

PRELIMINARY



Hamilton

CITY OF HAMILTON

BUDGET AND MULTI-YEAR OUTLOOK

2023

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CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK

2023



2023 BUDGET REPORT

EXECUTIVE SUMMARY

The 2023 Tax Supported Operating Budget Book focuses on budget submissions for City Departments and the capital financing required to support the 2023 Tax Supported Capital Budget for the services governed by City Council and supported through property taxes. Included in the information within the Budget Book are estimates for the Hamilton Police Service based on its multi-year budget approved in principle by the Police Services Board during 2022 budget deliberations. The Police Services Board will submit its proposed budget for Council's consideration in early 2023 in accordance with the *Police Services Act, 1990*. Additionally, the Budget Book includes information on budget requests from other Outside Boards and Agencies, such as the Hamilton Public Library and local Conservation Authorities, which have been approved by their respective Boards and forwarded to the City of Hamilton for consideration.

The proposed 2023 Tax Supported Operating Budget, as presented, would result in an estimated residential property tax increase of 5.4%. Property taxes support City Services, the municipal share of Provincially mandated programs, such as Public Health and Ontario Works, Outside Boards and Agencies, local Business Improvement Areas, as well as the local school boards through the education rate. The education rate will remain unchanged for 2023 as a result of the freeze on property tax reassessments by the Province of Ontario.

The City's 2023 Water, Wastewater and Stormwater Services Budget (Rate Supported Budget), presented through Report FCS22054, was ratified by Council on December 7, 2022 and results in an average combined rate increase of 6.49% or \$53.45 for the average residential household with annual water consumption of 200 m³. Additionally, the financing required to proceed with the 2023 Tax Supported Capital Budget, presented through Report FCS22081, has been included within the 2023 Preliminary Tax Supported Operating Budget submission. The 2023 Tax Supported Capital Levy requirement for 2023 is \$143M, which represents a net levy increase of \$9.2M, or 0.92%, and will continue through deliberations at the General Issues Committee meeting on January 20, 2023.

The City of Hamilton's 2023 Preliminary Tax Supported Operating Budget is proposed at \$1,062M inclusive of proposed service level changes through Business Cases and Council Referred Items, representing an increase in the net for tax levy of \$68M, or 6.9%, which translates to an estimated residential property tax increase of 5.4%, or \$242, for the average property assessed at \$382,000. In setting the net tax levy, the City first considers all other revenue sources available to the municipality, such as user fees and subsidies from senior levels of government, and levies the remaining funds required to deliver services at a balanced budget in accordance with *The Municipal Act, 2001*.

The net levy increase of \$68M, or 6.9%, is the estimated cost required to continue service delivery for City Departments inclusive of provincially mandated programs, Outside Boards & Agencies and delivery of the 2023 Tax Supported Capital Budget, as well as to advance strategic priorities that were previously approved or endorsed by Council. Other factors influencing the residential property tax increase include assessment growth (currently estimated at 1.0%), property class levy restrictions of 0.1%, and the education rate as illustrated in Figure 1.

FIGURE 1

MUNICIPAL PROPERTY TAX IMPACT

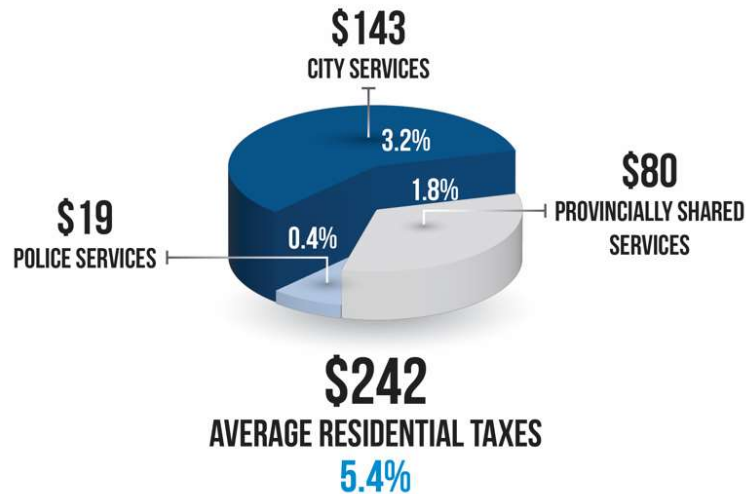
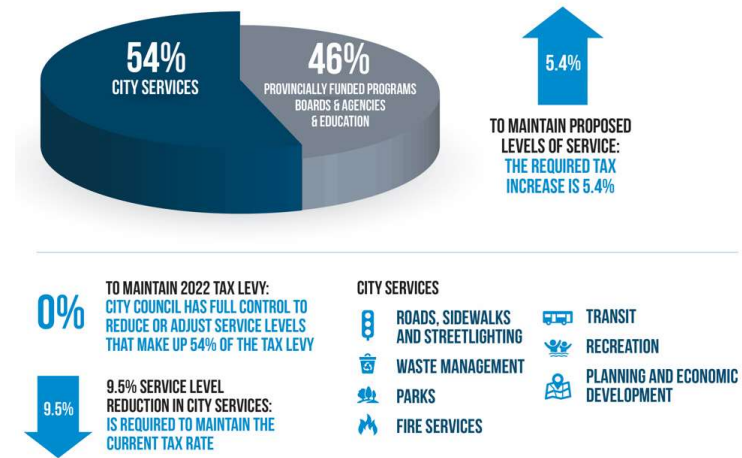


FIGURE 2

2023 PROPERTY TAX BREAKDOWN



The 2023 Preliminary Tax Supported Operating Budget, as presented, would result in an average residential tax impact of approximately 5.4%, which is 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.

Property taxes support City Services, as well as Provincially Funded Programs, such as Public Health and Ontario Works, Outside 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. 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, as well as Water, Wastewater and Stormwater services that are funded through water and wastewater rates.

An average residential tax impact of 5.4% 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 2022 tax rate, City Services would require budget reductions of 9.5% to mitigate the estimated 5.4% overall tax impact.

2023 TAX SUPPORTED OPERATING BUDGET

Budget Process

The 2023 Preliminary Tax Supported Operating Budget was created through a collaborative process undertaken by City staff throughout 2022. 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 2023 Rate Supported Operating and Capital Budget was submitted separately through Report FCS22054 and approved by Council on December 7, 2022, while deliberations of the 2023 Tax Supported Capital Budget submitted through Report FCS22081 are still ongoing with the next scheduled General Issues Committee meeting on January 20, 2023.

An overview of the 2023 Preliminary Tax Supported Operating Budget will be presented to the General Issues Committee on January 10, 2023 and the Departmental presentations will begin on January 23, 2023. The deliberation process and final budget approval is expected to be completed by March 29, 2023.

A multi-year outlook and update on the Capital Financing Plan was provided to Council through Report FCS22064 in August 2022. At that time, City staff did not seek direction from Council on a target tax rate increase for 2023 due to the end of that term of Council and the 2022 municipal election. Staff have prepared the 2023 Tax Supported Operating Budget in accordance with the following budget principles:

- The annual budget reflects and supports the 2016-2025 Strategic Plan and Term of Council Priorities;
- The annual budget is aligned with the financial policies approved by Council;
- The City's strong financial position and prudent financial management of debt is prioritized to ensure the City's AAA credit rating is maintained;
- All growth-related infrastructure costs that can be recovered under the *Development Charges Act, 1997* will be supported from development charge revenue, including dedicated development charge exemption funding for Council approved exemptions and interim financed through debt or reserves, as necessary;
- The annual budget accounts for the investment required to transition to the expected outcomes of the Strategic Asset Management Policy and the Asset Management Plan;
- All grant funding available to municipalities will be investigated;
- Reserves are maintained per policy in order to repair / replace infrastructure, fund identified priorities and ensure long-term sustainability;
- Maximizes use of the Tax Supported Capital Levy and debt capacity is leveraged to finance capital infrastructure projects in order to limit the impact on taxpayers;
- Total tax and rate supported debt as a percentage of City own-source revenues does not exceed 60% unless approved by Council;

- Total development charge supported debt as a percentage of the total development charge eligible costs for the forecast period of the latest Development Charge Background Study does not exceed 25% unless approved by Council;
- Ongoing expenses are funded from sustainable revenue sources to ensure continuity of services; and,
- New services, service level enhancements or reductions, increases or decreases to the full-time equivalent staff complement and changes in user fees that have not been previously approved by Council require a Business Case to be deliberated by Council as part of the annual budget process.

The preliminary budget reflects the increase required to maintain existing levels of service and finance previously approved service enhancements, as well as, recommends business cases that advance the strategic goals of the City, in alignment with the 2016 2025 Strategic Plan and other corporate initiatives. This is done in consideration of the overall tax impact on residents and businesses, recognizing the financial impact the current economic environment has had on the community. In accordance with the *Municipal Act, 2001, section 289*, the City must prepare a balanced budget and provide for any deficit in the previous year's budget.

Council Referred Items

Items that Council has referred by motion or through the approval of staff recommendations to the 2023 Tax Supported Operating Budget process will be vetted at GIC through deliberations in February 2023. The summary and details of these items are provided in the "Council Referred Items" section of this report. In total, there are seventeen items referred to the budget process included in this report, as of November 25, 2022, with a gross expenditure estimate of \$5.1M in 2023 and a net for tax levy impact of \$5.0M. Delivery of all items would require additional staff complement of 21.75 full-time equivalent positions and a residential tax impact of approximately 0.5%. These items have been included in the estimated 5.4% residential tax impact.

Business Cases

Additional to items that have been referred to the budget process through Council are Business Cases that have been put forward by staff for Council's consideration during budget deliberations. All staff proposals that include new services, service level enhancements or reductions, increases or decreases to the staff complement, and changes in user fees that have not been previously approved by Council require a Business Case. A summary and itemized Business Cases can be found in the "Business Cases" section of this report. In total, there are twenty Business Cases put forward by staff with a gross expenditure estimate of \$8.4M in 2023 and a net for tax levy impact of \$7.3M. If all Business Cases were approved, an additional staff complement of 59.00 full-time equivalent positions would be required and it would result in a residential tax impact of approximately 0.7%. These items have been included in the estimated 5.4% residential tax impact.

Multi-Year Budgets

Council, at its meeting on July 14, 2017, approved GIC Report 17-015 and Multi-Year Budget Planning Sub-Committee Report 17-001 (Report FCS17066) adopting the Multi Year Business Planning and Budget Policy ("Policy") for City Departments and forwarding the Policy to Hamilton Police Service, Hamilton Public Library and Hamilton Farmers' Market Boards for consideration.

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 and policies.

A three-year outlook for 2024-2026 is summarized in the “Multi-Year Outlook” section of this report. Three-year outlooks for 2024-2026 will also be presented by the General Managers and City Manager 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.

2023 Consolidated Budget

Table 1 highlights the consolidated gross expenditure preliminary budgets for the City combining Tax and Rate supported services. The 2023 Rate Supported Budget was approved by Council on December 7, 2022.

TABLE 1

2023 Preliminary Consolidated City Budget Gross Expenditures (\$000's)			
	Rate	Tax	Total
Operating	272,447	1,807,632	2,080,079
Capital	255,306	285,726	541,032
Total	527,753	2,093,358	2,621,111

Note: Does not include Council Referred Items or Business Cases

This document provides detailed information in respect of the 2023 Preliminary Tax Supported Operating Budget. As mentioned, the 2023 Rate Supported Operating and Capital Budget and the 2023 Tax Supported Capital Budget were submitted separately for Council's consideration at Budget GIC on November 24, 2022 and November 25, 2022 respectively.

During the 2022 Tax Supported Operating Budget process, staff prepared a 2023 to 2025 Multi-year Outlook based on assumptions and known increases. The initial Outlook for 2023 was a projected levy increase of \$41.2M and a 4.1% tax increase. An updated outlook for 2023 was provided to Council through Report FCS22064 in August 2022, which forecasted a 6.9% residential tax impact. Based on updated information, the initial projection has been revised to a levy increase of \$68.1M and a 5.4% tax increase. The 2023 Preliminary Tax Supported Operating Budget, as submitted, does not include any measures that would adversely impact programs and services.

2023 Residential Tax Impact

The submitted 2023 Preliminary Tax Supported Operating Budget requires a net levy increase of \$68.1M. This would result in an estimated average residential tax increase of 5.4% or \$242 for the average residential home assessed at \$382,000. Table 2 highlights the estimated tax increase by component on the residential tax bill, as well as the impact of the approved Rate Supported Budget for the average residential household.

TABLE 2

2023 Average Residential Impact (Per \$382,000 Current Value Assessment / 200m ³ of water consumption)				
Service	Property Tax (\$)	Property Tax (%)	Water Bill (\$)	Water Bill (%)
City Services	\$ 142.93	3.2%		
Provincially Shared	\$ 79.83	1.8%		
Police	\$ 19.25	0.4%		
Education	\$ -	0.0%		
Water, Wastewater, Stormwater			\$ 53.45	6.5%
Ave. Residential Impact	\$ 242.01	5.4%	\$ 53.45	6.5%

Notes:

1. Police Services impact is based on the multi-year estimate presented to the Police Services Board during 2022 budget deliberations in December 2021. The Hamilton Police Service will submit its updated budget request to City Council in January 2023.
2. All property tax impacts are estimated assuming an assessment growth percentage of 1.0%. The 2023 final assessment growth will be incorporated into estimates during GIC deliberations in February 2023.

As indicated in Table 2, the tax impact attributable to City departments is about 3.2%. The estimated Police Services increase is based on the multi-year estimate provided during budget deliberations in the 2022 budget process. The Hamilton Police Service will submit its 2023 budget request for consideration in January 2023. Provincially Shared Services represent legislated mandatory programs including Housing Services, Public Health, Hamilton Paramedic Service, Ontario Works, Long-Term Care, and Children's Services. Over the past several years, these programs have

experienced funding shifts towards property taxes resulting from structural changes to funding agreements from senior levels of government that have limited the transfer of income taxes to pay for these services. The education rate will remain unchanged for 2023 as a result of the freeze on property tax reassessments by the Province of Ontario. Included in the residential tax impact estimate of 5.4% are all current (as of November 25, 2022) Council Referred Items (0.7%) and Business Cases (0.7%) to be considered during the budget process. Approval of these items will be considered during budget deliberations in February and March of 2023.

City of Hamilton residents in all communities pay the same rate for general City services, such as police, public health, roads, waste management, libraries, parks and City administration while some services are area rated based on former municipal boundaries. Area rating is a municipal property taxation policy tool intended to account for either significant differences in service levels or differences in the cost of providing services across different parts of the City (*Municipal Act, 2001*, Section 326).

Through Report FCS21078(b), Area Rating Review, City Council approved several changes to the area rating model used the City of Hamilton including:

- Elimination of sidewalk snow removal as an area rated service;
- A four-year phase out of sidewalks and streetlighting starting in 2022;
- A four-year phase out of Recreation starting in 2022; and,
- Elimination of Parkland Purchases as an area rated service once existing internal debt has been paid off.

Through this report, staff were also directed to report back with analysis and public consultation plan of adjusting the Fire Service area rating methodology from the existing urban / rural model to one that aligns with the three levels of service (full-time / volunteer / composite) with a goal of implementation in the 2023 tax year. This report will be coming to GIC Budget in February 2023.

2023 Preliminary Tax Supported Operating Budget Overview

The 2023 Preliminary Tax Supported Operating Budget identifies a net levy requirement of \$1,061.6M, which represents an increase of \$68.1M, or 6.9%, over 2022. After factoring in estimated assessment growth of 1.0%, property class restrictions of 0.1% and no change in the education rate, the projected average residential tax impact is 5.4%.

The 2023 Preliminary Tax Supported Budget is detailed in Table 3. The projected costs to maintain current service levels (Maintenance Budget) is \$35.1M, or 3.5%. The Maintenance Budget would result in an average residential property tax increase of approximately 2.4%. Other strategic investments that have either been previously approved or are being proposed in the 2023 Preliminary Tax Supported Operating Budget total \$33.0M, or 3.4%, and account for the remainder of the estimated tax increase to arrive at the projected 5.4%. Primary themes and pressures in the 2023 Tax Supported Operating and Capital Budgets are response and recovery efforts related to the COVID-19 pandemic, extraordinary inflation and supply chain impacts for municipal goods and services, amendments in provincial funding agreements, addressing capital reinvestment requirements related to the Transportation Asset Management Plan, affordable housing and homelessness, responding to climate change, additional investment in emergency response services and advancing the strategic priorities of Council.

TABLE 3

(\$000's)	2022	2023					Change			
	Restated	Maintenance	Strategic Priorities			Total	Maintenance vs. Restated		Total vs. Restated	
			Pre-approved/ Pending	Business Cases	Council Referred					
City Departments	608,689	635,543	11,480	7,339	5,032	659,395	26,854	4.4%	50,706	8.3%
Boards & Agencies	239,161	247,268	-	-	-	247,268	8,107	3.4%	8,107	3.4%
Capital Financing*	145,688	145,781	9,196	-	-	154,977	92	0.1%	9,289	6.4%
Total Net for Levy	993,538	1,028,591	20,677	7,339	5,032	1,061,640	35,054	3.5%	68,102	6.9%
Assessment Growth Assumption							1.0%		1.0%	
Total Average Residential Tax Impact							2.4%		5.4%	

* Capital Financing includes the Area Rating Special Capital Reinvestment provision allocated to the pre-amalgamated City of Hamilton through the Tax Operating Budget

Key Budget Drivers

COVID-19 response and recovery: The COVID-19 pandemic has resulted in many changes affecting human behavior and impacting the world's economic condition. Municipalities were hit particularly hard as they managed service continuity for essential services and infrastructure during the lockdown and recovery periods. While financial pressures for the City were fully mitigated in 2020 and 2021 through the historic Safe Restart Agreement, Social Services Relief Fund and many other funding announcements, the City currently faces a substantial deficit of \$16.6M related principally to the COVID-19 pandemic response and less financial support from senior levels of government. Currently, senior levels of government have not made any financial commitments beyond 2022 to fund ongoing response and recovery efforts for municipalities related to COVID-19.

The provincial and federal governments were essential partners in tackling the social and economic issues posed by the pandemic as the City of Hamilton has leveraged funding of approximately \$61.3M in 2020 and \$99.8M in 2021, as well as, forecasting \$40.2M in 2022, for essential programs and services needed throughout the pandemic. However, pandemic recovery efforts still pose a major issue for the City, principally within Housing Services and Public Health as detailed in Report FCS22042(a), Tax and Rate Operating Budget Variance Report, as at August 31, 2022.

In accordance with the *Municipal Act, 2001, section 289*, the City must prepare a balanced budget and provide for any deficit in the previous year's budget. City Council has set aside \$35.6M in discretionary funding over the past two years into the COVID 19 Emergency Reserve, resulting from operating surpluses in 2020 and 2021, to address ongoing impacts of the pandemic on municipal operations and recovery efforts. Should advocacy efforts be unsuccessful, staff will utilize these funds to the extent possible in order to limit the financial impact of the pandemic response on the 2023 and future tax levies. However, such an impact would not only require a substantial investment from the community but would also limit flexibility to finance strategic initiatives moving forward.

Extraordinary inflation and supply chain impacts for municipal goods and services: The City is experiencing significant inflationary pressures in primary resources such as fuel, contracted services and employee related costs. The annual budget for fuel is anticipated to increase approximately 50%.

Inflation impacts of fuel have also significantly impacted contracted services secured by the City, such as waste collection, which further adds to the pressures the City will face in 2023. Material prices, as well as, supply chain issues within the construction industry are expected to continue to impact the City's ability to finance capital works.

Low levels of unemployment and increasing inflation have resulted in a very competitive labour market for employers in Hamilton. Staff is looking into various options in order to remain competitive as an employer of choice. While the City continues to see strong candidate interest in many roles at the City, there are some areas that have identified roles that are particularly difficult to fill caused by a shortage in qualified available applicants.

Asset Management: Through Report PW22048, Core Asset Management Plan, Council approved Asset Management Plans for transportation and waterworks assets in accordance with the provincial regulations introduced through Ontario Regulation 588/17. An annual funding gap of \$94.7M for tax supported programs was identified based on asset renewal needs and planned operations and maintenance. A \$101.1 M annual funding gap was identified for rate supported programs.

During 2022 budget deliberations, City Council approved the 2023-2031 Capital Financing Plan, in principle, which had included a 0.5% tax levy increase (\$4.8 M) to primarily address deficiencies in state-of-good-repair within the road network. Additionally, the Capital Financing Plan was updated with new allocations for discretionary block funding across all other City programs, increasing annual block allocations by approximately 30% to reflect cumulative inflation over the past decade. The increases in capital block allocations are funded through the reprioritization of debt that will be retired over the next few years. The Capital Financing Plan also included a 0.07% tax levy increase for annual debt repayments of West Harbour strategic investments.

Even with planned increases to the Capital Levy included in the Capital Financing Plan, there will be a significant funding gap for the renewal of assets within the road network and engineered structures portfolios of approximately \$900 M over the 10-year capital plan. The Capital Financing Plan has been updated to reflect a phase-in approach to increase the annual funding amounts for those assets over the 10-year planning period beginning in 2024. This results in an additional \$6.2M or 0.6% to the 0.5% annual increase that had previously been included in the Capital Financing Plan for a total Capital Levy increase of 1.12% in years 2024 through 2033 to address the annual funding gap.

Affordable housing and homelessness: On December 13, 2013, City Council approved the City's 10-year Housing and Homelessness Action Plan (HHAP), which was revised through the endorsement of the five-year review reported to Council in August of 2020 through Report CS11017(d). The five-year review of the HHAP was a comprehensive overhaul and refocusing of the HHAP necessary due to significant changes in Hamilton's housing system and its context. As provincial and federal programs evolve, and requests for municipal co-investment in housing projects increase, unprecedented pressures on every segment of the housing continuum are felt as a result of increasing costs, our current economic landscape and unprecedented demand for services and supports in order for individuals to be housed successfully, comprehensive strategies across city government and in partnership with upper levels of government and the community are required to address challenges arising since this five year review was completed.

Significant investments in the multi-year outlook and capital forecast have been endorsed by City Council over the past several years in an effort to combat homelessness and address ongoing concerns of housing affordability. Through the 2023 budget process, there have been many additional

investments put forward with sustainable financing strategies for Council's consideration in order to keep up with demand for service, as well as the continued implementation of several previously approved programs.

Responding to climate change: City Council declared a climate change emergency in March 2019, at that time, joining 435 municipalities world-wide. Since then, the total number of municipalities has reached more than 800 cities around the world, as well as, the Government of Canada, all acknowledging the scale of the climate crisis and the need for accelerated action.

To support the Corporate Climate Change Task Force and Hamilton's Climate Change Action Strategy, City Council established a Climate Change Reserve and Policy with initial funding of \$1.5M in the disposition of the 2020 tax operating budget surplus. However, to advance the climate change action goals established by the City of Hamilton, consideration of a sustainable funding source for the reserve must be considered; therefore, a 0.25% special levy (\$2.5M) has been included in the 2023 Tax Supported Capital Budget for Council's consideration, which would be contributed towards the Climate Change Reserve and used to support implementation items coming out of the Climate Change Action Strategy. Additionally, City Council approved the establishment of a Climate Change Office in 2022 within the Planning and Economic Development Department through Report CM22016/PED22058(a)/HSC22030(a) and referred additional resources to the 2023 budget process.

Provincial Funding Agreements: Changes in Provincial Funding Agreements continues to represent a significant budget pressure in 2023. The funding for mandatory programs and the mitigation funding received is based on 2018 expenses. Even with the one-time mitigation funding for Public Health in 2023, the Ministry of Health funding will only be approximately 70% of total costs as a result of cost increases since 2018 while programs, such as Ontario Works, that do not have any mitigation funding are left having to bear the full cost of inflation since 2018. In 2023, the transition funding for Children's Services has been extended for another year. Additionally, Provincial Funding continues to be communicated on an annual basis which is driving uncertainty when preparing municipal budgets. In order to ensure service continuity, Public Health Services and Ontario Works have absorbed the \$2.44M of capped funding for these programs.

Housing services continues to see pressures with the decline of federal funding for social housing providers. While there has been an increase in federal funding for new affordable housing developments, this has put upward pressure on municipalities to reflect the subsidy required to house tenants from the waitlist at deep affordability within new builds.

Multi-modal transportation and the Ten-Year Local Transit Strategy: The annualization of year six and implementation of year seven of the Ten-Year Local Transit Strategy has been incorporated into the 2023 Tax Supported Operating Budget as approved through Report PW14015(a). Additionally, the remaining budget for the service enhancement for winter sidewalk snow removal approved by Council on April 28, 2021, defined as Scenario 2 in Report PW19022(c), has been included in the budget. This scenario includes the clearing of an additional 783 km of sidewalk along transit routes.

Investments in emergency response services: Through Report HSC19026, City Council endorsed the Hamilton Fire Department Ten-Year Service Delivery Plan, which includes additional costs for volunteer staffing and equipment, as well as, outfitting and staffing for the Waterdown Station. Based on construction timelines, the outfitting of the Waterdown station will occur beyond 2023.

Additionally, at its meeting on May 12, 2021, Council approved a two-year phase-in for the impact of rural fire area rating, which amended the 2021 Tax Operating Budget with a \$1.4M contribution from the Tax Stabilization Reserve and a corresponding reduction in the 2021 net levy. During 2022 budget deliberations, staff proposed to continue with the \$1.4M contribution from reserve to provide time for an equitable solution to be presented to Council for consideration during the 2023 budget. A solution on Area Rating for Fire Services will be presented to Budget GIC in February 2023.

City Council adopted the Hamilton Paramedic Service Master Plan on May 26, 2022 through Report HSC22012. This plan provides direction for the service over the next 10 years through technology advancements, innovation, resource allocation and optimization of operations. The plan identifies 29 objectives with corresponding actions to address current and future needs to ensure optimal service delivery under three scenarios.

City Departments

The 2023 Preliminary Tax Supported Operating Budget for City Departments is proposed at a \$50.7M increase, or 8.3% inclusive of Council Referred Items and Business Cases. The preliminary budget includes all costs required to continue the delivery of services provided by the City of Hamilton, as well as strategic investments to advance the City's Strategic Plan. Throughout the Budget Process, City staff, in consultation with Council, investigate all grants and other revenues available to municipalities, as well as generate efficiencies in service delivery and operations in an effort to reduce the impact on taxes. Table 4 provides a breakdown of the \$50.7M increase for City Departments, as well as the overall net levy increase of \$68.1M.

TABLE 4

(\$000's)	2022	2023							
	Restated	Preliminary	Preliminary vs. Restated		Business Cases	Council Referred	Total	Total vs. Restated	
Planning and Economic Development	31,769	32,896	1,127	3.5%	-	511	33,407	1,638	5.2%
Healthy and Safe Communities	267,989	285,727	17,738	6.6%	6,799	2,431	294,957	26,968	10.1%
Public Works	278,499	292,943	14,445	5.2%	172	1,118	294,233	15,734	5.6%
Legislative	5,283	5,530	247	4.7%	-	-	5,530	247	4.7%
City Manager	13,689	14,298	608	4.4%	-	200	14,498	808	5.9%
Corporate Services	39,667	41,635	1,968	5.0%	368	772	42,775	3,108	7.8%
Corporate Financials / Non Program Revenues	(30,546)	(26,156)	4,390	-14.4%	-	-	(26,156)	4,390	-14.4%
Hamilton Entertainment Facilities	2,338	150	(2,188)	-93.6%	-	-	150	(2,188)	-93.6%
Total City Expenditures	608,689	647,023	38,335	6.3%	7,339	5,032	659,395	50,706	8.3%
Hamilton Police Services	183,543	189,834	6,291	3.4%	-	-	189,834	6,291	3.4%
Other Boards and Agencies	49,530	51,345	1,816	3.7%	-	-	51,345	1,816	3.7%
City Enrichment Fund	6,088	6,088	0	0.0%	-	-	6,088	0	0.0%
Total Boards and Agencies	239,161	247,268	8,107	3.4%	-	-	247,268	8,107	3.4%
Capital Financing	145,688	154,977	9,289	6.4%	-	-	154,977	9,289	6.4%
Total Net for Levy	993,538	1,049,268	55,731	5.6%	7,339	5,032	1,061,640	68,102	6.9%
Assessment Growth Assumption									1.0%
Total Residential Tax Impact									5.4%

Table 5 summarizes the individual drivers that are having a significant impact on City departments "Maintenance Budget". Additional information on City department budgets can be found in "Departmental Budget Summaries" section of this report.

- **\$17.7M** for employee related expenses due to contractual settlements, cost of living adjustments, 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 2022 Tax Supported Operating Budget such as the ambulance enhancement to Paramedic Services. City operations are service oriented where salaries, wages and benefits comprise approximately 50% of the City's gross operating expenses;
- **\$8.1M** of the preliminary budget increase is attributable to outside Boards and Agencies. An additional \$2.2M in contingency has been included for the Hamilton Police Service as a stand-in estimate for inflation. The Hamilton Police Service will submit its budget for Council's consideration in January 2023;
- **\$4.2M** pressure related to Provincial benchmarks for Social Housing providers. The benchmark increases are largely driven by increases in maintenance, administration, capital reserves, hydro and fuel;
- **\$3.7M** net inflationary pressure for energy and fuel as diesel and unleaded gas prices have risen nearly 50% year-over-year;
- **\$3.1M** in additional contributions to reserves for inflationary pressures related to vehicle and fleet replacement. It is important to ensure that contributions to capital reserves increase in line with inflation in order to meet long-term asset replacement obligations;
- **\$2.7M** has been included as a budget pressure for year three of the curbside waste collection contract negotiated in late 2020;
- **\$2.4M** in pressures related to the changes in Provincial Funding Agreements. Since the funding for mandatory programs is based on 2018 expenses, the municipal portion of these programs continues to increase at an exponential rate;
- **\$1.0M** pressure related to WSIB, principally for emergency response services;

TABLE 5

Budget Drivers - Maintenance (\$'000's)	
	2023 Budget Impact
Salaries, Wages and Benefits (net of Funding Agreements)	17,694
Boards & Agencies	8,107
Housing Service Providers - Provincial Benchmarking	4,200
Fuel and Energy	3,727
Contributions to Reserves	3,093
Waste Collection Contract	2,708
Provincial Funding Agreements	2,440
Additional contingency for B&A budgets not yet received	2,200
WSIB	1,018
CCF, TS/CRC Operations, Landfill & LYW Composting	731
Insurance premiums	687
Other	(1,629)
TS/CRC Recycling Revenues	(1,734)
Hamilton Entertainment Facilities	(2,188)
User Fee Increase	(6,000)
Total Maintenance Budget	35,054

- **\$0.7M** in additional expenditures is projected for the recycling facility processing, Transfer Stations / Community Recycling, landfill and composting operations;
- **\$0.7M** pressure related to inflation on insurance premiums;
- **(\$1.7M)** in additional revenues from Transfer Stations and Community Recycling Centres;
- **(\$2.2M)** in the remaining budget savings from the Hamilton Urban Precinct Entertainment Group agreement to transfer operations of the First Ontario Centre, Hamilton Convention Centre and First Ontario Concert Hall; and,
- **(\$6.0M)** in additional revenues from user fees based on the fees contained in the 2023 Tax Supported User Fees Report (FCS22084) ratified by Council on December 7, 2022.

The 2023 Preliminary Tax Supported Operating Budget also includes strategic investments that advance the City's Strategic Plan and other priorities of Council that were previously approved through Strategic or Master Plans, referred to the budget process by Council, or have been submitted to the budget process for Council's consideration as a Business Case. The Strategic Priorities impacting the 2023 budget are highlighted in Table 6.

TABLE 6

Strategic Priorities - Net Levy Investments (\$000's)				
Item	Pre-approved/ Pending	Business Cases	Council Referred	Total
Asset Management	5,000		1,118	6,118
Hamilton Paramedics Service Master Plan		4,310		4,310
Social Housing, Affordable Housing and Homelessness	1,331		2,421	3,752
Operating Impacts from Capital	3,476			3,476
10-Year Local Transit Strategy	3,260			3,260
Climate Change Action Strategy	2,717	46	312	3,075
Long-Term Care COVID-19 Response		2,005		2,005
Debt and Operating Adjustments for New Assets	1,927			1,927
Administrative Services		368	1,053	1,421
Fire Services - Area Rating	1,400			1,400
Sidewalk Snow Clearing	1,404			1,404
Urban Indigenous Strategy		484		484
Tourism and Culture		126	128	254
Public Bike Share	162			162
Total Strategic Priorities	20,677	7,339	5,032	33,048

- **Asset Management (\$6.1M):** The Tax Supported Capital Budget includes a Capital Levy increase of \$5.0M for Council's consideration in order to continue to increase sustainable annual funding for the City's Transportation network. Report PW22048, Core Asset Management Plan, Council approved Asset Management Plans for transportation and waterworks assets in accordance with the provincial regulations introduced through Ontario Regulation 588/17. An annual funding gap of \$94.7M for tax supported programs was identified based on asset renewal needs and planned operations and maintenance. The Capital Financing Plan addresses the funding identified in the Transportation Asset Management Plan through a ten-year phased approach. Additionally, consideration of sustainable funding for the Corporate Asset Management Office was referred to the budget process (Council Referred Item 3.1) totaling \$1.1M in 2023.
- **Hamilton Paramedic Service Master Plan (\$4.3M):** City Council adopted the Hamilton Paramedic Service Master Plan on May 26, 2022 through Report HSC22012. This plan provides direction for the service over the next ten years through technology advancements, innovation, resource allocation and optimization of operations. The plan identifies 29 objectives with corresponding actions to address current and future

needs to ensure optimal service delivery under three scenarios. The recommended investments in 2023 have been included for Council's consideration in Business Cases 2.4 and 2.5.

- **Social Housing, Affordable Housing and Homelessness (\$3.8M):** Several additional investments in addressing Affordable Housing and Homelessness in the City of Hamilton have been referred to the 2023 budget for Council's consideration totaling \$2.7M. Please refer to Council Referred Items 2.2, 2.3, 2.4 and 2.5 of this report. As identified through Report HSC20020(f), Adaptation and Transformation of Services for People Experiencing Homelessness Update 6, staff has recommended key actions to support the implementation of the first phase of a transition plan until the end of Q1-2023 for the homeless-serving system to support COVID-19 recovery efforts in a planned and gradual manner. It is expected that the phased transition to a more permanent shelter system will occur over the next two years. Since March 2020, there has been unprecedented adaptation to Hamilton's emergency shelter system to work toward better meeting the needs of unhoused residents in Hamilton through various phases of the COVID-19 pandemic. Social housing continues to see pressures with federal funding agreements coming to an end – this has resulted in municipal budget pressures in order to maintain existing units.

A \$1.047M pressure has been included for the Roxborough Housing Incentive Program (RHIPP) as approved through 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 \$10.47M over five years;

- **Operating Impacts from Capital (\$3.5M):** The budget includes \$3.5M of operating impacts for approved capital projects through the 2022 Capital Budget (Report FCS21096), as well as, operating impacts that were previously approved but deferred to 2023. The \$3.4M budget pressure includes the addition of 21.2 full-time equivalent staff positions.
- **Ten-Year Local Transit Strategy (\$3.2M):** The annualization of year six and implementation of year seven of the Ten-Year Local Transit Strategy have been incorporated into the preliminary budget as approved through Report PW14015(a). For 2023, a net levy pressure of \$3.2M is anticipated to support the continuation of the Ten-Year Local Transit Strategy.
- **Climate Change Action Strategy (\$3.1M):** A \$2.5M special levy has been included in the 2023 Tax Supported Capital Budget for Council's consideration representing an annual contribution to the Climate Change Reserve to support the implementation of the City's Climate Change Action Strategy. Additionally, City Council approved the establishment of a Climate Change Office in 2022 within the Planning and Economic Development Department through Report CM22016/PED22058(a)/HSC22030(a) and referred additional resources to the 2023 budget process (Council Referred Item(s) 1.1, 1.2, 1.3).
- **Long-Term Care COVID-19 Response (\$2.0M):** A proposed investment of \$2.0M has been included for Council's consideration related to Long-Term Care (LTC) COVID-19 response. LTC homes continue to see impacts of COVID-19 and are required to maintain levels of care for residents for provincial service agreements and address deficiencies in LTC Act & Regulations. COVID-19 outbreaks are still ongoing and an increase in other respiratory outbreaks is anticipated to continue as a new normal.

- **Administrative Services (\$1.4M):** Included for Council's consideration are several Council Referred Items and Business Cases related to Administrative Services such as municipal elections, records and information management, public engagement, legal and information technology.
- **Fire Services – Area Rating (\$1.4M):** At its meeting on May 12, 2021, Council approved a two-year phase-in for the impact of rural fire area rating, which amended the 2021 Tax Operating Budget with a \$1.4 M contribution from the Tax Stabilization Reserve and a corresponding reduction in the 2021 net levy. During 2022 budget deliberations, staff proposed to continue with the \$1.4 M contribution from reserve to provide time for an equitable solution to be presented to Council for consideration during the 2023 budget. A solution on Area Rating for Fire Services will be presented to Budget GIC in February 2023.
- **Sidewalk Snow Clearing (\$1.4M):** The annualization of the service enhancement for winter sidewalk snow removal approved by Council on April 28, 2021, defined as Scenario 2 in Report PW19022(c). This scenario includes the clearing of an additional 783 km of sidewalk along transit routes.
- **Urban Indigenous Strategy (\$0.5M):** In 2019, Council endorsed Hamilton's Urban Indigenous Strategy (UIS) in response to the Truth & Reconciliation Calls to Action and the Missing and Murdered Indigenous Women, Girls, and Two-Spirit Calls for Justice. Resources to support this work on an ongoing basis has been put forward for Council's consideration in Business Case 2.2.
- **Tourism and Culture (\$0.3M):** Several investments to support tourism and culture in the City have been included for Council's consideration through Council Referred Items 1.4 and Business Cases 1.2 and 3.1.
- **Public Bike Share (\$0.2M):** Annualization of the Public Bike Share program costs approved through Report PED20109(d) during 2022 Tax Supported Budget deliberations.

Boards and Agencies

The 2023 Boards and Agencies budget is projected to increase by \$8.1M or 3.4%. Table 6 summarizes the current Boards and Agencies budgets for 2023 in comparison to 2022. Of note, the City has not yet received 2023 budget submissions from the Hamilton Police Service, Royal Botanical Gardens, or the Municipal Property Assessment Corporation. Any adjustments to the projected budgets for Hamilton Police Service, Royal Botanical Gardens and Municipal Property Assessment Corporation will need to be incorporated into the overall results during budget deliberations commencing in February 2023.

TABLE 7

2023 Boards & Agencies Preliminary Budgets (\$000's)				
Board/Agency	2022	2023 NET	Change	
	Budget Net \$	Preliminary Budget \$	\$	%
Conservation Authorities	8,651	9,108	457	5.3%
MPAC	6,980	7,119	140	2.0%
Hamilton Beach Rescue Unit	133	143	10	7.7%
Hamilton Farmers' Market	242	242	(0)	(0.0%)
Royal Botanical Gardens	647	674	26	4.0%
Hamilton Police Services	182,369	188,620	6,251	3.4%
Police Capital Financing	1,174	1,214	40	3.4%
Hamilton Public Library	32,710	33,861	1,151	3.5%
Library Capital Financing	166	198	32	19.3%
City Enrichment Fund	6,088	6,088	-	0.0%
Total Boards & Agencies	239,161	247,268	8,107	3.4%

The budget pressure for the Hamilton Police Service of \$6.3M is based on the multi-year budget for 2023 that was presented to the Police Services Board on December 16, 2021 as part of 2022 budget deliberations. The Hamilton Police Service budget submission will be forwarded to City Council for consideration in January 2023 and any adjustments to these figures will need to be incorporated into the overall results.

All other budgets, with the exception of Royal Botanical Gardens, are based on the increases approved by their respective boards. Correspondence from the various Boards will be included on the January 12, 2023 GIC agenda where all stakeholders within Boards and Agencies, with the exception of the City Enrichment Fund, MPAC, and Hamilton Beach Rescue Unit, will present their budgets. Additional budget information can be found in "Departmental Budget Summaries – Boards & Agencies" section of this report.

Capital Financing

The levied funds required to deliver the 2023 Tax Supported Capital Budget will need to increase by \$9.2M representing a net levy impact of 0.9%. Table 8 outlines the components contributing to the additional investment. Final consideration of the 2023 Tax Supported Capital Budget has been deferred to Budget GIC on January 20, 2023. The final net levy requirement for capital financing will be incorporated once the 2023 Tax Supported Capital Budget has been approved.

TABLE 8

Capital Financing (\$000's)		
	2023	
	Change	Net Levy %
Asset Management	5,000	0.5%
Climate Change Action Strategy	2,500	0.3%
Paramedic Services and Central Stores Facility (debt)	869	0.1%
West Harbour Strategic Initiatives (debt)	774	0.1%
ICIP - Transit Stream (City Share - debt)	53	0.0%
Total	9,196	0.9%

The proposed gross capital investment by the City of Hamilton in 2023 is \$285.7M. This amount includes the \$251.8M recommended for approval through the 2023 Tax Supported Capital Budget (Report FCS22081), as well as, \$33.9M of previously approved funding for 2023 that includes reserve transfers and leveraging of grant funding made available from senior levels of government.

In order to support the \$285.7M in capital investment, the Capital Financing Plan incorporates a \$9.3M increase to the Capital Levy, or a 0.92% increase to the net levy. The increase in the Capital Levy is broken down as follows:

- \$5.0M, or 0.50%, increase for discretionary block funded projects to be used principally for rehabilitation and replacement investments in the City's 10-year Capital Financing Plan;
- \$2.5M, or 0.25%, increase for annual contributions to the Climate Change Reserve in order to provide sustainable financing for initiatives coming out of the Climate Change Action Strategy; and,
- \$1.7M, or 0.17%, increase to fund the debt servicing costs associated with the City's share of the ICIP – Transit approved capital investments (0.01%), West Harbour Waterfront strategic initiatives (0.08%) and the Paramedic and Central Stores facility (0.09%). The total cost of the approved ICIP – Transit projects for the City is \$28.9M in 2023, with the City's share amounting to \$8.8M with \$0.5M to be funded through tax supported debt with the remainder from development charge revenue and program reserves.

The proposed 2023 Tax Supported Capital Budget and 2024-2032 Capital Forecast is supported through the Capital Financing Plan that prioritizes the capital investment required to transition to the expected outcomes of the Strategic Asset Management Policy and Asset Management Plan, as well as, to support growth and development and service level targets outlined in the City's Strategic Plan, while maintaining the City's strong financial position and AAA credit rating. Elements of this plan include the following:

1. Annual increases to the Capital Levy (0.5% in 2023 and 1.1% in subsequent years) to meet the required asset reinvestment needs and inflationary increases to maintain infrastructure in its current state, as well as, a transitional plan to address the \$94.7 M annual funding gap for transportation assets that was identified in the Transportation Asset Management Plan over the next 10 years;
2. Increases to the Capital Levy equal to the annual debt servicing charges for all new debt to be issued over the 10-year planning period. It is necessary to increase the Capital Levy at least in proportion with the amount needed to finance new debt in order to ensure continuity of the

level of funding available for replacement and rehabilitation, as well as, the proportion of debt repayments to City own-source revenues in order to maintain the City's AAA credit rating;

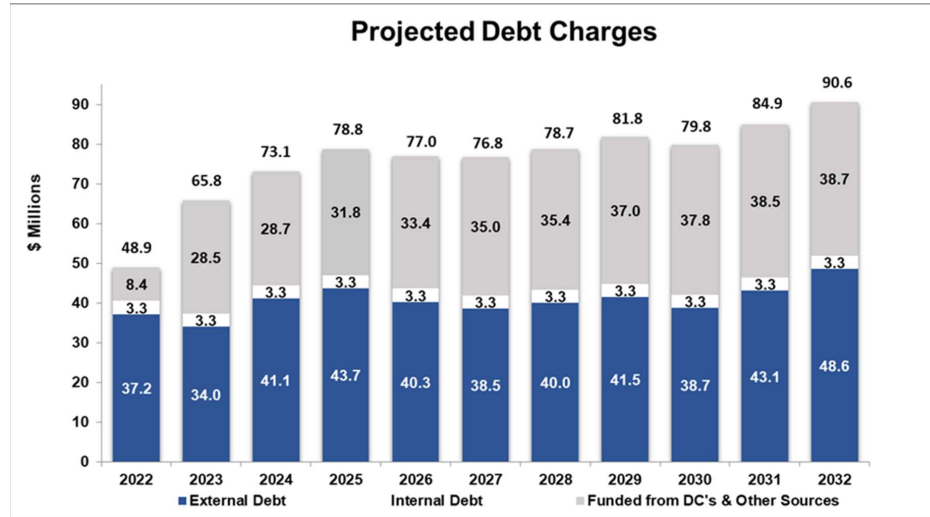
3. All discretionary program blocks have been increased by the cumulative Non-Residential Construction Price Index for the years 2012 through 2021 and at an estimated rate of inflation for all subsequent years beginning in 2022. This ensures that program areas maintain the same level of investment in capital infrastructure over the planning period and purchasing power is not eroded by inflation. Discretionary block allocations and service level targets will be revisited with the presentation of Asset Management Plans by the July 1, 2025 legislated deadline. The inflationary increases in capital block allotments have been funded through the reprioritization of debt paid by the Capital Levy that will be retired over the next few years;
4. The Capital Financing Plan has been updated with a strategy to address the \$54 M funding shortfall in discretionary DC exemptions. Beginning in 2023, the Capital Financing Plan incorporates an additional \$6.5 M per year over an eight-year period (ending in 2030) as dedicated funding for DC exemptions. Updates were made to the 10-year forecast for the timing of debt issuance, which provided the funding required over the eight-year period;
5. The Capital Financing Plan has prioritized funding for growth and development, such as, the West Harbour Waterfront and Airport Employment Growth District, that will provide both economic and socio-economic advantages to businesses and residents while also increasing the City's non-residential assessment; and,
6. The Capital Financing Plan advances key priorities of the 2016-2025 Strategic Plan through investment in strategic initiatives including Transportation, Transit, Housing and Homelessness, Park Development, Integrated Growth and Development and others.

Debt Management

In the proposed 2023-2032, 10-year Capital Financing Plan, tax supported budgeted external-debt levels peak in 2025 at \$576M. Figure 3 provides the projected tax supported debt forecast and debt charge amounts. The actual debt forecast takes into consideration the many reasons that debt issuance may be delayed (e.g. capital projects require a longer EA process, availability of contractors, lead times on materials, etc.). The City will only issue debt upon substantial completion of associated capital works. In the latter end of the 10-year debt forecast, the City is still issuing debt for previous period capital investments and that is why the budgeted debt is greater than the actual debt. Credit Rating Agencies are most focused on the level of actual external debt in assessing investor risk.

On October 21, 2022, City Council received a communication update that the City of Hamilton maintained its AAA credit rating and stable outlook from S&P Global Ratings. Earlier in 2022, S&P Global Ratings had raised the City of Hamilton's rating from AA+ to AAA following the revision of the Canadian municipal institutional framework assessment to extremely supportive and predictable from very predictable and well balanced. S&P Global Ratings cite that Hamilton continues to show characteristics of a resilient economy, including diversification and continues to have liquidity as a key strength.

FIGURE 3



However, over \$1B in capital works in progress have been approved for debt funding that has not yet been issued due to timing of completion and cash flow requirements. Given the amount of debt that has been previously approved and the reliance on debt financing for infrastructure improvements needed in the 10-year Rate Financing Plan, the City will exceed Council's approved DC supported debt limit in 2026 and utilize the majority of debt capacity within the approved tax and rate limit over the next few years as illustrated in Figures 4 and 5. Finance staff will continue to monitor cash flow requirements and only issue debt when needed, but there may be a requirement to revisit Council's approved debt policy in the near future. Staff will minimize the risk associated with DC debt by ensuring that any growth-related debt principal and interest are forecasted to be covered by future growth projections.

FIGURE 4

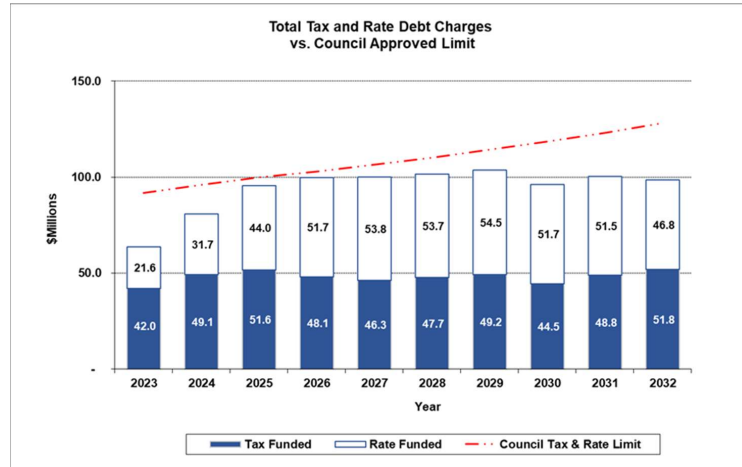
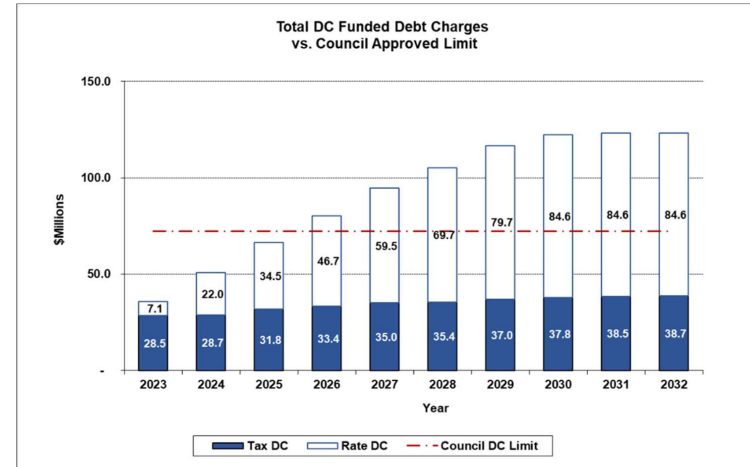


FIGURE 5



Of note, the City of Hamilton has a DC Funding Policy that requires staff to limit the amount of risk in sustaining DC reserves. Therefore, growth projects will only be included in the proposed capital budget if the sustainability of reserves is maintained. The impact of this policy is that some projects may be delayed when compared to their timing in the DC Background Study or infrastructure master plans and debt financing may be required in order to maintain DC Reserve integrity. Staff will minimize the risk by ensuring that any growth-related debt principal and interest will be covered by anticipated future DC revenues.

On October 25, 2022 the Provincial government announced a number of proposed legislative changes that, if passed, will have a significant impact on the amount of DC and CBC funds available to support growth related projects in the future. Additional information on the impact of Bill 23 for the City of Hamilton can be found in Report FCS22085 that was received by Audit, Finance and Administration Committee on December 1, 2022.

COVID-19 Response and Recovery

The COVID-19 pandemic has resulted in many changes affecting human behavior and impacting the world's economic condition. 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 and 2021 have been alleviated through the historic Safe Restart Agreement, Social Services Relief Fund and many other funding announcements, several City programs continue to be impacted in 2022 with unfunded pressures related to COVID-19 response and recovery efforts and 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 beyond 2022.

There are still many unknown variables related to the impact of COVID-19 on municipal service delivery for 2023 and into future years. Staff have continued to monitor the impacts of COVID-19 and the recovery plan while preparing the 2023 tax and rate supported budgets and will continue to review all City provided services in an effort to generate efficiencies and reduce costs.

As detailed in Report FCS22042(a), Tax and Rate Operating Budgets Variance Report as at August 31, 2022, presented to the Audit, Finance and Administration Committee on December 1, 2022, the City is forecasting a Tax Supported Operating Budget deficit of \$16.4M and a Rate Supported Operating Budget deficit of \$0.2M with both being driven by impacts of the COVID-19 pandemic on municipal services and a lack of funding from senior levels of government to address continued pressures.

Should advocacy efforts be unsuccessful, the City will be required to address the current year deficit and ongoing pressures related to the pandemic through the 2023 budget process. In accordance with the *Municipal Act, 2001, section 289*, the City must prepare a balanced budget and provide for any deficit in the previous year's budget. City Council has set aside \$35.6M in discretionary funding over the past two years into the COVID-19 Emergency Reserve, resulting from operating surpluses in 2020 and 2021, to address ongoing impacts of the pandemic on municipal operations and recovery efforts. In lieu of a funding source from senior levels of government, City staff have recommended using these funds to balance funding for programs that continue to be impacted by the pandemic. Table 9 provides a breakdown of the financial pressures related to the COVID-19 pandemic projected in 2023 and the proposed financing plan to address them.

TABLE 9

COVID-19 Response and Recovery (\$'000's)				
Pressure	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Healthy & Safe Communities				
Public Health	14,000	0	0	0
Ministry of Health Funding*	(14,000)	0	0	0
Net Levy Impact	0	0	0	0
Hamilton Paramedic Service	3,509	0	0	0
Ministry of Health Funding*	(3,509)	0	0	0
Net Levy Impact	0	0	0	0
Recreation forgone revenues	4,163	4,247	4,332	4,418
Recreation avoided expenses	(3,310)	(3,377)	(3,444)	(3,513)
Contribution from COVID-19 Emergency Reserve	(853)	(870)	(887)	(905)
Net Levy Impact	0	0	0	0
Housing Services	1,932	0	0	0
Contribution from COVID-19 Emergency Reserve	(1,932)	0	0	0
Net Levy Impact	0	0	0	0
Long Term Care	2,005	2,005	2,005	2,005
Net Levy Impact	2,005	2,005	2,005	2,005
Planning & Economic Development				
Hamilton Municipal Parking: Parking Revenue, On-Street Meter Revenue & Parking Fees	2,107	1,396	896	0
Contractual reduction correlated with revenue reduction	(360)	(396)	(396)	0
Increased User Fees	(247)	0	0	0
Contribution from COVID-19 Emergency Reserve	(1,500)	(1,000)	(500)	0
Net Levy Impact	0	0	0	0
Public Works				
Transit Revenue	4,109	0	0	0
DARTS Contractual Savings	(1,972)	0	0	0
Contribution from COVID-19 Emergency Reserve	(2,137)	0	0	0
Net Levy Impact	0	0	0	0
Total Net Levy Impact	2,005	2,005	2,005	2,005

* Assumes that the Ministry of Health will continue to provide one-time funding for Public Health and Paramedic Services on an ongoing basis. A formal commitment from the Ministry of Health has not yet been received for 2023.

Based on the current outlook, the \$35.6M set aside in the COVID-19 Reserve will be drawn down to \$6.2M by the end of 2026 to limit the impact of prolonged service impacts for taxpayers. Additionally, a net levy adjustment of \$2.0M is being proposed through Long-Term Care Business Case 2.6 for a permanent adjustment in service level standards. Table 10 provides the updated COVID-19 Emergency Reserve forecast for the multi-year planning period.

TABLE 10

COVID-19 Emergency Reserve Forecast (\$000's)					
	2022	2023	2024	2025	2026
Opening Balance	20,619	19,497	9,865	8,193	6,969
Additions:					
2021 year-end surplus disposition	15,000				
Interest	323	390	197	164	139
Reductions:					
Arkledun program costs (HSC22047)		(3,600)			
2022 Operating Deficit	(16,444)				
Housing Services - emergency shelter system		(1,932)			
Parking revenue shortfall		(1,500)	(1,000)	(500)	
Recreation revenue shortfall		(853)	(870)	(887)	(905)
Transit revenue shortfall		(2,137)			
Ending Balance	19,497	9,865	8,193	6,969	6,203

Staff Complement

The 2023 Preliminary Tax Supported Operating Budget is submitted with a staff complement net increase of 131.6 full-time equivalent staff positions (FTE), excluding Boards and Agencies, compared to the 2022 Restated Complement. Table 11 illustrates the changes from 2022.

TABLE 11

2023 Preliminary Complement (FTE) (exclusive of Boards & Agencies)		
		Change
2022 Approved	6,004.5	
2022 Restated	6,006.0	1.5
Impacts from Capital		14.0
Other Complement Change		117.6
2023 Preliminary	6,137.6	131.6

A detailed complement summary is provided under the “Complement Summary” section of this report, which includes footnotes explaining the changes in staff complement between the 2022 Council Approved Budget and the 2023 Preliminary Budget. Departmental presentations to GIC will provide additional information with respect to complement changes.

Council Referred Items & Business Cases

Council Referred Items and Business Cases have not been included in the Preliminary Budget schedule totals in the following sections. The following sections include only the costs to continue with Council approved service levels while service level reductions or enhancements through Council Referred Items and Business Cases will be considered by Council during budget deliberations commencing in February 2023.

There are currently seventeen Council Referred Items included in the “Council Referred Items” section for Council’s consideration with a net impact of \$7.9M or 0.7% residential tax impact. Any items that are referred to the budget process in the coming weeks will be compiled and added to an appendix to the 2023 Tax Supported Operating Budget – Recommendations Report and discussed during deliberations at GIC in February 2023.

All Business Cases submitted for Council’s consideration in the 2023 Budget Process have been included in the “Business Cases” section. There is a total of twenty submissions representing a net levy increase of \$7.3M and 59.00 FTE. If all are approved, the impact on the average residential tax bill would be an additional 0.7%.

Multi-Year Budget Outlook

The initial outlook for 2024 and 2025 prepared during the 2022 budget process resulted in projected tax increases of 3.4% and 3.2% 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 2024 to 2026 is provided in the “Multi-Year Outlook” section of this report. Table 12 shows the projected levy and tax increases for the 2024 to 2026 period.

TABLE 12

2024 - 2026 Multi-Year Outlook - Net Levy Increases						
(\$000's)	2024		2025		2026	
	(\$000's)	%	(\$000's)	%	(\$000's)	%
Total City Departments	36,467,110	5.6%	27,868,730	4.1%	31,666,590	4.5%
Boards & Agencies	6,966,070	2.8%	7,218,008	2.8%	7,342,569	2.8%
Capital Financing	11,824,990	7.6%	13,643,000	8.2%	12,118,000	6.7%
Total Preliminary Operating Budget	55,258,170	5.3%	48,729,738	4.4%	51,127,159	4.4%
Residential Average Property Tax Impact		3.7%		2.8%		2.8%

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

Additionally, Capital Levy increases of 1.12% have been included in years 2024 to 2026 as part of the ten-year phase-in strategy to address the infrastructure funding gap identified in the Transportation Asset Management Plan. Increases to the Capital Levy for debt servicing requirements related to new debt 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 2023 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 the rate of inflation 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 23, 2023.

CITY OF HAMILTON

BUDGET AND MULTI-YEAR OUTLOOK

2023



**2023 PRELIMINARY TAX SUPPORTED OPERATING BUDGET
NET LEVY SUMMARY**

Net Levy Summary

	2021 Actual	2022 Restated Budget	2023 Preliminary Budget	Change \$	Change %
Planning & Economic Development					
General Manager PED	\$ 760,289	\$ 1,063,265	\$ 1,289,770	\$ 226,505	21.30%
Transportation Planning and Parking	1,215,405	2,873,713	2,921,633	47,920	1.67%
Building	1,112,071	1,184,186	1,202,445	18,259	1.54%
Economic Development	5,387,170	5,386,969	5,511,979	125,010	2.32%
Growth Management	475,790	881,183	899,699	18,516	2.10%
Licensing & By-Law Services	6,115,075	6,941,528	7,175,020	233,492	3.36%
Planning	3,063,500	3,721,467	3,740,165	18,698	0.50%
Tourism & Culture	7,737,915	9,716,929	10,155,665	438,736	4.52%
Total Planning & Economic Development	25,867,215	31,769,240	32,896,376	1,127,136	3.55%
Healthy & Safe Communities					
HSC Administration	2,962,493	3,066,969	2,916,328	(150,641)	(4.91)%
Children's and Community Services	9,600,347	10,945,917	11,067,052	121,135	1.11%
Ontario Works	10,407,985	12,839,928	13,411,205	571,277	4.45%
Housing Services	46,714,703	53,936,980	60,401,610	6,464,630	11.99%
Long Term Care	11,192,629	11,770,778	12,791,918	1,021,140	8.68%
Recreation	32,180,717	36,270,757	37,713,547	1,442,790	3.98%
Hamilton Fire Department	93,798,505	96,124,445	100,967,233	4,842,788	5.04%
Hamilton Paramedic Service	28,386,608	29,113,294	31,683,297	2,570,003	8.83%
Public Health Services	12,830,419	13,920,201	14,774,683	854,482	6.14%
Total Healthy & Safe Communities	248,074,406	267,989,269	285,726,873	17,737,604	6.62%

Net Levy Summary

	2021 Actual	2022 Restated Budget	2023 Preliminary Budget	Change \$	Change %
Public Works					
PW-General Administration	790,859	655,421	686,517	31,096	4.74%
Energy Fleet and Facilities	13,215,864	14,273,731	14,794,163	520,432	3.65%
Engineering Services	(581,414)	14	-	(14)	(100.00)%
Environmental Services	41,262,803	46,182,887	47,201,350	1,018,463	2.21%
Transit	79,589,395	86,784,630	93,605,198	6,820,568	7.86%
Transportation Operations & Maintenance	77,784,265	84,233,482	87,256,413	3,022,931	3.59%
Waste Management	42,317,221	46,368,524	49,399,638	3,031,114	6.54%
Total Public Works	254,378,993	278,498,689	292,943,279	14,444,590	5.19%
Legislative					
Legislative General	(355,516)	(363,297)	(285,332)	77,965	(21.46)%
Mayors Office	1,033,669	1,211,422	1,250,007	38,585	3.19%
Volunteer Committee	75,877	120,730	120,730	-	-%
Ward Budgets	3,927,729	4,314,419	4,445,050	130,631	3.03%
Total Legislative	4,681,759	5,283,274	5,530,455	247,181	4.68%
City Manager					
Office of the City Auditor	1,172,910	1,201,019	1,246,663	45,644	3.80%
CMO - Admin	224,455	233,422	257,431	24,009	10.29%
Communication & Strategic Initiatives	2,338,417	2,556,477	2,697,718	141,241	5.52%
Digital & Innovation Office	371,288	243,022	257,665	14,643	6.03%
Government & Community Relations	616,314	868,393	992,645	124,252	14.31%
Human Resources	7,177,997	8,587,081	8,845,502	258,421	3.01%
Total City Manager	11,901,381	13,689,414	14,297,624	608,210	4.44%



Net Levy Summary

	2021 Actual	2022 Restated Budget	2023 Preliminary Budget	Change \$	Change %
Corporate Services					
City Clerk's Office	3,043,135	3,213,004	3,080,129	(132,875)	(4.14)%
Customer Service POA and Finl Integration	5,587,845	6,003,386	6,242,286	238,900	3.98%
Financial Serv Taxation and Corp Controller	2,687,613	4,282,983	4,484,902	201,919	4.71%
Legal Services and Risk Management	4,321,735	4,010,029	4,346,258	336,229	8.38%
Corporate Services Administration	308,551	331,635	344,026	12,391	3.74%
Financial Planning Admin & Policy	4,818,855	5,369,610	5,631,102	261,492	4.87%
Information Technology	12,349,490	16,456,580	17,506,367	1,049,787	6.38%
Total Corporate Services	33,117,224	39,667,227	41,635,070	1,967,843	4.96%
Corporate Financials - Expenditures					
Corporate Initiatives	5,744,668	4,204,480	7,693,174	3,488,694	82.98%
Corporate Pensions Benefits & Contingency	49,254,646	15,705,393	17,470,243	1,764,850	11.24%
Total Corporate Financials - Expenditures	54,999,314	19,909,873	25,163,417	5,253,544	26.39%
Hamilton Entertainment Facilities					
Operating	4,988,180	2,337,713	150,000	(2,187,713)	(93.58)%
Total Hamilton Entertainment Facilities	4,988,180	2,337,713	150,000	(2,187,713)	(93.58)%
Total City Expenditures	638,008,472	659,144,699	698,343,094	39,198,395	5.95%



Net Levy Summary

	2021 Actual	2022 Restated Budget	2023 Preliminary Budget	Change \$	Change %
City Depts Capital Financing					
Debt Healthy & Safe Communities	2,239,351	2,309,070	1,168,801	(1,140,269)	(49.38)%
Debt Infrastructure Renewal Levy	13,428,870	13,428,870	13,428,870	-	-%
Debt Corporate Financials	84,841,077	92,884,930	105,910,621	13,025,691	14.02%
Debt Planning & Economic Development	26,035	1,168,790	1,304,265	135,475	11.59%
Debt Public Works	30,023,080	35,896,650	33,164,495	(2,732,155)	(7.61)%
Total City Depts Capital Financing	130,558,413	145,688,310	154,977,052	9,288,742	6.38%
Boards & Agencies					
Hamilton Police Service					
Operating	175,345,191	182,369,000	188,620,000	6,251,000	3.43%
Capital Financing	1,234,794	1,174,000	1,214,000	40,000	3.41%
Total Hamilton Police Service	176,579,985	183,543,000	189,834,000	6,291,000	3.43%
Boards & Agencies					
Library	32,030,050	32,709,983	33,861,325	1,151,342	3.52%
Conservation Authorities	8,459,774	8,651,200	9,107,947	456,747	5.28%
Go Transit	(299,914)	-	-	-	-%
MPAC	6,867,644	6,979,670	7,119,263	139,593	2.00%
Hamilton Beach Rescue	131,570	132,870	143,050	10,180	7.66%
Royal Botanical Gardens	647,410	647,408	673,565	26,157	4.04%
Farmers' Market	131,470	242,360	242,282	(78)	(0.03)%
Total Other Boards & Agencies	47,968,004	49,363,491	51,147,432	8,074,941	16.36%

Net Levy Summary

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Library Capital Financing	166,280	166,010	198,001	31,991	19.27%
City Enrichment Fund	6,088,340	6,088,340	6,088,403	63	-%
Total Boards & Agencies	230,802,609	239,160,841	247,267,836	8,106,995	3.39%
Total Expenditures	999,369,494	1,043,993,850	1,100,587,982	56,562,078	5.42%
Non Program Revenues					
Payment In Lieu	(17,415,685)	(17,108,444)	(17,518,600)	(410,156)	2.40%
Penalties & Interest	(11,956,776)	(11,400,000)	(11,500,000)	(100,000)	0.88%
Right Of Way	(3,228,763)	(3,228,877)	(3,229,500)	(623)	0.02%
Senior Tax Credit	524,152	529,830	534,100	4,270	0.81%
Supplementary Taxes	(10,775,352)	(10,130,000)	(10,130,000)	-	-%
Tax Remissions & Write Offs	14,719,593	9,750,000	9,790,000	40,000	0.41%
Hydro Dividend & Other Interest	(5,255,868)	(6,566,400)	(6,567,700)	(1,300)	0.02%
Investment Income	(4,100,000)	(4,800,000)	(4,800,000)	-	-%
Slot Revenues	(5,200,000)	(5,200,000)	(5,200,000)	-	-%
POA Revenues	(2,142,160)	(2,302,220)	(2,697,913)	(395,693)	17.19%
Total Non Program Revenues	(44,830,859)	(50,456,111)	(51,319,613)	(863,502)	1.71%
Total Net Levy Summary	\$ 954,538,635	\$ 993,537,739	\$ 1,049,268,369	\$ 55,730,630	5.61%

CITY OF HAMILTON

BUDGET AND MULTI-YEAR OUTLOOK

2023



**2023 PRELIMINARY TAX SUPPORTED OPERATING BUDGET
COST CATEGORY SUMMARY**

Cost Category Summary - Operating

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 820,155,135	\$ 879,213,361	\$ 906,912,500	27,699,139	3.0%
Contractual	114,140,701	132,548,445	135,044,404	2,495,959	2.0%
Material & Supply	55,331,456	67,464,723	64,103,462	(3,361,261)	(5.0)%
Recoveries from Capital	(32,273,758)	(33,506,741)	(34,476,037)	(969,296)	3.0%
Vehicle Expenses	38,715,812	41,120,087	46,095,724	4,975,637	12.0%
Building & Ground	44,193,467	47,520,378	45,585,294	(1,935,084)	(4.0)%
Consulting	1,579,234	1,286,053	1,191,634	(94,419)	(7.0)%
Agencies & Support Payments	255,830,045	332,240,191	382,041,160	49,800,969	15.0%
Reserves/Recoveries	107,292,813	51,888,690	57,234,521	5,345,831	10.0%
Cost Allocations	(6,692,676)	(5,953,167)	(5,720,087)	233,080	(4.0)%
Financial	50,886,111	50,081,928	50,407,087	325,159	1.0%
Capital Financing	138,447,882	154,232,099	159,202,503	4,970,404	3.0%
Capital Expenditures	745,289	9,730	9,730	-	-
Total Expenses	1,588,351,511	1,718,145,777	1,807,631,895	89,486,118	5.0%
Fees & General	(188,475,475)	(211,973,917)	(224,300,431)	(12,326,514)	(6.0)%
Tax & Rates	(43,542,624)	(31,555,321)	(31,968,100)	(412,779)	1.0%
Grants & Subsidies	(377,533,018)	(391,342,968)	(462,906,952)	(71,563,984)	18.0%
Reserves	(24,261,706)	(89,735,832)	(39,188,043)	50,547,789	(56.0)%
Total Revenues	(633,812,823)	(724,608,038)	(758,363,526)	(33,755,488)	5.0%
Net Levy	\$ 954,538,688	\$ 993,537,739	\$ 1,049,268,369	55,730,630	6.0%

CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK

2023



**2023 PRELIMINARY TAX SUPPORTED OPERATING BUDGET
COMPLEMENT SUMMARY**

Complement Summary

	2022 Approved Budget	2022 Restated Budget	2023 Preliminary Budget	Change in FTE	Change %
Planning & Economic Development					
General Manager PED ^{1,2}	7.00	8.00	9.00	1.00	11.1%
Transportation Planning and Parking ³	141.24	141.24	143.74	2.50	1.7%
Building ⁴	100.82	100.82	102.82	2.00	1.9%
Economic Development ⁵	46.99	46.99	47.24	0.25	0.5%
Growth Management ⁶	60.88	60.88	62.88	2.00	3.2%
Licensing & By-Law Services ⁷	113.15	113.15	112.15	(1.00)	(0.9)%
Planning ⁸	96.00	96.00	101.00	5.00	5.0%
Tourism & Culture	74.04	74.04	74.04	-	-%
LRT ⁹	-	-	6.00	6.00	100.0%
Total Planning & Economic Development	640.12	641.12	658.87	17.75	2.7%

1. Approved to Restated: 1 FTE restated from Public Health, SPM Air Quality and Climate Change, GIC 22-016 (CM22016/PED22058(A)/HSC22030(A)).

2. Restated to Preliminary: 1 FTE director of Climate Change Office GIC 22-016 (CM22016/PED22058(A)/HSC22030(A)).

3. Restated to Preliminary: 1 FTE complement change to convert and transfer a By-Law Clerk from LBS Screening Officer to Transportation, Planning, and Parking. Approved by Council on March 31, 2021. 1 FTE: Mohawk Dedicated Officer (PED18220(c)), Approved at Planning Committee on March 22, 2022. That the temporary Parking Control Officer position approved by Council in September 2019 as part of the Mohawk Dedicated Officer Pilot be converted to a permanent FTE staff position with a net cost of \$0; 0.5 FTE. LRT Temp position fully funded from LRT (where the Metrolinx invoicing will be recorded). Council approval GIC Report 21-017.

4. Restated to Preliminary: CBO blanket Authority.

5. Restated to Preliminary: 0.25 FTE LRT Temp position fully funded from LRT (where the Metrolinx invoicing will be recorded). Council approval GIC Report 21-017, September 8, 2021.

6. Restated to Preliminary: 2 FTE added with PED 22187 - 1 Director Development Engineering, 1 Manager Development Engineering.

7. Restated to Preliminary: Complement Change to convert and transfer a By-Law Clerk from LBS to a Screening Officer to Transportation, Planning, and Parking. Approved at GIC on March 3rd, 2021 by Council for final approval on March 31, 2021.

8. Restated to Preliminary: 4 FTE added with PED 22187: Director HUD, Director Devt Planning, Manager HUD, Manager Devt Planning. 1 FTE LRT position added with GIC Report 21-017.

9. Restated to Preliminary: 6 FTE LRT Temp positions Council approval GIC Report 21-017, September 8, 2021.

Complement Summary

	2022 Approved Budget	2022 Restated Budget	2023 Preliminary Budget	Change in FTE	Change %
Healthy & Safe Communities					
HSC Administration ¹	33.50	32.50	32.50	-	-%
Children's and Community Services ¹	90.00	91.00	91.00	-	-%
Ontario Works	210.00	210.00	210.00	-	-%
Housing Services ²	58.00	58.00	65.00	7.00	10.8%
Long Term Care ³	451.55	451.55	491.20	39.65	8.1%
Recreation	449.98	449.98	449.98	-	-%
Hamilton Fire Department	599.30	599.30	599.30	-	-%
Hamilton Paramedic Service	368.36	368.36	368.36	-	-%
Public Health Services ^{4,5,6,7}	403.59	403.59	403.59	-	-%
Total Healthy & Safe Communities	2,664.28	2,664.28	2,710.93	46.65	1.7%

1. Approved to Restated: Transfer of 1.00 FTE Senior Project Manager to Children's & Community Services from General Manager's Office.
2. Restated to Preliminary: Increase of 2 Case Aides and 1 Case Worker (HSC21017 100% funded HPP), 1 Supervisor 5 (HSC21008(a) 100% funded HPP), 2 Senior Project Manager and 1 Apps Analyst (HSC22048 100% funded HPP and RH).
3. Restated to Preliminary: Increase of 39.65 FTE for the use of Long Term Care funding enhancement per HSC21052 report.
4. Approved to Restated: Increase of 12.2 FTE due to Ontario Seniors Dental base increases approved in report BOH22011.
5. Includes 6.50 (2022 – 6.50) Finance & Administration FTE – Included in Overall Departmental Org Chart.

COVID TEMPORARY FTE NOT INCLUDED IN ABOVE COMPLEMENT

6. 2022 Council Approved to Restated: Excludes 344.15 temporary COVID19 Response Related FTE funded through senior levels of government.
7. 2023 Preliminary: Excludes 145.50 temporary COVID19 Response Related FTE funded through senior levels of government.

Complement Summary

	2022 Approved Budget	2022 Restated Budget	2023 Preliminary Budget	Change in FTE	Change %
Public Works					
PW-General Administration	7.30	7.30	7.30	-	-%
Energy Fleet and Facilities ¹	182.21	182.21	182.71	0.50	0.3%
Engineering Services ²	123.33	123.33	125.33	2.00	1.6%
Environmental Services ³	397.62	397.62	398.28	0.66	0.2%
Transit ⁴	825.41	825.41	869.41	44.00	5.1%
Transportation Operations & Maintenance ⁵	406.71	406.71	408.71	2.00	0.5%
Waste Management	117.01	117.01	117.01	-	-%
Total Public Works	2,059.59	2,059.59	2,108.75	49.16	2.3%
1. Restated to Preliminary: Added 0.50 FTE as per PW22016, approved by Council March 30, 2022 2. Restated to Preliminary: Added 2.0 FTE as per PED21176/CM21012/LS21034, approved by Council September 15, 2021. 3. Restated to Preliminary: Added 0.50 FTE per Council Motion approved by Public Works Committee, Item 11.2 of PW22-004, approved on March 21, 2022 and 0.16 FTE per Council Motion approved by Public Works Committee, Item 12.1 of PW22-010, approved on June 15, 2022. Both items approved in-year in 2022, however not included as part of 2022 Council Approved Budget. 4. Restated to Preliminary: Added 43.0 FTE per PW14015(a) Year 7 of the Ten Year Local Transit Strategy approved March 11, 2015 and added 1.0 FTE as per PED21176/CM21012/LS21034, approved by Council September 15, 2021 5. Restated to Preliminary: Added 2.0 FTE as per PED21176/CM21012/LS21034, approved by Council September 15, 2021					
Legislative					
Mayors Office	6.00	6.00	6.00	-	-%
Ward Budgets	16.00	16.00	16.00	-	-%
Total Legislative	22.00	22.00	22.00	-	-%

Complement Summary

	2022 Approved Budget	2022 Restated Budget	2023 Preliminary Budget	Change in FTE	Change %
City Manager					
Office of the City Auditor	7.00	7.00	7.00	-	-%
CMO - Admin	2.00	2.00	2.00	-	-%
Communication & Strategic Initiatives ¹	22.00	22.00	23.00	1.00	4.3%
Digital & Innovation Office	7.00	7.00	7.00	-	-%
Government & Community Relations	5.00	5.00	5.00	-	-%
Human Resources ¹	79.00	79.00	79.50	0.50	0.6%
Total City Manager	122.00	122.00	123.50	1.50	1.2%

1. Restated to Preliminary: LRT positions funded by Metrolinx - Council Minutes 21-016 Sept 15, 2021.

Corporate Services

City Clerk's Office	29.00	29.00	29.00	-	-%
Customer Service POA and Finl Integration ¹	96.97	97.47	97.47	-	-%
Financial Serv Taxation and Corp Controller	80.00	80.00	80.00	-	-%
Legal Services and Risk Management ²	78.00	78.00	80.00	2.00	2.5%
Corporate Services Administration	2.00	2.00	2.00	-	-%
Financial Planning Admin & Policy ³	84.58	84.58	85.08	0.50	0.6%
Information Technology	126.00	126.00	126.00	-	-%
Total Corporate Services	496.55	497.05	499.55	2.50	0.5%

1. Restated to Council Approved: Capital project 2052157002 was approved with 0.5 FTE for 2022, but was not captured on budget load.

2. Resated to Preliminary: LRT Temp position fully funded from LRT (where the Metrolinx invoicing will be recorded).

3. Restated to Preliminary: LRT Temp position fully funded from LRT (where the Metrolinx invoicing will be recorded).

Complement Summary

	2022 Approved Budget	2022 Restated Budget	2023 Preliminary Budget	Change in FTE	Change %
Corporate Financials - Expenditures¹	-	-	14.00	14.00	100.0%
1. Operating Impacts from Capital.					
Total City Complement	6,004.54	6,006.04	6,137.60	131.56	2.1%
Boards & Agencies					
Library ¹	297.00	297.00	304.00	7.00	2.3%
Police Services ²	1,194.50	1,194.50	1,194.50	-	-%
Farmers' Market ³	4.42	4.42	4.42	-	-%
Total Boards & Agencies	1,495.92	1,495.92	1,502.92	7.00	0.5%
1. Per Library Board Approval.					
2. The Police Service Budget is approved by the Police Services Board. The Budget is scheduled to be submitted to the Board on December 15, 2022.					
3. No reported change to note until future board meeting.					
Total Complement	7,500.46	7,501.96	7,640.52	138.56	1.8%

CITY OF HAMILTON

BUDGET AND MULTI-YEAR OUTLOOK

2023



**2023 PRELIMINARY TAX SUPPORTED OPERATING BUDGET
DEPARTMENTAL BUDGET SUMMARIES**

CITY OF HAMILTON

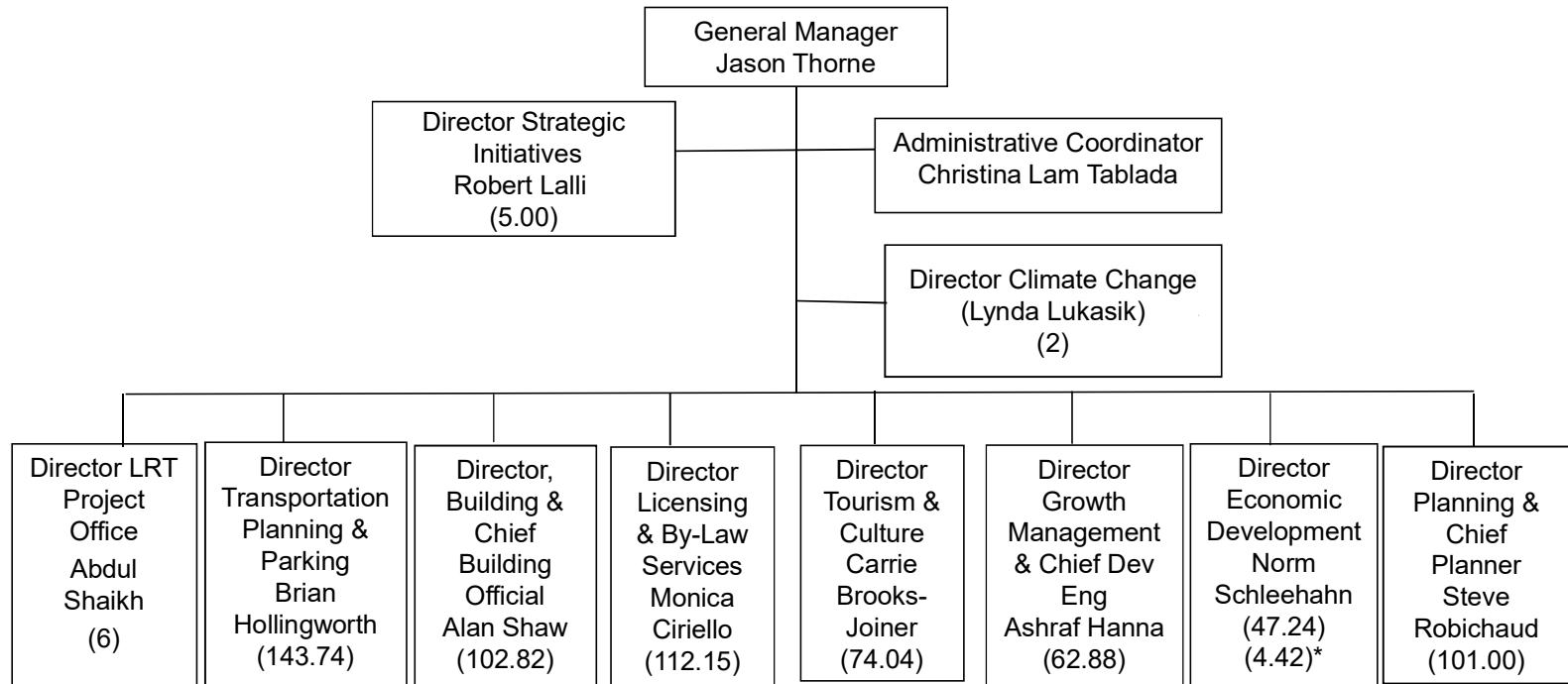
BUDGET AND MULTI-YEAR OUTLOOK

2023



| PLANNING AND ECONOMIC DEVELOPMENT

DEPARTMENT STRUCTURE



Complement (FTE)	Management	* Distributed Management	Other	* Distributed Other	Total	Staff to Management Ratio
2022	37.00	1.00	604.12	3.42	641.12	16.32:1
2023	48.00	1.00	610.87	3.42	658.87	12.73:1
Change	11.00	0.00	3.50	0.00	11.50	

- Distributed staff represents positions included in the complement, but funded by the operating departments. The Hamilton Farmer's Market budget resides in Board's and Agencies.

* Economic Development – 4.42 for Hamilton Farmer's Market

Planning & Economic Development

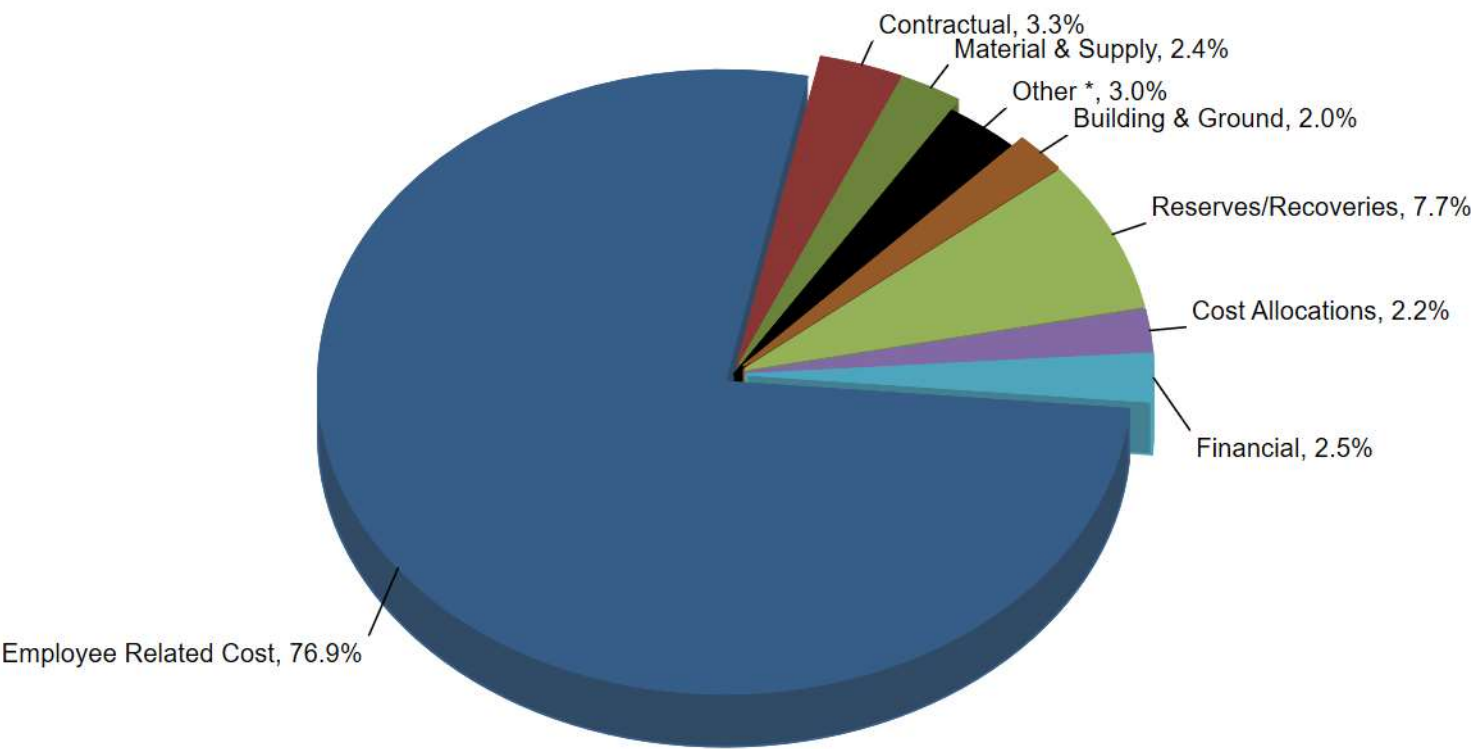
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
General Manager PED	\$ 760,289	\$ 1,063,265	\$ 1,289,770	\$ 226,505	21.3%
Transportation Planning and Parking	1,215,405	2,873,713	2,921,633	47,920	1.7%
Building	1,112,071	1,184,186	1,202,445	18,259	1.5%
Economic Development	5,387,170	5,386,969	5,511,979	125,010	2.3%
Growth Management	475,790	881,183	899,699	18,516	2.1%
Licensing & By-Law Services	6,115,075	6,941,528	7,175,020	233,492	3.4%
Planning	3,063,500	3,721,467	3,740,165	18,698	0.5%
Tourism & Culture	7,737,915	9,716,929	10,155,665	438,736	4.5%
Total Planning & Economic Development	\$25,867,215	\$31,769,240	\$32,896,376	\$ 1,127,136	3.5%

Planning & Economic Development

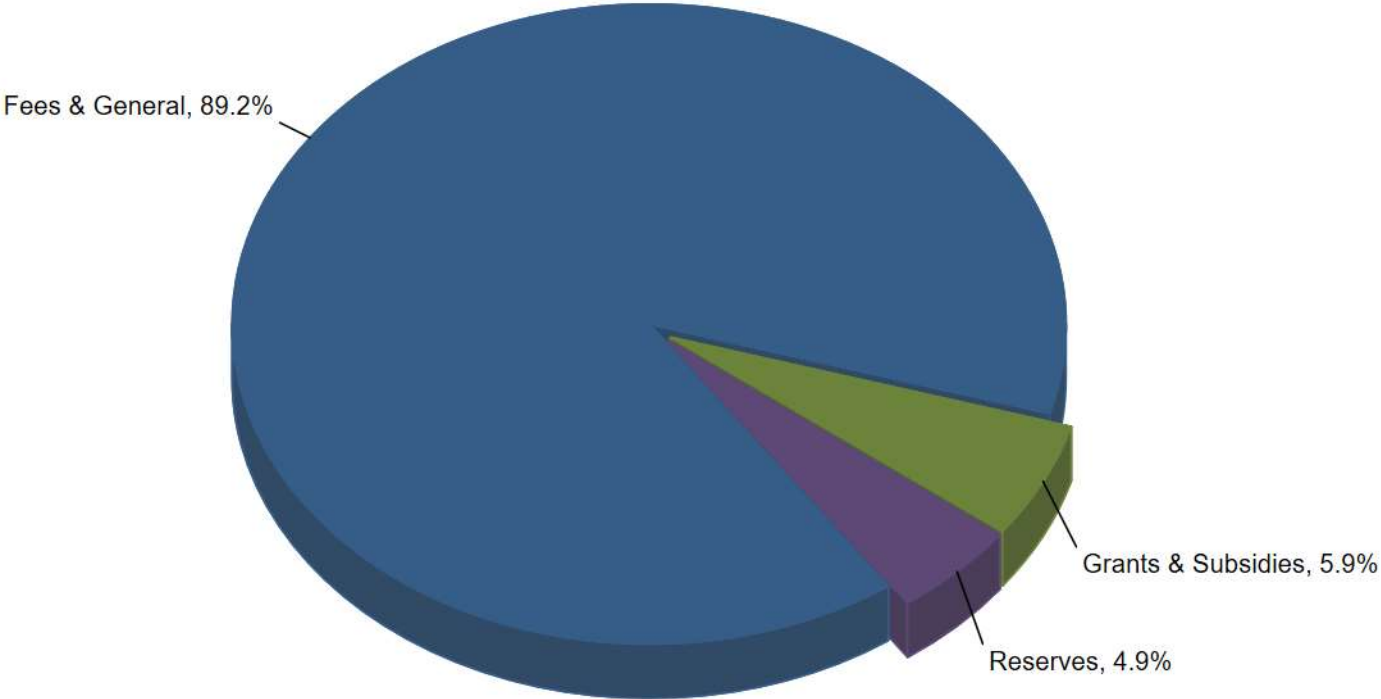
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost*	\$ 59,977,553	\$ 66,838,550	\$ 73,245,887	6,407,337	9.6%
Contractual*	2,769,995	3,482,838	3,117,771	(365,067)	(10.5)%
Material & Supply*	1,866,919	2,261,382	2,330,211	68,829	3.0%
Recoveries from Capital*	(3,149,408)	(3,924,284)	(3,852,791)	71,493	(1.8)%
Vehicle Expenses*	570,066	592,983	697,080	104,097	17.6%
Building & Ground*	1,955,404	2,179,116	1,922,046	(257,070)	(11.8)%
Consulting*	368,298	248,133	293,534	45,401	18.3%
Agencies & Support Payments*	617,834	1,661,387	1,900,250	238,863	14.4%
Reserves/Recoveries*	14,739,826	6,001,084	7,356,636	1,355,552	22.6%
Cost Allocations*	1,492,696	1,650,933	2,069,317	418,384	25.3%
Financial*	2,236,718	2,337,920	2,337,333	(587)	-%
Capital Financing*	35,347	60,000	-	(60,000)	(100.0)%
Capital Expenditures*	11,146	4,730	4,730	-	-%
Total Expenses	83,492,394	83,394,772	91,422,004	8,027,232	9.6%
Fees & General	(51,135,982)	(49,497,794)	(52,219,858)	(2,722,064)	5.5%
Grants & Subsidies	(5,814,782)	(882,320)	(3,435,609)	(2,553,289)	289.4%
Reserves	(674,415)	(1,245,420)	(2,870,160)	(1,624,740)	130.5%
Total Revenues	(57,625,179)	(51,625,534)	(58,525,627)	(6,900,093)	13.4%
Net Levy	\$ 25,867,215	\$ 31,769,238	\$ 32,896,377	1,127,139	3.5%
Full-Time Equivalents		641.12	658.87	17.75	2.8%



2023 Preliminary Budget Expenses



2023 Preliminary Budget Revenues



CITY OF HAMILTON

2024 - 2026 MULTI YEAR OUTLOOK

BY DIVISION

Planning & Economic Development

	2023 Preliminary Budget Gross	2023 Preliminary Budget Net	2024 Preliminary Gross	2024 Preliminary Net	2025 Preliminary Gross	2025 Preliminary Net	2026 Preliminary Gross	2026 Preliminary Net
General Manager PED	1,289,770	1,289,770	1,348,340	1,348,340	1,411,390	1,411,390	1,472,330	1,472,330
Transportation Planning and Parking	18,255,390	2,921,630	18,744,640	3,101,360	19,206,980	3,363,700	19,654,570	3,611,290
Building	16,309,090	1,202,440	16,877,540	1,246,020	17,442,940	1,290,870	17,944,260	1,330,080
Economic Development	8,981,660	5,511,980	9,220,500	5,725,700	9,415,740	5,928,350	9,586,060	6,103,620
Growth Management	7,641,040	899,700	7,966,530	1,070,150	8,273,640	1,218,640	8,540,080	1,322,820
Licensing & By-Law Services	14,048,170	7,175,020	14,245,130	7,784,620	14,724,150	8,123,590	15,166,770	8,422,950
Planning	11,062,510	3,740,170	11,204,480	4,011,850	11,634,710	4,277,210	11,976,700	4,450,520
Tourism & Culture	11,278,950	10,155,670	11,581,950	10,438,380	11,858,340	10,694,020	12,114,530	10,928,980
Total Planning & Economic Development	88,866,580	32,896,380	91,189,110	34,726,420	93,967,890	36,307,770	96,455,300	37,642,590



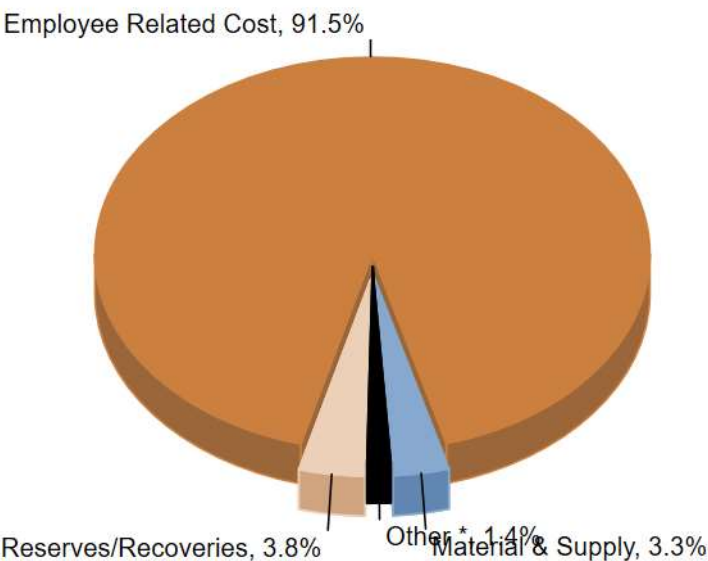
General Manager

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Strategic Initiatives	\$ 281,525	\$ 388,369	\$ 437,253	\$ 48,884	12.6%
GM Office	478,764	674,895	852,517	177,622	26.3%
Total General Manager	\$ 760,289	\$ 1,063,264	\$ 1,289,770	\$ 226,506	21.3%

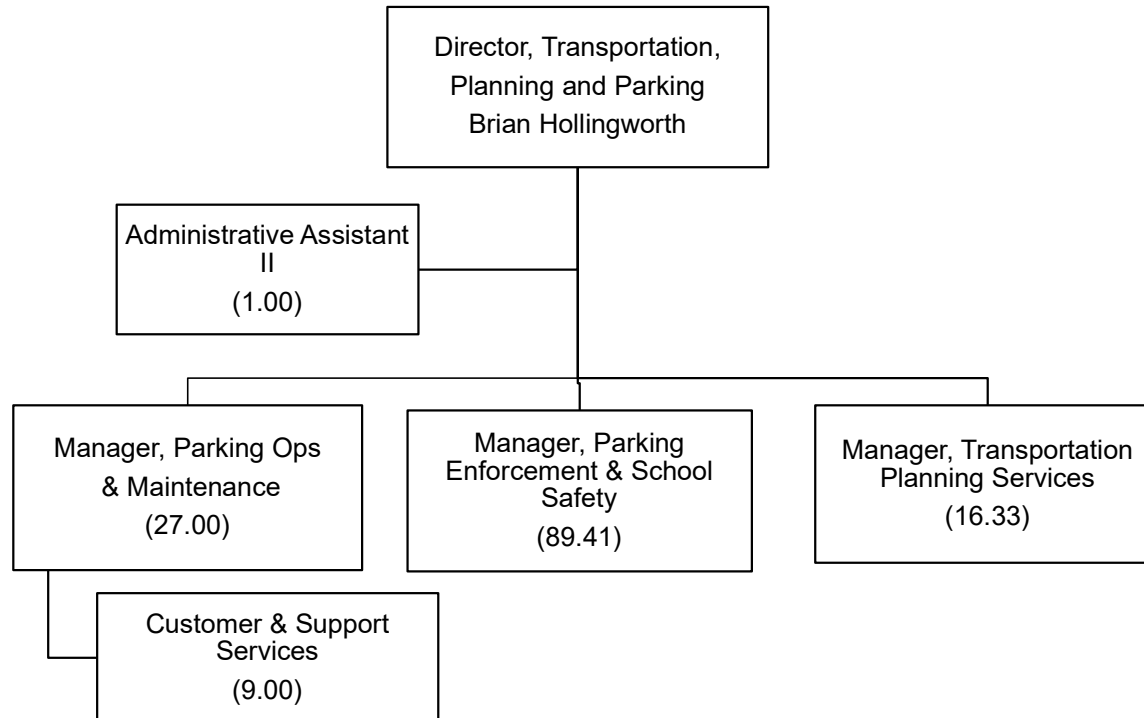
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 833,904	\$ 1,261,286	\$ 1,541,016	\$ 279,730	22.2%
Material & Supply	3,966	54,200	54,730	530	1.0%
Building & Ground*	1,602	1,967	2,160	193	9.8%
Consulting*	855	-	-	-	-%
Contractual*	2,515	13,530	16,338	2,808	20.8%
Capital Expenditures*	-	4,730	4,730	-	-%
Cost Allocations*	(190,715)	(329,670)	(393,972)	(64,302)	19.5%
Reserves/Recoveries	108,163	57,221	64,767	7,546	13.2%
Total Expenses	760,290	1,063,264	1,289,769	226,505	21.3%
Total Revenues	-	-	-	-	-%
Net Levy	\$ 760,290	\$ 1,063,264	\$ 1,289,769	\$ 226,505	21.3%
Full-Time Equivalents		8.00	9.00	1.00	12.5%



2023 Restated Budget Expenses



TRANSPORTATION PLANNING AND PARKING



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	4.00	137.24	141.24	34.31:1
2023	4.00	139.74	143.74	34.94:1
Change	0.00	2.50	2.50	

Transportation Planning and Parking

Description

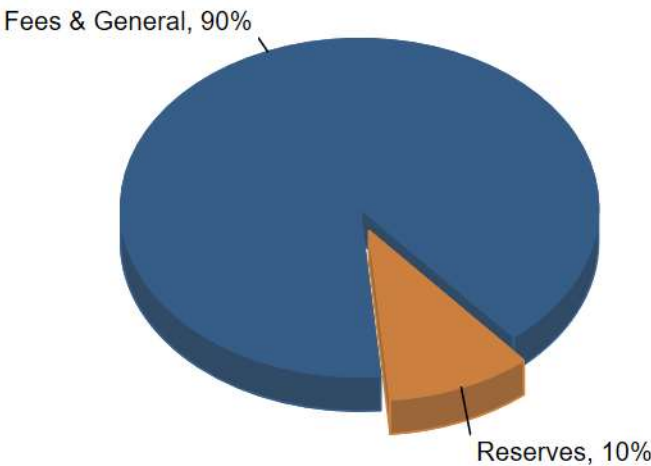
The Transportation Planning and Parking Division is responsible for ensuring that people's day to day travel choices are safe, convenient and reliable, and over time, help the City become more sustainable. Transportation planning and parking are closely linked to land use planning, healthy communities, environmental sustainability, and affordability. Increasingly technology is influencing the range of travel and parking options available and how people pay for them. Transportation Planning and Parking is tasked with predicting the future and assessing how our infrastructure will be planned, designed and operated to maximize economic prosperity and manage lifecycle costs.

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Transportation Planning	\$ 1,429,419	\$ 2,019,523	\$ 2,322,075	\$ 302,552	15.0%
Directors Office TPP	(2,547,103)	164,465	(1,298,347)	(1,462,812)	(889.4)%
Hamilton Municipal Parking System	1,096,147	(1,390,999)	(248,452)	1,142,547	(82.1)%
School Crossing	1,236,942	2,080,723	2,146,357	65,634	3.2%
Total Transportation Planning and Parking	\$ 1,215,405	\$ 2,873,712	\$ 2,921,633	\$ 47,921	1.7%

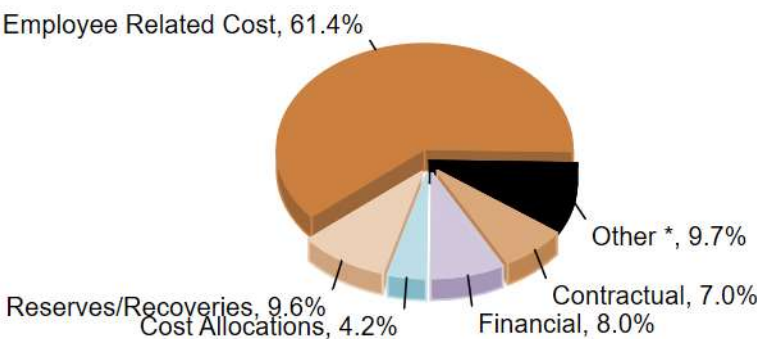
Transportation Planning and Parking

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 9,373,205	\$ 10,614,843	\$ 11,217,135	\$ 602,292	5.7%
Material & Supply*	251,562	358,410	357,410	(1,000)	(0.3)%
Recoveries from Capital*	(14,877)	(119,344)	-	119,344	(100.0)%
Vehicle Expenses*	177,973	205,090	242,373	37,283	18.2%
Building & Ground*	768,390	682,567	690,070	7,503	1.1%
Consulting*	227	-	-	-	-%
Contractual	1,096,851	1,679,090	1,283,290	(395,800)	(23.6)%
Agencies & Support Payments*	-	324,600	486,400	161,800	49.8%
Capital Financing*	5,347	-	-	-	-%
Financial	1,535,893	1,467,340	1,468,440	1,100	0.1%
Cost Allocations	837,203	792,577	759,795	(32,782)	(4.1)%
Reserves/Recoveries	1,643,387	1,714,760	1,750,478	35,718	2.1%
Total Expenses	15,675,161	17,719,933	18,255,391	535,458	3.0%
Fees & General	(11,397,429)	(14,846,220)	(13,833,758)	1,012,462	(6.8)%
Grants & Subsidies	(2,956,057)	-	-	-	-%
Reserves	(106,270)	-	(1,500,000)	(1,500,000)	-%
Total Revenues	(14,459,756)	(14,846,220)	(15,333,758)	(487,538)	3.3%
Net Levy	\$ 1,215,405	\$ 2,873,713	\$ 2,921,633	\$ 47,920	1.7%
Full-Time Equivalents		141.24	143.74	2.50	1.8%

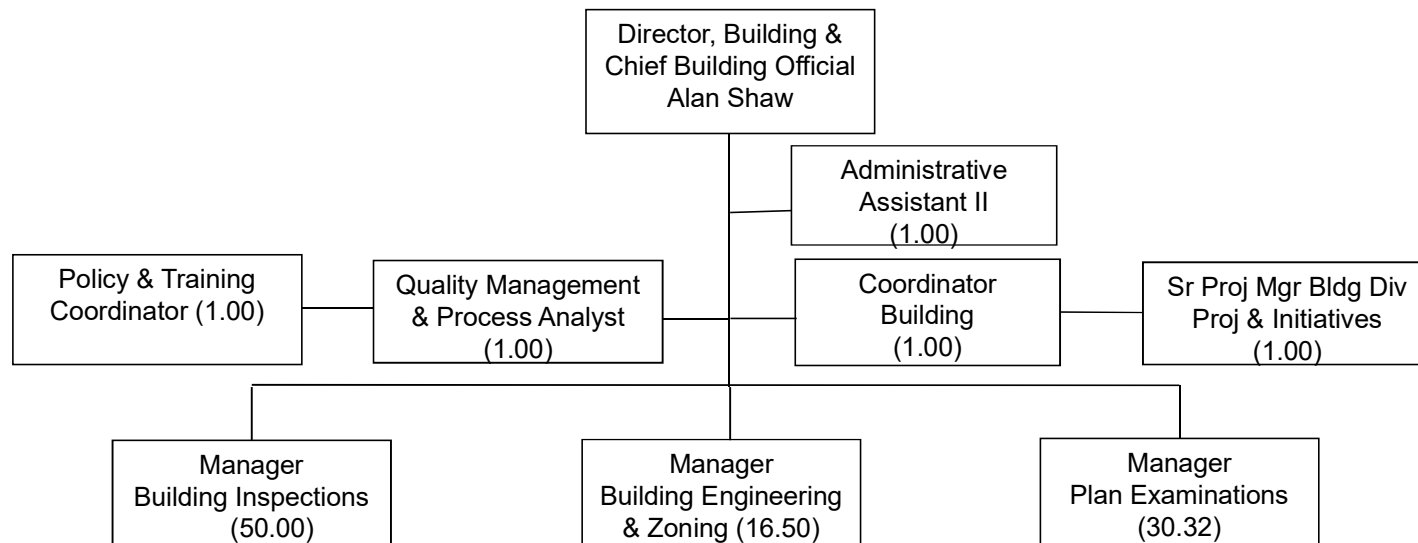
2023 Restated Budget Revenues



2023 Restated Budget Expenses



BUILDING



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	4.00	96.82	100.82	24.21:1
2023	4.00	98.82	102.82	24.71:1
Change	0.00	2.00	2.00	

Building

Description

The Building Division's primary roles are issuing building permits and performing related inspections to enforce the Ontario Building Code Act and its corresponding regulation, the Ontario Building Code (OBC). The OBC is essentially a set of minimum provisions regarding the safety of buildings with reference to public health, fire protection, accessibility and structural sufficiency. Enforcement of this regulation ensures buildings are safe to live, work and play in. As well as reviewing Planning and Building Applications for compliance with the six area zoning bylaws. Zoning By-laws establish land use and dimensional limitations on properties e.g. height, location, coverage etc. The division accomplishes this by developing and implementing building and zoning related policies, regulations and services that support and enhance the sustainability, growth and prosperity of the City.

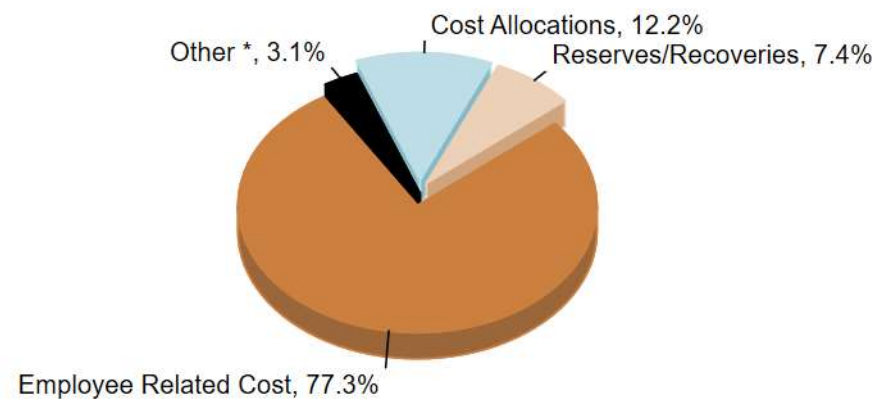
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Administration - Building	\$ 230,474	\$ 259,831	\$ 302,471	\$ 42,640	16.4%
Building Inspections	626,276	649,187	665,354	16,167	2.5%
Engineering Services	17,141	44,217	-	(44,217)	(100.0)%
Plan Examination	238,180	230,950	234,620	3,670	1.6%
Total Building	\$ 1,112,071	\$ 1,184,185	\$ 1,202,445	\$ 18,260	1.5%

Building

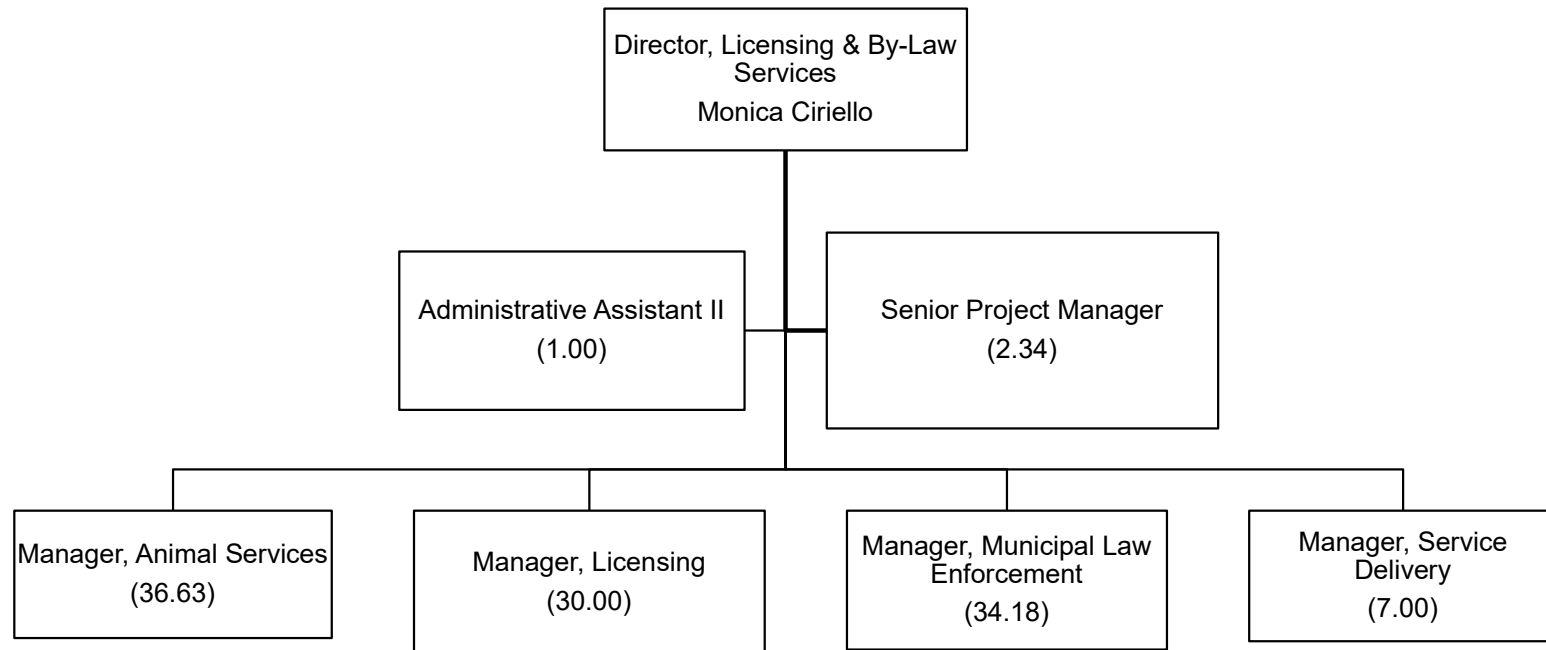
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 13,266,282	\$ 12,422,046	\$ 12,611,013	\$ 188,967	1.5%
Material & Supply*	280,610	186,770	186,770	-	-%
Recoveries from Capital*	(259)	-	-	-	-%
Vehicle Expenses*	101,415	123,301	127,615	4,314	3.5%
Building & Ground*	22,585	18,793	19,850	1,057	5.6%
Consulting*	119,495	-	-	-	-%
Contractual*	125,164	54,889	55,410	521	0.9%
Capital Expenditures*	11,050	-	-	-	-%
Financial*	161,562	51,500	112,000	60,500	117.5%
Cost Allocations	903,250	1,550,068	1,990,028	439,960	28.4%
Reserves/Recoveries	4,656,426	1,234,368	1,206,408	(27,960)	(2.3)%
Total Expenses	19,647,580	15,641,735	16,309,094	667,359	4.3%
Fees & General	(18,533,380)	(14,457,549)	(15,106,649)	(649,100)	4.5%
Grants & Subsidies	(2,128)	-	-	-	-%
Total Revenues	(18,535,508)	(14,457,549)	(15,106,649)	(649,100)	4.5%
Net Levy	\$ 1,112,072	\$ 1,184,186	\$ 1,202,445	\$ 18,259	1.5%
Full-Time Equivalents		100.82	102.82	2.00	2.0%



2023 Restated Budget Expenses



LICENSING AND BY-LAW SERVICES



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	5.00	108.15	113.15	21.63:1
2023	5.00	107.15	112.15	21.43:1
Change	0.00	-1.00	-1.00	

Licensing & By-Law Services

Description

Licensing and By-law Services is focused on seeking compliance, while ensuring public safety is obtained through education and enforcement of the City's By-laws. The major sections that comprise the division, includes Business Licensing, Municipal Law Enforcement and Animal Services. Together these sections enforce most of the City's By-laws in relation to public safety, nuisance control and consumer protection.

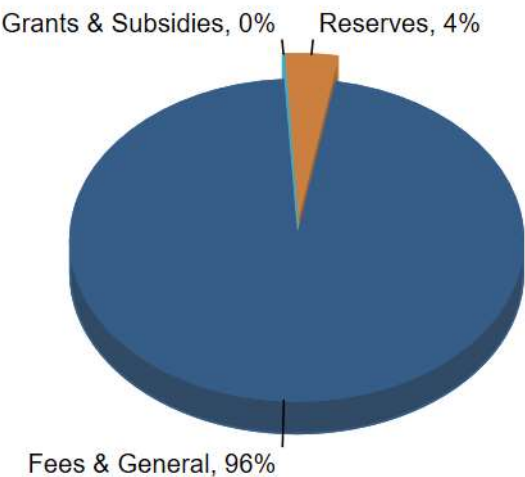
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Service Delivery	\$ 709,890	\$ 669,333	\$ 728,399	\$ 59,066	8.8%
Animal Services	3,075,888	3,002,462	3,091,013	88,551	2.9%
Directors Office L&BL	(237,168)	840,014	610,177	(229,837)	(27.4)%
Licensing	(616,570)	(529,227)	(306,576)	222,651	(42.1)%
Municipal Law Enforcement	3,183,035	2,958,946	3,052,006	93,060	3.1%
Total Licensing & By-Law Services	\$ 6,115,075	\$ 6,941,528	\$ 7,175,019	\$ 233,491	3.4%

Licensing & By-Law Services

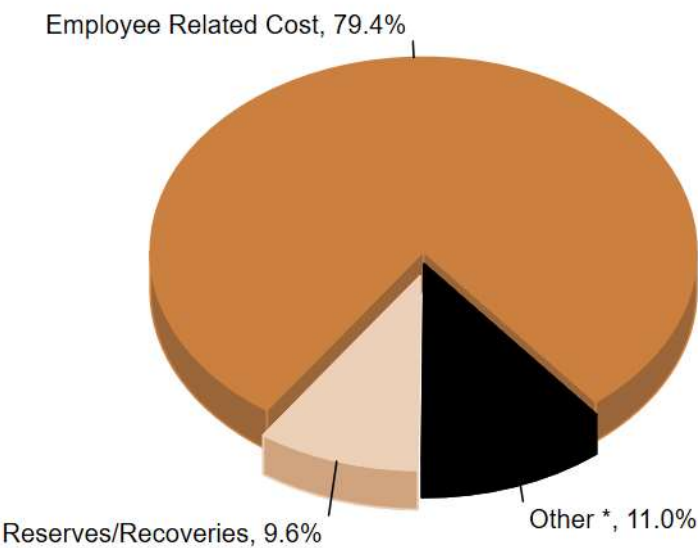
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 10,731,408	\$ 10,521,625	\$ 11,157,462	\$ 635,837	6.0%
Material & Supply*	352,117	405,300	411,180	5,880	1.5%
Recoveries from Capital*	(248,550)	-	-	-	-%
Vehicle Expenses*	259,677	223,322	281,905	58,583	26.2%
Building & Ground*	399,379	502,951	124,156	(378,795)	(75.3)%
Consulting*	37,940	30,350	30,350	-	-%
Contractual*	611,012	163,430	158,930	(4,500)	(2.8)%
Capital Financing*	-	60,000	-	(60,000)	(100.0)%
Financial*	117,416	125,500	120,500	(5,000)	(4.0)%
Cost Allocations*	387,878	408,860	416,864	8,004	2.0%
Reserves/Recoveries	939,548	958,976	1,346,826	387,850	40.4%
Total Expenses	13,587,825	13,400,314	14,048,173	647,859	4.8%
Fees & General	(5,630,687)	(6,454,786)	(6,616,152)	(161,366)	2.5%
Grants & Subsidies	(1,672,157)	(4,000)	(4,000)	-	-%
Reserves	(169,906)	-	(253,000)	(253,000)	-%
Total Revenues	(7,472,750)	(6,458,786)	(6,873,152)	(414,366)	6.4%
Net Levy	\$ 6,115,075	\$ 6,941,528	\$ 7,175,021	\$ 233,493	3.4%
Full-Time Equivalents		113.15	112.15	(1.00)	-0.9%



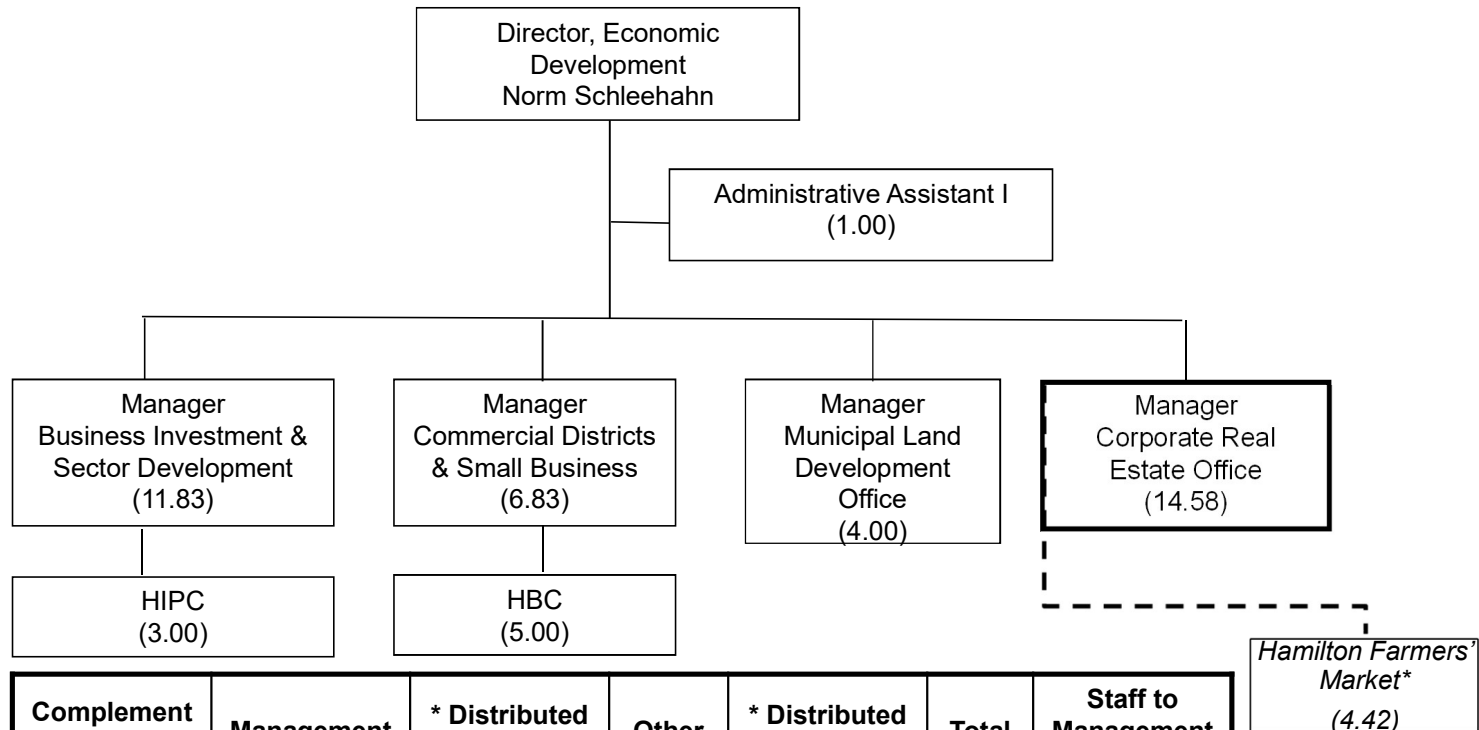
2023 Restated Budget Revenues



2023 Restated Budget Expenses



ECONOMIC DEVELOPMENT



Complement (FTE)	Management	* Distributed Management	Other	* Distributed Other	Total	Staff to Management Ratio
2022	5.00	1.00	41.99	3.42	46.99	8.40:1
2023	5.00	1.00	42.24	3.42	47.24	8.45:1
Change	0.00	0.00	0.25	3.42	0.25	0

- *Distributed staff represent a direct reporting structure to Chief Corporate Real Estate Officer (Ray Kessler) of Hamilton Farmer's Market employees. Hamilton Farmer's Market budget resides in Boards and Agencies.

Economic Development

Description

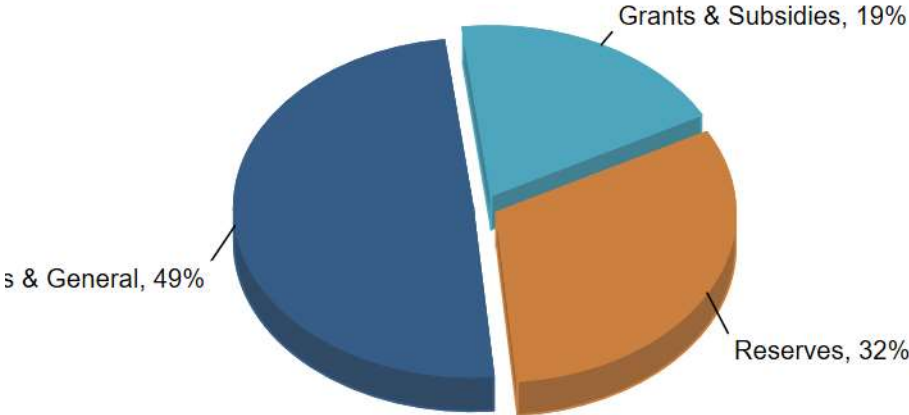
Economic Development is tasked with growing and retaining the workforce, and increasing the non-residential tax base for the City of Hamilton. The three sections within Economic Development that deliver the mandate of the division are: Urban Renewal, which focuses on the downtowns and commercial areas; Business Development, which focuses on all the industrial parks and on industries/ employers not generally found in the downtowns; and Real Estate, which is an in-house service for all departments in the City which require property to be purchased, sold, or leased.

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Corporate Real Estate Office	\$ 948,040	\$ 500,634	\$ 421,677	\$ (78,957)	(15.8)%
Commercial Districts and Small Business	1,639,621	1,700,022	1,780,759	80,737	4.7%
Municipal Land Development	181,843	225,040	231,595	6,555	2.9%
Business Development	2,617,665	2,961,273	3,077,948	116,675	3.9%
Total Economic Development	\$ 5,387,169	\$ 5,386,969	\$ 5,511,979	\$ 125,010	2.3%

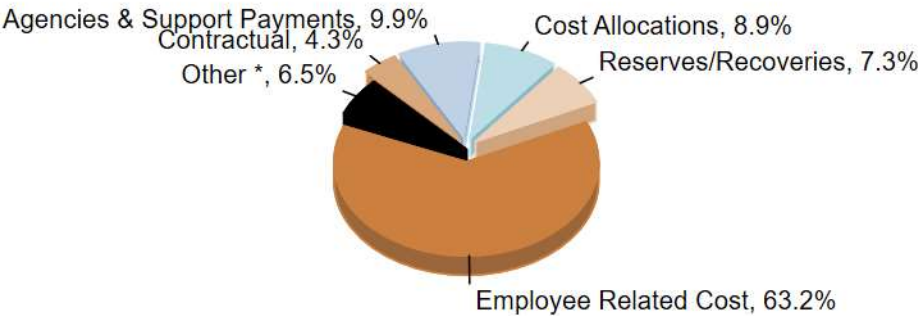
Economic Development

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 5,879,932	\$ 6,550,540	\$ 6,788,434	\$ 237,894	3.6%
Material & Supply*	180,671	261,022	274,691	13,669	5.2%
Recoveries from Capital*	(1,381,249)	(1,777,974)	(1,761,893)	16,081	(0.9)%
Building & Ground*	16,033	12,848	12,980	132	1.0%
Consulting*	31,652	23,903	19,304	(4,599)	(19.2)%
Contractual	241,002	439,694	457,860	18,166	4.1%
Agencies & Support Payments	545,958	1,058,600	1,058,600	-	-%
Capital Expenditures*	96	-	-	-	-%
Financial	178,861	486,690	390,553	(96,137)	(19.8)%
Cost Allocations	274,091	776,186	956,371	180,185	23.2%
Reserves/Recoveries	1,347,853	639,650	784,760	145,110	22.7%
Total Expenses	7,314,900	8,471,159	8,981,660	510,501	6.0%
Fees & General	(798,455)	(1,336,470)	(1,716,470)	(380,000)	28.4%
Grants & Subsidies	(841,779)	(654,560)	(660,050)	(5,490)	0.8%
Reserves	(287,497)	(1,093,160)	(1,093,160)	-	-%
Total Revenues	(1,927,731)	(3,084,190)	(3,469,680)	(385,490)	12.5%
Net Levy	\$ 5,387,169	\$ 5,386,969	\$ 5,511,980	\$ 125,011	2.3%
Full-Time Equivalents		46.99	47.24	0.25	0.5%

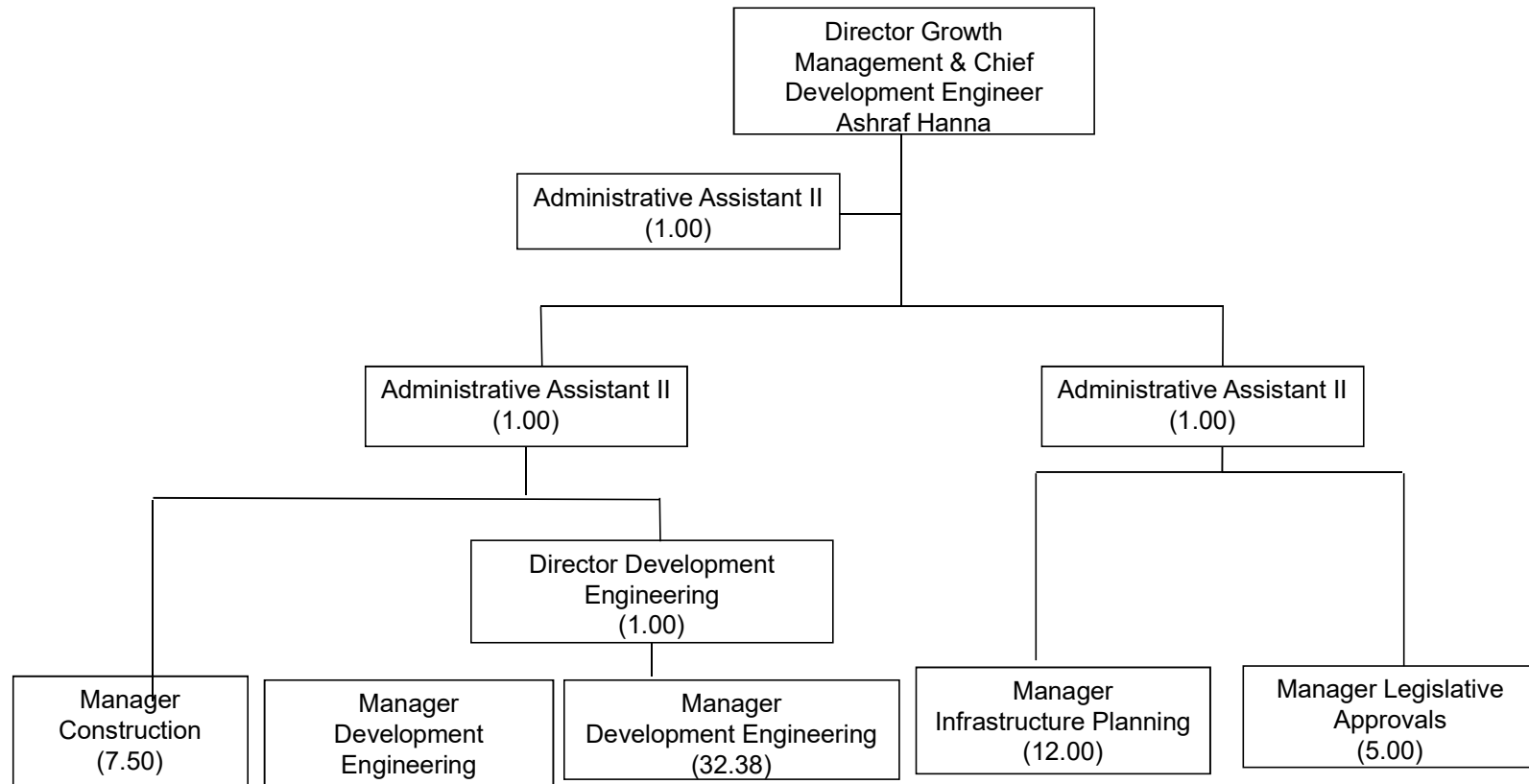
2023 Restated Budget Revenues



2023 Restated Budget Expenses



GROWTH MANAGEMENT



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	6.00	54.88	60.88	9.15:1
2023	8.00	54.88	62.88	6.86:1
Change	2.00	0.00	2.00	

Growth Management

Description

Growth Management implements infrastructure and approves servicing applications submitted by developers to create opportunities for development to proceed that meet the needs of businesses and citizens of the City. Growth Management supports the coordination of policy and infrastructure to ensure that growth aligns with the objectives of the City of Hamilton's Official Plan, Growth Related Integrated Development Strategy, City-Wide Transportation Master Plan, Water and Wastewater Master Plan and the Comprehensive Development Engineering Guidelines and Financial Policies.

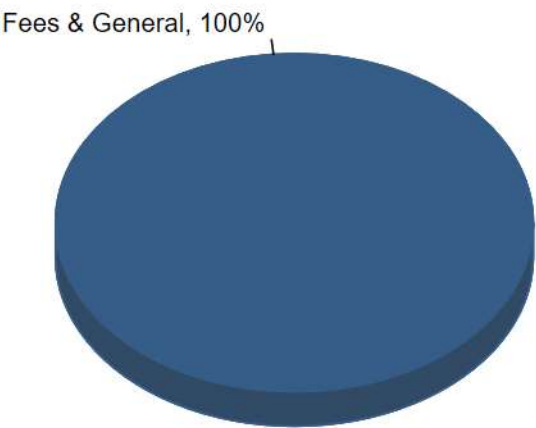
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Director & Admin Growth Management	\$ 155,116	\$ (15,694)	\$ 12,771	\$ 28,465	(181.4)%
Development Engineering	(895,863)	(837,653)	(834,195)	3,458	(0.4)%
Grading & Construction	211,183	135,198	138,187	2,989	2.2%
Infrastructure Planning	431,102	971,428	929,115	(42,313)	(4.4)%
Legislative Approvals	574,252	627,904	653,822	25,918	4.1%
Total Growth Management	\$ 475,790	\$ 881,183	\$ 899,700	\$ 18,517	2.1%

Growth Management

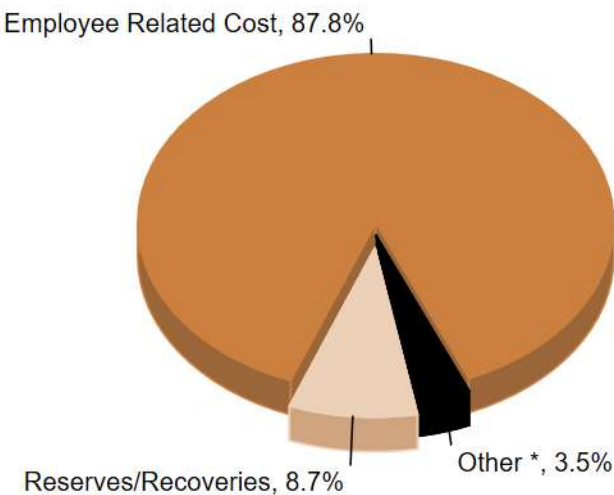
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 6,073,854	\$ 7,232,913	\$ 7,849,527	\$ 616,614	8.5%
Material & Supply*	217,074	156,320	157,580	1,260	0.8%
Recoveries from Capital*	(320,000)	(330,735)	(340,660)	(9,925)	3.0%
Vehicle Expenses*	28,494	35,308	38,574	3,266	9.3%
Building & Ground*	8,917	9,405	10,510	1,105	11.7%
Consulting*	102,234	70,000	70,000	-	-%
Contractual*	84,495	11,580	10,270	(1,310)	(11.3)%
Capital Financing*	30,000	-	-	-	-%
Financial*	62,645	28,170	28,170	-	-%
Cost Allocations*	(664,955)	(843,510)	(961,879)	(118,369)	14.0%
Reserves/Recoveries	2,579,174	346,226	778,943	432,717	125.0%
Total Expenses	8,201,932	6,715,677	7,641,035	925,358	13.8%
Fees & General	(7,670,174)	(5,834,495)	(6,741,336)	(906,841)	15.5%
Reserves	(55,968)	-	-	-	-%
Total Revenues	(7,726,142)	(5,834,495)	(6,741,336)	(906,841)	15.5%
Net Levy	\$ 475,790	\$ 881,182	\$ 899,699	\$ 18,517	2.1%
Full-Time Equivalents		60.88	62.88	2.00	3.3%



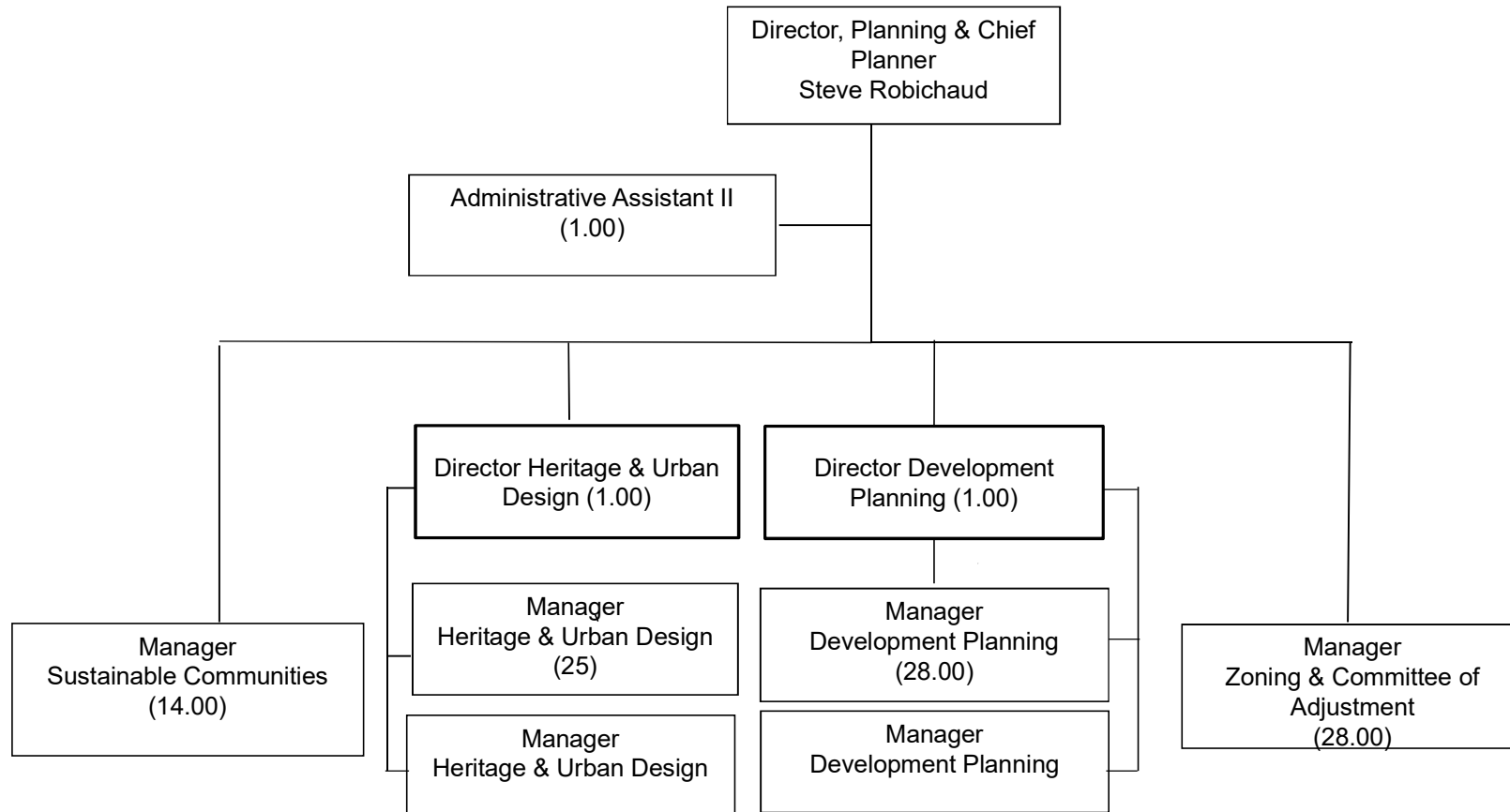
2023 Restated Budget Revenues



2023 Restated Budget Expenses



PLANNING



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	4.00	92.00	96.00	23.00:1
2023	9.00	92.00	101.00	10.22:1
Change	5.00	0.00	5.00	

Planning

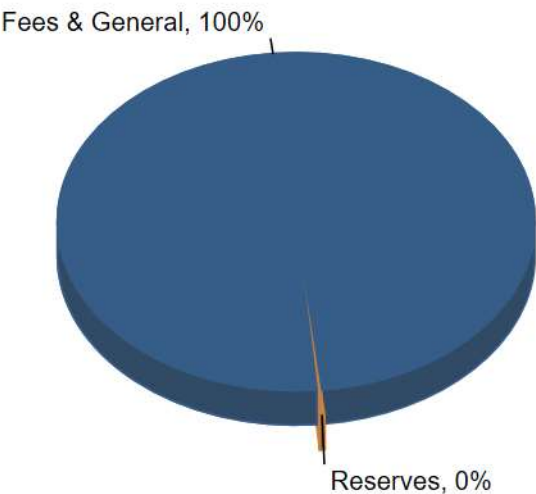
Description

The Planning Division prepares and implements land use plans and strategies, which contribute to quality development, quality of life, and a good business environment for our community. The Division accomplishes this by the formulation and implementation of planning related legislation policies, regulations, programs and development approvals that support and enhance the sustainability, growth and prosperity of the City.

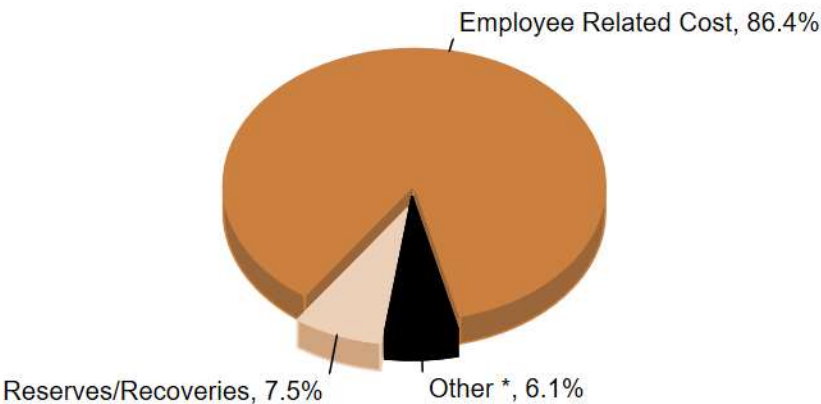
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Sustainable Communities	\$ 903,262	\$ 1,058,854	\$ 1,076,593	\$ 17,739	1.7%
Zoning & Committee of Adjmt	(599,632)	(346,399)	154,351	500,750	(144.6)%
Development Planning	1,068,044	(204,558)	(1,708,988)	(1,504,430)	735.5%
Director & Admin Planning	884,303	1,049,072	1,235,052	185,980	17.7%
Heritage & Urban Design	807,523	2,164,498	2,983,157	818,659	37.8%
Total Planning	\$ 3,063,500	\$ 3,721,467	\$ 3,740,165	\$ 18,698	0.5%

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 7,190,725	\$ 10,289,269	\$ 11,218,073	\$ 928,804	9.0%
Material & Supply*	249,533	223,200	255,890	32,690	14.6%
Recoveries from Capital*	(879,881)	(1,087,319)	(1,122,540)	(35,221)	3.2%
Vehicle Expenses*	-	1,500	1,500	-	-%
Building & Ground*	15,465	17,535	16,920	(615)	(3.5)%
Consulting*	66,228	114,380	164,380	50,000	43.7%
Contractual*	86,572	72,620	99,343	26,723	36.8%
Agencies & Support Payments*	24,280	90,937	168,000	77,063	84.7%
Financial*	97,953	62,770	86,270	23,500	37.4%
Cost Allocations*	(100,009)	(786,590)	(794,427)	(7,837)	1.0%
Reserves/Recoveries	2,066,593	566,659	969,099	402,440	71.0%
Total Expenses	8,817,459	9,564,961	11,062,508	1,497,547	15.7%
Fees & General	(5,699,183)	(5,819,494)	(7,298,343)	(1,478,849)	25.4%
Reserves	(54,775)	(24,000)	(24,000)	-	-%
Total Revenues	(5,753,958)	(5,843,494)	(7,322,343)	(1,478,849)	25.3%
Net Levy	\$ 3,063,501	\$ 3,721,467	\$ 3,740,165	\$ 18,698	0.5%
Full-Time Equivalents		96.00	101.00	5.00	5.2%

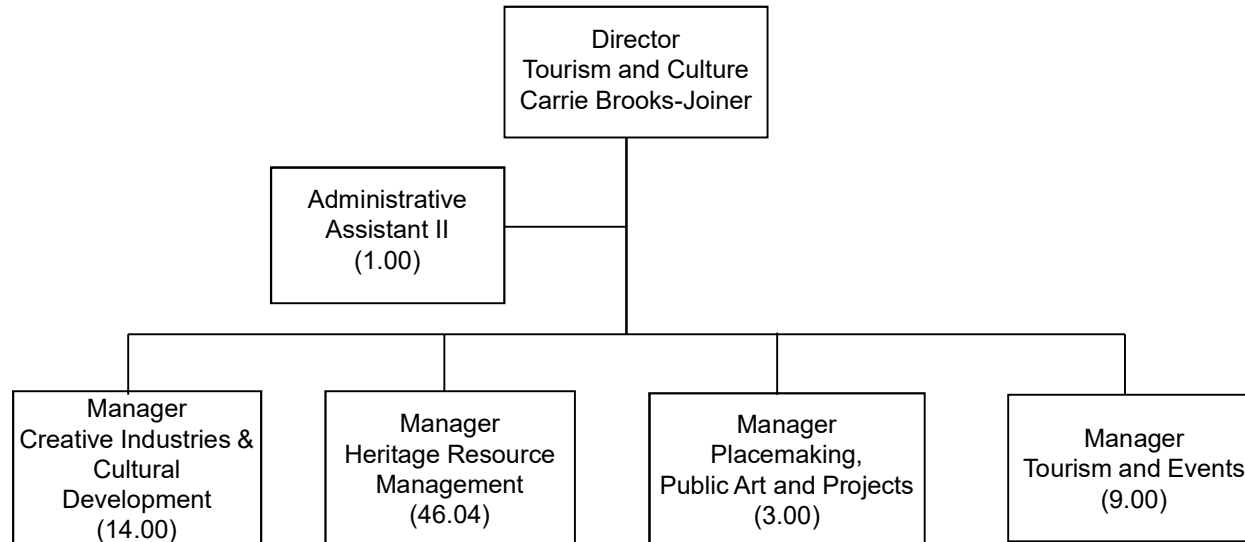
2023 Restated Budget Revenues



2023 Restated Budget Expenses



TOURISM & CULTURE



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	5.00	69.04	74.04	13.81:1
2023	5.00	69.04	74.04	13.81:1
Change	0.00	0.00	0.00	

Tourism & Culture

Description

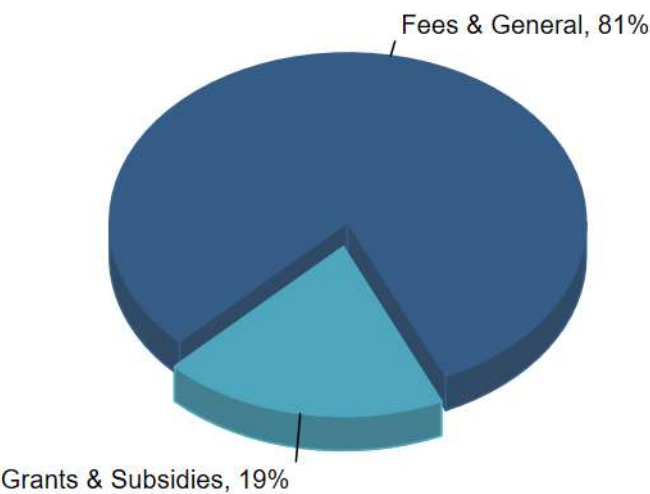
The work of the Tourism and Culture Division cultivates a love for Hamilton by strengthening and celebrating the City's tourism and cultural resources to further the local quality of life and economic prosperity. The major strategies that drive the work performed by the division include the City of Hamilton Cultural Plan – Transforming Hamilton through Culture, Public Art Master Plan, Tourism Strategy, Music Strategy, Economic Development Action Plan and the Provincial Community Museum Standards.

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Directors Office T&C	\$ 563,254	\$ 715,848	\$ 713,378	\$ (2,470)	(0.3)%
Tourism & Cultural Operations	7,174,661	9,001,082	9,442,287	441,205	4.9%
Total Tourism & Culture	\$ 7,737,915	\$ 9,716,930	\$10,155,665	\$ 438,735	4.5%

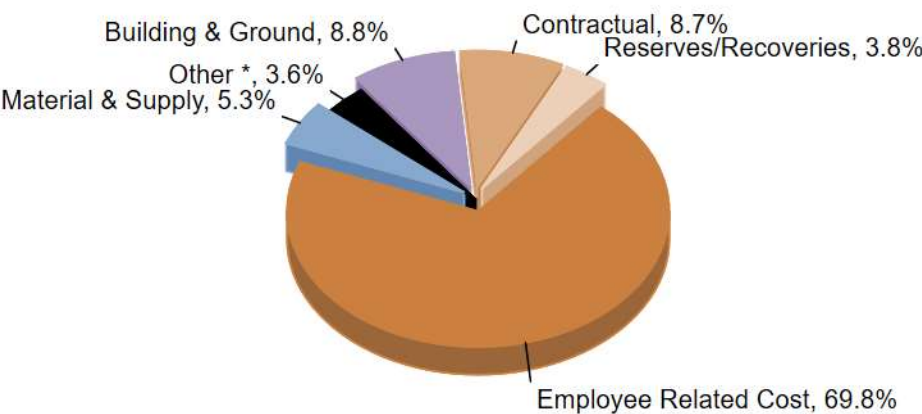
Tourism & Culture

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 6,628,244	\$ 7,946,027	\$ 8,310,168	\$ 364,141	4.6%
Material & Supply	331,386	616,160	631,960	15,800	2.6%
Recoveries from Capital*	(304,593)	(608,912)	(627,698)	(18,786)	3.1%
Vehicle Expenses*	2,508	4,462	5,114	652	14.6%
Building & Ground	723,034	933,050	1,045,230	112,180	12.0%
Consulting*	9,667	9,500	9,500	-	-%
Contractual	522,385	1,048,005	1,036,330	(11,675)	(1.1)%
Agencies & Support Payments*	47,596	187,250	187,250	-	-%
Financial*	82,388	115,950	131,400	15,450	13.3%
Cost Allocations*	45,953	83,012	96,537	13,525	16.3%
Reserves/Recoveries	555,809	475,594	453,155	(22,439)	(4.7)%
Total Expenses	8,644,377	10,810,098	11,278,946	468,848	4.3%
Fees & General	(563,801)	(748,780)	(907,150)	(158,370)	21.2%
Grants & Subsidies	(342,661)	(216,130)	(216,130)	-	-%
Reserves	-	(128,260)	-	128,260	(100.0)%
Total Revenues	(906,462)	(1,093,170)	(1,123,280)	(30,110)	2.8%
Net Levy	\$ 7,737,915	\$ 9,716,928	\$ 10,155,666	\$ 438,738	4.5%
Full-Time Equivalents		74.04	74.04	-	-%

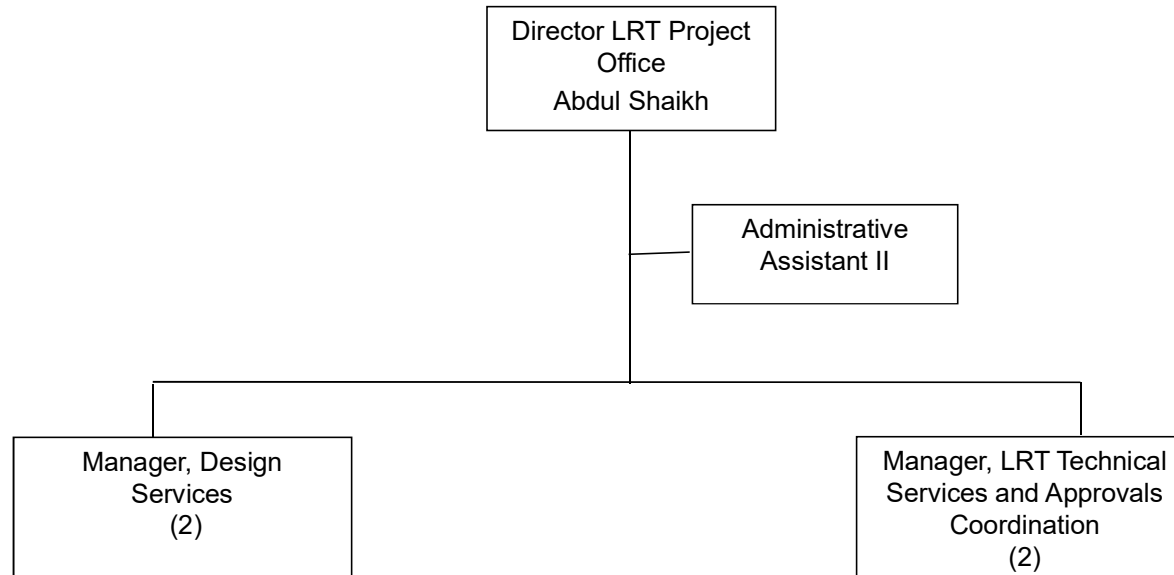
2023 Restated Budget Revenues



2023 Restated Budget Expenses



LIGHT RAIL TRANSIT (LRT)

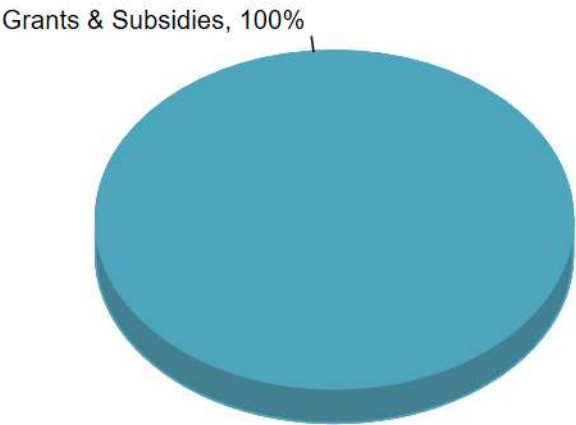


Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	0.00	0.00	0.00	
2023	3.00	3.00	6.00	1:1
Change	3.00	3.00	6.00	

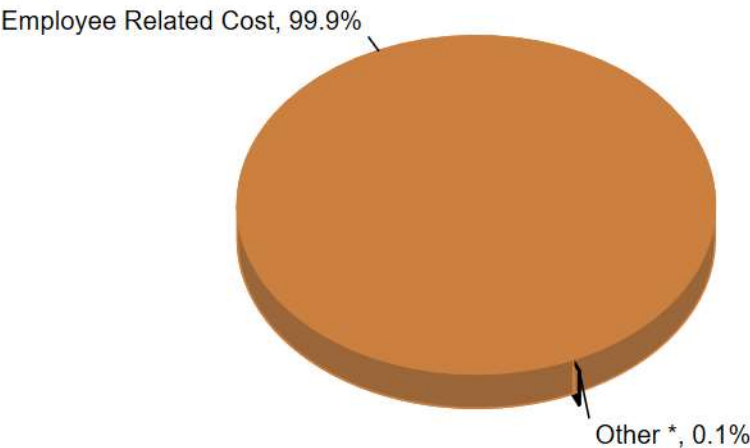
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ -	\$ -	\$ 2,553,059	\$ 2,553,059	-%
Building & Ground*	-	-	170	170	-%
Reserves/Recoveries*	-	7,630	2,200	(5,430)	(71.2)%
Total Expenses	-	7,630	2,555,429	2,547,799	33,391.9%
Grants & Subsidies	-	(7,630)	(2,555,429)	(2,547,799)	33,391.9%
Total Revenues	-	(7,630)	(2,555,429)	(2,547,799)	33,391.9%
Net Levy	\$ -	\$ -	\$ -	\$ -	-%
Full-Time Equivalents		-	6.00	6.00	-%



2023 Restated Budget Revenues



2023 Restated Budget Expenses



CITY OF HAMILTON

BUDGET AND MULTI-YEAR OUTLOOK

2023



| HEALTHY AND SAFE COMMUNITIES

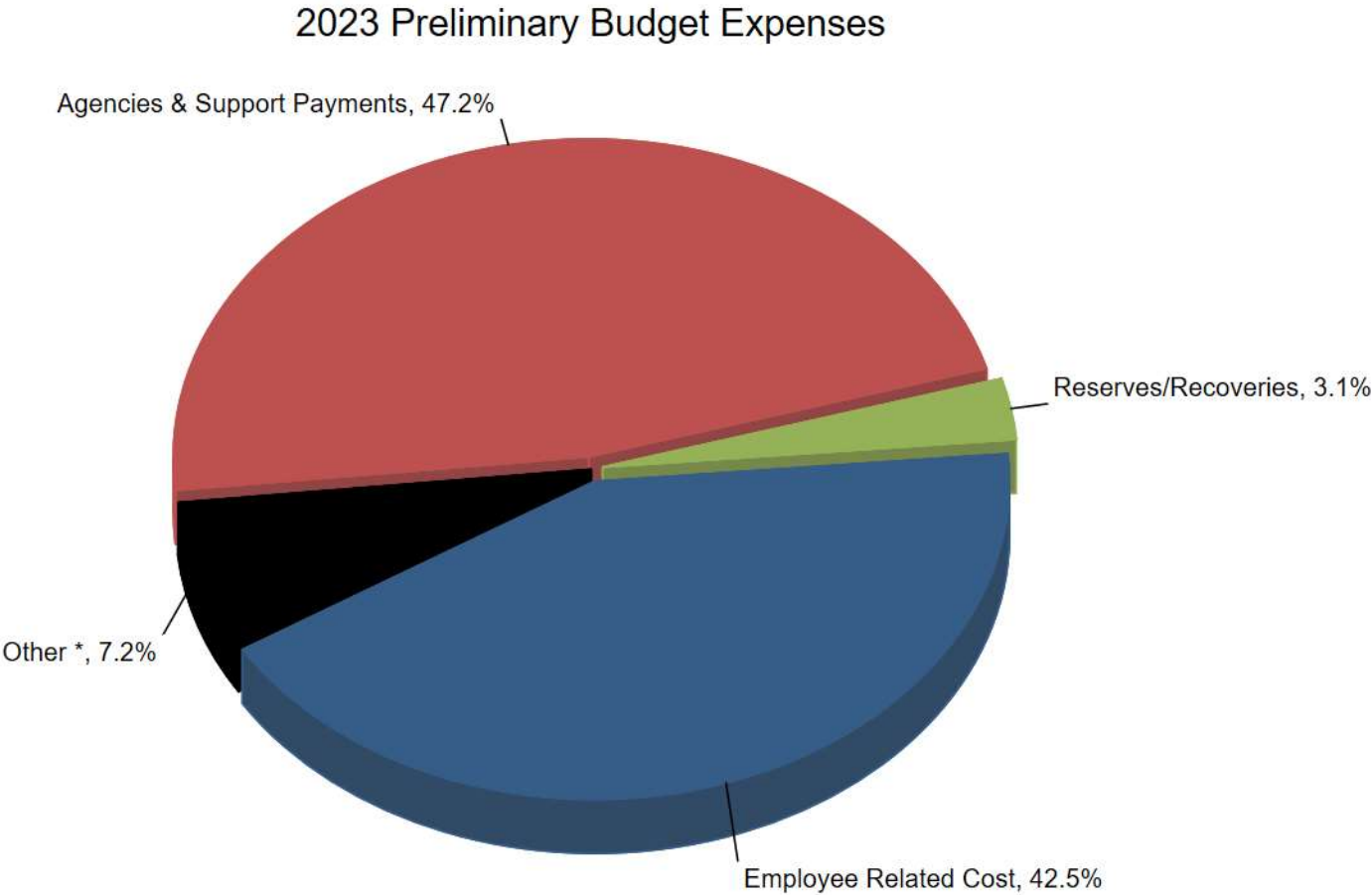
Healthy & Safe Communities

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
HSC Administration	\$ 2,962,493	\$ 3,066,969	\$ 2,916,328	\$ (150,641)	(4.9)%
Children's and Community Services	9,600,347	10,945,917	11,067,052	121,135	1.1%
Ontario Works	10,407,985	12,839,928	13,411,205	571,277	4.4%
Housing Services	46,714,703	53,936,980	60,401,610	6,464,630	12.0%
Long Term Care	11,192,629	11,770,778	12,791,918	1,021,140	8.7%
Recreation	32,180,717	36,270,757	37,713,547	1,442,790	4.0%
Hamilton Fire Department	93,798,505	96,124,445	100,967,233	4,842,788	5.0%
Hamilton Paramedic Service	28,386,608	29,113,294	31,683,297	2,570,003	8.8%
Public Health Services	12,830,419	13,920,201	14,774,683	854,482	6.1%
Total Healthy & Safe Communities	\$ 248,074,406	\$ 267,989,269	\$285,726,873	\$ 17,737,604	6.6%

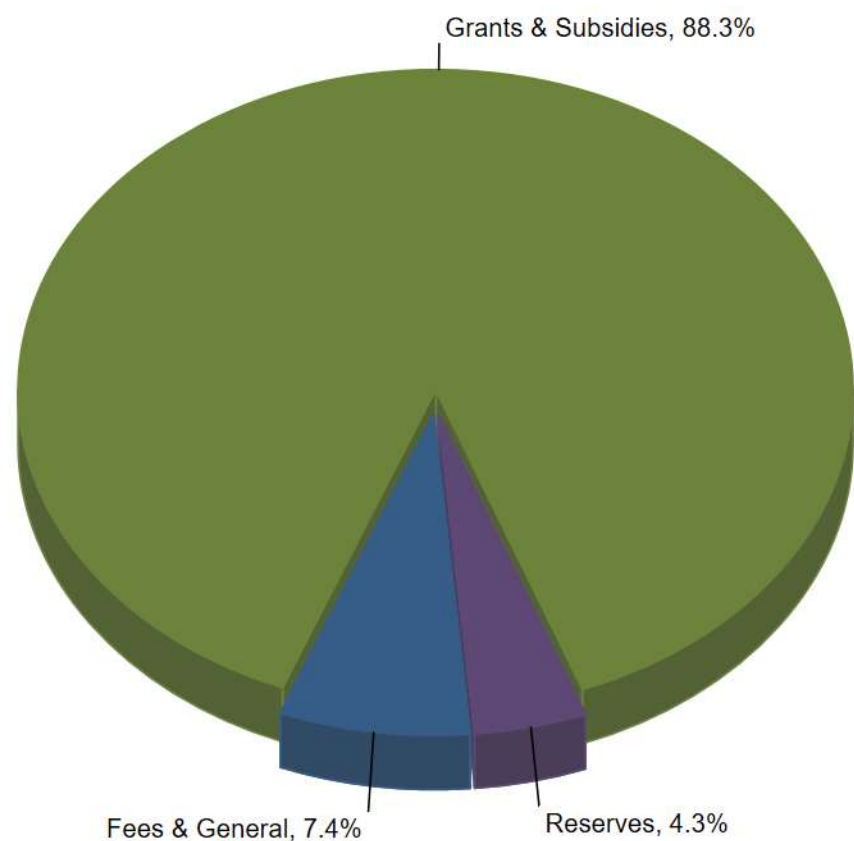
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost*	\$ 301,393,466	\$ 333,004,263	\$ 328,268,207	(4,736,056)	(1.4)%
Contractual*	7,649,692	9,527,230	9,497,217	(30,013)	(0.3)%
Material & Supply*	16,038,934	18,338,650	14,784,363	(3,554,287)	(19.4)%
Recoveries from Capital*	(1,407,977)	(756,096)	(652,813)	103,283	(13.7)%
Vehicle Expenses*	3,000,876	3,142,747	3,724,981	582,234	18.5%
Building & Ground*	13,829,823	15,772,553	14,763,696	(1,008,857)	(6.4)%
Consulting*	140,404	322,110	60,790	(261,320)	(81.1)%

Healthy & Safe Communities

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Agencies & Support Payments*	240,525,659	315,174,926	364,243,947	49,069,021	15.6%
Reserves/Recoveries*	22,794,860	22,933,809	23,971,019	1,037,210	4.5%
Cost Allocations*	5,919,356	6,376,452	6,507,893	131,441	2.1%
Financial*	1,791,992	4,064,249	4,126,552	62,303	1.5%
Capital Financing*	1,018,746	2,269,526	2,153,226	(116,300)	(5.1)%
Capital Expenditures*	118,253	-	-	-	-%
Total Expenses	612,814,084	730,170,419	771,449,078	41,278,659	5.7%
Fees & General	(26,538,070)	(31,821,323)	(35,762,623)	(3,941,300)	12.4%
Tax & Rates	(10,475,545)	-	-	-	-%
Grants & Subsidies	(323,979,460)	(360,286,561)	(428,896,851)	(68,610,290)	19.0%
Reserves	(3,746,602)	(70,073,265)	(21,062,730)	49,010,535	(69.9)%
Total Revenues	(364,739,677)	(462,181,149)	(485,722,204)	(23,541,055)	5.1%
Net Levy	\$ 248,074,407	\$ 267,989,270	\$ 285,726,874	17,737,604	6.6%
Full-Time Equivalents		2,664.28	2,710.93	46.65	1.8%



2023 Preliminary Budget Revenues



CITY OF HAMILTON

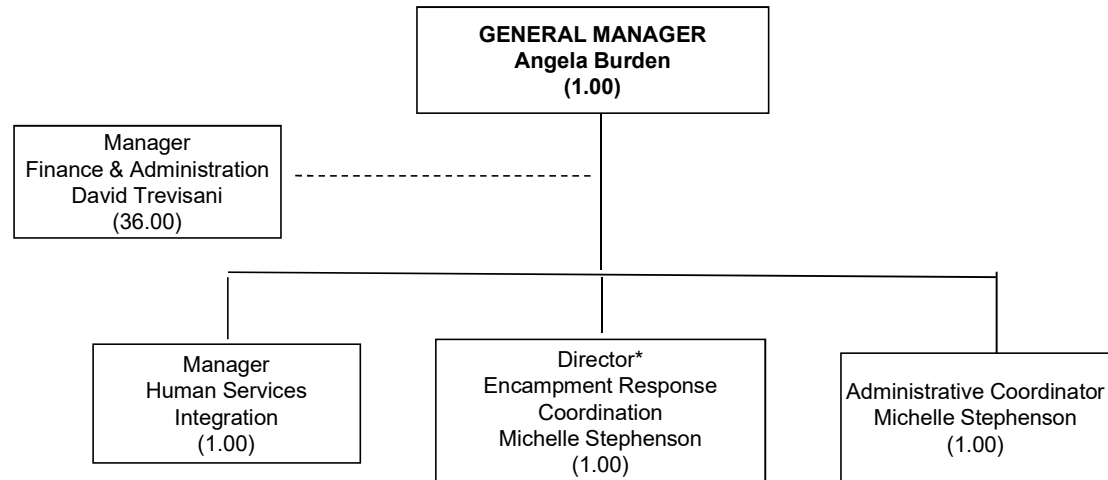
2024 - 2026 MULTI YEAR OUTLOOK

BY DIVISION

Healthy & Safe Communities

	2023 Preliminary Budget Gross	2023 Preliminary Budget Net	2024 Preliminary Gross	2024 Preliminary Net	2025 Preliminary Gross	2025 Preliminary Net	2026 Preliminary Gross	2026 Preliminary Net
HSC Administration	3,627,480	2,916,330	3,775,780	3,043,200	3,911,560	3,158,390	4,036,400	3,265,060
Children's and Community Services	177,045,630	11,067,050	177,545,830	11,388,950	177,884,740	11,752,450	176,965,990	12,100,490
Ontario Works	146,252,060	13,411,210	146,976,740	14,292,330	147,853,810	15,169,400	148,661,490	15,977,080
Housing Services	90,257,400	60,401,610	80,926,140	69,614,430	83,097,880	73,635,830	85,962,730	78,385,360
Long Term Care	53,126,300	12,791,920	54,607,750	14,286,720	56,132,260	15,738,640	57,645,720	17,139,190
Recreation	55,187,160	37,713,540	56,614,250	38,790,600	57,878,360	39,706,820	59,254,880	40,728,600
Hamilton Fire Department	103,380,190	100,967,240	106,474,300	104,479,760	110,270,380	108,225,100	114,339,950	112,242,620
Hamilton Paramedic Service	70,139,520	31,683,300	70,684,980	32,747,730	72,322,550	33,874,480	74,418,770	34,935,500
Public Health Services	72,433,350	14,774,680	66,702,760	18,400,780	68,080,710	19,795,270	69,471,160	21,168,320
Total Healthy & Safe Communities	771,449,090	285,726,880	764,308,530	307,044,500	777,432,250	321,056,380	790,757,090	335,942,220

HSC ADMINISTRATION



* Not included in complement

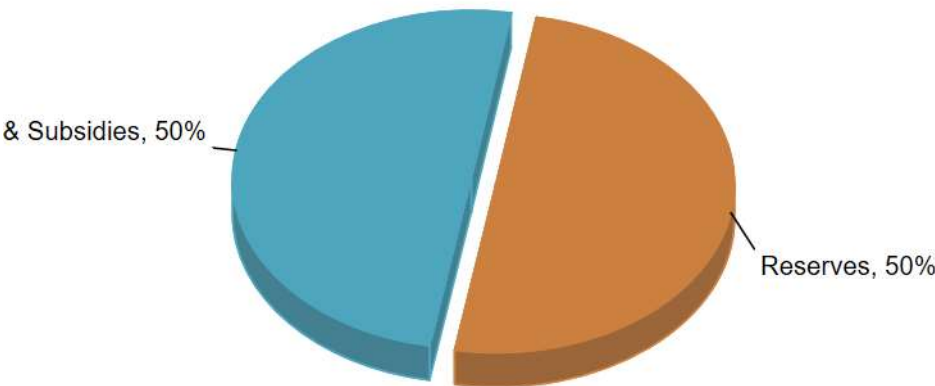
Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2022	3.00	36.00	39.00	12.00:1
2023	3.00	36.00	39.00	12.00:1
Change	0.00	0.00	0.00	

HSC Administration

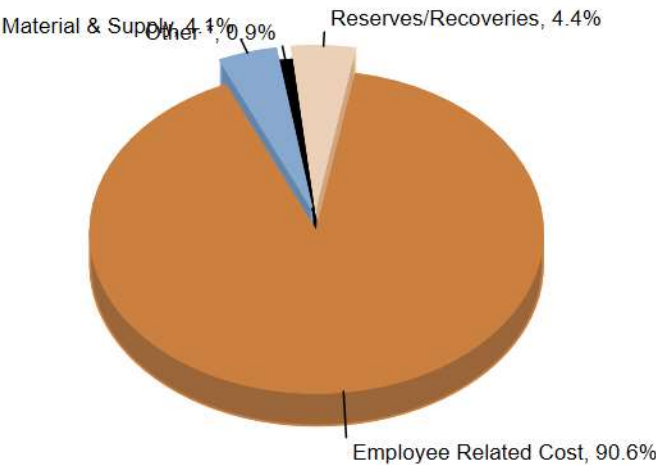
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
HSC - Finance & Administration	\$ 2,063,551	\$ 2,204,677	\$ 2,213,468	\$ 8,791	0.4%
General Managers Office	898,942	862,292	702,860	(159,432)	(18.5)%
Total HSC Administration	\$ 2,962,493	\$ 3,066,969	\$ 2,916,328	\$ (150,641)	(4.9)%

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 2,974,357	\$ 3,096,306	\$ 3,287,746	\$ 191,440	6.2%
Material & Supply	180,729	206,910	147,398	(59,512)	(28.8)%
Building & Ground*	5,528	6,227	6,484	257	4.1%
Consulting*	46,610	-	-	-	-%
Contractual*	4,737	2,370	2,068	(302)	(12.7)%
Cost Allocations*	31,320	31,950	23,348	(8,602)	(26.9)%
Reserves/Recoveries	149,015	178,070	160,432	(17,638)	(9.9)%
Total Expenses	3,392,296	3,521,833	3,627,476	105,643	3.0%
Grants & Subsidies	(429,805)	(349,110)	(355,082)	(5,972)	1.7%
Reserves	-	(105,754)	(356,065)	(250,311)	236.7%
Total Revenues	(429,805)	(454,864)	(711,147)	(256,283)	56.3%
Net Levy	\$ 2,962,491	\$ 3,066,969	\$ 2,916,329	\$ (150,640)	(4.9)%
Full-Time Equivalents		32.50	32.50	-	-%

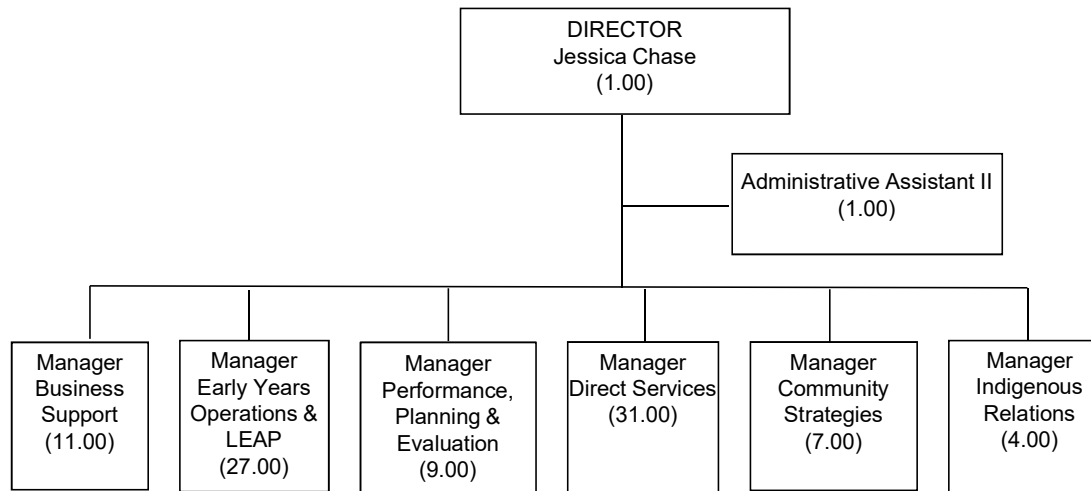
2023 Restated Budget Revenues



2023 Restated Budget Expenses



CHILDREN'S AND COMMUNITY SERVICES



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2022	7.00	84.00	91.00	12 :1
2023	7.00	84.00	91.00	12 :1
Change	0.00	0.00	0.00	

Children's and Community Services

Description

Children's Services and Neighbourhood Development provides leadership on strategic initiatives and the delivery of human services. The division provides comprehensive, evidence-based support to the early years and child care system, community and neighbourhood initiatives, and collaborates with partners to support public engagement.

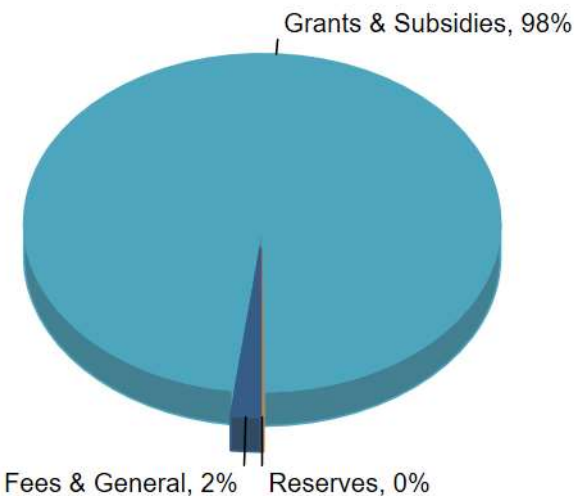
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Neighbourhoods & Community	\$ 1,448,421	\$ 1,053,168	\$ 958,934	\$ (94,234)	(8.9)%
CCS	59,224	373,360	462,239	88,879	23.8%
Early Years & Child Care	7,872,500	9,032,780	9,135,786	103,006	1.1%
Home Management	220,202	486,609	510,093	23,484	4.8%
Total Children's and Community Services	\$ 9,600,347	\$10,945,917	\$11,067,052	\$ 121,135	1.1%

Children's and Community Services

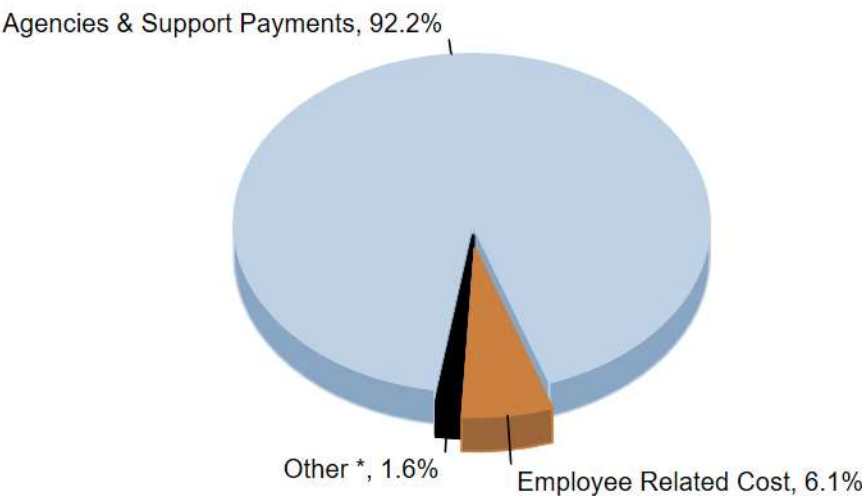
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 9,041,921	\$ 9,850,569	\$ 10,876,158	\$ 1,025,589	10.4%
Material & Supply*	565,353	761,670	1,663,147	901,477	118.4%
Building & Ground*	130,045	46,443	49,690	3,247	7.0%
Consulting*	25,440	-	20,000	20,000	-%
Contractual*	316,420	449,755	421,831	(27,924)	(6.2)%
Agencies & Support Payments	83,524,491	84,508,014	163,268,164	78,760,150	93.2%
Financial*	36,870	48,940	48,750	(190)	(0.4)%
Cost Allocations*	377,854	384,899	393,684	8,785	2.3%
Reserves/Recoveries*	(1,214,446)	341,502	304,204	(37,298)	(10.9)%
Total Expenses	92,803,948	96,391,792	177,045,628	80,653,836	83.7%
Fees & General	(2,960,510)	(3,316,520)	(3,322,140)	(5,620)	0.2%
Grants & Subsidies	(80,217,650)	(81,656,651)	(162,446,436)	(80,789,785)	98.9%
Reserves	(25,440)	(472,703)	(210,000)	262,703	(55.6)%
Total Revenues	(83,203,600)	(85,445,874)	(165,978,576)	(80,532,702)	94.2%
Net Levy	\$ 9,600,348	\$ 10,945,918	\$ 11,067,052	\$ 121,134	1.1%
Full-Time Equivalents		91.00	91.00	-	-%

Children's and Community Services

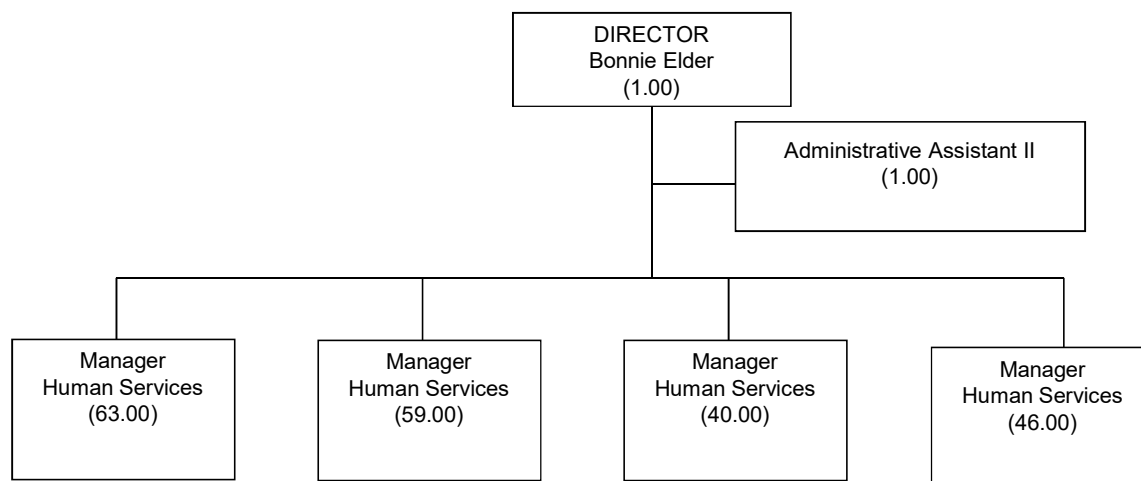
2023 Restated Budget Revenues



2023 Restated Budget Expenses



ONTARIO WORKS



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2022	5.00	205.00	210.00	41:1
2023	5.00	205.00	210.00	41:1
Change	0.00	0.00	0.00	

Ontario Works

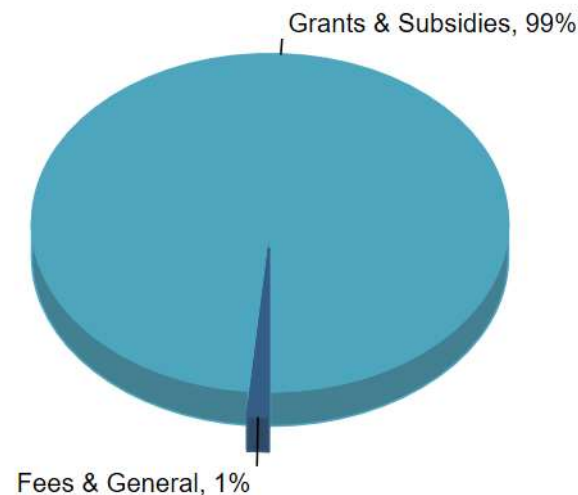
Description

Ontario Works Hamilton helps eligible residents meet their basic food and shelter needs by providing financial assistance. Staff and programs assist them pursue the goal of sustainable employment or alternate sources of permanent financial support. In addition, we provide a range of health and nonhealth related benefits to assist qualified applicants improve their quality of life, health, safety and self-sufficiency

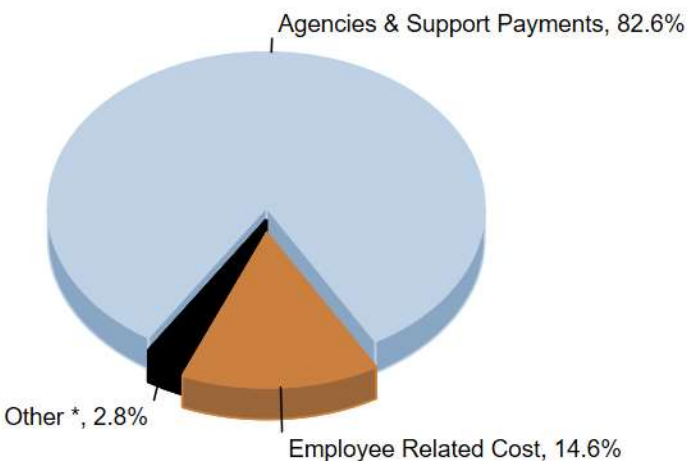
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Client Benefits/Spec Supports	\$ 703,350	\$ 1,222,200	\$ 1,236,992	\$ 14,792	1.2%
OW Admin	9,704,635	11,617,728	12,174,213	556,485	4.8%
Total Ontario Works	\$10,407,985	\$12,839,928	\$13,411,205	\$ 571,277	4.4%

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 19,436,848	\$ 20,846,216	\$ 21,415,639	\$ 569,423	2.7%
Material & Supply*	343,972	673,570	556,530	(117,040)	(17.4)%
Building & Ground	1,875,743	1,763,837	1,688,246	(75,591)	(4.3)%
Contractual*	220,713	273,870	253,240	(20,630)	(7.5)%
Agencies & Support Payments	89,599,790	120,595,140	120,774,692	179,552	0.1%
Financial*	207,475	292,820	307,820	15,000	5.1%
Cost Allocations*	752,397	767,540	784,085	16,545	2.2%
Reserves/Recoveries*	558,980	459,315	471,804	12,489	2.7%
Total Expenses	112,995,918	145,672,308	146,252,056	579,748	0.4%
Fees & General	(1,190,872)	(1,923,040)	(1,923,160)	(120)	-%
Grants & Subsidies	(101,276,060)	(130,801,720)	(130,917,690)	(115,970)	0.1%
Reserves	(121,000)	(107,620)	-	107,620	(100.0)%
Total Revenues	(102,587,932)	(132,832,380)	(132,840,850)	(8,470)	-%
Net Levy	\$ 10,407,986	\$ 12,839,928	\$ 13,411,206	\$ 571,278	4.4%
Full-Time Equivalents		210.00	210.00	-	-%

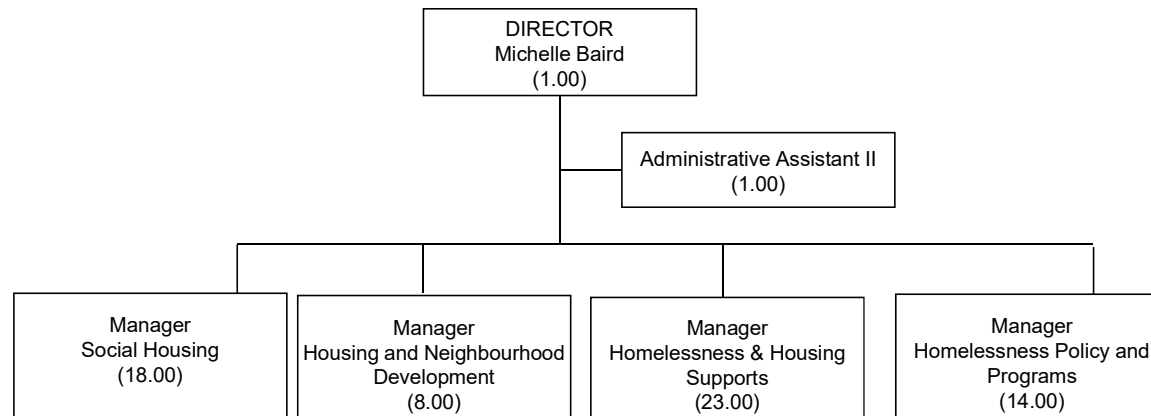
2023 Restated Budget Revenues



2023 Restated Budget Expenses



HOUSING SERVICES



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2022	5.00	53.00	58.00	10.60:1
2023	5.00	60.00	65.00	12:1
Change	0.00	7.00	7.00	

Housing Services

Description

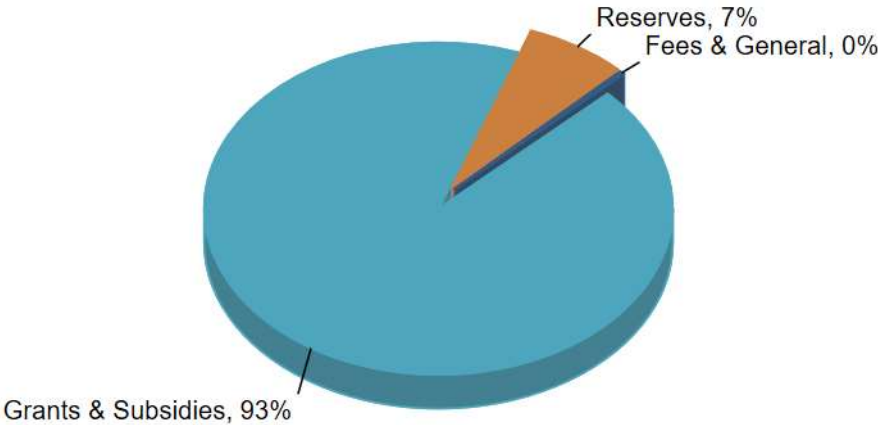
The Housing Services Division provides leadership and administration funding, oversees standards, and builds capacity in the community to ensure everyone has a home. This is done through providing affordable housing options across the continuum of housing needs, from shelters, transitional and supportive housing to rent-geared-to-income, affordable rental and affordable homeownership that is funded by all levels of government. Meeting the unique and complex housing needs of our community is informed by Council approved priorities in the 10-year Housing and Homelessness Action Plan, as well as provincial and federal programs and legislation.

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Affordable Housing and Neighbourhood Development	\$ 5,861,509	\$ 7,199,833	\$ 8,766,517	\$ 1,566,684	21.8%
Homelessness Policy & Program	7,194,510	7,349,547	6,392,361	(957,186)	(13.0)%
Housing Services Administration	654,246	690,738	699,419	8,681	1.3%
Social Housing	33,004,438	38,696,863	44,543,313	5,846,450	15.1%
Total Housing Services	\$46,714,703	\$53,936,981	\$60,401,610	\$ 6,464,629	12.0%

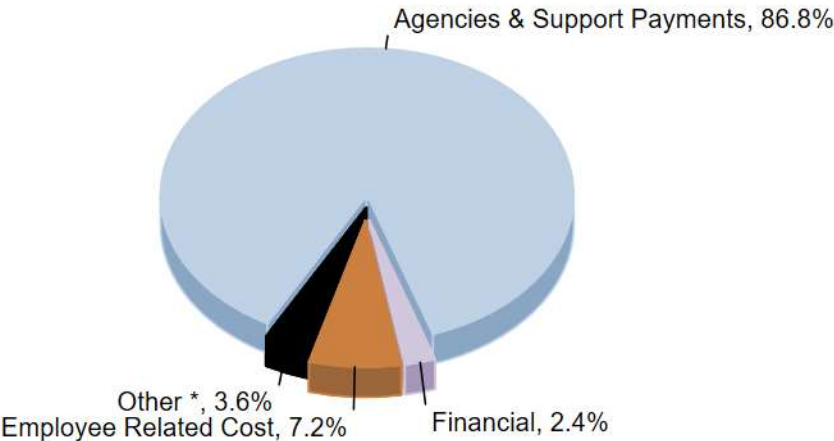
Housing Services

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 4,202,174	\$ 7,283,990	\$ 6,541,041	\$ (742,949)	(10.2)%
Material & Supply*	1,483,145	3,944,375	736,841	(3,207,534)	(81.3)%
Recoveries from Capital*	(1,107,414)	(756,096)	(652,813)	103,283	(13.7)%
Building & Ground*	943,143	1,005,610	331,707	(673,903)	(67.0)%
Consulting*	952	800	800	-	-%
Contractual*	18,472	1,180,929	332,692	(848,237)	(71.8)%
Agencies & Support Payments	65,255,614	108,722,132	79,118,394	(29,603,738)	(27.2)%
Capital Financing	-	1,250,786	1,134,486	(116,300)	(9.3)%
Capital Expenditures*	10,201	-	-	-	-%
Financial	45,050	2,181,210	2,174,935	(6,275)	(0.3)%
Cost Allocations*	93,227	(239,959)	(234,047)	5,912	(2.5)%
Reserves/Recoveries*	5,451,420	771,435	773,360	1,925	0.2%
Total Expenses	76,395,984	125,345,212	90,257,396	(35,087,816)	(28.0)%
Fees & General	(1,070,604)	(100,000)	(100,000)	-	-%
Tax & Rates	(10,238,209)	-	-	-	-%
Grants & Subsidies	(17,749,286)	(47,564,779)	(27,656,336)	19,908,443	(41.9)%
Reserves	(623,183)	(23,743,450)	(2,099,450)	21,644,000	(91.2)%
Total Revenues	(29,681,282)	(71,408,229)	(29,855,786)	41,552,443	(58.2)%
Net Levy	\$ 46,714,702	\$ 53,936,983	\$ 60,401,610	\$ 6,464,627	12.0%
Full-Time Equivalents		58.00	65.00	7.00	12.1%

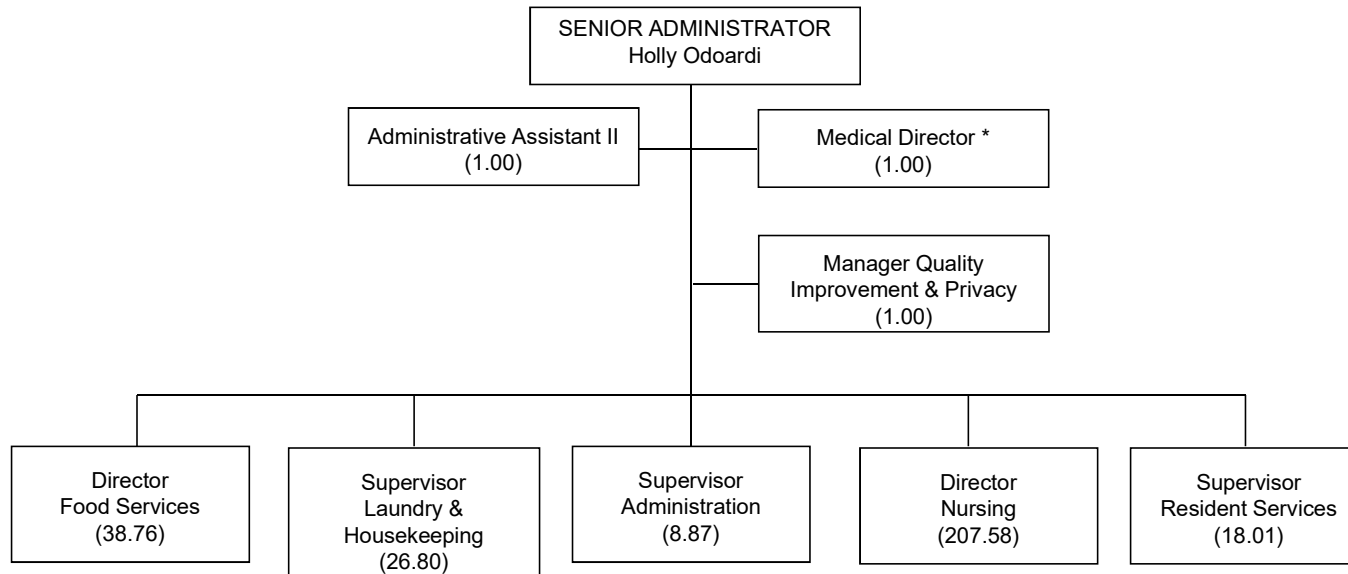
2023 Restated Budget Revenues



2023 Restated Budget Expenses



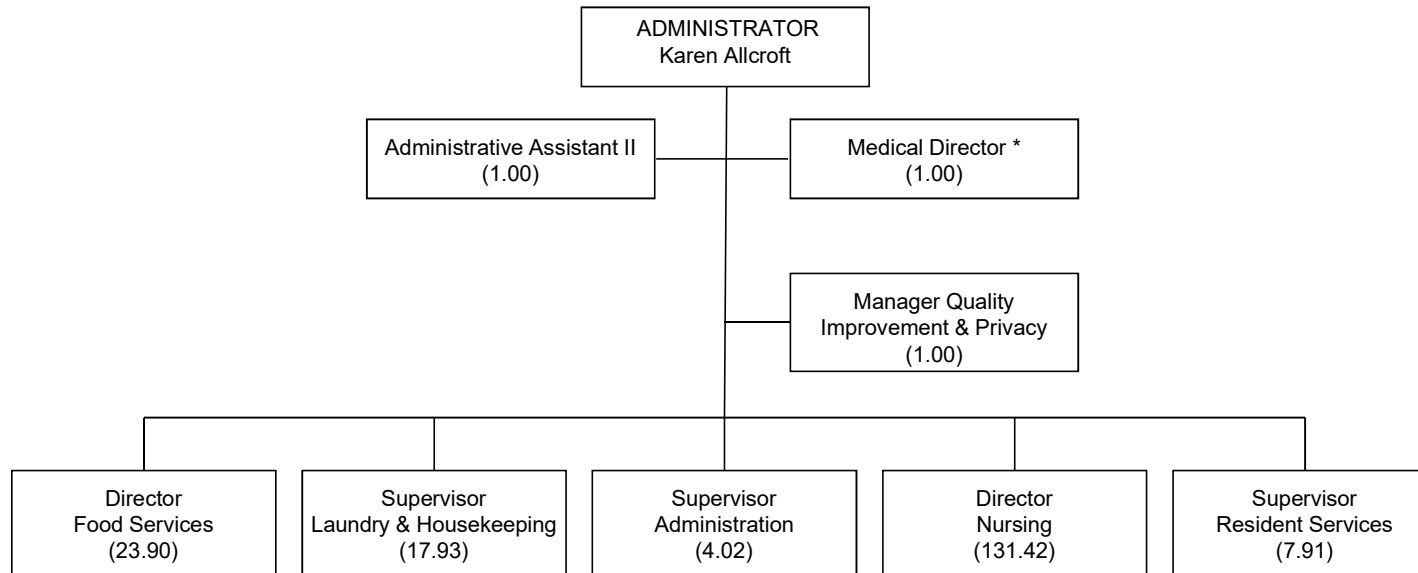
LONG TERM CARE – MACASSA LODGE



* Not included in complement

Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2022	7.00	270.94	277.94	38.71:1
2023	7.00	296.02	303.02	42:29:1
Change	0.00	25.08	25.08	

LONG TERM CARE – WENTWORTH LODGE



* Not included in complement

Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2022	5.00	168.61	173.61	33.72:1
2023	5.00	183.18	188.18	36.64:1
Change	0.00	14.57	14.57	

Long Term Care

Description

The Long Term Care Division provides person-centred, long term care that promotes well-being and creates opportunities to maximize the quality of life of our residents. Services include medical and nursing care, accommodation services including meals, laundry and housekeeping and community outreach, including Meals on Wheels and Adult Day Program.

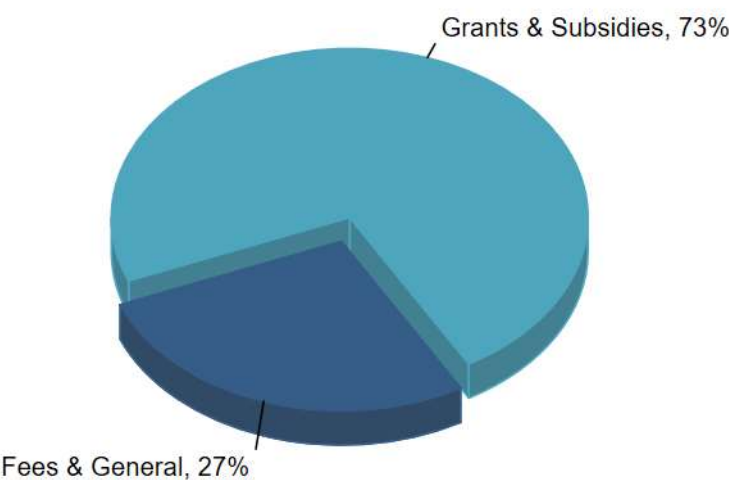
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Macassa Lodge	\$ 6,103,568	\$ 6,921,254	\$ 7,537,167	\$ 615,913	8.9%
Wentworth Lodge	5,089,060	4,849,523	5,254,751	405,228	8.4%
Total Long Term Care	\$11,192,628	\$11,770,777	\$12,791,918	\$ 1,021,141	8.7%

Long Term Care

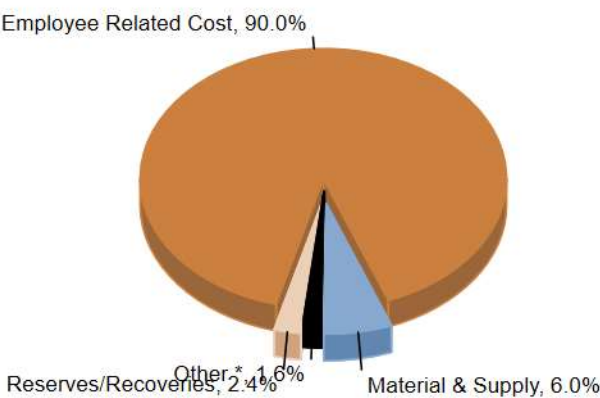
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 46,026,367	\$ 41,534,679	\$ 47,840,051	\$ 6,305,372	15.2%
Material & Supply	5,343,876	3,245,425	3,180,941	(64,484)	(2.0)%
Vehicle Expenses*	115	-	-	-	-%
Building & Ground*	32,263	31,767	31,450	(317)	(1.0)%
Contractual	757,276	608,165	608,465	300	-%
Agencies & Support Payments*	134,578	121,900	113,744	(8,156)	(6.7)%
Financial*	122,085	94,090	94,090	-	-%
Cost Allocations*	3,041	2,950	2,950	-	-%
Reserves/Recoveries	142,167	1,373,978	1,254,609	(119,369)	(8.7)%
Total Expenses	52,561,768	47,012,954	53,126,300	6,113,346	13.0%
Fees & General	(10,431,633)	(11,473,070)	(10,983,150)	489,920	(4.3)%
Tax & Rates	(165,396)	-	-	-	-%
Grants & Subsidies	(30,772,110)	(23,219,320)	(29,351,232)	(6,131,912)	26.4%
Reserves	-	(549,786)	-	549,786	(100.0)%
Total Revenues	(41,369,139)	(35,242,176)	(40,334,382)	(5,092,206)	14.4%
Net Levy	\$ 11,192,629	\$ 11,770,778	\$ 12,791,918	\$ 1,021,140	8.7%
Full-Time Equivalents		451.55	491.20	39.65	8.8%

Long Term Care

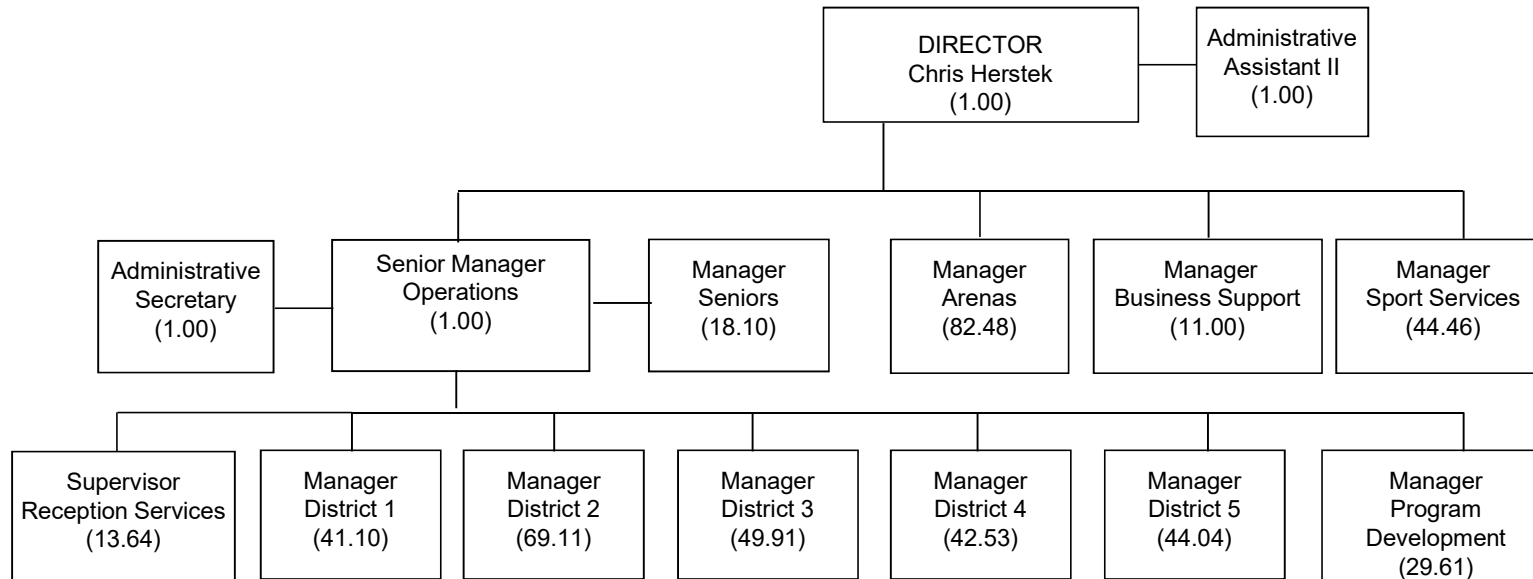
2023 Restated Budget Revenues



2023 Restated Budget Expenses



RECREATION



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2022	12.00	437.98	449.98	36.49:1
2023	12.00	437.98	449.98	36.49:1
Change	0.00	0.00	0.00	

Recreation

Description

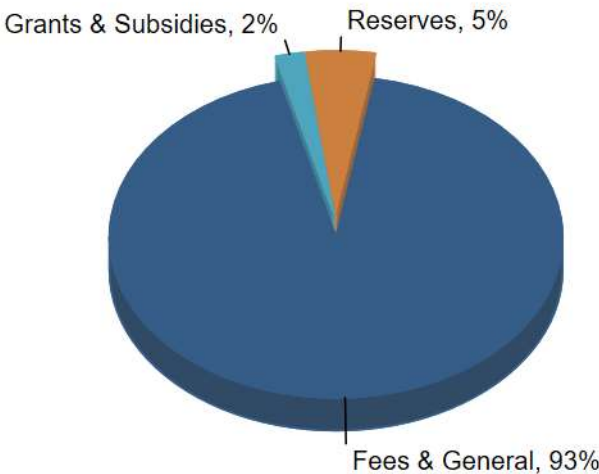
The Recreation Division is responsible for providing high quality accessible recreation services that contribute to a healthy, safe and prosperous community, in a sustainable manner. These services include all activities and support services associated with existing recreation facilities, including programming, rentals, maintenance and inclusion services.

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
City Wide Services & Programs	\$ 4,193,577	\$ 4,397,798	\$ 4,458,492	\$ 60,694	1.4%
Recreation Administration	(2,706,475)	(62,847)	(58,484)	4,363	(6.9)%
Recreation Operations	30,693,616	31,935,806	33,313,540	1,377,734	4.3%
Total Recreation	\$32,180,718	\$36,270,757	\$37,713,548	\$ 1,442,791	4.0%

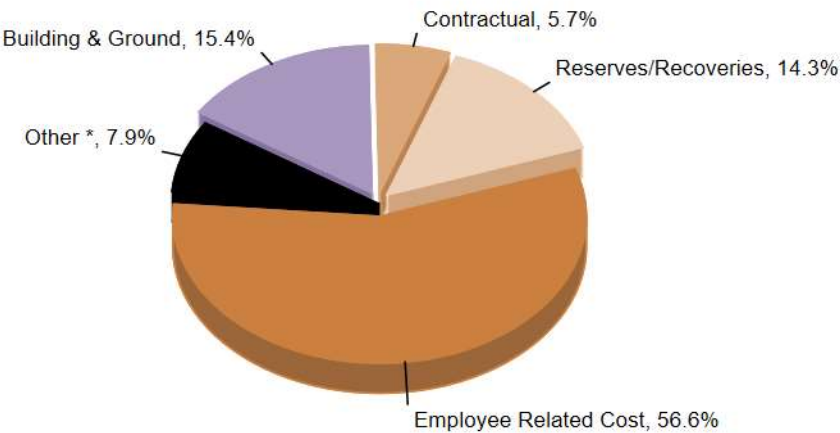
Recreation

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 22,086,134	\$ 32,844,101	\$ 31,243,049	\$ (1,601,052)	(4.9)%
Material & Supply*	1,316,751	1,879,782	1,362,497	(517,285)	(27.5)%
Recoveries from Capital*	(10,000)	-	-	-	-%
Vehicle Expenses*	637,601	630,032	673,581	43,549	6.9%
Building & Ground	6,640,028	8,342,144	8,525,666	183,522	2.2%
Contractual	2,311,538	2,670,331	3,172,031	501,700	18.8%
Agencies & Support Payments*	891,977	986,660	900,760	(85,900)	(8.7)%
Capital Financing*	484,967	484,960	484,960	-	-%
Financial*	568,547	608,435	661,010	52,575	8.6%
Cost Allocations*	52,283	274,431	284,906	10,475	3.8%
Reserves/Recoveries	6,815,515	7,536,762	7,878,704	341,942	4.5%
Total Expenses	41,795,341	56,257,638	55,187,164	(1,070,474)	(1.9)%
Fees & General	(8,972,411)	(12,305,661)	(16,279,017)	(3,973,356)	(32.3)%
Grants & Subsidies	(628,065)	(427,000)	(341,600)	85,400	(20.0)%
Reserves	(14,147)	(7,254,220)	(853,000)	6,401,220	(88.2)%
Total Revenues	(9,614,623)	(19,986,881)	(17,473,617)	2,513,264	(12.6)%
Net Levy	\$ 32,180,718	\$ 36,270,757	\$ 37,713,547	\$ 1,442,790	4.0%
Full-Time Equivalents		449.98	449.98	-	-%

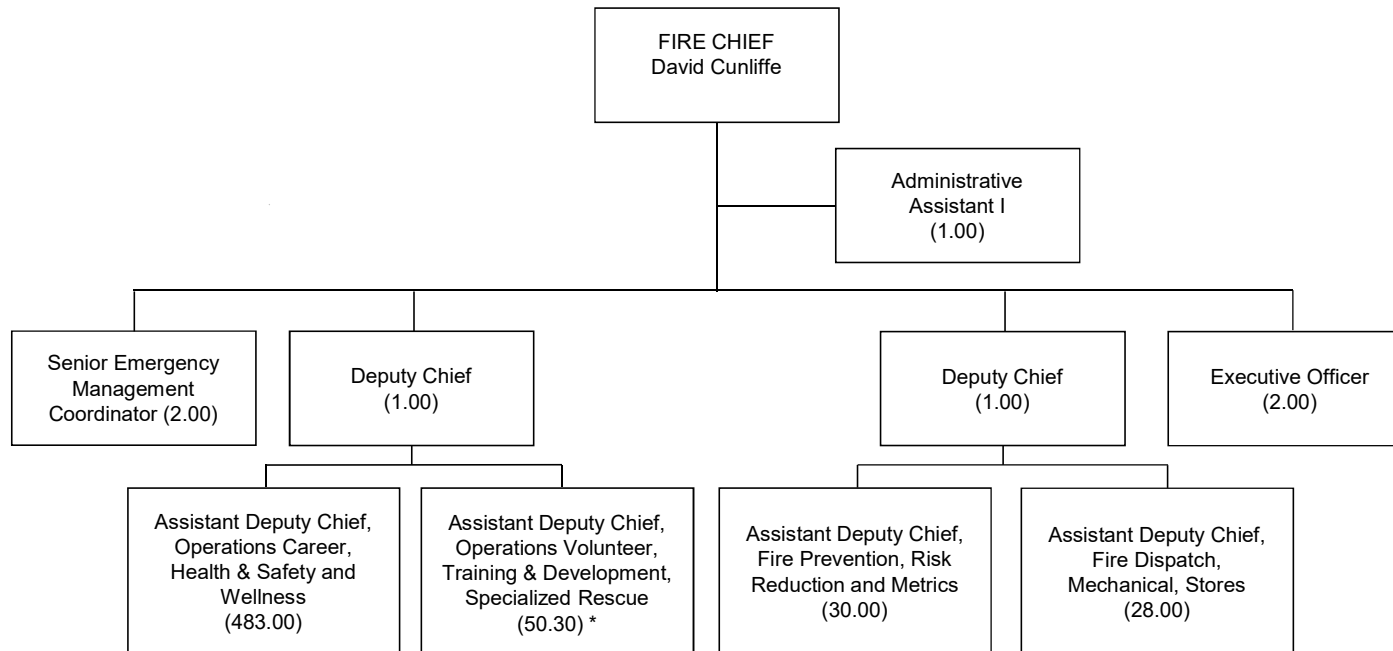
2023 Restated Budget Revenues



2023 Restated Budget Expenses



HAMILTON FIRE DEPARTMENT



* includes 39.30 FTE Volunteer Firefighters = 280 Head Count

Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2022	9.00	590.30	599.30	65.59:1
2023	9.00	590.30	599.30	65.59:1
Change	0.00	0.00	0.00	

Hamilton Fire Department

Description

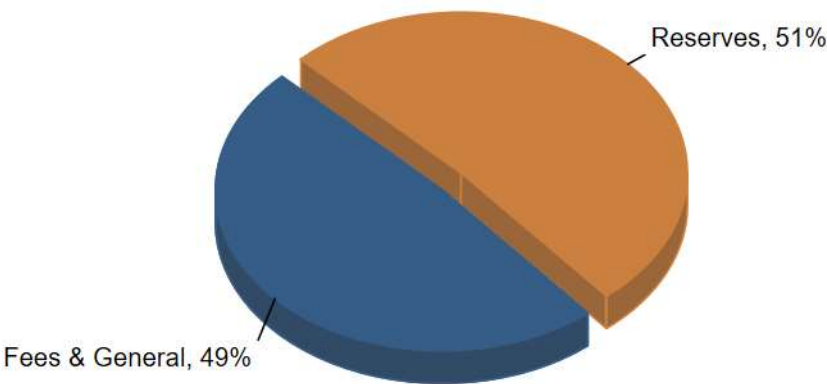
The Hamilton Fire Department is dedicated to preserving life, property and the environment in Hamilton through an integrated program of fire protection and rescue services, and emergency management. The services provided by the Hamilton Fire Department that help to make the City safer for our residents include: Fire protection services, including public fire safety education, fire code standards and enforcement, fire response and rescue services focused on supporting a healthy and safe community. Co-ordination of the City's Emergency Management Program, including emergency plan development, training, exercises, and public safety education in order to enhance the City's disaster resiliency.

	2021	2022	2023	Change	
	Actual	Restated Budget	Preliminary Budget	\$	%
Emergency Management	\$ 404,967	\$ 437,732	\$ 461,906	\$ 24,174	5.5%
Fire Administration	1,756,723	1,900,127	1,937,001	36,874	1.9%
Fire Operations	91,636,814	93,786,586	98,568,326	4,781,740	5.1%
Total Hamilton Fire Department	\$ 93,798,504	\$ 96,124,445	\$ 100,967,233	\$ 4,842,788	5.0%

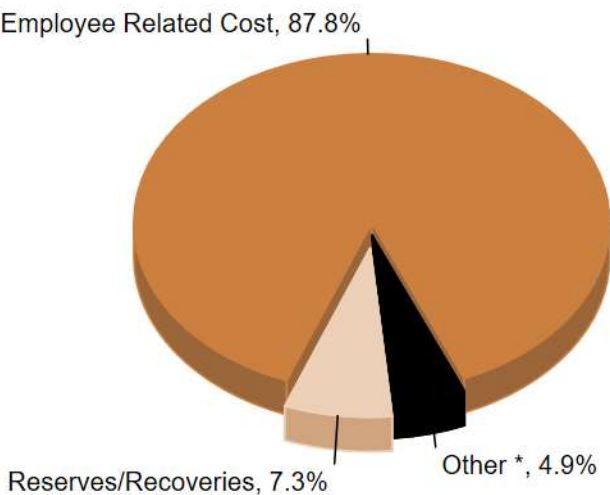
Hamilton Fire Department

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 86,667,791	\$ 87,163,851	\$ 90,789,165	\$ 3,625,314	4.2%
Material & Supply*	2,244,759	1,792,823	1,765,218	(27,605)	(1.5)%
Recoveries from Capital*	(153)	-	-	-	-%
Vehicle Expenses*	1,192,448	1,178,690	1,302,129	123,439	10.5%
Building & Ground*	1,076,452	1,074,640	1,105,920	31,280	2.9%
Consulting*	6,462	-	-	-	-%
Contractual*	318,703	286,663	292,154	5,491	1.9%
Financial*	404,471	352,050	382,090	30,040	8.5%
Cost Allocations*	62,004	184,555	188,608	4,053	2.2%
Reserves/Recoveries	6,388,819	6,996,413	7,554,903	558,490	8.0%
Total Expenses	98,361,756	99,029,685	103,380,187	4,350,502	4.4%
Fees & General	(650,422)	(1,043,404)	(1,172,810)	(129,406)	12.4%
Grants & Subsidies	(1,227,600)	-	-	-	-%
Reserves	(2,685,228)	(1,861,836)	(1,240,143)	621,693	(33.4)%
Total Revenues	(4,563,250)	(2,905,240)	(2,412,953)	492,287	(16.9)%
Net Levy	\$ 93,798,506	\$ 96,124,445	\$ 100,967,234	\$ 4,842,789	5.0%
Full-Time Equivalents		599.30	599.30	-	-%

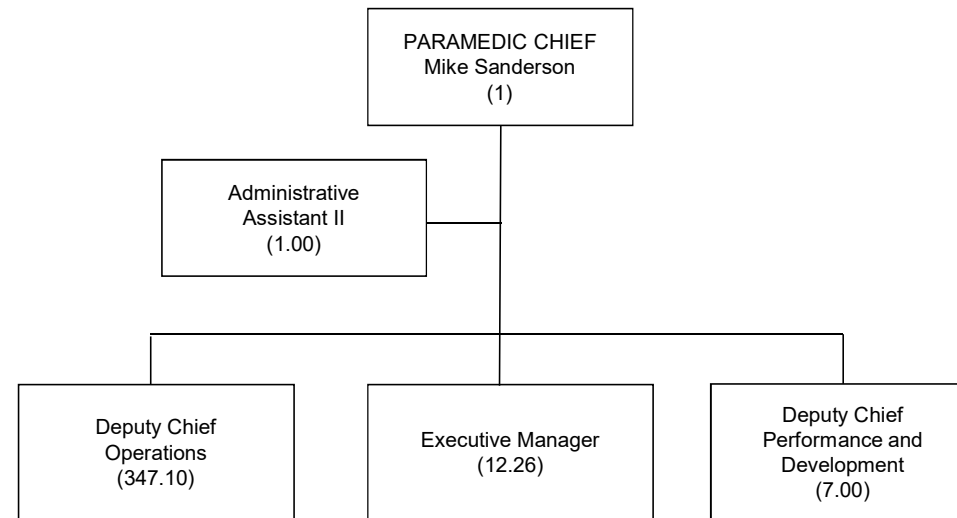
2023 Restated Budget Revenues



2023 Restated Budget Expenses



HAMILTON PARAMEDIC SERVICE



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2022	8.00	360.36	368.36	45.05:1
2023	8.00	360.36	368.36	45.05:1
Change	0.00	0.00	0.00	

Hamilton Paramedic Service

Description

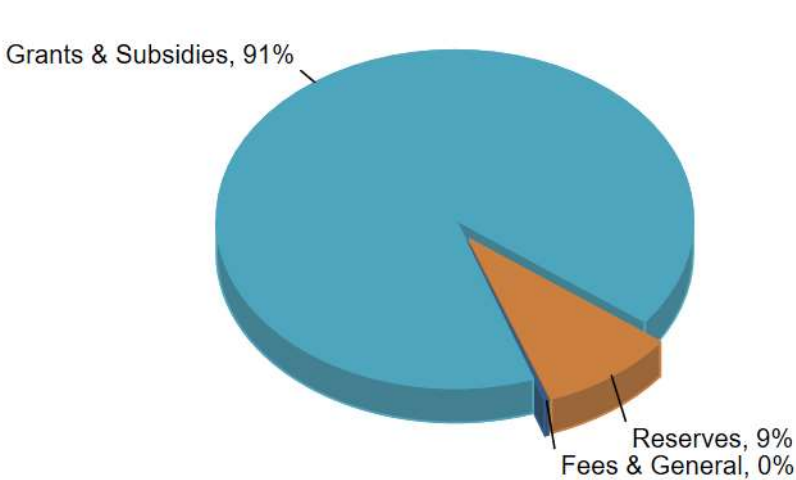
To provide quality mobile health services in support of community needs. Hamilton Paramedic Service is authorized under the Ambulance Act of Ontario to provide paramedic services to all City of Hamilton citizens and visitors. The Hamilton Paramedic Service provides pre-hospital advanced medical and trauma care as well as the transportation of patients from emergency incidents to appropriate health care facilities. The Hamilton Paramedic service also undertakes demand mitigation activities including public education, safety promotion, and risk prevention activities in neighbourhoods and public facilities.

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Paramedic Service Admin	\$ 3,180,351	\$ 2,991,370	\$ 3,142,348	\$ 150,978	5.0%
Paramedic Service Operations	51,274,844	54,342,110	58,319,681	3,977,571	7.3%
Paramedic Service Provincial Funding	(26,068,587)	(28,220,187)	(29,778,732)	(1,558,545)	5.5%
Total Hamilton Paramedic Service	\$ 28,386,608	\$ 29,113,293	\$ 31,683,297	\$ 2,570,004	8.8%

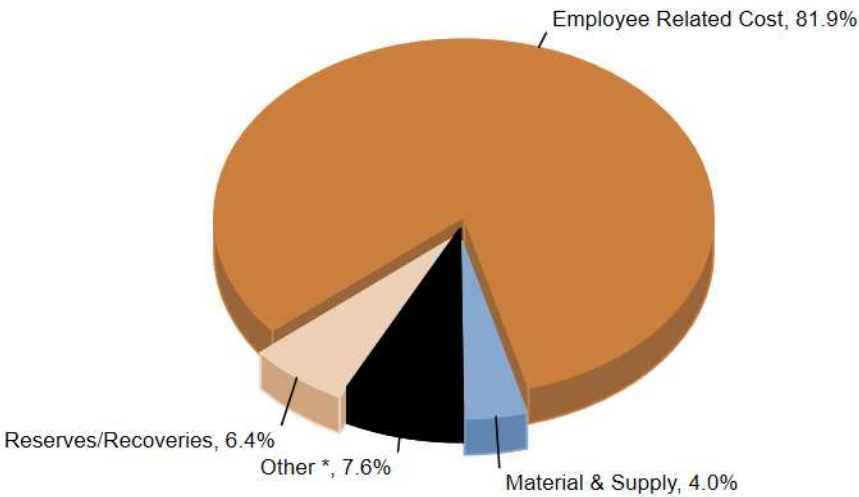
Hamilton Paramedic Service

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 52,610,123	\$ 53,416,662	\$ 57,460,690	\$ 4,044,028	7.6%
Material & Supply	2,773,241	2,752,323	2,804,549	52,226	1.9%
Recoveries from Capital*	(290,410)	-	-	-	-%
Vehicle Expenses*	1,076,766	1,230,403	1,607,210	376,807	30.6%
Building & Ground*	340,271	374,693	365,735	(8,958)	(2.4)%
Contractual*	1,717,010	1,693,532	1,686,163	(7,369)	(0.4)%
Capital Expenditures*	108,052	-	-	-	-%
Financial*	32,724	85,240	77,500	(7,740)	(9.1)%
Cost Allocations*	1,563,112	1,596,706	1,617,864	21,158	1.3%
Reserves/Recoveries	3,545,256	4,294,088	4,519,807	225,719	5.3%
Total Expenses	63,476,145	65,443,647	70,139,518	4,695,871	7.2%
Fees & General	(257,362)	(87,419)	(90,654)	(3,235)	3.7%
Tax & Rates	(71,940)	-	-	-	-%
Grants & Subsidies	(34,682,632)	(33,207,117)	(34,856,740)	(1,649,623)	5.0%
Reserves	(77,604)	(3,035,817)	(3,508,828)	(473,011)	15.6%
Total Revenues	(35,089,538)	(36,330,353)	(38,456,222)	(2,125,869)	5.9%
Net Levy	\$ 28,386,607	\$ 29,113,294	\$ 31,683,296	\$ 2,570,002	8.8%
Full-Time Equivalents		368.36	368.36	-	-%

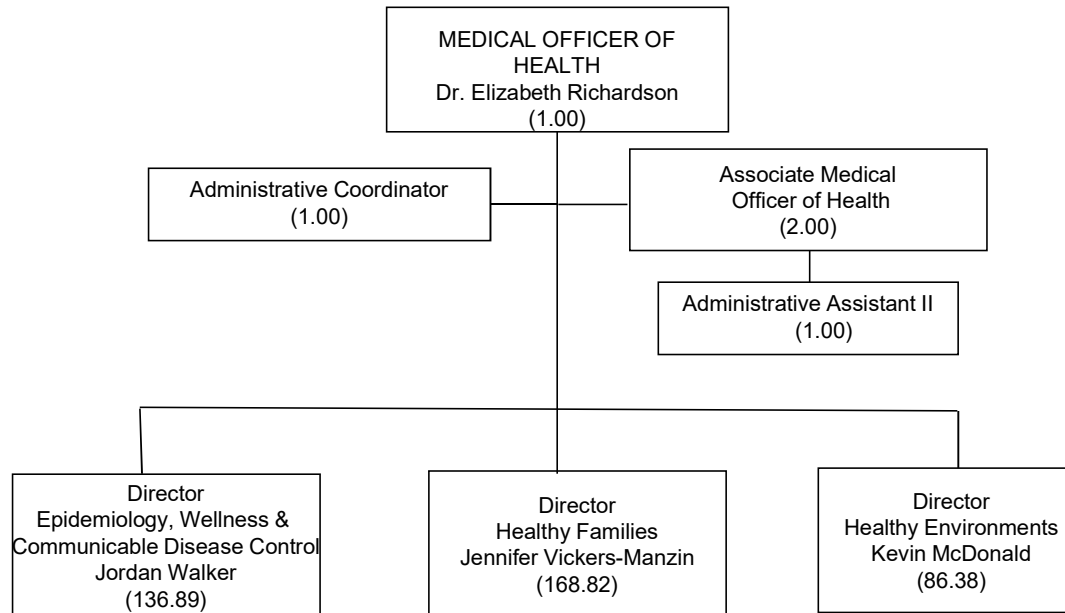
2023 Restated Budget Revenues



2023 Restated Budget Expenses



PUBLIC HEALTH SERVICES



Complement (FTE)	Management	Other	Total	Staff to Mgmt Ratio
2022	23.00	374.09	397.09 ^{1,2}	16.26:1
2023	23.00	374.09	397.09 ^{1,2}	16.26:1
Change	0.00	0.00	0.00	

¹ Excludes 6.50 (2022 – 6.50) Finance & Administration FTE – Included in Overall Departmental Org Chart.

² Excludes 145.50 (2022- 344.15) Temporary COVID19 Response Related FTE funded through senior levels of government.

Public Health Services

Description

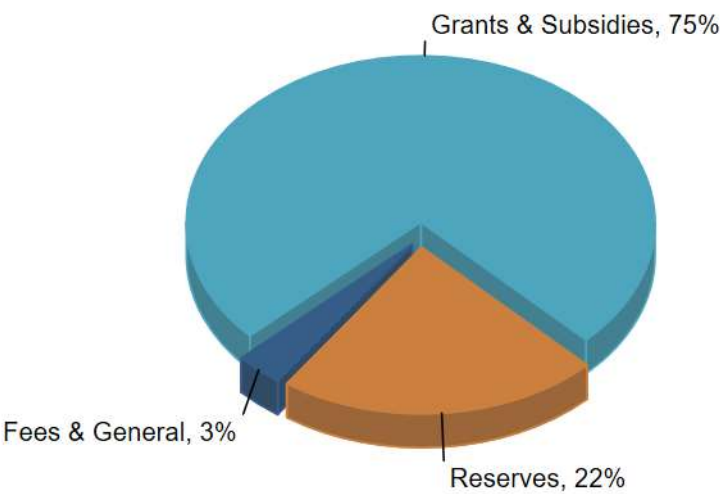
Public Health Services contributes towards the City of Hamilton's vision to be the best place to raise a child and age successfully. From monitoring for communicable diseases, developing programs and services for local families of all ages and stages, to working with community partners to ensure that residents have access to safe food, water and air. Public Health Services plays an important role in the community by providing all citizens support to build resilience and achieve health through safe and healthy environments. Through leadership, evidence, performance measures, innovative practices and technology, this division will continue to be a catalyst in the formation of healthy public policy, provision of preventative services, and advocating for healthy environments through courage, innovation and collaboration.

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Medical Officer of Health & Provincial Subsidy	\$ (13,961,319)	\$ (26,785,572)	\$ (26,706,636)	\$ 78,936	(0.3)%
Healthy Environments	5,846,144	11,777,176	12,051,345	274,169	2.3%
Healthy Families	6,850,609	13,242,988	13,475,363	232,375	1.8%
Epidemiology Wellness and Communicable Disease Con	14,094,986	15,685,609	15,954,611	269,002	1.7%
Total Public Health Services	\$ 12,830,420	\$ 13,920,201	\$ 14,774,683	\$ 854,482	6.1%

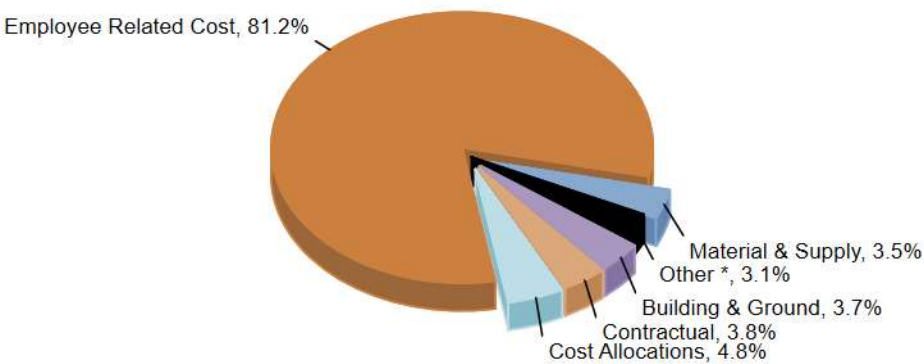
Public Health Services

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 58,347,751	\$ 76,967,890	\$ 58,814,667	\$ (18,153,223)	(23.6)%
Material & Supply	1,787,107	3,081,772	2,567,242	(514,530)	(16.7)%
Vehicle Expenses*	93,944	103,622	142,060	38,438	37.1%
Building & Ground	2,786,349	3,127,192	2,658,798	(468,394)	(15.0)%
Consulting*	60,941	321,310	39,990	(281,320)	(87.6)%
Contractual	1,984,823	2,361,615	2,728,573	366,958	15.5%
Agencies & Support Payments*	1,119,209	241,081	68,192	(172,889)	(71.7)%
Capital Financing*	533,779	533,780	533,780	-	-%
Financial*	374,770	401,463	380,358	(21,105)	(5.3)%
Cost Allocations	2,984,118	3,373,382	3,446,495	73,113	2.2%
Reserves/Recoveries	958,134	982,246	1,053,197	70,951	7.2%
Total Expenses	71,030,925	91,495,353	72,433,352	(19,062,001)	(20.8)%
Fees & General	(1,004,255)	(1,572,209)	(1,891,692)	(319,483)	20.3%
Grants & Subsidies	(56,996,252)	(43,060,864)	(42,971,734)	89,130	(0.2)%
Reserves	(200,000)	(32,942,079)	(12,795,244)	20,146,835	(61.2)%
Total Revenues	(58,200,507)	(77,575,152)	(57,658,670)	19,916,482	(25.7)%
Net Levy	\$ 12,830,418	\$ 13,920,201	\$ 14,774,682	\$ 854,481	6.1%
Full-Time Equivalents		403.59	403.59	-	-%

2023 Restated Budget Revenues



2023 Restated Budget Expenses



CITY OF HAMILTON

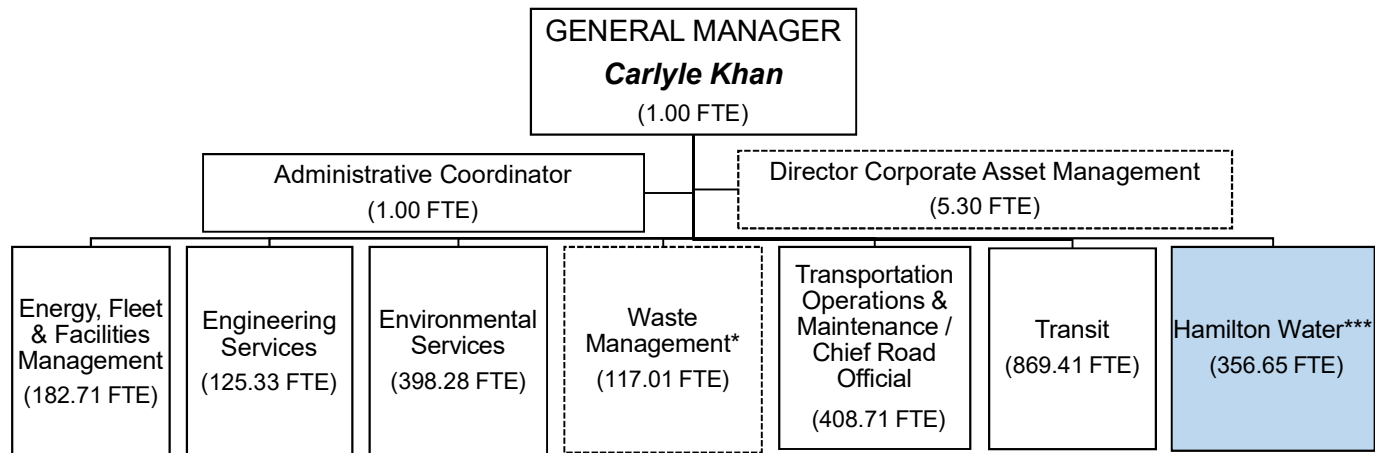
BUDGET AND MULTI-YEAR OUTLOOK

2023



| PUBLIC WORKS

DEPARTMENT STRUCTURE



Permanent Complement (FTE)	Management	Other	Total	Staff to Mgt. Ratio
2022	33.00	2026.59	2059.59	61.41:1
2023	33.00	2075.75	2108.75	62.90:1
Change	0.00	49.16	49.16	

- * 2 Director positions are excluded from the 2023 Budgeted Complement count. The positions are currently temporary and not counted as part of the permanent FTE Complement. If positions were included the Staff to Mgt Ratio would be 59.31:1
- ** Dotted line indicates the Division is temporary, but staff is permanent (with exception of the Director)
- *** Complement excludes Hamilton Water

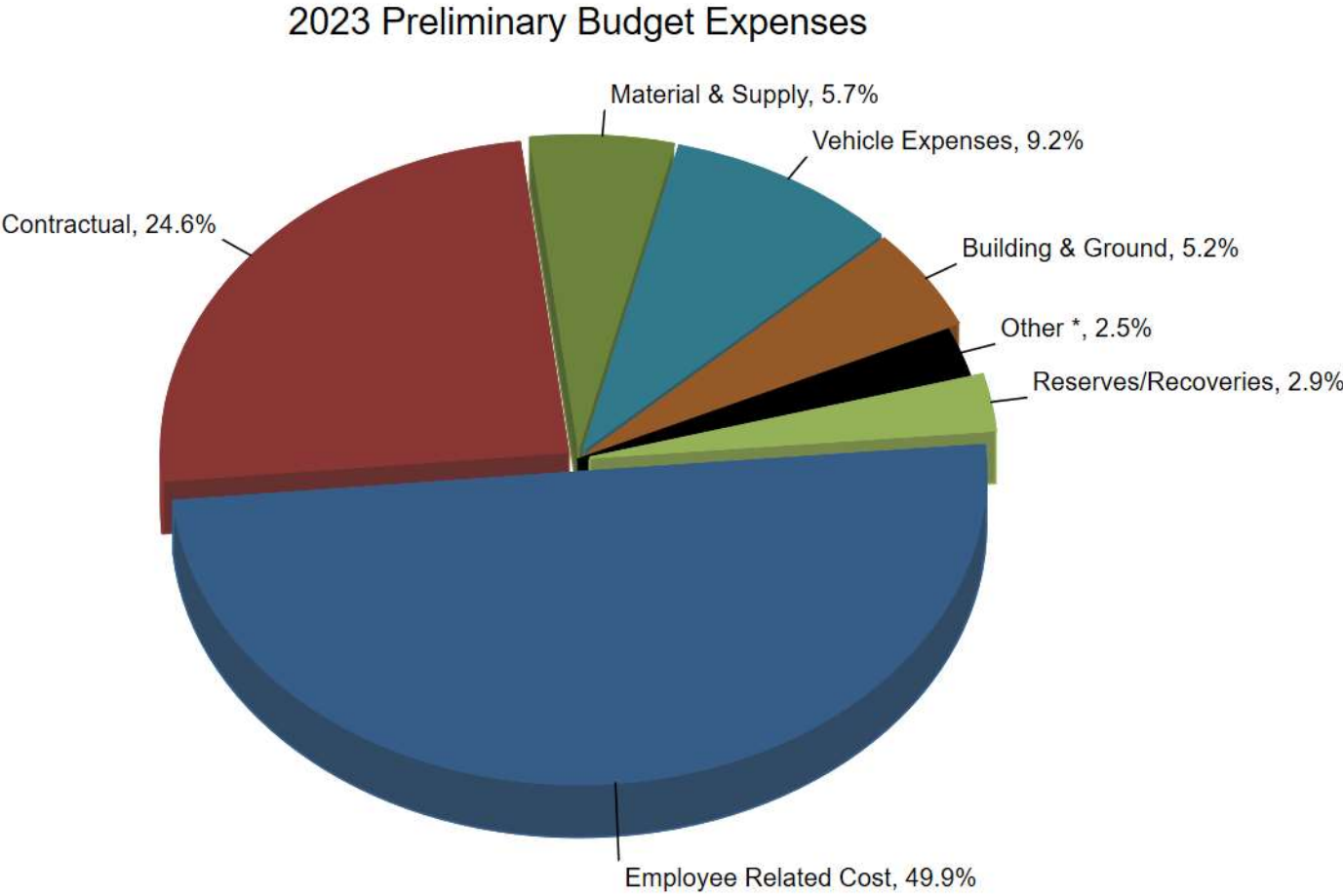
Public Works

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
PW-General Administration	\$ 790,859	\$ 655,421	\$ 686,517	\$ 31,096	4.7%
Energy Fleet and Facilities	13,215,864	14,273,731	14,794,163	520,432	3.6%
Engineering Services	(581,414)	14	(1)	(15)	(107.1)%
Environmental Services	41,262,803	46,182,887	47,201,350	1,018,463	2.2%
Transit	79,589,395	86,784,630	93,605,198	6,820,568	7.9%
Transportation Operations & Maintenance	77,784,265	84,233,482	87,256,413	3,022,931	3.6%
Waste Management	42,317,221	46,368,524	49,399,638	3,031,114	6.5%
Total Public Works	\$ 254,378,993	\$ 278,498,689	\$292,943,278	\$ 14,444,589	5.2%

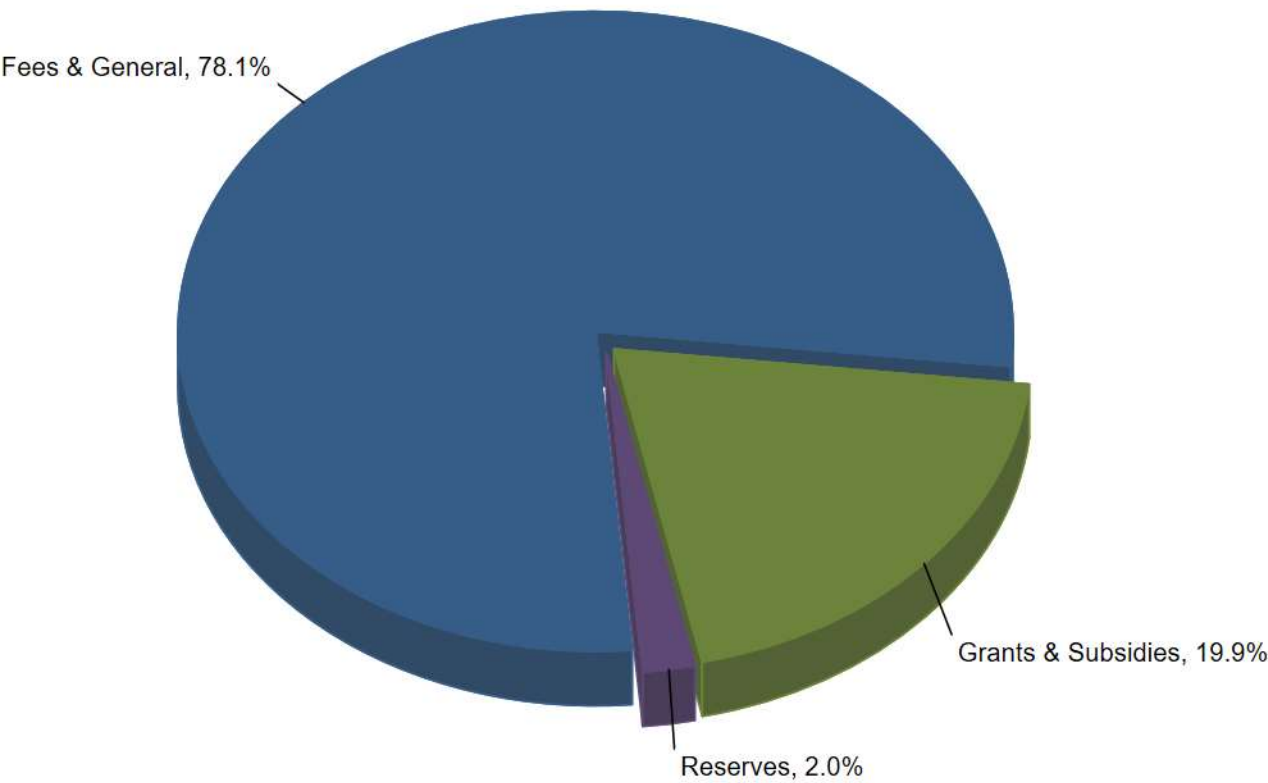
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost*	\$ 188,268,785	\$ 201,871,306	\$ 212,215,911	10,344,605	5.1%
Contractual*	86,930,762	102,571,324	104,481,200	1,909,876	1.9%
Material & Supply*	21,348,674	24,255,972	24,035,948	(220,024)	(0.9)%
Recoveries from Capital*	(25,137,573)	(26,582,928)	(27,614,117)	(1,031,189)	3.9%
Vehicle Expenses*	33,049,808	35,063,678	39,096,254	4,032,576	11.5%
Building & Ground*	18,590,014	21,460,448	22,135,510	675,062	3.1%
Consulting*	309,733	179,470	371,970	192,500	107.3%
Agencies & Support Payments*	8,010	29,480	29,480	-	-%
Reserves/Recoveries*	12,018,583	10,591,005	12,356,067	1,765,062	16.7%

Public Works

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Cost Allocations*	2,674,600	2,491,173	2,754,510	263,337	10.6%
Financial*	4,366,287	6,079,320	6,006,170	(73,150)	(1.2)%
Capital Financing*	1,809,227	1,650,000	1,650,000	-	-%
Capital Expenditures*	93,501	-	-	-	-%
Total Expenses	344,330,411	379,660,248	397,518,903	17,858,655	4.7%
Fees & General	(60,947,300)	(80,466,961)	(81,716,668)	(1,249,707)	1.6%
Grants & Subsidies	(26,458,267)	(18,630,320)	(20,767,225)	(2,136,905)	11.5%
Reserves	(2,545,849)	(2,064,278)	(2,091,732)	(27,454)	1.3%
Total Revenues	(89,951,416)	(101,161,559)	(104,575,625)	(3,414,066)	3.4%
Net Levy	\$ 254,378,995	\$ 278,498,689	\$ 292,943,278	14,444,589	5.2%
Full-Time Equivalents		2,059.59	2,108.75	49.16	2.4%



2023 Preliminary Budget Revenues



CITY OF HAMILTON

2024 - 2026 MULTI YEAR OUTLOOK

BY DIVISION

Public Works

	2023 Preliminary Budget Gross	2023 Preliminary Budget Net	2024 Preliminary Gross	2024 Preliminary Net	2025 Preliminary Gross	2025 Preliminary Net	2026 Preliminary Gross	2026 Preliminary Net
PW-General Administration	686,520	686,520	713,920	713,920	739,500	739,500	957,820	957,820
Energy Fleet and Facilities	23,296,790	14,794,160	23,782,420	15,441,110	24,175,920	15,797,500	24,514,750	16,099,810
Engineering Services	4,685,990	0	4,738,710	0	4,792,630	0	4,845,810	0
Environmental Services	50,385,560	47,201,350	51,723,950	48,506,820	52,776,560	49,559,430	54,624,440	51,407,380
Transit	157,068,060	93,605,200	165,226,640	99,718,520	171,622,550	103,230,550	179,382,600	108,397,750
Transportation Operations & Maintenance	94,654,800	87,256,410	96,501,490	88,844,900	98,244,220	90,464,510	99,991,590	92,085,920
Waste Management	66,741,180	49,399,630	68,558,320	51,138,560	71,577,620	54,124,940	74,765,180	57,279,240
Total Public Works	397,518,900	292,943,270	411,245,450	304,363,830	423,929,000	313,916,430	439,082,190	326,227,920

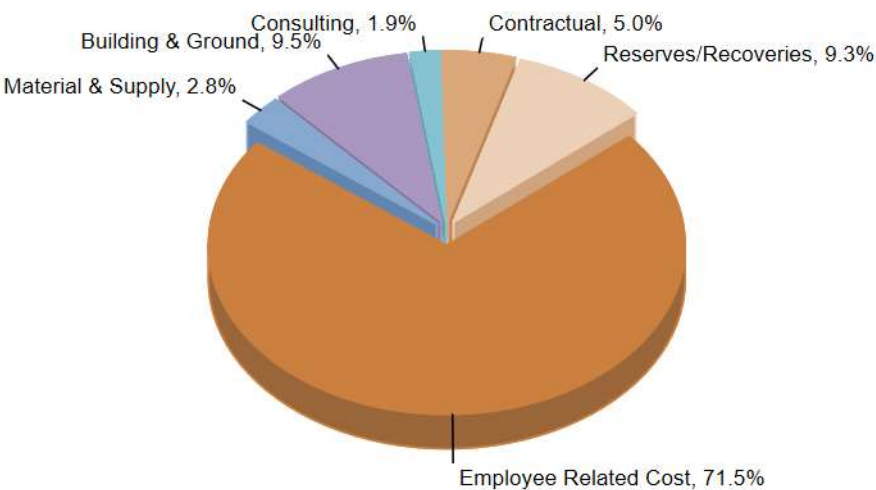
PW-General Administration

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
PW General Managers Office	\$ 790,859	\$ 655,421	\$ 686,517	\$ 31,096	4.7%
Total PW-General Administration	\$ 790,859	\$ 655,421	\$ 686,517	\$ 31,096	4.7%

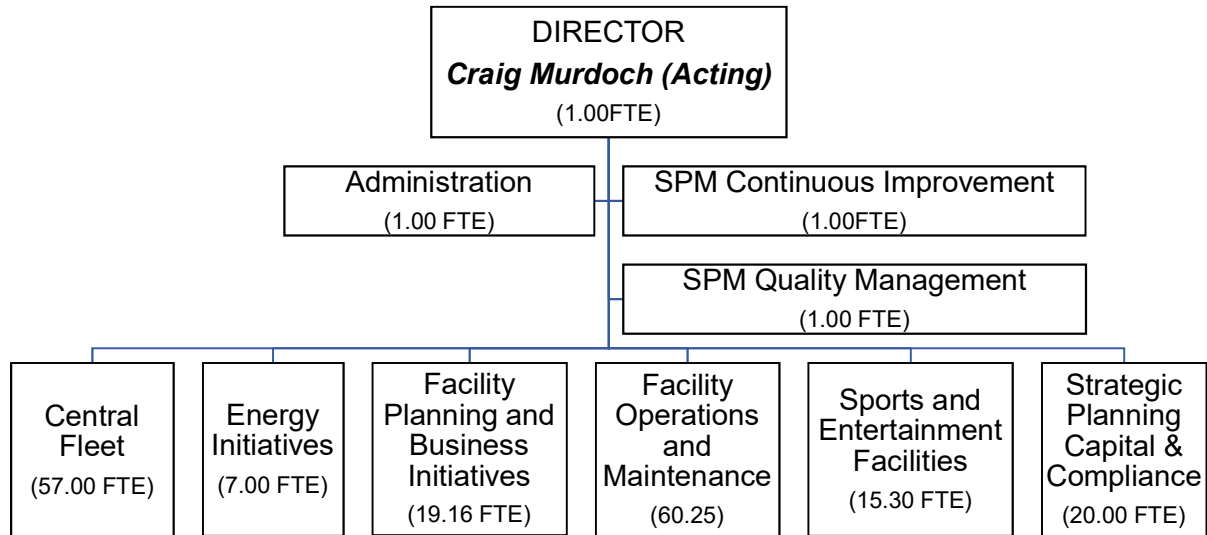
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 2,610,342	\$ 1,045,038	\$ 1,102,156	\$ 57,118	5.5%
Material & Supply	192,293	43,130	43,130	-	-%
Recoveries from Capital*	(490,230)	-	(12,010)	(12,010)	-%
Building & Ground	88,409	159,472	146,900	(12,572)	(7.9)%
Consulting	33,901	30,000	30,000	-	-%
Contractual	101,830	76,410	76,410	-	-%
Financial*	675	-	-	-	-%
Cost Allocations*	(1,847,252)	(822,095)	(843,925)	(21,830)	2.7%
Reserves/Recoveries	102,223	123,466	143,856	20,390	16.5%
Total Expenses	792,191	655,421	686,517	31,096	4.7%
Fees & General	(1,333)	-	-	-	-%
Net Levy	\$ 790,858	\$ 655,421	\$ 686,517	\$ 31,096	4.7%

Full-Time Equivalents	7.30	7.30	-	-%
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2023 Restated Budget Expenses



ENERGY, FLEET & FACILITIES MANAGEMENT



Permanent Complement (FTE)	Management	Other	Total	Staff to Mgt. Ratio
2022	7.00	175.21	182.21	25.03:1
2023	7.00	175.71	182.71	25.10:1
Change	0.00	0.50	0.50	

Energy Fleet and Facilities

Description

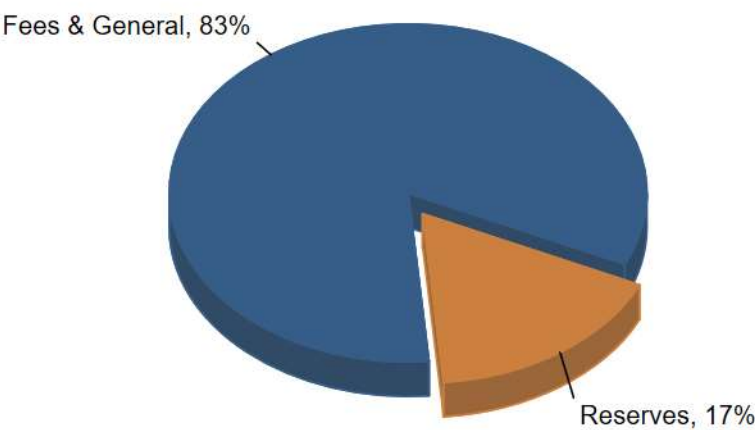
The Energy, Fleet and Facilities Division provides a variety of high quality and value-added services to the City of Hamilton's stakeholders and the community through multi-disciplines, which include fleet planning, fleet acquisition and maintenance, regulatory compliance and driver training, managing energy policies and guidelines, consultation on the rationalization of energy management programs, strategic capital planning, facilities project management, facilities operations and maintenance, lease/contract management, stadium management, accommodations and space planning, and the delivery of Corporate Security for municipal facilities.

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Fleet Services	\$ 164,839	\$ 147,777	\$ 256,661	\$ 108,884	73.7%
Corporate Facility Ops & Tech	1,596,019	1,813,136	1,598,925	(214,211)	(11.8)%
Facilities Planning and Business Solutions	875,652	1,218,836	1,195,622	(23,214)	(1.9)%
Community Facility Ops & Tech Serv	6,282,385	6,552,366	7,330,101	777,735	11.9%
Sports & Entertainment Facilities	2,934,497	3,696,353	3,739,867	43,514	1.2%
Director EFF	908,925	461,558	455,152	(6,406)	(1.4)%
Energy Initiatives	51	593	-	(593)	(100.0)
Strategic Plan & Capital Compliance	453,496	383,113	217,835	(165,278)	(43.1)
Total Energy Fleet and Facilities	\$13,215,864	\$14,273,732	\$14,794,163	\$ 520,431	3.6%

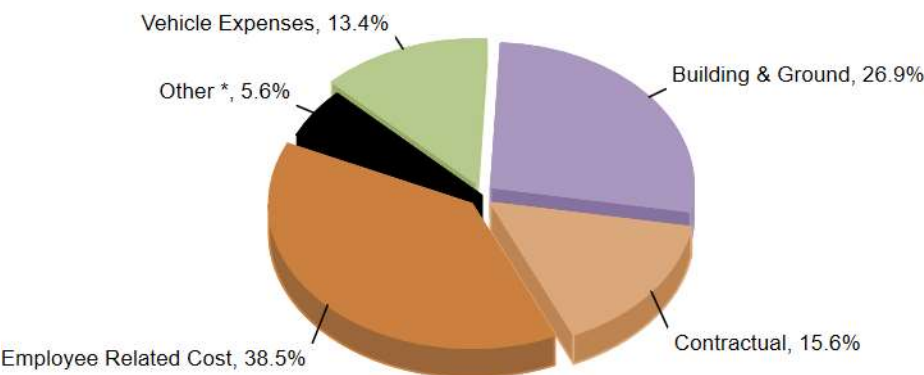
Energy Fleet and Facilities

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 19,379,587	\$ 20,832,439	\$ 21,487,784	\$ 655,345	3.1%
Material & Supply	1,132,798	1,649,791	1,553,812	(95,979)	(5.8)%
Recoveries from Capital*	(2,260,561)	(2,755,628)	(2,857,254)	(101,626)	3.7%
Vehicle Expenses	5,874,587	6,885,817	7,444,330	558,513	8.1%
Building & Ground	12,361,719	14,096,268	15,009,745	913,477	6.5%
Consulting*	134,183	30,000	230,000	200,000	666.7%
Contractual	8,974,713	8,684,751	8,713,361	28,610	0.3%
Capital Financing	767,411	750,000	750,000	-	-%
Capital Expenditures*	92,499	-	-	-	-%
Financial*	614,881	572,000	565,280	(6,720)	(1.2)%
Cost Allocations*	(62,331)	(876,604)	(901,700)	(25,096)	2.9%
Reserves/Recoveries*	(25,608,515)	(27,924,451)	(28,698,563)	(774,112)	2.8%
Total Expenses	21,400,971	21,944,383	23,296,795	1,352,412	6.2%
Fees & General	(6,718,573)	(6,493,774)	(7,082,499)	(588,725)	9.1%
Grants & Subsidies	(269,671)	-	-	-	-%
Reserves	(1,196,863)	(1,176,878)	(1,420,132)	(243,254)	20.7%
Total Revenues	(8,185,107)	(7,670,652)	(8,502,631)	(831,979)	10.8%
Net Levy	\$ 13,215,864	\$ 14,273,731	\$ 14,794,164	\$ 520,433	3.6%
Full-Time Equivalents		182.21	182.71	0.50	0.3%

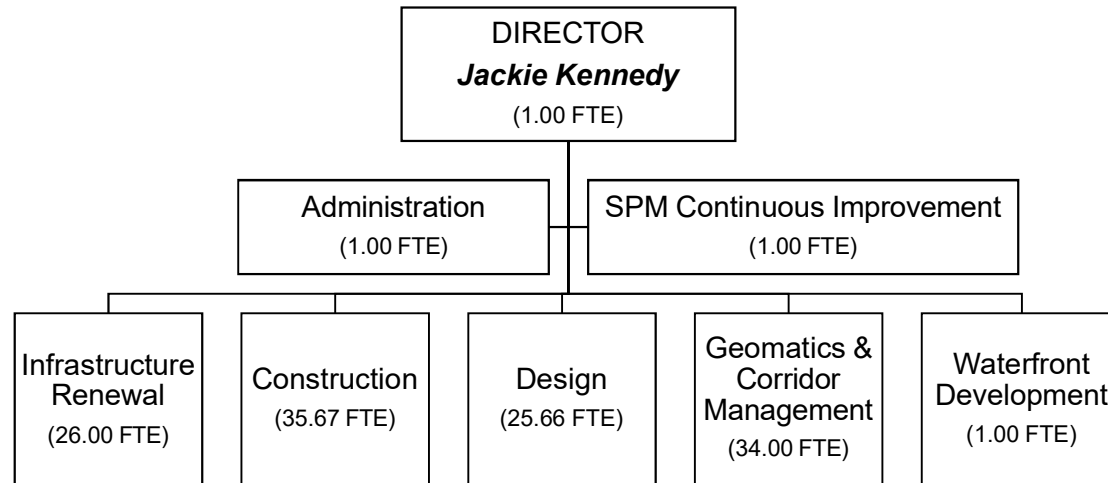
2023 Restated Budget Revenues



2023 Restated Budget Expenses



ENGINEERING SERVICES



Permanent Complement (FTE)	Management	Other	Total	Staff to Mgt. Ratio**
2022	6.00	117.33	123.33	19.56:1
2023	6.00	119.33	125.33	19.56:1
Change	0.00	2.00	2.00	

Engineering Services

Description

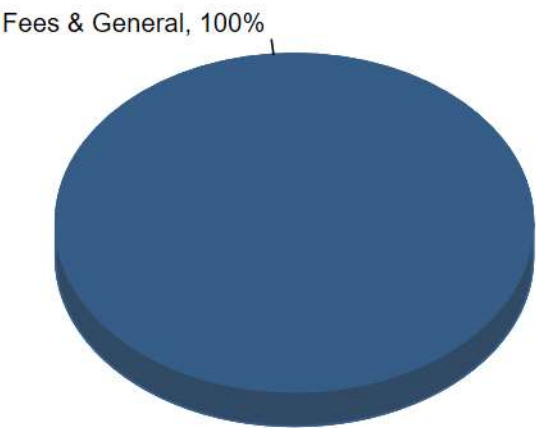
Engineering Services is a technology and process leader within the corporation. The division is responsible for the development of the capital budget and program that identifies the priority replacement and rehabilitation of all infrastructure within the roadway corridor through its asset management processes. The division is responsible for the provision of surveying, design, engineering, tendering and construction administration services associated with the delivery of the capital program and other corporate initiatives requiring the construction of municipal infrastructure that supports key corporate objectives including West Harbour, Transportation Master Plan Projects, and Water/ Wastewater Master Plan Projects. The street lighting program alongside the coordination of all utility, road occupancy and activity permitting is also delivered by the Engineering Services teams.

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Infrastructure Renewal	\$ -	\$ 10	\$ -	\$ (10)	(100.0)%
Construction	-	2	-	(2)	(100.0)%
Director of Engineering Services	-	3	-	(3)	(100.0)%
Geomatics and Corridor Management	(581,414)	-	-	-	-%
Total Engineering Services	\$ (581,414)	\$ 15	\$ -	\$ (15)	(100.0)%

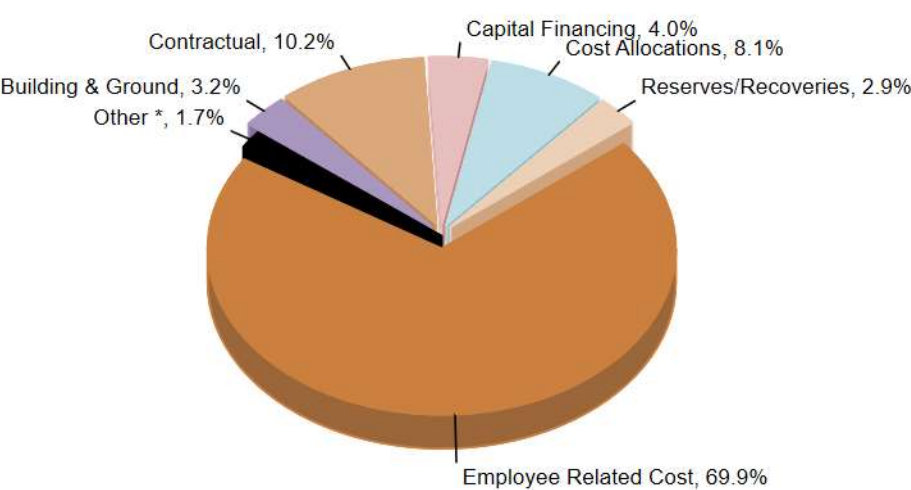
Engineering Services

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 13,903,671	\$ 15,214,185	\$ 15,623,674	\$ 409,489	2.7%
Material & Supply	98,102	178,620	178,620	-	-%
Recoveries from Capital*	(15,403,519)	(17,181,753)	(17,680,893)	(499,140)	2.9%
Vehicle Expenses	74,738	102,022	102,607	585	0.6%
Building & Ground	686,826	728,612	715,650	(12,962)	(1.8)%
Consulting*	3,081	-	-	-	-%
Contractual	1,187,090	2,287,560	2,287,560	-	-%
Capital Financing	954,448	900,000	900,000	-	-%
Capital Expenditures*	1,002	-	-	-	-%
Financial	(42,602)	90,900	90,900	-	-%
Cost Allocations	1,613,101	1,685,049	1,819,025	133,976	8.0%
Reserves/Recoveries	727,859	636,047	648,844	12,797	2.0%
Total Expenses	3,803,797	4,641,242	4,685,987	44,745	1.0%
Fees & General	(4,372,078)	(4,641,227)	(4,685,987)	(44,760)	1.0%
Grants & Subsidies	(3,482)	-	-	-	-%
Reserves	(9,650)	-	-	-	-%
Total Revenues	(4,385,210)	(4,641,227)	(4,685,987)	(44,760)	1.0%
Net Levy	\$ (581,413)	\$ 15	\$ -	\$ (15)	(100.0)%
Full-Time Equivalents		123.33	125.33	2.00	1.6%

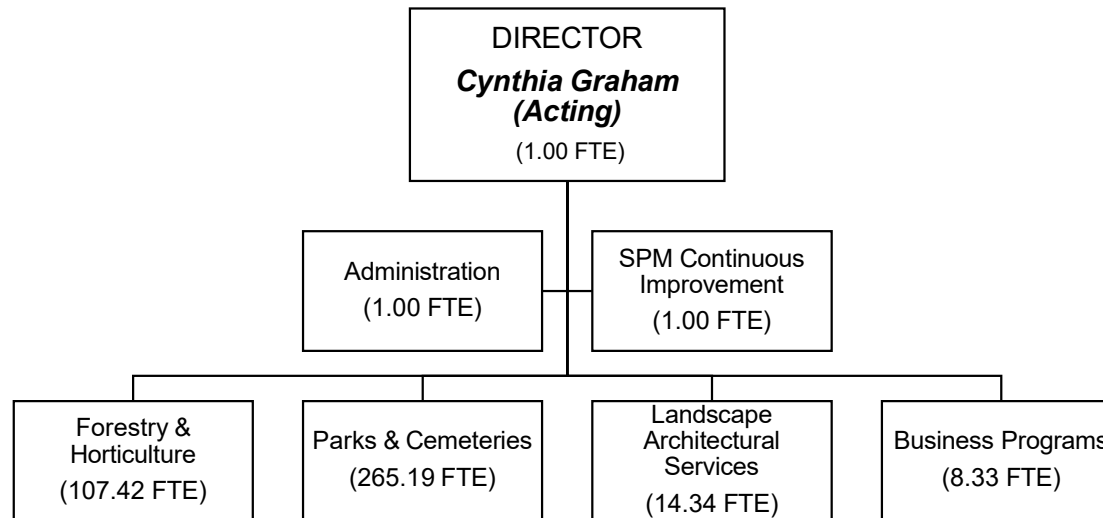
2023 Restated Budget Revenues



2023 Restated Budget Expenses



ENVIRONMENTAL SERVICES



Permanent Complement (FTE)	Management	Other	Total	Staff to Mgt. Ratio
2022	5.00	392.62	397.62	78.52:1
2023	5.00	393.28	398.28	78.66:1
Change	0.00	0.66	0.66	

Environmental Services

Description

Environmental Services is responsible for the planning, designing, constructing, operating and maintaining municipal parks, green spaces, programmed open space, recreational trails, and municipal cemeteries. To enhance the environment, promote safe and healthy spaces, and recreational opportunities for the citizens of the City of Hamilton, the division maintains the urban and rural tree canopy on municipal property, including streets, parks, and cemeteries. It also provides horticultural features in traffic islands, roundabouts, boulevards and civic properties, as well as maintaining hanging baskets and planters. Another major role of Environmental Services is to provide integrated waste management services for the City of Hamilton. The division oversees the collection and processing of approximately 240,000 tonnes of waste materials annually, including the operation and maintenance of three Transfer Stations/Community Recycling Centres, Material Recycling Facility, Central Composting Facility, Glanbrook Landfill, and 12 closed landfills.

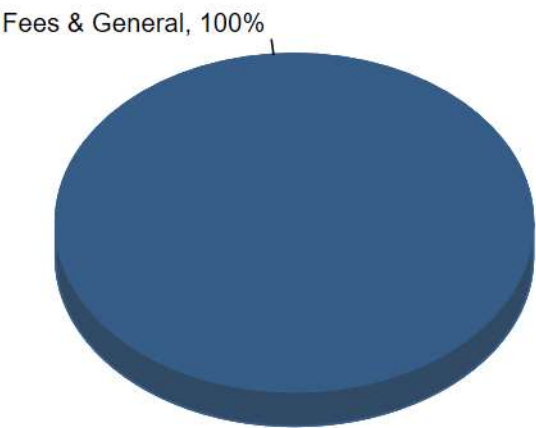
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Business Programs	\$ 802,074	\$ 1,196,365	\$ 1,234,724	\$ 38,359	3.2%
Director Environ Services	395,894	(559,730)	(559,730)	-	-%
Forestry & Horticulture	13,619,712	14,511,264	15,093,215	581,951	4.0%
Landscape & Architectural Serv	151,975	380,944	361,729	(19,215)	(5.0)%
Parks & Cemeteries	26,293,148	30,654,043	31,071,412	417,369	1.4%
Total Environmental Services	\$41,262,803	\$46,182,886	\$47,201,350	\$ 1,018,464	2.2%

Environmental Services

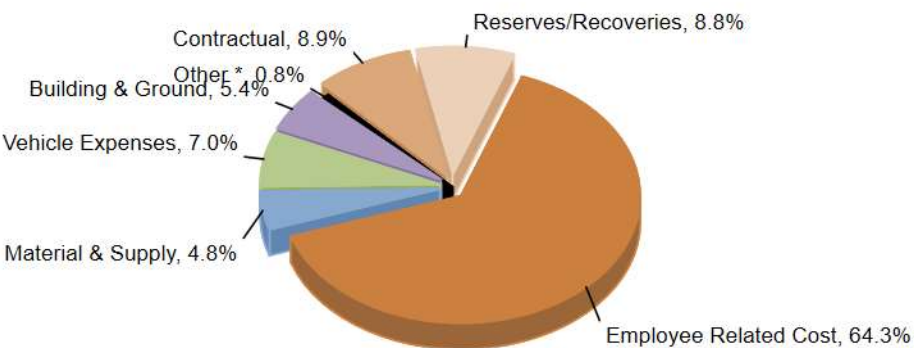
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 29,253,997	\$ 32,801,684	\$ 34,168,584	\$ 1,366,900	4.2%
Material & Supply	2,148,297	2,687,696	2,572,301	(115,395)	(4.3)%
Recoveries from Capital*	(2,255,566)	(2,806,346)	(2,767,730)	38,616	(1.4)%
Vehicle Expenses	3,070,163	3,440,875	3,701,261	260,386	7.6%
Building & Ground	2,786,135	3,405,058	2,881,255	(523,803)	(15.4)%
Consulting*	105,767	17,000	17,000	-	-%
Contractual	4,803,540	4,810,168	4,712,952	(97,216)	(2.0)%
Agencies & Support Payments*	-	12,000	12,000	-	-%
Capital Financing*	87,368	-	-	-	-%
Financial*	212,193	86,810	96,810	10,000	11.5%
Cost Allocations*	97,971	330,198	295,570	(34,628)	(10.5)%
Reserves/Recoveries	4,794,837	4,372,113	4,695,557	323,444	7.4%
Total Expenses	45,104,702	49,157,256	50,385,560	1,228,304	2.5%
Fees & General	(3,756,514)	(2,938,890)	(3,184,211)	(245,321)	8.3%
Grants & Subsidies	(8,000)	-	-	-	-%
Reserves	(77,388)	(35,480)	-	35,480	(100.0)%
Total Revenues	(3,841,902)	(2,974,370)	(3,184,211)	(209,841)	7.1%
Net Levy	\$ 41,262,800	\$ 46,182,886	\$ 47,201,349	\$ 1,018,463	2.2%
Full-Time Equivalents		397.62	398.28	0.66	0.2%

Environmental Services

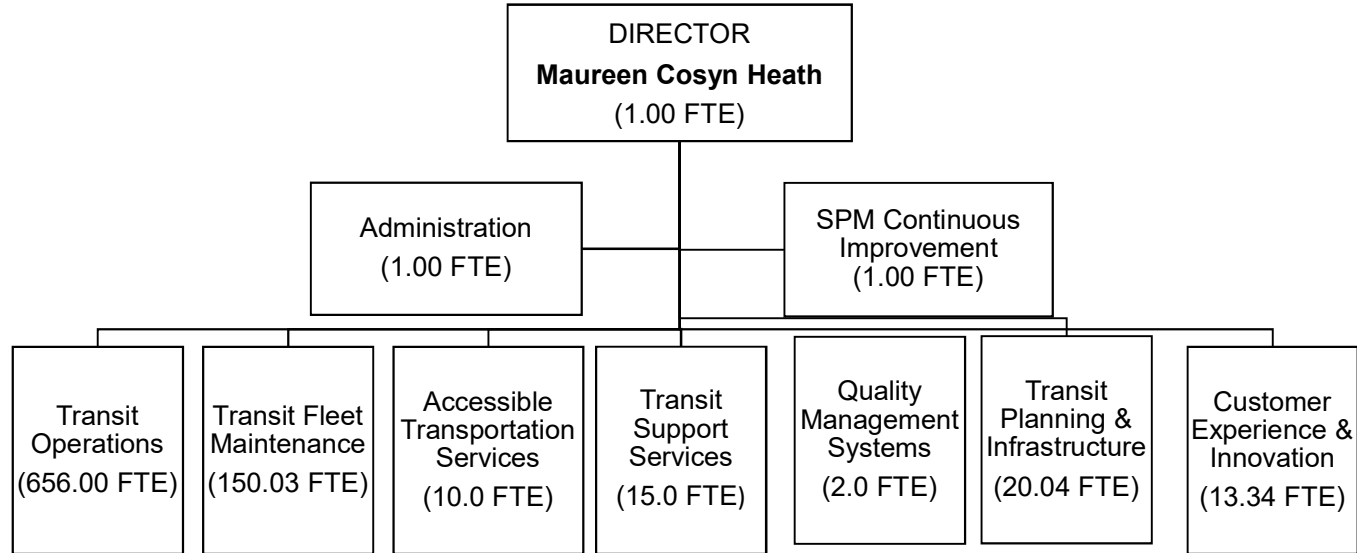
2023 Restated Budget Revenues



2023 Restated Budget Expenses



TRANSIT



Permanent Complement (FTE)	Management	Other	Total	Staff to Mgt. Ratio
2022	7.00	818.41	825.41	116.92:1
2023	7.00	862.41	869.41	123.05:1
Change	0.00	44.00	44.00	

Transit

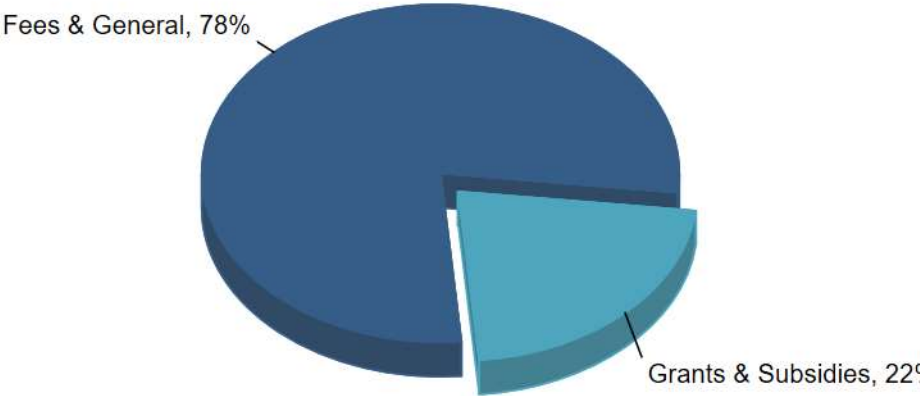
Description

Transit strives to provide customer-focused experience that is safe, reliable, inclusive and accessible to all users of the City of Hamilton's public transit services. The division achieves this by providing a customer experience that meets or exceeds their expectations, by maintaining the service and infrastructure in a state of good repair, and by having a vision to accommodate future needs. Transit will continue building a reputation that leads people to choose transit first.

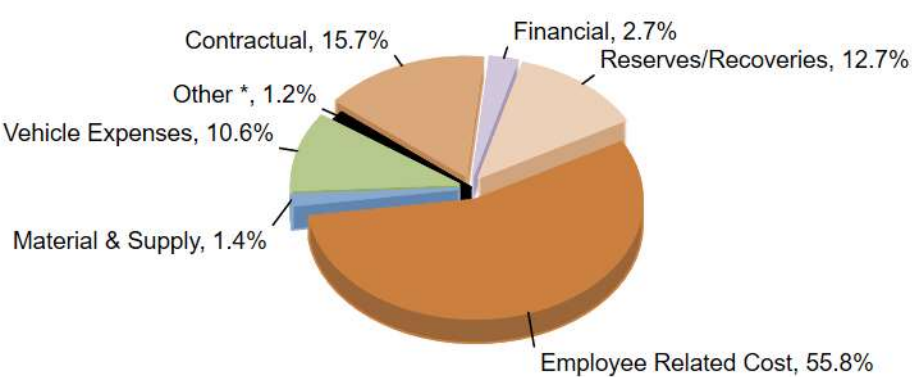
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Customer Experience and Innovation	\$ 1,186,419	\$ 1,841,074	\$ 2,107,286	\$ 266,212	14.5%
Transit Planning and Infrastructure	1,955,151	3,161,874	3,030,277	(131,597)	(4.2)%
Support Services	1,353,481	1,784,806	1,734,169	(50,637)	(2.8)%
Director Of Transit	(7,886,701)	621,481	(1,899,964)	(2,521,445)	(405.7)%
Financial Charges & General Revenue	13,330,536)	35,655,037)	33,512,424)	2,142,613	(6.0)%
Operations HSR	52,756,018	55,879,978	60,897,468	5,017,490	9.0%
Transit Fleet	31,290,326	34,767,772	38,689,760	3,921,988	11.3
ATS	12,265,235	24,382,682	22,558,627	(1,824,055)	(7.5)
Total Transit	\$79,589,393	\$86,784,630	\$93,605,199	\$ 6,820,569	7.9%

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 75,789,632	\$ 81,096,236	\$ 87,676,026	\$ 6,579,790	8.1%
Material & Supply	1,738,078	2,205,350	2,209,850	4,500	0.2%
Recoveries from Capital*	(161,521)	-	-	-	-%
Vehicle Expenses	14,491,624	14,308,970	16,599,830	2,290,860	16.0%
Building & Ground*	877,693	999,266	1,063,380	64,114	6.4%
Consulting*	10,405	51,880	51,880	-	-%
Contractual	14,196,165	27,812,840	24,634,870	(3,177,970)	(11.4)%
Financial	2,322,831	4,267,730	4,183,160	(84,570)	(2.0)%
Cost Allocations*	622,616	603,690	714,710	111,020	18.4%
Reserves/Recoveries	16,974,872	18,464,318	19,934,352	1,470,034	8.0%
Total Expenses	126,862,395	149,810,280	157,068,058	7,257,778	4.8%
Fees & General	(27,906,208)	(51,211,940)	(49,626,860)	1,585,080	(3.1)%
Grants & Subsidies	(19,366,792)	(11,699,000)	(13,836,000)	(2,137,000)	18.3%
Reserves	-	(114,710)	-	114,710	(100.0)%
Total Revenues	(47,273,000)	(63,025,650)	(63,462,860)	(437,210)	0.7%
Net Levy	\$ 79,589,395	\$ 86,784,630	\$ 93,605,198	\$ 6,820,568	7.9%
Full-Time Equivalents		825.41	869.41	44.00	5.3%

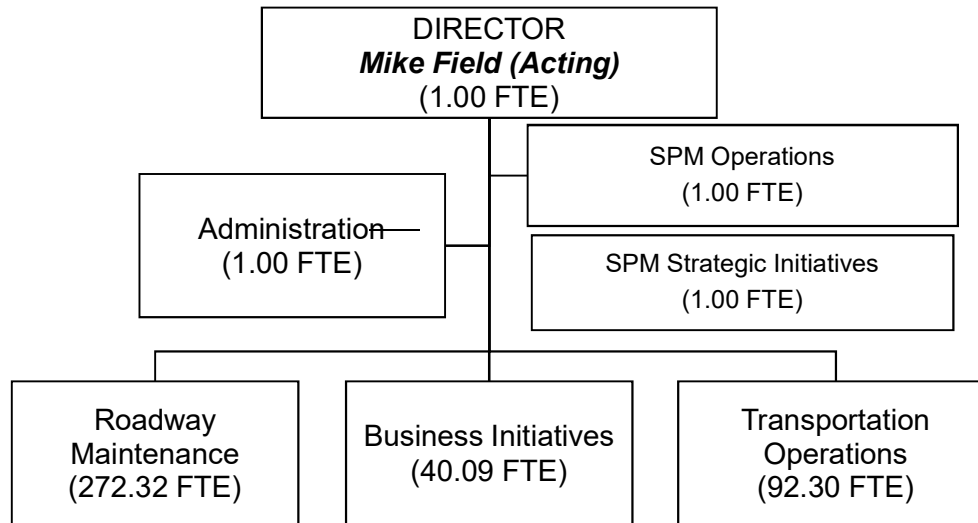
2023 Restated Budget Revenues



2023 Restated Budget Expenses



TRANSPORTATION OPERATIONS & MAINTENANCE



Permanent Complement (FTE)	Management	Other	Total	Staff to Mgt. Ratio
2022	4.00	402.71	406.71	100.68:1
2023	4.00	404.71	408.71	100.68:1
Change	0.00	2.00	2.00	

Transportation Operations & Maintenance

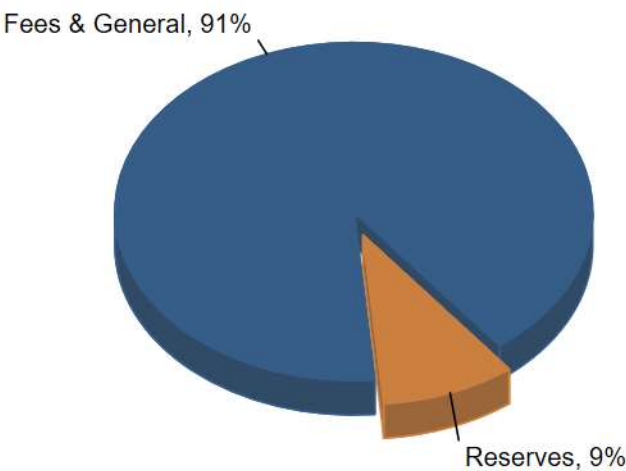
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Roadway Maintenance	\$59,358,058	\$63,883,754	\$66,541,166	\$ 2,657,412	4.2%
Director – Trans Ops & Mtce	-	(639,634)	(628,666)	10,968	(1.7)%
Transportation Operations	14,515,962	16,375,207	16,593,206	217,999	1.3%
Business Initiatives	3,910,245	4,614,155	4,750,707	136,552	3.0%
Total Transportation Operations & Maintenance	\$77,784,265	\$84,233,482	\$87,256,413	\$ 3,022,931	3.6%

Transportation Operations & Maintenance

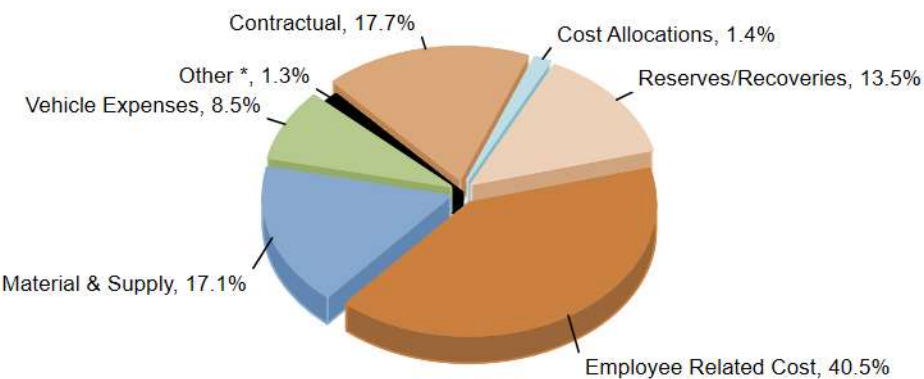
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 36,130,555	\$ 39,181,045	\$ 40,080,612	\$ 899,567	2.3%
Material & Supply	15,532,712	17,015,275	16,957,875	(57,400)	(0.3)%
Recoveries from Capital*	(4,391,769)	(3,839,202)	(4,296,230)	(457,028)	11.9%
Vehicle Expenses	6,919,918	8,005,816	8,395,950	390,134	4.9%
Building & Ground	852,863	943,618	980,240	36,622	3.9%
Consulting*	6,522	49,500	42,000	(7,500)	(15.2)%
Contractual	15,774,514	15,762,370	17,493,260	1,730,890	11.0%
Financial*	526,660	237,860	246,000	8,140	3.4%
Cost Allocations	1,597,709	1,274,690	1,369,214	94,524	7.4%
Reserves/Recoveries	12,920,816	12,809,579	13,385,881	576,302	4.5%
Total Expenses	85,870,500	91,440,551	94,654,802	3,214,251	3.5%
Fees & General	(7,022,996)	(6,504,790)	(6,726,790)	(222,000)	3.4%
Grants & Subsidies	(240,334)	-	-	-	-%
Reserves	(822,905)	(702,280)	(671,600)	30,680	(4.4)%
Total Revenues	(8,086,235)	(7,207,070)	(7,398,390)	(191,320)	2.7%
Net Levy	\$ 77,784,265	\$ 84,233,481	\$ 87,256,412	\$ 3,022,931	3.6%
Full-Time Equivalents		406.71	408.71	2.00	0.5%

Transportation Operations & Maintenance

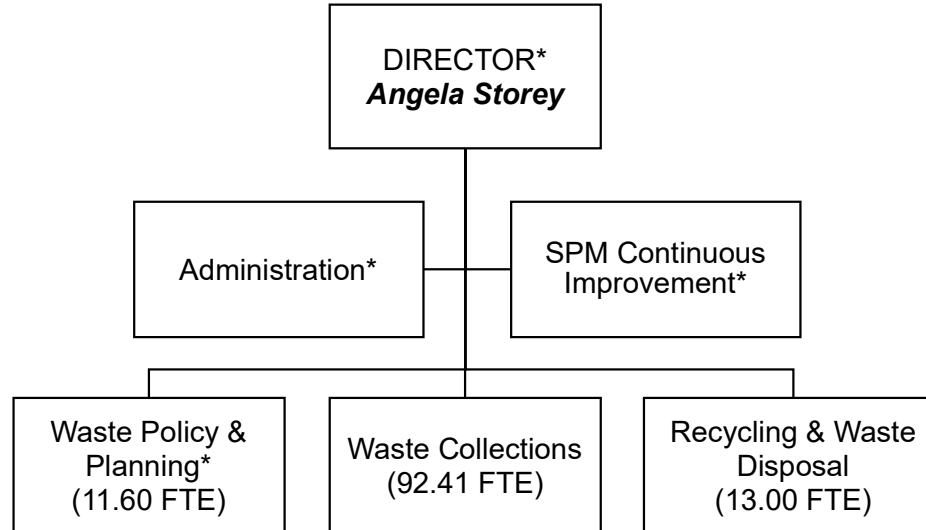
2023 Restated Budget Revenues



2023 Restated Budget Expenses



WASTE MANAGEMENT



Permanent Complement (FTE)	Management	Other	Total	Staff to Mgt. Ratio
2022	2.00	115.01	117.01	57.51:1
2023	2.00	115.01	117.01	57.51:1
Change	0.00	0.00	0.00	

* 4.0 positions are excluded from the 2023 Budgeted Complement count. The positions are currently temporary and not counted as part of the permanent FTE Complement. If Management positions were included the Staff to Mgt Ratio would be 29.25:1

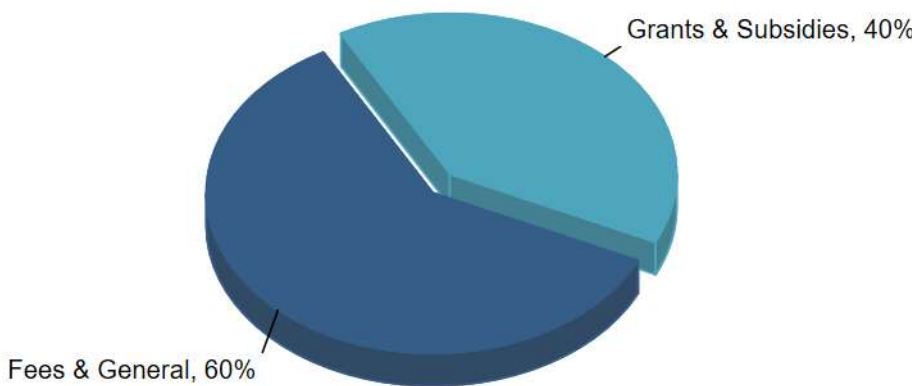
Waste Management

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Recycling & Waste Disposal	\$ 3,561,708	\$ 6,858,016	\$ 6,091,297	\$ (766,719)	(11.2)%
Waste Collections	37,176,950	38,065,075	41,765,686	3,700,611	9.7%
Waste Policy & Planning	1,441,479	1,597,792	1,695,014	97,222	6.1%
Director Waste	137,084	(152,360)	(152,360)	-	-%
Total Waste Management	\$42,317,221	\$46,368,523	\$49,399,637	\$ 3,031,114	6.5%

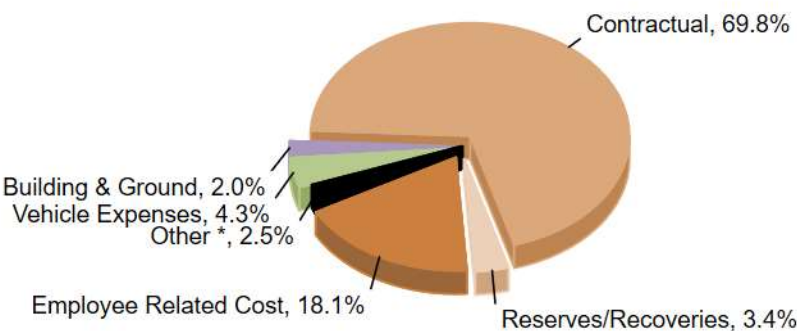
Waste Management

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 11,200,999	\$ 11,700,679	\$ 12,077,076	\$ 376,397	3.2%
Material & Supply*	506,394	476,110	520,360	44,250	9.3%
Recoveries from Capital*	(174,407)	-	-	-	-%
Vehicle Expenses	2,618,778	2,320,178	2,852,276	532,098	22.9%
Building & Ground	936,368	1,128,155	1,338,340	210,185	18.6%
Consulting*	15,873	1,090	1,090	-	-%
Contractual	41,892,912	43,137,225	46,562,787	3,425,562	7.9%
Agencies & Support Payments*	8,010	17,480	17,480	-	-%
Financial*	731,648	824,020	824,020	-	-%
Cost Allocations*	652,785	296,245	301,615	5,370	1.8%
Reserves/Recoveries	2,106,490	2,109,932	2,246,139	136,207	6.5%
Total Expenses	60,495,850	62,011,114	66,741,183	4,730,069	7.6%
Fees & General	(11,169,598)	(8,676,340)	(10,410,320)	(1,733,980)	20.0%
Grants & Subsidies	(6,569,988)	(6,931,320)	(6,931,225)	95	-%
Reserves	(439,043)	(34,930)	-	34,930	(100.0)%
Total Revenues	(18,178,629)	(15,642,590)	(17,341,545)	(1,698,955)	10.9%
Net Levy	\$ 42,317,221	\$ 46,368,524	\$ 49,399,638	\$ 3,031,114	6.5%
Full-Time Equivalents		117.01	117.01	-	-%

2023 Restated Budget Revenues



2023 Restated Budget Expenses



CITY OF HAMILTON

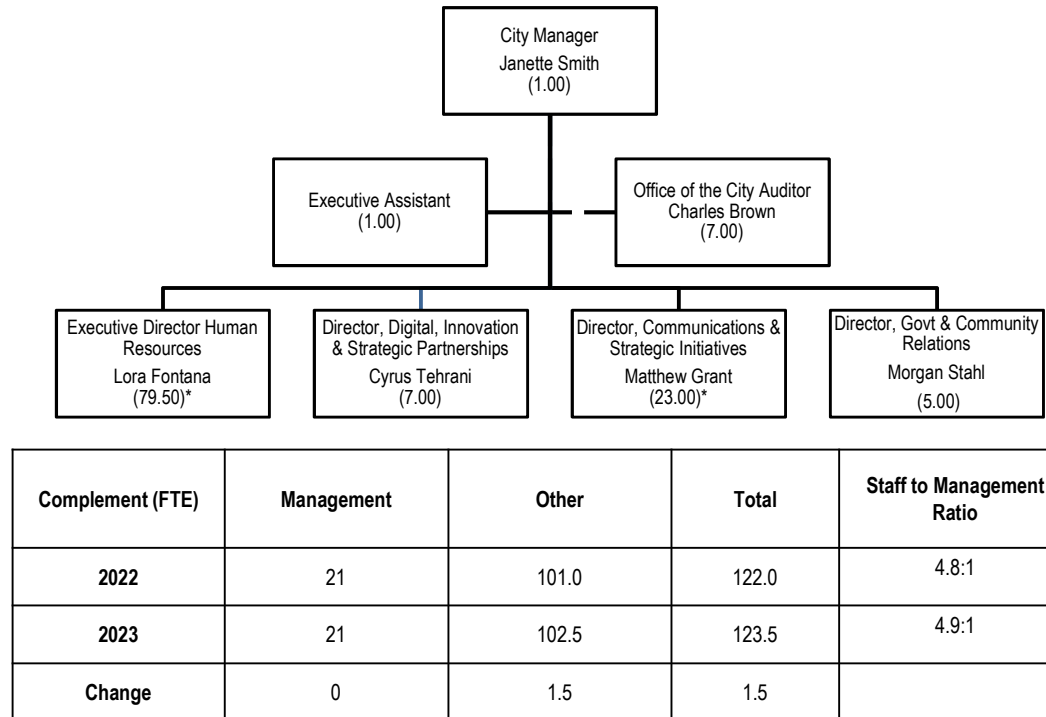
BUDGET AND MULTI-YEAR OUTLOOK

2023



CITY MANAGER'S OFFICE

DEPARTMENT STRUCTURE



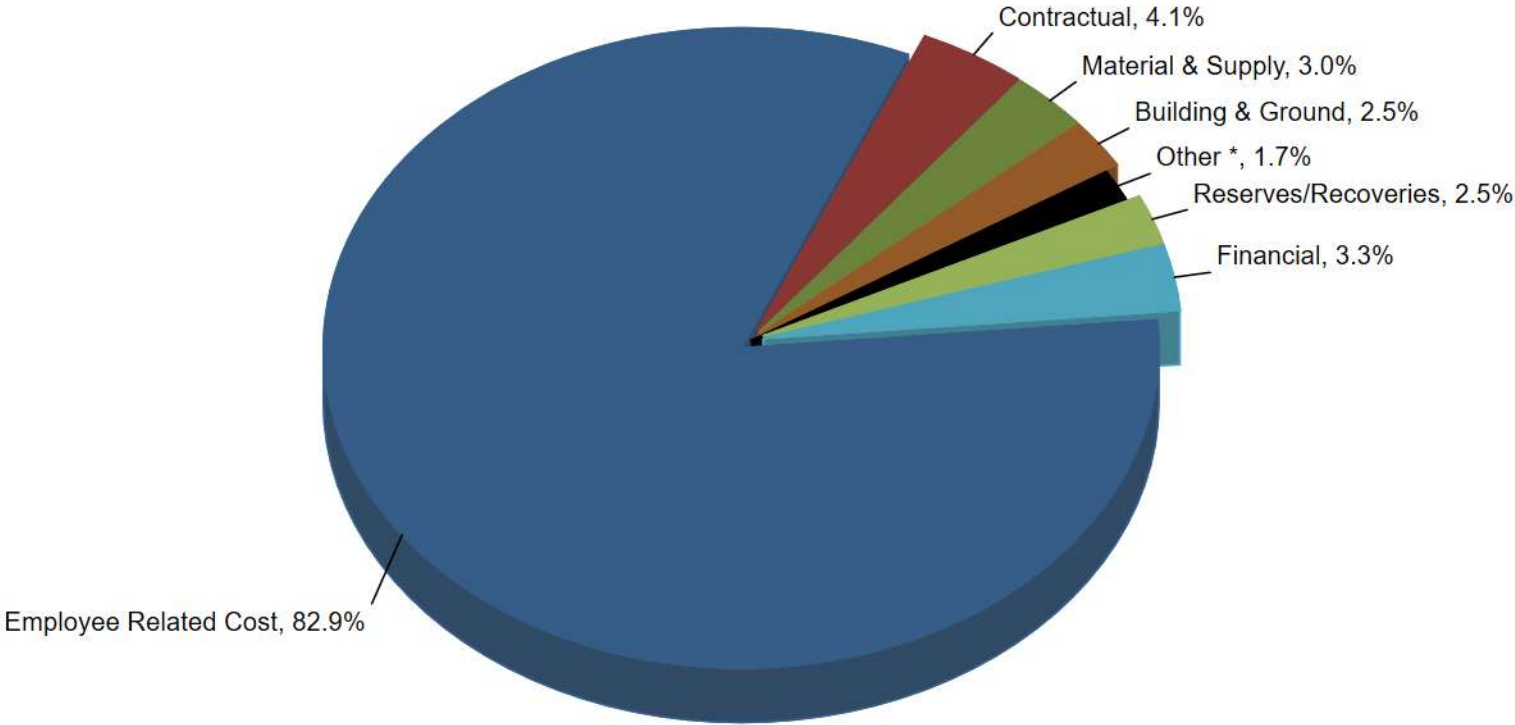
*1.5 positions funded by Metrolinx

City Manager

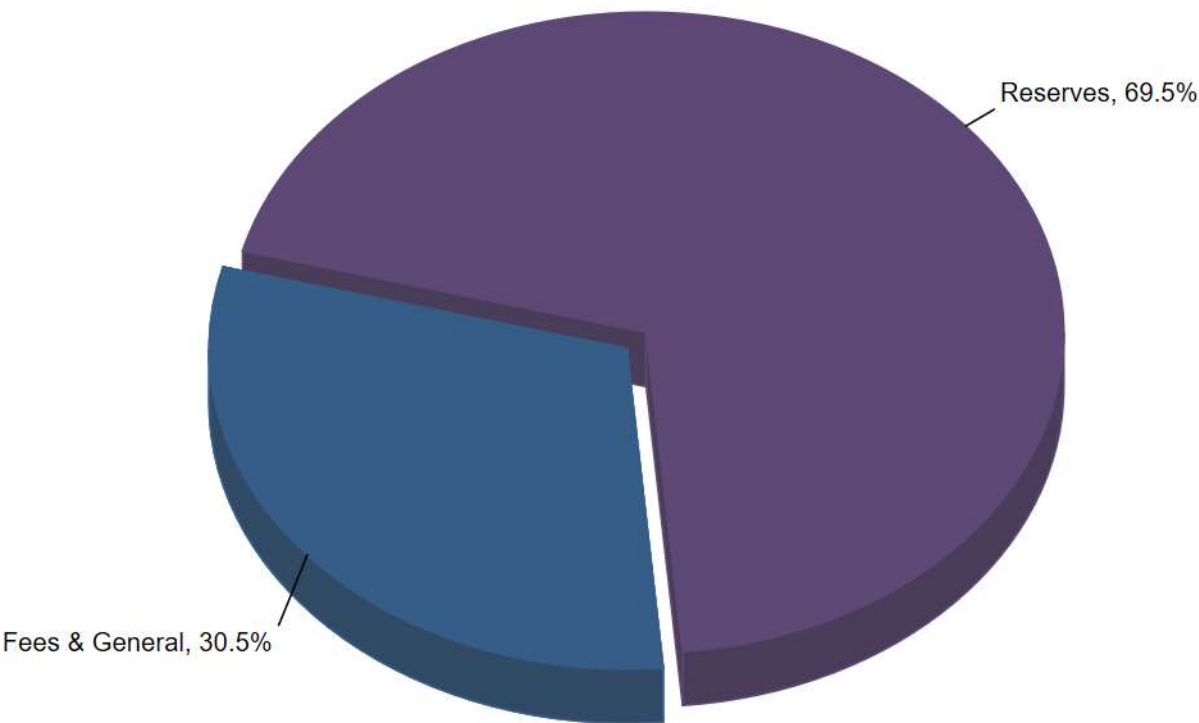
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Office of the City Auditor	\$ 1,172,910	\$ 1,201,019	\$ 1,246,663	\$ 45,644	3.8%
CMO - Admin	224,455	233,422	257,431	24,009	10.3%
Communication & Strategic Initiatives	2,338,417	2,556,477	2,697,718	141,241	5.5%
Digital & Innovation Office	371,288	243,022	257,665	14,643	6.0%
Government & Community Relations	616,314	868,393	992,645	124,252	14.3%
Human Resources	7,177,997	8,587,081	8,845,502	258,421	3.0%
Total City Manager	\$11,901,381	\$13,689,414	\$14,297,624	\$ 608,210	4.4%

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost*	\$ 15,540,058	\$ 16,470,093	\$ 17,291,358	821,265	5.0%
Contractual*	782,868	861,900	864,594	2,694	0.3%
Material & Supply*	514,193	628,210	627,710	(500)	(0.1)%
Recoveries from Capital*	(156,117)	(30,000)	(30,000)	-	-%
Building & Ground*	482,660	507,370	512,990	5,620	1.1%
Consulting*	423,046	290,790	290,790	-	-%
Agencies & Support Payments*	1,840	-	-	-	-%
Reserves/Recoveries*	424,687	506,643	517,503	10,860	2.1%
Cost Allocations*	(3,478,333)	(3,543,024)	(3,630,652)	(87,628)	2.5%
Financial*	640,350	680,600	689,300	8,700	1.3%
Capital Financing*	56,210	56,210	56,210	-	-%
Total Expenses	15,231,462	16,428,792	17,189,803	761,011	4.6%
Fees & General	(1,198,627)	(791,460)	(882,194)	(90,734)	11.5%
Grants & Subsidies	(230,046)	-	-	-	-%
Reserves	(1,901,407)	(1,947,917)	(2,009,985)	(62,068)	3.2%
Total Revenues	(3,330,080)	(2,739,377)	(2,892,179)	(152,802)	5.6%
Net Levy	\$ 11,901,382	\$ 13,689,415	\$ 14,297,624	608,209	4.4%
Full-Time Equivalents		122.00	123.50	1.50	1.2%

2023 Preliminary Budget Expenses



2023 Preliminary Budget Revenues



CITY OF HAMILTON

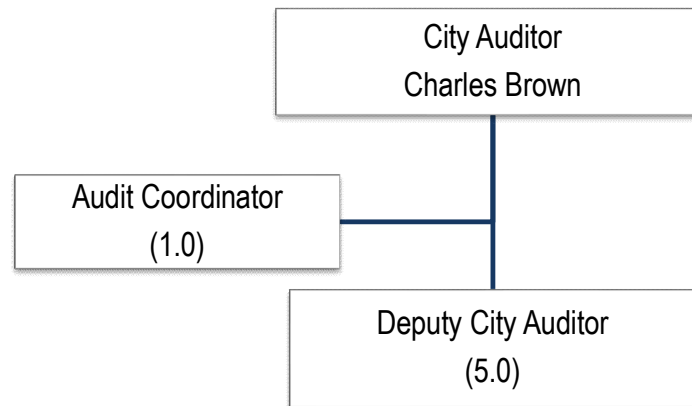
2024 - 2026 MULTI YEAR OUTLOOK

BY DIVISION

City Manager

	2023 Preliminary Budget Gross	2023 Preliminary Budget Net	2024 Preliminary Gross	2024 Preliminary Net	2025 Preliminary Gross	2025 Preliminary Net	2026 Preliminary Gross	2026 Preliminary Net
Office of the City Auditor	1,246,660	1,246,660	1,455,880	1,455,880	1,490,400	1,490,400	1,524,200	1,524,200
CMO - Admin	257,430	257,430	395,460	395,460	407,710	407,710	419,810	419,810
Communication & Strategic Initiatives	2,727,720	2,697,720	2,805,020	2,775,020	2,886,340	2,856,340	2,965,790	2,935,790
Digital & Innovation Office	1,105,360	257,670	1,133,230	318,860	1,313,160	531,400	1,492,890	743,610
Government & Community Relations	992,640	992,640	1,015,240	1,015,240	1,038,820	1,038,820	1,062,010	1,062,010
Human Resources	10,859,990	8,845,500	11,268,580	9,208,740	11,555,110	9,448,340	11,825,060	9,671,390
Total City Manager	17,189,800	14,297,620	18,073,410	15,169,200	18,691,540	15,773,010	19,289,760	16,356,810

OFFICE OF THE CITY AUDITOR



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	2	5	7	2.5:1
2023	2	5	7	2.5:1
Change	0	0	0	

Office of the City Auditor

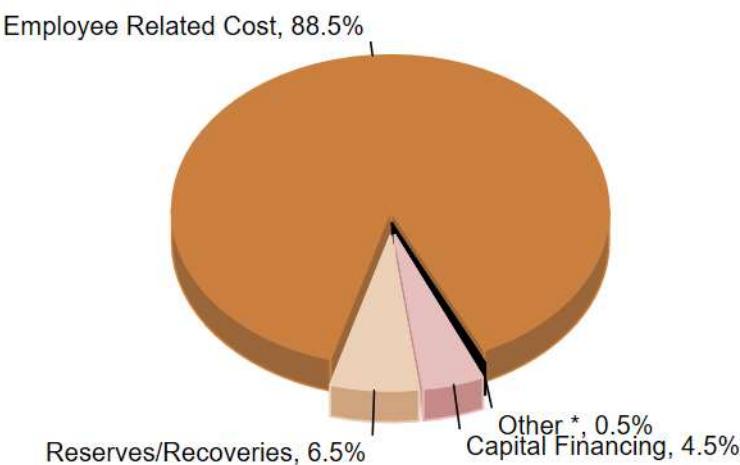
Description

The division performs process and operational reviews of the City of Hamilton. The division conducts studies of issues and investigations of matters brought forward by members of Council, staff and citizens to provide advice and make recommendations on how to improve City operations and bring transparency to the public. By providing objective evaluation, consultation and facilitated assessments, the ultimate goal is to help the City manage risk, exploit opportunities and realize improvements that make operations more efficient, effective and compliant with policies and regulations.

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Audit Services	\$ 1,172,910	\$ 1,201,019	\$ 1,246,663	\$ 45,644	3.8%
Total Office of the City Auditor	\$ 1,172,910	\$ 1,201,019	\$ 1,246,663	\$ 45,644	3.8%

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 988,098	\$ 1,063,048	\$ 1,103,302	\$ 40,254	3.8%
Material & Supply*	1,747	2,390	2,390	-	-%
Building & Ground*	1,856	1,639	1,490	(149)	(9.1)%
Consulting*	46,535	-	-	-	-%
Contractual*	15,603	1,000	1,000	-	-%
Capital Financing	56,210	56,210	56,210	-	-%
Financial*	1,441	1,000	1,000	-	-%
Reserves/Recoveries	74,140	75,732	81,271	5,539	7.3%
Total Expenses	1,185,630	1,201,019	1,246,663	45,644	3.8%
Reserves	(12,720)	-	-	-	-%
Net Levy	\$ 1,172,910	\$ 1,201,019	\$ 1,246,663	\$ 45,644	3.8%
Full-Time Equivalents		7.00	7.00	-	-%

2023 Restated Budget Expenses



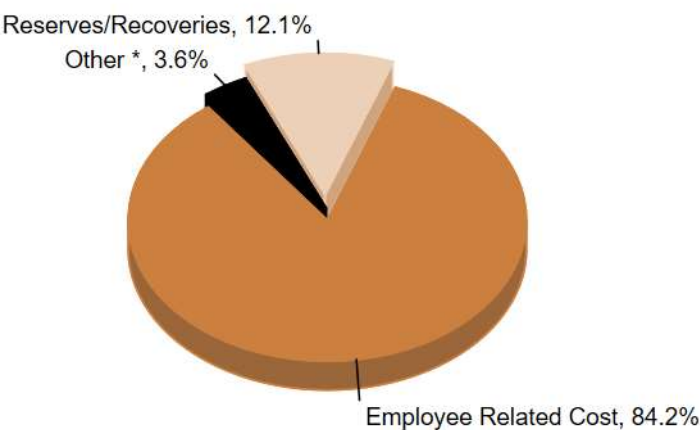
CMO - Admin

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
City Manager Administration	\$ 224,455	\$ 233,422	\$ 257,431	\$ 24,009	10.3%
Total CMO - Admin	\$ 224,455	\$ 233,422	\$ 257,431	\$ 24,009	10.3%

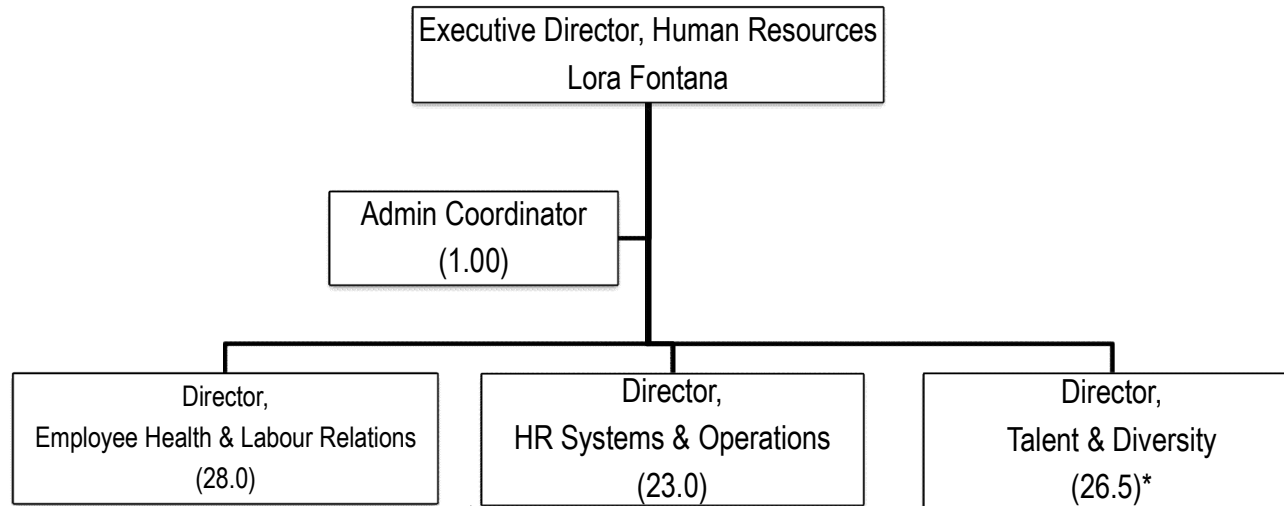
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 619,907	\$ 493,111	\$ 520,192	\$ 27,081	5.5%
Material & Supply	2,197	17,250	17,250	-	-%
Recoveries from Capital*	(30,000)	(30,000)	(30,000)	-	-%
Building & Ground*	4,661	819	1,000	181	22.1%
Consulting*	18,815	-	-	-	-%
Contractual*	93,934	1,240	1,240	-	-%
Agencies & Support Payments*	1,250	-	-	-	-%
Financial*	1,282	-	3,000	3,000	-%
Cost Allocations*	(319,580)	(322,790)	(330,214)	(7,424)	2.3%
Reserves/Recoveries	62,035	73,791	74,963	1,172	1.6%
Total Expenses	454,501	233,421	257,431	24,010	10.3%
Grants & Subsidies	(230,046)	-	-	-	-%
Net Levy	\$ 224,455	\$ 233,421	\$ 257,431	\$ 24,010	10.3%

Full-Time Equivalents		2.00	2.00	-	-%
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2023 Restated Budget Expenses



HUMAN RESOURCES



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	10.0	69.0	79.0	6.9:1
2023	10.0	69.5	79.5	6.9:1
Change	0	0.5	0.5	

*0.5 position funded by Metrolinx

Human Resources

Description

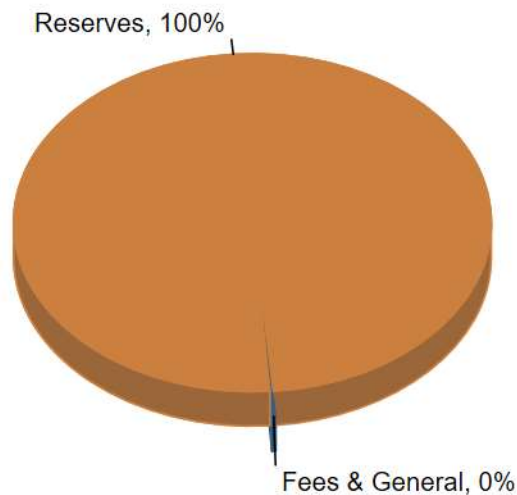
Human Resources is accountable for attracting, retaining and building organizational talent. This internal support service also works closely with organizational partners to ensure the consistent application of our guiding documents including collective agreements, City policies, and relevant employment legislation. Through our various specialty areas, Human Resources promotes and administers programs supporting diversity and inclusion, employee engagement, and employee health and wellness (including benefits, safety and wellness programs). By incorporating best practice and leveraging technology, the division also supports the employee lifecycle through the administration of pay and leave programs, including records maintenance and compensation services.

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Health & Labour Relations	\$ 2,903,098	\$ 3,088,027	\$ 3,159,858	\$ 71,831	2.3%
HR Systems & Operations	1,717,134	2,312,463	2,389,576	77,113	3.3%
Human Resources Admin	365,696	236,474	250,193	13,719	5.8%
Talent & Diversity	2,192,068	2,950,117	3,045,875	95,758	3.2%
Total Human Resources	\$ 7,177,996	\$ 8,587,081	\$ 8,845,502	\$ 258,421	3.0%

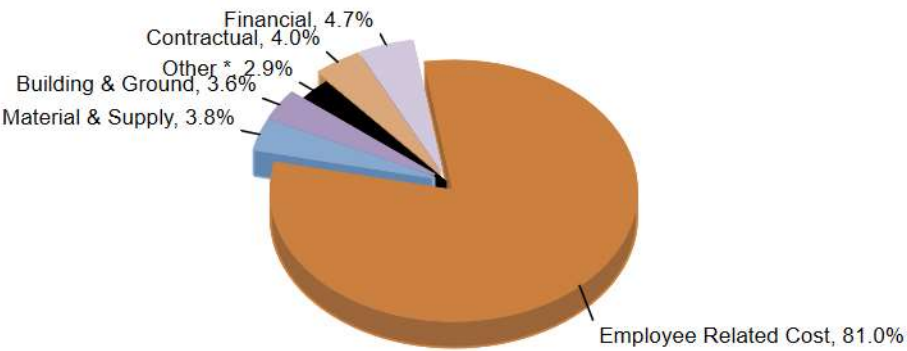
Human Resources

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 9,915,360	\$ 10,747,853	\$ 11,150,061	\$ 402,208	3.7%
Material & Supply	418,030	517,670	517,170	(500)	(0.1)%
Building & Ground	458,083	495,417	500,260	4,843	1.0%
Consulting	283,128	251,110	251,110	-	-%
Contractual	454,924	552,920	555,614	2,694	0.5%
Financial	608,008	649,650	649,350	(300)	-%
Cost Allocations*	(2,792,280)	(2,848,296)	(2,913,809)	(65,513)	2.3%
Reserves/Recoveries	157,895	173,175	150,232	(22,943)	(13.2)%
Total Expenses	9,503,148	10,539,499	10,859,988	320,489	3.0%
Fees & General	(570,666)	(4,500)	(4,500)	-	-%
Reserves	(1,754,486)	(1,947,917)	(2,009,985)	(62,068)	3.2%
Total Revenues	(2,325,152)	(1,952,417)	(2,014,485)	(62,068)	3.2%
Net Levy	\$ 7,177,996	\$ 8,587,082	\$ 8,845,503	\$ 258,421	3.0%
Full-Time Equivalents		79.00	79.50	0.50	0.6%

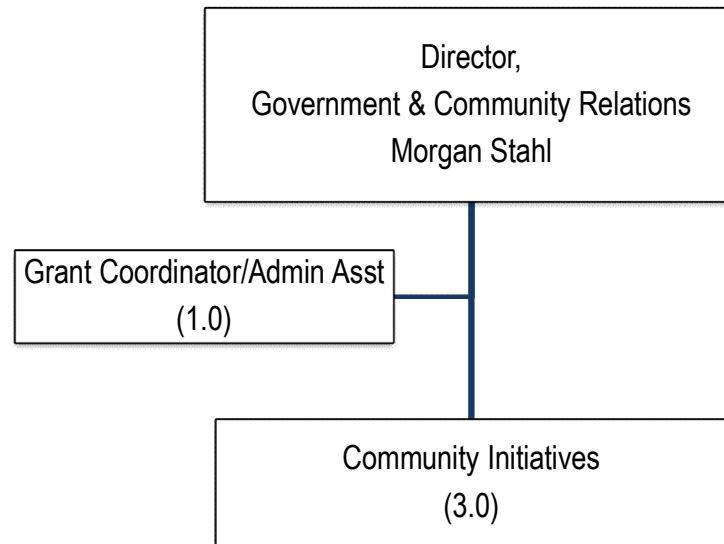
2023 Restated Budget Revenues



2023 Restated Budget Expenses



GOVERNMENT & COMMUNITY RELATIONS



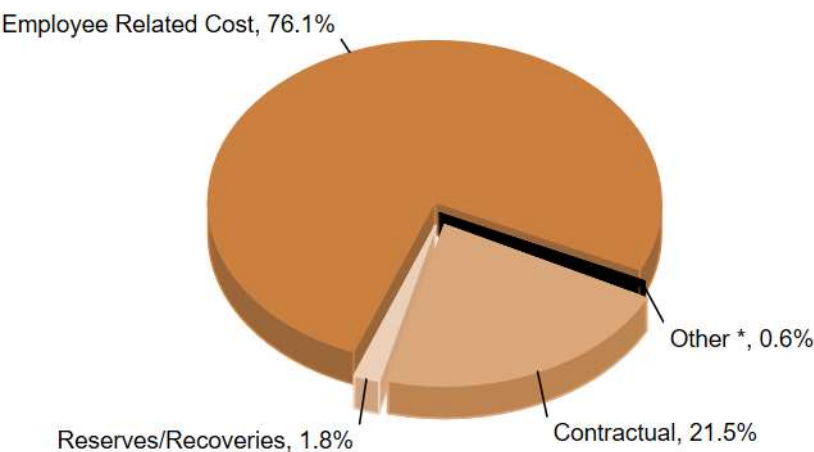
Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	2	3	5	1.5:1
2023	2	3	5	1.5:1
Change	0	0	0	

Government & Community Relations

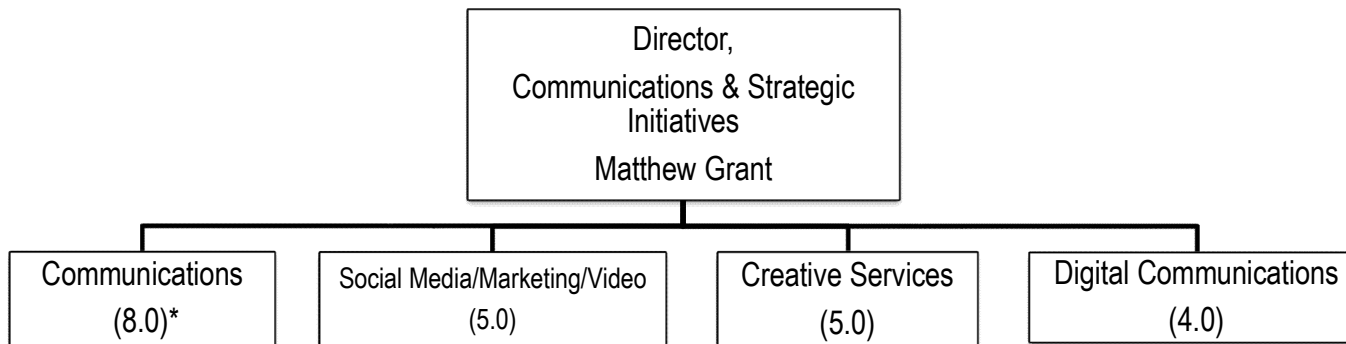
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Government & Community Relations	\$ 257,352	\$ 542,368	\$ 545,618	\$ 3,250	0.6%
Community Initiatives	358,962	326,026	447,027	121,001	37.1%
Total Government & Community Relations	\$ 616,314	\$ 868,394	\$ 992,645	\$ 124,251	14.3%

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 527,112	\$ 622,799	\$ 755,601	\$ 132,802	21.3%
Material & Supply*	2,286	4,550	4,550	-	-%
Building & Ground*	1,018	655	1,160	505	77.1%
Consulting*	67,894	-	-	-	-%
Contractual	91,498	213,380	213,380	-	-%
Reserves/Recoveries	15,708	27,009	17,953	(9,056)	(33.5)%
Total Expenses	705,516	868,393	992,644	124,251	14.3%
Reserves	(89,201)	-	-	-	-%
Net Levy	\$ 616,315	\$ 868,393	\$ 992,644	\$ 124,251	14.3%
Full-Time Equivalents		5.00	5.00	-	-%

2023 Restated Budget Expenses



COMMUNICATIONS & STRATEGIC INITIATIVES



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	4	18	22	4.5:1
2023	4	19	23	4.7:1
Change	0	1	1	

*1.0 position funded by Metrolinx

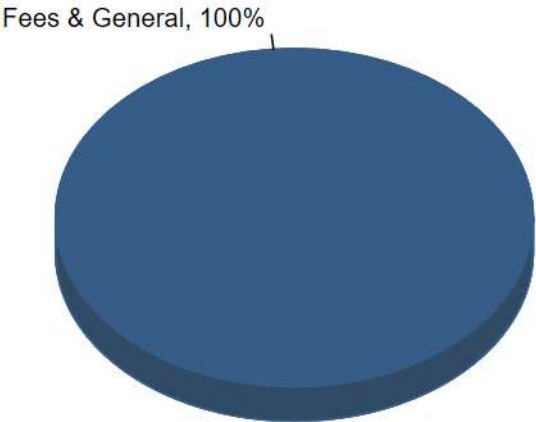
Communication & Strategic Initiatives

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Communications	\$ 2,338,417	\$ 2,556,477	\$ 2,697,718	\$ 141,241	5.5%
Total Communication & Strategic Initiatives	\$ 2,338,417	\$ 2,556,477	\$ 2,697,718	\$ 141,241	5.5%

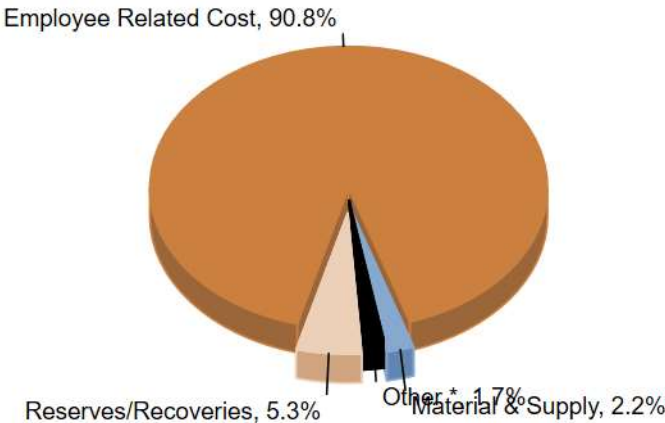
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 2,548,026	\$ 2,702,594	\$ 2,829,024	\$ 126,430	4.7%
Material & Supply	66,396	68,340	68,340	-	-%
Building & Ground*	15,911	7,528	7,260	(268)	(3.6)%
Consulting*	4,961	18,920	18,920	-	-%
Contractual*	13,180	24,690	24,690	-	-%
Financial*	-	1,500	1,500	-	-%
Cost Allocations*	(366,480)	(371,938)	(386,629)	(14,691)	3.9%
Reserves/Recoveries	92,687	134,843	164,613	29,770	22.1%
Total Expenses	2,374,681	2,586,477	2,727,718	141,241	5.5%
Fees & General	(36,264)	(30,000)	(30,000)	-	-%
Net Levy	\$ 2,338,417	\$ 2,556,477	\$ 2,697,718	\$ 141,241	27.1%

Full-Time Equivalents	22.00	23.00	1.00	4.5%
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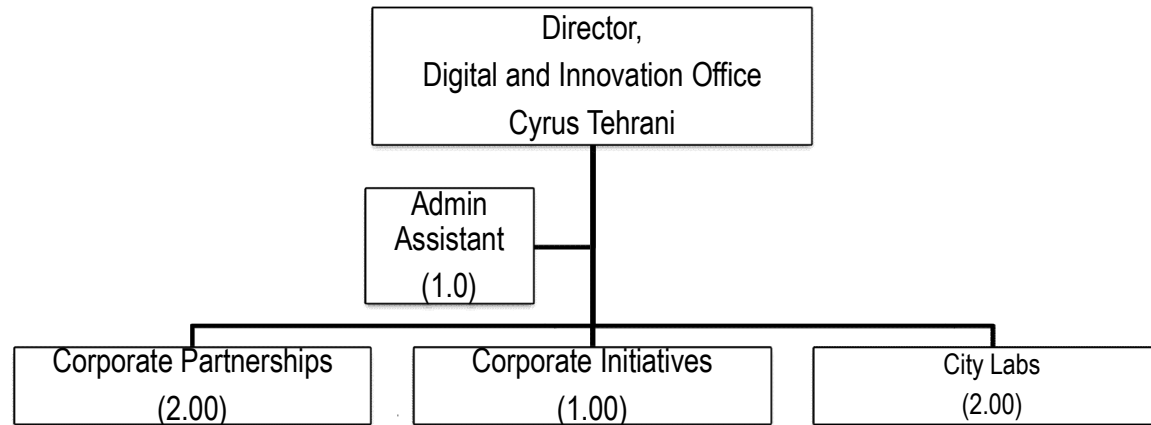
2023 Restated Budget Revenues



2023 Restated Budget Expenses



DIGITAL & INNOVATION OFFICE



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	2	5	7	2.5:1
2023	2	5	7	2.5:1
Change	0	0	0	

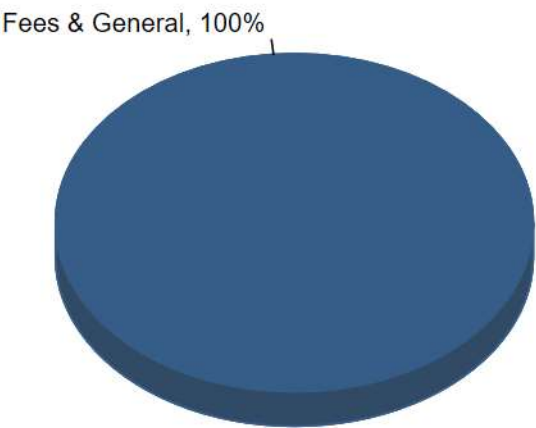
Digital & Innovation Office

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Corporate Initiatives	\$ 252,474	\$ 285,190	\$ 299,795	\$ 14,605	5.1%
Corporate Partnership	(193,973)	(400,000)	(400,000)	-	-%
Digital & Innovation Office Admin	312,787	357,833	357,870	37	-%
Total Digital & Innovation Office	\$ 371,288	\$ 243,023	\$ 257,665	\$ 14,642	6.0%

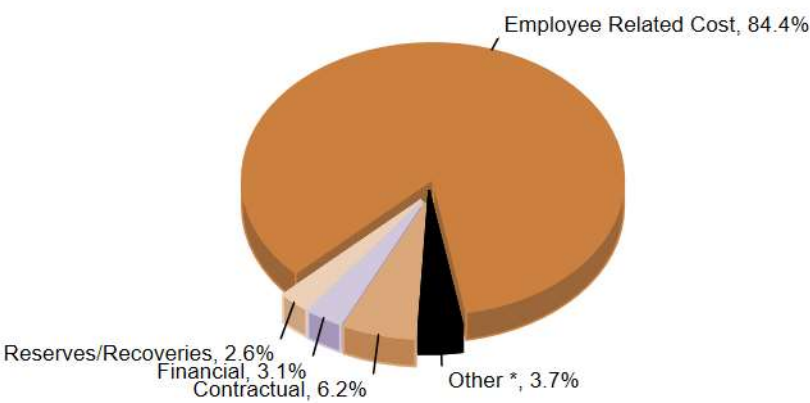
Digital & Innovation Office

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 941,555	\$ 840,689	\$ 933,178	\$ 92,489	11.0%
Material & Supply	23,537	18,010	18,010	-	-%
Recoveries from Capital*	(126,117)	-	-	-	-%
Building & Ground*	1,131	1,311	1,820	509	38.8%
Consulting	1,713	20,760	20,760	-	-%
Contractual	113,729	68,670	68,670	-	-%
Agencies & Support Payments*	590	-	-	-	-%
Financial	29,618	28,450	34,450	6,000	21.1%
Cost Allocations*	7	-	-	-	-%
Reserves/Recoveries	22,223	22,093	28,471	6,378	28.9%
Total Expenses	1,007,986	999,983	1,105,359	105,376	10.5%
Fees & General	(591,698)	(756,960)	(847,694)	(90,734)	12.0%
Reserves	(45,000)	-	-	-	-%
Total Revenues	(636,698)	(756,960)	(847,694)	(90,734)	12.0%
Net Levy	\$ 371,288	\$ 243,023	\$ 257,665	\$ 14,642	6.0%
Full-Time Equivalents		7.00	7.00	-	-%

2023 Restated Budget Revenues



2023 Restated Budget Expenses



CITY OF HAMILTON

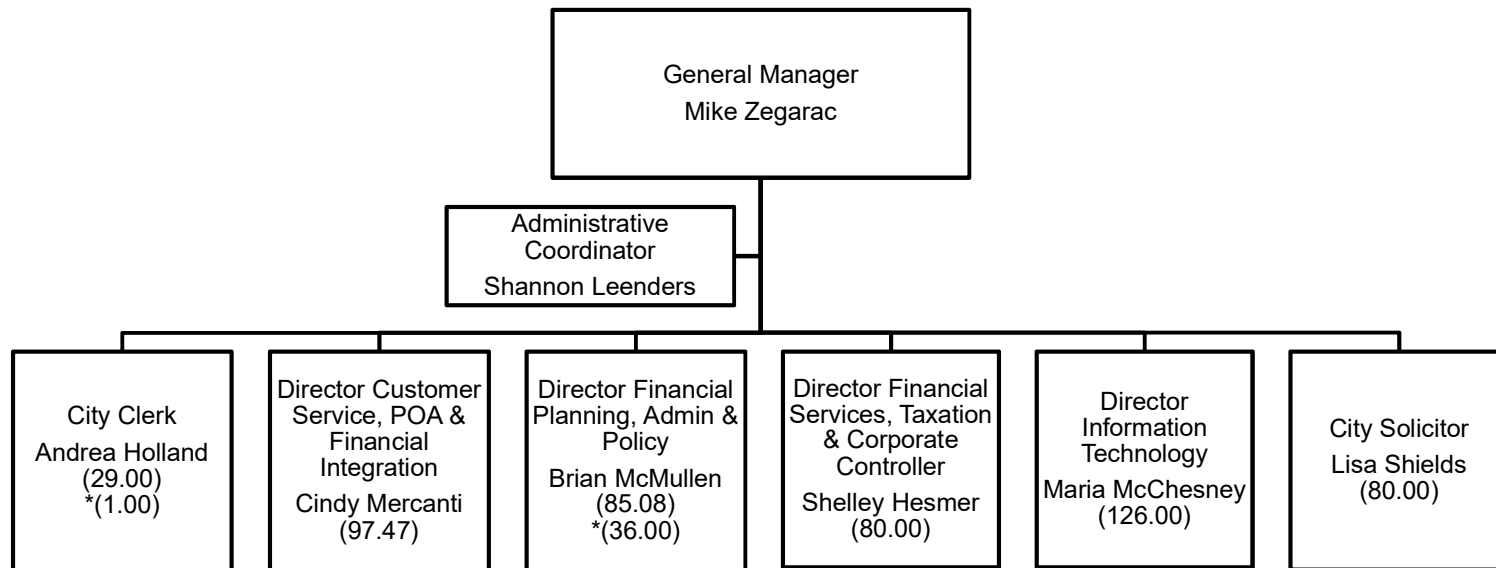
BUDGET AND MULTI-YEAR OUTLOOK

2023



CORPORATE SERVICES

DEPARTMENT OVERVIEW



Complement (FTE)	Management	*Management Distributed	Other	*Other Distributed	Total	Staff to Management Ratio
2022	32.00	1.00	464.05	37.00	534.05	15.18:1
2023	32.00	1.00	466.55	37.00	536.55	15.26:1
Change	0.00	0.00	2.50	0.00	2.50	

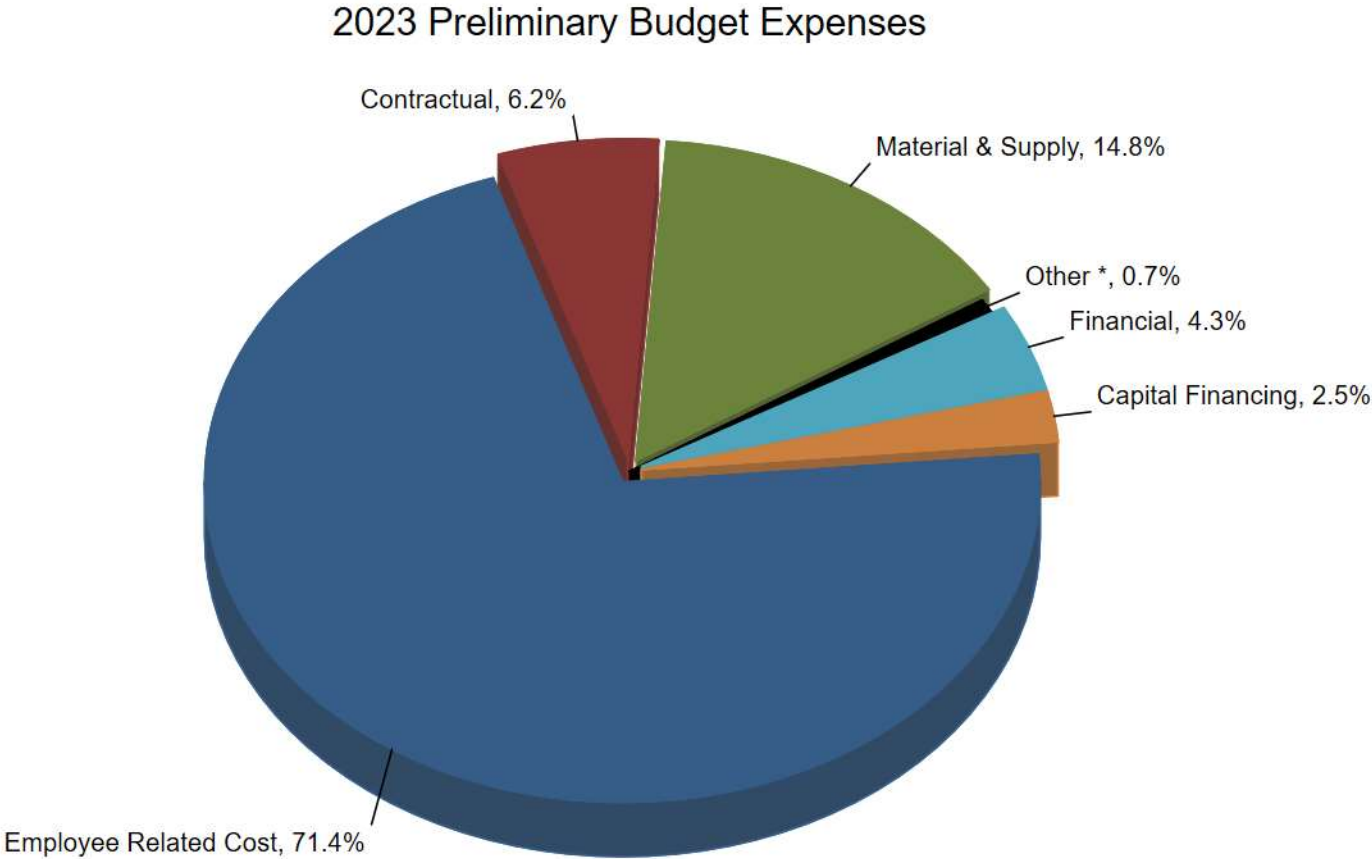
* Represents distributed staff whose budget are in operating departments.

Corporate Services

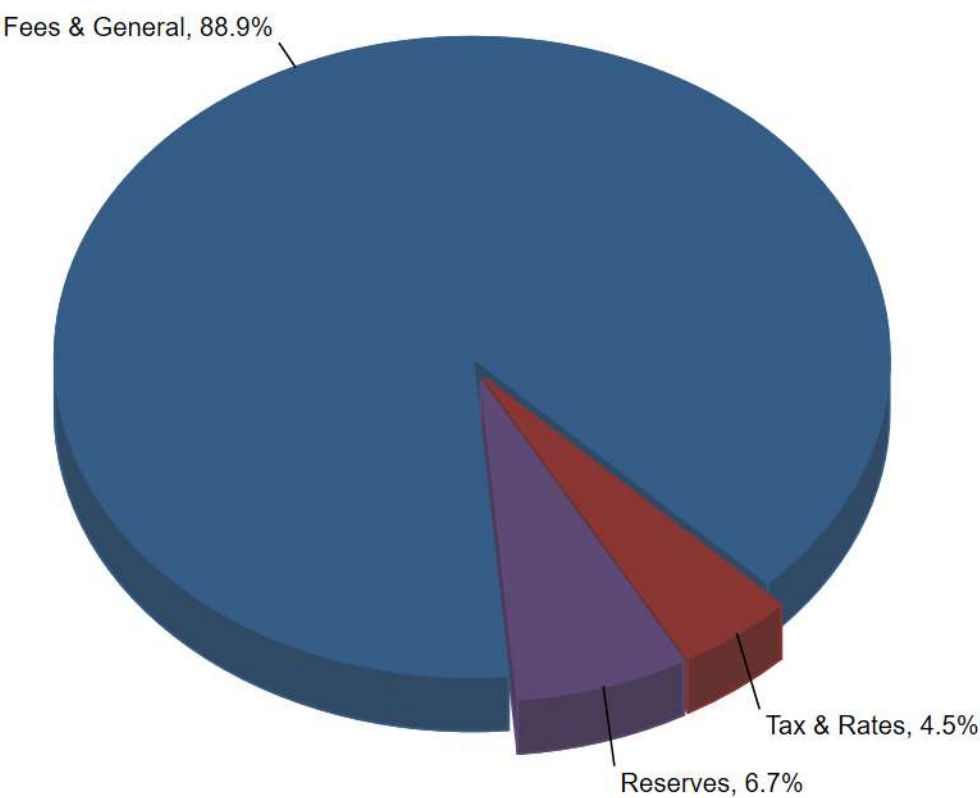
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
City Clerk's Office	\$ 3,043,135	\$ 3,213,004	\$ 3,080,129	\$ (132,875)	(4.1)%
Customer Service POA and Finl Integration	5,587,845	6,003,386	6,242,286	238,900	4.0%
Financial Serv Taxation and Corp Controller	2,687,613	4,282,983	4,484,902	201,919	4.7%
Legal Services and Risk Management	4,321,735	4,010,029	4,346,258	336,229	8.4%
Corporate Services Administration	308,551	331,635	344,026	12,391	3.7%
Financial Planning Admin & Policy	4,818,855	5,369,610	5,631,102	261,492	4.9%
Information Technology	12,349,490	16,456,580	17,506,367	1,049,787	6.4%
Total Corporate Services	\$33,117,224	\$39,667,227	\$41,635,070	\$ 1,967,843	5.0%

Corporate Services

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost*	\$ 45,790,120	\$ 51,869,990	\$ 55,097,388	3,227,398	6.2%
Contractual*	2,951,449	4,767,100	4,773,740	6,640	0.1%
Material & Supply*	8,061,561	11,028,291	11,453,555	425,264	3.9%
Recoveries from Capital*	(2,422,683)	(2,213,433)	(2,326,316)	(112,883)	5.1%
Vehicle Expenses*	16,002	21,001	21,633	632	3.0%
Building & Ground*	675,174	470,455	471,086	631	0.1%
Consulting*	125,355	65,760	60,760	(5,000)	(7.6)%
Agencies & Support Payments*	10,438	-	-	-	-%
Reserves/Recoveries*	(1,023,555)	(4,775,596)	(5,221,997)	(446,401)	9.3%
Cost Allocations*	(13,525,879)	(13,686,820)	(14,136,760)	(449,940)	3.3%
Financial*	2,415,653	3,344,420	3,355,730	11,310	0.3%
Capital Financing*	1,657,017	1,959,620	1,959,620	-	-%
Total Expenses	44,730,652	52,850,788	55,508,439	2,657,651	5.0%
Fees & General	(9,617,899)	(11,639,732)	(12,327,539)	(687,807)	5.9%
Tax & Rates	(837,711)	(618,000)	(620,000)	(2,000)	0.3%
Grants & Subsidies	(670,518)	-	-	-	-%
Reserves	(487,301)	(925,830)	(925,830)	-	-%
Total Revenues	(11,613,429)	(13,183,562)	(13,873,369)	(689,807)	5.2%
Net Levy	\$ 33,117,223	\$ 39,667,226	\$ 41,635,070	1,967,844	5.0%
Full-Time Equivalents		496.55	499.55	3.00	0.6%



2023 Preliminary Budget Revenues



CITY OF HAMILTON

2024 - 2026 MULTI YEAR OUTLOOK

BY DIVISION

Corporate Services

	2023 Preliminary Budget Gross	2023 Preliminary Budget Net	2024 Preliminary Gross	2024 Preliminary Net	2025 Preliminary Gross	2025 Preliminary Net	2026 Preliminary Gross	2026 Preliminary Net
City Clerk's Office	3,959,890	3,080,130	4,062,650	3,150,620	4,169,160	3,223,990	4,278,050	3,298,520
Customer Service POA and Finl Integration	13,878,250	6,242,280	14,235,520	6,427,580	14,602,440	6,618,580	14,973,650	6,809,830
Financial Serv Taxation and Corp Controller	7,407,660	4,484,900	7,650,150	4,573,530	7,897,370	4,762,000	8,132,250	4,935,490
Legal Services and Risk Management	4,504,120	4,346,260	4,755,960	4,598,100	4,992,350	4,834,490	5,201,910	5,044,050
Corporate Services Administration	357,810	344,030	366,700	352,920	376,010	362,230	385,200	371,420
Financial Planning Admin & Policy	7,123,980	5,631,100	7,384,010	5,885,020	7,634,460	6,131,850	7,870,720	6,364,630
Information Technology	18,276,730	17,506,370	19,402,240	18,631,750	19,848,380	19,077,890	20,249,270	19,478,770
Total Corporate Services	55,508,440	41,635,070	57,857,230	43,619,520	59,520,170	45,011,030	61,091,050	46,302,710

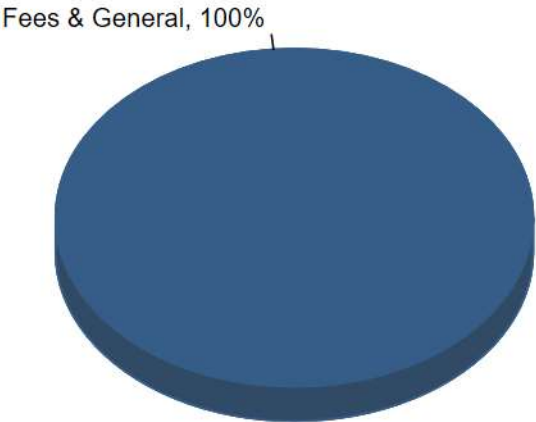
Corporate Services Administration

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Corporate Services Administration	\$ 308,551	\$ 331,635	\$ 344,026	\$ 12,391	3.7%
Total Corporate Services Administration	\$ 308,551	\$ 331,635	\$ 344,026	\$ 12,391	3.7%

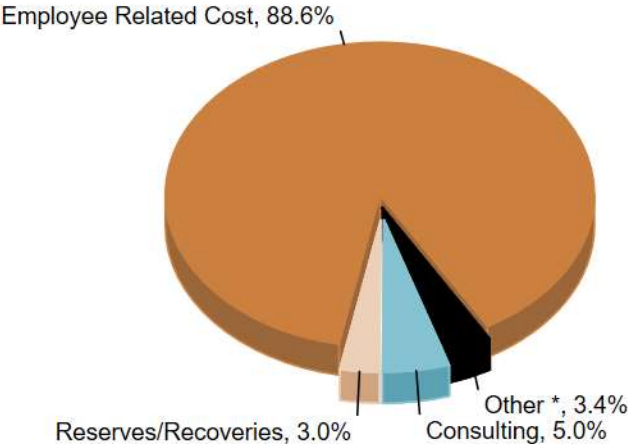
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 412,925	\$ 423,992	\$ 440,726	\$ 16,734	3.9%
Material & Supply*	1,944	3,430	3,430	-	-%
Building & Ground*	527	328	330	2	0.6%
Consulting	15,307	25,000	25,000	-	-%
Contractual*	951	5,900	5,900	-	-%
Financial	11,257	7,500	7,500	-	-%
Cost Allocations*	(133,970)	(136,649)	(139,791)	(3,142)	2.3%
Reserves/Recoveries	13,596	15,915	14,712	(1,203)	(7.6)%
Total Expenses	322,537	345,416	357,807	12,391	3.6%
Fees & General	(13,988)	(13,780)	(13,780)	-	-%
Net Levy	\$ 308,549	\$ 331,636	\$ 344,027	\$ 12,391	3.7%

Full-Time Equivalents	2.00	2.00	-	-%
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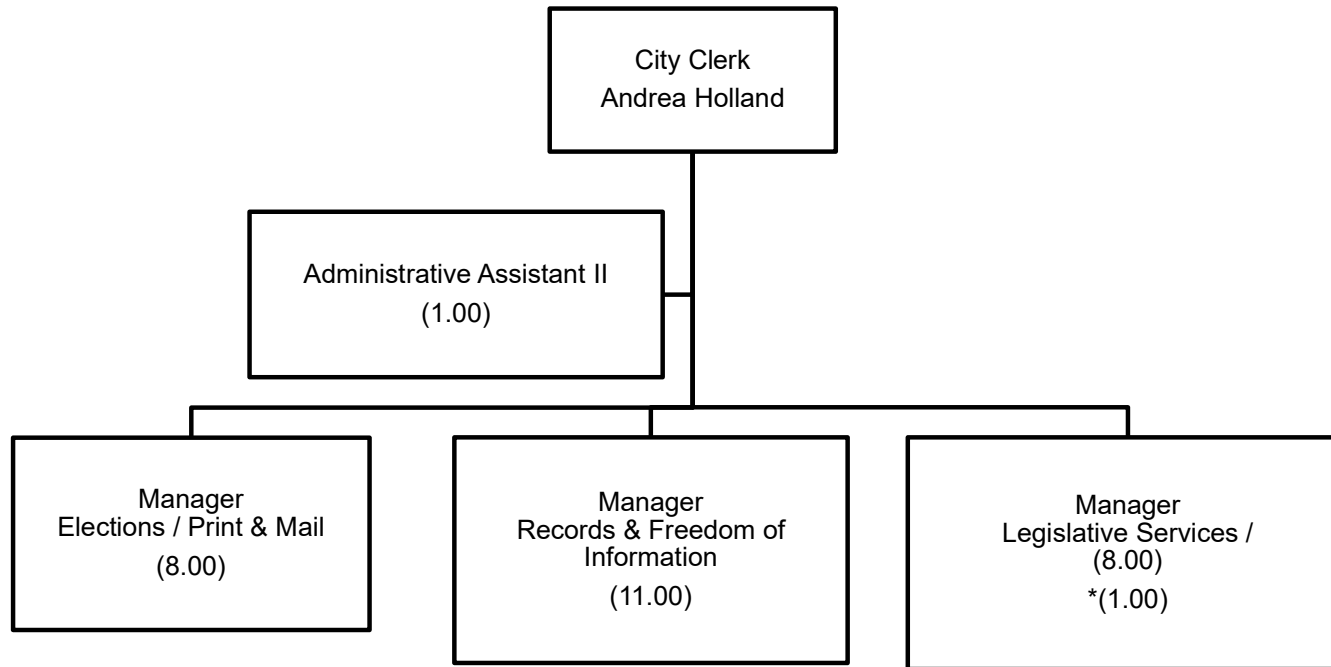
2023 Restated Budget Revenues



2023 Restated Budget Expenses



CITY CLERK'S OFFICE



Complement (FTE)	Management	Other	*Other Distributed	Total	Staff to Management Ratio
2022	4.00	25.00	1.00	30.00	6.50:1
2023	4.00	25.00	1.00	30.00	6.50:1
Change	0.00	0.00	0.00	0.00	

* Represents distributed staff whose budget are in operating departments.

City Clerk's Office

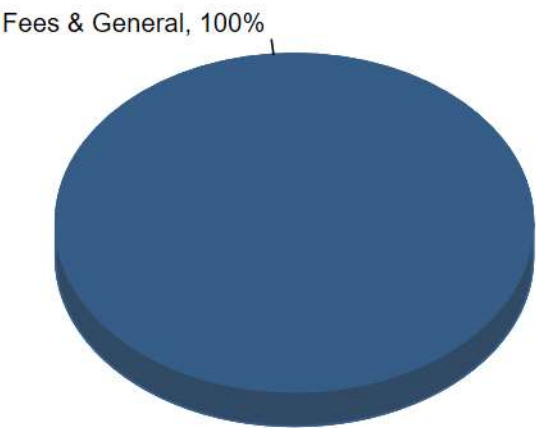
Description

City Clerk's Office delivers transparent, impartial and accessible services to Council, the corporation and our citizens. It is organized into three business units, Legislative Services, Election/ Print and Mail Services, and Records/Information Management Services. The division provides services under various responsibilities legislated through provincial Acts, striving to build public trust and confidence in local government. These services include, secretariat support to Council and its committees and various boards, conducting municipal and school board elections, managing Freedom of Information requests, administration of vital statistics on behalf of the province, and management of the organization's records and lobbyist registry. In addition to providing legislative, electoral and administrative services, the Office of the City Clerk also provides an internal business support to the corporation by offering distribution and collection of mail, internal courier services between facilities, along with printing and imaging services.

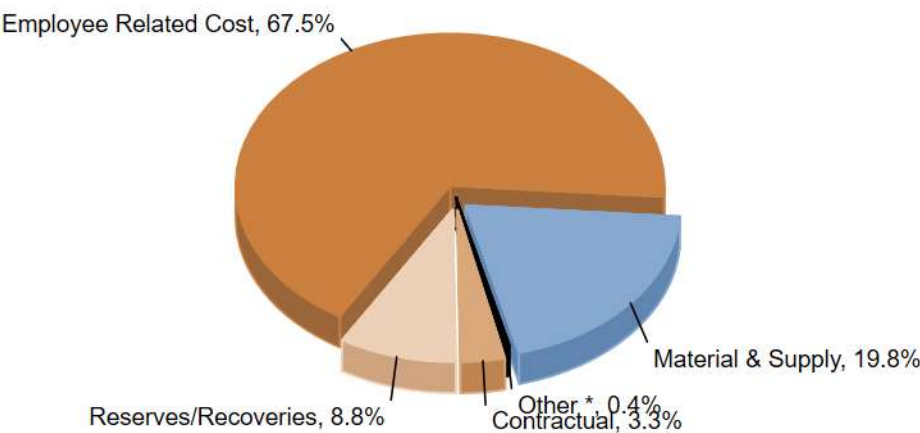
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
City Clerk - Admin	\$ 369,624	\$ 449,919	\$ 557,386	\$ 107,467	23.9%
Elections	778,368	868,185	1,017,405	149,220	17.2%
Legislative Support	886,687	866,136	888,929	22,793	2.6%
Print & Mail	569,643	420,705	203,898	(216,807)	(51.5)%
Records	438,813	608,058	412,510	(195,548)	(32.2)%
Total City Clerk's Office	\$ 3,043,135	\$ 3,213,003	\$ 3,080,128	\$ (132,875)	(4.1)%

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 2,771,340	\$ 2,813,400	\$ 2,951,780	\$ 138,380	4.9%
Material & Supply	948,172	849,770	867,120	17,350	2.0%
Vehicle Expenses*	11,038	11,875	13,173	1,298	10.9%
Building & Ground*	8,279	5,408	6,310	902	16.7%
Contractual	196,282	145,530	145,530	-	-%
Financial*	25	-	-	-	-%
Cost Allocations*	(392,671)	(401,023)	(410,248)	(9,225)	2.3%
Reserves/Recoveries	190,408	420,415	386,223	(34,192)	(8.1)%
Total Expenses	3,732,873	3,845,375	3,959,888	114,513	3.0%
Fees & General	(636,566)	(632,370)	(879,760)	(247,390)	39.1%
Grants & Subsidies	(53,171)	-	-	-	-%
Total Revenues	(689,737)	(632,370)	(879,760)	(247,390)	39.1%
Net Levy	\$ 3,043,136	\$ 3,213,005	\$ 3,080,128	\$ (132,877)	(4.1)%
Full-Time Equivalents		29.00	29.00	-	-%

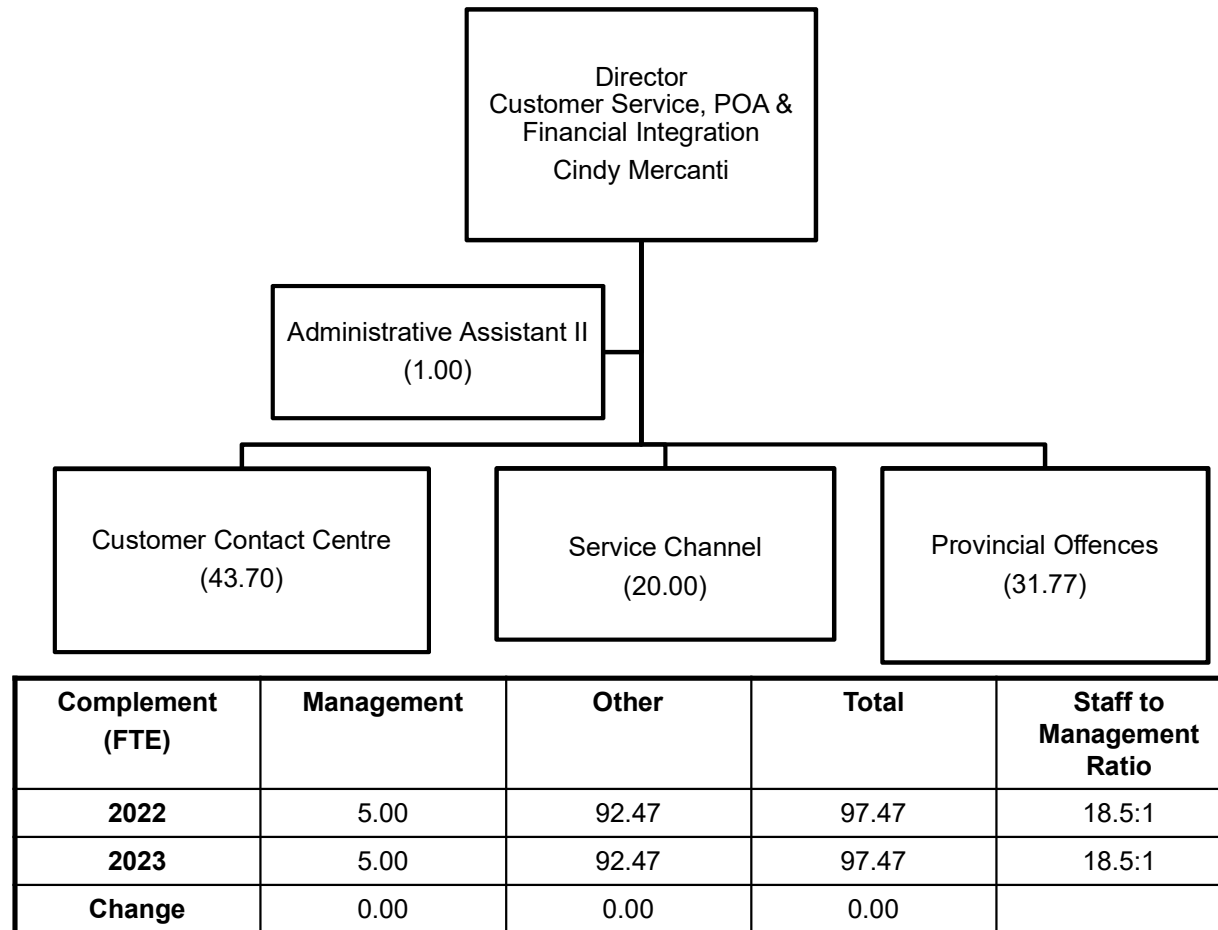
2023 Restated Budget Revenues



2023 Restated Budget Expenses



CUSTOMER SERVICE POA AND FINL INTEGRATION



Customer Service POA and Finl Integration

Description

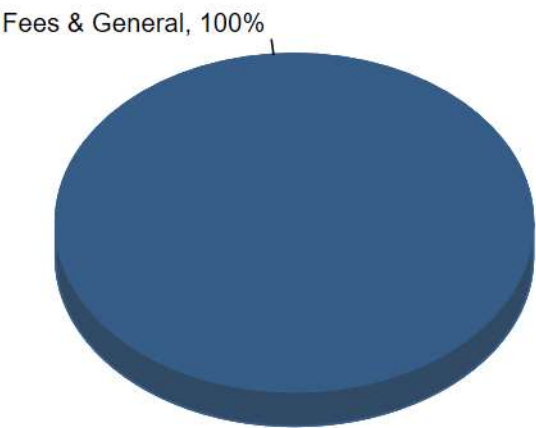
The division is comprised of the Customer Contact Centre, Municipal Service Centres, the Service Channel Unit and the POA office. The Division provides residents with convenient access to City services, including the collection of fines, through both counter and phone service in a welcoming, responsive and accessible manner that fosters trust and confidence in government. In addition, the Division provides after-hour City emergency support on behalf of City departments. The Division is committed to providing sensational service to our customers, both internally and externally.

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Customer Contact Centre	\$ 3,402,831	\$ 3,565,374	\$ 3,772,643	\$ 207,269	5.8%
Customer Service - Administration	260,718	291,820	311,555	19,735	6.8%
Service Channel	1,924,297	2,146,192	2,158,088	11,896	0.6%
Total Customer Service POA and Finl Integration	\$ 5,587,846	\$ 6,003,386	\$ 6,242,286	\$ 238,900	4.0%

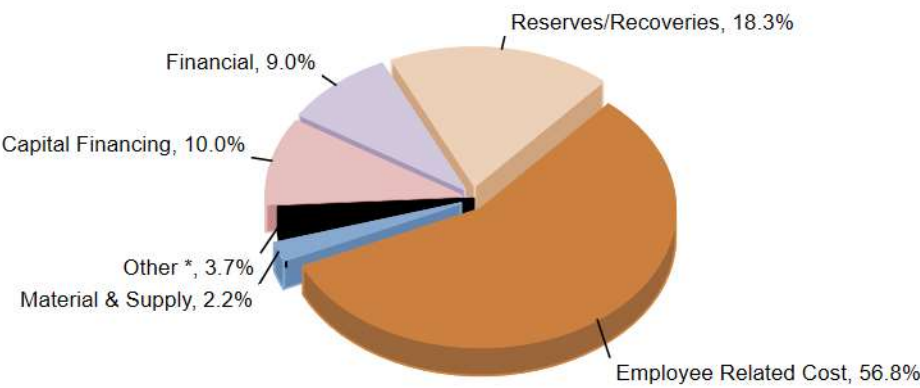
Customer Service POA and Finl Integration

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 7,443,519	\$ 8,596,267	\$ 8,969,055	\$ 372,788	4.3%
Material & Supply	368,430	232,140	343,110	110,970	47.8%
Building & Ground*	214,569	265,100	266,050	950	0.4%
Consulting*	-	3,000	3,000	-	-%
Contractual	259,849	313,810	313,810	-	-%
Capital Financing	1,575,000	1,575,000	1,575,000	-	-%
Financial	791,201	1,425,930	1,425,930	-	-%
Cost Allocations*	(2,202,873)	(1,827,136)	(1,915,427)	(88,291)	4.8%
Reserves/Recoveries	2,426,788	2,670,771	2,897,727	226,956	8.5%
Total Expenses	10,876,483	13,254,882	13,878,255	623,373	4.7%
Fees & General	(5,084,925)	(7,251,497)	(7,635,969)	(384,472)	5.3%
Grants & Subsidies	(203,713)	-	-	-	-%
Total Revenues	(5,288,638)	(7,251,497)	(7,635,969)	(384,472)	5.3%
Net Levy	\$ 5,587,845	\$ 6,003,385	\$ 6,242,286	\$ 238,901	4.0%
Full-Time Equivalents		96.97	97.47	0.50	0.5%

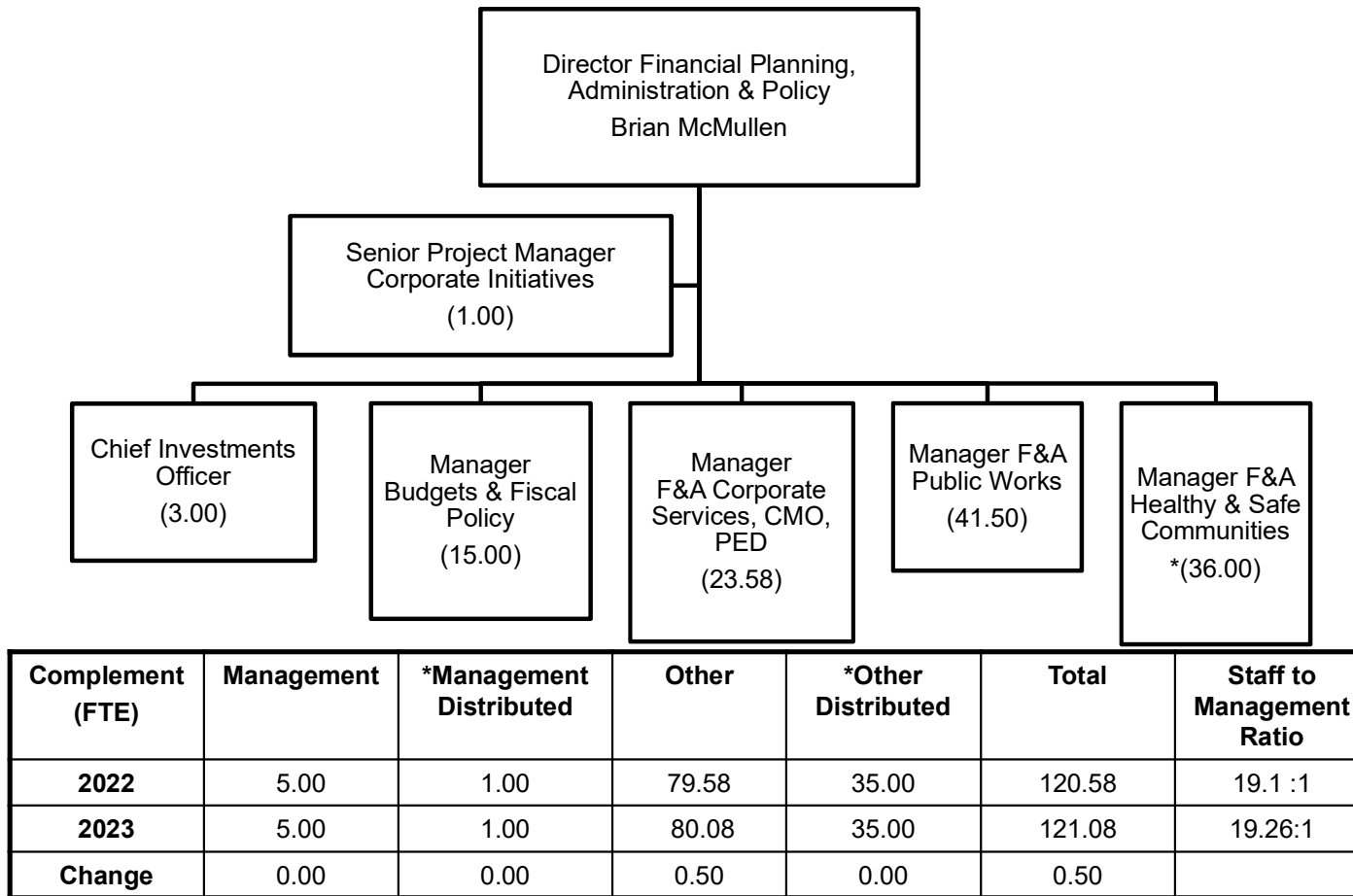
2023 Restated Budget Revenues



2023 Restated Budget Expenses



FINANCIAL PLANNING, ADMIN & POLICY



* Represents distributed staff whose budget are in operating departments

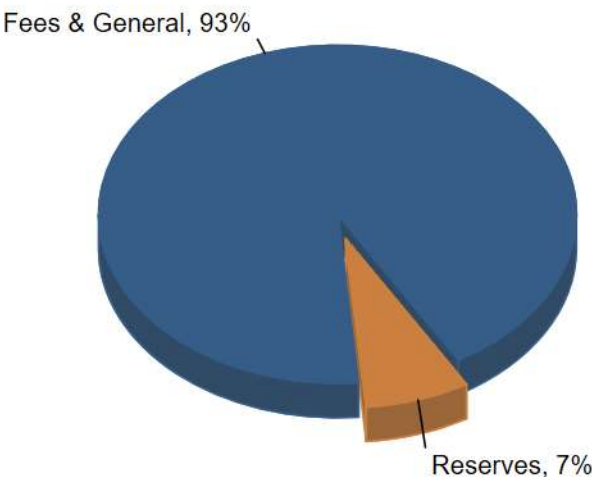
Financial Planning Admin & Policy

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Budgets & Fiscal Policy	\$ 705,318	\$ 592,074	\$ 714,708	\$ 122,634	20.7%
Admin Financial Policy & Planning	94,097	88,628	94,819	6,191	7.0%
Finance	4,136,400	4,794,223	4,924,247	130,024	2.7%
Investments	(116,960)	(105,316)	(102,672)	2,644	(2.5)%
Total Financial Planning Admin & Policy	\$ 4,818,855	\$ 5,369,609	\$ 5,631,102	\$ 261,493	4.9%

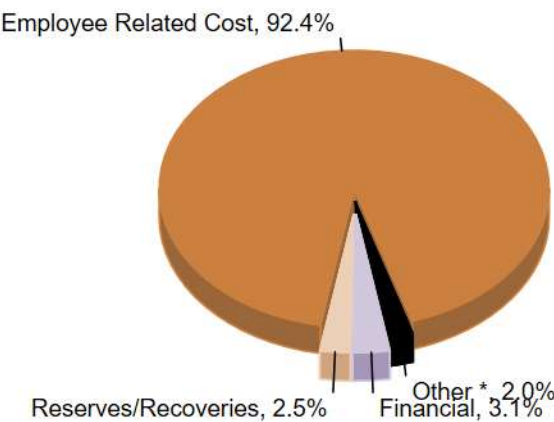
Financial Planning Admin & Policy

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 7,880,406	\$ 8,924,380	\$ 9,399,613	\$ 475,233	5.3%
Material & Supply*	30,465	38,380	38,430	50	0.1%
Recoveries from Capital*	(821,550)	(916,177)	(980,576)	(64,399)	7.0%
Building & Ground*	52,642	40,351	40,890	539	1.3%
Consulting*	15,183	20,700	15,700	(5,000)	(24.2)%
Contractual*	38,432	110,980	110,580	(400)	(0.4)%
Financial	305,354	304,310	310,310	6,000	2.0%
Cost Allocations*	(1,558,484)	(1,885,578)	(2,066,047)	(180,469)	9.6%
Reserves/Recoveries	224,578	246,592	255,082	8,490	3.4%
Total Expenses	6,167,026	6,883,938	7,123,982	240,044	3.5%
Fees & General	(1,249,797)	(1,408,828)	(1,387,380)	21,448	(1.5)%
Grants & Subsidies	(1,380)	-	-	-	-%
Reserves	(96,994)	(105,500)	(105,500)	-	-%
Total Revenues	(1,348,171)	(1,514,328)	(1,492,880)	21,448	(1.4)%
Net Levy	\$ 4,818,855	\$ 5,369,610	\$ 5,631,102	\$ 261,492	4.9%
Full-Time Equivalents		84.58	85.08	0.50	0.6%

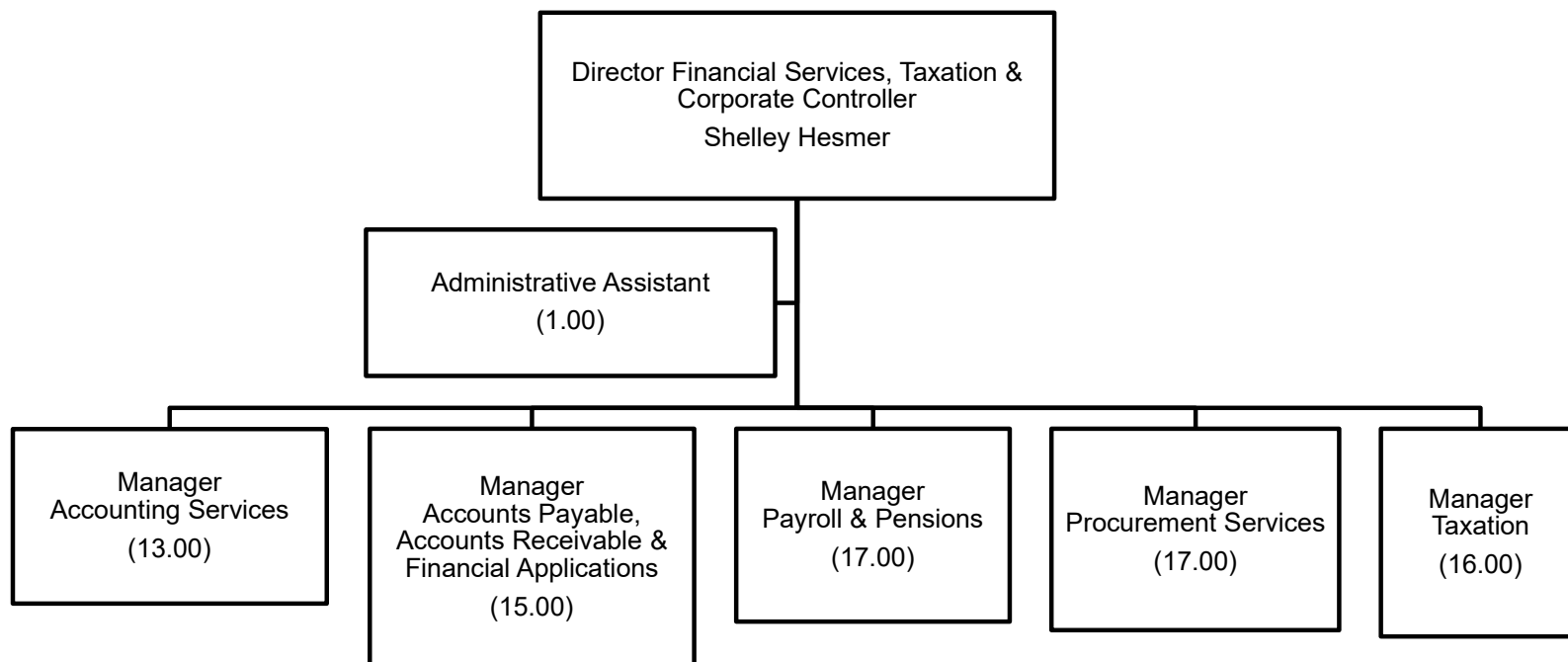
2023 Restated Budget Revenues



2023 Restated Budget Expenses



FINANCIAL SER TAXATION AND CORP CONTROLLER



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2021	6.00	74.00	80.00	12.33:1
2022	6.00	74.00	80.00	12.33:1
Change	0.00	0.00	0.00	

Financial Serv Taxation and Corp Controller

Description

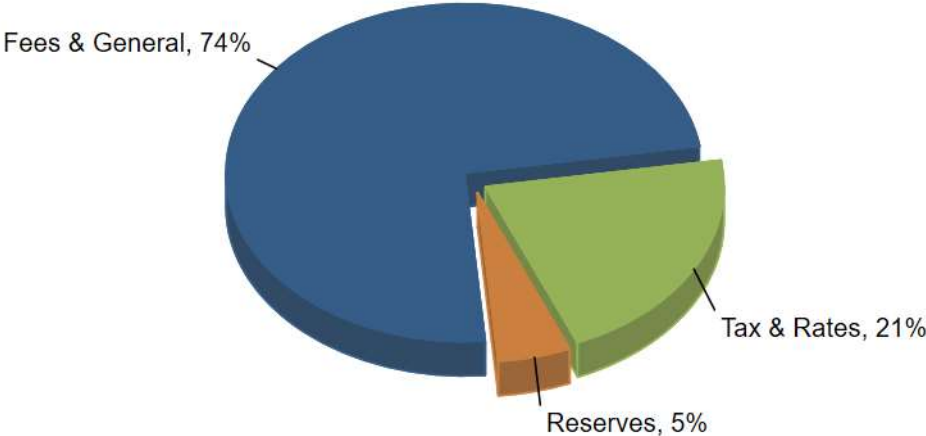
The division plays a key role in ensuring that Hamilton is financially sound, accountable and transparent in managing public funds. Each section within the division delivers a range of services that contribute to the financial success of the City, including the collection of property taxes and non-tax revenues, payroll and pension services, securing quality vendors to provide goods and services and paying for these goods and services to enable the City to carry out mandated and Council directed services. As well as, providing advice to Council, Committee and management to ensure City finances are managed in accordance with legislative and contractual requirements, while mitigating financial risks and reporting of financial performance on a timely basis.

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Accounts Payable	\$ 213,406	\$ 322,427	\$ 330,156	\$ 7,729	2.4%
Accounts Receivable	156,071	175,012	171,398	(3,614)	(2.1)%
Financial Accounting Services	500,624	754,479	767,848	13,369	1.8%
Financial Application Support	329,460	494,782	522,547	27,765	5.6%
Financial Services Admin	403,512	366,118	346,923	(19,195)	(5.2)%
Payroll and Pensions	940,926	1,005,504	1,073,575	68,071	6.8%
Procurement	763,496	949,731	1,003,397	53,666	5.7
Taxation	(619,882)	214,931	269,058	54,127	25.2
Total Financial Serv Taxation and Corp Controller	\$ 2,687,613	\$ 4,282,984	\$ 4,484,902	\$ 201,918	4.7%

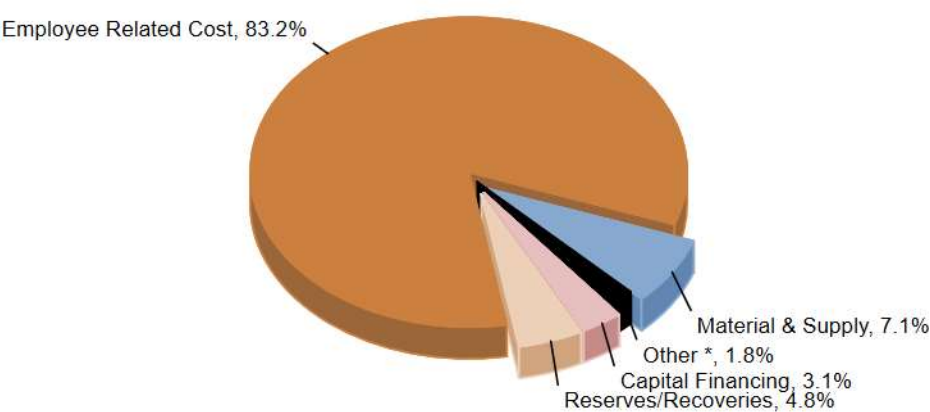
Financial Serv Taxation and Corp Controller

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 7,069,280	\$ 7,935,123	\$ 8,250,364	\$ 315,241	4.0%
Material & Supply	561,857	635,995	703,535	67,540	10.6%
Recoveries from Capital*	(392,576)	(410,336)	(429,004)	(18,668)	4.5%
Building & Ground*	15,838	18,235	15,270	(2,965)	(16.3)%
Consulting*	33,161	-	-	-	-%
Contractual*	41,426	98,330	93,640	(4,690)	(4.8)%
Agencies & Support Payments*	10,438	-	-	-	-%
Capital Financing	-	303,000	303,000	-	-%
Financial*	105,091	65,200	70,510	5,310	8.1%
Cost Allocations*	(1,984,969)	(2,027,286)	(2,073,917)	(46,631)	2.3%
Reserves/Recoveries	710,506	508,920	474,265	(34,655)	(6.8)%
Total Expenses	6,170,052	7,127,181	7,407,663	280,482	3.9%
Fees & General	(2,497,457)	(2,082,577)	(2,159,140)	(76,563)	3.7%
Tax & Rates	(837,711)	(618,000)	(620,000)	(2,000)	0.3%
Grants & Subsidies	(592)	-	-	-	-%
Reserves	(146,679)	(143,620)	(143,620)	-	-%
Total Revenues	(3,482,439)	(2,844,197)	(2,922,760)	(78,563)	2.8%
Net Levy	\$ 2,687,613	\$ 4,282,984	\$ 4,484,903	\$ 201,919	4.7%
Full-Time Equivalents		80.00	80.00	-	-%

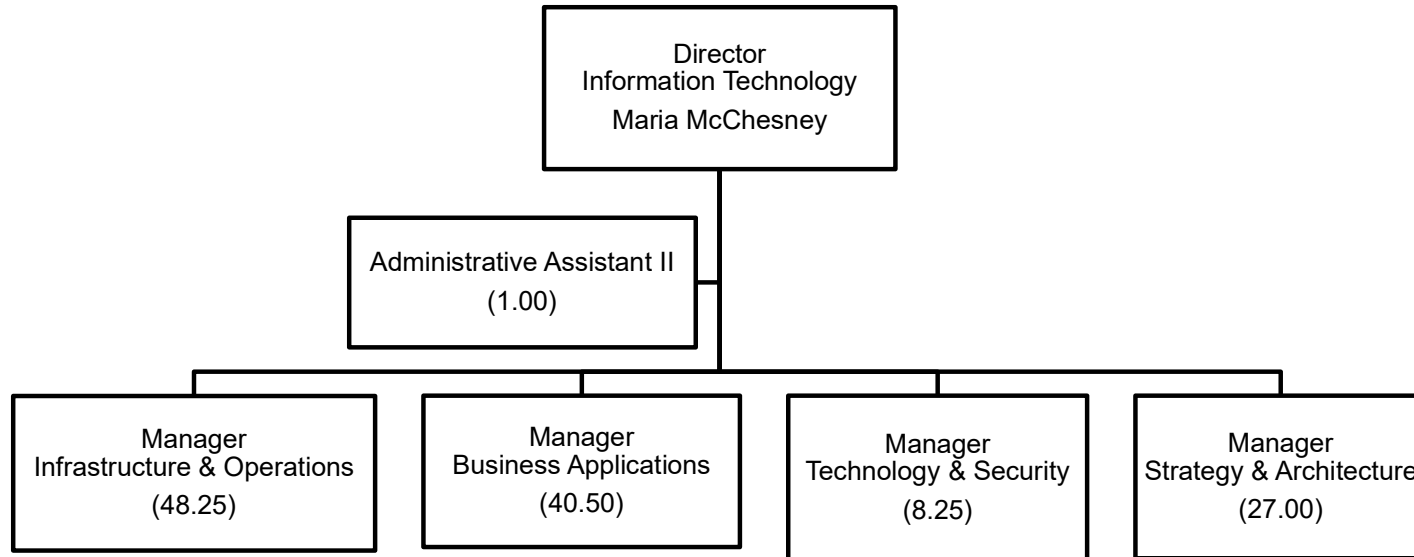
2023 Restated Budget Revenues



2023 Restated Budget Expenses



INFORMATION TECHNOLOGY



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	6.00	111.00	126.00	21:1
2023	6.00	111.00	126.00	21:1
Change	0.00	0.00	0.00	

Information Technology

Description

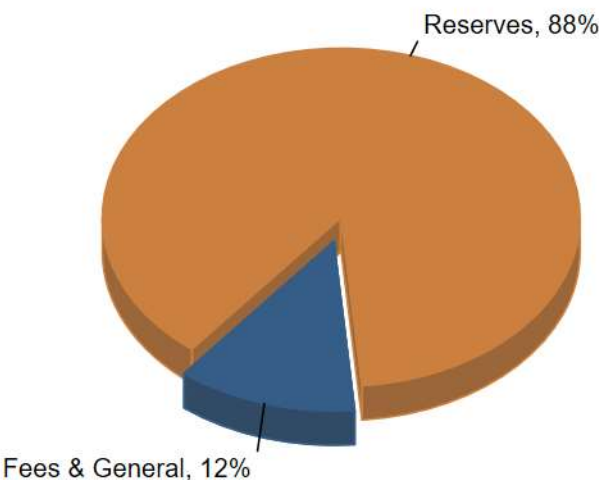
Information Technology (IT) supports all City department areas in improving current processes and finding innovative and viable technologies to meet current and future business challenges.. The division accomplishes this by performing a variety of services. Information Technology is managed through best practices and processes, and stays current with industry trends. The division is comprised of Corporate Information and Application Support, Infrastructure and Operation Support, and Information Security

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Business Applications	\$ 7,004,879	\$ 7,688,028	\$ 8,222,258	\$ 534,230	6.9%
Infrastructure & Operations	5,969,448	8,083,193	8,241,279	158,086	2.0%
Strategy & Architecture	2,821,337	3,462,635	3,724,226	261,591	7.6%
IP Telephony	(205,142)	-	-	-	-%
IT - Admin	(4,050,399)	(4,229,309)	(4,264,036)	(34,727)	0.8%
Technology & Security	810,961	1,452,034	1,582,640	130,606	9.0%
Modems	1	-	-	-	-
Printers	(1,595)	-	-	-	-
Total Information Technology	\$12,349,490	\$16,456,581	\$17,506,367	\$ 1,049,786	6.4%

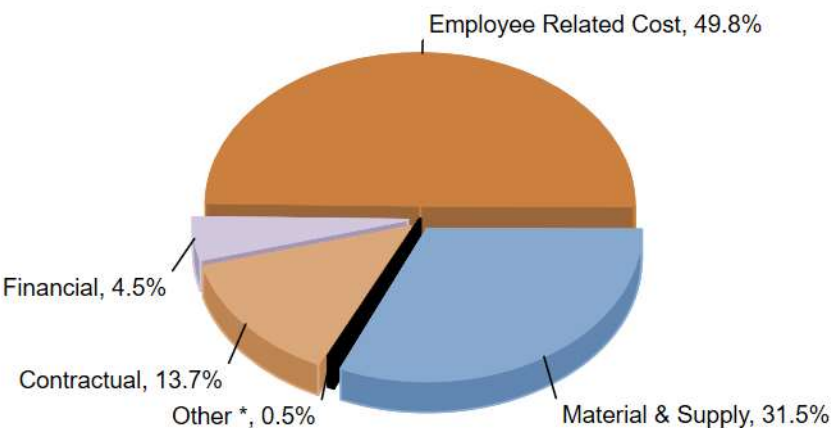
Information Technology

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 11,724,216	\$ 13,518,918	\$ 14,734,968	\$ 1,216,050	9.0%
Material & Supply	6,035,267	9,096,146	9,323,730	227,584	2.5%
Recoveries from Capital*	(340,937)	-	-	-	-%
Vehicle Expenses*	4,965	9,127	8,460	(667)	(7.3)%
Building & Ground*	367,934	124,198	125,076	878	0.7%
Consulting*	61,704	12,060	12,060	-	-%
Contractual	2,332,645	4,043,020	4,053,600	10,580	0.3%
Capital Financing*	397	-	-	-	-%
Financial	514,350	1,338,520	1,338,520	-	-%
Cost Allocations*	(6,518,907)	(6,608,646)	(6,712,417)	(103,771)	1.6%
Reserves/Recoveries*	(1,345,450)	(4,307,232)	(4,607,270)	(300,038)	7.0%
Total Expenses	12,836,184	17,226,111	18,276,727	1,050,616	6.1%
Fees & General	(75,668)	(92,820)	(93,650)	(830)	0.9%
Grants & Subsidies	(411,026)	-	-	-	-%
Reserves	-	(676,710)	(676,710)	-	-%
Total Revenues	(486,694)	(769,530)	(770,360)	(830)	0.1%
Net Levy	\$ 12,349,490	\$ 16,456,581	\$ 17,506,367	\$ 1,049,786	6.4%
Full-Time Equivalents		126.00	126.00	-	-%

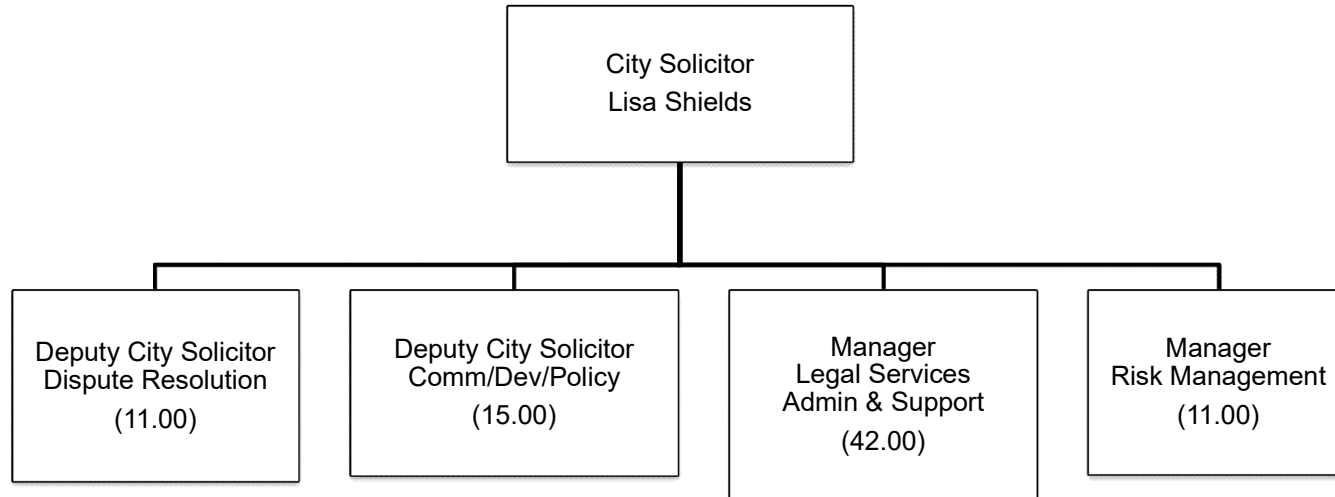
2023 Restated Budget Revenues



2023 Restated Budget Expenses



LEGAL SERVICES AND RISK MANAGEMENT



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2022	5.00	73.00	78.00	14.6:1
2023	5.00	75.00	80.00	15:1
Change	0.00	2.00	2.00	

Legal Services and Risk Management

Description

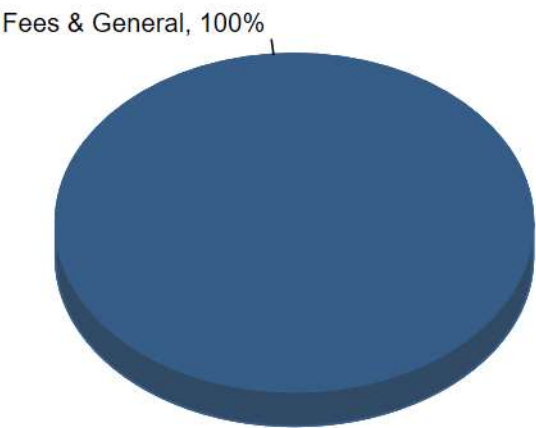
Legal and Risk Management Services provides a full range of legal and risk management services to the City in an effort to leverage the close working relationships with City Council and City departments. The division continues to support the core business, projects, and initiatives led by other areas of the City of Hamilton by: – advising on achieving compliance with provincial and federal regulations. – identifying legislative authority, drafting, interpreting and enforcing by-laws. – identifying, managing or monitoring risk and securing appropriate insurance. – addressing real estate, planning, development, environmental, financial, tax, intellectual property and privacy issues, as well as labour and employment matters. – advocating before the courts, quasi-judicial and regulatory bodies and prosecuting violations of City By-laws, Fire and Building Code Act, Highway Traffic Act and other provincial legislation. – negotiating and executing enforceable contracts

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Legal Services	\$ 4,321,735	\$ 4,010,029	\$ 4,346,258	\$ 336,229	8.4%
Total Legal Services and Risk Management	\$ 4,321,735	\$ 4,010,029	\$ 4,346,258	\$ 336,229	8.4%

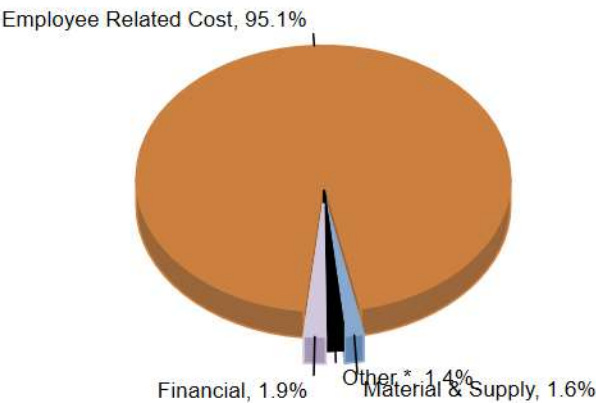
Legal Services and Risk Management

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 8,488,434	\$ 9,657,910	\$ 10,350,883	\$ 692,973	7.2%
Material & Supply	115,425	172,430	174,200	1,770	1.0%
Recoveries from Capital*	(867,619)	(886,920)	(916,735)	(29,815)	3.4%
Building & Ground*	15,386	16,836	17,160	324	1.9%
Consulting*	-	5,000	5,000	-	-%
Contractual	81,864	49,530	50,680	1,150	2.3%
Capital Financing	81,620	81,620	81,620	-	-%
Financial	688,374	202,960	202,960	-	-%
Cost Allocations*	(734,005)	(800,501)	(818,912)	(18,411)	2.3%
Reserves/Recoveries*	(3,243,981)	(4,330,976)	(4,642,738)	(311,762)	7.2%
Total Expenses	4,625,498	4,167,889	4,504,118	336,229	8.1%
Fees & General	(59,499)	(157,860)	(157,860)	-	-%
Grants & Subsidies	(636)	-	-	-	-%
Reserves	(243,628)	-	-	-	-%
Total Revenues	(303,763)	(157,860)	(157,860)	-	-%
Net Levy	\$ 4,321,735	\$ 4,010,029	\$ 4,346,258	\$ 336,229	8.4%
Full-Time Equivalents		78.00	80.00	2.00	2.6%

2023 Restated Budget Revenues



2023 Restated Budget Expenses



CITY OF HAMILTON

BUDGET AND MULTI-YEAR OUTLOOK

2023



CORPORATE FINANCIALS AND NON-PROGRAM REVENUES

Non Program Expenditures

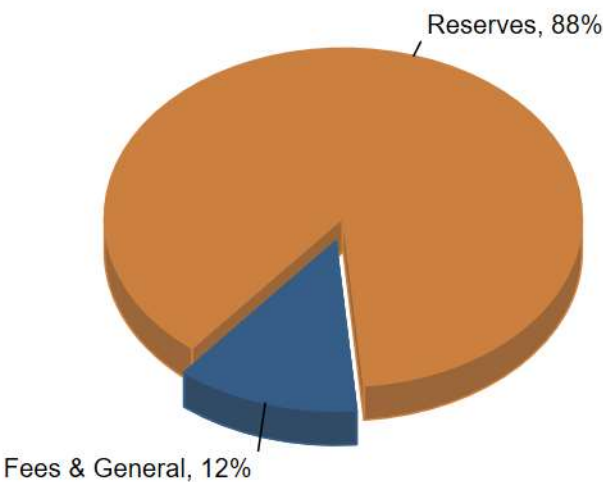
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Corporate Initiatives (NPE)	\$ 5,744,668	\$ 4,204,480	\$ 7,693,174	\$ 3,488,694	83.0%
Corporate Pensions Benefits & Contingency	49,254,646	15,705,393	17,470,243	1,764,850	11.2%
Total Non Program Expenditures	\$54,999,314	\$19,909,873	\$25,163,417	\$ 5,253,544	26.4%

Non Program Expenditures

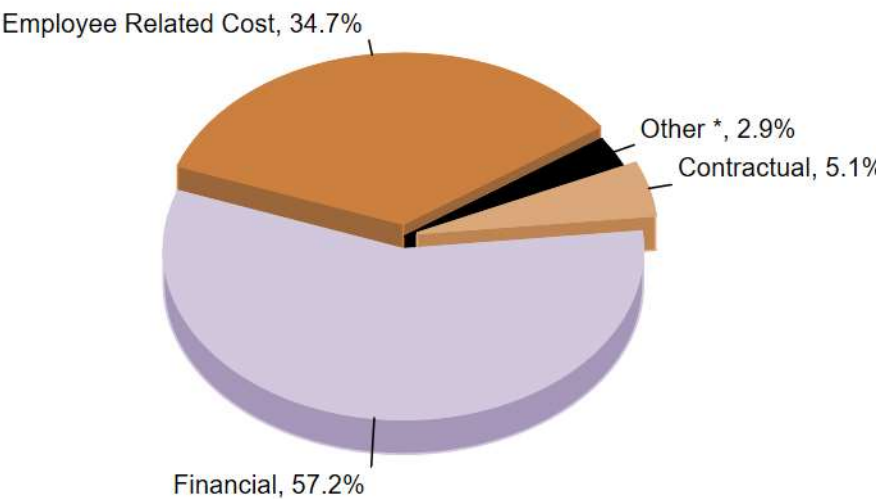
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost	\$ 12,825,791	\$ 8,040,894	\$ 13,306,233	\$ 5,265,339	65.5%
Material & Supply*	(602,225)	110,828	83,000	(27,828)	(25.1)%
Vehicle Expenses*	40,432	-	-	-	-%
Building & Ground*	374,506	-	-	-	-%
Consulting*	(7,278)	-	-	-	-%
Contractual	456,456	493,349	1,960,205	1,466,856	297.3%
Capital Financing*	208,879	917,600	1,036,511	118,911	13.0%
Financial	21,729,570	21,675,039	21,922,082	247,043	1.1%
Cost Allocations*	4,810	-	-	-	-%
Reserves/Recoveries*	24,449,292	(11,141,236)	(12,118,294)	(977,058)	8.8%
Total Expenses	59,480,233	20,096,474	26,189,737	6,093,263	30.3%
Fees & General	(1,089,362)	(186,600)	(126,320)	60,280	(32.3)%
Tax & Rates	(685,249)	-	-	-	-%
Grants & Subsidies	(202,323)	-	-	-	-%
Reserves	(2,503,986)	-	(900,000)	(900,000)	-%
Total Revenues	(4,480,920)	(186,600)	(1,026,320)	(839,720)	450.0%
Net Levy	\$ 54,999,313	\$ 19,909,874	\$ 25,163,417	\$ 5,253,543	26.4%

Non Program Expenditures

2023 Restated Budget Revenues



2023 Restated Budget Expenses



Non Program Revenues

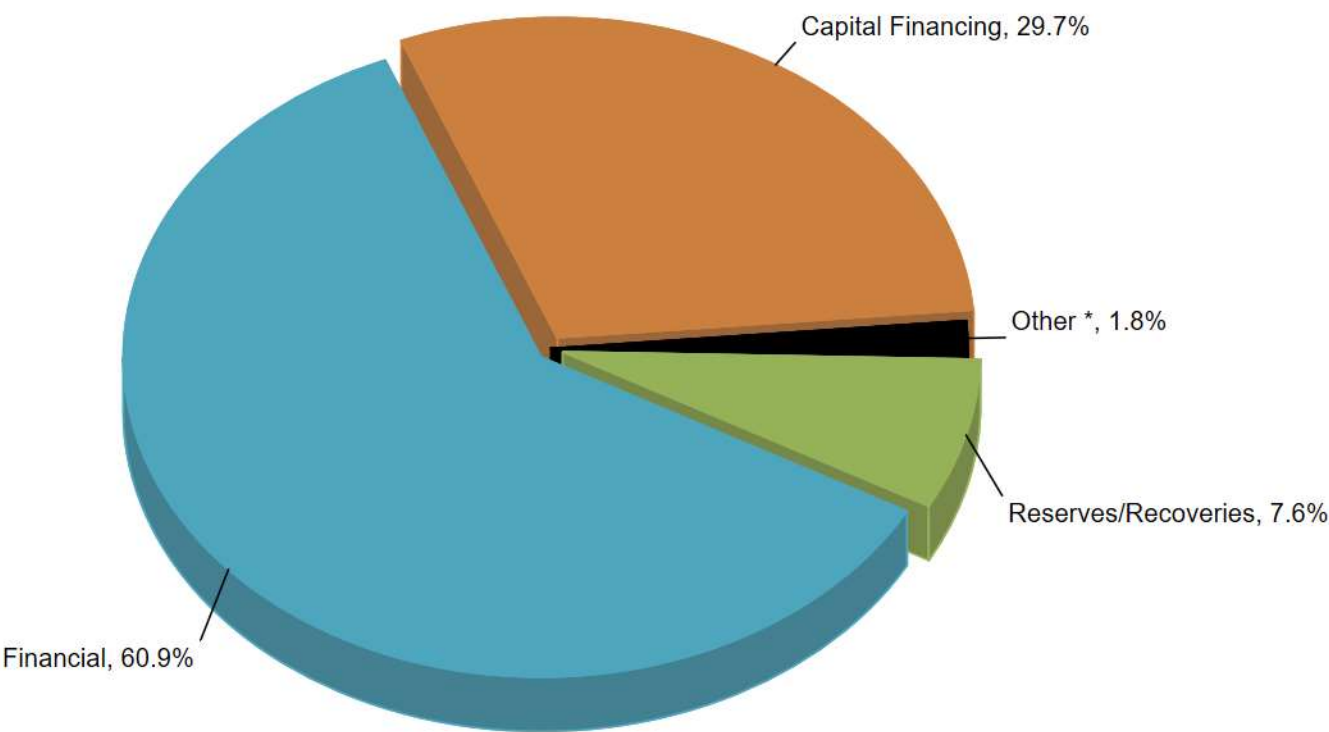
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Payment In Lieu	\$ (17,415,685)	\$ (17,108,444)	\$ (17,518,600)	\$ (410,156)	2.4%
Penalties & Interest	(11,956,776)	(11,400,000)	(11,500,000)	(100,000)	0.9%
Right Of Way	(3,228,763)	(3,228,877)	(3,229,500)	(623)	-%
Senior Tax Credit	524,152	529,830	534,100	4,270	0.8%
Supplementary Taxes	(10,775,352)	(10,130,000)	(10,130,000)	-	-%
Tax Remissions & Write Offs	14,719,593	9,750,000	9,790,000	40,000	0.4%
Hydro Dividend & Other Interest	(5,255,868)	(6,566,400)	(6,567,700)	(1,300)	-%
Investment Income	(4,100,000)	(4,800,000)	(4,800,000)	-	-%
Slot Revenues	(5,200,000)	(5,200,000)	(5,200,000)	-	-%
POA Revenues	(2,142,160)	(2,302,220)	(2,697,913)	(395,693)	17.2%
Total Non Program Revenues	\$ (44,830,859)	\$ (50,456,111)	\$ (51,319,613)	\$ (863,502)	1.7%

Non Program Revenues

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Contractual*	\$ 184,792	\$ 176,300	\$ 315,000	138,700	78.7%
Reserves/Recoveries*	4,206,042	1,500,000	1,360,000	(140,000)	(9.3)%
Financial*	16,373,889	10,829,000	10,869,000	40,000	0.4%
Capital Financing*	5,595,178	5,300,000	5,300,000	-	-%
Total Expenses	26,359,901	17,805,300	17,844,000	38,700	0.2%
Fees & General	(32,789,545)	(33,680,590)	(37,815,513)	(4,134,923)	12.3%
Tax & Rates	(31,549,774)	(30,937,321)	(31,348,100)	(410,779)	1.3%
Grants & Subsidies	(6,851,440)	(1,043,500)	-	1,043,500	(100.0)%
Reserves	-	(2,600,000)	-	2,600,000	(100.0)%
Total Revenues	(71,190,759)	(68,261,411)	(69,163,613)	(902,202)	1.3%
Net Levy	\$ (44,830,858)	\$ (50,456,111)	\$ (51,319,613)	(863,502)	1.7%

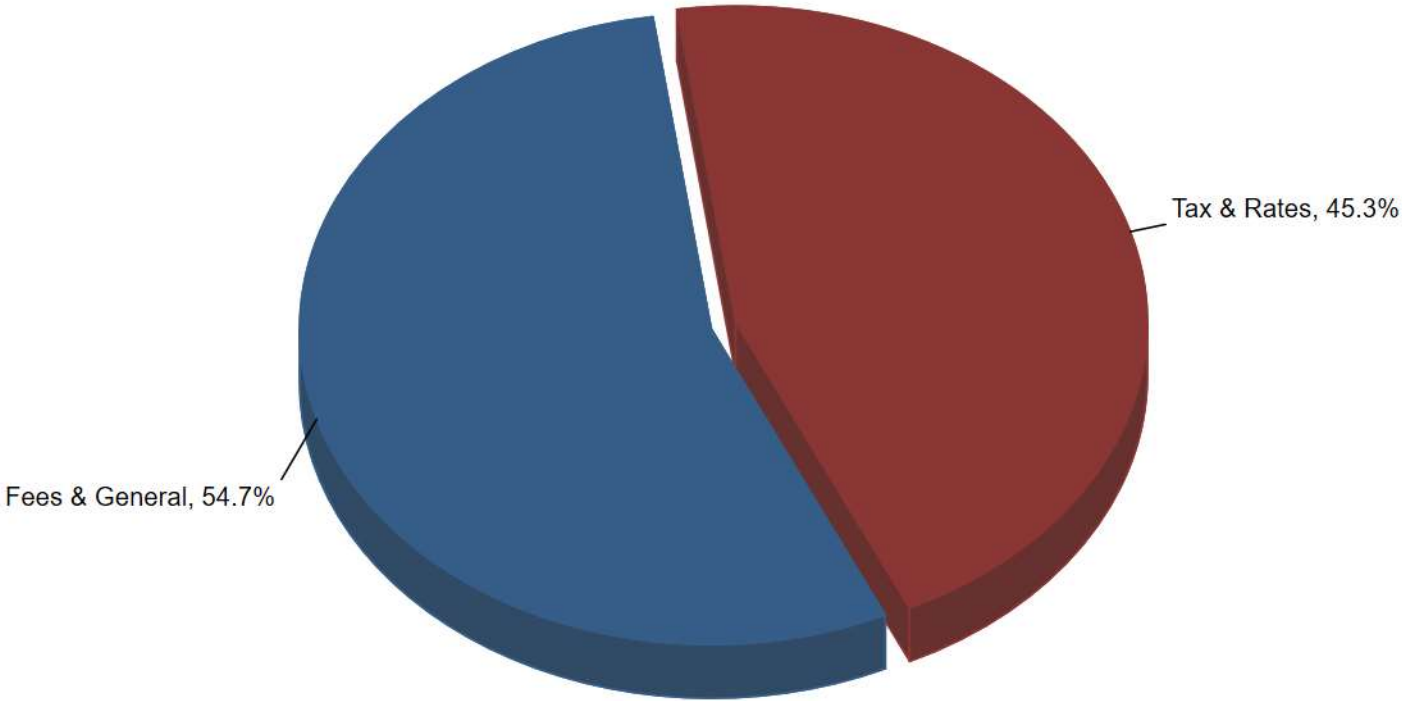
Non Program Revenues

2023 Preliminary Budget Expenses



Non Program Revenues

2023 Preliminary Budget Revenues



CITY OF HAMILTON

BUDGET AND MULTI-YEAR OUTLOOK

2023



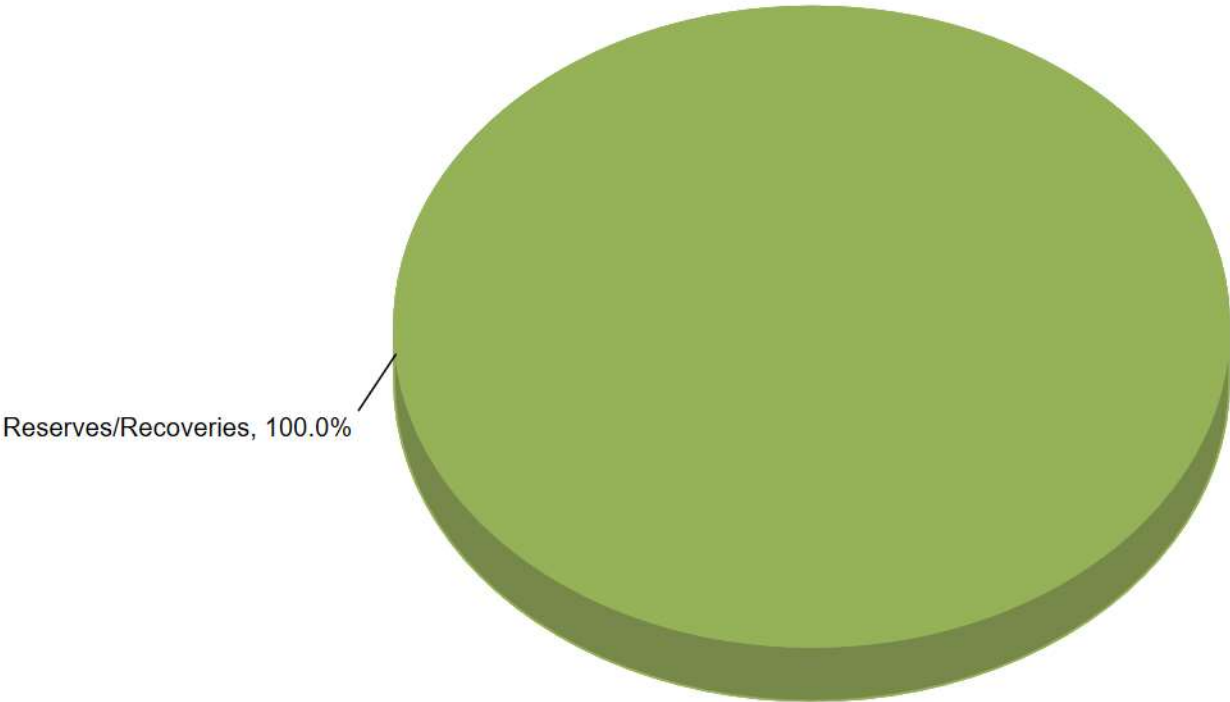
| HAMILTON ENTERTAINMENT FACILITIES

Hamilton Entertainment Facilities

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Operating	\$ 4,988,180	\$ 2,337,713	\$ 150,000	\$ (2,187,713)	(93.6)%
Total Hamilton Entertainment Facilities	\$ 4,988,180	\$ 2,337,713	\$ 150,000	\$ (2,187,713)	(93.6)%

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Contractual*	\$ 2,168,862	\$ 806,980	\$ -	(806,980)	(100.0)%
Building & Ground*	2,392,865	868,280	-	(868,280)	(100.0)%
Reserves/Recoveries*	736,615	1,053,223	150,000	(903,223)	(85.8)%
Capital Expenditures*	522,389	-	-	-	-%
Total Expenses	5,820,731	2,728,483	150,000	(2,578,483)	(94.5)%
Fees & General	(310,192)	(390,770)	-	(390,770)	(100.0)%
Grants & Subsidies	(522,359)	-	-	-	-%
Total Revenues	(832,551)	(390,770)	-	(390,770)	100.0%
Net Levy	\$ 4,988,180	\$ 2,337,713	\$ 150,000	(2,187,713)	(93.6)%

2023 Preliminary Budget Expenses



CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK

2023



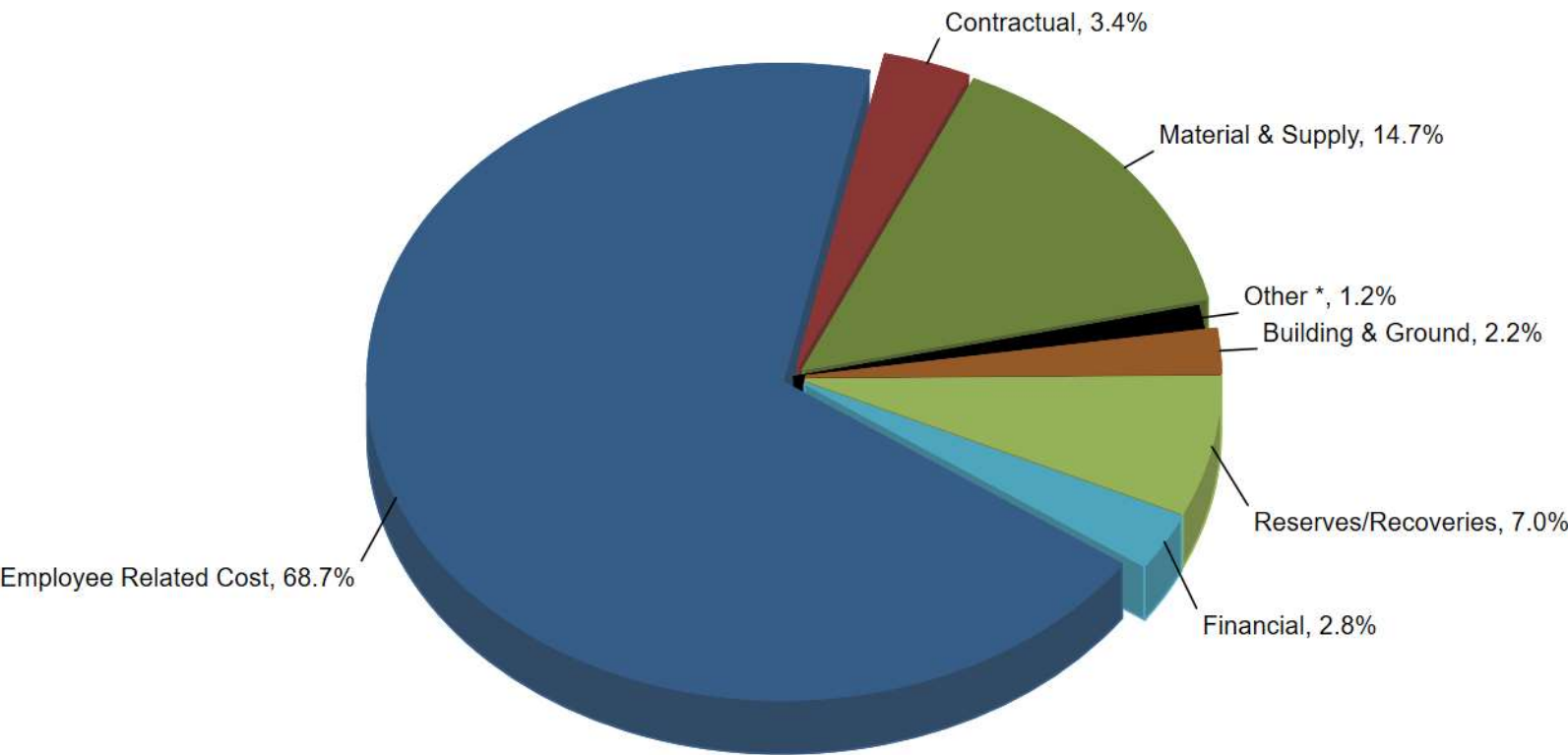
| LEGISLATIVE

Legislative

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Legislative General	\$ (355,516)	\$ (363,297)	\$ (285,332)	\$ 77,965	(21.5)%
Mayors Office	1,033,669	1,211,422	1,250,007	38,585	3.2%
Volunteer Committee	75,877	120,730	120,730	-	-%
Ward Budgets	3,927,729	4,314,419	4,445,050	130,631	3.0%
Total Legislative	\$ 4,681,759	\$ 5,283,274	\$ 5,530,455	\$ 247,181	4.7%

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost*	\$ 4,566,664	\$ 4,315,852	\$ 4,474,054	158,202	3.7%
Contractual*	253,856	219,530	219,530	-	-%
Material & Supply*	106,848	979,438	956,363	(23,075)	(2.4)%
Vehicle Expenses*	1,399	4,137	4,172	35	0.8%
Building & Ground*	125,900	81,971	146,080	64,109	78.2%
Consulting*	-	54,190	54,190	-	-%
Agencies & Support Payments*	4,691	19,070	19,070	-	-%
Reserves/Recoveries*	428,098	440,737	458,256	17,519	4.0%
Cost Allocations*	(953,478)	(964,307)	(986,510)	(22,203)	2.3%
Financial*	157,935	155,250	185,250	30,000	19.3%
Total Expenses	4,691,913	5,305,868	5,530,455	224,587	4.2%
Fees & General	(2,159)	-	-	-	-%
Reserves	(7,996)	(22,595)	-	22,595	(100.0)%
Total Revenues	(10,155)	(22,595)	-	22,595	(100.0)%
Net Levy	\$ 4,681,758	\$ 5,283,273	\$ 5,530,455	247,182	4.7%
Full-Time Equivalents		22.00	22.00	-	-%

2023 Preliminary Budget Expenses



CITY OF HAMILTON

BUDGET AND MULTI-YEAR OUTLOOK

2023



BOARDS AND AGENCIES

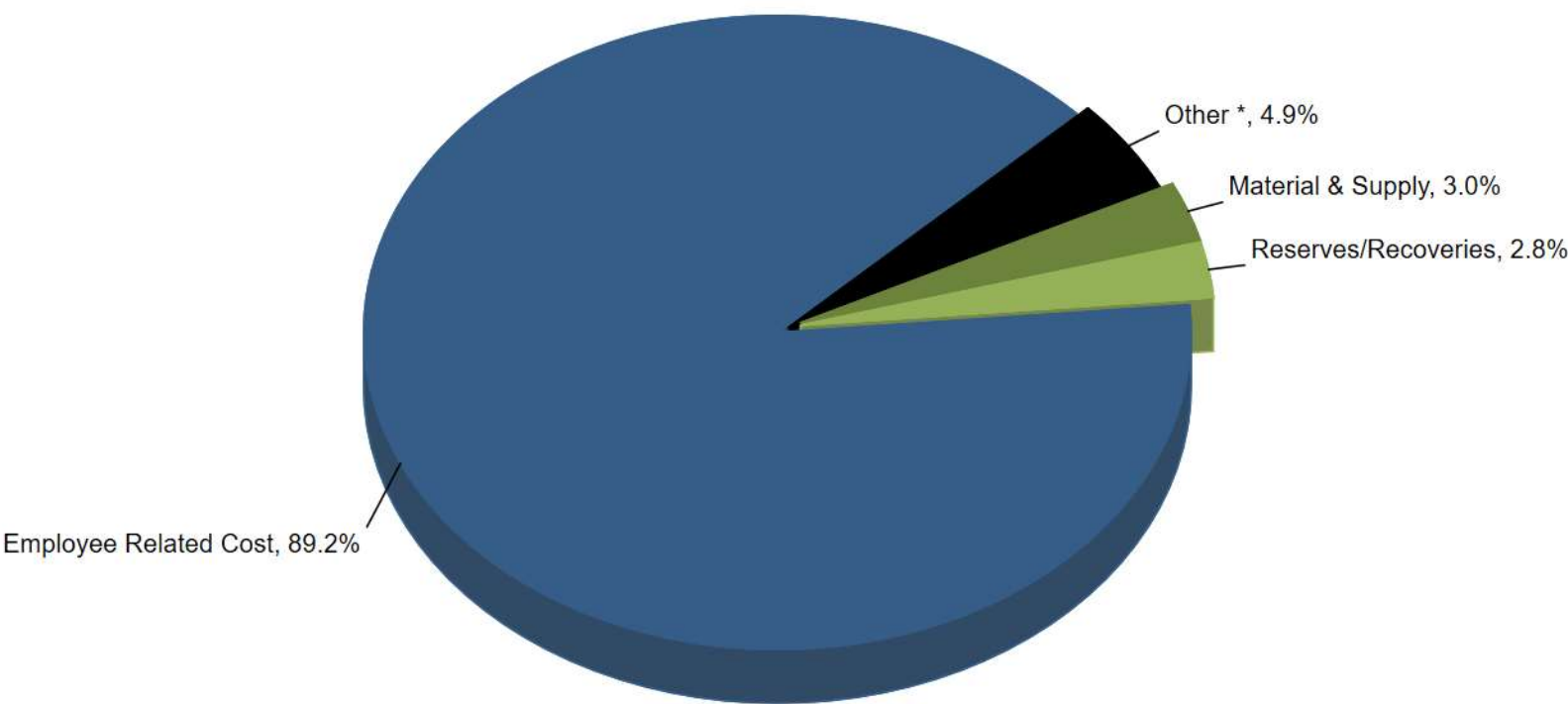
Hamilton Police Service

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Operating	\$ 175,345,191	\$ 182,369,000	\$188,620,000	\$ 6,251,000	3.4%
Total Hamilton Police Service	\$ 175,345,191	\$ 182,369,000	\$188,620,000	\$ 6,251,000	3.4%

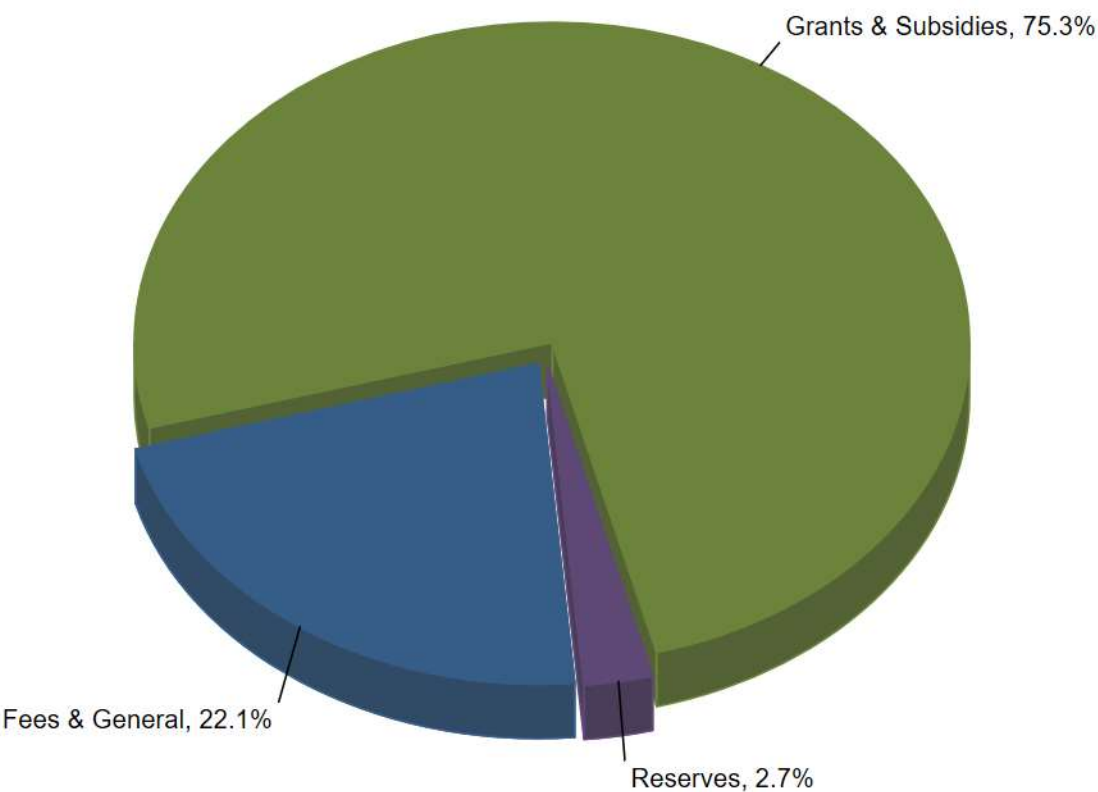
Hamilton Police Service

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost*	\$ 173,061,454	\$ 173,005,285	\$ 178,438,500	5,433,215	3.1%
Contractual*	1,062,247	886,934	886,934	-	-%
Material & Supply*	4,802,194	6,038,422	6,038,172	(250)	-%
Vehicle Expenses*	1,974,071	2,187,000	2,461,580	274,580	12.6%
Building & Ground*	3,007,899	3,379,350	3,424,648	45,298	1.3%
Consulting*	188,080	122,600	59,600	(63,000)	(51.4)%
Agencies & Support Payments*	7,500	42,300	42,300	-	-%
Reserves/Recoveries*	5,207,280	5,657,986	5,651,836	(6,150)	(0.1)%
Cost Allocations*	874,581	1,269,891	1,269,891	-	-%
Financial*	887,118	529,800	529,800	-	-%
Capital Financing*	1,085,800	1,139,363	1,135,863	(3,500)	(0.3)%
Total Expenses	192,158,224	194,258,931	199,939,124	5,680,193	2.9%
Fees & General	(3,694,211)	(2,495,247)	(2,501,307)	(6,060)	0.2%
Tax & Rates	5,655	-	-	-	-%
Grants & Subsidies	(11,012,557)	(8,517,817)	(8,517,817)	-	-%
Reserves	(2,111,920)	(876,867)	(300,000)	576,867	(65.8)%
Total Revenues	(16,813,033)	(11,889,931)	(11,319,124)	570,807	(4.8)%
Net Levy	\$ 175,345,191	\$ 182,369,000	\$ 188,620,000	6,251,000	3.4%
Full-Time Equivalents		1,194.50	1,194.50	-	-%

2023 Preliminary Budget Expenses



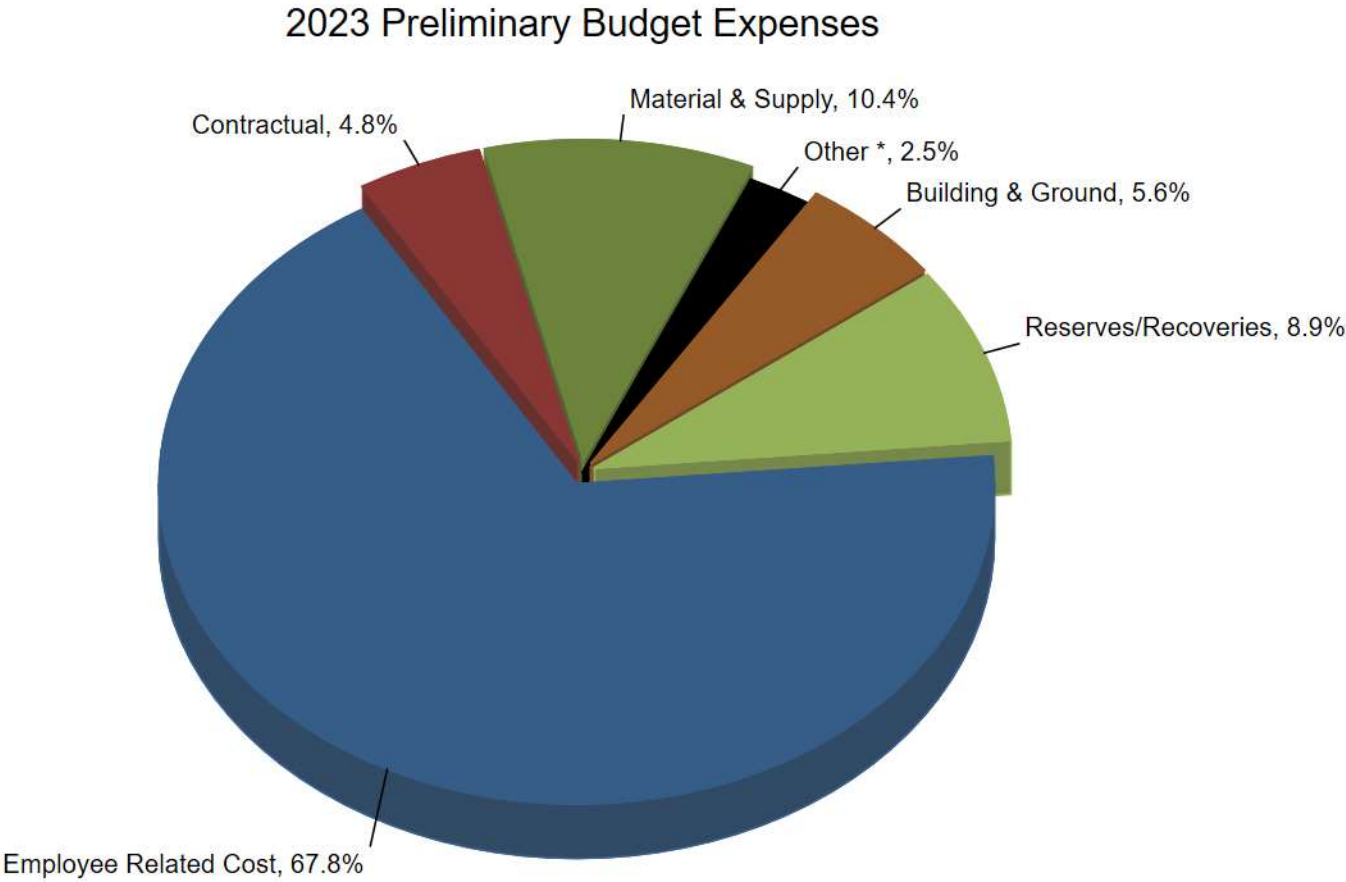
2023 Preliminary Budget Revenues

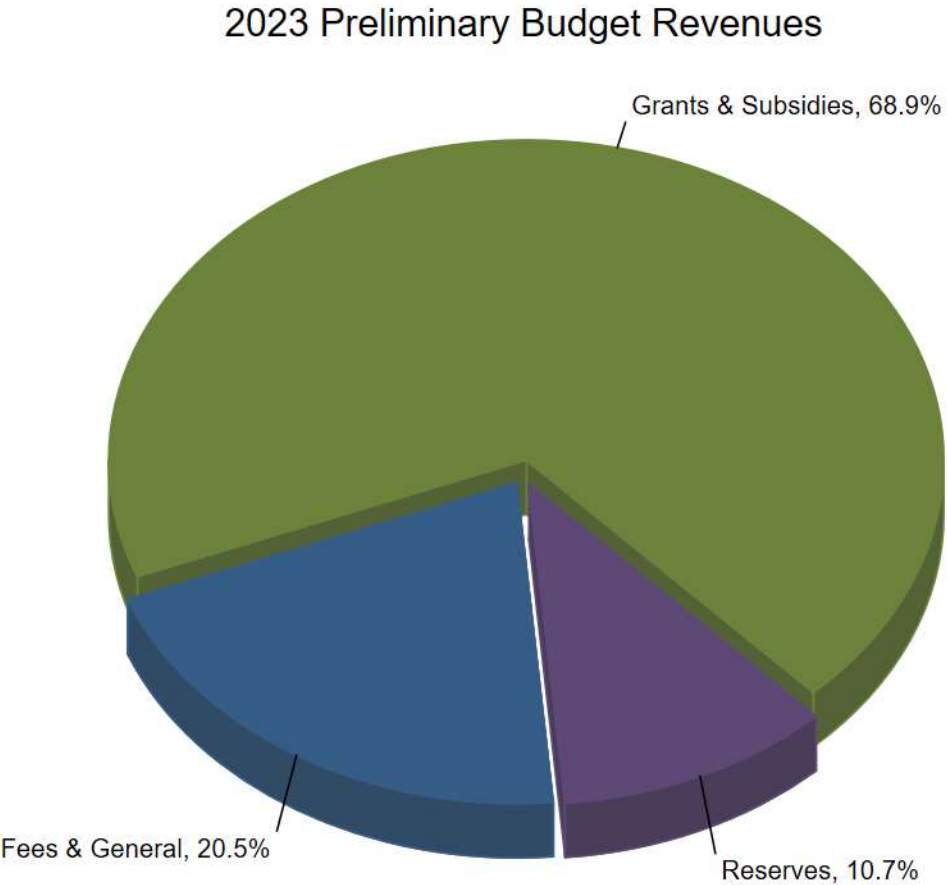


Hamilton Public Library

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Digital Technology & Creation	\$ 4,027,763	\$ 4,620,420	\$ 4,685,798	\$ 65,378	1.4%
Library Administration	704,089	837,929	1,127,210	289,281	34.5%
Library System	7,633,298	3,145,762	2,974,017	(171,745)	(5.5)%
Public Service - Branches	10,971,692	13,367,610	13,957,845	590,235	4.4%
Human Resources & Information Services	2,338,311	2,570,559	2,923,068	352,509	13.7%
Collections & Program Development	3,100,876	4,848,338	5,046,303	197,965	4.1%
Finance & Facilities	3,254,021	3,274,475	3,147,084	(127,391)	(3.9)%
Total Hamilton Public Library	\$32,030,050	\$32,665,093	\$33,861,325	\$ 1,196,232	3.7%

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost*	\$ 18,437,484	\$ 23,412,439	\$ 24,215,099	802,660	3.4%
Contractual*	1,744,692	1,696,770	1,721,770	25,000	1.5%
Material & Supply*	3,151,120	3,752,490	3,721,840	(30,650)	(0.8)%
Vehicle Expenses*	63,158	108,541	90,024	(18,517)	(17.1)%
Building & Ground*	2,541,917	2,605,719	2,014,610	(591,109)	(22.7)%
Consulting*	20,414	-	-	-	-%
Reserves/Recoveries*	7,506,102	2,486,348	3,183,928	697,580	28.1%
Cost Allocations*	108,175	402,297	411,164	8,867	2.2%
Financial*	217,266	375,880	375,420	(460)	(0.1)%
Total Expenses	33,790,328	34,840,484	35,733,855	893,371	2.6%
Fees & General	(524,188)	(440,940)	(383,080)	57,860	(13.1)%
Grants & Subsidies	(1,236,090)	(1,574,450)	(1,289,450)	285,000	(18.1)%
Reserves	-	(160,000)	(200,000)	(40,000)	25.0%
Total Revenues	(1,760,278)	(2,175,390)	(1,872,530)	302,860	(13.9)%
Net Levy	\$ 32,030,050	\$ 32,665,094	\$ 33,861,325	1,196,231	3.7%
Full-Time Equivalents		297.00	304.00	7.00	2.4%



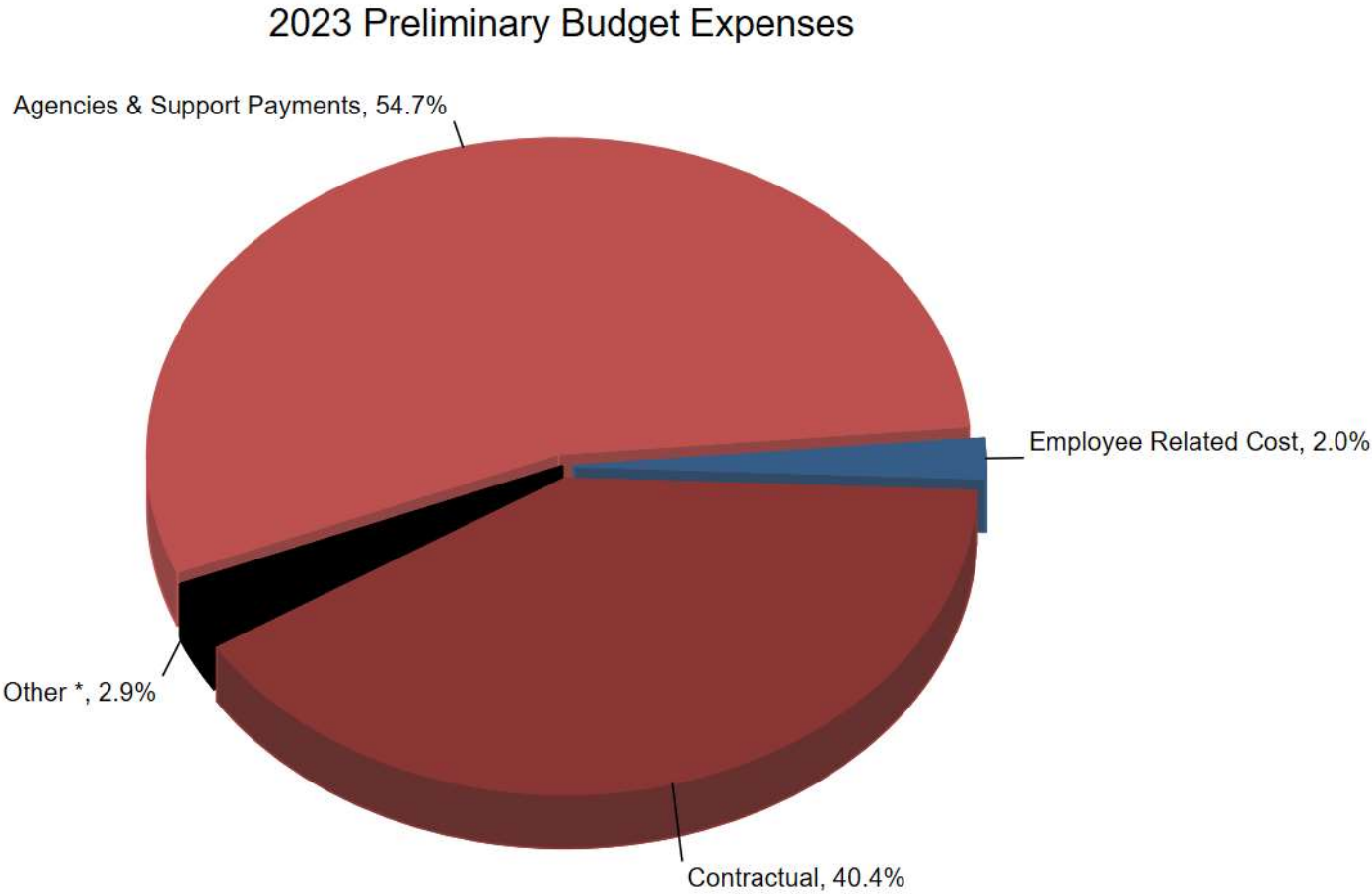


Boards & Agencies

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Conservation Authorities	\$ 8,459,774	\$ 8,651,200	\$ 9,107,947	\$ 456,747	5.3%
Other Boards & Agencies	7,478,180	8,002,308	8,178,161	175,853	2.2%
Total Boards & Agencies	\$15,937,954	\$16,653,508	\$17,286,108	\$ 632,600	3.8%

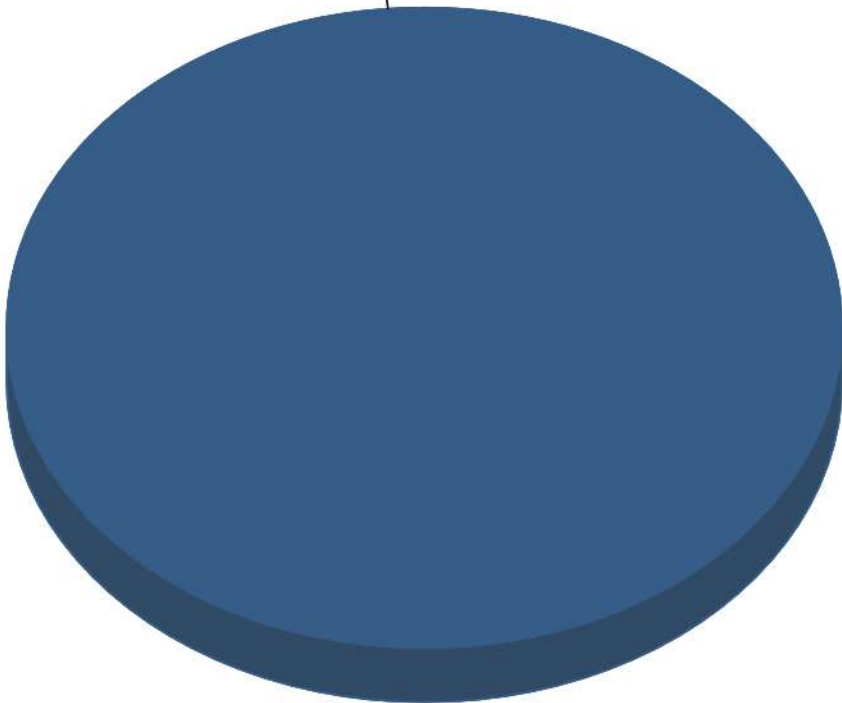
Boards & Agencies

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Employee Related Cost*	\$ 293,760	\$ 339,800	\$ 359,864	20,064	5.9%
Contractual*	7,184,466	7,058,190	7,206,443	148,253	2.1%
Material & Supply*	24,105	21,040	22,300	1,260	6.0%
Building & Ground*	217,306	195,115	194,628	(487)	(0.2)%
Consulting*	11,183	3,000	-	(3,000)	(100.0)%
Agencies & Support Payments*	9,081,964	9,274,688	9,767,773	493,085	5.3%
Reserves/Recoveries*	243,361	258,487	263,919	5,432	2.1%
Cost Allocations*	190,795	50,238	21,060	(29,178)	(58.1)%
Financial*	32,160	10,450	10,450	-	-%
Capital Expenditures*	-	5,000	5,000	-	-%
Total Expenses	17,279,100	17,216,008	17,851,437	635,429	3.7%
Fees & General	(627,942)	(562,500)	(565,330)	(2,830)	0.5%
Grants & Subsidies	(147,187)	-	-	-	-%
Reserves	(566,018)	-	-	-	-%
Total Revenues	(1,341,147)	(562,500)	(565,330)	(2,830)	0.5%
Net Levy	\$ 15,937,953	\$ 16,653,508	\$ 17,286,107	632,599	3.8%
Full-Time Equivalents		4.42	4.42	-	-%



2023 Preliminary Budget Revenues

Fees & General, 100.0%



CITY OF HAMILTON

BUDGET AND MULTI-YEAR OUTLOOK

2023



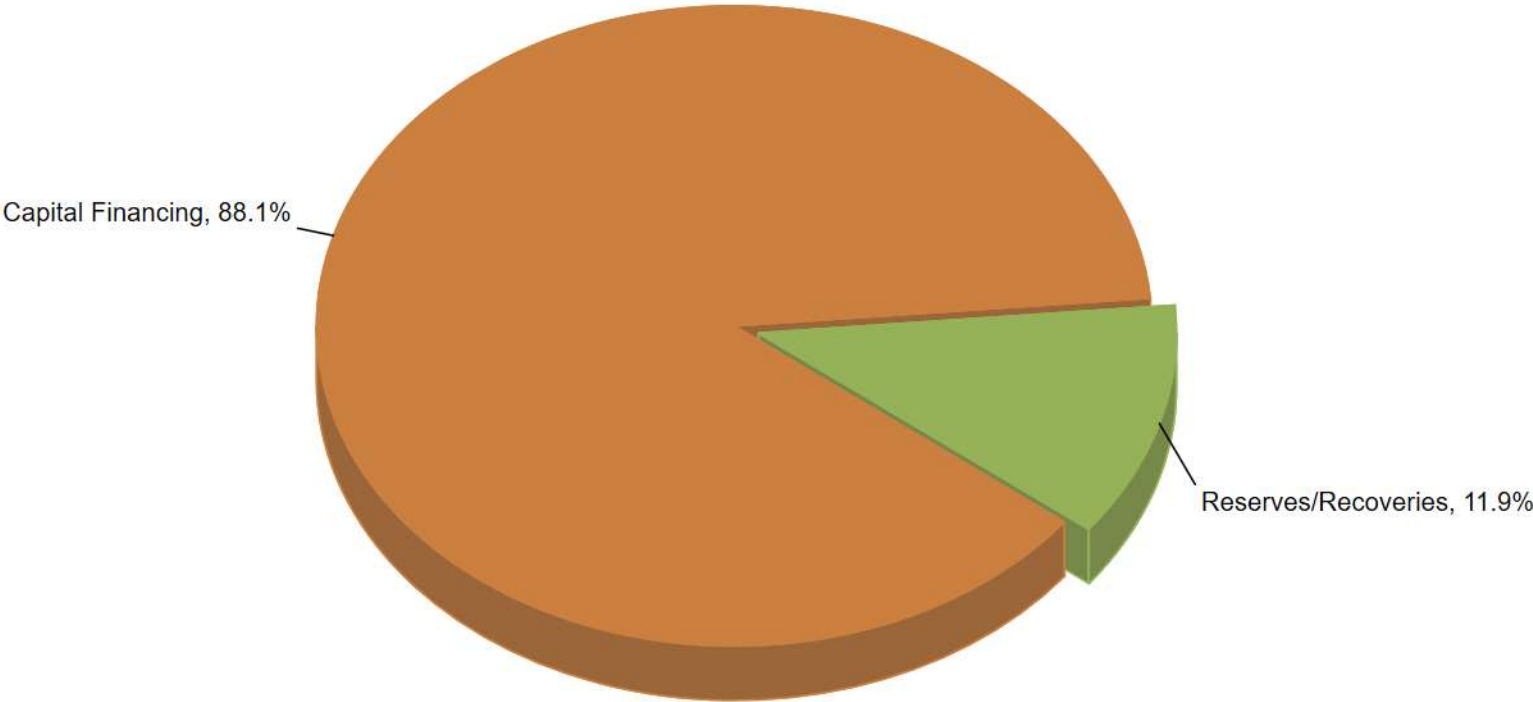
CAPITAL FINANCING

City Depts Capital Financing

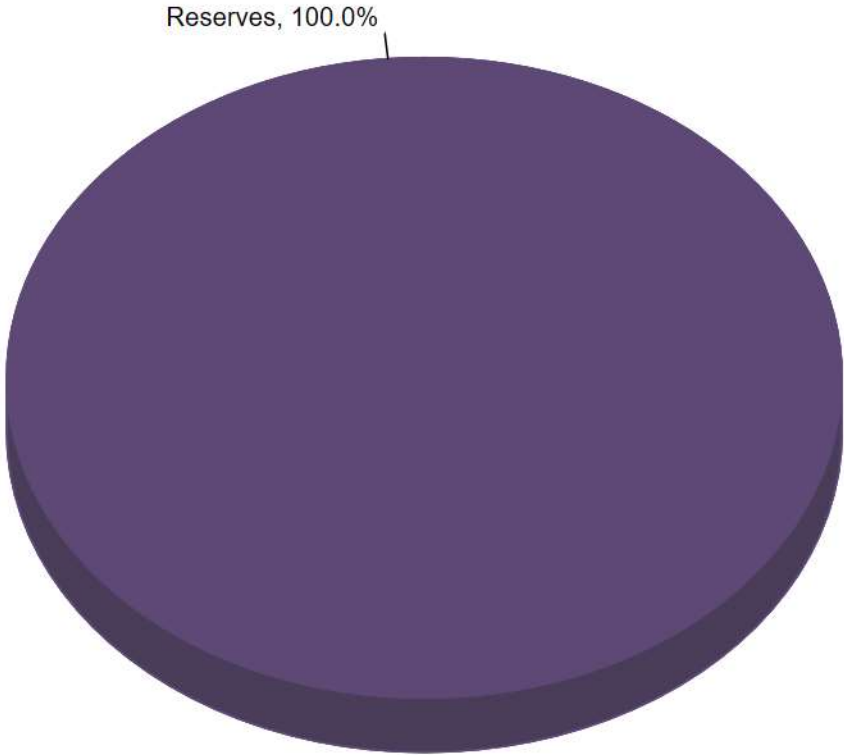
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Debt Healthy & Safe Communities	\$ 2,239,351	\$ 2,309,070	\$ 1,168,801	\$ (1,140,269)	(49.4)%
Debt Infrastructure Renewal Levy	13,428,870	13,428,870	13,428,870	-	-%
Debt Corporate Financials	84,841,077	92,884,930	105,910,621	13,025,691	14.0%
Debt Planning & Economic Development	26,035	1,168,790	1,304,265	135,475	11.6%
Debt Public Works	30,023,080	35,896,650	33,164,495	(2,732,155)	(7.6)%
Total City Depts Capital Financing	\$130,558,413	\$ 145,688,310	\$ 154,977,052	\$ 9,288,742	6.4%

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Reserves/Recoveries*	\$ 15,068,870	\$ 16,376,200	\$ 19,305,586	\$ 2,929,386	17.9%
Financial*	30,341	-	-	-	-%
Capital Financing*	125,298,910	139,015,990	143,180,326	4,164,336	3.0%
Total Expenses	140,398,121	155,392,190	162,485,912	7,093,722	4.6%
Grants & Subsidies	(407,988)	(408,000)	-	408,000	(100.0)%
Reserves	(9,431,719)	(9,295,880)	(7,508,860)	1,787,020	19.2%
Total Revenues	(9,839,707)	(9,703,880)	(7,508,860)	2,195,020	(22.6)%
Net Levy	\$ 130,558,414	\$ 145,688,310	\$ 154,977,052	\$ 9,288,742	6.4%

2023 Preliminary Budget Expenses



2023 Preliminary Budget Revenues

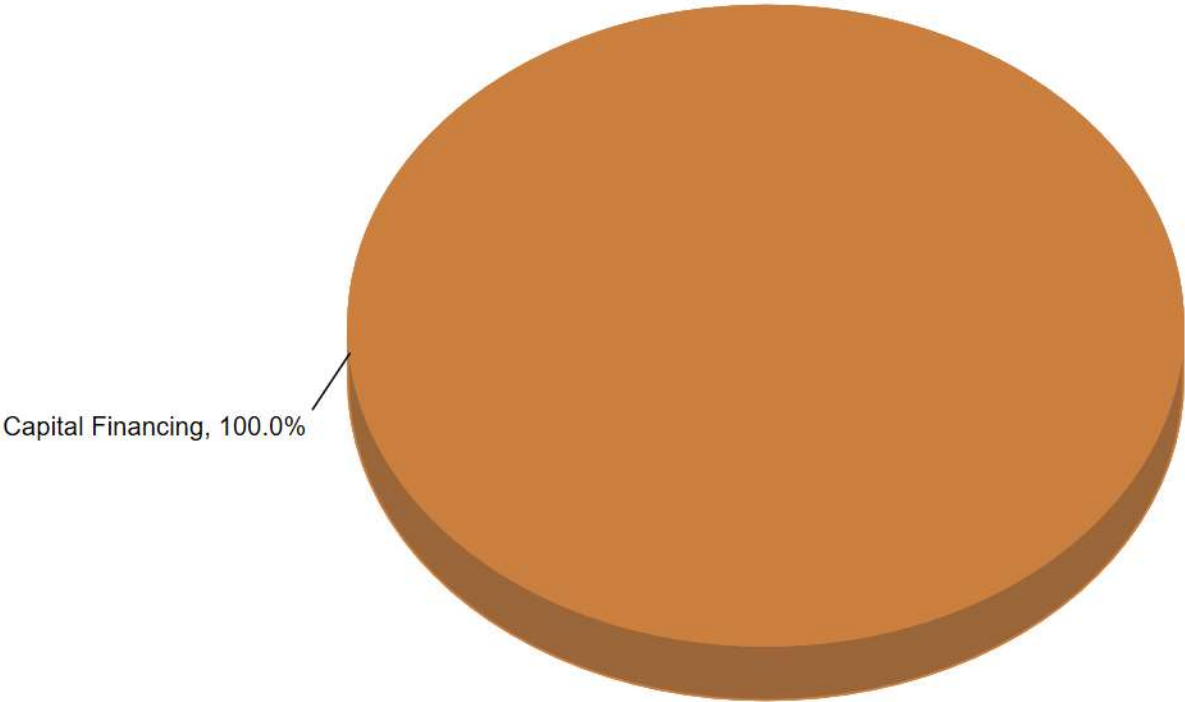


Boards & Agencies Capital Financing

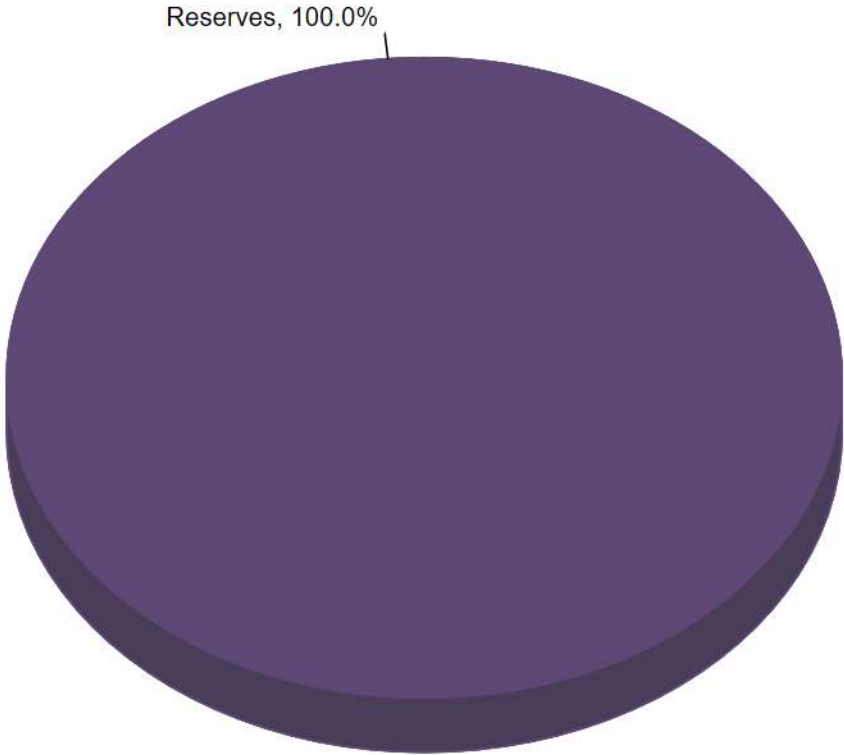
	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Police Capital Financing	\$ 1,234,794	\$ 1,174,000	\$ 1,214,000	\$ 40,000	3.4%
Library Capital Financing	166,280	166,010	198,001	31,991	19.3%
Total Boards & Agencies Capital Financing	\$ 1,401,074	\$ 1,340,010	\$ 1,412,001	\$ 71,991	5.4%

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Capital Financing*	\$ 1,682,567	\$ 1,863,790	\$ 2,730,747	\$ 866,957	46.5%
Reserves	(281,493)	(523,780)	(1,318,746)	(794,966)	(151.8)%
Total Revenues	(281,493)	(523,780)	(1,318,746)	(794,966)	151.8%
Net Levy	\$ 1,401,074	\$ 1,340,010	\$ 1,412,001	\$ 71,991	5.4%

2023 Preliminary Budget Expenses



2023 Preliminary Budget Revenues



CITY OF HAMILTON

BUDGET AND MULTI-YEAR OUTLOOK

2023



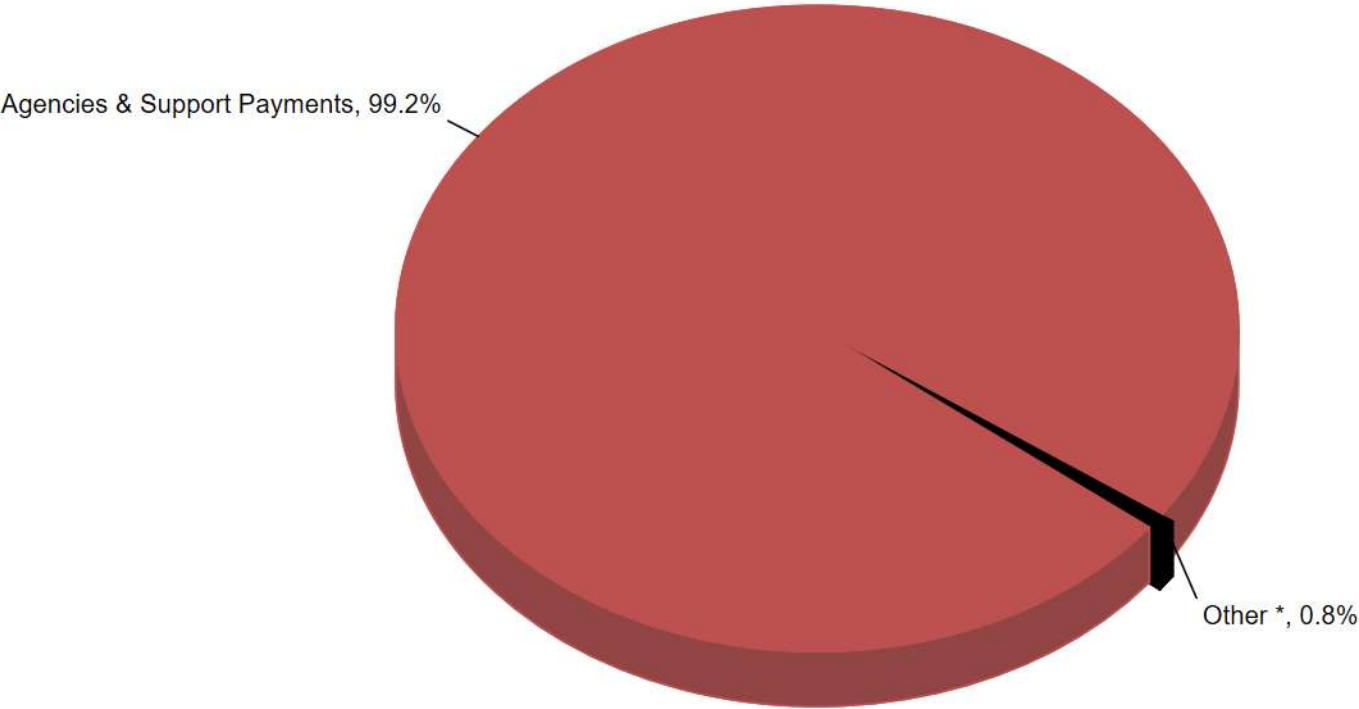
| CITY ENRICHMENT FUND

City Enrichment Fund

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Administration CEF	\$ 512,957	\$ 50,000	\$ 50,063	\$ 63	0.1%
Agriculture	94,637	143,360	143,360	-	-%
Arts	2,656,829	2,770,540	2,770,540	-	-%
Community Services	2,235,481	2,164,360	2,164,360	-	-%
Environment	139,205	146,390	146,390	-	-%
Sports & Active Lifestyles	177,802	245,990	245,990	-	-%
Culture & Heritage	271,429	567,700	567,700	-	-%
Total City Enrichment Fund	\$ 6,088,340	\$ 6,088,340	\$ 6,088,403	\$ 63	-%

	2021	2022	2023	Change	Change
	Actual	Restated Budget	Preliminary Budget	\$	%
Contractual*	\$ 565	\$ -	\$ -	-	-%
Material & Supply*	12,455	50,000	50,000	-	-%
Agencies & Support Payments*	5,572,108	6,038,340	6,038,340	-	-%
Reserves/Recoveries*	501,111	-	63	63	-%
Financial*	2,100	-	-	-	-%
Total Expenses	6,088,339	6,088,340	6,088,403	63	-%
Net Levy	\$ 6,088,339	\$ 6,088,340	\$ 6,088,403	63	-%

2023 Preliminary Budget Expenses



CITY OF HAMILTON

BUDGET AND MULTI-YEAR OUTLOOK

2023



| OPERATING IMPACTS OF CAPITAL

Operating Impact of Capital - 2023 & Prior				
Project ID	Project Title	2023 Annualized \$'000	2023 Budget \$'000	2023 FTE
Planning & Economic Development Department				
Economic Development Division				
8202203206	Community Downtowns and BIAs	6.2	6.2	-
Economic Development Sub Total		6.2	6.2	-
Planning Division				
8121255620	Part IV Designation of Properties under the Ontario Heritage Act	11.5	11.5	0.10
Planning Sub Total		11.5	11.5	0.10
Tourism & Culture Division				
7102258200	Binbrook Branch Hamilton Public Library Public Art	10.8	10.8	0.10
7102258201	Vincent Massey Park Public Art	10.8	10.8	0.10
7102258202	Andrew Warburton Memorial Park Public Art	10.8	10.8	0.10
7202058201	Conservation of Art and Monuments	36.7	36.7	0.25
Tourism & Culture Sub Total		69.1	69.1	0.55

Operating Impact of Capital - 2023 & Prior				
Project ID	Project Title	2023 Annualized \$'000	2023 Budget \$'000	2023 FTE
Transportation Planning and Parking Division				
4032311222	New Sidewalk Program	120.0	120.0	1.00
4032355820	Sustainable Mobility Program	34.0	34.0	0.17
Transportation Planning and Parking Sub Total		154.0	154.0	1.17
Planning & Economic Development Department Total		240.8	240.8	1.82
Healthy & Safe Communities Department				
Hamilton Fire Department				
7402151102	SCBA Complete Unit Replacement	363.0	363.0	-
Hamilton Fire Department Sub Total		363.0	363.0	-
Recreation Division				
7101754706	Valley Park Community Centre Fit-up	75.0	75.0	-
Recreation Sub Total		75.0	75.0	-
Healthy & Safe Communities Department Total		438.0	438.0	-

Operating Impact of Capital - 2023 & Prior				
Project ID	Project Title	2023 Annualized \$'000	2023 Budget \$'000	2023 FTE
Public Works Department				
Energy Fleet and Facilities Division				
6301941003	WL - Radiant Heating Panel/Thermostat Controls	(6.0)	(6.0)	-
Energy Fleet and Facilities Sub Total		(6.0)	(6.0)	-
Environmental Services Division				
4032317053	Bicycle Boulevard (Neighbourhood Greenways) Program	25.0	25.0	-
4401756703	Mountain Brow Path	44.5	44.5	0.20
4401858800	Skatepark Facility - Recreation study implementation	11.0	11.0	-
4401956904	Andrew Warburton Memorial Park	11.5	11.5	-
4401956906	Gatesbury Park	5.0	5.0	-
4401956932	HRTMP Initiative 15-12 Mountain Brow Road Link	20.0	20.0	-
4402049004	Parkside Cemetery Development	54.8	54.8	0.83
4402049006	Millgrove Drainage & Repair	2.0	2.0	-
4402056010	Highland Road Park (Proposed) - Central Park Development	35.0	35.0	0.25
4402056918	Beasley Park Rehabilitation Phase 2 - Kelly Street Pedestrianization	64.9	64.9	0.43
4402149003	Backflow Prevention for Various Parks Facilities	187.3	187.3	1.00

Operating Impact of Capital - 2023 & Prior				
Project ID	Project Title	2023 Annualized \$'000	2023 Budget \$'000	2023 FTE
4402149007	Cemetery Columbarium	6.0	6.0	-
4402151601	Equipment Acquisition (DC) Program	127.2	127.2	-
4402156001	Leash Free Dog Park Program	16.0	16.0	-
4402156002	Ryckman's Park Pathway	1.0	1.0	-
4402156121	Tiffany Hills Park Pathway Connection to School	1.2	1.2	-
4402256110	Golf Links Park Ice Rink Servicing	9.0	9.0	-
4411606104	Pier 7 Commercial Village	139.2	139.2	1.26
4411806201	Central Park Redevelopment	51.0	51.0	0.66
4452153444	Tree Planting Program	10.6	10.6	-
4452253204	Fleet Assets - Forestry & Horticulture	20.6	20.6	-
4452253205	Horticulture Polyhouse Construction	5.0	5.0	-
7102054002	Confederation Park Sports Park Buildings	100.0	100.0	0.50
Environmental Services Sub Total		947.8	947.8	5.13

Operating Impact of Capital - 2023 & Prior				
Project ID	Project Title	2023 Annualized \$'000	2023 Budget \$'000	2023 FTE
Transportation Operations & Maintenance Division				
4032119111	Highway 8 - Bond to Woodleys Lane	4.0	4.0	-
4662020020	New Traffic Signal - Rymal Road at Arrowhead Drive	13.4	13.4	0.05
4662020023	New Traffic Signal - King at Kenilworth North Bound Off Ramp	13.4	13.4	0.05
4662020026	New Traffic Signal - 36 Dundas St E (Waterdown) 300m w/o Clappison Ave	13.4	13.4	0.05
4662020028	New Traffic Signal - Stone Church at Chesley	13.4	13.4	0.05
4662220229	New Traffic Signal - Fennell Ave & 50m W/O East 43rd St	13.8	13.8	0.05
Transportation Operations & Maintenance Sub Total		71.4	71.4	0.25
Public Works Department Total		1,013.2	1,013.2	5.38
Corporate Services				
Customer Service POA and Finl Integration Division				
2052255201	Administrative Penalties Expansion and Operational Enhancement Review	54.7	54.7	0.50
3452357001	Customer Relationship Management (CRM) - Upgrade and 311 Customer Service Number Introduction	65.0	65.0	0.50
Customer Service POA and Finl Integration Sub Total		119.7	119.7	1.00

Operating Impact of Capital - 2023 & Prior				
Project ID	Project Title	2023 Annualized \$'000	2023 Budget \$'000	2023 FTE
Financial Planning Admin & Policy Division				
3382255001	Vacant Home Tax	-	-	7.00
Financial Planning Admin & Policy Sub Total		-	-	7.00
Financial Serv Taxation and Corp Controller Division				
3382355002	Taxation Billing Replacement	100.0	100.0	-
Financial Serv Taxation and Corp Controller Sub Total		100.0	100.0	-
Information Technology Division				
3502157101	Next Generation 9-1-1 (nG 9-1-1)	312.0	312.0	-
3502157202	IT Asset Management Program	80.0	80.0	-
3502257200	IT Strategy Refresh	320.0	320.0	2.00
3502357001	Infrastructure & Security Sustainability and Continuous Improvement	419.5	419.5	2.00
3502357002	Technology End of Life Migrations	145.0	145.0	1.00
3502357003	Enterprise Data Management Strategy	288.0	288.0	1.00
Information Technology Sub Total		1,564.5	1,564.5	6.00
Corporate Services Department Total		1,784.2	1,784.2	14.00
Grand Total		3,476.2	3,476.2	21.20

CITY OF HAMILTON

BUDGET AND MULTI-YEAR OUTLOOK

2023



**2023 PRELIMINARY TAX SUPPORTED OPERATING BUDGET
COUNCIL REFERRED ITEMS**

**CITY OF HAMILTON
2023 COUNCIL REFERRED ITEMS
SUMMARY**

				2023 IMPACT		
FORM #	DIVISION	SERVICE / PROGRAM	DESCRIPTION	GROSS Expenses \$'000	NET Expenses \$'000	FTE Impact
Planning & Economic Development						
1.1	General Manager PED	Strategy & Performance Excellence	Annual Support for Bay Area Climate Change Office	160.0	160.0	-
1.2	General Manager PED	Strategy & Performance Excellence	New Project Manager for Climate Change Office	71.7	71.7	1.00
1.3	General Manager PED	Strategy & Performance Excellence	New Senior Project Manager for Climate Change Office	79.8	79.8	1.00
1.4	Tourism & Culture	Tourism Development	Canada Day Event	150.3	128.3	0.25
1.5	Licensing & By-Law Services	By-law Enforcement	Nuisance Party By-Law	70.9	70.9	0.50
Planning & Economic Development Total				532.7	510.7	2.75
Healthy & Safe Communities						
2.1	Children's and Community Services	Community Engagement	Hamilton's Plan for an Age-Friendly Community	10.0	10.0	-
2.2	Housing Services	Social Housing	Social Housing Providers at End of Mortgage	1,100.0	1,100.0	-
2.3	Housing Services	Affordable Housing and Neighbourhood Development	Subsidy Request for Rapid Housing Initiative New Developments	125.0	125.0	-
2.4	Housing Services	Homelessness	Adaptation and Transformation of Housing Services Post Pandemic	649.7	649.7	-
2.5	Housing Services	Homelessness	Shelters Cost of Living Enhancement	546.7	546.7	-
Healthy & Safe Communities Total				2,431.4	2,431.4	-

**CITY OF HAMILTON
2023 COUNCIL REFERRED ITEMS
SUMMARY**

				2023 IMPACT		
FORM #	DIVISION	SERVICE / PROGRAM	DESCRIPTION	GROSS Expenses \$'000	NET Expenses \$'000	FTE Impact
Public Works						
3.1	PW-General Administration	Financial Management	Corporate Asset Management Resource Requirements	1,117.9	1,117.9	10.00
Public Works Total				1,117.9	1,117.9	10.00
Corporate Services						
4.1	City Clerk's Office	Citizen and Customer Service	Election Expense Reserve for Internet Voting for 2026 Municipal Election	153.8	153.8	-
4.2	City Clerk's Office	Citizen and Customer Service	Records & Information Management Policy FCS22057	184.0	184.0	2.00
4.3	City Clerk's Office	Legislative Services and Council Relations	Virtual Meeting Support	175.0	175.0	2.00
4.4	Legal Services and Risk Management	Citizen and Customer Service	Implement Bill 13 and Bill 109 (PED22112)	259.3	259.3	3.00
Corporate Services Total				772.1	772.1	7.00
City Manager						
5.1	Government & Community Relations	Community Engagement	Public Engagement Policy & Framework	200.0	200.0	2.00
City Manager Total				200.0	200.0	2.00
City Enrichment Fund						
6.1	Administration CEF		Operating Budget Increase to City Enrichment Fund	TBD	TBD	-
City Enrichment Fund Total				-	-	-
Grand Total				5,054.1	5,032.1	21.75

COUNCIL REFERRED ITEM CRI #: 1.1		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Annual Support for Bay Area Climate Change Office	Total Expenditures	160,000	160,000
Department	Planning & Economic Development	Total Revenue	-	-
Division	General Manager PED	Net Levy	160,000	160,000
Service	Strategy and Performance Excellence	Full Time Equiv. (FTE)	-	-
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Built Environment and Infrastructure	Capital Budget Impact	-	-
BACKGROUND				
<p>General Issues Committee (GIC) approved Hamilton's Climate Action Strategy and Staff Recommendation Report (CM22016/PED22058(a)/HSC22030(a)). Recommendation (h) directed staff to refer the City's annual contribution of \$160,000.00 towards the Bay Area Climate Change Office (BACCO) to the 2023 Operating Budget, given the previous Memorandum of Understanding expires at the end of 2022. The BACCO is the support office to the Bay Area Climate Change Council, a 15 membership organization that harnesses the power of the community to accelerate climate action. Originally created in 2017/2018 with agreements of both Mayors of Hamilton and Burlington to work together on a regional approach to climate action. Total BACCO funding is \$334,500 with contributions from the following: City of Hamilton \$160,000; City of Burlington \$56,000; Private/Non-Government Organizations \$40,000; Canadian Summer Jobs Student Hiring (federal) \$40,000; Mohawk (in-kind) \$38,500.</p>				
DESCRIPTION				
<p>BACCO requests funding from the City of Hamilton and City of Burlington based on a per capita calculation using population. BACCO leverages the City's funding to obtain other sources of funding. In the past this has included private NGO funding and a federal summer jobs funding program which is forecasted to occur in 2023 as well. Mohawk College also provides annual administrative and other in-kind support for the BACCO to be housed administratively and physically within Mohawk College.</p>				

COUNCIL REFERRED ITEM CRI #: 1.2		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	New Project Manager for Climate Change Office	Total Expenditures	71,700	142,229
Department	Planning & Economic Development	Total Revenue	-	-
Division	General Manager PED	Net Levy	71,700	142,229
Service	Strategy and Performance Excellence	Full Time Equiv. (FTE)	1.00	1.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Built Environment and Infrastructure	Capital Budget Impact	-	-
BACKGROUND				
<p>General Issues Committee (GIC) approved Hamilton's Climate Action Strategy and Staff Recommendation Report (CM22016/PED22058(a)/HSC22030(a)) to create a Climate Change Office within Planning and Economic Development (PED) Department. Recommendation (f) included the creation of two additional permanent positions, and that those positions be referred to the 2023 Operating Budget.</p>				
DESCRIPTION				
<p>This request is for the creation of one, of the two, full-time permanent positions (1 FTE). It is requesting the creation of a Project Manager position to be allocated to the Climate Change Office within Planning and Economic Development Department. This position will support the roles and functions of the Climate Change Office to support implementation and coordination of Hamilton's Climate Action Strategy. This permanent position will directly support the substantial work required to implement and coordinate the actions on climate mitigation and climate adaptation.</p>				

COUNCIL REFERRED ITEM CRI #: 1.3		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	New Senior Project Manager for Climate Change Office	Total Expenditures	79,800	158,381
Department	Planning & Economic Development	Total Revenue	-	-
Division	General Manager PED	Net Levy	79,800	158,381
Service	Strategy and Performance Excellence	Full Time Equiv. (FTE)	1.00	1.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Built Environment and Infrastructure	Capital Budget Impact	-	-
BACKGROUND				
<p>General Issues Committee (GIC) approved Hamilton's Climate Action Strategy and Staff Recommendation Report (CM22016/PED22058(a)/HSC22030(a)) to create a Climate Change Office within Planning and Economic Development (PED) Department. Recommendation (f) included the creation of two additional permanent positions, and that those positions be referred to the 2023 Operating Budget.</p>				
DESCRIPTION				
<p>This request is for the creation of one, of the two, full-time permanent positions (1 FTE). It is requesting the creation of a Senior Project Manager position to be allocated to the Climate Change Office within Planning and Economic Development Department. This position will support the roles and functions of the Climate Change Office to support implementation and coordination of Hamilton's Climate Action Strategy. This permanent position would directly support the substantial work required to implement and coordinate actions on climate mitigation and adaptation.</p>				

COUNCIL REFERRED ITEM CRI #: 1.4		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Canada Day Event	Total Expenditures	150,300	150,300
Department	Planning & Economic Development	Total Revenue	(22,000)	(22,000)
Division	Tourism & Culture	Net Levy	128,300	128,300
Service	Tourism Development	Full Time Equiv. (FTE)	0.25	0.25
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Culture and Diversity	Capital Budget Impact	-	-
BACKGROUND				
<p>In 2018 Canada Day production responsibility was transferred from Tourism & Culture Division PED (T&C) to Strategic Partnerships, Corporate Services, and in 2019 the base budget allocation was eliminated and replaced by sponsorship investment. This funding model was negatively impacted by COVID. In 2021, Council approved Report CM21014 directing T&C to re-assume delivery of Canada Day on behalf of the corporation and approved that the 2022 Canada Day event be funded from the Ec Dev Reserve. Council also directed staff to report to GIC with an operating budget enhancement request as part of the 2023 budget process for base funding and resources to produce Canada Day in 2023 and beyond. Related Council reports: City of Hamilton Event Delivery Options (PED16089). City Operated Events and Options for Alternate Service Delivery Model (PED16089(a)). City Operated Events – Determine Interests of Event Vendors (PED16089(b)). Canada Day – Operating Model (CM18010). Canada Day Operating Model (CM21014)</p>				
DESCRIPTION				
<p>The annual Canada Day event is held at Bayfront Park; attendance estimate 20,000. Event includes family-friendly programming, with a modest enhancement to culture programming for 2023. Fireworks display expenses are 27% of the net event budget, on-site security/emergency services/equipment expenses are 43%, and 0.25 FTE is 22%. Expenses are partially offset by \$7K food truck revenue, \$10 K sponsorships, and \$5 K Canadian Heritage Grant. Budget expenditures total \$150,300: Fireworks - \$35,000, Programming - \$14,170, Event Supplies - \$4,900, Event Logistics/Permits - \$20,330, Professional Services (medical, security, etc) - \$34,700, Staffing (Parks staff, 0.25 FTE Coordinator, etc.) - \$41,200</p>				

COUNCIL REFERRED ITEM CRI #: 1.5		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Nuisance Party By-Law	Total Expenditures	70,900	70,940
Department	Planning & Economic Development	Total Revenue	-	-
Division	Licensing & By-Law Services	Net Levy	70,900	70,940
Service	By-law Enforcement	Full Time Equiv. (FTE)	0.50	0.50
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Healthy and Safe Communities	Capital Budget Impact	-	-
BACKGROUND				
<p>On February 15, 2022, Planning Committee passed the motion for Licensing and By-law Services to report back on the development and implementation of a Nuisance Party By-law in the City of Hamilton in response to recurring large unsanctioned gatherings within the City. On September 14, 2022, City Council passed City of Hamilton By-law 22-235 to regulate nuisance parties in the City of Hamilton.</p>				
DESCRIPTION				
<p>The Supervisor - Operations & Enforcement would be responsible for the planning, coordination and enforcement of City of Hamilton By-law 22-235 (recurring and non-recurring nuisance parties), including year-long participation as a sitting member of the Public Safety Working Group (comprised of Hamilton Police Service, Hamilton Fire, Hamilton Paramedic Service, Licensing & By-law Services and McMaster University), acting as a point-of-contact for all agencies and community stakeholders, the creation of operational plans for recurring events (e.g. St. Patrick's Day and Homecoming), coordinating municipal law enforcement officer briefings and debriefings, overseeing operations, and ensuring proper and completed prosecution packages by municipal law enforcement officers. It is estimated that 64 hours were utilized in 2022 for planning and preparation by Municipal Law Enforcement in relation to St. Patrick's Day and Homecoming enforcement operations.</p>				

COUNCIL REFERRED ITEM CRI #: 2.1		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Hamilton's Plan for an Age-Friendly Community	Total Expenditures	10,000	10,000
Department	Healthy & Safe Communities	Total Revenue	-	-
Division	Children's and Community Services	Net Levy	10,000	10,000
Service	Community Engagement	Full Time Equiv. (FTE)	-	-
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Community Engagement and Participation	Capital Budget Impact	-	-
BACKGROUND				
<p>The report Hamilton's Plan for an Age-Friendly Community, 2021 Community Progress Report and Hamilton Council on Aging Contract Renewal (HSC22031) was brought to the Emergency and Community Services Committee on May 26, 2022 and approved. In the report recommendation b) stated "That the Hamilton Council on Aging's annual contract be increased by \$10,000 to a total of \$40,000 on an annual basis for a term of five years to cover backbone supports associated with implementing the Age Friendly Plan and funded first from divisional surplus, then departmental surplus in 2022 and referred to the 2023 operating budget process.</p>				
DESCRIPTION				

COUNCIL REFERRED ITEM CRI #: 2.2		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Social Housing Providers at End of Mortgage	Total Expenditures	1,100,000	1,100,000
Department	Healthy & Safe Communities	Total Revenue	-	-
Division	Housing Services	Net Levy	1,100,000	1,100,000
Service	Social Housing	Full Time Equiv. (FTE)	-	-
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Healthy and Safe Communities	Capital Budget Impact	-	-
BACKGROUND				
<p>On March 31, 2022, the Province notified SMs of the changes to regulations under the HSA including an amendment to Service and Exit Agreements. The Province amended Ontario Regulation 367/11 of the HSA, to establish baseline rules for Service Agreements between SMs and housing providers whose original obligations to provide social housing have come to an end, effective July 1, 2022. As per the new amendment, when housing projects reach End of Agreement (EOA) or End of Mortgage (EOM) they will be presented with two options; continue to offer social and/or affordable housing under a new agreement within a new community housing framework or exit the City's community housing portfolio. If a new agreement is not successfully negotiated with a provider, the future of those units are in question. For the year 2022-2023, 23 mortgages for provincial social housing projects will reach EOM representing a total of 2,087 units. By 2032 all existing mortgages (another 8,083 units) will reach EOM.</p>				
DESCRIPTION				
<p>To secure the future of these units and preserve within social housing inventory, it is recommended that an additional \$1.1 M in funding for rent supplements, operating subsidy and capital repairs be referred to the 2023 budget process. The start date of January 1st has been included to ensure there are funds available to support the end of agreements that are scheduled to occur in 2022 & 2023.</p>				

COUNCIL REFERRED ITEM CRI #: 2.3		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Subsidy Request for Rapid Housing Initiative New Developments	Total Expenditures	125,000	248,000
Department	Healthy & Safe Communities	Total Revenue	-	-
Division	Housing Services	Net Levy	125,000	248,000
Service	Affordable Housing and Neighbourhood Development	Full Time Equiv. (FTE)	-	-
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Healthy and Safe Communities	Capital Budget Impact	-	-
BACKGROUND				
<p>Canada Mortgage and Housing Corporation Rapid Housing Initiative (RHI) (HSC20056(a)) recommendation (d) referred an increase of \$248,000 to the Housing Services Division's 2023 operating budget, to fund rent subsidies for units. RHI is a federal initiative that provided capital funding to quickly expand housing available to target populations. Rent subsidies will bridge the difference between 80% average market rent (AMR) and rent geared to income (RGI) which will mean that households can be taken off the by-name priority list and access to housing waitlist. The rent subsidy will be applied to St. Matthews house's 14 unit project at 412 Barton Street and CityHousing Hamilton's 24 unit project at 253 King William. A portion of the units will serve people experiencing homelessness, Indigenous people and Black Canadians.</p>				
DESCRIPTION				
<p>The recommendation requested \$248,000 for the annualized rent subsidy. Construction of both projects are behind and it is estimated that \$125,000 will be required in 2023.</p>				

COUNCIL REFERRED ITEM CRI #: 2.4		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Adaptation and Transformation of Housing Services Post Pandemic	Total Expenditures	649,700	649,700
Department	Healthy & Safe Communities	Total Revenue	-	-
Division	Housing Services	Net Levy	649,700	649,700
Service	Homelessness	Full Time Equiv. (FTE)	-	-
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Healthy and Safe Communities	Capital Budget Impact	-	-
BACKGROUND				
<p>The Housing Stability Program (HSB) was implemented in 2013 and is financial support, for those receiving social assistance or living with a low income, to prevent an individual or families experience of homelessness. Due to pandemic related impacts on housing, there was a need to plan for an anticipated increase of evictions post pandemic, as a result Rent Ready (RR) was established through Housing Surplus. RR compliments the HSB in that there is greater eligibility for payment amounts and is more widely accessible to vulnerable members of Hamilton as HSB amounts are limiting and no longer meet the full needs of clients. In response to required capacity in the men's emergency shelter system during pandemic, 4 additional temporary men's system emergency shelter beds were created at Salvation Army Booth Centre men's shelter. These additional beds are required on a permanent basis in order to meet the demand of the men's system, with an annualized cost of \$88,000.</p>				
DESCRIPTION				
<p>Additional RR funds will allow for greater success in supporting families facing housing loss. Given current HSB and RR spending & forecasts, an additional \$561,703 is required to operate a merged program from Jan - Dec 2023, with adequate funding to meet the demands of the program and assist vulnerable individuals in maintaining or securing housing. COVID costs in 2020-21, 2021-22, and 2022-23 totalled \$36M, 41.8M, and \$24.4M respectively largely due to a dependency on emergency hotels and capital costs. By December of 2022, these services will have ended with clients being referred to shelters. At this time the 4 additional beds for the men's system is being requested. A separate request to support the rising shelter costs has been submitted. Further work is underway to understand the true operating cost of shelters to meet client needs which will continue to be an ongoing pressure.</p>				

COUNCIL REFERRED ITEM CRI #: 2.5		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Shelters Cost of Living Enhancement	Total Expenditures	546,700	725,556
Department	Healthy & Safe Communities	Total Revenue	-	-
Division	Housing Services	Net Levy	546,700	725,556
Service	Homelessness	Full Time Equiv. (FTE)	-	-
Proposed Start Date (MM/DD/YYYY)	4/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Healthy and Safe Communities	Capital Budget Impact	-	-
BACKGROUND				
<p>Emergency Shelters within Hamilton's Homelessness Serving system receive a block funding amount on an annual basis, funded through Homelessness Prevention Program (HPP) [formerly under CHPI]. Funding amounts for shelters have not increased since the implementation of block funding in 2013, under CHPI. Shelters have consistently expressed pressures in their ability to maintain operations at current levels, in the absence of increased funding. Funding under HPP have increased minimally year over year, while pressures in Hamilton's system have far outweighed available funding amount. As such, no increases have been possible. Housing Services has utilized Division savings to provide COLA adjustments, recognizing demands on agencies, which is not guaranteed.</p>				
DESCRIPTION				
<p>The 2021/2022 cumulative COLA adjustment provided to emergency shelters was approx \$710k and the request for 2023 budget is an annualized cost of \$725,556. In addition, that future COLA increases be based on City's budget guidelines for inflation and applied to all shelters that come online. The date of April 1, 2023 has been selected as this is the date new fiscal agreements will be signed and would result in an increase of \$546,700 for 2023.</p>				

COUNCIL REFERRED ITEM CRI #: 3.1		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Corporate Asset Management Resource Requirements	Total Expenditures	1,117,900	1,483,742
Department	Public Works	Total Revenue	-	-
Division	PW-General Administration	Net Levy	1,117,900	1,483,742
Service	Financial Management	Full Time Equiv. (FTE)	10.00	10.00
Proposed Start Date (MM/DD/YYYY)	4/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Built Environment and Infrastructure	Capital Budget Impact	-	-
BACKGROUND				
<p>Ontario Regulation 588/17 (O.Reg. 588/17) – Asset Management Planning for Municipal Infrastructure came into force on Jan 1, 2018. O.Reg. 588/17 sets out requirements and deadlines for municipal asset management plans and policies. The key requirements include the completion of a strategic asset management policy and phased implementation of the asset management plans for all assets on the City's ledger. The development of the Corporate Asset Management Office has been in direct response to this need. This Office provides the governance, framework and standardization required and ensures adherence to the regulation. Like many progressive municipalities, Hamilton is moving to a service-focused view of its infrastructure and investments. By adopting a customer-centric level-of-service framework, measures and targets, and weighing investment based on service impact and risk, the City will establish a clear relationship between infrastructure investment and service outcomes.</p>				
DESCRIPTION				
<p>Objective: Create a permanent Corporate Asset Management Office (CAMO) in response to O. Reg. 588/17 and Council direction per Report 22-012 (PW22048) Item 8.1 Recommendation 4 (b) "That staff be authorized and directed to extend the office of Corporate Asset Management permanently, to be reviewed in 2025". Expected Outcome: A centralized permanent CAMO responsible for the overall governance and framework for asset management city-wide including ensuring compliance with O.Reg. 588/17. Required: 10 FTE - Director, AAll, SPM, PM, Senior Analyst (2), Analyst (2), Junior Analyst (2). Opportunity: Create standardization, governance and efficiencies in the delivery of services and management of assets. Inefficiencies exist today which are limiting effective decision making across the city, particularly in capital programming. Value to the City: Adherence to O. Reg 588/17 and the opportunity to create efficiency and effectiveness in the delivery of services and management of assets.</p>				

COUNCIL REFERRED ITEM CRI #: 4.1		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Election Expense Reserve for Internet Voting for 2026 Municipal Election	Total Expenditures	153,800	153,750
Department	Corporate Services	Total Revenue	-	-
Division	City Clerk's Office	Net Levy	153,800	153,750
Service	Citizen and Customer Service	Full Time Equiv. (FTE)	-	-
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Community Engagement and Participation	Capital Budget Impact	-	-
BACKGROUND				
Report FCS20081 was approved by Council Oct. 13th 2021 but was missed as a Council Referred item for the 2022 budget.				
DESCRIPTION				
That the annual contribution to the Election Expense Reserve (112206) be increased annually by \$150,000 to cover the increased costs to deliver internet voting for the 2026 and future municipal elections be referred to the 2022 Operating Budget deliberations for consideration.				

COUNCIL REFERRED ITEM CRI #: 4.2		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Records & Information Management Policy FCS22057	Total Expenditures	184,000	184,000
Department	Corporate Services	Total Revenue	-	-
Division	City Clerk's Office	Net Levy	184,000	184,000
Service	Citizen and Customer Service	Full Time Equiv. (FTE)	2.00	2.00
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Community Engagement and Participation	Capital Budget Impact	-	-
BACKGROUND				
AUDIT, FINANCE AND ADMINISTRATION COMMITTEE REPORT 22-016 September 22, 2021 (item 3) (b) That the request for 2 FTE's to support the administration of the policy, be referred to 2023 budget deliberations for consideration.				
DESCRIPTION				
Financial: Two FTE's are requested in the Records and FOI section of the Clerk's office in order to support and educate staff in our legislated requirement to retain and preserve records and to establish and maintain retention periods for the City's records. The total cost of the FTE's is \$184,000. Staffing: Staff resources are required in order to provide training, advice and measure policy compliance across the organization to support good records and information management principles. Currently, staff resources within the Office of the City Clerk manage operational day to day records management of corporate records within the custody of the Office only and do not have the capacity to provide extended consultation time with divisions and departments help them manage their records. The new positions would be responsible to advise, consult with, and guide employees to help divisions and departments to comply with the RIM Policy and procedures to effectively manage records.				

COUNCIL REFERRED ITEM CRI #: 4.3		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Virtual Meeting Support	Total Expenditures	175,000	175,000
Department	Corporate Services	Total Revenue	-	-
Division	City Clerk's Office	Net Levy	175,000	175,000
Service	Legislative Services and Council Relations	Full Time Equiv. (FTE)	2.00	2.00
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Community Engagement and Participation	Capital Budget Impact	-	-
BACKGROUND				
<p>Deferred to 2023 budget</p> <p>Governance Review Sub-Committee Report 21-004 - June 25, 2021 (Item 10.1)</p> <p>(i) That Council approve the request for two (2) additional FTEs to support the provision of ongoing virtual participation of Members of Council and virtual delegations at Standing Committee and Sub-Committee meetings supported by the Office of the City Clerk, be referred to the 2022 budget deliberations for consideration;</p>				
DESCRIPTION				
<p>Add two (2) FTEs to the City Clerk's to support virtual Council meetings</p>				

COUNCIL REFERRED ITEM CRI #: 4.4		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Implement Bill 13 and Bill 109 (PED22112)	Total Expenditures	259,300	514,280
Department	Corporate Services	Total Revenue	-	-
Division	Legal Services and Risk Management	Net Levy	259,300	514,280
Service	Citizen and Customer Service	Full Time Equiv. (FTE)	3.00	3.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Economic Prosperity and Growth	Capital Budget Impact	-	-
BACKGROUND				
<p>Bill 109 - upholding planning by-laws and decisions of council in the new process.Process, Staffing and Fee Changes to Implement Bill 13 and Bill 109 (PED22112(c)). Authority through budget approval would be sought for 1 lawyer and 1 law clerk, with authority to add a second lawyer based on volume of appeal activity which will increase through the legislation changes. Th business case here is based on the need to have adequate staff to uphold planning controls and decsions imposed by Council.</p>				
DESCRIPTION				
<p>3 FTEs (2 Lawyers and 1 Law Clerk).</p>				

COUNCIL REFERRED ITEM CRI #: 5.1		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Public Engagement Policy & Framework	Total Expenditures	200,000	300,000
Department	City Manager	Total Revenue	-	-
Division	Government & Community Relations	Net Levy	200,000	300,000
Service	Community Engagement	Full Time Equiv. (FTE)	2.00	2.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Community Engagement and Participation	Capital Budget Impact	-	-
BACKGROUND				
<p>Community engagement is a key pillar of the City's Community Vision, Strategic Plan, and 2018-2022 Term of Council Priorities. Community engagement builds transparency, trust, and confidence in City government through increased public access to information and participation in decision-making processes. City services rely on community engagement as a key component of City building projects, legislative processes, and as a best practice to inform City initiatives. The need to establish a Public Engagement Policy was identified during the City Manager's Budget Presentation on February 5, 2021. On October 6, 2021, Council directed staff to establish a Policy & Framework to ensure consistent, transparent, and inclusive City-led public engagement processes. In accordance with Council direction, staff led a campaign to better understand resident experiences with City-led public engagement and feedback was shared with Council on June 23, followed by a Recommendation Report on July 4, 2022.</p>				
DESCRIPTION				
<p>Two dedicated FTE staff are required to lead a consistent, accountable, equitable and inclusive public engagement process. These efforts will advance City decision-making efforts by ensuring the process by which residents receive information and are engaged is meaningful, clear, convenient, and accessible at City-wide levels, including all municipal wards, urban & rural geographic regions, local neighbourhoods, and reach traditionally under-represented, racialized and equity-deserving groups. Comparative municipal staffing structures are upwards of 20 FTE to a minimum of 4 FTE to support cross-departmental engagement efforts, enhance City engagement tactics, build capacity, and ensure Cityled engagement meet the expectations of Council & community. An annual program budget forecast up to \$50,000 will support operational costs. An estimated annual budget forecast to support 2 FTE starting in 2023 requires \$250,000, with a total estimated annualized project budget forecast of \$300,000.</p>				

COUNCIL REFERRED ITEM CRI #: 6.1		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	CEF Operating Budget Increase	Total Expenditures	TBD	TBD
Department	City Enrichment Fund	Total Revenue	-	-
Division	Administration CEF	Net Levy	TBD	TBD
Service		Full Time Equiv. (FTE)	-	-
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Community Engagement and Participation	Capital Budget Impact	-	-
BACKGROUND				
<p>The Council Direction provided at Audit, Finance and Administration on June 16, 2022 inclusive of the Council Motion which was carried, expresses the following:</p> <p>“Therefore, be it resolved that in increase to the City Enrichment Fund be forwarded for consideration to the 2023 Budget submission.”</p> <p>The total of eligible requests often far surpasses the allocated approved budget for the City Enrichment Fund on an annual basis. For example, in 2022, the City Enrichment Fund annual approved operating budget was \$6,088,340.00 but the amount of eligible requests received totaled \$9,205,133.00. On average, between 2018 – 2022 the total amount of eligible requests was \$8,999,850.80 (2018 at 8,103,382.00, 2019 at 8,921,806.00, 2020 at 9,649,793.00, 2021 at 9,119,140.00 and 9,205,133.00) meaning the City receives application requests, most years, over \$2M more than base dollars within the budget.</p>				
DESCRIPTION				
<p>The increases proposed is in an effort to meet the need in community, local organizations and the demand of applications in order to ensure our grants program is enhanced and evolving in 2023 and beyond. In the last five years, the City Enrichment Fund has had one increase of \$93,200.00 in 2019 which was equivalent to 2% overall operating budget increase (in one of five years), despite increased applications and community demand. During the 2022 budget process, Council approved a total budget for the City Enrichment Fund of \$6,088,340. This has not increased the past few years, and with surpluses in certain areas being returned to the CEF Reserve due to cancelled and modified events and programming a request for an increase was not plausible at that time.</p>				

CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK

2023



**2023 PRELIMINARY TAX SUPPORTED OPERATING BUDGET
BUSINESS CASES**

**CITY OF HAMILTON
2023 BUSINESS CASES
SUMMARY**

				2023 IMPACT		
FORM #	DIVISION	SERVICE / PROGRAM	DESCRIPTION	GROSS Expenses \$'000	NET Expenses \$'000	FTE Impact
Planning & Economic Development						
1.1	Economic Development	Real Property Management	Chief Real Estate Officer conversion from temporary to permanent	195.7	-	1.00
1.2	Tourism & Culture	Cultural Development	Film Production Facilitation	83.8	-	1.00
Planning & Economic Development Total				279.5	-	2.00
Healthy & Safe Communities						
2.1	Children's and Community Services	Child Care System Management	Manager, Canada Wide Early Learning Child Care	178.7	-	1.00
2.2	Children's and Community Services	Community Engagement	Indigenous Strategy	584.0	484.0	4.00
2.3	Hamilton Fire Department	Hamilton Fire Department	Hamilton Fire Department - Volunteer Staffing/Headcount Enhancement	-	-	-
2.4	Hamilton Paramedic Service	Hamilton Paramedic Service	Hamilton Paramedic Service - Ambulance Enhancement - Call Growth	1,228.6	1,228.6	10.00
2.5	Hamilton Paramedic Service	Hamilton Paramedic Service	Hamilton Paramedics-Ambulance Enhance-ment-Response Times & Current Demand	3,081.8	3,081.8	25.00
2.6	Long Term Care	Long-Term Care	2023 Long Term Care - Covid costs	2,004.7	2,004.7	-
Healthy & Safe Communities Total				7,077.8	6,799.1	40.00
Public Works						
3.1	Energy Fleet and Facilities	Facilities Management	THF Post Event Increase Service Level	125.6	125.6	1.00
3.2	Energy Fleet and Facilities	Fleet Services Management	Green Fleet Planning	46.3	46.3	1.00
3.3	Engineering Services	Engineering Services	Roads Value for Money Audit Recommendations	199.5	-	4.00

**CITY OF HAMILTON
2023 BUSINESS CASES
SUMMARY**

FORM #	DIVISION	SERVICE / PROGRAM	DESCRIPTION	2023 IMPACT		
				GROSS Expenses \$'000	NET Expenses \$'000	FTE Impact
3.4	Engineering Services	Engineering Services	Request for additional staff resources for Structures	70.9	-	1.00
3.5	Engineering Services	Engineering Services	Contracts Coordinator	55.6	-	1.00
3.6	Engineering Services	Engineering Services	Project Manager Excess Soils	70.9	-	1.00
3.7	Engineering Services	Engineering Services	Quality Management System (QMS) Staff within Engineering Services	80.9	-	1.00
3.8	Engineering Services	Engineering Services	Request for additional staff resources for Municipal Class Environmental Assessments	70.9	-	1.00
Public Works Total				720.6	171.9	11.00
Corporate Services						
4.1	City Clerk's Office	Citizen and Customer Service	FOI Administration	50.0	50.0	-
4.2	Information Technology	Information Technology	Additional FTEs for IT	-	-	2.00
4.3	Information Technology	Information Technology	IT Security FTE	159.3	159.3	2.00
4.4	Legal Services and Risk Management	Legal Services	Legal Taxation Support	159.0	159.0	2.00
Corporate Services Total				368.3	368.3	6.00
Grand Total				8,446.2	7,339.3	59.00

BUSINESS CASE BC #: 1.1		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Chief Real Estate Officer conversion from temporary to permanent	Total Expenditures	195,700	195,700
Department	Planning & Economic Development	Total Revenue	(195,700)	(195,700)
Division	Economic Development	Net Levy	-	-
Service	Real Property Management	Full Time Equiv. (FTE)	1.00	1.00
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Economic Prosperity and Growth	Capital Budget Impact	-	-
BACKGROUND				
<p>In 2021, Council approved report (PED21134) that addressed organizational changes related to Corporate Real Estate Office in the Economic Development Division. These changes included the creation of a temporary Chief Corporate Real Estate Officer role to ensure achievement of improvements in service delivery, reinforce strategy via authority and structure, and have clear accountabilities and responsibilities at the right levels. In recent years, the CREO has taken on greater responsibilities of a more strategic nature, and having a steward at the appropriate level for long-term impact across the organization is a key component of this direction. The value of this senior leadership role is key in the City taking a strategic approach to managing its real property assets and interests to meet the current and future needs of the organization and the community we serve, and complementary to the City's Asset Management strategy in a comprehensive manner.</p>				
DESCRIPTION				
<p>This business case serves to make permanent the temporary position of Chief Corporate Real Estate Officer. There is no Levy impact from this business case as the position will continue to be funded from transaction fee based revenues.</p>				

BUSINESS CASE BC #: 1.2		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Film Production Facilitation	Total Expenditures	83,820	112,350
Department	Planning & Economic Development	Total Revenue	(83,820)	(112,350)
Division	Tourism & Culture	Net Levy	-	-
Service	Cultural Development	Full Time Equiv. (FTE)	1.00	1.00
Proposed Start Date (MM/DD/YYYY)	4/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Economic Prosperity and Growth	Capital Budget Impact	-	-
BACKGROUND				
<p>Film and television production in Hamilton brings in direct spending in the community of over \$50M annually. Hamilton is one of Ontario's busiest areas for filming, attracts prestige foreign and domestic productions, and was recognized at the international level with a nomination for "Outstanding Film Commission" at the 2021 Location Manager's Guild International awards. City revenues from rental revenues rose from \$203,836 in 2017 to \$921,180 in 2021. Increased filming also leads to the growth of local brick and mortar businesses that support the industry, including studio investment. The Film Office contributes to this growth by providing a one-stop shop for productions filming in Hamilton, including coordination of all City services, site rentals, and permits. This has become increasingly challenging in recent years as the volume and complexity of filming requests continue to increase. In order to keep pace with the demand and continue to foster growth, the Film Office must be adequately resourced.</p>				
DESCRIPTION				
<p>The addition of 1 permanent FTE (Business Development Officer – Film) will allow the film office meet the demand for film permits and continue to grow opportunities for City revenue and spending in the local economy. The additional position will be funded through film-related revenues and will have zero net levy impact. The role of the Business Development Officer – Film is to facilitate film and television production in Hamilton. Business Development Officers (BDOs) work with productions to match them with locations and local businesses that support their needs, liaise with community stakeholders to minimize negative impacts, coordinate all necessary City permissions and issue film permits, and manage any issues that arise during filming.</p>				

BUSINESS CASE BC #: 2.1		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Manager, Canada Wide Early Learning Child Care	Total Expenditures	178,700	178,740
Department	Healthy & Safe Communities	Total Revenue	(178,700)	(178,740)
Division	Children's and Community Services	Net Levy	-	-
Service	Child Care System Management	Full Time Equiv. (FTE)	1.00	1.00
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Healthy and Safe Communities	Capital Budget Impact	-	-
BACKGROUND				
<p>In March 2022, the federal and provincial governments signed the Canada-Wide Early Learning and Child Care (CWELCC) agreement aimed at:</p> <ul style="list-style-type: none"> •making child care more affordable for families; •increasing wages for Early Childhood Educators (ECEs); •expanding of licensed child care spots; and •increasing accessibility and inclusion. <p>As the Service System Manager for the Child Care and Early Years System in the City of Hamilton, Children's and Community Services Division (CCSD) is responsible for implementing the CWELCC agreement at a local level.</p>				
DESCRIPTION				
<p>We are requesting 1.0 additional Manager level FTE to support the implementation of the CWELCC agreement, which will include an increase in child care funding agreements, an expansion of licensed child care spaces, and development of new policies and procedures. New 100% provincial funding from the Ministry of Education will support this position, with no net levy impact.</p>				

BUSINESS CASE BC #: 2.2		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Indigenous Strategy	Total Expenditures	584,000	584,000
Department	Healthy & Safe Communities	Total Revenue	(100,000)	(100,000)
Division	Children's and Community Services	Net Levy	484,000	484,000
Service	Community Engagement	Full Time Equiv. (FTE)	4.00	4.00
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Culture and Diversity	Capital Budget Impact	-	-
BACKGROUND				
<p>In 2019, Council endorsed Hamilton's Urban Indigenous Strategy (UIS) in response to the Truth & Reconciliation Calls to Action and the Missing and Murdered Indigenous Women, Girls, and Two-Spirit Calls for Justice. Since then the role and scope of the Indigenous Relations (IR) team has expanded to include strengthening the relationships with local Treaty Nations and providing advisory support to other divisions/departments across the City. The goal of the team is to strengthen relationships with the Indigenous communities and to build capacity within the organization. An internal survey was conducted to inform priorities and resourcing for the IR team. Survey results show an increased level of support is required across the corporation (e.g. advice on consultation/engagement, training, policy/program development, protocols, etc.). There is a need to transition the temporary IR roles to permanent roles to ensure the stability and sustainability of the UIS.</p>				
DESCRIPTION				
<p>We are requesting 4.0 FTEs to support the implementation of the UIS and strengthen relationships with the Treaty Nations. This includes 1.0 Director, 1.0 Senior Project Manager, 1.0 Indigenous Community Outreach and Research Coordinator, and 1.0 Curator, Indigenous Culture and Heritage (within Tourism & Culture, PED). We are also requesting funding to hire an external Indigenous consultant that can provide strategic advice to SLT and Council. The additional FTEs would lead the development of relationship agreements with Treaty Nations, Landmarks & Monuments review, ongoing engagement with the Indigenous community and project management to implement the actions with the UIS. Based on the survey results described above, there is a need for ongoing support, advice, and capacity building from the IR team across the corporation to successfully implement the actions within the UIS and to further build and strengthen relationships with Treaty Nations.</p>				

BUSINESS CASE BC #: 2.3		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Hamilton Fire Department - Volunteer Staffing/Headcount Enhancement	Total Expenditures	-	-
Department	Healthy & Safe Communities	Total Revenue	-	-
Division	Hamilton Fire Department	Net Levy	-	-
Service	Hamilton Fire Department	Full Time Equiv. (FTE)	-	-
Proposed Start Date (MM/DD/YYYY)	4/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Healthy and Safe Communities	Capital Budget Impact	-	-
BACKGROUND				
<p>The Hamilton Fire Department utilizes Volunteer Firefighters to provide service in Stoney Creek, Binbrook, Mount Hope, Ancaster, Lynden, Rockton, Greenville, Freelon and Waterdown. Currently Council has approved a head count of 280 Volunteers. Our Volunteer Firefighter's ability to respond is impacted based on what they are doing when the alarm sounds (working at their fulltime job, out of town, etc.), the time of day and day of the week. Our data shows that for every 4 Volunteer Firefighters on the roster we will get on average 1 Volunteer Firefighter responding to the incident. The ability to maintain a sustainable volunteer operation is critical for the delivery of service levels.</p>				
DESCRIPTION				
<p>There is an immediate need to increase the total headcount from 280 to 300 in 2023 and distribute the increase between select volunteer stations to help maintain response staffing levels and reduce staff burnout. This need was identified in the 10-Year Fire Service Delivery Plan with a phased in approach from 2021-27. The 2021 & 2022 proposed headcount increases were deferred due to COVID & budget restrictions. Currently the volunteer salary & benefit operating budget is calculated based on an equivalent of 39.30 FTE. This business case would not change the FTE count, nor, based on historical data, require an increase in the operating budget to cover the cost of the additional 20 headcount.</p>				

BUSINESS CASE BC #: 2.4		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Hamilton Paramedic Service - Ambulance Enhancement - Call Growth	Total Expenditures	1,228,600	1,630,700
Department	Healthy & Safe Communities	Total Revenue	-	-
Division	Hamilton Paramedic Service	Net Levy	1,228,600	1,630,700
Service	Hamilton Paramedic Service	Full Time Equiv. (FTE)	10.00	10.00
Proposed Start Date (MM/DD/YYYY)	4/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Healthy and Safe Communities	Capital Budget Impact	695,000	695,000
BACKGROUND				
<p>As identified in our 2017 through 2021 Annual Reports, and in the HPS 2022-2031 Master plan, the Service continues to experience service demand growth at a rate greater than overall population growth. 2021 responses were 7% higher than the prior year, and 2022 is projected to be a further 6% increase - a total increase of more than 12,000 9-1-1 events and responses in 2 years. Our long term average is 3.8% demand increase per year and we anticipate continued growth in demand of around twelve (12) 9-1-1 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. This Business Case, which flows directly from the recommendations contained in the Master Plan approved by Council (HSC22012) is intended to maintain service at the current levels.</p>				
DESCRIPTION				
<p>The addition of an average increase of 12 responses per day, combined with the average committed unit time on task, necessitates an additional 24 hours of ambulance coverage to maintain current levels of performance. This workload growth request, as recommended in the HPS Master Plan approved by Council, provides 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 (2024) and subsequent years of the staffing enhancement. With approval, additional one-time capital funding of an ambulance and ancillary equipment will also be required amounting to \$347,500 in gross costs. *DC FUNDING TO BE APPLIED. *RESERVE FUNDING FOR 1ST YEAR OPERATING COSTS TO BE CONSIDERED.</p>				

BUSINESS CASE BC #: 2.5		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Hamilton Paramedics-Ambulance Enhancement-Response Times & Current Demand	Total Expenditures	3,081,800	4,090,410
Department	Healthy & Safe Communities	Total Revenue	-	-
Division	Hamilton Paramedic Service	Net Levy	3,081,800	4,090,410
Service	Hamilton Paramedic Service	Full Time Equiv. (FTE)	25.00	25.00
Proposed Start Date (MM/DD/YYYY)	4/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Healthy and Safe Communities	Capital Budget Impact	1,737,500	1,737,500
BACKGROUND				
<p>As identified in the HPS 2017 through 2021 Annual Reports, and in the HPS 2022-2031 Master Plan approved by Council (HSC22012), the Service continues to experience service demand growth at a rate greater than overall population growth. As identified in the Master Plan while regular enhancements have been provided annually to manage current demands (like BC#2.4), they have not resulted in service improvement. Emergency Response Time performance has not met the targeted 10 minutes at the 90th percentile and the number of long responses (greater than 20 minute response time) continues to be a challenge during peak periods. The strategy to mitigate the adverse impact of increased call demand is addressed in BC#2.4. This Business Case addresses the strategy outlined in the HPS Master Plan to improve our response times and capacity to manage significant peak demand activity in accordance with our legislated obligations to provide a level of service commensurate with the needs of the citizens.</p>				
DESCRIPTION				
<p>This strategy is intended to significantly reduce periods of narrowed resources (4 or less ambulances available) and should result in the target of 90% of emergency responses having an ambulance resource on scene within 10 minutes. This service improvement strategy, as outlined in the HPS Master Plan already approved by Council, requests five (5) additional twelve hour shifts of ambulance staffing, 7 days per week, to improve the level of service being provided to the public. Provision of five (5) additional ambulances and ancillary equipment, with an estimated gross cost of \$347,500 each, will be required to facilitate use of the additional staff. Provincial funding according to the current Provincial funding methodologies will cover approximately 50% of the operating expenses in Year 2 (2024) and subsequent years of the enhancement. *DC FUNDING TO BE APPLIED. *RESERVE FUNDING FOR 1ST YEAR OPERATING COSTS TO BE CONSIDERED.</p>				

BUSINESS CASE BC #: 2.6		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	2023 Long Term Care - Covid costs	Total Expenditures	2,004,700	2,004,719
Department	Healthy & Safe Communities	Total Revenue	-	-
Division	Long Term Care	Net Levy	2,004,700	2,004,719
Service	Long-Term Care	Full Time Equiv. (FTE)	-	-
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Healthy and Safe Communities	Capital Budget Impact	-	-
BACKGROUND				
<p>LTC homes continue to see impacts of COVID and are required to maintain levels of care for residents for provincial service agreements and Fixing Long Term Care Act & Regulations. Covid outbreaks continue and increased respiratory outbreaks are anticipated to continue as a new normal & there is a requirement for staff to have PPE, increase staffing levels to cohort to only work on outbreak areas per Ministry Directives. Continue to deal with cohorting of staff & the staffing crisis requiring OT costs for service delivery. Ongoing community acquired COVID, influenza & other respiratory viruses eliminates staff from attending work when symptomatic for a min. of 10 days with current directives. Active screening is a req. in LTC homes for all visitors for resident & staff safety. Staff can be passive screening but need to demonstrate for MLTC audits Home. If in outbreak need to move back to active screening of staff. One Home has been in perpetual COVID outbreak and require active screening</p>				
DESCRIPTION				
<p>LTC will need to continue with enhanced safety precautions including procuring medical supplies and PPE. Although this is post-pandemic for most, LTC homes will be required to maintain level of standards for resident care and staff safety to mitigate outbreaks. LTC is requesting to have 2023 Covid costs as part of the new service level operating budget to maintain costs as required by Ministry and Service standards. Request for \$1.22M costs for Macassa Lodge & \$782K for Wentworth Lodge. Costs include Screeners, OT, medical, cleaning & operating kitchen supplies, work accom., Suprv. Admin & nurse practitioner incremental costs to assist with onsite medical care. Potential for announcement of 2023 Prevention/Containment & PPE funding by the MOLTC, but at this time, no funding announced. If provincial funding received for entire Covid cost, then no net levy impact, however, anything less will cause a levy impact. There is no indication of how long funding will continue beyond 2023.</p>				

BUSINESS CASE BC #: 3.1		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	THF Post Event Increase Service Level	Total Expenditures	125,600	125,593
Department	Public Works	Total Revenue	-	-
Division	Energy Fleet and Facilities	Net Levy	125,600	125,593
Service	Facilities Management	Full Time Equiv. (FTE)	1.00	1.00
Proposed Start Date (MM/DD/YYYY)	1/1/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Healthy and Safe Communities	Capital Budget Impact	-	-
BACKGROUND				
<p>Facilities Management, in conjunction with Ward 3 Councillor Nann's office, had a Public meeting with the residents in June of 2022. New Initiatives were summarized from the public meeting. Facilities is planning to implement them in 2023. They are in relation to post events additional responsibilities; specifically increased Police presence, additional security, and garbage clean up in the surrounding the neighbouring streets of Tim Hortons Field.</p>				
DESCRIPTION				
<p>Facilities to complete a entire sweep of the exterior property of Tim Hortons Field for all post events. This will have an operating inpact in the 2023 operating budget process.</p> <p>1.0 FTE is a Assistant Stadium Technician grade D part-time equivalent of 1827 additional hours:\$65,593</p> <p>Additional Police costs estimated at \$60,000</p> <p>Note: full amount required in 2023 due to seasonality of the events.</p>				

BUSINESS CASE BC #: 3.2		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Green Fleet Planning	Total Expenditures	46,300	91,886
Department	Public Works	Total Revenue	-	-
Division	Energy Fleet and Facilities	Net Levy	46,300	91,886
Service	Fleet Services Management	Full Time Equiv. (FTE)	1.00	1.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Clean and Green	Capital Budget Impact	-	-
BACKGROUND				
<p>Over the last five years the fleet compliment has increased by 140 units resulting in increase to annual replacement and parts/service contracts. Fleet Planning is in a transition phase where the demand for research and analysis for green technologies is high priority in order to comply to the Green Fleet Strategy and Climate Change Emergency targets including recharging/refuelling requirements. The additional position will allow for a shift in job duties so project management staff can acquire the knowledge for the transition/analysis to green/alternative technologies to targets/goals. Fleet has committed to investigating new fuel technology, electric opportunities, other ways to reduce GHG's such as light weighting, rolling resistance and developing a replacement plan that aligns to market availability. Fleet has also taken on coordination and installation of AVL systems, processes and tracking EV charging stations usage, repairs, cost recovery and replacment cycles</p>				
DESCRIPTION				
<p>The new position will be a procurement, analysis and research position. Grade I at 1827 hours. Focus on contract documents, researching new technologies, coordination of specifications with the user group and Procurement. The shift in job duties from other positions within Fleet Planning will allow for processes to be streamlined, high focus on green fleet replacements, plan projects more efficiently to accommodate complex builds, higher demand and volumes.</p>				

BUSINESS CASE BC #: 3.3		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Roads Value for Money Audit Recommendations	Total Expenditures	199,500	395,700
Department	Public Works	Total Revenue	(199,500)	(395,700)
Division	Engineering Services	Net Levy	-	-
Service	Engineering Services	Full Time Equiv. (FTE)	4.00	4.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Built Environment and Infrastructure	Capital Budget Impact	199,500	395,700
BACKGROUND				
<p>From AF&A on Jul 8, 2021 (Roads Value for Money Audit, AUD21006): Recommendation 14: "We recommend that Management consider providing more resource support for quality assurance functions and processes to ensure they are robust and work as intended." From AF&A on Aug 11, 2022 (Roads Value for Money QA Supplemental Audit, AUD21006(a)): Recommendation 1: "That consideration be given to increasing the inspection levels by designing and adopting a risk-based approach for weight validation processes or the use of all-inclusive lump sums and square meter payments.". Recommendation 5: "That consideration be given to expanding the quality assurance function during peak construction periods of the year in order adequately manage the risks associated with the construction activities. "Management Response:...2. Develop business case to increase quality assurance FTE's for the 2023 budget cycle."</p>				
DESCRIPTION				
<p>The purpose of this business case is to create additional positions in Engineering's Construction Section to address the recommendations from the 2021 and 2022 audits identified above associated with Contract Inspection and Quality Assurance activities on capital construction projects delivered by Engineering Services. This includes adding support to the Inspection group by adding 1 additional Contract Inspector and 2 additional Contract Inspector Co-op student positions (representing the equivalent of 2 FTE positions). This also includes adding 1 additional Project Manager for Quality Assurance. Additional resources would provide existing staff the support needed to deliver projects in a professional and efficient manner and would add value to projects delivered by the division. There are no anticipated impacts to Corporate Services (Procurement and Legal) associated with these additional staff. All staff in Eng Services are 100% recovered from Capital</p>				

BUSINESS CASE BC #: 3.4		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Request for additional staff resources for Structures	Total Expenditures	70,900	140,700
Department	Public Works	Total Revenue	(70,900)	(140,700)
Division	Engineering Services	Net Levy	-	-
Service	Engineering Services	Full Time Equiv. (FTE)	1.00	1.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Built Environment and Infrastructure	Capital Budget Impact	70,900	140,700
BACKGROUND				
<p>The Infrast. Ren., Structures group is involved in inspection and programming of repairs for approximately 400 bridges and culverts, 17 Escarpment crossings, 500 retaining walls (350 are inspected per OSIM), and numerous overhead signs and sound walls. As per O. Reg. 104/97, the structural integrity, safety and condition of every bridge shall be determined through the performance of at least one inspection in every second calendar year under the direction of a professional engineer and in accordance with the ON Structure Insp. Manual (OSIM). O. Reg. 472/10, s. 2. The Infrastructure Renewal PMs manage the biennial inspection contracts, and reviews the inspections to develop and prioritize work programs including maintenance, capital rehabilitation/replacement, proj. cost estimates and budgeting. The PMs also manage detailed structure investigations including material condition surveys, underwater investigations, fatigue investigations, structural evaluations, & structural monitoring.</p>				
DESCRIPTION				
<p>Due to the increasing number and type of assets over the past several years, it is becoming very difficult for the existing two Project Managers to properly assess and prioritize the needs of these structures. With bridges being identified as a critical City asset, it is recommended that additional staff are required in order to properly manage the workload. This request is to increase that staff complement by adding 1 additional Project Manager.</p> <p>This position will support the advancement of asset management and the Corporate Asset Management Plan. It is expected that the capital program will result in a need from additional support from Procurement and Legal. However, this is a result of the capital forecast and not this position directly.</p>				

BUSINESS CASE BC #: 3.5		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Contracts Coordinator	Total Expenditures	55,600	110,200
Department	Public Works	Total Revenue	(55,600)	(110,200)
Division	Engineering Services	Net Levy	-	-
Service	Engineering Services	Full Time Equiv. (FTE)	1.00	1.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Built Environment and Infrastructure	Capital Budget Impact	55,600	110,200
BACKGROUND				
<p>Over the past 4 years, the average number of tenders delivered by the Contracts group is +/-50 a year. To successfully deliver a contract, a Coordinator can complete approximately 3 each month. Approximately 50% of tenders delivered by a Contract Coordinator is from groups outside Design. These tenders tend to require more attention. To deliver the current demand in tenders coming through the Contracts Group, staff have had to work extra time. When pressures for delivery increase, and for complex projects, the PM, Contracts helps with the workload. This means that the duties of the PM are being utilized elsewhere. Delays in tendering tends to mean that the contracts are faced with higher tender costs as contractors tend to increase their costs as they acquire work through the construction season. Tenders that are put out in the fall, winter and early spring, tend to have the best value for money. Late tenders we have seen increase in cost and fewer bids.</p>				
DESCRIPTION				
<p>The Contracts group in Engineering Services has seen a dramatic increase in Projects being delivered through this section over the past 4 years. Currently the Contracts section prepares tenders for Design, HSR, Infrastructure Renewal, LAS, Road Maintenance, Street Lighting and Traffic as part of the C15 Contracts. Although the majority of the projects delivered for PW takes place between September and May, the section delivers projects year-round. This request is for 1 additional Contract Coordinator to deliver the tenders that are coming through the Contracts group on time and at the level of quality expected by Engineering Services. An additional Coordinator will ensure tenders can be delivered quickly when they are received. It is expected that the capital program will result in a need from additional support from Procurement and Legal. However, this is a result of the capital forecast, not this position directly.</p>				

BUSINESS CASE BC #: 3.6		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Project Manager Excess Soils	Total Expenditures	70,900	140,700
Department	Public Works	Total Revenue	(70,900)	(140,700)
Division	Engineering Services	Net Levy	-	-
Service	Engineering Services	Full Time Equiv. (FTE)	1.00	1.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Built Environment and Infrastructure	Capital Budget Impact	70,900	140,700
BACKGROUND				
<p>In December 2019, O. Regulation 406/19 (On-Site and Excess Soil Management) was passed under the Environmental Protection Act, R.S.O 1990, C E19 (EPA) to support improved management of excess soils. As this Reg. applies to all City projects where soils are being generated, a permanent position is required to help navigate and administer this Reg. The majority of this work is currently being completed by various staff members which leads to confusion or differing interpretation. The majority of the expertise in this subject is lacking internally, which makes reliance on consultants inevitable. This could put projects at risk of higher costs or inappropriate administration of the Reg. Further, the registry is best suited for one staff member as administrator. Monitoring of receiving and generating sites could lead to missed opportunities and cost savings with the movement of excess soils going to costly waste receiving sites instead of being reused on-site for other City projects.</p>				
DESCRIPTION				
<p>One (1) Project Manager position is requested to help with the additional effort need to implement the Reg. and help with the administration of the registry. The position will also help review and provide feedback on consultant reports and provide guidance to staff with the Reg. This new position would manage the use of the Provincial Registry for Excess Soils and help staff with inputting registry information. The role will be able to track data coordinated projects within the City looking for materials suitable for reuse. This Project Manager would liaise with consultants, the Ministry, and other agencies or stakeholders. This position was originally intended as a temporary position, however, retaining suitable candidates from outside the City with the knowledge and experience will be difficult in a temporary manner, it is recommended that this be created as permanent. There are no anticipated impacts to Corporate Services (Procurement and Legal) associated with this position.</p>				

BUSINESS CASE BC #: 3.7		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Quality Management System (QMS) Staff within Engineering Services	Total Expenditures	80,900	160,520
Department	Public Works	Total Revenue	(80,900)	(160,520)
Division	Engineering Services	Net Levy	-	-
Service	Engineering Services	Full Time Equiv. (FTE)	1.00	1.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Our People and Performance	Capital Budget Impact	80,900	160,520
BACKGROUND				
<p>Engineering Services is evolving in terms of the nature and volume of projects being delivered. Increasing internal resources to support project management and quality management within the division would support the delivery of capital projects on schedule and within budget, in alignment with Corporate Asset Management and the Public Works' Quality Management System (QMS). More recently, internal audits have identified the need for improved project management and quality management activities within Engineering Services. Dedicated staff resources are needed to meet these project management and quality management requirements and recommendations to continuously improve the services delivered by the division.</p>				
DESCRIPTION				
<p>The purpose of this business case is to create one (1) new position of Senior Project Manager, Quality Management System within Engineering Services. Currently, Engineering Services does not have dedicated resources for quality management. This position would support the development of Levels 1-5 controlled documents, maintain Engineering's Intelex and QRC, support PW Internal Process Reviews and required corrective and preventative actions, support the department's performance measurement program, and work to develop, communicate, and monitor existing and forthcoming policies, procedures, best practices, and more. It is envisioned that the SPM, QMS would be within the Infrastructure Renewal section of Engineering Services in the near-term. There are no anticipated impacts on Corporate Services (Procurement and Legal) associated with this position. All staff in Engineering Services are 100% recovered from Capital.</p>				

BUSINESS CASE BC #: 3.8		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Additional staff resources for Municipal Class Environmental Assessments	Total Expenditures	70,900	140,700
Department	Public Works	Total Revenue	(70,900)	(140,700)
Division	Engineering Services	Net Levy	-	-
Service	Engineering Services	Full Time Equiv. (FTE)	1.00	1.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Built Environment and Infrastructure	Capital Budget Impact	70,900	140,700
BACKGROUND				
<p>The Infrastructure Planning group within Engineering's Infrastructure Renewal section carries out pre-construction provincially mandated MCEAs to receive approval to proceed with many major capital projects. The workload of this group has far exceeded capacity thereby resulting in EAs being delayed and consequently capital projects not being tendered in the year programmed.</p> <p>Capital programs requiring MCEAs have, and will, increase in magnitude, causing pressures on current staff by demanding ever-increasing efficiencies to deliver the annual capital budget and program. The increasing volume of capital projects from the road, water, wastewater and storm programs with existing resources will affect the development of individual projects, scoping and budget estimates, and the timely delivery of projects to Design. More resources are needed for the delivery of these services that support the Transportation Master Plan, the Cycling Master Plan, Vision Zero, and Corporate Asset Management.</p>				
DESCRIPTION				
<p>This request is to increase the existing staff complement of Infrastructure Renewal's EA staff by adding 1 additional PM. The existing staff complement carrying out EA studies currently consists of 2 PMs and 1 Tech. The additional staffing resources will allow this group to meet the current demands and prevent delays. Without the requested additional staff, critical projects will continue to be delayed. If the shortfall in EA staff resources is not addressed, critical projects will be delayed resulting in reduced service and increased future costs. No viable alternative option is available as the requested staff resource increases can not be substituted. It is expected that the capital program will result in a need from additional support from Procurement and Legal. However, this is a result of the capital forecast not this position directly.</p>				

BUSINESS CASE BC #: 4.1		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	FOI Administration	Total Expenditures	50,000	50,000
Department	Corporate Services	Total Revenue	-	-
Division	City Clerk's Office	Net Levy	50,000	50,000
Service	Citizen and Customer Service	Full Time Equiv. (FTE)	-	-
Proposed Start Date (MM/DD/YYYY)	1/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Community Engagement and Participation	Capital Budget Impact	-	-
BACKGROUND				
<p>The request to support the administration of FOI has been put forward in lieu of a request for an additional FTE. There are 2 FTE's in the FOI group and when there are requests that produce a high volume of records, it can be difficult for staff to meet the 30-day response time. We intend to use the support (outsourcing) for these requests with voluminous records to allow the 2 FOI staff to focus on the standard volume requests (under 250 pages).</p>				
DESCRIPTION				
<p>Requesting an annualized expense of no more than \$50,000 to seek legal opinion on discretionary and mandatory exemptions under the Municipal Freedom of Information & Protection of Privacy Act</p>				

BUSINESS CASE BC #: 4.2		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Additional FTEs for IT	Total Expenditures	-	-
Department	Corporate Services	Total Revenue	-	-
Division	Information Technology	Net Levy	-	-
Service	Information Technology	Full Time Equiv. (FTE)	2.00	2.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Our People and Performance	Capital Budget Impact	-	-
BACKGROUND				
<p>Business Case submitted during the 2020 budget , requested 6 FTE's based on increase demand/work for IT services. 2 FTE's approved in 2021, 2 approved in 2022, 2 to be approved in 2023. The IT division engaged an independent consultant to review and make recommendation to ensure stability of the city's use of technology and applications; stability of underlying software, and infrastructure; review our processes and resources for vendor and financial management including consideration for contractual complexities especially with cloud deployment; conduct a review of our security policies, processes and resources to ensure we continue to protect ourselves from cyber security violatio review our future skillsets of IT professionals focusing on cloud deployment; review of our IT disciplines and processes identifying any gaps</p>				
DESCRIPTION				
<p>The assessment findings determined the IT division does not have adequate resources to manage its portfolio and the need to train staff for cloud deployment. Six additional FTEs phased in over 4 years are required to ensure staff have experience in managing cloud technology services. This recommendation was made based on planned projects identified as high priority by departments, operational sustainability workload, resource capacity and skillsets.Canadian city benchmarking data was leveraged to assess COH IT staffing levels. A key metric that was reviewed measures IT staff as a percentage of total staff for a municipality. This metric was reviewed for nine Canadian cities, the median value of this metric is 2.2 percent. COH falls beneath the median value at 1.30 percent. To mitigate the cost of additional staff, the IT division will reduce the computer hardware budget as the shift from on-premise to cloud base solutions has changed the type of funding required within Information Technology.</p>				

BUSINESS CASE BC #: 4.3		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	IT Security FTE	Total Expenditures	159,300	316,000
Department	Corporate Services	Total Revenue	-	-
Division	Information Technology	Net Levy	159,300	316,000
Service	Information Technology	Full Time Equiv. (FTE)	2.00	2.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Our People and Performance	Capital Budget Impact	-	-
BACKGROUND				
<p>In the IT Asset Management Audit report issued by the Office of the City Auditor, a recommendation was made to implement city-wide the city's data classification policy. Information Technology management agrees with this recommendation, and has identified that two FTEs are required to complete the initial implementation and provide on-going support and monitoring of people, processes, and technology related to the data classification policy.</p>				
DESCRIPTION				
<p>The Information Technology (IT) division requires two additional FTEs in 2023 to execute the city wide implementation and operationalize the city's data classification policy.</p>				

BUSINESS CASE BC #: 4.4		FINANCIAL IMPACT 2023 OPERATING BUDGET		
OVERVIEW		DESCRIPTION	2023 AMOUNT	ANNUALIZED AMOUNT
Request Title	Legal Taxation Support	Total Expenditures	159,000	315,376
Department	Corporate Services	Total Revenue	-	-
Division	Legal Services and Risk Management	Net Levy	159,000	315,376
Service	Legal Services	Full Time Equiv. (FTE)	2.00	2.00
Proposed Start Date (MM/DD/YYYY)	7/01/2023		2023 Capital Funding	Total Capital Funding
Strategic Plan Priorities	Financial Management	Capital Budget Impact	-	-
BACKGROUND				
<p>Two positions are currently on contract, they have had a positive impact for the City with success in avoiding tax losses of approximately \$4.2 million dollars, which is only part of the years results. While this area has relied on external legal counsel in the past, the lawyer supporting this work has expertise such that the City will significantly reduce external counsel spend with the work being completed in house.</p> <p>The business case here is supported by success in resisiting multiple tax assessment appeals which otherwise would have reduced the municipal levy. Legal activity will also include City appeals on assessment the effect of which could increase the municipal levy.</p>				
DESCRIPTION				
2 FTEs; 1 Lawyer and 1 Law Clerk				

CITY OF HAMILTON

BUDGET AND MULTI-YEAR OUTLOOK

2023



**2023 PRELIMINARY TAX SUPPORTED OPERATING BUDGET
MULTI-YEAR BUDGET OUTLOOK**

CITY OF HAMILTON

2024 - 2026 MULTI YEAR OUTLOOK

	2023	2024			2025			2026		
	Preliminary Budget	\$	2024 vs 2023		\$	2025 vs 2024		\$	2026 vs 2025	
			\$	%		\$	%		\$	%
PLANNING & ECONOMIC DEVELOPMENT										
General Manager PED	1,289,770	1,348,340	58,570	4.5%	1,411,390	63,050	4.7%	1,472,330	60,940	4.3%
Transportation Planning and Parking	2,921,630	3,101,360	179,730	6.2%	3,363,700	262,340	8.5%	3,611,290	247,590	7.4%
Building	1,202,450	1,246,020	43,570	3.6%	1,290,880	44,860	3.6%	1,330,080	39,200	3.0%
Economic Development	5,511,980	5,725,700	213,720	3.9%	5,928,360	202,660	3.5%	6,103,620	175,260	3.0%
Growth Management	899,700	1,070,140	170,440	18.9%	1,218,640	148,500	13.9%	1,322,810	104,170	8.5%
Licensing & By-Law Services	7,175,020	7,784,620	609,600	8.5%	8,123,590	338,970	4.4%	8,422,950	299,360	3.7%
Planning	3,740,160	4,011,860	271,700	7.3%	4,277,200	265,340	6.6%	4,450,530	173,330	4.1%
Tourism & Culture	10,155,670	10,438,380	282,710	2.8%	10,694,020	255,640	2.4%	10,928,980	234,960	2.2%
TOTAL PLANNING & ECONOMIC DEVELOPMENT	32,896,380	34,726,420	1,830,040	5.6%	36,307,780	1,581,360	4.6%	37,642,590	1,334,810	3.7%
HEALTHY & SAFE COMMUNITIES										
HSC Administration	2,916,330	3,043,200	126,870	4.4%	3,158,390	115,190	3.8%	3,265,070	106,680	3.4%
Children's and Community Services	11,067,050	11,388,950	321,900	2.9%	11,752,440	363,490	3.2%	12,100,490	348,050	3.0%
Ontario Works	13,411,210	14,292,330	881,120	6.6%	15,169,400	877,070	6.1%	15,977,080	807,680	5.3%
Housing Services	60,401,610	69,614,430	9,212,820	15.3%	73,635,830	4,021,400	5.8%	78,385,350	4,749,520	6.5%
Long Term Care	12,791,920	14,286,720	1,494,800	11.7%	15,738,650	1,451,930	10.2%	17,139,180	1,400,530	8.9%
Recreation	37,713,550	38,790,590	1,077,040	2.9%	39,706,820	916,230	2.4%	40,728,600	1,021,780	2.6%
Hamilton Fire Department	100,967,230	104,479,760	3,512,530	3.5%	108,225,100	3,745,340	3.6%	112,242,610	4,017,510	3.7%
Hamilton Paramedic Service	31,683,300	32,747,730	1,064,430	3.4%	33,874,470	1,126,740	3.4%	34,935,500	1,061,030	3.1%
Public Health Services	14,774,680	18,400,780	3,626,100	24.5%	19,795,270	1,394,490	7.6%	21,168,330	1,373,060	6.9%
TOTAL HEALTHY & SAFE COMMUNITIES	285,726,880	307,044,490	21,317,610	7.5%	321,056,370	14,011,880	4.6%	335,942,210	14,885,840	4.6%
PUBLIC WORKS										
PW-General Administration	686,520	713,920	27,400	4.0%	739,500	25,580	3.6%	957,820	218,320	29.5%
Energy Fleet and Facilities	14,794,160	15,441,110	646,950	4.4%	15,797,500	356,390	2.3%	16,099,810	302,310	1.9%
Engineering Services	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Environmental Services	47,201,350	48,506,820	1,305,470	2.8%	49,559,430	1,052,610	2.2%	51,407,380	1,847,950	3.7%
Transit	93,605,200	99,718,520	6,113,320	6.5%	103,230,550	3,512,030	3.5%	108,397,750	5,167,200	5.0%
Transportation Operations & Maintenance	87,256,410	88,844,910	1,588,500	1.8%	90,464,510	1,619,600	1.8%	92,085,930	1,621,420	1.8%
Waste Management	49,399,640	51,138,560	1,738,920	3.5%	54,124,940	2,986,380	5.8%	57,279,240	3,154,300	5.8%
TOTAL PUBLIC WORKS	292,943,280	304,363,840	11,420,560	3.9%	313,916,430	9,552,590	3.1%	326,227,930	12,311,500	3.9%

CITY OF HAMILTON

2024 - 2026 MULTI YEAR OUTLOOK

	2023	2024			2025			2026		
	Preliminary Budget	\$	2024 vs 2023		\$	2025 vs 2024		\$	2026 vs 2025	
			\$	%		\$	%		\$	%
LEGISLATIVE										
Legislative General	(285,330)	(303,850)	(18,520)	(6.5)%	(321,220)	(17,370)	(5.7)%	(338,590)	(17,370)	(5.4)%
Mayors Office	1,250,010	1,278,640	28,630	2.3%	1,309,210	30,570	2.4%	1,339,830	30,620	2.3%
Volunteer Committee	120,730	120,730	0	0.0%	120,730	0	0.0%	120,730	0	0.0%
Ward Budgets	4,445,050	4,559,000	113,950	2.6%	4,677,120	118,120	2.6%	4,792,340	115,220	2.5%
TOTAL LEGISLATIVE	5,530,460	5,654,520	124,060	2.2%	5,785,840	131,320	2.3%	5,914,310	128,470	2.2%
CITY MANAGER										
Office of the City Auditor	1,246,660	1,455,880	209,220	16.8%	1,490,400	34,520	2.4%	1,524,200	33,800	2.3%
CMO - Admin	257,430	395,460	138,030	53.6%	407,710	12,250	3.1%	419,810	12,100	3.0%
Communication & Strategic Initiatives	2,697,720	2,775,020	77,300	2.9%	2,856,340	81,320	2.9%	2,935,790	79,450	2.8%
Digital & Innovation Office	257,660	318,870	61,210	23.8%	531,410	212,540	66.7%	743,610	212,200	39.9%
Government & Community Relations	992,640	1,015,240	22,600	2.3%	1,038,820	23,580	2.3%	1,062,010	23,190	2.2%
Human Resources	8,845,500	9,208,740	363,240	4.1%	9,448,340	239,600	2.6%	9,671,390	223,050	2.4%
TOTAL CITY MANAGER	14,297,610	15,169,210	871,600	6.1%	15,773,020	603,810	4.0%	16,356,810	583,790	3.7%
CORPORATE SERVICES										
City Clerk's Office	3,080,130	3,150,620	70,490	2.3%	3,223,990	73,370	2.3%	3,298,510	74,520	2.3%
Customer Service POA and Finl Integration	6,242,290	6,427,580	185,290	3.0%	6,618,590	191,010	3.0%	6,809,830	191,240	2.9%
Financial Serv Taxation and Corp Controller	4,484,900	4,573,530	88,630	2.0%	4,762,000	188,470	4.1%	4,935,490	173,490	3.6%
Legal Services and Risk Management	4,346,260	4,598,100	251,840	5.8%	4,834,490	236,390	5.1%	5,044,050	209,560	4.3%
Corporate Services Administration	344,030	352,920	8,890	2.6%	362,230	9,310	2.6%	371,420	9,190	2.5%
Financial Planning Admin & Policy	5,631,100	5,885,020	253,920	4.5%	6,131,850	246,830	4.2%	6,364,630	232,780	3.8%
Information Technology	17,506,370	18,631,750	1,125,380	6.4%	19,077,890	446,140	2.4%	19,478,770	400,880	2.1%
TOTAL CORPORATE SERVICES	41,635,080	43,619,520	1,984,440	4.8%	45,011,040	1,391,520	3.2%	46,302,700	1,291,660	2.9%
CORPORATE FINANCIALS - EXPENDITURES										
Corporate Initiatives	7,693,170	7,466,200	(226,970)	(3.0)%	6,912,220	(553,980)	(7.4)%	6,836,650	(75,570)	(1.1)%
Corporate Pensions, Benefits & Contingency	17,470,240	16,747,400	(722,840)	(4.1)%	17,964,510	1,217,110	7.3%	19,225,850	1,261,340	7.0%
TOTAL CORPORATE FINANCIALS - EXPENDITURES	25,163,410	24,213,600	(949,810)	(3.8)%	24,876,730	663,130	2.7%	26,062,500	1,185,770	4.8%
HAMILTON ENTERTAINMENT FACILITIES										
Operating	150,000	152,960	2,960	2.0%	156,480	3,520	2.3%	160,080	3,600	2.3%
TOTAL HAMILTON ENTERTAINMENT FACILITIES	150,000	152,960	2,960	2.0%	156,480	3,520	2.3%	160,080	3,600	2.3%
TOTAL CITY EXPENDITURES	698,343,100	734,944,560	36,601,460	5.2%	762,883,690	27,939,130	3.8%	794,609,130	31,725,440	4.2%

CITY OF HAMILTON

2024 - 2026 MULTI YEAR OUTLOOK

	2023	2024			2025			2026		
	Preliminary Budget	\$	2024 vs 2023		\$	2025 vs 2024		\$	2026 vs 2025	
			\$	%		\$	%		\$	%
CAPITAL FINANCING										
Debt-Healthy & Safe Communities	1,168,800	2,309,070	1,140,270	97.6%	2,309,070	0	0.0%	2,309,070	0	0.0%
Debt-Infrastructure Renewal Levy	13,428,870	13,428,870	0	0.0%	13,428,870	0	0.0%	13,428,870	0	0.0%
Debt-Corporate Financials	105,910,620	113,998,670	8,088,050	7.6%	127,641,670	13,643,000	12.0%	139,759,670	12,118,000	9.5%
Debt-Planning & Economic Development	1,304,270	1,168,790	(135,480)	(10.4)%	1,168,790	0	0.0%	1,168,790	0	0.0%
Debt-Public Works	33,164,500	35,896,650	2,732,150	8.2%	35,896,650	0	0.0%	35,896,650	0	0.0%
TOTAL CAPITAL FINANCING	154,977,060	166,802,050	11,824,990	7.6%	180,445,050	13,643,000	8.2%	192,563,050	12,118,000	6.7%
BOARDS & AGENCIES										
Police Services										
Operating	188,620,000	194,278,600	5,658,600	3.0%	200,106,958	5,828,358	3.0%	206,110,167	6,003,209	3.0%
Capital	1,214,000	1,214,000	0	0.0%	1,214,000	0	0.0%	1,214,000	0	0.0%
Total Police Services	189,834,000	195,492,600	5,658,600	3.0%	201,320,958	5,828,358	3.0%	207,324,167	6,003,209	3.0%
Other Boards & Agencies										
Library	33,861,320	34,805,300	943,980	3.6%	35,811,080	1,005,780	2.9%	36,784,390	973,310	2.7%
Conservation Authorities	9,107,950	9,288,270	180,320	2.0%	9,472,200	183,930	2.0%	9,659,810	187,610	2.0%
MPAC	7,119,260	7,261,650	142,390	2.0%	7,406,880	145,230	2.0%	7,555,020	148,140	2.0%
Hamilton Beach Rescue Unit	143,050	145,910	2,860	2.0%	148,830	2,920	2.0%	151,830	3,000	2.0%
Royal Botanical Gardens	673,570	687,040	13,470	2.0%	700,780	13,740	2.0%	715,000	14,220	2.0%
Farmers Market	242,280	266,730	24,450	10.1%	304,770	38,040	14.3%	317,850	13,080	4.3%
Total Other Boards & Agencies	51,147,430	52,454,900	1,307,470	2.6%	53,844,540	1,389,640	2.6%	55,183,900	1,339,360	2.5%
Capital Financing - Other Boards & Agencies	198,000	198,000	0	0.0%	198,000	0	0.0%	198,000	0	0.0%
City Enrichment Fund	6,088,400	6,088,400	0	0.0%	6,088,410	10	0.0%	6,088,410	0	0.0%
TOTAL BOARDS & AGENCIES	247,267,830	254,233,900	6,966,070	2.8%	261,451,908	7,218,008	2.8%	268,794,477	7,342,569	2.8%
TOTAL EXPENDITURES	1,100,587,990	1,155,980,510	55,392,520	5.0%	1,204,780,648	48,800,138	4.2%	1,255,966,657	51,186,009	4.2%

CITY OF HAMILTON

2024 - 2026 MULTI YEAR OUTLOOK

	2023	2024			2025			2026		
	Preliminary Budget	\$	2024 vs 2023		\$	2025 vs 2024		\$	2026 vs 2025	
			\$	%		\$	%		\$	%
NON PROGRAM REVENUES										
Payment In Lieu	(17,518,600)	(17,518,600)	0	0.0%	(17,518,600)	0	0.0%	(17,518,600)	0	0.0%
Penalties and Interest	(11,500,000)	(11,500,000)	0	0.0%	(11,500,000)	0	0.0%	(11,500,000)	0	0.0%
Right of Way	(3,229,500)	(3,229,500)	0	0.0%	(3,229,500)	0	0.0%	(3,229,500)	0	0.0%
Senior Tax Credit	534,100	534,100	0	0.0%	534,100	0	0.0%	534,100	0	0.0%
Supplementary Taxes	(10,130,000)	(10,130,000)	0	0.0%	(10,130,000)	0	0.0%	(10,130,000)	0	0.0%
Tax Remissions and Write Offs	9,790,000	9,790,000	0	0.0%	9,790,000	0	0.0%	9,790,000	0	0.0%
Hydro Dividend and Other Interest	(6,567,700)	(6,567,700)	0	0.0%	(6,567,700)	0	0.0%	(6,567,700)	0	0.0%
Investment Income	(4,800,000)	(4,800,000)	0	0.0%	(4,800,000)	0	0.0%	(4,800,000)	0	0.0%
Slot Revenues	(5,200,000)	(5,200,000)	0	0.0%	(5,200,000)	0	0.0%	(5,200,000)	0	0.0%
POA Revenues	(2,697,910)	(2,832,260)	(134,350)	5.0%	(2,902,660)	(70,400)	2.5%	(2,961,510)	(58,850)	2.0%
TOTAL NON PROGRAM REVENUES	(51,319,610)	(51,453,960)	(134,350)	(0.3)%	(51,524,360)	(70,400)	(0.1)%	(51,583,210)	(58,850)	(0.1)%
TOTAL LEVY REQUIREMENT	1,049,268,380	1,104,526,550	55,258,170	5.3%	1,153,256,288	48,729,738	4.4%	1,204,383,447	51,127,159	4.4%