

PRELIMINARY



Hamilton

CITY OF HAMILTON

BUDGET AND MULTI-YEAR OUTLOOK

2023

CONTENTS

| | PAGE |
|------------------------------------|-------------|
| Budget Book Report | 3 |
| Net Levy Summary | 29 |
| Cost Category Summary | 35 |
| Complement Summary | 37 |
| Departmental Budget Summaries | 43 |
| Planning and Economic Development | 44 |
| Healthy and Safe Communities | 84 |
| Public Works | 126 |
| City Manager's Office | 159 |
| Corporate Services | 186 |
| Non Program Expenditures & Revenue | 219 |
| Hamilton Entertainment Facilities | 227 |
| Legislative | 230 |
| Boards & Agencies | 234 |
| Capital Financing | 248 |
| City Enrichment Fund | 255 |
| Operating Impacts of Capital | 258 |
| Council Referred Items | 265 |
| Business Cases | 285 |
| Multi-Year Outlook | 308 |

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

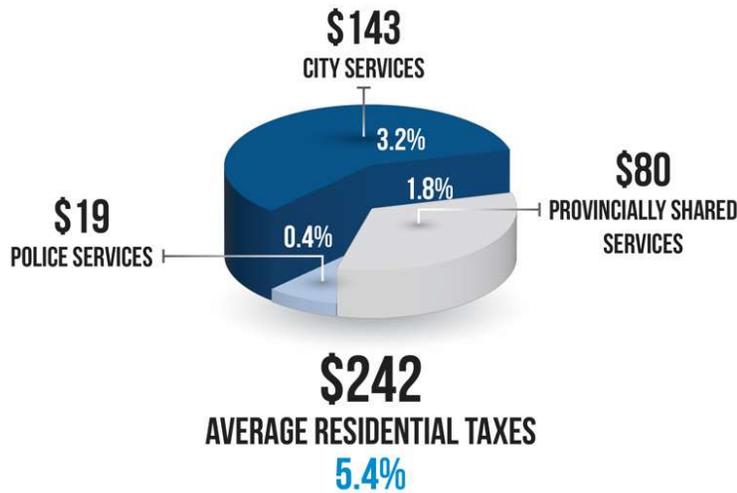
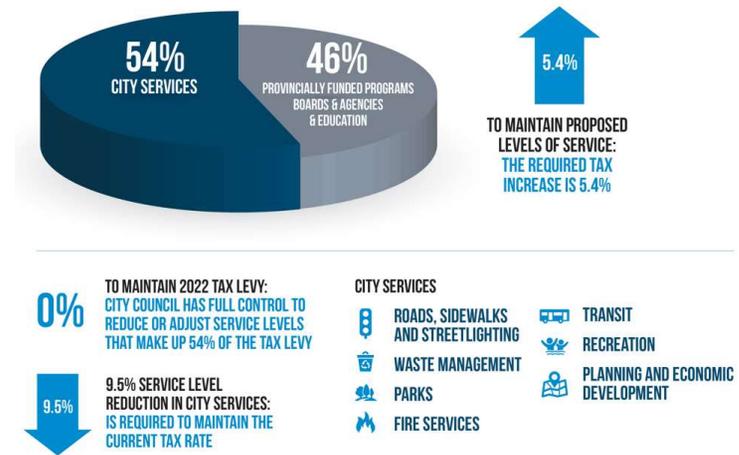


FIGURE 2

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 \$94.7M 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;

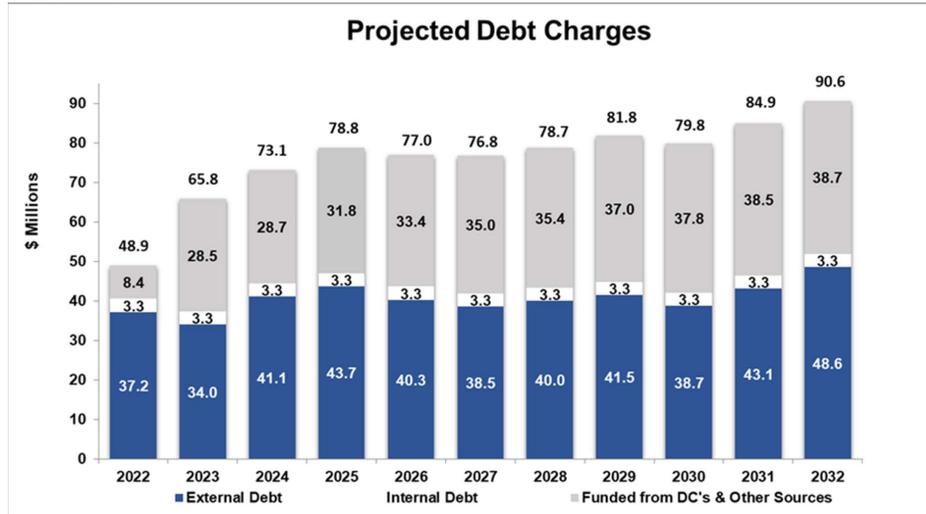
3. All discretionary program blocks have been increased by the cumulative Non-Residential Construction Price Index for the years 2012 through 2021 and at an estimated rate of inflation for all subsequent years beginning in 2022. This ensures that program areas maintain the same level of investment in 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

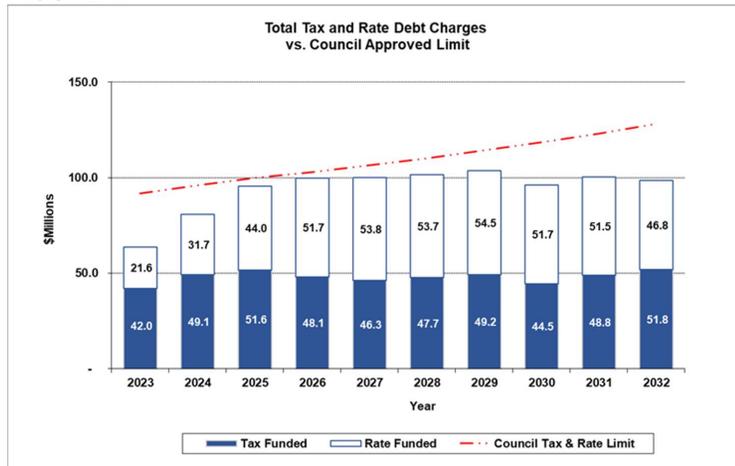
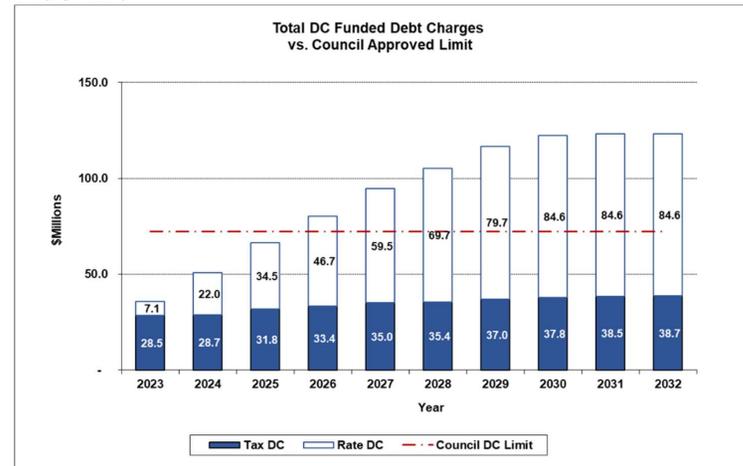


FIGURE 5



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 | 2022 | 2023 | Change | Change |
|--|--------------------|--------------------|--------------------|-------------------|--------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| 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 | 2022 | 2023 | Change | Change |
|---|--------------------|--------------------|--------------------|-------------------|--------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| 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 | 2022 | 2023 | Change | Change |
|--|-----------------|-----------------|--------------------|--------------|-------------|
| | Approved Budget | Restated Budget | Preliminary Budget | in FTE | % |
| 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 | 2022 | 2023 | Change | Change |
|--|-----------------|-----------------|--------------------|--------------|-------------|
| | Approved Budget | Restated Budget | Preliminary Budget | in FTE | % |
| 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 | 2022 | 2023 | Change | Change |
|--|-----------------|-----------------|--------------------|--------------|-------------|
| | Approved Budget | Restated Budget | Preliminary Budget | in FTE | % |
| 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 | 2022 | 2023 | Change | Change |
|--|-----------------|-----------------|--------------------|-------------|-------------|
| | Approved Budget | Restated Budget | Preliminary Budget | in FTE | % |
| 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 | 2022 | 2023 | Change | Change |
|---|-----------------|-----------------|--------------------|---------------|-------------|
| | Approved Budget | Restated Budget | Preliminary Budget | in FTE | % |
| 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

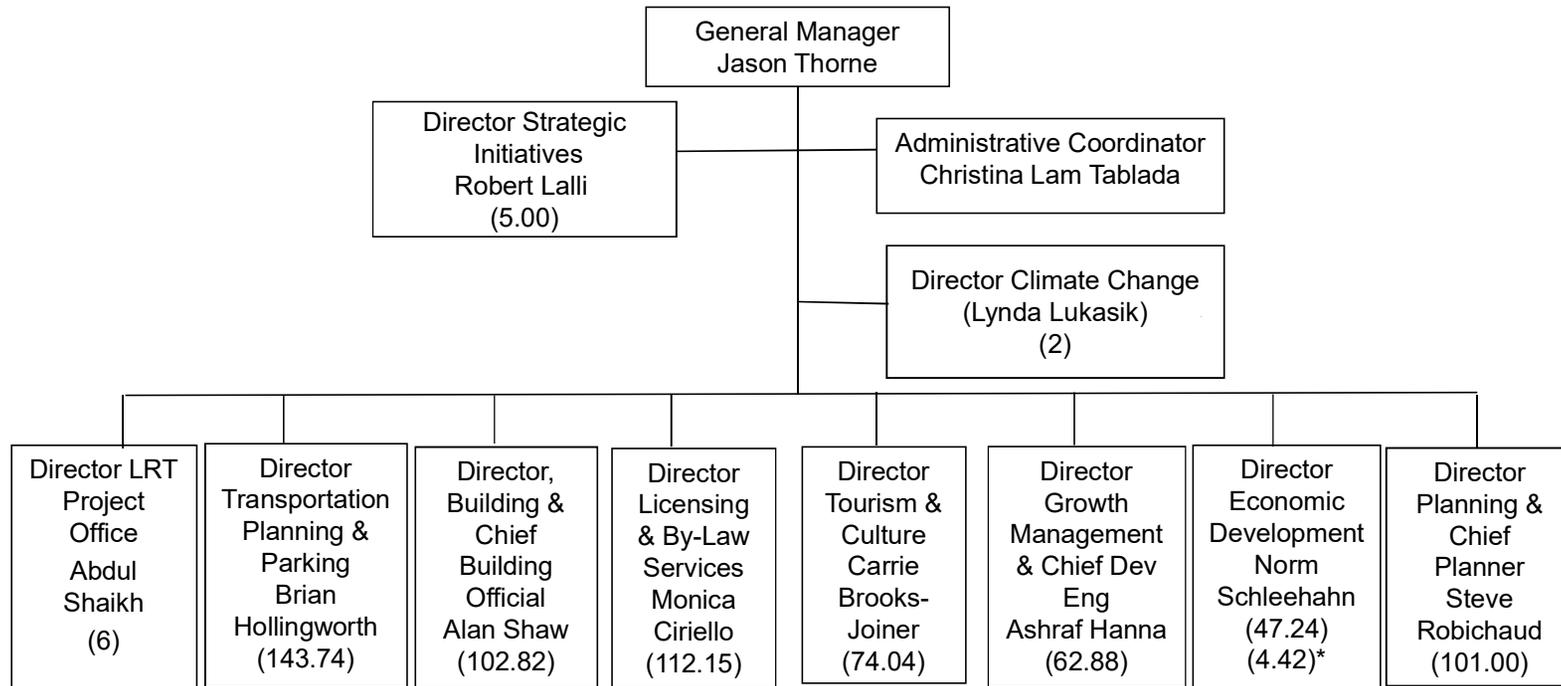
CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK

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

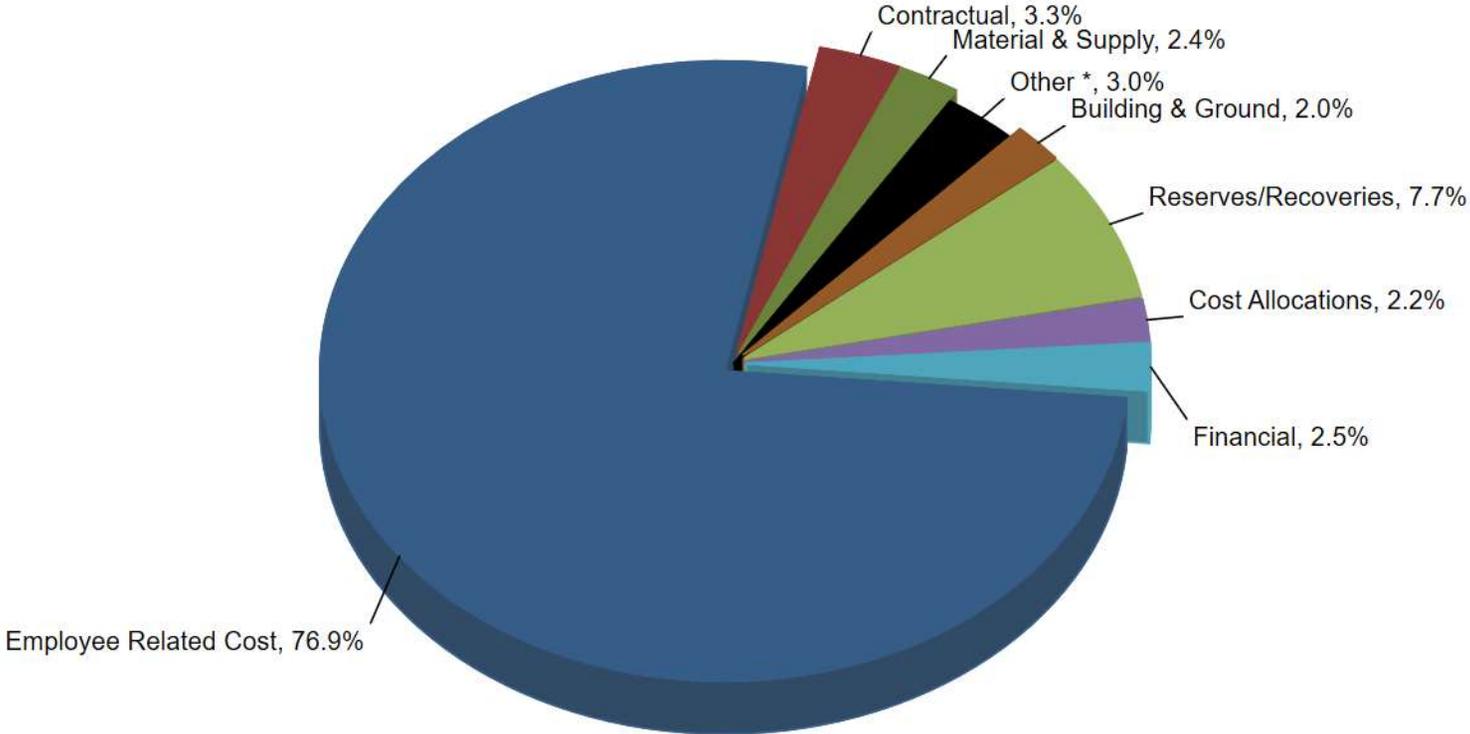
Planning & Economic Development

| | 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% |

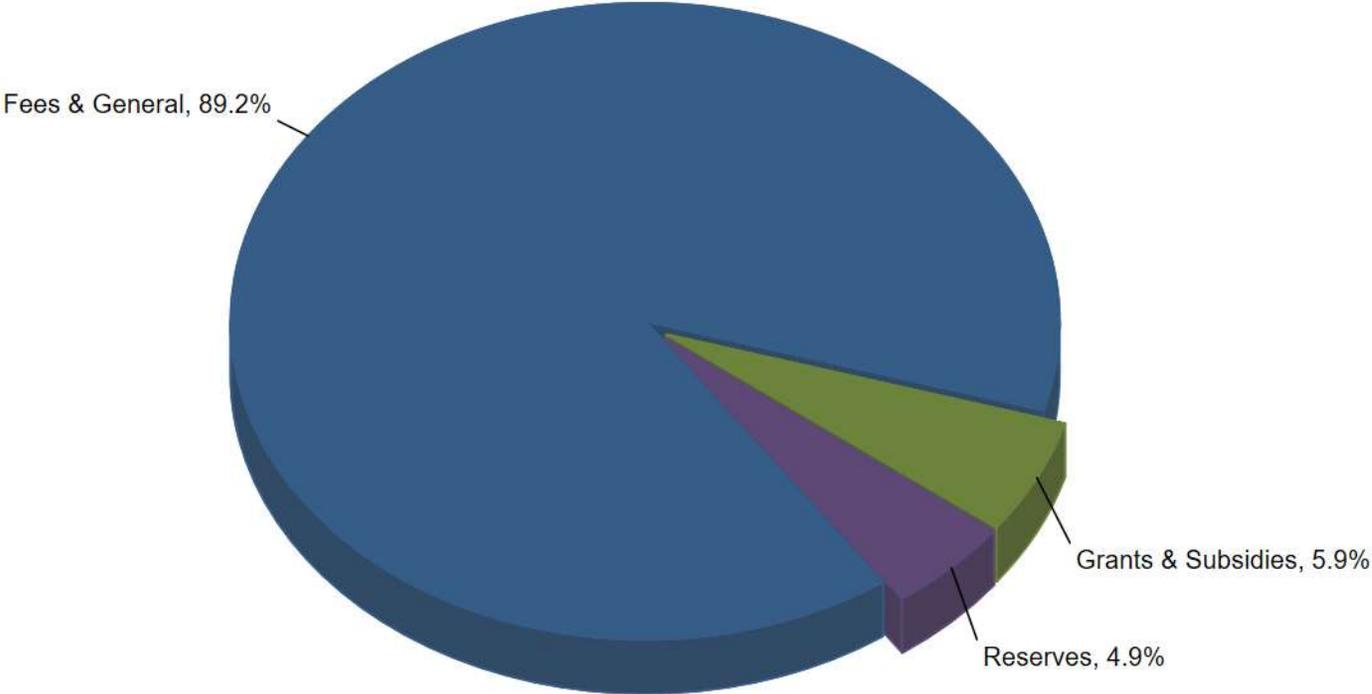
Planning & Economic Development

| | 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

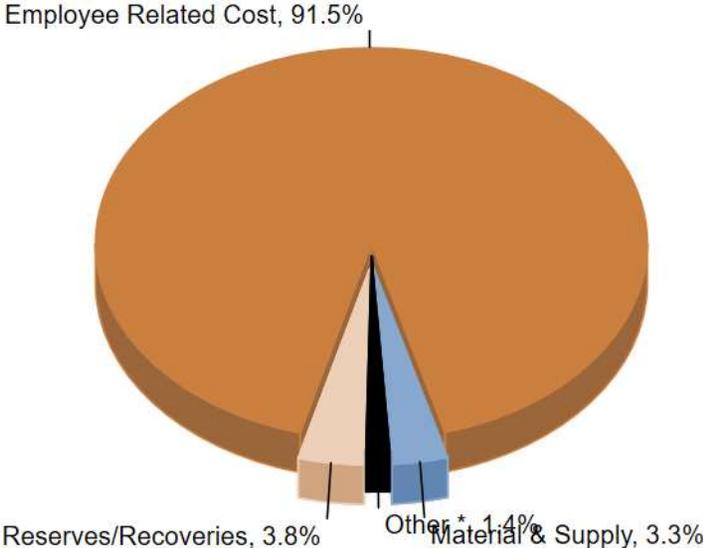
| | 2023 Preliminary Budget Gross | 2023 Preliminary Budget Net | 2024 Preliminary Gross | 2024 Preliminary Net | 2025 Preliminary Gross | 2025 Preliminary Net | 2026 Preliminary Gross | 2026 Preliminary Net |
|--|-------------------------------------|-----------------------------------|------------------------------|-------------------------|------------------------------|-------------------------|------------------------------|-------------------------|
| 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

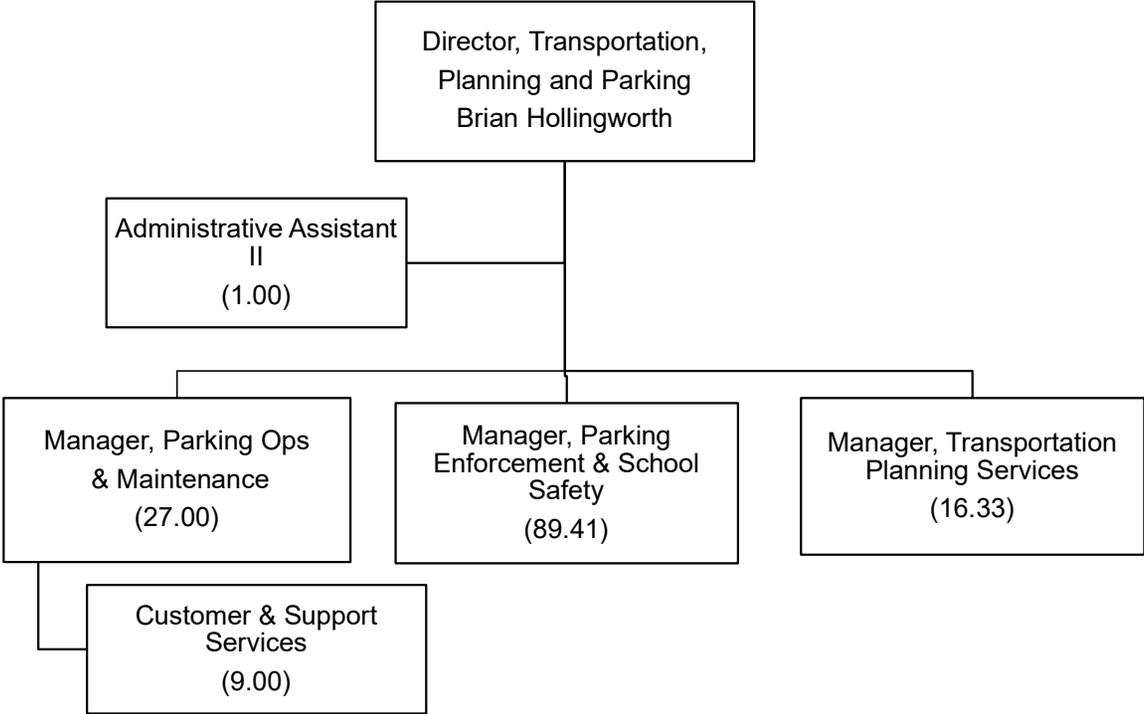
| | 2021 | 2022 | 2023 | Change | Change |
|------------------------------|-------------------|---------------------|---------------------|-------------------|--------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Strategic Initiatives | \$ 281,525 | \$ 388,369 | \$ 437,253 | \$ 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.

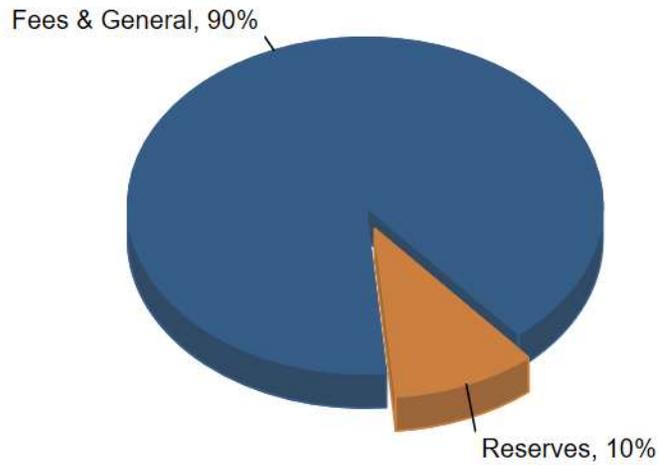
| | 2021 | 2022 | 2023 | Change | Change |
|--|---------------------|---------------------|---------------------|------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Transportation Planning | \$ 1,429,419 | \$ 2,019,523 | \$ 2,322,075 | \$ 302,552 | 15.0% |
| 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

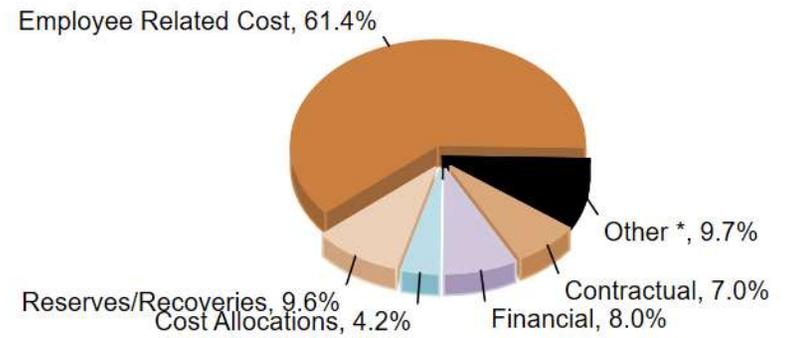
| | 2021 | 2022 | 2023 | Change | Change |
|------------------------------|---------------------|---------------------|---------------------|------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Employee Related Cost | \$ 9,373,205 | \$ 10,614,843 | \$ 11,217,135 | \$ 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% |

Transportation Planning and Parking

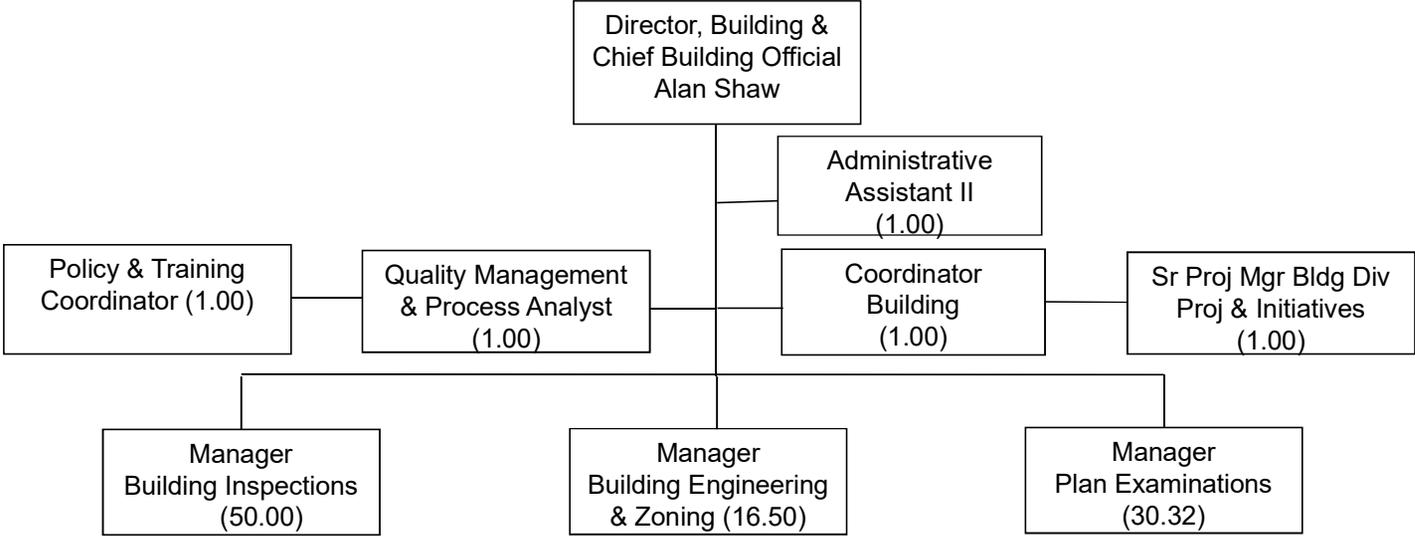
2023 Restated Budget Revenues



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

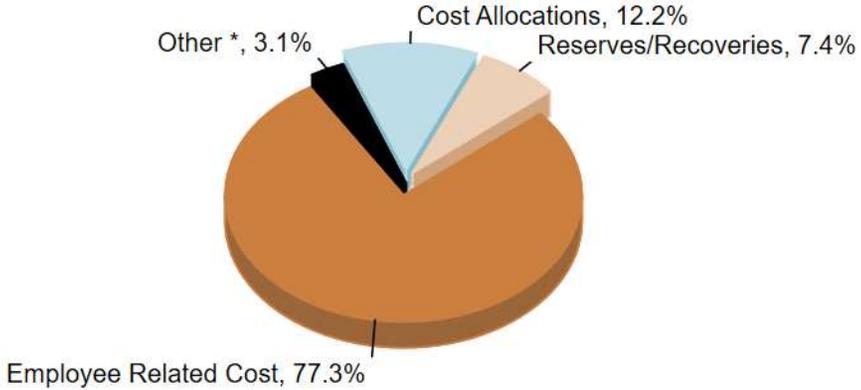
The Building Division's primary roles are issuing building permits and performing related inspections to enforce the Ontario Building Code Act and its corresponding regulation, the Ontario Building Code (OBC). The OBC is essentially a set of minimum provisions regarding the safety of buildings with reference 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% |

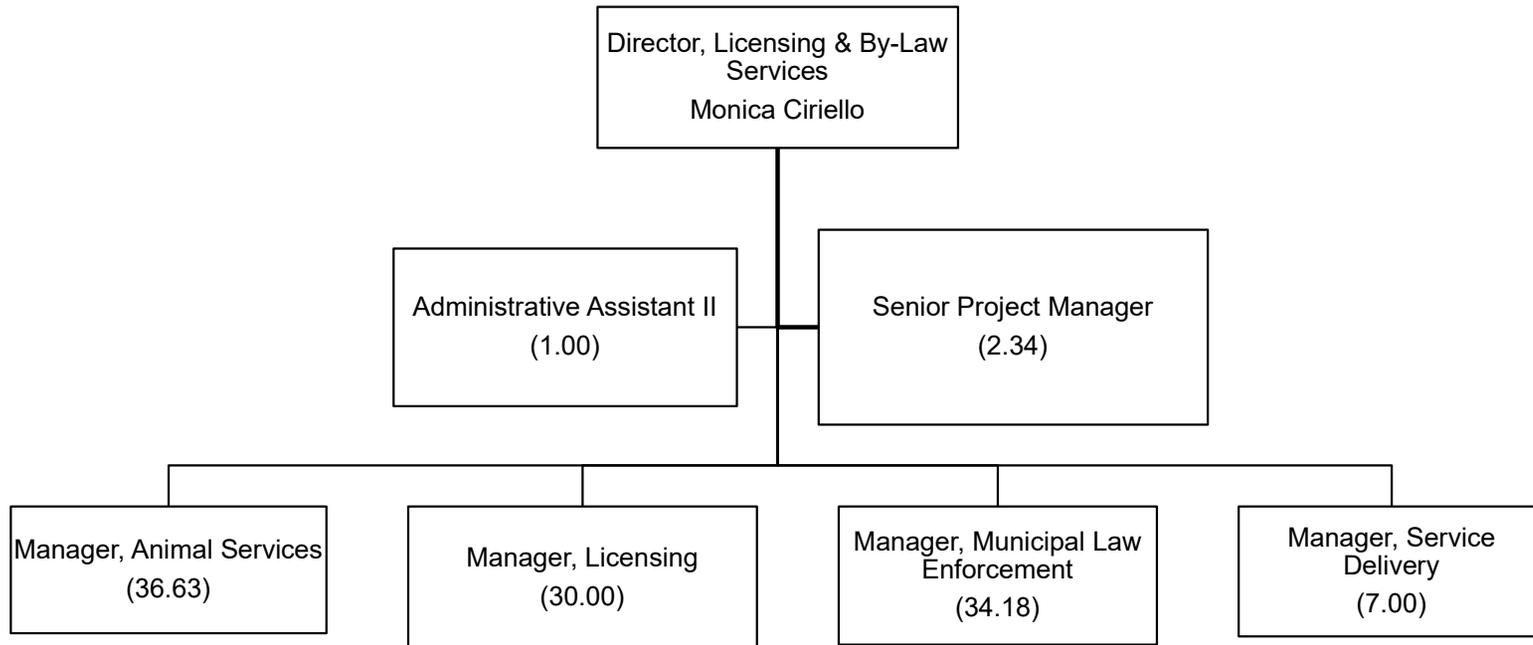
Building

| | 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.

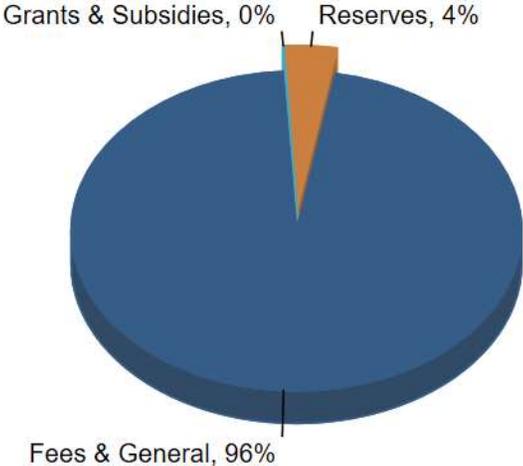
| | 2021 | 2022 | 2023 | Change | Change |
|--|---------------------|---------------------|---------------------|-------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Service Delivery | \$ 709,890 | \$ 669,333 | \$ 728,399 | \$ 59,066 | 8.8% |
| Animal Services | 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

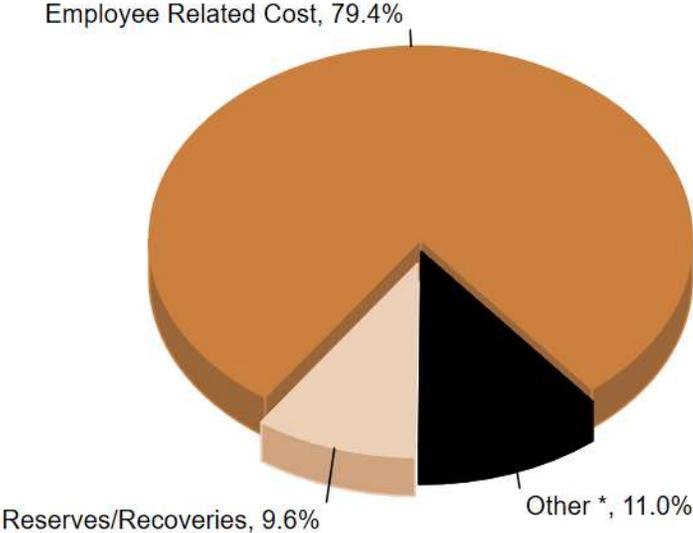
| | 2021 | 2022 | 2023 | Change | Change |
|------------------------------|---------------------|---------------------|---------------------|-------------------|--------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Employee Related Cost | \$ 10,731,408 | \$ 10,521,625 | \$ 11,157,462 | \$ 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% |

Licensing & By-Law Services

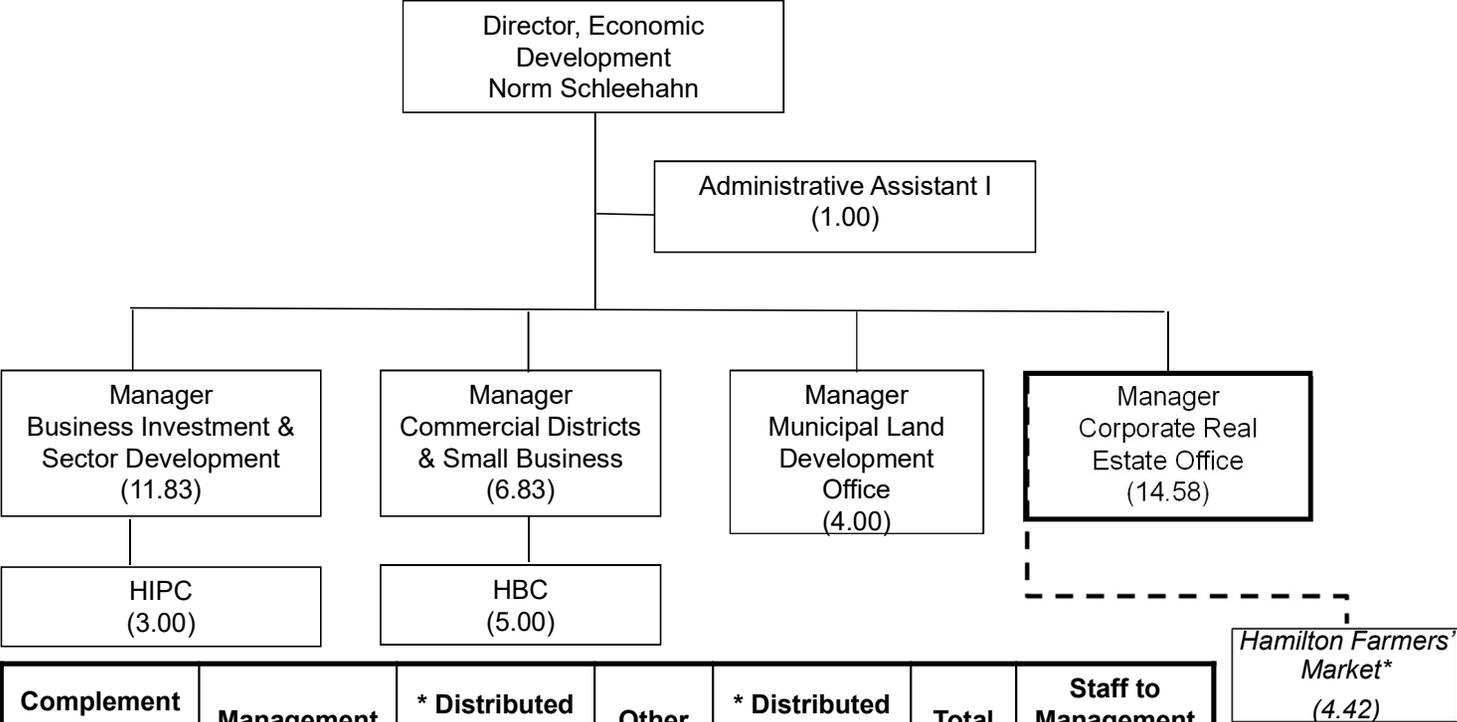
2023 Restated Budget Revenues



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.

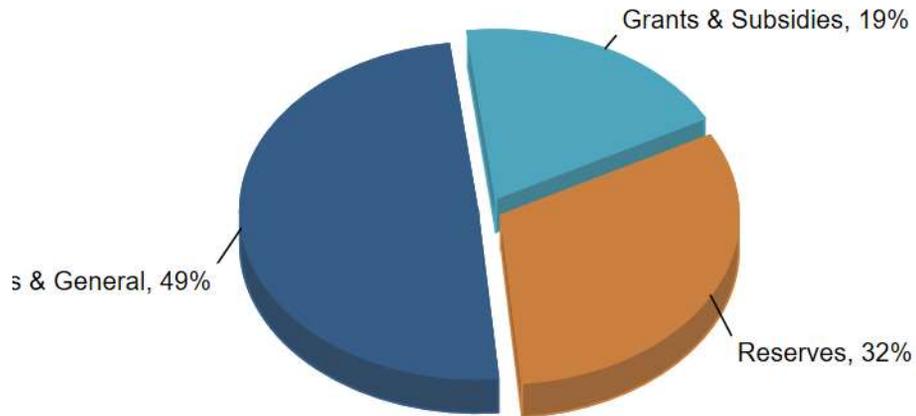
| | 2021 | 2022 | 2023 | Change | Change |
|---|---------------------|---------------------|---------------------|-------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Corporate Real Estate Office | \$ 948,040 | \$ 500,634 | \$ 421,677 | \$ (78,957) | (15.8)% |
| 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

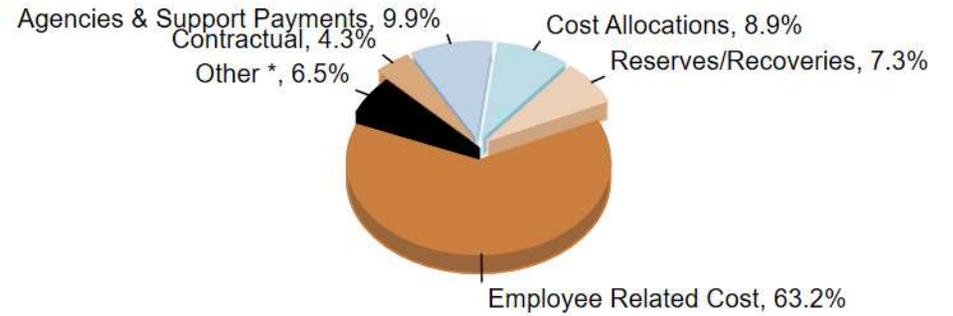
| | 2021 | 2022 | 2023 | Change | Change |
|------------------------------|---------------------|---------------------|---------------------|-------------------|--------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Employee Related Cost | \$ 5,879,932 | \$ 6,550,540 | \$ 6,788,434 | \$ 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% |

Economic Development

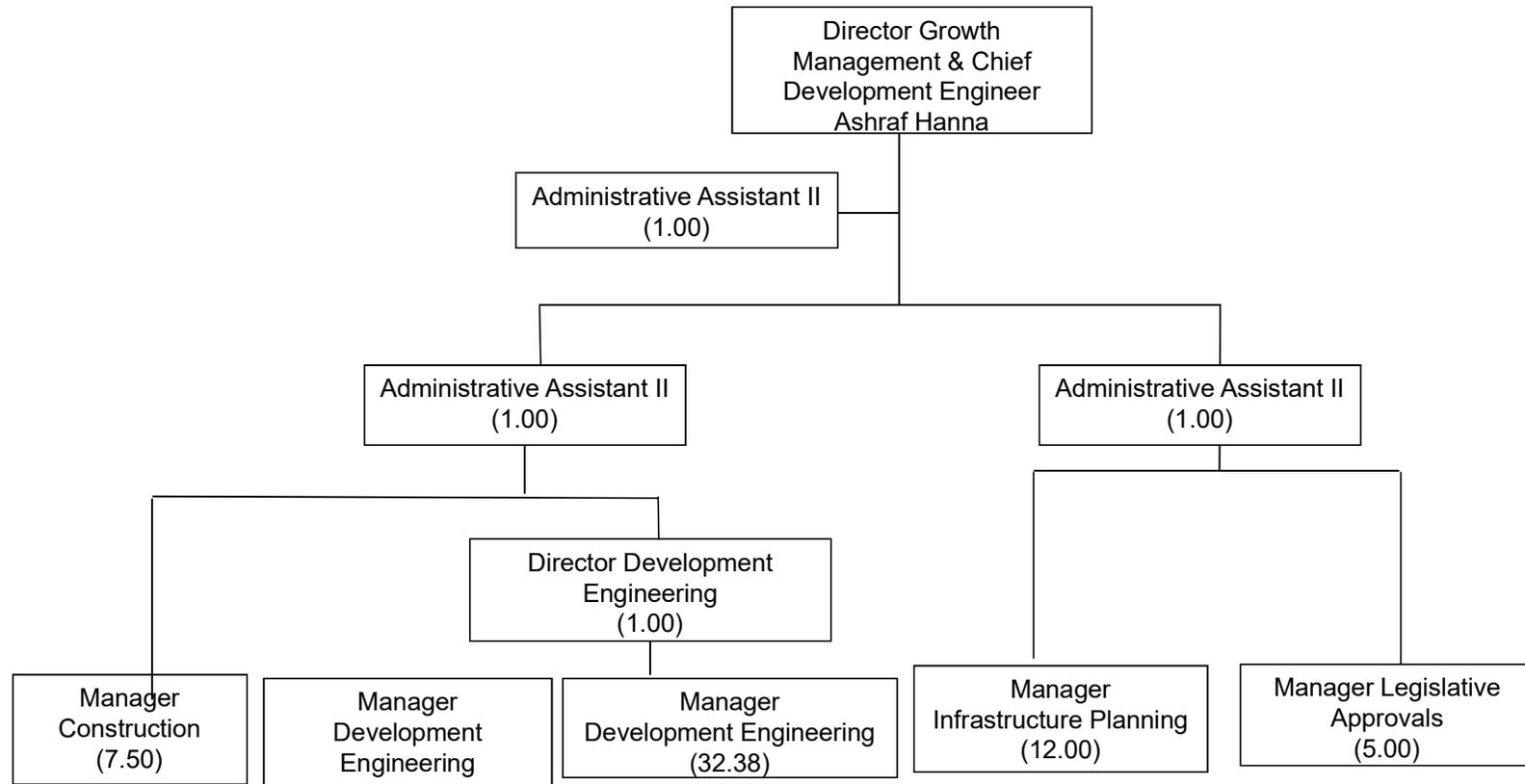
2023 Restated Budget Revenues



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.

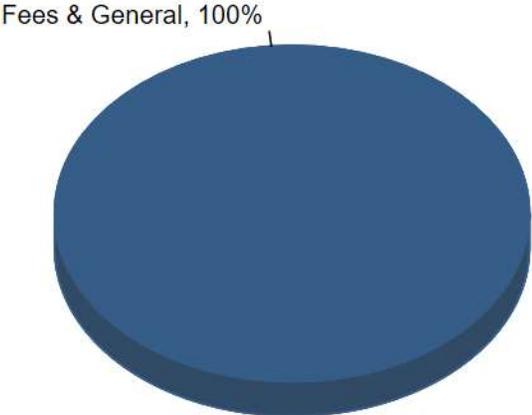
| | 2021 | 2022 | 2023 | Change | Change |
|------------------------------------|-------------------|-------------------|--------------------|------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Director & Admin Growth Management | \$ 155,116 | \$ (15,694) | \$ 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

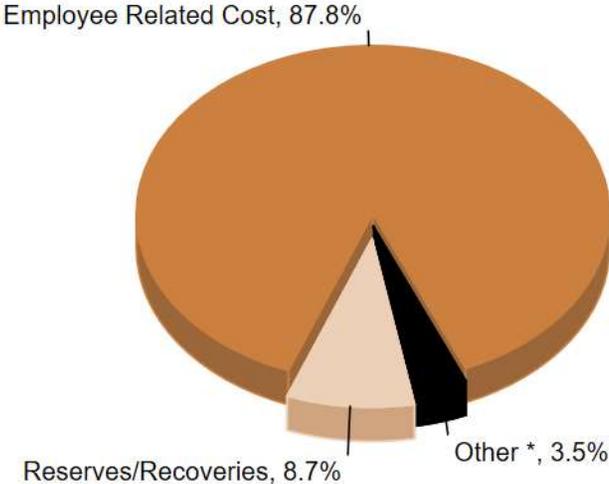
| | 2021 | 2022 | 2023 | Change | Change |
|------------------------------|--------------------|--------------------|--------------------|------------------|--------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Employee Related Cost | \$ 6,073,854 | \$ 7,232,913 | \$ 7,849,527 | \$ 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% |

Growth Management

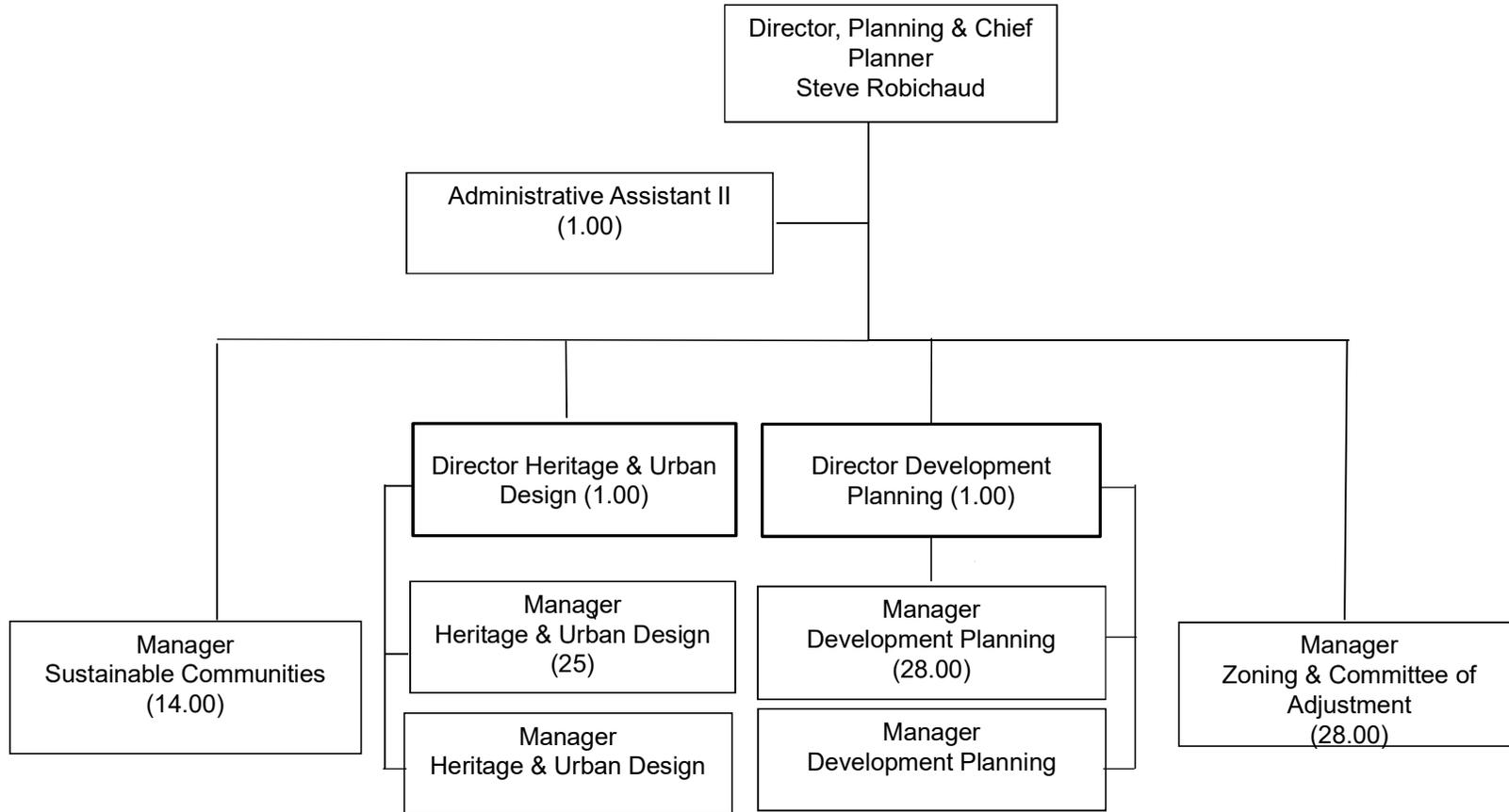
2023 Restated Budget Revenues



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

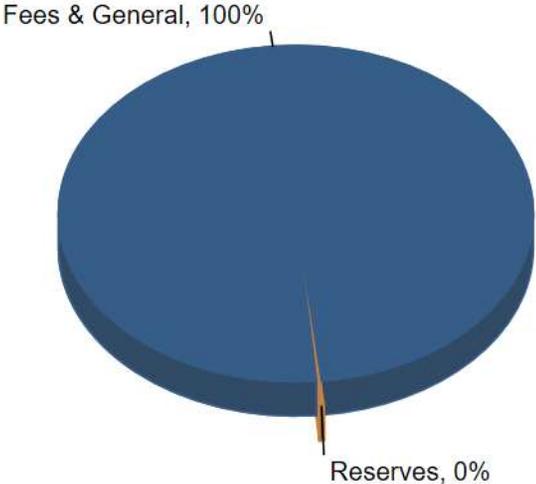
The Planning Division prepares and implements land use plans and strategies, which contribute to quality development, quality of life, and a good business environment for our community. The Division accomplishes this by the formulation and implementation of planning related legislation policies, regulations, 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% |

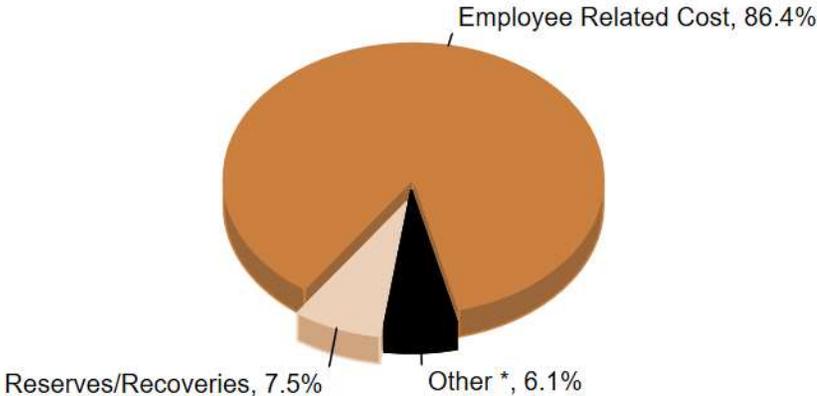
Planning

| | 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% |

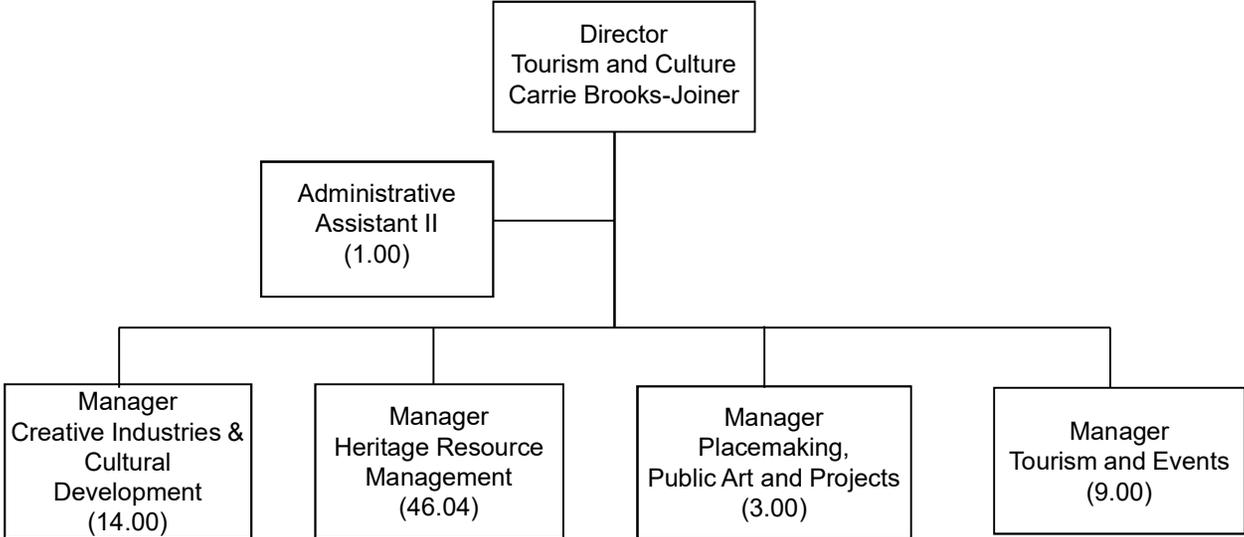
2023 Restated Budget Revenues



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

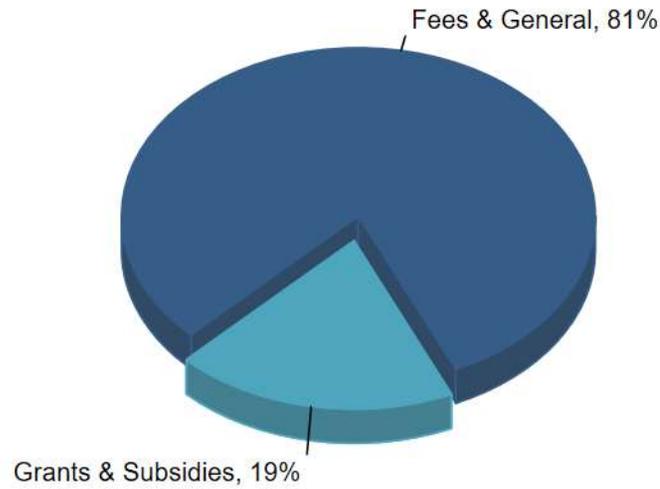
The work of the Tourism and Culture Division cultivates a love for Hamilton by strengthening and celebrating the City’s tourism and cultural resources to further the local quality of life and economic prosperity. The major strategies that drive the work performed by the division include the City of Hamilton 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% |

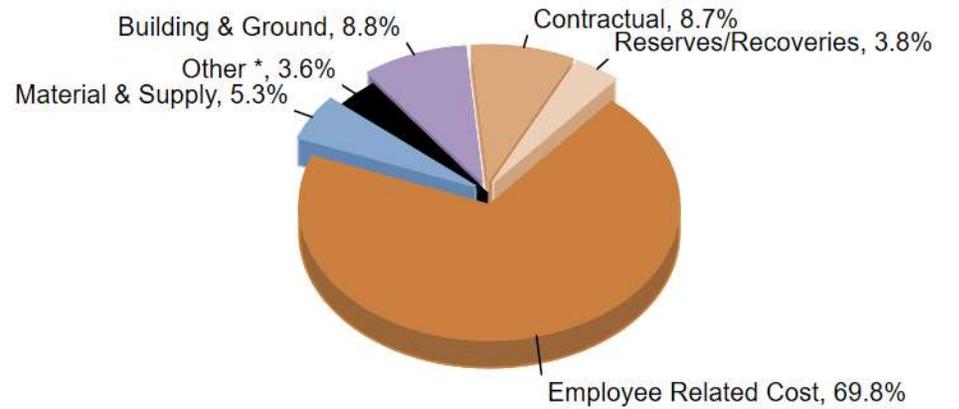
Tourism & Culture

| | 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 | - | -% |

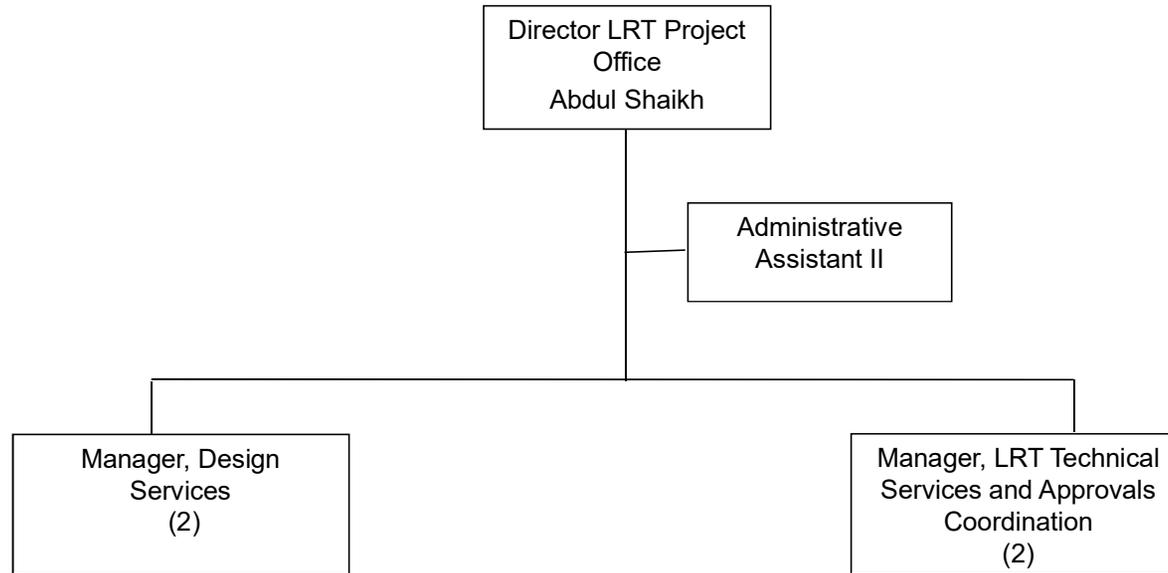
2023 Restated Budget Revenues



2023 Restated Budget Expenses



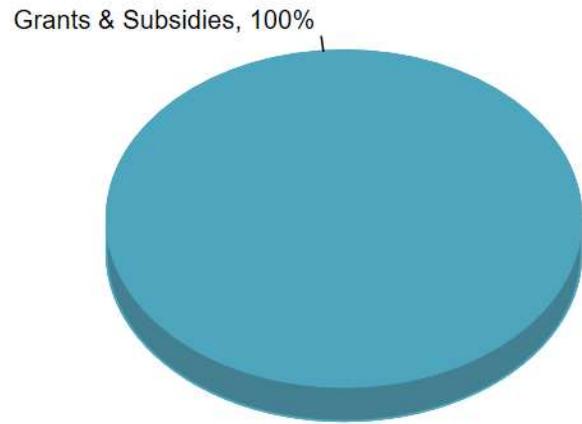
LIGHT RAIL TRANSIT (LRT)



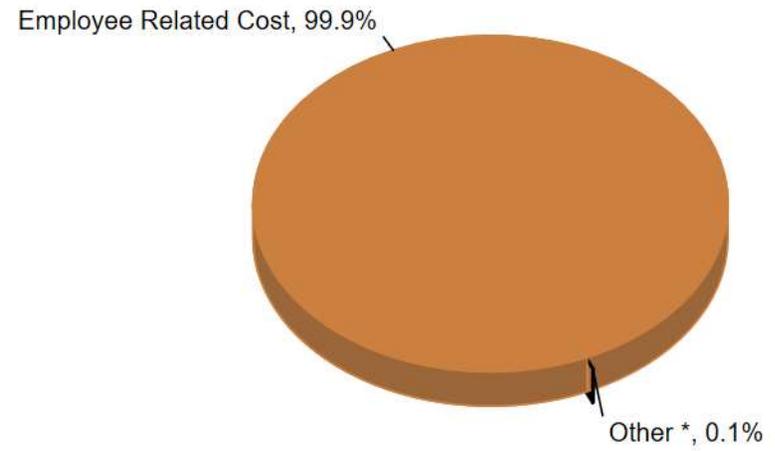
| Complement (FTE) | Management | Other | Total | Staff to Management Ratio |
|------------------|------------|-------|-------|---------------------------|
| 2022 | 0.00 | 0.00 | 0.00 | |
| 2023 | 3.00 | 3.00 | 6.00 | 1:1 |
| Change | 3.00 | 3.00 | 6.00 | |

| | 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

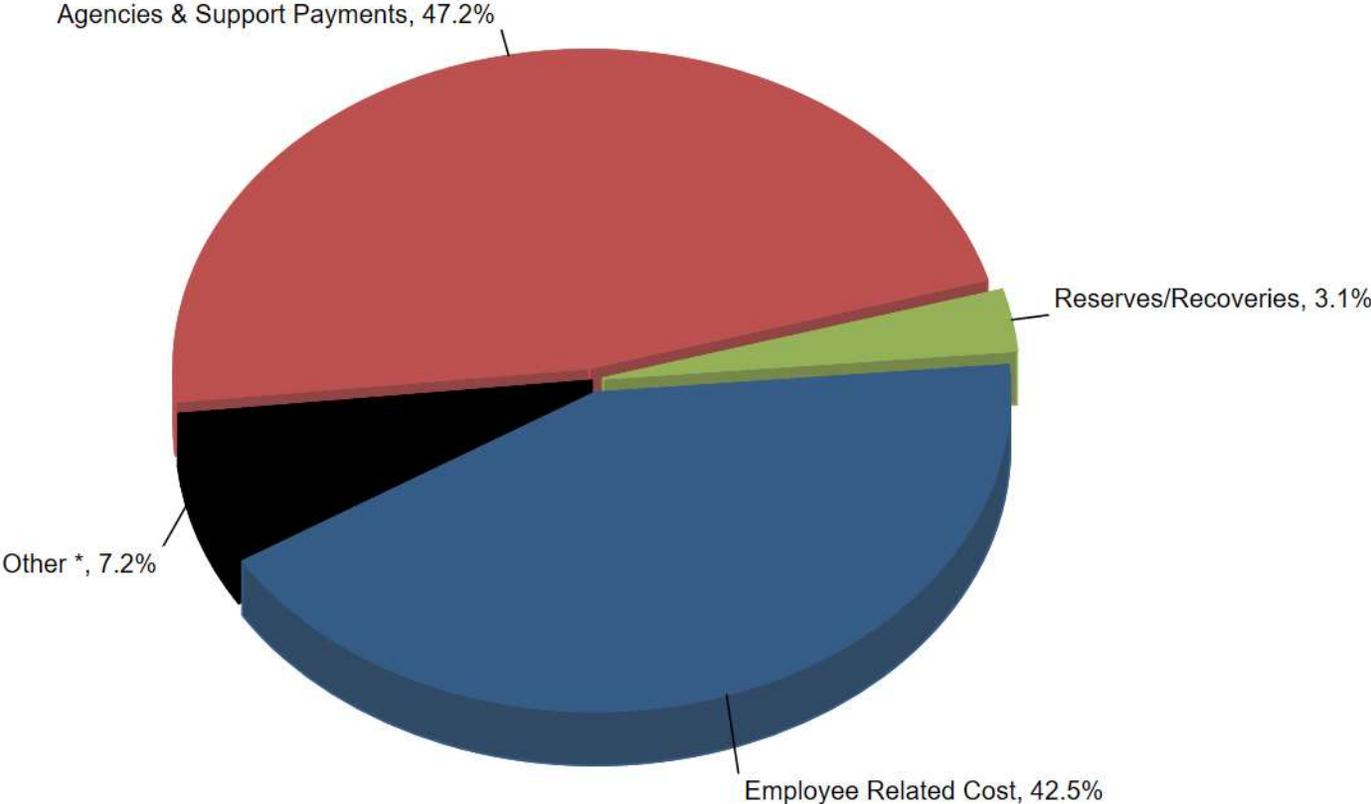
| | 2021 | 2022 | 2023 | Change | Change |
|---|-----------------------|-----------------------|----------------------|----------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| HSC Administration | \$ 2,962,493 | \$ 3,066,969 | \$ 2,916,328 | \$ (150,641) | (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)% |

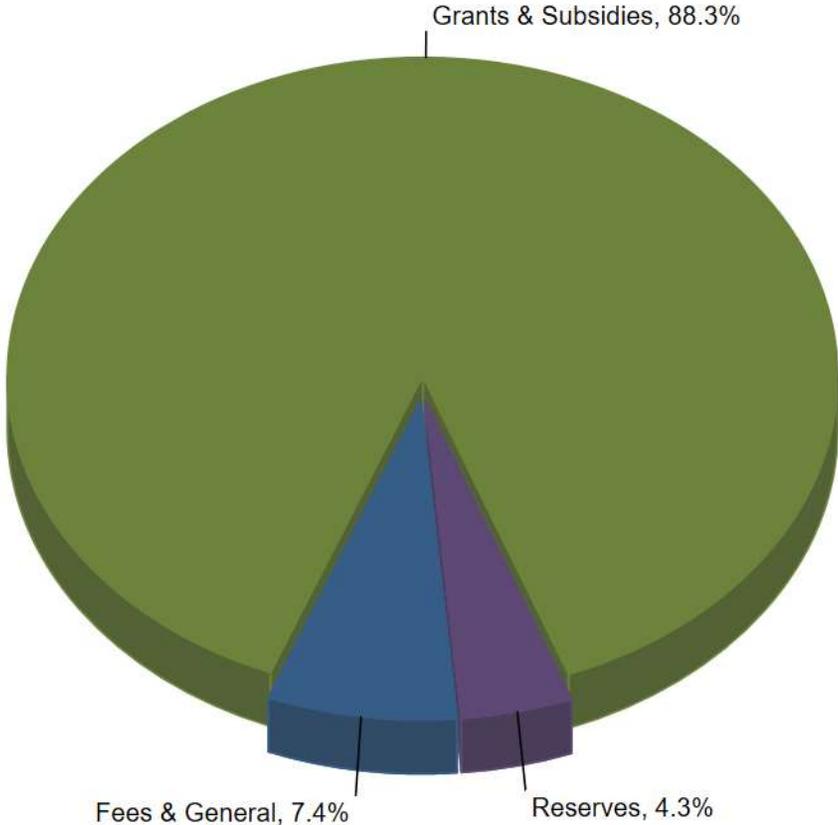
Healthy & Safe Communities

| | 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 Expenses



2023 Preliminary Budget Revenues

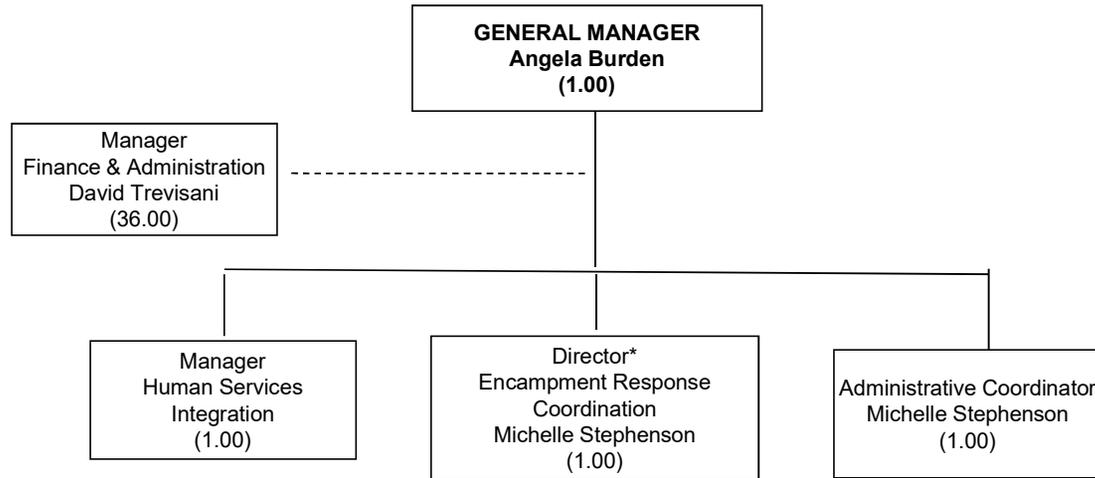


CITY OF HAMILTON 2024 - 2026 MULTI YEAR OUTLOOK BY DIVISION

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

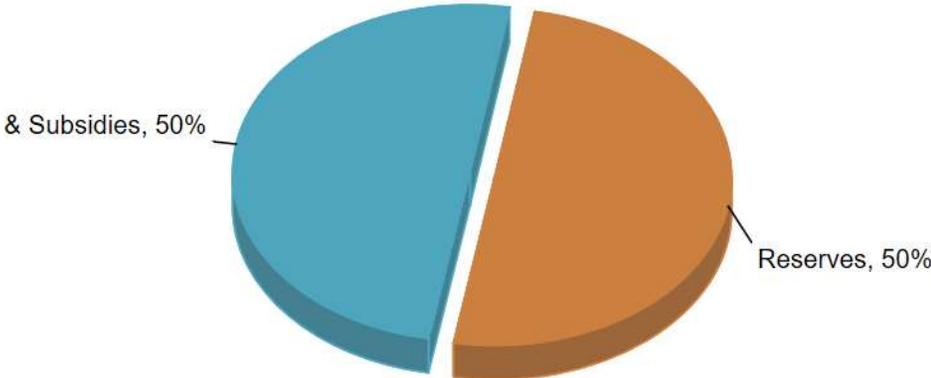
| Complement (FTE) | Management | Other | Total | Staff to Mgt Ratio |
|------------------|------------|-------|-------|--------------------|
| 2022 | 3.00 | 36.00 | 39.00 | 12.00:1 |
| 2023 | 3.00 | 36.00 | 39.00 | 12.00:1 |
| Change | 0.00 | 0.00 | 0.00 | |

HSC Administration

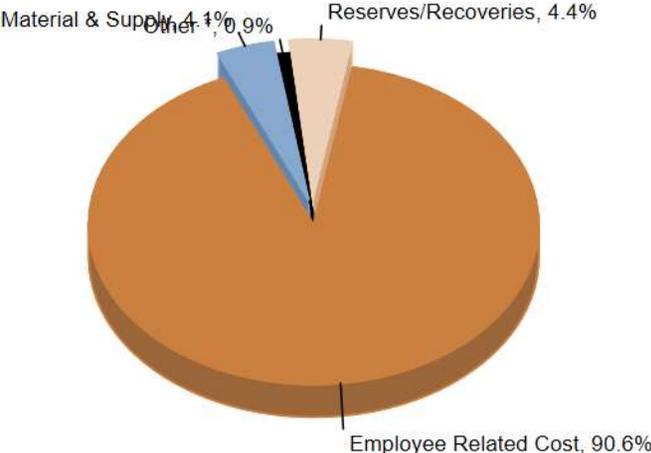
| | 2021 | 2022 | 2023 | Change | Change |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|---------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| HSC - Finance & Administration | \$ 2,063,551 | \$ 2,204,677 | \$ 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 | - | -% |

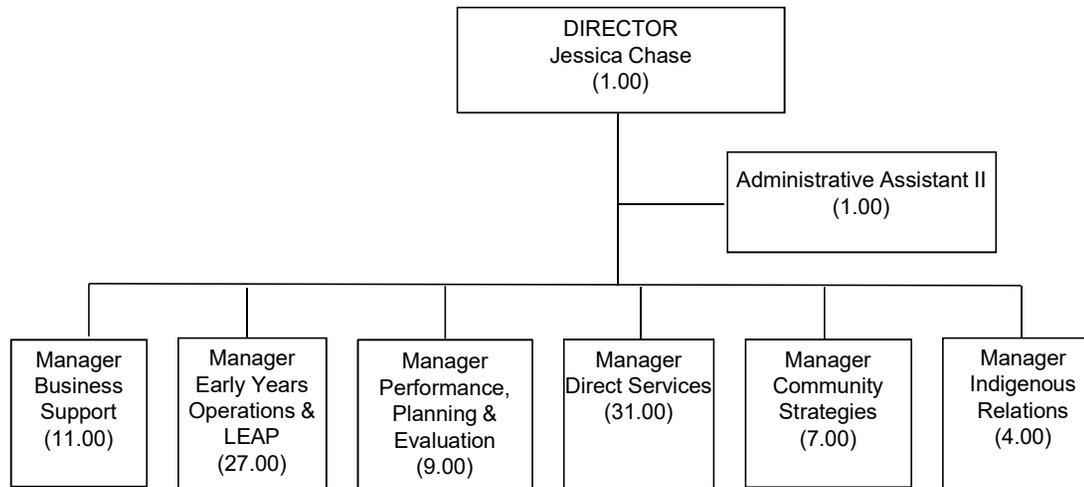
2023 Restated Budget Revenues



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.

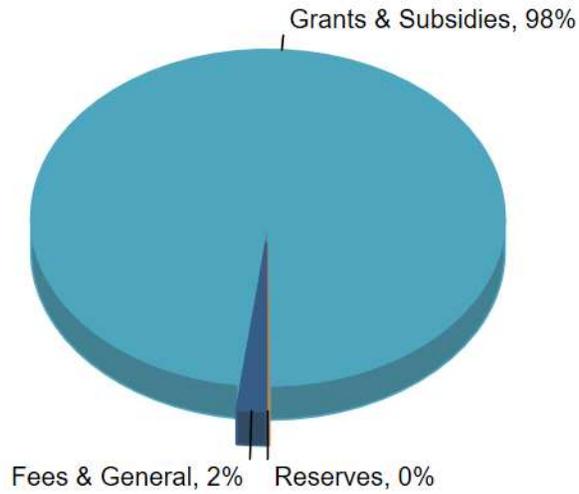
| | 2021 | 2022 | 2023 | Change | Change |
|--|---------------------|---------------------|---------------------|-------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Neighbourhoods & Community | \$ 1,448,421 | \$ 1,053,168 | \$ 958,934 | \$ (94,234) | (8.9)% |
| 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

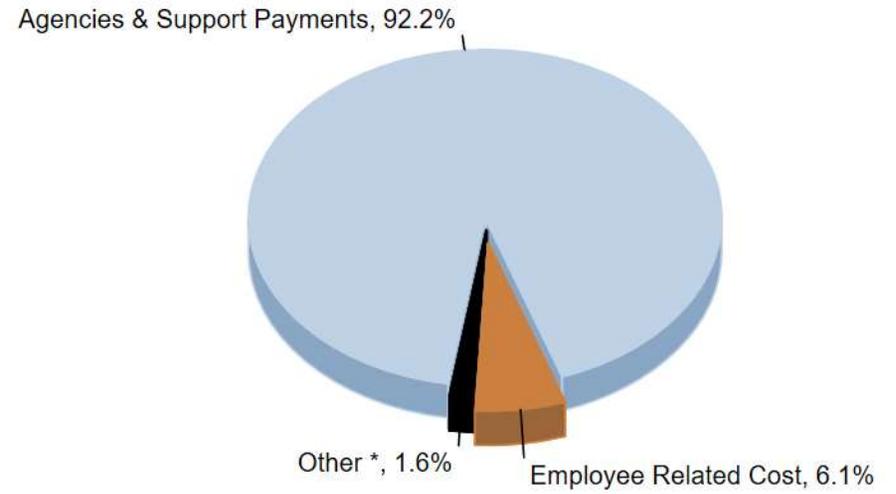
| | 2021 | 2022 | 2023 | Change | Change |
|------------------------------|---------------------|----------------------|----------------------|---------------------|--------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Employee Related Cost | \$ 9,041,921 | \$ 9,850,569 | \$ 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

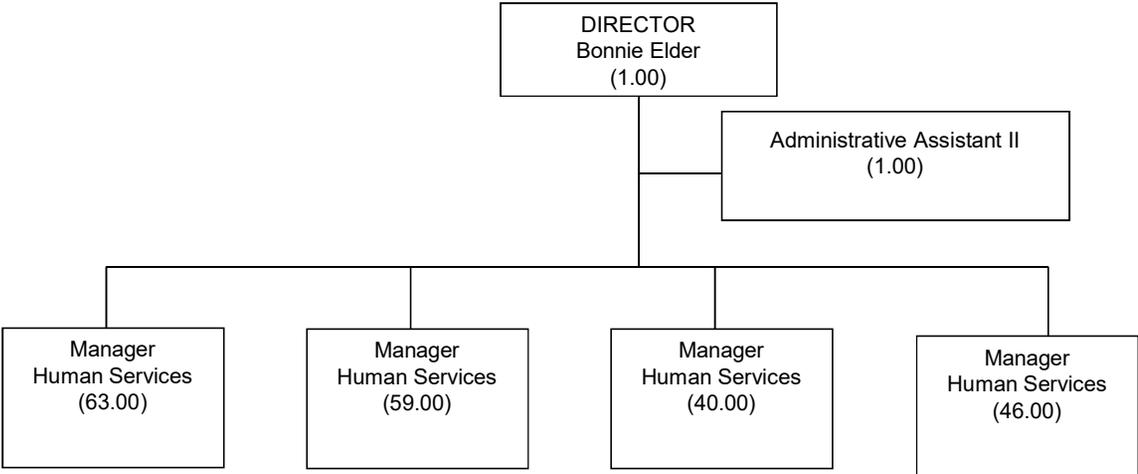
2023 Restated Budget Revenues



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

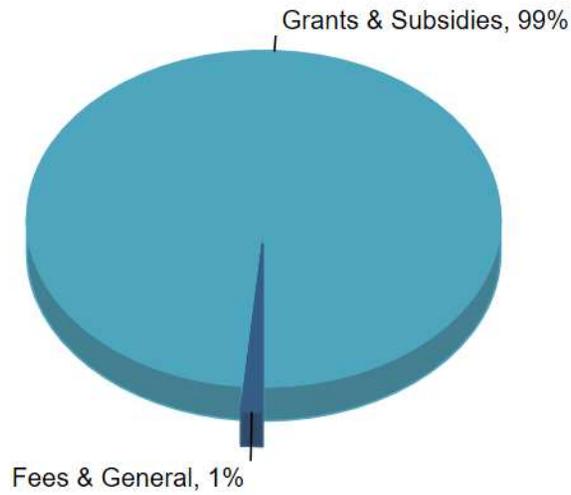
Description

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

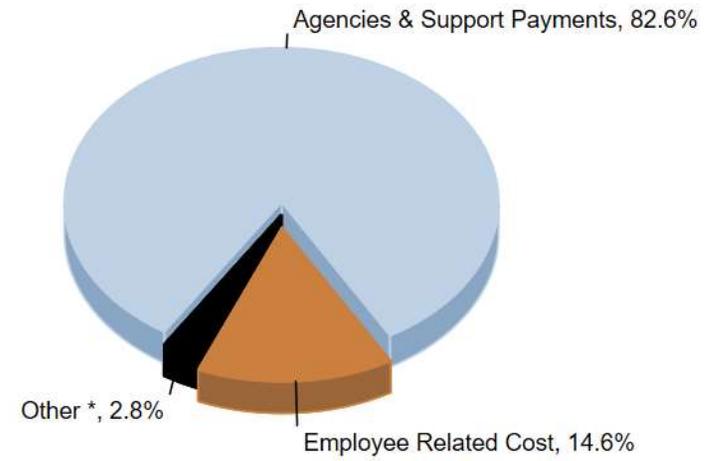
| | 2021 | 2022 | 2023 | Change | Change |
|-------------------------------|---------------------|---------------------|---------------------|-------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Client Benefits/Spec Supports | \$ 703,350 | \$ 1,222,200 | \$ 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

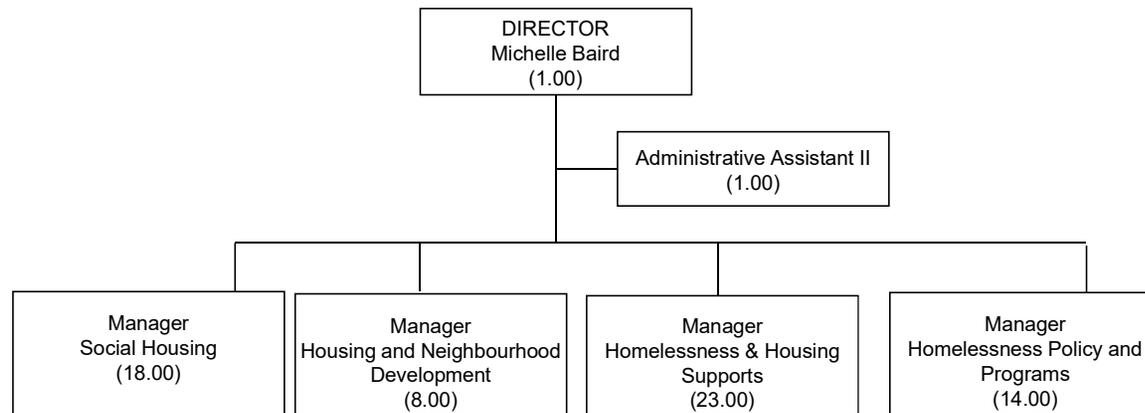


2023 Restated Budget Expenses



2

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.

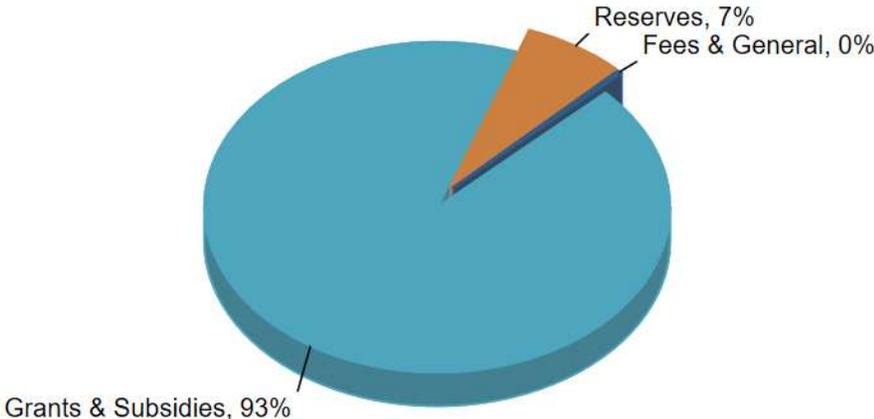
| | 2021 | 2022 | 2023 | Change | Change |
|--|---------------------|---------------------|---------------------|---------------------|--------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Affordable Housing and Neighbourhood Development | \$ 5,861,509 | \$ 7,199,833 | \$ 8,766,517 | \$ 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

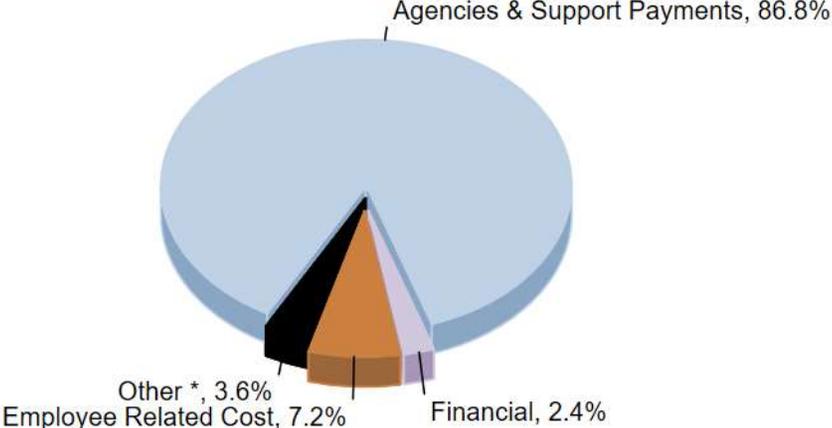
| | 2021 | 2022 | 2023 | Change | Change |
|------------------------------|----------------------|----------------------|----------------------|---------------------|----------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Employee Related Cost | \$ 4,202,174 | \$ 7,283,990 | \$ 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% |

Housing Services

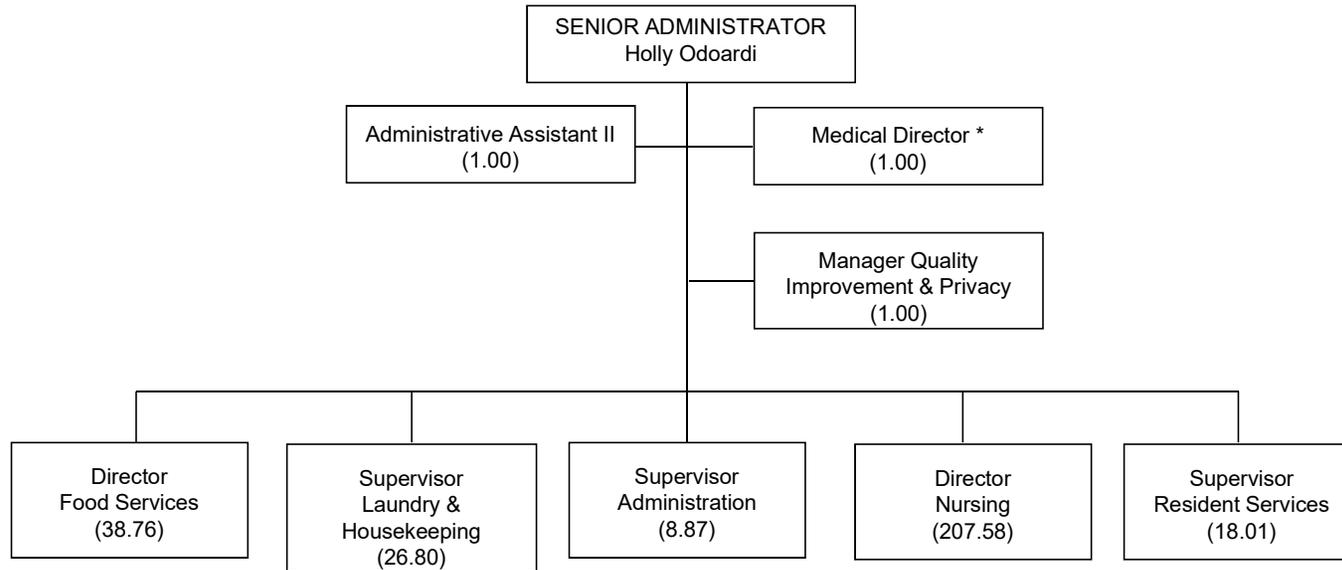
2023 Restated Budget Revenues



2023 Restated Budget Expenses



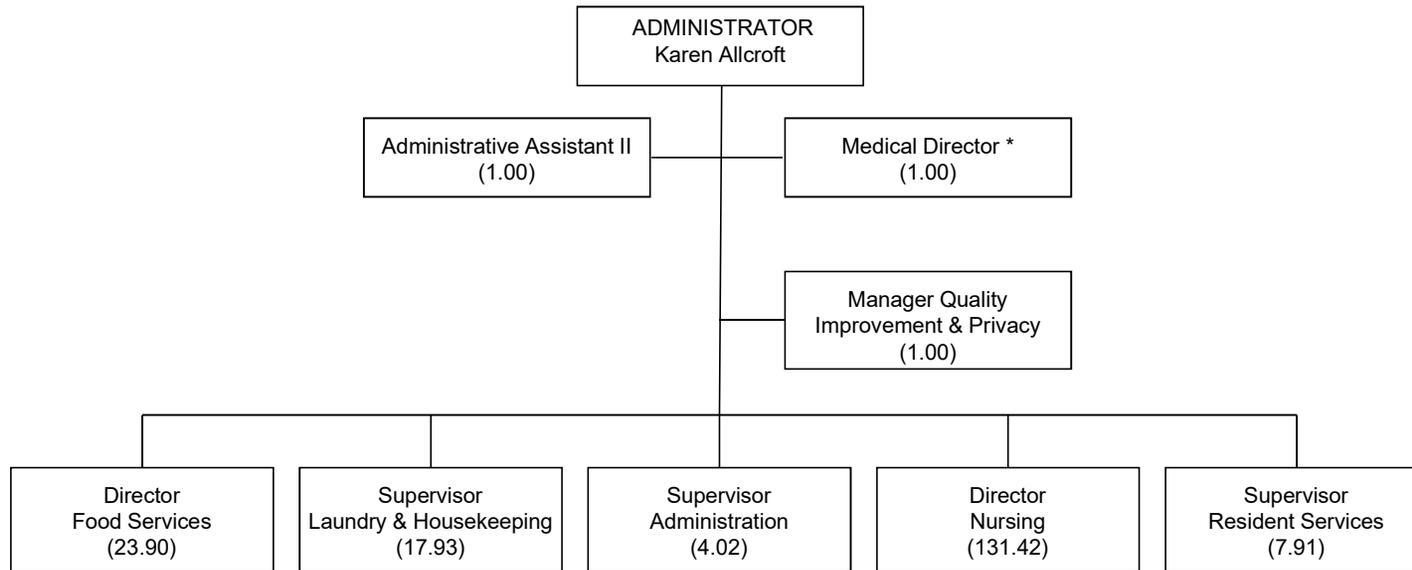
LONG TERM CARE – MACASSA LODGE



* 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.

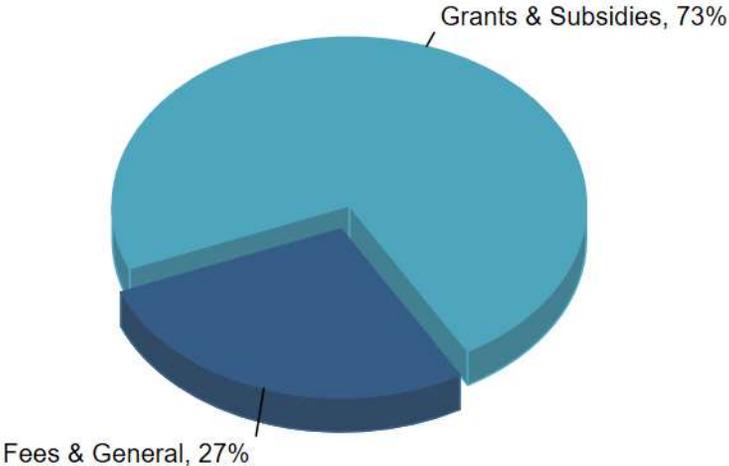
| | 2021 | 2022 | 2023 | Change | Change |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Macassa Lodge | \$ 6,103,568 | \$ 6,921,254 | \$ 7,537,167 | \$ 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

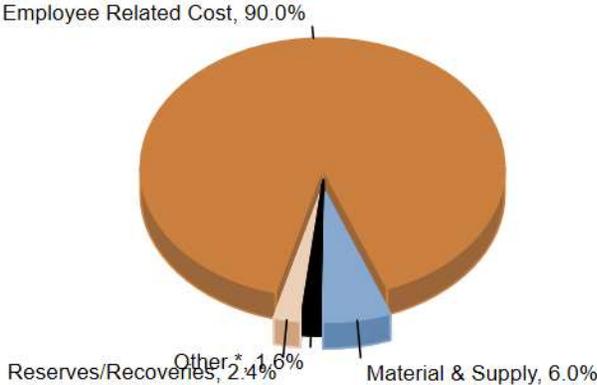
| | 2021 | 2022 | 2023 | Change | Change |
|------------------------------|----------------------|----------------------|----------------------|---------------------|--------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Employee Related Cost | \$ 46,026,367 | \$ 41,534,679 | \$ 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

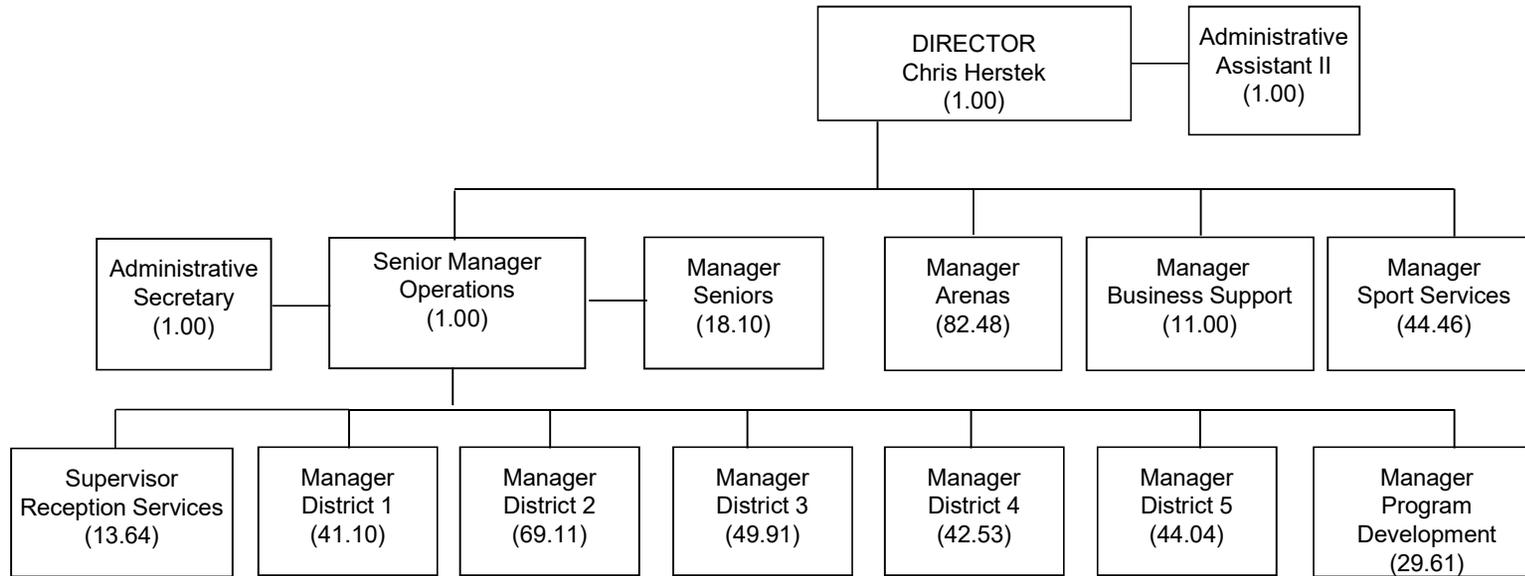
2023 Restated Budget Revenues



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.

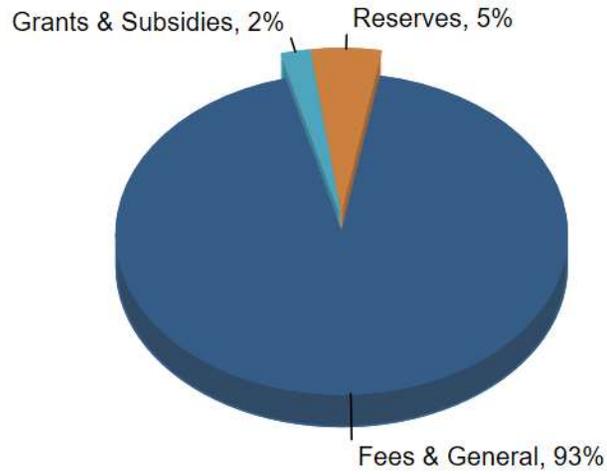
| | 2021 | 2022 | 2023 | Change | Change |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| City Wide Services & Programs | \$ 4,193,577 | \$ 4,397,798 | \$ 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

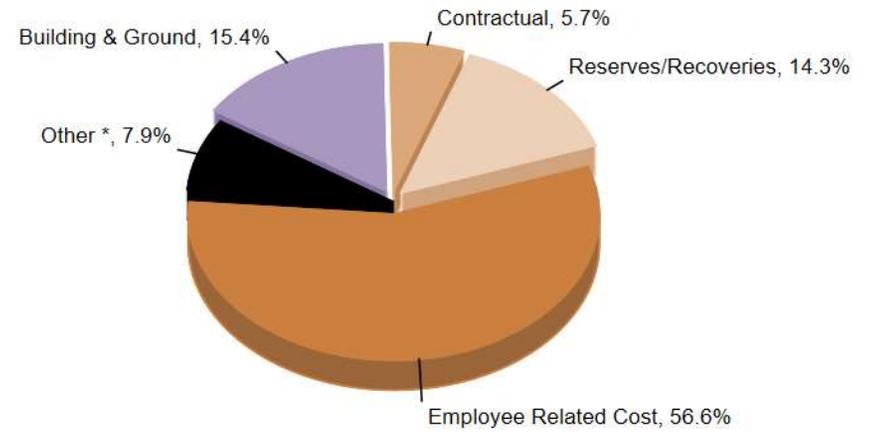
| | 2021 | 2022 | 2023 | Change | Change |
|------------------------------|----------------------|----------------------|----------------------|---------------------|----------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Employee Related Cost | \$ 22,086,134 | \$ 32,844,101 | \$ 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 | - | -% |

Recreation

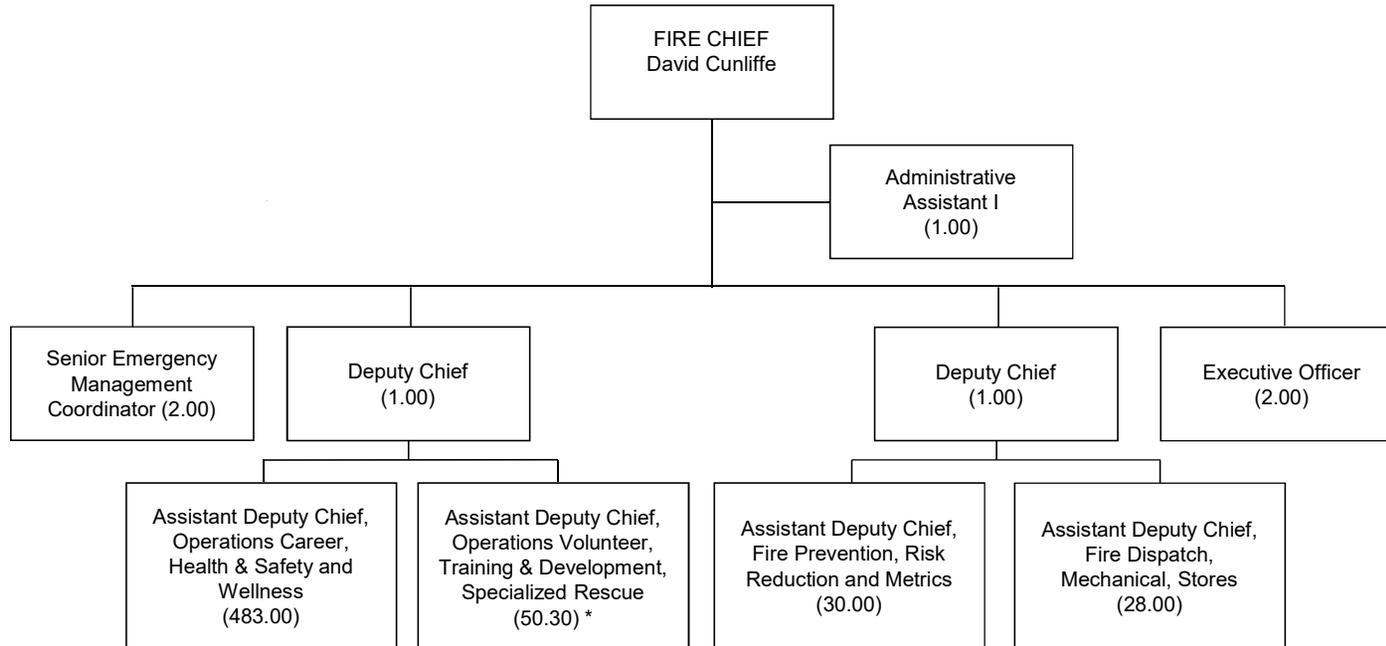
2023 Restated Budget Revenues



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

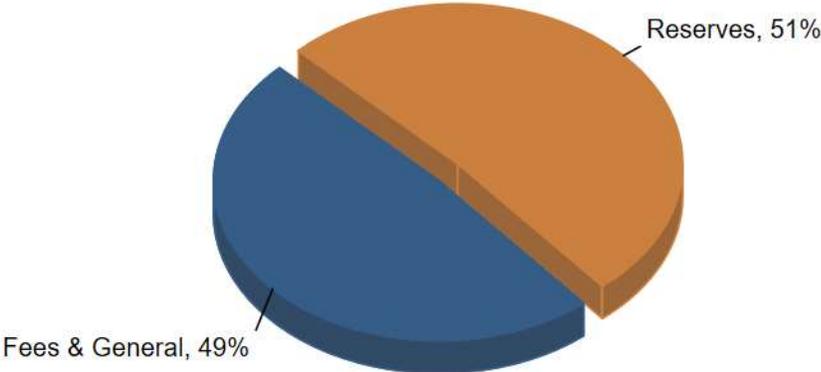
The Hamilton Fire Department is dedicated to preserving life, property and the environment in Hamilton through an integrated program of fire protection and rescue services, and emergency management. The services provided by the Hamilton Fire Department that help to make the City safer for our residents 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 | 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% |

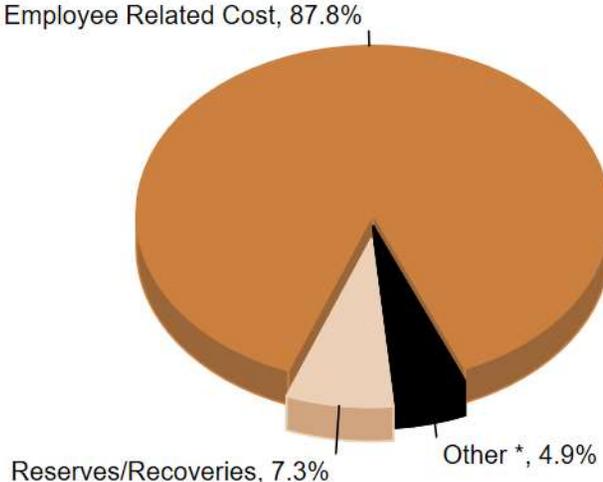
Hamilton Fire Department

| | 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 | - | -% |

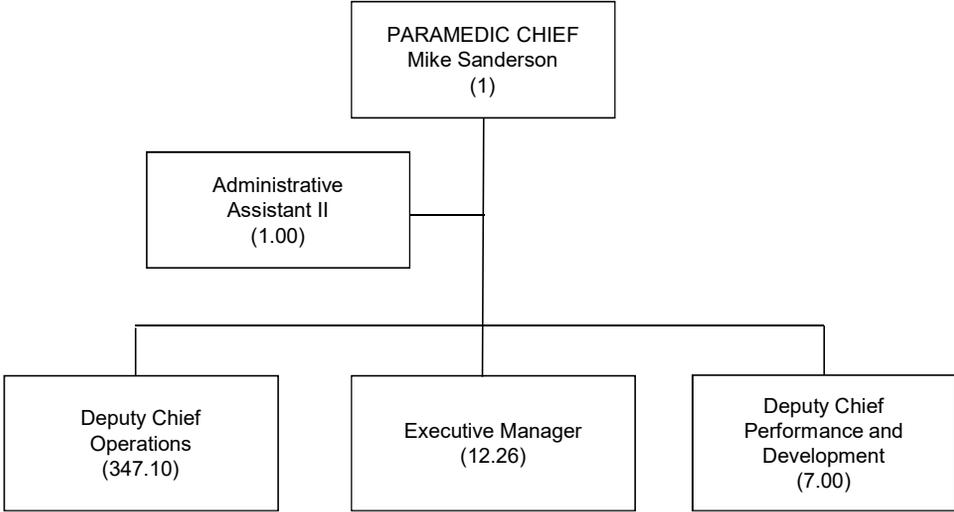
2023 Restated Budget Revenues



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.

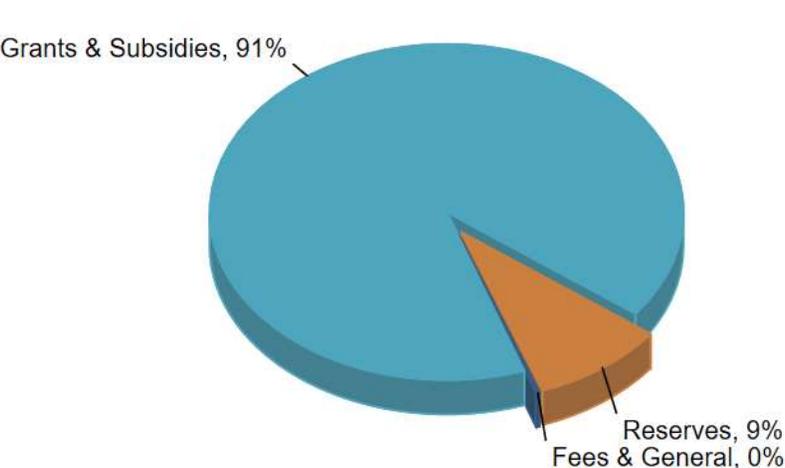
| | 2021 | 2022 | 2023 | Change | Change |
|---|----------------------|----------------------|----------------------|---------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Paramedic Service Admin | \$ 3,180,351 | \$ 2,991,370 | \$ 3,142,348 | \$ 150,978 | 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

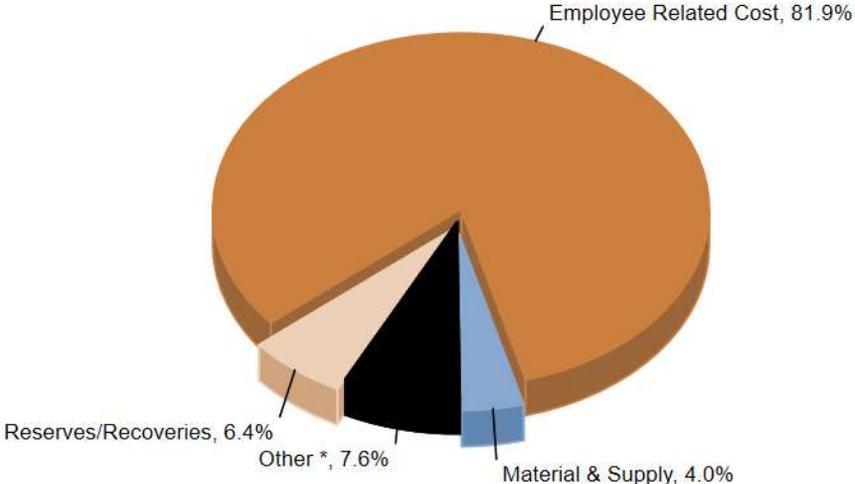
| | 2021 | 2022 | 2023 | Change | Change |
|------------------------------|----------------------|----------------------|----------------------|---------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Employee Related Cost | \$ 52,610,123 | \$ 53,416,662 | \$ 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 | - | -% |

Hamilton Paramedic Service

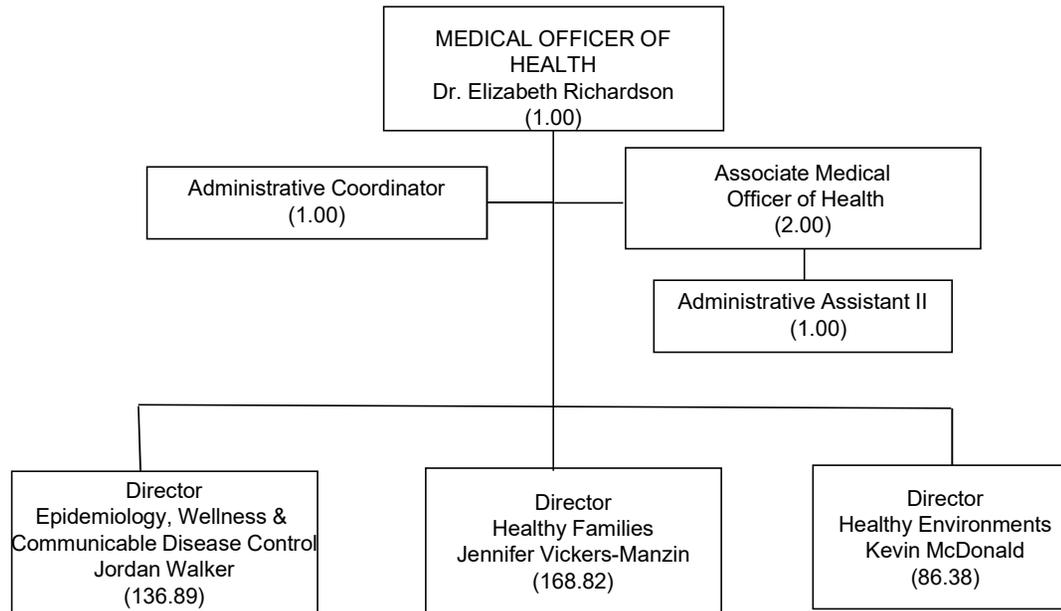
2023 Restated Budget Revenues



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.

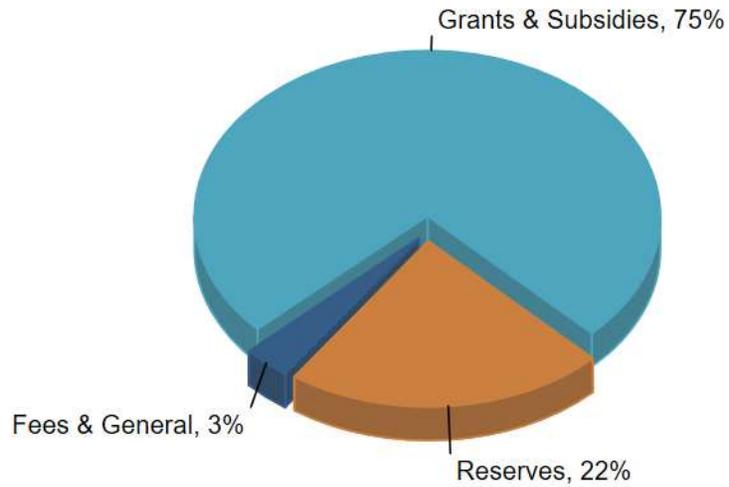
| | 2021 | 2022 | 2023 | Change | Change |
|--|----------------------|----------------------|----------------------|-------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Medical Officer of Health & Provincial Subsidy | \$ (13,961,319) | \$ (26,785,572) | \$ (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

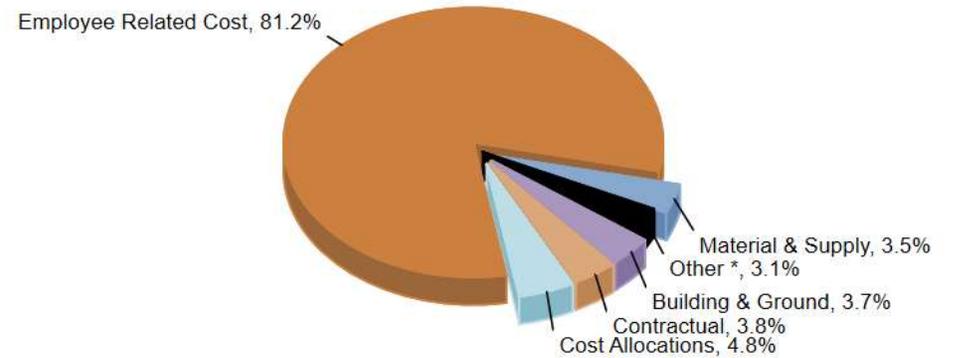
| | 2021 | 2022 | 2023 | Change | Change |
|------------------------------|----------------------|----------------------|----------------------|---------------------|----------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Employee Related Cost | \$ 58,347,751 | \$ 76,967,890 | \$ 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 | - | -% |

Public Health Services

2023 Restated Budget Revenues



2023 Restated Budget Expenses



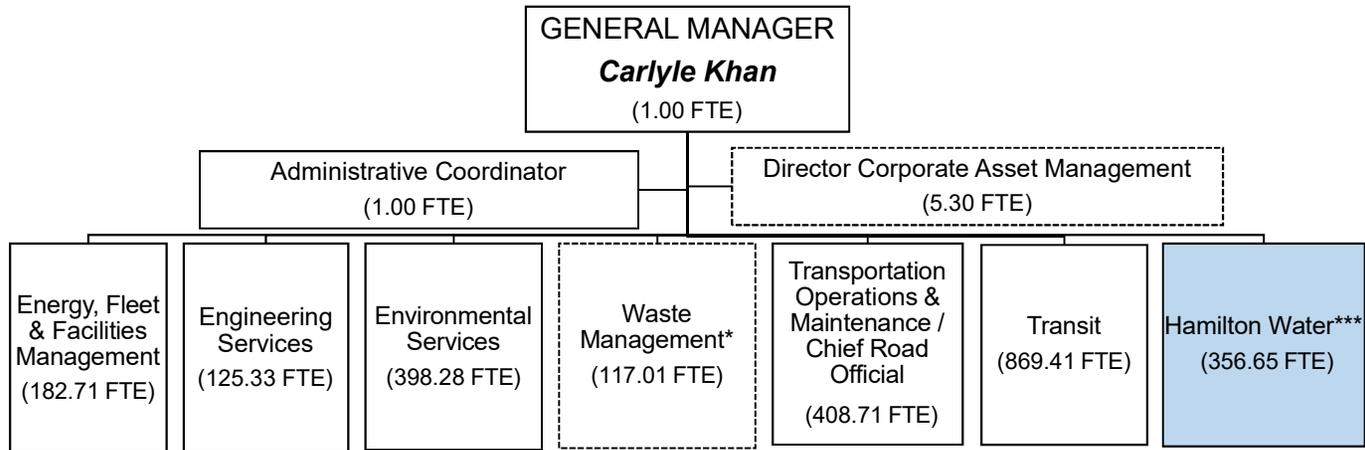
CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK

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

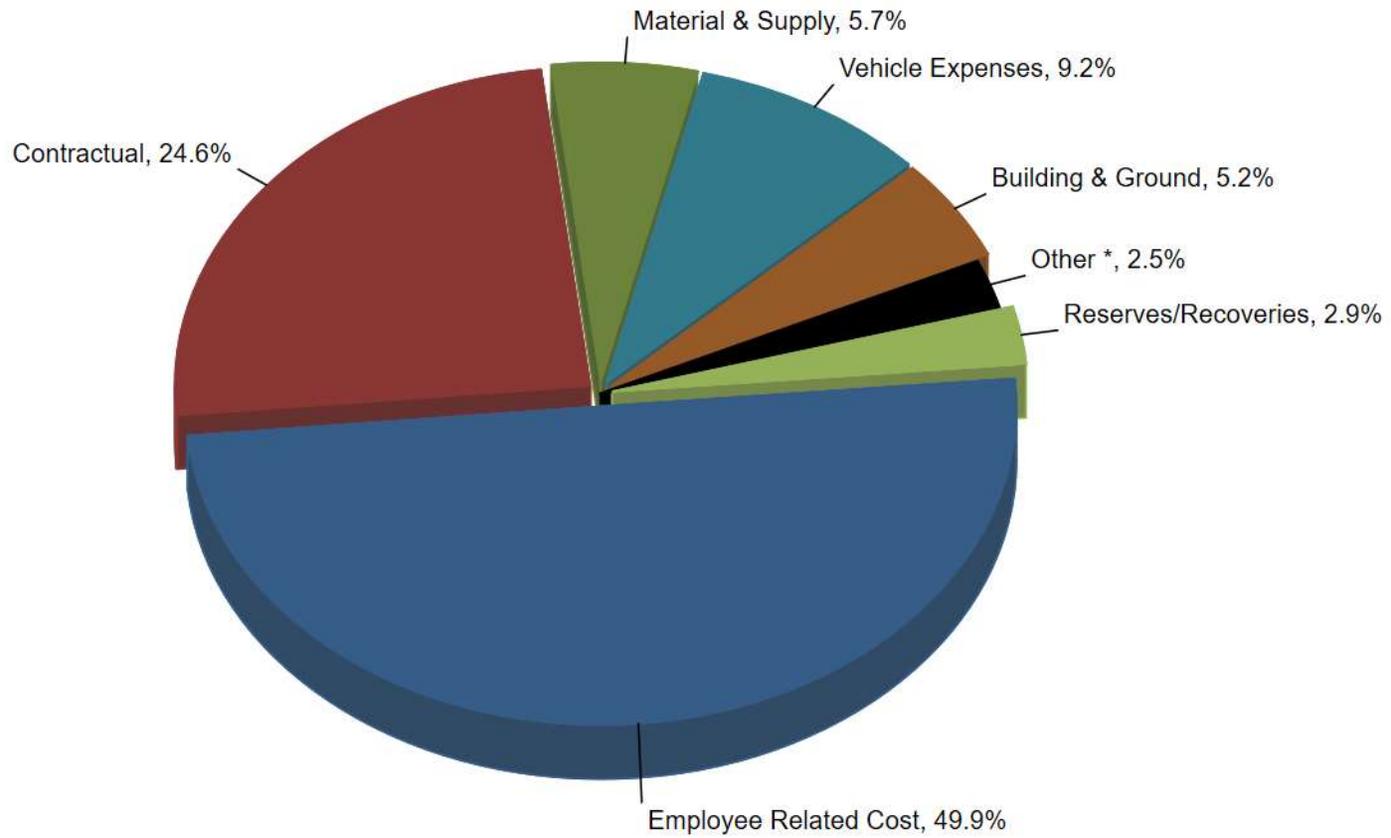
| | 2021 | 2022 | 2023 | Change | Change |
|---|-----------------------|-----------------------|----------------------|----------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| PW-General Administration | \$ 790,859 | \$ 655,421 | \$ 686,517 | \$ 31,096 | 4.7%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

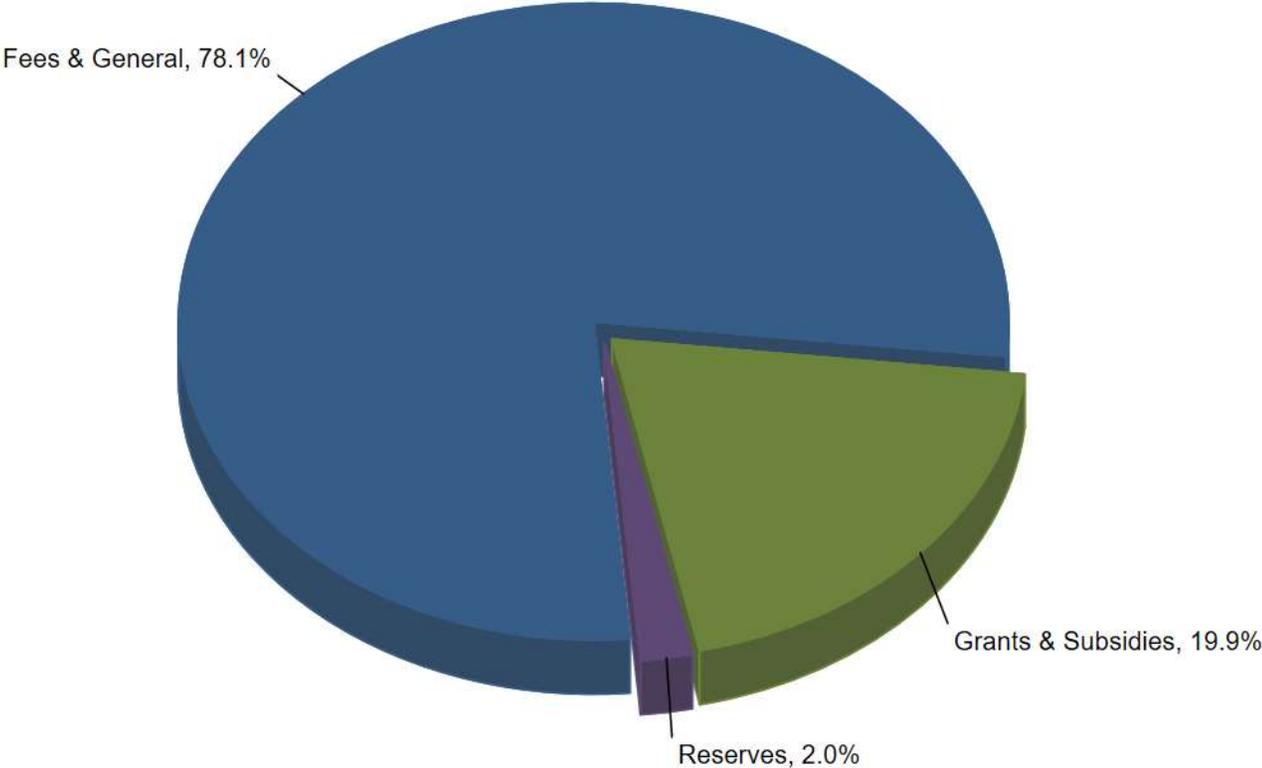
Public Works

| | 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 Expenses



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 |

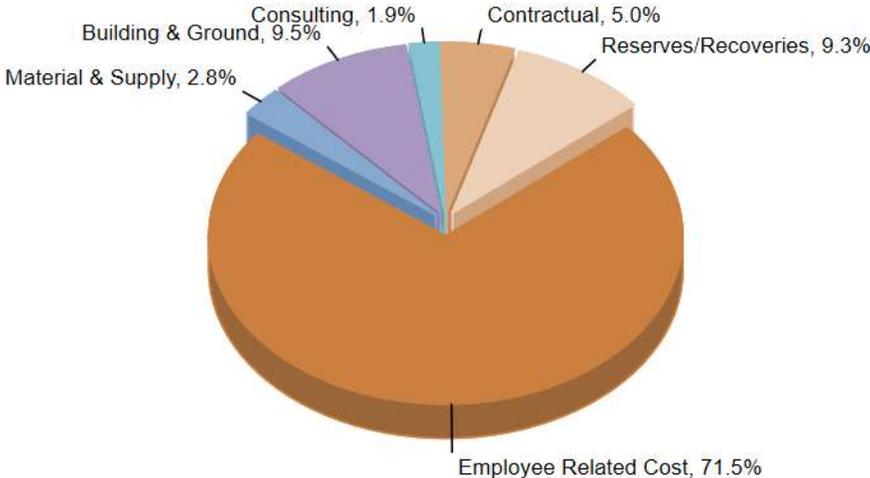
PW-General Administration

| | 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% |

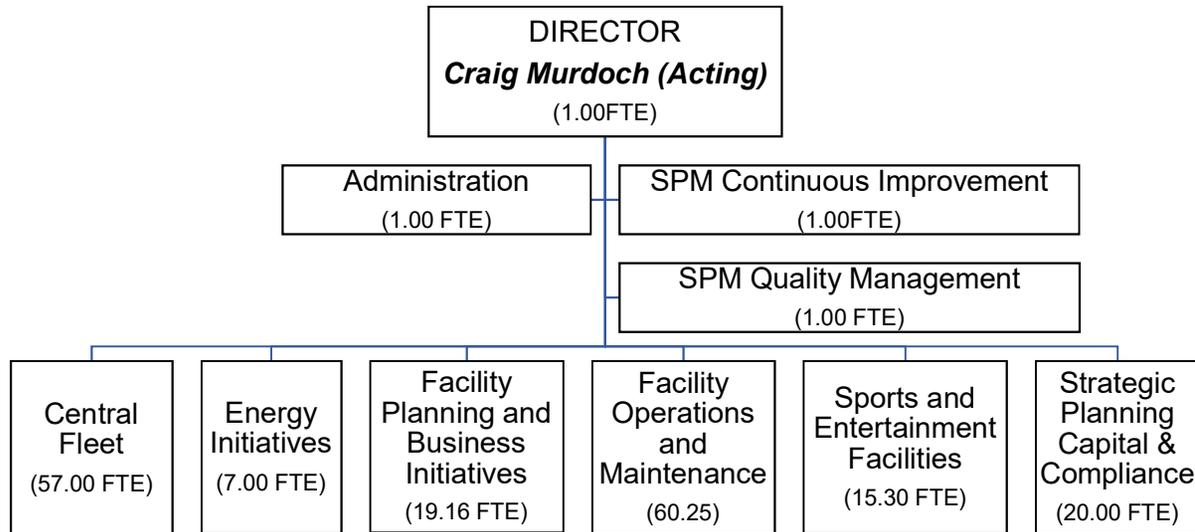
| | 2021 | 2022 | 2023 | Change | Change |
|--------------------------|-------------------|-------------------|--------------------|------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Employee Related Cost | \$ 2,610,342 | \$ 1,045,038 | \$ 1,102,156 | \$ 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 | - | -% |
|------------------------------|-------------|-------------|----------|-----------|

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.

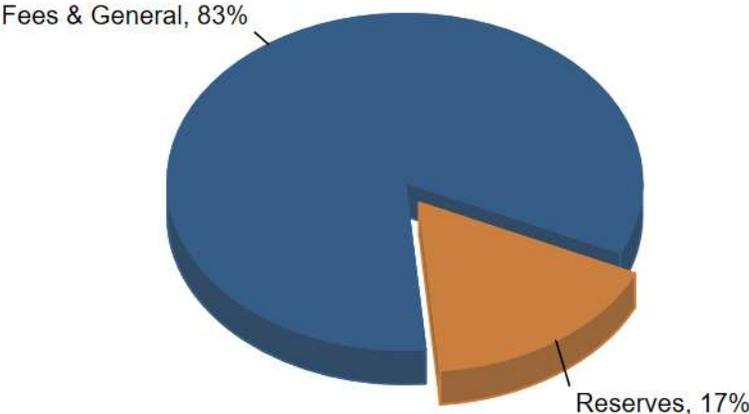
| | 2021 | 2022 | 2023 | Change | Change |
|--|---------------------|---------------------|---------------------|-------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Fleet Services | \$ 164,839 | \$ 147,777 | \$ 256,661 | \$ 108,884 | 73.7% |
| Corporate Facility 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

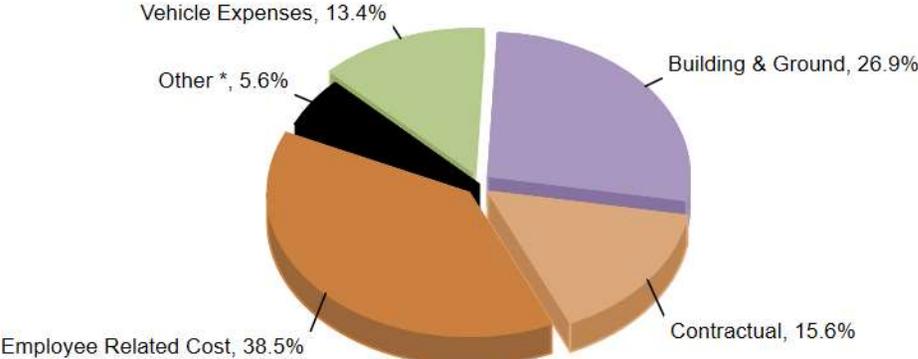
| | 2021 | 2022 | 2023 | Change | Change |
|------------------------------|----------------------|----------------------|----------------------|-------------------|--------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Employee Related Cost | \$ 19,379,587 | \$ 20,832,439 | \$ 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% |

Energy Fleet and Facilities

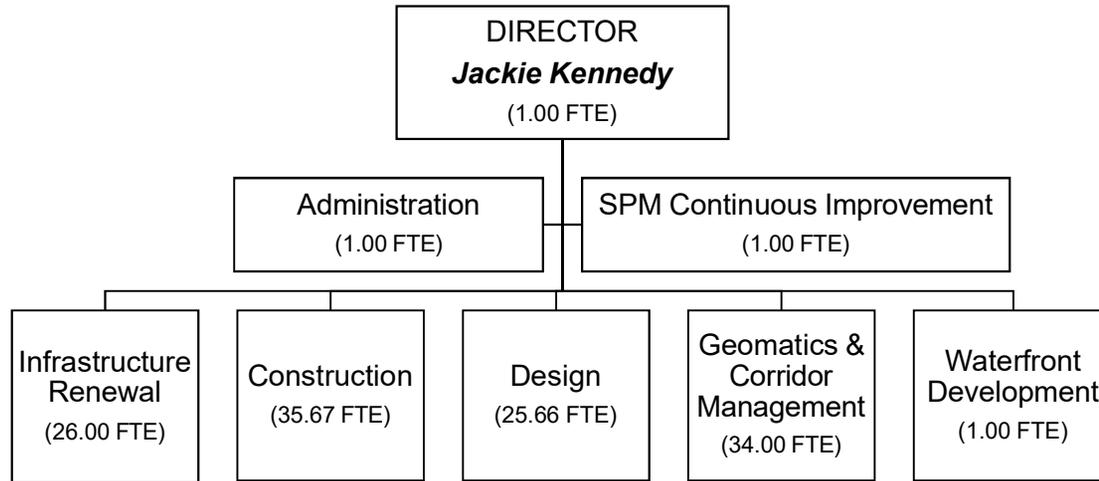
2023 Restated Budget Revenues



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.

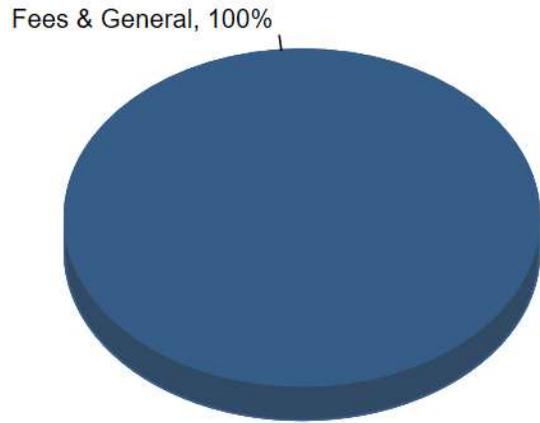
| | 2021 | 2022 | 2023 | Change | Change |
|-----------------------------------|---------------------|-----------------|--------------------|----------------|-----------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Infrastructure Renewal | \$ - | \$ 10 | \$ - | \$ (10) | (100.0)% |
| 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

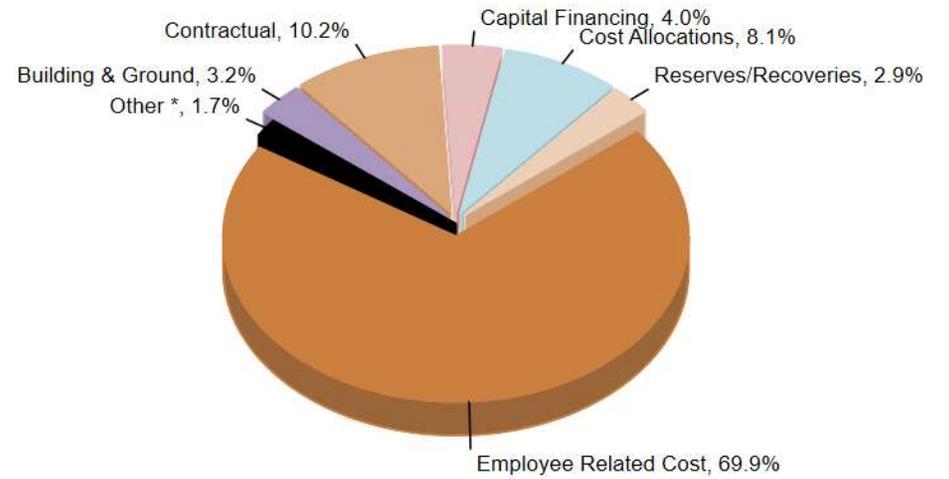
| | 2021 | 2022 | 2023 | Change | Change |
|------------------------------|---------------------|--------------------|--------------------|-----------------|-----------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Employee Related Cost | \$ 13,903,671 | \$ 15,214,185 | \$ 15,623,674 | \$ 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% |

Engineering Services

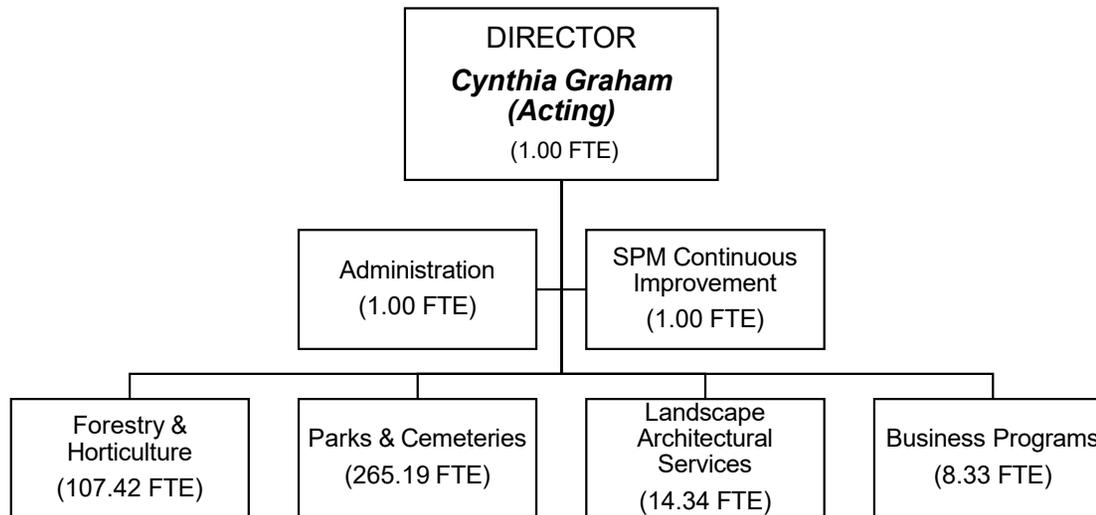
2023 Restated Budget Revenues



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.

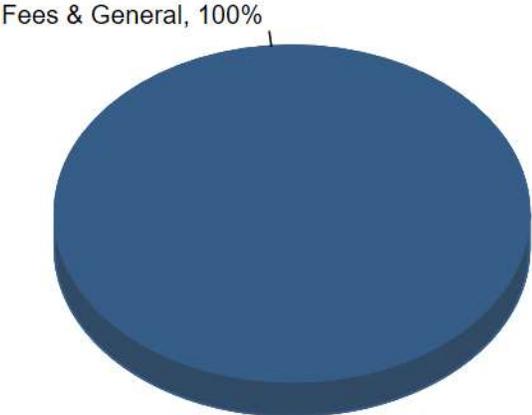
| | 2021 | 2022 | 2023 | Change | Change |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Business Programs | \$ 802,074 | \$ 1,196,365 | \$ 1,234,724 | \$ 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

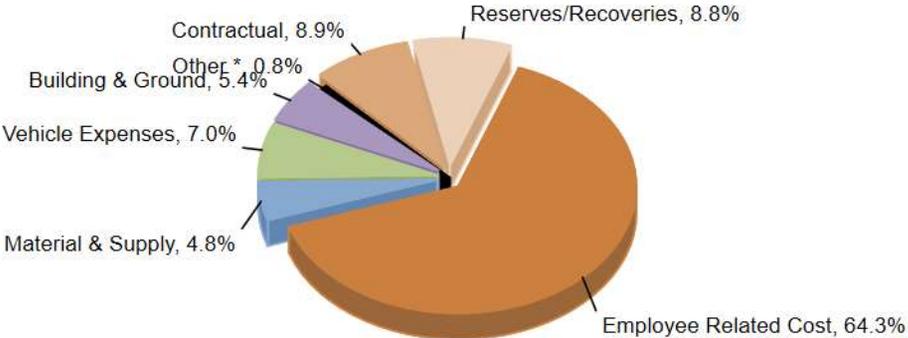
| | 2021 | 2022 | 2023 | Change | Change |
|------------------------------|----------------------|----------------------|----------------------|---------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Employee Related Cost | \$ 29,253,997 | \$ 32,801,684 | \$ 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

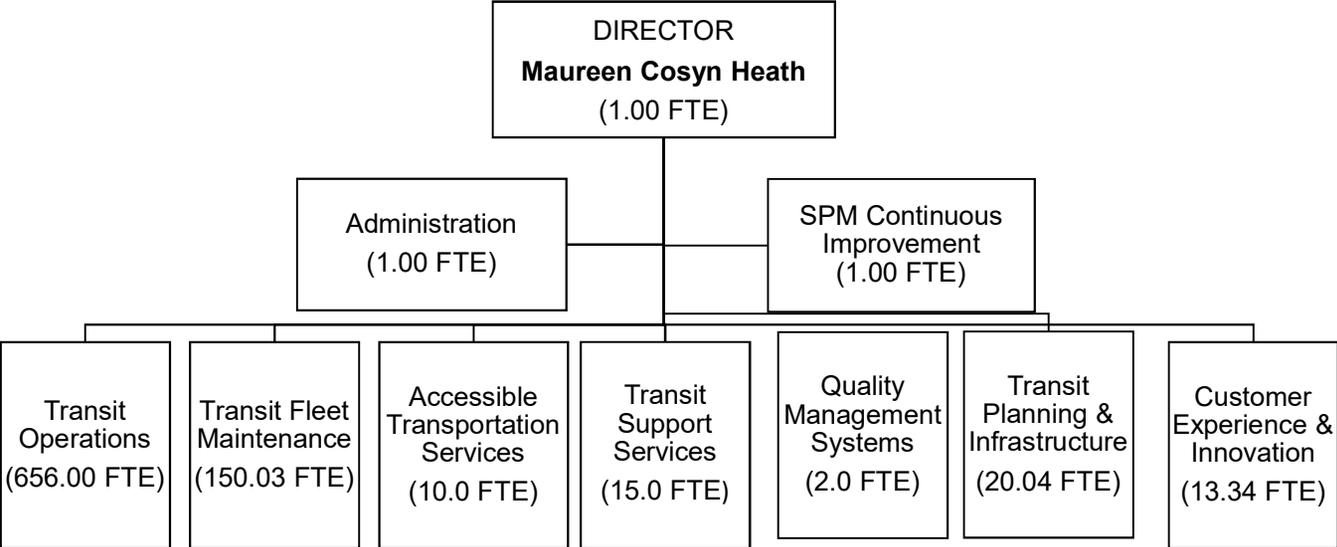
2023 Restated Budget Revenues



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

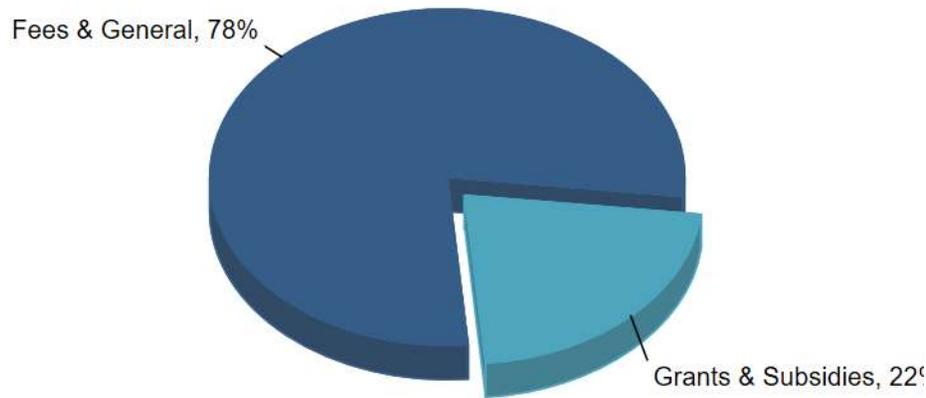
Transit strives to provide customer-focused experience that is safe, reliable, inclusive and accessible to all users of the City of Hamilton’s public transit services. The division achieves this by providing a customer experience that meets or exceeds their expectations, by maintaining the service and 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% |

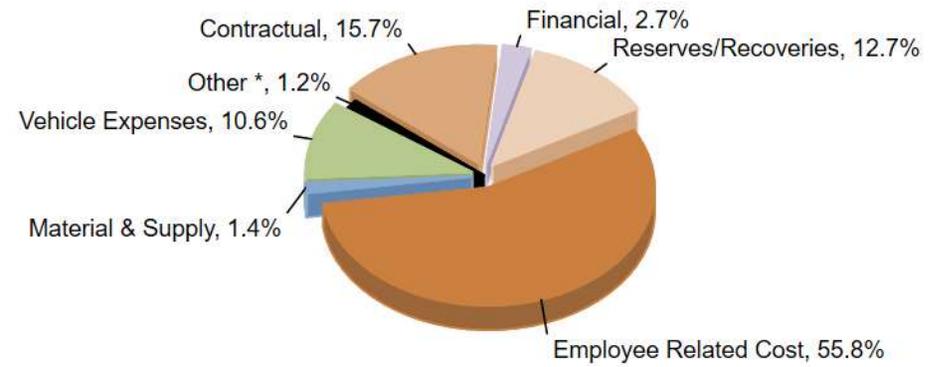
Transit

| | 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% |

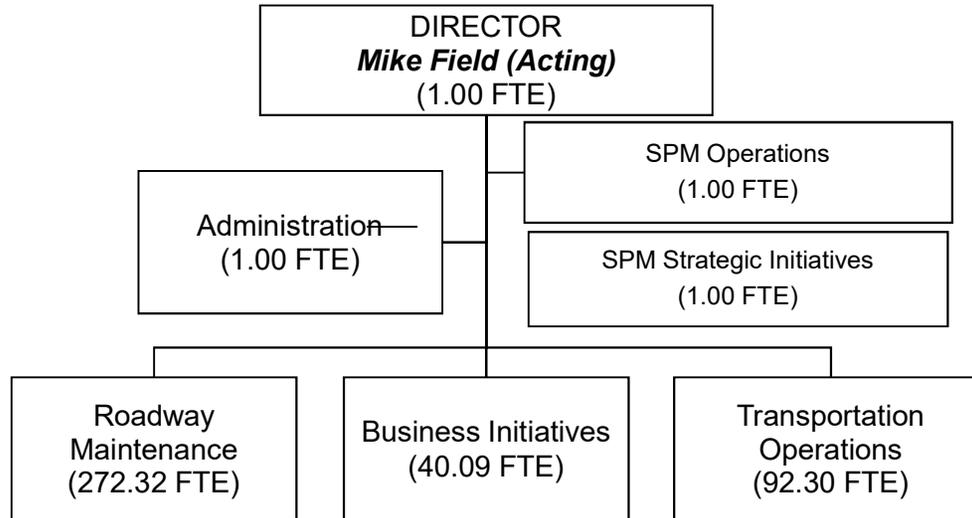
2023 Restated Budget Revenues



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

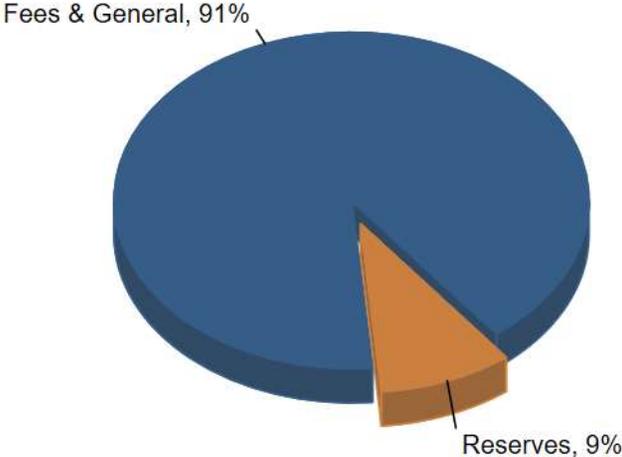
| | 2021 | 2022 | 2023 | Change | Change |
|--|---------------------|---------------------|---------------------|---------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Roadway Maintenance | \$59,358,058 | \$63,883,754 | \$66,541,166 | \$ 2,657,412 | 4.2% |
| 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

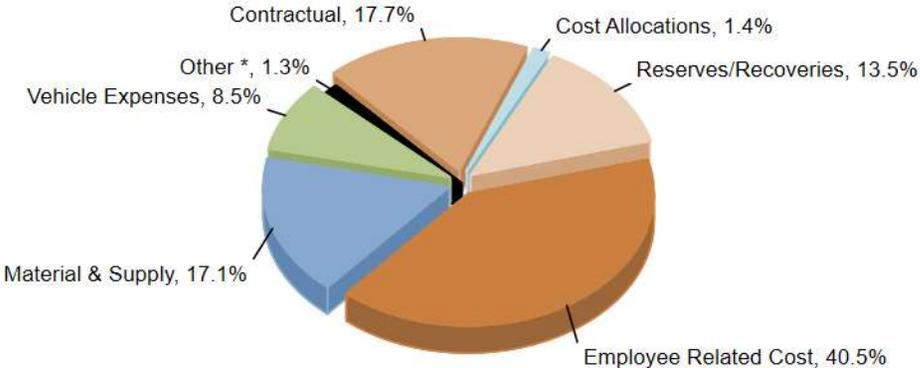
| | 2021 | 2022 | 2023 | Change | Change |
|------------------------------|----------------------|----------------------|----------------------|---------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Employee Related Cost | \$ 36,130,555 | \$ 39,181,045 | \$ 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

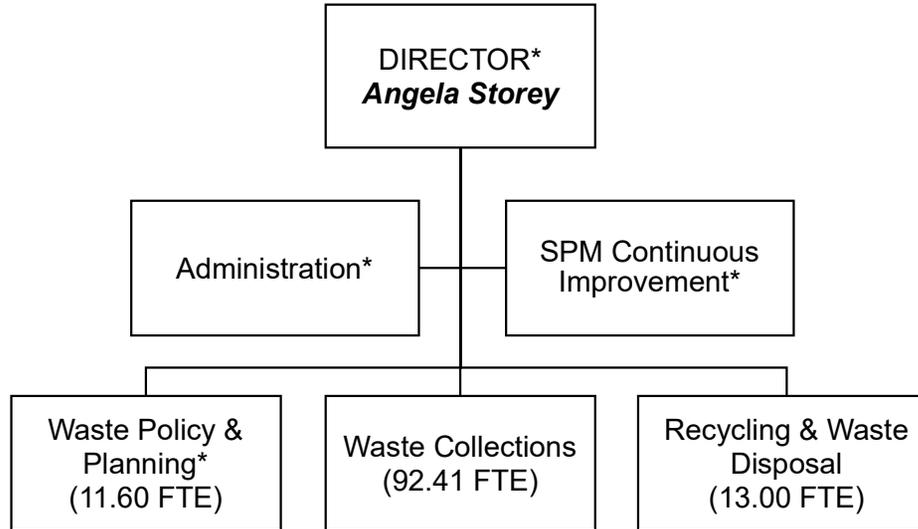
2023 Restated Budget Revenues



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

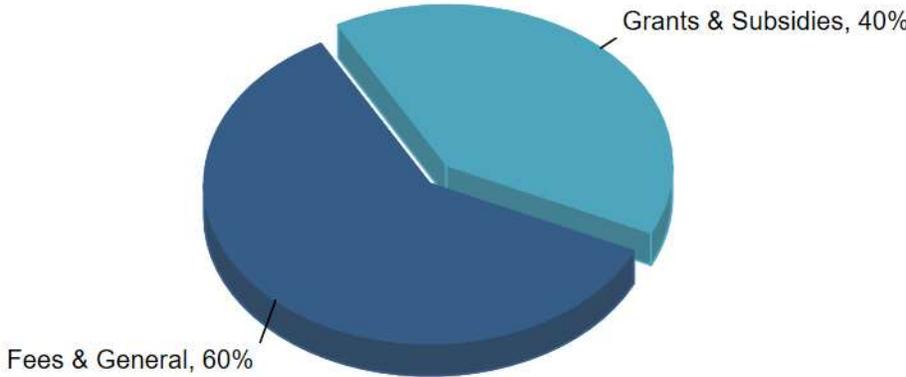
| | 2021 | 2022 | 2023 | Change | Change |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Recycling & Waste Disposal | \$ 3,561,708 | \$ 6,858,016 | \$ 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

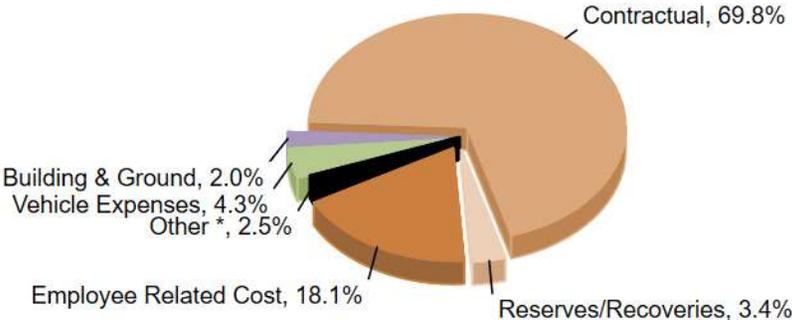
| | 2021 | 2022 | 2023 | Change | Change |
|------------------------------|----------------------|----------------------|----------------------|---------------------|--------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Employee Related Cost | \$ 11,200,999 | \$ 11,700,679 | \$ 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 | - | -% |

Waste Management

2023 Restated Budget Revenues



2023 Restated Budget Expenses



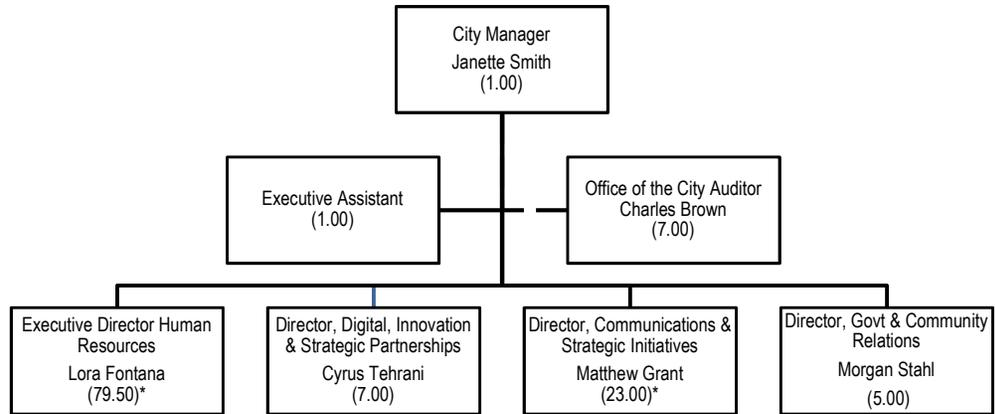
CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK

2023



CITY MANAGER'S OFFICE

DEPARTMENT STRUCTURE



| Complement (FTE) | Management | Other | Total | Staff to Management Ratio |
|------------------|------------|-------|-------|---------------------------|
| 2022 | 21 | 101.0 | 122.0 | 4.8:1 |
| 2023 | 21 | 102.5 | 123.5 | 4.9:1 |
| Change | 0 | 1.5 | 1.5 | |

*1.5 positions funded by Metrolinx

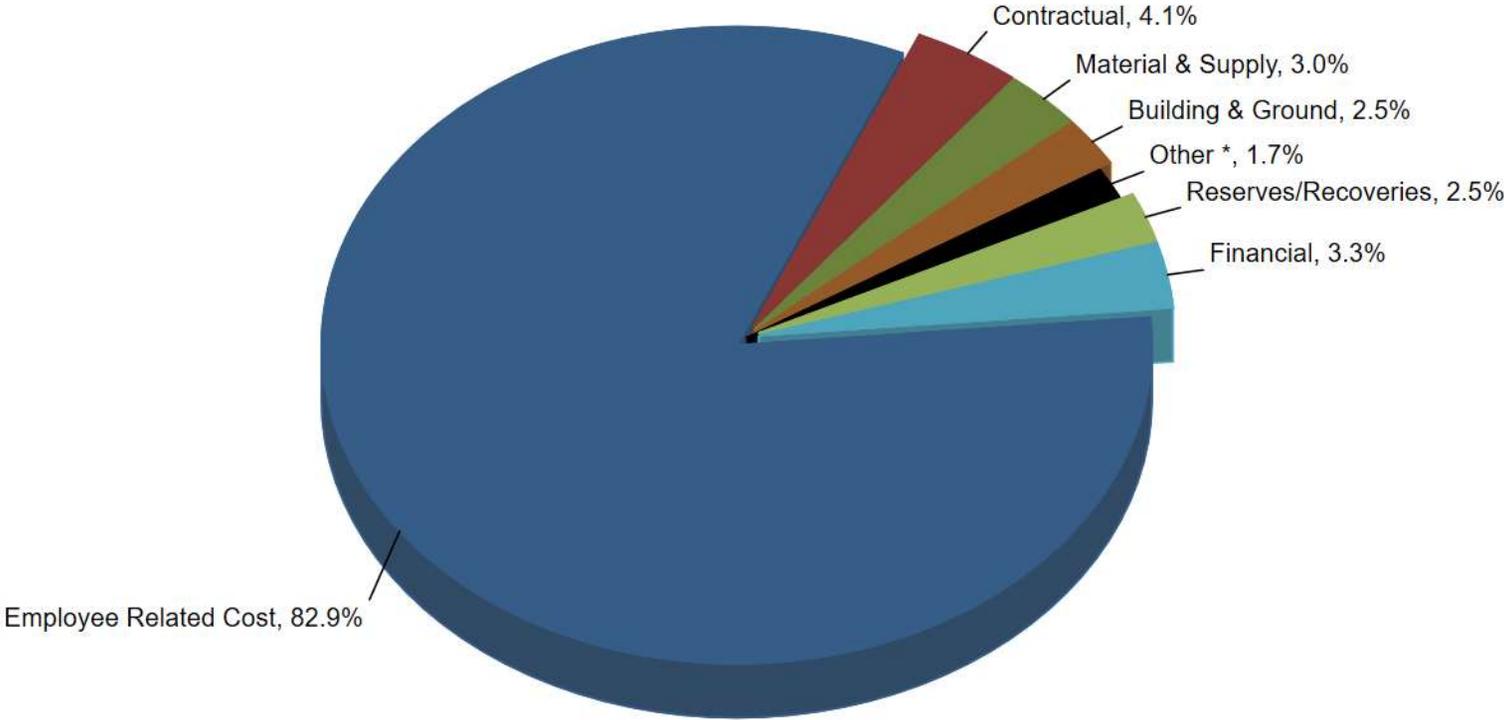
City Manager

| | 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% |

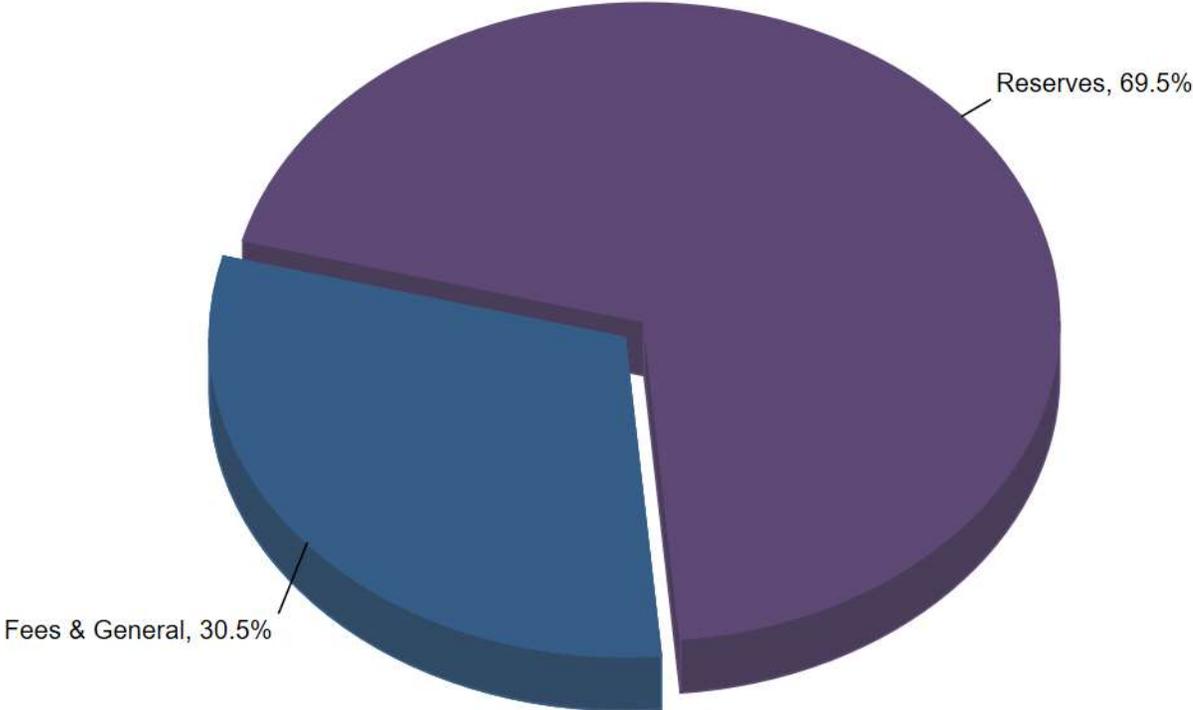
City Manager

| | 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 Equivalent | | 122.00 | 123.50 | 1.50 | 1.2% |

2023 Preliminary Budget Expenses



2023 Preliminary Budget Revenues



CITY OF HAMILTON

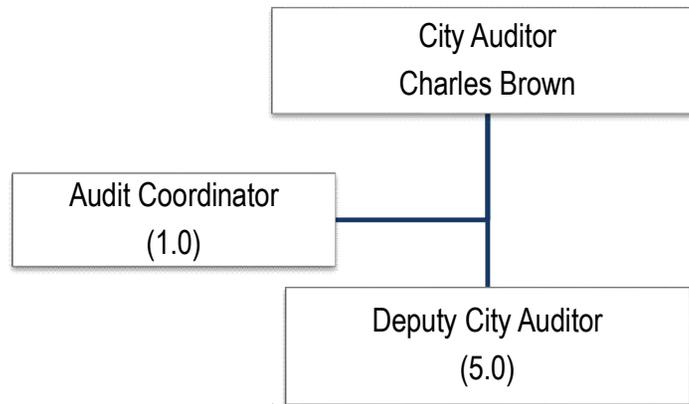
2024 - 2026 MULTI YEAR OUTLOOK

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

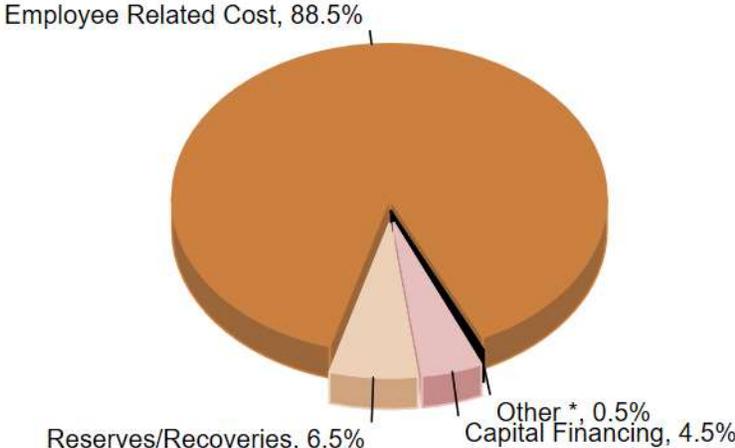
The division performs process and operational reviews of the City of Hamilton. The division conducts studies of issues and investigations of matters brought forward by members of Council, staff and citizens to provide advice and make recommendations on how to improve City operations and bring transparency 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% |

Office of the City Auditor

| | 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



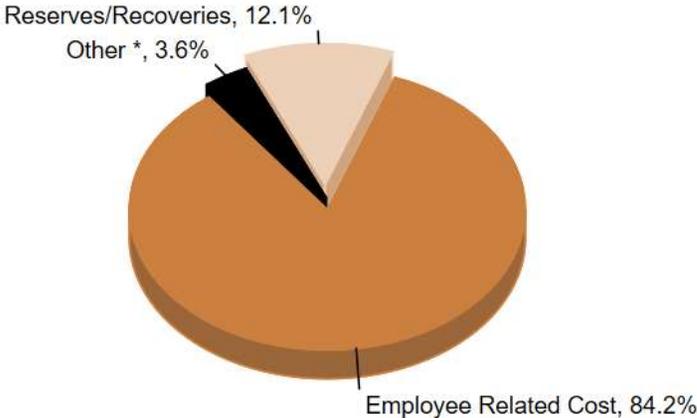
CMO - Admin

| | 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% |

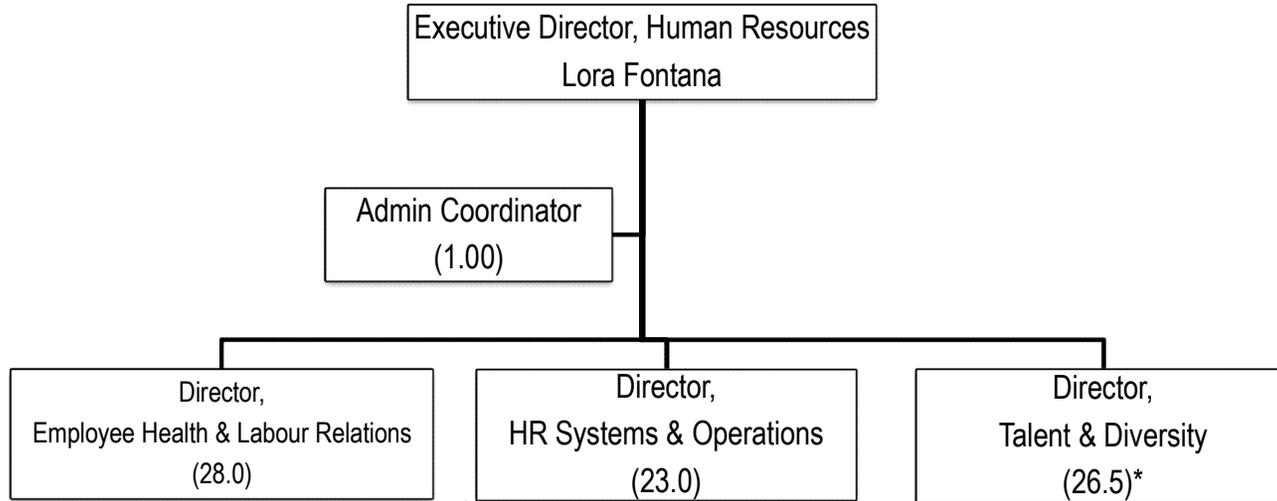
| | 2021 | 2022 | 2023 | Change | Change |
|------------------------------|-------------------|-------------------|--------------------|------------------|--------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Employee Related Cost | \$ 619,907 | \$ 493,111 | \$ 520,192 | \$ 27,081 | 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 | - | -% |
|------------------------------|--|-------------|-------------|----------|-----------|

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.

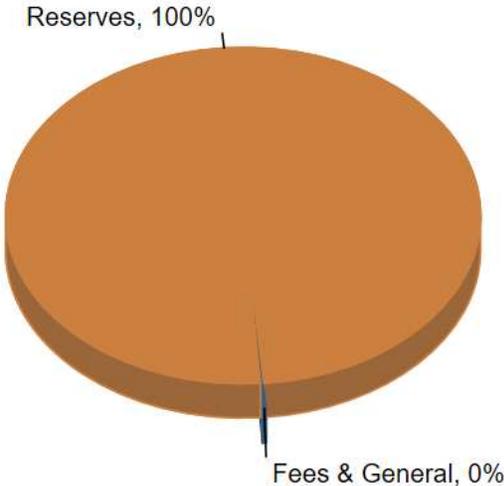
| | 2021 | 2022 | 2023 | Change | Change |
|------------------------------------|---------------------|---------------------|---------------------|-------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Employee Health & Labour Relations | \$ 2,903,098 | \$ 3,088,027 | \$ 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

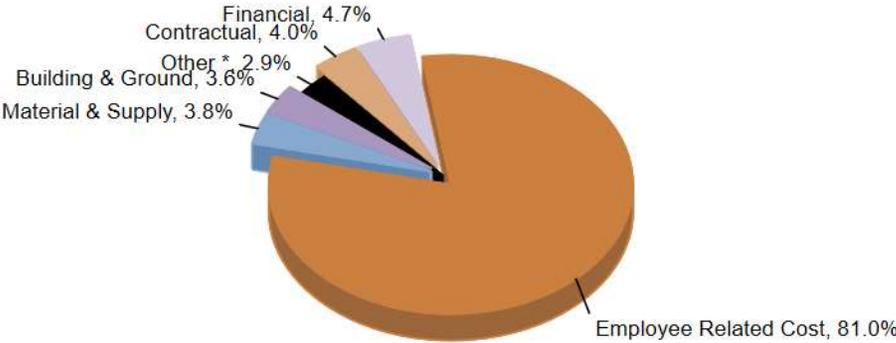
| | 2021 | 2022 | 2023 | Change | Change |
|------------------------------|---------------------|---------------------|---------------------|-------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Employee Related Cost | \$ 9,915,360 | \$ 10,747,853 | \$ 11,150,061 | \$ 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% |

Human Resources

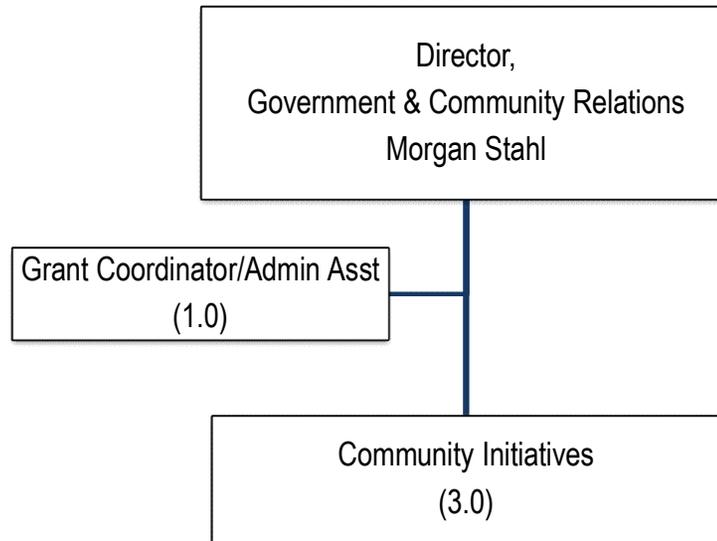
2023 Restated Budget Revenues



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 | |

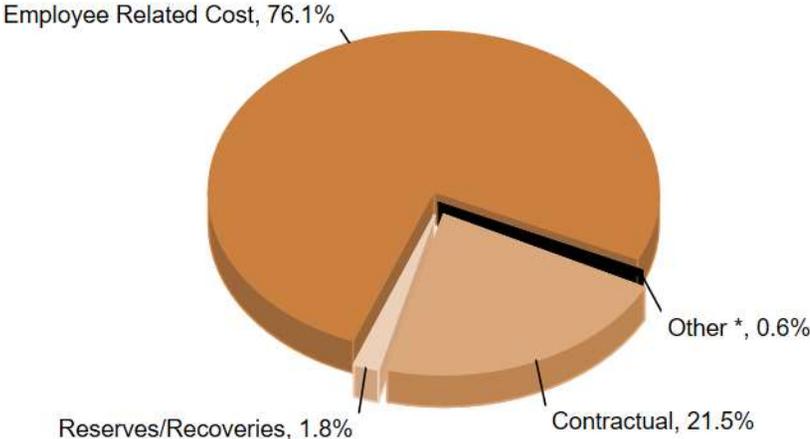
Government & Community Relations

| | 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

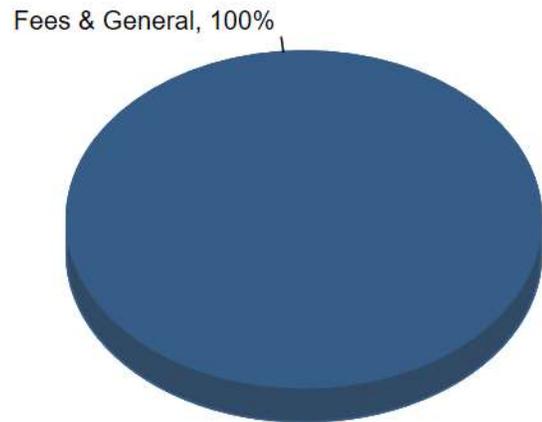
| | 2021 | 2022 | 2023 | Change | Change |
|--|---------------------|---------------------|---------------------|-------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Communications | \$ 2,338,417 | \$ 2,556,477 | \$ 2,697,718 | \$ 141,241 | 5.5% |
| Total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

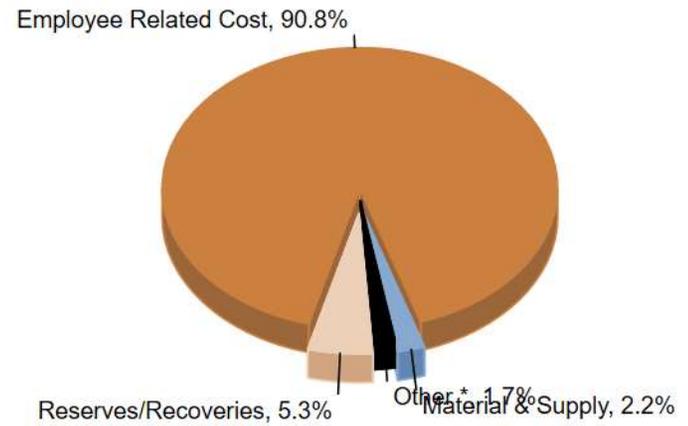
| | | | | |
|------------------------------|--------------|--------------|-------------|-------------|
| Full-Time Equivalents | 22.00 | 23.00 | 1.00 | 4.5% |
|------------------------------|--------------|--------------|-------------|-------------|

Communication & Strategic Initiatives

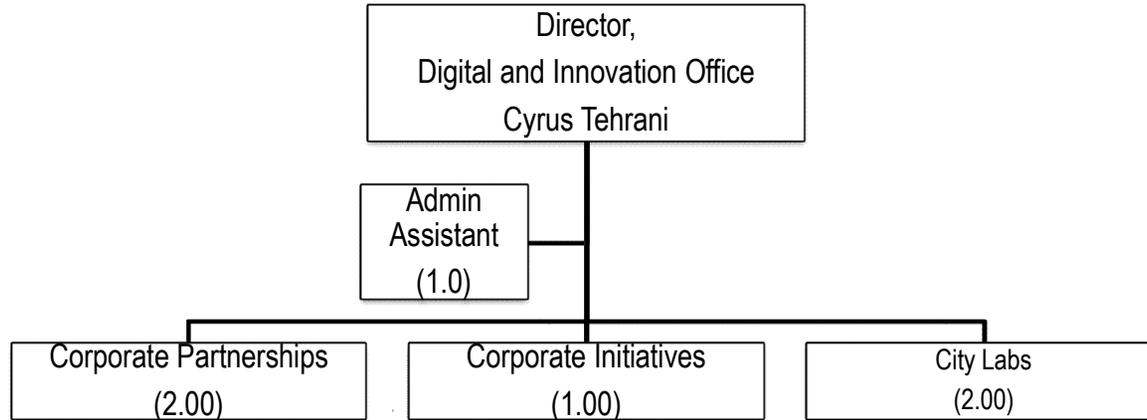
2023 Restated Budget Revenues



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 | |

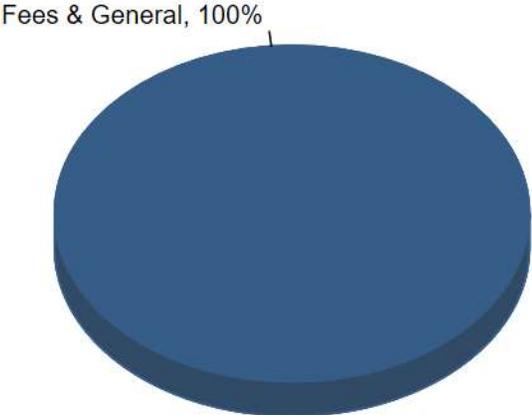
Digital & Innovation Office

| | 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% |

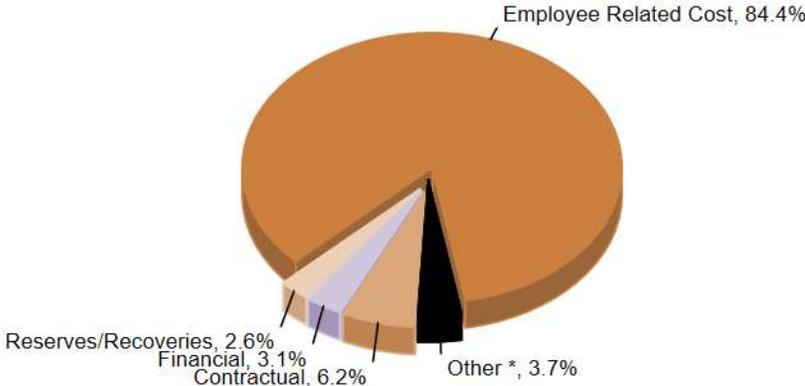
Digital & Innovation Office

| | 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



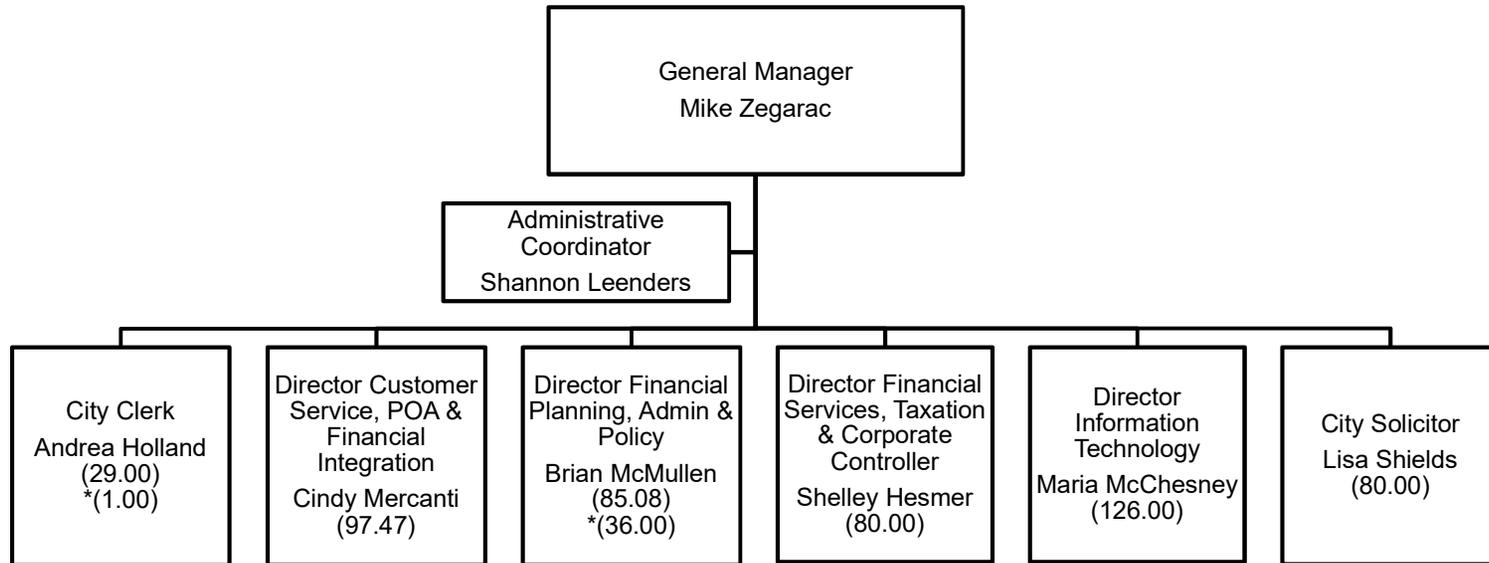
**CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK**

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.

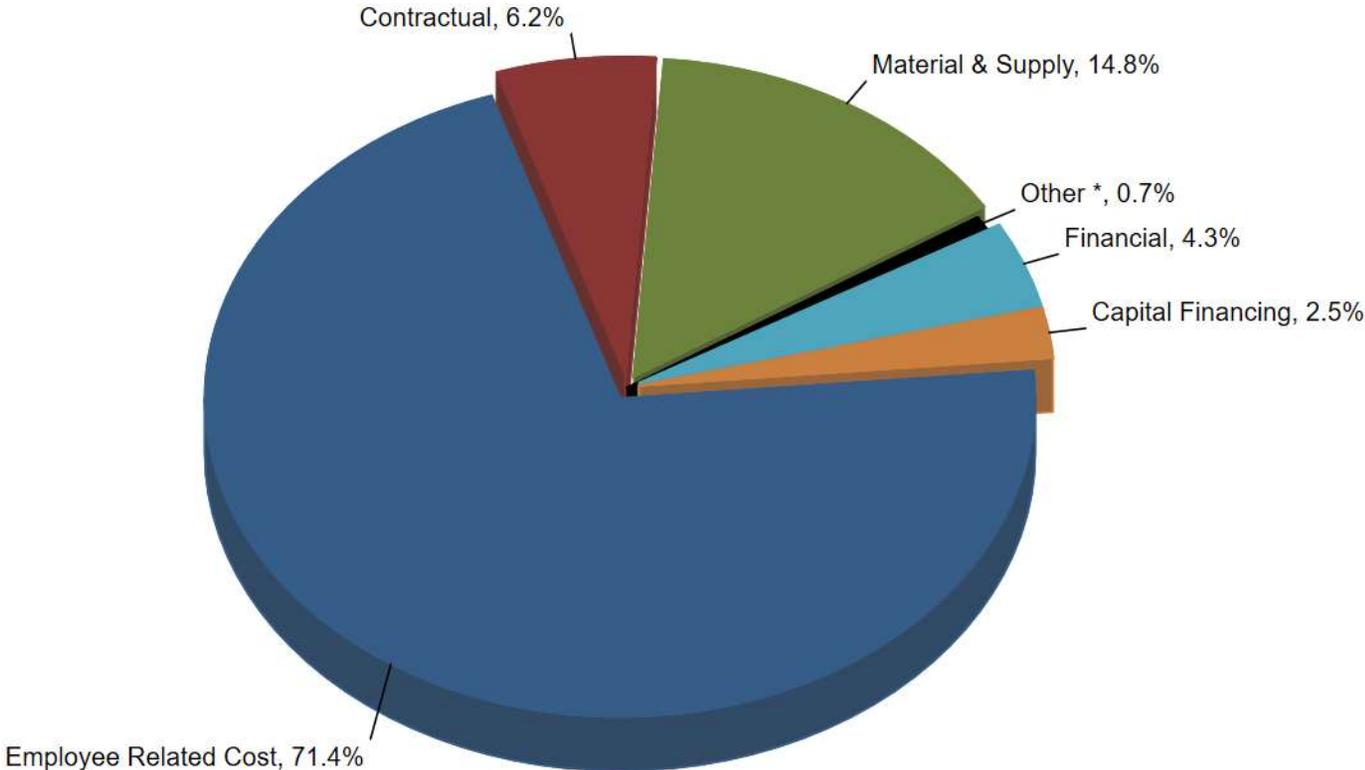
Corporate Services

| | 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% |

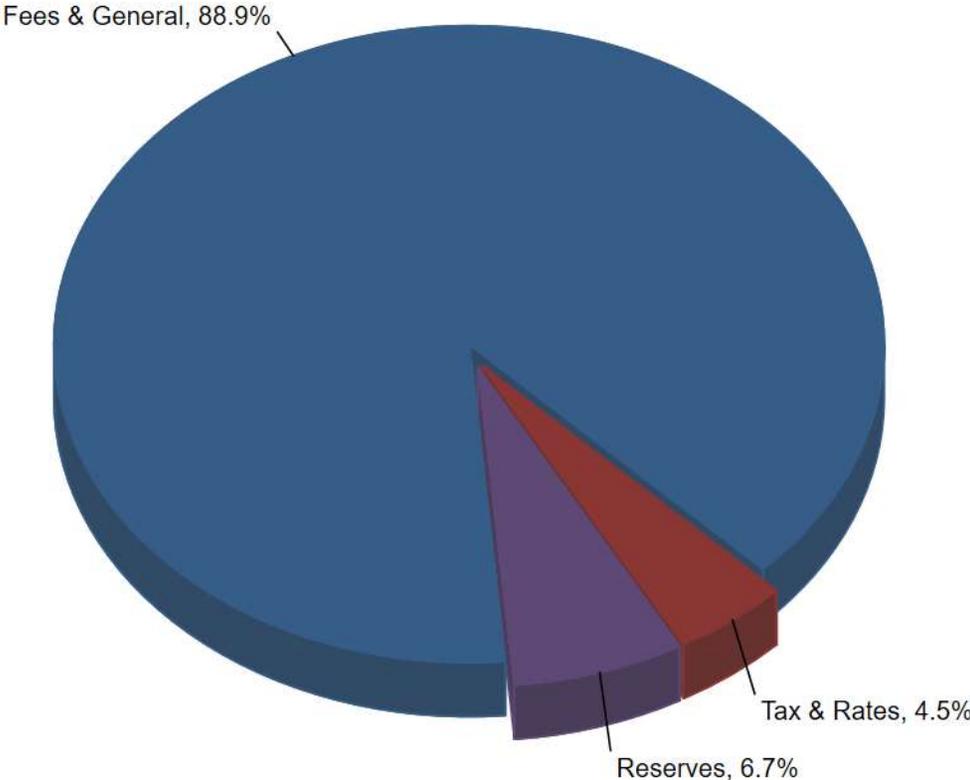
Corporate Services

| | 2021 | | 2022 | | 2023 | | Change | |
|------------------------------|----------------------|-----------|---------------------|-----------|---------------------|--|------------------|-------------|
| | 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 Expenses



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 |

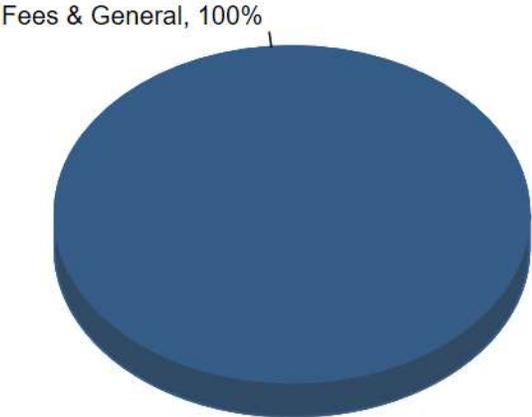
Corporate Services Administration

| | 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% |

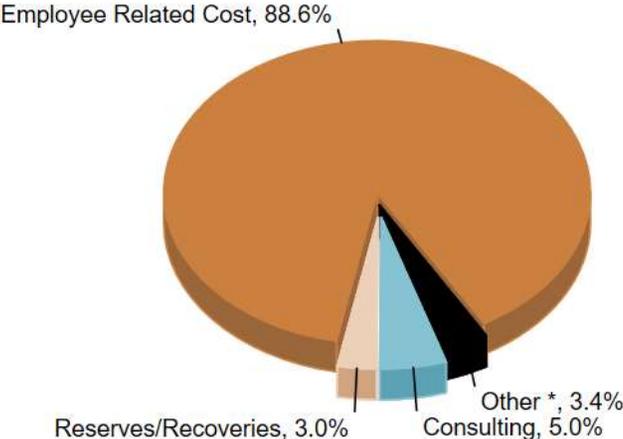
| | 2021 | 2022 | 2023 | Change | Change |
|-----------------------|-------------------|-------------------|--------------------|------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Employee Related Cost | \$ 412,925 | \$ 423,992 | \$ 440,726 | \$ 16,734 | 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 | - | -% |
|------------------------------|--|-------------|-------------|----------|-----------|

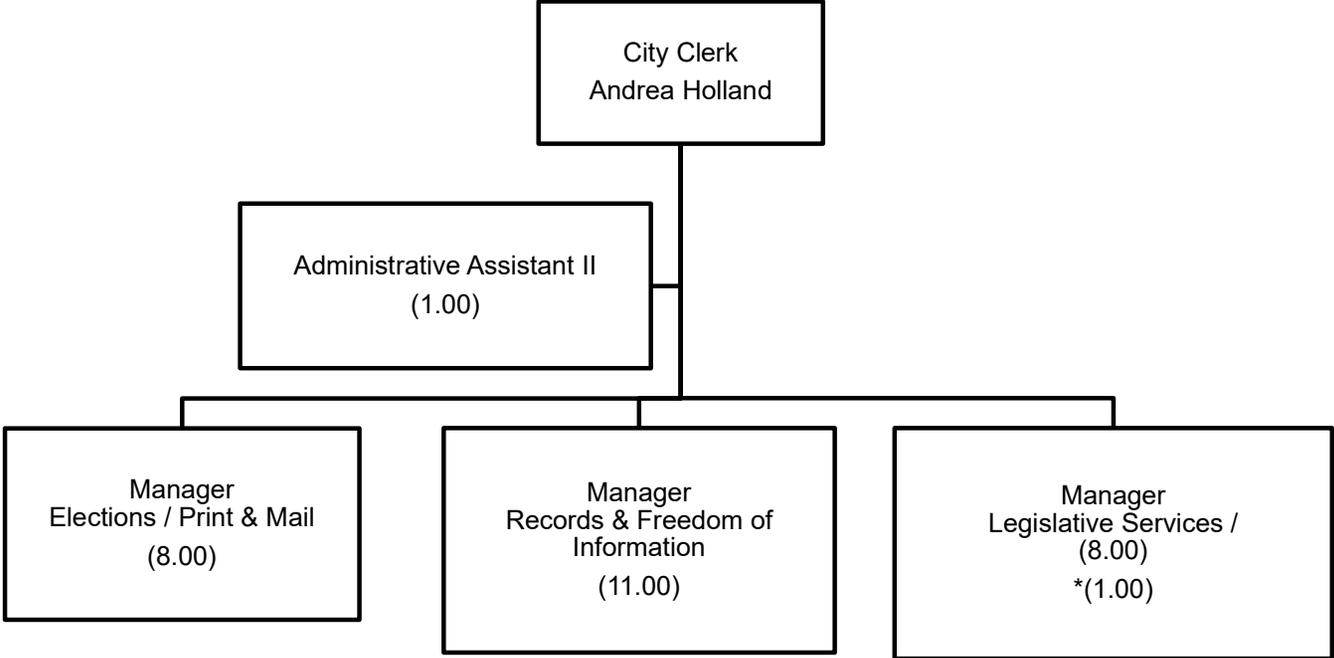
2023 Restated Budget Revenues



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

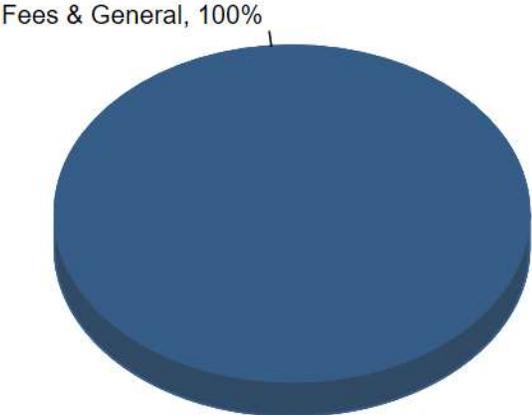
City Clerk's Office delivers transparent, impartial and accessible services to Council, the corporation and our citizens. It is organized into three business units, Legislative Services, Election/ Print and Mail Services, and Records/Information Management Services. The division provides services under 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 | |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------|
| | 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)% |

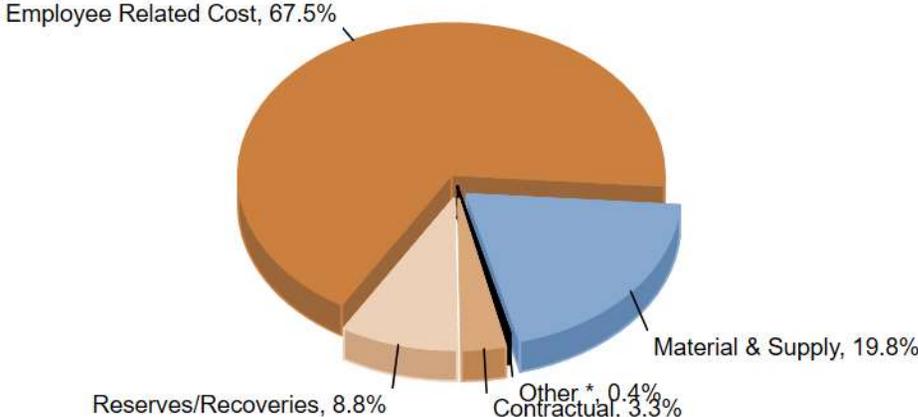
City Clerk's Office

| | 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 | - | -% |

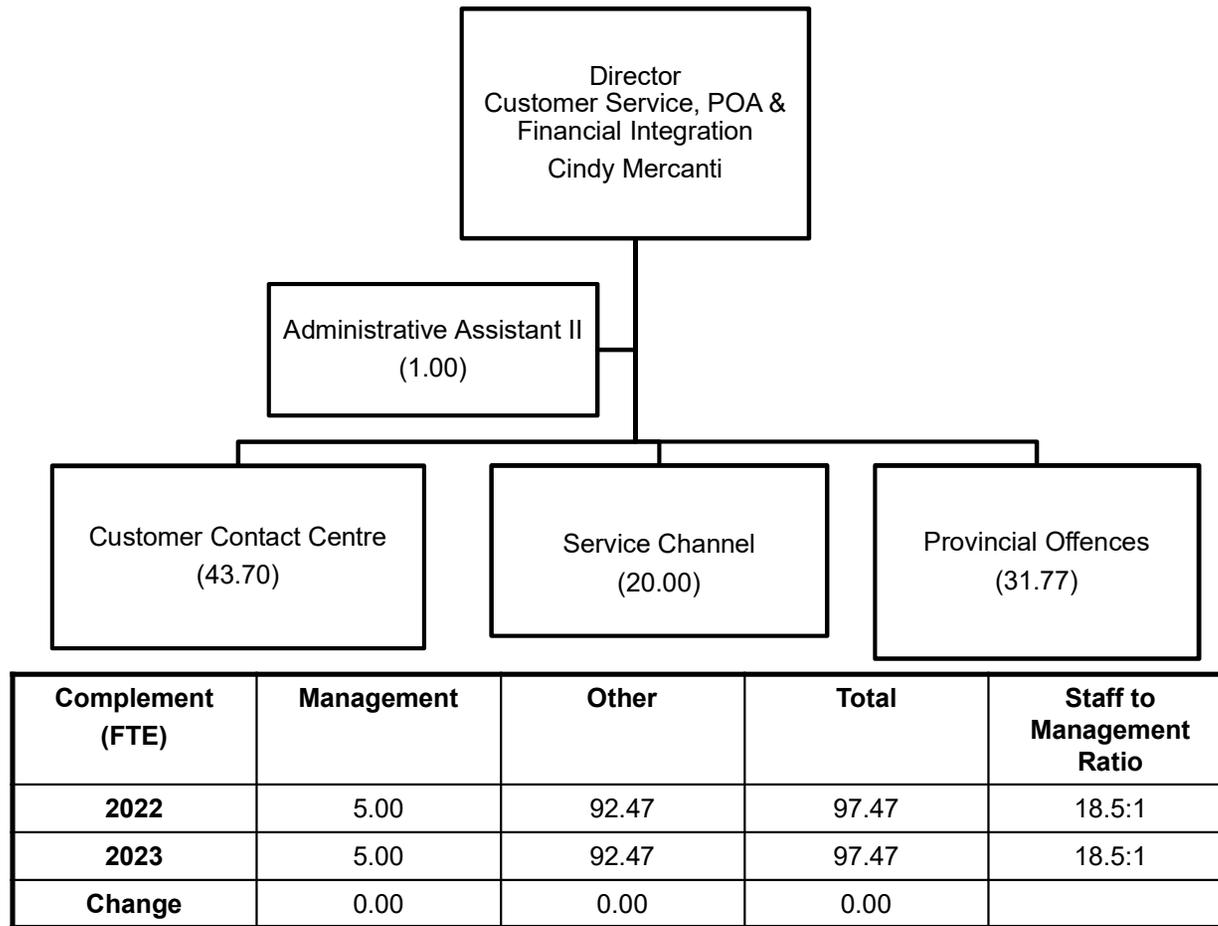
2023 Restated Budget Revenues



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% |

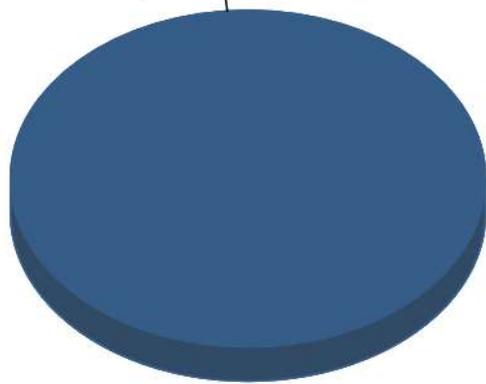
Customer Service POA and Finl Integration

| | 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% |

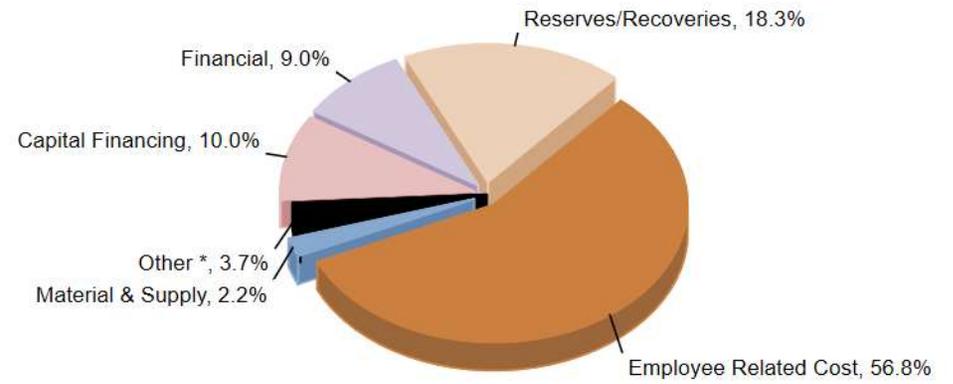
Customer Service POA and Finl Integration

2023 Restated Budget Revenues

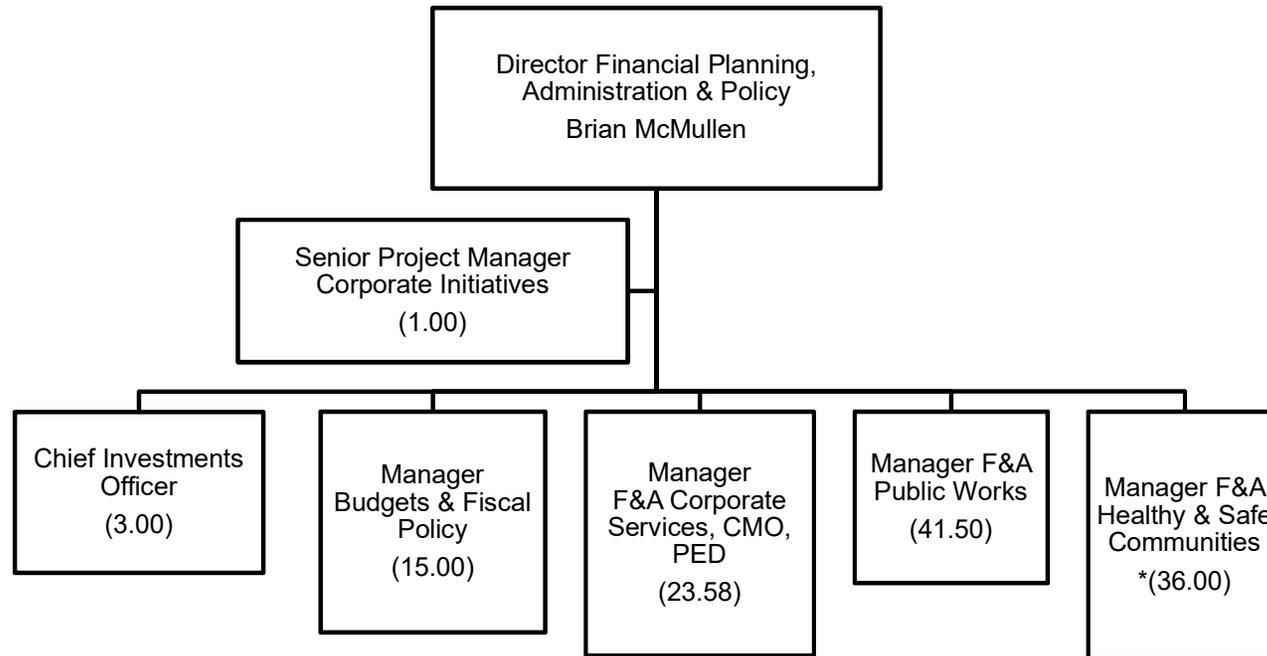
Fees & General, 100%



2023 Restated Budget Expenses



FINANCIAL PLANNING, ADMIN & POLICY



| Complement (FTE) | Management | *Management Distributed | Other | *Other Distributed | Total | Staff to Management Ratio |
|------------------|------------|-------------------------|-------|--------------------|--------|---------------------------|
| 2022 | 5.00 | 1.00 | 79.58 | 35.00 | 120.58 | 19.1 :1 |
| 2023 | 5.00 | 1.00 | 80.08 | 35.00 | 121.08 | 19.26:1 |
| Change | 0.00 | 0.00 | 0.50 | 0.00 | 0.50 | |

* Represents distributed staff whose budget are in operating departments

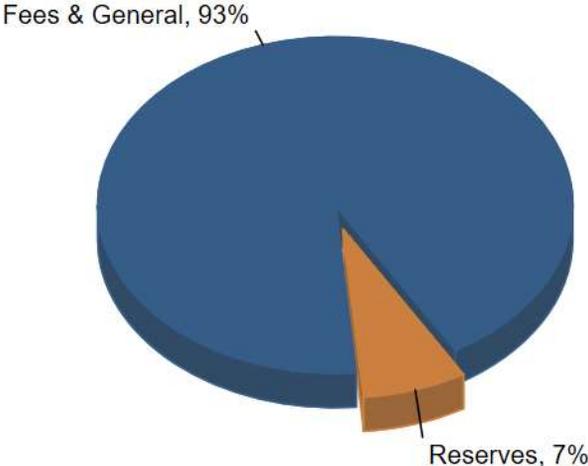
Financial Planning Admin & Policy

| | 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% |

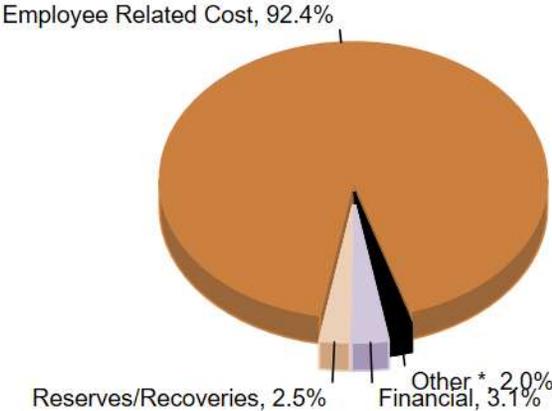
Financial Planning Admin & Policy

| | 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% |

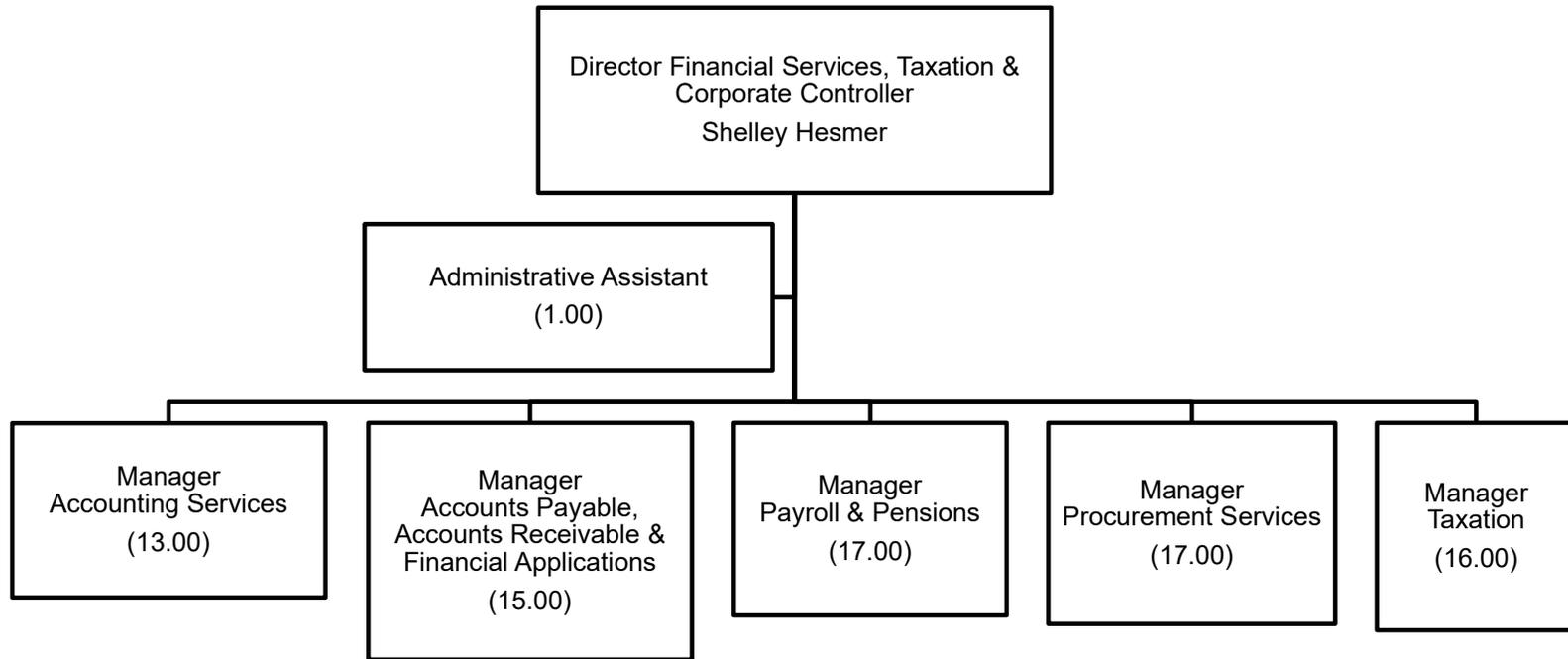
2023 Restated Budget Revenues



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

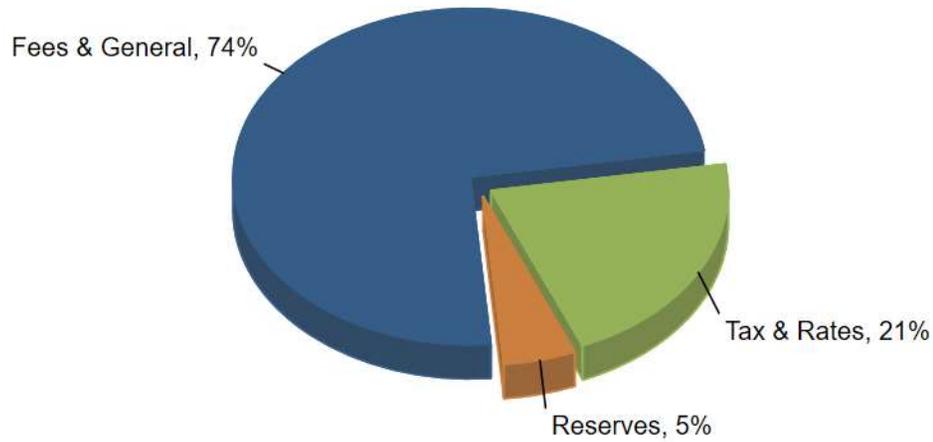
The division plays a key role in ensuring that Hamilton is financially sound, accountable and transparent in managing public funds. Each section within the division delivers a range of services that contribute to the financial success of the City, including the collection of property taxes and non-tax 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% |

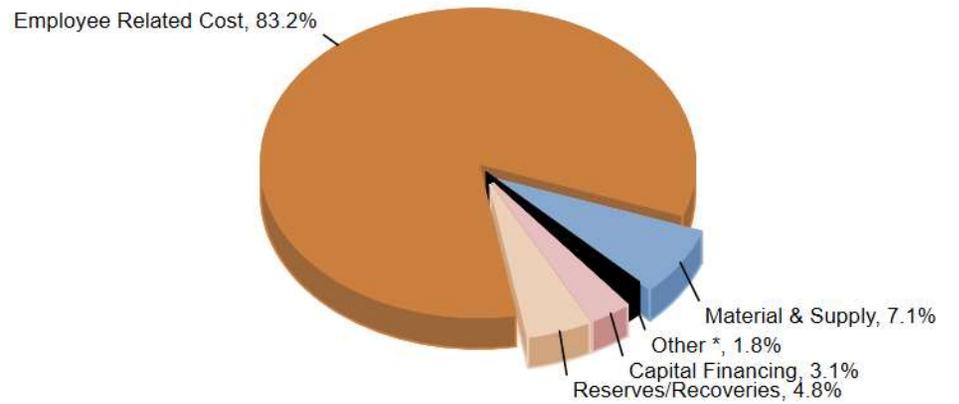
Financial Serv Taxation and Corp Controller

| | 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 | - | -% |

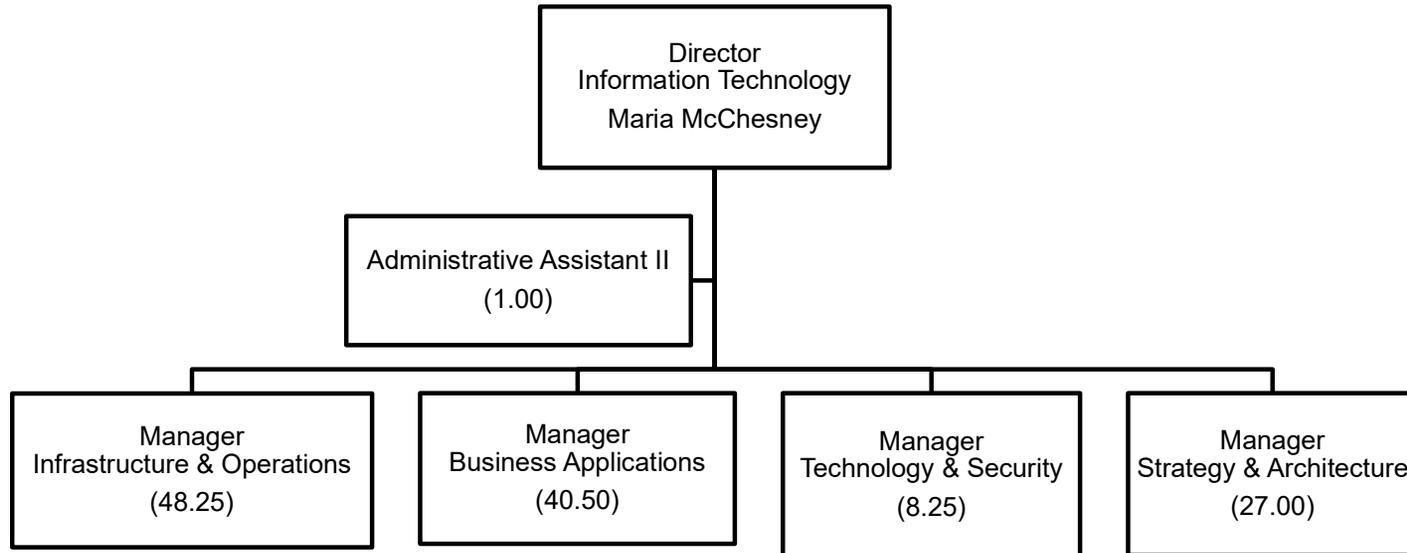
2023 Restated Budget Revenues



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

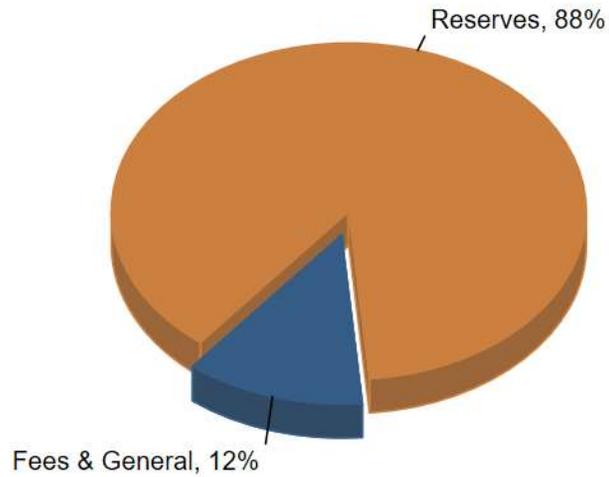
Information Technology (IT) supports all City department areas in improving current processes and finding innovative and viable technologies to meet current and future business challenges.. The division accomplishes this by performing a variety of services. Information Technology is managed through best 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% |

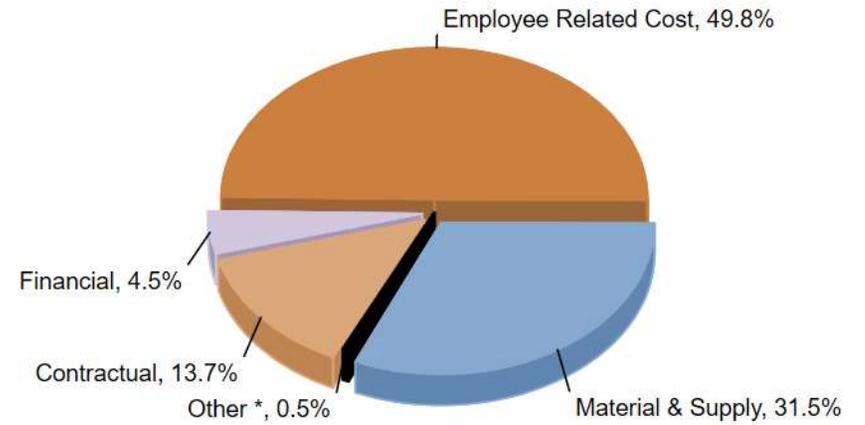
Information Technology

| | 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 | - | -% |

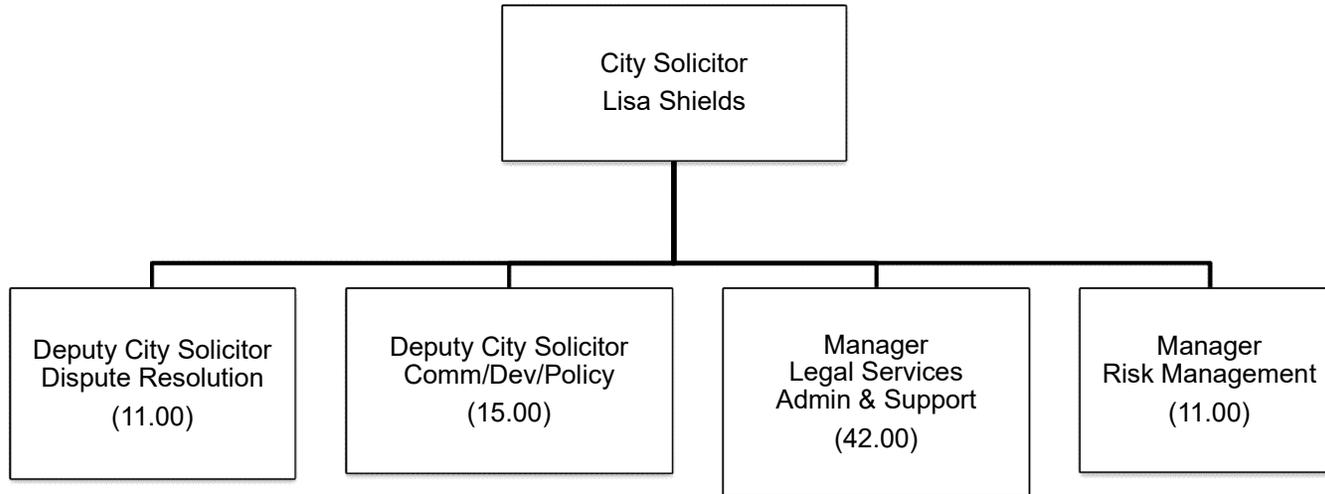
2023 Restated Budget Revenues



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

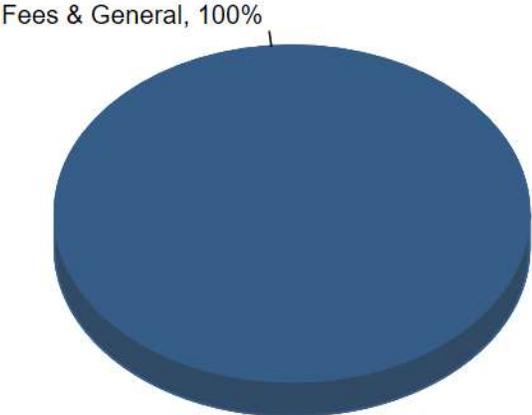
| | 2021 | 2022 | 2023 | Change | Change |
|---|---------------------|---------------------|---------------------|-------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Legal Services | \$ 4,321,735 | \$ 4,010,029 | \$ 4,346,258 | \$ 336,229 | 8.4% |
| Total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

Legal Services and Risk Management

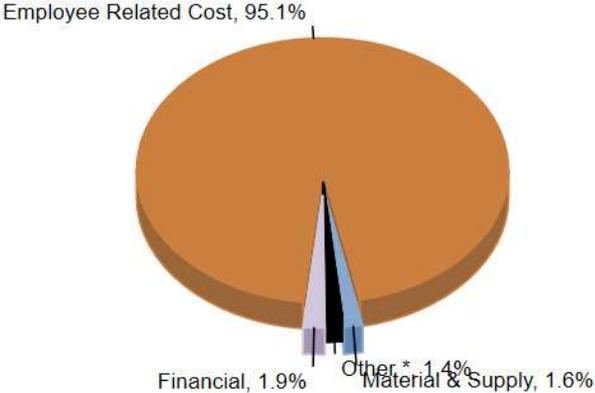
| | 2021 | 2022 | 2023 | Change | Change |
|------------------------------|---------------------|---------------------|---------------------|-------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Employee Related Cost | \$ 8,488,434 | \$ 9,657,910 | \$ 10,350,883 | \$ 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% |

Legal Services and Risk Management

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

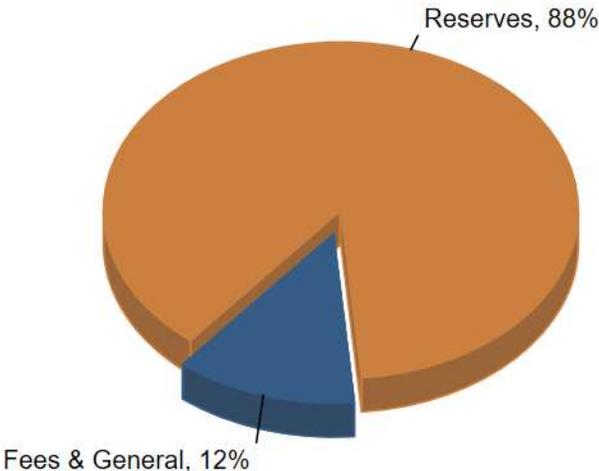
| | 2021 | 2022 | 2023 | Change | Change |
|---|---------------------|---------------------|---------------------|---------------------|--------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Corporate Initiatives (NPE) | \$ 5,744,668 | \$ 4,204,480 | \$ 7,693,174 | \$ 3,488,694 | 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

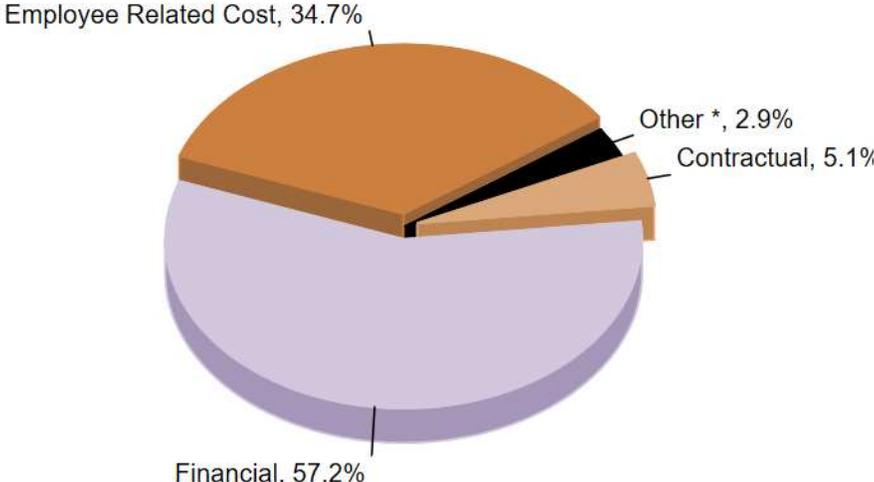
| | 2021 | 2022 | 2023 | Change | Change |
|-----------------------|----------------------|----------------------|----------------------|---------------------|---------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Employee Related Cost | \$ 12,825,791 | \$ 8,040,894 | \$ 13,306,233 | \$ 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

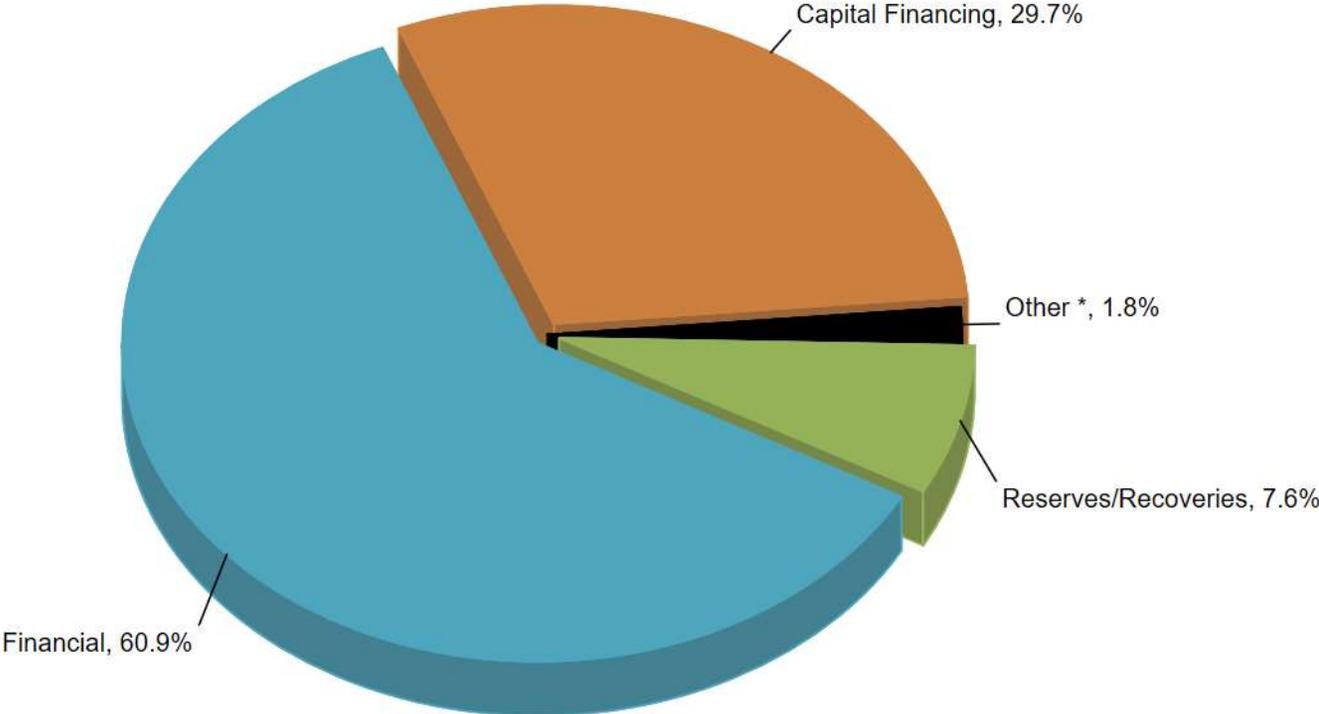
| | 2021 | 2022 | 2023 | Change | Change |
|-----------------------------------|------------------------|------------------------|------------------------|---------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Payment In Lieu | \$ (17,415,685) | \$ (17,108,444) | \$ (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% |

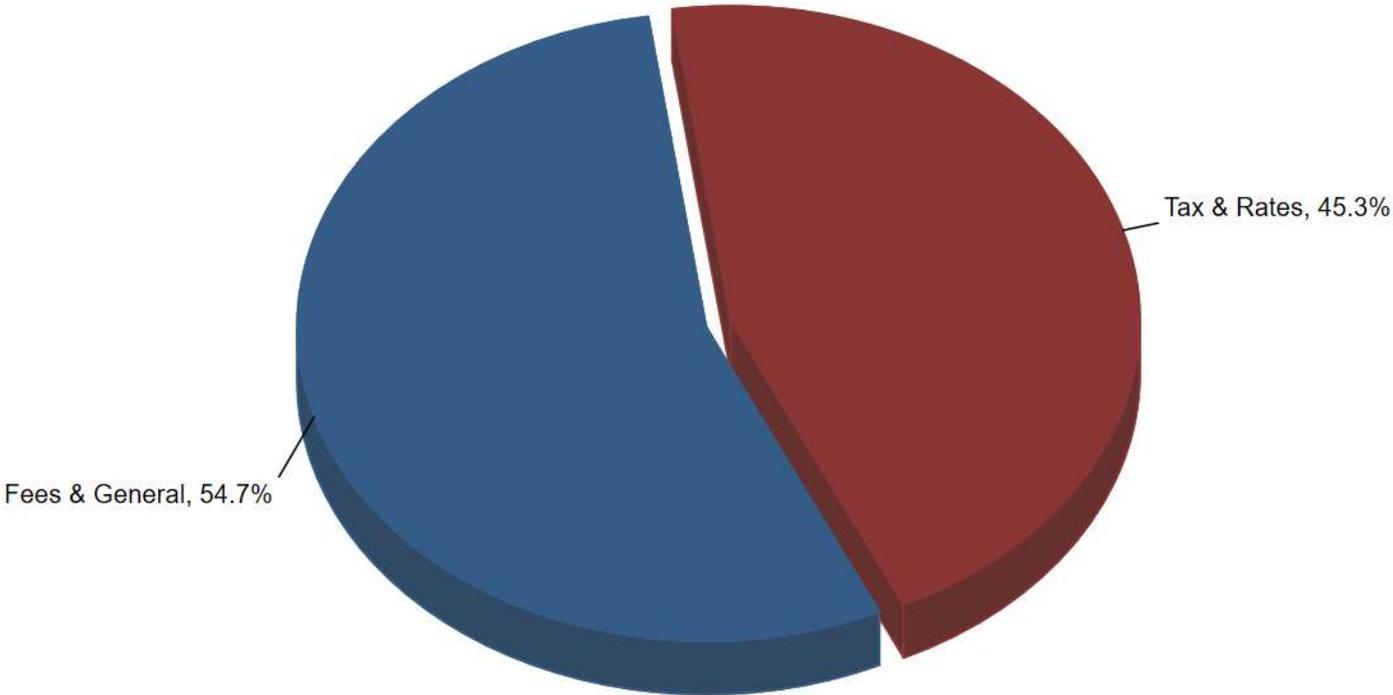
Non Program Revenues

2023 Preliminary Budget Expenses



Non Program Revenues

2023 Preliminary Budget Revenues



CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK

2023



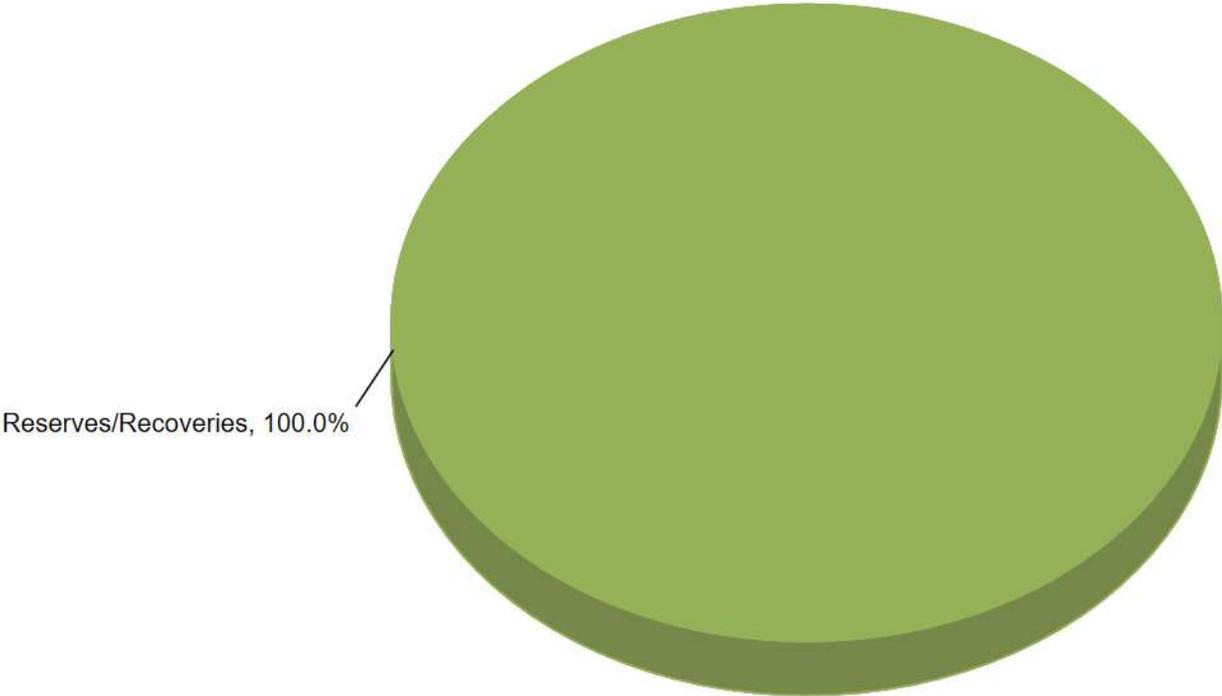
| HAMILTON ENTERTAINMENT FACILITIES

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

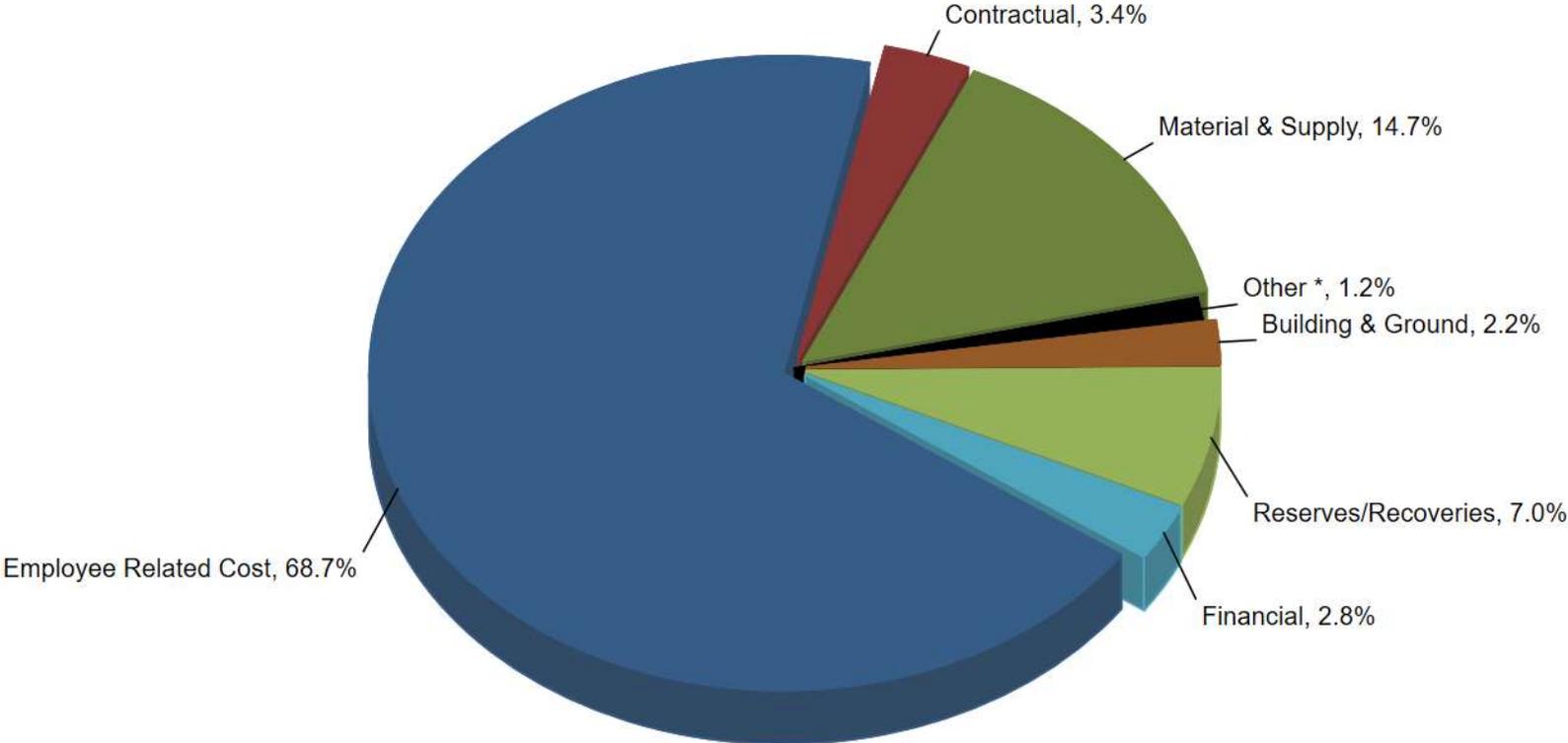
Legislative

| | 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% |

Legislative

| | 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

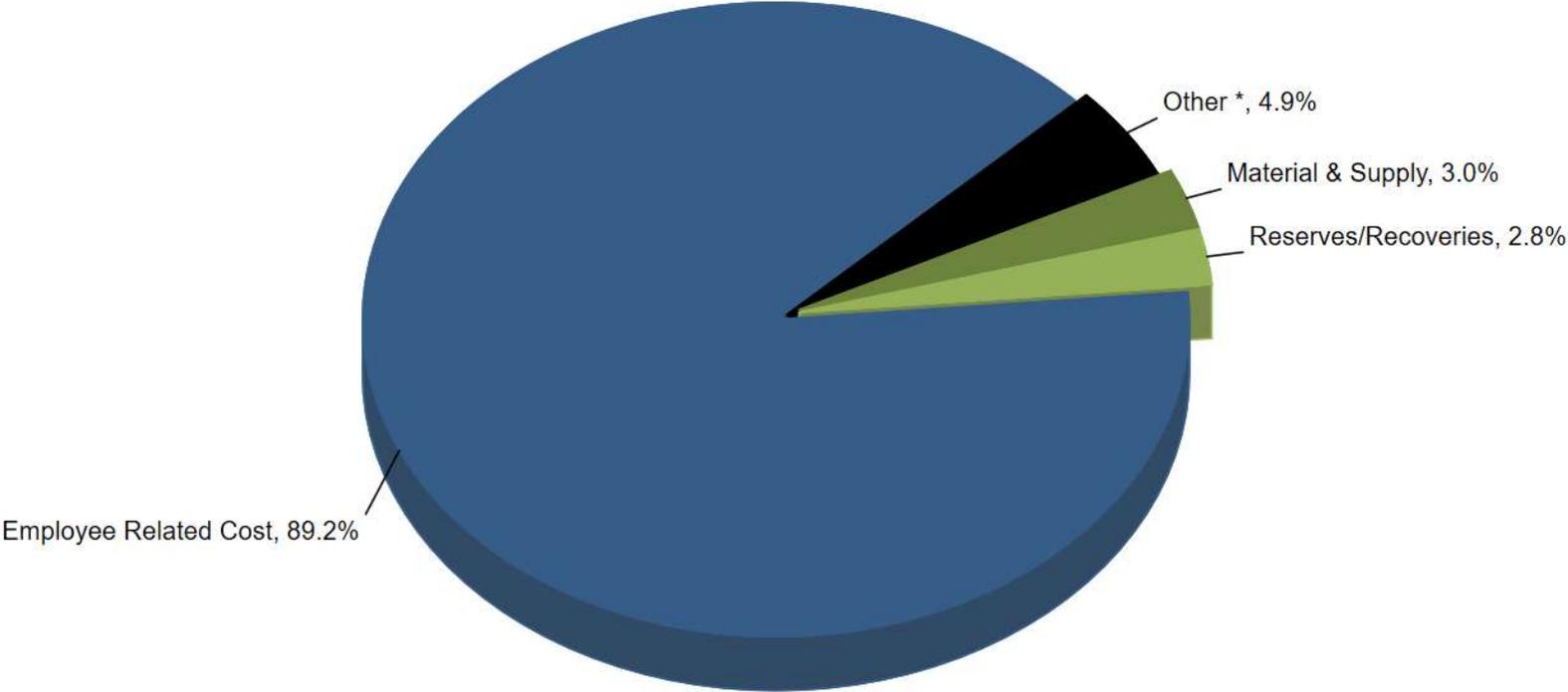
Hamilton Police Service

| | 2021 Actual | 2022 Restated Budget | 2023 Preliminary Budget | Change \$ | Change % |
|--------------------------------------|-----------------------|----------------------------|-------------------------------|---------------------|-------------|
| 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% |

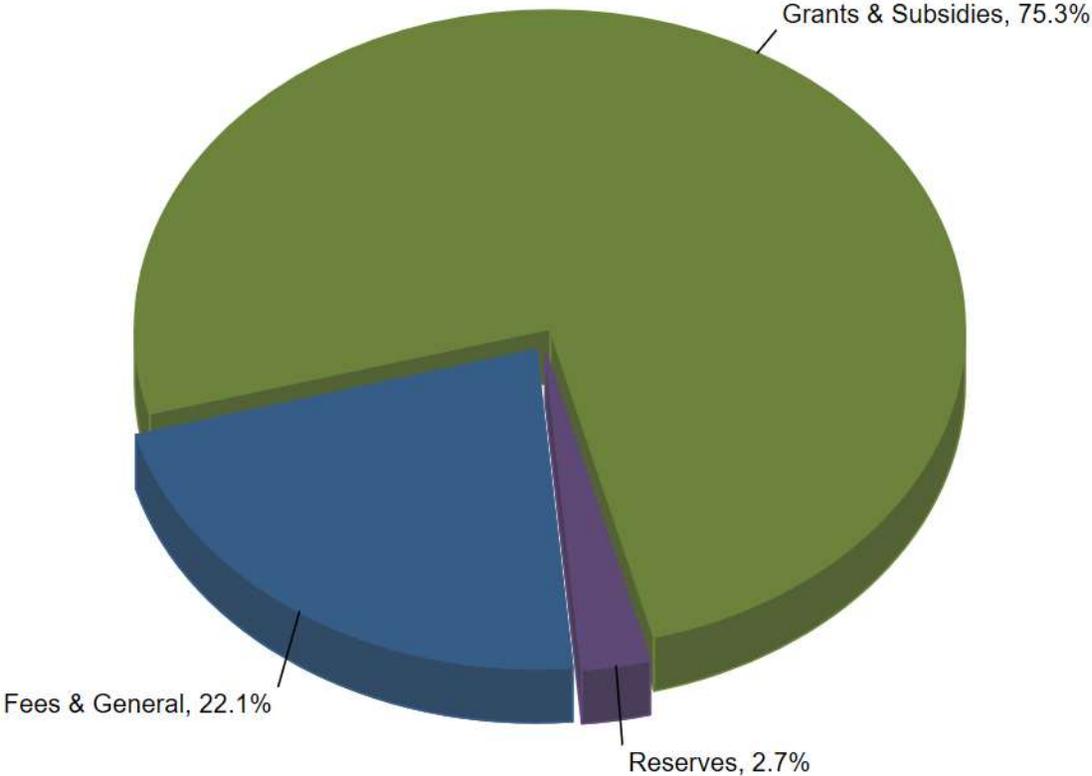
Hamilton Police Service

| | 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



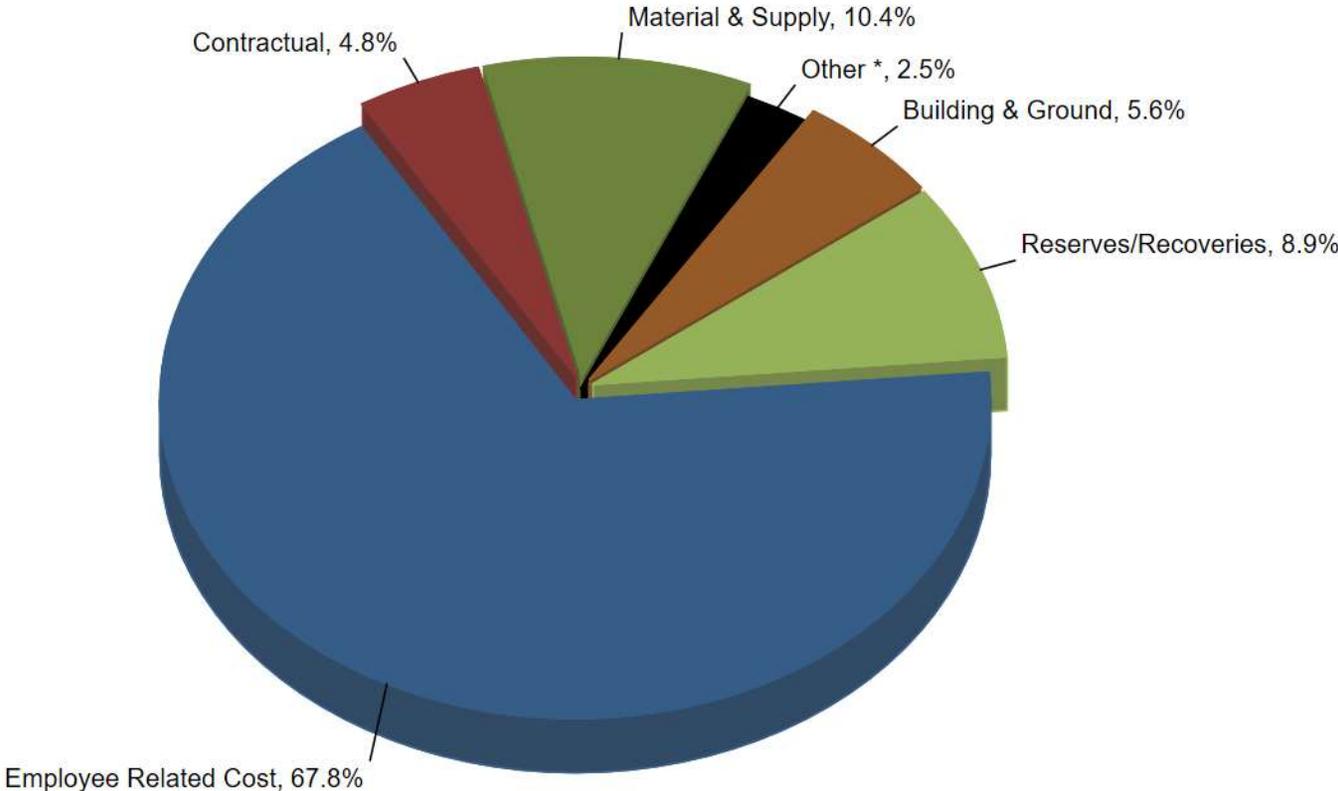
Hamilton Public Library

| | 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% |

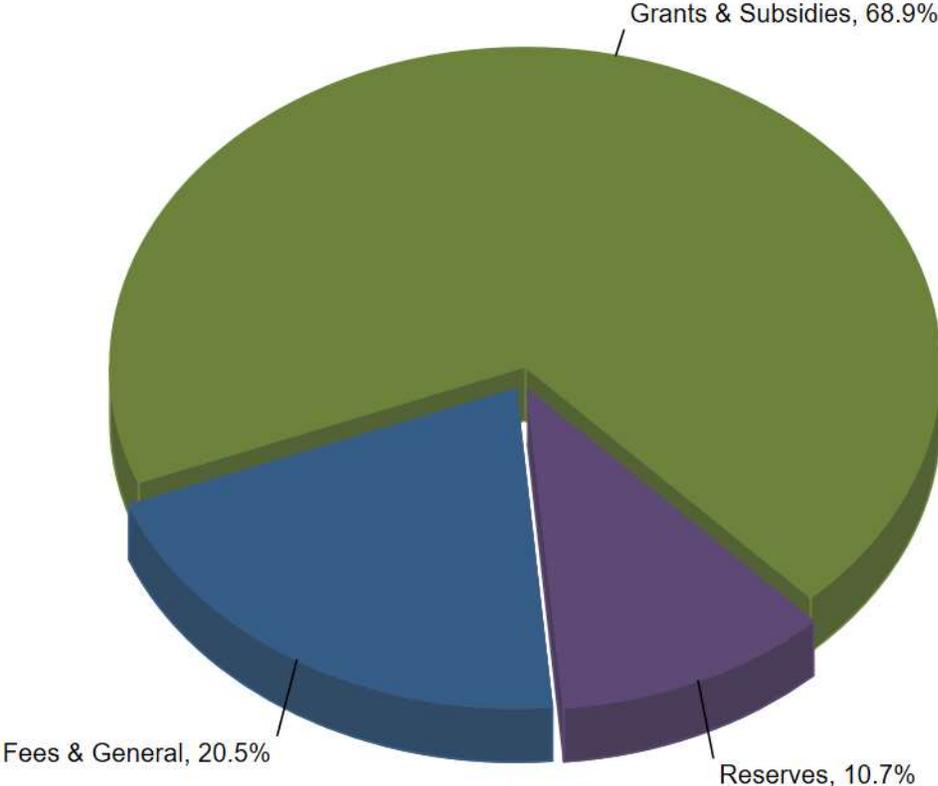
Hamilton Public Library

| | 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% |

2023 Preliminary Budget Expenses



2023 Preliminary Budget Revenues



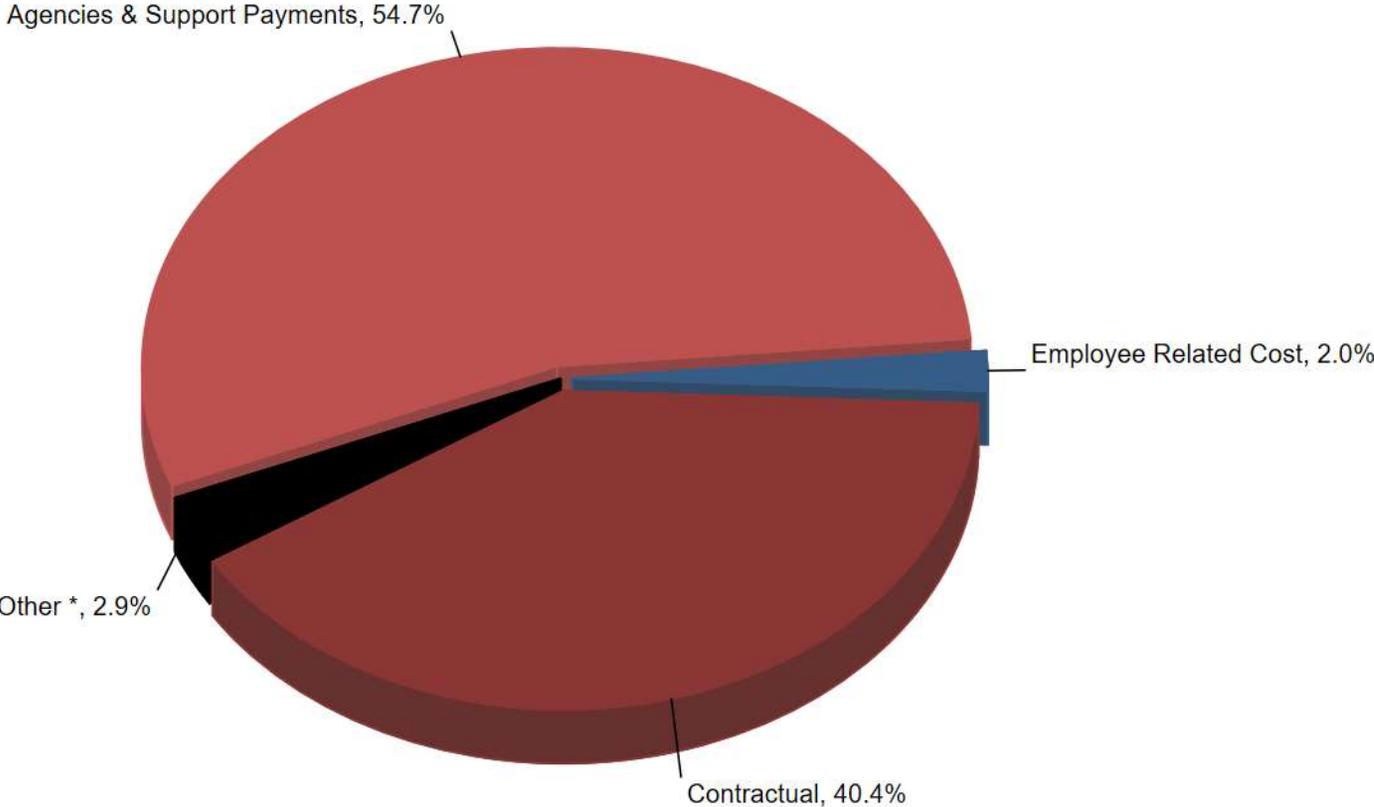
Boards & Agencies

| | 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

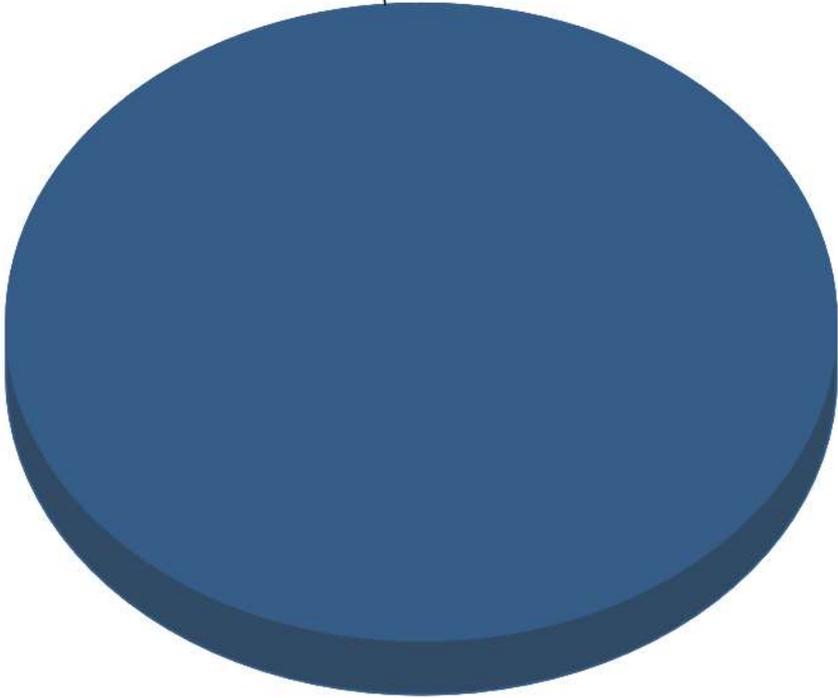
| | 2021 | 2022 | 2023 | Change | Change |
|------------------------------|----------------------|----------------------|----------------------|----------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Employee Related Cost* | \$ 293,760 | \$ 339,800 | \$ 359,864 | 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 Expenses



2023 Preliminary Budget Revenues

Fees & General, 100.0%



**CITY OF HAMILTON
BUDGET AND MULTI-YEAR OUTLOOK**

2023



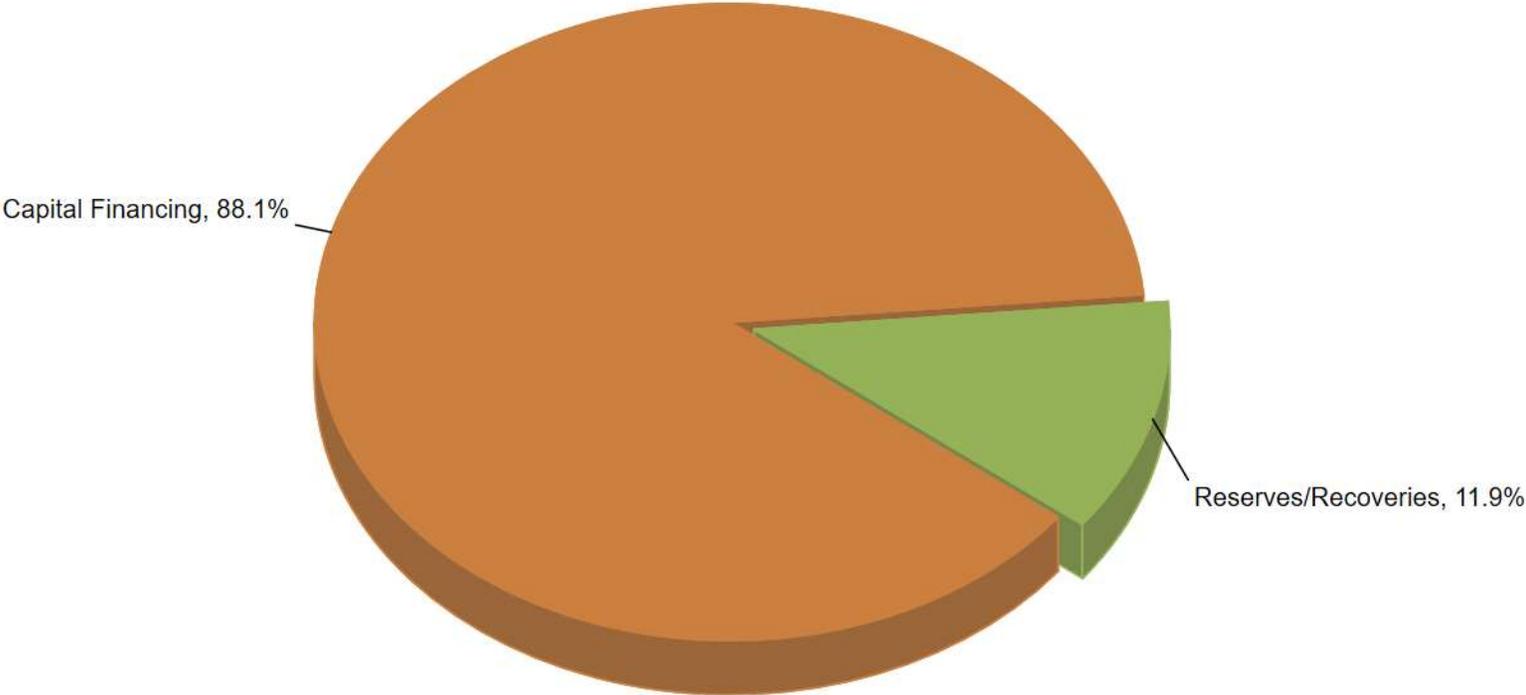
| CAPITAL FINANCING

City Depts Capital Financing

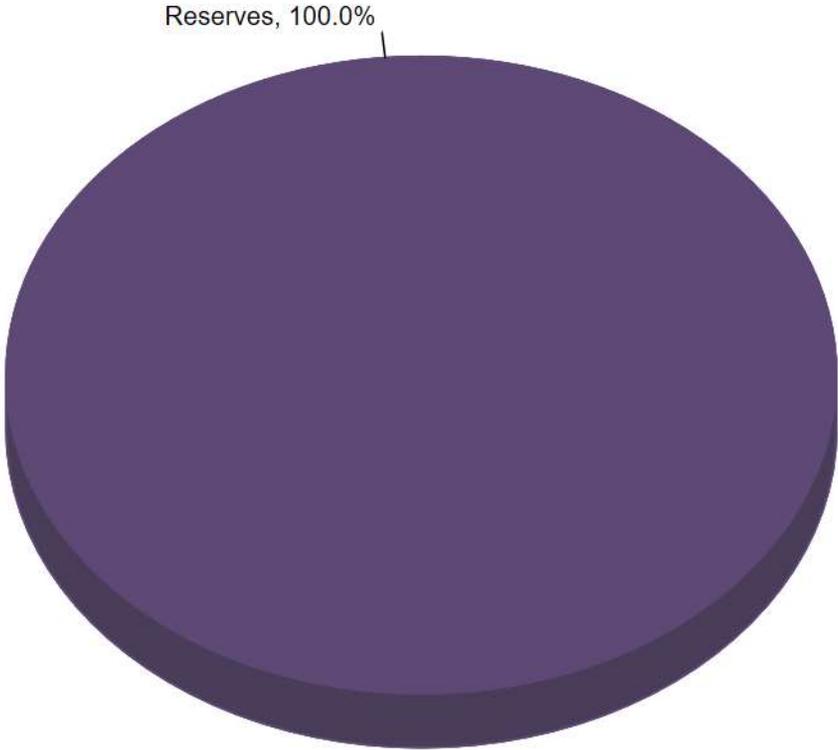
| | 2021 | 2022 | 2023 | Change | Change |
|---|----------------------|-----------------------|-----------------------|---------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Debt Healthy & Safe Communities | \$ 2,239,351 | \$ 2,309,070 | \$ 1,168,801 | \$ (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

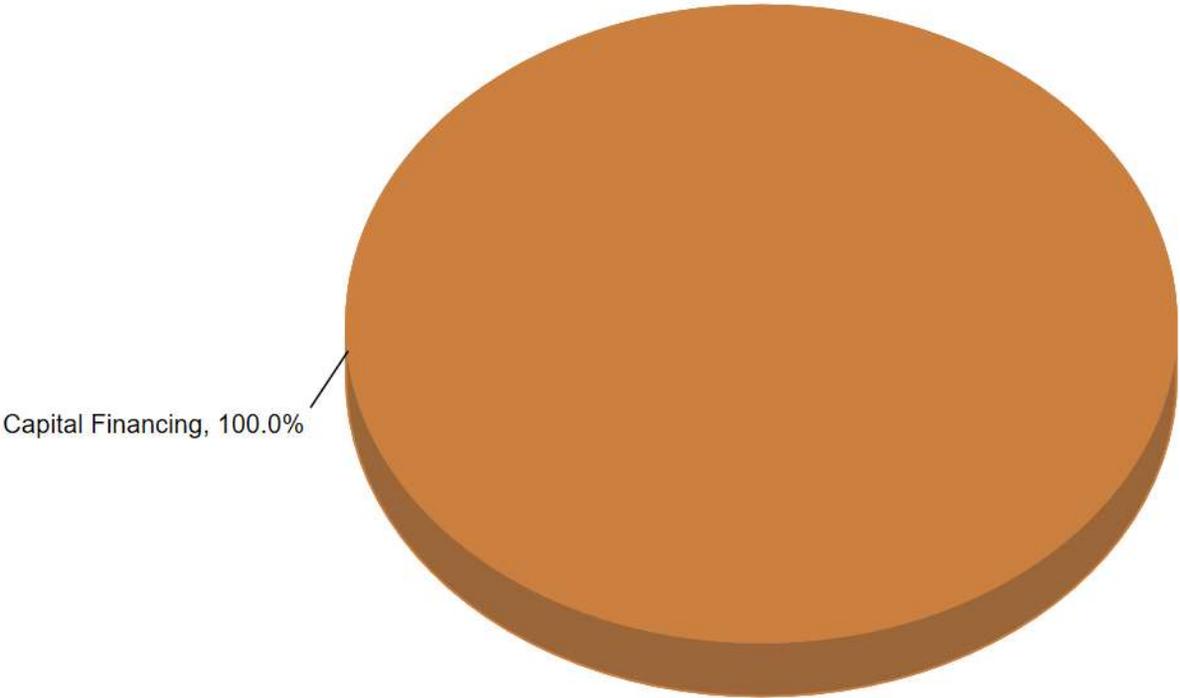


Boards & Agencies Capital Financing

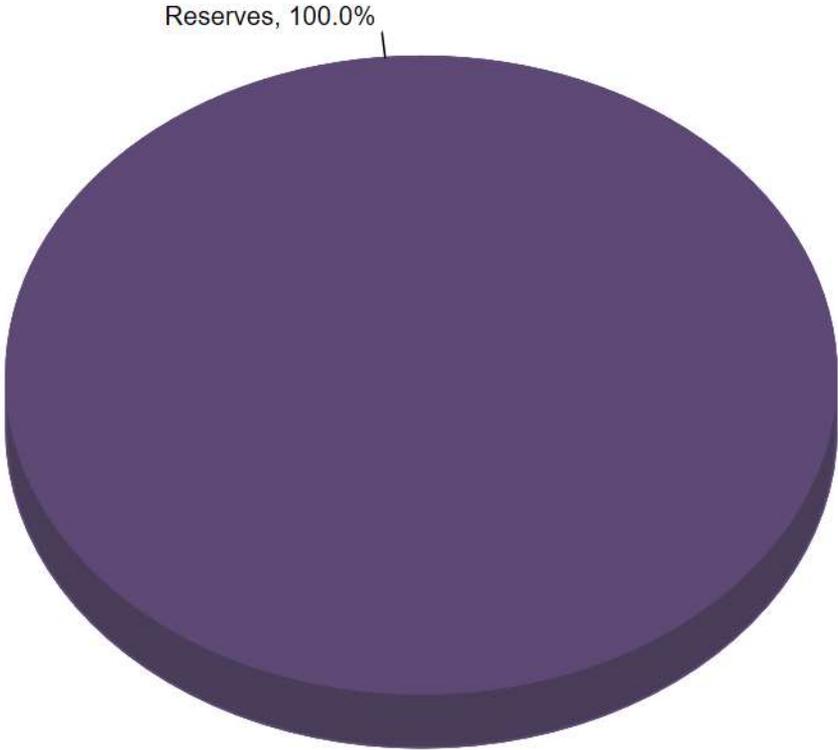
| | 2021 | 2022 | 2023 | Change | Change |
|--|---------------------|---------------------|---------------------|------------------|-------------|
| | Actual | Restated Budget | Preliminary Budget | \$ | % |
| Police Capital Financing | \$ 1,234,794 | \$ 1,174,000 | \$ 1,214,000 | \$ 40,000 | 3.4% |
| 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

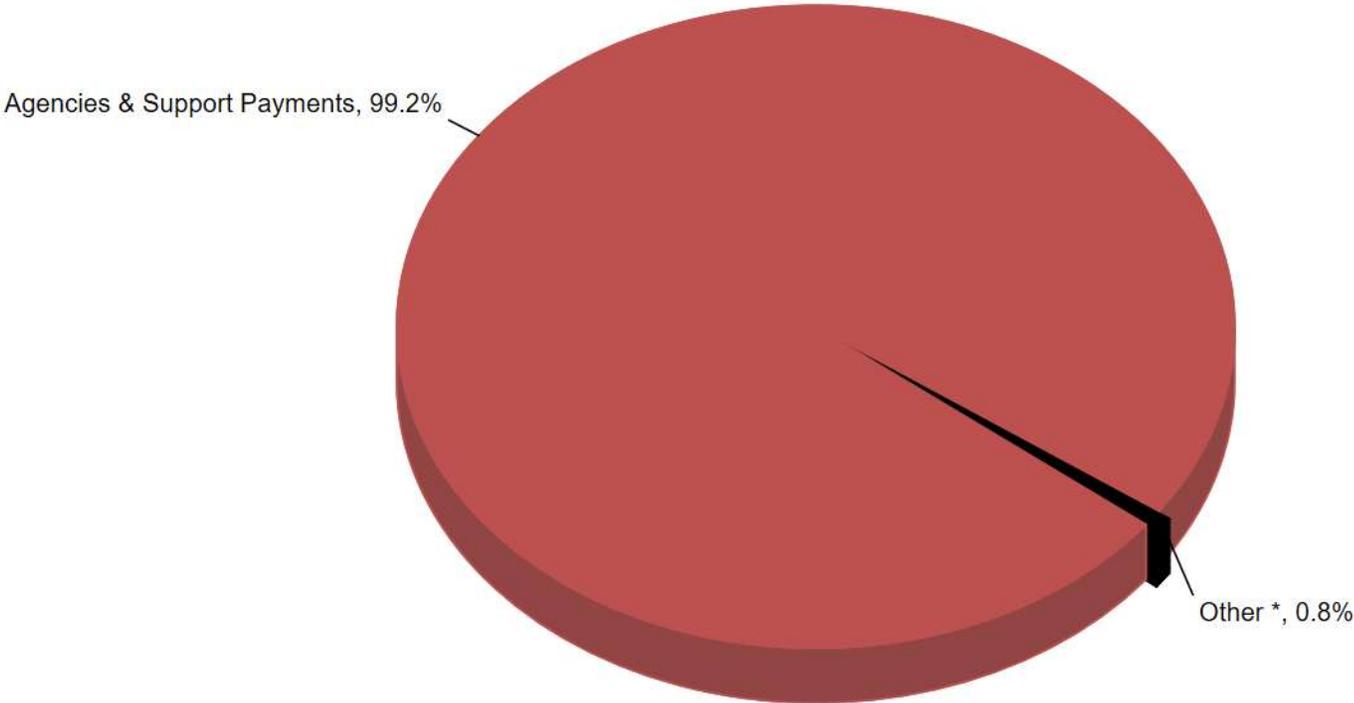
City Enrichment Fund

| | 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 | -% |

City Enrichment Fund

2023 Preliminary Budget Expenses





| 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**

| FORM # | DIVISION | SERVICE / PROGRAM | DESCRIPTION | 2023 IMPACT | | |
|--|-----------------------------------|--|---|-----------------------|---------------------|-------------|
| | | | | 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**

| FORM # | DIVISION | SERVICE / PROGRAM | DESCRIPTION | 2023 IMPACT | | |
|-----------------------------------|------------------------------------|--|--|-----------------------|---------------------|--------------|
| | | | | 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

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.

DESCRIPTION

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.



| 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 an 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 | | | | |
| <p>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.</p> | | | | |
| DESCRIPTION | | | | |
| <p>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.</p> | | | | |

| 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 decisions 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**

| FORM # | DIVISION | SERVICE / PROGRAM | DESCRIPTION | 2023 IMPACT | | |
|--|-----------------------------------|------------------------------|--|-----------------------|---------------------|--------------|
| | | | | 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

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.

DESCRIPTION

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.



| 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

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.

DESCRIPTION

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.



| 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

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

DESCRIPTION

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.



| 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 impact 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

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."

DESCRIPTION

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



| 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 Infrac. 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

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.

DESCRIPTION

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.



| 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

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.

DESCRIPTION

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.



| 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 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 resiting 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% |