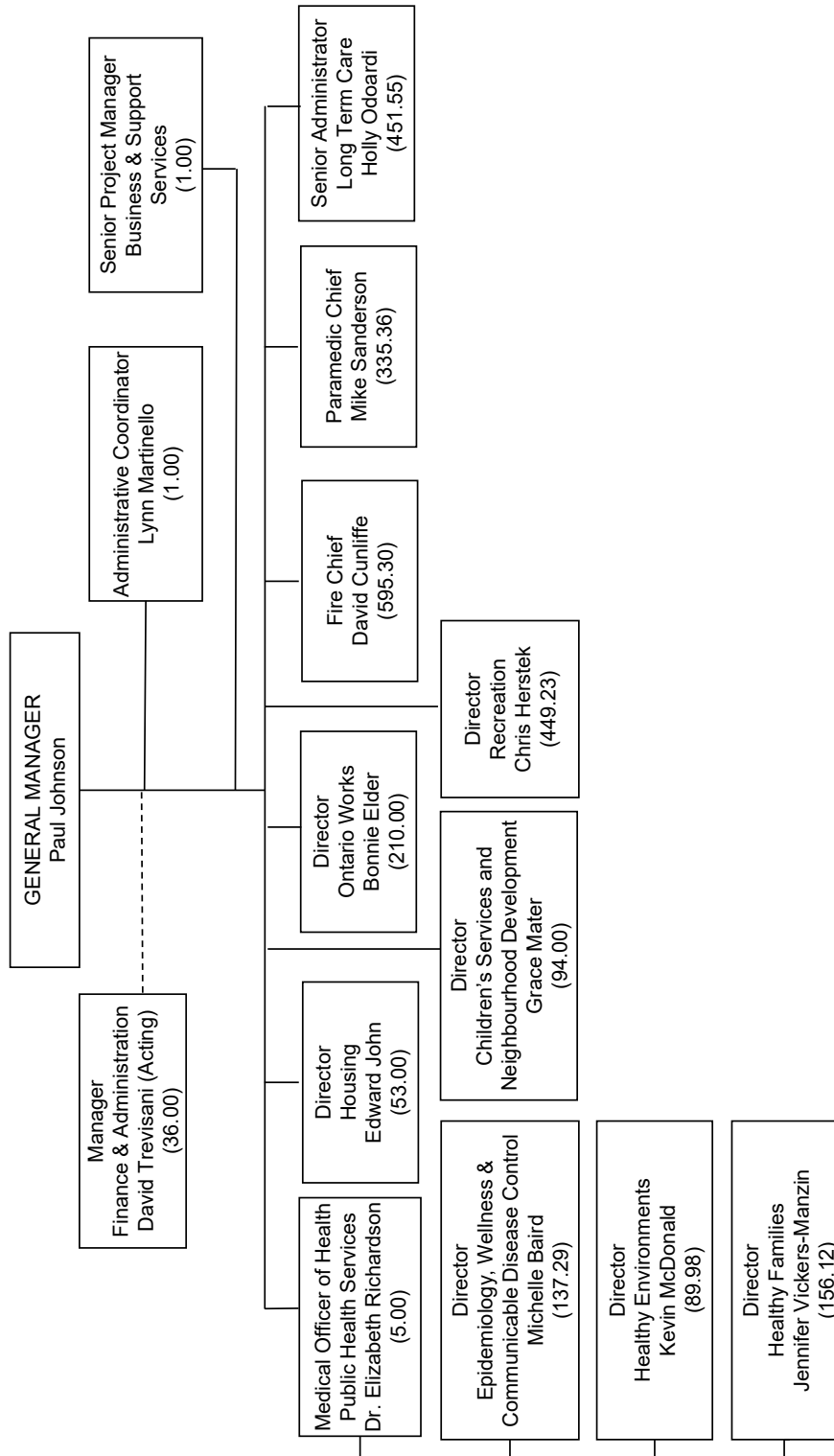
BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	7,531,380	7,115,270	7,765,550	234,170	3.1%
MATERIAL AND SUPPLY	566,680	421,770	595,860	29,180	5.1%
VEHICLE EXPENSES	5,080	4,190	4,350	-730	(14.4%)
BUILDING AND GROUND	799,420	671,610	899,560	100,140	12.5%
CONSULTING	13,000	19,230	19,000	6,000	46.2%
CONTRACTUAL	903,250	685,200	1,006,640	103,390	11.4%
AGENCIES and SUPPORT PAYMENTS	187,250	181,600	187,250	0	0.0%
RESERVES / RECOVERIES	512,550	477,300	508,990	-3,560	(0.7%)
COST ALLOCATIONS	44,970	49,360	54,120	9,150	20.3%
FINANCIAL	88,880	81,000	88,990	110	0.1%
CAPITAL EXPENDITURES	0	5,100	0	0	0.0%
TOTAL EXPENDITURES	10,652,460	9,711,630	11,130,310	477,850	4.5%
FEES AND GENERAL	-731,120	-482,990	-572,940	158,180	21.6%
GRANTS AND SUBSIDIES	-212,130	-465,510	-214,130	-2,000	(0.9%)
RESERVES	-1,300	0	-250,590	-249,290	(19,176.2%)
RECOVERIES FROM CAPITAL	-453,460	-456,590	-603,120	-149,660	(33.0%)
TOTAL REVENUES	-1,398,010	-1,405,090	-1,640,780	-242,770	(17.4%)
NET LEVY	9,254,450	8,306,530	9,489,530	235,080	2.5%

HEALTHY AND SAFE COMMUNITIES



DEPARTMENT STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	85.00	2,561.92	2,646.92	30.14:1
2021	84.00	2,531.83	2,615.83	30.14:1
CHANGE	(1.00)	(30.09)	(31.09)	

2021 Preliminary Tax Supported Operating Budget

BY DIVISION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. Net vs. '20 Rest. Net (\$)	'21 Prel. Net vs. '20 Rest. Net
HSC Administration	3,296,920	2,953,420	2,981,000	3,462,130	2,988,320	34,900	1.2%
Children's Services and Neighbourhood Dev.	93,652,890	11,030,270	10,164,840	94,008,970	12,254,910	1,224,640	11.1%
Ontario Works	142,497,500	12,031,310	11,008,410	145,365,260	12,309,720	278,410	2.3%
Housing Services	90,234,820	44,284,200	44,263,810	98,005,370	46,814,100	2,529,900	5.7%
Long Term Care	43,707,700	10,975,250	10,909,210	44,818,490	11,524,860	549,610	5.0%
Recreation	53,486,610	33,944,020	31,202,480	54,777,680	35,319,640	1,375,620	4.1%
Hamilton Fire Department	93,967,040	93,417,020	91,492,140	95,295,160	94,645,450	1,228,430	1.3%
Hamilton Paramedic Service	53,770,060	25,677,670	29,621,720	58,457,930	27,579,690	1,902,020	7.4%
Public Health Services	53,980,330	13,349,490	15,072,830	68,627,210	13,507,720	158,230	1.2%
Total Healthy and Safe Communities	628,593,870	247,662,650	246,716,440	662,818,200	256,944,410	9,281,760	3.7%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	283,235,540	283,068,490	301,257,750	18,022,210	6.4%
MATERIAL AND SUPPLY	12,119,710	15,978,440	13,805,310	1,685,600	13.9%
VEHICLE EXPENSES	2,683,520	2,518,770	2,722,360	38,840	1.4%
BUILDING AND GROUND	14,065,900	13,414,520	13,871,830	-194,070	(1.4%)
CONSULTING	48,240	98,750	55,790	7,550	15.7%
CONTRACTUAL	8,524,890	8,640,420	8,365,300	-159,590	(1.9%)
AGENCIES and SUPPORT PAYMENTS	281,488,740	278,198,480	292,735,370	11,246,630	4.0%
RESERVES / RECOVERIES	17,658,290	16,280,320	19,194,800	1,536,510	8.7%
COST ALLOCATIONS	5,881,840	5,709,870	5,833,570	-48,270	(0.8%)
FINANCIAL	1,868,460	1,775,520	3,957,380	2,088,920	111.8%
CAPITAL FINANCING	1,018,740	1,019,560	1,018,740	0	0.0%
CAPITAL EXPENDITURES	0	17,660	0	0	0.0%
TOTAL EXPENDITURES	628,593,870	626,720,800	662,818,200	34,224,330	5.4%
FEES AND GENERAL	-38,198,100	-28,525,780	-30,803,230	7,394,870	19.4%
GRANTS AND SUBSIDIES	-340,947,370	-348,271,050	-345,346,450	-4,399,080	(1.3%)
RESERVES	-1,055,450	-1,738,090	-28,287,660	-27,232,210	(2,580.2%)
RECOVERIES FROM CAPITAL	-730,300	-1,469,450	-1,436,450	-706,150	(96.7%)
TOTAL REVENUES	-380,931,220	-380,004,370	-405,873,790	-24,942,570	(6.5%)
NET LEVY	247,662,650	246,716,430	256,944,410	9,281,760	3.7%

2021 Preliminary Tax Supported Operating Budget Multi-Year Budget Outlook

BY DIVISION

	2021 Preliminary Gross	2021 Preliminary Net	2022 Preliminary Gross	2022 Preliminary Net	2023 Preliminary Gross	2023 Preliminary Net	2024 Preliminary Gross	2024 Preliminary Net
HSC Administration	3,462,130	2,988,320	3,479,170	3,095,980	3,564,210	3,176,920	3,648,340	3,257,030
Children's Services and Neighbourhood Dev.	94,008,970	12,254,910	94,261,980	13,530,370	94,509,150	13,702,970	94,750,280	13,922,090
Ontario Works	145,365,260	12,309,720	145,885,530	12,916,420	146,369,930	13,399,930	146,832,400	13,861,500
Housing Services	98,005,370	46,814,100	99,437,340	48,235,730	100,597,460	49,390,530	101,699,320	50,487,180
Long Term Care	44,818,490	11,524,860	45,839,260	12,351,050	46,827,990	13,104,200	47,924,280	13,960,200
Recreation	54,777,680	35,319,640	56,230,810	36,514,640	57,195,680	37,097,950	58,137,280	37,650,320
Hamilton Fire Department	95,295,160	94,645,450	98,048,370	97,390,170	100,874,000	100,207,140	103,701,180	103,025,500
Hamilton Paramedic Service	58,457,930	27,579,690	59,644,850	28,192,700	60,878,890	28,719,820	62,080,260	29,303,190
Public Health Services	68,627,210	13,507,720	55,534,730	16,667,150	56,418,400	17,550,350	57,277,680	18,375,470
Total Healthy and Safe Communities	662,818,200	256,944,410	658,362,040	268,894,210	667,235,710	276,349,810	676,051,020	283,842,480

2021 Preliminary Tax Supported Operating Budget

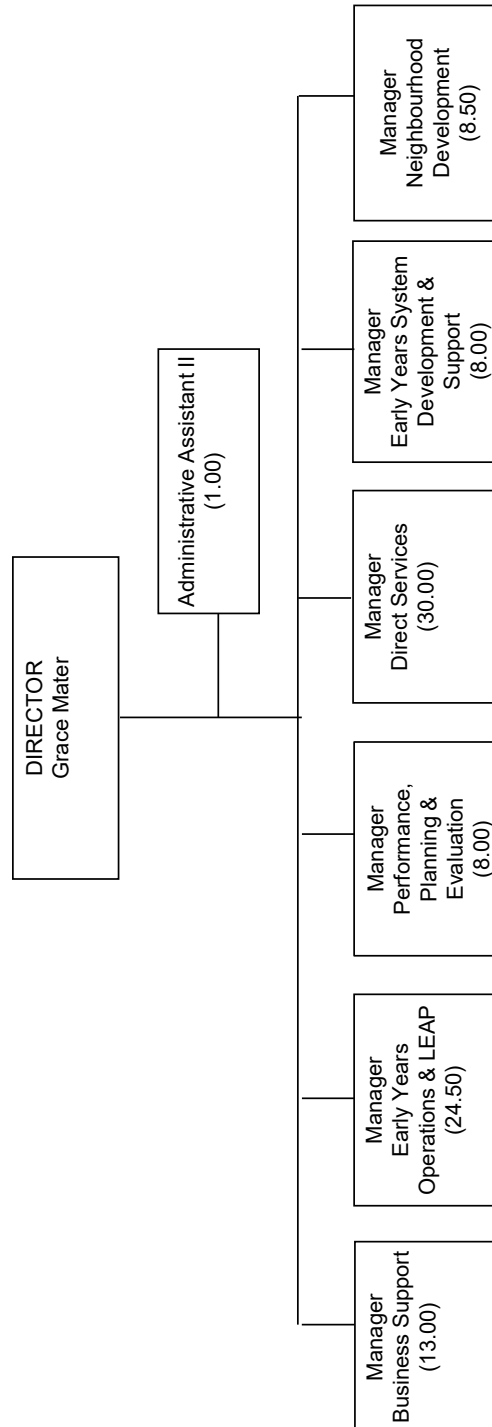
BY SECTION - ADMINISTRATION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
HSC - Finance & Administration	2,391,550	2,084,100	2,105,370	2,468,260	2,155,820	71,720	3.4%
General Manager's Office	905,370	869,320	875,630	993,870	832,500	-36,820	(4.2%)
Total HSC Administration	3,296,920	2,953,420	2,981,000	3,462,130	2,988,320	34,900	1.2%

BY COST CATEGORY - ADMINISTRATION

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	2,838,940	2,901,360	3,025,500	186,560	6.6%
MATERIAL AND SUPPLY	195,690	178,530	206,900	11,210	5.7%
BUILDING AND GROUND	5,390	5,520	5,760	370	6.9%
CONTRACTUAL	1,580	1,580	1,580	0	0.0%
RESERVES / RECOVERIES	234,040	225,440	191,070	-42,970	(18.4%)
COST ALLOCATIONS	21,280	21,280	31,320	10,040	47.2%
TOTAL EXPENDITURES	3,296,920	3,333,710	3,462,130	165,210	5.0%
GRANTS AND SUBSIDIES	-343,500	-330,640	-348,490	-4,990	(1.5%)
RESERVES	0	0	-125,320	-125,320	(100.0%)
RECOVERIES FROM CAPITAL	0	-22,070	0	0	0.0%
TOTAL REVENUES	-343,500	-352,710	-473,810	-130,310	(37.9%)
NET LEVY	2,953,420	2,981,000	2,988,320	34,900	1.2%

DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	7.00	87.00	94.00	12.43 : 1
2021	7.00	87.00	94.00	12.43 : 1
CHANGE	0.00	0.00	0.00	

2021 Preliminary Tax Supported Operating Budget

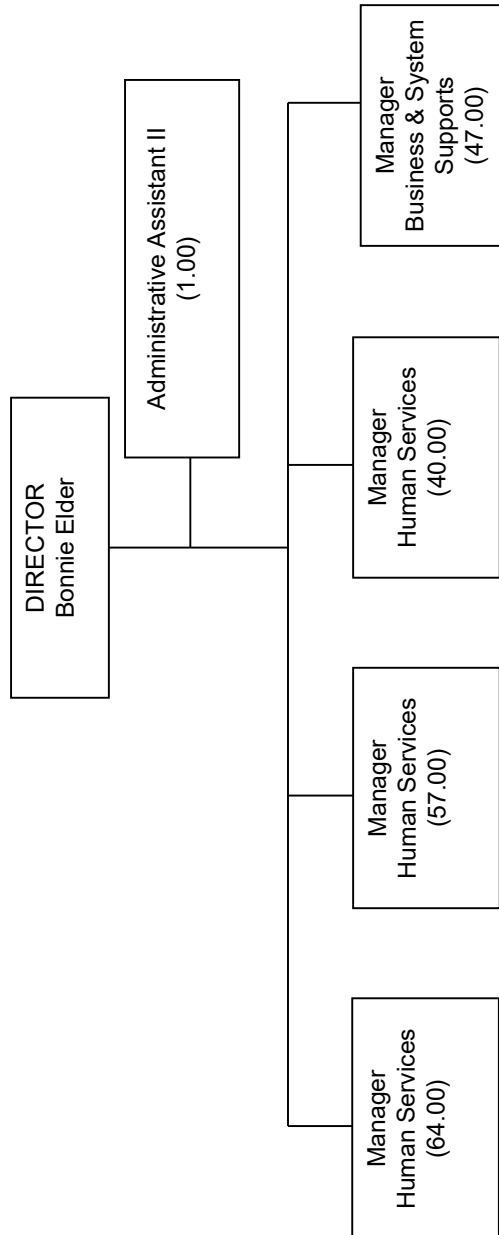
BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
Neighbourhoods & Community	1,861,400	1,719,160	1,639,010	1,997,060	1,864,810	145,650	8.5%
CSND Administration	429,450	-14,090	-233,060	436,100	210,210	224,300	(1,591.9%)
Early Years & Child Care	89,848,270	9,068,270	8,487,280	90,030,030	9,832,330	764,060	8.4%
Home Management	1,513,770	256,930	271,620	1,545,780	347,560	90,630	35.3%
Total Children's Services and Neighbourhood	93,652,890	11,030,270	10,164,850	94,008,970	12,254,910	1,224,640	11.1%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	9,761,250	8,966,420	9,943,270	182,020	1.9%
MATERIAL AND SUPPLY	694,240	863,720	789,140	94,900	13.7%
BUILDING AND GROUND	45,710	126,660	179,330	133,620	292.3%
CONTRACTUAL	543,230	407,440	462,220	-81,010	(14.9%)
AGENCIES and SUPPORT PAYMENTS	81,773,940	75,809,560	81,701,770	-72,170	(0.1%)
RESERVES / RECOVERIES	412,510	373,400	511,840	99,330	24.1%
COST ALLOCATIONS	369,970	337,220	369,360	-610	(0.2%)
FINANCIAL	52,040	66,920	52,040	0	0.0%
CAPITAL EXPENDITURES	0	17,660	0	0	0.0%
TOTAL EXPENDITURES	93,652,890	86,969,000	94,008,970	356,080	0.4%
FEES AND GENERAL	-3,416,520	-2,627,250	-3,416,520	0	0.0%
GRANTS AND SUBSIDIES	-78,996,100	-74,126,190	-78,127,540	868,560	1.1%
RESERVES	-210,000	-30,000	-210,000	0	0.0%
RECOVERIES FROM CAPITAL	0	-20,710	0	0	0.0%
TOTAL REVENUES	-82,622,620	-76,804,150	-81,754,060	868,560	1.1%
NET LEVY	11,030,270	10,164,850	12,254,910	1,224,640	11.1%

DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	6.00	234.50	240.50	39.08:1
2021	5.00	205.00	210.00	41:1
CHANGE	(1.00)	(29.50)	(30.50)	

2021 Preliminary Tax Supported Operating Budget

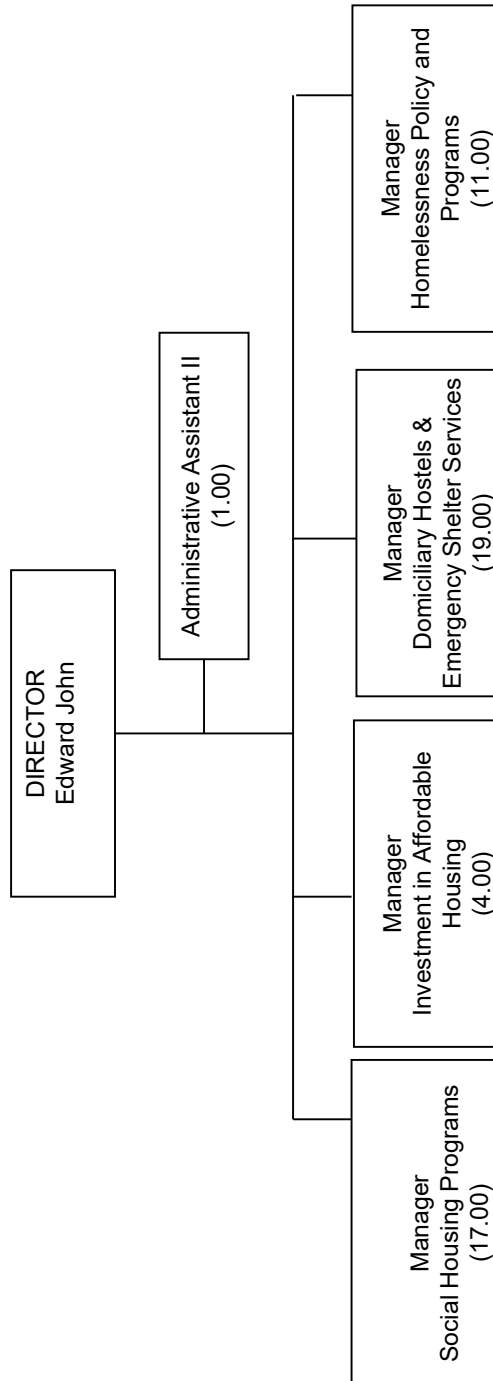
BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
Client Benefits/Spec Supports	113,999,740	1,084,860	851,360	119,928,100	1,091,660	6,800	0.6%
OW Admin	28,497,760	10,946,450	10,157,050	25,437,160	11,218,060	271,610	2.5%
Total Ontario Works	142,497,500	12,031,310	11,008,410	145,365,260	12,309,720	278,410	2.3%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	22,841,860	21,906,770	20,409,620	-2,432,240	(10.6%)
MATERIAL AND SUPPLY	690,440	832,240	679,010	-11,430	(1.7%)
VEHICLE EXPENSES	5,750	820	0	-5,750	(100.0%)
BUILDING AND GROUND	2,200,340	2,637,250	1,756,040	-444,300	(20.2%)
CONTRACTUAL	39,340	1,007,010	203,120	163,780	416.3%
AGENCIES and SUPPORT PAYMENTS	115,000,870	118,848,410	120,718,120	5,717,250	5.0%
RESERVES / RECOVERIES	558,150	445,300	559,350	1,200	0.2%
COST ALLOCATIONS	871,840	869,510	739,180	-132,660	(15.2%)
FINANCIAL	288,910	234,290	300,820	11,910	4.1%
CAPITAL FINANCING	0	810	0	0	0.0%
TOTAL EXPENDITURES	142,497,500	146,782,410	145,365,260	2,867,760	2.0%
FEES AND GENERAL	-1,909,230	-1,994,980	-1,888,470	20,760	1.1%
GRANTS AND SUBSIDIES	-128,556,960	-133,779,020	-131,078,520	-2,521,560	(2.0%)
RESERVES	0	0	-88,550	-88,550	(100.0%)
TOTAL REVENUES	-130,466,190	-135,774,000	-133,055,540	-2,589,350	(2.0%)
NET LEVY	12,031,310	11,008,410	12,309,720	278,410	2.3%

DIVISION STRUCTURE



HOUSING SERVICES

COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	5.00	48.25	53.25	9.65:1
2021	5.00	48.00	53.00	9.60:1
CHANGE	0.00	(0.25)	(0.25)	

2021 Preliminary Tax Supported Operating Budget

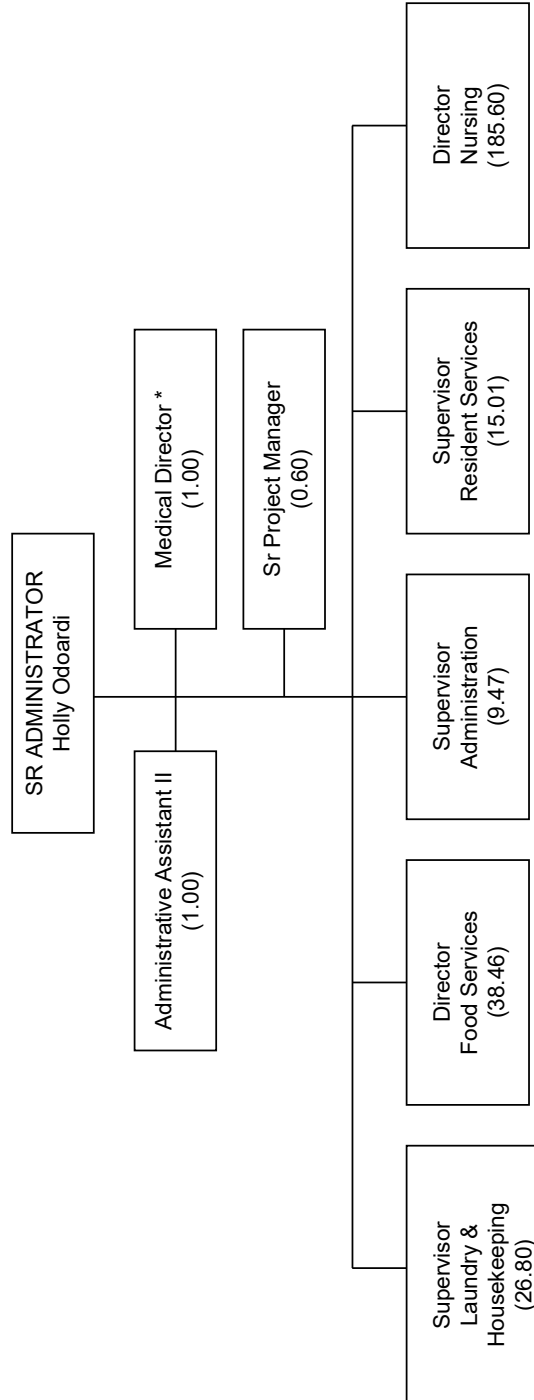
BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
Housing Services Administration	532,090	532,090	2,597,500	7,226,900	570,780	38,690	7.3%
Affordable Housing	7,629,640	4,842,560	4,673,200	9,886,360	7,211,950	2,369,390	48.9%
Homelessness	32,028,570	4,812,620	3,616,020	32,086,270	4,857,350	44,730	0.9%
Social Housing	50,044,520	34,096,930	33,377,090	48,805,840	34,174,020	77,090	0.2%
Total Housing Services	90,234,820	44,284,200	44,263,810	98,005,370	46,814,100	2,529,900	5.7%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	6,061,620	6,550,670	6,102,810	41,190	0.7%
MATERIAL AND SUPPLY	242,650	1,871,000	264,850	22,200	9.1%
BUILDING AND GROUND	182,290	304,940	137,280	-45,010	(24.7%)
CONSULTING	0	1,070	800	800	100.0%
CONTRACTUAL	293,120	349,190	293,120	0	0.0%
AGENCIES and SUPPORT PAYMENTS	83,545,110	82,437,260	89,159,390	5,614,280	6.7%
RESERVES / RECOVERIES	96,290	224,920	111,620	15,330	15.9%
COST ALLOCATIONS	-271,370	-271,370	-245,110	26,260	9.7%
FINANCIAL	85,110	59,870	2,180,610	2,095,500	2,462.1%
TOTAL EXPENDITURES	90,234,820	91,527,550	98,005,370	7,770,550	8.6%
FEES AND GENERAL	-15,000	-375,070	0	15,000	100.0%
GRANTS AND SUBSIDIES	-45,037,870	-45,146,060	-43,880,190	1,157,680	2.6%
RESERVES	-167,450	-315,940	-5,874,630	-5,707,180	(3,408.3%)
RECOVERIES FROM CAPITAL	-730,300	-1,426,670	-1,436,450	-706,150	(96.7%)
TOTAL REVENUES	-45,950,620	-47,263,740	-51,191,270	-5,240,650	(11.4%)
NET LEVY	44,284,200	44,263,810	46,814,100	2,529,900	5.7%

DIVISION STRUCTURE



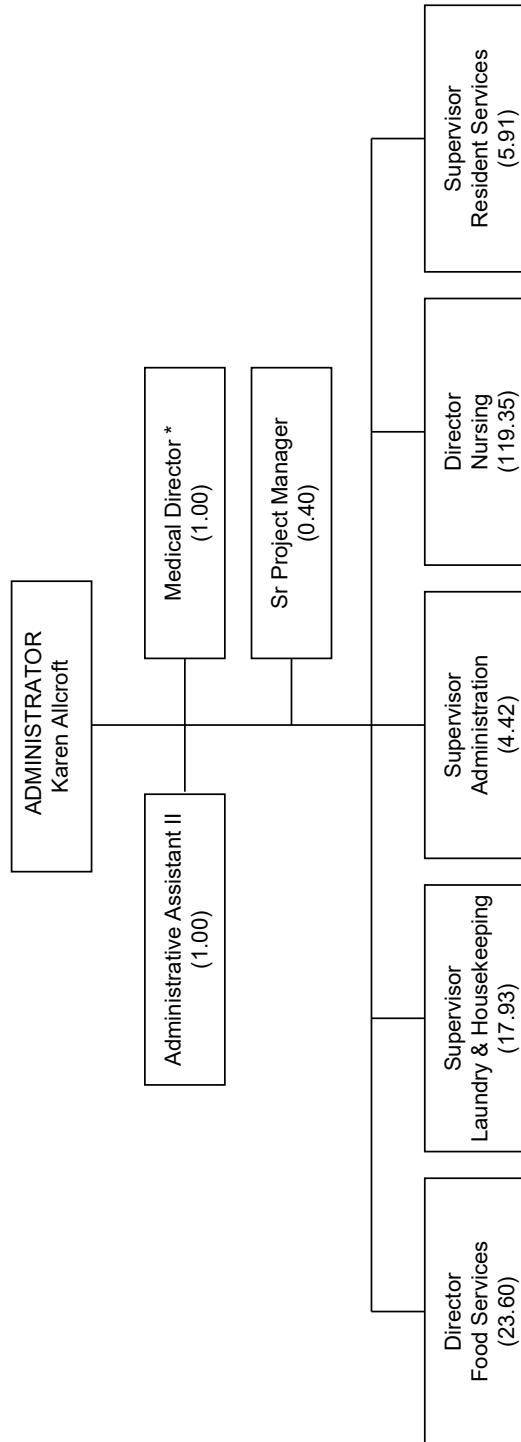
* Not included in complement

COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	8.00	269.94	277.94	33.74:1
2021	8.00	269.94	277.94	33.74:1
CHANGE	0.00	0.00	0.00	

LONG TERM CARE
– Macassa Lodge

LONG TERM CARE – Wentworth Lodge

DIVISION STRUCTURE



* Not included in complement

COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	6.00	167.61	173.61	27.94:1
2021	6.00	167.61	173.61	27.94:1
CHANGE	0.00	0.00	0.00	

2021 Preliminary Tax Supported Operating Budget

BY SECTION

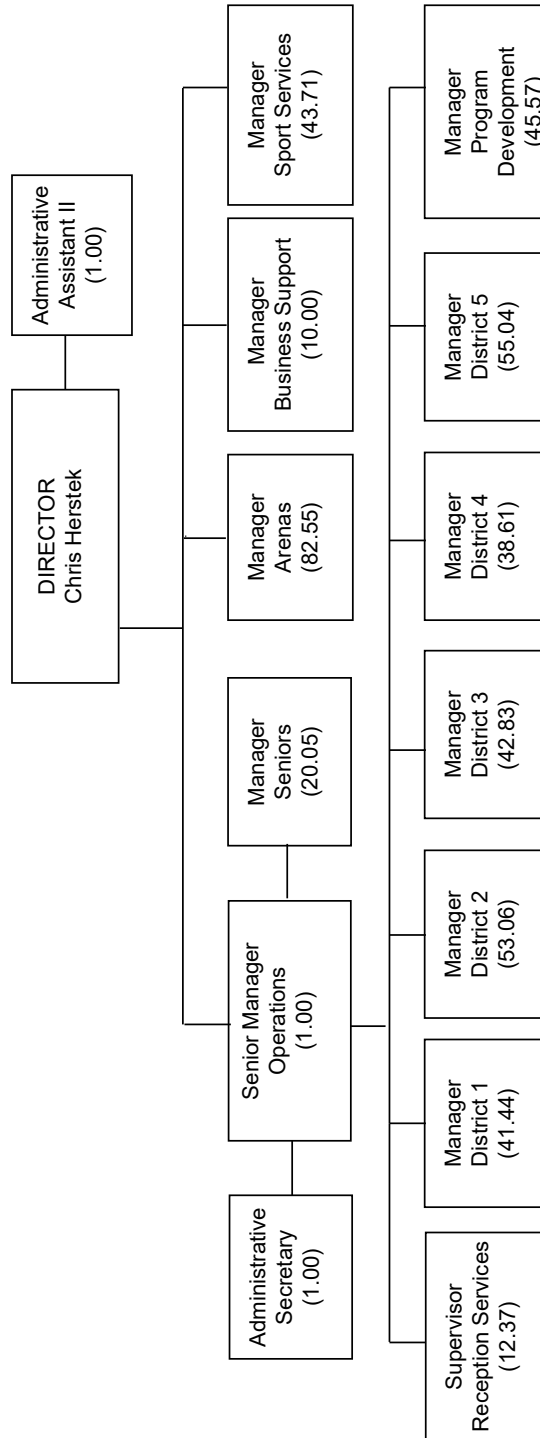
	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
Macassa Lodge	26,886,480	6,246,740	6,052,750	27,605,380	6,498,060	251,320	4.0%
Wentworth Lodge	16,821,220	4,728,510	4,856,460	17,213,110	5,026,800	298,290	6.3%
Total Long Term Care	43,707,700	10,975,250	10,909,210	44,818,490	11,524,860	549,610	5.0%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	39,794,490	42,857,650	40,488,620	694,130	1.7%
MATERIAL AND SUPPLY	2,947,600	3,429,530	3,327,730	380,130	12.9%
BUILDING AND GROUND	29,080	45,100	31,390	2,310	7.9%
CONTRACTUAL	591,180	586,030	573,730	-17	(3.0%)
AGENCIES and SUPPORT PAYMENTS	124,630	120,060	111,900	-13	(10.2%)
RESERVES / RECOVERIES	155,780	81,250	220,290	64,510	41.4%
COST ALLOCATIONS	2,880	2,200	2,950	70	2.4%
FINANCIAL	62,070	75,760	61,890	-0	(0.3%)
TOTAL EXPENDITURES	43,707,710	47,197,580	44,818,500	1,110,790	2.5%
FEES AND GENERAL	-11,534,530	-10,674,940	-11,556,970	-22,440	(0.2%)
GRANTS AND SUBSIDIES	-21,197,920	-25,613,430	-21,328,430	-130,510	(0.6%)
RESERVES	0	0	-408,230	-408,230	(100.0%)
TOTAL REVENUES	-32,732,450	-36,288,370	-33,293,630	-561,180	(1.7%)
NET LEVY	10,975,260	10,909,210	11,524,870	549,610	5.0%

RECREATION

DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	12.00	437.23	449.23	36.44:1
2021	12.00	437.23	449.23	36.44:1
CHANGE	0.00	0.00	0.00	

2021 Preliminary Tax Supported Operating Budget

BY SECTION

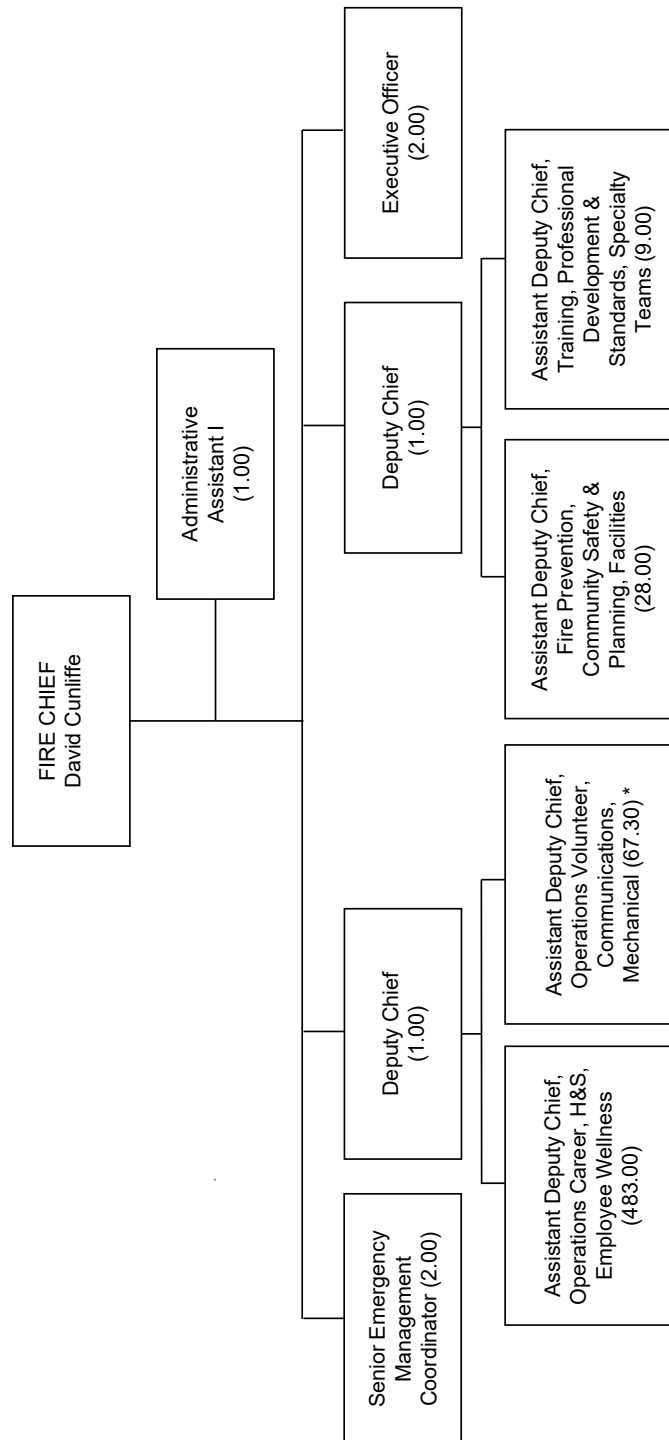
	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
City Wide Services & Programs	9,255,640	4,221,260	5,357,640	9,617,870	4,551,290	330,030	7.8%
Recreation Administration	-70,340	-70,340	359,580	52,910	-63,090	7,250	(10.3%)
Recreation Operations	44,301,310	29,793,100	25,485,250	45,106,900	30,831,440	1,038,340	3.5%
Total Recreation	53,486,610	33,944,020	31,202,470	54,777,680	35,319,640	1,375,620	4.1%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	31,208,080	22,786,970	32,017,140	809,060	2.6%
MATERIAL AND SUPPLY	1,849,400	1,324,970	1,985,250	135,850	7.3%
VEHICLE EXPENSES	642,530	646,020	643,680	1,150	0.2%
BUILDING AND GROUND	8,058,740	6,890,590	8,208,530	149,790	1.9%
CONTRACTUAL	2,772,920	2,232,670	2,551,890	-221,030	(8.0%)
AGENCIES and SUPPORT PAYMENTS	977,160	984,740	977,160	0	0.0%
RESERVES / RECOVERIES	6,900,710	6,523,630	7,308,690	407,980	5.9%
COST ALLOCATIONS	26,280	16,460	28,700	2,420	9.2%
FINANCIAL	565,830	470,310	571,680	5,850	1.0%
CAPITAL FINANCING	484,960	484,960	484,960	0	0.0%
TOTAL EXPENDITURES	53,486,610	42,361,320	54,777,680	1,291,070	2.4%
FEES AND GENERAL	-19,115,590	-10,595,720	-11,737,570	7,378,020	38.6%
GRANTS AND SUBSIDIES	-427,000	-456,230	-427,000	0	0.0%
RESERVES	0	-106,910	-7,293,470	-7,293,470	(100.0%)
TOTAL REVENUES	-19,542,590	-11,158,860	-19,458,040	84,550	0.4%
NET LEVY	33,944,020	31,202,460	35,319,640	1,375,620	4.1%

HAMILTON FIRE DEPARTMENT

DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	9.00	586.30	595.30	65.14:1
2021	9.00	586.30	595.30	65.14:1
CHANGE	0.00	0.00	0.00	

* includes 40.30 FTE Volunteer Firefighters = 280 Head Count

2021 Preliminary Tax Supported Operating Budget

BY SECTION

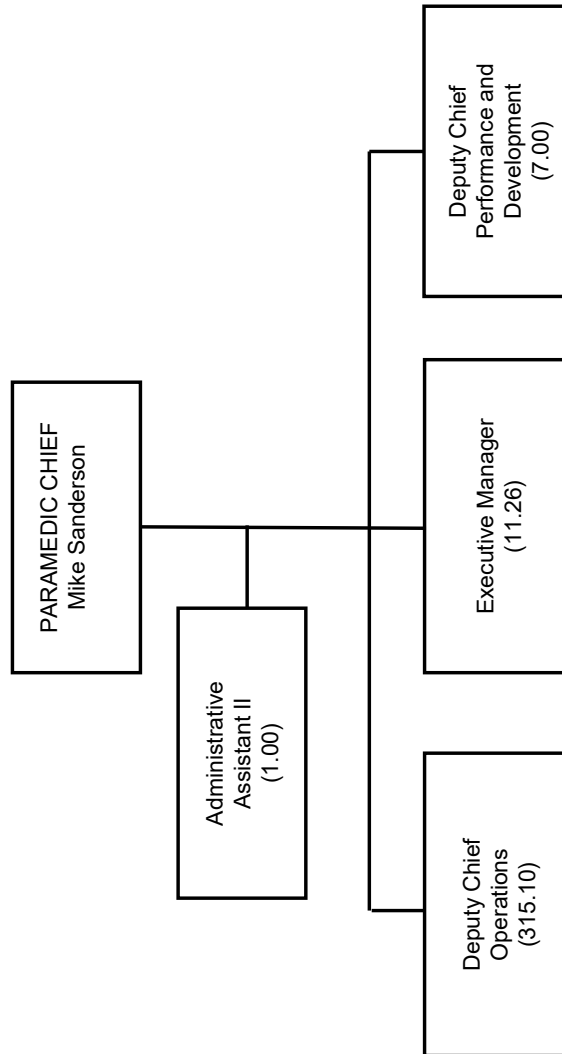
	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
Emergency Management	370,780	370,780	373,360	445,970	445,970	75,190	20.3%
Fire Administration	1,798,640	1,798,640	1,869,510	1,836,280	1,836,280	37,640	2.1%
Fire Operations	91,797,620	91,247,600	89,249,270	93,012,910	92,363,200	1,115,600	1.2%
Total Hamilton Fire Department	93,967,040	93,417,020	91,492,140	95,295,160	94,645,450	1,228,430	1.3%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	83,753,930	82,156,170	84,667,970	914,040	1.1%
MATERIAL AND SUPPLY	1,565,940	2,518,560	1,618,650	52,710	3.4%
VEHICLE EXPENSES	1,085,270	1,007,630	1,029,150	-56,120	(5.2%)
BUILDING AND GROUND	1,115,200	1,031,010	1,057,060	-58,140	(5.2%)
CONSULTING	15,000	15,040	15,000	0	0.0%
CONTRACTUAL	136,480	135,370	201,680	65,200	47.8%
RESERVES / RECOVERIES	5,858,980	5,316,460	6,278,280	419,300	7.2%
COST ALLOCATIONS	87,940	94,670	78,270	-9,670	(11.0%)
FINANCIAL	348,300	354,070	349,100	800	0.2%
TOTAL EXPENDITURES	93,967,040	92,628,980	95,295,160	1,328,120	1.4%
FEES AND GENERAL	-550,020	-529,590	-594,710	-44,690	(8.1%)
RESERVES	0	-607,250	-55,000	-55,000	(100.0%)
TOTAL REVENUES	-550,020	-1,136,840	-649,710	-99,690	(18.1%)
NET LEVY	93,417,020	91,492,140	94,645,450	1,228,430	1.3%

HAMILTON PARAMEDIC SERVICE

DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	7.00	328.36	335.36	46.91:1
2021	7.00	328.36	335.36	46.91:1
CHANGE	0.00	0.00	0.00	

2021 Preliminary Tax Supported Operating Budget

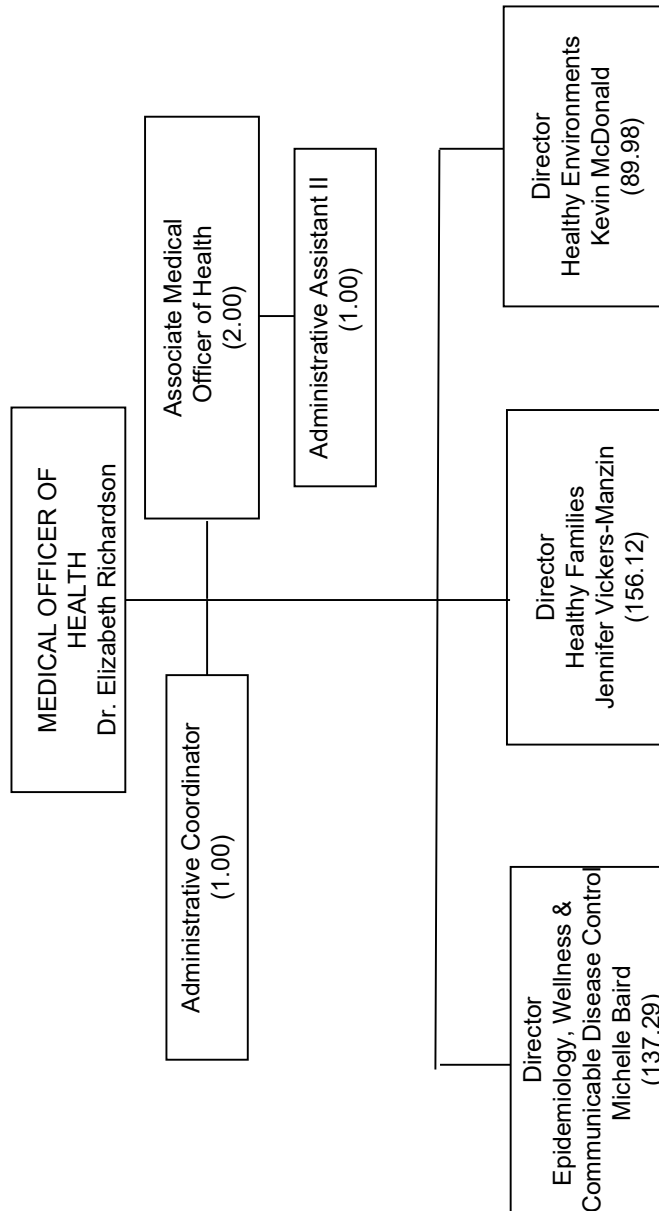
BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
Paramedic Service Admin	2,932,060	2,932,060	2,981,070	2,959,220	2,959,220	27,160	0.9%
Paramedic Service Operations	50,838,000	47,570,470	51,465,510	55,498,710	50,689,030	3,118,560	6.6%
Paramedic Service Provincial Funding	0	-24,824,860	-24,824,860	0	-26,068,560	-1,243,700	5.0%
Total Hamilton Paramedic Service	53,770,060	25,677,670	29,621,720	58,457,930	27,579,690	1,902,020	7.4%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	44,427,550	48,826,240	47,592,050	3,164,500	7.1%
MATERIAL AND SUPPLY	2,022,510	2,785,260	2,801,980	779,470	38.5%
VEHICLE EXPENSES	924,560	815,400	993,150	68,590	7.4%
BUILDING AND GROUND	321,160	316,120	341,670	20,510	6.4%
CONSULTING	0	44,000	0	0	0.0%
CONTRACTUAL	1,527,890	1,608,300	1,597,340	69,450	4.5%
RESERVES / RECOVERIES	2,955,170	2,944,760	3,490,750	535,580	18.1%
COST ALLOCATIONS	1,518,640	1,515,760	1,563,490	44,850	3.0%
FINANCIAL	72,580	98,530	77,500	4,920	6.8%
TOTAL EXPENDITURES	53,770,060	58,954,370	58,457,930	4,687,870	8.7%
FEES AND GENERAL	-83,120	-159,100	-84,790	-1,670	(2.0%)
GRANTS AND SUBSIDIES	-27,609,270	-28,773,550	-29,001,430	-1,392,160	(5.0%)
RESERVES	-400,000	-400,000	-1,792,020	-1,392,020	(348.0%)
TOTAL REVENUES	-28,092,390	-29,332,650	-30,878,240	-2,785,850	(9.9%)
NET LEVY	25,677,670	29,621,720	27,579,690	1,902,020	7.4%

DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	23.00	365.73	388.73 ¹	15.90:1
2021	23.00	365.39	388.39 ^{1,2}	15.87:1
CHANGE	0.00	(0.34)	(0.34)	

¹ Excludes 6.50 Finance & Administration FTE – Included in Overall Departmental Org Chart.

² Excludes 110.24 Temporary COVID19 Response Related FTE to be funded through senior levels of government.

2021 Preliminary Tax Supported Operating Budget

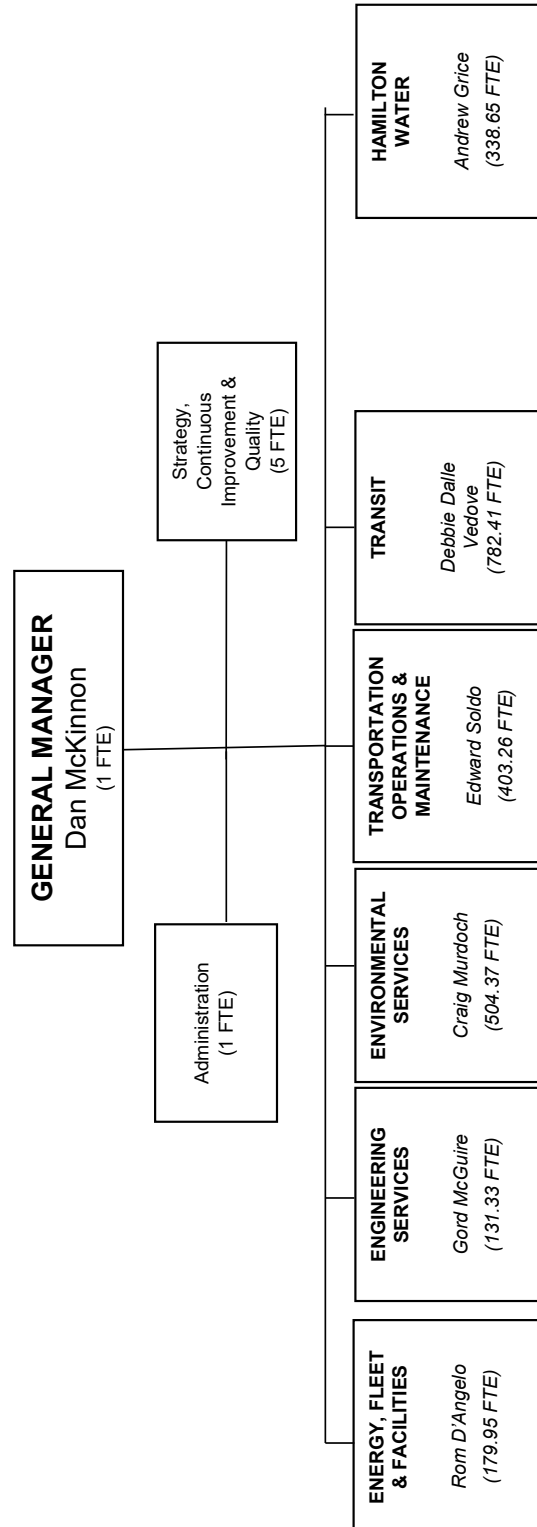
BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
Medical Officer of Health & Provincial Subsidy	2,582,190	-25,916,870	-24,009,860	3,378,550	-26,557,530	-640,660	2.5%
Epidemiology, Wellness and Communicable Dise:	17,853,660	14,961,750	16,360,630	30,817,900	15,297,280	335,530	2.2%
Healthy Environments	12,306,820	11,575,150	10,459,680	12,406,950	11,802,750	227,600	2.0%
Healthy Families	21,237,660	12,729,460	12,262,380	22,023,810	12,965,220	235,760	1.9%
Total Public Health Services	53,980,330	13,349,490	15,072,830	68,627,210	13,507,720	158,230	1.2%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	42,547,820	46,116,250	57,010,770	14,462,950	34.0%
MATERIAL AND SUPPLY	1,911,240	2,174,640	2,131,800	220,560	11.5%
VEHICLE EXPENSES	25,410	48,900	56,380	30,970	121.9%
BUILDING AND GROUND	2,107,990	2,057,340	2,154,770	46,780	2.2%
CONSULTING	33,240	38,640	39,990	6,750	20.3%
CONTRACTUAL	2,619,160	2,312,830	2,480,630	-138,530	(5.3%)
AGENCIES and SUPPORT PAYMENTS	67,030	-1,550	67,030	0	0.0%
RESERVES / RECOVERIES	486,660	145,150	522,910	36,250	7.4%
COST ALLOCATIONS	3,254,380	3,124,140	3,265,410	11,030	0.3%
FINANCIAL	393,620	415,760	363,740	-29,880	(7.6%)
CAPITAL FINANCING	533,780	533,790	533,780	0	0.0%
TOTAL EXPENDITURES	53,980,330	56,965,890	68,627,210	14,646,880	27.1%
FEES AND GENERAL	-1,574,090	-1,569,130	-1,524,200	49,890	3.2%
GRANTS AND SUBSIDIES	-38,778,750	-40,045,930	-41,154,850	-2,376,100	(6.1%)
RESERVES	-278,000	-278,000	-12,440,440	-12,162,440	(4,375.0%)
TOTAL REVENUES	-40,630,840	-41,893,060	-55,119,490	-14,488,650	(35.7%)
NET LEVY	13,349,490	15,072,830	13,507,720	158,230	1.2%

DEPARTMENT STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	32.00	1,982.16	2,014.16	61.94:1
2021	32.00	1,976.32	2,008.32	61.76:1
CHANGE	0.00	(5.84)	(5.84)	

*Complement Excludes Hamilton Water

2021 Preliminary Tax Supported Operating Budget

BY DIVISION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. Net vs. '20 Rest. Net (\$)	'21 Prel. Net vs. '20 Rest. Net (%)
PW-General Administration	709,400	709,400	703,380	724,880	724,880	15,480	2.2%
Energy Fleet and Facilities	22,422,450	12,778,750	12,643,220	23,386,380	13,207,430	428,680	3.4%
Engineering Services	20,639,010	66,430	0	21,243,920	0	-66,430	(100.0%)
Environmental Services	103,851,660	82,876,690	75,339,550	107,926,830	88,355,900	5,479,210	6.6%
Transit	139,100,810	78,066,940	90,469,260	141,518,570	80,754,700	2,687,760	3.4%
Transportation Operations & Maintenance	93,367,260	82,214,060	75,119,660	94,087,530	83,077,280	863,220	1.0%
Total Public Works - Tax	380,090,590	256,712,270	254,275,070	388,888,110	266,120,190	9,407,920	3.7%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	188,871,700	187,034,890	193,083,740	4,212,040	2.2%
MATERIAL AND SUPPLY	25,663,460	17,636,360	25,313,320	-350,140	(1.4%)
VEHICLE EXPENSES	33,659,880	31,415,520	32,654,930	-1,004,950	(3.0%)
BUILDING AND GROUND	20,633,240	20,079,790	20,870,970	237,730	1.2%
CONSULTING	191,230	191,230	169,470	-21,760	(11.4%)
CONTRACTUAL	94,008,350	79,230,910	97,501,940	3,493,590	3.7%
AGENCIES and SUPPORT PAYMENTS	179,480	179,480	179,480	0	0.0%
RESERVES / RECOVERIES	7,983,590	7,678,850	8,527,930	544,340	6.8%
COST ALLOCATIONS	2,434,610	2,821,330	3,067,290	632,680	26.0%
FINANCIAL	4,815,050	3,597,420	5,869,040	1,053,990	21.9%
CAPITAL FINANCING	1,650,000	1,650,000	1,650,000	0	0.0%
TOTAL EXPENDITURES	380,090,590	351,515,780	388,888,110	8,797,520	2.3%
FEES AND GENERAL	-76,429,090	-50,831,030	-76,144,580	284,510	0.4%
GRANTS AND SUBSIDIES	-16,068,430	-16,068,430	-16,068,430	0	0.0%
RESERVES	-5,121,530	-4,621,530	-3,682,030	1,439,500	28.1%
RECOVERIES FROM CAPITAL	-25,759,270	-25,719,720	-26,872,880	-1,113,610	(4.3%)
TOTAL REVENUES	-123,378,320	-97,240,710	-122,767,920	610,400	0.5%
NET LEVY	256,712,270	254,275,070	266,120,190	9,407,920	3.7%

2021 Preliminary Tax Supported Operating Budget Multi-Year Budget Outlook

BY DIVISION

	2021 Preliminary Gross	2021 Preliminary Net	2022 Preliminary Gross	2022 Preliminary Net	2023 Preliminary Gross	2023 Preliminary Net	2024 Preliminary Gross	2024 Preliminary Net
PW-General Administration	724,880	724,880	750,660	750,660	777,140	777,140	804,320	804,320
Energy Fleet and Facilities	23,386,380	13,207,430	23,699,140	13,388,870	24,079,230	13,636,770	24,421,830	14,638,840
Engineering Services	21,243,920	0	21,582,160	0	21,926,900	0	22,278,320	0
Environmental Services	107,926,830	88,355,900	111,791,040	92,253,680	114,273,320	94,498,620	116,566,600	96,550,630
Transit	141,518,570	80,754,700	151,251,430	89,140,460	161,384,010	96,644,940	171,761,430	104,138,260
Transportation Operations & Maintenance	94,087,530	83,077,280	95,532,760	84,394,910	96,902,710	85,634,730	98,202,040	86,801,340
Total Public Works - Tax	388,888,110	266,120,190	404,607,190	279,928,580	419,343,310	291,192,200	434,034,540	302,933,390

2021 Preliminary Tax Supported Operating Budget

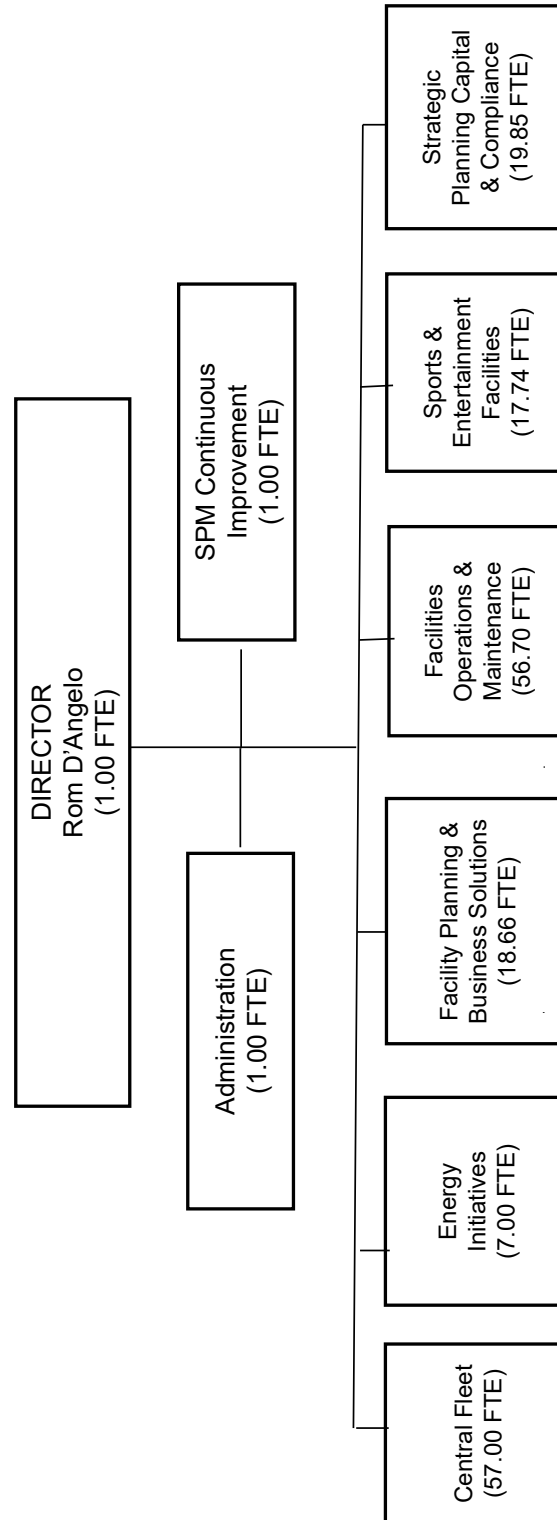
BY SECTION - GENERAL ADMINISTRATION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
PW General Managers Office	709,400	709,400	703,380	724,880	724,880	15,480	2.2%
Total PW-General Administration	709,400	709,400	703,380	724,880	724,880	15,480	2.2%

BY COST CATEGORY - GENERALADMINISTRATION

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	895,620	895,620	963,100	67,480	7.5%
MATERIAL AND SUPPLY	43,130	43,130	43,130	0	0.0%
BUILDING AND GROUND	138,740	138,740	159,340	20,600	14.8%
CONSULTING	30,000	30,000	30,000	0	0.0%
CONTRACTUAL	73,190	73,190	73,190	0	0.0%
AGENCIES and SUPPORT PAYMENTS	150,000	150,000	150,000	0	0.0%
RESERVES / RECOVERIES	69,930	63,910	84,820	14,890	21.3%
COST ALLOCATIONS	-691,210	-691,210	-778,700	-87,490	(12.7%)
TOTAL EXPENDITURES	709,400	703,380	724,880	15,480	2.2%
TOTAL REVENUES	0	0	0	0	0.0%
NET LEVY	709,400	703,380	724,880	15,480	2.2%

DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	7.00	172.95	179.95	24.71:1
2021	7.00	172.95	179.95	24.71:1
CHANGE	0.00	0.00	0.00	

2021 Preliminary Tax Supported Operating Budget

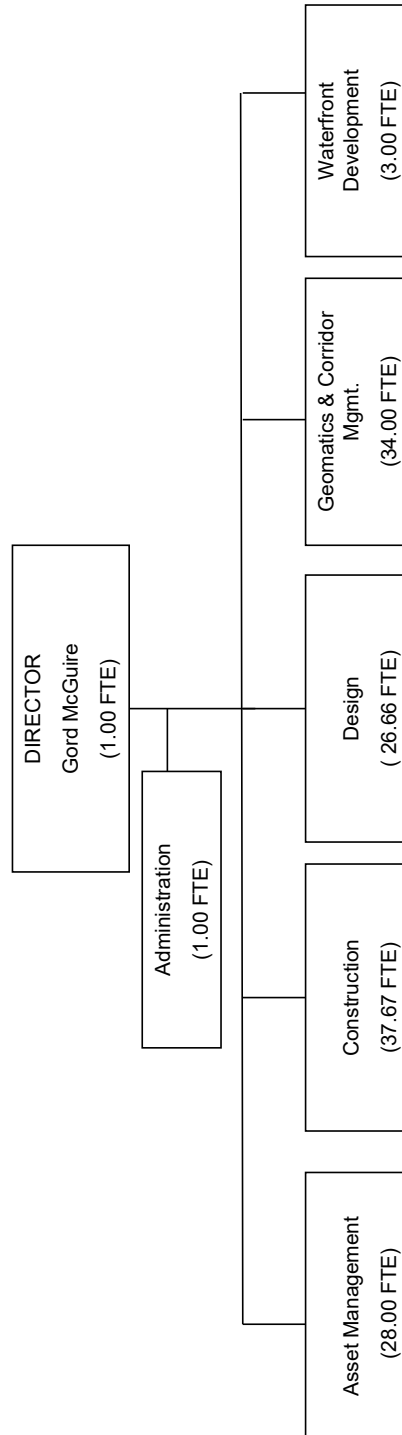
BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
Fleet Services	1,537,630	30,990	-8,350	1,488,390	62,630	31,640	102.1%
Corporate Facility Ops & Tech	3,594,720	2,187,480	2,144,730	3,371,850	1,940,150	-247,330	(11.3%)
Facilities Planning and Business Solutions	1,557,180	801,460	784,210	1,628,130	942,270	140,810	17.6%
Community Facility Ops & Tech Serv	6,527,270	6,527,270	6,521,550	6,609,990	6,609,990	82,720	1.3%
Sports & Entertainment Facilities	5,979,120	2,907,000	1,587,630	6,329,710	3,097,410	190,410	6.6%
Director EFF	329,020	307,220	1,421,090	335,370	312,540	5,320	1.7%
Energy Initiatives	821,840	3,290	0	950,320	0	-3,290	(100.0%)
Strategic Plan & Capital Compliance	2,075,670	14,040	192,360	2,672,620	242,440	228,400	1,626.8%
Total Energy Fleet and Facilities	22,422,450	12,778,750	12,643,220	23,386,380	13,207,430	428,680	3.4%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	19,456,260	18,795,390	19,980,150	523,890	2.7%
MATERIAL AND SUPPLY	1,704,300	1,697,600	1,637,660	-66,640	(3.9%)
VEHICLE EXPENSES	6,900,870	6,504,490	6,653,430	-247,440	(3.6%)
BUILDING AND GROUND	13,411,640	12,858,190	13,633,450	221,810	1.7%
CONSULTING	30,000	30,000	30,000	0	0.0%
CONTRACTUAL	7,538,850	7,876,650	8,200,350	661,500	8.8%
RESERVES / RECOVERIES	-27,684,970	-27,765,510	-27,787,560	-102,590	(0.4%)
COST ALLOCATIONS	-274,560	201,850	-289,350	-14,790	(5.4%)
FINANCIAL	590,060	532,570	578,250	-11,810	(2.0%)
CAPITAL FINANCING	750,000	750,000	750,000	0	0.0%
TOTAL EXPENDITURES	22,422,450	21,481,230	23,386,380	963,930	4.3%
FEES AND GENERAL	-6,254,030	-5,615,020	-6,206,790	47,240	0.8%
RESERVES	-1,059,090	-1,059,090	-1,111,280	-52,190	(4.9%)
RECOVERIES FROM CAPITAL	-2,330,580	-2,163,900	-2,860,880	-530,300	(22.8%)
TOTAL REVENUES	-9,643,700	-8,838,010	-10,178,950	-535,250	(5.6%)
NET LEVY	12,778,750	12,643,220	13,207,430	428,680	3.4%

DIVISION STRUCTURE



ENGINEERING SERVICES

COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	6.00	125.33	131.33	20.89:1
2021	6.00	125.33	131.33	20.89:1
CHANGE	0.00	0.00	0.00	

2021 Preliminary Tax Supported Operating Budget

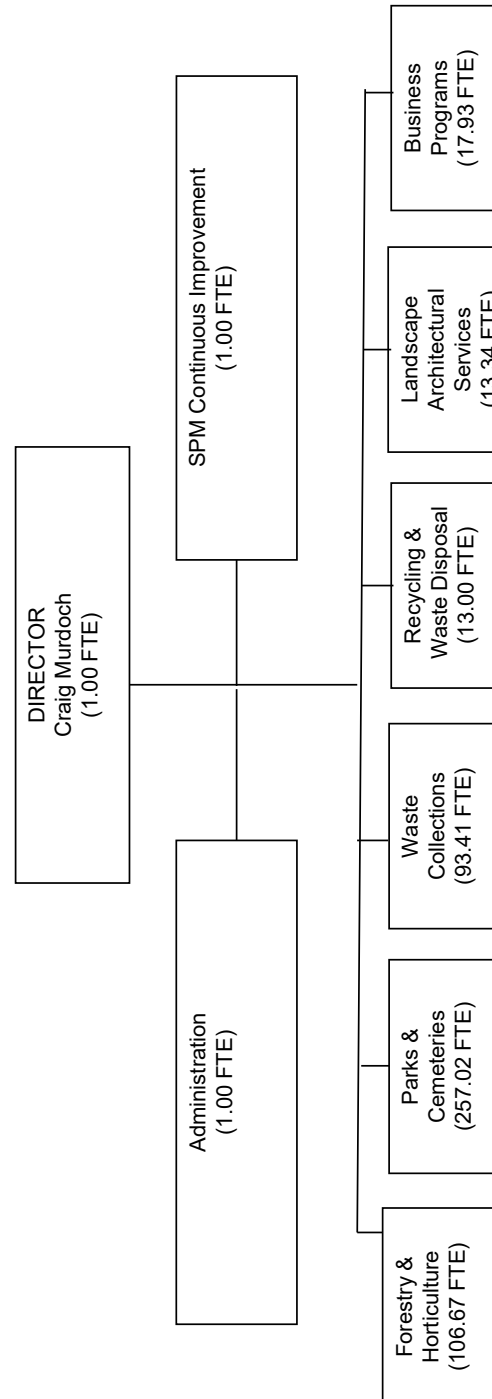
BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
Asset Management	3,487,960	13,780	0	3,555,150	0	-13,780	(100.0%)
Construction	4,712,340	22,250	0	4,838,800	0	-22,250	(100.0%)
Design Services	3,013,760	12,280	0	3,070,970	0	-12,280	(100.0%)
Director of Engineering Services	1,680,980	-330	0	2,014,590	0	330	(100.0%)
Geomatics and Corridor Management	7,008,880	16,200	0	7,082,980	0	-16,200	(100.0%)
Waterfront Development	735,090	2,250	0	681,430	0	-2,250	(100.0%)
Total Engineering Services	20,639,010	66,430	0	21,243,920	0	-66,430	(100.0%)

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	14,457,960	14,453,770	14,739,790	281,830	1.9%
MATERIAL AND SUPPLY	183,960	191,660	183,960	0	0.0%
VEHICLE EXPENSES	105,820	105,820	97,070	-8,750	(8.3%)
BUILDING AND GROUND	541,040	541,040	729,840	188,800	34.9%
CONTRACTUAL	2,290,560	2,290,560	2,290,560	0	0.0%
RESERVES / RECOVERIES	592,920	531,760	590,130	-2,790	(0.5%)
COST ALLOCATIONS	1,475,850	1,467,070	1,621,670	145,820	9.9%
FINANCIAL	90,900	90,900	90,900	0	0.0%
CAPITAL FINANCING	900,000	900,000	900,000	0	0.0%
TOTAL EXPENDITURES	20,639,010	20,572,580	21,243,920	604,910	2.9%
FEES AND GENERAL	-4,324,290	-4,324,290	-4,384,880	-60,590	(1.4%)
RECOVERIES FROM CAPITAL	-16,248,290	-16,248,290	-16,859,040	-610,750	(3.8%)
TOTAL REVENUES	-20,572,580	-20,572,580	-21,243,920	-671,340	(3.3%)
NET LEVY	66,430	0	0	-66,430	(100.0%)

DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	7.00	497.21	504.21	71.03:1
2021	7.00	497.37	504.37	71.05:1
CHANGE	0.00	0.16	0.16	

ENVIRONMENTAL SERVICES

2021 Preliminary Tax Supported Operating Budget

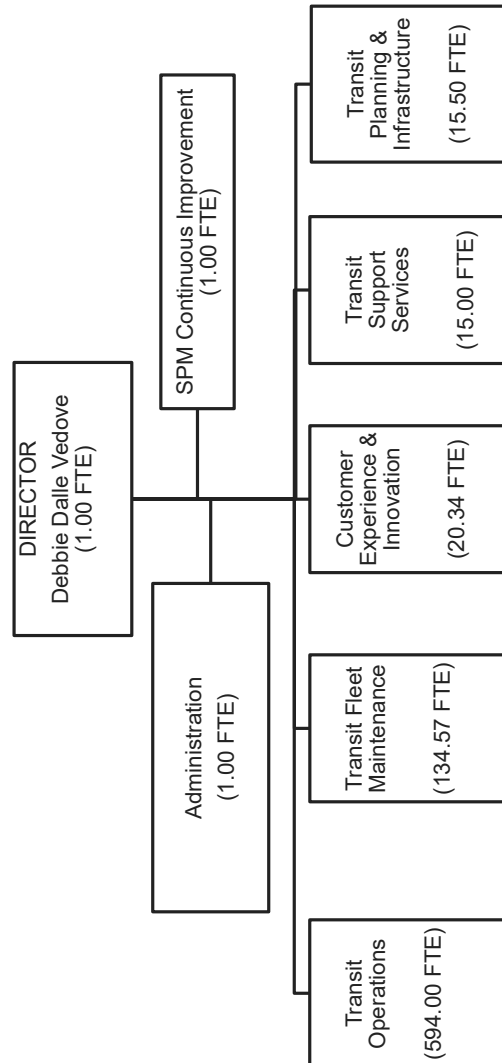
BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
Recycling & Waste Disposal	22,155,860	7,282,090	5,368,720	21,736,110	8,343,560	1,061,470	14.6%
Waste Collections	32,893,820	32,850,820	31,812,100	36,136,670	36,094,670	3,243,850	9.9%
Business Programs	2,287,970	2,173,310	2,187,250	2,470,940	2,353,990	180,680	8.3%
Director Environ Services	-699,450	-699,450	-3,086,970	-701,070	-701,070	-1,620	0.2%
Forestry & Horticulture	14,754,390	13,366,270	12,920,070	15,046,150	13,658,030	291,760	2.2%
Landscape & Architectural Serv	2,011,410	109,740	102,630	2,079,200	104,050	-5,690	(5.2%)
Parks & Cemeteries	30,447,660	27,793,910	26,035,750	31,158,830	28,502,670	708,760	2.6%
Total Environmental Services	103,851,660	82,876,690	75,339,550	107,926,830	88,355,900	5,479,210	6.6%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	41,435,280	38,959,810	42,508,360	1,073,080	2.6%
MATERIAL AND SUPPLY	2,947,390	2,553,820	2,915,140	-32,250	(1.1%)
VEHICLE EXPENSES	5,363,500	5,180,500	5,389,890	26,390	0.5%
BUILDING AND GROUND	4,690,820	4,690,820	4,416,180	-274,640	(5.9%)
CONSULTING	8,090	8,090	8,090	0	0.0%
CONTRACTUAL	42,088,410	38,282,390	44,904,130	2,815,720	6.7%
AGENCIES and SUPPORT PAYMENTS	29,480	29,480	29,480	0	0.0%
RESERVES / RECOVERIES	5,813,330	5,742,280	6,246,530	433,200	7.5%
COST ALLOCATIONS	564,530	384,500	598,200	33,670	6.0%
FINANCIAL	910,830	910,830	910,830	0	0.0%
TOTAL EXPENDITURES	103,851,660	96,742,520	107,926,830	4,075,170	3.9%
FEES AND GENERAL	-10,282,380	-11,210,380	-10,291,850	-9,470	(0.1%)
GRANTS AND SUBSIDIES	-5,169,430	-5,169,430	-5,169,430	0	0.0%
RESERVES	-2,363,000	-1,863,000	-871,310	1,491,690	63.1%
RECOVERIES FROM CAPITAL	-3,160,160	-3,160,160	-3,238,340	-78,180	(2.5%)
TOTAL REVENUES	-20,974,970	-21,402,970	-19,570,930	1,404,040	6.7%
NET LEVY	82,876,690	75,339,550	88,355,900	5,479,210	6.6%

DIVISION STRUCTURE



TRANSIT

COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	6.00	782.41	788.41	130.40:1
2021	6.00	776.41	782.41	129.40:1
CHANGE	0.00	(6.00)	(6.00)	

2021 Preliminary Tax Supported Operating Budget

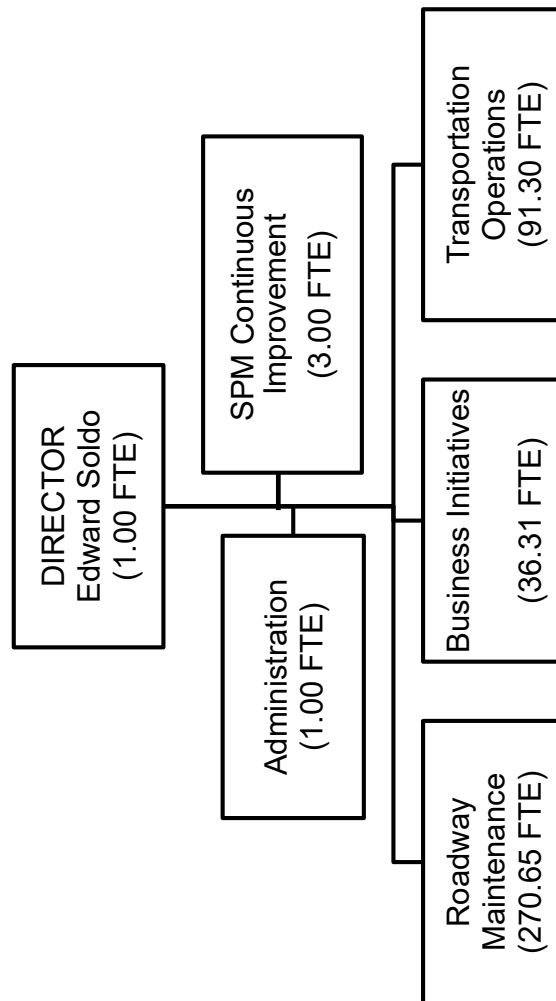
BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
Customer Experience and Innovation	28,643,390	25,947,090	16,118,480	28,470,780	26,044,480	97,390	0.4%
Transit Planning and Infrastructure	2,964,980	2,964,980	1,850,400	3,030,870	3,030,870	65,890	2.2%
Support Services	2,099,650	2,098,650	2,018,690	1,802,990	1,801,990	-296,660	(14.1%)
Director of Transit	127,110	127,110	281,820	140,730	140,730	13,620	10.7%
Financial Charges & General Revenue	15,607,650	-35,618,720	-11,509,740	17,669,230	-33,557,140	2,061,580	(5.8%)
Operations HSR	57,339,420	50,439,060	52,376,720	58,255,830	51,355,470	916,410	1.8%
Transit Fleet	32,318,610	32,108,770	29,332,890	32,148,140	31,938,300	-170,470	(0.5%)
Total Transit	139,100,810	78,066,940	90,469,260	141,518,570	80,754,700	2,687,760	3.4%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	75,036,060	76,010,060	76,561,230	1,525,170	2.0%
MATERIAL AND SUPPLY	2,079,680	1,807,990	2,161,680	82,000	3.9%
VEHICLE EXPENSES	13,592,440	12,224,340	12,912,000	-680,440	(5.0%)
BUILDING AND GROUND	933,010	933,010	1,000,510	67,500	7.2%
CONSULTING	51,880	51,880	51,880	0	0.0%
CONTRACTUAL	27,718,780	16,409,570	27,432,340	-286,440	(1.0%)
RESERVES / RECOVERIES	16,466,620	15,947,950	16,841,220	374,600	2.3%
COST ALLOCATIONS	136,540	432,770	496,010	359,470	263.3%
FINANCIAL	3,085,800	1,925,660	4,061,700	975,900	31.6%
TOTAL EXPENDITURES	139,100,810	125,743,210	141,518,570	2,417,760	1.7%
FEES AND GENERAL	-49,144,870	-23,257,830	-48,874,870	270,000	0.5%
GRANTS AND SUBSIDIES	-10,899,000	-10,899,000	-10,899,000	0	0.0%
RESERVES	-990,000	-990,000	-990,000	0	0.0%
RECOVERIES FROM CAPITAL	0	-127,130	0	0	0.0%
TOTAL REVENUES	-61,033,870	-35,273,950	-60,763,870	270,000	0.4%
NET LEVY	78,066,940	90,469,260	80,754,700	2,687,760	3.4%

DIVISION STRUCTURE



TRANSPORTATION, OPERATIONS AND MAINTENANCE

COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	4.00	399.26	403.26	99.82:1
2021	4.00	399.26	403.26	99.82:1
CHANGE	0.00	0.00	0.00	

2021 Preliminary Tax Supported Operating Budget

BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
Roadway Maintenance	65,334,570	63,126,030	56,828,210	65,876,140	63,672,100	546,070	0.9%
Director – Trans Ops & Mtce	-627,440	-627,440	-404,360	-624,700	-624,700	2,740	(0.4%)
Transportation Operations	24,555,790	15,710,570	14,924,060	24,621,970	15,875,160	164,590	1.0%
Business Initiatives	4,104,340	4,004,900	3,771,760	4,214,120	4,154,720	149,820	3.7%
Total Transportation Operations & Maintenance	93,367,260	82,214,060	75,119,660	94,087,530	83,077,280	863,220	1.0%

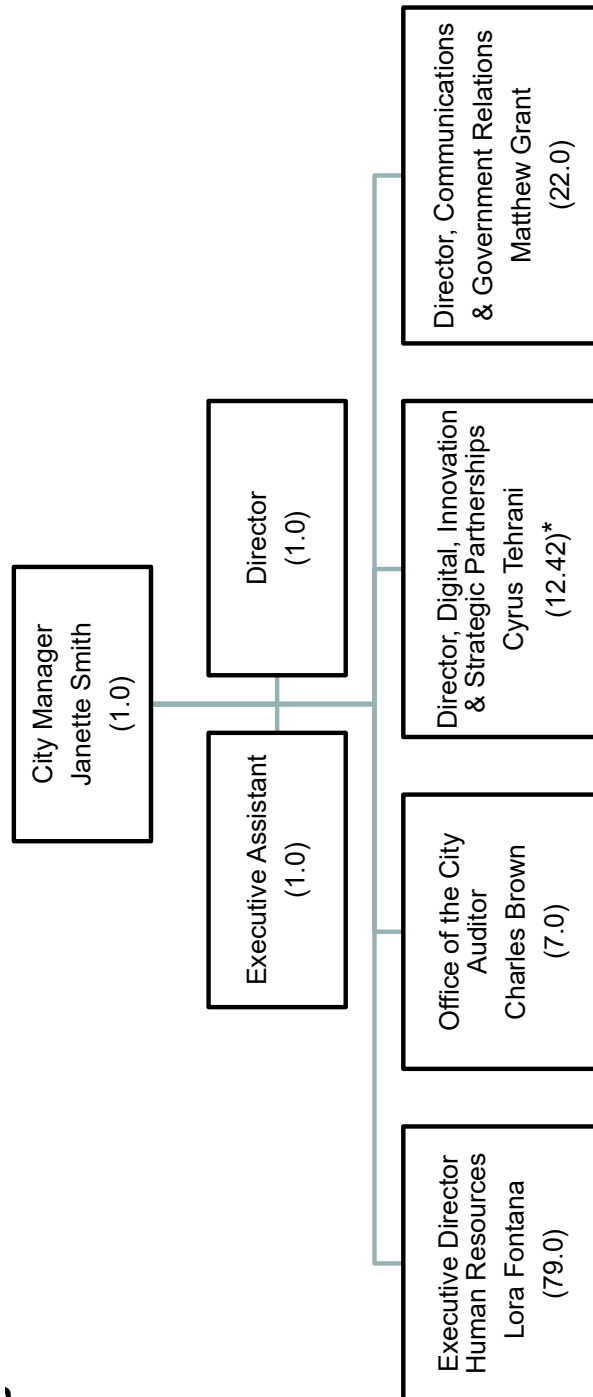
BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	37,590,520	37,920,250	38,331,110	740,590	2.0%
MATERIAL AND SUPPLY	18,705,000	11,342,160	18,371,750	-333,250	(1.8%)
VEHICLE EXPENSES	7,697,250	7,400,370	7,602,540	-94,710	(1.2%)
BUILDING AND GROUND	917,990	917,990	931,650	13,660	1.5%
CONSULTING	71,260	71,260	49,500	-21,760	(30.5%)
CONTRACTUAL	14,298,560	14,298,560	14,601,370	302,810	2.1%
RESERVES / RECOVERIES	12,725,760	13,158,460	12,552,790	-172,970	(1.4%)
COST ALLOCATIONS	1,223,460	1,026,350	1,419,460	196,000	16.0%
FINANCIAL	137,460	137,460	227,360	89,900	65.4%
TOTAL EXPENDITURES	93,367,260	86,272,860	94,087,530	720,270	0.8%
FEES AND GENERAL	-6,423,520	-6,423,520	-6,386,190	37,330	0.6%
RESERVES	-709,440	-709,440	-709,440	0	0.0%
RECOVERIES FROM CAPITAL	-4,020,240	-4,020,240	-3,914,620	105,620	2.6%
TOTAL REVENUES	-11,153,200	-11,153,200	-11,010,250	142,950	1.3%
NET LEVY	82,214,060	75,119,660	83,077,280	863,220	1.0%

CITY MANAGER'S OFFICE



DEPARTMENT STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	19	106.42	125.42	5.6:1
2021	19	104.42	123.42	5.6:1
CHANGE	0	-2	-2	

* Denotes positions included in the complement, funded by the operating departments and appear in their budget
 • Digital Innovations & Strategic Partnerships – 4.42 for Hamilton Farmer's Market

2021 Preliminary Tax Supported Operating Budget

BY DIVISION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. Net vs. '20 Rest. Net (\$)	'21 Prel. Net vs. '20 Rest. Net
Office of the City Auditor	1,172,440	1,142,440	1,024,780	1,205,130	1,175,130	32,690	2.9%
CMO - Admin	438,540	408,540	509,150	443,220	413,220	4,680	1.1%
Comms And Govt Relations	2,599,550	2,569,550	2,547,700	2,677,490	2,647,490	77,940	3.0%
Digital Innovations And S/Partnerships	1,237,380	512,700	465,060	1,266,650	618,160	105,460	20.6%
Human Resources	9,830,340	7,744,560	7,540,200	10,046,630	8,012,920	268,360	3.5%
Total City Manager	15,278,250	12,377,790	12,086,890	15,639,120	12,866,920	489,130	4.0%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	15,363,930	15,199,460	15,673,650	309,720	2.0%
MATERIAL AND SUPPLY	629,050	679,790	628,050	-1,000	(0.2%)
BUILDING AND GROUND	271,020	466,070	273,180	2,160	0.8%
CONSULTING	320,790	474,290	320,790	0	0.0%
CONTRACTUAL	851,470	1,155,270	853,670	2,200	0.3%
AGENCIES and SUPPORT PAYMENTS	0	0	0	0	0.0%
RESERVES / RECOVERIES	402,610	342,940	436,430	33,820	8.4%
COST ALLOCATIONS	-3,492,020	-3,492,020	-3,478,510	13,510	0.4%
FINANCIAL	680,140	680,140	680,600	460	0.1%
CAPITAL FINANCING	251,260	56,210	251,260	0	0.0%
TOTAL EXPENDITURES	15,278,250	15,562,150	15,639,120	360,870	2.4%
FEES AND GENERAL	-759,180	-1,333,980	-682,990	76,190	10.0%
RESERVES	-2,111,280	-2,111,280	-2,059,210	52,070	2.5%
RECOVERIES FROM CAPITAL	-30,000	-30,000	-30,000	0	0.0%
TOTAL REVENUES	-2,900,460	-3,475,260	-2,772,200	128,260	4.4%
NET LEVY	12,377,790	12,086,890	12,866,920	489,130	4.0%

2021 Preliminary Tax Supported Operating Budget Multi-Year Budget Outlook

BY DIVISION

	2021 Preliminary Gross	2021 Preliminary Net	2022 Preliminary Gross	2022 Preliminary Net	2023 Preliminary Gross	2023 Preliminary Net	2024 Preliminary Gross	2024 Preliminary Net
Office of the City Auditor	1,205,130	1,175,130	1,229,450	1,199,450	1,253,250	1,223,250	1,277,010	1,247,010
CMO - Admin	443,220	413,220	454,410	424,410	466,540	436,540	478,840	448,840
Comms And Govt Relations	2,677,490	2,647,490	2,736,620	2,706,020	2,797,490	2,766,280	2,857,730	2,825,900
Digital Innovations And S/Partnerships	1,266,650	618,160	1,291,020	628,040	1,321,910	644,150	1,351,960	659,120
Human Resources	10,046,630	8,012,920	10,226,020	8,192,220	10,410,260	8,376,370	10,603,300	8,569,320
Total City Manager	15,639,120	12,866,920	15,937,520	13,150,140	16,249,450	13,446,590	16,568,840	13,750,190

2021 Preliminary Tax Supported Operating Budget

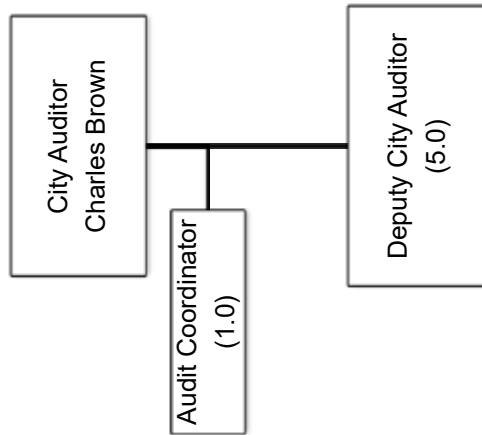
BY SECTION - ADMIN AND DIGITAL OFFICE

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
CMO - Administration	438,540	408,540	509,150	443,220	413,220	4,680	1.1%
Total CMO - Admin	438,540	408,540	509,150	443,220	413,220	4,680	1.1%

BY COST CATEGORY - ADMIN AND DIGITAL OFFICE

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	666,950	738,560	679,390	12,440	1.9%
MATERIAL AND SUPPLY	17,250	47,250	17,250	0	0.0%
BUILDING AND GROUND	730	730	960	230	31.5%
CONTRACTUAL	1,240	1,240	1,240	0	0.0%
RESERVES / RECOVERIES	59,660	58,660	63,970	4,310	7.2%
COST ALLOCATIONS	-307,290	-307,290	-319,590	-12,300	(4.0%)
TOTAL EXPENDITURES	438,540	539,150	443,220	4,680	1.1%
RECOVERIES FROM CAPITAL	-30,000	-30,000	-30,000	0	0.0%
TOTAL REVENUES	-30,000	-30,000	-30,000	0	0.0%
NET LEVY	408,540	509,150	413,220	4,680	1.1%

DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	2	5	7.00	2.5:1
2021	2	5	7.00	2.5:1
CHANGE	0	0	0	

2021 Preliminary Tax Supported Operating Budget

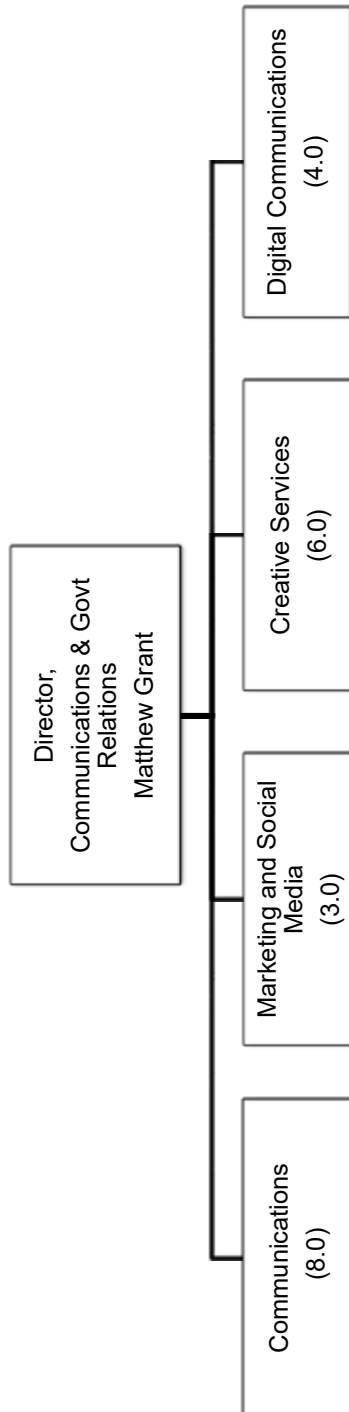
BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
Audit Services	1,172,440	1,142,440	1,024,780	1,205,130	1,175,130	32,690	2.9%
Total Office of the City Auditor	1,172,440	1,142,440	1,024,780	1,205,130	1,175,130	32,690	2.9%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	1,015,510	853,540	1,038,170	22,660	2.2%
MATERIAL AND SUPPLY	3,390	3,390	2,390	-1,000	(29.5%)
BUILDING AND GROUND	1,310	1,310	1,770	460	35.1%
CONSULTING	30,000	78,000	30,000	0	0.0%
CONTRACTUAL	1,000	1,000	1,000	0	0.0%
RESERVES / RECOVERIES	64,480	60,790	74,590	10,110	15.7%
FINANCIAL	540	540	1,000	460	85.2%
CAPITAL FINANCING	56,210	56,210	56,210	0	0.0%
TOTAL EXPENDITURES	1,172,440	1,054,780	1,205,130	32,690	2.8%
RESERVES	-30,000	-30,000	-30,000	0	0.0%
TOTAL REVENUES	-30,000	-30,000	-30,000	0	0.0%
NET LEVY	1,142,440	1,024,780	1,175,130	32,690	2.9%

DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	2	22	24	11:1
2021	2	20	22	10:1
CHANGE	0	-2	-2	

2021 Preliminary Tax Supported Operating Budget

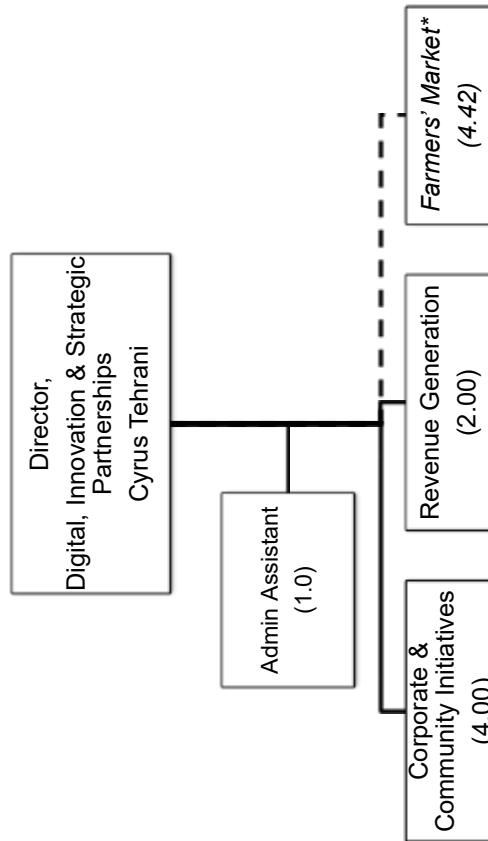
BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
Communications	2,599,550	2,569,550	2,547,700	2,677,490	2,647,490	77,940	3.0%
Total Comms And Govt Relations	2,599,550	2,569,550	2,547,700	2,677,490	2,647,490	77,940	3.0%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	2,535,870	2,714,850	2,598,230	62,360	2.5%
MATERIAL AND SUPPLY	70,440	43,930	70,440	0	0.0%
BUILDING AND GROUND	7,170	7,170	7,270	100	1.4%
CONSULTING	18,920	8,920	18,920	0	0.0%
CONTRACTUAL	225,190	75,390	225,190	0	0.0%
AGENCIES and SUPPORT PAYMENTS	0	0	0	0	0.0%
RESERVES / RECOVERIES	117,590	103,070	122,420	4,830	4.1%
COST ALLOCATIONS	-377,130	-377,130	-366,480	10,650	2.8%
FINANCIAL	1,500	1,500	1,500	0	0.0%
TOTAL EXPENDITURES	2,599,550	2,577,700	2,677,490	77,940	3.0%
FEES AND GENERAL	-30,000	-30,000	-30,000	0	0.0%
TOTAL REVENUES	-30,000	-30,000	-30,000	0	0.0%
NET LEVY	2,569,550	2,547,700	2,647,490	77,940	3.0%

DIVISION STRUCTURE



DIGITAL INNOVATION & STRATEGIC PARTNERSHIPS

COMPLEMENT (FTE)	MANAGEMENT	* DISTRIBUTED MANAGEMENT	OTHER	* DISTRIBUTED OTHER	TOTAL	STAFF/MGT RATIO
2020	3	1	5	3.42	12.42	2.1:1
2021	3	1	5	3.42	12.42	2.1:1
CHANGE	0	0	0	0	0	

*Distributed staff represent a direct reporting structure to Cyrus Tehrani of Hamilton Market employees. Hamilton Market budget resides in Boards and Agencies

2021 Preliminary Tax Supported Operating Budget

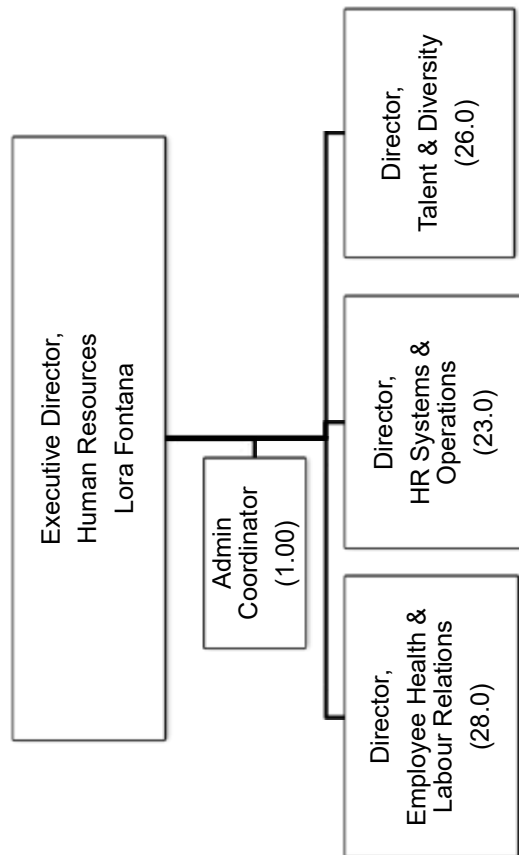
BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
Corporate And Community Initiatives	695,890	695,890	650,690	709,990	709,990	14,100	2.0%
Revenue Generation	241,880	-482,800	-400,000	248,490	-400,000	82,800	(17.1%)
Digital Office	299,610	299,610	214,370	308,170	308,170	8,560	2.9%
Total Digital Innovations And S/Partnerships	1,237,380	512,700	465,060	1,266,650	618,160	105,460	20.6%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	1,074,780	1,049,500	1,102,220	27,440	2.6%
MATERIAL AND SUPPLY	20,300	78,150	20,300	0	0.0%
BUILDING AND GROUND	1,170	1,170	1,600	430	36.8%
CONSULTING	20,760	26,260	20,760	0	0.0%
CONTRACTUAL	81,550	575,150	81,550	0	0.0%
RESERVES / RECOVERIES	10,370	6,360	11,770	1,400	13.5%
FINANCIAL	28,450	28,450	28,450	0	0.0%
TOTAL EXPENDITURES	1,237,380	1,765,040	1,266,650	29,270	2.4%
FEES AND GENERAL	-724,680	-1,299,980	-648,490	76,190	10.5%
TOTAL REVENUES	-724,680	-1,299,980	-648,490	76,190	10.5%
NET LEVY	512,700	465,060	618,160	105,460	20.6%

DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	9.00	70.00	79.00	7.8:1
2021	9.00	70.00	79.00	7.8:1
CHANGE	0.00	0.00	0.00	

HUMAN RESOURCES

2021 Preliminary Tax Supported Operating Budget

BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
Emp Health & Labour Relations	4,253,980	2,949,830	2,969,470	4,273,300	3,030,850	81,020	2.7%
HR Systems & Operations	2,670,520	2,052,850	1,820,310	2,737,170	2,110,270	57,420	2.8%
Human Resources Admin	256,340	235,880	494,560	265,910	245,050	9,170	3.9%
Talent and Diversity	2,649,500	2,506,000	2,255,860	2,770,250	2,626,750	120,750	4.8%
Total Human Resources	9,830,340	7,744,560	7,540,200	10,046,630	8,012,920	268,360	3.5%

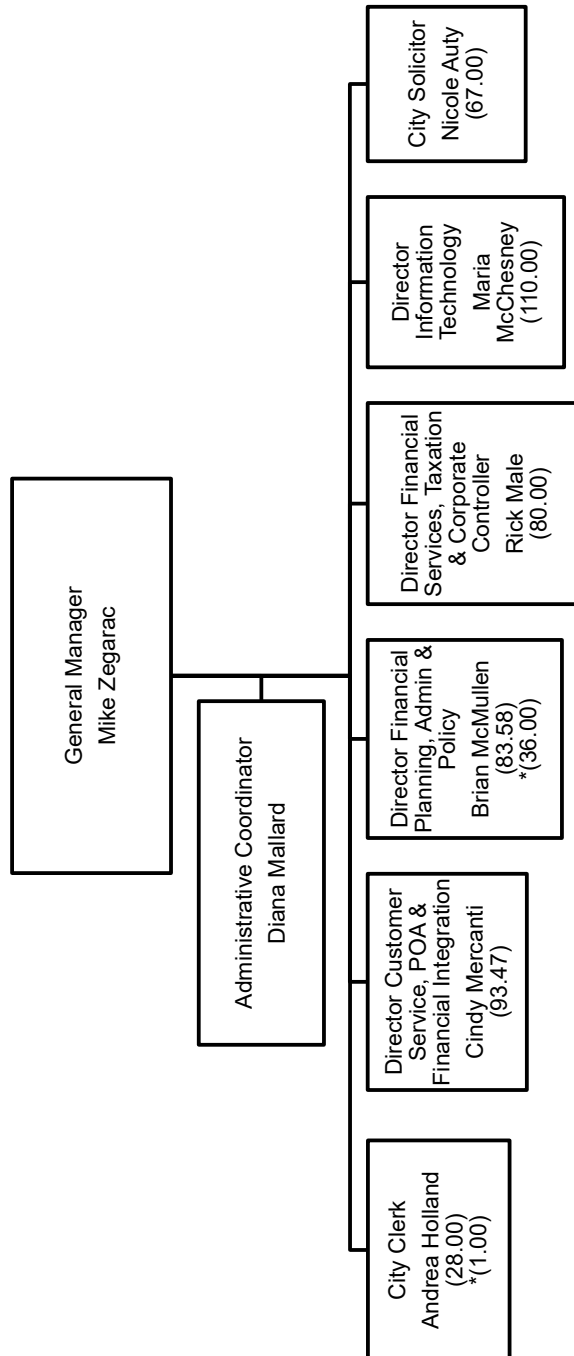
BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	10,070,820	9,843,010	10,255,640	184,820	1.8%
MATERIAL AND SUPPLY	517,670	507,070	517,670	0	0.0%
BUILDING AND GROUND	260,640	455,690	261,580	940	0.4%
CONSULTING	251,110	361,110	251,110	0	0.0%
CONTRACTUAL	542,490	502,490	544,690	2,200	0.4%
RESERVES / RECOVERIES	150,510	114,060	163,680	13,170	8.8%
COST ALLOCATIONS	-2,807,600	-2,807,600	-2,792,440	15,160	0.5%
FINANCIAL	649,650	649,650	649,650	0	0.0%
CAPITAL FINANCING	195,050	0	195,050	0	0.0%
TOTAL EXPENDITURES	9,830,340	9,625,480	10,046,630	216,290	2.2%
FEES AND GENERAL	-4,500	-4,000	-4,500	0	0.0%
RESERVES	-2,081,280	-2,081,280	-2,029,210	52,070	2.5%
TOTAL REVENUES	-2,085,780	-2,085,280	-2,033,710	52,070	2.5%
NET LEVY	7,744,560	7,540,200	8,012,920	268,360	3.5%

CORPORATE SERVICES



DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	* DISTRIBUTED MANAGEMENT	OTHER	* DISTRIBUTED OTHER	TOTAL	STAFF/MGT RATIO
2020	31.00	1.00	429.55	36.00	497.55	15.55:1
2021	30.00	1.00	434.05	36.00	501.05	15.16:1
CHANGE	(1.00)	0.00	4.50	0.00	3.50	

• * Represents distributed staff whose budget are in operating departments.

2021 Preliminary Tax Supported Operating Budget

BY DIVISION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. Net vs. '20 Rest. Net (\$)	'21 Prel. Net vs. '20 Rest. Net
City Clerk's Office	3,374,420	2,737,880	2,760,570	3,448,500	2,862,900	125,020	4.6%
Customer Service, POA and Fin'l Integration	12,059,410	5,541,080	5,548,380	12,236,250	5,665,070	123,990	2.2%
Financial Serv, Taxation and Corp Controller	7,083,800	4,152,040	3,939,710	7,298,820	4,083,010	-69,030	(1.7%)
Legal Services and Risk Management	4,401,560	3,412,920	3,346,330	4,620,480	3,577,700	164,780	4.8%
Corporate Services - Administration	325,040	325,040	277,030	327,720	327,720	2,680	0.8%
Financial Planning, Admin & Policy	7,342,900	4,935,140	4,429,890	7,547,100	5,215,950	280,810	5.7%
Information Technology	18,282,760	13,709,510	13,660,240	14,856,760	14,088,050	378,540	2.8%
Total Corporate Services	52,869,890	34,813,610	33,962,150	50,335,630	35,820,400	1,006,790	2.9%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	46,194,410	44,933,680	47,659,110	1,464,700	3.2%
MATERIAL AND SUPPLY	10,296,140	10,497,240	9,808,110	-488,030	(4.7%)
VEHICLE EXPENSES	15,820	15,820	16,310	490	3.1%
BUILDING AND GROUND	453,690	418,530	463,770	10,080	2.2%
CONSULTING	65,760	33,660	65,760	0	0.0%
CONTRACTUAL	4,347,290	4,210,870	4,520,660	173,370	4.0%
RESERVES / RECOVERIES	-845,570	-1,500,210	-3,755,450	-2,909,880	(344.1%)
COST ALLOCATIONS	-12,954,500	-12,177,480	-13,746,780	-792,280	(6.1%)
FINANCIAL	3,337,230	2,539,020	3,344,520	7,290	0.2%
CAPITAL FINANCING	1,959,620	1,959,620	1,959,620	0	0.0%
TOTAL EXPENDITURES	52,869,890	50,930,750	50,335,630	-2,534,260	(4.8%)
FEES AND GENERAL	-10,788,290	-9,773,850	-10,851,850	-63,560	(0.6%)
TAX AND RATES	-420,000	-394,700	-618,000	-198,000	(47.1%)
RESERVES	-4,814,470	-4,766,530	-925,830	3,888,640	80.8%
RECOVERIES FROM CAPITAL	-2,033,520	-2,033,520	-2,119,550	-86,030	(4.2%)
TOTAL REVENUES	-18,056,280	-16,968,600	-14,515,230	3,541,050	19.6%
NET LEVY	34,813,610	33,962,150	35,820,400	1,006,790	2.9%

2021 Preliminary Tax Supported Operating Budget Multi-Year Budget Outlook

BY DIVISION

	2021	2021	2022	2022	2023	2023	2024	2024
	Preliminary	Preliminary	Preliminary	Preliminary	Preliminary	Preliminary	Preliminary	Preliminary
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
City Clerk's Office	3,448,500	2,862,900	3,514,170	2,916,800	3,580,870	2,971,500	3,648,710	3,027,090
Customer Service, POA and Fin'l Integration	12,236,250	5,665,070	12,417,220	5,781,400	12,601,970	5,900,140	12,775,630	6,006,390
Financial Serv, Taxation and Corp Controller	7,298,820	4,083,010	7,444,760	4,192,170	7,593,980	4,303,840	7,746,550	4,418,120
Legal Services and Risk Management	4,620,480	3,577,700	4,739,200	3,694,420	4,860,730	3,813,910	4,985,150	3,936,250
Corporate Services - Administration	327,720	327,720	334,580	334,580	341,610	341,610	348,790	348,790
Financial Planning, Admin & Policy	7,547,100	5,215,950	7,707,450	5,370,010	7,860,170	5,516,310	8,017,470	5,667,070
Information Technology	14,856,760	14,088,050	14,996,890	14,227,360	15,140,710	14,370,350	15,288,550	14,517,330
Total Corporate Services	50,335,630	35,820,400	51,154,270	36,516,740	51,980,040	37,217,660	52,810,850	37,921,040

2021 Preliminary Tax Supported Operating Budget

BY SECTION - ADMINISTRATION

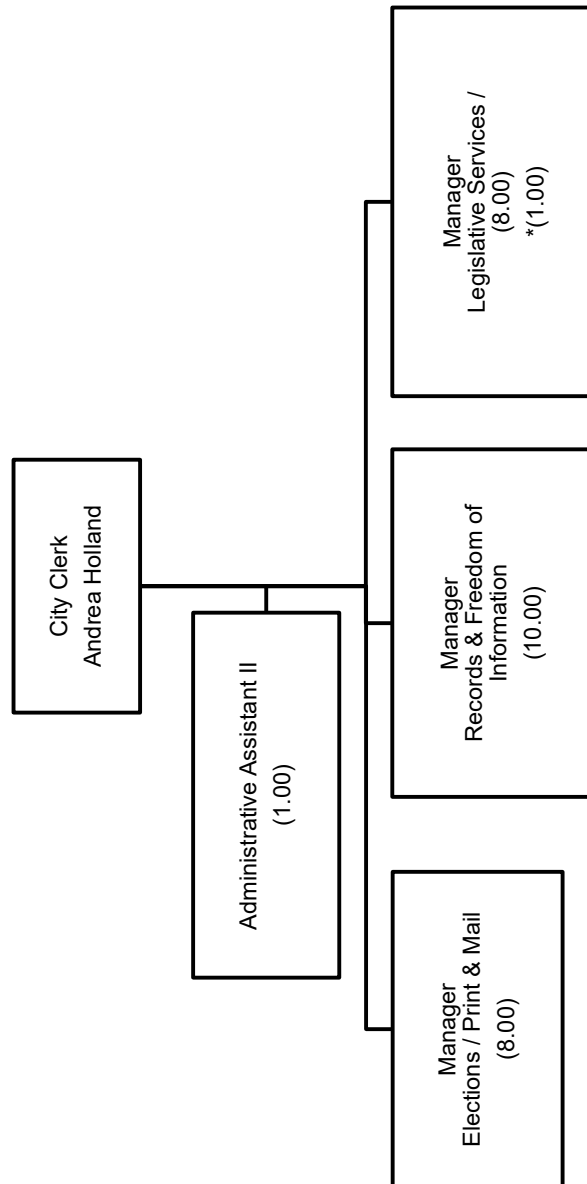
	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
General Manager Office	325,040	325,040	277,030	327,720	327,720	2,680	0.8%
Total Corporate Services - Administration	325,040	325,040	277,030	327,720	327,720	2,680	0.8%

BY COST CATEGORY - ADMINISTRATION

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	397,390	380,600	404,170	6,780	1.7%
MATERIAL AND SUPPLY	3,930	3,930	3,430	-500	(12.7%)
BUILDING AND GROUND	290	290	320	30	10.3%
CONSULTING	25,000	0	25,000	0	0.0%
CONTRACTUAL	6,900	800	5,900	-1,000	(14.5%)
RESERVES / RECOVERIES	11,740	11,620	14,870	3,130	26.7%
COST ALLOCATIONS	-126,710	-126,710	-133,970	-7,260	(5.7%)
FINANCIAL	6,500	6,500	8,000	1,500	23.1%
TOTAL EXPENDITURES	325,040	277,030	327,720	2,680	0.8%
TOTAL REVENUES	0	0	0	0	0.0%
NET LEVY	325,040	277,030	327,720	2,680	0.8%

DIVISION STRUCTURE

CITY CLERK'S OFFICE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	* OTHER DISTRIBUTED	TOTAL	STAFF/MGT RATIO
2020	4.00	24.00	1.00	29.00	6.25:1
2021	4.00	24.00	1.00	29.00	6.25:1
CHANGE	0.00	0.00	0.00	0.00	

* Represents distributed staff whose budget are in operating departments.

2021 Preliminary Tax Supported Operating Budget

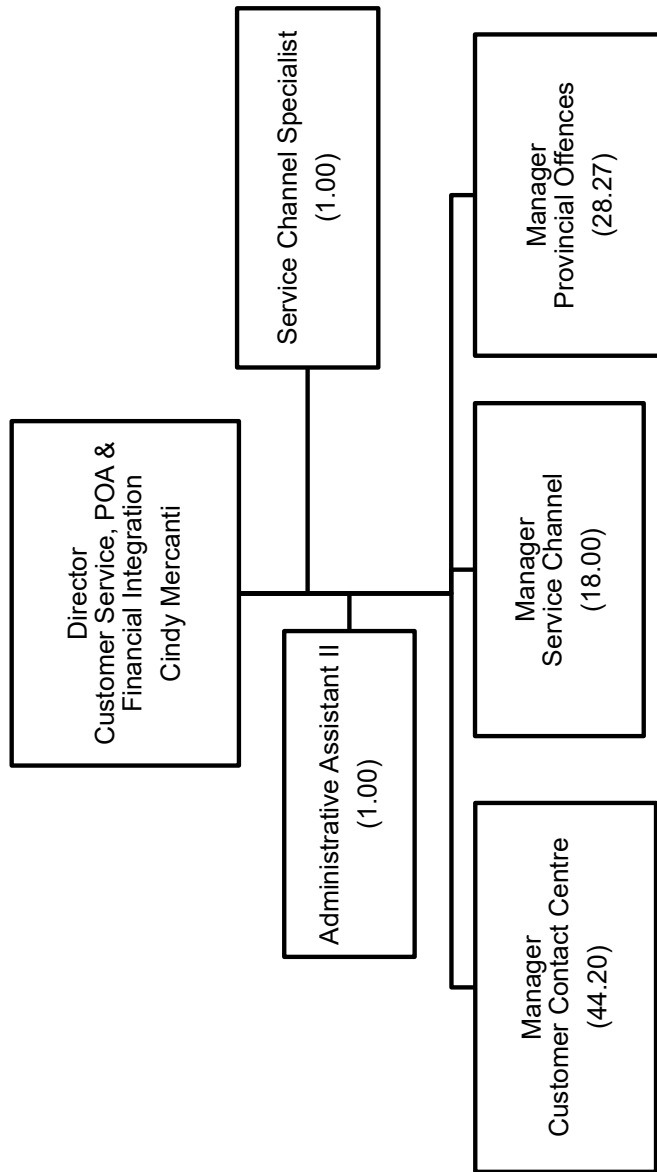
BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
City Clerk - Admin	381,940	381,940	354,030	409,370	409,370	27,430	7.2%
Elections	679,420	631,480	622,660	711,480	711,480	80,000	12.7%
Legislative Support	905,080	905,080	878,130	905,660	855,660	-49,420	(5.5%)
Print & Mail	424,050	424,050	438,880	393,450	393,450	-30,600	(7.2%)
Records	983,930	395,330	466,870	1,028,540	492,940	97,610	24.7%
Total City Clerk's Office	3,374,420	2,737,880	2,760,570	3,448,500	2,862,900	125,020	4.6%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	2,571,320	2,482,230	2,647,230	75,910	3.0%
MATERIAL AND SUPPLY	832,570	879,360	836,270	3,700	0.4%
VEHICLE EXPENSES	10,550	10,550	10,590	40	0.4%
BUILDING AND GROUND	4,970	4,970	5,300	330	6.6%
CONTRACTUAL	86,880	74,470	131,530	44,650	51.4%
RESERVES / RECOVERIES	255,340	225,220	210,590	-44,750	(17.5%)
COST ALLOCATIONS	-387,210	-387,630	-393,010	-5,800	(1.5%)
TOTAL EXPENDITURES	3,374,420	3,289,170	3,448,500	74,080	2.2%
FEES AND GENERAL	-588,600	-528,600	-585,600	3,000	0.5%
RESERVES	-47,940	0	0	47,940	100.0%
TOTAL REVENUES	-636,540	-528,600	-585,600	50,940	8.0%
NET LEVY	2,737,880	2,760,570	2,862,900	125,020	4.6%

DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	4.00	89.47	93.47	21.62:1
2020	4.00	89.47	93.47	21.62:1
CHANGE	0.00	0.00	0.00	

2021 Preliminary Tax Supported Operating Budget

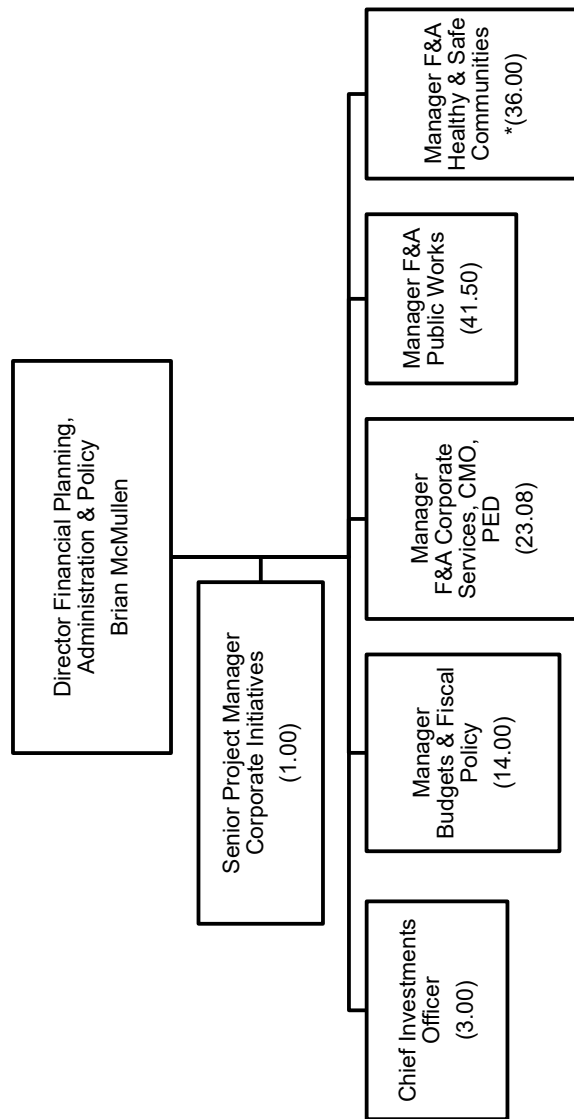
BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
Customer Contact Centre	3,524,400	3,524,400	3,758,640	3,604,330	3,604,330	79,930	2.3%
Customer Service - Administration	294,480	294,480	223,200	302,390	302,390	7,910	2.7%
Provincial Offences Act	6,518,330	0	0	6,571,180	0	0	0.0%
Service Channel	1,722,200	1,722,200	1,566,540	1,758,350	1,758,350	36,150	2.1%
Total Customer Service, POA and Fin'l Integral	12,059,410	5,541,080	5,548,380	12,236,250	5,665,070	123,990	2.2%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	7,848,580	7,837,970	7,998,220	149,640	1.9%
MATERIAL AND SUPPLY	187,140	166,570	187,140	0	0.0%
BUILDING AND GROUND	259,880	224,720	262,930	3,050	1.2%
CONSULTING	3,000	900	3,000	0	0.0%
CONTRACTUAL	319,810	257,830	313,810	-6,000	(1.9%)
RESERVES / RECOVERIES	2,014,280	2,080,300	2,212,890	198,610	9.9%
COST ALLOCATIONS	-1,575,210	-1,575,190	-1,742,670	-167,460	(10.6%)
FINANCIAL	1,426,930	657,420	1,425,930	-1,000	(0.1%)
CAPITAL FINANCING	1,575,000	1,575,000	1,575,000	0	0.0%
TOTAL EXPENDITURES	12,059,410	11,225,530	12,236,250	176,840	1.5%
FEES AND GENERAL	-6,518,330	-5,677,150	-6,571,180	-52,850	(0.8%)
TOTAL REVENUES	-6,518,330	-5,677,150	-6,571,180	-52,850	(0.8%)
NET LEVY	5,541,080	5,548,380	5,665,070	123,990	2.2%

DIVISION STRUCTURE



COMPLEMENT (FTE)	MANAGEMENT	*MANAGEMENT DISTRIBUTED	OTHER	* OTHER DISTRIBUTED	TOTAL	STAFF/MGT RATIO
2020	6.00	1.00	77.58	35.00	119.58	16.08:1
2021	5.00	1.00	78.58	35.00	119.58	18.93:1
CHANGE	(1.00)	0.00	1.00	0.00	0.00	

* Represents distributed staff whose budget are in operating departments

FINANCIAL PLANNING,
ADMIN & POLICY

2021 Preliminary Tax Supported Operating Budget

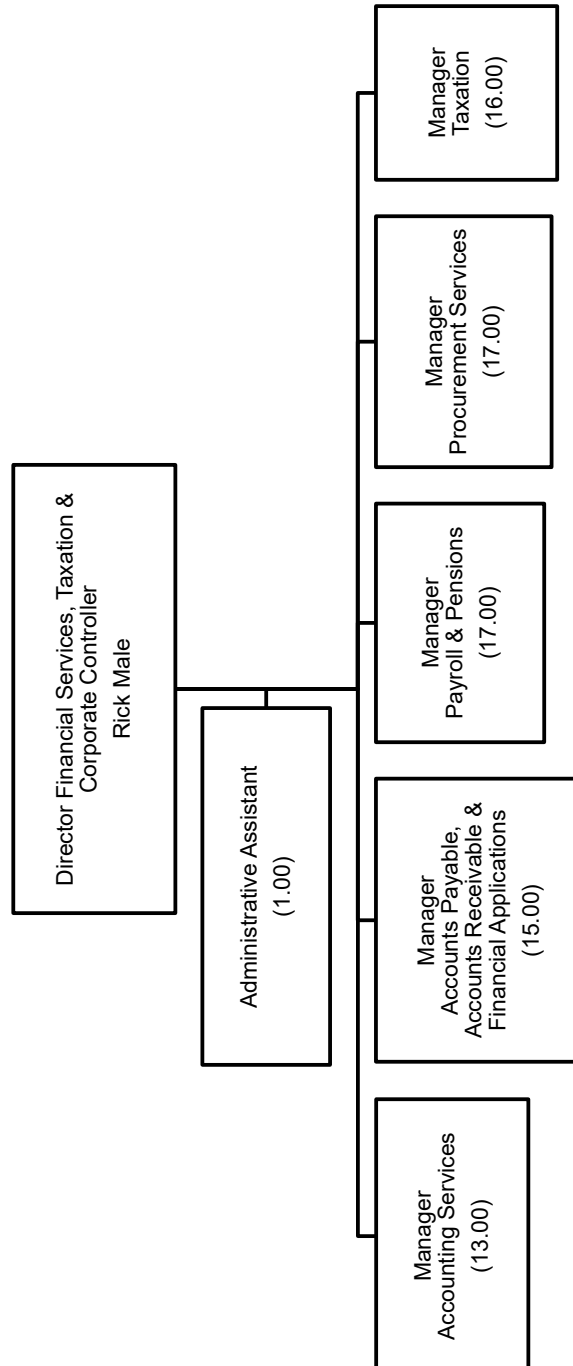
BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
Budgets & Fiscal Policy	1,621,350	580,230	570,600	1,686,550	621,500	41,270	7.1%
Administration Fin Policy & Plan	77,750	74,720	-3,640	87,330	87,330	12,610	16.9%
Finance	4,491,690	4,399,540	3,983,420	4,718,640	4,624,080	224,540	5.1%
Investments	1,152,110	-119,350	-120,490	1,054,580	-116,960	2,390	(2.0%)
Total Financial Planning, Admin & Policy	7,342,900	4,935,140	4,429,890	7,547,100	5,215,950	280,810	5.7%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	8,375,390	7,734,360	8,570,500	195,110	2.3%
MATERIAL AND SUPPLY	42,880	32,120	38,480	-4,400	(10.3%)
BUILDING AND GROUND	37,820	37,820	39,550	1,730	4.6%
CONSULTING	20,700	15,700	20,700	0	0.0%
CONTRACTUAL	80,790	70,820	110,950	30,160	37.3%
RESERVES / RECOVERIES	192,280	161,290	236,950	44,670	23.2%
COST ALLOCATIONS	-1,704,480	-1,515,350	-1,774,340	-69,860	(4.1%)
FINANCIAL	297,520	297,520	304,310	6,790	2.3%
TOTAL EXPENDITURES	7,342,900	6,834,280	7,547,100	204,200	2.8%
FEES AND GENERAL	-1,501,610	-1,498,240	-1,404,100	97,510	6.5%
RESERVES	-105,500	-105,500	-105,500	0	0.0%
RECOVERIES FROM CAPITAL	-800,650	-800,650	-821,550	-20,900	(2.6%)
TOTAL REVENUES	-2,407,760	-2,404,390	-2,331,150	76,610	3.2%
NET LEVY	4,935,140	4,429,890	5,215,950	280,810	5.7%

DIVISION STRUCTURE



FINANCIAL SERVICES

COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	6.00	74.50	80.50	12.42:1
2021	6.00	74.00	80.00	12.33:1
CHANGE	0.00	(0.50)	(0.50)	

2021 Preliminary Tax Supported Operating Budget

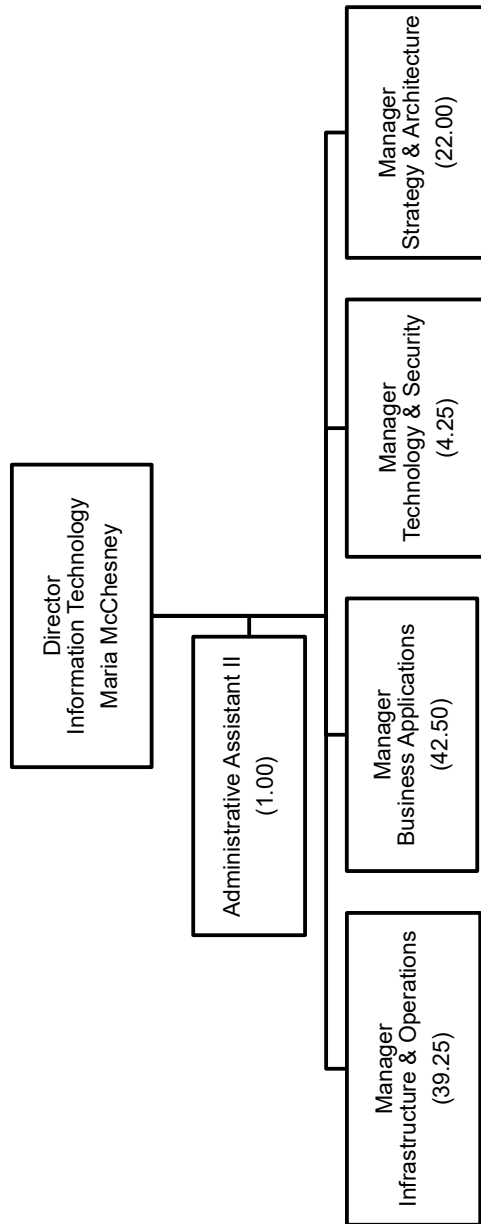
BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
Accounts Payable	480,170	439,170	435,960	453,960	412,960	-26,210	(6.0%)
Accounts Receivables	169,290	169,290	168,670	177,180	177,180	7,890	4.7%
Financial Accounting Services	1,132,590	686,880	607,250	1,181,800	725,100	38,220	5.6%
Financial Application Support	368,930	368,930	367,260	360,350	360,350	-8,580	(2.3%)
Financial Services Admin	366,330	366,330	286,390	354,520	354,520	-11,810	(3.2%)
Payroll and Pensions	1,073,430	947,760	848,050	1,094,050	967,160	19,400	2.0%
Procurement	1,150,960	892,390	885,190	1,161,320	902,750	10,360	1.2%
Taxation	2,342,100	281,290	340,940	2,515,640	182,990	-98,300	(34.9%)
Total Financial Serv, Taxation and Corp Contr	7,083,800	4,152,040	3,939,710	7,298,820	4,083,010	-69,030	(1.7%)

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	7,524,420	7,184,400	7,708,610	184,190	2.4%
MATERIAL AND SUPPLY	565,670	615,530	632,650	66,980	11.8%
BUILDING AND GROUND	16,510	16,510	17,620	1,110	6.7%
CONTRACTUAL	98,330	52,360	98,330	0	0.0%
RESERVES / RECOVERIES	466,240	432,800	487,400	21,160	4.5%
COST ALLOCATIONS	-1,955,170	-1,904,420	-2,013,590	-58,420	(3.0%)
FINANCIAL	64,800	36,100	64,800	0	0.0%
CAPITAL FINANCING	303,000	303,000	303,000	0	0.0%
TOTAL EXPENDITURES	7,083,800	6,736,280	7,298,820	215,020	3.0%
FEES AND GENERAL	-1,931,890	-1,822,010	-2,043,110	-111,220	(5.8%)
TAX AND RATES	-420,000	-394,700	-618,000	-198,000	(47.1%)
RESERVES	-179,780	-179,780	-143,620	36,160	20.1%
RECOVERIES FROM CAPITAL	-400,090	-400,090	-411,080	-10,990	(2.7%)
TOTAL REVENUES	-2,931,760	-2,796,580	-3,215,810	-284,050	(9.7%)
NET LEVY	4,152,040	3,939,700	4,083,010	-69,030	(1.7%)

DIVISION STRUCTURE



INFORMATION TECHNOLOGY

COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2020	5.00	10500	110.00	21:1
2021	5.00	105.00	110.00	21:1
CHANGE	0.00	0.00	0.00	

2021 Preliminary Tax Supported Operating Budget

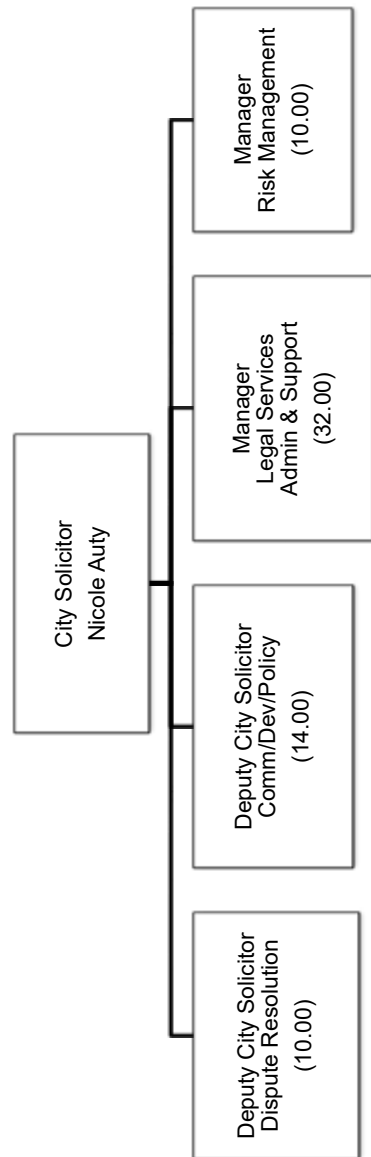
BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
Strategy & Architecture	2,449,430	2,449,430	2,439,620	2,790,860	2,790,860	341,430	13.9%
Business Applications	8,376,100	8,370,540	8,476,690	8,057,470	8,051,910	-318,630	(3.8%)
City Leased Equipment	4,481,250	0	0	0	0	0	0.0%
Equipment and Maintenance	5,000	5,000	5,000	165,150	0	-5,000	(100.0%)
Infrastructure & Operations	5,999,260	5,914,260	5,875,470	7,068,100	6,471,540	557,280	9.4%
IP Telephony	1,170	0	0	1,170	0	0	0.0%
IT - Admin	-3,777,200	-3,777,470	-3,880,710	-4,137,850	-4,138,120	-360,650	9.5%
Technology & Security	747,750	747,750	744,170	911,860	911,860	164,110	21.9%
Total Information Technology	18,282,760	13,709,510	13,660,240	14,856,760	14,088,050	378,540	2.8%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	11,575,050	11,472,850	11,862,200	287,150	2.5%
MATERIAL AND SUPPLY	8,532,000	8,667,780	7,975,190	-556,810	(6.5%)
VEHICLE EXPENSES	5,270	5,270	5,720	450	8.5%
BUILDING AND GROUND	119,080	119,080	121,780	2,700	2.3%
CONSULTING	12,060	12,060	12,060	0	0.0%
CONTRACTUAL	3,708,780	3,708,780	3,814,340	105,560	2.8%
RESERVES / RECOVERIES	-874,830	-957,540	-3,754,110	-2,879,280	(329.1%)
COST ALLOCATIONS	-6,133,170	-6,133,310	-6,518,940	-385,770	(6.3%)
FINANCIAL	1,338,520	1,338,520	1,338,520	0	0.0%
TOTAL EXPENDITURES	18,282,760	18,233,490	14,856,760	-3,426,000	(18.7%)
FEES AND GENERAL	-92,000	-92,000	-92,000	0	0.0%
RESERVES	-4,481,250	-4,481,250	-676,710	3,804,540	84.9%
TOTAL REVENUES	-4,573,250	-4,573,250	-768,710	3,804,540	83.2%
NET LEVY	13,709,510	13,660,240	14,088,050	378,540	2.8%

DIVISION STRUCTURE



LEGAL SERVICES

COMPLEMENT (FTE)	MANAGEMENT	OTHER	TOTAL	STAFF/MGT RATIO
2019	5.00	58.00	63.00	12.6:1
2020	5.00	62.00	67.00	13.4:1
CHANGE	0.00	4.00	4.00	

2021 Preliminary Tax Supported Operating Budget

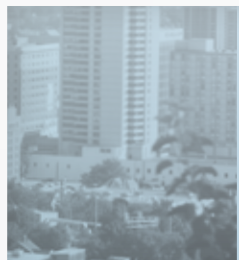
BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
Legal Services	4,401,560	3,412,920	3,346,330	4,620,480	3,577,700	164,780	4.8%
Total Legal Services and Risk Management	4,401,560	3,412,920	3,346,330	4,620,480	3,577,700	164,780	4.8%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	7,902,260	7,841,270	8,468,180	565,920	7.2%
MATERIAL AND SUPPLY	131,950	131,950	134,950	3,000	2.3%
BUILDING AND GROUND	15,140	15,140	16,270	1,130	7.5%
CONSULTING	5,000	5,000	5,000	0	0.0%
CONTRACTUAL	45,800	45,800	45,800	0	0.0%
RESERVES / RECOVERIES	-2,910,620	-3,453,900	-3,164,040	-253,420	(8.7%)
COST ALLOCATIONS	-1,072,550	-534,870	-1,170,260	-97,710	(9.1%)
FINANCIAL	202,960	202,960	202,960	0	0.0%
CAPITAL FINANCING	81,620	81,620	81,620	0	0.0%
TOTAL EXPENDITURES	4,401,560	4,334,970	4,620,480	218,920	5.0%
FEES AND GENERAL	-155,860	-155,860	-155,860	0	0.0%
RECOVERIES FROM CAPITAL	-832,780	-832,780	-886,920	-54,140	(6.5%)
TOTAL REVENUES	-988,640	-988,640	-1,042,780	-54,140	(5.5%)
NET LEVY	3,412,920	3,346,330	3,577,700	164,780	4.8%

OTHERS



2021 Preliminary Tax Supported Operating Budget

BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. Net vs. '20 Rest. Net (\$)	'21 Prel. Net vs. '20 Rest. Net
Legislative General	-367,950	-367,950	-242,690	-386,180	-386,180	-18,230	5.0%
Mayors Office	1,166,500	1,166,500	1,159,020	1,189,450	1,189,450	22,950	2.0%
Volunteer Committee	149,650	124,650	124,650	149,650	124,650	0	0.0%
Ward Budgets	4,186,410	4,186,410	4,170,120	4,236,600	4,236,600	50,190	1.2%
Total Legislative	5,134,610	5,109,610	5,211,100	5,189,520	5,164,520	54,910	1.1%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	4,157,440	4,281,580	4,214,900	57,460	1.4%
MATERIAL AND SUPPLY	997,220	981,220	999,860	2,640	0.3%
VEHICLE EXPENSES	5,000	5,000	4,060	-940	(18.8%)
BUILDING AND GROUND	81,040	100,040	81,780	740	0.9%
CONSULTING	54,190	54,190	54,190	0	0.0%
CONTRACTUAL	219,530	219,530	219,530	0	0.0%
AGENCIES and SUPPORT PAYMENTS	19,070	11,570	19,070	0	0.0%
RESERVES / RECOVERIES	363,910	345,900	395,640	31,730	8.7%
COST ALLOCATIONS	-918,040	-918,180	-954,760	-36,720	(4.0%)
FINANCIAL	155,250	155,250	155,250	0	0.0%
TOTAL EXPENDITURES	5,134,610	5,236,100	5,189,520	54,910	1.1%
RESERVES	-25,000	-25,000	-25,000	0	0.0%
TOTAL REVENUES	-25,000	-25,000	-25,000	0	0.0%
NET LEVY	5,109,610	5,211,100	5,164,520	54,910	1.1%

2021 Preliminary Tax Supported Operating Budget

BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
Corporate Initiatives	4,433,550	3,019,660	5,899,090	4,594,480	4,392,880	1,373,220	45.5%
Corporate Pensions, Benefits & Contingency	12,911,160	16,059,460	16,124,170	15,653,960	15,653,960	-405,500	(2.5%)
Total Corporate Financials - Expenditures	17,344,710	19,079,120	22,023,260	20,248,440	20,046,840	967,720	5.1%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	11,060,160	11,161,050	13,413,960	2,353,800	21.3%
MATERIAL AND SUPPLY	221,140	221,540	120,440	-100,700	(45.5%)
CONSULTING	100,000	100,000	0	-100,000	(100.0%)
CONTRACTUAL	447,750	447,750	487,740	39,990	8.9%
AGENCIES and SUPPORT PAYMENTS	20,000	20,000	20,000	0	0.0%
RESERVES / RECOVERIES	-12,377,800	-10,849,610	-12,937,230	-559,430	(4.5%)
COST ALLOCATIONS	-120,970	0	0	120,970	100.0%
FINANCIAL	17,076,830	18,231,170	18,225,930	1,149,100	6.7%
CAPITAL FINANCING	917,600	917,600	917,600	0	0.0%
TOTAL EXPENDITURES	17,344,710	20,249,500	20,248,440	2,903,730	16.7%
FEES AND GENERAL	-186,600	-191,000	-186,600	0	0.0%
RESERVES	3,113,300	1,964,760	-15,000	-3,128,300	(100.5%)
RECOVERIES FROM CAPITAL	-1,192,290	0	0	1,192,290	100.0%
TOTAL REVENUES	1,734,410	1,773,760	-201,600	-1,936,010	(111.6%)
NET LEVY	19,079,120	22,023,260	20,046,840	967,720	5.1%

OPERATING IMPACTS OF CAPITAL (2021 AND PRIOR)

	FCS19091		UPDATED		FTE
	\$ (000's)	FTE's	Annualized (\$ 000's)	2021	
<u>Planning & Economic Development</u>					
<u>Licensing and By-Law</u>					
Handheld Ticketing Device-System Integration	20.00	0.0	20.00	20.00	0.0
<u>Urban Renewal</u>					
Community Downtowns and BIA	-	0.0	7.20	7.20	0.0
Total Planning & Economic Development	20.00	0.0	27.20	27.20	0.0
<u>Healthy and Safe Communities</u>					
<u>Hamilton Fire Department</u>					
Hazmat Foam Response Apparatus	28.00	0.0	28.00	28.00	0.0
Nature Trail Response Apparatus	15.00	0.0	15.00	15.00	0.0
<u>Long Term Care Homes</u>					
WL - Radiant Heating Panel/Thermostat Controls	-6.00	0.0	0.00	0.00	0.0
Total Healthy and Safe Communities	37.00	0.0	43.00	43.00	0.0
<u>Corporate Services</u>					
<u>Information Technology (IT)</u>					
PCI Compliance	55.50	0.25	100.00	100.00	1.00
Firewall Purchase			100.00	100.00	0.0
Business Systems and Services Continuity Plan			192.00	192.00	2.0
IT Asset Management Program			237.00	237.00	1.0
Next Generation 9-1-1 (nG 9-1-1)			312.50	312.50	0
Total Corporate Services	55.50	0.3	941.50	941.50	4.0
<u>Public Works Tax Funded</u>					
<u>Corporate Facilities</u>					
Backflow Prevention for Various Facilities	120.00	0.0	120.00	120.00	0.0
Sub-Total Corporate Facilities	120.00	0.0	120.00	120.00	0.0
<u>Forestry & Horticulture</u>					
Tree Planting Program	68.75	0.0	68.75	68.75	0.0
Sub-Total Forestry & Horticulture	68.75	0.0	68.75	68.75	0.0

OPERATING IMPACTS OF CAPITAL (2021 AND PRIOR)

	FCS19091		UPDATED		
	\$ (000's)	FTE's	Annualized (\$ 000's)	2021	FTE
O & M - Parks & Cemeteries					
Parkside Cemetery Development	73	0.83	0	0	0
Pedestrian/Security Lighting Replacement Program	5.00	0.0	5.00	5.00	0.0
Equipment Acquisition (DC) Program	20.00	0.0	20.00	20.00	0.0
Sub-Total O & M - Parks & Cemeteries	98.00	0.8	25.00	25.00	0.0
Open Space Development					
Joe Sams Leisure Park	4.50	0	4.5	4.5	0
Roxborough Park Redevelopment	5.00	0	0	0	0
Cline Park Redevelopment	14.00	0	14	14	0
Spencer Creek Estates (13)	30.00	0.25	30	30	0.25
Meadowlands Community Park	15.00	0	15	15	0
Skinner Park Waterdown South Neighbourhood Park 1	43.00	0.35	43	43	0.35
Kenilworth Parking Lot	12.00	0	12	12	0
Highland Road Park (Proposed) - Central Park Develop	35.00	0.25	0	0	0
Summit Phase 10 (Parkette)	22.00	0.2	22	22	0.2
Waterford Park	22.00	0.2	22	22	0.2
Beasley Park Rehabilitation Phase 2 - Kelly Street Pede	12.00	0.1	0	0	0
Skatepark Facility - Recreation study implementation	30.00	0	30	30	0
W4 Pipeline Trail	24.00	0.2	0	0	0
Trails Master Plan Programming	12.00	0.1	12	12	0.1
McQuesten Urban Fitness Trail	15.00	0.1	15	15	0.1
Mountain Brow Path	32.00	0.2	-	-	-
Sub-Total Open Space Development	327.50	1.95	219.50	219.50	1.20

OPERATING IMPACTS OF CAPITAL (2021 AND PRIOR)

	FCS19091		UPDATED		FTE
	\$(000's)	FTE's	Annualized (\$ 000's)	2021	
Roads, Bridges, Sidewalks, Traffic					
Drive Cam	95.00	-	-	-	-
Rymal - Fletcher to Upper Centennial	75.00	.30	75.00	75.00	.30
RR 56 - Rymal to south limit of ROPA 9	43.00	.20	43.00	43.00	.20
Street Lighting Capital Program	110.00	1.00	110.00	110.00	1.00
APS - Accessible Pedestrian Signals	16.10	.15	16.10	16.10	.15
Pedestrian Traffic Signals	24.10	.15	24.10	24.10	.15
ATMS – Advanced Traffic Management System	108.00	1.00	108.00	108.00	1.00
Pedestrian Crossovers	5.40	.05	5.40	5.40	.05
New Traffic Signal - Rymal Road at Arrowhead Drive	13.40	.05	-	-	-
New Traffic Signal - Center Road at Concession 8	13.40	.05	-	-	-
New Traffic Signal - Queen Street at Napier Street	13.40	.05	13.40	13.40	.05
New Traffic Signal - King at Kenilworth North Bound Off Ramp	13.40	.05	-	-	-
New Traffic Signal - Glanair at Upper James	13.40	.05	13.40	13.40	.05
New Traffic Signal - 36 Dundas St E (Waterdown) 300m w/o Clappison Ave	13.40	.05	-	-	-
New Traffic Signal - Lawrence @ Kenilworth Ramp - 652 Lawrence Ave	13.40	.05	-	-	-
New Traffic Signal - Stone Church at Chesley	13.40	.05	-	-	-
New Traffic Signal - Bernie Custis Secondary School Crosswalk - Cannon at Melrose Ave	13.40	.05	-	-	-
On Street Bike Facilities	-	.50	-	-	.50
Sub-Total Roads, Bridges, Sidewalks, Traffic	597.20	3.80	408.40	408.40	3.45
Transit Services					
Transit Shelter Expansion Program	80.00	0.0	80.00	80.00	0.0
ATS - Vehicle Replacement Program	200.00	0.0	-	-	0.0
Sub-Total Transit Services	280.00	0.0	80.00	80.00	0.0
Waste Management					
Waste Management By-Law - Support Fleet Acquisitor	18.90	0.0	18.90	18.90	0.0
Sub-Total Waste Management	18.90	0.0	18.90	18.90	0.0

OPERATING IMPACTS OF CAPITAL (2021 AND PRIOR)

	FCS19091 \$ (000's)	FTE's	UPDATED		FTE
			Annualized (\$ 000's)	2021	
West Harbour & Waterfront Strategic Initiatives					
Pier 5-7 Boardwalk	-	.33	-	-	-
Sub-Total West Harbour & Waterfront Strategic Initiatives	-	.33	-	-	-
Total Public Works Tax Funded	1,510.35	6.91	940.55	940.55	4.65
Total (FCS19091)	1,622.9	7.16	1,952.3	1,952.3	8.65
<u>2020 impacts (from 2019 Capital) Deferred to 2021:</u>					
<u>Planning & Economic Development</u>					
Planning Services					
3D Model Development	3.0	0.00	3.0	3.0	0.00
<u>Corporate Services</u>					
Customer Service & POA					
Corporate Wide Customer Experience Feedback Progr	157.0	0.00	157.0	157.0	0.00
<u>City Manager</u>					
Human Resources					
201 Performance and Learning Management System	150.0	0.00	150.0	150.0	0.00
Total City Manager					
<u>Public Works Tax Funded</u>					
Recreation Facilities					
Parks North Yard at Bayfront Park	30.0	0.00	30.0	30.0	0.00
<u>Open Space Development</u>					
Red Hill Phase 3 and 4 Park	18.5	.15	18.5	18.50	0.15

OPERATING IMPACTS OF CAPITAL (2021 AND PRIOR)

	FCS19091		UPDATED		FTE
	\$ (000's)	FTE's	Annualized (\$ 000's)	2021	
Roads, Bridges, Sidewalks, Traffic					
Fruitland Road By-pass - Barton to Hwy 8	60.0	.30	60.0	60.00	0.3
New Traffic Signal - Waterdown Rd/Mill St @ Mountain	30.0	.20	0.0	-	0
New Traffic Signal - Dundas at Pamela/Riverwalk	30.00	.20	-	-	-
Dundas at Mallard Trail/Springcreek	30.00	.20	-	-	-
New Traffic Signal - Drakes @ North Service Rd	30.00	.20	-	-	-
ATMS – Advanced Traffic Management System	204.00	2.00	-	-	-
New Traffic Signal Installation Program	117.00	.80	-	-	-
IPS - Intersection Pedestrian Signal	30.00	.20	-	-	-
APS - Accessible Pedestrian Signals	63.00	.60	-	-	-
New Traffic Signal - Rymal Rd west of Walmart Access	30.00	.20	-	-	-
New Traffic Signal - RR 56 at Dalgliesh Rd	30.00	.20	-	-	-
New Traffic Signal - Hughson at Hunter	30.00	.20	-	-	-
New Traffic Signal - Rymal at Canadian Tire Access	30.00	.20	-	-	-
New Traffic Signal - Rymal (opposite Celestial Crescent)	30.00	.20	-	-	-
Transit Services					
Transit Terminal Development	20.0	0.00	0.0	0.0	0.00
Corridor Capacity	50.0	0.00	0.0	0.0	0.00
West Harbour & Waterfront Strategic Initiatives					
Pier 5-7 Boardwalk	72.00	.33	72	72	0.33
2019 impacts (from 2018 Capital) Deferred to 2020 - FURTHER deferred to 2021:					
West Harbour & Waterfront Strategic Initiatives					
Pier 5-7 Marina Shoreline Rehab	20.0	0.00	20.0	20.0	0.00
Pier 5-7 Boardwalk	72.0	0.33	72.0	72.0	0.33
Pier 7 Commercial Village	139.2	1.26	-	-	0.00
Pier 8 Shorewall	20.0	0.00	20.0	20.0	0.00
Pier 8 Promenade	439.0	4.32	439.0	439.0	4.32
Pier 8 Park	161.3	0.60	161.3	161.3	0.60
Central Park Redevelopment	51.0	0.66	-	-	0.00
O & M - Parks & Cemeteries					
Parks North Yard at Bayfront Park	30.0	0.00	30.0	30.0	0.00

OPERATING IMPACTS OF CAPITAL (2021 AND PRIOR)

	FCS19091		UPDATED		
	\$ (000's)	FTE's	Annualized (\$ 000's)	2021	FTE
Police Services					
Ice Rescue Equipment	9.5	0.00	9.50	9.50	0.00
2018 impacts (from 2017 Capital) Deferred to 2019:					
West Harbour & Waterfront Strategic Initiatives					
Pier 7 Commercial Village	130.0	0.00	130.0	130.0	0.00
Pier 6 Artisan Village	33.0	0.00	33.0	33.0	0.00
2017 Impacts (from 2016 Capital) Deferred to 2018:					
Recreation Facilities					
Greensville Recreation Centre/School	53.0	0.00	0.0	0.0	0.00
2016 Impacts (from 2015 Capital) Deferred to 2017:					
Roads					
Traffic Management System - Lincoln Alexander Parkw	90.0	1.00	0.0	0.0	0.00
2015 Impacts (from 2014 Capital) Deferred to 2016:					
Roads					
Traffic Management System - Lincoln Alexander Parkw	160.0	2.00	0.0	0.0	0.00
Total Deferred from Previous Years	2,652.5	16.4	1,405.3	1,405.3	6.0
GRAND TOTAL	4,275.3	23.5	3,357.6	3,357.6	14.7
Less: 2020 Balance in Corporate Financials			-	-	-
Total Corporate Financials OIC Charge			3,357.6	3,357.6	14.7

HAMILTON ENTERTAINMENT FACILITIES

2020 Preliminary Tax Supported Operating Budget

BY SECTION

Hamilton Entertainment Facilities	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
Contract Management	1,511,620	1,447,620	1,447,620	1,511,620	1,447,620	0	0.0%
Mgr:Carmen Group	630,230	605,230	624,700	606,960	581,960	-23,270	(3.8%)
Mgr:Global Spectrum	2,320,110	2,043,340	2,043,340	2,284,370	2,007,600	-35,740	(1.7%)
Total Hamilton Entertainment Facilities	4,461,960	4,096,190	4,115,660	4,402,950	4,037,180	-59,010	(1.4%)

BY COST CATEGORY

Hamilton Entertainment Facilities	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
BUILDING AND GROUND	2,020,940	2,020,940	2,020,940	0	0.0%
CONTRACTUAL	1,467,000	1,467,000	1,467,000	0	0.0%
RESERVES / RECOVERIES	974,020	974,020	915,010	-59,010	(6.1%)
TOTAL EXPENDITURES	4,461,960	4,461,960	4,402,950	-59,010	(1.3%)
FEES AND GENERAL	-365,770	-346,300	-365,770	0	0.0%
TOTAL REVENUES	-365,770	-346,300	-365,770	0	0.0%
NET LEVY	4,096,190	4,115,660	4,037,180	-59,010	(1.4%)

CAPITAL FINANCING

2021 Preliminary Tax Supported Operating Budget

BY DIVISION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. Net vs. '20 Rest. Net (\$)	'21 Prel. Net vs. '20 Rest. Net
Debt-Healthy & Safe Communities	5,675,260	2,339,720	2,339,720	5,195,060	1,961,620	-378,100	(16.2%)
Debt-Infrastructure Renewal Levy	13,428,870	13,428,870	13,428,870	13,428,870	13,428,870	0	0.0%
Debt-Corporate Financials	81,912,660	81,912,660	81,912,660	102,477,430	102,425,000	20,512,340	25.0%
Debt-Planning & Economic Development	255,250	194,070	194,070	87,470	26,290	-167,780	(86.5%)
Debt-Public Works	45,397,280	38,695,920	38,695,920	34,032,480	26,200,080	-12,495,840	(32.3%)
Total City Depts Capital Financing	146,669,320	136,571,240	136,571,240	155,221,310	144,041,860	7,470,620	5.5%
Boards & Agencies							
Debt - Library	472,730	191,240	191,240	447,770	166,280	-24,960	(13.1%)
Debt - Police	783,530	662,380	662,380	1,299,330	1,057,030	394,650	59.6%
Total - Tax Supported Capital Financing	147,925,580	137,424,860	137,424,860	156,968,410	145,265,170	7,840,310	5.7%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
RESERVES / RECOVERIES	14,685,130	14,685,130	16,243,970	1,558,844	10.6%
CAPITAL FINANCING	133,240,450	133,240,450	140,724,440	7,483,990	5.6%
TOTAL EXPENDITURES	147,925,580	147,925,580	156,968,410	9,042,834	6.1%
GRANTS AND SUBSIDIES	-408,000	-408,000	-408,000	0	0.0%
RESERVES	-10,092,720	-10,092,720	-11,295,240	-1,202,520	(11.9%)
TOTAL REVENUES	-10,500,720	-10,500,720	-11,703,240	-1,202,520	(11.5%)
NET LEVY	137,424,860	137,424,860	145,265,170	7,840,314	5.7%

LIBRARY

2021 Preliminary Tax Supported Operating Budget

BY DIVISION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. Net vs. '20 Rest. Net (\$)	'21 Prel. Net vs. '20 Rest. Net
Digital Technology & Creation	4,142,750	3,946,450	3,946,450	4,324,660	4,128,360	181,910	4.6%
Human Resources & Information Services	2,380,780	2,362,780	2,362,780	2,557,310	2,479,310	116,530	4.9%
Collections & Program Development	5,417,500	5,123,660	5,123,660	5,191,990	4,818,540	-305,120	(6.0%)
Finance and Facilities	2,959,540	2,959,540	2,959,540	3,215,170	3,215,170	255,630	8.6%
Library Administration	825,530	825,530	820,350	836,680	836,680	11,150	1.4%
Library System	4,598,400	3,604,230	3,604,230	4,402,710	3,419,250	-184,980	(5.1%)
Public Service - Branches	13,020,590	12,748,510	12,760,240	13,149,840	13,132,360	383,850	3.0%
Inactive	350	350	350	380	380	30	8.6%
Total Library	33,345,440	31,571,050	31,577,600	33,678,740	32,030,050	459,000	1.5%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	22,480,920	22,484,340	22,502,530	21,610	0.1%
MATERIAL AND SUPPLY	3,751,280	3,751,280	3,751,280	0	0.0%
VEHICLE EXPENSES	85,640	85,640	101,360	15,720	18.4%
BUILDING AND GROUND	2,524,640	2,524,640	2,553,660	29,020	1.1%
CONTRACTUAL	1,529,710	1,529,710	1,672,710	143,000	9.3%
RESERVES / RECOVERIES	2,341,330	2,353,060	2,485,410	144,080	6.2%
COST ALLOCATIONS	241,200	232,600	236,370	-4,830	(2.0%)
FINANCIAL	390,720	390,720	375,420	-15,300	(3.9%)
TOTAL EXPENDITURES	33,345,440	33,351,990	33,678,740	333,300	1.0%
FEES AND GENERAL	-554,940	-554,940	-382,240	172,700	31.1%
GRANTS AND SUBSIDIES	-1,219,450	-1,219,450	-1,266,450	-47,000	(3.9%)
TOTAL REVENUES	-1,774,390	-1,774,390	-1,648,690	125,700	7.1%
NET LEVY	31,571,050	31,577,600	32,030,050	459,000	1.5%

BOARDS AND AGENCIES

2021 Preliminary Tax Supported Operating Budget

BY DIVISION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
Conservation Authorities							
Grand River Conservation Authority	1,471,640	1,471,640	1,471,640	1,501,070	1,501,070	29,430	2.0%
Halton Region Conservation Authority	730,060	730,060	730,060	744,660	744,660	14,600	2.0%
Hamilton Conservation Authority	4,517,100	4,517,100	4,517,100	4,607,450	4,607,450	90,350	2.0%
Niagara Peninsula Conservation Authority	1,477,210	1,477,210	1,477,210	1,598,540	1,598,540	121,330	8.2%
Sub Total Conservation Authorities	8,196,010	8,196,010	8,196,010	8,451,720	8,451,720	255,710	3.1%
OTHER Agencies							
Farmers Market	805,460	112,800	288,920	807,670	115,010	2,210	2.0%
Hamilton Beach Rescue Unit	134,340	134,340	134,340	137,030	137,030	2,690	2.0%
MPAC	6,842,810	6,842,810	6,842,810	6,979,670	6,979,670	136,860	2.0%
Royal Botanical Gardens	634,720	634,720	634,720	647,410	647,410	12,690	2.0%
Sub Total Other Agencies	8,417,330	7,724,670	7,900,790	8,571,780	7,879,120	154,450	2.0%
Total Boards and Agencies	16,613,340	15,920,680	16,096,800	17,023,500	16,330,840	410,160	2.6%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
EMPLOYEE RELATED COST	325,070	321,310	316,640	-8,430	(2.6%)
MATERIAL AND SUPPLY	27,550	25,820	36,750	9,200	33.4%
BUILDING AND GROUND	182,580	195,360	182,640	60	0.0%
CONTRACTUAL	6,932,010	6,932,010	7,068,870	136,860	2.0%
AGENCIES and SUPPORT PAYMENTS	8,897,300	8,897,300	9,075,240	177,940	2.0%
RESERVES / RECOVERIES	181,140	181,640	275,670	94,530	52.2%
COST ALLOCATIONS	52,240	52,240	52,240	0	0.0%
FINANCIAL	10,450	10,190	10,450	0	0.0%
CAPITAL EXPENDITURES	5,000	4,240	5,000	0	0.0%
TOTAL EXPENDITURES	16,613,340	16,620,100	17,023,500	410,160	2.5%
FEES AND GENERAL	-692,660	-561,000	-692,660	0	0.0%
RECOVERIES FROM CAPITAL	0	37,700	0	0	0.0%
TOTAL REVENUES	-692,660	-523,300	-692,660	0	0.0%
NET LEVY	15,920,680	16,096,800	16,330,840	410,160	2.6%

CITY ENRICHMENT FUND

2021 Preliminary Tax Supported Operating Budget

BY SECTION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
Administration CEF	50,000	50,000	50,000	50,000	50,000	0	0.0%
Agriculture	143,360	143,360	143,360	143,360	143,360	0	0.0%
Arts	2,770,540	2,770,540	2,770,540	2,770,540	2,770,540	0	0.0%
Communities Culture and Heritage	567,700	567,700	567,700	567,700	567,700	0	0.0%
Community Services	2,164,360	2,164,360	2,164,360	2,164,360	2,164,360	0	0.0%
Environment	146,390	146,390	146,390	146,390	146,390	0	0.0%
Sports & Active Lifestyles	245,990	245,990	245,990	245,990	245,990	0	0.0%
Total City Enrichment Fund	6,088,340	6,088,340	6,088,340	6,088,340	6,088,340	0	0.0%

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Preli. vs. '20 Rest. (\$)	'21 Preli. vs. '20 Rest. (%)
MATERIAL AND SUPPLY	50,000	50,000	50,000	0	0.0%
AGENCIES and SUPPORT PAYMENTS	6,038,340	6,038,340	6,038,340	0	0.0%
TOTAL EXPENDITURES	6,088,340	6,088,340	6,088,340	0	0.0%
TOTAL REVENUES	0	0	0	0	0.0%
NET LEVY	6,088,340	6,088,340	6,088,340	0	0.0%

NON PROGRAM REVENUES

2021 Preliminary Tax Supported Operating Budget

BY DIVISION

	2020 Restated Gross	2020 Restated Net	2020 Projected Net	2021 Preliminary Gross	2021 Preliminary Net	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
POA Revenues	0	-2,421,030	1,769,760	0	-1,322,270	1,098,760	(45.4%)
Hydro Dividend and Other Interest	9,559,000	-5,300,000	-5,300,000	9,562,120	-5,281,480	18,520	(0.3%)
Investment Income	0	-4,100,000	-4,100,000	0	-4,100,000	0	0.0%
Slot Revenues	0	-5,200,000	-5,200,000	0	-5,200,000	0	0.0%
Provincial Funding	0	-292,000	-292,000	0	0	292,000	(100.0%)
Payment In Lieu	500,000	-16,026,300	-16,399,700	500,000	-16,399,700	-373,400	2.3%
Penalties and Interest	0	-11,000,000	-11,000,000	0	-11,000,000	0	0.0%
Right of Way	0	-3,228,000	-3,227,000	0	-3,227,000	1,000	(0.0%)
Senior Tax Credit	665,000	567,000	537,000	635,000	537,000	-30,000	(5.3%)
Supplementary Taxes	100,000	-9,925,000	-9,925,000	100,000	-9,925,000	0	0.0%
Tax Remissions and Write Offs	9,600,000	9,600,000	8,298,290	9,570,000	9,570,000	-30,000	(0.3%)
Total Non Program Revenues	20,424,000	-47,325,330	-44,838,650	20,367,120	-46,348,450	976,880	(2.1%)

BY COST CATEGORY

	2020 Restated Budget	2020 Projected Actual	2021 Preliminary Budget	'21 Prel. vs. '20 Rest. (\$)	'21 Prel. vs. '20 Rest. (%)
CONTRACTUAL	156,060	156,060	159,180	3,120	2.0%
RESERVES / RECOVERIES	4,102,940	4,102,940	4,102,940	0	0.0%
FINANCIAL	10,865,000	10,505,600	10,805,000	-60,000	(0.6%)
CAPITAL FINANCING	5,300,000	5,300,000	5,300,000	0	0.0%
TOTAL EXPENDITURES	20,424,000	20,064,600	20,367,120	-56,880	(0.3%)
FEES AND GENERAL	-37,678,030	-33,487,240	-35,563,870	2,114,160	5.6%
TAX AND RATES	-29,779,300	-30,151,700	-30,151,700	-372,400	(1.3%)
GRANTS AND SUBSIDIES	-292,000	-1,264,310	0	292,000	100.0%
RESERVES	0	0	-1,000,000	-1,000,000	(100.0%)
TOTAL REVENUES	-67,749,330	-64,903,250	-66,715,570	1,033,760	1.5%
NET LEVY	-47,325,330	-44,838,650	-46,348,450	976,880	2.1%

2021 Preliminary Tax Supported Operating Budget Business Cases

BUSINESS CASES SUMMARY

				2021 IMPACT		
FORM #	DIVISION	SERVICE / PROGRAM	DESCRIPTION	\$ GROSS	\$ NET	FTE Impact
PLANNING & ECONOMIC DEVELOPMENT						
BC-01	Economic Development	Hamilton Immigration Partnership Council	Communications Associate HIPC funded	\$ 62,093	\$ -	1.00
PLANNING & ECONOMIC DEVELOPMENT SUBTOTAL				\$ 62,093	\$ -	1.00
HEALTHY AND SAFE COMMUNITIES						
BC-02	Hamilton Paramedic Service	Hamilton Paramedic Service	Hamilton Paramedic Service 2021-2024 Enhancement (Ambulance)	\$ 1,045,580	\$ 522,790	10.00
HEALTHY AND SAFE COMMUNITIES SUBTOTAL				\$ 1,045,580	\$ 522,790	10.00
CORPORATE SERVICES						
BC-03	Information Technology	Information Technology	Additional FTEs for Information Technology	\$ 182,250	\$ 182,250	2.00
CORPORATE SERVICES SUBTOTAL				\$ 182,250	\$ 182,250	2.00
TOTAL				\$ 1,289,923	\$ 705,040	13.00

CITY OF HAMILTON
2021 OPERATING BUDGET BUSINESS CASES

BUSINESS CASE #BC-01

BUSINESS CASE OVERVIEW	
Request Title	Communications Associate HIPC funded
Department	Planning & Economic Development
Division	Economic Development
Service	Hamilton Immigration Partnership Council
Proposed Start Date	April -2021
Strategic Plan Priorities	Economic Prosperity and Growth

2021 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2021 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	\$62,093	\$82,790
Total Revenue	\$62,093	\$82,790
Net Levy	\$0	\$0
Full Time Equivalent (FTE)	1.0	1.0
Capital Budget Impact	\$0	\$0

BUSINESS CASE #BC-01**BACKGROUND**

During its tenure, HIPC has periodically had funds to employ a Communications Associate. Over the past decade, there has been a growing need for expert communications on immigration and project-related issues. As a local convenor and planning table, effective and timely communication is essential to HIPC's success.

The current staff member in this position has been on a contract for more than two years, exceeding the City of Hamilton's standard for maximum employment contracts without approval from Council.

DESCRIPTION

HIPC seeks to convert this position from temporary contract to permanent FTE. The intent is to last at least for the duration of the current contract which expires March 31, 2025. If HIPC loses its federal funding, there is no obligation on the part of the City of Hamilton to continue employing HIPC staff. Adding stability to this position helps HIPC to attract candidates from a strong talent pool.

CITY OF HAMILTON
2021 OPERATING BUDGET BUSINESS CASES

BUSINESS CASE #BC-02

BUSINESS CASE OVERVIEW	
Request Title	Hamilton Paramedic Service 2021-2024 Enhancement (Ambulance)
Department	Healthy and Safe Communities
Division	Hamilton Paramedic Service
Service	Hamilton Paramedic Service
Proposed Start Date	April - 2021
Strategic Plan Priorities	Healthy and Safe Communities

2021 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2021 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	\$1,045,580	\$1,394,100
Total Revenue	\$522,790	\$697,050
Net Levy	\$522,790	\$697,050
Full Time Equivalent (FTE)	10.0	10.0
Capital Budget Impact	\$293,000	\$293,000

BUSINESS CASE #BC-02

BACKGROUND

As identified in the 2017, 2018, and 2019 Annual Reports (HSC18020, HSC19035, and HSC20021), the Service continues to experience service demand growth at a rate greater than overall population growth. Prior to the current COVID Pandemic year we averaged an increase of 4% 9-1-1 service requests per year. This equates to an average of 3,000 events and almost 4,000 responses per year. While there was a decrease in demand during the first three months of COVID (March through May 2020) since that time the demand has increased even more rapidly with the daily average since June 8% higher than the 2019 daily average. While we do not expect this 8% increase to be sustained we do expect a continued growth in demand of at least 4%, an average of 12 responses per day, thus necessitating this service capacity enhancement.

The strategy to mitigate the adverse impact of increased call demand is to increase resources at a level commensurate with the increase in demand. Approximately 75 ambulance responses per day are flagged by the ambulance dispatch as “suspect COVID” positive based on the mandatory MOH call screening tool. Additional safety preparation, estimated at 10 minutes per call, is required upon crew arrival at the scene to ensure safety. This additional time consumes about 12.5 hours per day. Following arrival on scene paramedics perform a more precise patient assessment and the number suspected as COVID is decreased to an average of 32 patients per day. Further additional safety precautions are required on all of these patients on scene, in transport, on arrival at hospital, and in cleaning and preparing equipment for next call. The additional patient care and clean up time for patients suspected as COVID is estimated at approximately 30 minutes per patient, or a total of 16 hours per day. The additional ambulance time occupied due to COVID totals approximately 28.5 unit hours per day. Adding the historical daily response increase of 12 per day creates further pressure. The additional ambulance requested for 2021 provides 24 unit hours per day. This increase in call demand, and the increased time on task resultant for suspected COVID patients, combine to make it necessary to again increase the resources required to meet the demand.

DESCRIPTION

We are requesting one additional ambulance with ancillary equipment and 10 additional FTE's to provide emergency response 24 hours per day, 7 days per week. Provincial funding according to the current Provincial funding methodologies will cover approximately 50% of the operating expenses in Year 2 (2022) of the enhancement. With approval, additional one-time capital funding of an ambulance and ancillary equipment is required amounting to \$293,000 in gross costs to be funded from Development Charge Reserves (\$263,000) and the Unallocated Capital Levy Reserve (\$30,000).

CITY OF HAMILTON
2021 OPERATING BUDGET BUSINESS CASES

BUSINESS CASE #BC-03

BUSINESS CASE OVERVIEW	
Request Title	Additional FTEs for Information Technology
Department	Corporate Services
Division	Information Technology
Service	Information Technology
Proposed Start Date	April - 2021
Strategic Plan Priorities	Community Engagement and Participation

2021 OPERATING BUDGET FINANCIAL IMPACTS		
DESCRIPTION	2021 AMOUNT	ANNUALIZED AMOUNT
Total Expenditures	\$182,250	\$243,000
Total Revenue	\$0	\$0
Net Levy	\$182,250	\$243,000
Full Time Equivalent (FTE)	2.0	2.0
Capital Budget Impact	\$0	\$0

BUSINESS CASE #BC-03

BACKGROUND

IT has experienced a significant increase in workload caused by industry changes. Examples include:

- Software vendors have changed the delivery model for releases and upgrades. Vendors have moved away from major upgrades to issuing software releases more frequently with the expectation that these releases are implemented.
- Cloud based deployments require new skill sets and processes and security policies, processes and procedures to mitigate the risks associated with these deployments”

Alternative 1: The IT division will not be able to deliver all work requested by city departments. Some work requests will be denied.

Alternative 2: Where possible, the IT division will leverage capital dollars to augment staff with external contractors. This is not recommended because the cost to engage external contractors is higher than costs for internal staff.

DESCRIPTION

The Information Technology (IT) division requires six additional FTEs phased in over the next 3 years in order to meet the increasing demand of workload on IT Staff.

It is recommended that the additional FTEs are phased in as follows:

2021 – 2 FTEs - \$243,000

2022 – 2 FTEs - \$243,000

2023 – 2 FTEs - \$242,000

**2021
Preliminary
Tax Supported
Operating Budget
Multi-Year
Budget Outlook**

MULTI-YEAR OUTLOOK

Planning & Economic Development

	Multi-Year Outlook							
	2022				2023			
	\$	2022 vs 2021	%		\$	2023 vs 2022	%	
General Manager	1,088,500	33,770	3.2%		1,134,820	46,320	4.3%	1,170,260
Transportation, Planning and Parking Building	2,303,540	326,670	16.5%		2,307,480	3,940	0.2%	2,290,780
Economic Development	1,146,890	34,820	3.1%		1,171,380	24,490	2.1%	1,194,230
Growth Management	5,713,700	140,050	2.5%		5,850,190	136,490	2.4%	5,961,850
Licensing & By-Law Services	522,080	36,290	7.5%		646,630	124,550	23.9%	703,810
LRT Office	6,999,420	218,060	3.2%		7,163,090	163,670	2.3%	7,303,460
Planning	0	0	0.0%		0	0	0.0%	0
Tourism & Culture	4,029,900	176,640	4.6%		4,150,110	120,210	3.0%	4,279,620
TOTAL PLANNING & ECONOMIC DEVELOPMENT	9,679,880	190,350	2.0%		9,844,410	164,530	1.7%	9,998,450
	31,483,910	1,156,650	3.8%		32,268,110	784,200	2.5%	32,902,460
								634,350
								2.0%

Healthy and Safe Communities

HSC Administration	3,095,980	107,660	3.6%		3,176,920	80,940	2.6%	3,257,030
Children's Services and Neighbourhood Dev.	13,530,370	1,275,460	10.4%		13,702,970	172,600	1.3%	13,922,090
Ontario Works	12,916,420	606,700	4.9%		13,399,930	483,510	3.7%	13,861,500
Housing Services	48,235,730	1,421,630	3.0%		49,390,530	1,154,800	2.4%	50,487,180
Long Term Care	12,351,050	826,190	7.2%		13,104,200	753,150	6.1%	13,960,200
Recreation	36,514,640	1,195,000	3.4%		37,097,950	583,310	1.6%	37,650,320
Hamilton Fire Department	97,390,170	2,744,720	2.9%		100,207,140	2,816,970	2.9%	103,025,500
Hamilton Paramedic Service	28,192,700	613,010	2.2%		28,719,820	527,120	1.9%	29,303,190
Public Health Services	16,667,150	3,159,430	23.4%		17,550,350	883,200	5.3%	18,375,470
TOTAL HEALTHY AND SAFE COMMUNITIES	268,894,210	11,949,800	4.7%		276,349,810	7,455,600	2.8%	283,842,480
								7,492,670
								2.7%

Public Works - Tax

PW-General Administration	750,660	25,780	3.6%		777,140	26,480	3.5%	804,320
Energy Fleet and Facilities	13,388,870	181,440	1.4%		13,636,770	247,900	1.9%	14,638,840
Engineering Services	0	0	0.0%		0	0	0.0%	0
Environmental Services	92,253,680	3,897,780	4.4%		94,498,620	2,244,940	2.4%	96,550,630
Transit	89,140,460	8,385,760	10.4%		96,644,940	7,504,480	8.4%	104,138,260
Transportation Operations & Maintenance	84,394,910	1,317,630	1.6%		85,634,730	1,239,820	1.5%	86,801,340
TOTAL PUBLIC WORKS	279,928,580	13,808,390	5.2%		291,192,200	11,263,620	4.0%	302,933,390
								11,741,190
								4.0%

Legislative

Legislative General	(388,390)	(2,210)	0.6%		(390,850)	(2,460)	0.6%	(393,320)
Mayors Office	1,210,320	20,870	1.8%		1,231,850	21,530	1.8%	1,253,890
Volunteer Committee	124,650	0	0.0%		124,650	0	0.0%	124,650
Ward Budgets	4,303,280	66,680	1.6%		4,376,480	73,200	1.7%	4,448,780
TOTAL LEGISLATIVE	5,249,860	85,340	1.7%		5,342,130	92,270	1.8%	5,434,000
								91,870
								1.7%

MULTI-YEAR OUTLOOK

	Multi-Year Outlook									
	2022					2023				
	\$	2022 vs 2021		\$	%	\$	2023 vs 2022		\$	%
		\$	%				\$	%		
City Manager										
Office of the City Auditor	1,199,450	24,320	2.1%	1,223,250	2.0%	23,800	2.0%	1,247,010	23,760	1.9%
CMO - Admin	424,410	11,190	2.7%	436,540	2.9%	12,130	2.9%	448,840	12,300	2.8%
Comms And Govt Relations	2,706,020	58,530	2.2%	2,766,280	2.2%	60,260	2.2%	2,825,900	59,620	2.2%
Digital Innovations And S/Partnerships	628,040	9,880	1.6%	644,150	2.6%	16,110	2.6%	659,120	14,970	2.3%
Human Resources	8,192,220	179,300	2.2%	8,376,370	2.2%	184,150	2.2%	8,569,320	192,950	2.3%
TOTAL CITY MANAGER	13,150,140	283,220	2.2%	13,446,590	2.3%	296,450	2.3%	13,750,190	303,600	2.3%
Corporate Services										
City Clerk's Office	2,916,800	53,900	1.9%	2,971,500	1.9%	54,700	1.9%	3,027,090	55,590	1.9%
Customer Service, POA and Fin'l Integration	5,781,400	116,330	2.1%	5,900,140	2.1%	118,740	2.1%	6,006,390	106,250	1.8%
Financial Serv, Taxation and Corp Controller	4,192,170	109,160	2.7%	4,303,840	2.7%	111,670	2.7%	4,418,120	114,280	2.7%
Legal Services and Risk Management	3,694,420	116,720	3.3%	3,813,910	3.2%	119,490	3.2%	3,936,250	122,340	3.2%
Corporate Services - Administration	334,580	6,860	2.1%	341,610	2.1%	7,030	2.1%	348,790	7,180	2.1%
Financial Planning, Admin & Policy	5,370,010	154,060	3.0%	5,516,310	2.7%	146,300	2.7%	5,667,070	150,760	2.7%
Information Technology	14,227,360	139,310	1.0%	14,370,350	1.0%	142,990	1.0%	14,517,330	146,980	1.0%
TOTAL CORPORATE SERVICES	36,516,740	696,340	1.9%	37,217,660	1.9%	700,920	1.9%	37,921,040	703,380	1.9%
Corporate Financials - Expenditures										
Non Program Expenditures	19,164,890	(881,950)	(4.4%)	18,238,650	(4.8%)	(926,240)	(4.8%)	17,265,850	(972,800)	(5.3%)
TOTAL CORPORATE FINANCIALS	19,164,890	(881,950)	(4.4%)	18,238,650	(4.8%)	(926,240)	(4.8%)	17,265,850	(972,800)	(5.3%)
Hamilton Entertainment Facilities										
Contract Management	1,448,270	650	0.0%	0	(1,448,270)	(100.0%)	0	0	0	0.0%
Mgr:Carmen Group	595,290	13,330	2.3%	0	(595,290)	(100.0%)	0	0	0	0.0%
Mgr:Global Spectrum	2,052,420	44,820	2.2%	0	(2,052,420)	(100.0%)	0	0	0	0.0%
TOTAL HAMILTON ENTERTAINMENT FACILITIES	4,095,980	58,800	1.5%	0	(4,095,980)	(100.0%)	0	0	0	0.0%
TOTAL CITY EXPENDITURES	658,484,310	27,156,590	4.1%	674,055,150	2.3%	15,570,840	2.3%	694,049,410	19,994,260	2.9%
City Depts Capital Financing										
Debt-Healthy & Safe Communities	1,961,620	0	0.0%	1,961,620	0.0%	0	0.0%	1,961,620	0	0.0%
Debt-Infrastructure Renewal Levy	13,428,870	0	0.0%	13,428,870	0.0%	0	0.0%	13,428,870	0	0.0%
Debt-Corporate Financials	108,122,000	5,697,000	5.6%	113,293,000	4.8%	5,171,000	4.8%	119,622,000	6,329,000	5.6%
Debt-Planning & Economic Development	26,290	0	0.0%	26,290	0.0%	0	0.0%	26,290	0	0.0%
Debt-Public Works	26,200,080	0	0.0%	26,200,080	0.0%	0	0.0%	26,200,080	0	0.0%
TOTAL CAPITAL FINANCING	149,738,860	5,697,000	4.0%	154,909,860	3.5%	5,171,000	3.5%	161,238,860	6,329,000	4.1%

Multi-Year Outlook						
2022		2023			2024	
\$			\$		\$	
	2022 vs 2021			2023 vs 2022		2024 vs 2023
	\$	%		\$	%	\$
						%

BOARDS & AGENCIES

POLICE SERVICES

Operating	177,693,450	3,434,700	2.0%	181,259,810	3,566,360	2.0%	184,947,640	3,687,830	2.0%
Capital Financing	1,057,034	0	0.0%	1,057,034	0	0.0%	1,057,034	0	0.0%
TOTAL POLICE SERVICES	178,750,484	3,434,700	2.0%	182,316,844	3,566,360	2.0%	186,004,674	3,687,830	2.0%

OTHER BOARDS & AGENCIES

	33,104,290	1,073,910	3.4%	33,716,860	612,370	1.8%	34,393,930	676,880	2.0%
Library									
Conservation Authorities	8,618,820	167,100	2.0%	8,786,320	167,500	1.9%	8,961,320	175,000	2.0%
Other Agencies	8,035,670	156,550	2.0%	8,190,540	154,870	1.9%	8,348,320	157,780	1.9%
TOTAL OTHER BOARDS & AGENCIES	49,758,780	1,397,560	2.9%	50,693,720	934,740	1.8%	51,703,570	1,009,660	2.0%

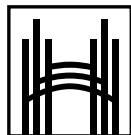
Capital Financing - Other Boards & Ag

[illegible]**TOTAL EXPENDITURES**

NON PROGRAM REVENUES

POA Revenues									
Corporate Revenues									
Hydro Dividend and Other Interest									
Investment Income									
Slot Revenues									
TOTAL Corporate Revenues									
Tax Adjustments									
Payment In Lieu									
Penalties and Interest									
Right of Way									
Senior Tax Credit									
Supplementary Taxes									
Tax Remissions and Write Offs									
TOTAL Tax Adjustments									

TOTAL NON PROGRAM REVENUES**TOTAL LEVY REQUIREMENT**



Hamilton